

***CITY OF OCALA, FLORIDA***

***BUDGET IN BRIEF***

***FISCAL YEAR BEGINNING OCTOBER 1, 2002***



***Ocala City Council***

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Michael S. Amsden, President  
Reuben Kent Guinn, Pro-Tem  
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Kyle A. Kay  
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Tamara Haslam, Administrative Chief



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ocala  
Florida**

For the Fiscal Year Beginning

**October 1, 2001**

*Samuel D. Brown*  
President

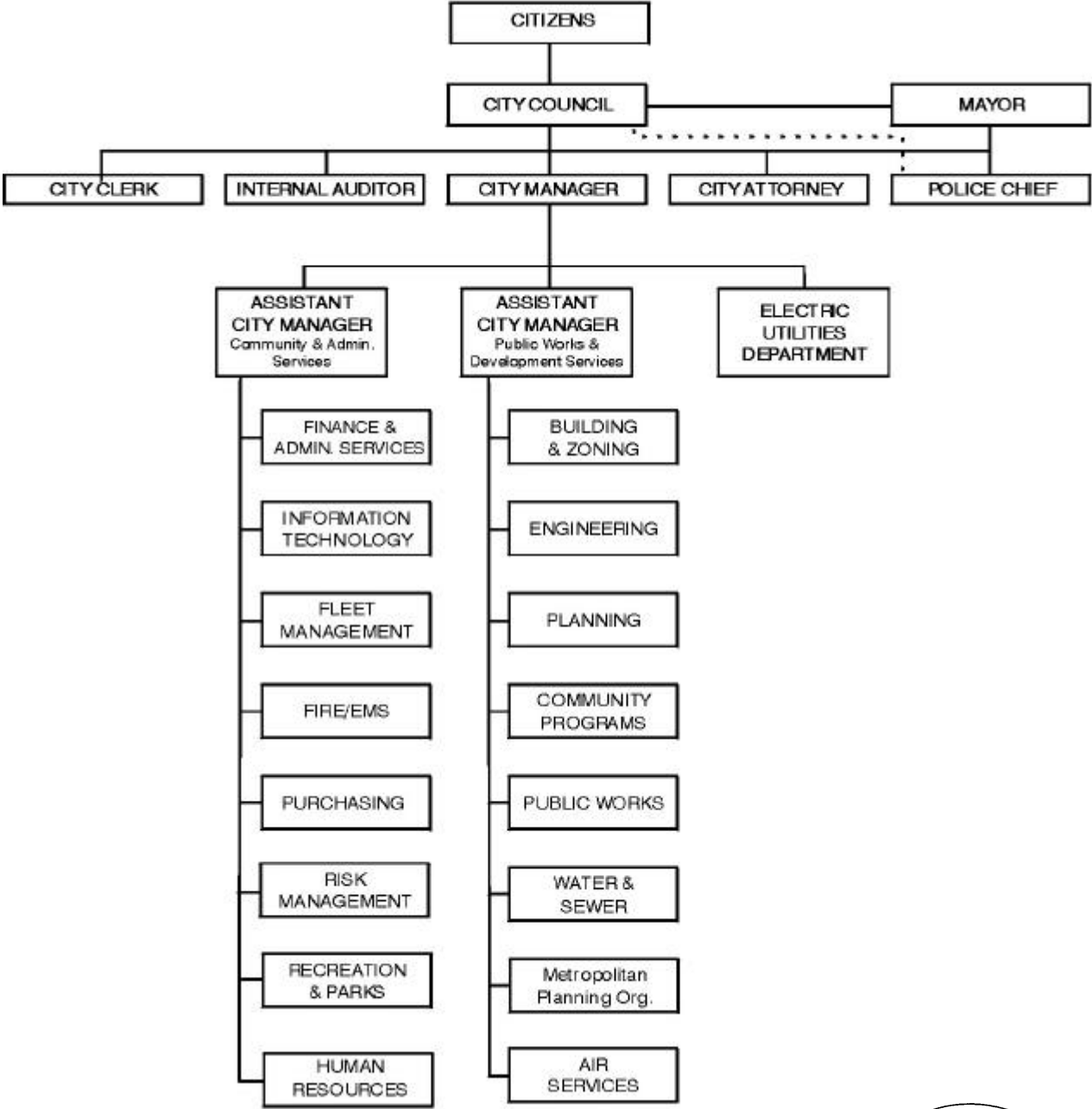
*Jeffrey R. Egan*  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Ocala, Florida for its annual budget for the fiscal year beginning October 1, 2001.

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# CITY OF OCALA Organizational Chart



***CITY OF OCALA***  
***BUDGET IN BRIEF***  
***TABLE OF CONTENTS***

Budget Message..... 1

The Budget as a Policy Document..... 15

The City of Ocala..... 15

The Budget Process..... 17

Fund Overview..... 18

Budgeted Expenditure Highlights..... 20

Budgeted Revenue Highlights..... 21

General Fund Highlights..... 24

Capital Improvement Highlights..... 25

The Total Operating Budget and the Financial Condition..... 25

Personnel..... 27

Investments..... 27

Debt Management..... 28

Budget Calendar..... 29

Total Budget by Department with Funding Sources..... 30

Total Budget Comparison of Sources and Uses..... 32

Budget Staffing Summary..... 33

Summary of Debt Service Requirements to Maturity..... 36

Property Tax Rates and Levies - All Overlapping Governments..... 37

Budget Summary..... 38

Miscellaneous Statistical Data..... 39

List of Ten Largest Taxpayers..... 40

Demographic Statistics..... 41

Year Average - Cost of 1000 KWHs..... 42

New Construction - Units and Value..... 43

Fund Summary..... 45

Glossary..... 71



October 1, 2002

Citizens, Honorable Members of the City Council and Honorable Mayor  
*City of Ocala*  
Ocala, Florida

*I am particularly pleased to present the adopted Fiscal Year 2003 Operating Budget and Capital Improvement Program. The approved appropriation of \$272,815,949 is predominantly a hold-the-line budget that is funded without an increase in the City's property tax millage rate and electric rates. The increase over the current budget is largely attributable to an expanded capital improvement program and a change in our current budget methodology to include debt service.*

*Local governments are being fiscally challenged in all parts of the country. Slow economic growth, tax and expenditure limits, and reduced intergovernmental revenues have generated fiscal crises in many localities. Thus, general budget policy must adapt old programs to meet current priorities within available resources.*

*At the April 2002 budget policy workshop, staff provided Council an overview of the long-term financial trends that were impacting the City. At that time, widespread statistical data was provided that indicated that growth in the General Fund revenue stream had not kept pace with the cost of government. At that time, we were projecting a \$5 million budget deficit in the General Fund. Subsequently, we sharpened our pencils and used some financing innovation to develop a budget with the following salient features:*

- millage and electric rates frozen at the current level;*
- general fund balanced on current revenue;*
- 15 new positions to address increased workload;*
- an enhanced capital improvement program for transportation, general government, and utilities;*
- increased contributions to the City's pension plans;*

- an allowance for pay adjustments consistent with maintaining the City’s competitive position in the employment market; and
- used \$800,000 of current resources freed up by bond financing.

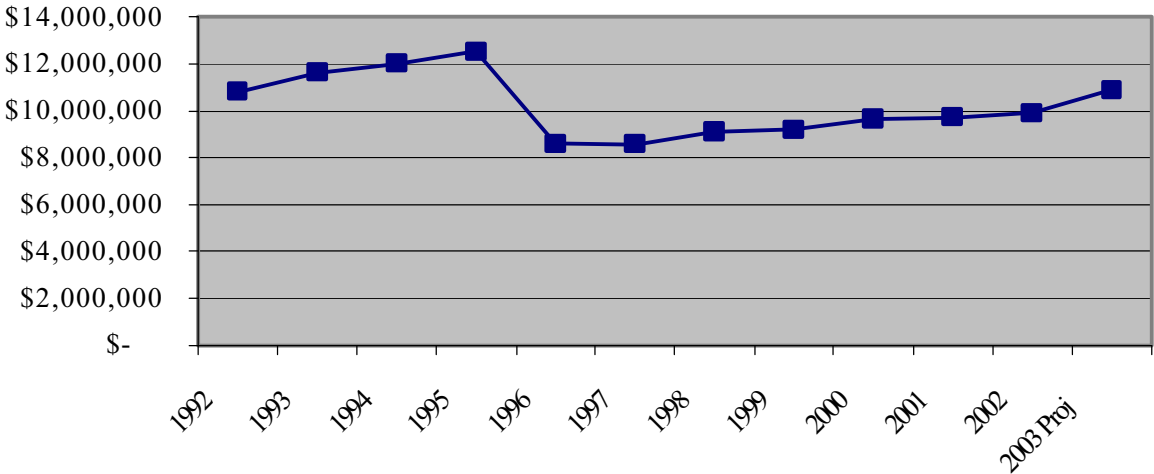
**Trends and Issues**

*Competition and conflict in the budgetary process are not surprising in view of the many different responsibilities, roles, value, preferences, and goals that are wrapped up in budget making. The budget process requires Management and the Council to link long-run financial and strategic planning with the day-to-day operations of the government.*

*Prior to Fiscal Year 1996, it was the general practice of the City government to balance the general fund by unlimited transfers from the City’s Electric Utility. Essentially, there were no constraints on this practice, which threatened the financial health of the utility by compromising the bond rating and the competitiveness of the rate structure. Also of concern was the utility’s ability to operate in a deregulated industry which was on the near horizon at the time.*

*To address this issue, the City adopted a General Fund Electric Transfer Policy in September 1995, which established the parameters of the transfer. The following graph provides a historical perspective of the policy’s implication on the general fund. It should be noted that at the time the policy was enacted, the City also enacted a 10% electric utility tax that helped to offset the impact of a reduced electric transfer.*

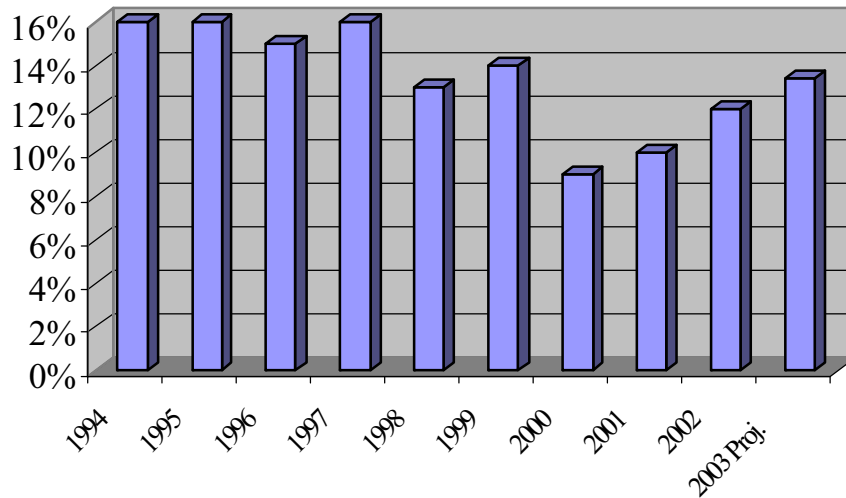
*Electric Utility Transfer*



The graph is also reflective of an increased transfer for Fiscal Year 2003. Most recently, the Council authorized a revision to the transfer policy. This revision will result in approximately \$1.2 million in additional annual revenue. However, the incremental increase will only be about \$500,000 for next year. This is due to the fiscal year 2002 budget being over estimated. The larger transfer will materialize long term.

Since that point in time, to facilitate the general fund's financial needs, the government increased the utilization of the City's general fund balance as a budget-balancing tool. As depicted in the following graph, by Fiscal Year 2000, this practice had depleted the balance to a critically low level. An industry standard for assessing the sufficiency of the balance is a funding level of 15% of general fund expenditures. It is good budget policy to balance budgets on current revenues.

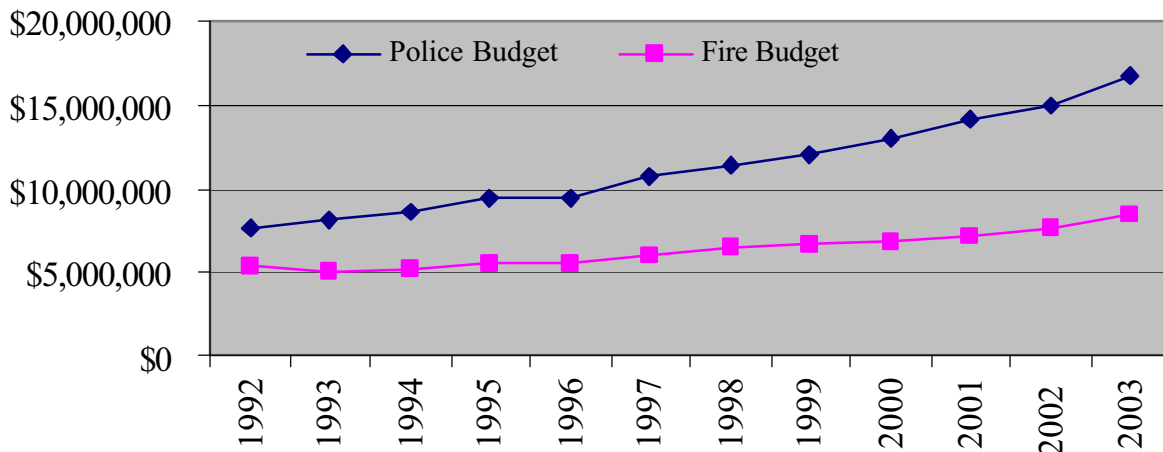
**General Fund Balance as a % of Expenditures**



Notably, these dollars also serve as the City's reserve for unforeseen emergencies and operational insufficiencies. Pursuant to beefing up the balance/reserve, beginning in Fiscal Year 2001, the City embarked upon a policy goal of obtaining a general fund balance of 15% of expenditures in the general fund. The balance will equate to approximately 12% at the end of this fiscal year. Given the projected interest earnings in the fund balance, at the end of next year it should be approximately 13.4%. Essentially, this will be obtained by being very frugal in its use.

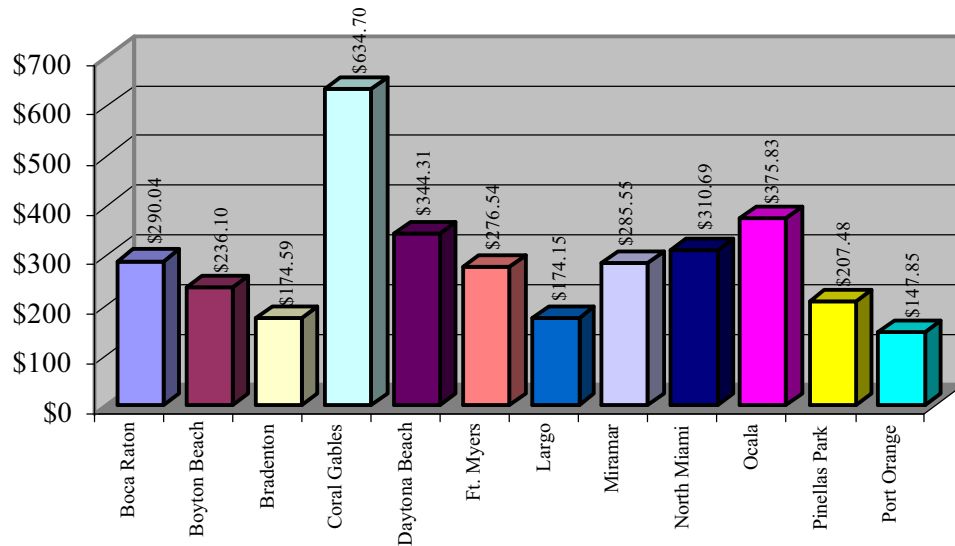
To meet this policy goal has been an ongoing struggle for Council and Management. The community has traditionally expected a very high service level for public safety. The Police and Fire Departments budgets' growth rates have out paced inflation. These budgets have increased 6.2% annually since Fiscal Year 1992 while inflation has been 2.7%. For purposes of illustration, the following graph is provided. These two (2) departments represent 58% of general fund expenditures. The base year's percentage was 53%. As can be gleaned from the graph, the lion's share of the money is allocated to the Police Department. Other general fund expenditures have tracked inflation.

*Police and Fire General Fund Budgets*



Staff conducted a survey of our sister cities with population sizes similar to Ocala to measure the reasonableness of our cost per capita for Police services. A perusal of the graph reflects that we have the highest cost of the cities surveyed with the exception of the City of Coral Gables, which is a very affluent community. Their average household income exceeds \$97,000. The median house value is estimated at \$275,000, and property values have increased nearly 700% since 1970. Ocala's statistics pale in comparison. The Polices' cost per capita would be less if it were calculated using our true service population base of about 120,000 citizens.

## 2003 Proposed Police Budgets Per Capita

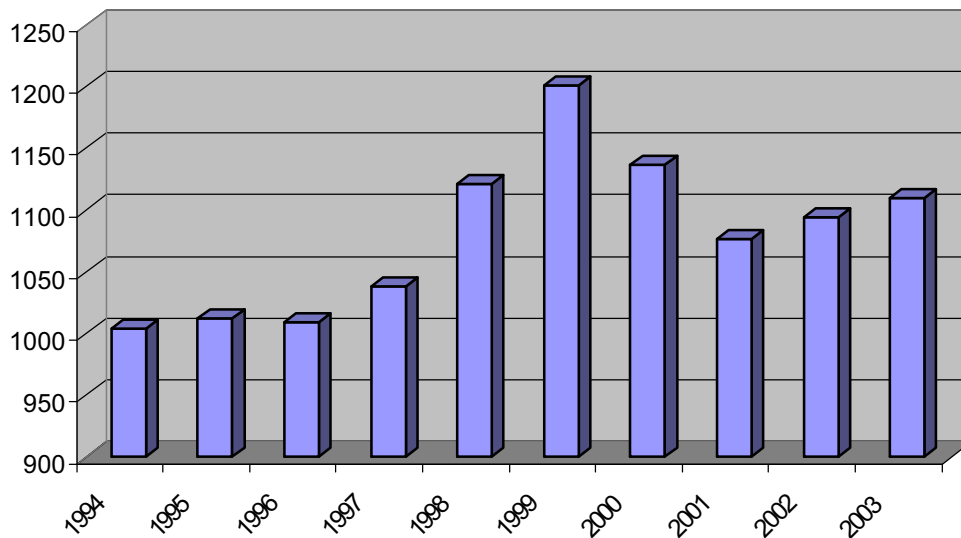


*Notwithstanding the issue of public safety cost, over the past two years, several steps have been taken to address our budgetary challenge of balancing the budget on current revenue. These steps are delineated as follows:*

- 1. Cut \$2.1 million in general fund discretionary expenditures in FY2001. The large majority of these cuts have stayed intact.*
- 2. Revamped the City's vehicle use practices. The number of take home vehicles was reduced by 35.*
- 3. Flattened the organization by eliminating some middle management positions and consolidated certain City services for optimal efficiency.*
- 4. Automated certain utility plant operations with an associated manning reduction of 14.5 positions.*
- 5. Increased the City's millage rate by  $\frac{1}{2}$  mill and dedicated an additional  $\frac{1}{4}$  for Police and Fire services. Allocated  $\frac{1}{8}$  mill for neighborhood enhancements.*
- 6. Enacted a change in the methodology used in collecting telecommunication taxes. For Fiscal Year 2003, this revenue source will increase \$1.3 million over the current budget.*
- 7. In Fiscal Year 2001, we cut 46 positions Citywide. In Fiscal Year 2002, we reinstated eight (8) positions for high priority programs where the workload was unmanageable. The Fiscal Year 2003 budget includes the addition of 15 new positions that will add the capacity to maintain the current service level in exist-*

ing programs and to manage an expanded capital improvement program. More detailed justification is provided later in this letter. The following graph depicts changes in the number of City positions for a ten-year period.

