



the City of
Mount Dora

F L O R I D A



Final
BUDGET
2014-2015



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2014-15 ANNUAL BUDGET

First Budget Hearing – September 11, 2014

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Section I

Message from the City Manager

Budget Policies and Procedures

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Message from the City Manager

City of Mount Dora 2014-15 Final Budget



Honorable Mayor, City Council Members and Citizens of Mount Dora:

With this Final Budget, City Staff is presenting a balanced budget that continues the current practice to maintain services with the use of minimal reserve transfers and proposed increase in tax millage until the economy and budget are able to sustain operations. As a future projection, we believe the fiscal horizon is more positive than the last few years and the cutback of municipal services is more of a negative community impact than the use of reserves or taxes to balance the Budget. Our financial policy recommends we maintain 10% - 20% of our General Fund in reserves, to which we have a healthy 24%. We have a statutory maximum millage of 10.00 mills, where our current millage of 5.6667 places us as the middle of Lake County cities; yet we are considered a premier destination community in central Florida. In order to balance this year's budget impacting the majority of municipal services excluding utilities, we are proposing an increase in the tax millage to 5.997 and usage of a portion of the excess. The millage increase will cover \$240,000 of the increase needed in the General Fund, and part of the reserve \$158,250 will cover the balance in order to close the funding gap and provide the necessary resources to carry forward the City's desired Work Plan for services and capital improvements.

The Final Budget includes operating expenditures, capital expenditures, and transfers for all municipal services and operations totaling \$ 45,013,900 including a capital improvement budget totaling \$10,621,750. After enduring six years of declining property values and budgetary cutbacks in general government services, property values last year have turned slightly positive and our assessed valuation is up 3.18%. As we survey the Central Florida regions' economic condition, we note it appears to be recovering as home values begin to rise, employment improves, investment returns reflect the current bull market performance and consumer confidence rises. While we still have some lingering effects from the Great Recession, the overall economic picture appears brighter than it has been for several years. However, multiple years of budget and personnel cuts require City Council and staff to make decisions now that will have long term impacts on both the type of service and the level of service that will be provided to the citizens of Mount Dora in the future. If we maintain the status quo, our costs of providing municipal services tends to

trend higher than our current revenue sources due to statutory limitations, valuation lag behind the marketplace, and other factors. Unfortunately, this scenario is ultimately unsustainable. We must continue our efforts to grow our tax base and assure our operations are efficiently run to avoid the long term erosion of our quality of services and community.

The financial turmoil that has resulted from the last economic downturn is easing but the City of Mount Dora will remain vigilant in our vision to maintain quality services as we have restructured our departments, staffing, and service capacity. Since 2007, the City has reduced overall personnel positions by 22, vehicles have been reduced from the fleet by 13, and debt has been reduced by over \$5 million until we incorporate the debt service for needed utility projects at \$7.5 million in this current year's budget. Certainly the City has been responsible in managing these critical expense indicators in such a way to assure a healthy fiscal condition that can respond accordingly to the on-going needs of the community.

The City of Mount Dora has consistently looked for innovative and progressive approaches to delivering our municipal services and enhancing our municipal assets. The City has contracted out services to the private sector like landscape maintenance, utility bill preparation and most of our fleet maintenance. We have transferred some service responsibilities through innovative agreements with the School District , as an example, for maintenance of Heim Field for high school athletics and for the use of the Roseborough campus for a Montessori School. We have created entrepreneurial revenue sources like septic waste handling fees for private haulers and sponsoring event programs at our Community Center in order to receive the profits from ticket sales and other ventures. We have taken a leading role in promoting regional service efforts such as the Purchasing Consortium in Lake County and the efforts to functionally consolidate regional fire services with our adjacent cities. Along with the City of Leesburg, we are the only cities in Lake County to establish an Employees' Health & Wellness Clinic to better manage employee health costs. While all of these efforts have been productive in helping us maintain our service level, we must continuously strive for more examples to sustain the increasing demand for municipal services in order to sustain our community's quality of life.

The City still needs to find a way to develop more stable and sustainable revenue sources. Even with the uptick in property values, great pressure is being exerted on some of the primary sources of City revenues. Gas taxes which provide funding for the maintenance of City streets are decreasing due to more fuel efficient vehicles, higher fuel prices and a change in the formula distribution to the cities. Utility taxes trend lower yields as power costs have decreased for electricity and consumers exercise more ways to conserve water, recycle waste products and trim back on other utility consumption.

Revenue sources that can be tied to a discrete service like street lights and fire services are currently being reviewed by our consultant, GSG Government Services Group, where a report of their analysis will be presented to Council for implementation in this Final Budget's fiscal year. These service fees tend to bear a more direct user benefit and are not influenced by the tax exemptions which disqualify many homeowners from paying for such services. If the City Council elects such service fees, a Budget Amendment will be adopted for these uses.

Fortunately, the City of Mount Dora has maintained a long range strategic commitment to finish many long awaited improvements to our parks and utility infrastructure. During the current fiscal year we have completed Evans Park improvements, Lincoln Avenue Trail improvements, CDBG funded water line improvements, Downtown Streetscapes for Phase I along Third Avenue and Alexander Street, 8th Avenue Storm Drainage improvements and the Eastside Water Plant. In addition, we have commenced construction on Downtown Streetscapes Phase II along Donnelly Street, 7th Avenue Storm Drainage improvements with the pipe installation under Donnelly Park, Tremain Street Greenway improvements, Utility extensions under the railroad tracks at Donnelly and Charles Streets and the Entryway Monuments which are all scheduled to be completed prior to the start of this new fiscal year's Budget. With the additional \$7.5 million bank revenue note for financing approved by the City Council, we will be starting the design and/or construction during this 2014-15 fiscal year for projects such as capital repairs to our Water and Wastewater Facility Plants #1, Utility Relocation along the US 441/SR 46 corridor as the State increases its timetable for construction improvements and the proposed Britt Road Utility Extension. We have budgeted a Capital Improvement Budget of \$10,621,750 in this year's Budget to handle these projects and other miscellaneous operating capital needs for our community. Together, these capital improvement projects have contributed to the recreational and cultural enhancement of our community, as well as improving the reliability and capacity of our infrastructure to serve our future needs.

The economic challenges of the past several years have been an important stress test on our financial policies and management efficiency and effectiveness of operations. It has proven to be not a cyclical downturn in our budget planning, but a fundamental impact to our fiscal environment where we must now decide our future service priorities. The end game is no longer the balancing of accounts but the determination of which accounts should even continue. While economists have placed an end date on the Great Recession; the recovery is slow, and local government resources are always impacted by political influences and lag behind the market environment. Our prior efforts, after years of cutbacks, have left us with decreased resources, increased maintenance of City infrastructure and overcommitted personnel resources.

Each year we have followed the same pattern of cutback management with the hope that the next year will be better in available resources. What we have come to realize is that we must create the opportunity for increased resources; and that the health of the City rests not strictly on its financial books, but more broadly on the well-being of its citizens and the quality of the community. As stated in our Strategic Budgeting Workshop of 4/29/14, our direction must now change to a more sustainable model based upon our pro-active strategy for the future and not our reactive actions of the past.

To budget strategically means to direct our resources to the highest policy objectives and to find the most efficient and effective means to realize these objectives. In seeking strategic objectives that achieve our Community Goals adopted by the City Council, we have concentrated budget efforts toward the following objectives:

- Responsible Stewardship of our Natural Resources
- Supporting our Capital Infrastructure
- Creating a Vibrant Downtown
- Enabling Opportunities for Economic Investment
- Providing Professional, Value-Driven Services
- Creating Public Space and Amenities for People to Enjoy
- Promoting Walkability and Neighborhood Connections
- Building a Positive Image and Marketing for Success
- Promoting Community Leadership and Citizen Engagement
- Enhancing our Neighborhood Livability

In following through with the strategic actions incorporated into last year's budget, we are recommending continuation of the following efforts contained in this year's 2014-15 Budget:

- Supporting the implementation of the Golden Triangle Fire Service Corporation and the creation of a dedicated funding source through consideration of a Fire Assessment Fee. This study will not be available until the start of the new fiscal year, so we propose to defer any significant budget impacts until Council has decided these factors. , If implemented, we will need to budget 3 Fire Lieutenant positions previously identified as a need for matching service coverage and leadership resources in a combined operation.
- Consider the creation of a Streetlight Assessment Fee once this study is complete and ready for Council review at the start of the new fiscal year in October. We have not budgeted any revenue impact pending Council's review of the issue. Both the Fire Assessment and this Street Light Assessment studies are being done by GSG, Government Services Group, consultants.

- Utilize the marketing materials developed as part of the Market Analysis completed by the Renaissance Group to promote the Wolf Branch Innovation District. It is an eco-district fostering innovation, technology and wellness. With the support and interest by Lake County and Metro Orlando EDC to help market these materials, we are looking forward to making this vision of a regional center for employment and commerce an economic reality for our future.
- We have completed the construction and commenced operations of the East Area Water Plant to provide enhanced system reliability, redundancy and capacity to serve our community. We have budgeted full operations for the year.
- We have accelerated capital improvement work contained in our Utility Funds the last two years. Because of both state-impacted projects like utility relocation along the US 441 corridor, and local projects like the East Area Water Plant and the utility replacements associated with the Downtown Streetscapes, our capital and reserve funds have been significantly depleted. As projects like the Wekiva Parkway, the newly scheduled SR 44 Upgrade and utility relocation, and the US 441 Widening affect our utility relocation, we have to move up projects like the Britt Road Utility Extension to better deal with service impacts associated with these multiple projects. Consequently, we have budgeted the financial support from the July, 2014 approved \$7.5 million Bank Note to fund utility projects. As we look at operations in these utility funds, we are recommending: (1) a 2% overall rate increase in the Water/Wastewater Fund in October plus an additional review in April; (2) no increase in the Electric Fund as we continue to subsidize power costs through the power plant decommissioning settlement with Duke Energy; (3) an approximate 6.2% increase to \$6.90/month in Storm Water rates split between October and April; and (4) an increase from \$6/gal. of septic waste at our wastewater receiving station to a level of \$10/gal. to be more market conscious and build capital for future improvements to reduce processing impacts to our facilities in the future. The aggregate enterprise/utility funds in the Final Budget are balanced as we strategically plan for meeting these long-range obligations.
- In the final version of the budget, we have added \$33,000 for a grant consultant to help find additional resources to fund our larger capital projects, especially those related to the Water and Wastewater Fund.
- While we are motivated to add capital improvements to our community for their contribution to our quality of life, we must not lose sight of the fact that maintenance of these assets and the employees that utilize them

for our benefit must also be sustained in a responsible and competitive fashion. With the completion of our market-based compensation study done through our HR Department, we recognize certain deficiencies need correction from the compression of salaries and lack of comprehensive review as a result of the recession years with no compensation adjustments. We have adjusted the non-public safety pay grades to reflect market for comparable cities in our region; collapsed some grades to maintain fewer categories; separated grades with a more consistent differential; continued to broadband our top management; incorporate a cost-of-living/merit adjustment for all employees at 2-3% depending on range and performance; and added another adjustment to bring employees up to minimum pay grade starts and market adjustments for those most seriously undervalued in our study comparisons. Our contractual obligations from public-safety union negotiations have also been incorporated into this budget at up to 3% similar to what we budgeted for the other personnel.

- Overall, the number of employee positions in the City organization has increased by 1.417 FTEs for this new fiscal budget year. To summarize the major changes we have: (1) Added a Police School Resource Officer to be assigned in the High School to replace the current assignment of Sheriff Deputy plus an additional Police Officer, if the COPS Grant is approved; (2) Added 0.4 Deputy City Clerk to the part-time Assistant in the City Clerk's Office to be shared with Human Resources as this position becomes full-time to deal with support for these two functions and the City Manager's Office; (3) Added a part-time Skilled Tradesworker (0.7 FTE) to help maintain our increased number of facilities and (4) incorporated reorganization changes in Public Works/Utilities that has resulted in a decrease of 2.673 positions but allowed certain organizational upgrades to better manage operations. As an example, the Assistant Director position was eliminated to allow for the addition of an Electrical Engineer to deal with these technical operations in the Electric and Water/Wastewater Utilities. The Storm Water Manager's duties have been incorporated into Roads & Streets with general management by the Director, which results in our only planned lay-off of an employee position in the budget. In addition, the Utility operations have been separated into Plant Operations and Line Operations where these will be managed through employee promotional opportunities. At the heart of this reorganization is the plan to cross-train our utility line staff and plant operators for better coverage and reduced staffing through attrition in the future. In fact, one such operator position is proposed for attrition elimination in the budget. The other minor percentage changes are reflected in reallocations of existing staff between funds and a slight increase in part-time hours for staff at the Library and in Police Communications.

- Preserving the continuance of a level contribution amount to the four retirement plans to avoid the volatile fluctuations in contribution rates as market investment returns change is proposed for continuance. The impact to the four retirement plans is a contribution of \$182,399 in excess of the required contribution for this year. However, we are seeing the impact of this strategy as the required actuarial amount is actually less than last year, but we are continuing the level payment strategy to help with future investment earnings and transfers to be able to better sustain these obligations. This strategic action results in a significant portion of the need to transfer reserve funds to balance the operational budget. We still feel this action will ultimately create a long-term savings for our pension liability.
- Continuing our commitment toward managing employee healthcare with our Wellness Clinic and contract with Care Here, Inc. While our costs for healthcare continue to increase each budget year, we know this level of increase is less than the corresponding increases we are seeing in other city's healthcare costs that are fully insured through a medical insurance plan. In order to handle future catastrophic claims and have adequate reserves, we are proposing an approximate 10% increase in the rates, but offsetting a major portion of this increase with an employee tobacco-free policy and improved conveniences to encourage Health Risk Assessments for our employees. With the increased usage, we have expanded hours at the clinic and added a Physicians' Assistant to the clinic staff. We are moving in the right direction and will further concentrate our efforts toward system design that favors personal accountability for health issues and cost.
- Promoting a dialogue with the County to explore long-term opportunities for sharing in service delivery in order to be more efficient and effective. Regional and coordinated services have potential cost savings as long as service quality is not materially diminished to our citizens. We currently see efforts in this area with planning through our JPA; but we have other opportunities in administrative, technical and cultural areas that could be mutually beneficial for our citizens and agencies.
- Increasing our maintenance efforts in our operational support functions has taken on a higher priority as we realize that such attention will enable us to better serve the public and protect our employees. We have added new facilities in the last ten years, and while the maintenance costs were originally projected as being slight, the time has increased the need to pay more attention to such repairs. Some of examples are replacement of outdated computers and technology to enable our employees to remain productive as workloads increase and the need for information

expands; replacement of safety equipment like bunker gear and air packs for our fire personnel; and upgraded replacement of power units like a wood chipper to maintain our roadway and park areas when tree limbs fall or we need to clear right-of-way areas. We try to maintain our equipment as long as possible, but eventually we have to replace these vital operational units.

- Planning for the return of our Public Works personnel to our property located at Lincoln & Highland. We are currently leasing space in the Lake Center area, but for the long-term management and coordination of the various utility functions, we need to bring the personnel back together in a more efficient facility and eliminate the perpetual need to pay an outside lease. The final recommendations for design and funding for this project are currently being developed. Due to the increased DOT Projects impacting our utility relocations, we may have to defer the new Public Works Complex for an additional year.
- Completing the Bio-Solids Management Facility is budgeted as an innovative project to reduce the costs of bio-solids disposal utilizing solar energy for drying and pasteurization. It will result in a Class AA fertilizer that we will market to the public and for internal use. We are currently assessing the components of odor control and will shortly be in position to start construction of this facility.
- Commercial development and rehabilitation has been significantly increased in our CRA and NECRA districts as incentives were implemented last year and expanded in this year's budget. As a result of the requests to honor improvements in our downtown construction zone, we have carried forward the additional public support of \$170,000 in reimbursement for eligible improvements. We are also expanding our efforts to support housing improvements and weatherization in the NECRA neighborhoods as part of the Affordable Housing Program with local funding of \$225,000. An additional \$195,000 has been committed to incentives for the Grandview Street corridor for commercial development. Also, we have increased our efforts to acquire vacant and distressed property in order to gift them to non-profit organizations for new housing development.
- Accounting for the costs and fees associated with our special events and activities will be easier to review as we consolidate this accounting in a Special Revenue Fund dedicated for this purpose. We have greatly expanded the promotional events in our community as venues have been added at Evans Park and Donnelly Park with the new event pads; and our Community Building has increased event bookings considerably over last year with outside productions and those organized by staff.

- Continuation of the funding for our Downtown Streetscapes Phase III has been budgeted as part of this preliminary budget document. We are currently under design and review to determine more accurate figures for funding and allocation. We anticipate these figures to be available prior to Final Budget approval and will be able to discuss the options with City Council at that time. However, we have budgeted \$3,010,000 in the various affected funds in anticipation of the preliminary estimates and selected options. The challenge is that our prior two phases have consumed available funds in CRA and Utilities, although we have planned for a reimbursement of a portion of Water/Wastewater funding with the bank note issue. Inter-fund loans will be used to cover any shortfalls in specific funds.

We have incorporated the suggestions made at the Budget Special Meeting. These include:

- Eliminating the proposed three Lieutenant positions;
- Adding a part-time Skilled Tradesworker to help maintain our facilities.
- Adding the funding for Downtown Streetscape - Phase III project at \$3,010,000 subject to the final cost numbers being available; and
- Adjusted revenue projections and reducing the amount of reserves being used to balance the General Fund.

The City needs to continue this strategy in order to build a sustainable model for providing services at a reasonable rate in the current economic climate. This Final Budget is intended to give the City Council information for assistance in your decision-making to determine the level of Budget allocation required to attain City Council goals during this upcoming fiscal year ending September 30, 2015. In following this approach, we are moving away from reactionary responses to our financial environment and moving toward managing our fiscal environment from a more positive perspective tempered with performance efficiency and entrepreneurial vision for growing our resources.

Document Organization

This Final Budget document is divided into four sections. This first section contains budget highlights and overview as well as a general discussion of the Budget Procedures and Priorities. The second section provides detailed schedules of the total budget by fund, workforce, capital schedule and unfunded requests, while the third section provides a recap of the various fund and department budgets with text information concerning major changes and benchmark information. The fourth section contains information on comparison to other local cities, debt schedules, financial trend information and

the Five Year Capital Improvement Program as revised. There are two appendices that provide miscellaneous additional information.

Overview

In the preparation of the 2014-15 Budget, Staff is presenting a budget balanced with the objective of preserving services and reorganizing activities to provide a more efficient and effective workforce while adjusting revenues to accomplish this mission. A combination of partial use of reserves and increasing the millage rate will provide the appropriate and required funding level. We feel this approach is required to maintain Mount Dora's leadership position as a primary Central Florida tourist destination and as a community with a high quality of life. To continue to cut expenses will require policy decisions regarding the level of service in our key departmental functions. After years of budget cuts, there is no non-essential expense left; only specific programs that must be eliminated to provide the necessary dollar for dollar reductions. The General Fund is facing a critical point where all the tools needed to provide the programs are at the leanest point required to do the job. Additional cuts would require eliminating the entire program since you cannot do the job without the necessary tools.

The adjustments necessary to balance the Budget, the impact upon our citizen's expectation of municipal services, and the long-term challenges of funding infrastructure have all factored into the decisions contained in this Final Budget. The staff has increased efforts and creativity in exploring solutions and alternatives that minimize the negative impacts to municipal services affecting our citizens, and concentrates on long-term efficiency and effectiveness. As discussed earlier, our efforts cannot be concentrated only on the expense side of the ledger; for we must also promote changes that stimulate our revenues in other areas outside taxes that grow our local economy and valuation base and that create entrepreneurial opportunities.

Long Range Financial Policies and Budget Priorities

While this Budget seeks a balanced relationship between revenues and expenditures, other service relationships are determined by the Budget direction and policy set forth in this document. For example, services usually associated with general government, such as police, fire, recreation and infrastructure maintenance, are impacted the most by the limited funding sources due to mandated tax reductions, poor economy and larger service requirements. Other services, such as utilities or building inspections, are funded by rate structures and dedicated revenues that are more consistent, less regulated and more stable in their revenue yield. Within this mix of resources

and needs, the City has proposed the highest Level of Service possible. Direction provided by the City Council and continued input from our citizens will enable our 2014-15 Budget to be balanced and reflective of our community's commitment to attempt to maintain the quality of our services.

The City of Mount Dora has developed Long-term Policies to meet the future needs of the community. Annually, the City Council reviews and adopts the Budget Priorities for the new and future budgets and a five year Capital Improvement Plan. Staff reviews established Debt Management, Reserves, Investments, Purchasing, Capital Asset and Equipment Replacement policies and makes recommendations for any changes to these policies. Non-financial goals and policies are set through the City Manager's Annual Work Plan and the Comprehensive Plan. In addition, Master Plans are developed for the Water, Wastewater, and Storm water Systems, CRA, NECRA, and Emergency Services Disaster Recovery plus various operational goals and procedures. Annually, all departments establish goals for their operations. Then, this information is communicated through public meetings, publications, and our web site. The Overall Goals and Objectives of the City are outlined later in this document.

Long Range Financial Outlook

It does not appear that Ad Valorem revenues will materially increase anytime soon even though we are seeing some positive movement in the local economy. Property values are beginning to recover, but there is no expectation of a major increase. The downward pressure on gas sales taxes, utility sales tax and franchise fees is a very real long term trend. If there are future revenue increases, the City will need to address some of the current problems in preserving our current Level of Service rather than looking to increase services or reduce taxes. While the City has tried to maintain its historical commitment to capital improvement projects, we must not lose sight of the long-term operational and maintenance impacts or the concern that some capital resources are not guaranteed but are contingent upon voter or legislative renewal such as local option gas tax or additional one cent sales tax.

This Final Budget contains a strategic approach to the next several years of operations. In order to be more pro-active to change, more collaborative with other stakeholders, more current with our database information for decision-making, and driven to produce results for our community; we have introduced strategic and long-term budgeting concepts to make sure we are connecting all the dots to sustain services for the future. If a majority of these ideas are adopted and implemented, they will have a profound effect on the City's financial future. In addition, other issues must be addressed over time.

The City must be cognizant of the fact that the type of zoning and the eventual development of various properties impact the services required, the revenues generated and the ambiance of the city. Lower densities provide better housing stock and are considered by some as preferable to high density condos or high rise apartments, but the infrastructure costs per unit are higher and the annual revenues generated for operations are lower. Likewise, limitations on commercial areas that can be developed results in residential type housing that generally requires more services and provide less revenue than commercial developments. Despite the revenue model based solely upon growth, the City must not pursue unwanted development or increased density solely for the sake of more revenues, particularly where it might change the character and charm of the community. A delicate balance toward the need for additional revenue and the development of the city must be planned and calculated.

Surrounding unincorporated areas that have been developed in the past without requiring annexation tend to rely on the City's Public Safety Departments for back-up services plus Recreational and Library services as primary services. However, they do not pay any ad valorem taxes toward the cost of these services, nor does this population count for many of our revenue sharing programs. Some of these areas even receive our utility services without the 25% premium and street lighting. We need to determine the best approach to having these areas pay their fair share. We must explore ideas such as incentives for enclave areas to annex to the City so we gain their tax value for our community rather than it going to the County; and the per-capita state shared revenues are returned here rather than to other communities. We must recognize that all of us in the Mount Dora area, regardless of incorporated status, have a stake in maintaining the quality and community services of Mount Dora. If our enclave areas were part of the City, we could more easily achieve the dual benefits of improved services to their area with reduced overall fiscal impact to the community as a whole.

Another major budgeting issue is dealing with the timing of providing the staffing and infrastructure needed for the future growth versus when the related revenues will be received. The City does not receive the ad valorem tax revenues until well after construction is completed and does not receive user fees until after the homes or businesses are occupied. The combination of when revenues are received versus when the City must expend capital funds and add staff to handle the expanded service areas gives the appearance at times that the budget is growing at a faster pace than the population and even faster than the increase in taxable property values. The delay in the receipt of revenues versus the needed expenditures due to growth places an additional burden on the task of trying to balance each year's budget. This was less of an issue for Water and Wastewater as new customer revenue and the 25% surcharge outside City limits was starting to increase and provide the necessary cash flow for their improvements. The slowdown in growth has provided

additional time to construct the needed infrastructure; however, it has also reduced the available funds from impact fees, taxes and utility fees.

Closing Comments

The Final Budget is balanced, but within our strategic direction that embraces change as opportunity, and does not fear to raise revenue as long as the goal is sustainability and quality of community services. For the third year we have proposed the use of reserves to help balance the Budget and preserve municipal services without causing a serious loss of function or personnel. This is not a financial burden due to the amount of reserves available since we are in excess of our financial policy. In addition, the Final millage rate is still less than the rate adopted in 2005-06. Cities all over Florida are making the same transitions in the way they fund their services, as they face the reality of fading and unstable tax revenues. We have experienced difficult decisions these past years and have incorporated the positive lessons learned into our new progressive strategy for success. We have (1) learned to live within the resources given us to maximize the services to our community; (2) altered our organizational structure to make it leaner in terms of management function; (3) been conservative in our financial projections but creative in our entrepreneurial development of resources; (4) analyzed our operations and have seen the benefit of continued performance management; (5) explored the service addition of fees as appropriate and their deferral as incentives to promote strategic goals of the City; (6) practiced the wisdom of not using capital or one-time resources for on-going operational support; (7) promoted efficiency and effectiveness of our service delivery and have been willing to contract out those services that cannot deliver cost-saving performance; and (8) reduced long-term debt and utilize a pay-as-you-go approach to meet capital projects except for the truly significant projects of multi-million dollar magnitude when bonding is advisable. All of these lessons learned have helped shape our current strategy.

I am proud that this Final Budget has been formulated with a uniformity of purpose and the camaraderie of professional staff to present their service level considerations in such difficult budgetary times. Through such dedicated teamwork, we are able to craft solutions to the fiscal challenges that stress all communities in this economic climate. I am also concerned that we have had sustained years of budget cutbacks as taxpayers want tax relief and still expect quality services. We need a cure that not only treats the symptoms of our fiscal distress, but addresses the root causes of such a condition and enables us to restore a healthy and prosperous future for our community. If we desire to attain our Community Goals, then we must pursue a strategy of progress and not of decline.

The bottom line is that our community's collective vision and hope for the future is achieved through the successful operation of an effective and efficient municipal management, as reflected in the City Council's priorities and policies contained in this Budget. We must continuously seek improvement and scrutinize the City's operations and performance as a provider of municipal services. The 2014-15 Final Budget follows this direction as we continue to reorganize and refine our workplace for efficiency and partner for the effectiveness in delivering our vast array of municipal services. With the guidance of the City Council, our Advisory Boards and our citizens, we have made tremendous progress as a community. We are at this stage again as we review and establish our Budget and Work Plan for further progress as a community.

I would like to thank our Department Heads for their efforts in submitting budget requests in line with the availability of funds. I would in particular like to thank the Finance staff for their hard work in compiling the numbers and preparing the budget documents. After all, the Budget is only as successful as the amount of effort and support incorporated by all of the stakeholders in the process.

I hereby offer the 2014-15 Final Budget for your review. I will work closely with Council in continuing to set priorities and in making the difficult decisions required to adhere to this Budget. Please contact my office with any questions or comments regarding this Budget; my door is always open.

Thank you for your continued support and good stewardship. It is indeed a pleasure to present our Budgetary Program to the people of Mount Dora as our response to their vision of a quality community for the future.



City Manager



Budget Policies and Procedures

Each Budget Year, the City reviews its existing Budget Policies and Procedures. The following section outlines the current year recommendations:

1. Each year all of the Departments and Divisions submit budget requests for the operating and capital items for review by the City Manager and Finance. All Unfunded Items are reviewed to determine if money is available within the projected revenues to budget the request or whether to forward the request to City Council for their review. Unfunded Items for the current level of operations are given priority over other requests.
2. Budgetary controls are set at the fund level allowing Budget Amendments within each fund to be made by the City Manager, if there is no change in the total revenues or the change in expenditures are under \$25,000. Any increase in total expenditures within a fund must identify a new, specific revenue source, or reserves, and be approved by City Council. Any changes in the amounts designated as Reserves, Contingencies or in total revenues in a fund require a Budget Amendment passed by the City Council. Any statutory requirements for Budget Amendments will be presented to City Council on at least a quarterly basis.
3. Similar to past years, all funds except the three pension plans are budgeted. The pension plans are maintained by the City as Pension Trust Funds and are included as part of the City's reporting entity. However, they are not included in the City's Budget as their resources are not available to support any other City programs and funding is determined by an annual actuarial calculation. Adoption of the Budget in conjunction with the annual adoption of the Purchasing Policy provides the necessary appropriation as required.
4. In order to communicate and establish what the City of Mount Dora considers adequate Reserves, the City Council has adopted targets for Reserves that will be maintained for the General and all Enterprise Funds, except the Cemetery Fund.
5. The Final Budgets for all funds submitted to City Council for adoption shall be balanced. A balance budget is where there are sufficient revenues and all other resources including reserves equal all proposed expenditures, transfers and future reserves.

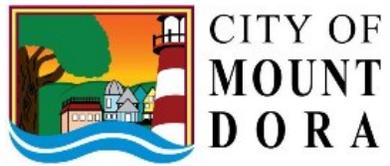
6. Each year, the City prepares a five-year Capital Improvement Program (CIP), which is reviewed by the City Council at a Special meeting prior to the preparation of the departmental budgets. Based upon this review, changes are made to the recommended list. In Section II of this Budget document is the revised CIP along with the recommended sources for funding.
7. The City has developed and adopted an Equipment Replacement Program for funding of replacements to the existing fleet of vehicles and major equipment. In addition, a program for funding of facility repairs will need to be developed to provide sufficient funds annually to maintain the various facilities in every fund. Funding for this program has been significantly diminished due to reduced revenues and has been temporary suspended for most of the General Fund Departments.
8. The Budget is prepared at the direction of the City Manager for review and approval by the City Council. The Budget process and documents follows all appropriate State Statutes and the Auditor General's Regulations. The budgets General and Special Revenue Funds are prepared using a modified accrual basis of accounting, where revenues are recognized when they become measureable and available to finance expenditures of the fiscal period. Expenditures are recognized when the fund liability is incurred except for unmatured interest on general long-term debt, which is recognized when due and the non-current portion of accrued vacation and sick leave.
9. The Budget revenue estimates reflect no less than 95% of the anticipated receipts. The appropriations include sufficient itemized detail for authorization required by law. All Contingencies for all budgeted funds are specifically identified.
10. Through the budgeting process, the CRA, NECRA, Law Enforcement and Capital Improvement Funds are restricted for capital Improvements activity. The Protection Services Fund is restricted to building inspection services.
11. Each year, not later than July 31st, the City Manager prepares and presents to the City Council a Budget for the ensuing year and a recommended maximum millage rate. City Council reviews such Budget and gives direction as to the Proposed Maximum Millage Rate and the date of the First Public Hearing, which is forwarded to the Property Appraiser for inclusion in the TRIM Notice.



Section II

Budget Summary
Workforce Recap and Changes
Capital Budget
Unfunded Requests

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**CITY OF MOUNT DORA
2014-15 BUDGET SUMMARY**

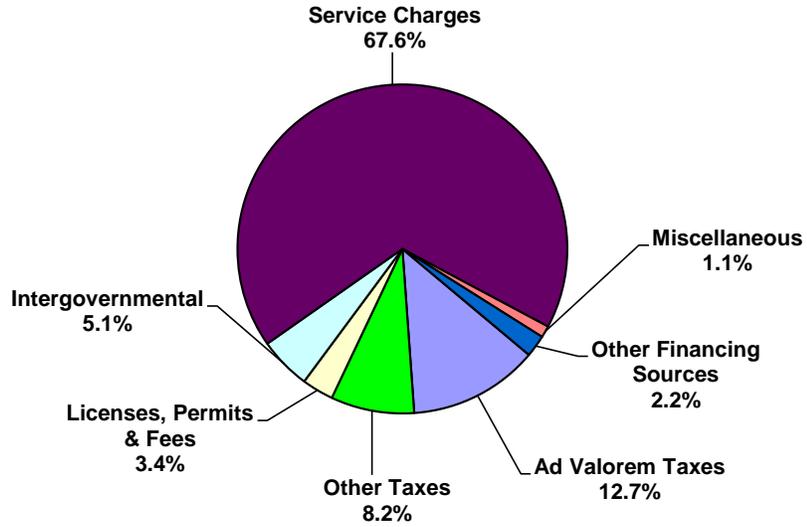
	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Total
REVENUES							
Property Tax	4,413,700	611,700	-	-	-	-	5,025,400
Other Taxes	340,200	1,055,850	-	-	-	-	1,396,050
Utility Service Taxes	-	1,249,750	-	-	-	-	1,249,750
Telecommunications Taxes	-	579,450	-	-	-	-	579,450
Permits and Fees	684,050	538,500	-	-	-	-	1,222,550
Intergovernmental	1,450,450	546,350	-	20,000	1,000	-	2,017,800
Charges for Services	325,050	398,250	-	-	23,132,500	2,786,200	26,642,000
Fines and Forfeitures	63,150	-	-	-	-	-	63,150
Miscellaneous	206,000	39,050	1,150	50	94,200	48,750	389,200
Total Revenues	7,482,600	5,018,900	1,150	20,050	23,227,700	2,834,950	38,585,350
OTHER SOURCES							
Transfers In	4,337,400	222,850	320,000	-	91,500	-	4,971,750
Debt Proceeds	-	850,000	-	-	-	-	850,000
Total Other Sources	4,337,400	1,072,850	320,000	-	91,500	-	5,821,750
Total Revenue and Other Sources	11,820,000	6,091,750	321,150	20,050	23,319,200	2,834,950	44,407,100
EXPENDITURES							
General Government	1,374,850	1,761,600	-	40,000	-	2,803,550	5,980,000
Public Safety	7,001,500	737,750	-	45,950	-	-	7,785,200
Physical Environment	-	-	-	-	20,012,800	-	20,012,800
Transportation	1,009,450	1,575,000	-	-	-	-	2,584,450
Culture/Recreation	2,278,100	171,000	-	-	-	-	2,449,100
Debt Service	-	374,450	319,400	-	536,750	-	1,230,600
Total Expenditures	11,663,900	4,619,800	319,400	85,950	20,549,550	2,803,550	40,042,150
OTHER USES							
Transfers Out	314,350	1,854,500	-	-	2,802,900	-	4,971,750
Total Other Uses	314,350	1,854,500	-	-	2,802,900	-	4,971,750
Total Expenditures and Other Uses	11,978,250	6,474,300	319,400	85,950	23,352,450	2,803,550	45,013,900
ADD. (REDUCTIONS) TO FUND BAL.	(158,250)	(382,550)	1,750	(65,900)	(33,250)	31,400	(606,800)
ESTIMATED BEGINNING FUND BAL.	3,775,000	3,086,050	108,000	70,000	47,258,400	2,395,000	56,692,450
PROJECTED ENDING FUND BALANCE							
RESTRICTED FUND BALANCE (1)	365,000	2,678,500	109,750	-	39,579,600	-	42,732,850
RESERVES PER POLICY (2)	1,167,500	-	-	-	3,319,900	-	4,487,400
UNDESIGNATED FUND BALANCE	2,084,250	25,000	-	4,100	4,325,650	-	6,439,000
PROJECTED ENDING FUND BALANCE	3,616,750	2,703,500	109,750	4,100	47,225,150	2,426,400	56,085,650

(1) Restricted Fund Balances equal Prepaids and Inventory in General Fund plus Capital Assets in Enterprise Funds.

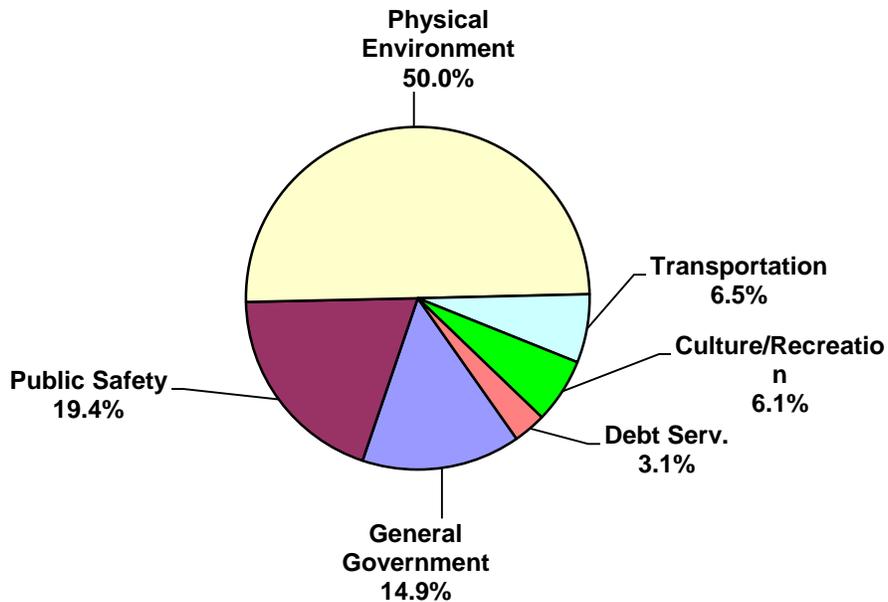
(2) Minimum Reserves for General Fund are 10%; Electric 15%; Water & Wastewater 15%; Sanitation 5%; and Stormwater 15% per City policy.

Percentage are applied to the greater of revenues plus recurring transfers in or expenditures plus recurring transfers out based upon the prior year's audit.

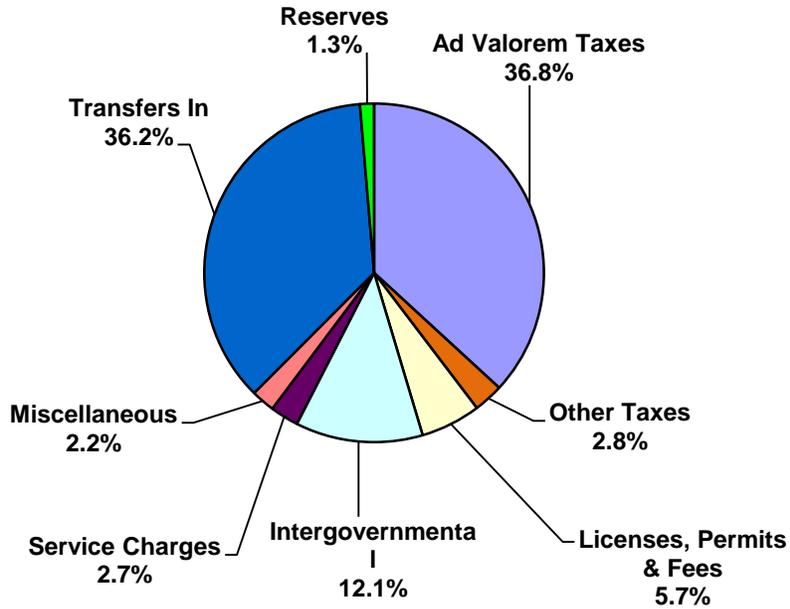
WHAT ARE THE SOURCES FOR THE BUDGET? ALL FUNDS



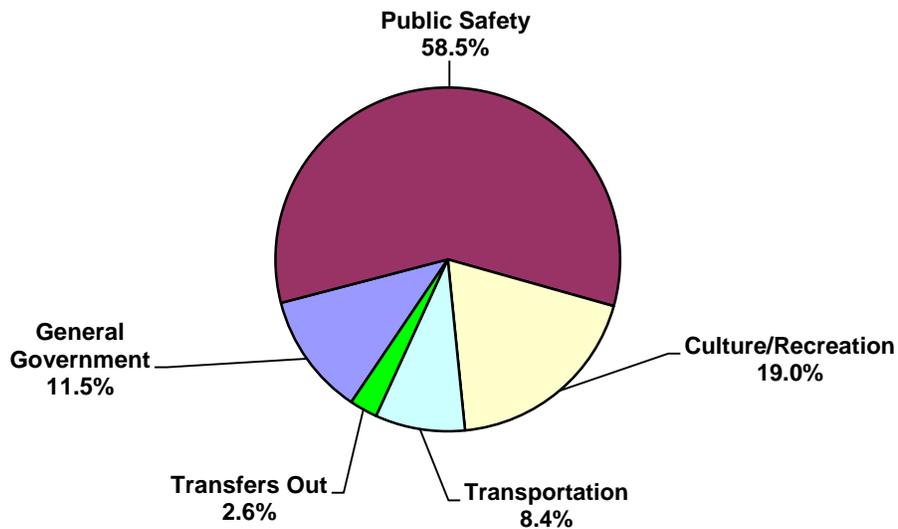
HOW ARE THE FUNDS SPENT? ALL FUNDS



WHAT ARE THE SOURCES FOR GENERAL FUND BUDGET ?



HOW ARE THE FUNDS SPENT IN THE GENERAL FUND ?



