



Annual Budget  
Fiscal Year 2005-06  
City of Leesburg, Florida



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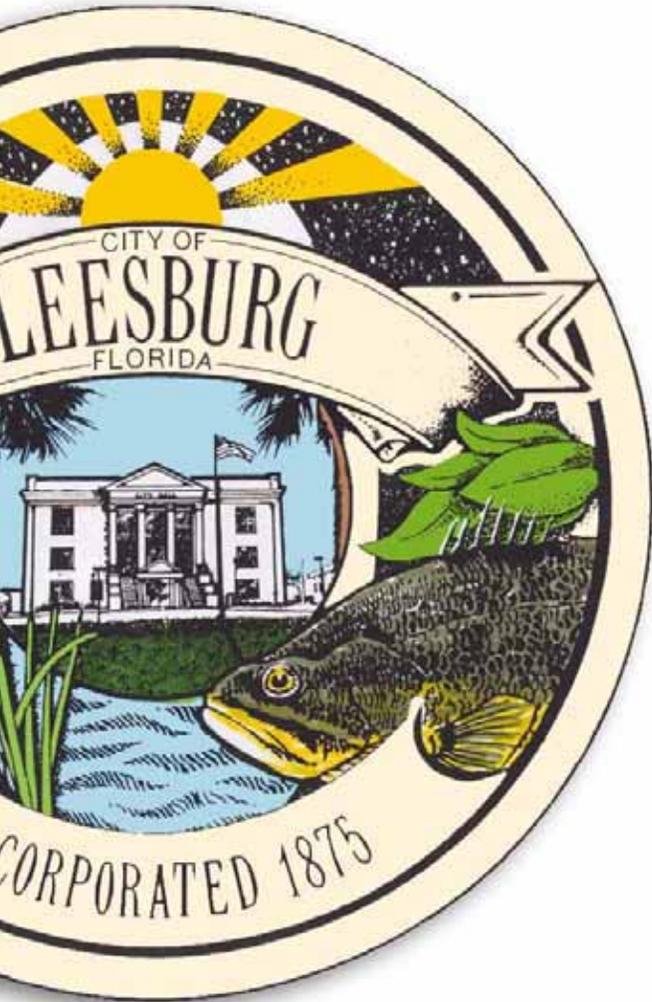
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# CITY OF LEESBURG

# ANNUAL

# BUDGET

Fiscal Year 2005-06



JOHN CHRISTIAN  
Mayor  
Seat 2, District 2

SANNA HENDERSON  
Seat 1, District 1

C. ROBERT LOVELL  
Seat 4, At-Large

LEWIS PUCKETT  
Seat 3, District 3

DAVID KNOWLES  
Seat 5, At-Large

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RON STOCK  
City Manager

BILL PFEILSTICKER  
Finance Director

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FRED MORRISON  
City Attorney  
McLin & Burnsed

DIANE REICHARD, CPA, CGFO  
Deputy Finance Director

BETTY RICHARDSON  
City Clerk

JAKKI CUNNINGHAM PERRY  
Human Resources Director

STAN CARTER  
Information  
Technology Director

H. CHARLES IDELL, JR.  
Police Chief

DENNIS SARGENT  
Fire Chief

LORA L. HOLLINGSWORTH, P.E.  
City Engineer

LAURA MCELHANON  
Community Development  
Director

KEN THOMAS  
Economic Development Director

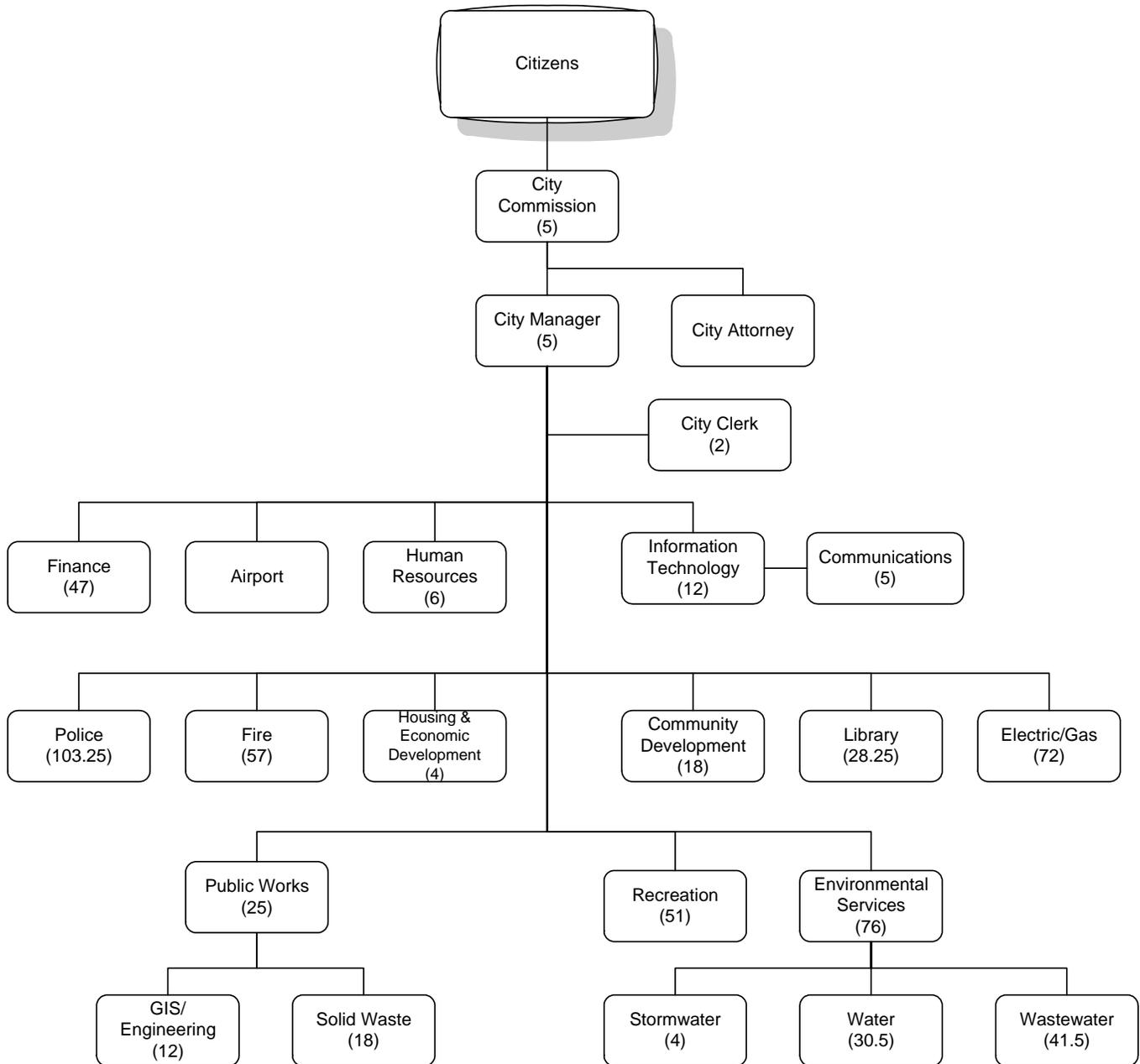
BARBARA J. MORSE  
Library Director

JAY EVANS  
Interim Electric/Gas Director

RAY SHARP  
Environmental Services  
Director

BRUCE ERICSON, CPRP  
Director of Recreation & Parks

# ORGANIZATION CHART



- NUMBERS REFLECT FULL TIME EQUIVALENT EMPLOYEES IN RESPECTIVE DEPARTMENTS



# 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

This letter transmits to you the proposed Fiscal Year 2005-06 Annual Budget. We hope you find this balanced budget in the amount of \$141,848,618, addresses the fiscal and program priorities you have identified. Although the City is experiencing growth rates exceeding historical trends, our ability to meet the increased demand for services remains strong. This will be the 16<sup>th</sup> consecutive year that the City has managed its finances without the need to raise the property tax, which is again proposed to be 4.50 mills. Not only is 4.50 lower than the Lake County average municipal property tax of 4.63, but a recent survey indicates the average cost to a homeowner for property taxes and utilities is lower in Leesburg than any other city in Lake County. Surely this is evidence that *great things are happening in Leesburg.*

Whereas the City recently adopted seven "core values" that will permeate every aspect of government operations, this budget has been tailored to see that those values are reflected in our fiscal planning, program development, capital projects, staffing levels, and employee benefit policies. The goals of each department are articulated within their respective sections of the budget, and each goal is related to one or more of the seven core values. This will ensure that the city is allocating its valuable resources in ways that will advance the principles of good governance.

The financial forecast for the City is positive, lead by an increase in operating revenues in the General Fund of 17.6%. This includes a 13% increase in ad valorem tax revenues. Utility operating revenues are anticipated to grow 8.3%, reflecting previously approved rate increases as recommended in the rate study by the engineering consultants. Impact fee revenue is also expected to see a healthy increase, fueled by residential and commercial growth. Increased sales and retired debt will allow the Communications Fund to become self-sufficient in 2005-06. Interest earnings available for operating expenses are expected to be significantly lower because nearly 60% of cash is reserved for capital improvements and interest earnings are reflected as bond interest.

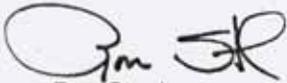
This year's proposed budget expenditures evince a conservative approach to service and program expansion. No retained earnings (reserves) are budgeted in any of the utilities. The contribution to the General Fund by the Wastewater, Communications, and Solid Waste utilities will be reduced from 8% to 7.25%, and Electric, Gas, and Water utilities will be maintained at 8% of operating revenues. The City's General Fund appropriations will increase 16.3%. Our overall utility operating appropriations will be 7% above last year.

Increases in operating expense are typically associated with changes in compensation, benefits, and staffing levels. This year will see the implementation of the second half of the 2004 salary survey wage adjustments, the addition of 35 new FTE positions, and the 2.5% increase to the defined contribution pension plan that was recommended by the actuary. Non-staffing increases will include an estimated 5% hike in the City's property/casualty/liability insurance premiums. To help mitigate these increases, we are proposing a hiring schedule that will fill most of the new positions after April 1, 2006. We will also realize a reduction in Workman's Compensation coverage from 72% to 54% of the "manual premium" established by the State. Lastly, another notable aspect of this proposal is a reduction in the cost of City-provided health care coverage to employees, dependents, and retirees (supplemental retire insurance will not change in 2005-06).

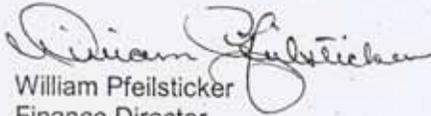
Bond-funded capital projects will be a priority again in 2005-06. Over \$11M in proceeds from the 2004 issuance will be used for infrastructure improvements in the electric, gas, water, and wastewater departments. Another \$3M from the capital projects fund bond proceeds will be used to design and construct the swimming pool and other public works projects. Pursuant to the Commission's direction, the Civic Center project has been postponed until such time as the new swimming pool is complete and additional funding has been secured.

Although we've attempted to address as many of your program priorities as possible, unfunded needs may still be present within this proposed budget. 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,



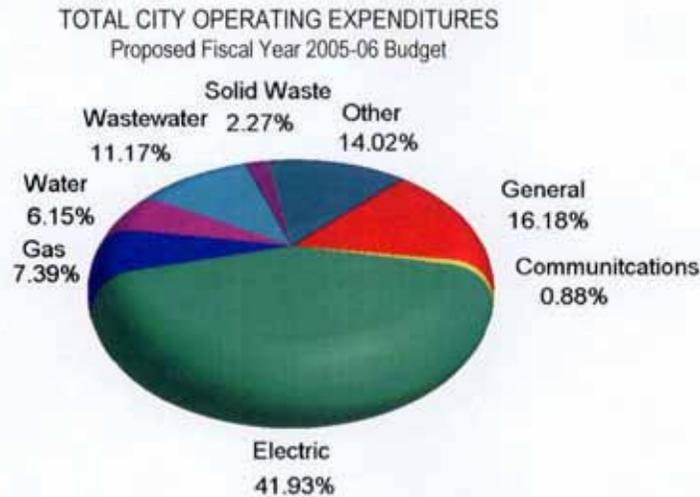
Ron Stock  
City Manager



William Pfeilsticker  
Finance Director

## Executive Summary

The City of Leesburg's Fiscal Year 2005-06 combined budget includes revenues and expenditures totaling \$141,848,618. This represents a 10.8% increase over the previous fiscal year. Utility operations continue to perform well, with no appropriation of reserves in any department.



**Millage Rate** – Although the property tax rate remains unchanged, the City will realize an increase of \$510,171 in property tax revenue in fiscal year 2005-06, which represents a 13.5% increase in property tax value of \$119,338,067 from \$884,712,306 in fiscal year 2004-05 to \$1,004,050,373 in fiscal year 2005-06.



Similarly, the taxable value of property located within the boundaries of the two CRA districts increased from the base values of \$86,757,505 for Greater Leesburg Community Redevelopment Agency (GLCRA) and \$57,980,259 for Carver Heights and Vicinity Community Redevelopment Agency (CHCRA). The tax increment financing (TIF) and other agency revenues are depicted in the following table:

Fund	Taxable Value		TIF Revenue		Other Agency Revenue	
	2004-05	2005-06	2004-05	2005-06	2004-05	2005-06
GLCRA	\$117,709,452	\$124,429,331	\$132,320	\$161,047	\$201,534	\$240,819
CHCRA	\$ 58,341,466	\$ 63,903,226	\$ 1,544	\$ 25,321	\$ 2,377	\$ 37,863

**Utility Services Tax** - As included in the proposed fiscal year 2005-06 budget, revenues from the public service tax are expected to total \$2,867,549. This represents an increase of \$95,609 over the \$2,771,940 included in the adopted fiscal year 2004-05 budget.

**Communications Service Tax** – Based on estimated taxable sales of \$19,691,258, the City expects to realize \$1,027,884, which is a 5.22% levy on telecommunications services.

**License and Permit Revenues** – The occupational license revenue increased by \$22,800 based

# Executive Summary

on growth and \$9,500 based on a rate change adopted May 9, 2005. This category reflects an increase in building permit fees, which can only be used for expenditures to operate the building department.

**Intergovernmental Revenues** – Airport capital improvements are dependent upon grants from the State of Florida, Department of Transportation joint participation agreements. The proposed budget includes \$968,874 to construct corporate hangars, overcoat the GA ramp area, complete the air traffic control tower, and construct phase II of the FBO ramp space. In addition, the capital projects fund includes 75% federal grant funding of \$606,316 to harden 5 facilities (City Hall, Community Building, Public Works, and both fire stations).

All of the projected revenue from the local government ½¢ sales tax (\$954,421) is appropriated to pay debt service on the 1999 and 2004 Bonds. Other estimated revenues include: funding from Lake County to operate the Leesburg Library as part of the County Library system (\$311,000), and funding from the Lake Sumter EMS for costs associated with Advanced Life Support (ALS) service provided by the fire department (\$100,405).

**Charges for Services** – Projected revenue in the utility funds is based on ordinances previously adopted by the Commission. They provide for an annual rate adjustment of 2.07% based on the GDP Implicit Price Deflator effective October 1, 2005. The second step of the electric rate increase of 2.53% and the gas rate increase of \$0.05 per therm will also be effective October 1, 2005.

The stormwater fund includes a modest increase of \$1.00 each month per residential account on October 1, 2005.

**Miscellaneous Revenues** – Rental and lease revenues, primarily associated with the operation of the Leesburg Regional Airport, are expected to increase by \$210,722 from \$557,138 to \$767,794. This increase can be attributed to increased airport activity.

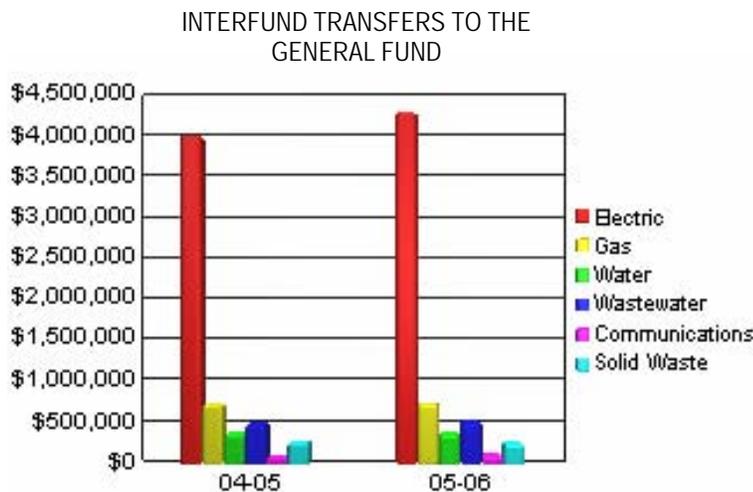
Interest revenues have declined over the last four years. The following table shows that the City can expect a shift in the interest earnings due to the amount of restricted cash available for capital improvements.

	Operating Interest	Capital Interest	Total
2004-05	\$1,455,323	-0-	\$1,455,323
2005-06	\$485,939	\$856,398	\$1,342,337

**Interfund Transfers** – Interfund transfers represent a major source of funding in the general fund. The transfer amount is relatively the same, but the percent of transfers compared to total general fund expenditures is reduced from 37.9% to 32.4%. Interfund transfers based on operating revenues (excluding surcharge revenue) of the utility funds are reflected below:

Fund	2004-05		2005-06	
	Percent	Amount	Percent	Amount
Electric	8%	\$ 3,956,924	8%	\$ 4,231,087
Gas	8%	699,658	8%	715,239
Water	8%	349,660	8%	347,838
Wastewater	8%	474,352	7.25%	496,900
Communications	8%	73,934	7.25%	82,313
Solid Waste	8%	250,960	7.25%	232,339
<b>TOTAL</b>		<b>\$ 5,805,488</b>		<b>\$ 6,105,716</b>

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 then transferred to the general fund. This amount is projected to decrease from \$1,667,190 to \$1,366,831 due to a change in the electric rate structure.



Finally, the transfer from the Greater Leesburg Community Redevelopment Agency Fund of \$176,797 to the general fund represents partial repayment of the interfund loan.

**Fund Balance** – Based on the adopted fund balance/retained earning policy, the following funds must meet the described goals by September 30, 2006. With the approval of the budget, the planned objectives to restore fund balance must be accomplished by the end of fiscal year 2007-08.

Fund	Budget	Percent	Requirement	Projected 09/30/05	Increase/ (Decrease)	Projected 09/30/06
General Fund	\$22,936,247	20%	\$4,587,249	\$6,647,192	(\$1,112,514)	\$5,534,678
Electric	59,488,624	25%	14,872,156	6,520,978	894,415	7,415,393
Gas	10,489,260	25%	2,622,315	2,226,657	41,553	2,268,210
Water	8,721,756	25%	2,180,439	5,712,084	492,729	6,204,813
Wastewater	15,852,680	25%	3,963,170	(10,017,554)	0	(10,017,554)
Communications	1,251,348	25%	312,837	(1,498,698)	80,866	1,417,832
Solid Waste	3,225,560	25%	806,390	(101,300)	0	(101,300)

**New Positions** – The proposed budget includes a net increase in the number of full time equivalent positions of 44.05, including 9 positions added during fiscal year 2004-05. Public Safety is proposed to receive 10 positions and a total of 24 other positions are proposed for other departments. All new positions are necessary to accommodate the phenomenal growth Leesburg is experiencing. A detailed description of the positions can be found on a table within the document.

**Salaries** – Subsequent to the salary survey conducted in-house in August 2004, a few pay classification ranges were adjusted October 1, 2005. The budget also includes a 4% pool for each department to provide an anniversary merit increase ranging from 3%-6% to all eligible employees. A majority of the new position requests are scheduled to be filled on April 1, 2006.

Overall, salaries in fiscal year 2005-06 increased \$2,282,974 from \$19,748,535 in fiscal year 2004-05 to \$22,031,509. This increase includes \$406,244 for the second and final phase of the 2004 salary survey.

**Fringe Benefits** – The fringe benefit costs are projected to increase \$950,308 from \$6,717,417 to \$7,667,725. Items included in the current fringe benefits package are:

- Retirement contributions to the City of Leesburg General Employees Retirement Plan and to the Municipal Firemen’s Retirement Plan have been set at 12% of covered payroll. Based on current actuarial projections, this level of contributions is expected to adequately fund the plan.

## Executive Summary

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- A self-insured health care program that provides for payment of employee health and medical claims is managed by the City and a third party administrator. Key components of the main program include a prescription pharmaceutical plan and a Preferred Provider Organization (PPO) for medical treatment. Two other programs are available at a lower cost, but benefit dollars must be used in another cafeteria plan option. The following rate categories are available to employees for health care coverage: employee only, employee and children, employee and spouse, and employee and family. The City pays 100% of the cost to provide health care coverage for the employee plus 50% of the additional cost of providing dependent health care coverage. Based on the excellent health claims experience over the past two years and the projected cost to provide health care coverage, the proposed budget contemplates reducing the rates by an average of 3.9%. Net assets in the health insurance fund are projected to increase to \$2,500,490 by September 30, 2006.
- A cafeteria plan for City employees was implemented on October 1, 2004. The amount budgeted for the main health insurance program will be used for the employees' options for the cafeteria plan.
- A vacation buy back policy allows employees to sell their unused accrued vacation time back to the City. Effective October 1, 2003, employees can earn a maximum accrual of 360 vacation hours or risk losing them. The employee must use at least one week's vacation time in order to be allowed to cash in a week of vacation time. The proposed budget includes an appropriation of \$100,000 in the executive budget.

**Operating Expenses** – Overall, this category rose by 11.6%, an increase of \$8,591,907. The most significant change in individual line items occurred in the cost of purchased electricity from FMPA, which rose by \$2,316,954. Operation expenses associated with Crystal River electric generation decreased \$183,264. Gas purchases increased by \$90,864. These expenses are offset by revenues included in the bulk power cost adjustment and fuel cost adjustment.

Generally, the entire City has been affected by the rising fuel and energy costs, which resulted in an increase of \$59,485 to vehicle fuel costs and \$411,372 to utility costs. Growth and expansion of services account for increases in some specific areas, namely engineering services for electric (\$200,000), water (\$40,000), wastewater (\$85,000), and GIS/engineering (\$16,985).

The fleet services division charges every department a lease fee to purchase vehicle and equipment replacements. The purchases are recorded in capital outlay of the fleet budget. The internal fleet lease line item (4415) rose from \$1,763,589 to \$1,924,659, an increase of \$161,070. The maintenance fees for the vehicles are also charged to each department and remained relatively the same as charges in 2004-05.

To continue our efforts to make the communications utility a financially independent enterprise, the rates charged to internal departments were adjusted to rates more in line with the rate structure charged to private customers of the utility. The new charges, which are billed to the departments thru utility billing, will increase departmental operating expenses by \$42,672.

Some other increases should be noted: repairs and maintenance of vehicles increased \$70,064 reflecting a larger fleet size, advertising increased \$220,365, maintenance of traffic lights went up \$80,000, the gas incentive program increased \$200,000, road resurfacing and crack sealing increased \$325,280, and property/casualty/liability insurance rose by \$29,433.

A major impact to the operating expense category in the utility funds is the direct cost allocation for services rendered by the general fund for the operation of the utility funds. This amount decreased by \$193,417.

Finally, the budget also includes depreciation expense of \$3,782,395, which is an increase of \$788,810 over the \$2,993,585 set aside last fiscal year to prepare for replacing assets in the six utility systems.

**Capital Projects** – As presented, the proposed fiscal year 2005-06 budget includes capital projects from the 10-year capital improvement plan approved by the City Commission on May 23, 2005. Bond proceeds are used for \$14,273,947 or 47% of the \$30,520,875 capital improvement program for fiscal year 2005-06. The breakdown shown below is by fund; detail can be found within the document:

Fund	Amount
General	3,464,425
Stormwater	1,525,000
Capital Projects	7,147,800
Electric	5,632,738
Gas	1,230,603
Water	2,951,013
Wastewater	7,985,000
Communications	333,000
Solid Waste	80,000

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 \$1,766,602 and can be used for debt service payments associated with the 2004 Bonds.

**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. Debt service expenditures increased. The following table reflects the changes by fund:

Fund	Type	Final Payment	2004-05	2005-06
GLCRA	Mortgage	2014	\$ 24,048	\$ 24,048
Debt Service	1999 Bonds	2029	503,065	501,765
	2004 Bonds	2034	943,024	797,595
	2004 Bonds	2034	853,360	861,387
Electric	2004 Bonds	2034	213,031	193,323
Gas	2004 Bonds	2034	392,791	403,900
Water	2004 Bonds	2034	1,042,759	1,587,225
Wastewater	2004 Bonds	2034	208,411	101,000
Communications	FMPA Loan	2019		
TOTAL			\$ 4,180,489	\$ 4,470,243

The electric, gas, and water funds provided the means to defease the outstanding debt for the wastewater fund in May 2004, and the debt service category includes a \$1,030,000 payback over 10 years, which will be complete by September 30, 2014.

**Budget Review Calendar** – City Commission Budget Workshops was held Friday, July 22<sup>nd</sup> in the City Commission Room. The Commission established the maximum millage rate for fiscal year 2005-06 at the July 25<sup>th</sup> regular Commission meeting. Discussions were held at the August 8<sup>th</sup> and 22<sup>nd</sup> regular City Commission Meetings. The first public hearing to consider adoption of the budget was held Thursday, September 15<sup>th</sup>. The public hearing to consider final adoption of the budget was scheduled for Monday, September 26<sup>th</sup> 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 February 24, 2005, GFOA awarded the City of Leesburg the Distinguished Budget Presentation Award for the fiscal year 2004-05 budget, which is the 7<sup>th</sup> consecutive year (fiscal years 1999-2005). We believe that the current budget document continues to conform to the program requirements, and will be submitted to the GFOA to determine its eligibility for another award.

## Executive Summary

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**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 Diane Reichard who prepared the document and the entire accounting division staff for their assistance. Deputy City Manager Jay Evans provided design and the new layout for the budget document.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Leesburg  
Florida**

For the Fiscal Year Beginning

**October 1, 2004**

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, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. The City of Leesburg has received the Distinguished Budget Presentation Award for the last seven consecutive years (fiscal years 1999-2005). We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## 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 30.7 square miles and has a population of 17,467 (estimated as of April 1, 2005). 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 Capitol, Tallahassee, 80 miles northeast of Tampa, and 70 miles southwest of Daytona Beach.

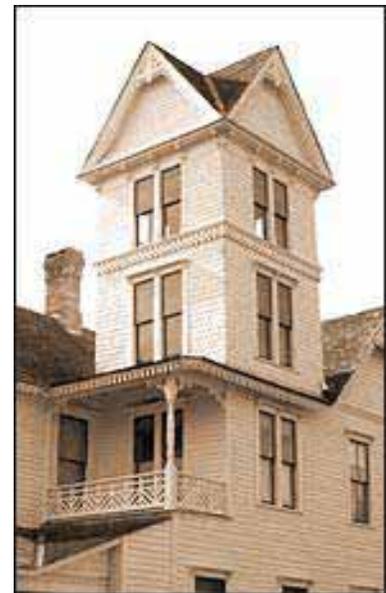
The Florida Legislature created Lake County from portions of Sumter and Orange counties in 1887. From that day forward, the City of Leesburg has been a part of Lake County. It is the oldest of the 14 incorporated municipalities in Lake County, which include Astatula, Clermont, Eustis, Fruitland Park,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

## HISTORY

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



Evander & Susan Lee



Mote Morris House 1892

### QUALITY OF LIFE/AMENITIES

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



Sleepy Hollow Sports Complex was completed in June 2005 and includes two soccer/football fields, two youth girl's softball fields, two Babe Ruth Baseball fields, four adult softball fields, and a concession stand. The City plans to construct nature walkways through the wetland area to add a passive recreation component to the complex.



Sleepy Hollow Aerial View

Leesburg Regional Airport is a 850-acre general aviation airport experiencing significant growth in corporate jet type aircraft. Businesses on airport property employ over 350 people. The airport features two runways, three non-precision instrument approach landings, tie downs, hangar facilities, flight schools, maintenance shops, restaurants, and a motel within ½ mile. The Fixed Base Operator offers many services. The City has committed to an aggressive improvement program and has obtained grant funding to overcoat GA ramp area, FBO Ramp Space Phase II, small corporate hangars, and an air traffic control tower. Recently, the airport obtained a Memorandum of Understanding with U.S. Customs and Border Protection, Department of Homeland Security, which designates Leesburg Regional Airport as a "USER FEE" airport, allowing for International Flights to be inspected/cleared at Leesburg. This agreement should play a key role to attract new industries to the region improving the local economy with new access to corporate flights and chartered flights.

## Community Profile

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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, Arts and Craft Festival, 4th of July celebration, Trick or Treat on Main Street, the Dr. Martin Luther King, Jr. Celebration, Lake County Home and Garden Show, Chili Cook Off, the Leesburg Christmas House, Lights of Lake, Bass Tournament, and the 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.

Other amenities include:

- **Ocala National Forest Park:** The City of Leesburg is approximately 36 miles southeast 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 a canoe trip 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 of Leesburg currently enjoys a favorable economic environment and local indicators point to continued stability. The City and Lake County, as a whole, has transitioned from its agricultural roots to a growth driven economy that is heavily centered in real estate, retail, personal services, and healthcare. Leesburg's top private sector employer is Leesburg Regional Medical Center, boasting a labor force of 1,800. Based on Department of Labor and Metro Orlando EDC, companies such as Sprint, Dura Stress, Inc., and Cutrale Citrus Juice, Inc., account for more than 6.0 percent of all employment in Lake County. Employment across virtually all industry sectors has risen significantly since 2000. The current employment rate is lower than the state average which has fallen over the past five years.

Many higher wage industries such as finance, insurance, real estate, construction and wholesale trade are growing faster than the lower wage retail sector, which provides a positive indicator that the wage structure of Leesburg and Lake County will continue to improve over time. Lake County's June 2005 unemployment rate stands at 4.2 percent. This rate is slightly higher than the state average (3.9 percent) and slightly lower than two other major counties within the Orlando Metropolitan Statistical area. While the economy is slightly "soft" across Florida, Lake and Leesburg's increasingly diversified economic base positions it well in terms of its long-range strength relative to its neighbors and history.

Leesburg presently has an aggregate commercial/retail inventory of 1,382,267 square feet of department store, shopping center, convenience store, gas station, and restaurant space. Many of these shopping venues serve the increasing convenience and general merchandise shopping demands of Lake County residents as well as Leesburg. Leesburg's retail shopping center inventory is largely concentrated in three geographic nodes. These include the US Highway 27/County Road 48, the US Highway 441 Lake Square Mall area, and the US Highway 27/468 area.

The City is home to the largest distributor of GE appliances to contractors in the State of Florida. The City's central business district is expected to maintain its current 85% occupancy rate with a variety of stores, specialty shops, and commercial businesses. Meanwhile, the community has experienced an increase in residential development for seniors, condominiums, market rate apartments and upscale housing.

The Leesburg area is positioned at a 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 all of Central Florida. Recognizing these factors, and tempering them with the reality that Leesburg faces a geographic challenge when compared to other adjacent areas in attracting employees; it is projected that the Leesburg submarket will capture the following shares of County growth to 2025:

- Population and Housing: 1/3 of County growth
- Agriculture: 10%
- Mining: 43%
- Construction: 31%
- Manufacturing: 44%
- Transportation & Commuting: 39%
- Wholesale Trade: 42%
- Retail Trade: 30%
- Finance, Insurance etc: 39%
- Services: 45%
- Government: Wholesale Trade: 12%

**Total: 36% of County growth**

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. In addition to financing impact fees, the City of Leesburg offers ad valorem tax exemptions on approved improvements and tangible personal property for new businesses and existing businesses that expand. The exemption is allowable until November 5, 2006 for a period of 1 to 10 years up to 100% of the improvements.

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 per job created; provided they meet specific program requirements, such as, the jobs created earn 115% of the average median 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	4.2%
State unemployment rate	3.9%
Median age (Lake County)	46
Average wage	\$25,938
Average median wage	\$12.47
Median home value <sup>1</sup>	\$218,389

<sup>1</sup> Source: Mid Florida Regional Multiple Listing as of July 2005 from Orlando Regional Realtor Association.  
Other source: Florida Research & Economic Database 6/2005

# Community Profile

Leesburg's public schools consist of:

Elementary	4
Middle School	2
High School	1
Adult	1

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.

Post secondary education includes:

2-year college	1
4-year accredited university (cooperative agreement)	3
4-year college for disabled	1

Lake-Sumter Community College offers a variety of associate degrees. Through cooperative agreements, the University of Central Florida, Troy State University, 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 in 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 a list of the principal employers with more than 150 employees in the City of Leesburg:

<b>MAJOR EMPLOYERS</b>		
<b>Name of Employer</b>	<b>Employees</b>	<b>Type of Business</b>
Leesburg Regional Medical Center	1,800	Hospital
Lake County School Board	665	Education Institution
Lifestream Behavioral Center	550	Mental health Service Provider
City of Leesburg	520	City governmental services
Sprint-Florida Incorporated	500	Telecommunications
Wal-Mart Stores, Inc.	493	Retail Sales
Dura-Stress, Inc.	400	Concrete fabrication
Lake Port Properties	350	Retirement community
Hewitt Contracting	250	General contractor
Lake-Sumter EMS, Inc.	238	Emergency medical transport
Avante Group, Inc.	200	Nursing rehabilitation
Lake Sumter Community College	195	Two year state community college
Cutrale Citrus Juices USA Inc.	178	Citrus processing
Leware Construction Company	169	General contractor
First Baptist Church of Leesburg	150	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 focus 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 eight 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 are served 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, reuse water, wastewater, communications (internet and fiber optic), and solid waste utility operations. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses the internal service fund to account for its self-insurance health and workers' compensation programs.

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

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

# Government Structure

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**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 for 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.

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 Development Fund – accounts for grants received under the Small Cities Community Development Block Grant Program administered by the State of Florida Department of Community Affairs.

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

Community Redevelopment Funds – Two funds were created pursuant to Section 163, Florida Statutes, to account for income generated from tax increment revenues generated by the Community Redevelopment Districts (Greater Leesburg Community Redevelopment Fund, and the Carver Heights 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.

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

**Internal Service Funds** - account 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.

**Pension Trust Funds** - account 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

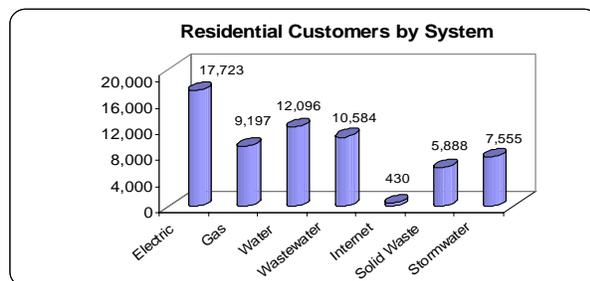
## MUNICIPAL SERVICES

The City provides a traditional mix of general government services including police and fire protection, library, recreation, construction and maintenance of streets and infrastructure, storm water drainage, recreational activities, cultural events, planning, zoning, housing, and administrative services. In addition to general government activities, the City also provides a full range of utility services, including electric, natural gas, solid waste, communication services (which includes internet and fiber optic cable services), water and wastewater treatment. Detail about each system is found in the specific section of the budget.

The rates charged for the use of all the utility systems are reasonably comparable to rates charged by similar utilities. The rates of the electric system are established by ordinance of the City Commission. The current rate structure of the City (as opposed to the actual rates) is subject to the approval of the Public Service Commission (PSC). Rates for the use of the natural gas, water, wastewater, communications, and solid waste systems are established by ordinance of the City Commission and are not regulated by any other agency. The City has an active maintenance program and considers all systems to be in good condition.

The following table shows the impact the utility systems have on the budget when compared to the population of Leesburg:

System	Established	Residential Customers	Area Sq Miles
Electric	1921	17,723	48.1
Gas	1959	9,197	38.3
Water	1903	12,096	39.9
Wastewater	1929	10,584	40.8
Internet	1993	430	Unlimited
Solid Waste	1925	5,888	30.7
Stormwater	1991	7,555	30.7
City of Leesburg	1875	17,467	30.7



## SHORT TERM

The priorities of the current budget have been discussed in the budget message. The balanced budget, which is the total estimated receipts including appropriated fund balance/reserve equal to total appropriations and reserves for future use, has been adopted.

Short term financial planning always includes a revenue analysis in the utility to determine if rates are sufficient to meet the operational needs of the system. The electric and gas utility rates were adjusted based on adoption of the ordinance in January 2005. In addition, all utility rates were adjusted by 2.07% based on the GDP implicit price deflator index. These increases will strengthen our utilities operation reserves to respond to the increase in operational cost.

The immediate goal for the City is to utilize the bond proceeds from the \$17 million bond issue sold in August 2004 to construct capital projects in Leesburg. The majority of the bond proceeds were spent during fiscal year 2004-05, the remaining total of \$6.5 million will be expended in the next two fiscal years as approved in the 10-year Capital Improvement Plan. The current budget includes \$3.4 million for new library furniture (\$600,000), City Hall parking lot (\$1,050,000), renovations to the old library (\$350,000), Magnolia Street (\$400,000), swimming pool (\$500,000), and contingency (500,000). These projects will utilize over half of the local option infrastructure surtax for debt service and reduce the annual amount available for small non-bonded capital projects.

In July 2004, the City issued \$39 million in utility bonds (2 issues) which separated the electric utility from the gas, water, and wastewater (utility issue) when financing capital improvements. This reduced the dependence of the utilities on the "pay as you go" approach for capital improvements and replenishes the cash used to defease the old debt. As of October 1, 2005, the remaining amount of bond proceeds included in the budget is \$11,223,937.

Every effort has been made to maximize the use of grants for general government capital projects, especially the airport, which are 80% funded by State grants.

Growth became a major issue during the preparation this budget year, 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. The City will collect a library county impact fee and apply for resources to meet our needs. This will allow the City to maintain its current level of service.

## 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 City Commission and City Manager commitment for the proper use of fiscal resources to address current operations and community needs.

The 10-year Capital Improvement Plan, adopted September 26, 2005, was developed to maximize the "pay as you go approach" while recognizing the benefit of financing. Utility improvements and replacements will be scheduled and completed based on the street paving work plan. The plan includes detailed explanation regarding development of revenue projections and assumptions regarding the capital needs. The interdepartmental coordination efforts are vital to the success of developing an accurate forecast.

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

- **Electric** - The department consistently evaluates the costs of outsourcing specific activities. There is a plan to convert all overhead utility lines within the City to underground in 30 years to avoid future safety code compliance issues associated with poles and to provide other savings.
- **Gas** – With the volatility of gas prices being a major concern, the City initiated pre-purchases of its winter natural gas supply to hedge price spikes that were seen the previous two winters. On September 13, 2004, the City signed a letter of intent, as a member of Florida Gas Utility, to participate in the formation of Public Gas Partners, to acquire 20% of long-term natural gas supplies below market prices, which can be accomplished through hedging activities.
- **Water reuse** – Plans to construct reuse transmission lines to position the facilities for delivery of public access reuse water to existing customers will be used with the new reuse system plant.
- **Wastewater** - Improvements to the Canal Street Treatment plant will rehabilitate and modernize equipment and processes to allow for production of public access reuse water from this facility.
- **Communications** - The City has expanded the business by marketing customers for fiber optic cable and internet services. Because of lower internet rates, and the offering of broadband telecommunications services, the City continued to extend fiber optic connections to customers.
- **Solid Waste** - The utility is attempting to place a city owned dumpster at all commercial accounts within two years. The department also created a roll-off service and a franchise fee for all roll-off containers and compactors serviced by private haulers.

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 and leases all computer equipment, including desktop computers, laptops, copiers, and printers. Departments are charged for equipment based on a 4-year payback period.

The fleet maintenance division holds all City vehicles under their umbrella and charges the departments a lease fee based on the useful life of the equipment. The City completed the vehicle replacement plan for all city-owned vehicles and will update it annually. Planning for future vehicle purchases is also the responsibility of the fleet department.

Personal Services costs represent 63% of the City's general fund annual budget. Since employees are here to serve the citizens, it is important to have happy, productive employees. The City is committed to having a salary survey performed every three years.

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

- Developing a team of management employees to monitor construction projects
- Planning for post-employment benefits by expensing in the year worked based on an actuarial study to comply with GASB 45 ruling
- Adopting a resolution to discontinue the energy conservation adjustment (ECA) rate for the gas customers to provide funding for the Leesburg Gas Marketing Plan
- Acquiring 20 additional lift stations that are privately owned, to improve relations with FDEP
- Reducing the transfer to the general fund to equal franchise fee charges

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



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## Budget Preparation Process

The fiscal year 2005-06 budget adoption process began at the January 24, 2005, 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). For five years, the City has been striving to develop 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. Improvements were made each year and this year several interdepartmental coordination meetings were held during January and February so each department could submit their plan by February 23, 2005.

In addition, 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 costs
- direct or indirect effect on revenue

After City Manager review, the 10-year CIP was presented to the Commission and adopted on May 23<sup>rd</sup>. Although departments were challenged to use only the amounts included in the 10-year CIP to prepare the budget for fiscal year 2005-06, there were some modifications during the summer. After the budget review workshops with the Commission were held, the 10-year CIP was updated to match the amounts in the 2005-06 column in the adopted budget. Both documents were adopted on September 26, 2005.

### CITY COMMISSION VISIONING GOALS

On March 3<sup>rd</sup> and 4<sup>th</sup>, the City's senior staff carefully considered the existing goals of the City established in 2002. The purpose and beliefs systems that support its execution were articulated and agreed upon with consensus. The resulting revisions were introduced to the commission at their retreat on April 1st. Subsequently, on April 11, 2005, the City Commission adopted the new Mission and Organizational Values that departments could utilize to develop their goals for the upcoming fiscal year budget.

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 is 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:

# Budget Preparation Process

Department	Excellence	Open Gov't	Fiscally Responsible	Professional	Caring	Self Sufficient	Employee
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.

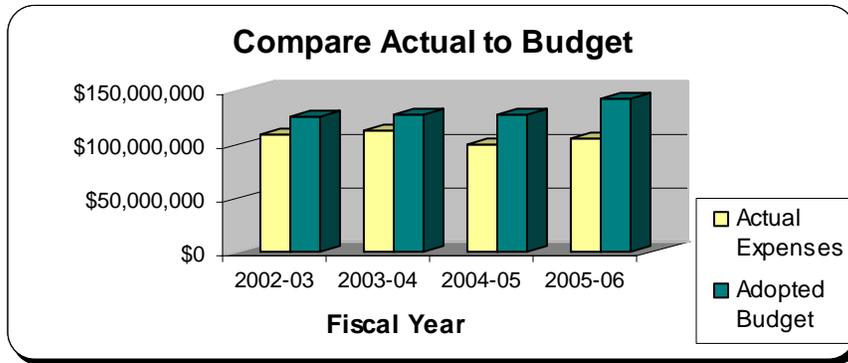
Actual expenses for the utility funds are recorded on the full accrual basis, while other funds are reported on the modified accrual basis. Comparing a budget prepared on the cash basis, to actual expenses recorded on the accrual basis can be misleading in a budget document. When comparing fiscal year 2003-04 actual expense to fiscal year 2005-06 adopted budget, the following three items are presented on a different basis:

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

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

	Actual Expenses 2003-04	Adopted Budget 2005-06	Average Annual Increase
Cash Basis Budget	105,170,128	141,848,618	17.44%
Accrual Basis Budget	105,170,128	119,914,483	7.01%

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



## Departmental Budget Meeting

The City Manager presented the results of the department director and commission retreats and explained the new mission statement and core values. Emphasis was placed on discussion regarding a change in culture of this organization to a caring organization. His focus will be on empowerment in order to improve employee involvement in decision making. Performance measures will be used to track if departments have accomplished their goals. Based on the Consumer Price Index and growth squeeze, operating expense increases should not exceed 4% over their adopted budget for fiscal year 2004-05. He discouraged automatic increases, and recommended that each line be reviewed.

The City Manager also stated that staff should begin to think in terms of a 2-year budget cycle. The first one will be presented in 2007-08.

A copy of the budget calendar, procedures manual, forms, and budget entry instructions were given to each department. Several issues were addressed during the course of the meeting with emphasis on the following:

- use the instruction manual and formats that are provided
- submit requests in a timely manner
- be consistent with capital project titles
- accurate documenting needs
- request computer equipment through the IT Department
- request vehicles and heavy equipment through the Fleet Services Division

The Deputy Finance Director provided six training opportunities to assist all the departments with the budget process. They were not mandatory but were attended quite well, which resulted in a very smooth process.

## Budget Preparation

Individual departments were responsible for the original entry of operating expenses and capital outlay budget information utilizing the HTE software on the A/S 400 computer. The Accounting Department, using the payroll budgeting module of the HTE software, produced the budget for personal services category. Other information was transmitted to the budget office via computer using a common directory in Microsoft Word or Excel format that was merged into one document. Following the submission deadlines, departments were prevented from making any changes to the proposed budget. Values and goals including performance measures were due by April 22, 2005.

# Budget Preparation Process

## Review

The Deputy Finance Director compiled all the budget information, assisted each department in completing the values and goals, and utilized information from the IT, Fleet Services and Accounting Divisions to formulate accurate budget requests and capital project detail expenditures. The City Manager, Deputy City Manager, Finance Director, and Deputy Finance Director 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.

## Approval

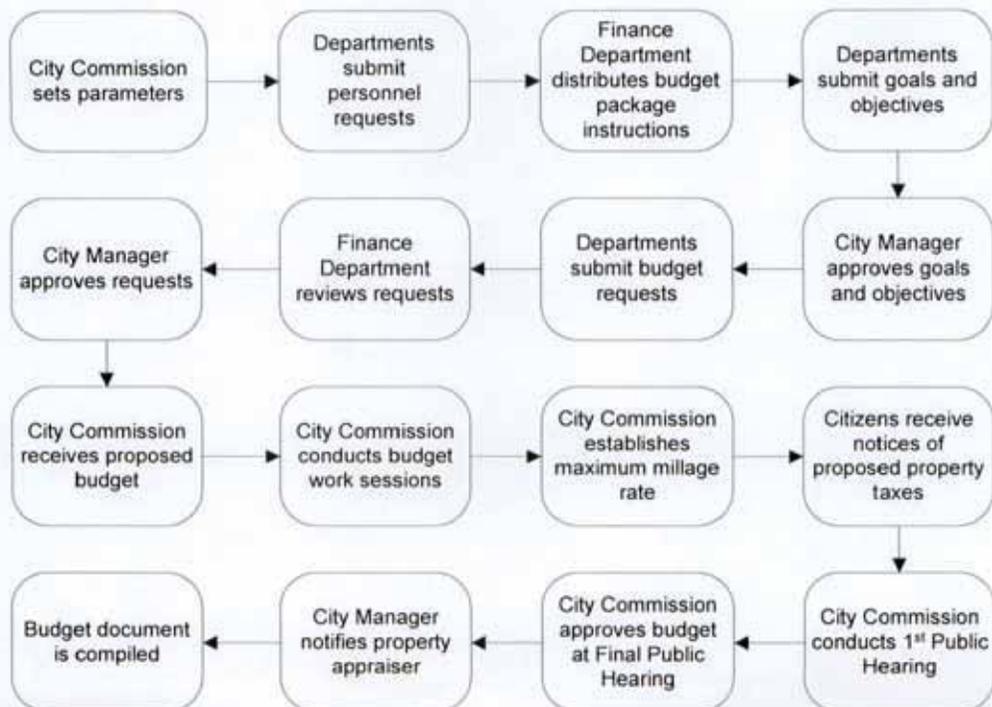
Pursuant to Florida law, two public hearings are required prior to the adoption of a millage rate and budget. At the conclusion of the first public hearing held on Thursday, September 15, 2005, the City Commission adopted a resolution to tentatively adopt the millage rate, and another resolution to tentatively adopt the budget. At the final hearing on September 26, 2005, the City Commission adopted a resolution to adopt the final millage rate and an ordinance to adopt the 2005-06 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 AS/400 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 additional personnel, reclassifications, and promotions
- Human Resources Department evaluates job descriptions, pay grades, and salary ranges
- Deputy Finance Director distributes forms and information to departments regarding budget requests

### May

- Departments submit values, goals, and updated performance measures
- Deputy Finance Director meets with departments to discuss values, goals, work plans, performance measures, financial budget requests, and make recommendations

## Phase III – City Manager Budget Review

### May - June

- Deputy Finance Director and City Manager meet to review values, goals, and department requests
- City Commission adopts 10-year Capital Improvement Plan
- Under the direction of the City Manager, the Deputy Finance Director balances the budget that will be presented to the City Commission in July
- Property Appraiser submits estimate of current year total assessed values

## Phase IV – City Commission Budget Review

### July

- City Manager presents tentative citywide and Community Redevelopment Agency budgets
- City Commission conducts budget review sessions and approves changes, which is recapped and presented at the final budget session

### August

- City notifies Property Appraiser of proposed millage rate and date, time and place of the first budget adoption hearing
- Deputy Finance Director finalizes budget document and prepares for budget adoption

## Phase V – Final Review and Budget Adoption

### September

- City Commission tentatively adopts budget and millage rate
- City Commission introduces ordinance to finally adopt 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

<b>2005 DATE DAY</b>	<b>RESPONSIBLE PARTY</b>	<b>REQUIRED ACTIVITY</b>	<b>REQUIREMENT REFERENCE</b>
January 24, Monday	City Commission	Adopt budget calendar and goals for the fiscal year 2005-06 budget.	
February 23, Wednesday	Department Directors	Submit Capital Improvement Plan forms and 10 Year Capital Improvement Plan	
March 7, Monday	Department Directors	Submit updated organizational charts and requests for additions to or reclassifications of existing personnel to the Deputy Finance Director.	
April 6, Wednesday	City Manager	Distribute forms and instructions for use in preparation of the fiscal year 2005-06 budget requests to all departments and agencies funded by the City.	
April 18, Monday	City Commission	Adopt 10-year Capital Improvement Plan 2005-15.	
April 22, Friday	Department Directors	Deadline for submission to the Deputy Finance Director of departmental goals and objectives statements and performance measures for fiscal year 2005-06.	
April 22, Friday	Civic Organizations	Deadline for submission to the Deputy Finance Director of budget requests for fiscal year 2005-06.	
May 6, Friday	Governmental Fund Department Directors	Deadline for submission to the Deputy Finance Director of budget requests for fiscal year 2005-06.	
May 10-27 Tuesday-Friday	City Manager	Meet with governmental fund departments to discuss fiscal year 2005-06 budget requests, including goals and objectives.	
May 16, Monday	Proprietary Fund Department Directors	Deadline for submission to the Deputy Finance Director of budget requests for fiscal year 2005-06.	
May 16-18, Monday-Wednesday	City Manager	Meet with Civic Organizations to discuss funding requests for fiscal year 2005-06.	
May 31-June 3, Tuesday-Friday	City Manager	Meet with proprietary fund departments to discuss fiscal year 2005-06 budget requests, including goals and objectives.	
On or before June 1, Wednesday	Property Appraiser	Provide an estimate of 2005 total assessed values of nonexempt property for budget planning purposes.	Section 200.065(7), Florida Statutes,
June 17, Friday	Deputy Finance Director	Present complete budget to City Manager for review and analysis.	
On or before July 1, Friday	Property Appraiser	Submit 2005 certified taxable values to the City Commission.	Section 193.023(1), Florida Statutes, Section 200.065 (1), Florida Statutes
July 8, Friday	City Manager	Present the tentative citywide and Community Redevelopment Agency budgets for fiscal year 2005-06 to the City Commission.	Section 200.065(2)(a)2, Florida Statutes, Section 28 (g), Leesburg City Charter
July 22, Friday	City Commission	Conduct budget work session regarding proposed for fiscal year 2005-06.	

## Budget Calendar (Continued)

2004 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
July 25, Monday	City Commission	Establish the maximum millage rate for fiscal year 2005-06.	
No later than August 4, Thursday	City Commission	Notify the Property Appraiser of: 1. The Proposed millage rates for 2005; 2. The rolled back millage rates for 2005; 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,
September 26, Monday	City Commission	Adopt pay classification plan for fiscal year 2005-06.	
No later than August 24, Wednesday	Property Appraiser	Mail notices of proposed property taxes for 2005 to each taxpayer listed on the current year assessment roll.	Section 200.065(2)(b), Florida Statutes, Section 200.069, Florida Statutes
September 12, Monday	CRA Board	Establish budget for Community Redevelopment Agencies.	
September 15, Thursday	City Commission	Conduct public hearings to consider adoption of the tentative budgets and proposed millage rate for fiscal year 2005-06. All hearings <u>must</u> begin after 5:00 P.M.	Section 166.241(3), Florida Statutes, Section 200.065(2)(c)-(e), Florida Statutes
September 23, Friday	Finance Director	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 2005-06.	Section 200.065(2)(d), Florida Statutes, Sections 200.065(3), (a), (b), and (h)-(l), Florida Statutes
September 26, Monday	City Commission	Conduct public hearings to consider final adoption of the budgets and millage rate for fiscal year 2005-06. All hearings <u>must</u> begin after 5:00 P.M.	Section 166.241(3), Florida Statutes, Section 200.065(2)(d), (e), Florida Statutes
October 28, Friday	Finance Director	Begin distribution of final budget documents.	



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# Significant Policies

# Significant Policies

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## 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 Chapters 166 and 200, Florida Statutes. The City follows these procedures in adopting the budget:

- The City Manager submits a proposed budget to the City Commission for the upcoming fiscal year
- Public hearings are held to obtain citizen input
- The budget is adopted by ordinance prior to October 1 of each fiscal year
- The budget may be amended to reflect changes in available resources and appropriations
- Departments are authorized to spend within the major categories; however, changes to the adopted appropriations require approval from the City Manager. Major categories are defined as personal services, operating expenses, capital outlay, debt services, 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 increase
- 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 encumbered

## Budget Adjustment Process

When circumstances change in the funding needs, the department head will request that the budget be amended. 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:

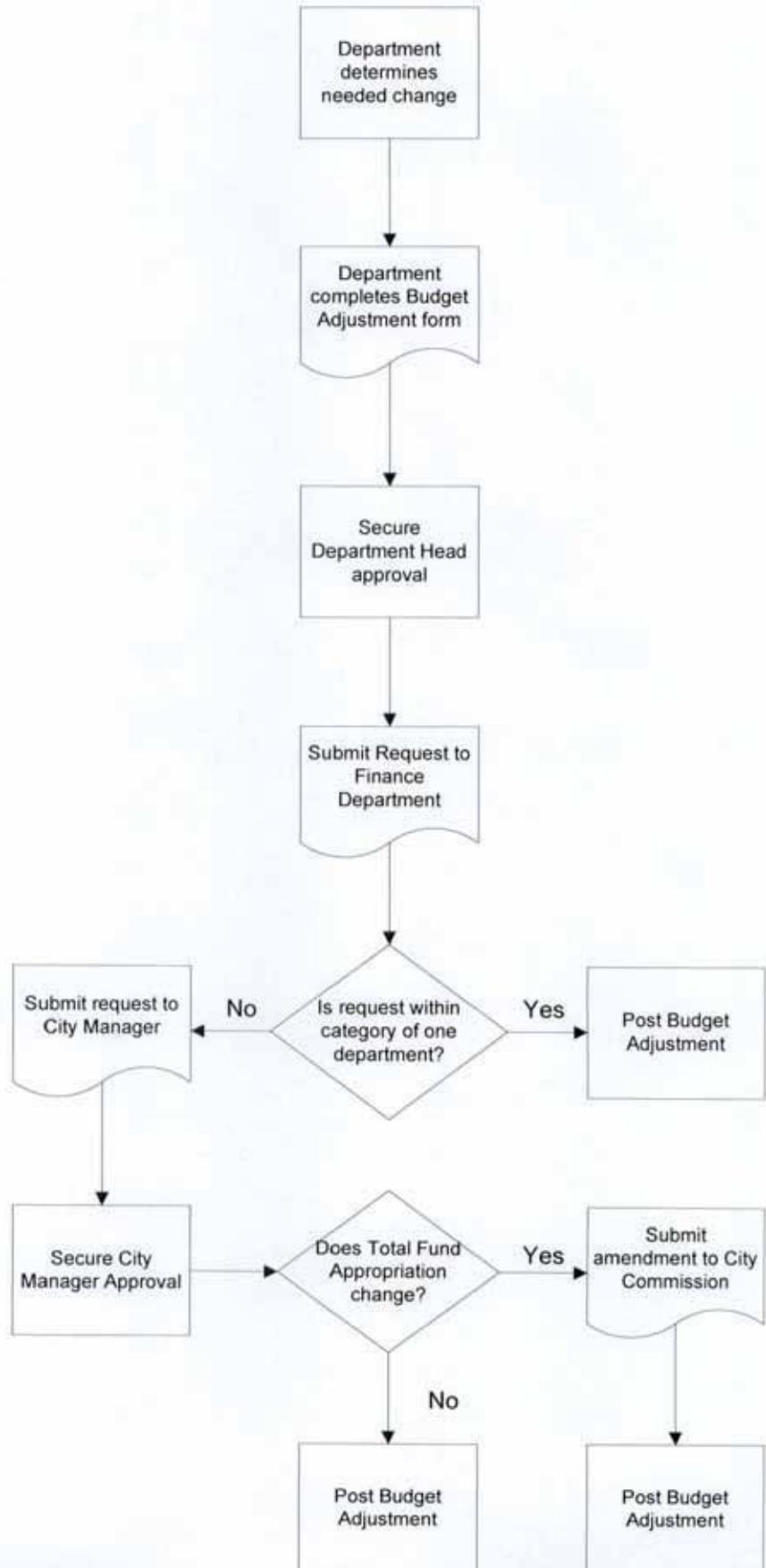
- additional funding required for an item approved based on an estimated cost
- new items necessary for the operation of the department
- capital substitution or changes with no fiscal impact
- appropriations from reserve to increase an appropriation in the same fund for any lawful purpose

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 outlined below and illustrated on the following flow chart.

1. Complete a budget adjustment form
2. Secure department head approval
3. Submit request to Finance Department
4. Secure City Manager approval, if necessary
5. Prepare budget amendment in the form of an ordinance for City Commission approval, if necessary
6. Prepare budget adjustment entry for the accounting division to post
7. Notify department of approval

# 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 returned for verification
- Cash collection entries are recorded in the appropriate computer application.
- Employee will provide a receipt to every customer
- The Collection Department verifies all transactions and posts information to the system prior to making the bank deposit

### Investment Policy

Resolution 4923, adopted September 25, 1995, describing the Investment Policy, set the criteria for investment of City funds. The primary objectives for investments were therein declared to be, in priority order: safety of principal, liquidity of assets, and attainment of a market rate of return on investments. Resolution 5538, adopted September 28, 1998, amended the Investment Policy to incorporate a system of internal controls and procedures for investments.

### Responsibility

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

### Investments Authorized

- U.S. Treasury Obligations and U.S. Government Agency Securities
- Repurchase agreements
- Florida Local Government Surplus Funds Trust Fund (since January 1984)
- Management type investment companies (mutual funds) limited to investing in U.S. Government Securities

### 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 wise 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.

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.

# Significant Policies

## Fund Balance/Retained Earnings Policy

On August 14, 2000, the City Commission adopted ordinance 00-34 creating a fund balance/retained earnings policy. In order to maintain adequate reserves in various funds and provide the 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

The reservation of fund balance or retained earnings 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 – 25% of current fiscal year budget  
 Internal Service Funds – greater than or equal to zero (break even).

### Utilization of Surplus Reserves

Surplus reserves can be used for any lawful purpose within the fund, preferably one time expenditures, which are not recurring operating costs.

### 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 proposed fiscal year 2005-06 adopted budget, the minimum level of fund balance in the general fund is \$4,587,249 (20% of \$22,936,247). The fiscal year 2005-06 budget appropriates \$1,112,514 of fund balance, which is primarily due to increases in public safety personnel costs. Direct cost allocation from the utilities, as well as payments for IT services and fleet services are recorded as a negative expense in the appropriate division. During the budget cycles for the 4 years listed below, it appears that the fund balance in general fund is healthy, but declining slightly. 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 continues to receive an operating transfer of 8% from the Electric, Gas, and Water utility funds, while the Wastewater, Communications, and Solid Waste utility fund contributions were reduced from 8% to 7.5%.

In fiscal year 2005-06, fund balance reserves have been appropriated in the capital projects fund in the amounts sufficient to balance the budget.

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

	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
<b><u>GENERAL FUND</u></b>				
Total Adopted Budget	\$16,933,477	\$18,163,449	\$19,723,694	\$22,936,247
Beginning Fund Balance	6,284,109	6,210,665	6,864,665	6,647,192
Ending Fund Balance *	6,210,665	6,864,665	6,647,192	5,534,678
Percentage of Ending Fund				
Balance to Total Budget	36.7%	37.8%	33.7%	24.1%
Fund Balance Appropriated	0	0	82,650	1,112,514

\* The ending fund balance for fiscal years 2004-05 and 2005-06 are projected based on estimated revenues and may be adjusted during the year after the audit has been completed.

## Utility Transfer Policy

The City assumes all financial risk associated with operating each utility, with the goal of providing superior service at the lowest possible cost. On August 22, 2005, the City Commission adopted ordinance 05-68 to establish a policy to accomplish this goal and provide additional financial support to general government functions.

### Calculation of annual operating transfer

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

### Cost reimbursements

This transfer is calculated in addition to direct reimbursements made by the enterprise funds to the general fund for costs incurred by the general fund in the provision of services to the enterprise funds.

### Annual Review

A review is required as part of the annual budget adoption process.

## Procurement Policy

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

- \$ 0.01 – 999 Department heads are authorized to purchase items or services without quotes and use a blanket purchase order if available.
- \$1,000 – 4,999 Departments must obtain informal quotations and submit a purchase requisition prior to purchase.
- \$5,000 – 9,999 The department must obtain three (3) written quotes and submit a purchase requisition prior to purchase.
- \$10,000–24,999 Purchasing department must obtain three (3) informal bids for City Manager approval and submit a purchase requisition prior to purchase.
- \$25,000 and up The department must submit a purchase requisition 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.

Local vendors in the City of Leesburg utility service area are given first preference and Lake County vendors receive second preference in the procurement process subject to the following limits based on:

- \$ 0.01 – 9,999 5% greater than the low quote
- \$10,000 – 24,999 2% greater than the low quote

## Significant Policies

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:

<b>Description</b>	<b>Time</b>	<b>Responsibility</b>
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

### Special Projects Transfer Policy

Ordinance 00-36, adopted August 14, 2000, created a policy which authorizes utility fund transfers to provide funding for non-enterprise fund capital improvements.

#### Authority

The City Commission

#### Calculation of amount available

A calculation, as described herein, is performed for each enterprise fund to determine the amount available for nonrecurring transfers:

1. Minimum retained earnings balance is equal to net working capital less:
  - capital improvements included in the five year capital improvement program of the fund
  - cash reserves of 25% of current fiscal year budget
  - a contingency for emergencies
2. The amount designated shall be the lesser of investment earnings for the preceding fiscal year or net income after operating transfers.
3. No special projects transfer from a fund is permitted if the result of the calculation is less than zero.

## Carryover of unused amounts

The City Commission will annually consider whether or not to take specific action to carryover the available amount.

## Annual Review

A review is required as part of the annual budget adoption process.

## Capital Asset Policy

This policy was established to provide guidance, achieve consistency in recording assets, and to implement controls that will prevent or promptly detect a loss of an asset. By Resolution 7427, adopted on August 22, 2005, the policy was formally approved and summarized, as follows:

### Responsibility

Accounting Division - maintaining all records  
 Department Director - items assigned for use  
 Employee - care and maintenance of items in their custody

### Definition

Capital outlay items and projects are recorded at historical cost for items constructed or acquired by purchase and at estimated fair market value at the date of acquisition for assets acquired through donation or other means. Capital assets include all tangible or real property with a cost greater than \$1,000 and a useful life greater than one year. 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.

### 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. Below is a summary of all capital purchases by fund as compared to fiscal year 2004-05:

Fund	Adopted 2004-05	Adopted 2005-06
General	2,074,612	2,783,054
Stormwater	815,000	1,580,000
Capital Projects	11,965,371	9,506,777
Electric	4,586,377	5,572,738
Gas	1,533,203	1,230,603
Water	993,302	2,951,013
Wastewater	4,300,000	7,985,000
Communications	273,100	298,000
Solid Waste	0	113,950
Total	26,540,965	32,021,135

## Significant Policies

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On September 26, 2005, the City Commission adopted a 10-year capital improvement plan. 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 accessories.
- 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 because capital items wear out. Thus, purchasing new assets could decrease maintenance costs and provide an indirect savings that allows staff to operate more efficiently. The utility departments replace infrastructure assets to maintain a safe system for the citizens. Computers are replaced 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. Completion of the new library will increase operating expenses to maintain a larger facility.

### 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
- Bond insurance – shall be acquired
- Debt Service Reserve Funds – evaluated on a case-by-case basis, utilize the best method
- Coverage Requirements – financing team determines at the time of a new bond issue
- Variable-rate Securities – an acceptable option
- Validation – may seek judicial validation if there is a risk of legal challenge

### **Investment of Bond Proceeds**

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

### **Refinancing Outstanding Debt**

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

### **Credit Objectives**

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

### **Methods of Sale**

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

### **Financing Team**

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

### **Market Disclosure**

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

### **Arbitrage Requirements**

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



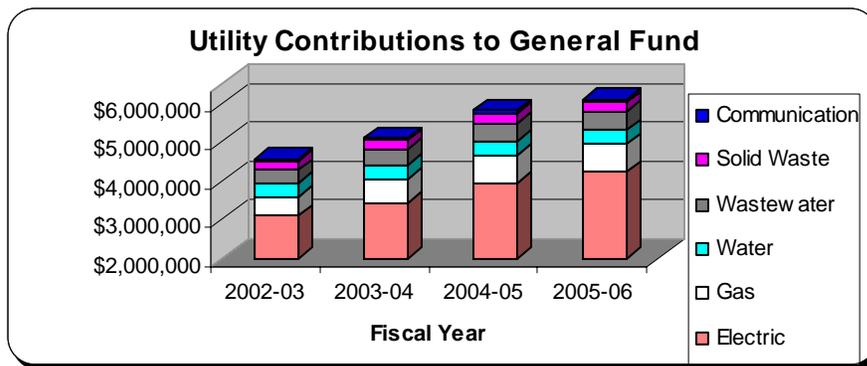
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## Budget Summary

The City adopted a balanced budget, which is the total estimated receipts including appropriated fund balance/reserves, equal to total appropriations, which includes reserve for future capital. The major issues addressed in the adopted budget for fiscal year 2005-06 by fund are as follows:

### General Fund

The general fund appropriated \$1,112,514 of fund balance due to increases in number of public safety personnel. Although the amount of transfer for three of the six utilities was reduced from 8% to 7.25% of utility operating revenues (excluding surcharge), the transfer amount is \$300,228 greater in fiscal year 2005-06 than the amount transferred in fiscal year 2004-05.



During the past fiscal year, the City continued its planned growth annexation program resulting in 13 annexations with a total of 608.7 acres. In the past 5 years, the City's boundaries increased by more than 40% from 14,010 to 19,648 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 the gas lines that extend into Sumter County. It reflects not only the proposed boundaries for the City, but also for adjacent incorporated areas.

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

### Stormwater

The Stormwater Capital Improvement Plan adopted for the next 10 years allocates \$3.3 million to major rehabs for the stormwater systems that are experiencing significant failures. Those improvements will be guided by the Stormwater Master Plan, which is projected to be completed during fiscal year 2005-06.

The City Commission approved Resolution 7384 on July 11, 2005 initiating a 3-step rate increase to stormwater rates. The increased rates are estimated to provide an additional \$600,000 annually, of which \$100,000 will be used for operations, with the remainder dedicated to capital improvements. The monthly rates will be increased \$1.00 each year on October 1, 2005, 2006, and 2007.

# Budget Summary

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Whispering Pines Basin is proposed to be funded entirely from grant sources. Requests for this purpose have been submitted to Lake County Water Authority and Florida Department of Environmental Protection (FDEP). Other scheduled basin improvements for this fiscal year are Carver Heights and Venetian Gardens, which will be funded from stormwater fees. This will complete 3 of the 10 basins that were identified in the original Stormwater Master Plan. When the new Stormwater Master Plan is completed, the remaining basins will be identified and prioritized. The cost to improve one basin is estimated to be:

Preliminary design	\$ 110,000
Property acquisition	190,000
Final design/permitting	200,000
Construction/bid	<u>2,000,000</u>
Total	<u>\$ 2,500,000</u>

The total estimated cost of each improvement exceeds current resources; therefore, it is necessary to reduce expenditures for the projects by obtaining required properties and right-of-way by donation, or secure other funding sources. Improvements to each basin are expected to take 2 to 3 years from preliminary design phase through completion of construction.

## 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. 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 5<sup>th</sup> and 6<sup>th</sup> Streets. Funding for the project is to come from all Tax Increment dollars captured in the district with the exception of the Christley mortgage payment which totals \$24,048 annually until May 2014. The loan for the Main Street project is \$1,116,760 of principal plus 6% annual interest. Based on the Main Street's portion of the projected revenue, the principal and interest payment for fiscal year 2005-06 will be \$141,101. As of September 30, 2005, the balance of the note is \$838,876.41. To liquidate the loan within the remaining 20-year life of the GLCRA, the annual payment would be \$86,945.61, with an average principal payment of \$43,134.

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, 2005 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: debt service payment on Towne Square, Canal Street construction, and implanting business development programs.

The unreserved undesignated fund balance associated with the Carver Heights area as of September 30, 2005 is \$34,879. The CHCRA major projects include: program coordinators, infrastructure and pedestrian support (sidewalk) facilities, commercial and industrial improvement program and gateways to the community.

## Capital Projects Fund

The Capital Projects Fund budget decreased by \$3,576,012 from \$10,723.812 to \$7,147,800 in fiscal year 2005-06. The majority of this decrease is associated with capital projects of the Library building, and Gymnasium being funded with bond proceeds. These decreases were offset in part by increases in airport and fire capital improvements.

Although the one-cent local option infrastructure surtax is expected to generate \$1,766,602 in fiscal year 2005-06, only \$1,424,155 will be available for non-utility capital improvements. The remaining amount is pledged to pay a portion of debt service on the Capital Improvement Revenue Bonds, Series 2004. This funding source, approved by voter referendum, on November 6, 2001, will continue through December 31, 2017. The use of the one-cent local infrastructure sales surtax revenue has been very beneficial to the general government of the City. Some of the major improvements planned for this year include:

- Land acquisition and design for Fire Station #1 at a projected total cost of \$500,000
- US Highway 441 mast arm upgrades, five intersections westerly from CR 473 totaling \$300,000
- A total of \$476,500 for three recreation improvements: Rails to Trails (\$200,000), Sleepy Hollow Recreation Complex (\$176,500), and Venetian Gardens Master Plan (\$100,000)

Improvements to the Leesburg Regional Airport, budgeted at an estimated cost of \$1,454,842, will be funded mostly from grants. The City has entered into joint participation agreements with the State of Florida, Department of Transportation totaling \$968,874, which provide for improvements to overcoat GA ramp area, FBO ramp space phase II, air traffic control tower, and construction of small corporate hangars. The City of Leesburg budgeted for federal and county grants totaling \$746,316, which reduces the burden on the local taxpayers.

### Electric

During fiscal year 2002-03, the City began work on a city-wide project to convert all of the overhead utility lines within the City to underground to avoid future safety code compliance issues associated with poles and provide other savings as presented in the capital improvement plan. The City currently has 60% overhead lines and 40% underground lines. The main conversion work is currently being done on US Highway 441. This budget also represents installation of underground electric utilities in seven subdivisions at no additional charge to the developer

Four major projects for fiscal year 2005-06 include: transformers for \$800,000 as part of a forty year master plan, distribution lines at a cost of \$899,430, part of which will be used to replace old underground conductors with ethylene propylene rubber (ERP) coated wire, a total of \$1,200,000 is assigned to the lighting project associated with the widening of US Highway 441, and reconductoring copper conductors with aluminum conductors (\$500,000).

### Gas

Growth in number of gas customers continued during fiscal year 2004-05 with the addition of over 300 residential customers. Although the increasing cost of gas remains a global concern, the City has taken steps to initiate pre-purchases of its winter natural gas supply to hedge price spikes that were seen the previous two winters, and joined Public Gas Partners Project I to reduce wholesale gas costs.

In fiscal year 2003-04, the gas department began a change-out program to convert manual read meters to automatic meter readers (AMR), which should be complete by 2015. All new subdivisions are being installed with AMR equipment. Capital maintenance for Leesburg is relatively low because the City continues to install steel pipe, which has a longer useful life and lower maintenance cost than plastic pipe.

### Water

The water department continues to plan and promote capital improvements as part of the ultimate goal to interconnect all water systems thereby providing adequate water supply to all areas of the city. Currently, the Royal Highlands plant is self-supporting. Revenues were projected based on the automatic rate increase authorized by Ordinance 04-38 approved by the City Commission on June 28, 2004.

Most of the activities in the water fund over the next ten years, address repair and replacement and new facilities to serve growth. A notable addition to the CIP that will continue indefinitely is the AMR meter program. This program calls for residential meters to be changed out on a ten-year cycle, consistent with industry guidelines. This will stabilize the revenue stream, since older meters, if not changed out when necessary, tend to under-register and adversely affect revenues.

The contract for construction of the reuse water plant was awarded in September 2005 and construction should be complete during fiscal year 2007-08. The rates have been established and some lines have been constructed, therefore, by this time next year, there should be some history of active customers.

## Wastewater

The budget for fiscal year 2005-06 provides funding for lift station rehabilitation and other sewer collection projects for a total of \$1,600,000, emergency generators at \$350,000, \$1,000,000 for inflow and infiltration, and nearly \$5 million to complete the Canal Street treatment plant rehabilitation, which will connect with the water reuse system to provide a state of the art wastewater treatment system.

## Communications

The City has expanded its overall fiber optic network throughout Lake County, allowing us to offer a broader range of broadband telecommunications services, resulting in an extension of fiber optic connections to more than 50 new customer locations. As the electric department places distribution lines underground and removes poles to avoid significant cost in the future, the communication utility installs conduit or fiber optics at the same time.

Line extensions for new customers are included as a lump sum, with some larger projects specifically identified. This utility is striving to gain customers along lines that have already been extended in effort to take advantage of existing capacity in the system. Therefore, the cost to connect new customers is associated with the last mile hookup. The wireless network test system is a new wireless technology that could be used to replace last mile line extensions.

## 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 84-acre landfill throughout the year. 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 for thirteen more years and is budgeted accordingly as required by law.

During fiscal year 2004-05, 40,098 tons of solid waste was transported to the incinerator. A large majority of the increase in solid waste activity over the previous year resulted from the hurricanes that visited the Central Florida area during the 2004 storm season. During the same time 807 tons of recyclable materials were picked up and 14,398 cubic yards of construction/demolition waste was disposed of.

## Overall

The budget document format changed significantly by providing borders that make it easier to find department headings. The organizational charts have been updated using a consistent format and continue to 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 division consists of an appropriations detail by line item and an appropriations summary by category that shows the percentage increase (decrease) comparing the adopted fiscal year 2004-05 budget to the adopted fiscal year 2005-06 budget. The appropriations summary page in each division addresses the significant budget changes to make the information clearer to the reader.

Finally, with the help of an outside consultant who held retreats with department directors and the City Commission, the City established a new mission statement and seven core values. Every department used the value "Excellence In All We Do" to establish goals for their divisions. Other goals established by each division were aligned with the core values adopted by the City Commission.

## Budget Summary

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## Budget Review

### Revenue Overview

A balanced budget is presented for each of the City's eighteen funds. Revenues are estimated, and fund balance is appropriated only to the extent that appropriations exceed estimated revenues. 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 (4.500) 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, levy of a 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, long-term maintenance costs associated with landfill closure, and public safety vehicles and equipment 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 new "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.

**Licenses and Permits** - Includes occupational licenses, building, zoning, utility permits, right-of-way permits, and other licenses and permits of a local nature. The revenues from this category are projected based on historical data trends and present economic conditions. They are heavily dependent on the economy and market fluctuations related to rising interest rates.

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

**Charges for Services** - Includes utility service user fees, park 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 ten 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 were projected based on the automatic rate increase approved by the City Commission on June 28, 2004 per Ordinance 04-38. Rental rates for the Mote-Morris house and pavilion as well as rates for recreation activities, marina, and airport hangar rental were established by resolution. The health insurance fund revenues are derived from payroll deductions and City contributions based on approved positions using the adopted rates calculated from expense projections. The workers' compensation revenues are generated on the basis of approved positions in payroll budget multiplied by a certain percentage (based on an average of the last 3 years expenses versus revenues) of the state established manual premium rates (by standard industry code).

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

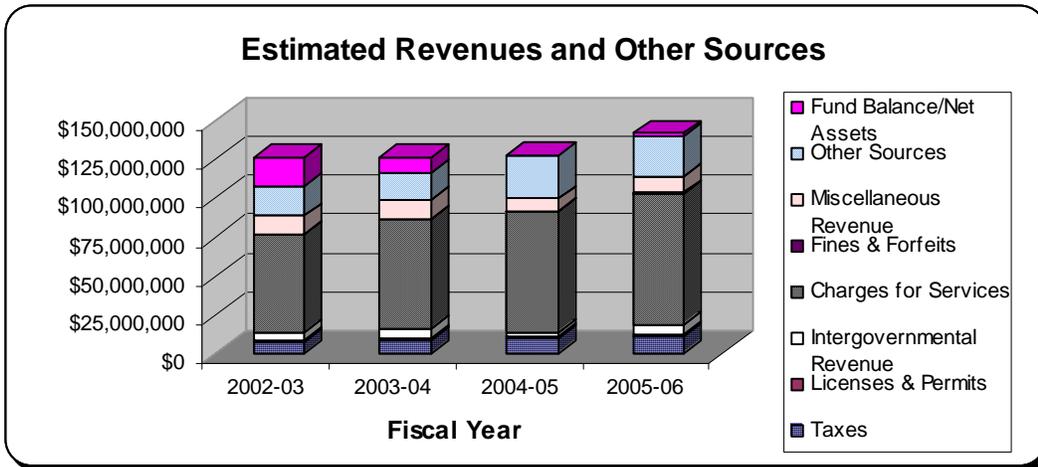
**Miscellaneous Revenues** - Includes interest on investments, rents, impact fees, sales of surplus property, insurance proceeds from lost or destroyed property, street paving assessments, refunds, contributions, and revenues not more properly recorded in other classifications. The revenues in this category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

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

**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:

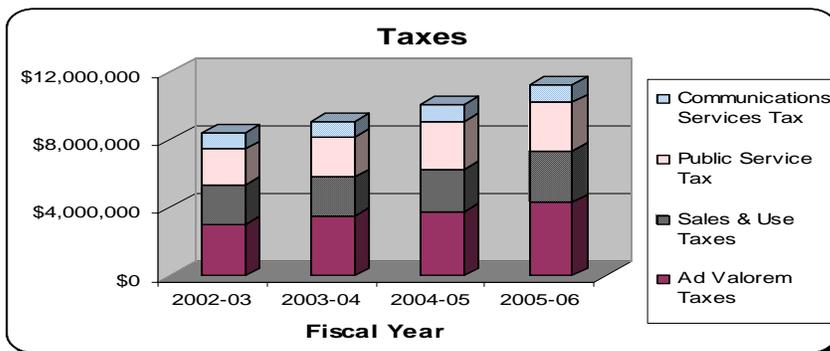
	2002-03	2003-04	2004-05	2005-06
Taxes	\$ 7,911,192	\$ 9,089,643	10,050,558	11,220,021
Licenses & Permits	417,500	576,200	706,044	997,250
Intergovernmental Revenue	5,718,037	6,493,011	3,033,166	6,059,642
Charges for Services	62,820,984	70,169,651	78,098,401	84,871,405
Fines & Forfeits	283,700	267,300	308,652	358,600
Miscellaneous Revenue	11,512,060	13,062,538	7,656,925	10,817,894
Other Sources	19,104,975	16,729,003	27,585,608	25,949,163
Fund Balance/Net Assets	18,199,283	10,459,527	509,157	1,574,643
<b>TOTAL SOURCES</b>	<b>\$ 125,967,731</b>	<b>\$ 126,846,873</b>	<b>\$ 127,948,511</b>	<b>\$ 141,848,618</b>



Several categories were responsible for the 10.86% increase in the total budget from \$127,948,511 in fiscal year 2004-05 to \$141,848,618 in fiscal year 2005-06.

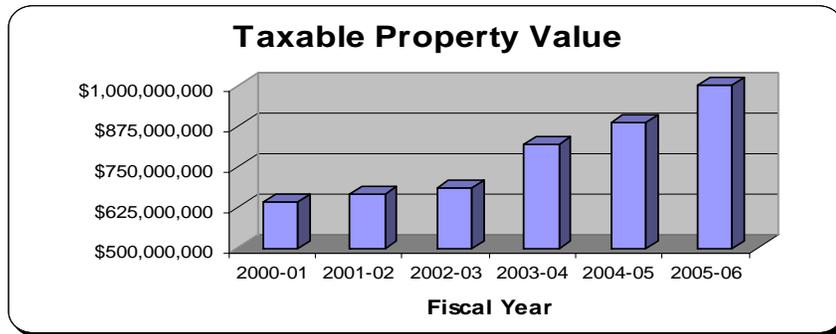
## Taxes

The taxes category rose by \$1,169,463, of which over \$500,000 each in ad valorem tax and sales & use tax accounts for the majority of the increase. The following table demonstrates the revenue stream from the four major tax categories.



## Ad Valorem Taxes

The current millage rate of 4.500 represents a 7.015% increase over the rolled-back rate of 4.205 mills. The City Commission has maintained the same millage rate for the past sixteen years. Over the past 5 years, taxable property value has increased by a total of \$337,599,675 or slightly over 50%. As noted in the graph below, the increase in property tax value of \$119,338,067 over fiscal year 2004-05 generates a total of \$510,170 in additional projected revenue over the prior year, which will offset a portion of the additional services funded from the general fund.



	2002-03	2003-04	2004-05*	2005-06*
Millage Rate (per \$1,000)	4.500 Mills	4.500 Mills	4.500 Mills	4.500 Mills
Taxable Property Value	\$685,250,998	\$817,921,559	\$884,712,306	\$1,004,050,373
Total Taxes Levied	3,083,629	3,680,647	3,981,205	4,518,227
Amount Collected	2,995,147	3,534,345	3,871,712	4,292,316
Percentage Collected	97.13%	96.03%	97.25%	95.00%

\* For fiscal year 2005-06, the amount indicated for amount collected and percentage collected are estimates only, based on a projected collection rate of 95% of the taxable value times the millage rate of 4.500 mills.

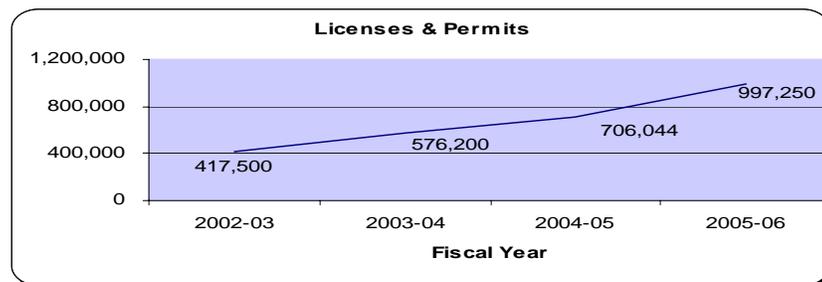
**Sales & Use Tax** – This tax is generated from fuel taxes and sales tax on the purchase of goods. Since we are experiencing a healthy economy, this category is projected to increase by \$538,105, which is approximately a 21% over the amount budgeted in fiscal year 2004-05.

**Public Service Tax** – The revenue collected from this source is deposited directly into the General Fund. Since charges for services revenue is projected to increase, this funding source increased proportionately.

**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 from \$19,201,264 to \$19,691,258.

**Licenses and Permits**

Since the construction industry continues to prosper, and the building permit activity increase in fiscal year 2004 and 2005 is projected to continue as the City expands, this category shows an increase of 41% in fiscal year 2005-06. This category has seen a 139% increase over the last 4 years as depicted graphically:



The business license revenue expects a \$32,300 or 20% increase over last year, of which \$9,500 is due to the rate increase adopted by the Commission on May 9, 2005. Building permit revenue

is projected at \$801,000 compared to expenditures for building services of \$639,904. Although the revenue for building permits is greater than the amount of expenditures, the difference of \$161,096 will be set aside to be used only for building permit activity in lean years.

### Intergovernmental Revenue

During fiscal year 2005-06, the intergovernmental revenue category increased significantly for three reasons. In the Capital Projects Fund, airport improvement activity, which will be funded 80% by the State of Florida accounts for the majority of the \$1,400,000 increase to this fund. The Stormwater Fund plans to construct the Whispering Pines basin entirely with grant funds totaling \$1,000,000. Finally, the Electric Fund will receive reimbursement from the Florida Department of Transportation for \$930,000 of the costs to widen Hwy 441 from Leesburg towards the mall.

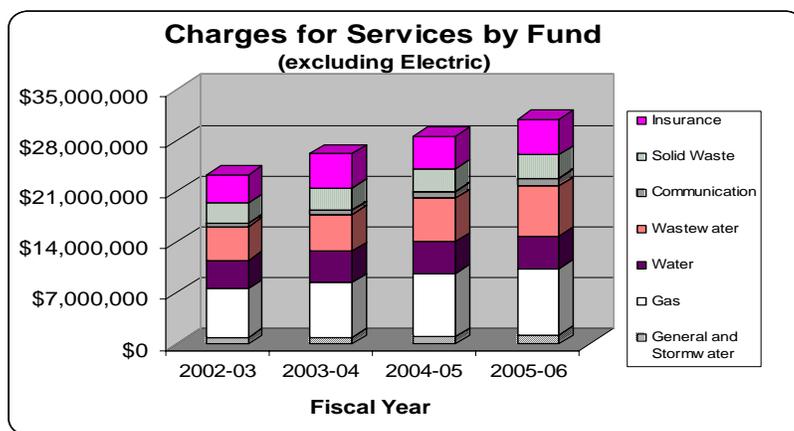
The local government half cent sales tax revenue is used to fund the debt service requirements associated with the Refunding and Capital Improvement Revenue Bonds, Series 1999 and Series 2004. Total estimated revenues from this source are \$954,421, which is budgeted in the debt service fund.