*Position History*



*The Fiscal Year 2003 budget is balanced by changing our methodology for financing the general government capital improvement program. Bond financing will be used as opposed to pay-as-you-go. This will reduce our annual outlay to finance these type of facilities and free up about 90% of the formerly committed revenue to pay for other services. Alternatively, we have taken a portion of the dollars to expand the scope of the capital program to include projects such as new pools, the 800-Megahertz system upgrade, economic development, etc. We also used \$445,733 in internal service fund balance to offset cost in those programs. Fifty percent of this reduction will be reflected in allocations to the general fund.*

*One other issue that has troubled us for some time is health insurance cost. Prior to Fiscal Year 2002, the City had experienced substantial growth in its cost for employee health insurance. The large increases were primarily attributable to costs associated with new medical technology, prescription drugs, and doctor's fees.*

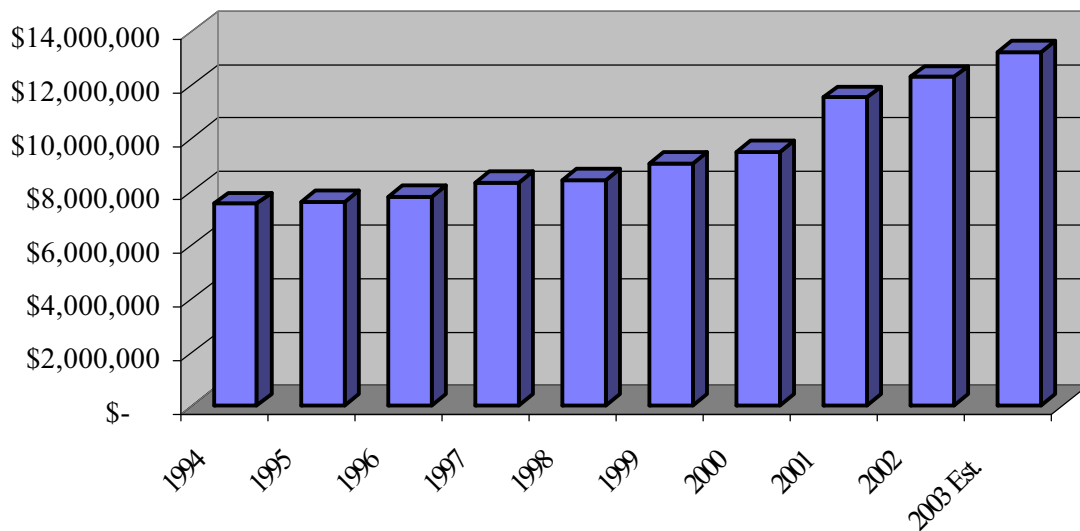
*For Fiscal Year 2001, the increase exceeded 31%. In an effort to mitigate cost increases for health insurance, during Fiscal Year 2001, staff entertained several proposals from insurance providers. This ultimately resulted in the Council authorizing a contract with Blue Cross Blue Shield of Florida. The contract had a 5% increase in cost. This required passing some cost on to our employees. Subsequently, the City has been successful in controlling this cost.*

*Earlier this year, the Risk Manager projected a 13% increase in health insurance cost for next fiscal year. As a result of intense negotiation and due diligence, we have executed a contract with Blue Cross Blue Shield of Florida that has only a 6% increase. We do not anticipate expending all of the health care budget in the current year. Therefore, the health insurance reserve should approximate \$900,000 by year's end. I believe this reserve balance will be sufficient to support the 6% increase when coupled with the operating budget that is frozen at the current service level expenditure base.*

*We will continue our vigilance in managing this crucial cost component of the City's budget in the ensuing year.*

*On a more positive note, general fund revenue has improved principally in the area of ad valorem tax proceeds. The following chart is reflective of those revenues for a ten-year period.*

### *Ad Valorem Revenue*



*For the last two (2) years, this revenue source has increased on average by \$750,000 per year. This is due to an increased millage rate in Fiscal Year 2001 and changes in the tax base that average 7% annually for that period. The tax base has improved in part by way of the City's economic development efforts, annexation, new construction, and reassessments performed by the Property Appraiser. Our intergovernmental revenues have basically remained constant as a function of a stagnated population growth rate of less than 1% annually.*

### ***Department Service Level Highlights***

#### *Police Department*

- Addition of one (1) School Resource Officer position and associated equipment (\$91,561) has been authorized. This position will provide services for Westport High School and the cost will be reimbursed by the Marion County School Board at 100% of cost.*
- \$77,771 is allocated in the budget to support the acquisition of computers and computer related equipment. Computers will be replaced that are beyond their useful life and the money will provide an additional server to increase storage capacity. There is also an allowance for mobile radios (\$29,100) that will be utilized in vehicles. In car video cameras (\$36,500) will be used to document urgent and serious crimes and incidents while in progress. These items will be funded equally from the 1/8 mill that is dedicated for capital equipment and the General Fund.*
- The 800 MHz System is also going to require upgrading this year. Motorola is no longer going to support the system. This system is required for effective communications throughout the City. The amount is \$753,000. \$275,000 was appropriated for this project in fiscal year 2002 and the balance will be funded from the 2002 Capital Improvement Bonds.*

#### *Fire Department*

- Replacement of several mobile radios (\$26,190) and the addition of several new pieces of equipment have been approved. In particular, a Negative Pressure Fit Tester (\$7,900) is required by the department in order to comply with annual testing of self-contained breathing apparatus and respirator masks. This is an OSHA and Florida Statutory requirement. This cost is programmed in the 1/8 mill fund.*
- Additionally, a shelter for hazardous materials decontamination (\$11,400) is funded in an effort to expedite the decontamination of hazardous materials from*

*Fire Department personnel and the general public. This expense will be offset in part from revenue from the hospital.*

- *Addition of one (1) Fire Inspector contemplated in the Five (5) Year Plan.*

#### Engineering Department

- *Addition of three (3) positions have been approved. The CAD Technician I position and associated equipment (\$30,904) will be utilized to add capacity to assist with the completion of the City's GIS program. The Construction Project Inspector and associated cost (\$51,650) will assist in the pavement management and resurfacing programs. A Road Civil Engineer and associated cost (\$90,093) will be utilized to design roadway projects in house, rather than hiring an outside consultant. The majority of the costs for the latter two (2) positions will be capitalized.*
- *Several position upgrades (\$6,726) for the department are approved. This is due to changes in job duties and related responsibilities.*
- *Additional software and training (\$44,300) related to GIS along with some replacement computers (\$18,000) that will upgrade the current systems to improve GIS capability.*
- *The department will manage a \$29.1 million capital program for Fiscal Year 2003.*

#### Public Works Department

- *The addition of one (1) position in the Commercial Sanitation Division has been approved. The Commercial Sanitation Truck Driver position and associated equipment (\$184,755) is needed to provide service to newly annexed areas and increased construction locations. Continued additions and growth in the City have pushed the division to its maximum manpower limits.*

#### Water and Sewer Department

- *Five (5) positions and associated equipment have been added to the Water and Sewer Department. All of these positions are related to WRF #3 coming online this year and are consistent with the department's business plan. The positions are as follows: WRF Manager (\$75,571), two (2) Treatment Plant Operators (\$77,013), Treatment Plant Operator I (\$35,623) and Compliance Monitoring Technician I (\$32,204). With the reduction of six (6) positions in 2002 the net decrease equals one (1) position.*
- *Replacement of several pieces of equipment (\$22,724) that have outlived their useful life along with additional equipment (\$117,181) to facilitate the automa-*

*tion of facilities and to maintain compliance with FDEP regulations are allocated in the budget.*

### Electric Department

- The department will realize three (3) additional positions. An Administrative Specialist II position and associated equipment (\$29,202) will be utilized in the Customer Service Office to provide enhanced administrative support to staff. There is currently only one Administrative Specialist II to provide support to approximately 40 employees. A Meter Service Worker and associated equipment (\$54,159) will be added to enable the utility to more effectively manage its cut on/cut off program. No new positions have been added in this area in 15 years. The Electric Engineer I position and associated equipment (\$52,174) will assume some of the responsibilities of existing staff and allow more time for system planning, training of technicians, and GIS implementation. A Telecommunications Technician position (\$38,385) will be tasked with tracing out and documenting individual fiber routes in addition to leased circuit integration and coordination related to dedicated Internet. New revenue growth will support the cost of this position.*
- \$8,202 is provided to upgrade several positions. This will place positions in Ocala's Electric Utility on par with other similarly situated utilities.*
- There were several pieces of equipment provided for the department. They include additional radios to increase communication within the department (\$21,578) and computers (\$48,312) to replace existing equipment and to make necessary upgrades to handle new GIS software.*
- The Energy Management Division will continue its Builder's Rebate Program (\$24,000) and will begin the Marathon Electric Water Heater Lease program (\$50,000).*
- The Telecommunications Division will construct eighteen new fiber installations at a cost of \$293,000 and \$388,000 is budgeted for infrastructure development along SR-200.*
- \$50,000 is allocated in the budget to retain a consultant to conduct a management study. This study will make recommendations geared toward optimizing the use of departmental resources.*

### Information Technology

- Several position upgrades (\$23,360) will be done in the department. These upgrades are necessary to appropriately compensate employees for changes in job duties and responsibilities pursuant to keeping their positions competitive in the market.*

- *A GIS server and storage area network (\$45,000) as well as GIS software (\$45,000) is included in the budget. This will allow the department to meet the organization's commitment to bring up the Geographical Information System.*
- *\$50,000 is budgeted for a consultant to assist with the development of specifications for the City's Financial Management System. This consultant will facilitate the selection process for the software and the implementation of vendors. Further, the department will finalize the implementation of the Customer Information System that is used by the Electric Utility and bring up the Building and Zoning Information System.*

### **Salary and Fringe Benefits**

*Historically, the City of Ocala has enjoyed the reputation as a fair and equitable employer. Pursuant to maintaining our position in the employment market, the Council in concert with management has worked diligently to implement programs which would recognize exemplary performance. During Fiscal Year 2000, a pay study of all non-union positions was conducted to determine if they were appropriately classified and categorized in the right pay grades. Several of the individuals in these positions received pay adjustments in an effort to align their compensation with the market. Subsequently, all non-union employees received a cost-of-living adjustment at the 3.68% level. Employees were also eligible for up to 5% in merit for that fiscal year. Since that point in time, these employees have received another cost-of-living adjustment (3.6%) and a concomitant 3% merit adjustment contingent upon their performance evaluation. During this same time frame, union members were compensated in accordance with their ratified union agreements. Funding has been included for the estimated cost of the anticipated new three (3) year Police and Fire contracts.*

*For fiscal year 2003, the adopted budget includes a 2% COLA. We usually benchmark this adjustment against the Employment Cost Index, which incidentally is 3.2%. This index is published by the United States Department of Labor's Bureau of Labor Statistics. It measures changes in compensation costs for non-farm private, and state and local government workers.*

*Consequently, the City's respective pension plans (general, police, and fire) are under funded. We currently contribute 6.65% per employee. Based upon actuarial analyses, the under funding is principally due to the markets failing to achieve their expected returns. In an effort to make the plans actuarially sound, the City will increase the level of contribution to each plan by 1.25% per employee. I have determined this to be of greater value than having the COLA mirror the ECI.*

Moreover, it is consistent with our fiduciary responsibility. In the Police and Fire plans, we are proposing that the plan’s participants increase their contribution in addition to the City’s increased contribution. Both unions have agreed to this.

As discussed during City Council workshops, an allocation to support merit adjustments has also been included at the 2% level. The budget also retains the longevity bonuses. I believe this package is fair and competitive in the current market.

### **Budget Workshops**

The budget proposal submitted to City Council during workshops on August 6<sup>th</sup>, 7<sup>th</sup> and 20<sup>th</sup> recommended a \$218,159 transfer to the General Fund balance. In addition, Council was also presented with the unfunded programs listed below along with funding options other than an increase to the millage rate.

#### Unfunded General Fund

	<i>Programmatic Budgetary Cost</i>
<i>Merit Pay (2%)</i>	<i>\$494,000</i>
<i>Landfill Debt Service</i>	<i>\$260,000</i>
<i>Additional Holiday</i>	<i>\$13,250</i>
<i>Implement Revisions in Vacation Policy</i>	<i>\$117,000</i>
<i>Police Equipment</i>	<i>\$148,000</i>
<i>Additional Transfer to General Fund Balance</i>	<i>\$250,000</i>
<i>Implement a Contributory Retirement Plan</i>	<i>\$250,000</i>

Budget reconciliation resulted in an alternative budget. Below is a summary of the most significant changes authorized by the City Council:

- *Added one (1) Fire Inspector position (\$24,235).*
- *Funded \$50,556 of police capital from General Fund instead of designated 1/8 mill.*
- *Deleted one (1) Waste Enforcement Officer position and equipment (\$54,476).*
- *Added Management Study for Ocala Electric Utility (\$50,000).*
- *Added one (1) Telecommunications Technician position (\$38,385).*
- *Added Thermoplastic Striping Machine for Traffic Engineering (\$42,500).*
- *Added \$90,500 to support worthwhile projects with local organizations.*
- *Added Christmas Eve Holiday for employees (\$16,970).*
- *Added merit pay for employees (\$838,865).*

- *Eliminated the \$218,159 contribution to General Fund balance to help support the enhancements mentioned above.*
- *Eliminated the \$100,000 General Fund contingency account to help fund the merit pool.*
- *Allowed for a contribution from the Internal Service Fund to help fund the merit pool (\$230,000).*

## Conclusion

*In closing, I believe the adopted Fiscal Year 2003 budget of \$272.8 million represents a reasonable and prudent approach to the delivery of effective public services. It exercises a continuation of belt-tightening in most operating programs, adequately compensates our employees, and places the infrastructure in place to support the City programs, while being sensitive to high priority needs in the community, as articulated by Council. It also serves to protect the value of our employees' retirement programs.*

*I would like to express my personal thanks to City employees, department heads, as well as staff in the Finance and Administrative Services Department for the considerable number of hours that they spent assisting Council in formulating the budget that has been adopted for Fiscal Year 2003.*

*Respectfully submitted,*

*Susan M. Miller  
City Manager*





**CITY OF OCALA**  
**FISCAL YEAR 2002-2003**  
**ADOPTED BUDGET**

The City of Ocala's adopted budget for the fiscal year 2002-2003 is \$272,815,949. This budget serves as a financial plan for the upcoming year. This plan, along with the mission statement and major goals for the City, gives guidance to departments in their daily operations and provides the citizens of the community with a basic outline of the direction in which the elected officials plan to guide the City.

**THE BUDGET AS A  
POLICY DOCUMENT**

**Mission Statement**

The City of Ocala recognizes and embraces its mission to be the most reliable, responsible and respected provider of quality service and innovative ideas to the citizenry of Ocala now and for the future. We strongly believe our employees, in concert with the citizens, represent a partnership to improve the health, safety, welfare and environment of the community most cost effectively.

**Goals**

During the FY1999 budget process, Council began conducting annual retreats. At the retreat, Council determines their major goals for the City, which, in turn, provide departments with guidance for the upcoming year. The City's major goals, as set by Council during the planning retreat held in February 2002, are:

**Goal 1 – To Maintain Orderly Growth**

- Identify and stage appropriate areas in urban service area for eventual annexation.

**Goal 2 – Increase Public's and Employee's confidence in Policies and Procedures of Council**

- Establish public relations position to share City's "story" with public.
- Build community service centers to co-locate city services.

- Enhance maintenance efforts for cleanliness of facilities and landscaping.

**Goal 3 – Maintain the Viability of the Electric Utility**

- Enhance customer service for development activities.

**Goal 4 – Continue Economic Development Activities**

- Revitalize West Ocala - develop incubator for small business.
- Begin to implement plan for downtown development.
- Continue past efforts for job creation and new and existing industry through Economic Improvement Fund.

**Goal 5 – Continue to Decrease the Crime Rate**

- Increase police presence downtown and throughout the community.

**Goal 6 – Develop and Support Community Programs**

- Build two swimming pools - one on the west side, the other location to be determined.

**Goal 7 – Improve Communication and Cooperation with Other Governmental Bodies**

- Convene a facilitated meeting with all elected bodies in the county to enhance intergovernmental cooperation and communication.

**THE CITY OF OCALA**

**Structure of the Government Body**

The City of Ocala, Florida operates under a Council-Manager form of government. Elected officials include the mayor and five councilmembers. An amendment to the City Charter, as approved in a referendum by the City of Ocala citizenry in November, 1985, provided for special districts. Special districts have been set up to elect 4 councilmembers with the remaining councilmember being elected-at-large.



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

The citywide organizational chart, shown in the front of the budget book, displays the relationships between organizational units of the City government. The Mayor serves as the Chief Officer for the Police Department. The other departments report to the City Manager except for the City Clerk, City Attorney and Internal Auditor, who are appointed by and report directly to City Council. As shown in the organizational chart, there are two Assistant City Managers responsible for the various departments who report to the City Manager.

**City Profile and History**

Florida experienced an early land rush spurred on by the relative peacefulness accompanying the end of Indian hostilities after the Second Seminole War. By act of the territorial legislature, Marion County was formed in 1844. Ft. King became the seat of the new county and, shortly after statehood in 1845, the surrounding community was platted.

Both the county and city grew slowly, based upon a plantation economy of corn, sugar cane, cotton and extensive groves of wild oranges scattered throughout the county. With the development of the citrus industry (1870-95) and the building of railroads after 1879, Marion County experienced its greatest period of development and prosperity, producing more than one-third of Florida's citrus crop until severe freezes destroyed the industry.

Although the financial and business center for the phosphate industry centered near Dunnellon, Ocala was beginning to experience the economic benefits of tourism. The railroads were able to provide safe, more comfortable service from northern cities, and Silver Springs became a winter season stopover.

After World War I, Marion County's economy increasingly became agricultural. Rail shipment of cabbage, beets, potatoes, beans, tomatoes and lettuce initially made vegetable farming profitable. Livestock raising helped to diversify the agricultural base.

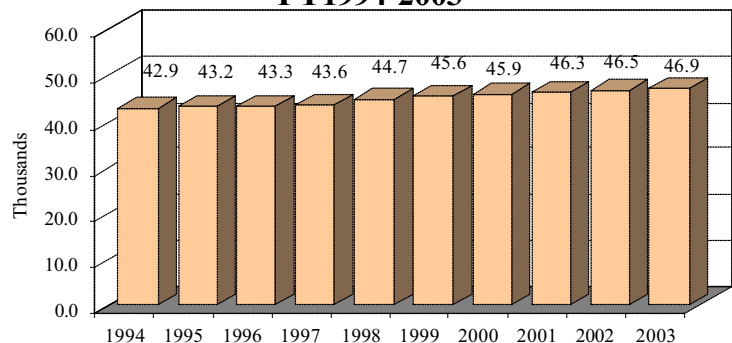
There were hard times during the Great Depression but those who chose to remain to conserve and nurture the land succeeded. From 1930 to 1950, however, Marion County and Ocala changed slowly.

During the decade of the 1950's, the major roads were constructed in and around Ocala and the resulting transportation improvements had an obvious impact upon the City's growth pattern. U.S. 301 and U.S. 441 were connected and U.S. 27 was built during this same period. The City annexed over a square mile and the 1960 census of population for Ocala was 13,598.

Both highway construction and population growth continued into the 1960's. Then Interstate 75 was completed, linking Ocala via the vast federal and state highway network with the Midwest. Tourism became a major economic force while the in-migration of Americans resettling to Florida and seeking inexpensive housing gave impetus to the local mobile home manufacturing industry.

East Ocala was annexed into the City in 1964, tripling the City's area to 16 square miles. By 1970, the population had grown to 22,583. Ten years later, there were 37,170 persons residing in the City which had increased in area to 27 square miles. The 1990 Census listed the population at 42,045 and the total land area was 28.9 square miles. The 2000 Census reported the population at 45,943. The population for 2002 has been estimated at 46,453; total land area was 39.42 square miles. As the chart below indicates, the population has been

**POPULATION ESTIMATES**  
**FY1994-2003**



FY2003 projection assumes a .86% increase



steadily increasing, creating greater demands on the City as a provider of services.

## **THE BUDGET PROCESS**

### **Budgetary Basis and Compliance**

The budgets for the governmental funds are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that encumbrances are treated as expenditures and recorded against budgeted appropriations. This budgetary basis is not always the same as the modified accrual basis of accounting that is used to account for the actual results of operations. Items such as depreciation, compensated absences, loss/gain on inventory/investments are not included in the budget.

The accrual basis of accounting is utilized for the proprietary and fiduciary funds. Under this basis, revenues are recognized in the period incurred. The modified accrual basis of accounting is utilized by the governmental funds. Under this basis, revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. All material revenues of the governmental funds are accrued or deferred, as appropriate. Under the modified accrual basis, expenditures are generally recognized when the liability is incurred with few exceptions. A definition of the governmental, proprietary, and fiduciary funds is provided in the Fund Overview Section of the Executive Summary.

Budgetary control is maintained on an annual allotment basis, based on prior year working capital and revenue projections for the current year. At midyear City department heads are provided the opportunity to reassess their appropriations for the remainder of the year, from which a budget revision is prepared and submitted to the City Council for approval.

Department directors are furnished monthly budget progress reports for the divisions of the City that they are responsible for managing. At any time, department managers and staff have the ability to look at account balances and activity on-line through the City's networked computer system.

### **The Budget Calendar**

An annual budget is prepared for all governmental and proprietary funds that are considered budgetary. Although the budget thought-process is on-going continuously, the official budget process begins in March and ends in September. The formal budget process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources. A work session is held with Council in April to provide them with an overview of upcoming projects, programs, or needs within each department. This work session allows the opportunity for Council to express their thoughts and priorities while providing staff the opportunity to inform Council of both long-term and short-term needs.

During March and April the departments begin to finalize their requests. Departments are encouraged to assess their needs, research costs, and look at innovative changes which can be implemented within their operations. Capital improvement budgets are also included in this process. In finalizing the requests, departments meet with the internal service departments to discuss their requests for personnel (Human Resources), computer needs (Information Technology), and vehicles/gas-powered equipment (Fleet Management). This allows the internal department to gather additional information that is necessary to complete their own budgets and to provide recommendations to City management on the departments' requests. During May and June, the Finance and Administrative Services Department reviews, analyzes, identifies problem areas and makes recommendations to the City Manager, and Assistant City Managers. Revenue estimates, working capital projections, and summary reports are also reviewed to provide City management with an "overall picture." During July, the proposed budget is balanced. City Council sets a tentative millage rate at the end of July in accordance with state statutes. During August, City Council reviews the department budgets during workshops. According to State Statute (TRIM bill), public hearings are held during September to adopt final budgets and millage rates. The City Council adopts the budget by resolution prior



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

to the new fiscal year which begins October 1st. A more detailed calendar can be found on page 29.

**The Budget Book**

This “Executive Summary” will provide a cursory overview of the major funds and general background information on them.

To obtain more information about all budgetary funds included in this budget, a “Fund Summary” section is provided. You will find additional statistical information and a glossary of terms at the end of this executive summary.

