

ANNUAL BUDGET

2017/2018



The Approach on 15 at the Historic Dubsdread Golf Course

CITY OF ORLANDO, FLORIDA



About the Cover

The historic Dubsdread Golf Course is located just minutes from downtown Orlando and has been Orlando's "home" course since 1924. Notable golfers to play Dubsdread include Patty Berg, Ben Hogan, Sam Snead and Babe Zaharias. Dubsdread was also the site of the Orlando Open from 1945-47. In the late 1970s, the City of Orlando purchased the municipal course, and in 2008, completed an extensive renovation during which all 18 holes were redesigned to improve the environmental impact, course drainage, guest safety and playability.

To learn more, please visit www.historicaldubsdread.com

Acknowledgements

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CITY OF ORLANDO

ELECTED OFFICIALS



BUDDY DYER
Mayor



JIM GRAY
District 1 Commissioner



TONY ORTIZ
District 2 Commissioner



ROBERT F. STUART
District 3 Commissioner



PATTY SHEEHAN
District 4 Commissioner



REGINA I. HILL
District 5 Commissioner



SAMUEL B. INGS
District 6 Commissioner

Guide to Readers

About the Budget

The Fiscal Year 2017/18 Budget for the City of Orlando serves four fundamental purposes:

Policy Guide – as a policy document, the Budget serves to inform the reader about the Municipality and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the annual budget. This budget document details the services that the City of Orlando will provide during the twelve-month period from October 1, 2017 through September 30, 2018. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

Financial Plan – as a financial plan, the Budget details the costs associated with providing municipal services and how the services will be funded. The Budget includes a summary and detailed description of all revenues and expenditures including General and Non-General Funds. The Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. The sources and uses of funds for two prior and the new budget years are summarized, changes in fund balance are discussed and an explanation of capital expenditures is provided included debt obligations. In addition, the City of Orlando section discusses the City's budget process and fund structure.

Operations Guide – as an operations guide, the Budget details how departments and the funds are organized. The Budget informs the reader of all the activities, services and functions carried out by each department. In addition, the Budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its goals and accomplishments, performance indicators, authorized positions within the organizational structure, budget highlights, and budgetary appropriations.

Communications Guide – as a communications device, the Budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included to consolidate the information as much as possible. The Budget document also includes a table of contents and a glossary of terms to make it easier to locate and understand its contents. Finally, the Budget includes the Chief Financial Officer's Letter and Mayor Dyer's State of the City, providing readers with a narrative of the fiscal plans of the City of Orlando for the upcoming fiscal year.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Orlando, Florida for its annual budget for the fiscal year beginning October 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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INTRODUCTION

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To the Citizens of the City of Orlando:

The Mayor and City Council are charged annually with the responsibility of developing a balanced budget. This process requires a series of decisions regarding where, how and why taxpayer dollars are spent, with great value placed on transparency and public input.

The City was able to endure the nationwide economic downturn and years of diminishing revenue by making tough decisions including cumulative budget reductions of over \$230 million dollars and a strict financial focus on strategic priorities. We also managed and trained our workforce on efficiencies and as the City's population continued to grow, staffing increases were limited and the ratio of staff to residents is at its lowest point in decades. While some cities opted for quick-fixes like decreasing reserve funds, the City of Orlando protected its reserve levels. This document for FY 2017/18 shows Orlando is still in high standing compared to other major cities in Florida and across the Country.

Over the last two years property tax revenues have finally returned to pre-recession levels, yet values are just now passing the real estate peak. This budget maintains our current millage rate while continuing Orlando's five-star services. Both locally and across the state, revenues from business activity allowed for budget increases. The City directed these to ensure residents and business owners can have a seamless experience interacting with City government. Continuing to provide the best customer service, we created a Digital Services Team emphasizing electronic interactions and virtual communications from our website and social media platforms. We began the next phase of our digital City Hall for Permitting, Planning and Code Enforcement and are increasing our physical presence in the community with the construction of a new permitting annex and records warehouse.



Lake Eola in Downtown Orlando

Highlights of this year's budget include:

- Public Safety again as the #1 budget priority illustrated by devoting almost two-thirds of new General Fund dollars to our Police and Fire Departments. This includes the addition of 15 police officers and 12 firefighters along with 3 new civilian staff members.
- Continued focus and investment in infrastructure and facility maintenance. The Capital Improvement Program contains over \$95 million across more than 100 projects that impact the lives of our residents each and every day.
- A commitment to current employees for full funding of the actuarial required contributions for all three pension plans and Other Post-Employment Benefits (OPEB) as well as funding for all compensation increases negotiated by our unions and provided to non-bargaining staff.
- This budget addresses demands in Parks and Recreation through increased funding to extend hours of operation at community centers and includes a new Facility Manager position and four additional Recreation Specialists.

- The General Fund budget again does not utilize reserves to balance and actually includes an operating contingency to ensure issues arising during the year can be addressed without their use at all. The City has consistently been recognized for its management of reserves. Fitch Ratings has given Orlando a Triple-A bond rating, the highest score attainable. This solid financial position allows us to bring resources to bear at a moment's notice, such as the response to the Pulse tragedy and recent natural disasters like Hurricanes Matthew and Irma, to immediately take care of our residents.
- City departments continue to go beyond the call to find cost savings and grant opportunities and streamline program delivery. Within this budget is an operational and salary savings target of \$8 million. Our track record shows we are capable of managing to provide the superior service levels our residents have come to expect within this budget limitation.
- A commitment of \$500,000 will sustain efforts towards housing vulnerable individuals by providing rental assistance for the chronically homeless, focused outreach, development of affordable and supportive housing, and identifying paths to housing for youth and those exiting foster homes.

I encourage all of our citizens to become involved in the budget process. To make sure that our residents have access to this information, a special budget section is maintained on our website. Citizens can see budget documents discussed by staff at public budget workshops for City Council. Each workshop is broadcast live on Orange County's public access channel and the Internet. Recordings are then posted on the Internet for those who are unable to view the broadcast live. In addition, two public hearings are held in September each year to formally adopt the millage rate and budget. Regular financial reports are also posted to the Internet, as are budget amendments approved throughout the fiscal year. We encourage you utilize these and other mechanisms to engage your government in discussions about the financial decisions we have made and our direction for the future.

Above all, we want citizens to see where their money goes, why that spending is important to the City and how it provides a benefit. I am proud of the work we have done and believe the City is well positioned for a truly prosperous future. I invite you to examine this document and the wealth of information it provides and look forward to working together as we make Orlando the best place anywhere to live, work and raise a family.

Sincerely,



Buddy Dyer
Mayor

The Mayor's Key Priorities were established as a road map toward achieving the City of Orlando's mission to "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible." Identified in each priority are budgetary, operational, and programmatic enhancements for FY 2016/17 and FY 2017/18.

Create a City for Everyone



- Donated \$14.6 million of land towards development and construction of University of Central Florida (UCF) Downtown campus.
- Expanded Lake Druid Park to include community gardens, a dog park, and mountain bike trails.
- Received grant to expand access to local and healthy food options in historic Parramore neighborhood.

Create High Quality Jobs



- Established position devoted to the development of nighttime economy and address related challenges.
- For small businesses and entrepreneurs, created Permitting Express for increased efficiency and processing of permits. For developers, offered digital plans review and updates.
- Invested \$2.7 million towards Project Downtown Orlando (DTO) and continued wide range of incentive programs to help establish new business and renovate existing ones.

End Homelessness



- Created Collaborative Partnerships Manager to foster relationships with community organizations to focus on homelessness and other areas of need.
- Dedicated \$1.1 million for Housing First Program, which places chronically homeless individuals in permanent housing and surrounds them with needed supportive services including mental health counseling, treatment for addiction, basic medical care and skills training to manage their home.

Keep Our Community Safe



- Employed 12 new police officers at Orlando International Airport (OIA) to provide for employee and traveler security.
- Invested in body cameras for Orlando Police Department (OPD) to increase civilian and officer safety.
- Opened state-of-the-art 94,000 square foot Orlando Police Department headquarters and completed newly constructed Fire Station 2.

Become One of the Most
Sustainable Cities in America



- Expanded residential recycling and composting programs with an emphasis on reducing disposable waste.
- Implemented Building Energy and Water Efficiency Strategy (BEWES) policy to track energy and water efficiency of the City's largest buildings.
- Resolved to move City of Orlando to 100% clean and renewable energy by 2050.

Provide Mobility and
Transportation Options



- Expanded fare-free Lymmo Bus Rapid Transit service and added Lime and Grapefruit routes to connect East Church Street, Magnolia Avenue, Parramore, and West Downtown.
- Re-established Transportation Department to provide safe, efficient and balanced movement of people, vehicles and goods.
- Started construction on the Colonial Drive Pedestrian and Bicycle overpass.

The Mayor's Key Priorities were established as a road map toward achieving the City of Orlando's mission to "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible." Identified in each priority are budgetary, operational, and programmatic enhancements for FY 2016/17 and FY 2017/18.

Create a City for Everyone



- \$100,000 in new funding for the City's Neighborhood and Community Summit, translational services, and grants to community organizations.
- Constructing ten affordable, single family homes on infill lots in historic Parramore neighborhood.
- Enhancing youth access to extracurricular activities by extending operating hours and increasing staffing at four City recreation centers.

Create High Quality Jobs



- Adding over \$200,000 in funding for economic development organizations.
- Creating Project Manager for the Downtown South Neighborhood Improvement District (DSNID).
- Investing \$3 million towards developing and connecting the downtown corridor.

End Homelessness



- Creating path to employment by hiring displaced residents to work on projects for Community Venues and Public Works Department.
- Directing \$500,000 in Community Redevelopment Agency (CRA) funds to address downtown homelessness.
- Providing a portion of funding to identify paths to housing for displaced youth and those transitioning from foster homes.

Keep Our Community Safe



- Continuing to provide for the safety of an increasing population by hiring 12 new Police Officers.
- Purchasing new \$1.2 million Orlando Fire Department (OFD) tower truck to serve rapidly growing Lake Nona
- Reducing emergency response time and increasing coverage with the addition of 15 new Orlando Fire Department personnel, including 12 Firefighters.

Become One of the Most
Sustainable Cities in America



- Implementing light-emitting diode (LED) streetlights, resulting in estimated utility cost savings of \$500,000.
- Modernizing the delivery of digital services.
- Upgrading heating, ventilation, and air conditioning (HVAC) systems and installing LED lighting in over 20 city buildings and locations.

Provide Mobility and
Transportation Options



- Appropriating nearly \$1 million to facilitate increased foot traffic with expansion of pedestrian sidewalks.
- Devoting \$200,000 for planning and implementation strategy of citywide bicycle plan.
- Funding study of SunRail Phase III which will evaluate a passenger connection to Orlando International Airport (OIA).

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CHIEF FINANCIAL OFFICER LETTER

October 1, 2017

Mayor Buddy Dyer
and City Commissioners
of the City of Orlando, Florida

I am pleased to present you with a balanced budget for the City of Orlando for Fiscal Year (FY) 2017/18, totaling \$1,214,065,150. The impacts of the financial recovery we witnessed last year are even more evident in this year's budget, as the City's taxable value increased \$2.9 billion resulting in a projected \$19 million increase in property tax collections. The net increase from all other revenue sources also grew a modest \$5.7 million. This budget was formulated with conservative assumptions of revenue and moderate expenditure growth, the same approach that allowed the City to maintain or improve its credit rating during the worst economic conditions in a generation. As stated in the past, the impact of the recession on all local Florida government budgets, including Orlando, has also been compounded by the continuing effects of property tax reforms. Proposed changes to the state constitution and to state laws also have the potential for negative impacts on the City's ability to generate revenue to maintain the level of service our residents expect. The budget as presented is the result of years of responsible decisions and choices made by the mayor, commissioners and City departments. Guiding parameters and priorities for developing the budget were outlined in the Mayor's Strategic Priorities. These include 1) Keep Our Community Safe, 2) Generate High Quality Jobs, 3) Become One of the Most Sustainable Cities in America, 4) Provide Mobility and Transportation Options, 5) Create a City for Everyone and 6) End Homelessness. As is required each year, the budget was formulated within the structure outlined by State formula and our locally adopted policies and procedures. Citizens also had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two required public hearings held in September.

Through years of difficult budgets, the City made many tough choices on how to invest our limited resources. A primary goal was to maintain our superior police and fire protection and public works services. The budget outlined in the following paragraphs and detailed in the Budget Book is a direct result of those difficult, but necessary decisions. Building upon modest expansion in service levels last year, some functions are being further expanded in response to customer demand and only to the extent that our resources will allow. Mayor Dyer and I agree that Orlando is on sound financial footing and we are in the top tier of Florida cities. In fact, I believe that we can stand with any city in the country. The City of Orlando has developed a fiscally responsible budget for FY 2017/18 and I am confident that it will help us remain on solid financial ground. Various aspects of the budget will be outlined below.

The total General Fund budget for FY 2017/18 totals \$446,401,952. This is an increase of \$22,351,243 when compared to the adopted budget for the prior fiscal year. The increase is attributable to our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to wage increases. We have again been able to balance the budget without the use of excess reserves thus keeping the General Fund reserve at the maximum level recommended as a best practice by the Government Finance Officers Association (GFOA) and by the City's Reserve Policy.

The following are brief highlights and changes included in the adopted budget:

Citywide Staffing/Salaries and Benefits

Labor costs comprise two-thirds of our General Fund budget and therefore any additions to staffing are carefully considered. In the FY 2017/18 budget we have added 45 new General Fund positions. These new positions include 15 new police officers, 12 additional firefighters and 18 new civilian positions. While there is growth in our number of positions, the number of City employees per thousand residents is at a thirteen-year low of 12.0. The number of non-sworn employees per thousand residents has fallen to 7.3. Even though our City's population has increased by 22% over the last 10 years, we've decreased our civilian workforce by over 6%. Ten years ago, there was one city employee for every 106 residents. Today, we've shrunk that number to one civilian employee for every 138 residents. That's a direct result of our dedicated City staff stepping up, working smarter and providing a higher level of service with fewer resources. Today, as the economy improves, there are increasing demands for responsive service by businesses and residents and we are adding positions in key functions.

Included in this budget are wage increases for our employees consistent with negotiated agreements with the City's bargaining units. Due to state-mandated changes in actuarial mortality tables and the lowering of our assumed rates of investment return, we have increased the budget for pensions. Orlando continues to fund fully the actuarially determined contribution toward our pension obligations.

Pensions and Retiree Healthcare

This budget maintains the City's commitment to fully fund our pension and retiree healthcare obligations. We do this by paying 100% of the actuarially determined contribution each year. The City continues to be one of the few local governments in the country who have made the prudent decision to fully fund the actuarial cost of retiree healthcare rather than defer those costs to future taxpayers. We have also taken steps over the years to control the costs of pensions and retiree healthcare, by closing the general employees' defined benefit pension plan to new hires in 1998 and closing the retiree healthcare plan to new hires in 2006. By controlling costs and by fully funding our actuarially determined contributions we will ensure that our pension plans continue to be well-funded and will be able to provide the benefits that our retirees have earned.

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Department's mission. The Department budget totals \$105,382,370 with a General Fund portion of \$14,126,323. The Façade Grant Program has been allocated \$300,000; the Main Street Program \$420,000; and the Business Assistance Program \$150,000. Contributions to organizations supporting economic development have been increased by over \$100,000 to \$1.7 million. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$12,799,319 for FY 2017/18. The Fund's budget is lower than the prior year's budget as last year's budget included an up-front commitment of \$3.5 million to complete the implementation of the new Economic Development Information System. This new budget maintains additional positions to ensure a high caliber of customer service and minimal evaluation time for our development and building community partners. Finally, the Department introduced Permitting Express to help foster small business development.

Families, Parks, and Recreation

During the recession the Families, Parks and Recreation Department suffered some of the greatest reductions. Since FY 2014/15, funding began to be restored to the Department, specifically capital funding. That trend accelerates with the FY 2017/18 budget increasing by \$2,060,955. The Department budget totals \$38,266,300 with a General Fund portion of \$32,921,230. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the Families, Parks and Recreation Department with a budget for FY 2017/18 of \$2,817,798. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, \$1.2 million, via a transfer from the General Fund.

Fire

As Mayor Dyer indicated in his budget address, the City's strong commitment to public safety continues under this budget. The Fire Department budget totals \$119,571,624 with a General Fund portion of \$105,780,800. The total EMS Transport Fund budget for FY 2017/18 is \$12,445,310 based upon the collection of expected transport fees. A portion of the increase in General Fund funding from the previous fiscal year is for 12 new firefighters. The level of funding allotted to the Fire Department for the fiscal year will also allow it to maintain its ISO rating of "1", keeping it one of roughly 15 departments nationwide to receive this designation. This independent rating confirms that the City of Orlando provides exceptional protection to our residents, visitors and property by providing the appropriate level of well-trained firefighters and paramedics, reducing emergency response time and utilizing resources as efficiently as possible.



"Pride of Parramore" Fire Station 2

Housing and Community Development

The Department's General Fund operations are minimal at a total of \$973,312. Primary funding has typically been provided through federal sources along with State Housing Initiatives Partnership (SHIP) funding. Significant federal funding will again be received in FY 2017/18 with \$6,642,926 being award through U.S Department of Housing and Urban Development (HUD) grants to assist in funding various housing needs throughout the City. As part of the overall distribution budget, the Community Development Block Grant (CDBG) for \$1,866,085 is to be used toward residential treatment programs, home purchase counseling, employment services, and other improvements and replacements needed to service facilities; the Home Investment Partnerships Program (HOME) for \$877,339 toward new housing developments, rehabilitated housing and homeownership assistance programs; the Emergency Solutions Grant (ESG) for \$162,256 toward emergency shelter operations and rapid re-housing initiatives, and Housing Opportunities for Persons with AIDS (HOPWA) for \$3,737,246 toward housing assistance and support services. This year, the Housing Department will also benefit from a SHIP grant for \$1,158,371 which will further assist in the production and preservation of home ownership and multifamily housing. This program is designed to serve very low, low, and moderate income families.

Orlando Venues



The Amway Center

The budget for the Orlando Venues Funds for FY 2017/18 is \$39,843,591. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, and the reconstructed Camping World Stadium. The budget includes revenues and expenditures associated with the various events to be held at the two venues. The Amway Center's budget is \$19,634,048 and Camping World Stadium's budget is \$6,057,025 for the fiscal year. In addition to the Orlando Magic, other professional sports franchises call Orlando home and utilize City facilities.

The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens and the Mennello Museum of American Art. The budget for Leu Gardens is \$2,849,500 and budget for the Mennello Museum is \$566,550. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.5 million, or 53%, of its revenues and the Mennello Museum receives \$507,050, or 90%, from the General Fund.

Police

The City's strong commitment to public safety continues under this budget. This budget includes funding for 15 new police officers. The Department budget totals \$164,150,495 with a General Fund portion of \$146,676,695. As Mayor Dyer outlined in his budget address, protecting our residents and visitors and preventing crime are functions of government that people depend upon every day. Visible evidence of the City's strong commitment to the Department is in the fact that it accounts for one third of the General Fund budget. Orlando also has as many police officers per thousand residents as any other major city in Florida at 2.82. These officers interact with the community through numerous events such as National Night Out, Kicks for Guns and the Orlando Speaks workshops designed to foster dialogue between residents and the Orlando Police Department. New automation opportunities and the use of enhanced technology such as body cameras are examples of the City's continued investment. A total of 85 of the Department's positions are in the GOAA Police Fund. These officers provide public safety services at the Orlando International Airport. The budget for that Fund is \$14,759,035.



Orlando Police Department Headquarters

Transportation

The Transportation Department was re-established in FY2016/17. In FY 2017/18 the budget reflects some modest changes in the Department's structure. The GEICO Garage, formerly housed in the Orlando Venues Department, is added to the Parking Division's portfolio. Also within the Parking Division we have closed our surface parking lots under Interstate 4. Finally, the Red Light Camera program is relocating within the Department, moving from Transportation Planning to Transportation Engineering. The Department's total budget from all sources is \$48,276,182. The General Fund makes up \$15,049,039 of this amount. The combined Parking System budget is \$18,143,062. That total includes the Parking System Fund, covering the majority of City garages and lots; the Centroplex Garage Fund covering the two garages near the Creative Village site; and now the GEICO Garage as mentioned earlier.

Public Works

The Public Works Department has the largest total budget. This diverse department handles a wide variety of essential City services from water reclamation management, to residential trash collection and recycling to street maintenance and construction. The Department budget totals \$227,075,051 with a General Fund portion of \$11,415,099. The FY 2017/18 total staffing is 540 or 16% of the overall City total. The vast majority of the positions (459 or 85% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 81 employees, or slightly over 15% of the total. Budget highlights for the Enterprise Funds that are part of the Public Works Department will be outlined in the following paragraph.

Enterprise Funds

For the third year in a row, Stormwater Utility, Water Reclamation and Solid Waste Fees will not be increased for FY 2017/18, evidence of the City's commitment to fiscal discipline and keeping as much as possible in the citizens' pockets. A total of \$3,660,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$24,950,399 total budget. The Solid Waste Fund's total budget is \$33,441,930. The Water Reclamation Revenue Fund has a total operating budget of \$99,034,630, which includes \$19,344,000 in capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance. Overall, the Stormwater Utility, Solid Waste, and Water Reclamation Funds will have a total of 427 positions, which is over 13% of the City total.

Debt Service

The General Fund budget for debt service totals \$18,828,475 in FY 2017/18. Demonstrating the City's commitment to public safety, debt service of \$7.6 million has been budgeted for the expansion of fire and police facilities as well as \$1.2 million for radio system upgrades. The debt service for some of these new or upgraded facilities comes from energy savings from the facilities themselves. Another area of focus, parks and recreation, underwent a significant expansion in the early 2000s and in FY 2012/13 the City purchased new land to expand the footprint of our signature park, Lake Eola, which carries a FY 2017/18 debt service budget of \$5.7 million. Another \$1.5M services the debt on land purchases made by the City for future use and \$1M is for SunRail stations. Community Venues debt service allowed for the construction of the Amway Center, the Dr. Phillips Center for the Performing Arts and Camping World Stadium (formally known as the Citrus Bowl). That debt service comes from the Orange County Tourist Development Tax, the Downtown CRA, the Orlando Venues Enterprise Fund, and State Sales Tax Rebate proceeds. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Agency loans, land purchases, other parking facility construction and Wastewater system improvements.

Capital Improvement Program

The total allocation of the FY 2017/18 Capital Improvement Program (CIP) is \$95,179,843 and includes projects related to Stormwater, Water Reclamation, Transportation and Economic Development. The majority of the budget is comprised of Water Reclamation projects, funding 30 projects totaling \$50,784,000. Stormwater will include eight projects at a cost of \$3.7 million. Transportation-related projects total \$20.3M with funding from Gas Tax (\$9.9M), Transportation Impact Fees (\$9.1M) and the City's parking funds (\$1.3M). Economic Development projects funded through the Community Redevelopment Agency (CRA) and Downtown Development Board provides funding for DTO Implementation and Welcome Center Upgrades to name a few. There is also funding set aside in Dubsdread Golf Course Renewal & Replacement Fund for course and equipment maintenance.

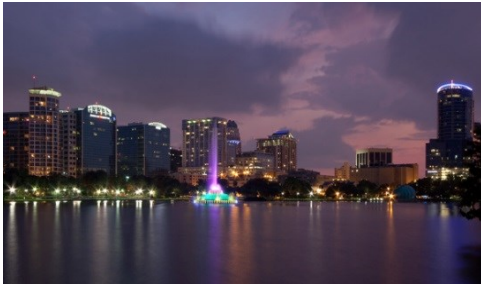
CHIEF FINANCIAL OFFICER LETTER

The Capital Improvement Fund budget for FY 2017/18 is \$11.7 million. Virtually all of this is new funding from the General Fund. Funding has been allocated to maintain our investments in infrastructure and facilities, to ensure that our public safety departments can maintain replacement cycles, and to address any deferred maintenance needs. Public safety projects include \$1.2 million for fire equipment replacement and \$1.2 million for police equipment replacement. We have continued funding the annual allocation of \$1,560,000 toward our technology infrastructure. Core infrastructure projects include \$1 million for pavement rehabilitation, \$900,000 for the repair of hazardous sidewalks and construction of new sidewalks to provide a safe route for children going to school. Two years ago we began an effort to address deferred maintenance and necessary improvements to our aging recreation and park facilities including playground equipment with \$2.3 million in capital funds. The annual Dr. Phillips Center for the Performing Arts Renewal & Replacement payment is also budgeted in the amount of \$1,688,263. We have budgeted \$250,000 for renovations at the City's Emergency Operations Center. Finally, we have set aside \$1 million to address other facility needs across the City.

Non-Departmental/Non-Operating

The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$2.1 million for FY 2017/18. The increase is substantially the result of new construction within the City's downtown business core and the increase in taxable values in the redevelopment areas.

Closing



Lake Eola Fountain and Downtown Orlando

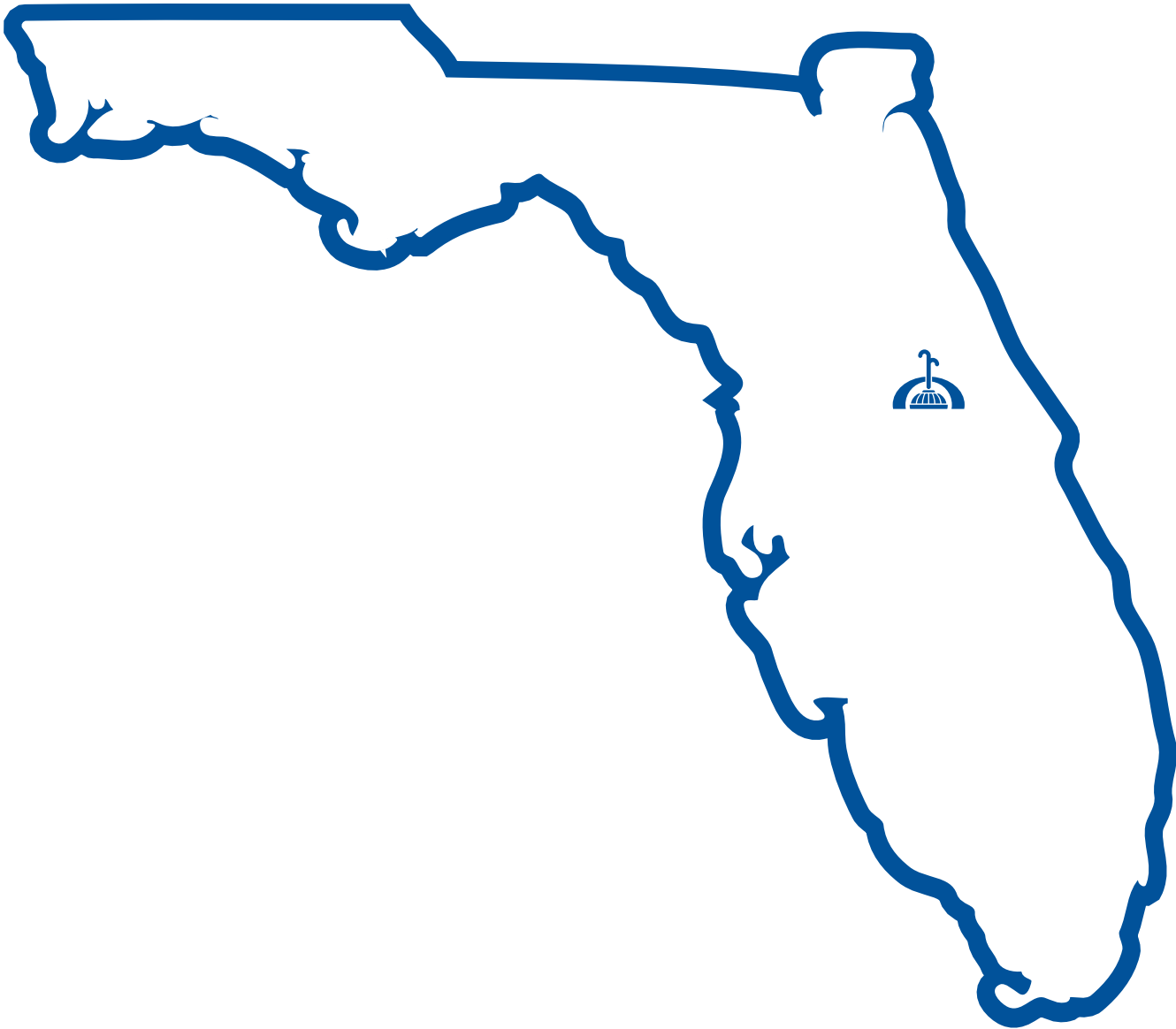
As Mayor Dyer continues to highlight, the City takes its financial management responsibility seriously. Debt ratings from all three rating agencies (Fitch, S&P, Moody's) continue to remain top tier and are reflective of market recognition of high quality. The City's Annual Budget and Comprehensive Annual Financial Report (CAFR) again received Government Finance Officers Association (GFOA) awards. As in prior years, the FY 2016/17 CAFR and FY 2017/18 budget documents will be submitted for GFOA review. Regular budget to actual financial reports are submitted to the City Council, provided to department directors and fiscal managers, posted to the

Internet for public knowledge, and provided to the City's Audit Board. The Office of Business & Financial Services continues to focus on undertaking best budget and fiscal management practices in order to maintain the City's healthy financial condition. Mayor Dyer also continues to lead the way with his constant focus on budget monitoring and control. The City's mission is to deliver public services in a knowledgeable, responsive and financially responsible manner. We strive each day to fulfill that mission through transparency and open communication.



Christopher P. McCullion
Chief Financial Officer

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At the geographic center of the state, Orlando is situated approximately 150 miles from the Florida/Georgia border to the north, 50 miles from the Atlantic Coast to the east, 75 miles from the Gulf Coast to the west, and 370 miles from the Florida Keys at the southern tip of the state.

One of the area's biggest attractions is its year-round mild weather. Mid-Florida's subtropical climate has long been a strong drawing card for tourists and residents alike. At the heart of the "Sunshine State," the area's average annual temperature is a comfortable 72.4 degrees. Average annual rainfall amounts to over 50 inches per year, keeping Central Florida lush and green throughout the year.

Source: orlandoinfo.com/weather

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CITY OF ORLANDO

Orlando History

In 1856, what was then known as the Village of Orlando, became the county seat of Orange County, Florida. On July 31, 1875 the Town of Orlando was officially incorporated with an area of approximately 4 square miles, and incorporation as a city followed in 1885. Today, the City of Orlando, as a result of numerous annexations, has an area of over 118.7 square miles.

The arrival of railroads in the 1880s enabled the region (and Orlando) to export large quantities of oranges and other citrus fruit to northern markets and allowed citrus to overtake cattle ranching as the dominant industry. The availability of railroad transportation, warm winters, natural lakes and orange groves attracted more tourists and new settlers. By the 1920s, Orlando's main streets began to be paved with bricks and Orlando's population crossed the 10,000-person threshold.

Following a destructive hurricane, Florida's 1920s land boom came to an end and the United States as a whole entered the Great Depression. Orlando endured the Depression through agriculture, private charity and employment provided through numerous public works projects. The Works Progress Administration (WPA) constructed post offices and courthouses, built canals and improved parks, but most importantly, repaved and expanded the City's airport. The municipal airport after repaving and expansion by the WPA, became an Army Air Corps training facility in 1940 (today it is Orlando Executive Airport).

Soon after, a second sprawling (23 square mile) Army air facility, Pinecastle Army Air Field (later known as McCoy Air Force Base), was built to the southeast of Orlando. During the Cold War, two of the parallel runways were expanded to 12,000 feet long (more than 2 miles) and 200 feet wide. Beginning in 1974, the base began the conversion to what is now Orlando International Airport (OIA). The conversion culminated in the construction of a world-class airport terminal. In 1982, OIA was annexed into the City of Orlando. Additional runways, air-sides and amenities have been constructed by OIA to accommodate the booming air travel and tourism industries. Today, OIA has serves an average of 3.5 million passengers a month while receiving #1 customer satisfaction ratings from both the International Air Transport Association (IATA) and JD Powers and Associates.

Forty miles to the east of Orlando is Cape Canaveral, and in 1955, the Air Force began testing missiles on this barrier island that angles out into the Atlantic Ocean. The following year, Glen L. Martin Company (now Lockheed-Martin) purchased 10 square miles for a plant 10 miles southwest of downtown Orlando. The Lockheed-Martin plant, which is still in operation, brought scientists and engineers to Orlando. For years the area behind the Lockheed-Martin plant, where devices were sometimes tested, was known as the "remote area." Today it is prime real estate, accessible from four different interstate interchanges and is adjacent to the Orlando/Orange County Convention Center and the International Drive tourist corridor.

Caught up in the spirit of the 1960s technological revolution, Orlando's civic leaders secured a state university. Florida Technological University was built in Orange County between Orlando and the Kennedy Space Center. Today, renamed the University of Central Florida (UCF), the University has an enrollment of around 64,000 students, offering Bachelors, Masters and Doctorate degree programs. In 2006, the State approved the creation of the UCF College of Medicine. The 1960s also culminated in the establishment of Valencia Community College (VCC), which was founded to provide workforce training and two-year degree programs. In 2011, VCC began a Bachelors degree program and became Valencia College, which today has six campuses and serves over 60,000 students a year.

CITY OF ORLANDO

Orlando History (continued)

In the 1950s, the local legislative delegation succeeded in getting the new Florida Turnpike routed by the City. Then, in the 1960s Interstate 4 (I-4) was routed and built through downtown Orlando. The intersection of the Florida Turnpike and I-4, while still under construction, caught the eye of Walt Disney. Disney knew from his California experience the impact “freeways” could have on an area. Moreover, Disney wanted to be among the first to have access to the hotels which would inevitably be located outside his new “Disney World.” Disney amassed tens of thousands of acres, mostly citrus groves, along I-4. The 1968 announcement of plans to build Disney World, and its opening in 1971, sparked very rapid growth in the Central Florida region in the 1970s. Only the 1974 gas shortages and the 1975 recession, with its 11.1% unemployment rate, stopped the rapid in-migration. As the economy recovered, in-migration resumed.

Orlando continues to be a major tourist destination area. Walt Disney World is located 10 miles outside the city limits (20 miles from downtown) on I-4. As a major regional employer, Disney impacted Orlando through changes in regional employment and population. The opening of Universal Studios Florida (located within the city limits 10 miles from downtown, also on I-4), had a more direct impact. Universal soon became the City’s single largest taxpayer, as well as one of the largest customers for the City of Orlando’s municipal electric and water utility, the Orlando Utilities Commission (OUC).

Growth during the 1980s and most of the 1990s was steady in part because of prolonged economic stability. A brief interruption in the steady growth occurred in the early 1990s because of the closure of the Orlando Naval Training Center and Annex (Navy base). Steady growth resumed with the construction and opening of a second theme park at Universal Studios (Islands of Adventure) and the economic recovery of the 1990s. The Naval Training Center and its Annex were redeveloped as the residential communities of Baldwin Park and Southport.

The 2000s have seen the City of Orlando continue to grow, reaching a population of over 270,000. In 2002, Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City’s second accredited law school joining Barry University College of Law. Also, Downtown Orlando would experience a massive revitalization during this time, reinvigorating the Orlando urban core.

2007 secured its place in history with the decision to move forward on two landmark initiatives. In the first initiative, the City joined Orange County for one of the most significant public/private partnerships in the region’s history – The Community Venues. This joint investment included the construction of the Dr. Phillips Center for the Performing Arts (DPAC), renovations to Camping World Stadium, and revitalization of the Orange County Convention Center. These three venues further transformed Orlando and provided additional economic stability and opportunity to the area. These public buildings represent a once-in-a-generation opportunity to shape the future of Central Florida.

The second landmark initiative in 2007 was The Central Florida Commuter Rail Transit (CFCRT) project, now known as Sun-Rail. This project is a passenger rail service operating along 61.5-miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which 4 are within City jurisdiction. Each station is pedestrian accessible and have convenient connections for bus and other transportation services. On July 18, 2011, the Full Funding Grant Agreement with the Federal Transit Administration was signed moving the project to construction.

CITY OF ORLANDO

Orlando History (continued)

In the midst of global environmental challenges, the City of Orlando launched Green Works Orlando, one of the most visible environmental action agendas in the region. Under the initiative, the Metro Orlando's Green Future Alliance was created. This partnership between the City, OUC, and Orange County will promote market transformation for solar technology by engaging local stakeholders in the development of a strategic energy plan. These efforts have been recognized by the U.S. Department of Energy, with a \$198,700 grant. Orlando was one of twelve cities chosen for its commitment and innovative approaches to the deployment of solar technologies and development of sustainable solar infrastructures.

Orlando is currently building a "medical city" to become an international hub for health and biotech services. The Medical City at Lake Nona includes Sanford-Burnham, the UCF College of Medicine and Burnett School of Biomedical Sciences and M.D. Anderson Cancer Center Orlando. The Nemours Children's Hospital and the University of Florida's Research and Academic Center opened in 2012. The Orlando Veterans Administration Medical Center opened in phases between 2013 and 2014. This project is projected to have a potential economic impact that exceeds a multi-billion dollar threshold and create thousands of jobs in the next ten years.

After economic setbacks, the City and Orange County laid out a plan in 2012 that allowed for the continuation of The Community Venues partnership and led to renovations at Camping World Stadium which began immediately in January 2014. The retrofit was completed in April 2015 and includes new lower bowl seating with 8,000 club seats, additional restrooms and concessions, a wider, more modern concourse, and new locker and media rooms.

The rich history of Orlando is emblematic of the progress made to make the City inclusive for all. The region's high quality of life, combined with a strong economic foundation supported by the industries of academic research, computer simulation and training, and hospitality, has transformed Orlando from a quaint town to the world-class City it is today.

Historical Milestones

1856	- Orlando becomes County seat .
1875	- " Town of Orlando " incorporates.
1885	- " City of Orlando " incorporates.
1880s	- Arrival of railroads: Orlando begins to export large quantities of citrus fruit .
1920s	- Orlando's main streets are paved with brick . Population crosses the 10,000 threshold.
1950s	- Florida Turnpike is routed through Orlando.
1956	- Lockheed-Martin purchases 10 square miles for a plant southwest of downtown Orlando.
1968	- Orlando Naval Training Center (ONTC) opens within the City limits. - University of Central Florida (UCF) opens east of City as "Florida Technological University."
1971	- Disney World opens, sparking rapid growth in Central Florida.
1974	- McCoy Air Force Base begins conversion to what is now Orlando International Airport (OIA) .

Historical Milestones (continued)

- 1980** - Orlando's Community Redevelopment Agency (CRA) is established.
- 1989** - The National Basketball Association's Orlando Magic inaugural season in Downtown Orlando.
- 1990** - Universal Studios Florida opens.
- 1991** - Orlando Health partners with University of Texas, M.D. Anderson Cancer Center to offer advanced, multi-disciplinary treatment.
- 2002** - Florida A&M University College of Law opens in downtown Orlando.
- Mall at Millenia opens in southwest Orlando with more than 677,000 square feet of retail space.
- 2008** - Veteran's Administration (VA) Medical Center at Lake Nona groundbreaking ceremony takes place. The new 1.2 million square foot VA Medical Center, part of Medical City at Lake Nona, opened in 2014.
- 2009** - Nemours Children's Hospital groundbreaking occurs within the rapidly growing Medical City at Lake Nona. The first phase of the Nemours Children's Hospital includes over 600,000 square feet of hospital space plus ancillary medical office. Nemours opened in October 2012.
- The City of Orlando approves Community Venues and Commuter Rail agreements. - The Burnham Institute for Medical Research facility opens in Lake Nona.
- 2010** - Orlando City Council created the Downtown South Neighborhood Improvement District (DSNID).
- The 18,500 seat Amway Center hosts concerts, sports and other community events in addition to being the new home of the Orlando Magic and Orlando Solar Bears.
- The Full Funding Grant Agreement that funds the federal share of the cost to build Phase 1 of SunRail is signed. Groundbreaking is celebrated at the Florida Hospital station.
- The UCF College of Medicine & Burnett School of Biomedical Sciences building opens at Medical City.
- 2011** - Metro Orlando welcomes more than 51 million visitors in 2010, making it the most visited destination in the United States and the first North American city to pass 50 million visitors.
- 2012** - Groundbreaking on both the Parramore and East-West Bus Rapid Transit (BRT) projects.
- Valencia College – Lake Nona Campus opens in Medical City. The 83,000 square foot first phase contains 18 classrooms, 2 computer labs, and 6 science labs.
- 2013** - Curbed commercial development and expanded Lake Eola Park by 1.36 acres with the purchase of Eola House and adjacent properties.
- The City approved the Central Station project adjacent to SunRail. This transit-oriented development features 275 dwelling units, 126 hotel rooms, 167,360 office square foot and 93,000 square foot of ground retail.
- 2014** - Camping World Stadium was rebuilt into a state-of-the-art venue capable of hosting world-class events.
- DPAC opened, hosting dance, opera, theatre, and an array of performing arts and entertainment events.
- Major League Soccer team Orlando City Soccer Club (OCSC) begins play.
- Publix Supermarkets Inc. opened a 1,000,000 square foot state-of-the-art refrigerated distribution center.
- SunRail commuter rail service begins, linking twelve stations between Orlando and DeBary.
- 2015** - Orlando VA Medical Center opened and Mayor Dyer announced \$4M toward VA Homelessness Initiative.
- United States Tennis Association (USTA) broke ground on its National Campus in Lake Nona.
- 2016** - Launch of new Open Data Website to further the City's effort to increase government transparency.
- Presented with the Governmental Champion of Change Award for fostering diversity and inclusion in our community
- Purchased Constitution Green to preserve and operate as a City Park.
- 2017** - Construction began on Phase 2 of DPAC, which includes a 1,700 seat multipurpose acoustic hall.
- Construction begins on OIA's Intermodal Terminal which will connect the airport to expansions of the Brightline high speed rail and SunRail.
- OCSC opens privately owned and financed 25,500 seat Orlando City Stadium in historic Parramore neighborhood.
- State-of-the-art 94,000 square foot Orlando Police Department (OPD) headquarters opens in Parramore.
- The City of Orlando, UCF, and Valencia College break ground on the Creative Village, a new 68 acre mixed use transit-oriented development. Phase 1 is expected to be complete in 2019, will bring 7,700 students to downtown and is funded by \$336 million in private investment and \$149 million in public funds.
- Universal Orlando Resort opens \$600 million Volcano Bay Water Theme Park.

CITY OF ORLANDO

Orlando MSA

The City of Orlando is also recognized as the core of a four county Metropolitan Statistical Area (MSA) named the “Orlando MSA.” The four county Orlando MSA includes Orlando’s home county of Orange, as well as three adjacent counties: Seminole, Lake and Osceola Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area (MSA) is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 275,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of approximately 1,200,000 persons, while the four-county MSA has a population of more than 2,300,000 persons.

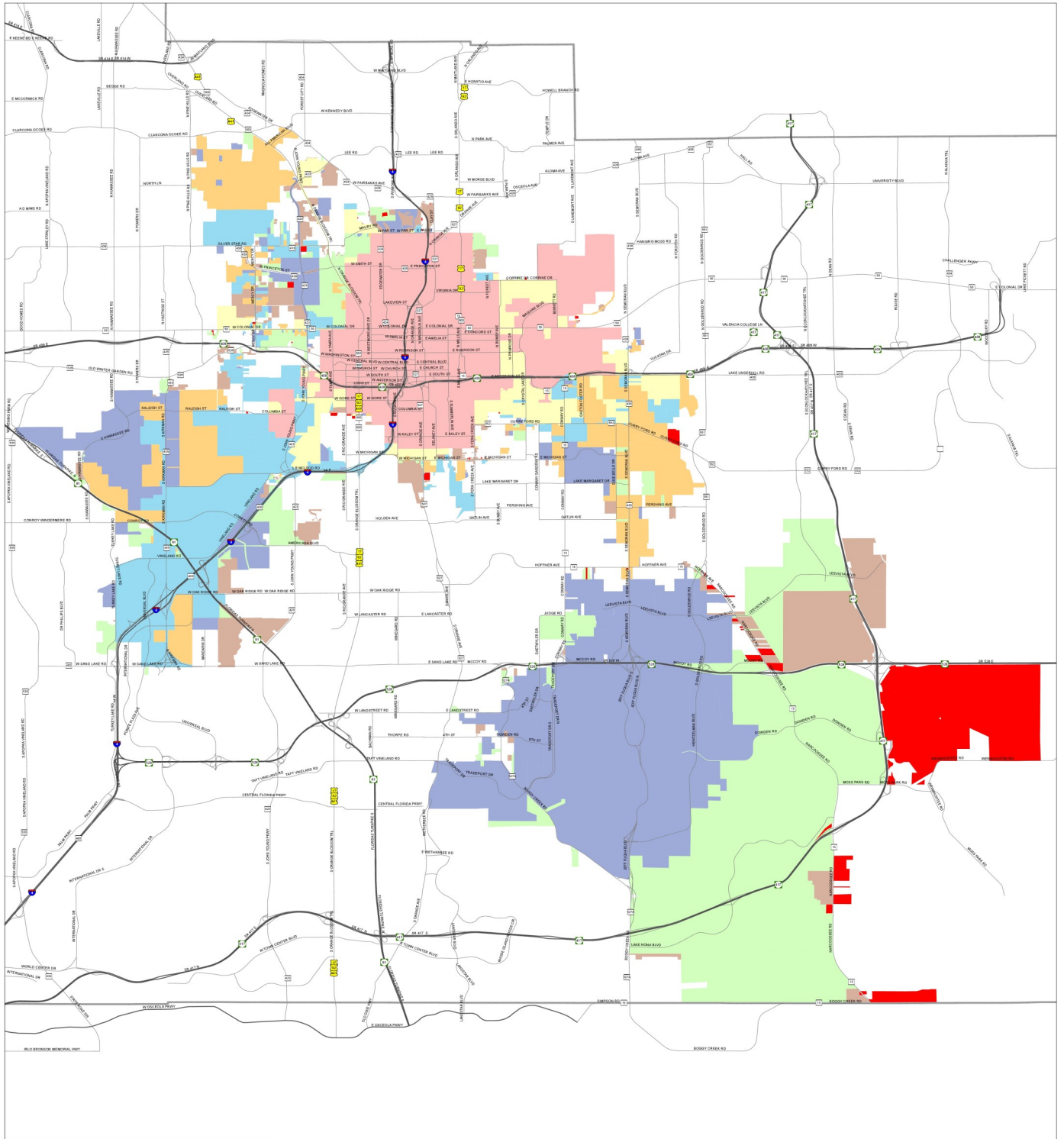
Population

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	Not available
1960	88,135	263,540	Not available
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	236,788	1,145,956	2,133,940
2015	262,949	1,227,995	2,270,370
2016	267,842	1,252,396	2,320,195
2017	279,133	1,280,387	2,376,358

Source: Bureau of Economic and Business Research. Data for prior decades from the United States Census Bureau.

The accompanying map shows the patterns of annexation. Specifically, the 1950’s borders are known as the “traditional city.” The area that is now Universal Studios was annexed during the 1960’s, while the large southeastern annexation during the 1980’s is the annexation of Orlando International Airport (OIA). One byproduct of annexation is that the City of Orlando’s population per square mile fell as large undeveloped areas with relatively little population were annexed into the City. Future annexations are constrained by the Orange County line. See Map.

CITY OF ORLANDO



**Annexations
Map**



ANNEXATION BY DECADE

City in 1950	1981 - 1990
1951 - 1960	1991 - 2000
1961 - 1970	2001 - 2010
1971 - 1980	2011 - 2020



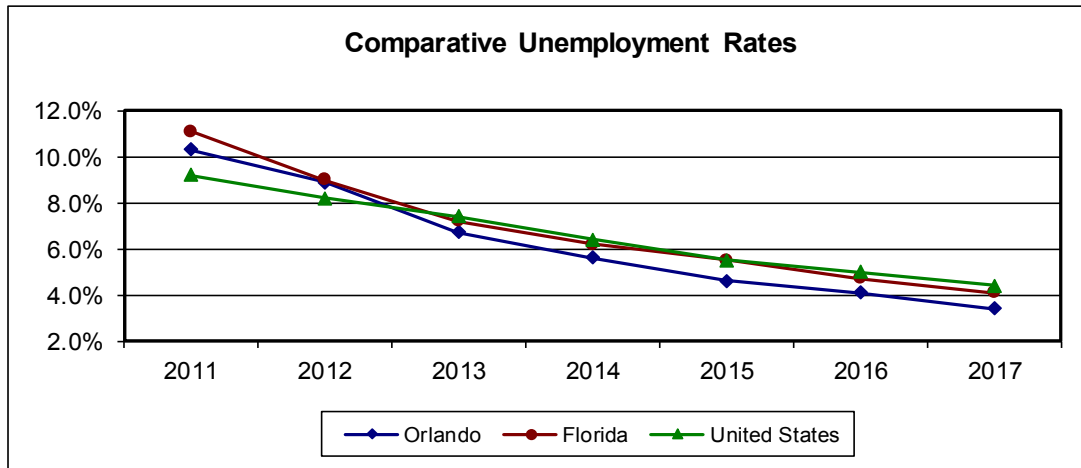
Prepared by City of Orlando - GIS

Standard Map - June 2017

Average Annual Unemployment Rate

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
2011	10.3%	10.5%	10.6%	11.1%	9.2%
2012	8.9%	8.6%	8.7%	9.0%	8.2%
2013	6.7%	6.8%	6.9%	7.2%	7.4%
2014	5.6%	5.8%	5.9%	6.2%	6.4%
2015	4.6%	5.0%	5.1%	5.5%	5.5%
2016	4.1%	4.3%	4.4%	4.7%	5.0%
2017	3.4%	3.8%	3.9%	4.1%	4.4%

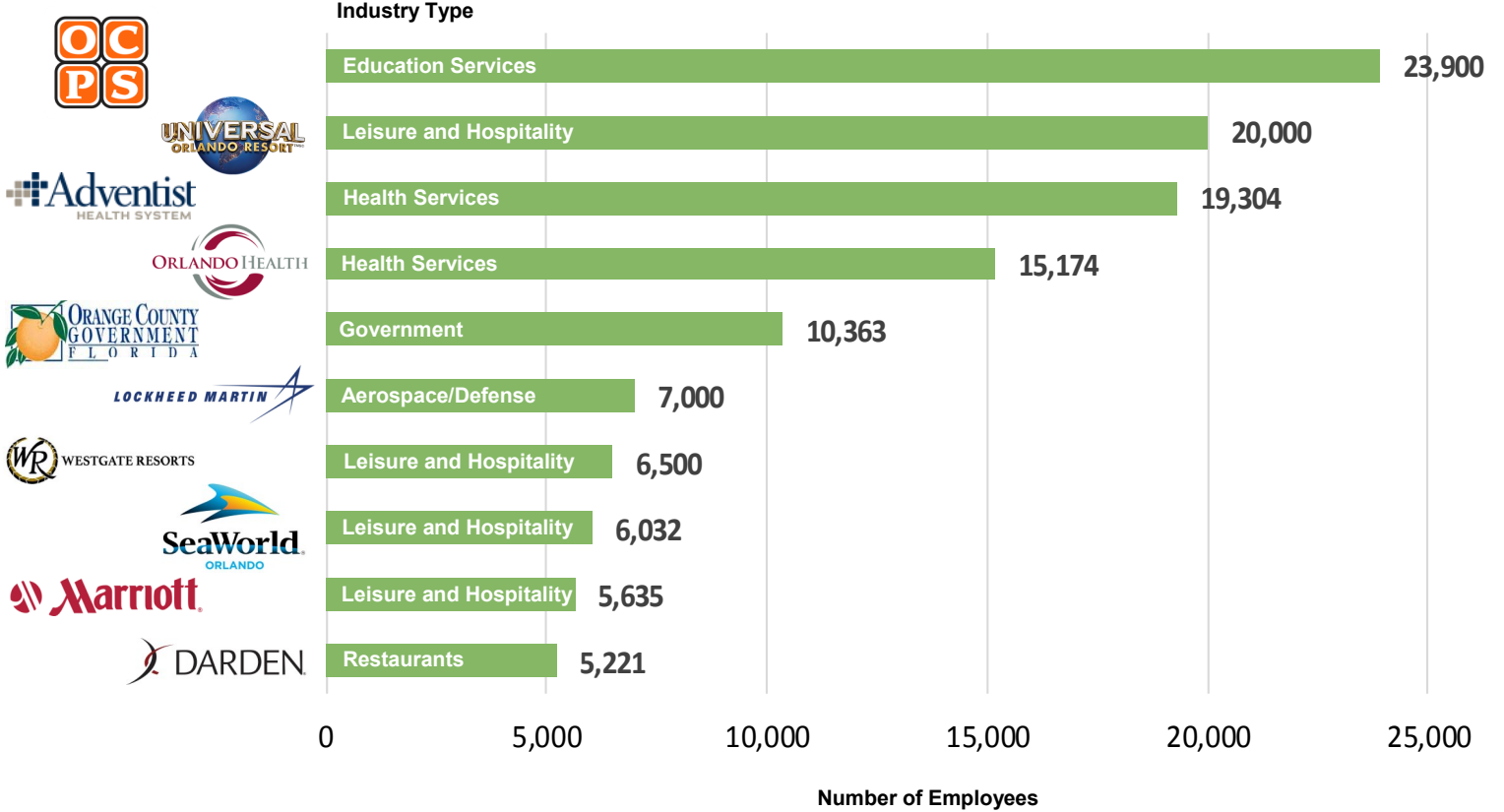
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2017 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2017 as of September.

CITY OF ORLANDO

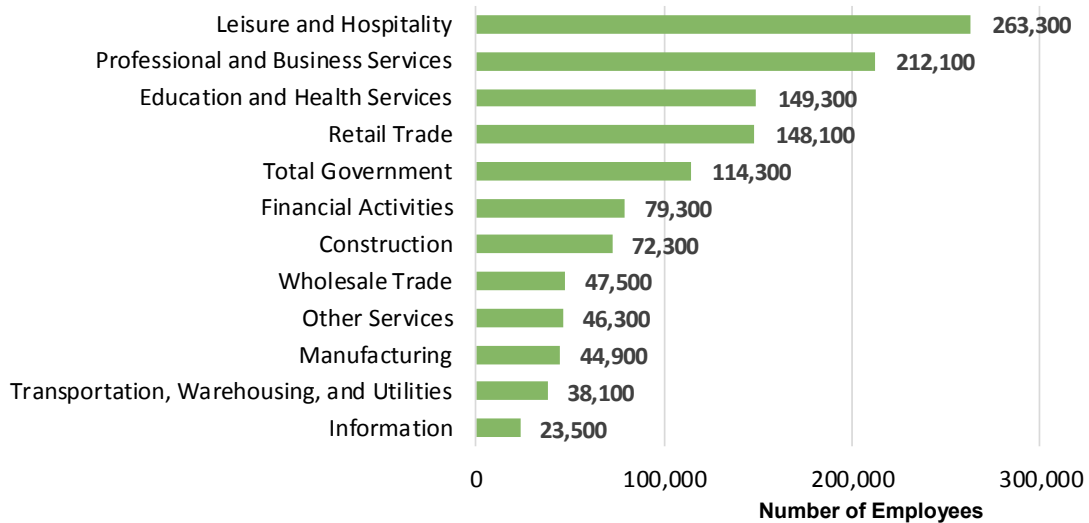
Major Orlando Employers



Source: Metro Orlando Economic Development Commission

Employers with headquarters or substantial operations within City limits - September 2017

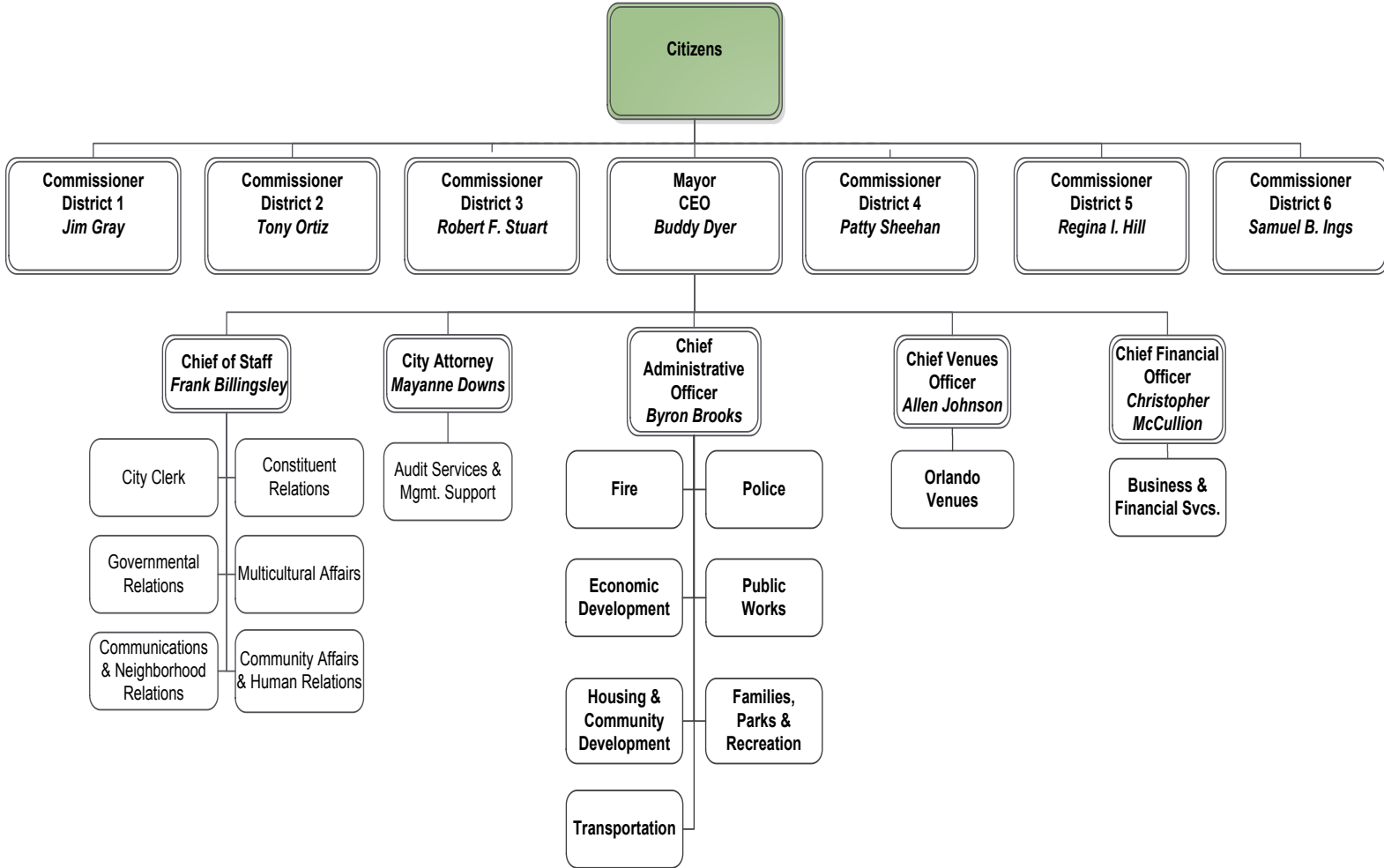
Employment by Industry in Orlando MSA -
Including Lake, Orange, Osceola, and Seminole Counties



Source: Metro Orlando Economic Development Commission

Employers by Industry Statistics - September 2017

City Organization Chart



CITY OF ORLANDO

City of Orlando Government

The first City Charter was adopted on February 4, 1885. The City operates under a Mayor/City Council form of government. The Mayor is a voting member of the 7-person City Council and serves as the Chief Executive Officer. The Mayor and the six Commissioners are elected to four-year terms of office. The Mayor is elected at-large while all six Commissioners represent individual districts within the City of Orlando.

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through the C5 Committee and eight Department Directors. The C5 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the Chief Venues Officer (CVO), the City Attorney, and the Chief of Staff. The C5 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are six staff offices that report to the Chief of Staff. The Citywide organization chart on the previous page displays the relationships between organizational units of the City.

The City provides a full range of municipal services to its citizens, including police and fire protection; comprehensive land-use planning and zoning services; code enforcement and neighborhood improvement; streets and drainage construction and maintenance; traffic engineering services; recreation, parks and cultural activities; refuse collection; and stormwater and water reclamation.

Other activities and functions in the City include:

- A **public utility** run by the City is the **Orlando Utilities Commission (OUC)**. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish OUC to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- On September 27, 1976, the City entered into an agreement with the **Greater Orlando Aviation Authority (GOAA)** to use and operate the Orlando Executive Airport and Orlando International Airport (OIA) for a term of 50 years. GOAA is governed by a seven-member board: the mayor of the City of Orlando, the Chairman of the Board of County Commissioners, and five other members who are appointed by the Governor of the State of Florida, subject to confirmation by the Florida Senate. GOAA is considered a related party for financial classification purposes and their operations are not reflected in the City budget or annual financial report, except for security services provided by the Police Department.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County, along with express bus service from Lake and Volusia Counties. The Lynx board of directors consists of representatives from each of those counties plus the Mayor of the City of Orlando and the Florida Department of Transportation District Secretary for this region. In addition to fares charged to riders, each partner provides operating support to Lynx. The City also provides funding to Lynx (through the CRA and parking revenues) to operate a downtown circulator route that is free of charge to riders.
- The **SunRail** project is a passenger rail service operating along 61.5 miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which four are within City jurisdiction. Each station will be pedestrian accessible and have convenient connections for bus and other transportation services.
- On July 25, 2011, the Orlando City Council adopted Ordinance No. 2011-28 creating the **Downtown South Neighborhood Improvement District (DSNID)**. The DSNID is a dependent special district established to monitor and advocate for the interests of the business and property owners within south downtown, including Orlando Health. It is intended to foster communication and cooperation among business and property owners. It may also plan for, construct, operate or maintain physical improvements. DSNID has a staff and an Advisory Council. The Advisory Council develops an operating budget, strategic plan, capital improvements plan and financing plan for review and approval by a Governing Board. The Orlando City Council is the Governing Board for the DSNID.

CITY OF ORLANDO

City of Orlando Government

Employee/Population Ratio Comparison
Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Boca Raton	88,275	1,552	17.58
Clearwater	112,387	1,830	16.28
Fort Lauderdale	176,747	2,748	15.55
Gainesville	128,612	1,426	11.09
Hollywood	146,155	1,270	8.69
Orlando	279,133	3,346	11.99
St. Petersburg	259,906	3,396	13.07
Tallahassee	189,675	2,845	15.00
Tampa	365,124	4,477	12.26

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2017.
Population estimates from Bureau of Economic and Business Research.

Employee/Population Ratio Comparison
Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	323,985	1,848	5.70
Orange	1,280,387	10,363	8.09
Osceola	322,862	1,444	4.47
Seminole	449,124	2,892	6.44

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2017.
Population estimates from Bureau of Economic and Business Research.

Members of the Orlando City Council consist of the Mayor, who is elected at-large, and six City Commissioners who are elected from respective districts. All are elected to four-year terms.



Pictured left to right, top row: District 1 Commissioner Jim Gray, District 2 Commissioner Tony Ortiz, District 3 Commissioner Robert F. Stuart, and District 6 Commissioner Samuel B. Ings

Pictured left to right, bottom row: District 5 Commissioner Regina I. Hill, Mayor Buddy Dyer, and District 4 Commissioner Patty Sheehan



TENURE IN OFFICE

•2003-present



EDUCATION AND EXPERIENCE

•Brown University - Civil Engineering (B.S.)

•University of Florida - Law (J.D.)

•Before he chose to serve in public office, he previously worked as an environmental engineer.



PERSONAL

•Born in Orlando and raised in nearby Kissimmee

•Has two sons named Trey and Drew



THE CITY OF ORLANDO

The City Beautiful is home to over 270,000 residents from all walks of life. This diversity is reflected in the City's policies, which aim to fulfill the Mayor's Key Initiatives of making Orlando A City for Everyone, continuing Economic Growth, Ending Homelessness, increasing Public Safety, expanding Sustainability efforts, and enhancing Transportation. Proactive and focused efforts in all priority areas contribute to making Orlando a truly world-class city.



TENURE IN OFFICE
·2012-present



EDUCATION AND EXPERIENCE
·University of Houston - Finance (B.A.)
·Over 35 years of commercial real estate experience
·Veteran, United States Air Force



PERSONAL
·29 year resident of Central Florida; 13 years within the City of Orlando
·Married to his wife Kathy for 39 years with two grown children and two beautiful granddaughters
·Enjoys golf, fishing and traveling



DISTRICT 1

The fastest growing region in the City of Orlando, District 1 is home to Orlando International Airport and Lake Nona’s Medical Center. The southeast area of Orlando offers both businesses and residents a great place to work, live and enjoy the Central Florida lifestyle.



TENURE IN OFFICE
·2000-present



EDUCATION AND EXPERIENCE
·University of Central Florida
·State of Florida – Certified Crime Prevention Practitioner
·Previously worked in Banking and Finance
·Veteran, United States Marine Corps



PERSONAL
·Resident of Florida since 1984 and has lived in the City of Orlando since 1989



DISTRICT 2

District 2, also known as “Gateway to Orlando” is a welcoming and diverse community composed of approximately 42,000 people. It features great centralization in reference to all community venues and destinations around the city. The most important asset in our district is our people.



TENURE IN OFFICE

•2006-present



EDUCATION AND EXPERIENCE

•Attended Princeton Elementary School, College Park Middle School and Edgewater High School

•University of Florida

•Executive Director of the Christian Service Center for Central Florida for more than 22 years



PERSONAL

•Has been married to his college sweetheart, Ann, for 41 years. They have two grown children and five grandchildren, who all live in District 3

•Member of Church on the Drive, formerly College Park Baptist Church

•Little League Umpire for more than 40 years.



DISTRICT 3

What could be deemed the arts and cultural hub of Orlando, District 3 is home to Leu Gardens, Mennello Museum, Orlando Museum of Art, Orlando Repertory Theatre, Orlando Science Center, and Orlando Shakespeare Theater. Also, home to Dubsdread Golf Course, District 3 truly has something for everyone. Dynamic neighborhoods like Audubon Park, Baldwin Park, College Park, and Rosemont plus 4 high-energy Main Street districts provide a high quality, multicultural lifestyle for all.



TENURE IN OFFICE
•2000-present



EDUCATION AND EXPERIENCE
•Seminole State College - (A.A.)
•University of Central Florida - (B.A.)
•Former Administrator with the Florida Department of Agriculture and Consumer Services



PERSONAL
•Enjoys painting ceramics, gardening, and paddle boarding
•Lives in a 1928 bungalow home with dog Sienna, cat Nina Simone, and a flock of urban chickens named Peep, Cheep, Bleep, and Sally



DISTRICT 4

Historic Districts and landmarks abound in District 4. From the beautiful oaks in Delaney Park, to the charming brick lined streets, to the Pink Ribbon garden in Lake Druid Park, to our popular dog parks, there are lots of outdoor activities. Enjoy our fun and funky Mainstreets in Thornton Park, Mills 50, SoDo and the new Milk District and Curry Ford West. The charming and caring nature of District 4 and its residents are the heart of Orlando United.



TENURE IN OFFICE
·2013-present



EDUCATION AND EXPERIENCE
·Educated in Orange County Public Schools
·Over 25 years experience as a nurse
·Veteran, United States Navy



PERSONAL
·Born in Tavares, Florida and grew up in the Parramore neighborhood of Orlando.
·Inspired to enter public service with the mindset stated by Dr. Martin Luther King, Jr., “Everyone has the power for greatness, not for fame but greatness, because greatness is determined by service.”



DISTRICT 5

Encompassing Downtown and West Orlando, District 5 contains a unique mix of cosmopolitan and residential. One can experience exciting events at the Downtown venues of the Amway Center, Camping World Stadium, the Dr. Phillips Center for the Performing Arts, and Orlando City Stadium. For those seeking a more permanent stay, the communities of Ivey Lane, Parramore, and Rock Lake exude the welcoming spirit of Orlando.



TENURE IN OFFICE
•2006-present



EDUCATION AND EXPERIENCE

- Valencia College - Law Enforcement (A.S.)
- Orlando College - Business Administration (M.A.)
- Rollins College
 - Criminal Justice (B.S.)
 - Criminal Justice (M.S.)
 - Management (M.A.)
- The FBI National Academy, Quantico, Virginia
 - 171st session for Global Law Enforcement Executives
- Lifelong career protecting community as a first responder
- Retired Captain of the Orlando Police Department after 30 years of service



PERSONAL

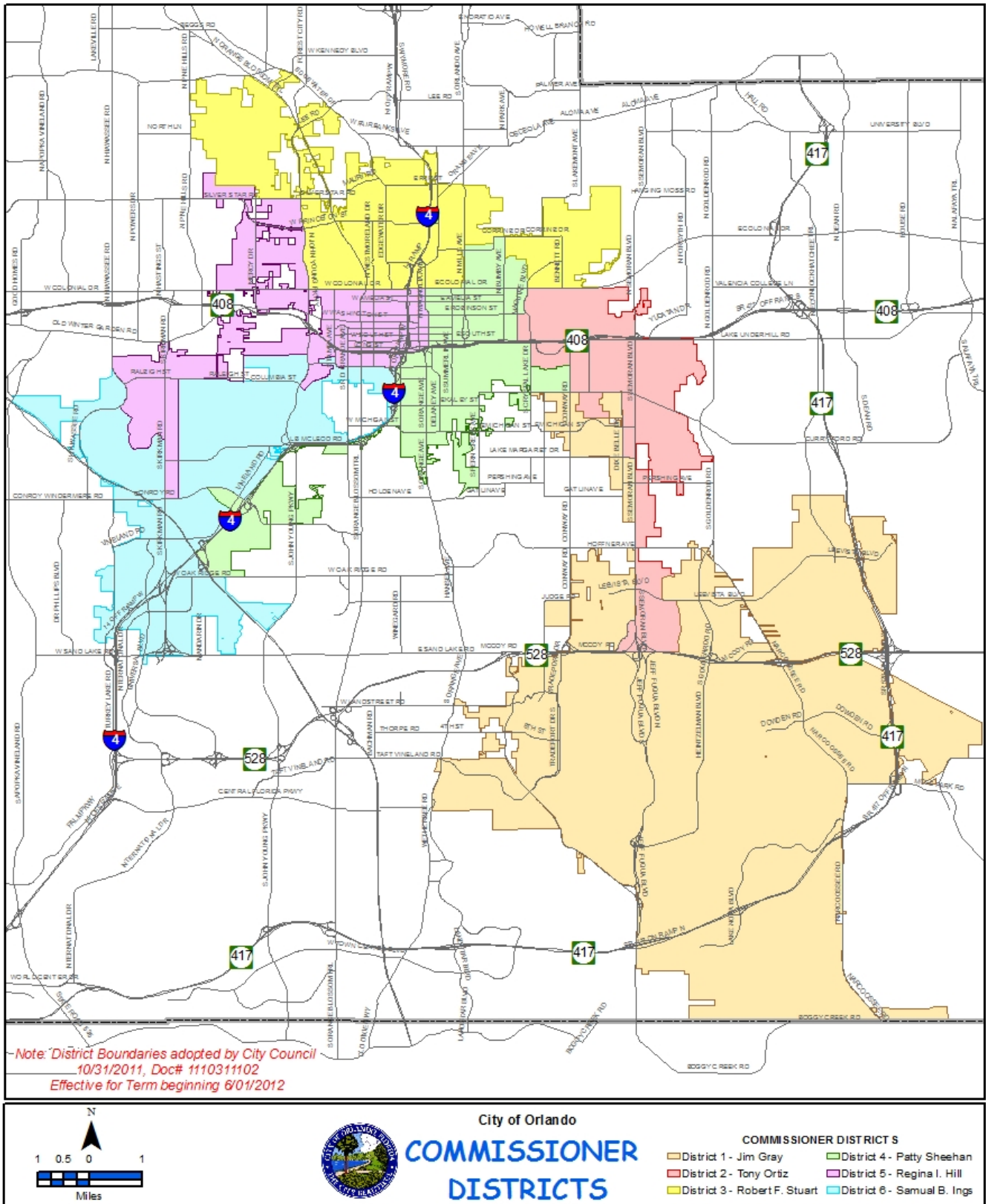
- Born in Orlando, Florida
- Devoted life to serving citizens after a Black Orlando Police Sergeant spoke to his 2nd grade class at Washington Shores Elementary School
- Married with family



DISTRICT 6

The diverse and inclusive nature of District 6 continues to attract visitors, businesses and residents. Home to tourist hotspots on International Drive, and iconic theme parks and attractions including, Universal, Volcano Bay, Fun Spot America, I-DRIVE NASCAR, and The Holy Land Experience, District 6 continues to draw visitors from all parts of the globe. For those neighbors who are fortunate to call Orlando home, District 6 is filled with desirable places for families to live, work, and play.

CITY OF ORLANDO



Prepared by City of Orlando GIS

Standard Map - Jan 2015

CITY OF ORLANDO

City Profile (as of September 30, 2017)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	118.7 square miles
Population	279,133
Families, Parks and Recreation:	
Baseball, Softball and Soccer/Rugby Fields	52
Basketball Courts (Exterior)	44
Boat Ramps	5
Futsal Courts	3
Golf Greens	2
Gymnasiums	7
Lakes	90
Nature Parks	1
Neighborhood Recreation Centers, Special Facilities & Senior Centers	21
Parks	111
Playgrounds	53
Pottery Studio	1
Racquetball Courts	4
Swimming Pools	11
Tennis Courts	33
Volleyball Courts-sand	11
Fire Protection:	
Air & Light Unit	1
Airport Fire Rescue Truck	1
Arson/Bomb Unit	1
Command Vehicles	5
Dive Rescue Unit	1
Engine Companies	25
Hazardous Material Unit	2
Heavy Rescue	1
Rescue Companies	21
Reserve District Truck	1
Stations	17
Tower Ladder Companies	9
Watercraft	2
Woods Truck	3
Police Protection:	
Horse Patrols	8
Stations, Substations, Special Team Offices	18
Vehicular Patrol Units	
- Bicycles	88
- Leased	110
- Motorcycles	35
- Other vehicles	43
- Patrol cars	602
- Unmarked cars	207
Streets, Sidewalks and Bicycle Facilities:	
Local Street Bike Routes	53.37 miles
Off Road Bicycle Facilities	42.49 miles
On Street Bicycle Lanes	265.88 miles
Sidewalks	914.66 miles
Streets - brick	55.30 miles
Streets - paved	673.81 miles
Streets - private	200.95 miles

CITY OF ORLANDO

OVERVIEW OF THE BUDGET PROCESS

The Management and Budget Division of the Office of Business & Financial Services coordinates the budget process. The formal budgeting process, which begins in December and ends in September, 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. Revenues and expenditures are projected on the basis of information provided by City departments, outside agencies, current rate structures, historical data and statistical trends.

A. BUDGET GUIDES

The City Council has adopted a number of policies that are designed to guide budget preparation. The policies are contained in the Appendix.

The development of the budget is also guided by the following laws and objectives:

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- As a continuing consequence of Property Tax Reform and current economic conditions, Departments were required to submit a flat budget for their General Fund operations. The account groups covered by the flat budget directive included supplies, contractual services, utilities, other operating, travel and non-operating. The flat budget directive covered the above account groups in the aggregate. Individual account group totals could be changed as long as the aggregate amount remained the same. The flat budget outlined previously also applied to all Internal Service areas and those areas receiving a General Fund subsidy. Enterprise Funds and Special Revenue Funds were not subject to the same requirement.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators). As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.

CITY OF ORLANDO

- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies. Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. This is based upon historical collection rates. Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

B. BUDGET PREPARATION

The budget calendar used to prepare the FY 2017/18 budget is presented on the following page. The process of developing the operating budget begins officially in December each year. The budget preparation process provides department and division directors an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods, and to outline requirements for capital outlay items. Management and Budget is also available to assist with new personnel requests if they are solicited.

Staff from the Office of Business & Financial Services works closely with City departments to formulate performance indicators for the upcoming fiscal year. In April 2008, via a Request for Proposal process, the City selected a firm to provide and implement an enterprise wide performance management system. All users have been provided the necessary training on utilizing the software. Updating and maintaining the performance indicators is the responsibility of each Department and effectively part of the budget process. A Balanced Scorecard system is utilized. The Balanced Scorecard system is a comprehensive methodology used in high performing organizations for evaluating organizational performance from multiple perspectives. The perspectives are customer, employee learning and growth, fiscal, internal processes and outcome and mission. Each perspective is reflected by various Performance Indicators. The Performance Indicators contained in this document are continually evaluated and enhanced. Depending upon their mission and activities, not all organizational units will have Performance Indicators reflecting all five operational perspectives. New indicators continue to be developed. As is to be expected, some areas are further along than others. The Office of Business & Financial Services will continue to work toward developing improved and meaningful measures for all Departments. The City will continue to utilize the automated performance management system to collect, track and monitor Performance Indicators to help demonstrate the progress toward achieving outlined initiatives.

In March or April each year, basic operating budget request forms and data on prior year appropriations are distributed to the departments. Each program manager must compile a budget request for the new fiscal year and enter the program budget request and justification into the computerized budget development system.

FY 2017/18 BUDGET CALENDAR

January 27	Distribution of budget timeline, Reorganization Requests and Capital Improvement Program requests
February 28	Capital Improvement Program requests due to Management and Budget
March 6	Distribution of Revenue Requests and Justifications/Revenue Manual Revisions
March 31	Revenue Requests and Justifications due to Management and Budget
April 7	Distribution of Expenditure Requests and Justifications
April 28	Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with large departments to review Revenue and Expenditure Requests and Justifications
July 1	Certification of property values by Orange County Property Appraiser
July 10	Budget Workshop
July 21	Budget Address/State of the City
July 24	Budget Workshop/City Council vote on proposed millage rate
September 6	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 25	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

CITY OF ORLANDO

C. BUDGET REVIEW

During a standard budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after core services are addressed. Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors and then with City Administration. As previously indicated, Departments were required to submit a flat budget for FY 2017/2018. Those submittals were then reviewed by Management and Budget staff. Citywide budgets and priorities were evaluated by senior management including the CAO, CFO, City Attorney and Chief of Staff.

D. BUDGET ADOPTION

The process for this fiscal year was as dictated by Property Tax Reform legislation enacted by the State of Florida in 2007. Prior to FY 2007/2008, the City created a budget and then set a millage rate to reflect that budget. As begun in FY 2007/2008, the State essentially sets a millage rate via established formula. There are options available to adopt alternative millage rates. However, the City chose to maintain the same millage rate as the prior year. The rate was within the parameters established by State formula and required a majority vote of City Council.

The formal adoption process began with a budget workshop presentation on revenue by the Office of Business & Financial Services. A second budget workshop presentation regarding expenditures was then made by the Office of Business & Financial Services. The various presentations, along with related material, provided Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

The final step before budget adoption is to hold two public hearings to present the proposed millage rate and budget. This essential step provides a vehicle for the citizens to comment directly to the Mayor and City Council regarding priorities. According to State regulations, the first public hearing must be held within 80 days of certification of property values but not earlier than 65 days after certification. At this hearing, the City presents the proposed millage rate and tentative budget and the percent difference from the rolled-back rate is announced at this time.

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing, which must be held not less than two days or more than five days after the day the advertisement is first published. The following schedule, 2017/2018 Local Government TRIM Timetable illustrates the timetable required in the legal process of adopting and implementing the millage rate. The dates the City of Orlando completed the requirements are also indicated. As can be seen, the City met all the necessary deadlines.

E. FY 2016/17 REVISED BUDGET

State of Florida law permits municipalities to adjust their budget up to 60 days after the end of the fiscal year. In order to publish this document in a timely manner and to reflect information that was used by decision-makers at the point in time when the budget for the ensuing year was adopted, the City of Orlando has elected to use the revised budget as of the last day of June (June 30th) in all charts in this book.

Therefore, all financial information in this document that is identified as "FY2016/17 Revised Budget" is as of June 30, 2017. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City's webpage (www.cityoforlando.net).

CITY OF ORLANDO

F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year for local governments runs from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process. The department mission statement provides general direction to division directors and program managers and provides guidance in the development of performance accomplishment indicators. All divisions utilize the performance management software to provide periodic updates for their performance indicators showing the status of performance and explaining variances from established targets. Mission statements, service efforts and accomplishments and performance indicators are presented in the departmental sections of this document.

2017/18 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	June 26
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	August 4	July 27
Property Appraiser mails notice of proposed property taxes.	55	August 24	August 18
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 6
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 18 - Oct. 3	September 21
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 20 - Oct. 8	September 25
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 9 - Oct. 11	September 26
Property Appraiser notifies taxing authority of final adjusted tax roll.			September 28
Property Appraiser extends roll.			
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 13
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 19

CITY OF ORLANDO

METHOD OF BUDGETING

The City budget is organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that include its revenues and expenditures/expenses. City resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which the spending activities are controlled.

The City of Orlando's budget is prepared under concepts compatible with the modified accrual basis of accounting. Under this basis of budgeting, revenues are recognized in the accounting period in which they become available and measurable. Thus, revenues received shortly after year-end, but related to the current year, are budgeted in the current year.

Also under this basis of budgeting, expenditures are budgeted in the accounting period in which the fund liability is incurred, if measurable. Under this basis of budgeting, interest on long-term debt and certain similar accrued obligations, is budgeted when due. Depreciation is not budgeted, but the related capital replacement is budgeted during the year the expenditure, or replacement, will occur. Compensated absences are also not budgeted. Thus there will be a difference between the financial statement and budget presentation of funds that use the accrual method of accounting.

Fund balances presented do not reflect the total equity in the fund, but rather, only available useable resources for the current fiscal period. Unexpended appropriations for non-capital project budgeted funds lapse at fiscal year end. Encumbrances are utilized in all funds.

An annual audit of the City is performed by an independent public accounting firm with the subsequent issuance of a Comprehensive Annual Financial Report.

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function. Economic Development and Fire are examples of City departments.

BUSINESS UNIT - Business Units are the major organizational and functional subdivisions of departments. Business Units within the Public Works Department include Engineering Services, Streets and Stormwater Services, CIP/Infrastructure, Solid Waste Management and Wastewater. A Business Unit is alternatively referred to as a Division.

COST CENTER - A Cost Center is an organized set of related work activities which are directed toward a common purpose or goal and represent a well-defined expenditure of City resources. *Direct service Cost Centers* produce results that directly affect citizens or the environment, while *support Cost Centers* serve other City programs. Examples of cost centers include Commercial Collection in the Solid Waste Management Business Unit and Lift Station Operations in the Wastewater Business Unit.

For each departmental section, the organizational charts contain cost center numbers that correspond to the cost center numbers on the Department Expenditure Summary and Staffing History Tables that follow.

CITY OF ORLANDO

BUDGETARY CHANGES

A budget exists in a dynamic environment and thought must be given to how the budget can be modified. The City has policies in place to guide requests for budgetary changes throughout the fiscal year. Such changes may include, but are not limited to, receipt of grants, the repurposing of existing appropriations, allocating or releasing fund balance, and changes to authorized positions.

Budgetary changes are classified based on the type and extent of the change, and are identified as either a Budget Amendment, Budget Revision, Position Amendment, Position Revision, or Project/Grant Closeout transaction. These classifications are defined in the Glossary and determine the approvals needed.

All requests to change items incorporated in the annual budget, including appropriations and staffing authority, must be submitted to Management and Budget for appropriate routing and approvals. All requests for action must be routed according to the following hierarchy, with final approval authority being delineated as follows:

The **BUDGET DIVISION MANAGER** has final approval responsibility for the following:

- Any Budget Revisions, except those which transfer appropriations from Fund Contingency.
- All appropriation transfers made as part of Project/Grant Closeout.

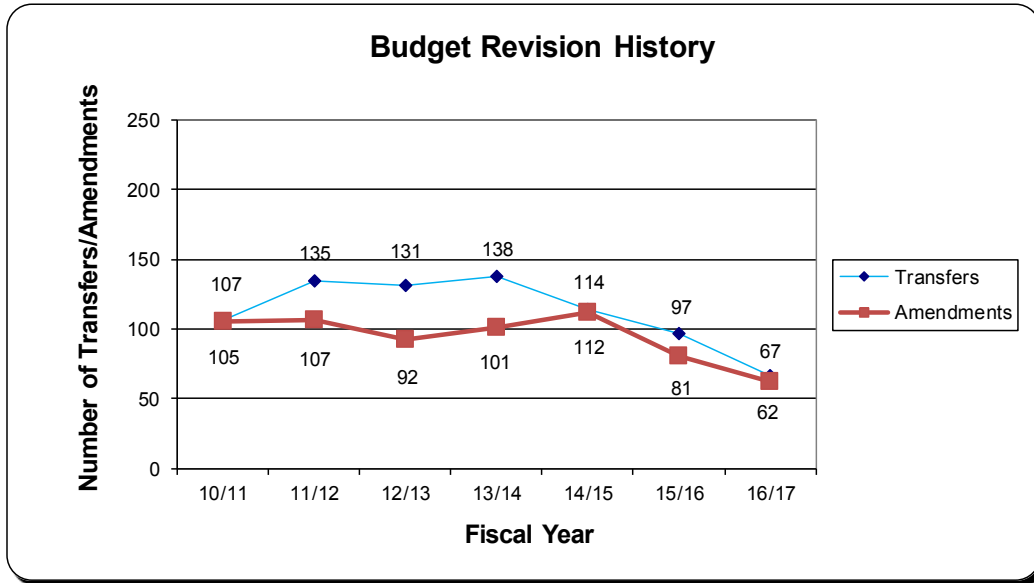
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting member as designated by the Mayor, and non-voting technical advisors. Budgetary changes requiring BRC or City Council approval, as identified below, are considered by the committee for final approval or initial review, depending on the level of approval required.

The **BUDGET REVIEW COMMITTEE** has final approval responsibility for the following:

- Any Budget Revision which transfers appropriations from Fund Contingency.
- All Position Revisions

The **CITY COUNCIL** has final approval responsibility for the following:

- All Budget Amendments
- All Position Amendments
- Any other items as required by the City Code.



ACCOUNTING STRUCTURE

The financial statements of the City are prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units.

The City uses the modified accrual basis of accounting for governmental funds. Under the modified accrual basis, revenue is recorded when susceptible to accrual; i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due.

Proprietary, fiduciary, and component unit funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/ expenses. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). Identification of funds, their purpose, and principal revenue sources received by the City are displayed in the following Fund Structure section. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section for major revenue sources and the City’s Revenue Manual for all revenue sources.

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

Each departmental section contains a mission statement, major accomplishments and unit goals and objectives. Those accomplishments, along with goals and objectives, are derived directly from the departmental mission statement. The departmental mission statement is crucial to fulfilling the City’s overall mission.

The unit goals and objectives are subdivided into three time frames. The time frames are short, medium and long. Short term is defined as three months or less. Medium term is defined as between three and nine months. Long term is defined as nine months or more.

CITY OF ORLANDO

Purpose	FUND STRUCTURE	
	<u>GOVERNMENTAL FUNDS</u>	Source of Funds
GENERAL FUND		
The General Fund is used to account for all financial resources except those required to be accounted for in another fund.	Ad Valorem taxes, enterprise fund dividends, licenses and permits, utility taxes, state taxes and contributions such as revenue sharing and service charges.	
SPECIAL REVENUE FUNDS		
The Law Enforcement Training Fund provides training funds for sworn police officers.	Fines collected by the County Court.	
The HUD/Homeless Grant Fund provides funds for the provision of housing support services and operating expenses for housing, emergency shelters and activities for the homeless population.	Community Development Block Grant funds (CDBG), HOME Investment Partnership Program Grant funds (HOME), Housing Opportunities for People with AIDS (HOPWA), Emergency Shelter Grant funds (ESG) received from the Office of Housing and Urban Development (HUD).	
The Transportation Impact Fee Funds provides for capital projects in respective collection districts (N, SE and SW).	Impact fees collected from new development related to impact on the transportation system.	
The Utility Services Tax Fund is for receipt of utilities services taxes and subsequent contribution to the General Fund.	Taxes paid on electricity, natural gas, LP gas, and water.	
The OCPS - Crossing Guard Fund provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.	Parking fine surcharge.	
The Transportation Grant Fund is for the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.	
The Gas Tax Fund is for receipt of State gas tax revenues and disbursement for transportation improvements.	Gas Tax is six cents per gallon of gasoline sold. The City will receive a proportional percentage of the revenues collected in Orange County in FY 2017/18.	
The After School All Stars Fund accounts for the partnership between the City and Orlando After-School All-Stars, a 501 C3 charitable organization, to offer before and after school programs at seven City middle schools sites.	Contribution from the General Fund, contribution from Orlando After-School All-Stars and charges for services.	
The Building Code Enforcement Fund is used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.	
The Street Tree Trust Fund is used to plant trees throughout the City.	Permitting fees designated for new tree plantings.	
The Community Redevelopment Agency Fund reflects the activity within the Downtown District.	Tax increment financing.	
The CEB Lien Assessment Fund results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.	
The H.P. Leu Gardens Fund accounts for garden operations.	Contribution from the General Fund and charges for services.	
The Mennello Museum Fund accounts for the operations of the Mennello Museum of American Art.	Contribution from the General Fund and charges for services.	
The Dubsdread Golf Course Funds accounts for the operations of the golf course. A private contractor manages the course.	Golf course fees.	
The Contraband Forfeiture Trust Fund is used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.	
The Cemetery Trust Fund accounts for Greenwood Cemetery operations.	Cemetery plot sales and interment fees.	

CITY OF ORLANDO

Purpose	FUND STRUCTURE	Source of Funds
<u>SPECIAL REVENUE FUNDS</u>		
The CRA Trust Funds account for debt service and operating obligations for the City's five Community Redevelopment Areas (CRA's). The CRA Revenue Bond Funds are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.		Tax increment financing collected in the five districts.
The 911 Emergency Phone System Fund provides funding to offset some expenses of Police and Fire emergency communications.		911 fee imposed on telephone bills.
The Special Assessments Fund is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.		Assessment payments.
The GOAA Police Fund is used to provide police services to Greater Orlando Aviation Authority facilities. This includes Orlando International Airport and Orlando Executive Airport.		Reimbursement for services charged to GOAA by the City of Orlando.
The Grant Fund is used to monitor the activities of grants that have been received by the City.		Federal, State and other grants.
The EMS Transport Fund accounts for Fire Department provision of emergency ground medical transport and related services.		Fees based upon life support charge category: advanced LS 1; advanced LS 2; basic life support and a mileage charge.
The Designated Revenue Fund accounts for the receipt of money related to various programs such as The Cop Shop, Police memorial, etc.		Donations and other receipts designated for a specific purpose.
The State Housing Initiatives Partnership (SHIP) Fund provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing. .		State Housing Initiatives Partnership (SHIP) program funds received from the Florida Housing Finance Corporation.
The Spellman Site Fund accounts for the cost of the Internal Loan related to pollution remediation activities for the Lake Highland site (former Spellman Engineering Company property).		Contribution from the General Fund.
<u>CAPITAL PROJECT FUNDS</u>		
The Capital Improvement Project Fund accounts for capital projects not accounted for elsewhere.		Capital grants, operating transfers from other funds, property tax.
<u>PROPRIETARY FUNDS</u>		
<u>ENTERPRISE FUNDS</u>		
The Parking System Fund is for operation of the City's on-street and parking garage facilities, including enforcement. The Parking Facility Revenue Bond Fund is a part of the City's debt service. The CNL R&R Fund accounts for the City contribution to the repair and rehabilitation fund established for the shared garage located behind City Hall. Contribution is per the agreement with CNL.		Parking fees for the Parking System Fund. The CNL R&R Fund source is a contribution from the General Fund.
The Orlando Venues Fund is for the operation of the Performing Arts Centre, Amway Center and GEICO Parking Garage. The Amway Center R&R Fund accounts for the required contribution per the City agreement.		Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales. The Amway Center R&R Fund source for the current fiscal year is a contribution from the Events Center Construction Fund.
The Solid Waste Fund is for collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.		Service charges.
The Stormwater Utility Fund is for the operation and maintenance of the storm drainage system; enhancement of water quality, plans review and inspection of private drainage facilities.		Utility fees.

CITY OF ORLANDO

ENTERPRISE FUNDS CONTINUED

Purpose	FUND STRUCTURE	Source of Funds
ENTERPRISE FUNDS		
<p>The Water Reclamation Revenue Fund is for operation of water reclamation collection and treatment plants including construction. There are a number of debt service accounts associated with Water Reclamation. The Water Reclamation Construction Funds are used to account for capital projects associated with the municipal sanitary sewer system. The Water Reclamation R&R Fund provides for the repair/replacement of water reclamation infrastructure and equipment. The Water Reclamation Impact Fee Reserve Fund is used to account for the sewerage benefit fee (impact fee) charged for those requesting capacity in the City sewer system.</p>		<p>Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), commodity charges (service charges), and in the case of the Water Reclamation R&R from a contribution from the Water Reclamation Revenue Fund.</p>
<p>The 55 West Garage R&R Fund provides for the City's contribution to the repair and rehabilitation fund established by the City and 55 West for the shared garage located within the 55 West building (Church Street).</p>	<p>Contribution from the Parking System Fund.</p>	
<p>The Downtown Transit Fund accounts for revenues pledged to the future development and support of transit systems within the downtown core (Note: Fund was eliminated for FY 2017/18).</p>	<p>Parking fees from several surface lots.</p>	
INTERNAL SERVICE FUNDS		
<p>The Fleet Management Fund operates and maintains all City owned vehicles. The Fleet Replacement Fund provides for the replacement of all City owned vehicles and related equipment.</p>	<p>Fees assessed to other funds that have assigned vehicles.</p>	
<p>The Facilities Management Fund performs maintenance on all City-owned properties, whether General Fund or non-General Fund</p>	<p>Reimbursement from other funds that occupy City-owned facilities.</p>	
<p>The Energy Revolving Fund improves energy efficiency in City facilities.</p>	<p>Fees equal to the savings accruing to other funds due to energy efficiency initiatives funded by the Energy Revolving Fund.</p>	
<p>The Risk Management Fund oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.</p>	<p>Fees assessed to other funds that have assigned staff.</p>	
<p>The Pension Participant Services Fund assists current and former employees with their deferred compensation and defined contribution pension programs.</p>	<p>Sponsor rebate from the plan administrator.</p>	
<p>The Internal Loan Fund redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.</p>	<p>Loans from the Sunshine State Governmental Financing Commission and other bond issues.</p>	
<p>The Construction Management Fund provides project management, construction inspection, and design service for the City's construction projects.</p>	<p>Fees assessed to other funds that have assigned capital projects.</p>	
<p>The Health Care Fund accounts for health insurance payments</p>	<p>Fees assessed to other funds (employer contribution), contributions from employees and retirees.</p>	
COMPONENT UNIT FUND		
<p>The Downtown Development Board Fund promotes development and redevelopment in the downtown area.</p>	<p>One mill tax levy collected within the established downtown area.</p>	
PENSION TRUST FUNDS		
<p>The Fire, Police and General Employees Pension Funds account for retirement benefits and related administrative expenditures.</p>	<p>Employer and employee contributions.</p>	
<p>The Other Post Employment Benefits (OPEB) Fund accounts for postemployment benefits other than pensions, primarily healthcare.</p>	<p>Employer and retiree contributions.</p>	

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July 21, 2017

MAYOR DYER'S
STATE OF THE CITY

This is the fifteenth time I've had the opportunity to update our residents on the state of our City.



During that time much of our shared mission has been putting the pieces in place to build a modern City with a thriving economy:

- The revitalization and transformation of our Downtown.
- Our Venues and our evolution into a premier sports and entertainment destination.
- The Medical City at Lake Nona.
- Downtown's Creative Village anchored by the UCF-Valencia Campus.
- SunRail and expanding transit.
- Investing in police and fire to keep our neighborhoods safe.
- Reshaping and diversifying our economy to grow the companies and careers of the future.
- And, becoming the most sustainable City in the Southeast United States.

Together, we've transformed Orlando from a place that was packed with potential... into a City that is *realizing* its potential.



Pulse memorial by Orlando community

Most of the attention over these last years has been on these tangible projects and actions. Things that we can see and touch – and quantify in dollars and cents. But, the past year has been very different.

During the most challenging year in our City's history, the intangible has defined Orlando. The intangible helped us endure. The intangible showed why Orlando is such a special place.

Thirteen months ago our beloved City became the site of the worst mass shooting in American history. A hateful act took the lives of 49 beautiful souls... and shattered countless others. But, Pulse also put Orlando to the ultimate test. Think about it. We've spent years talking about the power of partnerships and the importance of diversity and inclusion.

Our response to Pulse showed the world this isn't just lip service. We showed the world what it truly means to love, respect and accept your neighbor — and why partnership matters so much. We showed the world that even though we have our differences... when it really matters... we are in this together. And, we showed the world what I know to be true — that *the best of America* lives here.