**CITY OF MOUNT DORA
WORKFORCE RECAP
2014-15 BUDGET**

Title	2009 FTEs	2009 Actual*	2010 FTEs	2010 Actual*	2011 FTEs	2011 Actual*	2012 FTEs	2012 Actual*
Legislative	3.50	\$ 46,496	3.50	\$ 42,919	3.50	\$ 44,195	3.50	\$ 42,836
City Manager	1.40	146,640	1.40	146,644	1.40	149,655	1.40	152,814
Public Relations	0.00	-	0.00	-	0.00	-	1.00	14,616
City Clerk	0.60	27,173	0.60	27,384	0.60	31,828	0.60	32,633
Finance	4.90	284,934	4.90	292,349	4.60	246,680	4.60	256,069
Customer Service	6.10	192,476	6.10	189,375	6.10	192,242	6.10	194,548
Purchasing	2.00	86,071	1.80	74,458	1.80	74,602	1.80	76,542
Human Resources	2.00	122,863	2.00	122,907	2.00	122,957	2.00	125,679
Planning and Development	4.26	235,006	3.26	214,696	3.26	177,992	3.26	182,764
Information Technology	4.00	175,506	4.00	178,429	4.10	188,237	4.10	194,697
Building Maintenance	8.20	281,870	9.20	326,698	7.20	253,591	7.70	275,263
Total - General Government	36.96	1,599,035	36.76	1,615,859	34.56	1,481,979	36.06	1,548,461
Police Department**	43.46	2,087,175	42.46	2,092,924	42.46	2,156,207	41.46	2,073,821
Police Communications	8.10	287,992	8.63	274,523	8.63	270,550	8.63	296,268
Fire Department**	25.00	1,207,024	25.00	1,237,400	25.00	1,295,697	25.00	1,316,852
Total - Public Safety	76.56	3,582,191	76.09	3,604,847	76.09	3,722,454	75.09	3,686,941
Roads & Streets	10.00	370,676	9.55	358,797	8.55	317,273	8.55	322,665
Engineering	1.13	65,674	1.15	66,647	1.15	67,177	0.85	54,633
Total Transportation	11.13	436,350	10.70	425,444	9.70	384,450	9.40	377,298
Library Services	9.98	340,405	9.13	317,033	9.35	331,461	9.35	325,381
Recreation	4.99	145,476	5.39	150,515	4.89	131,470	3.94	140,048
Aquatics	1.12	17,219	1.12	14,363	1.12	15,872	1.17	16,858
Community Building					0.25	313	0.25	439
Parks Maintenance	6.59	226,845	6.25	218,121	7.25	247,763	7.25	257,433
Total Culture and Recreation	22.68	729,945	21.89	700,032	22.86	726,879	21.96	740,159
Total General Fund	147.33	6,347,521	145.44	6,346,182	143.21	6,315,762	142.51	6,352,859
CRA	5.00	150,309	4.00	144,346	4.00	124,827	4.00	134,100
NECRA	1.50	73,522	1.50	68,597	1.50	86,128	1.50	72,534
Protective Inspections	8.24	406,840	7.24	386,794	7.24	404,321	5.24	301,256
Special Events***	-	-	-	-	-	-	-	-
Electric	12.45	585,085	11.05	539,827	11.05	601,067	11.05	614,393
Water & Wastewater	31.22	1,196,643	29.42	1,164,814	30.20	1,219,532	30.30	1,215,694
Sanitation	1.13	37,707	1.25	32,577	1.25	41,064	1.25	40,297
Stormwater	3.30	158,463	2.80	152,335	3.80	167,937	4.00	179,326
Cemetery Maintenance	2.35	49,544	2.35	72,660	2.35	64,960	1.85	60,399
Motorpool	1.00	50,926	1.56	53,281	1.56	52,290	1.56	50,025
Total Other Funds	66.19	2,709,039	61.17	2,615,231	62.95	2,762,126	60.75	2,668,024
Total City	213.51	9,056,560	206.61	8,961,413	206.16	9,077,888	203.26	9,020,883

*Prior year amounts may be adjusted for comparison purposes

**Police Officers and Firefighters are shown as 1 FTE even though they may be scheduled to work in excess of 2080 hours per year.

*** Special Events Fund was created for the 2104-15 Budget

**CITY OF MOUNT DORA
WORKFORCE RECAP
2014-15 BUDGET**

Title	2013 FTEs	2013 Actual*	2014 FTEs	2014 Original Budget*	2015 FTEs	2015 Tentative Budget	2015 VS 2014 FTE Change	% Inc. (Dec.)
Legislative	3.50	\$ 43,212	3.500	\$ 47,300	3.500	\$ 47,300	-	0.00%
City Manager	1.40	156,807	1.400	159,300	1.400	167,050	-	4.87%
Public Relations	1.00	40,155	1.000	40,000	1.000	46,700	-	16.75%
City Clerk	1.20	34,121	1.200	52,550	1.350	63,500	0.150	20.84%
Finance	4.60	275,821	4.500	258,450	4.300	247,950	(0.200)	-4.06%
Customer Service	6.10	199,723	6.100	196,250	6.420	242,850	0.320	23.75%
Purchasing	2.00	87,476	2.000	92,050	2.000	94,600	-	2.77%
Human Resources	2.00	129,866	2.000	132,600	2.250	149,200	0.250	12.52%
Planning and Development	3.26	188,766	3.260	195,500	3.260	205,750	-	5.24%
Information Technology	4.10	201,349	4.200	217,700	4.200	225,050	-	3.38%
Building Maintenance	8.30	279,431	8.300	293,800	9.100	332,250	0.800	13.09%
Total - General Government	37.46	1,636,727	37.460	1,685,500	38.780	1,822,200	1.320	8.11%
Police Department**	40.46	2,126,128	40.460	2,176,000	42.720	2,189,650	2.260	0.63%
Police Communications	8.63	323,559	8.630	313,650	8.880	315,950	0.250	0.73%
Fire Department**	25.25	1,342,255	25.250	1,380,700	25.250	1,442,950	-	4.51%
Total - Public Safety	74.34	3,791,942	74.340	3,870,350	76.850	3,948,550	2.510	2.02%
Roads & Streets	8.75	339,715	8.200	335,950	8.000	302,500	(0.200)	-9.96%
Engineering	0.85	50,650	0.850	51,800	0.900	58,350	0.050	12.64%
Total Transportation	9.60	390,365	9.050	387,750	8.900	360,850	(0.150)	-6.94%
Library Services	9.35	334,543	9.350	328,750	9.840	349,100	0.490	6.19%
Recreation	4.89	148,351	4.890	162,400	4.060	127,950	(0.830)	-21.21%
Aquatics ***	1.17	17,425	0.970	20,700	0.970	23,850	-	15.22%
Community Building	0.50	13,969	0.500	18,650	0.000	-	(0.500)	-100.00%
Parks Maintenance	7.25	264,324	7.250	273,950	6.750	253,700	(0.500)	-7.39%
Total Culture and Recreation	23.16	778,612	22.960	804,450	21.620	754,600	(1.340)	-6.20%
Total General Fund	144.56	6,597,646	143.810	6,748,050	146.150	6,886,200	2.340	2.05%
CRA	4.00	141,882	4.000	137,150	3.550	139,800	(0.450)	1.93%
NECRA	1.50	67,664	1.500	75,850	1.950	93,000	0.450	22.61%
Protective Inspections	5.24	242,898	4.840	253,250	4.240	242,150	(0.600)	-4.38%
Special Events	-	-	0.000	-	2.000	207,300	2.000	N/A
Electric	11.05	623,424	11.000	627,750	11.300	614,150	0.300	-2.17%
Water & Wastewater	31.53	1,290,070	32.198	1,315,400	31.100	1,338,850	(1.098)	1.78%
Sanitation	1.28	42,460	1.225	41,750	1.200	41,350	(0.025)	-0.96%
Stormwater	4.15	197,731	4.150	201,850	3.150	144,850	(1.000)	-28.24%
Cemetery Maintenance	1.85	56,740	1.850	54,350	1.850	59,300	-	9.11%
Motorpool	1.56	29,295	0.850	38,600	0.350	22,500	(0.500)	-41.71%
Total Other Funds	62.15	2,692,164	61.613	2,745,950	60.690	2,903,250	(0.923)	5.73%
Total City	206.71	9,289,810	205.423	9,494,000	206.840	9,789,450	1.417	3.11%

*Prior year amounts may be adjusted for comparison purposes

**Police Officers and Firefighters are shown as 1 FTE even though they may be scheduled to work in excess of 2080 hours per year.

*** Special Events Fund was created for the 2104-15 Budget

**CITY OF MOUNT DORA
CHANGES IN FTE's
2014-15 BUDGET**

Departments/Positions	Alloc./Title Changes	FT/PT	Change	Total
City Clerk				
Deputy City Clerk		F/T	<u>0.150</u>	
Total Change				0.150
Finance				
Finance Director	(2)	F/T	<u>(0.200)</u>	
Total Change				(0.200)
Customer Service				
Finance Director	(2)	F/T	0.200	
Customer Service Representative I	(1)	F/T	(1.000)	
Customer Service Representative II	(1)	F/T	1.000	
Temporary Employee		P/T	<u>0.120</u>	
Total Change				0.320
Human Resources				
Deputy City Clerk		F/T	<u>0.250</u>	
Total Change				0.250
IT				
Assistant IT Manager		F/T	(1.000)	
Network Administrator		F/T	<u>1.000</u>	
Total Change				-
Building Maintenance				
Parks & Recreation Director	(3)	F/T	0.200	
Asst. Public Works & Utilities Deputy Dir.	(3)	F/T	(0.200)	
Carpenter	(2)	F/T	(0.500)	
Park Specialist	(2)	F/T	(0.500)	
Building Maintenance. Foreman		F/T	1.000	
Skilled Tradesworker		P/T	0.700	
Custodian		P/T	<u>0.100</u>	
Total Change				0.800
Police				
School Resource Officers		F/T	2.000	
Police Operations Adm. Asst.		P/T	(0.130)	
School Crossing guard		P/T	0.190	
Reserve Officer		P/T	<u>0.200</u>	
Total Change				2.260

**CITY OF MOUNT DORA
CHANGES IN FTE's
2014-15 BUDGET**

Departments/Positions	Alloc./Title Changes	FT/PT	Change	Total
Police Communication				
Police Communication Officer	(4)	P/T	<u>0.250</u>	
Total Change				0.250
Roads & Streets				
Public Works & Utility Director	(3)	F/T	0.150	
Asst. Public Works & Utilities Deputy Dir.	(3)	F/T	(0.300)	
Administrative/Project Manager	(3)	F/T	(0.150)	
Public Works Manager	(3)	F/T	(0.250)	
Skilled Tradesworker/Fleet Technician	(2)	F/T	<u>0.350</u>	
Total Change				(0.200)
Engineering				
Public Works & Utility Director	(3)	F/T	0.075	
Administrative/Project Manager	(3)	F/T	<u>(0.025)</u>	
Total Change				0.050
Library				
Library Assistant II - Technical Service		P/T	(0.020)	
Library Assistant I - Circulation		P/T	(0.070)	
Library Page		P/T	<u>0.580</u>	
Total Change				0.490
Recreation				
Parks & Recreation Director	(2)	F/T	(0.200)	
Cultural/Special Event Coordinator	(2)	F/T	(0.750)	
Recreation Aides - Summer Camp		P/T	<u>0.120</u>	
Total Change				(0.830)
Community Building				
Cultural/Special Event Coordinator	(2)	F/T	(0.250)	
Facility Attendant	(2)	F/T	<u>(0.250)</u>	
Total Change				<u>(0.500)</u>
Parks				
Park Specialists	(1)	F/T	1.000	
Park Specialists	(1)	F/T	1.000	
Park Technician	(1)	F/T	(1.000)	
Park Technician	(1)	F/T	(1.000)	
Park Specialists	(1)	F/T	<u>(0.500)</u>	
Total Change				<u>(0.500)</u>
Total General Fund Changes				<u>2.340</u>

**CITY OF MOUNT DORA
CHANGES IN FTE's
2014-15 BUDGET**

Departments/Positions	Alloc./Title Changes	FT/PT	Change	Total
CRA				
Foreman CRA	(2)	F/T	(0.150)	
Parks Specialist	(2)	F/T	(0.150)	
Parks Specialist	(2)	F/T	<u>(0.150)</u>	
Total Change				(0.450)
NECRA				
Foreman CRA	(2)	F/T	0.150	
Parks Specialist	(2)	F/T	0.150	
Parks Specialist	(2)	F/T	<u>0.150</u>	
Total Change				0.450
Protective Inspection Fund				
Building Inspector 1		P/T	<u>(0.600)</u>	
Total Change				(0.600)
Special Event Fund				
Cultural/Special Event Coordinator	(2)	F/T	1.000	
Carpenter	(2)	F/T	0.500	
Facility Attendant	(2)	F/T	<u>0.500</u>	
Total Change				2.000
Electric Fund				
Public Works & Utility Director	(3)	F/T	(0.100)	
Electric Engineer	(3)	F/T	0.500	
Line Apprentice 3rd Class	(1)	F/T	2.000	
Electric Helper	(1)	F/T	(2.000)	
Line Apprentice 2nd Class	(1)	F/T	1.000	
Line Apprentice 3rd Class	(1)	F/T	(1.000)	
Administrative/Project Manager	(3)	F/T	<u>(0.100)</u>	
Total Change				0.300
Water & Wastewater Fund				
Public Works & Utility Director	(3)	F/T	(0.425)	
Plant Operations Manager	(3)	F/T	1.000	
Administrative/Project Manager	(3)	F/T	(0.500)	
Electric Engineer	(3)	F/T	0.500	
Utility Compliance Coordinator/Operator	(3)	F/T	1.000	
Water/Wastewater Utility Manager	(3)	F/T	(1.000)	
Utility Lines Manager	(3)	F/T	1.000	
Distribution/Reuse Supervisor	(3)	F/T	(1.000)	
Distribution Supervisor	(3)	F/T	1.000	
Utility Operator	(3)	F/T	(1.000)	
Utility Service Worker	(3)	F/T	1.000	
Collection/Lift Station Supervisor	(3)	F/T	(1.000)	
Operator "C"	(3)	F/T	1.000	
Water Reclaim/Backflow Prevention	(3)	F/T	(1.000)	
Operator "C"		F/T	<u>(1.673)</u>	
Total Change				(1.098)

**CITY OF MOUNT DORA
CHANGES IN FTE's
2014-15 BUDGET**

Departments/Positions	Alloc./Title Changes	FT/PT	Change	Total
Sanitation Fund				
Public Works & Utility Director	(3)	F/T	0.050	
Asst. Public Works & Utilities Deputy Dir.	(3)	F/T	(0.050)	
Administrative/Project Manager	(3)	F/T	<u>(0.025)</u>	
Total Change				(0.025)
Stormwater Fund				
Public Works & Utility Director	(3)	F/T	0.200	
Stormwater & Environmental Manager	(3)	F/t	(1.000)	
Public Works Manager	(2)	F/T	0.250	
Asst. Public Works & Utilities Deputy Dir.	(3)	F/T	(0.250)	
Administrative Project Manager	(3)	F/T	<u>(0.200)</u>	
Total Change				(1.000)
Motorpool				
Public Works & Utility Director	(3)	F/T	0.050	
Asst. Public Works & Utilities Deputy Dir.	(3)	F/T	(0.200)	
Skilled Tradesworker/Fleet Technician	(2)	F/T	<u>(0.350)</u>	
Total Change				<u>(0.500)</u>
Total All Funds				<u><u>1.417</u></u>

- (1) Promotions
- (2) Transfers between departments
- (3) Changes due to reorganization
- (4) To be added only if corresponding reduction in overtime

CITY OF MOUNT DORA
CAPITAL BY FUND, DEPARTMENT AND DIVISION
2014-15 BUDGET

Fund/Department/Division	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Tentative Budget
General Government					
Customer Service	\$ -	\$ -	\$ -	\$ 9,800	\$ -
Information Technology	14,156	25,896	39,470	59,700	45,600
Other General Government	4,755	-	-	-	-
Police	27,596	1,875	38,103	-	-
Fire	2,575	2,513	7,781	6,000	11,800
Roads and Streets	26,999	-	205	-	-
Library	29,171	25,737	36,324	35,000	31,500
Simpson House	-	1,500	-	-	-
Recreation	-	-	8,578	-	8,350
Building Maintenance	-	-	3,718	12,300	18,350
Parks	2,369	-	1,862	14,000	10,600
Aquatics	5,631	-	-	4,500	5,500
Community Center	-	4,927	7,639	-	2,000
Subtotal - General Government	113,252	62,448	143,680	141,300	133,700
Community Redevelopment Agency	521,433	283,982	2,426,934	1,098,000	910,000
Northeast Redevelopment Agency	59,962	238,908	55,748	100,000	200,000
Protective Inspections	-	7,608	-	-	-
Discretionary Sales Tax	456,156	857,158	1,096,054	837,000	1,026,100
Impact Fees	679,193	1,966,772	1,404,134	125,000	125,000
Community Development Grant	268,106	106,138	-	-	-
Library Trust Fund	3,959	-	-	-	-
Designated Capital Projects	44,880	67,720	27,995	-	45,950
Special Capital Projects	-	-	17,760	112,500	40,000
Electric	342,464	372,397	942,399	633,000	987,100
Water/Wastewater	1,323,733	2,894,174	3,749,418	2,167,450	6,427,700
Stormwater	210,611	303,426	1,294,754	1,771,650	575,000
Cemetery	4,350	6,945	1,078	7,000	4,000
Motorpool	8,080	122,890	235,910	337,500	147,200
Self Insurance	38,331	-	-	-	-
TOTAL	\$ 4,074,510	\$ 7,290,566	\$ 11,395,864	\$ 7,330,400	\$ 10,621,750

**CITY OF MOUNT DORA
2014-15 CAPITAL BUDGET DETAIL**

Fund/Department	Capital - Short Description	CAPITAL - Full Description	Amount	Studies	Land & Imp.	Buildings	Meters	Vehicles	Equipment	Computers	Library Mat.
IT	Computer Replacement	To replace 38 Computers	45,600	-	-	-	-	-	-	45,600	-
Fire	Beds	Replace old and worn out beds at station 34	3,000	-	-	-	-	-	3,000	-	-
Fire	Replace aprons Station 35	Current pad badly broken and moves whenever truck rolls over	1,500	-	-	1,500	-	-	-	-	-
Fire	Head Sets	Replace E-35's broken and outdated	4,300	-	-	-	-	-	4,300	-	-
Fire	Low Pressure Air Bags	Used for vehicle extrication	3,000	-	-	-	-	-	3,000	-	-
Library	Books, Periodicals, DVD's, CD's	Replacement of Books & Materials	31,500	-	-	-	-	-	-	-	31,500
Recreation	Soccer Goals & Nets	4 AlumaGoal 7'Hx21'Wx4'D & Nets	8,350	-	-	-	-	-	8,350	-	-
Building Maintenance	Gilbert Park Upgrade	Plumbing supplies & labor for Gilbert Park	9,350	-	-	9,350	-	-	-	-	-
Building Maintenance	Equipment Replacement	Washer & dryer at Complex for the cleaning	1,800	-	-	-	-	-	1,800	-	-
Building Maintenance	New Equipment	Tailgate lift for cleaning equipment	2,000	-	-	-	-	-	2,000	-	-
Building Maintenance	Additional Module	Alarm monitoring failover module	1,500	-	-	-	-	-	-	1,500	-
Building Maintenance	Alarm Monitoring Software & Hardware	Comm. Bldg. VCR, security cameras & alarm	2,500	-	-	-	-	-	2,500	-	-
Building Maintenance	New Equipment	Building Services Foreman Laptop	1,200	-	-	-	-	-	-	1,200	-
Parks	Frank Brown Park Bleachers	15', 4 Row/40 Seat Bleachers	1,800	-	-	-	-	-	1,800	-	-
Parks	Trash Cans	Two 32 Gal Steel Can w/Liner and Dome Lids	4,000	-	-	-	-	-	4,000	-	-
Parks	Bush Hog	Additional Bush Hog Rotary Pull Behind Cutter	1,500	-	-	-	-	-	1,500	-	-
Parks	Dog Park Pavilion	1 Dog Park Concrete Slab & Installation	2,000	-	2,000	-	-	-	-	-	-
Parks	Park Repair Station	Bike repair station - Mountain Trail Area	1,300	-	1,300	-	-	-	-	-	-
Aquatics	Pool Lift	Patriot Portable Pool Lift (ADA Compliant)	5,500	-	-	-	-	-	5,500	-	-
Community Building	10 Tables	8' Folding Tables	1,000	-	-	-	-	-	1,000	-	-
Community Building	Projector	Updated Projector	1,000	-	-	-	-	-	1,000	-	-
CRA	Downtown Streetscape Phase III	Part of overall downtown improvements	910,000	-	910,000	-	-	-	-	-	-
NECRA	Neighborhood Redevelopment	Purchase of property for commercial and residential property for redevelopment	200,000	-	200,000	-	-	-	-	-	-
Discretionary Sales Tax	Network Infrastructure Upgrade	To add and replace IT Equipment	98,500	-	-	-	-	-	-	98,500	-
Discretionary Sales Tax	Police Security System	Replace and Upgrade existing system	40,500	-	-	40,500	-	-	-	-	-
Discretionary Sales Tax	Police Application Software & Hardware	To replace and upgrade existing application software and hardware	11,900	-	-	-	-	-	-	11,900	-
Discretionary Sales Tax	16 Fire Airpaks and Compressor	To replace existing equipment	117,200	-	-	-	-	-	117,200	-	-
Discretionary Sales Tax	Extrication Equipment	Cutters and spreaders for new high strength broom vehicles	22,000	-	-	-	-	-	22,000	-	-
Discretionary Sales Tax	Street, Curb & Sidewalk Improvements	Continuous program with pavement markings	250,000	-	250,000	-	-	-	-	-	-
Discretionary Sales Tax	ADA Sidewalks	To meet ADA compliance	50,000	-	50,000	-	-	-	-	-	-
Discretionary Sales Tax	Downtown Streetscape Phase III	Part of overall downtown improvements	295,000	-	295,000	-	-	-	-	-	-
Discretionary Sales Tax	Road & Streets Chipper	To replace existing equipment	55,000	-	-	-	-	-	55,000	-	-
Discretionary Sales Tax	Public Works Facilities	To make improvements at PW complex	15,000	-	-	15,000	-	-	-	-	-
Discretionary Sales Tax	Various Facility Upgrades	IT Door Access System	15,000	-	-	15,000	-	-	-	-	-
Discretionary Sales Tax	Fire Station 34 Renovation	Replace cabinets, counters and appliances.	10,000	-	-	10,000	-	-	-	-	-
Discretionary Sales Tax	Donnelly Park Upgrade	Adding ADA ramp and stairs	15,000	-	-	15,000	-	-	-	-	-
Discretionary Sales Tax	Cauley Lott Tennis Courts	To resurface tennis courts	16,000	-	16,000	-	-	-	-	-	-
Discretionary Sales Tax	Donnelly Park Tennis Courts	To resurface tennis courts	15,000	-	15,000	-	-	-	-	-	-
Impact Fees - Library	Books & Other Library Material	Continuous Program	25,000	-	-	-	-	-	-	-	25,000
Impact Fees - Recreation	Lake Wekiva Trail	To provide any necessary start-up funds	100,000	-	100,000	-	-	-	-	-	-
Designated Capital	Fire Bunker Gear	Replace all of the existing except boots	45,950	-	-	-	-	-	45,950	-	-
Special Capital	Wolf Branch Innovation District Master Plan	Part of the Visioning Projects	40,000	40,000	-	-	-	-	-	-	-
Electric	New Services	New Services - Offset by Jobbing revenue	20,000	-	20,000	-	-	-	-	-	-
Electric	Street Light - R & R	Renewals & Replacements	5,000	-	5,000	-	-	-	-	-	-
Electric	Street Light - New	New Street Lights	3,000	-	3,000	-	-	-	-	-	-
Electric	Traffic - R & R	Replace pedestrian crossing signals	5,000	-	5,000	-	-	-	-	-	-
Electric	Overhead - R & R	Renewals & Replacements	30,000	-	30,000	-	-	-	-	-	-
Electric	Overhead - New	New Overhead Lines	10,000	-	10,000	-	-	-	-	-	-
Electric	Underground - R & R	Renewals & Replacements	35,000	-	35,000	-	-	-	-	-	-
Electric	Underground - New	New Facilities	10,000	-	10,000	-	-	-	-	-	-
Electric	Wood Pole Replacement	Part of on-going program	50,000	-	50,000	-	-	-	-	-	-
Electric	Javens Circle & Hampton Villas	To replace direct buried electric cables	108,000	-	108,000	-	-	-	-	-	-
Electric	Downtown Streetscape Phase III	Part of overall downtown improvements	460,000	-	460,000	-	-	-	-	-	-
Electric	Public Works Facilities	To upgrade facility	15,000	-	-	15,000	-	-	-	-	-
Electric	Substation R & R	To replace high voltage bushings	142,900	-	-	142,900	-	-	-	-	-
Electric	Meter Replacements	Replace old 3P meters with radio-read	86,200	-	-	-	86,200	-	-	-	-
Electric	Hand tools	Small hand tools	7,000	-	-	-	-	-	7,000	-	-

**CITY OF MOUNT DORA
2014-15 CAPITAL BUDGET DETAIL**

Fund/Department	Capital - Short Description	CAPITAL - Full Description	Amount	Studies	Land & Imp.	Buildings	Meters	Vehicles	Equipment	Computers	Library Mat.
Water & Wastewater	Water Treatment Plant I Improve.	Upgrades/Repairs to existing plant	115,000	-	-	115,000	-	-	-	-	-
Water & Wastewater	Water Treatment Plant I Improve.	Replace Pump House	86,250	-	-	86,250	-	-	-	-	-
Water & Wastewater	Water Main Distribution Upgrades	Ongoing improvements	57,500	-	57,500	-	-	-	-	-	-
Water & Wastewater	Water Main Distribution Upgrades	Well Abandonment	102,350	-	102,350	-	-	-	-	-	-
Water & Wastewater	Water Main Distribution Upgrades	Fire Hydrant Replacement	118,500	-	118,500	-	-	-	-	-	-
Water & Wastewater	Water Main Distribution Upgrades	Valve Replacement Program	57,500	-	57,500	-	-	-	-	-	-
Water & Wastewater	Water Meter Replacement	Continuation of meter replacements	57,500	-	-	-	57,500	-	-	-	-
Water & Wastewater	Wastewater Treatment Plant I Upgrade	Upgrades/Repairs to existing plant	95,000	-	-	95,000	-	-	-	-	-
Water & Wastewater	WWTP I Clarifier Mechanism Replace.	Upgrades to existing plant	575,000	-	575,000	-	-	-	-	-	-
Water & Wastewater	Wastewater Treatment Plant II Upgrade	Upgrades/Repairs to existing plant	92,000	-	-	92,000	-	-	-	-	-
Water & Wastewater	Wastewater Treatment Plant II Expansion	To begin engineering on the project	28,750	-	-	28,750	-	-	-	-	-
Water & Wastewater	Wastewater Collection Improve.	Ongoing improvements	200,000	-	200,000	-	-	-	-	-	-
Water & Wastewater	Lift Station Upgrades	Upgrade of lift station equipment	73,850	-	73,850	-	-	-	-	-	-
Water & Wastewater	Perc Pond Aeration	To improve operations	143,750	-	143,750	-	-	-	-	-	-
Water & Wastewater	US 441 Utility Lines	To move existing lines	1,900,000	-	1,900,000	-	-	-	-	-	-
Water & Wastewater	Britt Road Utility Line Extension	To begin engineering on the project	86,250	-	86,250	-	-	-	-	-	-
Water & Wastewater	Bio-solids Processing Facility	To reduce operating costs	1,112,000	-	-	1,112,000	-	-	-	-	-
Water & Wastewater	WWTP I & II Redundancy Study	To improve operations	632,500	-	632,500	-	-	-	-	-	-
Water & Wastewater	Downtown Streetscape Phase III	Part of overall downtown improvements	850,000	-	850,000	-	-	-	-	-	-
Water & Wastewater	Public Works Facilities	To make improvements at PW complex	15,000	-	-	15,000	-	-	-	-	-
Water & Wastewater	Network Infrastructure Upgrade	To add and replace IT Equipment	5,000	-	-	-	-	-	-	5,000	-
Water & Wastewater	Wet Tap Equipment	To replace existing equipment	3,500	-	-	-	-	-	3,500	-	-
Water & Wastewater	Missell (Mole)	To replace existing equipment	5,000	-	-	-	-	-	5,000	-	-
Water & Wastewater	Linestope Rebuild Equipment	To replace existing equipment	13,500	-	-	-	-	-	13,500	-	-
Water & Wastewater	Wet Tap Equipment	To add back up equipment	2,000	-	-	-	-	-	2,000	-	-
Stormwater	Lake Dora Water Quality Project	Small Projects to improve water quality	75,000	-	75,000	-	-	-	-	-	-
Stormwater	Public Works Facilities	To make improvements at PW complex	5,000	-	-	5,000	-	-	-	-	-
Stormwater	Downtown Streetscape Phase III	Part of overall downtown improvements	495,000	-	495,000	-	-	-	-	-	-
Cemetery	Lot Buyback	Annual buybacks	4,000	-	4,000	-	-	-	-	-	-
Motorpool	Replacement Sanitation Unit #99 with F150	To replace existing truck	19,000	-	-	-	-	19,000	-	-	-
Motorpool	Replacement of Electric Unit #214 with F250	To replace existing truck	23,500	-	-	-	-	23,500	-	-	-
Motorpool	Replacement of Electric Unit #220 with F250	To replace existing truck	23,500	-	-	-	-	23,500	-	-	-
Motorpool	Replace Of Parks Unit #89 with F150	To replace existing truck	19,000	-	-	-	-	19,000	-	-	-
Motorpool	Replace Of Parks Unit #420 with F150	To replace existing truck	19,500	-	-	-	-	19,500	-	-	-
Motorpool	Replace Unit #832 with John Deere	To replace existing equipment	8,500	-	-	-	-	-	8,500	-	-
Motorpool	Replace Toro Mower with Scag Mower	To replace existing equipment	7,200	-	-	-	-	-	7,200	-	-
Motorpool	Replace Unit #844 with Toro Master	To replace existing equipment	27,000	-	-	-	-	-	27,000	-	-
Totals			10,621,750	40,000	7,946,500	1,813,250	143,700	104,500	353,600	163,700	56,500

**CITY OF MOUNT DORA
2014-15 UNFUNDED ITEMS**

FUND/DEPT./DIV.	TITLE	UNFUNDED - FULL DESCRIPTION	TYPE (SALARIES, OPERATING OR CAPITAL)	TOTAL ESTIMATED COST
City Clerk	Code Recodification	Municode recodification service	Operating	\$ 18,000
City Clerk	Historical Records	Formal Preservation of Historical Records	Operating	10,000
IT	Computer replacement	10 additional units scheduled for replacement other than the 38 units budgeted	Capital	12,000
IT	Public WiFi	Fiber Optic Cabling to Donnelly Park	Capital	10,000
IT	Desktop Mgmt. Software	Desktop Authority - Desktop Management Software	Capital	13,200
IT	Firewall for Public Safety	Second Firewall for Public Safety Facility	Capital	5,700
IT	Email Continuity Service	Email access via MXLogic website if Email Svr is down	Capital	2,500
IT	NetClock	Network Time Synchronization Clock	Capital	8,400
Fire	New Flooring Station 34	Replace stained and worn floors throughout station 34	Capital	10,000
Fire	3 Lieutenants	No new personnel scheduled this year	Salaries	212,800
Library	Library Ass't II - Children's	New Part time employee at hours 30 hours/week	Salaries	24,350
Library	Library Pages	Additional Part time hours - 870/Hours	Salaries	8,950
Library	Additional Library Material	Books, Periodicals, and DVDs	Capital	3,150
Recreation	Rec. Aide - Summer Camp	2 Recreation Aide - Summer Camp	Salaries	6,400
Build. Main.	Cauley Lot & Frank Brown Upgrades	Cleaning, striping, painting for CO Lott & Frank Brown Park restrooms	Capital	8,000
Build. Main.	Skilled Tradesworker	1 Part Time Skilled Tradeworker (28 hrs/week)	Salaries	25,150
Build. Main.	Trucks	2 Ford F150 Pickup Trucks for additional tradesworkers & custodial staff	Capital	38,000
Build. Main.	Floor Services	Cleaning, striping, painting for CO Lott & Frank Brown	Capital	8,000
Build. Main.	Floor Machine	Swing floor cleaning machine	Capital	1,600
Parks	Parks Technician	Part Time Parks Technician (28hr/wk)	Salaries	20,550
Parks	Park Repair Station	\$1300 each for two bike repair station (Lincoln Park/Tremain Trail, or Downtown Water Front Area)	Capital	2,600
Parks	Dog Park Pavilion	Dog Park Carport Pavilion, Concrete Slab & Installation	Capital	4,000
Comm. Bldg..	Lighting	Special Effects Lighting	Capital	8,000
Special Events	Facility Attendant	Increase from 20 hrs/week to 28/week	Salaries	5,350
Utilities	Replace Chevy Silverado 2500	Replacement Vehicle using Vehicle Replacement Fund	Capital	22,500
		Total		\$ 489,200

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Section III

General Fund
Special Revenue Funds
Debt Service Fund
Capital Funds
Enterprise Funds
Internal Service Funds

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CITY OF MOUNT DORA
2014-15 BUDGET

FUND OVERVIEW

The City of Mount Dora's accounting and budgeting systems are organized and operated on a fund basis. Funds are accounting entities used to record assets, liabilities, fund balances, revenues and expenditures. The City of Mount Dora's funds are grouped into six categories: General, Special Revenue, Debt Service, Capital Projects, Enterprise and Internal Service.

General Fund: The General Fund serves as the principal operating fund for the City. It is used to account for all financial resources that are not accounted for in other funds. The General Fund has a greater variety of revenue sources than the other funds and finances the broadest range of activities. The principal sources of the revenues are taxes (Ad Valorem, Local Option Gas, and franchise), licenses, permits, intergovernmental revenue sharing, services charges, fines and forfeitures plus miscellaneous revenues. Primary expenditures are for the general city administration, police and fire protection, parks and streets maintenance, as well as cultural and recreational services. All departments and divisions that have vehicles and major equipment are charge an internal service fee for the maintenance and repair of the vehicles or equipment.

Special Revenue Funds: The Special Revenue Funds are used to account for specific revenue that would otherwise be accounted for in the General Fund, but are restricted by law, City Ordinance or Budget Policy for a specific purpose. The revenue is segregated into separate special revenue funds to ensure that the expenditures of these revenues are for their specified purpose. The City's more significant Special Revenue Funds are the Discretionary Sales Surtax Fund, the Pledged Revenue - Public Service Tax Fund, the Community Redevelopment Agency (CRA) Fund, the Northeast Community Redevelopment Agency (NECRA) and the Building Inspection Fund, which was created to comply with the Florida Statutes requiring that all building inspection revenues and expenditures be accounted for separately. The Special Events Fund was created this year to track the revenues and expenditures of the various events and festivals including City Sponsored (Cornerstone) Events. The Discretionary Sales Surtax Fund receives the City's portion of an additional one percent (1.0%) County sales tax, which is designated for infrastructure capital items or debt service on debt issued after the latest renewal of the tax. The Pledged Revenue - Public Service Tax Fund receives all Utility and Telecommunication Tax revenues, which are first transferred to the Debt Service Fund for the payment of certain City general debt. Then, any excess funds remaining in the Pledge Revenue Fund are transferred to the General Fund. The CRA and NECRA revenues are funded primarily through incremental Ad Valorem taxes. Authorized expenditures are for improvements and enhanced services to the downtown district and

CITY OF MOUNT DORA
2014-15 BUDGET

Northeast district. The CRA, the NECRA and the Impact Fee Fund are considered Major Funds for financial reporting purposes.

Debt Service Fund: The Debt Service Fund is used to account for the accumulation of resources to be used for the retirement of the general long-term debt principal and interest, excluding operating lease payments. The sources of revenues are transfers from the Pledged Revenue Fund plus investment income. The City's current long-term debt consists of a 2011 bond issue. The 2013 CRA Debt is shown in the CRA Fund.

Capital Projects Funds: Capital Projects Funds are used to account for the financing of major capital projects other than those financed by Enterprise and Special Revenue Funds. The sub-fund Designated Capital Projects Fund's primary revenue sources are grants and transfers from other funds. All money in the fund is assigned for this purpose. A second sub-fund Special Capital Fund was created to record activity from any increased millage that will be used for visioning and major infrastructure projects.

Enterprise Funds: Enterprise Funds are used to account for the financing of services provided to the general public. Enterprise Funds receive revenues from charges for services and the expenditures are for their program operations and capital. The intent is to establish funding whereby the service charges pay for their respective activity. Each Enterprise Fund's accounting is similar to that of a private business enterprise. The Enterprise Funds reimburse the General Fund for cost allocations for services provided for general administration, personnel, customer service, finance, legal, information technology and engineering costs which relate to the Enterprise Funds. The City of Mount Dora operates five separate Enterprise Funds: Electric, Water/Wastewater, Sanitation, Stormwater, and Cemetery. The latter fund needs support financially since it was first established, but accounting for the activity separately from the General Fund highlights its revenues and expenses.

Internal Service Funds: In general, Internal Service Funds are used to account for the financing of goods and services provided by one department or fund to other departments or funds on a cost reimbursement basis. The City operates two Internal Service Funds. The Motorpool Fund generates revenue by billing other funds for costs associated with vehicle repair and servicing as well as providing reserves for future vehicle and equipment replacement. Additional equipment and vehicles to be added to the fleet are purchased directly by the Fund or Department by being included in the acquisition in their capital requests. The Insurance Fund tracks costs related to the City's health Insurance as well as the health clinic operations, which are self-funded.

CITY OF MOUNT DORA
GENERAL FUND
REVENUES, EXPENDITURES AND TRANSFERS RECAP
2014-15 BUDGET

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Property Taxes	3,857,692	3,976,157	4,007,085	4,072,950	4,413,700
Other Taxes	355,789	371,593	340,412	277,400	340,200
Permits and Fees	699,502	671,525	661,148	680,050	684,050
Intergovernmental	1,298,829	1,295,660	1,313,568	1,272,000	1,450,450
Charges for Services	389,681	422,234	400,280	424,100	325,050
Fines and Forfeitures	70,731	55,242	87,572	64,150	63,150
Miscellaneous Revenues	432,375	240,772	215,129	217,250	206,000
Total Revenues	7,104,599	7,033,183	7,025,194	7,007,900	7,482,600
OTHER SOURCES (TRANSFERS IN)	3,956,068	3,885,500	4,286,300	4,333,000	4,337,400
Total Revenues and Other Sources	11,060,667	10,918,683	11,311,494	11,340,900	11,820,000
EXPENDITURES AND USES					
General Government	1,306,789	1,228,988	1,353,695	1,488,250	1,374,850
Public Safety	6,666,211	6,499,784	6,930,898	6,841,650	7,001,500
Transportation	1,062,730	1,017,133	1,096,846	1,058,000	1,009,450
Culture and Recreation	1,889,674	1,876,285	2,108,458	2,285,750	2,278,100
Total Expenditures	10,925,404	10,622,190	11,489,897	11,673,650	11,663,900
OTHER USES (TRANSFERS OUT)	125,000	220,000	95,000	87,500	314,350
TOTAL EXPENDITURES AND OTHER USES	11,050,404	10,842,190	11,584,897	11,761,150	11,978,250
ADDITIONS (REDUCTIONS) TO FUND BAL.	10,263	76,493	(273,403)	(420,250)	(158,250)
ESTIMATED BEGINNING FUND BAL.					3,775,000
PROJECTED ENDING FUND BALANCE					
NONSPENDABLE FUND BALANCE (1)					365,000
ASSIGNED PER POLICY (2)					1,167,500
UNASSIGNED FUND BALANCE (3)					2,084,250
PROJECTED ENDING FUND BALANCE					3,616,750

(1) Restricted Fund Balances equal Prepaid Expenses and Inventory in the General Fund.

(2) Minimum Reserves for the General Fund are 10% per the City's policy.

(3) Inter-fund loan of \$2,200,000 part of the Assigned and Unassigned Reserves.

CITY OF MOUNT DORA
GENERAL FUND REVENUES AND SOURCES DETAIL
2014-15 BUDGET

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
TAXES					
Ad Valorem	3,857,692	3,976,157	4,007,085	4,072,950	4,413,700
Sales, Use and Service Taxes	328,439	342,915	317,141	247,900	318,000
Local Business Tax	27,350	28,678	23,271	29,500	22,200
Total Taxes	4,213,481	4,347,750	4,347,497	4,350,350	4,753,900
PERMITS AND FEES					
Franchise Fees	671,729	641,789	629,953	647,300	652,600
Development Permits	26,373	28,251	29,950	31,500	30,200
Other Permits and Fees	1,400	1,485	1,245	1,250	1,250
Total Permits and Fees	699,502	671,525	661,148	680,050	684,050
INTERGOVERNMENTAL					
Federal Grants	70,390	29,271	28,678	27,500	80,700
State Grants	49,397	13,387	14,558	8,000	8,000
Other Local Grants	-	-	1,371	-	-
State Shared Revenues	788,850	881,965	927,784	914,000	1,069,050
Local Shared Revenues	390,192	371,037	341,177	322,500	292,700
Total Intergovernmental	1,298,829	1,295,660	1,313,568	1,272,000	1,450,450
CHARGES FOR SERVICES					
General Government	51,255	70,363	64,237	92,750	35,000
Public Safety	180,898	211,438	183,941	190,500	132,800
Culture/Recreation	86,401	83,149	111,732	93,350	116,250
Investment Management Fee	71,127	57,284	40,370	47,500	41,000
Total Service Charges	389,681	422,234	400,280	424,100	325,050
JUDGMENT, FINES AND FORFEITURES					
Judgments and Fines	47,725	36,705	54,205	39,650	38,150
Library Fines	22,506	18,537	22,477	24,000	24,000
Code Enforcement Fines	500	-	10,890	500	1,000
Total Fines and Forfeitures	70,731	55,242	87,572	64,150	63,150
MISCELLANEOUS REVENUES					
Miscellaneous	7,748	4,767	13,977	7,650	11,000
Investment Earnings	50,329	32,430	(1,486)	52,300	37,150
Rents and Royalties	146,710	154,990	148,132	129,800	144,100
Sale of Capital Assets	5,127	4,854	5,584	3,500	3,750
Contributions and Donations	180,071	10,734	22,689	11,500	2,500
Other	42,390	32,997	26,233	12,500	7,500
Total Miscellaneous	432,375	240,772	215,129	217,250	206,000
Total Revenues	7,104,599	7,033,183	7,025,194	7,007,900	7,482,600
OTHER SOURCES					
R.O.I./PILOT Fees & Transfers	3,956,068	3,885,500	4,286,300	4,333,000	4,337,400
Total Revenues and other Sources	11,060,667	10,918,683	11,311,494	11,340,900	11,820,000

CITY OF MOUNT DORA
GENERAL FUND EXPENDITURES AND USES DETAIL
2014-15 BUDGET

Department/Division	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Legislative	46,020	53,839	50,263	56,800	62,650
City Manager	104,388	110,635	121,595	116,250	120,200
Public Relations	-	8,362	11,034	14,400	29,350
City Clerk	29,780	30,533	25,704	40,800	53,050
City Attorney	52,176	76,905	69,971	64,100	65,550
Finance	227,573	232,346	247,641	225,650	223,300
Customer Service (1)	-	-	-	-	-
Purchasing	31,730	51,323	64,436	53,900	58,800
Information Technology (1)	-	-	-	-	-
Human Resources (1)	-	-	-	-	-
Planning and Development	300,381	305,188	346,949	368,700	388,800
Building Maintenance (1)	-	-	-	-	-
General Government	639,741	579,857	511,102	635,150	687,500
Total - General Government	1,431,789	1,448,988	1,448,695	1,575,750	1,689,200
Police	4,071,532	3,874,971	4,110,681	4,007,150	4,094,650
Police Communications	414,932	412,638	517,029	513,200	503,200
Fire	2,179,747	2,212,175	2,303,188	2,321,300	2,403,650
Total - Public Safety	6,666,211	6,499,784	6,930,898	6,841,650	7,001,500
Roads and Streets	932,992	898,740	981,169	962,100	903,100
Engineering	129,738	118,393	115,677	95,900	106,350
Total - Transportation	1,062,730	1,017,133	1,096,846	1,058,000	1,009,450
Library	689,725	651,012	744,491	803,500	882,200
Historical Museum	1,273	1,791	1,809	1,850	1,950
Simpson House	4,947	4,632	3,707	5,200	4,150
Recreation	412,634	410,835	443,804	442,950	409,800
Recreation - Aquatics	62,741	65,807	64,114	78,450	83,600
Recreation - Community Building	40,378	54,157	124,578	142,400	99,200
Parks Maintenance	677,976	688,051	725,955	811,400	797,200
Total - Culture and Recreation	1,889,674	1,876,285	2,108,458	2,285,750	2,278,100
TOTAL EXPEND. AND USES	11,050,404	10,842,190	11,584,897	11,761,150	11,978,250

(1) The total expenditures are allocated to other departments similar to an Internal Service Fund

General Fund Expenditures

The Final Budget for the twenty-five departments/divisions in the General Fund contains four cost centers whose entire budget is allocated to other funds and departments. The number of FTEs (Full-time Equivalent) positions for the General Fund is proposed to increase by 2.34 positions to a level of 146.15 FTEs, which is still lower than 2009. The total salary request for the General Fund is \$133,750 more than last year's budget request as adjusted for 2013-14 raises. Most of the increases in the General Fund are a result of the 2014-15 raises and adjustment of ranges to market. Meanwhile, the total General Fund Budget request, including transfers, is \$11,983,600, which is \$222,450 above the current year's Budget. The following is a summary of significant changes in operations by departments/divisions and the related revenues and expenses.

