

## **ANNUAL BUDGET**

**FISCAL YEAR**

**2012/2013**

**ADOPTED: 9/17/2012**



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# City of Lake Alfred Commission



Jack Dearmin  
Mayor



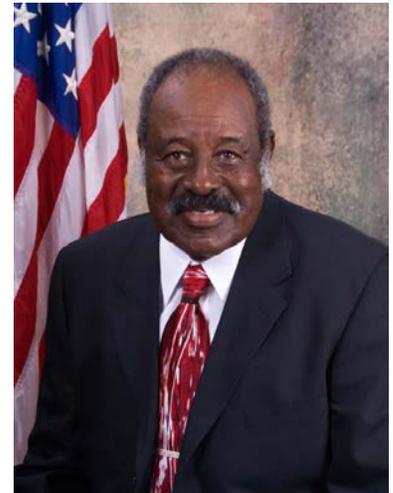
Nancy Z Daley  
Vice - Mayor



John Duncan  
Commissioner



Charles Lake  
Commissioner



Albertus Maulsby  
Commissioner

## ***Mission Statement***

***“To provide, in a professional manner, the citizens of the City of Lake Alfred with quality services that are both reasonable and efficient in cost, while promoting managed affordable growth.”***

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lake Alfred  
Florida**

For the Fiscal Year Beginning

**October 1, 2011**

*Linda C. Danson Jeffrey R. Egan*

President

Executive Director

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# TABLE OF CONTENTS

Budget Message	1
<b><u>INTRODUCTION</u></b>	
History of Lake Alfred	6
Fund Types	8
Revenue Sources and Trends	9
Financial Policies	20
Debt Schedule	23
Budget Process	25
Organizational Chart	26
<b><u>SUMMARY</u></b>	
City Wide	30
Revenues	31
Expenditures	32
Costs	33
Fund Balance Summary	34
Capital Projects	35
Capital Purchases	36
Staff	37
<b><u>DEPARTMENTS</u></b>	
City Commission (Includes General Government & Attorney)	40
City Administration	44
Finance	48
Police	51
Fire	55
Community Development	59
Public Works	
Administration	63
Building and Maintenance	66
Roads and Streets	69
Sanitation	72
Storm water	75
Central Garage and Motor Pool (CGMP)	77
Parks & Recreation	80
Library	86
Public Works - Utilities	
Water	90
Waste Water	93
Service	97
<b><u>APPENDIX</u></b>	
Five Year Capital	
Five Year Forecast	
Glossary	



## **BUDGET MESSAGE FROM THE CITY MANAGER**

Ryan Leavengood

January 14, 2013

Honorable Mayor, City Commissioners, and Citizens  
City of Lake Alfred  
Lake Alfred, FL 33850

I am pleased to present the City of Lake Alfred's Annual budget for fiscal year October 1, 2012 through September 30, 2013. In a challenging fiscal environment, the budget reflects a conservative approach to spending with a critical eye on how the City can operate more effectively and efficiently. The current economic condition continues to present its share of challenges to our municipal operations. While not unique to the City of Lake Alfred, declining property values and increasing costs associated with maintaining and improving community services have impacted the revenues and expenditures of the City. Nevertheless, the City of Lake Alfred remains committed to a promising future filled with economic growth, flexibility, and resilience.

The development of this document is presented to be informational in scope and formatted for the ease of the citizens' to promote awareness with the City's financial operations. Each department's specified goals are stated within their respective sections of the budget. The goals are designed to meet Federal and State mandates, identify necessary projects, to improve citizen services, and to ultimately enhance the quality of life within our community.

The budget document is separated into four sections: An Introduction, Summary, Departmental Analysis, and Appendices. The introductory section narrates the budget process, fund types, revenue sources, and historical trends. The summary section provides information on budgeted revenues and expenditures, the City's organizational chart, and the personnel positions funded. The detail of each City Department is presented in the Departmental Analysis with the Appendices including such information as payroll information, five-year capital outlay, and the glossary.

Several factors have had a significant fiscal impact on the 2012/2013 budget or the organization as a whole and are outlined below.

### **2012/2013 Financial Impacts and Changes**

- Employee Turnover
- New Library
- ISO Audit resulting in increased staffing requirements
- Parks and Recreation relocation
- Water Meter Upgrade Project Completed
- Refinance of BB & T Note

#### **Employee Turnover**

High turnover within an organization can take a toll on its effectiveness and its finances. Recruitment and training is a timely and costly process with advertising, interviews, pre-employment screening, and the training associated with hiring each new employee. When you consider the funds, time, and energy that goes into hiring, training, and developing a new employee it is in the City's best interest to try to retain its employees.

In recognition of the importance of compensation administration and its effect on recruitment and retention, the City of Lake Alfred contracted with Creative Insights to perform a 2012 Employee Compensation Analysis. In a concerted effort to curb turnover and to recruit and retain effective employees, the City of Lake Alfred is reviewing a new pay structure and step plan that will ensure the personnel of Lake Alfred are equitably compensated in comparison to the local labor market and similar sized cities throughout the state.

#### **New Library**

The City of Lake Alfred has committed itself to the operations of a new library facility. With the construction and renovation funded by the generous endowment from Dr. Edwin Moore and the Friends of the Library, the new Lake Alfred Public Library was accepted by the City Commission and opened in early July of 2012. With the opening of the larger and much improved facility it has required additional staffing and funds to properly maintain and operate.

#### **Insurance Service Office**

The Insurance Service Office performed an audit on the City of Lake Alfred's fire department in April of 2012. According to the ISO, a minimum of four first responders are required to respond to a structure fire in order to be considered a qualified fire department. Without intervention, the City of Lake Alfred would have faced a decrease in rating from a six to ten on the ISO scale within the City limits. This drop in classification would have resulted in the insurance premiums of the City's residents to significantly increase. The City Commission agreed to implement a firefighter volunteer/reserve program; requiring ten to fifteen volunteers to fulfill a total of thirty shifts per month. While the volunteer firefighters themselves are not paid there are training, medical and equipment costs that have impacted the budget.

### **Reorganization and Relocation**

As the new manager there was an opportunity to take a look at the organizational structure of the City and to identify the best use and location of personnel. With the City of Lake Alfred taking over the responsibility of a new library, an internal reorganization of existing personnel was the best choice to meet the needs of the new facility. The Parks and Recreation Department will now manage and supervise the library and their staff. Additionally, the Parks and Recreation Superintendent and previous Public Works Administrative Assistant will relocate to the Mackay Gardens and Lakeside Preserve to have a consistent presence at the Preserve. This will allow staff the opportunity to properly supervise and market the grounds and the facility as well as fulfilling some of our obligations within the management plan for the Preserve.

The Public Works and Public Utilities administrative functions and responsibilities have been consolidated and relocated to the City Administration building. The conversion and use of existing space within the administration building was a significant cost savings over the proposed construction of a separate building for additional office space. The move has allowed us to consolidate positions as well as increase accessibility of City Staff to the public by having representatives from each department located within walking distance of each other.

### **Water Meter Program Complete**

The meter change out program has been a success and is now complete. The new meters have allowed for the water usage readings to be more accurate resulting in more revenue, fewer utility billing issues, and a reduction of staff time.

### **Bank Note Refinance**

On September 6, 2012 the City of Lake Alfred closed on the refinancing of a \$2,400,000.00 existing non-ad valorem revenue refunding note series 2008(A) at a lower interest rate of 2.37% with BB&T Bank. The prepayment penalty of 1% of balance owed (\$23,173.72) was waived by refinancing with the original lender and the term of the note is for eleven years. As a result of this refinance, the City will save approximately \$240,000 over the next eleven years.

In closing, I would like to thank the City Commission for their support and trust in the staff and myself to serve the City and community. This budget serves the citizens and provides the funds to maintain and increase the current level of service. As a collective group, I know we will continue to be good fiscal stewards and strive to provide the community with a high level of service.

Respectfully submitted,

Ryan Leavengood,  
City Manager

# INTRODUCTORY SECTION



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In the early 1920's, the Fruitland's Company built a hotel under the direction of Frank P. Goodman, Secretary/Treasurer, and investors came to Lake Alfred by train or car and bought land and the boom began to sprout up. Lake Alfred grew rapidly as stores were built and citrus processing and packing plants began to sprout up. Citrus was the main industry and remained so for many decades afterwards. The University of Florida located the Citrus Experiment Station in Lake Alfred in the 1920's which grew to become respected worldwide for its accomplishments on Citrus Research.

During the Great Depression, Lake Alfred suffered as did the rest of the nation. Building stopped and our city shut off the street lights as tax funds were not available. During the Second World War, Lake Alfred residents answered the call to service. Those at home rationed supplies and fuel was often not available. A local bus system was put in place carrying people back and forth from Winter Haven.

In 1946 the Lake Alfred Lions Club was founded and began a long history of service to the community. The City built a New City Hall in 1956 in art Deco architecture which housed all the City's departments except the volunteer Fire Department which was housed in an old wooden building across the street. During the 1950's, 60's and 70's, Lake Alfred experienced prosperous years and many homes were built. Once the home of Florida Gold, the processing plant was reverted to an Alcohol Distillery which still operates today.

On America's Bicentennial, Lake Alfred celebrated in style at Lions Park and fireworks filled the sky. As the city entered the 1990's, Lake Alfred once again experienced periodic growth in our community. Lake Alfred began to see the effects of Orlando's development in our city. Commuter residents became more prevalent and Lake Alfred developed as a popular antique shopping area within Central Florida.



Lions Park



Lake Alfred is located in Polk county Florida between Auburndale, Haines City and Winter Haven. There are eleven lakes and ten parks. The city is ten square miles. The current population is 5,015. The government is council/manager. The services provided are water, sewer, sanitation, police, fire, recreation and a public library.

## **Appropriated Fund Types and Basis of Budgeting**

**Definition of “Fund”:** - A fiscal and accounting entity with a self balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The city has two funds; general and enterprise.

### **Governmental Type Fund:**

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund. Resources include taxes, franchise fees, state and local shared revenues, grants, licenses and permit fees, fines and forfeitures, charges for services, and miscellaneous revenues such as interest. Services provided by the General Fund are general government, public safety, physical environment and transportation, culture and recreation, and sanitation.

Budgets for the governmental type fund are prepared on the cash basis. Generally, revenues are recognized as soon as they are both measurable and available and expenditures are recognized when a liability is incurred. This basis is also used to report the governmental funds activity in the City’s audited financial statements.

Revenues which are considered to be susceptible to accrual include taxes, franchise fees, major state shared revenues, business tax receipts, and interest earnings. Grants are accrued if they are both measurable and available. Permits, charges for services, fines and forfeitures, miscellaneous state shared revenues, and most other miscellaneous revenues are recorded when the cash is received because they are generally not measurable until the cash is received.

Exceptions to recognizing expenditures when the related liability is incurred are expenditures related to compensated absences (accumulated vacation and sick pay), debt service expenditures, and any expenditure related to claims and judgments. These expenditures are recorded when the expenditures are due.

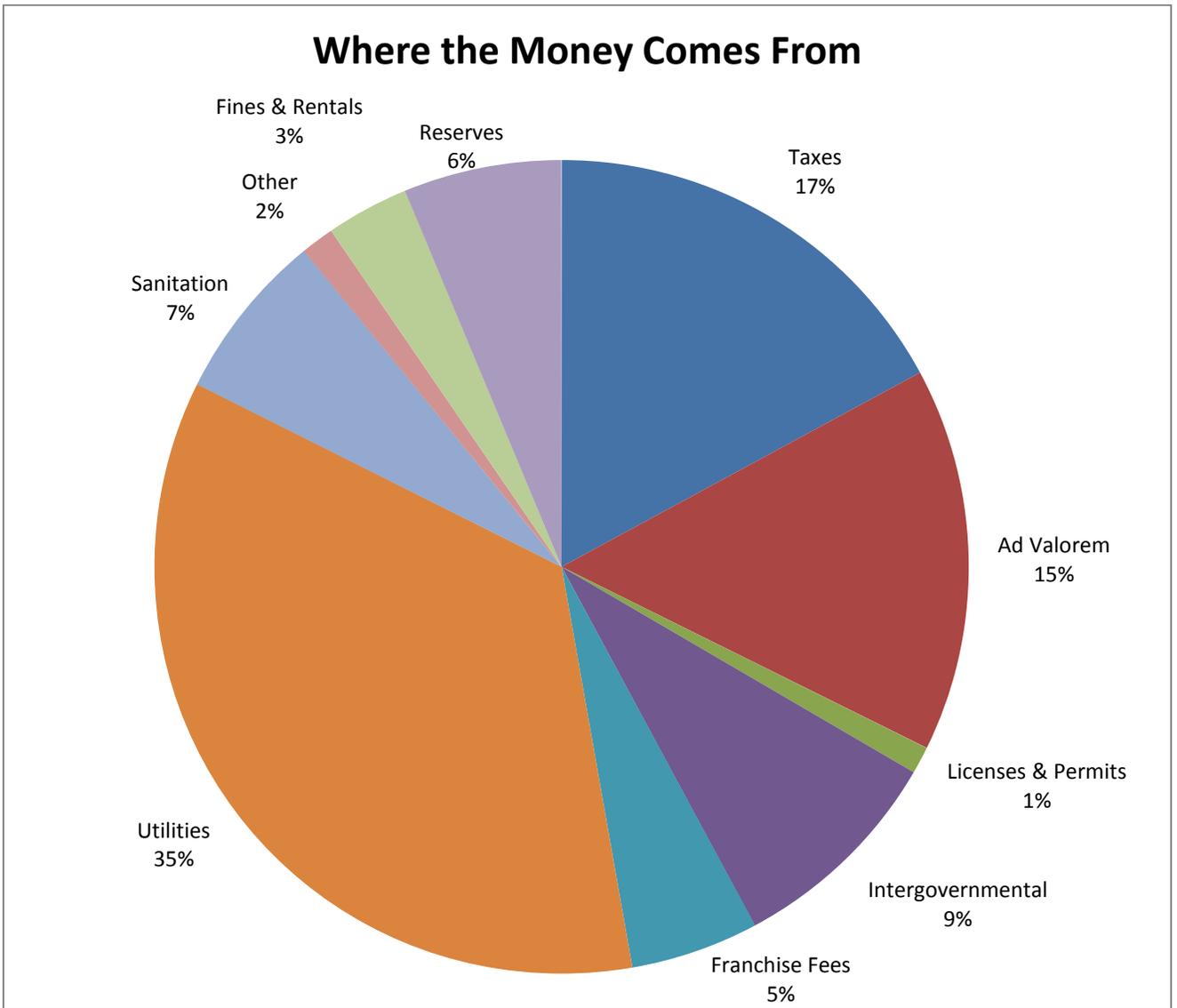
### **Enterprise Type Fund:**

Water and Sewer Utility - User fees and other revenues related to the operation of the City’s utility system are accounted for in this fund for the provision of water, and sewer service to the system’s customers.

Budgets for the enterprise funds are prepared on the modified accrual basis. However, the budgets are prepared as close as practical to the reporting for the enterprise funds in the City's audited financial statements which is the accrual basis. Under the accrual basis revenues are recognized when they are earned and expenses are recognized when they are incurred. The major differences between the budgeting and reporting for the enterprise funds are that fixed asset capital outlays and debt service principal payments are included in the budget but depreciation and amortization are not.

## Revenue Sources and Trends

This section describes the sources, methods of budgeting, and trends for the City's revenues.

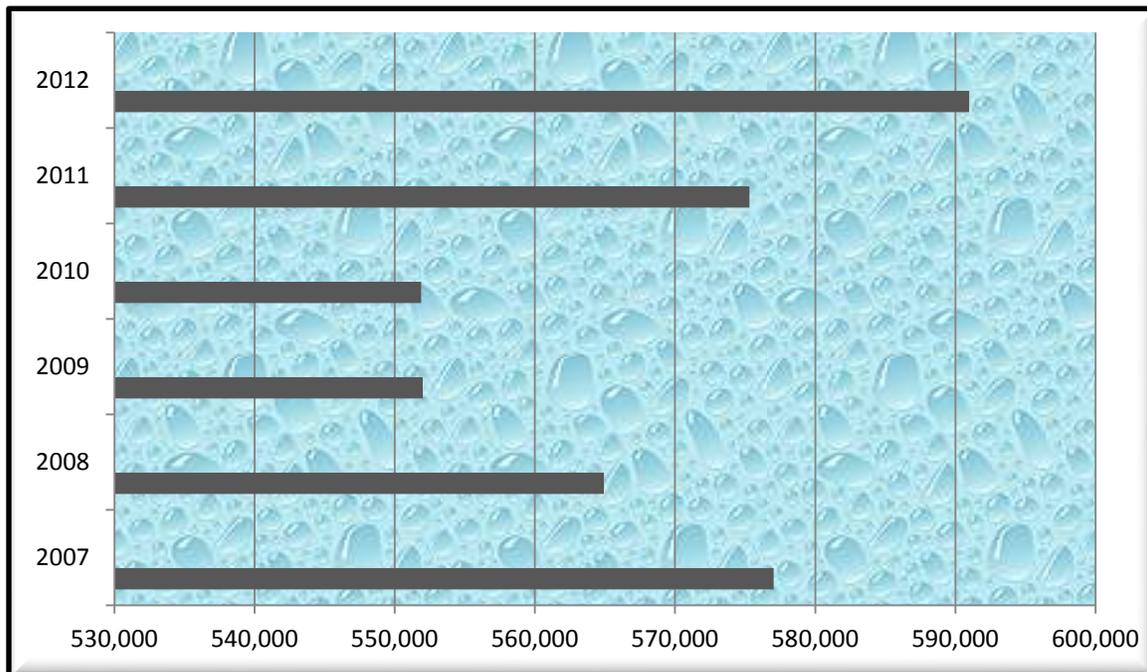


### Utilities: Enterprise Fund

Utilities are the number one revenue source totaling \$2,115,886 representing 35% of the 2013 budget. The revenues are charges generated from monthly billings. There are approximately 3,100 customers. The average monthly bill is \$71.04 for all services. All services are water, sewer, irrigation, and storm water.

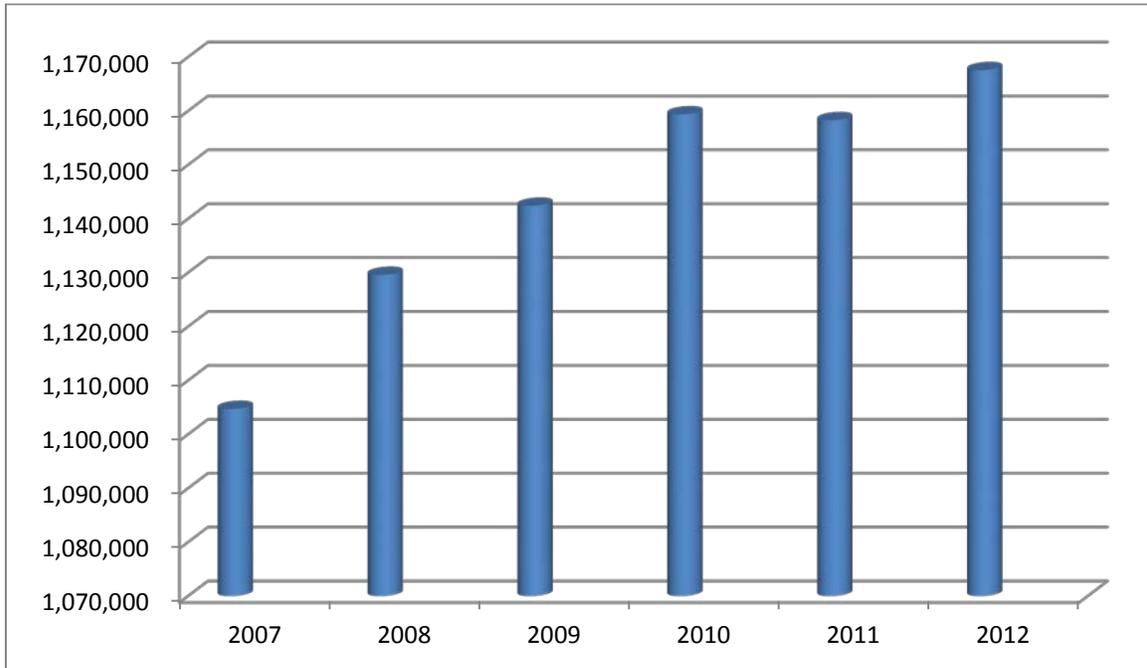
Charges for water, sewer, and irrigation water services are based on minimum of 6,000 gallons. The sewer fee is flat for residential service and metered according to water usage for commercial customers. These revenues are budgeted by trend analysis, and readjusted at midyear if necessary. The city has a large amount of seasonal customers and during the summer months revenues drop in all areas. The unusual spike in July and August in water revenue is due to the watering of lawns. The majority of our older customer base has only one meter for water and irrigation. The water management district is encouraging cities to address their current rate structures to ensure the rates promote water conservation. Not this year, but possibly next the current minimum charges will need to be evaluated.

### Water Revenue



The meter change out program is complete. The increase in revenue for 2012 is attributed to more accurate meter reading. This budget year will provide a full year of all data to more accurately forecast future years.

### Waste Water Revenue



\*2008 – customer base was increasing due to new construction

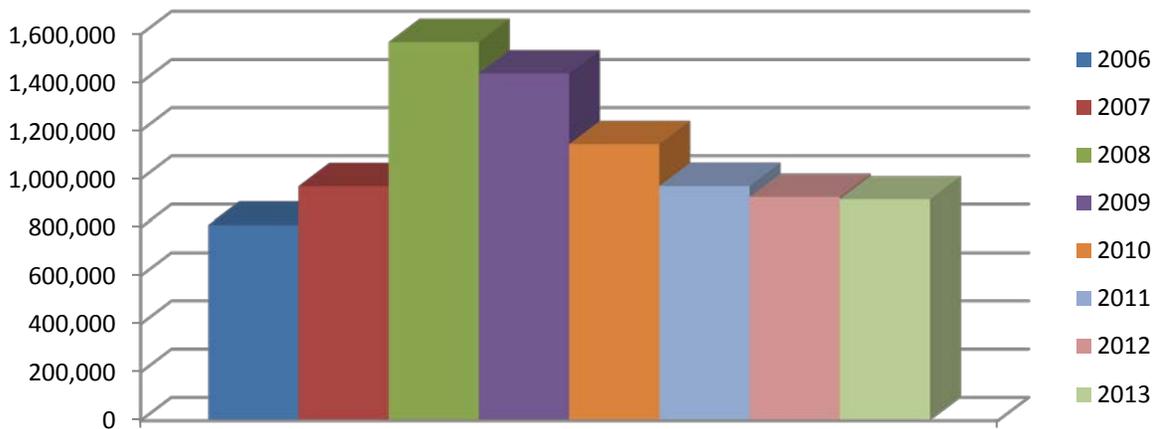
### Other Taxes: General Fund

Other taxes are budgeted at \$1,027,532 making it the second major revenue source. The telecommunications service tax, half-cent sales tax, and local option gas taxes are remitted by providers to the State which in turn distributes collections to local governments with a one month lag. The state provides annual estimated on local option gas taxes, half cent sales tax, and local communications service tax for budgeting purposes. Utility service taxes are calculated as a percent of service cost. Budgeting for these revenues is done by historical trend along with any information on rate or customer base changes. This revenue source is highly reliable and tends to be stable or slightly growing. Electricity is by far the biggest generator of this revenue with water coming in next. The tax is 10% on water, and 6% on electric.