The shorthand for this intangible bond that we share is Orlando United. It's not just a slogan. We live it, we breathe it... every single day. Knowing this fact... truly knowing it... only makes us stronger. Knowing this fact is why we can say that even in this national climate that is so divided... Orlando is different. Knowing this allows us to say with pride and confidence that the state of our City is united and unbreakable!

MAYOR DYER'S
STATE OF THE CITY**Orlando's Inflection Point**

As we examine the state of our City here in July of 2017, our community finds itself at an inflection point.

For most of Orlando's history we've been the place everyone wants to visit. Today, Orlando is also the place where everyone wants to live and do business. List after list has Orlando as one of the fastest growing cities in America. We're transitioning from our role as the young upstart... to being a more mature, global City. This transition will impact every single one of us. Incredible opportunities lie ahead.

But, so do big challenges:

- Making sure everyone benefits from our growth.
- Making it easier to get from one place to another and less reliant on cars.
- Being able to create the careers of the future to help extend opportunity to everyone, including our young people.
- Keeping our community safe.
- Meeting the need for more quality housing.
- And, enhancing amenities for everyone from youth to seniors.

It's worth pointing out that having these challenges is actually a good thing. Plenty of cities *wish* they had these challenges. They're a result of the success we've built together and a sign we're headed in the right direction. While many of these challenges aren't unique to Orlando, what *is unique* is how we're addressing them. We've seen what it means to be Orlando United. Being Orlando United will be our advantage as we work together to address these challenges and shape our future.

Smart Planning & Growth

The first big step in preparing for the growth of our City... is actually thousands upon thousands of small steps. We're talking about City Planning, one of the vital jobs of local government.

From visioning exercise to land use studies...to development codes...to comprehensive neighborhood planning...to acronyms like ARB, GMP, and BZA... Man, this stuff is complicated – and I have an engineering degree and a law degree!

But, here's what all of us need to understand. This complex, tedious, behind-the-scenes work doesn't get big headlines. But, City planning is the foundation of our strong neighborhoods, our healthy economy and our quality of life. It often takes years or decades to see this work fulfilled.

A great example is Baldwin Park. Mayor Glenda Hood was criticized for the plan to turn our former naval base into an urban neighborhood. But now, she deserves much credit. Nearly 20 years later Baldwin Park is a walkable, livable neighborhood with a thriving town center that's one of the most desirable places to live in all of Florida.

MAYOR DYER'S
STATE OF THE CITY

Across our City, our planners are working to replicate the same formula that's made Baldwin Park such a success. With Commissioner Sheehan's leadership... we're using this same smart growth strategy for the SODO Main Street district.

Together with Metroplan and FDOT, we're redesigning South Orange Avenue to be a walkable destination with wider sidewalks, landscaping improvements and enhanced lighting.



Night view of Lake Eola Fountain

This same activity is happening to the west, where hundreds of residents have joined with us to plan how we transform Mercy Drive from Colonial to Princeton from blighted and crime-challenged... to a center of community, a home for small businesses and a district that creates jobs.

Everywhere in our City, we're planning smarter – growing up and not growing out. That means adding trees. It means working with our residents to install art features. It means street-scaping and traffic calming.

Some of these might seem small, but they make a large impact and create an authentic sense of place.

The result is strong neighborhoods that are great places to live with increasing property values.

Transportation

Our planning work also extends to our entire transportation network.

If you remember one thing about transportation, remember this... every single person in Central Florida benefits from a more robust transportation system.

To make it easier to get to and from work... to improve health and wellness... to compete in a global economy... we must be relentless in our work to build a modern, people-focused transit system.

And, we must do the hard work *today* to give people new and better ways to get from one place to another without being entirely dependent on a car.

This mission is so important that a year ago we activated a new Transportation department within our City government.

Our team is hard at work transforming our streets, which for decades have been car-only arteries, into what are known as “complete streets” that enable safe access for pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

We're working with our state and regional partners to advance the I-4 Ultimate project.

MAYOR DYER'S
STATE OF THE CITY

Beyond adding more lanes and reducing congestion, the I-4 project is paving the way for other important transit developments.

A pedestrian bridge is taking shape that will take walkers and bikers safely over Colonial Drive in Downtown Orlando. That bridge will also serve as a key piece of a network of “urban trails” that extend Gertrude’s Walk and will one day be a part of a pedestrian trail connecting Orange, Osceola, Seminole and Volusia counties. That’s exciting news for our cycling community, whose members have helped us add 40 bike racks and grow our bike-share program to more than ten-thousand people.

We’re working to make it easier to connect to our airport. Through Commissioner Ortiz’s leadership, we’re transforming Semoran Boulevard into a gateway business district and studying how to infuse a mix of transit options that will take people from Orlando International Airport all the way to Altamonte Springs.

With our regional partners, we’re extending SunRail south into Osceola County, adding 17 miles and four new stations. That means new ways for our neighbors to commute across the region and to access Orlando International Airport. That’s why we’re working with our partners at SunRail, Lynx and GOAA on a non-stop shuttle that takes train riders from Sandlake Road to OIA in less than 15 minutes – called “Train-To-The-Plane.”



SunRail Station at Church Street

Let’s say you work Downtown and you’ve got a business trip. You take a 12-minute SunRail ride from Church to Sand Lake Road. New signage guides you to a non-stop shuttle that’s timed with the train’s arrival. That means you’re at the airport terminal in under 30 minutes... without having to look for, or pay for parking. There’s no better place to see the importance of a world-class transit system, than our airport.

Did you know that OIA now serves twice as many people as it was originally designed for? That’s why the airport’s new south terminal set to open in 2020 is such a big deal.

The project includes a new state of the art baggage handling system and other improvements that will make OIA one of the most advanced airports in the world. The new terminal means more flights from more places around the globe and strengthens our already world-leading tourism industry.

Our Economy & The Careers Of Tomorrow

We all know the foundation of our region’s economy is our hospitality industry.

In Commissioner Ings’ district, Universal Orlando Resort continues to be our city’s largest employer with 23-thousand employees – and it’s still growing strong.

Universal just opened a third theme park, Volcano Bay – complete with 1,700 new jobs – and it has a new 600-room hotel on the way.

MAYOR DYER'S
STATE OF THE CITY

Yet, as we've said together so many times, Orlando can't just be a tourism town. That's why it's so important that we continue to grow and diversify our economy beyond tourism in new and different ways.

Traditional "economic development" means trying to attract *large* companies because they create a ton of jobs all at once. As Commissioner Gray likes to call it... "Whale hunting." That model is important – because we love our whales.

That's why we're welcoming KPMG's new 55-acre Lake Nona training headquarters, a facility that will create close to a hundred jobs and bring 48-thousand of their employees to Orlando every year.

But, we can't just be whale hunters. Continuing the analogy... we must create conditions for small fish to be born here and then have the right ecosystem to grow into bigger fish that can eventually become giant fish. To do this, we're flipping that traditional economic development equation on its head as we grow our tech industry.

Start-ups and tech companies attract young workers and create jobs that didn't exist a few years ago. They're laboratories of ideas that are changing the world. And, we've seen that established companies are drawn to communities that invest in tech.

A culture of innovation is also one that breeds companies that are not exclusively profit driven... but driven by doing good as well.

The new social enterprise accelerator at Rollins College will further cultivate these companies.

All of this is why we're invested in the Firespring fund to help promising tech companies grow here and stay here. And, it's why we created the Orlando Tech Association to create a unified voice for our innovation economy and funded CANVS's new Parramore location.

We are seeing the results of this shared work as the number of tech jobs have increased 150-percent in just the last year!

Our commitment to home-grown companies is also why we've spent the last ten years investing in our neighborhood and small business districts.

We now have 10 Main Street districts that are responsible for 3,000 full time jobs, 2,500 part time jobs, and 1,000 thousand new businesses.

Building on the success of Main Streets, we want to make it even easier for our small businesses to succeed. To do that, we're launching "Permitting Express." This will be a dedicated City team that will fast track qualified small business projects. The goal is to get that great restaurant or great start-up out of the idea phase and up and running as quickly as possible.

Our vision to do economic development differently means finding ways for anyone who wants to work to have a job.

MAYOR DYER'S
STATE OF THE CITY

We've just wrapped up year one of a pilot program with Goodwill that helps homeless individuals learn a specific skillset to work in our Public Works Department.

Today, 25 of these people have completed temporary placement, with a pathway into permanent employment with the City of Orlando.

Doing economic development differently means opportunity for all our young people, from the cradle to career.

Most cities probably don't consider their youth programming economic development. But, we do.

Our Families, Parks and Recreation department now serves 11,000 kids across 17 community centers, 8 middle schools and 5 high schools.

Our programs have helped improve test scores and reduce juvenile crime.

For the third year in a row, every single graduate of the Parramore Kidz Zone has gone on to college.

Our Operation AmeriCorps teams were responsible for helping 900 students graduate high school and earn more than a million dollars in college scholarships.

In the fall, our After School All Stars' Opportunity Jobs Academy will start its fourth class, connecting high school students with mentors and giving them real world skills to help them secure and then succeed in their first job.

The City of Orlando also directly employs 900 young people in jobs ranging from summer camp counselors, to lifeguards to coaches.

With the help of Commissioner Hill, 100 young people from District 5 are part of our Summer Youth Employment Program where they're matched with employers to do everything from learning how to manage a hotel, to building video games with UCF staff, to learning what it takes to be a firefighter, to working in the office of a United States Senator.

Even our summer camps aren't just places for kids to play.

We hired 34 teachers and deployed them to our community centers to teach math, science, technology and the arts all summer long.

They're helping to close the "learning gap" that often occurs among disadvantaged students.

We're building on our commitment to enrich the lives of young people through City services by extending the hours of our community centers to midnight on Fridays and Saturdays at the Engelwood, Northwest, Smith and Jackson centers.

By giving our young people safe places to go when they're not in school... we help them do better academically and help prevent them from making bad choices.

MAYOR DYER'S
STATE OF THE CITY**Keeping Orlando Safe**

There's one person, in particular, who understood just how impactful working with young people is — Orlando Police Lieutenant Debra Clayton.

In January, Debra Clayton gave her life keeping our community safe. Her family and friends will tell you she loved being a police officer.

The part of the job she loved most was her work with students.

Our community can never repay her for the ultimate sacrifice she made. But, we can honor her legacy by continuing the work she loved.

Her husband Seth and son Johnny are here with us today. And, so are some of the students she mentored.



Fire Station 1

Instead of a moment of silence... we'd like them to lead us in a moment of celebration of her life.

Please join us as we loudly and proudly to say thank you to Lieutenant Clayton for everything she did to make Orlando a better place.

Looking at these students, we can be confident that Lieutenant Clayton's legacy will live on in our work with young people. And, it lives in our unwavering commitment to keep Orlando safe.

Though our City is changing, one thing that will never change is our most important job: keeping you safe.

That's why we continue to add police officers. This year we funded 15 police officers and in the year ahead we're adding 15 more to meet the needs of the rapidly growing southeast part of our City.

Our new OPD headquarters had to be more than just a state-of-the-art home for our police department. It had to be a reflection of our work to build better relationships between residents and officers.

To keep our officers safe and show transparency and accountability to our residents, we're equipping every patrol officer with a body camera.

That's why we're working to secure grant funding for 15 Downtown bike officers to help keep our urban core safe as we host more events and prepare to welcome 7-thousand students when the UCF-Valencia campus opens in 2019.

Our police force is relentless in fighting crime... as well as working to stop new crime trends.

Residential burglaries are down nearly 14-percent.

MAYOR DYER'S
STATE OF THE CITY

Violent Crime is down almost 18-percent, continuing its downward trend.

And, robberies of our businesses are down 76-percent, a result of the work of our specialized units to remove illegal guns from our community.

—

Debra Clayton's murder, the death of Orange County Sheriff's Deputy Norman Lewis and Pulse are vivid reminders of the risks our first responders take every day.

As the traditional roles of police officers and firefighters evolve, we must make sure those who keep us safe are equipped to respond to any level of emergency.

To do this, we've expanded OPD's state-of-the-art training facility to include a simulator that allows officers to realistically practice many of the experiences they might encounter while on patrol.

This training is one of the reasons our use of force continues to decline.

We're also providing our firefighters with ballistic vests and the highest level of training available to respond to mass casualty events.

We're adding 12 firefighter positions to place a new tower truck in service in the Lake Nona area.

In Rosemont, we're building a new, modern and permanent fire station with Commissioner Stuart's leadership.

And, we're planning for two more new replacements stations over the next five years.

We're supporting OFD as they work to engage residents to be first-line responders themselves... with the goal of training every one of our residents in hands-only CPR.

After only a few years, they have trained 80-thousand residents.

OFD does so much in our community, from conducting teen fire academies...to visiting terminally ill kids... to the hundreds of fire safety presentations they do with our businesses.

We often say OFD is the best fire department in America.

That's not just a proud mayor bragging about his fire department.

OFD has attained a series of accreditations that, literally, put it among the elite of the elite.

That means everyone who calls our City home can go to sleep at night knowing their fire protection and emergency response is the best in America.

MAYOR DYER'S
STATE OF THE CITY**Housing**

Another big challenge that confronts us is housing.

Experts say housing will be the defining issue of the next decade for America's cities.

We must ensure that anyone who wants to live in Orlando can live in Orlando — regardless of their income.

That's why we're making significant investments in developing and rehabbing quality, affordable housing units.

We purchased 36 acres of blighted land on Mercy Drive and Orange Center Boulevard and partnered with non-profits like LIFT Orlando and Ability Housing to add more desperately-needed affordable housing.

We've rehabbed 30 units at Richard Allen Gardens and together with Bishop Wiggins and our partners at the HOPE Church, the New Horizon project will house homeless veterans who have children and low income individuals.

And, New Horizon features green design elements to help lower utility costs for residents.

These projects, along with Parramore Oaks and Amelia Court at Creative Village, mean more than 600 affordable housing units planned for our city.

Increasing the stock of single-family units is also important.

That's why we are investing 5-million dollars to turn vacant lots into new homes so more than 30 families can own a home in Parramore

Growing our affordable housing landscape is a challenge that comes with big questions. How do we encourage more private sector development? What are the appropriate land uses and zoning? Answering these questions requires a regional approach.

That's why we're working closely with the Regional Affordable Housing Initiative being led by Orange County Mayor Teresa Jacobs. It's why we're working with Orange, Seminole and Osceola counties on a regional strategy to increase affordable housing to meet the needs of our growing community.

And we can't talk about affordable housing without talking about our efforts to end homelessness. Homelessness has been a challenge for our community for a long time.

In 2014, we made a pledge to move 300 chronically homeless individuals and veterans into permanent, supportive housing by 2017. We've exceeded that goal.

We've placed 385 chronically homeless individuals into permanent housing. 232 of those individuals are veterans. And, across our region, we've placed more than 13-hundred people into permanent housing.

MAYOR DYER'S STATE OF THE CITY

What's even more encouraging than the numbers themselves is that our housing-first model is working.

Quality Of Life

One of the big reasons people are moving to Orlando is our unmatched quality of life.

We were just named the number one City in America for recreation by Wallet Hub.

This doesn't mean we can rest on our laurels. It's why we're renovating Gilbert McQueen Park and building two new parks in southeast Orlando – Laureate Park and East Airfield Park. It's why we're improving playgrounds in Malibu Groves Park, the Northwest Community Center and Willows Park. It's why we've created new kinds of public spaces like dog parks at Lake Druid, Constitution Green and Park of the Americas and added a mountain bike park.

Our commitment to quality of life is why we've focused so much attention on making our City a home for arts and culture that features public art, new galleries opening every year, Loch Haven Park, the establishment of a poet laureate and of course our Doctor Phillips Center for the Performing Arts. Who else is excited to see phase two of the Doctor Phillips Center under way?

Our quality of life is also why making Orlando America's premier sports and entertainment destination is so important.

In the last year, our community hosted:

- The NFL's Pro Bowl.
- Wrestlemania
- The ACC Championship Game
- Three college bowl games, the kickoff Classic and the Florida Classic
- More major concerts than I can possibly list
- Magic Games
- Orlando City, Orlando Pride and other world-class soccer matches
- Solar Bear games
- NCAA tournament basketball
- More than 100 events at the USTA's new home in Lake Nona
- High school sports

And on... and on.

These events pump hundreds of millions of dollars into our economy. They fill our restaurants and hotels. And, just as important, they showcase Orlando to the world.

That kind of exposure brings attention and investment and helps fuel our evolution into the global City of the future!

MAYOR DYER'S
STATE OF THE CITY**Being A Smart & Sustainable City**

Being a City of the future means being a place where innovation and sustainability drive our quality of life.

This is why we made the historic pledge to achieve 100-percent renewable energy for all City operations by 2030 and 100-percent renewable energy *citywide* by 2050. It's why we've grown our residential recycling program year after year.

In 2016 we recycled 24-thousand tons, that's equal to 300 space shuttles.

Our Commercial food waste program diverted 2 million pounds of food from landfills.

It's why our City fleet added 2-thousand advanced-fuel vehicles with the goal of powering our entire fleet with renewable energy by 2030.

It's why Lynx opened the largest compressed natural gas facility in the southeast.

The station has distributed nearly 2-million gallons of CNG to buses and fleets across Central Florida, that's the equivalent of taking 4-thousand cars off the road.

We also continue to work hand-in-hand with OUC to be a greener City.

This year OUC will add 30 megawatts of solar power – that's enough to power nearly 5-thousand homes.

Cities that embrace innovation are increasingly relying on smart sensor technology.

We're using these tiny electronic devices to measure, track and reduce the cost of everything from our energy and water use to the way we repair roads and manage traffic.

With our focus on regionalism, we're proud of our partners in Osceola County for building BRIDG in NeoCity, the world's first industry-led smart sensor and research hub that will bring 4-thousand jobs to our backyard.

Our unique fusion of innovation and sustainability is one of the reasons why we were selected as one of ten cities to test self-driving cars by the U-S Department of Transportation.

When we talk about opportunity, this is as big as it gets.

From NASA... to our academic institutions like UCF, Valencia and Florida Polytechnic Institute, we're going to leverage the power of partnership like never before to become America's home for autonomous vehicle technology.

Over the next several years, our region is going to work together to pilot and help commercialize the autonomous vehicle technology that will, literally, change this world.

MAYOR DYER'S
STATE OF THE CITY**Thank You's and Recognitions**

When we think about it, being a pioneer for self-driving cars is the kind of opportunity that 14 years of building partnerships has created for us. It's the kind of opportunity that can only happen when we ignore jurisdictional and political differences and work together. It's the kind of opportunity that the Orlando of 2017 was made for.

There are so many partners in this room and across our region that we need to thank.

Please, bear with me as we recognize a few.

Our Orlando City Commissioners, who work tirelessly on behalf of our residents. No mayor in America has better partners.

Orange County Mayor Teresa Jacobs and the Orange County Commissioners.

Our partners from Osceola and Seminole Counties and representatives from the Florida Legislature.

Our partners at the UCF and Valencia.

In these types of events we always want to recognize our City employees, our "City Family" as we call it. After the last 13 months, words in a speech don't come close to conveying our gratitude and appreciation. When an unimaginable tragedy struck, every one of you stepped up to do what needed to be done.

One of our City family members was kind enough to pay me a compliment recently that Orlando was lucky to have me as Mayor. That's a wonderful thing to hear and humbling beyond measure. But, the truth is that our City is lucky to have you. And, I'm the one who is lucky because I get to work with the best City employees in America.

Please, let us properly say thank you for all you do for our residents.

Closing

Two words. Orlando... United.

We began today by talking about how much those two, simple words have meant to us over the past year. We want to close by talking about what they mean for our future.

"United" means many parts coming together to form a whole that is stronger than the sum of the individual parts.

If we are to overcome the challenges that confront us, then each of us has a responsibility to do our part to make the whole stronger.

Every day, everywhere in our City there are opportunities big and small for all of us to do this:

MAYOR DYER'S
STATE OF THE CITY

- Joining your neighborhood association.
- Volunteering to be a mentor.
- Participating on a City Board.
- Riding your bike to work.
- Picking up litter and recycling as part of Keep Orlando Beautiful.
- Volunteering at our community centers or with our seniors.
- Coaching youth sports.

The list of ways we can each make a difference is as diverse as the spectrum of faces that make up our City Beautiful.

Orlando... United. Two words... born out of tragedy... but because of you, they have become the embodiment of what makes our community special and how we're going to own the future!

Thank you, again, for taking time out of your busy schedules to honor me with your participation today.

I have the best job in the world, in the best City in the world.

And, it would not be possible without each of you.

Thank you.

God bless America.

And, God bless the City of Orlando.

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	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget
General Fund	424,050,709	446,401,952
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	450,000	248,000
After School All Stars Fund	2,789,614	2,817,798
Building Code Enforcement Fund	16,005,601	12,799,319
Capital Improvements Fund	10,673,076	11,709,623
Code Enforcement Board Lien Assessment Fund	1,552,078	486,966
Cemetery Trust Fund	763,590	886,124
CRA Operating Fund	11,717,409	16,021,631
Contraband Forfeiture Trust Funds	449,956	459,143
CRA Trust Funds	49,128,342	56,688,039
Designated Revenue Fund	1,225,000	625,000
Dubsdread Golf Course Funds	2,678,286	2,616,037
Emergency Medical Services Transport Fund	10,500,000	12,445,310
Gas Tax Fund	9,182,780	9,953,557
Greater Orlando Aviation Authority Police Fund	14,315,411	14,759,035
Harry P. Leu Gardens Fund	2,788,500	2,849,500
State Housing Initiatives Partnership Program Fund (SHIP)	1,661,844	1,158,371
U.S. Department of Housing and Urban Development Grants Fund	6,536,497	6,642,926
Law Enforcement Training Fund	226,731	226,760
Mennello Museum - American Art Fund	540,737	566,550
Orange County Public Schools Crossing Guard Fund	565,433	693,755
Revolving and Renewable Energy Fund	139,342	139,342
Special Assessment Funds	1,512,098	385,472
Spellman Site Fund	1,035,722	968,430
Street Tree Trust Fund	202,873	202,938
Centroplex Garages Fund	3,301,984	3,160,180
Transportation Impact Fee Funds	9,609,233	9,393,064
Utilities Services Tax Fund	29,905,494	29,906,876
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	20,292,797	20,286,147
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	3,558,858	3,257,641
Citrus Bowl Commercial Paper Debt Construction Fund	209,800	209,800
CRA Debt Service - 2009	6,298,010	5,276,960
CRA PAC Debt Service - 2010	6,860,944	6,862,544
2014 Series A Tourist Development Tax Debt Service Fund	12,880,363	-
CRA Debt Service Internal Loan Fund	3,055,597	2,888,509
CRA Debt - Conroy Road Fund	1,898,750	1,903,125
CRA Debt - Republic Drive Fund	3,814,755	3,830,688
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
Events Center Debt Other	5,701,730	5,548,033
Amway Center Commercial Paper Fund	1,212,500	1,212,500
Internal Loan - Jefferson Street Garage Fund	1,415,727	1,342,836
Performing Arts Center Commercial Paper Debt Construction Fund	377,700	377,700
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	343,425	-
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	3,110,250	4,289,943
Public Safety Debt Bond Fund 2016C	-	1,946,453
Water Reclamation Revenue Bond Funds	8,493,381	8,312,770

	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	75,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	30,000	30,000
Venues Construction Administration Fund	1,389,911	1,206,187
Downtown Transit Fund	1,921,254	-
Orlando Venues Enterprise Fund	24,012,527	19,634,048
Orlando Stadiums Operations Fund	6,047,449	6,057,025
Parking System Revenue Fund	14,224,533	18,293,062
Parking Renewal and Replacement Fund	-	500,000
Solid Waste Fund	32,822,809	33,441,930
Stormwater Utility Fund	26,836,029	24,950,399
Water Reclamation Construction Funds	36,631,000	49,984,000
Water Reclamation Renewal and Replacement Fund	2,800,000	6,400,000
Water Reclamation Revenue Fund	101,616,796	99,034,630
<u>INTERNAL SERVICE</u>		
Construction Management Fund	4,596,654	4,188,993
Facilities Management Fund	9,307,803	11,347,574
Fleet Management Funds	30,684,898	32,709,997
Health Care Fund	61,834,879	62,857,068
Internal Loan Bank Fund	19,504,650	16,292,654
Pension Participant Services Fund	108,636	103,862
Risk Management Fund	16,285,896	16,487,856
<u>COMPONENT UNIT</u>		
Downtown South Neighborhood Improvement District Fund	546,125	595,153
Downtown Development Board Fund	4,157,080	4,664,939
<u>PENSION TRUST</u>		
City Pension Funds	53,540,349	60,703,422
Other Post Employment Benefit Trust Fund	25,372,981	28,000,000
TOTAL CITY OF ORLANDO	<u><u>\$ 1,171,130,190</u></u>	<u><u>\$ 1,214,065,150</u></u>

Notes:

Funding of Project DTO, Under I Design and Parramore Housing initiative, accounts for the \$3.8 million of the increase in CRA Operating Fund.

The transfer of the GEICO garage from Venues to Parking accounts for the decrease in the Venues Enterprise Fund and the increase in the Parking Revenue Fund.

The increase in City Pension Funds of 13.4% is the result of the state-mandated changes to mortality tables and a lower assumed rate of return on investments.

Fund Revenue Comparison By Fiscal Year

Fund Name	FY 2015/16 Actual Revenues	FY 2016/17 Revised Budget	FY 2017/18 Adopted Budget
General Fund	414,123,983	424,107,464	446,401,952
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	274,329	915,186	248,000
After School All Stars Fund	1,991,678	2,295,987	2,817,798
Building Code Enforcement Fund	14,581,785	22,811,482	12,799,319
Capital Improvements Fund	26,697,153	72,663,167	11,709,623
Code Enforcement Board Lien Assessment Fund	631,022	1,759,789	486,966
Cemetery Trust Fund	1,034,423	763,590	886,124
CRA Operating Fund	8,632,673	25,651,475	16,021,631
Contraband Forfeiture Trust Funds	733,161	1,369,773	459,143
CRA Trust Funds	44,502,664	49,128,342	56,688,039
Designated Revenue Fund	5,008,912	7,125,483	625,000
Dubsdread Golf Course Funds	2,358,742	3,064,520	2,616,037
Emergency Medical Services Transport Fund	13,793,321	10,500,000	12,445,310
Gas Tax Fund	11,685,073	22,203,948	9,953,557
Greater Orlando Aviation Authority Police Fund	12,264,100	14,315,411	14,759,035
Grants Fund	7,926,917	23,282,465	-
Harry P. Leu Gardens Fund	2,821,723	2,795,088	2,849,500
FY14/15 State Housing Initiatives Partnership Program Fund (SHIP)	888,788	248,801	-
FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)	279,875	2,695,814	1,158,371
U.S. Department of Housing and Urban Development Grants Fund	7,765,639	11,575,715	6,642,926
Law Enforcement Training Fund	153,171	226,731	226,760
Mennello Museum - American Art Fund	506,718	540,737	566,550
Orange County Public Schools Crossing Guard Fund	732,350	565,433	693,755
Revolving and Renewable Energy Fund	247,931	560,631	139,342
Special Assessment Funds	5,546,368	2,296,582	385,472
Spellman Site Fund	1,083,820	1,394,523	968,430
Street Tree Trust Fund	58,899	202,873	202,938
Centroplex Garages Fund	2,161,544	3,301,984	3,160,180
Transportation Impact Fee Funds	11,475,455	28,050,490	9,393,064
Utilities Services Tax Fund	31,756,981	29,905,494	29,906,876
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	22,741,448	20,292,797	20,286,147
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,858,858	3,558,858	3,257,641
Citrus Bowl Commercial Paper Debt Construction Fund	1,908,155	313,468	209,800
CRA Debt Service - 2009	5,133,810	6,298,010	5,276,960
CRA PAC Debt Service - 2010	6,862,344	6,860,944	6,862,544
2014 Series A Tourist Development Tax Debt Service Fund	38,652,507	12,880,363	-
CRA Debt Service Internal Loan Fund	4,641,262	3,055,597	2,888,509
CRA Debt Service 2009 B Refunding Fund	1,162,000	-	-
CRA Debt - Conroy Road Fund	1,949,398	1,898,750	1,903,125
CRA Debt - Republic Drive Fund	3,915,651	3,814,755	3,830,688
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
Events Center Debt Other	5,735,920	5,994,539	5,548,033
Amway Center Commercial Paper Fund	631,404	2,367,609	1,212,500
Internal Loan - Jefferson Street Garage Fund	337,420	1,415,727	1,342,836
Performing Arts Center Commercial Paper Debt Construction Fund	311,120	7,952,988	377,700
Amway Center Sales Tax Rebate Debt Service Fund	2,037,422	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	67,401	350,876	-
Water Reclamation Revenue Bond Funds	9,141,972	19,412,988	8,312,770

Fund Revenue Comparison By Fiscal Year (continued)

Fund Name	FY 2015/16 Actual Revenues	FY 2016/17 Revised Budget	FY 2017/18 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	93,218	75,000	75,000
Amway Center Renewal and Replacement Fund	1,109,843	3,717,597	1,000,000
CNL Renewal and Replacement Fund	116,273	98,173	30,000
Venues Construction Administration Fund	567,646	1,389,911	1,206,187
Downtown Transit Fund	1,373,636	1,921,254	-
Orlando Venues Enterprise Fund	20,405,641	24,012,527	19,634,048
Orlando Stadiums Operations Fund	17,114,284	7,611,531	6,057,025
Parking System Revenue Fund	14,346,086	15,787,961	18,293,062
Solid Waste Fund	32,839,322	37,500,515	33,441,930
Stormwater Utility Fund	25,650,594	68,215,576	24,950,399
Water Reclamation Construction Funds	58,704,223	146,013,981	49,984,000
Water Reclamation Renewal and Replacement Fund	3,030,164	8,350,261	6,400,000
Water Reclamation Revenue Fund	98,564,691	108,740,946	99,034,630
<u>INTERNAL SERVICE</u>			
Construction Management Fund	4,203,802	4,596,654	4,188,993
Facilities Management Fund	14,377,911	9,307,803	11,347,574
Fleet Management Funds	32,872,166	30,684,898	32,709,997
Health Care Fund	57,811,534	61,834,879	62,857,068
Internal Loan Bank Fund	6,526,525	20,296,585	16,292,654
Pension Participant Services Fund	114,680	108,636	103,862
Risk Management Fund	14,060,469	16,196,952	16,487,856
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	576,673	546,125	595,153
Downtown Development Board Fund	3,602,507	5,496,245	4,664,939
<u>PENSION TRUST</u>			
City Pension Funds	132,100,030	53,540,349	60,703,422
Other Post Employment Benefit Trust Fund	31,934,371	25,372,981	28,000,000
Other Funds Combined	82,116,247	300,722,336	6,736,396
TOTAL CITY OF ORLANDO	1,393,769,824	1,817,676,927	1,214,065,150

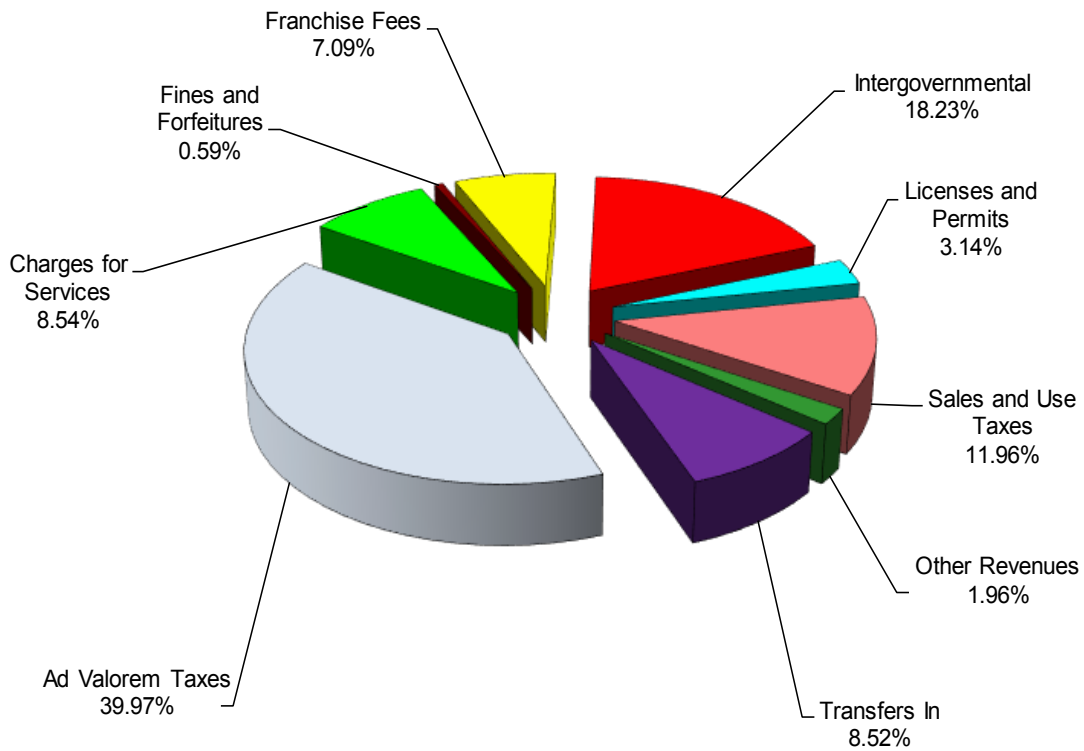
Fund Expenditure Comparison By Fiscal Year

Fund Name	FY 2015/16 Actual Revenues	FY 2016/17 Revised Budget	FY 2017/18 Adopted Budget
General Fund	401,199,181	424,107,464	446,401,952
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	1,089,459	915,186	248,000
After School All Stars Fund	2,027,346	2,295,987	2,817,798
Building Code Enforcement Fund	12,644,938	22,811,482	12,799,319
Capital Improvements Fund	19,619,075	72,663,167	11,709,623
Code Enforcement Board Lien Assessment Fund	2,484,828	1,759,789	486,966
Cemetery Trust Fund	948,242	763,590	886,124
CRA Operating Fund	10,875,742	25,651,475	16,021,631
Contraband Forfeiture Trust Funds	924,463	1,369,773	459,143
CRA Trust Funds	43,925,524	49,128,342	56,688,039
Designated Revenue Fund	1,577,823	7,125,483	625,000
Dubsdread Golf Course Funds	2,437,985	3,064,520	2,616,037
Emergency Medical Services Transport Fund	14,256,438	10,500,000	12,445,310
Gas Tax Fund	12,154,723	22,203,948	9,953,557
Greater Orlando Aviation Authority Police Fund	12,044,781	14,315,411	14,759,035
Grants Fund	8,016,009	23,282,465	-
Harry P. Leu Gardens Fund	2,867,002	2,795,088	2,849,500
FY14/15 State Housing Initiatives Partnership Program Fund (SHIP)	888,015	248,801	-
FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)	279,875	2,695,814	1,158,371
U.S. Department of Housing and Urban Development Grants Fund	7,765,566	11,575,715	6,642,926
Law Enforcement Training Fund	214,394	226,731	226,760
Mennello Museum - American Art Fund	464,591	540,737	566,550
Orange County Public Schools Crossing Guard Fund	588,243	565,433	693,755
Revolving and Renewable Energy Fund	67,635	560,631	139,342
Special Assessment Funds	6,999,518	2,296,582	385,472
Spellman Site Fund	1,029,876	1,394,523	968,430
Street Tree Trust Fund	119,114	202,873	202,938
Centroplex Garages Fund	2,056,608	3,301,984	3,160,180
Transportation Impact Fee Funds	1,396,646	28,050,490	9,393,064
Utilities Services Tax Fund	29,469,512	29,905,494	29,906,876
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	15,648,326	20,292,797	20,286,147
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,858,858	3,558,858	3,257,641
Citrus Bowl Commercial Paper Debt Construction Fund	3,408,134	313,468	209,800
CRA Debt Service - 2009	5,132,077	6,298,010	5,276,960
CRA PAC Debt Service - 2010	6,858,060	6,860,944	6,862,544
2014 Series A Tourist Development Tax Debt Service Fund	10,711,334	12,880,363	-
CRA Debt Service Internal Loan Fund	4,218,872	3,055,597	2,888,509
CRA Debt Service 2009 B Refunding Fund	1,158,500	-	-
CRA Debt - Conroy Road Fund	1,922,377	1,898,750	1,903,125
CRA Debt - Republic Drive Fund	3,862,400	3,814,755	3,830,688
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
Events Center Debt Other	3,749,967	5,994,539	5,548,033
Amway Center Commercial Paper Fund	2,327,377	2,367,609	1,212,500
Internal Loan - Jefferson Street Garage Fund	337,420	1,415,727	1,342,836
Performing Arts Center Commercial Paper Debt Construction Fund	(1,726,931)	7,952,988	377,700
Amway Center Sales Tax Rebate Debt Service Fund	6,660,286	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	67,401	350,876	-
Water Reclamation Revenue Bond Funds	5,654,497	19,412,988	8,312,770

Fund Expenditure Comparison By Fiscal Year (continued)

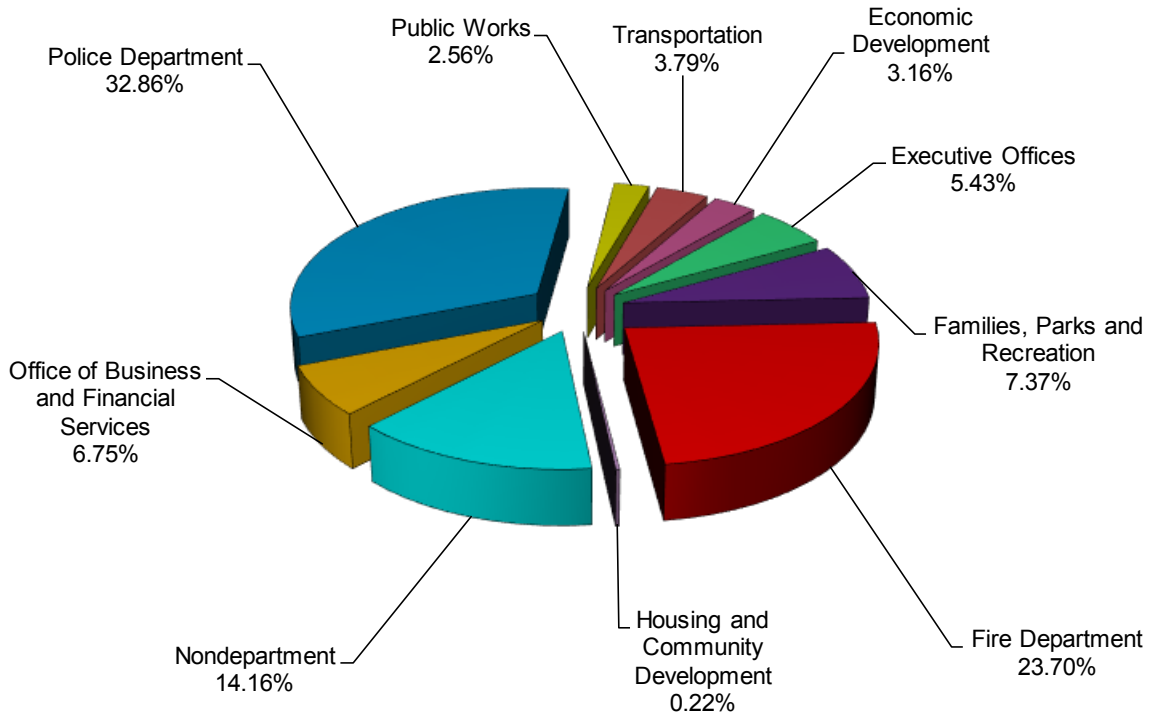
Fund Name	FY 2015/16 Actual Revenues	FY 2016/17 Revised Budget	FY 2017/18 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	-	75,000	75,000
Amway Center Renewal and Replacement Fund	1,171,762	3,717,597	1,000,000
CNL Renewal and Replacement Fund	50,727	98,173	30,000
Venues Construction Administration Fund	1,157,062	1,389,911	1,206,187
Downtown Transit Fund	1,640,872	1,921,254	-
Orlando Venues Enterprise Fund	23,305,012	24,012,527	19,634,048
Orlando Stadiums Operations Fund	11,194,950	7,611,531	6,057,025
Parking System Revenue Fund	9,950,992	15,787,961	18,293,062
Solid Waste Fund	29,877,344	37,500,515	33,441,930
Stormwater Utility Fund	25,474,989	68,215,576	24,950,399
Water Reclamation Construction Funds	38,178,592	146,013,981	49,984,000
Water Reclamation Renewal and Replacement Fund	4,462,184	8,350,261	6,400,000
Water Reclamation Revenue Fund	101,540,799	108,740,946	99,034,630
<u>INTERNAL SERVICE</u>			
Construction Management Fund	4,604,291	4,596,654	4,188,993
Facilities Management Fund	13,831,070	9,307,803	11,347,574
Fleet Management Funds	35,496,933	30,684,898	32,709,997
Health Care Fund	53,982,319	61,834,879	62,857,068
Internal Loan Bank Fund	4,296,060	20,296,585	16,292,654
Pension Participant Services Fund	99,382	108,636	103,862
Risk Management Fund	13,883,451	16,196,952	16,487,856
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	70,966	546,125	595,153
Downtown Development Board Fund	3,431,161	5,496,245	4,664,939
<u>PENSION TRUST</u>			
City Pension Funds	79,403,197	53,540,349	60,703,422
Other Post Employment Benefit Trust Fund	16,308,557	25,372,981	28,000,000
Other Funds Combined	56,637,202	300,722,336	6,736,396
TOTAL CITY OF ORLANDO	1,203,081,981	1,817,676,927	1,214,065,150

**General Fund - Revenues by Source
FY 2017/18**



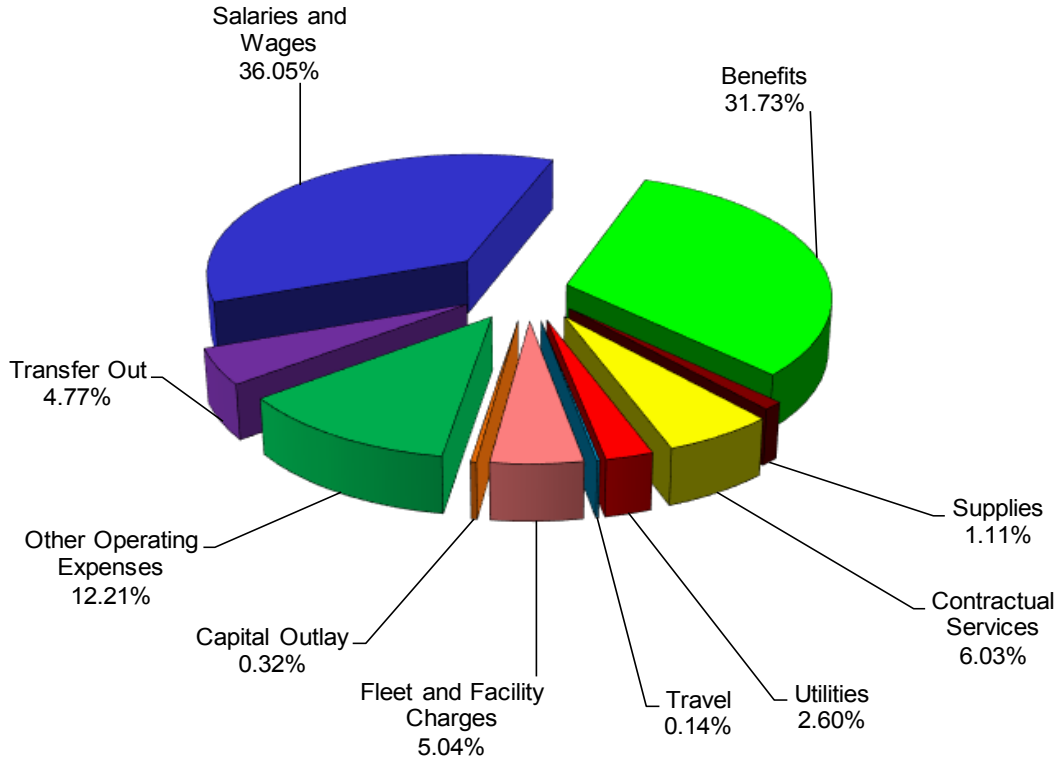
Source of General Revenue	FY 2017/18 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 178,408,645	39.97%
Charges for Services	38,143,161	8.54%
Fines and Forfeitures	2,650,000	0.59%
Franchise Fees	31,670,000	7.09%
Intergovernmental	81,363,876	18.23%
Licenses and Permits	13,995,000	3.14%
Sales and Use Taxes	53,400,000	11.96%
Other Revenues	8,730,554	1.96%
Transfers In	38,040,716	8.52%
Total	\$ 446,401,952	100.00%

**General Fund - Expenses by Department
FY 2017/18**



General Fund Departments	FY 2017/18 Adopted Budget	% of Total
Economic Development	\$ 14,126,323	3.16%
Executive Offices	24,231,443	5.43%
Families, Parks and Recreation	32,921,230	7.37%
Fire Department	105,780,800	23.70%
Housing and Community Development	973,312	0.22%
Nondepartment	63,212,639	14.16%
Office of Business and Financial Services	30,134,535	6.75%
Police Department	146,676,695	32.86%
Public Works	11,415,099	2.56%
Transportation	16,929,876	3.79%
Total	\$ 446,401,952	100.00%

**General Fund - Expenses by Use
FY 2017/18**



General Fund Uses	FY 2017/18 Adopted Budget	% of Total
Salaries and Wages	\$ 160,910,456	36.05%
Benefits	141,658,754	31.73%
Supplies	4,936,858	1.11%
Contractual Services	26,925,465	6.03%
Utilities	11,605,988	2.60%
Travel	623,017	0.14%
Fleet and Facility Charges	22,509,551	5.04%
Capital Outlay	1,407,065	0.32%
Other Operating Expenses	54,512,513	12.21%
Transfer Out	21,312,285	4.77%
Total	\$ 446,401,952	100.00%

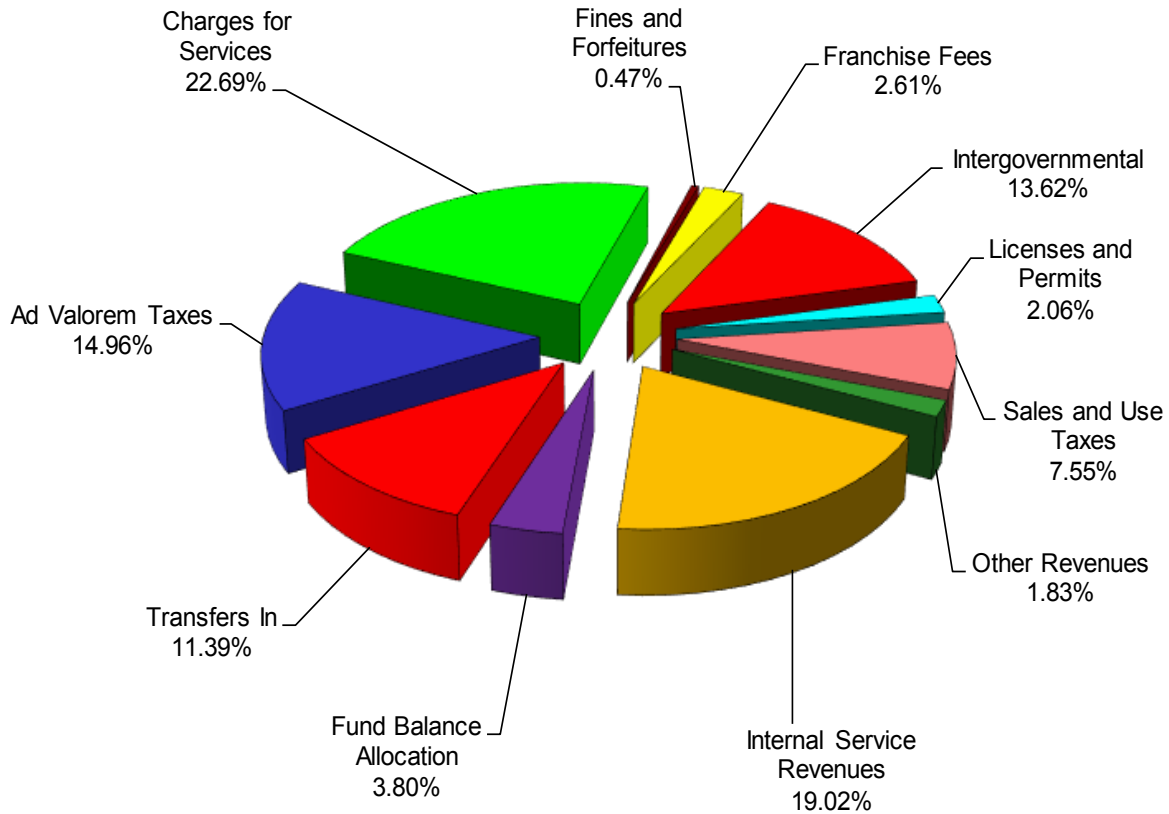
GENERAL FUND
Comparison of Sources and Uses by Fiscal Year

	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
REVENUES	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 144,711,644	\$ 159,311,274	\$ 178,408,645	39.97%	\$ 19,097,371	11.99%
Charges for Services	43,282,277	38,908,307	38,143,161	8.54%	(765,146)	(1.97%)
Fines and Forfeitures	2,722,155	2,450,000	2,650,000	0.59%	200,000	8.16%
Franchise Fees	31,852,013	32,000,000	31,670,000	7.09%	(330,000)	(1.03%)
Intergovernmental	74,729,286	76,826,044	81,363,876	18.23%	4,537,832	5.91%
Licenses and Permits	15,142,446	12,831,000	13,995,000	3.14%	1,164,000	9.07%
Sales and Use Taxes	53,137,910	52,900,000	53,400,000	11.96%	500,000	0.95%
Other Revenues	15,896,425	8,166,501	8,730,554	1.96%	564,053	6.91%
Project Encumbrance	0	56,755	0	0.00%	(56,755)	(100.00%)
Transfers In	32,649,828	40,657,583	38,040,716	8.52%	(2,616,867)	(6.44%)
	\$ 414,123,983	\$ 424,107,464	\$ 446,401,952	100.00%	\$ 22,294,488	5.26%

	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
APPROPRIATIONS	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
By Department						
Economic Development	\$ 15,017,159	\$ 15,821,026	\$ 14,126,323	3.16%	\$ (1,694,703)	(10.71%)
Executive Offices	21,229,321	23,571,906	24,231,443	5.43%	659,537	2.80%
Families, Parks and Recreation	30,677,429	31,700,206	32,921,230	7.37%	1,221,024	3.85%
Fire Department	98,110,666	100,156,092	105,780,800	23.70%	5,624,708	5.62%
Housing and Community Development	509,244	888,877	973,312	0.22%	84,435	9.50%
Nondepartment	58,347,893	60,608,314	63,212,639	14.16%	2,604,325	4.30%
Office of Business and Financial Services	24,457,858	27,464,783	30,134,535	6.75%	2,669,752	9.72%
Police Department	133,118,180	138,445,133	146,676,695	32.86%	8,231,562	5.95%
Public Works	8,338,487	10,217,613	11,415,099	2.56%	1,197,486	11.72%
Transportation	11,392,943	15,233,514	16,929,876	3.79%	1,696,362	0.00%
	\$ 401,199,181	\$ 424,107,464	\$ 446,401,952	100.00%	\$ 22,294,488	5.26%

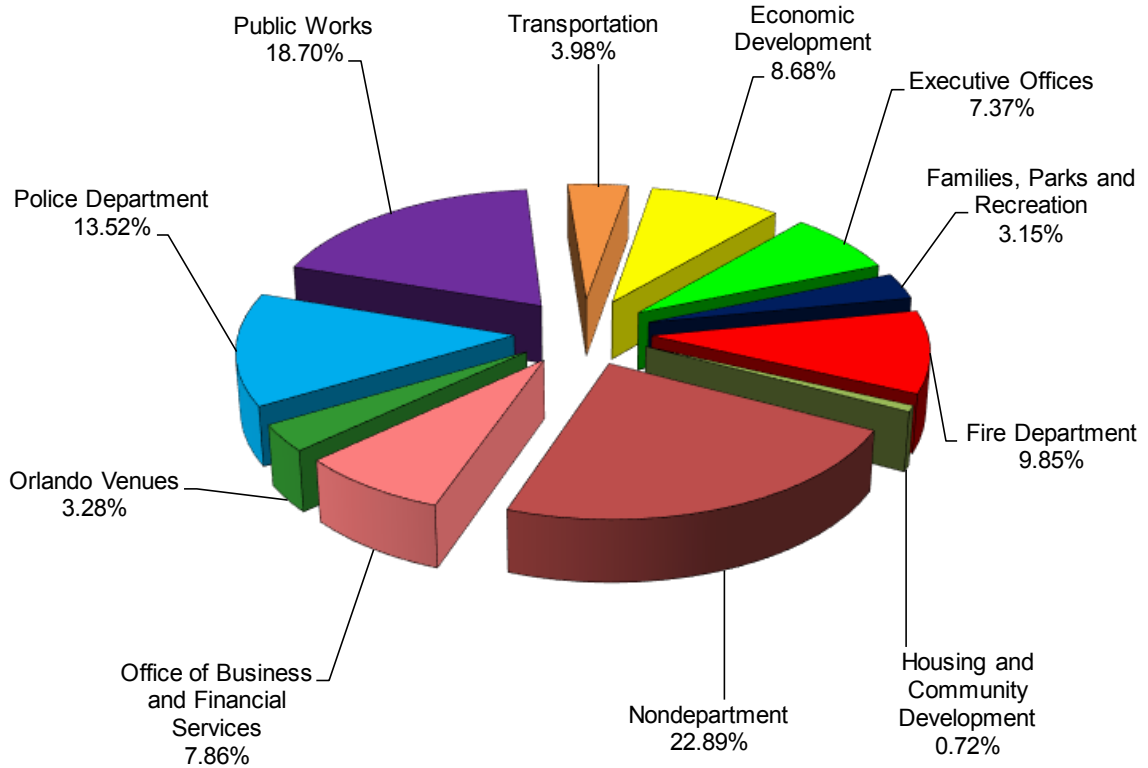
	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
By Major Category	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 150,099,491	\$ 153,594,985	\$ 160,910,456	36.05%	\$ 7,315,471	4.76%
Benefits	117,119,356	132,311,689	141,658,754	31.73%	9,347,065	7.06%
Supplies	4,609,203	4,956,452	4,936,858	1.11%	(19,594)	(0.40%)
Contractual Services	20,491,535	25,488,107	26,925,465	6.03%	1,437,358	5.64%
Utilities	12,209,167	12,278,516	11,605,988	2.60%	(672,528)	(5.48%)
Travel	273,538	556,653	623,017	0.14%	66,364	11.92%
Fleet and Facility Charges	20,579,535	20,718,447	22,509,551	5.04%	1,791,104	8.64%
Capital Outlay	735,510	1,104,572	1,407,065	0.32%	302,493	27.39%
Other Operating Expenses	45,690,937	52,774,439	54,512,513	12.21%	1,738,074	3.29%
Transfer Out	29,390,910	20,323,604	21,312,285	4.77%	988,681	4.86%
	\$ 401,199,181	\$ 424,107,464	\$ 446,401,952	100.00%	\$ 22,294,488	5.26%

**All Funds - Revenues by Source
FY 2017/18**



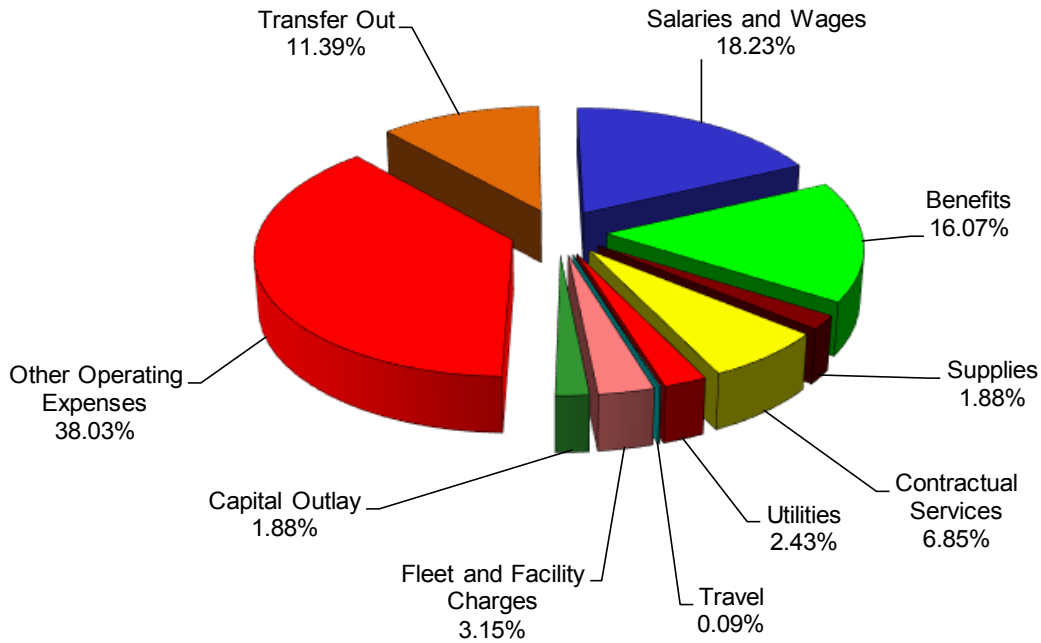
Source of All Fund Revenue	FY 2017/18 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 181,568,149	14.96%
Charges for Services	275,469,523	22.69%
Fines and Forfeitures	5,684,000	0.47%
Franchise Fees	31,750,000	2.61%
Intergovernmental	165,323,683	13.62%
Licenses and Permits	24,995,000	2.06%
Sales and Use Taxes	91,658,572	7.55%
Other Revenues	22,271,782	1.83%
Internal Service Revenues	230,921,493	19.02%
Fund Balance Allocation	46,087,806	3.80%
Transfers In	138,335,142	11.39%
Total	\$ 1,214,065,150	100.00%

**All Funds - Expenses by Department
FY 2017/18**



All Funds Department	FY 2017/18 Adopted Budget	% of Total
Economic Development	\$ 105,382,370	8.68%
Executive Offices	89,431,154	7.37%
Families, Parks and Recreation	38,266,300	3.15%
Fire Department	119,571,624	9.85%
Housing and Community Development	8,774,609	0.72%
Nondepartment	277,879,952	22.89%
Office of Business and Financial Services	95,413,822	7.86%
Orlando Venues	39,843,591	3.28%
Police Department	164,150,495	13.52%
Public Works	227,075,051	18.70%
Transportation	48,276,182	3.98%
Total	\$ 1,214,065,150	100.00%

**All Funds - Expenses by Use
FY 2017/18**



All Funds Uses	FY 2017/18 Adopted Budget	% of Total
Salaries and Wages	\$ 221,338,525	18.23%
Benefits	195,133,899	16.07%
Supplies	22,770,426	1.88%
Contractual Services	83,141,400	6.85%
Utilities	29,558,786	2.43%
Travel	1,069,216	0.09%
Fleet and Facility Charges	38,202,514	3.15%
Capital Outlay	22,853,424	1.88%
Other Operating Expenses	461,661,818	38.03%
Transfer Out	138,335,142	11.39%
Total	\$ 1,214,065,150	100.00%

ALL FUNDS
Comparison of Sources and Uses by Fiscal Year

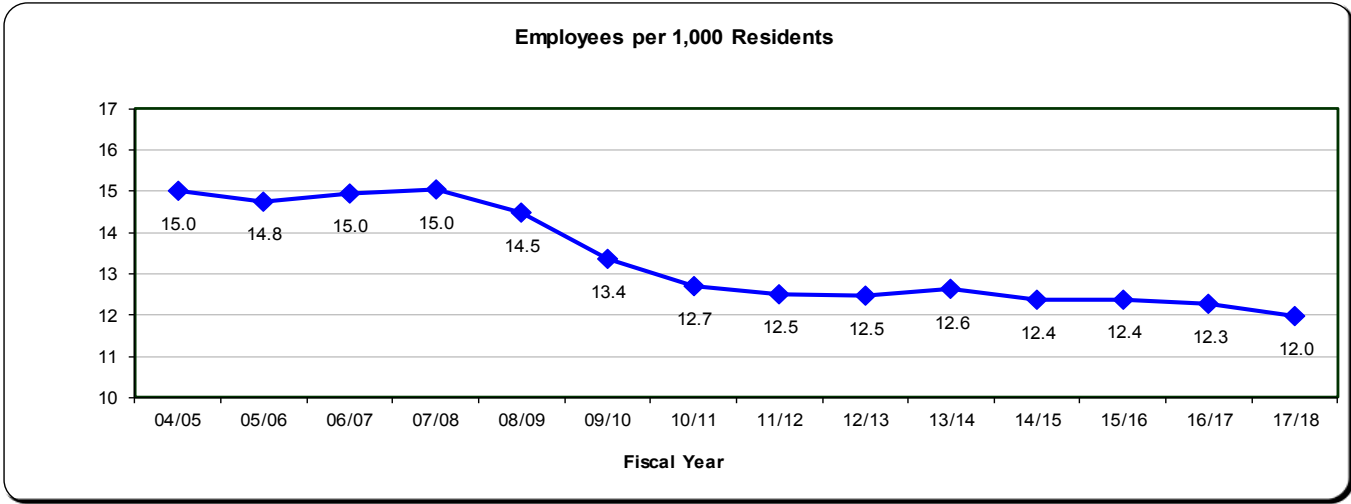
REVENUES	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 147,334,117	\$ 162,173,571	\$ 181,568,149	14.96%	\$ 19,394,578	11.96%
Charges for Services	288,092,369	255,617,577	275,469,523	22.69%	19,851,946	7.77%
Fines and Forfeitures	5,869,675	5,360,678	5,684,000	0.47%	323,322	6.03%
Franchise Fees	31,932,013	32,080,000	31,750,000	2.61%	(330,000)	(1.03%)
Intergovernmental	205,019,611	359,539,342	165,323,683	13.62%	(194,215,659)	(54.02%)
Licenses and Permits	28,731,946	22,331,000	24,995,000	2.06%	2,664,000	11.93%
Sales and Use Taxes	93,563,591	91,015,000	91,658,572	7.55%	643,572	0.71%
Other Revenues	201,848,678	26,417,123	22,271,782	1.83%	(4,145,341)	(15.69%)
Internal Service Revenues	212,835,541	215,477,597	230,921,493	19.02%	15,443,896	7.17%
Project Encumbrance	-	410,508,714	-	0.00%	(410,508,714)	(100.00%)
Transfers In	178,542,283	69,433,013	46,087,806	3.80%	(23,345,207)	(33.62%)
Fund Balance Allocation	-	167,723,312	138,335,142	11.39%	(29,388,170)	(17.52%)
	\$ 1,393,769,824	\$ 1,817,676,927	\$ 1,214,065,150	100.00%	\$(603,611,777)	(33.21%)

APPROPRIATIONS By Department	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
Economic Development	\$ 88,898,812	\$ 129,021,586	\$ 105,382,370	8.68%	\$ (23,639,216)	(\$)
Executive Offices	77,597,060	90,749,675	89,431,154	7.37%	(1,318,521)	(1.45%)
Families, Parks and Recreation	37,314,521	41,374,456	38,266,300	3.15%	(3,108,156)	(7.51%)
Fire Department	113,017,307	114,885,274	119,571,624	9.85%	4,686,350	4.08%
Housing and Community Development	9,476,415	15,581,850	8,774,609	0.72%	(6,807,241)	(43.69%)
Nondepartment	262,804,880	282,622,654	277,879,952	22.89%	(4,742,702)	(1.68%)
Office of Business and Financial Services	107,637,247	147,209,606	95,413,822	7.86%	(51,795,784)	(35.19%)
Orlando Venues	68,125,135	301,672,895	39,843,591	3.28%	(261,829,304)	(86.79%)
Police Department	149,852,505	161,508,849	164,150,495	13.52%	2,641,646	1.64%
Public Works	255,041,019	435,328,986	227,075,051	18.70%	(208,253,935)	(47.84%)
Transportation	33,317,081	97,721,096	48,276,182	3.98%	(49,444,914)	0.00%
	\$ 1,203,081,981	\$ 1,817,676,927	\$ 1,214,065,150	100.00%	\$(603,611,777)	(33.21%)

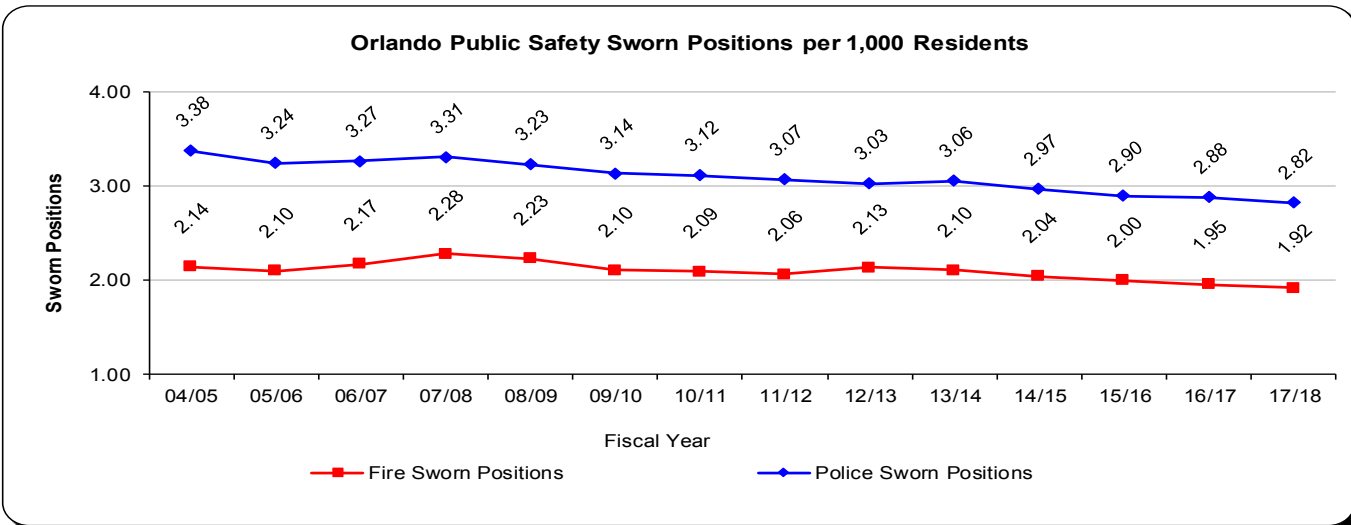
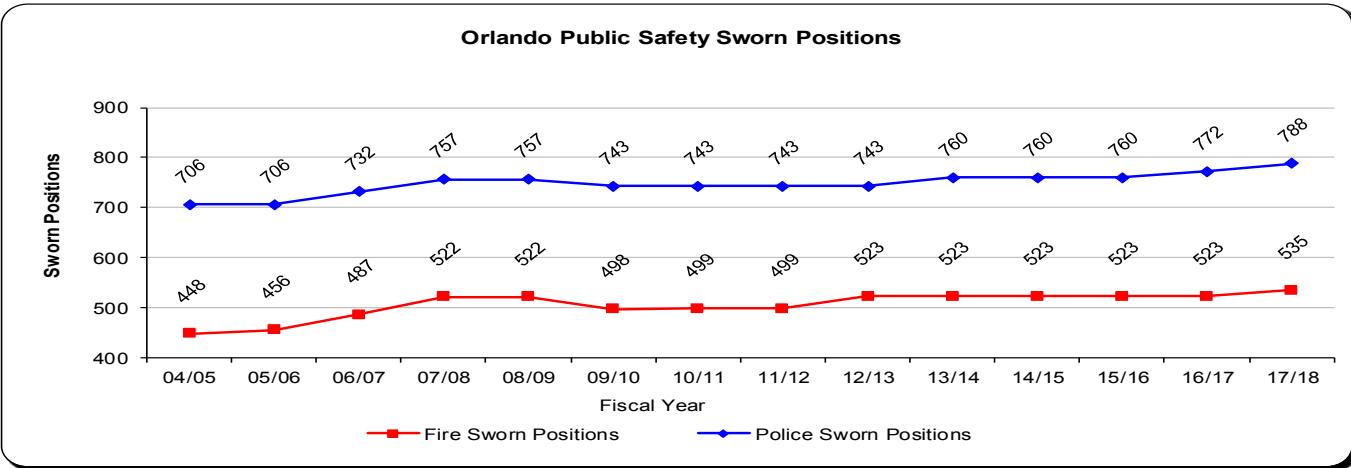
By Major Category	ACTUAL	REVISED	ADOPTED	2017/18	NET	%
	FY 2015/16	FY 2016/17	FY 2017/18	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 203,478,799	\$ 216,405,891	\$ 221,338,525	18.23%	\$ 4,932,634	2.28%
Benefits	161,249,833	184,424,189	195,133,899	16.07%	10,709,710	5.81%
Supplies	26,942,013	26,261,052	22,770,426	1.88%	(3,490,626)	(13.29%)
Contractual Services	104,500,122	297,275,755	83,141,400	6.85%	(214,134,355)	(72.03%)
Utilities	31,018,904	30,226,300	29,558,786	2.43%	(667,514)	(2.21%)
Travel	735,141	1,139,605	1,069,216	0.09%	(70,389)	(6.18%)
Fleet and Facility Charges	41,536,628	41,434,419	38,202,514	3.15%	(3,231,905)	(7.80%)
Capital Outlay	116,880,315	259,520,344	22,853,424	1.88%	(236,666,920)	(91.19%)
Other Operating Expenses	338,197,943	593,273,829	461,661,818	38.03%	(131,612,011)	(22.18%)
Transfer Out	178,542,283	167,715,543	138,335,142	11.39%	(29,380,401)	(17.52%)
	\$ 1,203,081,981	\$ 1,817,676,927	\$ 1,214,065,150	100.00%	\$(603,611,777)	(33.21%)

**CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2017/18**

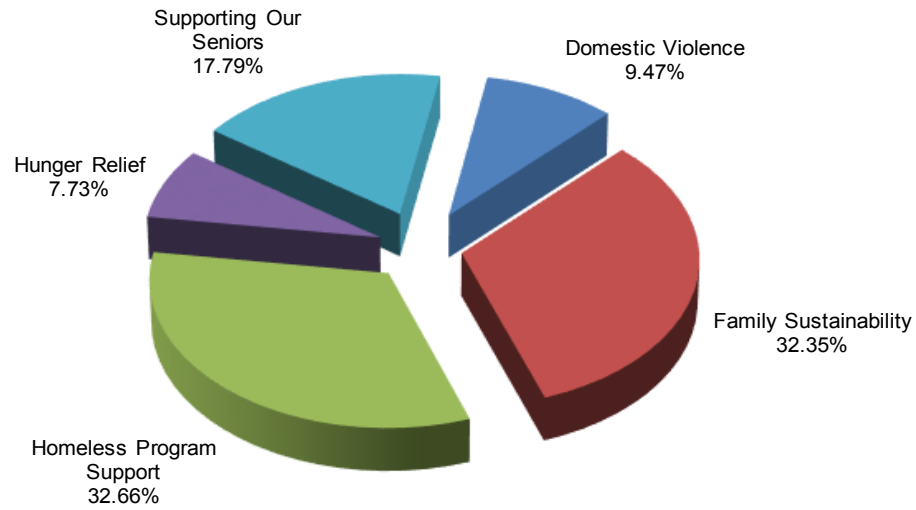
	Final FY 2015/16	Revised FY 2016/17	Adopted New Positions	Adopted Position Deletions	Adopted FY 2017/18	Percent of Total
SUMMARY BY DEPARTMENT						
Economic Development	221	232			232	6.93%
Executive Offices	156	160	9	(6)	163	4.87%
Families, Parks and Recreation	219	220	5		225	6.72%
Fire Department	592	596	15		611	18.26%
Housing and Community Development	19	19			19	0.57%
Office of Business and Financial Services	268	270	6		276	8.25%
Orlando Venues	89	89			89	2.67%
Police Department	997	1,010	15		1,025	30.63%
Public Works	527	540	1	(1)	540	16.14%
Transportation	159	166			166	4.96%
TOTAL CITY OF ORLANDO	3,247	3,302	51	(7)	3,346	100.00%
SUMMARY BY FUND						
General	2,264	2,275	45	(7)	2,313	69.14%
Water Reclamation Revenue	240	241			241	7.21%
Solid Waste	100	102			102	3.05%
Parking System Revenue	91	95			95	2.84%
Building Code Enforcement	104	112			112	3.35%
GOAA Police	73	85			85	2.54%
Stormwater Utility	70	84			84	2.51%
Orlando Venues	53	53			53	1.58%
Facilities Management	49	49			49	1.46%
Fleet Management	49	49			49	1.46%
Construction Management	36	32			32	0.96%
Leu Gardens	20	20			20	0.60%
Community Redevelopment Agency	19	27			27	0.81%
Housing Grants	16	19			19	0.57%
Risk Management	11	10	5		15	0.45%
EMS Transport	11	11			11	0.33%
Community Venues Construction	6	6			6	0.18%
Centroplex Garages	7	4			4	0.12%
Orlando Stadium Operations	7	7			7	0.21%
After School All Stars	8	8			8	0.24%
Downtown Development Board	3	3			3	0.09%
Cemetery Trust	2	2			2	0.06%
Mennello Museum	3	3			3	0.09%
Crossing Guard	1	1			1	0.03%
Code Board Lien Assessment	-	-	1		1	0.03%
Downtown South District	-	1			1	0.03%
Downtown Transit	1	-			-	0.00%
Fire Pension	1	1			1	0.03%
Health Care	1	1			1	0.03%
Pension Participant Services	1	1			1	0.03%
TOTAL CITY OF ORLANDO	3,247	3,302	51	(7)	3,346	100.00%



FY	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Employees	3,135	3,211	3,350	3,439	3,390	3,162	3,025	3,025	3,059	3,139	3,167	3,249	3,286	3,346
Population	208,900	217,567	224,055	228,765	234,130	236,788	238,300	241,978	245,254	248,731	256,012	262,372	267,842	279,133
per 1,000	15.0	14.8	15.0	15.0	14.5	13.4	12.7	12.5	12.5	12.6	12.4	12.4	12.3	12.0



**Community Service Organization Funding by Area of Focus
FY 2017/18**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 190,000	9.47%
Family Sustainability	648,813	32.35%
Homeless Program Support	655,000	32.66%
Hunger Relief	155,000	7.73%
Supporting Our Seniors	356,811	17.79%
Total	\$ 2,005,624	100.00%

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS**

	Adopted FY 2016/17	Adopted FY 2017/18
Adult Literacy League, Inc.	\$ 10,000	\$ 15,000
Aspire Health Partners, Inc.	56,000	50,000
Boys & Girls Clubs of Central Florida, Inc.	37,000	50,000
Central Florida Urban League	50,000	-
Christian Service Center for Central Florida, Inc.	25,000	25,000
Coalition for the Homeless of Central Florida	240,000	260,000
Community Coordinated Care for Children, Inc.	317,013	317,013
Community Legal Services of Mid-Florida	20,000	25,000
Cornerstone Hospice & Palliative Care Foundation	-	50,000
Covenant House Florida	-	30,000
Easter Seals Florida, Inc.	6,500	7,500
Family Promise of Greater Orlando	10,000	-
Foundation for Foster Children	25,000	45,000
Grand Avenue ECDC	-	20,000
Guardian Care Nursing & Rehabilitation Services	-	20,000
Harbor House of Central Florida	145,000	150,000
Health Care Center for the Homeless, Inc.	-	110,000
Heart of Florida United Way	76,790	76,800
Hebni Nutrition Consultants, Inc.	15,000	15,000
Hope and Help Center of Central Florida, Inc.	15,000	-
Howard Phillips Center for Children & Families	85,000	75,000
IDignity	50,000	30,000
JFS Orlando	20,000	25,000
Legal Aid Society of Orange County	25,000	20,000
Life Concepts, Inc.	50,000	25,000
Lighthouse Central Florida, Inc.	28,000	25,000
Mothers' Milk Bank of Florida	-	20,000
One Heart for Women and Children	20,000	20,000
Orlando Day Nursery Association, Inc.	27,000	25,000
Pathway Homes, Inc.	-	60,000
Salvation Army	40,000	40,000
Second Harvest Food Bank of Central Florida, Inc.	60,000	50,000
Seniors First, Inc.	237,050	205,311
Share the Care, Inc.	24,000	24,000
The Brain Foundation	-	30,000
The GLBT Center of Central Florida	18,942	-
Two Spirit Health Services	-	25,000
UP Orlando	40,000	-
Victim Service Center of Central Florida, Inc.	40,000	40,000
Volunteers for Community Impact, Inc.	10,000	-
Subtotal - Community Service Organizations	\$ 1,823,295	\$ 2,005,624

OTHER AGENCIES

Black Business Investment Fund	150,000	150,000
Central Florida Commission on Homelessness	82,280	82,280
Central Florida Sports Commission (1)	96,724	146,724
Community Foundation of Central Florida (Parramore Initiatives)	575,000	575,000
Disney/SBA National Entrepreneur Center	150,000	150,000
Downtown Arts District / City Arts Factory	300,000	288,000
Florida Citrus Sports	50,000	50,000
Foundation for Building Community	100,000	100,000
Hispanic Business Initiative Fund (Prospera)	150,000	150,000
Homeless Services Network of Central Florida	82,280	82,280
Lake Nona Institute	10,000	10,000
Mayor's Matching Grants	175,000	200,000
MetroPlan	131,475	135,876
National Center for Simulation	35,000	35,000
Orlando Economic Partnership	438,226	494,588
Orlando Science Center	493,680	493,680
Pet Alliance of Greater Orlando	16,456	16,456
Stand Up Orlando	50,000	50,000
Tech Consortium	-	100,000
UCF Business Incubation Program	300,000	349,465
United Arts of Central Florida	470,570	470,570
Subtotal - Other Agencies	\$ 3,856,691	\$ 4,129,919

Funding provided by the General Fund unless otherwise noted.

(1) \$122,349 General Fund; \$24,375 Orlando Venues

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Adopted FY 2016/17	Adopted FY2017/18
<u>Community Development Block Grant</u>		
Aspire Health Partners (Public Facilities)	\$ 385,000	\$ 17,900
Center for Multicultural Wellness and Prevention	-	38,000
HANDS Inc. Pre-purchase/Mortgage Counseling	-	87,225
IDignity	-	38,447
Jewish Family Services Homelessness Prevention	38,500	38,500
Lighthouse of Central Florida	49,866	-
Ministry on South Street	65,000	-
Primrose Center Employment Services	47,750	47,550
Two Spirit Health Services	-	38,278
United Against Poverty	-	513,700
United Cerebral Palsy	-	25,000
Coalition for the Homeless of Central Florida (Public Facilities)	362,600	-
Frontline Outreach Roof Improvements	250,000	-
Rebuilding Together Orlando	30,354	50,000
Health Care Center for the Homeless	172,218	325,000
Subtotal - Community Development Block Grant	<u>1,401,288</u>	<u>1,219,600</u>
<u>Emergency Solutions Grant</u>		
Coalition for the Homeless	40,116	60,000
Center for Multicultural Wellness and Prevention	63,500	50,000
Miracle of Love	-	40,087
The Salvation Army	50,000	-
Subtotal - Emergency Solutions Grant	<u>153,616</u>	<u>150,087</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Aspire Health Partners, Inc.	1,267,899	1,302,532
Center for Multicultural Wellness and Prevention, Inc.	1,208,567	1,213,019
Miracle of Love	600,003	1,364,972
X-Tending Hands, Inc.	417,418	152,641
Homeless Services Network of Central FL	332,260	799,941
Catholic Charities Pathways to Care	197,437	261,495
St. Francis House of Hospitality	128,400	124,800
Orange County	-	27,950
Subtotal - HOPWA Grant	4,151,984	5,247,350
Total Grant Funding	<u>\$ 5,706,888</u>	<u>\$ 6,617,037</u>
TOTAL - ALL FUNDING	<u>\$ 11,386,874</u>	<u>\$ 12,752,580</u>

The above funding includes the estimated portion of the city's federal and state housing grants being dispursed to community organizations, in pursuit of the goals of the respective Housing grant program. Figures incorporate funds derived from new year grants, as well as funds reallocated from prior year awards.

Funding for Capital Improvement Projects 2017/18

Fund		FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget
3001_F	Capital Improvements Fund	10,039,091	11,155,218
1070_F	Transportation Impact Fee-North Fund	1,163,090	1,802,000
1071_F	Transportation Impact Fee-Southeast Fund	7,150,000	4,295,000
1072_F	Transportation Impact Fee-Southwest Fund	1,250,000	3,010,000
4150_F	Solid Waste Fund	777,000	-
1100_F	Gas Tax Fund	9,123,000	9,893,000
4106_F	Water Reclamation General Construction Fund	33,131,000	45,044,000
4107_F	Water Reclamation Renewal and Replacement Fund	2,000,000	4,500,000
4110_F	Water Reclamation Collection System Impact Fees Fund	500,000	-
4104_F	Water Reclamation Revenue Bonds 2013 Construction Fund	-	1,240,000
4132_F	Parking System Revenue Fund	870,000	1,324,000
4160_F	Stormwater Utility Fund	5,725,000	3,660,000
1250_F	Community Redevelopment Fund	2,950,000	6,820,831
4190_F	Downtown Development Board	100,000	-
1170_F	Downtown South Neighborhood Improvement District	-	270,000
0016_F	Dubsdread Renewal and Replacement Fund	328,000	465,794
5015_F	Risk Management Fund	-	600,000
4005_F	Orlando Stadiums Operations Fund	-	100,000
4002_F	Amway Center Renewal and Replacement Fund	-	1,000,000
Capital Improvement Plan Total		\$ 75,106,181	\$ 95,179,843

Funding Source	Funding for Capital Improvement Projects 2017/18	FY 2017/18 Adopted Budget
Capital Improvements Fund		
Athletic Field Maintenance	\$	524,646
DPAC R&R Contribution		1,688,263
Emergency Operations Center Renovations		250,000
Facility Evaluation, Repairs, and Rehabilitation		1,000,000
Fire Equipment Replacement		1,200,000
Information Technology Enhancements		1,560,000
Miscellaneous Sidewalk Repair		300,000
OPD Equipment Replacement		1,232,621
Parks and Playground Renovation Project		1,007,667
Pavement Rehabilitation		1,000,000
Recreation Facility Renovations and Maintenance		519,021
Recreation Pools and Courts		273,000
School Safety Sidewalk Program		600,000
	Capital Improvements Fund Total	\$ 11,155,218
Transportation Impact Fee - North Fund		
Colonial Overpass	\$	100,000
Lincoln SunRail Station Reimbursement		150,000
New Traffic Signal Locations		500,000
Orlando Urban Trail between Overpass to Magnolia		400,000
Terry Avenue – South Extension		652,000
	Transportation Impact Fee - North Fund Total	\$ 1,802,000
Transportation Impact Fee - Southeast Fund		
Downtown Connector Trail	\$	545,000
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford		1,000,000
Narcoossee Widening: SR 528 - SR 417		1,000,000
New Traffic Signal Locations		450,000
SunRail Phase 3 OIA		500,000
USTA Entry Road		800,000
	Transportation Impact Fee - Southeast Fund Total	\$ 4,295,000
Transportation Impact Fee - Southwest Fund		
Millenia & Oak Ridge Dual Left SB	\$	160,000
New Traffic Signal Locations		150,000
Radebaugh Way Road Widening		200,000
Shingle Creek Trail		500,000
Sligh Boulevard & Columbia Street		2,000,000
	Transportation Impact Fee - Southwest Fund Total	\$ 3,010,000
	Page Subtotal	\$ 20,262,218

(Continued on next page)

Funding Source	Funding for Capital Improvement Projects 2017/18	FY 2017/18 Adopted Budget
Gas Tax Fund		
ADA Transition Plan		\$ 250,000
Area Wide Signal System Fiber Interconnect		100,000
Bicycle Plan Implementation		200,000
Brick Street Restoration		100,000
Curb Ramp Construction and Curb Repair		150,000
Intersection Safety Improvements		350,000
LYNX Annual Contribution		3,873,000
Miscellaneous Sidewalk Repair		200,000
New Traffic Signal Locations		370,000
Pavement Marking Maintenance		350,000
Pavement Rehabilitation		3,050,000
Railroad Grade Crossing Rehabilitation		100,000
School Safety Sidewalk Program		100,000
SunRail Corridor Quiet Zone		400,000
Traffic Counts and Travel Time Studies		100,000
Traffic Signal Refurbishing Program		200,000
	Traffic Signal Refurbishing Program	\$ 9,893,000
Water Reclamation General Construction Fund		
Conserv I Filter Rehab		1,000,000
Conserv II Area Collection System Improvements		3,000,000
Conserv II Pretreatment Improvements		15,000,000
Iron Bridge Area Collection System Improvements		2,500,000
Iron Bridge Grit System Replacement		1,000,000
Iron Bridge Storm Water A Improvements		100,000
Iron Bridge Underground Pipe Rehabilitation		250,000
Iron Bridge Ventilation for Biosolids Press Room		100,000
Iron Bridge WRF Dewatering Improvements		500,000
Lift Station 5 Area Piping Improvements		1,000,000
Lift Station Rehabilitation		750,000
Lift Station Telemetry Replacement		1,500,000
Lift Stations Electrical Safety Improvements		400,000
LS1,2,3 and 4 Force Main Evaluation		3,000,000
Paving at Wastewater Reclamation Facilities		500,000
Rapid Response Construction		2,000,000
Sanitary Service Lateral Rehabilitation		500,000
Sanitary System Corrosion Abatement		2,000,000
Sanitary upgrades with other projects		2,000,000
Sewage ARV Replacement		500,000
Water Conserv I Influent Equaliz Tank Grit Removal		300,000
Water Conserv II Equalization Pumping Station Rehab		500,000
Water Conserv II Filter Rehabilitation		1,000,000
Water Conserv II Transmission Pipeline Booster Pump		4,144,000
Water Conserv I Area Collection System Improvements		1,500,000
	Water Reclamation General Construction Fund Total	\$ 45,044,000
Page Subtotal		\$ 54,937,000

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Funding Source	Funding for Capital Improvement Projects 2017/18	FY 2017/18 Adopted Budget
Water Reclamation Renewal and Replacement Fund		
Lift Station Site Improvements		\$ 1,500,000
Lift Station Underground Rehabilitation		3,000,000
	Water Reclamation Renewal and Replacement Fund Total	\$ 4,500,000
Water Reclamation Revenue Bonds 2013 Construction Fund		
Conserv II Supplemental Water Conn to Storage Tank		\$ 140,000
Iron Bridge Diffused Air		750,000
W Conserv II Stage One Aeration Gates Modification		350,000
	Water Reclamation Collection System Impact Fees Fund Total	\$ 1,240,000
Parking System Revenue Fund		
55 West Maintenance and Repairs		\$ 200,000
Administration Center Garage Repair/Maintenance		150,000
Central Blvd Garage Repair and Maintenance		200,000
Centroplex I and II Repair and Maintenance		150,000
Courthouse Garage Repair and Maintenance		200,000
GEICO Garage Repairs and Maintenance		154,000
Jefferson Garage Capital Repairs		120,000
Library Garage Repair and Maintenance		150,000
	Parking System Revenue Fund Total	\$ 1,324,000
Stormwater Utility Fund		
Al Coith Park to Lake Cherokee		\$ 180,000
Fern Creek Acquisition/Erosion Control		500,000
Lake Notasulga/Haralson Estates		300,000
Lake of the Woods to Al Coith Park		180,000
Rapid Response Construction		750,000
Southport Drainage Improvements		250,000
Stormwater System Construction		500,000
System Repair and Rehabilitation		1,000,000
	Stormwater Utility Fund Total	\$ 3,660,000
Community Redevelopment Agency		
Downtown Capital Maintenance		\$ 150,000
DTO Implementation		2,995,831
Parramore Housing Initiative		2,000,000
Streetscape Improvements		175,000
Under I Design		1,500,000
	Community Redevelopment Agency Fund Total	\$ 6,820,831
Downtown South Neighborhood Improvement District		
DSNID Projects		\$ 270,000
	Downtown Development Board Fund Total	\$ 270,000
Dubsdread Renewal & Replacement		
Dubsdread Clubhouse Improvements		\$ 94,000
Dubsdread Course/Grounds Maintenance		\$ 278,794
Dubsdread Equipment		93,000
	Dubsdread Renewal & Replacement Fund Total	\$ 465,794
Risk Management Fund		
Occupational Health Services		\$ 600,000
		\$ 600,000
Orlando Stadium Operations Fund		
Camping World Stadium Repair & Renovation		\$ 100,000
		\$ 100,000
Anway Center Renewal and Replacement Fund		
Anway Center Repair and Replacement		\$ 1,000,000
		\$ 1,000,000
	CIP Total	\$ 95,179,843

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REVENUE DETAIL

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REVENUE DETAIL

“The governing authority of the City of Orlando is hereby authorized and empowered to appropriate for such purposes any moneys which the City may not have otherwise pledged or allocated.”

Chapter 13, Section 5 of the City Code, City of Orlando

Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted, require specific approvals.

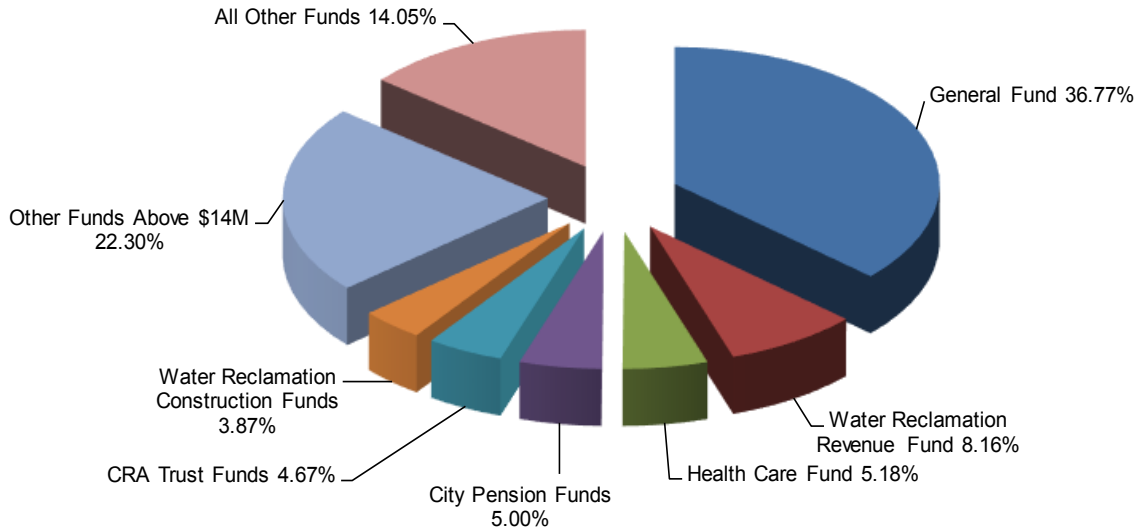
Enterprise funds, such as the Water Reclamation Utility Fund, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds to specific activities. Still other specialized funds are used to isolate revenues that have been pledged to repay specific debts.

The City Council annually adopts a budget resolution for all operating funds in the City of Orlando, except for certain restricted accounts of Proprietary Funds, Special Revenue Funds and Fiduciary Funds. Budgetary control is legally maintained at the fund level.

All revenues and expenditures are appropriated either through the budget or through a special appropriation resolution. Some revenue sources require an audit trail to show that the earmarked funds have only been expended for specifically authorized activities. Under Fund Accounting, the General Fund is used to pool unrestricted funds and is used to meet essential needs. All unrestricted revenues, such as funds that are not pledged to meet specific debts, are deposited into the General Fund.