Legislative - This division budgets the expenses related to the Mayor, City Council and the meeting room used to hold public meetings. Every other year when there are city-only elections, the City is responsible for the approximately \$15,000 in election expenses; therefore, this year reflects that savings. This has been offset by the \$20,000 budgeted for the new City Manager search. No increase in Elected Officials salaries is budgeted. There are no other major changes.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Legislative					
Expenditures					
Salaries	44,195	42,836	43,212	46,800	47,300
Benefits	2,403	2,676	3,208	3,750	3,750
Services	21,602	35,326	19,568	31,150	41,100
Materials & Supplies	3,370	3,501	3,825	4,300	5,050
Subtotal	71,570	84,339	69,813	86,000	97,200
Allocations	(25,550)	(30,500)	(19,550)	(29,200)	(34,550)
Total Expenditures	46,020	53,839	50,263	56,800	62,650
FTEs	3.50	3.50	3.50	3.50	3.50

Benchmark Description	2009-10 Value	2010-11 Value	2011-12 Value	2012-13 Value
PU Service-specific population (Self-reported)	12,370	12,557	12,693	12,870
PU Service-specific land area (Self-reported)	11.26	11.26	11.26	11.26
General Government Net Assets	\$45,152,193	\$45,037,706	\$44,929,216	\$45,506,759
Total Operating Expenditures (All Funds)	\$34,329,791	\$34,329,025	\$32,979,620	\$33,531,979
Total General Fund Revenues & Transfers	\$10,581,685	\$11,060,667	\$10,916,683	\$11,311,494
Total General Fund Expenditures & Transfers	\$10,537,548	\$11,050,400	\$10,842,190	\$11,584,897
General Fund Expenditures & Transfer per capita	\$851.86	\$880.02	\$854.19	\$900.15
Gross Taxable Property Values	\$996,722,831	\$820,230,207	\$869,870,024	\$833,355,372
Ad Valorem Tax Revenue	\$4,861,131	\$4,445,380	\$4,547,595	\$4,571,109
Total Number of FTEs	206.61	206.16	203.26	206.71
General Fund FTEs	145.44	143.21	142.51	144.56
FTEs per 1000 residents	11.76	11.40	11.23	11.23

City Manager – This department’s budget is for expenses related to the City Manager and his support operations, which includes 40% of the City Clerk’s position. There are no major changes in the operations.

City Manager	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Expenditures					
Salaries	149,655	152,814	156,807	156,300	167,050
Benefits	44,112	42,174	45,290	45,750	49,100
Services	19,361	18,999	21,274	23,150	22,150
Materials & Supplies	3,210	4,798	3,074	4,150	4,550
Subtotal	216,338	218,785	226,445	229,350	242,850
Allocations	(111,950)	(108,150)	(104,850)	(113,100)	(122,650)
Total Expenditures	104,388	110,635	121,595	116,250	120,200
FTEs	1.40	1.40	1.40	1.40	1.40

Public Relations – Under the supervision of the City Manager, this division is responsible for providing information to the public through news releases, publications, the City’s website and other media sources. A pay study performed during the year required an upward pay adjustment to reflect the responsibilities of the position.

Public Relations	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Expenditures					
Salaries	-	14,616	40,155	40,000	46,700
Benefits	-	1,146	12,438	13,000	14,700
Services	-	14,250	14,618	22,300	29,150
Materials & Supplies	-	-	423	1,750	1,750
Subtotal	-	30,012	67,634	77,050	92,300
Allocations	-	(21,650)	(56,600)	(62,650)	(62,950)
Total Expenditures	-	8,362	11,034	14,400	29,350
FTEs	0.00	0.00	1.00	1.00	1.00

City Clerk – Under the direct supervision of the City Manager, this division is responsible for the minutes, legal documents and records management for the City. The administrative assistant position was increased to full time with 25% of the salary and changed to Deputy City Clerk position, which will be shared with Human Resources.

City Clerk	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Expenditures					
Salaries	31,828	32,726	34,122	51,550	63,500
Benefits	6,575	6,980	6,845	8,600	17,000
Services	12,648	9,157	14,823	15,500	16,600
Materials & Supplies	1,729	2,820	3,914	3,600	4,400
Subtotal	52,780	51,683	59,704	79,250	101,500
Allocations	(23,000)	(21,150)	(34,000)	(38,450)	(48,450)
Total Expenditures	29,780	30,533	25,704	40,800	53,050
FTEs	0.60	0.60	1.20	1.20	1.35

Finance – Finance handles accounting, budgeting, payroll, accounts payable as well as investments. In addition, the Department Head supervises Customer Services, Information Technology, and Purchasing divisions. 0.2 FTE of the director’s position is proposed to be charged to the Customer Service program. There are no other major changes.

Finance	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Revenues					
Lien Searches	-	-	-	7,000	10,000
Investment Management Fees	71,127	57,284	40,370	47,500	41,000
Total Revenues	71,127	57,284	40,370	54,500	51,000
Expenditures					
Salaries	246,680	256,069	275,820	253,500	247,950
Benefits	81,967	88,688	86,259	74,700	75,400
Services	44,916	47,246	54,809	52,650	51,600
Materials & Supplies	24,410	20,737	17,103	19,450	20,300
Capital	-	1,656	-	-	-
Subtotal	397,973	414,396	433,991	400,300	395,250
Allocations	(170,400)	(182,050)	(186,350)	(174,650)	(171,950)
Total Expenditures	227,573	232,346	247,641	225,650	223,300
FTEs	4.60	4.60	4.60	4.50	4.30

Customer Service – This division is part of the Finance Department and provides billing and collection services for the various utilities. Increases in postage, credit card costs and training for the new handheld units have resulted in an increase in the contractual services. The FTE’s that are being added for the new year are 0.2 for the Finance Director and 0.12 for part time help during the utilities billing system conversion to the new software system.

Customer Service	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Expenditures					
Salaries	192,242	194,548	199,723	196,250	242,850
Benefits	87,106	86,214	89,403	89,800	97,200
Services	284,500	295,464	310,560	332,050	334,450
Materials & Supplies	9,224	8,470	9,702	16,100	15,350
Capital	-	-	-	9,800	-
Subtotal	573,072	584,696	609,388	644,000	689,850
Allocations	(573,072)	(584,696)	(609,388)	(644,000)	(689,850)
Total Expenditures	-	-	-	-	-
FTEs	6.10	6.10	6.10	6.10	6.42

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Number of Electric Customers	5,539	5,570	5,522	5,566
Number of Water Customers	8,029	8,019	8,142	8,369
Number of Irrigation Customers	782	783	783	791
Number of Reclaimed Water Customers	945	996	1,425	1,142
Number of Wastewater Customers	5,441	5,537	5,709	5,901
Number of Sanitation Customers	5,108	5,219	5,129	5,189
Number of Stormwater Customers	5,197	5,130	5,227	5,304
Average Daily Consumption (in Hcf) - Water	3,086	3,391	3,291	3,152
Av. Daily Cons. (in Hcf) - Irrigation	425	459	432	390
Av. Daily Cons. (in Hcf) - Reclaimed Water	703	795	1,022	1,527
Average Daily Usage (in Hcf) - Wastewater	1,746	1,855	1,866	1,859

Purchasing - This division is part of the Finance Department and manages the central purchasing as well as maintaining inventories for the Enterprise Funds. Also, the department is responsible for all public bidding, purchase orders and disposing of surplus assets. There are no major changes in the department.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Purchasing					
Expenditures					
Salaries	74,602	76,542	87,476	90,250	94,600
Benefits	33,649	32,924	33,227	32,950	39,300
Services	11,978	12,413	19,202	13,500	15,400
Materials & Supplies	4,301	3,894	3,181	2,400	3,550
Subtotal	124,530	125,773	143,086	139,100	152,850
Allocations	(92,800)	(74,450)	(78,650)	(85,200)	(94,050)
Total Expenditures	31,730	51,323	64,436	53,900	58,800
FTEs	1.80	1.80	2.00	2.00	2.00

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Total central purchasing department purchasing dollar volume	\$3,233,755	\$6,868,522	\$6,683,879	\$6,517,506
Total City purchasing dollar volume	\$8,900,247	\$14,888,844	\$13,578,045	\$13,420,648
Number of employees trained on credit card/purchasing card use	13	15	15	15
Credit card/purchasing card purchase dollar volume	\$251,085	\$341,393	\$338,503	\$268,308
Highest number of credit cards/purchasing cards in circulation during the year	77	75	74	72
Number of purchase orders issued by central purchasing department	496	497	472	418
Number of solicitations issued	18	24	28	27

Human Resources - This department is responsible for all personnel and labor issues as well as employee benefits and risk management for the City. Consulting fees are lower due to a reduced need for a labor attorney and actuarial reviews of the pension plans now that the new union

contracts are in place. An additional 0.25 FTE's were added to assist with various projects and to cover during periods when the department is shorthanded. There are no other major changes in operations.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Human Resources					
Expenditures					
Salaries	122,957	125,679	129,866	130,150	149,200
Benefits	44,068	36,915	54,811	54,150	60,300
Services	32,057	29,817	42,212	35,250	32,850
Materials & Supplies	2,362	2,897	2,172	3,450	5,150
Subtotal	201,444	195,308	229,061	223,000	247,500
Allocations	(201,444)	(195,308)	(229,061)	(223,000)	(247,500)
Total Expenditures	-	-	-	-	-
FTEs	2.00	2.00	2.00	2.00	2.25

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Organization's Total Number of FTEs	206.61	206.16	203.26	206.71
Average number of Vacancies	22	3	17	31
Total employee turnover in government/organization	29	19	18	23
Number of individuals hired for period	39	36	5	31
Number of new employees that left prior to one full year of service	2	2	3	4
Number of employees receiving tuition reimbursement	8	4	5	5
Number of new hires that were from within ranks (promoted)	7	16	10	12
Number of new hires that were hired from outside (not promotional)	25	17	13	19
Number of requisitions (request-to-fill, job opening, job order, etc.) during period	8	15	13	23
Number of requisitions that were filled	8	15	13	23
# of Qualified Applicants per Requisition	3.4	19.9	11.9	22.3
Average days to fill position	43	46	45	45
Percent of requisitions filled	100%	100%	100%	100%
Total City's FTEs per 1,000 population	16.7	16.1	16.0	16.1
General Fund FTEs per 1,000 population	11.8	11.4	11.2	11.2

Information Technology (IT) - The entire IT budget is allocated to other departments based upon the number of computers/laptops in each department. Capital expenditures have been increased to purchase needed hardware and software for the system. An additional upward pay adjustment is noted to better reflect the market analysis performed during the year, along with some increased cost in repairs and maintenance items required for licensing from Microsoft and other support agreements.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Information Technology					
Expenditures					
Salaries	188,237	194,697	201,349	213,450	225,050
Benefits	79,729	76,432	80,397	82,050	85,850
Services	159,833	149,335	155,315	170,350	200,000
Materials & Supplies	9,363	13,638	9,721	13,600	15,250
Capital	14,156	25,896	39,470	59,700	45,600
Subtotal	451,318	459,998	486,252	539,150	571,750
Allocations	(451,318)	(459,998)	(486,252)	(539,150)	(571,750)
Total Expenditures	-	-	-	-	-
FTEs	4.10	4.10	4.10	4.20	4.20

	2009-10 Value	2010-11 Value	2011-12 Value	2012-13 Value
Benchmark Description				
IT Department O&M Expenditures per Workstation	\$1,849	\$2,024	\$2,289	\$2,327
Total Number of Non-Virtualized Workstations Supported	220	223	201	209
Total Number of Non-Virtualized Servers Supported	13	8	8	11
Total Number of Virtualized Servers Supported	17	16	17	17
IT Department O&M Expenditures per Organization's FTEs	\$2,058	\$2,220	\$2,225	\$2,352

City Attorney - A private firm provides the attorney services. Labor and personnel issues are handled separately and are funded by Human Resources; the Utility Attorney is directly charged to Utilities and the Special Master plus attorney fees related to code enforcement are charged directly to the Police Department.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
City Attorney					
Expenditures					
Services	114,876	162,705	138,671	135,000	140,000
Subtotal	114,876	162,705	138,671	135,000	140,000
Allocations	(62,700)	(85,800)	(68,700)	(70,900)	(74,450)
Total Expenditures	52,176	76,905	69,971	64,100	65,550

Planning & Development - The Department's responsibilities include reviewing land use for the impact of developments, meeting all State and County development regulations, and overseeing economic development. There are no major changes.

	2011	2012	2013	2014	2015
<i>Planning and Development</i>	Actual	Actual	Actual	Original Budget	Final Budget
Revenues					
Grants	24,374	-	-	-	-
Development Review Fees	25,562	37,556	10,640	15,000	12,000
Dev. Review Reimbursements	3,740	-	10,420	10,000	10,000
Site Development Fees	7,425	8,588	8,750	15,000	9,000
Total Revenues	61,101	46,144	29,810	40,000	31,000
Expenditures					
Salaries	177,992	182,764	188,766	191,750	205,750
Benefits	57,474	52,599	74,002	73,900	78,850
Services	33,137	42,890	51,670	69,600	69,750
Materials & Supplies	6,178	6,385	11,661	9,650	9,900
Subtotal	274,781	284,638	326,099	344,900	364,250
Allocations	25,600	20,550	20,850	23,800	24,550
Total Expenditures	300,381	305,188	346,949	368,700	388,800
FTEs	3.26	3.26	3.26	3.26	3.26

Building Maintenance - This division is responsible for maintaining the City's non-utility buildings. The increased personnel costs reflect the need to provide an upward pay adjustment based on a study performed plus a part-time employee. Repairs and maintenance as well as operating supplies are increased to account for the additional cost of maintaining all the facilities. There are no other major changes.

	2011	2012	2013	2014	2015
<i>Building Maintenance</i>	Actual	Actual	Actual	Original Budget	Final Budget
Expenditures					
Salaries	253,591	275,263	281,409	288,600	332,250
Benefits	133,841	120,989	147,850	145,050	164,350
Services	70,142	82,348	113,605	104,300	142,400
Materials & Supplies	40,213	38,561	43,413	41,000	57,000
Capital	-	3,450	3,718	12,300	18,350
Subtotal	497,787	520,611	589,995	591,250	714,350
Allocations	(497,787)	(520,611)	(589,995)	(591,250)	(714,350)
Total Expenditures	-	-	-	-	-
FTEs	7.20	7.70	8.30	8.30	9.10

General Government - This division records expenditures that are not assigned to any other departments. These expenditures include City sponsored special events, as well as retirees' post-employment health benefits, which are then allocated to other funds based upon where the retiree worked. The cost associated with the 4th of July fireworks and the Holiday Lights has been transferred from this division to a new Special Event Fund. A transfer to the new Special Event Fund is to cover the difference between revenues and expenses from all departments for all the various types of special events.

	2011	2012	2013	2014	2015
<i>Other General Government</i>	Actual	Actual	Actual	Original Budget	Final Budget
Revenues					
Medicare - Part D	24,530	22,382	21,193	22,500	21,500
Total Revenues	24,530	22,382	21,193	22,500	21,500
Expenditures					
Benefits	552,959	406,900	503,998	428,550	452,550
Services	150,410	29,393	23,695	28,550	15,350
Materials & Supplies	11,696	11,785	13,104	13,000	-
Capital	4,755	-	-	-	-
Grants	-	36,667	17,210	19,050	19,050
Contingency	-	-	-	186,500	25,000
Transfers	125,000	220,000	95,000	87,500	314,350
Subtotal	844,820	704,745	653,007	763,150	826,300
Allocations	(205,079)	(124,888)	(141,905)	(128,000)	(138,800)
Total Expenditures	639,741	579,857	511,102	635,150	687,500

Police Department - The department will supply a resource officer to Mount Dora High School. The two new officers will be added in anticipation of receiving a federal COPS grant, but with no grant from the School Board. Operational savings were achieved with the replacement of one half of the fleet of vehicles. New security equipment for the station as well as the vehicle loan payment have been budgeted in the Discretionary Sales Tax Fund.

	2011	2012	2013	2014	2015
<i>Police</i>	Actual	Actual	Actual	Original Budget	Final Budget
Revenues					
Grants	142,302	20,276	22,926	13,000	67,200
Police Services	61,169	79,803	57,475	74,250	35,200
Court Fines	33,718	29,481	38,734	30,900	28,000
Parking Fines	1,405	1,267	528	750	550
Cost Recovery	2,579	4,282	7,311	4,000	5,500
Seized Tags	617	950	966	500	600
Educational (2nd Dollar)	9,406	725	6,666	3,500	3,500
Code Enforcement Fines	500	-	10,890	500	1,000
Police Donations	15,606	-	2,900	-	-
Employee Fuel Reimbursement	3,030	2,630	2,835	2,800	2,800
Total Revenues	270,332	139,414	151,231	130,200	144,350
Expenditures					
Salaries	2,156,207	2,073,821	2,126,128	2,129,700	2,189,650
Benefits	860,074	817,914	871,318	874,450	942,300
Services	515,818	487,979	506,024	489,200	465,600
Materials & Supplies	257,387	226,232	310,808	245,350	233,950
Capital	27,596	1,875	38,103	-	-
Subtotal	3,817,082	3,607,821	3,852,381	3,738,700	3,831,500
Allocations	254,450	267,150	258,300	268,450	263,150
Total Expenditures	4,071,532	3,874,971	4,110,681	4,007,150	4,094,650
FTEs	42.46	41.46	40.46	40.46	42.72

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Police Communications					
Expenditures					
Salaries	270,550	296,268	323,559	307,550	315,950
Benefits	128,740	99,848	170,468	174,350	149,950
Services	1,742	2,672	3,252	3,500	4,600
Subtotal	401,032	398,788	497,279	485,400	470,500
Allocations	13,900	13,850	19,750	27,800	32,700
Total Expenditures	414,932	412,638	517,029	513,200	503,200
FTEs	8.63	8.63	8.63	8.63	8.88

	2009-10 Value	2010-11 Value	2011-12 Value	2012-13 Value
Benchmark Description				
Emergency Calls	5,336	7,478	4,251	4,373
Incident Reports	2,128	2,076	1,916	1,809
Traffic Stops	5,340	4,782	4,790	6,998
Traffic citations issued	2,911	2,930	2,944	3,720
Traffic crashes	505	775	510	743
Total Traffic fatalities	1	0	0	0
Calls requiring police service (CFS) per 1,000 residents	2,455	2,309	4,182	3,769
UCR Part 1 Crime rate per 1,000 residents	49.70	46.27	40.02	N/A
UCR Part 1 Crime clearance rate	20.50	48.82	36.80	N/A
Adult arrests	592	511	485	448
Juvenile arrests	68	43	61	73
DUI arrests	51	61	56	54
Total arrests	660	615	602	575
Total arrests per 1,000 residents	53.4	49.0	47.4	44.7
Traffic citations per 1,000 residents	235.3	233.3	231.9	289.0
Total crashes per 1,000 residents	40.8	61.7	40.2	57.7
Traffic fatalities per 1,000 residents	0.1	0.0	0.0	0.0
Policing Cost per capita	\$346.42	\$357.29	\$337.79	\$359.57
Total Code Enforcement cases carried over	46	16	N/A	63
Number of proactive CE cases	100	410	N/A	5
Number of reactive CE cases/complaints	400	209	N/A	852
Total CE cases brought into compliance	445	591	N/A	661

Fire Department - When the new fire district in conjunction with Tavares is created, then three new lieutenants will need to be added to the budget. Since the agreement is not imminent, the personnel have been delayed until the next year. Upward pay adjustments are included to reflect the market survey performed during the year. An entire set of bunker gear is being purchased from a capital fund with a total savings of approximately \$15,000. Other Capital items moved to the Discretionary Sales Tax Fund include extrication, compressors, remodeling and air packs equipment in the amount of \$149,200. There are no other major changes.

Fire	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Revenues					
Emergency Services	92,860	88,245	83,408	78,800	81,000
Special Events	5,764	10,180	21,216	7,250	-
Reinspection Fees	3,289	4,050	5,202	4,000	5,000
Inspection Fees	17,176	16,253	400	10,000	10,000
False Alarms	140	-	80	100	100
Course Fees	500	1,648	1,609	600	1,500
Donations	2,575	-	1,595	-	-
Total Revenues	122,304	120,376	113,510	100,750	97,600
Expenditures					
Salaries	1,295,697	1,316,582	1,355,803	1,364,900	1,442,950
Benefits	572,824	558,745	621,928	567,450	592,650
Services	157,151	178,285	164,140	218,250	187,750
Materials & Supplies	75,300	79,100	75,336	82,150	76,050
Capital	2,575	2,513	7,781	6,000	11,800
Subtotal	2,103,547	2,135,225	2,224,988	2,238,750	2,311,200
Allocations	76,200	76,950	78,200	82,550	92,450
Total Expenditures	2,179,747	2,212,175	2,303,188	2,321,300	2,403,650
FTEs	25.00	25.00	25.25	25.25	25.25

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Number of vehicle, trash, brush, and other fire calls responded to (excluding calls canceled before arrival)	20	25	26	16
Number of fire alarm and other alarm calls responded to (excluding medical alarms, calls canceled before arrival)	149	163	190	168
Number of hazmat calls responded to (excluding calls canceled before arrival)	50	47	48	60
Number of non-fire, non-medical, non-hazmat service calls responded to (excluding calls canceled before arrival)	318	327	413	499
Total number of Non-EMS/Rescue Calls dispatched (excluding calls canceled before arrival)	1,428	1,595	2,190	2,077
Total Number of EMS and RESCUE calls dispatched (including medical alarms, calls canceled before arrival)	2,487	2,526	2,495	2,442
Total calls	3,915	4,121	4,685	4,519
Average Response Time - Station 34	5.41	5.35	5.78	N/A
Average Response Time - Substation	5.18	5.42	5.54	N/A
Number of cardiac arrest calls responded to where resuscitation efforts were used regardless	11	14	24	17
Number of successful pre-hospital resuscitations involving cardiac arrests	4	7	7	N/A
Number of verified building fire calls responded to (excluding calls canceled before arrival)	7	6	7	13
Number of building fire calls responded to with first unit on scene in less than or equal to 5 minutes . Excluding calls canceled before arrival.	6	4	4	9
Number of building fire calls responded to with first unit on scene in greater than 5 minutes and equal to or less than 9 minutes. Excluding calls canceled before arrival.	1	2	2	4

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Number of confirmed fires suppressed by Fire personnel	30	33	33	23
Number of deaths/injuries due to fire	0	0	0	0
Total estimated dollar property loss for all fire incidents	\$343,650	\$100,000	\$28,100	\$41,400
Total number of citizens touched by a risk reduction or fire prevention education activity.	2,529	2,936	5,878	5,239
Total Number of Fire Inspections	691	836	1,049	757

Roads & Streets - Salary and benefits decrease due to the restructuring of public works personnel allocations to other departments. The operating costs were reduced by \$15,000 since the street light study will be completed in the current year. In the Discretionary Sales Tax Fund, the annual funding for road resurfacing, sidewalks, and curbs as well as ADA sidewalk compliance work was set at \$300,000. In addition, a replacement chipper is budgeted for \$55,000. There were no other major changes in operations.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Roads and Streets					
Revenues					
Local Option Gas Tax (.06)	328,439	342,915	317,141	247,900	318,000
Municipal Gas Tax	72,054	76,507	75,071	72,100	71,600
Gas Tax Rebate (.05)	1,761	1,344	1,702	750	1,250
One Cent Voted Gas Tax	87,375	84,088	83,601	78,100	76,700
Special Event Fees	4,709	6,393	3,129	3,500	-
Total Revenues	494,338	511,247	480,644	402,350	467,550
Expenditures					
Salaries	317,273	322,665	339,715	329,400	302,500
Benefits	173,772	160,859	187,135	178,300	162,400
Services	333,058	323,631	348,088	360,900	343,000
Materials & Supplies	54,315	63,235	71,031	76,550	76,550
Capital	24,374	-	4,050	-	-
Subtotal	902,792	870,390	950,019	945,150	884,450
Allocations	30,200	28,350	31,150	16,950	18,650
Total Expenditures	932,992	898,740	981,169	962,100	903,100
FTEs	8.55	8.55	8.75	8.20	8.00

Engineering - This division is responsible for the engineering function for all departments; therefore, a portion of the salaries are allocated to other departments. A small reallocation of payroll of .05 FTE's along with standard increase is provided. There were no major changes in operations.

	2011	2012	2013	2014	2015
<i>Engineering</i>	Actual	Actual	Actual	Original Budget	Final Budget
Expenditures					
Salaries	67,177	54,633	50,650	50,800	58,350
Benefits	19,350	17,129	15,560	15,550	17,400
Services	15,099	18,391	20,540	17,150	16,150
Materials & Supplies	4,337	5,890	7,377	7,550	9,900
Capital	2,625	-	-	-	-
Subtotal	108,588	96,043	94,127	91,050	101,800
Allocations	21,150	22,350	21,550	4,850	4,550
Total Expenditures	129,738	118,393	115,677	95,900	106,350
FTEs	1.15	0.85	0.85	0.85	0.90

Library - The County's revenue sharing will decrease again for the fourth consecutive year due to the County's budget cuts. The allocation to the Library increased due to additional square footage to maintain. In addition, the hours of the library pages have been adjusted to reflect a more realistic utilization of personnel. A small increase for building and ground maintenance is included in the current year's budget. There are no other major changes in the operations of the Library, the Historical Museum and the Simpson Farm House Budgets.

	2011	2012	2013	2014	2015
<i>Library</i>	Actual	Actual	Actual	Original Budget	Final Budget
Revenues					
County Funding	218,450	274,664	244,344	232,900	203,800
Library Fines	22,506	18,537	22,477	24,000	24,000
E-Rate Refund	3,570	1,260	10,320	4,000	7,500
Rental - Library Meeting Room	290	140	450	450	450
Donations	8,905	7,170	9,423	-	-
Total Revenues	253,721	301,771	287,014	261,350	235,750
Expenditures					
Salaries	331,461	325,381	334,543	322,450	349,100
Benefits	136,078	114,337	145,027	140,100	153,350
Services	97,937	82,336	76,009	107,150	99,150
Materials & Supplies	32,078	35,021	33,788	31,350	34,650
Capital	29,171	25,737	36,324	35,000	31,500
Subtotal	626,725	582,812	625,691	636,050	667,750
Allocations	63,000	68,200	118,800	167,450	214,450
Total Expenditures	689,725	651,012	744,491	803,500	882,200
FTEs	9.35	9.35	9.35	9.35	9.84

	2011	2012	2013	2014	2015
<i>Historical Museum</i>	Actual	Actual	Actual	Original Budget	Final Budget
Expenditures					
Services	1,273	1,791	1,809	1,850	1,950
Total Expenditures	1,273	1,791	1,809	1,850	1,950

Simpson House	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Expenditures					
Services	4,947	3,132	3,707	5,200	4,150
Capital	-	1,500	-	-	-
Total Expenditures	4,947	4,632	3,707	5,200	4,150

	2009-10	2010-11	2011-12*	2012-13
Benchmark Description	Value	Value	Value	Value
Registered Borrowers	18,374	18,351	17,601	17,609
Volumes in Collection at 9/30	81,025	84,907	83,839	85,360
Total Annual Circulation	318,903	286,672	225,068	250,597
Library Visits	327,774	286,413	227,246	251,080

* Closed for 5 weeks

Recreation – The budget has decreased in large part by moving all of the related special events to its own fund. FTE's were reduced by .83. Operating expenses were also moved to the Special Events Fund when appropriate. There are no other major changes to the operations.

Recreation	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Revenues					
Recreation Programs	47,987	46,298	66,814	59,000	75,250
Contracted Fees	15,788	11,017	13,240	11,150	13,500
Other Activities	12,245	13,690	15,944	12,000	16,000
Special Events	-	-	4,141	2,000	-
Rental - Recreational Facilities	15,337	18,218	23,611	16,250	25,000
Donations	2,100	270	3,000	-	-
Total Revenues	93,457	89,493	126,750	100,400	129,750
Expenditures					
Salaries	131,470	140,048	148,351	159,250	127,950
Benefits	53,513	40,239	51,757	53,500	42,400
Services	85,427	74,450	77,922	85,450	87,700
Materials & Supplies	54,524	65,448	61,596	68,500	53,900
Capital	-	-	8,578	-	8,350
Subtotal	324,934	320,185	348,204	366,700	320,300
Allocations	87,700	90,650	95,600	76,250	89,500
Total Expenditures	412,634	410,835	443,804	442,950	409,800
FTEs	4.89	3.94	4.89	4.89	4.06

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Recreation Programs	20	20	22	26
Program Attendance	8,531	8,508	8,807	14,787
Aqautic Programs	N/A	N/A	269	271
Aqautic Programs Attendance	2864	N/A	4282	5712

Aquatics – This division is for the summer operations of the pool. There are no major changes in the operations.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Aquatics					
Revenues					
Pool Fees	2,833	2,429	3,879	2,500	3,500
Swim Lessons	2,764	3,011	3,903	2,800	3,000
Pool Rental	1,905	1,579	729	1,600	2,100
Contracted Fees	-	-	900	900	900
Swim Team Fees	1,564	1,414	2,182	1,400	2,000
Total Revenues	9,066	8,433	11,593	9,200	11,500
Expenditures					
Salaries	15,872	16,858	17,425	20,300	23,850
Benefits	4,732	5,036	6,124	6,400	6,700
Services	30,975	32,210	27,312	35,600	36,150
Materials & Supplies	7,512	7,503	7,053	9,200	9,400
Capital	-	-	-	4,500	5,500
Subtotal	59,091	61,607	57,914	76,000	81,600
Allocations	3,650	4,200	6,200	2,450	2,000
Total Expenditures	62,741	65,807	64,114	78,450	83,600
FTEs	1.12	1.17	1.17	0.97	0.97

Community Building –The budget has decreased in large part by moving many of the events into the Special Revenue Fund. The rental of the building to outside functions will be the sole function of the program.

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Community Building					
Revenues					
Event Income	-	-	-	35,000	-
Rental	16,243	18,085	27,764	24,000	28,500
Donations	5,285	1,800	2,787	10,000	-
Total Revenues	21,528	19,885	30,551	69,000	28,500
Expenditures					
Salaries	313	439	13,969	18,300	-
Benefits	30	68	3,504	4,200	-
Services	31,135	35,864	53,129	74,500	48,600
Materials & Supplies	-	709	2,087	1,750	2,450
Capital	-	4,927	7,639	-	2,000
Subtotal	31,478	42,007	80,328	98,750	53,050
Allocations	8,900	12,150	44,250	43,650	46,150
Total Expenditures	40,378	54,157	124,578	142,400	99,200
FTEs	0.25	0.25	0.50	0.50	0.00

Parks – This department handles all the ground maintenance of the various parks throughout the City. A large portion of that maintenance is contracted to a third party. Personnel cost decreased due to moving 0.50

FTE's to another program. An upward pay adjustment is proposed for the entire staff; however, this is offset by a reduction in overall operating cost. There are no other major changes to the department's budget

Parks	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
Revenues					
Special Event Fees	14,312	21,532	9,563	18,300	-
Rental - Parks	8,684	9,927	9,066	10,500	9,500
Donations	5,285	1,800	2,984	1,500	2,500
Total Revenues	28,281	33,259	22,984	30,300	12,000
Expenditures					
Salaries	247,763	257,433	264,324	268,700	253,700
Benefits	101,262	97,158	109,909	110,100	105,400
Services	195,148	212,405	189,826	253,500	247,450
Materials & Supplies	78,953	74,055	86,384	76,000	76,300
Capital	8,000	-	1,862	14,000	10,600
Subtotal	631,126	641,051	652,305	722,300	693,450
Allocations	46,850	47,000	73,650	89,100	103,750
Total Expenditures	677,976	688,051	725,955	811,400	797,200
FTEs	7.25	7.25	7.25	7.25	6.75

	2009-10	2010-11	2011-12	2012-13
Benchmark Description	Value	Value	Value	Value
Number acres of passive park	88.81	88.81	88.81	88.81
Number of acres of active park	185.67	185.67	185.67	185.67
Number of park acres maintained	274.48	275.48	275.48	275.48
Number of acres maintained by contractors	12.82	12.82	12.82	12.82
Number of acres of cemeteries	60	60	60	60
population	7.18	7.07	7.00	6.90
population	15.01	14.79	14.63	14.43
contractors	4.67%	4.65%	4.65%	4.65%
Maintenance cost per acre	\$2,310	\$2,291	\$2,327	\$2,368
Park operating expenditures per capita	\$51.26	\$50.26	\$50.50	\$50.68

	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
TOTAL GEN. FUND EXPEND.	11,050,404	10,842,190	11,584,897	11,761,150	11,978,250
FTEs	143.21	141.51	144.56	143.81	146.15

2014-15 Special Revenue Funds

	CRA	NECRA	Protective Inspections	Special Events	Disc. Sales Tax	Impact Fees	Public Service Tax	Law Enforce.	Total
REVENUES									
Property Tax	427,300	184,400	-	-	-	-	-	-	611,700
Local Option Sales Tax	-	-	-	-	1,055,850	-	-	-	1,055,850
Utility Service Tax	-	-	-	-	-	-	1,249,750	-	1,249,750
Telecommunications Tax	-	-	-	-	-	-	579,450	-	579,450
Permits and Fees	-	-	538,500	-	-	-	-	-	538,500
Intergovernmental	381,600	164,750	-	-	-	-	-	-	546,350
Charges for Services	-	-	-	181,750	-	216,500	-	-	398,250
Miscellaneous	50	11,250	7,100	-	9,000	10,900	700	50	39,050
Total Revenues	808,950	360,400	545,600	181,750	1,064,850	227,400	1,829,900	50	5,018,900
OTHER SOURCES									
Transfers In	-	-	-	222,850	-	-	-	-	222,850
Debt Proceeds	850,000	-	-	-	-	-	-	-	850,000
Total Other Sources	850,000	-	-	222,850	-	-	-	-	1,072,850
Total Rev. and Other Sources	1,658,950	360,400	545,600	404,600	1,064,850	227,400	1,829,900	50	6,091,750
EXPENDITURES									
General Government	548,650	719,850	-	379,600	113,500	-	-	-	1,761,600
Public Safety	-	66,100	470,050	-	201,600	-	-	-	737,750
Transportation	910,000	-	-	-	665,000	-	-	-	1,575,000
Culture/Recreation	-	-	-	-	46,000	125,000	-	-	171,000
Debt Service	197,500	-	-	-	133,250	43,700	-	-	374,450
Other Financing Uses	-	-	-	-	-	-	-	-	-
Total Expenditures	1,656,150	785,950	470,050	379,600	1,159,350	168,700	-	-	4,619,800
OTHER USES									
Transfers Out	-	-	-	-	-	-	1,854,500	-	1,854,500
Total Other Uses	-	-	-	-	-	-	1,854,500	-	1,854,500
Total Expend. and Other Uses	1,656,150	785,950	470,050	379,600	1,159,350	168,700	1,854,500	-	6,474,300
ADD. (RED.) TO FUND BALANCE	2,800	(425,550)	75,550	25,000	(94,500)	58,700	(24,600)	50	(382,550)
EST. BEGINNING FUND BALANCE	5,000	1,150,000	550,000	-	1,050,000	5,000	320,000	6,050	3,086,050
PROJECTED ENDING FUND BAL.									
RESTRICTED FUND BALANCE	7,800	724,450	625,550	-	955,500	63,700	295,400	6,100	2,678,500
UNDESIGNATED FUND BALANCE	-	-	-	25,000	-	-	-	-	25,000
EST. ENDING FUND BALANCE	7,800	724,450	625,550	25,000	955,500	63,700	295,400	6,100	2,703,500

Community Redevelopment Agency - CRA

This Fund's main revenues are from the incremental taxes, which will increase slightly this year in the amount of 1.05%. The increase is also representing the proposed increase in millage to 5.997 mills. If paid before year-end, some of the grants budgeted for 2014-15 will be reduced at a later date. We will amend the prior year budget to accommodate the additional applications received in 2013-14. The initial estimated funding for Phase III has been included in the budget. The project will need to be financed with a loan from the Electric Fund.

Community Redevelopment Agency	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
City Incremental Tax	411,726	397,684	393,558	396,950	427,300
County Incremental Tax	387,411	348,715	328,336	331,400	337,000
Other Incremental Taxes	51,281	46,148	44,479	43,850	44,600
Grants	-	-	-	589,000	-
Investment Earnings	9,111	4,971	(9,013)	3,150	50
Contributions	15,802	1,000	17,500	-	-
Miscellaneous - Debt Proceeds	-	1,500	2,500,734	-	850,000
Total Revenues	875,331	800,018	3,275,594	1,364,350	1,658,950
EXPENDITURES					
Salaries	124,827	134,100	141,882	134,650	139,800
Benefits	71,132	64,279	81,882	72,350	73,550
Services	67,850	57,774	86,650	51,150	49,400
Supplies/Materials	20,880	14,925	18,217	17,500	13,550
Grants and Incentives	59,941	56,540	99,134	35,000	170,000
Debt Services	-	-	-	196,400	197,500
Allocations	62,950	69,800	68,900	78,450	102,350
Capital Outlay	546,171	284,815	2,430,425	1,098,000	910,000
Total Expenditures	953,751	682,233	2,927,090	1,683,500	1,656,150
ADD. (REDUCTION) TO FUND BALANCE	(78,420)	117,785	348,504	(319,150)	2,800
ESTIMATED BEGINNING FUND BALANCE					5,000
PROJECTED ENDING FUND BALANCE					7,800
RESTRICTED FUND BALANCE					7,800
ESTIMATED ENDING FUND BALANCE					7,800
FTE's	4.00	4.00	4.00	4.00	3.55

2014-15 Use of Funds	Expend.	Capital	Total
Expenditures	548,200	-	548,200
Debt Service	197,500	-	197,500
Capital Outlay:			
Downtown Streetscape - Phase III	-	600,000	600,000
Totals	745,700	600,000	1,345,700

Northeast Community Redevelopment Agency - NECRA

This Fund's main revenues are from tax incremental funds, which will increase this year by \$16,550. The NECRA budget is continuing the enhanced Special Police Patrolling Program by funding the equivalent of one full-time police officer position and with increased funds available for

economic incentives. Grants and Incentives were increased to \$420,000 to fund programs for incentives to Grandview properties for \$120,000, Habitat for Humanity for \$75,000 and weatherization for \$225,000. Capital includes the potential purchases of residential properties for redevelopment. No other major changes in operations are budgeted.

Northeast Community Redevelopment Agency	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
City Incremental Tax	175,961	173,753	170,467	171,000	184,400
County Incremental Tax	165,749	152,331	142,283	142,750	145,500
Other Incremental Taxes	21,931	20,160	19,271	18,850	19,250
Investment Earnings	8,310	5,641	(5,203)	15,000	11,250
Total Revenues	371,951	351,885	326,818	347,600	360,400
EXPENDITURES					
Salaries	86,128	72,534	67,664	76,250	93,000
Benefits	40,835	34,072	40,031	36,550	44,950
Services	8,614	6,462	6,275	11,800	8,600
Supplies/Materials	586	1,171	668	1,800	2,200
Grants and Incentives	-	-	3,000	135,000	420,000
Allocations	10,200	10,950	17,550	18,750	17,200
Capital Outlay	63,901	239,755	55,748	100,000	200,000
Total Expenditures	210,264	364,944	190,936	380,150	785,950
ADD. (REDUCTION) TO FUND BALANCE	161,687	(13,059)	135,882	(32,550)	(425,550)
ESTIMATED BEGINNING FUND BALANCE					1,150,000
PROJECTED ENDING FUND BALANCE					
RESTRICTED FUND BALANCE					724,550
ESTIMATED ENDING FUND BALANCE					724,450
FTE's	1.50	1.50	1.50	1.50	1.95

2014-15 Uses of Funds	Expend.	Capital	Total
Expenditures	585,850	-	585,850
Capital Outlay:			
Property purchase for Redevelopment	-	200,000	200,000
Totals	585,850	200,000	785,850

Protective Inspection Fund

The City accounts for all building permitting revenue through this fund. A reserve was established when there were higher revenues. Over \$568,000 of that reserve has been used during the last four years of operations. However, there is a projected addition to fund balance from this year's operations, which is estimated at \$75,200. It is projected that revenue will increase due to higher fees and some improvement in new construction permits. The 2014-15 budget as proposed is similar to the current budget with the exception of a 0.24 reduction in FTE's of a part-time building inspector's position.