### Ad Valorem Taxes: General Fund

Ad valorem tax is budgeted at \$916,958 making it the third major revenue source. This is a 1% decrease from previous year. The tax is collected by the County based on the application of the City's adopted millage rate to assessed property values. The City's millage rate is adopted each budget year based on knowledge of the gross taxable value as certified by the County Property Appraiser. This makes budgeting for ad valorem tax revenue very precise. The budget was approved using the millage rate of 7.5890 mills and budgeting only 95%. The bulk of the tax collections occur from November through March as tax bills go out in November, becoming due March 31, with a sliding discount rate for early payment beginning in November. Ad valorem taxes used to be the highest degree of stability as a revenue source for governmental funds. The annual decline in property values presents a challenge each year on balancing the budget. The maximum millage allowed by State Law is 10 mills.

**AD- Valorem Revenue**



**Historical Tax Base**

Year	Millage Rate	Taxable Value
2006	.007058	\$143,722,086
2007	.006580	\$245,600,044
2008	.006580	\$227,246,243
2009	.006580	\$180,145,512
2010	.006580	\$156,389,500
2011	.006999	\$138,535,895
2012	.007589	\$126,860,260

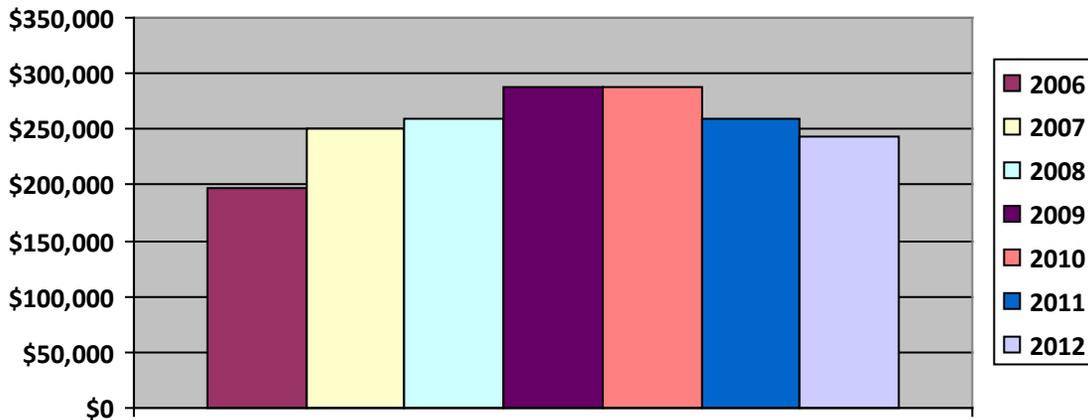
### Intergovernmental Units: General Fund

The city receives revenue from the State of Florida and other government agencies. Revenue sharing is a source created by the Florida Revenue Sharing Act of 1972 whereby a portion of the monies collected by the State are returned to counties and local municipalities. Budgeted this year is \$147,000. Fire Mutual Aid is received from the county so that the city's fire department covers their area, \$184,918. The amount of \$91,000 is a reimbursement from the schools to pay for two school resource officers.

### Franchise Fees: General Fund

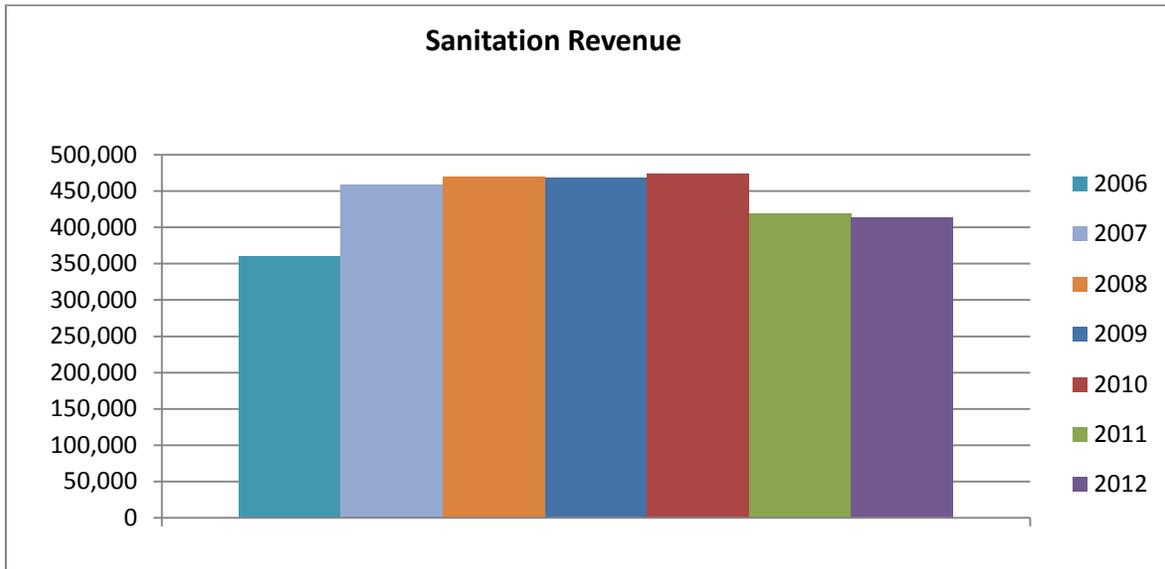
The city receives franchise fees from an electric company and also sanitation companies that are contracted with some of our businesses. In 2007, the agreement with Tampa Electric was renewed, and revised to include industrial customers. The amount budgeted for this revenue is \$260,000. The revenue line has declined for the past two years. Tampa Electric reduces the amount paid to the city by their total tax bill over twelve months. In 2011, the payment reduced the City's income by \$1,801 monthly from \$875.

Electric Franchise Fee



### Sanitation: General Fund

In 2012, the sanitation department was moved into the general fund. The total operation generates \$404,400 in revenue. The reduction from 2010 to 2011 is due the city no longer providing dumpster service. Dumpster service is franchised to outside vendors. The process was streamlined and changed to one pick up a week with the addition of recycling once a week provided by a private company. There are approximately 1,800 customers. The base fee is \$14.00 for residential service.



\* 2007, fuel adjustment fee of 3.50 with a 3% increase annually

### Non-Revenues: General Fund

The inter-fund transfer from the Water & Sewer Utility Fund to the General Fund is budgeted at \$118,236. Last year (2012) there was not a transfer from the enterprise fund into the general fund, but a cost allocation totaling \$118,236. The FY 2013 budget uses \$72,000 of local option gas tax fund balance generated from prior year revenues to pay for paving projects, and \$50,000 will be allocated from General Fund reserves to fund the move of Parks and Recreation. The use of fund balance fluctuates year to year based on circumstances and availability.

The next five pages provide a detail listing of revenues.

**General Fund**

	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Adopted</b>
<b>Ad Valorem Taxes</b>	996,809	926,268	916,958
<b>9th Cent Gas Tax</b>	21,784	20,000	18,000
<b>Local Option Gas Tax</b>	111,327	116,375	110,000
<b>Local Option Gas Tax 5th</b>	69,347	71,275	68,000
<b>Casualty Insurance Premium</b>	31,532	31,532	31,532
<b>Utility Service Tax – Electric</b>	304,900	300,000	300,000
<b>Utility Service Tax – Water</b>	49,798	48,000	48,000
<b>Insurance Premium Tax</b>	0	0	21,000
<b>Utility Service Tax – Propane</b>	4,868	16,358	15,000
<b>Local Communications Service</b>	158,371	173,927	162,000
<b>Half-Cent Sales Tax</b>	221,280	236,700	254,000
	=====	=====	=====
<b>TOTAL TAXES</b>	1,970,017	1,940,435	1,944,490
<b>Business Tax</b>	10,167	15,000	12,000
<b>Remittance Fee</b>	441	1,000	1,000
<b>Education Fee</b>	1,033	1,000	1,000
<b>Alarm Permit</b>	100	200	100
<b>Building Inspections</b>	770	1,000	1,000
<b>Archive Fee</b>	1,033	1,000	1,000
<b>Liens - Violation of</b>	8,204	10,000	12,000
<b>Lien Searches</b>	2,040	2,000	2,000
<b>Building Permits</b>	36,857	35,000	35,000
	=====	=====	=====
<b>TOTAL LICENSES AND PERMIT</b>	60,647	66,200	65,100

	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Adopted</b>
State Revenue Sharing	90,292	100,444	104,000
8th Cent Motor Fuel Tax	34,186	41,046	43,000
Mobile Home Licenses	13,371	13,000	13,000
Alcoholic Beverage License	3,218	3,200	3,000
Grant - State of Florida	9,611	0	0
Grant - Police Dept.	15,516	11,410	0
Grant – Police	0	1,100	10,485
Right of Way Maintenance	17,634	30,315	30,000
FDOT - Signal Maintenance	1,311	2,700	2,700
FDOT - Street Lights Main	15,562	16,558	17,000
Grant - CDBG	32,865	37,328	0
SRO Supplement	94,245	94,393	91,000
Polk County Library	25,000	25,000	25,000
Mutual Fire Agreement	127,859	184,918	184,918
	=====	=====	=====
<b>TOTAL INTERGOVERNMENTAL</b>	<b>480,671</b>	<b>561,412</b>	<b>524,103</b>
Franchise Fee - Electric	259,539	280,000	260,000
Franchise Fee - Gas	20,125	21,000	21,000
Franchise Fee - Solid Was	16,342	24,000	24,000
	=====	=====	=====
<b>TOTAL FRANCHISE FEES</b>	<b>296,006</b>	<b>325,000</b>	<b>305,000</b>
Zoning Fees	0	350	0
Variance	225	500	500
Library Printing	1,240	1,000	1,500
Notary Services	179	100	200
Copies & Research	440	500	500
Sale of Cemetery Lots	1,275	5,000	8,000
Summer Rec Program	13,998	13,500	14,000
Filing Fee-City Election	96	0	150
Police Reports & Services	890	1,000	1,000
	=====	=====	=====
<b>TOTAL CHARGES FOR SERVICE</b>	<b>18,343</b>	<b>21,950</b>	<b>25,850</b>

	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Adopted</b>
<b>Garbage</b>	316,772	306,000	300,000
<b>Extra Trash Pickup</b>	1,141	3,000	1,000
<b>Fuel Adjustment Fee</b>	88,770	90,640	90,000
<b>Garbage Adjustments</b>	35	0	0
<b>Garbage Late Fees</b>	11,331	13,200	13,200
<b>Garbage Cans</b>	350	200	200
<b>Equipment Reserve Fund</b>	0	0	135,000
	=====	=====	=====
<b>TOTAL SANITATION</b>	418,398	413,040	539,400
<b>Police Fines</b>	35,556	30,000	30,000
<b>Police Education</b>	3,118	3,000	2,500
<b>Forfeiture (Confiscated)</b>	1,100	0	0
<b>Police Detail</b>	2,207	2,600	2,500
<b>Library Fines</b>	1,572	1,500	1,500
<b>Restitution</b>	809	1,000	1,500
	=====	=====	=====
<b>TOTAL FINES AND FORFEITURE</b>	44,362	38,100	38,000
<b>Rental - Highlands</b>	3,163	4,000	4,000
<b>Rental - Mackay Estates</b>	10,413	12,000	15,000
<b>Rental - Cancellation Fee</b>	0	250	500
<b>Rental - Lions Park</b>	1,450	1,500	1,500
<b>Rental - Tower</b>	137,990	129,885	130,000
<b>Rental - Ball Field</b>	430	400	300
	=====	=====	=====
<b>TOTAL RENTAL</b>	153,447	148,035	151,300
<b>Interest Income</b>	11,165	10,000	8,000
<b>Interest - Investments</b>	5,124	0	0
	=====	=====	=====
<b>TOTAL INTEREST EARNED</b>	16,289	10,000	8,000

	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Adopted</b>
Sale of Surplus Property	20,311	1,500	10,000
Motor Fuel Tax Refund	3,838	4,200	4,500
Christmas Party Donations	402	1,225	0
Mackay Park Donations	0	0	0
Fourth of July Donations	0	0	0
Bluegrass Bash	3,980	3,672	4,000
Recreation Donations	0	1,000	1,000
Fountain Donation (Median	4,307	0	0
Miscellaneous Income	8,339	409	270
Storage	600	600	1,200
Grillin & Chillin	2,646	4,000	4,000
Insurance Proceeds	9,542	9,801	9,500
Event Reimbursement	0	100	1,200
Ridge League Donation	0	1,024	0
Vending Machine Sales	0	0	0
	=====	=====	=====
<b>TOTAL MISCELLANEOUS</b>	<b>53,966</b>	<b>27,531</b>	<b>35,670</b>
<b>SUBTOTAL PRIOR TO TRANSFER</b>	<b>3,884,426</b>	<b>3,551,703</b>	<b>3,636,913</b>
<b>TRANSFERS</b>			
Reserve - Recreation Impact	0	50,000	0
Reserve - Public Safety Impacts	0	30,000	0
Reserve - Local Option Gas	0	0	72,000
Reserve - General Fund	0	150,000	50,000
Interfund Transfer	0	0	118,236
Budget Carry forward Preview	0	104,000	0
Transfer from Sanitation	305,575	0	0
Reserve - Bldg Dept.	0	41,792	0
Reserve - Leet Fund	0	2,000	2,000
	=====	=====	=====
<b>TOTAL TRANSFERS</b>	<b>305,575</b>	<b>377,792</b>	<b>242,236</b>
<b>TOTAL GENERAL FUND</b>	<b>\$3,817,799</b>	<b>\$3,929,495</b>	<b>\$3,879,149</b>

## Enterprise Funds

	2011 Actual	2012 Budget	2013 Adopted
<b>Water Revenue</b>	<b>575,310</b>	<b>560,000</b>	<b>600,000</b>
Temp Water Service	1,600	2,000	1,500
Irrigation	127,294	128,000	125,000
<b>Sewer Revenue</b>	<b>1,158,261</b>	<b>1,160,000</b>	<b>1,150,000</b>
Tap Fees	900	2,000	2,000
Turn On Fee	27,117	31,500	25,000
Scrap Metal	9,192	20,000	10,000
Hay Proceeds	0	0	1,000
Non Payment Fees	39,131	37,000	37,000
Water Meter Fee	7,150	10,000	8,000
NSF Check Fee	2,193	2,450	2,400
Late Fees	51,059	50,000	50,000
Turn Off Fee	16,630	20,000	16,000
Service Work Orders	0	1,000	500
Write Off Accounts	1,051	2,000	2,000
Interest - Bank	21,034	20,000	18,000
Interest on Investments	18,328	0	0
Loan Proceeds	0	0	0
Wastewater Reserve	0	350,000	0
Insurance Proceeds	0	0	0
DOT - Sewer Line Reimburse	0	0	0
Cash Over/Short	249	0	0
	=====	=====	=====
<b>TOTAL UTILITY REVENUES</b>	<b>2,055,276</b>	<b>2,395,950</b>	<b>2,048,400</b>
<b>STORMWATER</b>			
Stormwater	55,225	56,000	55,000
Stormwater Reserve	0	50,000	12,486
	=====	=====	=====
<b>TOTAL STORMWATER</b>	<b>55,225</b>	<b>106,000</b>	<b>67,486</b>
<b>TOTAL ENTERPRISE RECEIPTS</b>	<b>\$2,110,501</b>	<b>\$2,501,950</b>	<b>\$2,115,886</b>
<b>TOTAL REVENUE</b>	<b>\$5,928,300</b>	<b>\$6,431,445</b>	<b>\$5,995,035</b>

The increase in 2012 was due to capital projects funded by reserves.

## **Financial Policies**

This section describes the major financial policies that affect the City's long term financial planning and budgeting processes. The processes are affected by these policies in varying ways. As the annual budget is prepared as a balanced budget, total revenues and other financing sources equal total expenditures and other financing uses for each fund, these policies serve to match fluctuating spending needs with available resources. Some years the use of fund balance is needed to balance a fund's budget, thereby making a fund balance reserve policy an important planning and budget tool. Large scale capital project spending needs and fluctuating interest rates make debt management an important financial policy issue. Investing the City's funds so that the fund's values keep pace with rising costs is constantly important.

### **Purchasing Policy**

- I. The following procedures will be complied with for purchasing as determined by dollar amount of purchase:

#### ***\$100 - \$499.99***

- A. Authorized personnel shall attempt to purchase products and services from vendors which have been determined by City Administration to be reasonable in cost in providing such products and services. Authorized personnel when purchasing a single item in this cost category should attempt to compare costs of products and services from approved vendors.
- B. The City Manager or the Department director may authorize purchase under State contracts or other government contracts which would permit the City to purchase products or services at guaranteed costs. This would include "piggy back" purchasing on county or municipal contracts, if such contracts permit such purchases.

#### ***\$500-\$4,999.99***

- A. The Department Director, authorized supervisor or the City Manager shall compare costs of products and services from three separate vendors either in person, catalogs, or through obtaining telephone quotations.
- B. The City Manager may authorize purchase under State contracts or other government contracts which would permit the City to purchase products or services at guaranteed costs. This would include "piggy back" purchasing on county or municipal contracts, if such contracts permit such purchases.

***\$5,000 to \$9,999.99***

- A. The Department Director and/or the City Manager shall solicit written quotations for the purchase of products or services. Three written quotations shall be obtained when possible. If less than three vendors provide a written quotation, it must be documented which firm was contacted and their response or that the vendor is a single source of the product or service within the service area.
- B. The City Manager may authorize purchase under State contracts or other government contracts which would permit the City to purchase products or services at guaranteed costs. This would include “piggy back” purchasing on county or municipal contracts, if such contracts permit such purchases.

***\$10,000 or higher:***

- A. The Department Director and City Manager will prepare written specifications for a formal bid procedure. An appropriate amount of time will be given for qualified vendors to submit sealed written bids. Upon opening of bids on a predestinated date and time, bids will be evaluated to determine whether they are complete and as such eligible for consideration by the City Commission. The City Commission will award the bid to the successful vendor. The City Commission will evaluate bids by cost and quality of the products and services offered. The City Commission may waive all formalities and/or reject all bids.
  - B. The City Manager may authorize purchase under State contracts or other government contracts which would permit the City to purchase products or services at guaranteed costs. This would include “piggy back” purchasing on county or municipal contracts, if such contracts permit such purchases.
  - C. The City Commission may authorize the purchase of engineering, architectural, and other consulting services through guidelines as permitted by Florida State Statutes. Such services are usually guided by service agreements.
- II. The above guidelines do not apply to conferences, education seminars, registrations, professional memberships and associated travel costs.
  - III. The above guidelines do not apply in the case of an emergency or natural disaster as determined by the City Manager or declared by the Mayor as allowed by law.

### **Fund Balance Reserve Policy**

In 2011, a Fundbalance policy was adopted to secure and maintain investment grade credit ratings, meet seasonal shortfalls in cash flow, and reduce susceptibility to emergency or unanticipated expenditures and or revenue shortfalls. Fund balance information is used to identify the available resources to repay long-term debt, reduce property taxes, add new governmental programs, expand existing, or enhance the financial position of the City in accordance with policies established by the City Commission.

The policy established the following:

- Fund balance policy for the general fund.
- Reservations of fund balance for the general fund.
- A method for budgeting the amount of estimated unrestricted fund balance available for appropriation during the annual budget adopting process.
- Establish the spending order of fund balances.

### **Investment Policy**

In 2003, the City adopted an investment policy written internally using guidelines from the Government Finance Officers Association and has updated it accordingly. This policy applies to all of the City's funds except deferred compensation and other employee benefit plans where there are other existing policies or indentures in effect. The policy outlines the investment objectives as: Protection of the City's funds; liquidity to meet operating requirements; maximize investment return while minimizing investment risk; and setting procedures to control risks and diversify investments. The investment policy designates the Finance Director as the investment officer with oversight from the City Manager and states that the "prudent person" standard (as defined) is to be used by city staff in the management of the City's investment portfolio.

Authorized investment instruments are detailed in the policy and consist of an array of conservative instruments including government backed securities, certain bankers acceptances and commercial paper, and CD's and savings accounts in U.S. banks. The policy allows for the use of repurchase arrangements and mutual funds as long as they consist of the aforementioned investment instruments.

Currently the majority of our funds are invested with our local bank, in a certificate of deposit and a money market account. The city also uses the SBA for investment of pre-paid impact fees.

## Debt Management Policy

There is currently no debt management policy in place. The State of Florida does not mandate limitations on municipal debt. The city only issues debt in cases where it is a practical method for financing large capital projects. The policy of pay as you go is utilized in most cases. Debt will not be issued to cover operating expenditures. Each case for borrowing funds is evaluated separately and the services of an outside financial advisor maybe used. The guidance of the City's attorney and auditor are also engaged. The City Commission must approve all issuances of debt. Besides funding new projects, refunding of existing debt is also examined when warranted. There is currently no debt in the General Fund.