In addition, the City of Leesburg receives a portion of the personal services costs from grant funds for the actual time worked for three police officers and one communications officer. The level of activity in this area fell by \$40,936 to \$119,244, because the federal LLEBG grant was not renewed. The City will receive funding from the Lake County School Board for four SRO/DARE officers.

### Charges for Services

Charges for services rose 8.7% or \$6,773,004, primarily due to the rate increases associated with the electric and gas utility which were based on the rate study, and the automatic price increases for all utilities. The increase associated with the cost of purchased energy in both the electric and natural gas funds will be passed along to customers, resulting in an increase in operating revenues.

Over the past four years, the electric fund revenues rose by \$13,901,155 or 34% from actual revenues of \$40,018,907 in fiscal year 2002-03 to the amount budgeted for fiscal year 2005-06 totaling \$53,920,062. Since electric revenues are more than 60% 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, it does represent a use of revenues previously accumulated in the fund. Due to revenue shortfalls or increases in capital purchases, it was necessary to appropriate fund balance in the general fund (\$1,112,514) and the capital projects fund (\$462,129).

## 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, IT, 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/Engineering, 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 its individuals as performed by the animal control division of the police department and the line item associated with C.U.R.E.

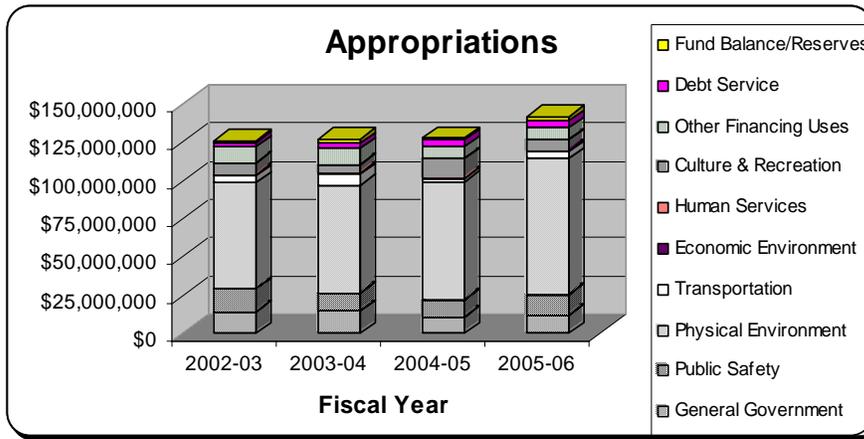
**Culture/Recreation** – Includes cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors, which is provided by the library and recreation departments.

**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

	2002-03	2003-04	2004-05	2005-06
General Government	\$ 14,052,370	\$ 14,742,229	\$ 10,756,210	\$ 11,892,089
Public Safety	15,035,603	11,586,673	11,096,333	13,354,809
Physical Environment	69,137,992	70,724,803	77,005,880	89,087,671
Transportation	4,844,797	6,802,635	2,340,626	4,521,140
Economic Environment	606,512	550,388	163,134	316,740
Human Services	50,438	51,909	56,863	54,994
Culture & Recreation	7,489,433	5,622,755	12,603,840	7,297,939
Other Financing Uses	10,835,186	11,096,280	8,024,333	8,146,212
Debt Service	2,644,946	3,154,747	4,180,489	4,470,243
Fund Balance/Reserves	1,270,454	2,514,454	1,720,803	2,706,781
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 125,967,731</b>	<b>\$ 126,846,873</b>	<b>\$ 127,948,511</b>	<b>\$ 141,848,618</b>



With the exception of a significant decrease of \$5,305,901 in the culture/recreation category associated with the Library construction project, the majority of the other categories experienced increases.

The physical environment category has the largest increase of \$12,081,791. Although the increase can be attributed to the cost of purchased power and natural gas, the following table shows other changes to describe the reason for the enormous increase:

Electric cost of power	\$ 2,157,834
Gas purchases	345,651
Electric capital	1,046,361
Water capital	1,957,711
Wastewater capital	3,685,000
GIS/engineering	261,213

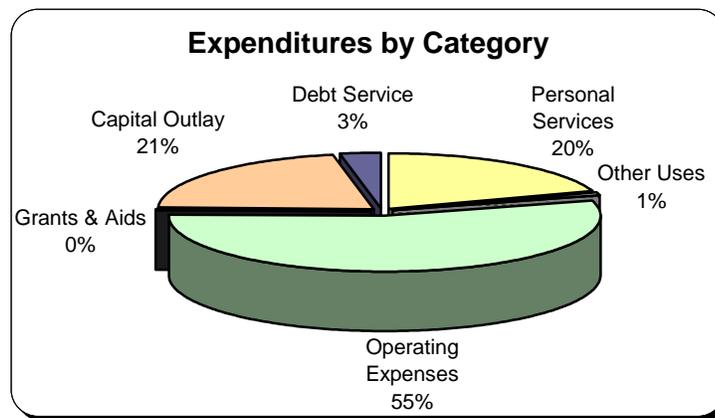
Transportation expenditures had an increase of \$2,180,514 due to the increase in construction of capital projects for the airport totaling \$1,454,842 and an increase of \$380,290 for street maintenance. The capital projects are grant related projects and will be 80% funded from the State of Florida Department of Transportation.

Public Safety increased by \$2,258,476 primarily due to additional personnel costs associated with growth in Leesburg. Additional firefighters were trained in August 2005 in order to be ready to man Fire Station #3 at the airport when it is complete. Police increase totaled \$650,128, fire accounts for \$607,059 of the increase, and fire capital projects increased by \$714,000 over fiscal year 2004-05.

General government saw a \$1,135,879 or a 10.6% increase which is in line with the overall budget increase.

Revenue exceeded appropriations in all utility funds in the budget for fiscal year 2005-06, resulting in an increase of \$1,576,227 in reserves for future capital.

As presented in the following graph, 55% of the appropriations are for operating expenses associated with day-to-day activities to provide services to the citizens. Capital outlay and personal services comprise 21% and 20% of the overall budget which can vary from year to year.

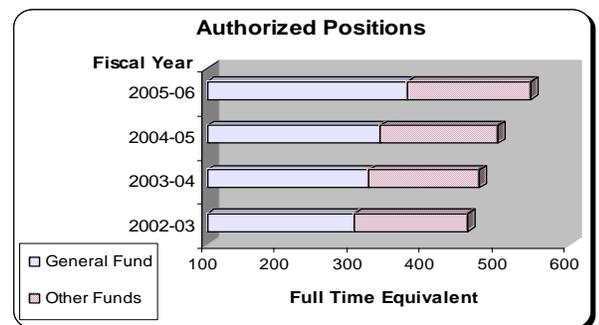
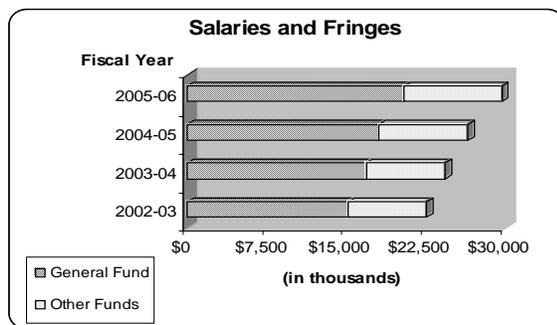


**Personal Services**

Total personal services costs rose from \$26,707,913 in fiscal year 2004-05 to \$29,970,628 in fiscal year 2005-06, an increase of \$3,262,715. The addition of the new positions accounted for nearly 35% of the total increase in this category. The other increases were the result of the salary survey, a 2.5% increase to the pension plan, and a 4% pool for each department to provide an anniversary merit increase ranging from 3-6% to all eligible employees. The following table shows detail regarding the increase in this category:

New positions (salary & benefits)	\$ 1,116,222
4% merit pool	789,941
Salary survey increases	406,244
Fringe benefits (pension)	749,293
Fringe benefits (other)	201,015

Salaries and fringes increased in the general fund from \$18,095,072 in fiscal year 2004-05 to \$20,484,670 in fiscal year 2005-06 reflecting an increase of \$2,389,598 or 73% of the overall increase in this category. The other funds also experienced an increase in appropriations for salaries and fringes totaling \$843,684 or 26% of the increase over fiscal year 2004-05. The increases are shown graphically as follows:



As seen in the previous graph, the fiscal year 2005-06 budget includes a net increase of 45.05 full time equivalent positions of which 9 positions were added during the fiscal year to accommodate growth rather than use contract services. Therefore, the number of approved positions increased from 502.45 in fiscal year 2004-05 to 547.5 in fiscal year 2005-06.

The market declines over the past 3 years have affected interest earnings in the pension funds. Therefore, the amount of employer contribution required to maintain an actuarially sound Retirement Plan for General Employees and to improve future benefits for employees was increased from 9.5% to 12% of covered payroll for fiscal year 2005-06. The City agreed to fund the Firefighter's Pension Plan created pursuant to Chapter 175, Florida Statutes, at a rate no higher than the general employees' rate. Therefore, their contribution rate will also be 12%.

Consequently, the City paid pension contributions increased by \$668,329 and \$80,964 respectively, which is included in the fringe benefit calculations noted above.

## Operating Expenses

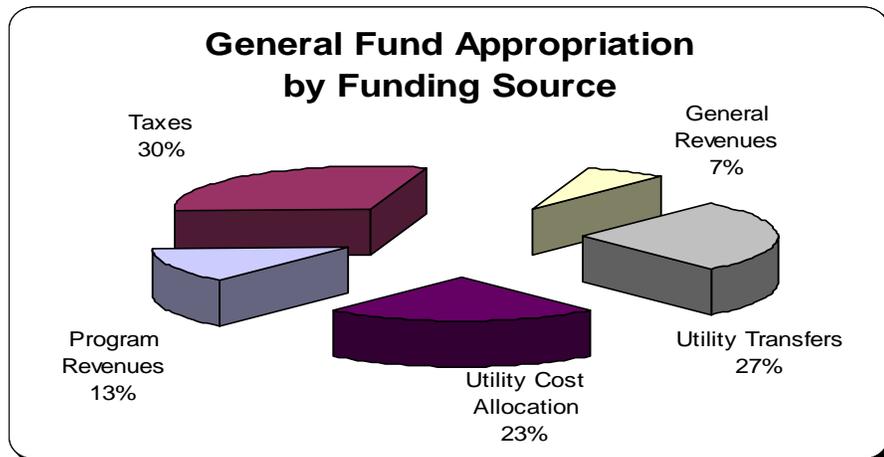
Operating expenses increased by \$8,591,907 or 11.6% from \$74,360,496 to \$82,952,403. Although departments were encouraged to limit normal operating expenses to 3%, the increases listed below show a breakdown of some of the major increases in this category:

Average 3% operating increase	\$ 2,230,815
Electric cost of power	2,157,834
Gas purchases	90,864
Depreciation expense	738,810
Vehicle lease/fuel/maintenance	290,619
Utility cost increase	454,044
Road resurfacing	325,280
Engineering services	341,985
Health insurance activity	737,248
Pension payments to retirees	780,000
Other miscellaneous increases	444,048

The General Fund provides a variety of services that are funded by the six enterprise funds. A prorated share of the total operating budget is allocated directly to the appropriate utility operating expense budget. Several cost drivers were used to determine the percentage applicable to the operation of the utilities. The departments that were unable to give statistics directly related to the impact of a specific utility were allocated based on the average number of customers for each utility as of June 2005. Expenses in the utilities related to costs for services provided by the general fund are allocated to the various utilities and recorded as a contra expense in the appropriate division. The total percentage of services provided by the department/division is listed below:

<u>Department</u>	<u>Percentage</u>
City Commission	50%
Executive - Administration	65%
City Clerk	30%
Finance - Accounting	60%
Collections	95%
Customer Service	100%
Meter Readers	100%
Purchasing	75%
Warehouse	95%
Human Resources	33%
Information Technology	90%
GIS/Engineering	90%
Public Works – Fleet Services	100%
Facility Services	30%
Administration	35%
Community Development - Planning	55%
Housing & Economic Development	25%

The total increase in operating expenses in the utility funds that can be directly attributed to the increase in operating expenditures in the general fund was only \$85,049. At the end of the fiscal year, these expenses are amended to reflect actual expenditures rather than the budget. The utility cost allocation and utility fund transfers to the General Fund account for 50% of general fund funding sources. The breakdown of the types of funding sources in the general fund can be viewed graphically as follows:



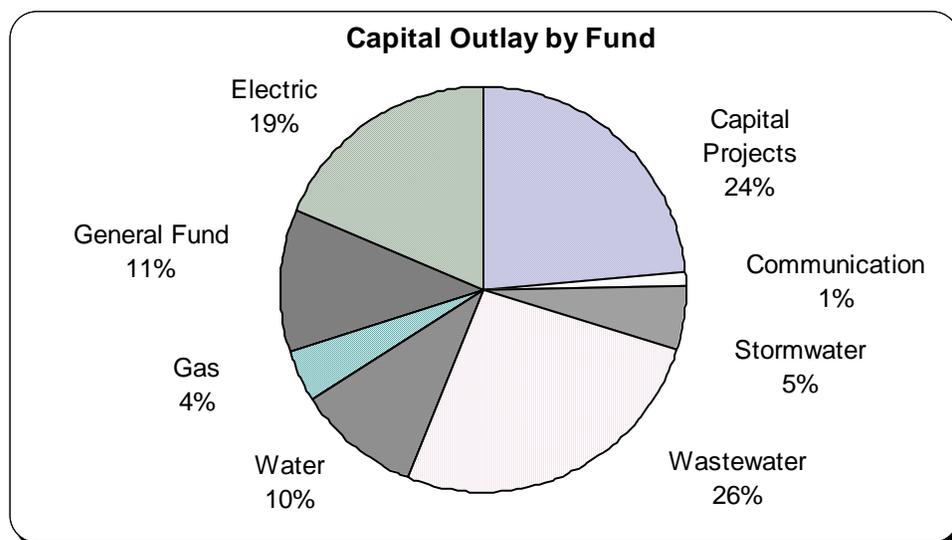
### Capital Outlay

As included in the adopted fiscal year 2005-06 budget, capital projects in all funds increased from \$25,762,965 in fiscal year 2004-05 to \$30,349,579. The increase in capital outlay can be directly attributed to the several major capital projects associated with the 2004 bond issue.

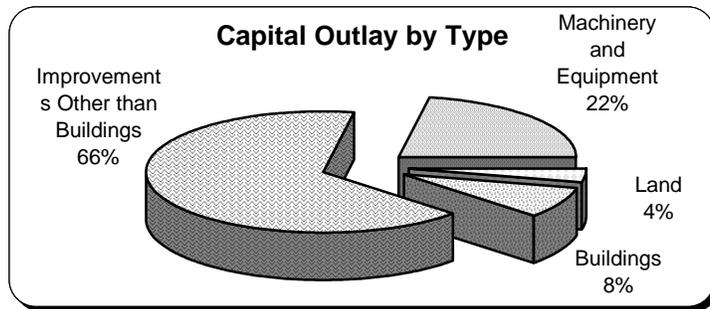
**Expansion** – Expansion of the City limits of Leesburg results in increased capital purchases necessary to provide services. The Electric Department plans to convert seven subdivisions to underground utility service. The Gas Department plans to extend services to new developments, and the Water and Wastewater Divisions are planning upgrades for new services which will also impact capital expenses. Installation costs are typically recovered within a 7 year period. The City charges impact fees for police, fire, recreation, water, and wastewater when customers secure a building permit.

**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 capital outlay for the entire City by type:



<u>Category</u>	<u>Amount</u>
Land	\$ 1,100,000
Buildings	2,499,047
Improvements other than buildings	19,970,702
Vehicles and equipment	6,779,830
<b>TOTAL</b>	<b><u>\$30,349,579</u></b>

The largest capital outlay category is Improvements Other Than Buildings, which is mainly for utility system capital assets necessary to provide service to customers. Vehicles And Equipment exceeds the Buildings and Land categories combined, which results in 20% of the capital purchases for the year.

**Debt Service**

The Debt Service category increased by \$289,754 from \$4,180,489 in fiscal year 2004-05 to \$4,470,243 in fiscal year 2005-06. The increases (decreases) are summarized below:

<u>Description</u>	<u>Amount</u>
Capital Projects	\$ (146,729)
Electric & utility bond issues	13,894
Wastewater interfund loan	530,000
FMPA loan only	(107,411)
<b>TOTAL</b>	<b><u>\$ 289,754</u></b>

**Other Uses**

The operating transfer of profits generated from the various enterprise funds to the general fund for the fiscal year 2005-06 represents an increase of \$300,228 from \$5,805,488 to \$6,105,716. As noted earlier, transfers were maintained at 8% of estimated operating revenues excluding utility surcharge fees for three of the six utilities, and reduced to 7.25% for the other three utilities.

**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. All bonds are rated at "A" or better by Moody, Fitch, and S & P and are insured to AAA rating by FGIC. The City of Leesburg received an underlying rating on the Series 2004 Bonds. The ratings are based solely on the ability of the City to pay the debt service on the Series 2004 Bonds, and are listed as follows:

<u>Type</u>	<u>Moody's</u>	<u>S&amp;P</u>	<u>Fitch</u>
Capital	A <sup>3</sup>	A-	A-
Electric	A	A-	A-
Utility	A <sup>3</sup>	A	A-

# Budget Review

All bonds are fully registered bonds in denominations of \$5,000 and are collateralized by a pledge of various sources as shown below. As of September 30, 2004, the debt coverage ratio and debt per capita based on the estimated April 1, 2005 population of 17,467 can be stated as follows:

Type	Debt Ratio	Debt per Capita	Collateralized by Pledge
Capital Improvement Bonds, Series 1999	2.52	\$ 690.17	Local government half-cent sales tax, and a guaranteed portion of state revenue sharing (\$309,234)
Capital Improvement Bonds, Series 2004	5.33	\$1,861.29	Public Service tax and investment income, and the sales tax and guaranteed entitlement, which are subordinate to the 1999 bonds
Electric Revenue Bonds, Series 2004	11.19	\$1,813.06	Net electric system revenues
Utility Revenue Bonds, Series 2004	2.87	\$2,499.83	Net gas, water and wastewater revenues

Below is a summary of debt service including principal and interest for the next five years in all funds:

Issue	2006	2007	2008	2009	2010
Capital Improvement Bonds, Series 1999	\$ 501,315	\$ 504,645	\$ 502,476	\$ 499,796	\$ 501,876
Capital Improvement Bonds, Series 2004	1,122,595	1,119,470	1,121,220	1,121,020	1,119,645
Electric Revenue Bonds, Series 2004	779,813	1,104,813	1,100,875	1,100,975	1,105,095
Utility Revenue Bonds, Series 2004	1,075,151	1,520,151	1,522,914	1,524,114	1,523,914
TOTAL	<u>\$3,478,874</u>	<u>\$4,249,079</u>	<u>\$4,247,485</u>	<u>\$4,245,905</u>	<u>\$4,250,530</u>

The next four pages provide debt service detail of principal and interest payments over the life of the four outstanding bond issues following the appropriate headings:

**Refunding And Capital Improvement Revenue Bonds, Series 1999**

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 1987 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
Refunding and Capital Improvement	2006	145,000	356,315	501,315
Revenue Bonds, Series 1999	2007	155,000	349,645	504,645
Original Issue Amount: \$7,345,000	2008	160,000	342,476	502,476
Original Issue Date: August 1, 1999	2009	165,000	334,796	499,796
Final Maturity: October 1, 2029	2010	175,000	326,876	501,876
Interest Rate: 3.65% - 5.5%	2011	185,000	318,126	503,126
	2012	195,000	308,691	503,691
	2013	205,000	298,698	503,698
	2014	215,000	288,038	503,038
	2015	225,000	276,750	501,750
	2016	235,000	264,825	499,825
	2017	250,000	251,900	501,900
	2018	265,000	238,150	503,150
	2019	280,000	223,575	503,575
	2020	295,000	208,175	503,175
	2021	310,000	191,950	501,950
	2022	325,000	174,900	499,900
	2023	345,000	157,025	502,025
	2024	365,000	138,050	503,050
	2025	385,000	117,975	502,975
	2026	405,000	96,800	501,800
	2027	430,000	74,525	504,525
	2028	450,000	50,875	500,875
	2029	475,000	26,125	501,125
TOTAL		6,640,000	5,415,261	12,055,261

**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 are being 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.

<b>Issue</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Capital Improvement Revenue Bonds, Series 2004 Original Issue Amount: \$17,110,000 Original Issue Date: July 21, 2004 Final Maturity: October 1, 2034 Interest Rate: 2.5% - 5%	2006	325,000	797,595	1,122,595
	2007	330,000	789,470	1,119,470
	2008	340,000	781,220	1,121,220
	2009	350,000	771,020	1,121,020
	2010	360,000	759,645	1,119,645
	2011	370,000	748,485	1,118,485
	2012	385,000	736,460	1,121,460
	2013	400,000	723,370	1,123,370
	2014	415,000	708,370	1,123,370
	2015	430,000	692,808	1,122,808
	2016	445,000	675,607	1,120,607
	2017	465,000	657,808	1,122,808
	2018	480,000	638,743	1,118,742
	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
<b>TOTAL</b>		<b>17,110,000</b>	<b>15,401,118</b>	<b>32,511,118</b>

**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 .

<b>Issue</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Electric System Revenue Bonds, Series 2004 Original Issue Amount: \$16,670 Original Issue Date: June 23, 2004 Final Maturity: October 1, 2034 Interest Rate: 2.75% - 5%	2006		779,812	779,812
	2007	325,000	779,813	1,104,813
	2008	330,000	770,875	1,100,875
	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
<b>TOTAL</b>		<b>16,670,000</b>	<b>14,998,657</b>	<b>31,668,657</b>

**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.

<b>Issue</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Utility System Revenue Bonds, Series 2004 Original Issue Amount: \$22,985,000 Original Issue Date: June 23, 2004 Final Maturity: October 1, 2034 Interest Rate: 2.75% - 5%	2006		1,075,151	1,075,151
	2007	445,000	1,075,151	1,520,151
	2008	460,000	1,062,914	1,522,914
	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
<b>TOTAL</b>		<b>22,985,000</b>	<b>20,679,542</b>	<b>43,664,542</b>

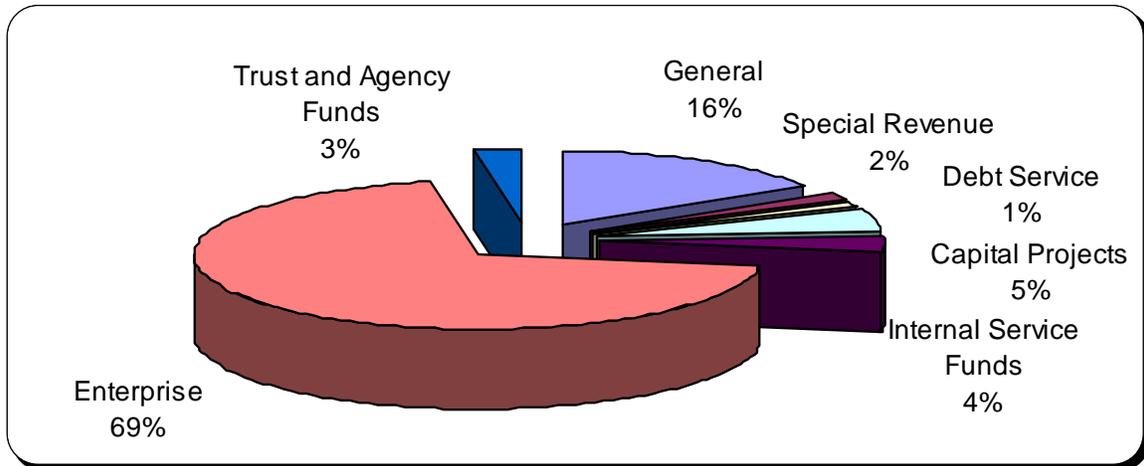
# Budget Summary

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF LEESBURG, FLORIDA  
ARE 10.9% MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	TRUST & AGENCY FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
<b>ESTIMATED REVENUES</b>								
Taxes	Millage per \$1,000							
Current Ad Valorem Taxes	4,292,316	0	0	0	0	0	0	4,292,316
Sales & Use Taxes	881,670	0	342,447	1,424,155	0	280,000	0	2,928,272
Franchise Fees	104,000	0	0	0	0	0	0	104,000
Utility Taxes	3,895,433	0	0	0	0	0	0	3,895,433
Licenses & Permits	997,250	0	0	0	0	0	0	997,250
Intergovernmental Revenue	1,181,349	1,278,682	954,421	1,715,190	930,000	0	0	6,059,642
Charges for Services	309,350	927,700	0	0	78,723,256	0	4,911,099	84,871,405
Fines & Forfeitures	358,600	0	0	0	0	0	0	358,600
Miscellaneous Revenue	2,154,421	21,251	2,492	496,326	4,312,521	3,723,907	106,976	10,817,894
Other Financing Sources	0	0	0	0	3,839,514	0	0	3,839,514
<b>TOTAL SOURCES</b>	<b>14,174,389</b>	<b>2,227,633</b>	<b>1,299,360</b>	<b>3,635,671</b>	<b>87,805,291</b>	<b>4,003,907</b>	<b>5,018,075</b>	<b>118,164,326</b>
Transfers In	7,649,344	186,368	0	0	0	0	0	7,835,712
Debt Proceeds	0	0	0	3,050,000	11,223,937	0	0	14,273,937
Fund Balances/Reserves/Net Assets	1,112,514	0	0	462,129	0	0	0	1,574,643
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>	<b>22,936,247</b>	<b>2,414,001</b>	<b>1,299,360</b>	<b>7,147,800</b>	<b>99,029,228</b>	<b>4,003,907</b>	<b>5,018,075</b>	<b>141,848,618</b>

<b>EXPENDITURES</b>								
General Government	2,258,452	0	0	1,392,205	0	3,225,000	5,016,432	11,892,089
Public Safety	12,292,772	0	0	1,062,037	0	0	0	13,354,809
Physical Environment	305,101	1,915,222	0	0	86,833,619	0	0	89,053,942
Transportation	1,766,298	0	0	2,754,842	0	0	0	4,521,140
Economic Environment	316,389	351	0	0	0	0	0	316,740
Human Services	54,994	0	0	0	0	0	0	54,994
Culture / Recreation	5,359,223	0	0	1,938,716	0	0	0	7,297,939
Other Financing Uses	310,500	0	0	0	0	0	0	310,500
<b>TOTAL EXPENDITURES</b>	<b>22,663,729</b>	<b>1,915,573</b>	<b>0</b>	<b>7,147,800</b>	<b>86,833,619</b>	<b>3,225,000</b>	<b>5,016,432</b>	<b>126,802,153</b>
Transfers Out	186,368	176,797	0	0	7,472,547	0	0	7,835,712
Debt Service		24,048	1,294,360	0	3,146,835			4,465,243
Fund Balances/Reserves/Net Assets	86,150	297,583	5,000	0	1,576,227	778,907	1,643	2,745,510
<b>TOTAL APPROPRIATED EXPENDITURES</b>	<b>22,936,247</b>	<b>2,414,001</b>	<b>1,299,360</b>	<b>7,147,800</b>	<b>99,029,228</b>	<b>4,003,907</b>	<b>5,018,075</b>	<b>141,848,618</b>
<b>TRANSFERS, RESERVES &amp; BALANCES</b>								

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 2003-04	Adopted 2004-05	Adopted 2005-06	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Financial Sources	12,698,288	12,025,575	14,174,389	949,803	1,266,045	2,227,633
Financial Uses	(18,181,540)	(19,492,580)	(22,663,729)	(702,137)	(1,124,058)	(1,915,573)
Sources over (under) Uses	(5,483,252)	(7,467,005)	(8,489,340)	247,666	141,987	312,060
Operating Transfers In (Out)	6,137,252	7,384,355	7,462,976	(29,377)	(8,927)	9,571
Debt Proceeds	0	0	0	(24,047)	(24,048)	(24,048)
Change in Net Assets Balance	654,000	(82,650)	(1,026,364)	194,242	109,012	297,583
Net Assets Balance-October 1	6,210,665	6,864,665	6,782,015	664,826	859,068	968,080
Net Assets Balance-September 30	6,864,665	6,782,015	5,755,651	859,068	968,080	1,265,663

	Debt Service Fund			Capital Projects Fund		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Financial Sources	629,706	1,446,089	1,299,360	2,171,351	1,080,626	3,635,671
Financial Uses	(624,706)	(1,126,089)	(1,294,360)	(4,217,949)	(10,723,812)	(7,147,800)
Sources over (under) Uses	5,000	320,000	5,000	(2,046,598)	(9,643,186)	(3,512,129)
Operating Transfers In (Out)	0	0	0	1,388,427	0	0
Debt Proceeds	0	0	0	17,154,981	9,300,000	3,050,000
Change in Net Assets Balance	5,000	320,000	5,000	16,496,810	(343,186)	(462,129)
Net Assets Balance-October 1	130,000	135,000	455,000	454,390	16,951,200	16,608,014
Net Assets Balance-September 30	135,000	455,000	460,000	16,951,200	16,608,014	16,145,885

# Enterprise Funds

## Summary of Revenues, Expenses & Changes in Net Assets

(\$ in Thousands)	Electric Utility Fund			Gas Utility Fund		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Operating Revenues	44,999	49,471	53,920	7,582	8,746	9,124
Operating Expenses	(40,913)	(43,245)	(46,759)	(7,566)	(7,780)	(8,137)
Operating Income (Loss)	4,086	6,226	7,161	16	966	988
Nonoperating Revenues (Expenses)	624	(703)	(1,005)	23	117	(47)
Income Before Operating Transfers	4,710	5,523	6,157	38	1,083	941
Operating Transfers In (Out)	(8,856)	(5,299)	(5,262)	(767)	(871)	(899)
Net Income (Loss)	(4,146)	224	894	(729)	211	42
Net Assets-October 1	51,826	47,680	47,904	10,651	9,923	10,134
Net Assets-September 30	47,680	47,904	48,798	9,923	10,134	10,176

(\$ in Thousands)	Water Utility Fund			Wastewater Utility Fund		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Operating Revenues	4,444	4,442	4,497	5,836	5,929	6,854
Operating Expenses	(3,876)	(4,176)	(4,390)	(5,606)	(5,416)	(5,821)
Operating Income (Loss)	568	266	107	229	514	1,033
Nonoperating Revenues (Expenses)	857	650	886	832	41	(536)
Income Before Operating Transfers	1,425	916	992	1,061	555	497
Operating Transfers In (Out)	(811)	(503)	(500)	(404)	(460)	(497)
Net Income (Loss)	615	413	493	658	95	0
Net Assets-October 1	17,638	18,253	18,666	19,856	20,513	20,609
Net Assets-September 30	18,253	18,666	19,159	20,513	20,609	20,609

(\$ in Thousands)	Communications Fund			Solid Waste Fund		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Operating Revenues	525	924	1,123	2,926	3,145	3,205
Operating Expenses	(587)	(483)	(654)	(3,441)	(2,882)	(2,913)
Operating Income (Loss)	(61)	441	469	(515)	263	291
Nonoperating Revenues (Expenses)	(34)	(342)	(306)	571	55	(59)
Income Before Operating Transfers	(95)	99	163	56	318	232
Operating Transfers In (Out)	3,635	(74)	(82)	(247)	(251)	(232)
Net Income (Loss)	3,540	25	81	(191)	67	0
Net Assets-October 1	914	4,454	4,479	1,109	918	985
Net Assets-September 30	4,454	4,479	4,560	918	985	985

## Internal Service Funds

### Summary of Revenues, Expenses & Changes in Net Assets

	Health Insurance		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Operating Revenues	3,602,849	4,028,248	4,354,268
Operating Expenses	(3,008,227)	(3,678,771)	(4,420,452)
Operating Income (Loss)	594,622	349,477	(66,184)
Nonoperating Revenues (Expenses)	136,777	46,500	66,184
Income Before Operating Transfers	731,399	395,977	0
Operating Transfers In (Out)	0	0	0
Net Income (Loss)	731,399	395,977	0
Net Assets-October 1	1,373,114	2,104,513	2,500,490
Net Assets-September 30	2,104,513	2,500,490	2,500,490

(\$ in Thousands)	Workers' Compensation		
	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Operating Revenues	591,617	475,463	556,831
Operating Expenses	(205,524)	(515,048)	(595,980)
Operating Income (Loss)	386,093	(39,585)	(39,149)
Nonoperating Revenues (Expenses)	34,304	39,585	40,792
Income Before Operating Transfers	420,397	0	1,643
Operating Transfers In (Out)	0	0	0
Net Income (Loss)	420,397	0	1,643
Net Assets-October 1	616,385	1,036,782	1,036,782
Net Assets-September 30	1,036,782	1,036,782	1,038,425

## Summary of Appropriations

## All Funds

### Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>001 GENERAL FUND</b>					
Personal Services	15,639,720	17,394,752	11,335,575	18,095,072	20,484,670
Operating Expenses	5,843,203	6,317,809	4,742,291	7,411,178	8,262,348
Capital Outlay	666,137	1,284,048	1,902,783	3,379,171	3,464,425
Grants and Aids	161,557	284,226	143,293	222,150	141,705
Other Uses	(5,777,640)	(6,460,319)	(3,946,402)	(9,383,877)	(9,416,901)
<b>TOTAL GENERAL FUND</b>	<b>16,532,977</b>	<b>18,820,516</b>	<b>14,177,540</b>	<b>19,723,694</b>	<b>22,936,247</b>
<b>012 CDBG</b>					
Operating Expenses	0	0	0	0	0
Capital Outlay	750,000	0	0	0	0
Other Uses	0	32,813	0	0	0
<b>TOTAL CDBG</b>	<b>750,000</b>	<b>32,813</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>014 STORMWATER</b>					
Personal Services	126,687	134,954	87,646	145,219	151,422
Operating Expenses	335,326	183,300	154,470	238,663	493,800
Capital Outlay	445,650	20,092	23,035	740,000	1,270,000
Other Uses	0	0	0	0	33,729
<b>TOTAL STORMWATER</b>	<b>907,663</b>	<b>338,346</b>	<b>265,151</b>	<b>1,123,882</b>	<b>1,948,951</b>
<b>016 GREATER LEESBURG CRA</b>					
Operating Expenses	64,735	363,791	165,424	176	176
Debt Service	24,048	24,047	16,032	24,048	24,048
Other Uses	88,108	118,519	86,945	309,630	377,642
<b>TOTAL GLCRA</b>	<b>176,891</b>	<b>506,357</b>	<b>268,401</b>	<b>333,854</b>	<b>401,866</b>
<b>017 CARVER HEIGHTS CRA</b>					
Operating Expenses	49	0	372	0	175
Other Uses	0	31,829	0	25,494	63,009
<b>TOTAL CHCRA</b>	<b>0</b>	<b>31,829</b>	<b>0</b>	<b>25,494</b>	<b>63,184</b>
<b>021 DEBT SERVICE</b>					
Debt Service	499,305	624,706	716,030	1,446,089	1,299,360
<b>TOTAL DEBT SERVICE</b>	<b>499,305</b>	<b>624,706</b>	<b>716,030</b>	<b>1,446,089</b>	<b>1,299,360</b>

# All Funds

## Summary of Appropriations (Continued)

### Summary of Appropriations (Continued)

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>031 CAPITAL PROJECTS</b>					
Personal Services	0	2,371	1,459	0	0
Operating Expenses	758,626	949,714	437,386	771,000	965,000
Capital Outlay	11,694,410	3,143,185	3,165,086	9,952,812	6,182,800
Debt Service	0	122,681	22,498	0	0
Other Uses	0	0	0	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>12,453,036</b>	<b>4,217,951</b>	<b>3,626,429</b>	<b>10,723,812</b>	<b>7,147,800</b>
<b>041 ELECTRIC</b>					
Personal Services	2,807,991	2,835,388	1,796,348	3,178,753	3,153,147
Operating Expenses	35,628,563	41,373,227	26,608,031	41,685,246	45,707,599
Capital Outlay	3,385,248	4,668,601	4,575,550	2,841,776	3,399,910
Debt Service	501,505	513,515	522,754	853,360	861,387
Other Uses	(933,380)	1,130,221	(1,774,798)	5,733,674	6,366,581
<b>TOTAL ELECTRIC</b>	<b>41,389,927</b>	<b>50,520,952</b>	<b>31,727,885</b>	<b>54,292,809</b>	<b>59,488,624</b>
<b>042 GAS</b>					
Personal Services	819,934	998,028	680,079	1,070,540	1,231,159
Operating Expenses	6,198,045	7,511,290	4,939,215	7,668,701	8,026,706
Capital Outlay	406,307	516,759	674,164	490,989	96,387
Debt Service	61,377	80,953	120,603	213,031	193,323
Other Uses	(176,416)	(699,258)	(497,002)	1,084,620	941,685
<b>TOTAL GAS</b>	<b>7,309,247</b>	<b>8,407,772</b>	<b>5,917,059</b>	<b>10,527,881</b>	<b>10,489,260</b>
<b>043 WATER</b>					
Personal Services	998,363	1,175,092	769,341	1,311,999	1,540,372
Operating Expenses	3,007,632	3,767,968	1,903,049	3,499,114	3,794,385
Capital Outlay	760,007	2,528,325	1,335,716	331,920	1,977,713
Debt Service	146,675	181,072	250,932	392,791	403,900
Other Uses	320,011	(2,789,520)	(807,837)	930,438	1,005,386
<b>TOTAL WATER</b>	<b>5,232,688</b>	<b>4,862,937</b>	<b>3,451,201</b>	<b>6,466,262</b>	<b>8,721,756</b>
<b>044 WASTEWATER</b>					
Personal Services	1,362,384	1,514,830	994,410	1,676,236	1,983,540
Operating Expenses	3,806,280	4,830,059	2,501,992	4,326,338	5,248,393
Capital Outlay	274,723	1,692,160	376,985	3,678,486	6,536,122
Debt Service	747,880	586,743	347,213	1,042,759	1,587,225
Other Uses	(146,288)	(2,049,968)	(381,538)	555,054	497,400
<b>TOTAL WASTEWATER</b>	<b>6,044,979</b>	<b>6,573,824</b>	<b>3,839,062</b>	<b>11,278,873</b>	<b>15,852,680</b>
<b>045 COMMUNICATIONS</b>					
Personal Services	124,032	285,447	134,760	172,874	306,743
Operating Expenses	711,426	742,520	279,768	311,105	418,743
Capital Outlay	372,367	2,835,254	1,038,672	272,400	261,483
Debt Service	16,814	24,059	18,525	208,411	101,000
Other Uses	(825,019)	(3,276,442)	(1,008,275)	99,388	163,379
<b>TOTAL COMMUNICATIONS</b>	<b>399,620</b>	<b>610,838</b>	<b>463,450</b>	<b>1,064,178</b>	<b>1,251,348</b>

## Summary of Appropriations (Continued)

## All Funds

### Summary of Appropriations (Continued)

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>046 SOLID WASTE</b>					
Personal Services	760,100	878,735	499,244	815,259	848,181
Operating Expenses	1,913,643	2,493,201	1,592,156	2,067,117	2,065,040
Capital Outlay	170,296	171,455	134,253	0	80,000
Other Uses	21,376	144,750	10,308	317,624	232,339
<b>TOTAL SOLID WASTE</b>	<b>2,865,415</b>	<b>3,688,141</b>	<b>2,235,961</b>	<b>3,200,000</b>	<b>3,225,560</b>
<b>054 HEALTH INSURANCE</b>					
Personal Services	242,204	242,708	169,314	241,961	246,394
Operating Expenses	2,589,485	2,765,519	1,860,782	3,436,810	4,174,058
Other Uses	0	0	0	395,977	0
<b>TOTAL HEALTH INSURANCE</b>	<b>2,831,689</b>	<b>3,008,227</b>	<b>2,030,096</b>	<b>4,074,748</b>	<b>4,420,452</b>
<b>055 WORKERS' COMPENSATION</b>					
Operating Expenses	893,931	205,524	310,098	515,048	595,980
Other Uses	0	0	0	0	1,643
<b>TOTAL WORKERS' COMP</b>	<b>893,931</b>	<b>205,524</b>	<b>310,098</b>	<b>515,048</b>	<b>597,623</b>
<b>061 POLICE PENSION</b>					
Operating Expenses	430,395	435,247	379,520	485,000	500,000
Other Uses	0	0	0	40,000	131,470
<b>TOTAL POLICE PENSION</b>	<b>430,395</b>	<b>435,247</b>	<b>379,520</b>	<b>525,000</b>	<b>631,470</b>
<b>062 FIRE PENSION</b>					
Operating Expenses	282,157	885,441	208,856	425,000	425,000
Other Uses	0	0	0	216,088	293,309
<b>TOTAL FIRE PENSION</b>	<b>282,157</b>	<b>885,441</b>	<b>208,856</b>	<b>641,088</b>	<b>718,309</b>
<b>063 GENERAL EMPLOYEES PENSION</b>					
Operating Expenses	1,337,087	1,398,707	887,495	1,520,000	2,300,000
Other Uses	0	0	0	465,799	354,128
<b>TOTAL GENERAL EMPLOYEE</b>	<b>1,337,087</b>	<b>1,398,707</b>	<b>887,495</b>	<b>1,985,799</b>	<b>2,654,128</b>
<b>ALL FUNDS</b>					
Personal Services	22,881,415	25,462,305	16,468,176	26,707,913	29,945,628
Operating Expenses	63,800,583	74,223,317	46,970,905	74,360,496	82,977,403
Capital Outlay	18,925,145	16,859,879	13,226,244	21,687,554	23,268,840
Debt Service	1,997,604	2,157,776	2,014,587	4,180,489	4,470,243
Grants and Aids	161,557	284,226	143,293	222,150	141,705
Other Uses	(7,429,248)	(13,817,375)	(8,318,599)	789,909	1,044,799
<b>TOTAL APPROPRIATIONS</b>	<b>100,337,056</b>	<b>105,170,128</b>	<b>70,504,606</b>	<b>127,948,511</b>	<b>141,848,618</b>

# Personal Services

## Change in Authorized Positions by Fund/Department

### Change in Authorized Positions by Fund/Department

<u>DEPARTMENT/DIVISION</u>	<u>2004-05</u>	<u>2005-06</u>	<u>NET</u>	<u>REASON FOR CHANGE</u>
<b>GENERAL FUND</b>				
Legislative	5.00	5.00	0.00	
Executive	7.00	7.00	0.00	
Finance	43.00	47.00	4.00	Customer Service Specialist; Utility Service Technician; Clerical Assistant (2)
Human Resources	6.00	6.00	0.00	
Information Technology	11.00	12.00	1.00	Administrative Assistant
GIS/Engineering	8.50	12.00	3.50	Development Review Engineer; Special Projects Director; Survey Technician; Clerical Assistant; Transfer Assistant Public Works Director (.50) to Public Works Administration
Airport	1.00	1.00	0.00	
Police	100.00	103.25	3.25	School Crossing Guard (.25); Emergency Services Dispatch Manager; Police Officer (2)
Fire	50.00	57.00	7.00	Firefighter Paramedic Intern (3); Lieutenant (2); Lieutenant Paramedic; Lieutenant Fire Inspector II
Public Works	20.50	25.00	4.50	Mobile Equipment Operator I; Custodian; Maintenance Worker I (2) Transfer Assistant Director from GIS
Community Development	14.00	18.00	4.00	Office Specialist; Plans Examiner; Housing Inspector/Investigator; Planner
Housing & Economic Development	4.00	4.00	0.00	
Library	23.80	28.25	4.45	Library Assistant (3.25); Librarian (.50); Page (.70)
Recreation	45.65	51.00	5.35	Pools (1.35); Maintenance Worker I (3); Maintenance Worker II
<b>GENERAL FUND TOTAL</b>	<u>339.45</u>	<u>376.50</u>	<u>37.05</u>	
Stormwater	4.00	4.00	0.00	
Electric	49.50	49.50	0.00	
Gas	22.50	22.50	0.00	
Water	28.50	30.50	2.00	Mobile Equipment Operator II; Heavy Equipment Operator
Wastewater	38.50	41.50	3.00	Mobile Equipment Operator II; Utility Inspector; Lift Station Mechanic
Communications	3.00	5.00	2.00	Communication Lineman; Groundsman
Solid Waste	18.00	18.00	0.00	
<b>ALL FUNDS TOTAL</b>	<u>503.45</u>	<u>547.50</u>	<u>44.05</u>	

## Authorized Positions by Fund/Department

## Personal Services

### Authorized Positions by Fund/Department

<u>DEPARTMENT/DIVISION</u>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
<b>GENERAL FUND</b>				
Legislative	5.00	5.00	5.00	5.00
Executive	5.00	5.00	7.00	7.00
Finance	43.00	44.00	43.00	47.00
Human Resources	5.00	6.00	6.00	6.00
Information Technology	10.00	11.00	11.00	12.00
GIS/Engineering	7.34	8.34	8.50	12.00
Airport	0.00	1.00	1.00	1.00
Police	92.00	98.00	100.00	103.25
Fire	38.00	44.00	50.00	57.00
Public Works	16.00	18.00	20.50	25.00
Community Development	11.66	11.66	14.00	18.00
Housing & Economic Development	4.00	4.00	4.00	4.00
Library	23.00	23.00	23.80	28.25
Recreation	43.75	43.65	45.65	51.00
<b>GENERAL FUND TOTAL</b>	<b>303.75</b>	<b>322.65</b>	<b>339.45</b>	<b>376.50</b>
Stormwater	5.50	4.00	4.00	4.00
Electric	53.50	47.50	49.50	49.50
Gas	16.50	17.50	22.50	22.50
Water	23.59	27.00	28.50	30.50
Wastewater	38.91	37.00	38.50	41.50
Communications	0.00	2.00	3.00	5.00
Solid Waste	19.00	19.00	18.00	18.00
<b>ALL FUNDS TOTAL</b>	<b>460.75</b>	<b>476.65</b>	<b>503.45</b>	<b>547.50</b>

The police and recreation temporary employees were converted to full-time equivalents just like the part-time library employees.

Personal  
Services  
Cost

Authorized Positions by Fund/Department

Authorized  
Positions by  
Fund/Department

<u>DEPARTMENT/DIVISION</u>		<u>AUTH</u>			
<u>GENERAL FUND</u>		<u>POS</u>	<u>SALARIES</u>	<u>FRINGES</u>	<u>TOTAL</u>
1100	Legislative	5.00	46,329	30,285	76,614
1200	Executive	7.00	564,793	141,335	706,128
1300	Finance	47.00	1,629,388	593,836	2,223,224
1400	Human Resources	6.00	314,176	92,327	406,503
1600	Information Technology	12.00	693,530	190,742	884,272
1700	GIS/Engineering	12.00	512,390	173,775	686,165
1800	Airport	1.00	45,573	12,040	57,613
2100	Police	103.25	4,573,729	1,536,573	6,110,302
2200	Fire	57.00	2,599,755	939,607	3,539,362
5100	Public Works	25.00	861,811	316,949	1,178,760
6100	Community Development	18.00	780,414	284,657	1,065,071
6200	Housing & Economic Development	4.00	188,458	60,362	248,820
7100	Library	28.25	785,488	253,569	1,039,057
8100	Recreation	51.00	1,672,961	589,818	2,262,779
<b>GENERAL FUND TOTAL</b>		<b>376.50</b>	<b>15,268,795</b>	<b>5,215,875</b>	<b>20,484,670</b>
5171	Stormwater Fund	4.00	103,352	48,070	151,422
1000	Electric Fund	49.50	2,381,962	771,185	3,153,147
2000	Gas Fund	22.50	918,639	312,520	1,231,159
3000	Water Fund	30.50	1,118,804	421,568	1,540,372
4000	Wastewater Fund	41.50	1,427,423	556,117	1,983,540
5000	Communications Fund	5.00	232,217	74,526	306,743
5100	Solid Waste Fund	18.00	580,317	267,864	848,181
<b>ALL FUNDS TOTAL</b>		<b>547.50</b>	<b>22,031,509</b>	<b>7,667,725</b>	<b>29,699,234</b>

This schedule does not include temporary employees.

## Revenue Sources and Appropriations

## General Fund

### Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>REVENUE SOURCES</b>					
Taxes	6,907,641	8,047,844	6,875,840	8,411,908	9,173,419
Licenses and Permits	431,630	781,503	683,844	706,044	997,250
Intergovernmental	1,524,804	1,712,337	770,523	1,301,605	1,181,349
Charges for Services	258,836	250,558	189,393	270,518	309,350
Fines and Forfeitures	288,316	365,410	181,566	308,652	358,600
Miscellaneous	934,455	1,540,636	1,409,642	1,026,848	2,154,421
Other Sources	6,112,631	6,776,224	4,808,659	7,698,119	8,761,858
<b>TOTAL REVENUE SOURCES</b>	<b>16,458,313</b>	<b>19,474,512</b>	<b>14,919,467</b>	<b>19,723,694</b>	<b>22,936,247</b>
<b>APPROPRIATIONS</b>					
City Commission	94,234	130,858	116,387	127,624	121,857
Executive	802,833	1,403,879	715,064	1,205,931	1,244,830
Finance	392,879	325,809	120,242	349,451	360,608
Human Resources	270,320	299,736	197,796	322,372	377,332
Information Technology	(37,793)	292,251	(304,059)	(178,493)	126,576
GIS/Engineering	49,847	60,385	59,710	60,194	86,315
Airport	290,928	470,760	296,572	519,507	564,889
Police	5,912,122	6,705,620	4,434,472	6,824,695	7,474,823
Fire	3,034,394	3,395,024	2,416,529	3,566,128	4,173,187
Public Works	1,000,469	859,089	1,394,780	1,309,545	1,793,367
Community Development	477,293	570,660	379,231	646,412	936,851
Economic Development	65,496	(5,869)	(12,780)	43,488	316,389
Library	1,059,666	1,118,105	888,080	1,331,334	1,394,503
Recreation	3,120,289	3,194,209	2,009,115	3,595,506	3,964,720
<b>TOTAL APPROPRIATIONS</b>	<b>16,532,977</b>	<b>18,820,516</b>	<b>12,711,139</b>	<b>19,723,694</b>	<b>22,936,247</b>



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## Revenue Detail

## General Fund

### Revenue Detail

ACCOUNT 001-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>TAXES</b>					
31101 Current Property Taxes	2,958,618	3,505,122	3,707,737	3,782,145	4,292,316
31102 Delinquent Property Taxes	36,530	29,223	14,316	0	0
31240 Local Option Gas Tax	579,211	636,177	374,670	605,341	678,886
31241 One Cent Fuel Tax	173,570	190,979	94,835	180,816	202,784
31310 Electric - Franchise Fees	0	9,637	6,661	8,160	24,000
31370 Solid Waste - Franchise Fees	61,345	77,233	48,280	61,200	80,000
31410 Electric - Utility Services Tax	1,788,284	2,155,484	1,637,451	2,280,554	2,256,592
31430 Water - Utility Services Tax	198,017	251,524	181,897	336,600	350,451
31440 Gas - Utility Services Tax	136,555	191,501	209,304	150,706	255,911
31490 Reuse Water - Services Tax	1,859	2,793	2,130	4,080	4,595
31500 Communication Services Tax	973,652	998,171	598,559	1,002,306	1,027,884
<b>TOTAL TAXES</b>	<b>6,907,641</b>	<b>8,047,844</b>	<b>6,875,840</b>	<b>8,411,908</b>	<b>9,173,419</b>
<b>LICENSES AND PERMITS</b>					
32101 Occupational Licenses	135,983	158,883	188,060	163,200	195,500
32201 Building Permits	159,775	395,827	326,224	306,000	525,000
32202 Plans Review-Building	43,558	0	2	0	25,000
32203 Site Plan-Zoning	7,232	10,371	9,160	7,650	15,000
32901 Plumbing Permits	20,556	91,083	60,735	116,280	100,000
32902 Electric Permits	36,591	63,978	54,818	56,100	75,000
32903 Gas Permits	4,522	14,175	10,469	12,240	15,000
32905 Mechanical Permits	17,650	37,377	27,310	35,700	37,000
32907 Mobile Home Permits	1,750	1,080	0	2,040	1,500
32908 Sign Permits (General)	3,313	7,979	6,541	6,120	7,500
32909 Taxi Cab Permits	700	750	525	714	750
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>431,630</b>	<b>781,503</b>	<b>683,844</b>	<b>706,044</b>	<b>997,250</b>
<b>INTERGOVERNMENTAL REVENUES</b>					
33121 Public Safety - Police (Federal)	132,382	60,435	41,309	60,180	6,744
33171 ERATE	0	1,260	1,260	1,326	1,260
33191 Emergency Management	0	339,225	430	0	0
33512 Revenue Sharing-Cigarette	253,093	270,072	214,452	324,710	337,600
33512 Revenue Sharing - Gas Tax	142,015	141,145	91,908	135,872	140,900
33514 Mobile Home Licenses	39,457	52,367	51,987	44,880	55,000
33515 Alcoholic Beverage License	11,328	23,098	5,080	15,300	15,300
33518 Half Cent Sales Tax	320,045	294,365	22,872	185,131	0
33522 Fire Supplemental Comp	3,390	5,490	4,830	3,570	6,240
33541 Rebate/Vehicles - Gas	26,696	28,341	7,103	28,050	28,400
33721 Public Safety Police-County	117,972	100,614	43,524	100,000	112,500
33741 Transportation - Streets	59,035	0	0	0	0
33754 Lake Co/Housing-Tree Plant	500	0	0	0	0
33772 Venetian Gardens Dredging	304,814	0	0	0	0
33803 ALS-Lake County	68,477	81,954	59,418	83,593	100,405
33807 Library-Lake County	0	263,580	188,046	282,069	311,000
33811 County Licenses	18,506	19,943	4,783	19,584	21,500
33844 Impact Collect Fee/County	27,094	30,448	33,521	17,340	44,500
<b>TOTAL INTERGOVERNMENTAL</b>	<b>1,524,804</b>	<b>1,712,337</b>	<b>770,523</b>	<b>1,301,605</b>	<b>1,181,349</b>

General  
Fund

Revenue Detail (Continued)

Revenue  
Detail  
(Continued)

ACCOUNT 001-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>CHARGES FOR SERVICES</b>					
34191 Zoning Fees	26,708	21,279	17,533	20,400	28,200
34193 Sale/Maps & Publications	614	3,700	826	1,020	1,500
34194 Qualifying Fees-Elections	795	1,150	0	1,020	1,100
34195 Certification & Copying	8,197	7,033	4,725	7,140	7,500
34209 Other Public Safety	60,559	47,324	45,709	49,382	59,000
34240 Extrication Fee - Fire	800	0	0	2,040	0
34711 Library Card Fees	3,681	3,321	1,837	3,060	3,000
34721 Activities Fees	91,929	99,218	85,024	94,860	120,050
34723 Swimming Pool - Venetian Gardens	14,793	12,080	619	17,646	15,000
34724 Swimming Pool - Dabney	4,885	7,200	114	8,670	9,000
34725 Concession Stand Revenue	0	866	486	2,550	2,000
34726 PAYS-Parent Education	1,377	368	0	1,020	0
34729 Other Recreation Fees	3,756	2,141	2,024	4,080	2,500
34755 Marina/Sale - Merchandise	2,261	2,305	1,178	2,550	2,500
34756 Marina Fuel Sales	38,481	42,573	29,318	55,080	58,000
<b>TOTAL CHARGES FOR SERVICES</b>	<b>258,836</b>	<b>250,558</b>	<b>189,393</b>	<b>270,518</b>	<b>309,350</b>
<b>FINES AND FORFEITURES</b>					
35101 Court Fines (Traffic)	142,376	142,672	58,278	144,840	100,000
35102 Investigative Fees	4,192	10,607	9,356	8,160	15,400
35103 Police Education - 2nd \$	11,417	11,019	7,992	13,770	12,700
35104 Auto.Radio Commun.Program	37,454	39,321	31,001	42,840	45,000
35105 Criminal Fines & Forfeits	51,274	30,501	7,138	45,900	45,000
35106 Sale Forfeited Property	17,032	85,839	36,071	25,500	90,000
35201 Library Fines	13,514	13,817	9,903	13,770	15,600
35401 Code Enforcement Fines	7,769	26,686	16,840	10,200	28,400
35402 Peddlers/Solicitor Admin	75	25	25	102	0
35403 Other Fine/Parking Ticket	3,213	4,923	4,962	3,570	6,500
<b>TOTAL FINES AND FORFEITURES</b>	<b>288,316</b>	<b>365,410</b>	<b>181,566</b>	<b>308,652</b>	<b>358,600</b>
<b>MISCELLANEOUS REVENUE</b>					
36101 Interest on Investments	160,344	146,457	116,875	102,000	168,677
36103 Interest-Police Forfeits	747	904	1,075	510	1,507
36106 LLEBG Grants	(191)	(1,619)	(1,787)	0	0
36111 Miscellaneous Interest	4,878	18,730	2,679	10,200	4,588
36130 Gain/Loss Investments	(27,678)	(41,176)	(72,636)	0	0
36201 Rents and Royalties	300,573	309,815	236,135	345,417	356,405
36202 Airport Rentals & Fuel Sales	187,304	213,841	159,449	215,291	415,025
36204 Police Comm.Tower Rental	8,049	8,418	5,109	8,568	8,568
36205 Cultural Arts Bldg. Fees	1,260	1,791	0	2,040	2,000
36206 Rents - Mote Morris House	3,987	4,429	3,928	5,100	5,600
36207 Community Building	38,312	39,827	34,283	38,760	45,000
36208 Marina Operating Lease & Rentals	182,614	202,294	145,107	202,980	244,900

## Revenue Detail (Continued)

ACCOUNT 001-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>MISCELLANEOUS REVENUE (CONT)</b>					
36322 Impact Fee Public Safety	6,630	12,220	106,410	14,280	182,651
36403 Sale-Furniture/Equipment	14,004	7,436	25,215	5,100	600,000
36404 Insurance from Losses	1,736	16,106	53,191	10,200	10,000
36406 Library Book Sales	1,453	621	443	1,020	1,000
36429 Sale of Real Estate	0	153,500	25,700	0	15,000
36607 DARE Program Contribution	1,700	1,550	1,970	1,938	2,000
36609 Contributions/Donations	30	400,919	0	10,200	10,000
36610 Recreation Department	300	3,810	0	5,100	4,000
36691 Mote-Morris/ Lights Lake	0	0	100	0	0
36693 Fire Trust Contributions	157	0	0	0	0
36694 Contributions-C.U.R.E.	9,985	7,997	6,965	12,240	13,000
36695 School Bus Lights	1,201	1,476	718	1,224	1,000
36696 Housing Renaissance	234	278	5,762	0	10,000
36906 Misc. Reimbursement	11,840	5,829	525,173	10,200	23,500
36908 Cash Over and Short	19	75	172	0	0
36909 Other Income	4,950	5,362	1,060	4,080	5,000
36925 Misc Jobbing Revenue	20,017	19,746	26,546	20,400	25,000
<b>TOTAL MISCELLANEOUS</b>	<b>934,455</b>	<b>1,540,636</b>	<b>1,409,642</b>	<b>1,026,848</b>	<b>2,154,421</b>
<b>OTHER SOURCES</b>					
38112 Transfer from CDBG	0	32,813	0	0	0
38113 Transfer from Housing	52,785	0	0	0	0
38120 Transfer from CRA (016)	83,108	118,519	86,946	142,791	176,797
38201 Electric Utility Contribution	3,103,872	3,440,975	2,637,952	3,956,924	4,231,087
38201 Electric - Surcharge	1,128,155	1,203,652	639,994	1,342,162	1,031,119
38202 Gas Utility Contribution	475,356	601,344	466,440	699,658	715,239
38202 Gas - Surcharge	158,409	165,746	108,751	171,470	183,893
38203 Water Utility Contribution	361,500	352,776	233,104	349,660	347,838
38203 Water - Surcharge	143,098	163,595	102,640	153,558	151,819
38204 Wastewater Utility Contribution	330,816	403,728	316,232	474,352	496,900
38205 Solid Waste Contribution	240,576	247,248	167,304	250,960	232,339
38206 Communication Contribution	34,956	45,828	49,296	73,934	82,313
38810 Fund Balance Approp-Forfeiture	0	0	0	25,500	65,000
38820 Fund Balance Approp-Tower	0	0	0	5,100	21,150
38891 Fund Balance Appropriated	0	0	0	52,050	1,026,364
<b>TOTAL OTHER SOURCES</b>	<b>6,112,631</b>	<b>6,776,224</b>	<b>4,808,659</b>	<b>7,698,119</b>	<b>8,761,858</b>
<b>TOTAL REVENUES</b>	<b>16,458,313</b>	<b>19,474,512</b>	<b>14,919,467</b>	<b>19,723,694</b>	<b>22,936,247</b>

## General Fund

### Revenue Detail (Continued)

# General Fund

## Departmental Summary of Appropriations

### Departmental Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>1100 CITY COMMISSION</b>					
Personal Services	73,602	75,927	46,037	79,267	76,614
Operating Expenses	54,867	65,147	55,433	55,982	47,101
Capital Outlay	0	0	0	0	0
Other Uses	(34,235)	(10,216)	14,917	(7,625)	(1,858)
<b>TOTAL CITY COMMISSION</b>	<b>94,234</b>	<b>130,858</b>	<b>116,387</b>	<b>127,624</b>	<b>121,857</b>
<b>1200 EXECUTIVE</b>					
Personal Services	579,556	590,388	344,121	690,853	706,128
Operating Expenses	307,246	268,438	187,844	293,834	345,853
Capital Outlay	6,678	23,878	0	8,000	12,600
Grants and Aid	161,557	284,226	143,293	222,150	141,705
Other Uses	(252,204)	236,949	39,806	(8,906)	38,544
<b>TOTAL EXECUTIVE</b>	<b>802,833</b>	<b>1,403,879</b>	<b>715,064</b>	<b>1,205,931</b>	<b>1,244,830</b>
<b>1300 FINANCE</b>					
Personal Services	1,882,040	1,981,159	1,251,522	2,051,621	2,223,224
Operating Expenses	411,583	427,837	321,265	477,516	523,752
Capital Outlay	47,285	15,172	13,856	20,000	2,500
Other Uses	(1,948,029)	(2,098,359)	(1,466,401)	(2,199,686)	(2,388,868)
<b>TOTAL FINANCE</b>	<b>392,879</b>	<b>325,809</b>	<b>120,242</b>	<b>349,451</b>	<b>360,608</b>
<b>1400 HUMAN RESOURCES</b>					
Personal Services	279,249	350,238	237,397	365,930	406,503
Operating Expenses	136,628	110,311	71,667	130,027	158,156
Capital Outlay	0	0	0	0	0
Other Uses	(145,557)	(160,813)	(111,268)	(173,585)	(187,327)
<b>TOTAL HUMAN RESOURCES</b>	<b>270,320</b>	<b>299,736</b>	<b>197,796</b>	<b>322,372</b>	<b>377,332</b>
<b>1600 INFORMATION TECHNOLOGY</b>					
Personal Services	607,843	704,700	447,185	796,769	884,272
Operating Expenses	528,662	960,517	571,563	1,029,751	963,988
Capital Outlay	218,586	677,290	222,577	306,200	448,200
Other Uses	(1,392,884)	(2,050,256)	(1,545,384)	(2,311,213)	(2,169,884)
<b>TOTAL INFORMATION TECH</b>	<b>(37,793)</b>	<b>292,251</b>	<b>(304,059)</b>	<b>(178,493)</b>	<b>126,576</b>

## Departmental Summary of Appropriations (Continued)

## General Fund

## Departmental Summary of Appropriations (Continued)

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>1700 GIS/ ENGINEERING</b>					
Personal Services	430,167	522,806	378,179	517,137	686,165
Operating Expenses	68,318	75,934	42,362	84,800	101,985
Capital Outlay	0	5,104	0	0	75,000
Other Uses	(448,638)	(543,459)	(360,831)	(541,743)	(776,835)
<b>TOTAL GIS/ENGINEERING</b>	<b>49,847</b>	<b>60,385</b>	<b>59,710</b>	<b>60,194</b>	<b>86,315</b>
<b>1800 AIRPORT</b>					
Personal Services	48,587	55,641	35,154	55,906	57,613
Operating Expenses	203,243	415,119	255,192	453,601	457,276
Capital Outlay	39,098	0	6,226	10,000	50,000
<b>TOTAL AIRPORT</b>	<b>290,928</b>	<b>470,760</b>	<b>296,572</b>	<b>519,507</b>	<b>564,889</b>
<b>2100 POLICE</b>					
Personal Services	5,012,206	5,562,066	3,596,922	5,479,488	6,110,302
Operating Expenses	809,267	1,028,808	791,618	1,309,907	1,289,053
Capital Outlay	90,649	114,746	45,932	35,300	75,468
<b>TOTAL POLICE</b>	<b>5,912,122</b>	<b>6,705,620</b>	<b>4,434,472</b>	<b>6,824,695</b>	<b>7,474,823</b>
<b>2200 FIRE</b>					
Personal Services	2,742,490	3,060,856	2,032,908	3,031,885	3,539,362
Operating Expenses	263,258	294,199	324,155	474,243	553,825
Capital Outlay	28,646	39,969	59,466	60,000	80,000
<b>TOTAL FIRE</b>	<b>3,034,394</b>	<b>3,395,024</b>	<b>2,416,529</b>	<b>3,566,128</b>	<b>4,173,187</b>
<b>5100 PUBLIC WORKS</b>					
Personal Services	728,273	900,155	606,540	974,456	1,178,760
Operating Expenses	1,301,577	1,080,729	1,055,006	1,275,341	1,781,131
Capital Outlay	24,611	100,324	1,273,444	2,545,291	2,346,441
Other Uses	(1,053,992)	(1,222,119)	(1,540,210)	(3,485,543)	(3,512,965)
<b>TOTAL PUBLIC WORKS</b>	<b>1,000,469</b>	<b>859,089</b>	<b>1,394,780</b>	<b>1,309,545</b>	<b>1,793,367</b>

General  
Fund

Departmental  
Summary of  
Appropriations  
(Continued)

Departmental Summary of Appropriations (Continued)

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>6100 <u>COMMUNITY DEVELOPMENT</u></b>					
Personal Services	581,304	686,430	506,560	790,133	1,065,071
Operating Expenses	153,448	162,818	95,534	181,002	184,025
Capital Outlay	0	26,270	0	0	0
Other Uses	(257,459)	(304,858)	(222,863)	(324,723)	(312,245)
<b>TOTAL COMMUNITY DEVELOP</b>	<b>477,293</b>	<b>570,660</b>	<b>379,231</b>	<b>646,412</b>	<b>936,851</b>
<b>6200 <u>ECONOMIC DEVELOPMENT</u></b>					
Personal Services	213,749	182,764	146,530	234,695	248,820
Operating Expenses	96,389	118,555	61,259	139,646	173,032
Capital Outlay	0	0	0	0	0
Other Uses	(244,642)	(307,188)	(220,569)	(330,853)	(105,463)
<b>TOTAL ECONOMIC DEVELOP</b>	<b>65,496</b>	<b>(5,869)</b>	<b>(12,780)</b>	<b>43,488</b>	<b>316,389</b>
<b>7100 <u>LIBRARY</u></b>					
Personal Services	737,268	824,085	563,726	876,925	1,039,057
Operating Expenses	192,118	163,891	105,868	191,229	216,230
Capital Outlay	130,280	130,129	218,486	263,180	139,216
<b>TOTAL LIBRARY</b>	<b>1,059,666</b>	<b>1,118,105</b>	<b>888,080</b>	<b>1,331,334</b>	<b>1,394,503</b>
<b>8100 <u>RECREATION</u></b>					
Personal Services	1,723,386	1,897,537	1,142,794	2,150,007	2,262,779
Operating Expenses	1,316,599	1,145,506	803,525	1,314,299	1,466,941
Capital Outlay	80,304	151,166	62,796	131,200	235,000
<b>TOTAL RECREATION</b>	<b>3,120,289</b>	<b>3,194,209</b>	<b>2,009,115</b>	<b>3,595,506</b>	<b>3,964,720</b>
<b><u>GRAND TOTAL</u></b>					
Personal Services	15,639,720	17,394,752	11,335,575	18,095,072	20,484,670
Operating Expenses	5,843,203	6,317,809	4,742,291	7,411,178	8,262,348
Capital Outlay	666,137	1,284,048	1,902,783	3,379,171	3,464,425
Grants and Aids	161,557	284,226	143,293	222,150	141,705
Other Uses	(5,777,640)	(6,460,319)	(3,946,402)	(9,383,877)	(9,416,901)
<b>TOTAL APPROPRIATIONS</b>	<b>16,532,977</b>	<b>18,820,516</b>	<b>14,177,540</b>	<b>19,723,694</b>	<b>22,936,247</b>

## Schedule of General Fund Appropriations by Funding Source

## General Fund

### Schedule of Appropriations by Funding Source

Functions/Programs	Appropriations	Program Revenues			Appropriations funded from non-program Revenues
		Grants and Contributions	Charges for Services	Miscellaneous Revenue	Total
General fund activities:					
City Commission	\$ 121,857				\$ (121,857)
Executive (net - reserves)	1,058,462			10,000	(1,048,462)
Reserve(s) for cash carried forward	186,368				(186,368)
Finance	360,608		1,100		(359,508)
Human Resources	377,332				(377,332)
Information Technology	126,576				(126,576)
GIS/Engineering	86,315				(86,315)
Airport	564,889			771,430	206,541
Police	7,474,823	120,504	66,500	362,818	(6,925,001)
Fire	4,173,187		100,405		(4,072,782)
Public Works	1,793,367	678,886	58,000		(1,056,481)
Community Development	936,851		29,700	793,500	(113,651)
Housing and Economic Development	316,389			10,000	(306,389)
Library	1,394,503	311,000	3,000	16,600	(1,063,903)
Recreation	3,728,930		146,050	69,600	(3,513,280)
Marina	235,790		5,000	244,900	14,110
<b>Total general fund activities</b>	<b>\$ 22,936,247</b>	<b>\$ 1,110,390</b>	<b>\$ 409,755</b>	<b>\$ 2,278,848</b>	<b>\$ (19,137,254)</b>

#### General fund revenues not attributable to specific programs:

Taxes:	
Property taxes	\$ 4,292,316
Utility service taxes	3,895,433
Other taxes and franchise fees	306,784
Occupational & county licenses	195,500
State shared revenues	649,440
Investment income	174,772
Miscellaneous revenue	861,151
Subtotal, general fund revenues before transfers	10,375,396
Transfers from other funds	7,649,344
Fund balance appropriated	1,112,514
<b>Total general fund revenues not attributable to specific programs</b>	<b>\$ 19,137,254</b>



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## CITY COMMISSION

**John Christian, Mayor**  
**Bob Lovell, Mayor Pro-tem/Commissioner**  
**David Knowles, Commissioner**  
**Sanna Henderson, Commissioner**  
**Lewis Puckett, Commissioner**

The City Commission, composed of 5 residents, is the legislative and policy-making body of the City. Elections are held in conjunction with county, state, and federal elections. The next election for three seats will be held in November 2006. 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:

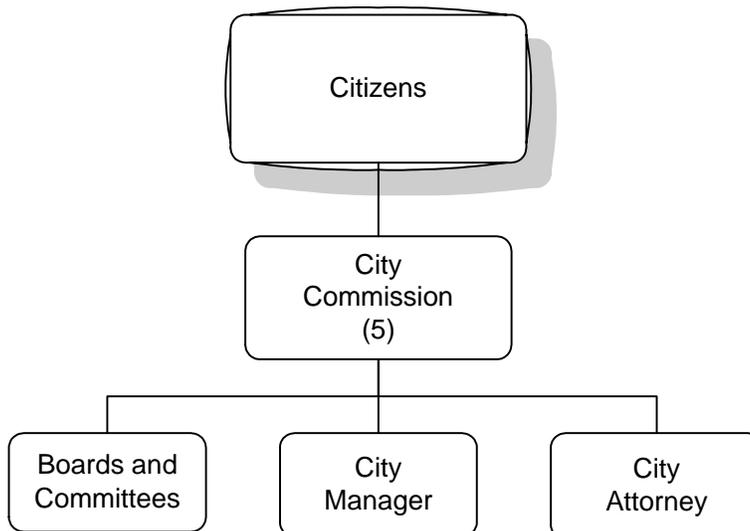
#### Boards & Committees

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

#### Members Of

- Personnel Committee
- Lake County League of Cities
- Leesburg Partnership
- St. Johns River Water Management District
- Leesburg Area Chamber of Commerce
- Florida League of Cities

### Organizational Chart



## Legislative Department

### Organization

**Total  
Department  
Budget  
\$121,857**

# Legislative Department

## City Commission Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to develop partnerships with Lake County, Lake Sumter Community College and the Lake County School Board for shared benefits and returns to our community
- ◆ Maintain an open relationship with the State of Florida to participate in programs offered to local governments
- ◆ Seek economic development opportunities that encourage business expansion within the City
- ◆ Work with FDOT 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; attend the Florida League of Cities, FMEA/FMPA and APPA conferences annually
- ◆ Participate in Lake County Day

**Value:** A caring organization

**Goals:**

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

**Major Accomplishments:**

- Completed the relocation of the Leesburg Center for the Arts and the Public Works Department
- Participated in the 2005 Commission Retreat
- Opened the "Customer Services Center" at the Leesburg Lake Square Mall
- Broke ground on Fire Station #3
- Held 4<sup>th</sup> of July Ice Cream Social and third annual Community Picnic

## Personnel Schedule

Classification	Current	New	Total	Amount
Mayor	1.00	0.00	1.00	11,377
City Commission	4.00	0.00	4.00	32,552
<b>Total</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>43,929</b>

## Legislative Department

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City  
Commission  
Division

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## Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			

Legislative  
Department

City  
Commission  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1111-511

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1110 Salaries	39,181	40,652	26,246	42,649	43,929
1510 Special Pay	2,400	2,400	1,600	2,400	2,400
2110 FICA	2,629	2,554	1,875	2,607	3,310
23xx Insurance	29,176	29,767	13,813	31,214	22,533
2410 Workers' Compensation	95	144	118	115	154
26xx Other Payroll Benefits	121	410	2,385	282	4,288
<b>TOTAL PERSONAL SERVICES</b>	<b>73,602</b>	<b>75,927</b>	<b>46,037</b>	<b>79,267</b>	<b>76,614</b>
<b>OPERATING EXPENSES</b>					
4010 Travel	1,180	3,982	2,092	0	4,000
4210 Postage	2,551	5	137	1,000	500
4510 Insurance	1,661	1,431	762	1,582	1,201
4670 Repairs & Maintenance- Equipment	663	0	0	0	100
4710 Printing & Binding	0	1,558	412	1,400	1,200
4810 Promotional Activities	12,907	24,760	21,804	24,000	25,700
4911 Advertising	21,234	17,367	16,798	16,000	3,000
4920 Other Current Charges	340	615	0	400	400
4930 Recognitions	4,583	5,809	4,438	4,000	5,000
51xx Office Supplies	818	5,744	424	600	500
5410 Publications & Memberships	4,037	2,141	7,216	3,000	1,500
5450 Training	4,893	1,735	1,350	4,000	4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>54,867</b>	<b>65,147</b>	<b>55,433</b>	<b>55,982</b>	<b>47,101</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9710 Claims & Judgements	30,000	30,000	30,000	30,000	30,000
9711 Claims CDC/Carver Heights	30,000	30,000	30,000	30,000	30,000
9941 Utilities Allocation	(94,235)	(70,216)	(45,083)	(67,625)	(61,858)
<b>TOTAL OTHER USES</b>	<b>(34,235)</b>	<b>(10,216)</b>	<b>14,917</b>	<b>(7,625)</b>	<b>(1,858)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>94,234</b>	<b>130,858</b>	<b>116,387</b>	<b>127,624</b>	<b>121,857</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	79,267	76,614	(2,653)	-3.35%
Operating Expenses	55,982	47,101	(8,881)	-15.86%
Other Uses	(7,625)	(1,858)	5,767	-75.63%
<b>TOTALS</b>	<b>127,624</b>	<b>121,857</b>	<b>(5,767)</b>	<b>-4.52%</b>

### Significant Budget Changes:

Fifty percent (50%) of the costs for this division are allocated to the expenses of the utility funds. The other uses category includes payments to Community Development Corporation (CDC) of Leesburg and Vicinity pursuant to the settlement decree. Appropriations were included in this budget, which is the 9th of 10 required payments. The CDC received the first payment for the Carver Heights redevelopment district on August 30, 2001. Since the City is obligated for 10 years @ \$30,000 per year, the 6th of 10 payments is included in this budget.

Advertising requirements for ordinances and the associated expenditures will be transferred to the City Clerk budget on October 1, 2005.

## Legislative Department

### City Commission Division

### Appropriations Summary



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## Ron Stock, City Manager

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

- Personnel activities
- Department operations
- Financial conditions
- Capital needs
- Public relations

#### City Clerk

- Agenda
- Minutes
- Contracts
- Ordinances
- Resolutions

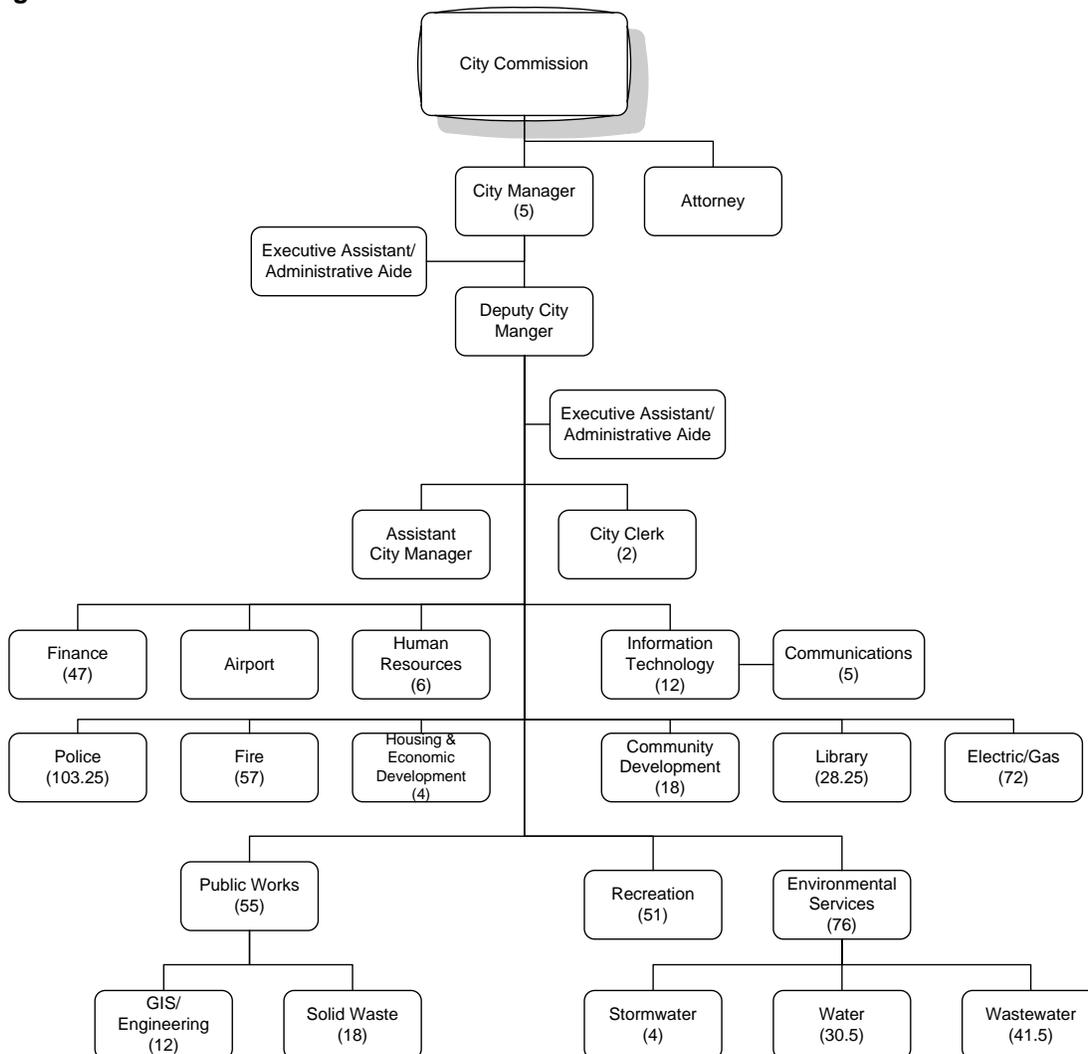
#### City Attorney

- Legal services
- Litigation
- Research cases
- Correspondence

#### Miscellaneous

- Citizen participation
- Civic functions
- Grants and Aids
- C.U.R.E.

### Organizational Chart



## Executive Department

### Organization

**Total  
Department  
Budget  
\$1,244,830**

# 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 Leesburg Area Chamber of Commerce
  - The Leesburg Partnership
  - FMPA and FMEA and FGFOA
- ◆ Continue to assist the Community Development Corporation and both CRA's
- ◆ Establish organizational operating processes and support systems to meet the needs of the community in an efficient and cost effective manner

**Value:** A spirit of 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 weekly 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:**

- Conducted Department Head and Commission Retreats to improve teamwork and to establish clear goals for the future
- Held monthly "Coffee with the City Manager" with each department to facilitate the passage of information
- Established a Sesquicentennial Celebration Committee
- Continued rewriting Personnel policies and procedures
- Established a Labor Management Committee to stir interest in the development of City policies and to give employees a voice in leadership and decision making
- Hosted the monthly Lake County City Managers Association meetings
- Lobbied City issues in Tallahassee
- Purchased CSX Railroad property to be used for electric undergrounding and rails-to-trails project

## Personnel Schedule

Classification	Current	New	Total	Amount
City Manager	1.00	0.00	1.00	125,476
Deputy City Manager	1.00	0.00	1.00	78,967
Assistant City Manager	1.00	0.00	1.00	76,848
Executive Assistant/Administrative Aide	2.00	0.00	2.00	86,675
<b>Total</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>367,966</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Canon camera		5,000	5,000
Field communication system		1,100	1,100
LCD monitors		1,500	1,500
Desks (2)		5,000	5,000
<b>Total</b>		<b>12,600</b>	<b>12,600</b>

## Executive Department

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### Administration Division

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### Personnel & Capital Outlay Schedules

Executive  
Department

Administration  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1221-512

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	336,892	367,525	215,173	361,916	367,966
1410 Overtime	196	617	28	500	500
1530 Bonuses	625	625	593	625	625
2110 FICA	25,342	26,340	15,067	21,446	22,178
2210 Retirement	4,683	6,051	8,970	7,126	19,877
23xx Insurance	32,300	30,832	17,072	31,214	31,040
2410 Workers' Compensation	820	1,304	971	979	1,290
26xx Other Employee Benefits	11,150	22,196	12,206	24,322	24,711
<b>TOTAL PERSONAL SERVICES</b>	<b>412,008</b>	<b>455,490</b>	<b>270,080</b>	<b>448,128</b>	<b>468,187</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	5,091	845	1,059	0	0
3410 Contract Services	3,750	1,875	455	1,000	6,000
4010 Travel	15,903	18,208	17,698	13,700	15,200
41xx Communication	5,228	5,571	4,162	4,532	3,200
4210 Postage	1,262	966	564	3,200	2,500
4410 Rentals	0	0	0	0	2,200
4415 Internal Fleet Lease	0	0	858	2,575	2,877
4510 Insurance	3,066	1,917	800	1,309	1,260
461x Repairs & Maintenance- Vehicles	1,710	1,440	803	1,080	1,320
463x Repairs & Maintenance- Equipment	4,246	3,613	3,887	5,600	5,950
4710 Printing & Binding	12,483	12,024	3,919	13,000	8,400
481x Promotional Activities	9,431	6,406	10,514	7,400	10,400
49xx Advertising	4,086	1,123	12,232	2,200	13,500
5110 Office Supplies	3,807	4,787	1,789	5,000	4,000
5180 Minor Furniture/Equipment	396	1,327	672	500	1,450
5210 Operating Supplies	379	1,278	3,120	1,500	7,950
5230 Fuel Purchases	1,580	1,396	869	1,200	1,200
5410 Publications & Memberships	8,601	10,777	6,190	7,000	7,005
5440 Education	0	0	0	0	7,500
5450 Training	4,816	2,692	3,494	5,000	3,500
<b>TOTAL OPERATING EXPENSES</b>	<b>85,835</b>	<b>76,245</b>	<b>73,085</b>	<b>75,796</b>	<b>105,412</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	6,678	23,878	0	8,000	12,600
<b>TOTAL CAPITAL OUTLAY</b>	<b>6,678</b>	<b>23,878</b>	<b>0</b>	<b>8,000</b>	<b>12,600</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(327,938)	(361,107)	(230,501)	(345,751)	(381,029)
<b>TOTAL OTHER USES</b>	<b>(327,938)</b>	<b>(361,107)</b>	<b>(230,501)</b>	<b>(345,751)</b>	<b>(381,029)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>176,583</b>	<b>194,506</b>	<b>112,664</b>	<b>186,173</b>	<b>205,170</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	448,128	468,187	20,059	4.48%
Operating Expenses	75,796	105,412	29,616	39.07%
Capital Outlay	8,000	12,600	4,600	57.50%
Other Uses	(345,751)	(381,029)	(35,278)	10.20%
<b>TOTALS</b>	<u>186,173</u>	<u>205,170</u>	<u>18,997</u>	<u>10.20%</u>

### Significant Budget Changes:

Sixty-five percent (65%) of the costs for this division are allocated to the expenses of the utility funds.