Protective Inspections Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Building Permits	304,374	259,499	520,549	395,000	500,000
Building Reinspection Fees	13,009	6,275	11,180	8,000	12,500
Rental Inspection Fee	6,090	4,930	6,127	2,000	8,000
Fire Inspection Fees	15,683	8,434	12,915	10,000	6,000
Contractor Fees	690	13,410	12,480	12,000	12,000
Investment Earnings	6,791	2,298	(582)	1,000	3,600
Miscellaneous	673	12,793	3,430	3,000	3,500
Total Revenues	347,310	307,639	566,099	431,000	545,600
EXPENDITURES					
Salaries	404,321	301,256	242,898	259,250	242,150
Benefits	163,923	110,632	98,842	93,300	89,900
Services	60,925	48,239	49,866	55,150	54,500
Supplies/Materials	27,998	18,629	13,996	23,400	23,350
Allocations	65,800	58,900	58,050	57,200	60,150
Capital Outlay	-	7,608	-	-	-
Total Expenditures	722,967	545,264	463,652	488,300	470,050
ADD. (REDUCTION) TO FUND BALANCE	(375,657)	(237,625)	102,447	(57,300)	75,550
ESTIMATED BEGINNING FUND BALANCE					550,000
PROJECTED ENDING FUND BALANCE					625,550
RESTRICTED FUND BALANCE					625,550
ESTIMATED ENDING FUND BALANCE					625,550
FTE's	7.24	5.24	5.24	4.84	4.24

2015 Use of Funds	Expend.	Capital	Total
Expenditures	469,700	-	469,700
Totals	469,700	-	469,700

Benchmark Description	2009-10 Value	2010-11 Value	2011-12 Value	2012-13 Value
Number of new residential permits	93	52	33	83
Value of new residential permits	\$26,720,512	\$15,451,913	\$10,223,426	\$18,689,072
Number of new commercial permits	3	1	10	3
Value of new commercial permits	\$521,535	\$869,000	\$4,959,385	\$2,794,000
Number of Building, Electrical, Mechanical, Plumbing [BEMP] building inspections completed	7,089	4,633	4,617	5,783
Number of BEMP building permits issued (residential and commercial)	946	795	861	956
Number of BEMP building inspections per day per inspector FTE.	6.5	7.0	14.3	15.0
Average annual cost per inspection	\$99.37	\$ 156.05	\$ 118.10	\$ 80.17
Total Building permits issued	951	786	861	1,053
Total Value of Construction (Thousands)	\$35,123	\$25,197	\$15,182	\$32,875

Discretionary Sales Surtax Fund

Tax collections for this fund are expected to increase approximately \$80,000 over 2013-14 budgeted amounts, as sales tax collections increase. This fund is used primarily for the capital expenditure. The additional one cent sales tax is set to expire on December 31, 2017 and will need to be approved by the voters for an extension. The capital shown outlines the CIP projects, which include \$300,000 for the funding of road resurfacing, sidewalks, curbs and ADA improvements, an estimated \$295,000 for the Downtown Streetscape - Phase III, \$133,250 for the loan payment for approximately ½ of the police vehicles replaced in 2013-14, police software & security for \$52,400, \$149,200 for Fire equipment as well as network upgrades and other miscellaneous items totaling \$229,500.

Discretionary Sales Tax Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Local Discretionary Sales Taxes	875,691	936,232	1,011,243	975,500	1,055,850
Grants	-	143,000	50,334	-	-
Investment Earnings	12,907	8,691	(568)	3,450	9,000
Total Revenues	888,598	1,087,923	1,061,009	978,950	1,064,850
EXPENDITURES					
Interest	5,758	1,800	580	1,500	11,500
Principal	5,758	1,800	580	1,500	121,750
Capital Outlay	475,347	1,052,185	1,096,054	837,000	1,026,100
Total Expenditures	486,863	1,055,785	1,097,214	840,000	1,159,350
ADD. (REDUCTION) TO FUND BALANCE	401,735	32,138	(36,205)	138,950	(94,500)
ESTIMATED BEGINNING FUND BALANCE					1,050,000
PROJECTED ENDING FUND BALANCE:					
UNDESIGNATED FUND BALANCE					955,500
ESTIMATED ENDING FUND BALANCE					955,500

2014-15 Use of Funds	Expenditures	D/S Payment	Total
Network Infrastructure Upgrade	98,500	-	98,500
IT Door Access System	15,000	-	15,000
Police Security System	40,500	-	40,500
Police Application Software & Hardware	11,900	-	11,900
16 Fire Airpaks & 1 Air Compressor	117,200	-	117,200
1 Extrication Equipment	22,000	-	22,000
Fire Station 34 Renovations	10,000	-	10,000
Road Resurfacing, Curbs & Sidewalks	250,000	-	250,000
Sidewalks - ADA Compliance	50,000	-	50,000
Downtown Streetscape - Phase III	295,000	-	295,000
Chipper	55,000	-	55,000
New Public Works Building	15,000	-	15,000
Additional Ramp & Stair at Donnelly Park	15,000	-	15,000
Cauley Lott Tennis Court Resurfacing	16,000	-	16,000
Donnelly Park Tennis Court Resurfacing	15,000	-	15,000
Police Patrol Cars Loan Payment	-	133,250	133,250
Totals	1,026,100	133,250	1,159,350

Pledged Revenue – Public Service Tax

This fund receives all Utility and Telecommunication Tax Revenues per the debt covenants. Money is first transferred to the Debt Service Fund to pay the debt service costs of the 2011 Bonds. Then, the remaining balance of the receipts can be transferred to the General Fund. Next year’s transfer to the General Fund will be about the same as this year due the projected decrease in the telecommunications tax.

Pledge Revenue Fund	2011 Actual	2012 Actual	2013 Actual	2014 Final Budget	2015 Final Budget
REVENUES					
Utility Taxes	1,327,594	1,233,932	1,237,566	1,208,750	1,249,750
Telecommunication Tax	530,247	586,993	629,995	635,000	579,450
Investment Earnings	5,088	433	(1,658)	1,250	700
Total Revenues	1,862,929	1,821,358	1,865,903	1,845,000	1,829,900
OTHER USES (TRANSFER TO)					
Debt Service	380,000	375,000	314,000	310,000	320,000
General Fund	1,932,568	1,450,000	1,500,000	1,535,000	1,534,500
Total Other Uses	2,312,568	1,825,000	1,814,000	1,845,000	1,854,500
ADD. (REDUCTION) TO FUND BALANCE	(449,639)	(3,642)	51,903	-	(24,600)
ESTIMATED BEGINNING FUND BALANCE					320,000
ESTIMATED ENDING FUND BALANCE					295,400

Impact Fees Fund

The fund’s expenditures are limited to capital projects or debt service for related capital projects. Only the Lake Wekiva Trail will impact the expenditures in the current year. With the projected new construction going forward, a modest increase in revenue is expected.

Impact Fee Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Impact Fees	222,067	183,886	394,996	156,000	216,500
Intergovernmental - Grants	-	-	303,440	-	-
Investment Earnings	29,664	13,685	(7,924)	19,500	10,900
Total Revenues	251,731	197,571	690,512	175,500	227,400
EXPENDITURES					
Land & Buildings	609,198	1,655,643	218,322	-	-
Machinery and Equipment	-	27,680	-	-	-
Infrastructure	39,290	264,936	25,560	-	100,000
Books and Media Collection	29,899	29,007	32,059	25,000	25,000
Debt Service	13,664	11,011	9,550	44,450	43,700
Total Expenditures	692,051	1,988,277	285,491	69,450	168,700
ADD. (REDUCTION) TO FUND BALANCE	(440,320)	(1,790,706)	405,021	106,050	58,700
ESTIMATED BEGINNING FUND BALANCE					5,000
ESTIMATED ENDING FUND BALANCE					63,700

2014-15 Use of Funds	Capital	D/S Service	Total
Library - Books, Videos, CDs, DVDs, etc.	25,000	-	25,000
Parks - Lake Wekiva Trail	100,000	-	100,000
Library - Debt Service Interest	-	15,000	15,000
Police - Debt Service Interest	-	28,700	28,700
Totals	125,000	43,700	168,700

Law Enforcement Fund

The fund was created to record the activities of State Forfeitures money. The Police Department has not requested any additional equipment for this year to be purchased from these restricted funds as they are minimal.

Law Enforcement Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Grants	-	4,551	-	-	-
Confiscations	70	1,305	1,508	-	-
Sale of Conf. Property	270	-	1,858	-	-
Investment Earnings	114	34	(12)	-	50
Total Revenues	454	5,890	3,354	-	50
EXPENDITURES					
Capital Outlay	-	16,962	-	-	-
Total Expenditures	-	16,962	-	-	-
ADD. (REDUCTION) TO FUND BALANCE	454	(11,072)	3,354	-	50
ESTIMATED BEGINNING FUND BALANCE					6,050
ESTIMATED ENDING FUND BALANCE					6,100

Special Event Fund

The fund is being created to record the revenues and expenditures related to special events conducted by other organizations, City sponsored events and revenue from ticket sales. Since the City does not charge for all of our administrative expense, nor fringe benefits on special event personnel, expenses will be greater than the income. Thus a transfer from the General Fund is necessary. Since this is the first year, an additional \$25,000 will be transferred to fund the operations any budget shortfalls.

SPECIAL EVENT FUND	2015 FINAL BUDGET
ADMINISTRATION	
APPLICATION FEES & COMMISSIONS	3,650
LESS ADMINISTRATIVE EXPENSES	(125,900)
SUBTOTAL	(122,250)

SPECIAL EVENT FUND	2015 FINAL BUDGET
<u>SPECIAL EVENTS (Net amount):</u>	
ART FESTIVAL	(4,850)
MOUNT DORA SPRING SHOW	(2,750)
SAILING REGATTA	(150)
MONTY BODY 5K RUN	(300)
FOOD TRUCK EVENTS	(500)
BICYCLE FESTIVAL	(850)
CRAFT FAIR	(5,850)
YAPPY HOUR EVENT	(150)
ZOMBIE CRAWL	(550)
PLANT & GARDEN FAIR	(450)
LAKE CARES SHOPPING CART RACE	(100)
HALF MARATHON RACE	(1,050)
BLUES AND WINE FESTIVAL	(400)
SCOTTISH HIGHLAND EVENT	3,450
NEW YEAR'S EVE EVENT	3,950
TASTE OF MOUNT DORA	(200)
SUBTOTAL SPECIAL EVENTS	(10,750)
<u>CORNERSTONE EVENTS</u>	
AFRICAN-AMERICAN HISTORY FESTIVAL	(4,850)
3RD OF JULY CELEBRATION	(21,100)
4TH OF JULY PARADE	1,400
LIGHT UP MOUNT DORA	(23,750)
CHRISTMAS WALK	(4,200)
CHRISTMAS IN THE PARK	(12,350)
SUBTOTAL CORNERSTONE EVENTS	(64,850)
RECREATION SPONSORED EVENTS	-
TOTAL SPECIAL EVENTS EXPENSES IN EXCESS OF	(197,850)
TRANSFER FROM GENERAL FUND	222,850
ADDITIONS (REDUCTION) TO NET ASSETS	25,000
ESTIMATED BEGINNING NET ASSETS	-
ESTIMATED ENDING NET ASSETS	25,000

Debt Service Fund

In September 2011, the 2001 Public Service Bonds were refunded by the 2011 Capital Improvement Refunding Revenue Bonds. The new bonds saved over \$60,000 a year in debt service. This Fund is restricted to repayment of principal and interest of this outstanding general debt. The main sources of funds are transfers from the Pledge Revenue Fund.

Debt Service Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Investment Earnings	1,492	1,441	(1,200)	1,900	1,150
Total Revenues	1,492	1,441	(1,200)	1,900	1,150
OTHER SOURCES					
Proceeds from New Loan	3,646,857	-	-	-	-
Transfers from Public Service Tax	380,000	375,000	314,000	310,000	320,000
Total Other Sources	4,026,857	375,000	314,000	310,000	320,000
Total Revenues and Other Sources	4,028,349	376,441	312,800	311,900	321,150
EXPENDITURES					
Debt Service Principal	3,745,000	246,800	253,400	258,300	263,300
Debt Service Interest	221,501	72,859	65,841	61,150	56,100
Debt Service Other	1,050	-	-	-	-
Total Expenditures	3,967,551	319,659	319,241	319,450	319,400
ADD. (REDUCTION) TO FUND BALANCE	60,798	56,782	(6,441)	(7,550)	1,750
ESTIMATED BEGINNING FUND BALANCE					108,000
PROJECTED ENDING FUND BALANCE					
RESTRICTED FUND BALANCE					109,750
ESTIMATED ENDING FUND BALANCE					109,750

2014-15 Use of Funds	Expend.	Other	Total
Debt Service Expenditures	319,450	-	319,450
Totals	319,450	-	319,450

Capital Funds

This fund accounts for resources that are committed for non-recurring capital improvements that are funded over several years. Due to limited money available, only one project is planned. The Wolf Branch Innovation District Master Plan will be paid from the Special Capital Fund, which was created to fund vision projects. \$40,000 has been added to the project based upon the receipt of a state grant. It is expected that the City will receive a grant again to offset half of the costs associated with the study. The purchase of Fire Bunker Gear was transferred from the General Fund in the amount of \$45,950. The purchase of all gear at one time saves approximately \$15,000 and will last for a period of five years.

Capital Project Funds	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Grants	2,406	264,522	(1,760)	39,100	20,050
Investment Earnings	2,406	1,903	(1,760)	1,600	50
Other	-	35,000	-	-	-
Total Revenues	4,812	301,425	(3,520)	40,700	20,100
OTHER SOURCES					
Transfers In	-	132,500	-	-	-
Total Other Sources	-	132,500	-	-	-
Total Revenues and Other Sources	4,812	433,925	(3,520)	40,700	20,100
EXPENDITURES					
Executive	30,714	67,720	45,755	112,500	45,950
Fire	-	-	-	-	45,950
Transportation	3,375	-	17,760	-	-
Recreation	41,702	-	27,995	-	40,000
TOTAL EXPENDITURES	75,791	67,720	91,510	112,500	131,900
ADD. (REDUCTION) TO FUND BALANCE	(70,979)	366,205	(95,030)	(71,800)	(111,800)
ESTIMATED BEGINNING FUND BALANCE					70,000
PROJECTED ENDING FUND BALANCE					
ASSIGNED FUND BALANCE					(41,800)
ESTIMATED ENDING FUND BALANCE					(41,800)

2014-15 Use of Funds	Capital	Transfers	Total
Wolf Branch Innovation District Master Plan	40,000		40,000
Fire Bunker Gear	45,950		45,950
TOTAL	85,950	-	85,950

2014-15 Enterprise Funds

	Electric	Water & Wastewater	Sanitation	Storm- water	Cemetery	Total
REVENUES						
Taxes	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-
Intergovernmental	-	1,000	-	-	-	1,000
Charges for Services	11,012,450	9,001,200	2,204,600	859,250	55,000	23,132,500
Fines and Forfeitures	-	-	-	-	-	-
Miscellaneous	42,750	43,250	50	8,100	50	94,200
Total Revenues	11,055,200	9,045,450	2,204,650	867,350	55,050	23,227,700
OTHER SOURCES						
Transfers In	-	-	-	-	91,500	91,500
Total Other Sources	-	-	-	-	91,500	91,500
Total Rev. and Other Sources	11,055,200	9,045,450	2,204,650	867,350	146,550	23,319,200
EXPENDITURES						
General Government	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Physical Environment	9,457,950	7,314,600	2,201,750	885,300	153,200	20,012,800
Transportation	-	-	-	-	-	-
Human Services	-	-	-	-	-	-
Culture/Recreation	-	-	-	-	-	-
Debt Service	-	536,750	-	-	-	536,750
Other Financing Uses	-	-	-	-	-	-
Total Expenditures	9,457,950	7,851,350	2,201,750	885,300	153,200	20,549,550
OTHER USES						
Transfers Out (PILOT & ROI Fees)	1,254,700	1,421,450	-	126,750	-	2,802,900
Total Uses	1,254,700	1,421,450	-	126,750	-	2,802,900
Total Expend. and other Uses	10,712,650	9,272,800	2,201,750	1,012,050	153,200	23,352,450
ADDITIONS (RED.) TO FUND BAL.	342,550	(227,350)	2,900	(144,700)	(6,650)	(33,250)
EST. BEGIN. FUND BALANCE	12,046,000	28,750,000	90,400	6,350,000	22,000	47,258,400
PROJECTED END. FUND BAL.						
RESTRICTED FUND BAL. (1)	7,050,000	26,750,000	600	5,750,000	29,000	39,579,600
RESERVES PER POLICY (2)	1,747,300	1,318,400	105,900	148,300	-	3,319,900
UNDESIGNATED FUND BAL.	3,591,250	454,250	(13,200)	307,000	(13,650)	4,325,650
EST. ENDING FUND BALANCE	12,388,550	28,522,650	93,300	6,205,300	15,350	47,225,150

(1) Restricted Fund Balances equal Prepaids, Inventory and Capital Assets in the Enterprise Funds

(2) Minimum Reserves for Electric 15%; Water & Wastewater 15%; Sanitation 5%;

and Stormwater 15% per City policy. Percentages are applied to the greater of revenues plus recurring transfers in or expenditures plus recurring transfers out based upon the prior year's audit.

Electric Fund

With the new power agreement in place, the power cost insurance settlement and reduced consumption, it is expected that the power costs will continue to be reduced and thus the corresponding power revenue will also be reduced. It is expected that there will be no increase in the power cost or base rates in October 2014. The General Fund transfer will be decreased by \$45,950 based upon the Payment in Lieu of Taxes formula. The net income will be increased to \$342,550, which is sufficient to meet the system's cash flow requirements. The estimated cost for the Downtown Streetscape - Phase III is shown as \$460,000. In addition, the Electric Fund will need to provide loans to two other funds to help fund the project.

Electric Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Residential	6,943,758	6,066,461	5,897,188	6,332,000	6,139,900
General Service	2,142,198	1,940,823	1,809,822	2,062,200	1,997,500
General Service Demand	2,066,655	1,830,905	1,696,768	2,126,300	2,044,200
Public Streets/Hwy Lights	204,480	196,930	191,975	188,000	185,600
Interdepartmental	712,809	659,938	601,665	560,100	540,300
Other Operating	(171,650)	128,355	8,421	(81,850)	(36,350)
Non Operating Income	164,869	155,694	137,886	152,500	141,300
Investment Earnings	28,222	24,330	(18,227)	53,150	42,750
Grant Income	45,839	78,844	29,769	-	-
Total Revenues	12,137,180	11,082,280	10,355,267	11,392,400	11,055,200
EXPENSES					
Purchased Power	7,769,754	7,058,179	6,518,606	7,089,500	6,799,000
Distribution Operations	138,106	134,311	137,232	149,650	158,600
Distribution Maintenance	870,454	883,187	908,378	956,250	967,800
Administration	987,141	1,014,606	1,003,187	988,300	1,022,550
Depreciation	522,134	512,253	511,792	490,000	510,000
Total Expenses	10,287,589	9,602,536	9,079,195	9,673,700	9,457,950
OTHER USES (TRANSFERS)					
PILOT & ROI Fees	1,087,550	1,228,600	1,295,950	1,300,650	1,254,700
Total Other Uses (Transfers)	1,087,550	1,228,600	1,295,950	1,300,650	1,254,700
Total Expenses and Other Uses	11,375,139	10,831,136	10,375,145	10,974,350	10,712,650
ADD. (REDUCTION) TO NET ASSETS	762,041	251,144	(19,878)	418,050	342,550
ESTIMATED BEGIN. NET ASSETS					12,046,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					7,050,000
RESERVES PER POLICY					1,747,300
UNDESIGNATED NET ASSETS					3,591,250
ESTIMATED ENDING NET ASSETS					12,388,550
FTE's	11.05	11.05	11.05	11.00	11.30

Electric Capital	Amount	Land & Improve.	Buildings	Meter Replacement	Equipment
New Services	20,000	20,000	-	-	-
Street Light - R & R	5,000	5,000	-	-	-
Street Light - New	3,000	3,000	-	-	-
Traffic Signal R & R	5,000	5,000	-	-	-
Overhead - R & R	30,000	30,000	-	-	-
Overhead - New	10,000	10,000	-	-	-
Underground - R & R	35,000	35,000	-	-	-
Underground - New	10,000	10,000	-	-	-
Wood Pole Replacement	50,000	50,000	-	-	-
Javens Circle & Hampton Villas Underground Replacement	108,000	108,000	-	-	-
Downtown Streetscape - Phase III	460,000	460,000	-	-	-
Substation R&R	142,900	142,900	-	-	-
Public Works Facilities	15,000	-	15,000	-	-
Meter Replacements	86,200	-	-	86,200	-
Hand Tools	7,000	-	-	-	7,000
Total Capital	987,100	878,900	15,000	86,200	7,000

Water & Wastewater Fund

The 2005-06 Budget started the needed expansion of the Water and Wastewater operations to meet the expected growth of the system. The proposed 2014-15 Budget is a continuation of that process with over \$6,177,700 of capital expenditures being proposed. However, the system had reached the point of not having sufficient cash to pay for some of the long-term major projects and therefore a \$7,560,000 note was issued in July of this year. A potential overall rate increase of approximately 2.0% is shown in the budget, which will be reviewed as the City proceeds with the large capital projects. \$850,000 has been budgeted for the estimated cost of the Downtown Streetscape – Phase III, while the US 441/ SR 44 Utility Line Relocation project was reduced by \$600,000 to help fund the project.

Water and wastewater operating revenues are projected to increase by \$719,000. This is based on an expected increase in residential water and wastewater usage, rate increase and higher impact fees versus the prior year. Overall operational expenses (excluding depreciation and debt service) will increase approximately \$323,050 due mainly to the addition of Water Plant #2 operating costs and higher maintenance costs for the existing system. There is a reduction in Wastewater contractual services costs for sludge removal of \$100,000, which is partially offset by a proposed \$40,000 lawn maintenance contract. The latter will be part of the reorganization plan of personnel responsibilities that will provide overall savings. The Depreciation Expense increased by \$65,000 due to the recent large capital assets additions. \$33,000 has been added for a grant consultant.

Water & Wastewater Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUE					
Water	2,816,620	2,647,095	2,826,811	2,825,200	3,020,900
Wastewater	3,673,731	3,752,942	4,142,666	4,194,650	4,380,300
Reclaimed Water & Other Disposal	341,665	419,337	521,900	572,000	587,500
Other Income	16,622	12,713	26,022	23,550	9,450
Investment Earnings	66,179	37,739	(25,807)	25,050	33,800
Total Revenue	6,914,817	6,869,826	7,491,592	7,640,450	8,031,950
OTHER SOURCES					
Impact Fees	521,530	653,727	1,294,754	685,000	1,012,500
Grants	2,250	2,000	3,025	1,000	1,000
Contributions and Transfers in	150,100	174,379	-	-	-
Total Other Sources	673,880	830,106	1,297,779	686,000	1,013,500
Total Revenue and Other Sources	7,588,697	7,699,932	8,789,371	8,326,450	9,045,450
EXPENSES					
Water - Treatment - Plant I	578,621	539,427	627,165	509,750	501,300
Water - Treatment - Plant II	-	-	-	247,300	410,750
Water - Distribution	656,021	643,059	638,634	690,800	742,950
Wastewater - Treatment - Plant I	737,512	712,823	841,869	813,050	789,350
Wastewater - Treatment - Plant II	968,772	606,565	637,275	760,950	736,450
Wastewater - Collection	696,836	650,242	674,897	639,150	705,250
Wastewater - Reuse	3,689	10,919	9,393	20,000	24,950
Wastewater - Septage Disposal	50,250	47,143	73,552	99,600	89,100
Administration	1,237,389	1,216,396	1,343,851	1,422,950	1,526,500
Depreciation and Amortization	1,450,372	1,443,387	1,494,707	1,690,000	1,755,000
Interest Expense	340,012	316,789	271,360	296,550	536,750
Total Expenses	6,719,473	6,186,750	6,612,703	7,190,100	7,818,350
OTHER USES					
PILOT & ROI Fees	935,950	1,206,900	1,362,250	1,369,250	1,421,450
Total Other Uses	935,950	1,206,900	1,362,250	1,369,250	1,421,450
Total Expenses and Other Uses	7,655,423	7,393,650	7,974,953	8,559,350	9,239,800
ADD. (REDUCTION) TO NET ASSETS	(66,726)	306,282	814,418	(232,900)	(194,350)
ESTIMATED BEGIN. NET ASSETS					28,750,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					26,750,000
RESERVES PER POLICY					1,318,400
UNDESIGNATED NET ASSETS					487,250
ESTIMATED ENDING NET ASSETS					28,555,650
FTE's	30.20	30.20	31.53	32.20	31.10

Water / Wastewater Capital	Amount	Studies	Land & Improve.	Buildings	Meter Replace.	Equipment	Computer Upgrade
Water Treatment Plant I Improve.	115,000	-	-	115,000	-	-	-
WTP - Pump House	86,250	-	-	86,250	-	-	-
Water Main Distribution Upgrades	57,500	-	57,500	-	-	-	-
Well Abandonment	102,350	-	102,350	-	-	-	-
Fire Hydrant Replacement	118,500	-	118,500	-	-	-	-
Valve Replacement Program	57,500	-	57,500	-	-	-	-
Water Meter Replacement	57,500	-	-	-	57,500	-	-

Water / Wastewater Capital	Amount	Studies	Land & Improve.	Buildings	Meter Replace.	Equipment	Computer Upgrade
Wastewater Treatment Plant I Upgrade	95,000	-	-	95,000	-	-	-
WWTP I Clarifier Mechanism Replace.	575,000	-	-	575,000	-	-	-
Wastewater Treatment Plant II Upgrade	92,000	-	-	92,000	-	-	-
Wastewater Treatment Plant II Upgrade	28,750	-	-	28,750	-	-	-
Wastewater Collection Improve.	200,000	-	200,000	-	-	-	-
Lift Station Upgrades	73,850	-	73,850	-	-	-	-
Perc Pond Aeration	143,750	-	143,750	-	-	-	-
US 441 Utility Line Relocation	1,900,000	-	1,900,000	-	-	-	-
Britt Road Utility Line Extension	86,250	-	86,250	-	-	-	-
Bio-solids Processing Facility	1,112,000	-	-	1,112,000	-	-	-
Downtown Streetscape - Phase III	850,000	-	850,000	-	-	-	-
WWTP I & II Redundancy	632,500	-	632,500	-	-	-	-
Public Works Facilities	15,000	-	-	15,000	-	-	-
Network Infrastructure Upgrade	5,000	-	-	-	-	-	5,000
Wet Tap Equipment	3,500	-	-	-	-	3,500	-
Missell (Mole)	5,000	-	-	-	-	5,000	-
Linestope Rebuild Equipment	13,500	-	-	-	-	13,500	-
Wet Tap Equipment	2,000	-	-	-	-	2,000	-
Total Capital	6,427,700	-	4,222,200	2,119,000	57,500	24,000	5,000

Sanitation Fund

The Sanitation Fund has shown minor profit or losses in prior years. In FYE 2014-15 a minor gain is expected. The new Waste Management collection system appears to be accepted by the residents. Overall sanitation rates will be increased by the C.P.I. during this year.

Sanitation Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Residential	972,462	990,439	1,029,353	1,041,750	1,040,800
Commercial	754,569	783,376	809,001	818,750	841,500
Recycling	124,651	127,827	132,634	151,100	169,300
City Cost Recovery	126,653	135,352	146,939	152,100	153,000
Investment Earnings	150	54	(92)	50	50
Total Revenues	1,978,485	2,037,048	2,117,835	2,163,750	2,204,650
EXPENSES					
Collection and Disposal	1,836,536	1,903,053	1,955,955	1,985,000	2,055,000
Operations	132,483	126,949	135,005	141,950	146,500
Depreciation	1,371	1,371	801	250	250
Total Expenses	1,970,390	2,031,373	2,091,761	2,127,200	2,201,750
ADD. (REDUCTION) TO NET ASSETS	8,095	5,675	26,074	36,550	2,900
ESTIMATED BEGIN. NET ASSETS					90,400
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					600
RESERVES PER POLICY					105,900
UNDESIGNATED NET ASSETS					(13,200)
ESTIMATED ENDING NET ASSETS					93,300
FTE's	1.25	1.25	1.50	1.23	1.20

Stormwater Management Fund

With the Downtown Streetscape Phase II being completed along with the 7th Ave. drainage project in FY 2014, the system will defer all other major projects in order to have funding for the Downtown Streetscape Phase III project estimated at \$495,000. Lake Dora Water Quality and other smaller improvement projects are included annually and intended to provide funding for smaller projects as needed. Staff is being reduced by one person in order to facilitate the increased capital costs. An increase in fees is being proposed to pay for the increased cost of capital projects and the resulting maintenance and operating costs. The proposed rate adjustment has not been included in this draft of the budget.

Stormwater Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Residential	501,388	497,233	506,579	512,300	512,500
Commercial	332,442	332,786	332,823	342,400	335,000
Other Operating	11,853	12,035	11,737	12,250	11,750
Miscellaneous Income	13,289	9,924	(5,445)	10,000	8,100
Contributions/Grants/Assessments	44,485	115,929	203,005	87,500	-
Total Revenues	903,457	967,907	1,048,699	964,450	867,350
EXPENSES					
Stormwater Operations	451,076	490,862	616,260	505,800	485,300
Depreciation	336,875	356,650	372,340	420,000	400,000
Total Expenses	787,951	847,512	988,600	925,800	885,300
OTHER SOURCES (USES)					
Transfers To Other Funds	-	-	(128,100)	(128,100)	(126,750)
Total Other Sources (Uses)	-	-	(128,100)	(128,100)	(126,750)
ADD. (REDUCTION) TO NET ASSETS	115,506	120,395	(68,001)	(89,450)	(144,700)
ESTIMATED BEGIN. NET ASSETS					6,350,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					5,750,000
RESERVES PER POLICY					148,300
UNDESIGNATED NET ASSETS					307,000
ESTIMATED ENDING NET ASSETS					6,205,300
FTE's	3.80	3.80	4.15	4.15	3.15

Stormwater Capital	Amount	Land & Improve.	Buildings
Lake Dora Water Quality Project	75,000	75,000	-
Downtown Streetscape - Phase III	495,000	495,000	-
Public Works Facilities	5,000	-	5,000
Total Capital	575,000	570,000	5,000

Cemetery Fund

Revenues continue to be insufficient to meet the increasing cost of operations. The transfer from the General Fund was increased to \$91,500. There are no major changes to operations in this budget.

Cemetery Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Cemetery Fees	47,866	57,378	29,391	55,000	55,000
Investment Earnings	76	112	(239)	-	50
Total Revenues	47,942	57,490	29,152	55,000	55,050
OTHER SOURCES					
Transfer From General Fund	125,000	87,500	95,000	87,500	91,500
Total Other Sources	125,000	87,500	95,000	87,500	91,500
Total Revenues and Other Sources	172,942	144,990	124,152	142,500	146,550
EXPENSES					
Cemetery Operations	171,515	142,721	134,287	139,350	151,200
Depreciation	1,639	1,748	1,859	2,000	2,000
Total Expenses	173,154	144,469	136,146	141,350	153,200
ADD. (REDUCTION) TO NET ASSETS	(212)	521	(11,994)	1,150	(6,650)
ESTIMATED BEGIN. NET ASSETS					22,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					29,000
UNDESIGNATED NET ASSETS					(13,650)
ESTIMATED ENDING NET ASSETS					15,350
FTE's	2.35	1.85	1.85	1.85	1.85

Cemetery Capital	Amount	Land & Improve.
Lot Buyback	4,000	4,000
Total Capital	4,000	4,000

Internal Service Funds

Motorpool Fund

The Motorpool expenses have been reduced again for the 2014-15 Budget Year, as we continue to refine contracting out services to obtain the most reasonable repair and maintenance costs. A deduction of 0.5 FTE's is a reflection that only minimal supervision is used to coordinate repairs.

Replacements planned for the Equipment Replacement Program have been decreased as the City reduces the number of vehicles and the vehicles are lasting longer. The projected \$81,200 for the General Fund replacements exceeds the transfer as virtually nothing is being contributed from that fund. Eventually, the City will have to start contributing as past General Fund contributions are depleted.

Motorpool Fund	2011 Actual	2012 Actual	2013 Original Budget	2014 Original Budget	2015 Final Budget
REVENUES					
Vehicle Maintenance Charges	178,250	155,800	154,700	117,500	84,650
Investment Earnings	941	358	234	500	450
Miscellaneous Income	170	148	352	-	-
Total Revenues	179,361	156,306	155,286	118,000	85,100
EXPENSES					
Vehicle Maintenance Operations	181,151	135,027	190,634	130,650	85,450
Depreciation	4,208	2,925	2,451	2,000	2,000
Total Expenses	185,359	137,952	193,085	132,650	87,450
ADDITION (REDUCTION) TO NET ASSETS	(5,998)	18,354	(37,799)	(14,650)	(2,350)
ESTIMATED BEGIN. NET ASSETS					70,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					6,000
UNDESIGNATED NET ASSETS					61,650
ESTIMATED ENDING NET ASSETS					67,650
FTE's	1.56	1.56	1.56	0.85	0.35

Equipment Replacement Fund	2011 Actual	2012 Actual	2013 Original Budget	2014 Original Budget	2015 Final Budget
REVENUES					
Equipment Replacement Charges	209,100	184,500	181,050	183,350	191,750
Sales of Equipment	70,928	38,076	36,163	-	-
Investment Earnings	8,408	6,733	(4,735)	12,500	9,000
Total Revenues	288,436	229,309	212,478	195,850	200,750
EXPENSES					
Depreciation	237,596	223,167	193,896	210,000	180,000
Total Expenses	237,596	223,167	193,896	210,000	180,000
ADDITION (REDUCTION) TO NET ASSETS	50,840	6,142	18,582	(14,150)	20,750
ESTIMATED BEGIN. NET ASSETS					1,800,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					625,000
UNDESIGNATED NET ASSETS					1,195,750
ESTIMATED ENDING NET ASSETS					1,820,750

Motorpool & Equipment Replacement Fund	Amount	Vehicles	Major Equipment
Replacement Sanitation Unit #99 with F150	19,000	19,000	-
Replacement of Electric Unit #214 with F250	23,500	23,500	-
Replacement of Electric Unit #220 with F250	23,500	23,500	-
Replacement of Parks Unit #89 with F150	19,000	19,000	-
Replacement of Parks Unit #420 with F150	19,500	19,500	-
Replacement of Parks Unit #832 with John Deere	8,500	-	8,500
Replacement of Toro Mower with Scag Mower	7,200	-	7,200
Replacement of Unit #844 with Toro Master	27,000	-	27,000
Total Capital	147,200	104,500	42,700

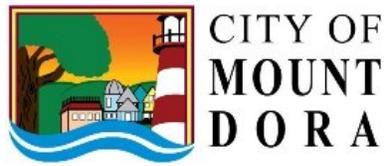
Insurance Fund

It is expected that medical claims will continue to increase, but at a slower rate. The nationwide slowing of medical cost increases and the benefits of our local clinic has helped reduce the rising cost of medical care. The clinic operating hours were increased at an estimated cost of about \$56,500.

The City will continue to have the employees contribute to the increased cost by larger payroll deductions and higher co-pays. We continue to look for ways that the costs to both the employer and the employees are maintained at a reasonable rate. Health care costs are one of our largest benefits and thus controlling these costs on a year to year basis is critical.

Self Insurance Fund	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Final Budget
REVENUES					
Health Insurance I/S Charges	2,162,750	1,597,350	2,002,950	1,772,000	1,916,250
Members Contribution	400,321	443,926	464,842	501,350	593,550
Investment Earnings	1,278	4,393	(1,369)	5,000	3,600
Other Revenue	22,835	27,164	27,134	25,700	35,700
Total Revenues	2,587,184	2,072,833	2,493,557	2,304,050	2,549,100
EXPENSES					
Professional Fees	-	520	-	1,500	1,500
Services	567,476	591,169	558,411	598,100	583,750
Claims	1,468,736	1,241,001	1,445,469	1,551,000	1,505,000
Other Operating Expenses	255,030	328,030	340,628	385,500	438,450
Depreciation	4,387	8,774	8,774	7,400	7,400
Total Expenses	2,295,629	2,169,494	2,353,282	2,543,500	2,536,100
ADD. (REDUCTION) TO NET ASSETS	291,555	(96,661)	140,275	(239,450)	13,000
ESTIMATED BEGIN. NET ASSETS					525,000
PROJECTED ENDING NET ASSETS					
RESTRICTED NET ASSETS					14,000
UNDESIGNATED NET ASSETS					524,000
ESTIMATED ENDING NET ASSETS					538,000
FTE's	0.00	0.00	0.00	0.00	0.00

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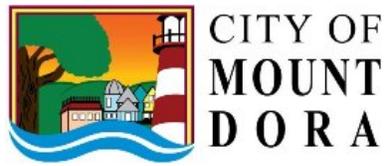




SECTION IV

LAKE COUNTY COMPARISONS FINANCIAL TRENDS 2014-15 BUDGET USING STATE FINANCIAL REPORTING FORMAT

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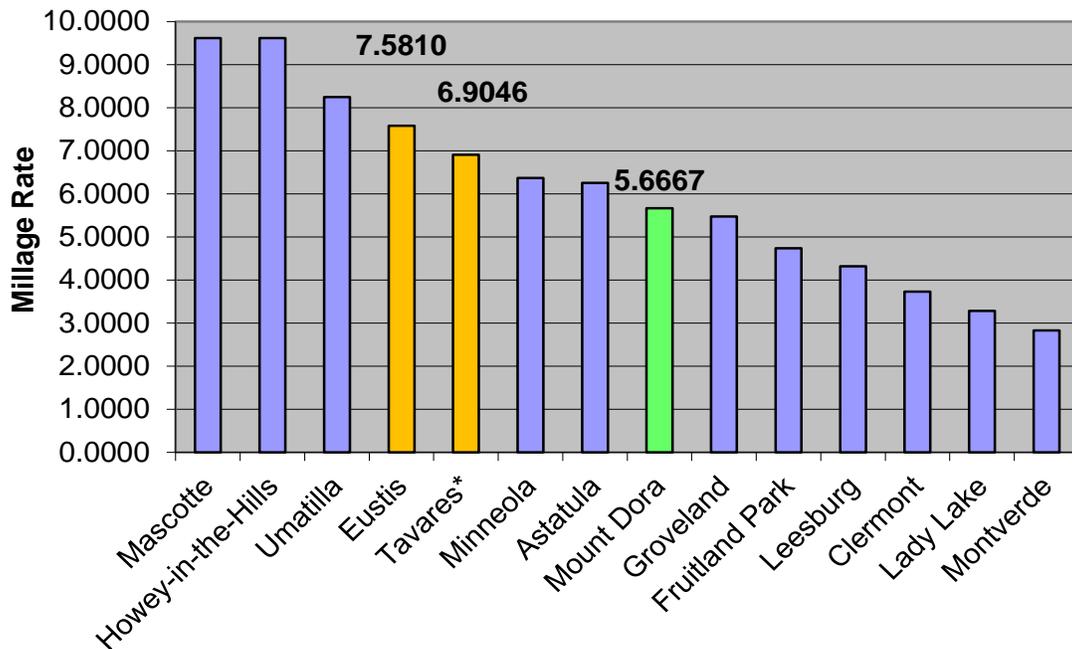


MILLAGE COMPARISONS OF ALL CITIES IN LAKE COUNTY

City	2009-10	2010-11	2011-12	2012-13	2013-14
Astatula	4.5000	4.8500	6.5000	6.5000	6.2500
Clermont	3.1420	3.1420	3.1420	3.1420	3.7290
Eustis	5.1266	5.6849	6.2432	6.7158	7.5810
Fruitland Park	4.3600	4.3600	4.3284	4.6442	4.7371
Groveland	5.1800	5.1800	5.6000	5.6000	5.4700
Howey-in-the-Hil	6.8317	7.0000	8.0000	8.6965	9.6147
Lady Lake	3.2808	3.2808	3.2808	3.2808	3.2808
Leesburg	4.3179	4.3179	4.3179	4.3179	4.3179
Mascotte	6.8801	7.9800	9.6147	9.6147	9.6147
Minneola	4.4990	5.4826	6.5716	6.3000	6.3676
Montverde	2.8300	2.8300	2.8300	2.8300	2.8300
Mount Dora	5.0190	5.0190	5.3891	5.6667	5.6667
Tavares*	6.2500	6.9500	6.8900	6.4462	6.9064
Umatilla	6.5000	6.8795	7.6419	8.2480	8.2480