Details on the major capital improvement projects for a 5 year period are provided in the section titled “Capital Improvements”.

As an informational guide to operations, the budget is presented by department. The “Department Budgets” section of this book provides an overview of each department, as well as details about the operating divisions. The department summary page will provide a narrative of total operations, revenue highlights, and staffing totals. Following each department summary page will be narrative pages for each division within that department. The division pages will include the function of that division, operating budget information, staffing levels, and the divisions goals and objectives for the coming year. At the division level you will also find workload indicators and any pertinent budgetary highlights. The

chart indicates what proportion of the total budget each department is allocated. See page 30 for a more detailed report on budget total comparisons by department with funding sources for a 3 year period.

**Amending The Budget**

The City Manager is authorized to transfer budgeted amounts within departments and within any fund, however, budget amendments that alter the total expenditures of any fund must be approved by the City Council. The City Council must also approve, through the supplemental appropriations resolution, any increase in fund totals that occur as a result of open project appropriations, encumbrances, and unexpended grant appropriations that will be carried forward. All other appropriations lapse at the end of the fiscal year.

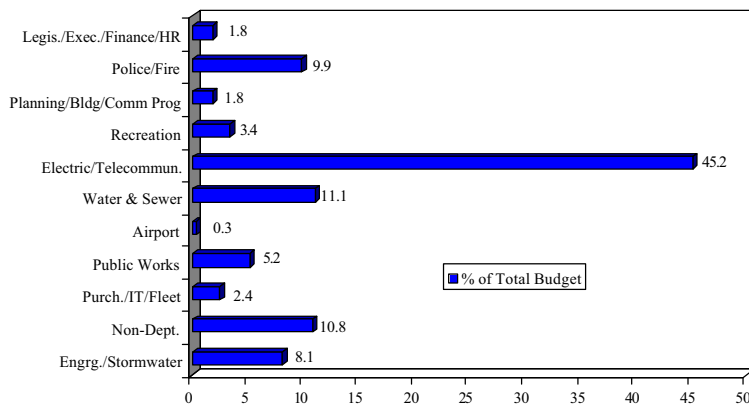
Fund transfers allow for monies to be transferred from one line item to another or from one division to another within the same department and must be authorized by the City Manager and the Finance and Administrative Services Director, provided the total fund budget is not increased. Other than to amend fund budget totals, City Council approval is also needed for new positions, use of budgeted contingency funds and amendments to account for the award of budgetary grants.

**FUND OVERVIEW**

To provide proper accountability for the different kinds of resources, the accounting records of the City are organized on the basis of “funds”. Government resources are allocated to and accounted for individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into eight generic fund types and three broad fund categories: governmental funds, proprietary funds and fiduciary funds.

**Governmental Funds** - Governmental funds include the General, Special Revenue, Debt Service, Capital Projects and

**TOTAL BUDGET BY DEPARTMENT**





Expendable Trust funds. Their reported fund balances are considered a measure of available spendable resources. These funds are maintained on a modified accrual basis of accounting. The following is a description of the governmental funds of the city.

### **General Funds**

The General Funds group includes the general operating fund of the City. General property taxes (except those levied for the Downtown Development commission and those dedicated for capital improvements), franchise taxes, licenses, fines and certain intergovernmental revenues are recorded in this fund. Capital outlay, debt service, intergovernmental and operating expenditures of the administrative, public safety, public works and numerous other department are paid for through this fund. In addition to the operating General Fund there are other budgetary funds in this group. They are the 3/4 Mill Road Improvement Fund, 1/4 Mill-Fire/Police Improvements Fund, Discovery Science and Outdoor Center Fund, 1/8 Mill Neighborhood Enhancement Fund, Utility Tax Fund, Community Development Block Grant Fund, Police Trust and Agency Fund, and Recreation Special Activities Fund.

### **Special Revenue Funds**

Special revenue funds are used to account for the proceeds of specific revenue sources that are legally or administratively restricted to expenditures for specific purposes. Special revenue funds used by the City are: Parking/Parks Enforcement, Downtown Development, Stormwater Utility and Local Gasoline Tax Funds.

### **Debt Service Funds**

Debt service funds are used to account for the accumulation of resources for the payment of principal, interest and related costs of the City's general long term debt not paid from the special assessment fund. Fiscal year 2003 marks the first year that debt service funds are included as part of the formal budget document.

### **Capital Project Funds**

Capital project funds are used to account for resources earmarked for the acquisition and construction of major capital facilities and other project oriented activities not

funded by other operational funds, such as the 2002 Capital Improvement Bonds Fund and the 2002 Gas Tax Bonds Construction Fund.

**Proprietary Funds** - Proprietary funds include enterprise and internal service funds which are measured by the determination of full cost recovery. The generally accepted accounting principles for proprietary funds are those applicable to business in the private sector so these funds are maintained on the accrual basis of accounting. The following is a description of the proprietary funds of the City.

### **Enterprise Funds**

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses and whose costs are paid from user charges or from revenue sources other than general governmental revenue. Enterprise funds used by the City include the Adult Athletic Complex, Ocala International Airport, Municipal Trailer Park, Sanitation, Municipal Golf Courses, Water & Sewer, Electric, and Telecommunications.

### **Internal Service Funds**

The internal service funds account for the operation of departments which exist solely to provide services to other City departments. The various types of services budgeted for in these funds include the employee clinic, facilities maintenance, information technology, records management, purchasing, and fleet management. The revenues of the internal service funds are derived from user fees and allocations charged to City departments. The internal service funds are the Intragovernmental Fund, Fleet Management Fund, Fleet Replacement Fund, and the Risk Management Fund.

**Fiduciary Funds** - Fiduciary (trust) funds account for assets belonging to others which are administered by the City such as the City's Pension Trust Fund. These funds are not included in the formal budget process except for the Community Redevelopment Trust Fund. This fund is further explained on page 22 in the paragraph titled Property Taxes.



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**BUDGETED EXPENDITURE  
 HIGHLIGHTS**

The adopted budget for all funds, including both operating and capital expenditures, is \$272,815,949. This is a 23% increase from the FY2002 adopted budget, and it is a decrease 6.6% from the FY2002 amended budget. The increase over the current budget is largely attributable to an expanded capital improvement program and a change in our current budget methodology to include debt service funds as part of the formal budget process. The expenditures can be viewed in a variety of ways: by fund, by expenditure type (category), and by functional area. The budget by fund is detailed in Section III, Fund Summary, which gives a description of each of the 48 funds and a provides a look at each fund's activity over a 3 year period.

The budget by category shows the amount allocated for salaries & benefits, operating expenses, capital equipment, non-operating items, and transfers. The budget in that format is as follows:

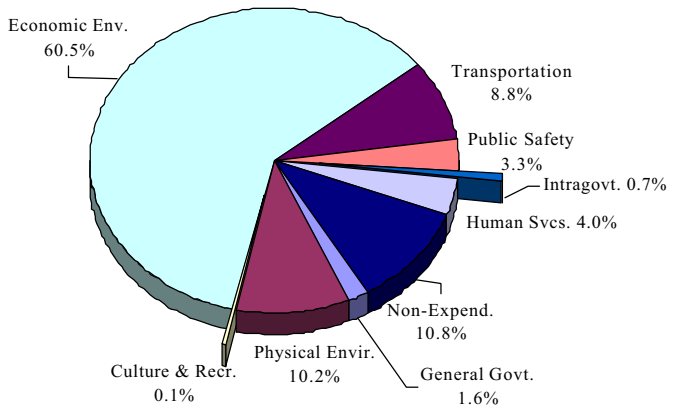
Salaries & Benefits	\$ 53,975,946
Operating Expenses	124,286,778
Capital Outlay	37,936,109
Non-Operating	12,177,273
Transfers	<u>44,439,843</u>
Total	\$ 272,815,949

The budget by functional area outlines the budget according to what type of government activity is being performed across all departments. The budget by functional area is summarized as follows, in dollars and as a percentage of the total budget.

General Govt (1.6%)	\$ 4,287,593
Public Safety (3.3%)	9,113,913
Physical Envir. (10.2%)	27,868,028
Transportation (8.8%)	23,885,817

Economic Envir. (60.5%)	164,950,814
Human Services (4.0%)	11,061,179
Culture & Recr. (0.1%)	187,036
Internal Services (0.7%)	1,870,000
Other-Non Expend. (10.8%)	<u>29,591,569</u>
Total	\$ 272,815,949

**TOTAL FUNCTIONAL AREA  
 EXPENDITURES**



**General Government:** Services in this functional area are provided by the Legislative and Administrative branches of government for the benefit of the public and the governmental body. Included in this category are City Council, City Manager, City Attorney, Human Resources, Risk Management, Finance and Administrative Services, City Clerk, and Internal Auditor.

**Public Safety:** Services in this functional area are provided for the security of persons and properties. Included in this category are Police Department, Fire Department, Building and Zoning, and Emergency Management.

**Physical Environment:** Services in this functional area are provided for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment and resources within the community. Included in this category are Electric Utility Department, Water and Sewer Department, Sanitation, and Stormwater.



**Transportation:** Services in this functional area are provided to offer safe and adequate flow of vehicles, travelers, and pedestrians. Included in this category are Traffic Engineering, capital projects involving road improvements, Public Works Highway & Street Maintenance, Ocala Regional Airport, and the Train Station facility.

**Economic Environment:** Services in this functional area are provided to develop and improve the economic condition of the community and its citizens. Included in this category is an allocation from the 1/8 Mill Neighborhood Enhancement Fund to help disadvantaged individuals in the community tie to the City's water and sewer utilities as well as the Community Development Block Grant (CDBG) assistance offered by the Community Programs Department.

**Human Services:** This functional area provides health and welfare services. This category includes the joint City/County/School Board Substance Abuse Program which is managed by the Community Programs Department.

**Culture & Recreation:** This functional area offers the provision and maintenance of cultural and recreational facilities and activities for the benefit of citizens and visitors. Included in this category is the Recreation & Parks Department.

**Other Non-Expenditures:** This category includes the transfer of monies between funds and any other activities which are not classified as expenditures.

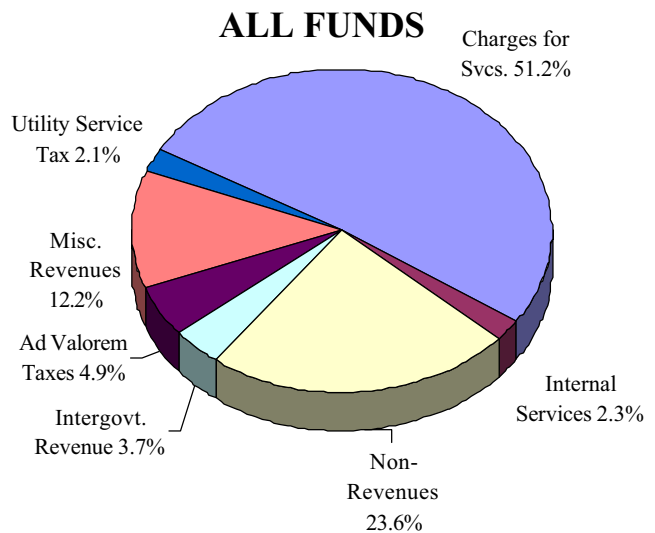
**Internal Services:** This functional area provides goods and services to user departments or agencies within the City of Ocala government operations. Included in this category are Fleet Management, Information Technology, Employee Clinic, Facilities Maintenance, Information & Publications, and Purchasing.

## BUDGETED REVENUE HIGHLIGHTS

The adopted budget is prepared looking at all available resources and utilizing those resources, in the most efficient manner, to ensure that the departments can continue providing services that have been established as priorities for the current fiscal year. Revenues are estimated based on information received from City departments, outside agencies, current rate changes, historical data and trends.

Many citizens believe that government runs mainly from ad valorem property taxes. In the City of Ocala, this is not true. Because a major function of the City is providing services such as electric, water & sewer, and sanitation (garbage service), the major revenue source is "charges for services." As you can see in the following chart, this source is 51.2% of all revenues collected.

### TOTAL PROJECTED REVENUES





**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Enterprise Fund Charges for Services:** This revenue type accounts for a significant portion of the budget's operating revenues. These charges are associated with the operations of three major enterprise fund departments:

Electric	\$ 107,421,490
Water & Sewer	16,371,800
Sanitation	8,005,750
Other	<u>4,284,809</u>
Total	\$ 136,083,849

The City of Ocala's general operations are supported with a revenue structure consisting of several major sources. The Ocala Electric Utility contributes over \$10 million in transfers to other city operations. Ad Valorem taxes, the traditional tax on property owned within the City of Ocala, yields \$13 million. These two sources account for a majority of general operations.

In addition, State Revenue Sharing has shown three-year increases, however a decrease is expected for fiscal year 2003. The local option gas tax has been declining in recent years and revenues such as the 1/2-cent sales tax and gas franchise fees fluctuate from year to year. Many of our state-shared taxes are distributed based on population. This formula basis adversely affects the City of Ocala with little increase in population related to county growth. The methodology for exercising the telecommunications tax was changed. For fiscal year 2003, this revenue source will increase \$1.3 million over the current budget.

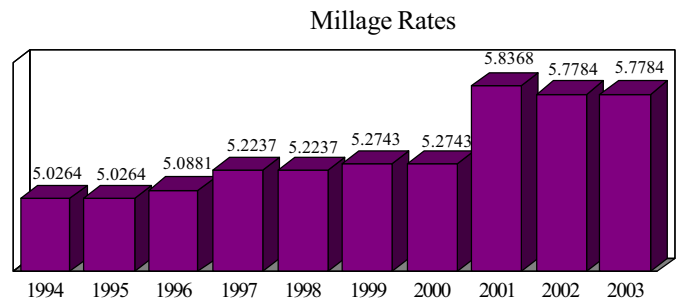
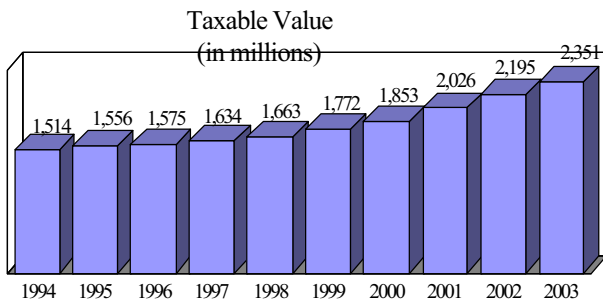
**Property (Ad Valorem) Taxes:** The tax levy of the City is established by City Council. Under Florida law, the assessment of all properties and the collection of all county, municipal, special districts, and school board property taxes are provided by the County's Property Appraiser and Tax Collector. The City is permitted under its charter to levy taxes up to 10 mills of assessed valuation for general government services other than the payment of principal and interest on general long-term debt and in unlimited amount for the payment of principal and interest on long-term debt. Additional taxes assessed for the payment of general long-term issues of the City must be approved by the public. This year the approved tax rate is \$5.7784 per \$1,000 of taxable property which is a 5.07% increase over the rolled-back rate of 5.4996. The city's total taxable property valuation for FY2003 is \$2.35 billion which represents a 7.3% increase over last year's value. The total estimated revenue to be generated from this basic citywide millage rate in FY2003 is \$13,188,531.

In addition to this basic tax levy, the City's downtown area is divided into three special districts and levied a millage rate for each district as follows:

- District A 1.9500 mills
- District B 1.5669 mills
- District C 1.3698 mills

The Downtown Development Commission provides a recommendation for the millage rates to the City Council, who determine and adopt the final rates. The prop-

**AD VALOREM DATA**  
**10 YEAR COMPARISON**  
**FY1994-2003**





**MAJOR REVENUE SOURCES**

	<b>FY00</b>	<b>FY01</b>	<b>% INCR/ DECR</b>	<b>FY02</b>	<b>% INCR/ DECR</b>	<b>FY03</b>	<b>% INCR/ DECR</b>
Electric Utility Tax	5,306,148	5,293,400	-0.2%	5,698,897	7.7%	5,500,000	-3.5%
Electric Utility Transfer	9,649,706	9,714,145	0.7%	9,902,948	1.9%	10,900,000	10.1%
Ad Valorem Taxes (all funds)	9,172,117	11,548,593	25.9%	12,436,198	7.7%	13,332,062	7.2%
Local 1/2-cent Sales Tax	2,744,464	3,034,745	10.6%	2,919,423	-3.8%	3,060,000	4.8%
Local Option Gas Tax	2,833,857	3,214,146	13.4%	3,082,009	-4.1%	2,988,600	-3.0%
State Revenue Sharing	1,099,208	1,355,904	23.4%	1,391,703	2.6%	1,372,000	-1.4%
Communications Services Tax	841,764	2,158,547	156.4%	3,944,615	82.7%	4,146,200	5.1%
Gas Franchise Fees	314,741	523,018	66.2%	321,825	-38.5%	325,000	1.0%

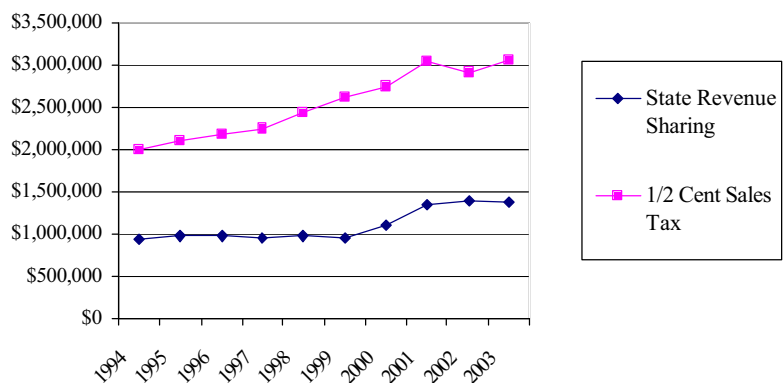
erty tax revenue is used specifically for revitalization. The property values in the downtown area are increasing. All three districts reflect a slight increase in property valuations this year. The increases can be attributed to a major public/private revitalization effort. The total ad valorem revenue anticipated for these three districts is \$50,531.

In FY88, a new program was created called Tax Increment Financing (TIF). The TIF program allows for a tax increment to be set aside in the Community Redevelopment Trust Fund to be utilized for community redevelopment purposes. The increment, to be taken for 30 years, is the City and County property tax on the difference between a base year (1988) and the budget year's property values within a designated area. Due to an expansion of the TIF area approved by City Council in November, 1999 and major revitalization projects within this area, fiscal year 2000 ended a trend of decreasing property values that began in 1992. The property values in the area have continued to increase. The taxable property valuation for FY2003 represents a 3.6% increase over last year which will bring in approximately \$181,668 in revenue.

**State Revenue Sharing (Intergovernmental Revenue):** The State Revenue Sharing Act of 1972 established trust funds for certain State-levied tax monies to be shared with counties and municipalities. The major sources of these funds are intangible personal property taxes. The State formula for distribu-

tion is based upon population and sales tax collections. The City is expected to receive \$1,372,000 in FY2003. These funds will be used for General Fund operations.

**Local Government Half Cent Sales Tax (Intergovernmental Revenue):** The half-cent sales tax is collected by the State and distributed to local governments based on taxable sales within their counties. The proceeds are shared with all cities in the county and the amounts are based on a population formula. This revenue source can be used for municipality-wide programs or it can be pledged for the payment of principal and interest on any capital project. In FY2003, the half-cent sales tax is expected to provide \$3,060,000, which is 4.8% more than FY2002.



**Utility Service Tax:** The utility service tax has two sources; the first is a 10% tax on the purchase of electricity within the City limits and goes directly into the General Fund. The estimated revenue for FY2003 is



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

\$5,500,000. The second source is a 5.0% tax on natural gas. The estimated revenue from this tax is \$247,000.

**Communications Services Tax:** The Communications Services Tax Simplification Law, effective October 1, 2001, was designed to simplify a complex structure of taxes on telecommunications, cable, direct-to-home satellite and related services. The law replaces and consolidates several different state and local taxes with a single tax comprised of two parts: the Florida communications services tax and the local communications services tax. For the City of Ocala the cable franchise fees, telecommunications franchise fees and municipal public service tax on telecommunications were replaced by this law. For fiscal year 2003 the tax rate on communications services is 5.22% and is estimated to bring in \$4,146,200 in revenue. This is a 5.1% increase over fiscal year 2002 collections.

**Non-Revenues:** This revenue category includes all contributions across funds internal to the organization for operating purposes and debt service payments. Some major contributions include transfers from Electric Fund to the General Fund and a transfer from the Electric Reserve Fund to the Electric Operating Fund.

**Miscellaneous Revenues:** This category covers all other revenues not mentioned in the previous categories, and includes such items as Sales & Use Taxes, Interest Income, Franchise Fees, Licenses & Permits, and Working Capital. The amount of working capital brought forward for operating purposes in the FY2003 budget is \$19,569,767. Seventy-five percent of this is attributable to enterprise funds.