Operating expenses increased in several areas, namely contract services, advertising, training, and education.

## Executive Department

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### Administration Division

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### Appropriations Summary

**Executive  
Department**

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**City Clerk  
Division**

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**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue education – internal/external and attain ten CEU's by September 30, 2006
- ◆ Improve communications with citizens
- ◆ Strive for a high level of customer satisfaction

**Value:** Open, accessible government

**Goals:**

- ◆ Implement paperless agenda on website for citizen availability by December 31, 2005
- ◆ Implement document imaging by June 30, 2006

**Value:** A spirit of professionalism

**Goals:**

- ◆ Attain Certified Municipal Clerk designation by September 30, 2006
- ◆ Maintain records as prescribed by Florida Statutes – General Schedule

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Continue cross-training
- ◆ Update procedures manual

**Value:** Employee Empowerment

**Goals:**

- ◆ Participate in the Labor Management Committee
- ◆ Attain membership in an outside organization

**Major Accomplishments:**

- Prepared agendas, recorded, and transcribed minutes for 34 City Commission meetings, 4 Community Redevelopment Agency meetings, and 2 Personnel Committee meetings
- Coordinated destruction of 243 boxes of obsolete records and placed 256 boxes into the records retention system
- Distributed commission agendas as scheduled 100% of the time
- Reviewed contract files and sent reminders to various departments of expiring contracts
- Developed a more efficient method of distribution of City Commission meeting information/contracts

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Public information requests	4,629	3,904	4,000
Assessment/lien searches	625	975	1,000
Indexing transactions processed	767	747	880
Agenda preparation (hours)	920	880	800
Process ordinances, resolution and contract (hours)	158	84	100
Contract management (hours)	98	46	80

## Personnel Schedule

Classification	Current	New	Total	Amount
City Clerk	1.00	0.00	1.00	56,986
Deputy City Clerk	1.00	0.00	1.00	34,966
<b>Total</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>91,952</b>

## Executive Department

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City Clerk  
Division

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## Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Executive  
Department

City Clerk  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1222-512

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	113,933	81,737	54,169	86,205	91,952
1310 Temporary Labor	0	0	0	1,000	2,500
1410 Overtime	964	1,227	474	2,000	1,000
1530 Bonuses	288	250	250	250	250
2110 FICA	7,591	6,328	4,215	6,365	7,144
2210 Retirement	4,547	6,976	4,973	7,666	11,034
23xx Insurance	15,907	14,075	8,161	13,691	12,829
2410 Workers' Compensation	277	293	246	224	323
26xx Other Payroll Benefits	2,035	339	570	324	909
<b>TOTAL PERSONAL SERVICES</b>	<b>145,542</b>	<b>111,225</b>	<b>73,058</b>	<b>117,725</b>	<b>127,941</b>
<b>OPERATING EXPENSES</b>					
3410 Contract Services	2,390	2,999	1,345	3,500	3,000
4010 Travel	5,279	8,085	4,205	10,500	10,600
41xx Communication	507	348	409	876	0
4210 Postage	326	412	125	500	700
4510 Insurance	1,107	212	248	512	391
463x Repairs & Maintenance- Equipment	3,134	3,864	600	1,200	3,200
4710 Printing & Binding	44	64	215	50	300
4911 Advertising	0	0	0	0	16,400
4920 Other Current Charges	560	496	932	900	1,200
5110 Office Supplies	1,821	1,953	1,644	2,500	2,500
5180 Minor Furniture/Equipment	138	0	653	1,600	1,500
5210 Operating Supplies	50	144	492	0	300
5410 Publications & Memberships	779	1,286	1,055	1,500	5,600
5440 Education	456	3,930	2,906	3,400	0
5450 Training	1,021	1,381	1,781	2,800	2,850
<b>TOTAL OPERATING EXPENSES</b>	<b>17,612</b>	<b>25,174</b>	<b>16,610</b>	<b>29,838</b>	<b>48,541</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(48,946)	(40,920)	(29,514)	(44,269)	(52,945)
<b>TOTAL OTHER USES</b>	<b>(48,946)</b>	<b>(40,920)</b>	<b>(29,514)</b>	<b>(44,269)</b>	<b>(52,945)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>114,208</b>	<b>95,479</b>	<b>60,154</b>	<b>103,294</b>	<b>123,537</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	117,725	127,941	10,216	8.68%
Operating Expenses	29,838	48,541	18,703	62.68%
Capital Outlay	0	0	0	N/A
Other Uses	(44,269)	(52,945)	(8,676)	19.60%
<b>TOTALS</b>	<b>103,294</b>	<b>123,537</b>	<b>20,243</b>	<b>19.60%</b>

### Significant Budget Changes:

Thirty percent (30%) of the costs for this division are allocated to the expenses of the utility funds.

The advertising line in operating expense category accounts for the majority of the increase. This includes the requirement of ordinances presented to the City Commission for adoption. This expense was previously paid by the City Commission budget.

## Executive Department

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### City Clerk Division

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### Appropriations Summary

# Executive Department

## Elections Division

### Values & Goals

#### Values & Goals

**Value:** Open, accessible government

**Goal:**

- ◆ Proclaim election and qualifying dates for the November 7, 2006 election at the June 12, 2006 Commission meeting as required by the City of Leesburg Code of Ordinances
- ◆ Prepare election calendar by May 1, 2006
- ◆ Prepare candidates packets for distribution beginning June 12, 2006
- ◆ Improve communication with citizens by advertising qualifying dates via electronic and published media

**Value:** Fiscal Responsibility

**Goals:**

- ◆ Receive treasurer's reports from candidates beginning at end of qualifying period through September 30, 2006
- ◆ Receive political sign cash bonds from candidates for any office who posts signs within the City of Leesburg (if applicable)

**Value:** Professionalism

**Goals:**

- ◆ Perform duties associated with election for Commission Seats for District 2, Seat 2 and At-Large, Seats 4 and 5

**Major Accomplishments:**

- Presented Certificate of Election at City Commission meeting held January 3, 2005, and administered Oath of Office to Commissioner Sanna Henderson, District 1, Seat 1, and to Lewis Puckett, District 3, Seat 3, at the City Commission meeting held January 10, 2005

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Seats available	1	2	N/A*
Number of candidates	2	3	N/A*
Total votes cast	560	1,878	N/A*

\* Through a referendum, the Citizens of Leesburg changed the terms of office for Commissioners to four years. This action placed Leesburg on a two-year election cycle. The next City of Leesburg Commission election will be held November 7, 2006.

## Appropriations Detail

## Account # 001-1227-513

## Executive Department

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## Elections Division

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## Appropriations Detail & Summary

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
4911 Advertising-Other Ads	0	0	0	0	0
4920 Other Current Charges	0	7,196	0	3,000	0
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>7,196</b>	<b>0</b>	<b>3,000</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>7,196</b>	<b>0</b>	<b>3,000</b>	<b>0</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,000	0	(3,000)	-100.00%
<b>TOTALS</b>	<b>3,000</b>	<b>0</b>	<b>(3,000)</b>	<b>-100.00%</b>

### Significant Budget Changes:

There will not be a city election in 2005.

# Executive Department

## City Attorney Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism

**Goals:**

- ◆ Review agendas and related documents for City Commission meetings, and provide necessary or requested legal information to the City Manager, City Commissioners, and City Records, prior to each City Commission meeting
- ◆ Attend all City Commission meetings, Planning and Zoning Commission meetings, meetings of the Greater Leesburg Community Redevelopment Agency, and the Carver Heights and Vicinity Community Redevelopment Agency, and attend as requested proceedings of the Code Enforcement Special Master and other City of Leesburg meetings
- ◆ Prepare easements and other instruments whereby the City obtains title to or any interest in real property
- ◆ Keep current 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, it's officers and public officials in litigation arising out of or connected 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
- ◆ Assist the Police Department with issues pertaining to civil forfeiture cases, and prosecute such cases upon request
- ◆ Furnish legal opinions, coordinate case research, initiate correspondence, and prosecute and defend controversies for the City as authorized or required by the City Commission
- ◆ Assist the City and render legal advice and services in connection with the acquisition, leasing or disposal of real property, construction of improvements on real property, and other matters pertaining to real property
- ◆ Provide advice and counsel to the City in connection with issuance or refinancing of bonds and other evidences of indebtedness

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Contracts prepared	223	180	205
Resolutions prepared	60	100	100
Ordinances prepared	62	96	80
Easements prepared	25	75	75
Meetings attended:			
City Commission	24	24	24
Special City Commission	2	4	2
Planning & Zoning Commission	24	24	24
Code Enforcement Board	3	4	4
GLCRA	5	6	3
CHCRA	5	6	3
Personnel Committee	0	2	2
Hearings	15	25	20

## Appropriations Detail

Account # 001-1241-514

Executive  
Department

City Attorney  
Division

Appropriations  
Detail &  
Summary

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
3110 Professional Services	188,326	144,903	86,515	167,000	172,000
4010 Travel	0	402	0	0	0
5410 Publications & Memberships	2,188	1,926	1,742	1,200	2,400
<b>TOTAL OPERATING EXPENSES</b>	<b>190,514</b>	<b>147,231</b>	<b>88,257</b>	<b>168,200</b>	<b>174,400</b>
<b>TOTAL APPROPRIATIONS</b>	<b>190,514</b>	<b>147,231</b>	<b>88,257</b>	<b>168,200</b>	<b>174,400</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	168,200	174,400	6,200	3.69%
<b>TOTALS</b>	<b>168,200</b>	<b>174,400</b>	<b>6,200</b>	<b>3.69%</b>

# 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 three agencies: Christian Social Services, 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, which includes employee incentives, and civic functions as noted.

The Grants and Aids category is reflected in this division. Several agencies were previously recorded in Economic Development, Public Works, and Recreation. For comparative purposes, those amounts are shown in this division. Payments are made to the organizations upon receipt of a report to the City with detail regarding how the money was used.

The City tracks expenditures related to civic functions that are not reflected in revenue or expenses. Examples include, but are not limited to, Mardi Gras, Bikefest, and Fine Arts Festival.

The Ad Valorem Property Tax is budgeted in full in the tax category and the transfer to the GLCRA and CHCRA Fund 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:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
CURE donations (including \$5,000 from Commission)	\$12,997	\$13,850	17,000
CURE vouchers issued	166	213	220

## Appropriations Detail

Account # 001-1295-XXX

Executive  
Department

Miscellaneous  
Division

Appropriations  
Detail

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1249 Vacation Buy Back	0	0	0	100,000	100,000
2510 Unemployment Compensation	22,006	23,673	983	25,000	10,000
<b>TOTAL PERSONAL SERVICES</b>	<b>22,006</b>	<b>23,673</b>	<b>983</b>	<b>125,000</b>	<b>110,000</b>
<b>OPERATING EXPENSES</b>					
4510 Insurance	0	(125)	375	0	500
4920 Finance Charges	613	145	114	0	0
4990 C.U.R.E. Payments	12,672	12,572	9,403	17,000	17,000
<b>TOTAL OPERATING EXPENSES</b>	<b>13,285</b>	<b>12,592</b>	<b>9,892</b>	<b>17,000</b>	<b>17,500</b>
<b>GRANTS AND AIDS</b>					
8210 Chamber of Commerce	10,000	42,171	23,250	31,000	41,000
8220 Boys & Girls Club	27,000	35,000	20,250	27,000	30,000
8410 Cemeteries	69,022	78,836	46,151	75,680	87,600
8680 Leesburg Partnership	45,000	70,000	18,500	37,000	50,000
8681 Center for the Arts	0	30,000	18,000	24,000	30,000
8683 Lifestream Behavioral	0	5,000	7,650	10,200	31,200
8685 Dabney- Minatee Heritage	0	0	8,635	17,270	17,270
8990 Miscellaneous	10,535	23,219	857	0	(145,365)
<b>TOTAL GRANTS AND AIDS</b>	<b>161,557</b>	<b>284,226</b>	<b>143,293</b>	<b>222,150</b>	<b>141,705</b>
<b>OTHER USES</b>					
9220 Transfer to GLCRA Fund	88,397	111,976	131,981	132,320	161,047
9221 Transfer to CHCRA Fund	2,483	9,979	1,126	1,544	25,321
9145 Transfer to Communication Fund	33,800	517,021	166,714	0	0
9161 Reserve/Cash Carried Forward	0	0	0	17,250	0
9171 Reserve/Forfeiture	0	0	0	75,000	65,000
9172 Reserve/Tower Fund	0	0	0	5,000	21,150
9990 Contingency Fund	0	0	0	150,000	200,000
<b>TOTAL OTHER USES</b>	<b>124,680</b>	<b>638,976</b>	<b>299,821</b>	<b>381,114</b>	<b>472,518</b>
<b>TOTAL APPROPRIATIONS</b>	<b>321,528</b>	<b>959,467</b>	<b>453,989</b>	<b>745,264</b>	<b>741,723</b>

Executive  
Department

Miscellaneous  
Division

Appropriations  
Summary

Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	125,000	110,000	(15,000)	-12.00%
Operating Expenses	17,000	17,500	500	2.94%
Grants and Aids	222,150	141,705	(80,445)	-36.21%
Other Uses	381,114	472,518	91,404	23.98%
<b>TOTALS</b>	<b>745,264</b>	<b>741,723</b>	<b>(3,541)</b>	<b>-0.48%</b>

**Significant Budget Changes:**

The majority of the increase in the other uses category is a result of the change in amount transferred to the CRA funds. All tax revenues are received into the general fund. The amount due to both CRA's will be transferred by December 31, 2005.

Grants and aids will be supplemented by various utilities. Contracts signed with the agencies will require utility advertising.

# Finance Department

## Organization

### William Pfeilsticker, 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 also supervises 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

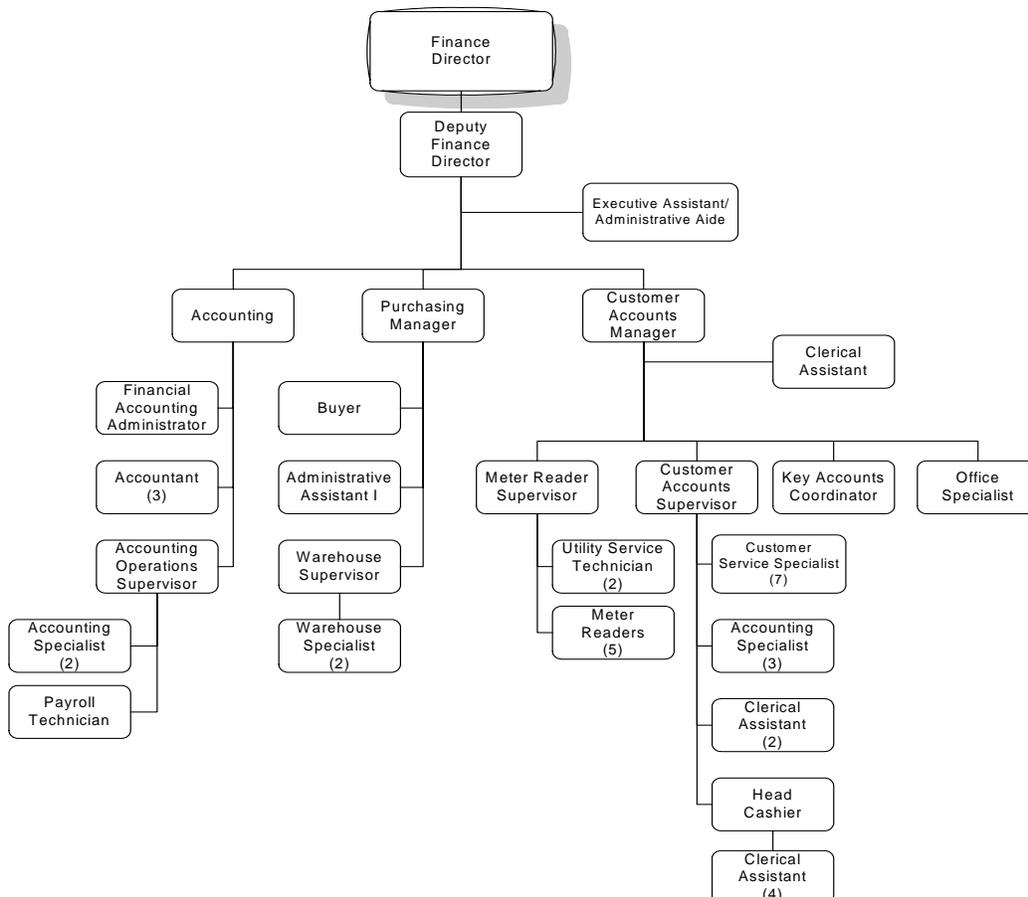
- Bids
- Requisitions
- Purchase orders
- Auction
- Annual contracts

##### Inventory & Materials Management

- Receive shipments
- Distribution to City departments
- Fuel inventory, monitoring and reports
- Surplus disposal

**Total  
Department  
Budget  
\$360,608**

#### Organizational Chart



# Finance Department

## Accounting Division

### Values & Goals

#### Values & Goals

**Value:** Fiscal responsibility

**Goals:**

- ◆ Develop six new written financial policies by August 1, 2006
- ◆ Design and implement cost effective electronic inventory system and tag 30% of all assets
- ◆ Implement internal auditing program by December 31, 2005 to increase accountability
- ◆ Develop 2 year budget program for use in preparing the fiscal year 2007-09 budget
- ◆ Provide investment results consistent with the policy and the best practices of the profession

**Values:** A spirit of professionalism, and excellence in all we do

**Goals:**

- ◆ Perform revenue and trend analysis by May 1 to assist departments in budget preparation
- ◆ Begin implementation of document imaging system to retain payable information and reduce document storage space
- ◆ Develop a comprehensive monthly financial report to post on the website for citizens
- ◆ Recognize excellence through goal oriented staff and discourage mediocrity

**Value:** Organizational development and self-sufficiency

**Goals:**

- ◆ Recruit one summer intern to provide opportunities to train future professionals
- ◆ Provide six training sessions to improve understanding of accounting procedures
- ◆ Educate four staff members to become self sufficient in report writing
- ◆ Provide incentives and educate employees for advancement within the division
- ◆ Expand cross-training of department functions to ensure continuity of operations

**Value:** Employee empowerment

**Goals:**

- ◆ Increase application training so employees understand how to utilize the system
- ◆ Explore new ideas and suggestions to improve efficiency and decision making capabilities

**Major Accomplishments:**

- Adopted a capital asset policy by September 1, 2005
- Completed reimbursement request to FEMA by April 2005 for hurricane damage
- Improved presentation of the 10-year capital improvement plan
- Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ending September 30, 2003
- Received GFOA Distinguished Budget Award for fiscal year beginning October 1, 2004
- Participated in attaining "A" bond ratings from Fitch, Moody's, and S&P for \$57.3 million bond issues
- Provided six budget preparation training sessions

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Checks issued	10,516	8,362	7,500
ACH/Wire Disbursements	499	1,359	1,300
Invoices Processed	32,142	15,198	15,000
Visa Cards (Year Ending 04) / P-Cards (05)	365	12,077	15,000
Number of fixed asset records	182,285	191,099	219,000
GFOA award for financial reporting (consecutive years)	15	16	17
GFOA budget award (consecutive years)	6	7	8

## Personnel Schedule

Classification	Current	New	Total	Amount
Finance Director	0.40	0.00	0.40	38,734
Executive Assistant/Administrative Aide	1.00	0.00	1.00	34,819
Deputy Finance Director	0.30	0.00	0.30	25,484
Financial Accounting Administrator	1.00	0.00	1.00	64,742
Accounting Operations Supervisor	1.00	0.00	1.00	42,578
Accountant	3.00	0.00	3.00	112,088
Accounting Specialist	2.00	0.00	2.00	62,312
Payroll Technician	1.00	0.00	1.00	33,742
<b>Total</b>	<b>9.70</b>	<b>0.00</b>	<b>9.70</b>	<b>414,499</b>

## Finance Department

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### Accounting Division

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### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Finance  
Department

Accounting  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1331-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>PERSONAL SERVICES</u></b>					
12xx Regular Salaries & Wages	424,169	368,280	243,044	399,608	414,499
1310 Temporary Labor	8,890	0	0	0	0
1410 Overtime	110	5,459	1,644	2,000	2,000
1530 Bonuses	1,127	1,020	1,117	1,213	1,213
2110 FICA	30,488	27,556	17,722	28,477	29,115
2210 Retirement	19,194	27,183	20,637	33,582	45,092
23xx Insurance	55,708	55,877	34,675	64,062	55,176
2410 Workers' Compensation	1,032	1,319	1,104	1,082	1,455
26xx Other Payroll Benefits	2,416	3,325	3,215	3,432	6,869
<b>TOTAL PERSONAL SERVICES</b>	<b>543,134</b>	<b>490,019</b>	<b>323,158</b>	<b>533,456</b>	<b>555,419</b>
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	0	11,313	91	0	3,000
3210 Auditing	57,922	68,133	52,288	70,400	72,000
4010 Travel	9,940	7,648	5,971	12,495	11,530
4110 Communication	1,609	1,542	2,477	3,596	500
4210 Postage	5,327	5,028	3,231	5,100	4,873
4510 Insurance	2,652	2,124	602	1,411	947
463x Repairs & Maintenance Equipment	6,319	5,682	3,933	6,400	8,500
4710 Printing & Binding	5,185	1,374	2,075	3,500	2,500
4911 Advertising	628	727	526	800	1,000
4920 Other Current Charges	2,207	484	0	1,550	200
5110 Office Supplies	4,509	6,333	4,430	4,860	6,300
5180 Minor Furniture/Equipment	401	658	511	550	500
52xx Operating Supplies	1,265	1,319	1,461	2,950	2,000
5410 Publications & Memberships	514	673	1,132	600	1,000
5440 Education	463	1,177	4,856	4,600	6,800
5450 Training	2,736	3,962	3,605	4,115	3,795
<b>TOTAL OPERATING EXPENSES</b>	<b>101,677</b>	<b>118,177</b>	<b>87,189</b>	<b>122,927</b>	<b>125,445</b>
<b><u>CAPITAL OUTLAY</u></b>					
6410 Machinery & Equipment	6,863	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>6,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER USES</u></b>					
9941 Utilities Allocation	(325,839)	(364,918)	(262,553)	(393,830)	(408,518)
<b>TOTAL OTHER USES</b>	<b>(325,839)</b>	<b>(364,918)</b>	<b>(262,553)</b>	<b>(393,830)</b>	<b>(408,518)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>325,835</b>	<b>243,278</b>	<b>147,794</b>	<b>262,553</b>	<b>272,346</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	533,456	555,419	21,963	4.12%
Operating Expenses	122,927	125,445	2,518	2.05%
Other Uses	(393,830)	(408,518)	(14,688)	3.73%
<b>TOTALS</b>	<b>262,553</b>	<b>272,346</b>	<b>9,793</b>	<b>3.73%</b>

### Significant Budget Changes:

Sixty percent (60%) of the costs for this division are allocated to the expenses of the utility funds.

Finance  
Department

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Accounting  
Division

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Appropriations  
Summary

# Finance Department

## Collections Division

### Values & Goals

#### Values & Goals

**Value:** A caring organization

**Goals:**

- ◆ Provide alternative payment methods to accommodate all customers
- ◆ Allow two payment extensions annually during hardships
- ◆ 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

**Value:** Open, accessible government

**Goals:**

- ◆ Provide extended office hours and an annex at the mall for customers to make payments
- ◆ Collections and Customer Service collectively answer over 95,000 calls annually with a live person and within 3 rings
- ◆ Provide walk-in service for payment transactions to approximately 35% of our customers with minimal waiting time
- ◆ Provide 24 hour internet access to customer accounts for information and to make payments

**Value:** Excellence in all we do and fiscal responsibility

**Goals:**

- ◆ Provide our customers with well trained, knowledgeable, and professional employees
- ◆ 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 worthless checks issued, credit card chargebacks, and investigating on-line collections

**Major Accomplishments:**

- Began accepting credit card payments over the counter and the telephone
- Improved our in-house collections by collecting approximately 25% of final past due bills
- Trained other departments to accept credit card payments
- Initiated and implemented changes to the reminder notices which in turn reduced postage expenses by 14%
- Provided professional training to the cashiers on self defense, stress management, and safety issues
- Established City Hall in the Mall customer service annex

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Occupational license transactions	2,512	3,705	3,800
Payments processed	287,465	306,991	310,000
Bank draft customers	3,885	4,038	4,300
Percent of total customers using bank drafting	18.00%	18%	17.2%
Mailed reminder notices	44,562	47,345	45,000
Disconnects processed	3,592	4,944	4,500
Telephone calls	25,414	33,780	38,000
Number of accounts to collection agency	1,144	930	600
Dollar value of accounts to collection	\$300,073	\$245,000	\$200,000
Dollar value collected	\$38,700	\$42,450	\$60,000
E-payment customers	948	4,402	6,000
Percent of total customers using e-payments	.33%	1.43%	24%

## Personnel Schedule

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Head Cashier (Collections Supervisor)	1.00	0.00	1.00	31,499
Clerical Assistant	4.00	1.00	5.00	100,417
Office Specialist	1.00	0.00	1.00	26,682
<b>Total</b>	<b>6.00</b>	<b>1.00</b>	<b>7.00</b>	<b>158,598</b>

## Capital Outlay Schedule

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
Mail opener	2,500		2,500
<b>Total</b>	<b>2,500</b>		<b>2,500</b>

## Finance Department

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### Collections Division

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### Personnel & Capital Outlay Schedules

Finance  
Department

Collections  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1332-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	151,193	130,330	85,417	140,758	158,598
1310 Temporary Labor	2,260	4,615	4,406	3,000	1,000
1410 Overtime	995	5,817	2,314	2,000	2,000
1530 Bonuses	750	500	749	750	750
2110 FICA	11,207	9,912	6,538	10,454	12,137
2210 Retirement	8,281	10,808	8,115	13,020	19,032
23xx Insurance	30,742	26,399	17,940	32,620	27,537
2410 Workers' Compensation	369	477	395	382	558
26xx Employee Benefits	13	276	3,231	0	7,755
<b>TOTAL PERSONAL SERVICES</b>	<b>205,810</b>	<b>189,134</b>	<b>129,105</b>	<b>202,984</b>	<b>229,367</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	21,252	23,933	5,028	5,000	8,000
3410 Contract Services	300	300	0	300	0
4010 Travel	402	497	490	2,000	1,500
41xx Communication	23,783	25,526	19,765	25,692	25,000
4210 Postage	21,927	13,898	8,944	20,000	20,000
4410 Rentals	932	986	613	1,200	610
4510 Insurance	1,498	698	75	116	118
463x Repairs & Maintenance- Equipment	7,091	5,026	5,252	7,400	8,675
4710 Printing & Binding	1,286	974	319	1,000	1,000
49xx Other Current Charges	5,641	4,583	19,369	6,500	28,600
5110 Office Supplies	1,875	2,317	1,018	3,000	2,000
5180 Minor Furniture/Equipment	410	699	697	1,000	1,000
52xx Operating Supplies	6,760	2,870	2,102	5,000	4,300
5410 Publications & Memberships	350	316	454	350	690
5440 Education	1,523	0	0	600	600
5450 Training	450	1,180	663	2,500	2,000
<b>TOTAL OPERATING EXPENSES</b>	<b>95,480</b>	<b>83,803</b>	<b>64,789</b>	<b>81,658</b>	<b>104,093</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	0	0	0
6410 Machinery & Equipment	0	0	13,856	20,000	2,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>13,856</b>	<b>20,000</b>	<b>2,500</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(286,226)	(259,100)	(192,940)	(289,410)	(319,162)
<b>TOTAL OTHER USES</b>	<b>(286,226)</b>	<b>(259,100)</b>	<b>(192,940)</b>	<b>(289,410)</b>	<b>(319,162)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>15,064</b>	<b>13,837</b>	<b>14,810</b>	<b>15,232</b>	<b>16,798</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	202,984	229,367	26,383	13.00%
Operating Expenses	81,658	104,093	22,435	27.47%
Capital Outlay	20,000	2,500	(17,500)	-87.50%
Other Uses	(289,410)	(319,162)	(29,752)	10.28%
<b>TOTALS</b>	<b>15,232</b>	<b>16,798</b>	<b>1,566</b>	<b>10.28%</b>

### Significant Budget Changes:

Ninety-five percent (95%) of the costs for this division are allocated to the expenses of the utility funds.

The operating expenses increased due to implementation of credit cards to accommodate utility customers.

## Finance Department

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### Collections Division

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### Appropriations Summary

# Finance Department

## Customer Service Division

### Values & Goals

#### Values & Goals

**Value:** A caring organization, excellence in all we do, and employee empowerment

**Goals:**

- ◆ Provide an organized structure and team that is knowledgeable in both billing and customer service
- ◆ Update and train employees on the policies and procedures and allow them to make decisions
- ◆ Encourage employees to get involved in planning, projects, and participation in drawing up procedures and making changes
- ◆ Provide up-to-date information on energy savings and assistance to our key accounts

**Value:** Open, accessible government

**Goals:**

- ◆ Provide extended office hours and additional locations to meet our customers' service needs
- ◆ Collections and Customer Service collectively answer over 95,000 calls annually with a live person and within 3 rings
- ◆ Provide customer service to over 14,000 customers annually with minimal waiting time
- ◆ Expand city services at the mall annex with library book pick up and delivery

**Value:** Fiscal responsibility

**Goals:**

- ◆ Design and print our own customer service information booklet for new utility customers
- ◆ Develop a promotional campaign for internet, security lighting, and surge protection to increase number of customers by 20%
- ◆ Maintain accurate customer records and generate utility bills related to the seven utility services
- ◆ Upgrade the interdepartmental billing process for 100% of the city utility accounts

**Major Accomplishments:**

- Implemented and staffed an annex at the mall
- Executed and managed a lighting retrofit for city buildings to reduce energy costs for 5.9% per year payback
- Assisted in the work related to the conversion of AMR metering for electric, gas, and water
- Initiated a training program for all employees on the basics of electricity and storm related issues
- Established City Hall in the mall customer service annex

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Telephone calls	72,748	77,463	74,000
Work orders	91,557	115,295	114,000
Walk-in customers served	15,174	14,339	15,000
New utility service			
Electric	703	792	870
Area lights	91	62	120
Meter treater	110	103	60
Gas	390	368	400
Water	420	546	540
Irrigation	20	27	30
Reuse water	73	156	120
Internet	361	178	360
Solid Waste	179	214	170
Energy audits	51	75	100

## Personnel Schedule

Classification	Current	New	Total	Amount
Finance Director	0.30	0.00	0.30	29,051
Deputy Finance Director	0.40	0.00	0.40	33,978
Customer Accounts Manager	1.00	0.00	1.00	64,699
Customer Accounts Supervisor	1.00	0.00	1.00	36,529
Customer Service Specialist	6.00	1.00	7.00	213,943
Accounting Specialist	3.00	0.00	3.00	94,141
Key Accounts Coordinator	1.00	0.00	1.00	53,368
Clerical Assistant	1.00	1.00	2.00	42,713
<b>Total</b>	<b>13.70</b>	<b>2.00</b>	<b>15.70</b>	<b>568,422</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

## Finance Department

Customer  
Service  
Division

Personnel &  
Capital Outlay  
Schedules

Finance  
Department

Customer  
Service  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1334-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	440,872	483,948	312,691	501,639	568,422
1410 Overtime	1,662	20,692	2,732	2,000	4,000
1530 Bonuses	1,533	1,588	1,713	1,713	1,963
2110 FICA	31,398	37,043	22,794	35,839	40,563
2210 Retirement	24,222	38,453	27,792	43,865	64,724
23xx Insurance	78,588	85,397	53,495	89,541	97,676
2410 Workers' Compensation	1,076	1,766	1,423	1,359	1,996
2610 Other Payroll Benefits	2,626	3,134	2,554	3,177	4,982
<b>TOTAL PERSONAL SERVICES</b>	<b>581,977</b>	<b>672,021</b>	<b>425,194</b>	<b>679,133</b>	<b>784,326</b>
<b>OPERATING EXPENSES</b>					
4010 Travel	3,031	5,757	3,090	7,360	7,580
41xx Communication	2,531	3,488	3,755	5,924	1,800
4210 Postage	78,814	89,185	60,968	85,000	94,000
4310 Utilities	0	0	415	0	7,800
4410 Rentals	350	350	2,600	400	9,350
4415 Internal Fleet Lease	0	0	601	1,803	2,105
4510 Insurance	3,453	3,075	2,260	3,523	3,559
461x Repairs & Maintenance- Vehicles	1,170	1,530	1,140	2,160	1,820
463x Repairs & Maintenance- Equipment	10,316	10,099	8,722	13,450	16,100
4710 Printing & Binding	2,496	841	1,274	2,500	2,500
4810 Promotional Activities	2,153	1,318	2,261	5,000	5,000
49xx Other Current Charges	35	0	0	0	0
5110 Office Supplies	2,957	2,398	1,696	3,500	3,800
5180 Minor Furniture/Equipment	1,419	300	5,748	6,000	7,000
521x Operating Supplies	21,055	22,752	17,744	24,400	25,500
5230 Fuel Purchase	73	667	618	800	1,000
5410 Publications & Memberships	269	253	414	250	500
5450 Training	1,141	3,327	2,375	5,500	4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>131,263</b>	<b>145,340</b>	<b>115,681</b>	<b>167,570</b>	<b>193,414</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(713,240)	(817,361)	(564,469)	(846,703)	(977,740)
<b>TOTAL OTHER USES</b>	<b>(713,240)</b>	<b>(817,361)</b>	<b>(564,469)</b>	<b>(846,703)</b>	<b>(977,740)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>(23,594)</b>	<b>0</b>	<b>0</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	679,133	784,326	105,193	15.49%
Operating Expenses	167,570	193,414	25,844	15.42%
Other Uses	(846,703)	(977,740)	(131,037)	15.48%
<b>TOTALS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>N/A</u>

### Significant Budget Changes:

One hundred percent (100%) of the costs for this division are allocated to the expenses of the utility funds.

Personal services increased as a result of hiring two additional staff to open a satellite office at the Leesburg Lake Square Mall and to meet the needs of utility customers during expansion.

Operating expenses increased to prepare for the rising postage rates effective January 1, 2006.

## Finance Department

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### Customer Service Division

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### Appropriations Summary

**Finance  
Department**

**Meter Readers  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do and a caring organization

**Goals:**

- ◆ Continue training employees in all areas of customer relations to continually improve necessary skills and abilities
- ◆ Improve access to meters and services, reporting safety and other issues to the proper department to reduce return trips to obtain readings
- ◆ Show the utmost respect for customers and their property and notify them of high utility consumptions immediately

**Value:** Employee empowerment

**Goals:**

- ◆ Authorize staff to order installation of automated meter reading devices
- ◆ Establish parameters of authority and delegate respective responsibilities to all staff

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Hire or promote from within the department another utility service technician to accommodate growth
- ◆ Provide opportunities for training in service work and customer service work to expand expertise

**Major Accomplishments:**

- Confirmed serial numbers and meter readings on all gas and water automated meter reading equipment that has already been installed in the field
- Cross-trained a meter reader to perform service work
- Audited all electric meter multipliers and verified that the meter information is the same as the billing system

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Meters read			
Electric	255,146	265,391	258,500
Gas	119,450	124,747	120,200
Water	146,353	155,304	147,500
Irrigation	7,255	6,843	6,550
Reuse water	2,483	3,774	2,150
Square miles of service area			
Electric	50	50	50
Gas	83	83	83
Water	29	29	29
AMR installed (% of total)			
Electric	10%	19%	30%
Gas	13%	20%	30%
Water	5%	11%	20%
Irrigation	2%	2%	2%
Reuse Water	31%	42%	60%

## Personnel Schedule

Classification	Current	New	Total	Amount
Meter Reader Supervisor	1.00	0.00	1.00	44,034
Meter Reader	5.00	0.00	5.00	114,158
Utility Service Technician Standby	1.00	1.00	2.00	46,644 3,640
<b>Total</b>	<b>7.00</b>	<b>1.00</b>	<b>8.00</b>	<b>208,476</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

## Finance Department

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### Meter Readers Division

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### Personnel & Capital Outlay Schedules

Finance  
Department

Meter Reader  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1338-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	213,249	188,525	118,750	191,006	208,476
1410 Overtime	3,856	17,102	8,294	5,000	7,000
1530 Bonuses	875	863	862	875	875
2110 FICA	15,947	14,956	9,246	14,027	14,911
2210 Retirement	11,838	15,541	10,971	17,331	24,580
23xx Insurance	41,306	40,522	24,994	44,697	45,021
2410 Workers' Compensation	3,931	4,466	3,764	3,224	3,950
26xx Other Payroll Benefits	348	227	75	240	120
<b>TOTAL PERSONAL SERVICES</b>	<b>291,350</b>	<b>282,202</b>	<b>176,956</b>	<b>276,400</b>	<b>304,933</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	0	575	0	0	0
4010 Travel	0	0	871	800	2,000
41xx Communication	4,479	4,963	3,306	6,128	5,000
4210 Postage	8	279	130	300	300
4415 Internal Fleet Lease	0	0	3,725	11,176	13,290
4510 Insurance	4,134	3,800	2,423	4,384	3,816
46xx Repairs & Maintenance- Vehicles	8,858	7,834	5,040	7,560	9,240
463x Repairs & Maintenance- Equipment	4,517	2,763	5,701	8,100	1,800
4920 Other Current Charges	124	0	0	0	0
5110 Office Supplies	214	896	12	800	400
5180 Minor Furniture/Equipment	365	671	0	1,000	1,000
5210 Operating Supplies	12,848	4,664	2,117	3,000	3,500
5215 Uniforms	1,098	1,312	1,281	2,000	2,000
5230 Fuel Purchases	7,686	8,907	6,575	8,000	10,000
5450 Training	0	86	495	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>44,331</b>	<b>36,750</b>	<b>31,676</b>	<b>54,248</b>	<b>53,346</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	18,492	15,172	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>18,492</b>	<b>15,172</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(354,173)	(334,124)	(220,433)	(330,648)	(358,279)
<b>TOTAL OTHER USES</b>	<b>(354,173)</b>	<b>(334,124)</b>	<b>(220,433)</b>	<b>(330,648)</b>	<b>(358,279)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>(11,801)</b>	<b>0</b>	<b>0</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	276,400	304,933	28,533	10.32%
Operating Expenses	54,248	53,346	(902)	-1.66%
Capital Outlay	0	0	0	N/A
Other Uses	(330,648)	(358,279)	(27,631)	8.36%
<b>TOTALS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>N/A</u>

### Significant Budget Changes:

One hundred percent (100%) of the costs for this division are allocated to the expenses of the utility funds. Due to growth in the utility service area, it was necessary to add another utility service technician to respond to calls.

## Finance Department

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### Meter Reader Division

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### Appropriations Summary

# Finance Department

## Procurement Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Answering all requests and inquiries within twenty-four hours
- ◆ Prepare professional and complete documents
- ◆ Maintain proper files for easy accessibility

**Value:** Open and accessible government

**Goals:**

- ◆ Maintain and provide copies of documents requested by customers
- ◆ Provide web access to bid documents and award information

**Value:** Fiscal responsibility

**Goals:**

- ◆ Monitor purchase requisitions to ensure compliance with purchasing policies and procedures
- ◆ Assist City departments in obtaining pricing
- ◆ Administrate and monitor the Purchasing-Card system to ensure proper use

**Value:** A spirit of professionalism

**Goals:**

- ◆ Obtain 100% employee certification by professional associations
- ◆ Continue in-house training for Purchasing staff and other City employees

**Value:** Employee empowerment

**Goal:**

- ◆ Establish parameters of authority and grant authority to make decisions when appropriate

**Major Accomplishments:**

- Obtained the lowest cost of goods and services that met specifications through an open, fair and competitive bid process, with no formal bid protests
- Consolidated and contracted for similar products and services through term and requirement contracts
- Established on-line procurement with vendors to reduce delivery times and costs
- Implemented the purchasing card program for all departments
- Enforced use of purchase requisitions to allow for approval of funds prior to formal bidding
- Completed RFPS resulting in long term contracts for various engineering services
- Co-sponsored two educational seminars with the Central Florida NIGP- ("CCNA Information" and "Insurance and Bond Issues")

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Sealed bids	86	29	30
Annual contracts	30	20	20
Purchase requisitions processed	624	1100	1,000
Purchase orders processed	1,822	1,163	1,800
Request for proposals	18	8	20
Request for qualifications	4	0	53
Written request for quotations	1,202	1,831	2,000
Auction proceeds	\$42,168	36,660	\$40,000

## Personnel Schedule

Classification	Current	New	Total	Amount
Finance Director	0.30	0.00	0.30	29,051
Deputy Finance Director	0.30	0.00	0.30	25,484
Purchasing Manager	1.00	0.00	1.00	51,430
Buyer	1.00	0.00	1.00	35,922
Administrative Assistant I	1.00	0.00	1.00	37,598
<b>Total</b>	<b>3.60</b>	<b>0.00</b>	<b>3.60</b>	<b>179,485</b>

## Finance Department

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### Procurement Division

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### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Finance  
Department

Procurement  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1366-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	112,374	166,395	95,685	168,870	179,485
1310 Temporary Labor	8,037	0	0	0	0
1410 Overtime	582	1,898	0	1,200	0
1530 Bonuses	375	450	450	450	450
2110 FICA	8,393	12,884	7,224	11,859	12,743
2210 Retirement	6,222	11,740	7,258	12,913	18,052
23xx Insurance	16,175	19,360	9,279	19,971	17,161
2410 Workers' Compensation	275	594	432	452	630
262x Other Payroll Benefits	222	2,419	1,734	2,493	3,648
<b>TOTAL PERSONAL SERVICES</b>	<b>152,655</b>	<b>215,740</b>	<b>122,062</b>	<b>218,208</b>	<b>232,169</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	2,420	10,000	0	12,875	0
4010 Travel	3,091	4,617	2,581	5,000	5,600
41xx Communication	1,458	1,730	1,325	2,088	1,285
4210 Postage	1,389	804	354	1,650	1,716
4310 Utilities	1,445	1,008	0	1,606	1,670
4510 Insurance	1,598	1,246	787	1,202	1,240
461x Repairs & Maintenance- Vehicles	810	0	0	0	0
463x Repairs & Maintenance- Equipment	6,209	6,255	1,013	5,676	6,499
4710 Printing & Binding	152	0	128	600	625
4911 Advertising	103	0	0	0	0
5110 Office Supplies	2,285	0	515	1,100	1,000
5180 Minor Furniture/Equipment	1,652	684	0	300	300
5210 Operating Supplies	1,895	768	565	1,030	1,030
5230 Fuel Purchases	98	152	0	300	300
5410 Publications & Memberships	778	777	682	900	530
5440 Education	173	1,187	637	2,000	3,000
5450 Training	1,557	614	1,085	1,107	1,200
<b>TOTAL OPERATING EXPENSES</b>	<b>27,113</b>	<b>29,842</b>	<b>9,672</b>	<b>37,434</b>	<b>25,995</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(134,826)	(184,187)	(127,822)	(191,732)	(193,623)
<b>TOTAL OTHER USES</b>	<b>(134,826)</b>	<b>(184,187)</b>	<b>(127,822)</b>	<b>(191,732)</b>	<b>(193,623)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>44,942</b>	<b>61,395</b>	<b>3,912</b>	<b>63,910</b>	<b>64,541</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	218,208	232,169	13,961	6.40%
Operating Expenses	37,434	25,995	(11,439)	-30.56%
Other Uses	(191,732)	(193,623)	(1,891)	0.99%
<b>TOTALS</b>	<b>63,910</b>	<b>64,541</b>	<b>631</b>	<b>0.99%</b>

### Significant Budget Changes:

Seventy-five percent (75%) of the costs for this division are allocated to the expenses of the utility funds.

## Finance Department

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## Procurement Division

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## Appropriations Summary

# Finance Department

## Warehouse Division

### Values & Goals

### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Provide cost effective materials management for efficient storage and handling of materials and supplies to be redistributed to the City
- ◆ 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

**Value:** Open and accessible government

**Goals:**

- ◆ Staff will be accessible to internal and external customers
- ◆ Maintain and provide copies of documents requested by customers

**Value:** Fiscal responsibility

**Goals:**

- ◆ 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
- ◆ Assist City departments in obtaining pricing
- ◆ Reduce obsolete stock to less than 10% by the end of the year
- ◆ Identify a barcoding system to assist in Warehouse inventory as well as City wide asset inventory

**Value:** A spirit of professionalism

**Goals:**

- ◆ Obtain 100% employee certification by professional associations
- ◆ Continue in-house training for warehouse employees
- ◆ 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

**Major Accomplishments:**

- Minimized inventory investment and operating costs by removing 60% of obsolete stock
- Improved customer service by utilizing e-mail system and working directly with departments
- Development of "Reel Identification System" to utilize stock and minimize scrap wire and cable
- Acquired outdoor inventory marking plaques for easy location of material
- Improved the appearance of the warehouse facility including debris removal and lawn care
- Created the "Warehouse Reorganization Task Force" to allow for user input into the process

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Inventory receipts	3,328	3,958	4,027
Inventory dollar value received	\$1,332,932	\$3,888,954	\$4,125,000
Stock requisitions processed	1,572	1,204	1,901
Individual issues/returns	20,770	18,875	25,131
Average individual issues per requisition	13.2	13.6	14.5
Inventory dollar value issued	\$1,274,590	\$3,790,426	\$4,000,000
Revenue – sales of scrap	\$3,656	\$48,378	\$4,423

## Personnel Schedule

Classification	Current	New	Total	Amount
Warehouse Supervisor	1.00	0.00	1.00	29,318
Warehouse Specialist	1.00	1.00	2.00	48,964
Warehouse Support Technician	1.00	-1.00	0.00	0
<b>Total</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>78,282</b>

## Finance Department

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### Warehouse Division

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### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Finance  
Department

Warehouse  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1369-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	78,586	90,625	53,271	99,374	78,282
1410 Overtime	2,206	5,852	399	3,600	0
1530 Bonuses	250	250	375	375	375
2110 FICA	5,908	7,217	4,043	7,623	6,017
2210 Retirement	4,800	7,737	5,061	9,192	9,394
23xx Insurance	13,273	15,390	8,913	17,523	19,988
2410 Workers' Compensation	2,091	4,972	2,864	3,753	2,834
26xx Other Employee Benefits	0	0	121	0	120
<b>TOTAL PERSONAL SERVICES</b>	<b>107,114</b>	<b>132,043</b>	<b>75,047</b>	<b>141,440</b>	<b>117,010</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	0	4,800	0	1,000	1,500
4010 Travel	0	0	0	500	1,000
41xx Communication	526	667	761	1,352	1,000
4415 Internal Fleet Lease	0	0	755	2,266	2,266
4510 Insurance	596	346	105	194	165
461x Repairs & Maintenance- Vehicles	3,290	2,400	675	2,085	2,260
4620 Repairs & Maintenance- Building	276	324	240	206	200
463x Repairs & Maintenance- Equipment	1,250	938	900	1,350	1,250
4710 Printing & Binding	79	0	0	200	208
4920 Other Current Charges	0	1,154	6,734	0	0
5110 Office Supplies	1,407	167	146	450	800
5180 Minor Furniture/Equipment	209	0	148	300	1,200
5210 Operating Supplies	3,143	2,519	1,704	1,751	5,100
5215 Uniforms	512	506	0	825	860
5230 Fuel Purchases	(76)	14	0	200	250
5410 Publications & Memberships	0	0	65	0	0
5440 Education	0	0	0	500	1,800
5450 Training	507	90	25	500	1,600
<b>TOTAL OPERATING EXPENSES</b>	<b>11,719</b>	<b>13,925</b>	<b>12,258</b>	<b>13,679</b>	<b>21,459</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	21,930	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>21,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(133,725)	(138,669)	(98,184)	(147,363)	(131,546)
<b>TOTAL OTHER USES</b>	<b>(133,725)</b>	<b>(138,669)</b>	<b>(98,184)</b>	<b>(147,363)</b>	<b>(131,546)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>7,038</b>	<b>7,299</b>	<b>(10,879)</b>	<b>7,756</b>	<b>6,923</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	141,440	117,010	(24,430)	-17.27%
Operating Expenses	13,679	21,459	7,780	56.88%
Other Uses	(147,363)	(131,546)	15,817	-10.73%
<b>TOTALS</b>	<u>7,756</u>	<u>6,923</u>	<u>(833)</u>	<u>-10.74%</u>

### Significant Budget Changes:

Ninety-five percent (95%) of the costs for this division are allocated to the expenses of the utility funds.

The increase in operating supplies will be used to purchase items to improve the storage system.

## Finance Department

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## Warehouse Division

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## Appropriations Summary



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## 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:

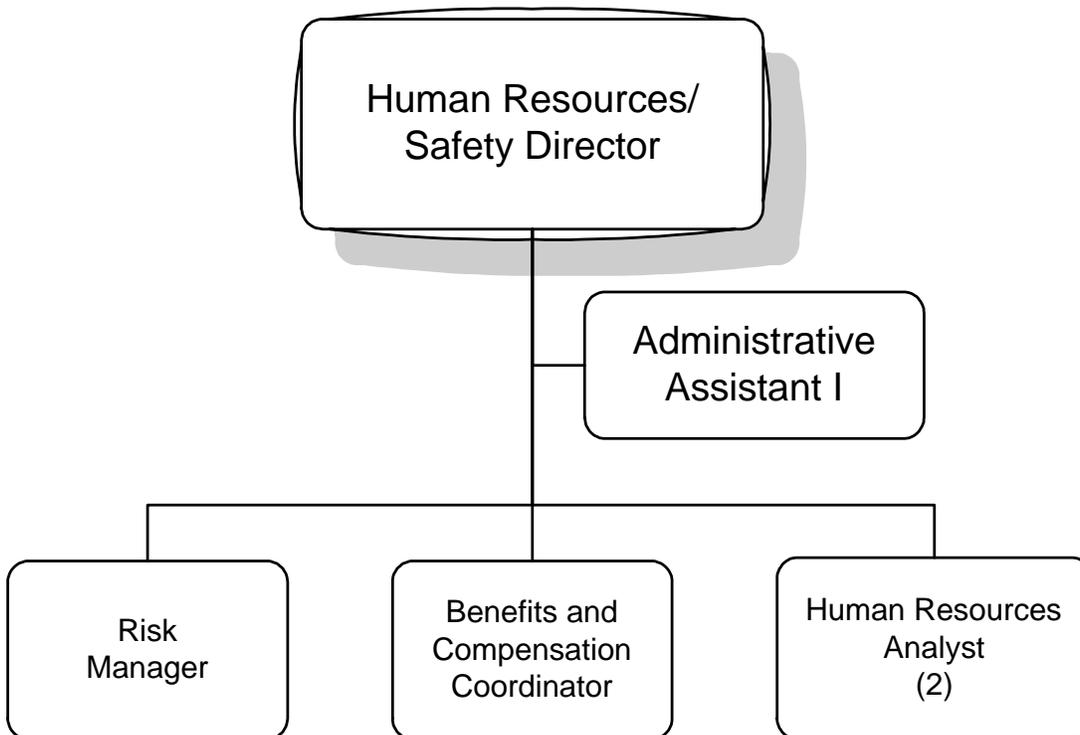
#### Management

- 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



## Human Resources Department

### Organization

Total  
Department  
Budget  
\$377,332

Human  
Resources  
Department

Human  
Resources/Safety  
Division

Values & Goals

**Values & Goals**

**Value:** A Caring Organization

**Goals:**

- ◆ Ensure employees are 100% aware of the benefits offered by the employee assistance program via payroll attachments, meetings and brown bag luncheon information sessions
- ◆ Increase utilization of employee assistance program by 50% during FY 05-06
- ◆ Increase employee assistance program utilization with effective marketing tools such as:
  - Minimum 15 employee orientation sessions
  - 5 – 8 management orientation sessions
  - Receipt/review of quarterly utilization reports for benchmarking purposes

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Design management training courses to identify the following:
  - Basic safety responsibilities of supervisors and managers
  - Identify roles and responsibilities of supervisors, managers and department heads in Worker's Compensation claims, performance review processes, interviewing, etc.
  - Review/reiterate basic personnel policies and procedures, computer purchase program/agreements, educational funding, internet policy, etc.

**Value:** Excellence in all we do

**Goals:**

- ◆ Apply for Florida Sterling Award or All American City award
  - Research award criteria
  - Identify team members to assist with selection process
  - Make recommendation to City Manager regarding award to be sought

**Value:** Employee empowerment

**Goals:**

- ◆ Develop City-wide customer service training program
- ◆ Identify approach to training strategy from top-down approach
- ◆ Secure training consultant and initiate in-house training program by December 2005

**Major Accomplishments:**

- Transferred all employees from old performance appraisal system to new forms
- Completed interim Salary Survey
- Completed training certification for 7 Habits of Highly Effective People, FOCUS and Aligning Goals for Results and delivered training product to approximately 100 staff members
- Successfully negotiated "One-Stop-Shop" Worker's Compensation program with Florida Musculoskeletal Institute
- Assisted in the successful re-organizational efforts by several departments

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Days to process applications	2	3	3
Days positions advertised	30	30	15
Days from department receipt to start date	45	8	21
Percentage positions vacant	0.02	0.03	5

## Personnel Schedule

Classification	Current	New	Total	Amount
Human Resources/Safety Director	1.00	0.00	1.00	90,152
Risk Manager	1.00	0.00	1.00	51,267
Benefits and Compensation Coordinator	1.00	0.00	1.00	47,611
Human Resources Analyst	2.00	0.00	2.00	79,736
Administrative Assistant I (Office Specialist)	1.00	0.00	1.00	36,660
<b>Total</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>	<b>305,426</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Human  
Resources  
Department

Human  
Resources/Safety  
Division

Personnel &  
Capital Outlay  
Schedules

Human  
Resources  
Department

Human  
Resources/Safety  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1437-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	219,013	266,589	183,862	277,397	305,426
1310 Temporary Labor	3,247	0	0	3,000	3,000
1410 Overtime	1,813	5,221	357	5,000	5,000
1530 Bonuses	625	722	750	750	750
2110 FICA	17,002	20,241	13,663	19,708	20,967
2210 Retirement	13,113	22,542	16,795	25,659	36,651
23xx Insurance	23,543	33,165	20,595	32,711	32,563
2410 Workers' Compensation	534	959	832	751	1,072
26xx Other Payroll Benefits	359	799	543	954	1,074
<b>TOTAL PERSONAL SERVICES</b>	<b>279,249</b>	<b>350,238</b>	<b>237,397</b>	<b>365,930</b>	<b>406,503</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	26,023	47,754	27,320	41,500	45,000
3410 Contract Services	0	0	6,753	15,000	45,000
4010 Travel	7,406	2,387	397	4,000	4,000
41xx Communication	2,515	2,964	2,949	4,756	2,500
4210 Postage	2,442	2,835	1,297	1,800	1,800
4510 Insurance	1,734	1,468	975	1,591	1,536
461x Repairs & Maintenance- Vehicles	0	810	720	1,080	1,320
463x Repairs & Maintenance- Equipment	6,016	10,741	2,562	7,900	10,500
4710 Printing & Binding	3,751	3,730	1,089	5,000	4,000
4810 Promotional Activities	917	1,355	1,588	4,000	4,000
49xx Advertising	20,207	12,145	9,886	15,200	15,200
4920 Other Current Charges	5,329	753	380	3,000	2,500
4945 Injury/Damage to Others	0	0	148	0	0
5110 Office Supplies	6,151	4,890	1,528	4,000	4,000
5180 Minor Furniture/Equipment	733	210	2,739	3,000	1,500
5210 Operating Supplies	249	417	1,413	500	2,000
5230 Fuel Purchases	0	1,071	973	1,200	2,000
5410 Publications & Memberships	3,590	4,365	3,098	3,500	3,300
5440 Education	(254)	0	757	3,000	1,500
545x Training	49,819	12,416	5,095	10,000	6,500
<b>TOTAL OPERATING EXPENSES</b>	<b>136,628</b>	<b>110,311</b>	<b>71,667</b>	<b>130,027</b>	<b>158,156</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(145,557)	(160,813)	(111,268)	(173,585)	(187,327)
<b>TOTAL OTHER USES</b>	<b>(145,557)</b>	<b>(160,813)</b>	<b>(111,268)</b>	<b>(173,585)</b>	<b>(187,327)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>270,320</b>	<b>299,736</b>	<b>197,796</b>	<b>322,372</b>	<b>377,332</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	365,930	406,503	40,573	11.09%
Operating Expenses	130,027	158,156	28,129	21.63%
Capital Outlay	0	0	0	N/A
Other Uses	(173,585)	(187,327)	(13,742)	7.92%
<b>TOTALS</b>	<b>322,372</b>	<b>377,332</b>	<b>54,960</b>	<b>17.05%</b>

### Significant Budget Changes:

Thirty-three percent (33%) of the costs for this division are allocated to the expenses of the utility funds. The personal services category increase is due to the salary survey results.

The operating expenses include \$45,000 to hire a consultant to assist with the concept of broad banding and skill based pay.

## Human Resources Department

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## Human Resources/ Safety Division

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## Appropriations Summary



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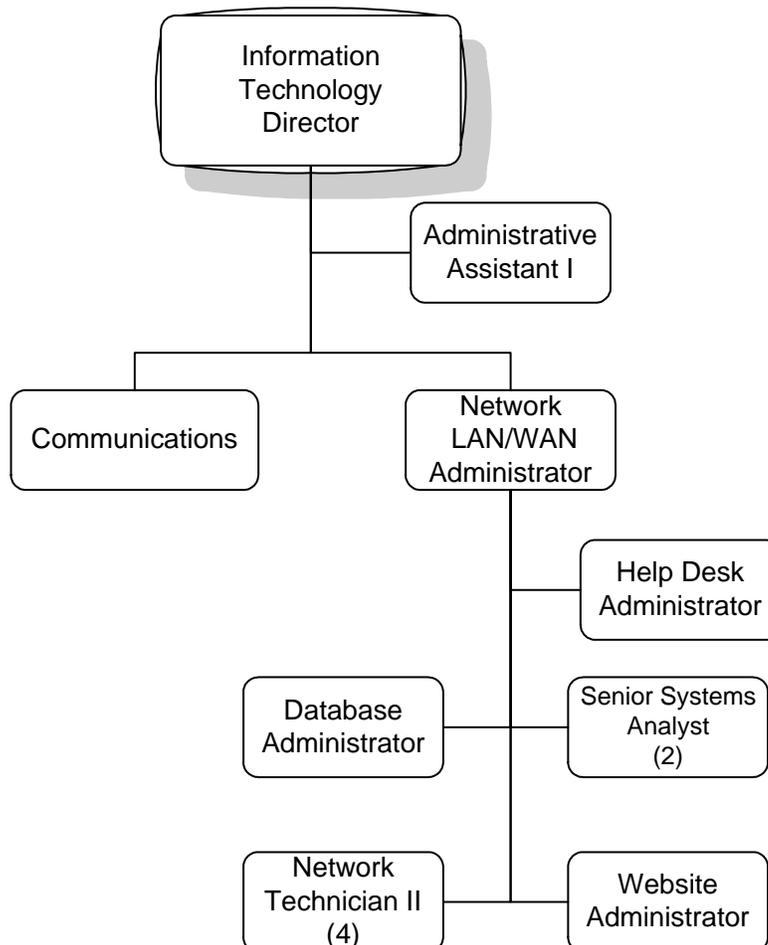
**Stan Carter, Information Technology Director**

The Information Technology Department supports city operations through the application of effective and efficient technology. They provide current information and communications technologies for the decision making process in an accurate and timely manner. These services include web-site development, system maintenance, training, citywide 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**



**Organization**

**Total  
Department  
Budget  
\$126,576**

# Information Technology Department

## Information Systems Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

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

**Value:** Fiscal responsibility

**Goals:**

- ◆ Complete implementation of paperless agenda by December 1, 2005
- ◆ Install scanners and implement in all departments by September 30, 2006
- ◆ Implement image capture archiving of AS400 reports by April 1, 2006

**Value:** Open, accessible government

**Goals:**

- ◆ Provide access to a robust, full feature Geographic Information System for all utilities and Community Development department by September 30, 2006
- ◆ Provide the hardware and database infrastructure to support GIS by increasing online map storage by December 31, 2005
- ◆ Improve City services provided via the internet, delivering new online City Hall features by expanding and improving current city website throughout the year

**Major Accomplishments:**

- Extended MIS data and telco service to new City Hall at the Mall facilities
- Upgraded data and telco wiring at MOC, Water, and both WWT sites to allow gigabit service
- Began Implementation of new paperless agenda software
- Implemented new website customer survey software
- Implemented Autocad software upgrade

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
PC network systems availability	98.6%	99.0%	99.0%
AS/400 system availability	98.5%	99.0%	99.0%
Host computer applications supported	27	37	39
PC applications supported	92	263	275
System users supported	319	330	350
PC workstations supported	358	365	375
Printers supported	198	232	265
In-house training sessions	28	48	60
Equipment installations/relocations	4	227	200

Information  
Technology  
Department

Information  
Systems  
Division

Personnel &  
Capital Outlay  
Schedules

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Information Technology Director	1.00	0.00	1.00	88,708
Network LAN/WAN Administrator	1.00	0.00	1.00	71,803
Senior Systems Analyst	2.00	0.00	2.00	152,163
Network Technician II	4.00	0.00	4.00	168,726
Help Desk Administrator	1.00	0.00	1.00	55,650
Database Administrator	1.00	0.00	1.00	51,526
Website Administrator	1.00	0.00	1.00	37,157
Administrative Assistant I	0.00	1.00	1.00	12,782
Standby				3,640
<b>Total</b>	<b>11.00</b>	<b>1.00</b>	<b>12.00</b>	<b>642,155</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
Information Technology Equipment			
Phone and cat 6 wiring		22,000	22,000
Miscellaneous electrical wiring		7,500	7,500
Drive imaging		9,000	9,000
Server (3)	62,000	75,000	137,000
Cisco switch (2)	70,000		70,000
Media converter	2,000		2,000
NAS storage (2)		20,000	20,000
146GB hard drive (28)		25,000	25,000
Scanner		5,000	5,000
Subtotal	134,000	163,500	297,500
Computer maintenance program			
Laserjet printer	10,000		10,000
PC (43)	40,000	3,000	43,000
Laptop (29)	28,000	28,500	56,500
Tablet with GPS docking station (4)		14,000	14,000
Copier (4)	27,200		27,200
Subtotal	105,200	45,500	150,700
<b>Total</b>	<b>239,200</b>	<b>209,000</b>	<b>448,200</b>

Information  
Technology  
Department

Information  
Systems  
Division

Appropriations  
Detail

Appropriations Detail

Account #001-1633-513

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	467,364	513,781	338,747	585,620	642,155
1310 Temporary Labor	0	8,132	0	25,000	25,000
1410 Overtime	10,448	34,149	15,569	25,000	25,000
1530 Bonuses	1,125	1,125	1,125	1,344	1,375
2110 FICA	35,241	41,167	26,801	42,135	44,846
2210 Retirement	26,402	43,226	31,681	52,479	76,622
23xx Insurance	65,796	60,803	30,325	63,332	65,033
2410 Workers' Compensation	1,142	1,904	1,576	1,535	2,240
262x Other Payroll Benefits	325	413	1,361	324	2,001
<b>TOTAL PERSONAL SERVICES</b>	<b>607,843</b>	<b>704,700</b>	<b>447,185</b>	<b>796,769</b>	<b>884,272</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	76,460	209,559	2,918	65,000	25,000
4010 Travel	12,994	20,102	15,723	11,150	31,850
41xx Communication	11,382	21,684	17,332	21,588	10,500
4210 Postage	946	148	329	1,000	1,000
4310 Utilities	0	0	0	0	24,000
4410 Rentals	0	47,646	43,389	66,000	66,000
4415 Internal Fleet Lease	0	0	618	1,854	2,156
4510 Insurance	6,416	5,916	5,262	6,969	8,287
461x Repairs & Maintenance- Vehicles	1,080	1,080	917	1,080	1,320
4620 Repairs & Maintenance- Building	3,996	1,664	553	0	0
463x Repairs & Maintenance- Equipment	128,278	144,911	269,686	329,210	446,350
4920 Other Current Charges	44	860	154	0	0
51xx Office Supplies	3,211	2,979	0	6,000	6,000
5180 Minor Furniture/Equipment	8,696	896	31	1,000	1,000
52xx Operating Supplies	256,486	464,768	183,366	433,650	202,800
5230 Fuel Purchases	236	218	137	250	400
5410 Publications & Memberships	663	929	759	1,000	1,325
5440 Education	4,597	4,270	(851)	0	8,000
5450 Training	13,177	32,887	31,240	84,000	128,000
<b>TOTAL OPERATING EXPENSES</b>	<b>528,662</b>	<b>960,517</b>	<b>571,563</b>	<b>1,029,751</b>	<b>963,988</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements other than Bldgs	0	0	13,331	86,500	29,500
6410 Machinery & Equipment	95,998	451,950	72,673	50,000	268,000
6411 Computer Purchases	122,588	225,340	136,573	169,700	150,700
<b>TOTAL CAPITAL OUTLAY</b>	<b>218,586</b>	<b>677,290</b>	<b>222,577</b>	<b>306,200</b>	<b>448,200</b>
<b>OTHER USES</b>					
9916 Computer Maintenance Charges	(173,300)	(164,924)	(148,600)	(222,850)	(262,100)
9941 Utilities Allocation	(1,219,584)	(1,885,332)	(1,396,784)	(2,088,363)	(1,907,784)
<b>TOTAL OTHER USES</b>	<b>(1,392,884)</b>	<b>(2,050,256)</b>	<b>(1,545,384)</b>	<b>(2,311,213)</b>	<b>(2,169,884)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>(37,793)</b>	<b>292,251</b>	<b>(304,059)</b>	<b>(178,493)</b>	<b>126,576</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	796,769	884,272	87,503	10.98%
Operating Expenses	1,029,751	963,988	(65,763)	-6.39%
Capital Outlay	306,200	448,200	142,000	46.37%
Other Uses	(2,311,213)	(2,169,884)	141,329	-6.11%
<b>TOTALS</b>	<u>(178,493)</u>	<u>126,576</u>	<u>305,069</u>	<u>-170.91%</u>

### Significant Budget Changes:

Ninety percent (90%) of the costs for this division are allocated to the expenses of the utility funds.

Capital Outlay increased as a result of the City keeping pace with new technology. The budget includes a program to replace PC's and monitors every four years. Oversight for purchase and maintenance of copiers is included in this division.

Capital Outlay includes \$137,000 for various servers and \$72,000 for technology associated with GIS.

## Information Technology Department

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## Information Systems Division

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## Appropriations Summary



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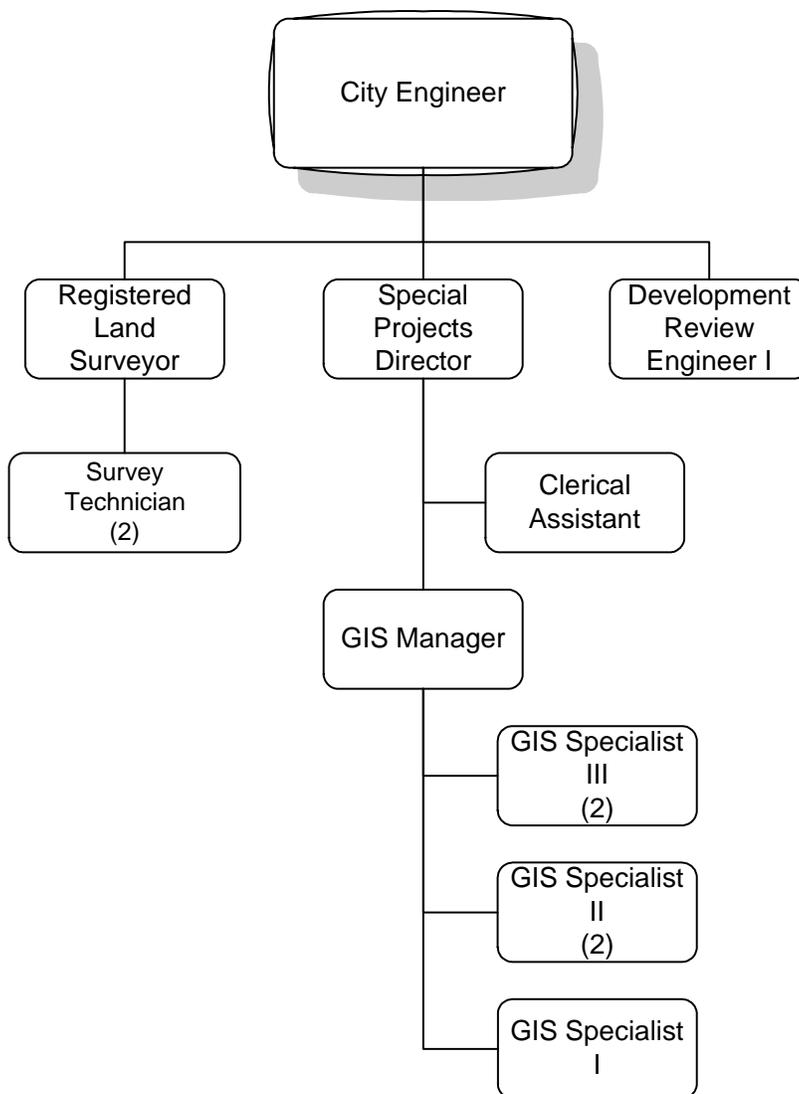
**Lora L. Hollingsworth, P.E., City Engineer**

The GIS/Engineering Division provides design, drafting, mapping, and technical support to the six city utility systems, which include gas, water, wastewater, stormwater, telecommunications and electric. Field surveying and project stake out services are provided for the utilities as well as police, fire, customer service, planning and zoning, airport, economic development, public works, and recreation as dictated by the scope of the project.

**Responsibilities:**

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

**Organizational Chart**



# Geographic Information Systems Department

## GIS/ Engineering Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Post all electronic information, plans and proposals within 5 days of receipt in the appropriate data libraries so that graphic representations of this information can be produced
- ◆ Create and maintain high quality information that is available through the intranet and internet to assist customers and citizens to plan and coordinate their efforts with the City's utilities and services
- ◆ Analyze the current utility locate process and develop a process improvement plan for implementation by December 30, 2005

**Value:** Fiscal responsibility

**Goals:**

- ◆ Implement the use of the central network folder by October 30, 2005 to post updated files upon receipt to reduce or eliminate delays of information distribution to utilities and departments and increase the ability to effectively plan and design for growth and development by our internal customers
- ◆ Develop a plan to implement the electronic distribution of plans, drawings and other development products to all internal customers (City utilities and departments) by December 30, 2005
- ◆ Coordinate the implementation of an electronic distribution system of all GIS products to the City's field personnel, contractors, and the citizens of Leesburg before the end of fiscal year 2006

**Major Accomplishments:**

- Completed the GIS data conversion project for water, wastewater, stormwater, reuse water, electric and gas systems
- Provided surveying and surveying support for Highway 441 utility relocation, Downtown Trail, the new Library site planning, acquisition of the abandoned railroad right-of-way for a citywide trail system, airport projects that included the ARFF station, Line Service Building, Air Traffic Control Tower, and the extension of runways and taxiways
- Began the process of posting backlogged activity to the newly created databases and entering new data to data files

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Building permit reviews within 5 days	82%	85%	90%
DRC reviews (8-12 days)	82%	85%	90%
Planning and Zoning reviews (7-10 days)	82%	85%	90%
Map/data requests	N/A	500	600

**Geographic  
Information  
Systems  
Department**

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**GIS/  
Engineering  
Division**

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**Personnel &  
Capital Outlay  
Schedule**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
GIS Manager	1.00	0.00	1.00	54,631
Registered Land Surveyor	1.00	0.00	1.00	57,907
Survey Technician (Field Coordinator/CAD Technician)	1.00	1.00	2.00	62,827
GIS Specialist III	2.00	0.00	2.00	96,948
GIS Specialist II	2.00	0.00	2.00	76,192
GIS Specialist I	1.00	0.00	1.00	31,673
Clerical Assistant	0.00	1.00	1.00	10,110
Development Review Engineer I	0.00	1.00	1.00	21,278
Special Projects Director	0.00	1.00	1.00	79,574
<b>Total</b>	<b>8.00</b>	<b>4.00</b>	<b>12.00</b>	<b>491,140</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
GPS equipment	70,000		70,000
GPS handheld unit	5,000		5,000
<b>Total</b>	<b>75,000</b>		<b>75,000</b>

Geographic  
Information  
Systems  
Department

GIS/  
Engineering  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-1731-539

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	318,152	360,607	258,249	357,081	491,140
1310 Temporary Labor	0	0	8,399	0	10,000
1410 Overtime	10,778	37,517	21,108	35,000	10,000
15xx Bonuses	916	1,043	2,125	1,063	1,250
2110 FICA	24,090	29,321	20,865	29,627	35,436
2210 Retirement	18,919	28,419	20,263	33,940	49,388
23xx Insurance	50,577	54,107	34,751	54,014	70,105
2410 Workers' Compensation	6,626	9,612	8,061	6,250	9,135
262x Other Payroll Benefits	109	2,180	4,358	162	9,711
<b>TOTAL PERSONAL SERVICES</b>	<b>430,167</b>	<b>522,806</b>	<b>378,179</b>	<b>517,137</b>	<b>686,165</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	21,783	24,229	323	15,000	20,500
4010 Travel	1,110	3,304	3,459	4,000	13,620
41xx Communication	3,177	3,546	3,706	5,756	5,833
4210 Postage	60	450	669	500	1,000
4415 Internal Fleet Lease	0	0	2,232	6,695	7,601
4510 Insurance	3,584	2,113	743	1,229	1,171
461x Repairs & Maintenance- Vehicles	2,835	3,350	5,643	6,320	5,960
4620 Repairs & Maintenance- Building	0	0	0	1,000	0
463x Repairs & Maintenance- Equipment	16,835	17,376	11,667	17,500	17,800
4920 Other Current Charges	236	47	1,913	0	0
5110 Office Supplies	1,562	941	1,111	2,500	3,000
5180 Minor Furniture/Equipment	2,877	5,652	2,767	11,000	7,800
5210 Operating Supplies	6,049	9,630	4,929	6,000	7,000
5215 Uniforms	518	16	0	1,000	1,500
5230 Fuel Purchases	763	294	507	750	750
5410 Publications & Memberships	1,029	352	669	550	700
5440 Education	0	0	0	0	1,000
5450 Training	5,899	4,634	2,024	5,000	6,750
<b>TOTAL OPERATING EXPENSES</b>	<b>68,318</b>	<b>75,934</b>	<b>42,362</b>	<b>84,800</b>	<b>101,985</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	5,104	0	0	75,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>5,104</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(448,638)	(543,459)	(360,831)	(541,743)	(776,835)
<b>TOTAL OTHER USES</b>	<b>(448,638)</b>	<b>(543,459)</b>	<b>(360,831)</b>	<b>(541,743)</b>	<b>(776,835)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>49,847</b>	<b>60,385</b>	<b>59,710</b>	<b>60,194</b>	<b>86,315</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	517,137	686,165	169,028	32.69%
Operating Expenses	84,800	101,985	17,185	20.27%
Capital Outlay	0	75,000	75,000	0.00%
Other Uses	(541,743)	(776,835)	(235,092)	43.40%
<b>TOTALS</b>	<b>60,194</b>	<b>86,315</b>	<b>26,121</b>	<b>43.39%</b>

### Significant Budget Changes:

Ninety percent (90%) of the costs for this division are allocated to the expenses of the utility funds.

This division implemented the GPS system in fiscal year 2004-05. All expenses, including those for the City Engineer are reclassified to this division.

This division includes costs for 3.5 additional employees to meet the needs of the growing community. Overtime for suveyor decreased in order to hire an additional surveying technician.

## Geographic Information Systems Department

### GIS/ Engineering Division

### Appropriations Summary



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## Charlie Weller, Airport Manager

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

### Responsibilities:

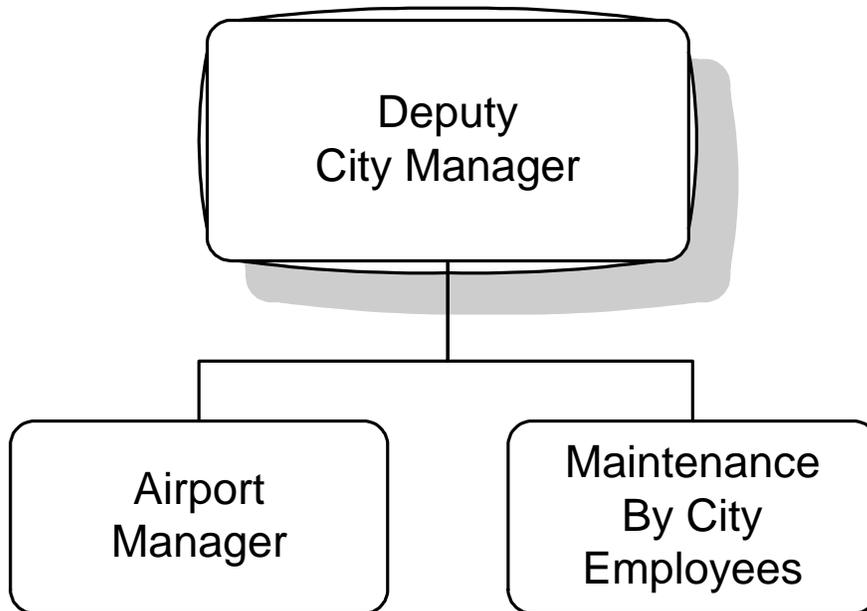
#### Operations

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

#### Maintenance

- Landscape
- Hangars
- Facilities
- Runways

### Organizational Chart



## Airport Department

### Organization

Total  
Department  
Budget  
\$564,889

# Airport Department

## Operations Division

### Values & Goals

#### Values & Goals

**Value:** Open and accessible government

**Goals:**

- ◆ Schedule and attend Airport Advisory Board meetings
- ◆ Attend aviation related meetings (Lake County Aviation Association, EAA – Chapter 534)
- ◆ Attend other community meetings (Rotary Club, Hawthorne Hi-12 Club, etc.) to discuss airport related topics
- ◆ Be willing to meet with any citizen of Leesburg or resident of Lake County on a timely basis
- ◆ Talk openly and honestly about airport related issues or topics

**Value:** Excellence in all we do

**Goals:**

- ◆ Design and construct corporate hangars and T-Hangars for our existing customers and potential customers
- ◆ Construct air traffic control tower to minimize in-flight mid-air collisions
- ◆ Complete environmental assessment of R-13/31 to allow for greater safety margin for departing and landing larger aircraft

**Value:** Fiscal responsibility

**Goals:**

- ◆ Increase fuel sales by 10%
- ◆ Maintain 95% occupancy of all airport property

**Major Accomplishments:**

- Completed construction of the Line Service Building
- Completed construction of Taxiway “K” Extension
- Completed construction of the Airport Rescue Fire Fighting Station
- Completed installation of the Security Project
- Negotiated obtaining “User Fee” status for Leesburg Regional Airport with US Customs and Border Protection Office

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Airport activity operations			
General aviation local	74,200	84,000	100,000
General aviation transit	68,700	56,000	85,000
Percentage of City hangars leased	100%	100%	100%
Percentage of hangar sites leased	100%	96%	100%
Percentage of commercial property leased	80%	80%	95%
Safety incidents	2	3	2
Fuel sales (AvGas & Jet A)	545,634	620,000	638,400
Airport employment	315	330	346
Construction projects completed	1	3	3

## Personnel Schedule

Classification	Current	New	Total	Amount
Airport Manager	1.00	0.00	1.00	45,448
<b>Total</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>45,448</b>

## Airport Department

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### Operations Division

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### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Road to Rix hangar		15,000	15,000
Pistol range		25,000	25,000
Windspeed indicator		10,000	10,000
<b>Total</b>		<b>50,000</b>	<b>50,000</b>

**Airport  
Department**

**Operations  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account #001-1821-542**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	42,785	44,635	27,463	45,219	45,448
1530 Bonuses	54	125	125	125	125
2110 FICA	3,276	3,423	2,110	3,469	3,486
2210 Retirement	125	3,783	2,609	4,183	5,454
23xx Insurance	131	158	87	135	151
2410 Workers' Compensation	2,216	3,517	2,760	2,775	2,949
<b>TOTAL PERSONAL SERVICES</b>	<b>48,587</b>	<b>55,641</b>	<b>35,154</b>	<b>55,906</b>	<b>57,613</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	13,199	15,312	11,206	17,400	7,740
3410 Contract Services	5,479	7,273	0	3,000	600
4010 Travel	141	72	110	1,000	1,000
41xx Communication	3,535	3,864	1,804	4,076	2,500
4210 Postage	306	500	245	500	450
4310 Utilities	23,896	41,896	24,096	40,000	38,000
4410 Rentals	0	0	0	0	2,400
4415 Internal Fleet Lease	0	0	1,270	3,811	4,113
4510 Insurance	11,386	13,456	13,448	12,604	16,298
461x Repairs & Maintenance- Vehicles	1,018	2,163	1,572	3,000	3,060
4620 Repairs & Maintenance- Building	8,552	49,547	2,487	65,000	50,000
4625 Repairs & Maintenance- Non- Build	36,766	52,387	23,381	60,000	103,000
463x Repairs & Maintenance- Equipment	15,364	12,960	2,400	8,200	8,250
4710 Printing & Binding	236	75	133	1,000	500
4810 Promotional Activities	4,495	2,524	1,448	4,000	4,000
4911 Advertising	212	1,608	19	750	500
492x Other Current Charges & Skybolt	34,105	174,103	153,260	186,580	152,805
4980 Taxes	28,428	29,159	8,032	30,000	46,560
51xx Office Supplies	816	463	299	800	800
5180 Minor Furniture/Equipment	1,257	298	783	1,000	1,000
5210 Operating Supplies	12,525	2,355	5,914	5,000	8,000
5230 Fuel Purchases	172	731	444	900	900
5410 Publications & Memberships	960	4,373	2,841	3,980	3,800
5450 Training	395	0	0	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>203,243</b>	<b>415,119</b>	<b>255,192</b>	<b>453,601</b>	<b>457,276</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	39,098	0	4,741	5,000	0
6310 Improvements other than Bldgs	0	0	1,485	5,000	50,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>39,098</b>	<b>0</b>	<b>6,226</b>	<b>10,000</b>	<b>50,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>290,928</b>	<b>470,760</b>	<b>296,572</b>	<b>519,507</b>	<b>564,889</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	55,906	57,613	1,707	3.05%
Operating Expenses	453,601	457,276	3,675	0.81%
Capital Outlay	10,000	50,000	40,000	400.00%
<b>TOTALS</b>	<b>519,507</b>	<b>564,889</b>	<b>45,382</b>	<b>8.74%</b>

### Significant Budget Changes:

Line item 4920 is appropriated for the payment due to Department of Community Affairs, which is the result of the grant (#99DB4Z064502E85) agreement signed October 12, 1998. Lease revenues from Skybolt are received and 71% is remitted to DCA for economic life of the building or 30 years whichever is longer. In 2002-03, the City signed a contract to payback the \$750,000 grant in 5 annual payments. The amounts previously remitted based on lease revenue will be deducted from the final payment in fiscal year 2006-07.

Capital outlay more than accounts for the increases in this division.