* Includes voted debt service millage

Lake County Cities Millage Rates 2013-14

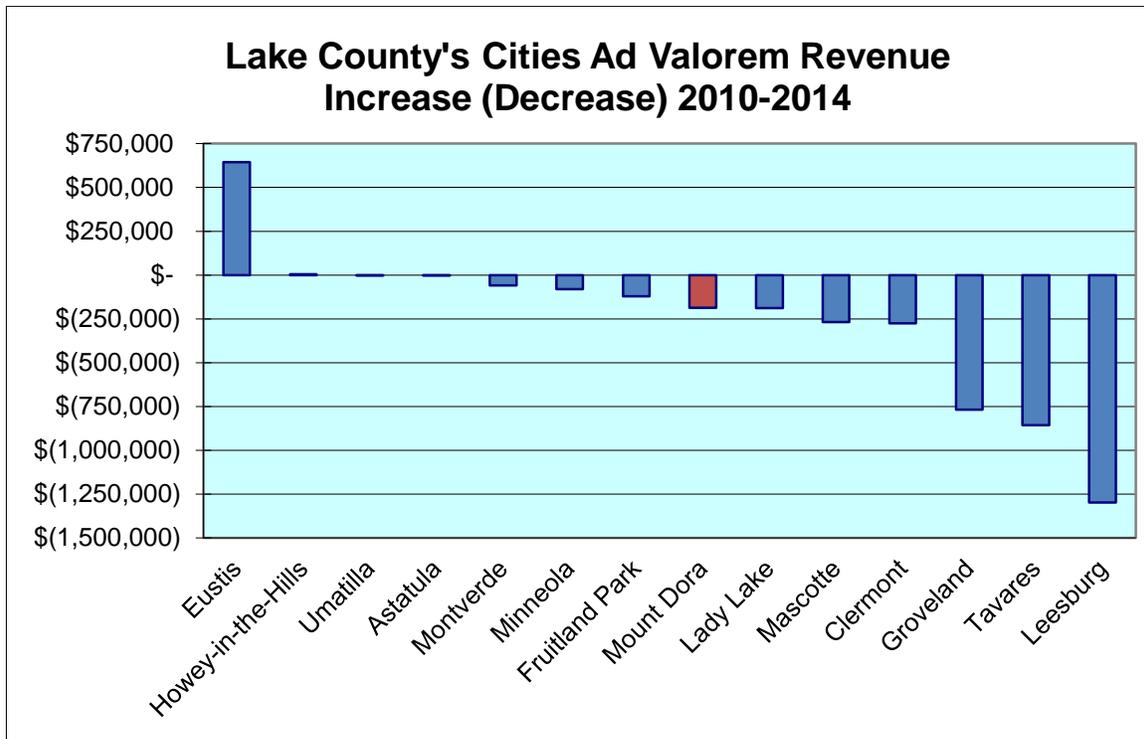


* Includes 0.4533 of debt service millage

LAKE COUNTY'S CITIES AD VALOREM TAX REVENUE 2010-2014

TAXING AUTH.	2009-10	2010-11	2011-12	2012-13	2013-14	Inc./(Dec.)
Eustis	4,626,736	4,589,281	4,588,885	4,632,065	5,270,943	644,207
Howey-in-the-Hill	607,517	578,461	558,886	572,991	611,916	4,400
Umatilla	840,170	840,984	834,372	856,417	839,125	(1,045)
Astatula	265,495	254,337	301,881	287,968	263,059	(2,435)
Montverde	261,488	243,946	204,838	199,256	201,572	(59,916)
Minneola	1,983,762	2,029,914	2,070,855	1,848,093	1,902,643	(81,119)
Fruitland Park	821,567	755,040	682,154	700,819	700,332	(121,234)
Mount Dora	4,742,653	4,381,130	4,450,706	4,489,094	4,556,665	(185,987)
Lady Lake	2,682,599	2,569,073	2,503,204	2,449,703	2,493,960	(188,638)
Mascotte	1,123,887	1,053,011	1,024,622	842,347	855,177	(268,710)
Clermont	6,579,436	5,700,106	5,323,132	5,155,326	6,304,955	(274,481)
Groveland	2,759,246	2,332,648	2,188,817	1,971,292	1,991,126	(768,120)
Tavares	4,810,068	4,461,881	4,094,291	3,625,406	3,953,440	(856,628)
Leesburg	5,875,539	5,227,825	4,786,412	4,830,337	4,577,612	(1,297,927)

* Property Taxable Value times millage rate including voted debt times 95%

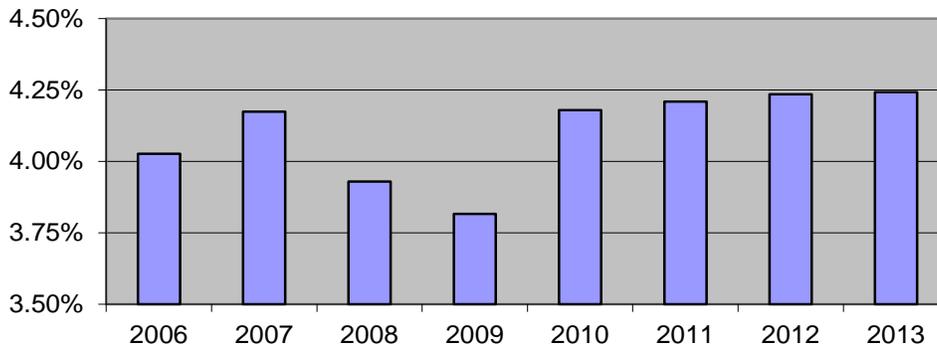


LAKE COUNTY VS MOUNT DORA POPULATION GROWTH

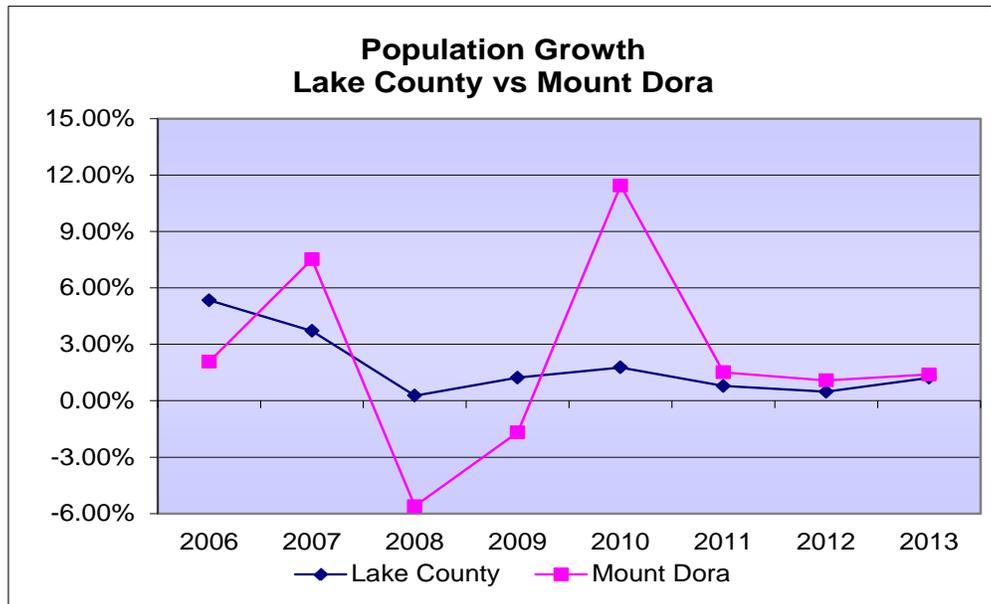
POPULATION

F/Y/E	Lake County	% Inc.	Mount Dora	% Inc.
2006	276,258	5.34%	11,125	2.07%
2007	286,499	3.71%	11,961	7.51%
2008	287,280	0.27%	11,290	-5.61%
2009	290,810	1.23%	11,100	-1.68%
2010	295,952	1.77%	12,370	11.44%
2011	298,265	0.78%	12,557	1.51%
2012	299,677	0.47%	12,693	1.08%
2013	303,317	1.21%	12,870	1.39%

Mount Dora's Percentage of Lake County Population



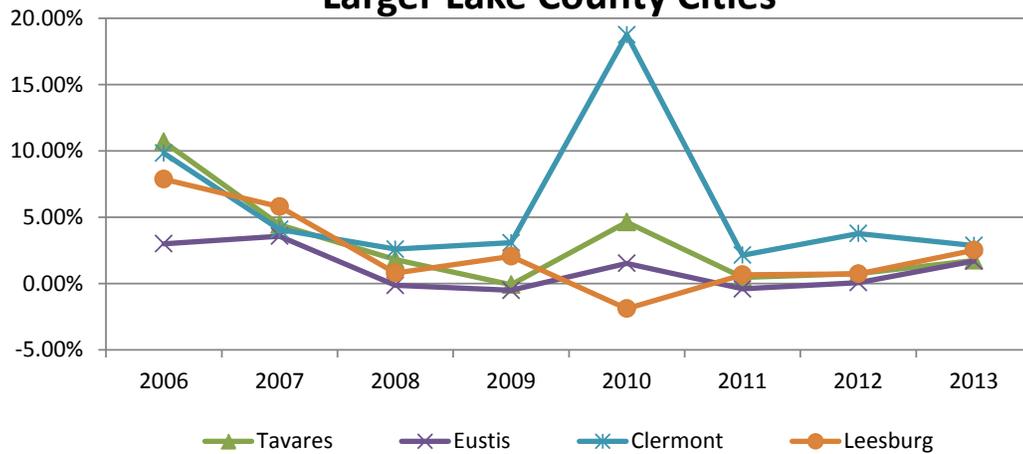
**Population Growth
Lake County vs Mount Dora**



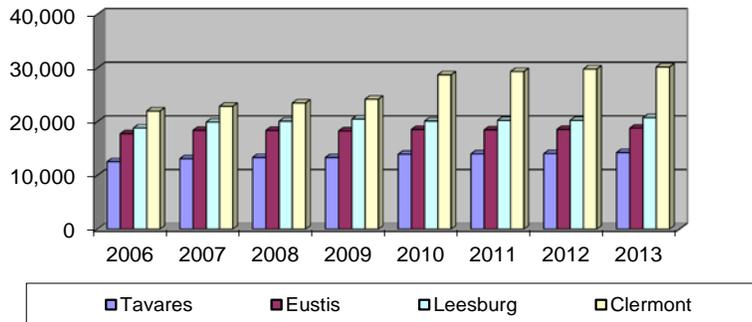
EIGHT YEAR GROWTH OF LARGER CITIES IN LAKE COUNTY

F/Y/E	Population							
	Tavares	% Increase	Eustis	% Increase	Leesburg	% Increase	Clermont	% Increase
2006	12,552	10.69%	17,766	3.00%	18,841	7.87%	21,986	9.84%
2007	13,108	4.43%	18,401	3.57%	19,934	5.80%	22,882	4.08%
2008	13,344	1.80%	18,375	-0.14%	20,093	0.80%	23,476	2.60%
2009	13,333	-0.08%	18,280	-0.52%	20,506	2.06%	24,199	3.08%
2010	13,951	4.64%	18,558	1.52%	20,117	-1.90%	28,742	18.77%
2011	14,015	0.46%	18,483	-0.40%	20,251	0.67%	29,358	2.14%
2012	14,054	0.74%	18,571	0.07%	20,263	0.73%	29,827	3.77%
2013	14,260	1.75%	18,795	1.69%	20,761	2.52%	30,201	2.87%

% of Population Growth Larger Lake County Cities



Larger Cities Population in Lake County



Financial Trends

This section of the budget identifies the factors that affect the financial condition of the City and presents these factors in order to help facilitate meaningful analysis and measurement. The presentation of financial trends serves as a management tool by pulling together information from the City's budgetary and financial reports and combining this information with relevant economic and demographic data. The result is a report based on a series of financial indicators that, when presented over time, can be used to monitor changes in financial conditions and alert City officials and management to future potential financial problems.

The financial trend analysis presented encompasses three primary factors that affect the City's financial condition:

- Environmental factors
- Organizational factors
- Financial factors

These factors have been organized into five categories:

- **Growth Trends**

The growth indicators presented provide information about trends in the City that influence the City's overall financial performance.

- **Revenue Trends**

Revenue trends for the General Fund provide analysis of the City's property and sales tax base. Significant revenue sources for other funds, such as Electric, Water and Wastewater, Sanitation and Stormwater are also presented.

- **Expenditure Trends**

Expenditure trends portray only a portion of the City's financial picture. Analyzed in conjunction with revenue trends, expenditure trends analysis portrays the relationship between revenue and expenditures.

- **Balance Sheet Trends**

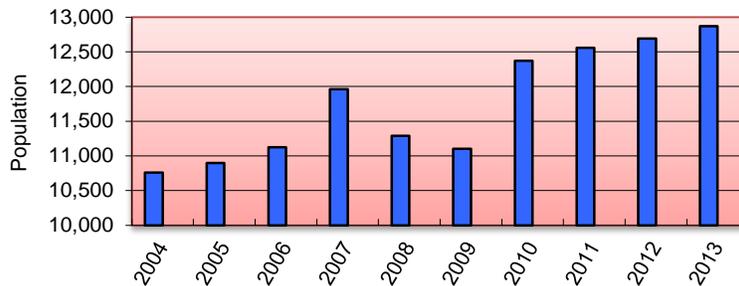
Balance sheet trends focus on the City's General Fund and Enterprise Funds. Depiction of these trends over a period of time provides insight into how much wealth the City has accumulated over time.

- **Debt Service Trends**

Debt service trends provide an overview of the City's debt. The City's internal policies limit the amount of debt that the City can acquire. These indicators may include general debt ratio to taxable property value, total debt ratio to taxable property value or debt service expenditure ratio to general expenditures.

Population**Trend: Growth**

Changes in population can have a direct effect on City revenues as many intergovernmental revenues are distributed on a per capita basis and population is, at least indirectly, related to such issues as employment, income and property values. Increases in population can create immediate demand for new capital outlay, higher levels of services and increased personnel even though associated revenues aren't typically realized until after many of the resulting increases in expenditures are incurred.

Population Trend

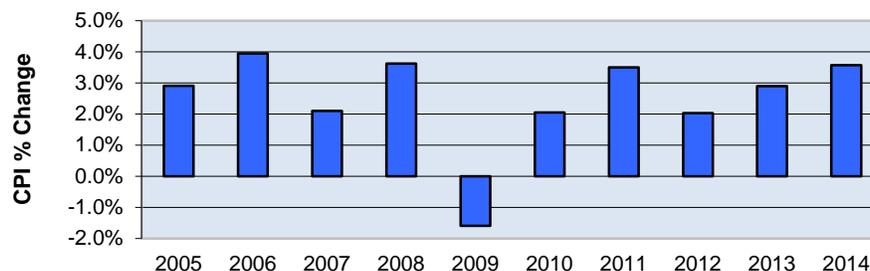
Source: Bureau of Business Economic Research of the University of Florida

Over the past ten years, the City has experienced a 19.6% increase in population. However, in 2008 and 2009, there was a decline in the population probably due to a change in the method that the population was calculated. Since several of the revenue sharing income is based upon population, the City's population level compared to other cities is very important. Although the increase in the last ten years is significant, it has been lower than some of the surrounding areas.

Inflation**Trend: Growth**

The Consumer Price Index (CPI) is the most widely recognized and used measure of price level changes for consumer goods and services.

The rate of inflation has been relatively low after turning negative in 2009. It has started to increase as 2.90% for April, 2014. Most economists project a rise in inflation for future due to the stimulus program and lower unemployment. The amount of the increase will depend on the extent of the economy recovery, the money supply and the federal deficit.

Annual CPI Change (using April data)

Source: U.S. Bureau of Labor Statistics, South Urban Area, All Items, Annual CPI

Residential Building Trend

Trend: Growth

It is generally agreed that the net cost of servicing residential development is higher than the net cost of servicing commercial development. The ideal situation would be to have sufficient commercial development to offset the costs of residential development. Although in recent years, the City has experienced some commercial growth, it has not been substantial. Despite six straight years of decline, the residential growth is anticipated to increase at a faster pace than commercial growth. Analysis of annual number of residential permits issued compared to the City's total assessed property tax value is an indicator of the residential growth. There were 83 residential building permits issued in 2013, which is well below the 10 year average of 130 permits.

During the last ten years, assessed property values have increased from \$618,600,781 in 2004 to \$846,344,428 in 2013, an increase of more than 37%, but there was dramatic decrease of 22% from 2007 to 2012. Overall taxable property values are expected to increase slightly due to recent increases in housing values. Still, the affects of Amendment One and subsequent state action governing property values have had a major impact in property assessed values. The trend in assessed values usually lags the market by one to two years.

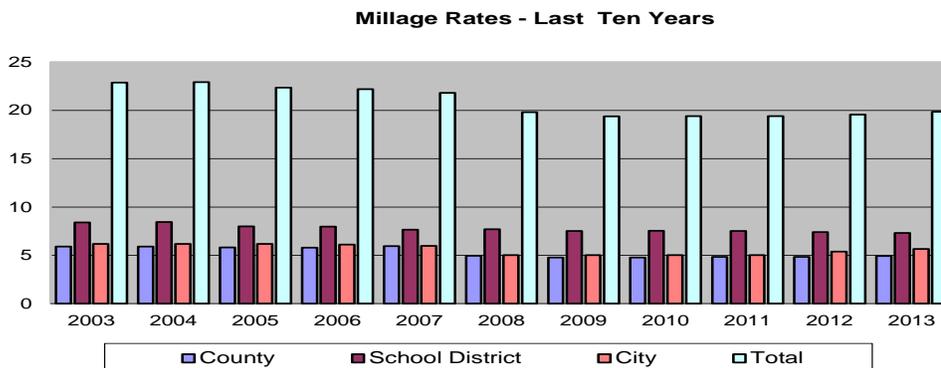


Source: City's Comprehensive Annual Financial Report

Millage Rates

Trend: Revenue

The 6.181 millage rate for the City remained constant from 1996 to 2005. As property values increased in 2005 to 2007, the City was able to reduce the rate from 6.181 to 5.019 per \$1,000 of assessed value. From 2008 to 2011 the rate again remained constant, but the revenues dropped to a point, where the millage was raised to 5.667 for FYE 2013. Continued increased costs versus small increase in property values will apply pressure to increase the millage rate in the future.

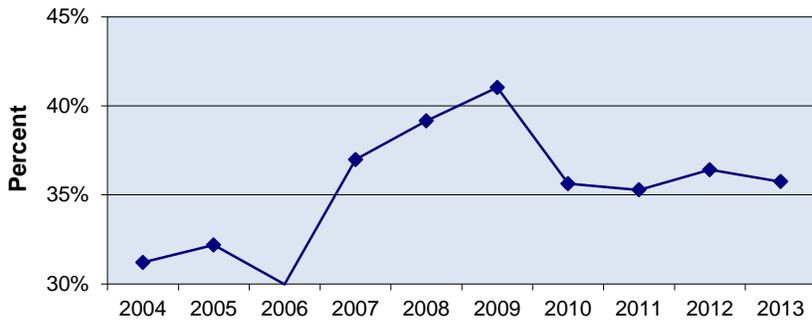


General Fund Revenues

Trend: Revenue

General Fund Revenues are mainly dependent upon the City's property tax values and represent funds that are available for general government functions, such as police and fire protection, parks and recreation, transportation and cultural activities. This chart represents property tax as a percent of Net Operating Revenue for the General Fund indicating the City's ability to obtain a significant amount of its revenue from sources other than property taxes. After revenues increased dramatically due to climbing property values, the percentage has dropped from 41.0% in FYE 2009 to 35.7% in FYE 2013.

Ad Valorem Tax Revenue as Percentage of Total General Fund Revenues



Source: City's Comprehensive Annual Financial Report

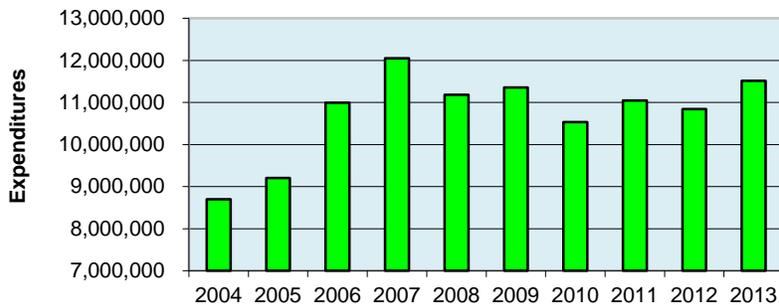
General Fund Expenditures

Trend: Expenditure

In the past, expenditure trends for public safety, transportation, general government, and culture and recreation have shown steady increases, indicating the City's on-going commitment to providing a safe and friendly environment to its citizens.

In 2008, a new trend started to develop reflecting the lower tax revenues due to tax limiting constitutional amendments and legislation plus the recession. Lower revenues dictated lower expenses. Although FYE 2013 expenditures are lower than FYE 2007 expenditures, there is a trend to increasing costs unless changes are made to services are delivered. Although FYE 2013 saw positive changes to the pension plan structure, personnel costs including health insurance, continue to put pressure on every department's budget.

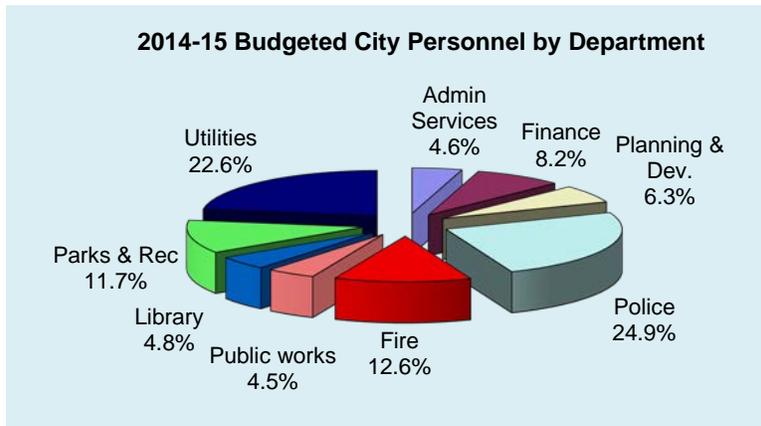
General Fund Expenditures including Transfers



Personnel Distribution

Trend: Expenditure

From FYE 2007 to FYE 2015, the City eliminated 22.5 positions, of which 18 position were in the General Fund. During this period, the only departments to have any significant increase the number of employees during that period was the Water & Wastewater Fund with 2.8 FTE increase. The current total of General Fund employees is 146.7 FTEs versus high of 164.89 in 2007.



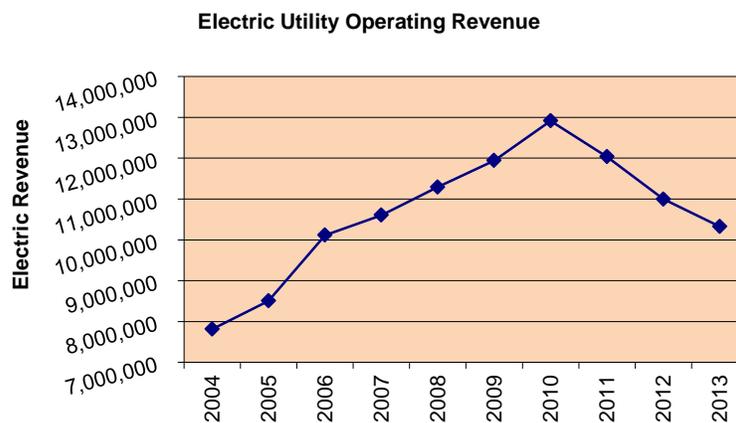
Source: City's 2013-14 Budget

Electric Utility Revenue

Trend: Revenue

In 2008, the City conducted its first rate study since 1991 and adopted a revised rate structure. The full effect of that rate structure was felt in the 2009-10 and the following years. The rates provide for a quicker adjustment for the cost of power, which were rising dramatically from 2007 to 2010. Revenues have decreased due to lower power cost.

As of September 30, 2013, the top five Electric Utility customers were Mount Dora High School, Mount Dora Water Department, Triangle Elementary School, the National Deaf Academy and Mount Dora Middle School. In 2010, the largest electric user, Publix Super Markets moved operations outside the City's service area.

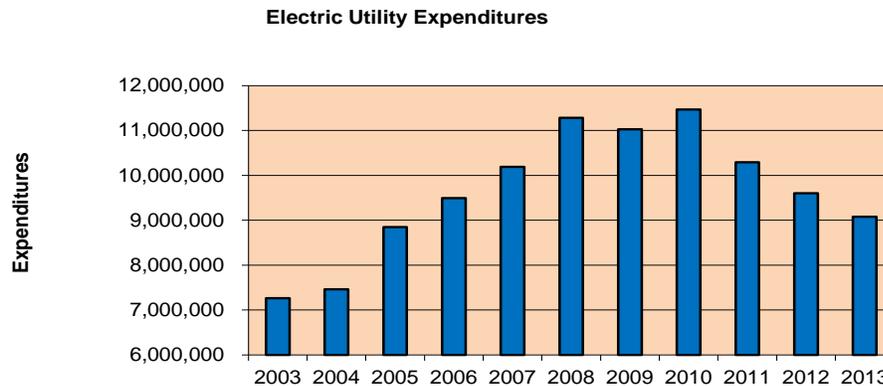


Source: City's Comprehensive Annual Financial Report

Electric Utility Expenses**Trend: Expenditure**

The City currently purchases bulk power from Duke Energy at a wholesale rate which allows the City to pass the bulk rate savings on to its customers. This represents over 63.1% of all expenses for the FYE 2103. In 2012, the City renewed this contract for another four years until December 2016.

From 2006 to 2008, the City experienced a dramatic increase in Electric Utility operating expenses due to increasing fuel costs. FYE 2011, FYE 2012, and FYE 2013 power costs decreased by \$1,145,000, \$711,500, and \$639,500, respectively. Thereby, these power costs accounted for most of the reduced expenditures in those three years.

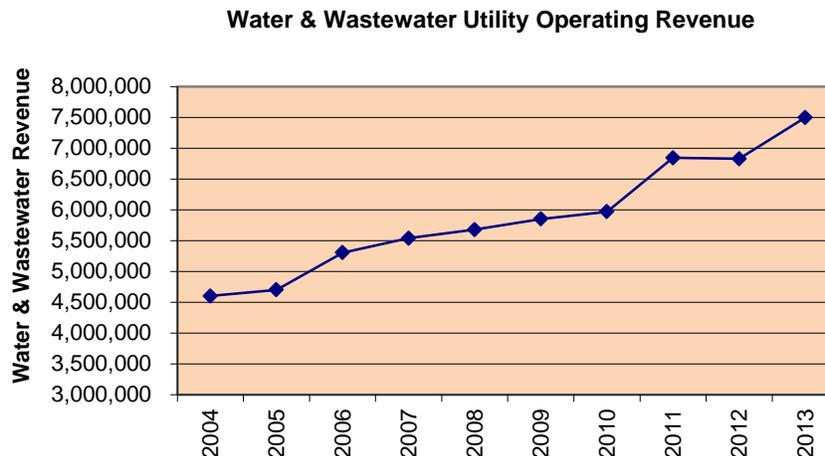


Source: City's Comprehensive Annual Financial Report

Water and Wastewater Utility Revenue**Trend: Revenue**

As the City's population base increases, the water demand will increase as well. In order to meet this increasing demand, the City continues to focus on water conservation as well as alternative water supplies. Land has been purchased and the construction of the eastside water plant started in 2012. A variety of improvements to the wastewater collection system and reclaimed water system are included in this budget.

As of September 30, 2013 the top five Water and Wastewater Utility customers were Spring Harbor, LTD, Hammock Oaks Apts., Watermann Communities Inc., Southernaire MHC, Inc. and Veranda Apartments.



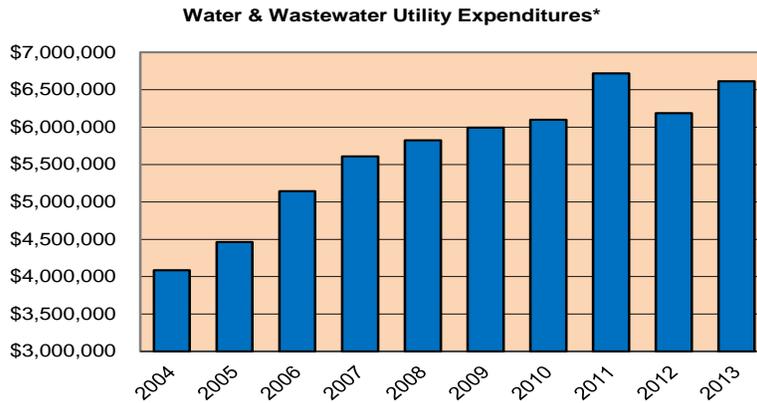
Source: City's Comprehensive Annual Financial Report

Water and Wastewater Utility Expenses

Trend: Expenditure

The City has been experiencing large increases in Water and Wastewater Utility expenses for over the last ten years. These increases are attributed to, in large part, to the operation of a second wastewater plant and an increase cost to serve a large customer base.

Current debt for the Water and Wastewater Fund is comprised of a single Utility Revenue Bond issue, Series 2006 that is payable from and secured by a pledge of the revenues derived from operation of the Water and Wastewater Systems. Although in July 2014, the City was in the process of issuing \$7,560,000 of new debt.



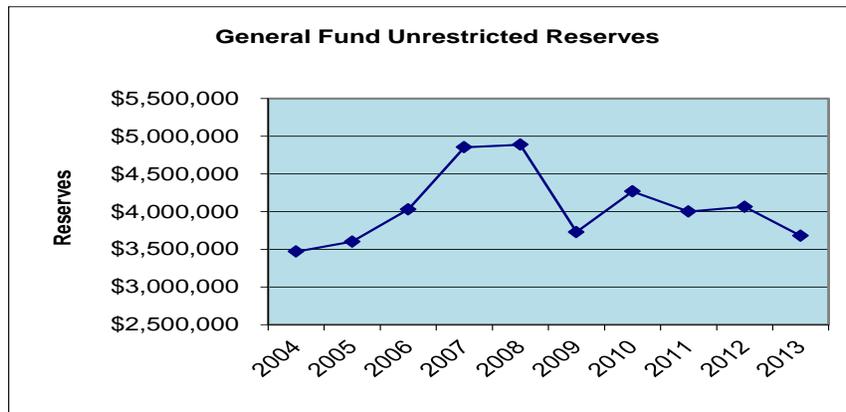
Source: City's Comprehensive Annual Financial Report

Unrestricted General Fund Balances

Trend: Balance Sheet

The amount of the General Fund's reserves can affect the City's ability to withstand financial emergencies. Also, it can affect its ability to accumulate funds for capital projects without having to issue debt. Healthy reserves allow the City to meet financial obligations and unanticipated events. Higher reserves may improve the City's bond rating, which translates into lower interest rates or provide funding for one-time projects.

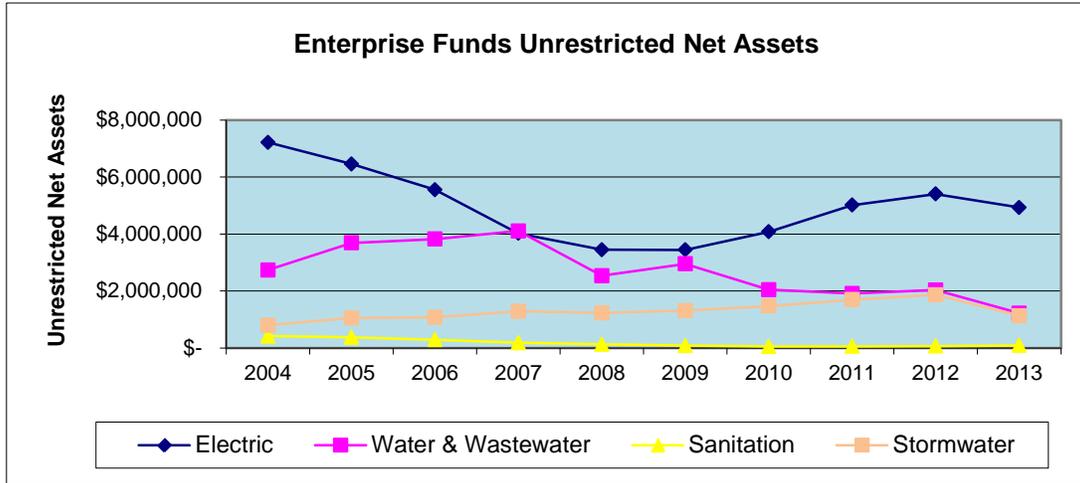
In 2009, due to larger than required reserves, the City used \$690,000 of reserves to reduce outstanding general debt. In 2011, The City used \$273,400 of reserves to balance the 2012-13 Budget. It is expected that a similar amount will be used for the 2013-14 Budget. The reserves are still significantly above the required City policy amount.



Unrestricted Utility Fund Net Assets

Trend: Balance Sheet

The City engages in business-type activities by providing electric, water and wastewater and stormwater services. In these funds, the goal is to recover, in whole the cost of providing the individual services. These funds are referred to as proprietary, or enterprise, funds, meaning they are accounted for more like a typical business than a governmental fund and are financed primarily through user charges for services. Sanitation Fund keeps minimal reserve balance as the service is contract with a private company.



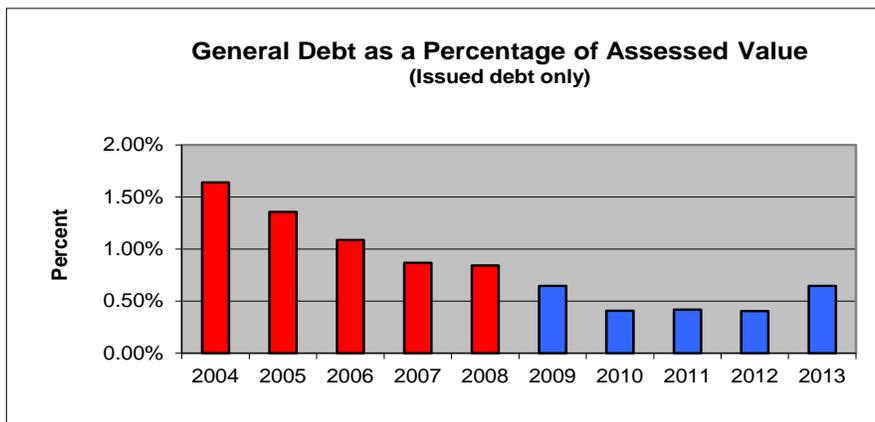
Source: City's Comprehensive Annual Financial Reports

Debt Service Obligations

Trend: Debt Service

The City's General Fund has only two outstanding debt issues. The current outstanding debt is the Improvement Refunding Revenue Bonds, Series 2011 and Community Redevelopment Note, 2013. The total General Fund Debt, excluding compensated balances and Other Post Employment Obligations is \$5,635,200 as of 9/30/13.

Even though the City has recently begun to take a more aggressive approach toward capital improvements, the City's debt as a percentage of assessed value has steadily decreased. The City continues to make financial arrangements that lower our debt service payments at a time when our revenues continue to decline.



Source: City's Comprehensive Annual Financial Report

Debt Ratio Trends

Trend: Debt Service

The City strives to maintain minimum debt service percentages for total debt compared to ad valorem tax, total General Fund Debt compared to taxable property values, etc. Additionally, the City is required to meet and maintain certain debt service revenue coverage tests. The chart below depicts the City's various debt service percentages and ratios for the most recent four years and the comparison to the current City's Debt Policy.

RATIO	2009	2010	2011	2012	2013
<u>Debt Tax Rate to Total Ad Valorem</u>					
Levied Property Tax	0.0000	0.0000	0.0000	0.0000	0.0000
Ad Valorem Tax Rate	5.0190	5.0190	5.0190	50190.0000	5.6667
Percentage	0.00%	0.00%	0.00%	0.00%	0.00%
Maximum under Current Policy	25.00%	25.00%	25.00%	25.00%	25.00%
<u>Gen. Debt to Taxable Property Value</u>					
General Debt*	7,898,101	7,636,139	7,311,640	7,675,528	9,816,017
Taxable Property Value	1,059,952,506	994,673,443	918,851,498	869,338,754	833,882,478
Percentage	0.75%	0.77%	0.80%	0.88%	1.18%
Maximum under Current Policy	3.00%	3.00%	3.00%	3.00%	3.00%
<u>Total Debt Serv. to Tax. Prop. Value</u>					
Total Debt*	17,066,923	17,465,639	16,783,192	16,776,758	18,431,795
Taxable Property Value	1,059,952,506	994,673,443	918,851,498	869,338,754	833,882,478
Percentage	1.61%	1.76%	1.83%	1.93%	2.21%
Maximum under Current Policy	5.00%	5.00%	5.00%	5.00%	5.00%
<u>Capitalized Leases to General Debt</u>					
Capitalized Lease Debt	-	-	-	-	-
General Debt**	7,898,101	7,636,139	7,311,640	7,675,528	9,816,017
Percentage	0.00%	0.00%	0.00%	0.00%	0.00%
Maximum under Proposed Policy	4.00%	4.00%	4.00%	4.00%	4.00%
<u>Debt Service to General Expenditures</u>					
Current General Debt Service	2,808,719	692,833	715,923	622,470	609,765
General Expenditures	14,132,260	11,614,674	12,599,589	12,063,554	12,951,526
Percentage	19.87%	5.97%	5.68%	5.16%	4.71%
Maximum under Current Policy	5.00%	5.00%	5.00%	5.00%	5.00%

**includes outstanding bonds, notes, leases, compensated absences, OPEB and inter-fund loans

Debt Ratio Trends

Trend: Debt Service

RATIO	2009	2010	2011	2012	2013
<u>Water & Waste. Debt to Net Assets</u>					
Water & Wastewater Debt	9,355,000	8,880,000	8,385,000	7,875,000	7,345,000
Net Assets	26,711,928	26,829,908	26,763,182	27,069,464	28,229,010
Percentage	35.02%	33.10%	31.33%	29.09%	26.02%
Maximum under Current Policy	100.00%	100.00%	100.00%	100.00%	100.00%
<u>Revenue Coverage Test</u>					
Net Revenues	1,897,408	1,834,864	2,216,741	2,445,253	2,647,981
Debt Service	403,449	823,208	822,664	823,517	818,585
Coverage	4.70	2.23	2.69	2.97	3.23
Minimum under Current Policy	1.10	1.10	1.10	1.10	1.10
<u>Revenue Cov. Test with Impact Fees</u>					
Net Revenues plus Impact Fees	2,620,720	2,806,072	2,738,271	3,098,979	3,942,735
Debt Service	403,449	823,208	822,664	823,517	818,585
Coverage	6.50	3.41	3.33	3.76	4.82
Minimum under Current Policy	1.20	1.20	1.20	1.20	1.20

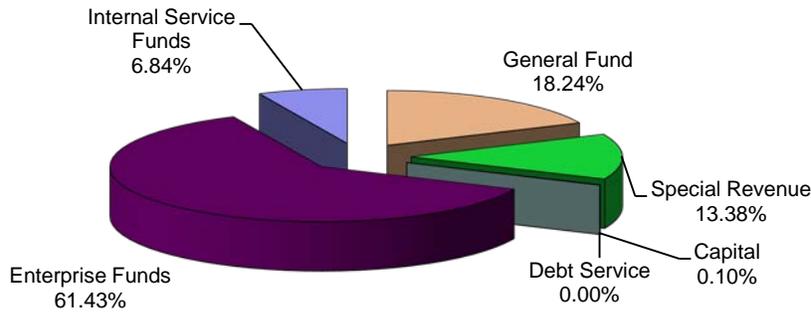
Long-Term Debt – Governmental and Non-Governmental Funds

Trend: Debt Service

	Original Issue Amount	Outstanding Amount as of 9/30/13
Governmental Revenue Bonds & Notes:		
Improvement Revenue Refunding Bonds, Series 2011	\$3,635,400	\$3,135,200
CRA Revenue Note, Series 2013	<u>2,500,000</u>	<u>2,500,000</u>
Total Governmental Long-Term Debt	<u>\$6,135,400</u>	<u>\$5,635,200</u>
Enterprise Funds Bonds:		
Utility Revenue Bonds, Series 2006	<u>\$9,495,000</u>	<u>\$7,345,500</u>

After declining for several years, the FYE 2013-14 total budgeted revenues increased \$931,600 or approximately 2.48% versus FYE 2012-13 total budgeted revenues. The increase is mainly due to expected increase in rates and consumption in the Electric and Water/Wastewater funds plus intergovernmental revenues. Conversely, construction funded Capital Project Funds has declined. While the City’s population continues to grow increasing intergovernmental revenues, ad valorem tax revenue has barely increased due to the effects of Constitution Tax Limitations, State Legislative action and the downturn in the economy.

**Total Budgeted Revenues by Fund Group
2013-14**



Source: City's Budgets

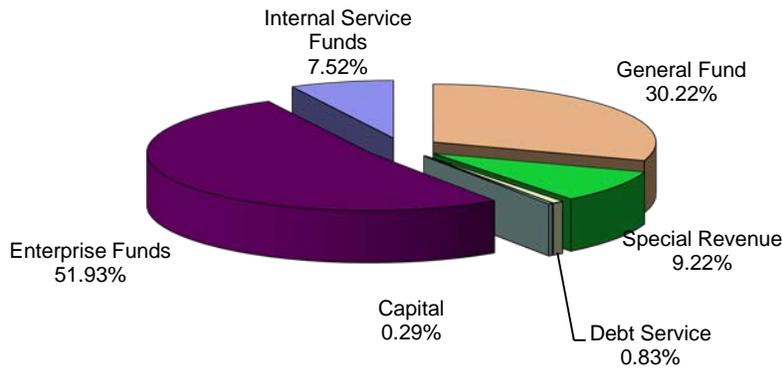
Comparison of Prior Year Total Revenues by Fund Group*

Funds	Budget 2013-14	% of total	Budget 2012-13	% of total	% change FY 13 to FY 14
General	\$ 7,007,900	18.24%	\$ 6,872,900	18.33%	1.96%
Special Revenue	5,142,400	13.38%	4,762,200	12.70%	7.98%
Debt Service	1,900	0.00%	500	0.00%	280.00%
Capital	39,100	0.10%	2,500	0.01%	1464.00%
Enterprise	23,603,400	61.43%	23,242,100	62.00%	1.55%
Internal Service	2,626,300	6.84%	2,609,200	6.96%	0.66%
Total All Funds	\$ 38,421,000	100.00%	\$ 37,489,400	100.00%	2.48%

*Excluding transfers

FYE 2013-14 total budgeted expenditures increased approximately \$306,050 or 0.80% versus the 2012-13 budgeted expenditures. The increase in expenditures for the General Fund was mainly due to increase personnel costs. In the Enterprise Funds, the budgeted electric power costs decreased by almost \$640,000, while Water/Wastewater operating costs increase by \$375,000. For the Internal Service Funds, health insurance was projected to increase by \$290,000 in FYE 2014. Spending for the Special Revenue Funds increased due to higher capital expenditures.