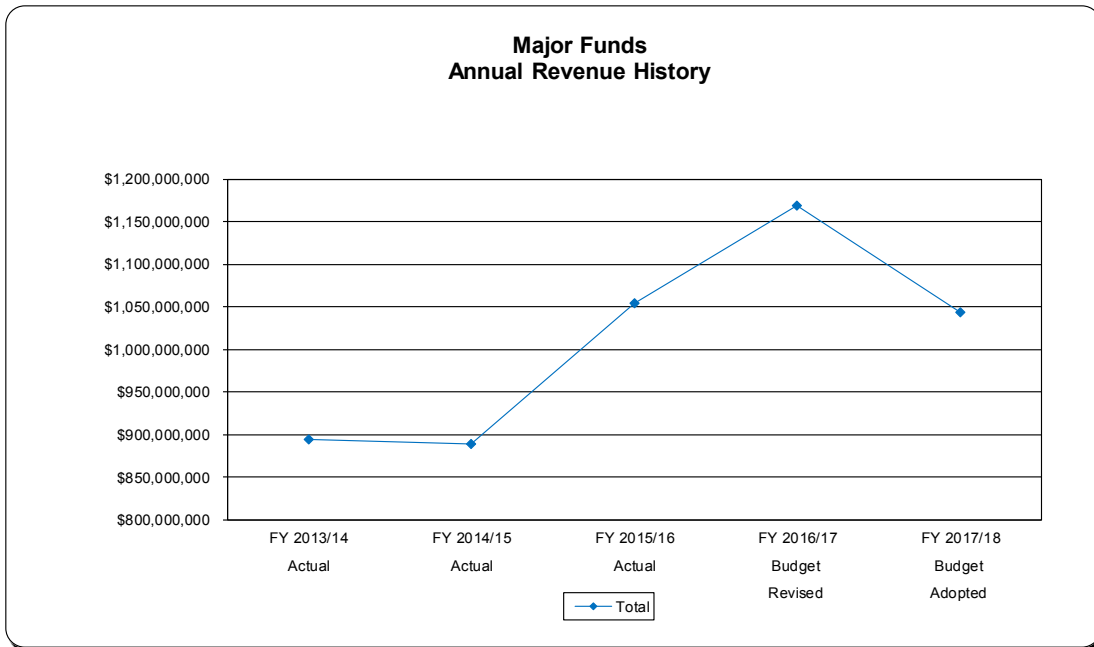
REVENUE DETAIL

**Major Funds
(Greater Than \$14 million in Annual Revenues)**



Major Fund (more than \$14 million)	Adopted FY 2017/18	2017/18 % Total
General Fund	\$ 446,401,952	36.77%
Water Reclamation Revenue Fund	99,034,630	8.16%
Health Care Fund	62,857,068	5.18%
City Pension Funds	60,703,422	5.00%
CRA Trust Funds	56,688,039	4.67%
Water Reclamation Construction Funds	46,984,000	3.87%
Solid Waste Fund	33,441,930	2.75%
Fleet Management Funds	32,709,997	2.69%
Utilities Services Tax Fund	29,906,876	2.46%
Other Post Employment Benefit Trust Fund	28,000,000	2.31%
Stormwater Utility Fund	24,950,399	2.06%
6th Cent TDT Debt Funds	20,286,147	1.67%
Orlando Venues Enterprise Fund	19,634,048	1.62%
Parking System Revenue Fund	18,293,062	1.51%
Risk Management Fund	16,487,856	1.36%
Internal Loan Bank Fund	16,292,654	1.34%
CRA Operating Fund	16,021,631	1.32%
GOAA Police Fund	14,759,035	1.22%
All Other Funds	170,612,404	14.05%
	<u>\$ 1,214,065,150</u>	<u>100.00%</u>

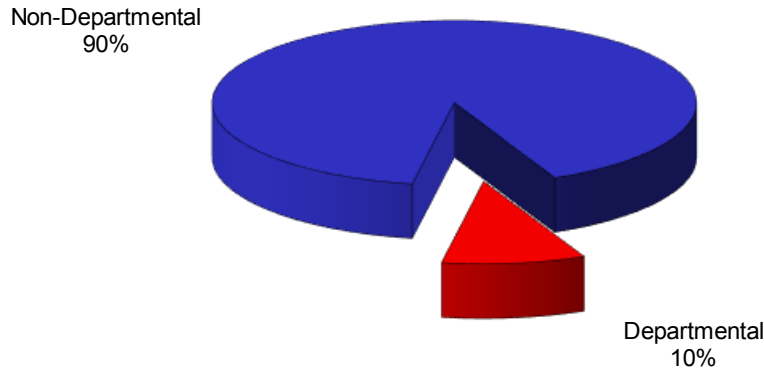
REVENUE DETAIL



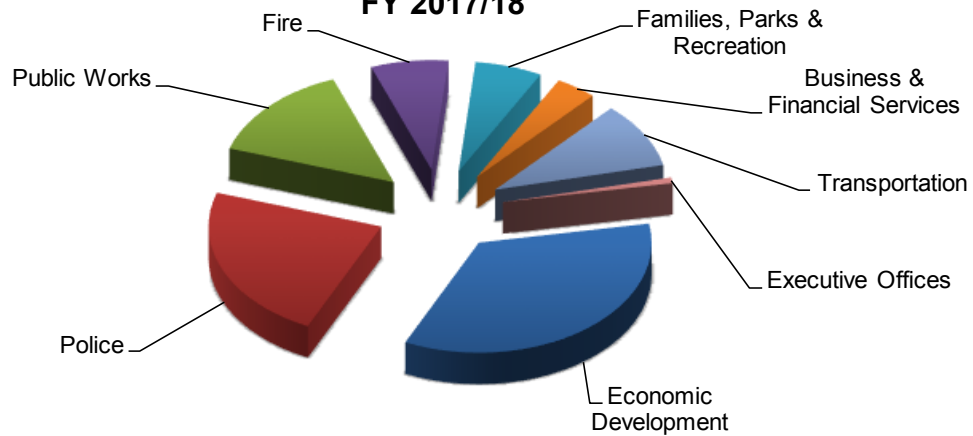
Fund Description	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>FY 2015/16</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>
General Fund	\$ 338,457,113	\$ 383,859,443	\$ 414,123,983	\$ 424,107,464	\$ 446,401,952
Water Reclamation Revenue Fund	87,004,285	92,039,885	98,564,691	108,740,946	99,034,630
Health Care Fund	55,820,075	59,354,785	57,811,534	61,834,879	62,857,068
City Pension Funds	131,986,103	53,688,870	132,100,030	53,540,349	60,703,422
CRA Trust Funds	31,791,856	36,417,899	44,502,664	49,128,342	56,688,039
Water Reclamation Construction Funds	14,133,884	30,574,279	53,263,532	143,013,981	46,984,000
Solid Waste Fund	29,119,005	31,102,629	32,839,322	37,500,515	33,441,930
Fleet Management Funds	33,404,372	28,925,059	32,872,166	30,684,898	32,709,997
Utilities Services Tax Fund	30,202,184	30,387,012	31,756,981	29,905,494	29,906,876
Other Post Employment Benefit Trust Fund	27,084,636	19,327,469	31,934,371	25,372,981	28,000,000
Stormwater Utility Fund	26,624,681	28,293,475	25,650,594	68,215,576	24,950,399
6th Cent TDT Debt Funds	19,345,459	21,290,999	22,741,448	20,292,797	20,286,147
Orlando Venues Enterprise Fund	24,413,213	23,309,458	20,405,641	24,012,527	19,634,048
Parking System Revenue Fund	13,266,130	13,415,189	14,346,086	15,787,961	18,293,062
Risk Management Fund	13,329,096	15,703,616	14,060,469	16,196,952	16,487,856
Internal Loan Bank Fund	7,317,506	7,350,302	6,526,525	20,296,585	16,292,654
CRA Operating Fund	1,751,785	3,739,133	8,632,673	25,651,475	16,021,631
GOAA Police Fund	9,721,490	9,917,076	12,264,100	14,315,411	14,759,035
Total	\$ 894,772,874	\$ 888,696,578	\$ 1,054,396,811	\$ 1,168,599,133	\$ 1,043,452,746

REVENUE DETAIL

**General Fund Revenues
Non-Departmental vs. Departmental
FY 2017/18**



**General Fund Revenues
Departmental
FY 2017/18**

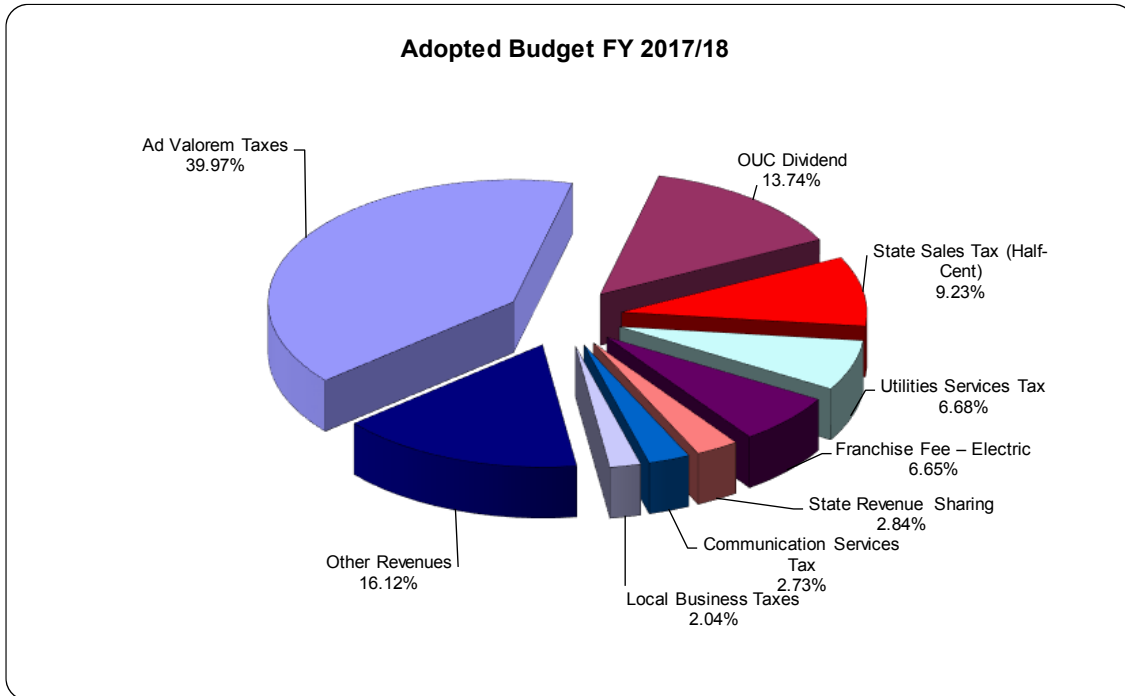


Department	Revised Budget		Adopted Budget	
	FY 2016/17	FY 2017/18	FY 2017/18	% of Total
Non-Departmental	\$ 381,325,869	403,697,015		90.43%
Economic Development	14,580,012	14,848,178		3.33%
Police	9,203,025	9,816,492		2.20%
Public Works	6,643,426	6,114,403		1.37%
Fire	3,164,977	3,102,629		0.70%
Families, Parks & Recreation	2,466,050	2,690,538		0.60%
Business & Financial Services	1,718,412	1,643,871		0.37%
Transportation	4,234,524	4,130,114		0.93%
Executive Offices	771,169	358,712		0.08%
Total	\$ 424,107,464	\$ 446,401,952		100.00%

REVENUE DETAIL

MAJOR REVENUE SOURCES
GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the revenue streams, those budgeted at more than \$8 million for FY 2017/18, are shown in the table below.



Revenue Description	Actual FY 2013/14	Actual FY 2014/15	Actual FY 2015/16	Revised Budget FY 2016/17	Adopted Budget FY 2017/18
Ad Valorem Taxes	\$ 102,110,952	\$ 128,133,651	\$ 144,711,644	\$ 159,311,274	\$ 178,408,645
OUC Dividend	48,622,308	53,211,000	55,719,368	58,200,000	61,325,000
State Sales Tax (Half-Cent)	35,612,928	37,903,686	39,428,960	40,300,000	41,200,000
Utilities Services Tax	28,764,016	28,990,265	29,344,237	29,799,184	29,799,184
Franchise Fee – Electric	28,312,077	29,329,613	29,798,589	30,200,000	29,675,000
State Revenue Sharing	10,505,778	11,525,845	11,989,740	12,400,000	12,700,000
Communication Services Tax	14,559,994	14,221,872	13,708,950	12,600,000	12,200,000
Local Business Taxes	8,101,419	8,434,995	9,741,683	8,415,000	9,115,000
Other Revenues	61,867,641	72,108,516	79,680,812	72,882,006	71,979,123
Total	\$ 338,457,113	\$ 383,859,443	\$ 414,123,983	\$ 424,107,464	\$ 446,401,952

REVENUE DETAIL

MAJOR REVENUE SOURCES
GENERAL FUND**Ad Valorem Property Taxes**

Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 6.65 mills. Ad Valorem Property taxes were originally forecast in January as part of a ten-year forecast using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1st and become delinquent on April 1st or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

In January 2008, the voters of the State of Florida passed a Constitutional amendment pertaining to property tax reform. Please refer to the information that follows for a more detailed discussion of the requirements.

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2013/14</u>	<u>Actual</u> <u>FY 2014/15</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Revised</u> <u>FY 2016/17</u>	<u>Adopted</u> <u>FY 2017/18</u>
Real Property Taxes	\$ 93,991,871	\$ 118,317,781	\$ 133,295,082	\$ 148,010,130	\$ 168,038,643
Less: Discount for Real Taxes	(3,353,077)	(4,232,447)	(4,781,915)	(5,920,405)	(6,721,546)
Bus. Pers. Property Taxes	11,717,886	14,382,649	16,595,976	17,939,114	17,803,696
Less: Discount Bus. Pers. Taxes	(418,413)	(524,251)	(595,756)	(717,565)	(712,147.83)
Interest-Delinquent Taxes	172,684	189,919	198,257	-	-
TOTAL Property Tax Revenue	\$ 102,110,952	\$ 128,133,651	\$ 144,711,644	\$ 159,311,274	\$ 178,408,645

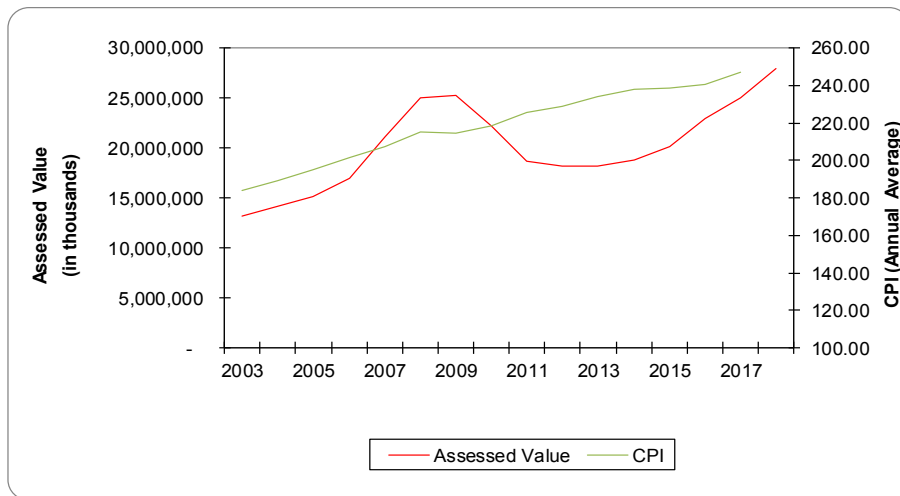
REVENUE DETAIL

CITY OF ORLANDO, FLORIDA
 ASSESSED AND ESTIMATED VALUE OF TAXABLE PROPERTY
 NET OF EXEMPTIONS

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669
2012	23,905,294,724	4,359,002,821	3,973,236	10,067,071,228	18,201,199,553
2013	24,297,138,448	4,506,800,257	3,852,456	10,611,947,227	18,195,843,934
2014	24,154,374,015	4,586,231,797	4,629,753	9,924,686,112	18,820,549,453
2015	25,651,931,308	4,645,979,060	4,735,156	10,225,715,639	20,076,929,885
2016	28,491,608,827	4,963,496,780	4,154,251	10,568,108,041	22,891,151,817
2017	31,897,749,099	4,769,282,530	1,668,400	11,713,926,589	24,954,773,440
2018	35,289,831,510	5,062,289,127	4,399,743	12,410,304,034	27,946,216,346

Source: Orange County Property Appraiser

- (1) Assessed values are determined as of January 1 for each fiscal year.
- (2) Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%.
- (3) Centrally assessed values went to litigation in 2008.



REVENUE DETAIL

Millage Rate Property Tax Reform Guidelines

The Florida Legislature met in special session during June 2007 to address Property Tax reform legislation. Two components resulted from this session. The first required the City to determine its millage rate for the 2007/08 fiscal year using a prescribed calculation. As a direct result of the mandate, the City's millage rate was reduced to 4.9307 for that fiscal year.

The second component involved a referendum on a constitutional amendment referred to as a "super exemption." The referendum was passed on January 29, 2008 during the Presidential preference primary election. The amendment changed the current homestead exemption process and replaced it with the super homestead exemption as follows:

The amount of each home's value that is exempt from property taxes increased from \$25,000 to \$50,000 on all but the least expensive homes. A \$25,000 exemption on tangible personal property was also added, as well as a 10% annual cap on non-homesteaded property (to be effective for FY 2009/10). The final change allows residents to take their homestead exemption with them when they move to a new home in Florida. This is known as "portability."

An amendment was approved by ballot initiative, effective January 1, 2011, that allowed for an additional homestead property tax exemption for members of the military or military reserves, who receive a homestead exemption and were deployed in the previous year on active duty outside the US.

Additional amendments were approved by ballot initiative, effective January 1, 2013, that allowed for additional homestead property tax exemption for low-income seniors, as well as surviving spouses of military veterans and first responders who die in the line of duty. Another approved ballot initiative effective January 1, 2013 expanded the availability of the property discount on the homesteads of veterans who became disabled as the result of a combat injury to include those who were not Florida residents when they entered the military.

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate hadn't changed in six years. This millage increase was utilized instead of drawing fund balance below recommended governmental levels for debt and operating reserve balances. This use of prior year unspent revenues has been done in the past but only to the amount available above those reserve policy levels. Drawing fund balance down again would risk the downgrade of current debt as well as increased borrowing costs in the future. For FY 2017/18, the millage rate remained constant, as adopted in FY2016/17.

REVENUE DETAIL

Millage Rate History
 (\$1 per \$1,000 of taxable value)

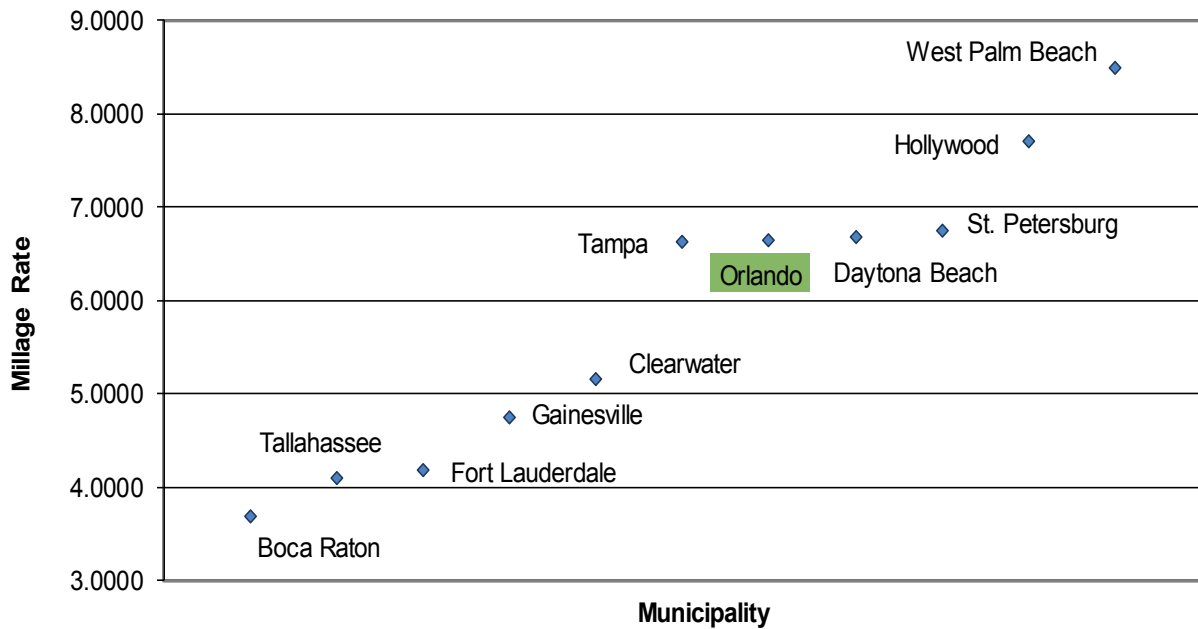
City of Orlando

Fiscal Year	Operations	Debt	Total
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916
2005	5.6916	-	5.6916
2006	5.6916	-	5.6916
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500
2011	5.6500	-	5.6500
2012	5.6500	-	5.6500
2013	5.6500	-	5.6500
2014	5.6500	-	5.6500
2015	6.6500	-	6.6500
2016	6.6500	-	6.6500
2017	6.6500	-	6.6500
2018	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison
Select Florida Municipalities

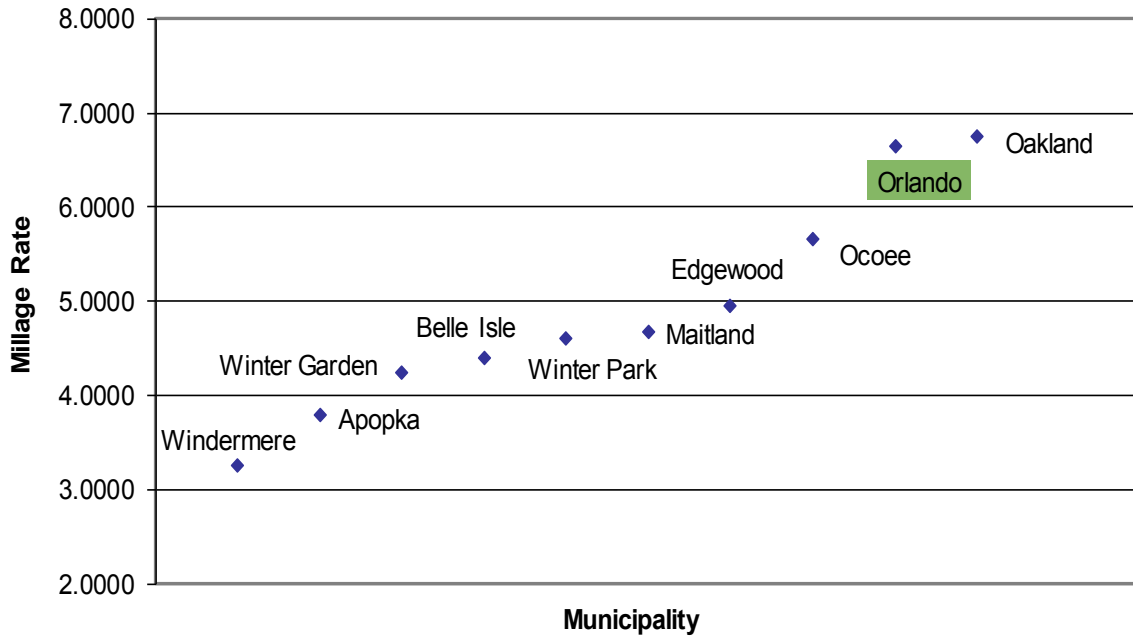
Municipality	Operating Millage FY 2017/18	Debt Service Millage FY 2017/18	Total Millage FY 2017/18	General Fund Budget FY 2017/18
Boca Raton	3.4543	0.2245	3.6788	\$ 209,708,700
Tallahassee	4.1000	0.0000	4.1000	153,044,471
Fort Lauderdale	4.1193	0.0691	4.1884	362,924,925
Gainesville	4.7474	0.0000	4.7474	121,970,962
Clearwater	5.1550	0.0000	5.1550	149,834,546
Tampa	6.6326	0.0000	6.6326	399,317,086
Orlando	6.6500	0.0000	6.6500	446,401,952
Daytona Beach	6.3333	0.3389	6.6722	79,460,046
St. Petersburg	6.7550	0.0000	6.7550	250,214,662
Hollywood	7.4479	0.2513	7.6992	257,506,148
West Palm Beach	8.3465	0.1481	8.4946	177,825,464



REVENUE DETAIL

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2017/18	Debt Service Millage FY 2017/18	Total Millage FY 2017/18	General Fund Budget FY 2017/18
Windermere	3.2500	0.0000	3.2500	\$ 5,082,535
Apopka	3.7876	0.0000	3.7876	47,978,759
Winter Garden	4.2500	0.0000	4.2500	36,228,305
Belle Isle	4.4018	0.0000	4.4018	7,458,384
Winter Park	4.0923	0.5133	4.6056	53,922,006
Maitland	4.3453	0.3300	4.6753	36,601,208
Edgewood	4.9500	0.0000	4.9500	4,083,166
Ocoee	5.6546	0.0000	5.6546	48,223,485
Orlando	6.6500	0.0000	6.6500	446,401,952
Oakland	6.7500	0.0000	6.7500	6,244,554

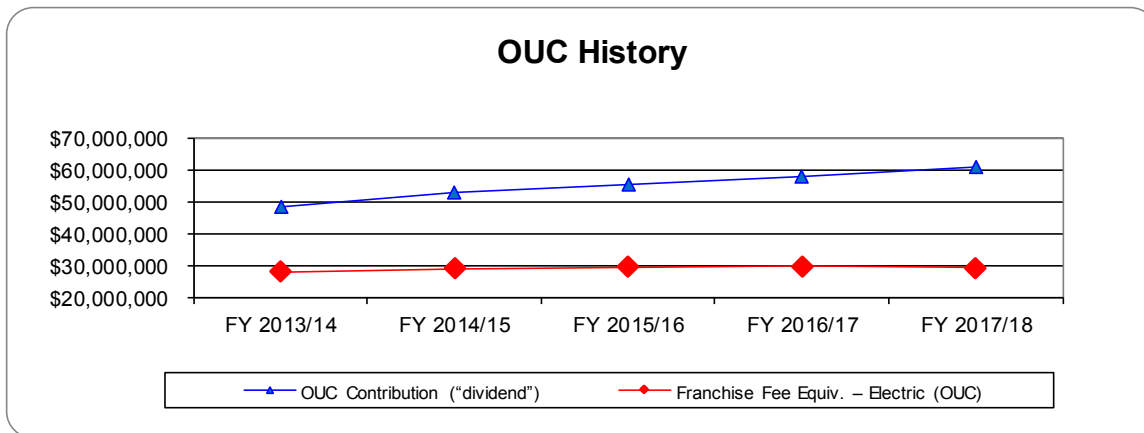


REVENUE DETAIL

Municipal Electric and Water Utility – Orlando Utilities Commission (OUC)

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s right-of-way. The OUC dividend, by written agreement, normally provides for an annual payment of 60% of OUC’s net income. The FY 2017/18 amount is per agreement reached by the City and OUC as to the total amount of revenue that will be received. The agreement outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

<u>Revenue Description</u>	<u>Actual</u> FY 2013/14	<u>Actual</u> FY 2014/15	<u>Actual</u> FY 2015/16	<u>Revised</u> FY 2016/17	<u>Adopted</u> FY 2017/18
OUC Contribution (“dividend”)	\$ 48,622,308	\$ 53,211,000	\$ 55,719,368	\$ 58,200,000	\$ 61,325,000
Percent Change		9.44%	4.71%	4.45%	5.37%
Franchise Fee Equiv. – Electric (OUC)	\$ 28,312,077	\$ 29,329,613	\$ 29,798,589	\$ 30,200,000	\$ 29,675,000
Percent Change		3.59%	1.60%	1.35%	-1.74%



REVENUE DETAIL

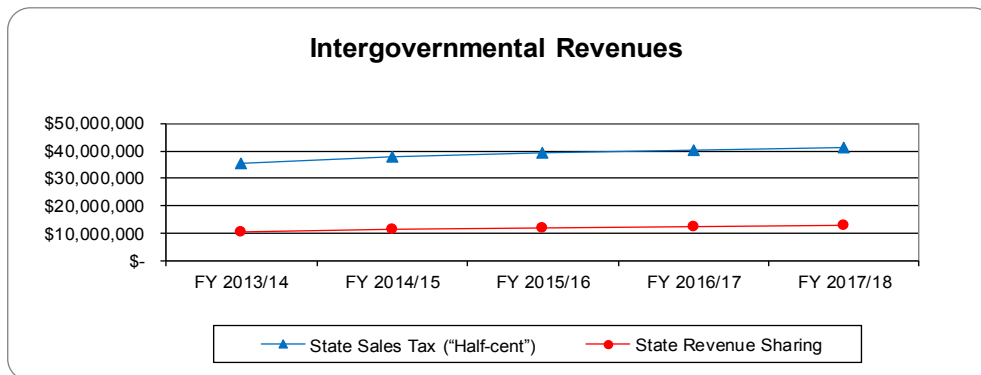
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund shall be earmarked for distribution to the governing body of that county and of each municipality within that county.” Such moneys shall be known as the “local government half-cent sales tax.” Florida Statute 212.20(5)(d)3 provides that “8.814 percent of the amount remitted by a sales tax dealer located within a participating county pursuant to F.S. 218.61 shall be transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund.” State Sales Taxes (“Half-Cent Sales Tax Clearing Trust Fund”) were originally forecasted internally in January based upon an assessment of economic conditions and then revised in June based on estimates received from the Florida Department of Revenue (DOR). The State Sales Tax is collected by the DOR and earmarked for local governments in the county in which it is collected. Then the distribution within the county is handled by a population based formula. Thus, one can forecast Orange County taxable sales (based on Orange County Employment), compute the sales tax, apply the percentage returned to local governments and then apply the population based within-county allocation formula.

Intergovernmental Revenues – State Revenue Sharing

Intergovernmental revenue comes from collection of the half cent sales tax. State Revenue Sharing forecasts were also based on calculations by the DOR. Florida Statute 212.20(5)(d)6 provides that “1.3409 percent of the available proceeds pursuant to this paragraph shall be transferred monthly to the Revenue Sharing Trust Fund for Municipalities.”

Revenue Description	Actual FY 2013/14	Actual FY 2014/15	Actual FY 2015/16	Revised FY 2016/17	Adopted FY 2017/18
State Sales Tax (“Half-cent”)	\$ 35,612,928	\$ 37,903,686	\$ 39,428,960	\$ 40,300,000	\$ 41,200,000
Percent Change		6.43%	4.02%	2.21%	2.23%
State Revenue Sharing	\$ 10,505,778	\$ 11,525,845	\$ 11,989,740	\$ 12,400,000	\$ 12,700,000
Percent Change		9.71%	4.02%	3.42%	2.42%

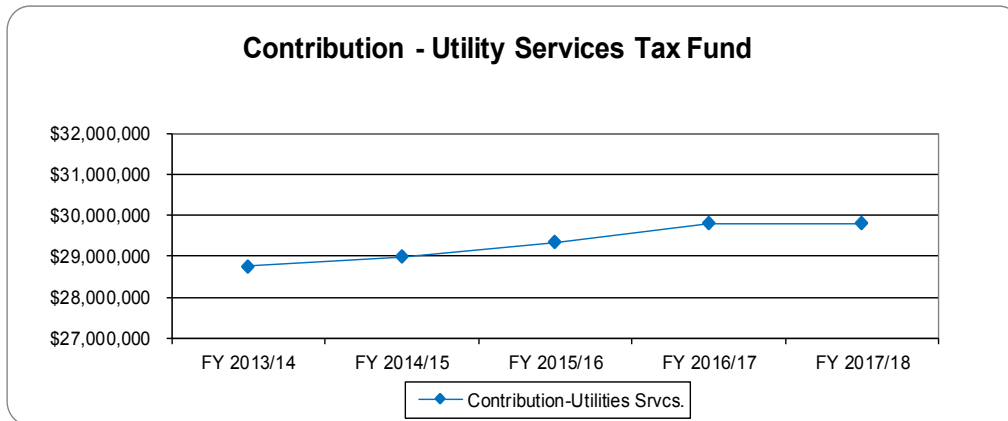


REVENUE DETAIL

Contribution—Utilities Services Tax

The Utilities Services Tax Fund receives proceeds from various utilities, including electric, water and natural gas. The Fund is pledged as a backup revenue source for repayment of debt, but if not utilized as such, the proceeds of the Fund are transferred into the General Fund. The amount of the transfer into the General Fund is reported in the General Fund as Contribution – Utilities Services Tax Fund. Utility tax payments are forecast using historical data. The transfers for FY 2013/14 through FY 2017/18 may include interest earnings, which are not shown on the Utility Tax Collections chart below.

<u>Revenue Description</u>	<u>Actual FY 2013/14</u>	<u>Actual FY 2014/15</u>	<u>Actual FY 2015/16</u>	<u>Revised FY 2016/17</u>	<u>Adopted FY 2017/18</u>
Contribution-Utilities Svcs. Tax Fund	\$ 28,764,016	\$ 28,990,265	\$ 29,344,237	\$ 29,799,184	\$ 29,799,184
Percent Change		0.79%	1.22%	1.55%	0.00%



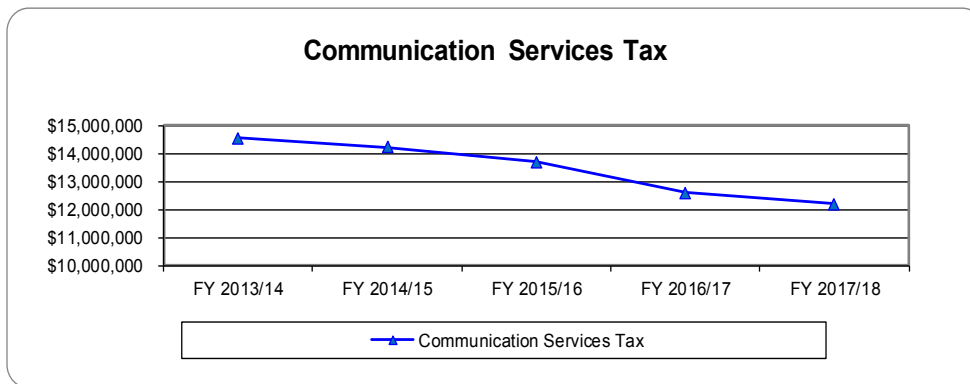
<u>Utility Tax Collections</u>	<u>Actual FY 2013/14</u>	<u>Actual FY 2014/15</u>	<u>Actual FY 2015/16</u>	<u>Revised FY 2016/17</u>	<u>Adopted FY 2017/18</u>
Electric & Water	\$ 28,833,231	\$ 28,839,727	\$ 29,971,398	\$ 28,500,000	\$ 28,493,572
Natural Gas & Propane	\$ 1,175,065	\$ 1,382,832	\$ 1,442,185	\$ 1,365,000	\$ 1,365,000
Fuel Oil	\$ 636	\$ -	\$ -	\$ -	\$ -
Total	\$ 30,008,931	\$ 30,222,559	\$ 31,413,583	\$ 29,865,000	\$ 29,858,572

REVENUE DETAIL

Communication Services Tax

The Florida Communication Services Tax (CST) replaces local franchise fees that were levied for granting permission to dealers of communications services, including, but not limited to, providers of cable television services to use or occupy roads or rights-of-way within the city for the placement, construction and maintenance of poles, wires and other fixtures used in the provision of communications services. Services subject to the CST are defined under Section 202.12 Florida Statutes. On October 30, 2006 the Orlando City Council approved a cable television franchise agreement with Bright House Networks, LLC. The tax is included in the monthly invoices billed by the service provider. The tax is remitted to the state and then distributed per Section 202.18 Florida Statutes.

<u>Revenue Description</u>		Actual <u>FY 2013/14</u>		Actual <u>FY 2014/15</u>		Actual <u>FY 2015/16</u>		Revised <u>FY 2016/17</u>		Adopted <u>FY 2017/18</u>
Communication Services Tax	\$	14,559,994	\$	14,221,872	\$	13,708,950	\$	12,600,000	\$	12,200,000
Percent Change				-2.32%		-3.61%		-8.09%		-3.17%

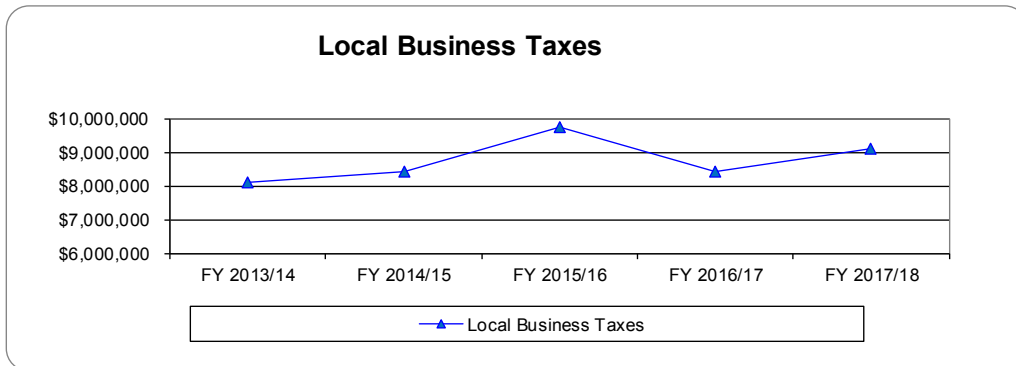


REVENUE DETAIL

Local Business Taxes

The City of Orlando levies a tax on all businesses, trades and professions operating within the City or transacting business in interstate commerce where Section 8, Article 1 of the United States Constitution, does not prohibit such tax. The Local Business Taxes schedule is adopted by City Council in City Code Section 36.35. The Permitting Division provides budget estimates. Note: In 2007, the State Legislature renamed "Occupational Licenses" to the Local Business Tax.

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2013/14</u>	<u>Actual</u> <u>FY 2014/15</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Revised</u> <u>FY 2016/17</u>	<u>Adopted</u> <u>FY 2017/18</u>
Local Business Taxes	\$ 8,101,419	\$ 8,434,995	\$ 9,741,683	\$ 8,415,000	\$ 9,115,000
Percent Change		4.12%	15.49%	-13.62%	8.32%



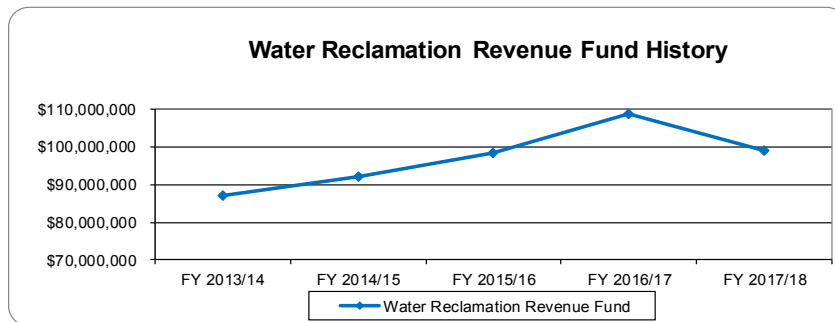
REVENUE DETAIL

MAJOR REVENUE SOURCES
NON GENERAL FUNDS

Water Reclamation Revenue Fund

The Water Reclamation Revenue Fund is an Enterprise Fund which receives retail and wholesale revenue for the use of facilities and services of the sanitary sewer system. There are separate retail rate classes for types of dwellings, businesses, churches, hospitals and other types of buildings and activities producing sewage and liquid waste. Wholesale rates are negotiated and specified in inter-local agreements with various governmental agencies and collection systems. Per City Code, Water Reclamation user rates automatically increase by five percent each year but City Council decided to waive the automatic increase for the FY 2017/18. Capacity charges are also budgeted in the Water Reclamation Revenue Fund. The Water Reclamation Division provides budget estimates.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Water Reclamation Revenue Fund	\$ 87,004,285	\$ 92,039,885	\$ 98,564,691	\$ 108,740,946	\$ 99,034,630
Percent Change		5.79%	7.09%	10.32%	-8.93%



Commodity charges are assessed for the use of the services and facilities of the municipal sanitary sewer system. These charges cover operating costs. This is separate from capacity charges to cover capital investment and debt. The following is a breakdown of commodity charges between residential and commercial customers.

<u>Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Millions of gallons treated	14,468	15,155	14,312	15,039	15,000
# of customers	75,148	75,730	76,309	77,928	79,000
<u>Commodity Charge</u>					
Residential	\$ 17,632,036	\$ 19,533,908	\$ 13,702,819	\$ 14,033,873	\$ 14,454,890
Commercial	\$ 29,332,456	\$ 30,466,052	\$ 31,029,713	\$ 32,541,633	\$ 33,517,882

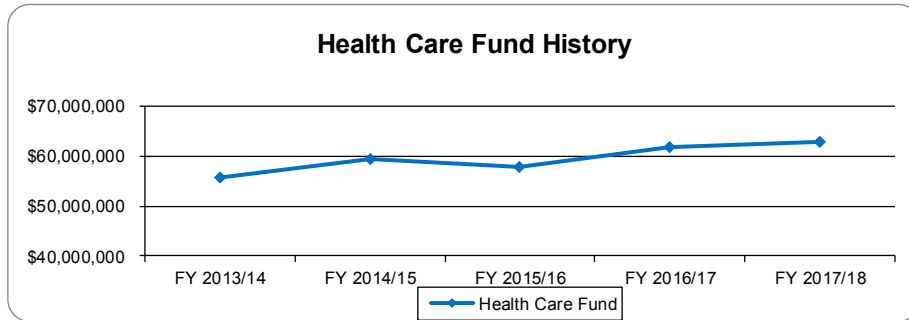
Source: City of Orlando Water Reclamation Division

REVENUE DETAIL

Health Care Fund

The Health Care Fund is an Internal Service Fund which was established to oversee the administration of employer financed health care provided by the City of Orlando. Under a self-funded arrangement, the employer assumes the health plan liability and risk in exchange for more significant control over the plan’s administration and funding levels. The Fund collects contributions from the various operating Funds for the payment of health care premiums. Internal Service fund billings are based on the approved contract with the current health care provider for the upcoming fiscal year.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Health Care Fund	\$ 55,820,075	\$ 59,354,785	\$ 57,811,534	\$ 61,834,879	\$ 62,857,068
Percent Change		6.33%	-2.60%	6.96%	1.65%



REVENUE DETAIL

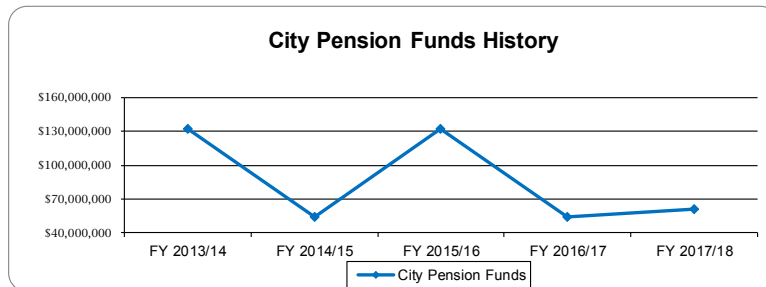
City Pension Funds

The City Pension Funds support the City's Defined Benefit pension plans for General Employees, Firefighters and Police Officers. Administration and responsibility for each of the Defined Benefit pension plans is vested with a Board of Trustees that has a fiduciary duty to the plan and its participants.

Starting in FY 2014/15, City Pension Funds have had all revenues budgeted related to the City's actuarially-determined annual required contribution (ARC) for each of the City's Defined Benefit pension plans, in order to more accurately illustrate the full funding of the ARC each year. Previously only the administrative cost of managing the plans were budgeted but not the actual pension disbursements. The valuation of the actuarially-determined annual required contribution (ARC) for each Defined Benefit plan is determined by external actuarial consultants and represents the total amount to fully fund the projected liability for each Defined Benefit pension plan.

The contributions received in City Pension Funds are derived from corresponding personnel services headcount allocated in all City Departments and total the ARC for each Defined Benefit pension plan. General Employee Defined Benefit pension plan expenses are allocated citywide, while the Police and Fire Defined Benefit pension plan expenses are allocated solely to the corresponding department's cost centers.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
City Pension Funds	\$ 131,986,103	\$ 53,688,870	\$ 132,100,030	\$ 53,540,349	\$ 60,703,422
Percent Change		-59.32%	146.05%	-59.47%	13.38%

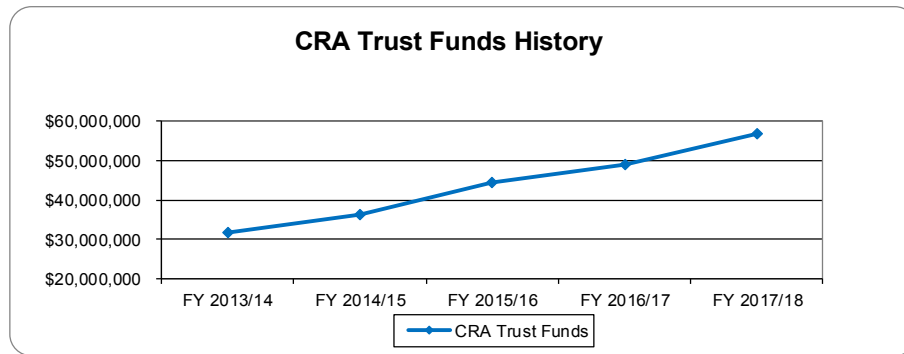


REVENUE DETAIL

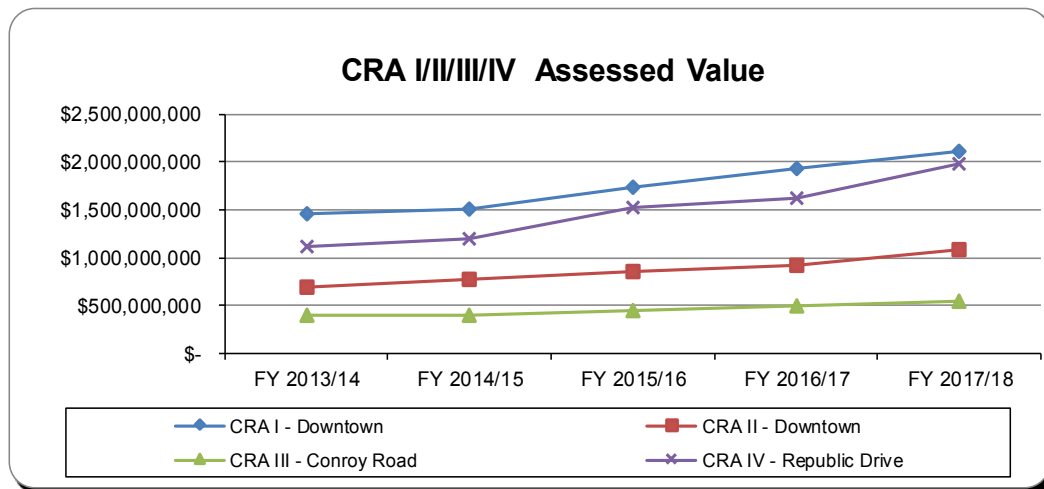
CRA Trust Funds

The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for multiple Downtown districts. The tax increment is calculated as follows: current fiscal year assessed value of property in district less base year assessed value of property in district, multiplied by applicable current millage rate for each of the possible three agencies (the City, Orange County and the Downtown Development Board) that levy taxes in the redevelopment districts, less five percent. Community Redevelopment Districts are created under authority of F.S. Chapter 163. The County Property Appraiser determines the value of property (F.S. 192.042). The Property Appraiser certifies the assessment roll and provides an estimate of revenue each June on a Florida Department of Revenue form DR -420. Florida Statutes require budgeting at 95% of the taxable value.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
CRA Trust Funds	\$ 31,791,856	\$ 36,417,899	\$ 44,502,664	\$ 49,128,342	\$ 56,688,039
Percent Change		14.55%	22.20%	10.39%	15.39%



<u>District/Assessed Value</u>	<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>FY 2015/16</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>
CRA I - Downtown	\$ 1,457,320,568	\$ 1,511,237,543	\$ 1,731,035,047	\$ 1,931,238,273	\$ 2,105,910,685
CRA II - Downtown	\$ 690,594,373	\$ 765,987,876	\$ 855,540,594	\$ 923,103,754	\$ 1,081,266,194
CRA III - Conroy Road	\$ 389,960,807	\$ 395,498,916	\$ 451,665,390	\$ 499,521,840	\$ 551,198,389
CRA IV - Republic Drive	\$ 1,120,613,042	\$ 1,193,632,424	\$ 1,519,017,042	\$ 1,623,430,455	\$ 1,982,533,103

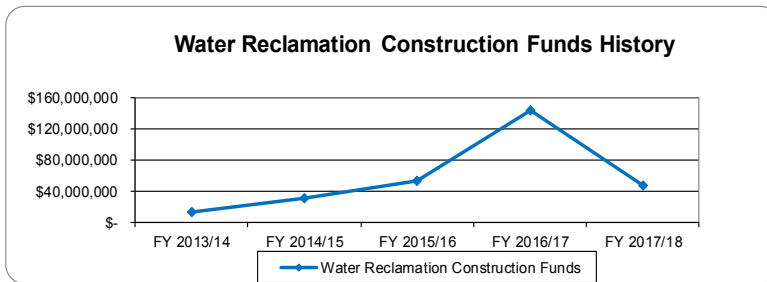


REVENUE DETAIL

Water Reclamation Construction Funds

The Water Reclamation General Construction Funds are the capital projects funds for Water Reclamation operations. Projects are funded through both ongoing and one-time sources. In recent years, additional funding to support capital projects has included Federal Grants as well as contributions from the Water Management Districts, Northerly Entities (neighboring jurisdictions, including Seminole County, who partner with the City on the Iron Bridge Water Reclamation Facility) and OUC. The Office of Business and Financial Services, in cooperation with the Water Reclamation Division, provides budget estimates for these Funds.

<u>Fund Description</u>		Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Water Reclamation Construction Funds	\$	14,133,884	\$ 30,574,279	\$ 53,263,532	\$ 143,013,981	\$ 46,984,000
Percent Change			116.32%	74.21%	168.50%	-67.15%

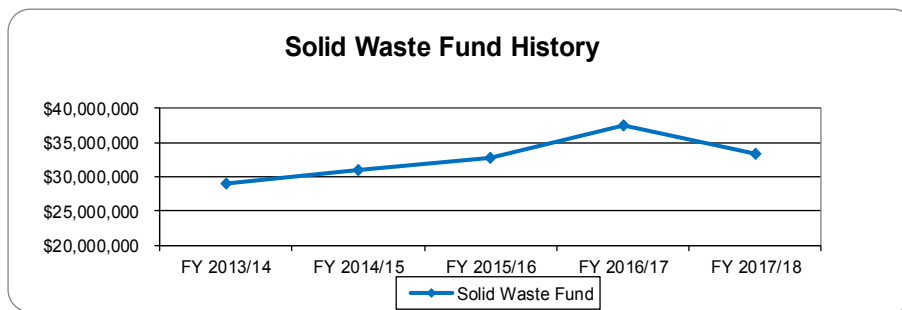


REVENUE DETAIL

Solid Waste Management Fund

The Solid Waste Management Fund is an Enterprise Fund which receives revenue for the operation of the City's residential and commercial solid waste collection system. Fees are adopted by City Council ordinance (Orlando City Code, Chapter 28). The Solid Waste Management Division provides budget estimates. Per City Code, Solid Waste fees automatically increase by four percent each year, but City Council decided to waive the automatic increase for FY2017/18.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Solid Waste Fund	\$ 29,119,005	\$ 31,102,629	\$ 32,839,322	\$ 37,500,515	\$ 33,441,930
Percent Change		6.81%	5.58%	14.19%	-10.82%



	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
<u>Revenue</u>					
Residential collections	\$ 12,015,582	\$ 12,719,987	\$ 13,046,640	\$ 12,137,773	\$ 13,458,600
Commercial collections	16,715,162	18,563,608	18,860,249	19,321,872	19,711,754
<u>Customers</u>					
Residential	49,882	49,897	50,879	51,418	52,146
Commercial	13,259	13,263	13,525	13,669	13,862
	63,141	63,160	64,404	65,087	66,008
<u>Tons Collected</u>					
Residential*	71,157	72,604	70,912	72,884	74,300
Commercial	89,788	94,274	99,425	98,813	100,790
	160,945	166,878	170,337	171,697	175,090

* Tons collected includes garbage, recycling and yard waste

<u>Collection Fee</u>					
Residential per household	\$18.54	\$19.28	\$19.28	\$19.28	\$19.28
Commercial base rate (per cubic yard)	\$6.87	\$7.14	\$7.14	\$7.14	\$7.14

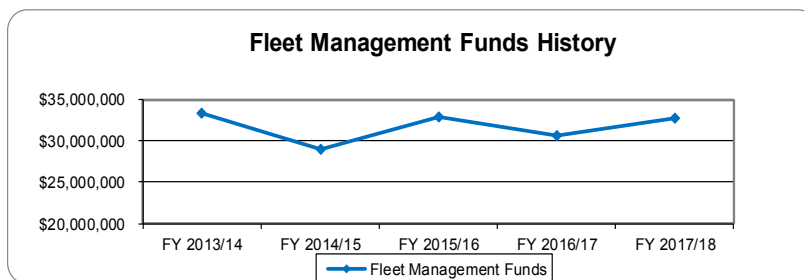
Source: City of Orlando Solid Waste Management Division

REVENUE DETAIL

Fleet Management Fund

The Fleet Management Funds are Internal Service Funds which operate, maintain and replace all City owned vehicles. As such, the Fleet Management Fund collects fees from other Funds as reimbursement for providing services such as welding, vehicle repair and maintenance. Fees are usually direct reimbursement for labor/material provided by the Fleet Management unit. The Fleet Management Division prepares estimates of revenue as part of the annual budget.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Fleet Management Funds	\$ 33,404,372	\$ 28,925,059	\$ 32,872,166	\$ 30,684,898	\$ 32,709,997
Percent Change		-13.41%	13.65%	-6.65%	6.60%



Active Vehicles and Equipment as of FY 2016/17

<u>Type</u>	
Police vehicles and equipment	987
Fire vehicles and equipment	132
Public Works vehicles and equipment	550
Other vehicles and equipment	651
Total	2,320

FY 2016/17 Fuel Usage by Department

<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 57,153
Economic Development	125,068
Executive Offices	1,883
Families, Parks & Rec	136,723
Fire	490,453
Housing	2,280
Orlando Venues	24,683
Police	1,987,359
Public Works	1,218,136
Total	\$ 4,043,737

REVENUE DETAIL

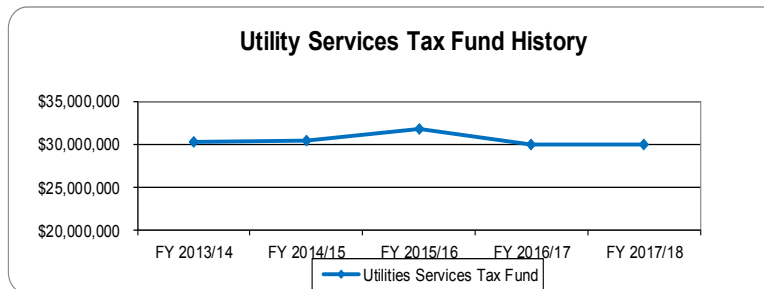
Utilities Services Tax Fund

The Utility Services Tax (UST) Fund is a Special Revenue Fund which receives tax revenues that have been levied on electric, water and communication utilities. A portion of the revenues have been pledged as backup to water reclamation system expansion bonds, behind impact fees and water reclamation system revenue.

Although pledged as backup revenue to the water reclamation system expansion bonds, to date the fund has not been called upon to make any bond payments. In prior years, some of the revenue was split between the General Fund and Capital Improvement Program (CIP) Fund. For the current Fiscal Year it is assumed that none of the UST Fund revenues will be needed for backup, none will be transferred to the CIP Fund, and there will not be a Fund Balance Allocation.

Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The City owned electric and water utility, the Orlando Utilities Commission, supplies estimates of revenues, taxes and non-tax payments based upon both internal and independent rate studies.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Utilities Services Tax Fund	\$ 30,202,184	\$ 30,387,012	\$ 31,756,981	\$ 29,905,494	\$ 29,906,876
Percent Change		0.61%	4.51%	-5.83%	0.00%

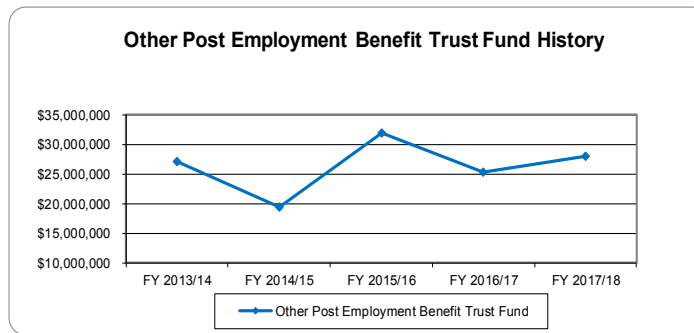


REVENUE DETAIL

Other Post Employment Benefit (OPEB) Trust Fund

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2017/18 represents an estimate of the City’s annual required contribution (ARC), as determined by an Actuarial valuation conducted by Gabriel, Roeder, Smith and Company. The ARC is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2013/14</u>	<u>Actual</u> <u>FY 2014/15</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Revised</u> <u>FY 2016/17</u>	<u>Adopted</u> <u>FY 2017/18</u>
Other Post Employment Benefit Trust Fund	\$ 27,084,636	\$ 19,327,469	\$ 31,934,371	\$ 25,372,981	\$ 28,000,000
Percent Change		-28.64%	65.23%	-20.55%	10.35%

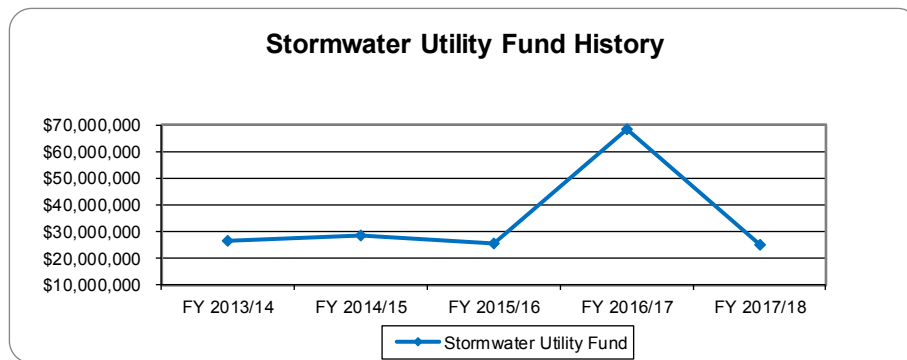


REVENUE DETAIL

Stormwater Utility Fund

The Stormwater Utility Fund is an Enterprise Fund which receives annual fees for stormwater management. The annual Stormwater Utility Fee is based upon the amount and proportion of impervious surface per land parcel. The Stormwater Utility Division provides budget estimates. The Stormwater Utility Fee is invoiced on the Property Tax bill. Due to early payment discounts and non-payments, it is prudent to budget at less than 100% of possible revenue. The Fund also receives fines for illicit discharges.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Stormwater Utility Fund	\$ 26,624,681	\$ 28,293,475	\$ 25,650,594	\$ 68,215,576	\$ 24,950,399
Percent Change		6.27%	-9.34%	165.94%	-63.42%



<u>Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
# of parcels (customers)	91,570	91,737	92,365	92,994	93,793
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88

ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the basis for computing monthly charges on residential and non-residential properties.

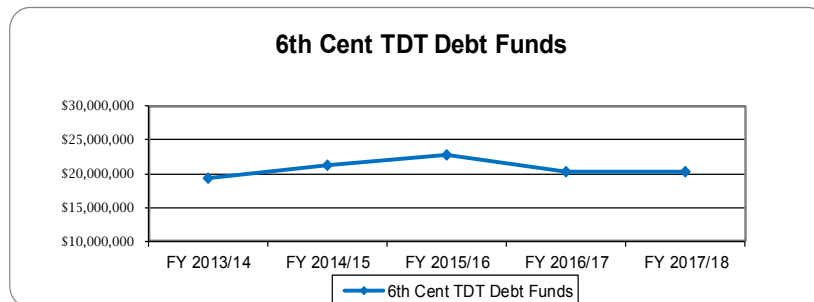
Source: City of Orlando Streets and Stormwater Services Division

REVENUE DETAIL

6th Cent TDT Debt

The 6th Cent TDT Debt Service Funds were established to track the activities of the 2008 Series A TDT Bonds, 2008 Series B TDT Bonds, and 2008 Series C TDT Bonds. These bonds were issued pursuant to the Community Venues Interlocal Agreement between the City of Orlando, Orange County and the Community Redevelopment Agency to finance a portion of the costs of the Amway Center. All of the revenues noted in these funds are actually held by a Trustee (Wells Fargo) and are collected and distributed in accordance with the Bond Indenture. Also reference the Capital Improvements and Debt Section for more information on the sources and uses of these funds.

<u>Fund Description</u>		Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
6th Cent TDT Debt Funds	\$	19,345,459	\$ 21,290,999	\$ 22,741,448	\$ 20,292,797	\$ 20,286,147
Percent Change			10.06%	6.81%	-10.77%	-0.03%

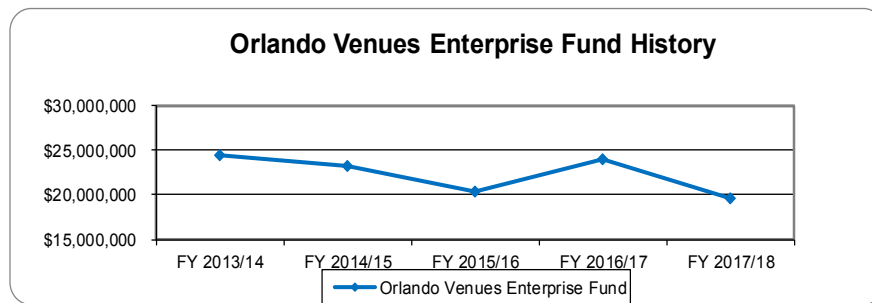


REVENUE DETAIL

Orlando Venues Enterprise Fund

The Orlando Venues Fund is an Enterprise Fund which receives fees for the use of the 18,500-seat event center (Amway Center) and previously received fees for the Bob Carr Performing Arts Centre. Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings. The anticipated decline in revenue for FY 2017/18 can be attributed to the transfer of the GEICO Garage to the Parking System Revenue Fund.

<u>Fund Description</u>	Actual FY 2013/14	Actual FY 2014/15	Actual FY 2015/16	Revised FY 2016/17	Adopted FY 2017/18
Orlando Venues Enterprise Fund	\$ 24,413,213	\$ 23,309,458	\$ 20,405,641	\$ 24,012,527	\$ 19,634,048
Percent Change		-4.52%	-12.46%	17.68%	-18.23%



	Actual FY 2013/14	Actual FY 2014/15	Actual FY 2015/16	Revised FY 2016/17	Adopted FY 2017/18
<u>Amway Center</u>					
Total events	209	234	226	231	230
Total attendance	1,265,674	1,405,301	1,256,542	1,325,797	1,329,213

Events held at the Amway Center include concerts, family/ice shows, basketball games, arena football, hockey, and community events. Current tenants include the Orlando Magic of the National Basketball Association, and the minor league hockey Orlando Solar Bears of the ECHL.

Events previously held at the Bob Carr Performing Arts Centre include Broadway Across America events, ballet, opera, symphony, community/school events and concerts.

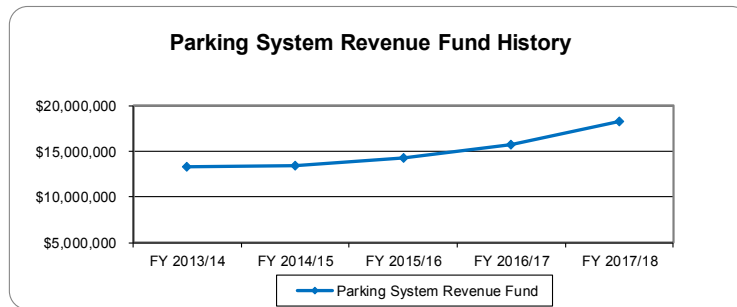
Source: City of Orlando Venues Department

REVENUE DETAIL

Parking System Revenue Fund

The Parking System Revenue Fund is an Enterprise Fund which operates the City’s on street, off-street and parking garage facilities. As such, the Parking System Revenue Fund receives fees for use of the City’s Parking System, including parking fine revenue. Parking fees are established by City Council in Chapter 39 of the Orlando City Code, and the Parking Division provides budget estimates. The anticipated increase in revenue for FY 2017/18 can be attributed to the transfer of the GEICO Garage from the Orlando Venues Enterprise Fund. The decrease in the number of surface lots/street spaces in FY 2017/18 is due to the closure of parking lots under Interstate 4 (I-4) as part of the I-4 Ultimate Improvement Project.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Parking System Revenue Fund	\$ 13,266,130	\$ 13,415,189	\$ 14,346,086	\$ 15,787,961	\$ 18,293,062
Percent Change		1.12%	6.94%	10.05%	15.87%



<u>Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
# of garage spaces	7,678	7,678	7,678	7,678	8,527
# of surface lot/street spaces	2,088	2,088	2,088	2,088	1,436
Parking ticket revenue	\$ 1,859,860	\$ 1,737,359	\$ 2,040,902	\$ 1,875,619	\$ 2,000,000
# of parking tickets	67,947	72,123	78,691	75,847	75,000

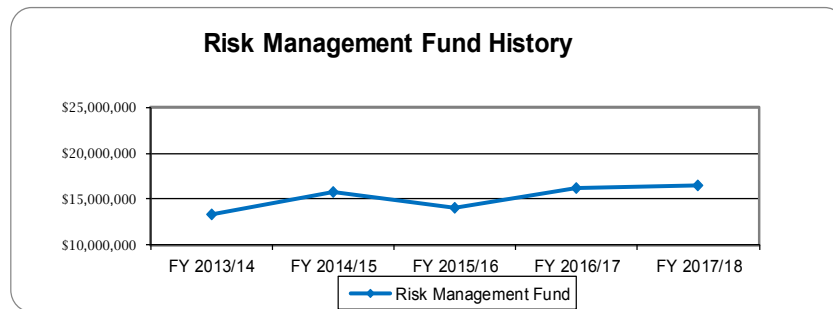
Source: City of Orlando Parking Division

REVENUE DETAIL

Risk Management Fund

The Risk Management Fund is an Internal Service Fund which oversees the administration of insurance for worker’s compensation, auto liability, property and contents and general liability insurance. As such, the Fund collects contributions from the various operating funds for support of Risk Management operations. Internal Service fund billings are based on the projected claims for the year, internal operating expenses, commercial and public entity insurance premiums, State assessments and anticipated claim reserves projected by an independent insurance actuary for the upcoming fiscal year.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Risk Management Fund	\$ 13,329,096	\$ 15,703,616	\$ 14,060,469	\$ 16,196,952	\$ 16,487,856
Percent Change		17.81%	-10.46%	15.19%	1.80%

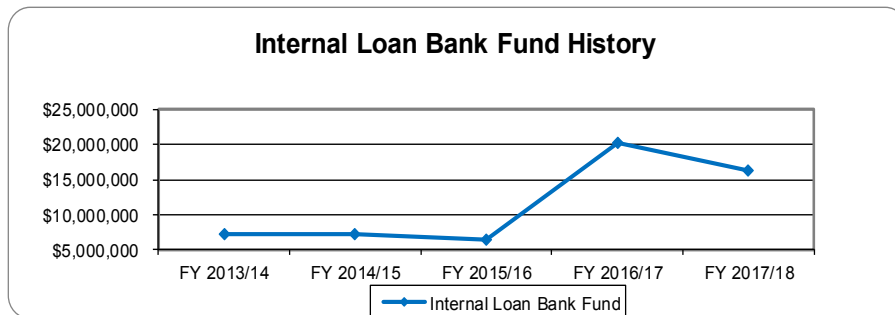


REVENUE DETAIL

Internal Loan Bank Fund

The Internal Loan Fund is an Internal Service Fund which provides interim or longer term financing to other City funds. The financing for the Fund's loan activities is provided through non-revenue specific and non-project specific funds from the Sunshine State Government Financing Commission (a joint venture with the City of Tallahassee) and various other City of Orlando bond programs. The City's Treasurer supplies Internal Loan Fund estimates.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
Internal Loan Bank Fund	\$ 7,317,506	\$ 7,350,302	\$ 6,526,525	\$ 20,296,585	\$ 16,292,654
Percent Change		0.45%	-11.21%	210.99%	-19.73%

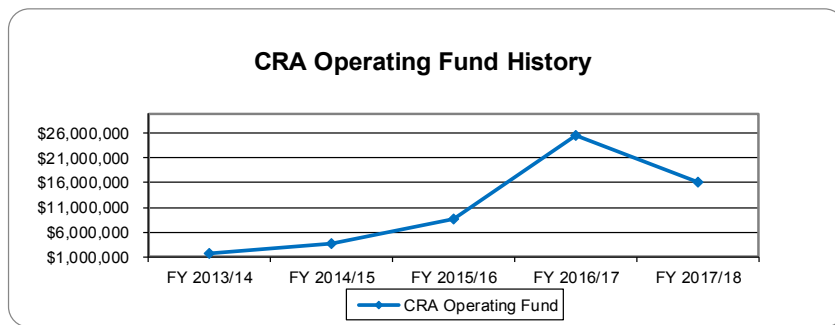


REVENUE DETAIL

CRA Operating Fund

The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for multiple Downtown districts. For CRA I & II, any revenue remaining after payment of applicable CRA debts are transferred to the CRA Operating Fund for operations and projects in pursuit of the goals of the Downtown CRA.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
CRA Operating Fund	\$ 1,751,785	\$ 3,739,133	\$ 8,632,673	\$ 25,651,475	\$ 16,021,631
Percent Change		113.45%	130.87%	197.14%	-37.54%

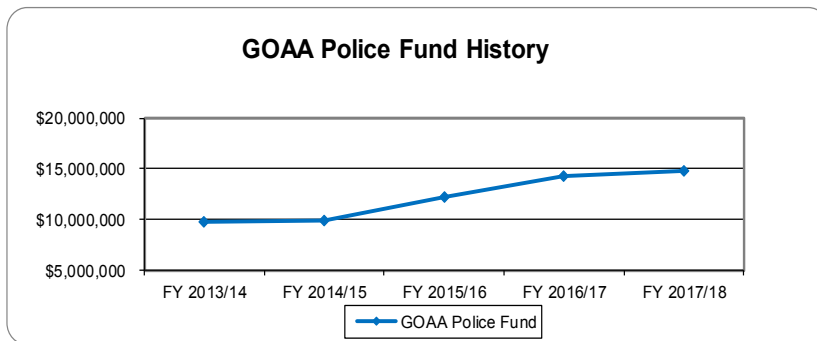


REVENUE DETAIL

GOAA Police Fund

The GOAA Police Fund encompasses the City of Orlando’s efforts to provide security services to GOAA by assigning police officers from its own police department to patrol the airport. GOAA is charged monthly based on actual expenses incurred (less certain adjustments). A true-up calculation is made each year for any potential adjustments. Additionally, the City also provides fire protection services for GOAA at the Orlando Executive Airport.

<u>Fund Description</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Actual <u>FY 2015/16</u>	Revised <u>FY 2016/17</u>	Adopted <u>FY 2017/18</u>
GOAA Police Fund	\$ 9,721,490	\$ 9,917,076	\$ 12,264,100	\$ 14,315,411	\$ 14,759,035
Percent Change		2.01%	23.67%	16.73%	3.10%



REVENUE DETAIL

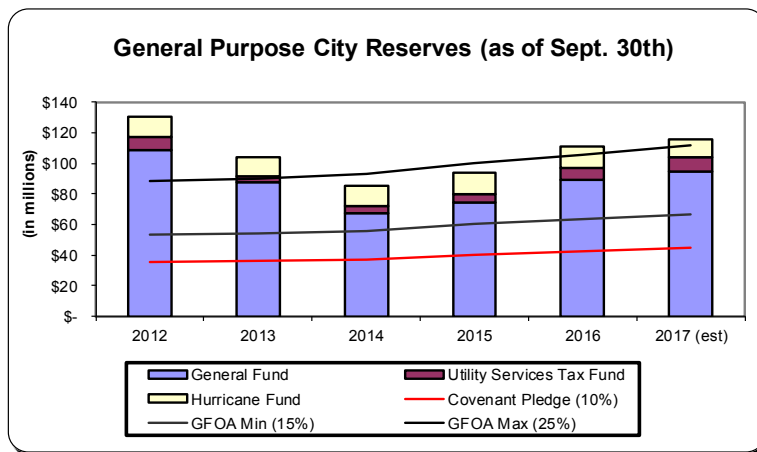
Fund Balance

In 2004 the City adopted a formal policy to establish reserve targets for significant and self-supporting funds (entire Reserve Policy can be found in the Appendix of this document). The factors considered when assessing the adequacy of reserves included the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of revenue sources, and the amount of discretion the City has to raise or lower rates to adjust revenues received by each fund. The policy contains guidelines for the use and replenishment of funds as well as a requirement to publish an annual report on the status of reserve levels.

Section 166.241 of Florida Statutes requires budgets to be balanced, meaning total revenues must equal total estimated expenditures for each fund. Therefore, if anticipated revenues equal estimated expenses, it can be assumed that the beginning fund balance will be maintained.

Under the City’s Reserve Policy, fund balance may be used as a source of revenue if there is an imbalance between revenues and expenditures. Since reserves are created over time, drawing down on reserves should be done in measured amounts and for specific purposes. Structural imbalances (revenue insufficient to support ongoing expenditure requirements) cannot be sustained through the use of reserves and must be appropriately addressed.

A major indicator of the City’s fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size. Current City Council policy sets the overall General Fund reserve at twenty-five percent. This reserve is based on the combination of the General Fund, Utility Service Tax Fund and Hurricane Fund (established in response to three hurricanes in the summer of 2004 to account for FEMA and State revenues and related recovery work; since 2006 a reserve has been maintained for possible future disasters). The twenty-five percent target consists of a ten percent covenant pledge for debt plus conformity to GFOA guidance, which the City currently sets at fifteen percent. The chart below reflects reserve levels since 2011 compared to the GFOA recommendation. Note that the Unreserved 2017 figures are an estimate only.



REVENUE DETAIL

Fund Balance (continued)

The table titled Fund Balance Status on the following page contains a list of key governmental City funds that have a fund balance, the expected draw on fund balance in the current year, and the use of fund balance in the approved budget. The amounts shown in the "Budgeted Change" columns reflects the budgeted amount of fund balance usage for the respective year.

Following the table is a detailed discussion on the conditions that required the use of fund balance in each of the funds. The use of fund balance has been labeled "Non-Recurring" for those circumstances where fund balance is used for one-time expenses or for a limited, specific purpose. "Recurring" uses will arise when there are timing differences between when revenue is received and expenditures are made.

REVENUE DETAIL

Fund	Fund Balance Status					
	Fund Balance 09/30/2016	Budgeted Change FY16/17 (1)	Estimated Balance 09/30/2017	Budgeted Change FY17/18 (1)	Projected Balance 09/30/2018	Percent Change FY17/18
General Fund	\$ 78,418,825	\$ -	\$ 78,418,825	\$ -	\$ 78,418,825	-
911 Emergency Telephone System	\$ 352,119	\$ -	\$ 352,119	\$ -	\$ 352,119	-
After School All Stars	\$ (49,210)	\$ -	\$ (49,210)	\$ -	\$ (49,210)	-
Building Code Enforcement	\$ 16,977,847	\$ (7,828,910)	\$ 9,148,937	\$ (1,626,706)	\$ 7,522,231	(17.78%)
Capital Improvement Fund	\$ 66,909,498	\$ (1,000,000)	\$ 65,909,498	\$ -	\$ 65,909,498	-
CEB Lien Assessment	\$ 2,772,359	\$ (1,095,471)	\$ 1,676,888	\$ -	\$ 1,676,888	-
Cemetery Trust Fund	\$ 738,306	\$ -	\$ 738,306	\$ -	\$ 738,306	-
CNL Garage R&R Fund	\$ 747,360	\$ -	\$ 747,360	\$ -	\$ 747,360	-
Community Redevelopment Agency	\$ 12,513,264	\$ (5,763,654)	\$ 6,749,610	\$ -	\$ 6,749,610	-
Contraband Forfeiture Trust	\$ 3,679,000	\$ (449,956)	\$ 3,229,044	\$ (459,143)	\$ 2,769,901	(14.22%)
Designated Revenue	\$ 6,230,727	\$ -	\$ 6,230,727	\$ -	\$ 6,230,727	-
Dubsdread Golf Course Funds	\$ 1,061,424	\$ (200,000)	\$ 861,424	\$ (232,000)	\$ 629,424	(26.93%)
Fleet Management Funds	\$ 57,250,042	\$ (151,679)	\$ 57,098,363	\$ (1,064,451)	\$ 56,033,912	(1.86%)
Gas Tax Fund	\$ 17,662,103	\$ (722,526)	\$ 16,939,577	\$ (1,384,722)	\$ 15,554,855	(8.17%)
Health Care Fund	\$ 20,856,486	\$ -	\$ 20,856,486	\$ -	\$ 20,856,486	-
Housing & Urban Dev. Grants	\$ 574,049	\$ -	\$ 574,049	\$ -	\$ 574,049	-
Internal Loan Fund	\$ 12,237,017	\$ -	\$ 12,237,017	\$ -	\$ 12,237,017	-
Law Enforcement Training	\$ 342,568	\$ (66,731)	\$ 275,837	\$ (86,760)	\$ 189,077	(31.45%)
OCPS - Crossing Guard Fund	\$ 629,223	\$ -	\$ 629,223	\$ (135,000)	\$ 494,223	(21.46%)
Pension Participant Services	\$ 393,560	\$ (5,000)	\$ 388,560	\$ -	\$ 388,560	-
Risk Management	\$ 15,231,232	\$ (6,501,474)	\$ 8,729,758	\$ (3,682,897)	\$ 5,046,861	(42.19%)
Special Assessment Funds	\$ 3,305,941	\$ (812,815)	\$ 2,493,126	\$ -	\$ 2,493,126	-
Spellman Site Fund	\$ 1,171,432	\$ -	\$ 1,171,432	\$ -	\$ 1,171,432	-
Street Tree Trust Fund	\$ 758,889	\$ (177,873)	\$ 581,016	\$ (162,938)	\$ 418,078	(28.04%)
Transportation Impact Fee	\$ 36,982,861	\$ (6,053,391)	\$ 30,929,470	\$ (1,276,906)	\$ 29,652,564	(4.13%)
Utility Services Tax	\$ 8,085,117	\$ -	\$ 8,085,117	\$ -	\$ 8,085,117	-
Total All Funds	\$ 365,832,038	\$ (30,829,480)	\$ 335,002,558	\$ (10,111,523)	\$ 324,891,035	(3.02%)

Notes:

(1) Section 166.241 of Florida Statutes requires that all budgets be balanced; that is, total anticipated fund revenues must equal total estimated fund expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in these columns are budgeted reserves that are allocated to balance the respective fund budget.

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

At the time of the establishment of this Fund it was known that it would be cyclical in nature. The Fund Balance would generally be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The economic recovery and growth in construction activity in recent years has supported a corresponding increase in staffing and associated operating expenditures. Based on this growth and changes in technology, the city has also made investments in the information system used to process requests in order to maintain a high level of service. Although fund balance usage is anticipated, the full allocation may not be necessary depending on actual revenue collection and project progression during the year.

Capital Improvement Fund (Non-Recurring)

The Capital Improvement Fund accounts for the majority of the City's smaller capital projects. A specified portion of general fund revenue is normally set aside each year to go toward capital improvement projects. Although fund balance usage is anticipated, the full allocation may not be necessary depending on project progression and savings obtained from completed projects during the year.

CEB Lien Assessment Fund (Non-Recurring)

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. The fund balance allocation budgeted in FY 2016/17 is due, in part, to one-time uses related to homelessness initiatives. Although fund balance usage is anticipated, the full allocation may not be necessary depending on the extent of Code Enforcement activity costs during the year.

Community Redevelopment Agency Fund (Non-Recurring)

Fund Balance from prior year tax increment revenues will provide funding for FY 2016/17 Community Redevelopment Agency operations. Tax increment revenues may only be expended within the Community Redevelopment District. Dependent upon economic conditions, as well as the timing and nature of projects and initiatives within the District, revenues and expenditures may not match during a given fiscal year. The Fund Balance would be increased during good economic periods and/or periods of limited expenditures and then would be drawn upon during periods of constrained economic activity and/or periods of large expenditures. City staff engage in detailed financial planning which takes these ebbs and flows into account.

REVENUE DETAIL

Changes in Fund Balance (continued)

Contraband Forfeiture Trust Funds (Recurring)

Fund Balance from previously collected forfeited funds provides funding for a variety of non-supplanting Police needs including special investigations, filing criminal cases and providing contributions to community organizations for drug awareness and crime prevention programs, among other things.

Dubsdread Golf Course Funds (Non-Recurring)

The Dubsdread Funds are comprised of a fund for day-to-day golf course operations and a separate fund for major repairs and / or renovations. It has been seven years since the course was substantially renovated and, given the amount of play annually, we have planned to undertake a project to refresh the bunkers and improve their drainage. As a result of this anticipated project, we project using a modest amount of the combined fund balances.

Fleet Management Funds (Non-Recurring)

The Fleet Management Funds encompass an operating fund for administering and maintaining the city fleet, and a replacement fund for city vehicles. Aside from internal costs, as the fleet operation completes repairs (expenses), they bill out the associated costs and overhead to the department responsible. These billings bring in revenue roughly sufficient to cover the expenses of the operating fund. Additionally, after a city department has purchased a vehicle, replacement costs are charged to the respective department over a number of years so that a sufficient balance builds in the replacement fund to replace that vehicle at the end of its lifecycle. For both funds, variations in timing between revenues and expenses, as well as one-time exceptions, can result in the need to allocate a modest amount of fund balance in certain years.

Gas Tax Fund (Non-Recurring)

The Gas Tax Fund is a Governmental Fund that accounts for the receipt and disbursement of the Local Option Gas Tax. Proceeds are distributed by the State Department of Revenue based upon Interlocal agreement between a county and the municipalities within the county's boundaries. Fund balance allocation amounts in FY 2017/18 will go toward various transportation-related capital improvement projects, including those for the building and repairing of roads.

Law Enforcement Training Fund (Recurring)

Fines collected by the Circuit Court are used to provide supplemental police training. Fund balance is used due to a timing difference between when sufficient revenue is collected and the undertaking of training exercises.

REVENUE DETAIL

Changes in Fund Balance (continued)

Risk Management Fund (Non-Recurring)

As a result of prudent management of liabilities, the City had been able to recognize a General Fund rebate from the Risk Management Fund for the eleven fiscal years prior to 2016/17. For FY 2012/13 to FY 2016/17, the strategy is also to undertake a premium payment holiday. The amount shown on the Fund Balance Status table as Fund Balance is a portion of the net assets above reserves for actual claims and the actuarially determined reserve for incurred, but not reported claims. Even though the City has provided for a rebate or premium holiday for an extended period, this is classified as a non-recurring event since future rebates or premium holidays are not guaranteed.

Street Tree Trust Fund (Recurring)

The City has a requirement for street trees as outlined in the City Code. A Trust Fund has been established to provide a funding source to purchase and install street trees and to properly install the correct type of tree. The City shall install the trees and the developer shall contribute the appropriate amount of funds to the Trust Fund. Payment to the Trust Fund shall be made by the developer/builder prior to issuance of a building permit. The FY2017/18 Fund Balance allocation will be used to purchase and plant trees.

Transportation Impact Fee Funds (Recurring)

The City is divided into three transportation impact fee zones, each with a separate sub-fund. Those funds are used to account for the collection of impact fees and the allocation of those fees to capital projects within their zone. Since funds are collected at the time a building permit is issued, the City has impact fee revenue that it holds pending the construction of capacity-related transportation projects. The use of impact fee fund balance indicates there are capital projects to be undertaken using funds generated by prior new construction. Those projects will increase road capacity in the City.

REVENUE DETAIL

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CITY OF ORLANDO

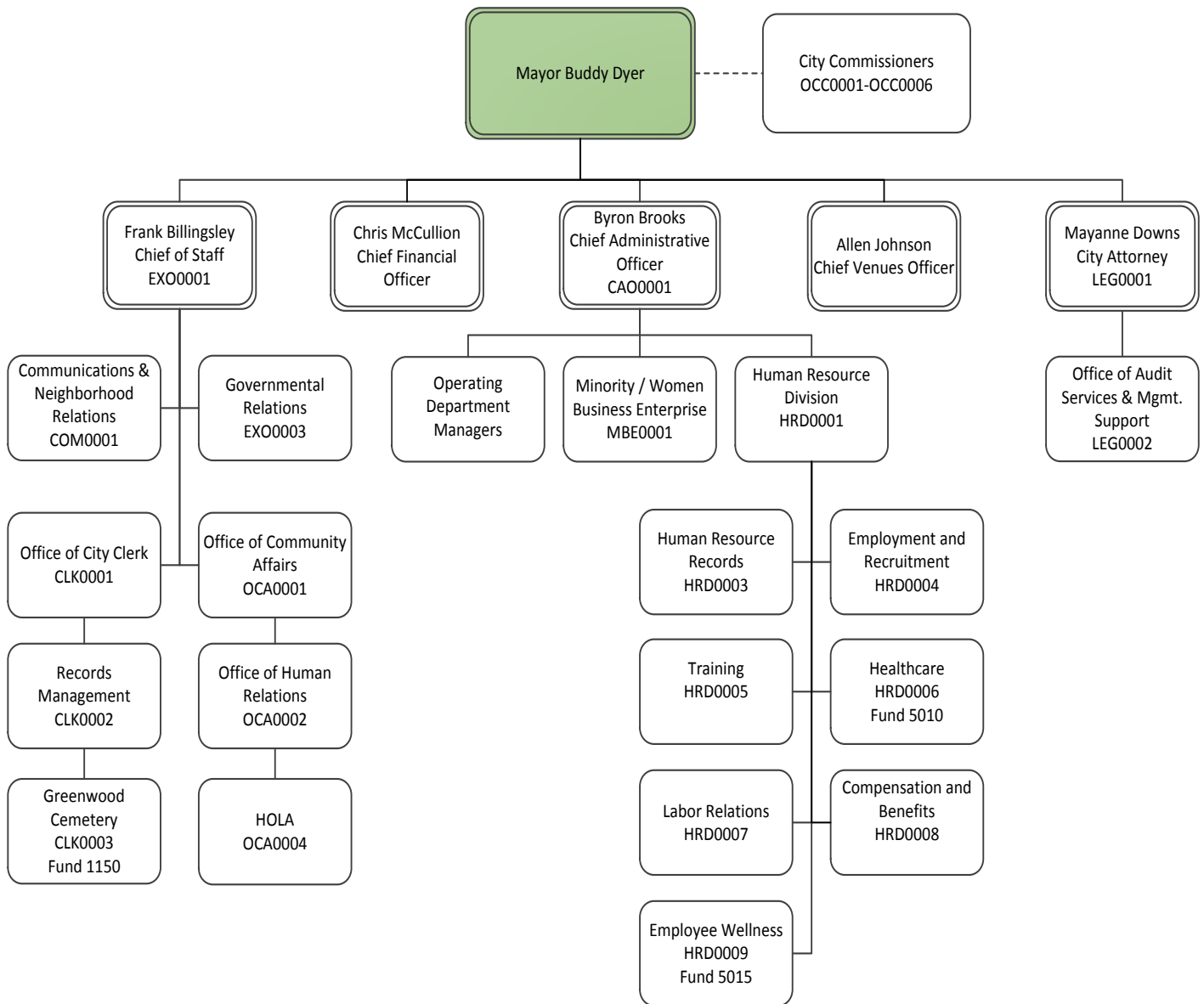
EXECUTIVE OFFICES



EXECUTIVE OFFICES

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EXECUTIVE OFFICES



Executive Offices Department Mission Statement

Enhance the quality of life in the City by developing public services in a knowledgeable, responsive and financially responsible manner.

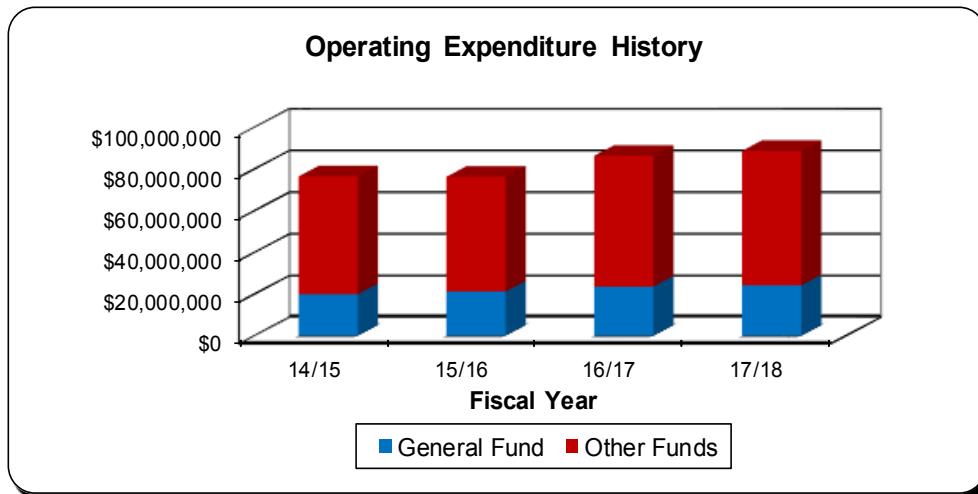
EXECUTIVE OFFICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,465,637	\$ 1,784,857	\$ 1,930,098	\$ 145,241	8.14%
0002 Executive Offices Nondepartmental	54,809	(205,078)	(159,226)	45,852	(22.36%)
0003 Governmental Relations	789,712	784,103	801,345	17,242	2.20%
0004 HOLA	181,768	-	-	-	N/A
0005 Work Place Giving	7,450	-	-	-	N/A
Office of Community Affairs (OCA)					
0001 Community Affairs	776,168	785,075	837,616	52,541	6.69%
0002 Human Relations	395,915	690,508	721,458	30,950	4.48%
0003 OCA Grants	3,110,315	3,264,861	3,472,190	207,329	6.35%
0004 HOLA	-	188,581	192,517	3,936	2.09%
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	1,699,899	1,894,658	2,074,749	180,091	9.51%
Office of the City Clerk (CLK)					
0001 City Clerk	696,242	866,334	883,151	16,817	1.94%
0002 Records Management	248,817	280,910	345,327	64,417	22.93%
TOTAL -- MAYOR	\$ 9,426,733	\$ 10,334,809	\$ 11,099,225	\$ 764,416	7.40%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 315,658	\$ 305,793	\$ 312,729	\$ 6,936	2.27%
0002 City Commissioner District 2	297,752	301,824	304,823	2,999	0.99%
0003 City Commissioner District 3	312,938	323,605	330,676	7,071	2.19%
0004 City Commissioner District 4	303,042	310,911	318,167	7,256	2.33%
0005 City Commissioner District 5	299,495	301,234	311,915	10,681	3.55%
0006 City Commissioner District 6	363,454	307,620	314,980	7,360	2.39%
TOTAL -- CITY COMMISSIONERS	\$ 1,892,339	\$ 1,850,987	\$ 1,893,290	\$ 42,303	2.29%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,061,702	\$ 1,255,908	\$ 1,344,743	\$ 88,835	7.07%
0002 Workplace Giving	-	31,000	31,000	-	0.00%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 707,439	\$ 698,744	\$ 807,544	108,800	15.57%
Human Resources Division (HRD)					
0001 Human Resources	\$ 449,979	\$ 483,078	\$ 629,858	146,780	30.38%
0002 Human Resources Nondepartmental	195,991	257,578	159,872	(97,706)	(37.93%)
0003 Human Resource Records	245,454	258,061	253,125	(4,936)	(1.91%)
0004 Employment and Recruitment	677,773	792,134	901,020	108,886	13.75%
0005 Human Resources Training	390,364	403,474	400,725	(2,749)	(0.68%)
0007 Labor Relations	282,892	343,470	375,411	31,941	9.30%
0008 Compensation and Benefits	907,006	1,011,142	1,063,948	52,806	5.22%
0010 M.E.R.I.T.S. Program	-	760	-	(760)	(100.00%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 4,918,601	\$ 5,535,349	\$ 5,967,246	\$ 431,897	7.80%
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,265,996	\$ 5,005,692	\$ 4,372,565	\$ (633,127)	(12.65%)
0002 Audit Services and Management Support	546,702	757,814	784,117	26,303	3.47%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,812,697	\$ 5,763,506	\$ 5,156,682	\$ (606,824)	(10.53%)
Other Operating Projects	\$ 178,951	\$ 87,255	\$ 115,000	\$ 27,745	31.80%
TOTAL -- GENERAL FUND	\$ 21,229,321	\$ 23,571,906	\$ 24,231,443	\$ 659,537	2.80%

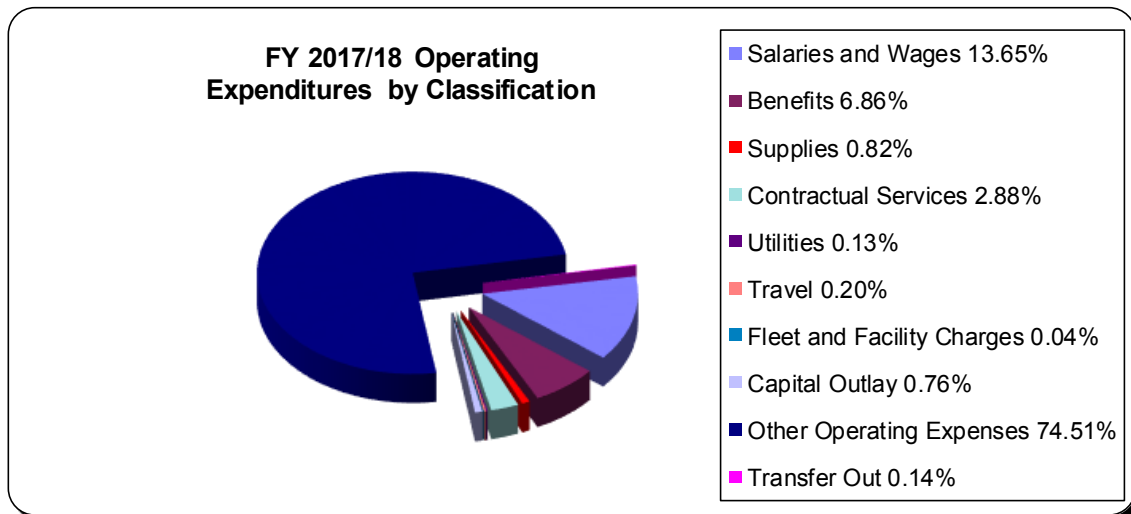
EXECUTIVE OFFICES

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 53,982,319	\$ 61,834,879	\$ 62,857,068	\$ 1,022,189	1.65%
TOTAL -- HEALTH CARE FUND	\$ 53,982,319	\$ 61,834,879	\$ 62,857,068	\$ 1,022,189	1.65%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 121,981	\$ 177,375	\$ 181,155	\$ 3,780	2.13%
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	-	-	550,364	550,364	N/A
TOTAL -- RISK MANAGEMENT FUND	\$ 121,981	\$ 177,375	\$ 731,519	\$ 554,144	312.41%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 772,892	\$ 712,552	\$ 844,553	\$ 132,001	18.53%
0004 Cemetery Trust Nondepartmental	175,350	51,038	41,571	(9,467)	(18.55%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 948,242	\$ 763,590	\$ 886,124	\$ 122,534	16.05%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 76,281,863	\$ 86,347,750	\$ 88,706,154	\$ 2,358,404	2.73%



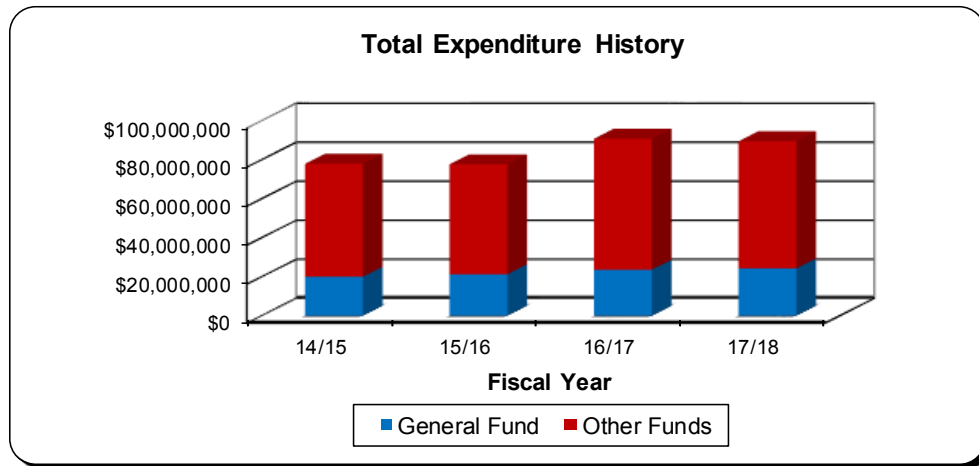
EXECUTIVE OFFICES

Expenditure by Classification	2015/16	2016/17	2017/18	Change	% Change
	Actual Expenditures	Revised Budget	Proposed Budget	Revised to Proposed	
Salaries and Wages	\$ 10,231,070	\$ 11,576,818	\$ 12,104,277	\$ 527,459	4.56%
Benefits	4,963,230	5,830,895	6,086,040	255,145	4.38%
Supplies	640,634	760,682	725,496	(35,186)	(4.63%)
Contractual Services	2,430,365	2,231,522	2,556,945	325,423	14.58%
Utilities	97,612	96,443	114,743	18,300	18.97%
Travel	58,087	154,358	180,520	26,162	16.95%
Fleet and Facility Charges	111,644	28,991	39,758	10,767	37.14%
Capital Outlay	105,726	695,825	675,926	(19,899)	(2.86%)
Other Operating Expenses	57,141,071	64,847,216	66,097,449	1,250,233	1.93%
Transfer Out	502,425	125,000	125,000	-	0.00%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 76,281,863	\$ 86,347,750	\$ 88,706,154	\$ 2,358,404	2.73%



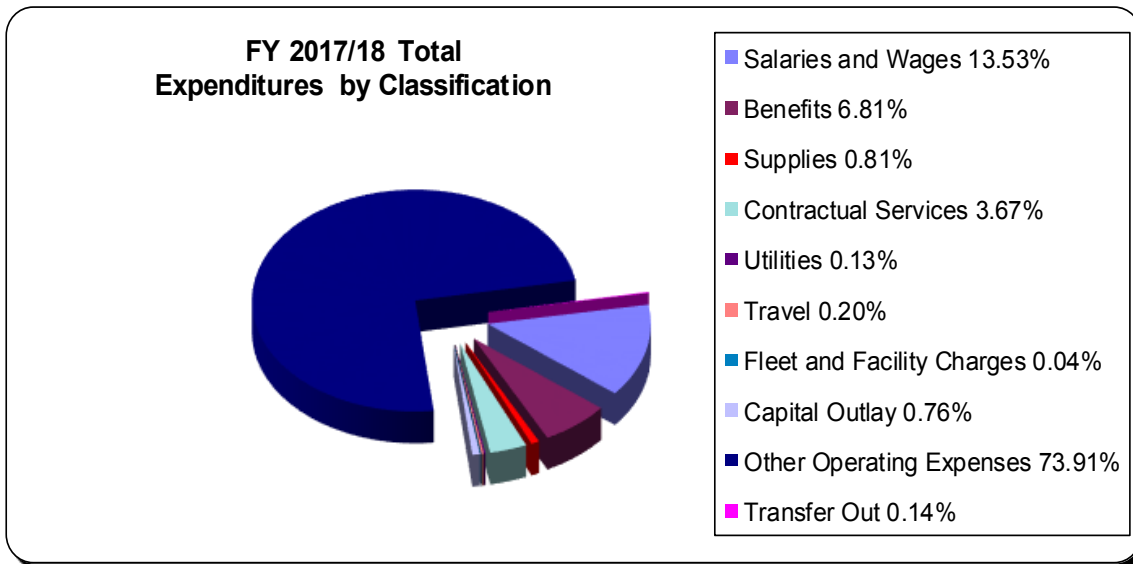
EXECUTIVE OFFICES

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
RISK MANAGEMENT FUND #5015					
Projects and Grants	\$ 697,346	\$ 511,056	\$ 600,000	\$ 88,944	17.40%
TOTAL -- RISK MANAGEMENT FUND	\$ 697,346	\$ 511,056	\$ 600,000	\$ 88,944	17.40%
Projects and Grants Other Funds	\$ 617,851	\$ 3,890,869	\$ 125,000	\$ (3,765,869)	(96.79%)
TOTAL -- PROJECTS AND GRANTS	\$ 1,315,196	\$ 4,401,925	\$ 725,000	\$ (3,676,925)	(83.53%)
TOTAL -- EXECUTIVE OFFICES	\$ 77,597,060	\$ 90,749,675	\$ 89,431,154	\$ (1,318,521)	(1.45%)



EXECUTIVE OFFICES

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 10,334,570	\$ 11,722,338	\$ 12,104,277	\$ 381,939	3.26%
Benefits	4,971,130	5,868,335	6,086,040	217,705	3.71%
Supplies	854,069	800,286	725,496	(74,790)	(9.35%)
Contractual Services	3,198,049	3,489,602	3,281,945	(207,657)	(5.95%)
Utilities	97,612	96,443	114,743	18,300	18.97%
Travel	75,766	174,254	180,520	6,266	3.60%
Fleet and Facility Charges	115,007	28,991	39,758	10,767	37.14%
Capital Outlay	114,676	752,172	675,926	(76,246)	(10.14%)
Other Operating Expenses	57,215,687	67,692,254	66,097,449	(1,594,805)	(2.36%)
Transfer Out	620,492	125,000	125,000	-	0.00%
TOTAL -- EXECUTIVE OFFICES	\$ 77,597,060	\$ 90,749,675	\$ 89,431,154	\$ (1,318,521)	(1.45%)



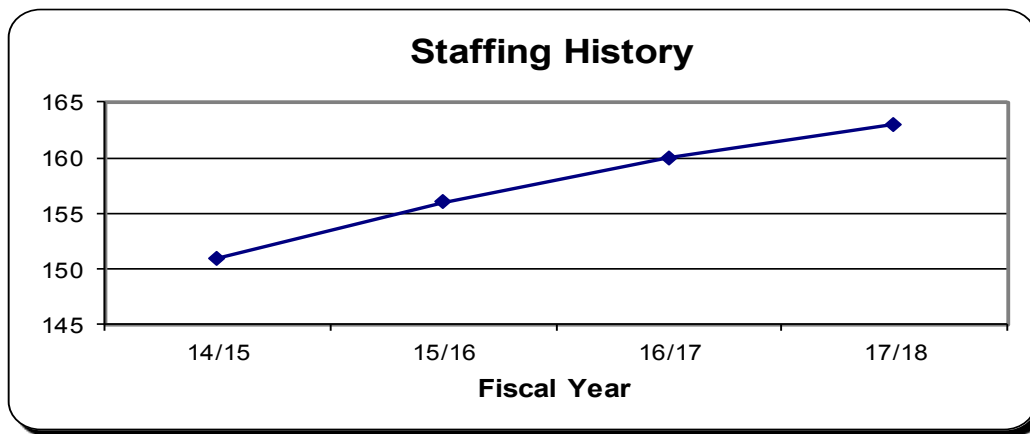
EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	11	12	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	-	-
Office of Community Affairs (OCA)			
0001 Community Affairs	7	7	7
0002 Human Relations	6	7	7
0004 HOLA	-	2	2
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	17	18	18
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	4
TOTAL -- MAYOR	58	61	62
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	7	8	7
Minority / Women Business Enterprises (MBE)			
0001 M/WBE	7	7	8
Human Resources Division (HRD)			
0001 Human Resources	4	4	5
0003 Human Resource Records	3	3	3
0004 Employment and Recruitment	7	7	8
0005 Human Resources Training	1	1	1
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	10	10	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	42	43	45
City Attorney's Office (LEG)			
0001 City Attorney	35	35	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	35
TOTAL -- GENERAL FUND	152	156	154

EXECUTIVE OFFICES

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
HEALTH CARE FUND #5010			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
RISK MANAGEMENT FUND #5015			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	-	-	5
TOTAL -- RISK MANAGEMENT FUND	1	1	6
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- EXECUTIVE OFFICES	156	160	163



EXECUTIVE OFFICES

Office of the Mayor

Mission

Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.