## Airport Department

### Operations Division

### Appropriations Summary



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## H. Charles Idell, Jr., 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

- Enforce traffic regulations
- Proactive patrol
- Respond to citizen's request
- Make arrests
- Investigate accidents

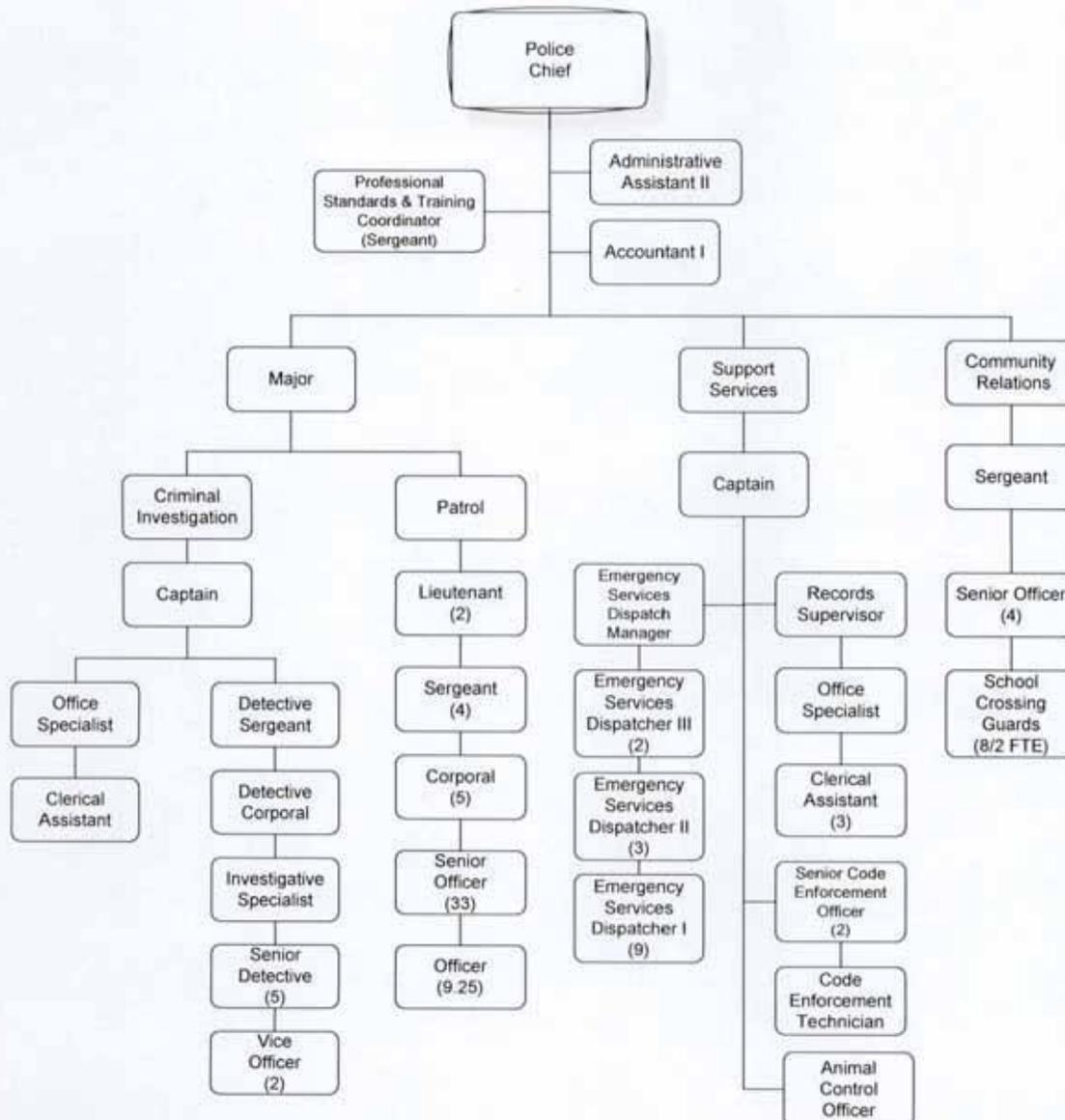
#### Criminal Investigation

- Investigate felony cases
- Collect information

#### Support Services

- Record activities
- Operate 9-1-1
- Process major crime scenes

### Organizational Chart



## Police Department

### Organization

**Total  
Department  
Budget  
\$7,474,823**

# Police Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Reduce Part I Crimes through proactive law enforcement and patrol techniques
- ◆ Provide customer service that is courteous and efficient
- ◆ Continue a proactive code enforcement program and enforce violations
- ◆ Monitor traffic patterns and accidents on Highway 441 during construction

**Value:** Open, accessible government

**Goals:**

- ◆ Continue and expand our "Neighborhood Watch" programs
- ◆ Provide presentations to the community
- ◆ Organize a Citizens Academy

**Value:** A spirit of professionalism

**Goals:**

- ◆ Continue to provide professional police response even with the growth in south Leesburg
- ◆ Respond to code enforcement calls promptly with the appropriate code enforcement actions
- ◆ Provide up-to-date training with a focus on professionalism, ethics and diversity
- ◆ Continue with Law Enforcement accreditation process

**Value:** A caring organization

**Goals:**

- ◆ Provide a safe learning environment for all of our local schools
- ◆ Continue partnership with local schools, SRO Program, D.A.R.E. Program, Career Day
- ◆ Continue to enhance recreational activities with community oriented policing sponsored activities and event: Halloween Downtown, Junior Athletic Games, Christmas Bike Giveaway, Kritters for Kids

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Continue to develop personnel through in-house training and advanced training i.e., college education, Southern Police Institute, Federal Bureau of Investigation
- ◆ Continue to stress minority hiring needs through scholarship funding, career day presentations, active recruitment, and Police Explorers programs

**Major Accomplishments:**

- 6% reduction in Part 1 Crimes
- Increased the number of employees that have college degrees to 45%
- Responded to 5% increase in calls for service

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Police response calls for service	44,060	46,271	48,000
Part I Crimes	1,365	1,282	1,350
Traffic accidents	1,223	1,263	1,300
Traffic citations	6,268	6,554	7,500
Code enforcement calls for service	1,839	2,116	2,000
Code enforcement actions	960	1,174	1,200
Training hours	18,297	17,564	18,000
Community relations presentations	100	100	120

## Personnel Schedule

Classification	Current	New	Total	Amount
Police Chief	1.00	0.00	1.00	100,277
Major	1.00	0.00	1.00	76,170
Captain	2.00	0.00	2.00	133,525
Lieutenant	2.00	0.00	2.00	126,396
Sergeant/Detective Sergeant	6.00	1.00	7.00	310,876
Corporal/Detective Corporal	6.00	0.00	6.00	314,482
Senior Officer/Senior Detective	43.00	1.00	44.00	1,755,407
Officer/Detective	11.25	0.00	11.25	574,225
Investigative Specialist	1.00	0.00	1.00	51,461
Accountant I	0.00	1.00	1.00	42,760
Administrative Assistant II	1.00	0.00	1.00	31,374
Emergency Services Dispatch Manager	0.00	1.00	1.00	41,600
Emergency Services Dispatcher III	2.00	0.00	2.00	73,082
Emergency Services Dispatcher II	3.00	0.00	3.00	98,002
Emergency Services Dispatcher I	9.00	0.00	9.00	206,362
Records Supervisor	1.00	0.00	1.00	41,683
Office Specialist	1.00	1.00	2.00	60,255
Clerical Assistant	5.00	-1.00	4.00	91,052
Code Enforcement Technician	1.00	0.00	1.00	23,788
School Crossing Guards (8)	1.75	0.25	2.00	46,130
Administrative Specialist I	1.00	-1.00	0.00	0
Standby				3,640
<b>Total</b>	<b>99.00</b>	<b>3.25</b>	<b>102.25</b>	<b>4,202,547</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
PVS-14 night scope vision (6)	19,800		19,800
Night scope vision	12,300		12,300
Laser speed measuring device (2)	7,842		7,842
Mobile digital radio	4,000		4,000
Tactical body armor (2)	2,400		2,400
Sniper rifle	2,126		2,126
Subtotal	48,468		48,468
Automation Capital Outlay			
Digital portable radio (9)	27,000		27,000
Subtotal	27,000		27,000
<b>Total</b>	<b>75,468</b>		<b>75,468</b>

## Police Department

### Administration Division

### Personnel & Capital Outlay Schedules

**Police  
Department**

**Administration  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 001-2111-521**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b><u>PERSONAL SERVICES</u></b>					
12xx Regular Salaries & Wages	3,594,893	3,551,608	2,379,746	3,797,943	4,202,547
1410 Overtime	173,017	466,715	275,091	225,000	250,000
15xx Special Pay	89,806	97,347	62,532	95,658	95,591
2110 FICA	284,395	303,578	199,379	293,789	312,563
2210 Retirement	197,199	421,029	217,188	351,936	498,635
23xx Insurance	549,707	564,616	335,330	579,383	590,786
2410 Workers' Compensation	87,050	121,425	102,798	92,567	117,191
262x Other Payroll Benefits	3,907	4,640	3,902	4,398	6,080
<b>TOTAL PERSONAL SERVICES</b>	<b>4,979,974</b>	<b>5,530,958</b>	<b>3,575,966</b>	<b>5,440,674</b>	<b>6,073,393</b>
<b><u>OPERATING EXPENSES</u></b>					
31xx Professional Services	4,957	13,638	5,055	4,000	8,000
3410 Contract Services	1,410	1,068	393	2,000	2,000
4010 Travel	5,769	6,475	4,508	8,000	10,000
41xx Communication	70,746	98,605	86,994	149,084	100,000
4210 Postage	8,536	8,706	5,627	9,000	9,000
4310 Utilities	31,954	88,643	57,167	99,000	120,000
4410 Rentals	4,024	4,300	2,867	4,300	4,300
4415 Internal Fleet Lease	0	0	90,519	271,556	310,739
4510 Insurance	59,511	60,136	36,002	67,390	56,703
461x Repairs & Maintenance- Vehicles	148,484	180,031	108,667	166,528	157,680
4620 Repairs & Maintenance- Building	1,004	3,210	7,185	1,500	3,000
4625 Repairs & Maintenance- Non-Build	1,553	1,304	792	500	1,500
463x Repairs & Maintenance- Equipment	87,582	116,638	62,709	142,200	84,900
4710 Printing & Binding	1,673	2,731	460	2,000	1,100
4810 Promotional Activities	0	679	0	500	500
4911 Advertising	2,634	2,789	637	3,500	2,000
4920 Other Current Charges	2,087	3,645	2,794	3,500	4,000
4930 DARE (other than forfeit)	1,930	1,797	1,541	1,800	1,500
4945 Injury/Damage to Others	8,156	334	0	0	0
4964 Drug Money	4,000	7,000	8,000	6,000	12,000
4980 Taxes	0	290	0	0	0
4981 Forfeiture costs	10,427	8,521	11,767	8,500	15,000
5110 Office Supplies	2,031	1,793	836	1,500	1,500
51xx Minor Furniture/Equipment	36,821	114,318	31,293	36,850	78,046
521x Operating Supplies	78,735	73,470	28,006	58,150	50,000
5215 Uniforms	88,723	80,156	102,616	120,000	85,000
5230 Fuel Purchases	89,840	105,755	74,369	90,000	105,000
5410 Publications & Memberships	4,295	5,287	5,806	4,000	8,000
5440 Education	27,732	15,485	33,052	25,000	28,000
545x Training	23,788	20,166	19,626	22,500	28,500
<b>TOTAL OPERATING EXPENSES</b>	<b>808,402</b>	<b>1,026,970</b>	<b>789,288</b>	<b>1,308,858</b>	<b>1,287,968</b>
<b><u>CAPITAL OUTLAY</u></b>					
6410 Machinery & Equipment	0	40,253	45,932	35,300	48,468
6418 Automation Capital Outlay	68,947	74,493	0	0	27,000
6480 Forfeiture Proceeds	21,702	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>90,649</b>	<b>114,746</b>	<b>45,932</b>	<b>35,300</b>	<b>75,468</b>
<b>TOTAL APPROPRIATIONS</b>	<b>5,879,025</b>	<b>6,672,674</b>	<b>4,411,186</b>	<b>6,784,832</b>	<b>7,436,829</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	5,440,674	6,073,393	632,719	11.63%
Operating Expenses	1,308,858	1,287,968	(20,890)	-1.60%
Capital Outlay	35,300	75,468	40,168	113.79%
<b>TOTALS</b>	<b>6,784,832</b>	<b>7,436,829</b>	<b>651,997</b>	<b>9.61%</b>

### Significant Budget Changes:

The majority of capital outlay is recorded in the capital projects fund. Forfeiture proceeds are spent upon approval of the City Commission for each purchase. The balance of the forfeiture fund is in a reserve in the Executive/Miscellaneous division and can be transferred based on Commission approval. Purchases in automation capital outlay (6418) increased because of revenues budgeted in the automation funding source (351-04).

## Police Department

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## Administration Division

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## Appropriations Summary

**Police  
Department**

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**Animal Control  
Division**

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**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue proactive animal control services
- ◆ Respond to calls for animal captures in timely, professional manner
- ◆ Record animal bites reported

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Animal captures	393	504	500
Animal bites reported	22	18	20
Calls for service	1,715	1,537	1600

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Animal Control Officer	1.00	0.00	1.00	25,066
<b>Total</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>25,066</b>

**Police  
Department**

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**Animal Control  
Division**

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**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

**Personnel &  
Capital Outlay  
Schedules**

**Police  
Department**

**Animal Control  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 001-2121-562**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b><u>PERSONAL SERVICES</u></b>					
12xx Regular Salaries & Wages	21,936	20,252	14,289	25,664	25,066
1410 Overtime	26	148	374	300	400
1530 Bonuses	125	125	43	125	125
2110 FICA	1,598	1,429	1,125	1,824	1,927
2210 Retirement	1,435	1,724	1,357	2,374	3,008
23xx Insurance	5,850	5,819	2,200	6,949	4,591
2410 Workers' Compensation	1,255	1,611	1,461	1,578	1,630
262x Other Payroll Benefits	7	0	107	0	162
<b>TOTAL PERSONAL SERVICES</b>	<b>32,232</b>	<b>31,108</b>	<b>20,956</b>	<b>38,814</b>	<b>36,909</b>
<b><u>OPERATING EXPENSES</u></b>					
4510 Insurance	520	477	308	549	485
461x Repairs & Maintenance- Vehicles	0	540	810	0	0
5180 Minor Furniture/Equipment	0	0	0	200	300
5210 Operating Supplies	345	583	299	300	300
5230 Fuel Expenses	0	238	913	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>865</b>	<b>1,838</b>	<b>2,330</b>	<b>1,049</b>	<b>1,085</b>
<b>TOTAL APPROPRIATIONS</b>	<b>33,097</b>	<b>32,946</b>	<b>23,286</b>	<b>39,863</b>	<b>37,994</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	38,814	36,909	(1,905)	-4.91%
Operating Expenses	1,049	1,085	36	3.43%
<b>TOTALS</b>	<b>39,863</b>	<b>37,994</b>	<b>(1,869)</b>	<b>-4.69%</b>

Police  
Department

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Animal Control  
Division

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Appropriations  
Summary



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### Dennis M. Sargent, 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

Public education  
 Inspections  
 Arson investigation  
 Safety classes  
 Emergency Management

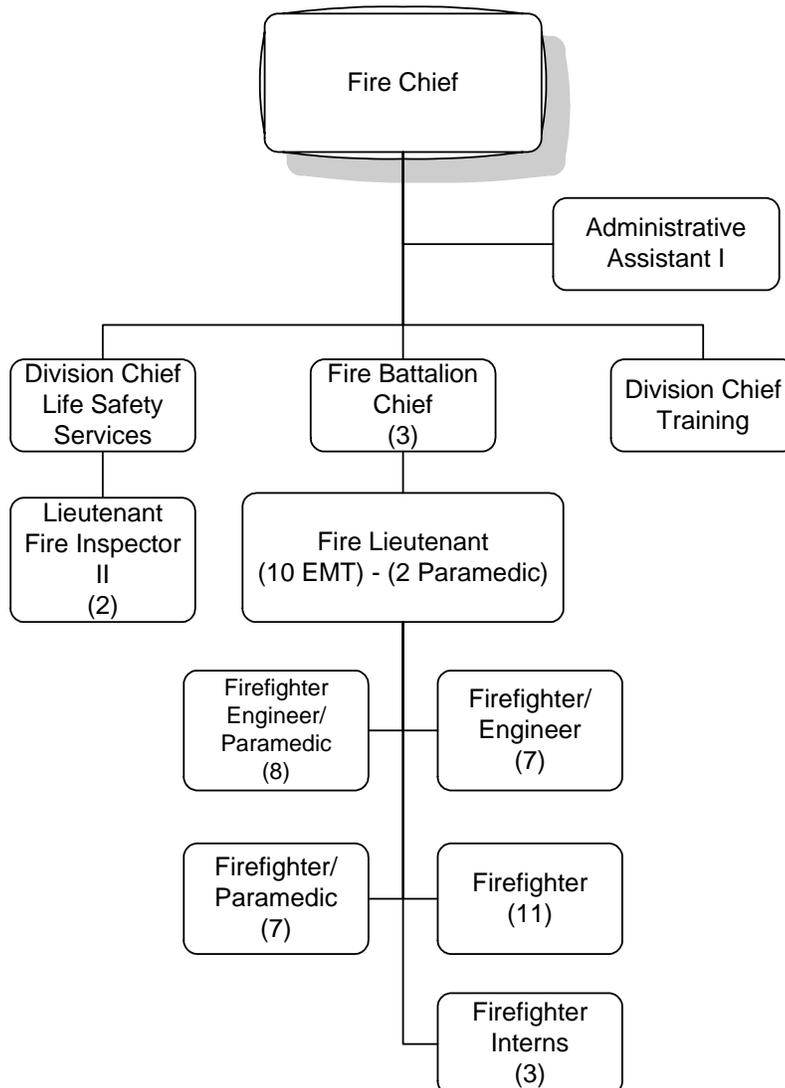
##### Training - Admin

Fire Training  
 EMS training  
 Special OPS Training  
 Testing- Physicals  
 Administration, budgeting  
 Certification - records  
 SCBA-uniforms- PPC

##### Fire – Rescue

Fire Suppression  
 Rescue  
 ALS First responder  
 Extrication  
 Hazardous materials  
 Technical Rescue  
 Airport fire rescue

#### Organizational Chart



**Total  
 Department  
 Budget  
 \$4,173,187**

# Fire Department

## Fire Rescue Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Improve communications by establishing protocols and training for dispatchers
- ◆ Establish a ladder company by adding a lieutenant on each shift to the crew on Tower 1
- ◆ Establish ALS service on Ladder 3 to serve northeastern Leesburg
- ◆ Establish ARFF service at the Leesburg Regional Airport
- ◆ Provide co-location opportunities for Lake Sumter EMS transport unit in Station 3 (airport)
- ◆ Respond to emergency needs within six minutes for 90% of the calls

**Value:** A spirit of professionalism

**Goals:**

- ◆ Upgrade the daily uniforms to provide better appearance and greater service life
- ◆ Upgrade the in-house training and recertification program for fire and EMS

**Value:** A caring organization

**Goals:**

- ◆ Investigate and respond to all complaints within 72 hours

**Value:** Organizational self-sufficiency

**Goals:**

- ◆ Implement succession planning through the training and mentoring of future leaders
- ◆ Encourage employees to obtain professional qualifications and credentials to enhance their value to the City and the Fire Department
- ◆ Full implementation of the firefighter intern program to increase departmental diversity
- ◆ Provide fire protection services to all developed areas of the City at ISO Class 4 or better

**Value:** Employee empowerment

**Goals:**

- ◆ Provide standard operating guidelines to serve as parameters, within which, employees can be empowered to act within their span of authority

**Major Accomplishments:**

- ❑ Executed contract to purchase 95 ft. E-One tower truck to be delivered in October 2005
- ❑ Took delivery of an Airport Rescue Firefighting Vehicle, ARFF
- ❑ Completed basic ARFF training for twelve members of the Leesburg Fire Department
- ❑ Completed construction of a permanent airport fire station
- ❑ Completed repairs to Fire Station 1 necessitated by hurricane damage
- ❑ Implemented thermal imaging technology on Engine 2 (all engines)
- ❑ Established Ladder 3 as a fully staffed ALS ladder/pumper company
- ❑ Updated all fire department protective breathing equipment to meet the current standards
- ❑ Began renovations of the Okahumpka Fire Station
- ❑ Updated the 10 year strategic plan and Capital Improvement Plan for the department
- ❑ Implemented an in-house training program

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Calls for service	4,230	4,440	4,800
Training hours	6,520	6,559	8,000
School fire safety program contacts	6,089	8,499	8,000
Inspections/reviews/meetings	1,900	2,442	3,000
Prefire plans	164	165	200
Average response time	4:09	4:12	4:00

## Personnel Schedule

Classification	Current	New	Total	Amount
Fire Chief	1.00	0.00	1.00	82,701
Division Chief	2.00	0.00	2.00	136,535
Fire Battalion Chief	3.00	0.00	3.00	205,157
Lieutenant	8.00	2.00	10.00	474,447
Lieutenant/Paramedic	1.00	1.00	2.00	83,084
Lieutenant/Fire Inspector II	1.00	1.00	2.00	73,459
Firefighter/Engineer	7.00	0.00	7.00	321,258
Firefighter Eng/Paramedic	8.00	0.00	8.00	340,939
Firefighter	11.00	0.00	11.00	386,833
Firefighter/Paramedic	7.00	0.00	7.00	268,524
Administrative Assistant I	1.00	0.00	1.00	28,586
Firefighter (Intern)	0.00	3.00	3.00	60,627
Standby				3,640
Incentive Pay				6,840
<b>Total</b>	<b>50.00</b>	<b>7.00</b>	<b>57.00</b>	<b>2,472,630</b>

## Fire Department

### Fire Rescue Division

### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Station ventilation system		40,000	40,000
Tower truck equipment		40,000	40,000
<b>Total</b>		<b>80,000</b>	<b>80,000</b>

**Fire  
Department**

**Fire Rescue  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 001-2220-522**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	1,888,821	2,005,653	1,348,810	2,125,089	2,472,630
1410 Overtime	206,912	288,165	155,444	107,500	115,500
15xx Special Pay	40,911	11,808	8,823	11,250	11,625
2110 FICA	157,040	168,612	111,134	159,828	178,651
2210 Retirement	100,274	157,097	113,536	196,049	295,459
23xx Insurance	261,996	286,786	175,424	326,560	329,776
2410 Workers' Compensation	81,893	137,029	113,584	100,329	122,726
262x Other Payroll Benefits	4,643	5,706	6,153	5,280	12,995
<b>TOTAL PERSONAL SERVICES</b>	<b>2,742,490</b>	<b>3,060,856</b>	<b>2,032,908</b>	<b>3,031,885</b>	<b>3,539,362</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	12,190	8,982	0	0	0
3410 Contract Services	9,331	11,701	8,312	12,000	13,000
4010 Travel	1,528	4,675	3,505	7,500	8,300
4110 Communication	9,819	10,800	12,974	16,676	12,500
4210 Postage	426	236	185	400	400
4310 Utilities	22,027	28,055	17,039	28,000	53,500
4410 Rentals	8,906	10,943	7,213	4,600	500
4415 Internal Fleet Lease	0	0	74,843	188,479	165,240
4510 Insurance	22,087	19,610	13,581	22,143	21,390
461x Repairs & Maintenance- Vehicles	46,725	45,787	35,893	46,420	54,320
4620 Repairs & Maintenance- Building	2,673	3,491	28,568	24,000	6,000
4625 Repairs & Maintenance- Non-Build	1,459	0	0	500	1,000
463x Repairs & Maintenance- Equipment	13,713	12,039	6,850	13,550	21,350
4710 Printing & Binding	321	228	172	400	500
4810 Promotional Activities	2,248	113	387	1,500	3,100
4911 Advertising-Other Ads	49	59	0	100	0
4920 Other Current Charges	9	10	119	200	200
4930 First Response	1,578	1,356	39	0	0
4980 Taxes	0	175	177	200	200
5110 Office Supplies	2,893	3,132	3,082	2,000	4,000
5180 Minor Furniture/Equipment	22,418	31,659	33,928	19,900	57,200
5210 Operating Supplies	14,255	17,493	15,057	18,000	19,500
5215 Uniforms	34,326	53,277	27,091	31,475	61,100
5230 Fuel Purchases	14,209	15,634	12,805	15,000	17,000
5410 Publications & Memberships	3,027	3,522	3,425	3,700	6,025
5440 Education	10,010	8,428	16,898	10,000	15,000
5450 Training	7,031	2,794	2,012	7,500	12,500
<b>TOTAL OPERATING EXPENSES</b>	<b>263,258</b>	<b>294,199</b>	<b>324,155</b>	<b>474,243</b>	<b>553,825</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	0	0	40,000
6410 Machinery & Equipment	28,497	39,969	59,466	60,000	40,000
6490 Trust funds	149	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>28,646</b>	<b>39,969</b>	<b>59,466</b>	<b>60,000</b>	<b>80,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>3,034,394</b>	<b>3,395,024</b>	<b>2,416,529</b>	<b>3,566,128</b>	<b>4,173,187</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	3,031,885	3,539,362	507,477	16.74%
Operating Expenses	474,243	553,825	79,582	16.78%
Capital Outlay	60,000	80,000	20,000	33.33%
<b>TOTALS</b>	<b>3,566,128</b>	<b>4,173,187</b>	<b>607,059</b>	<b>17.02%</b>

### Significant Budget Changes:

Due to expansion of four fire stations, the minor furniture and equipment line item realized a significant increase. There is also \$24,000 to purchase fire hose. The uniform account line increase corresponds with the need to equip seven new fire fighters. The department also began a system to cycle the replacement of bunker gear.

## Fire Department

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### Fire Rescue Division

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### Appropriations Summary



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# Public Works Department

## Organization

### Lora L. Hollingsworth, P.E., City Engineer

The Public Works Department is responsible for maintaining and repairing city owned facilities, vehicles, equipment, streets, rights-of-way as well as management of capital projects, and intergovernmental coordination of transportation projects. The Director supervises the following divisions: Facility Services, Streets, Solid Waste & Recycling, Landfill Long-term Care, Fleet Services, and Geographic Information Systems.

#### Responsibilities:

##### Public Buildings

- City Hall and City Hall Annex
- Woman's Club building
- Library
- Childs Street building
- Mechanical equipment
- Community Development building
- Electric and Gas Department
- Police Department
- Airport
- Other public buildings
- Specs./bids/contract mgt.

##### Streets

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

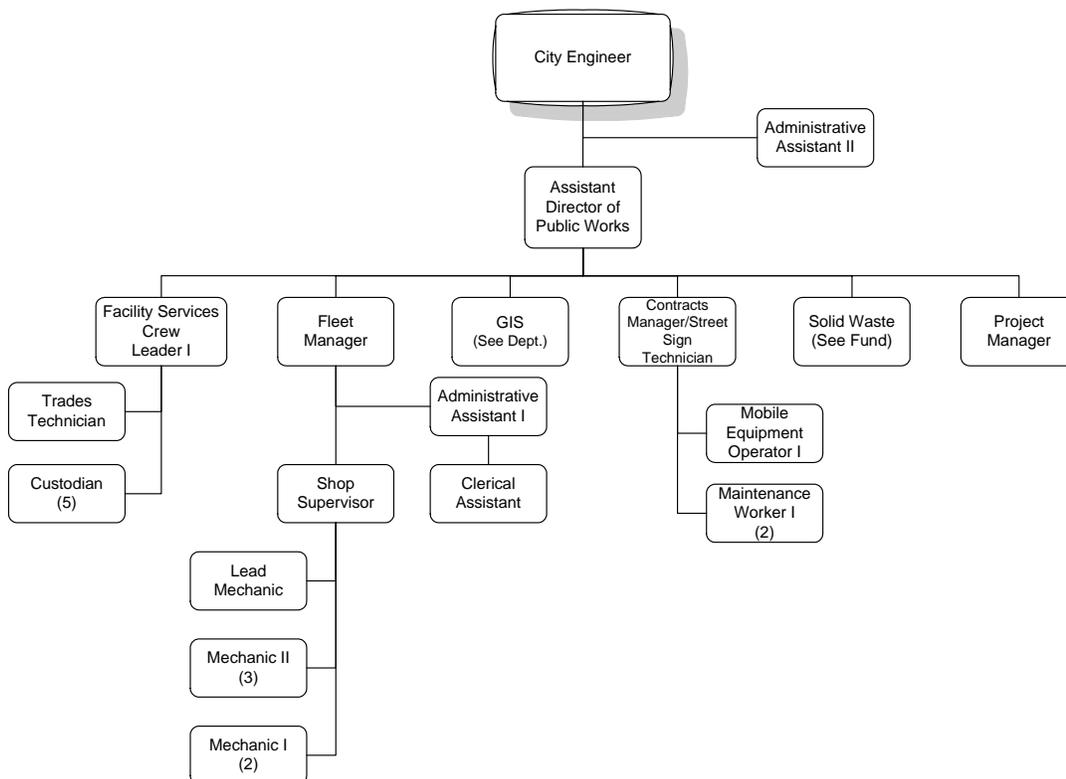
##### Fleet Services

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

##### Administration

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

#### Organizational Chart



**Total  
Department  
Budget  
\$1,793,367**

**Public  
Works  
Department**

**Fleet Services  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Complete construction of the New Fleet Services Facility by September 30, 2006

**Value:** Fiscal responsibility

**Goals:**

- ◆ Finalize the implementation of the HTE fleet scheduling program so vehicle service items are available when needed with minimal advance scheduling by April 30, 2006
- ◆ Finalize service procedures to eliminate unnecessary steps in the vehicle service process by September 30, 2006
- ◆ Install policy reminders during the annual maintenance cycles related to the use of seat belts and the prohibition of tobacco use in every vehicle

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Mentor and develop staff members to take on additional responsibilities that prepare employees for advancement
  - Perform analysis of program needs by December 30, 2005
  - Implement a mentoring program by June 30, 2006
- ◆ Increase the technicians' knowledge of repair procedures and techniques by allocating and scheduling appropriate training throughout the fiscal year
- ◆ Improve the overall efficiencies of repair standards through cross-training so knowledge and abilities are shared by staff; training to be on-going throughout the fiscal year

**Major Accomplishments:**

- Developed and implemented a long-term vehicle replacement program
- Consolidated bid specification preparation and component information on vehicles and equipment for 74 purchases for City departments and utilities
- Operated and maintained 2 fueling sites which dispensed 264,817 gallons of fuel
- Completed equipment installations on 20 new police and fire vehicles
- Conducted 12 Commercial Drivers License (CDL) testing programs for City departments

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
On-road break downs	138	122	113
Preventive maintenance complete	710	848	550
Vehicle, small engine and equipment repairs	2,252	3,172	2,100
Total vehicles/equipment owned by the City	625	615	673
Average vehicle/equipment age (everything over \$1,000) (Age in Years)	6.5	6.5	6.25

## Personnel Schedule

Classification	Current	New	Total	Amount
Fleet Manager	1.00	0.00	1.00	46,459
Shop Supervisor	1.00	0.00	1.00	38,811
Lead Mechanic	1.00	0.00	1.00	45,781
Mechanic II	3.00	0.00	3.00	105,106
Mechanic I	2.00	0.00	2.00	55,234
Administrative Assistant I	1.00	0.00	1.00	30,635
Clerical Assistant	1.00	0.00	1.00	26,312
<b>Total</b>	<b>10.00</b>	<b>0.00</b>	<b>10.00</b>	<b>348,338</b>

## Public Works Department

### Fleet Services Division

### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
<b>Replacement Vehicles</b>			
Pick up truck (11)	216,500		216,500
Car mid-size (7)	151,000		151,000
Bucket truck (2)	284,000		284,000
Snorkel	730,000		730,000
Motorcycle (2)	8,000		8,000
Mower (2)	39,000		39,000
Lodal side load	140,000		140,000
Tractor	47,920		47,920
Payloader	108,750		108,750
<b>Subtotal</b>	<b>1,725,170</b>		<b>1,725,170</b>
<b>New Vehicles</b>			
Pick up truck (7)		182,950	182,950
Car mid size (7)		88,401	88,404
Dump truck		34,500	34,500
Mower		9,555	9,555
Roll off truck		142,000	142,000
Trailer (3)		12,000	12,000
<b>Subtotal</b>		<b>469,406</b>	<b>469,406</b>
<b>Total</b>	<b>1,725,170</b>	<b>469,406</b>	<b>2,194,576</b>

Public  
Works  
Department

Fleet Services  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-5110-519

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	263,470	305,427	199,168	339,786	348,338
1310 Temporary Labor	4,888	903	88	3,000	3,000
1410 Overtime	5,384	20,578	10,461	6,000	8,000
1530 Bonuses	875	1,125	1,063	1,250	1,250
2110 FICA	19,745	24,171	15,672	25,926	26,085
2210 Retirement	15,488	25,454	18,060	31,430	41,801
23xx Insurance	45,323	51,284	29,621	57,390	55,345
2410 Workers' Compensation	7,091	12,095	9,963	10,034	11,823
262x Other Payroll Benefits	95	198	98	198	162
<b>TOTAL PERSONAL SERVICES</b>	<b>362,359</b>	<b>441,235</b>	<b>284,194</b>	<b>475,014</b>	<b>495,804</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	724	4,400	0	12,000	48,500
3410 Contract Services	238	413	0	275	20,275
4010 Travel	1,364	4,003	1,410	3,000	4,800
41xx Communication	2,034	2,110	2,099	3,404	2,000
4210 Postage	355	297	53	400	400
4310 Utilities	0	632	1,476	9,600	11,004
4410 Rental	1,579	101	675	500	1,500
4510 Insurance	7,063	7,834	7,154	9,114	11,068
461x Repairs & Maintenance- Vehicles	290,485	357,602	322,066	317,000	366,000
4620 Repairs & Maintenance- Building	3,702	50	0	800	800
4625 Repairs & Maintenance- Non-Build	720	172	0	0	15,000
463x Repairs & Maintenance- Equipment	3,775	2,835	1,627	4,450	4,050
4710 Printing & Binding	187	187	238	300	300
4911 Advertising- Other Ads	0	0	114	0	200
4920 Other Current Charges	294	226	184	0	0
4932 FM Inventory Over/Short	(9,061)	3,433	143	0	0
51xx Office Supplies	1,759	1,728	510	2,000	2,000
5180 Minor Furniture/Equipment	7,226	6,745	1,764	7,000	7,000
5210 Operating Supplies	13,204	19,305	9,591	15,000	15,000
5215 Uniforms	3,729	4,023	2,907	5,000	6,000
5230 Fuel Purchases	4,324	9,206	5,269	5,000	7,000
5410 Publications & Memberships	325	556	544	550	550
5440 Education	0	0	0	1,000	1,000
5450 Training	4,789	3,626	3,282	6,000	6,000
<b>TOTAL OPERATING EXPENSES</b>	<b>338,815</b>	<b>429,484</b>	<b>361,106</b>	<b>402,393</b>	<b>530,447</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	7,581	17,092	2,782	2,343,291	0
6412 Fleet New	0	0	351,774	0	469,406
6413 Fleet Replace	0	0	912,597	0	1,725,170
<b>TOTAL CAPITAL OUTLAY</b>	<b>7,581</b>	<b>17,092</b>	<b>1,267,153</b>	<b>2,343,291</b>	<b>2,194,576</b>
<b>OTHER USES</b>					
9951 Fleet - Contracts	(859,315)	(908,348)	(619,075)	(924,348)	(931,920)
9952 Fleet - Non Contracts	(36,426)	(96,161)	(150,270)	(40,000)	(364,248)
9953 Lease Revenue	0	0	(599,879)	(2,256,350)	(1,924,659)
<b>TOTAL OTHER USES</b>	<b>(895,741)</b>	<b>(1,004,509)</b>	<b>(1,369,224)</b>	<b>(3,220,698)</b>	<b>(3,220,827)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>(186,986)</b>	<b>(116,698)</b>	<b>543,229</b>	<b>0</b>	<b>0</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	475,014	495,804	20,790	4.38%
Operating Expenses	402,393	530,447	128,054	31.82%
Capital Outlay	2,343,291	2,194,576	(148,715)	-6.35%
Other Uses	(3,220,698)	(3,220,827)	(129)	0.00%
<b>TOTALS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>N/A</u>

### Significant Budget Changes:

One hundred percent (100%) of the costs for this division are allocated to the expenses of various divisions based on the newly implemented vehicle replacement program schedule. Currently, all parts are purchased through the Fleet Services division and charged back to the user department. Effective October 1, 2004, the division owns all vehicles and equipment, leases them back to departments, and is totally responsible for maintainance.

## Public Works Department

### Fleet Services Division

### Appropriations Summary

Public  
Works  
Department

Street  
Maintenance  
Division

Values & Goals

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to enhance the partnerships with Florida Department of Transportation (FDOT) and Lake County for the coordination and development of efficient road network improvements
- ◆ Develop a 20-year City transportation plan that will provide a safe and efficient transportation network that includes roads, sidewalks and signage, for the citizens of Leesburg and the traveling public – a first draft will be completed by December 30, 2005
- ◆ Develop a second generation 5-year sidewalk plan by December 30, 2005

**Value:** Fiscal responsibility

**Goals:**

- ◆ Perform major overlays of existing roadway by June 30, 2006; acquire land to construct new roads
- ◆ Implement technical standards related to the construction and maintenance of roads and sidewalks by March 30, 2006
- ◆ Perform maintenance repairs to roadways and sidewalks, prioritized by repairs necessary to protect the health and safety of the citizens and visitors to Leesburg
- ◆ Monitor, repair or replace traffic safety signs and marking that enhance the protection of pedestrians and vehicle operators

**Major Accomplishments:**

- Surveyed road surface conditions to develop preventative maintenance schedule
- Supported several City events including Bassmasters Tournament, Bikefest, Mardi Gras, and the Fine Art Festival

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Feet of streets resurfaced	6,000	0	20,000
Feet of new sidewalk constructed	2,000	0	2,000
Feet of existing sidewalk replaced	2,000	761	500
Tons hot patch	250	350	350
Signs repaired	416	344	683
Signs replaced	177	437	241
Feet of double center line painted	9,000	3,050	9,000
New stop bars painted	50	2	68
Handicap ramps installed	20	17	40

## Personnel Schedule

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Contracts Manager/Street Sign Technician	1.00	0.00	1.00	41,587
Mobile Equipment Operator I	0.00	1.00	1.00	10,930
Maintenance Worker I	0.00	2.00	2.00	20,218
Standby				3,640
<b>Total</b>	<b>1.00</b>	<b>3.00</b>	<b>4.00</b>	<b>76,375</b>

## Public Works Department

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### Street Maintenance Division

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### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
Curbs	50,000		50,000
Sidewalks		100,000	100,000
Propane torch system		1,865	1,865
<b>Total</b>	<b>50,000</b>	<b>101,865</b>	<b>151,865</b>

Public  
Works  
Department

Street  
Maintenance  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-5112-541

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	39,267	42,830	25,358	41,262	76,375
1310 Temporary Labor	478	1,104	0	6,000	6,000
1410 Overtime	179	667	0	0	5,000
1530 Bonuses	125	125	125	125	125
2110 FICA	2,981	3,250	1,835	2,699	5,388
2210 Retirement	2,312	3,281	2,196	3,480	8,728
23xx Insurance	5,406	7,320	4,408	6,742	18,048
2410 Workers' Compensation	1,763	3,200	2,263	1,884	4,270
262x Other Payroll Benefits	5	17	19	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>52,516</b>	<b>61,794</b>	<b>36,204</b>	<b>62,192</b>	<b>123,934</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	49,552	0	11,123	55,000	30,000
3410 Contract Services	275,510	57,060	0	5,000	0
4010 Travel	351	0	0	1,000	800
41xx Communication	258	134	394	976	500
4310 Utilities	279,203	333,620	269,421	340,000	390,276
4410 Rentals	67,293	6,985	0	5,000	15,500
4415 Internal Fleet Lease	0	0	1,537	4,612	7,690
4510 Insurance	7,108	5,755	2,949	5,919	4,644
461x Repairs & Maintenance- Vehicles	1,971	3,462	2,308	5,120	6,020
4625 Repairs & Maintenance- Non-Build	212	6,330	80,258	100,000	390,280
463x Repairs & Maintenance- Equipment	454	398	371	650	650
4920 Other Current Charges	380	0	0	0	65
4945 Injury/Damage to Others	0	2,397	0	0	0
5110 Office Supplies	33	207	47	200	250
5180 Minor Furniture/Equipment	572	557	87	2,000	6,135
5210 Operating Supplies	0	2,853	5,281	5,000	4,000
5215 Uniforms	160	182	177	400	2,000
5230 Fuel Purchases	3,015	2,668	1,140	2,000	2,000
5310 Materials & Supplies	116,090	22,191	243	0	33,600
5311 Materials - Street Signs	26,223	20,799	26,579	25,000	30,000
5410 Publications & Memberships	1,193	507	86	50	200
5450 Training	669	0	0	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>830,247</b>	<b>466,105</b>	<b>402,001</b>	<b>558,927</b>	<b>925,610</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements other than Bldgs	0	59,038	0	200,000	150,000
6410 Machinery & Equipment	0	5,889	0	0	1,865
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>64,927</b>	<b>0</b>	<b>200,000</b>	<b>151,865</b>
<b>TOTAL APPROPRIATIONS</b>	<b>882,763</b>	<b>592,826</b>	<b>438,205</b>	<b>821,119</b>	<b>1,201,409</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	62,192	123,934	61,742	99.28%
Operating Expenses	558,927	925,610	366,683	65.60%
Capital Outlay	200,000	151,865	(48,135)	-24.07%
<b>TOTALS</b>	<b>821,119</b>	<b>1,201,409</b>	<b>380,290</b>	<b>46.31%</b>

## Public Works Department

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### Street Maintenance Division

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### Appropriations Summary

**Public  
Works  
Department**

**Facility Services  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Fiscal responsibility

**Goals:**

- ◆ Track recurring failures, maintenance issues and replacement schedules for all facilities through the HTE work order system
- ◆ Use periodic reports to analyze trends and develop program plans by March 30, 2006
- ◆ Analyze and develop plan to provide comprehensive and cost effective maintenance to get the most out of buildings and systems life expectancies for City-owned facilities by March 30, 2006
- ◆ Develop a replacement and upgrade program that avoids costly maintenance repairs
- ◆ Expand the comprehensive preventive maintenance program to City-owned and maintained building systems
- ◆ Publish building maintenance and repair policies that establish a uniform standard of care for City owned facilities by March 30, 2006
- ◆ Work with Code Enforcement and Neighborhood Coordinator to increase code compliance

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Develop training on proper service delivery procedures and on the use of new and current products through authorized representatives by December 30, 2005
- ◆ Develop staff, through available training resources to improve services in City-owned facilities
- ◆ Involve staff in the product selection process and train to evaluate products to reduce or avoid costly purchases by December 30, 2005
- ◆ Develop appropriate staff members to advance within the profession

**Value:** Open, accessible government

**Goal:**

- ◆ Hold a stakeholders charrette that will produce a needs assessment for the current library facility by January 30, 2006
- ◆ Develop a plan to renovate and relocate Commission Chambers to the old library building

**Major Accomplishments:**

- Implemented use of HTE work request system for high, medium and low priority maintenance needs
- Worked with Neighborhood Task Force to facilitate community safety
- Completed renovations to Vista Pak building
- Completed re-roofing of existing library
- Relocated Public Works administration to old FDOT maintenance facility

**Performance Measures**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Square footage of building space maintained	231,302	241,302	316,420
Square footage of building space cleaned	121,191	131,191	206,309
Work orders processed	204	1,189	280

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Crew Leader I	1.00	0.00	1.00	33,514
Trades Technician	1.00	0.00	1.00	27,872
Custodian	4.00	1.00	5.00	117,003
<b>Total</b>	<b>6.00</b>	<b>1.00</b>	<b>7.00</b>	<b>178,389</b>

**Public Works  
Department**

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**Facility Services  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Public  
Works  
Department

Facility Services  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-5193-519

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	129,662	171,956	99,710	151,270	178,389
1310 Temporary Labor	6,535	0	0	10,000	10,000
1410 Overtime	1,854	13,515	6,125	15,000	15,000
1530 Bonuses	500	750	747	750	875
2110 FICA	9,775	13,692	8,074	12,189	13,685
2210 Retirement	7,957	12,962	9,211	13,993	21,407
23xx Insurance	25,737	36,816	17,662	33,982	26,632
2410 Workers' Compensation	4,476	10,320	7,552	6,734	9,268
262x Other Payroll Benefits	149	272	1,018	156	1,709
<b>TOTAL PERSONAL SERVICES</b>	<b>186,645</b>	<b>260,283</b>	<b>150,099</b>	<b>244,074</b>	<b>276,965</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	2,585	0	6,600	15,000	0
3410 Contract Services	0	225	0	50,000	31,000
4010 Travel	20	0	0	500	500
41xx Communication	1,533	3,941	2,106	2,376	2,100
4210 Postage	0	22	35	100	100
4310 Utilities	53,810	61,650	41,154	60,000	72,276
4410 Rental	76	2,975	1,318	1,200	1,100
4415 Internal Fleet Lease	0	0	7,631	22,892	24,100
4510 Insurance	5,073	7,914	3,639	8,548	5,732
461x Repairs & Maintenance- Vehicles	4,021	6,755	5,266	9,120	9,280
4620 Repairs & Maintenance- Building	15,355	29,995	153,345	50,000	65,000
4625 Repairs & Maintenance- Non-Build	384	643	0	10,000	10,000
463x Repairs & Maintenance- Equipment	671	824	2,489	1,450	1,950
4920 Other Current Charges	634	145	0	550	550
51xx Office Supplies	0	7	36	250	250
5180 Minor Furniture/Equipment	1,780	4,186	2,235	2,500	5,000
5210 Operating Supplies	14,695	25,148	17,307	20,000	20,000
5215 Uniforms	418	2,341	32	2,500	1,500
5230 Fuel Purchases	1,966	1,944	1,788	2,500	3,500
5440 Education	0	0	0	700	700
5450 Training	765	0	0	1,500	1,500
<b>TOTAL OPERATING EXPENSES</b>	<b>103,786</b>	<b>148,715</b>	<b>244,981</b>	<b>261,686</b>	<b>256,138</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	8,580	0	6,291	0	0
6410 Machinery & Equipment	8,450	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>17,030</b>	<b>0</b>	<b>6,291</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(80,351)	(131,490)	(94,772)	(151,728)	(159,931)
<b>TOTAL OTHER USES</b>	<b>(80,351)</b>	<b>(131,490)</b>	<b>(94,772)</b>	<b>(151,728)</b>	<b>(159,931)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>227,110</b>	<b>277,508</b>	<b>306,599</b>	<b>354,032</b>	<b>373,172</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	244,074	276,965	32,891	13.48%
Operating Expenses	261,686	256,138	(5,548)	-2.12%
Capital Outlay	0	0	0	N/A
Other Uses	(151,728)	(159,931)	(8,203)	5.41%
<b>TOTALS</b>	<b>354,032</b>	<b>373,172</b>	<b>19,140</b>	<b>5.41%</b>

### Significant Budget Changes:

Thirty percent (30%) of the costs for this division are allocated to the expenses of the utility funds. This division is migrating toward maintenance of all City buildings and facilities. Operating expenses include appropriations to begin the transition.

## Public Works Department

### Facility Services Division

### Appropriations Summary

**Public  
Works  
Department**

**Administration  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Provide construction management services for major City capital projects
- ◆ Complete Canal Street construction between Dixie Avenue and North Boulevard by February 28, 2006
- ◆ Complete the Heritage Estates construction by September 30, 2006
- ◆ Develop a consolidated project management program to coordinate all current and future City projects by June 30, 2006
- ◆ Coordinate transportation projects with Lake County, the State of Florida, the Metropolitan Planning Organization (MPO) and surrounding counties and cities
- ◆ Assess City needs for CDL licensed employees by October 30, 2005
- ◆ Implement a training program for CDL licensing beginning in November 2005 and continue throughout the fiscal year

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Develop a management policy to expand cross-training in all divisions by March 30, 2006
- ◆ Implement succession planning to address turn-over by March 30, 2006
- ◆ Implement a mentoring system as part of the City mentoring program by September 30, 2006
- ◆ Expand the action and planning teams to include all divisions by September 30, 2006

**Value:** Employee empowerment

**Goal:**

- ◆ Participate in the City Labor Management Committee

**Major Accomplishments:**

- ◆ Provided project management/construction management services for the Highway 441 widening/utility relocation project (Mills to College)
- ◆ Developed road/utility working group for current projects and for planning of future projects
- ◆ Completed Canal Street redesign and began construction
- ◆ Oversaw design and initiated construction of the new Public Works Facility

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Adopt-a-street participants	4	5	6

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
City Engineer	1.00	0.00	1.00	88,868
Administrative Assistant II	1.00	0.00	1.00	30,842
Project Manager	1.00	0.00	1.00	53,481
Assistant Director	0.50	0.50	1.00	59,509
Time charged directly to capital projects				(26,741)
<b>Total</b>	<b>3.50</b>	<b>0.50</b>	<b>4.00</b>	<b>205,959</b>

**Public Works  
Department**

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**Administration  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Public  
Works  
Department

Administration  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-5197-539

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	99,806	112,153	105,142	128,613	205,959
1310 Temporary Labor	0	0	0	3,000	3,000
1410 Overtime	179	292	11	0	0
1530 Bonuses	250	125	438	438	500
2110 FICA	7,692	8,685	7,832	13,573	16,367
2210 Retirement	6,112	2,951	4,496	10,292	17,260
23xx Insurance	12,350	7,291	10,398	26,774	22,182
2410 Workers' Compensation	247	687	2,492	3,644	6,053
262x Other Payroll Benefits	117	4,659	5,234	6,842	10,736
<b>TOTAL PERSONAL SERVICES</b>	<b>126,753</b>	<b>136,843</b>	<b>136,043</b>	<b>193,176</b>	<b>282,057</b>
<b>OPERATING EXPENSES</b>					
4010 Travel	3,766	4,349	5,037	3,000	7,800
4110 Communication	693	1,057	2,430	3,573	2,445
4210 Postage	129	101	84	250	250
4310 Utilities	16,977	21,215	18,964	20,000	30,128
4415 Internal Fleet Lease	0	0	601	1,803	2,105
4510 Insurance	1,244	887	551	779	868
461x Repairs & Maintenance- Vehicles	50	0	0	1,080	2,640
4620 Repairs & Maintenance- Building	144	135	0	0	0
463x Repairs & Maintenance- Equipment	2,211	1,790	1,267	4,400	5,450
4710 Printing & Binding	37	196	710	750	650
4911 Advertising	54	79	79	500	0
4920 Other Current Charges	0	70	244	500	500
5110 Office Supplies	224	2,185	2,157	2,000	3,000
5180 Minor Furniture/Equipment	458	1,387	11,482	1,000	4,000
5210 Operating Supplies	641	983	368	2,000	1,000
5215 Uniforms	26	43	0	800	100
5230 Fuel Purchases	0	311	601	4,500	2,500
5410 Publications & Memberships	1,253	873	561	1,200	1,000
5440 Education	0	0	0	500	2,000
5450 Training	822	764	1,782	3,700	2,500
<b>TOTAL OPERATING EXPENSES</b>	<b>28,729</b>	<b>36,425</b>	<b>46,918</b>	<b>52,335</b>	<b>68,936</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	18,305	0	2,000	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>18,305</b>	<b>0</b>	<b>2,000</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(77,900)	(86,120)	(76,214)	(113,117)	(132,207)
<b>TOTAL OTHER USES</b>	<b>(77,900)</b>	<b>(86,120)</b>	<b>(76,214)</b>	<b>(113,117)</b>	<b>(132,207)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>77,582</b>	<b>105,453</b>	<b>106,747</b>	<b>134,394</b>	<b>218,786</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	193,176	282,057	88,881	46.01%
Operating Expenses	52,335	68,936	16,601	31.72%
Capital Outlay	2,000	0	(2,000)	-100.00%
Other Uses	(113,117)	(132,207)	(19,090)	16.88%
<b>TOTALS</b>	<b>134,394</b>	<b>218,786</b>	<b>84,392</b>	<b>62.79%</b>

### Significant Budget Changes:

Thirty-five percent (35%) of the costs for this division are allocated to the expenses of the Solid Waste fund. Personal services include an increase for an assistant director position as well as some of the expenses associated with the project manager.

## Public Works Department

### Administration Division

### Appropriations Summary



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# Community Development Department

## Organization

### Laura McElhanon, 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 courteous service to the public in the permit review and issue process and coordination of the City annexation program. The Building Services Division enforces the provisions of the Standard Technical Codes, City Code of Ordinances and State Statutes.

#### Responsibilities:

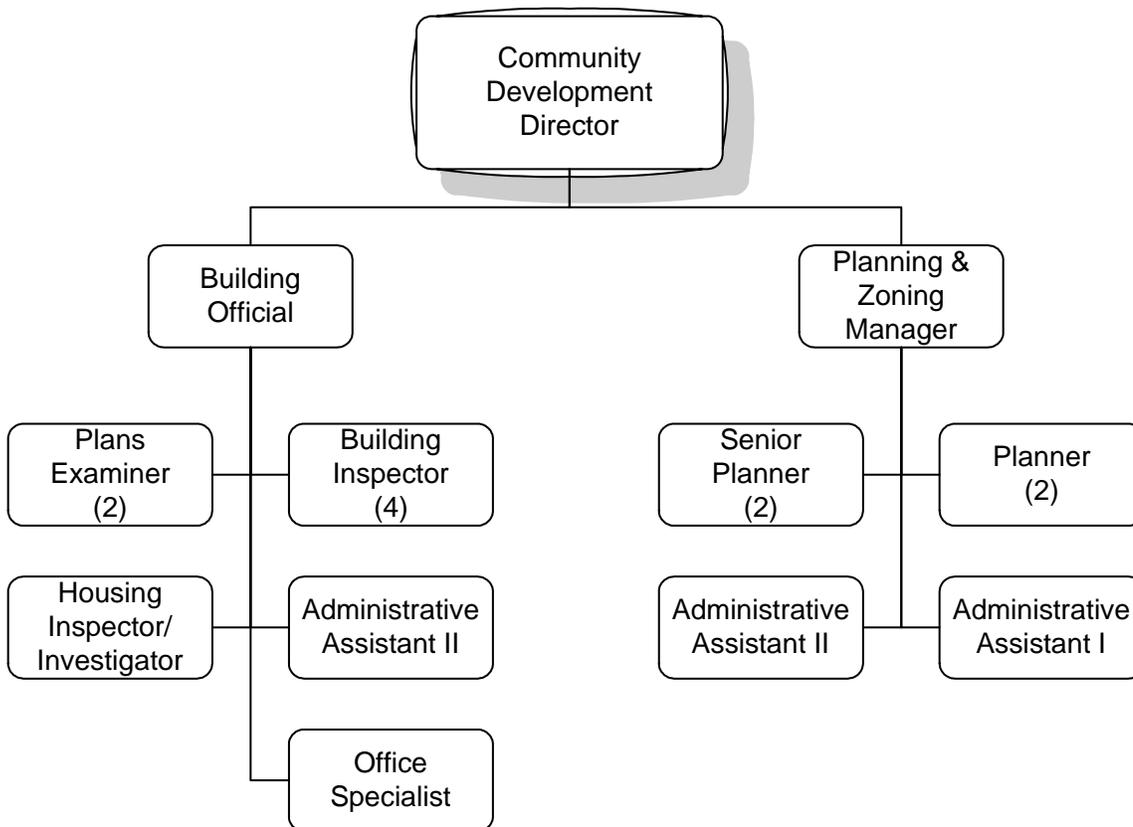
##### Building

- Issue permits
- Building inspections
- Contractor certification
- Code enforcement
- Unsafe housing

##### Planning and Zoning

- 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  
\$936,851

# Community Development Department

## Building Division

### Values & Goals

#### Values & Goals

**Value:** Open, accessible government

**Goals:**

- ◆ Refine the utilization of the online permit tracking system in HTE NaviLine by December 2005

**Value:** Excellence in all we do

**Goals:**

- ◆ Promote demolition of unsafe structures through publicity and file appropriate liens
- ◆ Increase inspection personnel training to improve the insurance service organization rating and reduce insurance premiums for residents
- ◆ Perform and monitor building permit reviews to ensure expeditious processing of permits, and initial reviews by all departments completed within five days

**Value:** A spirit of professionalism

**Goals:**

- ◆ In order to continue to emphasize customer service, phone calls will be answered by the end of two rings and minor requests will be addressed within 24 hours
- ◆ 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
- Increased activity for residential Safe Structure inspections

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Permits issued:			
Commercial	43	76	70
Residential	195	400	325
Mobile home	12	6	5
Misc:		3,244	2300
Demolition: Residential	12	22	22
Commercial	26	15	12
Value of construction:			
Commercial	\$21,373,908	\$38,453,693	25,000,000
Residential	21,103,493	\$73,170,815	50,000,000
Total construction value	42,477,401	\$111,624,510	70,000,000
Total fees collected	603,071	\$982,725	700,000
Initial plan review completed within 5 days	94%	95%	85%
DRC reviews (8-12 days)	94%	85%	85%
Planning & Zoning reviews (7-10 days)	94%	85%	85%

**Community  
Development  
Department**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Community Development Director	0.50	0.00	0.50	34,961
Building Official	1.00	0.00	1.00	65,591
Building Inspector	4.00	0.00	4.00	163,041
Plans Examiner	1.00	1.00	2.00	86,980
Administrative Assistant II	1.00	0.00	1.00	29,510
Housing Inspector/Investigator	0.00	1.00	1.00	32,275
Office Specialist	0.00	1.00	1.00	23,614
<b>Total</b>	<b>7.50</b>	<b>3.00</b>	<b>10.50</b>	<b>435,972</b>

**Building  
Division**

**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Community  
Development  
Department

Building Division

Appropriations  
Detail

Appropriations Detail

Account # 001-6131-524

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	199,610	248,927	196,289	306,520	435,972
1310 Temporary Labor	125	0	0	0	0
1410 Overtime	1,974	14,987	4,988	2,500	2,500
1530 Bonuses	541	666	938	938	1,313
2110 FICA	14,994	19,369	15,041	20,065	32,473
2210 Retirement	11,552	19,048	16,645	25,199	48,121
23xx Insurance	32,612	35,445	30,437	53,049	71,723
2410 Workers' Compensation	5,342	12,211	12,819	11,623	14,509
262x Other Payroll Benefits	756	2,326	2,245	3,271	4,855
<b>TOTAL PERSONAL SERVICES</b>	<b>267,506</b>	<b>352,979</b>	<b>279,402</b>	<b>423,165</b>	<b>611,466</b>
<b>OPERATING EXPENSES</b>					
3410 Contract Services	41,391	35	0	0	0
4010 Travel	1,530	1,522	1,656	5,400	5,400
4110 Communication	3,841	4,739	3,778	6,378	8,600
4210 Postage	132	140	33	300	100
4415 Internal Fleet Lease	0	0	2,575	7,725	10,773
4510 Insurance	2,832	2,633	1,909	3,083	3,007
461x Repairs & Maintenance- Vehicles	4,860	4,984	5,622	5,400	7,920
4620 Repairs & Maintenance- Building	24	35	250	240	240
463x Repairs & Maintenance- Equipment	5,877	2,645	1,823	2,950	10,900
4710 Printing & Binding	281	554	285	1,000	600
4920 Other Current Charges	0	239	47	0	0
5110 Office Supplies	1,986	3,358	967	2,500	2,500
5180 Minor Furniture/Equipment	1,247	1,225	424	750	750
5210 Operating Supplies	1,131	3,115	6,193	2,320	3,000
5215 Uniforms	928	1,347	646	1,850	2,000
5230 Fuel Purchases	2,806	3,423	3,845	4,000	8,000
5410 Publications & Memberships	1,678	813	797	2,500	2,500
5450 Training	610	1,560	3,266	2,000	5,000
<b>TOTAL OPERATING EXPENSES</b>	<b>71,154</b>	<b>32,367</b>	<b>34,116</b>	<b>48,396</b>	<b>71,290</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	21,151	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>21,151</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>338,660</b>	<b>406,497</b>	<b>313,518</b>	<b>471,561</b>	<b>682,756</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	423,165	611,466	188,301	44.50%
Operating Expenses	48,396	71,290	22,894	47.31%
Capital Outlay	0	0	0	N/A
<b>TOTALS</b>	<b>471,561</b>	<b>682,756</b>	<b>211,195</b>	<b>44.79%</b>

### Significant Budget Changes:

The rise in personal services can be attributed to the addition of three new staff members.

The operating expense increase includes costs associated with additional staff for vehicles, fuel and equipment, as well as maintenance for computer equipment.

## Community Development Department

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### Building Division

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### Appropriations Summary

# Community Development Department

## Planning & Zoning Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Process Comprehensive Plan amendments to comply with all applicable state regulations
- ◆ Continue to implement new land development code within statutory time frame
- ◆ Refine the utilization of the planning and zoning application in HTE Naviline by December 2005
- ◆ Provide reviews for building permits, Development Review Committee (DRC) and Planning and Zoning Commission items within prescribed timeframe: Building permits (5 days), DRC (8-12 days), P & Z Commission (7-10 days)
- ◆ Implement digital DRC process by December 2005

**Value:** A spirit of professionalism, open, accessible government

**Goals:**

- ◆ Assist public with zoning, land use, impact fees, historic preservation, traffic counts, flood zones and development process
- ◆ In order to continue to emphasize customer service, phone calls will be answered by the end of two rings and minor requests will be addressed within 24 hours

**Major Accomplishments:**

- Began implementation of the unified Land Development Code
- Completed the Trails Master Plan and the Trails Management Plan
- Implemented review of projects in the Downtown Historic District
- Coordinated implementation of Historic Structure amendments to the building code
- Coordinated with the Department of Community Affairs on Comprehensive Plan amendments
- Improved tracking system for DRC and Planning and Zoning Commission projects

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Variance cases	11	3	5
Rezoning cases	60	27	25
Planned unit development cases	3	13	15
Comprehensive plan amendments			
Small scale	14	16	20
Large scale	0	3	10
Annexation cases	14	14	20
Plat approval cases	2	3	8
Ordinance amendments	9	1	5
Conditional use permits	19	14	10
Impact fees - Wastewater	\$1,187,520	\$1,744,103	\$1,150,000
Water	\$624,563	\$838,555	900,000
Building permit reviews (5 days)	82%	85%	85%
DRC reviews (8-12 days)	82%	85%	85%
Planning & Zoning reviews (7-10 days)	82%	85%	85%

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Community Development Director	0.50	0.00	0.50	34,960
Planning & Zoning Manager	1.00	0.00	1.00	64,830
Senior Planner	2.00	0.00	2.00	96,969
Planner	1.00	1.00	2.00	78,003
Administrative Assistant I	2.00	-1.00	1.00	26,172
Administrative Assistant II	0.00	1.00	1.00	31,957
<b>Total</b>	<b>6.50</b>	<b>1.00</b>	<b>7.50</b>	<b>332,891</b>

**Community  
Development  
Department**

**Planning &  
Zoning  
Division**

**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Community  
Development  
Department

Planning &  
Zoning Division

Appropriations  
Detail

Appropriations Detail

Account # 001-6151-515

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	238,741	247,532	169,358	271,039	332,891
1310 Temporary Labor	3,175	3,521	1,550	4,800	4,800
1410 Overtime	594	1,995	756	2,000	2,000
1530 Bonuses	786	791	813	813	938
2110 FICA	17,663	18,280	12,459	20,088	24,368
2210 Retirement	10,912	19,122	14,113	21,917	35,751
23xx Insurance	40,236	38,579	24,899	41,778	46,719
2410 Workers' Compensation	582	884	768	734	1,169
262x Other Payroll Benefits	1,109	2,747	2,442	3,799	4,969
<b>TOTAL PERSONAL SERVICES</b>	<b>313,798</b>	<b>333,451</b>	<b>227,158</b>	<b>366,968</b>	<b>453,605</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	27,527	76,211	15,503	47,500	20,200
4010 Travel	4,747	3,561	3,574	8,400	8,400
4110 Communication	1,955	2,393	2,369	3,756	1,500
4210 Postage	3,414	4,000	4,342	5,000	7,000
4415 Internal Fleet Lease	0	0	412	1,236	2,156
4510 Insurance	2,275	1,447	647	1,024	1,019
461x Repairs & Maintenance- Vehicles	1,080	900	0	1,080	1,320
4620 Repairs & Maintenance- Building	79	35	40	240	240
463x Repairs & Maintenance- Equipment	5,110	5,137	3,823	5,950	5,450
4710 Printing & Binding	1,414	541	40	7,500	4,000
4810 Promotional Activities	0	0	811	3,000	3,000
4911 Advertising	19,208	23,467	17,274	30,000	40,000
4920 Other Current Charges	172	275	392	400	400
4930 Recognitions & Awards	0	0	0	1,500	1,500
5110 Office Supplies	3,472	3,540	1,441	3,000	3,000
5180 Minor Furniture/Equipment	310	213	1,465	2,000	2,000
5210 Operating Supplies	4,812	1,459	5,531	2,720	3,000
5215 Uniforms	12	0	0	50	50
5230 Fuel Purchases	284	263	37	250	500
5410 Publications & Memberships	1,864	2,815	1,234	3,000	3,000
5450 Training	4,559	4,194	2,483	5,000	5,000
<b>TOTAL OPERATING EXPENSES</b>	<b>82,294</b>	<b>130,451</b>	<b>61,418</b>	<b>132,606</b>	<b>112,735</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	5,119	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>5,119</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(257,459)	(304,858)	(222,863)	(324,723)	(312,245)
<b>TOTAL CAPITAL OUTLAY</b>	<b>(257,459)</b>	<b>(304,858)</b>	<b>(222,863)</b>	<b>(324,723)</b>	<b>(312,245)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>138,633</b>	<b>164,163</b>	<b>65,713</b>	<b>174,851</b>	<b>254,095</b>

## Appropriations Detail

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	366,968	453,605	86,637	23.61%
Operating Expenses	132,606	112,735	(19,871)	-14.98%
Capital Outlay	0	0	0	N/A
Other Uses	(324,723)	(312,245)	12,478	-3.84%
<b>TOTALS</b>	<b>174,851</b>	<b>254,095</b>	<b>79,244</b>	<b>45.32%</b>

### Significant Budget Changes:

Fifty-five percent (55%) of the costs for this division are allocated to the expenses of the utility funds.

Operating expenses in line item 3110 was reduced and replaced with \$20,000 for assistance on DRI projects and completion of a sector plan for the City property on CR 470.

## Community Development Department

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### Planning & Zoning Division

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### Appropriations Detail



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## 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:

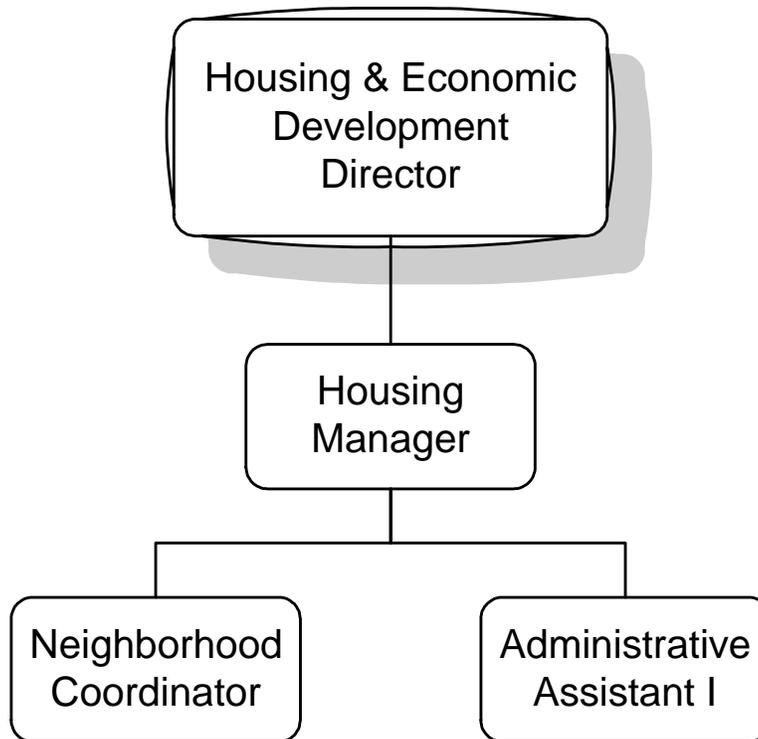
#### Housing

- 1st Time Homebuyers Program
- Coordinate housing subsidies
- Technical assistance on grant applications
- Leverage partnership dollars
- Affordable housing programs

#### Economic Development

- Technical assistance to businesses
- Listing of available properties
- Demographic information
- Advertising program
- Committee participation

### Organizational Chart



# Housing & Economic Development Department

## Organization

Total  
Department  
Budget  
\$316,389

# Housing & Economic Development Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Facilitate “One Room To Go” and “No Saint Left Behind” program
- ◆ Implement a post homebuyer’s retreat
- ◆ Facilitate the City-wide Housing & Economic Empowerment Rally
- ◆ Assist Code Enforcement to increase code compliance in the target areas
- ◆ Facilitate the annual neighborhood leaders workshop, and training program
- ◆ Create a commercial beautification program (Incentives for façade improvements)
- ◆ Facilitate the operation of the business incubator
- ◆ Assist in various economic development related committees such as Chamber of Commerce Economic Development Committee, Downtown Partnership Restructuring Committee, Business Assistance Center, and the Workforce Development Board

**Value:** Open, accessible government

**Goals:**

- ◆ Develop a Housing Information Center
- ◆ Develop a Neighborhood Information Center with documents and reports for elected officials, senior staff and neighborhood leaders
- ◆ Develop a Economic Development Center to assist businesses with relocation and expansion efforts and marketing available commercial properties

**Value:** Fiscal responsibility

**Goals:**

- ◆ Implement a Housing Rehabilitation Program for the GLCRA area
- ◆ Facilitate the City’s 1<sup>st</sup> Time Homebuyer’s Program
- ◆ Create a City foreclosure purchase program
- ◆ Promote the City’s Neighborhood Outreach Program
- ◆ Implement the Targeted Neighborhood Initiative (TNI) Plan
- ◆ Implement City’s demolition program
- ◆ Implement the Lake Denham Commerce Park plan (CR 470)
- ◆ Facilitate remodeling of the business incubator

**Major Accomplishments:**

- Approved over \$2,000,000 of mortgages to assist low income buyers
- Successfully implemented the “One Room To Go” Program
- Approved over \$200,000 of down payment assistance
- Counseled approximately 290 residents for home ownership
- Created a forum for dialogue between rental property owners and City staff
- Decreased trash and hazardous waste in the community through clean-ups
- Developed a towing company program for use by residents and code enforcement staff
- Had a major impact in bringing code enforcement cases into compliance
- Assisted several businesses with relocation
- Planned and marketed available properties

# Housing & Economic Development Department

## Administration Division

### Performance Measures, Personnel & Capital Outlay

### Performance Measures

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
New jobs created	150	175	200
Jobs retained	50	100	150
New businesses created	10	10	15
Businesses retained	10	15	10
Number of businesses assisted	200	200	180
Community & neighborhood associations assisted	25	25	25
Neighborhood associations created	3	3	3
Clients approved for down payment assistance	3	26	50
Housing education seminars & workshops	12	12	15
Home buyers counseled	200	290	30
City-wide clean-ups	4	4	4
Neighborhood community meetings	12	12	25
Neighborhood activities & events	n/a	2	4

### Personnel Schedule

Classification	Current	New	Total	Amount
Housing & Economic Development Director	1.00	0.00	1.00	76,170
Housing Manager	1.00	0.00	1.00	48,797
Administrative Assistant I	1.00	0.00	1.00	31,451
Neighborhood Coordinator	1.00	0.00	1.00	31,540
<b>Total</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>	<b>187,958</b>

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

Housing &  
Economic  
Development  
Department

Administration  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-6254-554

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	171,322	140,221	113,045	180,303	187,958
1410 Overtime	0	0	43	0	0
1530 Bonuses	393	396	387	500	500
2110 FICA	13,114	10,409	8,519	12,825	13,370
2210 Retirement	5,380	5,631	5,985	9,793	13,415
23xx Insurance	21,878	19,075	13,459	24,264	23,381
2410 Workers' Compensation	417	497	511	423	660
262x Other Payroll Benefits	1,245	6,535	4,581	6,587	9,536
<b>TOTAL PERSONAL SERVICES</b>	<b>213,749</b>	<b>182,764</b>	<b>146,530</b>	<b>234,695</b>	<b>248,820</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	1,476	1,360	7,784	2,160	0
3410 Contract Services	889	31,589	5,637	60,000	60,000
4010 Travel	9,024	6,048	4,420	6,700	6,700
4110 Communication	2,185	2,725	3,087	3,828	2,700
4210 Postage	1,993	3,600	963	5,000	5,500
4310 Utilities	2,079	1,982	745	2,178	2,178
4510 Insurance	868	643	459	0	724
461x Repairs & Maintenance- Vehicles	180	0	0	0	0
4625 Repairs & Maintenance- Non-Build	500	53	0	0	4,500
463x Repairs & Maintenance- Equipment	2,446	6,189	1,472	3,400	3,350
4710 Printing & Binding	2,095	13,071	1,752	5,000	5,000
48xx Promotional Activities	56,831	29,913	16,599	26,500	31,500
49xx Advertising	1,018	7,286	5,921	11,550	11,550
492x Other Current Charges	244	256	2,889	556	25,556
5110 Office Supplies	2,700	3,697	1,118	3,421	3,421
5180 Minor Furniture/Equipment	246	733	837	500	500
52xx Operating Supplies	586	585	1,235	653	653
5215 Uniforms	0	171	0	0	0
5230 Fuel Purchases	34	0	0	0	1,000
5410 Publications & Memberships	7,464	5,482	5,596	6,200	6,200
5450 Training	3,531	3,172	745	2,000	2,000
<b>TOTAL OPERATING EXPENSES</b>	<b>96,389</b>	<b>118,555</b>	<b>61,259</b>	<b>139,646</b>	<b>173,032</b>
<b>CAPITAL OUTLAY</b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9941 Utilities Allocation	(244,642)	(307,188)	(220,569)	(330,853)	(105,463)
<b>TOTAL OTHER USES</b>	<b>(244,642)</b>	<b>(307,188)</b>	<b>(220,569)</b>	<b>(330,853)</b>	<b>(105,463)</b>
<b>TOTAL APPROPRIATIONS</b>	<b>65,496</b>	<b>(5,869)</b>	<b>(12,780)</b>	<b>43,488</b>	<b>316,389</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	234,695	248,820	14,125	6.02%
Operating Expenses	139,646	173,032	33,386	23.91%
Capital Outlay	0	0	0	N/A
Other Uses	(330,853)	(105,463)	225,390	-68.12%
<b>TOTALS</b>	<b>43,488</b>	<b>316,389</b>	<b>272,901</b>	<b>627.53%</b>

### Significant Budget Changes:

Twenty-five percent (25%) of the costs for this division are allocated to the expenses of the utility funds.

\$25,000 is included in line 4921 for partnering with institutions who donate money to hold events. The offsetting revenue is included as contributions in the revenue detail.

The overall significant increase is a direct result of the change in the utility allocation for this division. Activities are more housing related and do not directly impact the utility business.

## Housing & Economic Development Department

### Administration Division

### Appropriations Summary



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## Barbara J. Morse, 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

- Material selection
- Research
- Information
- Reference
- Inter Library loan
- Reader's advisory

#### Technical Services

- Cataloging
- Repair
- Order/receiving
- Material processing

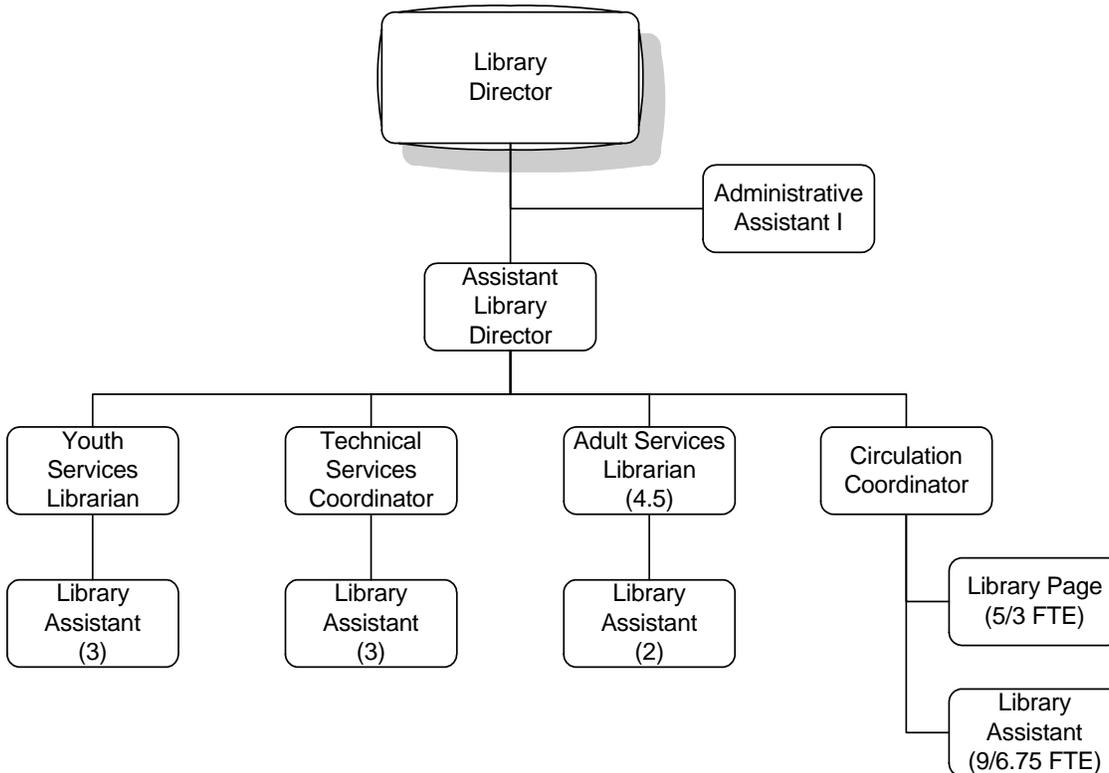
#### Youth Services

- Programs
- Reference
- Material selection
- Reader's advisory

#### Circulation Services

- Check in/out material
- Shelving
- Overdue notices
- Patron registration

### Organizational Chart



## Library Department

### Organization

**Total Department Budget**  
**\$1,394,503**

# Library Department

## Library Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Be open 69 hours per week including evenings and weekends
- ◆ Provide patrons a minimum of four computer and research instruction classes per month
- ◆ Construct a new library that is modern and welcoming for the patrons

**Value:** Open, accessible government

**Goals:**

- ◆ Provide daily access to library databases, catalog and programs through the webpages
- ◆ Provide virtual reference through Librarian@leesburgflorida.gov
- ◆ Continue to participate in the Florida "Ask A Librarian" program
- ◆ Provide programming for at least 6 events on the Lakefront TV
- ◆ Provide information for the Friend's newsletter, distributed to over 400 households
- ◆ Update the policies and procedures manuals and make available on the webpage
- ◆ Utilize all available opportunities and outlets to publicize library events

**Value:** Fiscal responsibility

**Goals:**

- ◆ Seek and apply for library grants as appropriate
- ◆ Maintain or increase our level of service for county reimbursement
- ◆ Begin to prepare for a 2-year budget cycle

**Value:** A spirit of professionalism

**Goals:**

- ◆ Support seven employees to train and advance in the library profession
- ◆ Provide staff with at least twenty opportunities for continuing education through the City, County, Library Consortium, and in-service training
- ◆ Increase employee empowerment for a minimum of two staff members in decision making and accountability through cross-training

**Value:** A caring organization

**Goals:**

- ◆ Partner with the County Library System to provide at least two English As A Second Language (ESL) and Basic Literacy tutor sessions
- ◆ Partner with the County Library System to present at least two Born To Read programs
- ◆ Develop and promote at least six cultural programs of interest to adults
- ◆ Develop and promote a minimum of 20 cultural and recreational youth programs

**Major Accomplishments:**

- Filed for and received e-rate reimbursement for communication costs.
- Partnered with business organizations; such as Chamber of Commerce, SCORE, LEADS and City departments to promote services to their constituencies through a liaison
- Completed the roof and air conditioning replacement on the current building
- Completed design and began construction of the new library
- Held over 40 computer workshops on a variety of topics for the patrons
- Provided 300 cultural/educational programs to senior health fairs, schools, and onsite
- Provided staff training on a variety of topics including customer service
- Applied for and received state construction grant and County impact fee
- Increased circulation by 13% over 12 months
- Provided a balanced collection of materials by removing over 10,000 obsolete and damaged items and adding over 14,000 new items to the collection

## Performance Measures

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Public Service Hours	3,291	3,316	3,504
Total number of registered borrows	14,012	15,627	16,514
Total Holdings (Volumes)	133,604	139,393	134,500
Circulation			
Adult	250,516	258,695	295,900
Juvenile	34,416	59,367	50,736
Total Circulation	284,932	318,062	346,636
Circulation per hour	86.55	95.92	98.93
Circulation per borrower	20.33	20.35	20.99
Internet use	33,198	34,985	33,000
Use per hour	10.08	10.55	9.42
Reference Transactions	58,370	33,958	72,359
Queries per hour	17.73	10.24	20.65
Interlibrary Loan transactions	1062	564	466
System loans (County transactions)			
Received from other libraries	18,387	39,230	36,000
Sent to other libraries	27,490	55,083	44,000
Programming			
Adult programs	103	119	100
Adult program attendance	2,505	2,939	2,000
Young Adult programs	42	30	35
Young Adult program attendance	364	179	400
Juvenile programs	206	274	200
Juvenile program attendance	6,462	5,087	5,500
Total Programs	351	423	335
Total Program Attendance	6,331	8,205	7,900

## Personnel Schedule

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Library Director	1.00	0.00	1.00	64,074
Assistant Library Director	1.00	0.00	1.00	45,822
Technical Services Coordinator	1.00	0.00	1.00	49,525
Librarian	5.00	0.50	5.50	163,896
Circulation Coordinator	1.00	0.00	1.00	45,781
Library Assistant (17)	11.50	3.25	14.75	326,408
Library Page (5)	2.30	0.70	3.00	47,543
Administrative Assistant I	1.00	0.00	1.00	33,018
<b>Total</b>	<b>23.80</b>	<b>4.45</b>	<b>28.25</b>	<b>776,067</b>

## Capital Outlay Schedule

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
Books	107,151		107,151
Microforms	1,815		1,815
Non-print media	30,250		30,250
<b>Total</b>	<b>139,216</b>		<b>139,216</b>

## Library Department

### Library Division

### Performance Measures, Personnel & Capital Outlay Schedules

**Library  
Department**

**Library Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 001-7111-571**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	573,510	621,333	428,885	672,070	776,067
1310 Temporary Labor	4,214	2,440	0	5,600	5,600
1410 Overtime	104	8,910	671	0	0
1530 Bonuses	2,340	2,723	2,782	2,816	3,821
2110 FICA	43,353	47,081	32,133	52,180	56,791
2210 Retirement	25,638	40,624	32,402	47,312	69,894
23xx Insurance	85,452	92,442	60,942	89,100	115,896
2410 Workers' Compensation	1,632	2,660	1,945	1,826	2,675
262x Other Employee Benefits	1,025	5,872	3,966	6,021	8,313
<b>TOTAL PERSONAL SERVICES</b>	<b>737,268</b>	<b>824,085</b>	<b>563,726</b>	<b>876,925</b>	<b>1,039,057</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	0	7,983	0	0	0
3410 Contract Services	0	0	0	0	2,000
4010 Travel	4,628	6,632	5,526	8,300	9,800
4110 Communication	13,210	10,699	4,939	7,238	7,500
4210 Postage	4,572	4,517	2,979	5,000	4,200
4310 Utilities	32,007	37,410	22,926	35,000	59,200
4410 Rentals	0	0	7,287	12,950	10,000
4510 Insurance	6,976	6,391	4,857	7,433	7,650
4620 Repairs & Maintenance- Building	4,902	4,523	1,059	6,950	4,480
463x Repairs & Maintenance- Equipment	36,366	5,548	2,672	6,000	6,625
4710 Printing & Binding	1,406	1,543	953	2,000	3,000
4810 Promotional Activities	2,073	2,343	1,083	1,500	1,600
4911 Advertising	138	63	119	200	200
4920 Other Current Charges	1,200	4,948	2,171	5,200	5,850
5110 Office Supplies	196	0	0	0	0
5180 Minor Furniture/Equipment	10,468	3,476	1,332	4,000	500
5210 Operating Supplies	39,052	33,606	12,179	42,500	37,000
5410 Publications & Memberships	32,677	31,045	33,752	37,350	44,800
5440 Education	0	1,358	627	5,408	8,700
5450 Training	2,247	1,806	1,407	4,200	3,125
<b>TOTAL OPERATING EXPENSES</b>	<b>192,118</b>	<b>163,891</b>	<b>105,868</b>	<b>191,229</b>	<b>216,230</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	0	130,000	0
6410 Machinery & Equipment	8,400	2,895	131,523	0	0
6610 Books	102,068	104,020	60,148	104,030	107,151
6620 Microforms	2,242	1,292	1,888	1,650	1,815
6630 Non-Print Media	17,570	21,922	24,927	27,500	30,250
<b>TOTAL CAPITAL OUTLAY</b>	<b>130,280</b>	<b>130,129</b>	<b>218,486</b>	<b>263,180</b>	<b>139,216</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,059,666</b>	<b>1,118,105</b>	<b>888,080</b>	<b>1,331,334</b>	<b>1,394,503</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	876,925	1,039,057	162,132	18.49%
Operating Expenses	191,229	216,230	25,001	13.07%
Capital Outlay	263,180	139,216	(123,964)	-47.10%
<b>TOTALS</b>	<b>1,331,334</b>	<b>1,394,503</b>	<b>63,169</b>	<b>4.74%</b>

### Significant Budget Changes:

Capital outlay included the purchase of a security system in fiscal year 2004-05 which resulted in the decrease this fiscal year.

Personal Services include hiring four additional staff members in April 2006 to be prepared for opening the new library in July. Utilities are projected to increase and reflect the amount necessary to pay those costs from July through September.

Library  
Department

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Library  
Division

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Appropriations  
Summary



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## Bruce Ericson, CPRP, Director of Recreation and Parks

The Recreation & Parks Department provides citizens a wide variety of activities through athletic, cultural and leisure programming; pools; playgrounds; active and passive parks. The department coordinates maintenance of facilities and Museum tours. The rental facilities are rented on a first come first serve bases which includes the Community Building, Cultural Arts Building and Mote-Morris House. City right-of-ways and code enforcement properties are maintained by this department. The Marina provides excellent services to the boating public.

### Responsibilities

#### Parks & Facilities

- Landscaping
- Irrigation
- Construction Admin.
- Rentals
- Maintenance
- Janitorial Services

#### Programs

- Provides athletic, cultural, and leisure programs
- Staffing: contractual and part time

#### Athletic Fields

- Maintenance
- Construction Admin.