Total Budgeted Expenditures by Fund Group 2013-14



Source: City's Annual Budgets

Comparison of Prior Year Total Expenditures by Fund Group*

Funds	Budget		Budget		% change FY 13 to FY 14
	2013-14	% of total	2012-13	% of total	
General	\$ 11,673,650	30.22%	\$ 11,432,950	29.83%	2.11%
Special Revenue	3,559,900	9.22%	3,386,050	8.84%	5.13%
Debt Service	319,450	0.83%	319,500	0.83%	-0.02%
Capital	112,500	0.29%	275,000	0.72%	-59.09%
Enterprise	20,058,150	51.93%	20,260,500	52.87%	-1.00%
Internal Service	2,905,000	7.52%	2,648,600	6.91%	9.68%
Total All Funds	\$ 38,628,650	100.00%	\$ 38,322,600	100.00%	0.80%

*Excluding transfers

City of Mount Dora
Improvement Refunding Revenue Bonds, Series 2011
Annual Debt Service - Interest Rate 1.96%

Period Ending	Principal	Interest	Debt Service
3/31/12	\$ -	\$ 37,217.41	\$ 37,217.41
9/30/12	246,800.00	35,445.15	282,245.15
3/31/13	-	33,038.85	33,038.85
9/30/13	253,400.00	33,038.85	286,438.85
3/31/14	-	30,568.20	30,568.20
9/30/14	258,300.00	30,568.20	288,868.20
3/31/15	-	28,049.78	28,049.78
9/30/15	263,300.00	28,049.78	291,349.78
3/31/16	-	25,482.60	25,482.60
9/30/16	268,500.00	25,482.60	293,982.60
3/31/17	-	22,864.73	22,864.73
9/30/17	273,700.00	22,864.73	296,564.73
3/31/18	-	20,196.15	20,196.15
9/30/18	279,100.00	20,196.15	299,296.15
3/31/19	-	17,474.93	17,474.93
9/30/19	284,500.00	17,474.93	301,974.93
3/31/20	-	14,701.05	14,701.05
9/30/20	290,000.00	14,701.05	304,701.05
3/31/21	-	11,873.55	11,873.55
9/30/21	295,700.00	11,873.55	307,573.55
3/31/22	-	8,990.48	8,990.48
9/30/22	301,500.00	8,990.48	310,490.48
3/31/23	-	6,050.85	6,050.85
9/30/23	307,300.00	6,050.85	313,350.85
3/31/24	-	3,054.68	3,054.68
9/30/24	313,300.00	3,054.68	316,354.68
Total	\$ 3,635,400.00	\$ 517,354.26	\$ 4,152,754.26

City of Mount Dora
CRA Bonds, Series 2013
Annual Debt Service - Interest Rate 2.17%

Period Ending	Principal	Interest	Debt Service
1/1/14	\$ 66,000.00	\$ 31,947.22	\$ 97,947.22
7/1/14	72,000.00	26,408.90	98,408.90
1/1/15	73,000.00	25,627.70	98,627.70
7/1/15	74,000.00	24,835.65	98,835.65
1/1/16	74,000.00	24,032.75	98,032.75
7/1/16	75,000.00	23,229.85	98,229.85
1/1/17	76,000.00	22,416.10	98,416.10
7/1/17	77,000.00	21,591.50	98,591.50
1/1/18	78,000.00	20,756.05	98,756.05
7/1/18	78,000.00	19,909.75	97,909.75
1/1/19	79,000.00	19,063.45	98,063.45
7/1/19	80,000.00	18,206.30	98,206.30
1/1/20	81,000.00	17,338.30	98,338.30
7/1/20	82,000.00	16,459.45	98,459.45
1/1/21	83,000.00	15,569.75	98,569.75
7/1/21	84,000.00	14,669.20	98,669.20
1/1/22	85,000.00	13,757.80	98,757.80
7/1/22	85,000.00	12,835.55	97,835.55
1/1/23	86,000.00	11,913.30	97,913.30
7/1/23	87,000.00	10,980.20	97,980.20
1/1/24	88,000.00	10,036.25	98,036.25
7/1/24	89,000.00	9,081.45	98,081.45
1/1/25	90,000.00	8,115.80	98,115.80
7/1/25	91,000.00	7,139.30	98,139.30
1/1/26	92,000.00	6,151.95	98,151.95
7/1/26	93,000.00	5,153.75	98,153.75
1/1/27	94,000.00	4,144.70	98,144.70
7/1/27	95,000.00	3,124.80	98,124.80
1/1/28	96,000.00	2,094.05	98,094.05
7/1/28	97,000.00	1,052.45	98,052.45
Total	\$ 2,500,000.00	\$ 447,643.27	\$ 2,947,643.27

**City of Mount Dora
First National Bank Loan - 2014
Annual Debt Service**

Expected To be closed by 9/30/14

Interest rate: 3.10%

Period Ending	Principal	Interest	Debt Service	Remaining Balance
3/5/14	-	-	-	365,282.00
3/5/15	121,757.00	11,473.52	133,230.52	243,525.00
3/5/16	121,760.61	7,646.63	129,407.24	121,764.38
3/5/17	121,764.38	3,819.57	125,583.95	0.00
Total	\$ 365,282.00	\$ 22,939.71	\$ 388,221.71	\$ 365,289.38

**City of Mount Dora
2006 Water and Wastewater Bonds
Annual Debt Service**

Dated 1/17/06

Interest rate: 3.74%

Period Ending	Principal	Interest	Debt Service
4/1/06	\$ -	\$ 72,995.45	\$ 428,108.45
10/1/06	45,000.00	180,515.80	222,556.50
4/1/07	-	179,529.35	176,715.00
10/1/07	45,000.00	179,660.25	221,715.00
4/1/08	-	178,804.72	175,873.50
10/1/08	50,000.00	178,804.73	225,873.50
4/1/09	-	176,882.26	174,938.50
10/1/09	475,000.00	177,854.14	649,938.50
4/1/10	-	166,056.00	166,056.00
10/1/10	495,000.00	166,056.00	661,056.00
4/1/11	-	156,799.50	156,799.50
10/1/11	510,000.00	156,799.50	666,799.50
4/1/12	-	147,262.50	147,262.50
10/1/12	530,000.00	147,262.50	677,262.50
4/1/13	-	137,351.50	137,351.50
10/1/13	550,000.00	137,351.50	687,351.50
4/1/14	-	127,066.50	127,066.50
10/1/14	570,000.00	127,066.50	697,066.50
4/1/15	-	116,407.50	116,407.50
10/1/15	595,000.00	116,407.50	711,407.50
4/1/16	-	105,281.00	105,281.00
10/1/16	615,000.00	105,281.00	720,281.00
4/1/17	-	93,780.50	93,780.50
10/1/17	640,000.00	93,780.50	733,780.50
4/1/18	-	81,812.50	81,812.50
10/1/18	660,000.00	81,812.50	741,812.50
4/1/19	-	69,470.50	69,470.50
10/1/19	690,000.00	69,470.50	759,470.50
4/1/20	-	56,567.50	56,567.50
10/1/20	715,000.00	56,567.50	771,567.50
4/1/21	-	43,197.00	43,197.00
10/1/21	740,000.00	43,197.00	783,197.00
4/1/22	-	29,359.00	29,359.00
10/1/22	770,000.00	29,359.00	799,359.00
4/1/23	-	14,960.00	14,960.00
10/1/23	800,000.00	14,960.00	814,960.00
Total	\$ 9,495,000.00	\$ 4,351,461.95	\$ 13,846,461.95

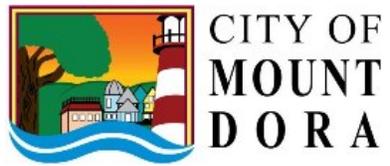
**City of Mount Dora
2014 Water and Wastewater Bonds
Annual Debt Service**

7/18/14

Interest rate: 2.95%

Period Ending	Principal	Interest	Debt Service
4/1/15	-	156,733.50	156,733.50
10/1/15	76,000.00	111,510.00	187,510.00
4/1/16	-	110,389.00	110,389.00
10/1/16	125,000.00	110,389.00	235,389.00
4/1/17	-	108,545.25	108,545.25
10/1/17	128,000.00	108,545.25	236,545.25
4/1/18	-	106,657.25	106,657.25
10/1/18	136,000.00	106,657.25	242,657.25
4/1/19	-	104,651.25	104,651.25
10/1/19	135,000.00	104,651.25	239,651.25
4/1/20	-	102,660.00	102,660.00
10/1/20	139,000.00	102,660.00	241,660.00
4/1/21	-	100,609.75	100,609.75
10/1/21	146,000.00	100,609.75	246,609.75
4/1/22	-	98,456.25	98,456.25
10/1/22	148,000.00	98,456.25	246,456.25
4/1/23	-	96,273.25	96,273.25
10/1/23	152,000.00	96,273.25	248,273.25
4/1/24	-	94,031.25	94,031.25
10/1/24	987,000.00	94,031.25	1,081,031.25
4/1/25	-	79,473.00	79,473.00
10/1/25	1,016,000.00	79,473.00	1,095,473.00
4/1/26	-	64,487.00	64,487.00
10/1/26	1,046,000.00	64,487.00	1,110,487.00
4/1/27	-	49,058.50	49,058.50
10/1/27	1,077,000.00	49,058.50	1,126,058.50
4/1/28	-	33,172.75	33,172.75
10/1/28	1,108,000.00	33,172.75	1,141,172.75
4/1/29	-	16,829.75	16,829.75
10/1/29	1,141,000.00	16,829.75	1,157,829.75
Total	\$ 7,560,000.00	\$ 2,598,832.00	\$ 10,158,832.00

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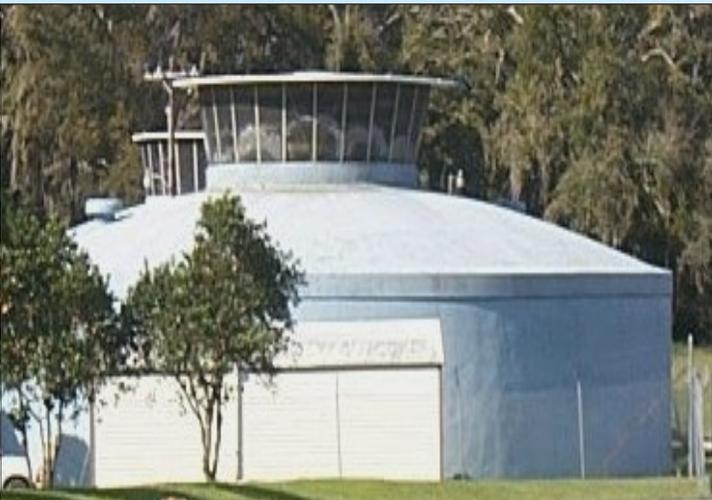
**CITY OF
MOUNT
DORA**



2014-15

CAPITAL IMPROVEMENT PROGRAM

APRIL 2014



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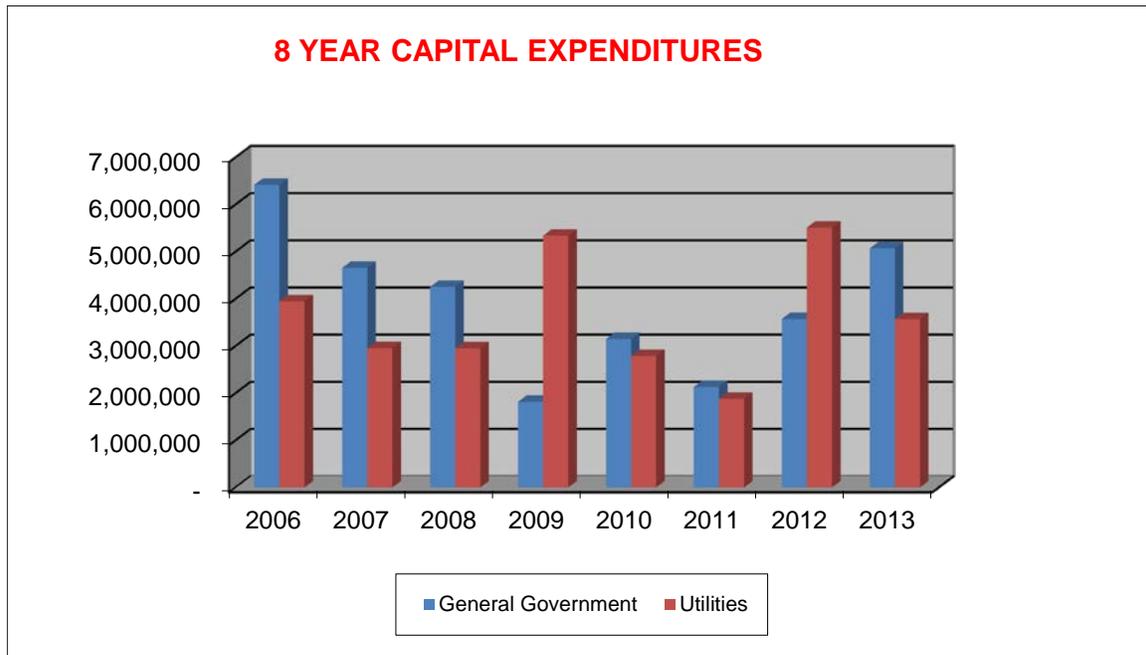
CITY OF MOUNT DORA
2014-15 CAPITAL IMPROVEMENT PROGRAM

EXECUTIVE SUMMARY

INTRODUCTION

This Capital Improvement Program (CIP) is a planning document that provides a path for the City's capital spending for the five years beginning with the Fiscal Year Ending (F/Y/E) 2014-15. Citizens, City Council and Staff must recognize that the CIP is a flexible document that allows for adjustments as approved by City Council relating to changing needs and financing over time. The projects and funding included in this proposed plan are recommendations based on the needs perceived at this point in time. Projects scheduled beyond 2014-15 will be reviewed over the forthcoming year to better define the scope of the projects, the expected cost and alternative funding sources. The final approved CIP with any recommended changes made during the CIP and Budget Workshops will be incorporated into the 2014-15 Budget, where it will be reviewed again as part of the regular budget process.

Actual capital expenditures have varied greatly based on revenues sources available and the need of the projects. 2012-13 was the first time since 2011 that General Government Project expenditures exceeded Utility expenditures. This was due to the Downtown Streetscape Phase I, the Palm Island Boardwalk, the 4th Ave Docks and the Library Expansion projects.



The City recognizes that the CIP must adhere to the financial resources available. For some projects, such as the Downtown Streetscape – Phase III and related utility work, the size, scope and the full cost of these projects are unknown at this time but will be included in the CIP, when the design phase is completed. Until the timing and realistic cost is known, the funding sources for these projects are unknown. Per the CIP workshop, the engineering and final design costs will be added to the current 2013-14 budget.

CITY OF MOUNT DORA
2014-15 CAPITAL IMPROVEMENT PROGRAM

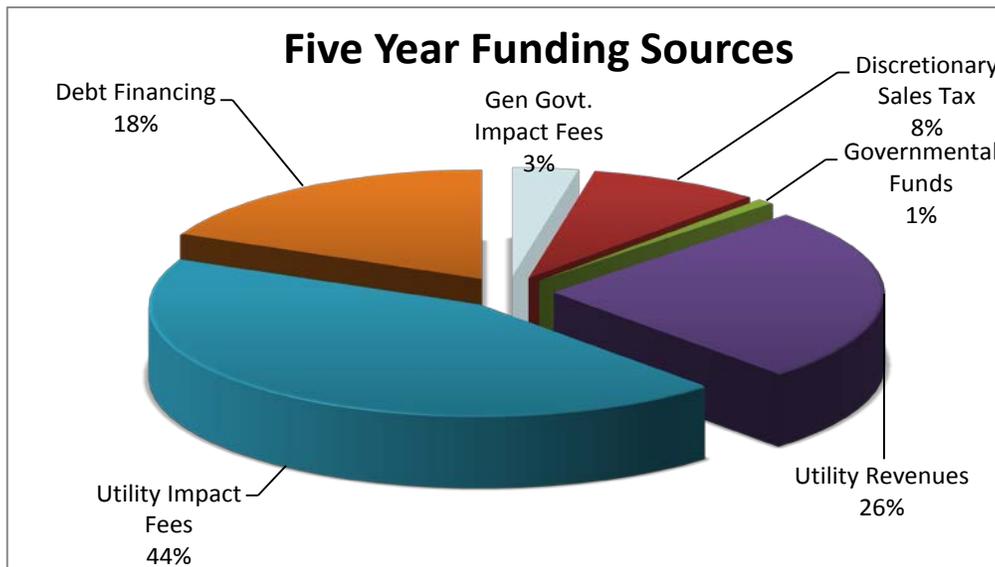
INTRODUCTION (CONTINUED)

Based on current funding projections, the City anticipates 2014-15 projects totaling \$7,214,500, while the five year total is \$30,151,150. The projects under consideration for the 2014-15 Budget have decreased materially from the projected 2013-14 CIP by about \$5.6 million due to limited capital funds, and expenditure on large utility projects such as Downtown Phase I and II, East Water Plant, as well as, plant improvements.

The City has normally used a “pay as you go” method for non-utility projects. These funding sources are Discretionary Sales Tax, redevelopment funds, impact fees or grants. The current economic climate has resulted in a small increase in these revenue sources except for an expected larger increase for Discretionary Sales Tax. Since significant Community Redevelopment funds, plus Recreational and Library Impact Fees were used in the last two years’ scheduled projects have been reduced.

The number of large water and wastewater projects, (such as the downtown streetscape projects, plant improvements, and a potential Britt Road utility line extension) will require debt funding. It is expected that a \$7,500,000 debt will be issued during the current fiscal year. To the extent necessary, internal fund debt will be used to augment the debt issued. Future utility impact fees and operating revenues will be used for the repayment source. However, as these sources are used to make loan payments, the amount of money available in the future for other capital projects will be reduced.

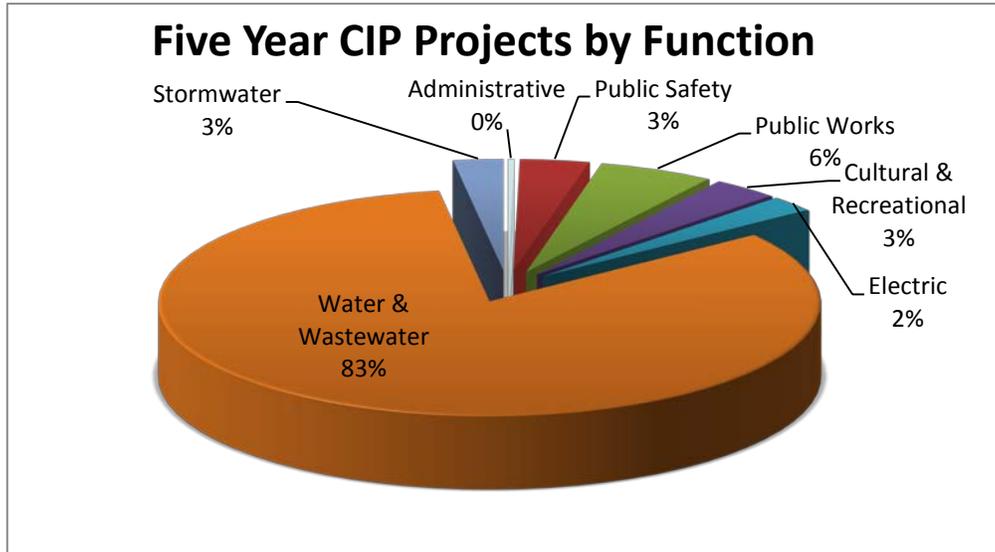
The graph below shows the percentage of funding sources recommended to be used for all of the proposed capital projects included in the CIP. 87% of the revenues and proposed loans are related to utilities. This is mostly due to the large needs in the Water & Wastewater System.



CITY OF MOUNT DORA
2014-15 CAPITAL IMPROVEMENT PROGRAM

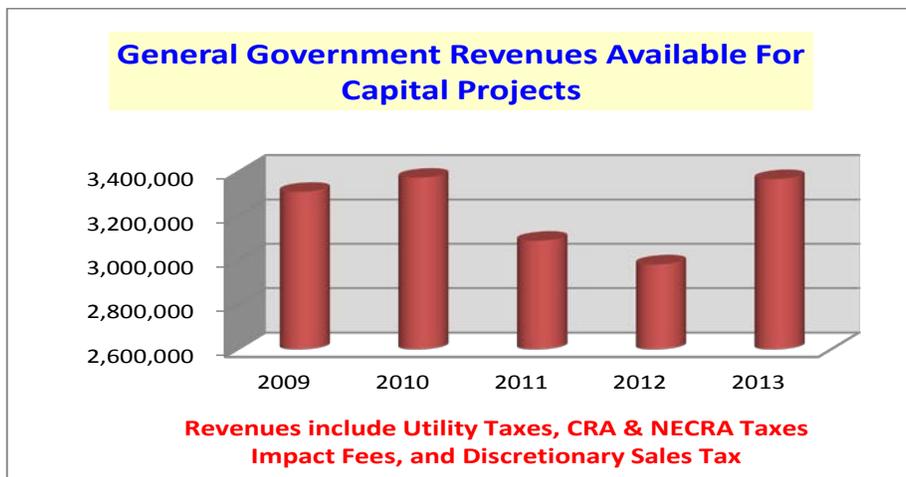
INTRODUCTION (CONTINUED)

The proposed capital projects for the next five years are directly related to the source of funds available. The following graph shows the proposed projects by function.



The following operational projects would normally be funded by general government revenues, but have been moved to other sources, primarily Discretionary Sales Tax, which sunsets in December 2017 unless renewed by voters. *If the voters do not renew the Discretionary Sales Tax, under current revenue forecasts, there will be almost no available funding sources for these general government annual operational projects.*

- **Streets, curbs, and sidewalks**
- **Park Improvements**
- **Police vehicles, fire trucks plus other major equipment purchases**
- **IT Projects**
- **Facility upgrades and repairs**

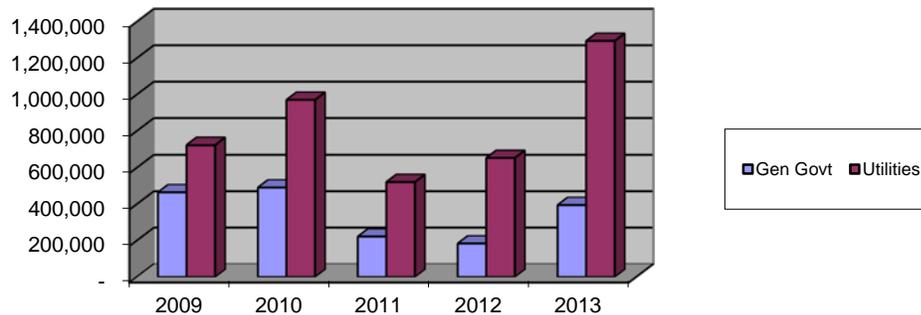


CITY OF MOUNT DORA
2014-15 CAPITAL IMPROVEMENT PROGRAM

FINANCIAL TRENDS & RELATED ASPECTS

- The property tax was a primary source of funding for smaller capital items in past years before the housing value drop during the Great Recession. The property value for the current budget year, 2013-14 increased by 0.4%. A preliminary estimate for the 2014-15 budget year is another small increase.
- Other taxes that may be used for General Government Projects include: Public Service Taxes (pledged for the 2011 bond issue and 2013 CRA Note), Communications Services Taxes (pledged for the 2013 CRA Note Franchise Fees, State Shared Revenues, and Gas Taxes (for transportation). The usage of these revenue types have shifted entirely to operating expenses, which makes any potential future reduction more precarious.
- The Discretionary Sales Tax was approved for a 15 year period in November 2001. This is our main funding source for non-utility projects with an anticipated income of \$975,500 for the FYE 2014. This is a \$280,500 decrease from the FYE 2006 of \$1,156,000. However, this revenue source has started rebounding this last year.
- Prior to 2013, Impact Fees had dropped considerably due to the construction slowdown since 2007. This reduction in revenue is partially offset by the delay in projects that are required to supply that growth. In 2013, impact fees increased due to large payment from Sullivan Ranch and other developers.

IMPACT FEE COLLECTIONS



- Utility revenues are growing slowly due primarily to fee increases and current customer usage as opposed to customer growth.
- Population and development projections do not indicate a build out of housing projects in the near future. In particular, the eventual development of the Employment Center on the east side of our service territory will certainly have a major impact on our service requirements and future revenues. However the funding of projects to extend utility services to the Employment Center are dependent on the collection of future impact fees, which provides an uncertainty of the development timeline.

Projects in process and expected to be completed in the 2013-14 Fiscal Year or the projects which will be carried over into FYE 2014-15 with funding already committed are not included in this CIP. Projects which are not expected to be completed within the five year period are shown as “Future Requests” for the balance of the projects’ budgets.

**CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
FIVE YEAR PLAN 2015-2019
EXECUTIVE SUMMARY**

Total Projects By Department	Total Project Cost	FISCAL YEAR ENDING				
		2014-15	2015-16	2016-17	2017-18	2018-19
Information Technology	96,000	96,000	-	-	-	-
Police	340,500	-	40,500	-	150,000	150,000
Fire	686,200	111,200	575,000	-	-	-
Library	120,000	25,000	25,000	25,000	25,000	20,000
Public Works	1,475,500	300,000	350,000	300,000	250,000	275,500
Parks and Recreation	860,000	-	170,000	550,000	140,000	-
Building Maintenance	225,000	50,000	75,000	-	100,000	-
Utilities						
Electric	688,100	387,100	76,200	76,200	74,300	74,300
Water and Wastewater	24,915,850	6,133,700	6,016,500	3,430,650	4,683,800	4,651,200
Stormwater	744,000	111,500	244,000	125,700	129,450	133,350
	\$ 30,151,150	\$ 7,214,500	\$ 7,572,200	\$ 4,507,550	\$ 5,552,550	\$ 5,304,350

CIP By Funding Source	Total	FISCAL YEAR ENDING				
		2014-15	2015-16	2016-17	2017-18	2018-19
Discretionary Sales Tax	2,544,200	517,200	801,500	300,000	500,000	425,500
Library Impact Fees	120,000	25,000	25,000	25,000	25,000	20,000
Park Impact Fees	860,000	-	170,000	550,000	140,000	-
CRA	-	-	-	-	-	-
Vehicle Replacement Fund	239,000	-	239,000	-	-	-
Electric Funds	703,100	402,100	76,200	76,200	74,300	74,300
Water & Wastewater Funds	6,290,400	1,132,950	1,502,400	1,254,550	1,415,600	984,900
Water Impact Fees	4,545,750	40,000	75,000	963,500	1,634,100	1,833,150
Wastewater Impact Fees	8,595,450	1,819,500	2,096,100	1,212,600	1,634,100	1,833,150
Stormwater Fund	749,000	116,500	244,000	125,700	129,450	133,350
Outside Financing	5,504,250	3,161,250	2,343,000	-	-	-
	\$ 30,151,150	\$ 7,214,500	\$ 7,572,200	\$ 4,507,550	\$ 5,552,550	\$ 5,304,350

CITY OF MOUNT DORA
 CAPITAL IMPROVEMENT PROGRAM
 PROJECT LISTING BY FISCAL YEARS
 2014-15

APPENDIX #	PROJECT NAME	TOTAL NEW REQUESTS	2014-15 REQUEST	2015-16 REQUEST	2016-17 REQUEST	2017-18 REQUEST	2018-19 REQUEST
General Government							
A-1	Network Infrastructure Upgrade	96,000	96,000	-	-	-	-
A-2	Streets, Curbs & Sidewalks	1,050,000	250,000	200,000	200,000	200,000	200,000
A-3	Sidewalks - ADA Compliance	250,000	50,000	50,000	50,000	50,000	50,000
A-4	Public Works Complex	50,000	50,000				
A-5	Fire Airpak	111,200	111,200				
A-6	Fire Truck Replacement	540,000	-	540,000	-	-	-
A-7	Rescue Boat	35,000	-	35,000	-	-	-
A-8	Primary Gateway Monuments	150,000	-	100,000	50,000	-	-
A-9	Downtown Streetscape - Future Phases	-	TBD	TBD	-	-	-
A-10	Facility Upgrades	175,000	-	75,000	-	100,000	-
A-11	Police Vehicle Replacement	300,000	-	-	-	150,000	150,000
A-12	Public Safety Complex Upgrade	40,500	-	40,500	-	-	-
A-13	Old US 441 Boulevard Construction	25,500	-	-	-	-	25,500
A-14	Lake Wekiva Trail	550,000	-	-	550,000	-	-
A-15	Mobile Stage	140,000	-	-	-	140,000	-
A-16	Skateboard Park	170,000	-	170,000	-	-	-
A-17	Expansion of the Library Collection	120,000	25,000	25,000	25,000	25,000	20,000
Total Potential Project Costs - General Gov.		3,803,200	582,200	1,235,500	875,000	665,000	445,500

TBD = The project costs are to be determined in the future

Operational type projects

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
PROJECT LISTING BY FISCAL YEARS
2014-15

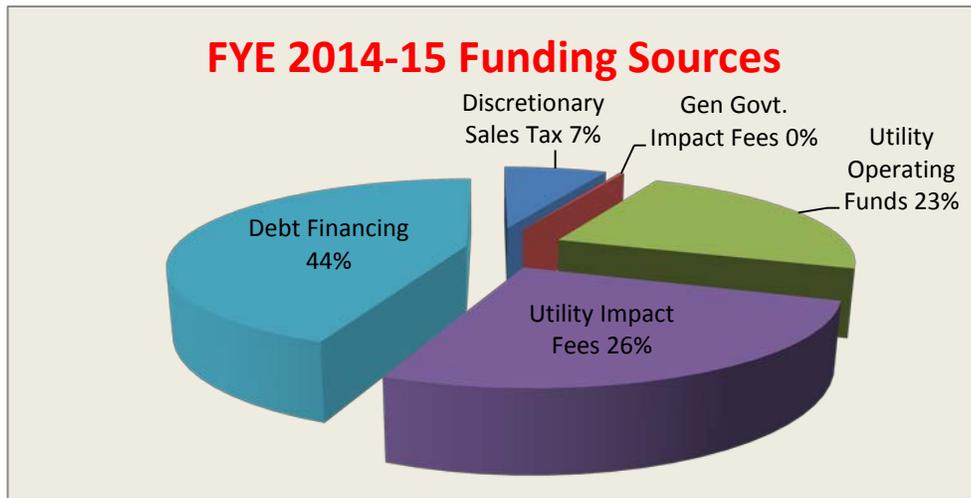
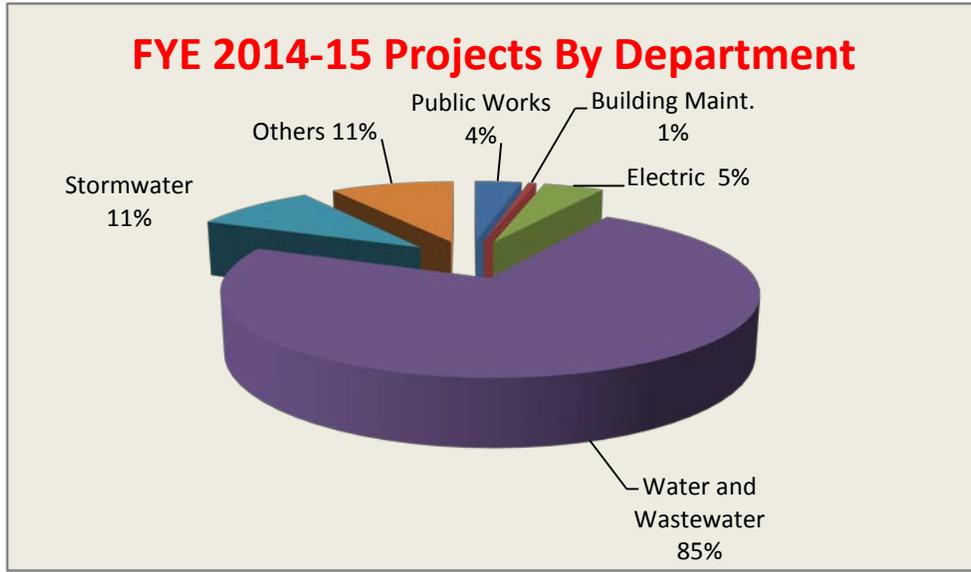
APPENDIX #	PROJECT NAME	TOTAL NEW REQUESTS	2014-15 REQUEST	2015-16 REQUEST	2016-17 REQUEST	2017-18 REQUEST	2018-19 REQUEST
Utility Projects							
B-1	Wood Pole Replacement	250,000	50,000	50,000	50,000	50,000	50,000
B-2	Electric Meter Replacement	187,200	86,200	26,200	26,200	24,300	24,300
B-3	SCADA Upgrade - Substation	142,900	142,900	-	-	-	-
B-4	Javens Circle of Eudora Underground Replace.	108,000	108,000	-	-	-	-
B-5	Water Treatment Plant Improvements	880,650	115,000	183,000	188,500	194,150	200,000
B-6	WTPI - Pump Building	879,250	86,250	793,000	-	-	-
B-7	Water Main Distribution Upgrades	644,400	57,500	140,300	144,500	148,800	153,300
B-8	Well Abandonments	102,350	102,350	-	-	-	-
B-9	Fire Hydrant Replacement	118,500	118,500	-	-	-	-
B-10	Valve Replacement Program	312,650	57,500	61,000	62,800	64,700	66,650
B-11	Water Meter Replacement	312,700	57,500	61,000	62,850	64,700	66,650
B-12	WWTP I Upgrades	503,000	95,000	98,000	100,500	103,500	106,000
B-13	WWTP I Clarifier Replacement Mechanisms	575,000	575,000	-	-	-	-
B-14	WWTP II Upgrades	500,350	92,000	97,600	100,550	103,550	106,650
B-15	Wastewater Collection Improvements	1,000,000	200,000	200,000	200,000	200,000	200,000
B-16	Lift Station Upgrades	401,700	73,850	78,350	80,700	83,150	85,650
B-17	Percolation Pond Aeration	296,250	143,750	152,500	-	-	-
B-18	Percolation Pond Relining Study	61,000	-	61,000	-	-	-
B-19	WTPI - Elevated Tank	637,750	-	-	314,150	323,600	-
B-20	Southwest Main Distribution Upsizing Study	129,450	-	-	-	129,450	-
B-21	US441/SR46 Utility Line Relocation	2,500,000	2,500,000	-	-	-	-
B-22	WWTP I Effluent Valve Replacement	125,650	-	125,650	-	-	-
B-23	Reclaim Water System Data Flow Improvement	244,000	-	244,000	-	-	-
B-24	Britt Road Utility Extension	4,100,000	86,250	1,994,750	2,019,000	-	-
B-25	Employment Center Utility Extension	4,054,950	-	-	94,250	1,960,900	1,999,800
B-26	Employment Center Utility Loop	3,036,650	-	-	62,850	1,307,300	1,666,500
B-27	Biosolids Processing Facility	1,112,000	1,112,000	-	-	-	-
B-28	WWTP II Expansion	535,050	28,750	506,300	-	-	-
B-29	WWTP I & II Redundancy	1,852,550	632,500	1,220,050	-	-	-
B-30	Stormwater Small Projects	622,000	111,500	122,000	125,700	129,450	133,350
B-31	Pine Street to US 441 Pipe Installation	122,000	-	122,000	-	-	-
Total Potential Projects Costs - Utilities		26,347,950	6,632,300	6,336,700	3,632,550	4,887,550	4,858,850
Total Potential Cost For All Projects		30,151,150	7,214,500	7,572,200	4,507,550	5,552,550	5,304,350

Operational type projects

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

FYE 2014-15 PROJECTS AND SOURCES

The following graphs show the CIP projects that are recommended to be included in the 2014-15 Proposed Budget.



The following is a discussion of the individual projects by function.

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

GENERAL GOVERNMENT PROJECTS

The budgets for the past two years had several major projects funded by General Government revenues. These included Palm Island Boardwalk, 4th Ave. Docks and Downtown Streetscape – Phase I and II, Streets, Tremain Trail Development, the completion of the Library Expansion and the Recreation & Nature Park. CIP Individual projects, timing and funding are presented on the CIP Project Description Sheets in Appendix A. A review of General Government projects will focus on the projects for FYE 2014-15, totaling \$582,200, which is over \$2 million less than the current year's amount.

Information Technology Project

The review of the financial software and the complementary packages now provided by Sungard/HTE is almost complete. It is expected that the current funding for the new financial software and document management will be sufficient. Funds are requested for the continuing upgrade of the network equipment including switches, UPS units and fiber optic connections. In addition, fiber optics will be installed to Donnelly Park for WIFI.

INFORMATION TECHNOLOGY PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-1 Network Infrastructure Upgrade	96,000	96,000	-	-	-	-
TOTAL	\$ 96,000	\$ 96,000	\$ -	\$ -	\$ -	\$ -

Police Projects

With this year's purchase of the eighteen police vehicles, no vehicles will be purchased for 2014-15 or 2015-16 as funds will be used to repay the debt. Annual funding for four Police Cruisers for the following two years has been included in the Discretionary Sales Tax Fund since the General Fund has no money to contribute to the Vehicle Replacement Fund. The Police are also requesting the replacement and upgrade of the security system at the complex.

POLICE PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-11 Police Vehicle Replacement	\$ 300,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
A-12 Public Safety Complex Upgrade	40,500	-	40,500	-	-	-
TOTAL	\$ 340,500	\$ -	\$ 40,500	\$ -	\$ 150,000	\$ 150,000

Fire Projects

The Fire Department is requesting to replace the remaining sixteen airpaks in 2014-15. The replacement of the 1998 Pierce Fire Truck has been delayed to 2015-16 to look at a potential alternative vehicle. Discretionary Sales Tax funds in the amount of \$350,000 and \$239,000 in Vehicle Replacement Charges have been allocated for a vehicle with a style similar the one that we currently have. Also, there is a request for a Rescue Boat shown for the same fund.

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

GENERAL GOVERNMENT PROJECTS (CONTINUED)

FIRE PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-5 Fire Airpaks	\$ 111,200	\$ 111,200	\$ -	\$ -	\$ -	\$ -
A-6 Fire Truck Replacement	540,000	-	540,000	-	-	-
A-7 Rescue Boat	35,000	-	35,000	-	-	-
TOTAL	\$ 686,200	\$ 111,200	\$ 575,000	\$ -	\$ -	\$ -

Library Project

With the completion of the Library Expansion and a deficit in the fund, purchase of Books, DVD's, CD's and on-line books for expanding the library collection with Library Impact Fees will need to be tapered over time. The remainder of the purchases of library material will have to be supported by the General Fund.

LIBRARY PROJECT

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-17 Expand. of the Library Collection	\$ 120,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 20,000
TOTAL	\$ 120,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 20,000

Public Works Projects

Resurfacing of streets, new curbs, sidewalk replacements and ADA compliant work are funded annually with Discretionary Sales Tax funds. A list of the areas that will be improved will be prepared and submitted for approval. The funding for two projects of the Visioning Plan, (Primary Gateway Monuments project and the initial planning of developing a boulevard concept for the Old US 441 Highway from Eudora Circle to Greenway Drive), has been included.

PUBLIC WORKS PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-2 Streets, Curbs, & Sidewalks	\$ 1,050,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
A-3 Sidewalks - ADA Compliance	250,000	50,000	50,000	50,000	50,000	50,000
A-8 Primary Gateway Monuments	150,000	-	100,000	50,000	-	-
A-13 Old US 441 Blvd. Construction	25,500	-	-	-	-	25,500
TOTAL	\$ 1,475,500	\$ 300,000	\$ 350,000	\$ 300,000	\$ 250,000	\$ 275,500

CRA Project

The 2013-14 Budget included the Downtown Streetscape – Phase II, which is expected to be completed in the summer of 2014. Per the CIP workshop, the engineering and design for the next phase will be included as amendment to the 2013-14 Budget. Once the estimates of the potential costs are completed and funding sources determined, the next phase or phases will be established by City Council and included in the CIP.

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

GENERAL GOVERNMENT PROJECTS (CONTINUED)

Recreation Projects

Major Recreational Projects have been recently completed including 4th Ave. Docks, Palm Island Boardwalk, Recreation & Nature Park, plus Sunset Park was included in Downtown Streetscape – Phase I. The Tremain Greenway Trail and Lincoln Avenue Trail are funded primarily by grants, which was included in the 2013-14 Budget. The potential minimum cost of obtain the railroad right-of-way for the Lake Wekiva Trail Project has been included at \$550,000. In addition, the department has requested two new projects for consideration.

PARKS AND RECREATION PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-14 Lake Wekiva Trail	\$ 550,000	\$ -	\$ -	\$ 550,000	\$ -	\$ -
A-15 Mobile Stage	140,000	-	-	-	140,000	-
A-16 Skateboard Park	170,000	-	170,000	-	-	-
TOTAL	\$ 860,000	\$ -	\$ 170,000	\$ 550,000	\$ 140,000	\$ -

FUNDING SOURCES

Source Funds	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
Park Impact Fees	\$ 860,000	\$ -	\$ 170,000	\$ 550,000	\$ 140,000	\$ -
TOTAL	\$ 860,000	\$ -	\$ 170,000	\$ 550,000	\$ 140,000	\$ -

Building Maintenance Projects

Currently, the staff is investigating potential changes at the Public Works Complex since most of the staff has been moved to a rented facility or trailers. Discretionary Sales Tax funds have been budgeted for potential facility improvements, including air conditioning units, security/fire system upgrades, roof replacements and other major exterior/interior repairs. Specific improvements are identified and priorities set on an annual basis through the budgeting process.

BUILDING PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
A-4 Public Works Complex	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
A-10 Facility Upgrades	175,000	-	75,000	-	100,000	-
TOTAL	\$ 225,000	\$ 50,000	\$ 75,000	\$ -	\$ 100,000	\$ -

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

UTILITY PROJECTS

Utility projects have characteristics that are different than the General Government projects. They are generally self-funded from operating revenues, impact fees, or long-term debt repayable from a utility fund resource. Utility projects provide basic services that are critical to the health and welfare of our Citizens. The five year utility projects have a projected total cost of \$26.3 million, of which \$6.6 million is for the FYE 2014-15. The Five Year potential projects have increased by over \$3.7 million from last year and would be higher if funding was available. Utility projects funding has been divided in two types: annual basic infrastructure improvement projects and specific major projects that are not recurring. Examples of annual basic infrastructure improvements with expenditure over \$50,000 are Meter Replacement, Water Main Upgrades, Wastewater Collection Improvements, Lift Station Upgrades, Water and Wastewater Treatment Plant Improvements and Stormwater Small Projects. Specific major projects, including the Water Plant I – Pump Building, Bio-solids Processing Facility, WWTP I Clarifier Mechanisms Replacement, WWTP I & II Redundancy Study, US441/SR46 Utility Line Relocation, and the utility line extensions for the Employment Center. It is expected that \$7,500,000 of debt will be issued this year to help fund some of the earlier major water and wastewater projects. Additional debt will be needed to fund other water and wastewater projects, but the debt will not be issued until the projects’ scope and costs are better defined and there is sufficient revenue to support additional debt service payments. Individual projects and sources of funds are listed on the CIP Project Description Sheets in Appendix B.