**GENERAL FUND HIGHLIGHTS**

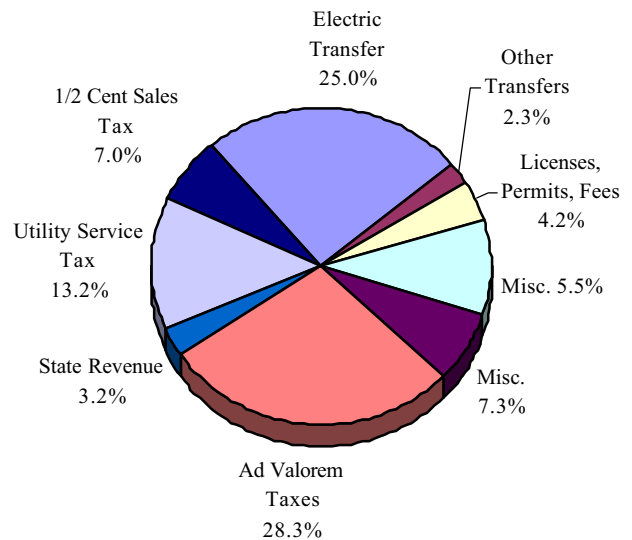
The General Fund is the general operating fund of the City and contains the operating expenditures for services that are citywide in nature. The general services to the community include Police, Fire, Recreation, Engineering, Public Works, Planning, and Building & Zoning. The other internal governmental services provided

for in this fund include the departments of City Manager, Finance and Administrative Services, City Clerk, Internal Auditor, and Human Resources.

The major revenues and expenditures are highlighted in the accompanying charts.

Ad Valorem Taxes (28.3%)	\$12,344,000
State Revenue Sharing (3.2%)	1,372,000
Communications Svc Tax (9.5%)	4,146,200
Electric Transfer (25%)	10,900,000
Water & Sewer Transfer (1.1%)	500,000
Utility Service Tax (13.2%)	5,747,000
1/2 Cent Sales Tax (7.0%)	3,060,000
Licenses & Fees (4.2%)	1,844,150
Other Transfers (1.2%)	504,743
Miscellaneous (7.3%)	<u>3,169,504</u>
<b>Total</b>	<b>\$43,587,597</b>

**MAJOR REVENUE SOURCES  
 GENERAL FUND**



Descriptions for the majority of the categories can be found in the Revenue Highlights Section of the Executive Summary. Another major revenue source for the



General Fund is the **Electric Transfer**. This revenue is a contribution from the Electric Fund and is based on a formula, adopted by Council, that considers previous year's kilowatt hour actual sales and the electric surcharge. This contribution is used to hold down property taxes while tapping a wide user base through electric customers. Included in the miscellaneous category is **Interest Income** of \$721,000.

Technology	1,416,000
Parks & Recreation	1,904,000
Public Safety	131,523
Sidewalks	200,090
Water & Sewer	10,671,322
Non-Operating	<u>270,000</u>
Total Capital Expenditures	\$ 37,128,612

Expenditures in the General Fund are distributed as follows among the operating departments and for other general expenditures that may not be associated with a specific department, such as Debt Service.

Police (38.6%)	\$ 16,814,382
Debt Service (5%)	2,186,383
Recreation (8.8%)	3,819,813
Public Works (5%)	2,172,673
Fire (19.3%)	8,418,485
Engineering (5.3%)	2,312,986
General Govt. (14.2%)	6,182,017
Non-Dept (3.8%)	<u>1,680,858</u>
Total	\$ 43,587,597

**CAPITAL IMPROVEMENT HIGHLIGHTS**

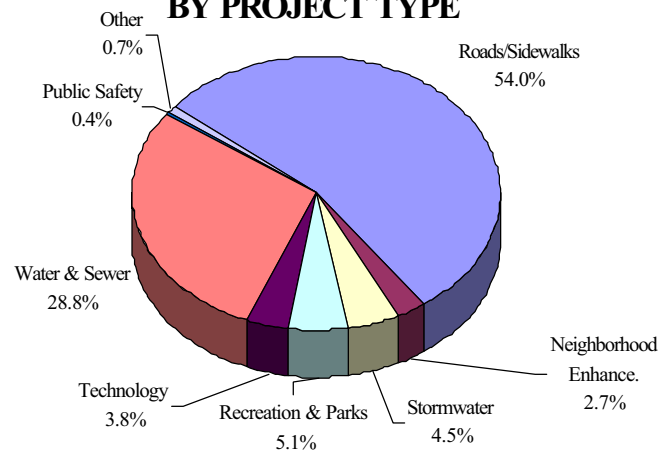
In FY95, a five-year master plan for road projects and water and sewer projects was completed. The master plan includes projects that were outlined in the City's Comprehensive Plan. Most of the transportation-related expenditures are funded by the Local Option Gas Tax Fund and the Optional Gas Tax Revenue Bond Construction Fund.

The capital project funds account for approximately \$37 million of the FY2003 adopted operating budget. The capital portion of the FY2003 budget, by project type, is as follows:

Roads	\$ 19,859,970
Neighborhood Enhancements	1,000,000
Stormwater	1,675,707

Details on the major capital improvement projects for a 5-year period are provided in the "Capital Improvements" section of the budget book.

**CAPITAL IMPROVEMENT BUDGET BY PROJECT TYPE**



**THE TOTAL OPERATING BUDGET AND THE FINANCIAL CONDITION**

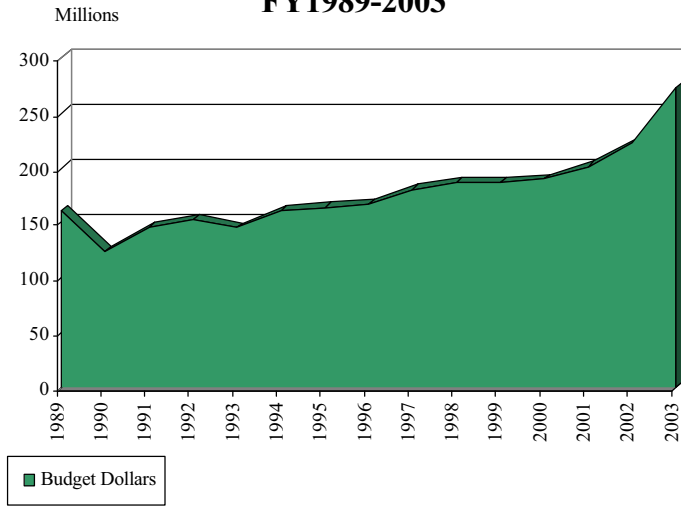
The FY2003 adopted budget stands at a level that is 69% higher than it was 14 years ago. However, one must view this growth in terms of demand for services, shrinking purchasing power of the dollar, and the change in population to determine the actual financial impact on the community. The chart to the right shows the adopted budget over a 14-year period.

The General Fund's financial position indicates the ability to maintain the current service level with minimal adjustments and to maintain adequate reserves. The General Fund has several revenues that have decreased or remained stable in recent years and when combined with



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**TOTAL OPERATING BUDGET**  
**FY1989-2003**



ever-increasing expenditures for insurance, services, etc., the balancing process has become more difficult. In fiscal year 2000, the General Fund balance had been depleted to a level of 9% of expenditures. This balance should be used as a reserve to respond to unforeseen emergencies and deficiencies in the government. Beginning in FY2001, the City made a policy goal to obtain a general fund balance of 15% of expenditures. At the end of fiscal year 2003 it is projected that the General Fund balance will be 13.4% of expenditures.

Several funds including the **Airport Fund and Golf Fund** have experienced difficulty reaching the self-supporting status required of enterprise funds. Business plans were developed for each of these funds outlining a five-year plan for reaching and maintaining a financially viable operation. The plans recommend many needed improvements affecting both revenues and expenditures. The plans will be continually monitored and additional changes implemented as required. For FY2003, the Airport is receiving a \$144,988 subsidy. Once additional t-hangars are put in place and industrial development takes hold, the subsidy should no longer be required. A new rate structure has been developed for Golf, which in conjunction with refurbished greens, will make progress in stabilizing this fund.

Fiscal year 2003 is the third year of implementation of consultant recommendations that will enhance efficiency

and effectiveness of the **Water and Sewer Fund's** operating practices. As a result, the rate of return established by City Council in fiscal year 2001 will continue for FY2003, providing additional revenue for General Fund.

The **Telecommunications Fund** was added in FY1996 to account for the Ocala Electric Utility's venture into broadband communications (fiber optics). The infrastructure for the system is complete, and the department is supplying service to most of the City's departments and several businesses in the community. City Council enacted policy that will eliminate ineffective services so that the fund will be on a full recovery of cost basis. Revenue growth is expected for fiscal year 2003.

During fiscal year 2001 a workshop was conducted with City Council related to long-term planning for the **Electric Fund**. There were several projects identified that are geared toward making the electric system more reliable and efficient. For this fiscal year, \$2.9 million is allocated to support the implementation of some of these projects.

Overall, the City remains in good financial condition as demonstrated by the City's Comprehensive Annual Financial Report. All City operations are conducted within the limits established by budgetary appropriations.

**PROGRAM ANALYSIS**

The City of Ocala has embarked on a program to work with City departments and divisions to determine how productivity can be improved and how their work can be meaningfully measured. The Division of Program Analysis works with the department to gather information from diverse sources, including the workload indicators currently tracked, workflow overviews, budget analysis and forecasts and business processes.

Research is conducted to determine what activities and reports are mandatory – required by law or by contractual agreements. Nationally accepted benchmarks are



studied and a survey tool is developed to determine how peer cities are measuring their effectiveness, what works, what doesn't work, what programs pay for themselves, and what is the return on their investment. Many of the surveyed cities are involved in this same type of analysis. The shared experiences are invaluable in determining how to provide excellent, cost-effective services.

As departments and divisions are studied, agreement is reached on what information should be tracked and reported. For example, Airport benchmarks include T-hanger occupancy rates, rental rates and rental waiting list. The City has begun to accumulate this type of data and will be able to use it to determine Airport efficiency and effectiveness in meeting its goals and objectives.

The Fire Department study clearly defined the service area demographics for each firehouse and forecast the future demands due to growth. A look at peer cities revealed the importance of selecting the right measurements. For example, many fire departments look at fire loss per capita, but a more meaningful measure is the property value preserved per capita. Average response times for fire prevention, fire suppression and emergency medical services are now tracked with the new HTE system, a critical investment that is providing the means to accumulate accurate data to measure efficiency and effectiveness.

In future budget cycles, these reports will present a relevant and timely measure of the level of service provided and the City's costs to deliver those services. Some operational improvements are being made within the course of each study. The process itself engenders better interdepartmental communication, stimulates discussion, and provides a broader view and a keener understanding of how the City conducts business, which breaks down barriers between departments. All of these activities will lead to better operational visibility, allowing the City to be better equipped to identify, diagnose and resolve problems earlier and make more informed decisions based on better measurement of efficiency and effectiveness.

## **PERSONNEL**

The Staffing Summary table, on pages 33-35 of the Executive Summary, lists positions by department. The table shows FY2001 and FY2002 full and part-time positions, the number of new positions requested in the FY2003 budget process and the final staffing level as approved by City Council. These figures include part-time employees as a percentage of 1 full time position. This provides a full-time equivalent total rather than a full-time employee total.

For fiscal year 2003 fifteen new positions were approved for a cumulative cost of \$553,690. The positions added were a police school resource officer, fire inspector/investigator, CAD technician I, construction projects inspector, road civil engineer, commercial sanitation truck driver, compliance monitoring technician I, water reclamation facility manager, two (2) treatment plant operator II's, a treatment plant operator I, telecommunications technician II, administrative specialist II, meter service worker and an electrical engineer I. More detail regarding the rationale for these positions can be found in the City Manger's letter.

## **INVESTMENTS**

Florida Statutes authorize the City to invest in the Local Government Surplus Funds Trust Fund, obligation of the U.S. Government, U.S. Government Instrumentality's, interest bearing time deposits and savings accounts in banks, and loans--provided such deposits are collateralized, mutual funds investing in U.S. Government securities and repurchase agreements fully collateralized by U.S. Government obligations. Effective October 1, 1995, the City adopted its own investment policy which conforms to the provisions of Section 218.415, Florida Statutes. This investment policy also authorizes the City to invest in corporate bonds, bankers acceptances, prime commercial paper, repurchase agreements, collateralized mortgage obligations, yankee securities and eurodollar securities.



The City currently invests in government corporate bonds and the Local Government Surplus Funds Trust Fund. The government corporate bonds are administered by Sawgrass Asset Management, L.L.P. Investments held in these funds consist of U.S. Government and intermediate obligations.

The Local Government Surplus Funds Trust Fund is an investment pool administered by the Florida State Board of Administration. Investments held in the Fund consist of short-term federal agency obligations, treasury bills, repurchase agreements and commercial paper, and bankers' acceptance.

All investment income is recognized as earned and is allocated to participants of the fund based on their equity participation.

## **DEBT MANAGEMENT**

During the course of fiscal year 2001, the City of Ocala hosted a formal presentation for Fitch and discussed with Moody's Investors Service the credit worthiness of the City. The objective of conducting these presentations was to obtain underlying ratings for the City's outstanding debt issues, as well as to obtain an implied rating for what the City would receive if it issued general obligation debt. Both rating agencies gave the City A to AA ratings. Subsequently, the City has issued new debt and refunded some of its outstanding bonds with very favorably interest rates. The City has always been conservative towards debt and has taken every opportunity to refinance existing bonds when interest rates have dropped and a desired savings level was met. This has saved millions of dollars in interest payments over the life of the obligations.

In accordance with Article IX, Section 9.02, of the City of Ocala Charter, the "aggregate amount of general obligation bonds of the City outstanding at any one time shall not be greater than 20% of the assessed valuation of the taxable real and personal property in the

City according to the latest assessment of such properties. The City's current legal debt margin is approximately \$350 million, however, there are no General Obligation Bonds outstanding.

The City's total debt service in FY2003 is \$247,903,612. Nearly 69% of this outstanding debt, or \$170,957,718 was incurred by the Electric Utility and the Water & Sewer enterprise operations to pay for capital expansion and renewal and replacement. The debt service is paid with operating revenues. The other 31%, or \$76,915,894 was incurred for various capital improvements such as roads and buildings, and these debts are serviced by the pledge of non-ad valorem revenues such as gas taxes, sales tax revenues, and state revenue sharing.

The City's external auditors review all bond covenants on an annual basis. They also prepare the annual arbitrage rebate calculations on all of the City's bond issues. If the City earns more on the bond funds while they are invested prior to being expended on bond projects than allowed by the Internal Revenue Service (IRS), then the City must rebate that amount to the IRS. A schedule of debt service requirements is shown on page 36.

## **ADDITIONAL INFORMATION**

On the following pages of the Executive Summary you will find additional statistical data for the City of Ocala and the surrounding community, and additional information about the budget.



<b>FY2003 BUDGET CALENDAR</b>		
<i><b>DATE</b></i>	<i><b>BUDGET MILESTONES</b></i>	<i><b>STATUTORY REQUIREMENT MILESTONES</b></i>
March 11	Distribution of Budget Instructions, forms, access codes, etc.	
March 12 - 15	Individual detailed budget workshops with departments upon request.	
March 12 - April 19	Departments meet with support departments to discuss capital requests: IT (mainframe and PC requests); Human Resources (personnel requests); Fleet (gas-powered vehicles/equipment); Public Works (requests for maintenance to buildings).	
April 19 - 26	Departments submit budget forms and goals to Budget Office.	
April 24	Distribution of Allocations.	
May	Budget Department review of Budget Workbooks.	
June - July	Review of Budget Workbooks by Budget Department, City Manager, and Assistant City Managers. Meet with Departments.	
July 1		Received tentative certification of taxable value from Property Appraiser.
July 23	Adopted tentative millage.	City Council adopted resolution setting tentative millage rate.
July 31		Property Appraiser notified (DR-420's) of tentative millage rate, rolled-back rate and the date, time, and place of the first public hearing.
August 6	Distribution of proposed budget to Council members.	
August 6 - 7, 20	City Council Budget Workshops.	
August 23		Property Appraiser mailed Notice of Proposed Property Taxes (TRIM Notice DR-474's ) to residents.
September 10	Public Hearing - Council Chambers.	First public hearing to set tentative budget and proposed millage rate.
September 20		Notice of Tax Increase and Budget Summary advertisements published.
September 24	Public Hearing - Council Chambers.	Second public hearing to adopt final budget and final millage rate.
September 26		Resolution adopting final millage rate forwarded to Property Appraiser and Tax Collector.
October 3		Received final certification of taxable value (DR-422's ) from Property Appraiser.
October 8	Final millage certification to Property Appraiser.	Completed and certified final millage (DR-422's) and returned copies to Property Appraiser.
October 8	Budget Certification to Department of Revenue.	Submitted certified DR-422's and DR-487 to Department of Revenue.



# CITY OF OCALA

## Fiscal Year 2002-2003 Budget in Brief

### TOTAL BUDGET BY DEPARTMENT WITH FUNDING SOURCES

	<u>Department Total</u>	<u>Dept. Budget By Fund</u>	<u>% of Dept. Budget</u>
<b>Legislative</b>	178,061		
General Fund		178,061	100.0%
<b>Executive</b>	2,460,902		
General Fund		1,580,292	64.2%
Intragovernmental Services Fund		372,091	15.1%
Risk Management Fund		508,519	20.7%
<b>Finance</b>	1,634,503		
General Fund		1,634,503	100.0%
<b>Purchasing</b>	863,035		
Intragovernmental Services Fund		863,035	100.0%
<b>Human Resources</b>	521,513		
General Fund		386,218	74.1%
Intragovernmental Services Fund		135,295	25.9%
<b>Planning</b>	1,015,095		
General Fund		733,095	72.2%
Utility Tax Fund		12,000	1.2%
Local Gasoline Tax Fund		270,000	26.6%
<b>Building</b>	1,695,204		
General Fund		1,476,004	87.1%
Utility Tax Fund		200,000	11.8%
Fleet Replacement Reserve Fund		19,200	1.1%
<b>Police</b>	18,175,695		
General Fund		16,814,382	92.5%
1/4 Mill-Fire/Police Improvements		97,433	0.5%
2002 Capital Improvement Bonds Const.		753,000	4.2%
Intragovernmental Services Fund		138,622	0.8%
Fleet Replacement Reserve Fund		297,624	1.6%
Police Trust and Agency Fund		74,634	0.4%
<b>Fire</b>	8,875,575		
General Fund		8,418,485	94.8%
1/4 Mill-Fire/Police Improvements		34,090	0.4%
Fleet Replacement Reserve Fund		423,000	4.8%
<b>Engineering</b>	20,301,304		
General Fund		2,312,986	11.4%
Utility Tax Fund		18,000	0.1%
Local Gasoline Tax Fund		4,302,778	21.2%
2002 Capital Improvement Bonds Const.		3,564,655	17.6%
2002 Gas Tax Bonds Const.		10,011,967	49.3%
Fleet Replacement Reserve Fund		90,918	0.4%
<b>Recreation</b>	6,490,007		
General Fund		3,819,813	58.9%
Discovery Science & Outdoor Center		171,417	2.6%
Utility Tax Fund		20,000	0.3%
1/8 Mill - Neighborhood Enhance. Fund		134,000	2.1%
2002 Capital Improvement Bonds Const.		1,550,000	23.9%
Adult Athletic Complex Fund		110,432	1.7%
Trailer Park Fund		110,119	1.7%
Fleet Replacement Reserve Fund		84,911	1.3%
Parking/Parks Enforcement Fund		87,897	1.3%
Recreation Special Activities Fund		401,418	6.2%

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**TOTAL BUDGET BY DEPARTMENT  
 WITH FUNDING SOURCES**

	<u>Department Total</u>	<u>Dept. Budget By Fund</u>	<u>% of Dept. Budget</u>
<b>Public Works</b>	14,232,367		
General Fund		2,172,673	15.3%
Stormwater Utility Fund		1,274,703	9.0%
Sanitation Fund		8,603,787	60.4%
Intragovernmental Services Fund		1,530,724	10.7%
Fleet Replacement Reserve Fund		650,480	4.6%
<b>Fleet Management</b>	3,091,693		
Fleet Management Fund		2,877,125	93.1%
Fleet Replacement Reserve Fund		214,568	6.9%
<b>Airport</b>	850,566		
Ocala Regional Airport Fund		850,566	100.0%
<b>Golf</b>	2,747,617		
Golf Fund		2,708,817	98.6%
Fleet Replacement Reserve Fund		38,800	1.4%
<b>Water &amp; Sewer</b>	30,312,010		
Water & Sewer Constr. Fund		9,398,425	31.0%
Water & Sewer Fund		20,775,685	68.5%
Fleet Replacement Reserve Fund		137,900	0.5%
<b>Telecommunications</b>	1,501,274		
Telecommunications Fund		1,484,274	98.9%
Fleet Replacement Reserve Fund		17,000	1.1%
<b>Electric</b>	121,955,366		
Electric Fund		121,315,391	99.5%
Fleet Replacement Reserve Fund		639,975	0.5%
<b>Stormwater Management</b>	1,675,707		
Stormwater Utility Fund		1,675,707	100.0%
<b>Information Technology</b>	2,529,911		
Utility Tax Fund		433,000	17.1%
Information Technology Fund		2,096,911	82.9%
<b>Community Programs</b>	2,116,975		
General Fund		193,844	9.2%
Downtown Development Fund		53,131	2.5%
2002 Capital Improvement Bonds Const.		1,000,000	47.2%
Community Dev. Block Grant Fund		720,000	34.0%
Community Redevelopment Trust Fund		150,000	7.1%
<b>Non-Departmental</b>	29,591,569		
General Fund		3,867,241	13.1%
1/8 Mill-Neighborhood Enhancements		200,000	0.7%
Local Gasoline Tax Fund		2,180,660	7.4%
1995 Capital Improvement Ctf. Sinking		337,054	1.1%
Capital Impv. Ref. Ctf. '93 Sinking		1,343,828	4.5%
1996 Water & Sewer Ref. Rev. Bds. Skg.		1,058,200	3.6%
Water & Sewer Ref. Rev. Bds. 2001 Skg.		3,640,322	12.3%
Electric Ref. Rev. Bds. 2001 Sinking		2,271,906	7.7%
2001 Water & Sewer Rev. Bds. Sinking		1,934,537	6.5%
1995 Water & Sewer Rev. Bds. Sinking		282,230	1.0%
Water & Sewer Ref. Bds. '88 Skg. Res.		380,216	1.3%
2002 Opt. Gas Tax Bonds Sinking		304,645	1.0%
Water Reclam. Facility #3 Construction		1,127,897	3.8%
Water & Sewer Constr. Fund		145,000	0.5%
Intragovernmental Services Fund		230,000	0.8%
Water & Sewer R&R Fund		4,020,833	13.6%
1991 Water & Sewer R&R Fund		2,500,000	8.4%
Economic Improvement Fund		322,000	1.1%
1987 Electric Reserve Fund		3,445,000	11.6%
<b>TOTAL</b>	<u>272,815,949</u>	<u>272,815,949</u>	