### Schedule of Debt Service

	Balance	Year Issued	Year of Maturity	Interest Rate	Due 2013
<b>Bank Note – BB &amp; T***</b>	<b>2,358,619</b>	<b>2012</b>	<b>9/30/2023</b>	<b>2.37%</b>	<b>\$ 238,443</b>
Debt Consolidation Note					
Pledged – Water & Sewer					
Quarterly Payment of \$ 59,611	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	
Principal	55,729	45,966	46,239	46,513	
Interest	3,882	13,645	13,372	13,098	
<b>DEP Loan – 719090</b>	<b>4,126,181</b>	<b>2007</b>	<b>2027</b>	<b>2.200%</b>	<b>\$ 315,646</b>
New Waste Water Plant					
Pledged – Sewer					
Semi – Annual Payment					
\$157,823	Jan 15th		July 15th		
Principal	107,617		108,801		
Interest	50,206		49,023		
<b>Total Enterprise</b>	<b>\$6,484,800</b>				<b>\$554,089</b>

**\*\*\* September 6, 2012- Refunded BB & T note. Net PV savings \$237,719. The budget document does not reflect new debt service amount due the timing of approval.**

## Budget Calendar

July 1 <sup>st</sup>	Property Appraiser Certifies Taxable Value to the City
July 6 <sup>th</sup>	Commission Meeting – No Budget Action
July 7 <sup>th</sup>	Budget Workshop
July 23 <sup>rd</sup>	Commission Meeting – Set Proposed Millage Rate
Aug 3 <sup>rd</sup>	Advise the Property Appraiser of the Proposed Millage Rate
Aug 6 <sup>th</sup>	Commission Meeting – No Budget Action
Aug 20 <sup>th</sup>	Commission Meeting – No Budget Action
Aug 19 <sup>th</sup>	Property Appraiser Mails out Trim Notices
Sept 4 <sup>th</sup>	School Board Public Hearing on Its Budget
Sept 5 <sup>th</sup>	Lake Alfred’s First Public Hearing on the Tentative Millage and the Tentative FY 2012/2013 Budget
Sept 11 <sup>th</sup>	Board of County Commissioners Budget Hearing
Sept 12 <sup>th</sup>	Lake Alfred’s Mandated Advertisement in Local Paper
Sept 16 <sup>th</sup>	Board of County Commissioners Budget Hearing
Sept 17 <sup>th</sup>	Lake Alfred’s Second Public Hearing on the Tentative Millage and the Tentative FY 2012/2013 Budget

## **Budget Process**

The City of Lake Alfred budget is adopted by ordinance in accordance with the City's Charter. The ordinance requires two public hearings and very specific advertising criteria in accordance with a State of Florida Statute known as TRIM law. State Statute requires the City Commission to approve a balanced budget. The definition of a balanced budget is to make annual appropriations that shall not exceed the amount to be received from taxation or other revenue sources. The budget is developed on the modified basis of accounting for Governmental Fund and the accrual basis for the Enterprise Fund with the exception of depreciation expense is not budgeted. The City's fiscal year begins October 1 and ends September 30<sup>th</sup>.

The budget process is a continuing process that involves the City Commission, City Manager, and Directors. After the year begins, monthly reports of budget vs. actual revenues and expenditures are generated and reviewed. These reports are used by management to monitor spending and as a planning tool for the next year's budget.

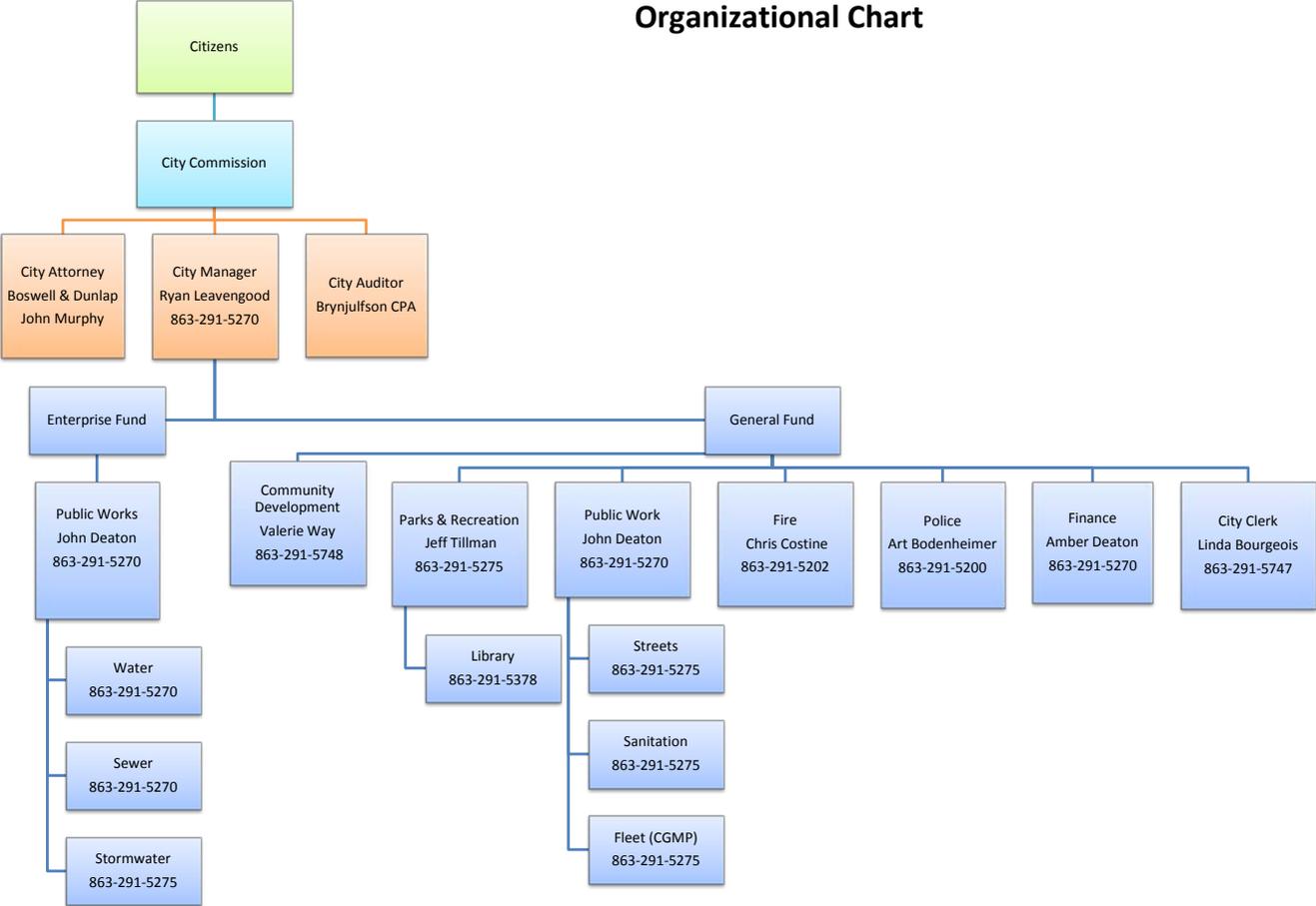
Midyear the finance department prepares a budget adjustment that is approved by ordinance. There is also one done within 60 days after year end in accordance with State Statute (166.241). The budget is prepared on a line item basis, but budgetary compliance is maintained on the departmental level.

## **Capital Budget Process**

Requests are submitted by department heads for necessary capital purchases and capital improvement projects to the City Manger when they submit their operating budgets. Items that are considered capital purchases must cost more that \$1,000, and result in a fixed asset for the City. The requests include, cost, description, and justification for the need. The City Manager meets with each director and prioritizes.

Capital items are input into the budget only after the reoccurring expenses are covered by current revenue streams to ensure that a balance budget is presented to the City Commission. During the year when capital items are purchased costing more than \$10,000 approval is sought from the City Commission before purchase can be made if not approved in the budget.

# City of Lake Alfred Organizational Chart



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# SUMMARY SECTION



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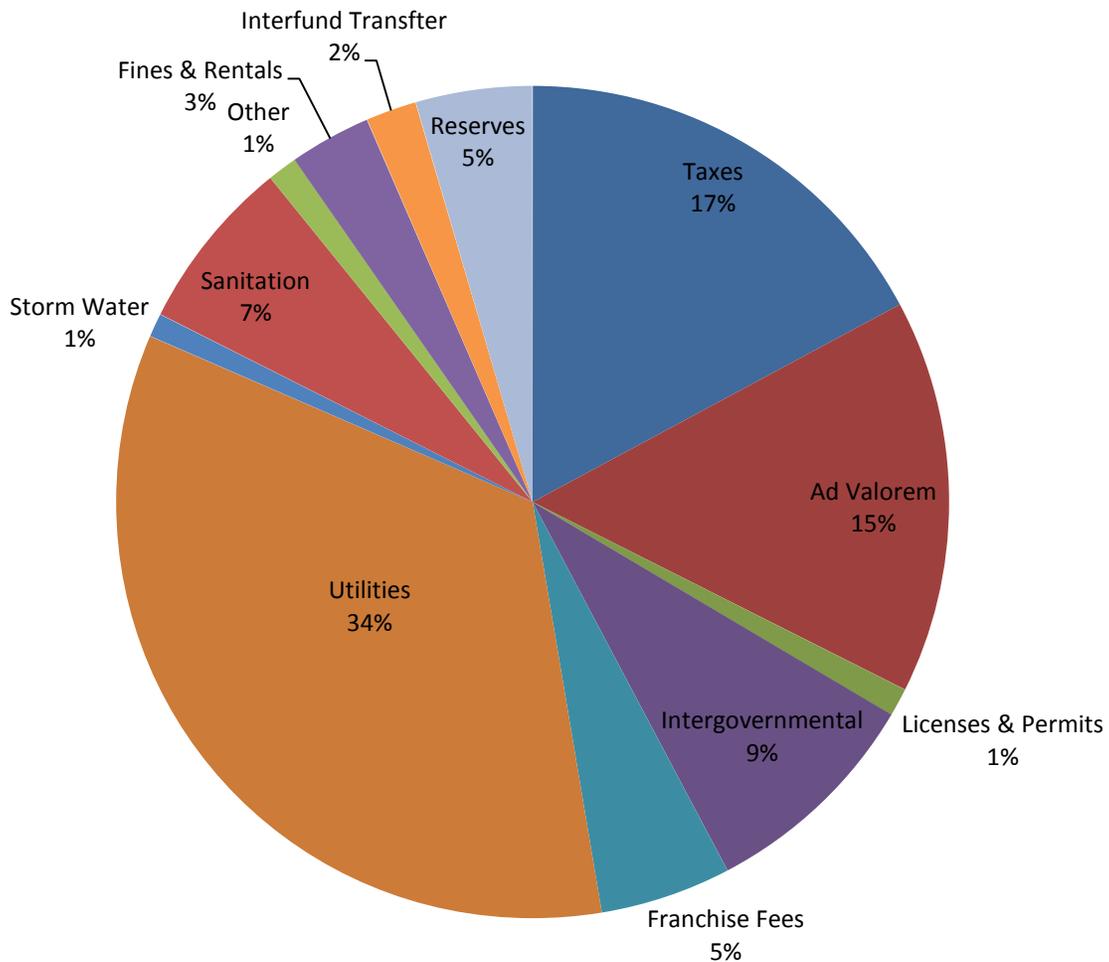


## All Summary for 2013 Budget

	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Approved</b>
<b>Revenues</b>			
Taxes	1,970,017	1,940,435	1,944,490
Licenses & Permits	60,647	66,200	65,100
Intergovernmental	480,671	561,412	524,103
Franchise Fees	296,008	325,000	305,000
Charges For Services GF	18,343	21,950	25,850
Charges For Services EF	2,055,275	2,045,950	2,048,400
Sanitation	418,400	413,040	404,400
Stormwater	55,300	56,000	55,000
Other	70,255	37,531	43,670
Fines & Rentals	197,809	186,135	189,300
Impact Fees	-	80,000	-
Interfund Transfer	-	-	118,236
Reserves	305,575	697,792	271,486
	<hr/>	<hr/>	<hr/>
	\$ 5,928,300	\$ 6,431,445	\$ 5,995,035
<b>Expenditures</b>			
Administration	404,287	563,798	641,651
Police	896,801	904,356	915,391
Fire	544,077	543,059	577,268
Community Development	120,031	336,445	209,362
Public Works	1,136,038	940,707	699,715
Parks & Recreation	264,321	217,688	276,408
Library	75,859	101,631	136,491
Sanitation	423,790	321,812	422,863
Storm Water	36,710	105,651	67,486
Utilities	1,389,362	1,805,233	1,400,982
Reserves	57,092	11,133	67,486
Debt Service	579,932	579,932	579,932
	<hr/>	<hr/>	<hr/>
	\$ 5,928,300	\$ 6,431,445	\$ 5,995,035

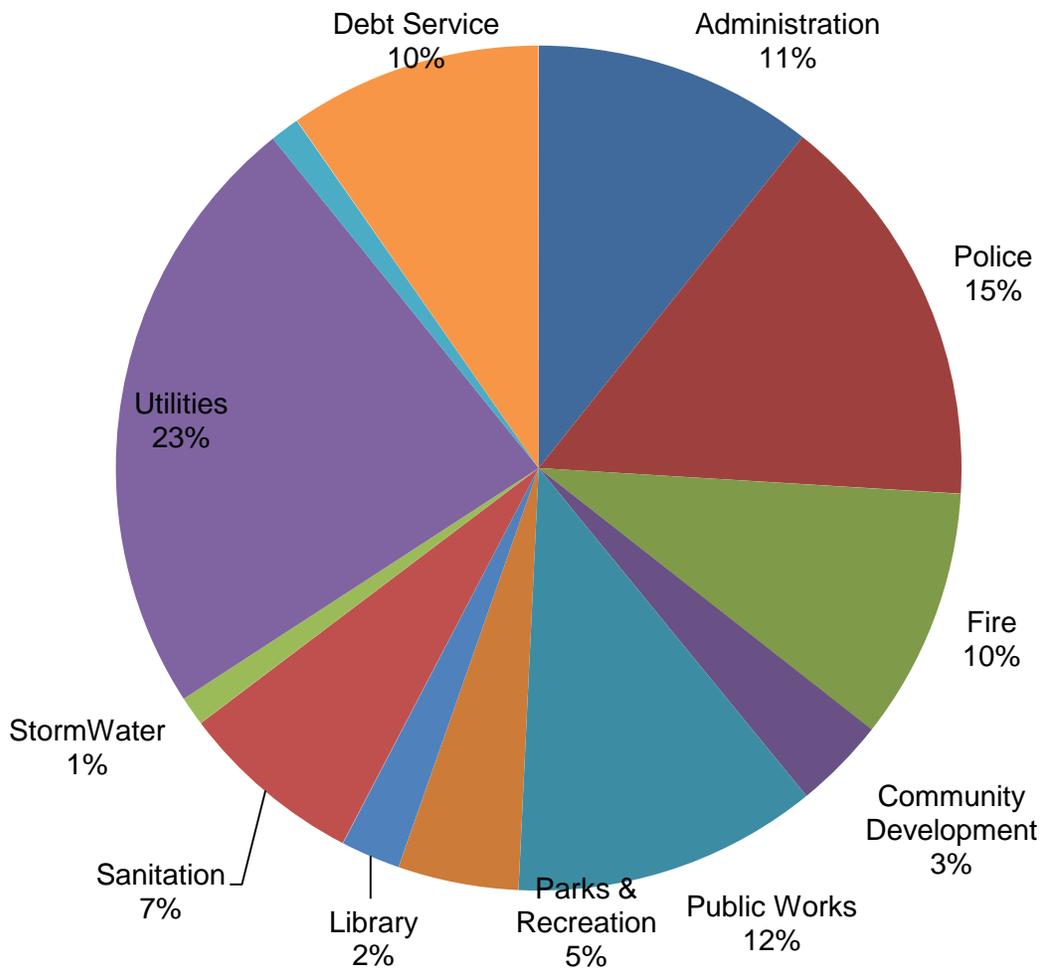
## Summary of All Revenues for All Funds

	2011 Actual	2012 Adopted	2013 Approved
Taxes	973,208	1,014,167	1,027,532
Ad Valorem	996,809	926,268	916,958
Licenses & Permits	60,647	66,200	65,100
Intergovernmental	480,671	561,412	524,103
Franchise Fees	296,006	325,000	305,000
Utilities	2,055,275	2,045,950	2,048,400
Storm Water	55,300	56,000	55,000
Sanitation	418,400	413,040	404,400
Other	88,600	59,481	69,520
Fines & Rentals	197,809	186,135	189,300
Impact Fees	-	80,000	-
Interfund Transfer	-	-	118,236
Reserves	305,575	697,792	271,486
	\$ 5,928,300	\$ 6,431,445	\$ 5,995,035



## Summary of Expenditures for All Departments

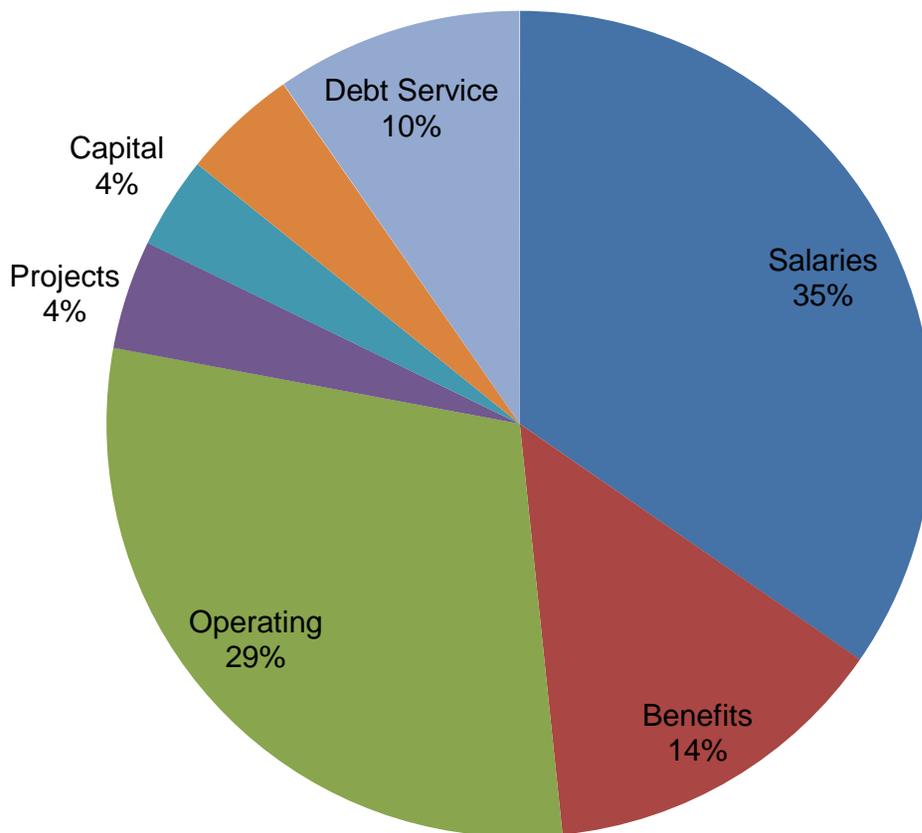
	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Approved</b>
Administration	404,287	563,798	641,651
Police	896,801	904,356	915,391
Fire	544,077	543,059	577,268
Community Development	120,031	336,445	209,362
Public Works	1,136,038	940,707	699,715
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Utilities	1,389,362	1,805,233	1,400,982
Reserve	57,092	11,133	67,486
Debt Service	579,932	579,932	579,932
	\$ 5,928,300	\$ 6,431,445	\$ 5,995,035



## Summary of Costs by Type

### 2013 Approved

Salaries	2,077,274	35%
Benefits	821,904	14%
Operating	1,773,954	30%
Projects	255,000	4%
Capital	215,485	4%
Reserve	271,486	5%
Debt Service	579,932	10%
	<hr/>	
	\$ 5,995,035	100%





**Fund Balance Summary**  
**General Fund**

		<b>2013 Budget</b>
Revenues & Other Sources	\$	3,829,149
Expenditures & Other Uses	\$	3,879,149
Excess of Revenues & Other Sources over (under) Expenditures & Other Uses	\$	(50,000)
Beginning Fund Balance - October 1,2012	\$	1,456,262
Ending Fund Balance - September 30,2013	\$	1,406,262

## Summary of Capital Projects for 2013

### Community Development

Downtown Development Plan ( Final Payment) \$ 15,000  
Funded by General Fund revenues  
Total Project costs \$60,000

### Roads & Streets

Street Resurfacing \$ 142,000  
Funded by Local Option Gas Taxes

### Parks & Recreation

Relocating Parks & Recreation \$ 50,000  
Funded by General Fund reserves  
Improvements to Lake Swoope Park \$ 8,000  
Funded by General Fund revenues

### Administration

Phone system upgrade Phase 2 \$ 15,000  
Estimate for Project \$45,066 - 7 phases  
Website Update \$ 5,000  
Funded by General Fund revenues

### Stormwater

Master Plan \$ 20,000  
Started in 2012  
Funded by Storm Water reserves  
Total Cost \$66,000

**Total Projects \$ 255,000**

## Summary of Capital Purchases for 2013

### Police

Car	\$	30,000
Funded with General Fund revenues		
Grant Equipment - Defibrillators for patrol cars 2013-JAGC-POLK-16-D7-077	\$	10,485

### Public Works

Lightning Loader	\$	135,000
Funded with Sanitation Equipment Reserves		

### Parks

Bleachers	\$	9,000
Funded with General Fund revenues		

### Library

Books	\$	15,000
Funded with General Fund revenues		

### Storm Water

Storm Drain Marker	\$	16,000
Funded with Stormwater reserves and revenues		

<b>Total Costs</b>	<b>\$</b>	<b>215,485</b>
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## City of Lake Alfred Staffing Summary

	2007	2008	2009	2010	2011	2012	2013	% OF TOTAL
<b>GENERAL FUND</b>								
City Commission	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3.36%
City Administration	4.0	4.0	4.5	4.0	4.0	3.0	3.0	4.03%
Finance	4.0	4.0	4.0	4.0	4.0	4.0	3.5	4.70%
Public Safety								
Police	16.0	15.0	15.0	16.0	16.0	16.0	16.0	21.48%
Fire	10.5	12.0	12.0	12.0	13.0	14.0	14.0	18.79%
Community Development	5.9	4.5	3.0	2.0	2.0	3.0	3.0	4.03%
Library	1.5	1.5	1.5	1.5	2.0	2.0	2.5	3.36%
Parks & Recreation	2.5	4.5	3.0	3.0	4.5	4.5	5.5	7.38%
DPW Administration	2.0	2.0	2.0	2.7	2.5	4.0	3.0	4.03%
Building Maintenance	1.0	1.0	1.0	1.5	1.0	1.0	1.0	1.34%
CGMP	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.34%
Sanitation & Refuse	6.0	6.0	6.0	6.0	4.0	4.0	4.0	5.37%
Roads & Streets	3.0	4.0	3.0	3.0	3.7	6.0	6.0	8.05%
<b>Total General Fund</b>	<b>59.9</b>	<b>62.0</b>	<b>58.5</b>	<b>59.2</b>	<b>60.2</b>	<b>65.0</b>	<b>65.0</b>	<b>87.25%</b>
<b>ENTERPRISE FUND</b>								
Utilities (Water & Wastewater)	10.0	10.5	10.5	10.5	10.5	9.5	9.5	12.75%
Stormwater	0.6	1.0	0.0	0.3	0.3	0.0	0.0	0.00%
<b>Total Enterprise Fund</b>	<b>10.6</b>	<b>11.5</b>	<b>10.5</b>	<b>10.8</b>	<b>10.8</b>	<b>9.5</b>	<b>9.5</b>	<b>12.75%</b>
<b>TOTAL STAFF</b>	<b>70.5</b>	<b>73.5</b>	<b>69.0</b>	<b>70.0</b>	<b>71.0</b>	<b>74.5</b>	<b>74.5</b>	<b>100.0%</b>

Full Time Employee = 1

Part Time Employee = .5

### Changes as of 10/1/2012

1 - Administrative clerk position added to Parks and Recreation

1 - Administrative clerk position eliminated from Public Works Administration

1 - Part-time Librarian added to library

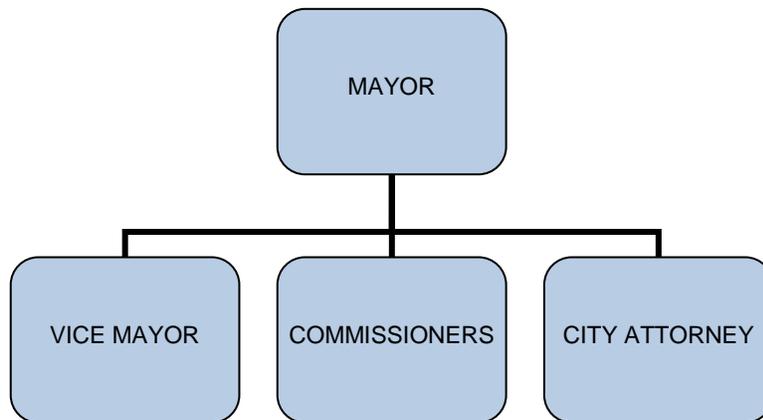
Finance Clerk position made part-time

# DEPARTMENTS



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# CITY COMMISSION GENERAL GOVERNMENT CITY ATTORNEY



## **PRIMARY DUTIES**

The city commission composed of 5 residents is the legislative and policy-making body of the City. Their responsibilities include: enact ordinances and resolutions necessary for governing the City's affairs, review and adopt annual budget, appoint City Attorney, City Manager and committee board members. The city attorney is hired by the City Commission to provide professional legal service and assistance to the City Commission, Mayor and City Manager.