Electric Utility Projects

Wood Pole Replacement Project will replace approximately 50 wood poles with concrete poles as part of the annual storm hardening project. The Substation upgrade includes replace two breakers and replacing SCADA equipment. The underground replacement projects for Javens Circle area will replace old buried electric cables with new cables in conduit that will have a longer life span and require fewer trouble calls.

ELECTRIC UTILITY PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
B-1 Wood Pole Replacement	\$ 250,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
B-2 Electric Meter Replacement	187,200	86,200	26,200	26,200	24,300	24,300
B-3 SCADA Upgrade - Substation	142,900	142,900	-	-	-	-
B-4 Javens Circle of Eudora Underground Rep	108,000	108,000	-	-	-	-
TOTAL	\$ 688,100	\$ 387,100	\$ 76,200	\$ 76,200	\$ 74,300	\$ 74,300

Water and Wastewater Utility Projects

Ten recurring annual projects, such as the Plant Improvements are included in the CIP for the FY 2014-15 in the amount of \$866,850. Funding for these projects will come from operating cash flows. Nine major projects are schedule to begin or be completed in FY 2014-15, these are the Water Plant I – Pump Building, Well Abandonments, WWTP I Clarifier Mechanisms Replacement, Percolation Pond Aeration, US441/SR46 Utility Line

CITY OF MOUNT DORA
CAPITAL IMPROVEMENT PROGRAM
2014-15

UTILITY PROJECTS (CONTINUED)

Water and Wastewater Utility Projects (Continued)

Relocation, Britt Road Utility Extension, the Bio-solids Processing Facility Project, WWTP I & II Redundancy, plus evaluating the expansion of Wastewater Plant II.

WATER & WASTEWATER UTILITY PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
B-5 Water Treatment Plant I Improvements	\$ 880,650	\$ 115,000	\$ 183,000	\$ 188,500	\$ 194,150	\$ 200,000
B-6 WTPI - Pump Building	879,250	86,250	793,000	-	-	-
B-7 Water Main Distribution Upgrades	644,400	57,500	140,300	144,500	148,800	153,300
B-8 Well Abandonment	102,350	102,350	-	-	-	-
B-9 Fire Hydrant Replacement	118,500	118,500	-	-	-	-
B-10 Valve Replacement Program	312,650	57,500	61,000	62,800	64,700	66,650
B-11 Water Meter Replacement	312,700	57,500	61,000	62,850	64,700	66,650
B-12 WWTP I Upgrades	503,000	95,000	98,000	100,500	103,500	106,000
B-13 WWTP I Clarifier Replacement Mechanism	575,000	575,000	-	-	-	-
B-14 WWTP II Upgrades	500,350	92,000	97,600	100,550	103,550	106,650
B-15 Wastewater Collection Improvements	1,000,000	200,000	200,000	200,000	200,000	200,000
B-16 Lift Station Upgrades	401,700	73,850	78,350	80,700	83,150	85,650
B-17 Percolation Pond Aeration	296,250	143,750	152,500	-	-	-
B-18 Percolation Pond Relining Study	61,000	-	61,000	-	-	-
B-19 WTPI - Elevated Tank	637,750	-	-	314,150	323,600	-
B-20 Southwest Main Distribution Upsizing Stud	129,450	-	-	-	129,450	-
B-21 US441/SR46 Utility Line Relocation	2,500,000	2,500,000	-	-	-	-
B-22 WWTP I Effluent Valve Replacement	125,650	-	125,650	-	-	-
B-23 Reclaim Water System Data Flow Improver	244,000	-	244,000	-	-	-
B-24 Britt Road Utility Extension	4,100,000	86,250	1,994,750	2,019,000	-	-
B-25 Employment Center Utility Extension	4,054,950	-	-	94,250	1,960,900	1,999,800
B-26 Employment Center Utility Loop	3,036,650	-	-	62,850	1,307,300	1,666,500
B-27 Biosolids Processing Facility	1,112,000	1,112,000	-	-	-	-
B-28 WWTP II Expansion	535,050	28,750	506,300	-	-	-
B-29 WWTP I & II Redundancy	1,852,550	632,500	1,220,050	-	-	-
TOTAL	\$ 24,915,850	\$ 6,133,700	\$ 6,016,500	\$ 3,430,650	\$ 4,683,800	\$ 4,651,200

A portion of the project is funded by debt

Stormwater Utility Projects

Due to the costs related to the Downtown Streetscape – Phase I and II and the 7th Avenue Stormwater Project, other stormwater projects have been reduced to allow accumulation of cash for future major projects. Funding for small projects that occur each year in connection with the Lake Dora Water Quality Program and emergency situations have been maintained in the CIP.

STORMWATER UTILITY PROJECTS

Project Name	Total Project Cost	Fiscal Year Ending				
		2014-15	2015-16	2016-17	2017-18	2018-19
B-30 Stormwater Small Projects	\$ 622,000	\$ 111,500	\$ 122,000	\$ 125,700	\$ 129,450	\$ 133,350
B-31 Pine Street to US 441 Pipe Installation	122,000	-	122,000	-	-	-
TOTAL	\$ 744,000	\$ 111,500	\$ 244,000	\$ 125,700	\$ 129,450	\$ 133,350

CITY OF MOUNT DORA
2014-15 BUDGET REVENUES*

Acct.	Account	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Units	Total
311000	Ad Valorem Taxes	4,413,700	-	-	-	-	-	611,700	5,025,400
312410	First Local Option Fuel Tax	318,000	-	-	-	-	-	-	318,000
312600	Discretionary Sales Surtaxes	-	1,055,850	-	-	-	-	-	1,055,850
314100	Utility Tax - Electricity	-	1,180,600	-	-	-	-	-	1,180,600
314400	Utility Tax - Gas	-	35,450	-	-	-	-	-	35,450
314800	Utility Tax - Propane	-	33,700	-	-	-	-	-	33,700
315000	Communications Service Tax	-	579,450	-	-	-	-	-	579,450
316000	Local Business Tax	22,200	-	-	-	-	-	-	22,200
322000	Building Permits	-	500,000	-	-	-	-	-	500,000
323100	Franchise Fees - Electricity	411,000	-	-	-	-	-	-	411,000
323400	Franchise Fees - Gas	38,400	-	-	-	-	-	-	38,400
323700	Franchise Fees - Solid Waste	198,600	-	-	-	-	-	-	198,600
323900	Franchise Fees - Other	4,600	-	-	-	-	-	-	4,600
324110	Impact Fees - Residential - Public Safety	-	33,500	-	-	-	-	-	33,500
324120	Impact Fees - Commercial - Public Safety	-	16,000	-	-	-	-	-	16,000
324210	Impact Fees - Residential - Physical Environment	-	-	-	-	920,000	-	-	920,000
324220	Impact Fees - Commercial - Physical Environment	-	-	-	-	92,500	-	-	92,500
324610	Impact Fees - Residential - Culture/Recreation	-	167,000	-	-	-	-	-	167,000
329000	Other Permits, Fees & Special Assessments	31,450	-	-	-	-	-	-	31,450
331200	Federal Grant - Public Safety	59,200	-	-	-	-	-	-	59,200
331350	Federal Grant - Sewer/Wastewater	-	-	-	-	-	-	-	-
331610	Federal Grant - Health or Hospital	21,500	-	-	-	-	-	-	21,500
334200	State Grant - Public Safety	8,000	-	-	-	-	-	-	8,000
334500	State Grant -Economic Dev.	-	-	-	20,000	-	-	-	20,000

CITY OF MOUNT DORA
2014-15 BUDGET REVENUES*

Acct.	Account	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Units	Total
Code	Description								
335120	State Revenue Sharing - Proceeds	375,500	-	-	-	-	-	-	375,500
335140	State Revenue Sharing - Mobile Home Licenses	4,000	-	-	-	-	-	-	4,000
335150	State Revenue Sharing - Alcoholic Beverage Licenses	19,500	-	-	-	-	-	-	19,500
335180	State Revenue Sharing - Local Government Half-Cent Sales Tax	656,800	-	-	-	-	-	-	656,800
335200	State Revenue Sharing - Firefighters' Supplemental Compensation	12,000	-	-	-	-	-	-	12,000
335490	State Revenue Sharing - Other Transportation	1,250	-	-	-	-	-	-	1,250
335900	State Revenue Sharing - Other	-	-	-	-	-	-	-	-
337300	Local Government Unit Grant - Physical Environment	-	-	-	-	1,000	-	482,500	483,500
337700	Local Government Unit Grant - Culture/Recreation	-	-	-	-	-	-	-	-
338000	Shared Revenue from Other Local Units	292,700	-	-	-	-	-	63,850	356,550
341200	Internal Service Fund Fees and Charges	-	-	-	-	-	2,192,650	-	2,192,650
341300	Administrative Service Fees	25,000	24,000	-	-	-	-	-	49,000
341900	Other General Government Charges and Fees	10,000	193,750	-	-	-	-	-	203,750
342100	Service Charge - Law Enforcement Services	35,200	-	-	-	-	-	-	35,200
342200	Service Charge - Fire Protection	16,600	6,000	-	-	-	-	-	22,600
342400	Service Charge - Emergency Management Service Fees/Charges	81,000	-	-	-	-	-	-	81,000

CITY OF MOUNT DORA
2014-15 BUDGET REVENUES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
342900	Service Charge - Other Public Safety Charges and Fees	-	-	-	-	-	-	-	-
343100	Service Charge - Electric Utility	-	-	-	-	10,788,600	-	-	10,788,600
343400	Service Charge - Garbage/Solid Waste	-	-	-	-	2,204,600	-	-	2,204,600
343600	Service Charge - Water/Sewer Combination Utility	-	-	-	-	7,997,450	-	-	7,997,450
343700	Service Charge - Conservation and Resource Management	-	-	-	-	859,250	-	-	859,250
343800	Service Charge - Cemetery	-	-	-	-	55,000	-	-	55,000
346900	Service Charge - Other Human Services Charges	-	-	-	-	-	593,550	-	593,550
347200	Service Charge - Parks and Recreation	116,250	-	-	-	-	-	-	116,250
349000	Other Charges for Services	41,000	-	-	-	-	-	-	41,000
351200	Judgments and Fines - as Directed By Circuit Court Criminal	-	-	-	-	-	-	-	-
351500	Judgments and Fines - as Directed By Traffic Court	38,150	-	-	-	-	-	-	38,150
352000	Fines - Library	24,000	-	-	-	-	-	-	24,000
354000	Fines - Local Ordinances Violations	1,000	-	-	-	700	-	-	1,700
361100	Interest	37,150	24,250	1,150	50	84,750	13,050	11,300	171,700
362000	Rents and Royalties	144,100	-	-	-	18,800	-	-	162,900
364000	Disposition of Fixed Assets	3,750	-	-	-	500	-	-	4,250
366000	Contribution and Donations from Private Sources	2,500	-	-	-	-	-	-	2,500
368000	Pension Fund Contributions	-	-	-	-	-	-	-	-
369900	Other/Miscellaneous Revenues	18,500	-	-	-	204,550	35,700	-	258,750
381000	Inter-Fund Group Transfers In	1,534,500	222,850	320,000	-	91,500	-	-	2,168,850

CITY OF MOUNT DORA
2014-15 BUDGET REVENUES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
382000	Contributions from Enterprise Operations	2,802,900	-	-	-	-	-	-	2,802,900
384000	Debt Proceeds	-	-	-	-	-	-	850,000	850,000
389400	Proprietary - Other Grants and Donations	-	-	-	-	-	-	-	-
	Grand Total	11,820,000	4,072,400	321,150	20,050	23,319,200	2,834,950	2,019,350	44,407,100

* Using the required Annual Financial Reporting format per State Statutes 218.32 (1)

** The City does not have any Permanent or Trust Funds and does not budget the three Retirement Funds.

CITY OF MOUNT DORA
2014-15 BUDGET EXPENDITURES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
11-10	Legislative - Personal Services	51,050	-	-	-	-	-	-	51,050
11-30	Legislative - Operating Expenses	41,150	-	-	-	-	-	-	41,150
11-90	Legislative - Other Uses	(21,300)	-	-	-	-	-	-	(21,300)
12-10	Executive - Personal Services	354,600	-	-	-	-	-	-	354,600
12-30	Executive - Operating Expenses	78,600	-	-	-	-	-	-	78,600
12-90	Executive - Other Uses	(232,350)	-	-	-	-	-	-	(232,350)
13-10	Financial and Administrative - Personal Services	1,005,400	-	-	-	-	-	-	1,005,400
13-30	Financial and Administrative - Operating Expenses	478,650	-	-	-	-	-	-	478,650
13-60	Financial and Administrative - Capital Outlay	-	-	-	-	-	-	-	-
13-90	Financial and Administrative - Other Uses	(1,202,150)	-	-	-	-	-	-	(1,202,150)
14-30	Legal Counsel - Operating Expenses	140,000	-	-	-	-	-	-	140,000
14-90	Legal Counsel - Other Uses	(74,500)	-	-	-	-	-	-	(74,500)
15-10	Comprehensive Planning - Personal Services	284,600	-	-	-	-	-	285,200	569,800
15-30	Comprehensive Planning - Operating Expenses	79,650	-	-	-	-	-	73,750	153,400
15-60	Comprehensive Planning - Capital Outlay	-	-	-	40,000	-	-	200,000	240,000
15-70	Comprehensive Planning - Debt Service	-	-	-	-	-	-	197,500	197,500
15-80	Comprehensive Planning - Grants and Aids	-	-	-	-	-	-	590,000	590,000
15-90	Comprehensive Planning - Other Uses	24,500	-	-	-	-	-	119,000	143,500
16-10	Non-Court Information Systems - Personal Services	310,900	-	-	-	-	-	-	310,900
16-30	Non-Court Information Systems - Operating Expenses	215,250	-	-	-	-	-	-	215,250

CITY OF MOUNT DORA
2014-15 BUDGET EXPENDITURES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
16-60	Non-Court Information Systems - Capital Outlay	45,600	113,500	-	-	-	-	-	159,100
16-90	Non-Court Information Systems - Other Uses	(571,750)	-	-	-	-	-	-	(571,750)
17-70	Debt Service Payments - Debt Service	-	-	319,400	-	-	-	-	319,400
19-10	Other General Government - Personal Services	949,150	-	-	-	-	-	-	949,150
19-30	Other General Government - Operating Expenses	214,750	-	-	-	-	-	-	214,750
19-60	Other General Government - Capital Outlay	18,350	-	-	-	-	-	-	18,350
19-80	Other General Government - Grants and Aids	19,050	-	-	-	-	-	-	19,050
19-90	Other General Government - Other Uses	(828,350)	-	-	-	-	-	-	(828,350)
21-10	Law Enforcement - Personal Services	3,131,950	-	-	-	-	-	66,100	3,198,050
21-30	Law Enforcement - Operating Expenses	699,550	-	-	-	-	-	-	699,550
21-60	Law Enforcement - Capital Outlay	-	52,400	-	-	-	-	-	52,400
21-70	Law Enforcement - Debt Service	-	161,950	-	-	-	-	-	161,950
21-90	Law Enforcement - Other Uses	262,850	-	-	-	-	-	-	262,850
22-10	Fire Control - Personal Services	2,035,600	-	-	-	-	-	-	2,035,600
22-30	Fire Control - Operating Expenses	263,800	-	-	-	-	-	-	263,800
22-60	Fire Control - Capital Outlay	11,800	149,200	-	45,950	-	-	-	206,950
22-90	Fire Control - Other Uses	92,300	-	-	-	-	-	-	92,300
24-10	Protective Inspections - Personal Services	-	332,050	-	-	-	-	-	332,050
24-30	Protective Inspections - Operating Expenses	-	77,850	-	-	-	-	-	77,850

CITY OF MOUNT DORA
2014-15 BUDGET EXPENDITURES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
24-60	Protective Inspections - Capital Outlay	-	-	-	-	-	-	-	-
24-90	Protective Inspections - Other Uses		59,800	-	-	-	-	-	59,800
29-10	Other Public Safety - Personal Services	465,900	-	-	-	-	-	-	465,900
29-30	Other Public Safety - Operating Expenses	4,600	-	-	-	-	-	-	4,600
29-90	Other Public Safety - Other Uses	32,650	-	-	-	-	-	-	32,650
31-10	Electric Utility Services - Personal Services	-	-	-	-	919,500	-	-	919,500
31-30	Electric Utility Services - Operating Expenses	-	-	-	-	7,861,950	-	-	7,861,950
31-90	Electric Utility Services - Other Uses	-	-	-	-	669,250	-	-	669,250
34-10	Garbage/Solid Waste Control Services - Personal Services	-	-	-	-	64,050	-	-	64,050
34-30	Garbage/Solid Waste Control Services - Operating Expenses	-	-	-	-	2,074,500	-	-	2,074,500
34-90	Garbage/Solid Waste Control Services - Other Uses	-	-	-	-	63,200	-	-	63,200
36-10	Water-Sewer Combination Services - Personal Services	-	-	-	-	1,961,200	-	-	1,961,200
36-30	Water-Sewer Combination Services - Operating Expenses	-	-	-	-	4,365,950	-	-	4,365,950
36-70	Water-Sewer Combination Services - Debt Service	-	-	-	-	536,750	-	-	536,750
36-90	Water-Sewer Combination Services - Other Uses	-	-	-	-	981,550	-	-	981,550
38-10	Flood Control/Stormwater Management - Personal Services	-	-	-	-	193,300	-	-	193,300

CITY OF MOUNT DORA
2014-15 BUDGET EXPENDITURES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
38-30	Flood Control/Stormwater Management - Operating Expenses	-	-	-	-	597,900	-	-	597,900
38-90	Flood Control/Stormwater Management - Other Uses	-	-	-	-	93,300	-	-	93,300
39-10	Other Physical Environment - Personal Services	-	-	-	-	89,450	-	-	89,450
39-30	Other Physical Environment - Operating Expenses	-	-	-	-	35,450	-	-	35,450
39-90	Other Physical Environment - Other Uses	-	-	-	-	28,200	-	-	28,200
41-10	Roads and Street Facilities - Personal Services	464,900	-	-	-	-	-	-	464,900
41-30	Roads and Street Facilities - Operating Expenses	419,550	-	-	-	-	-	-	419,550
41-60	Roads and Street Facilities - Capital Outlay	-	665,000	-	-	-	-	910,000	1,575,000
41-90	Roads and Street Facilities - Other Uses	18,600	-	-	-	-	-	-	18,600
49-10	Other Transportation Services - Personal Services	75,750	-	-	-	-	31,700	-	107,450
49-30	Other Transportation Services - Operating Expenses	26,050	-	-	-	-	206,750	-	232,800
49-60	Other Transportation Services - Capital Outlay	-	-	-	-	-	-	-	-
49-90	Other Transportation Services - Other Uses	4,550	-	-	-	-	28,950	-	33,500
69-30	Other Human Services - Operating Expenses	-	-	-	-	-	2,538,350	-	2,538,350
71-10	Libraries - Personal Services	502,450	-	-	-	-	-	-	502,450
71-30	Libraries - Operating Expenses	133,800	-	-	-	-	-	-	133,800
71-60	Libraries - Capital Outlay	31,500	25,000	-	-	-	-	-	56,500
71-70	Libraries - Debt Service	-	15,000	-	-	-	-	-	15,000

CITY OF MOUNT DORA
2014-15 BUDGET EXPENDITURES*

Acct.	Account		Special	Debt	Capital		Internal	Component	
Code	Description	General	Revenue	Service	Projects	Enterprise	Service	Units	Total
71-90	Libraries - Other Uses	214,400	-	-	-	-	-	-	214,400
72-10	Parks and Recreation - Personal Services	560,000	247,100	-	-	-	-	-	807,100
72-30	Parks and Recreation - Operating Expenses	561,950	111,700	-	-	-	-	-	673,650
72-60	Parks and Recreation - Capital Outlay	26,450	146,000	-	-	-	-	-	172,450
72-70	Parks and Recreation - Debt Service	-	-	-	-	-	-	-	-
72-90	Parks and Recreation - Other Uses	241,350	20,800	-	-	-	-	-	262,150
73-10	Cultural Services - Personal Services	-	-	-	-	-	-	-	-
73-30	Cultural Services - Operating Expenses	6,100	-	-	-	-	-	-	6,100
73-60	Cultural Services - Capital Outlay	-	-	-	-	-	-	-	-
73-90	Cultural Services - Other Uses	-	-	-	-	-	-	-	-
81-90	Inter-Fund Group Transfers Out - Other Uses	314,350	1,854,500	-	-	2,802,900	-	-	4,971,750
	Grand Total	11,983,600	4,031,850	319,400	85,950	23,338,400	2,805,750	2,441,550	45,006,500

* Using the required Annual Financial Reporting format per State Statutes 218.32 (1)

** The City does not have any Permanent or Trust Funds and does not budget the three Retirement Funds.



Appendix A

Historical Brief
Features and Amenities
Points of Interest
City Profile
Organizational Chart
City Vision and Mission Statement
City Goals and Objectives
City Council's Significant Actions

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Historical Brief

The City was settled in 1874 by David M. Simpson. In 1880, it was named Royellou by the postmaster, Ross Tremain, after his children Roy, Ella and Louis. In 1883, with the opening of a two story hotel with 10 rooms, the City was renamed Mount Dora to correspond to the adjoining lake and the fact that the City sits on a plateau 184 feet above sea level and has the second highest elevation in the state. On March 25, 1910, it was incorporated as a town and the town was incorporated as a city on April 23, 1953.



Historic Lakeside Inn

In 1887, the first railroad service through Mount Dora began and by 1915, there were two passenger trains daily in each direction, which helped to stimulate the economy by bringing in tourists. The first orange packing plant was built in 1891 although surrounding groves were destroyed in both 1894 and 1895 due to severe freezes. The John P. Donnelly House, built in 1893 by the City's first mayor, was placed on the National Register of Historic Places in 1975.



The Mount Dora railroad station in 1920

The City of Mount Dora is empowered by the State to levy a property tax on both real and personal property within its boundaries. It is also empowered by State Statute to extend its corporate limits by annexation, which it has done from time to time. The City has entered into a Joint Planning Agreement with Lake County that defines the future City limits and the type of land uses that will be utilized in areas annexed in the future.

Mount Dora has the potential for future growth spreading from the Orlando-Metro (Orange County) area. Lake County shares its eastern border with Orange County, and the southern portion of Lake County has experienced explosive growth, particularly along the U.S. 27 corridor adjacent to Clermont. This growth is also felt in the northern portion of Lake County around Mount Dora. The City has approved housing developments in its joint planning area (JPA) with Lake County that will almost double the effective population of the City when the currently approved projects are finally completed and annexed into the city. In addition to residential growth in Mount Dora, commercial growth along U.S. 441 is expanding with the of commercial out parcels on shopping center property or adjacent property. As expected, this growth will bring significant demands on City services but will not generate revenues commensurate with those demands for several years.



The historic Donnelly House



The Historical Society Building

Features and Amenities

Located approximately 25 miles northwest of Orlando, Mount Dora has retained the flavor of a small town with many historic buildings, large oak tree canopy, antique stores and numerous special events. Mount Dora has been recognized by *Florida Living Magazine* as Florida's friendliest small town and having the best antique shopping area in the state. In 2012, TopRetirement.com named Mount Dora as the "prettiest town in Florida". In 2014, *US Today* named Mount Dora as the 4th Best Place in the US for retirement.

The City has a robust downtown district with a variety of antique and specialty shops and restaurants. The residential areas in the City range from beautifully restored historic neighborhoods near the downtown to new residential developments of large, single family homes, as well as high-end condominium living and new apartment complexes. Currently there are limited light industrial businesses located within the City limits; however, the City hopes to attract cleaner, light industry to the new Wolf Branch Innovation District.

The City is known as "The Festival City" and hosts eight major annual events beginning with the Mount Dora Arts Festival. This popular event attracts over 250,000 attendees each year and has been ranked among the top 200 art shows in the country. Other popular events are the Craft Fair, Art Festival, Light Up Mount Dora, Sail Boat Regatta, Plant and Garden Fair, Antique Car Show, Spring Antiques, Collectibles and Craft Show plus Children's Christmas in the Park.

The City facilities provide opportunities for both citizens and visitors to enjoy a variety of leisure activities. Gilbert Park on the shores of Lake Dora has a large playground for children, picnic pavilions, a large boat ramp and docking facilities, a lighted walkway system and a wetlands garden area. Donnelly Park, located downtown, has tennis courts, and a large recently renovated community building across the street.



Donnelly Park



Elizabeth Evans Park

The W.T. Bland Public Library, with a large collection of printed, audio and visual materials, is a member of the Lake County Library System, which makes available their collection on a lending basis to Mount Dora cardholders. In addition, reciprocal lending agreements are in place with Orange, Seminole and Volusia Counties. The library also hosts the annual Festival of Reading.

With its old oaks and green landscape, the Pine Forest Cemetery provides an important service to Mount Dora, enhancing the community with its history and continuity. Also, the City offers a public pool and baseball fields at the Lincoln Avenue Park Complex and additional athletic fields at Frank Brown Complex. The Martin Luther King Jr. Memorial Center provides a community meeting places.

The City of Mount Dora has three public educational centers administered by the Lake County School Board: Triangle Elementary School, Round Lake Elementary, Mount Dora Middle School and Mount Dora High School in addition to private schools.

The City limits abut Lake Dora, which encompass 14 square miles. The service area for water, wastewater and planning purposes incorporates over 16 square miles.



**CITY OF MOUNT DORA
POINTS OF INTEREST**

Major Employers

Waterman Village/Lake Care Systems
 Lake County Public Schools
 Wal-Mart
 City of Mount Dora
 National Deaf Academy
 Publix
 Embarq
 Advante Care Centers
 Lowe's
 First National Bank of Mount Dora

Historical Sites

- Old Mount Dora Atlantic Coast Line Railroad Station (Home to City's Chamber of Commerce)
- John P. Donnelly House
- Lakeside Inn
- Royellou Museum
- Ice House Theater
- Antique Boat Museum

City Stats



Historic John P. Donnelly House

Incorporated	1910
Population	12,693
Median Age	46.1
Age 65 or older	26.8%
% College Grads	27.0%

County Population by City

Astatula	1,793
Clermont	30,201
Eustis	18,795
Fruitland Park	4,182
Groveland	9,529
Howey-in-the-Hills	1,083
Lady Lake	13,947
Leesburg	20,761
Mascotte	5,158
Minneola	9,743
Montverde	1,451
Mount Dora	12,870
Tavares	14,260
Umatilla	3,546
Unincorporated	155,998

Major Business Districts

Downtown
 US 441 Corridor
 Robie/Camp Industrial Area
 Highland Street
 Donnelly Street

Educational Institutions

Round Lake Elementary
 Triangle Elementary School
 Mount Dora Middle School
 Mount Dora High School
 Southern Technical College
 Christian Home and Bible School
 Montessori Nest & Children’s House
 Solid Rock Christian Preschool
 Milner Rosenwald Academy
 Life Changing Christian Academy

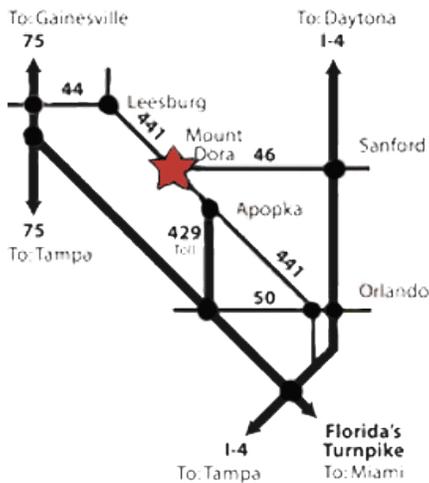
Geography & Climate

Location 28.81 N, 91.64 W
 Time Zone Eastern Standard
 Elevation 184 ft. above sea level
 Rainfall 53.74” annually



Community Building

Location



W.T. Bland Public Library

Registered Borrowers: 17,609
 Volumes: 85,360
 FY2013 Annual Circulation: 250,597
 FY2013 Annual Visits: 251,080

Cultural Activities

Community Building
 Ice House Theater
 J.P. Donnelly House
 Martin Luther King, Jr. Center
 Mount Dora Center for the Arts
 Witherspoon Lodge



W.T. Bland Public Library

Cauley Lott Park - includes sheltered cooking area, picnic tables, pavilions and restrooms



Cauley Lott Park

Donnelly Park - offers a lighted tennis court, shuffleboard center and community performance stage



Donnelly Park

Frank Brown Field - special purpose facility equipped with dugouts, bleachers and backstop fences

Gilbert Park - complete with Kids & Co. playground, pavilion, kitchen area, picnic tables and restrooms



Gilbert Park

Heim Field - offers one baseball field with lights and concessions

Lincoln Avenue Recreation Park & Municipal Pool - 35 acre community park offering racquetball courts, tennis courts, little league fields and swimming pool

Lion's Memorial Park - provides an area for fishing in Lake Franklin

Palm Island Park/Grantham Point/Simpson Cove - Community park with picnic tables and sheltered picnic areas, hiking trails, boat ramp, fishing docks and Grantham Point and Lighthouse Point



View of Downtown and Lake Dora

Recreation & Nature Park - open nature park with area designated for mountain biking and a dog park

Mini-parks

- Blair Park
- Chautauqua Park
- Elizabeth Evans Park
- Forest Park
- Lake Franklin Park
- Pine Crest Park
- Simpson Farm House Garden
- Stein Park
- Sunset Park
- Sylvan Park
- Fourth Ave Docks

City Profile

Government and City Services

The City Charter provides for a Council/Manager form of government. The Mayor and two Council Members are elected at-large, with four Council Members elected by district. Members serve two-year staggered terms with elections every November. The City of Mount Dora is a full-service municipality and provides the following services to its citizens:



**CITY OF MOUNT DORA
2014-15 BUDGET**

City Organization

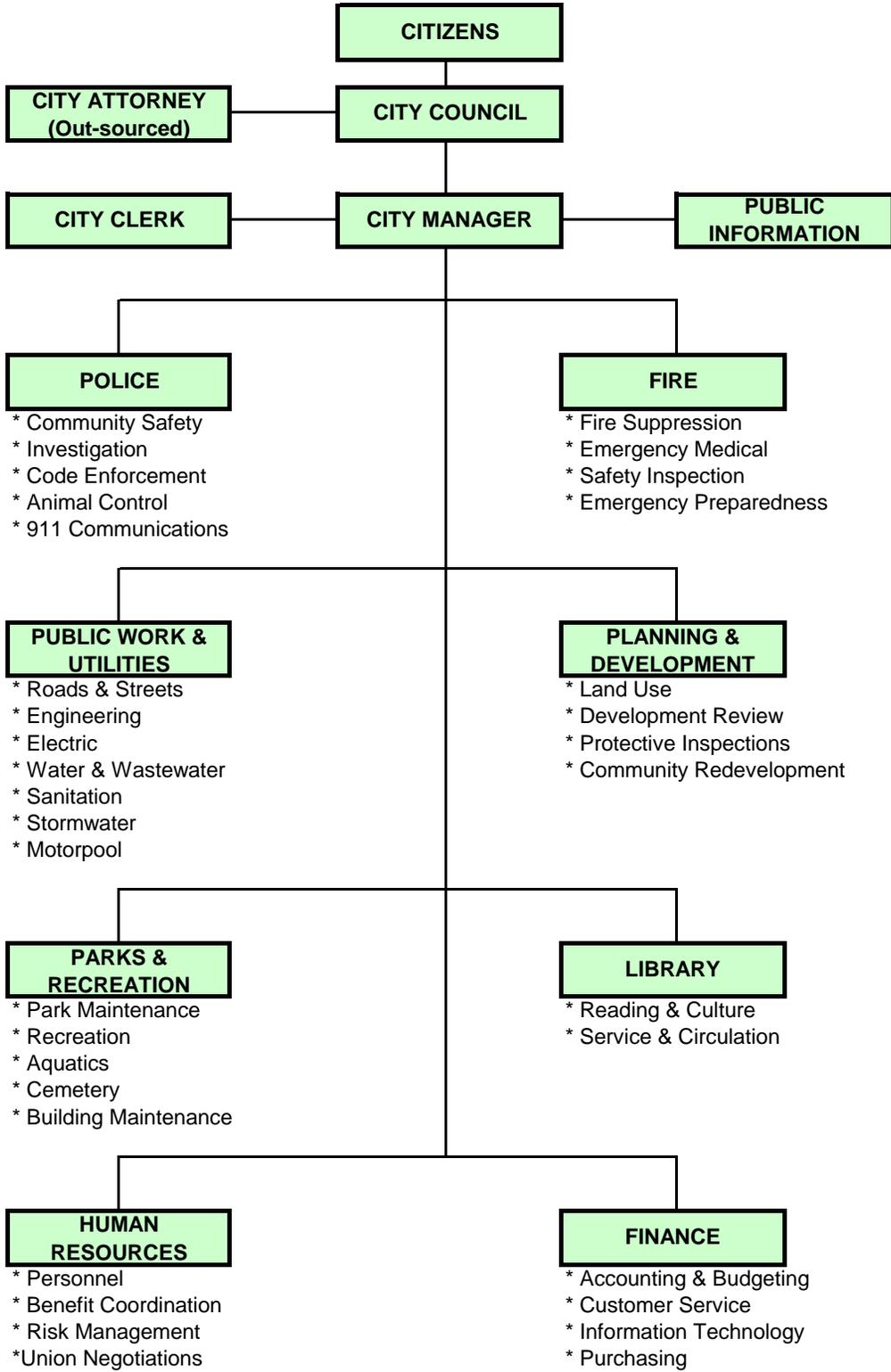
The mission and direction for the City organization is established by a seven-member City Council. Once City Council provides the Vision and Mission Statements for planning purposes, the task of directing resources and activities to achieve those goals falls to the City Manager as the Chief Executive Officer of the City.

It is the responsibility of the City Manager to carry out the mandates and enforce the policies set by the Council within the Budget established by Council. The City Manager has a dedicated staff to assist with fulfilling these duties. City staff is arranged into eight departments: Public Works & Utilities, Police, Fire, Parks and Recreation, Library Services, Planning and Development, Finance and Human Resources. Each department is run by a professional from the appropriate field. These department heads, along with their assistants and division managers, comprise the City's management team. The City Manager relies on the expertise of the management team to ensure that the goals and objectives of the City are met efficiently and effectively.

Annually, the City Council approves the Goals and Objectives as submitted by the City Manager. A Work Plan with scheduled completion dates is developed and projects are prioritized based on these Goals and Objectives. Department Heads then develop their own Goals & Objectives and submit an annual Budget proposal to implement their department's work plan. City Council reviews during public workshops and approves the Budget at two public hearings in September for the next fiscal year implementation starting October 1st.

Based upon the Budget and workforce authorization contained in this document, the following Organization Chart has been developed:

**CITY OF MOUNT DORA
ORGANIZATIONAL CHART
FY 2014-15**



Welcome to the City of Mount Dora - Our Vision

VISION STATEMENT

To preserve the quality and unique character of Mount Dora, we envision a City that provides outstanding municipal services for our citizens' well-being; that promotes a healthy and sustainable economy balanced with responsible stewardship of our natural resources and environment; that cooperates with our neighboring jurisdictions for regional benefit; and that engages our citizens as partners in making Mount Dora a great place to live, work and play.

MISSION STATEMENT

We exist to professionally serve our community and enhance our citizens' well-being by providing the highest level of municipal leadership and services possible per the level of resources available to the City.

OUR VALUES

We respect the unique value of each person, and listen with compassion, serve without prejudice and, when necessary, challenge without judgment. We work as a team to share resources and coordinate our support for each other to accomplish our goals.

We conduct ourselves with honesty and integrity, accept accountability for our actions, and protect the public trust through our ethical actions.

We care about our community, and commit our dedication and professionalism to enhance the community's future and preserve the unique charm and character of Mount Dora.

City of Mount Dora Goals and Objectives

The adoption of City Council Goals and Objectives, as well as the formulation of Program and Projects Tasks, enables staff to develop a Work Plan, which incorporates the needs of the community into the Budget. Depending upon resources, the City is able to prioritize services and improvements that achieve stated Goals and assures our citizens of the highest standard of municipal services possible. The following Goals are re-stated in this Budget document; however, the Work Plan will be contingent upon the decisions from the Proposed Budget being carried forward to the Final Budget for implementation.

Financial Strength: Provide consistent and quality municipal services through the adequacy, stability and development of financial resources that maximize return on investment, leverage outside resources, and create value and equity for our citizens.

- Update strategic financial projections and diversify revenue sources.
- Maintain adequate fund balances and reserves for capital and operations.
- Maximize operational effectiveness to minimize potential fee and tax increases.
- Increase assets and assessed value to strengthen the tax base.
- Pursue outside grants and leverage local funding.
- Minimize financial exposure through pro-active risk management policies.

Intergovernmental Cooperation: Promote communications, legislative influence, service partnerships, and agency cooperation with other public entities.

- Interact with other agencies in a professional manner.
- Strengthen cooperative partnerships to deliver cost effective services and infrastructure.
- Coordinate capital projects, financial resources, and strategic goals to benefit our region.
- Maintain a strong working relationship with our legislative delegations.



Library Expansion was partially funded by a grant



A view from the Boardwalk that was recently reconstructed

Quality Services: Organize and provide municipal services that are responsive to community concerns, cost-effective in resource utilization, and which improve the community's quality of life.

- Strategically plan municipal services to maximize efficiency and effectiveness.
- Assure that the community is served by adequate utility and transportation infrastructure.
- Provide facilities and services that enhance the recreational, cultural, and social opportunities for enjoyment by the community.
- Protect and preserve the community's quality of life through Public Safety services conducted with the highest level of integrity.
- Evaluate the effectiveness of existing services and explore partnerships with private and non-profit interests to deliver services.

Employee Excellence: Provide programs and policies that enhance the work environment, stimulate employee performance, and promote excellent customer service in preparing our employees for the future challenges of public service.

- Provide leadership development, safety, and operations training.
- Incorporate civic pride and customer service into the workplace environment.
- Integrate employees and work divisions with cohesive teamwork.
- Emphasize performance at the highest level that is pro-active in achieving results.
- Encourage employee initiation and responsibility for service performance.



An employee recognition event is held each year

Community Development: Develop policies and implement measures that enact our Comprehensive Plan, preserve the character of our community, and provide the necessary public facilities and infrastructure consistent with our vision for the future.

- Maintain and improve necessary public facilities and infrastructure to serve the community's needs.
- Update our strategic plans and systems in order to assure the adequacy and capability of our infrastructure capacity, function, and capitalization.
- Monitor and comply with intergovernmental regulations and legislation that impact our utility operations.
- Develop an asset management plan with appropriate inventory and data information suitable for long-range planning.
- Analyze the impacts and options associated with growth to assure service adequacy that is fiscally sound and environmentally responsible.

Economic Vitality: Stimulate the community's economy through policies and programs which encourage business diversification and redevelopment, promote a partnership with local businesses to strengthen economic activity and retain a vibrant downtown core, and provide a fertile business climate supportive of a prosperous community.

- Provide policies and programs consistent with business encouragement and job creation/retention.
- Promote public/private partnerships to leverage outside opportunities for capital investment.
- Support public amenities and infrastructure that contribute to an attractive and vibrant downtown conducive to attracting tourists and local shoppers.
- Market the community as an ideal location for new commercial and light industrial uses.
- Maintain professional development standards that promote quality development throughout the Joint Planning Area.
- Support the construction of major transportation projects beneficial to the City.

Neighborhood Livability: Protect, preserve and enhance the quality of living within our community, which fosters a commitment toward excellence in providing safe neighborhoods with access to enjoying cultural, social, environmental, and recreational opportunities.

- Develop programs and codes that improve neighborhood aesthetics and welfare through responsible enforcement and citizen awareness.

- Rehabilitate neighborhoods through improvements to infrastructure, property maintenance programs, and creating opportunities conducive to redevelopment.
- Promote and acknowledge citizen involvement in neighborhood safety and cleanup programs.
- Provide recreational access and enjoyment through a comprehensive and integrated park and trails plan for development.
- Enhance property values and encourage a diversity of housing.



Children playing during Summer Camp



A snowboarder at Children's Christmas in the Park

Community Relations: Improve citizen-government communication and information in order to promote a more responsive and accountable municipal organization which functions with sensitivity and support for its constituency.

- Strengthen community participation and interaction in local government issues, and serving on local boards and advisory groups.
- Develop performance measures to gauge the effectiveness of municipal services and customer satisfaction.
- Utilize technology to improve communications with our citizens.
- Promote a sense of community pride for accomplishments and progress during the year.
- Involve staff in community events to increase support and coordination.

Environmental Stewardship: Protect and improve the quality and function of the City's air, land, and water resources as we balance responsible development of the land with the benefits of the natural environment.

- Maintain a healthy natural environment as a competitive advantage in attracting businesses and residents.
- Use natural ecosystems to maintain and enhance environmental quality and function as a compatible alternative to building infrastructure.
- Sustain our urban forest resources and use their attributes to reduce pollution, provide habitat, and increase community value.
- Encourage waste reduction, pollution prevention and recycling as desired operational objectives within the community.

City Council's Actions

During the last two years, the Mayor, City Council Members, the City Manager and Staff have been busy accomplishing many projects and programs. The following are some of the actions taken by City Council:

JUNE 2014

- Approved Change Order for \$107,246 on the Perc Pond Reclaimed Water Pump Station Contract with Price Construction.
- Approved contract with Central Florida Tapping for the Laura Lane water main relocation in the amount of \$23,385.
- Approved a Change Order for \$58,793 on Tremain Street Greenway Construction Contract with Barracuda Building.
- Approved Resolution 2014-16 approving a settlement with Duke Energy for \$1,284,527.
- Approved the participation in the Community School Resource Officer Program.
- Approved contract with BESH Engineering, Inc. for the engineering of Downtown Streetscape Phase III in the amount of \$163,775 and the related Budget Amendment.
- Approved an increase for the CRA Commercial Property Improvement Incentive Grant program of \$170,000.
- Approved Resolution 2014-13 allowing Public Finance Issuance of a Bond and a Payment in Lieu Taxes Agreement with the Oakwood Apartments.
- Approved Resolution 2014-14 Budget Amendment for the FDOT Entrance Design at Wastewater Plant #2.
- Approved a request for Preliminary Plat Approval for Lakes of Mount Dora of 64 additional lots.
- Approved contract with CH2M-Hill Engineering, Inc. for the engineering of Solar Drying Design Contract in the amount of \$26,810.
- Approved two change orders for \$20,300 and \$72,670 on Solar Drying project with Eco Sciences, LLC.