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**TOTAL BUDGET**  
**COMPARISON OF SOURCES AND USES**

	<b>FY2001 Actual</b>	<b>FY2002 Revised Budget</b>	<b>FY2003 Adopted Budget</b>	<b>FY2003 % of Total</b>
<b>Revenues</b>				
Ad Valorem Taxes	\$11,548,592	\$12,289,408	\$13,332,062	4.9%
Sales and Use Taxes	3,282,024	2,929,000	3,058,600	1.1%
Franchise Fees	911,727	325,000	325,000	0.1%
Utility Service Tax	7,551,057	5,905,000	5,747,000	2.1%
Communication Service Tax	0	2,844,175	4,146,200	1.5%
Licenses and Permits	1,591,174	1,390,150	1,121,550	0.4%
Intergovernmental Revenue	7,676,448	8,423,635	6,272,319	2.3%
Charges for Service	128,336,716	142,330,734	139,563,597	51.2%
Fines and Forfeits	418,382	384,020	449,520	0.2%
Miscellaneous Revenues	-31,897,191	78,723,725	24,171,955	8.9%
Non-Revenues	86,849,378	27,543,189	64,428,146	23.6%
Internal Services	8,617,172	8,986,481	10,200,000	3.7%
<b>Total</b>	<b>224,885,479</b>	<b>292,074,517</b>	<b>272,815,949</b>	<b>100.0%</b>
<b>Expenditures by Department</b>				
Legislative/Executive	\$2,348,617	\$2,447,449	\$2,638,963	1.0%
Finance	957,095	1,366,017	1,634,503	0.6%
Purchasing	785,607	854,588	863,035	0.3%
Human Resources	406,699	484,934	521,513	0.2%
Planning	756,726	1,033,274	1,015,095	0.4%
Building	1,307,581	1,433,803	1,695,204	0.6%
Police	14,956,492	15,749,924	18,175,695	6.7%
Fire	7,232,286	10,507,263	8,875,575	3.3%
Engineering	7,261,677	17,711,285	20,301,304	7.4%
Recreation	4,050,205	5,786,352	6,490,007	2.4%
Public Works	11,016,670	12,349,521	14,232,367	5.2%
Fleet Management	2,356,134	2,925,573	3,091,693	1.1%
Airport	846,054	901,684	850,566	0.3%
Golf	2,347,887	2,775,078	2,747,617	1.0%
Water & Sewer	52,267,083	59,973,043	30,312,010	11.1%
Telecommunications	582,712	1,059,300	1,501,274	0.6%
Electric	99,237,674	136,774,760	121,955,366	44.7%
Stormwater Management	1,910,340	4,326,232	1,675,707	0.6%
Information Technology	1,774,564	2,408,069	2,529,911	0.9%
Grants	31,269	148,656	0	0.0%
Community Programs	1,426,706	1,775,672	2,116,975	0.8%
Non-Departmental	11,025,401	9,282,040	29,591,569	10.8%
<b>Total</b>	<b>\$224,885,479</b>	<b>\$292,074,517</b>	<b>\$272,815,949</b>	<b>100.0%</b>
<b>Expenditures By Major Category</b>				
Salaries and Benefits	\$44,470,633	\$53,017,083	\$53,975,946	19.8%
Operating Expenses	102,425,171	121,820,386	124,286,778	45.5%
Capital Outlay	7,899,873	80,946,843	37,936,109	13.9%
Non-Operating	1,314,844	1,299,265	12,177,273	4.5%
Transfers	68,774,958	34,990,940	44,439,843	16.3%
<b>Total</b>	<b>\$224,885,479</b>	<b>\$292,074,517</b>	<b>\$272,815,949</b>	<b>100.0%</b>

**CITY OF OCALA**  
Fiscal Year 2002-2003 Budget in Brief



<b>FY2003 BUDGET STAFFING SUMMARY</b>									
Department	FY2001 Restated			FY2002 Restated			FY2003 Adopted		
	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total
<b>Legislative</b>									
City Council - Elected	6	0	6	6	0	6	6	0	6
<b>Total</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>
<b>Executive</b>									
City Manager's Office	5	0	5	5	0	5	5	0	5
City Clerk	5	1.75	6.75	5	1.75	6.75	5	1.75	6.75
Courier Services	1	0	1	1	0	1	1	0	1
Internal Auditor	2	0	2	2	0	2	2	0	2
Public Affairs	0	0	0	0	0	0	2	0	2
Information and Publications	1	0	1	1	0	1	1	0	1
Risk Manger	8	0.75	8.75	8	0.75	8.75	8	1.25	9.25
Risk - City	1	0	1	0	0	0	0	0	0
<b>Total</b>	<b>23</b>	<b>2.5</b>	<b>25.5</b>	<b>22</b>	<b>2.5</b>	<b>24.5</b>	<b>24</b>	<b>3</b>	<b>27</b>
<b>Finance &amp; Admin. Serv.</b>									
Accounting	14	0	14	11	0	11	11	0	11
Budget Management	5	0	5	2	0	2	2	0	2
Program Analysis	0	0	0	2	0	2	2	0	2
Treasury	0	0	0	3	0	3	3	0	3
Administrative Support	0	0	0	3	0	3	3	0	3
<b>Total</b>	<b>19</b>	<b>0</b>	<b>19</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>Purchasing</b>									
Administration	8	0	8	9	0	9	9	0	9
Warehousing	5	0	5	4	0	4	4	0	4
<b>Total</b>	<b>13</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>13</b>
<b>Human Resources</b>									
Administration	4	0.75	4.75	5	0.75	5.75	6	0	6
Employee Clinic	1	0	1	1	0	1	1	0	1
<b>Total</b>	<b>5</b>	<b>0.75</b>	<b>5.75</b>	<b>6</b>	<b>0.75</b>	<b>6.75</b>	<b>7</b>	<b>0</b>	<b>7</b>
<b>Planning</b>									
Administration	10	0	10	10	0	10	10	0	10
<b>Total</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>
<b>Building</b>									
Administration	7	0	7	7	0	7	7	0	7
Zoning	3	0	3	3	0	3	3	0	3
Code Enforcement	4	0	4	4	0	4	4	0	4
Inspections	9	0	9	9	0	9	9	0	9
<b>Total</b>	<b>23</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>23</b>
<b>Police</b>									
Administration	3	0	3	4	0	4	3	0	3
Professional Standards	3	0	3	3	0	3	2	0	2
Information Systems	3	0	3	3	0	3	3	0	3
Resource Development	2	0	2	3	0	3	3	0	3
Community Affairs	1	0.75	1.75	1	0.75	1.75	1	1	2
Admin. Svc. Bureau Mgt.	2	0	2	2	0	2	3	0	3
Employer Services	1	0.75	1.75	2	1	3	2	1	3
Fiscal Management	4	0.75	4.75	4	1	5	2	0	2
Police Records	7	0.75	7.75	6	1	7	6	1	7
Logistics	0	0	0	0	0	0	3	0.75	3.75
Building Management	2	2	4	1	1.75	2.75	1	1.75	2.75
Special Operations	22	0	22	24	0	24	24	0	24
Deputy Chief of Police	4	0	4	4	0	4	2	0	2
Operations Bureau-Distr. 1	33	0	33	40	0	40	39	0	39
Operations Bureau-Distr. 2	42	0	42	41	0	41	40	0	40
Communications	24	0	24	30	0	30	30	0	30
School Crossing Guards	0	4	4	0	3.5	3.5	0	4	4
Drug Task Force	8	0	8	8	0	8	8	0	8



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

<b>FY2003 BUDGET STAFFING SUMMARY</b>									
Department	FY2001 Restated			FY2002 Restated			FY2003 Adopted		
	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total
<b>Police cont.</b>									
Criminal Investigations-Distr. 1	5	0	5	6	0	6	6	0	6
Criminal Investigations-Distr. 2	6	0	6	6	0	6	6	0	6
Criminal Investigations Bureau	11	0	11	11	0	11	14	0	14
Technical Services	11	0.5	11.5	12	1	13	12	1	13
Crime Prevention	3	0	3	3	0	3	3	0	3
Youth Development Services	7	0	7	7	0	7	9	0	9
COPS More	10	0	10	10	0	10	10	0	10
COPS Grant	10	0	10	0	0	0	0	0	0
COPS Grant II	10	0	10	10	0	10	10	0	10
800 MHz Operations & Maint.	1	0	1	1	0	1	1	0	1
<b>Total</b>	<b>235</b>	<b>9.5</b>	<b>244.5</b>	<b>242</b>	<b>10</b>	<b>252</b>	<b>243</b>	<b>10.5</b>	<b>253.5</b>
<b>Fire</b>									
Administration	5	0	5	5	0	5	5	0	5
Fire Suppression	78	0	78	107	0	107	107	0	107
Fire Safety Management	2	0	2	3	0	3	4	0	4
Fire Training	2	0	2	2	0	2	2	0	2
Fire Communications	6	0	6	0	0	0	0	0	0
CFCC Fire Training	2	0	2	2	0	2	2	0	2
Fire Rescue	25	0	25	0	0	0	0	0	0
Public Information/Education	1	0	1	1	0	1	1	0	1
<b>Total</b>	<b>121</b>	<b>0</b>	<b>121</b>	<b>120</b>	<b>0</b>	<b>120</b>	<b>121</b>	<b>0</b>	<b>121</b>
<b>Engineering</b>									
Administration	15	0	15	15	0	15	17	0	17
Traffic Engineering	16	0	16	16	0	16	16	0	16
Engineering Survey	9	0	9	8	0	8	9	0	9
Engineering Utilities	5	0	5	5	0	5	6	0	6
Engineering Inspection	4	0	4	5	0	5	5	0	5
Engineering Drafting	8	0	8	8	0	8	7	0	7
Eng. Road Projects	3	0	3	3	0	3	4	0	4
Eng. W&S Projects	1	0	1	1	0	1	0	0	0
Pavement Mgmt. Systems	0	0	0	0	0	0	1	0	1
<b>Total</b>	<b>61</b>	<b>0</b>	<b>61</b>	<b>61</b>	<b>0</b>	<b>61</b>	<b>65</b>	<b>0</b>	<b>65</b>
<b>Recreation</b>									
Administration	7.25	0	7.25	7	0.25	7.25	7	0.25	7.25
Median Beautification	1	0	1	0	0	0	0	0	0
Parks Maintenance	16.75	0.5	17.25	20.25	0.5	20.75	15.75	0.5	16.25
Parks Amenities	5.25	0	5.25	6.5	0	6.5	0	0.5	0.5
Centers/Aquatics	3.5	2.5	6	7	7.25	14.25	7.5	7.75	15.25
War Memorial Rec. Center	3	0	3	0	0	0	0	0	0
Community Recreation	1.5	0	1.5	0	0	0	0	0	0
Special Programs/Facilities	0	0	0	0.75	0	0.75	0.75	0	0.75
County Summer Recreation	0	0.5	0.5	0	0	0	0	0	0
Beautification	6.25	0.25	6.5	7.5	0.5	8	7	0.5	7.5
Therapeutic Recreation	2.25	2.75	5	0	0	0	0	0	0
Aquatics	0	0	0	0.5	0	0.5	0.5	0.75	1.25
Discovery Science & Outdoor Ctr.	0	0	0	0	3.75	3.75	0	3.75	3.75
Adult Athletic Complex	1.5	0.75	2.25	1.5	0.75	2.25	1.5	0.75	2.25
Municipal Trailer Park	1.75	0	1.75	1	0.75	1.75	1.25	0.75	2
Tennis Courts	1	1.5	2.5	1	1	2	1	1.25	2.25
Parking/Parks Enforcement	1.5	0.5	2	1	0.75	1.75	0.25	1.5	1.75
Special Activities	1	2.5	3.5	1	2	3	1.75	4	5.75
Brick City Park	1	0	1	0	0	0	0	0	0
<b>Total</b>	<b>54.5</b>	<b>11.75</b>	<b>66.25</b>	<b>55</b>	<b>17.5</b>	<b>72.5</b>	<b>44.25</b>	<b>22.25</b>	<b>66.5</b>
<b>Public Works</b>									
Administration	8	0	8	4.75	0	4.75	4.5	0	4.5
Highway & Street Maint.	27	0	27	27	0	27	30.25	0	30.25
Stormwater Maintenance	16	0	16	17	0	17	17.25	0	17.25
Commercial Sanitation	16	0	16	16.5	0	16.5	17.5	0	17.5
Residential Sanitation	63	0	63	63.5	0	63.5	63.25	0	63.25
Facilities Maintenance	11	0	11	12.25	0	12.25	15.25	0	15.25
<b>Total</b>	<b>141</b>	<b>0</b>	<b>141</b>	<b>141</b>	<b>0</b>	<b>141</b>	<b>148</b>	<b>0</b>	<b>148</b>

**CITY OF OCALA**  
Fiscal Year 2002-2003 Budget in Brief



<b>FY2003 BUDGET STAFFING SUMMARY</b>									
Department	FY2001 Restated			FY2002 Restated			FY2003 Adopted		
	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total	Full-Time	Part-Time	FTE Total
<b>Fleet Management</b>									
Administration	4	0	4	4	0	4	4	0	4
Fleet Stores	4	0	4	4	0	4	3	0	3
Heavy Truck/Equip. Shop	12	0	12	12	0	12	12	0	12
Light Vehicle Shop	8	0	8	8	0	8	9	0	9
Small Equipment Shop	1	0	1	1	0	1	2	0	2
Golf Equipment Maintenance	3	0	3	3	0	3	2	0	2
<b>Total</b>	<b>32</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>0</b>	<b>32</b>
<b>Airport</b>									
Jim Taylor Field	4	0.5	4.5	4	0.5	4.5	5	0	5
<b>Total</b>	<b>4</b>	<b>0.5</b>	<b>4.5</b>	<b>4</b>	<b>0.5</b>	<b>4.5</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Golf</b>									
Muny Clubhouse	4.75	0.5	5.25	2	6.75	8.75	2	6.75	8.75
Pine Oaks Golf Course	7.75	2	9.75	8	2.5	10.5	8	2.5	10.5
Pine Oaks Clubhouse	2	4.5	6.5	2.25	7.25	9.5	2.25	7.25	9.5
Muny Golf Course Maintenance	8	1	9	8	1.5	9.5	8	1.5	9.5
Muny Driving Range	0	1	1	0	0	0	0	0	0
Pine Oaks Irrigation	1	0	1	0	0	0	0	0	0
<b>Total</b>	<b>23.5</b>	<b>9</b>	<b>32.5</b>	<b>20.25</b>	<b>18</b>	<b>38.25</b>	<b>20.25</b>	<b>18</b>	<b>38.25</b>
<b>Water and Sewer</b>									
Administration	5	0	5	5	0	5	6	0.5	6.5
Central Lines Maintenance	22	0	22	22	0	22	19	0	19
Water Distr. Plant #1	6	0	6	6	0	6	7	0	7
Central Maintenance Services	16	0	16	16	0	16	16	0	16
Water Reclamation Fac. #1	7	0	7	7	0	7	6	0	6
Water Reclamation Fac. #2	7	0	7	7	0	7	8	0	8
Industrial Wastewater Monitoring	5	0	5	5	0	5	5	0	5
<b>Total</b>	<b>68</b>	<b>0</b>	<b>68</b>	<b>68</b>	<b>0</b>	<b>68</b>	<b>67</b>	<b>0.5</b>	<b>67.5</b>
<b>Telecommunications</b>									
Telecommunications	5	0	5	5	0	5	6	0	6
<b>Total</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>6</b>
<b>Electric</b>									
Administration	8	0	8	8	0	8	8	0	8
Customer Services	39	0.75	39.75	40	0.75	40.75	41	1.25	42.25
Electric Distribution	63	0	63	63	0	63	63	0	63
Energy Mgmt Services	7	0	7	7	0	7	7	0	7
Electric Meter Shop	14	0	14	14	0	14	15	0	15
Electric Substations	16	0	16	16	0	16	16	0	16
Electric Engineering	19	0	19	19	0	19	20	0	20
<b>Total</b>	<b>166</b>	<b>0.75</b>	<b>166.75</b>	<b>167</b>	<b>0.75</b>	<b>167.75</b>	<b>170</b>	<b>1.25</b>	<b>171.25</b>
<b>Stormwater Management</b>									
Administration	7	0	7	7	0	7	6	0	6
<b>Total</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>6</b>
<b>Information Technology</b>									
Information Technology	18	0.75	18.75	18	0.75	18.75	18	0.75	18.75
<b>Total</b>	<b>18</b>	<b>0.75</b>	<b>18.75</b>	<b>18</b>	<b>0.75</b>	<b>18.75</b>	<b>18</b>	<b>0.75</b>	<b>18.75</b>
<b>Community Programs</b>									
Substance Abuse Coord.	2	0	2	2	0	2	2	0	2
Downtown Development	0.75	0	0.75	0.75	0	0.75	0.75	0	0.75
Community Dev. Block Grant	4	0	4	4	0	4	4	0	4
<b>Total</b>	<b>6.75</b>	<b>0</b>	<b>6.75</b>	<b>6.75</b>	<b>0</b>	<b>6.75</b>	<b>6.75</b>	<b>0</b>	<b>6.75</b>
<b>CITY TOTAL</b>	<b>1,041.75</b>	<b>35.50</b>	<b>1,077.25</b>	<b>1,048.00</b>	<b>50.75</b>	<b>1,098.75</b>	<b>1,056.25</b>	<b>56.25</b>	<b>1,112.50</b>
See narrative on page 27 for additional information.									



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**CITY OF OCALA, FLORIDA**  
**SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY**  
**BEGINNING FY2002-2003**

FISCAL YEAR	NON SELF-SUPPORTING		SELF-SUPPORTING		TOTAL PRINCIPAL AND INTEREST
	CAPITAL IMPROVEMENT REVENUE AND REFUNDING CERTIFICATES	OPTIONAL GAS TAX REFUNDING AND IMPROVEMENT REVENUE BONDS	ELECTRIC SYSTEM REFUNDING REVENUE BONDS	WATER & SEWER REVENUE AND REFUNDING BONDS	
2003	\$1,961,757	\$298,966	\$2,271,406	\$6,908,189	\$11,440,318
2004	2,697,150	1,865,388	2,299,387	7,041,045	13,902,970
2005	2,703,809	1,875,575	2,294,219	7,041,039	13,914,642
2006	2,707,915	1,876,575	2,296,613	7,048,875	13,929,978
2007	2,699,057	1,871,762	2,293,053	7,039,200	13,903,072
2008	2,701,372	1,874,262	0	7,026,553	11,602,187
2009	2,699,284	1,868,493	0	7,023,188	11,590,965
2010	2,698,012	1,867,722	0	7,021,428	11,587,162
2011	2,696,471	1,866,910	0	7,019,132	11,582,513
2012	2,694,636	1,861,622	0	7,014,887	11,571,145
2013	3,073,881	3,928,228	0	7,011,839	14,013,948
2014	3,068,450	0	0	7,002,484	10,070,934
2015	3,069,425	0	0	6,991,236	10,060,661
2016	3,066,569	0	0	6,987,139	10,053,708
2017	3,062,594	0	0	3,847,187	6,909,781
Future	14,290,009	0	0	57,479,619	71,769,628
<b>TOTAL</b>	<b>\$55,890,391</b>	<b>\$21,055,503</b>	<b>\$11,454,678</b>	<b>\$159,503,040</b>	<b>\$247,903,612</b>

NOTE: There are no outstanding general obligation bonds.

Non self-supporting debt refers to those bond issues which are supported from specific revenue sources other than property taxes or enterprise earnings. Examples would include pledges of gas taxes, sales tax revenues, state revenue sharing or other non ad valorem revenues.

Self-supporting debt refers to the bonds of the City's enterprise operations which generate sufficient revenues to satisfy their own debt service needs.