Overview of Services/Programs

The Mayor's Executive Offices includes four, separate offices or departments:

1. The Office of the City Clerk
2. The Office of Governmental Relations
3. The Office of Communications and Neighborhood Relations
4. The Office of Community Affairs and Human Relations

Major Accomplishments

- The Mayor's Office continued to guide the City of Orlando through the crafting of a balanced budget for fiscal year 2017/18.
 - This budget maintains Orlando's superior police and fire protection and public works services.
 - It continues Orlando's investment in neighborhoods and small businesses.
- Community safety continues to be the City's top priority, including investing in the tools, training and technology to ensure Orlando's police officers and firefighters are able to perform their jobs at the highest level. Overall crime City-wide is down almost 30% since 2007, and our Fire Department has a Class 1 ISO Rating and International Accreditation – making it one of only 15 departments in the nation to have both.
- The City of Orlando continues to lead the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences and biotechnology, modeling, simulation and training, and aviation and aerospace.
- The City of Orlando has been able to maintain its strategic investments in critical infrastructure projects such as streets and sidewalks, new fire stations and a new police headquarters, critical upgrades to our storm and wastewater systems as well as efforts to continue the revitalization of Downtown Orlando.
- The City of Orlando completed implementation of the largest single public/private partnership in Central Florida's history by overseeing the operations of the Amway Center and a renovated Camping World Stadium, as well as the first phase of the Dr. Phillips Center for the Performing Arts. Construction efforts for the second phase of the performing arts center recently commenced.
- The City of Orlando recently completed Project DTO's visioning process and unveiled the task force's strategic plan for Downtown Orlando. Implementation of several Project DTO recommendations is currently underway.

Future Goals and Objectives

Short Term

- Continue to address the needs of the homeless in our community.
- Continue to provide oversight and leadership of SunRail, Orlando's commuter rail system, and the recently expanded LYMMO service Downtown. The expanded transportation network provides much needed alternatives to congested roadways and rising gas prices and encourages smart growth at each of the stations.
- Continue implementation of the Greenworks Orlando Sustainability Community Action Plan which focuses attention on reducing the City's carbon footprint, expanding the City's electric vehicle grid to doing energy retrofits on homes that will allow homeowners to save money on power bills.
- Continue focusing on being a City for everyone by investing in our parks and cultural organizations.
- Maintain investment in police and fire protection.

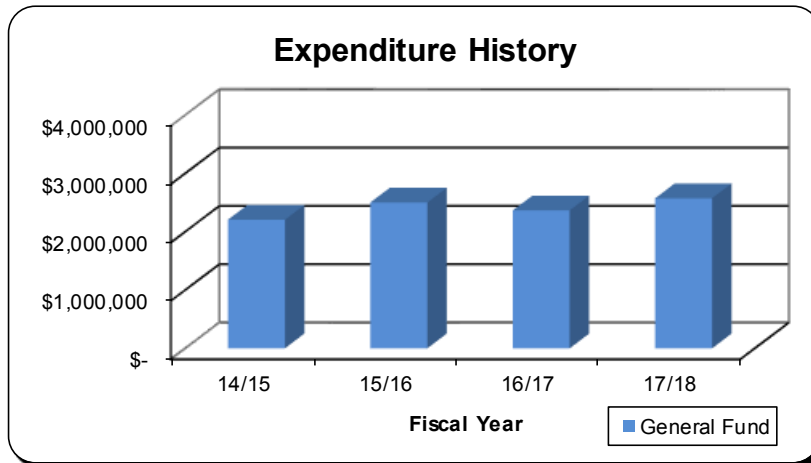
Long Term

- Deliver quality urban services to residents and operate in a knowledgeable, responsive and financially responsible manner all while maintaining the City's financial stability.
- Ensure Orlando's at-risk families have a safety net by continuing to provide economic opportunity, quality job growth and housing options throughout the City.
- Continue to seek and leverage federal resources to bolster a variety of functions the City performs; safety, transportation, energy, public works, etc.
- Help lay the foundation for the private sector to create jobs and opportunity for our residents.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,465,637	\$ 1,784,857	\$ 1,930,098	\$ 145,241	8.14%
0002 Executive Offices Nondepartmental	54,809	(205,078)	(159,226)	45,852	(22.36%)
0003 Governmental Relations	789,712	784,103	801,345	17,242	2.20%
0004 HOLA	181,768	-	-	-	N/A
0005 Work Place Giving	7,450	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 2,499,376	\$ 2,363,882	\$ 2,572,217	\$ 208,335	8.81%
TOTAL -- OFFICE OF THE MAYOR	\$ 2,499,376	\$ 2,363,882	\$ 2,572,217	\$ 208,335	8.81%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	11	12	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	-	-
TOTAL -- GENERAL FUND	16	15	16
TOTAL -- OFFICE OF THE MAYOR	16	15	16

EXECUTIVE OFFICES

Office of Community Affairs and Human Relations

Overview of Services/Programs

The Office Community Affairs and Human Relations (OCA & HR) informs, engages and connects with civic, community, arts, faith-based, non-profit and governmental organizations to raise awareness of City priorities, programs and services and develop partnerships that improve the quality of life in Orlando. Additionally, OCA & HR connects community, arts/cultural, civic, faith-based and other groups with the Mayor, City services, funding opportunities and other community resources to improve the quality of life in Orlando. This includes safeguarding individuals from discrimination through enforcement and education by administering local, state and federal anti-discrimination laws in employment, housing and public accommodations.

OCA & HR has six focus areas:

1. Arts/Cultural/Civic and Community Affairs
2. Mayor's Matching Grant and Community Investment Programs
3. Human Relations
4. Mayor Buddy Dyer's Cities of Service Initiative: *ORLANDO CARES*
5. Hispanic Office for Local Assistance (HOLA)
6. Volunteer Oversight

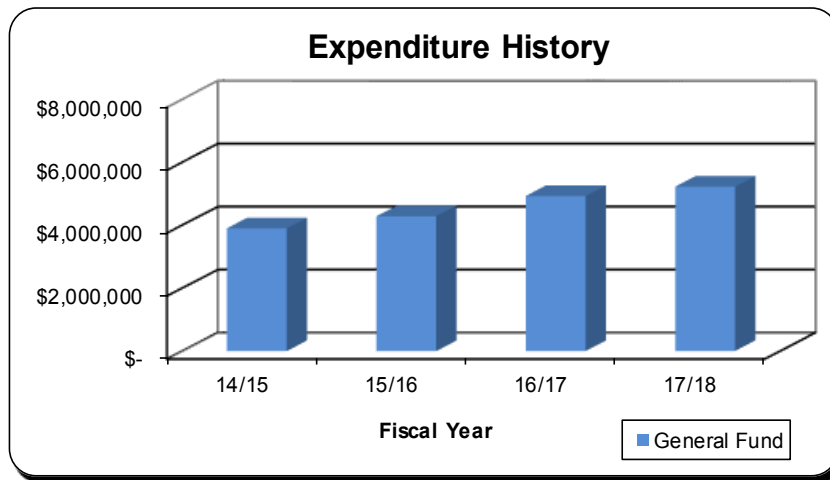
OCA & HR Overall Major Accomplishments (FY 16/17)

- Planned and produced a number of community events, including the 12th annual Mayor's Neighborhood & Community Summit, and the Mayor's Council of Clergy meeting, among others, in an effort to educate and communicate with citizens and community leaders. The Mayor's Neighborhood & Community Summit alone brought together 250 citizens to participate in 17 workshops and 31 exhibitors.
- Facilitated the Mayor's MLK Commission and managed all of the Mayor's MLK Day events. The collective effort involved facilitating 25 planning and commission meetings to prepare for 38 events, publishing the Orlando MLK Commissions' Calendar and the MLK Commission's page on the city website, as well as recruiting and recognizing 26 sponsors. The print publications alone reached 2,000 citizens, and sponsors collectively donated \$51,500 in cash and \$55,000 through in-kind contributions towards the endeavors.
- Led the City's support of Acts of Love and Kindness, in response to the one year marker of the Pulse tragedy, resulting in 2,521 citizens contributing 5,843 hours of volunteer service.
- Led the development, selection process, implementation and initial activities of the City's First Poet Laureate, which will be appointed by the Mayor in October 2017.
- Through the Community Investment fund distribution process, \$2,008,311 in grants distributed to 34 local health and human service agencies to provide vital services to the citizens of Orlando. In addition, \$964,250 was awarded in grants to arts and cultural organizations.
- Successfully administered the Mayor's Matching Grant Program, awarding 33 projects totaling \$188,000.
- Responded to over 1900 housing and employment inquires, which included phone, email and over 250 unscheduled walk-in inquires; performed over 100 intakes; closed 27 EEOC cases (22 through investigation and 5 through mediation); Closed 8 Housing Cases.
- The HOLA office assisted 9,670 people through various communication mediums, and conducted outreach through participation in 27 city and community events, as well as meetings with representatives from 61% (25/41) of schools within the city.
- In 2016, \$558,192 in food stamps benefits were processed at the HOLA Office via our partnership with the Second Harvest Food Bank/ACCESS Program.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 776,168	\$ 785,075	\$ 837,616	\$ 52,541	6.69%
0002 Human Relations	395,915	690,508	721,458	30,950	4.48%
0003 OCA Grants	3,110,315	3,264,861	3,472,190	207,329	6.35%
0004 HOLA	-	188,581	192,517	3,936	N/A
TOTAL -- GENERAL FUND	\$ 4,282,398	\$ 4,929,025	\$ 5,223,781	\$ 294,756	5.98%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,282,398	\$ 4,929,025	\$ 5,223,781	\$ 294,756	5.98%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Community Affairs (OCA)			
0001 Community Affairs	7	7	7
0002 Human Relations	6	7	7
0004 HOLA	-	2	2
TOTAL -- GENERAL FUND	13	16	16
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	13	16	16

EXECUTIVE OFFICES

Office of Communications and Neighborhood Relations

Overview of Services/Programs

Organized by teams, the Office of Communications & Neighborhood Relations provides support to the Office of the Mayor, Office of City Commissioners and City departments. Teams include:

1. Graphic Design
2. Interactive Programs
3. Multimedia
4. Neighborhood Relations
5. Special Events/Marketing

Major Accomplishments

- Launched new City of Orlando brand and style guide to create one visual identity for the City.
- Hosted a crowdsourcing effort to design a new City of Orlando flag that resulted in more than 1,100 entries and a total social media engagement of 23,543.
- Worked with IT to add a server system for the multimedia team to improve accessibility, archiving, and production time.
- Launched alpha website alpha.orlandofl.gov to test a user-first, service-oriented website for the City.
- Maintained relationships and a contact database of 415 neighborhood organizations with more than 5,172 neighborhood contacts.
- Informed and trained more than 700 neighborhood leaders through the monthly Community Connections workshops, the 2017 Mayor's Neighborhood & Community Summit, the iLead training series and association board training.
- Connected and informed more than 30,400 residents through Nextdoor, a private social network for each neighborhood or subdivision. City residents joining Nextdoor increased 45% in FY 16/17.
- Overhauled our neighborhood newsletter to be easier to read and to reach a larger audience.

Future Goals & Objectives

Short Term (0-6 months)

- Increase digital communications by adding new social media platforms like LinkedIn which will increase our visibility in the business community.
- Increase use of data analytics to increase resident engagement in City initiatives.
- Facilitate the 2018 Mayor's Neighborhood & Community Summit and increase attendance by 15% over the 2017 Summit.
- Increase the Latino residents' relationship with the City by utilizing our bilingual outreach coordinator and increasing City materials, resources and training available in Spanish.
- Implement the Backstage Pass, which offers neighborhood leaders a behind the scenes look at City services.
- Increase the Neighborhood Matters initiative with posting at least one video and history each month.

Medium Term (6 months – 2 years)

- Launch a beta website beta.orlando.gov to continue testing a user-first, service-oriented website for the City.
- Continue updating City assets with new branding.
- Engage with our City departments to make sure that the Neighborhood Relations team is part of all public outreach plans.
- Expand the iLead training guides and videos by a minimum of 4 guides and videos per year.
- Create and implement new and innovative programs and practices to engage neighborhood leaders and organizations with the City and to help the leaders and organizations thrive and prosper.

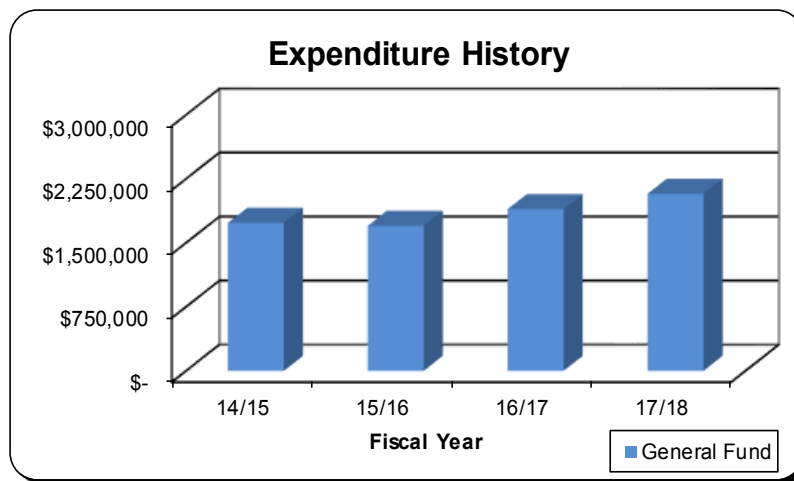
Long Term (2+ years)

- Launch orlandofl.gov, a user-first, service-oriented website for the City.
- Make the Mayor's Neighborhood & Community Summit the premier neighborhood and community capacity building training conference in Orlando.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 1,699,899	\$ 1,894,658	\$ 2,074,749	\$ 180,091	9.51%
TOTAL -- GENERAL FUND	\$ 1,699,899	\$ 1,894,658	\$ 2,074,749	\$ 180,091	9.51%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 1,699,899	\$ 1,894,658	\$ 2,074,749	\$ 180,091	9.51%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final Staffing	Revised Staffing	Adopted Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	17	18	18
TOTAL -- GENERAL FUND	17	18	18
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	17	18	18

EXECUTIVE OFFICES

Office of the City Clerk

Overview of Services

The Office of the City Clerk is responsible for the management of three core functions:

1. Office of the City Clerk
2. Records and Archive Management
3. Operation of Greenwood Cemetery

Major Accomplishments

1: Office of the City Clerk

- Worked with the Orange County Supervisor of Elections to prepare for municipal elections in District 1, 3 and 5.
- Processed 126 Domestic Partnership Registries for FY 16/17
- Expanded the City Clerk's webpage

2: Records and Archive Management

- Processed more than 5,200 public record requests in FY16-17 including citywide email searches, Orlando Police Department records and permitting services requests.
- Records and Archive Management completed implementation of the new records software to City staff this year.

3: Operation of Greenwood Cemetery

- Increased the number of "green" burials.
- Hosted a variety of community activities, including monthly history tours, community/church cleanups and tree plantings, which helps to garner community support for proper care of the facility.
- Greenwood completed renovations of the old Sperry Fountain and relocation of the Confederate monument.

Future Goals and Objectives

1: Office of the City Clerk

Short Term

- Work with the Orange County Supervisor of Elections to successfully conduct municipal elections in District 1,3,and 5.
- Scanning project to convert Sunshine minutes to Papervision.
- Update Policy & Procedures to a new system that will manage P&P.
- Implement the Novus minutes feature in future City Council and City board meetings.

2: Records and Archive Management

Short Term

- Continue to streamline the citywide centralized public records process and to better capture record production costs as allowed by law capturing \$18,832 in revenue to offset production costs.
- Continue to add public information to the website, making access easier for citizens and eliminating the need for public record production.

Medium Term

- Continue to streamline and refine the citywide email search capability and functions.
- Working with Technology Management, Records and Archives Management will investigate updating the Papervision digital search tool to allow for easier access to public documents.
- Move stored records to a new Warehouse in the later part of the year. In order to get ready for this move they will begin a review and purge of existing records stored in the existing warehouse following Florida State guidelines on the disposal of records.
- Implement on-line payment system with the Records software system.
- Records and Archives Management and Permitting will begin working on a scanning project to transfer building documents on microfilm to a PDF electronic format enabling a much easier search function.

3: Operation of Greenwood Cemetery

Short Term

- Greenwood staff will continue to implement a grassing program for the older sections of the Cemetery by updating the antiquated irrigation system.
- Finish Pulse memorial honoring all 49 victims of the Pulse tragedy using all donated funds.
- Complete all hurricane cleanup within six months.
- Installation of security cameras.
- Designing and opening a new section by re-platting #12.

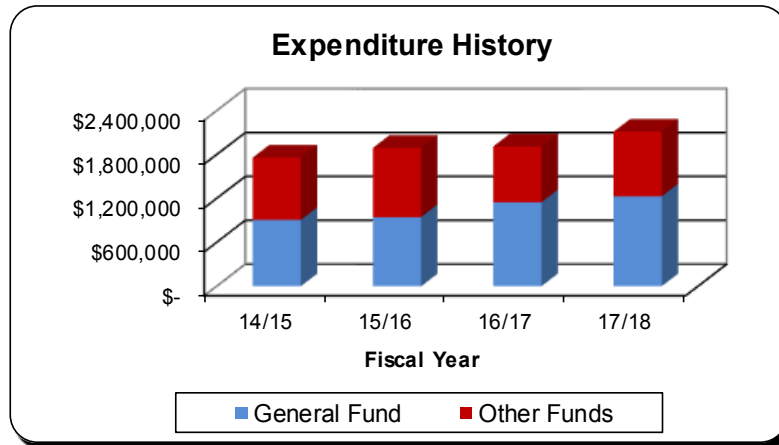
Long Term

- Greenwood staff will continue to work with City engineering on a new "green" roadway to allow access to new sections in.
- Develop ten year plan for Greenwood.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 696,242	\$ 866,334	\$ 883,151	\$ 16,817	1.94%
0002 Records Management	248,817	280,910	345,327	64,417	22.93%
TOTAL -- GENERAL FUND	\$ 945,060	\$ 1,147,244	\$ 1,228,478	\$ 81,234	7.08%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 772,892	\$ 712,552	\$ 844,553	\$ 132,001	18.53%
0004 Cemetery Trust Nondepartmental	\$ 175,350	\$ 51,038	\$ 41,571	\$ (9,467)	(18.55%)
TOTAL - GREENWOOD CEMETERY FUND	\$ 948,242	\$ 763,590	\$ 886,124	\$ 122,534	16.05%
TOTAL -- OFFICE OF CITY CLERK	\$ 1,893,302	\$ 1,910,834	\$ 2,114,602	\$ 203,768	10.66%



STAFFING SUMMARY

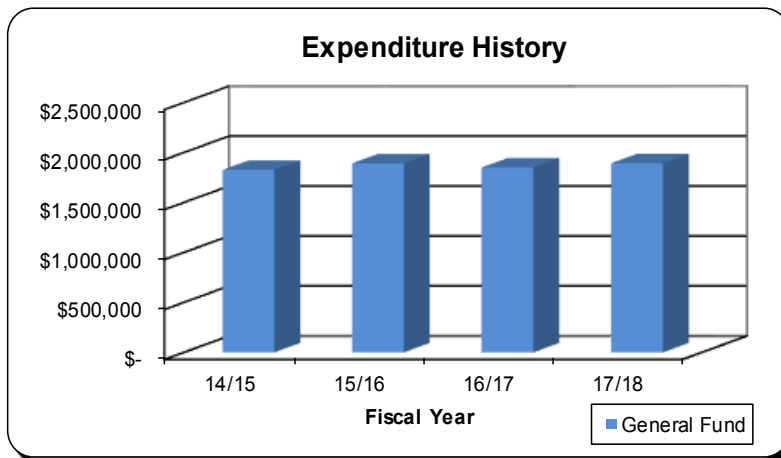
	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	4
TOTAL -- GENERAL FUND	12	12	12
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	14	14	14

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 315,658	\$ 305,793	\$ 312,729	\$ 6,936	2.27%
0002 City Commissioner District 2	297,752	301,824	304,823	2,999	0.99%
0003 City Commissioner District 3	312,938	323,605	330,676	7,071	2.19%
0004 City Commissioner District 4	303,042	310,911	318,167	7,256	2.33%
0005 City Commissioner District 5	299,495	301,234	311,915	10,681	3.55%
0006 City Commissioner District 6	363,454	307,620	314,980	7,360	2.39%
TOTAL -- GENERAL FUND	\$ 1,892,339	\$ 1,850,987	\$ 1,893,290	\$ 42,303	2.29%
TOTAL -- CITY COMMISSIONERS	\$ 1,892,339	\$ 1,850,987	\$ 1,893,290	\$ 42,303	2.29%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
TOTAL -- CITY COMMISSIONERS	12	12	12

EXECUTIVE OFFICES

Office of Chief Administrative Officer

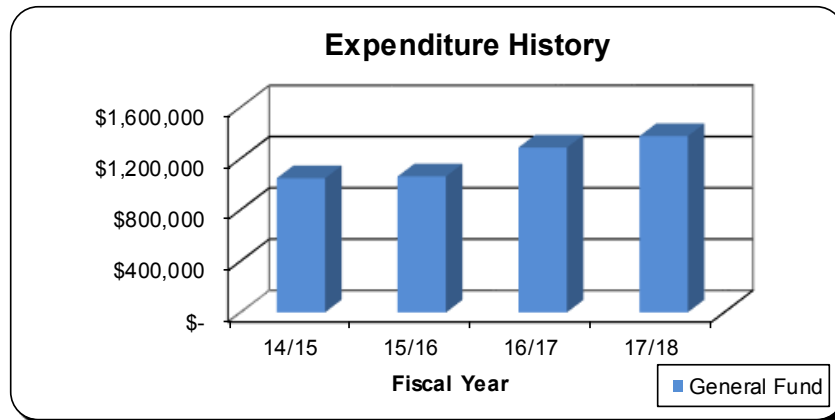
Overview of Services

The Office of the Chief Administrative Officer is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City government.

- Ensure the delivery of quality services to our citizens.
- Assist with the day-to-day administration of City operations.
- Ensure effective implementation of policies adopted by City Council.
- Ensure operational departments are delivering City services in an efficient, effective manner.
- Provide staff leadership, measure performance and establish accountability to ensure commendable customer service.

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,061,702	\$ 1,255,908	\$ 1,344,743	\$ 88,835	7.07%
0002 Workplace Giving	\$ -	\$ 31,000	\$ 31,000	\$ -	N/A
TOTAL -- GENERAL FUND	\$ 1,061,702	\$ 1,286,908	\$ 1,375,743	\$ 88,835	6.90%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,061,702	\$ 1,286,908	\$ 1,375,743	\$ 88,835	6.90%



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	7	8	7
TOTAL -- GENERAL FUND	7	8	7
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	7	8	7

EXECUTIVE OFFICES

Minority/Women Business Enterprise

Overview of Services/Program

- Serves as a “one-stop shop” for information and support to help women and minority businesses navigating the City’s procurement and certification processes
- Participates in conferences and seminars that provide information to minority entrepreneurs regarding various business opportunities with the City of Orlando
- Ensures that City of Orlando’s certified M/WBE Firms have ample opportunities to participate in City contracts and monitors contract compliance for supporting the City’s goals on Procurement and Public Works contracts

Major Accomplishments

- Maintained Executive M/WBE compliance and certification reports on a monthly, quarterly and annual basis
- Utilized online outreach module to provide a streamlined and immediate process for notifications of projects and procurement opportunities to broad or highly targeted groups of certified vendors
- Achieved 23% MBE and 3% WBE **Awarded Dollars Participation** 10/2016-09/19/2017 for Construction, Professional Services and Goods and Services projects resulting in an overall participation of **26%** for all three areas.
- Achieved 15% MBE and 4% WBE **Paid Dollars Participation** 10/2016-09/19/2017 for Construction, Professional Services and Goods and Services projects resulting in an overall participation of **19%** for all three areas.
- Achieved 9% DBE Awarded Dollars Participation and 11% Paid Dollars Participation, exceeding the Florida Department of Transportation (FDOT) goal of 9.91%

Future Goals & Objectives

Short Term

- Monitor active projects and Maximize opportunities for M/WBE participation in support of the City of Orlando’s goals
- Continue to provide input to improve accuracy and efficiency for the automated online M/WBE contract compliance monitoring system and online Certification Process, as well as promote an inclusive purchasing environment while building relationships and expanding M/WBE opportunities

Medium Term

- Continue participation in interdepartmental workshops with the combined goal of “spreading the word” about the M/WBE program and continue to strive to enhance the City’s sustainability of M/WBE businesses

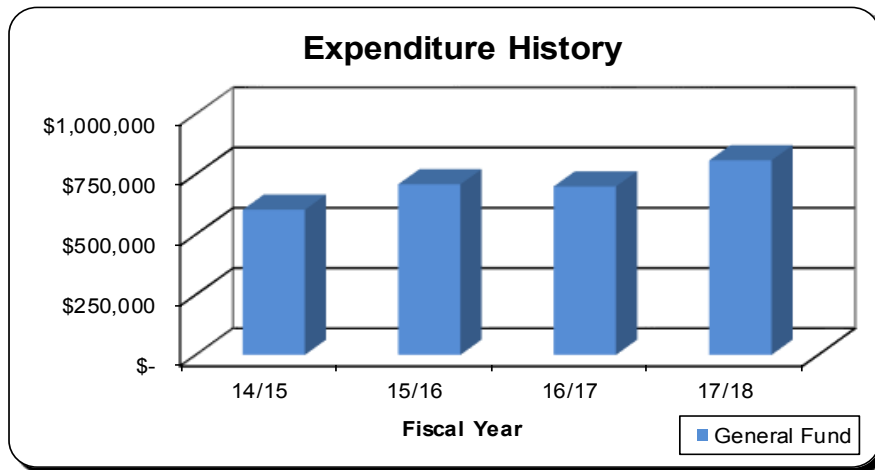
Long Term

- Continue to constantly refine our processes and procedures that will enable minority and women-owned businesses to participate on City contracts at a level that represents their availability in the industry
- Continue to advocate the development of minority and women-owned business enterprises as an important part of the continuing economic development efforts of the City of Orlando
- Continue the automation of the online application by moving towards a paperless environment to eliminate the space needed to store documents, and make better use of documents and information provided
- Continue to attend Pre-Bid Meetings, Pre-Construction Meetings, Bid Openings and Pre-Proposal Meetings to advocate for the support of the City’s M/WBE Goals on the city’s contracts and to ensure all participating parties have a clear understanding of the City’s goals and the resources available to support these goals
- Continue to attend the American Contract Compliance Association, which provides a training institute to educate compliance practitioners, support economic diversity, and promote equitable employment and contracting practices within public and private sector institutions.
- Continue to conduct site visits to ensure city-certified M/WBE firms are being utilized on various city projects

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 707,439	\$ 698,744	\$ 807,544	\$ 108,800	15.57%
TOTAL -- GENERAL FUND	\$ 707,439	\$ 698,744	\$ 807,544	\$ 108,800	15.57%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 707,439	\$ 698,744	\$ 807,544	\$ 108,800	15.57%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	7	7	8
TOTAL -- GENERAL FUND	7	7	8
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	7	7	8

EXECUTIVE OFFICES

Human Resources Division

Overview of Service/Program

The **Human Resources Division** designs and manages services that result in the most efficient and effective recruitment, selection, development, retention, support, utilization and management of the City's workforce

Major Accomplishments

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements.
- Finalized five collective bargaining agreements with unions representing City employees.
- Completed the fourth year of the Know Your Numbers wellness initiative, including biometric screenings and health survey. The program focus was on building awareness of current health status and providing tools to make improvements.
- Completed an audit of United Healthcare's administration of health plan pharmacy claims and initiated an audit of medical claims administration.
- Successfully conducted all selection and promotional processes.
- Audit of Employment and Records conducted by Office of Management Services and Internal Support indicated compliance with relevant laws, policies and procedures.
- Successfully implemented new laws related to Veterans Preference in Employment and Promotion.
- Completed audit of existing Federal and State mandated postings and distributed required postings throughout all City facilities.
- Implemented pay provisions of every collective bargaining agreement.
- Processed across-the-board-increases and longevity payments for all employee groups.
- Processed and audited employee transactions to ensure accuracy and completeness of the employee database.
- Began review and updates of HR policies related to compensation, benefits, and onboarding/database maintenance.

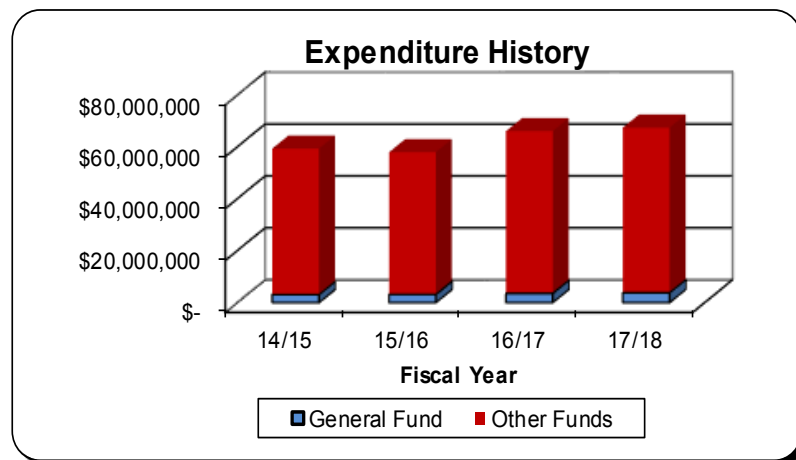
Future Goals and Objectives

- Finalize two outstanding collective bargaining agreements with unions representing City employees.
- Advertise and negotiate new external contracts for Employee Benefits as appropriate.
- Continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce.
- Complete RFP for Employment Background checks.
- Introduce a new wellness program with a focus on weight management.
- Continue to ensure compliance with all ACA mandates.
- Complete Human Resources policy updates.
- Continue to evaluate and implement Workday releases.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 449,979	\$ 483,078	\$ 629,858	\$ 146,780	30.38%
0002 Human Resources Nondepartmental	195,991	257,578	159,872	(97,706)	(37.93%)
0003 Human Resource Records	245,454	258,061	253,125	(4,936)	(1.91%)
0004 Employment and Recruitment	677,773	792,134	901,020	108,886	13.75%
0005 Human Resources Training	390,364	403,474	400,725	(2,749)	(0.68%)
0007 Labor Relations	282,892	343,470	375,411	31,941	9.30%
0008 Compensation and Benefits	907,006	1,011,142	1,063,948	52,806	5.22%
0010 M.E.R.I.T.S. Program	-	760	-	(760)	(100.00%)
TOTAL -- GENERAL FUND	\$ 3,149,460	\$ 3,549,697	\$ 3,783,959	\$ 234,262	6.60%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 53,982,319	\$ 61,834,879	\$ 62,857,068	\$ 1,022,189	1.65%
TOTAL -- HEALTH CARE FUND	\$ 53,982,319	\$ 61,834,879	\$ 62,857,068	\$ 1,022,189	1.65%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 121,981	\$ 177,375	\$ 181,155	\$ 3,780	2.13%
Projects and Grants	697,346	511,056	600,000	88,944	17.40%
TOTAL -- RISK MANAGEMENT FUND	\$ 819,327	\$ 688,431	\$ 781,155	\$ 92,724	13.47%
TOTAL -- HUMAN RESOURCES DIVISION	\$ 57,951,106	\$ 66,073,007	\$ 67,422,182	\$ 1,349,175	2.04%



EXECUTIVE OFFICES

STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	4	4	5
0003 Human Resource Records	3	3	3
0004 Employment and Recruitment	7	7	8
0005 Human Resources Training	1	1	1
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	10	10	10
TOTAL -- GENERAL FUND	28	28	30
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES DIVISION	30	30	32

EXECUTIVE OFFICES

City Attorney's Office

Overview of Service/Programs

The mission of the City Attorney's Office is to provide the best in-house municipal legal services in the State of Florida and to do so in a nimble and cost-efficient manner that supports the delivery of top-tier local government services.

The City Attorney is Mayanne Downs, who is also the Managing Director of one of Florida's leading full-service law firms. She is supported by one part-time Deputy City Attorney, five full-time Chief Assistant City Attorneys, 12 full-time Assistant City Attorneys (including the City Prosecutor), two part-time Assistant City Attorneys, and a staff of paralegals and legal assistants. The office is organized into five sections: Planning and Zoning/Economic Development; Public Works/Transportation; Criminal Justice; Real Estate and Housing; and Labor/Employment/Civil Litigation.

Major Accomplishments

- Supported the City's continued response to the Pulse tragedy, including the many public events and assemblies associated with the one-year mark of the event.
- Researched, drafted, and shepherded more than 100 ordinances and resolutions through the legislative process.
- Provided countless hours of training to law enforcement officers, elected leaders, appointed officials, citizen board members, and City staff on a range of legal issues including ethics, government in the sunshine and public records, and police tactics.
- Negotiated and drafted the transaction documents associated with the first private development parcels in the Creative Village.
- Provided extensive legal services during the negotiation of nine collective bargaining agreements, including the resolution of two impasse hearings.
- Successfully supported the administration of three municipal district elections.

Future Outlook

Short Term

- Finalize the resolution of collective bargaining agreements that went to impasse.
- Continue extraordinary legal support for permitting, land development, and transportation planning during a period of very rapid growth in the local economy.

Medium Term

- Continue legal support for the City's homeless initiatives.
- Provide significant assistance to the Mayor and Commission on researching and implementing regional transportation funding options.

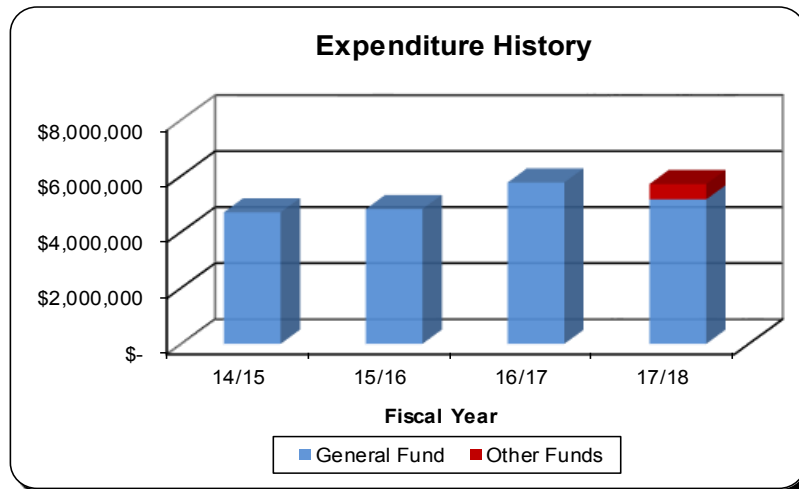
Long Term

- Further refine and expand the City's in-house litigation efficiencies.
- Continue streamlining and modernizing the City's code of ordinances and internal policies and procedures.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,265,996	\$ 5,005,692	\$ 4,372,565	\$ (633,127)	(12.65%)
0002 Audit Services and Management Support	\$ 546,702	\$ 757,814	\$ 784,117	\$ 26,303	3.47%
TOTAL -- GENERAL FUND	\$ 4,812,697	\$ 5,763,506	\$ 5,156,682	\$ (606,824)	(10.53%)
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ -	\$ -	\$ 550,364	\$ 550,364	N/A
TOTAL -- RISK MANAGEMENT FUND	\$ -	\$ -	\$ 550,364	\$ 550,364	N/A
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,812,697	\$ 5,763,506	\$ 5,707,046	\$ (56,460)	(0.98%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	35	35	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	40	40	35
RISK MANAGEMENT FUND #5015			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	-	-	5
TOTAL -- RISK MANAGEMENT FUND	-	-	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Office of Community Affairs and Human Relations	Number of community events and special meetings participation by OCA-HR staff, excluding Hispanic Office for Local Assistance	133	125	150
Office of Community Affairs and Human Relations	Percentage of available funds awarded to cultural and arts organizations	100%	100%	100%
Office of Community Affairs and Human Relations	Percent of grant funds awarded Mayor's Matching Grants (MMG)	93%	100%	100%
Office of Community Affairs and Human Relations	Percentage of available funds awarded – human service funding/ CIP	100%	100%	100%

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$878,000	\$500,000	\$300,000
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-3.9%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	75%	77%	75%
Office of the City Clerk	Average number of days to close a public records request	11.1 days	11.3 days	10.8 days

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Office of Community Affairs	Number of unduplicated partnerships established and maintained	120	150	150
Office of Community Affairs	Number of applications submitted to MMG programs.	57	50	60
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	99%

EXECUTIVE OFFICES

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CITY OF ORLANDO

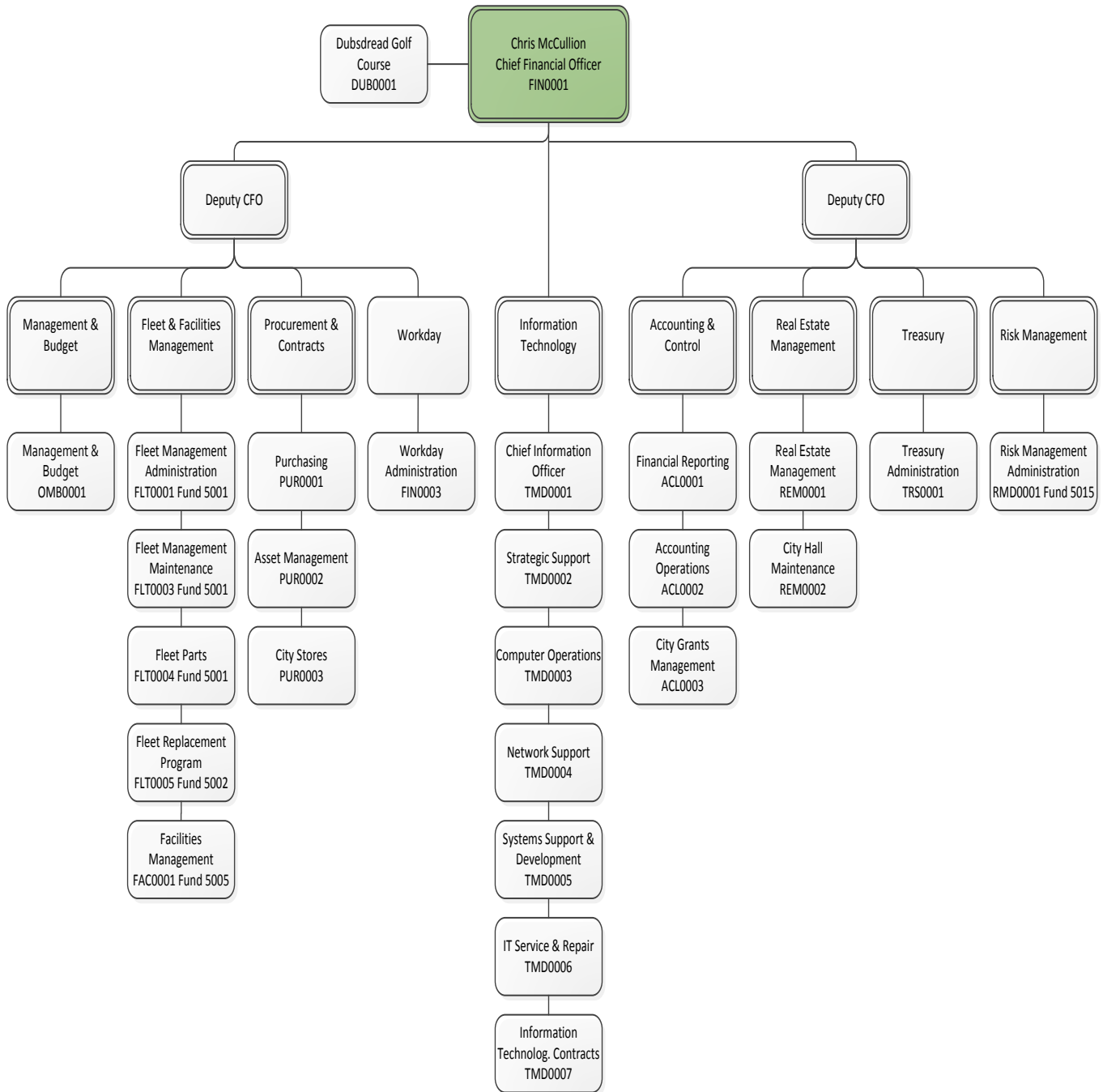
BUSINESS AND FINANCIAL SERVICES



BUSINESS AND FINANCIAL SERVICES

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BUSINESS AND FINANCIAL SERVICES



Department Mission Statement

The mission of the Office of Business and Financial Services is to safeguard the assets and manage the financial affairs of the City, including revenue collections, real estate, cash disbursements, accounting and financial reporting, investments, debt management and risk management; to maintain reasonable internal controls to protect the City's assets and ensure the timely and accurate recording of transactions in accordance with standards for local governments; to provide services that support the operation of the City departments; to manage the City's investment and debt portfolios; and to provide timely advice to the City's elected and appointed officials on issues affecting the current and future financial affairs of the City.

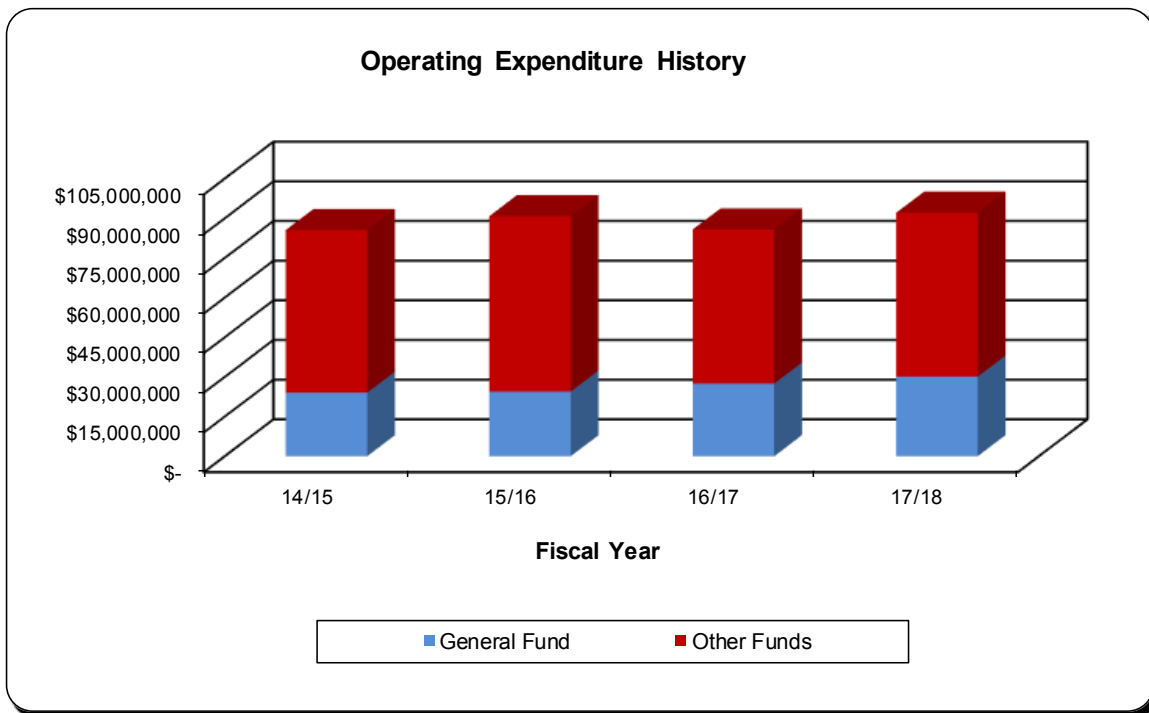
BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 873,740	\$ 1,155,840	\$ 1,068,714	(87,126)	(7.54%)
0002 Nondepartmental - CFO	1,497,961	682,352	617,378	(64,974)	(9.52%)
0003 Workday Administration	470,033	607,874	614,236	6,362	1.05%
Accounting and Control Division (ACL)					
0001 Financial Reporting	815,235	979,558	1,021,024	41,466	4.23%
0002 Accounting Operations	1,195,882	1,370,664	1,400,007	29,343	2.14%
0003 City Grants Management	275,023	383,156	388,545	5,389	1.41%
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	70,963	6,755	6,283	(472)	(6.99%)
Management and Budget Division (OMB)					
0001 Management and Budget	501,184	640,481	674,010	33,529	5.23%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,403,918	1,489,922	1,621,523	131,601	8.83%
0002 Asset Management	225,713	267,358	275,996	8,638	3.23%
0003 City Stores	294,106	300,346	317,739	17,393	5.79%
0004 Purchasing Auctions	27,627	41,500	41,500	-	0.00%
Real Estate Management Division (REM)					
0001 Real Estate Management	674,578	516,793	699,861	183,068	35.42%
0002 City Hall Maintenance	2,661,691	2,611,434	2,665,579	54,145	2.07%
Information Technology Division (TMD)					
0001 Chief Information Officer	1,153,888	1,804,621	1,854,627	50,006	2.77%
0002 Strategic Support	2,348,124	3,191,755	3,468,472	276,717	8.67%
0003 Computer Operations	1,099,024	1,175,841	1,553,550	377,709	32.12%
0004 Network Support	1,087,026	1,294,572	1,246,681	(47,891)	(3.70%)
0005 Systems Support and Development	1,546,773	1,870,019	2,071,462	201,443	10.77%
0006 IT Service and Repair	22,762	95,000	95,000	-	0.00%
0007 Information Technology Contracts	5,795,208	6,524,058	7,964,749	1,440,691	22.08%
Treasury Division (TRS)					
0001 Treasury Administration	417,397	454,884	467,599	12,715	2.80%
TOTAL -- GENERAL FUND	\$ 24,457,858	\$ 27,464,783	\$ 30,134,535	\$ 2,669,752	9.72%
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 13,831,070	\$ 9,307,803	\$ 11,347,574	\$ 2,039,771	21.91%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 13,831,070	\$ 9,307,803	\$ 11,347,574	\$ 2,039,771	21.91%
REVOLVING & RENEWABLE ENERGY FUND #3005					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 462	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- R & R ENERGY FUND	\$ 462	\$ 139,342	\$ 139,342	\$ -	0.00%
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Admin.	\$ 1,057,853	\$ 1,185,254	\$ 1,076,724	\$ (108,530)	(9.16%)
0003 Fleet Management Maintenance	16,186,837	15,952,211	16,483,381	531,170	3.33%
0004 Fleet Parts	796,117	461,055	489,212	28,157	6.11%
0002 Fleet Management Non Dept.	1,127,177	1,491,540	1,324,669	(166,871)	(11.19%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 19,167,985	\$ 19,090,060	\$ 19,373,986	\$ 283,926	1.49%

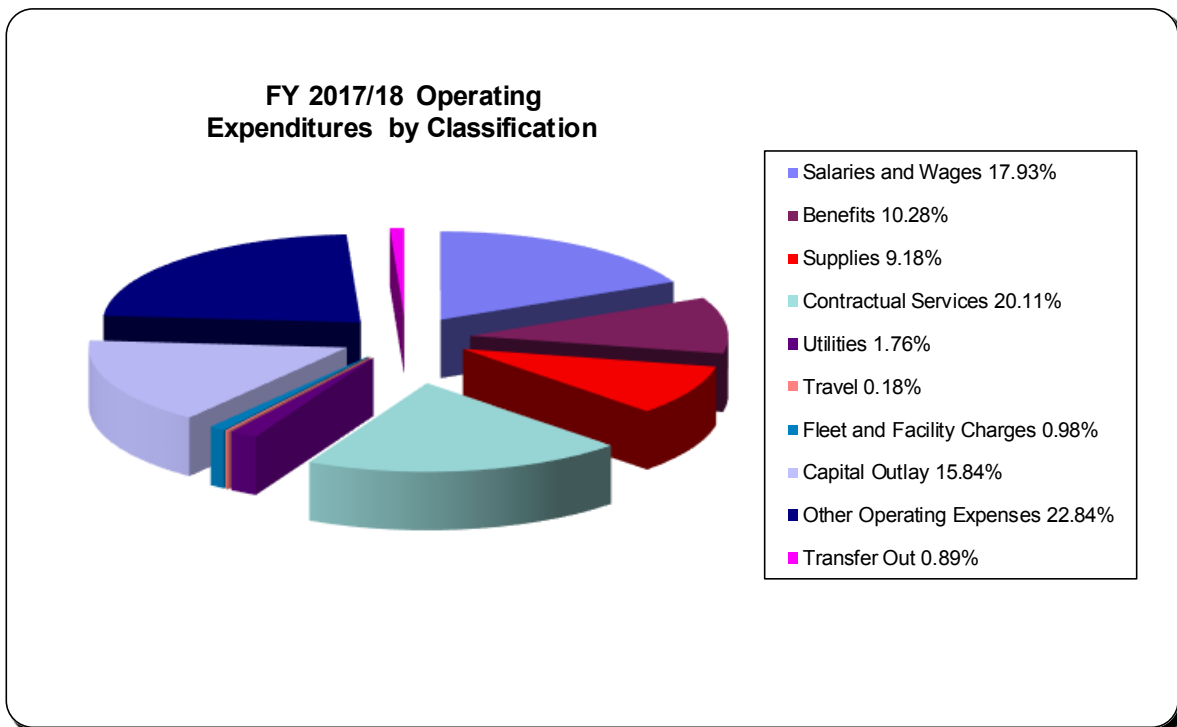
BUSINESS AND FINANCIAL SERVICES

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 16,307,838	\$ 11,594,838	\$ 13,336,011	\$ 1,741,173	15.02%
TOTAL -- FLEET REPLACEMENT FUND	\$ 16,307,838	\$ 11,594,838	\$ 13,336,011	\$ 1,741,173	15.02%
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 770,565	\$ 968,162	\$ 932,975	\$ (35,187)	(3.63%)
0002 Risk Management Non-Departmental	12,293,559	14,540,359	14,223,362	(316,997)	(2.18%)
TOTAL -- RISK MANAGEMENT FUND	\$ 13,064,124	\$ 15,508,521	\$ 15,156,337	\$ (352,184)	(2.27%)
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,537,248	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,537,248	\$ -	\$ -	\$ -	N/A
DUBSDREAD GOLF COURSE #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,154,989	\$ 2,300,829	\$ 2,150,243	\$ (150,586)	(6.54%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,154,989	\$ 2,300,829	\$ 2,150,243	\$ (150,586)	(6.54%)
DUBSDREAD RENEWAL & REPLACEMENT #0016					
Dubsdread Golf Course (DUB)					
0003 Dubsdread Renewal & Replacement	\$ 280,576	\$ 377,457	\$ 465,794	\$ 88,337	23.40%
TOTAL -- DUBSDREAD R & R FUND	\$ 280,576	\$ 377,457	\$ 465,794	\$ 88,337	23.40%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 90,802,150	\$ 85,783,633	\$ 92,103,822	\$ 6,320,189	7.37%



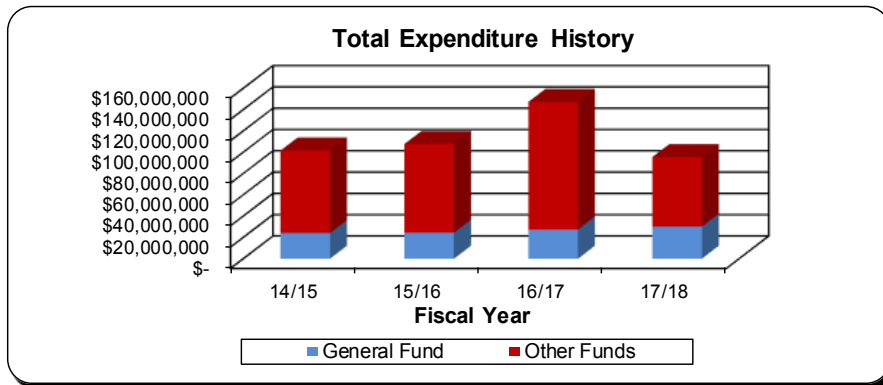
BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2015/16	2016/17	2017/18	Change	% Change
	Actual Expenditures	Revised Budget	Adopted Budget	Revised to Adopted	
Salaries and Wages	\$ 13,311,741	\$ 15,858,925	\$ 16,517,663	\$ 658,738	4.15%
Benefits	7,725,918	8,962,048	9,471,200	509,152	5.68%
Supplies	10,878,557	9,182,165	8,456,446	(725,719)	(7.90%)
Contractual Services	15,799,383	16,234,795	18,525,901	2,291,106	14.11%
Utilities	2,670,995	1,533,097	1,616,890	83,793	5.47%
Travel	85,802	155,756	167,997	12,241	7.86%
Fleet and Facility Charges	1,366,043	770,814	901,657	130,843	16.97%
Capital Outlay	21,367,451	11,666,962	14,587,703	2,920,741	25.03%
Other Operating Expenses	14,709,400	19,983,718	21,040,583	1,056,865	5.29%
Transfer Out	2,886,861	1,435,353	817,782	(617,571)	(43.03%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 90,802,150	\$ 85,783,633	\$ 92,103,822	\$ 6,320,189	7.37%

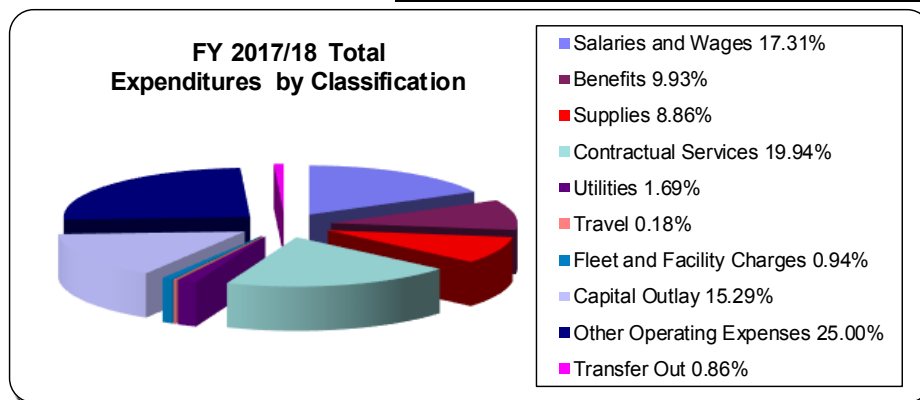


BUSINESS AND FINANCIAL SERVICES

	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
ENERGY INITIATIVE CONTRUCTION BOND FUND #3032					
Projects and Grants	\$ 5,084,763	\$ 10,650,921	\$ -	\$(10,650,921)	(100.00%)
TOTAL -- ENERGY INITIATIVE CONTRUCTION BOND FUND	\$ 5,084,763	\$ 10,650,921	\$ -	\$(10,650,921)	(100.00%)
Projects and Grants Other Funds	\$ 11,750,333	\$ 50,775,052	\$ 3,310,000	\$(47,465,052)	(93.48%)
TOTAL -- PROJECTS AND GRANTS	\$ 16,835,096	\$ 61,425,973	\$ 3,310,000	\$(58,115,973)	(94.61%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 107,637,247	\$ 147,209,606	\$ 95,413,822	\$(51,795,784)	(35.19%)



Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 13,311,741	\$ 15,858,925	\$ 16,517,663	\$ 658,738	4.15%
Benefits	7,725,918	8,962,048	9,471,200	509,152	5.68%
Supplies	10,968,464	9,885,979	8,456,446	(1,429,533)	(14.46%)
Contractual Services	23,171,214	26,001,507	19,025,901	(6,975,606)	(26.83%)
Utilities	2,682,677	1,521,415	1,616,890	95,475	6.28%
Travel	87,147	229,411	167,997	(61,414)	(26.77%)
Fleet and Facility Charges	6,247,906	7,958,556	901,657	(7,056,899)	(88.67%)
Capital Outlay	24,441,204	42,099,085	14,587,703	(27,511,382)	(65.35%)
Other Operating Expenses	15,114,115	33,257,327	23,850,583	(9,406,744)	(28.28%)
Transfer Out	3,886,861	1,435,353	817,782	(617,571)	(43.03%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 107,637,247	\$ 147,209,606	\$ 95,413,822	\$(51,795,784)	(35.19%)



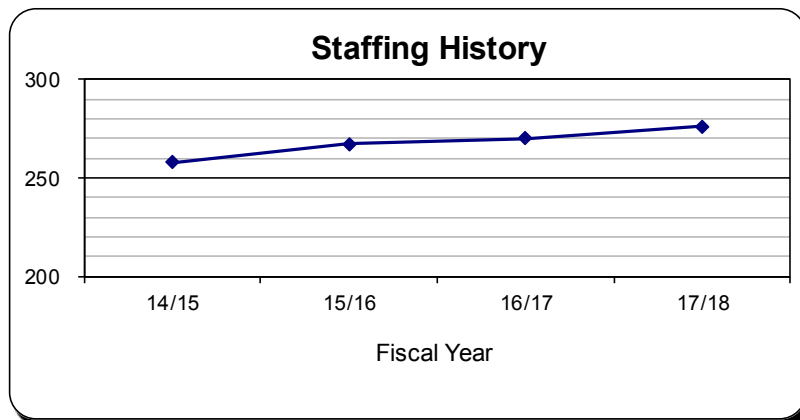
BUSINESS AND FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
Accounting and Control Division (ACL)			
0001 Financial Reporting	9	9	9
0002 Accounting Operations	16	16	16
0003 City Grants Management	2	2	2
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
Procurement & Contracts Division (PUR)			
0001 Purchasing	15	15	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
Information Technology Division (TMD)			
0001 Chief Information Officer	15	15	15
0002 Strategic Support	31	29	34
0003 Computer Operations	15	16	16
0004 Network Support	11	11	11
0005 Systems Support and Development	17	18	18
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	160	160	166
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	49	49	49
TOTAL -- FACILITIES MANAGEMENT FUND	49	49	49
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	4	6	6
0003 Fleet Management Maintenance	36	36	36
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	47	49	49

BUSINESS AND FINANCIAL SERVICES

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>RISK MANAGEMENT FUND #5015</u>			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT FUND	10	10	10
<u>PENSION PARTICIPANT SERVICES FUND #0018</u>			
Treasury Division (PEN)			
0009 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
<u>FIRE PENSION FUND #6501</u>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS & FINANCIAL SERVICES	268	270	276



BUSINESS AND FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

Chief Financial Officer section consists of the Chief Financial Officer, Deputy Chief Financial Officers, Workday Administration and associated support staff. This section provides financial guidance to the Mayor and City Council as well as overseeing all financial operations of the City.

Major Accomplishments

- Worked with the Mayor and City Council to develop and implement a plan to return the City to a structurally balanced budget.
- Maintained existing high-quality credit ratings through sound financial management practices.
- Continued review of additional functionality available in semi-annual updates for the Workday financial system to ensure that City leadership is provided with the most accurate, relevant information for decision making.
- Provided extensive ongoing financial guidance and direction for the Community Venues projects.
- Developed a financing plan for new neighborhood projects affecting recreation and neighborhood centers, fire stations, bike paths and more.
- Provided critical business support that helped City departments provide high quality public services to our residents.

Future Goals and Objectives

Short Term

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Help develop the operational and financial plan to combat homelessness through housing opportunities and partnership with local agencies.
- Develop a new mechanism to fund real estate acquisition and associated costs as well as a means to receive revenue from sales of real estate.

Medium Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year.
- Produce a programmatic roadmap and testing plan to address the continued updates from Workday.
- Support the Procurement and Contracts Division during implementation of Inventory and the Office of Management Budget during implementation of Planning within the Workday system.

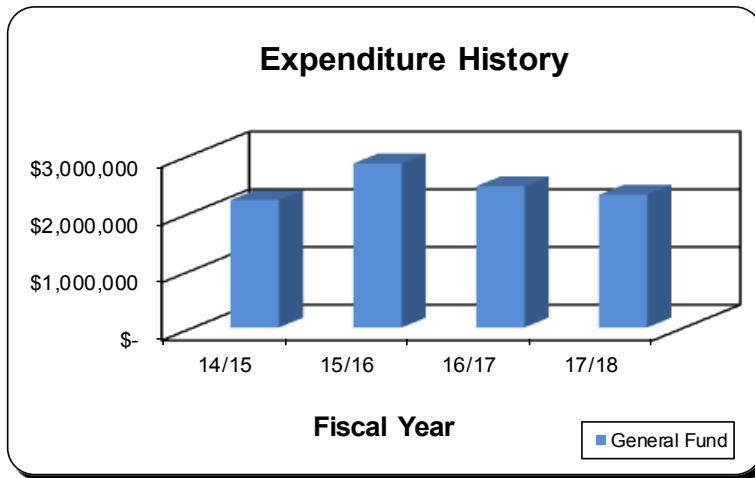
Long Term

- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, LYNX, Central Florida Expressway Authority and the Greater Orlando Aviation Authority.
- Work in partnership with Economic Development on formulating economic incentive agreements to attract businesses to the City of Orlando.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer					
0001 Chief Financial Officer	\$ 873,740	\$ 1,155,840	\$ 1,068,714	\$ (87,126)	(7.54%)
0002 Nondepartmental - CFO	1,497,961	682,352	617,378	(64,974)	(9.52%)
0003 Workday Administration	470,033	607,874	614,236	6,362	1.05%
TOTAL -- GENERAL FUND	\$ 2,841,734	\$ 2,446,066	\$ 2,300,328	\$ (145,738)	(5.96%)
TOTAL - CHIEF FINANCIAL OFFICER	\$ 2,841,734	\$ 2,446,066	\$ 2,300,328	\$ (145,738)	(5.96%)



STAFFING HISTORY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS AND FINANCIAL SERVICES

Accounting and Control Division

Overview of Services/Programs

Accounting and Control is responsible for the receipt and disbursement of all City funds, payroll processing, financial reporting and grants oversight and monitoring, all of which are performed in accordance with government mandates. Accounting and Control prepares and publishes annual financial reports for the City that includes its financial operations, grants, pension, other postretirement benefits and debt disclosures.

Major Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting, a peer review of our annual report, from the Government Finance Officers Association for our fiscal year ended September 30, 2016 Comprehensive Annual Financial Report (CAFR).
- Satisfactorily implemented in our fiscal year ended September 30, 2016 CAFR the following requirements issued by the Government Accounting Standards Board (GASB):
 - GASB Statement 72 – “Fair Value Measurement and Application,” GASB 72 requires the City to use valuation techniques which are appropriate under the circumstances and are either a market approach, a cost approach or income approach.
 - GASB Statement 73 – “Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 86, and Amendments to Certain Provisions of GASB Statements 67 and 68” was issued to improve the usefulness of information about pensions included in the general purpose external financial reports of state and local governments for making decisions and assessing accountability. Note disclosure and required supplementary information requirements about pensions also are addressed.
 - GASB Statement 76 – “The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments” was issued to simplify the structure of the hierarchy of Generally Accepted Accounting Principles (GAAP).
 - GASB Statement 79 – “Certain External Investment Pools and Pool Participants” was issued to establish criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes.
- Successful installation, testing and go live for Revenue Collection-General Cashier and OPD Records department’s Infor Cashiering system.
- Successful installation of credit card terminals and training for OPD Records to accept an additional form of payment. submitted
- Successful transition of the LIUNA weekly pay schedule to a bi-weekly pay schedule.

Future Goals and Objectives

Short Term

- Continue to receive the Certificate of Achievement for Excellent in Financial Reporting from the Government Finance Officers Association.

BUSINESS AND FINANCIAL SERVICES

Medium Term

- Will monitor new GASB pronouncements for any impact on the City's accounting or financial reporting including:
 - The impact of GASB Statement 74 –“Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” on the City's financial reporting and disclosures.
 - The impact of GASB Statement 77 – “Tax Abatement Disclosures” on the City's financial reporting and disclosures.
 - The impact of GASB Statement 78 - “Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans” on the City's financial reporting and disclosures.
 - The impact of GASB Statement 80 – “Blending Requirements for Certain Component Units – an amendment of GASB Statement No. 14” on the City's financial reporting and disclosures.
 - The impact of GASB Statement 82 – “Pension Issues - An Amendment of GASB Statements No. 67, No. 68 and No. 73” on the City's financial reporting and disclosures.
- Eliminate the check processing and move toward the purchasing card for payments to suppliers.
- Increase the purchasing card threshold from \$1,000 to \$5,000 in order to be in sync with Purchasing's new requisition guidelines.
- Obtain approval for a new Cash Handling Policy.
- Implement individual department Cash Handling directives.
- Implement a Card Not Present policy.
- Implement A/R city wide directives.
- Implement Kronos training for new users and provide ongoing and continuous training for current users.

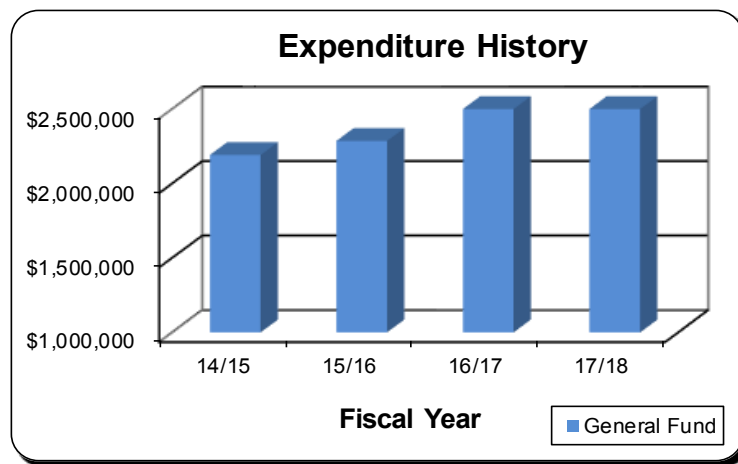
Long Term

- Implement new features of the City's Time keeping system including time off request and managers notifications.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Accounting and Control Division					
0001 Financial Reporting	\$ 815,235	\$ 979,558	\$ 1,021,024	\$ 41,466	4.23%
0002 Accounting Operations	1,195,882	1,370,664	1,400,007	29,343	2.14%
0003 City Grants Management	275,023	383,156	388,545	5,389	1.41%
TOTAL -- GENERAL FUND	\$ 2,286,140	\$ 2,733,378	\$ 2,809,576	\$ 70,809	2.79%
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 2,286,140	\$ 2,733,378	\$ 2,809,576	\$ 70,809	2.79%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division			
0001 Financial Reporting	9	9	9
0002 Accounting Operations	16	16	16
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	27	27	27
TOTAL - ACCOUNTING & CONTROL DIVISION	27	27	27

BUSINESS AND FINANCIAL SERVICES

Facilities Management Division

Overview of Services/Programs

As a service support Division in the Office of Business and Financial Services, Facilities Management maintains the City's building asset inventory supporting uses that include Fire & Police, governmental operations, parks and recreation, public use facilities, various leased properties for City and Public use and the water reclamation infra-structure including Conserve One located south of the Orlando International Airport, Conserve Two on LB McCloud, Iron Bridge in Seminole County and the final water reclamation outfall located in Christmas, FL.

These facilities include seventeen City Fire Stations, the Police Department Headquarters & satellite offices, City Hall and various governmental administration/operation facilities, recreational and senior centers, museums, venues, parking garages, park structures, playgrounds, feature/functional fountains, ancillary infra-structure support structures including all water reclamation complexes throughout the one hundred and six square miles of Orlando. Our Clients are City employees, citizens, tenants and the visiting public.

Facilities Management provides inspection, general maintenance & repair, renovation, ongoing preventive/predictive maintenance in the areas of plumbing, air conditioning and heating systems, energy and building automation systems, electrical systems and emergency generators, building envelope, roof systems (including vegetated), photovoltaic and solar thermal water heating systems, rainwater harvesting collection and conveyance systems, City's proprietary keyway system, security x-ray equipment, security camera and proximity card systems, storm water collection and conveyance systems, seawalls and dock structures, elevators, driveways and sidewalks, park structures and playgrounds and a wide variety of feature and functional fountains.

Facilities Management manages the capital renewal/replacement of facility equipment and systems, facility strategic master planning identifies and implements energy conservation projects, energy savings programs, LEED & Sustainability leadership, keeps all building drawings, operational documents and warranties, a uniform and documented procedure for the inventory, management, issuance and return of all keys for all City buildings.

Facilities Management also manages a variety of Life Safety Programs like Indoor Air Quality Monitoring and Remediation, Fire Suppression and Alarm systems, Security systems and Alarms, Automated External Defibrillator program and Pest Control/Structure Termite Bond program.

Major Accomplishments

- Completed 8,669 work requests.
- Responded to 43 graffiti requests.
- Orlando Operations Center renovation upgrades (99% complete).
- Recreation Center Gym Floor Resurfacing 100% complete.
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 55 facilities (50% complete).
- Installed water meters on city pools and reduced city sewer bill.

BUSINESS AND FINANCIAL SERVICES

Future Goals and Objectives

Short Term

- Continue efforts reviewing preventive maintenance programs shifting Division resources to meet increased service effectiveness and efficiency

Medium Term

- Upgrade to web-based ARCHIBUS (Pending further deployment 50% complete).
- On boarding of Enterprise level resource management system, LUCID BuildingOS. Allowing the City to understand the total 'cost of ownership' of each facility, including utility and manpower expenditures.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Computer Aided Facilities Management (CAFM). (Pending resources)
- Construction of new CNG facilities to support Fleet and Greenworks Program. Construction of Aeroclave Facility for decontamination of first responder vehicles for City and other first responder entities.

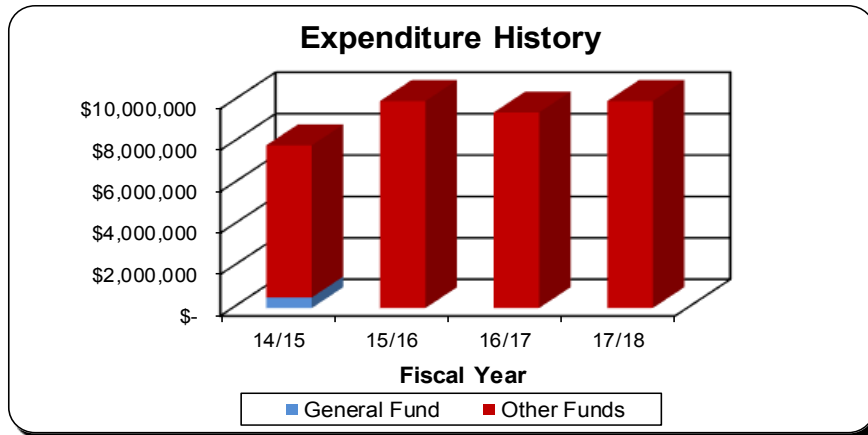
Long Term

- Continue to verify and load several thousand meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Complete \$20.5 million worth of Energy Efficiency upgrades across Citywide portfolio of 55 buildings including City Hall. Return on Investment will be upwards of \$2.4 million annually.
- Formalize Facility Condition Assessment (FCA) process to perform FCA on all occupied facilities.
- Digitizing facilities collection of blue prints and operations and maintenance manuals.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FACILITIES MANAGEMENT FUND #5001					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 13,831,070	\$ 9,307,803	\$ 11,347,574	\$ 2,039,771	21.91%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 13,831,070	\$ 9,307,803	\$ 11,347,574	\$ 2,039,771	21.91%
REVOLVING & RENEWABLE ENERGY FUND #3005					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 462	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- R & R ENERGY FUND	\$ 462	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 13,831,532	\$ 9,447,145	\$ 11,486,916	\$ 2,039,771	\$ 0



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	49	49	49
TOTAL -- FACILITIES MANAGEMENT FUND	49	49	49
TOTAL -- FACILITIES MANAGEMENT DIVISION	49	49	49

BUSINESS AND FINANCIAL SERVICES

Management and Budget Division

Overview of Services/Programs

The **Management and Budget Division** guides the formulation, implementation, supervision and evaluation of the City's annual budget in concurrence with Florida Statutes. This includes supporting City departments in their budget preparation and use of related financial systems. In conjunction with the annual budgeting process. The division also coordinates the five-year Capital Improvement Program. A ten-year General Fund projection is maintained to aid in long-term planning. The division regularly reviews revenues and expenditures as compared to budget to keep city leadership and the public apprised of budget performance, and facilitate the proactive resolution of any variances. These reviews are presented to City Council and posted on the City's website.

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award, a peer review of our budget document, for the thirteenth consecutive year.
- Recommended and implemented updates to the City Policy and Procedures governing budget amendments resulting in greater attention on significant budget revisions and quicker review of all changes.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including the monthly financial report which details General and Enterprise Fund information.

Future Goals and Objectives

Short Term

- Division Manager to serve as a Functional Lead on the City-wide human resource, payroll and financial system. Specific goals will be expanding the use of system-calculated salary and benefit budgets, revisions to reports used for monthly financial reports and preparation for new budgeting functionality due in 2018.
- Continue to comply with state Truth-in-Millage requirements regarding local government accountability and the requirement to post budget information to the City's official website.
- Expand our coordination with Departments by reviewing all year-end budget amendments and focusing on their impact Citywide.

Medium Term

- As economic conditions improve, continue to analyze all funds, including the General Fund, to minimize structural budget imbalances throughout the city.
- Evaluate the need for changes to the City's Fund Structure for areas like City Planning and Permitting.
- Work with the leadership of all Internal Service Funds to ensure each fund is balancing the need to recover their costs with charging reasonable rates to City departments.
- As new staff are brought on board and others transition to different roles, strive to cross-train the division's staff and standardize practices to aid in succession planning.

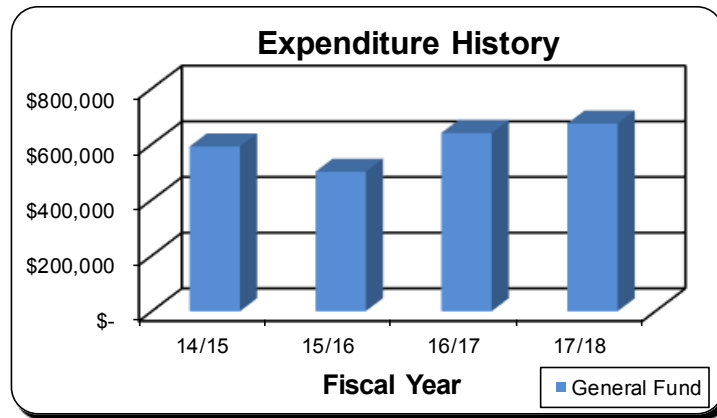
Long Term

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program. Strive to improve the budget document by responding to reviewer's comments and performing additional research. All staff will become reviewers for the program to garner additional ideas.
- Enhance and improve financial information prepared for Elected and Appointed Officials, the Audit Board, Advisory Boards and City residents.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Management and Budget Division					
0001 Management and Budget	\$ 501,184	\$ 640,481	\$ 674,010	\$ 33,529	5.23%
TOTAL -- GENERAL FUND	\$ 501,184	\$ 640,481	\$ 674,010	\$ 33,529	5.23%
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 501,184	\$ 640,481	\$ 674,010	\$ 33,529	5.23%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL - MANAGEMENT & BUDGET DIVISION	7	7	7

BUSINESS AND FINANCIAL SERVICES

Procurement and Contracts Division

Overview of Services/Program

The **Procurement and Contracts Division** (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction and professional services required by the City. Utilizing sound business processes, the Division manages in excess of 650 active contracts valued at approximately \$700 million. Procurement strives to support environmental preferable purchasing, procure goods and services at the best value and maximize competitive procurements and contracts with professionalism, integrity, fairness, and community inclusion. The Division is responsible for the accountability/control, transfer, and disposal of the City's capital assets through the Asset Management Program and the operation of City Stores in support of City-wide departments. The Division makes every effort to provide excellent customer service through technological advancements, improved business processes and planned outreach programs.

Major Accomplishments

- Procurement Methodology – A new procurement method, Invitation to Negotiate (ITN), was implemented to allow selection of a supplier based on Best Value, primarily used for technology and complex procurements. During the past year, the first ITN was issued and administered for a new Computer Aided Dispatch 911 System.
- Supplier Diversity, Training and Outreach – Facilitated multiple supplier outreach workshops including “How to Do Business with the City of Orlando” with a specific audience of IT firms, NIGP Annual Reverse Trade Show, UCF Matchmaking Event and others.
- Professional Development – 83% of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting
- Supply Management - City Stores continues to update the Online Shopping catalog and Green Seal items have been identified in the catalog for easy access and support the green initiative.

Future Outlook

Short Term

- Contract Management – Update the Contract Management System to provide for a new user interface and improved efficiencies.
- Process Improvement – Continue to identify opportunities to streamline business processes and add value. Directives are continually being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Outreach Programs – Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, and to promote utilization of M/WBE and VBE supplier diversity and local community based suppliers.
- Implement on-line bidding for formal solicitations and potentially automate insurance certificate tracking to improve efficiencies and to simplify the process for doing business with the City.

Medium Term

- In cooperation with Accounting and Information Technology, continue to evaluate enhancements needed in the existing ERP system to improve the processing efficiencies, timeliness and accuracy of procure-to-pay transactions.

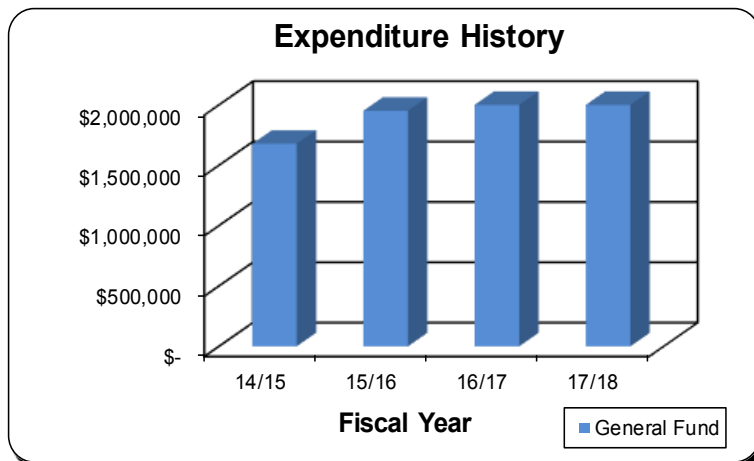
Long Term

- Strategic Sourcing – Collect and analyze spend data to identify strategic sourcing opportunities to achieve documented savings.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Purchasing and Materials Management Division (PUR)					
0001 Purchasing	\$ 1,403,918	\$ 1,489,922	\$ 1,621,523	\$ 131,601	8.83%
0002 Asset Management	225,713	267,358	275,996	8,638	3.23%
0003 City Stores	294,106	300,346	317,739	17,393	5.79%
0004 Non Dept.-Purchasing Auctions	27,627	41,500	41,500	-	0.00%
TOTAL -- GENERAL FUND	\$ 1,951,365	\$ 2,099,126	\$ 2,256,758	\$ 157,632	7.51%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	1,537,248	-	-	-	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,537,248	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 3,488,613	\$ 2,099,126	\$ 2,256,758	\$ 157,632	7.51%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	15	15	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	21	21	22
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	21	21	22

BUSINESS AND FINANCIAL SERVICES

Real Estate Management Division

Overview of Services/Programs

The **Real Estate Management Division** acquires real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and return properties to the tax roll; markets and leases City owned property to generate revenue; coordinates appraisals, title work, environmental studies and surveys for city real estate projects; manages Orlando City Hall including security, vending, postal and maintenance; as well as other City owned property.

Major Accomplishments

- Completed acquisition of 6 blighted apartment complexes on Orange Center Blvd from First One Hundred, Inc and disposition of Nichols Apartments for affordable housing development; Completed donation and maintenance agreement for Lake Notasulga; Completed disposition of land in Creative Village for UCF/Valencia DT Campus; Secured easements for Central Blvd streetscape.
- Coordinated termination of lease agreement and move out of old OPD headquarters; Completed Canteen Vending Agreement for new OPH break room, Completed construction of OPD horse barn at Herndon, Completed property exchange with GOAA for property at OIA and OEA for OPD and OFD facilities.
- Completed renovation of 3 City Hall floors and assisted Facilities with City Hall roof replacement and elevator updates.
- Audited TRIM notices for all City owned property; Maintained 100% occupancy of all City-owned properties available for rent; Completed numerous new leases, renewals, amendments, facility use agreements and other agreements and leasing of retail spaces in parking garages.

Future Goals and Objectives

Short Term Goals

- Complete property exchange agreements with Orange County Public Schools for Lake Como and Audubon Elementary Schools; Complete disposition of Parcels J, N, and U in Creative Village for development; Market vacant Peppertree Shores and Peppertree Circle sites for future development; Finalize purchase contract and developer agreement for disposition of Parramore Redevelopment parcels and Mercy Drive apartment complexes.
- Assist Housing Department and CRA with solicitation, disposition and development process for infill housing in Parramore; Dispose of NSP properties; Begin marketing 124 acres at McCoy Annex/Southport for residential/mixed use development.
- Continue to acquire, dispose, and/or exchange land and easements for projects including expansion of Court Street trash compactor and other Public Works and Transportation projects; Acquire property for expansion of South pond; Coordinate efforts with FDEP for environmental monitoring on various City sites.
- Continue renovations to Orlando City Hall including energy efficiency upgrades for lighting, HVAC and elevators in conjunction with the 5 year plan; Complete construction of warehouse building at Herndon and facilitate relocation of Records Management, Permitting and Code Enforcement to new warehouse facility.

Medium Goals

- Maintain an occupancy rate on City property available for lease at 80% or above; Modify current cell tower agreements to allow upgrades and lease additional space on existing cell towers to increase revenues.
- Identify property for lease or sale for a permanent OPD substation in southeast sector; Identify property for relocation of OFD stations and Downtown Arts District; Identify property and relocate Downtown Tennis Center and Pottery Studio.

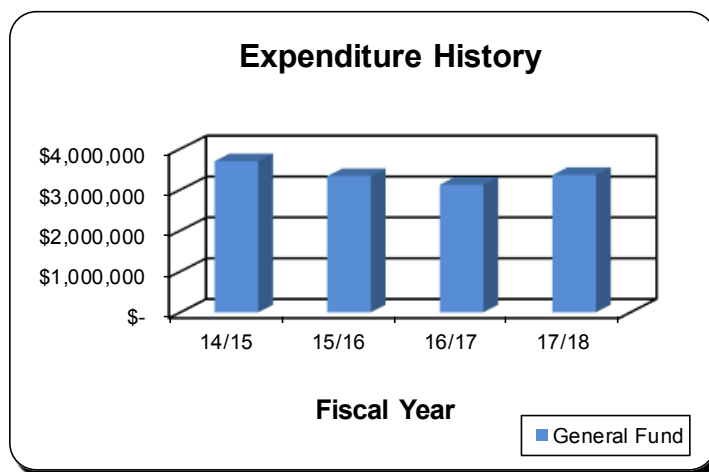
Long Term Goals

- Identify, market and dispose of surplus property in a manner that furthers the City's strategic objectives; evaluate the long term needs and appropriate rental payments for property the City leases from others.
- Continue to purchase property for extension of Pres Barack Obama Pkwy (Mission Rd), Terry Avenue and Hazeltine Rd projects; Acquire property for future Fire Station sites in southeast sector.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 674,578	\$ 516,793	\$ 699,861	\$ 183,068	35.42%
0002 City Hall Maintenance	2,661,691	2,611,434	2,665,579	54,145	2.07%
TOTAL -- GENERAL FUND	\$ 3,336,270	\$ 3,128,227	\$ 3,365,440	\$ 237,213	7.58%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 3,336,270	\$ 3,128,227	\$ 3,365,440	\$ 237,213	7.58%



STAFFING HISTORY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS AND FINANCIAL SERVICES

Information Technology Division

Overview of Services/Programs

The **Information Technology** leads strategic planning of information/communications technology by aligning City-wide information technology (IT) planning, policies, procedures, personnel and budgeting with the strategic direction of the Chief Information Officer. Functional areas consist of information system design and architecture, infrastructure management, software systems and applications, systems security, systems integration and development, geographic information systems and IT project and portfolio management.

Major Accomplishments

- Completed the City's first Invitation to Negotiate solicitation process (Police and Fire Computer Aided Dispatch)
- Economic Development Information System (EDIS) Phase I/II
- Information technology support for new facilities, OPD Head Quarters, OPD Stables, and Fire Station 2
- Information technology security improvement and tooling projects
- Information technology Strategy and Architecture tooling projects
- Enterprise Video Conferencing solution deployment
- Stabilization and redesign of Orlando Police surveillance camera system (IRIS)
- Departmental system deployments and upgrades

Future Goals and Objectives

Short Term

- Complete Police body cameras deployment
- Systems, Network, and Application enterprise Logging system
- OPD departmental projects to include MCT mobile replacement
- Compliance, strategy, and security projects
- Complete EDIS Project
- Information Technology Service Management System (phase I)
- Cloud storage and backup services
- Departmental systems upgrade

Medium Term

- Microsoft OS upgrades and Office 365 Pro Plus deployment
- Enterprise GIS environment upgrades
- Digital City services to residents
- Complete Fire CAD/Mobile and AVL deployment
- Data warehouse implementation – Phase I

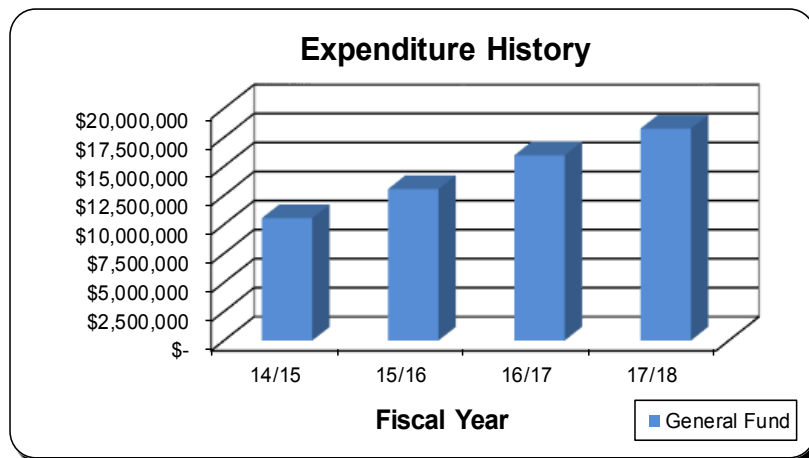
Long Term

- Complete Police and Fire Computer Aided Dispatch system
- Initiate the procurement process for an Enterprise Document Management System
- City Building Access Control systems hardware upgrade
- Smart City Strategy implementation

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 1,153,888	\$ 1,804,621	\$ 1,854,627	\$ 50,006	2.77%
0002 Strategic Support	2,348,124	3,191,755	3,468,472	276,717	8.67%
0003 Computer Operations	1,099,024	1,175,841	1,553,550	377,709	32.12%
0004 Network Support	1,087,026	1,294,572	1,246,681	(47,891)	(3.70)%
0005 Systems Support and Development	1,546,773	1,870,019	2,071,462	201,443	10.77%
0006 IT Service and Repair	22,762	95,000	95,000	-	0.00%
0007 Information Technology Contracts	5,795,208	6,524,058	7,964,749	1,440,691	22.08%
TOTAL -- GENERAL FUND	\$ 13,052,805	\$ 15,955,866	\$ 18,254,541	\$ 2,298,675	14.41%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 13,052,805	\$ 15,955,866	\$ 18,254,541	\$ 2,298,675	14.41%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Information Technology Division (TMD)			
0001 Chief Information Officer	15	15	15
0002 Strategic Support	31	29	34
0003 Computer Operations	15	16	16
0004 Network Support	11	11	11
0005 Systems Support and Development	17	18	18
TOTAL -- GENERAL FUND	89	89	94
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	89	89	94

BUSINESS AND FINANCIAL SERVICES

Treasury Management Division

Overview of Services/Programs

The **Treasury Management Division (Treasury)** functions includes: Investment Management, Debt Management & Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management & Capital Investment manages a diversified debt portfolio to efficiently address the City's capital funding needs and works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration administers the activities for the City's three defined benefit pension plans (Police, Firefighters' and General Employees'), one defined contribution plan (401a), two voluntary deferred compensation plans (457b) and two retiree health savings plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, municipal bond analysts and municipal bond investors.

Major Accomplishments

- Worked with our Community Venues funding partners to evaluate possible alternatives to address the financing challenges presented by the global economic recession and ensuing downturn in Tourist Development Tax collections.
- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.
- Continued to improve and build upon the employee education program to educate employees about the importance of planning for their financial future. Seminars focused on retirement planning and personal financial management.

Future Goals and Objectives

Short Term

- Investor Relations will expand the Investor Relations section on the City's website to provide useful information regarding the City's debt programs for investors of City bonds as well as for those analyzing the City's debt position.
- Investment Management will analyze opportunities to enhance the performance of our short-term investments within acceptable risk parameters.

Medium Term

- Pension Administration will seek to expand the educational opportunities that are provided to the employee participants in the City's Defined Contribution Pension Plan (401a) and Deferred Compensation Plan (457) and will continue to improve services to our employees covered by a Defined Benefit Plan.

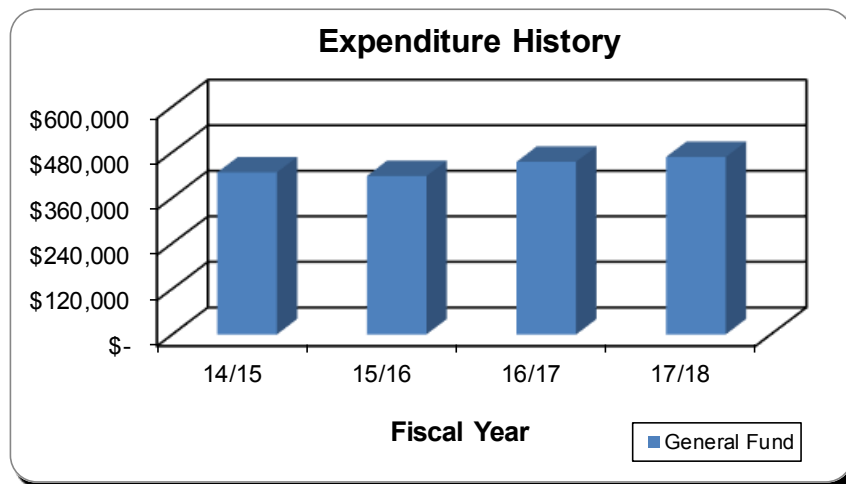
Long Term

- Debt Management and Capital Investment will focus on refunding opportunities and will continue to implement the financing plan for the Community Venues projects and other capital improvements.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 417,397	\$ 454,884	\$ 467,599	\$ 12,715	2.80%
TOTAL -- GENERAL FUND	\$ 417,397	\$ 454,884	\$ 467,599	\$ 12,715	2.80%
TOTAL -- TREASURY DIVISION	\$ 417,397	\$ 454,884	\$ 467,599	\$ 12,715	2.80%



STAFFING HISTORY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	3	3	3
PENSION PARTICIPANT SERVICES FUND #0018			
0009 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS AND FINANCIAL SERVICES

Fleet Management Division

Overview of Services/Programs

The **Fleet Management Division** assist the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs over 2,000 Fleet assets to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- The enhancement of the Preventive Maintenance (PM) scheduling was improved with the introduction of a world class Oil and Coolant analyzer. This analyzer has the reduced PM costs even further, controlling vehicle downtime, and maximizing shop resources.
- Facilitated acquisition of a vehicle key cutting and programming machine eliminating the minimum 2 day turnaround when utilizing vendors.
- Continue to work closely with purchasing through the parts room to maximum the inventory dollars by advising them of changes in order to delete obsolete inventory or add suggested parts as new equipment inventory is added. Increased productivity and reduced outsourcing is a result of the number of Fleet assets repaired. There were 2,233 Fleet assets repaired an increase of 22.49% from previous year's 1,823 Fleet assets repaired. The number of Work Orders generated, 10,963 is an increase of 9.63% from previous year's 10,000 work orders generated, equaling 378 work orders per technician.
- The "Green Fleet Purchasing" policy supports the Mayor's commitment to transform Orlando into a leading "Florida Green City." All new light trucks, sports utility vehicles and automobiles purchased are Flex fuel, hybrid, Plug-in Hybrid or all electric, and all new Heavy trucks have the latest in engine and exhaust technology to meet all Federal EPA standards and utilize Biodiesel fuel and Compressed Natural Gas (CNG).
- Fleet has been nominated as one of the Top Ten; Light & Medium Duty Efficient Fleets at the Fleet Technology Expo awards (Formerly the Government Fleet Magazine's Green Fleet Awards).
- Fleet is selected as one of the Top Ten for 100 Best Government Green Fleet Award.

Future Goal and Objectives

Short Term

- We will strive to provide a 24-hour turn-around time for repairs and increase overall customer satisfaction by maintaining open lines of communication between Fleet and its customers to determine their needs and servicing them through an aggressive fleet maintenance program.

Medium Term

- Fleet will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics.