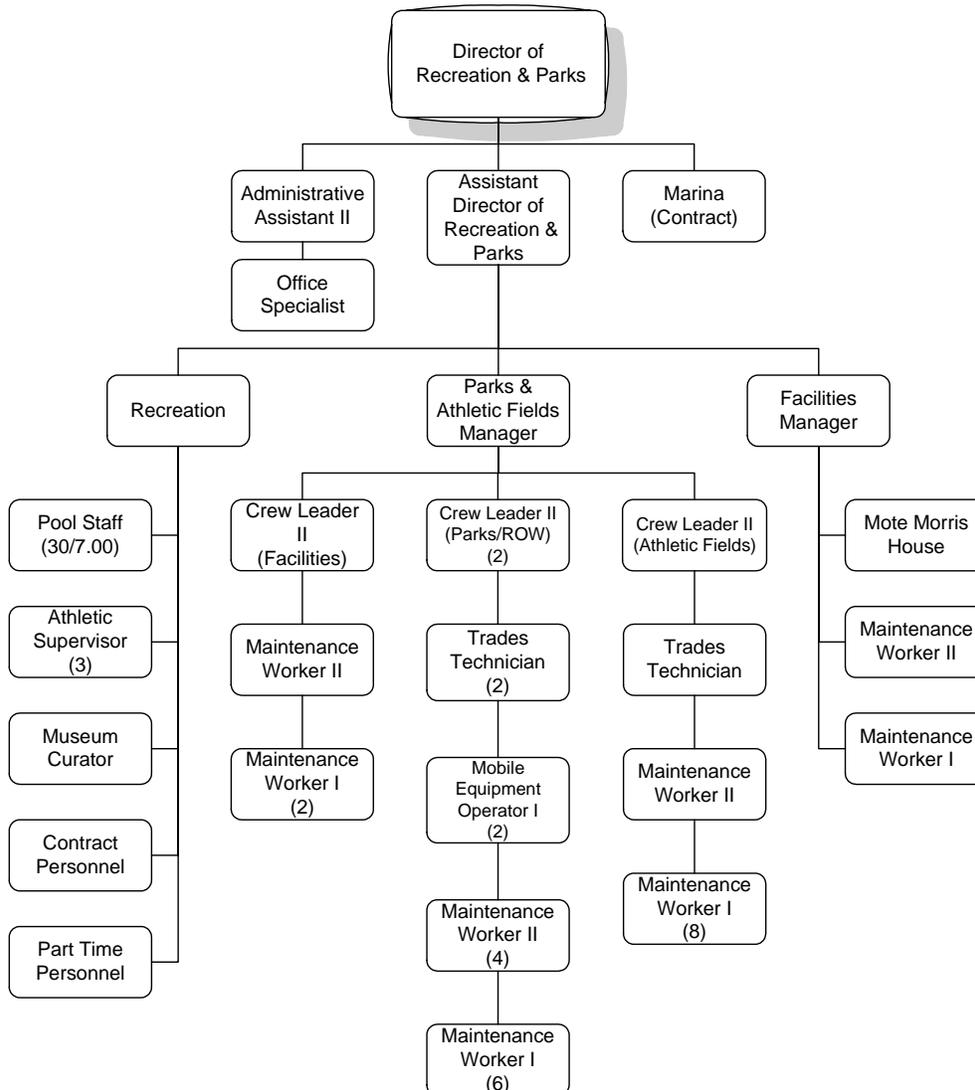
#### Museum

- Cataloging
- Tours
- Research

#### Pools

- Operation
- Aquatic programs
- Staffing: contractual and part time

### Organizational Chart



## Recreation Department

### Organization

**Total  
Department  
Budget  
\$3,964,720**

# Recreation Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** A caring organization

**Goals:**

- ◆ Continue certification process for parents (PAYS) and volunteer coaches (NYSCA)
- ◆ Up date website monthly
- ◆ Implement on-line registration for all programs by June 1, 2006
- ◆ Provide a variety of quality programs to our citizens
- ◆ Increase participation by 5% in all programs
- ◆ Continue program evaluation process
- ◆ Maximize use of all fields through existing and new programs
- ◆ Provide a secure/safe environment for all participants, parents and staff

**Value:** Excellence in all we do

**Goals:**

- ◆ Expand scholarship program for youth in need
- ◆ Increase diversity among participants, volunteers and staff in order to represent the community
- ◆ Improve existing educational and non-profit partnerships to enhance recreational services for the community

**Major Accomplishments:**

- Implemented a new receipt process for collecting fees
- Expanded relationships with outside sports leagues, school groups, and other agencies
- Maintained fields and facilities in safe condition with no major accidents reported
- Established recreation calendar and registration dates and advertised in seasonal brochure, newspapers, home mailers, and school announcements
- Improved Recreation and Parks Department website
- Hosted the 15-and-under Babe Ruth Baseball District 7 Tournament and Sun-Rec Softball Tournament
- Developed yearly special event calendar
- Implemented a new Special Event process for Recreation & Parks Department
- Opened Sleepy Hollow Complex May 1, 2004

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Youth programs (teams)			
Soccer	22	21	24
Football	5	7	12
Baseball	32	36	30
Softball	16	10	8
Basketball	10	11	16
Adult programs (teams)			
Softball	26	63	70
Volleyball	8	15	10
Register online	10%	0	0
Active/Passive classes	230	271	300
Summer program participants	100	100	100
Spring break participants	50	30	75

## Personnel Schedule

Classification	Current	New	Total	Amount
Director of Recreation & Parks	1.00	0.00	1.00	88,693
Assistant Director of Recreation & Parks	1.00	0.00	1.00	56,390
Administrative Assistant II	1.00	0.00	1.00	40,726
Office Specialist	1.00	0.00	1.00	31,045
Museum Curator	1.00	0.00	1.00	38,864
Athletic Supervisor (Recreation Supervisor)	3.00	0.00	3.00	111,139
Part-Time Wages:				
Umpires				39,798
Scorekeepers				8,145
Day Camp Staff				
Day Camp Director				3,600
Counselors				50,400
Assistant Director				3,200
<b>Total</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>	<b>472,000</b>

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Pitching Machine (4)	5,000		5,000
<b>Total</b>	<b>5,000</b>		<b>5,000</b>

## Recreation Department

### Administration Division

### Personnel & Capital Outlay Schedules

Recreation  
Department

Administration  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8121-572

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	394,877	413,990	226,250	476,581	472,000
1310 Temporary Labor	10,131	9,372	4,213	18,500	18,500
1410 Overtime	1,036	3,091	807	1,800	1,872
1530 Bonuses	764	750	750	1,000	1,059
2110 FICA	29,686	31,500	17,236	34,051	33,986
2210 Retirement	12,360	18,102	12,884	23,811	33,380
23xx Insurance	41,428	41,006	24,724	50,007	48,871
2410 Workers' Compensation	9,938	11,658	5,454	9,878	9,870
261x Other Payroll Benefits	460	6,797	4,998	6,950	10,961
<b>TOTAL PERSONAL SERVICES</b>	<b>500,680</b>	<b>536,266</b>	<b>297,316</b>	<b>622,578</b>	<b>630,499</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	1,140	8,849	0	7,500	0
4010 Travel	8,213	13,012	8,706	13,200	14,400
4110 Communication	6,498	12,477	10,529	15,108	13,000
4210 Postage	2,795	2,107	1,432	3,500	3,500
4310 Utilities	15,838	18,209	12,826	19,100	21,000
4410 Rentals	4,559	14,400	2,377	18,900	18,900
4415 Internal Fleet Lease	0	0	33,484	100,452	5,902
4510 Insurance	6,823	14,817	5,333	8,174	8,400
461x Repairs & Maintenance- Vehicles	3,356	4,097	3,010	3,240	4,460
4620 Repairs & Maintenance- Building	1,409	786	80	2,500	2,500
4625 Repairs & Maintenance- Non-Build	1,032	1,174	843	2,000	2,000
463x Repairs & Maintenance- Equipment	4,694	6,613	2,900	7,650	7,600
4710 Printing & Binding	9,937	6,998	7,986	10,950	11,000
4810 Promotional Activities	1,581	1,608	2,503	7,000	9,000
4911 Advertising	5,331	1,505	316	2,500	1,500
4920 Other Current Charges	12,547	12,336	7,398	13,000	10,000
4930 Recognitions & Awards	12,260	10,366	4,805	18,000	23,000
4945 Injury/Damage to Others	2,319	6,602	0	2,500	2,500
5110 Office Supplies	4,454	3,959	2,433	3,200	3,500
5180 Minor Furniture/Equipment	7,682	3,640	992	4,000	9,700
5210 Operating Supplies	60,669	74,361	30,234	73,750	81,350
52xx Uniforms	24,179	23,651	17,732	24,700	25,200
5230 Fuel Purchases	2,309	3,534	2,717	2,000	3,000
5410 Publications & Memberships	5,308	3,580	1,969	7,200	5,700
5440 Education	0	0	0	0	1,000
545x Training	1,670	3,128	1,417	3,900	4,900
<b>TOTAL OPERATING EXPENSES</b>	<b>206,603</b>	<b>251,809</b>	<b>162,022</b>	<b>374,024</b>	<b>293,012</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements other than Bldgs	3,997	0	0	40,000	0
6410 Machinery & Equipment	0	25,828	0	0	5,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,997</b>	<b>25,828</b>	<b>0</b>	<b>40,000</b>	<b>5,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>711,280</b>	<b>813,903</b>	<b>459,338</b>	<b>1,036,602</b>	<b>928,511</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	622,578	630,499	7,921	1.27%
Operating Expenses	374,024	293,012	(81,012)	-21.66%
Capital Outlay	40,000	5,000	(35,000)	-87.50%
<b>TOTALS</b>	<b>1,036,602</b>	<b>928,511</b>	<b>(108,091)</b>	<b>-10.43%</b>

### Significant Budget Changes:

The majority of the reduction in operating expenses is associated with internal fleet lease. Beginning October 1, 2005, the vehicles will be charged to the appropriate division responsible for the use of the vehicle.

Capital Outlay is minimal this year.

## Recreation Department

### Administration Division

### Appropriations Summary

**Recreation  
Department**

**Pool Division**

**Values & Goals**

**Values & Goals**

**Value:** A caring organization

**Goals:**

- ◆ Recruit and train lifeguards and water safety instructors, which are more reflective of the population's racial diversity
- ◆ Improve communication with the public regarding pool programs and hours of operation
- ◆ Work closely with American Red Cross on certifications and safety guidelines
- ◆ Provide an outstanding aquatics program including swimming instruction, Red Cross training for certification of lifeguards and adult aquatic programs
- ◆ Communicate effectively with other organizations that use our facilities
- ◆ Continue to provide a safe and clean aquatic environment
- ◆ Continue to provide a secure environment in which the public and staff are free from any form of abuse and are treated with professionalism and respect

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to provide lessons and aquatic activities for all ages  
Youth – swim lessons, open swim time, etc.  
Adult – aquacising, lap swim, water basketball, water volleyball, etc.
- ◆ Continue to provide open swim time at 2 locations from Memorial Day weekend to Labor Day
- ◆ Continue to offer off-season programs to various groups, which include lap swim, scuba classes, aerobics, and pool parties
- ◆ Organize games on Memorial and Labor Day Holidays
- ◆ Offer supervised birthday party packages
- ◆ Cosmetic improvement at pools, furniture and painting
- ◆ Continue to upgrade facilities in the department

**Major Accomplishments:**

- Expanded the H. O. Dabney water show to include a variety of events, contest prizes, etc.
- Rented pool out to various day camp and day cares
- Continued to offer morning and evening swim lessons at both pools
- Pursued diversification of the aquatic staff through community leaders

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Swimming lessons			
Dabney	55	10	100
Venetian Gardens	420	250	500
Participants using pools			
Dabney	6,010	3,885	6100
Venetian Gardens	5,350	4,949	6000
Lap swim – Venetian Gardens	1,750	1,019	1800
Groups visits	4	75	100
Training classes			
Lifeguard	3	5	5
Water safety instructor	2	3	2
Community water safety	3	8	6
CPR	3	3	3
Other	3	3	3

## Recreation Department

### Pools Division

### Personnel & Capital Outlay Schedules

#### Personnel Schedule

Classification	Current	New	Total	Amount
Pool Manager (1)	0.50	-0.35	0.15	2,625
Head Lifeguard (6)	1.60	0.45	2.05	32,626
Water Safety Instructor (18)	2.50	1.50	4.00	52,774
Lifeguard (5)	1.05	-0.25	0.80	8,425

NOTE: All positions are temporary and recorded on the basis of full time equivalency. The number of water safety instructors and lifeguards vary from year to year.

<b>Total</b>	<b>5.65</b>	<b>1.35</b>	<b>7.00</b>	<b>96,450</b>
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#### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Valves	2,500		2,500
<b>Total</b>	<b>2,500</b>		<b>2,500</b>

Recreation  
Department

Pools Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8122-572

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	50,072	56,972	38,954	114,114	96,450
1310 Temporary Labor	0	2,446	290	2,500	1,500
1410 Overtime	474	1,046	280	300	400
2110 FICA	3,867	4,438	3,002	6,356	8,841
2410 Workers' Compensation	1,817	3,287	2,839	3,680	5,957
<b>TOTAL PERSONAL SERVICES</b>	<b>56,230</b>	<b>68,189</b>	<b>45,365</b>	<b>126,950</b>	<b>113,148</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	82	0	0	0	0
4110 Communication	1,071	1,146	693	1,200	1,200
4210 Postage	26	0	276	100	300
4310 Utilities	34,845	41,491	32,075	51,500	41,500
4410 Rentals	0	0	0	1,600	0
4510 Insurance	644	644	524	809	825
461x Repairs & Maintenance- Vehicles	506	2,751	2,207	2,000	2,500
4620 Repairs & Maintenance- Building	415	3,384	471	1,500	1,500
4625 Repairs & Maintenance- Non-Build	11,798	10,091	5,656	15,000	10,000
463x Repairs & Maintenance- Equipment	0	0	0	250	250
4710 Printing & Binding	239	60	0	1,000	1,100
4920 Other Current Charges	320	400	400	500	500
5180 Minor Furniture/Equipment	3,142	1,111	3,018	1,000	1,500
5210 Operating Supplies	7,559	6,552	1,920	3,500	3,700
5215 Uniforms	2,069	2,788	0	3,000	3,000
5280 Chemicals	1,782	4,638	2,205	4,000	4,000
5410 Publications & Memberships	0	0	176	0	0
5450 Training	1,192	3,648	50	3,500	3,500
<b>TOTAL OPERATING EXPENSES</b>	<b>65,690</b>	<b>78,704</b>	<b>49,671</b>	<b>90,459</b>	<b>75,375</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements other than Bldgs	0	0	0	0	2,500
6410 Machinery & Equipment	17,934	1,480	30,796	19,600	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>17,934</b>	<b>1,480</b>	<b>30,796</b>	<b>19,600</b>	<b>2,500</b>
<b>TOTAL APPROPRIATIONS</b>	<b>139,854</b>	<b>148,373</b>	<b>125,832</b>	<b>237,009</b>	<b>191,023</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	126,950	113,148	(13,802)	-10.87%
Operating Expenses	90,459	75,375	(15,084)	-16.67%
Capital Outlay	19,600	2,500	(17,100)	-87.24%
<b>TOTALS</b>	<b>237,009</b>	<b>191,023</b>	<b>(45,986)</b>	<b>-19.40%</b>

### Significant Budget Changes:

Personal Services was budgeted in 2005-06 to reflect the amount necessary based on the past two years' actual costs.

Constructing a new swimming pool is included in the capital improvement plan. Therefore, operating expenses will be held to a minimum.

## Recreation Department

### Pools Division

### Appropriations Summary

# Recreation Department

## Community Facilities Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism

**Goals:**

- ◆ Serve the users of the facility in a prompt and professional manner to encourage continued use
- ◆ Provide a well maintained facility for the use of clubs, community organizations, City of Leesburg programs and citizens
- ◆ Maintain and purchase equipment to better serve our users
- ◆ Continue to provide excellent food service to the various users through the caterer

**Value:** Fiscal responsibility

**Goals:**

- ◆ Develop a new marketing plan to advertise to the community
- ◆ Encourage increased demand for rental of facility utilizing half page newspaper advertisement
- ◆ Provide the public support service with the assistance of one of the best caterers in Lake County

**Value:** A caring organization

**Goals:**

- ◆ Develop new programming use for the facility
- ◆ Increase usage of rentals

**Major Accomplishments:**

- Purchased oven deck, dishwasher, and ice machine
- Purchased a television with DVD and VCR for the users to utilize
- Increased overall usage of the facility
- Enhanced the appearance of the Community Building meeting rooms
- Rented the Cultural Arts Building to various groups on a regular basis
- Installed new closet partition and replaced one air condition unit in Cultural Arts Building
- Provided an excellent backup for meetings which could not be handled at the Community Building

**Performance Measure:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Community Building			
Number of bookings			
Main room	54	648	62
with meal	100	204	105
East room	66	137	73
with meal	132	255	159
West room	126	176	135
with meal	20	20	32
Total service hours	1,298	2,502	1,450
Types of bookings			
Private (paying)	468	615	535
Public (non-paying)	30	33	40
Rental revenue per year	\$25,740	\$33,540	\$32,000
Cultural Arts Facility			
Number of bookings	150	103	160
Service hours	600	790	700
Types of bookings:			
Private (paying)	60	45	70
Public (non-paying)	90	58	90
Rental revenue per booking	\$950	\$1,326	\$1,100

Recreation  
Department

Community  
Facilities  
Division

Personnel &  
Capital Outlay  
Schedules

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Facilities Manager	1.00	0.00	1.00	39,166
Maintenance Worker I	2.00	-1.00	1.00	24,182
Maintenance Worker II	0.00	1.00	1.00	32,063
<b>Total</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>95,411</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Recreation  
Department

Community  
Facilities  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8123-572

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	92,218	96,670	54,333	97,065	95,411
1410 Overtime	2,685	8,870	5,184	9,000	8,360
1530 Bonuses	250	375	375	375	375
2110 FICA	6,712	7,529	4,223	7,589	6,775
2210 Retirement	5,642	8,142	4,903	8,978	11,449
23xx Insurance	20,055	20,587	10,366	19,717	22,096
2410 Workers' Compensation	3,493	5,971	4,264	4,394	4,811
<b>TOTAL PERSONAL SERVICES</b>	<b>131,055</b>	<b>148,144</b>	<b>83,648</b>	<b>147,118</b>	<b>149,277</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	0	0	0	0	30,000
3410 Contract Services	697	700	610	900	1,000
41xx Communication	144	132	184	276	0
4210 Postage	89	0	0	100	100
4310 Utilities	20,268	22,356	14,673	22,000	22,300
4415 Internal Fleet Lease	0	0	0	0	1,847
4510 Insurance	932	865	718	1,021	1,131
461x Repairs & Maintenance- Vehicles	1,173	1,274	669	3,280	3,520
4620 Repairs & Maintenance- Building	3,863	5,983	1,147	6,000	3,100
4625 Repairs & Maintenance- Non-Build	0	9	647	100	1,000
463x Repairs & Maintenance- Equipment	750	824	430	800	700
4710 Printing & Binding	0	0	0	500	500
5110 Office Supplies	330	210	22	200	250
5180 Minor Furniture/Equipment	590	1,976	457	3,800	6,500
5210 Operating Supplies	3,046	4,040	2,122	4,500	4,000
5215 Uniforms	190	382	138	300	350
5440 Education	0	0	0	1,000	0
<b>TOTAL OPERATING EXPENSES</b>	<b>32,072</b>	<b>38,751</b>	<b>21,817</b>	<b>44,777</b>	<b>76,298</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	0	0	0
6410 Machinery & Equipment	7,428	24,029	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>7,428</b>	<b>24,029</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>170,555</b>	<b>210,924</b>	<b>105,465</b>	<b>191,895</b>	<b>225,575</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	147,118	149,277	2,159	1.47%
Operating Expenses	44,777	76,298	31,521	70.40%
Capital Outlay	0	0	0	N/A
<b>TOTALS</b>	<b>191,895</b>	<b>225,575</b>	<b>33,680</b>	<b>17.55%</b>

### Significant Budget Changes:

Professional services include \$30,000 to design an attractive marquee sign that can display messages. Construction may be included with the new civic center.

## Recreation Department

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## Community Facilities Division

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## Appropriations Summary

# Recreation Department

## Parks Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Raise the level of landscape maintenance of our parks and other public areas
- ◆ 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
- ◆ Convert fixed riser irrigation system in Venetian Gardens to an underground automated system

**Value:** A spirit of professionalism

**Goals:**

- ◆ Apply for grants to upgrade parks and trails
- ◆ Upgrade two playgrounds
- ◆ Expand and promote the Trails Program
- ◆ Plant trees, shrubs, groundcovers, and flowering plants to improve aesthetics and enhance the image of Leesburg and its parks
- ◆ Initiate a preventive maintenance program
- ◆ Provide additional training to staff and continue professional development for staff

**Major Accomplishments:**

- Upgraded and expanded 4 additional irrigation systems
- Upgraded landscaping along downtown Main Street, the Armory, Berry Park, Venetian Gardens and Veteran's Memorial
- Completed and opened the ¾ mile Magnolia Trail
- Began design work on the Highway 441 Beautification Project
- Installed fitness apparatus along Magnolia Trail and in Berry Park
- Completed 3 phases of Sleepy Hollow Recreation Complex consisting of:
  - Phase 1 – site preparation, 10 athletic fields, parking lot, scoreboards, and extensive landscaping.
  - Phase 2 – press box/concession stand, restroom facility and maintenance building
  - Phase 3 – official's locker room building, playground equipment and picnic shelter
- Installed flag pole lights, scoreboard, and upgraded fence at Pat Thomas Stadium
- Re-lamped Pat Thomas Stadium

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Areas maintained (acres per employee)	20	29.2	22.3
Linear Feet of R. O. W. Maintained	40,751	42,271	72,779
Trees planted	100	75	100
Trees removed	42	703*	75
Weddings in parks	16	23*	33
Rogers Park – rent	95	85*	115
Areas maintained per sq ft	2,133,890	4,365,552	5,748,392
Feet of City right-of-way mowed	39,954	49,000	72,028

\*Due to hurricanes The City of Leesburg removed many damaged and fallen trees throughout the City and cancelled many events and reservations.

## Recreation Department

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### Parks Division

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### Personnel & Capital Outlay Schedules

### Personnel Schedule

Classification	Current	New	Total	Amount
Parks & Athletic Fields Manager	0.50	0.00	0.50	26,451
Crew Leader II	3.00	0.00	3.00	120,381
Trades Technician	2.00	1.00	3.00	88,423
Maintenance Worker II	4.00	1.00	5.00	127,318
Maintenance Worker I	6.00	2.00	8.00	163,049
Mobile Equipment Operator I	3.00	-1.00	2.00	56,838
Standby				3,100
<b>Total</b>	<b>18.50</b>	<b>3.00</b>	<b>21.50</b>	<b>585,560</b>

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Pavilion (3)	45,000		45,000
Gazebo – MLK Island	26,000		26,000
Fountain at MLK Island	20,000		20,000
Greenhouse office and storage	22,000		22,000
Equipment and plants for greenhouse		3,500	3,500
Picnic Shelters	15,000		15,000
Venetian Gardens irrigation		5,000	5,000
Aeration of Venetian Gardens canals		18,000	18,000
Barricades and signs	2,000		2,000
Storage bins	2,500		2,500
<b>Total</b>	<b>132,500</b>	<b>26,500</b>	<b>159,000</b>

Recreation  
Department

Parks  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8124-572

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	519,300	501,809	312,391	514,668	585,560
1310 Temporary Labor	10,686	2,561	3641	15,000	19,000
1410 Overtime	5,381	52,057	17,954	33,000	34,320
1530 Bonuses	2,354	2,313	1,997	2,563	2,438
2110 FICA	37,644	40,297	24,206	42,961	42,862
2210 Retirement	27,758	41,322	29,236	51,309	69,895
23xx Insurance	123,606	110,512	62,497	130,190	122,561
2410 Workers' Compensation	17,907	28,939	22,305	23,318	26,065
262x Other Payroll Benefits	863	801	437	822	666
<b>TOTAL PERSONAL SERVICES</b>	<b>745,499</b>	<b>780,611</b>	<b>474,664</b>	<b>813,831</b>	<b>903,367</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	14,003	6,235	936	3,500	1,000
3410 Contract Services	6,474	8,007	5,526	8,000	8,200
4010 Travel	481	841	144	1,000	1,100
41xx Communication	146	150	41	100	200
4210 Postage	89	0	0	100	0
4310 Utilities	46,648	55,620	35,933	53,000	54,000
4410 Rentals	5,611	6,169	7,660	10,000	16,000
4415 Internal Fleet Lease	0	0	0	0	65,020
4510 Insurance	11,144	12,515	8,727	16,771	13,746
461x Repairs & Maintenance- Vehicles	40,578	44,868	33,490	51,560	55,900
4620 Repairs & Maintenance- Building	11,536	4,798	4,448	7,000	13,000
4625 Repairs & Maintenance- Non-Build	529,895	58,307	30,905	80,000	55,000
463x Repairs & Maintenance- Equipment	335	1,059	112	1,500	1,500
4810 Promotional Activities	0	150	0	0	0
4911 Advertising-Other Ads	0	380	0	500	0
4920 Other Current Charges	1,884	2,010	621	2,500	2,500
4980 Taxes	0	906	906	1,000	1,000
5110 Office Supplies	80	0	0	100	0
5180 Minor Furniture/Equipment	10,744	12,582	10,342	12,300	15,000
5210 Operating Supplies	19,156	42,945	35,436	30,000	50,000
5215 Uniforms	4,532	4,580	3,296	3,500	5,000
52xx Fuel Purchases	11,406	15,369	8,635	14,500	16,200
5410 Publications & Memberships	0	408	235	200	200
5440 Education	75	0	0	1,000	1,000
5450 Training	854	1,531	1,546	1,500	1,600
<b>TOTAL OPERATING EXPENSES</b>	<b>715,671</b>	<b>279,430</b>	<b>188,939</b>	<b>299,631</b>	<b>377,166</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	5,000	0	108,000
6310 Improvements Other Than Bldgs	0	3,138	0	28,000	46,500
6410 Machinery & Equipment	16,421	68,744	27,000	3,600	4,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>16,421</b>	<b>71,882</b>	<b>32,000</b>	<b>31,600</b>	<b>159,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,477,591</b>	<b>1,131,923</b>	<b>695,603</b>	<b>1,145,062</b>	<b>1,439,533</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	813,831	903,367	89,536	11.00%
Operating Expenses	299,631	377,166	77,535	25.88%
Capital Outlay	31,600	159,000	127,400	403.16%
<b>TOTALS</b>	<b>1,145,062</b>	<b>1,439,533</b>	<b>294,471</b>	<b>25.72%</b>

### Significant Budget Changes:

Increases in personal services include wages and fringe benefits for three additional staff members.

Operating expenses include \$65,020 for internal fleet lease of vehicles used in this division and maintained by the fleet division. Costs were previously paid by the administration division.

Capital Outlay increases are itemized on the previous page.

## Recreation Department

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### Parks Division

### Appropriations Summary

# Recreation Department

## Athletic Fields Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Provide training and education seminars for athletic field maintenance, including irrigation systems operation and maintenance
- ◆ Maintain quality athletic fields in a safe, playable condition
- ◆ Obtain additional staffing to ensure quality field maintenance

**Value:** A spirit of professionalism

**Goals:**

- ◆ Continue to purchase needed tools and equipment
- ◆ Establish a small scale sod nursery for replacing worn out areas on athletic fields when needed
- ◆ Update Susan Street irrigation system

**Major Accomplishments:**

- Began purchasing additional equipment to properly maintain Sleepy Hollow Sports Complex
- Assumed responsibility for overall maintenance of Sleepy Hollow which consists of eight ball fields, two soccer/football fields and extensive landscape plantings
- Continue quality field maintenance and repairs to Susan Street complex and Pat Thomas Stadium
- Host several tournaments at Sleepy Hollow Complex and Pat Thomas Stadium

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Areas maintained	7	6	6
Buildings maintained	18	25	26
Structures maintained	30	39	41
New equipment purchased	12	18	14
Training seminars	22	42	30

## Recreation Department

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### Athletic Fields Division

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### Personnel & Capital Outlay Schedules

### Personnel Schedule

Classification	Current	New	Total	Amount
Parks & Athletic Fields Manager	0.50	0.00	0.50	26,451
Crew Leader II	1.00	0.00	1.00	42,223
Trades Technician	0.00	1.00	1.00	36,514
Maintenance Worker II	2.00	-1.00	1.00	30,191
Maintenance Worker I	6.00	2.00	8.00	168,854
Standby				2,500
Mobile Equipment Operator II	1.00	-1.00	0.00	0
<b>Total</b>	<b>10.50</b>	<b>1.00</b>	<b>11.50</b>	<b>306,733</b>

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Batting cages	10,000		10,000
Trash cans and benches	10,000		10,000
<b>Total</b>	<b>20,000</b>		<b>20,000</b>

Recreation  
Department

Athletic Fields  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8125-572

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	207,878	234,552	158,969	296,381	306,733
1310 Temporary Labor	0	0	0	3,750	3,750
1410 Overtime	4,721	33,034	11,917	23,000	23,920
1530 Bonuses	813	813	1,131	1,188	1,313
2110 FICA	15,301	19,768	12,598	22,235	22,596
2210 Retirement	12,302	18,962	14,761	25,622	36,508
23xx Insurance	41,521	43,352	30,891	55,660	58,239
2410 Workers' Compensation	7,332	13,706	11,448	11,556	13,291
262x Other Payroll Benefits	54	140	86	138	138
<b>TOTAL PERSONAL SERVICES</b>	<b>289,922</b>	<b>364,327</b>	<b>241,801</b>	<b>439,530</b>	<b>466,488</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	82	0	0	0	0
3410 Contract Services	0	773	818	2,000	2,100
4010 Travel	4	0	0	500	500
41xx Communication	0	237	400	0	300
4210 Postage	172	6	0	200	0
4310 Utilities	46,212	190,771	164,944	190,200	250,000
4410 Rentals	282	222	309	500	600
4415 Internal Fleet Lease	0	0	0	0	31,656
4510 Insurance	5,500	4,694	3,692	5,050	5,747
461x Repairs & Maintenance- Vehicles	14,350	19,845	14,459	23,060	25,840
4620 Repairs & Maintenance- Building	405	3,849	1,335	3,000	7,000
4625 Repairs & Maintenance- Non-Build	11,391	23,228	20,436	12,000	16,000
463x Repairs & Maintenance- Equipment	0	20	0	0	0
4910 Advertising	0	276	29	500	0
4920 Other Current Charges	0	210	0	500	500
5110 Office Supplies	0	0	0	200	0
5180 Minor Furniture/Equipment	2,127	6,479	4,318	3,000	3,000
5210 Operating Supplies	8,097	19,232	13,116	18,000	18,000
5215 Uniforms	1,757	2,008	2,047	2,200	2,500
52xx Fuel Purchases	5,769	6,622	5,221	6,200	7,200
5410 Publications & Memberships	18	0	0	0	0
5440 Education	0	0	0	1,000	1,000
5450 Training	40	486	440	600	800
<b>TOTAL OPERATING EXPENSES</b>	<b>96,206</b>	<b>278,958</b>	<b>231,564</b>	<b>268,710</b>	<b>372,743</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements Other Than Bldgs	0	3,448	0	0	0
6410 Machinery & Equipment	34,524	24,499	0	0	20,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>34,524</b>	<b>27,947</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>420,652</b>	<b>671,232</b>	<b>473,365</b>	<b>708,240</b>	<b>859,231</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	439,530	466,488	26,958	6.13%
Operating Expenses	268,710	372,743	104,033	38.72%
Capital Outlay	0	20,000	20,000	N/A
<b>TOTALS</b>	<b>708,240</b>	<b>859,231</b>	<b>150,991</b>	<b>21.32%</b>

### Significant Budget Changes:

The operating expense category increased to include the utility rental costs associated with the lights at the Sleepy Hollow Recreation Complex to be paid back over 10 years through fiscal year 2014 at a monthly cost of \$11,725.06. The remaining increase is to pay for the energy charge for consumption and irrigation costs.

Line item 4415 includes \$31,656 for fleet lease charges for vehicles used in this division that were previously paid by the administration division.

## Recreation Department

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### Athletic Fields Division

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### Appropriations Summary

# Recreation Department

## Mote-Morris/ Museum Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to maintain the beautiful appearance of grounds and gazebo at Mote Morris House
- ◆ Maintain Mote Morris House for tours, weddings and other special events
- ◆ Increase usage of the Mote Morris House by advertising services as a rental facility
- ◆ Continue to improve appearance and safety of the Mote Morris House by utilizing volunteers
- ◆ Assist users in a prompt and professional manner to encourage continued use of the facility
- ◆ Create new exhibits on a regular basis
- ◆ Begin a series of "Fast Facts" about Leesburg history and made available to the public

**Value:** A caring organization

**Goals:**

- ◆ Continue to acquire additional artifacts and archival materials
- ◆ Assist the general public in their research efforts
- ◆ Work closely with member of the Leesburg Heritage Society and increase volunteer base

**Value:** Fiscal responsibility

**Goals:**

- ◆ Increase rental revenues of the Mote Morris House
- ◆ Repair and renovate the Mote Morris House and Leesburg Heritage Museum

**Major Accomplishments:**

- Upholstered living room furniture
- Replaced kitchen wallpaper and curtains in caretaker's apartment
- Added elevated lighting system in lawn area for night time activities
- Catalogued 926 items on display at the Museum
- Created and published Mote-Morris House brochure
- Opened the Mote-Morris House to general public on 2<sup>nd</sup> and 4<sup>th</sup> Saturday of each month with help of volunteer tour guides
- Increased attendance at Leesburg Heritage Museum from 851 to 1,281

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Facility usage Mote Morris House	30	35	50
Private (paying)	25	15	35
Public (non-paying)	15	25	15
Rental revenue	\$6,000	\$5,400	\$8000
Mote-Morris House Visitors	1,250	1,384	1,800
Speaking engagements	0	18	20
Printed publications - Museum	0	0	1
Printed publications - Mote Morris House	0	1	2
Museum visitors	851	1,736	1,500

**Recreation  
Department**

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**Mote-Morris/  
Museum  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
<b>Total</b>				

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
Paint Exterior	48,500		48,500
<b>Total</b>	<b>48,500</b>		<b>48,500</b>

Recreation  
Department

Mote-Morris/  
Museum  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8132-573

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
3410 Contract Services	1,120	1,158	1,270	3,000	3,000
41xx Communication	1,163	1,949	1,370	2,000	2,000
4210 Postage	12	0	0	100	0
4310 Utilities	16,221	15,654	11,834	17,000	17,000
4510 Insurance	171	154	99	176	157
461x Repairs & Maintenance- Vehicles	5	0	0	1,000	1,000
4620 Repairs & Maintenance- Building	5,373	239	1,274	5,000	5,000
4625 Repairs & Maintenance- Non-Build	130	0	1,947	2,500	2,700
463x Repairs & Maintenance- Equipment	60	105	90	200	200
4710 Printing & Binding	0	275	283	600	600
4810 Promotional Activities	0	0	0	0	200
4911 Advertising	410	0	0	1,000	1,000
5110 Office Supplies	0	0	87	100	100
5180 Minor Furniture/Equipment	30	0	0	1,000	1,000
5210 Operating Supplies	333	2,159	1,638	2,000	2,500
5410 Publications & Memberships	0	125	0	0	100
<b>TOTAL OPERATING EXPENSES</b>	<b>25,028</b>	<b>21,818</b>	<b>19,892</b>	<b>35,676</b>	<b>36,557</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements Other Than Bldgs	0	0	0	0	48,500
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,500</b>
<b>TOTAL APPROPRIATIONS</b>	<b>25,028</b>	<b>21,818</b>	<b>19,892</b>	<b>35,676</b>	<b>85,057</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	35,676	36,557	881	2.47%
Capital Outlay	0	48,500	48,500	100.00%
<b>TOTALS</b>	<u>35,676</u>	<u>85,057</u>	<u>49,381</u>	<u>138.42%</u>

## Recreation Department

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### Mote-Morris/ Museum Division

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### Appropriations Summary

Recreation  
Department

Marina  
Division

Values & Goals

Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to maintain grounds and buildings in top notch condition
- ◆ Continue to provide a floating dock for public use
- ◆ Increase sales of fuel and oil

**Value:** A spirit of professionalism

**Goals:**

- ◆ Move the existing fence line to provide additional boat storage
- ◆ Continue advertising the marina in the Yellow Pages and develop other marketing avenues
- ◆ Provide additional fenced boat and trailer storage area at the city landfill site
- ◆ Replace below ground 4,000 gallon fuel tank with above ground fuel tank

**Major Accomplishments:**

- Provided an excellent facility that customers are proud to use
- Installed a floating dock
- Replaced worn out wood decking

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Wet slips available	44	44	44
Occupancy	100%	100%	100%
Dry slips available	161	162	161
Occupancy	100%	91%	95%
Gallons sold-unleaded	19,600	19,950	22,000

**Recreation  
Department**

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**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
<b>Total</b>				

**Marina  
Division**

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**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
<b>Total</b>			

**Personnel &  
Capital Outlay  
Schedules**

Recreation  
Department

Marina  
Division

Appropriations  
Detail

Appropriations Detail

Account # 001-8151-575

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3130 Engineering Services	160	0	0	0	0
3410 Contract Services	104,089	107,895	74,231	104,360	108,534
41xx Communication	1,813	2,158	1,573	2,000	2,100
4210 Postage	831	674	309	1,000	1,000
4310 Utilities	9,277	13,070	9,026	12,000	13,000
4415 Internal Fleet Lease	0	0	0	0	13,047
4510 Insurance	9,397	11,054	6,987	12,462	15,989
461x Repairs & Maintenance- Vehicles	4,562	6,743	3,030	7,200	7,020
4620 Repairs & Maintenance- Building	1,156	1,319	828	2,000	9,000
4625 Repairs & Maintenance- Non-Build	2,597	4,410	3,693	2,500	7,000
463x Repairs & Maintenance- Equipment	397	130	271	0	0
4710 Printing & Binding	492	396	0	600	500
4810 Promotional Activities	2,498	2,541	1,290	3,000	3,000
4911 Advertising	887	1,154	282	1,000	1,000
4920 Other Current Charges	3,485	5,048	3,804	3,500	5,000
4980 Taxes	515	0	0	0	0
5110 Office Supplies	815	899	150	900	900
5180 Minor Furniture/Equipment	543	518	152	600	600
5210 Operating Supplies	982	1,509	832	1,500	1,600
5215 Uniforms	394	370	386	400	500
52xx Fuel Purchases	30,439	36,148	22,776	46,000	46,000
<b>TOTAL OPERATING EXPENSES</b>	<b>175,329</b>	<b>196,036</b>	<b>129,620</b>	<b>201,022</b>	<b>235,790</b>
<b><u>CAPITAL OUTLAY</u></b>					
6310 Improvements Other Than Bldgs	0	0	0	40,000	0
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>175,329</b>	<b>196,036</b>	<b>129,620</b>	<b>241,022</b>	<b>235,790</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	201,022	235,790	34,768	17.30%
Capital Outlay	40,000	0	(40,000)	-100.00%
<b>TOTALS</b>	<b>241,022</b>	<b>235,790</b>	<b>(5,232)</b>	<b>-2.17%</b>

### Significant Budget Changes:

Line item 4415 includes \$13,047 for the vehicle lease charge that was previously paid by administration.

## Recreation Department

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### Marina Division

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### Appropriations Summary



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## Description, Values & Goals

**Kenneth L. Thomas, Housing & Economic Development Director**

The Community Development Block Grant Fund is used to account for grant revenues, which are received for the limited legal purpose of financing grant eligible infrastructure, housing and commercial revitalization and economic development projects. The primary objective is to make improvements and create jobs that benefit low-to-moderate income residents of the City.

**Value:** Excellence in all we do

**Goal:**

- ◆ Improve the lives of low-to-moderate income residents through the improvement of housing conditions, neighborhood infrastructure, commercial area infrastructure and the creation of jobs through economic development projects
- ◆ Facilitate infrastructure improvements for Heritage Estates and Carver Heights Communities

**Value:** Open, accessible government

**Goal:**

- ◆ Create a forum for resident input relating to neighborhood improvements

**Major Accomplishments:**

- Received a Neighborhood Revitalization Grant of \$750,000 for improvements in the form sewer & water extension, sidewalks, drainage pond and roadway improvements

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Housing rehabilitation	N/A	N/A	N/A
Job creation	10	14	5
Neighborhood infrastructure project (households impacted)	50	0	538

## Community Development Block Grant

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### Description, Values & Goals

Community  
Development  
Block Grant

Revenue Sources  
& Appropriations

Revenue Sources & Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>6111 <u>ECONOMIC DEVELOPMENT</u></b>					
Operating Expenses	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Uses	0	32,813	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>32,813</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6146 <u>COMMUNITY DEVELOPMENT</u></b>					
Operating Expenses	0	0	0	0	0
Capital Outlay	750,000	0	0	0	0
Other Uses	0	0	0	0	0
<b>TOTAL</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GRAND TOTAL</u></b>					
Operating Expenses	0	0	0	0	0
Capital Outlay	750,000	0	0	0	0
Other Uses	0	32,813	0	0	0
<b>TOTAL APPROPRIATIONS</b>	<b>750,000</b>	<b>32,813</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Community Development Block Grant

## Revenue Detail

### Revenue Detail

ACCOUNT 012-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>INTERGOVERNMENTAL REVENUES</u></b>					
33156 Federal Grant - CDBG	750,000	0	0	0	0
33157 HUD-CDGB Loan Program	1,821	10,823	0	0	0
33440 DCA (State) Grant-CDBG	0	0	0	0	0
<b>TOTAL INTERGOVERNMENTAL</b>	<b>751,821</b>	<b>10,823</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MISCELLANEOUS REVENUES</u></b>					
36101 Interest on Investments	(2,344)	(1,668)	0	0	0
36130 Gain/Loss Investment	(2,111)	966	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>(4,455)</b>	<b>(702)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER USES</u></b>					
38120 From CRA Fund	0	0	0	0	0
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>747,366</b>	<b>10,121</b>	<b>0</b>	<b>0</b>	<b>0</b>

Community  
Development  
Block Grant

Economic  
Development &  
Community  
Development  
Divisions

Appropriations  
Detail

Appropriations Detail

Account # 012-6111-552

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3410 Contract Services	0	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>CAPITAL OUTLAY</u></b>					
6210 Buildings	0	0	0	0	0
6310 Improvements Other Than Bldgs	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER USES</u></b>					
9101 To General Fund	0	32,813	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>32,813</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>32,813</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appropriations Detail

Account # 012-6122-552

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	0	0	0	0	0
3410 Contract Services	0	0	0	0	0
3411 Contract Services - CDC	0	0	0	0	0
3420 Temporary Relocation	0	0	0	0	0
4911 Advertising-Other Ads	0	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>CAPITAL OUTLAY</u></b>					
6310 Improvements Other Than Bldgs	750,000	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER USES</u></b>					
9101 Transfer to General Fund	0	0	0	0	0
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

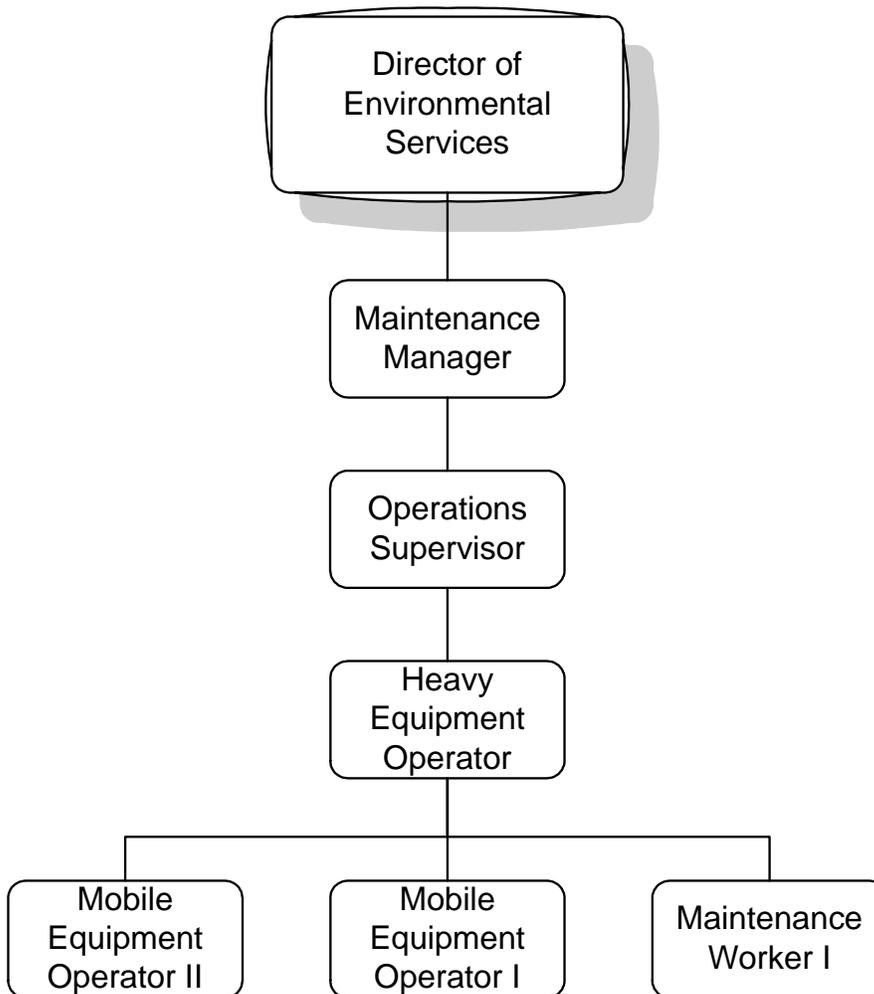
## Ray Sharp, Director of Environmental Services

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:

- Street sweeping
- Cleaning catch basins
- Drainage improvements
- Design

### Organizational Chart



## Stormwater Department

### Organization

Total  
Department  
Budget  
\$1,948,951

# Stormwater Department

## Description

## Revenue Sources & Appropriations

## Description

The Stormwater system is a combination of older manmade structures/depressions and natural terrain/depressions that have historically been used as stormwater facilities. All of the City's stormwater naturally flows to Lakes Griffin, Harris and Denham and the Palatka River, but is detained in several areas to enhance water quality. The City identified 10 sub basins with a total area of 14,977 acres for improvements. The City has completed stormwater collection and treatment improvements for the Carver Heights basin and will be working to design improvements for Tally and Whispering pines basins. The current budget provides funding for an update of the stormwater master plan, compliance with NPDES Phase II requirements, and to address TMDL requirements. The City's system is located in and regulated by the St. Johns River Water Management District. The stormwater impact fee is based on square footage of impervious area at a rate of \$3.00 per month per 1,000 square feet.

## Revenue Sources & Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Charges for Services	640,314	672,824	456,503	661,012	917,700
Other Operating Revenue	5,420	5,683	3,929	5,980	10,000
Non Operating Revenue	125,912	71,855	6,654	395,142	1,021,251
Other Sources	0	0	0	61,748	0
<b>TOTAL REVENUE SOURCES</b>	<b>771,646</b>	<b>750,362</b>	<b>467,086</b>	<b>1,123,882</b>	<b>1,948,951</b>
<b><u>APPROPRIATIONS</u></b>					
Stormwater	907,663	338,346	265,151	1,123,882	1,948,951
<b>TOTAL APPROPRIATIONS</b>	<b>907,663</b>	<b>338,346</b>	<b>265,151</b>	<b>1,123,882</b>	<b>1,948,951</b>

## Revenue Detail

ACCOUNT 014-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>CHARGES FOR SERVICES</u></b>					
34306 Stormwater Utility Fees	640,314	672,824	456,503	661,012	917,700
<b>TOTAL CHARGES FOR SERVICES</b>	<b>640,314</b>	<b>672,824</b>	<b>456,503</b>	<b>661,012</b>	<b>917,700</b>
<b><u>OTHER OPERATING REVENUE</u></b>					
34401 Penalties	5,420	5,683	3,929	5,980	10,000
<b>TOTAL OTHER OPERATING</b>	<b>5,420</b>	<b>5,683</b>	<b>3,929</b>	<b>5,980</b>	<b>10,000</b>
<b><u>NON OPERATING REVENUE</u></b>					
33436 State Grant	0	0	0	320,000	500,000
33737 Other Grants	114,086	57,585	0	57,585	500,000
36101 Interest on Investments	10,699	14,060	14,479	17,557	21,251
36130 Gain/Loss Investments	(1,062)	210	(7,825)	0	0
36403 Sale-Furniture/Equipment	2,189	0	0	0	0
<b>TOTAL NON OPERATING</b>	<b>125,912</b>	<b>71,855</b>	<b>6,654</b>	<b>395,142</b>	<b>1,021,251</b>
<b><u>OTHER SOURCES</u></b>					
38891 Fund Balance Appropriated	0	0	0	61,748	0
<b>TOTAL OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,748</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>771,646</b>	<b>750,362</b>	<b>467,086</b>	<b>1,123,882</b>	<b>1,948,951</b>

## Stormwater Department

### Revenue Detail

# Stormwater Department

## Stormwater Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Maintain street sweeping program for 2,000 miles of streets annually
- ◆ Continue scheduled maintenance of main lines and ditch lines at 140 hours per year

**Value:** A spirit of professionalism

**Goals:**

- ◆ Complete a stormwater master plan that defines improvements necessary to meet current needs and support needs identified through the strategic planning process
- ◆ Identify third-party funding opportunities to implement stormwater projects related to master plan improvements
- ◆ Identify the most critical equipment, input relevant data into Computerized Maintenance Management System, and establish preventive maintenance schedules
- ◆ Reduce localized flooding through increased preventive maintenance activities
- ◆ Clean 10,000 lineal feet of main stormwater lines
- ◆ Clean and restore 10,000 lineal feet of open ditch lines as ongoing maintenance

**Value:** Employee empowerment and fiscal responsibility

**Goal:**

- ◆ Initiate and complete a strategic planning process that documents present conditions, defines future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs

**Major Accomplishments:**

- Completed code enforcement requirements to improve several property clean-up requests
- Accomplished B & C Stormwater certification of 2 personnel
- Cleaned and restored 10,000 lineal feet of open ditch lines as ongoing maintenance
- Cleaned and videoed 5,000 lineal feet of main stormwater lines
- Completed annual street sweeping program for 2,000 miles of city streets

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Streets swept (miles)	1,505	2,000	2,000
Man-hours mowing	196	140	140
Main lines cleaned (feet)	4,338	5,000	10,000
Main lines televised (feet)	1,245	5,000	10,000
Feet of ditch/swale restored/cleaned	24,040	10,000	10,000

## Stormwater Department

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### Stormwater Division

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### Personnel Schedule

Classification	Current	New	Total	Amount
Heavy Equipment Operator	0.00	1.00	1.00	26,927
Mobile Equipment Operator II	2.00	-1.00	1.00	25,546
Mobile Equipment Operator I	1.00	0.00	1.00	25,630
Maintenance Worker I	1.00	0.00	1.00	21,109
Standby				3,640
<b>Total</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>	<b>102,852</b>

### Personnel & Capital Outlay Schedules

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Engineering (3130)			
Stormwater master plan		75,000	75,000
Carver Heights basin		5,000	5,000
Venetian Gardens basin		15,000	15,000
Whispering Pines basin		150,000	150,000
Miscellaneous Improvements		10,000	10,000
Subtotal		255,000	255,000
Capital Outlay			
Carver Heights basin		45,000	45,000
Venetian Gardens basin		60,000	60,000
Whispering Pines basin		850,000	850,000
Ponds		75,000	75,000
Curbs and gutters, inlets		75,000	75,000
Enclosed ditchlines		75,000	75,000
Conveyance systems		75,000	75,000
Miscellaneous drainage improvements		15,000	15,000
Subtotal		1,270,000	1,270,000
<b>Total</b>		<b>1,525,000</b>	<b>1,525,000</b>

Stormwater  
Department

Appropriations  
Detail

Appropriations Detail

Account # 014-5171-537

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	89,992	87,240	55,382	97,396	102,852
1410 Overtime	1,659	6,010	5,951	3,000	0
1530 Bonuses	396	457	500	500	500
2110 FICA	6,458	6,662	4,280	6,922	6,823
2210 Retirement	4,929	7,420	5,208	9,009	11,905
23xx Insurance	21,366	23,782	13,836	25,535	26,488
2410 Workers' Compensation	1,855	3,231	2,375	2,695	2,572
262x Other Payroll Benefits	32	152	114	162	282
<b>TOTAL PERSONAL SERVICES</b>	<b>126,687</b>	<b>134,954</b>	<b>87,646</b>	<b>145,219</b>	<b>151,422</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	12,755	40,602	39,447	1,000	257,000
3410 Contract Services	74,675	31,770	38,397	75,000	75,000
4010 Travel	0	1,142	1,094	4,000	2,750
4110 Communication	121	280	201	250	250
4210 Postage	0	104	0	250	100
4410 Rentals	119	0	0	150	100
4415 Internal Fleet Lease	0	0	17,398	52,195	56,108
4510 Insurance	3,209	2,873	1,522	3,270	2,397
461x Repairs & Maintenance- Vehicles	37,385	41,693	25,245	41,000	31,420
462x Repairs & Maintenance- Non-Build	15,577	22,616	3,721	18,000	18,000
4920 Other Current Charges	0	5,734	500	0	0
4950 Uncollectible Accounts	3,156	2,892	3,792	5,682	6,232
496x Direct Transfer	178,234	24,306	14,064	20,554	26,428
5180 Minor Furniture/Equipment	122	888	891	500	500
5210 Operating Supplies	3,352	856	447	2,500	2,500
5215 Uniforms	250	1,478	633	3,412	2,680
5230 Fuel Purchases	6,136	4,971	6,943	8,300	10,400
5450 Training	235	1,095	175	2,600	1,935
<b>TOTAL OPERATING EXPENSES</b>	<b>335,326</b>	<b>183,300</b>	<b>154,470</b>	<b>238,663</b>	<b>493,800</b>
<b>CAPITAL OUTLAY</b>					
6110 Land Costs	206,231	5,245	0	0	0
6310 Improvements Other Than Bldgs	239,419	0	23,035	740,000	1,270,000
6410 Machinery & Equipment	0	14,847	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>445,650</b>	<b>20,092</b>	<b>23,035</b>	<b>740,000</b>	<b>1,270,000</b>
<b>OTHER USES</b>					
9160 Reserve/Future Captial	0	0	0	0	33,729
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,729</b>
<b>TOTAL APPROPRIATIONS</b>	<b>907,663</b>	<b>338,346</b>	<b>265,151</b>	<b>1,123,882</b>	<b>1,948,951</b>

## Summary of Appropriations

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	145,219	151,422	6,203	4.27%
Operating Expenses	238,663	493,800	255,137	106.90%
Capital Outlay	740,000	1,303,729	563,729	76.18%
<b>TOTALS</b>	<b>1,123,882</b>	<b>1,948,951</b>	<b>825,069</b>	<b>73.41%</b>

### Significant Budget Changes:

The operating expenses category includes \$75,000 for the Stormwater master plan and \$180,000 to engineer several capital improvement projects.

\$1,000,000 of the appropriation in capital outlay is for the Whispering Pines Basin, which will only be completed if 100% funded by grants.

## Stormwater Department

### Summary of Appropriations

# Stormwater Department

## Project Schedule

### Project Schedule

2005-06 Adopted  
Stormwater Fund

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
140002	<u>Drainage Improvements</u>		
	Stormwater Master Plan	Governmental Revenue	75,000
	Carver Heights Basin	Governmental Revenue	50,000
	Venetian Gardens Basin	Governmental Revenue	75,000
	Whispering Pines Basin (1,000,000)	State Grant	500,000
		Other Grant	500,000
	Stormwater Rehabs		
	Ponds	Governmental Revenue	75,000
	Curbs & gutters	Governmental Revenue	75,000
	Enclose ditch lines (75,000)	Governmental Revenue	25,000
		State Grant	50,000
	Conveyance systems	Governmental Revenue	75,000
	Miscellaneous improvements	Governmental Revenue	25,000
		<b>TOTAL</b>	<u>1,525,000</u>
		<b>Source of Funds</b>	
		Governmental Revenue	475,000
		State Grant	550,000
		Other Grant	500,000
		<b>TOTAL</b>	<u>1,525,000</u>

## Ron Stock, Director

The City of Leesburg created the Greater Leesburg Community Redevelopment Agency (GLCRA) on May 28, 1996 (Resolution 6994) 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 was 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.

### MAJOR PROJECTS FOR 2005-06

#### Downtown Partnership Corporation

Debt Service Payment on Town Square  
and Streetscape Projects  
Canal Street Construction  
Gateway Elements

#### Community Development

New Housing Construction  
Land Acquisition  
Home Rehabilitation/Repair  
Assistance with Construction  
Financing  
Implementing New Business  
Development Program

### ACCOMPLISHMENTS FOR 2004-05

#### Downtown Partnership Corporation

Downtown Restrooms  
Canal Street Design & Construction  
Shaughnessey Hart Canal Street  
Gateway Design Project

#### Community Development

Building Improvements  
Assistance with construction  
Financing  
Housing Rehab/Existing Owner-  
Occupied Units  
Land Acquisitions/Demolitions

# Greater Leesburg Community Redevelopment Agency

## Description

**Total  
Department  
Budget  
\$401,866**

Greater  
Leesburg  
CRA Fund

Revenue  
Sources and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>REVENUE SOURCES</b>					
Intergovernmental Revenue	136,089	170,550	197,355	201,534	240,819
Miscellaneous Revenue	5,094	2,980	1,258	0	0
Other Sources	88,397	111,976	131,981	132,320	161,047
<b>TOTAL REVENUE SOURCES</b>	<b>229,580</b>	<b>285,506</b>	<b>330,594</b>	<b>333,854</b>	<b>401,866</b>
<b>APPROPRIATIONS</b>					
CRA	176,891	506,357	268,401	333,854	401,866
<b>TOTAL APPROPRIATIONS</b>	<b>176,891</b>	<b>506,357</b>	<b>268,401</b>	<b>333,854</b>	<b>401,866</b>

## Revenue Detail

ACCOUNT 016-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>INTERGOVERNMENTAL REVENUES</u></b>					
33731 Lake County/Redevelopment	136,089	170,550	197,355	201,534	240,819
<b>TOTAL INTERGOVERNMENTAL</b>	<b>136,089</b>	<b>170,550</b>	<b>197,355</b>	<b>201,534</b>	<b>240,819</b>
<b><u>MISCELLANEOUS REVENUE</u></b>					
36101 Interest on Investments	6,254	5,781	2,427	0	0
36130 Gain/Loss Investments	(1,160)	(2,801)	(1,169)	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>5,094</b>	<b>2,980</b>	<b>1,258</b>	<b>0</b>	<b>0</b>
<b><u>OTHER SOURCES</u></b>					
38110 From Gen. Fund/Ad Valorem	88,397	111,976	131,981	132,320	161,047
38891 Fund Balance Appropriated	0	0	0	0	0
<b>TOTAL OTHER SOURCES</b>	<b>88,397</b>	<b>111,976</b>	<b>131,981</b>	<b>132,320</b>	<b>161,047</b>
<b>TOTAL RESOURCES</b>	<b>229,580</b>	<b>285,506</b>	<b>330,594</b>	<b>333,854</b>	<b>401,866</b>

## Greater Leesburg CRA Fund

### Revenue Detail

Greater  
Leesburg  
CRA Fund

Appropriations  
Detail

Appropriations Detail

Account # 016-6190-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	64,457	35,769	0	0	0
3410 Contract Services	0	0	0	0	0
4810 Promotional Activities	0	0	0	0	0
4911 Advertising	103	39	0	0	0
4920 Other Current Charges	175	327,983	165,424	176	176
5210 Operating Supplies	0	0		0	
<b>TOTAL OPERATING EXPENSES</b>	<b>64,735</b>	<b>363,791</b>	<b>165,424</b>	<b>176</b>	<b>176</b>
<b><u>DEBT SERVICE</u></b>					
7110 Principal	13,370	14,089	9,811	14,847	15,645
7210 Interest	10,678	9,958	6,221	9,201	8,403
<b>TOTAL DEBT SERVICE</b>	<b>24,048</b>	<b>24,047</b>	<b>16,032</b>	<b>24,048</b>	<b>24,048</b>
<b><u>OTHER USES</u></b>					
9101 Transfer to General Fund	83,108	118,519	86,945	142,791	176,797
9112 Transfer to CDBG	0	0	0	0	0
9131 Transfer to Capital Projects	5,000	0	0	0	0
9910 Reserve for Future	0	0	0	166,839	200,845
<b>TOTAL OTHER USES</b>	<b>88,108</b>	<b>118,519</b>	<b>86,945</b>	<b>309,630</b>	<b>377,642</b>
<b>TOTAL APPROPRIATIONS</b>	<b>176,891</b>	<b>506,357</b>	<b>268,401</b>	<b>333,854</b>	<b>401,866</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	176	176	0	0.00%
Debt Service	24,048	24,048	0	0.00%
Other Uses	309,630	377,642	68,012	21.97%
<b>TOTALS</b>	<b>333,854</b>	<b>401,866</b>	<b>68,012</b>	<b>20.37%</b>

### Significant Budget Changes:

At the time the budget was prepared, no funds were specifically requested, so all available revenue was budgeted in reserve until plans are specifically identified.



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## Ron Stock, Director

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 and expiring on September 30, 2016 pursuant to Section 163.512 Florida Statutes, and generates a 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 agency is part of the City's Comprehensive Plan to enhance the area known as Carver Heights and its vicinity. The boundaries of the CHCRA are generally County Road 468 to the east, the former Seaboard Coast Line railroad right-of-way to the west, the Leesburg city limits to the north, and McCormack Street to the south. The agency determined the existence of blighted areas, noted the general decline of the area, and will make improvements utilizing available funds.

The Carver Heights Redevelopment Plan identified the following five (5) most crucial projects:

- Provide a Community Redevelopment Agency Program Coordinator and establish a Community Redevelopment Agency Office
- Develop infrastructure and pedestrian support (sidewalk) facilities
- Develop a comprehensive recreation program and facilities
- Develop a commercial and industrial improvement program
- Develop the gateways into the community

The Carver Heights 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.

### MAJOR PROJECTS FOR 2005-06

1. Stormwater and Water infrastructure improvements
2. Construction of electric undergrounding and streetlights
3. Sidewalks
4. Park improvements at Berry Park
5. Consultant Services
6. Creation of a CRA Program Coordinator

It should be noted that the anticipated work plan of the Carver Heights and Vicinity Community Redevelopment Agency had to be accomplished without significant funding assistance. Since its inception in fiscal year 2002-03, the cash available in the CHCRA at September 30, 2005, only totals \$34,879.

## Carver Heights and Vicinity Community Redevelopment Agency

### Description

**Total  
Department  
Budget  
\$63,184**

Carver  
Heights  
CRA Fund

Revenue  
Sources and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Intergovernmental Revenue	3,822	15,199	1,683	2,377	37,863
Miscellaneous Revenues	95	591	251	0	0
Other Sources	2,483	9,979	1,126	23,117	25,321
<b>TOTAL REVENUE SOURCES</b>	<b>6,400</b>	<b>25,769</b>	<b>3,060</b>	<b>25,494</b>	<b>63,184</b>
<b><u>APPROPRIATIONS</u></b>					
CRA	49	31,829	372	25,494	63,184
<b>TOTAL APPROPRIATIONS</b>	<b>49</b>	<b>31,829</b>	<b>372</b>	<b>25,494</b>	<b>63,184</b>

## Revenue Detail

## Carver Heights CRA Fund

ACCOUNT 017-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>INTERGOVERNMENTAL REVENUES</u></b>					
33731 Lake County/Redevelopment	3,822	15,199	1,683	2,377	37,863
<b>TOTAL INTERGOVERNMENTAL</b>	<b>3,822</b>	<b>15,199</b>	<b>1,683</b>	<b>2,377</b>	<b>37,863</b>
<b><u>MISCELLANEOUS REVENUES</u></b>					
36101 Interest on Investments	106	535	559	0	0
36130 Gain/Loss Investments	(11)	56	(308)	0	0
<b>TOTAL MISCELLANEOUS REVENUES</b>	<b>95</b>	<b>591</b>	<b>251</b>	<b>0</b>	<b>0</b>
<b><u>OTHER SOURCES</u></b>					
38110 From Gen. Fund/Ad Valorem	2,483	9,979	1,126	1,544	25,321
38891 Fund Balance Appropriated	0	0	0	21,573	0
<b>TOTAL OTHER SOURCES</b>	<b>2,483</b>	<b>9,979</b>	<b>1,126</b>	<b>23,117</b>	<b>25,321</b>
<b>TOTAL RESOURCES</b>	<b>6,400</b>	<b>25,769</b>	<b>3,060</b>	<b>25,494</b>	<b>63,184</b>

## Revenue Detail

Carver  
Heights  
CRA Fund

Appropriations  
Detail

Appropriations Detail

Account # 017-6190-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	36	0	372	0	0
4911 Advertising-Other Ads	13	0	0	0	0
4920 Other Current Charges	0	0	0	0	175
<b>TOTAL OPERATING EXPENSES</b>	<b>49</b>	<b>0</b>	<b>372</b>	<b>0</b>	<b>175</b>
<b><u>OTHER USES</u></b>					
9910 Reserve for Future	0	31,829	0	25,494	63,009
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>31,829</b>	<b>0</b>	<b>25,494</b>	<b>63,009</b>
<b>TOTAL APPROPRIATIONS</b>	<b>49</b>	<b>31,829</b>	<b>372</b>	<b>25,494</b>	<b>63,184</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	175	175	N/A
Other Uses	25,494	63,009	37,515	147.15%
<b>TOTALS</b>	<b>25,494</b>	<b>63,184</b>	<b>37,690</b>	<b>147.84%</b>

### Significant Budget Changes:

At the time the budget was prepared, no funds were specifically requested, so all available funds were appropriated in the reserve account.

Carver  
Heights  
CRA Fund

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Appropriations  
Summary



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**William Pfeilsticker, Finance Director**

The Debt Service Fund is used to record debt service payments for general government (non-utility) debt. Those portions of the amount received by the City from the Local Government Half-Cent Sales Tax Program which is necessary to fund the amount of the periodic installments of principal and interest on the Refunding and Capital Improvement Bonds, Series 1999, which become due during a particular fiscal year, are deposited directly to the debt service fund.

Debt service associated with the Refunding and Capital Improvement Revenue Bonds, Series 1999, 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. The 1999 bonds are fully registered bonds in denominations of \$5,000 each. Debt service requirements associated with the 1999 bonds as of September 30, 2005 are as follows:

Issue	Year	Principal	Interest	Total
Refunding and Capital Improvement Revenue Bonds, Series 1999 Original Issue Amount: \$7,345,000 Original Issue Date: August 1, 1999 Final Maturity: October 1, 2029 Interest Rate: 3.65% - 5.5%	2006	145,000	356,315	501,315
	2007	155,000	349,645	504,645
	2008	160,000	342,476	502,476
	2009	165,000	334,796	499,796
	2010	175,000	326,876	501,876
	2011	185,000	318,126	503,126
	2012	195,000	308,691	503,691
	2013	205,000	298,698	503,698
	2014	215,000	288,038	503,038
	2015	225,000	276,750	501,750
	2016	235,000	264,825	499,825
	2017	250,000	251,900	501,900
	2018	265,000	238,150	503,150
	2019	280,000	223,575	503,575
	2020	295,000	208,175	503,175
	2021	310,000	191,950	501,950
	2022	325,000	174,900	499,900
	2023	345,000	157,025	502,025
	2024	365,000	138,050	503,050
	2025	385,000	117,975	502,975
2026	405,000	96,800	501,800	
2027	430,000	74,525	504,525	
2028	450,000	50,875	500,875	
2029	475,000	26,125	501,125	
TOTAL		\$6,640,000	\$5,415,261	\$12,055,261

**Debt Service Fund**

**Description**

**Total Department Budget \$1,299,360**

# 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 1999 Bonds. 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, 2005 are as follows:

Issue	Year	Principal	Interest	Total
Capital Improvement Revenue Bonds, Series 2004 Original Issue Amount: \$17,110,000 Original Issue Date: July 21, 2004 Final Maturity: October 1, 2034 Interest Rate: 2.5% - 5%	2006	325,000	797,595	1,122,595
	2007	330,000	789,470	1,119,470
	2008	340,000	781,220	1,121,220
	2009	350,000	771,020	1,121,020
	2010	360,000	759,645	1,119,645
	2011	370,000	748,485	1,118,485
	2012	385,000	736,460	1,121,460
	2013	400,000	723,370	1,123,370
	2014	415,000	708,370	1,123,370
	2015	430,000	692,808	1,122,808
	2016	445,000	675,607	1,120,607
	2017	465,000	657,808	1,122,808
	2018	480,000	638,743	1,118,742
	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		17,110,000	15,401,118	32,511,118

## Revenue Sources and Appropriations

## Debt Service Fund

## Revenue Sources and Appropriations

## Revenue Detail

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>REVENUE SOURCES</b>					
Taxes	0	0	309,016	803,024	342,447
Intergovernmental Revenue	501,981	624,925	556,456	640,065	954,421
Miscellaneous Revenue	2,324	4,781	(139)	3,000	2,492
Other Sources	0	0	0	0	0
<b>TOTAL REVENUE SOURCES</b>	<b>504,305</b>	<b>629,706</b>	<b>865,333</b>	<b>1,446,089</b>	<b>1,299,360</b>

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>APPROPRIATIONS</b>					
Debt Service	499,305	624,706	716,030	1,446,089	1,299,360
<b>TOTAL APPROPRIATIONS</b>	<b>499,305</b>	<b>624,706</b>	<b>716,030</b>	<b>1,446,089</b>	<b>1,299,360</b>

## Revenue Detail

ACCOUNT 021-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>TAXES</b>					
31261 Local Option Sales Tax	0	0	309,016	803,024	342,447
<b>TOTAL TAXES</b>	<b>0</b>	<b>0</b>	<b>309,016</b>	<b>803,024</b>	<b>342,447</b>
<b>INTERGOVERNMENTAL REVENUE</b>					
33518 Half Cent Sales Tax	501,981	624,925	556,456	640,065	954,421
<b>TOTAL INTERGOVERNMENTAL</b>	<b>501,981</b>	<b>624,925</b>	<b>556,456</b>	<b>640,065</b>	<b>954,421</b>
<b>MISCELLANEOUS REVENUE</b>					
36101 Interest on Investments	3,355	3,372	1,950	3,000	2,492
36130 Gain/Loss Investments	(1,031)	1,409	(2,089)	0	
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>2,324</b>	<b>4,781</b>	<b>(139)</b>	<b>3,000</b>	<b>2,492</b>
<b>OTHER SOURCES</b>					
38891 Fund Balance Appropriated	0	0	0	0	0
<b>TOTAL OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>504,305</b>	<b>629,706</b>	<b>865,333</b>	<b>1,446,089</b>	<b>1,299,360</b>

**Debt Service  
Fund**

**Appropriations  
Detail &  
Summary**

**Appropriations Detail**

**Account # 021-1326-582**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>DEBT SERVICE</b>					
7110 Principal Payments	125,000	130,000	135,000	135,000	140,000
7210 Interest Payments	373,880	368,420	181,307	362,615	356,315
7212 Interest-2004 Bonds	0	126,286	398,798	628,024	797,595
7310 Reserve Requirement	0	0	0	5,000	5,000
7311 Fees	425	0	925	450	450
7312 Reserve-2004 Bonds	0	0	0	315,000	0
<b>TOTAL DEBT SERVICE</b>	<b>499,305</b>	<b>624,706</b>	<b>716,030</b>	<b>1,446,089</b>	<b>1,299,360</b>
<b>TOTAL APPROPRIATIONS</b>	<b>499,305</b>	<b>624,706</b>	<b>716,030</b>	<b>1,446,089</b>	<b>1,299,360</b>

**Appropriations Summary**

	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>	<b>INCREASE/ (DECREASE)</b>	<b>PERCENTAGE</b>
Debt Services	1,446,089	1,299,360	(146,729)	-10.15%
<b>TOTALS</b>	<b>1,446,089</b>	<b>1,299,360</b>	<b>(146,729)</b>	<b>-10.15%</b>

**Significant Budget Changes:**

Principal and interest payments associated with the 2004 Capital Improvement Bond Issue will be reported in this fund.

## CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital facilities. The primary sources of revenue in this fund are the one-cent local option infrastructure sales tax and federal and state grants. Capital Projects must be reviewed and approved by the City Commission prior to the expenditure of any funds. Many capital improvements have been completed or are scheduled to be funded from the proceeds from the one-cent local option infrastructure sales tax revenue, which was overwhelmingly renewed by a voter referendum on November 6, 2001. This revenue source represents a particularly valuable source to fund capital improvements. Without it, it would be necessary to fund future capital improvements from the General Fund or from debt proceeds.

On February 16th, the City Commission agreed to move forward with a \$17 million dollar bond issue to finance the following general government major capital projects over the next 3 years:

Library	\$6.0 million
Public Works facility	\$1.8 million
Rehab Old Library	\$1.0 million
Canal Street	\$1.3 million
Gymnasium & land	\$1.4 million
Community Center	\$5.0 million
Contingency	\$0.5 million

Included in the proposed budget are projects for \$3,050,000 of the debt service proceeds for design and construct the Swimming Pool (500,000), Library furniture (\$600,000), City Hall parking lot (\$1,050,000) and other Public Works projects (900,000).

The Local Option Sales Tax revenue source is projected to increase from \$1,373,650 to \$1,766,602. The budget for this fund reflects a lower amount because some of these funds will be used to pay the debt service on the bond issue described above. Because the funding source is reduced, many of the police and fire equipment is now being recorded in the general fund.

The police department includes the final payment of \$181,537 of a 3 year lease purchase for 23 vehicles purchased in fiscal year 2003-04.

A detailed description of the current capital improvement projects, as well as a summary of future projects is contained in the capital improvement plan for fiscal years 2006-10.

## Capital Projects Fund

### Description

**Total  
Department  
Budget  
\$7,147,800**

Capital  
Projects  
Fund

Revenue  
Sources and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>REVENUE SOURCES</b>					
Taxes	1,254,754	1,445,759	639,534	570,626	1,424,155
Intergovernmental Revenue	1,784,621	631,969	1,682,537	510,000	1,715,190
Miscellaneous Revenue	1,436,859	93,623	660,162	0	496,326
Other Sources	2,006,087	18,543,408	879,094	9,643,186	3,512,129
<b>TOTAL REVENUE SOURCES</b>	<b>6,482,321</b>	<b>20,714,759</b>	<b>3,861,327</b>	<b>10,723,812</b>	<b>7,147,800</b>
<b>APPROPRIATIONS</b>					
Finance	0	122,681	22,498	0	0
Airport	3,864,629	438,194	2,055,316	600,000	1,454,842
Police	4,898,853	855,902	281,701	208,812	283,037
Fire	409,639	619,758	7,800	65,000	779,000
Public Works	1,020,968	733,459	296,993	2,200,000	2,692,205
Library	53,524	333,579	397,525	5,600,000	600,000
Recreation	2,205,423	1,114,378	564,596	2,050,000	1,338,716
<b>TOTAL APPROPRIATIONS</b>	<b>12,453,036</b>	<b>4,217,951</b>	<b>3,626,429</b>	<b>10,723,812</b>	<b>7,147,800</b>

## Revenue Detail

## Capital Projects Fund

### Revenue Detail

ACCOUNT 031-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>TAXES</b>					
31261 Local Option Sales Tax	1,254,754	1,445,759	639,534	570,626	1,424,155
<b>TOTAL TAXES</b>	<b>1,254,754</b>	<b>1,445,759</b>	<b>639,534</b>	<b>570,626</b>	<b>1,424,155</b>
<b>INTERGOVERNMENTAL REVENUE</b>					
33119 Federal Grant - CDBG	0	25,695	0	0	397,066
33122 Federal Grant - Fire	0		0	0	209,250
33142 Federal Grant - Airport	1,085,424	20,872	157,981	180,000	0
33442 State Grant - Airport	376,581	470,036	1,238,525	330,000	968,874
33451 State Grant - Canal Street	0	0	0	0	0
33472 State Grant - Parks	117,526	0	0	0	140,000
33772 Lake County - Parks	0	30,000	0	0	0
33772 Lake County - Sleepy Hollow	205,090	85,366	286,031	0	0
<b>TOTAL INTERGOVERNMENTAL</b>	<b>1,784,621</b>	<b>631,969</b>	<b>1,682,537</b>	<b>510,000</b>	<b>1,715,190</b>
<b>MISCELLANEOUS REVENUE</b>					
36101 Interest on Investments	(20,198)	(26,468)	(13,720)	0	0
36130 Gain/Loss Investments	(5,735)	3,361	(723)	0	0
36161 Int.-Local Opt.Sales Tax	48,008	15,630	15,919	0	24,455
36162 Bond Funds	53,873	75,619	314,686	0	471,871
36404 Recovery From Losses	6,800	0	0	0	0
36609 Contributions/Donations	1,354,111	19,159	344,000	0	0
36902 Discount-Accounts Payable	0	0	0	0	0
36906 Misc. Reimbursement	0	6,322	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>1,436,859</b>	<b>93,623</b>	<b>660,162</b>	<b>0</b>	<b>496,326</b>
<b>OTHER SOURCES</b>					
38116 Transfer From GLCRA	5,000	0	0	0	0
38141 Transfer From Electric	740,402	1,094,015	307,807	0	0
38143 Transfer From Water	1,260,685	294,412	571,287	0	0
38412 Bond Proceeds	0	17,154,981	0	9,300,000	3,050,000
38891 Fund Balance Appropriated	0	0	0	343,186	462,129
<b>TOTAL OTHER SOURCES</b>	<b>2,006,087</b>	<b>18,543,408</b>	<b>879,094</b>	<b>9,643,186</b>	<b>3,512,129</b>
<b>TOTAL RESOURCES</b>	<b>6,482,321</b>	<b>20,714,759</b>	<b>3,861,327</b>	<b>10,723,812</b>	<b>7,147,800</b>

Capital  
Projects  
Fund

Appropriations  
Detail

Appropriations Detail

Account # 031-xxxx-xxx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>Finance (1326)</b>					
<b>DEBT SERVICE</b>					
7315 Issue Costs	0	122,681	22,498	0	0
<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>122,681</b>	<b>22,498</b>	<b>0</b>	<b>0</b>
<b>TOTAL FINANCE</b>	<b>0</b>	<b>122,681</b>	<b>22,498</b>	<b>0</b>	<b>0</b>
<b>Airport (1821-542)</b>					
<b>OPERATING EXPENSES</b>					
31xx Professional Services	377,549	244,469	157,076	271,000	140,000
4010 Travel	0	0	15,552	0	0
49xx Other Current Charges	7,924	550	3,535	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>385,473</b>	<b>245,019</b>	<b>176,163</b>	<b>271,000</b>	<b>140,000</b>
<b>CAPITAL OUTLAY</b>					
6110 Land	1,720,630	0	0	0	0
6210 Buildings	502,213	115,000	1,195,500	0	854,842
6310 Improvements Other Than Bldgs	1,256,313	75,000	683,653	329,000	160,000
6410 Machinery & Equipment	0	3,175	0	0	300,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,479,156</b>	<b>193,175</b>	<b>1,879,153</b>	<b>329,000</b>	<b>1,314,842</b>
<b>TOTAL AIRPORT</b>	<b>3,864,629</b>	<b>438,194</b>	<b>2,055,316</b>	<b>600,000</b>	<b>1,454,842</b>
<b>Police Department (2111-521)</b>					
<b>OPERATING EXPENSES</b>					
31xx Professional Expenses	7,389	379	24	0	0
49xx Other Current Charges	350	(350)	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>7,739</b>	<b>29</b>	<b>24</b>	<b>0</b>	<b>0</b>
<b>CAPITAL OUTLAY</b>					
6110 Land	0	400	18,437	0	0
6210 Buildings	4,530,215	580,774	0	0	0
6310 Improvements Other Than Bldgs	185	4,219	19,947	0	0
6410 Machinery & Equipment	360,714	270,480	243,293	208,812	283,037
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,891,114</b>	<b>855,873</b>	<b>281,677</b>	<b>208,812</b>	<b>283,037</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>4,898,853</b>	<b>855,902</b>	<b>281,701</b>	<b>208,812</b>	<b>283,037</b>

## Appropriations Detail (Continued)

Account # 031-xxxx-xxx

Capital  
Projects  
Fund

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>Fire Department (2220-522)</u></b>					
<b><u>OPERATING EXPENSES</u></b>					
31xx Professional Services	831	60	7,800	0	50,000
<b>TOTAL OPERATING EXPENSES</b>	<b>831</b>	<b>60</b>	<b>7,800</b>	<b>0</b>	<b>50,000</b>
<b><u>CAPITAL OUTLAY</u></b>					
6110 Land	0	0	0	0	450,000
6210 Buildings	81,742	0	0	60,000	279,000
6410 Machinery & Equipment	327,066	619,698	0	5,000	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>408,808</b>	<b>619,698</b>	<b>0</b>	<b>65,000</b>	<b>729,000</b>
<b>TOTAL FIRE DEPARTMENT</b>	<b>409,639</b>	<b>619,758</b>	<b>7,800</b>	<b>65,000</b>	<b>779,000</b>
<b><u>Public Works Department (51xx-xxx)</u></b>					
<b><u>PERSONAL SERVICES</u></b>					
12xx Regular Salaries & Wages	0	1,356	393	0	0
2xxx Fringe Benefits	0	411	146	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>0</b>	<b>1,767</b>	<b>539</b>	<b>0</b>	<b>0</b>
<b><u>OPERATING EXPENSES</u></b>					
31xx Professional Services	189,925	211,946	120,971	0	300,000
49xx Other Current Charges	1,106	24,753	300	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>191,031</b>	<b>236,699</b>	<b>121,271</b>	<b>0</b>	<b>300,000</b>
<b><u>CAPITAL OUTLAY</u></b>					
6110 Land	0	0	0	0	400,000
6210 Buildings	5,000	414,634	175,183	1,800,000	592,205
6310 Improvements Other Than Bldgs	824,937	80,359	0	400,000	1,400,000
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>829,937</b>	<b>494,993</b>	<b>175,183</b>	<b>2,200,000</b>	<b>2,392,205</b>
<b>TOTAL PUBLIC WORKS</b>	<b>1,020,968</b>	<b>733,459</b>	<b>296,993</b>	<b>2,200,000</b>	<b>2,692,205</b>

Appropriations  
Detail  
(Continued)

Capital  
Projects  
Fund

Appropriations  
Detail  
(Continued)

Appropriations Detail (Continued)

Account # 031-xxxx-xxx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>Library (7111-571)</u></b>					
<b><u>PERSONAL SERVICES</u></b>					
1210 Regular Salaries & Wages	0	481	673	0	0
2xxx Fringe Benefits	0	123	247	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>0</b>	<b>604</b>	<b>920</b>	<b>0</b>	<b>0</b>
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	53,524	330,807	89,099	0	25,000
<b>TOTAL OPERATING EXPENSES</b>	<b>53,524</b>	<b>330,807</b>	<b>89,099</b>	<b>0</b>	<b>25,000</b>
<b><u>CAPITAL OUTLAY</u></b>					
6210 Buildings	0	2,168	307,506	5,600,000	0
6410 Machinery & Equipment	0	0	0	0	575,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>2,168</b>	<b>307,506</b>	<b>5,600,000</b>	<b>575,000</b>
<b>TOTAL LIBRARY DEPARTMENT</b>	<b>53,524</b>	<b>333,579</b>	<b>397,525</b>	<b>5,600,000</b>	<b>600,000</b>
<b><u>Recreation (81xx-57x)</u></b>					
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	117,099	136,637	41,869	500,000	450,000
49xx Other Current Charges	2,929	463	1,160	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>120,028</b>	<b>137,100</b>	<b>43,029</b>	<b>500,000</b>	<b>450,000</b>
<b><u>CAPITAL OUTLAY</u></b>					
6110 Land	0	0	0	300,000	250,000
6210 Buildings	35,734	493,254	425,689	1,100,000	45,000
6310 Improvements Other Than Bldgs	2,024,196	448,498	95,878	150,000	588,716
6410 Machinery & Equipment	25,465	35,526	0	0	5,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>2,085,395</b>	<b>977,278</b>	<b>521,567</b>	<b>1,550,000</b>	<b>888,716</b>
<b>TOTAL RECREATION DEPARTMENT</b>	<b>2,205,423</b>	<b>1,114,378</b>	<b>564,596</b>	<b>2,050,000</b>	<b>1,338,716</b>
<b><u>Non-Departmental (9191-589)</u></b>					
<b><u>OTHER USES</u></b>					
9920 Res/Local Option Sales	0	0	0	0	0
<b>TOTAL NON-DEPARTMENTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>12,453,036</b>	<b>4,217,951</b>	<b>3,626,429</b>	<b>10,723,812</b>	<b>7,147,800</b>

## Project Schedule

## Capital Projects Fund

### 2005-06 Adopted Capital Projects Fund

### Project Schedule

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
310018	<u>Airport</u>		
	Overcoat GA ramp area	Sales Tax	30,000
		State Grant	120,000
	FBO ramp space phase II	Sales Tax	72,000
		State Grant	288,000
	Air traffic control tower	Sales Tax	58,968
		State Grant	235,874
	Small corporate hangars	Governmental Revenue	325,000
		State Grant	325,000
	Subtotal Airport		<u>1,454,842</u>
310021	<u>Police</u>		
	Radio system	Sales Tax	101,500
	Vehicle lease	Sales Tax	181,537
	Subtotal Police		<u>283,037</u>
310022	<u>Fire</u>		
	Station #1	Sales Tax	500,000
	Harden Station #1	Federal Grant	123,750
		Sales Tax	41,250
	Harden Station #2	Federal Grant	85,500
		Sales Tax	28,500
	Subtotal Fire		<u>779,000</u>
310051	<u>Public Works</u>		
	Sidewalks	Sales Tax	100,000
	Magnolia Street	Debt Proceeds	400,000
	Susan Street connector - phase I	Debt Proceeds	150,000
	Highway 441 mast arm	Sales Tax	300,000
	Renovate Old Library	Debt Proceeds	350,000
	City Hall parking lot	Debt Proceeds	1,050,000
	Harden City Hall	Federal Grant	173,234
		Sales Tax	57,744
	Harden Public Works	Federal Grant	83,420
		Sales Tax	27,807
	Subtotal Public Works		<u>2,692,205</u>

Capital  
Projects  
Fund

Project  
Schedule

Project Schedule

2005-06 Adopted  
Capital Projects Fund

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
310071	<u>Library</u> Furniture and equipment	Debt Proceeds	600,000
	Subtotal Library		<u>600,000</u>
310081	<u>Recreation</u> Swimming Pool Harden Community Center (187,216)	Debt Proceeds Federal Grant	500,000 140,412
	Venetian Gardens master plan	Sales Tax	46,804
	Rails to Trails	Sales Tax	100,000
	Dog Park	Sales Tax	200,000
		State Grant	40,000
		Sales Tax	35,000
	FDOT retainage ponds	State Grant	100,000
	Sleepy Hollow Recreation Complex	Sales Tax	176,500
	Subtotal Recreation		<u>1,338,716</u>
	<b>TOTAL</b>		<u><u>7,147,800</u></u>
	<b>Source of Funds</b>		
		Sales Tax	2,057,610
		Federal Grant	606,316
		State Grant	1,108,874
		Debt Proceeds	3,050,000
		Governmental Revenue	325,000
	<b>TOTAL</b>		<u><u>7,147,800</u></u>

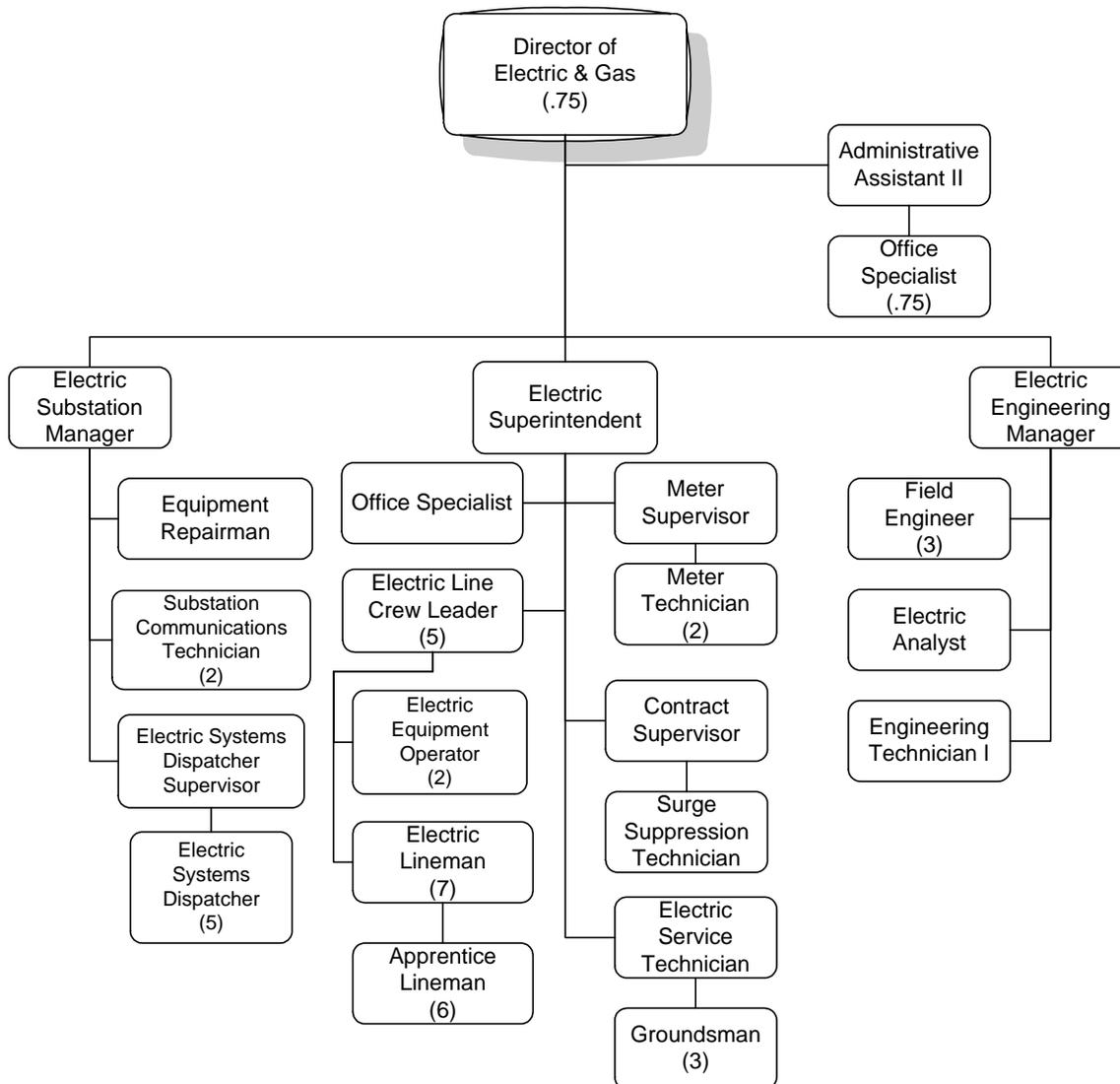
## Jay Evans, Interim Director of Electric and Gas

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  
\$59,488,624**

# Electric Department

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## Electric System Description

### Electric System Description

The electric system includes 5 substations, distribution facilities and 389.12 miles of primary electric lines, of which 37% is provided in underground circuits. The City of Leesburg purchases power from the Florida Municipal Power Agency (FMPA) on an all-requirements basis. FMPA was created pursuant to Florida Statutes Chapter 163, Parts I and II ("The Interlocal Act": and "The Joint Power Act") which, among other things, provides a means for Florida municipal corporations to cooperate with each other to provide for their present and future energy needs. The agreement remains in effect until October 1, 2020, with two optional successive ten-year renewal periods. The power rates that FMPA charges the City are subject to a majority vote of the FMPA Board of Directors. The City has limited oversight authority.