**PROPERTY TAX RATES AND LEVIES  
 ALL OVERLAPPING GOVERNMENTS  
 LAST TEN FISCAL YEARS**

**Millage Rates**

<b>Fiscal Year</b>	<b>City</b>	<b>County</b>	<b>School Board</b>	<b>Water Mgmt District (1)</b>	<b>Total</b>
1994	5.0264	6.1000	9.5810	0.4700	21.1774
1995	5.0264	5.7400	9.8800	0.4820	21.1284
1996	5.0881	5.4000	9.7480	0.5525	20.7886
1997	5.2237	5.7100	9.9920	0.4820	21.4077
1998	5.2237	6.2200	10.5850	0.4820	22.5107
1999	5.2743	6.1500	10.6240	0.4820	22.5303
2000	5.2743	6.1500	9.8320	0.4820	21.7383
2001	5.8368	6.1800	9.6560	0.4720	22.1448
2002	5.7784	6.0600	9.5000	0.4620	21.8004
2003	5.7784	6.0400	9.4360	0.4620	21.7164

Note: City residents pay the Basic Operating Millage for both the City (5.7784) and the County (6.0400) in addition to the millage rates for the School Board and the Water Management District.

**Tax Levies**

<b>Fiscal Year</b>	<b>City</b>	<b>County</b>	<b>School Board</b>	<b>Water Mgmt District (1)</b>	<b>Total</b>
1994	7,682,460	9,323,374	14,643,811	718,358	32,368,003
1995	7,823,068	8,933,712	15,377,191	750,183	32,884,154
1996	8,012,878	8,504,089	15,351,456	759,069	32,627,492
1997	8,535,855	9,330,500	16,327,558	787,618	34,981,531
1998	8,684,568	10,340,949	17,597,901	801,340	37,424,758
1999	9,344,406	10,895,872	18,822,397	853,953	39,916,628
2000	9,773,715	11,396,459	18,219,510	893,186	40,282,870
2001	11,827,112	12,522,539	19,565,960	956,414	44,872,025
2002	12,682,659	13,300,726	20,850,973	1,014,016	47,848,374
2003	13,586,574	14,201,666	22,186,577	1,086,286	51,061,104

Note: The tax levies for overlapping governments reflect each government's millage applied to the total taxable valuation within the City's corporate boundaries using a 100% collection rate.

(1) This column represents the St. John's Water Management District although a small portion of the City limits fall under a different district.



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**BUDGET SUMMARY**  
**CITY OF OCALA - FISCAL YEAR 2002-2003**

	GENERAL FUNDS	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	DEBT SERVICE FUNDS	CAPITAL IMPROVEMENT FUNDS	TRUST AND AGENCY FUND	TOTAL BUDGET
<b>CASH BALANCES</b>								
<b><u>BROUGHT FORWARD</u></b>	\$860,438	\$3,282,920	\$14,697,301	\$728,888	\$220	\$0	\$0	\$19,569,767
<b><u>ESTIMATED REVENUES:</u></b>								
TAXES: Millage per \$1,000								
AD VALOREM 5.7784	\$13,188,531	\$50,531	\$0	\$0	\$0	\$0	\$93,000	\$13,332,062
Sales and Use Taxes	70,000	2,988,600	0	0	0	0	0	3,058,600
Franchise Fees	325,000	0	0	0	0	0	0	325,000
Utility Service Tax	5,747,000	0	0	0	0	0	0	5,747,000
Communication Service Tax	4,146,200	0	0	0	0	0	0	4,146,200
Licenses and Permits	1,119,650	0	1,900	0	0	0	0	1,121,550
Intergovernmental Revenue	5,667,988	350,000	5,000	249,331	0	0	0	6,272,319
Charges For Service	1,223,938	2,255,810	136,083,849	0	0	0	0	139,563,597
Fines and Forfeits	404,500	6,720	38,300	0	0	0	0	449,520
Miscellaneous Revenues	665,789	875,328	5,347,847	176,353	(2,731,461)	300,000	(31,668)	4,602,188
Non-Revenues	12,684,555	34,967	20,744,029	12,126	14,284,179	16,579,622	88,668	64,428,146
Internal Services	0	0	0	10,200,000	0	0	0	10,200,000
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$45,243,151</b>	<b>\$6,561,956</b>	<b>\$162,220,925</b>	<b>\$10,637,810</b>	<b>\$11,552,718</b>	<b>\$16,879,622</b>	<b>\$150,000</b>	<b>\$253,246,182</b>
<b>TOTAL ESTIMATED REVENUES AND BALANCES</b>	<b>\$46,103,589</b>	<b>\$9,844,876</b>	<b>\$176,918,226</b>	<b>\$11,366,698</b>	<b>\$11,552,938</b>	<b>\$16,879,622</b>	<b>\$150,000</b>	<b>\$272,815,949</b>
<b><u>EXPENDITURES/EXPENSES:</u></b>								
General Government	\$11,345,238	\$53,131	\$0	\$738,519	\$2,061,098	\$1,000,000	\$150,000	\$15,347,986
Public Safety	27,115,028	0	0	0	0	0	0	27,115,028
Physical Environment	0	2,950,410	172,788,292	0	9,187,195	0	0	184,925,897
Transportation	1,809,770	6,753,438	850,566	0	304,645	13,576,622	0	23,295,041
Economic Environment	720,000	0	0	0	0	0	0	720,000
Human Services	133,905	0	0	0	0	0	0	133,905
Culture/Recreation	4,546,648	87,897	2,929,368	0	0	1,550,000	0	9,113,913
Internal Service	433,000	0	0	10,628,179	0	753,000	0	11,814,179
<b>TOTAL EXPENDITURES</b>	<b>\$46,103,589</b>	<b>\$9,844,876</b>	<b>\$176,568,226</b>	<b>\$11,366,698</b>	<b>\$11,552,938</b>	<b>\$16,879,622</b>	<b>\$150,000</b>	<b>\$272,465,949</b>
Reserves	0	0	350,000	0	0	0	0	350,000
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$46,103,589</b>	<b>\$9,844,876</b>	<b>\$176,918,226</b>	<b>\$11,366,698</b>	<b>\$11,552,938</b>	<b>\$16,879,622</b>	<b>\$150,000</b>	<b>\$272,815,949</b>



**MISCELLANEOUS STATISTICAL DATA**

Date of Incorporation	February 4, 1869
City Charter Adopted	January 28, 1885
Form of Government	Council/Manager
Area of City	39.42 square miles
2002 Estimated Population	46,453
<b>Fire Protection:</b>	
Stations	5
Employees - Sworn	115
Employees - Civilian	5
Fire & Rescue Response Time (Minutes)	4
<b>Police Protection:</b>	
Stations	5
Employees - Sworn	157
Employees - Civilian	88
Vehicular Patrol Units - Marked Vehicles	106
Unmarked Vehicles	63
Motorcycles	5
<b>Recreation:</b>	
Land Area (Acres)	731
Activity Centers	7
Pools	2
Playgrounds	17
<b>Electric:</b>	
Customers	47,096
KWH Sales	1,239,248,927
KVA Peak Demand	294,000
Miles of Line	996
Substations	19
<b>Parking:</b>	
Municipal Parking Lots	8
Number of Meters	93
Number of Reserved Parking Spaces	384
<b>Engineering:</b>	
Streets - Paved (miles)	286.34
Streets - Unpaved (miles)	9.72
Sidewalks (miles)	61.56
Bikepaths (miles)	25.47
<b>Sewer:</b>	
Storm (miles)	72.28
Sanitary (miles)	299.24
Force Main (miles)	71.8
Lift Stations	98
Water Lines (miles)	335.99



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**LIST OF TEN LARGEST TAXPAYERS  
 2002 TAX ROLL**

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Taxable Valuation</u>	<u>% of Total Taxable Valuation</u>	<u>Est. City Tax Bill (1)(2)</u>
1. K-Mart Corporation	Department Store/Distr. Cntr	\$65,174,901	2.77%	\$376,607
2. Sprint-Florida, Inc.	Telephone Communications	56,335,511	2.40%	325,529
3. Clairson International	Manufacturer	33,534,475	1.43%	193,776
4. Paddock Mall Associates	Regional Shopping Center	26,963,622	1.15%	155,807
5. Marion Community Hospital	General Hospital Care	26,854,765	1.14%	155,178
6. Wal-Mart	Department Store	17,920,727	0.76%	103,553
7. Carlton Arms of Ocala	Apartment Complex	15,597,813	0.66%	90,130
8. Gray Lumber Company (Tuscany Apartments)	Apartment Complex	12,634,035	0.54%	73,005
9. C.C. Ocala Joint Venture (Gaitway Plaza)	Local Shopping Center	11,089,933	0.47%	64,082
10. Mid-America Apartments	Apartment Complex	9,073,041	0.38%	52,428
Total - Top Ten		275,178,823	11.70%	1,590,095
Other Taxpayers		2,076,090,456	88.30%	11,996,481
Total - City Of Ocala		<u>\$2,351,269,279</u>	<u>100.00%</u>	<u>13,586,576</u>

(1) City of Ocala taxpayers pay City, County, School Board and certain water district levies. The City levy only is shown here.

(2) Excludes property tax levies of the Downtown Development Districts.



**DEMOGRAPHIC STATISTICS**  
**OCALA AREA**

**POPULATION**

<u>YEAR</u>	<u>CITY OF OCALA</u>	<u>MARION COUNTY</u>
1991	41,918	200,314
1992	41,863	206,642
1993	42,400	213,328
1994	42,920	217,862
1995	43,207	219,200
1996	43,332	229,260
1997	43,630	237,204
1998	44,718	242,357
1999	45,585	249,433
2000	45,943	258,900
2001	46,288	264,277
2002	46,453	271,096

Source: City of Ocala Planning Department, Marion County Planning Department, United States 1990 and 2000 Census and 2002 Florida Statistical Abstract, Bureau of Economic and Business Research, University of Florida, Gainesville.

**POPULATION PROJECTIONS\***

<u>YEAR</u>	<u>MARION COUNTY</u>	<u>STATE OF FLORIDA</u>
2000	258,900	15,982,400
2010	316,700	18,866,700
2015	346,600	20,314,500
2020	377,500	21,792,600

Source: 2002 Florida Statistical Abstract, Bureau of Economic and Business Research, University of Florida, Gainesville.

**% POPULATION BY AGE GROUP\***

<u>AGE</u>	<u>MARION COUNTY</u>	<u>STATE OF FLORIDA</u>
	<u>2001</u>	<u>2001</u>
00-14	17.4%	18.9%
15-24	10.5%	12.4%
25-44	23.1%	28.0%
45-64	24.4%	23.2%
65+	24.6%	17.5%

Source: 2002 Florida Statistical Abstract, Bureau of Economic and Business Research, University of Florida, Gainesville.

\*Figures are not maintained for individual cities within Marion County.



**CITY OF OCALA**

*Fiscal Year 2002-2003 Budget in Brief*

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**MONTHLY AVERAGE  
COST OF 1000 KWHs  
IN THE OCALA AREA**

<u>YEAR</u>	<u>OCALA</u>	<u>FL. POWER</u>	<u>CLAY</u>	<u>SUMTER</u>
1989	77.45	66.72	88.20	92.00
1990	76.43	70.83	85.81	91.56
1991	78.70	72.03	85.24	91.35
1992	79.60	70.73	83.37	90.85
1993	80.44	75.60	82.48	89.69
1994	81.06	80.33	82.40	89.95
1995	82.35	83.24	81.85	88.95
1996	75.19	82.70	76.69	86.95
1997	77.75	82.80	75.30	85.70
1998	77.84	83.14	74.86	80.60
1999	77.93	82.96	71.95	79.75
2000	78.05	82.66	72.05	78.85
2001	84.57	87.33	77.52	84.45
2002	82.68	86.36	74.83	85.95



**NEW CONSTRUCTION - UNITS AND VALUE  
 LAST TEN FISCAL YEARS**

<u>Fiscal Year</u>	<u>Commercial Construction</u>		<u>Residential Construction (1)</u>	
	<u># of Units</u>	<u>Value</u>	<u># of Units</u>	<u>Value</u>
1993	35	9,475,119	96	8,105,884
1994	70	38,309,231	112	10,159,393
1995	72	32,579,580	119	8,439,036
1996	63	18,567,025	121	9,314,269
1997	77	45,343,588	119	10,547,982
1998	60	21,826,358	143	14,338,086
1999	102	37,504,355	149	16,918,284
2000	76	44,932,744	207	22,497,308
2001	73	83,284,180	200	24,970,219
2002	101	33,542,912	131	15,819,218

(1) Obtained from records maintained by the City of Ocala Building Department.



NOTES

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**CITY OF OCALA**  
**Fiscal Year 2002-2003**  
**FUND SUMMARY**  
**Comparison of Sources and Uses by Fund**

Fund # : 001  
 Fund Type: General  
 Fund Description:

**GENERAL FUND**

The General Fund is the principal fund of the City and accounts for the receipt of resources that are traditionally associated with local government and that are not required to be accounted for in another fund. Major revenue sources for this fund include ad valorem taxes, utility service taxes on electric sales, and a contribution from the Electric Fund which is also based on electric sales.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 9,358,549	\$ 10,400,082	\$ 12,344,000	18.7%
Utility Taxes	7,451,947	5,665,000	5,747,000	1.4%
Communications Service Taxes	-	2,844,175	4,146,200	45.8%
Franchise Fees	911,727	325,000	325,000	0.0%
Licenses and Permits	1,099,287	1,388,550	1,119,650	-19.4%
Intergovernmental	5,472,653	5,118,921	4,815,988	-5.9%
Charges for Services	1,020,796	974,585	790,476	-18.9%
Fines and Forfeitures	385,083	334,000	399,500	19.6%
Interest/Miscellaneous	981,097	781,287	1,020,572	30.6%
Other Taxes	67,878	65,000	70,000	7.7%
Working Capital	-	782,949	137,948	-82.4%
Contributions	11,484,069	12,922,556	12,671,263	-1.9%
Total Revenues	<u>\$ 38,233,086</u>	<u>\$ 41,602,105</u>	<u>\$ 43,587,597</u>	<u>4.8%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Legislative	\$ 134,641	\$ 185,095	\$ 178,061	-3.8%
Executive	1,428,071	1,385,048	1,580,292	14.1%
Finance	957,095	1,366,017	1,634,503	19.7%
Human Resources	311,876	359,750	386,218	7.4%
Planning	601,486	660,466	733,095	11.0%
Building & Zoning	1,307,581	1,401,620	1,476,004	5.3%
Police	14,638,045	15,266,522	16,814,382	10.1%
Fire	7,130,405	9,008,650	8,418,485	-6.6%
Engineering	2,235,446	2,509,227	2,312,986	-7.8%
Recreation & Parks	3,131,650	3,701,057	3,819,813	3.2%
Public Works	1,687,313	1,761,461	2,172,673	23.3%
Grants	31,269	148,656	-	-100.0%
Community Programs	559,310	537,484	193,844	-63.9%
Non-Departmental	1,481,629	3,311,052	3,867,241	16.8%
Total Expenditures	<u>\$ 35,635,817</u>	<u>\$ 41,602,105</u>	<u>\$ 43,587,597</u>	<u>4.8%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 091  
 Fund Type: General  
 Fund Description:

***3/4 MILL ROAD IMPROVEMENTS FUND***

In 1987, City Council voted to add one mill to be used for specific purposes. This fund accounts for 3/4 of that mill designated for road and other transportation related improvements.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 1,430,556	\$ 1,553,128	\$ -	-100.0%
Utility Taxes	99,110	240,000	-	-100.0%
Interest/Misc.	349,994	2,016,637	-	-100.0%
Working Capital	-	782,949	-	-100.0%
<b>Total Revenues</b>	<b>\$ 1,879,660</b>	<b>\$ 4,592,714</b>	<b>\$ -</b>	<b>-100.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Engineering	\$ 1,892,231	\$ 4,492,714	\$ -	-100.0%
Non-Departmental	100,000	100,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,992,231</b>	<b>\$ 4,592,714</b>	<b>\$ -</b>	<b>-100.0%</b>

Fund # : 092  
 Fund Type: General  
 Fund Description:

***1/4 MILL POLICE/FIRE IMPROVEMENTS FUND***

In 1987, City Council voted to add one mill to be used for specific purposes. This fund accounts for 1/4 of that mill designated for the enhancement of police and fire services, each receiving 1/8th.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 476,852	\$ -	\$ 563,021	100.0%
Interest/Misc.	113,544	-	70,000	100.0%
Working Capital	-	1,100,000	(501,498)	-145.6%
<b>Total Revenues</b>	<b>\$ 590,396</b>	<b>\$ 1,100,000</b>	<b>\$ 131,523</b>	<b>-88.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Police	\$ -	\$ -	\$ 97,433	100.0%
Fire	-	1,100,000	34,090	-96.9%
Non-Departmental	438,902	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 438,902</b>	<b>\$ 1,100,000</b>	<b>\$ 131,523</b>	<b>-88.0%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 095  
 Fund Type: General  
 Fund Description:

***DISCOVERY SCIENCE & OUTDOOR CENTER FUND***

This fund accounts for the operation of the Discovery Science and Outdoor Center. The center is located in Brick City Park which provides for an outdoor classroom to be utilized by various groups. Revenues are derived from program fees and contributions.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovernmental	\$ 47,239	\$ 25,000	\$ 25,000	0.0%
Charges for Services	\$ 55,382	\$ 110,350	\$ 111,500	1.0%
Interest/Misc.	9,121	25,000	39,250	57.0%
Working Capital	-	(518)	(6,042)	1066.4%
Contributions	-	-	1,709	100.0%
Total Revenues	<u>\$ 111,742</u>	<u>\$ 159,832</u>	<u>\$ 171,417</u>	<u>7.2%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 120,973	\$ 159,832	\$ 171,417	7.2%
Total Expenditures	<u>\$ 120,973</u>	<u>\$ 159,832</u>	<u>\$ 171,417</u>	<u>7.2%</u>

Fund # : 102  
 Fund Type: General  
 Fund Description:

***UTILITY TAX FUND***

This fund originally accounted for the City's utility tax on phone service. However, in fiscal year 2001 these funds were allocated to the General Fund and the projects formerly funded from this source were funded from a deobligated bond construction fund reserve. Once these funds have been depleted, a new source for these capital improvements will need to be addressed.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Telecommunications Tax	\$ -	\$ -	\$ -	0.0%
Interest/Misc.	51,674	-	-	0.0%
Working Capital	-	361,507	683,000	88.9%
Contributions	1,723,192	800,000	-	-100.0%
Total Revenues	<u>\$ 1,774,866</u>	<u>\$ 1,161,507</u>	<u>\$ 683,000</u>	<u>-41.2%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Planning	\$ -	\$ -	\$ 12,000	100.0%
Building & Zoning	-	-	200,000	100.0%
Engineering	-	-	18,000	100.0%
Recreation	187,400	687,507	20,000	-97.1%
Information Technology	-	-	433,000	100.0%
Non-Departmental	474,000	474,000	-	-100.0%
Total Expenditures	<u>\$ 661,400</u>	<u>\$ 1,161,507</u>	<u>\$ 683,000</u>	<u>-41.2%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 103  
 Fund Type: General  
 Fund Description:

**NEIGHBORHOOD ENHANCEMENTS FUND**

1/8 of a mill in property tax has been designated to support neighborhood enhancements as approved by the City Council.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 238,426	\$ 258,855	\$ 281,510	8.8%
Interest/Misc.	\$ 16,217	\$ 8,000	\$ 13,000	62.5%
Working Capital	\$ -	\$ 151,145	\$ 39,490	-73.9%
<b>Total Revenues</b>	<b>\$ 254,643</b>	<b>\$ 418,000</b>	<b>\$ 334,000</b>	<b>-20.1%</b>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation & Parks	\$ -	\$ 300,000	\$ 134,000	-55.3%
Community Programs	\$ -	\$ 118,000	\$ -	-100.0%
Non-Departmental	-	-	200,000	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 418,000</b>	<b>\$ 334,000</b>	<b>-20.1%</b>

Fund # : 109  
 Fund Type: Special Revenue  
 Fund Description:

**LOCAL GASOLINE TAX FUND**

In 1983, the State authorized counties to impose a local option gas tax of up to four cents on every gallon of motor fuel and special fuel sold in the County. The State, in 1985, allowed counties to impose an additional fifth and sixth cent. The Marion County Board of Commissioners has imposed a sixth cent local option gas tax to end on August 31,2013. This fund accounts for the 23.5% of County proceeds which the City receives.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Gas Tax	\$ 3,214,146	\$ 2,864,000	\$ 2,988,600	4.4%
Intergovt Revenue	1,003,046	1,837,000	-	-100.0%
Interest/Misc.	864,573	481,000	564,000	17.3%
Working Capital	-	6,699,423	3,167,838	-52.7%
Contributions	644,177	555,300	33,000	-94.1%
<b>Total Revenues</b>	<b>\$ 5,725,942</b>	<b>\$ 12,436,723</b>	<b>\$ 6,753,438</b>	<b>-45.7%</b>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Planning	\$ 155,240	\$ 372,808	\$ 270,000	-27.6%
Engineering	3,134,000	10,603,117	4,302,778	-59.4%
Public Works	110,673	2,811	-	-100.0%
Non-Departmental	1,321,346	1,457,987	2,180,660	49.6%
<b>Total Expenditures</b>	<b>\$ 4,721,259</b>	<b>\$ 12,436,723</b>	<b>\$ 6,753,438</b>	<b>-45.7%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 111

***DOWNTOWN DEVELOPMENT FUND***

Fund Type: Special Revenue

Fund Description:

This fund accounts for the property taxes of three special independent districts and the costs to promote and revitalize the downtown area.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 44,191	\$ 48,858	\$ 50,531	3.4%
Interest/Misc.	2,371	2,000	2,000	0.0%
Working Capital	-	(9,799)	502	-105.1%
Contributions	-	-	98	100.0%
Total Revenues	<u>\$ 46,562</u>	<u>\$ 41,059</u>	<u>\$ 53,131</u>	<u>29.4%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Community Programs	\$ 43,922	\$ 41,059	\$ 53,131	29.4%
Total Expenditures	<u>\$ 43,922</u>	<u>\$ 41,059</u>	<u>\$ 53,131</u>	<u>29.4%</u>