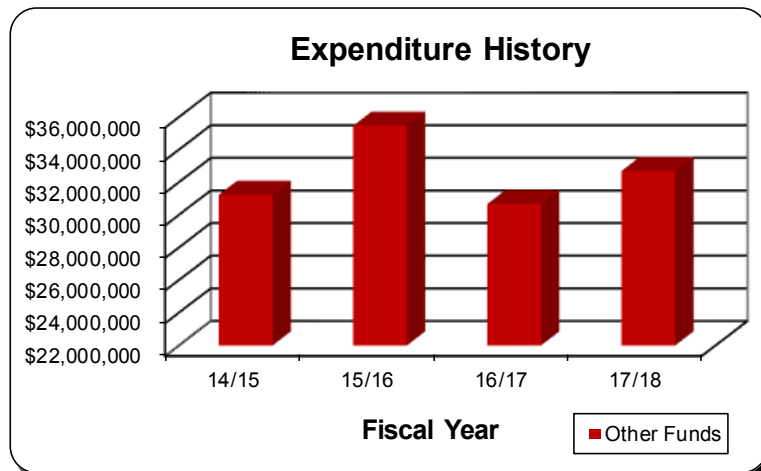
Long Term

- Fleet Management will continue to look for alternative fuels such as new sources for bio fuels, hydrogen fuel cells, hydraulic drives, hybrids, and electric vehicles.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Admin.	\$ 1,057,853	\$ 1,185,254	\$ 1,076,724	\$ (108,530)	(9.16%)
0003 Fleet Management Maintenance	16,186,837	15,952,211	16,483,381	531,170	3.33%
0004 Fleet Parts	796,117	461,055	489,212	28,157	6.11%
0002 Fleet Management Non Dept.	1,127,177	1,491,540	1,324,669	(166,871)	(11.19%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 19,167,985	\$ 19,090,060	\$ 19,373,986	\$ 283,926	1.49%
FLEET REPLACEMENT FUND #512					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 16,307,838	\$ 11,594,838	\$ 13,336,011	\$ 1,741,173	15.02%
TOTAL -- FLEET REPLACEMENT FUND	\$ 16,307,838	\$ 11,594,838	\$ 13,336,011	\$ 1,741,173	15.02%
TOTAL -- FLEET MANAGEMENT DIVISION	\$ 35,475,822	\$ 30,684,898	\$ 32,709,997	\$ 2,025,099	6.60%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
FLEET MANAGEMENT FUND #5001			
Fleet Management Division			
0001 Fleet Management Admin.	4	6	6
0003 Fleet Management Maintenance	36	36	36
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	47	49	49
TOTAL -- FLEET MANAGEMENT DIVISION	47	49	49

BUSINESS AND FINANCIAL SERVICES

Risk Management Division

Overview of Services

This Division is responsible for the protection of the City's assets from the risks of accident or fortuitous loss using a combination of loss prevention, self-insurance, and commercial insurance to achieve the most effective protection at the most efficient cost.

The Risk Management Division also administers the City's Workers' Compensation, General Liability, Automobile Liability and Property Claims as well as the City-wide safety programs.

The Risk Management Division is comprised of a staff of seven. The Division Manager, a Claims Supervisor, one Adjuster, one Staff Assistant and three employees in the Safety Section.

Major Accomplishments

- Recovered \$1,322,464 in damages to City property/asset.
- Expanded the use of the DriveCam driver improvement program that has been effective in improving driver safety and reducing claim costs.
- Negotiated renewals of all commercial insurance policies below market conditions.
- Continued to develop and expand in house training resulting in enhanced safety awareness and financial savings. Conducted 375 Safety/Training classes on over 34 different subjects with over 5460 attendees.
- Resolved numerous claims in a fair, equitable, and appropriate manner.
- Reduced the overall administrative costs of claims by significantly reducing the use of third party vendors in favor of internal staff.

Future Goals and Objectives

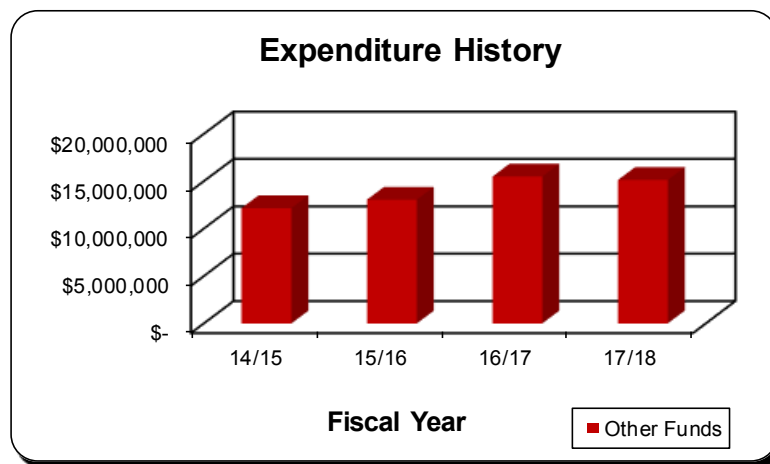
Long Term

- Continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Evaluate all Risk Management programs and processes for opportunities to reduce expenses.
- Increase safety awareness by additional training programs and evaluating incentive programs.
- Evaluate options to reduce external legal expenses.
- Evaluate further expansion of DriveCam driver improvement program to additional City vehicles.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 770,565	\$ 968,162	\$ 932,975	\$ (35,187)	(3.63%)
0002 Risk Management Non-Departmental	12,293,559	14,540,359	14,223,362	(316,997)	(2.18%)
TOTAL -- RISK MANAGEMENT FUND	\$ 13,064,124	\$ 15,508,521	\$ 15,156,337	\$ (352,184)	(2.27%)
TOTAL -- RISK MANAGEMENT DIVISION	\$ 13,064,124	\$ 15,508,521	\$ 15,156,337	\$ (352,184)	(2.27%)



STAFFING HISTORY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10

BUSINESS AND FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924, and features the oldest public layout in the area. This classic course has an abundance of history attached to it. The course was completely rebuilt in 2008 so today's golfers are treated to the same beautiful scenery of the original course, and some of the best conditions including narrow fairways and heavily bunkered greens. A full restaurant and bar, pro shop, lit practice facilities complete the ultimate golfing experience. The course is managed for the City by Billy Casper Golf under a multiyear contract.

Major Accomplishments

- Dubsdread received awards for #1 Public Golf Course by Orlando Magazine, Orlando Business Journal, The Orlando Sentinel and Orlando Weekly. Dubsdread has been recognized for this award through these groups for the past 12 years as the best Public Course in Orlando.
- The club hosted many group outings and large fundraising tournaments throughout the year including The Orange County Special Olympics, Orlando Minority Youth Golf Association (OMYGA), Executive Women's Golf Association, Ladies Links, American Society of Engineers and the World's Largest Golf Outing (benefiting the Fisher House). Dubsdread also continues to host the Annual City of Orlando Golf Championship.
- Dubsdread golf course offers affordable rates for Orlando Residents. The average public golf course is estimated to finish with approximately 34,000 rounds. Dubsdread outperformed the average by more than 27,000 rounds.
- Rebuilt all bunkers, removing and replacing old sand, and redefining edges.

Future Outlook

Short Term

- Continue to operate Dubsdread Golf Course as a self-sustaining financial operation.
- Risk, Safety and ACE Guest Service training of all employees will be completed before new staff members are permitted to begin their new positions.

Medium Term

- Each year we will continue to raise the bar for not only municipal golf courses, but all public golf facilities making Dubsdread the leading standard in municipal and public golf course management, and quality for the citizens and visitors of Orlando.
- Continue modifying player development plans to ensure the golf course leverages new technologies in golf course maintenance and player satisfaction.

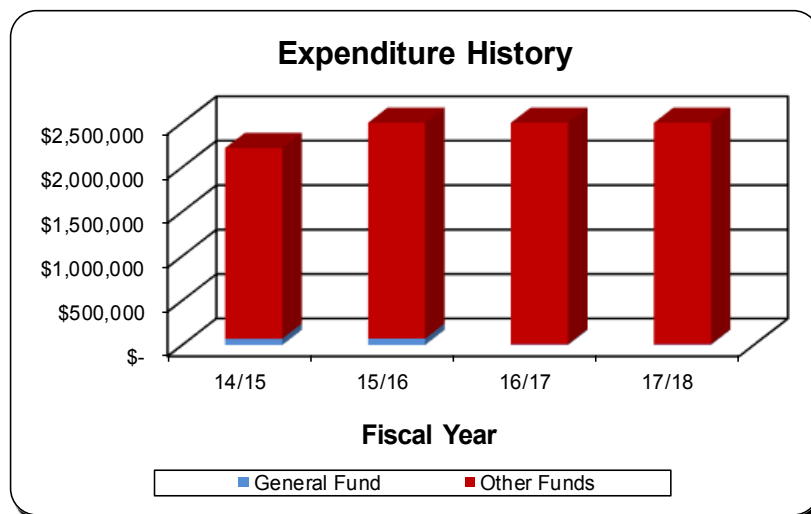
Long Term

- Modify Capital Improvement plans to insure all Risk, Maintenance and Equipment needs are planned in advance allowing the City of Orlando and the Golf Course Management ample time to earn and allocate funds properly.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
0002 Dubsdread Non-departmental	\$ 70,963	\$ 6,755	\$ 6,283	(\$472)	(6.99%)
TOTAL -- GENERAL FUND	\$ 70,963	\$ 6,755	\$ 6,283	(\$472)	(6.99%)
DUBSDREAD GOLF COURSE FUND #0015					
0001 Dubsdread Golf Course	\$ 2,154,989	\$ 2,300,829	\$ 2,150,243	\$ (150,586)	(6.54%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,154,989	\$ 2,300,829	\$ 2,150,243	\$ (150,586)	(6.54%)
DUBSDREAD RENEWAL & REPLACEMENT #0016					
0003 Dubsdread Renewal & Replacement	\$ 280,576	\$ 377,457	\$ 465,794	\$ 88,337	23.40%
TOTAL -- DUBSDREAD R & R FUND	\$ 280,576	\$ 377,457	\$ 465,794	\$ 88,337	23.40%
TOTAL -- DUBSDREAD GOLF COURSE	\$ 2,506,528	\$ 2,685,041	\$ 2,622,320	\$ (62,721)	(6.54%)



BUSINESS AND FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100%	100%	85%

Employee Learning and Growth

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$927.62	\$394.62	\$609.33

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$22.13	\$13.90	\$20.59
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$15.54	\$18.27	\$28.03
Accounting and Control Division	Cost to process one ProCard Transaction	\$3.38	\$4.79	\$3.60
Accounting and Control Division	Cost to process one Payroll Transaction	\$1.64	\$1.58	\$1.88
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.75	\$0.85	\$4.78
Real Estate Management Division	Properties Acquired Within the Established Value	100%	85%	85%
Treasury Management Division	Active Portfolio investment return over the Lehman Aggregate Index	-1.08%	1.15%	0.50%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.33%	-0.26%	0.05%
Treasury Management Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.50%	0.50%	0.50%
Treasury Management Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index	1%	1%	1%
Fleet Management Division	Percentage of outside contractor work	23.57%	18.71%	21.14%
Fleet Management Division	Fleet Division expenditures/vehicle	\$8,435	\$7,752	\$7,752
Office of Business and Financial Services	Office of Business and Financial Services Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-4.3%	+/-5%

BUSINESS AND FINANCIAL SERVICES

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Accounting and Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting and Control Division	Percentage of employee direct deposits to total employee payments	94.87%	95.75%	95.91%
Accounting and Control Division	Average Percentage of Posting Accuracy	99%	99%	99%
Facilities Management Division	Completed scheduled PMs (%)	166.67%	150%	158%
Facilities Management Division	Work requests completed (%)	136%	134.33%	135%
Facilities Management Division	Number of work orders completed per day per trade	1.83	1.85	1.84
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	-3.3%	27%	10%
Information Technology Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	90.37%	99%	95%
Information Technology Division	Percent of virus outbreaks contained/resolved in less than 2 hours	100%	100%	98%
Information Technology Division	Public safety network connectivity uptime percentage	99.98%	99%	99.9%
Information Technology Division	Percentage of GIS data updates completed per published schedule	99.68%	99%	98%
Information Technology Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	99.85%	100%	99%
Information Technology Division	Percent of Technology Management Call Center problem calls resolved in less than 3 days is approaching its Update Date	100%	91%	90%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	17.29%	17%	17%
Fleet Management Division	Number of vehicles/FTE	79	83.26	81.13

Outcome and Mission

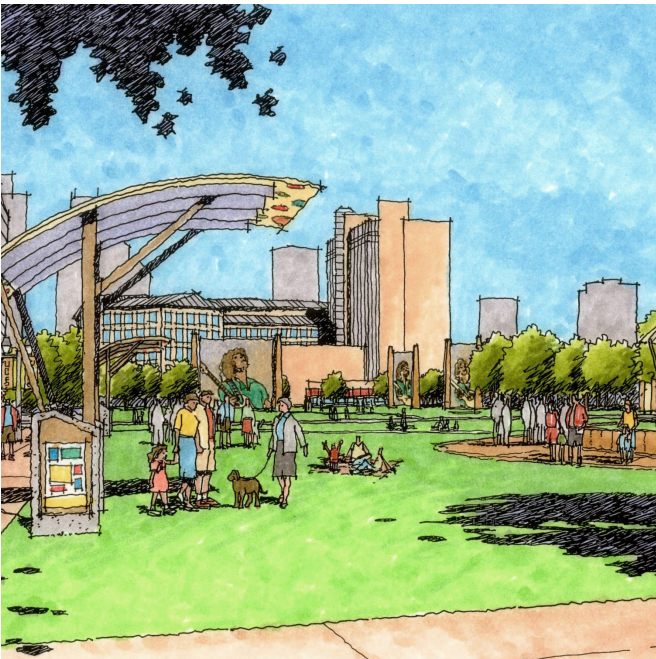
Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.31	3.53	3.00
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	100%	100%	95%
Risk Management Division	Per capita auto liability claims	\$4.10	\$4.84	\$5.11
Risk Management Division	Per capita general liability claims	\$12.16	\$4.75	\$5.00

BUSINESS AND FINANCIAL SERVICES

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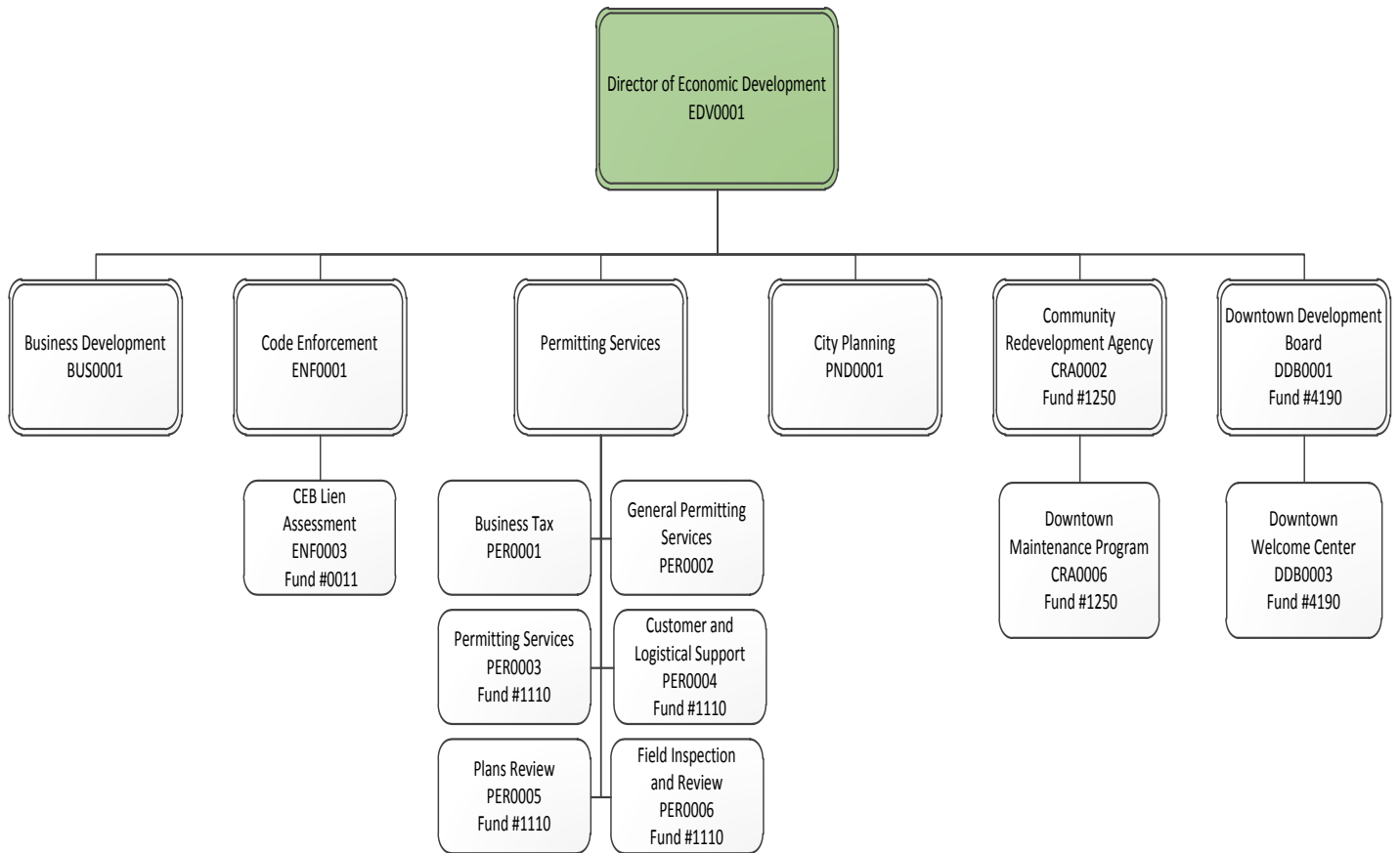
CITY OF
ORLANDO
ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT DEPARTMENT

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ECONOMIC DEVELOPMENT DEPARTMENT



Department Mission Statement

The **Mission of the Economic Development Department** is to stimulate and guide the development of a vibrant, progressive, livable city that nurtures a creative, diverse and balanced economy for Orlando’s citizens, businesses and visitors.

The Economic Development Department is comprised of nearly 200 employees encompassing five City divisions: City Planning, Permitting Services, Code Enforcement, Business Development and Downtown Development Board/Community Redevelopment Agency (DDB/CRA). The Economic Development Department is a prompt, innovative and customer service-oriented team, creating a unified operation that delivers all City of Orlando economic development services.

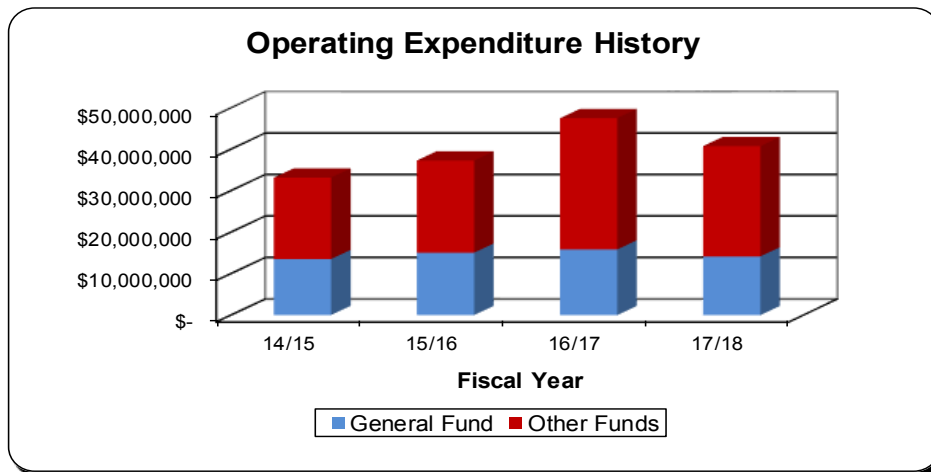
ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

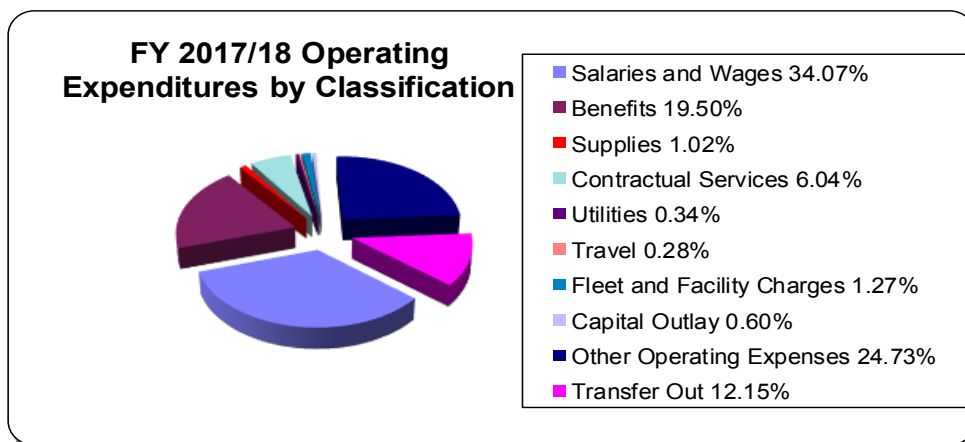
Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 626,633	\$ 803,007	\$ 851,098	\$ 48,091	5.99%
0002 Economic Development Nondepartmental	3,598,684	5,158,388	3,454,389	(1,703,999)	(33.03%)
Business Development Division (BUS)					
0001 Business Development	539,686	632,140	705,657	73,517	11.63%
Permitting Services Division (PER)					
0001 Business Tax	170,945	183,040	195,091	12,051	6.58%
0002 General Permitting Services	1,671,636	2,435,761	2,561,010	125,249	5.14%
Code Enforcement Division (ENF)					
0001 Code Enforcement	3,257,058	3,811,315	3,440,219	(371,096)	(9.74%)
0002 Red Light Camera*	2,588,180	-	-	-	N/A
City Planning Division (PND)					
0001 City Planning	2,564,338	2,797,375	2,918,859	121,484	4.34%
TOTAL -- GENERAL FUND	\$ 15,017,159	\$ 15,821,026	\$ 14,126,323	\$ (1,694,703)	(10.71%)
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 2,481,998	\$ 1,552,078	\$ 486,966	(1,065,112)	(68.62%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 2,481,998	\$ 1,552,078	\$ 486,966	\$ (1,065,112)	(68.62%)
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 3,500,167	\$ 3,810,012	\$ 3,813,935	\$ 3,923	0.10%
0004 Customer Services and Logistical Support	1,675,041	2,355,428	2,483,389	127,961	5.43%
0005 Plans Review	1,360,344	1,985,589	2,182,094	196,505	9.90%
0006 Field Inspection and Review	3,115,745	4,399,228	4,319,901	(79,327)	(1.80%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 9,651,296	\$ 12,550,257	\$ 12,799,319	\$ 249,062	1.98%
DOWNTOWN SOUTH NID FUND #1170					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 70,966	\$ 546,125	\$ 325,153	(220,972)	(40.46%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 70,966	\$ 546,125	\$ 325,153	\$ (220,972)	(40.46%)
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,159,116	\$ 1,428,418	\$ 1,525,576	\$ 97,158	6.80%
0005 Community Redevelopment Agency Nondepartmental	4,908,215	10,652,731	6,124,180	(4,528,551)	(42.51%)
0006 Downtown Maintenance Program	1,215,328	1,686,260	1,749,829	63,569	3.77%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 7,282,659	\$ 13,767,409	\$ 9,399,585	\$ (4,367,824)	(31.73%)
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 664,030	\$ 811,041	\$ 835,005	\$ 23,964	2.95%
0002 Downtown Development Board Nondepartmental	2,067,682	2,407,819	2,640,460	232,641	9.66%
0003 Downtown Welcome Center	7,713	8,220	92,474	84,254	1024.99%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 2,739,425	\$ 3,227,080	\$ 3,567,939	\$ 340,859	10.56%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 37,243,504	\$ 47,463,975	\$ 40,705,285	\$ (6,758,690)	(14.24%)

*The Red Light Camera program moved to the Transportation Department effective FY 2016/17.

ECONOMIC DEVELOPMENT DEPARTMENT



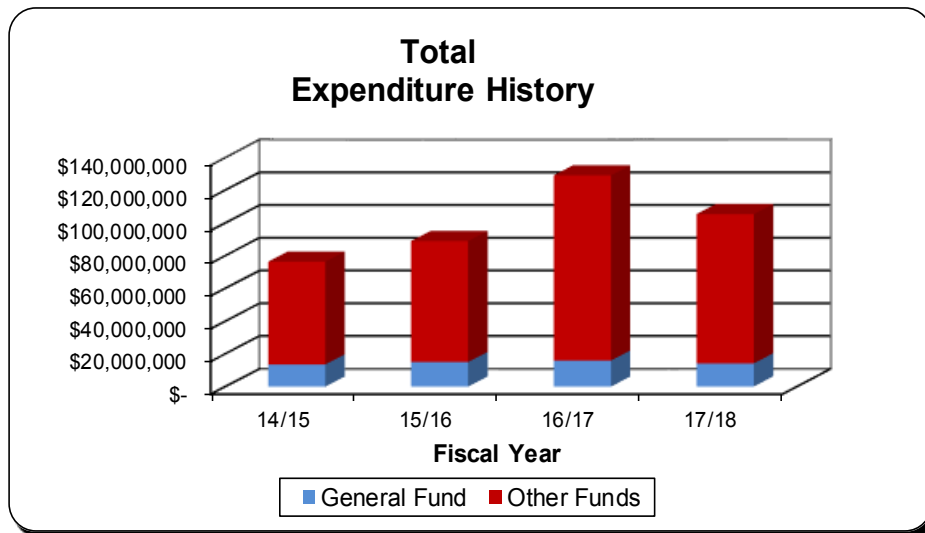
Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 10,450,122	\$ 12,873,988	\$ 13,866,264	\$ 992,276	7.71%
Benefits	5,685,552	7,274,894	7,935,719	660,825	9.08%
Supplies	270,710	383,550	414,001	30,451	7.94%
Contractual Services	2,590,436	3,977,379	2,459,710	(1,517,669)	(38.16%)
Utilities	128,068	161,230	136,422	(24,808)	(15.39%)
Travel	54,095	109,735	113,830	4,095	3.73%
Fleet and Facility Charges	474,091	446,828	518,480	71,652	16.04%
Capital Outlay	241,674	277,069	245,100	(31,969)	(11.54%)
Other Operating Expenses	9,896,253	11,297,056	10,069,402	(1,227,654)	(10.87%)
Transfer Out	7,452,503	10,662,246	4,946,357	(5,715,889)	(53.61%)
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 37,243,504	\$ 47,463,975	\$ 40,705,285	\$ (6,758,690)	(14.24%)



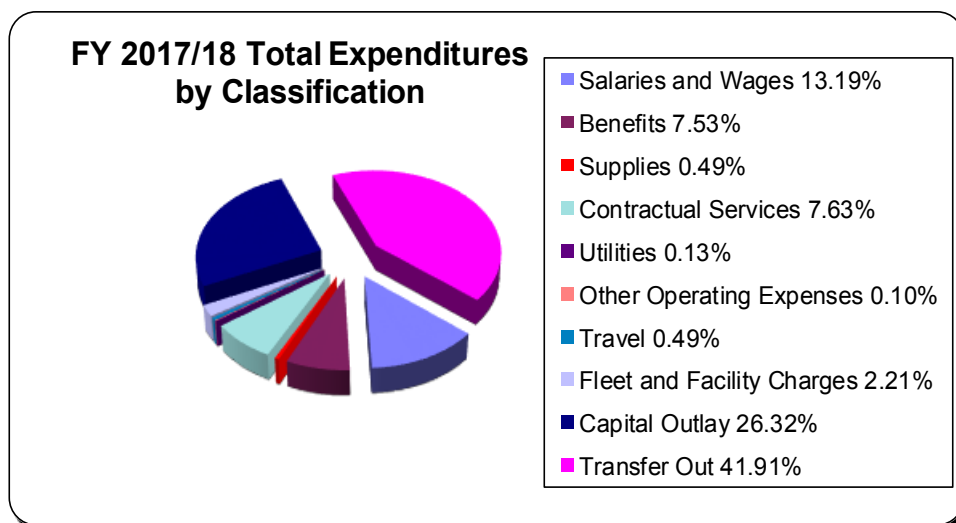
ECONOMIC DEVELOPMENT DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 2,993,642	\$ 10,261,225	\$ -	\$ (10,261,225)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 2,993,642	\$ 10,261,225	\$ -	\$ (10,261,225)	(100.00%)
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 3,593,082	\$ 11,884,066	\$ 6,622,046	\$ (5,262,020)	(44.28%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 3,593,082	\$ 11,884,066	\$ 6,622,046	\$ (5,262,020)	(44.28%)
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 691,736	\$ 2,269,165	\$ 1,097,000	\$ (1,172,165)	(51.66%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 691,736	\$ 2,269,165	\$ 1,097,000	\$ (1,172,165)	(51.66%)
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
Projects and Grants	-	-	270,000	270,000	N/A
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ -	\$ -	\$ 270,000	\$ 270,000	N/A
<u>CEB LIEN ASSESSMENT FUND #0011</u>					
Code Enforcement Division (ENF)					
Projects and Grants	2,830	207,711	-	(207,711)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 2,830	\$ 207,711	\$ -	\$ (207,711)	(100.00%)
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 25,598,908	\$ 29,751,088	\$ 33,491,880	\$ 3,740,792	12.57%
0003 CRA III Trust	4,713,704	5,187,142	5,735,904	548,762	10.58%
0004 CRA IV Republic Drive Trust	13,612,912	14,190,112	17,460,255	3,270,143	23.05%
TOTAL -- CRA TRUST FUNDS	\$ 43,925,524	\$ 49,128,342	\$ 56,688,039	\$ 7,559,697	15.39%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 448,494	\$ 7,807,102	\$ -	\$ (7,807,102)	(100.00%)
TOTAL -- OTHER FUNDS	\$ 448,494	\$ 7,807,102	\$ -	\$ (7,807,102)	(100.00%)
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 51,655,307	\$ 81,557,611	\$ 64,677,085	\$ (16,880,526)	(20.70%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 88,898,812	\$ 129,021,586	\$ 105,382,370	\$ (23,639,216)	(18.32%)

ECONOMIC DEVELOPMENT DEPARTMENT



Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 10,481,076	\$ 12,888,635	\$ 13,896,264	\$ 1,007,629	7.82%
Benefits	5,685,552	7,281,294	7,935,719	654,425	8.99%
Supplies	359,393	476,441	519,001	42,560	8.93%
Contractual Services	6,204,433	21,109,729	8,041,756	(13,067,973)	(61.90%)
Utilities	128,068	161,230	136,422	(24,808)	(15.39%)
Travel	62,608	109,735	113,830	4,095	3.73%
Fleet and Facility Charges	525,369	689,197	518,480	(170,717)	(24.77%)
Capital Outlay	3,780,062	8,641,156	2,325,100	(6,316,056)	(73.09%)
Other Operating Expenses	22,892,140	31,547,330	27,733,748	(3,813,582)	(12.09%)
Transfer Out	38,780,111	46,116,839	44,162,050	(1,954,789)	(4.24%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 88,898,812	\$ 129,021,586	\$ 105,382,370	\$ (23,639,216)	(18.32%)

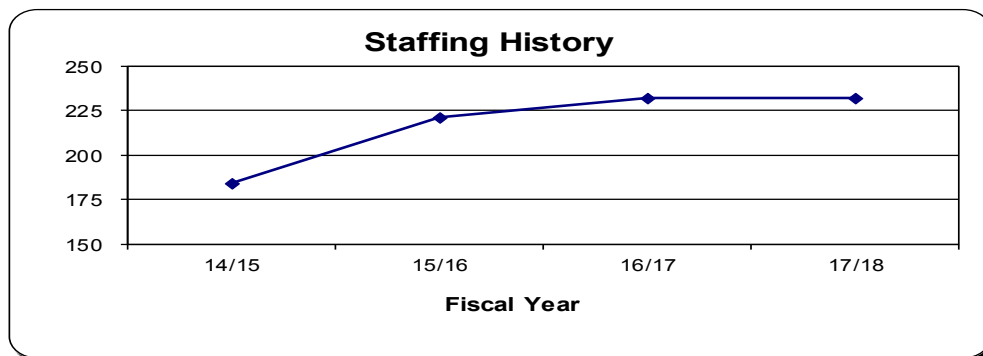


ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	6	6
Business Development Division (BUS)			
0001 Business Development	4	6	6
Permitting Services Division (PER)			
0001 Business Tax	2	2	2
0002 General Permitting Services	18	18	18
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	32	31
0002 Red Light Camera*	8	-	-
City Planning Division (PND)			
0001 City Planning	25	25	25
TOTAL GENERAL FUND	95	89	88
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	-	-	1
TOTAL -- CEB LIEN ASSESSMENT FUND	-	-	1
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	11	17	17
0004 Customer Services and Logistical Support	36	36	36
0005 Plans Review	19	21	21
0006 Field Inspection and Review	38	38	38
TOTAL BUILDING CODE ENFORCEMENT FUND	104	112	112
DOWNTOWN SOUTH NID FUND #1170			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	-	1	1
TOTAL -- DOWNTOWN SOUTH NID FUND	-	1	1
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	9	10	10
0006 Downtown Maintenance Program	10	17	17
TOTAL COMMUNITY REDEVELOPMENT AGENCY	19	27	27
DOWNTOWN DEVELOPMENT BOARD FUND #4190			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	2	2
0003 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	3	3
TOTAL -- ECONOMIC DEVELOPMENT	221	232	232

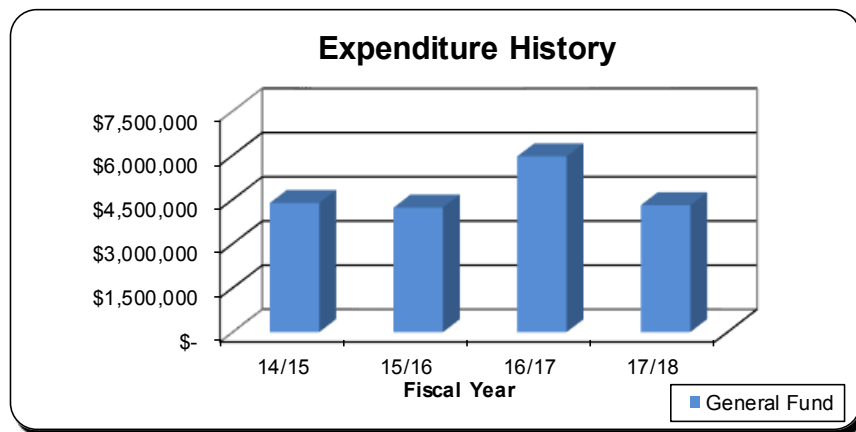
*The Red Light Camera program moved to the Transportation Department effective FY 2016/17.



ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 626,633	\$ 803,007	\$ 851,098	\$ 48,091	5.99%
0002 Economic Development Nondepartmental	3,598,684	5,158,388	3,454,389	(1,703,999)	(33.03%)
TOTAL -- GENERAL FUND	\$ 4,225,317	\$ 5,961,395	\$ 4,305,487	\$ (1,655,908)	(27.78%)
TOTAL -- DIRECTOR	\$ 4,225,317	\$ 5,961,395	\$ 4,305,487	\$ (1,655,908)	(27.78%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	6	6
TOTAL GENERAL FUND	6	6	6
TOTAL -- DIRECTOR	6	6	6

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development Division

Major Accomplishments

- Orlando was selected as the home of KPMG's 800,000 sq.ft. Learning, Development and Innovation Facility. KPMG is the fastest growing Big Four professional services firm in the country. Their facility will include 1,000 meeting and learning spaces, 800 single-occupancy rooms and an innovation and heritage center within the 55-acre campus.
- Small Business Facade Program Agreements were approved for 8 businesses and/or property owners resulting in more than \$769K in investment.
- Provided local financial support through the Qualified Target Industry Program to recruit more than 240 high-wage/high-value jobs resulting in over \$433M in capital investment in the City of Orlando for various projects (Arrow Sky Media, KPMG, American Tours International).
- Business Assistance/Not for Profit Impact Fee Program approved 9 new or expanding businesses/organizations, which is expected to generate more than \$6.1 million in capital investment.
- Continued to support Orlando Main Streets. The City's eight brick and mortar Main Street districts welcomed 63 net new businesses, created 536 net new jobs and resulted in more than \$7 million in capital investment. In 2016, the Audubon Park Garden District was awarded the exclusive Great American Main Street Award by National Main Street and The Milk District was introduced as the 10th Orlando Main Street District.

Future Goals and Objectives

Short Term

- Work with the City's Transportation Department and FDOT to refine and expand the City's Main Street Program Utility Artwork Project.
- Work with the newly created Milk District Main Street to establish a banner district.
- Continue to explore and implement improved processes for small business clients to navigate City services.

Medium Term

- Leverage partnerships and resources to attract high wage jobs to the City.
- Prepare the Curry Ford West District for Main Street designation.
- Leverage and strengthen partnerships with local business-serving organizations to heighten awareness of small business services.

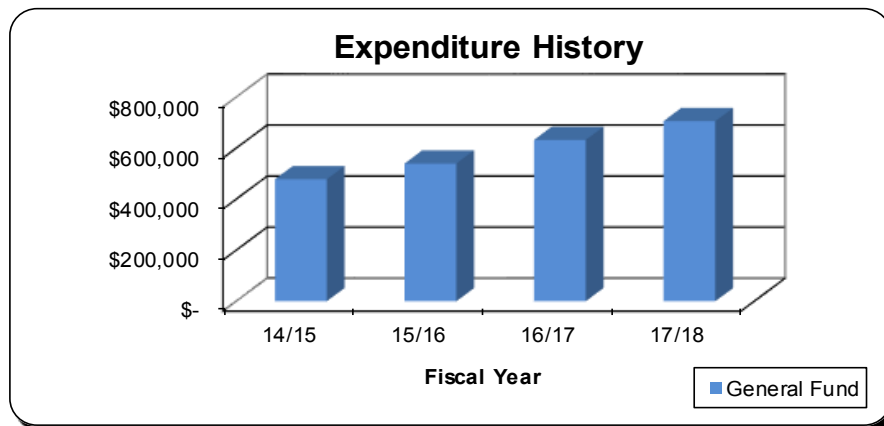
Long Term

- Expand the life sciences, education/training and creative class industry clusters within the City.
- Explore various funding opportunities for the City's Main Street Districts to acquire long term, sustainable funding for capital improvement projects.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 539,686	\$ 632,140	\$ 705,657	\$ 73,517	11.63%
TOTAL -- GENERAL FUND	\$ 539,686	\$ 632,140	\$ 705,657	\$ 73,517	11.63%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 539,686	\$ 632,140	\$ 705,657	\$ 73,517	11.63%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Business Development Division (BUS)			
0001 Business Development	4	6	6
TOTAL GENERAL FUND	4	6	6
TOTAL -- BUSINESS DEVELOPMENT DIVISION	4	6	6

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division

Overview of Service/Program

Major Accomplishments

- Continued the development of Phase 2 of the Economic Development Information System (EDIS), which will replace Tidemark. The new EDIS is an innovative system that provides customers with greater flexibility and uses available technology such as email, instant messaging and faxing.
- Launched the QLess attendant system that allows customers desiring to walk in and be seen by our staff to check in remotely and alerts them when it is almost their turn. This is another expansion of our EDIS implementation.
- Created development standards for electronic plan review along with a “How To” guide for customers uploading plans for review.
- Continued expansion of the EDIS electronic plan review process by implementing weekly trainings for external customers desiring to use the PDox system.
- Completed Internal Business Rules for all permit techs, plans reviewers and inspectors using the PDox system.

Future Goals and Objectives

Short Term

- Create the Small Business Development Services Office to expedite plan review and inspection services for projects that meet the criteria.
- Continue receiving electronic files for new buildings and additions in an effort to build a library of structures within our community in conjunction with Phase 2 of EDIS.
- Continue internal training for all staff using the Infor and PDox systems.

Medium Term

- Continue to cross train staff to improve customer service and relations.
- Continue to balance increased construction activity by adding inspectors for each discipline and through multidiscipline certifying inspectors.
- Implement a Certificate of Use process, along with the implementation of Phase 2 of EDIS.

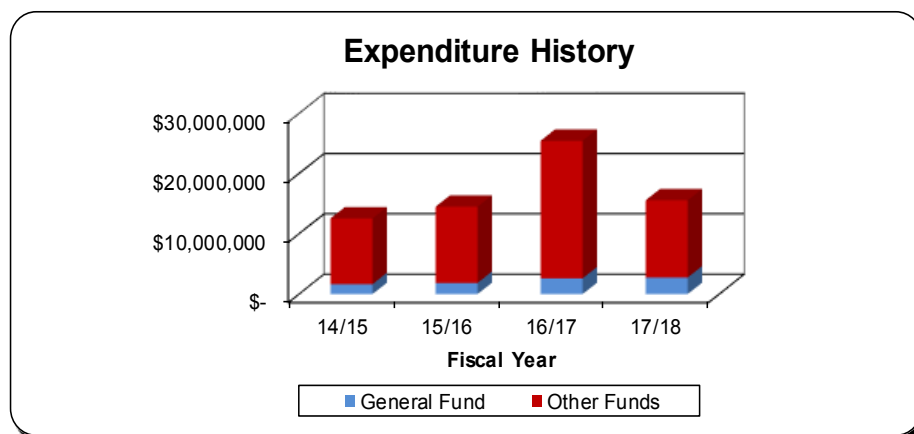
Long Term

- Investigate the space allocation within Permitting Services intake, plan review and meeting spaces.
- Provide permanent office space for inspection services outside of City Hall.
- Continue to investigate ways to reduce paper and implement efficient storage of Permitting Records, for ease of retrieval, research and space allocation.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 170,945	\$ 183,040	\$ 195,091	\$ 12,051	6.58%
0002 General Permitting Services	1,671,636	2,435,761	2,561,010	125,249	5.14%
TOTAL -- GENERAL FUND	\$ 1,842,581	\$ 2,618,801	\$ 2,756,101	\$ 137,300	5.24%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 3,500,167	\$ 3,810,012	\$ 3,813,935	\$ 3,923	0.10%
0004 Customer Services and Logistical Support	1,675,041	2,355,428	2,483,389	127,961	5.43%
0005 Plans Review	1,360,344	1,985,589	2,182,094	196,505	9.90%
0006 Field Inspection and Review	3,115,745	4,399,228	4,319,901	(79,327)	(1.80%)
Projects and Grants	2,993,642	10,261,225	-	(10,261,225)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 12,644,938	\$ 22,811,482	\$ 12,799,319	\$ (10,012,163)	(43.89%)
TOTAL -- PERMITTING SERVICES DIVISION	\$ 14,487,519	\$ 25,430,283	\$ 15,555,420	\$ (9,874,863)	(38.83%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	2	2	2
0002 General Permitting Services	18	18	18
TOTAL GENERAL FUND	20	20	20
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	11	17	17
0004 Customer Services and Logistical Support	36	36	36
0005 Plans Review	19	21	21
0006 Field Inspection and Review	38	38	38
TOTAL BUILDING CODE ENFORCEMENT FUND	104	112	112
TOTAL -- PERMITTING SERVICES DIVISION	124	132	132

ECONOMIC DEVELOPMENT DEPARTMENT

Code Enforcement Division

Overview of Services/Programs

Major Accomplishments

- Targeted sweeps of multi-family properties helped ensure minimum housing standards are met for at-risk low-income residents.
- Facilitated purchase of Orange Center Boulevard multi-family properties for future redevelopment. Currently, providing property maintenance to the acquired properties.
- Continued emphasis of weekend patrols of the Southeast sector to impact illegal sign and vendors.
- Targeted enforcement of Rosemont area to address citizen concerns with a 3% increase in total number of inspections.
- Parramore site visits in coordination with DDB and Solid Waste to improve blighting influences and illegal dumping in the neighborhood. Monthly report provided to senior-level management and commissioner.

Future Goals and Objectives

Short Term

- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles.
- Coordinate with OPD to address properties that contribute to blight and pose safety concerns.

Medium Term

- Continue to develop training opportunities for officers and enhance organizational depth.
- Continue to target habitual offenders.
- Promote and educate citizens about department and available resources as well as improve feedback to citizens about the status of complaints.

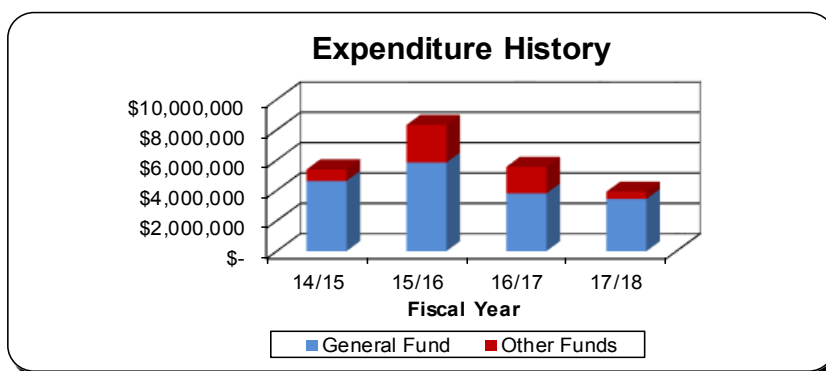
Long Term

- Develop a quick response team to address trending problem areas Citywide.
- Monitor and maintain responsiveness measures.
- Pursue other solutions to address repeat offenders and absent owners.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 3,257,058	\$ 3,811,315	\$ 3,440,219	\$ (371,096)	(9.74%)
0002 Red Light Camera	2,588,180	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 5,845,238	\$ 3,811,315	\$ 3,440,219	\$ (371,096)	(9.74%)
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 2,481,998	\$ 1,552,078	\$ 486,966	\$ (1,065,112)	(68.62%)
Projects and Grants	2,830	207,711	-	(207,711)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 2,484,828	\$ 1,759,789	\$ 486,966	\$ (1,272,823)	(72.33%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 8,330,066	\$ 5,571,104	\$ 3,927,185	\$ (1,643,919)	(29.51%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	32	31
0002 Red Light Camera	8	-	-
TOTAL GENERAL FUND	40	32	31
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	-	-	1
TOTAL -- CEB LIEN ASSESSMENT FUND	-	-	1
TOTAL -- CODE ENFORCEMENT DIVISION	40	32	32

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division

Overview of Services/Program

Major Accomplishments

- Completed the Virginia/Lake Highland Transportation and Land Use Study.
- Analyzed, reviewed and offered professional staff recommendations to the MPB, HPB, BZA, ARB, Creative Village DRC, Southeast TDR, Baldwin Park TDR, and City Council on numerous development projects including the Crescent Lucerne PD, Tremont Tower, USTA at Lake Nona, the Yard @ Crossman Master Plan, the Alexan at Audubon apartment complex, the Lake Como K-8 School, the Lake Nona Town Center, the KPMG Training Facility at Lake Nona, and the OIA East Airfield PD.
- Completed the 2017 Water Supply Plan and adopted associated GMP amendments.
- With the City Attorney's Office, prepared changes to the Land Development Code including: Consistency between the LDC and the Engineering Standards Manual, Phase I of the Use and Performance Standards, Creative Village DRC, HPB Landmark Nominations, Duplex and Tandem Regulations, Digital Billboard Exchange Program, Setback Relief for Residential Infill in the Parramore Heritage Overlay District, and Medical Cannabis.
- Assisted Families, Parks and Recreation Department with adoption and implementation of a Park Impact Fee.

Future Goals and Objectives

Short Term

- Review public and private development proposals for conformance with City regulations.
- Prepare updates to GMP Support Document data, analysis, and figures consistent with the recently approved EAR and EAR-Based Amendments.
- Prepare the Mercy Drive Vision Plan.

Medium Term

- Prepare amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly, including Commercial & Multifamily Recycling, and the Virginia Drive Special Plan Overlay.
- Prepare at least one Vision Plan.
- Coordinate with Public Works Department, Transportation Department, and Families Parks and Recreation Department to create a capital improvements list that better reflects needs in growth areas of the City, as well as addressing backlogs in existing neighborhoods.

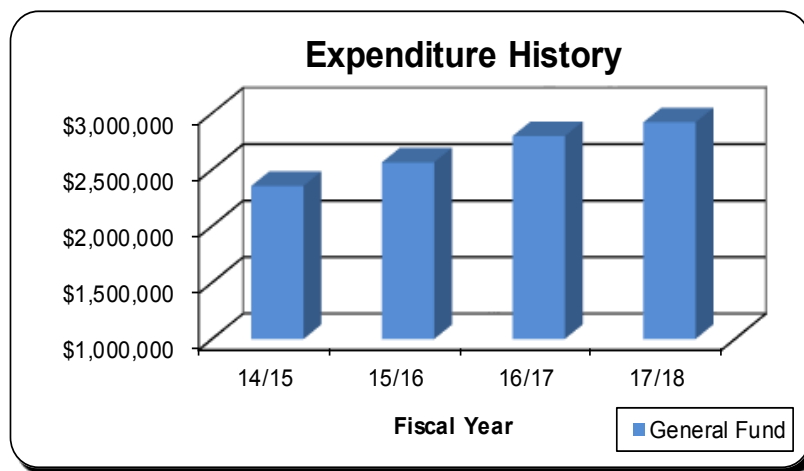
Long Term

- Implement the Parramore Comprehensive Neighborhood Plan.
- Draft amendments to the Land Development Code to implement the Green Works Community Action Plan, to address Floodplains and Wetlands, as well as Phase II of the Use and Performance Standards.
- Major update to GMP vision statement and elements of the Plan document, and outreach to residents using various social media platforms.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 2,564,338	\$ 2,797,375	\$ 2,918,859	\$ 121,484	4.34%
TOTAL -- GENERAL FUND	\$ 2,564,338	\$ 2,797,375	\$ 2,918,859	\$ 121,484	4.34%
TOTAL -- CITY PLANNING DIVISION	\$ 2,564,338	\$ 2,797,375	\$ 2,918,859	\$ 121,484	4.34%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	25	25	25
TOTAL GENERAL FUND	25	25	25
TOTAL -- CITY PLANNING DIVISION	25	25	25

ECONOMIC DEVELOPMENT DEPARTMENT

Downtown Development Board

Overview of Service/Program

Major Accomplishments

- Partnered with Florida Citrus Sports and the NFL to brand Downtown Orlando for Pro Bowl 2017.
- Enhanced the Downtown Orlando Information Center with a state of the art photo booth. Photo booth templates provide a value added component to specific event sponsorships as well as create a fun, free, and memorable experience to guests.
- National Downtown Orlando exposure as a direct result of our Power Shares Tennis Series sponsorship.
- Funded over 67 special events and 12 concerts that enhance the quality of life of our citizens and visitors while supporting our downtown business community.

Future Goals and Objectives

Short Term

- Launch a new Downtown Orlando marketing campaign.

Medium Term

- Re-design the Downtown Orlando Information Center.

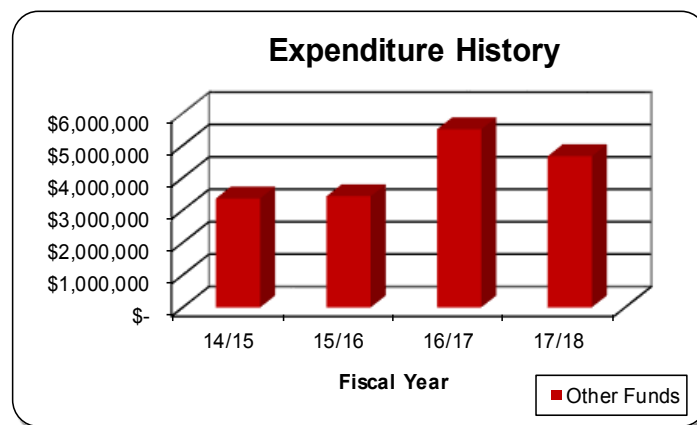
Long Term

- Implement a signature event for Downtown Orlando.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 664,030	\$ 811,041	\$ 835,005	\$ 23,964	2.95%
0002 Downtown Development Board Nondepartmental	2,067,682	2,407,819	2,640,460	232,641	9.66%
0003 Downtown Welcome Center	7,713	8,220	92,474	84,254	1024.99%
Projects and Grants	691,736	2,269,165	1,097,000	(1,172,165)	(51.66%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,431,161	\$ 5,496,245	\$ 4,664,939	\$ (831,306)	(15.12%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 3,431,161	\$ 5,496,245	\$ 4,664,939	\$ (831,306)	(15.12%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
DOWNTOWN DEVELOPMENT BOARD FUND #4190			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	2	2
0003 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	3	3
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	3	3	3

ECONOMIC DEVELOPMENT DEPARTMENT

Community Redevelopment Agency

Overview of Service/Program

Major Accomplishments

- Committed over \$1M to homeless initiatives to house and provide supportive services to our homeless population.
- Contributed \$5M to support the construction of the second phase of the Dr. Phillips Performing Arts Center.
- Groundbreaking on vertical development at the site of Creative Village. The development will bring a shared UCF and Valencia campus to downtown, along with student housing.
- Completion of Parramore PS-8 neighborhood school.
- Procured a design build firm to construct ten single family in-fill homes and secured a developer to build a 211 unit mixed-income housing project both in the Parramore community.

Future Goals and Objectives

Short Term

- Improve and update pedestrian and vehicular wayfinding in Downtown Orlando.
- Commence development of mixed-income housing project.

Medium Term

- Facilitate public space enhancements.
- Improve streetscapes in the Parramore community.
- Facilitate the design and construction of the Under-I project.

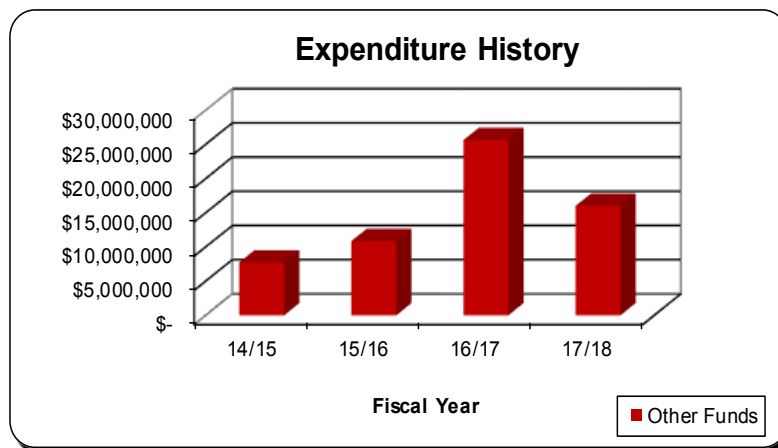
Long Term

- Continue to implement the Mayor's Pathway for Parramore Plan.
- Enhance public amenities through increasing green space.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,159,116	\$ 1,428,418	\$ 1,525,576	\$ 97,158	6.80%
0005 Community Redevelopment Agency Nondepartmental	4,908,215	10,652,731	6,124,180	(4,528,551)	(42.51%)
0006 Downtown Maintenance Program	1,215,328	1,686,260	1,749,829	63,569	3.77%
Projects and Grants	3,593,082	11,884,066	6,622,046	(5,262,020)	(44.28%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 10,875,742	\$ 25,651,475	\$ 16,021,631	\$ (9,629,844)	(37.54%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 10,875,742	\$ 25,651,475	\$ 16,021,631	\$ (9,629,844)	(37.54%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	9	10	10
0006 Downtown Maintenance Program	10	17	17
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	19	27	27
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	19	27	27

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Code Enforcement Division	Number of neighborhood meeting presentations	45	55	45

Employee Learning & Growth

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	25	35	40

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$9,392,812	\$8,550,000	\$8,800,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	1.6%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Permitting Services Division	Number of Same Day Inspections completed on the same day	1,428	1,310	1,350
Permitting Services Division	Number of Single Family Plan Review submittals	6,616	5,800	5,500
Permitting Services Division	Number of Commercial Plan Revisions submitted	1,909	2,000	2,200
Permitting Services Division	Percentage of Sign Reviews completed in one day	97%	98%	98%
Code Enforcement Division	Average number of inspections per hour per officer	1.56	1.5	1.5
Code Enforcement Division	Ratio of voluntary compliance (%)	91%	90%	90%
Code Enforcement Division	Ratio of induced compliance (%)	8%	8%	8%
Code Enforcement Division	Number of unresolved cases	1,740	1,800	1,800
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	10,454	10,808	8,949

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
City Planning Division	Percentage of State Growth Management requirements found in compliance	100%	100%	100%
City Planning Division	Percentage of certification agreement requirements found in compliance	100%	100%	100%
City Planning Division	Number of Municipal Planning Board Cases	282	250	260
City Planning Division	Number of Board of Zoning Adjustment Cases	161	120	120
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	295	250	260

ECONOMIC DEVELOPMENT DEPARTMENT

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CITY OF ORLANDO

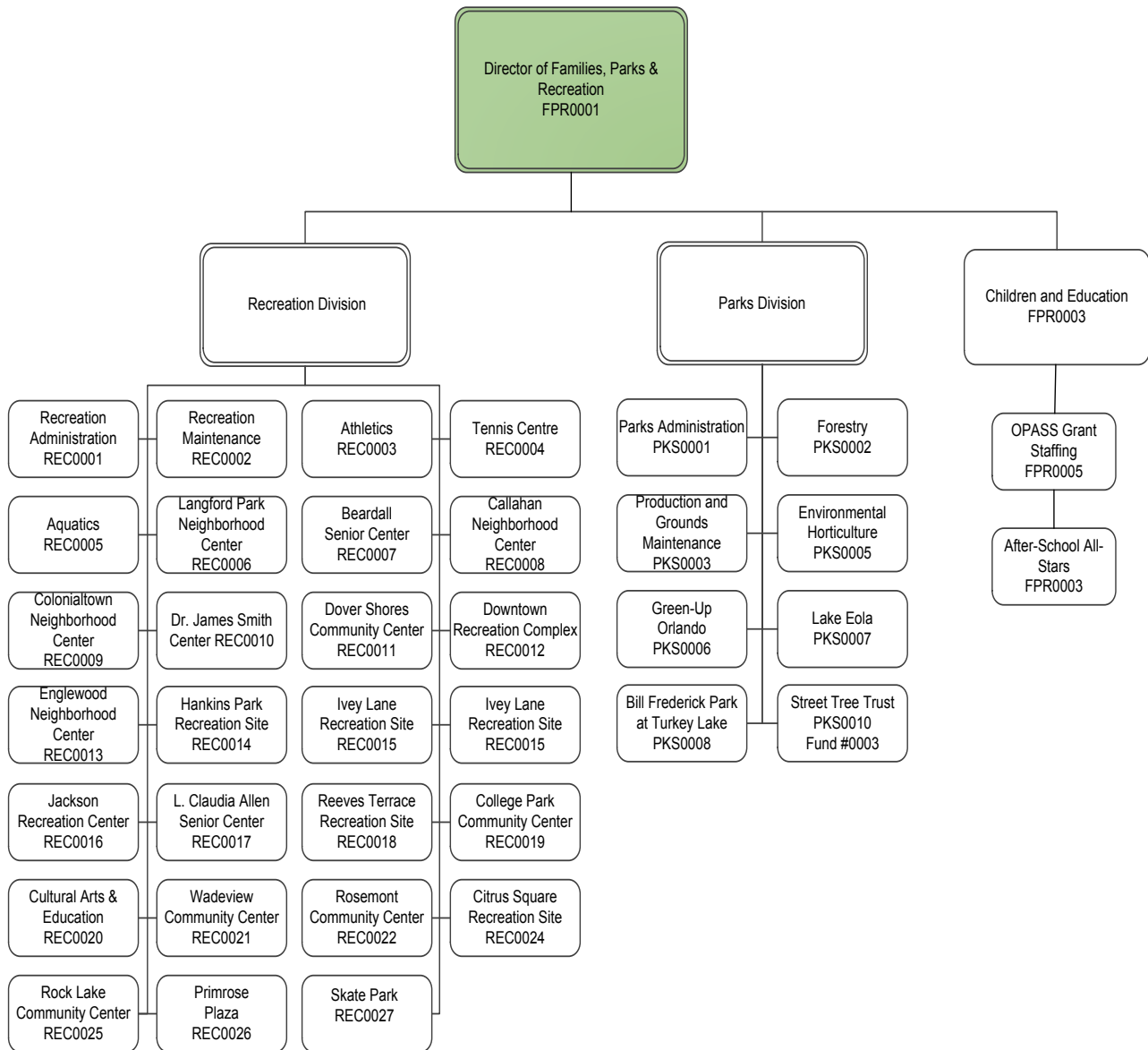
FAMILIES, PARKS AND RECREATION



FAMILIES, PARKS AND RECREATION DEPARTMENT

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FAMILIES, PARKS AND RECREATION DEPARTMENT



Department Mission Statement

The mission of the Families, Parks and Recreation Department is to support and strengthen livable neighborhoods through the provision of well-maintained and inviting parks and a healthy tree canopy; high quality recreational, cultural and educational facilities; and comprehensive, innovative children’s programs.

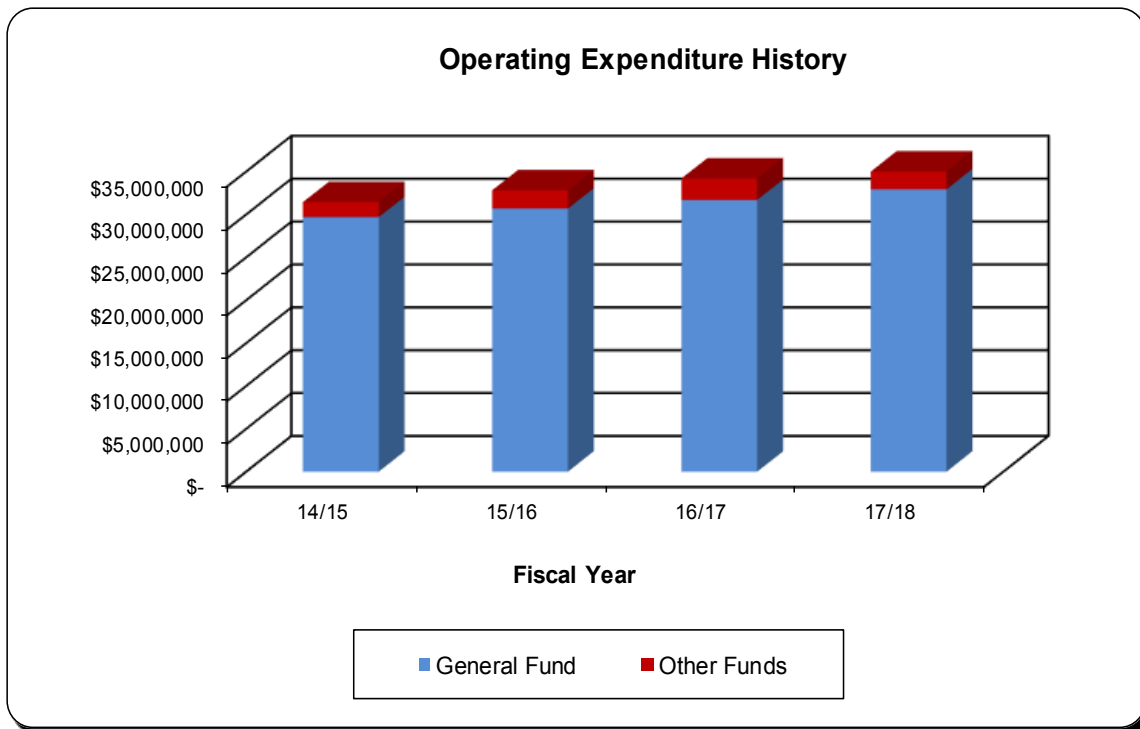
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,417,335	\$ 1,610,837	\$ 1,791,690	\$ 180,853	11.23%
0002 Families Parks and Recreation Nondept	1,175,307	1,528,811	1,533,883	5,072	0.33%
0003 Children and Education	1,237,860	1,805,732	1,720,710	(85,022)	(4.71%)
0005 O-PASS Grant Staffing	14,576	22,653	13,533	(9,120)	(40.26%)
0006 Operation AmeriCorps Grant Staffing	157,045	3,604	13,486	9,882	274.20%
Recreation Division (REC)					
0001 Recreation Administration	1,090,985	925,037	979,999	54,962	5.94%
0002 Recreation Maintenance	1,695,374	3,847,811	3,921,535	73,724	1.92%
0003 Athletics	1,209,830	546,693	559,505	12,812	2.34%
0004 Tennis and Racquetball Center	263,016	267,891	273,494	5,603	2.09%
0005 Aquatics	1,351,425	1,326,866	1,350,318	23,452	1.77%
0006 Langford Park Neighborhood Center	32,736	25,915	15,150	(10,765)	(41.54%)
0007 Beardall Senior Center	539,164	483,127	511,928	28,801	5.96%
0008 Callahan Neighborhood Center	566,416	454,437	466,461	12,024	2.65%
0009 Colonialtown Neighborhood Center	148,917	120,192	126,683	6,491	5.40%
0010 Dr. James R. Smith Center	756,927	627,863	696,198	68,335	10.88%
0011 Dover Shores Community Center	743,033	622,460	602,824	(19,636)	(3.15%)
0012 Downtown Recreation Complex	421,348	425,997	440,168	14,171	3.33%
0013 Engelwood Neighborhood Center	745,962	642,368	717,941	75,573	11.76%
0014 Hankins Park Recreation Site	117,150	72,286	73,817	1,531	2.12%
0015 Ivey Lane Recreation Site	156,579	156,741	158,905	2,164	1.38%
0016 John Jackson Recreation Center	482,568	433,329	506,537	73,208	16.89%
0017 L. Claudia Allen Senior Center	469,872	390,989	405,709	14,720	3.76%
0018 Reeves Terrace Recreation Site	284,810	147,532	161,151	13,619	9.23%
0019 College Park Center	688,551	642,679	656,585	13,906	2.16%
0020 Cultural Arts and Education	208,498	202,288	211,915	9,627	4.76%
0021 Wadeview Pool and Community Center	366,111	289,609	287,031	(2,578)	(0.89%)
0022 Rosemont Center	771,185	658,092	696,732	38,640	5.87%
0023 Northwest Community Center	753,225	643,570	700,744	57,174	8.88%
0024 Citrus Square Recreation Site	114,608	115,435	118,126	2,691	2.33%
0025 Rock Lake Center	102,681	106,851	104,643	(2,208)	(2.07%)
0026 Primrose Plaza	85,167	72,837	75,509	2,672	3.67%
0027 Orlando Skatepark	152,403	176,591	180,617	4,026	2.28%
Parks Division (PKS)					
0001 Parks Administration	2,180,538	2,413,044	2,483,150	70,106	2.91%
0002 Forestry	1,744,464	1,972,714	2,219,129	246,415	12.49%
0003 Production and Grounds Maintenance	3,743,332	3,762,366	2,097,134	(1,665,232)	(44.26%)
0004 Parks Contract Management	8,293	-	1,759,434	1,759,434	N/A
0005 Environmental Horticulture	1,813,161	2,060,550	2,145,981	85,431	4.15%
0006 Green Up	297,778	369,614	366,791	(2,823)	(0.76%)
0007 Lake Eola Park	1,314,642	714,500	717,555	3,055	0.43%
0008 Frederick Park at Turkey Lake	1,163,887	1,010,295	1,058,529	48,234	4.77%
0009 Loch Haven Center	90,674	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 30,677,429	\$ 31,700,206	\$ 32,921,230	\$ 1,221,024	3.85%

FAMILIES, PARKS AND RECREATION DEPARTMENT

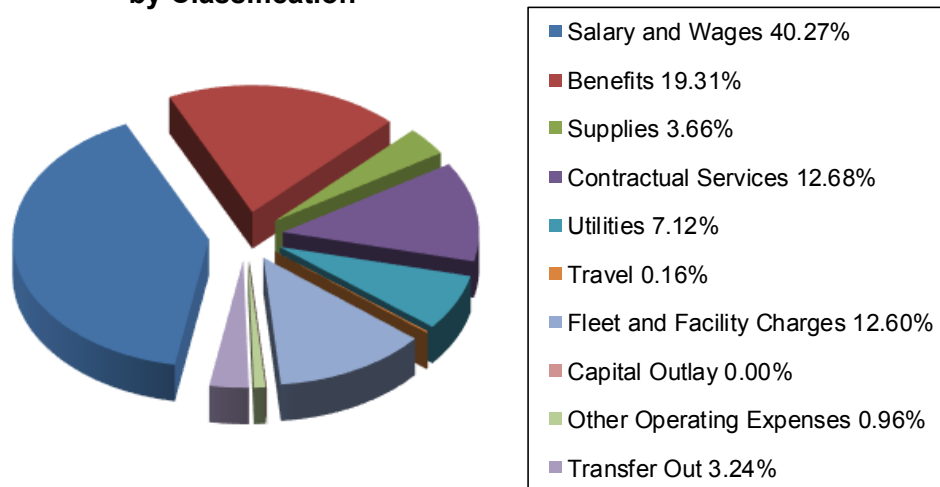
Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 1,996,654	\$ 2,295,987	\$ 2,751,715	\$ 455,728	19.85%
Recreation Division (REC)					
0028 Recreation After School All Stars	\$ 30,693	\$ -	\$ 66,083	\$ 66,083	N/A
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 2,027,346	\$ 2,295,987	\$ 2,817,798	\$ 521,811	22.73%
STREET TREE TRUST FUND #0003					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 119,114	\$ 202,873	\$ 202,938	\$ 65	0.03%
TOTAL -- STREET TREE TRUST FUND	\$ 119,114	\$ 202,873	\$ 202,938	\$ 65	0.03%
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 32,823,890	\$ 34,199,066	\$ 35,941,966	\$ 1,742,900	5.10%



FAMILIES, PARKS AND RECREATION DEPARTMENT

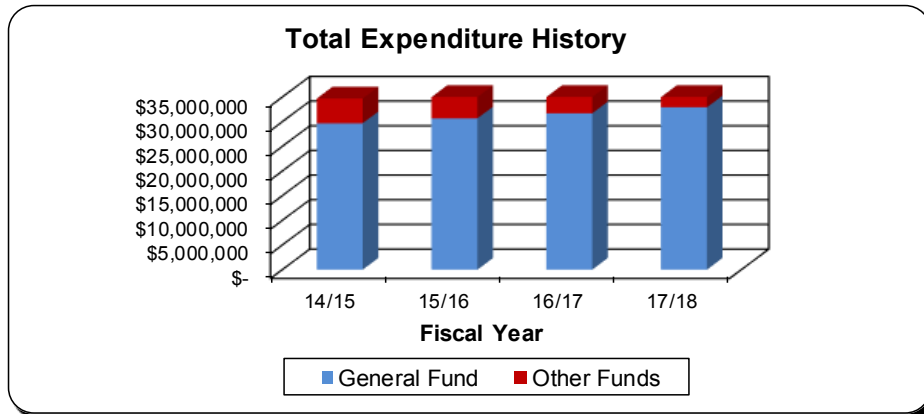
Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 13,171,672	\$ 13,541,837	\$ 14,474,607	\$ 932,770	6.89%
Benefits	5,755,711	6,553,058	6,940,833	387,775	5.92%
Supplies	1,675,754	1,390,576	1,314,507	(76,069)	(5.47%)
Contractual Services	4,085,379	4,438,794	4,555,890	117,096	2.64%
Utilities	2,475,645	2,586,689	2,560,419	(26,270)	(1.02%)
Travel	24,565	59,073	58,623	(450)	(0.76%)
Fleet and Facility Charges	3,809,115	4,127,988	4,529,691	401,703	9.73%
Capital Outlay	97,996	-	-	-	N/A
Other Operating Expenses	344,324	337,801	344,146	6,345	1.88%
Transfer Out	1,383,729	1,163,250	1,163,250	-	0.00%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 32,823,890	\$ 34,199,066	\$ 35,941,966	\$ 1,742,900	5.10%

**FY 2017/18 Operating Expenditures
by Classification**

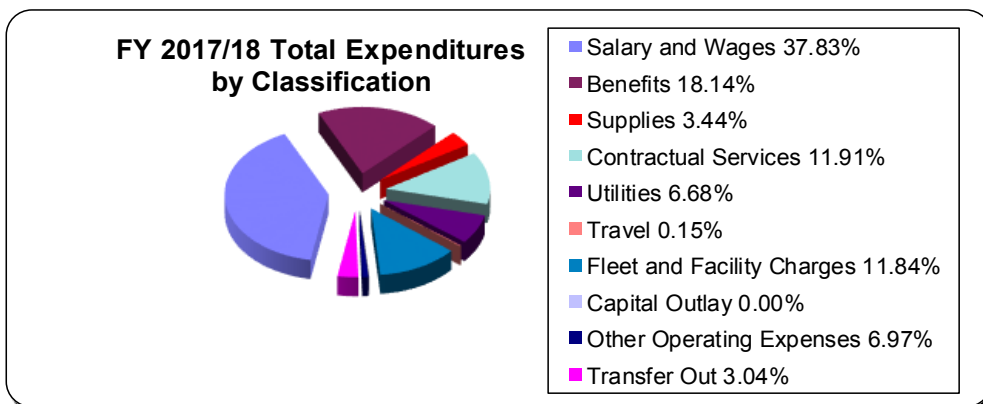


FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
OTHER FUNDS					
Projects and Grants	\$ 4,490,631	\$ 7,175,390	\$ 2,324,334	\$ (4,851,056)	(67.61%)
TOTAL -- OTHER FUNDS	\$ 4,490,631	\$ 7,175,390	\$ 2,324,334	\$ (4,851,056)	(67.61%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 37,314,521	\$ 41,374,456	\$ 38,266,300	\$ (3,108,156)	(7.51%)



Expenditure by Classification	2015/16	2016/17	2017/18	Change	
	Actual	Revised	Adopted	Revised	% Change
	Expenditures	Budget	Budget	to Adopted	
Salaries and Wages	\$ 14,594,160	\$ 15,513,220	\$ 14,474,607	\$ (1,038,613)	(6.70%)
Benefits	5,924,010	6,806,456	6,940,833	134,377	1.97%
Supplies	1,882,122	1,453,374	1,314,507	(138,867)	(9.55%)
Contractual Services	5,030,198	5,576,809	4,555,890	(1,020,919)	(18.31%)
Utilities	2,476,347	2,586,689	2,560,419	(26,270)	(1.02%)
Travel	27,321	63,656	58,623	(5,033)	(7.91%)
Fleet and Facility Charges	4,165,333	4,133,232	4,529,691	396,459	9.59%
Capital Outlay	1,323,010	747,390	-	(747,390)	(100.00%)
Other Expenses	371,690	3,330,380	2,668,480	(661,900)	(19.87%)
Transfer Out	1,520,330	1,163,250	1,163,250	-	0.00%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 37,314,521	\$ 41,374,456	\$ 38,266,300	\$ (3,108,156)	(7.51%)



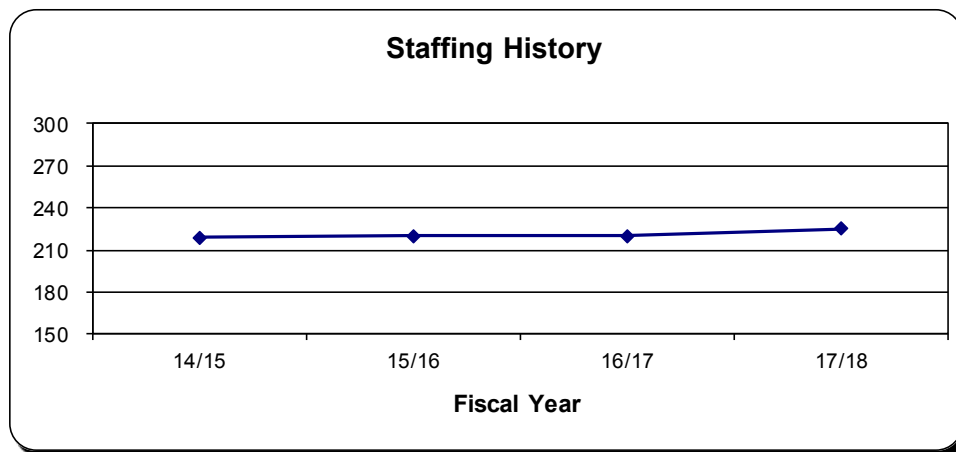
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	14	15	16
0003 Children and Education	12	12	12
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	6	6
0003 Athletics	3	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	1	1
0010 Dr. James R. Smith Center	6	5	6
0011 Dover Shores Community Center	3	4	4
0012 Downtown Recreation Complex	4	5	5
0013 Engelwood Neighborhood Center	5	5	6
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	4	4	5
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Center	5	5	5
0020 Cultural Arts and Education	1	1	1
0021 Wadeview Pool and Community Center	3	2	2
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	5	5	6
0024 Citrus Square Recreation Site	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
Parks Division (PKS)			
0001 Parks Administration	9	9	9
0002 Forestry	20	20	20
0003 Production and Grounds Maintenance	24	24	24
0005 Environmental Horticulture	23	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	11	11	11
TOTAL -- GENERAL FUND	207	208	213

FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>AFTER SCHOOL ALL STARS FUND #0023</u>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	7	7	7
0028 Recreation After School All Stars	1	1	1
TOTAL -- AFTER SCHOOLS ALL STARS FUND	8	8	8
<u>GRANT FUND #1130</u>			
Director of Families Parks and Recreation (FPR)			
0005 O-PASS Grant Staffing	2	2	2
0006 Operation Americorp Grant Staffing	2	2	2
TOTAL -- GRANT FUND	4	4	4
TOTAL -- FAMILIES, PARKS AND RECREATION	219	220	225



FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

To accomplish its mission, \$29,234,156 in City General Revenue funding was allocated to the Families, Parks and Recreation Department (FPR) for FYE 09/30/2017. FPR leveraged an additional \$4,748,497 as follows: \$1,783,401 in grants made to the City of Orlando, \$1,188,531 in grants awarded to the Orlando Community & Youth Trust, Inc. and \$1,776,565 raised by the Orlando After-School All-Stars. The Department is also forecasted to earn about 26% more revenues than budgeted this year, largely due to increased public utilization of park and recreation facilities and programs.

Future Goals and Objectives

Short Term

- Hire an FPR Facilities Maintenance Coordinator and collaborate with the Facilities Management Division to strategically manage facility maintenance funds.
- Enhance FPR's grants management capabilities to leverage increased grant funds and effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Implement planned park/playground/facility improvements, department wide.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY17/18 budget.

Medium Term

- Continue building the capacity of FPR's sister non-profit organizations and engaging in comprehensive grants management in order to leverage funding from federal, state and local grants and philanthropy in support of FPR's mission.
- Continue to provide critical input in the City planning process as it relates to the impact of development on parks, tree canopy, and demand for recreational amenities.
- Effectively communicate about FPR's programs and amenities to the public on a real-time basis, including information on the impact of parks, recreation, and children's programs on quality of life in Orlando.

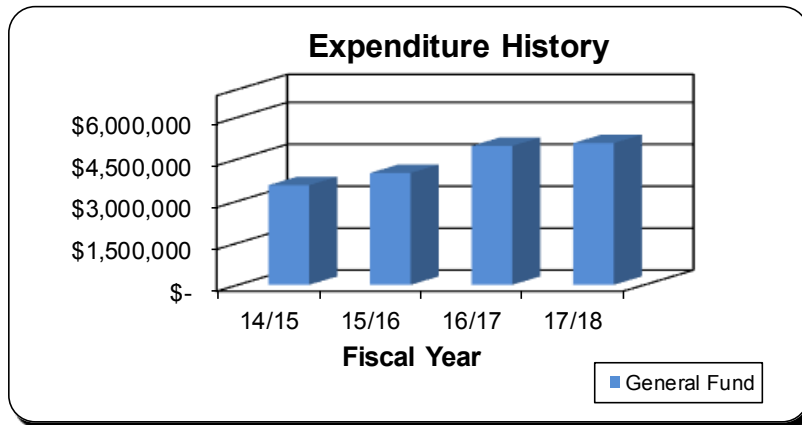
Long Term

- Advise City planners to help mitigate development impact on parks, tree canopy, and demand for recreational amenities.
- Expand access to park and recreation amenities in alignment with Park Impact Fee.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,417,335	\$ 1,610,837	\$ 1,791,690	\$ 180,853	11.23%
0002 Families Parks and Recreation Nondept	1,175,307	1,528,811	1,533,883	5,072	0.33%
0003 Children and Education	1,237,860	1,805,732	1,720,710	(85,022)	(4.71%)
0005 O-PASS Grant Staffing	14,576	22,653	13,533	(9,120)	N/A
0006 Operation AmeriCorps Grant Staffing	157,045	3,604	13,486	9,882	N/A
TOTAL -- GENERAL FUND	\$ 4,002,123	\$ 4,971,637	\$ 5,073,302	\$ 101,665	2.04%
TOTAL -- DIRECTOR'S OFFICE	\$ 4,002,123	\$ 4,971,637	\$ 5,073,302	\$ 101,665	2.04%



STAFFING SUMMARY

	2015/16 Actual Staffing	2016/17 Revised Staffing	2017/18 Approved Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	14	15	16
0003 Children and Education	12	12	12
TOTAL -- GENERAL FUND	26	27	28
GRANT FUND #1130			
Director of Families Parks and Recreation (FPR)			
0005 O-PASS Grant Staffing	2	2	2
0006 Operation Americorp Grant Staffing	2	2	2
TOTAL -- GRANT FUND	4	4	4
TOTAL -- DIRECTOR'S OFFICE	30	31	32

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Parks Division

“Provision of well-maintained and inviting parks and a healthy tree canopy”

The **Parks Division** manages the City’s parks and street tree canopy. During FY16/17, the Division: Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs, and opened the new Dog Run at Constitution Green Park, Dog Park at Lake Druid; the fitness pod, Drone Zone and the third disk golf course at Bill Frederick Park

Promoted tree planting and increased the City’s tree canopy by: planting 1,370 trees (770 street trees, 150 park trees and 450 Green Up trees); trimming approximately 2,369 trees; removing 535 trees; and distributing (free to residents) approximately 150 trees at events such as the Orlando Wetlands Festival, National Night Out and National Public Lands Day. Orlando received the Tree City USA award for the 41st consecutive year and Growth Award for the 26th year and the Playful City USA designation for the ninth consecutive year. Logged over 9,854 volunteer hours at over 97 Green Up events to augment services, build community pride, and reduce invasive species and labor costs. Completed the following projects: Malibu Groves Park playground replacement, Park of the Americas fitness trail, Lake Druid Phase 2 (dog run, volleyball court and community garden), completed designs for replacement of Gilbert McQueen Park playground, improvements at Langford Park playground, exercise area at Blue Jacket Park; and made numerous improvements at Bill Frederick Park at Turkey Lake (installed exercise area), added ADA swings at two parks, and installed a bench in memoriam of Brett L. Chambers at Colonialtown Square, and two memorials at Lake Eola Park, including one for Scott McKenzie.

Future Goals and Objectives

Short Term

- Begin upgrade of electrical infrastructure in Lake Eola Park and Bill Frederick Park.
- Replace playgrounds at Gilbert McQueen Park, Northwest Community Center and Willows Park
- Improve playgrounds at Poppy Park and Langford Park and add a shelter at Pleasant Valley Park
- Make restroom improvements at Bill Frederick Park at Turkey Lake
- Develop Orange-Robinson Park
- Begin Lorna Doone Park redevelopment in collaboration with Florida Citrus Sports and LIFT Orlando

Medium Term

- Renovate playgrounds at Callahan/Northwest/ Willows Park
- Lake Eola Swan Boat Dock Enhancements
- Replace playgrounds at Willie Mays Park playground and Callahan Neighborhood Center playground
- Continue installing fitness equipment at existing trails
- Begin Playground Shade project

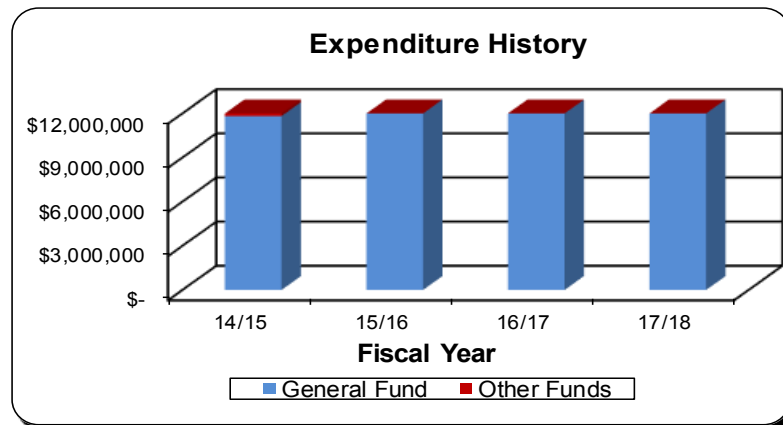
Long Term

- Make improvements along the Robinson Street side of Lake Eola Park
- Complete Lake Eola infrastructure improvements
- Renovate Lake Eola Restrooms

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,180,538	\$ 2,413,044	\$ 2,483,150	\$ 70,106	2.91%
0002 Forestry	1,744,464	1,972,714	2,219,129	246,415	12.49%
0003 Production and Grounds Maintenance	3,743,332	3,762,366	2,097,134	(1,665,232)	(44.26%)
0004 Parks Contract Management	8,293	-	1,759,434		
0005 Environmental Horticulture	1,813,161	2,060,550	2,145,981	85,431	4.15%
0006 Green Up	297,778	369,614	366,791	(2,823)	(0.76%)
0007 Lake Eola Park	1,314,642	714,500	717,555	3,055	0.43%
0008 Frederick Park at Turkey Lake	1,163,887	1,010,295	1,058,529	48,234	4.77%
0009 Loch Haven Center	90,674	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 12,356,768	\$ 12,303,083	\$ 12,847,703	\$ (1,214,814)	4.43%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 119,114	\$ 202,873	\$ 202,938	\$ 65	0.03%
TOTAL -- STREET TREE TRUST FUND	\$ 119,114	\$ 202,873	\$ 202,938	\$ 65	0.03%
TOTAL -- PARKS DIVISION	\$ 12,475,882	\$ 12,505,956	\$ 13,050,641	\$ (1,214,749)	4.36%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	9	9	9
0008 Frederick Park at Turkey Lake	11	11	11
0007 Lake Eola Park	6	6	6
0002 Forestry	20	20	20
0003 Production and Grounds Maintenance	24	24	24
0005 Environmental Horticulture	23	23	23
0006 Green Up	3	3	3
TOTAL -- GENERAL FUND	96	96	96
TOTAL -- PARKS DIVISION	96	96	96

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Recreation Division

“Provision of high quality recreational, cultural and educational facilities”

The **Recreation Division** manages the City’s community centers, gymnasiums, pools, and ball fields, as well as myriad programs that operate at these sites. During FY16/17, the Division managed the City’s 52 ball fields and 44 basketball, 35 tennis and 10 volleyball courts, which were rented 5,449 times to accommodate 165,617 attendees.

The Division’s 17 recreation centers accommodated attendance of 1,434,394 last year. In addition, public and private groups rented the facilities 3,916 days (average 245 days/booked per site) bringing 201,018 attendees to meetings/events. Attendance at the Division’s senior centers and senior programs reached 82,779 last year. In addition, there was an average of 1,970 visits to the City’s 9 fitness centers each month. Computer labs were updated at 17 community centers.

In partnership (and with funding) from Orange County Public Schools and the Florida Department of Education, the Division deployed teachers to all recreation centers throughout the summer to prevent summer learning loss, including 400 youth served at three sites via a Florida Department of Education 21st Century Community Learning Centers grant.

Attendance at our 11 pools reached 38,427 visits; the Orlando Tennis Centre achieved an attendance of 30,625, including a free tennis lesson program for 3 hours each Sunday in April, May, November and December funded by grants from USTA, USPTA, PGA Tour Superstore and Help Kids Play Sports. Attendance at the Pottery Studio increased to 31,731, where classes continued to sell out and often have waiting lists. Attendance at the Orlando Skate Park increased to 11,691 visits and a new shade structure was installed to provide protection against the sun.

Future Goals and Objectives

Short Term

- Review and update the Division’s seasonal staffing pattern to ensure sites stay within budget.
- Expand hours at Smith, Engelwood, Jackson and Northwest Neighborhood Centers.
- Plan/oversee renovation of Grand Avenue School
- Plan construction of a gymnasium at Rosemont Neighborhood Center
- Continue successful implementation of 21st Century Community Learning Center grant at 3 sites- Engelwood, Rosemont, and Citrus Square, and explore expansion to additional sites.
- Partner with the Orlando Fire Department to move Dover Shores Community Centers’ tennis courts to the golf facility area
- Plan relocation of the Orlando Tennis Centre, Downtown Recreation Center, and Pottery Studio.
- Complete purchase of the new mobile stage

Medium Term

- Continue to upgrade aging City recreation facilities
- Expand NFL Flag Football League from its current level of 180 kids to 300 plus kids served.
- Expand 21st Century Program to additional sites.
- Replace the roof at the Dr. J.B. Callahan Neighborhood Center
- Commence and complete construction of new Tennis Center, Grand Avenue facility, and Rosemont gymnasium.

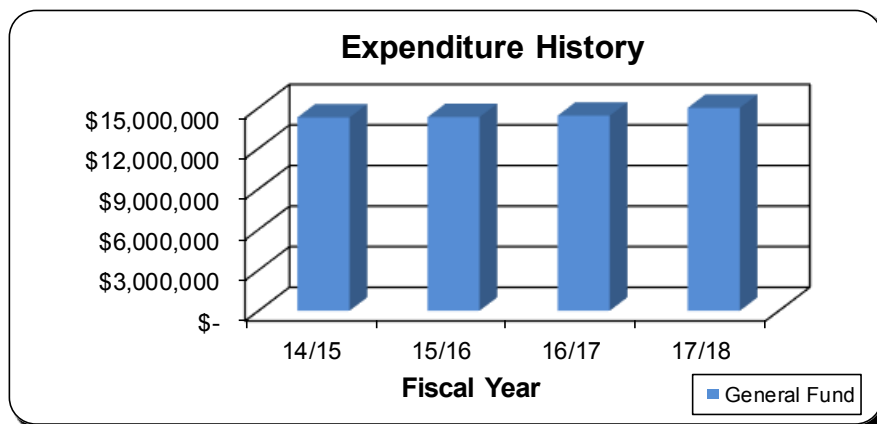
Long Term

- Seek donor/grant funding to improve the Division’s transportation capabilities; create specialized facilities for older teens (e.g. recording studios) at targeted community centers.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,090,985	\$ 925,037	\$ 979,999	\$ 54,962	5.94%
0002 Recreation Maintenance	1,695,374	3,847,811	3,921,535	73,724	1.92%
0003 Athletics	1,209,830	546,693	559,505	12,812	2.34%
0004 Tennis and Racquetball Center	263,016	267,891	273,494	5,603	2.09%
0005 Aquatics	1,351,425	1,326,866	1,350,318	23,452	1.77%
0006 Langford Park Neighborhood Center	32,736	25,915	15,150	(10,765)	(41.54%)
0007 Beardall Senior Center	539,164	483,127	511,928	28,801	5.96%
0008 Callahan Neighborhood Center	566,416	454,437	466,461	12,024	2.65%
0009 Colonialtown Neighborhood Center	148,917	120,192	126,683	6,491	5.40%
0010 Dr. James R. Smith Center	756,927	627,863	696,198	68,335	10.88%
0011 Dover Shores Community Center	743,033	622,460	602,824	(19,636)	(3.15%)
0012 Downtown Recreation Complex	421,348	425,997	440,168	14,171	3.33%
0013 Engelwood Neighborhood Center	745,962	642,368	717,941	75,573	11.76%
0014 Hankins Park Recreation Site	117,150	72,286	73,817	1,531	2.12%
0015 Ivey Lane Recreation Site	156,579	156,741	158,905	2,164	1.38%
0016 John Jackson Recreation Center	482,568	433,329	506,537	73,208	16.89%
0017 L. Claudia Allen Senior Center	469,872	390,989	405,709	14,720	3.76%
0018 Reeves Terrace Recreation Site	284,810	147,532	161,151	13,619	9.23%
0019 College Park Center	688,551	642,679	656,585	13,906	2.16%
0020 Cultural Arts and Education	208,498	202,288	211,915	9,627	4.76%
0021 Wadeview Pool and Community Center	366,111	289,609	287,031	(2,578)	(0.89%)
0022 Rosemont Center	771,185	658,092	696,732	38,640	5.87%
0023 Northwest Community Center	753,225	643,570	700,744	57,174	8.88%
0024 Citrus Square Recreation Site	114,608	115,435	118,126	2,691	2.33%
0025 Rock Lake Center	102,681	106,851	104,643	(2,208)	(2.07%)
0026 Primrose Plaza	85,167	72,837	75,509	2,672	3.67%
0027 Orlando Skatepark	152,403	176,591	180,617	4,026	2.28%
TOTAL -- GENERAL FUND	\$ 14,318,539	\$ 14,425,486	\$ 15,000,225	\$ 574,739	3.98%
TOTAL -- RECREATION	\$ 14,318,539	\$ 14,425,486	\$ 15,000,225	\$ 574,739	3.98%



FAMILIES, PARKS AND RECREATION DEPARTMENT

STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Actual	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	6	6
0003 Athletics	3	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	1	1
0010 Dr. James R. Smith Center	6	5	6
0011 Dover Shores Community Center	3	4	4
0012 Downtown Recreation Complex	4	5	5
0013 Engelwood Neighborhood Center	5	5	6
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	4	4	5
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Center	5	5	5
0020 Cultural Arts and Education	1	1	1
0021 Wadeview Pool and Community Center	3	2	2
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	5	5	6
0024 Citrus Square Recreation Site	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
TOTAL -- GENERAL FUND	85	85	89
TOTAL -- RECREATION DIVISION	85	85	89

FAMILIES, PARKS AND RECREATION DEPARTMENT

FPR Children's Initiative

"Provision of comprehensive, innovative children's programs"

FPR operates a comprehensive, innovative, data-driven youth initiative from cradle to college and career. The aim is to improve academic achievement, workforce readiness, and health and wellness of Orlando's youth, especially disadvantaged youth, in collaboration with schools and non-profit, faith and business partners. The goal is to "move the needle" on academic performance, juvenile crime, and child health in Orlando. During FY17/18 significant accomplishments include:

Orlando After School All Stars (ASAS) offers a free 36 week before and after school program at eight OCPS middle school sites and one charter school and, during the summer, an eight week summer camp at seven OCPS sites. The program provides over 1,100 free hours of supervised youth development activities to each youth. ASAS was recognized as a "model program" by the FL-DOE 21st CCLC Department annual review for a 7th consecutive year. 97% of ASAS students met OCPS academic achievement standards and students completed over 68,400 community service hours. In addition to the out-of-school services, ASAS also manages two AmeriCorps programs (OPASS and Operation AmeriCorps) that serve 5 middle schools and 5 high schools. This year round initiative utilizes 70 full-time AmeriCorps members providing in-school and out-of-school tutoring and mentoring services to under-performing youth. In all, ASAS provides services to over 3,600 students per year.

Parramore Kidz Zone (PKZ) served 1,134 youth, birth to age 24. Of these, 690 participated in academically-enriched after school programs and 171 participated in programs designed to keep them on track toward high school graduation, college entry and college completion; 493 children under the age of 5 received early learning services; 446 participated in health and wellness programs; 401 older youth participated in youth development programs; and 101 youth were employed. Program evaluators documented a 38% decline in verified cases of child maltreatment, a 56% reduction in teen births; and a 61% reduction in juvenile arrests in Parramore, and 100% of Parramore high school seniors served by PKZ graduated high school in 2017. This year, Parramore Kidz Zone won the \$50,000 Powell Legacy Award, presented by General and Mrs. Colin L. Powell, recognizing "organizations and communities that provide outstanding models to the nation, programs that General and Mrs. Powell are proud to have as their legacy."

The Recreation Division offered afterschool programs to 1,311 children and summer camp to 2,201 children at 17 locations. To address food insecurity, the Recreation Division provided 111,027 meals to children this summer through the Summer Food Service program and 139,555 suppers to children at 17 City locations throughout the school year. In addition, in partnership with Orange County Public Schools, children attending the City's summer camps spent 73,328 minutes reading 9,963 books over a 6 week period to combat summer learning loss. Other accomplishments: over 550 youth ages 5-14 participated in the annual Summer Showcase at the Dr Phillips Performing Arts Center with 2,700 guest in attendance; over 1,000 youth created art projects at the Pottery Studio, tennis lessons were provided to 2,000 youth at 15 locations; 1,500 youth received swim lessons at City pools.

My Brother's Keeper Orlando. As part of President Obama's My Brother's Keeper Initiative, FPR continues to build strategies to address challenges that place boys and young men of color; bolstering/scaling up youth development programs aimed at preventing juvenile crime and collaborating to build trust between boys/young men of color and police officers; expanding efforts to "move the needle" on academic performance of boys/young men of color; and expanding employment opportunities for boys/young men of color. 50 young men of color from 9 recreation centers participated in the My Brother's Keeper program and over 100 young boys from 4 elementary schools were mentored in the R.O.A.M. (Recreation Outreach and Mentoring) by our Recreation Division Managers.

Youth Employment. Studies show that youth employment has a profound impact especially on low-income youth and is one of the strongest indicators of future earnings. Work at an early age raises later employability and earnings and leads to fewer dropouts and lower rates of disconnection from school and work. FPR employed 888 youth during the year, ages 15 to 25, of which 187 are funded via a variety of grants.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Future Goals and Objectives**Short Term**

- Build FPR's ability to support children's well-being by enhancing the organization's ability to leverage and manage grant and donor funds and track and evaluate program results.