## **2012 HIGHLIGHTS**

- ✓ Hired a new City Manager
- ✓ Appointed a New Board Member
- ✓ Participated in Legislative Policy Committees
- ✓ Implemented limited agricultural usage on defunct development properties
- ✓ Fund level clarification
- ✓ Refinanced a non ad-valorem revenue refunding note

## **GOALS & OBJECTIVES**

- To adopt a balanced budget for Fiscal Year 2012 and future years that provides quality services while maintaining the lowest millage rate and service fees possible.

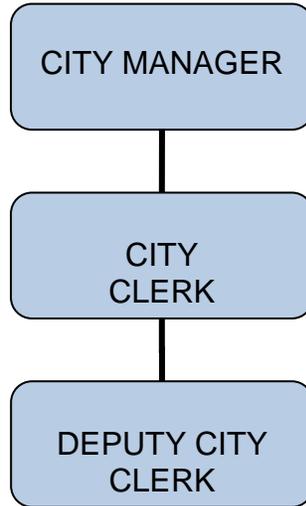


		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>GENERAL GOVERNMENT (510.0)</b>				
423.000	HRA Deductible Reimbursement	-	\$ 16,000	\$ 10,000
425.000	Unemployment Benefits	-	5,000	3,000
<b><i>Operating Expenses</i></b>				
434.000	Contractual Services	21,388	15,000	25,000
440.200	Employee Christmas Benefit	2,097	3,000	3,500
445.000	Property & Liability	7,399	6,139	6,139
449.000	Insurance Claims	-	2,000	2,000
452.300	IT – Software & Hardware	-	120	4,300
510.122	Longevity Bonus	-	-	5,000
510.123	Vacation Pay - Out	-	17,500	20,000
<b><i>Capital Outlay</i></b>				
464.100	Capital – Phone Upgrade	-	-	15,000
531.000	Donations	7,500	9,000	5,000
510.999	Contingencies	-	40,494	10,000
<b>Total General Government</b>		<b>\$ 38,449</b>	<b>\$ 114,253</b>	<b>\$ 108,939</b>

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>CITY ATTORNEY (514.0)</b>				
431.400	Legal Services	\$ 68,295	\$ 65,000	\$ 65,000
423.000	Insurance	142	200	200
458.903	Admin Cost Allocation	-	(6,500)	-
<b>Total City Atty</b>		<b>\$ 68,437</b>	<b>\$ 58,700</b>	<b>\$ 65,200</b>

	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>CITY COMMISSION (511.0)</b>			
Salaries/Wages & Benefits	\$14,067	\$ 14,310	\$14,310
<b><i>Operating Expenses</i></b>			
440.200 Ridge League Dinner	-	1,000	1,000
440.300 Training & Travel	5,943	10,000	10,000
441.000 Communications	-	500	500
443.200 Electric	-	5,000	5,500
445.200 Insurance - Public Officials	18,645	19,000	19,000
451.000 Office Supplies	217	500	500
452.000 Operating Supplies	829	1,100	1,000
452.940 Uniforms	301	800	800
454.000 Sub & Memberships	954	815	1,250
458.903 Admin Cost Allocation	-	(5,303)	-
<b>Total City Commission</b>	<b>\$ 40,957</b>	<b>\$ 47,722</b>	<b>\$ 53,360</b>

## CITY ADMINISTRATION



### **PRIMARY DUTIES**

As the Chief Administrative Office of the City, the City Manager's responsibilities include planning and organizing of all departments in accordance with the City Commission policies, charter, and ordinances. The city manager represents the city in relations with the public, press and other governmental units. Priority is to ensure direction and monitor performance of the various City departments and employees. Maintain a central location for citizens to acquire information and request assistance for issues. Promote economic development and continually ensure sustainability of new growth. Continue involvement with Florida League of Cities and legislative briefings during Legislative Sessions. Make sure departments are run efficiently and effectively. Update commission on all things concerning the City. Prepare and distribute the bi-monthly City Commission Meeting agenda packets.

As the hub of public information, the City Clerk is the official custodian of all records and is responsible for all current and archival public documents. The City Clerk prepares agendas, attends and records the proceedings of all City Commission and advisory board meetings, maintains records of all rules, ordinances and resolutions of the Commission, acts as custodian of the City Seal, conducts all municipal elections, performs all legal advertising for the City. Administers oaths, fulfills public records requests in compliance with Florida Public Records Law and records all annexations, vacations, easements, deeds, liens, ordinances and other documents as required. Other duties of the Clerk's office are collection and issuance of business tax receipts and sales and records of the City's two cemeteries, Oak Grove and Lake Lowery.

The City Clerk constantly strives to improve the administration of the City Clerk's Office consistent with applicable laws, and is dedicated to serving the community in a professional, ethical, impartial and equitable manner. With the merge of the two offices, the City Clerk's office will now incorporate the City Manager's administrative duties. These tasks include all coordination of meetings, preparing correspondences, newsletters, press releases, and daily office responsibilities.

## **2012 HIGHLIGHTS**

- ✓ New City Manager
- ✓ Cemetery data input 100% complete
- ✓ \$500.00 scholarship received for education
- ✓ No election held in 2012
- ✓ City Clerk received Master Municipal Clerks Designation

## **GOALS & OBJECTIVES**

- Work in partnership with elected officials to develop sound approaches to community challenges.
- Focus on sound financial management, efficient and effective service delivery, policy implementation, and stellar ethics.
- Take a comprehensive perspective guided by the goals and visions set by the citizens and leaders of our community.
- To enhance intergovernmental cooperation and interaction efforts with other state and county governmental agencies.
- Review and revision of Personnel Manual
- Search avenues of available grant funding for City projects.
- Update Website
- Successful Election for 2013
- Salary Study

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Agendas and Minutes:							
City Commission	30	29	29	27	27	28	31
Planning Board	14	11	9	7	7	8	14
Other advisory boards	17	14	14	8	16	26	22
Business Tax Receipts Issued	246	254	257	240	185	218	261
Cemetery sales	14	24	13	20	18	23	14
Cash Receipts Processed	378	398	390	450	573	498	*
Grants (in progress & new)	0	0	8	5	3	3	1

\*All cash receipting has been centralized with Utility Billing staff.

### **MAJOR CHANGES**

**PERSONNEL COSTS**

New City Manager

**OPERATING EXPENSES**

Office Supplies decreased  
Cost allocation removed

**CAPITAL PURCHASE**

None

**CAPITAL PROJECTS**

Update Website

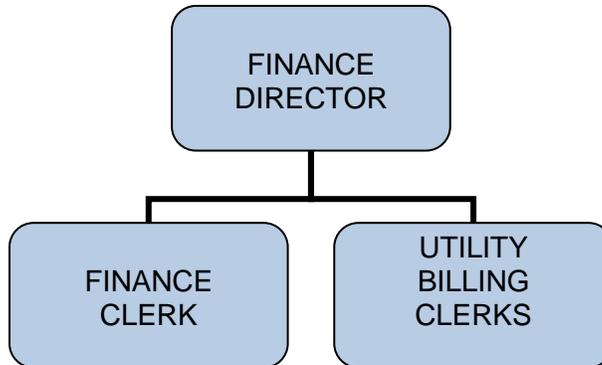
### **STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
City Manager	1	0	1	1	1	1	0
City Clerk	1	0	1	1	1	0	0
Deputy City Clerk	1	0	1	0	1	1	0
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>0</b>

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>CITY ADMINISTRATION (512.1)</b>				
	Salaries/Wages & Benefits	\$117,453	\$218,322	\$211,569
414.000	Overtime	127	200	200
<b><i>Operating Expenses</i></b>				
431.200	Deed Recording Escrow	300	300	300
431.500	Employee Exams	0	0	50
434.600	Municipal Code Corp	2,918	3,000	3,000
440.300	Training & Travel	2,441	7,100	4,000
441.000	Communications Service	1,568	4,000	2,000
441.100	Nextel	677	1,200	1,200
443.200	Electric	10,207	3,000	2,000
445.000	Property & Liability	214	250	250
446.000	Repair & Maintenance	419	2,700	1,000
446.100	Repair & Maintenance Auto	615	500	500
446.120	Copier Maintenance	2,394	4,000	4,000
446.348	Annual Software Maintenance	4,794	4,900	5,000
449.000	Legal Advertisement	9,013	8,000	8,000
451.000	Office Supplies	356	1,300	1,000
452.000	Operating Supplies	4,964	4,400	3,500
452.700	Fuel	399	2,400	1,000
453.100	City Election Expense	1,416	0	1,800
454.000	Sub & Memberships	410	530	1,800
458.903	Cost Allocation to Utilities	(13,500)	(49,124)	0
<b>Total City Clerk</b>		<b>\$123,977</b>	<b>\$216,978</b>	<b>\$252,169</b>

The increase from year 2011 to 2012 is due to the combining of the City Manager's office with the City Clerk to create one department instead of having two.

# FINANCE DEPARTMENT



## PRIMARY DUTIES

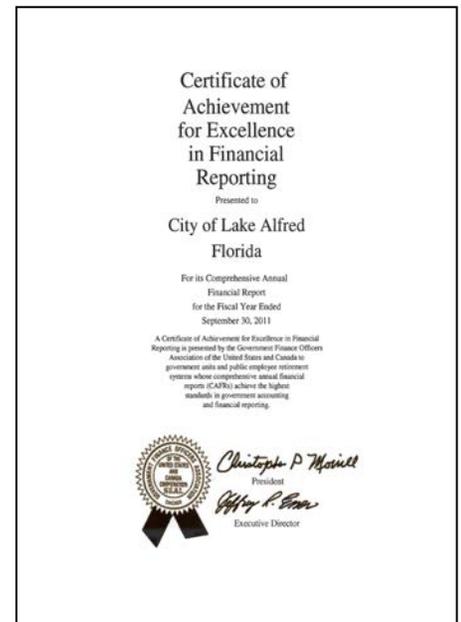
The finance department main responsibilities include annual budget preparation, monthly financial reporting to management, fixed asset control, payroll processing and accounts payable. Prepare utility billing and provide customer service for the customers of the utility system. Provide guidance and support for computerized data operations.

## 2012 HIGHLIGHTS

- ✓ No Audit Comments
- ✓ Began emailing utility bills.
- ✓ Received GFOA Budget Award
- ✓ Received GFOA CAFR Award

## GOALS & OBJECTIVES

- Obtain CGFO Certification.
- Update Finance Department Operating Manual.
- Continued cross training of Finance Department staff.
- Reduce number of accounts payable checks.
- Encourage customers to use on-line payment options.
- Reduce Audit Fees.



<b>PERFORMANCE MEASURES</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Award for Outstanding Budget. Received?	Yes	Yes	Yes	Yes	Applying
Number of Checks (A/P)	1,942	2,005	2,016	1,771	1,727
Number of Electronic Checks	125	131	184	143	142
Invoices Processed	3,450	3,286	3,576	3,840	3,651
Auto Draft – utility payments	2,535	2,894	2,993	3,243	4,546
On-line utility payments	788	780	901	1,497	1,684
Over the counter payments	27,596	27,100	26,730	26,264	26,225
Number of Audit Comments	3	3	0	0	N/A

### **MAJOR CHANGES**

#### **PERSONNEL COSTS**

Finance Clerk made part time position with no benefits

#### **OPERATING EXPENSES**

No cost allocation

#### **CAPITAL PURCHASE**

None

#### **CAPITAL PROJECTS**

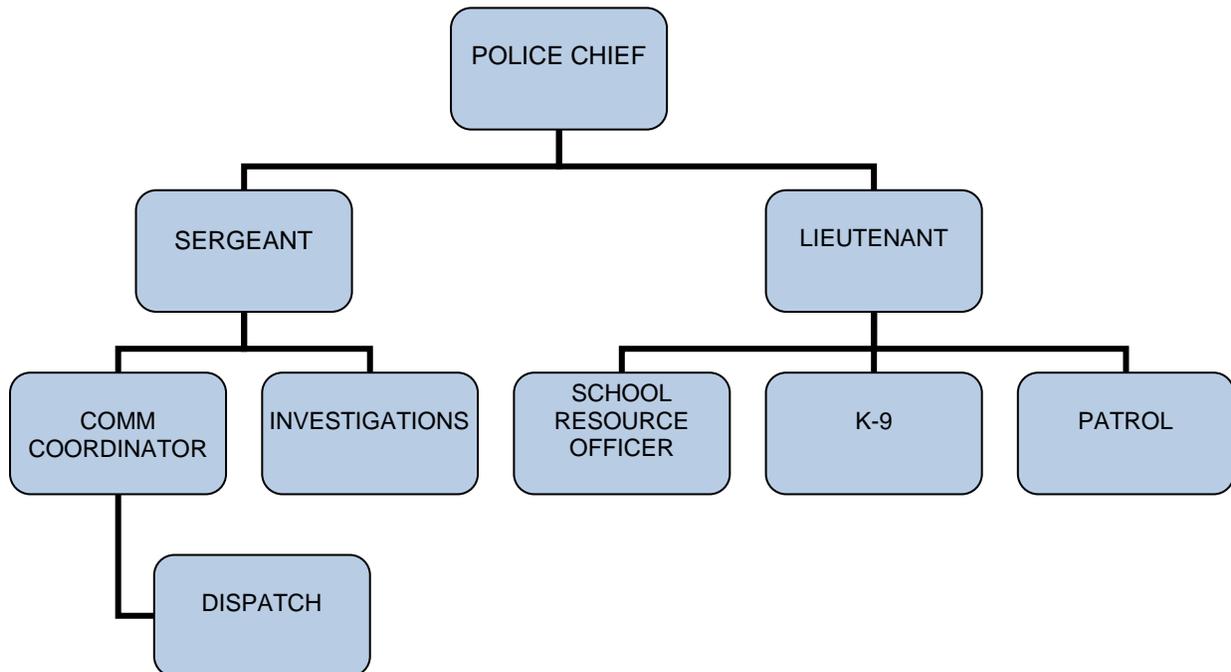
None

### **STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Finance Director	1	0	1	1	1	1	0
Finance Clerk	0	1	1	1	1	1	0
Utility Billing	2	0	2	2	2	2	0
<b>Total</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>FINANCE DEPARTMENT (513.0)</b>				
	Salaries/Wages & Benefits	\$ 115,935	\$ 107,963	\$ 112,688
	Overtime	4	-	-
<b><i>Operating Expenses</i></b>				
432.000	Accounting & Auditing	33,830	29,000	29,000
433.000	Bank Charges	260	500	2,500
440.300	Training & Travel	3,435	2,640	1,000
441.000	Communications Service	2,321	2,300	2,500
441.100	Nextel	722	600	600
443.200	Electric	2,101	2,500	2,000
446.000	Repair & Maintenance	2,089	1,000	1,500
446.348	Acct Software Annual Maint	6,700	6,700	6,700
451.000	Office Supplies	791	1,000	1,000
452.000	Operating Supplies	1,775	1,500	1,500
452.940	Uniforms	800	800	800
454.000	Subscriptions & Memberships	267	100	195
<b><i>Capital Outlay</i></b>				
464.100	Office Equipment	4,135	5,700	-
458.903	Cost Allocation to Utilities	(42,700)	(36,158)	-
<b>Total Finance</b>		<b>\$ 132,467</b>	<b>\$ 126,145</b>	<b>\$ 161,983</b>

# POLICE DEPARTMENT



## PRIMARY DUTIES

The Lake Alfred police department provides the Citizens of Lake Alfred with a professional police department that is dedicated to ensuring the safety and well being of all the community by protecting the life and property of its citizens. They are responsible for crime prevention, identification and apprehension of offenders, participation in court proceedings to obtain convictions.

## 2012 HIGHLIGHTS

- ✓ One new patrol car
- ✓ Purchase and Implementation of 2<sup>nd</sup> license plate reader system
- ✓ Communications department state certified.
- ✓ K-9 purchased



## **GOALS & OBJECTIVES**

- To complete total connection on the county wide computer system
- To educate citizens on crime free communities
- Continue vehicle replacement program
- Continue to seek grant funding for AED ( Automated Electronic Defibrillator) and computer hardware

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Calls for Service	5,562	5,570	5,695	4,770	5,446	6,026
Calls a Day	15.2	15.2	15.6	13.06	14.9	16.5
<b>TICKETS</b>						
Total Number of Tickets	1,201	1,676	1,733	1,961	1,201	1,630
Civil	136	277	159	51	107	263
Non-Moving	371	360	337	398	3	203
Criminal	230	335	118	274	61	53
Moving	554	836	1,119	1,238	1,030	1,111
Number of Forfeitures	6	6	7	3	4	5
Total Crashes	125	101	134	82	129	114
Public Safety Seminars	10	10	10	10	10	10
Grants Applied For	2	3	2	4	2	2

## MAJOR CHANGES

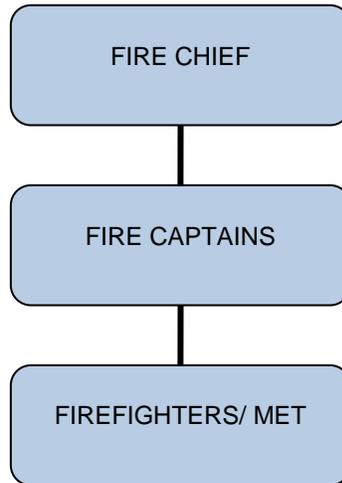
<b>PERSONNEL COSTS</b>	Retirement contribution increased from 8.8% to 15.2%.
<b>OPERATING EXPENSES</b>	Communications increased due to air cards for laptops in patrol vehicles.
<b>CAPITAL PURCHASE</b>	New patrol car
<b>CAPITAL PROJECTS</b>	Tiburon Communication Project with Sheriff

## STAFFING & PERSONNEL

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Police Chief	1	0	1	1	1	1	0
Lieutenant	1	0	1	1	0	0	0
Sergeant	1	0	1	1	2	2	0
Corporal	0	0	1	1	0	0	0
School Resource	2	0	1	1	2	2	0
K-9 Officer	1	0	0	0	1	1	+1
Patrol Officers	4	0	5	5	5	3	-1
Communications	5	0	5	5	5	5	0
<b>TOTAL</b>	15	0	15	15	16	14	0

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>POLICE DEPARTMENT (521.1)</b>				
	Salaries/Wages & Benefits	\$ 732,217	\$ 748,456	\$ 784,506
414.000	Overtime	1,677	4,000	4,000
<b>Operating Expenses</b>				
431.500	Employee Exams	1,248	2,000	1,500
440.300	Training & Travel	1,354	5,000	5,000
441.000	Communications Service	3,620	7,120	8,200
441.100	Nextel	2,783	1,800	1,800
443.200	Electric	7,354	9,000	9,000
445.000	Property & Liability Insurance	5,251	5,300	5,300
445.500	Insurance - Special Risk	248	400	500
446.000	Repair & Maintenance	6,055	2,000	2,000
446.100	Repair & Maintenance - Auto	19,472	20,000	12,000
446.120	Repair & Maintenance- Copier	-	3,000	2,000
446.200	Radio Repairs	-	-	1,000
446.700	Maint Agreement - Computers	-	2,550	3,000
449.000	Contractual Services	2,737	4,000	2,500
451.000	Office Supplies	475	1,000	1,000
452.000	Operating Supplies	12,968	6,500	6,500
452.012	K-9 Expenses	-	1,800	1,800
452.700	Fuel	26,076	36,000	28,000
452.940	Uniforms & Shoes	3,709	3,620	4,000
454.000	Subscriptions & Memberships	305	300	300
<b>Capital Outlay</b>				
464.200	Grant Equipment	26,416	12,510	10,485
464.250	Vehicle	25,416	28,000	30,000
<b>Total Police Department</b>		<b>\$ 896,801</b>	<b>\$ 904,356</b>	<b>\$ 915,391</b>

# FIRE DEPARTMENT



## PRIMARY DUTIES

Protect the people and property within our community. Respond to the needs of the citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well-being on a 24- hour basis. Activities include prevention, fire suppression, emergency medical services, and other related emergency and non-emergency activities.