Fund # : 158

***STORMWATER UTILITY FUND***

Fund Type: Special Revenue

Fund Description:

In 1988, this fund was created to ensure that the City disposes of water run-off in a manner that complies with State and Federal guidelines, protects the purity of the aquifer and prevents the city from being hit with the type of flooding that has occurred in the past Ocala was one of the first cities in Florida to create a stormwater management utility.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovernmental	\$ -	\$ -	\$ 350,000	100.0%
Charges for Service	2,069,686	2,119,000	2,182,000	3.0%
Interest/Miscellaneous	497,794	366,000	302,000	-17.5%
Working Capital	-	2,949,741	114,580	-96.1%
Contributions	80	-	1,830	100.0%
Total Revenues	<u>\$ 2,567,560</u>	<u>\$ 5,434,741</u>	<u>\$ 2,950,410</u>	<u>-45.7%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Public Works	\$ 955,737	\$ 1,108,509	\$ 1,274,703	15.0%
Stormwater Management	1,910,340	4,326,232	1,675,707	-61.3%
Total Expenditures	<u>\$ 2,866,077</u>	<u>\$ 5,434,741</u>	<u>\$ 2,950,410</u>	<u>-45.7%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 260  
 Fund Type: Debt Service  
 Fund Description:

**1995 CAPITAL IMPROV. REVENUE CERTIF. SINKING**

This fund is used for the payment of principal, interest and related costs of the Capital Improvement Revenue Certificates, Series 1995.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 3,600	100.0%
Contributions	-	-	336,584	100.0%
Working Capital	-	-	(3,130)	100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 337,054</b>	<b>100.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 337,054	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 337,054</b>	<b>100.0%</b>

Fund # : 261  
 Fund Type: Debt Service  
 Fund Description:

**CAPITAL IMPV. REFUNDING REVENUE CERTIF. '93 SINKING**

This fund is used for the payment of principal, interest and related costs of the Capital Improvement Refunding Revenue Certificates, Series 1993.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 11,300	100.0%
Contributions	-	-	1,342,028	100.0%
Working Capital	-	-	(9,500)	100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,343,828</b>	<b>100.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 1,343,828	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,343,828</b>	<b>100.0%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 262                    **1996 WATER & SEWER REFUNDING REVENUE BONDS SINKING**

Fund Type: Debt Service

Fund Description:

This fund is used for the payment of principal, interest and related costs of the Water and Sewer Refunding Revenue Bonds, Series 1996.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 4,500	100.0%
Contributions	-	-	1,064,150	100.0%
Working Capital	-	-	(10,450)	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,058,200</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 1,058,200	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,058,200</u>	<u>100.0%</u>

Fund # : 263                    **WATER & SEWER REF. REVENUE BONDS SERIES 2001 SKG.**

Fund Type: Debt Service

Fund Description:

This fund is used for the payment of principal, interest and related costs of the Water and Sewer Refunding Revenue Bonds, Series 2001 A.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 1,000	100.0%
Contributions	-	-	3,817,723	100.0%
Working Capital	-	-	(178,401)	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,640,322</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 3,640,322	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,640,322</u>	<u>100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

Fiscal Year 2002-2003  
 FUND SUMMARY

Fund # : 264                                    ***ELECTRIC SYS. REFUND. REVENUE BONDS SER. 2001 SKG.***

Fund Type: Debt Service

Fund Description:

This fund is used for the payment of principal, interest and related costs of the Electric System Refunding Revenue Bonds, Series 2001.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 500	100.0%
Contributions	-	-	2,332,456	100.0%
Working Capital	-	-	(61,050)	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,271,906</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 2,271,906	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,271,906</u>	<u>100.0%</u>

Fund # : 266                                    ***2001 WATER & SEWER REVENUE BONDS SINKING FUND***

Fund Type: Debt Service

Fund Description:

This fund is used for the payment of principal, interest and related costs of the Water and Sewer Revenue Bonds, Series 2001.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 1,000	100.0%
Contributions	-	-	1,933,538	100.0%
Working Capital	-	-	(1)	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,934,537</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 1,934,537	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,934,537</u>	<u>100.0%</u>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 267  
 Fund Type: Debt Service  
 Fund Description:

**1995 WATER & SEWER REVENUE BONDS SINKING**

This fund is used for the payment of principal, interest and related costs of the Water and Sewer Revenue Bonds, Series 1995.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 600	100.0%
Contributions	-	-	281,410	100.0%
Working Capital	-	-	220	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 282,230</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 282,230	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 282,230</u>	<u>100.0%</u>

Fund # : 276  
 Fund Type: Debt Service  
 Fund Description:

**2002 CAPITAL IMPROV. REVENUE BONDS SINKING**

This fund is used for the payment of principal, interest and related costs of the Capital Improvement Revenue Bonds, Series 2002.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 34,000	100.0%
Contributions	-	-	1,140,000	100.0%
Working Capital	-	-	(793,784)	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 380,216</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 380,216	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 380,216</u>	<u>100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 278  
 Fund Type: Debt Service  
 Fund Description:

**2002 OPTION GAS TAX BONDS SINKING**

This fund is used for the payment of principal, interest and related costs of the Optional Gas Tax Refunding and Improvement Revenue Bonds, Series 2002.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 34,000	100.0%
Contributions	-	-	2,036,290	100.0%
Working Capital	-	-	(1,765,645)	100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 304,645</b>	<b>100.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ -	\$ 304,645	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 304,645</b>	<b>100.0%</b>

Fund # : 304  
 Fund Type: Enterprise  
 Fund Description:

**WATER RECLAMATION FACILITY #3 CONSTRUCTION**

This fund accounts for the revenues received when in 2001 the City of Ocala purchased revenue bonds to finance the cost of constructing Water Reclamation Facility #3.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 87,972	\$ -	\$ -	0.0%
Contributions	36,754,653	-	-	0.0%
Working Capital	-	27,923,321	1,127,897	-96.0%
<b>Total Revenues</b>	<b>\$ 36,842,625</b>	<b>\$ 27,923,321</b>	<b>\$ 1,127,897</b>	<b>-96.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Water & Sewer	\$ -	\$ 27,923,321	\$ -	-100.0%
Non-Departmental	2,329,134	-	1,127,897	100.0%
<b>Total Expenditures</b>	<b>\$ 2,329,134</b>	<b>\$ 27,923,321</b>	<b>\$ 1,127,897</b>	<b>-96.0%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 308  
 Fund Type: Enterprise  
 Fund Description:

***W & S CONSTRUCTION FUND***

The Water and Sewer Construction fund provides financing for the construction of water and sewer capital improvements for the City. These improvements are categorized into three areas: capital projects, road related projects and repair and maintenance projects.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovernmental	\$ -	\$ 5,000	\$ 5,000	0.0%
Interest/Miscellaneous	470,084	200,000	300,000	50.0%
Contributions	6,046,241	5,808,000	9,536,833	64.2%
Working Capital	-	5,757,258	(298,408)	-105.2%
Total Revenues	<u>\$ 6,516,325</u>	<u>\$ 11,770,258</u>	<u>\$ 9,543,425</u>	<u>-18.9%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Water & Sewer	\$ -	\$ 11,471,627	\$ 9,398,425	-18.1%
Non-Departmental	24,774	298,631	145,000	-51.4%
Total Expenditures	<u>\$ 24,774</u>	<u>\$ 11,770,258</u>	<u>\$ 9,543,425</u>	<u>-18.9%</u>

Fund # : 312  
 Fund Type: Capital Improvement  
 Fund Description:

***2002 CAPITAL IMPROVEMENT BONDS CONSTRUCTION***

In September, 2002, the City bond financed to fund capital needs within the City's general government capital improvement budget. The bond revenues will support projects such as the construction of two swimming pools, an upgrade to the 800 Mhz communications system, downtown development, transportation and recreation and park projects and a portion of the cost to purchase a new financial management system.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Contributions	\$ -	\$ -	\$ 6,867,655	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,867,655</u>	<u>100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Police	\$ -	\$ -	\$ 753,000	100.0%
Engineering	-	-	3,564,655	100.0%
Recreation & Parks	-	-	1,550,000	100.0%
Community Programs	-	-	1,000,000	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,867,655</u>	<u>100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 313 **2002 GAS TAX BONDS CONSTRUCTION**  
 Fund Type: Capital Improvement  
 Fund Description:

In September, 2002 the City Council authorized the issuance of the Optional Gas Tax Refunding and Improvement Bonds, Series 2002, for certain road projects and for the current refunding of the City's outstanding Optional Gas Tax Refunding Revenue Bonds, Series 1992.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ -	\$ -	\$ 300,000	100.0%
Contributions	-	-	9,711,967	100.0%
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,011,967</u>	<u>100.0%</u>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Engineering	\$ -	\$ -	\$ 10,011,967	100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,011,967</u>	<u>100.0%</u>

Fund # : 338 **1995 W & S REVENUE BONDS CONSTR. FUND**  
 Fund Type: Enterprise  
 Fund Description:

This fund accounts for the revenues received when, on September 1, 1995, the City of Ocala purchased \$5,000,000 worth of revenue bonds to finance the cost of acquisition and construction of additions, improvements and extensions to the City's water and sewer system.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 273,977	\$ -	\$ -	0.0%
Contributions	4,836	-	-	0.0%
Working Capital	-	1,514,442	-	-100.0%
Total Revenues	<u>\$ 278,813</u>	<u>\$ 1,514,442</u>	<u>\$ -</u>	<u>-100.0%</u>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Water & Sewer	\$ -	\$ 1,514,442	\$ -	-100.0%
Total Expenditures	<u>\$ -</u>	<u>\$ 1,514,442</u>	<u>\$ -</u>	<u>-100.0%</u>



**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 346  
 Fund Type: General  
 Fund Description:

**COMMUNITY DEV. BLOCK GRANT FUND**

This fund accounts for the entitlement received from the Community Development Block Grant through a federal grant from the Department of Housing and Urban Development to address a variety of community issues, including public services.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
CDBG Entitlement	\$ 810,949	\$ 1,079,129	\$ 720,000	-33.3%
Interest/Miscellaneous	12,523	-	-	0.0%
Total Revenues	<u>\$ 823,472</u>	<u>\$ 1,079,129</u>	<u>\$ 720,000</u>	<u>-33.3%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Community Programs	\$ 823,474	\$ 1,079,129	\$ 720,000	-33.3%
Total Expenditures	<u>\$ 823,474</u>	<u>\$ 1,079,129</u>	<u>\$ 720,000</u>	<u>-33.3%</u>

Fund # : 447  
 Fund Type: Enterprise  
 Fund Description:

**FL EMERGENCY TRAINING FACILITY OPER. FUND**

This fund houses the costs associated with the Aircraft Rescue and Firefighting Facility, a driver's training course and a heavy equipment operator's course. This operation was privatized during fiscal year 2001.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovt. Revenue	\$ 520	\$ -	\$ -	0.0%
Charges for Service	70,022	-	-	0.0%
Interest/Miscellaneous	(46,945)	1,300	-	-100.0%
Working Capital	-	5,272	-	-100.0%
Total Revenues	<u>\$ 23,597</u>	<u>\$ 6,572</u>	<u>\$ -</u>	<u>-100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Fire	\$ 101,881	\$ 6,572	\$ -	-100.0%
Total Expenditures	<u>\$ 101,881</u>	<u>\$ 6,572</u>	<u>\$ -</u>	<u>-100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 448  
 Fund Type: Enterprise  
 Fund Description:

**ADULT ATHLETIC COMPLEX FUND**

This enterprise fund accounts for the operation of the Ocala Regional Sportsplex. The 75-acre adult recreational sports complex provides area residents with a user-fee recreational facility.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 74,944	\$ 96,500	\$ 102,296	6.0%
Fines and Forfeitures	-	300	300	0.0%
Interest/Miscellaneous	(25,504)	8,200	(10,750)	-231.1%
Contributions	-	19,995	18,586	-7.0%
Working Capital	-	56	-	-100.0%
<b>Total Revenues</b>	<b>\$ 49,440</b>	<b>\$ 125,051</b>	<b>\$ 110,432</b>	<b>-11.7%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 115,623	\$ 125,051	\$ 110,432	-11.7%
<b>Total Expenditures</b>	<b>\$ 115,623</b>	<b>\$ 125,051</b>	<b>\$ 110,432</b>	<b>-11.7%</b>

Fund # : 451  
 Fund Type: Enterprise  
 Fund Description:

**OCALA REGIONAL AIRPORT**

This fund accounts for the operation of the Ocala Regional Airport, a 1,532 acre general aviation facility which provides an array of general aviation services for all types of aircraft ranging from private to corporate to military aircraft.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 147,276	\$ 165,182	\$ 154,300	-6.6%
Rent	333,901	338,047	384,087	13.6%
Interest/Miscellaneous	38,046	31,456	16,880	-46.3%
Contributions	242,500	150,365	156,005	3.8%
Working Capital	-	216,634	139,294	-35.7%
<b>Total Revenues</b>	<b>\$ 761,723</b>	<b>\$ 901,684</b>	<b>\$ 850,566</b>	<b>-5.7%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Airport	\$ 846,054	\$ 901,684	\$ 850,566	-5.7%
<b>Total Expenditures</b>	<b>\$ 846,054</b>	<b>\$ 901,684</b>	<b>\$ 850,566</b>	<b>-5.7%</b>



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 452

***GOLF FUND***

Fund Type: Enterprise

Fund Description:

The Golf Fund is an enterprise fund that accounts for the maintenance and operations of the two municipal golf courses - Ocala Golf Club (Muny) and Pine Oaks.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 2,137,542	\$ 2,337,000	\$ 2,282,100	-2.3%
Interest/Miscellaneous	143,116	56,100	253,400	351.7%
Contributions	18,939	-	55,779	100.0%
Working Capital	-	342,178	117,538	-65.7%
Total Revenues	<u>\$ 2,299,597</u>	<u>\$ 2,735,278</u>	<u>\$ 2,708,817</u>	<u>-1.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Golf	\$ 2,347,887	\$ 2,735,278	\$ 2,708,817	-1.0%
Total Expenditures	<u>\$ 2,347,887</u>	<u>\$ 2,735,278</u>	<u>\$ 2,708,817</u>	<u>-1.0%</u>

Fund # : 453

***SANITATION FUND***

Fund Type: Enterprise

Fund Description:

The Sanitation Fund is responsible for providing trash pick-up services for the citizens of Ocala. The costs associated with this function are accounted for in this fund.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Licenses & Permits	\$ 1,640	\$ 1,600	\$ 1,900	18.8%
Charges for Service	7,207,453	7,800,600	8,005,750	2.6%
Intergovt Revenue	9,491	-	-	0.0%
Interest/Miscellaneous	227,145	76,900	74,600	-3.0%
Contributions	18,313	1,683	5,215	209.9%
Working Capital	-	(167,293)	516,322	-408.6%
Total Revenues	<u>\$ 7,464,042</u>	<u>\$ 7,713,490</u>	<u>\$ 8,603,787</u>	<u>11.5%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Public Works	\$ 7,287,611	\$ 7,713,490	\$ 8,603,787	11.5%
Total Expenditures	<u>\$ 7,287,611</u>	<u>\$ 7,713,490</u>	<u>\$ 8,603,787</u>	<u>11.5%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 454  
 Fund Type: Enterprise  
 Fund Description:

**TRAILER PARK FUND**

This fund accounts for the City's only trailer park, which provides 131 spaces for mobile home owners.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Rent	\$ 85,976	\$ 87,500	\$ 87,500	0.0%
Interest/Miscellaneous	10,250	5,000	8,500	70.0%
Contributions	-	-	1,646	100.0%
Working Capital	-	11,690	12,473	6.7%
<b>Total Revenues</b>	<b>\$ 96,226</b>	<b>\$ 104,190</b>	<b>\$ 110,119</b>	<b>5.7%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 95,649	\$ 104,190	\$ 110,119	5.7%
<b>Total Expenditures</b>	<b>\$ 95,649</b>	<b>\$ 104,190</b>	<b>\$ 110,119</b>	<b>5.7%</b>

Fund # : 455  
 Fund Type: Enterprise  
 Fund Description:

**WATER & SEWER FUND**

This fund accounts for the costs necessary for the City of Ocala to secure and maintain water and wastewater treatment facilities and to provide adequate capacity needed by the citizens.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovt Revenue	\$ 1,695	\$ -	\$ -	0.0%
Charges for Service	15,381,208	16,133,500	16,373,800	1.5%
Interest/Miscellaneous	1,474,224	1,294,400	1,239,000	-4.3%
Contributions	24,466,833	19,822	25,562	29.0%
Working Capital	-	1,394,160	3,137,323	125.0%
<b>Total Revenues</b>	<b>\$ 41,323,960</b>	<b>\$ 18,841,882</b>	<b>\$ 20,775,685</b>	<b>10.3%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Water & Sewer	\$ 52,267,083	\$ 18,841,882	\$ 20,775,685	10.3%
<b>Total Expenditures</b>	<b>\$ 52,267,083</b>	<b>\$ 18,841,882</b>	<b>\$ 20,775,685</b>	<b>10.3%</b>



**Fiscal Year 2002-2003**  
**FUND SUMMARY**

Fund # : 457  
 Fund Type: Enterprise  
 Fund Description:

***ELECTRIC FUND***

This fund accounts for the costs associated with providing electric service to the citizens of Ocala and surrounding areas.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 99,089,208	\$ 111,010,605	\$ 107,457,490	-3.2%
Interest/Miscellaneous	3,392,868	2,752,710	3,328,210	20.9%
Internal Services	948,113	1,061,878	1,521,669	43.3%
Contributions	1,158,547	4,000	3,032,401	75710.0%
Working Capital	-	21,340,204	5,975,621	-72.0%
Total Revenues	<u>\$ 104,588,736</u>	<u>\$ 136,169,397</u>	<u>\$ 121,315,391</u>	<u>-10.9%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Electric	\$ 99,237,674	\$ 136,169,397	\$ 121,315,391	-10.9%
Total Expenditures	<u>\$ 99,237,674</u>	<u>\$ 136,169,397</u>	<u>\$ 121,315,391</u>	<u>-10.9%</u>

Fund # : 490  
 Fund Type: Enterprise  
 Fund Description:

***TELECOMMUNICATIONS FUND***

This fund was created in FY1995-96 to account for the Ocala Electric Utility's venture into broadband communications (fiber optics).