Medium Term

- Develop and seek funding for a comprehensive health/wellness component
- Enhance older youth programming
- Enhance STEM and cultural arts components
- Enhance wrap-around supports for basic needs (transportation, food, clothing, school supplies, hygiene, and computer/internet access)

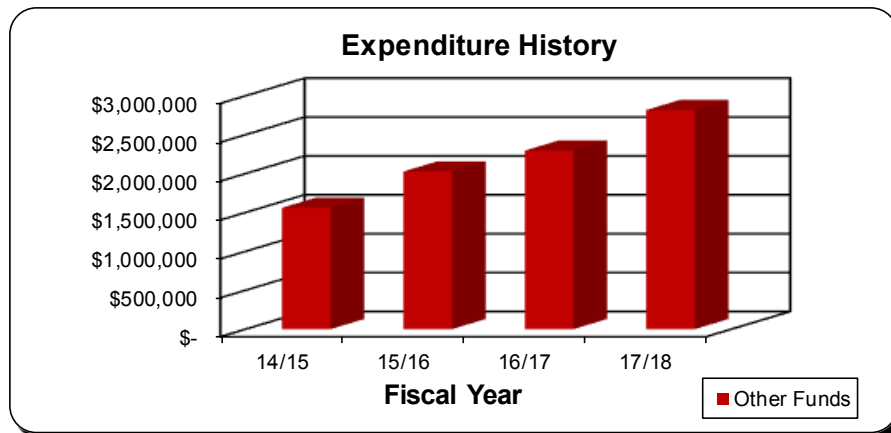
Long Term

- Effectively brand the City's Children's Initiative
- Improve grant writing, fundraising, and grants management capabilities
- Improve data management capabilities
- Develop comprehensive staff training capabilities

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars Recreation Division (REC)	\$ 1,996,654	\$ 2,295,987	\$ 2,751,715	\$ 455,728	19.85%
0028 Recreation After School All Stars	\$ 30,693	\$ -	\$ 66,083	\$ 66,083	N/A
TOTAL -- AFTER SCHOOL ALL-STARS FUND	\$ 2,027,346	\$ 2,295,987	\$ 2,817,798	\$ 521,811	22.73%
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 2,027,346	\$ 2,295,987	\$ 2,817,798	\$ 521,811	22.73%



STAFFING SUMMARY

	2015/16 Actual Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
AFTER SCHOOL ALL STARS FUND #0023			
0004 After School All Stars	7	7	7
0028 Recreation After School All Stars	1	1	1
TOTAL -- AFTER SCHOOL ALL-STARS FUND	8	8	8
TOTAL -- AFTER SCHOOL ALL-STARS	8	8	8

FAMILIES, PARKS AND RECREATION DEPARTMENT

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	98%	98%	98%
Recreation Division	Number of Hours Facilities Rented	33,749	35,956	38,000

Employee Learning & Growth

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,200	1,200	1,200
Recreation Division	Total number of training hours	5,000	5,000	5,000

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Families, Parks and Recreation	Families, Parks and Recreation Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	1.45%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	\$189,556	\$191,345	\$195,000
Parks Division	Event Rental Revenue	\$497,233	\$503,602	\$510,000
Recreation Division	Rental Revenue	\$531,122	\$577,171	\$600,000

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	115	115	115
Parks Division	Total number of trees pruned	2,600	2,369	2,600
Parks Division	Total number of trees removed	425	535	500
Parks Division	Total number of "green-up" events	90	97	90

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	1,030	1,370	1,300
Parks Division	Tree City U.S.A award	Yes	Yes	Yes
Parks Division	Tree City U.S.A growth award	Yes	Yes	Yes
Parks Division	Playful City U.S.A award	Yes	Yes	Yes
Recreation Division	Total attendance	2,279,222	1,913,958	2,000,000
Recreation Division	Number of Rental Contracts	2,072	2,001	2,100
Recreation Division	Number of Booked Days	9,635	10,410	10,500

FAMILIES, PARKS AND RECREATION DEPARTMENT

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CITY OF ORLANDO

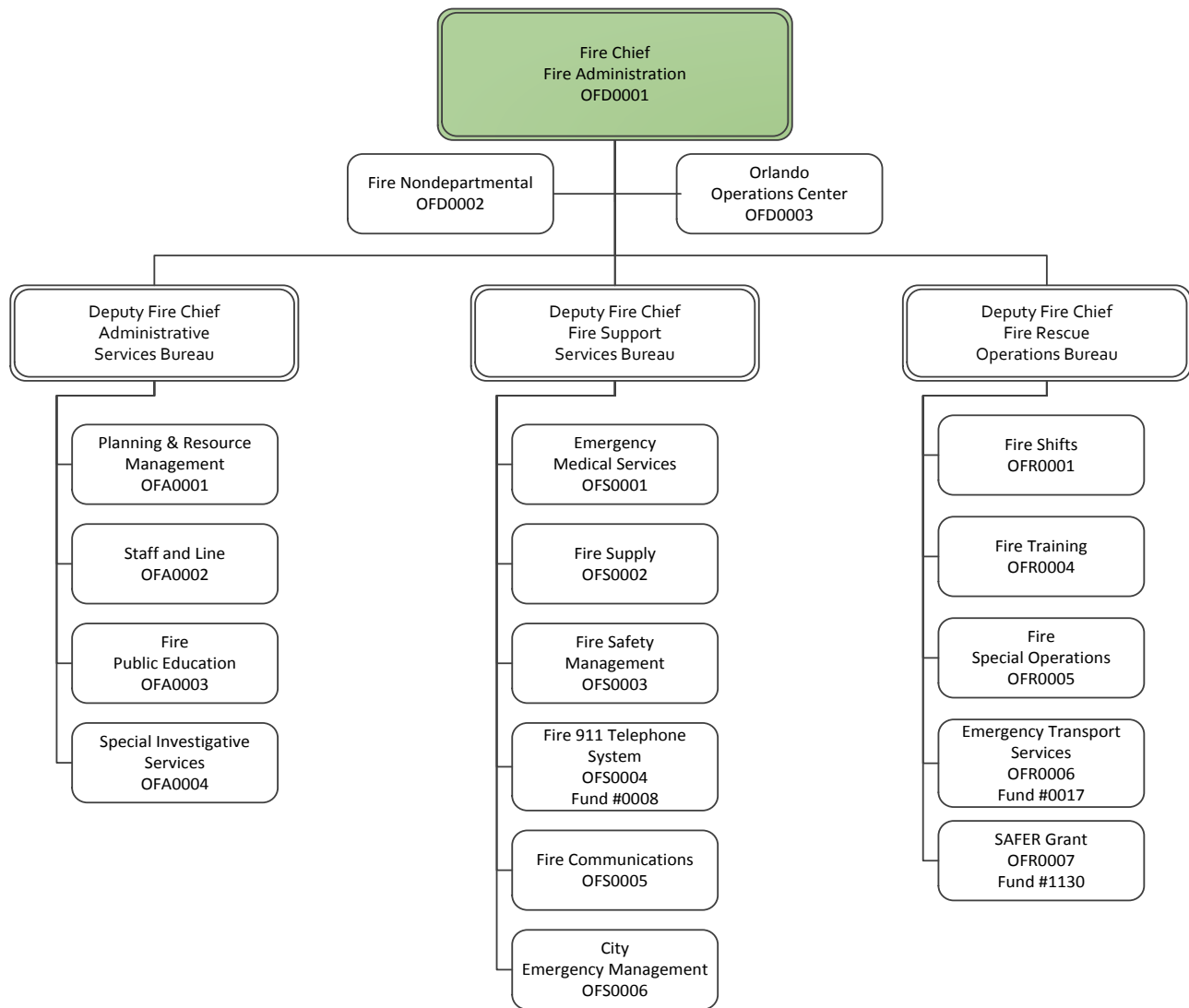
FIRE DEPARTMENT



FIRE DEPARTMENT

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FIRE DEPARTMENT



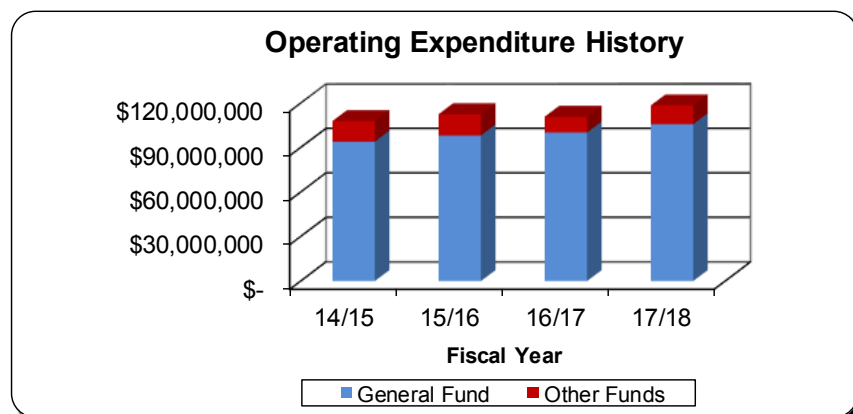
Department Mission Statement

The Orlando Fire Department Mission Statement “protect lives and property” simply states the goal of a large organization that utilizes many specially trained personnel in multiple professions. These groupings of tightly orchestrated Fire Department Divisions and Sections create a professional Life and Property protection ecosystem. Each relying on the other’s dedicated, exacting, and specific services to produce The Orlando Fire Department.

FIRE DEPARTMENT

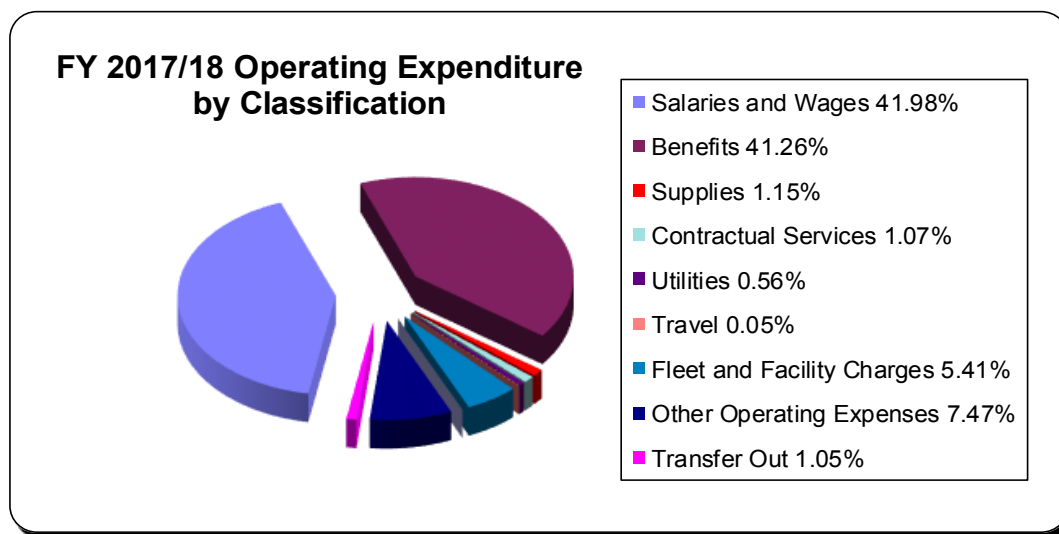
DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,320,441	\$ 2,483,602	\$ 2,815,001	\$ 331,399	13.34%
0002 Fire Nondepartmental	364,654	769,251	667,500	(101,751)	(13.23%)
0003 Orlando Operations Center	362,078	384,077	316,342	(67,735)	(17.64%)
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning & Resource Management	750,864	1,050,889	796,885	(254,004)	(24.17%)
0002 Fire Logistics	394,301	454,132	470,900	16,768	3.69%
0003 Fire Public Education	246,674	279,433	310,371	30,938	11.07%
0004 Fire Special Investigative Services	885,246	924,916	914,613	(10,303)	(1.11%)
Fire Support Services Bureau (OFS)					
0002 Fire Supply	532,754	571,824	558,502	(13,322)	(2.33%)
0003 Fire Safety Management	1,469,441	1,257,502	1,598,824	341,322	27.14%
0005 Fire Communications	2,540,153	2,602,430	2,725,147	122,717	4.72%
0006 City Emergency Management	170,414	272,325	289,248	16,923	6.21%
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	85,844,939	87,305,322	92,327,450	5,022,128	5.75%
0004 Fire Training	1,416,935	1,336,878	1,520,136	183,258	13.71%
0005 Fire Special Operations	371,407	319,072	323,681	4,609	1.44%
0007 SAFER Staffing	424,713	-	-	-	N/A
0008 Fire Wellness Center	967	121,789	121,500	(289)	(0.24%)
0009 Fire Air Room	14,687	22,650	24,700	2,050	9.05%
TOTAL -- GENERAL FUND	\$ 98,110,666	\$ 100,156,092	\$ 105,780,800	\$ 5,624,708	5.62%
EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017					
Fire Rescue Operations Bureau (OFR)					
0006 Emergency Transport Services	\$ 14,256,438	\$ 10,500,000	\$ 12,445,310	\$ 1,945,310	18.53%
TOTAL -- EMS TRANSPORT FUND	\$ 14,256,438	\$ 10,500,000	\$ 12,445,310	\$ 1,945,310	18.53%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 35,124	\$ 58,468	\$ 145,514	\$ 87,046	148.88%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 35,124	\$ 58,468	\$ 145,514	\$ 87,046	148.88%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 112,402,228	\$ 110,714,560	\$ 118,371,624	\$ 7,657,064	6.92%



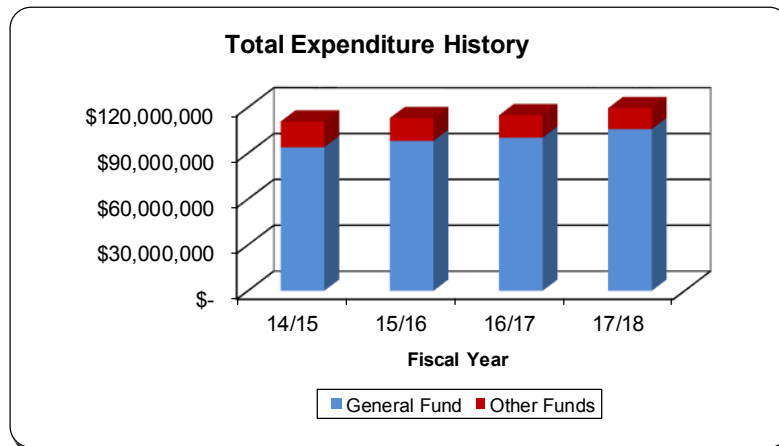
FIRE DEPARTMENT

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 49,764,763	\$ 47,038,341	\$ 49,688,033	\$ 2,649,692	5.63%
Benefits	40,889,788	46,436,515	48,843,756	2,407,241	5.18%
Supplies	1,121,373	1,280,412	1,367,400	86,988	6.79%
Contractual Services	1,104,997	1,462,224	1,270,407	(191,817)	(13.12%)
Utilities	704,031	715,500	657,697	(57,803)	(8.08%)
Travel	55,604	58,925	58,925	-	0.00%
Fleet and Facility Charges	5,677,176	5,272,179	6,401,023	1,128,844	21.41%
Capital Outlay	304,515	-	-	-	N/A
Other Operating Expenses	12,035,067	6,883,737	8,844,804	1,961,067	28.49%
Transfer Out	744,914	1,566,727	1,239,579	(327,148)	(20.88%)
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 112,402,228	\$ 110,714,560	\$ 118,371,624	\$ 7,657,064	6.92%



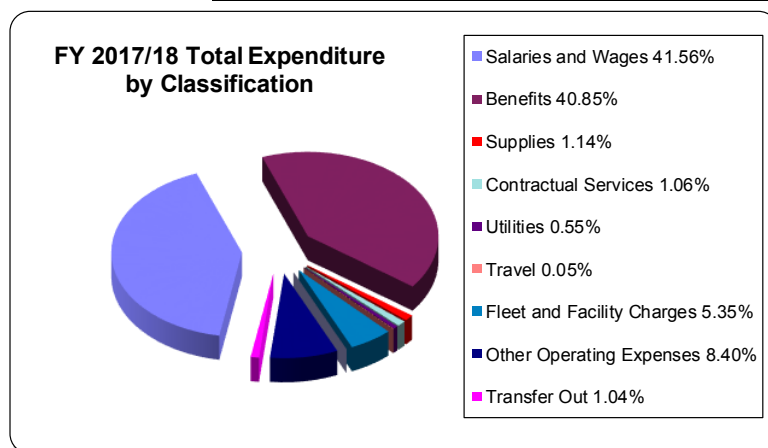
FIRE DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Project / Grant	Expenditures	Budget	Budget	to Adopted	Change
GRANTS FUND #1130					
0005 SAFER Grant 2012	\$ 238,621	\$ -	\$ -	\$ -	N/A
Projects and Grants	69,006	337,336	-	(337,336)	(100.00%)
TOTAL -- GRANTS FUND	\$ 307,626	\$ 337,336	\$ -	\$ (337,336)	(100.00%)
OTHER FUNDS					
Projects and Grants	\$ 307,453	\$ 3,833,378	\$ 1,200,000	\$ (2,633,378)	(68.70%)
TOTAL -- OTHER FUNDS	\$ 307,453	\$ 3,833,378	\$ 1,200,000	\$ (2,633,378)	(68.70%)
TOTAL -- FIRE DEPARTMENT	\$113,017,307	\$114,885,274	\$119,571,624	\$ 4,686,350	4.08%



Expenditure by Classification

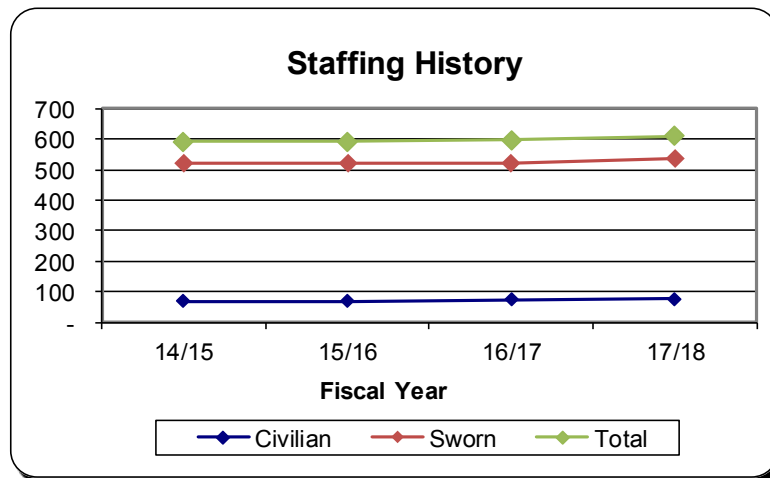
Salaries and Wages	\$ 49,893,062	\$ 47,040,841	\$ 49,688,033	\$ 2,647,192	5.63%
Benefits	41,000,110	46,464,086	48,843,756	2,379,670	5.12%
Supplies	1,186,050	1,745,904	1,367,400	(378,504)	(21.68%)
Contractual Services	1,289,808	1,542,407	1,270,407	(272,000)	(17.63%)
Utilities	704,031	715,500	657,697	(57,803)	(8.08%)
Travel	79,600	67,456	58,925	(8,531)	(12.65%)
Fleet and Facility Charges	5,677,176	5,272,179	6,401,023	1,128,844	21.41%
Capital Outlay	407,443	778,696	-	(778,696)	N/A
Other Operating Expenses	12,035,113	9,691,478	10,044,804	353,326	3.65%
Transfer Out	744,914	1,566,727	1,239,579	(327,148)	(20.88%)
TOTAL -- FIRE DEPARTMENT	\$113,017,307	\$114,885,274	\$119,571,624	\$ 4,686,350	4.08%



FIRE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	13	15	16
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning & Resource Management	5	4	5
0002 Staff and Line	3	3	3
0003 Fire Public Education	3	3	3
0004 Fire Special Investigative Services	4	4	4
Fire Support Services Bureau (OFS)			
0002 Fire Supply	1	1	1
0003 Fire Safety Management	12	11	12
0005 Fire Communications	32	36	36
0006 City Emergency Management	1	2	2
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	494	499	511
0004 Fire Training	7	7	7
0005 Fire Special Operations	1	1	1
TOTAL -- GENERAL FUND	576	586	601
EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017			
Fire Rescue Operations Bureau (OFR)			
0006 Emergency Transport Services	11	10	10
TOTAL -- EMS TRANSPORT FUND	11	10	10
GRANTS FUND #1130			
Fire Rescue Operations Bureau (OFR)			
0007 SAFER Grant 2012	5	-	-
TOTAL -- GRANTS FUND	5	-	-
TOTAL -- FIRE DEPARTMENT	592	596	611



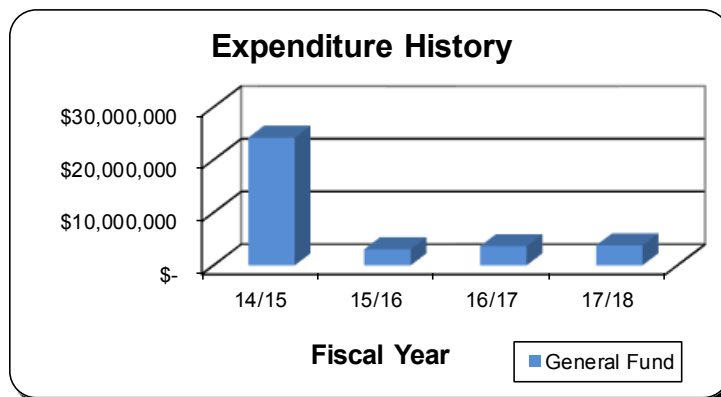
FIRE DEPARTMENT

Fire Chief's Administration

Each Division provides their puzzle piece to the overall organization. The Communications Center answers calls rapidly, dispatches the appropriate personnel and units to the emergency, the Logistics Division provides the apparatus in a safe and functional condition for response, and Field Operations are the “boots on the ground” mitigating the incident at hand. In the event of a medical emergency, the Transport Rescue truck arrives with fire apparatus for care of the sick and injured. The Wellness Division handles all workers’ compensation claims, as well as routine physicals and fitness assessments and the oversight of mental and emotional welfare for OFD personnel. The Fire Administration Division is the unit that makes sure all the pieces of the puzzle are in the right place at the right time. Many other Support Divisions and Sections of the OFD provide the behind the scenes work required for all of this to happen within seconds of calling 911.

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,320,441	\$ 2,483,602	\$ 2,815,001	\$ 331,399	13.34%
0002 Fire Nondepartmental	364,654	769,251	667,500	(254,004)	(13.23%)
0003 Orlando Operations Center	362,078	384,077	316,342	16,768	(17.64%)
TOTAL -- GENERAL FUND	\$ 3,047,172	\$ 3,636,930	\$ 3,798,843	\$ 94,163	4.45%
TOTAL -- FIRE CHIEF'S OFFICE	\$ 3,047,172	\$ 3,636,930	\$ 3,798,843	\$ 161,913	4.45%



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	13	15	16
TOTAL -- GENERAL FUND	13	15	16
TOTAL -- FIRE CHIEF'S OFFICE	13	15	16

FIRE DEPARTMENT

Fire Administrative Services Bureau

Overview of Services

The **Planning and Resource Management Division** manages the facility repairs and maintenance of all fire stations; and administers the public water hydrant flow and inspection program. This Division also works collaboratively with the City of Orlando Economic Development Department to analyze the impact of new development within the city limits, in addition to recognizing the impact of new annexation on the ability of the Fire Department to provide emergency service delivery to those areas. Also review and approve all utility invoices prior to processing payment. Additionally, the Division notifies Orlando Utilities Commission (OUC) Water of any public hydrant deficiencies requiring repairs and maintenance. Also, this Division coordinates all requests for maps and GIS studies with the City Information Technology Division. This area is also responsible for the analysis and GIS mapping function, monitoring the department's performance against internally and externally set performance benchmarks, and making recommendations for performance improvement, including recommendations on needed additions to existing resources and resource deployment.

Major Accomplishments:

- 96% public hydrant completion and services of approximately 5,300 hydrants
- Completed ISO1 reevaluation
- Completed roughly 1,300 apparatus work orders

The **Fire Safety Management (FSM) Division** manages the municipal fire inspection program. The Office of the Fire Marshal is responsible for developing and enforcing the City of Orlando Fire Code, which is applicable to new and existing structures. The Fire Inspectors are responsible for the inspection of commercial occupancies and for investigating violations to the City's Fire Code to insure compliance. In addition to this, the FSM Division oversees the Field Operation Bureau Company Survey, Exit Checks and Pre Fire Plan programs.

The **Special Operations Section** is responsible for the training and administration of the various special operations teams including: Hazardous Materials, Rope Rescue, Vehicle & Machinery Rescue, Confined Space Rescue, Trench Rescue, Structural Collapse Rescue, and Dive Rescue Operations, as well as act as an interface for the Florida Task Force Regional Team (FL-TF4). The agency participates in a regional, (cooperative effort with Orange County Fire Rescue, Orlando Fire Department and Seminole County Fire Department participating as agencies), Urban Search and Rescue teams, and FL-TF4. The FL-TF4 operates as a USAR type II team when combined and a USAR LTRT as individual departments. All Orlando Fire Department Special Operations training, equipment and procedures conform to State typing definitions. The Agency's normal Special Operations response provides adequate personnel, equipment and materials to mitigate most Special Operations incidents. Additional equipment and personnel are available to the Agency through Automatic/Mutual Aid agreements with neighboring agencies. The Agency utilizes FireRMS software package for gathering data for periodic analysis and appraisal by Administration and the Special Operations Team leaders.

FIRE DEPARTMENT

Major Accomplishments:

- The Special Operations Section administered over 13,000 hours of training in the following disciplines:
 - Hazardous Materials Technician
 - Hazardous Materials Operations
 - Confined Space Rescues
 - Vehicle Machinery Rescue
 - Rope Rescue
 - Structural Collapse Rescue
 - Trench Rescue
 - Dive Rescue
- ISO Operational level Hazardous Material training to the entire department

The **Logistics Division** manages the fleet operations including specifications and design of new fire apparatus, preventive maintenance, and repair and maintenance of existing fire apparatus. Also administers the hose testing on an annual basis. This division also handles repairs and maintenance of exhaust systems at all Fire Stations.

Major Accomplishments:

- Received delivery and readied two (2) new Tower Trucks (T1 & T7)
- Coordinated nine (9) annual aerial service tests and annual pump testing on 32 units
- Coordinated over 1,900 apparatus work order repair requests and coordinated 100,000 ft. of hose testing

The **Supply Section** oversees supply functions, including providing uniform items, protective clothing (bunker gear), station and office supplies. They are also responsible for the department inventory control program and required cleaning and repairs of all protective clothing items.

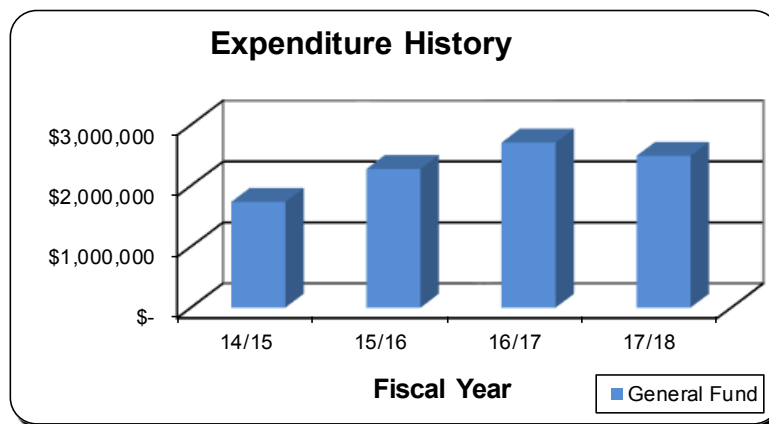
Major Accomplishments:

- Outfitted twenty-seven (27) new firefighters with uniform and bunker gear

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning & Resource Management	750,864	1,050,889	796,885	(254,004)	(24.17%)
0002 Fire Staff & Line	394,301	454,132	470,900	16,768	3.69%
0003 Fire Public Education	246,674	279,433	310,371	30,938	11.07%
0004 Fire Special Investigative Services	885,246	924,916	914,613	(10,303)	(1.11%)
TOTAL -- GENERAL FUND	\$ 2,277,086	\$ 2,709,370	\$ 2,492,769	\$ (216,601)	(7.99%)
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 2,277,086	\$ 2,709,370	\$ 2,492,769	\$ (216,601)	(7.99%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning & Resource Management	5	4	5
0002 Fire Staff & Line	3	3	3
0003 Fire Public Education	3	3	3
0004 Fire Special Investigative Services	4	4	4
TOTAL -- GENERAL FUND	15	14	15
TOTAL -- FIRE ADMINISTRATIVE SERVICES	15	14	15

FIRE DEPARTMENT

Fire Support Services Bureau

Overview of Services

The **Emergency Medical Services (EMS) Division** manages all issues related to emergency medical patient care and interfaces with the Orange County Medical Directors Office and the Orange County EMS Advisory Council to set or change policies or procedures related to emergency medical services delivery. The EMS office is responsible for compliance issues both individual and department-wide from the State of Florida Department of Health. The EMS office is also responsible for the EMS re-certification and in-service training, as well as biennial license renewal. The EMS office is responsible for the acquisition, maintenance and distribution of all EMS related supplies and equipment.

Major Accomplishments:

- Trained over 30 paramedics in International Trauma Life Support
- Supported Orlando Health physician residents with facilitating “lecture series” held at the EMS Division.
- Assisted in transition to new EMS learning management system (Target Solutions) with the help of OFD Training
- Secured funding for ballistic vests, helmets, and drag devices
- Improved EMS education by implementing high-fidelity medical simulation (ACLS, drive-in and drive-out training)
- Deployment of active shooter/active threat equipment on all OFD chief officer vehicles, engines, trucks and rescues

The **EMS Transport Division** is responsible for transport rescues arriving to our patient’s side to also provide EMS care and transport to a local hospital for definitive care. The Division creates and maintains a meticulous record of every patient encounter. All Personal Health Information (PHI) is guarded with stringent HIPAA compliance requirements. OFD provides transport for Advanced Life Support responses as well as Auto Accidents. We support 11 full time rescues and 4 “jump over” rescues that can be placed in service as system needs require. Initiated a trial program utilizing a “peak time” transport unit to evaluate a rapid response vehicle. EMS Transport can also provide the capability of emergent need Bariatric transport with a specialized unit. Additional roles include insurance billing and medical necessity documentation with field personnel to assure proper/increased reimbursements are being utilized for our ambulance transport of sick and injured citizens and visitors of the City of Orlando.

Major Accomplishments:

- Continuing to develop new Policies and Procedures for EMS and EMS Transport
- Participated in many regional mass disaster and active shooter exercises
- Deployment and implementation of new electronic patient care reporting software and hardware devices.
- Instituted inventory control and supply distribution process through the use of UCAPiT vending machines.
- More efficient electronic accountability management, distribution and control of narcotics using Operative IQ
- Contributed to the improvement of billing revenues for John Does
- Conducted over 24,000 hours of continuing education for OFD’s EMS providers

FIRE DEPARTMENT

The **Emergency Management Division** protects the community and City by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatening or actual natural disasters, acts of terrorism or other man-made disasters.

Major Accomplishments:

- Participated jointly with UCF Active Shooter full scale exercise
- Progress toward Emergency Operations Center renovations to include additional video walls and quiet spaces
- OEM provided an enormous number of general disaster preparedness workshops to civic and community groups
- Successful response and activation during Hurricane Matthew

The **Communications Division** is the source that generates the alarms and coordinates the response assignments of field operations personnel. As a transport agency, it is their responsibility to ensure that fire department rescue trucks are strategically moved throughout the City of Orlando to maintain coverage and expedite response. All Emergency Communications Specialists, Supervisors and Management are certified by the National Academy of Emergency Dispatch and are trained to provide life-impacting instruction via telephone to assist patients until firefighters/paramedics arrive on the scene. The Communications Division continues to be accredited through the National Academy of Emergency Dispatch and is recognized worldwide as ACE – Accredited Center of Excellence. This is a prestigious and difficult accomplishment to obtain and maintain and only includes a little over 100 agencies nationwide.

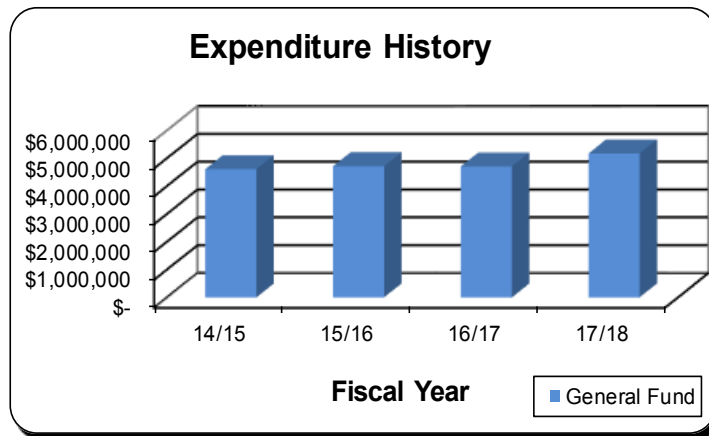
Major Accomplishments:

- Implemented Emergency Medical Dispatch Version 13.0 Protocols
- ACE (EMD) accreditation with the International Association of Emergency Dispatch continue to maintain and meet standards
- Initiated 64,321 alarms in CAD for OFD emergency response
- Continue to review and monitor fast track call taking and dispatch procedures
- Negotiated purchase of new Computer Aided Dispatch System for Fire and Police.
- Added a Training Supervisor position

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0002 Fire Supply	532,754	571,824	558,502	(13,322)	(2.33%)
0003 Fire Safety Management	1,469,441	1,257,502	1,598,824	341,322	27.14%
0005 Fire Communications	2,540,153	2,602,430	2,725,147	122,717	4.72%
0006 City Emergency Management	170,414	272,325	289,248	16,923	6.21%
TOTAL -- GENERAL FUND	\$ 4,712,761	\$ 4,704,081	\$ 5,171,721	\$ 467,640	9.94%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 4,712,761	\$ 4,704,081	\$ 5,171,721	\$ 467,640	9.94%



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Fire-Support Services Bureau (OFS)			
0002 Fire Supply	1	1	1
0003 Fire Safety Management	12	11	12
0005 Fire Communications	32	36	36
0006 City Emergency Management	1	2	2
TOTAL -- GENERAL FUND	46	50	51
TOTAL -- FIRE SUPPORT SERVICES BUREAU	46	50	51

FIRE DEPARTMENT

Fire Rescue Operations Bureau

Overview of Services

The **Field Operations and Non-Emergency Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are firefighters/emergency medical service providers who respond to fires, vehicle accidents, hazardous material, technical rescue and dive rescue incidents as well as emergency medical calls including the transport of Advanced Life Support (ALS) and Basic Life Support (BLS) patients to the hospital. In addition to emergency service delivery, field operations personnel augment the department's public education section by providing fire safety CPR training, injury prevention demonstrations, information and classes for citizens. This is the largest division with three 24-hour shifts of 523 sworn personnel. The Department operates 45-staffed frontline units including 18 fire engines, seven (7) tower trucks, 11 rescue trucks, one (1) hazardous materials unit, one (1) heavy rescue, five (5) district chief vehicles, one (1) Aircraft Crash Fire Rescue and one (1) shift commander vehicle.

Major Accomplishments:

- In the calendar year 2016 the Orlando Fire Department responded to 53,211 emergency alarms, of which more than 45,000 were emergency medical alarms

The **Special Investigative Services Division (SIS)** also known as the Arson/Bomb Squad has three primary functions:

- Investigation of fires to determine cause and origin. Those fires determined to be arson are followed up through criminal investigation for possible prosecution of a crime. All investigators are dual sworn Firefighters and Law Enforcement.
- Explosive Ordinance Disposal (EOD). Investigation and "Rendering Safe Procedures" involving explosive devices as well as post blast investigation. Provide "Threat Assessment" sweeps for public venues, special events and VIP protection in conjunction with Secret Service.
- OFD Internal Affairs and Reporting. OFD's IRIS System handles the investigation of personnel for the Fire Chief or designee as needed.

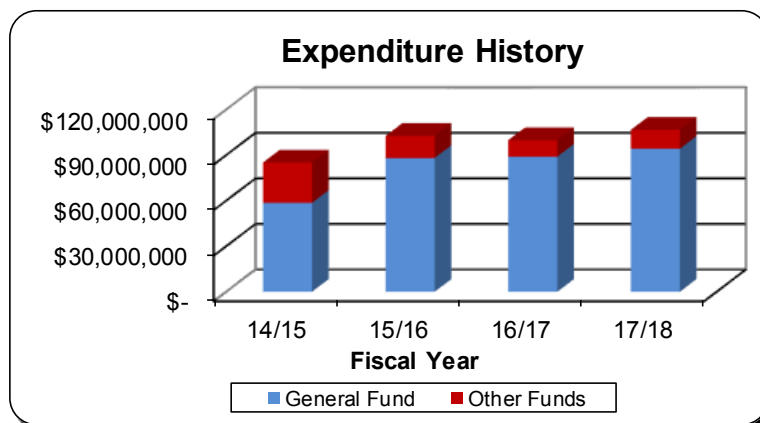
Major Accomplishments:

- 75 total fire related investigations
- 88 Government Assists
- 33 Bomb Calls (does not include bomb threats)
- 11 IRIS's Investigated
- Drone Program initiated and drones purchased

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	85,844,939	87,305,322	92,327,450	5,022,128	5.75%
0004 Fire Training	1,416,935	1,336,878	1,520,136	183,258	13.71%
0005 Fire Special Operations	371,407	319,072	323,681	4,609	1.44%
0007 SAFER Staffing	\$ 424,713	\$ -	\$ -	\$ -	N/A
TOTAL -- GENERAL FUND	\$ 88,057,994	\$ 88,961,273	\$ 94,171,268	\$ 5,209,996	5.86%
EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017					
Fire Rescue Operations Bureau (OFR)					
0006 Emergency Transport Services	\$ 14,256,438	\$ 10,500,000	\$ 12,445,310	\$ 1,945,310	18.53%
TOTAL -- EMS TRANSPORT FUND	14,256,438	10,500,000	12,445,310	1,945,310	18.53%
GRANTS FUND #1130					
Fire Rescue Operations Bureau (OFR)					
0005 SAFER Grant 2012	\$ 238,621	\$ -	\$ -	\$ -	#DIV/0!
Projects	69,006	337,336	-	(337,336)	(100.00%)
TOTAL -- GRANTS FUND	\$ 307,626	\$ 337,336	\$ -	\$ (337,336)	(100.00%)
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$102,622,058	\$ 99,798,609	\$106,616,578	\$ 6,817,970	6.83%



FIRE DEPARTMENT

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	494	499	511
0004 Fire Training	7	7	7
0005 Fire Special Operations	1	1	1
TOTAL -- GENERAL FUND	502	507	519
<u>EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017</u>			
Fire Rescue Operations Bureau (OFR)			
0006 Emergency Transport Services	11	10	10
TOTAL -- EMS TRANSPORT FUND	11	10	10
<u>GRANTS FUND #1130</u>			
Fire Rescue Operations Bureau (OFR)			
0007 SAFER Grant 2012	5	-	-
TOTAL -- GRANTS FUND	5	-	-
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	518	517	529

FIRE DEPARTMENT

Fire Department Future Goals and Objectives

Short Term (0-6 months)

- Complete Orlando Fire Department Training Simulation Room
- Continue utilizing our Peak-unit Transport truck for increased efficiency
- Complete ICS command level training for all Chief Officers
- Establish back-up RIT units utilizing current manpower

Medium Term (6 months-2 years)

- Create complete online Departmental inventory and equipment maintenance system
- OFD continues to provide the necessary training to maintain ISO 1 rating and National Fire Accreditation
- I-4 Reconstruction Project
- Reduce number of fire code violations, false fire alarms, and repeat inspections by 10% through customer education
- Implement a joint OFD/OPD state-of-the-art Computer Aided Dispatch (CAD) system
- Identify software solution with manning, payroll, and rostering function
- Complete renovations to the Orlando Emergency Operations Center

Long Term (2+ years)

- Evaluate and realign apparatus staffing to best meet operational needs
- Evaluate and potentially expand Transport model
- Evaluate resource deployment model for maximum effectiveness
- Replacement Fire Stations for 6, 9, and 11
- Upgrade and more fully utilize Fire Simulation Room
- Create an additional Fire Officer Position for a Career Development and Recruiting
- Continue Hands-only CPR initiative, training the City's residents and Businesses

FIRE DEPARTMENT

Fire Department Operational Performance

Balanced Scorecard Report

Employee Learning & Growth

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	100%	100%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	45	45	45
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	16	16	16

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-0.83%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	70%	95%	100%
Fire-Support Services Bureau	Overall Apparatus Reliability.	90%	95%	99%
Fire-Support Services Bureau	Percentage of 911 voice calls answered	100%	100%	100%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	100%	100%	100%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	95%	95%	99%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	88%	90%	100%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls.	85%	90%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies.	50%	50%	50%
Fire-Support Services Bureau	Total percentage of the building value saved from fire.	99%	99%	100%

FIRE DEPARTMENT

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CITY OF ORLANDO

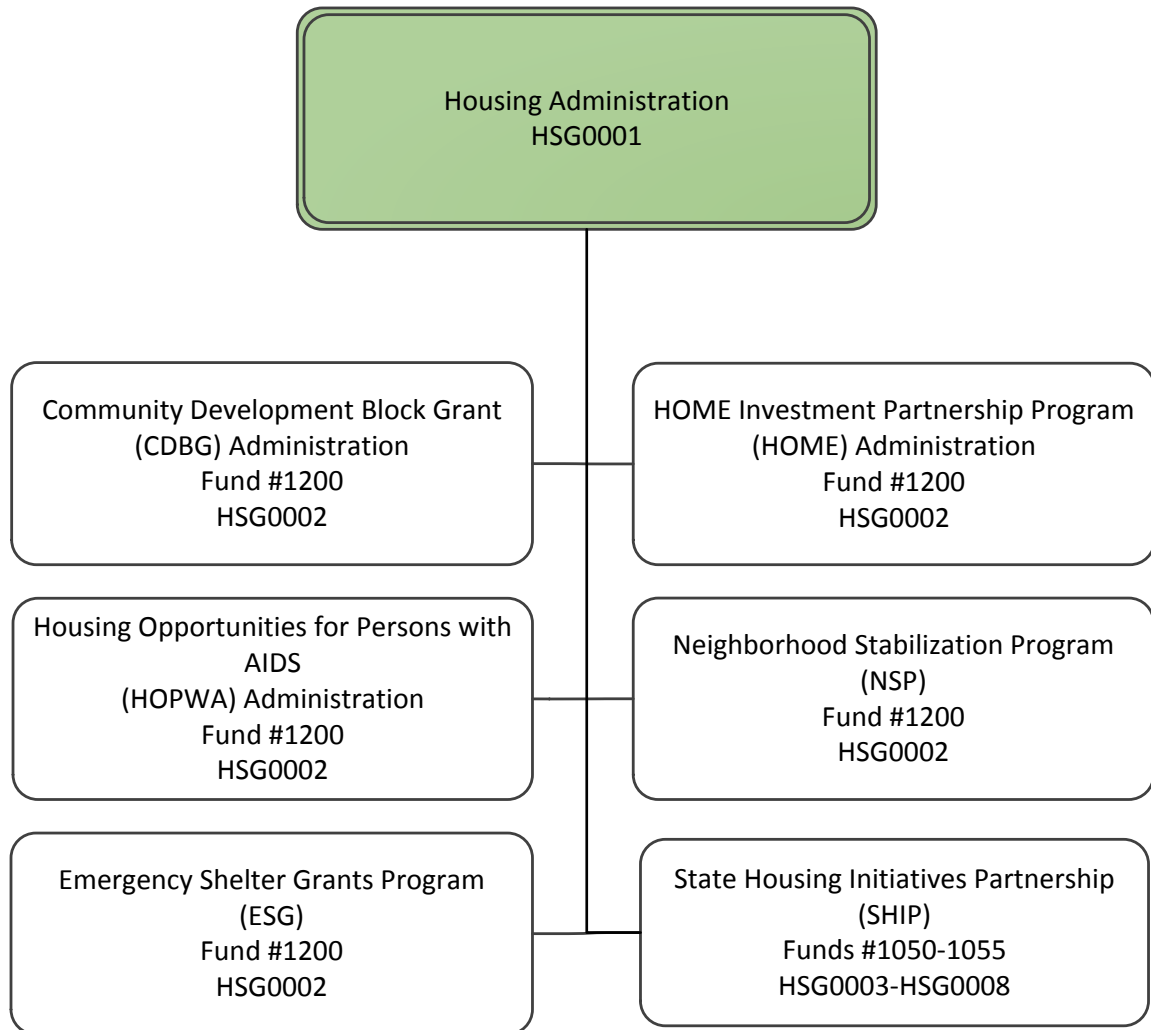
HOUSING AND COMMUNITY DEVELOPMENT



HOUSING AND COMMUNITY DEVELOPMENT

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HOUSING AND COMMUNITY DEVELOPMENT



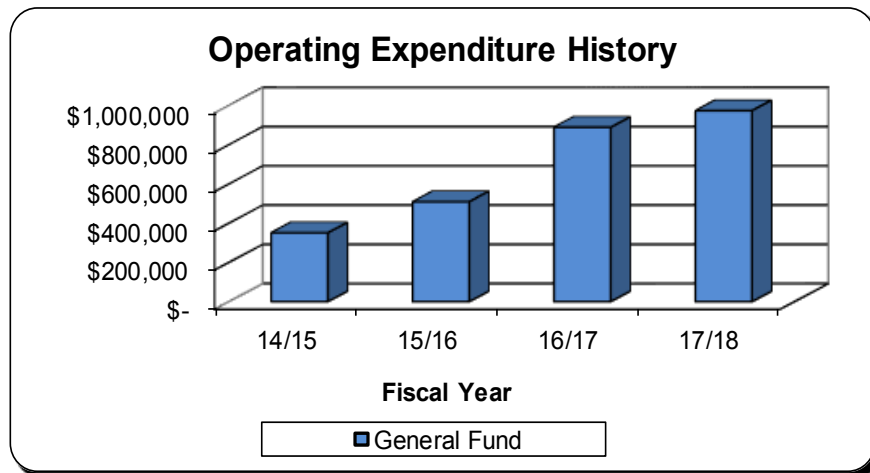
Department Mission Statement

To maintain a sustainable, livable, safe community for very low, low and moderate income persons.

HOUSING AND COMMUNITY DEVELOPMENT

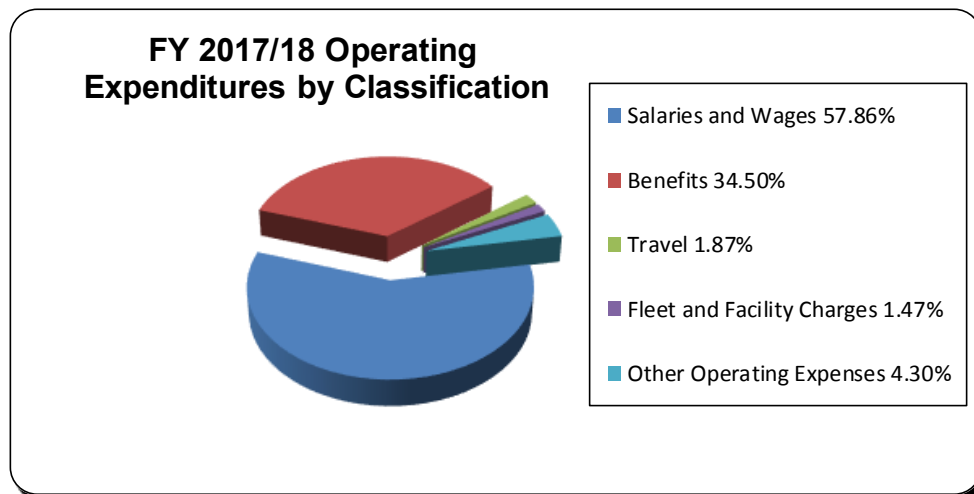
DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001 (HSG)					
0001 Housing and Community Development	\$ 509,244	\$ 888,877	\$ 973,312	\$ 84,435	9.50%
TOTAL -- GENERAL FUND	\$ 509,244	\$ 888,877	\$ 973,312	\$ 84,435	9.50%
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 509,244	\$ 888,877	\$ 973,312	\$ 84,435	9.50%



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 258,157	\$ 577,727	\$ 563,179	\$ (14,548)	(2.52%)
Benefits	125,912	295,150	335,785	40,635	13.77%
Supplies	6,936	-	-	-	N/A
Contractual Services	11,960	-	-	-	N/A
Utilities	11,085	-	-	-	N/A
Travel	7,022	8,000	18,200	10,200	127.50%
Fleet and Facility Charges	2,661	-	14,293	14,293	N/A
Capital Outlay	1,260	-	-	-	N/A
Other Operating Expenses	72,019	8,000	41,855	33,855	423.19%
Transfer Out	12,232	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 509,244	\$ 888,877	\$ 973,312	\$ 84,435	9.50%

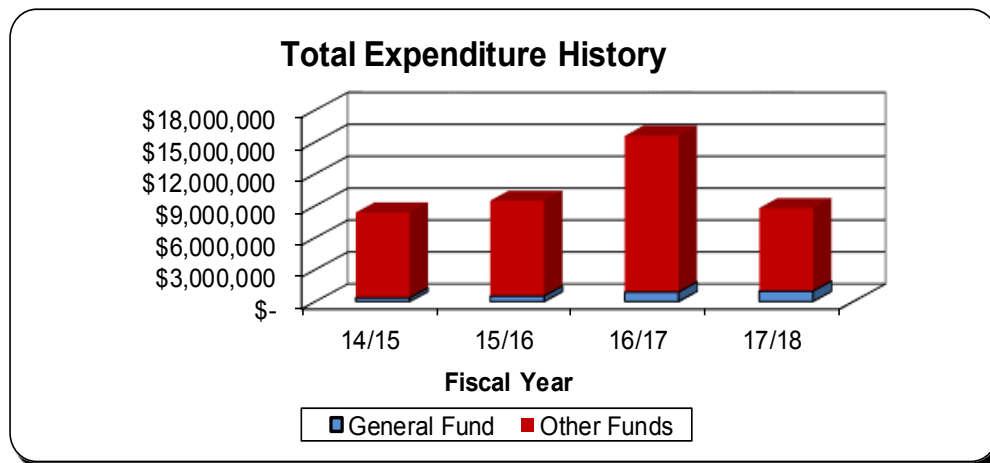


HOUSING AND COMMUNITY DEVELOPMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY09/10	\$ 118,518	\$ -	\$ -	-	N/A
CDBG FY10/11	357,747	-	-	-	N/A
CDBG FY11/12	325,884	-	-	-	N/A
CDBG FY12/13	377,134	-	-	-	N/A
CDBG FY13/14	720,359	-	-	-	N/A
CDBG FY14/15	86,558	165,483	-	(165,483)	(100.00%)
CDBG FY15/16	1,485,375	359,445	-	(359,445)	(100.00%)
CDBG FY16/17	-	1,802,292	-	(1,802,292)	(100.00%)
CDBG FY17/18	-	-	1,866,085	1,866,085	N/A
Emergency Shelter Grant (ESG)					
ESG FY12/13	3,716	-	-	-	N/A
ESG FY13/14	12,050	-	-	-	N/A
ESG FY15/16	161,004	-	-	-	N/A
ESG FY16/17	-	166,071	-	(166,071)	(100.00%)
ESG FY17/18	-	-	162,256	162,256	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY13/14	396,847	265,285	-	(265,285)	(100.00%)
HOME FY14/15	64,286	792,487	-	(792,487)	(100.00%)
HOME FY15/16	154,646	740,010	-	(740,010)	(100.00%)
HOME FY16/17	-	927,935	-	(927,935)	(100.00%)
HOME FY17/18	-	-	877,339	877,339	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY09/10	-	447,602	-	(447,602)	(100.00%)
HOPWA FY10/11	-	325,323	-	(325,323)	(100.00%)
HOPWA FY11/12	-	174,366	-	(174,366)	(100.00%)
HOPWA FY12/13	-	143,066	-	(143,066)	(100.00%)
HOPWA FY13/14	-	232,088	-	(232,088)	(100.00%)
HOPWA FY14/15	-	44,290	-	(44,290)	(100.00%)
HOPWA FY15/16	2,711,563	530,313	-	(530,313)	(100.00%)
HOPWA FY16/17	-	3,701,885	-	(3,701,885)	(100.00%)
HOPWA FY17/18	-	-	3,737,246	3,737,246	N/A
Economic Development Initiative (EDI)					
EDI FY09/10	270,271	-	-	-	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY08/09	470,902	132,761	-	(132,761)	(100.00%)
NSP FY10/11	48,782	528,384	-	(528,384)	(100.00%)
Projects and Grants	(73)	269,272	-	(269,272)	(100.00%)
TOTAL -- HOUSING AND URBAN DVLPMNT FUND	\$ 7,765,566	\$ 11,748,358	\$ 6,642,926	\$ (5,105,432)	(43.46%)

HOUSING AND COMMUNITY DEVELOPMENT

Fund Business Unit Grant and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUNDS #1053-1055					
SHIP FY13/14	33,715	-	-	-	N/A
SHIP FY14/15	888,015	248,801	-	(248,801)	(100.00%)
SHIP FY15/16	279,875	1,007,111	-	(1,007,111)	(100.00%)
SHIP FY16/17	-	1,688,703	-	(1,688,703)	(100.00%)
SHIP FY17/18	-	-	1,158,371	1,158,371	N/A
TOTAL -- SHIP FUNDS	\$ 1,201,605	\$ 2,944,615	\$ 1,158,371	\$ (1,786,244)	(60.66%)
TOTAL -- HOUSING DEPARTMENT	\$ 9,476,415	\$ 15,581,850	\$ 8,774,609	\$ (6,807,241)	(43.69%)



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2015/16	2016/17	2017/18	Change	% Change
	Actual Expenditures	Revised Budget	Adopted Budget	Revised to Adopted	
Salaries and Wages	\$ 786,606	\$ 1,204,251	\$ 970,116	\$ (234,135)	(19.44%)
Benefits	276,556	526,615	529,956	3,341	0.63%
Supplies	14,601	10,646	-	(10,646)	(100.00%)
Contractual Services	6,800,638	12,446,479	7,197,340	(5,249,139)	(42.17%)
Utilities	12,332	2,626	-	(2,626)	(100.00%)
Travel	13,741	16,000	18,200	2,200	13.75%
Fleet and Facility Charges	12,230	4,530	14,293	9,763	215.52%
Capital Outlay	1,460,331	1,117	-	(1,117)	(100.00%)
Other Operating Expenses	86,377	1,369,586	44,704	(1,324,882)	(96.74%)
Transfer Out	13,004	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT	\$ 9,476,415	\$ 15,581,850	\$ 8,774,609	\$ (6,807,241)	(43.69%)

**FY 2017/18 Total Expenditures
by Classification**

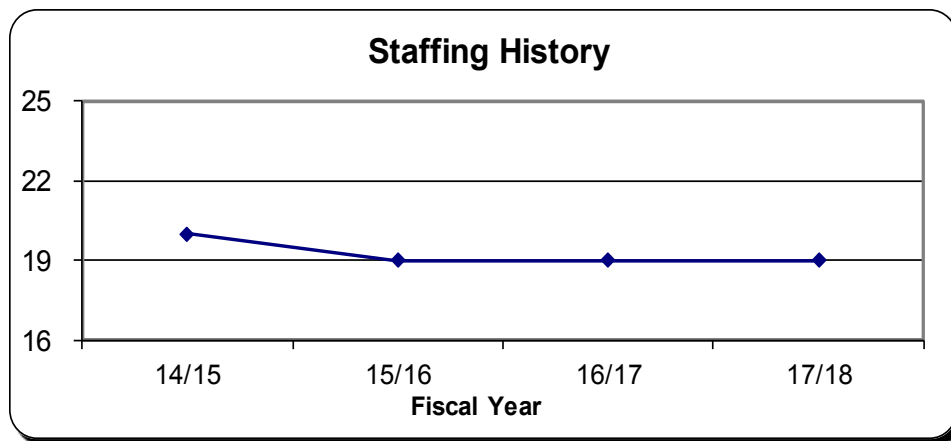


Salaries and Wages	11.06%
Benefits	6.04%
Contractual Services	82.02%
Travel	0.21%
Fleet and Facility Charges	0.16%
Other Operating Expenses	0.51%

HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Housing and Community Development Division (HSG)			
0001 Housing and Community Development	3	-	-
TOTAL -- GENERAL FUND	3	-	-
<u>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</u>			
Housing and Community Development Division (HSG)			
0002 Housing Grants	16	19	19
TOTAL -- HOUSING GRANTS	16	19	19
TOTAL -- HOUSING & COMMUNITY DEVELOPMENT	19	19	19



HOUSING AND COMMUNITY DEVELOPMENT

Overview of Services/Program

The **Housing and Community Development Department** administers local, state and federal funds designated for housing and community development. The Department plans, develops and implements programs and activities to meet identified needs in the community, such as home ownership, rental and owner occupied housing rehabilitation, public service activities, public facilities and infrastructure improvements, and assistance to the homeless population and persons with HIV/AIDS.

Major Accomplishments

- Through the Community Development Block Grant Program, the City has funded local agencies to improve public facilities and provide public services. For Program Year 2016-2017, the City funded the following public facility improvements: The acquisition of a property to be developed into a health care facility for low income people, the renovation of Princeton Plaza Hospital which services people with mental health and substance abuse disorders, and the renovation of Frontline Outreach's gymnasium which provides recreational services for low income children. In addition, the City funded the following public service activities: Ministry on South Street which provides academic mentoring for children, Lighthouse Central Florida which provides employment services for the visually impaired, HANDS' Parramore Homebuyer's Club that provides housing counseling to low-income residents in the Parramore area, Primrose Center which provides employment training for people with disabilities, and Jewish Family Services which operates a homelessness prevention program. This year the City also funded a housing program that assists low income residents to repair their roofs.
- Through the HOME Investment Partnerships Program and State Housing Initiatives Partnerships Program (SHIP), the City has been able to assist, during 2016-2017 year, 20 low/moderate-income families with housing rehabilitation and 21 low/moderate-income families with down payment/closing cost assistance. The City has also been able to develop and maintain affordable housing by collaborating with developers, CHDOs, contractors, and not-for-profit agencies in the rehabilitation of 30 multi-family rental units, as well as, providing reimbursement of impact fees for construction of 14 homes for income eligible households.
- Through the Housing Opportunities for Persons with Aids (HOPWA) Grant Program, the City has funded local agencies to provide case management and housing assistance to low income persons with HIV/AIDS. In Program Year 2015-2016, 861 households were provided housing subsidy assistance and 902 were provided case management services. The City has entered into an Intergovernmental Agreement with Orange County providing for the County to serve as the Administrative Agent of the City's HOPWA Program.
- The City is actively working to rehabilitate 11 homes purchased through the Neighborhood Stabilization Program (NSP I) and (NSP III) and partner with a local not-for-profit agency to identify low income families able to purchase these homes.

Future Goals and Objectives

Short Term

- Develop and advertise the 2016 – 2017 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2017.
- Execute the 2017 – 2018 Annual Action Plan.

Medium Term

- Develop and submit to HUD for funding the 2018–2019 Annual Action Plan.
 - a) Prepare revised Request for Proposals formats and process for 2018.
 - b) Develop grant award recommendations by June 2018.
- Maintain current policies and procedures for CDBG and ESG project implementation for both City staff processes and sub-recipient education.
 - a) Collaborate with local agencies and municipal entities in assessing community technical assistance needs in grant administration.
 - b) Establish City operating procedures for individual and collective grant programs implementation.

Long Term

- Continue to implement a housing first strategy in assisting the chronic homeless including veterans.
- Work to improve processes to assist families at risk of homelessness.
- Work with City of Orlando departments, non-profit agencies, and other local governments to develop strategies for providing affordable housing opportunities to low and moderate income households.
- Provide funding for public services, public facilities, and infrastructure improvements to benefit low and moderate income neighborhoods in the City of Orlando.

HOUSING AND COMMUNITY DEVELOPMENT

Housing Department Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-26.9%	+/-5%

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	18	20	20
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	18	20	19
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	652	1260	4,500
Housing & Community Development	Number of very low, low and moderate-income multifamily households receiving assistance through the Housing Rehabilitation Program.	30	30	125

HOUSING AND COMMUNITY DEVELOPMENT

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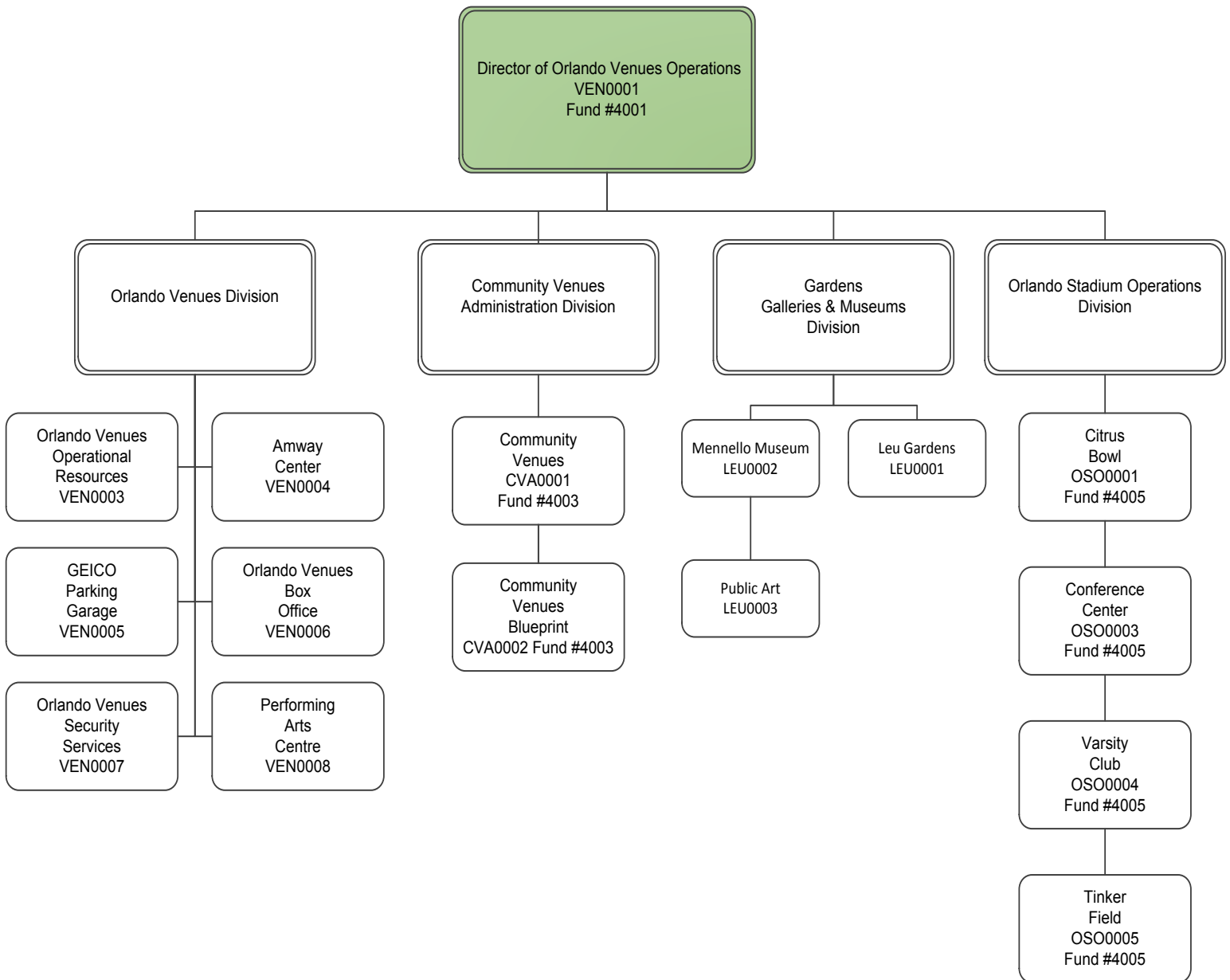
CITY OF
ORLANDO
VENUES



ORLANDO VENUES DEPARTMENT

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ORLANDO VENUES DEPARTMENT



Department Mission Statement

To enhance audience development and enjoyment by continually listening and seeking to act upon the needs of our patrons and clients.

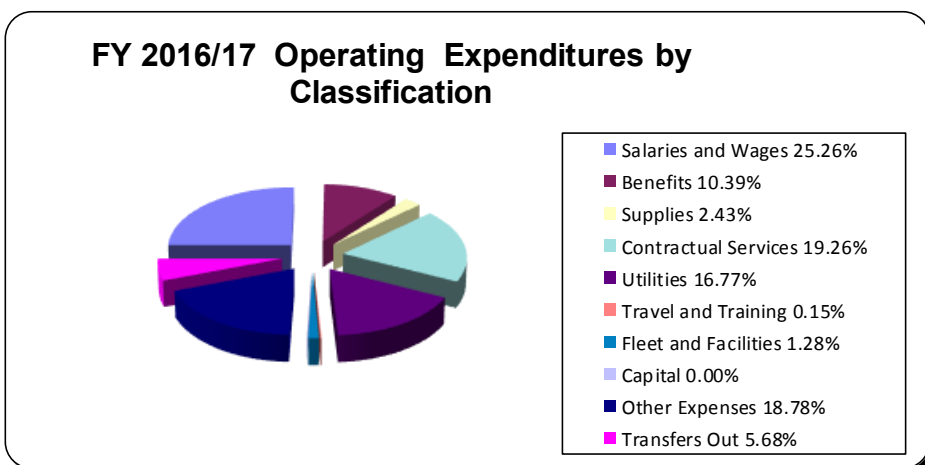
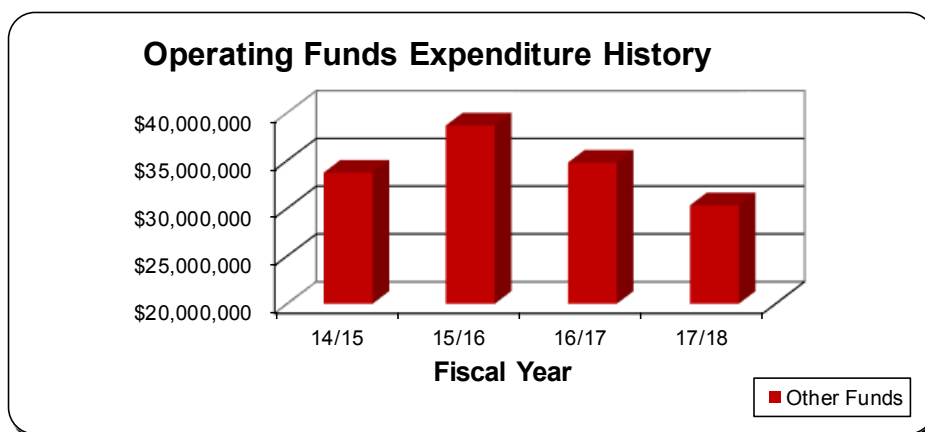
ORLANDO VENUES DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (327)	\$ (27,537)	\$ (17,171)	\$ 10,366	(37.64%)
0002 Orlando Venues Nondepartmental	2,732,587	3,184,056	2,891,496	(292,560)	(9.19%)
0003 Venues Operational Resources	-	2,346	(1,990)	(4,336)	(184.83%)
0004 Amway Center	16,434,133	16,578,748	16,543,087	(35,661)	(0.22%)
0005 GEICO Parking Garage	3,993,232	4,047,432	-	(4,047,432)	(100.00%)
0006 Venues Box Office	137,155	219,497	219,872	375	0.17%
0007 Venues Security Services	-	7,985	(1,246)	(9,231)	(115.60%)
0008 Performing Arts Centre	157	-	-	-	#DIV/0!
TOTAL -- ORLANDO VENUES FUND	\$ 23,296,937	\$ 24,012,527	\$ 19,634,048	\$ (4,378,479)	(18.23%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 240,291	\$ 226,031	\$ 192,898	\$ (33,133)	(14.66%)
0002 Community Venues Blueprint	372,924	451,773	463,583	11,810	2.61%
0003 Venues Construction Administration Nondepartmental	543,848	712,107	549,706	(162,401)	(22.81%)
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 1,157,062	\$ 1,389,911	\$ 1,206,187	\$ (183,724)	(13.22%)
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 10,293,704	\$ 4,826,329	\$ 4,959,210	\$ 132,881	2.75%
0002 Camping World Stadium Nondepartmental	187,137	654,354	500,197	(154,157)	(23.56%)
0003 Conference Center	25,150	33,435	27,000	(6,435)	(19.25%)
0004 Varsity Club	-	-	-	-	#DIV/0!
0005 Tinker Field	453,705	533,331	570,618	37,287	6.99%
0007 Soccer Stadium Operations	9,627	-	-	-	#DIV/0!
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 10,969,323	\$ 6,047,449	\$ 6,057,025	\$ 9,576	0.16%
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,716,636	\$ 2,730,912	\$ 2,781,200	\$ 50,288	1.84%
0003 Public Art	65,610	57,588	68,300	10,712	18.60%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,782,246	\$ 2,788,500	\$ 2,849,500	\$ 61,000	2.19%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 464,591	\$ 540,737	\$ 566,550	\$ 25,813	4.77%
TOTAL -- MENNELLO MUSEUM FUND	\$ 464,591	\$ 540,737	\$ 566,550	\$ 25,813	4.77%
TOTAL -- ORLANDO VENUES OPERATING	\$ 38,670,159	\$ 34,779,124	\$ 30,313,310	\$ (4,465,814)	(12.84%)

ORLANDO VENUES DEPARTMENT

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 8,173,277	\$ 7,914,778	\$ 7,657,782	\$ (256,996)	(3.25%)
Benefits	2,497,538	2,980,248	3,149,680	169,432	5.69%
Supplies	963,044	688,404	735,721	47,317	6.87%
Contractual Services	6,553,974	6,119,416	5,838,958	(280,458)	(4.58%)
Utilities	5,767,693	5,306,058	5,082,510	(223,548)	(4.21%)
Travel and Training	51,903	59,100	46,600	(12,500)	(21.15%)
Fleet and Facilities	383,853	292,809	387,087	94,278	32.20%
Capital	106,265	-	-	-	N/A
Other Expenses	8,654,823	6,062,101	5,692,793	(369,308)	(6.09%)
Transfers Out	5,517,790	5,356,210	1,722,179	(3,634,031)	(67.85%)
TOTAL -- ORLANDO VENUES OPERATING	\$ 38,670,159	\$ 34,779,124	\$ 30,313,310	\$ (4,465,814)	(12.84%)

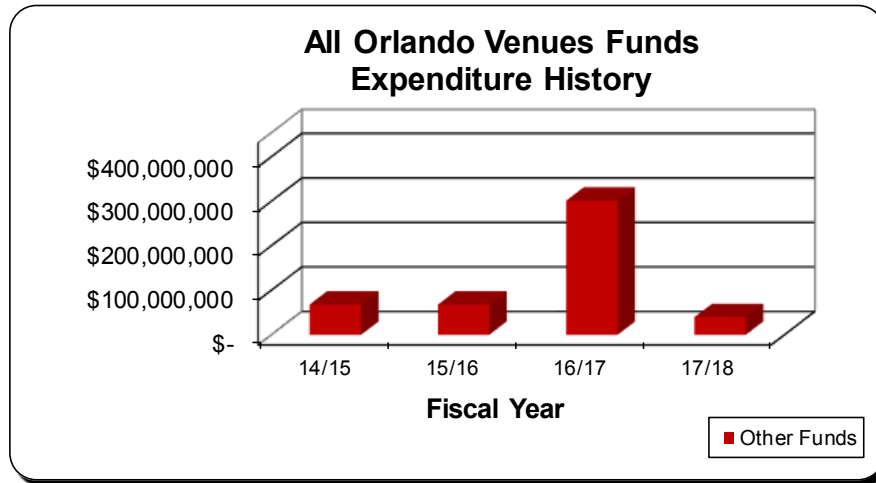


ORLANDO VENUES DEPARTMENT

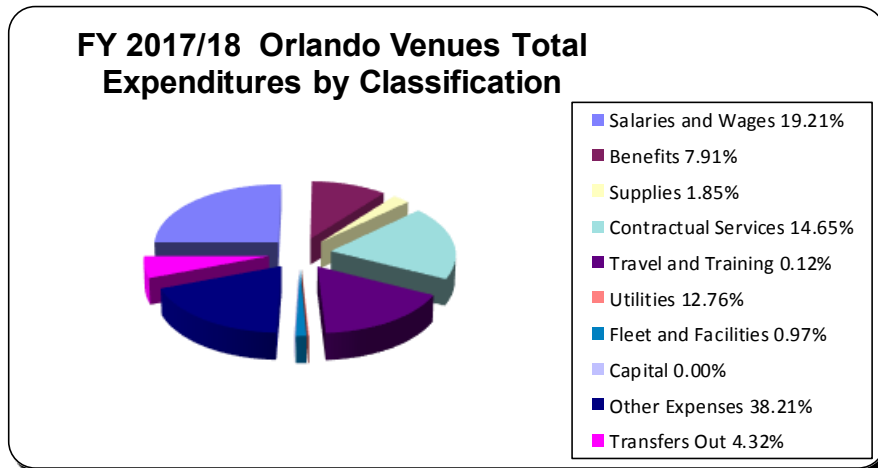
DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Name and Number	Expenditures	Budget	Budget	to Revised	% Change
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
Projects and Grants	\$ 84,756	\$ 6,588	\$ -	\$ (6,588)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 84,756	\$ 6,588	\$ -	\$ (6,588)	(100.00%)
CAPITAL IMPROVEMENTS FUND #3001					
Construction Performing Arts Center (PAC)					
Projects and Grants	\$ 1,481,993	\$ 4,844,128	\$ 1,688,263	\$ (3,155,865)	(65.15%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,481,993	\$ 4,844,128	\$ 1,688,263	\$ (3,155,865)	(65.15%)
AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030					
Events Center Construction Division (EVC)					
0001 Magic Events Center Construction	\$ -	\$ -	\$ -	\$ -	N/A
0002 Events Center City Debt 2009 A	352,755	1,589,450	1,584,388	(5,062)	(0.32%)
0003 Events Center Construction - Other	259,582	699,653	649,955	(49,698)	(7.10%)
0004 Events Center City Debt 2009 C	2,808,175	2,807,675	2,807,675	-	0.00%
0005 Nondepartmental Events Center CP	2,304,742	1,212,500	1,212,500	-	0.00%
Projects and Grants	22,635	3,896,865	-	(3,896,865)	(100.00%)
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 5,747,889	\$ 10,206,143	\$ 6,254,518	\$ (3,951,625)	(38.72%)
PAC CONSTRUCTION AND DEBT FUNDS #4051-4063					
PAC Division (PAC)					
0003 CRA PAC 2010 B Construction	\$ (2,929)	\$ -	\$ -	\$ -	N/A
0004 CRA PAC 2010 B Construction	\$ (2,060,366)				
0005 CRA PAC 2009 A Construction	-	-	-	-	N/A
0007 PAC UCF State Construction	177,048	332,269	-	(332,269)	N/A
0009 PAC CP Debt Construction	159,316	377,700	377,700	-	0.00%
0010 PAC CP Fees Connection Usage	16,257	-	-	-	#DIV/0!
0013 PAC CP Donnell Consultants Inc Costs	100,650	-	-	-	#DIV/0!
0014 PAC CP Stage 2 Costs	-	26,988,180	-	(26,988,180)	(100.00%)
0020 PAC CP Balfour Beatty	1,016,456	-	-	-	#DIV/0!
0021 PAC CP Misc Perimeter Infrastructure	46,273	-	-	-	#DIV/0!
0023 PAC CP 2010A	10,388	-	-	-	#DIV/0!
0024 PAC 2010B	998,159	-	-	-	#DIV/0!
0025 PAC HKS Costs 3	524,798	-	-	-	#DIV/0!
0026_P PAC UCF Contribution	681,098	14,000,000	-	(14,000,000)	(100.00%)
0027_P PAC Development Contribution	6,246,658	60,373,799	-	(60,373,799)	(100.00%)
0029_P PAC TDT	96,173	-	-	-	#DIV/0!
0030_P PAC Additional Arts Plaza	8,936	-	-	-	#DIV/0!
0032_P PAC City Commons Plaza	29,726	-	-	-	#DIV/0!
0033_P PAC Owners Representative Services	58,695	-	-	-	#DIV/0!
0038_P PAC Stage 2 Costs-Commercial Paper	-	2,026,000	-	(2,026,000)	(100.00%)
0105_P PAC Debt Construction Fund Contingency	-	5,217,019	-	(5,217,019)	(100.00%)
Projects and Grants	-	121,477,445	-	(121,477,445)	(100.00%)
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 8,107,337	\$ 230,792,412	\$ 377,700	\$ (230,414,712)	(99.84%)
CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4082					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 88,495	\$ 209,800	\$ 209,800	\$ -	0.00%
0004 Community Redevelopment Agency Citrus Bowl Construc	\$ 460,642	\$ -	\$ -	\$ -	#DIV/0!
Projects and Grants	11,792,478	3,584,959	-	(3,584,959)	(100.00%)
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 12,341,615	\$ 3,794,759	\$ 209,800	\$ (3,584,959)	(94.47%)
SOCCER STADIUM CONSTRUCTION FUNDS #4090-4094					
Projects and Grants	\$ 132,998	\$ 10,934,334	\$ -	\$ (10,934,334)	(100.00%)
TOTAL -- SOCCER STADIUM CONSTRUCTION FUNDS	\$ 132,998	\$ 10,934,334	\$ -	\$ (10,934,334)	(100.00%)
Projects and Grants Other Funds	\$ 1,558,388	\$ 6,315,407	\$ 1,000,000	\$ (5,315,407)	(84.17%)
	\$ 1,558,388	\$ 6,315,407	\$ 1,000,000	\$ (5,315,407)	(84.17%)
TOTAL -- ORLANDO VENUES NON-OPERATING EXPENSES	\$ 29,454,976	\$ 266,893,771	\$ 9,530,281	\$ (257,363,490)	(96.43%)
TOTAL -- ORLANDO VENUES	\$ 68,125,135	\$ 301,672,895	\$ 39,843,591	\$ (261,829,304)	(86.79%)

ORLANDO VENUES DEPARTMENT



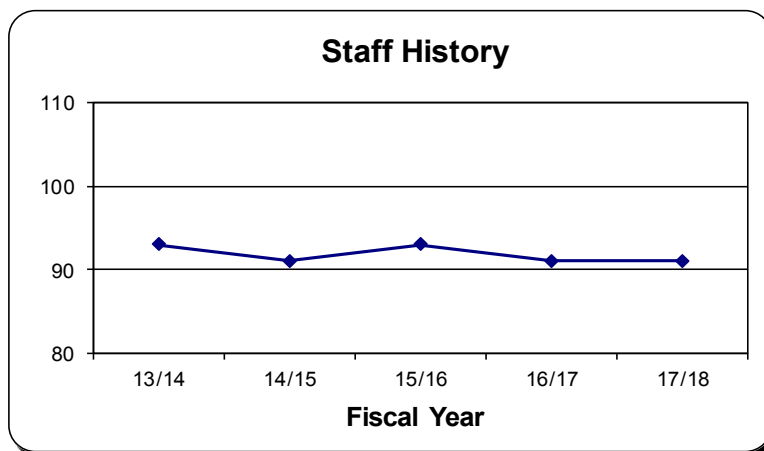
Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 8,293,471	\$ 8,006,198	\$ 7,657,782	\$ (348,416)	(4.35%)
Benefits	2,497,538	2,980,248	3,149,680	169,432	5.69%
Supplies	1,054,509	794,351	735,721	(58,630)	(7.38%)
Contractual Services	17,045,136	173,699,710	5,838,958	(167,860,752)	(96.64%)
Utilities	5,767,693	5,306,058	5,082,510	(223,548)	(4.21%)
Travel and Training	51,903	59,100	46,600	(12,500)	(21.15%)
Fleet and Facilities	392,164	292,809	387,087	94,278	32.20%
Capital	6,940,617	63,794,276	-	(63,794,276)	(100.00%)
Other Expenses	18,771,613	39,365,704	15,223,074	(24,142,630)	(61.33%)
Transfers Out	7,310,492	7,374,441	1,722,179	(5,652,262)	(76.65%)
TOTAL -- ORLANDO VENUES	\$ 68,125,135	\$ 301,672,895	\$ 39,843,591	\$ (261,829,304)	(86.79%)



ORLANDO VENUES DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	15	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	53	53	53
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	3	3	3
0002 Community Venues Blueprint	7	4	4
0003 Venues Construction Administration Nondepartmental	-	1	1
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	10	8	8
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- ORLANDO VENUES	93	91	91



ORLANDO VENUES DEPARTMENT

Venue Operations

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens, the Mennello Museum of American Art and Public Art. Our mission is to become one of the country's most progressive sports and live entertainment complexes, offering events that will enhance the lives of our citizens and community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

Major Accomplishments

Amway Center

- Numerous sellout concerts including Billy Joel (January 27, 2017), Ed Sheeran (August 31, 2017), Florida Georgia Line (January 28, 2017), Red Hot Chili Peppers (April 26, 2017), Jimmy Buffett (May 13, 2017) and *four* Garth Brooks shows (October 8-9, 2016)
- During WrestleMania Week (March 31 – April 4, 2017) successfully sold out four WWE shows at the arena in five days
- Successfully squeezed four sold-out Garth Brooks concerts originally scheduled for October 6-9, 2016 into two days (October 8-9, 2016) due to Hurricane Matthew
- Hosted a return engagement of NCAA Men's Division I Men's Basketball Championship – 1st & 2nd Rounds (March 16-18, 2017)
- In an eSports programming first, hosted the Call of Duty World League Championship August 11-13, 2017
- Hosted the PowerShares Tennis Tournament (January 5, 2017) marking the first time we've had tennis played inside the arena
- Ranked #63 on Pollstar's 2017 Mid-Year Worldwide Ticket Sales Top 200 Arena Venues (July 2017)
- Ranked #81 on Pollstar's 2016 Year-End Worldwide Ticket Sales Top 200 Arena Venues (January 2017)
- Ranked #17 on Venues Today's Mid-Year Top Stops Report based on event grosses between October 16, 2016 – May 15, 2017 for venues with capacity of 15,001 or more (July 2017)
- Ranked #2 on Venues Today's Florida Top Stops Report based on event grosses between April 1, 2016 – March 31, 2017 for venues with capacity of 15,001 or more (June 2017)

Camping World Stadium

- Hosted Orlando's inaugural NFL Pro Bowl on January 29, 2017 with a sold-out crowd and an additional 1,000 standing-room-only tickets
- Welcomed WrestleMania 33 back to the stadium (following its initial appearance in 2008) before an announced attendance of 75,245, a new stadium record
- Metallica plays to a near-capacity crowd as part of their "WorldWired" Tour (July 5, 2017)
- Hosted an International Champions Cup match between Paris Saint-Germain and Tottenham Hotspur (July 22, 2017)
- Hosted the Buffalo Wild Wings Citrus Bowl between Louisiana State University and the University of Louisville (December 31, 2016)
- Hosted the Russell Athletic Bowl between the University of Miami and West Virginia University (December 28, 2016)
- Hosted the AutoNation Cure Bowl between the University of Central Florida and Arkansas State University (December 17, 2016)
- Ranked #1 on Venues Today's Top Stops of 2017 Mid-Year Report based on event grosses for venues with capacity over 30,000 (Venues Today, July 2017)
- Ranked #2 on Venues Today's Top Stops Year-End Report based on event grosses (Venues Today, December 2016)
- Ranked #4 on Venues Today's Florida Top Stops Report based on event grosses between April 1, 2016 – March 31, 2017 for venues with capacity of 15,001 or more (June 2017)

Tinker Field

- Hosted sixth consecutive year of 2-day Electric Daisy Carnival November 4-5, 2016 and continued the trend of increasing attendance over previous year
- Hosted a return engagement of the Vans Warped Tour on June 30, 2017

ORLANDO VENUES DEPARTMENT

Future Goals and Objectives

Short Term

- Continue to secure new and diverse programming at Camping World Stadium including pre-season NFL football games, neutral-site college football games and big-name concerts
- Continue efforts to work more closely with Leu Gardens and the Mennello Museum of American Art to increase attendance and exposure
- Convert AmwayCenter.com into a responsive design website that will load seamlessly on any smartphone, tablet or desktop

Medium Term

- Develop promotional partnerships with area business, hotels to garner exposure for our concerts/events and generate revenue
- Continue to expand marketing and outreach to the Hispanic community throughout Central Florida
- Utilize data (from email, website and Wi-Fi) to target potential ticket buyers more effectively

Long Term

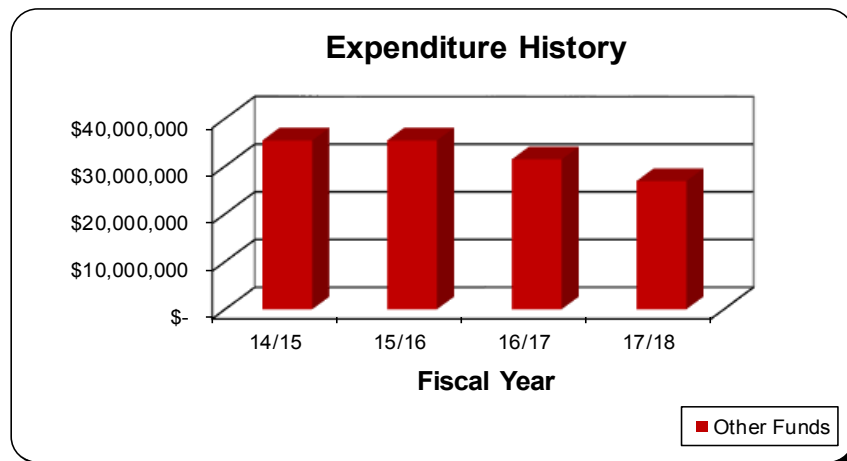
- Strengthen promotional partnerships within the community
- Increase attendance and profitability at all Orlando Venues facilities

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (327)	\$ (27,537)	\$ (17,171)	\$ 10,366	N/A
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0003 Venues Operational Resources	-	2,346	(1,990)	(4,336)	N/A
0004 Amway Center	16,434,133	16,578,748	16,543,087	(35,661)	N/A
0005 GEICO Parking Garage	3,993,232	4,047,432	-	(4,047,432)	N/A
0006 Venues Box Office	137,155	219,497	219,872	375	N/A
0007 Venues Security Services	-	7,985	(1,246)	(9,231)	N/A
0008 Performing Arts Centre	157	-	-	-	N/A
TOTAL -- ORLANDO VENUES FUND	\$ 23,296,937	\$ 24,012,527	\$ 19,634,048	\$ (4,378,479)	(18.23%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 240,291	\$ 226,031	\$ 192,898	\$ (33,133)	(14.66%)
0002 Community Venues Blueprint	372,924	451,773	463,583	11,810	2.61%
0003 Venues Construction Administration Nondepartmental	543,848	712,107	549,706	(162,401)	(22.81%)
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 1,157,062	\$ 1,389,911	\$ 1,206,187	\$ (183,724)	(13.22%)
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 10,293,704	\$ 4,826,329	\$ 4,959,210	\$ 132,881	2.75%
0002 Camping World Stadium Nondepartmental	187,137	654,354	500,197	(154,157)	(23.56%)
0003 Conference Center	25,150	33,435	27,000	(6,435)	(19.25%)
0004 Varsity Club	-	-	-	-	#DIV/0!
0005 Tinker Field	453,705	533,331	570,618	37,287	6.99%
0007 Soccer Stadium Operations	9,627	-	-	-	
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 10,969,323	\$ 6,047,449	\$ 6,057,025	\$ 9,576	0.16%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$ 35,423,322	\$ 31,449,887	\$ 26,897,260	\$ (4,552,627)	(14.48%)

ORLANDO VENUES DEPARTMENT



STAFFING SUMMARY

	2015/16 Actual Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	16	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	15	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	52	53	53
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	3	3	3
0002 Community Venues Blueprint	7	4	4
0003 Venues Construction Administration Nondepartmental	-	1	1
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	10	8	8
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	69	68	68

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division- Harry P. Leu Gardens

Overview of Services

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to provide a cultural resource that promotes the awareness and understanding of plants, the environment, and the Gardens' history. The collection of plants contains more than 6,000 genera and cultivars utilized in applied evaluative research and education. A seven member Board of Trustees appointed by the Mayor oversees the operation of the Gardens.

Major Accomplishments

- Total visitation FY 2016-17 was 181,413, the highest number of guests on record.
- Membership to Leu Gardens reached 5573, the highest number of members on record.
- Volunteer hours totaled 10,376 in 2016-17 providing service in the Leu House Museum, the Gardens and Garden House valued at \$250,375.61.
- Tours of the Garden and 187 classes in horticulture, cooking, arts were offered to 5,637 guests.
- Social media continued to grow with more than 18,200 individuals receiving the monthly E-Newsletter, more than 14,000 followers on Facebook, and 2100 followers on Instagram, and 210 on Twitter.

Future Goals and Objectives

Short Term

- The **Leu House Museum** conservation strategy safeguards the Gardens' historical significance by offering daily interpretive tours and preserving the home and other historic buildings on the property.
- The **Marketing Department** plans to position the Gardens as a destination by attracting more residents to the Gardens through local media coverage, attracting more tourists to the Gardens through partnership with Visit Orlando and through exhibiting at state-wide festivals.
- The **Membership Department** plans to increase membership by increasing membership renewal rates, offering discounts to events, classes and gift shop purchases, and enhancing the perceived value of the Gardens' membership.

Medium Term

- The **Special Events Department** will present the Gardens as an important cultural asset by producing events that reinforce the Gardens' mission and attract diverse audiences.
- The **Volunteer Program** will continue to recruit, train and evaluate volunteers to create a greater awareness and appreciation of the Gardens and create a non-paid workforce to preserve and maintain the plant collections and interpret the history of Leu Gardens.

Long Term

- The goal for **Booking and Facility Rental** is to make Leu Gardens the rental place of choice by offering more services, maintaining the highest level of customer service and increase revenue.
- The goal for **Education Department** is to become the primary resource for horticultural and environmental information for Central Florida residents by diversifying educational class and workshops and increasing educational outreach programs.
- The **Horticulture Department** plans to implement their goal for exemplary horticultural display by evaluating new plants that may be appropriate for Central Florida and maintaining the numerous and distinct collections of both herbaceous and woody plants.

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museum Division – Mennello Museum of American Art

Overview of Services

The Mennello Museum of American Art endeavors to preserve, exhibit, and interpret our outstanding permanent collection of paintings by Earl Cunningham. The Mennello Museum of American Art also seeks to enrich the public through temporary exhibitions, programs, educational initiatives, and publications that celebrate other outstanding traditional and contemporary American art and artists across a broad range of disciplines to reflect the rich diversity of American art, while making it accessible to all. The museum features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$3.5 million.

Major Accomplishments

Exhibitions presented:

- *Three American Sculptors: Alice Aycock, Deborah Butterfield, & Barbara Sorensen* (internally curated)
- Inaugurated *Grounds for Sculpture Outdoor Exhibition Series* – Major work by Alice Aycock (internally curated)
- Inaugurated *The Mennello Museum Invitational 2017* (10 local artists) (internally curated)
- *Bo Bartlett: American Artist* (internally curated)
- Inaugurated *Our Orlando & American Youth: Our Diversity* (internally curated)
- *The Beautiful Mysterious: The Extraordinary Gaze of William Eggleston* (from University of Mississippi Museum)
- *Time & Thought: Art from the United States from the Cornell Fine Arts Museum* (guest curated)

Festivals:

- We produced the Indie Folkfest – a picnic event which presented independent local music, art, food, and craft beverages. Attendance for this year's festivals was 5,165 visitors, a record for the one-day festival, up from 2,500 last year.

Outreach:

- Increased membership by 110%, increased exhibition attendance by 15% (growth of 5,000 people) exhibition opening attendance has tripled, and Free Family Day attendance has quadrupled.
- Launched new website in Jan., upgraded POS systems, and upgraded email news service, with transformative results.
- Free Family Fun Days, our most diverse program, continues to address the ideas, processes, and conceptual content specific to our changing and permanent exhibitions on the 2nd Sunday of each month. This year 1573 visitors participated in the program.
- We created new programs—Workshop Wednesdays, Toddler Thursday, Movies at the Mennello, monthly Gallery Walks, and Yappy Hour—to serve children, teens, mothers, students, young adults, life-long learners, and pet enthusiasts.
- We expanded docent program who led tours to groups ranging in size from 5-80 individuals of all ages including senior groups, summer camps, homeschools, public and private schools, community colleges, and international adults.
- We collaborated with two major local art museums. *Bo Bartlett* was exhibited in partnership with the Orlando Museum of Art and *Time & Thought: Art of the United States from the Cornell Fine Arts Museum* is in partnership with Rollins College.
- We introduced *Our Orlando* which will annually showcase emerging local artists and *American Youth* which features Orlando teen artists. Both exhibitions forge strong bonds with the local community and nurture the growth of art in the City Beautiful.

Board Infrastructure:

- Phase One of the strategic plan for the Friends of the Mennello Museum is completed. The Staff and Board updated mission and vision and created new goals for next 5 years. The Staff & Board will be working on Phase Two in the next fiscal year.

Staff Accomplishments

- Curator of Education curated the *Our Orlando* and *American Youth* exhibits, served as a juror for several local art groups, and published her first museum essay in the catalog we produced for artist Barbara Sorensen.
- Development Assistant filed her first two grants for the Orange County TDT Funding (scoring #2 in our division) and first-time funding with State of Florida Operating Support Grant. She also implements the new and highly successful Pet Membership program, events, with generating 47 pet members in the first month of the program.
- Marketing and Design Coordinator has successfully expanded our visibility in the press, social media, and community by over 100%, over 400% in social media.
- Secured first-time funding from Florida Division of Culture Affairs, Family, Parks, and Rec., and from Indie FolkFest. Secured return funding from Edith Bush Charitable Foundation.

Future Goals and Objectives

Short Term

- Present the following divers five exhibitions to expanded audiences with accompanying education programs:
 - *Grace Hartigan: The Pery Collection, Julie Heffernan: The Water Rises, Jiha Moon: Double Welcome, Most Everyone Here is Mad, and Our Orlando and American Youth*

Medium Term

- Expand and diversify the Friends Board and rejuvenate the Arts Events Council ensuring successful and vibrant fundraising on behalf of the Museum
- Continue to develop original curatorial programming, innovative education initiatives, partnerships, and development staff.