## **2012 HIGHLIGHTS**

- ✓ Station painted inside and out with volunteers from Rebuilding Polk Together.
- ✓ Currently seeking grant funding for new air packs and other equipment.
- ✓ ISO Audit completed.
- ✓ All shifts staffed with three full time firefighters.
- ✓ Purchased a four gas meter.

## **GOALS & OBJECTIVES**

- Actively seek more grants funding for equipment.
- Maintain or improve level of training/education of personnel
- Maintain or improve response to emergencies.
- Implement a new classification of “Reserve Firefighter” to augment full time personnel and bring staffing to four per shift.

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Fire &amp; Rescue Calls</b>						
Total Number of Calls	<b>1312</b>	<b>1130</b>	<b>912</b>	<b>796</b>	<b>1033</b>	<b>1204</b>
Fire	76	57	36	45	44	53
Explosion	0	1	0	2	1	0
Rescue & EMS	1019	842	703	583	771	879
Hazardous conditions – no fire	65	72	38	45	55	25
Service Call	48	62	39	46	57	109
Good Intent Call	86	79	26	52	78	105
False Alarm	15	15	8	20	24	27
Severe Weather	0	0	1	0	0	2
Special Type	3	2	4	3	3	4
Public Safety Seminars	10	10	10	10	10	10
Grants Applied For	1	1	1	1	1	1

- Reduction in calls due to new county wide system aimed at reducing unnecessary responses by fire departments. Fire rescue is no longer needed for specific types of medical calls.

## MAJOR CHANGES

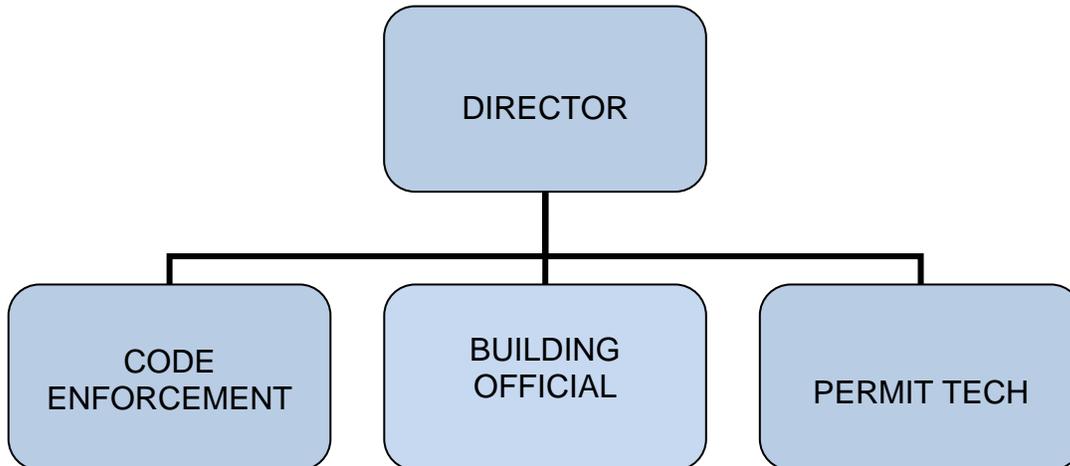
<b>PERSONNEL COSTS</b>	Retirement Contribution increased to 15.1%
<b>OPERATING EXPENSES</b>	Reserve Firefighter program has increased travel & training, bunker gear, and employee exams
<b>CAPITAL PURCHASE</b>	None
<b>CAPITAL PROJECTS</b>	None

## STAFFING & PERSONNEL

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Fire Chief	1	0	1	1	1	1	0
Fire Captains	3	0	3	3	3	3	0
Firefighter/EMT	6	0	6	4	3	3	0
P/T Firefighters	0	9	9	9	8	7	0
<b>TOTAL</b>	9	9	18	17	15	14	0

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>FIRE DEPARTMENT (522.1)</b>				
	Salaries/Wages & Benefits	\$ 492,755	\$ 474,929	\$ 500,400
414.000	Overtime	7	347	2,000
<b><i>Operating Expenses</i></b>				
431.500	Employee Exams	828	1,000	5,000
440.300	Training & Travel	4,249	4,000	5,500
441.000	Communications Service	1,385	1,000	1,500
441.100	Nextel	942	600	600
443.200	Electric	5,283	6,300	9,000
445.000	Property & Liability Insurance	5,786	5,800	5,800
445.500	Insurance - Special Risk	248	410	500
446.000	Repair & Maintenance	2,235	5,000	3,000
446.100	Repair & Maintenance - Auto	5,399	9,000	10,000
446.110	Repair & Maintenance - SCBA	910	1,500	1,500
446.200	Repair and Maintenance – Radio	10	1,000	-
446.348	Repair & Maintenance – Software	664	620	760
451.000	Office Supplies	430	500	500
452.000	Operating Supplies	7,126	4,400	3,000
452.140	Fire Prevention Program	816	800	800
452.650	Firefighting (Bunker) Gear	5,382	6,000	15,000
452.700	Fuel	5,335	7,200	6,000
452.800	Diesel	1,828	3,600	2,000
452.940	Uniforms/Shoes	2,385	6,000	4,000
454.000	Subscriptions & Memberships	75	400	400
<b>Total Fire Department</b>		<b>\$ 544,077</b>	<b>\$ 543,058</b>	<b>\$577,268</b>

# COMMUNITY DEVELOPMENT DEPARTMENT



## **PRIMARY DUTIES**

Community Development is responsible for guiding growth and development within the City, and includes the long-range planning, building and permitting, land use and zoning, economic development and code enforcement. This department reviews applications for building and construction permits, reviews construction plans for compliance with applicable building codes, issues permits and conducts inspections to ensure new construction is built according to the building code. The department also registers licensed contractors and has a Code Enforcement Officer who performs code enforcement action on commercial and residential property owners to insure the elements are kept in good repair, appearance and within the Land Development Code and City ordinances.

## **2012 HIGHLIGHTS**

- ✓ Downtown Master Plan Underway
  - Hosted 4 Community Workshops
  - Completed current conditions report
  - Downtown theme concept to be incorporated in vision and land development code
- ✓ Updated sign ordinance
- ✓ New code enforcement officer

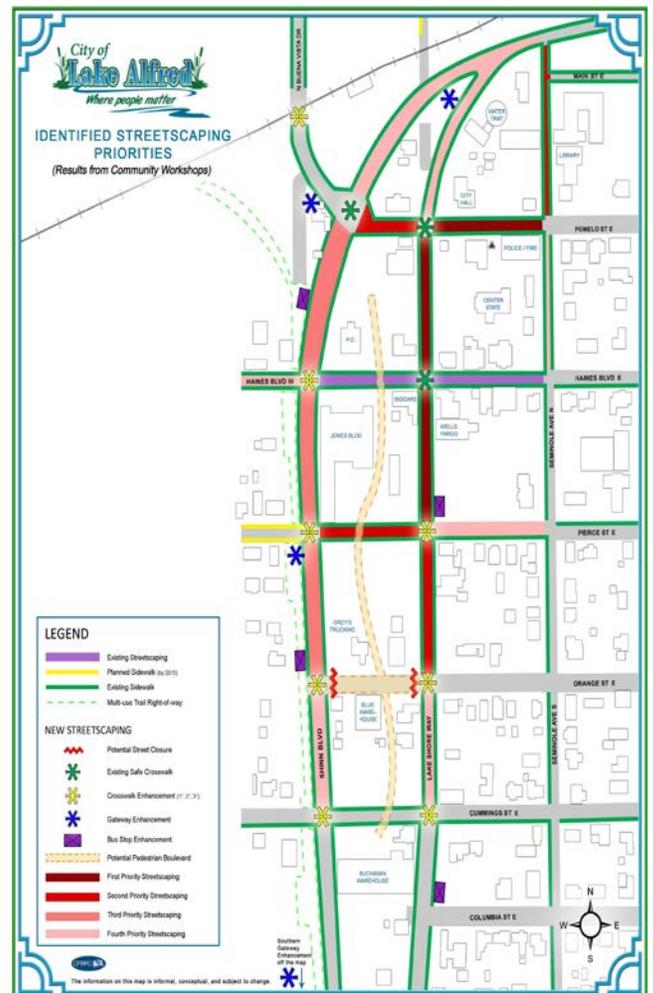
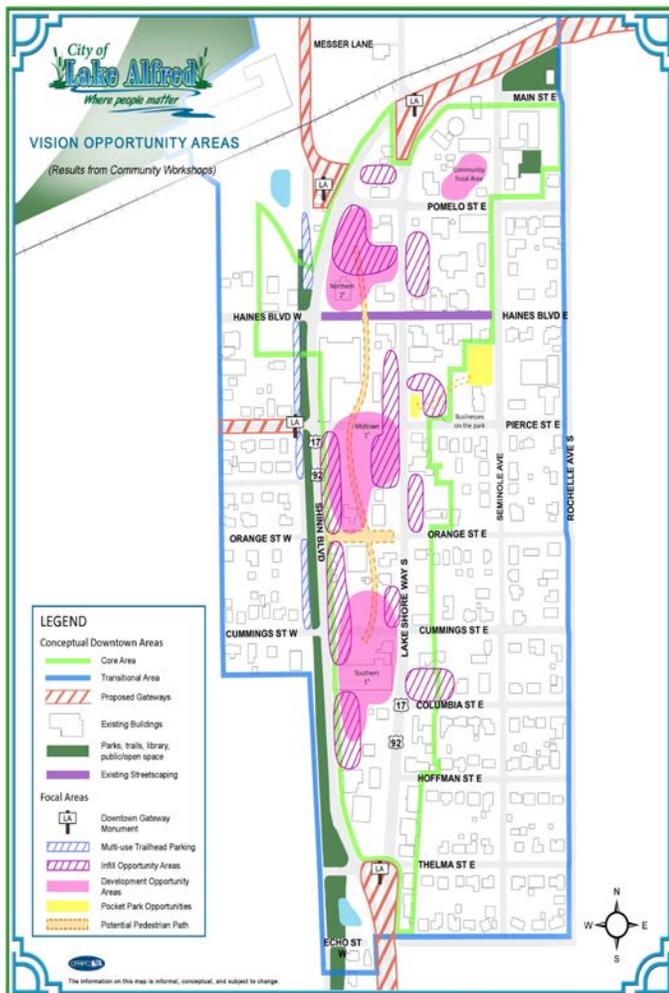
## GOALS & OBJECTIVES

- Upgrade Building Permits Module to Web Version
- Continue conversion of all plans and permits into digital files for storage in Laserfiche
- Conduct Building Permit Fee Schedule Survey
- Implement economic development strategy

## Downtown Master Plan completion

- Adopt Final Plan documents
- Adopt design guidelines with Unified Land Development Code

More information available at [CFRPC - Lake Alfred Downtown Vision](#)



<b>PERFORMANCE MEASURES</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Number of Permits Issued	302	207	200	212	234
Total Building Inspections	827	302	182	258	179
Code Enforcement Cases	176	200	157	110	*****
Liens Satisfied	N/A	2 \$3,718.06	12 \$10,666.09	8 \$8,103.96	6 \$12,488.39

### MAJOR CHANGES

**PERSONAL SERVICES**                      None

**OPERATING EXPENSES**                      None

**CAPITAL PURCHASE**                      None

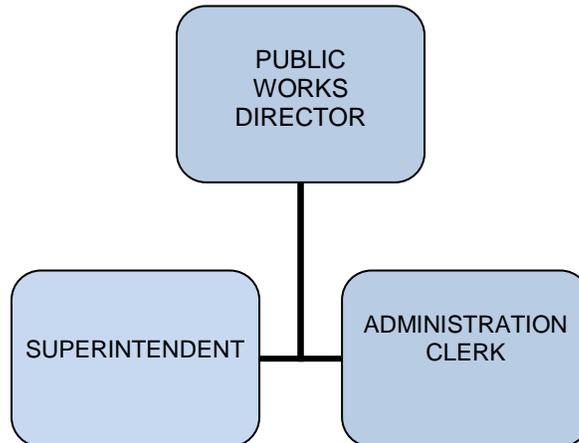
**CAPITAL PROJECTS**                      Downtown Study

### STAFFING & PERSONNEL

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Director	1	0	1	0	0	0	0
Building Official	0	1	1	1	1	1	0
Inspector	0	0	0	1	1	1	0
Permit Tech	1	0	1	1	1	1	0
Code Enforcement	0	1	1	1	1	1	0
Fire Inspector	0	0	0	1	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>0</b>

		<b>2011</b>	<b>2012</b>	<b>2013</b>
		<b>Actual</b>	<b>Adopted</b>	<b>Budget</b>
<b>COMMUNITY DEVELOPMENT (524.1)</b>				
	Salaries/Wages & Benefits	\$ 71,826	\$ 143,963	\$ 141,932
414.000	Overtime	15	100	100
<b><i>Operating Expenses</i></b>				
431.000	Professional Services	-	52,000	15,000
431.100	CFRPC Contract	18,000	18,000	18,000
431.300	Engineering Services-Grant	-	65,000	-
431.500	Employee Exams	-	100	100
432.000	Accounting & Auditing	1,362	650	650
434.660	Contractual Services-Magistrate	2,831	3,000	3,000
440.300	Training & Travel	207	2,500	2,000
441.000	Communications Service	2,312	2,000	2,000
441.100	Nextel	766	1,800	1,800
443.200	Electric	10,042	15,000	12,000
445.000	Property & Liability	1,072	1,180	1,180
446.000	Repair & Maintenance	351	1,000	1,000
446.100	Repair & Maintenance - Auto	448	600	500
446.120	Repair & Maintenance – Copier	7,031	7,100	6,000
446.348	Repair & Maintenance – Software	1,967	1,700	1,400
451.000	Office Supplies	495	1,000	500
452.000	Operating Supplies	739	1,000	1,000
452.700	Fuel	533	2,000	1,000
454.000	Subscriptions & Memberships	35	200	200
<b><i>Capital</i></b>				
464.100	Equipment & Machinery	-	16,552	-
	<b>Total Community Development</b>	<b>\$ 120,031</b>	<b>\$ 336,445</b>	<b>\$ 209,362</b>

# DEPARTMENT OF PUBLIC WORKS ADMINISTRATION



## **PRIMARY DUTIES**

Responsibilities include daily planning, technical support, direction, and coordination of all Divisions activities. Supervise the following divisions:

- Building Maintenance
- Roads & Streets
- Cemeteries
- Central Garage and Motor Pool
- Sanitation
- Storm Water
- Water and Wastewater Operations

## **2012 HIGHLIGHTS**

- ✓ Incorporated Inmate work program
- ✓ Moved office to City Administration
- ✓ Cross trained public work and utilities service workers

## **GOALS & OBJECTIVES**

- To aid each division to accomplish their goals and objectives.
- To reach a higher degree of department efficiency.
- Search for more grant funding.
- Create more revenue through new customers.



<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Garbage Tickets Posted	n/a	681	53	107	107	68	88
Purchase Orders Prepared	540	638	585	563	1,163	1,108	988

**MAJOR CHANGES**

**PERSONNEL SERVICES**                      Director and Administrative Clerk are 100% allocated to Enterprise Fund, second Administrative Clerk position eliminated

**OPERATING EXPENSES**                      No admin cost allocation to Enterprise Fund

**CAPITAL PURCHASE**                              None

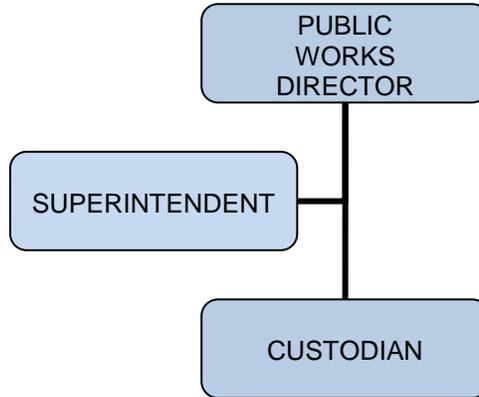
**CAPITAL PROJECTS**                              None

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Director	1	0	1	1	1	1	0
Superintendent	1	0	1	0	0	0	0
Admin Clerk	1	0	2	1	1	1	-1
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-1</b>

	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>PW- ADMINISTRATION (540.1)</b>			
Salaries/Wages & Benefits	\$ 123,166	\$ 192,435	\$ 81,420
<b>Operating Expenses</b>			
431.500 Employee Exams	421	300	300
441.000 Communications Service	1,629	1,500	1,500
441.100 Nextel	1,247	1,200	600
443.200 Electric	1,153	3,000	2,000
445.000 Property & Liability Insurance	964	965	965
446.000 Repair & Maintenance	1,545	1,000	1,000
446.120 Repair & Maintenance-Copier	-	1,200	1,000
451.000 Office Supplies	366	1,500	500
452.000 Operating Supplies	1,398	3,180	1,500
452.940 Uniforms/Shoes	217	3,400	3,400
458.902 Admin Cost Allocation	-	(84,160)	-
458.903 Cost Allocation to Storm Water	(8,950)	(18,641)	(10,326)
<b>Total PW - Administration</b>	<b>\$ 124,184</b>	<b>\$ 107,029</b>	<b>\$ 85,059</b>

# PUBLIC WORKS BUILDING MAINTENANCE



## **PRIMARY DUTIES**

This division of public works is responsible for cleaning, repair, and maintenance of City's Buildings. They have made a concerted effort to be responsive to the needs of our employees as well as the public, while striving to keep costs down.

## **2012 HIGHLIGHTS**

- ✓ Completed CDBG Project at Historical Building
- ✓ Completed renovations to new library



**GOALS & OBJECTIVES**

- To continue to maintain City buildings at a high level of cleanliness and appearance.
- To inspect City buildings for condition and any necessary repairs; reporting repair needs to DPW Director.
- To order and maintain on hand the essential janitorial supplies for cleaning the City buildings.

**PERFORMANCE MEASURES**

1. Report on building conditions. Monthly
2. Clean air condition filter
3. Cleanliness and appearance of buildings.
4. Ensure janitorial supplies on hand.

**MAJOR CHANGES**

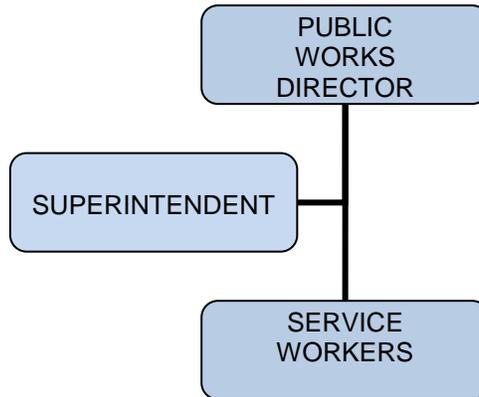
<b>PERSONNEL COSTS</b>	None
<b>OPERATING EXPENSES</b>	Repair and Maintenance increased for painting interior offices, and carpet removal
<b>CAPITAL PURCHASE</b>	None
<b>CAPITAL PROJECTS</b>	Engineering for Public Safety building upgrade still in process.

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Custodian	1	0	1	1	1	1	0
Maint Worker	0	0	0	0	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>

	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>BUILDING MAINTENANCE (519.1)</b>			
Salaries/Wages & Benefits	\$ 39,480	\$ 36,216	\$39,139
414.000 Overtime	6	50	50
<b><i>Operating Expenses</i></b>			
431.300 Engineering	-	34,000	5,000
441.000 Communications	307	1,200	1,200
443.200 Electric	1,164	1,485	1,000
445.000 Property & Liability Insurance	3,108	3,200	3,200
446.000 Repair & Maintenance	11,078	18,500	20,000
452.000 Operating Supplies	3,571	7,000	4,000
452.940 Uniforms/Shoes	75	100	100
<b><i>Capital Outlay</i></b>			
464.100 Building Improvements	304,186	200,000	-
<b>Total PW - Building Maintenance</b>	<b>\$ 412,707</b>	<b>\$ 87,967</b>	<b>\$ 73,689</b>

# PUBLIC WORKS ROADS AND STREETS



## PRIMARY DUTIES

Repair and maintenance of city owned streets. Mow right of ways and medians  
Perform pothole repair, asphalt street overlays, striping, sidewalk repair, tree trimming maintenance.