The City operates no generation facilities, but owns an undivided 0.8244% interest in and generation entitlement share to Crystal River Number 3, a nuclear steam electric generating unit. Florida Progress (formerly known as Florida Power Corporation) owns 90% of the unit and is responsible for the operation of the plant. The City acquired its share of the facilities in 1975. Participants 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 Corporation guaranteeing the City the right to purchase up to 1.716 megawatts of generating capacity from the St. Lucie No. 2 nuclear generating plant. This plant became operational in 1984.

The Public Service Commission approved a territorial agreement with Florida Power Corporation in May 1982 and with Sumter Electric Cooperative in May 1991. The City of Leesburg entered into a franchise agreement, effective November 1, 1983, with the City of Fruitland Park to provide electric and gas services for 25 years and the right for the City of Fruitland Park to purchase the distribution system in 2008.

## Budget Summary - Operating Statement

## Electric Department

### Budget Summary- Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING REVENUE</b>					
Charges For Services	39,500,480	44,352,666	28,585,115	48,268,036	53,231,568
Other Operating Revenue	518,427	646,384	442,831	1,202,955	688,494
<b>TOTAL OPERATING REVENUE</b>	<b>40,018,907</b>	<b>44,999,050</b>	<b>29,027,946</b>	<b>49,470,991</b>	<b>53,920,062</b>
<b>OPERATING APPROPRIATIONS</b>					
Generation	1,473,051	1,440,408	988,215	1,722,508	1,539,244
Administration	1,943,168	2,146,779	1,429,004	2,320,654	2,608,796
Distribution	28,832,056	33,085,550	21,520,743	34,868,250	37,414,098
Traffic Light Operations	79,145	47,952	132,121	107,821	198,328
Other Operating Expenses	3,498,097	4,192,400	2,906,612	4,225,740	4,998,326
<b>TOTAL APPROPRIATIONS</b>	<b>(35,825,517)</b>	<b>(40,913,089)</b>	<b>(26,976,695)</b>	<b>(43,244,973)</b>	<b>(46,758,792)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>4,193,390</b>	<b>4,085,961</b>	<b>2,051,251</b>	<b>6,226,018</b>	<b>7,161,270</b>
Non-Operating Revenue	957,047	1,375,579	629,748	1,400,564	1,581,691
Non-Operating Appropriations	(591,980)	(751,499)	(629,824)	(938,785)	(940,473)
<b>NET OTHER INCOME</b>	<b>365,067</b>	<b>624,080</b>	<b>(76)</b>	<b>461,779</b>	<b>641,218</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>4,558,457</b>	<b>4,710,041</b>	<b>2,051,175</b>	<b>6,687,797</b>	<b>7,802,488</b>
Transfers to other funds	(4,972,430)	(8,856,364)	(4,120,273)	(5,299,086)	(5,262,206)
<b>NET INCOME AFTER TRANSFERS</b>	<b>(413,973)</b>	<b>(4,146,323)</b>	<b>(2,069,098)</b>	<b>1,388,711</b>	<b>2,540,282</b>
Other Sources	0	0	0	3,421,254	3,986,871
Capital Projects	0	0	(1,093)	(4,586,377)	(5,632,738)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>(1,093)</b>	<b>(1,165,123)</b>	<b>(1,645,867)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>(413,973)</b>	<b>(4,146,323)</b>	<b>(2,070,191)</b>	<b>223,588</b>	<b>894,415</b>

# Electric Department

## Revenue Detail

### Revenue Detail

ACCOUNT	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>041-0000</b>					
<b><u>CHARGES FOR SERVICES</u></b>					
34311 Residential	19,136,450	21,031,441	12,923,208	23,195,671	24,976,946
34312 Commercial Non Demand	5,340,011	5,821,611	3,599,598	6,417,173	6,936,394
34313 Commercial Demand	13,669,978	15,754,559	10,782,497	17,077,684	19,304,714
34314 Public Lighting	234,719	286,891	222,290	233,574	452,057
34315 Public Authority (Fruitland Park)	85,266	103,845	72,962	132,742	89,216
34316 Municipal Non Demand	312,899	476,533	365,876	315,284	452,864
34317 Municipal Demand	721,157	877,786	618,684	895,908	1,019,377
<b>TOTAL CHARGES FOR SERVICES</b>	<b>39,500,480</b>	<b>44,352,666</b>	<b>28,585,115</b>	<b>48,268,036</b>	<b>53,231,568</b>
<b><u>OTHER OPERATING REVENUE</u></b>					
34905 Penalties	362,064	402,945	274,318	400,358	452,852
34910 Misc Operating Revenue	8,684	9,145	6,296	10,300	10,300
36915 Pole Rentals	35,573	91,154	70,180	637,797	94,658
34918 Misc Service Revenue	111,632	142,160	92,572	154,500	130,684
34919 Area Lights - Initial Fee	840	0	324	0	0
34990 Cash Over & Short	(366)	980	(859)	0	0
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>518,427</b>	<b>646,384</b>	<b>442,831</b>	<b>1,202,955</b>	<b>688,494</b>
<b><u>NON OPERATING REVENUE</u></b>					
33191 Emergency Management	0	348,238	18	0	0
33448 FL Community Trust	0	207,659	0	0	0
33460 FDOT- Hwy 441	0	0	0	0	930,000
36101 Interest on Investments	693,266	434,466	27,241	784,906	45,570
36111 Misc Interest Income	21,621	31,490	6,912	20,741	10,221
36130 Gain/Loss Investments	(106,709)	(111,485)	(8,633)	0	0
36162 Bond Funds	0	86,126	186,058	0	28,000
36402 Gain From Sale of Fixed Assets	9,246	2,154	0	0	0
36404 Recovery From Losses	9,709	2,398	25,747	0	20,000
36501 Sale of Surplus Materials	11,193	32,927	23,471	0	33,000
36920 Communication Allocation	94,441	139,928	26,593	89,376	0
36925 Misc Jobbing Revenue	63,908	111,080	247,339	70,500	70,500
36990 Misc Non-Operating Revenue	2,725	2,297	1,446	105,380	433,000
<b>TOTAL NON OPERATING REVENUE</b>	<b>799,400</b>	<b>1,287,278</b>	<b>536,192</b>	<b>1,070,903</b>	<b>1,570,291</b>
<b><u>OTHER SOURCES</u></b>					
38401 Debt Proceeds	0	0	0	1,615,707	3,705,901
38950 Contributions - Cust/Dev	157,647	88,301	93,556	329,661	11,400
38962 Appropriated Renewal & Replacement	0	0	0	1,805,547	280,970
<b>TOTAL OTHER SOURCES</b>	<b>157,647</b>	<b>88,301</b>	<b>93,556</b>	<b>3,750,915</b>	<b>3,998,271</b>
<b>TOTAL RESOURCES</b>	<b>40,975,954</b>	<b>46,374,629</b>	<b>29,657,694</b>	<b>54,292,809</b>	<b>59,488,624</b>

## Division Summary of Appropriations

## Electric Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
1011 <b>GENERATION</b>					
Operating Expenses	1,473,051	1,440,408	988,215	1,722,508	1,539,244
<b>TOTAL GENERATION</b>	<b>1,473,051</b>	<b>1,440,408</b>	<b>988,215</b>	<b>1,722,508</b>	<b>1,539,244</b>
1021 <b>ADMINISTRATION</b>					
Personal Services	135,443	156,625	62,682	161,013	136,378
Operating Expenses	1,807,725	1,990,154	1,366,322	2,159,641	2,472,418
<b>TOTAL ADMINISTRATION</b>	<b>1,943,168</b>	<b>2,146,779</b>	<b>1,429,004</b>	<b>2,320,654</b>	<b>2,608,796</b>
1045 <b>JOBGING</b>					
Personal Services	37,764	127,824	53,614	62,090	61,690
Operating Expenses	72,686	144,929	54,443	76,882	93,970
<b>TOTAL JOBGING</b>	<b>110,450</b>	<b>272,753</b>	<b>108,057</b>	<b>138,972</b>	<b>155,660</b>
1062 <b>DISTRIBUTION</b>					
Personal Services	1,769,505	1,592,064	1,047,706	2,122,046	1,926,688
Operating Expenses	27,062,551	31,493,486	20,473,037	32,746,204	35,487,410
<b>TOTAL DISTRIBUTION</b>	<b>28,832,056</b>	<b>33,085,550</b>	<b>21,520,743</b>	<b>34,868,250</b>	<b>37,414,098</b>
1083 <b>TRAFFIC LIGHT</b>					
Personal Services	70,203	(2,868)	529	0	0
Operating Expenses	8,942	50,820	131,592	107,821	198,328
<b>TOTAL TRAFFIC LIGHT</b>	<b>79,145</b>	<b>47,952</b>	<b>132,121</b>	<b>107,821</b>	<b>198,328</b>
1088 <b>OTHER</b>					
Operating Expenses	3,264,928	3,944,974	2,789,733	3,961,193	4,711,792
Debt Service	501,505	513,515	522,754	853,360	861,387
Other Uses	5,185,624	9,069,021	4,236,165	5,733,674	6,366,581
<b>TOTAL OTHER</b>	<b>8,952,057</b>	<b>13,527,510</b>	<b>7,548,652</b>	<b>10,548,227</b>	<b>11,939,760</b>
1099 <b>CAPITAL PROJECTS</b>					
Personal Services	795,076	961,743	631,817	833,604	1,028,391
Operating Expenses	1,938,680	2,308,456	804,689	910,997	1,204,437
Capital Outlay	3,385,248	4,668,601	4,575,550	2,841,776	3,399,910
Other Uses	(6,119,004)	(7,938,800)	(6,010,963)	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>1,093</b>	<b>4,586,377</b>	<b>5,632,738</b>
<b>GRAND TOTAL</b>					
Personal Services	2,807,991	2,835,388	1,796,348	3,178,753	3,153,147
Operating Expenses	35,628,563	41,373,227	26,608,031	41,685,246	45,707,599
Capital Outlay	3,385,248	4,668,601	4,575,550	2,841,776	3,399,910
Debt Service	501,505	513,515	522,754	853,360	861,387
Other Uses	(933,380)	1,130,221	(1,774,798)	5,733,674	6,366,581
<b>TOTAL APPROPRIATIONS</b>	<b>41,389,927</b>	<b>50,520,952</b>	<b>31,727,885</b>	<b>54,292,809</b>	<b>59,488,624</b>

Electric  
Department

Generation  
Division

Appropriations  
Detail

Appropriations Detail

Account # 041-1011-531

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
3452 CR #3 Operations	877,525	724,865	645,622	925,132	668,176
3453 CR #3 Maintenance	391,858	494,550	203,109	651,375	711,481
3454 CR #3 Power Generation	203,668	220,993	139,484	146,001	159,587
<b>TOTAL OPERATING EXPENSES</b>	<b>1,473,051</b>	<b>1,440,408</b>	<b>988,215</b>	<b>1,722,508</b>	<b>1,539,244</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,473,051</b>	<b>1,440,408</b>	<b>988,215</b>	<b>1,722,508</b>	<b>1,539,244</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,722,508	1,539,244	(183,264)	-10.64%
<b>TOTALS</b>	<u>1,722,508</u>	<u>1,539,244</u>	<u>(183,264)</u>	<u>-10.64%</u>

**Significant Budget Changes:**

These cost decreases are associated with billing from Crystal River III, which is a direct result of the refueling outage costs that occurred in March 2005.

Electric  
Department

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Generation  
Division

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Appropriations  
Summary

# Electric Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do, fiscal responsibility and a spirit of professionalism

**Goals:**

- ◆ Ensure service excellence by delivery of electric service, with constant improvement in reliability, productivity, and efficiency to satisfy the needs of our customers
- ◆ Demonstrate fiscal responsibility by seeking the most economical and stable power contracts through Florida Municipal Power Agency (FMPA), our power supplier and seek to maintain wholesale power costs below 0.07119 per kilowatt hour
- ◆ As a professional organization represent the City's interest in energy on the state and national levels

**Value:** A caring organization

**Goals:**

- ◆ Ensure routine inspections of employee performance of safety practices
- ◆ Perform regular review of safety certification of each employee, maintain OSHA incident rate of 1

**Value:** Open, accessible government

**Goal:**

- ◆ Participate in the creation of an annual city Utility report
- ◆ Send customers follow-up cards and e-mails to verify they received the service they expected

**Major Accomplishments:**

- Implemented an underground electric service crew in our desire to lower costs and be more fiscally responsible
- Held a class for all city departments on electric basics in support of organizational development and self sufficiency

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
OSHA incident rate	2	6	0

## Electric Department

### Administration Division

### Personnel & Capital Outlay Schedules

#### Personnel Schedule

Classification	Current	New	Total	Amount
Director of Electric and Gas	0.75	0.00	0.75	74,787
Administrative Assistant II	1.00	0.00	1.00	40,726
Office Specialist	0.75	0.00	0.75	19,628
Standby				10,920
<b>Total</b>	<b>2.50</b>	<b>0.00</b>	<b>2.50</b>	<b>146,061</b>

#### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

**Electric  
Department**

**Administration  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 041-1021-531**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	132,142	135,710	85,967	137,961	146,061
1310 Temporary Labor	0	0	0	500	500
1410 Overtime	298	1,289	576	1,500	1,000
1530 Bonuses	312	313	313	313	313
2110 FICA	9,759	10,172	6,181	8,191	8,419
2210 Retirement	7,723	10,156	7,521	11,751	16,217
232x Insurance	18,173	17,006	10,503	15,728	15,169
2410 Workers' Compensation	484	703	573	344	474
26xx Other Payroll Benefits	574	559	308	594	473
2999 Allocated Labor Expense	(34,022)	(19,283)	(49,260)	(15,869)	(52,248)
<b>TOTAL PERSONAL SERVICES</b>	<b>135,443</b>	<b>156,625</b>	<b>62,682</b>	<b>161,013</b>	<b>136,378</b>
<b>OPERATING EXPENSES</b>					
311x Professional Services	4,413	35,124	21,353	27,700	50,200
4010 Travel	9,935	14,325	9,698	12,500	12,950
41xx Communication	16,737	18,869	13,930	22,628	26,420
421x Postage	1,964	623	483	4,200	2,200
4310 Utilities	58,953	81,699	43,649	72,600	88,800
4510 Insurance	80,013	72,577	61,029	83,014	96,121
46xx Repairs & Maintenance- Equipment	11,654	5,612	2,319	10,950	11,850
4710 Printing & Binding	711	440	1,646	1,000	1,000
4810 Promotional Activities	9,996	9,963	7,220	15,000	15,000
4911 Advertising	1,442	880	82	1,500	173,410
4920 Other Current Charges	735	705	711	1,500	1,500
4932 Over/Short-Warehouse	0	3,073	0	0	0
4945 Injury/Damage to Others	2,724	4,656	1,449	10,000	10,000
4961 General Administrative	526,440	525,057	360,551	564,985	461,523
4970 Regulatory Assessment	6,034	6,714	3,957	6,200	8,000
4980 Taxes	977,894	1,086,516	738,169	1,128,797	1,283,317
4982 Franchise Fees	175,806	196,714	128,159	215,318	243,289
5110 Office Supplies	5,480	6,709	5,082	6,325	6,325
5180 Minor Furniture/Equipment	6,839	905	2,335	1,500	1,500
5210 Operating Supplies	52	485	139	500	500
5299 Allocated Material Expense	(131,482)	(121,922)	(72,148)	(69,576)	(64,487)
5410 Publications & Memberships	35,011	33,739	35,286	36,000	36,000
5440 Education	833	439	660	2,000	2,000
5450 Training	5,541	6,252	563	5,000	5,000
<b>TOTAL OPERATING EXPENSES</b>	<b>1,807,725</b>	<b>1,990,154</b>	<b>1,366,322</b>	<b>2,159,641</b>	<b>2,472,418</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,943,168</b>	<b>2,146,779</b>	<b>1,429,004</b>	<b>2,320,654</b>	<b>2,608,796</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	161,013	136,378	(24,635)	-15.30%
Operating Expenses	2,159,641	2,472,418	312,777	14.48%
<b>TOTALS</b>	<b>2,320,654</b>	<b>2,608,796</b>	<b>288,142</b>	<b>12.42%</b>

### Significant Budget Changes:

The increase in operating expenses is primarily attributed to the increase in taxes, which also directly effect revenues. Advertising costs will be distributed to civic organizations with City of Leesburg being recognized as a donor.

Electric  
Department

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Administration  
Division

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Appropriations  
Summary

# Electric Department

## Jobbing Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism

**Goals:**

- ◆ Provide helping hands to other City departments; such as, light repairs for recreational facilities and runways at the Leesburg Regional Airport
- ◆ Perform other miscellaneous tasks, including hanging banners over the highway
- ◆ Provide services to countywide public agencies on an expense plus profit basis
- ◆ Support the activities of the Downtown Partnership in continuing development of Downtown City properties and rights-of-way

**Value:** Excellence in all we do

**Goals:**

- ◆ Provide an installation plan for holiday decorations and lights along the streets and in Venetian Gardens that meet financial, infrastructure, and labor resources
- ◆ Continually renew the appearance of City's Christmas decorations, install and maintain decorations in a timely and efficient manner
- ◆ Maintain Lights of Lake project

**Major Accomplishments:**

- Replaced thirty Christmas decorations, replaced ribbons, garland, and lighting strings
- Supported seven Downtown Partnership projects with electrical panels and speaker locations
- Revised traffic lighting maintenance agreement with the City of Tavares

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Banner jobs	14	33	14
Recreation light jobs	10	5	5
Tree trimming jobs	300	350	300
Christmas decorations (man hours)	683	585	600
Lights of Lake (man hours)	80	52	80
Miscellaneous jobs	25	0	20

## Appropriations Detail

Account # 041-1045-531

Electric  
Department

Jobbing  
Division

Appropriations  
Detail &  
Summary

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	25,095	37,441	19,215	40,000	40,000
1410 Overtime	135	49,906	16,926	400	0
2110 FICA	1,857	6,484	2,672	3,060	3,060
2210 Retirement	1,589	3,183	1,825	2,600	2,600
23xx Insurance	3,430	8,940	3,862	4,700	4,700
2410 Workers' Compensation	474	2,164	1,059	700	700
26xx Other Payroll Benefits	9	58	60	0	0
2999 Allocated Labor Expense	5,175	19,648	7,995	10,630	10,630
<b>TOTAL PERSONAL SERVICES</b>	<b>37,764</b>	<b>127,824</b>	<b>53,614</b>	<b>62,090</b>	<b>61,690</b>
<b>OPERATING EXPENSES</b>					
3410 Contract Services	0	0	0	0	0
4499 Allocated Equip Rental	6,669	18,003	26,185	11,900	11,900
462x Repairs & Maintenance-Non Bldg	0	3,453	413	1,000	1,000
4920 Other Current Charges	0	152	29		0
5210 Operating Supplies	61,587	117,216	26,320	52,500	67,000
5299 Allocated Material Expense	4,430	6,105	1,496	11,482	14,070
<b>TOTAL OPERATING EXPENSES</b>	<b>72,686</b>	<b>144,929</b>	<b>54,443</b>	<b>76,882</b>	<b>93,970</b>
<b>TOTAL APPROPRIATIONS</b>	<b>110,450</b>	<b>272,753</b>	<b>108,057</b>	<b>138,972</b>	<b>155,660</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	62,090	61,690	(400)	-0.64%
Operating Expenses	76,882	93,970	17,088	22.23%
<b>TOTALS</b>	<b>138,972</b>	<b>155,660</b>	<b>16,688</b>	<b>12.01%</b>

# Electric Department

## Distribution Division

### Values & Goals

#### Values & Goals

**Value:** Fiscal responsibility

**Goals:**

- ◆ Perform load growth, financial, workload planning, and monitor load forecasts
- ◆ Design the system to meet single contingency failure in serving electric load for 1, 5, and 20 years
- ◆ Implement a long range plan for underground electric service within the City
- ◆ Increase the installation of surge suppressor units in the field
- ◆ Keep the outage rate below sixty (60) minutes per customer

**Value:** Excellence in all we do

**Goals:**

- ◆ Execute transformer change out program to reduce customer outage time
- ◆ Replace all overhead copper conductors within fifteen (15) years to eliminate customer outage time
- ◆ Replace underground primary conductor cable to improve system reliability
- ◆ Change all decaying and faulty underground cable in ten (10) years
- ◆ Eliminate dangerous situations by replacing decaying and overloaded poles on a regular basis

**Vision:** A caring organization

**Goal:**

- ◆ Provide decorative street lighting in the area of Highway 441 widening project from Mills St. to College Drive

**Major Accomplishments:**

- Provide decorative street lighting at the Turnpike Interchange under a rental lighting agreement
- Provide decorative street lighting in the area of Lake Square Mall and Highway 441 widening project
- Replaced old poles and small copper conductor at Sunnyside Drive Road to solve voltage problems

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Rental lights installed	450	173	500
Surge suppressors installed	207	330	250
Outage rate per customer in minutes	84	65	60
Meters changed out	2,000	1,154	2,000
CT/VT installations tested	300	27	300
Transformers changed out	300	236	500
Overhead conductor replaced (feet)	23,217	15,600	30,000
Underground primary conductor replaced	27,203	3,300	20,000
Decayed and overloaded poles replaced	600	135	150
Residential meters tested	4,000	3,045	4,000

## Electric Department

### Distribution Division

### Personnel & Capital Outlay Schedules

### Personnel Schedule

Classification	Current	New	Total	Amount
Electric Superintendent	1.00	0.00	1.00	73,237
Electric Engineering Manager	1.00	0.00	1.00	67,704
Field Engineer	3.00	0.00	3.00	139,932
Contract Supervisor	1.00	0.00	1.00	60,216
Electric System Dispatch Supervisor	1.00	0.00	1.00	49,507
Electric Systems Dispatcher	5.00	0.00	5.00	185,621
Electric Line Crew Leader	5.00	0.00	5.00	301,080
Electric Lineman	7.00	0.00	7.00	319,245
Apprentice Lineman	6.00	0.00	6.00	207,627
Electric Equipment Operator	2.00	0.00	2.00	67,644
Groundsman	3.00	0.00	3.00	72,394
Electric Substation Manager	1.00	0.00	1.00	67,124
Substation Communications Technician	2.00	0.00	2.00	105,765
Meter Supervisor	1.00	0.00	1.00	62,629
Meter Technician	2.00	0.00	2.00	66,864
Electric Analyst	1.00	0.00	1.00	51,480
Electric Service Technician	1.00	0.00	1.00	52,866
Equipment Repairman	1.00	0.00	1.00	33,258
Surge Suppression Technician	1.00	0.00	1.00	31,442
Engineering Technician I	1.00	0.00	1.00	30,801
Office Specialist	1.00	0.00	1.00	31,777
Time charged directly to Jobbing Division				(40,000)
Time charged directly to Capital Projects				(626,042)
<b>Total</b>	<b>47.00</b>	<b>0.00</b>	<b>47.00</b>	<b>1,412,171</b>

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

**Electric  
Department**

**Distribution  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 041-1062-531**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	1,469,822	1,235,833	773,523	1,442,975	1,412,171
1410 Overtime	81,268	280,384	104,531	150,000	150,000
15xx Bonuses	5,588	5,500	6,278	6,000	5,875
2110 FICA	115,076	112,436	64,805	153,535	101,179
2210 Retirement	78,225	101,955	72,512	185,176	180,816
23xx Insurance	204,541	188,301	113,545	302,766	182,437
2410 Workers' Compensation	21,634	28,593	21,736	34,697	21,756
26xx Other Payroll Benefits	709	1,832	1,262	2,064	3,919
2970 1st Installs	(119,153)	(250,275)	(71,782)	(109,828)	(90,414)
2999 Allocated Labor Expense	(88,205)	(112,495)	(38,704)	(45,339)	(41,051)
<b>TOTAL PERSONAL SERVICES</b>	<b>1,769,505</b>	<b>1,592,064</b>	<b>1,047,706</b>	<b>2,122,046</b>	<b>1,926,688</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	3,536	270,212	137,692	80,000	280,000
3410 Contract Services	1,019	800	887	1,600	1,600
344x Purchased Power - FMPA	25,500,656	29,430,586	19,433,665	30,438,465	32,755,019
3451 Purchased Power - St Lucie	746,113	801,388	533,593	818,153	842,700
4010 Travel	6,323	4,928	2,817	14,500	18,600
41xx Communication	13,740	13,539	13,972	24,776	14,900
4210 Postage	0	397	139	500	500
4310 Utilities	81	82	55	100	100
4410 Rentals	751	717	751	1,251	1,251
4415 Internal Fleet Lease	0	0	98,804	296,413	329,300
4499 Allocated Equip Rental	(160,725)	(242,337)	(356,589)	(233,891)	(236,399)
4510 Insurance	24,770	22,845	14,536	25,182	22,675
461x Repairs & Maintenance- Vehicles	155,772	167,790	108,553	260,008	366,330
4620 Repairs & Maintenance- Buildings	14,668	5,753	3,274	9,200	6,000
4625 Repairs & Maintenance-Non Bldg	394,106	525,541	266,307	635,800	687,400
463x Repairs & Maintenance- Equipment	32,192	25,576	18,400	29,400	27,350
4710 Printing & Binding	7,148	1,416	168	1,000	1,000
4810 Promotional Activities	885	0	0	500	500
49xx Other Current Charges	(16,528)	67,031	(927)	18,200	16,700
5110 Office Supplies	1,748	5,077	2,257	2,100	2,300
5180 Minor Furniture/Equipment	15,628	28,330	18,267	30,067	37,500
5210 Operating Supplies	395,396	449,739	177,404	369,919	349,100
5215 Uniforms	23,261	18,698	22,099	36,500	46,500
5230 Fuel Purchase	36,994	39,920	25,857	35,000	40,000
5299 Allocated Material Expense	(115,169)	(116,591)	(63,980)	(66,961)	(57,186)
5350 Taxable Material	1,919	920	0	0	0
5450 Training	22,528	11,317	29,665	70,750	57,900
5999 Material - 1st Installs	(44,261)	(40,188)	(14,629)	(152,328)	(124,230)
<b>TOTAL OPERATING EXPENSES</b>	<b>27,062,551</b>	<b>31,493,486</b>	<b>20,473,037</b>	<b>32,746,204</b>	<b>35,487,410</b>
<b>TOTAL APPROPRIATIONS</b>	<b>28,832,056</b>	<b>33,085,550</b>	<b>21,520,743</b>	<b>34,868,250</b>	<b>37,414,098</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	2,122,046	1,926,688	(195,358)	-9.21%
Operating Expenses	32,746,204	35,487,410	2,741,206	8.37%
<b>TOTALS</b>	<b>34,868,250</b>	<b>37,414,098</b>	<b>2,545,848</b>	<b>7.30%</b>

### Significant Budget Changes:

The decrease in personal services is directly related to time charged to the capital projects division.

Operating expenses reflect a significant increase of \$2,316,954 in purchased power costs, which is recovered by an increase in the bulk power cost adjustment. Line item 3130 includes \$200,000 for engineering services associated with growth.

Electric  
Department

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Distribution  
Division

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Appropriations  
Summary

Electric  
Department

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Traffic Light  
Operations  
Division

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Values & Goals

**Values & Goals**

**Value:** Excellence in all we do and fiscal responsibility

**Goals:**

- ◆ Replacement of obsolete traffic signal equipment
- ◆ Provide backup power for major intersections
- ◆ Continue LED change out of incandescent traffic signal bulbs provides both service excellence and fiscal responsibility
- ◆ Provide fiber optic connections for future television monitoring and computer synchronized lighting patterns for optimal traffic flow

**Major Accomplishment:**

- Continued a program of converting incandescent traffic signal bulbs with LED bulbs to lower both operating and maintenance costs

**Performance Measures:**

By contract, Lake County Public Works is responsible for continuing traffic signal maintenance.

## Appropriations Detail

Account # 041-1083-531

## Electric Department

### Traffic Light Operations Division

### Appropriations Detail & Summary

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
12xx Regular Salaries & Wages	53,006	(3,678)	360	0	0
1410 Overtime	1,589	142	47	0	0
1530 Bonuses	250	0	0	0	0
1990 Wages- Contra	0	0	0	0	0
2110 FICA	4,015	(281)	30	0	0
2210 Retirement	3,287	361	34	0	0
23xx Insurance	6,727	479	46	0	0
2410 Workers' Compensation	1,329	107	12	0	0
2990 Benefits - Contra	0	2	0	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>70,203</b>	<b>(2,868)</b>	<b>529</b>	<b>0</b>	<b>0</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	449	0	0	0	
4010 Travel	0	0	0	0	
41xx Communication	144	132	184	276	
4610 Repairs & Maintenance- Vehicles	4,022	1,548	0	42,000	47,600
4625 Repairs & Maintenance- Non-Build	0	32,601	131,408	60,545	65,178
4630 Repairs & Maintenance- Equipment	1,000	751	0	0	550
5180 Minor Furniture/Equipment	989	0	0	0	0
5210 Operating Supplies	2,338	15,788	0	5,000	85,000
5450 Training	0	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>8,942</b>	<b>50,820</b>	<b>131,592</b>	<b>107,821</b>	<b>198,328</b>
<b>TOTAL APPROPRIATIONS</b>	<b>79,145</b>	<b>47,952</b>	<b>132,121</b>	<b>107,821</b>	<b>198,328</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	N/A
Operating Expenses	107,821	198,328	90,507	83.94%
<b>TOTALS</b>	<b>107,821</b>	<b>198,328</b>	<b>90,507</b>	<b>83.94%</b>

Electric  
Department

Other

Appropriations  
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Appropriations Detail

041-1088-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
4950 Uncollectible Accounts	157,440	120,000	132,065	198,100	215,043
4962 Customer Accounts	818,595	1,297,937	1,282,916	1,968,050	1,957,020
4963 Meter Reading	126,588	125,362	80,347	114,643	139,729
5910 Depreciation Expense	2,162,305	2,401,675	1,294,405	1,680,400	2,400,000
<b>TOTAL OPERATING EXPENSES</b>	<b>3,264,928</b>	<b>3,944,974</b>	<b>2,789,733</b>	<b>3,961,193</b>	<b>4,711,792</b>
<b>DEBT SERVICE</b>					
7110 Principal-Long Term Debt	0	0	0	0	0
7210 Interest-Long Term Debt	451,773	452,957	519,875	779,813	779,813
7311 Fees	1,708	5,134	2,879	1,000	3,400
7320 Amortize Debt Discount	10,137	1,738	0	10,949	8,128
7330 Amortize Debt Issue Cost	10,329	4,762	0	20,333	22,262
7340 Amortize Deferred Charges	27,558	48,924	0	41,265	47,784
<b>TOTAL DEBT SERVICE</b>	<b>501,505</b>	<b>513,515</b>	<b>522,754</b>	<b>853,360</b>	<b>861,387</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	3,103,873	3,440,976	2,637,952	3,956,924	4,231,087
9102 Surcharge Transfer	1,128,155	1,203,653	639,994	1,342,162	1,031,119
9131 Transfer to Capital Projects	740,402	1,094,015	307,806	0	0
9145 Transfer to Communications	0	3,117,720	534,521	0	0
9160 Reserve/Future Capital	0	0	0	223,588	894,415
9960 Interest-Customer Deposit	29,757	25,789	1,892	20,000	5,000
9980 CR #3 Decommission Trust	171,000	171,000	114,000	171,000	204,960
9981 CR#3 Special Assessment	12,437	15,868	0	20,000	0
<b>TOTAL OTHER USES</b>	<b>5,185,624</b>	<b>9,069,021</b>	<b>4,236,165</b>	<b>5,733,674</b>	<b>6,366,581</b>
<b>TOTAL APPROPRIATIONS</b>	<b>8,952,057</b>	<b>13,527,510</b>	<b>7,548,652</b>	<b>10,548,227</b>	<b>11,939,760</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,961,193	4,711,792	750,599	18.95%
Debt Services	853,360	861,387	8,027	0.94%
Other Uses	5,733,674	6,366,581	632,907	11.04%
<b>TOTALS</b>	<b>10,548,227</b>	<b>11,939,760</b>	<b>1,391,533</b>	<b>13.19%</b>

### Significant Budget Changes:

The operating expense increase is solely attributable to depreciation expense, which is budgeted to prepare for replacing assets in the system. Debt service costs include a slight increase associated with the 2004 Bonds. The first principal payment is delayed until 2006-07. The remainder of the increase is in the reserve for future capital, which is necessary to restore fund balance after the bond defeasance in May 2004.

Electric  
Department

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Other

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Appropriations  
Summary

Electric  
Department

Capital  
Projects

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Appropriations Detail

Account # 041-1099-531

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	438,990	418,970	360,387	470,314	626,042
1410 Overtime	831	71,267	900	0	0
2110 FICA	32,246	36,148	26,567	35,980	47,894
2210 Retirement	28,552	35,761	34,176	39,977	65,736
23xx Insurance	64,141	60,892	46,032	77,838	103,615
2410 Workers' Compensation	8,494	12,310	11,372	11,288	12,021
26xx Other Payroll Benefits	346	444	833	0	0
2970 1st Installs	104,468	215,677	71,580	92,414	90,414
2999 Allocated Labor Expense	117,008	110,274	79,970	105,793	82,669
<b>TOTAL PERSONAL SERVICES</b>	<b>795,076</b>	<b>961,743</b>	<b>631,817</b>	<b>833,604</b>	<b>1,028,391</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	48,519	249,414	15,004	0	0
4410 Rentals	63,554	0	0	0	0
4499 Allocated Equip Rental	154,055	224,334	330,404	233,891	224,499
49xx Advertising	0	338	0	0	0
5210 Operating Supplies	1,387,606	1,576,029	309,818	418,564	748,105
5299 Allocated Material Expense	242,833	234,263	134,632	136,006	107,603
5999 Material - 1st Installs	42,113	24,078	14,831	122,536	124,230
<b>TOTAL OPERATING EXPENSES</b>	<b>1,938,680</b>	<b>2,308,456</b>	<b>804,689</b>	<b>910,997</b>	<b>1,204,437</b>
<b>CAPITAL OUTLAY</b>					
6110 Land	45,000	0	770,000	0	0
6210 Buildings	0	95,115	3,960	42,000	0
6310 Improvements Other Than Bldgs	1,030,908	2,060,511	1,396,757	815,406	1,374,041
6410 Machinery & Equipment	633,104	114,378	9,183	237,799	78,125
6460 Taxable Material & Supply	1,568,895	2,243,926	2,239,730	1,632,309	1,837,158
647x Use Tax	107,341	154,671	155,920	114,262	110,586
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,385,248</b>	<b>4,668,601</b>	<b>4,575,550</b>	<b>2,841,776</b>	<b>3,399,910</b>
<b>OTHER USES</b>					
9999 WIP Contra	(6,119,004)	(7,938,800)	(6,010,963)	0	0
<b>TOTAL OTHER USES</b>	<b>(6,119,004)</b>	<b>(7,938,800)</b>	<b>(6,010,963)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>1,093</b>	<b>4,586,377</b>	<b>5,632,738</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	833,604	1,028,391	194,787	23.37%
Operating Expenses	910,997	1,204,437	293,440	32.21%
Capital Outlay	2,841,776	3,399,910	558,134	19.64%
Other Uses	0	0	0	N/A
<b>TOTALS</b>	<b>4,586,377</b>	<b>5,632,738</b>	<b>1,046,361</b>	<b>22.81%</b>

Electric  
Department

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Capital  
Projects

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Appropriations  
Summary

# Electric Department

## Capital Projects

## Project Schedule

### Project Schedule

2005-06 Adopted  
Electric Fund

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
410001	<u>Meters (209,200)</u> Regular meters ERT meters	Current Revenue Debt Proceeds	139,467 69,733
410002	Transformers	Debt Proceeds	800,000
410004	<u>Distribution lines (1,399,430)</u> Distribution Undergrounding	Debt Proceeds Debt Proceeds	899,430 500,000
410005	Sectionalizing equipment	Renewal & Replacement	202,845
410006	<u>Lights (1,460,000)</u> Rental & Street Lights Griffin Road traffic signal	Current Revenue Current Revenue	1,400,000 60,000
410008	<u>Other equipment (78,125)</u> Soaper Monkey (2) Fairmont Hydraulic crimper Hydraulic Concrete Drill (1) Security System for five Substations	Renewal & Replacement Renewal & Replacement Renewal & Replacement Renewal & Replacement	7,000 3,200 1,300 66,625
410010	<u>Subdivision (528,000)</u> Lake Harris Cove Apartments (208) Ashton Woods (119 lots) Reggie Garner (396 lots) Deepwoods (17 lots) Myrtle Lake Subdivision (60 lots) Meadows at Sunnyside (38 lots)  Cauthen Circle Triplex's & Duplex's	Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Customer Contribution Debt Proceeds	104,000 119,000 150,000 17,000 60,000 26,600  11,400 40,000
410011	<u>Reconductoring (500,000)</u> Picciola Island and Taps Hwy 27 Miller St. and Spring Lk Rd	Debt Proceeds Debt Proceeds	100,000 400,000
410012	Substation equipment	Debt Proceeds	420,138
410013	<u>Structures</u> New Parking Lot Area MOC	Current Revenue	35,000
<b>TOTAL</b>			<b><u><u>5,632,738</u></u></b>
<b>Source of Funds</b>			
		Renewal & Replacement	280,970
		Customer Contribution	11,400
		Current Revenue	1,634,467
		Debt Proceeds	3,705,901
<b>TOTAL</b>			<b><u><u>5,632,738</u></u></b>

## Jay Evans, Interim Director of Electric and Gas

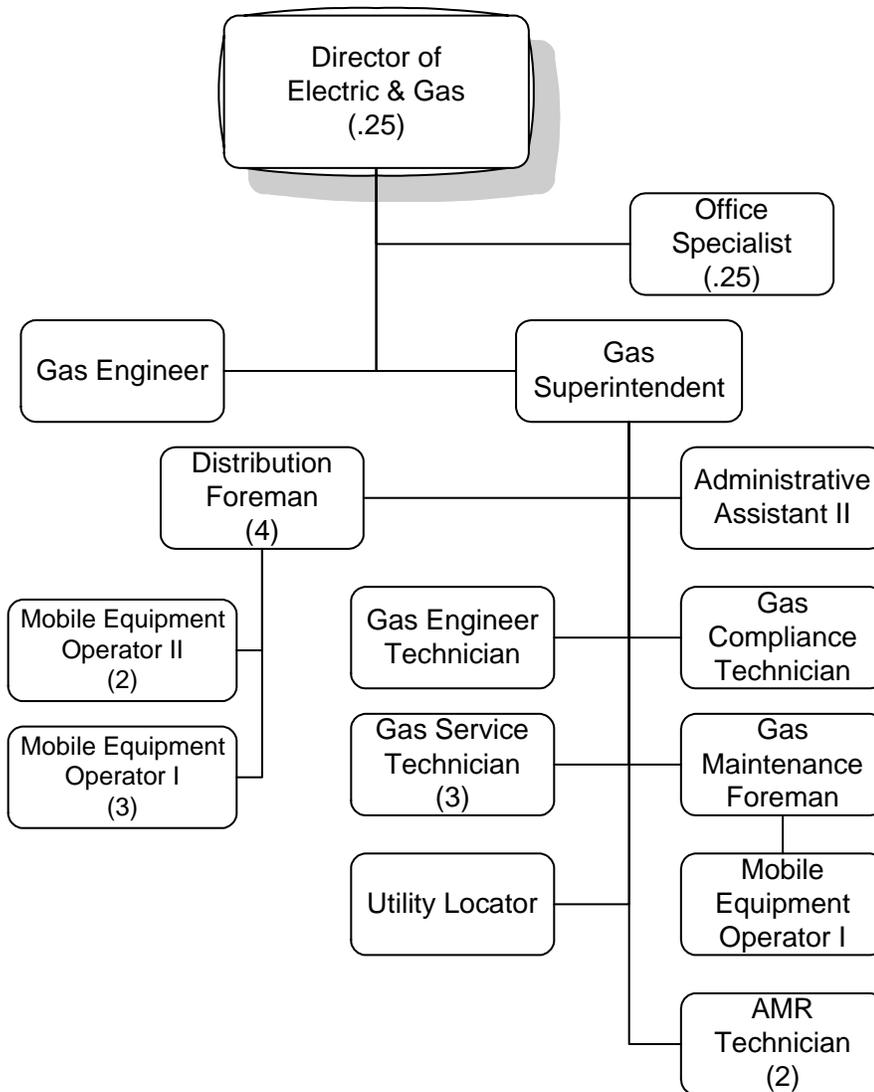
The Gas Department provides a safe, high quality product and professional service at a low cost. Monitoring gas pressure and responding to gas leaks are an important part of the day-to-day routine.

### 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  
\$10,489,260**

# Gas Department

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## Gas System Description

### Gas System Description

The natural gas system is composed of 226 miles of steel gas mains and 10,365 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 to the south.

The City of Fruitland Park is served under the same franchise agreement as discussed in the electric system.

Installation and maintenance of all gas mains and service lines are the responsibility of the City Gas Department. Mains that are 4 inches in diameter and larger are installed by outside contractors.

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

## Gas Department

### Budget Summary – Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING REVENUE</u></b>					
Charges For Services	6,599,450	7,481,266	5,845,500	8,664,928	9,002,787
Other Operating Revenue	74,050	100,579	84,983	80,800	121,590
<b>TOTAL OPERATING REVENUE</b>	<b>6,673,500</b>	<b>7,581,845</b>	<b>5,930,483</b>	<b>8,745,728</b>	<b>9,124,377</b>
<b><u>OPERATING APPROPRIATIONS</u></b>					
Administration	831,739	840,395	569,794	846,771	1,055,646
Distribution	5,032,458	5,733,064	4,018,173	6,078,034	6,210,502
Other Operating Expenses	754,140	992,770	633,149	854,908	870,495
<b>TOTAL APPROPRIATIONS</b>	<b>(6,618,337)</b>	<b>(7,566,229)</b>	<b>(5,221,116)</b>	<b>(7,779,713)</b>	<b>(8,136,643)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>55,163</b>	<b>15,616</b>	<b>709,367</b>	<b>966,015</b>	<b>987,734</b>
Non-Operating Revenue	98,839	97,106	72,987	333,950	178,716
Non-Operating Appropriations	(57,145)	(74,453)	(120,352)	(202,345)	(181,329)
<b>NET OTHER INCOME</b>	<b>41,694</b>	<b>22,653</b>	<b>(47,365)</b>	<b>131,605</b>	<b>(2,613)</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>96,857</b>	<b>38,269</b>	<b>662,002</b>	<b>1,097,620</b>	<b>985,121</b>
Transfers to other funds	(633,765)	(767,090)	(575,191)	(871,128)	(899,132)
<b>NET INCOME AFTER TRANSFERS</b>	<b>(536,908)</b>	<b>(728,821)</b>	<b>86,811</b>	<b>226,492</b>	<b>85,989</b>
Other Sources	0	0	0	1,448,203	1,186,167
Capital Projects	0	0	(400)	(1,463,203)	(1,230,603)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>(400)</b>	<b>(15,000)</b>	<b>(44,436)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>(536,908)</b>	<b>(728,821)</b>	<b>86,411</b>	<b>211,492</b>	<b>41,553</b>

Gas  
Department

Revenue  
Detail

Revenue Detail

ACCOUNT	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
042-0000	2002-03	2003-04	10/04-05/05	2004-05	2005-06
<b>CHARGES FOR SERVICES</b>					
34320 Compressed Natural Gas	1,776	132	39	850	0
34321 Residential	2,436,183	2,586,117	2,460,722	3,244,303	4,187,785
34322 Residential Heat Only	156,181	148,853	136,422	241,000	260,505
34323 Small Commercial	2,662,873	2,966,176	2,530,039	2,701,941	3,708,299
34324 Commercial Heat Only	32,980	29,230	25,893	46,219	40,541
34325 Large Commercial	308,003	345,280	278,564	273,503	327,150
34326 Large Interruptible	981,987	1,381,946	388,246	2,135,080	418,603
34327 Public Authority	0	25	0	0	0
34328 Municipal	19,467	23,507	25,575	22,032	59,904
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,599,450</b>	<b>7,481,266</b>	<b>5,845,500</b>	<b>8,664,928</b>	<b>9,002,787</b>
<b>OTHER OPERATING REVENUE</b>					
34905 Penalties	34,485	48,997	44,118	30,800	71,590
34918 Misc Service Revenue	39,565	51,582	40,865	50,000	50,000
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>74,050</b>	<b>100,579</b>	<b>84,983</b>	<b>80,800</b>	<b>121,590</b>
<b>NON OPERATING REVENUE</b>					
33191 Emergency Management	0	19,089	7	0	0
36101 Interest Income	122,407	76,413	10,759	133,950	48,716
36130 Gain/Loss Investments	(20,660)	(18,463)	(2,601)	0	0
36162 Bond Fund	0	19,879	46,675	0	0
36402 Gain from Sale of Fixed Assets	(8,063)	0	0	0	0
36609 Contributions/Donations	800	0	0	0	0
36990 Misc Non-Op Revenue	4,355	188	18,147	200,000	130,000
<b>TOTAL NON OPERATING</b>	<b>98,839</b>	<b>97,106</b>	<b>72,987</b>	<b>333,950</b>	<b>178,716</b>
<b>OTHER SOURCES</b>					
38401 Debt Proceeds	0	0	0	1,075,485	918,036
38893 Appropriated Retained Earnings	0	0	0	0	0
38950 Contributions- Cust/Dev	0	0	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	372,718	268,131
<b>TOTAL OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,448,203</b>	<b>1,186,167</b>
<b>TOTAL RESOURCES</b>	<b>6,772,339</b>	<b>7,678,951</b>	<b>6,003,470</b>	<b>10,527,881</b>	<b>10,489,260</b>

## Division Summary of Appropriations

## Gas Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
2021 <b>ADMINISTRATION</b>					
Personal Services	91,729	90,366	58,850	69,070	66,544
Operating Expenses	740,010	750,029	510,944	777,701	989,102
<b>TOTAL ADMINISTRATION</b>	<b>831,739</b>	<b>840,395</b>	<b>569,794</b>	<b>846,771</b>	<b>1,055,646</b>
2081 <b>DISTRIBUTION</b>					
Personal Services	572,218	689,130	466,178	620,293	646,309
Operating Expenses	4,460,240	5,043,934	3,551,995	5,457,741	5,564,193
<b>TOTAL DISTRIBUTION</b>	<b>5,032,458</b>	<b>5,733,064</b>	<b>4,018,173</b>	<b>6,078,034</b>	<b>6,210,502</b>
2088 <b>OTHER</b>					
Operating Expenses	748,051	984,730	632,765	842,222	857,501
Debt Service	61,377	80,953	120,603	213,031	193,323
Other Uses	635,622	768,630	575,324	1,084,620	941,685
<b>TOTAL OTHER</b>	<b>1,445,050</b>	<b>1,834,313</b>	<b>1,328,692</b>	<b>2,139,873</b>	<b>1,992,509</b>
2099 <b>CAPITAL PROJECTS</b>					
Personal Services	155,987	218,532	155,051	381,177	518,306
Operating Expenses	249,744	732,597	243,511	591,037	615,910
Capital Outlay	406,307	516,759	674,164	490,989	96,387
Other Uses	(812,038)	(1,467,888)	(1,072,326)	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>1,463,203</b>	<b>1,230,603</b>
<b>GRAND TOTAL</b>					
Personal Services	819,934	998,028	680,079	1,070,540	1,231,159
Operating Expenses	6,198,045	7,511,290	4,939,215	7,668,701	8,026,706
Capital Outlay	406,307	516,759	674,164	490,989	96,387
Debt Service	61,377	80,953	120,603	213,031	193,323
Other Uses	(176,416)	(699,258)	(497,002)	1,084,620	941,685
<b>TOTAL APPROPRIATIONS</b>	<b>7,309,247</b>	<b>8,407,772</b>	<b>5,917,059</b>	<b>10,527,881</b>	<b>10,489,260</b>

**Gas  
Department**

**Administration  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to seek the most economical wholesale gas purchases for short and long term through Florida Gas Utility (FGU), our gas purchasing agent
- ◆ Coordinate with the Key Accounts Manager to ensure that the needs and concerns of large customers are considered
- ◆ Update gas consumption forecasts for a twenty year load growth as new information becomes available, and perform load growth planning, financial planning, and workload planning
- ◆ Design the gas system to meet single contingency failure in serving gas load for one (1) year, five (5) years, and twenty (20) years
- ◆ Maintain a model of the gas system under the loads listed in the forecast to determine the infrastructure for the future
- ◆ Maintain a replacement schedule for gas system infrastructure

**Value:** A caring organization

**Goals:**

- ◆ Respond as rapidly as possible to customer problems and complaints
- ◆ Respond to all after hour calls within 45 minutes
- ◆ Be courteous, helpful, and polite to customers at all times
- ◆ Return all customer phone calls the day they are received

**Value:** A spirit of professionalism

**Goals:**

- ◆ Provide information for the Leesburg Service Line
- ◆ Advertise "Call Before Digging" in local newspapers
- ◆ Remind customers through utility bill of what number to call if gas odor is detected
- ◆ Meet with customers and contractors to discuss availability and advantages of natural gas
- ◆ Advertise safety and Energy Conservation Program in Yellow Pages and City web site

**Value:** Organizational self sufficiency and employee empowerment

**Goals:**

- ◆ Provide continuing employee training
- ◆ Continue Operator Qualification Program
- ◆ Continue monthly safety meetings and daily tail gate meetings

**Major Accomplishments:**

- Participated in natural gas purchasing strategy meetings with FGU and the development of Public Gas Partners
- Coordinated with Key Accounts Manager to determine and address the concerns and needs of large gas customers
- Provided SCADA information to large customers to aid in their operations
- Continued promoting gas marketing program
- Monitored energy conservation program for increased participation

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Accidents/personal injury	2	5	0
Accidents/vehicles	0	3	0
Employee training man hours	1,000	465	1,200

**Gas  
Department**

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**Administration  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Director	0.25	0.00	0.25	24,929
Gas Engineer	1.00	0.00	1.00	74,302
Office Specialist	0.25	0.00	0.25	6,543
<b>Total</b>	<b>1.50</b>	<b>0.00</b>	<b>1.50</b>	<b>105,774</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

Gas  
Department

Administration  
Division

Appropriations  
Detail

Appropriations Detail

Account # 042-2021-532

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	94,912	95,265	60,454	98,509	105,774
1410 Overtime	48	157	10	0	0
1530 Bonuses	188	187	188	188	188
2110 FICA	7,116	7,184	4,482	6,659	6,781
2210 Retirement	5,949	7,822	5,743	9,112	12,693
23xx Insurance	10,624	9,994	6,071	9,876	9,523
2410 Workers' Compensation	221	330	273	267	371
26xx Other Payroll Benefits	87	82	30	90	50
2999 Allocated Labor Expense	(27,416)	(30,655)	(18,401)	(55,631)	(68,836)
<b>TOTAL PERSONAL SERVICES</b>	<b>91,729</b>	<b>90,366</b>	<b>58,850</b>	<b>69,070</b>	<b>66,544</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	4,661	15,406	15,131	24,000	24,000
3130 Engineering Services	0	3,626	0	10,000	10,000
3410 Contract Services	0	0	0	500	0
4010 Travel	2,892	5,974	2,490	4,000	4,000
41xx Communication	311	252	384	876	300
4210 Postage	64	60	93	300	300
4510 Insurance	16,696	15,796	13,415	18,413	21,129
4610 Repairs & Maintenance- Vehicles	0	0	0	300	300
4630 Repairs & Maintenance- Equipment	2,203	1,295	733	3,100	3,850
4710 Printing & Binding	64	312	0	100	100
48xx Promotional Activities	102,344	204,838	47,811	77,580	218,300
4911 Advertising	1,440	2,736	0	2,800	2,800
4920 Other Current Charges	130	0	0	400	400
4934 ZG Warehouse Over/Short	0	0	0	200	200
4945 Injury/Damage to Others	533	55	0	500	500
4961 General Administrative	373,655	308,890	265,769	423,985	449,760
4970 Regulatory Assessments	12,231	14,162	5,668	13,000	14,000
4980 Taxes	164,393	182,605	142,548	191,325	216,197
4982 Franchise Fees	20,288	20,381	17,632	20,500	29,671
5110 Office Supplies	699	124	0	1,200	700
5180 Minor Furniture & Equip	520	0	34	1,000	1,000
5210 Operating Supplies	34,000	344	0	200	200
5215 Uniforms	0	0	0	200	200
5230 Fuel Purchases	0	0	0	0	0
5299 Allocated Material Exp	(15,876)	(38,824)	(9,067)	(31,178)	(23,205)
5410 Publications & Memberships	17,767	11,415	6,188	9,400	9,400
5440 Education	0	0	0	1,000	1,000
5450 Training	995	582	2,115	4,000	4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>740,010</b>	<b>750,029</b>	<b>510,944</b>	<b>777,701</b>	<b>989,102</b>
<b>TOTAL APPROPRIATIONS</b>	<b>831,739</b>	<b>840,395</b>	<b>569,794</b>	<b>846,771</b>	<b>1,055,646</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	69,070	66,544	(2,526)	-3.66%
Operating Expenses	777,701	989,102	211,401	27.18%
<b>TOTALS</b>	<b>846,771</b>	<b>1,055,646</b>	<b>208,875</b>	<b>24.67%</b>

Gas  
Department

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Administration  
Division

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Appropriations  
Summary

**Gas  
Department**

**Distribution  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Fiscal responsibility

**Goals:**

- ◆ Install approximately 10,000 feet of new mains in Legacy (Highway 27 S) and Arlington Ridge subdivisions
- ◆ Install miscellaneous mains where a 7 year pay-back criteria is met
- ◆ Continue installation of mains on 20 year expansion plan
- ◆ Secure right-of-way acquisition for Highway 441 projects
- ◆ Install 450 new services to residential and commercial customers
- ◆ Perform leak survey of 25% of distribution system
- ◆ Continue to exchange 1700 regulator to comply with maximum pressure rating on appliance valves
- ◆ Continue to comply with all Public Service Commission rules and regulations including: odorization, valve maintenance, leaks surveys, monthly cathodic protection and regulator station maintenance
- ◆ Continue AMR exchange program for gas (1400), electric (700) and water meters (700)

**Value:** Excellence in all we do

**Goals:**

- ◆ Provide service for non-emergency calls within 24 hours
- ◆ Continue to provide emergency service after hours and on weekends through standby personnel
- ◆ Provide continuing education for service personnel through seminars, operator qualification training, and Florida Gas Training Center

**Major Accomplishments:**

- Installed 450 new services
- Relocated mains on Highway 441, College to North Mills
- Installed new gas mains on Highway 441 and Leg A of Highway 44
- Constructed new gate station at State Road 44 near Leg A
- Installed distribution lines in Royal Highlands, The Crossings, Silver Pointe, and Phase 4 of the Legacy, Majestic Oak Shores, Majestic Oak Landing, and Cypress Haven Way
- Installed 100% of SCADA system which is currently in use
- Continue operator qualification hands-on evaluations and record keeping program
- Completed leak survey of 25% of the system
- Began mapping all new pipeline and service installations to comply with PSC standards
- Continued joint service trenching and locating with Electric Department
- Provide maps that reflect Geographical Positioning System (GPS) coordinates on all gas meters, valves and stations

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
New services installed	550	499	450
Service calls	4,691	4,952	5,400
Feet of 2" mains installed	21,163	11,246	25,000
Feet of other (1", 4", 6" & 8") mains installed	15,584	13,104	15,000
10-year old meters replaced	704	400	1,000
Regulators exchanged	658	400	900
Gas line locations	4,677	6,196	5,400

**Gas  
Department**

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**Distribution  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Gas Superintendent	1.00	0.00	1.00	61,117
Distribution Foreman	4.00	0.00	4.00	160,702
Gas Compliance Technician	1.00	0.00	1.00	42,786
Gas Engineer Technician	1.00	0.00	1.00	43,618
Gas Maintenance Foreman	1.00	0.00	1.00	31,226
Gas Service Technician	3.00	0.00	3.00	88,630
Mobile Equipment Operator II	2.00	0.00	2.00	50,238
Mobile Equipment Operator I	4.00	0.00	4.00	101,376
Utility Locator	1.00	0.00	1.00	29,079
Administrative Assistant II	1.00	0.00	1.00	40,704
Automated Meter Reader Technician	2.00	0.00	2.00	68,296
Standby				7,280
Time charged directly to Capital Projects				(311,300)
<b>Total</b>	<b>21.00</b>	<b>0.00</b>	<b>21.00</b>	<b>413,752</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

Gas  
Department

Appropriations Detail

Account # 042-2081-532

Distribution  
Division

Appropriations  
Detail

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	418,736	440,699	294,727	398,954	413,752
1310 Temporary Labor	5,453	16,435	0	5,000	0
1410 Overtime	24,243	90,279	50,365	85,000	85,000
1530 Bonuses	1,750	1,837	4,193	2,500	2,625
2110 FICA	33,549	39,920	25,853	35,370	29,319
2210 Retirement	22,099	35,266	27,564	39,207	53,539
23xx Insurance	62,114	71,020	49,435	78,301	70,345
2410 Workers' Compensation	8,534	15,427	13,472	7,925	12,299
26xx Other Payroll Benefits	914	785	569	1,086	1,200
2970 1st Installs	(5,174)	(22,538)	0	(33,050)	(21,770)
<b>TOTAL PERSONAL SERVICES</b>	<b>572,218</b>	<b>689,130</b>	<b>466,178</b>	<b>620,293</b>	<b>646,309</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	423	54,417	37,296	37,500	30,000
3130 Engineering Services	0	17,827	7,999	10,000	15,000
3410 Contract Services	18,610	24,257	0	25,000	25,000
3470 Gas Purchases	4,339,696	4,799,349	3,387,911	5,154,787	5,245,651
4010 Travel	916	3,282	1,216	4,000	5,000
41xx Communication	10,812	8,835	7,117	11,332	13,000
4210 Postage	387	167	260	600	600
4310 Utilities	15,981	15,741	9,916	16,500	25,000
44xx Rentals	361	0	0	0	0
4415 Internal Fleet Lease	0	0	22,426	67,278	74,654
4499 Allocated Equip. Rental	(44,654)	(40,295)	(46,522)	(54,490)	(68,435)
4510 Insurance	9,008	9,006	6,376	11,374	10,043
461x Repairs & Maintenance- Vehicles	47,313	62,319	43,494	77,560	89,100
4620 Repairs & Maintenance- Buildings	648	113	223	5,000	5,000
4625 Repairs & Maintenance- Non-Build	375	669	29	800	800
463x Repairs & Maintenance- Equipment	4,156	2,956	2,940	5,950	5,950
4710 Printing & Binding	774	44	1,606	300	2,000
4911 Advertising	28	0	23	1,000	1,000
4920 Other Current Charges	3,480	6,163	4,865	0	6,500
5110 Office Supplies	2,501	2,066	1,642	3,000	3,000
5180 Minor Furniture & Equip	9,436	15,593	5,352	15,000	16,000
5210 Operating Supplies	16,672	34,938	30,493	35,000	37,000
5215 Uniforms	3,318	5,445	4,425	6,500	6,500
5230 Fuel Purchases	20,750	24,289	17,095	20,000	26,000
5410 Publications & Memberships	0	25	575	250	600
5440 Education	0	3,685	(1,244)	500	3,000
5450 Training	2,860	5,954	6,482	8,000	8,000
5999 Material - 1st Installs	(3,611)	(12,911)	0	(5,000)	(21,770)
<b>TOTAL OPERATING EXPENSES</b>	<b>4,460,240</b>	<b>5,043,934</b>	<b>3,551,995</b>	<b>5,457,741</b>	<b>5,564,193</b>
<b>TOTAL APPROPRIATIONS</b>	<b>5,032,458</b>	<b>5,733,064</b>	<b>4,018,173</b>	<b>6,078,034</b>	<b>6,210,502</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	620,293	646,309	26,016	4.19%
Operating Expenses	5,457,741	5,564,193	106,452	1.95%
<b>TOTALS</b>	<b>6,078,034</b>	<b>6,210,502</b>	<b>132,468</b>	<b>2.18%</b>

Gas  
Department

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Distribution  
Division

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Appropriations  
Summary

Gas  
Department

Other

Appropriations  
Detail

Appropriations Detail

Account # 042-2088-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
4950 Uncollectible Accounts	23,880	14,700	9,912	14,873	19,802
4962 Customer Accounts	392,142	585,816	411,105	650,351	555,374
4963 Meter Reading	61,863	56,582	38,545	54,998	57,325
5910 Depreciation Expense	270,166	327,632	173,203	122,000	225,000
<b>TOTAL OPERATING EXPENSES</b>	<b>748,051</b>	<b>984,730</b>	<b>632,765</b>	<b>842,222</b>	<b>857,501</b>
<b><u>DEBT SERVICE</u></b>					
7210 Principal-Long Term Debt	55,288	72,913	120,219	0	0
7230 Interest-Long Term Debt	0	0	0	200,345	180,329
7311 Fees	209	629	384	200	500
7320 Amortize Debt Discount	1,241	402	0	2,879	1,879
7330 Amortize Debt Issue Cost	1,265	1,019	0	4,549	4,765
7340 Amortize Deferred Charges	3,374	5,990	0	5,058	5,850
<b>TOTAL DEBT SERVICE</b>	<b>61,377</b>	<b>80,953</b>	<b>120,603</b>	<b>213,031</b>	<b>193,323</b>
<b><u>OTHER USES</u></b>					
9101 Transfers to General Fund	475,356	601,344	466,440	699,658	715,239
9102 Surcharge Transfer	158,409	165,746	108,751	171,470	183,893
9160 Reserve/Future Capital	0	0	0	211,492	41,553
9960 Interest-Customer Deposit	1,857	1,540	133	2,000	1,000
<b>TOTAL OTHER USES</b>	<b>635,622</b>	<b>768,630</b>	<b>575,324</b>	<b>1,084,620</b>	<b>941,685</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,445,050</b>	<b>1,834,313</b>	<b>1,328,692</b>	<b>2,139,873</b>	<b>1,992,509</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	842,222	857,501	15,279	1.81%
Debt Service	213,031	193,323	(19,708)	-9.25%
Other Uses	1,084,620	941,685	(142,935)	-13.18%
<b>TOTALS</b>	<b>2,139,873</b>	<b>1,992,509</b>	<b>(147,364)</b>	<b>-6.89%</b>

### Significant Budget Changes:

The operating expense increase is solely attributable to depreciation expense, which is budgeted to prepare for replacing assets in the system. Debt service costs include a slight decrease associated with the 2004 Bonds. The first principal payment is delayed until 2006-07.

Gas  
Department

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Other

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Appropriations  
Summary

Gas  
Department

Capital  
Projects

Appropriations  
Detail

Appropriations Detail

Account # 042-2099-532

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	94,396	122,648	97,091	225,894	311,300
1410 Overtime	1,134	1,833	2,089	0	0
2110 FICA	7,176	9,285	7,234	17,284	23,749
2210 Retirement	5,436	10,492	9,224	19,201	32,594
23xx Insurance	13,602	18,050	16,682	36,345	49,939
2410 Workers' Compensation	1,986	4,132	4,191	7,522	10,118
26xx Other Payroll Benefits	78	107	139	0	0
2970 1st Installs	4,763	21,330	0	19,300	21,770
2999 Allocated Labor Expense	27,416	30,655	18,401	55,631	68,836
<b>TOTAL PERSONAL SERVICES</b>	<b>155,987</b>	<b>218,532</b>	<b>155,051</b>	<b>381,177</b>	<b>518,306</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	0	17,494	577	0	0
3410 Contract Services	0	0	0	5,000	0
4499 Allocated Equip Rental	44,654	40,295	46,522	54,490	68,435
4911 Advertising	27	23	0	0	0
5180 Minor Furniture/Equipment	0	0	0	0	0
5210 Operating Supplies	186,036	623,530	187,345	500,369	502,500
5299 Allocated Material Exp	15,876	38,824	9,067	31,178	23,205
5999 Material - 1st Installs	3,151	12,431	0	0	21,770
<b>TOTAL OPERATING EXPENSES</b>	<b>249,744</b>	<b>732,597</b>	<b>243,511</b>	<b>591,037</b>	<b>615,910</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	119,444	50,560	0	5,000	0
6310 Improvements Other than Bldgs	202,066	384,578	660,624	372,189	75,387
6410 Machinery & Equipment	84,797	81,621	13,540	113,800	21,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>406,307</b>	<b>516,759</b>	<b>674,164</b>	<b>490,989</b>	<b>96,387</b>
<b>OTHER USES</b>					
9999 WIP Contra	(812,038)	(1,467,888)	(1,072,326)	0	0
<b>TOTAL OTHER USES</b>	<b>(812,038)</b>	<b>(1,467,888)</b>	<b>(1,072,326)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>1,463,203</b>	<b>1,230,603</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	381,177	518,306	137,129	35.98%
Operating Expenses	591,037	615,910	24,873	4.21%
Capital Outlay	490,989	96,387	(394,602)	-80.37%
<b>TOTALS</b>	<b>1,463,203</b>	<b>1,230,603</b>	<b>(232,600)</b>	<b>-15.90%</b>

Gas  
Department

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Capital  
Projects

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Appropriations  
Summary

**Gas  
Department**

**Capital  
Projects**

**Project  
Schedule**

**Project Schedule**

**2005-06 Adopted  
Gas Fund**

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
420001	<u>Meters (154,851)</u> Regular meters ERT meters	Renewal & Replacement Renewal & Replacement	60,010 94,841
420002	<u>Mains (578,593)</u> Miscellaneous mains Legacy Arlington Ridge Ashton Woods Garner Complex Oak Point Villas Teco Tie Hwy 27 Install 6"	Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds	126,685 99,282 108,785 49,641 49,641 19,185 25,374 100,000
420003	Tools & Equipment	Renewal & Replacement	7,000
420006	<u>Gate Stations (34,436)</u> Valve Replacement and Bypass Newell Hill RTU	Current Revenue Current Revenue	19,337 15,099
420007	General Plant	Renewal & Replacement	10,000
420008	<u>Regulators (96,280)</u> Retire Purchase	Renewal & Replacement Renewal & Replacement	19,602 76,678
420009	Farm Taps/Ind Equipment	Current Revenue	10,000
420010	<u>Services (323,485)</u> New Services Retires	Debt Proceeds Debt Proceeds	317,110 22,333
<b>TOTAL</b>			<u><u>1,230,603</u></u>
<b>Source of Funds</b>			
			Renewal & Replacement 268,131
			Current Revenue 44,436
			Debt Proceeds 918,036
<b>TOTAL</b>			<u><u>1,230,603</u></u>

# Water Department

## Organization

**Total Department Budget \$8,721,756**

### Ray Sharp, Director of Environmental Services

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:

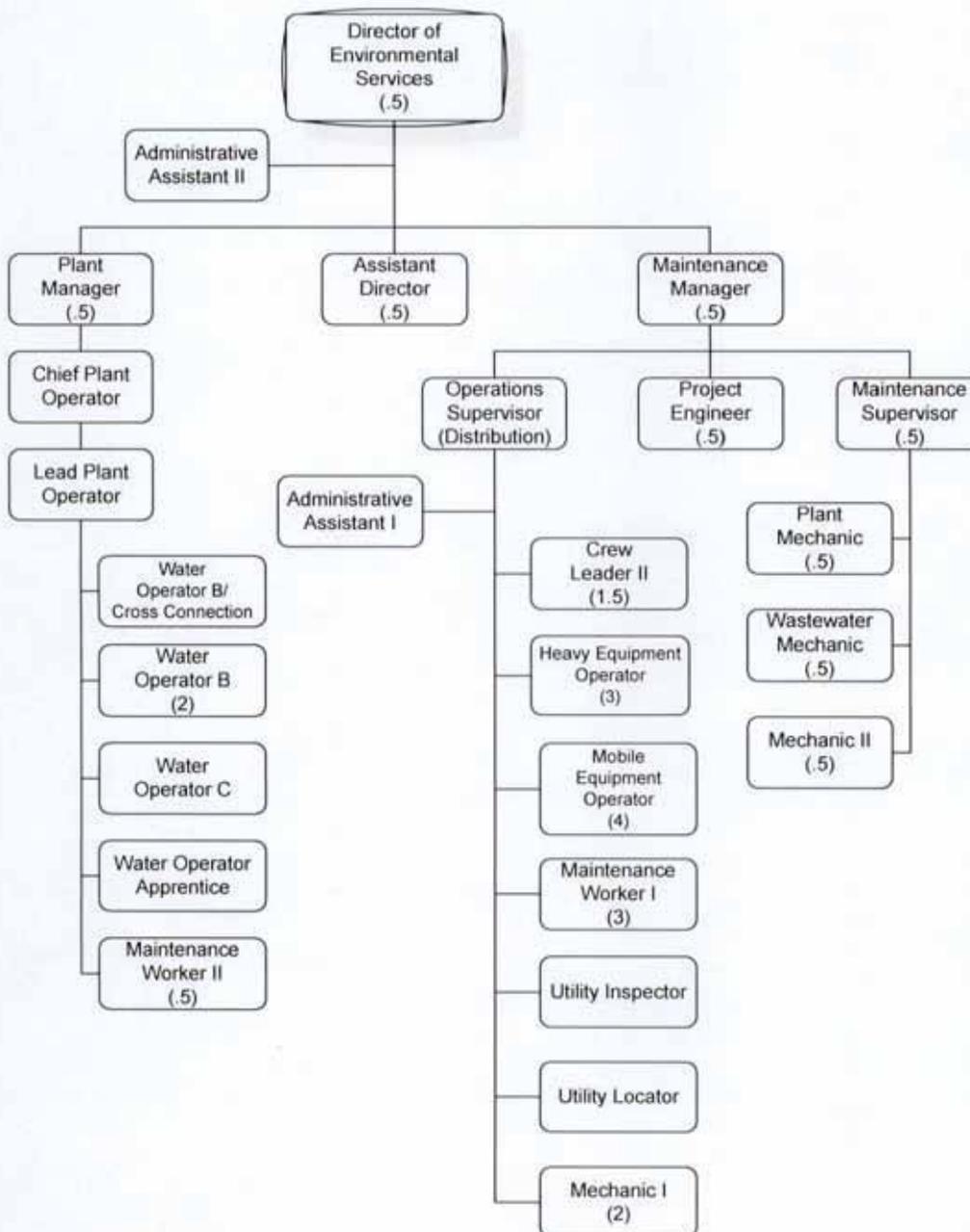
##### Water Distribution

- 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

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## Water System Description

### Water System Description

The water distribution system is primarily composed of 350 miles of water mains. The system includes four elevated storage tanks, (College Street 500,000 gallons, Newell Hill 200,000 gallons, Highland Lakes 200,000 gallons, and Lake Square Mall 150,000 gallons). There are three ground storage tanks within the system. Two of the ground storage tanks within the City limits are rated at 1.5 million gallons per day (MGD) and the one at Royal Highlands is a 500,000 MGD tank. Water is obtained from 17 Floridian aquifer wells. The City has a consumptive use permit from St. Johns River Water Management District to withdraw 333.4 million gallons in 2004 which is an average daily flow of 9.13 million gallons. Treatment of the raw water is accomplished through the main water treatment plant and four satellite plants.

The water system anticipates having the capacity to meet the needs of the existing customers of the City through the year 2020 and renewed its consumptive use permit. The City meets all federal and state drinking water standards.

Water reuse is a commodity that will help the City maximize the life of the drinking water aquifer available for customers. Reuse is a valuable resource for not only residential customers, but for commercial customers that require high volumes of water at reasonable rates. The availability of reuse water in industrial and residential applications will be utilized to provide a means of reducing the City's use of potable water. Construction of a reuse facility and reuse line extensions began in fiscal year 1999-2000. The City will construct two new reuse transmission lines to provide reuse water to new customers when it is available. The City will design and permit modifications to the Canal Street treatment plant to upgrade it and convert to public access reuse. New reuse rates have been adopted to provide adequate revenue stream for these improvements. This new service will allow certain users to purchase irrigation water at a lower rate than the potable water rate, as well as meet the St. Johns River Water Management District water consumption requirement.

## Budget Summary – Operating Statement

## Water Department

### Budget Summary - Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING REVENUE</b>					
Charges for Services	3,922,191	4,400,282	2,798,247	4,393,980	4,431,495
Other Operating Revenue	39,072	43,991	40,219	47,900	65,500
<b>TOTAL REVENUE SOURCES</b>	<b>3,961,263</b>	<b>4,444,273</b>	<b>2,838,466</b>	<b>4,441,880</b>	<b>4,496,995</b>
<b>OPERATING APPROPRIATIONS</b>					
Administration	663,822	681,402	427,728	838,115	952,114
Treatment	792,210	811,098	513,606	979,532	1,014,603
Reuse	4,946	2,892	3,118	0	0
Distribution	669,997	917,343	542,777	1,087,047	1,092,340
Other Operating Expenses	1,202,558	1,463,449	798,861	1,271,120	1,331,201
<b>TOTAL APPROPRIATIONS</b>	<b>(3,333,533)</b>	<b>(3,876,184)</b>	<b>(2,286,090)</b>	<b>(4,175,814)</b>	<b>(4,390,258)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>627,730</b>	<b>568,089</b>	<b>552,376</b>	<b>266,066</b>	<b>106,737</b>
Non-Operating Revenue	587,608	1,033,185	825,785	1,227,203	1,498,748
Non-Operating Appropriations	(133,875)	(175,970)	(258,292)	(380,708)	(388,099)
<b>NET OTHER INCOME</b>	<b>453,733</b>	<b>857,215</b>	<b>567,493</b>	<b>846,495</b>	<b>1,110,649</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>1,081,463</b>	<b>1,425,304</b>	<b>1,119,869</b>	<b>1,112,561</b>	<b>1,217,386</b>
Transfers to other funds	(1,765,280)	(810,783)	(907,031)	(503,218)	(499,657)
<b>NET INCOME AFTER TRANSFERS</b>	<b>(683,817)</b>	<b>614,521</b>	<b>212,838</b>	<b>609,343</b>	<b>717,729</b>
Other Sources	0	0	0	797,179	2,726,013
Capital Projects	0	0	212	(993,302)	(2,951,013)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>212</b>	<b>(196,123)</b>	<b>(225,000)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>(683,817)</b>	<b>614,521</b>	<b>213,050</b>	<b>413,220</b>	<b>492,729</b>

# Water Department

## Revenue Detail

### Revenue Detail

ACCOUNT 043-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>CHARGES FOR SERVICES</u></b>					
34331 Residential Sales	2,486,260	2,805,842	1,825,907	2,755,733	2,915,010
34332 Commercial Sales	1,358,184	1,492,779	916,115	1,558,198	1,428,696
34336 Municipal Sales	63,680	81,543	43,058	57,170	62,155
34338 Private Fire Protection Sales	14,067	20,118	13,167	22,879	25,634
<b>TOTAL CHARGES FOR SERVICES</b>	<b>3,922,191</b>	<b>4,400,282</b>	<b>2,798,247</b>	<b>4,393,980</b>	<b>4,431,495</b>
<b><u>OTHER OPERATING REVENUES</u></b>					
34905 Penalties	29,890	34,546	23,964	27,900	40,000
34905 Reuse Water	20	30	41	0	0
24910 Sale of Bottled Water	38	4,205	822	20,000	2,000
34918 Misc Service Revenue	9,124	5,210	15,392	0	23,500
<b>TOTAL OPERATING REVENUE</b>	<b>39,072</b>	<b>43,991</b>	<b>40,219</b>	<b>47,900</b>	<b>65,500</b>
<b><u>NON OPERATING REVENUE</u></b>					
33191 Emergency Management	0	45,359	41	0	0
36101 Interest on Investments	287,019	182,766	34,166	202,225	50,129
36111 Misc Interest Income	40	0	0	0	0
36130 Gain/Loss Investments	(49,049)	(70,189)	(18,172)	0	0
36162 Bond Funds	0	44,410	116,221	0	140,150
36323 Impact Fees - Residential	183,364	471,088	344,542	360,000	447,497
36323 Impact Fees-Commercial	81,673	151,834	159,353	246,000	310,972
36402 Gain From Sale of Fixed Assets	(20,957)	203	0	0	0
36404 Recovery From Losses	7,152	0	5,292	0	0
36925 Misc Jobbing Revenue	16,728	19,170	25,814	19,000	50,000
36990 Misc Non-Operating Revenue	50	17	0	300,000	500,000
<b>TOTAL NON OPERATING REVENUE</b>	<b>506,020</b>	<b>844,658</b>	<b>667,257</b>	<b>1,127,225</b>	<b>1,498,748</b>
<b><u>OTHER SOURCES</u></b>					
38401 Debt Proceeds	0	0	0	787,179	1,200,000
38950 Contributions - Cust/Dev	81,588	188,527	158,528	99,978	0
38961 Appropriated Renewal & Replacement	0	0	0	10,000	526,013
38963 Appropriated Impact Fees	0	0	0	0	1,000,000
<b>TOTAL OTHER SOURCES</b>	<b>81,588</b>	<b>188,527</b>	<b>158,528</b>	<b>897,157</b>	<b>2,726,013</b>
<b>TOTAL RESOURCES</b>	<b>4,548,871</b>	<b>5,477,458</b>	<b>3,664,251</b>	<b>6,466,262</b>	<b>8,721,756</b>

## Division Summary of Appropriations

## Water Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>3021 ADMINISTRATION</b>					
Personal Services	77,928	139,548	74,601	121,632	107,049
Operating Expenses	585,894	541,854	353,127	716,483	845,065
<b>TOTAL ADMINISTRATION</b>	<b>663,822</b>	<b>681,402</b>	<b>427,728</b>	<b>838,115</b>	<b>952,114</b>
<b>3051 TREATMENT</b>					
Personal Services	334,976	294,809	211,275	373,158	414,798
Operating Expenses	457,234	516,289	302,331	606,374	599,805
<b>TOTAL TREATMENT</b>	<b>792,210</b>	<b>811,098</b>	<b>513,606</b>	<b>979,532</b>	<b>1,014,603</b>
<b>3072 REUSE</b>					
Personal Services	882	1,164	1,156	0	0
Operating Expenses	4,064	1,728	1,962	0	0
<b>TOTAL REUSE</b>	<b>4,946</b>	<b>2,892</b>	<b>3,118</b>	<b>0</b>	<b>0</b>
<b>3081 DISTRIBUTION</b>					
Personal Services	515,507	665,995	408,706	758,982	752,095
Operating Expenses	154,490	251,348	134,071	328,065	340,245
<b>TOTAL DISTRIBUTION</b>	<b>669,997</b>	<b>917,343</b>	<b>542,777</b>	<b>1,087,047</b>	<b>1,092,340</b>
<b>3088 OTHER</b>					
Operating Expenses	1,188,008	1,444,677	797,995	1,245,037	1,302,400
Debt Service	146,675	181,072	250,932	392,791	403,900
Other Uses	1,767,030	824,453	915,257	930,438	1,005,386
<b>TOTAL OTHER</b>	<b>3,101,713</b>	<b>2,450,202</b>	<b>1,964,184</b>	<b>2,568,266</b>	<b>2,711,686</b>
<b>3099 CAPITAL PROJECTS</b>					
Personal Services	69,070	73,576	73,603	58,227	266,430
Operating Expenses	617,942	1,012,072	313,563	603,155	706,870
Capital Outlay	760,007	2,528,325	1,335,716	331,920	1,977,713
Other Uses	(1,447,019)	(3,613,973)	(1,723,094)	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>(212)</b>	<b>993,302</b>	<b>2,951,013</b>
<b>GRAND TOTAL</b>					
Personal Services	998,363	1,175,092	769,341	1,311,999	1,540,372
Operating Expenses	3,007,632	3,767,968	1,903,049	3,499,114	3,794,385
Capital Outlay	760,007	2,528,325	1,335,716	331,920	1,977,713
Debt Service	146,675	181,072	250,932	392,791	403,900
Other Uses	320,011	(2,789,520)	(807,837)	930,438	1,005,386
<b>TOTAL APPROPRIATIONS</b>	<b>5,232,688</b>	<b>4,862,937</b>	<b>3,451,201</b>	<b>6,466,262</b>	<b>8,721,756</b>

# Water Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism and fiscal responsibility

**Goals:**

- ◆ Initiate and complete a strategic planning process that documents present conditions, defines future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs
- ◆ Complete master plans for water treatment facilities and for water distribution facilities that define improvements necessary to meet current need and supports needs identified through the strategic planning process

**Value:** Organizational development and self sufficiency

**Goals:**

- ◆ Implement a defined training program for each division to prepare employees for advancement as the basis for succession planning
- ◆ Improve reliability and efficiency through a program of cross training to develop a depth of knowledge throughout the department

**Accomplishments:**

- Completed additional SCADA system improvements, which are 90% complete
- Instantiated master planning for southern water service areas
- Completed CUP renewal application to secure a 20-year permit

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Complete strategic plan	25%	100%	100%
Water treatment master plan	25%	100%	100%
Water distribution master plan	25%	100%	100%
Establish CMMS for most critical equipment	25%	100%	100%
Cross training program	N/A	20%	50%
Defined training program	N/A	25%	50%

**Water  
Department**

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**Administration  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Director of Environmental Services	0.50	0.00	0.50	43,910
Assistant Director	0.50	0.00	0.50	31,906
Administrative Assistant II	1.00	0.00	1.00	30,751
<b>Total</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>106,567</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

Water  
Department

Administration  
Division

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Appropriations Detail

Account # 043-3021-533

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	69,031	115,597	61,974	96,650	106,567
1410 Overtime	129	313	194	1,000	1,000
1530 Bonuses	118	188	250	250	250
2110 FICA	5,243	8,628	4,730	6,863	7,279
2210 Retirement	2,148	4,437	3,400	5,322	7,518
23xx Insurance	7,717	11,728	5,927	11,434	9,182
2410 Workers' Compensation	182	1,130	1,054	1,252	1,368
26xx Employee Benefits	237	3,274	2,476	3,445	5,443
2999 Allocated Labor Expense	(6,877)	(5,747)	(5,404)	(4,584)	(31,558)
<b>TOTAL PERSONAL SERVICES</b>	<b>77,928</b>	<b>139,548</b>	<b>74,601</b>	<b>121,632</b>	<b>107,049</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	13,330	16,398	5,992	163,000	208,000
3410 Contract Services	5,000	0	0	1,000	1,000
4010 Travel	1,956	95	6	2,500	2,500
41xx Communication	3,900	3,934	4,397	5,468	3,500
4210 Postage	1,015	191	382	1,400	1,400
4410 Rentals	1,500	0	0	0	0
4415 Internal Fleet Lease	0	0	755	2,266	2,568
4510 Insurance	26,740	25,150	20,357	29,761	32,063
4610 Repairs & Maintenance- Vehicles	450	1,080	720	1,000	1,320
4620 Repairs & Maintenance- Buildings	0	70	80	0	0
463x Repairs & Maintenance- Equipment	2,122	1,477	2,700	5,250	11,550
4710 Printing & Binding	159	316	0	200	200
4810 Promotional Activities	1,055	1,910	3,578	1,000	1,000
4821 Rebates	75,589	4,411	0	5,000	0
4911 Advertising-Other Ads	82	12,545	0	13,000	96,455
4920 Other Current Charges	952	0	0	1,000	1,000
4934 ZW Warehouse Over/Short	0	0	0	0	0
4945 Injury/Damage to Others	0	0	207	1,000	1,000
4961 General Administrative	460,196	510,038	318,373	508,146	495,528
5110 Office Supplies	2,486	1,074	1,556	2,500	2,500
5180 Minor Furniture & Equip	852	313	1,174	2,000	2,000
5210 Operating Supplies	343	1,043	68	500	500
5230 Fuel Purchases	23	(36)	227	500	500
5299 Allocated Material Expense	(15,712)	(40,717)	(8,758)	(33,308)	(24,319)
5410 Publications & Memberships	2,689	1,627	738	1,500	3,000
5440 Education	0	78	0	0	0
5450 Training	1,167	857	575	1,800	1,800
<b>TOTAL OPERATING EXPENSES</b>	<b>585,894</b>	<b>541,854</b>	<b>353,127</b>	<b>716,483</b>	<b>845,065</b>
<b>TOTAL APPROPRIATIONS</b>	<b>663,822</b>	<b>681,402</b>	<b>427,728</b>	<b>838,115</b>	<b>952,114</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	121,632	107,049	(14,583)	-11.99%
Operating Expenses	716,483	845,065	128,582	17.95%
<b>TOTALS</b>	<b>838,115</b>	<b>952,114</b>	<b>113,999</b>	<b>13.60%</b>

### Significant Budget Changes:

Operating expenses increased as a result of including \$95,000 in line item 3130 to conduct a potable water system master plan. Advertising costs will be distributed to civic organizations with City of Leesburg being recognized as a donor.