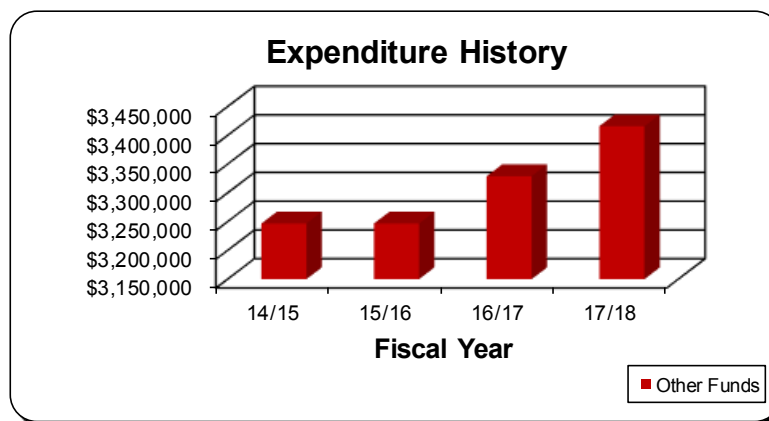
Long Term

- Expansion of the Mennello Museum
- Growth of membership programs for both the City and Friends level memberships

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Adopted to Revised	% Change
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,716,636	\$ 2,730,912	\$ 2,781,200	\$ 50,288	1.84%
0003 Public Art	65,610	57,588	68,300	10,712	18.60%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,782,246	\$ 2,788,500	\$ 2,849,500	\$ 61,000	2.19%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 464,591	\$ 540,737	\$ 566,550	\$ 25,813	4.77%
TOTAL -- MENNELLO MUSEUM FUND	\$ 464,591	\$ 540,737	\$ 566,550	\$ 25,813	4.77%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,246,837	\$ 3,329,237	\$ 3,416,050	\$ 86,813	2.61%



STAFFING SUMMARY

	2015/16 Actual Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
MENNELLO MUSEUM FUND #0020			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- GARDENS, GALLERIES & MUSEUMS	23	23	23

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Orlando Venues	Amway Center - Total Attendance	1,256,542	1,325,797	1,329,213
Orlando Venues	Camping World Stadium- Total Attendance	1,014,013	483,126	401,000
Harry P. Leu Gardens	Number of visitors	162,114	181,413	200,000
Harry P. Leu Gardens	Number of outreach events participated	38	35	35
Harry P. Leu Gardens	Number of participants at outreach events	3462	2,537	3,000
Mennello Museum of American Art	Annual Attendance	33,165	34,900	50,000
Mennello Museum of American Art	Number of General memberships	154	205	200
Mennello Museum of American Art	Number of Friends memberships	47	50	100
Mennello Museum of American Art	Number of Facebook likes	1,286	1,450	5,000
Public Art	Number of Visits to public arts website	13,136	14,450	20,000
Public Art	Attendance at art receptions	100	500	1,000

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Harry P. Leu Gardens	Revenue from user fees	\$1,298,429	\$1,409,669	\$1,450,000
Harry P. Leu Gardens	Number of Volunteer hours	10,358	10,376	10,500
Harry P. Leu Gardens	Spending Level - Leu Gardens	125.9%	149%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	110.7%	121%	100%
Mennello Museum of American Art	Total revenue	\$39,818	\$45,600	50,000
Mennello Museum of American Art	Total funds raised by the Friends	\$340,000	\$375,000	\$350,000
Mennello Museum of American Art	Value of grants awarded	\$68,000	\$102,000	\$125,000

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Public Arts	Number pieces in collection	950	950	970
Public Arts	Number of large outdoor pieces of art maintained or repaired	22.75	24	24
Public Arts	Number of smaller pieces maintained or repaired	24	24	10
Public Arts	Annual number of entries	180	115	0

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Orlando Venues	Amway Center - Total Events	226	231	230
Orlando Venues	Camping World Stadium - Total Events	174	70	65
Orlando Venues	Tinker Field - Total Events	4	6	5
Public Arts	Percentage of collection "on view"	95%	95%	95%

ORLANDO VENUES DEPARTMENT

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CITY OF ORLANDO

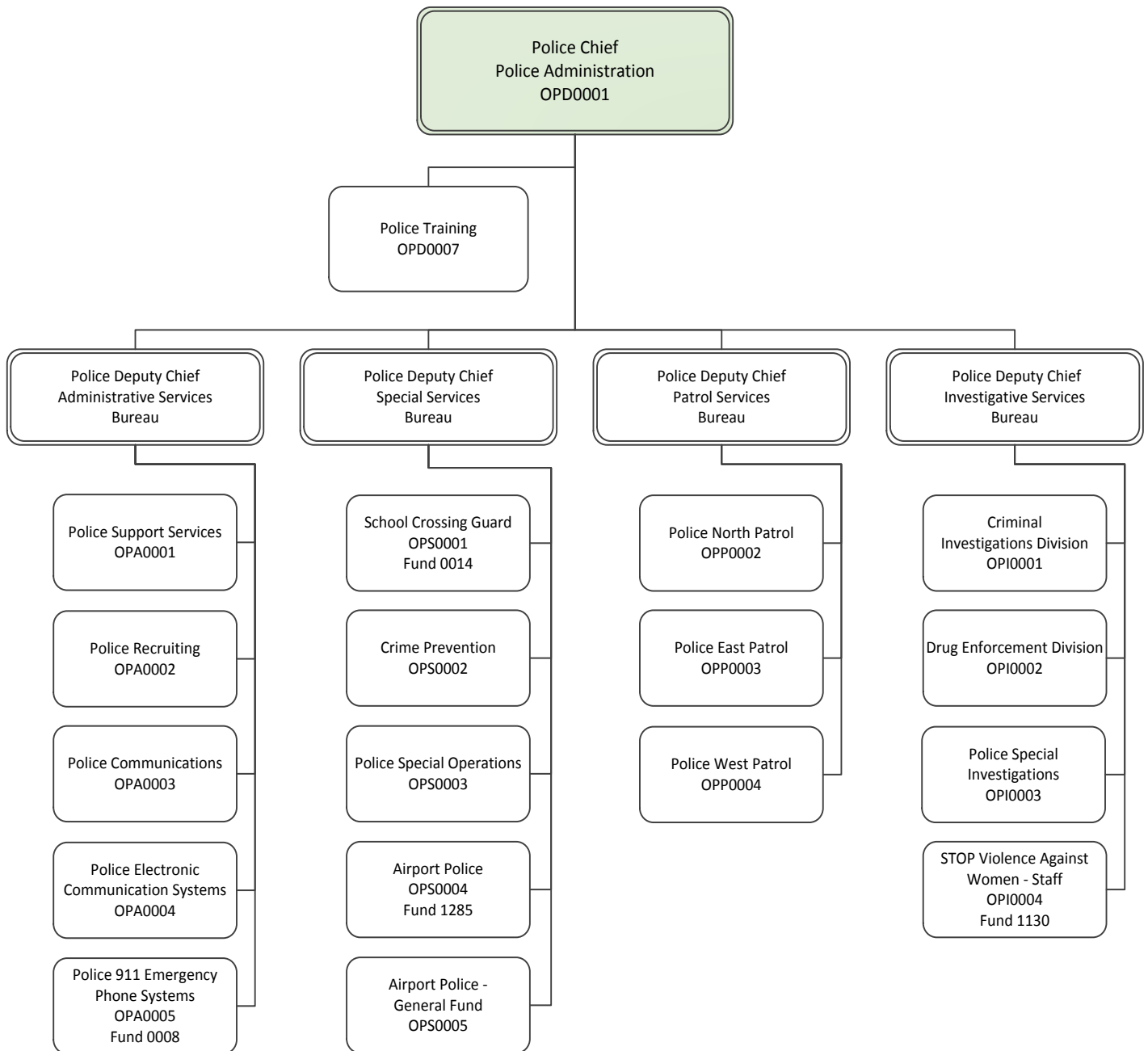
POLICE DEPARTMENT



POLICE DEPARTMENT

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POLICE DEPARTMENT



Department Mission Statement

Keep Orlando a safe city by reducing crime and maintaining livable neighborhoods.

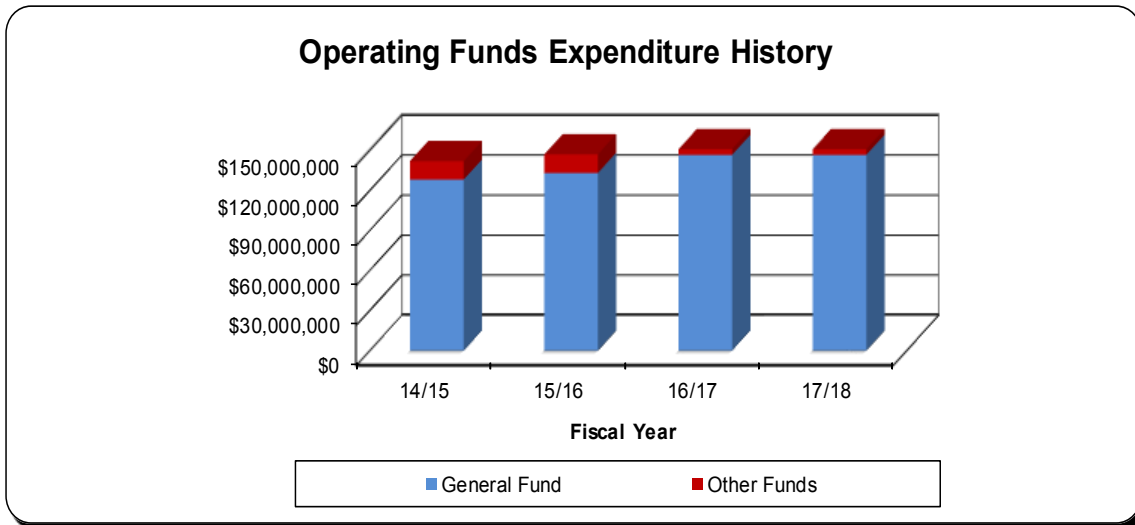
POLICE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

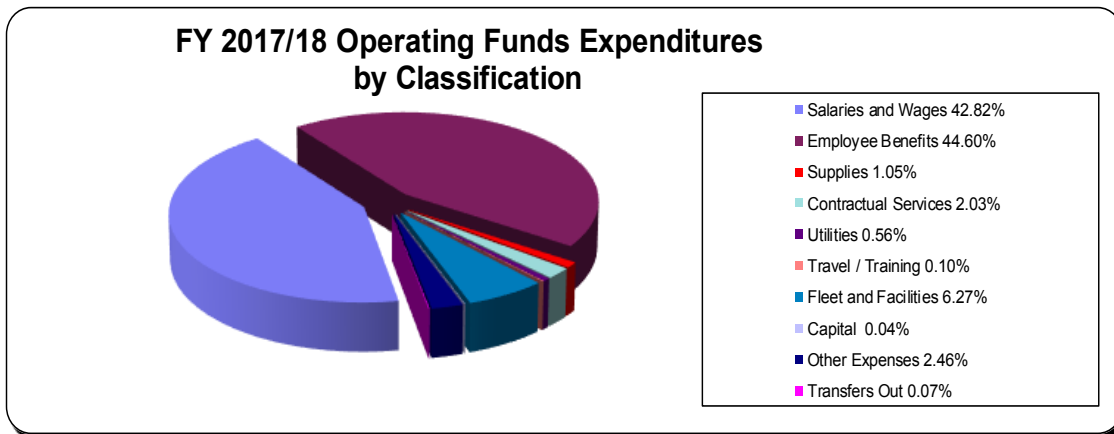
Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,207,996	\$ 6,220,009	\$ 6,469,292	\$ 249,283	4.01%
0002 Police Nondepartmental	8,641,231	2,836,723	2,836,723	-	0.00%
0003 Primrose Building Operations	131,261	136,000	136,000	-	0.00%
0007 Police Training	4,476,371	5,714,113	5,777,410	63,297	1.11%
0009 OPD Off Duty	-	3,479,376	3,566,360	3,479,376	0.00%
0010 MOU Overtime	225,268	-	-	-	
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,264,298	3,341,569	3,712,218	370,649	11.09%
0002 Police Recruiting	846,296	970,469	1,026,132	55,663	5.74%
0003 Police Communications	7,039,255	7,320,342	7,882,503	562,161	7.68%
0004 Police Electronic Communication Systems	153,311	199,400	207,652	8,252	4.14%
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	20,701,363	22,092,787	23,075,444	982,657	4.45%
0002 Drug Enforcement Division	3,169,366	3,705,710	4,014,328	308,618	8.33%
0003 Police Special Investigations	2,179,334	2,311,686	2,598,351	286,665	12.40%
0004 STOP Violence Against Women - Staff	0	141,703	141,102	(601)	0.00%
Police-Special Services Bureau (OPS)					
0002 Crime Prevention	12,857,147	13,572,135	14,524,492	952,357	7.02%
0003 Police Special Operations	8,227,701	8,359,834	9,014,787	654,953	7.83%
0005 Airport Police-General Fund	432,509	613,198	858,322	245,124	39.97%
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	17,956,793	17,688,235	19,000,838	1,312,603	7.42%
0003 Police East Patrol	16,003,096	17,229,472	19,387,102	2,157,630	12.52%
0004 Police West Patrol	21,605,585	22,512,372	22,447,639	(64,733)	(0.29%)
TOTAL -- GENERAL FUND	\$ 133,118,180	\$ 138,445,133	\$ 146,676,695	\$ 11,623,954	5.95%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 214,394	\$ 226,731	\$ 226,760	\$ 29	0.01%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 214,394	\$ 226,731	\$ 226,760	\$ 29	0.01%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 12,044,781	\$ 14,315,411	\$ 14,759,035	\$ 443,624	3.10%
TOTAL -- GOAA POLICE FUND	\$ 12,044,781	\$ 14,315,411	\$ 14,759,035	\$ 443,624	3.10%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 588,243	\$ 565,433	\$ 693,755	\$ 128,322	22.69%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 588,243	\$ 565,433	\$ 693,755	\$ 128,322	22.69%

POLICE DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 233,404	\$ 449,956	\$ 459,143	\$ 9,187	2.04%
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 233,404	\$ 449,956	\$ 459,143	\$ 9,187	2.04%
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 5,100	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 5,100	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 943,655	\$ 391,532	\$ 102,486	\$ (289,046)	(73.82%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 943,655	\$ 391,532	\$ 102,486	\$ (289,046)	(73.82%)
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 147,147,756	\$ 154,394,196	\$ 162,917,874	\$ 11,916,070	5.52%



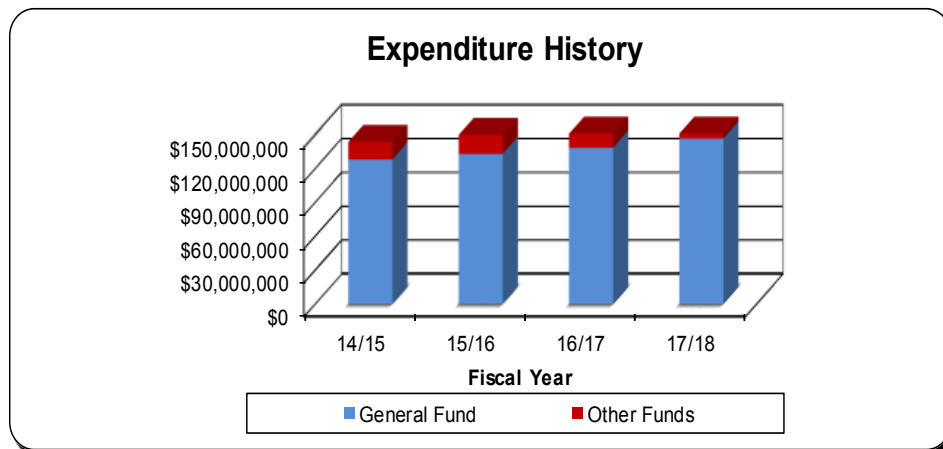
POLICE DEPARTMENT



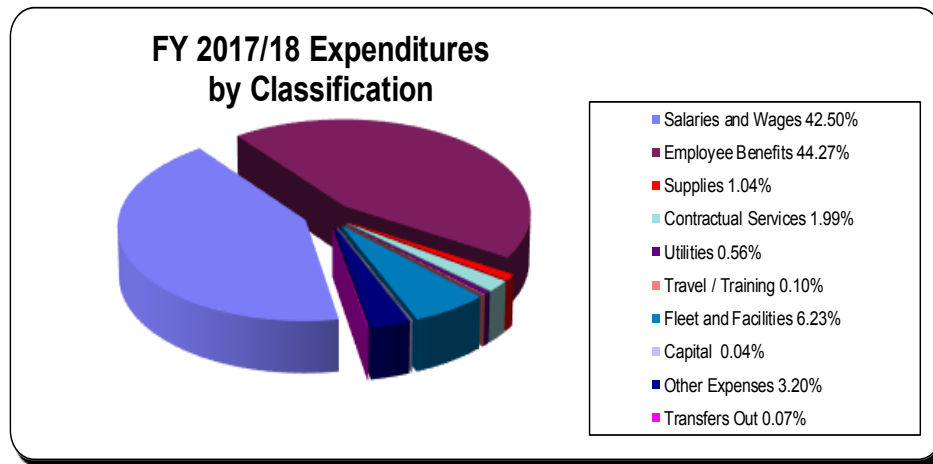
Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 65,479,878	\$ 66,866,756	\$ 69,767,762	\$ 2,901,006	4.34%
Employee Benefits	62,346,885	67,081,769	72,666,676	5,584,907	8.33%
Supplies	1,331,524	1,773,699	1,714,699	(59,000)	(3.33%)
Contractual Services	2,910,510	3,291,173	3,273,100	(18,073)	(0.55%)
Utilities	897,681	916,283	916,283		0.00%
Travel and Training	190,602	164,330	159,330	(5,000)	(3.04%)
Fleet and Facilities	9,779,826	9,866,147	10,219,409	353,262	3.58%
Capital	586,713	72,157	72,156	(1)	(0.00%)
Other Expenses	3,377,141	4,247,127	4,013,704	(233,423)	(5.50%)
Transfers Out	246,997	114,755	114,755	-	18.67%
TOTAL -- POLICE DEPARTMENT	\$ 147,147,756	\$ 154,394,196	\$ 162,917,874	\$ 8,523,678	5.52%

POLICE DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 382,992	\$ 760,680	\$ -	\$ (760,680)	(100.00%)
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 382,992	\$ 760,680	\$ -	\$ (760,680)	(100.00%)
DEPARTMENT OF TREASURY FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167					
Police-Administration (OPD)					
0006 Federal Asset Sharing - Treasury	\$ 308,067	\$ 159,137	\$ -	\$ (159,137)	(100.00%)
TOTAL -- DOT FEDERAL ASSET SHARING	\$ 308,067	\$ 159,137	\$ -	\$ (159,137)	(100.00%)
OTHER FUNDS					
Projects and Grants - Other Funds	\$ 2,013,690	\$ 6,194,836	\$ 1,232,621	\$ (4,962,215)	(80.10%)
TOTAL -- PROJECTS AND GRANTS- OTHER FUNDS	\$ 2,013,690	\$ 6,194,836	\$ 1,232,621	\$ (4,962,215)	(80.10%)
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 2,704,749	\$ 7,114,653	\$ 1,232,621	\$ (5,882,032)	(80.10%)
TOTAL -- POLICE DEPARTMENT	\$ 149,852,505	\$ 161,508,849	\$ 164,150,495	\$ 6,034,038	1.64%



POLICE DEPARTMENT

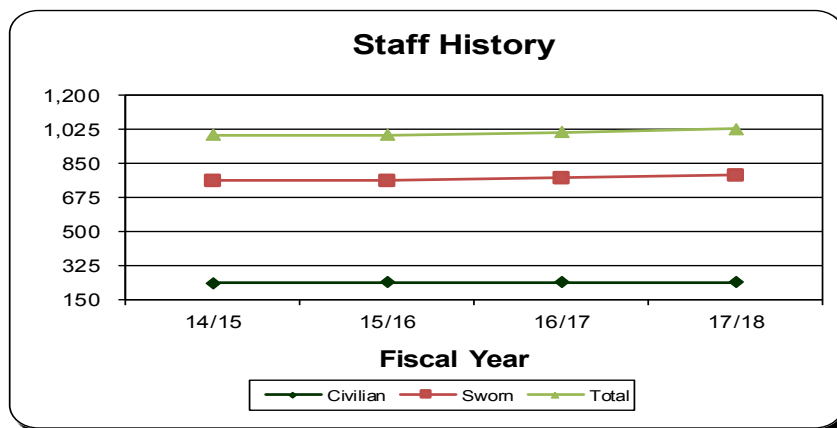


Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 66,184,771	\$ 67,556,542	\$ 69,767,762	\$ 2,211,220	3.27%
Employee Benefits	62,435,453	67,104,287	72,666,676	5,562,389	8.29%
Supplies	1,577,518	2,189,057	1,714,699	(474,358)	(21.67%)
Contractual Services	3,233,433	3,751,347	3,273,100	(478,247)	(12.75%)
Utilities	903,578	916,283	916,283		0.00%
Travel and Training	238,430	188,890	159,330	(29,560)	(15.65%)
Fleet and Facilities	9,891,818	9,866,147	10,219,409	353,262	3.58%
Capital	1,251,790	3,100,583	72,156	(3,028,427)	(97.67%)
Other Expenses	3,391,237	6,720,958	5,246,325	(1,474,633)	(21.94%)
Transfers Out	744,477	114,755	114,755	-	0.00%
TOTAL -- POLICE DEPARTMENT	\$ 149,852,505	\$ 161,508,849	\$ 164,150,495	\$ 2,641,646	1.64%

POLICE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	29	32	32
0007 Police Training	26	34	34
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	6	7	7
0003 Police Communications	95	93	93
0004 Police Electronic Communication Systems	1	1	1
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	141	138	138
0002 Drug Enforcement Division	22	22	22
0003 Police Special Investigations	12	14	14
0004 STOP VAWFS	1	1	1
Special Services Bureau (OPS)			
0002 Crime Prevention	92	94	94
0003 Police Special Operations	56	51	51
Patrol Services Bureau (OPP)			
0002 Police North Patrol	116	113	113
0003 Police East Patrol	123	130	145
0004 Police West Patrol	155	148	148
TOTAL -- GENERAL FUND	921	924	939
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	73	85	85
TOTAL -- GOAA POLICE FUND	73	85	85
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- POLICE	995	1,010	1,025



POLICE DEPARTMENT

Police Administration

Overview of Services

The **Chief's Staff (Police Administration)** is comprised of the Staff Director, the Professional Standards Division and the Criminal Justice Section. The Staff Director oversees Media Relations and the Police Chaplains. The Professional Standards Division consists of the Training/Accreditation and Inspections Section (In-Service Training and Field Training Units), the Strategic Planning/Grants Section (Planning Administration and Police Planning Units), the Internal Affairs Section and the Fiscal Management Section (Budget/Payroll Unit).

Major Accomplishments

- The Strategic Planning/Grants Section managed more than \$2.5 million in grant funds.
- The Internal Affairs Section completed 95% of their formal investigations within 120 days.
- The Training Unit designed and organized the new Orlando Police Headquarters' gym.
- The Training Unit completed over 200 hours of Advanced Defensive Tactics training with specialized units (TAC and Downtown Bikes)

Future Goals and Objectives

Short Term

- The Strategic Planning/Grants Section has numerous grant applications pending, with possible additional funding of over \$2.2 million.
- The Training Unit will oversee the building project and installation of the new training simulator.
- The Accreditation Section completed Autism training for all actively sworn members.

Medium Term

- The Strategic Planning/Grants Section will continue to research and apply for grant funding for police projects, increasing applications by 5%.
- The Training Unit will look for more cost-efficient ways to facilitate department training using software.
- The Accreditation Section will participate in one Central Florida agency's mock accreditation.

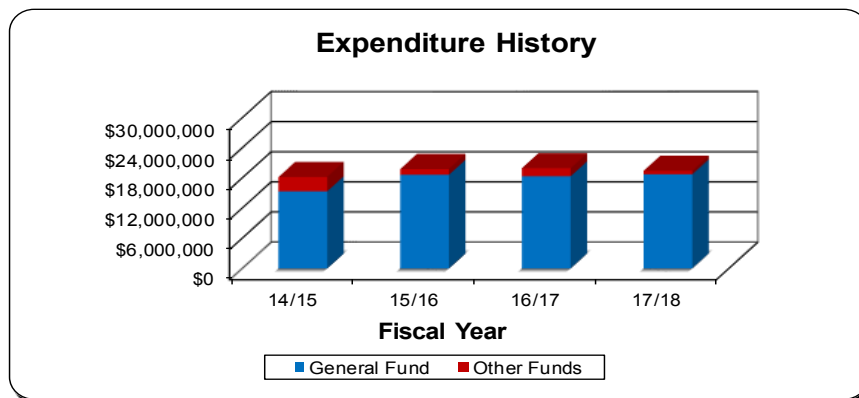
Long Term

- Training Unit will train 100% of actively sworn members via Use of Force simulations during the 2018 scenario block training.
- The Accreditation section will ensure that OPD will be reaccredited in 2018.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,207,996	\$ 6,220,009	\$ 6,469,292	\$ 249,283	4.01%
0002 Police Nondepartmental	8,641,231	2,836,723	2,836,723	-	0.00%
0003 Primrose Building Operations	131,261	136,000	136,000	-	0.00%
0007 Police Training	4,476,371	5,714,113	5,777,410	63,297	1.11%
0009 OPD Off Duty	-	3,479,376	3,566,360		
0010 MOU Overtime	225,268	-	-		
TOTAL -- GENERAL FUND	\$ 18,682,128	\$ 18,386,221	\$ 18,785,785	\$ 312,580	2.17%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 214,394	\$ 226,731	\$ 226,760	\$ 29	0.01%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 214,394	\$ 226,731	\$ 226,760	\$ 29	0.01%
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 5,100	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 5,100	\$ -	\$ -	\$ -	N/A
FORFEITURE SHARING FUNDS #1165, #1166 & #1167					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 233,404	\$ 449,956	\$ 459,143	\$ 9,187	2.04%
0003 Federal Asset Sharing - Justice	382,992	760,680	-	(760,680)	(100.00%)
0006 Federal Asset Sharing - Treasury	308,067	159,137		(159,137)	(100.00%)
TOTAL -- FORFEITURE SHARING FUNDS	\$ 924,463	\$ 1,369,773	\$ 459,143	\$ (910,630)	(66.48%)
TOTAL -- POLICE ADMINISTRATION	\$ 19,826,084	\$ 19,982,725	\$ 19,471,688	\$ (598,021)	(2.56%)



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Police-Administration (OPD)			
0001 Police Administration	29	32	32
0007 Police Training	26	34	34
TOTAL -- GENERAL FUND	55	66	66

POLICE DEPARTMENT

Administrative Services Bureau

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Information Technology Unit and the Recruiting Unit. The Support Services Division is comprised of the Records Management Section (Records/ID Unit & Traffic Citation Unit), Property and Evidence Section, Report Review/Information Unit, Quartermaster Unit, Witness Management and the Criminal Intake Unit. The Communications Division consists of the Operations Section, Technical Support Section and the Administration Section.

Major Accomplishments

- The Communications Division processed 330,257, emergency calls and 548,896 non-emergency calls; hired 21 new Emergency Communications Specialists, completed the console furniture replacement project and installation of the new video wall.
- The Administrative Services Bureau, Report Review Unit, processed 35,240 police incident reports.
- The OPD Information Desk handled over 25,400 phone calls and 15,000 walk-ins.
- The Support Service Division coordinated the move of all personnel and equipment into the new Orlando Police Headquarters.
- The Information Technology Unit successfully deployed 170 body- worn cameras to first responders.

Future Goals and Objectives

Short Term

- The Communications Division will increase the radio coverage in the southeast region of the City to improve officer and citizen safety; and implement the Automatic Call Distribution System to streamline the distribution of answering the 911 and non-emergency calls for service.
- The Property and Evidence Section will update its software systems to increase overall efficiency.
- The Information Technology Unit will deploy body-worn cameras to over 350 patrol and first responder units.

Medium Term

- The Information Technology Unit will assist with the replacement of the current patrol mobile computers.
- The Support Service Division will enhance security in the OPH Lobby as well as other critical areas.
- Technology Management will assist in replacing infrastructure of IRIS cameras and provide on-going support.

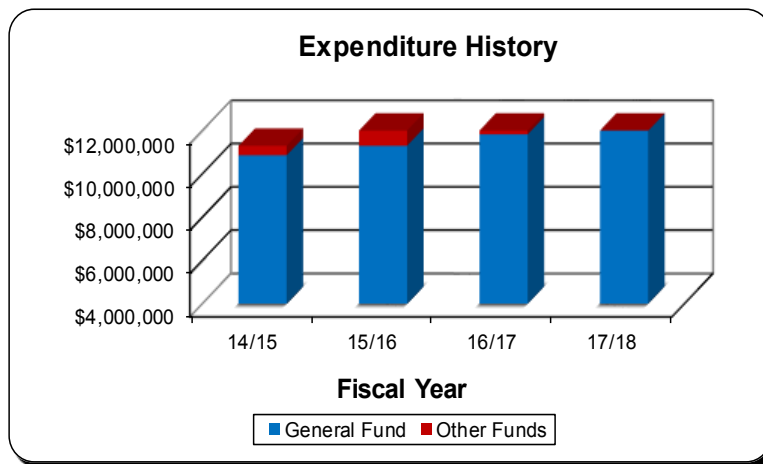
Long Term

- The Communications Division and Information Technology Unit will replace the Computer Aided Dispatch (CAD) System for the Police Department.
- The Recruiting Unit will evaluate the process in order to successful recruit and hiring 60-70 officers.
- Technology Management will assist in providing wireless service (Hotspot) for OPD vehicles.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	%
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,264,298	\$ 3,341,569	\$ 3,712,218	\$ 370,649	11.09%
0002 Police Recruiting	846,296	970,469	1,026,132	55,663	5.74%
0003 Police Communications	7,039,255	7,320,342	7,882,503	562,161	7.68%
0004 Police Electronic Communication Systems	153,311	199,400	207,652	8,252	4.14%
TOTAL -- GENERAL FUND	\$ 11,303,160	\$ 11,831,780	\$ 12,828,505	\$ 996,725	8.42%
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 943,655	\$ 391,532	\$ 102,486	\$ (289,046)	(73.82%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 943,655	\$ 391,532	\$ 102,486	\$ (289,046)	(73.82%)
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 12,246,814	\$ 12,223,312	\$ 12,930,991	\$ 707,679	5.79%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	6	7	7
0003 Police Communications	95	93	93
0004 Police Electronic Communication Systems	1	1	1
TOTAL -- GENERAL FUND	148	147	147
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	148	147	147

POLICE DEPARTMENT

Special Services Bureau

Overview of Services

The **Special Services Bureau** includes the International Airport Division, the Downtown Community Policing Division and the Special Operations Division. The International Airport Division consists of the Administration (Investigations and TAC Units) and Patrol Watches. The Downtown Community Policing Division includes Downtown Community Policing Sections, the Community Relations Unit, Neighborhood Watch and the Volunteer Program. The Special Operations Division includes the Traffic Enforcement Section (Motors, Traffic Homicide and School Crossing Guard Units) and the Special Patrol Section (Mounted Patrol Unit, K-9 Unit, Reserve Unit, Tactical Flight Operator and Vehicles for Hire).

Major Accomplishments

- The Traffic Enforcement Section received the FY17 High Visibility Pedestrian Enforcement grant from the Florida Department of Transportation; 125 pedestrian safety details were completed under this program, with 2,394 contacts and 701 citations issued.
- The Traffic Enforcement Section replaced the existing motorcycle fleet with 2017 Harley Davidson motorcycles, which will reduce down time and repair costs.
- A Leica 360 scanner was purchased by FDOT/I-4 Ultimate and donated to the OPD Traffic Homicide Unit allowing detectives to document fatal crashes quickly and accurately, reducing road closure time.
- The Traffic Enforcement Section replaced the Marine Patrol vessel with a 2017 state-of-the-art vessel, providing year round Marine Patrol services.
- The International Airport Division purchased, trained and deployed four officers, and their K9 partners, in tracking subjects' wake for explosive materials.

Future Goals and Objectives

Short Term

- The Traffic Enforcement Section will send officers to participate in statewide motor unit skill challenges to improve rider proficiency and reduce motorcycle crashes.
- The Traffic Enforcement Section has applied for the FY18 High Visibility Pedestrian Enforcement grant from the Florida Department of Transportation to improve pedestrian safety.
- The Crossing Guard Coordinator is a participant in the Graco Car Seat Grant Program to award 100 car seats to low income families.

Medium Term

- The Traffic Enforcement Section is in the process of purchasing four Zero-Bike's (electric motorcycles) that will be used for traffic enforcement in the Downtown area, reducing fuel costs and fuel dependence.
- The K9 Unit is in the process of changing to a new vehicle heat alarm system to protect the animals.
- The Downtown Community Policing Division will Increase our Crime Prevention Through Environmental Design (CPTED) inspections by 10% for the businesses in the Downtown corridor.

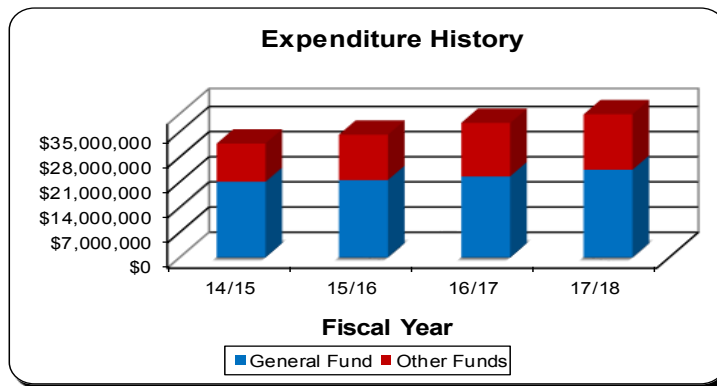
Long Term

- The Traffic Enforcement Commander was appointed as a team member for the City of Orlando Safe Streets Academy Team. This team will travel to other selected cities in hopes of collaborating with these cities and share safety projects in to order increase pedestrian and transportation safety.
- The Vehicles for Hire Unit is working to improve City Ordinance Chapter 55 to address issues within the emerging field of Transportation Network Companies (TNC) such as Uber and Lyft.
- The Vehicles for Hire Unit will review and make suggestions regarding the City's ordinance that regulates Pedi-cabs.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Special Services Bureau (OPS)					
0002 Crime Prevention	\$ 12,857,147	\$ 13,572,135	\$ 14,524,492	\$ 952,357	7.02%
0003 Police Special Operations	8,227,701	8,359,834	9,014,787	654,953	7.83%
0005 Airport Police-General Fund	432,509	613,198	858,322	245,124	39.97%
TOTAL -- GENERAL FUND	\$ 21,517,357	\$ 22,545,167	\$ 24,397,601	\$ 1,852,434	8.22%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 12,044,781	\$ 14,315,411	\$ 14,759,035	\$ 443,624	3.10%
TOTAL -- GOAA POLICE FUND	\$ 12,044,781	\$ 14,315,411	\$ 14,759,035	\$ 443,624	3.10%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 588,243	\$ 565,433	\$ 693,755	\$ 128,322	22.69%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 588,243	\$ 565,433	\$ 693,755	\$ 128,322	22.69%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 34,150,381	\$ 37,426,011	\$ 39,850,391	\$ 2,424,380	6.48%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Special Services Bureau (OPS)			
0002 Crime Prevention	92	94	94
0003 Police Special Operations	56	51	51
TOTAL -- GENERAL FUND	148	145	145
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	73	85	85
TOTAL -- GOAA POLICE FUND	73	85	85
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- SPECIAL SERVICES BUREAU	222	231	231

POLICE DEPARTMENT

Investigative Services Bureau

Overview of Services

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division and Violent Crime Initiatives. The Criminal Investigations Division includes the Youth Services Section (Special Victims, Gang, School Resource Officer and Super Kids Units), the Violent Crimes Section (Homicide, Robbery, Assault & Battery and Fugitive Investigative Units) and the Property Crimes Section (Property, Economic Crimes, Technology and Forensics and Auto Theft Units). The Drug Enforcement Division consists of the Uniform Drug Enforcement Section and officers assigned to the Metropolitan Bureau of Investigation (MBI). Violent Crime Initiatives includes the Intelligence Unit, Homeland Security and Crime Analysis.

Major Accomplishments

- The Investigative Services Bureau, Criminal Investigations Division, Homicide Unit has maintained a clearance rate of 82%. This number is vastly above the national average of 64%
- The Investigative Services Bureau, Criminal Investigations Division, Homicide Unit and Fugitive Investigative Unit worked together with state, federal and local partners to locate and charge Markeith Lloyd, with the murder of Lt. Debra Clayton. This was the largest manhunt ever conducted by the Orlando Police Department.
- The Investigative Services Bureau, Criminal Investigations Division, Special Victims Unit added a position to the unit to address Internet Crimes Against Children. This detective is highly trained and a member of the regional task force. This resulted in the apprehension of three suspects who traveled to the city to have sexual relations with whom they thought was a minor.
- The Investigative Services Bureau, Metropolitan Bureau of Investigation conducted several major investigations targeting local drug trafficking operations, focusing on high-quantity methamphetamine and cannabis sales. These investigations yielded large quantities of drugs, money and felony arrests.
- The Investigative Services Bureau, Metropolitan Bureau of Investigation conducted interdiction at the Orlando International Airport throughout the year; yielding seizures exceeding more than \$4 million in US currency which was being transported through the airport in connection to illegal activities.

Future Goals and Objectives

Short Term

- The Investigative Services Bureau, Metropolitan Bureau of Investigation, will seek to increase general operations to address the growing opioid crisis, specifically heroin related crimes.
- The Investigative Services Bureau, Criminal Investigations Division, Homicide Unit has been working to reinstitute the Joint Homicide Task Force.

Medium Term

- The Investigative Services Bureau, Drug Enforcement Division will continue to target drug dealers in the City with a priority placed on those with violent histories.
- The Investigative Services Bureau, Drug Enforcement Division, will continue to seek out technology to improve investigations as well as officer safety to include finding a device to conduct field testing without opening packaging, which is both reliable and cost effective.

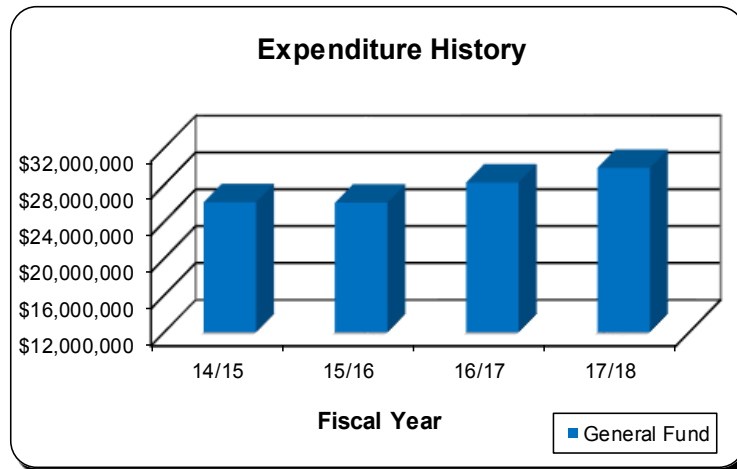
Long Term

- The Investigative Services Bureau, Criminal Investigations Division will continue to seek out and review technologies that will aid in the reduction of crime.
- The Investigative Services Bureau, Criminal Investigations Division, will evaluate the future feasibility of a Real Time Crime Center to aid in the detection of crime, as well as assist with in progress incidents.
- The Investigative Services Bureau, Metropolitan Bureau of Investigation will seek to dismantle/disrupt at least five drug trafficking organizations within the next year.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 20,701,363	\$ 22,092,787	\$ 23,075,444	\$ 982,657	4.45%
0002 Drug Enforcement Division	3,169,366	3,705,710	4,014,328	308,618	8.33%
0003 Police Special Investigations	2,179,334	2,311,686	2,598,351	286,665	12.40%
0004 STOP Violence Against Women-Staff	-	141,703	141,102	(601)	
TOTAL -- GENERAL FUND	\$ 26,050,062	\$ 28,251,886	\$ 29,829,225	\$ 1,577,339	5.58%
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 26,050,062	\$ 28,251,886	\$ 29,829,225	\$ 1,577,339	5.58%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	141	138	138
0002 Drug Enforcement Division	22	22	22
0003 Police Special Investigations	12	14	14
0004 STOP VAWFS	1	1	1
TOTAL -- GENERAL FUND	176	175	175
TOTAL -- INVESTIGATIVE SERVICES BUREAU	176	175	175

POLICE DEPARTMENT

Patrol Services Bureau

Overview of Services

The **Patrol Services Bureau** is comprised of the East, West and North Patrol Divisions. The North Patrol Division includes Patrol and the Neighborhood Patrol Unit (NPU). The West Patrol Division has Patrol, Tactical Squads (TAC) and the International Drive Units in the tourist corridor. The East Patrol Division includes Patrol and the non-sworn Community Service Officer (CSO) Unit. The Patrol Services Bureau strives to build partnerships between the police department and the citizens we serve in an effort to prevent/reduce crime.

Major Accomplishments

- Patrol TAC recovered 51 stolen vehicles; seized \$30,936 and 10 vehicles, recovered 78 guns, and made 419 felony arrests. The units also seized the following controlled substances; Cannabis - 7,819 grams, Cocaine - 482 grams, and Heroin - 160 grams.
- The Neighborhood Patrol Unit (NPU) made 80 felony arrests, seized 191 firearms and 1302 grams of cannabis.
- Additional officers were added to the Lake Nona area.
- Patrol Units worked 389,505 total calls for service.
- OPD/OCSO Joint Operation R.I.S.E. (Restoration, Inclusiveness, Safety and Empowerment) in the Pine Hills area. During the first 30 days there were 187 arrests, seized 9 pounds of marijuana seized, \$21,000 and 26 guns.

Future Goals and Objectives

Short Term

- The Patrol Services Bureau personnel will increase the use of Civil Citations and Notices to Appear.
- The Patrol Services Bureau personnel will continue to forge positive contacts with the community; objective is for officers to have face to face contact with citizens in situations other than calls for service, specially the elders and youth.
- The Patrol Services Bureau personnel will continue to proactively combat property crime by increasing presence in target rich areas.
- Crisis Intervention Team training will occur for patrol officers.
- Patrol supervisors and managers will be required to attend community meetings (as many as possible) in their assigned areas during their shift.
- All Patrol officers will be required to attend at least one community meeting in their assigned district.

Mid Term

- The Patrol Services Bureau personnel will participate in the youth mentoring program, 'Bigs in Blue" in partnership with Big Brothers Big Sisters and the Orlando My Brother's Keeper initiative.

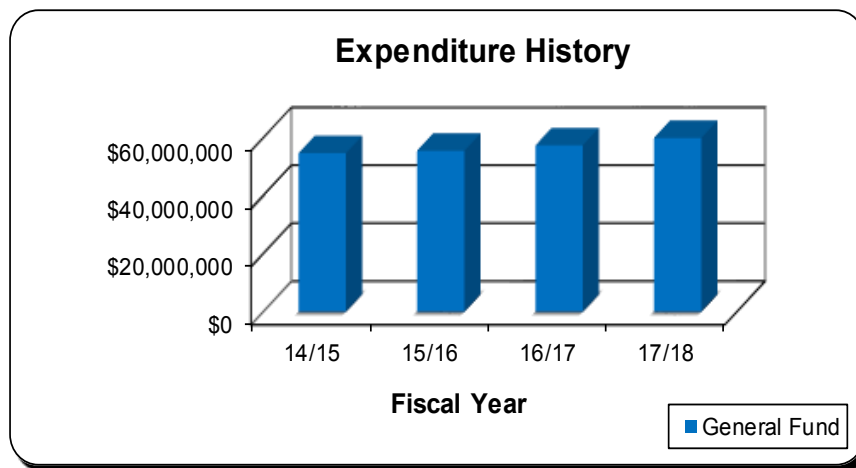
Long Term

- The Patrol Services Bureau will work with Training staff to explore web-based training on de-escalation strategies, crisis intervention, tactical awareness, and citizen engagement.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 17,956,793	\$ 17,688,235	\$ 19,000,838	\$ 1,312,603	7.42%
0003 Police East Patrol	16,003,096	17,229,472	19,387,102	2,157,630	12.52%
0004 Police West Patrol	21,605,585	22,512,372	22,447,639	(64,733)	(0.29%)
TOTAL -- GENERAL FUND	\$ 55,565,474	\$ 57,430,079	\$ 60,835,579	\$ 3,405,500	5.93%
TOTAL -- PATROL SERVICES BUREAU	\$ 55,565,474	\$ 57,430,079	\$ 60,835,579	\$ 3,405,500	5.93%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Patrol Services Bureau (OPP)			
0002 Police North Patrol	116	113	113
0003 Police East Patrol	123	130	145
0004 Police West Patrol	155	148	148
TOTAL -- GENERAL FUND	394	391	406
TOTAL -- PATROL SERVICES BUREAU	394	391	406

POLICE DEPARTMENT

Police Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	86.6%	80.3%	90%

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	1.65%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	100%	95%	100%
Police Department	Average Code 2 call queue time in minutes (excludes Airport).	4.9	6.4	7.3
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	15.4	17.2	18.2
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	41.3	45.0	46.9
Police Investigative Services Bureau	Percentage of cases cleared.	84%	79%	80%

Outcome & Mission

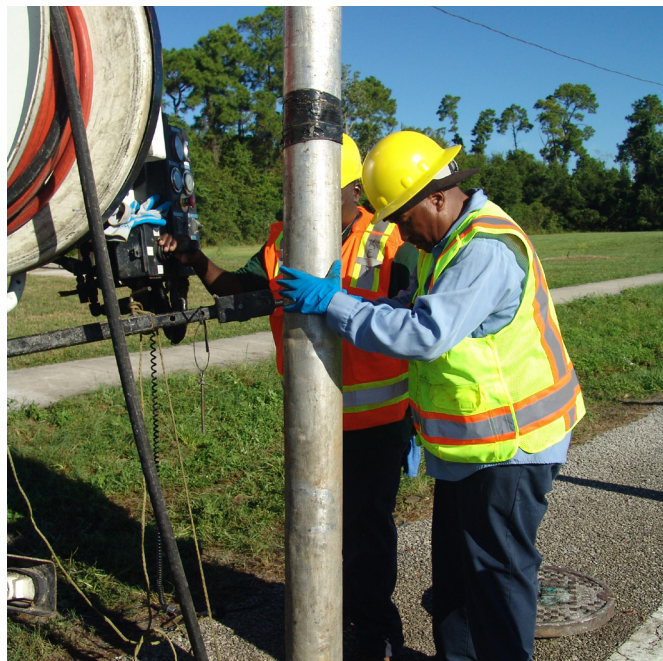
Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Police Department	Percent change of UCR reported crimes	-4.9%	-.06%	-3.6%
Police Department	Percent change of the total number of violent crimes.	-8.7%	-.10%	-.6%
Police Department	Percentage change in the number of	-4.3%	-.06%	1.3%

POLICE DEPARTMENT

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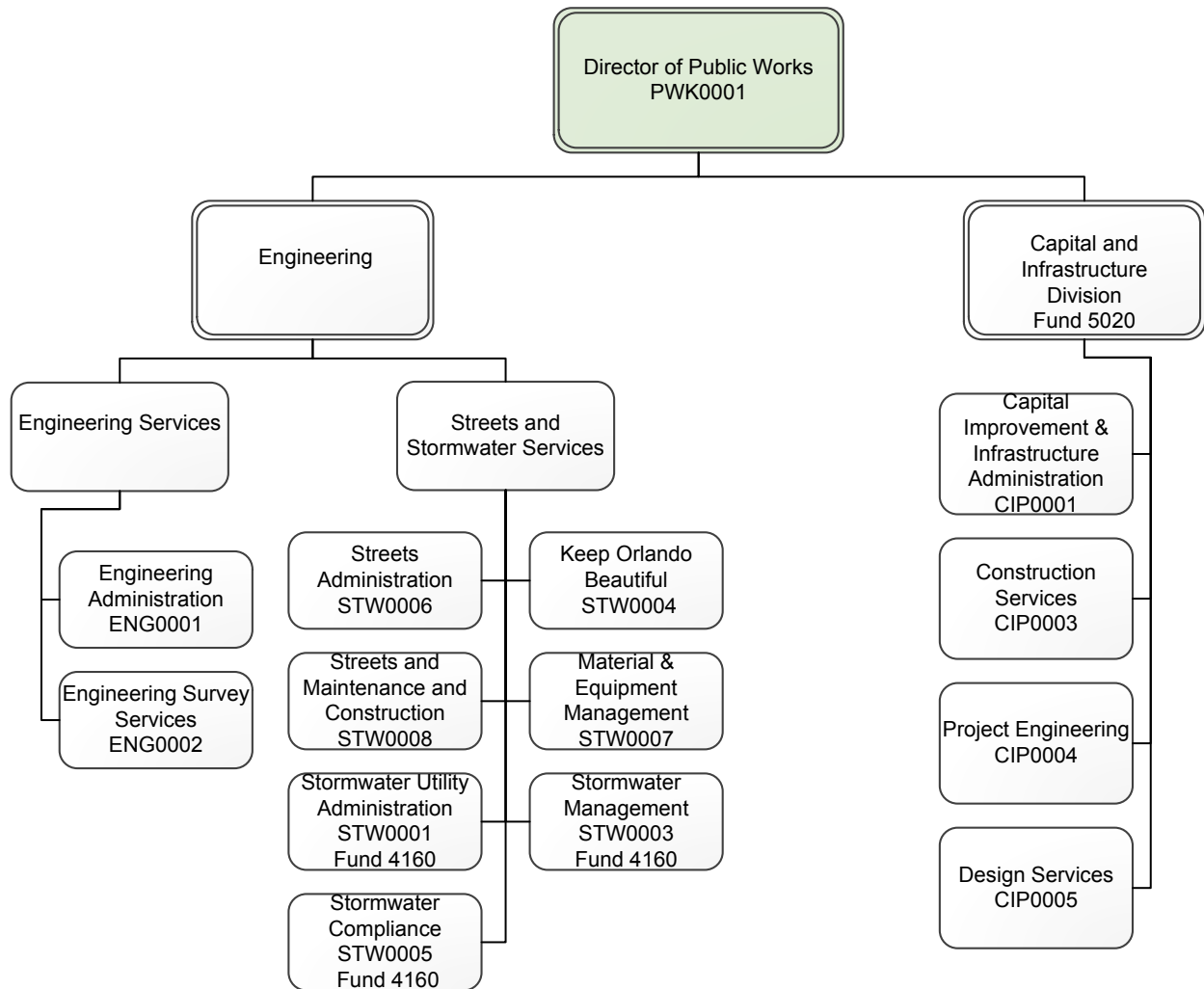
CITY OF
ORLANDO
PUBLIC WORKS



PUBLIC WORKS DEPARTMENT

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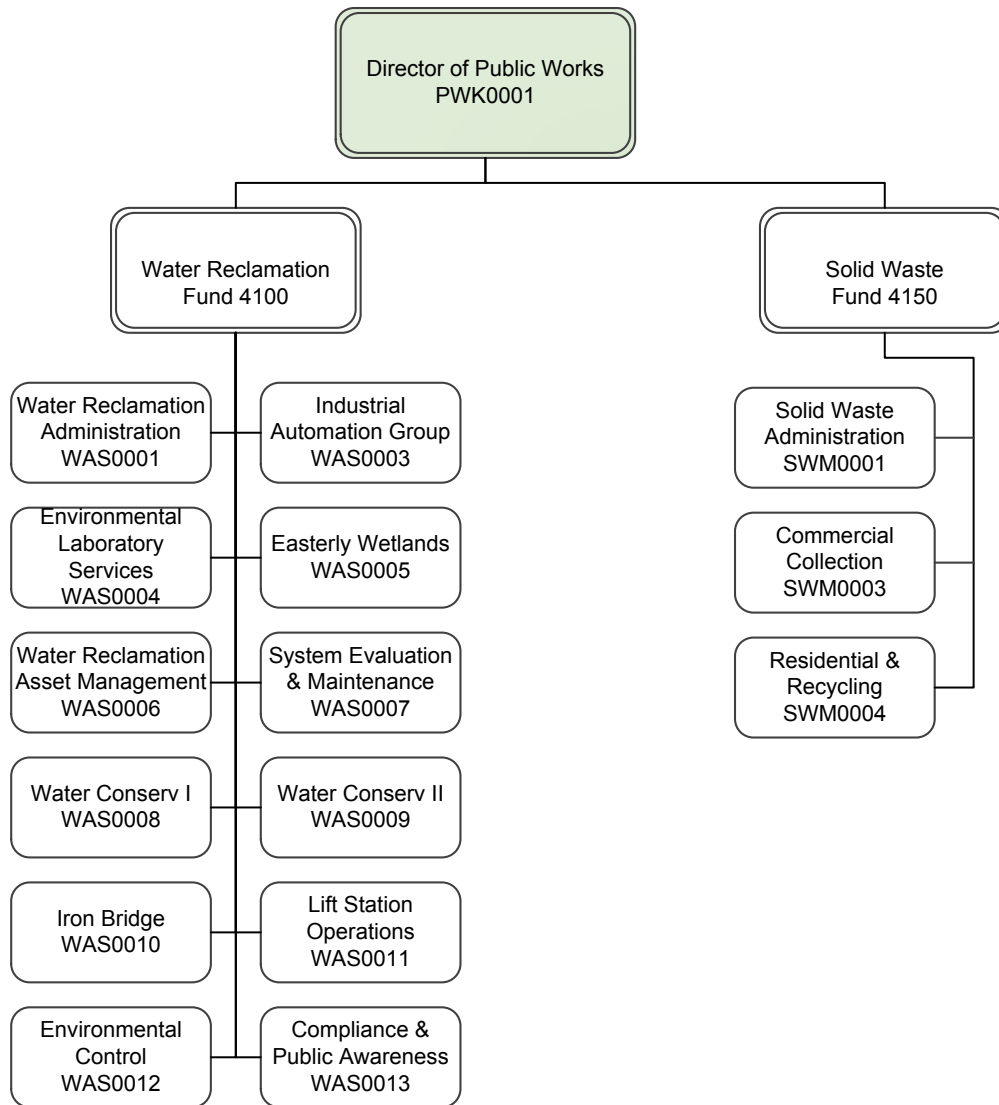
PUBLIC WORKS DEPARTMENT



Department Mission Statement

The Public Works Department plans, designs and constructs public projects; and reviews and inspects all capital improvements. It maintains streets and sidewalks, City open spaces, lake and storm drain facilities. The Department also provides maintenance, repair and minor construction services for all City structures; and provides cost effective collection of solid waste, including recycling, and water reclamation.

PUBLIC WORKS DEPARTMENT



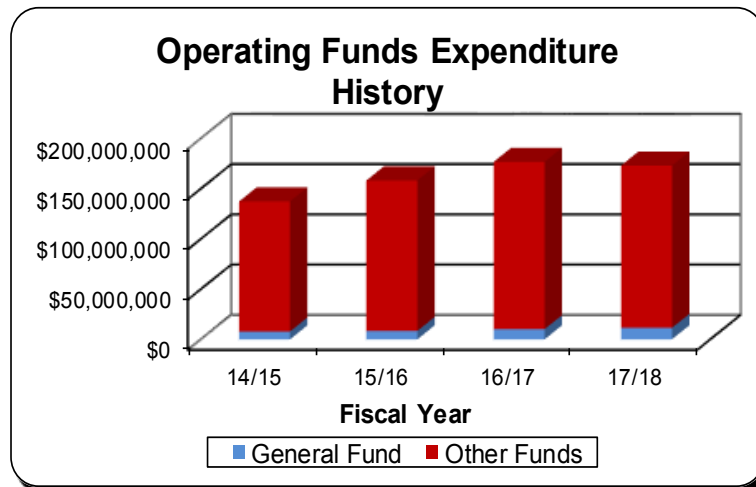
PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 395,481	\$ 390,677	\$ 409,987	\$ 19,310	4.94%
0002 Public Works Nondepartmental	75,816	196,426	243,474	47,048	23.95%
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	730,934	958,797	973,431	14,634	1.53%
0002 Engineering Survey Services	914,019	1,468,329	1,546,639	78,310	5.33%
Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	115,571	190,845	183,832	(7,013)	(3.67%)
0006 Streets Administration	526,799	546,779	609,303	62,524	11.43%
0007 Material and Equipment Management	3,347,786	4,126,300	4,674,582	548,282	13.29%
0008 Street Maintenance and Construction	2,232,080	2,339,460	2,773,851	434,391	18.57%
TOTAL -- GENERAL FUND	\$ 8,338,487	\$ 10,217,613	\$ 11,415,099	\$ 1,197,486	11.72%
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,598,894	\$ 1,594,442	\$ 1,853,898	\$ 259,456	16.27%
0002 Solid Waste Nondepartmental	3,633,380	6,446,287	8,286,397	1,840,110	28.55%
0003 Commercial Collection	11,561,133	12,379,878	9,893,028	(2,486,850)	(20.09%)
0004 Residential & Recycling	12,680,376	11,625,202	13,408,607	1,783,405	15.34%
TOTAL -- SOLID WASTE FUND	\$ 29,473,784	\$ 32,045,809	\$ 33,441,930	\$ 1,396,121	4.36%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 906,740	\$ 1,060,920	\$ 1,589,480	\$ 528,560	49.82%
0002 Stormwater Nondepartmental	6,307,457	8,679,605	11,673,682	2,994,077	34.50%
0003 Stormwater Management	5,948,988	8,646,422	8,702,013	55,591	0.64%
0005 Stormwater Compliance	1,127,614	2,724,082	2,985,224	261,142	9.59%
TOTAL -- STORMWATER UTILITY FUND	\$ 14,290,799	\$ 21,111,029	\$ 24,950,399	\$ 3,839,370	18.19%
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 6,389,242	\$ 5,133,436	\$ 4,637,244	\$ (496,192)	(9.67%)
0002 Water Reclamation Nondepartmental	58,761,697	62,652,925	48,223,757	(14,429,168)	(23.03%)
0003 Industrial Automation Group	1,920,257	2,534,185	2,676,307	142,122	5.61%
0004 Environmental Laboratory Services	773,383	862,716	906,096	43,380	5.03%
0005 Easterly Wetlands	767,160	719,712	813,753	94,041	13.07%
0006 Water Reclamation Asset Management	672,768	1,011,909	1,059,842	47,933	4.74%
0007 System Evaluation and Maintenance	6,215,827	6,299,163	8,279,338	1,980,175	31.44%
0008 Water Conserv I	3,024,432	3,215,075	3,451,261	236,186	7.35%
0009 Water Conserv II	8,054,535	9,355,765	10,691,468	1,335,703	14.28%
0010 Iron Bridge	8,959,611	9,916,318	10,575,010	658,692	6.64%
0011 Lift Station Operations	4,115,876	4,693,099	5,189,169	496,070	10.57%
0012 Environmental Control	1,278,469	1,488,736	1,554,668	65,932	4.43%
0013 Compliance and Public Awareness	607,544	857,907	976,717	118,810	13.85%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 101,540,799	\$ 108,740,946	\$ 99,034,630	\$ (9,706,316)	(8.93%)

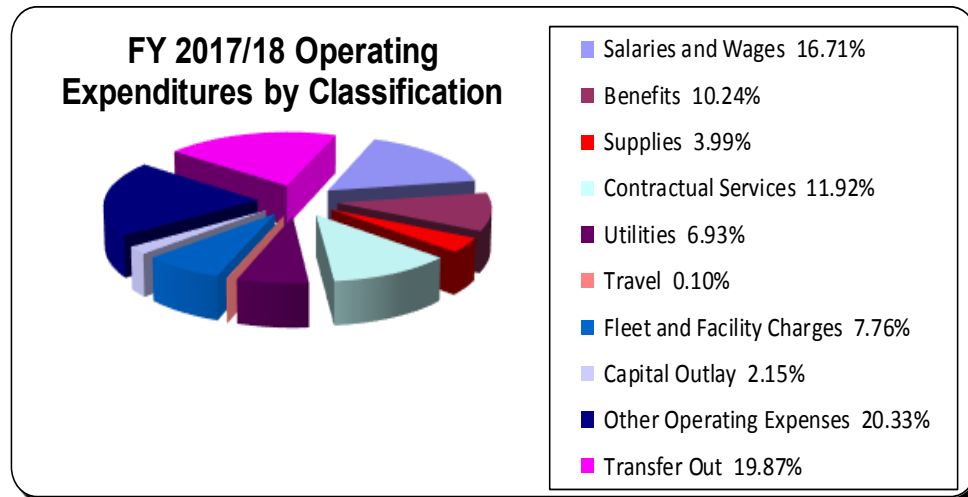
PUBLIC WORKS DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 663,060	\$ 714,804	\$ 777,116	\$ 62,312	8.72%
0002 Construction Management Nondepartmental	893,581	894,713	588,270	(306,443)	(34.25%)
0003 Project Engineering	889,456	951,228	856,388	(94,840)	(9.97%)
0004 Construction Services	1,854,557	1,993,536	1,967,219	(26,317)	(1.32%)
0005 Design Services	303,637	42,373	-	(42,373)	(100.00%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,604,291	\$ 4,596,654	\$ 4,188,993	\$ (407,661)	(8.87%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 158,248,160	\$ 176,712,051	\$ 173,031,051	\$ (3,681,000)	(2.08%)



PUBLIC WORKS DEPARTMENT

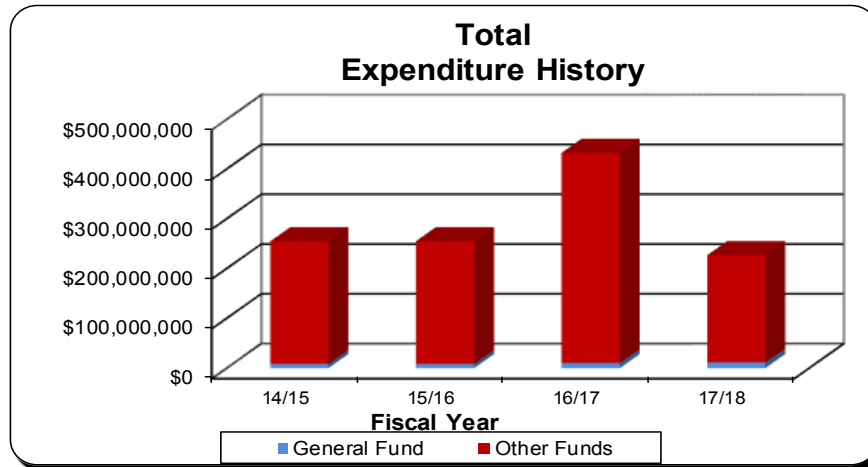
Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 23,260,559	\$ 28,623,855	\$ 28,914,502	\$ 290,647	1.02%
Benefits	15,209,454	16,964,085	17,718,312	754,227	4.45%
Supplies	6,339,427	6,279,069	6,906,296	627,227	9.99%
Contractual Services	16,154,784	17,317,937	20,623,539	3,305,602	19.09%
Utilities	12,049,842	11,985,104	11,988,167	3,063	0.03%
Travel	69,347	181,975	175,522	(6,453)	(3.55%)
Fleet and Facility Charges	12,109,861	11,152,074	13,433,403	2,281,329	20.46%
Capital Outlay	4,574,213	5,974,907	3,719,539	(2,255,368)	(37.75%)
Other Operating Expenses	16,321,497	20,531,675	35,177,696	14,646,021	71.33%
Transfer Out	52,159,174	57,701,370	34,374,075	(23,327,295)	(40.43%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 158,248,160	\$ 176,712,051	\$ 173,031,051	\$ (3,681,000)	(2.08%)



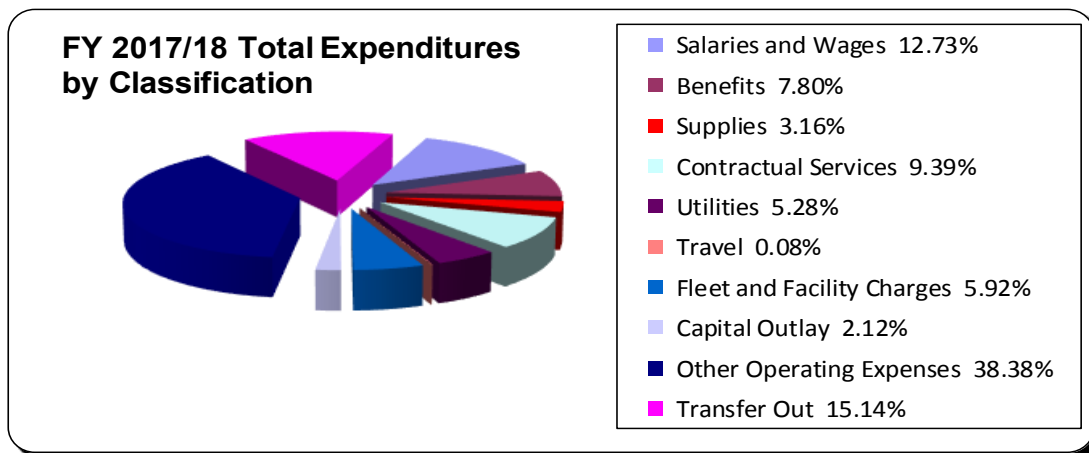
PUBLIC WORKS DEPARTMENT

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
Projects and Grants	\$ 403,560	\$ 5,454,706	\$ -	\$ (5,454,706)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 403,560	\$ 5,454,706	\$ -	\$ (5,454,706)	(100.00%)
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
Projects and Grants	\$ 11,184,191	\$ 43,104,547	\$ -	\$ (43,104,547)	(100.00%)
TOTAL -- STORMWATER UTILITY FUND	\$ 11,184,191	\$ 43,104,547	\$ -	\$ (43,104,547)	(100.00%)
WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106					
Water Reclamation Enterprises Division (WAS)					
0014 Special - Sewer General Construction	\$ 204,688	\$ -	\$ 45,244,000	\$ 45,244,000	N/A
Projects and Grants	14,837,197	114,041,941	-	(114,041,941)	(100.00%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 15,041,885	\$ 114,041,941	\$ 45,244,000	\$ (68,797,941)	(60.33%)
WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107					
Water Reclamation Enterprises Division (WAS)					
0015 Special - Sewer Renewal and Replacement	\$ 2,372,082	\$ 800,000	\$ 6,400,000	\$ 5,600,000	700.00%
Projects and Grants	2,090,102	7,550,261	-	(7,550,261)	(100.00%)
TOTAL -- WATER RECLAMATION R&R FUND	\$ 4,462,184	\$ 8,350,261	\$ 6,400,000	\$ (1,950,261)	(23.36%)
WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND #4110					
Water Reclamation Enterprises Division (WAS)					
0016 Water Reclamation Collection System Impact Fees	\$ 166,447	\$ -	\$ 500,000	\$ 500,000	N/A
Projects and Grants	6,355,194	5,695,706	-	(5,695,706)	(100.00%)
TOTAL -- WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND	\$ 6,521,640	\$ 5,695,706	\$ 500,000	\$ (5,195,706)	(91.22%)
WATER RECLAMATION STATE REVOLVING LOAN FUND #4102					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 378,750	\$ 10,919,607	\$ -	\$ (10,919,607)	(100.00%)
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ 378,750	\$ 10,919,607	\$ -	\$ (10,919,607)	(100.00%)
WATER RECLAMATION BONDS 2013 CONSTRUCTION FUND #4104					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 16,440,682	\$ 7,218,007	\$ -	\$ (7,218,007)	(100.00%)
TOTAL -- WATER RECLAMATION BONDS 2013 CONSTRUCTION FUND	\$ 16,440,682	\$ 7,218,007	\$ -	\$ (7,218,007)	(100.00%)
WATER RECLAMATION CONSERV I CONSTRUCTION FUND #4105					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 174,379	\$ 16,051,043	\$ -	\$ (16,051,043)	(100.00%)
TOTAL -- WATER RECLAMATION CONSERV I CONSTRUCTION FUND	\$ 174,379	\$ 16,051,043	\$ -	\$ (16,051,043)	(100.00%)
OTHER FUNDS					
Projects and Grants	\$ 42,185,588	\$ 45,174,795	\$ 1,900,000	\$ (43,274,795)	(95.79%)
TOTAL -- OTHER FUNDS	\$ 42,185,588	\$ 45,174,795	\$ 1,900,000	\$ (43,274,795)	(95.79%)
TOTAL -- CONSTRUCTION RELATED FUNDS	\$ 96,792,859	\$ 256,010,613	\$ 54,044,000	\$ (201,966,613)	(78.89%)
TOTAL -- PUBLIC WORKS	\$ 255,041,019	\$ 432,722,664	\$ 227,075,051	\$ (205,647,613)	(47.52%)

PUBLIC WORKS DEPARTMENT



Expenditure by Classification	2015/16	2016/17	2017/18	Change	%
	Actual Expenditures	Revised Budget	Adopted Budget	Revised to Adopted	Change
Salaries and Wages	\$ 23,260,559	\$ 28,637,384	\$ 28,914,502	\$ 277,118	0.97%
Benefits	15,209,454	16,964,085	17,718,312	754,227	4.45%
Supplies	7,824,798	7,845,116	7,186,296	(658,820)	(8.40%)
Contractual Services	29,756,336	26,496,143	21,323,539	(5,172,604)	(19.52%)
Utilities	12,225,859	11,810,987	11,988,167	177,180	1.50%
Travel	69,347	181,975	175,522	(6,453)	(3.55%)
Fleet and Facility Charges	13,061,699	11,146,455	13,433,403	2,286,948	20.52%
Capital Outlay	76,559,034	124,099,547	4,819,539	(119,280,008)	(96.12%)
Other Operating Expenses	20,220,763	147,839,602	87,141,696	(60,697,906)	(41.06%)
Transfer Out	56,853,170	57,701,370	34,374,075	(23,327,295)	(40.43%)
TOTAL -- PUBLIC WORKS	\$ 255,041,019	\$ 432,722,664	\$ 227,075,051	\$ (205,647,613)	(47.52%)



PUBLIC WORKS DEPARTMENT

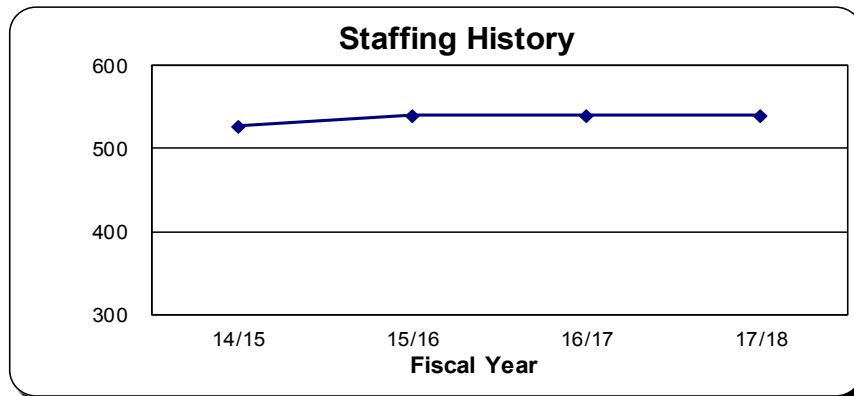
DEPARTMENT STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Public Works (PWK)			
0001 Director of Public Works	3	3	3
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	7	7
0002 Engineering Survey Services	16	16	16
Engineering/Streets and Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	1	2	2
0006 Streets Administration	5	5	4
0007 Material and Equipment Management	16	16	15
0008 Street Maintenance and Construction	32	32	34
TOTAL -- GENERAL FUND	81	81	81
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	17	19	19
0003 Commercial Collection	30	30	30
0004 Residential & Recycling	53	53	53
TOTAL -- SOLID WASTE FUND	100	102	102
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	9	9
0003 Stormwater Management	55	68	68
0005 Stormwater Compliance	7	7	7
TOTAL -- STORMWATER UTILITY FUND	70	84	84
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	17	17	17
0003 Industrial Automation Group	17	16	16
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	11	12	12
0007 System Evaluation and Maintenance	53	53	53
0008 Water Conserv I	10	10	10
0009 Water Conserv II	29	30	30
0010 Iron Bridge	39	38	38
0011 Lift Station Operations	30	31	31
0012 Environmental Control	14	14	14
0013 Compliance and Public Awareness	8	8	8
TOTAL -- WATER RECLAMATION REVENUE FUND	240	241	241

PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFFING SUMMARY

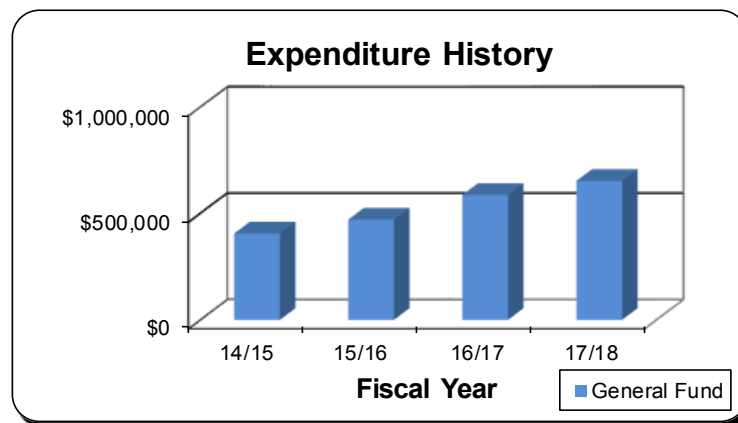
Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
0005 Design Services	4	-	-
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	32	32
TOTAL -- PUBLIC WORKS	527	540	540



PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 395,481	\$ 390,677	\$ 409,987	\$ 19,310	4.94%
0002 Public Works Nondepartmental	75,816	196,426	243,474	47,048	23.95%
TOTAL -- GENERAL FUND	\$ 471,297	\$ 587,103	\$ 653,461	\$ 66,358	11.30%
TOTAL -- DIRECTOR	\$ 471,297	\$ 587,103	\$ 653,461	\$ 66,358	11.30%



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	3	3	3
TOTAL -- GENERAL FUND	3	3	3
TOTAL -- DIRECTOR	3	3	3

PUBLIC WORKS DEPARTMENT

Engineering Services Division

Overview of Services/Programs

The **Engineering Services Division** ensures the City's compliance with its NPDES permit; administers consultant engineering contracts; reviews Site Engineering related permits to ensure that the City's Engineering Design Standards and Muni Code are followed; provides engineering design services to the City's Water Reclamation and Streets and Stormwater Division; and continues to maintain the City's standing as a Class 6 community in the Community Rating System, meaning that all flood insurance policies are due a 20% discount. Survey Services provides surveying and mapping services for all City Departments and for governmental compliance with state and local agencies; administers consultant surveying and mapping contracts; reviews and approves construction plans, reviews and approves all new subdivision plats, reviews and approves all as-built surveys for City construction projects; and maintains and provides horizontal and vertical control networks for publication and use by private consultants. Additionally, Survey prepares all types of surveys and subdivision plats for City projects.

Major Accomplishments

- Increased staffing to handle increased site review engineering as a result of the upturn in the economy.
- Transitioning from paper only review process regarding site engineering review to a digital system.
- Acquired the Engineering Design Section. This group was able to assist with permit reviews as a result of the upturn in the economy.
- Weekly training of staff on stormwater and floodplain management to ensure the City is up-to-date on the industry rules and regulation.
- Transitioning from a paper only review process regarding survey review for all development review, including subdivision plats, both minor and major to a digital system. This has helped in working to increase review time and responsiveness and the amount of review offered by the limited review staff.
- Increased volume of performing survey work internally, thus reducing the expense of contracting out various facets of land surveying functions. This includes performing more major design surveys internally. The section continues to increase workload and productivity where we find possible.
- Taking over all stormwater as-built surveys that were previously performed by the contractor's surveyor on Capital Improvement projects.
- Initiated the first of several construction projects in the Southeast Lakes basin under the Conceptual Approval Permit that was secured to provide a framework for these projects.
- Identified and mapped many floodplains with no established elevations.
- Completed a major rapid response project in Creative Village.
- Initiated a major rapid response project in the Southport area in conjunction with a Water Reclamation project to facilitate a large new development with great economic benefits for that area of the City.

Future Goals and Objectives

Short Term

- Hired new site review engineers and trained them in the use of the new permitting software.
- Institute use of LiDAR data this is currently being acquired for use in survey products and for developing modeling for use in preliminary design efforts.
- Create a GIS position in survey to address growing needs of Public Works GIS requirements and capturing survey data within the system.
- Transition the amount of stormwater inventory work that is being contracted out to continuing services firms with the addition of a fourth survey crew. This will allow for flexibility of services and offer the ability to pick up new assets in a more expeditious manner and allow for better preparation to reject various improvements that are deficient in regards to City Standards.
- Integrate laser scanning within the next fiscal year allowing for increased productivity and offering a new service opportunity. Having a laser scanner will allow the section to work towards BIM modeling and three-dimensional Geographical Information System Data.
- Continue to work with applicants to ensure that needed off-site infrastructure improvements are considered and completed in a manner to ensure their long-term viability.
- Continue to work closely with CRS to maintain our Class 6 standing.

PUBLIC WORKS DEPARTMENT

Medium Term

- Continue to identify and map flood zones and establish elevations for these floodplains to ensure that they are properly considered during development of new projects, and for existing homeowners who may be located in floodplains, to provide them the best data to ensure that they are able to secure flood insurance that suits their needs.
- Survey Services will look to add Geographic Information System data to surveys making them intelligent and making them more useful in other areas of the City. A smart data movement will increase value to our services and enable the division to work smarter.
- 3D GIS and infrastructure modeling for use in planning public works activities. This would include survey data and modeling existing infrastructure. Work to begin subsurface modeling of infrastructure.
- Evaluate the work effort needed to advance to a Class 5 community in the Community Rating System.
- Provide the site review engineers design opportunities in order to broaden them professionally.
- Designate a point of contact for permit reviews in Lake Nona, Universal, and Creative Village.
- Designate a point of contact for communication with utility owners.
- Train the newly hired Civil Engineer IV on floodplain management. Prepare them for the CFM exam.
- Have all Site Engineer reviewers be well versed in floodplain management.

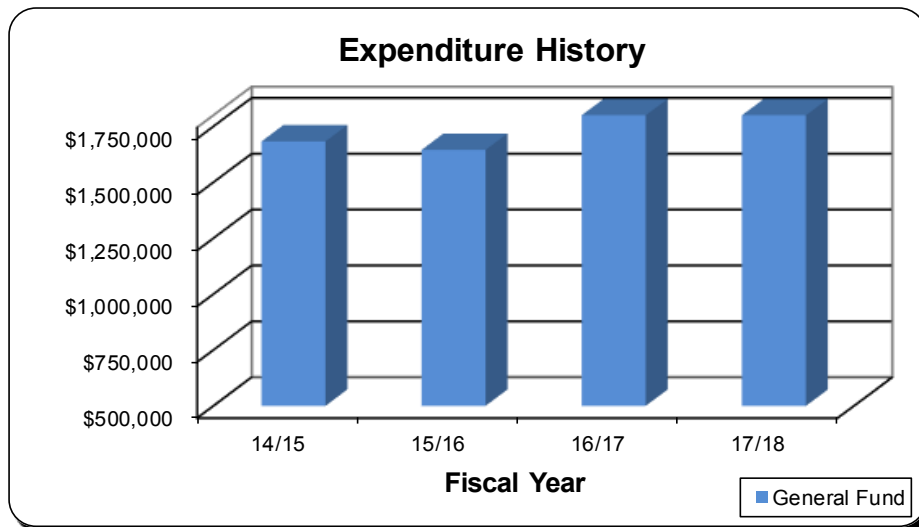
Long Term

- Have all Site Engineer reviewers become a CFM.
- Use the completed stormwater inventory, in conjunction with topographic data, LiDAR Data and floodplain mapping, to identify areas still requiring mapping and initiate that process.
- Work on continual survey data cycle for managing smart GIS data such as structure, fixed and variable data for use in real time project analysis and disaster response.
- Work to mandate a requirement for point cloud/Model as-built survey for all survey and construction project for use in 3D GIS City system and for use in public safety. Accurate data will allow for a quick response to any situation with modeled data of buildings and infrastructure.
- Review floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts, particularly in areas where homeowners could be removed from the floodplain, thereby reducing their risk.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 730,934	\$ 958,797	\$ 973,431	\$ 14,634	1.53%
0002 Engineering Survey Services	914,019	1,468,329	1,546,639	78,310	5.33%
TOTAL -- GENERAL FUND	\$ 1,644,953	\$ 2,427,126	\$ 2,520,070	\$ 92,944	3.83%
TOTAL -- ENGINEERING SERVICES	\$ 1,644,953	\$ 2,427,126	\$ 2,520,070	\$ 92,944	3.83%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	7	7
0002 Engineering Survey Services	16	16	16
TOTAL -- GENERAL FUND	24	23	23
TOTAL -- ENGINEERING SERVICES	24	23	23

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

Overview of Services/Programs

The **Streets and Stormwater Services Division** is responsible for street and right-of-way maintenance, maintenance of open and closed drainage systems, stormwater utility administration, and environmental compliance.

Major Accomplishments

Maintained 110 lakes (more than 5,750 acres) with over 19 miles of shoreline, 88 retention ponds, and 88 canal, ditch and swale locations. Also treated 970 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.

Provided street sweeping and litter control services that included sweeping residential streets every twenty working days, commercial/industrial routes every eleven working days, and the Downtown Entertainment District five times per week for a cumulative production total of over 67,524 curb miles swept.

Repaired or replaced over 287,999 square feet of damaged sidewalk; 100,835 SF in-house and 187,164 SF outside contractor

Through the Keep Orlando Beautiful program (KOB), 6,160 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 16.5 tons of litter and debris collected, 21.9 tons of mixed recyclables collected, 11.9 tons of electronic waste collected, 112 trees planted and 47 sites beautified.

Collected ambient lake water samples and field data from 90 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.

Future Goals and Objectives

Short Term

- Will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system and water bodies through inspections, ordinances, and enforcement.
- Will continue to inspect all private stormwater systems in inventory on an annual basis to prevent flooding and allow for pollution control through maintenance of design treatment permitting conditions.
- In addition to continuing employee safety training to minimize accidents and injuries and to maintain productivity, the City implemented a service Contract for Sidewalk Trip Hazard Remediation and Condition Assessment to maintain the safety of our Constituents. The work includes assessing all sidewalks in the City, grinding raised joints of uneven sidewalk segments, and documenting trip hazards and damaged sidewalks segments.

Medium Term

- The Division will continue to maintain a list of brick street repair needs, with the focus on addressing repairs on the poorest-condition, most heavily traveled brick streets.
- The Division will continue to restructure the Division's street sweeping program to reduce costs, increase sweeper efficiency and improve street sweeping consistency.
- The Division will evaluate industry options for managing aging asphalt pavement segments and pavement preservation techniques to extend the pavement life cycle and minimize the cost of full replacement from total pavement failure.

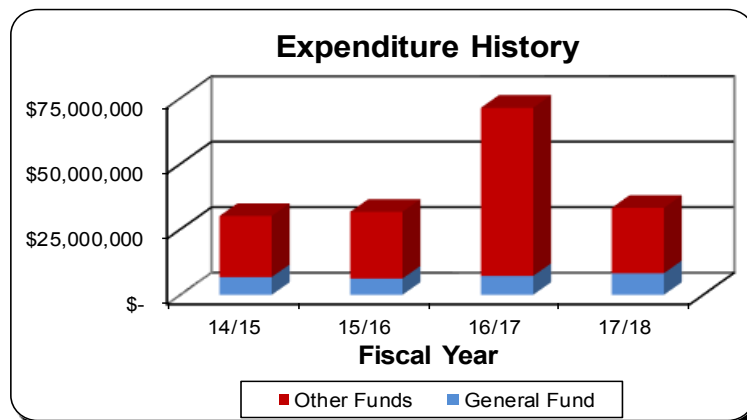
Long Term

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 30% of stormwater revenue for capital projects.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
- Vegetative inventories will also be performed on all lakes on a 5 year cycle to determine the water quality trending of each water body.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ 115,571	\$ 190,845	\$ 183,832	\$ (7,013)	(3.67%)
0006 Streets Administration	526,799	546,779	609,303	62,524	11.43%
0007 Material and Equipment Management	3,347,786	4,126,300	4,674,582	548,282	13.29%
0008 Street Maintenance and Construction	2,232,080	2,339,460	2,773,851	434,391	18.57%
TOTAL -- GENERAL FUND	\$ 6,222,237	\$ 7,203,384	\$ 8,241,568	\$ 1,038,184	14.41%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 906,740	\$ 1,060,920	\$ 1,589,480	\$ 528,560	49.82%
0002 Stormwater Nondepartmental	6,307,457	8,679,605	11,673,682	2,994,077	34.50%
0003 Stormwater Management	5,948,988	8,646,422	8,702,013	55,591	0.64%
0005 Stormwater Compliance	1,127,614	2,724,082	2,985,224	261,142	9.59%
Projects and Grants	11,184,191	43,104,547	-	(43,104,547)	(100.00%)
TOTAL -- STORMWATER UTILITY FUND	\$ 25,474,989	\$ 64,215,576	\$ 24,950,399	\$ (39,265,177)	(61.15%)
TOTAL -- STREETS & STORMWATER SERVICES	\$ 31,697,226	\$ 71,418,960	\$ 33,191,967	\$ (38,226,993)	(53.52%)



PUBLIC WORKS DEPARTMENT

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	1	2	2
0006 Streets Administration	5	5	4
0007 Material and Equipment Management	16	16	15
0008 Street Maintenance and Construction	32	32	34
TOTAL -- GENERAL FUND	54	55	55
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	9	9
0003 Stormwater Management	55	68	68
0005 Stormwater Compliance	7	7	7
TOTAL -- STORMWATER UTILITY FUND	70	84	84
TOTAL -- STREETS & STORMWATER SERVICES	124	139	139

PUBLIC WORKS DEPARTMENT

Solid Waste Management Division

Overview of Services/Programs

Solid Waste Management Division provides curbside garbage, yard waste, and recycling collection to all single-family residences within the corporate limits. The Division provides exclusive front load container (dumpster) service for the businesses and apartments within the City. Roll-off container service is provided by non-exclusive franchisees and commercial recycling service is provided by an open market of registered recycling companies. The Division administers the roll-off franchise system and forwards the pull fees to the General Fund

Major Accomplishments

- Provided 52,634 residential and 13,991 commercial customers with high quality collection and transportation services at a competitive price
- Completed implementation of once per week garbage/recycle/yard waste and bulky collection City Wide
- Collected 114,467 tons of commercial waste, 82,127 tons of residential garbage which includes 14,480 (yard waste will be considerably higher after addition of Hurricane Irma tonnages for September) tons of residential yard waste, and 9,522 tons of residential recycling and 269 tons of commercial food waste in FY 16-17.
- Renewed or selected contractors for emergency debris management and monitoring to assist the City in the event of a natural disaster
- Conducted training exercises on hurricane recovery procedures with disaster contractors
- Expanded drop-off Recycling program throughout the City and participated in event recycling in various venues
- Put twenty-eight Hybrid Automated Side Loaders for residential garbage collection, eleven CNG Rear Load Residential trucks, two Roll-off/Claw trucks and fifteen Front-load Commercial trucks into service with an average fuel reduction usage of 48% for the residential collections

Future Goals and Objectives

Short Term

- Expand distribution of the Solid Waste Division E-Newsletter to a broader customer base
- Refine residential Single Cart Recycling to reduce collection costs and increase the amount of waste diverted from the landfill by increasing the types of material recycled and making recycling easier for our residential customers
- Expand commercial food waste recycling program to select commercial customers
- Implement Re-Collect software app for enhanced customer service
- Secure long term recycle processing contractor option

Medium Term

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program
- Expand CNG fueling stations for conversion of Automated Side Loader replacement trucks to CNG fueled engines

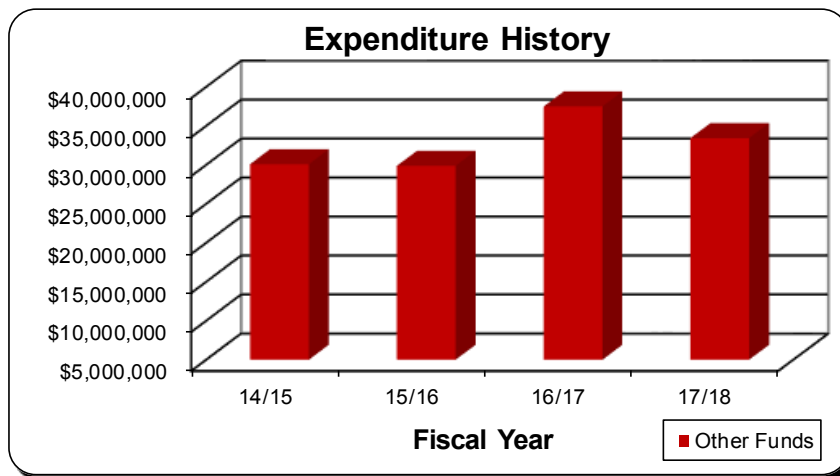
Long Term

- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills.
- Plan and prepare initiatives to meet the proposed State mandated 75% recycling diversion rate goal
- Purchase alternative fuel collection vehicles/hybrids for future additions or replacements to the collection fleet to promote green initiatives

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,598,894	\$ 1,594,442	\$ 1,853,898	\$ 259,456	16.27%
0003 Commercial Collection	3,633,380	6,446,287	8,286,397	1,840,110	28.55%
0004 Residential & Recycling	11,561,133	12,379,878	9,893,028	(2,486,850)	(20.09%)
0002 Solid Waste Nondepartmental	12,680,376	11,625,202	13,408,607	1,783,405	15.34%
Projects and Grants	403,560	5,454,706	-	(5,454,706)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 29,877,344	\$ 37,500,515	\$ 33,441,930	\$ (4,058,585)	(10.82%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 29,877,344	\$ 37,500,515	\$ 33,441,930	\$ (4,058,585)	(10.82%)



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
SOLID WASTE FUND #4150			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	17	19	19
0003 Commercial Collection	30	30	30
0004 Residential & Recycling	53	53	53
TOTAL -- SOLID WASTE FUND	100	102	102
TOTAL -- SOLID WASTE MANAGEMENT	100	102	102

PUBLIC WORKS DEPARTMENT

Water Reclamation Division

Overview of Services/Programs

The **Water Reclamation Division** is divided into two main areas of responsibility including, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides water reclamation capital facilities planning, operation and maintenance of over 1000 miles of sanitary sewers and force mains in the water reclamation collection system and over 234 lift stations located throughout the City.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (WRF) that is permitted for 40 million gallons per day (mgd) of capacity, the Water Conserv I WRF (7.5 mgd), the Water Conserv II WRF (21 mgd), the Orlando Easterly Wetlands, the Environmental Laboratory and the Industrial Automation group. The Environmental Control group regulates and monitors industrial discharges, environmental studies, evaluations and remediation projects within the City's limits. The Compliance and Public Awareness group manages the oil and grease program, assists the Division with regulatory compliance and manages our educational outreach to the public. The Business Management Group handles a variety of business responsibilities including billing and customer service.

Major Accomplishments

- Construction of Lift Station 5, a major lift station serving the areas around Creative Village and Camping World Stadium is nearing completion. Construction of Lift Station 7, serving primarily the downtown area will begin.
- Water Conserv II has installed a Bioset biosolids Class "A" system which renders the treated biosolids as a fertilizer grade product.
- The Division conveyed and treated in excess of 15.3 billion gallons of reclaimed water.
- The reclaimed water systems maintained regulatory compliance, and continues to expand.

Future Goals and Objectives

Short Term

- Utilize the new hydraulic model to evaluate increases in sanitary flows.
- Continue maintaining the sanitary sewer collection system and treatment facilities in a cost-effective manner, through inspection, repair, and replacement.
- Continue to promptly respond to stopped sewer calls to minimize sanitary overflows.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Replace the aging belt filter presses at Iron Bridge and Water Conserv II.
- Finalize a septic tank study for the City of Orlando service area.
- Select an engineer for the Conserv II WRF pretreatment structure replacement.
- Complete bidding process for the Iron Bridge 480 volt electrical improvements
- Complete bidding process for the Iron Bridge backwash recycle pump station rehab.
- Complete the bidding process for the Iron Bridge biosolids improvement.
- Complete the Conserv II WRF biosolids improvement.

Complete RFQ to build a new grit removal building.

Medium Term

- Continue with design and subsequent construction for lift stations throughout the City.
- Investigate, rehabilitate, or replace large diameter gravity piping to Conserv II.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRF.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and production of alternative fuels.
- Look at ways to get funding to install sewer lines in areas which are currently served by septic tanks.
- Prepare the Conserv II WRF to meet stricter regulation of total nitrogen. Once modifications are completed stress testing may justify additional permitting capacity. Staff will pursue alternative methods and options for biosolids treatment and beneficial use.

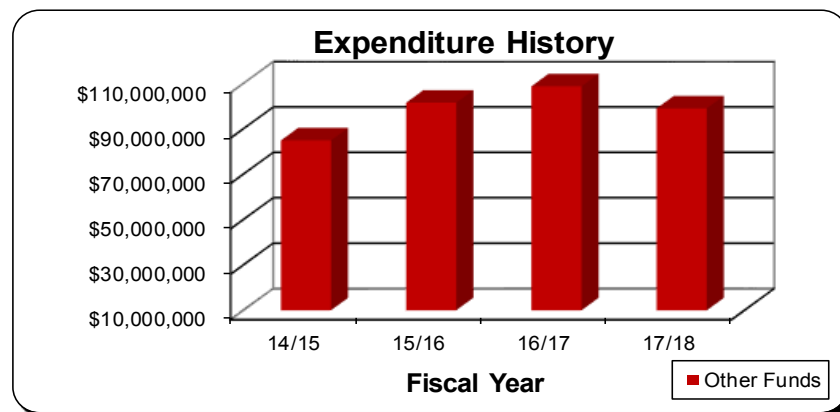
Long Term

- Continue to evaluate sanitary system condition and improve aging/deficient infrastructure
- Evaluate the major forcemains that serve the downtown and surrounding areas, Lift Stations 1, 2, 3, 4, and 248
- Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 6,389,242	\$ 5,133,436	\$ 4,637,244	\$ (496,192)	(9.67%)
0002 Water Reclamation Nondepartmental	58,761,697	62,652,925	48,223,757	(14,429,168)	(23.03%)
0003 Industrial Automation Group	1,920,257	2,534,185	2,676,307	142,122	5.61%
0004 Environmental Laboratory Services	773,383	862,716	906,096	43,380	5.03%
0005 Easterly Wetlands	767,160	719,712	813,753	94,041	13.07%
0006 Water Reclamation Asset Management	672,768	1,011,909	1,059,842	47,933	4.74%
0007 System Evaluation and Maintenance	6,215,827	6,299,163	8,279,338	1,980,175	31.44%
0008 Water Conserv I	3,024,432	3,215,075	3,451,261	236,186	7.35%
0009 Water Conserv II	8,054,535	9,355,765	10,691,468	1,335,703	14.28%
0010 Iron Bridge	8,959,611	9,916,318	10,575,010	658,692	6.64%
0011 Lift Station Operations	4,115,876	4,693,099	5,189,169	496,070	10.57%
0012 Environmental Control	1,278,469	1,488,736	1,554,668	65,932	4.43%
0013 Compliance and Public Awareness	607,544	857,907	976,717	118,810	13.85%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 101,540,799	\$ 108,740,946	\$ 99,034,630	\$ (9,706,316)	(8.93%)
TOTAL -- WATER RECLAMATION ENTERPRISE	\$ 101,540,799	\$ 108,740,946	\$ 99,034,630	(\$9,706,316)	(8.93%)



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
WATER RECLAMATION REVENUE FUND #4100			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	17	17	17
0003 Industrial Automation Group	17	16	16
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	11	12	12
0007 System Evaluation and Maintenance	53	53	53
0008 Water Conserv I	10	10	10
0009 Water Conserv II	29	30	30
0010 Iron Bridge	39	38	38
0011 Lift Station Operations	30	31	31
0012 Environmental Control	14	14	14
0013 Compliance and Public Awareness	8	8	8
TOTAL -- WATER RECLAMATION REVENUE FUND	240	241	241

PUBLIC WORKS DEPARTMENT

Capital Improvements and Infrastructure Division

Overview of Services/Programs

The Project Management Division was established in February of 2005 and is an Internal Services function comprised of three programs: CIP0001_C Project Management Administration, CIP0003_C Project Management, and CIP0004_C Construction Services. The Division provides in-house Project Management, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects, and initiates all engineering, design, consultant and construction contracts. The Division also processes pay applications, invoices, and change orders for City construction projects, helps ensure compliance with grant requirements, State Statutes and City Policies, and monitors the fiscal health of the Public Works Department and its major enterprise funds. Projects include building construction and renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are fifty five capital projects either in the design/ engineering phase or under construction that are managed by the Division. The combined annual budgets for these projects amount to around \$100 - 120 million.

Major Accomplishments

- Project Management delivered the state of the art 45 million dollar Orlando Police Headquarters and the OPD Crime Scene Facility under budget. This three story OPH structure will replace the outdated structure located on Hughey Avenue. The former facility will be replaced with a new Sports Entertainment Complex.
- Recently completed Fire Station #2. This new four bay station is replacing the former fire station in the Parramore community which was known as the "Pride of Parramore". This station is state of the art and will provide the community with superior services.
- Secured \$3 Million in Federal Funds for the Orlando Walks Citywide Sidewalk Phase 2 Project - providing for 20 miles of new sidewalks throughout the City
- Initiated the design of the International Drive Congestion Management Improvements using \$607,000 in Federal Funds and worked with FDOT to identify an approach to securing \$3.7 million of Federal Funds for construction of the new Bus Rapid Transit lane located on North I-Drive. The project is complete and finished under budget.
- Project Management has recently initiated paperless construction documents. These documents are now dispensed to prospective bidders electronically. This paperless process has saved the City thousands on the reproduction of plans and specifications that previously were paid for with City funds.
- Facilitated the emergency delivery of the Orlando Lion's Soccer Stadium Site Improvements by providing project management support as needed.
- Fiscal processed 100% of pay applications and invoices within the 20-day Prompt Payment Act guidelines with 100% accuracy collecting all Federal, State, and City required documentation.

Future Goals and Objectives

Short Term

- Manage the Orlando Walks – Phase 2 of the construction phase is wrapping up and the reimbursement funding request is being submitted to the FDOT to close out the project.
- Continue to assist the appropriate Purchasing Division Staff to ensure a smooth procurement transition. Public Works, Legal and Purchasing collaborated in modifying both the revised City Policies and Procedures and Chapter 7. Both of these documents became effective on January 1, 2013.