MAY 2014

- Approved a County Interlocal Agreement Grant of \$16,944 to purchase library equipment.
- Approved the final reading and adoption of Ordinance 2014-05 pertaining to Land Development Code Amendment regulating Medical Marijuana Cultivation and Dispensing.
- Approved the final reading and adoption of Ordinance 2014-04 pertaining to Land Development Code Amendment revising Boat Docks regulation.
- Approved contract with BS&A Integrated Software for the purchase of new computer software in the amount of \$299,395.
- Approved the City's revised Tobacco Free Workplace policy.
- Approved the Final Change Order for \$19,962 for the Community Development Block Grant project with Go Underground Utilities.
- Approved the final reading and adoption of Ordinance 2014-03 pertaining to development review fee waivers in the CRA districts

City Council's Actions

MAY 2014 (Continued)

- Approved the final reading and adoption of Ordinance 2014-04 pertaining to the regulation of simulated gambling.
- Received a quarterly update on the City's Work Plan.
- Approved contract with BESH Engineering, Inc. for the engineering of the next phase of the Downtown Streetscape project in the amount of \$15,320.
- Approved contract with Masci Construction for the 7th Ave. Stormwater Project in the amount of \$1,285,012.
- Approved Change Order for \$4,745 on the 8th Avenue Retention Pond Repair Project with Asby, Inc.
- Approved contract with Government Services Group, Inc. to conduct two studies, one concerning Fire Assessment Fee and the other concerning Street Light Assessment Fee in the amount of \$35,000.

APRIL 2014

- Approved the CRA's Commercial Property Improvement Incentive Grant Program.
- Approved Resolution 2014-10 amending Section 504 Compliance of the City's Policy for the Community Development Block Grant.
- Approved the final reading and adoption of Ordinance 2013-18 pertaining to the comprehensive amendment of the Transportation Mobility and Capital Improvement Elements to support future state roadway projects.
- Discussion was held concerning the Interlocal Service Boundary Agreement, draft ordinances concerning Medical Marijuana Production & Dispensing and Internet Gambling Establishment Regulations as well as the Medallion Homes Mediation legal proceedings.
- Approved Resolution 2014-11 Budget Amendment for Sanitation Fund for a dumpster enclosure.
- Discussed the County Gas Tax options and the various formulas.
- Approved the Task Authorization 14-01 for replacement Breaker M596 for the electric substation for \$38,830 with Duke Energy.
- Approved a Joint Participation Agreement with Florida Department of Transportation for design services related to the WWTP#2 Access Road Relocation for \$89,280 with Quentin L Hampton, Inc.
- Approved a Budget for allocating \$30,000 for securing necessary easements for Wetland Monitoring required by the City's Consumptive Use Permit.
- Approved contract with Electrical Services, Inc. for the construction of Evans Park Electrical Construction in the amount of \$33,990.

City Council's Actions

MARCH 2014

- Approved the final reading and adoption of Ordinance 2014-02 pertaining to Firefighters' Pension Plan Restatement.
- Approved Resolution 2014-09 concerning revisions to the Water, Wastewater, and Reclaimed Rates effective with the April billing.
- Accepted the 2012-13 Comprehensive Annual Financial Report.
- Approved Change Order #2 for \$129,105 with Eco Sciences, LLC on the Solar Drying Facility.
- Approved the Police Department Fleet Replacement Plan for the purchase of 18 vehicles in the amount of \$551,282.
- Accepted a grant from the Mount Dora Community Trust for the purchase of equipment in the amount of \$7,000.
- Approved Resolution 2014-06 providing for Bond Financing Reimbursement of utility expenditures.
- Approved Resolution 2014-08 for a contract with emsCharts, Inc. to provide required Emergency Medical Services Data Collection and documentation.
- Approved contract with Price Construction, Inc. for the Perc Pond Reclaimed Water Pump Renovation in the amount of \$107,246.
- Approved the extension of the contract with RedZone Solo Robotics for the collection of wastewater line locations in the amount of \$63,968.
- Approved Supplemental Agreement #1 with FDOT for the construction of Tremain Street Greenway.

FEBRUARY 2014

- Approved the final reading and adoption of Ordinance 2014-01 pertaining to the Voluntary Annexation of 57.21+/- Acres, located on the west side of Britt Road and south of SR 44, Cattle Groves and Hay, LLC (owners), LPG Urban & Regional Planners, Inc. (Applicant).
- Approved contract with CEI for the construction of Tremain Greenway in the amount of \$60,000.
- Received a market analysis presentation concerning the Employment Center Master Plan.
- Approved contract with Asby, Inc. for the repair of 8th Avenue Stormwater Pipeline in the amount of \$36,974.
- Approved the 90% drawing for the Downtown Streetscape Project from 4th to 3rd Ave. and from Baker Street to Dora Drawdy Way.
- Approved the funding plan for Third Avenue and Donnelly Street and the related Budget Amendment.
- Approved the contract and construction schedule with Burkhardt Construction, Inc. for the Phase II of the Downtown Streetscape for the guaranteed maximum price of \$3,066,144. Approved that Gateway Monument Signage will be included in Phase II.

City Council's Actions

JANUARY 2014

- Approved NECRA's participation in the House Improvement Incentive Program for a maximum of \$225,000 and the New Housing Construction Incentive Program for a maximum of \$45,000.
- Approved Resolution 2014-01 in support of the ICMA Host Community Professional Fellow Program.
- Approved the Biosolids Solar Drying Pilot Program, proceeding with the Preliminary Design at a cost not to exceed of \$17,772 to Kimley - Horn and Associates.
- Approved contract with Barracuda Building Corporation for the construction of Tremain Street Greenway in the amount of \$373,572.
- Approved a revised ranking of Engineering & Inspection firms for the Tremain Street Greenway.
- Approved Change Order #1 for \$35,633 on the CDBG contract with Go Utilities.
- Approved contract with BESH, Inc. for mapping services in the amount of \$67,360.

DECEMBER 2013

- Denied Resolution 2013-29, the intent being to use the Uniform Method of Collecting Special Fire Assessment Fees.
- Approved Resolution 2013-20 concerning budget amendments.
- Approved Burkhardt Construction as the contractor for the 7th Ave. Stormwater Project.
- Approved contract with Mittauer & Associates, Inc. for the engineering to relocate utility lines for the Wekiva Parkway in the amount of \$213,200.
- Approved the purchase of five telemetry control units for the wastewater lift stations for \$24,201 from Data Flow Systems.
- Approved the purchase of electric control panels for the Water Plant #1 for \$30,700 from Stacon, Inc.
- Approved the blanket purchase order for residual management for the Wastewater Plant #1 and #II for \$200,000 from Shelley's Environmental Systems.
- Accepted the City Manager's 2013-14 Work Plan.
- Approved waiver of RFQ process and authorized a contract with ECO Sciences, LLC. for a Bio Solids Solar Drying Pilot Project with a limit of \$35,000 in fees.
- Approved proposed budget for Phase I and II upgrades to Evans Park in the amount of \$166,610.

City Council's Actions

NOVEMBER 2013

- Approved certified election results and swore in Mayor Cathy Hoechst plus Council members Ryan Donovan, Denny Wood and Michael Tedder. Ryan Donovan was selected as Vice Mayor.
- Approved payment of a construction lien on the Dogwood Mountain Project.
- Approved the purchase of a replacement forklift for the Purchasing Department for \$28,018 from Ring Power Lift Truck.
- Approved the adoption of Ordinance 2013-20 pertaining to the Land Development Code.
- Approved Resolution 2013-28, requesting participation in Tavares/Lake County negotiations for an Interlocal Service Boundary Agreement (ISBA).
- Approved proceeding with the Donnelly Street Project without the FDOT Grant.
- Accepted a grant from Lake County Water Authority in the amount of \$87,500 for the 7th Ave. Stormwater Treatment System.
- Approved the purchase of network infrastructure and computer upgrades for the IT Department for \$49,564 from HP Servers.
- Approved the ranking of engineering firms for three utility projects.
- Approved Change Order #2 for \$6,875 on the Utility Easement Acquisition Project with BESH Engineering.
- Approved proposal to sell 25.54 acres to Vulcan Materials Company upon receiving the proper zoning amendment.

OCTOBER 2013

- Held a joint meeting with the CRA Advisory Board to review the Downtown Streetscape Phase II 60% completed engineering drawings and cost estimates.
- Approved the adoption of Ordinance 2013-19 pertaining to the establishment of Sidewalk Cafes.
- Received an update on the formation of a Fire Special District.
- Viewed the first of a series of promotional videos for Mount Dora.
- Authorized staff to proceed with a cooperative effort with the City of Tavares to pursue Special Enabling Legislation to establish a Fire District.
- Approved change order #2 for 7th Avenue Storm Water Design Contract with AMEC in the amount of \$6,340.
- Approved Local Agency Program Supplemental Agreement #1 for Lincoln Avenue trail from \$412,488 to \$317,603.
- Approved renewal of the annual agreement with Sungard Public Sector for software support for \$39,061.
- Approved purchase of a replacement line truck for the Electric Department in the amount of \$229,452 from Altec.
- Approved the adoption of Ordinance 2013-13 pertaining to the Land Development Code Amendment.
- Approved the adoption of Ordinance 2013-08 pertaining to the Land Development Code Amendment for the establishment of the Mixed Use Traditional (MU-1) and Mixed Use Downtown (MU-2) Zoning Districts.

City Council's Actions

OCTOBER 2013 (CONTINUED)

- Received the annual update of the 2012-13 Work Plan.
- Approved the design of a monument sign at Third Avenue and Alexander Street.
- Selected design option #2 for Baker Street between 3rd and 4th Avenues.

SEPTEMBER 2013

- Approved contract with BESH Engineering for construction management-at risk for Phase II of the Downtown Streetscape Project in the amount of \$32,540.
- Authorized a pilot project for the evaluation of the solar drying to convert bio solids to Class AA fertilizer.
- Received an overview of the web based program for crime inquiries www.crimereports.com.
- Approved the Collective Bargaining Agreement for 2013-14 with the General Employees.
- Approved contract with Go Underground Utilities L.L.C. for the CDBG Grant Construction Contract in the amount of \$697,000.
- Approved contract with Renaissance Planning Group for the Employment Center Master Plan in the amount of \$112,500.
- Approved Resolution 2013-21 outlining the 2013-14 Sanitation rates.
- Approved the adoption of Ordinance 2013-16 pertaining to the Utility Delinquency Notice Dates.
- Denied a requested claim by Pulte Group concerning utility extensions and reclaimed water issues.
- Approved an emergency well repair to be completed by Locke Well & Pump.
- Approved a Budget Amendment to purchase \$6,300 for a sound enhancement project for the Community Center.
- Approved the purchase of two dewatering boxes for the Wastewater Plant #2 for \$83,000 from Patrick Anthony Technologies, L.L.C.
- Approved a one year extension of the meter reading contract with Severn Trent.
- Approved a one year extension for the tree trimming contract with Davey Tree Expert Company.
- Approved Resolution 2013-19 revising the water rates as of October 1, 2013.
- Denied Resolution 2013-20 revising the stormwater rates as of October 1, 2013.

City Council's Actions

AUGUST 2013

- Approved contract with BESH Engineering for the engineering, design and construction services for Phase II of the Downtown Streetscape Project in the amount of \$124,250.
- Rejected the proposed Stormwater Rate Study and the new rate structure.
- Approved an Interlocal Agreement with Lake County for Traffic Signal Maintenance.
- Approved contract with USA Services of Florida, Inc. for street sweeping services in the amount of \$53,079.
- Approved Resolution 2013-14 concerning the Third Quarter Budget Amendments.
- Approved the adoption of Ordinance 2013-12 pertaining to amending the Police Officers' Defined Benefit Plan for revisions in the Internal Revenue Code.
- Approved funding of \$12,000 for Public Art for Sunset Park.
- Accepted a County Library Impact Grant of \$5,940 for technology equipment.
- Approved an Interlocal Agreement with Lake County for the Provision of Library Services for 2014-16.
- Approved a Two year Agreement with Babe Ruth Baseball League for the usage of baseball fields for an annual fee of \$12,000.
- Approved a request to replat three lots in the Lakes of Mount Dora Phase 3A.
- Accepted a State of Florida grant of \$50,344 towards the purchase of two LifePaks.
- Approved Resolution 2013-13 adopting an inventory of City Property deemed appropriate for affordable housing.
- Approved the adoption of Ordinance 2013-07 pertaining to the rezoning of Gordam Street Area Administrative Building from R-2 to C-1.
- Approved the adoption of Ordinance 2013-10 pertaining to the revision of the Code Enforcement process.
- Approved the adoption of Ordinance 2013-11 pertaining to amending the General Employees Defined Benefit Plan for revisions in the Internal Revenue Code.

JULY 2013

- Conducted two Budget Workshops.
- Reviewed the Downtown Street Project Contingency Use Directives update.
- Approved a requests for Preliminary Plat Approval from Lakes of Mount Dora Phase 4A, Terminus of Bridgeport Bay Circle, and East of Crosscircle.
- Approved an Interlocal Agreement with Lake County to Replace Sidewalks along Old 441, whereby the County reimburses the City \$7,265 towards the repairs.
- Approved a Department of Economic Opportunity Employment Grant of \$37,500 towards the Employment Center Master Plan and increased the budget of the project by a like amount.

City Council's Actions

- **JULY 2013 (CONTINUED)**

- Approved contract with Danny Martinez, Inc. for the installation of the Charles Street CDS Unit in the amount of \$19,938.
- Received an update on the Public Works proposed building.
- City Attorney gave an update with regards to the Centex Homes/Sullivan Ranch issue.
- Approved method of disposal of surplus City Property in the NECRA area.
- Approved NECRA Development Incentive Grant Program.
- Approved CRA Development Incentive Grant Program.
- Received update on the City Manager's work plan.

- **JUNE 2013**

- Approved a twice per week seven year contract for solid waste and recycling with Waste Management, Inc. of Florida.
- Approved contract with Danny Martinez, Inc. for the construction of the Lincoln Avenue Trail in the amount of \$317,603.
- Accepted a grant from FDEP in the amount of \$741,631 for TMDL 7th Ave. Storm Drain Project.
- Approved the adoption of Ordinance 2013-06 pertaining to Special Events.
- Approved Resolution 2013-12 requesting an Interlocal Service Boundary Agreement (ISBA) with Lake County concerning Non-contiguous Annexations.
- Approved the naming of the playground at Lincoln Avenue Park as "Forres Playground".
- Approved Change Order for \$93,000 on the Downtown Survey with BESH.
- Approved Contingency Use Directive (Change Order) for a minus \$44,215 for the Downtown Streetscape Project Phase I.
- Approved Resolution 2013-11 adopting the City's Public Records Policy and Fees.
- Accepted the Public Works assessment of the condition of the pavement and sidewalks.

- **MAY 2013**

- Approved Resolution 2013-09, which authorizes and approves issuance of the CRA \$2,500,000 Redevelopment Revenue Note, Series 2013.
- Approved an Interlocal agreement with the School Board for school facilities and placement.
- Denied an annual grant of \$3,600 to the Masonic Lodge.
- Approved terms of a CRA loan for the Downtown Streetscape Project Phase I & II with a loan from CenterState for \$2,500,000 for 15 years at 2.17% interest.
- Approved Resolution 2013-07 supporting the renewal of the Local Option Fuel Tax.
- Approved Resolution 2013-08 announcing the 2013 election.

City Council's Actions

MAY 2013 (CONTINUED)

- Approved the adoption of Ordinance 2013-05 pertaining to the amending of the Firefighters' Pension Plan.
- Provided direction concerning the funding of Special Events, the Chamber of Commerce budget, Historical Museum sponsorship, and the Cornerstone Events, plus the funding of new Special Events by the General Fund and ending all funding by the CRA.

APRIL 2013

- Approved the 90% completed Design and Construction Drawings, the Financing Plans, and the Construction Services Contract with Burhardt Construction in the amount of \$3,944,697 for the Downtown Streetscape Phase I project.
- Approved the direct Street Light Poles and Fixtures for \$102,122 from Sternberg Lighting, Brick Pavers for \$84,532 from Harwood Brick Orlando and the Site Furniture from Rep. Services for \$30,065 for the Downtown Streetscape Phase I project.
- Accepted a grant from Lake County Water Authority in the amount of \$36,070 for the Charles Street CDS Unit.
- Approved an emergency repair to Well #3 in the amount of \$39,000 from Locke Well & Pump Company.
- Approved the adoption of Ordinance 2013-04 pertaining to the TECO/Peoples Gas System Franchise Agreement for thirty years at a 6% franchise fee.
- Approved a Final Change Order for \$22,500 for the 4th Ave Docks with IBI Engineering.
- Approved the adoption of Ordinance 2013-03 pertaining to the amending of Chapter 70, Personnel, Part II, Police Officers' Pension and Retirement System.
- Approved Resolution 2013-05 authorizing the increase of the Inter-fund loan for the Library Expansion Project from \$600,000 to \$765,000.
- Approved Requests for 1) Final Plat Approval; 2) approved of the Declaration of Development Covenants and Restrictions and 3) approved of the proposed Development Agreement. James Homich.

MARCH 2013

- Denied a request for an appeal of the Planning and Zoning Commission Conditional Use Permit Denial for Agriculture Role activities within the PUD Zoning District (Lakes of Mount Dora).
- Approved the Eastern Water Treatment Plant Contract Award with the elimination of a roof mounted solar photovoltaic system to McMahan Construction, Inc. for \$4,249,000.
- Received an update on water and wastewater projects from the Public Works Deputy Director.

City Council's Actions

MARCH 2013 (CONTINUED)

- Approved Resolution 2013-02, pertaining to Water, Wastewater and Reclaimed Water Rates effective with the April billing.
- Approved Resolution 2013-03, supporting proposed changes to the Consultants' Competitive Negotiation Act (CCNA).
- Approved the adoption of Ordinance 2013-02 pertaining to the voluntary annexation of Roberts' property located on the west side of Brit Road.
- Received updates on the Sylvan Shores Street Light Assessment and the City Manager's work plan.
- Approved the reduction of the 715 Wedgewood Drive code enforcement lien to 20% of the accrued lien amount conditioned upon the sale of the property within six months.
- Discussed the various options for the State Road 46/US441 Interchange with FDOT representatives and approved the Flyover Option.
- Accepted the 2011-12 Comprehensive Annual Financial Report.
- Approved a two year extension of the Auditor's contract with Purvis Gray & Company at the current fee for the first year and a capped C.P.I. increase for the second year.
- Approved the salaries and benefits adjustments for the second year of the three year contract with the Fraternal Order of Police.
- Approved the purchase of three police vehicles for \$73,929 from Don Reid Ford.
- Approved \$50,000 for the replacement of the major circuit breaker for the City's electric system.
-

FEBRUARY 2013

- Held workshop to review the 60% drawings and cost estimates for the Downtown Right-of-way and Streetscape Project Phase I and the financing plan for Phases I & II.
- Approved the 2012-15 Collective Bargaining Agreement with the Professional Firefighters of Mount Dora, Local 3088.
- Approved contract with Lake County Traffic Operations to provide traffic signal and device maintenance services for \$38,804.
- Approved Change Order for \$40,800 on the CDBG Grant Project for Lincoln Ave. water main improvements with Mittauer and Associates.
- Approved the adoption of Ordinance 2012-13 pertaining to Comprehensive Plan Amendment with Changes; and Authorize Transmittal of the Adoption Packet to the State Land Planning Agency (Department of Economic Opportunity) for Issuance of the Notice of Intent.
- Accepted CDBG Grant of \$276,713 for the Lincoln Ave. Water Main Project costing approximately \$350,000 and agreed to continue to pursue the remainder of the potential grant funding for Robie Ave. improvements.

City Council's Actions

FEBRUARY 2013 (CONTINUED)

- Approved the purchase of environmental mitigation credits for Lake John Stormwater Improvements from the Hammock Lake Mitigation Bank for \$24,000.
- Approved Change Order for \$47,460 on the Eastern Water Plant Well Drilling with Southeast Drilling Services, Inc.
- Approved Resolution 2013-01 supporting Florida League of Cities Legislative Action Agenda for 2013 session.
- Approved the plan and \$8,000 budget for bi-monthly resident newsletters to be distributed with utility billing starting March.
- Declined an offer to purchase Pineapple Point Property for \$4.6 to \$4.8 million.
- Decided not to change the Donnelly Streetscape Project to include angle parking from Fourth to Fifth Ave.
- Approved the Final Design Proposal for Gateway Monuments of \$15,000.
- Directed staff to negotiate with Waste Management rather than putting the contract out to public bid.
- Received an update on the estimated engineering and construction costs of \$408,732 for the Dogwood Mountain Reserve Stormwater Project.

JANUARY 2013

- Reviewed Childs Park Design as part of Phase I of the Downtown Right-of-way & Streetscape Improvements at an estimated cost of \$640,000 including contingencies.
- Approved contract with Price Construction to install filters at Wastewater Plant #2 for \$219,750.
- Approved the adoption of Ordinance 2013-01 pertaining to impact and development review fee waivers in the CRA districts.
- Approved purchase of sound equipment for \$9,100 from Discount Music Center.

DECEMBER 2012

- Approved contract with McKim & Creed to conduct a Bio-solids Technology Assessment for \$70,656.
- Approved Mutual Aid Agreement with Orange County Sheriff's Department.
- Decided to sunset the current School Concurrency Interlocal Agreement and enter into negotiations with the School Board for a new agreement.
- Approved Revised Construction Plans for the Lakes of Mount Dora.
- Approved purchase of replacement truck for the Roads & Streets Department for \$36,762 from Mike Davidson Ford.
- Approved Resolution 2012-25 supporting Expansion of the Green Mountain Scenic By-way.
- Approved budget amendment and purchase of SANS network equipment for the IT Department for \$48,960 from XIOTech Corp.

City Council's Actions

DECEMBER 2012 (CONTINUED)

- Approved purchase of two Rotor Baffles for the Oxidation Ditch at Wastewater Plant #1 for \$28,076 from Lakeside Equipment Corp.
- Approved the Adoption of Ordinance 2012-17 concerning Voluntary Annexation Agreement of the Walker property.
- Approved the Adoption of Ordinance 2012-19 concerning an amendment to the Lake Development Code to clarify As-Built record drawings.
- Approved the Adoption of Ordinance 2012-20 pertaining to Chapter 23 of the Code of Ordinance concerning Flood Management.
- Adopted Resolution 2012-22 concerning collection of Non-Ad Valorem Special Assessments for the Dogwood Mountain Reserve Stormwater Project.
- Accepted the City Manager's Work Plan Priorities for this fiscal year.

NOVEMBER 2012

- Approved certified election results and swore in Council members Nick Girone, Bob Maraio and Ed Rowlett.
- Approved a five year dock lease with The Rusty Anchor, Inc. for \$100 per month per vessel.
- Approved wage and benefits adjustments for the second year of a three year General Employees Collective Bargaining Agreement.
- Approved \$2,000 Water Conservation Grant from Lake County Water Authority.
- Adopted Resolution 2012-23 concerning LAP Agreement for Tremain Street Greenway Project for grant funding of \$491,968.
- Discussed the Final Draft of the 2011-12 Work Plan.
- Approved Revised Local Funding Agreement for the rehabilitation of railroad tracks in the amount of \$105,000 due to the elimination of the City of Umatilla from the original agreement.
- Approved revision of the Lake County BCC Policy for Patron Code of Conduct at the Library.
- Approved contract for Historic Resources Assessment along Tremain Street with Inwood Engineering in the amount of \$9,889.
- Approved master leases for 11 copiers with Toshiba for three years.
- Approved an agreement with Blackdot Wireless to market wireless locations on the City's water tower for a five year period.
- Approved contract for installation of Stormwater piping at Evans Park with Price Construction in the amount of \$74,160.
- Adopted Resolution 2012-21 concerning LAP Agreement for Lincoln Avenue for grant funding of \$474,488.
- Accepted the evaluation report of the City Manager.

City Council's Actions

OCTOBER 2012

- Attended a Golden Triangle Summit meeting.
- Approved contract for street sweeping with USA Services of Florida, Inc. in the amount of \$1,875 per cycle through September 30, 2013.
- Approved contract for residuals management with Sweetwater Environmental, Inc. in the amount of \$200,000.
- Approved contract for off-site mitigation in the amount of \$24,000.
- Approved contract for Mount Dora Marina Dredging Project with C & M Dredging, Inc. in the amount of \$32,500.
- Approved the ranking of engineers for the converting of Bio-solids into Class AA Fertilizer.
- Approved the adoption of Ordinance 2012-16 concerning Utility Deposits.
- Reviewed the final design options of the Gateway Monument Signage and approved four short monuments to be constructed.
- Approved a lease for two units for Public Works' offices at a rate of \$25,920 per year.
- Approved software license with Software House International for \$40,046 for one year.
- Approved software maintenance agreement with SunGuard HTE for \$36,383 for one year.
- Approved the Adoption of Ordinance 2012-14 for the anti-tethering of dogs.
- Approved a request to delete the mixed use land designation for the property where the Lawn Bowling Club is located.

SEPTEMBER 2012

- Held First and Second Budget Public Hearing.
- Approved Interlocal Agreement with Lake County for funding by the City in the amount of \$12,800 for the Northeast Lake County Business Opportunity Center.
- Approved a Utility Pioneering Agreement with Dr. Manoogian for reimbursement of sewer improvements.
- Approved a one-year extension of the tree trimming contract with Davey Tree Experts.
- Approved a four-year Power Sales Agreement with Progress Energy starting January 1, 2013.
- Approved a contract award for dewatering boxes at the Wastewater Treatment Plant II with Patrick Anthony Technologies, L.L.C. in the amount of \$87,000.
- Adopted Resolution 2012-15 adopting the Water and Sewer Rates effective October 1, 2012.
- Held a second public hearing for the Community Development Block Grant and approved Resolution 2012-10.
- Approved contract award for 7th Avenue stormwater engineering to AMEC in the amount of \$80,891.
- Approved change order No 3 for well drilling contract - Southeast Drilling Services in the amount of \$28,774.

City Council's Actions

SEPTEMBER 2012 (CONTINUED)

- Approved release of easement and right of way for Sylvan Shores' lots 10 & 11, block 39.
- Approved the final reading and adoption of Ordinance 2012-15, Chapter 86 Utility Code Changes and Clean up.
- Denied Ordinance 2012-12, State Mandated Amendments to the Fire Pension. Staff was directed to remove the creation of a share plan pursuant to Chapter 175, F.S., and represent the ordinance for first reading.
- Denied a request from the City of Tavares for assistance in funding their railroad bridge replacement in the amount between \$21,000 and \$28,000.

AUGUST 2012

- Approved a contract with Dominic Recreation Products to install playground equipment in the Recreation & Nature Park in the amount of \$54,246.41.
- Approved the final reading of Ordinance 2012-11, pertaining to Flood Management.
- Approved Local Funding for the rehabilitation of Railroad Tracks in the amount of \$105,000.
- Approved change orders with Lucas Marine to use ipe wood for decking and rails on the Palm Island Boardwalk in the amount of \$157,836 and \$13,500.
- Approved to proceed to obtain bids on a new Public Works Building with estimated cost of between \$1 million and \$1.25 million.
- Directed staff to add a handicap handrail and two handicapped parking spaces to the Library Expansion Project.
- Approved a contract with W. W. Engineering, Inc. to provide stormwater repairs in Dogwood Mountain in the amount of \$332,694.
- Approved rankings for engineering firms for the 7th Ave Stormwater Project.
- Approved a contract with Sun Road Inc. to install 85 hydrants in the amount of \$82,266.
- Approved Emergency Debris Removal Piggyback Contract used by Lake County.
- Approved Resolution 2012-09 for up to \$750,000 in inter-fund borrowing for the Palm Island Boardwalk Project.
- Reviewed the Quarterly Work Plan.
- Approved a contract with Lucas Marine to replace the Palm Island Boardwalk in the amount of \$1,060,880 with the related Budget Amendment.

City Council's Actions

JULY 2012

- Held First and Second Budget Workshop.
- Approved MPO Transportation Management System Interlocal Agreement for \$2,901.
- Approved the final reading of Ordinance 2012-10, pertaining to the revised fee schedule in the Land Development Code.
- Adopted Resolution 2012-08 supporting the "Heart of Florida Trail".
- Approved a reduction of Mr. Gilmore's code enforcement lien from \$365,651 to six \$100 monthly payments.
- Denied an appeal of an Administrative Determination regarding Final Plat Requirements on 621 E. 5th Ave.
- Approved hiring a consultant for the Bio-solid Technology Assessment.



APPENDIX B

BUDGET GLOSSARY

BUDGET ACRONYMS

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**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent. The term is used in proprietary and non-expendable types of funds.

Ad Valorem Taxes – Property taxes computed as a percentage of the net value of real or personal property, net of applicable exemptions, expressed in mills. Ad Valorem Taxes are recorded “net” of discounts, penalties and interest. The millage rate is set during the budget process and is adopted by resolution in September.

Adopted Budget – The official budget as it is approved by the City Council.

Appropriation – The legal spending level authorized by a resolution of the City Council for the Budget Year. Spending should not exceed this level without approval by the Council.

Assessed Valuation – The value assigned to properties within the City by the County Property Appraiser, which is used in computing the property taxes to be paid by property owners.

Asset – Resources owned or held by a government, which have monetary value.

Available (Undesignated) Fund Balances – Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Balanced Budget – A budget wherein revenues and other resources are equal to expenditures and transfers.

Bond/Note – A written promise to pay a sum of money at a specified interest rate. The interest payments and the principal repayment are detailed in a resolution. The most common types of bonds/notes are general obligation, revenue, and special assessment debt. These debts are most frequently used to finance capital projects.

Bond/Note Refinancing – The payoff and re-issuance of debt to obtain better interest rates or less restrictive conditions.

Budget – The financial plan for the operation of an organization or program for the fiscal period based upon estimated revenue, expenditures and transfers.

Budget Amendment – Is a revision to the adopted budget, which replaces or adds to the original provisions. Budget Amendments may occur throughout the year, as spending priorities change.

Budgetary Basis – The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

Budget Calendar – It is the schedule of key dates that a government follows in the preparation and the adoption of the budget.

Budgetary Control – The control or management of a governmental unit in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. The City’s manages expenditures at the fund level.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Budget Document – The official written document prepared by Administration and Finance, which presents the proposed and final budgets to the City Council.

Budget Message – A general discussion of the proposed budget presented in writing as part of the Budget Document. The Budget Message explains principal budget issues against the background of the City's financial experience in recent years and presents recommendations.

Capital Assets – Assets of a long-term character, which are intended to continue to be held or used, such as land, infrastructure improvements, building, machinery, future or equipment.

Capital Improvement Program – The City has a five-year plan of project expenditures for public facilities, equipment and infrastructure adopted by the City Council. It outlines the resources that are estimated to be available to finance projected expenditures.

Capital Outlay – Expenditures for buildings, infrastructure, equipment, vehicles or machinery that results in the acquisition of assets with a useful life of more than one year and exceeds \$1,000 in cost.

Capital Project – The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon.

Consumer Price Index (CPI) – Measures the cost of consumer goods and is considered a measure of economic inflation. The index used is published

monthly by the US Department of Labor. The specific index used is Consumer Price Index – All Urban Consumers, U.S. All Items, Bases 1982-84 = 100.

Contingency – The appropriation of funds for future allocation in the event specific budget allotments have expired, additional funds are needed or unplanned expenditures are encountered.

Cost Allocations – Assignment of applicable costs and charges from one fund/department/division to another fund/department/division based upon treating each unit as an independent entity.

Coverage – The percent of revenues required by bond covenants to cover expenditures and debt payments.

Cultural/Recreation – The UAS manual outlines this category as services that provide and maintain cultural and recreational facilities and activities for the benefit of citizens and visitors. The funds/departments under this category would be Library, Simpson House, Historical Museum, Recreation, Parks, Aquatics, Community Building, and a portion of the Impact Fee Fund.

Debt Service – Debt Service is the annual payment of principal, interest and any other related expenses for the City's indebtedness.

Debt Service Funds – Debt Service Funds are used to account for the accumulation of resources for the payment of debt. General obligation (G.O.) bonds are those for which the full faith and credit of the City are pledged.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Deficit – The excess of expenditures/expense over the revenues/income during a single accounting period. In addition, it is the excess of a fund's liabilities over its assets.

Department – The basic organizational unit of government which is functionally unique in its delivery of services and responsible for that service.

Depreciation – That portion of the cost of a capital asset, which is charged as an expense during each fiscal year in an Enterprise or Internal Service Fund.

Division – A group of homogeneous cost centers within a department, i.e. Recreation within the Parks & Recreation Department.

Encumbrances – Encumbrances are the budgetary authority that is used when a purchase order is issued for a future expenditure. The amount of funds is then committed to vendors for goods or services received or to be received by the City as specified on the City purchase order.

Enterprise Fund Accounting – Accounting used for governmental operations that are financed and operated in a manner similar to a business enterprise.

Estimated Revenue – Is the amount of projected revenue to be collected during the fiscal year.

Expenditure – An outflow of funds spent in accordance with budgeted appropriations on assets, goods or services obtained.

Expense – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges in Enterprise and Internal Service Funds.

Expenditure Categories – The classifications based upon the type of expenditure for goods or services purchased, such as Salaries, Benefits, Services, Supplies/Material, Capital, Debt Service and Grants.

Fiscal Policy – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – The designated 12 month period for budgetary and financial reporting purposes. The fiscal year is from October 1st to September 30th.

Fringe (Employee) Benefits - Benefits provided for employees such as Social Security, workers' compensation, health and life insurance and retirement.

Franchise Fees – Fees levied on identities by a local government for granting the privilege to exclusively operate or use public property. Contracts are approved by City Council in Ordinance form.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Full-time Equivalent Position (FTE) – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be the equivalent to 0.5 of a full-time position.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts recording all assets, related liabilities and fund balance, which are segregated for the purpose of carrying on a specific activities or certain objectives within the guidelines provided for by GASB pronouncements.

Fund Balance – The excess of the entity's assets over its liabilities in each fund is considered to be the Fund Balance.

GAAP – Generally Accepted Accounting Principles are standards used for accounting and reporting for both private industry and governments. Governmental GAAP is currently set by the Governmental Accounting Standards Board.

GASB – Governmental Accountant Standards Board established in 1985 is the current standards-setting board for governmental GAAP.

General Fund – The General Fund is the general operating fund of the City used to account for all financial resources and expenditures of the City that are not accounted for in other funds.

General Government – The UAS manual outline this category as services provided by the legislative and administrative branches for the benefit of the public and other departments. The funds/departments under this

category would be Legislative, City Manager, City Clerk, Finance, Customer Service, Purchasing, Planning & Development, Legal, Building Maintenance, CRA, NECRA, Motorpool, Equipment Replacement, Self Insurance, Equipment Replacement and Other General Government. This category does not include administrative services provided by a specific department in support of services properly included in another major class.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution of an asset (usually cash) from or to another government or organization to support a particular function. Grants are classified as either operational or capital depending upon their purpose.

Infrastructure – The Capitalized improvements that support public activities such as roads, street lighting, stormwater structures, plus water and wastewater lines.

Intergovernmental Revenue – Revenue from other governments, primarily State shared revenue from gasoline, telecommunications and sales taxes plus alcohol licenses and mobile home licenses.

Internal Control – Is the system of controls established by the City to protect its assets from misappropriation and ensure accurate reporting of financial transactions.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Internal Service Funds – Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other governmental unit, or to other governments, on a cost-reimbursement basis.

Investment Earnings – The interest earnings and the net increase (decrease) in the fair Markey value of investments as authorized by the City's Investment Policy.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance.

Mill – One thousandth of a dollar or \$1.00 of tax per \$1,000 of taxable assessed valuation.

Millage Rate – Is the rate of tax to be imposed on the assessed value of real property after exemptions for the computation of property tax revenues.

Miscellaneous Revenue – The account which provides for accumulation of revenues not specifically identified in other categories. This designation includes investment earnings, rents, donations, and insurance proceeds.

Modified Accrual – The basis of accounting according to which revenues are recognized when available and measurable and expenditures are recognized when the underlying liability is incurred.

Operating Budget – The portion of the budget that pertains to the daily operation that provides the basic governmental services.

Operating Expense – Is those costs including expenditures for salaries and wages, benefits, supplies, services, and charges which are necessary to support the primary services of the organization.

Operating Revenue – Funds that the government receives as income to pay for on-going operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Payment in Lieu of Taxes (PILOT) – Payments made by enterprise funds to the General Fund for compensation of tax supported services similar to payments made by private sector entities. The PILOT is based upon the estimated amount that would be paid if a private sector entity would operate the service. The fee covers franchise fees and property taxes.

Permanent Funds – Permanent Funds account for resources that are legally restricted to only earnings, not principal; may be used to support the reporting government's programs for the benefit of the government or its citizens. The City has no permanent funds.

Permits and Fees – Revenue category that includes franchise fees, impact fees building permits, rental licenses, special assessments and any other miscellaneous licenses or fees.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Services – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Physical Environment – The UAS manual outlines this category as services provided for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment. The funds/departments under this category would be Electric, Water & Wastewater, Sanitation, Stormwater, and Cemetery Funds.

Proposed Budget – The recommended and unapproved City budget submitted to the City Council and the public.

Public Safety – The UAS manual outlines this category as services provided for the security and protection of persons and property. The funds/departments under this category would be Police, Police Communications, Fire, Protective Services, a portion of NECRA and the Impact Fee Fund plus the Law Enforcement Fund.

Other Financing Sources – This category includes Transfer In from other City Funds, Debt Proceeds and Extraordinary Gains.

Other Taxes – This category includes revenue from Local Option Gas Tax and Local Business Taxes (formerly Occupational Licenses).

Reserve – An account used to show that a portion of the fund equity is legally restricted for a specific purpose or is not required or available for expenditure in that budget year.

Resources – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Return on Investment (ROI) – Payments made by enterprise as return for the investment made in the fund (Fund Balance). It is calculated based upon the Fund Balance times an interest rate of 4%.

Revenue – Sources of income for financing the operations of government.

Revenue Bonds – Bonds issued pledging future revenues, usually water, wastewater, garbage, or drainage charges to cover debt payments in addition to operating costs.

Rolled-back Rate – The millage rate which, when multiplied times the tax roll, exclusive of new construction added to that tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied the previous year, excluding new construction.

Services – Services includes professional and other contractual services that the City uses to supplement its workforce. These services include legal, medical, engineering, architectural, grant procurement, solid waste hauling, road resurfacing, sludge hauling, etc.

Service Charges or Fees – A general term for any charge levied by the City associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include utility charges, user or program fees, business licenses, fines and special event fees. The amount of the fees is usually established by resolution with an ordinance authorizing the fee.

**CITY OF MOUNT DORA
BUDGET GLOSSARY
2014-15 BUDGET**

Source of Revenue – Revenues are classified according to their source or point of origin.

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources other than major capital projects that are legally restricted to expenditures for specific purposes.

Standard Work Year – 2,080 hours or 260 working days.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tentative Budget – The budget approved after the first public hearing and before the Final Budget adoption.

Tax Roll – The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1st of each year.

Transfers In/Out (Inter-fund Transfers) – The movement of monies between funds in the same governmental entity.

Transportation – The UAS manual outlines this category as services provided for the safe and adequate flow of vehicles,

travelers and pedestrians, while excluding those expenditures for public safety. The funds/departments under this category would be Roads & Streets, Engineering, and a portion of the CRA and Discretionary Sales Tax Funds.

Undesignated Fund Balance – Is the portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Uniform Accounting System (UAS) – The Bureau of Local Government under the State of Florida Department of Financial Services publishes a manual that outlines the accounting structure to be used by all local government. Part of the manual outline expense/expenditure grouping of various functions called categories, as well as revenue categories.

User Fees – The charge for the direct receipt of a public service by the party benefiting from the service.

Utility Service Taxes – Taxes levied by the City on the purchase of utility services within the jurisdiction, in accordance with Chapter 166.231, Florida Statutes. It is also known as the Municipal Public Services Tax.

Working Capital – The year-end balance of current assets less current liabilities in the Enterprise and Internal Service Funds. The unencumbered balance at year-end is available for appropriation in the next year's budget.

**CITY OF MOUNT DORA
BUDGET ACRONYMS
2014-15 BUDGET**

ADA = Americans with Disabilities Act	ICMA = International City/County Management Association
A/C = Air Conditioning Unit	I/S = Internal Service (Charge or Department)
CAFR = Comprehensive Annual Financial Report	IT = Information Technology Department
CDBG = Community Development Block Grant	JPA = Joint Planning Area
CIP = Capital Improvement Program	LCWA = Lake County Water Authority
COLA = Cost of Living Adjustment	LED = Light-emitting Diode
CPI = Consumer Price Index	MLK = Martin Luther King Center
CRA = Community Redevelopment Agency	NECRA = Northeast Community Redevelopment Agency
EMS = Emergency Medical Services	P/T = Part-time
F/T = Full Time	PILOT = Payment in lieu of Taxes
FTE = Full Time Equivalent employee	R&R = Renewal and Replacement
FY = Fiscal Year (October 1st to September 30 th)	ROI = Return on Investment
FYE = Fiscal Year Ending (September 30 th)	ROW = Right-of-way
GAAP = Generally Accepted Accounting Principles	TIF = Tax Increment Financing
GASB = Government Accounting Standards Board	UAS = Florida's Uniform Accounting System
GFOA = Government Finance Officers Association	YTD = Year-to-date
GO = General Obligation (Bonds)	WTPI = Limit Ave. Water Treatment Plant
	WTPII = East Area Water Plant
	WWTP1 = Wastewater Treatment Plant #1
	WWTP2 = Wastewater Treatment Plant # 2