## Water Department

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### Administration Division

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### Appropriations Summary

# 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

**Value:** A spirit of professionalism

**Goals:**

- ◆ Establish zero hours of unscheduled downtime for critical pumping systems and critical disinfection systems
- ◆ Monitor malfunction reports and implement preventive and predictive maintenance procedures

**Value:** A caring organization

**Goal:**

- ◆ Conduct five community water conservation workshops through partnering with University of Florida, Lake County Water Authority and St. Johns River Water Management District outreach programs

**Value:** Open, accessible government and fiscal responsibility

**Goals:**

- ◆ Reduce electric usage by 5% annually, evaluate overall energy usage against best management practices
- ◆ Implement cross training program focused on achieving dual licensing for all operators
- ◆ Implement training program to ensure that all operators obtain necessary CEU's for recertification
- ◆ Develop and implement written operating procedures for all aspects of plant operations by September 2006
- ◆ Track and report performance on a monthly basis to include production volumes, unaccounted-for water loss, and water production costs

**Major Accomplishments:**

- Reduced per capita water consumption to less than 150 gpd
- Unaccounted-for water at or below 7%
- Sponsored water conservation workshops
- Constructed two new production wells to enhance system reliability high demand
- Completed rehab of College Street elevated storage tower
- Replaced substandard pump control panels

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Annual unaccounted-for water loss	7%	7%	7%
Reduce electric usage	N/A	5%	5%
Unscheduled down time for critical system	0	0	0

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Plant Manager	0.50	0.00	0.50	32,620
Chief Plant Operator	1.00	0.00	1.00	48,004
Lead Plant Operator	1.00	0.00	1.00	37,022
Water Operator B/Cross Connection	1.00	0.00	1.00	42,318
Water Operator B Operator	2.00	0.00	2.00	55,031
Water Operator C Operator	1.00	0.00	1.00	29,573
Water Operator Apprentice	1.00	0.00	1.00	26,782
Maintenance Worker II	0.50	0.00	0.50	11,913
Standby				3,760
<b>Total</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>	<b>287,023</b>

**Water  
Department**

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**Treatment  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

Water  
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Account # 043-3051-533

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	244,075	186,527	143,498	278,316	287,023
1410 Overtime	9,313	28,735	10,922	15,750	15,000
1530 Bonuses	875	841	875	750	1,000
2110 FICA	18,865	15,778	11,496	15,369	21,173
2210 Retirement	14,074	16,851	13,383	17,890	33,992
23xx Insurance	41,956	38,307	24,477	39,932	47,006
2410 Workers' Compensation	5,680	7,697	6,536	5,151	9,442
26xx Other Payroll Benefits	138	73	88	0	162
<b>TOTAL PERSONAL SERVICES</b>	<b>334,976</b>	<b>294,809</b>	<b>211,275</b>	<b>373,158</b>	<b>414,798</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	43,582	109,309	14,039	79,450	22,200
3410 Contract Services	13,991	14,548	8,256	30,400	5,000
4010 Travel	3,221	615	475	6,000	5,250
41xx Communication	4,014	4,392	3,936	5,128	5,000
4210 Postage	6,805	4,219	3,750	10,500	2,100
4310 Utilities	204,322	238,389	164,274	219,300	260,257
4410 Rentals	0	477	0	1,000	1,000
4415 Internal Fleet Lease	0	0	6,017	18,051	27,742
4510 Insurance	13,222	7,214	13,211	3,250	14,828
461x Repairs & Maintenance- Vehicles	64,713	45,244	17,954	64,600	48,400
4620 Repairs & Maintenance- Buildings	8,862	13,128	6,712	8,000	5,000
4625 Repairs & Maintenance- Non-Build	8,533	2,993	12,639	8,000	14,500
4630 Repairs & Maintenance- Equipment	2,247	7,375	1,300	2,700	5,800
4710 Printing & Binding	3,153	1,977	128	5,500	17,000
4810 Promotional Activites	3,018	11,864	12,589	29,000	29,000
4911 Advertising	31	177	0	2,500	2,500
4920 Other Current Charges	7,330	2,285	1,600	5,000	21,000
5110 Office Supplies	1,469	2,676	480	1,200	1,200
5180 Minor Furniture & Equip	11,729	4,880	1,084	10,000	10,000
5210 Operating Supplies	43,047	29,695	25,599	75,000	78,000
5215 Uniforms	1,433	2,700	1,691	5,795	5,228
5230 Fuel Purchases	4,588	4,351	3,675	6,000	7,200
5410 Publications & Memberships	2,293	1,613	1,202	2,500	3,600
5440 Education	800	1,653	486	2,000	2,000
5450 Training	4,831	4,515	1,234	5,500	6,000
<b>TOTAL OPERATING EXPENSES</b>	<b>457,234</b>	<b>516,289</b>	<b>302,331</b>	<b>606,374</b>	<b>599,805</b>
<b>TOTAL APPROPRIATIONS</b>	<b>792,210</b>	<b>811,098</b>	<b>513,606</b>	<b>979,532</b>	<b>1,014,603</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	373,158	414,798	41,640	11.16%
Operating Expenses	606,374	599,805	(6,569)	-1.08%
<b>TOTALS</b>	<b>979,532</b>	<b>1,014,603</b>	<b>35,071</b>	<b>3.58%</b>

Water  
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Treatment  
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Account # 043-3072-533

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	1,085	1,647	1,041	0	0
2110 FICA	81	120	78	0	0
2210 Retirement	53	136	99	0	0
23xx Insurance	213	325	175	0	0
2410 Workers' Compensation	25	57	46	0	0
26xx Other Payroll Benefits	0	0	5	0	0
2970 1st Installs	(575)	(1,121)	(288)	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>882</b>	<b>1,164</b>	<b>1,156</b>	<b>0</b>	<b>0</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	571	0	0	0	0
3410 Contract Services	0	0	0	0	0
4210 Postage	0	0	0	0	0
4310 Utilities	0	0	0	0	0
4499 Allocated Equip Rental	(75)	0	0	0	0
4510 Insurance	0	0	0	0	0
4612 Repairs & Maintenance-Vehicles	1,844	0	0	0	0
4620 Repairs & Maintenance-Buildings	0	0	0	0	0
4810 Promotional Activities	0	0	0	0	0
4911 Advertising	50	0	0	0	0
4920 Other Current Charges	0	0	0	0	0
5180 Minor Furniture/Equipment	0	0	0	0	0
5210 Operating Supplies	1,711	1,728	1,962	0	0
5999 Materials - 1st Installs	(37)	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>4,064</b>	<b>1,728</b>	<b>1,962</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>4,946</b>	<b>2,892</b>	<b>3,118</b>	<b>0</b>	<b>0</b>

## Appropriations Summary

	ADOPTED 2004-05	PROPOSED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	N/A
Operating Expenses	0	0	0	N/A
<b>TOTALS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>N/A</u>

**Significant Budget Changes:**

Since the system is not operational, there are no expenses included in the proposed fiscal year budget.

Water  
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Reuse  
Division

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**Water  
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**Distribution  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Excellence in all we do

**Goals:**

- ◆ Train all personnel to develop necessary customer service skills
- ◆ Respond to all customer calls within 30 minutes
- ◆ Establish zero call-backs (“right the first time”) for all customer service calls

**Value:** A spirit of professionalism

**Goals:**

- ◆ Participate in the Administration Division’s strategic planning process and complete a water distribution master plan by September 30, 2006
- ◆ Plan and construct upgrades to conform to the master plan
- ◆ Construct 1,000 feet of water main upgrades targeted at undersized water mains and improved fire protection on an annual basis
- ◆ Construct 1,000 feet of new water main targeted at converting dead-end lines to looped systems
- ◆ Construct 1,000 feet of new or replacement water main targeted at improving water quality
- ◆ Implement system-wide hydrant maintenance program

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Continue implementation of training program focused on requirements of pay for performance concepts, this will include certification as C Distribution (Potable and Reclaimed)
- ◆ Track and report performance on a monthly basis through relevant dashboard indicators

**Major Accomplishments:**

- Completed utility relocation for next phase of US 441 widening
- Installed 27,000 feet of reuse water main in preparation for Canal Street WWT conversion to reuse
- Coordinated routine hydrant maintenance program with the fire department
- One employee received Class A Water Distribution license, 2 Class C Water Distribution license were obtained by employees and 2 employees received Meter Repair Certification

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Respond time in minutes	30	30	30
Call-backs	0	0	0
Feet of water main upgrades	3,000	1,000	1,000
Feet of water main looping	4,500	1,000	1,000
Feet of water main replacement	N/A	1,000	1,000

## Water Department

### Personnel Schedule

Classification	Current	New	Total	Amount
Maintenance Manger	0.50	0.00	0.50	30,477
Maintenance Supervisor	0.50	0.00	0.50	24,347
Operations Supervisor	1.00	0.00	1.00	53,739
Crew Leader II	0.00	1.50	1.50	61,532
Heavy Equipment Operator	2.00	1.00	3.00	97,205
Mobile Equipment Operator II	3.00	1.00	4.00	104,255
Maintenance Worker I	3.00	0.00	3.00	71,983
Utility Locator	1.00	0.00	1.00	28,536
Project Engineer	0.50	0.00	0.50	29,275
Administrative Assistant I	1.00	0.00	1.00	27,043
Mechanic I	2.00	0.00	2.00	55,564
Plant Mechanic	0.50	0.00	0.50	13,202
Mechanic II	0.50	0.00	0.50	15,143
Wastewater Mechanic	0.50	0.00	0.50	15,879
Utility Inspector	1.00	0.00	1.00	39,122
Standby				4,100
Construction Crew Leader	1.00	-1.00	0.00	0
Maintenance Crew Leader	0.50	-0.50	0.00	0
Time charged directly to Capital Projects				(170,000)
<b>Total</b>	<b>18.50</b>	<b>2.00</b>	<b>20.50</b>	<b>501,402</b>

### Distribution Division

### Personnel & Capital Outlay Schedules

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

**Water  
Department**

**Distribution  
Division**

**Appropriations  
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**Appropriations Detail**

**Account # 043-3081-533**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b><u>PERSONAL SERVICES</u></b>					
1210 Regular Salaries & Wages	384,604	456,988	282,456	541,250	501,402
1410 Overtime	10,556	45,900	21,467	28,000	34,000
1530 Bonuses	1,497	1,979	2,813	2,313	2,563
2110 FICA	29,659	37,515	22,498	39,751	36,663
2210 Retirement	18,277	37,359	26,222	47,669	62,226
23xx Insurance	65,576	81,445	49,579	89,708	98,765
2410 Workers' Compensation	7,710	14,509	11,510	14,003	14,578
26xx Employee Benefits	214	306	598	486	1,898
2970 1st Install	(2,586)	(10,006)	(8,437)	(4,198)	0
<b>TOTAL PERSONAL SERVICES</b>	<b>515,507</b>	<b>665,995</b>	<b>408,706</b>	<b>758,982</b>	<b>752,095</b>
<b><u>OPERATING EXPENSES</u></b>					
31xx Professional Services	12,682	43,533	21,726	50,000	55,000
3410 Contract Services	931	876	0	10,000	5,000
4010 Travel	2,242	784	538	9,900	11,250
4110 Communication	2,042	1,871	1,777	3,500	6,000
4150 Fiber Optic Communication	144	744	1,312	1,968	0
4210 Postage	87	10	22	0	200
4410 Rentals	0	302	145	500	500
4415 Internal Fleet Lease	0	0	22,278	66,835	75,042
4499 Allocated Equip Rental	(23,629)	(28,165)	(45,106)	(7,285)	(41,420)
4510 Insurance	7,131	6,678	4,327	7,718	6,815
461x Repairs & Maintenance- Vehicles	40,883	60,169	30,510	50,660	52,500
4620 Repairs & Maintenance- Buildings	3,523	360	0	3,000	1,000
4625 Repairs & Maintenance- Non-Build	1,051	14,013	1,349	5,000	15,000
463x Repairs & Maintenance- Equipment	2,153	3,576	2,235	4,050	6,500
4710 Printing & Binding	472	423	0	0	0
4920 Other Current Charges	1,386	6,874	1,036	3,000	3,000
5110 Office Supplies	1,487	1,826	1,153	1,500	2,000
5180 Minor Furniture & Equip	7,492	8,484	10,663	19,930	20,000
5210 Operating Supplies	71,127	99,783	67,196	60,000	80,000
5215 Uniforms	3,635	7,300	3,764	11,189	10,968
5230 Fuel Purchases	15,277	16,311	7,830	19,500	18,000
5410 Publications & Memberships	77	801	844	600	1,000
5440 Education	0	0	0	500	960
5450 Training	4,297	4,795	472	6,000	10,930
<b>TOTAL OPERATING EXPENSES</b>	<b>154,490</b>	<b>251,348</b>	<b>134,071</b>	<b>328,065</b>	<b>340,245</b>
<b>TOTAL APPROPRIATIONS</b>	<b>669,997</b>	<b>917,343</b>	<b>542,777</b>	<b>1,087,047</b>	<b>1,092,340</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	758,982	752,095	(6,887)	-0.91%
Operating Expenses	328,065	340,245	12,180	3.71%
<b>TOTALS</b>	<u>1,087,047</u>	<u>1,092,340</u>	<u>5,293</u>	<u>0.49%</u>

Water  
Department

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Distribution  
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Account # 043-3088-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
4950 Uncollectible Accounts	18,252	24,396	16,376	24,560	38,944
4962 Customer Accounts	542,831	880,446	465,708	753,754	727,386
4963 Meter Reading	85,834	85,039	54,724	81,723	89,570
5910 Depreciation Expense	541,091	454,796	261,187	385,000	446,500
<b>TOTAL OPERATING EXPENSES</b>	<b>1,188,008</b>	<b>1,444,677</b>	<b>797,995</b>	<b>1,245,037</b>	<b>1,302,400</b>
<b>DEBT SERVICE</b>					
7110 Principal-Long Term Debt	0	0	0	0	0
7210 Interest-Long Term Debt	132,125	162,300	250,066	366,708	375,099
7311 Fees	500	1,502	866	400	1,000
7320 Amortize Debt Discount	2,966	836	0	5,269	3,909
7330 Amortize Debt Issue Cost	3,022	2,121	0	8,326	9,912
7340 Amortize Deferred Charges	8,062	14,313	0	12,088	13,980
<b>TOTAL DEBT SERVICE</b>	<b>146,675</b>	<b>181,072</b>	<b>250,932</b>	<b>392,791</b>	<b>403,900</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	361,500	352,776	233,104	349,660	347,838
9102 Surcharge Transfer	143,095	163,595	102,640	153,558	151,819
9131 Transfer to Capital Projects	1,260,685	294,412	571,287	0	0
9160 Reserve/Future Capital	0	0	0	413,220	492,729
9180 Reserve - Potable Water	0	12,000	8,000	12,000	12,000
9960 Interest-Customer Deposit	1,750	1,670	226	2,000	1,000
<b>TOTAL OTHER USES</b>	<b>1,767,030</b>	<b>824,453</b>	<b>915,257</b>	<b>930,438</b>	<b>1,005,386</b>
<b>TOTAL APPROPRIATIONS</b>	<b>3,101,713</b>	<b>2,450,202</b>	<b>1,964,184</b>	<b>2,568,266</b>	<b>2,711,686</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,245,037	1,302,400	57,363	4.61%
Debt Services	392,791	403,900	11,109	2.83%
Other Uses	930,438	1,005,386	74,948	8.06%
<b>TOTALS</b>	<b>2,568,266</b>	<b>2,711,686</b>	<b>143,420</b>	<b>5.58%</b>

### Significant Budget Changes:

The operating expense increase is solely attributable to depreciation expense, which is budgeted to prepare for replacing assets of the system. Although interest expense in the debt service category increased due to issuance of the 2004 Bonds, the first principal payment is delayed until 2006-07.

Water  
Department

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Other

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Account # 043-3099-533

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>PERSONAL SERVICES</u></b>					
1210 Regular Salaries & Wages	44,432	41,396	43,223	37,000	170,000
2110 FICA	3,251	3,111	3,214	2,831	13,005
2210 Retirement	2,092	3,475	4,092	2,405	17,850
23xx Insurance	9,028	7,179	6,688	6,124	28,135
2410 Workers' Compensation	1,028	1,762	2,188	1,085	5,882
26xx Other Payroll Benefits	7	8	69	0	0
2970 1st Installs	2,355	10,898	8,725	4,198	0
2999 Allocated Labor Expense	6,877	5,747	5,404	4,584	31,558
<b>TOTAL PERSONAL SERVICES</b>	<b>69,070</b>	<b>73,576</b>	<b>73,603</b>	<b>58,227</b>	<b>266,430</b>
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	241,294	272,066	40,010	3,000	49,396
3410 Contract Services	111,901	8,850	0	0	0
44xx Rentals	23,941	28,370	45,106	7,285	41,420
4710 Printing & Binding	0	312	0	0	0
4920 Other Current Charges	8,364	(750)	1,250	0	0
5210 Operating Supplies	216,729	662,506	218,439	559,562	591,735
5299 Allocated Material Expense	15,713	40,718	8,758	33,308	24,319
<b>TOTAL OPERATING EXPENSES</b>	<b>617,942</b>	<b>1,012,072</b>	<b>313,563</b>	<b>603,155</b>	<b>706,870</b>
<b><u>CAPITAL OUTLAY</u></b>					
6110 Land Costs	18,369	0	0	0	0
6210 Buildings	1,850	106,043	196,434	0	0
6310 Improvements Other Than Bldgs	593,103	1,631,868	1,076,248	180,200	1,917,713
6410 Machinery & Equipment	146,685	790,414	63,034	151,720	60,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>760,007</b>	<b>2,528,325</b>	<b>1,335,716</b>	<b>331,920</b>	<b>1,977,713</b>
<b><u>OTHER USES</u></b>					
9999 WIP- Contra	(1,447,019)	(3,613,973)	(1,723,094)	0	0
<b>TOTAL OTHER USES</b>	<b>(1,447,019)</b>	<b>(3,613,973)</b>	<b>(1,723,094)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>(212)</b>	<b>993,302</b>	<b>2,951,013</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	58,227	266,430	208,203	357.57%
Operating Expenses	603,155	706,870	103,715	17.20%
Capital Outlay	331,920	1,977,713	1,645,793	495.84%
Other Uses	0	0	0	N/A
<b>TOTALS</b>	<b>993,302</b>	<b>2,951,013</b>	<b>1,957,711</b>	<b>197.09%</b>

## Water Department

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### Capital Projects

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### Appropriations Summary

**Water  
Department**

**Project Schedule**

**2005-06 Adopted  
Water Fund**

**Project  
Schedule**

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
430001	<u>Meters (320,000)</u> Meters Meters (ARM replacement)	Current Revenue Impact Fees	80,000 240,000
430002	<u>Mains (1,130,000)</u> Construct & Relocate Hwy 441- Perkins to Griffin Replacement	Debt Proceeds Impact Fees Renewal & Replacement	450,000 500,000 180,000
430003	Tools & Equipment	Renewal & Replacement	60,000
430006	<u>Plant &amp; Storage (625,000)</u> System Wide Improvements  Well Inspection Rehab Plant Pumping	Renewal & Replacement Impact Fees Current Revenue Renewal & Replacement Renewal & Replacement	161,013 260,000 78,987 75,000 50,000
430007	Reuse	Debt Proceeds	450,000
430010	New Services	Current Revenue	56,013
430011	Reuse Meters	Current Revenue	10,000
430012	Reuse Mains	Debt Proceeds	300,000
<b>TOTAL</b>			<u><u>2,951,013</u></u>
<b>Source of Funds</b>			
			Renewal & Replacement 526,013
			Current Revenue 225,000
			Debt Proceeds 1,200,000
			Impact Fees 1,000,000
<b>TOTAL</b>			<u><u>2,951,013</u></u>

## 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/maintains reclamation sites

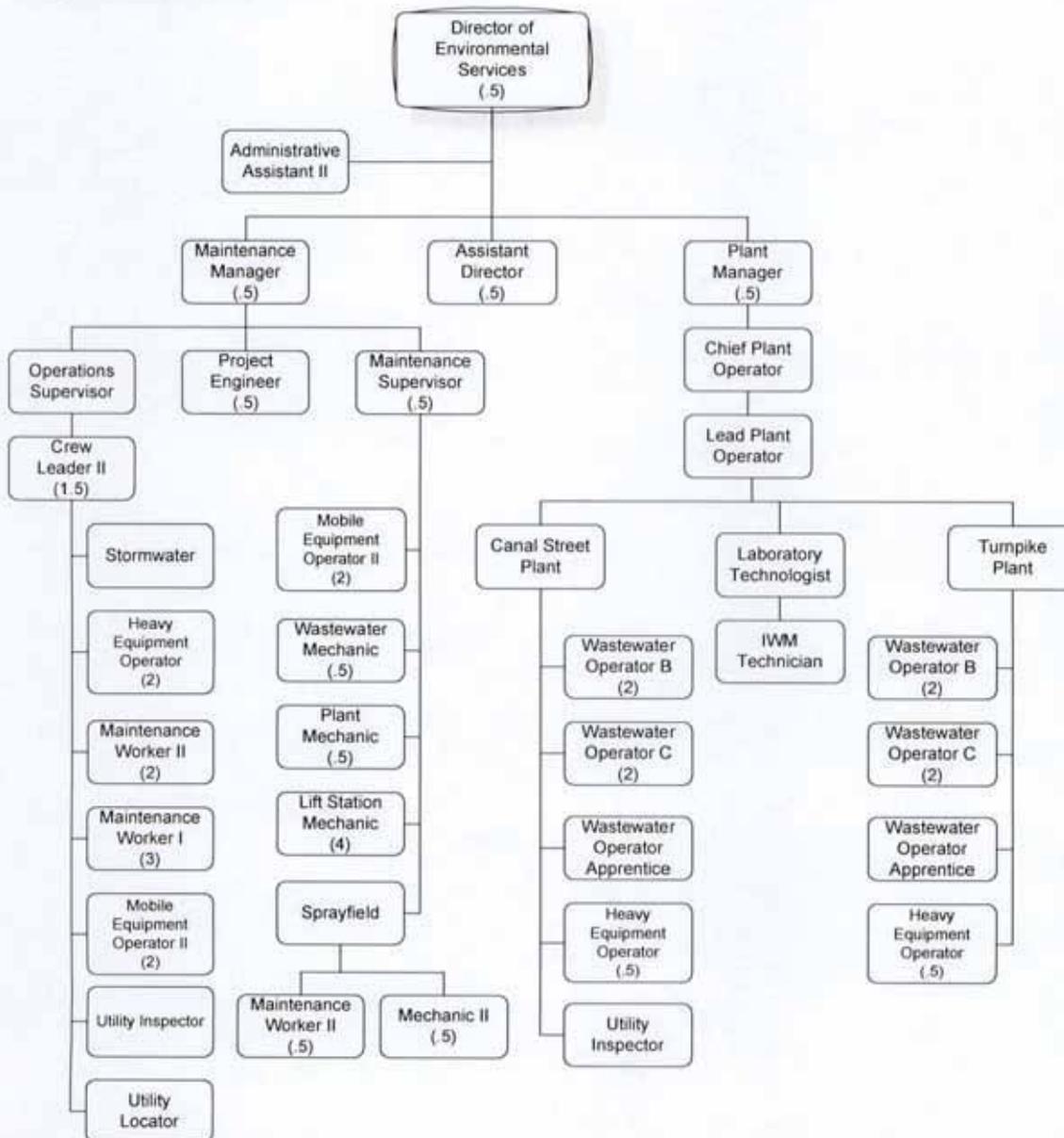
#### Collection

- 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  
\$15,852,680**

# Wastewater Department

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## Wastewater System Description

### Wastewater System Description

The wastewater collection system consists of 109 pumping lift stations, 103 miles of sewer force mains, and 70 miles of sewer gravity lines. Gravity sewer lines range from 4 to 24 inches in diameter and force mains range from 4 to 20 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 new Turnpike Plant, which is rated at 3.0 MGD. The system is in compliance with all state and federal regulations. The City treats its effluent water to an advance secondary standard and irrigates 675 acres of City owned property of which 365 acres are utilized for the hay operation. The resulting sludge waste generated from the wastewater treatment process is disposed of on 340 acres of City-owned hay fields. With both the Turnpike and Canal Street Wastewater Treatment Facilities and land disposal sites maintained and in service, the City anticipates having sufficient wastewater treatment/disposal capacity through the year 2015. The City projects unrestricted public reuse capacity of approximately 6.0 MGD available in 2007.

## Budget Summary - Operating Statement

## Wastewater Department

### Budget Summary - Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING REVENUE</u></b>					
Charges for Services	4,508,716	5,685,372	4,309,664	5,811,453	6,655,245
Other Operating Revenue	100,599	150,265	132,706	117,950	198,549
<b>TOTAL REVENUE SOURCES</b>	<b>4,609,315</b>	<b>5,835,637</b>	<b>4,442,370</b>	<b>5,929,403</b>	<b>6,853,794</b>
<b><u>OPERATING APPROPRIATIONS</u></b>					
Administration	724,135	782,689	86,922	863,186	935,750
Treatment	1,231,252	1,316,379	878,788	1,430,920	1,843,736
Sprayfield	153,289	199,771	134,429	201,313	230,565
Collections	959,411	1,180,626	884,952	1,413,346	1,588,973
Other Operating Expenses	1,928,033	2,126,993	1,188,833	1,506,955	1,221,532
<b>TOTAL APPROPRIATIONS</b>	<b>(4,996,120)</b>	<b>(5,606,458)</b>	<b>(3,173,924)</b>	<b>(5,415,720)</b>	<b>(5,820,556)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>(386,805)</b>	<b>229,179</b>	<b>1,268,446</b>	<b>513,683</b>	<b>1,033,238</b>
Non-Operating Revenue	674,861	1,395,818	1,205,592	1,049,470	1,963,886
Non-Operating Appropriations	(718,043)	(563,638)	(346,527)	(1,008,599)	(1,550,224)
<b>NET OTHER INCOME</b>	<b>(43,182)</b>	<b>832,180</b>	<b>859,065</b>	<b>40,871</b>	<b>413,662</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>(429,987)</b>	<b>1,061,359</b>	<b>2,127,511</b>	<b>554,554</b>	<b>1,446,900</b>
Transfers to other funds	(330,816)	(403,728)	(316,232)	(459,529)	(496,900)
<b>NET INCOME AFTER TRANSFERS</b>	<b>(760,803)</b>	<b>657,631</b>	<b>1,811,279</b>	<b>95,025</b>	<b>950,000</b>
Other Sources	0	0	0	4,300,000	7,035,000
Capital Projects	0	0	(2,379)	(4,300,000)	(7,985,000)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>(2,379)</b>	<b>0</b>	<b>(950,000)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>(760,803)</b>	<b>657,631</b>	<b>1,808,900</b>	<b>95,025</b>	<b>0</b>

# Wastewater Department

## Revenue Detail

## Revenue Detail

ACCOUNT 044-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>CHARGES FOR SERVICES</b>					
34351 Residential	2,571,490	3,319,814	2,683,184	3,651,959	3,823,661
34352 Commercial Class 1	294,665	379,805	295,217	408,540	438,348
34352 Commercial Class 2	91,643	112,943	81,506	122,784	132,033
34352 Commercial Class 3	541,690	689,479	506,192	780,445	795,198
34352 Commercial Class 4	39,997	65,094	48,410	73,534	73,938
34352 Industrial	16,800	16,847	11,200	18,200	21,125
34352 Commercial Reuse	242	432	0	0	0
34353 Misc Bill - Combined Rate	886,358	1,015,030	616,219	681,023	1,260,581
34354 Multi-Family	50,161	68,008	55,141	65,000	87,344
34356 Municipal	15,670	17,920	12,595	9,968	23,017
<b>TOTAL CHARGES FOR SERVICES</b>	<b>4,508,716</b>	<b>5,685,372</b>	<b>4,309,664</b>	<b>5,811,453</b>	<b>6,655,245</b>
<b>OTHER OPERATING REVENUE</b>					
34905 Penalties	32,745	43,402	36,405	38,650	55,300
34918 Misc Service Revenue	25,086	45,268	35,793	33,900	54,249
34921 Front Footage Fees	7,978	3,275	4,498	1,000	4,000
34922 Tap In Fees	34,790	58,320	56,010	44,400	85,000
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>100,599</b>	<b>150,265</b>	<b>132,706</b>	<b>117,950</b>	<b>198,549</b>
<b>NON OPERATING REVENUE</b>					
33191 Emergency Management	0	31,872	35	0	0
36101 Interest on Investments	105,805	86,983	51,484	105,600	72,780
36130 Gain/Loss Investments	(18,237)	(20,074)	(26,391)	0	0
36162 Bond Funds	0	63,024	178,811	0	182,964
36201 Rents and Royalties	4,800	400	0	4,800	0
36323 Impact Fees-Residential	425,824	870,167	642,659	555,100	1,077,454
36323 Impact Fees-Commercial	175,555	312,574	348,792	379,970	615,688
36402 Gain From Sale of Fixed Assets	(20,584)	9,994	0	0	0
36404 Recovery From Losses	688	0	2,296	0	0
36501 Sale of Surplus Materials	0	1,160	0	0	0
36925 Misc Jobbing Revenue	1,000	3,735	7,906	4,000	15,000
36990 Misc Non-Operating Revenue	10	0	0	0	0
<b>TOTAL NON OPERATING REVENUE</b>	<b>674,861</b>	<b>1,359,835</b>	<b>1,205,592</b>	<b>1,049,470</b>	<b>1,963,886</b>
<b>OTHER SOURCES</b>					
38401 Debt Proceeds	0	0	0	3,025,000	5,400,000
38950 Contributions - Cust/Dev	0	35,983	0	0	0
38961 Appropriated Depreciation	0	0	0	775,000	0
38962 Appropriated Renewal & Replacement	0	0	0	0	485,000
38963 Appropriated Impact Fees	0	0	0	500,000	1,150,000
<b>TOTAL OTHER SOURCES</b>	<b>0</b>	<b>35,983</b>	<b>0</b>	<b>4,300,000</b>	<b>7,035,000</b>
<b>TOTAL RESOURCES</b>	<b>5,284,176</b>	<b>7,231,455</b>	<b>5,647,962</b>	<b>11,278,873</b>	<b>15,852,680</b>

## Division Summary of Appropriations

## Wastewater Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>4021 ADMINISTRATION</b>					
Personal Services	124,008	124,867	86,922	134,721	136,792
Operating Expenses	600,127	657,822	0	728,465	798,958
<b>TOTAL ADMINISTRATION</b>	<b>724,135</b>	<b>782,689</b>	<b>86,922</b>	<b>863,186</b>	<b>935,750</b>
<b>4051 CANAL ST. TREATMENT</b>					
Personal Services	324,004	292,167	207,431	321,388	422,630
Operating Expenses	342,716	411,822	272,110	431,720	625,187
<b>TOTAL CANAL ST. PLANT</b>	<b>666,720</b>	<b>703,989</b>	<b>479,541</b>	<b>753,108</b>	<b>1,047,817</b>
<b>4052 TURNPIKE TREATMENT</b>					
Personal Services	277,620	310,963	208,046	350,878	381,431
Operating Expenses	286,912	301,427	191,201	326,934	414,488
<b>TOTAL TURNPIKE PLANT</b>	<b>564,532</b>	<b>612,390</b>	<b>399,247</b>	<b>677,812</b>	<b>795,919</b>
<b>4071 SPRAYFIELD</b>					
Personal Services	33,580	40,504	23,144	37,868	41,079
Operating Expenses	119,709	159,267	111,285	163,445	189,486
<b>TOTAL SPRAYFIELD</b>	<b>153,289</b>	<b>199,771</b>	<b>134,429</b>	<b>201,313</b>	<b>230,565</b>
<b>4081 COLLECTIONS</b>					
Personal Services	598,831	746,329	468,736	759,867	871,047
Operating Expenses	360,580	434,297	416,216	653,479	717,926
<b>TOTAL COLLECTIONS</b>	<b>959,411</b>	<b>1,180,626</b>	<b>884,952</b>	<b>1,413,346</b>	<b>1,588,973</b>
<b>4088 OTHER</b>					
Operating Expenses	1,897,584	2,103,639	1,188,103	1,472,295	1,184,031
Debt Service	747,880	586,743	347,213	1,042,759	1,587,225
Other Uses	331,428	403,977	316,276	555,054	497,400
<b>TOTAL OTHER</b>	<b>2,976,892</b>	<b>3,094,359</b>	<b>1,851,592</b>	<b>3,070,108</b>	<b>3,268,656</b>
<b>4099 CAPITAL PROJECTS</b>					
Personal Services	4,341	0	131	71,514	130,561
Operating Expenses	198,652	761,785	323,077	550,000	1,318,317
Capital Outlay	274,723	1,692,160	376,985	3,678,486	6,536,122
Other Uses	(477,716)	(2,453,945)	(697,814)	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>2,379</b>	<b>4,300,000</b>	<b>7,985,000</b>
<b>GRAND TOTAL</b>					
Personal Services	1,362,384	1,514,830	994,410	1,676,236	1,983,540
Operating Expenses	3,806,280	4,830,059	2,501,992	4,326,338	5,248,393
Capital Outlay	274,723	1,692,160	376,985	3,678,486	6,536,122
Debt Service	747,880	586,743	347,213	1,042,759	1,587,225
Other Uses	(146,288)	(2,049,968)	(381,538)	555,054	497,400
<b>TOTAL APPROPRIATIONS</b>	<b>6,044,979</b>	<b>6,573,824</b>	<b>3,839,062</b>	<b>11,278,873</b>	<b>15,852,680</b>

# Wastewater Department

## Administration Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism and fiscal responsibility

**Goals:**

- ◆ Initiate and complete a strategic planning process that documents present conditions, defines future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs
- ◆ Complete master plans for wastewater treatment facilities and wastewater collection facilities that define improvements necessary to meet current needs and support needs identified through the strategic planning process by September 2006

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Implement a defined training program for each division to meet current and future needs for all personnel
- ◆ Improve reliability and efficiency through a program of cross training to develop a depth of knowledge throughout the Department

**Accomplishments:**

- Established requirements for Industrial Pretreatment Program
- Completed next phase of SCADA system implementation, which is 75% complete
- Implemented Computerized Maintenance Management System (CMMS) and established preventive maintenance schedules

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Strategic plan	25%	100%	100%
Wastewater treatment master plan	25%	100%	100%
Wastewater collection master plan	25%	100%	100%
Establish CMMS for most critical equipment	75%	100%	100%
Cross training program	N/A	20%	50%
Defined training program	N/A	25%	50%

## Wastewater Department

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### Administration Division

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### Personnel & Capital Outlay Schedules

#### Personnel Schedule

Classification	Current	New	Total	Amount
Director of Environmental Services	0.50	0.00	0.50	43,910
Assistant Director	0.50	0.00	0.50	31,906
Administrative Assistant II	1.00	0.00	1.00	37,966
<b>Total</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>113,782</b>

#### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

# Wastewater Department

## Administration Division

## Appropriations Detail

### Appropriations Detail

Account #044-4021-535

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	98,185	92,908	66,487	104,192	113,782
1310 Temporary Labor	0	1,965	0	3,000	0
1410 Overtime	986	1,350	0	1,500	1,500
1530 Bonuses	243	187	250	250	250
2110 FICA	7,365	7,020	4,960	7,394	7,659
2210 Retirement	4,145	4,759	3,860	6,019	8,384
23xx Insurance	13,028	12,340	7,849	12,768	12,289
2410 Workers' Compensation	236	1,069	1,074	1,002	1,393
26xx Other Payroll Benefits	237	3,269	2,452	3,445	5,407
2999 Allocated Labor Expense	(417)	0	(10)	(4,849)	(13,872)
<b>TOTAL PERSONAL SERVICES</b>	<b>124,008</b>	<b>124,867</b>	<b>86,922</b>	<b>134,721</b>	<b>136,792</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	14,852	648	7,292	95,000	150,000
3410 Contract Services	3,596	0	0	500	500
4010 Travel	610	0	0	3,000	3,000
41xx Communication	3,308	2,624	1,935	3,776	3,200
4210 Postage	135	95	292	400	400
4415 Internal Fleet Lease	0	0	687	2,060	2,362
4510 Insurance	48,614	44,774	35,405	51,887	55,763
461x Repairs & Maintenance- Vehicles	450	1,080	720	1,580	1,820
4620 Repairs & Maintenance- Buildings	240	240	160	1,000	1,000
4630 Repairs & Maintenance- Equipment	1,250	600	667	1,000	1,750
4810 Promotional Activites	2,565	835	3,330	1,250	1,250
4821 Rebates	23,020	55,669	8,104	5,000	5,000
4911 Advertising	22,911	12,648	0	13,000	23,000
4920 Other Current Charges	1,283	4,409	3,608	5,000	5,000
4945 Injury/Damage to Others	4,917	2,683	6,533	2,000	2,000
4961 General Administrative	470,440	528,009	337,220	535,812	534,229
5110 Office Supplies	1,090	1,369	676	1,500	1,500
5180 Minor Furniture & Equip	253	91	46	800	800
5210 Operating Supplies	0	145	9	500	500
5215 Uniforms	0	0	14	0	0
5230 Fuel Purchases	(334)	1,233	1,077	1,000	1,000
5299 Allocated Material Expense	649	(12)	(1)	0	(16)
5410 Publications & Memberships	238	209	805	500	3,000
5440 Education	0	0	0	500	500
5450 Training	41	473	267	1,400	1,400
<b>TOTAL OPERATING EXPENSES</b>	<b>600,127</b>	<b>657,822</b>	<b>408,846</b>	<b>728,465</b>	<b>798,958</b>
<b>TOTAL APPROPRIATIONS</b>	<b>724,135</b>	<b>782,689</b>	<b>495,768</b>	<b>863,186</b>	<b>935,750</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	134,721	136,792	2,071	1.54%
Operating Expenses	728,465	798,958	70,493	9.68%
<b>TOTALS</b>	<b>863,186</b>	<b>935,750</b>	<b>72,564</b>	<b>8.41%</b>

### Significant Budget Changes:

The change in operating expenses is due to an increase in professional services of \$95,000, related to the Wastewater Master Plan.

## Wastewater Department

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### Administration Division

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### Appropriations Summary

# Wastewater Department

## Canal Street Treatment Plant Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Operate and maintain the plant in compliance with all permitting and regulatory requirements. Establish a goal of zero deficiencies for regulatory compliance and inspection
- ◆ Perform grounds maintenance to establish and maintain a good aesthetic appearance

**Value:** A spirit of professionalism

**Goals:**

- ◆ Establish a goal of zero hours of unscheduled downtime for critical pumping systems and critical disinfection systems
- ◆ Monitor malfunction reports and implement preventive and predictive maintenance procedures

**Value:** Open accessible government and fiscal responsibility

**Goals:**

- ◆ Reduce electric usage by 5% annually, evaluate overall energy usage against best management practices
- ◆ Implement cross training program focused on achieving dual licensing for all operators
- ◆ Implement training program to ensure that all operators obtain necessary CEU's for recertification
- ◆ Track and report performance on a monthly basis to include volume treated and cost of treatment

**Major Accomplishments:**

- Completed Phase I Canal Street WWTP rehab
- Completed design for Phase II Canal Street WWTP rehab and reuse conversion
- Implemented first phase of operator cross training
- Significantly improved regulatory compliance by implementing standard operating procedures that reduce the PH and spill violations
- Composed and implemented corresponding operational procedures
- Implemented monthly performance and production cost reports

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Deficiencies for regulatory compliance	N/A	0	0
Unscheduled down time for critical systems	N/A	0	0
Reduce electric usage	5%	5%	5%

## Personnel Schedule

Classification	Current	New	Total	Amount
Plant Manager	0.25	0.00	0.25	16,310
Chief Plant Operator	0.50	0.00	0.50	22,182
Laboratory Technologist	0.50	0.00	0.50	22,506
Lead Plant Operator	0.50	0.00	0.50	16,782
Wastewater Operator B	2.00	0.00	2.00	60,286
Wastewater Operator C	2.00	0.00	2.00	57,027
Wastewater Operator Apprentice	1.00	0.00	1.00	25,621
IWM Technician	0.50	0.00	0.50	14,113
Heavy Equipment Operator	0.50	0.00	0.50	19,032
Utility Inspector	0.00	1.00	1.00	27,115
Standby				3,640
<b>Total</b>	<b>7.75</b>	<b>1.00</b>	<b>8.75</b>	<b>284,614</b>

## Wastewater Department

### Canal Street Treatment Plant Division

### Personnel & Capital Outlay Schedules

## Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

# Wastewater Department

Canal Street  
Treatment Plant  
Division

## Appropriations Detail

### Appropriations Detail

Account #044-4051-535

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	236,398	188,207	131,551	247,155	284,614
1310 Temporary Labor	321	0	0	0	0
1410 Overtime	10,931	32,994	23,075	16,515	20,000
1530 Bonuses	875	476	843	475	1,094
2110 FICA	18,099	16,467	11,425	13,007	20,152
2210 Retirement	11,650	15,600	11,936	13,414	33,068
23xx Insurance	41,559	32,119	23,353	27,382	56,042
2410 Workers' Compensation	4,040	6,090	5,042	3,278	7,138
26xx Other Payroll Benefits	131	214	206	162	522
<b>TOTAL PERSONAL SERVICES</b>	<b>324,004</b>	<b>292,167</b>	<b>207,431</b>	<b>321,388</b>	<b>422,630</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	15,789	1,968	924	100	40,100
3410 Contract Services	5,994	41,263	372	45,000	10,000
4010 Travel	3,792	2,063	237	4,500	4,500
41xx Communication	1,028	301	568	1,852	1,000
4210 Postage	686	128	170	500	500
4310 Utilities	199,876	243,750	157,780	206,000	280,386
4410 Rentals	313	1,332	4,001	1,000	1,000
4415 Internal Fleet Lease	0	0	17,398	52,195	80,234
4510 Insurance	6,045	4,438	7,373	3,776	10,739
46xx Repairs & Maintenance- Vehicles	34,201	42,965	28,989	41,080	53,500
4620 Repairs & Maintenance- Buildings	5,220	3,611	7,862	2,500	5,000
4625 Repairs & Maintenance- Non-Build	1,566	6,972	1,594	5,000	3,000
4630 Repairs & Maintenance- Equipment	4,460	2,436	936	3,150	3,100
4710 Printing & Binding	0	22	64	500	500
4810 Promotion Activities	0	0	0	0	12,500
4911 Advertising	2,141	68	0	100	100
4920 Other Current Charges	7,096	2,368	1,349	2,500	40,000
5110 Office Supplies	287	2,801	379	2,500	1,500
5180 Minor Furniture & Equip	10,521	3,352	2,131	3,000	3,000
5210 Operating Supplies	22,455	26,389	26,933	25,235	41,500
5215 Uniforms	2,681	2,448	1,845	5,537	5,428
5230 Fuel Purchases	13,891	18,406	9,533	18,000	21,000
5410 Publications & Memberships	415	463	700	1,600	3,100
5450 Training	4,259	4,278	972	6,095	3,500
<b>TOTAL OPERATING EXPENSES</b>	<b>342,716</b>	<b>411,822</b>	<b>272,110</b>	<b>431,720</b>	<b>625,187</b>
<b>TOTAL APPROPRIATIONS</b>	<b>666,720</b>	<b>703,989</b>	<b>479,541</b>	<b>753,108</b>	<b>1,047,817</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	321,388	422,630	101,242	31.50%
Operating Expenses	431,720	625,187	193,467	44.81%
<b>TOTALS</b>	<b>753,108</b>	<b>1,047,817</b>	<b>294,709</b>	<b>39.13%</b>

### Significant Budget Changes:

Operating expenses increased as a result of \$32,000 in line item 3130 to conduct a capacity analysis report for permit renewal, and \$40,000 in line item 4920 for a laboratory compliance analysis per DEP.

Advertising costs will be distributed to civic organizations with City of Leesburg being recognized as a donor.

## Wastewater Department

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### Canal Street Treatment Plant Division

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### Appropriations Summary

# Wastewater Department

## Turnpike Treatment Plant Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Operate and maintain the plant in compliance with all permitting and regulatory requirements. Establish a goal of zero deficiencies for regulatory compliance and inspection
- ◆ Perform grounds maintenance to establish and maintain a good aesthetic appearance

**Value:** A spirit of professionalism

**Goal:**

- ◆ Establish a goal of zero hours of unscheduled downtime for critical pumping systems and critical disinfection systems, monitor malfunction reports and work with Maintenance Manager to implement preventive and predictive maintenance procedures

**Value:** Open, accessible government and fiscal responsibility

**Goals:**

- ◆ Reduce electric usage by 5% annually, evaluate overall energy usage against best management practices
- ◆ Implement cross training program focused on achieving dual licensing for all operators
- ◆ Implement written training program to ensure that all operators obtain necessary CEU's for recertification
- ◆ Track and report performance on a monthly basis to include volume treated and cost of treatment

**Major Accomplishments:**

- Significantly improved regulatory compliance for process control operations by implementation of new procedures for application of effluent in relation to compliance requirements
- Implemented first phases of operator cross training
- Hired new laboratory staff and recertified laboratory
- Developed and implemented operating procedures for major plant processes
- Implemented monthly performance and production cost reports

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Deficiencies for regulatory compliance	N/A	N/A	0
Unscheduled down time for critical systems	N/A	N/A	0
Reduce electric usage	5%	5%	5%

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Plant Manager	0.25	0.00	0.25	16,310
Chief Plant Operator	0.50	0.00	0.50	22,181
Lead Plant Operator	0.50	0.00	0.50	16,781
Laboratory Technologist	0.50	0.00	0.50	22,505
Wastewater Operator B	2.00	0.00	2.00	63,195
Wastewater Operator C	2.00	0.00	2.00	53,718
Heavy Equipment Operator	0.50	0.00	0.50	19,032
Wastewater Operator Apprentice	1.00	0.00	1.00	25,162
IWM Technician	0.50	0.00	0.50	14,112
Standby				3,640
<b>Total</b>	<b>7.75</b>	<b>0.00</b>	<b>7.75</b>	<b>256,636</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

**Wastewater Department**

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Turnpike  
Treatment Plant  
Division

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**Personnel & Capital Outlay Schedules**

Wastewater  
Department

Turnpike  
Treatment Plant  
Division

Appropriations  
Detail

Appropriations Detail

Account # 044-4052-535

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	196,615	211,573	136,566	244,701	256,636
1310 Temporary Labor	0	1,596	0	0	0
1410 Overtime	10,228	23,606	16,083	8,200	15,000
1530 Bonuses	875	639	843	850	969
2110 FICA	15,100	17,454	11,049	19,012	19,206
2210 Retirement	11,788	16,674	12,328	21,734	31,008
23xx Insurance	38,917	33,143	25,975	51,071	51,451
2410 Workers' Compensation	3,855	6,106	5,068	5,148	7,083
26xx Other Payroll Benefits	242	172	134	162	78
<b>TOTAL PERSONAL SERVICES</b>	<b>277,620</b>	<b>310,963</b>	<b>208,046</b>	<b>350,878</b>	<b>381,431</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	10,471	1,337	0	12,000	45,000
3410 Contract Services	7,486	21,110	0	35,000	0
4010 Travel	2,385	3,379	1,575	5,185	7,350
41xx Communication	1,530	2,017	1,924	3,404	4,200
4210 Postage	704	249	397	500	1,500
4310 Utilities	179,930	177,816	121,986	193,800	200,087
4410 Rentals	32	0	0	0	0
4510 Insurance	4,436	2,648	2,872	1,350	1,207
461x Repairs & Maintenance- Vehicles	16,812	17,613	16,140	19,400	25,240
4620 Repairs & Maintenance- Buildings	4,096	1,825	1,541	1,500	2,000
4625 Repairs & Maintenance- Non-Build	612	2,657	49	2,000	3,000
463x Repairs & Maintenance- Equipment	2,390	2,849	2,236	2,850	6,050
4710 Printing & Binding	44	214	64	500	500
4810 Promotional Activities	0	0	0	0	15,000
4911 Advertising - Other Ads	0	68	340	0	0
4920 Other Current Charges	15,273	15,793	10,912	3,000	35,000
5110 Office Supplies	1,480	2,696	1,281	1,600	2,000
5180 Minor Furniture & Equip	6,189	7,253	2,972	4,000	3,500
5210 Operating Supplies	24,048	30,076	20,972	22,660	42,000
5215 Uniforms	2,068	3,744	1,732	5,190	5,904
5230 Fuel Purchases	3,562	3,224	1,941	5,000	6,000
5410 Publications & Memberships	746	1,355	792	1,250	3,700
5450 Training	2,618	3,504	1,475	6,745	5,250
<b>TOTAL OPERATING EXPENSES</b>	<b>286,912</b>	<b>301,427</b>	<b>191,201</b>	<b>326,934</b>	<b>414,488</b>
<b>TOTAL APPROPRIATIONS</b>	<b>564,532</b>	<b>612,390</b>	<b>399,247</b>	<b>677,812</b>	<b>795,919</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	350,878	381,431	30,553	8.71%
Operating Expenses	326,934	414,488	87,554	26.78%
<b>TOTALS</b>	<b>677,812</b>	<b>795,919</b>	<b>118,107</b>	<b>17.42%</b>

### Significant Budget Changes:

Operating expenses increased \$35,000 in line item 3110 for consulting for industrial pretreatment program (IPP) and \$35,000 in line item 4920 for laboratory compliance for monitoring wells, and bio solids.

## Wastewater Department

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### Turnpike Treatment Plant Division

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### Appropriations Summary

# Wastewater Department

## Sprayfield Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Operate and maintain the plant in compliance with all permitting and regulatory requirements, establish a goal of zero deficiencies for regulatory compliance and inspection
- ◆ Perform grounds maintenance to establish and maintain a good aesthetic appearance

**Value:** A spirit of professionalism

**Goals:**

- ◆ Establish a goal of zero hours of unscheduled downtime for critical pumping systems, monitor malfunction reports and implement preventive and predictive maintenance procedures
- ◆ Identify the most critical equipment, input relevant data into Computerized Maintenance Management System, and establish preventive maintenance schedules

**Value:** Fiscal responsibility

**Goals:**

- ◆ Reduce electric usage by upgrading motors to premium or high efficiency type motors through attrition/depreciation
- ◆ Evaluate over all energy usage against best management practices

**Major Accomplishments:**

- Completed harvesting analysis and review of Pine tree needle crop
- Implemented new haying contract with higher quality requirements
- Completed identification of the most critical equipment, input relevant data into Computerized Maintenance Management System, and establish preventive maintenance schedules

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Deficiencies for regulatory compliance	N/A	0	0
Unscheduled down time for critical systems	N/A	0	0
Establish CMMS for most critical equipment	25%	100%	100%
Reduce electric usage	5%	5%	5%

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Maintenance Worker II	0.50	0.00	0.50	11,913
Mechanic II	0.50	0.00	0.50	15,144
Standby				1,820
<b>Total</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>28,877</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

**Wastewater  
Department**

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**Sprayfield  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Wastewater  
Department**

**Sprayfield  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 044-4071-535**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	22,649	28,704	15,797	25,120	28,877
1410 Overtime	1,581	913	984	1,500	1,500
1530 Bonuses	250	91	125	125	125
2110 FICA	1,722	2,118	1,265	1,892	2,039
2210 Retirement	1,261	2,146	1,481	2,324	3,246
23xx Insurance	5,686	5,829	2,932	6,384	4,591
2410 Workers' Compensation	431	699	560	523	701
26xx Employee Benefits	0	4	0	0	0
<b>TOTAL PERSONAL SERVICES</b>	<b>33,580</b>	<b>40,504</b>	<b>23,144</b>	<b>37,868</b>	<b>41,079</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	1,448	3,147	3,095	7,000	5,500
3410 Contract Services	406	1,477	467	2,000	2,000
4010 Travel	0	390	404	950	1,200
41xx Communication	1,534	1,899	1,288	1,776	2,000
4210 Postage	35	0	0	50	0
4310 Utilities	85,005	99,350	69,640	90,000	111,464
4410 Rentals	122	1,894	0	500	500
4415 Internal Fleet Lease	0	0	6,942	20,827	19,140
4510 Insurance	1,126	1,660	1,162	1,719	1,579
461X Repairs & Maintenance- Vehicles	22,300	19,819	14,388	19,060	20,240
4620 Repairs & Maintenance- Buildings	0	4,413	1,560	4,000	4,000
4625 Repairs & Maintenance- Non-Build	474	2,462	2,331	1,000	1,000
463x Repairs & Maintenance- Equipment	544	914	402	700	2,200
4710 Printing & Binding	0	0	64	0	0
4920 Other Current Charges	766	3,529	724	1,050	1,500
5110 Office Supplies	0	54	62	100	200
5180 Minor Furniture/Equipment	375	5,841	171	2,500	1,500
5210 Operating Supplies	1,700	3,604	4,236	5,000	8,000
5215 Uniforms	786	681	579	1,563	1,418
5230 Fuel Purchases	3,088	7,803	3,660	3,000	4,500
5354 Publications & Memberships	0	0	15	50	50
5450 Training	0	330	95	600	1,495
<b>TOTAL OPERATING EXPENSES</b>	<b>119,709</b>	<b>159,267</b>	<b>111,285</b>	<b>163,445</b>	<b>189,486</b>
<b>TOTAL APPROPRIATIONS</b>	<b>153,289</b>	<b>199,771</b>	<b>134,429</b>	<b>201,313</b>	<b>230,565</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	37,868	41,079	3,211	8.48%
Operating Expenses	163,445	189,486	26,041	15.93%
<b>TOTALS</b>	<b>201,313</b>	<b>230,565</b>	<b>29,252</b>	<b>14.53%</b>

## Wastewater Department

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### Sprayfield Division

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### Appropriations Summary

# Wastewater Department

## Collection Division

### Values & Goals

#### Values & Goals

**Value:** A spirit of professionalism and employee empowerment

**Goals:**

- ◆ Train all personnel to develop necessary customer service skills
- ◆ Respond to all customer calls within 30 minutes
- ◆ Establish a goal of zero call-backs (“right the first time”) for all customer service calls
- ◆ Continue formal training and empowerment of personnel to better structure the department and provide customer service

**Value:** Excellence in all we do

**Goals:**

- ◆ Reduce sanitary sewer blockages and overflows by increased main line cleaning and maintenance activities, establish a goal of zero overflows related to main line blockages
- ◆ Continue to maintain current level of reductions of over flows due to lift station malfunction

**Value:** Fiscal responsibility

**Goals:**

- ◆ Install SCADA system in 25 lift stations
- ◆ Complete three inflow & infiltration improvement projects based on in house system analysis and review
- ◆ Complete wastewater master plan
- ◆ Complete engineering study relating to conversion and elimination of private lift stations
- ◆ Complete four lift station rehabs

**Value:** Organizational self sufficiency

**Goals:**

- ◆ Continue cross training program
- ◆ Continue training program targeted at certification and relevant technical training
- ◆ Continue growth in tracking and reporting performance on a monthly basis through relevant dashboard indicators

**Major Accomplishments:**

- Completed west force main hydraulics analysis
- Completed installation of SCADA system in 25 lift stations, which is 75% complete
- Completed establishment of a dashboard monitor to evaluate number and cause of overflows
- Completed 4 lift station rehabs

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Response time in minutes	N/A	15	30
Call-backs	N/A	5	0
Overflows	N/A	14	0
Lift station rehabs	3	4	4
SCADA in lift stations	25	25	25
Install sanitary manhole rehabs	30	31	30

## Wastewater Department

### Personnel Schedule

Classification	Current	New	Total	Amount
Maintenance Manager	0.50	0.00	0.50	30,477
Project Engineer	0.50	0.00	0.50	29,274
Operations Supervisor	1.00	0.00	1.00	53,030
Maintenance Supervisor	0.50	0.00	0.50	24,347
Heavy Equipment Operator	2.00	0.00	2.00	60,024
Mobile Equipment Operator II	3.00	1.00	4.00	100,894
Maintenance Worker II	2.00	0.00	2.00	47,484
Lift Station Mechanic	3.00	1.00	4.00	110,717
Utility Inspector	1.00	0.00	1.00	33,157
Utility Locator	1.00	0.00	1.00	24,118
Maintenance Worker I	3.00	0.00	3.00	65,955
Plant Mechanic	0.50	0.00	0.50	13,202
Wastewater Mechanic	0.50	0.00	0.50	15,879
Crew Leader II	0.00	1.50	1.50	60,771
Construction Crew Leader	1.00	-1.00	0.00	0
Maintenance Crew Leader	0.50	-0.50	0.00	0
Standby				6,000
Employee time directly charged to Capital Projects				(85,000)
<b>Total</b>	<b>20.00</b>	<b>2.00</b>	<b>22.00</b>	<b>590,329</b>

Collection  
Division

Personnel &  
Capital Outlay  
Schedules

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
See project schedule			
<b>Total</b>			

# Wastewater Department

## Collection Division

## Appropriations Detail

### Appropriations Detail

Account # 044-4081-535

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	437,078	475,206	320,294	515,458	590,329
1310 Temporary Labor	1,970	0	0	0	0
1410 Overtime	10,005	68,916	15,518	25,000	25,000
1530 Bonuses	1,717	1,922	2,000	2,438	2,750
2110 FICA	32,752	39,511	24,391	39,097	42,647
2210 Retirement	20,233	38,967	29,996	48,500	71,395
23xx Insurance	87,597	107,545	64,914	118,651	123,401
2410 Workers' Compensation	7,238	13,539	10,947	10,075	13,701
26xx Other Payroll Benefits	241	723	676	648	1,824
<b>TOTAL PERSONAL SERVICES</b>	<b>598,831</b>	<b>746,329</b>	<b>468,736</b>	<b>759,867</b>	<b>871,047</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	1,338	30,704	31,941	60,000	50,000
3410 Contract Services	5,905	9,489	3,472	0	5,000
4010 Travel	6,798	4,713	4,398	12,000	14,800
41xx Communication	9,259	12,725	11,889	12,128	16,900
4210 Postage	875	11	59	0	200
4310 Utilities	89,301	92,168	68,744	90,000	104,930
4410 Rentals	2,836	483	144	1,000	1,000
4415 Internal Fleet Lease	0	0	65,452	196,357	194,906
4499 Allocated Equip Rental	0	0	(89)	0	0
4510 Insurance	0	10,003	6,376	11,374	10,043
461x Repairs & Maintenance- Vehicles	121,216	126,858	110,913	131,120	143,420
4620 Repairs & Maintenance- Buildings	1,544	971	349	4,000	4,000
4625 Repairs & Maintenance- Non-Build	19,284	19,932	17,532	15,000	20,000
4630 Repairs & Maintenance- Equipment	2,143	2,628	1,817	2,900	6,550
4710 Printing & Binding	116	85	0	200	0
4920 Other Current Charges	994	4,966	1,201	4,000	3,000
5110 Office Supplies	792	1,552	3,182	1,000	1,000
5180 Minor Furniture & Equip	11,097	10,899	13,241	12,000	17,000
5210 Operating Supplies	49,968	63,395	42,645	55,000	60,000
5215 Uniforms	7,457	12,127	7,810	13,000	13,272
5230 Fuel Purchases	17,942	24,637	18,423	20,000	25,235
5410 Publications & Memberships	94	340	815	400	1,000
5440 Education	0	15	744	0	9,220
5450 Training	11,621	5,596	5,158	12,000	16,450
<b>TOTAL OPERATING EXPENSES</b>	<b>360,580</b>	<b>434,297</b>	<b>416,216</b>	<b>653,479</b>	<b>717,926</b>
<b>TOTAL APPROPRIATIONS</b>	<b>959,411</b>	<b>1,180,626</b>	<b>884,952</b>	<b>1,413,346</b>	<b>1,588,973</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	759,867	871,047	111,180	14.63%
Operating Expenses	653,479	717,926	64,447	9.86%
<b>TOTALS</b>	<b>1,413,346</b>	<b>1,588,973</b>	<b>175,627</b>	<b>12.43%</b>

### Significant Budget Changes:

Personal Services include wages and fringe benefits associated with hiring two additional staff members.

## Wastewater Department

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### Collection Division

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### Appropriations Summary

Wastewater  
Department

Other

Appropriations  
Detail

Appropriations Detail

Account # 044-4088-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
4950 Uncollectible Accounts	23,592	37,692	21,824	32,726	47,252
4962 Customer Accounts	515,243	695,151	421,057	677,386	628,370
4963 Meter Reading	79,888	67,142	46,815	66,798	71,656
5910 Depreciation Expense	1,278,861	1,303,654	698,407	695,385	436,753
<b>TOTAL OPERATING EXPENSES</b>	<b>1,897,584</b>	<b>2,103,639</b>	<b>1,188,103</b>	<b>1,472,295</b>	<b>1,184,031</b>
<b>DEBT SERVICE</b>					
7110 Principal-Long Term Debt	0	0	0	500,000	1,030,000
7210 Interest-Long Term Debt	717,431	563,389	346,483	508,099	519,724
7311 Fees	833	1,551	730	1,000	1,000
7320 Amortize Debt Discount	10,162	1,159	0	7,300	5,417
7330 Amortize Debt Issue Cost	13,734	2,938	0	11,537	13,734
7340 Amortize Deferred Charges	5,720	17,706	0	14,823	17,350
<b>TOTAL DEBT SERVICE</b>	<b>747,880</b>	<b>586,743</b>	<b>347,213</b>	<b>1,042,759</b>	<b>1,587,225</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	330,816	403,728	316,232	459,529	496,900
9160 Reserve/Future Capital	0	0	0	95,025	0
9960 Interest-Customer Deposit	612	249	44	500	500
<b>TOTAL OTHER USES</b>	<b>331,428</b>	<b>403,977</b>	<b>316,276</b>	<b>555,054</b>	<b>497,400</b>
<b>TOTAL APPROPRIATIONS</b>	<b>2,976,892</b>	<b>3,094,359</b>	<b>1,851,592</b>	<b>3,070,108</b>	<b>3,268,656</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,472,295	1,184,031	(288,264)	-19.58%
Debt Services	1,042,759	1,587,225	544,466	52.21%
Other Uses	555,054	497,400	(57,654)	-10.39%
<b>TOTALS</b>	<b>3,070,108</b>	<b>3,268,656</b>	<b>198,548</b>	<b>6.47%</b>

### Significant Budget Changes:

Operating expenses include some depreciation expense to prepare for replacing assets of the system. The following has been included in the budget in debt service category:

- 1) Interest expense associated with the 2004 Bonds
- 2) The first principal payment for the 2004 Bonds will be delayed until 2006-07
- 3) Annual payback of \$1,030,000 to other utility funds associated with the 1999 Bond defeasance

## Wastewater Department

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### Other

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### Appropriations Summary

Wastewater  
Department

Capital  
Projects

Appropriations  
Detail

Appropriations Detail

Account # 044-4099-535

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	2,832	0	85	50,000	85,000
2110 FICA	218	0	6	3,825	6,503
2210 Retirement	131	0	8	3,250	8,925
231X Insurance	513	0	18	8,275	14,068
2410 Workers' Compensation	51	0	4	1,315	2,193
26xx Other Payroll Benefits	(1)	0	0	0	0
2970 1st Installs	180	0	0	0	0
2999 Allocated Labor Expense	417	0	10	4,849	13,872
<b>TOTAL PERSONAL SERVICES</b>	<b>4,341</b>	<b>0</b>	<b>131</b>	<b>71,514</b>	<b>130,561</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	124,441	728,634	179,273	550,000	99,807
3410 Contract Services	118,159	20,311	138,967	0	0
4010 Travel	2,839	0	0	0	0
4210 Postage	278	19	0	0	0
4410 Rentals	0	8,825	894	0	0
4499 Allocated Equipemnt Rental	(187)	0	89	0	0
4710 Printing & Binding	0	918	0	0	0
4911 Advertising	6	106	223	0	0
4920 Other Current Charges	(2,500)	2,500	3,350	0	0
5210 Operating Supplies	(43,736)	460	280	0	1,218,494
5299 Allocated Material Expense	(648)	12	1	0	16
<b>TOTAL OPERATING EXPENSES</b>	<b>198,652</b>	<b>761,785</b>	<b>323,077</b>	<b>550,000</b>	<b>1,318,317</b>
<b>CAPITAL OUTLAY</b>					
6110 Land	66,510	0	0	0	0
6210 Buildings	4,292	1,825	0	0	500,000
6310 Improvements Other than Bldgs	42,213	1,081,961	154,806	3,567,181	5,651,122
6410 Machinery & Equipment	161,708	608,374	222,179	111,305	385,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>274,723</b>	<b>1,692,160</b>	<b>376,985</b>	<b>3,678,486</b>	<b>6,536,122</b>
<b>OTHER USES</b>					
9999 WIP Contra	(477,716)	(2,453,945)	(697,814)	0	0
<b>TOTAL OTHER USES</b>	<b>(477,716)</b>	<b>(2,453,945)</b>	<b>(697,814)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>2,379</b>	<b>4,300,000</b>	<b>7,985,000</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	71,514	130,561	59,047	82.57%
Operating Expenses	550,000	1,318,317	768,317	139.69%
Capital Outlay	3,678,486	6,536,122	2,857,636	77.69%
Other Uses	0	0	0	N/A
<b>TOTALS</b>	<b>4,300,000</b>	<b>7,985,000</b>	<b>3,685,000</b>	<b>85.70%</b>

### Significant Budget Changes:

Capital expenses increased to accommodate plans to spend the bond proceeds specifically \$5,000,000 for the Canal Street rehabilitation.

## Wastewater Department

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### Capital Projects

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### Appropriations Summary

# Wastewater Department

## Project Schedule

### Project Schedule

**2005-06 Adopted**  
Wastewater Fund

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
440002	<u>Collecting Sewers (2,600,000)</u>		
	Lift Station Rehab	Debt Proceeds	400,000
	Lift Station Control Panels	Renewal & Replacement	50,000
	Manhole Rehab	Current Revenue	200,000
	Line extension/ new service	Impact Fees	200,000
	Gravity sewer line rehab/ replace	Current Revenue	750,000
	Inflow & Infiltration	Renewal & Replacement	400,000
		Impact Fees	100,000
	Hwy 441 - Perkins to Griffin	Impact Fees	500,000
440003	<u>Tools and Equipment (385,000)</u>		
	Other Equipment	Renewal & Replacement	35,000
	Emergency Generators	Impact Fees	350,000
440006	<u>Treatment and Disposal Plants (3,025,000)</u>		
	Canal St. Upgrades	Debt Proceeds	5,000,000
		<b>TOTAL</b>	<u><u>7,985,000</u></u>
		<b>Source of Funds</b>	
		Renewal & Replacement	485,000
		Current Revenue	950,000
		Impact Fees	1,150,000
		Debt Proceeds	5,400,000
		<b>TOTAL</b>	<u><u>7,985,000</u></u>

## Stan Carter, Information Technology Director

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

### Responsibilities:

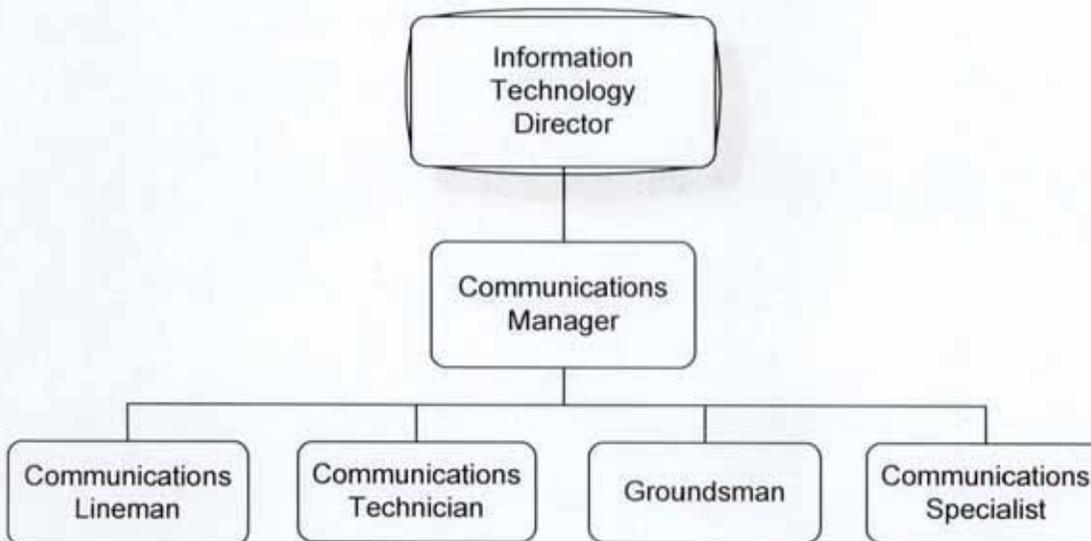
#### Internet

- Administer e-mail service
- Administer user accounts
- Perform back-ups
- 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 and hybrid fiber cable
- Maintain fiber network

### Organizational Chart



## Communication Department

### Organization

**Total  
Department  
Budget  
\$1,251,348**

## Communication Department

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### Communications System Description

#### Communications System Description

The communications system has a variety of customers: cellular telephone tower rental, internet services, and fiber optic communications. A monopole tower, located at the wastewater system spraysite on CR 470, was constructed in fiscal year 1998 and currently has 2 cellular tower rental customers. The water towers serve 4 customers for cellular telephone tower rental space. The City is discussing adding two additional building rental sites at the City water towers, and a site at sleepy Hollow for an additional monopole tower and building. Internet services were first offered in November 1998 and currently serve 500+ customers, offering both dial up and broadband service.

The fiber optic extensions serve 26 municipal facilities and five substations that interconnect all City offices to the IBM AS/400 computer located in the City Hall building. The City currently provides service to over 105 outside commercial customer locations, including the Lake County School System, which has more than 45 locations connected on the City's fiber optic network. The City began the year with 125 miles of fiber optic cable. During the year over 10 miles of additional fiber was installed to support new customers. The City continues its efforts to provide and support a high speed fiber optic telecommunications network throughout Lake County. The budget includes funds to install an additional 7 to 10 miles of new fiber optic lines to customers for high speed internet access, video conferencing, and to secure data transfer between multiple business sites.

In fiscal year 2001-02, the City began offering a 10Mbps Ethernet service to provide easy connectivity and extensions for computer networks. This wide area network connects all of our broadband internet customers, in addition to our multiple facility customers who require substantial bandwidth to run their organizations. During FY 2005, the City began offering a new internet product; 3Mbps broadband internet service. This service supports customers who require guaranteed, dedicated, high speed internet service. This service supports customers whose imaging or graphics requirements are such that a shared broadband connection, or dedicated internet T1 connection, will not suffice.

## Budget Summary - Operating Statement

## Communication Department

### Budget Summary - Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING REVENUE</u></b>					
Charges for Services	387,997	522,831	549,468	922,178	1,122,098
Other Operating Revenue	1,127	2,483	1,286	2,000	1,250
<b>TOTAL OPERATING REVENUE</b>	<b>389,124</b>	<b>525,314</b>	<b>550,754</b>	<b>924,178</b>	<b>1,123,348</b>
<b><u>OPERATING APPROPRIATIONS</u></b>					
Communications	233,975	411,932	303,024	360,429	511,099
Internet Service Provider	113,814	128,990	76,821	122,850	142,870
<b>TOTAL APPROPRIATIONS</b>	<b>(347,789)</b>	<b>(540,922)</b>	<b>(379,845)</b>	<b>(483,279)</b>	<b>(653,969)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>41,335</b>	<b>(15,608)</b>	<b>170,909</b>	<b>440,899</b>	<b>469,379</b>
Non-Operating Revenue	(169)	(9,478)	62,451	0	10,000
Non-Operating Appropriations	(16,875)	(24,088)	(18,530)	(208,611)	(101,200)
<b>NET OTHER INCOME</b>	<b>(17,044)</b>	<b>(33,566)</b>	<b>43,921</b>	<b>(208,611)</b>	<b>(91,200)</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>24,291</b>	<b>(49,174)</b>	<b>214,830</b>	<b>232,288</b>	<b>378,179</b>
Transfers from other funds	33,800	3,634,741	701,234	0	0
Transfers to other funds	(34,956)	(45,828)	(49,296)	(73,934)	(82,313)
<b>NET INCOME AFTER TRANSFERS</b>	<b>23,135</b>	<b>3,539,739</b>	<b>866,768</b>	<b>158,354</b>	<b>295,866</b>
Other Sources	0	0	0	140,000	118,000
Capital Projects	0	0	(15,779)	(273,100)	(333,000)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>(15,779)</b>	<b>(133,100)</b>	<b>(215,000)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>23,135</b>	<b>3,539,739</b>	<b>850,989</b>	<b>25,254</b>	<b>80,866</b>

Communication  
Department

Revenue Detail

Revenue Detail

ACCOUNT 045-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>CHARGES FOR SERVICES</u></b>					
34390 Internet	85,336	113,314	86,879	172,700	195,600
34392 Commercial - Fiber	150,126	149,001	236,974	535,750	400,098
34392 Commercial - Tower	112,875	224,480	150,415	101,000	212,500
34396 Municipal - Fiber	39,660	36,036	75,200	112,728	155,400
34397 Municipal- Tower	0	0	0	0	158,500
<b>TOTAL CHARGES FOR SERVICES</b>	<b>387,997</b>	<b>522,831</b>	<b>549,468</b>	<b>922,178</b>	<b>1,122,098</b>
<b><u>OTHER OPERATING REVENUE</u></b>					
34905 Penalties	1,127	2,483	1,286	2,000	1,250
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>1,127</b>	<b>2,483</b>	<b>1,286</b>	<b>2,000</b>	<b>1,250</b>
<b><u>NON OPERATING REVENUE</u></b>					
33191 Emergency Management	0	2,044	9	0	0
36101 Interest on Investments	589	(27,960)	(21,098)	0	0
36130 Gain/Loss Investment	(758)	(7,771)	9,159	0	0
36909 Other Income	0	24,209	76	0	0
36925 Misc Jobbing Revenue	0	0	74,305	0	10,000
<b>TOTAL NON OPERATING REVENUE</b>	<b>(169)</b>	<b>(9,478)</b>	<b>62,451</b>	<b>0</b>	<b>10,000</b>
<b><u>OTHER SOURCES</u></b>					
38111 Transfer from General Fund	33,800	517,021	166,713	0	0
38141 Transfer from Electric Fund	0	3,117,720	534,521	0	0
38950 Contributions - Cust/Dev	0	0	0	0	5,000
38962 Appropriated Renewal & Replacement	0	0	0	140,000	113,000
<b>TOTAL OTHER SOURCES</b>	<b>33,800</b>	<b>3,634,741</b>	<b>701,234</b>	<b>140,000</b>	<b>118,000</b>
<b>TOTAL RESOURCES</b>	<b>422,755</b>	<b>4,150,577</b>	<b>1,314,439</b>	<b>1,064,178</b>	<b>1,251,348</b>

## Division Summary of Appropriations

## Communication Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>5023 COMMUNICATIONS</b>					
Personal Services	4,962	135,865	117,284	172,874	266,821
Operating Expenses	229,013	276,067	185,740	187,555	244,278
Debt Service	16,814	24,059	18,525	208,411	101,000
Other Uses	34,956	45,828	49,296	73,934	82,313
<b>TOTAL COMMUNICATIONS</b>	<b>285,745</b>	<b>481,819</b>	<b>370,845</b>	<b>642,774</b>	<b>694,412</b>
<b>5026 INTERNET SERVICE PROVIDER</b>					
Operating Expenses	113,814	128,990	76,821	122,850	142,870
Other Uses	61	29	5	25,454	81,066
<b>TOTAL INTERNET SERVICE</b>	<b>113,875</b>	<b>129,019</b>	<b>76,826</b>	<b>148,304</b>	<b>223,936</b>
<b>5099 CAPITAL PROJECTS</b>					
Personal Services	119,070	149,582	17,476	0	39,922
Operating Expenses	368,599	337,463	17,207	700	31,595
Capital Outlay	372,367	2,835,254	1,038,672	272,400	261,483
Other Uses	(860,036)	(3,322,299)	(1,057,576)	0	0
<b>TOTAL CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>15,779</b>	<b>273,100</b>	<b>333,000</b>
<b>GRAND TOTAL</b>					
Personal Services	124,032	285,447	134,760	172,874	306,743
Operating Expenses	711,426	742,520	279,768	311,105	418,743
Capital Outlay	372,367	2,835,254	1,038,672	272,400	261,483
Debt Service	16,814	24,059	18,525	208,411	101,000
Other Uses	(825,019)	(3,276,442)	(1,008,275)	99,388	163,379
<b>TOTAL APPROPRIATIONS</b>	<b>399,620</b>	<b>610,838</b>	<b>463,450</b>	<b>1,064,178</b>	<b>1,251,348</b>

**Communication  
Department**

**Communications  
Division**

**Values & Goals**

**Values & Goals**

**Value:** Fiscal responsibility

**Goal:**

- ◆ Create a vision that highlights growth and financial stability
- ◆ Seek new ways to leverage the fiber network to expand DS-3 broadband internet offerings
- ◆ Add new wireless broadband internet product in \$30 per month price range
- ◆ Utilize weekly team meetings and encourage team members to identify cost savings while delivering best in class service
- ◆ Review fiber optic network expansions to ensure value for customer additions
- ◆ Identify the best practices to create additional cost effective customers
- ◆ Focus on adding customers (minimum of five) who are located within 1000 feet of existing fiber network

**Value:** Excellence in all we do

**Goals:**

- ◆ Identify new service offerings that enhance the existing network investment and diversify products and services
- ◆ Expand broadband internet services to 15% of total communications utility revenue
- ◆ Create initial wireless broadband system in an area of the City and offer wireless connectivity where the fiber backbone network can be leveraged
- ◆ Sign up 30 new wireless broadband customers at \$30.00 per month
- ◆ Create a new broadband product at a price point (\$30.00 or less) between dial up internet and 256K broadband that will be of value to small businesses and residential customers in Leesburg

**Value:** Employee empowerment, organizational development and self sufficiency

**Goals:**

- ◆ Encourage growth, promote ownership, and support independent decision making
- ◆ Create a team that empowers and encourages all members to make independent decisions
- ◆ Make one “special assignment” task requirement for each team member per week
- ◆ Utilize each member’s talents and recognize individual skills to encourage empowerment and entrepreneurship
- ◆ Utilize the internal and external training programs to instill confidence, and challenge members to learn better ways to accomplish a goal
- ◆ Ensure all team members attend three leadership and professional growth classes

**Major Accomplishments:**

- Increased revenue by \$411,000 from fiscal year 2003 to 2005
- Expanded fiber optic ethernet and internet broadband customer revenue sites
- Installed fractional DS 3 service for a monthly net gain of \$2,750 after two months in service
- Transitioned the Communications Division from the electric utility to an integral part of the IT department
- Took responsibility for fiber splicing diagrams, and state, county, city, and external power company utility permits

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Dialup internet customers	497	497	550
High speed internet customers	8	8	18
Fiber miles	100	140	150
Revenue	\$527,358	\$897,634	\$1,200,000
Fiber optic sites	31	105	115
Fractional DS3 service	N/A	\$19,000	\$58,200

**Communication  
Department**

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**Communications  
Division**

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**Personnel &  
Capital Outlay  
Schedule**

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Communications Manager	1.00	0.00	1.00	58,415
Communications Lineman	0.00	1.00	1.00	41,735
Communications Technician	1.00	0.00	1.00	48,620
Communication Specialist (Administrative Assistant II)	1.00	0.00	1.00	37,698
Groundsman	0.00	1.00	1.00	22,734
Standby				3,640
Time charged directly to Capital Projects				(25,000)
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>5.00</b>	<b>187,842</b>

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
See project schedule			
<b>Total</b>			

Communication  
Department

Appropriations Detail

Account # 045-5023-5xx

Communication  
Division

Appropriations  
Detail

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	3,877	103,312	87,008	127,991	187,842
1310 Temporary Labor	0	0	0	0	7,500
1410 Overtime	0	6,571	3,974	7,500	11,250
1530 Bonuses	0	125	360	281	625
2110 FICA	288	8,168	6,864	9,235	13,966
2210 Retirement	252	8,425	8,255	10,793	22,479
23xx Insurance	478	8,544	8,145	16,758	24,108
2410 Workers' Compensation	65	583	489	316	1,270
262x Other Payroll Benefits	2	137	2,189	0	3,547
2999 Allocated Labor Expense	0	0	0	0	(5,766)
<b>TOTAL PERSONAL SERVICES</b>	<b>4,962</b>	<b>135,865</b>	<b>117,284</b>	<b>172,874</b>	<b>266,821</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	66,685	51,969	34,900	18,500	7,000
4010 Travel	192	1,262	2,576	1,500	6,000
41XX Communication	0	144	192	288	0
4210 Postage	33	91	0	102	105
4310 Utilities	0	219	987	0	0
4410 Rentals	15,750	10,669	8,653	5,000	28,421
4499 Allocated Equip. Rental	389	2,722	2,854	0	(30,624)
4510 Insurance	3,371	3,009	3,941	3,393	6,207
461x Repairs & Maintenance- Vehicles	606	109	423	500	1,835
462x Repairs & Maintenance- Non-Build	4,541	12,107	9,699	5,000	27,500
463x Repairs & Maintenance- Equipment	0	263	300	36,450	1,700
4810 Promotional Activities	0	2,179	1,000	2,340	2,601
4920 Other Current Charges	668	915	1,221	1,020	1,050
4950 Uncollectible Accounts	336	1,500	376	560	1,399
4970 Regulatory Assessment Fees	50	50	50	102	105
5180 Minor Furniture/Equipment	2,792	96	1,274	1,000	6,000
521x Operating Supplies	22,170	30,123	11,192	0	5,500
5299 Allocated Material Expense	0	0	0	0	(971)
5410 Publications & MembershipS	0	250	280	0	450
5450 Training	990	1,165	1,210	1,000	10,000
5910 Depreciation Expense	110,440	157,225	104,612	110,800	170,000
<b>TOTAL OPERATING EXPENSES</b>	<b>229,013</b>	<b>276,067</b>	<b>185,740</b>	<b>187,555</b>	<b>244,278</b>
<b>DEBT SERVICE</b>					
7110 Principal Payment	0	0	0	165,920	65,000
7210 Interest Payments	16,814	24,059	18,525	42,491	36,000
<b>TOTAL DEBT SERVICE</b>	<b>16,814</b>	<b>24,059</b>	<b>18,525</b>	<b>208,411</b>	<b>101,000</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	34,956	45,828	49,296	73,934	82,313
<b>TOTAL OTHER USES</b>	<b>34,956</b>	<b>45,828</b>	<b>49,296</b>	<b>73,934</b>	<b>82,313</b>
<b>TOTAL APPROPRIATIONS</b>	<b>285,745</b>	<b>481,819</b>	<b>370,845</b>	<b>642,774</b>	<b>694,412</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	172,874	266,821	93,947	54.34%
Operating Expenses	187,555	244,278	56,723	30.24%
Debt Services	208,411	101,000	(107,411)	-51.54%
Other Uses	73,934	82,313	8,379	11.33%
<b>TOTALS</b>	<b>642,774</b>	<b>694,412</b>	<b>51,638</b>	<b>8.03%</b>

### Significant Budget Changes:

Personal services includes wages and fringes for two additional employees. Debt service includes principal and interest payments to FMPA on a \$1.3 million loan to expand fiber to the school board in fiscal year 2003-04.