## 2012 HIGHLIGHTS

- ✓ Installed Thermoplastic Stop Bars
- ✓ Updated and replaced street signs
- ✓ Completed the CSX railroad crossings

## GOALS & OBJECTIVES

- Work on repair and replacement of sidewalks.
- To maintain the City's public, administrative, and other public gathering facilities in a highly safe and presentable condition.
- Move forward on Safe Routes To Schools sidewalks
- Maintain all city right-of- ways
- To replace and repair all potholes
- Start tracking repairs through work order system



**MAJOR CHANGES**

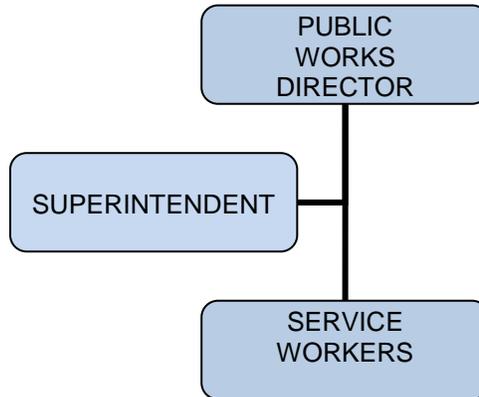
<b>PERSONNEL COSTS</b>	None
<b>OPERATING EXPENSES</b>	Added a line item for Cemetery maintenance
<b>CAPITAL PURCHASE</b>	None
<b>CAPITAL PROJECTS</b>	Street resurfacing

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Streets Lead	1	0	1	1	1	1	0
Service Wkr III	1	0	1	1	2	2	0
Service Wkr II	1	0	1	0	0	0	0
Service Wkr I	3	0	3	1	1	1	0
<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>

<b>ROADS &amp; STREETS (541.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
	Salaries/Wages & Benefits	\$ 143,120	\$ 203,282	\$ 208,538
414.000	Overtime	280	1,000	1,200
<b><i>Operating Expenses</i></b>				
431.500	Employee Exams	484	400	400
441.100	Nextel	320	-	-
443.200	Electric	51,765	57,000	55,000
444.100	Rental Equipment	-	1,000	1,000
445.000	Property & Liability Insurance	1,822	1,800	1,800
446.000	Repair & Maintenance	10,098	8,000	12,000
446.100	R & M - Auto	13,877	12,000	10,000
446.020	R & M - Traffic Signs	1,738	1,500	2,000
446.080	R & M - Traffic Signals	9,429	7,000	10,000
446.200	Street Sweeper Contract	-	10,000	10,000
446.280	R & M - Street Lights	269	3,000	3,000
446.290	Tree Maintenance	218	1,000	1,000
446.500	R & M – Cemeteries	-	-	4,000
452.000	Operating Supplies	3,794	3,000	3,000
452.700	Fuel	10,388	12,800	10,000
452.800	Diesel	1,641	1,890	1,500
452.940	Uniforms/Shoes	583	-	-
453.000	Road & Sidewalk Repair	9,039	12,000	12,000
453.100	Street Paving Projects	235,095	-	142,000
463.000	Parking Lot	-	20,000	-
<b><i>Capital Outlay</i></b>				
464.000	Equipment	9,947	6,000	-
<b>Total Roads &amp; Streets</b>		<b>\$ 514,107</b>	<b>\$ 439,577</b>	<b>\$ 488,438</b>

# PUBLIC WORKS SANITATION AND REFUSE



## PRIMARY DUTIES

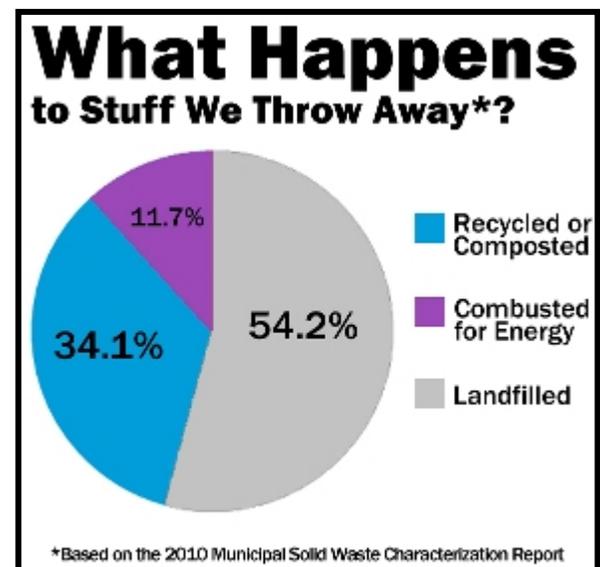
Responsibilities are the collection and transportation of refuse generated by residential, commercial, public and municipal buildings. Pick up of debris and larger items are also handled by this department. A community clean up is held during the month of April to allow residents to dispose of items not usually picked up.

## 2012 HIGHLIGHTS

- ✓ Once a week trash pick-up implemented a full year.
- ✓ Reduction in operating costs.

## GOALS & OBJECTIVES

- To encourage customers to recycle.
- To give City customers on-time service.
- To continue allotting monies to the Equipment Reserve Fund for future new sanitation truck purchases



<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Number of Customer							
Residential	1,645	1,727	1,733	1,737	1,767	1,786	1,781
Commercial	101	104	110	104	103	63	70
Residential	94%	94%	94%	94%	94%	96%	96%
Commercial	6%	6%	6%	6%	6%	4%	4%
Service Work Orders	n/a	n/a	4	17	62	13	1

- With the outsourcing of commercial dumpster service, there will be a decline for 2010 in commercial customers. The city will continue to provide service to commercial customers using cans.

## **MAJOR CHANGES**

### **PERSONNEL SERVICES**

None

### **OPERATING EXPENSES**

Reduction in disposal fees, repair & maintenance auto, and diesel due to recycling and outsourcing commercial dumpster service (10% reduction)

### **CAPITAL PURCHASE**

Lightning Loader

### **CAPITAL PROJECTS**

None

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Service Wkr III	1	0	1	2	2	2	0
Service Wkr II	1	0	1	4	3	3	0
Service Wkr I	2	0	2	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>0</b>

<b>SANITATION (534.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
	Salaries/Wages & Benefits	\$ 136,311	\$ 137,312	\$ 135,413
414.000	Overtime	245	1,000	1,000
<b><i>Operating Expenses</i></b>				
431.500	Employee Exams	497	750	750
432.000	Accounting & Auditing	2,323	2,700	2,700
434.100	Contractual Services	2,837	-	-
434.200	Recycling- City Portion	717	1,200	1,000
445.000	Property & Liability Insurance	6,001	6,000	6,000
446.000	Repair & Maintenance	304	2,000	1,000
446.100	Repair & Maintenance – Auto	33,147	30,000	25,000
449.110	Disposal Fees - Polk County	74,701	80,000	65,000
449.150	Disposal Fees – WREI	23,597	25,000	25,000
452.000	Operating Supplies	2,516	3,000	2,000
452.800	Diesel	22,014	32,850	23,000
452.940	Uniforms/Shoes	754	-	-
<b>Total Sanitation</b>		<b>\$ 423,790</b>	<b>\$ 321,812</b>	<b>\$ 422,863</b>

# **PUBLIC WORKS STORM WATER**

## **PRIMARY DUTIES**

Responsible for development of the storm water management plan and improvement of storm water drainage quality. Protection and enhancement of valuable surface and groundwater supplies for the benefit of present and future generations. Provide educational materials to advance the understanding of stormwater management.

## **2012 HIGHLIGHTS**

- ✓ Implemented a Street Sweeping Contract with outside contractor.
- ✓ Completed Phase 1 of master plan.
- ✓ Installed drain markers.

## **GOALS & OBJECTIVES**

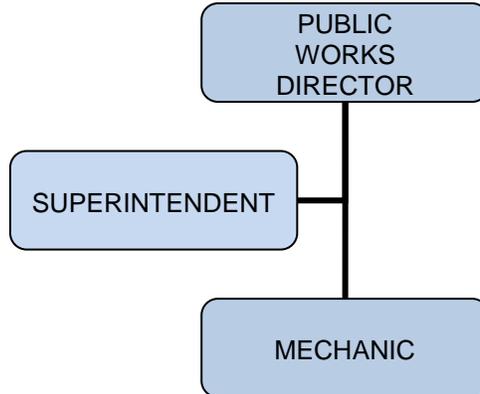
- Finish master plan
- Reduce localized flooding through increased preventive maintenance
- To repair and replace damaged existing storm structures.

## **MAJOR CHANGES**

<b>PERSONNEL COSTS</b>	None
<b>OPERATING EXPENSES</b>	10% of Public Works Administration
<b>CAPITAL PURCHASE</b>	Stormwater Sampler
<b>CAPITAL PROJECTS</b>	Finish master plan

<b>STORMWATER (538.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b><i>Operating Expenses</i></b>				
431.300	Engineering - Master Plan	3,952	60,000	20,000
432.000	Accounting & Auditing	797	350	800
434.000	Contractual Services (NPDES)	2,694	4,000	4,000
440.300	Training and Travel	878	700	700
443.200	Electric	-	160	160
446.000	Repair & Maintenance	5,938	3,000	2,000
446.100	Repair & Maintenance - Auto	1,282	1,000	1,000
446.200	Street Sweeping Main Contract	-	10,000	10,000
452.000	Operating Supplies	913	1,000	1,000
452.700	Fuel	1,307	1,800	1,500
458.903	Administrative Cost Allocation	8,950	18,641	10,326
<b><i>Capital Projects</i></b>				
464.100	Sweeper Lease	2,335	-	-
464.200	Capital-Equipment	-	5,000	16,000
990.000	Contingencies	-	-	-
<b>Total Storm Water</b>		<b>\$ 33,424</b>	<b>\$ 105,651</b>	<b>\$ 67,486</b>

# PUBLIC WORKS CENTRAL GARAGE & MOTOR POOL



## PRIMARY DUTIES

Central Garage and Motor Pool (CGMP) is responsible for the repair and maintenance of vehicles, tractors, gators, generators, heavy equipment, and small engines.

## 2012 HIGHLIGHTS

- ✓ Preventative maintenance program started for lawn equipment.
- ✓ Completed 1<sup>st</sup> phase of electrical training for fire engines.

<b>Fleet</b>	
Heavy Equipment	2
Fire Engines	2
Police Patrol Cars	9
Trucks	20
Passenger Vehicles	5
Lawn Mowers	5
<b>Total</b>	<b>43</b>

**GOALS & OBJECTIVES**

- To complete the construction of the Central Garage parts room addition.
- To repaint the low-mileage, lesser used service trucks to prevent body damage and rust erosion.

**MAJOR CHANGES**

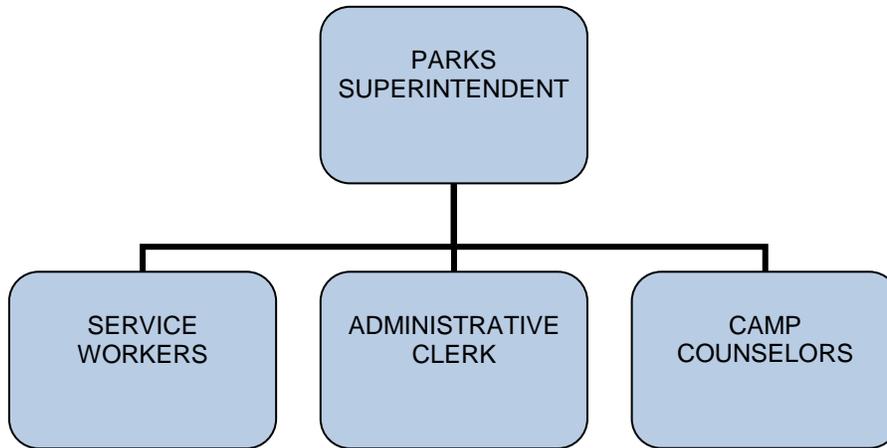
<b>PERSONNEL COSTS</b>	None
<b>OPERATING EXPENSES</b>	None
<b>CAPITAL PURCHASE</b>	None
<b>CAPITAL PROJECTS</b>	None

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Mechanic	1	0	1	1	1	1	0
<b>TOTAL</b>	1	0	1	1	1	1	0

<b>CENTRAL GARAGE (589.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
	Salaries/Wages & Benefits	\$ 61,052	\$ 46,918	\$ 47,429
414.000	Overtime	126	51	300
<b><i>Operating Expenses</i></b>				
431.000	Employee Exams	122	200	100
441.000	Communications Service	288	600	500
443.200	Electric	3,260	3,000	3,000
445.000	Property & Liability Insurance	11,434	11,500	11,500
446.000	Repair & Maintenance	363	1,000	1,000
446.100	Repair & Maintenance - Auto	899	1,000	500
452.000	Operating Supplies	731	5,000	1,500
452.300	IT- Hardware & Software	41	100	100
452.700	Fuel	18	200	100
452.800	Diesel	45,811	41,850	29,600
452.900	Gas & Oil	95,087	103,000	79,700
452.940	Uniforms/Shoes	267	-	-
454.000	Subscriptions & Memberships	1,500	2,500	1,500
464.200	Machinery & Equipment	-	5,000	-
<b><i>Transfers</i></b>				
	To CGMP for Cost Recovery	(135,899)	(169,850)	(124,300)
	<b>Total Central Garage &amp; Motor Pool</b>	<b>\$85,040</b>	<b>\$ 52,318</b>	<b>\$ 52,529</b>

# PARKS & RECREATION



## **PRIMARY DUTIES:**

Maintain landscaping and irrigation for all ten parks, city building, cemeteries and city right of ways. Ensure parks are in good condition and safe for the public. Provide city-wide activities for recreation. Rental facilities rented on first come first serve basis. Create and manage a summer recreation program. Responsible for planning all employee luncheons. "Santa is Calling" info out to schools in December. Get area businesses involved in the Christmas parade. Have activities for Easter and Fourth of July. In October organizes Community health fair.

## **2012 HIGHLIGHTS**

- ✓ Increased number of special events
- ✓ Summer Recreation enrollment increased
- ✓ Painted Central Park concession stand and installed new doors
- ✓ Renovated Lake Swoope Park restrooms and reopened to citizens
- ✓ Renovated Central Park softball field to allow for baseball

## **GOALS & OBJECTIVES**

- Relocate Parks and Recreation to Mackay Preserve
- Keep parks mowed and maintained
- Preserve city's buildings landscape
- Keep up maintenance on tennis and basketball courts
- To continue and expand the number of special events at the City's recreational facilities.
- To ensure that all City Recreational Facilities meet the level of service requirements, the Americans with Disabilities Act standard and community demands.
- Improve communications with Park and Recreation board

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Enrollment in Summer Camp	35	33	47	25	25	32	50
Number of Special Events	2	3	3	4	6	6	12
Employee Luncheons	2	4	5	5	4	4	4
<b>Party Rentals</b>							
Mackay Estates Rentals	0	0	0	12	17	21	20
Highland Center Rentals	33	31	39	18	19	13	16
Lions Park Pavilion Rentals	7	23	25	34	21	28	24

**MAJOR CHANGES**

**PERSONNAL SERVICES**

New position – administrative clerk

**OPERATING EXPENSES**

Communications increased due to new offices

**CAPITAL PURCHASE**

Bleachers for Lions Park & Equipment Shed

**CAPITAL PROJECTS**

Department move to Mackay Preserve  
Improvements to Lake Swoope Park

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Superintendent	1	0	1	1	1	1	0
Admin Clerk	1	0	0	0	0	0	+1
Service Wkr II	1	0	1	1	1	1	0
Service Wkr I	1	0	1	1	1	1	0
Camp Leader	0	1	1	1	1	1	0
Counselors	0	2	2	2	2	2	0
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>+1</b>

<b>PARKS (572.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>
	Salaries/Wages & Benefits	\$ 109,950	\$114,996	\$ 118,706
414.000	Overtime	233	1,000	1,000
<b><i>Operating Expenses</i></b>				
431.500	Employee Exams	523	300	300
440.300	Training & Travel	394	300	300
441.000	Communications Service	765	1,000	1,000
441.100	Nextel	1,025	600	600
443.200	Electric	6,661	12,400	10,000
444.100	Rental Equipment	325	500	500
445.000	Property & Liability Insurance	2,572	2,600	2,600
446.000	Repair & Maintenance	5,831	9,000	7,000
446.100	Repair & Maintenance - Auto	4,482	4,000	3,000
452.200	Park Operating Supplies	5,823	11,000	9,000
452.700	Fuel	5,654	8,000	6,000
452.800	Diesel	618	990	900
452.940	Uniforms/Shoes	769	650	750
<b><i>Capital Outlay</i></b>				
464.210	Building Improvements	-	-	8,000
464.400	Bleachers	15,014	-	9,000
464.620	Equipment Building	17,007	1,200	35,000
<b>Total Parks</b>		<b>\$ 220,736</b>	<b>\$ 168,536</b>	<b>\$ 213,656</b>

		2011 Actual	2012 Adopted	2013 Budget
<b>RECREATION DEPARTMENT (572.3)</b>				
<b><i>Operating Expenses</i></b>				
440.200	Quarterly Meetings	1,397	2,500	1,500
441.000	Communications	(38)	500	500
446.000	Repair & Maintenance	563	3,000	3,000
448.000	Promotional Activities	8,408	15,000	15,000
451.000	Office Supplies	14	250	250
452.000	Operating Supplies	3,289	4,060	4,060
452.100	Summer Recreation Expense	6,248	6,000	6,000
452.102	Christmas Banners	6,806	-	-
<b>Total Recreation</b>		<b>\$ 26,688</b>	<b>\$ 31,310</b>	<b>\$ 30,310</b>



**Thanksgiving Luncheon**

# MACKAY PRESERVE

## 2012 HIGHLIGHTS

- ✓ Increased programs
- ✓ Increased communication and support for Mackay Master Gardeners
- ✓ Increased number of educational opportunities

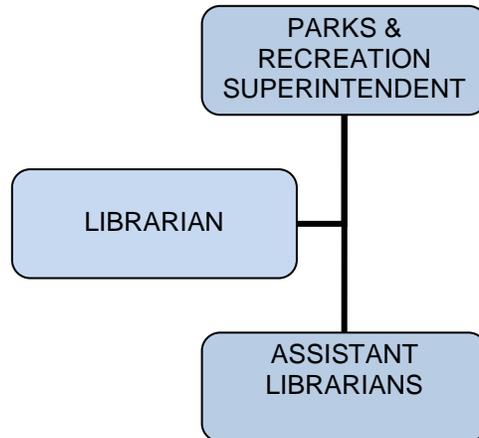


## GOALS & OBJECTIVES

- Relocate Parks & Recreation Department to Mackay House
- Maintain house and grounds
- Continue to promote
- Increase historical preservation of the Preserve

		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>MACKAY PRESERVE (572.2)</b>				
441.000	Communications	1,509	600	1,000
443.200	Electric	5,321	3,000	5,000
445.000	Property and Liability	5,786	5,442	5,442
446.000	Repair & Maintenance	1,422	4,000	3,000
452.000	Operating Expense	2,859	3,000	3,000
<b>Capital</b>				
464.100	Building Improvements	-	-	15,000
<b>Total Mackay Estates</b>		<b>\$ 16,897</b>	<b>\$ 17,842</b>	<b>\$ 32,442</b>

# LIBRARY



## PRIMARY DUTIES:



To serve and promote the informational, cultural, educational and recreational needs of all residents.

## 2012 HIGHLIGHTS

- ✓ New Library opened July 2012
  - More computers for patrons
  - More books
  - New furniture
  - Triple the space of old facility
  - Friends of Library book store
  - Meeting space
- ✓ More outreach programs
- ✓ First card- a- thon
- ✓ New VOIP phone system

**GOALS & OBJECTIVES**

- To continue to update reading inventory.
- Increase movie (DVD) inventory.
- To maintain a current, up-to-date reading inventory.
- To continue the reading programs for all ages.
- To increase usage of Public Library facilities.
- Actively seeking grant opportunities.
- Start after school tutoring and homework program.
- Set up a scrapbooking class.
- Start teen programs and increase teen use of library.
- Continue outreach programs.
- Continue to work with schools to promote library programs and use of facilities.
- Continue to increase circulation.

<b>PERFORMANCE MEASURES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Circulation	20,998	19,360	18,068	11683	18,820	19,753
New Items	1,253	1,034	1,049	1,380	1,832	1,800
Programs Attendance	1,208	1,050	718	879	1,260	1,210
People Utilizing Library	18,855	20,629	22,772	17,499	27,399	24,647

**MAJOR CHANGES**

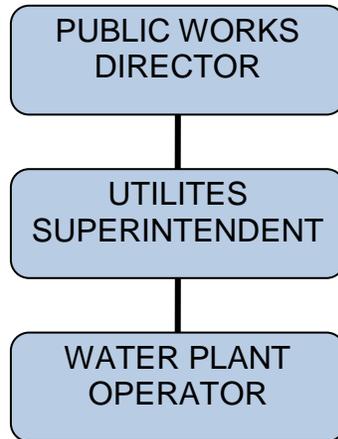
<b>PERSONAL SERVICES</b>	Position added, part timers hours increased from 25 to 30 per week
<b>OPERATING EXPENSES</b>	Most increased due to size of building and increased staff
<b>CAPITAL PURCHASE</b>	Book budget increased by \$5,000
<b>CAPITAL PROJECTS</b>	None

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Librarian	1	0	1	1	1	1	0
Asst Librarian	0	3	2	2	2	2	+1
<b>TOTAL</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>+1</b>

<b>LIBRARY (571.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
Salaries/Wages & Benefits		\$ 51,274	\$ 68,419	\$ 88,109
<b><i>Operating Expenses</i></b>				
431.500	Employee Exams	92	100	100
432.000	Accounting & Auditing	483	500	2,000
440.300	Training & Travel	3	500	500
441.000	Communications Services	(70)	200	5282
442.300	Electric	5,283	10,300	12,000
445.000	Property & Liability Insurance	1,286	3,101	1,900
446.000	Repair & Maintenance	146	1,200	500
446.120	Repair & Maintenance – Copier	1,472	2,636	2,500
446.438	Repair & Maintenance – Software	41	75	1,800
451.000	Office Supplies	374	500	1,000
452.000	Operating Supplies	1,058	1,500	2,000
452.160	Youth Programs	1,508	1,600	2,000
454.000	Subscriptions & Memberships	794	1,000	1,800
<b><i>Capital Outlay</i></b>				
466.000	Books	12,114	10,000	15,000
<b>Total Library</b>		<b>\$ 75,859</b>	<b>\$ 101,631</b>	<b>\$ 136,491</b>

# PUBLIC WORKS WATER DIVISION



## **PRIMARY DUTIES**

To provide the citizens with quality drinking water in quantities that is acceptable while being responsible to the environment. Monitor water plant and wells. Produce a high quality product with prompt and professional service at a low cost to the customer.

## **2012 HIGHLIGHTS**

- ✓ Completed meter change out program.
- ✓ Completed toilet rebate program.
- ✓ Water Quality report completed on time.

## **GOALS & OBJECTIVES**

- To reduce water quality complaints.
- Increase public awareness of conservation.
- Improve water quality.
- Continue to pursue all water grants available.

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Number of Customers							
Water	2,506	2,654	2,621	2,638	2,704	2,803	2,883
Irrigation	n/a	n/a	n/a	574	607	629	632
Water Quality Report (annual)							
Violations	n/a	n/a	1	0	0	0	N/A
Water Quality Complaints	26	12	12	7	15	10	11

### **MAJOR CHANGES**

**PERSONNEL COSTS**

None

**OPERATING EXPENSES**

Repair and Maintenance increased to pay for a water plant aerator, chlorine pump and a new fence at Marianna Acres.