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Services	\$ 737,973	\$ 1,139,194	\$ 1,658,613	45.6%
Interest/Miscellaneous	(42,312)	-	166,740	100.0%
Contributions	360,888	-	333	100.0%
Working Capital	-	(79,894)	(341,412)	327.3%
Total Revenues	<u>\$ 1,056,549</u>	<u>\$ 1,059,300</u>	<u>\$ 1,484,274</u>	<u>40.1%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Communications	\$ 582,712	\$ 1,059,300	\$ 1,484,274	40.1%
Total Expenditures	<u>\$ 582,712</u>	<u>\$ 1,059,300</u>	<u>\$ 1,484,274</u>	<u>40.1%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 581

***INTRAGOVERNMENTAL SERVICES FUND***

Fund Type: Internal Service

Fund Description:

This fund consists of divisions that exist only to provide services for other departments within the City's operations. These services include information and publications, purchasing, clinic, management information systems, city hall building maintenance, complex maintenance and public works building maintenance.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Internal Services	\$ 4,473,667	\$ 4,009,465	\$ 4,524,000	12.8%
Interest/Miscellaneous	282,391	120,000	120,000	0.0%
Contributions	109,317	-	-	0.0%
Intergovernmental Revenue	364	-	-	0.0%
Working Capital	-	1,058,273	722,678	-31.7%
<b>Total Revenues</b>	<b>\$ 4,865,739</b>	<b>\$ 5,187,738</b>	<b>\$ 5,366,678</b>	<b>3.4%</b>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Executive	\$ 288,955	\$ 379,094	\$ 372,091	-1.8%
Purchasing	785,607	838,306	863,035	2.9%
Human Resources	94,823	125,184	135,295	8.1%
Police	164,490	181,195	138,622	-23.5%
Public Works	972,104	1,255,890	1,530,724	21.9%
Information Technology	1,774,564	2,408,069	2,096,911	-12.9%
Non-Departmental	-	-	230,000	100.0%
<b>Total Expenditures</b>	<b>\$ 4,080,543</b>	<b>\$ 5,187,738</b>	<b>\$ 5,366,678</b>	<b>3.4%</b>

Fund # : 585

***FLEET MANAGEMENT FUND***

Fund Type: Internal Service

Fund Description:

This fund is responsible for the replacement, acquisition, maintenance and disposal of over 1,000 units of gasoline and diesel-fueled equipment. Each piece of fleet-maintained equipment is charged a fleet user fee that considers the original cost, replacement cost and useful life of the equipment.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Internal Services	\$ 2,673,673	\$ 2,840,581	\$ 2,843,000	0.1%
Interest/Miscellaneous	23,226	8,950	40,950	357.5%
Contributions	-	-	11,836	100.0%
Working Capital	-	49,042	(18,661)	-138.1%
<b>Total Revenues</b>	<b>\$ 2,696,899</b>	<b>\$ 2,898,573</b>	<b>\$ 2,877,125</b>	<b>-0.7%</b>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Fleet Management	\$ 2,356,134	\$ 2,898,573	\$ 2,877,125	-0.7%
<b>Total Expenditures</b>	<b>\$ 2,356,134</b>	<b>\$ 2,898,573</b>	<b>\$ 2,877,125</b>	<b>-0.7%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 586

***FLEET REPLACEMENT RESERVE FUND***

Fund Type: Internal Service

Fund Description:

This fund was created in 1988 as a means of financing fleet replacements. Each piece of fleet-maintained equipment is charged a fleet user fee that considers the original cost, replacement cost and useful life of the equipment.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Internal Services	\$ 1,469,832	\$ 2,136,435	\$ 2,833,000	32.6%
Interest/Miscellaneous	668,823	560,000	400,000	-28.6%
Working Capital	-	(528,846)	(618,624)	17.0%
Total Revenues	<u>\$ 2,138,655</u>	<u>\$ 2,167,589</u>	<u>\$ 2,614,376</u>	<u>20.6%</u>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Purchasing	\$ -	\$ 16,282	\$ -	-100.0%
Building	-	32,183	19,200	-40.3%
Police	-	91,796	297,624	224.2%
Fire	-	392,041	423,000	7.9%
Engineering	-	106,227	90,918	-14.4%
Recreation	-	127,766	84,911	-33.5%
Public Works	3,232	507,360	650,480	28.2%
Fleet Management	-	27,000	214,568	694.7%
Golf	-	39,800	38,800	-2.5%
Water & Sewer	-	221,771	137,900	-37.8%
Telecommunications	-	-	17,000	100.0%
Electric	-	605,363	639,975	5.7%
Non-Departmental	18,939	-	-	0.0%
Total Expenditures	<u>\$ 22,171</u>	<u>\$ 2,167,589</u>	<u>\$ 2,614,376</u>	<u>20.6%</u>

Fund # : 610

***POLICE TRUST AND AGENCY FUND***

Fund Type: General

Fund Description:

This fund was created for the Police Department to account for certain revenues received from fines, sale or forfeiture of property, confiscated money, sale of recovered property, or unclaimed evidence in the form of currency. These revenues can only be used for specific expenditures, for example, education and training of law enforcement officers, the School Education-Crime Prevention Program, and reward money.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Fines and Forfeits	\$ 723	\$ 25,000	\$ 5,000	-80.0%
Intragovt Revenue	94,806	108,000	102,000	-5.6%
Interest/Miscellaneous	40,792	22,500	17,500	-22.2%
Working Capital	-	54,911	(49,866)	-190.8%
Total Revenues	<u>\$ 136,321</u>	<u>\$ 210,411</u>	<u>\$ 74,634</u>	<u>-64.5%</u>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Police	\$ 153,957	\$ 210,411	\$ 74,634	-64.5%
Total Expenditures	<u>\$ 153,957</u>	<u>\$ 210,411</u>	<u>\$ 74,634</u>	<u>-64.5%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund #: 613

***OCCUPATIONAL LICENSE FUND***

Fund Type: Special Revenue

Fund Description:

This fund accounts for the revenue generated through the selling of occupational licenses. General business, professional and beverage licenses are renewed on an annual basis. For FY2002 this fund was combined with General Fund.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Licenses	\$ 490,247	\$ -	\$ -	0.0%
Interest/Miscellaneous	25,042	-	-	0.0%
Working Capital	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 515,289</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ 491,000	\$ -	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 491,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

Fund #: 614

***PARKING/PARKS ENFORCEMENT FUND***

Fund Type: Special Revenue

Fund Description:

This fund was originally created to be responsible for the administration and enforcement of the downtown parking in City-owned lots and metered parking. In FY1994-95, after this function was moved to the Recreation Department, enforcement responsibilities for violations at city parks were added.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 69,406	\$ 75,950	\$ 73,810	-2.8%
Fines	6,159	5,220	6,720	28.7%
Interest/Miscellaneous	8,485	7,000	10,500	50.0%
Contributions	-	-	39	100.0%
Working Capital	-	(5,577)	(3,172)	-43.1%
<b>Total Revenues</b>	<b>\$ 84,050</b>	<b>\$ 82,593</b>	<b>\$ 87,897</b>	<b>6.4%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 78,388	\$ 82,593	\$ 87,897	6.4%
<b>Total Expenditures</b>	<b>\$ 78,388</b>	<b>\$ 82,593</b>	<b>\$ 87,897</b>	<b>6.4%</b>



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 618  
 Fund Type: General  
 Fund Description:

**RECREATION SPECIAL ACTIVITIES FUND**

This fund was created to provide fee based recreational activities. The program fees cover at least the cost of the programs and donations are collected to help underwrite festival, marketing and development expenses.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovernmental	\$ -	\$ 9,482	\$ 5,000	-47.3%
Charges for Service	211,928	300,268	321,962	7.2%
Interest/Miscellaneous	49,367	88,000	96,800	10.0%
Contributions	10,603	8,732	11,475	31.4%
Working Capital	-	17,442	(33,819)	-293.9%
Total Revenues	<u>\$ 271,898</u>	<u>\$ 423,924</u>	<u>\$ 401,418</u>	<u>-5.3%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 251,085	\$ 423,924	\$ 401,418	-5.3%
Total Expenditures	<u>\$ 251,085</u>	<u>\$ 423,924</u>	<u>\$ 401,418</u>	<u>-5.3%</u>

Fund # : 619  
 Fund Type: General  
 Fund Description:

**TREE FUND**

Per the City of Ocala Land Development Regulations, developers must provide a calculated number of shade trees as part of an overall development plan for development projects. Developers are encouraged to locate said trees within the project boundaries to provide a functional arrangement of trees and green space. As an alternative, the developer may donate the tree or cash equal to the cost of a planted tree for planting on public property. For fiscal year 2002 this fund was combined with General Fund.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 9,967	\$ 74,432	\$ -	-100.0%
Working Capital	-	-	-	0.0%
Total Revenues	<u>\$ 9,967</u>	<u>\$ 74,432</u>	<u>\$ -</u>	<u>-100.0%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 50,968	\$ 74,432	\$ -	-100.0%
Total Expenditures	<u>\$ 50,968</u>	<u>\$ 74,432</u>	<u>\$ -</u>	<u>-100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 620  
 Fund Type: General  
 Fund Description:

***CITY/COUNTY PARKS FUND***

This fund was created several years ago to account for operations of parks that are joint ventures with the City and Marion County. For FY02 this fund was combined with the newly created Discovery Science/Outdoor Center Fund for better accounting of activities at this facility.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Charges for Service	\$ 4,333	\$ -	\$ -	0.0%
Interest/Miscellaneous	1,707	-	-	0.0%
Working Capital	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 6,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Recreation	\$ 18,469	\$ -	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 18,469</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

Fund # : 621  
 Fund Type: Trust and Agency  
 Fund Description:

***COMMUNITY REDEVELOPMENT TRUST FUND***

In 1998, City Council established the Community Redevelopment Area (CRA) to revitalize, redevelop and enhance downtown and surrounding areas. An ordinance was approved creating this fund to account for the Tax Increment Financing (TIF) program. The TIF allows for a tax increment to be set aside in a trust to be utilized for community redevelopment purposes only.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Ad Valorem Taxes	\$ 18	\$ 28,485	\$ 93,000	226.5%
Interest/Miscellaneous	10	-	12,000	100.0%
Contributions	-	110,858	88,668	-20.0%
Working Capital	-	(139,343)	(43,668)	-68.7%
<b>Total Revenues</b>	<b>\$ 28</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>100.0%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Community Programs	\$ -	\$ -	\$ 150,000	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>100.0%</b>

**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 625

***RISK MANAGEMENT FUND***

Fund Type: Internal Service

Fund Description:

In 1987, the City of Ocala, Marion County School Board and the Marion County Board of Commissioners formed a joint department to manage their respective insurance, claims and safety programs. The School Board withdrew in 1989. The funds associated with this joint effort are reflected here.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Intergovernmental Revenue	\$ 222,758	\$ 241,103	\$ 249,331	3.4%
Interest/Miscellaneous	275,436	244,573	252,688	3.3%
Working Capital	-	12,536	6,210	-50.5%
City	18,452	-	290	100.0%
Total Revenues	<u>\$ 516,646</u>	<u>\$ 498,212</u>	<u>\$ 508,519</u>	<u>2.1%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Executive	\$ 496,950	\$ 498,212	\$ 508,519	2.1%
Total Expenditures	<u>\$ 496,950</u>	<u>\$ 498,212</u>	<u>\$ 508,519</u>	<u>2.1%</u>

Fund # : 656

***WATER & SEWER R&R FUND***

Fund Type: Enterprise

Fund Description:

This fund was established with the original water and sewer bond issue, and the fund is maintained according to the active bond issue.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 621,266	\$ 350,000	\$ 350,000	0.0%
Contributions	189,250	-	-	0.0%
Working Capital	-	(300,000)	3,670,833	-1323.6%
Total Revenues	<u>\$ 810,516</u>	<u>\$ 50,000</u>	<u>\$ 4,020,833</u>	<u>7941.7%</u>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ -	\$ 50,000	\$ 4,020,833	7941.7%
Total Expenditures	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 4,020,833</u>	<u>7941.7%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 673  
 Fund Type: Enterprise  
 Fund Description:

***1991 WATER & SEWER R&R FUND***

This fund was created to provide a reserve fund that is not required by a bond issue for water and sewer replacement needs.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 128,146	\$ 90,000	\$ 10,000	-88.9%
Contributions	414,000	2,635,000	2,500,000	-5.1%
Working Capital	-	275,000	(10,000)	-103.6%
<b>Total Revenues</b>	<b>\$ 542,146</b>	<b>\$ 3,000,000</b>	<b>\$ 2,500,000</b>	<b>-16.7%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ 2,288,000	\$ 3,000,000	\$ 2,500,000	-16.7%
<b>Total Expenditures</b>	<b>\$ 2,288,000</b>	<b>\$ 3,000,000</b>	<b>\$ 2,500,000</b>	<b>-16.7%</b>

Fund # : 674  
 Fund Type: Enterprise  
 Fund Description:

***ECONOMIC IMPROVEMENT FUND***

This fund accounts for a portion of the savings resulting from the decision to purchase power through the Florida Municipal Power Association to be set aside for economic improvement issues. The funds are utilized to encourage local businesses to remain in Ocala and to attract new businesses to the area creating new employment opportunities and increasing City revenues through electric utility usage and an expanded tax base.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 116,016	\$ 60,000	\$ 50,000	-16.7%
Contributions	222,500	445,000	445,000	0.0%
Working Capital	-	85,370	(173,000)	-302.6%
<b>Total Revenues</b>	<b>\$ 338,516</b>	<b>\$ 590,370</b>	<b>\$ 322,000</b>	<b>-45.5%</b>

USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ 1,058,897	\$ 590,370	\$ 322,000	-45.5%
<b>Total Expenditures</b>	<b>\$ 1,058,897</b>	<b>\$ 590,370</b>	<b>\$ 322,000</b>	<b>-45.5%</b>



**Fiscal Year 2002-2003  
 FUND SUMMARY**

Fund # : 675  
 Fund Type: Enterprise  
 Fund Description:

***1987 ELECTRIC RESERVE FUND***

This fund was created to provide a reserve fund that is not required by a bond issue for electric replacement needs.

SOURCES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Interest/Miscellaneous	\$ 1,488,453	\$ 750,000	\$ 1,037,000	38.3%
Contributions	2,013,875	3,000,000	3,445,000	14.8%
Working Capital	-	(3,750,000)	(1,037,000)	-72.3%
Total Revenues	<u>\$ 3,502,328</u>	<u>\$ -</u>	<u>\$ 3,445,000</u>	<u>100.0%</u>
USES	FY01 Actuals	FY02 Revised Budget	FY03 Adopted Budget	% Change over FY02
Non-Departmental	\$ 998,780	\$ -	\$ 3,445,000	100.0%
Total Expenditures	<u>\$ 998,780</u>	<u>\$ -</u>	<u>\$ 3,445,000</u>	<u>100.0%</u>



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

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## GLOSSARY

**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.

**Ad Valorem Taxes** - Property taxes based on multiplying an adopted millage rate by the value of real or personal property.

**Amended Budget** - Budget which includes the City Council adopted budget at the beginning of each fiscal year with any City Council approved changes such as previously encumbered purchase orders, carry-forwards, fund transfers and/or resolutions.

**Allocations** - An expense charged by one department/division to another for services performed or for expenditures of a general nature. The payment of the expenditure (e.g. insurance premiums) or the management of services (e.g. fleet or building maintenance) are paid from a control account and billed to other departments/divisions by a specified formula.

**Annual Budget** - Annual financial plan of financial operation embodying an estimate of proposed expenditures for a fiscal year and the proposed means of financing them.

**Appropriation** - An authorization made by City Council which permits the City to incur obligations and to make expenditures of resources.

**Assessed Valuation** - A valuation set upon real estate or other property by the Marion County Property Appraiser to be used as a basis of levying taxes.

**Bond** - A written promise to pay a sum of money on a specific date at a specified interest rate as detailed in a bond official statement.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Improvement Program** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Outlay** - Expenditures which result in the acquisition or addition to fixed assets.



## **CITY OF OCALA**

### *Fiscal Year 2002-2003 Budget in Brief*

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**Capital Projects Funds** - Funds used to account for resources earmarked for the acquisition and construction of major capital facilities and other project-oriented activities not funded by other funds.

**Carry-forwards** - Purchase orders or specific requested items encumbered or to be encumbered which need to be carried over from one fiscal year to the next.

**Comprehensive Plan** - Also known as Florida's 1985 Growth Management Act which requires all Florida cities and counties to (Comp Plan) prepare a five-year plan with goals and objectives and how the changes would be funded for at least the eight mandated elements: Future Land Use; Traffic Circulation; Housing; Infrastructure (Sanitary Sewer, Solid Waste, Stormwater, Potable Water and Aquifer Recharge); Conservation; Recreation and Open Space; Intergovernmental Coordination and Capital Improvements (funding).

**Concurrency** - Concurrency is a requirement of the Comprehensive Plan that requires cities/counties to maintain a level of service sufficient to provide for new development at any specific locations. If services are deemed inadequate according to the plan, a new business cannot open up at that locations.

**Contingency Account** - Funds set aside for emergency and unforeseen costs.

**Cost-of-Living Adjustment** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service** - Expenditures in the form of debt principal payments, interest payments and related service charges for benefits received in part in prior fiscal periods as well as in current and future fiscal periods.

**Debt Service Funds** - Funds that are used to account for the accumulation of resources for the payment of principal, interest and related costs of the City's general long-term debt not paid from the Special Assessment Fund.

**Department** - An organizational unit responsible for carrying out a major governmental function such as Police, Fire or Recreation.

**Division** - A further breakdown of a department for specific activities or programs within the department.

**Encumbrances** - Commitments, in the form of purchase orders, related to unperformed contracts for services and undelivered goods, which are reductions to or reservations of applicable appropriations.

**Enterprise Funds** - Funds used to account for operations that are financed and operated in a manner similar to private business and whose costs are paid from user charges or from revenue sources other than general governmental revenue.

**Entitlement** - The amount of payment to which a state or local government is entitled as determined by the federal government.



**Expenditures** - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

**Florida Emergency Training Facility** - A facility constructed for the purpose of training rescue personnel in fighting fires under unusual circumstances and in specialized airport and confined space rescue tactics.

**Fiscal Year (FY)** - The period of 12 consecutive months to which the annual budget applies. The City's fiscal year begins October 1 and ends September 30.

**Fleet-Maintained Equipment** - Any gas powered vehicle or equipment that is maintained by the Fleet Management Department and is charged a user fee.

**Fixed Assets** - Assets of a long term character which are intended to be held or used with a minimum cost of \$500 such as land, buildings, machinery, equipment and improvements other than buildings.

**Full-time equivalent** - Number of employees including part-time positions as a percentage of 1.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts.

**Generally Accepted Accounting Principles** - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Funds** - This fund type includes the General Fund which is the main general operating fund of the City along with other funds that provide operating services for the general government.

**General Obligation Bonds** - Debt which is secured by the full faith and credit of government. Property taxes are the main revenue used to repay general obligation bonds, but if bondholders are not repaid, they have a legal claim against any revenue or asset of the government. The bond debt may only be incurred in Florida if approved by voters in a referendum.

**Goals** - Goals are broad statements that provide the direction the City and departments would like to accomplish based on the needs of the community.

**Homestead Exemption** - A deduction from the total assessed value of owner-occupied property. Currently, the exemption is \$25,000.

**Interfund Transfers** - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended. Example: Electric Fund transfers to General Fund.

**Intergovernmental Revenues** - Revenue collected by one government and distributed (usually by a predetermined formula) to another level of government.



**CITY OF OCALA**  
*Fiscal Year 2002-2003 Budget in Brief*

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**Internal Service Funds** - Funds used to account for the operation of departments which exist solely to provide services to other City departments.

**Intragovernmental Services** - Services that are for internal use only and are allocated back to the user departments. Budgeted in the Intragovernmental Services Fund (#581) also referred to as Internal Service Fund.

**Millage Rate** - The tax rate on real property based per \$1,000 of taxable property value. The present millage rate is 5.7784.

**Modified Accrual** - A basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures for the same period; and expenditures are generally recognized when the liability is incurred with few exceptions.

**Net Budget** - The legally adopted budget less all interfund transfers and interdepartmental charges.

**Non-Budgetary Funds** - Funds that are not included in the budgetary process, but are monitored on a weekly or monthly basis by the Finance Department. This category includes self-insurance, payroll, pension and sinking reserve funds.

**Object Code** - The last set of numbers in an account number which signifies the specific line-item expenditure.

**Objectives** - An objective is a specific, measurable achievement that a division/department seeks to accomplish within a given time frame. Objectives explain the basic purposes of the services rendered and which identify the specific results anticipated to be achieved with budget requests.

**Occupational Safety and Health Administration** - The federal governing body over workplace safety.

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

**Personal Services** - General category that includes salaries and wages, health insurance, social security and other fringe benefits.

**Reserve for Contingencies** - An amount appropriated, consistent with statutory authority, that can subsequently be appropriated to meet unexpected needs.

**Resolution** - An order of the City Council requiring less legal formality than an ordinance or statute.

**Revenue Bonds** - Debt which is secured only by specific identified revenues. Revenue bonds are explicitly not secured by the full faith and credit of the government. If bondholders are not repaid, they have a legal claim only against the particular revenues used to secure the debt.



**Revenues** - Monies received by the City.

**Revised Budget** - The City Council approved budget after mid-year revisions have been made.

**Rolled-back Rate** - The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year excluding taxes from new construction.

**Shared Revenue** - Revenue levied by one government but shared on a predetermined basis with another government.

**Special District** - An independent unit of local government organized to perform a single governmental function or a restricted number of related functions which usually have the power to incur debt and levy taxes. Downtown Development is the only special district that Ocala has presently.

**Special Revenue Funds** - Funds that are used to account for the proceeds of specific revenue sources that are legally or administratively restricted to expenditures for specific purposes.

**Statute** - A written law enacted by a duly organized and constituted legislative body.

**Taxable Value** - The value of each parcel of property based on its fair market value less any exemptions such as Homestead Exemption. This value is used to calculate the property tax.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include charges to those paying for specific services, such as electricity, water or sewer services.

**Tax Increment Financing** - The TIF program allows for a tax increment to be set aside in a trust fund to be utilized for community redevelopment purposes only.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds, and are included in the 'non-operating' category.

**Truth in Millage** - The Florida Truth in Millage Act establishes a formal process whereby the ad valorem (property) tax millage is established during the local government budget process. The TRIM process requires a specific method of tax rate calculation, notice, advertisement and proceedings for public hearings (Chapter 200, Florida Statutes).

**User Charge** - An amount charged for each fleet-maintained vehicle and piece of equipment to cover the Fleet Department's operations costs and a replacement reserve provision.

**Working Capital** - The difference between current assets and current liabilities and is considered the amount available to help balance the budget. The working capital revenue line item signifies the difference between revenues and expenditures with consideration to the accumulated excess funds.



## ACRONYMS

**ALS** - Advanced Life Support.

**BLS** - Basic Life Support.

**CAFR** - Comprehensive Annual Financial Report.

**CCASA** - Community Council Against Substance Abuse.

**CDBG** - Community Development Block Grant.

**CERT** - Citizens Emergency Response Team.

**CFCC** - Central Florida Community College.

**CRA** - Community Redevelopment Area.

**DARE** - Drug Abuse Resistance Education.

**DRI** - Development of Regional Impact.

**EAP** - Employee Assistance Program.

**EMT** - Emergency Medical Technician.

**ESCO** - Energy Services Company.

**FETF** - Florida Emergency Training Facility.

**FMPA** - Florida Municipal Power Association.

**FTE** - Full-Time Equivalent.

**GAAP** - Generally Accepted Accounting Principles.

**GFOA** - Government Finance Officers Association.

**GIS** - Geographic Information System.

**GREAT** - Gang Resistance Education and Training.

**HAZ MAT** - Hazardous Materials.

**ISO** - Insurance Services Office.

**OEU** - Ocala Electric Utility.

**OPD** - Ocala Police Department.

**OSHA** - Occupational Safety and Health Administration.

**SOG** - Standard Operating Guidelines.

**TIF** - Tax Increment Financing.

**TRIM** - Truth in Millage.



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