Communication  
Department

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Communication  
Division

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Appropriations  
Summary

Communication  
Department

Internet Service  
Provider

Appropriations  
Detail

Appropriations Detail

Account # 045-5026-539

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
3110 Professional Services	94,426	117,354	73,537	105,500	128,292
4110 Communication	1,209	0	0	350	350
4210 Postage	20	0	0	100	103
4710 Printing & Binding	0	0	132	900	900
4810 Promotional Activities	4,400	4,585	1,448	5,000	5,150
4911 Advertising	8,695	5,381	0	8,000	5,000
5210 Operating Supplies	4,929	1,670	1,704	2,500	2,575
5410 Publications & Membership	135	0	0	500	500
<b>TOTAL OPERATING EXPENSES</b>	<b>113,814</b>	<b>128,990</b>	<b>76,821</b>	<b>122,850</b>	<b>142,870</b>
<b>OTHER USES</b>					
9160 Reserve/Future Capital	0	0	0	25,254	80,866
9960 Interest - Customer Deposit	61	29	5	200	200
<b>TOTAL OTHER USES</b>	<b>61</b>	<b>29</b>	<b>5</b>	<b>25,454</b>	<b>81,066</b>
<b>TOTAL APPROPRIATIONS</b>	<b>113,875</b>	<b>129,019</b>	<b>76,826</b>	<b>148,304</b>	<b>223,936</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	122,850	142,870	20,020	16.30%
Other Uses	25,454	81,066	55,612	218.48%
<b>TOTALS</b>	<b>148,304</b>	<b>223,936</b>	<b>75,632</b>	<b>51.00%</b>

### Significant Budget Changes:

The increase in professional services reflects the projection to increase customers. The other uses category includes reserve for future capital, which increased from \$25,254 to \$80,866.

Communication  
Department

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Internet Service  
Provider

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Appropriations  
Summary

Communication  
Department

Appropriations Detail

Account #045-5099-539

Capital  
Projects

Appropriations  
Detail

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	74,347	96,429	11,326	0	25,000
2110 FICA	5,463	7,164	829	0	1,913
2210 Retirement	4,938	8,119	1,073	0	2,625
23xx Insurance	10,239	11,910	1,474	0	4,138
2410 Workers' Compensation	1,404	2,377	365	0	480
262x Other Payroll Benefits	53	38	19	0	0
2999 Allocated Personal Expense	22,626	23,545	2,390	0	5,766
<b>TOTAL PERSONAL SERVICES</b>	<b>119,070</b>	<b>149,582</b>	<b>17,476</b>	<b>0</b>	<b>39,922</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	347	23,843	0	0	0
3410 Contract Services	0	0	0	0	0
4210 Postage	8	0	0	0	0
4410 Rentals	0	0	0	0	0
4499 Allocated Equip Rental	26,981	29,334	11,976	0	30,624
4920 Other Current Charges	0	200	0	0	0
5180 Minor Furniture/Equipment	0	0	122	700	0
5210 Operating Supplies	296,506	198,964	0	0	0
5299 Allocated Material Expense	44,757	85,122	5,109	0	971
<b>TOTAL OPERATING EXPENSES</b>	<b>368,599</b>	<b>337,463</b>	<b>17,207</b>	<b>700</b>	<b>31,595</b>
<b>CAPITAL OUTLAY</b>					
6310 Improvements Other Than Bldgs	158,556	1,704,794	680,984	160,300	125,984
6410 Machinery & Equipment	46,352	165,979	84,317	80,000	130,500
6460 Taxable Materials	156,503	901,384	255,655	30,000	4,672
6470 Use Tax	10,956	63,097	17,716	2,100	327
<b>TOTAL CAPITAL OUTLAY</b>	<b>372,367</b>	<b>2,835,254</b>	<b>1,038,672</b>	<b>272,400</b>	<b>261,483</b>
<b>OTHER USES</b>					
9999 WIP Contra	(860,036)	(3,322,299)	(1,057,576)	0	0
<b>TOTAL OTHER USES</b>	<b>(860,036)</b>	<b>(3,322,299)</b>	<b>(1,057,576)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>0</b>	<b>0</b>	<b>15,779</b>	<b>273,100</b>	<b>333,000</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	39,922	39,922	N/A
Operating Expenses	700	31,595	30,895	4413.57%
Capital Outlay	272,400	261,483	(10,917)	-4.01%
<b>TOTALS</b>	<b>273,100</b>	<b>333,000</b>	<b>59,900</b>	<b>21.93%</b>

### Significant Budget Changes:

Capital installations are projected based on funds available within the fund.

Communication  
Department

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Capital  
Projects

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Appropriations  
Summary

Communication Department **Project Schedule**

Department

**2005-06 Adopted**  
Communications Fund

**Project  
Schedule**

<u>Number</u>	<u>Title</u>	<u>Funding Source</u>	<u>Amount</u>
450001	Line Installation	Current Revenue	180,000
450002	Line extension - indepartmental	Renewal & Replacement	15,000
450008	<u>Other equipment (138,000)</u>		
	Wireless back-up links	Renewal & Replacement	30,000
	Wireless network test system	Renewal & Replacement	35,000
	Lightning protection- various buildings	Renewal & Replacement	5,000
	Hwy 441- Lake to College	Renewal & Replacement	25,000
	IP to analog adapters	Renewal & Replacement	3,000
	Relocate OH to UG	Current Revenue	5,000
	Utility service vehicle w/bucket (used)	Current Revenue	35,000
		<b>TOTAL</b>	<u><u>333,000</u></u>
		<b>Source of Funds</b>	
		Renewal & Replacement	113,000
		Current Revenue	220,000
		<b>TOTAL</b>	<u><u>333,000</u></u>

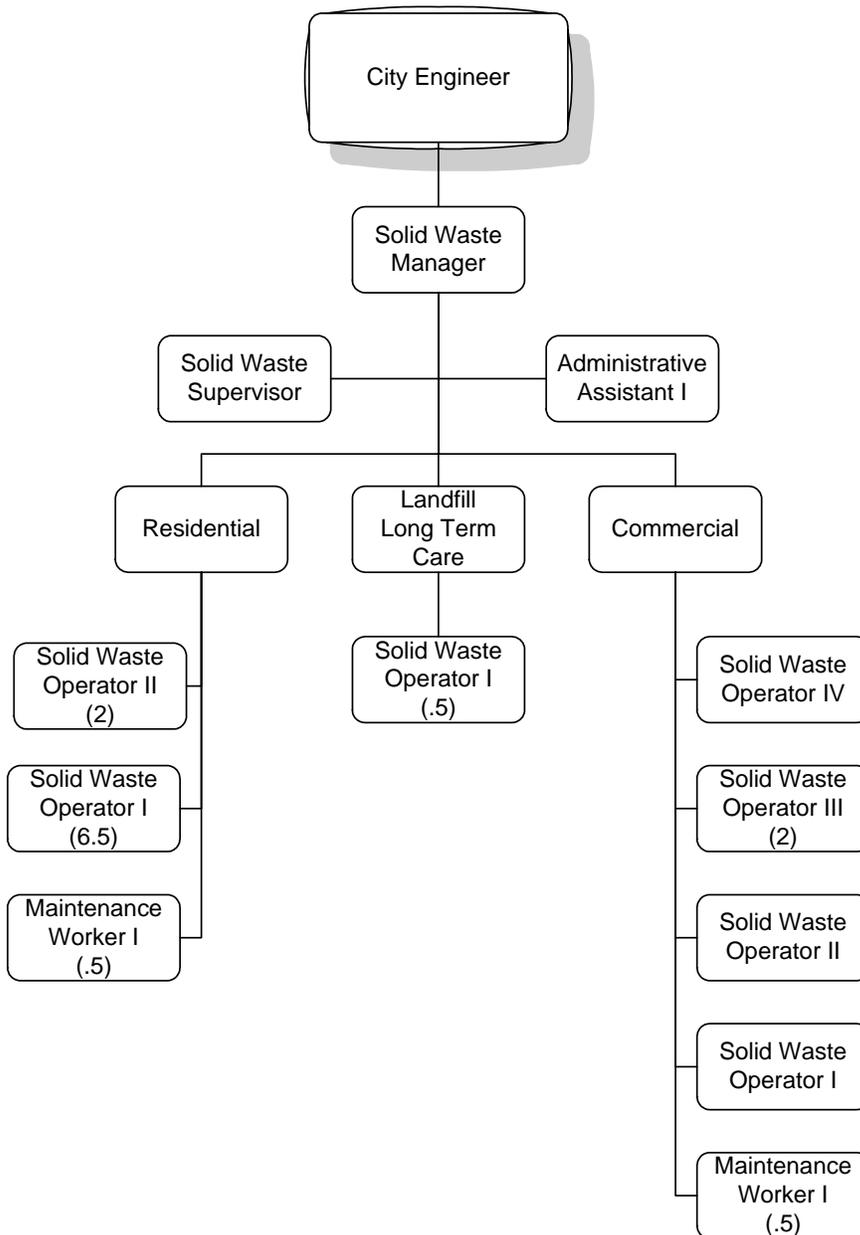
## Lora L. Hollingsworth, P.E., City Engineer

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
- Mowing at landfill
- Perform gas and groundwater sampling and reporting requirements

### Organizational Chart



## Solid Waste Department

### Organization

Total  
Department  
Budget  
\$3,225,560

# Solid Waste Department

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## 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. Residential customers use 90-gallon roll-out containers for automated pick-up with side-load trucks. Some commercial customers that generate small quantities of solid waste are serviced by roll-outs also, but the majority of commercial accounts use dumpsters. Commercial dumpsters are available in various sizes, from two cubic yards to 10 cubic yards. The department also offers roll-off service for construction and demolition debris with containers that range from 10 cubic yards to 30 cubic yards. Leesburg currently has approximately 6,000 residential accounts and approximately 1,200 commercial accounts.

The Solid Waste division maintains a permitted, closed landfill that requires on-going maintenance. The permit is administered through the State of Florida Department of Environmental Protection.

## Budget Summary – Operating Statement

## Solid Waste Department

### Budget Summary – Operating Statement

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING REVENUE</u></b>					
Charges for Services	2,807,328	2,890,614	2,002,684	3,101,000	3,167,380
Other Operating Revenues	48,481	35,144	21,312	44,000	37,300
<b>TOTAL OPERATING REVENUE</b>	<b>2,855,809</b>	<b>2,925,758</b>	<b>2,023,996</b>	<b>3,145,000</b>	<b>3,204,680</b>
<b><u>OPERATING APPROPRIATIONS</u></b>					
Long-Term Care	11,169	116,301	0	57,112	56,762
Residential	1,374,509	1,986,805	1,297,959	1,455,404	1,433,368
Commercial	1,239,065	1,337,544	765,206	1,369,860	1,423,091
<b>TOTAL APPROPRIATIONS</b>	<b>(2,624,743)</b>	<b>(3,440,650)</b>	<b>(2,063,165)</b>	<b>(2,882,376)</b>	<b>(2,913,221)</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>231,066</b>	<b>(514,892)</b>	<b>(39,169)</b>	<b>262,624</b>	<b>291,459</b>
Non-Operating Revenue	52,646	571,561	15,837	55,000	20,880
Non-Operating Appropriations	(96)	(243)	0	0	0
<b>NET OTHER INCOME</b>	<b>52,550</b>	<b>571,318</b>	<b>15,837</b>	<b>55,000</b>	<b>20,880</b>
<b>NET INCOME BEFORE TRANSFERS</b>	<b>283,616</b>	<b>56,426</b>	<b>(23,332)</b>	<b>317,624</b>	<b>312,339</b>
Transfers to other funds	(240,576)	(247,248)	(167,304)	(250,960)	(232,339)
<b>NET INCOME AFTER TRANSFERS</b>	<b>43,040</b>	<b>(190,822)</b>	<b>(190,636)</b>	<b>66,664</b>	<b>80,000</b>
Other Sources	0	0	0	0	0
Capital Projects	0	0	(5,492)	0	(80,000)
<b>NET OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>(5,492)</b>	<b>0</b>	<b>(80,000)</b>
<b>UNAPPROPRIATED BALANCE</b>	<b>43,040</b>	<b>(190,822)</b>	<b>(196,128)</b>	<b>66,664</b>	<b>0</b>

# Solid Waste Department

## Revenue Detail

### Revenue Detail

ACCOUNT 046-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>CHARGES FOR SERVICES</b>					
34341 Residential Refuse	1,192,617	1,184,221	817,649	1,229,000	1,265,480
34342 Commercial Dumpster	1,252,332	1,315,766	909,193	1,400,000	1,431,100
34343 Commercial Manual Refuse	270,850	261,153	165,876	310,000	264,100
34344 Roll-Off	52,216	90,493	84,808	112,000	166,500
34346 Interdept/Refuse	39,313	38,981	25,158	50,000	40,200
<b>TOTAL CHARGES FOR SERVICES</b>	<b>2,807,328</b>	<b>2,890,614</b>	<b>2,002,684</b>	<b>3,101,000</b>	<b>3,167,380</b>
<b>OTHER OPERATING REVENUE</b>					
34905 Penalties	29,378	30,261	20,337	31,000	32,000
34910 Misc Operating Revenue	19,103	4,883	975	13,000	5,300
<b>TOTAL OTHER OPERATING REVENUE</b>	<b>48,481</b>	<b>35,144</b>	<b>21,312</b>	<b>44,000</b>	<b>37,300</b>
<b>NON OPERATING REVENUE</b>					
33191 Emergency Management	0	527,499	0	0	0
36101 Interest on Investments	20,021	17,754	2,863	20,000	2,761
36102 Interest - Long Term Care	1,921	1,846	1,290	1,000	1,919
36130 Gain/Loss Investments	(3,946)	(1,174)	155	0	(400)
36402 Gain - Sale of Fixed Assets	10,650	630	0	0	0
36404 Recovery From Losses	750	0	0	0	0
36505 Sale of Surplus Materials	3,109	7,101	2,708	5,000	5,400
36945 Recyclables - County	20,141	17,905	8,821	29,000	11,200
<b>TOTAL NON OPERATING REVENUE</b>	<b>52,646</b>	<b>571,561</b>	<b>15,837</b>	<b>55,000</b>	<b>20,880</b>
<b>TOTAL RESOURCES</b>	<b>2,908,455</b>	<b>3,497,319</b>	<b>2,039,833</b>	<b>3,200,000</b>	<b>3,225,560</b>

## Division Summary of Appropriations

## Solid Waste Department

### Division Summary of Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>5142 LONG-TERM CARE</b>					
Personal Services	17,738	16,572	12,984	20,162	20,412
Operating Expenses	42,431	31,015	15,251	36,950	36,350
Capital Outlay	0	0	0	0	0
Other Uses	(49,000)	68,714	(28,235)	0	0
<b>TOTAL LONG-TERM CARE</b>	<b>11,169</b>	<b>116,301</b>	<b>0</b>	<b>57,112</b>	<b>56,762</b>
<b>5143 RESIDENTIAL</b>					
Personal Services	478,201	576,592	300,116	449,139	488,532
Operating Expenses	896,308	1,410,213	997,843	1,006,265	944,836
Capital Outlay	0	6,175	0	0	0
Other Uses	120,288	117,449	66,920	124,532	91,747
<b>TOTAL RESIDENTIAL</b>	<b>1,494,797</b>	<b>2,110,429</b>	<b>1,364,879</b>	<b>1,579,936</b>	<b>1,525,115</b>
<b>5144 COMMERCIAL</b>					
Personal Services	264,161	285,571	186,144	345,958	339,237
Operating Expenses	974,904	1,051,973	579,062	1,023,902	1,083,854
Capital Outlay	170,296	165,280	134,253	0	80,000
Other Uses	(49,912)	(41,413)	(28,377)	193,092	140,592
<b>TOTAL COMMERCIAL</b>	<b>1,359,449</b>	<b>1,461,411</b>	<b>871,082</b>	<b>1,562,952</b>	<b>1,643,683</b>
<b>GRAND TOTAL</b>					
Personal Services	760,100	878,735	499,244	815,259	848,181
Operating Expenses	1,913,643	2,493,201	1,592,156	2,067,117	2,065,040
Capital Outlay	170,296	171,455	134,253	0	80,000
Other Uses	21,376	144,750	10,308	317,624	232,339
<b>TOTAL APPROPRIATIONS</b>	<b>2,865,415</b>	<b>3,688,141</b>	<b>2,235,961</b>	<b>3,200,000</b>	<b>3,225,560</b>

# Solid Waste Department

## Landfill Long- Term Care Division

### Values & Goals

### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Maintain the landfill in accordance with Florida Department of Environmental Protection (DEP) standards, monitoring through August 30, 2018
- ◆ Monitor landfill activities and progress and reporting as required by contract
- ◆ Maintain the integrity of the landfill fencing and ground cover to ensure the life, health and safety of our citizens
- ◆ Provide routine and general maintenance to all areas of this facility to minimize or eliminate complaints from citizens in the adjacent neighborhoods

**Major Accomplishments:**

- ◆ Provided area for debris staging and disposal during the four major hurricanes that impacted the area during 2004

**Performance Measures:**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Mow landfill	4	5	6
Clean under-drain of all debris	3	3	3
Inspect fence line for necessary repairs	12	12	12
Water samples	4	2	2

**Personnel Schedule**

Classification	Current	New	Total	Amount
Solid Waste Operator II	0.50	0.00	0.50	13,030
<b>Total</b>	<b>0.50</b>	<b>0.00</b>	<b>0.50</b>	<b>13,030</b>

**Capital Outlay Schedule**

Description	Replacement	Improvement	Amount
None			
<b>Total</b>			

**Solid Waste Department**

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Landfill Long-Term Care Division

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Personnel & Capital Outlay Schedules

Solid Waste  
Department

Long-Term Care  
Division

Appropriations  
Detail

Appropriations Detail

Account # 046-5142-534

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>PERSONAL SERVICES</u></b>					
1210 Regular Salaries & Wages	12,062	10,504	7,546	12,326	13,030
1410 Overtime	353	604	536	800	0
1530 Bonuses	63	63	63	63	63
2110 FICA	954	855	572	961	918
2210 Retirement	755	893	717	1,140	1,564
2310 Insurance	2,483	2,176	2,114	3,475	3,350
2410 Workers' Compensation	1,068	1,477	1,385	1,316	1,406
26xx Other Payroll Benefits	0	0	51	81	81
<b>TOTAL PERSONAL SERVICES</b>	<b>17,738</b>	<b>16,572</b>	<b>12,984</b>	<b>20,162</b>	<b>20,412</b>
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	12,365	24,931	11,444	28,000	28,000
4310 Utilities	4,973	4,945	3,310	5,200	5,200
4625 R&M/Non-Building (OTB)	128	13	0	250	250
4920 Other Current Charges	24,380	215	497	0	900
52xx Operating Supplies	585	911	0	3,500	2,000
<b>TOTAL OPERATING EXPENSES</b>	<b>42,431</b>	<b>31,015</b>	<b>15,251</b>	<b>36,950</b>	<b>36,350</b>
<b><u>CAPITAL OUTLAY</u></b>					
6410 Machinery & Equipment	0	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER USES</u></b>					
9920 Contra-Curr Cost Long Term Care	(49,000)	68,714	(28,235)	0	0
9999 WIP Contra	0	0	0	0	0
<b>TOTAL OTHER USES</b>	<b>(49,000)</b>	<b>68,714</b>	<b>(28,235)</b>	<b>0</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>11,169</b>	<b>116,301</b>	<b>0</b>	<b>57,112</b>	<b>56,762</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	20,162	20,412	250	1.24%
Operating Expenses	36,950	36,350	(600)	-1.62%
Capital Outlay	0	0	0	N/A
Other Uses	0	0	0	N/A
<b>TOTALS</b>	<b>57,112</b>	<b>56,762</b>	<b>(350)</b>	<b>-0.61%</b>

## Solid Waste Department

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## Long-Term Care Division

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## Appropriations Summary

# Solid Waste Department

## Residential Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Establish an on-going program of customer service training to improve the levels of service provided to residential customers
- ◆ Respond to customer calls within 24 hours
- ◆ Accommodate "special needs" pick up within 48 hours
- ◆ Actively campaign to increase recycling to 8% of customers
- ◆ Work with Code Enforcement and Neighborhood Coordinator to increase code compliance

**Value:** Employee empowerment

**Goals:**

- ◆ Expand the role of the Solid Waste Action Team (SWAT) to resolve issues within the division and formulate active solutions to improve customer satisfaction and more effectively manage operations
- ◆ Develop informational literature to educate the customers in proper protection of the environment and the methods for bulk item disposal
- ◆ Develop a process to generate and manage input from both team members and customers that will help to enhance working conditions and service to the customers

**Major Accomplishments:**

- ◆ Established a basis for good customer satisfaction by improving employee training
- ◆ Participated in several neighborhood clean-ups, and helped institute a City-wide neighborhood cleanup program
- ◆ Supported several City events including Bassmasters Tournament, Bikefest, Mardi Gras, and the Fine Art Festival

**Performance Measures**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Number of residential accounts	5,725	5,871	6,000
Tons of solid waste taken to incinerator	6,108	8,140.53	8,087.6
% Customers Recycling	7	4	8
Tons of scrap metal recycled	19.8	27.36	25
Tons of tires collected	21	11.44	30

**Personnel Schedule**

<b>Classification</b>	<b>Current</b>	<b>New</b>	<b>Total</b>	<b>Amount</b>
Solid Waste Manager	0.50	0.00	0.50	21,705
Solid Waste Supervisor	0.50	0.00	0.50	19,277
Solid Waste Operator II	0.50	1.00	1.50	56,033
Solid Waste Operator I	6.50	0.50	7.00	175,301
Administrative Assistant I	0.50	0.00	0.50	13,583
Maintenance Worker I	0.50	0.00	0.50	12,890
Lead Operator	1.00	-1.00	0.00	0
<b>Total</b>	<b>10.00</b>	<b>0.50</b>	<b>10.50</b>	<b>298,789</b>

**Solid Waste  
Department**

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**Residential  
Division**

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**Personnel &  
Capital Outlay  
Schedules**

**Capital Outlay Schedule**

<b>Description</b>	<b>Replacement</b>	<b>Improvement</b>	<b>Amount</b>
None			
<b>Total</b>			

Solid Waste  
Department

Residential  
Division

Appropriations  
Detail

Appropriations Detail

Account # 046-5143-5xx

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	318,187	335,613	170,613	277,854	298,789
1310 Temporary Labor	9,247	10,368	9,994	7,800	7,800
1410 Overtime	12,001	51,898	19,249	20,000	25,200
1530 Bonuses	1,437	1,375	1,250	1,250	1,313
2110 FICA	23,959	28,166	13,778	21,811	21,638
2210 Retirement	16,556	27,209	15,656	25,702	35,856
23xx Insurance	69,081	74,899	38,963	63,302	68,781
2410 Workers' Compensation	27,010	45,980	30,128	30,772	28,552
262x Other Payroll Benefits	723	1,084	485	648	603
<b>TOTAL PERSONAL SERVICES</b>	<b>478,201</b>	<b>576,592</b>	<b>300,116</b>	<b>449,139</b>	<b>488,532</b>
<b>OPERATING EXPENSES</b>					
3410 Contract Services	362,659	930,016	614,662	420,000	270,000
4010 Travel	1,290	579	0	1,500	1,500
41xx Communication	977	959	561	1,276	1,000
4210 Postage	78	0	0	125	0
4415 Internal Fleet Lease	0	0	78,261	234,782	258,416
4510 Insurance	14,213	13,025	9,646	15,235	15,193
461x Repairs & Maintenance- Vehicles	168,827	150,824	108,288	149,280	137,600
463x Repairs & Maintenance- Equipment	965	672	357	2,550	1,450
4710 Printing & Binding	836	412	0	250	750
4810 Promotional Activities	2,435	2,710	1,911	1,500	1,500
49xx Advertising/Other Current Charge	122	2,438	558	1,250	700
4950 Uncollectible Accounts	11,724	12,000	8,488	12,728	11,086
4961 General Administrative	55,190	57,008	47,266	69,001	74,593
4962 Customer Accounts	75,475	63,026	19,554	26,488	34,444
5110 Office Supplies	922	404	109	300	300
5180 Minor Furniture/Equipment	260	640	424	500	2,000
5210 Operating Supplies	25,793	11,060	14,485	20,000	50,162
5215 Uniforms	6,376	2,654	1,478	2,000	3,000
5230 Fuel Purchases	38,786	43,614	38,126	45,000	49,500
5410 Publications & Memberships	369	266	149	500	0
5450 Training	707	1,121	0	2,000	2,500
5910 Depreciation Expense	128,304	116,785	53,520	0	29,142
<b>TOTAL OPERATING EXPENSES</b>	<b>896,308</b>	<b>1,410,213</b>	<b>997,843</b>	<b>1,006,265</b>	<b>944,836</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	6,175	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>6,175</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	120,288	123,624	66,920	100,384	91,747
9161 Reserve/Cash Carried Forward	0	0	0	24,148	0
9999 WIP - Contra	0	(6,175)	0	0	0
<b>TOTAL OTHER USES</b>	<b>120,288</b>	<b>117,449</b>	<b>66,920</b>	<b>124,532</b>	<b>91,747</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,494,797</b>	<b>2,110,429</b>	<b>1,364,879</b>	<b>1,579,936</b>	<b>1,525,115</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	449,139	488,532	39,393	8.77%
Operating Expenses	1,006,265	944,836	(61,429)	-6.10%
Capital Outlay	0	0	0	N/A
Other Uses	124,532	91,747	(32,785)	-26.33%
<b>TOTALS</b>	<b>1,579,936</b>	<b>1,525,115</b>	<b>(54,821)</b>	<b>-3.47%</b>

## Solid Waste Department

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### Residential Division

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### Appropriations Summary

# Solid Waste Department

## Commercial Division

### Values & Goals

#### Values & Goals

**Value:** Excellence in all we do

**Goals:**

- ◆ Continue to convert hand commercial accounts to dumpster accounts to improve the collection process and increase customer service efficiencies; strive for 25% reduction
- ◆ Develop a budget and plan to initiate a compactor service to expand commercial waste collection and provide an improved level of customer service to the City's business customers by March 31, 2006
- ◆ Establish an on-going program of customer service training to improve the levels of service provided to residential customers

**Value:** Employee empowerment

**Goals:**

- ◆ Expand the role of the Solid Waste Action Team (SWAT) to resolve issues within the division and formulate active solutions to improve customer satisfaction and more effectively manage operations
- ◆ Monitor the policies and procedures of the division to ensure that our customers receive high quality service and recommend modifications or changes that will improve customer service
- ◆ Develop informational literature to educate the customers in proper protection of the environment, and the methods for bulk item disposal
- ◆ Develop a process to generate and manage input from both team members and customers that will help to enhance working conditions and service to the customers

**Major Accomplishments**

- ◆ Completed route audits of all commercial accounts to balance the daily routes schedules and identify customers for conversion to dumpster services
- ◆ Provided dumpster service for four major sponsored events in the downtown area that reduced overtime and transportation costs

**Performance Measures**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Hand commercial accounts	573	597	400
Dumpster accounts	550	619	600
Commercial recycle accounts	61	3	65
Hand commercial solid waste collected (tons)	786	598	600
Commercial dumpster solid waste collected (tons)	9,840	12,123	12,000
Commercial recycling collected (tons)	123	3	300

## Solid Waste Department

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### Personnel Schedule

Classification	Current	New	Total	Amount
Solid Waste Manager	0.50	0.00	0.50	21,705
Solid Waste Supervisor	0.50	0.00	0.50	19,277
Solid Waste Operator III	2.00	0.00	2.00	61,646
Solid Waste Operator II	1.50	-0.50	1.00	26,053
Solid Waste Operator I	1.00	0.00	1.00	26,270
Administrative Assistant I	0.50	0.00	0.50	13,583
Maintenance Worker I	0.50	0.00	0.50	12,891
Solid Waste Operator IV	0.00	1.00	1.00	36,821
Lead Operator	1.00	-1.00	0.00	0
<b>Total</b>	<b>7.50</b>	<b>-0.50</b>	<b>7.00</b>	<b>218,246</b>

### Commercial Division

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### Personnel & Capital Outlay Schedules

### Capital Outlay Schedule

Description	Replacement	Improvement	Amount
Move truck wash facility		80,000	80,000
<b>Total</b>		<b>80,000</b>	<b>80,000</b>

**Solid Waste  
Department**

**Commercial  
Division**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 046-5144-5xx**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b>PERSONAL SERVICES</b>					
1210 Regular Salaries & Wages	176,606	170,592	111,886	221,788	218,246
1410 Overtime	8,212	23,145	10,546	15,000	15,000
1530 Bonuses	750	687	813	938	875
2110 FICA	13,329	13,998	8,807	17,128	15,840
2210 Retirement	10,621	14,050	10,186	20,515	26,190
231X Insurance	40,096	39,036	24,508	48,195	43,070
2410 Workers' Compensation	14,384	23,995	19,398	22,313	19,854
26xx Other Payroll Benefits	163	68	0	81	162
<b>TOTAL PERSONAL SERVICES</b>	<b>264,161</b>	<b>285,571</b>	<b>186,144</b>	<b>345,958</b>	<b>339,237</b>
<b>OPERATING EXPENSES</b>					
31xx Professional Services	527,687	568,607	307,965	560,000	560,000
4010 Travel	1,051	579	0	1,850	0
41xx Communication	144	613	184	276	950
4210 Postage	100	33	6	100	100
4415 Internal Fleet Lease	0	0	41,798	125,395	127,863
4510 Insurance	8,317	7,110	5,202	7,549	8,193
4610 Repairs & Maintenance- Vehicles	121,701	116,537	73,781	114,620	57,940
4620 Repairs & Maintenance- Buildings	314	0	0	0	0
4625 Repairs & Maintenance- Non-Build	551	3,000	0	1,000	1,000
4630 Repairs & Maintenance- Equipment	440	380	257	800	1,650
4710 Printing & Binding	0	900	0	0	500
4911 Advertising - Other Ads	35	23	182	50	500
4920 Other Current Charges	253	0	0	0	0
4950 Uncollectible Accounts	11,724	12,000	8,488	12,727	16,629
4961 General Administrative	55,191	85,513	63,711	103,504	111,890
4962 Customer Accounts	75,475	94,540	26,571	39,731	51,667
51xx Office Supplies	856	170	103	1,100	2,600
5210 Operating Supplies	93,181	77,157	13,784	27,000	84,657
5215 Uniforms	1,577	2,118	509	1,200	2,715
5230 Fuel Purchases	19,943	21,608	16,332	25,000	27,500
5410 Publications & Memberships	0	298	149	0	0
5450 Training	543	667	0	2,000	2,500
5910 Depreciation Expense	55,821	60,120	20,040	0	25,000
<b>TOTAL OPERATING EXPENSES</b>	<b>974,904</b>	<b>1,051,973</b>	<b>579,062</b>	<b>1,023,902</b>	<b>1,083,854</b>
<b>CAPITAL OUTLAY</b>					
6210 Buildings	0	0	0	0	80,000
6410 Machinery & Equipment	170,296	165,280	134,253	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>170,296</b>	<b>165,280</b>	<b>134,253</b>	<b>0</b>	<b>80,000</b>
<b>OTHER USES</b>					
9101 Transfer to General Fund	120,288	123,624	100,384	150,576	140,592
9161 Reserve/Cash Carried Forward	0	0	0	42,516	0
9960 Interest- Customer Deposits	96	243	0	0	0
9999 WIP - Contra	(170,296)	(165,280)	(128,761)	0	0
<b>TOTAL OTHER USES</b>	<b>(49,912)</b>	<b>(41,413)</b>	<b>(28,377)</b>	<b>193,092</b>	<b>140,592</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,359,449</b>	<b>1,461,411</b>	<b>871,082</b>	<b>1,562,952</b>	<b>1,643,683</b>

## Appropriations Summary

	ADOPTED 2004-05	ADOPTED 2005-06	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	345,958	339,237	(6,721)	-1.94%
Operating Expenses	1,023,902	1,083,854	59,952	5.86%
Capital Outlay	0	80,000	80,000	N/A
Other Uses	193,092	140,592	(52,500)	-27.19%
<b>TOTALS</b>	<b>1,562,952</b>	<b>1,643,683</b>	<b>80,731</b>	<b>5.17%</b>

### Significant Budget Changes:

The majority of the increase in this division is the \$80,000 in line item 6210 to move the truck wash.

## Solid Waste Department

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### Commercial Division

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### Appropriations Summary



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## HEALTH INSURANCE FUND

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 and 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 \$75,000, up to a maximum of \$1,925,000 per covered individual per year, are paid by the reinsure. The aggregate stop loss reinsurance policy indemnifies the City if total claims paid during the year exceed the aggregate attachment point, which is calculated as a moving monthly average (to compensate for the number of covered individuals in the program). The estimated aggregate attachment point for fiscal year 2005-06 approximately \$3,331,002, which is 125% of annual expected claims of \$2,664,802. Monthly rates for the period beginning October 1, 2005 and ending September 30, 2006 reflect a reduction over the rates established for fiscal year 2004-05 and are proposed as follows:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	\$370.00		\$370.00
Employee and Children	\$529.10	\$159.10	\$688.20
Employee and Spouse	\$545.75	\$175.75	\$721.50
Employee and Family	\$628.95	\$258.95	\$887.90

It is the policy of the City to pay 100% of the cost of providing health care coverage for the employee plus 50% of the additional cost of dependent health care coverage. Employee deductions for health care coverage are paid on a pre-tax basis unless the employee elects not to have the benefit deducted pre-tax. Retirees pay the same rate as employees, supplemental coverage is offered to participants over age 65 at the following rate, effective October 1, 2005, which has remained the same for 4 fiscal years.

Type of Coverage	Monthly Cost
Retiree Supplemental	\$240.60
Spouse Supplemental	\$251.40
Family Supplemental	\$402.88

On August 9, 2004, the Commission approved a cafeteria plan which allowed employees to select from two other health insurance plans and use the savings from the reduced premiums on other eligible pre-tax benefits. 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

Health  
Insurance  
Fund

Revenue Sources  
and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Charges for Services	3,527,866	3,602,848	2,222,085	4,028,248	4,354,268
Miscellaneous Revenue	363,192	136,777	77,760	46,500	66,184
<b>TOTAL REVENUE SOURCES</b>	<b>3,891,058</b>	<b>3,739,625</b>	<b>2,299,845</b>	<b>4,074,748</b>	<b>4,420,452</b>
<b><u>APPROPRIATIONS</u></b>					
Health Insurance Administration	2,831,689	3,008,227	2,030,096	4,074,748	4,420,452
<b>TOTAL APPROPRIATIONS</b>	<b>2,831,689</b>	<b>3,008,227</b>	<b>2,030,096</b>	<b>4,074,748</b>	<b>4,420,452</b>

## Revenue Detail

ACCOUNT 054-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>CHARGES FOR SERVICES (343)</u></b>					
2010 Employee Contributions	573,518	582,056	383,870	711,046	801,563
2020 Employer Contributions	2,567,045	2,626,110	1,606,939	2,900,896	3,150,496
2030 Retiree's Contribution	139,155	143,490	58,951	164,345	148,315
2040 Retiree's Employer Contribution	242,204	242,708	169,314	241,961	246,394
2050 Continuation Coverage	5,944	8,484	3,011	10,000	7,500
<b>TOTAL CHARGES FOR SERVICES</b>	<b>3,527,866</b>	<b>3,602,848</b>	<b>2,222,085</b>	<b>4,028,248</b>	<b>4,354,268</b>
<b><u>MISCELLANEOUS REVENUE</u></b>					
36101 Interest on Investments	24,605	45,985	44,567	46,500	66,184
36130 Gain/Loss Investments	(2,991)	(343)	(24,923)	0	0
36909 Other Income	341,578	91,135	58,116	0	0
36918 Reinsurance Payments	0	0	0	0	0
36919 Subrogation Payments	0	0	0	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>363,192</b>	<b>136,777</b>	<b>77,760</b>	<b>46,500</b>	<b>66,184</b>
<b>TOTAL RESOURCES</b>	<b>3,891,058</b>	<b>3,739,625</b>	<b>2,299,845</b>	<b>4,074,748</b>	<b>4,420,452</b>

## Health Insurance Fund

### Revenue Detail

Health  
Insurance  
Fund

Appropriations  
Detail

Appropriations Detail

Account # 054-1340-519

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>PERSONAL SERVICES</b>					
2310 Health Insurance	242,204	242,708	169,314	241,961	246,394
<b>TOTAL PERSONAL SERVICES</b>	<b>242,204</b>	<b>242,708</b>	<b>169,314</b>	<b>241,961</b>	<b>246,394</b>
<b>OPERATING EXPENSES</b>					
3110 Professional Services	456,345	473,275	326,662	463,433	490,045
4540 Insurance Premiums	355,563	402,028	296,732	420,701	491,497
4570 Insurance Claims	1,452,981	1,495,250	963,619	2,174,676	2,677,516
4572 Prescription Claims	324,596	394,966	273,769	378,000	515,000
<b>TOTAL OPERATING EXPENSES</b>	<b>2,589,485</b>	<b>2,765,519</b>	<b>1,860,782</b>	<b>3,436,810</b>	<b>4,174,058</b>
<b>OTHER USES</b>					
9940 Reserve for Employee Benefits	0	0	0	395,977	0
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>395,977</b>	<b>0</b>
<b>TOTAL APPROPRIATIONS</b>	<b>2,831,689</b>	<b>3,008,227</b>	<b>2,030,096</b>	<b>4,074,748</b>	<b>4,420,452</b>

## WORKERS' COMPENSATION INSURANCE FUND

Effective January 1, 1986, the City established a self-insurance program for the purpose of funding employee Workers' Compensation coverage. This program provides for City contributions into a self-insurance fund, which is managed by the City and an independent third party administrator.

Employee claims up to \$500,000 per occurrence are paid from the assets of the self-insurance fund. Amounts in excess of \$500,000 per occurrence are paid from a reinsurance policy purchased by the City.

Participation by City employees in a wellness program was previously paid from this fund. There are currently two approved wellness center program options. The City's contribution to this program consists of payment for an initial wellness profile for new employees and 50% of the monthly membership fee for employees and spouses. The participating employees, through payroll deduction, pay the remaining 50%. During fiscal year 2001-02, the City revised the process for paying for participation in an approved wellness program so that these costs are now charged directly to the participant's department.

On February 17, 2005 the State established the experience modification factor for entities similar to the City of Leesburg at 108% of the manual premium rates. Based on the cost to the City of providing workers' compensation coverage for the three most recently completed fiscal years (i.e. 2001-02, 2002-03 and 2003-04), the average actual experience factor of the City of Leesburg is 53.39%. The City implemented a policy, in fiscal year 1997-98, to equitably distribute the accumulated surplus to participating departments by reducing the State established manual premium rates. By continuing with this same practice in fiscal year 2005-06, the surplus in this fund is projected to be \$1,038,425 by September 30, 2006. Therefore the workers' compensation rates included in the proposed fiscal year 2005-06 budget have been reduced from 72% to 54% of the state established rates.

Workers'  
Compensation  
Insurance  
Fund

Revenue Sources  
and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Charges for Services	371,820	591,617	478,877	475,463	556,831
Miscellaneous Revenue	34,666	34,304	50,608	39,585	40,792
Other Sources	0	0	0	0	0
<b>TOTAL REVENUE SOURCES</b>	<b>406,486</b>	<b>625,921</b>	<b>529,485</b>	<b>515,048</b>	<b>597,623</b>
<b><u>APPROPRIATIONS</u></b>					
Workers' Compensation Administration	893,931	205,524	310,098	515,048	597,623
<b>TOTAL APPROPRIATIONS</b>	<b>893,931</b>	<b>205,524</b>	<b>310,098</b>	<b>515,048</b>	<b>597,623</b>

## Revenue Detail

ACCOUNT 055-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>CHARGES FOR SERVICES</b>					
2020 Employer Contributions	371,820	591,617	478,877	475,463	556,831
<b>TOTAL CHARGES FOR SERVICES</b>	<b>371,820</b>	<b>591,617</b>	<b>478,877</b>	<b>475,463</b>	<b>556,831</b>
<b>MISCELLANEOUS REVENUE</b>					
36101 Interest on Investments	41,696	36,672	27,646	39,585	40,792
36130 Gain/Loss Investments	(7,030)	(2,368)	(15,269)	0	0
36909 Other Income	0	0	38,231	0	0
36918 Reinsurance Payments	0	0	0	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>34,666</b>	<b>34,304</b>	<b>50,608</b>	<b>39,585</b>	<b>40,792</b>
<b>OTHER SOURCES</b>					
38891 Fund Balance Appropriated	0	0	0	0	0
<b>TOTAL OTHER SOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>406,486</b>	<b>625,921</b>	<b>529,485</b>	<b>515,048</b>	<b>597,623</b>

## Workers' Compensation Insurance Fund

### Revenue Detail

Workers'  
Compensation  
Insurance  
Fund

Appropriations Detail

Account # 055-1350-519

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	19,502	63,785	22,390	40,000	42,240
4540 Insurance Premiums	45,338	52,821	68,586	55,000	80,000
4570 Insurance Claims	781,718	24,293	205,206	355,423	400,000
4580 Self Insurance Assessment	47,373	64,625	13,916	64,625	73,740
<b>TOTAL OPERATING EXPENSES</b>	<b>893,931</b>	<b>205,524</b>	<b>310,098</b>	<b>515,048</b>	<b>595,980</b>
<b><u>OTHER USES</u></b>					
9940 Reserve For Employee Benefits	0	0	0	0	1,643
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,643</b>
<b>TOTAL APPROPRIATIONS</b>	<b>893,931</b>	<b>205,524</b>	<b>310,098</b>	<b>515,048</b>	<b>597,623</b>

Appropriations  
Detail

## POLICE PENSION TRUST

The Municipal Police Pension Trust covers police officers (other police department employees are covered in the General Employee Pension Fund). 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.

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 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 ten years of credited service. Such benefits are payable at a rate of 2% 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.

Since the members of this plan are also members of the General Employees Pension Plan, which is fully funded through City contributions, the City does not contribute to this fund. The benefits from this plan supplement the benefits paid by the general employee retirement plan.

For the past two years, the City had to make contributions from general fund to maintain the actuarial soundness of this fund. Employer contributions totaled \$124,164 in fiscal year 2003-04 and up to \$204,581 in fiscal year 2004-05. There are no plans to make that contribution this fiscal year.

Police  
Pension  
Fund

Revenue Sources  
and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>REVENUE SOURCES</b>					
Intergovernmental Revenue	159,150	166,625	0	150,000	160,000
Miscellaneous Revenue	1,459,053	1,178,826	1,146,210	375,000	471,470
<b>TOTAL REVENUE SOURCES</b>	<b>1,618,203</b>	<b>1,345,451</b>	<b>1,146,210</b>	<b>525,000</b>	<b>631,470</b>
<b>APPROPRIATIONS</b>					
Police Pension Trust	430,395	435,247	379,520	525,000	631,470
<b>TOTAL APPROPRIATIONS</b>	<b>430,395</b>	<b>435,247</b>	<b>379,520</b>	<b>525,000</b>	<b>631,470</b>

Police  
Pension  
Fund

Revenue  
Detail

Revenue Detail

ACCOUNT 061-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>TAXES</b>					
31252 Insurance Premium Tax (State)	159,150	166,625	0	150,000	160,000
<b>TOTAL TAXES</b>	<b>159,150</b>	<b>166,625</b>	<b>0</b>	<b>150,000</b>	<b>160,000</b>
<b>MISCELLANEOUS REVENUE</b>					
36111 Miscellaneous Interest	247,510	248,724	181,297	175,000	200,000
36710 Gain/Loss Sale Investment	(316,055)	327,943	803,697	0	0
36711 Unrealized Gain-Security	1,305,292	254,846	0	0	0
36801 Employee Contributions	214,544	346,615	158,998	200,000	271,470
36909 Other Income	7,762	698	2,218	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>1,459,053</b>	<b>1,178,826</b>	<b>1,146,210</b>	<b>375,000</b>	<b>471,470</b>
<b>TOTAL RESOURCES</b>	<b>1,618,203</b>	<b>1,345,451</b>	<b>1,146,210</b>	<b>525,000</b>	<b>631,470</b>

Police  
Pension  
Fund

Appropriations  
Detail

Appropriations Detail

Account # 061-1310-51x

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	92,108	79,915	80,866	85,000	100,000
3610 Retirement Benefit Payment	338,287	355,332	298,654	400,000	400,000
<b>TOTAL OPERATING EXPENSES</b>	<b>430,395</b>	<b>435,247</b>	<b>379,520</b>	<b>485,000</b>	<b>500,000</b>
<b><u>OTHER USES</u></b>					
9940 Reserve For Employee Benefits	0	0		40,000	131,470
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>131,470</b>
<b>TOTAL APPROPRIATIONS</b>	<b>430,395</b>	<b>435,247</b>	<b>379,520</b>	<b>525,000</b>	<b>631,470</b>

## **FIREFIGHTER'S PENSION TRUST**

The Municipal Firefighter's Retirement Trust Fund covers firefighters who have completed one year of employment. 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.

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, deferred retirement, disability retirement, and death benefits at rates defined in the plan document.

Pursuant to the plan document, the City accrues and contributes an additional amount, determined by an actuary, to fund the annual normal cost and prior service cost amortized over forty years. The City's contribution is limited to the rate of covered payroll contributed by the City to the General Employees Pension Plan for fiscal year 2005-06. This amount is established as 12% of the covered payroll. When combined with the other sources noted above, this percentage is expected to adequately fund this pension plan.

# Firefighter's Pension Fund

## Revenue Sources and Appropriations

### Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Intergovernmental Revenue	108,818	119,789	0	115,000	120,000
Miscellaneous Revenue	1,135,229	886,740	436,147	526,088	598,309
<b>TOTAL REVENUE SOURCES</b>	<b>1,244,047</b>	<b>1,006,529</b>	<b>436,147</b>	<b>641,088</b>	<b>718,309</b>
<b><u>APPROPRIATIONS</u></b>					
Fire Pension Trust	282,157	885,441	208,856	641,088	718,309
<b>TOTAL APPROPRIATIONS</b>	<b>282,157</b>	<b>885,441</b>	<b>208,856</b>	<b>641,088</b>	<b>718,309</b>

# Firefighter's Pension Fund

## Revenue Detail

### Revenue Detail

ACCOUNT 062-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>TAXES</b>					
31251 Insurance Premium Tax (State)	108,818	119,789	0	115,000	120,000
<b>TOTAL TAXES</b>	<b>108,818</b>	<b>119,789</b>	<b>0</b>	<b>115,000</b>	<b>120,000</b>
<b>MISCELLANEOUS REVENUE</b>					
36111 Miscellaneous Interest	233,414	207,044	121,593	200,000	175,000
36710 Gain/Loss Sale Investment	(57,404)	116,338	114,659	0	0
36711 Unrealized Gain-Security	757,607	295,503	0	0	0
36801 Employee Contributions	100,793	115,969	81,208	132,473	148,730
36802 Employer Contributions	100,793	151,886	118,687	193,615	274,579
36909 Other Income	26		0	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>1,135,229</b>	<b>886,740</b>	<b>436,147</b>	<b>526,088</b>	<b>598,309</b>
<b>TOTAL RESOURCES</b>	<b>1,244,047</b>	<b>1,006,529</b>	<b>436,147</b>	<b>641,088</b>	<b>718,309</b>

**Firefighter's  
Pension  
Fund**

**Appropriations  
Detail**

**Appropriations Detail**

**Account # 062-1320-51X**

	<b>ACTUAL 2002-03</b>	<b>ACTUAL 2003-04</b>	<b>ACTUAL 10/04-05/05</b>	<b>ADOPTED 2004-05</b>	<b>ADOPTED 2005-06</b>
<b><u>OPERATING EXPENSES</u></b>					
3110 Professional Services	58,185	62,841	36,954	75,000	75,000
3610 Retirement Benefit Payment	223,972	822,600	171,902	350,000	350,000
<b>TOTAL OPERATING EXPENSES</b>	<b>282,157</b>	<b>885,441</b>	<b>208,856</b>	<b>425,000</b>	<b>425,000</b>
<b><u>OTHER USES</u></b>					
9940 Reserve For Employee Benefits	0	0	0	216,088	293,309
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216,088</b>	<b>293,309</b>
<b>TOTAL APPROPRIATIONS</b>	<b>282,157</b>	<b>885,441</b>	<b>208,856</b>	<b>641,088</b>	<b>718,309</b>

## GENERAL EMPLOYEES PENSION TRUST FUND

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.

On June 9, 2003, the City Commission adopted ordinance 03-57 to clarify and restate the provisions of the plan and to bring it into compliance with all Federal and State laws. The primary change resulting from this ordinance was the provision for the creation of a new Board of Trustees to administer and manage the plan. Prior to this ordinance all of the trustees were City Commissioners.

Participants in the plan who have completed five years of credited service are vested in the plan based on the following schedule:

<u>Credited Service Years</u>	<u>Vesting Percent</u>
5	50
6	60
7	70
8	80
9	90
10	100

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 monthly compensation times the number of years of credited service up to a maximum of 45 years. The plan also provides for early retirement, late retirement, disability retirement, and death benefits at rates defined in the plan document.

The City accrues and contributes an amount, as determined by the plan actuary, to fund the annual, normal cost and prior service cost amortized over forty years. The City's contribution for fiscal year 2005-06 is 12% of covered payroll. This amount is expected to adequately fund the plan based on current actuarial projections.

General  
Employees  
Pension  
Fund

Revenue Sources  
and  
Appropriations

Revenue Sources and Appropriations

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	PROPOSED 2005-06
<b><u>REVENUE SOURCES</u></b>					
Miscellaneous Revenue	2,905,299	3,159,954	2,378,030	1,985,799	2,654,128
<b>TOTAL REVENUE SOURCES</b>	<b>2,905,299</b>	<b>3,159,954</b>	<b>2,378,030</b>	<b>1,985,799</b>	<b>2,654,128</b>
<b><u>APPROPRIATIONS</u></b>					
General Employees Pension Trust	1,337,087	1,398,707	887,495	1,985,799	2,654,128
<b>TOTAL APPROPRIATIONS</b>	<b>1,337,087</b>	<b>1,398,707</b>	<b>887,495</b>	<b>1,985,799</b>	<b>2,654,128</b>

## Revenue Detail

## General Employees Pension Fund

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### Revenue Detail

ACCOUNT 063-0000	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 10/04-05/05	ADOPTED 2004-05	ADOPTED 2005-06
<b>MISCELLANEOUS REVENUE</b>					
36111 Miscellaneous Interest	653,701	593,231	304,610	600,000	600,000
36710 Gain/Loss Sale Investment	48,669	(125,645)	1,480,936	0	0
36711 Unrealized Gain-Security	1,483,593	1,523,799	0	0	0
36802 Employer Contributions	719,336	1,162,978	584,482	1,385,799	2,054,128
36902 Other Income	0	5,591	8,002	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>2,905,299</b>	<b>3,159,954</b>	<b>2,378,030</b>	<b>1,985,799</b>	<b>2,654,128</b>
<b>TOTAL RESOURCES</b>	<b>2,905,299</b>	<b>3,159,954</b>	<b>2,378,030</b>	<b>1,985,799</b>	<b>2,654,128</b>

General  
Employees  
Pension  
Fund

Appropriations  
Detail

Appropriations Detail

Account # 063-1330-51x

	ACTUAL 2001-02	ACTUAL 2002-03	ACTUAL 10/04-05/05	ADOPTED 2003-04	ADOPTED 2005-06
<b>OPERATING EXPENSES</b>					
3110 Professional Services	195,223	228,229	142,734	220,000	300,000
3610 Retirement Benefit Payment	1,141,864	1,170,478	744,761	1,300,000	2,000,000
<b>TOTAL OPERATING EXPENSES</b>	<b>1,337,087</b>	<b>1,398,707</b>	<b>887,495</b>	<b>1,520,000</b>	<b>2,300,000</b>
<b>OTHER USES</b>					
9940 Reserve For Employee Benefits	0	0	0	465,799	354,128
<b>TOTAL OTHER USES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465,799</b>	<b>354,128</b>
<b>TOTAL APPROPRIATIONS</b>	<b>1,337,087</b>	<b>1,398,707</b>	<b>887,495</b>	<b>1,985,799</b>	<b>2,654,128</b>

**ORDINANCE NO. 05-75**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF LEESBURG, FLORIDA ADOPTING THE FISCAL YEAR 2005-06 BUDGET FOR THE CITY OF LEESBURG, FLORIDA; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City Commission of the City of Leesburg, Florida, has held numerous budget work sessions for the purpose of reviewing, and, where appropriate, revising the Fiscal Year 2005-06 Budget, and

**WHEREAS**, the provisions of Section 200.065(2)(c), Florida Statutes, commonly known as the Truth in Millage or TRIM Bill, require that the City Commission hold a public hearing and adopt a tentative budget and millage rate for Fiscal Year 2005-06; and,

**WHEREAS**, the City Commission has tentatively adopted a budget which they feel is in the best interest of the citizens of the City of Leesburg, and desires by means of this ordinance to finally adopt said budget for Fiscal Year 2005-06;

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

**SECTION I.**

Pursuant to Section 200.065, Florida Statutes, and all other applicable laws, the following amounts for use by the various funds during Fiscal Year 2005-06 as reflected below, including all modifications or amendments made during this meeting, are hereby adopted as the budget for Fiscal Year 2005-06 for the City of Leesburg, Florida:

**GENERAL FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Current Ad Valorem Taxes (Based on an assessed value of \$1,004,050,373)		
	4.500 Mills	4,292,316
Other Taxes		4,881,103
Licenses and Permits		997,250
Intergovernmental Revenue		1,181,349
Charges for Services		309,350
Fines and Forfeits		358,600
Miscellaneous Revenues		<u>2,154,421</u>
Total Estimated Revenues		14,174,389
Other Financing Sources:		
Transfers from other Funds		7,649,344
Customer Contributions		
Fund Balance Appropriated		<u>1,112,514</u>
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>		<b><u><u>22,936,247</u></u></b>

**GENERAL FUND (Continued)**

**PROPOSED APPROPRIATIONS**

General Government	2,258,452
Public Safety	12,292,772
Physical Environment	305,101
Transportation	1,766,298
Economic Environment	316,389
Human Services	54,994
Culture/Recreation	5,359,223
Other Uses	310,500
Non Expenditures:	
Transfers to other Funds	186,368
Reserves	86,150
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u><u>22,936,247</u></u></b>

**STORMWATER FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Intergovernmental Revenue	1,000,000
Charges for Services	927,700
Miscellaneous Revenues	21,251
Total Estimated Revenues	<u>1,948,951</u>
Other Financing Sources:	
Fund Balance Appropriated	
<b>TOTAL ESTIMATED REVENUES AND OTHER</b>	<b><u><u>1,948,951</u></u></b>

**PROPOSED APPROPRIATIONS**

Physical Environment	1,915,222
Non Expenditures:	
Reserves	33,729
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u><u>1,948,951</u></u></b>

**GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Intergovernmental Revenue	240,819
Other Financing Sources:	
Transfers from other Funds	161,047
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b><u><u>401,866</u></u></b>

**PROPOSED APPROPRIATIONS**

Economic Environment	176
Non Expenditures:	
Transfers to other Funds	176,797
Debt Service	24,048
Reserves	200,845
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u><u>401,866</u></u></b>

**CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Intergovernmental Revenue	37,863
Other Financing Sources:	
Transfers to other Funds	25,321
Fund Balance Appropriated	
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b><u>63,184</u></b>

**PROPOSED APPROPRIATIONS**

Economic Environment	175
Reserves	63,009
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u>63,184</u></b>

**DEBT SERVICE FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Taxes	342,447
Intergovernmental Revenue	954,421
Miscellaneous Revenues	2,492
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b><u>1,299,360</u></b>

**PROPOSED APPROPRIATIONS**

Non Expenditures:	
Debt Service	1,294,360
Reserves	5,000
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u>1,299,360</u></b>

**CAPITAL PROJECTS FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Taxes	1,424,155
Intergovernmental Revenue	1,715,190
Miscellaneous Revenues	496,326
<b>Total Estimated Revenues</b>	<b><u>3,635,671</u></b>
Other Financing Sources:	
Debt Proceeds	3,050,000
Fund Balance Appropriated	462,129
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b><u>7,147,800</u></b>

**PROPOSED APPROPRIATIONS**

General Government	1,392,205
Public Safety	1,062,037
Transportation	2,754,842
Culture/Recreation	1,938,716
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b><u>7,147,800</u></b>

**ELECTRIC FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Intergovernmental Revenue	930,000
Charges for Services	53,920,062
Miscellaneous Revenues	640,291
Other Sources	292,370
Total Estimated Revenues	<u>55,782,723</u>
Other Financing Sources:	
Debt Proceeds	3,705,901
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	<u><u>59,488,624</u></u>

**PROPOSED APPROPRIATIONS**

Physical Environment	52,470,616
Non Expenditures:	
Transfers to other Funds	5,262,206
Debt Service	861,387
Reserves	894,415
TOTAL PROPOSED APPROPRIATIONS	<u><u>59,488,624</u></u>

**GAS FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	9,124,377
Miscellaneous Revenues	178,716
Other Sources	268,131
Total Estimated Revenues	<u>9,571,224</u>
Other Financing Sources:	
Debt Proceeds	918,036
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	<u><u>10,489,260</u></u>

**PROPOSED APPROPRIATIONS**

Physical Environment	9,355,252
Non Expenditures:	
Transfers to other Funds	899,132
Debt Service	193,323
Reserves	41,553
TOTAL PROPOSED APPROPRIATIONS	<u><u>10,489,260</u></u>

**WATER FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	4,496,995
Miscellaneous Revenues	1,498,748
Other Sources	1,526,013
Total Estimated Revenues	<u>7,521,756</u>
Other Financing Sources:	
Debt Proceeds	1,200,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	<u><u>8,721,756</u></u>

**WATER FUND (Continued)**

**PROPOSED APPROPRIATIONS**

Physical Environment	7,325,470
Non Expenditures:	
Transfers to other Funds	499,657
Debt Service	403,900
Reserves	492,729
TOTAL PROPOSED APPROPRIATIONS	<u>8,721,756</u>

**WASTEWATER FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	6,853,794
Miscellaneous Revenues	1,963,886
Other Sources	1,635,000
Total Estimated Revenues	<u>10,452,680</u>
Other Financing Sources:	
Debt Proceeds	5,400,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	<u>15,852,680</u>

**PROPOSED APPROPRIATIONS**

Physical Environment	13,768,555
Non Expenditures:	
Transfers to other Funds	496,900
Debt Service	1,587,225
Reserves	
TOTAL PROPOSED APPROPRIATIONS	<u>15,852,680</u>

**COMMUNICATIONS FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	1,123,348
Miscellaneous Revenue	10,000
Other Sources	118,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	<u>1,251,348</u>

**PROPOSED APPROPRIATIONS**

Physical Environment	987,169
Non Expenditures:	
Transfers to other Funds	82,313
Debt Service	101,000
Reserves	80,866
TOTAL PROPOSED APPROPRIATIONS	<u>1,251,348</u>

**SOLID WASTE FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	3,204,680
Miscellaneous Revenues	20,880
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>3,225,560</b>

**PROPOSED APPROPRIATIONS**

Physical Environment	2,926,557
Non Expenditures:	
Transfers to other Funds	232,339
Reserves	66,664
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>3,225,560</b>

**POLICE PENSION FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Taxes	160,000
Miscellaneous Revenues	471,470
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>631,470</b>

**PROPOSED APPROPRIATIONS**

General Government	500,000
Reserves	131,470
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>631,470</b>

**FIRE PENSION FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Taxes	120,000
Miscellaneous Revenues	598,309
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>718,309</b>

**PROPOSED APPROPRIATIONS**

General Government	425,000
Reserves	293,309
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>718,309</b>

**GENERAL EMPLOYEE'S PENSION FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Miscellaneous Revenues	2,654,128
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>2,654,128</b>

**PROPOSED APPROPRIATIONS**

General Government	2,300,000
Reserves	354,128
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>2,654,128</b>

**HEALTH INSURANCE FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	4,354,268
Miscellaneous Revenues	66,184
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>4,420,452</b>

**PROPOSED APPROPRIATIONS**

General Government	4,420,452
Non Expenditures:	
Reserves	
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>4,420,452</b>

**WORKERS' COMPENSATION FUND**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Charges for Services	556,831
Miscellaneous Revenues	40,792
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>597,623</b>

**PROPOSED APPROPRIATIONS**

General Government	595,980
Reserves	1,643
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<b>597,623</b>

**ALL FUNDS**

**ESTIMATED REVENUES AND OTHER RECEIPTS**

Ad Valorem Taxes	4,292,316
Other Taxes	6,927,705
Licenses and Permits	997,250
Intergovernmental Revenue	6,059,642
Charges for Services	84,871,405
Fines and Forfeits	358,600
Miscellaneous Revenues	10,817,894
Other Sources	3,839,514
Total Estimated Revenues	118,164,326
Other Financing Sources:	
Transfers from other Funds	7,835,712
Debt Proceeds	14,273,937
Customer Contributions	
Fund Balance/Net Assets Appropriated	1,574,643
<b>TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS</b>	<b>141,848,618</b>

ALL FUNDS (Continued)

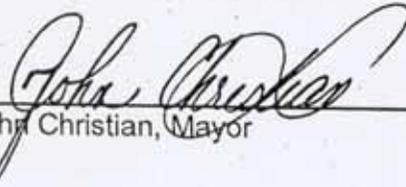
**PROPOSED APPROPRIATIONS**

General Government	11,892,089
Public Safety	13,354,809
Physical Environment	89,053,942
Transportation	4,521,140
Economic Environment	316,740
Human Services	54,994
Culture/Recreation	7,297,939
Other Uses	310,500
Non Expenditures:	
Transfers to other Funds	7,835,712
Debt Service	4,465,243
Reserves	2,745,510
<b>TOTAL PROPOSED APPROPRIATIONS</b>	<u><u>141,848,618</u></u>

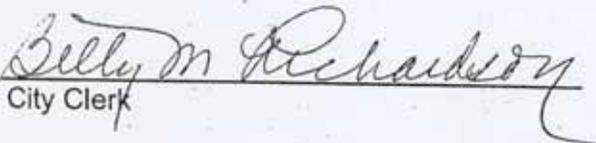
SECTION II.

This ordinance shall become effective upon its passage and adoption by the Leesburg City Commission in the manner provided by law.

**PASSED AND ADOPTED** at a regular meeting of the City Commission of the City of Leesburg, Florida held on the 26th day of September, 2005.

  
\_\_\_\_\_  
John Christian, Mayor

ATTEST:

  
\_\_\_\_\_  
Betty M. 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 approved in the budget for fiscal year 2005-2006. The funding sources are identified by line and recaped 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 includes grants, bond proceeds and sales tax.

### EXECUTIVE

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Canon camera	Governmental Revenue	5,000	0
		Field communication system	Governmental Revenue	1,100	0
		LCD monitors	Governmental Revenue	1,500	544
		Desk (2)	Governmental Revenue	5,000	0
<b>Total Executive Department</b>				<u>12,600</u>	<u>544</u>

### FINANCE

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Mail opener	Governmental Revenue	2,500	0
<b>Total Finance Department</b>				<u>2,500</u>	<u>0</u>

### INFORMATION TECHNOLOGY

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
Information Technology Equipment (297,500)					
		Phone and cat 6 wiring	Governmental Revenue	22,000	0
		Miscellaneous electrical wiring	Governmental Revenue	7,500	0
		Drive imaging	Governmental Revenue	9,000	0
		Server (3)	Governmental Revenue	137,000	(25,000)
		Cisco switch (2)	Governmental Revenue	70,000	10,000
		Media converter	Governmental Revenue	2,000	0
		NAS storage (2)	Governmental Revenue	20,000	9,000
		146GB hard drive (28)	Governmental Revenue	25,000	9,000
		Scanner	Governmental Revenue	5,000	0
Computer Maintenance Program (272,600)					
		Laserjet printer	Governmental Revenue	10,000	2,000
		PC (43)	Governmental Revenue	43,000	600
		Laptop (29)	Governmental Revenue	56,500	9,000
		Tablet with DPS docking station (4)	Governmental Revenue	14,000	4,700
		Copier (4)	Governmental Revenue	27,200	0
<b>Total Information Technology Department</b>				<u>448,200</u>	<u>19,300</u>

## Capital Improvement Program (Continued)

### GIS/ENGINEERING

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		GPS equipment	Governmental Revenue	70,000	0
		GPS handheld unit	Governmental Revenue	5,000	0
<b>Total GIS/Engineering Department</b>				<u>75,000</u>	<u>0</u>

### AIRPORT

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Road to Rix hangar	Governmental Revenue	15,000	0
		Pistol Range	Governmental Revenue	25,000	0
		Windspeed indicator	Governmental Revenue	10,000	0
310018		Overcoat GA Ramp area (150,000)	State Grant	120,000	0
			Sales Tax	30,000	
310018		FBO Ramp space phase II (360,000)	State Grant	288,000	1,500
			Sales Tax	72,000	
310018		Air Traffic Control tower (294,842)	State Grant	235,874	8,592
			Sales Tax	58,968	
310018		Small corporate hangars (650,000)	State Grant	325,000	2,000
			Governmental Revenue	325,000	
<b>Total Airport Department</b>				<u>1,504,842</u>	<u>12,092</u>

### POLICE

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		PVS-14 night scope vision (6)	Governmental Revenue	19,800	0
		Night scope vision	Governmental Revenue	12,300	0
		Laser speed measuring device (2)	Governmental Revenue	7,842	0
		Mobile digital radio	Governmental Revenue	4,000	0
		Tactical body armor (2)	Governmental Revenue	2,400	0
		Sniper rifle	Governmental Revenue	2,126	0
		Automation Capital Outlay			
		Digital portable radio (9)	Automation Program	27,000	0
310021	103888	Radio system	Sales Tax	101,500	0
310021	213713	Lease purchase vehicles	Sales Tax	181,537	0
<b>Total Police Department</b>				<u>358,505</u>	<u>0</u>

### FIRE

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Station ventilation system	Governmental Revenue	40,000	0
		Tower truck equipment	Governmental Revenue	40,000	0
310022		Station #1	Sales Tax	500,000	0
310022		Harden Station #1 (623,750)	Federal Grant	123,750	(2,000)
			Sales Tax	41,250	0
310022		Harden Station #2 (114,000)	Federal Grant	85,500	(2,000)
			Sales Tax	28,500	0
<b>Total Fire Department</b>				<u>859,000</u>	<u>(4,000)</u>

## Capital Improvement Program (Continued)

### PUBLIC WORKS

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Curbs	Governmental Revenue	50,000	0
		Propane torch system	Governmental Revenue	1,865	0
		Replacement Vehicles (1,725,170)			
		Pick up truck (11)	Governmental Revenue	216,500	0
		Car mid-size (7)	Governmental Revenue	151,000	0
		Bucket truck (2)	Governmental Revenue	284,000	0
		Snorkel	Governmental Revenue	730,000	0
		Motorcycle (2)	Governmental Revenue	8,000	0
		Mower (2)	Governmental Revenue	39,000	0
		Lodal side load	Governmental Revenue	140,000	0
		Tractor	Governmental Revenue	47,920	0
		Payloader	Governmental Revenue	108,750	0
		New Vehicles (469,406)			
		Pick up truck (7)	Governmental Revenue	182,950	13,440
		Car mid-size (7)	Governmental Revenue	88,401	7,560
		Dump truck	Governmental Revenue	34,500	4,500
		Mower	Governmental Revenue	9,555	540
		Roll off truck	Governmental Revenue	142,000	4,500
		Trailer (3)	Governmental Revenue	12,000	1,620
310051		Sidewalks	Sales Tax	100,000	0
310051		Magnolia Street	Debt Proceeds	400,000	0
310051		Susan Street connector- phase I	Debt Proceeds	150,000	0
310051		Hwy 441 mast arm	Sales Tax	300,000	0
310051		Renovate old library	Debt Proceeds	350,000	0
310051		City Hall parking lot	Debt Proceeds	1,050,000	0
310051		Harden City Hall (230,978)	Federal Grant	173,234	0
			Sales Tax	57,744	
310051		Harden Public Works (111,227)	Federal Grant	83,420	0
			Sales Tax	27,807	
<b>Total Public Works Department</b>				<b>4,938,646</b>	<b>0</b>

### COMMUNITY DEVELOPMENT

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
<b>Total Community Development Department</b>				<b>0</b>	<b>0</b>

## Capital Improvement Program (Continued)

### LIBRARY

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Books	Governmental Revenue	107,151	0
		Microforms	Governmental Revenue	1,815	0
		Non-print media	Governmental Revenue	30,250	0
310071		Furniture and equipment	Debt Proceeds	600,000	0
<b>Total Library Department</b>				<b>739,216</b>	<b>0</b>

### RECREATION

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		Pitching machine (4)	Governmental Revenue	5,000	0
		Valves	Governmental Revenue	2,500	0
		Pavilion (3)	Governmental Revenue	45,000	0
		Gazebo - MLK island	Governmental Revenue	26,000	0
		Fountain - MLK island	Governmental Revenue	20,000	390
		Greenhouse office and storage	Governmental Revenue	22,000	0
		Equipment and plants for greenhouse	Governmental Revenue	3,500	0
		Picnic shelters	Governmental Revenue	15,000	0
		Venetian Gardens irrigation	Governmental Revenue	5,000	0
		Aeration of Venetian Gardens canals	Governmental Revenue	18,000	390
		Barricades and signs	Governmental Revenue	2,000	0
		Storage bins	Governmental Revenue	2,500	0
		Batting Cages	Governmental Revenue	10,000	
		Trash Cans and Benches	Governmental Revenue	10,000	
		Paint exterior of Mote-Morris Museum	Governmental Revenue	48,500	0
310081	65429	Sleepy Hollow recreation complex	Sales Tax	176,500	192,000
310081		Swimming pool	Debt Proceeds	500,000	0
310081		Dog Park	State Grant	40,000	780
			Sales Tax	35,000	
310081	65420	Rails to Trails	Sales Tax	200,000	0
310081		FDOT retainage ponds	State Grant	100,000	40,000
310081		Harden Community Center	Federal Grant	140,412	0
			Sales Tax	46,804	
310081		Venetian Gardens master plan	Sales Tax	100,000	0
<b>Total Recreation Department</b>				<b>1,573,716</b>	<b>233,560</b>

#### Funding Source

Governmental Revenue	3,662,425
Sales Tax	2,057,610
Federal Grant	606,316
State Grant	1,108,874
Debt Proceeds	3,050,000
Automation Program	27,000

#### **Total General Government Funding Sources**

**10,512,225**

## Capital Improvement Program (Continued)

### Utilities

Many of the capital projects for all the utilities are to maintain a reliable system that will provide customer satisfaction. Such as stormwater projects 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 and difficult to quantify. In order for the city to comply with regulatory agencies, proper maintenance is vital. New installations and service 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

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
		<u>Drainage Improvements</u>			
140002	213736	Stormwater Master Plan	Governmental Revenue	75,000	0
140002		Carver Heights Basin	Governmental Revenue	50,000	0
140002		Venetian Gardens Basin	Governmental Revenue	75,000	0
140002		Whispering Pines Basin	State Grant	500,000	0
			Other Grant	500,000	
140002		Miscellaneous Improvements	Governmental Revenue	275,000	
			State Grant	50,000	
<b>Total Stormwater Department</b>				<u>1,525,000</u>	<u>0</u>
<b><u>Funding Source</u></b>					
Governmental Revenue				475,000	
State Grant				550,000	
Other Grant				500,000	
<b>Total Stormwater Funding Sources</b>				<u>1,525,000</u>	

## Capital Improvement Program (Continued)

### ELECTRIC

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
410001	Various	<u>Meters (209,200)</u> Regular meters ERT meters	Current Revenue Debt Proceeds	139,467 69,733	0 0
410002	Various	Transformers	Debt Proceeds	800,000	0
410004	Various	<u>Distribution Lines (1,399,430)</u> Distribution Undergrounding	Debt Proceeds Debt Proceeds	899,430 500,000	0 0
410005	Various	Sectionalizing equipment	Renewal & Replacement	202,845	0
410006	Various	<u>Lights (1,460,000)</u> Rental & Street Lights Griffin Road traffic signal	Current Revenue Current Revenue	1,400,000 60,000	0 0
410008	Various	<u>Other equipment (78,125)</u> Soaper Monkey (2) Fairmont Hydraulic crimper Hydraulic Concrete Drill Security system for five substations	Renewal & Replacement Renewal & Replacement Renewal & Replacement Renewal & Replacement	7,000 3,200 1,300 66,625	100 50 100 1,000
410010	Various	<u>Subdivisions (528,000)</u> Lake Harris Cove Apartments (208) Ashton Woods (119 lots) Reggie Garner (396 lots) Deepwoods (17 lots) Myrtle Lake Subdivision (60 lots) Meadows at Sunnyside (38 lots)  Cauthen Circle Triplex's & Duplex's	Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Debt Proceeds Customer Contribution Debt Proceeds	104,000 119,000 150,000 17,000 60,000 26,600 11,400 40,000	20,000 20,000 25,000 5,000 10,000 7,500  7,500
410011	Various	<u>Reconductoring (500,000)</u>	Debt Proceeds Debt Proceeds	100,000 400,000	0 0
410012	Various	Substation Equipment	Debt Proceeds	420,138	0
410013	Various	<u>Structures</u> New Parking Lot Area MOC	Current Revenue	35,000	0
<b>Total Electric Department</b>				<b>5,632,738</b>	<b>96,250</b>
<b>Funding Source</b>					
Current Revenue				1,634,467	
Customer Contribution				11,400	
Renewal & Replacement				280,970	
Debt Proceeds				3,705,901	
<b>Total Electric Funding Sources</b>				<b>5,632,738</b>	

## Capital Improvement Program (Continued)

### GAS

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
420001	Various	<u>Meters (154,851)</u>			
		Regular meters	Renewal & Replacement	60,010	0
		ERT meters	Renewal & Replacement	94,841	(5,000)
420002		<u>Mains (578,593)</u>			
		Miscellaneous mains	Debt Proceeds	126,685	8,000
		Legacy	Debt Proceeds	99,282	2,000
	252020	Arlington Ridge	Debt Proceeds	108,785	2,000
		Ashton Woods	Debt Proceeds	49,641	1,000
		Garner Complex	Debt Proceeds	49,641	1,000
		Oak Point Villas	Debt Proceeds	19,185	500
		Teco Tie	Debt Proceeds	25,374	0
		South Highway 27	Debt Proceeds	100,000	0
420003	Various	Tools & Equipment	Renewal & Replacement	7,000	0
420006		<u>Gate Stations (34,436)</u>			
		Valve Replacement and Bypass	Current Revenue	19,337	0
		Newell Hill	Current Revenue	15,099	0
420007	Various	General Plant	Renewal & Replacement	10,000	0
420008	Various	<u>Regulators (96,280)</u>			
		Retire	Renewal & Replacement	19,602	0
		Purchase	Renewal & Replacement	76,678	0
420009	Various	Farm Taps/Ind equipment	Current Revenue	10,000	0
420010	Various	<u>Services (339,443)</u>			
		New Services	Debt Proceeds	317,110	40,000
		Retires	Debt Proceeds	22,333	0
<b>Total Gas Department</b>				<u>1,230,603</u>	<u>49,500</u>
<b><u>Funding Source</u></b>					
Current Revenue				44,436	
Renewal & Replacement				268,131	
Debt Proceeds				918,036	
<b>Total Gas Funding Sources</b>				<u>1,230,603</u>	

## Capital Improvement Program (Continued)

### WATER

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
430001	Various	<u>Meters (320,000)</u> Meters Meters (ARM replacement)	Current Revenue Impact Fees	80,000 240,000	0 0
430002		<u>Mains (1,130,000)</u> Construct and Relocate Hwy 441- Perkins to Griffin Replacement	Debt Proceeds Impact Fees Renewal & Replacement	450,000 500,000 180,000	0 0 0
430003		Tools & Equipment	Renewal & Replacement	60,000	0
430006		<u>Plant &amp; Storage (625,000)</u> System Wide Improvements  Well Inspection Rehab Plant Pumping	Renewal & Replacement Impact Fees Current Revenue Renewal & Replacement Renewal & Replacement	161,013 260,000 78,987 75,000 50,000	0 0 0 0 0
430007		Reuse	Debt Proceeds	450,000	0
430010		New Services	Current Revenue	56,013	0
430011		Reuse Meters	Current Revenue	10,000	0
430012		Reuse Mains	Debt Proceeds	300,000	0
<b>Total Water Department</b>				<u>2,951,013</u>	<u>0</u>
<b><u>Funding Source</u></b>					
Current Revenue				225,000	
Impact Fees				1,000,000	
Renewal & Replacement				526,013	
Debt Proceeds				1,200,000	
<b>Total Water Funding Sources</b>				<u>2,951,013</u>	

## Capital Improvement Program (Continued)

### WASTEWATER

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
440002	Various	<u>Collecting Sewers (2,600,000)</u>			
		Lift Station rehab	Debt Proceeds	400,000	0
		Lift Station Control Panels	Renewal & Replacement	50,000	0
		Manhole Rehab	Current Revenue	200,000	0
		Line extension/ new service	Impact Fees	200,000	0
		Gravity sewer line rehab/ replace	Current Revenue	750,000	0
		Inflow & Infiltration	Renewal & Replacement	400,000	0
			Impact Fees	100,000	0
		Hwy 441 - Perkins to Griffin	Impact Fees	500,000	0
440003	Various	<u>Tools and Equipment (385,000)</u>			
		Other Equipment	Renewal & Replacement	35,000	0
		Emergency Generators	Impact Fees	350,000	0
440006		<u>Treatment and Disposal Plants</u>			
112971		Canal St. upgrades	Debt Proceeds	5,000,000	0
<b>Total Wastewater Department</b>				<b>7,985,000</b>	<b>0</b>
<b><u>Funding Source</u></b>					
Current Revenue				950,000	
Renewal & Replacement				485,000	
Impact Fees				1,150,000	
Debt Proceeds				5,400,000	
<b>Total Wastewater Funding Sources</b>				<b>7,985,000</b>	

### COMMUNICATIONS

<u>Project #</u>	<u>W F #</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>Amount</u>	<u>Operating Impact</u>
450001	Various	Line Installation	Current Revenue	180,000	0
450002	Various	Line extension - interdepartmental	Renewal & Replacement	15,000	0
450008	Various	<u>Other equipment (138,000)</u>			
		Wireless back-up links	Renewal & Replacement	30,000	0
		Wireless network test system	Renewal & Replacement	35,000	2,450
		Lightning protection- various buildings	Renewal & Replacement	5,000	0
		Hwy 441- Lake to College	Renewal & Replacement	25,000	0
		IP to analog adapters	Renewal & Replacement	3,000	0
		Relocate OH to UG	Current Revenue	5,000	0
		Utility service vehicle w/bucket (used)	Current Revenue	35,000	1,600
<b>Total Communications Department</b>				<b>333,000</b>	<b>4,050</b>
<b><u>Funding Source</u></b>					
Current Revenue				220,000	
Renewal & Replacement				113,000	
<b>Total Communications Funding Sources</b>				<b>333,000</b>	



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## ELEMENT/OBJECT CODES

### **PERSONAL SERVICES**

#### **Salaries and Wages (1XXX)**

- 1210 Salaries - posted directly from payroll
- 1230 Sick pay - wages paid for employee using sick time, final pay of accumulated sick time
- 1240 Vacation pay - wages paid for employee using vacation time, includes buy back and final pay out
- 1260 Stand by pay - the extra amount paid to employees on call
- 1280 Comp time pay - wages paid when employee uses comp time
- 1310 Temporary help - Norrell, Interim, tennis and swimming instructors
- 1410 Overtime pay - wages paid for overtime worked
- 1510 Special pay - incentive pay, retired commissioner
- 1530 Bonuses - Christmas bonus pay

#### **Fringes (2XXX)**

- 2110 FICA - employer portion of social security and Medicare taxes
- 2210 Retirement - City's contribution to the appropriate pension plan
- 2310 Health insurance - City's portion of health insurance premium
- 2320 Life insurance - premiums the City pays for employee life insurance policy
- 2410 Workers' compensation - payments to workers' compensation fund

### **OPERATING EXPENSES**

#### **Professional and Contractual Services (3XXX)**

- 3110 Professional services - architects, appraisals, attorneys, bond rating companies, veterinarians
- 3111 Medical services - Hepatitis B shots, random drug testing.
- 3112 Pre-employment physical and psychological testing.
- 3130 Engineering services
- 3410 Contract services - custodial, janitorial, cleaning contracts with outside agents, not maintenance contracts or vehicle and equipment repairs

#### **Other Operating Expenses (4XXX)**

- 4010 Travel - hotel, meals, tolls, parking, and incidental travel expenses
- 4110 Communication - only telephone, cellular and mobile phones, pagers
- 4150 Fiber optic communication - charges for using the fiber - communications fund
- 4210 Postage - freight, postage
- 4310 Utilities - electric, gas, water, wastewater, Solid Waste, stormwater expenses
- 4410 Rentals - lease or rent equipment or vehicles
- 4510 Insurance

All service contracts are included in this area:

- 4610 Repairs/Maintenance-vehicles and heavy equipment - trucks, cars, big tractors, pay loaders, backhoes, parts purchased to do repairs or maintenance later
- 4611 Repairs/Maintenance-fleet services charges
- 4612 Repairs/Maintenance-machinery and equipment - pumps, generators, saws, mowers, trailers, cameras, radar equipment, calibration of scales, video equipment
- 4620 Repairs/Maintenance-buildings - air conditioners, roof repairs, automatic doors, paint, carpet cleaning, pest control
- 4625 Repairs/Maintenance-other than buildings (OTB) - fences, sprinklers (irrigation), parking lots, landscaping, sidewalks, curbs, docks, athletic fields, lighting systems, storm drains

- 4630 Repairs/Maintenance-communication equipment - radio, phones, pagers
- 4631 Repairs/Maintenance-paid to MIS department for computer equipment - lap tops, printers, monitors, CPU's, CD towers, UPS (uninterrupted power sources)
- 4633 Repairs/Maintenance-outside software maintenance contracts
- 4670 Repairs/Maintenance-office equipment - copiers, fax, inspection of fire extinguishers
- 4710 Printing and binding - services contracted with outside vendor, such as Ford Press and PRIDE
- 4810 Promotional activities - do not include legal ads
- 4911 Advertising - other ads for City business, meetings, bids, legal ads
- 4920 Other current charges - permits to outside agencies, any other obligation not otherwise classified

**Material and Supplies (5XXX)**

- 5110 Office supplies - paper, forms, charts, maps, etc.
- 5180 Minor furniture and equipment - items less than \$1,000 (over \$1,000-see 6410), tools, sirens, strobe lights, fire extinguishers, storage cabinets, lockers, chairs, tables
- 5210 Operating supplies - consumed in the conduct of operations, computer software, construction materials and supplies, saw blades, chemicals, oxygen, oil, lubricants, and film development
- 5215 Uniforms and shoes - for employees, City's portion of shoe allowance, personal OSHA safety equipment
- 5230 Fuel purchases - diesel, unleaded, compressed natural gas for vehicles
- 5410 Publications and membership
- 5440 Education - expenses exclusively related to education funding agreement, must be approved by Human Resources
- 5450 Training - seminar and registration expense, video and audio training tapes
- 5910 Depreciation expense

**CAPITAL OUTLAY**

**Capital (6XXX)**

- 6110 Land - acquisition cost, easement, right-of-way
- 6210 Building - purchase or construction of office or storage building, including improvements and upgrades to the structure or building
- 6310 Improvements other than buildings - curbs, docks, fences, landscape, parking lots, athletic field
- 6410 Machinery and equipment - purchase of an item over \$1,000 (parts under \$1,000-see 5180), vehicles, office furniture and equipment, transportation equipment, other machinery and equipment

**OTHER EXPENSES**

**Debt Service (7XXX)**

**Grants and Aids (8XXX)**

**Other Uses (9XXX)**

## GLOSSARY OF ACRONYMS

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

## GLOSSARY OF BUDGETARY TERMS

**ACCRUAL BASIS** - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**AD VALOREM TAXES** - Taxes based on value. A tax levied by local government on the assessed value of real property. This tax is commonly referred to as "property tax."

**AMENDMENT** - A change to an adopted budget that has been approved by the Leesburg City Commission which may increase or decrease a fund total.

**AMORTIZATION** - (1) Gradual reduction or liquidation of the balance of an intangible asset or liability according to specified times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

**APPROPRIATION** - A specific amount of money authorized by the City Commission for the purchase of goods and services or incurs obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**ASSESSED VALUATION** - A valuation established by the Lake County Property Appraiser for real estate or other property to establish a basis for levying property taxes.

**AVAILABLE** - Revenue that is collectible within current period, or soon after, to pay liabilities of the current period.

**BALANCE SHEET** - Basic financial statement, usually accompanied by disclosures that describe the basis of accounting used in its preparation and presentation of a specified date the entity's assets, liabilities and the equity of its 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 \$500 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.

**INFRASTRUCTURE** - 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.