**CAPITAL PURCHASE**

None

**CAPITAL PROJECTS**

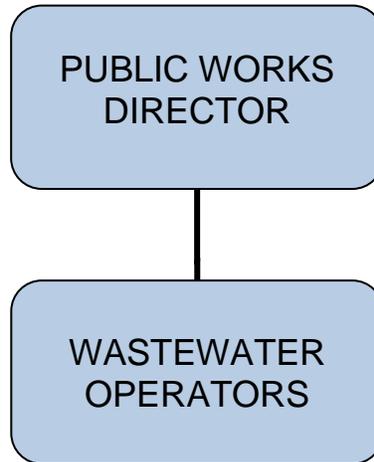
None

### **STAFFING & PERSONNEL**

	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Lead Plant Operator	0	0	0	1	1	0
Water Plant Operator	1	1	1	1	1	0
	1	1	1	2	2	0

<b>Water Department (533.2)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
Salaries/Wages & Benefits		\$ 17,187	\$ 13,378	\$ 13,378
<b><i>Operating Expenses</i></b>				
431.300	Engineering	26,571	20,000	20,000
432.000	Accounting & Auditing	5,482	5,300	5,000
434.000	Contractual Services	8,371	6,000	6,000
434.100	Water Monitoring	14,200	24,000	24,000
440.100	Land Leases	1,573	4,000	4,000
440.300	Training & Travel	428	400	500
441.100	Nextel	622	600	600
443.200	Electric	29,385	40,000	38,000
445.000	Property & Liability Insurance	7,501	8,427	8,427
446.000	Repair & Maintenance	41,081	30,000	56,000
446.100	Repair & Maintenance - Auto	821	1,000	1,000
446.200	R & M – Water Tower	27,000	-	-
449.100	Toilet Rebates	2,444	8,000	-
452.000	Operating Supplies	1,331	1,600	1,500
452.600	Chemicals	43,884	49,000	45,000
452.700	Fuel	3,609	6,600	3,500
454.000	Subs & Memberships	545	600	600
464.200	Machinery	-	12,000	-
464.400	Meter Change Out Program	329,000	316,936	-
<b><i>Transfers</i></b>				
533.910	Administration Allocation	49,300	90,622	59,118
<b>Total Water Operations</b>		<b>\$ 482,594</b>	<b>\$ 650,527</b>	<b>\$ 287,123</b>

# PUBLIC WORKS WASTE WATER



## PRIMARY DUTIES

Produce a safe, clean effluent to provide to the citrus grove so as not to impact the environment. Meet all regulatory agency requirements and protecting the environment from all pathogenic bacteria infections. Responsible for providing the proper conveyance, treatment, and reclamation of waste water in the City's service area.

## 2012 HIGHLIGHTS

- ✓ Converted to New DEP permit
- ✓ Replaced Effluent pumps

## GOALS & OBJECTIVES

- Install wench system at plant.
- Increase effluent quality at waste water plant.



<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Number of Customers	1,922	2,086	2,031	2,113	2,156	2,208	2,247
Number of Sewer Backups	1	2	2	1	1	0	11

**MAJOR CHANGES**

<b>PERSONNEL COSTS</b>	None
<b>OPERATING EXPENSES</b>	None
<b>CAPITAL PURCHASE</b>	Electronic Hoist System
<b>CAPITAL PROJECTS</b>	None

**STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
WW Operator	3	0	3	1	1	1	0
WW Trainee	0	0	0	2	2	1	0
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>

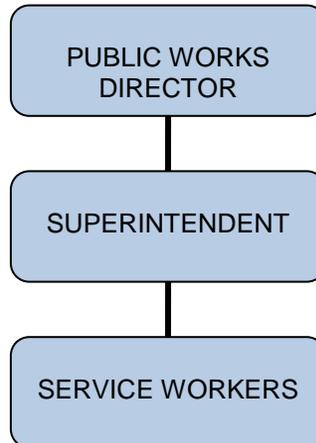
		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b>WASTE WATER (535.1)</b>				
	Salaries/Wages & Benefits	\$ 127,599	\$ 122,280	\$ 123,398
414.000	Overtime	3,108	4,000	4,000
<b>Operating Expenses</b>				
431.300	Engineering	4,878	20,000	20,000
431.500	Employees Exams	122	300	300
432.000	Accounting & Auditing	7,879	7,000	7,000
434.100	Contractual Services	252	2,000	1,000
434.200	Wastewater Grant SG530500	28,559	-	-
434.500	Sampling of Wells	15,368	19,000	18,000
434.510	Sludge Hauling	2,018	4,000	3,000
440.300	Training & Travel	871	750	750
441.000	Communications Service	7,983	10,000	8,000
441.100	Nextel	622	760	600
443.200	Electric	74,390	105,000	80,000
445.000	Property & Liability Insurance	26,360	29,662	29,662
446.000	Repair & Maintenance	41,974	35,000	35,000
446.100	Repair & Maintenance - Auto	2,889	3,000	3,000
452.000	Operating Supplies	1,761	3,680	3,000
452.600	Chemicals	59,229	60,000	55,000
452.700	Fuel	151	600	600
452.800	Diesel	-	200	200
452.940	Uniforms/Shoes	694	750	750
<b>Capital Outlay</b>				
464.100	Mach & Equipment	6,779	48,000	10,000
465.000	Wastewater Improvements	-	-	-
<b>Transfers</b>				
535.910	Administrative Cost Allocation	49,300	90,622	59,118
<b>Total Waste Water Operations</b>		<b>\$ 464,903</b>	<b>\$ 566,444</b>	<b>\$ 462,378</b>

<b>SUMMIT GROVE (535.2)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
<b><i>Operating Expenses</i></b>				
443.200	Electric	3,330	5,500	4,500
445.000	Property & Liability	3,429	3,876	3,876
446.000	Repair & Maintenance	5,194	16,000	16,000
452.000	Operating Supplies	11,031	1,000	500
<b>Total Summit Grove</b>		<b>\$ 22,985</b>	<b>\$ 26,376</b>	<b>\$ 24,876</b>



The citrus grove is currently being converted to a hayfield which is used for removal of the wastewater effluent.

# PUBLIC WORKS SERVICE DIVISION



## **PRIMARY DUTIES**

Perform monthly meter reading, preventive maintenance in water and wastewater. Maintain lift stations also repair system infrastructure. Provide timely connections and disconnections of water along with a well operating gravity sewer and force main collection system.

## **2012 HIGHLIGHTS**

- ✓ Completed meter change out program.
- ✓ Updated Cypress Greens Lift station phase 1.

## **GOALS & OBJECTIVES**

- To maintain a system of water and sewer lines that give customers the quality of water produced at the water plant.
- To insure that water meters are read timely and accurately.
- To replace deteriorated two inch water mains.
- Provide excellent customer service.

<b>PERFORMANCE MEASURES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Total Number of Work Orders	4,741	4,754	4,356	4,159	4,547	4,632	4,347
Number of Rereads	339	349	261	114	320	385	149
Number installed	86	48	62	12	24	10	7
Change Outs	108	312	125	155	277	988	1311
Transfer Service	0	0	0	21	44	36	45
Turn on	1,092	983	975	919	863	664	550
Turn offs	1,044	1,073	1,003	861	735	502	416
Leaks	16	17	27	45	79	30	11
Number of Lift Stations	22	26	30	30	30	30	30
Lift Station Inspections	1,142	1,352	1,560	1,560	1,560	1,560	1,560

### **MAJOR CHANGES**

#### **PERSONNEL COSTS**

Temporary worker position eliminated

#### **OPERATING EXPENSES**

Decreased meter and fittings replacement due to meter change out program

#### **CAPITAL PURCHASE**

None

#### **CAPITAL PROJECTS**

None

### **STAFFING & PERSONNEL**

	<b>Full Time</b>	<b>Part Time</b>	<b>Total FY 12</b>	<b>Total FY 11</b>	<b>Total FY 10</b>	<b>Total FY 09</b>	<b>Total Adopted Change</b>
Superintendent	1	0	1	1	1	1	0
Service Wkr III	1	0	1	1	0	0	0
Service Wkr I	3	0	4	3	4	4	-1
<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-1</b>

<b>SERVICE OPERATIONS (536.1)</b>		<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Budget</b>
	Salaries/Wages & Benefits	\$ 247,138	\$ 261,736	\$ 356,807
414.000	Overtime	5,167	6,000	6,000
<b><i>Operating Expenses</i></b>				
431.300	Engineering	8,367	10,000	10,000
431.500	Employee Exams	492	700	500
440.300	Training & Travel	2,145	3,000	2,000
441.000	Communications Services	1,081	24,500	20,000
441.100	Nextel	1,245	1,200	1,800
443.200	Electric	3,566	4,000	3,000
444.100	Rental Equipment	768	800	800
446.100	Maintenance - Auto	10,956	10,000	10,000
446.120	Copier	-	1,500	1,500
446.348	Annual Software Maintenance	-	3,680	3,500
446.350	Maintenance - Water Lines	15,330	25,500	21,000
446.360	Maintenance - Hydrants	1,147	2,000	1,000
446.370	Maintenance - Lift Stations	74,097	70,000	70,000
446.380	Maintenance - Sewer Lines	10,347	10,000	11,000
452.000	Operating Supplies	2,940	2,500	3,000
452.700	Fuel	20,689	28,000	22,000
452.800	Diesel	1,871	2,520	2,000
452.900	Meters (New)	18,333	18,000	18,000
452.901	Meters (Replace)	164,713	50,000	-
452.940	Uniforms/Shoes	2,443	3,250	3,000
<b><i>Capital Outlay</i></b>				
536.999	Contingencies	-	-	59,698
<b>Total Service Operations</b>		<b>\$ 618,258</b>	<b>\$ 561,886</b>	<b>\$ 626,605</b>



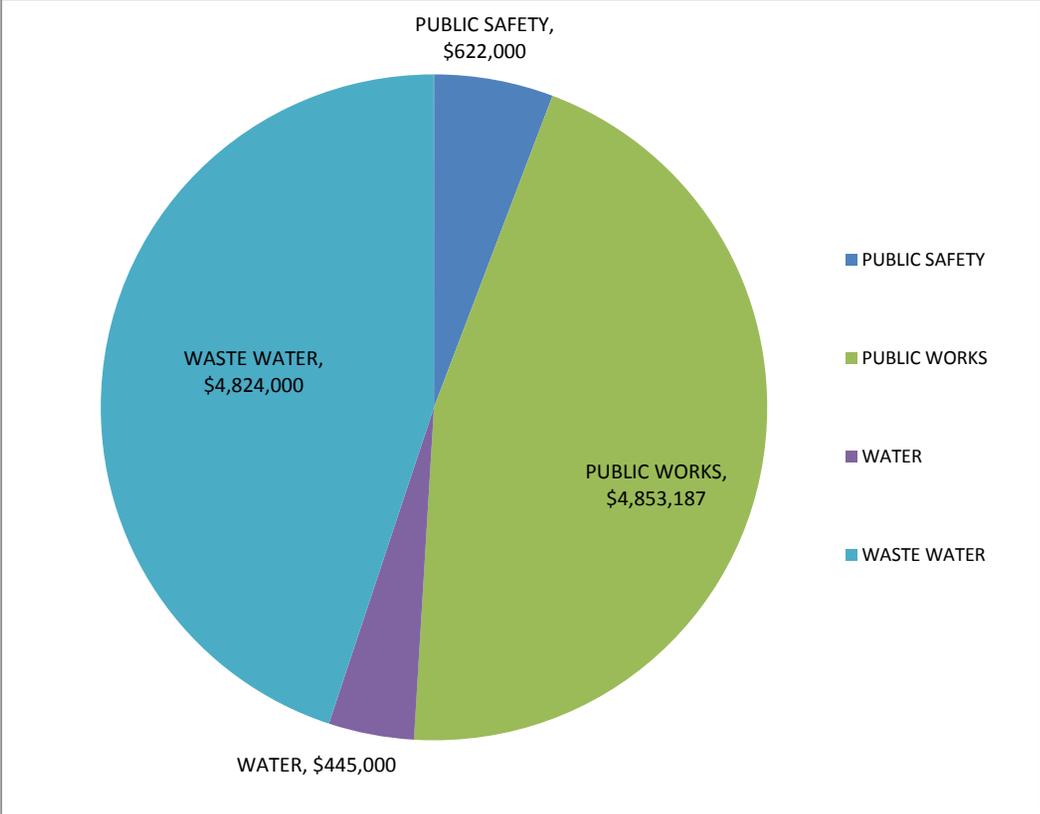
# Appendix

	Pages
Five Year Capital	1-10
Five Year Forecast	11-12
Glossary	13-15

Beginning with the adoption of the City of Lake Alfred Comprehensive Plan, the City shall annually prepare a Five-Year Schedule of Capital Improvements. A "capital improvement" is defined as a physical asset constructed or purchased to provide, improve or replace a public facility and which is large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multiyear financing. An additional guideline suggests that a construction or purchase of cost greater than \$25,000 indicates an asset should be considered for inclusion in the Five Year Schedule. To meet the requirements of 9J-5, FAC, physical assets, which have been identified as existing or projected needs in the individual comprehensive plan elements, shall be considered capital improvements. Specifically, a capital improvement necessary to maintain or improve a level of service for designated public facilities must be included in the Five Year Schedule. Designated public facilities include transportation, potable water, waste water, sanitation, storm water, and recreation.

New city manager is currently reviewing the internal CIP document. The process and format will probably change .

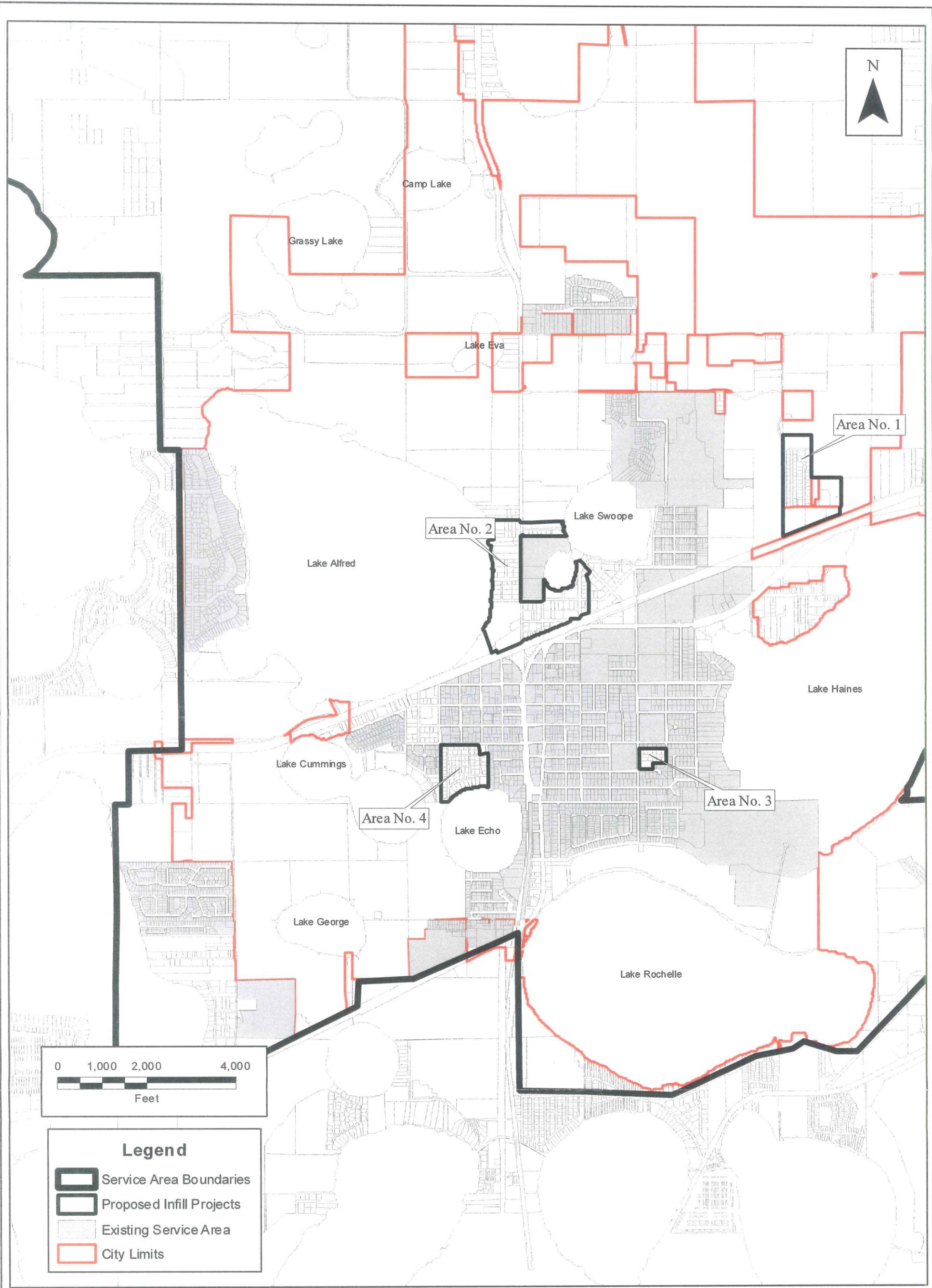
**Capitail Improvements by Department**



CIP Category		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	Total	Funding Source
<b>Public Safety</b>								
<b><u>Purchases</u></b>								
Replacement Vehicles	Police	30,000	30,000	30,000	30,000	30,000	\$ 150,000	Impact Fees & General Fund Revenues
Scuba Safety Equip	Fire	-	72,000	-	-	-	\$ 72,000	Grant
New Engine	Fire	-	-	400,000	-	-	\$ 400,000	General Fund Revenues
<b>Public Safety Capital Improvements</b>							<b>\$ 622,000</b>	
<b><u>Public Works</u></b>								
<b><u>Purchases</u></b>								
Dump Truck	Streets	-	-	180,000	-	-	\$ 180,000	General Fund Revenues
Backhoe	Streets	-	-	90,000	-	-	\$ 90,000	General Fund Revenues
Mower	Streets	-	6,400	-	-	-	\$ 6,400	General Fund Revenues
Garbage Truck	Sanitation	-	160,000	-	-	-	\$ 160,000	Vehicle Replacement Funds
Lightning Loader	Sanitation	135,000	-	-	-	-	\$ 135,000	Equipment Replacement Funds
<b>Sub Total</b>							<b>\$ 571,400</b>	
<b><u>Projects</u></b>								
Resurfacing	Streets	142,000	-	160,000	-	-	\$ 302,000	Local Option Gas Tax
ADA Bathrooms	Bldg Maint	-	-	-	-	-	\$ -	CDBG
Public Safety Bldg	Public Safety	-	-	200,000	-	-	\$ 200,000	Impact Fees & User Fees
Pave White Road	Streets	-	-	-	225,000	225,000	\$ 225,000	Developer
Pave North Expert. Sta	Streets	-	-	-	-	1,524,787	\$ 1,524,787	Developer
Sidewalks	Streets	-	-	30,000	-	-	\$ 30,000	Local Option Gas Tax
Civic Center	Recreation	-	-	-	500,000	500,000	\$ 1,000,000	Impact Fees & User Fees
Multi-Sports Complex	Recreation	-	-	-	-	1,000,000	\$ 1,000,000	FRDAP Grant
<b>Total for the Year</b>		<b>307,000</b>	<b>268,400</b>	<b>1,090,000</b>	<b>755,000</b>	<b>3,279,787</b>		
<b>Sub Total</b>							<b>Sub Total</b>	<b>\$ 4,281,787</b>
<b>Public Works Capital Improvements</b>							<b>\$ 4,853,187</b>	
<b>Total General Fund Improvements</b>							<b>\$ 5,475,187</b>	

CIP Category	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	Total	Funding Source
<b><u>Water Utility Improvements</u></b>							
<b><u>Purchases</u></b>							
Fire Hydrants	-	10,000	10,000	10,000	10,000	\$ 30,000	User Fees
Service Truck	-	25,000	-	25,000	-	\$ 50,000	User Fees
Vac Truck	-	-	60,000	-	-	\$ 60,000	User Fees
						<b>Sub Total</b>	<b>\$ 140,000</b>
<b><u>Projects</u></b>							
Alternative Water Supply Resource	-	50,000	50,000	50,000	50,000	\$ 150,000	User Fees
Rehabilitation of Well	15,000	15,000	15,000	15,000	15,000	\$ 60,000	User Fees
Replace Fire Hydrants	-	10,000	10,000	10,000	10,000	\$ 30,000	User Fees
Replace 2 Inch Water Mains	20,000	20,000	-	-	-	\$ 40,000	User Fees
Rehabilitation of Water Tank	-	-	-	-	-	\$ -	User Fees
Refurbish High Service Pumps	-	30,000	-	-	-	\$ 30,000	User Fees
Hydraulic Modeling For Water Permi	-	25,000	-	-	-	\$ 25,000	User Fees
Newmatic Tank Repair & Maint	-	-	-	20,000	20,000	\$ 20,000	User Fees
New Water Plant - Phase 1	-	-	50,000	50,000	50,000	\$ 100,000	Impact Fees
<b>Total Per Year</b>	<b>35,000</b>	<b>185,000</b>	<b>195,000</b>	<b>180,000</b>	<b>155,000</b>		
						<b>Sub Total</b>	<b>\$ 305,000</b>
						<b>Water Capital Improvements</b>	<b>\$ 445,000</b>
<b><u>Waste Water Improvements</u></b>							
<b><u>Purchases</u></b>							
Vehicle	-	-	24,000	-	-	\$ 24,000	User Fees
						<b>Sub Total</b>	<b>\$ 24,000</b>
<b><u>Projects</u></b>							
Lift Station Rehab	50,000	50,000	50,000	50,000	50,000	\$ 250,000	User Fees
Gravity Sewer Rehab	2,000	20,000	20,000	20,000	20,000	\$ 82,000	User Fees
Infill Projects	-	250,000	-	250,000	-	\$ 500,000	Reserves
Irrigation Pumps( Spray Field)	5,000	10,000	10,000	5,000	5,000	\$ 35,000	User Fees
Irrigation Lines	11,000	11,000	11,000	-	-	\$ 33,000	User Fees
Sewer Infill Project ( Area 1)	-	-	700,000	-	-	\$ 700,000	Grant Funding
Sewer Infill Project ( Area 3 & 4)	-	-	-	-	3,200,000	\$ 3,200,000	Loan/Grant Combo
<b>Total Per Year</b>	<b>68,000</b>	<b>341,000</b>	<b>815,000</b>	<b>325,000</b>	<b>3,275,000</b>	<b>\$ 4,800,000</b>	
						<b>Waste Water Improvements</b>	<b>\$ 4,824,000</b>

On going projects are reflected in the maintenance lines.



**CITY OF LAKE ALFRED  
PROPOSED INFILL PROJECTS**

**EXISTING & PROPOSED  
SERVICE AREAS**

CHASTAIN-SKILLMAN, INC.

DRAWN BY: ADW (February 24, 2010)  
REVIEWED/APPROVED BY: TRF

C.S.I. PROJ. NO. 9324.07

EXHIBIT 2

**CITY OF LAKE ALFRED STREET RESURFACING PLAN**

Rev: Budget Year 2010/2011

Paved lane miles inside City limits - 38.6917061  
 Unpaved lane miles inside City limits - 2.1071877  
 Total Road Miles inside City limits - 20.3994469

RATING	
0 - 50	1 = Unpaved \ Severely Damaged
51 - 60	2 = Poor Condition
61 - 70	3 = Fair Condition
71 - 80	4 = Good Condition
81 - 100	5 = Excellent Condition

STREET NAME	# LANES	LANE MILES		WIDTH	LANE FEET		LANE FEET								
		PAVED LENGTH	UNPAV LENGTH		PAVED LENGTH	UNPAV LENGTH	1	2	3	4	5				
Alfred St.	2	0.2720644		18	1,436.50					x				s	
Brogden	2	0.1253630		24	620.40					x				s	
Carolina	2	0.9842330		22	5,196.75						x			s	
Char-mil	2	0.5174558		24	2,732.17					x				s	
Columbia E.	2	0.5788037		22	3,056.08					x				m	
Columbia W.	2	0.2934028		22	1,549.17					x				s	
Cross Ave.	2	0.2533933		20	1,337.92					x				s	
E. Cummings	2	1.2474621		24	6,586.60							x		m	
W. Cummings	2	0.8924470		24	4,712.12					x				m	\$ 46,531
Dakota Ave.	2	0.4924242		22	2,600.00					x				m	\$ 25,675
Davis E. of RR	2	0.1526478		20	805.98							x		s	
Davis W. of RR	2	0.1780304	0.1174244	22	940.00	620.00	x				x			s	
Echo Dr. S.	2	0.1742424		20	920.00							x		s	
Echo St	2	0.9655619		22	5,098.17							x			
Fisher Ln.	2	0.3141084		20	1,658.49					x				s	
Glencruifen	2	1.4323390		22/24	7,562.75					x			north of Cummings	m	\$ 37,341
Glenn Ave.	2	0.2613952		22	1,380.17					x				s	
Goodman	2	0.5147885		20	2,718.08						x				
Grapefruit Ave.	2	0.3440814		20	1,816.75					x		x		m	\$ 18,928
E. Haines Blvd.	2	1.6040076		38	8,469.16							x		m	
W. Haines Blvd.	2	0.6983333		24	3,687.20					x		x		s	
Harbord St.	2	0.2560606		20	1,352.00						x			s	
Hillside Circle	2	0.1920455		22	1,014.00					x				s	
Hoffman E.	2	1.0242420		22	5,408.00						x			m	
Hoffman W.	2	0.2107165		22	556.29						x				
Illakee N. Cummings	2	0.4534407		22	2,394.17					x				m	\$ 23,640

STREET NAME	# LANES	LANE MILES		WIDTH	LANE FEET		LANE FEET							
		PAVED LENGTH	UNPAV LENGTH		PAVED LENGTH	UNPAVED LENGTH	1	2	3	4	5			
Illakee S. of Cummings	2	0.449341		22	2,372.52				x	x			s	
Interlachen St.	2	0.1707071		22	901.33					x			s	
Itasca N. of Cummings	2	0.4801136		22	2,535.00			x					m	\$ 25,033
Itasca S. of Cummings	2	0.2533933		22	1,337.92				x				m	
Lake George Rd.	2	0.3874482		24	2,045.73				x				s	
Lake Shore Way	2	0.3192045		24	1,685.40					x			s	
Lake Swoope Drive	2	0.5247727		20	2,770.80			x					m	\$ 27,362
Lake Swoope Drive Exten.	2	1.2375000		24	4,266.67					x			s	
X Lake View Blvd.	1		0.3832235			2023.42	x							
Lake View Rd.	2	0.1537121		24	811.60				x				s	
Lemon Ave.	2	0.3680871		20	1,943.50			x					m	\$ 19,222
Lock St.	2	0.2462121		20	1,300.00				x				s	
Lynndale	2	0.1386995		22	732.33					x	x		s	
Main St.	2	0.1098485		38	800.00					x			s	
Messer Lane	2	0.159091		15	840.00				x				s	
Midway Ave.	2	0.3707544		20	1,957.58			x					m	\$ 19,331
Necho Ave.	2	0.1628788		20	860.00				x				s	
Nekoma N. of N. Echo Dr.	2	0.1733744		24	915.42			x					s	
Nekoma N. of Cummings	2	0.7548453		24	3,985.58			x					m	\$ 39,358
Nekoma S. of Lake Echo	2	0.3280777		22	1,732.25				x				s	
North Echo Dr.	2	0.3467487		24	1,830.83					x			s	
Orange Ave.	2	0.3280777		20	1,732.25		x		x				m	\$ 17,106
E. Orange Street	2	0.5047727		22	2,665.20					x			s	
W. Orange Street	2	0.7956931		22	4,201.26				x				m	
Park Ave./N. Penn	2	0.3712121		24	980.00					x	x			
Pennsylvania N. of RR	2	0.4387468		22	2,316.58						x		s	
Pennsylvania S. of RR	2	0.4827809		22	2,549.10			x					m	\$ 25,172
Pershing	2	0.2267203		22	1,197.10					x			s	
Pierce E. of Glencruiten	2	0.2272727	0.1549242	22	(640) 1200.00		818.00	x			x		m	
Pierce E. of Buena Vista	2	0.3147412		38	1,661.83				x				m	
Pinner Ct.	2	0.1200421		22	633.82				x				s	
Pomelo St.	2	0.1931818		38	1,020.00					x			m	
East Pomelo	2	0.2735606	0.0392992	22	1,444.40		207.05	x		x			s	
Rainero	2	0.2613952		24	1,380.17				x		x		s	
Ramona	2	1.4856850		20	7,844.42								s	
Ricklynnne	2	0.4881155		24	2,577.25				x				s	
Ridge Ave.	2	0.1685606	0.1043560	15	890.00						x		s	
Rochelle S. of Alfred	2	1.3443180		22	7,045.20						x		s	

STREET NAME	# LANES	LANE MILES		WIDTH	LANE FEET										
		PAVED LENGTH	UNPAV LENGTH		PAVED LENGTH	UNPAVED LENGTH	1	2	3	4	5				
North Rochelle	2	0.3008333	0.1253409	24	1,588.40	661.8	x		x					s	
W. Sanford	2	0.1470076		24	776.20				x					s	
E. Sanford	2	0.4679091	0.1458333	24	(1188) 2470.56	770.00	x	x	x					s	
W. Scott St.	2	0.0659167	0.1761704	24	348.04	930.18	x			x				s	
Second St.	2	0.5014520		20	2,647.67			x						m	\$ 26,146
Sellars	2	0.2213857		20	1,168.92					x	x			s	
Seminole	2	1.3256470		22	6,999.42					x				s	
Swoop & Oak	2	1.2616320		22	6,661.42				x	x				s	
Tangerine Ave.	2	0.5307923		22	2,802.58					x				s	
Terrace	2	0.4107632		24	2,168.83					x				s	
Thelma	2	0.9655619	0.3814231	24	5,098.17	2013.91	x		x					m	
Third St.	2	0.4961174		20	2,619.50			x						m	\$ 25,868
Todhunter Way N.	2	0.4027620		24	2,126.58				x					s	
Todhunter Way S.	2	0.1280303		24	676.00					x				s	
Towner Ave.	2	0.5014520		22	2,647.67					x				s	
X Twin Lakes Blvd.	2		0.3819696			2,016.80	x								
Winona N. of Cummings	2	0.4501515		24	2,376.80				x					s	\$ 23,471
Winona S. of Cummings	2	0.4825758		24	2,548.00					x				s	
<b>TOTAL LANE MILES</b>		<b>38.2527666</b>	<b>2.0099646</b>		<b>194,626.16</b>	<b>10061.16</b>									
															<b>\$ 400,184</b>

**RATING**

1 = Unpaved \ Severely Damaged	0 - 50
2 = Poor Condition	51 - 60
3 = Fair Condition	61 - 70
4 = Good Condition	71 - 80
5 = Excellent Condition	80 - 100

S- Resurfacing Cost  
M- Milling & Surfaceing Cost  
C- New Construction Cost

YEAR 10/11
YEAR 11/12
YEAR 12/13
YEAR 13/14
YEAR 14/15
YEAR 15/16
YEAR 16/17

**PREVIOUSLY RESURFACED**

**2010/2011 THRU 2016/2017  
STREET RESURFACING PROJECTS**

RATING		Between Pairs 17/92		L/F		Mill & Resurface			
2010/2011	2	Cummings		22	626.03	\$	12,364.00		
	3	Haines		38	542.06	\$	16,043.00		
	3	Pierce St		38	586.06	\$	17,346.00		
					1754.15		\$	45,753.00	
2010/2011	2	Dakota Ave.	2	24	1300.00	\$	25,675	\$	16,575
	3	Glencruiten	2	24	1890.69	\$	37,341	\$	24,106
	2	Grapefruit Ave.	2	20	958.38	\$	18,928	\$	12,219
	2	Illakee N. of Cummings	2	22	1197.00	\$	23,640	\$	15,262
	2	Itasca N. of Cummings	2	22	1267.50	\$	25,033	\$	16,161
	2	Lake Swoope Dr.	2	20	1385.40	\$	27,362	\$	17,664
	2	Lemon Ave.	2	20	973.25	\$	19,222	\$	12,409
	2	Midway Ave.	2	20	978.79	\$	19,331	\$	12,480
	2	Nekoma N. of Cummings	2	24	1992.79	\$	39,358	\$	25,408
	2	Orange Ave.	2	20	866.13	\$	17,106	\$	11,043
	2	Secound St.	2	20	1323.84	\$	26,146	\$	16,879
	2	Winona N. of Cummings	2	24	1188.40	\$	23,471	\$	15,152
	2	W. Cummings	2	24/22	2356.06	\$	46,531	\$	30,040
	2	Pennsylvania S. of RR	2	22	1,274.55	\$	25,172	\$	16,251
	2	Third St.	2	20	1,309.75	\$	25,868	\$	16,699
							\$	400,184.00	\$
2011/2012									
					0.00			\$	-

## L/F

2012/2013	3	W. Orange St.	2	0.7956931		22	2,100.63			
	4	Goodman Ave.	2	0.5147885		20	1,359.04			
	3	Glencruiten	2	1.4323390		22/24	3,781.38			
	3	W. Sanford	2	0.1470076		24	388.10			
	3	E. Sanford	2	0.4679091	0.1458333	24	1,235.28	385.00		
						8,864.43			\$ -	\$ -

2013/2014	3	Columbia W.	2	0.2934028		22	774.59			
	3	Hoffman W.	2	0.2107165		22	556.29			
	4	Illakee S. of Cummings	2	0.449341		22	1,186.26			
	3	Itasca S. of Cummings	2	0.2533933		22	668.96			
	4	North Echo Dr.	2	0.3467487		24	915.42			
	4	Pershing	2	0.2267203		22	598.55			
	3	Pinner Ct.	2	0.1200421		22	1109.00			
	4	Sellers	2	0.2213857		20	584.46			
	3	Winona S. of Cummings	2	0.4825758		24	1,274.00			
	3	Fisher Lane	2	0.3141084		20	1,658.49			
						9,326.02			\$ -	\$ -

2014/2015	3	Columbia E.	2	0.5788037		22	1,528.04			
	3	Hoffman E.	2	1.0242420		22	2,704.00			
	3	Rainero	2	0.2613952		24	690.08			
	3	Thelma	2	0.9655619	0.3814231	24	2,549.08	1006.96		
						7471.20			\$ -	\$ -

2015/2016	3	Glenn Ave.	2	0.2613952		22	690.09			
	3	Hillside Circle	2	0.1920455		22	507.00			
	3	Lake View Rd.	2	0.1537121		24	405.80			
	4	Lynndale	2	0.1386995		22	366.17			
	4	Pierce E. of Glencruiten	2	0.2272727	0.1549242	22	600.00	409.00		
	3	East Pomelo	2	0.2735606	0.0392992	22	722.20			
	3	Ricklyne	2	0.4881155		24	1,288.63			
	3	Todhunter Way N.	2	0.4027620		24	1,062.79			
	3	Todhunter Way S.	2	0.1280303		24	338.00			
						5,980.68			\$ -	\$ -

2016/2017

L/F

3	Char-mil	2	0.5174558		24	1,366.09			
3	Cross Ave.	2	0.2533933		20	668.96			
4	W. Davis	2	0.1780304	0.1174244	22	470.00	310.00		
3	Necho Ave.	2	0.1628788		20	430.00			
5	Echo Dr. S.	2	0.1742424		20	460.00			
3	Lake George Rd.	2	0.3874482		24	1,022.87			
3	Lock St.	2	0.2462121		20	650.00			
3	Nekoma S. of Lake Echo	2	0.3280777		22	866.13			
						5,934.05		\$ -	\$ -

4	Itasca S. of Cummings	2	0.2533933		22	668.96			
3	Nekoma N. of N. Echo Dr.	2	0.1733744		24	457.71			
4	Illakee S. of Cummings	2	0.449341		22	1,186.26			
3	Winona S. of Cummings	2	0.4825758		24	1,274.00			
								\$ -	

**City of Lake Alfred  
Five Year Forecast  
General Fund**

	2013	2014	2015	2016	2017
<b>REVENUES (001)</b>					
Taxes	\$1,944,490	\$1,949,350	\$1,954,356	\$1,959,512	\$1,964,822
Licenses and Permits	65,100	65,100	62,000	63,575	65,229
Intergovernmental	524,103	524,103	518,691	518,691	523,691
Franchise Fees	305,000	305,000	325,000	325,000	325,000
Charges for Services	25,850	25,850	25,820	25,820	25,820
Fines and Forfeitures	38,000	38,000	38,100	38,100	38,100
Rentals	151,300	151,300	148,085	148,085	148,085
Sanitation	539,400	539,400	407,400	410,181	413,045
Interest	8,000	8,000	8,000	8,000	8,000
Miscellaneous	35,670	35,670	20,000	20,000	23,000
Transfers/Reserves	242,236	242,236	2,000	2,000	2,000
<b>Total</b>	<b>\$ 3,879,149</b>	<b>\$ 3,884,009</b>	<b>\$ 3,509,452</b>	<b>\$ 3,518,964</b>	<b>\$ 3,536,793</b>
<b>EXPENDITURES (001)</b>					
General Government	\$ 108,939	\$ 112,207	\$ 115,573	\$ 119,041	\$ 122,612
City Commission	53,360	58,651	60,012	61,605	62,000
City Attorney	65,200	65,200	65,200	65,200	65,200
City Administration	252,169	254,691	257,238	259,810	262,408
Finance	161,983	204,162	209,584	215,264	217,000
Police	915,391	944,360	972,006	1,001,011	1,002,000
Fire Department	577,268	589,024	606,770	625,419	630,000
Community Development	209,362	225,852	235,756	246,837	250,000
Public Works Administration	85,059	224,333	231,678	239,420	240,000
Building Maintenance	73,689	70,988	72,275	73,601	75,000
Central Garage and Motor Pool	42,529	50,309	51,847	53,431	54,000
Sanitation	287,863	300,000	300,000	309,000	309,000
Roads and Streets	346,438	350,000	355,000	360,000	365,000
Library	136,491	140,151	143,391	146,729	150,000
Parks	213,656	215,000	220,000	225,000	230,000
Mackay Estates	32,442	35,000	40,000	40,000	45,000
Recreation	30,310	32,000	35,000	38,000	40,000
<b>Total</b>	<b>\$3,592,149</b>	<b>\$3,871,928</b>	<b>\$3,971,331</b>	<b>\$4,079,368</b>	<b>\$4,119,220</b>
<b>Net Income</b>	<b>287,000</b>	<b>12,081</b>	<b>(461,879)</b>	<b>(560,404)</b>	<b>(582,427)</b>
<b>Capital Expenditures</b>	<b>277,000</b>	<b>307,000</b>	<b>268,400</b>	<b>1,090,000</b>	<b>755,000</b>
<b>Beginning Fund Balance</b>	<b>1,326,624</b>	<b>1,336,624</b>	<b>1,041,705</b>	<b>311,426</b>	<b>(1,338,978)</b>
<b>Ending Fund Balance</b>	<b>1,336,624</b>	<b>1,041,705</b>	<b>311,426</b>	<b>(1,338,978)</b>	<b>(2,676,405)</b>

The funds allocated as Fund Balance are undesignated.

The shortfall starting in 2014 will be addressed through attrition, benefits analysis, and revenue review. This forecast is based on receiving the same amount of ad valorem requiring adoption of the roll back rate.

Capital projects will be under review to determine priority. New management will be in place with the 2013 budget and all things will be under review.

**City of Lake Alfred  
Five Year Forecast  
Enterprise Fund**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Utilities Revenue</b>					
Water	\$ 600,000	\$ 630,000	\$ 661,500	\$ 694,575	\$ 729,304
Irrigation	125,000	131,250	137,813	144,703	151,938
Waste Water	1,150,000	1,161,500	1,173,115	1,184,846	1,196,695
Stormwater	67,846	68,524	69,210	69,902	70,601
Other Fees	156,040	178,950	188,950	193,950	193,950
Other Income	17,000	20,000	25,000	25,000	25,000
<b>Total</b>	<b>\$ 2,115,886</b>	<b>\$ 2,190,224</b>	<b>\$ 2,255,587</b>	<b>\$ 2,312,976</b>	<b>\$ 2,367,487</b>
<b>Utilities Expenditures</b>					
Water	252,123	281,737	292,507	303,861	315,833
Service	626,605	559,431	574,540	590,632	607,823
Wastewater	394,378	472,119	488,692	506,093	524,368
Stormwater	67,486	32,728	33,080	33,443	33,818
Grove	24,876	26,425	26,661	26,909	27,170
Debt Service	579,932	554,089	554,089	554,089	554,089
	<b>\$ 1,945,400</b>	<b>\$ 1,926,528</b>	<b>\$ 1,969,570</b>	<b>\$ 2,015,029</b>	<b>\$ 2,063,101</b>
<b>Net Income</b>	170,486	263,696	286,018	297,947	304,387
<b>Beginning Fund Balance</b>	2,161,953	2,229,439	1,267,135	1,243,153	1,036,100
<b>Capital Purchases/Projects</b>	103,000	1,226,000	310,000	505,000	3,430,000
<b>Ending Fund Balance</b>	\$2,229,439	\$1,267,135	\$1,243,153	\$1,036,100	(\$2,089,513)

The capital items listed for water and sewer are on going projects. Funds are allocated to repair and maintenance lines.

# City of Lake Alfred

## Glossary of Terms and Acronyms

This glossary provides definitions of various specialized terms used in this budget document that may not be already familiar to all readers. Also provided are meanings of specialized acronyms used.

**Account:** A classification of appropriations by expenditure account code.

**Accrual Basis:** The basis of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Ad Valorem Tax:** Tax based on the value of property.

**Adopted Budget, Approved Budget:** The revenue and expenditure plan for the fiscal year approved by the City Commission. See **Proposed Budget**.

**Appropriation:** Legal authorization granted to make expenditures and to incur obligations for specific purposes. An allocated time is set in which appropriations can be expended. The City Commission is the authoritative appropriating body for the City of Lake Alfred.

**Basis of Accounting:** Timing of recognition for financial reporting purposes in the City's financial statements.

**Basis of Budgeting:** Method used to determine when revenues and expenditures are recognized for budgetary purposes.

**Budget:** A formal estimate of revenues and expenditures for a defined period (one fiscal year for Lake Alfred).

**Capital Improvement:** An expenditure that adds to the useful life of the City's fixed assets.

**Capital Outlay:** Expenditures for land, buildings, equipment, and improvements other than buildings of \$1,000 or more (capitalization threshold) and a useful life of at least one year. These items are also referred to as fixed assets.

**CDBG:** Community Development Block Grant. This is a source of funding for neighborhood improvements and is administered by the U.S. Department of Housing and Urban Development (**HUD**)

**City Commission:** The elected policy setting body for the city.

**Debt Services:** The annual amount of money necessary to pay the interest and principal on outstanding debt.

**Department:** A major service-providing entity of city government.

**Division:** A budgeted sub-unit of a department.

**Enterprises Funds:** A fund that accounts for operations that are financed from user charges and whose operation resembles a business enterprise (e.g. Water and Sewer Utility).

**Expenditure:** An actual payment for goods or services received.

**Fiscal Year:** The twelve-month financial period used by the City beginning October 1 and ending September 30 of the following year. The City's fiscal year is numbered by the year in which it ends.

**FY:** Fiscal Year (October 1-September 30).

**Fund:** An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. See the appropriated Fund Types and Basis of Budgeting portion of the Introductory Section for a discussion of the types of funds in this budget.

**Fund Balance:** A fund's excess of assets over liabilities. In budgeting, this excess is sometimes used as a revenue source.

**General Fund:** The fund into which the general (non-earmarked) revenues of the City are deposited and from which money is appropriated to pay the general expenses of the City.

**Interest:** Compensation paid or to be paid for the use of borrowed funds.

**Intergovernmental Revenue:** funds received from federal, state and other local government sources in the forms of grants, shared revenues, and payments in lieu of taxes.

**Line Item:** An expenditure classification according to the type of item purchased or service obtained, for example, regular salaries, professional services, repairs and maintenance. See **Object Code**.

**Inter-fund Transfers:** Budgeted allocations of resources from one fund to another.

**LOGT:** Local Option Gas Tax

**Mill:** Ad valorem (property) tax valuation unit equal to \$1 of tax obligation for every \$1,000 of taxable valuation.

**Millage:** The total tax obligation per \$1,000 of taxable valuation property.

**Modified Accrual Basis:** The accrual basis of accounting modified to recognize revenues that are measurable and available to finance expenditures (measured when the liability is incurred) of the current period.

**Proposed Budget:** The budget for the upcoming fiscal year submitted to the City Commission for their consideration by the City Manager. See **Adopted, Approved Budget.**

**Revenue:** Income of a government from sources, such as tax payments, fees from specific services, receipts from other governments, shared revenues, interest income, and fines and forfeitures.

**Rollback Amount:** This is the tax rate computed in accordance with the "Trim Bill" regulations for an upcoming fiscal year that will yield a dollar amount equal to the amount of property tax levied in the prior year.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed.

**Water and Sewer Enterprise Fund:** A fund established to record water and sewer revenues and expenditures using the accrual basis of accounting. Revenues are recognized when they are earned and expenses are recognized when they are incurred.

**WHAT** – Winter Haven Area Transit