Medium Term

- Manage the construction of the State Road 50 pedestrian bridge Project is funded with \$9 million of Federal Funds.
-
- Manage the construction of the Central Ave Infrastructure and Streetscape project funded from multiple sources including OUC. Total project value is 9 million..
-
- Provide project/construction management and engineering/inspection services for successful completion and delivery of new downtown Bus Rapid Transit (LYMMO) routes via an innovative partnership with LYNX.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain LEED certification on all new vertical projects, including the Orlando Police Headquarters.

PUBLIC WORKS DEPARTMENT

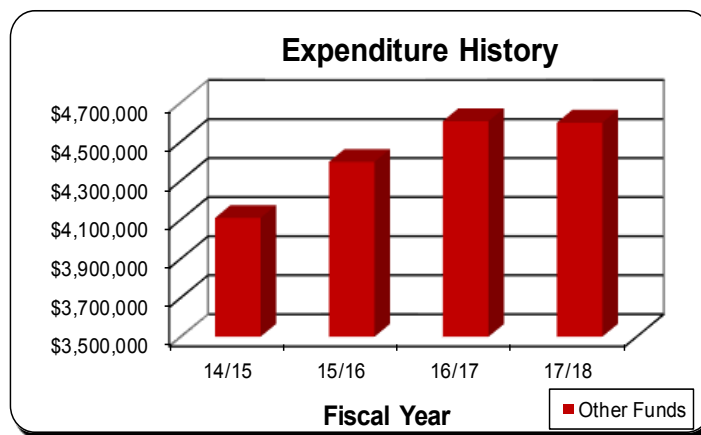
Long Term

- We continue to foster our partnership with our external client Lynx. Over the past 20 months, Project Management has saved Lynx close to 1,000,00 in consulting fees on the E-W BRT and the Parramore BRT.
- The Division will continue to emphasize the cost effective delivery of Capital Improvement Projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs through “open book” project deliveries.
- Continue to provide project management support to Community Venues projects. Continue to encourage the Project Managers to communicate more openly with our M/WBE group. Project Management has continued to combine our efforts with the M/WBE Division to promote and increase the participation levels of our general contractors. During the previous 12 months, all of our design-build projects met or exceeded the City's 24% goals.
- Refine the design-build procurement process following FDOT procedures so it can be used on other grant projects. This will help to make more of the City's projects production ready and can help attract available grant funding that must be committed in a current fiscal year.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 663,060	\$ 714,804	\$ 777,116	\$ 62,312	8.72%
0002 Construction Management Nondepartmental	893,581	894,713	588,270	(306,443)	(34.25%)
0003 Project Engineering	889,456	951,228	856,388	(94,840)	(9.97%)
0004 Construction Services	1,854,557	1,993,536	1,967,219	(26,317)	(1.32%)
0005 Design Services	303,637	42,373	-	(42,373)	(100.00%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,604,291	\$ 4,596,654	\$ 4,188,993	\$ (407,661)	(8.87%)
TOTAL -- CIP/INFRASTRUCTURE	\$ 4,604,291	\$ 4,596,654	\$ 4,188,993	\$ (407,661)	(8.87%)



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
0005 Design Services	4	-	-
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	32	32
TOTAL -- CIP/INFRASTRUCTURE	36	32	32

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Solid Waste Management Division	Number of Residential and Commercial Complaints received	975	900	1200

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	8,662	6,160	7000
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed	\$90.63	\$95.76	\$99.25
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$51.74	\$52.82*	\$53.00
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected	\$21,872,885	\$23,299,669	\$23,000,000
Solid Waste Management Division	Revenues from residential collection	\$13,046,640	\$12,137,773	\$13,458,600
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$22.59	\$22.89	\$22.80
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.14	\$18.61	\$19.28
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$4.80	\$4.28	\$4.20
Solid Waste Management Division	Revenues from commercial collection	\$18,860,249	\$19,321,872	\$19,711,751
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$7.54	\$5.45	\$5.18
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$1,800	\$1,950	\$2,050
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated	\$1.08	\$1.19	\$1.12
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-80%	+/-5%

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	91%	100%	100%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	19	19	17
Streets & Stormwater Services Division	Percent of hazardous street conditions (potholes) repaired within one day	100%	81%**	90%
Streets & Stormwater Services Division	Volume (in cubic yards) of trash and debris collected from lakes and stormlines	920.	4850***	3,000
Solid Waste Management Division	Tons of Residential MSW collection	64,449	64,457	65,746
Solid Waste Management Division	Tons of recycled materials	6463	8387	8554
Solid Waste Management Division	Tons of Commercial MSW collection	99,425	98,813	100,790
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	62%	80%	82%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	100%	78.8%	100%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	100%	73.3%	100%
Water Reclamation Division	Average footage of cleaned sewer lines per month	277,335	227,000	229,000

Outcome & Mission

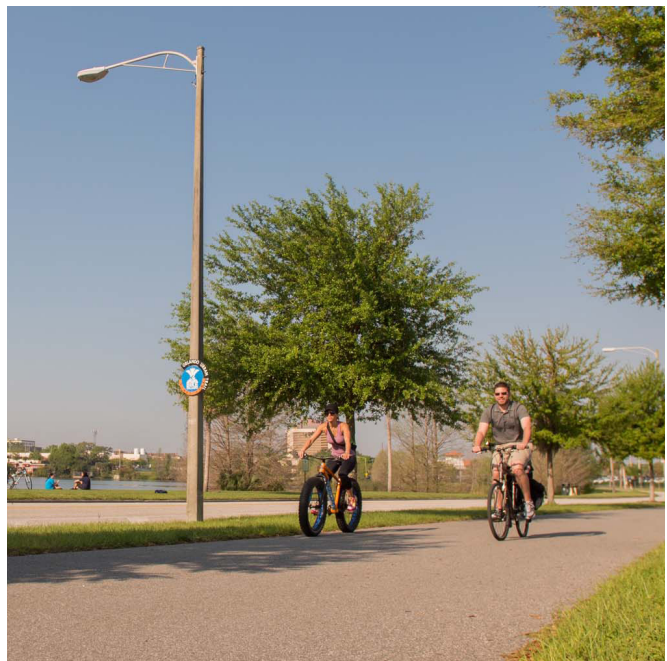
Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Actual	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	7.4%	5.3%	6.5%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	100%	100%	100%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

PUBLIC WORKS DEPARTMENT

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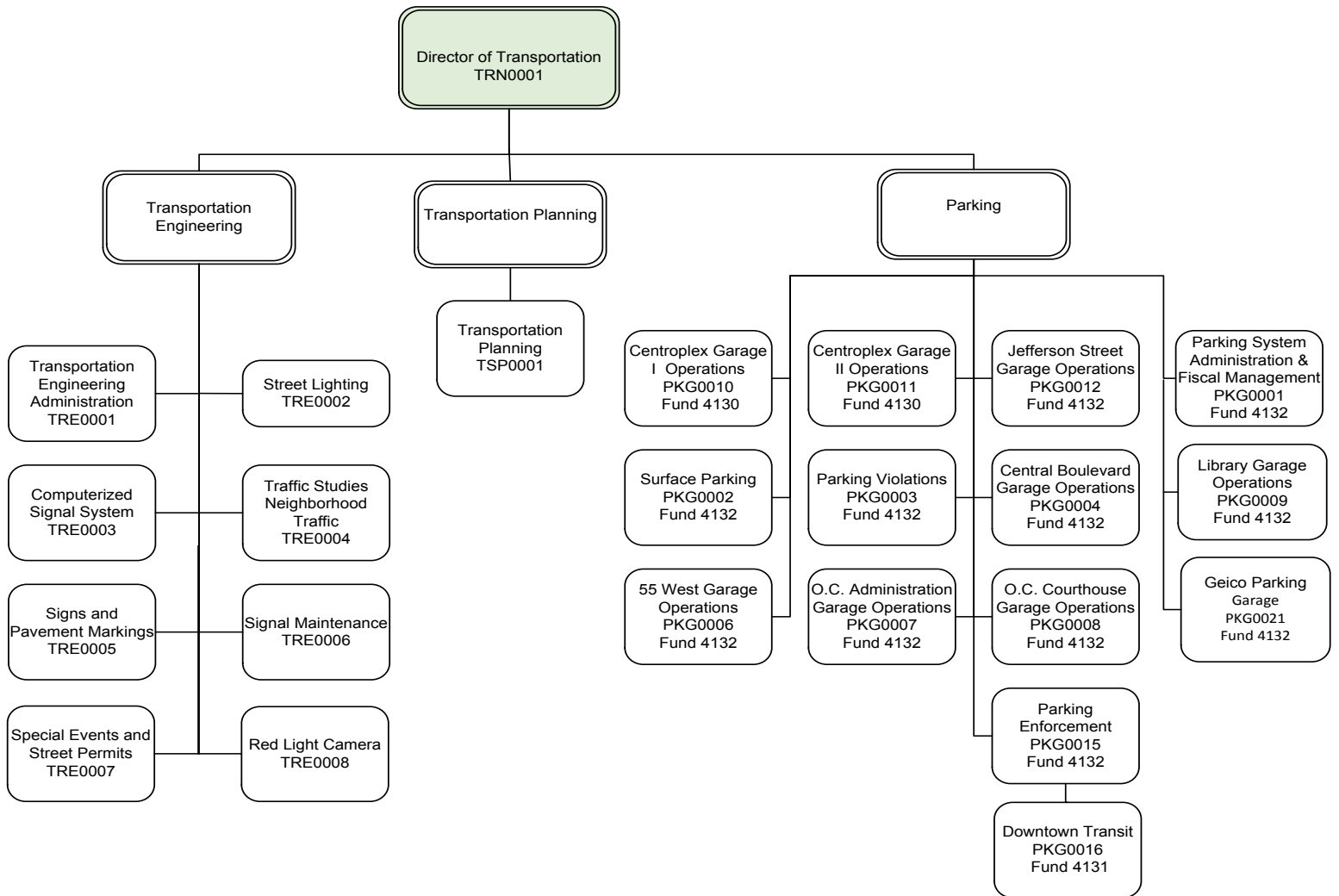
CITY OF
ORLANDO
TRANSPORTATION



TRANSPORTATION DEPARTMENT

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TRANSPORTATION DEPARTMENT



Department Mission Statement

To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through the enhancement of roads, transit, parking, bicycle and pedestrian systems, intermodal facilities, demand management programs and traffic management techniques.

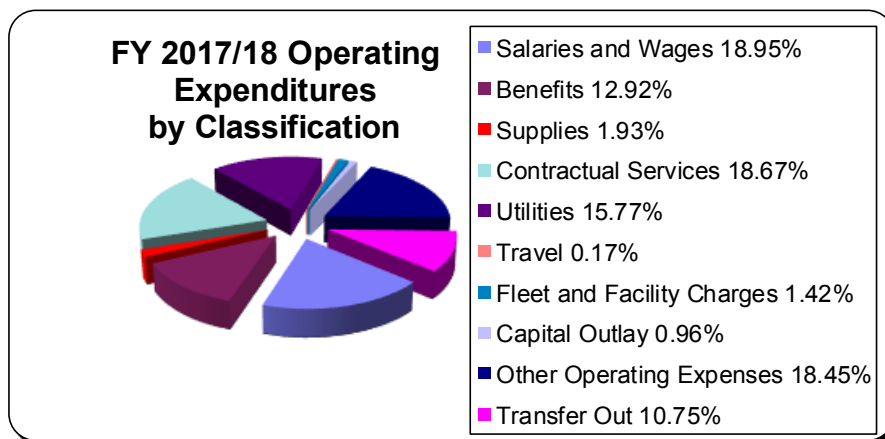
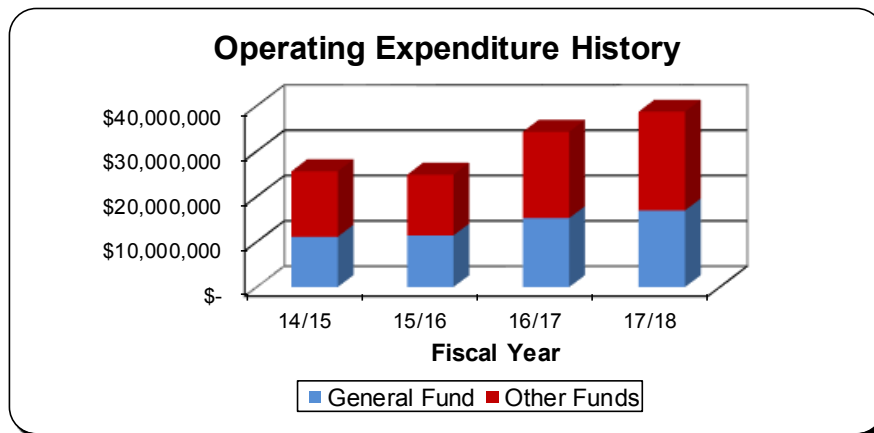
TRANSPORTATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ -	\$ 545,091	\$ 836,413	\$ 291,322	53.44%
0002 Transportation Nondepartmental	-	-	1,370,874	1,370,874	N/A
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	398,681	436,433	458,814	22,381	5.13%
0002 Street Lighting	5,647,817	5,820,423	5,583,727	(236,696)	(4.07%)
0003 Computerized Signal System	854,281	901,355	926,785	25,430	2.82%
0004 Traffic Studies and Neighborhood Traffic	743,453	797,619	797,442	(177)	(0.02%)
0005 Sign and Pavement Markings	1,121,951	1,061,144	1,077,450	16,306	1.54%
0006 Signal Maintenance	1,322,212	1,424,484	1,509,994	85,510	6.00%
0007 Special Events and Street Permit	371,085	380,645	520,101	139,456	36.64%
0008 Red Light Camera	-	-	2,779,068	2,779,068	N/A
Transportation Planning Division (TSP)					
0001 Transportation Planning	909,673	1,012,342	1,008,209	(4,133)	(0.41%)
0005 Red Light Camera	1,461	2,766,050	-	(2,766,050)	(100.00%)
Parking Division (PKG)					
0009 Library Garage Operations	71	-	-	-	N/A
0017 City Commons Garage	22,259	87,928	61,000	(26,928)	(30.63%)
TOTAL -- GENERAL FUND	\$ 11,392,943	\$ 15,233,514	\$ 16,929,877	\$ 1,696,363	11.14%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 66,879	\$ 108,070	\$ 173,085	\$ 65,015	60.16%
0011 Centroplex Garage II Operations	372,049	612,434	273,475	(338,959)	(55.35%)
0018 Centroplex Garage I and II Nondepartmental	1,617,681	2,431,480	2,713,620	282,140	11.60%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 2,056,608	\$ 3,151,984	\$ 3,160,180	\$ 8,196	0.26%
DOWNTOWN TRANSIT FUND #4131					
Parking Division (PKG)					
0016 Downtown Transit	\$ 1,640,872	\$ 1,921,254	\$ -	\$ (1,921,254)	(100.00%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 1,640,872	\$ 1,921,254	\$ -	\$ (1,921,254)	(100.00%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 956,091	\$ 1,035,661	\$ 1,080,862	\$ 45,201	4.36%
0002 Surface Parking	447,144	562,412	569,680	7,268	1.29%
0003 Parking Violations	501,977	477,742	496,062	18,320	3.83%
0004 Central Boulevard Garage Operations	1,585,613	1,699,236	1,712,753	13,517	0.80%
0005 Church Street Garage Operations	61,904	-	-	-	N/A
0006 55 West Garage Operations	807,561	947,550	955,443	7,893	0.83%
0007 O.C. Administration Garage Operations	508,130	593,659	554,671	(38,988)	(6.57%)
0008 O.C. Courthouse Garage Operations	762,780	945,823	1,069,424	123,601	13.07%
0009 Library Garage Operations	759,431	880,903	898,231	17,328	1.97%
0012 Jefferson Street Garage Operations	424,954	461,853	502,848	40,995	8.88%
0014 Parking Operations	285	-	-	-	N/A
0015 Parking Enforcement	589,631	614,637	636,934	22,297	3.63%
0019 Parking System Nondepartmental	2,334,998	5,785,057	5,566,867	(218,190)	(3.77%)
0021 GEICO Garage	-	-	4,059,287	4,059,287	N/A
0022 Surface Lots	-	-	40,000	40,000	N/A
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,740,500	\$ 14,004,533	\$ 18,143,062	\$ 39,242	29.55%
PARKING RENEWAL AND REPLACEMENT FUND #4133					
Parking Division (PKG)					
0020 Parking Renewal & Replacement	\$ -	\$ -	\$ 500,000	\$ 500,000	N/A
TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -
TOTAL -- TRANSPORTATION OPERATING	\$ 24,830,922	\$ 34,311,285	\$ 38,733,119	\$ 322,547	12.89%

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 6,083,188	\$ 7,355,752	\$ 7,338,951	\$ (16,801)	(0.23%)
Benefits	4,049,137	4,847,729	5,003,147	155,418	3.21%
Supplies	525,377	741,019	746,360	5,341	0.72%
Contractual Services	3,120,762	6,399,469	7,232,547	833,078	13.02%
Utilities	6,020,708	6,388,908	6,109,855	(279,053)	(4.37%)
Travel	18,930	35,820	64,950	29,130	81.32%
Fleet and Facility Charges	575,727	427,307	551,140	123,833	28.98%
Capital Outlay	78,182	156,000	373,000	217,000	139.10%
Other Operating Expenses	2,994,445	5,501,693	7,147,780	1,646,087	29.92%
Transfer Out	1,364,467	2,457,588	4,165,388	1,707,800	69.49%
TOTAL -- TRANSPORTATION OPERATING	\$ 24,830,923	\$ 34,311,285	\$ 38,733,118	\$ 4,421,833	12.89%

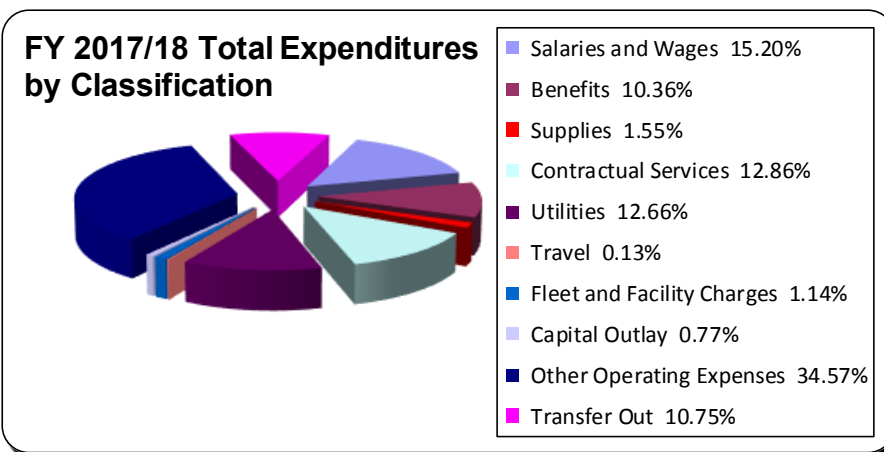
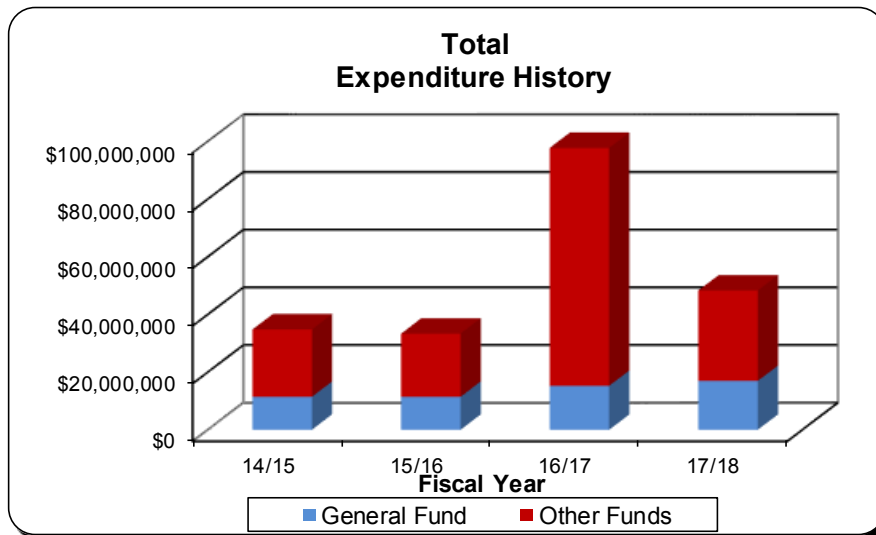


TRANSPORTATION DEPARTMENT

Fund Business Unit Cost Center Number and Name	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 808,269	\$ 1,036,633	\$ 1,950,264	\$ 913,631	88.13%
0003 TIF Southeast Collection Area	23,179	14,207	4,309,392	4,295,185	30232.88%
0004 TIF Southwest Collection Area	26,179	15,178	3,033,408	3,018,230	19885.56%
Transportation Planning Division (TSP) Projects and Grants	441,322	14,866,278	100,000	(14,766,278)	(99.33%)
Transportation Engineering Division (TRE) Projects and Grants	441,370	11,116,794	-	(11,116,794)	(100.00%)
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 1,740,319	\$ 27,049,090	\$ 9,393,064	\$ (17,656,026)	(65.27%)
GAS TAX FUND #1100 F					
Transportation Engineering Division (TRE) Projects and Grants	\$ 1,838,379	\$ 8,521,120	\$ -	(\$8,521,120)	(100.00%)
Transportation Planning Division (TSP) Projects and Grants	245,359	3,501,369	-	(3,501,369)	(100.00%)
TOTAL -- GAS TAX FUND	\$ 2,083,738	\$ 12,022,489	\$ -	\$ (12,022,489)	(100.00%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG) Projects and Grants	\$ 210,492	\$ 1,783,428	\$ 150,000	\$ (1,633,428)	(91.59%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 210,492	\$ 1,783,428	\$ 150,000	\$ (1,633,428)	(91.59%)
OTHER FUNDS					
Parking Division (PKG) Projects and Grants	\$ 35,699	\$ 2,758,462	\$ -	(\$2,758,462)	(100.00%)
Transportation Engineering Division (TRE) Projects and Grants	1,057,606	10,224,524	-	(10,224,524)	(100.00%)
Transportation Planning Division (TSP) Projects and Grants	3,358,305	9,571,818	-	\$ (9,571,818)	
TOTAL -- OTHER FUNDS	\$ 4,451,609	\$ 22,554,804	\$ -	\$ (22,554,804)	(100.00%)
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 8,486,158	\$ 63,409,811	\$ 9,543,064	\$ (53,866,747)	(84.95%)
TOTAL -- TRANSPORTATION	\$ 33,317,080	\$ 97,721,096	\$ 48,276,183	\$ (49,444,913)	(50.60%)

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2015/16 Actual Expenditures	2016/17 Revised Budget	2017/18 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 6,083,188	\$ 7,356,853	\$ 7,338,951	\$ (17,902)	(0.24%)
Benefits	4,049,137	4,847,729	5,003,147	155,418	3.21%
Supplies	1,240,363	1,058,065	746,360	(311,705)	(29.46%)
Contractual Services	8,362,203	20,306,943	6,209,457	(14,097,486)	(69.42%)
Utilities	6,020,708	6,388,908	6,109,855	(279,053)	(4.37%)
Travel	18,930	35,820	64,950	29,130	81.32%
Fleet and Facility Charges	575,727	1,006,972	551,140	(455,832)	(45.27%)
Capital Outlay	467,517	17,405,028	373,000	(17,032,028)	(97.86%)
Other Operating Expenses	4,138,066	36,036,777	16,690,844	(19,345,933)	(53.68%)
Transfer Out	2,361,243	3,278,001	5,188,478	1,910,477	58.28%
TOTAL -- TRANSPORTATION	\$ 33,317,081	\$ 97,721,096	\$ 48,276,182	\$ (49,444,914)	(50.60%)



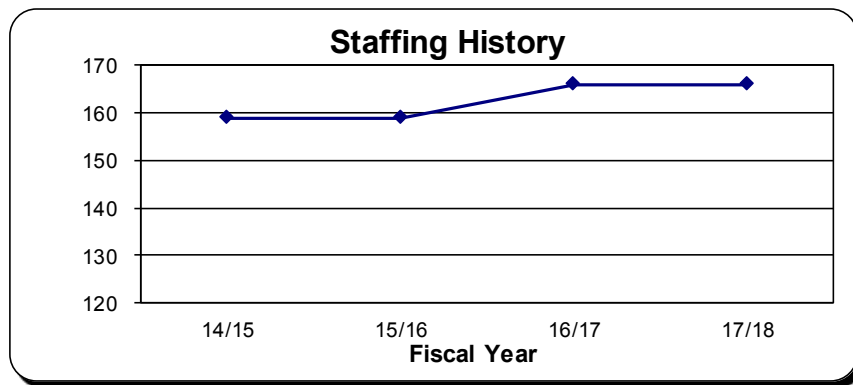
TRANSPORTATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Transportation (TRN)			
0001 Director of Transportation	-	5	5
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	7	7
0005 Sign and Pavement Markings	13	11	11
0006 Signal Maintenance	13	13	13
0007 Special Events and Street Permit	4	4	4
Transportation Planning Division (TSP)			
0001 Transportation Planning	10	8	8
0005 Red Light Camera	-	6	6
TOTAL -- GENERAL FUND	60	67	67
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	4	4
TOTAL -- CENTROPLEX GARAGES FUND	7	4	4
<u>DOWNTOWN TRANSIT FUND #4131</u>			
Parking Division (PKG)			
0016 Downtown Transit	1	-	-
TOTAL -- DOWNTOWN TRANSIT FUND	1	-	-

TRANSPORTATION DEPARTMENT

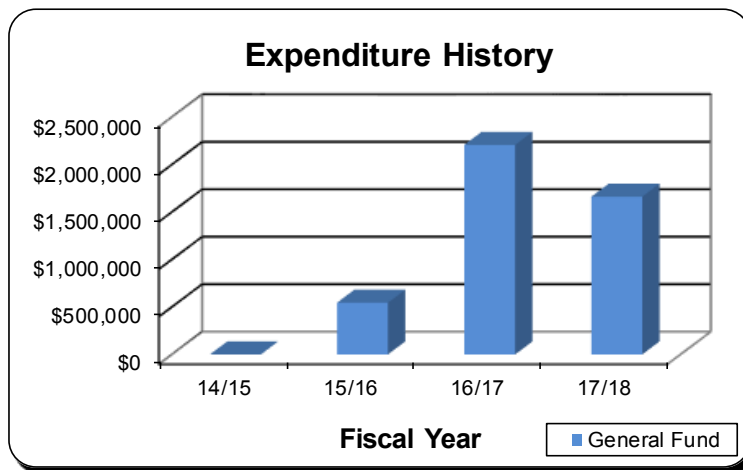
Fund	2015/16	2016/17	2017/18
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	11	11
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0005 Church Street Garage Operations	8	-	-
0006 55 West Garage Operations	10	12	12
0007 O.C. Administration Garage Operations	4	5	5
0008 O.C. Courthouse Garage Operations	12	15	15
0009 Library Garage Operations	10	12	12
0012 Jefferson Street Garage Operations	-	4	4
0015 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	91	95	95
TOTAL -- TRANSPORTATION	159	166	166



TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Public Works	\$ 545,091	\$ 545,091	\$ 836,413	\$ 291,322	53.44%
0002 Public Works Nondepartmental	-	-	1,370,874	1,370,874	N/A
TOTAL -- GENERAL FUND	\$ 545,091	\$ 545,091	\$ 2,207,287	\$ 1,662,196	304.94%
TOTAL -- DIRECTOR	\$ 545,091	\$ 545,091	\$ 2,207,287	\$ 1,662,196	304.94%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	-	5	5
TOTAL -- GENERAL FUND	-	5	5
TOTAL -- DIRECTOR	-	5	5

*Please note the Director of Transportation Office is newly created for FY16/17 therefore, no prior year history exists.

TRANSPORTATION DEPARTMENT

Transportation Engineering Division

Overview of Services/Program

The **Transportation Engineering Division** manages the City's efforts to provide safe, efficient and balanced movement of people, vehicles, goods, pedestrians and bicyclists through the permitting, design, construction, operation and maintenance of the City's transportation infrastructure. The Transportation Engineering Division is committed to continuous improvement in responsiveness to citizens, commuters and visitors; professional and innovative delivery of services; efficient use of technology; enhancing safety for all modes of travel; and maintaining a well-trained, well-motivated and diverse team of employees.

Major Accomplishments

- Continued multi-year coordination with the I-4 Ultimate Design-Build Concessionaire and FDOT to protect transportation, and OPD CCTV and IT communications interests
- Advertised and selected a Design-Build team and a Construction Engineering Inspection Consultant for the Colonial Pedestrian Overpass Project
- Managed the streetlight inventory, continued LED streetlight change-out with OUC, managed the FDOT agreement for lighting state roads, and coordinated with Downtown Development Board for lighting projects
- Conducted the Parramore K thru 8 walk-ability review and developed an accessibility plan
- Finalized the design for the Phase 1 and 2 Segments of the Sligh Blvd and Columbia St Improvement Project and currently bidding the construction phase
- Oversaw construction of two new developer funded traffic signals at Gardens Park Bv/Tradition Pkwy & Millenia Bv and Eagles Watch Dr & LeeVista Bv
- Upgraded approximately ¼ of 500 traffic signal controllers to Ethernet communications
- Installed two mid-block crossings on General Rees between Baldwin Park and Winter Park

Future Goals and Objectives

Short Term

- Coordinate with FDOT on the initial phase of the Integrated Corridor Management system along multiple roadways, which will include the deployment of Bluetooth travel time reading devices in support of Active Arterial Management and regional Transit Signal Priority along roads that serve SunRail stations
- Coordination with FDOT to add and enhance the existing trail system
- Start Construction of Columbia and Sligh Street Improvements
- Finalize design, site preparation, and environmental phases and construct the new West Livingston Street Extension and Livingston St & Parramore Ave traffic signal within the new Creative Village/UCF Downtown Campus
- Start Design of Econolockhatchee Trail widening
- Install Audible Pedestrian Signals along Edgewater Drive at Princeton St, Smith St, Yale St and Vassar St
- Complete traffic signal communications project by upgrading controllers provided by FDOT

Medium Term

- Construct the President Barack Obama Parkway Project Phase 2
- Design GrandNational expansion to 4 lanes and a median from the new I-4 Overpass to International Drive
- Expand the network of traffic monitoring cameras (CCTV) at major intersections
- Coordinate with the Central Florida Railroad for future North Terry Ave connection between Washington St and Livingston St
- Commence design of Division Ave, from Gore St to Michigan St, as a freight alternative to South Orange Ave which includes a Bike Path. This truck route is critical to reorganize freight accessibility to Downtown
- Improve traffic information to drivers by installing additional dynamic message signs along critical routes
- Add three new traffic signals for Alden/Virginia, Baldwin Park St/Lake Baldwin Ln, and Summerlin/Washington

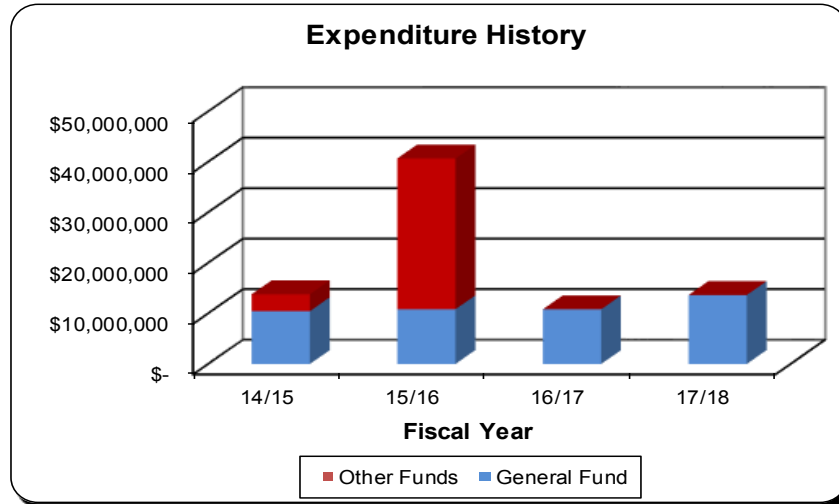
Long Term

- Widen the following roadways; GrandNational from I-4 Overpass to International Drive, Econolockhatchee Trail, Narcoossee Road (SR 528 to SR 417), and Boggy Creek south of SR 528
- Design and Construct the South Terry Ave connection between South St and Anderson St in coordination with Ultimate I-4 Project

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 398,681	\$ 436,433	\$ 458,814	\$ 22,381	5.13%
0002 Street Lighting	5,647,817	5,820,423	5,583,727	(236,696)	(4.07%)
0003 Computerized Signal System	854,281	901,355	926,785	25,430	2.82%
0004 Traffic Studies and Neighborhood Traffic	743,453	797,619	797,442	(177)	(0.02%)
0005 Sign and Pavement Markings	1,121,951	1,061,144	1,077,450	16,306	1.54%
0006 Signal Maintenance	1,322,212	1,424,484	1,509,994	85,510	6.00%
0007 Special Events and Street Permit	371,085	380,645	520,101	139,456	36.64%
0008 Red Light Camera	-	-	2,779,068	2,779,068	N/A
TOTAL -- GENERAL FUND	\$ 10,459,479	\$ 10,822,103	\$ 13,653,381	\$ 2,831,278	26.16%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 10,459,479	\$ 10,822,103	\$ 13,653,381	\$ 2,831,278	26.16%



STAFFING SUMMARY

	2015/16	2016/17	2017/18
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	7	7
0005 Sign and Pavement Markings	13	11	11
0006 Signal Maintenance	13	13	13
0007 Special Events and Street Permit	4	4	4
TOTAL -- GENERAL FUND	50	48	48
TOTAL -- TRANSPORTATION ENGINEERING	50	48	48

TRANSPORTATION DEPARTMENT

Transportation Planning Division

Overview of Services/Programs

The **Transportation Planning Division** develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance; develops financially feasible implementation strategies for access and mobility; assist with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions; coordinates with FDOT, LYNX, MetroPlan Orlando, the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments on regional transportation and development issues.

Major Accomplishments

- Continued Major Pedestrian Safety Campaigns such as: Best Foot Forward, FHWA Mayor's Challenge, and FHWA's Pedestrian Safety Focus/Peer Exchange
- Added 1.5 miles of green bike lanes to high-use bicycle corridors, two new bike repair stations and 30 new bike racks (under the Bike Rack Request Program)
- Complete Parramore BRT Project which provides vital connectivity needed to facilitate Creative Village
- Completed multi-modal Transportation Impact Fee Study update
- Fully implement red light camera enforcement program by adding 21 of cameras and utilizing net revenue for safety-related enhancements

Future Goals and Objectives

Short Term

- Transition SunRail Management to local funding partners (including City of Orlando)
- Complete design and construction of Narcoossee Road Widening from 4 to 6 lanes between SR 417 and SR 528
- Complete construction on Gertrude's Walk, from Washington Street to Jefferson Street and Amelia Street to Concord Street
- Implement LYMMO Fare to cover LYMMO operations
- Complete construction of the Colonial Overpass Pedestrian Bridge
- Develop list of infrastructure needs and develop a corresponding funding proposal
- Implement Vision Zero policies
- Complete North Quarter Two-Way Conversion Study

Medium Term

- Complete construction of the Kirkman Road Multi-Use Trail
- Complete construction of Quiet Zone Phase II improvements citywide
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee)
- Implement Robinson Street Redesign
- Complete Grand National Drive Study and associated improvements

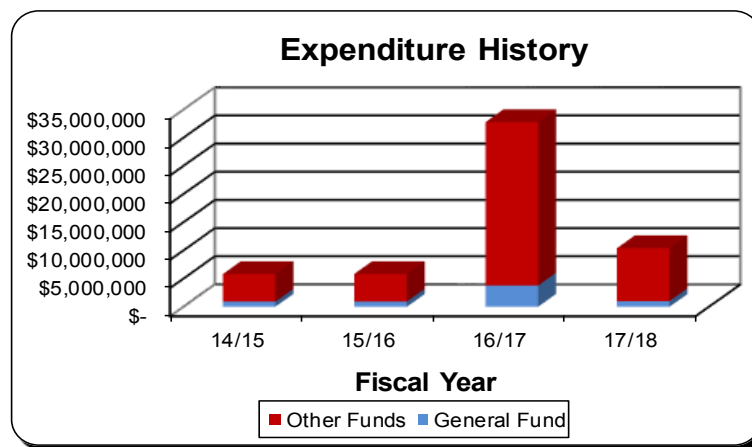
Long Term

- Implement SunRail Phase III (OIA Connector)
- Plan for all emerging transportation modes and technologies

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 909,673	\$ 1,012,342	\$ 1,008,209	\$ (4,133)	(0.41%)
0005 Red Light Camera	1,461	2,766,050	-	(2,766,050)	(100.00%)
TOTAL -- GENERAL FUND	\$ 911,134	\$ 3,778,392	\$ 1,008,209	\$ (2,770,183)	(73.32%)
TOTAL -- TRANSPORTATION PLANNING	\$ 911,134	\$ 3,778,392	\$ 1,008,209	\$ (2,770,183)	(73.32%)



STAFFING SUMMARY

	\$ 126	\$ 119	\$ 112
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	10	8	8
0005 Red Light Camera	-	6	6
TOTAL -- GENERAL FUND	10	14	14
TOTAL -- TRANSPORTATION PLANNING	10	14	14

TRANSPORTATION DEPARTMENT

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City. It operates ten (10) parking garages with 8,527 parking spaces, 408 surface lot spaces and 1,028 metered spaces. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles. The Division also provides full administration and financial accounting for the LYMMO downtown transit circulator.

Major Accomplishments

- Completed a lighting modernization upgrade at the Library, 55 W and Jefferson Garages replacing fluorescent lamps with LED fixtures designed to cut power consumption up to one-half while providing a smooth, even light distribution
- Completed Library and Washington Garages Elevator cabs modernization. This will reduce wait times, improve reliability and provide better comfort and rider experience
- Completed main roof expansion joint at the Courthouse Garage
- Completed the replacement of the main Air conditioner unit at the Central Garage.

Short Term

- Install a new Parking Access and Revenue Control System (PARCS) that will incorporate all parking garages and lots into web-based software. This will streamline the process for access, payment, permits, transaction processing and reporting into a unified system
- Analyze and evaluate downtown parking patterns to enhance the downtown parking plan
- Continue to implement recommendations from Structural Engineers Assessment Report with the focus on expansion joint replacement

Medium Term

- Evaluate the installation of new off street parking meters that offer the pay-by-phone option
- Continue the "Green" initiative through lighting modernization for the Administration, Courthouse, Centroplex I and Centroplex II Garages

Long Term

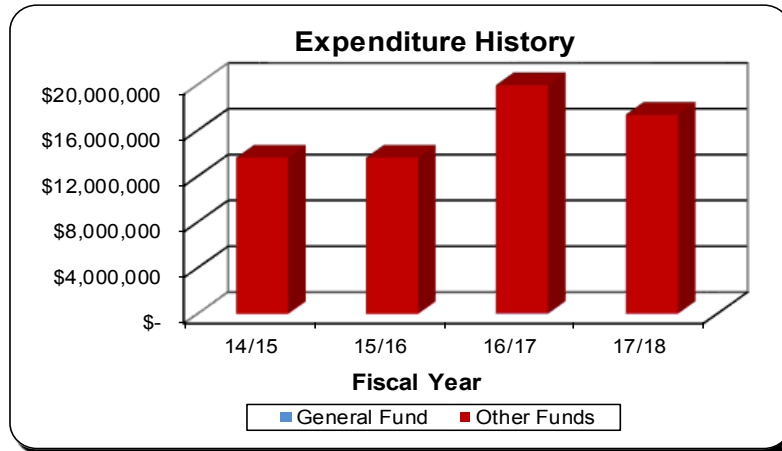
- Focus on structural preservation of facilities, life-cycle of critical mechanical equipment and maximize energy efficiency

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2015/16	2016/17	2017/18	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Parking Division (PKG)					
0017 City Commons Garage	\$ 22,259	\$ 87,928	\$ 61,000	\$ (26,928)	(30.63%)
TOTAL -- GENERAL FUND	\$ 22,259	\$ 87,928	\$ 61,000	\$ (26,928)	(30.63%)
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 66,879	\$ 108,070	\$ 173,085	\$ 65,015	60.16%
0011 Centroplex Garage II Operations	372,049	612,434	273,475	(338,959)	(55.35%)
0018 Centroplex Garage I and II Nondepartmental Projects and Grants	1,617,681	2,431,480	2,713,620	282,140	11.60%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 2,056,608	\$ 3,151,984	\$ 3,160,180	\$ 8,196	0.26%
DOWNTOWN TRANSIT FUND #4131					
Parking Division (PKG)					
0016 Downtown Transit Projects and Grants	\$ 1,640,872	\$ 1,921,254	\$ 0	\$ (1,921,254)	(100.00%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 1,640,872	\$ 2,071,254	\$ -	\$ (2,071,254)	(100.00%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 956,091	\$ 1,035,661	\$ 1,080,862	\$ 45,201	4.36%
0002 Surface Parking	447,144	562,412	569,680	7,268	1.29%
0003 Parking Violations	501,977	477,742	496,062	18,320	3.83%
0004 Central Boulevard Garage Operations	1,585,613	1,699,236	1,712,753	13,517	0.80%
0005 Church Street Garage Operations	61,904	-	-	-	N/A
0006 55 West Garage Operations	807,561	947,550	955,443	7,893	0.83%
0007 O.C. Administration Garage Operations	508,130	593,659	554,671	(38,988)	(6.57%)
0008 O.C. Courthouse Garage Operations	762,780	945,823	1,069,424	123,601	13.07%
0009 Library Garage Operations	759,431	880,903	898,231	17,328	1.97%
0012 Jefferson Street Garage Operations	424,954	461,853	502,848	40,995	8.88%
0014 Parking Operations	285	-	-	-	N/A
0015 Parking Enforcement	589,631	614,637	636,934	22,297	3.63%
0019 Parking System Nondepartmental Projects and Grants	2,334,998	5,785,057	5,566,867	(218,190)	(3.77%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,950,992	\$ 15,787,961	\$ 14,193,775	(\$1,594,186)	(10.10%)
TOTAL -- PARKING DIVISION	\$ 13,670,730	\$ 21,099,127	\$ 17,414,955	(\$3,684,172)	(17.46%)

TRANSPORTATION DEPARTMENT



STAFFING SUMMARY

	2015/16 Final Staffing	2016/17 Revised Staffing	2017/18 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	4	4
TOTAL -- CENTROPLEX GARAGES FUND	7	4	4
<u>DOWNTOWN TRANSIT FUND #4131</u>			
Parking Division (PKG)			
0016 Downtown Transit	1	-	-
TOTAL -- DOWNTOWN TRANSIT FUND	1	-	-
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	11	11
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0005 Church Street Garage Operations	8	-	-
0006 55 West Garage Operations	10	12	12
0007 O.C. Administration Garage Operations	4	5	5
0008 O.C. Courthouse Garage Operations	12	15	15
0009 Library Garage Operations	10	12	12
0012 Jefferson Street Garage Operations	-	4	4
0015 Parking Enforcement	10	10	10
#REF!	91	95	95
TOTAL -- PARKING DIVISION	99	99	99

TRANSPORTATION DEPARTMENT

Transportation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	.18%	.18%	.20%

Fiscal

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%
Transportation Department	Transportation Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-11.12%	+/-5%

Transportation Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	566	590	600
Transportation Engineering Division	Total number of traffic studies performed	140	148	150
Transportation Engineering Division	Total number of signs fabricated	n/a	3,447	3,500
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	44	20	50
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	100%	100%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	82%	86%	95%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	95%

TRANSPORTATION DEPARTMENT

Outcome & Mission

Organizational Unit	Performance Indicator	2015/16	2016/17	2017/18
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	360.69	361.71	365.74
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Transportation Planning Division	Annual percentage of roadways meeting Transportation Mobility requirements	100%	100%	90%
Transportation Planning Division	Number of employees serving as members of committees at MetroPlan Orlando, LYNX and the ECFRPC	8	6	8
Transportation Planning Division	Total ridership number for LYMMO	1,316,516	1,002,574	1,000,000

TRANSPORTATION DEPARTMENT

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CAPITAL IMPROVEMENTS AND DEBT

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CAPITAL IMPROVEMENTS AND DEBT

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. The five-year Capital Improvement Program process was initiated in 1966, following a Municipal Planning Board recommendation and City Council approval.

The City published its first program in March 1969. On an annual basis thereafter, the City has published, revised and updated capital programs for each subsequent five-year period.

PROCEDURE

Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and implementation schedule. Concurrently, with the preparation of the project requests, information concerning financial resources is obtained by the Office of Business and Financial Services.

After compilation of the requests, projects are reviewed by staff members from the Office of Business and Financial Services and the Economic Development Department, the Chief Administrative Officer and the Mayor. Details of procedures, criteria and project descriptions are available in the City's Capital Improvement Program document.

Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule of capital improvements which includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded or unfunded and given a level of priority for funding. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Growth Management Plan. CIE projects are required projects. Projects which are part of the CIE have been designated as such on the following pages. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by the Office of Business and Financial Services. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

The City is required to review the CIE of the Growth Management Plan on an annual basis and modify it as necessary to maintain a five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by ordinance and are not considered amendments to the Growth Management Plan.

The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program, except for those improvements included in the CIE.

General capital improvements are normally funded in the Capital Improvement Program Fund with an annual contribution from the General Fund.

CAPITAL IMPROVEMENTS AND DEBT

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community
- b. Large scale rehabilitation or replacement of existing facilities
- c. Major pieces of equipment which have a relatively long period of usefulness
- d. Equipment for any public facility or improvement when first erected or acquired
- e. The cost of engineering or architectural studies and services relative to the improvement
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc

Normal replacement of vehicles or equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$100,000 are generally excluded from the Capital Improvement Program. One exception to this provision is the Technology Enhancement project where the City periodically implements a personal computer replacement program over multiple years and also undertakes similar programs for equipment replacement.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Emergency Spill Cleanup), the project contains multiple phases (i.e. Camping World Stadium Improvements, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project.

The majority of the projects in the Capital Budget are described in the Description of Major Capital Budget Projects section. The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled 2017-2022 Capital Improvement Program.

The 2017/18 Adopted Capital Budget by Fund schedule indicates if the project is part of the CIE and what function it serves. The functions/types of projects are abbreviated as follows:

ECD	Economic Development
GEN	General Government
PSF	Public Safety
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Water Reclamation

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go online and access existing projects and create new projects. Departments can add to, modify and view the projects that were included in the previous years Program. Management and Budget is notified of any projects that can be deleted. Departments have access to this database during the project input timeframe, which generally runs from early December to the end of January.

Project information is stored in this database in an electronic format. Having this information in a database allows for the printing of reports and description forms in an easy to read format. Reports can be created by various factors such as funding source, function or division/department. The database can be modified, if necessary, to accommodate specific requests or needs.

The database is used to print the Capital Improvement Program document. Information is also often exported into a spreadsheet format. An example of a project description form as it would appear in the Capital Improvement Program document is shown below:

TYPE OF SERVICE: Transportation		PROJECT NUMBER: 15-TSP-004		PROJECT NAME: Amtrak Station Phase 2 and 3		FINANCIAL PROJECT #		PAGE					
DEPARTMENT: ECONOMIC DEVELOPMENT		PRIORITY: Existing Deficiency						0					
DIVISION: TRANSPORTATION PLANNING													
PROBLEM IDENTIFICATION OR NEED: In July 2012, the City of Orlando completed an evaluation and assessment study to determine the cost of rehabilitating and restoring the Amtrak Station. The construction cost estimate for repairs, restoration and improvements is \$5 million. In February 2013, the Florida Department of Transportation (FDOT) in partnership with the City utilized the results of the Amtrak Station assessment study to obtain a \$3 million Strategic Intermodal Systems (SIS) grant from FDOT to design and implement the first phase of improvements which will be completed by the end of 2015.						PROJECT RANKING Department Rating 2, 23 CIE Requirement							
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): Provide funding source to continue with the design and construction for phase 2 and 3 which includes additional historic restorations, interior demolition of the first floor storage, staff area, and second floor, renovation of Amtrak's office area mezzanine, interior safety and ADA upgrades, interior electrical and communication/data, and re-purposing Amtrak warehouse area and second floor which will increase capacity inside the station and therefore increase ridership for future services.						CONTACT: Claudia Korobkoff 246-2180 REMARKS IFT- SW							
						SERVICE AREA							
						DOWNTOWN							
						LOCATION							
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR													
FUND	2016/17	2017/18	2018/19	2019/20	2020/21	FIVE YR	LATER	PRIOR	Total				
1072	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$0	\$100,000	\$1,350,000				
ALL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$0	\$100,000	\$1,350,000				
PROJECT COST BY PHASE			IMPACT ON OPERATING COST (+/-)										
Project Phasing	Estimated Time		Estimated Cost										
Description	From	To								Salaries, Wages, Benefits Operating Costs Other Capital Costs Total Annual Operating Costs:			
Design & Construction	10/1/2015					SOURCE: Total Annual Income							

CAPITAL IMPROVEMENTS AND DEBT

FY 2017/18 CAPITAL BUDGET CALENDAR

February 2	Distribution of CIP project request packets.
February - March	Project request input with approval and prioritization by Department Directors. Requests must also be reviewed by the Public Works Department and/or Facilities Management to ensure accurate cost information.
March 23	Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.
March - April	Project review and analysis.
April - May	Recommended CIP schedule for review with Mayor.
August	Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.
September 6	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
September 25	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.
November - December	CIP document published.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue - CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding, OUC dividend and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Orlando's millage rate is 6.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. For FY 2017/18 the City Council set aside \$11 million of general revenue for CIP funding.

Federal Aid - Community Development Block Grant Funds

Federal grants, other than Community Development Block Grant funds, provide funding for specific projects. An example of federal funding would be Department of Justice (DOJ) grants.

Six Cent Local Option Gas Tax Funds

The six cents local option gas tax will generate approximately \$28.4 million in revenue for Orange County in FY 2017/18. Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. Under the current interlocal agreement, the City of Orlando's portion of the total net revenue is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating, and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation. For FY2017/18, this includes Downtown Development Board and Dubsdread Golf Course Renewal and Replacements Funds.

Sewer Service Charges

Although other types of service charges are assessed, this discussion will only concern sewer service charges. Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Sewer Capacity Charges

Sewer capacity charges are assessed to recover capital costs associated with improvements and upgrades to the system. Charges are allocated to capital projects expanding the existing water reclamation system and any related debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. This fee will generate approximately \$23.6 million in FY 2017/18, depending on development. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds.

Transportation Impact Fees

In 1986, the City adopted a Transportation Impact Fee Ordinance, Chapter 56, that allows the City to charge a fee for new construction projects to ensure the developments pay their fair share of the cost of new and/or expanded transportation facilities necessary to accommodate that growth. Chapter 56 created the City's three benefit areas: North, Southeast, and Southwest. Transportation Impact Fees must be properly earmarked so that the money collected is spent within the proper benefit area or on a specific road project. Impact fee revenue can only be used for growth and development related road capacity improvements.

CAPITAL IMPROVEMENTS AND DEBT

FY 2017/18 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2017/2018 Budget Resolution and is considered the approved capital budget.

	<u>2017/18</u>	<u>Function</u>	<u>CIE</u>
Anway Center Repair and Replacement Fund			
Anway Center Repair and Replacement Fund	\$ 1,000,000	REC	N
Anway Center Repair and Replacement Fund Total	\$ 1,000,000		
Capital Improvement (General Fund)			
Athletic Field Maintenance	\$ 524,646	REC	N
DPAC R&R Contribution	1,688,263	REC	N
EOC Renovations	250,000	PUB	N
Facility Evaluation, Repairs, and Rehabilitation	1,000,000	PUB	N
Fire Equipment Replacement	1,200,000	PSF	N
Information Technology Enhancements	1,560,000	GEN	N
Miscellaneous Sidewalk Repair	300,000	TRA	Y
OPD Equipment Replacement	1,232,621	PSF	N
Parks and Playground Renovation Project	1,007,667	REC	Y
Pavement Rehabilitation	1,000,000	TRA	N
Recreation Facility Renovations and Maintenance	519,021	REC	N
Recreation Pools & Courts	273,000	REC	N
School Safety Sidewalk Program	600,000	TRA	Y
Capital Improvement Fund Total	\$ 11,155,218		
Gas Tax			
ADA Transition Plan	\$ 250,000	STR	N
Area Wide Signal System Fiber Interconnect	100,000	TRA	Y
Bicycle Plan Implementation	200,000	TRA	N
Brick Street Restoration	100,000	TRA	N
Curb Ramp Construction and Curb Repair	150,000	TRA	Y
Intersection Safety Improvements	350,000	TRA	N
LYNX Annual Contribution	3,873,000	TRA	Y
Miscellaneous Sidewalk Repair	200,000	TRA	N
New Traffic Signal Locations	370,000	TRA	N
Pavement Marking Maintenance	350,000	TRA	N
Pavement Rehabilitation	3,050,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
SunRail Corridor Quiet Zone	400,000	TRA	N
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Gas Tax Total	\$ 9,893,000		
Transportation Impact Fees			
Colonial Overpass	\$ 100,000	TRA	Y
Downtown Connector Trail	545,000	TRA	Y
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	1,000,000	TRA	Y
Lincoln SunRail Station Reimbursement	150,000	TRA	N
Millenia & Oak Ridge Dual Left SB	160,000	TRA	Y
Narcoossee Widening: SR 528 - SR 417	1,000,000	TRA	Y
New Traffic Signal Locations	500,000	TRA	N
New Traffic Signal Locations	450,000	TRA	N
New Traffic Signal Locations	150,000	TRA	N
Orlando Urban Trail between Overpass to Magnolia	400,000	TRA	Y
Radebaugh Way Road Widening	200,000	TRA	Y
Shingle Creek Trail	500,000	TRA	Y
Sligh Boulevard & Columbia Street	2,000,000	TRA	Y
SunRail Phase 3 OIA	500,000	TRA	Y
Terry Avenue – South Extension	652,000	TRA	Y
USTA Entry Road	800,000	TRA	Y
Transportation Impact Fees Total	\$ 9,107,000		

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CAPITAL IMPROVEMENTS AND DEBT

FY 2017/18 Adopted Capital Budget by Fund

	<u>2017/18</u>	<u>Function</u>	<u>CIE</u>
Water Reclamation Projects			
Conserv I Filter Rehab	\$ 1,000,000	WAS	N
Conserv II Area Collection System Improvements	3,000,000	WAS	Y
Conserv II Pretreatment Improvements	15,000,000	WAS	N
Conserv II Supplemental Water Conn to Storage Tank	140,000	WAS	N
Iron Bridge Area Collection System Improvements	2,500,000	WAS	Y
Iron Bridge Diffused Air	750,000	WAS	N
Iron Bridge Grit System Replacement	1,000,000	WAS	N
Iron Bridge Storm Water A Improvements	100,000	WAS	N
Iron Bridge Underground Pipe Rehabilitation	250,000	WAS	N
Iron Bridge Ventilation for Biosolids Press Room	100,000	WAS	N
Iron Bridge WRF Dewatering Improvements	500,000	WAS	N
Lift Station 5 Area Piping Improvements	1,000,000	WAS	N
Lift Station Rehabilitation	750,000	WAS	N
Lift Station Site Improvements	1,500,000	WAS	N
Lift Station Telemetry Replacement	1,500,000	WAS	N
Lift Station Underground Rehabilitation	3,000,000	WAS	N
Lift Stations Electrical Safety Improvements	400,000	WAS	Y
LS1,2,3 and 4 Force Main Evaluation	3,000,000	WAS	N
Paving at Water Reclamation Facilities	500,000	WAS	N
Rapid Response Construction	2,000,000	WAS	N
Sanitary Service Lateral Rehabilitation	500,000	WAS	N
Sanitary System Corrosion Abatement	2,000,000	WAS	N
Sanitary upgrades with other projects	2,000,000	WAS	N
Sewage ARV Replacement	500,000	WAS	N
W Conserv II Stage One Aeration Gates Modification	350,000	WAS	N
Water Conserv I Area Collection System Improvements	1,500,000	WAS	Y
Water Conserv I Influent Equaliz Tank Grit Removal	300,000	WAS	N
Water Conserv II Equalization Pumping Station Reha	500,000	WAS	N
Water Conserv II Filter Rehabilitation	1,000,000	WAS	N
Water Conserv II Transmission Pipeline Booster Pum	4,144,000	WAS	N
Water Reclamation Projects Total	\$ 50,784,000		
Stormwater Utility Fee			
Al Coith Park to Lake Cherokee	\$ 180,000	STR	N
Fern Creek Acquisition/Erosion Control	500,000	STR	N
Lake Notasulga/Haralson Estates	300,000	STR	N
Lake of the Woods to Al Coith Park	180,000	STR	N
Rapid Response Construction	750,000	STR	Y
Southport Drainage Improvements	250,000	STR	Y
Stormwater System Construction	500,000	STR	Y
System Repair and Rehabilitation	1,000,000	STR	Y
Stormwater Utility Total	\$ 3,660,000		

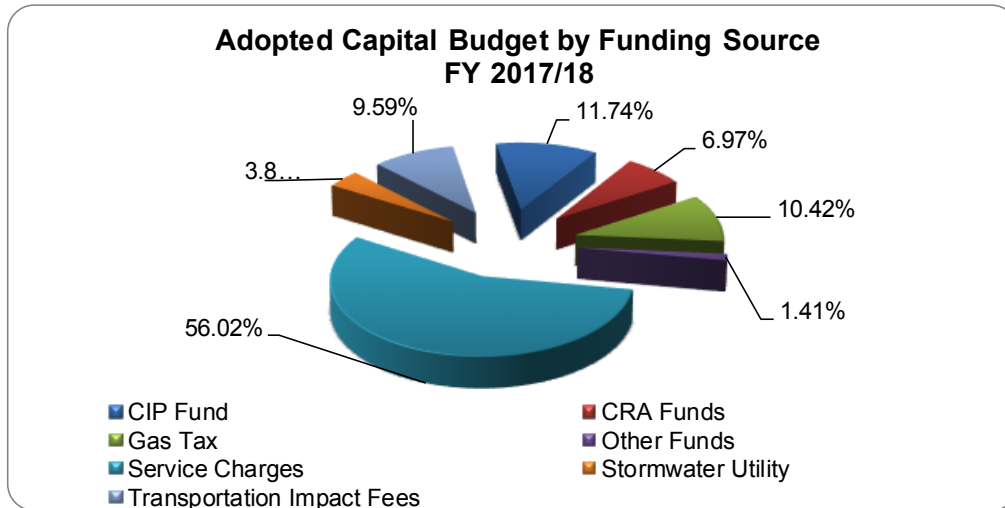
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CAPITAL IMPROVEMENTS AND DEBT

FY 2017/18 Adopted Capital Budget by Fund

	<u>2017/18</u>	<u>Function</u>	<u>CIE</u>
Orlando Stadiums Operations Fund			
Camping World Stadium Repair and Replacement	\$ 100,000	REC	N
Orlando Stadiums Operations Total	<u>\$ 100,000</u>		
Parking Projects			
55 West Maintenance and Repairs	\$ 200,000	TRA	N
Administration Center Garage Repair/Maintenance	150,000	TRA	N
Central Blvd Garage Repair and Maintenance	200,000	TRA	N
Centroplex I and II Repair and Maintenance	150,000	TRA	N
Courthouse Garage Repair and Maintenance	200,000	TRA	N
GEICO Garage Repairs and Maintenance	154,000	TRA	N
Jefferson Garage Capital Repairs	120,000	TRA	N
Library Garage Repair and Maintenance	150,000	TRA	N
Parking Projects Total	<u>\$ 1,324,000</u>		
Community Redevelopment Agency & Downtown Development Board			
Downtown Capital Maintenance	\$ 150,000	ECD	N
DTO Implementation	2,797,046	ECD	N
Parramore Housing Initiative	2,000,000	ECD	N
Streetscape Improvements	175,000	ECD	N
Under I Design	1,500,000	ECD	N
Community Redevelopment Agency & Downtown Development Board Total	<u>\$ 6,622,046</u>		
Downtown South Neighborhood Improvement District Fund			
DSNID Projects	\$ 270,000	ECD	N
Downtown South Neighborhood Improvement District Total	<u>\$ 270,000</u>		
Dubsdread Golf Course Renewal & Replacement			
Dubsdread Clubhouse Improvements	\$ 94,000	REC	N
Dubsdread Course/Grounds Maintenance	278,794	REC	N
Dubsdread Equipment	93,000	REC	N
Dubsdread Golf Course Renewal & Replacement Total	<u>\$ 465,794</u>		
Risk Management Fund			
Occupational Health Services	\$ 600,000	GEN	N
Risk Management Fund Total	<u>\$ 600,000</u>		
CIP Total	<u><u>\$ 94,981,058</u></u>		

CAPITAL IMPROVEMENTS AND DEBT



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2017/18</u>	<u>% of TOTAL</u>
CIP Fund	\$ 11,155,218	11.74%
CRA Funds	\$ 6,622,046	6.97%
Gas Tax	\$ 9,893,000	10.42%
Other Funds	\$ 1,335,794	1.41%
Service Charges	\$ 53,208,000	56.02%
Stormwater Utility	\$ 3,660,000	3.85%
Transportation Impact Fees	\$ 9,107,000	9.59%
Total	\$ 94,981,058	100.00%

Sewer Service Charges make up approximately half of the total indicated. Monthly service charges are assessed for the use of services and facilities of the City’s sanitary sewer system. This source will fund approximately 30 projects in FY 2017/2018 totaling \$53,208,000.

The Stormwater Utility Fee is expected to generate \$23.6 million in FY 2017/2018. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2017/2018 will include seven projects at a cost of \$3.7 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2017/18 the City Council set aside \$11 million of general revenue for CIP funding.

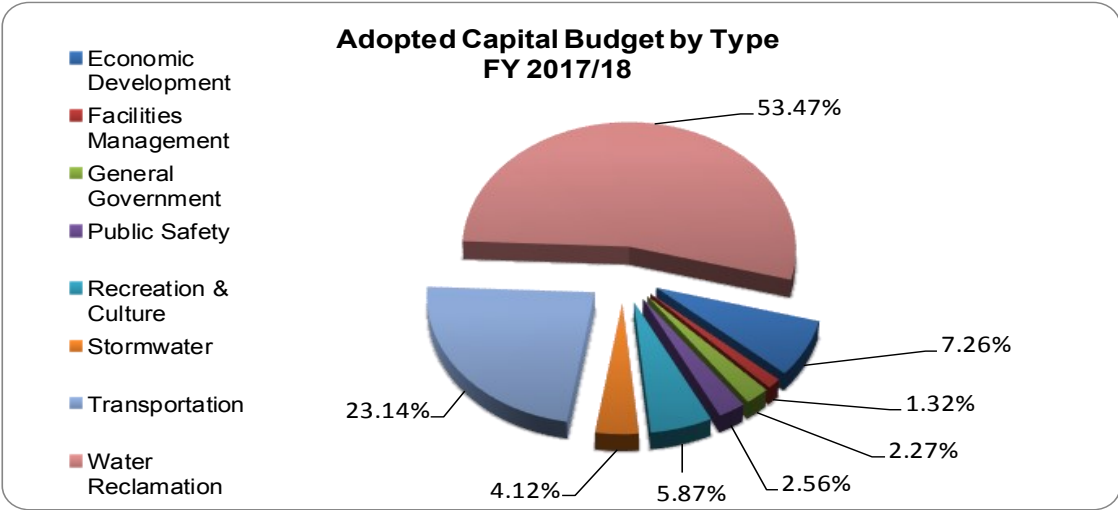
Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando’s portion of the total net revenue is 21%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 16 projects, and a contribution to the local bus system in FY 2017/18.

CAPITAL IMPROVEMENTS AND DEBT

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

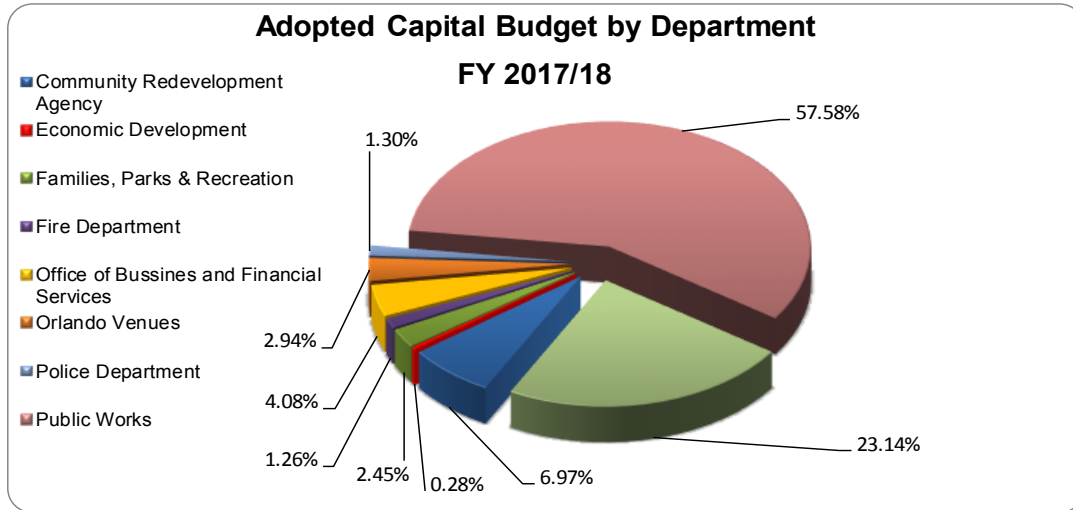
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Water Reclamation



<u>TYPE</u>	<u>FUNDING AMOUNT FY 2017/18</u>	<u>% of TOTAL</u>
Facilities Management	1,250,000	1.32%
Facilities Management	50,784,000	53.47%
Public Safety	2,432,621	2.56%
Recreation & Culture	5,578,391	5.87%
Transportation	21,974,000	23.14%
Economic Development	\$ 6,892,046	7.26%
Stormwater	3,910,000	4.12%
General Government	2,160,000	2.27%
Total	\$ 94,981,058	100.00%

Water reclamation projects capture 54% of funding, transportation projects account for 23% and stormwater 4% of the total expenditures, for a combined total of 81%. Recreation and Culture, Solid Waste, Public Safety and General Government account for the remainder. Stormwater, Water Reclamation and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, Economic Development, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

CAPITAL IMPROVEMENTS AND DEBT



FUNDING AMOUNT

<u>DEPARTMENT</u>	<u>FY 2017/18</u>	<u>% of TOTAL</u>
Community Redevelopment Agency	\$ 6,622,046	6.97%
Economic Development	270,000	0.28%
Families, Parks & Recreation	2,324,334	2.45%
Fire Department	1,200,000	1.26%
Office of Bussines and Financial Services	3,875,794	4.08%
Orlando Venues	2,788,263	2.94%
Police Department	1,232,621	1.30%
Public Works	54,694,000	57.58%
Transportation	21,974,000	23.14%
Total	\$ 94,981,058	100.00%

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time during which the item becomes operational. It is possible, in certain cases, that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the timeframe for recruiting, hiring, and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

Debt outstanding is described in the Debt Service Overview. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and water reclamation infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City standards, as well as other required standards. There are 931 miles of street within the City, and the City is responsible for maintaining over 729 miles. There are also over 915 miles of sidewalk that need to be maintained. As more miles are brought on line, additional staff and equipment may be needed in the future to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

Stormwater—new stormwater infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility Fees in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed in the future to further maintain the infrastructure.

Water Reclamation —many of the City's water reclamation lift stations, along with some of its other infrastructure, are over 20 years old and are deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will generate energy savings. At this time the exact amount of savings is unknown.

The estimated known impacts of capital projects on the operating budget are outlined on the following page.

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

	Estimated Annual Personnel <u>Cost</u>	Estimated Annual Operating <u>Cost</u>	Estimated Annual Total <u>Cost</u>	<u>Comments</u>
Gas Tax				
Area Wide Signal System Fiber Interconnect	\$ -	\$ 68,200	\$ 68,200	supplies/software support
	-	44,418	44,418	supplies/replace parts
Gas Tax Total	<u>\$ -</u>	<u>\$ 112,618</u>	<u>\$ 112,618</u>	
 IFT - North				
New Traffic Signal Locations	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
IFT - North Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
 IFT - Southeast				
New Traffic Signal Locations	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
IFT - Southeast Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

CAPITAL IMPROVEMENTS AND DEBT

Repair, Renovation, Replacement and Maintenance

An examination reveals that numerous projects are for repair, renovation, replacement and maintenance. A primary component of the framework of a Capital Improvement Program is to address the repair and replacement of existing public facilities. When limited funding is available, a large portion of the allocated funds will be directed toward this, rather than construction of new facilities or infrastructure.

Repair, renovation, replacement and maintenance projects, by their nature, do not entail additional operating costs. Since a number of the projects outlined in the FY 2017/18 Capital Budget fall into this category, the impact on the FY 2017/18 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, and replacement and maintenance projects is shown below. This represents roughly 41% of the Capital Budget total.

	<u>2017/18</u>
Brick Street Restoration	\$ 100,000
Athletic Field Maintenance	524,646
Curb Ramp Construction and Curb Repair	150,000
DPAC R&R Contribution	1,688,263
Sewage ARV Replacement	500,000
System Repair and Rehabilitation	1,000,000
Camping World Stadium Repair and Replacement	100,000
55 West Maintenance and Repairs	200,000
Administration Center Garage Repair/Maintenance	150,000
Central Blvd Garage Repair and Maintenance	200,000
Centroplex I and II Repair and Maintenance	150,000
Courthouse Garage Repair and Maintenance	200,000
GEICO Garage Repairs and Maintenance	154,000
Jefferson Garage Capital Repairs	120,000
Library Garage Repair and Maintenance	150,000
Dubsdread Golf Course/Grounds Maintenance	278,794
EOC Renovations	250,000
Facility Evaluation, Repairs and Rehabilitation	1,000,000
Fire Equipment Replacement	1,200,000
Information Technology Enhancements	1,560,000
Lift Station Rehabilitation	750,000
Lift Station Site Improvements	1,500,000
Lift Station Telemetry Replacement	1,500,000
Lift Station Underground Rehabilitation	3,000,000
Miscellaneous Sidewalk Repair	300,000
Miscellaneous Sidewalk Repair	200,000
Miscellaneous Sidewalk Repair	500,000
OPD Equipment Replacement	1,232,621
Parking Garages Repair and Maintenance	1,324,000
Parks and Playground Renovation Project	1,007,667
Pavement Marking Maintenance	350,000
Pavement Marking Maintenance	350,000
Pavement Rehabilitation	1,000,000
Pavement Rehabilitation	3,050,000
Pavement Rehabilitation	4,050,000
Railroad Grade Crossing Rehabilitation	100,000
Rapid Response Construction	2,750,000
Recreation Facility Renovations and Maintenance	519,021
Iron Bridge Grit System Replacement	1,000,000
Recreation Pools & Courts	273,000
School Safety Sidewalk Program	600,000
Sewage ARV Replacement	500,000
Stormwater System Construction	500,000
System Repair and Rehabilitation	1,000,000
Technology Management Enhancement Projects	1,560,000
Traffic Signal Refurbishing Program	200,000
	<u>\$ 38,792,012</u>

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2017/18 Capital Budget, projects have been classified as either recurring or non-recurring projects. Recurring capital expenditures are those that are included in almost every budget and will have no significant impact on the operating budget. Examples of this include the purchase of vehicles as part of the fleet replacement schedule and the planned routine cycle of replacing technology equipment. Non-recurring capital expenditures would be new projects that occur infrequently, would be considered non-routine and may have an impact on the operating budget. Examples include the construction of a new City building or a park, increasing the number of City vehicles, etc.

<u>Recurring Capital Projects</u>	FY 2017/18	
	<u>Budget</u>	
55 West Garage Maintenance and Repairs	\$ 200,000	Recurring
ADA Transition Plan	250,000	Recurring
Administration Center Garage Repair/Maintenance	150,000	Recurring
Amway Center Repair and Replacement	1,000,000	Recurring
Area Wide Signal System Fiber Interconnect	100,000	Recurring
Athletic Field Maintenance	524,646	Recurring
Brick Street Restoration	100,000	Recurring
Camping World Stadium Repair and Renovation	100,000	Recurring
Central Blvd Garage Repair and Maintenance	200,000	Recurring
Centroplex Garages I & II Repair and Maintenance	150,000	Recurring
Courthouse Garage Repair and Maintenance	200,000	Recurring
Downtown Capital Maintenance	150,000	Recurring
DPAC R&R Contribution	1,688,263	Recurring
DSNID Projects	270,000	Recurring
DTO Implementation	2,797,046	Recurring
Dubsdread Clubhouse Improvements	94,000	Recurring
Dubsdread Equipment Replacement	93,000	Recurring
Dubsdread Golf Course/Grounds Maintenance	278,794	Recurring
Econlockhatchee Tr 4-Ln: Lee Vista to Curry Ford	1,000,000	Recurring
Facility Evaluation, Repairs and Rehabilitation	1,000,000	Recurring
Fire Equipment Replacement	1,200,000	Recurring
GEICO Garage Repairs and Maintenance	154,000	Recurring
Intersection Safety Improvements	350,000	Recurring
Iron Bridge Underground Pipe Rehabilitation	250,000	Recurring
Library Garage Repairs and Maintenance	150,000	Recurring
Lift Station - Rehabilitation	750,000	Recurring
Lift Station 1, 2, 3, and 4 Forcemain Evaluation	3,000,000	Recurring
Lift Station 5 Area Piping Improvements	1,000,000	Recurring
Lift Station Site Improvements	1,500,000	Recurring
Lift Station Telemetry Replacement	1,500,000	Recurring
Lift Station Underground Rehabilitation	3,000,000	Recurring
Lift Stations Electrical Safety Improvements	400,000	Recurring
LYNX Annual Contribution	3,873,000	Recurring
Miscellaneous Sidewalk Repair	300,000	Recurring
Miscellaneous Sidewalk Repair	200,000	Recurring
Recurring Projects Sub Total	\$ 27,972,749	

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CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS (Continued)

	FY 2017/18	
	<u>Budget</u>	
<u>Recurring Capital Projects</u>		
New Traffic Signal Locations	450,000	Recurring
New Traffic Signal Locations	150,000	Recurring
New Traffic Signal Locations	500,000	Recurring
New Traffic Signal Locations	370,000	Recurring
Occupational Health Services	600,000	Recurring
OPD Equipment Replacement	1,232,621	Recurring
Parks and Playground Renovation Project	1,007,667	Recurring
Pavement Marking Maintenance	350,000	Recurring
Pavement Rehabilitation	1,000,000	Recurring
Pavement Rehabilitation	3,050,000	Recurring
Rapid Response Construction	750,000	Recurring
Rapid Response Construction	2,000,000	Recurring
Recreation Facility Renovations and Maintenance	519,021	Recurring
Recreation Pools and Courts	273,000	Recurring
Sanitary Upgrades with Other Projects	2,000,000	Recurring
School Safety Sidewalk Program	600,000	Recurring
School Safety Sidewalk Program	100,000	Recurring
Sewage ARV Replacement	500,000	Recurring
Sligh Boulevard and Colonial Street	2,000,000	Recurring
Stormwater System Construction	500,000	Recurring
SunRail Corridor Quiet Zone	400,000	Recurring
SunRail Phase 3 OIA	500,000	Recurring
System Repair and Rehabilitation	1,000,000	Recurring
Technology Management Enhancement Projects	1,560,000	Recurring
Traffic Counts and Travel Time Studies	100,000	Recurring
Traffic Signal Refurbishing Program	200,000	Recurring
Railroad Grade Crossing Rehabilitation	100,000	Recurring
Recurring Projects Sub Total	<u>\$ 21,812,309</u>	
Recurring Projects Total	<u>\$ 49,785,058</u>	

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS (Continued)

Non-Recurring Capital Projects	FY 2017/18	
	Budget	
Emergency Operations Center Renovations	\$ 250,000	Non-Recurring
Al Coith Park to Lake Cherokee	180,000	Non-Recurring
Bicycle Plan Implementation	200,000	Non-Recurring
Colonial Overpass	100,000	Non-Recurring
Conserv I Filter Rehab	1,000,000	Non-Recurring
Conserv II Area Collection System Improvements	3,000,000	Non-Recurring
Conserv II Pretreatment Improvements	15,000,000	Non-Recurring
Conserv II Supplemental Water Conn to Strage Tank	140,000	Non-Recurring
Curb Ramp Construction and Curb Repair	150,000	Non-Recurring
Downtown Connector Trail	545,000	Non-Recurring
Fern Creek Acquisition/Erosion Control	500,000	Non-Recurring
Iron Bridge Area Collection System Improvements	2,500,000	Non-Recurring
Iron Bridge Diffused Air	750,000	Non-Recurring
Iron Bridge Grit System Replacement	1,000,000	Non-Recurring
Iron Bridge Storm Water A Improvements	100,000	Non-Recurring
Iron Bridge Ventilation for Biosolids Press Room	100,000	Non-Recurring
Iron Bridge WRF Dewatering Improvements	500,000	Non-Recurring
Jefferson Garage Capital Repairs	120,000	Non-Recurring
Lake Notasulga/Haralson Estates	300,000	Non-Recurring
Lake of the Woods t oAl Coith Park	180,000	Non-Recurring
Lincoln SunRail Station Reimbursement	150,000	Non-Recurring
Millenia & Oak Ridge Dual Left SB	160,000	Non-Recurring
Narcoossee Widening: SR 528 - SR 417	1,000,000	Non-Recurring
Orlando Urban Trail between Overpass to Magnolia	400,000	Non-Recurring
Parramore Housing Initiative	2,000,000	Non-Recurring
Paving at Wastewater Reclamation Facilities	500,000	Non-Recurring
Radebaugh Way Road Widening	200,000	Non-Recurring
Sanitary Service Lateral Rehabilitation	500,000	Non-Recurring
Sanitary System Corrosion Abatement	2,000,000	Non-Recurring
Shingle Creek Trail	500,000	Non-Recurring
Southport Drainage Improvements	250,000	Non-Recurring
Streetscape Improvements	175,000	Non-Recurring
Terry Avenue - South Extension	652,000	Non-Recurring
Under I Design	1,500,000	Non-Recurring
USTA Entry Road	800,000	Non-Recurring
Water Conserv I Area Collection System Improvements	1,500,000	Non-Recurring
Water Conserv I Influent Equaliz Tank Grit Removal	300,000	Non-Recurring
Water Conserv II Equalization Pumping Station Rehab	500,000	Non-Recurring
Water Conserv II Filter Rehabilitation	1,000,000	Non-Recurring
Water Conserv II Stage One Aeration Gates Modification	350,000	Non-Recurring
Water Conserv II Transmission Pipeline Booster Pump	4,144,000	Non-Recurring
Non-Recurring Projects Total	\$ 45,196,000	
All Recurring and Non-Recurring Projects Total	\$ 94,381,058	

CAPITAL IMPROVEMENTS AND DEBT

Operating Cost Impact — Additional Debt Service to be Incurred

As discussed earlier, any applicable debt service on debt issued for capital projects is also included in the operating budget. In order to take advantage of low interest rates, the City has entered into agreements with the State of Florida to participate in the State Revolving Loan Program. The proceeds from the loan program will be used to finance water reclamation capital projects. Currently the City has eight loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State, at the date of closing. The liability due to the State is the original loan amount plus accrued capitalized interest plus service fee charges. The net revenues of the water reclamation funds will be used to make the debt service payments.

The first loan authorized in FY 2006 was originally for \$19,201,291 and was later amended to \$29,512,463. It carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$935,660 that began in FY2007.

The second loan authorized in FY 2006 was for \$1,467,889, carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$51,144 that began in FY2009.

The third loan authorized in FY 2006 was for \$1,468,043 and was later amended to \$1,027,631. It carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$49,700 that began in FY2010.

The fourth loan authorized in FY 2006 was originally for \$6,330,000 and was later amended to \$29,030,360. It carries an interest rate of 2.50% and provides for semi-annual principal and interest payments of \$994,072 beginning in FY2012.

The fifth loan authorized in FY 2008 was for \$22,300,000, and was later amended to \$21,554,463. It carries an interest rate of 2.49% and provides for semi-annual principal and interest payments of \$553,071 that began in FY2009.

The sixth loan authorized in FY 2011 was originally for \$10,000,000 and was later amended to \$11,994,297. Of that amount \$2 million carries an interest rate of 2.30% and the other 10 million carries an interest rate of 2.89% and provides for semi-annual principal and interest payments of \$474,475 beginning in FY2014.

The seventh loan authorized in FY 2012 was for \$9,951,961, carries an interest rate of 1.72% and provides for semi-annual principal and interest payments of \$305,324 beginning in FY2015.

The eighth loan authorized in FY 2013 was for \$6,096,090. Of that amount \$2.6 million carries an interest rate of 1.59% and the other \$3.5 million carries an interest rate of 1.72% and provides for semi-annual principal and interest payments of \$305,324 beginning in FY2015.

The ninth loan authorized in FY 2013 was for \$3,462,524 and subsequently amended to \$2,855,923, carries an interest rate of 1.72%, and provides for semi-annual principal and interest payments of \$87,502 beginning in May 2015.

CAPITAL IMPROVEMENTS AND DEBT

**Debt Service Requirements to Maturity
Principal and Interest Requirements
Water Reclamation State Revolving Fund**

<u>Fiscal Year</u>		
2016	\$	5,388,844
2017		5,030,177
2018		5,395,188
2019		5,395,188
2020-2024		30,438,791
2025-2029		24,552,065
2030-2034		12,577,981
2035-2039		<u>5,079,871</u>
	\$	93,858,105

Anticipated Savings, Revenues and Other Benefits of Capital Projects

Although not quantifiable at this time, a number of projects may have future savings, additional revenue or positive environmental impacts. This year the City has one applicable project which is discussed below.

Lift Stations - Underground Rehabilitation - This type of lift station is considered a permit-required confined space. Per safety regulations, in order to enter confined space permitted areas, a two-man crew, fall protection and gas monitor are required. Lift Station employees must enter these areas for inspections and maintenance. The new equipment will eliminate the safety hazard and liability associated with entering confined spaces.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

The following list identifies and details aspects of select major projects included in the FY 2017/18 adopted capital budget that are funded at \$1 million or more. These projects account for 74% of the Capital Budget and may incorporate a mix of funding sources. Further information on these projects can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

Amway Center Repair and Replacement	\$ 1,000,000
Conserv I Filter Rehab	1,000,000
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	1,000,000
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Iron Bridge Grit System Replacement	1,000,000
Lift Station 5 Area Piping Improvements	1,000,000
Narcoossee Widening: SR 528 - SR 417	1,000,000
System Repair and Rehabilitation	1,000,000
Water Conserv II Filter Rehabilitation	1,000,000
Parks and Playground Renovation Project	1,007,667
Fire Equipment Replacement	1,200,000
OPD Equipment Replacement	1,232,621
Lift Station Site Improvements	1,500,000
Lift Station Telemetry Replacement	1,500,000
Under I Design	1,500,000
WaterConserv I Area Collection System Improvements	1,500,000
Information Technology Enhancements	1,560,000
DPAC R&R Contribution	1,688,263
Parramore Housing Initiative	2,000,000
Rapid Response Construction	2,000,000
Sanitary System Corrosion Abatement	2,000,000
Sanitary upgrades with other projects	2,000,000
Sligh Boulevard & Columbia Street	2,000,000
Iron Bridge Area Collection System Improvements	2,500,000
DTO Implementation	2,797,046
Conserv II Area Collection System Improvements	3,000,000
Lift Station Underground Rehabilitation	3,000,000
LS1,2,3 and 4 Force Main Evaluation	3,000,000
Pavement Rehabilitation	4,050,000
LYNX Annual Contribution	3,873,000
Water Conserv II Transmission Pipeline Booster Pum	4,144,000
Conserv II Pretreatment Improvements	15,000,000
	<u>\$ 73,052,597</u>

Lynx Annual Contribution - The Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and Para-transit requirements. Annually allocate a portion of the City's Gas Tax revenue will be contributed to the mass transit provider.

Pavement Rehabilitation - A continuing program of pavement rehabilitation is required to maintain in excess of 900 miles of roadway within the City of Orlando. Pavement surfaces have a life of approximately 15 years depending on traffic loading, environment and drainage conditions. An updated condition assessment completed in December 2006 indicates that Orlando's average pavement condition is relatively fair and a budget of \$4.05M is required to keep the conditions at the same level. Pavement rehabilitation spending below \$4.05M will result in overall declining pavement surface conditions. Deferring rehabilitation costs has the potential to significantly increase the budget as this may require replacement.

Technology Enhancement Projects - The funding of this project is designated to the continuous upkeep and improvement of the City's technology infrastructure, which will include all enterprise hardware and software that will benefit the network, servers, desktop, operating systems, storage and overall security systems.

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Rapid Response Construction - From time to time, repair or replacement of water reclamation infrastructure is required to be performed on an emergency or timely basis that prevents the conventional design, bid, construct process.

Lift Station Rehabilitation - Many of the City's water reclamation lift stations are over 20 years old and are deteriorating and declining in reliability and efficiency. The lift stations are essential to the transportation of water reclamation to the City's treatment facilities. They must be periodically upgraded to replace deteriorating equipment and structures or to accommodate increased reclaimed water flows. In most cases, the rehabilitation involves the replacement of pumps, motors and controls, but in some cases new wet wells or other structures are required.

Recreation Facility Renovations and Maintenance - Ball fields in the City of Orlando experience constant use by our citizens. Most fields are associated with league play and practice on an ongoing basis. Drainage, fencing, restroom maintenance continue to be challenges to keeping the fields up to City of Orlando standards. Similarly the outside courts (tennis, basketball, etc) are subject to continual use. Finally, this request has been combined to include recurring repairs needed to Pool Decks and the filtration Systems

Fire Equipment Replacement - Fire Rescue Operations utilizes complex equipment that must be replaced on cycles according to conditions or standards. Equipment such as fire hose, extrication equipment, self-contained breathing apparatus, air bottles, EMS defibrillators, bunker gear and other equipment that needs replacement at the discretion of the Fire Chief within budgeted allotment.

System Repair and Rehabilitation - The funds earmarked for system repairs & rehabilitation are being used increasingly to rehabilitate or reline storm sewers. Although relining is extremely cost-effective and allows City staff to correct problems that would otherwise be impossible to repair, it is an expensive procedure. Relining projects are taking an increasing share of the funds that have been used in the past for more traditional repairs involving excavation and complete pipe replacement.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$500,000 to \$1 million)

The following is a listing of projects included in the FY 2017/18 adopted capital budget that are funded between \$500,000 and \$1 million. These projects account for 12% of the Capital Budget. Combined with the more detailed project descriptions on the preceding two pages, approximately 90% of the Capital Budget has been accounted for. Further information on these and projects under \$500,000 can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2017/18</u>
Fern Creek Acquisition/Erosion Control	\$ 500,000
Iron Bridge WRF Dewatering Improvements	500,000
New Traffic Signal Locations	500,000
Paving at Wastewater Reclamation Facilities	500,000
Sanitary Service Lateral Rehabilitation	500,000
Sewage ARV Replacement	500,000
Shingle Creek Trail	500,000
Stormwater System Construction	500,000
SunRail Phase 3 OIA	500,000
Water Conserv II Equalization Pumping Station Reha	500,000
Recreation Facility Renovations and Maintenance	519,021
Athletic Field Maintenance	524,646
Downtown Connector Trail	545,000
School Safety Sidewalk Program	600,000
Terry Avenue – South Extension	652,000
Iron Bridge Diffused Air	750,000
Lift Station Rehabilitation	750,000
Rapid Response Construction	750,000
USTA Entry Road	800,000
	<u>\$ 10,890,667</u>

CAPITAL IMPROVEMENTS AND DEBT

ADDITIONAL MAJOR CAPITAL PROJECTS

On September 29, 2006, the Mayors of Orange County and the City of Orlando unveiled a \$1.1 billion proposal to build three state-of-the-art venues in the downtown area: a new performing arts center; a new community events center; and a renovation of the existing Florida Citrus Bowl Stadium (collectively called the Community Venues). In July 2007, the Orlando City Council and Orange County Commission approved an interlocal agreement related to financing of the construction, expansion and renovation of the Community Venues. Funding will be provided by a combination of public funds from the State of Florida, Orange County, the City and the CRA, as well as private contributions.

Amway Center

The City began construction in July 2008 on the Amway Center in downtown Orlando that, effective October 1, 2010, serves as the new home to the Orlando Magic and accommodates events of local, regional or national importance, including concerts, family shows, amateur sports events, and other civic, political, community, and not-for-profit events.

Performing Arts Center

The Dr. Phillips Center for the Performing Arts will be a unique, world-class destination that will showcase the region's performance groups, including the Orlando Philharmonic, Orlando Ballet, Orlando Opera, and Festival of Orchestras. In addition, it will provide a venue for touring shows. The facility will be built in two stages that will eventually contain three concert halls, education space, and an outdoor theater that will host free public concerts. Construction on the first two halls began in June 2011 and was completed in November 2014. The financing plan totals \$316 million.

Camping World Stadium (formerly known as Citrus Bowl)

Through September 30, 2011 the City expended \$11.5 million in the first phase of planned enhancements at the Florida Camping World Stadium. Improvements included concession facilities, restrooms and field turf. Currently, the stadium is home to two college football bowl games and the Florida Classic football game. Design work began in the summer of 2012 for the proposed \$175 million renovation including demolition and replacement of the lower bowl structure and enhancements to concessions, locker rooms, restrooms and press facilities. This work was completed in October 2014.

Central Florida Commuter Rail Transit System (SunRail)

The Florida Department of Transportation, in cooperation with Volusia, Seminole, Orange and Osceola Counties, and the City of Orlando is developing an approximately 61 mile commuter rail system that will run through the heart of the City on existing freight track. Of 17 proposed stations, four will be located in the City. The City's share of costs per the interlocal funding agreement is \$16.17 million. The City has been awarded a State Infrastructure Bank loan to fund its share.

CAPITAL IMPROVEMENTS AND DEBT

PARTICIPATION IN DETERMINING CAPITAL NEEDS

During the development of the capital improvement budget, public input is received in order to determine what capital needs should be funded. The City has several advisory boards that meet throughout the fiscal year in which capital budget recommendations may be formulated or that are related to the growth and development of the City.

Affordable Housing Advisory Committee: The Board reviews the established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plan of the City of Orlando and recommends to the Mayor and City Council specific initiatives to encourage or facilitate affordable housing.

Downtown Development Board: The Board's mission is to revitalize and preserve property value, reduce present and prevent future deterioration, and encourage development in the Orlando central city area.

Families, Parks and Recreation Board: The Board consults with, advises and assists the Mayor and City Council in establishing a city-wide comprehensive system of supervised recreational, cultural and educational facilities and programs in their broadest sense, including, but not limited to sports, athletics, playgrounds, recreation centers, and activities for the diversion and entertainment of both residents and visitors; advises the proper care and management of facilities and charging rental fees for use of such facilities; makes recommendations to the FP&R Director regarding the adoption of rules and regulations pertaining to conduct of third persons at, in, or about public facilities and on public property under the direction of Department of Families, Parks & Recreation.

Historic Preservation Board: The Board promotes the welfare of the City through preservation and protection of historic structures, sites, monuments and areas. Recommends to Municipal Planning Board establishment of historic districts, designation of historic landmarks, and holds public hearings.

Municipal Planning Board: The Board represents the local planning agency responsible for Growth Management Program; prepares comprehensive plan of municipal improvements; reviews plats; recommends zoning and other land development regulations; coordinates land development and regulatory functions of other City boards by consolidating recommendations to City Council.

Public Art Advisory Board: The Board establishes a Public Art Master Plan; recommends specific projects, selection of art works, landscaping and architectural enhancements.

Additionally, the public is invited to attend and comment on the Capital Improvement Program during the public hearings for budget adoption.

CAPITAL IMPROVEMENTS AND DEBT

DEBT SERVICE OVERVIEW

A comprehensive debt plan is imperative for all jurisdictions that issue debt. The provisions of a debt plan should balance the necessity of a jurisdiction borrowing funds to provide capital facilities and infrastructure today, while being conscious of the operating impact of those borrowings on future years.

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed or arbitrary limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the City Council has approved by policy the following targets to ensure future flexibility.

	Target	9/30/2012	9/30/2013	9/30/2014	9/30/2015	9/30/2016
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	6.40%	5.60%	8.00%	8.40%	11.00%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting	15 yr max	15.4	15.5	16.6	15.8	15.1
Non-Self Supporting	20 yr max	12.1	12.1	10.9	11.6	11.3
General Government Direct Debt per Capita	\$1,375 max	\$1,221	\$1,225	\$1,228	\$1,419	\$1,395
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.6%	1.7%	1.7%	1.9%	1.6%
Total Tax Supported	3.5% max	2.9%	2.9%	2.8%	2.9%	2.5%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	35.90%	28.40%	22.30%	24.70%	27.50%

While the City currently operates well within these targets, net of interim financing for the Community Venues Projects, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the City's overall Debt Management Program.

The complete debt policy for the City of Orlando is included in the Appendix.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Comprehensive Annual Reports located at: www.cityoforlando.net/admin/accounting/reports.htm.

CAPITAL IMPROVEMENTS AND DEBT

RATING AGENCY ANALYSIS

Rating agencies provide an independent assessment of the relative credit worthiness of a municipal security. These agencies provide a letter grade that conveys their assessment of the ability of the borrower to repay the debt. These ratings are also a factor that is considered by the municipal bond market when determining the cost of borrowed funds (interest rate).

There are three nationally recognized rating agencies – Moody's Investor Services, Standard and Poor's Corporation, and Fitch Ratings. There are five primary factors these agencies consider when evaluating a proposed debt offering:

- Economic Environment (trend information / revenue to support debt)
- Debt History (previous offerings and debt position)
- Administration (management qualities and organizational structure)
- Financial Performance (current operations and history)
- Debt Management (debt policies and long-term planning)

Each agency use a different system to rate debt. The table below provides a comparison of their rating systems:

Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
Predominantly Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

Note: Fitch and Standard and Poor's may use a "+" or "-" to modify ratings; Moody's may use a numerical modifier, with "1" being the highest.

The most recent debt of the City of Orlando has been rated by each of the rating agencies. The ratings assigned to this debt reflect the market's recognition of its high quality. The following table summarizes the City's most recent rating:

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2014B	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2014C	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2014D	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2012A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2011A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010B	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010C	Aa2	AA	AA+

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2016.

PRIMARY GOVERNMENT:

PROPRIETARY FUNDS:

Water Reclamation System Revenue Bonds:

The Water Reclamation System Refunding and Improvement Revenue Bonds, Series 2013 are secured by an irrevocable lien on the Pledged Revenues which consist of the Net Revenues of the System and the Pledged Utilities Services Tax. The lien of the Series 2013 Bonds on the Pledged Revenues is on a parity with the lien thereon of any Additional Parity Obligations that may be issued from time to time, and with the lien of any Parity Contract Obligations entered into by the City from time to time, on the Pledged Revenues but is prior to all other contractual liens or encumbrances on the Pledged Revenues, except as provided below. The pledge of and lien on the Pledged Utilities Services Tax component of the Pledged Revenues granted under the Bond Ordinance is junior and subordinate in all respects to the pledge of and lien on the Utilities Services Tax with respect to any Senior Lien Utilities Services Tax Obligations which the City may in the future incur in accordance with the Bond Ordinance.

The rate covenant commitment holds that the City will fix, establish, revise from time to time whenever necessary, maintain and collect always such fees, rates, rentals and other charges for the use of the products, services and facilities of the System which will always provide, Pledged Revenues in each Fiscal Year sufficient to pay one hundred twenty-five percent (125%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year.

In addition to compliance with the paragraph above, Pledged Revenues in each Fiscal Year shall also be sufficient to provide one hundred percent (100%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year, any amounts required by the terms hereof to be deposited into the Reserve Fund, the Renewal, Replacement and Improvement Fund and debt service on other obligations payable from the Net Revenues of the System, and other payments, and all allocations and applications of revenues herein required in such Fiscal Year.

Net Revenues shall not be reduced so as to render them insufficient to provide revenues for the purposes provided in the Bond Ordinance.

The Water Reclamation bond covenants require that two separate debt service coverage tests be met (as discussed above). The City met both coverage tests for fiscal year 2016.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

State of Florida Revolving Loan Program

The State of Florida Revolving Loan Program is junior and subordinate to the Water Reclamation Bonds Program. Proceeds from the loan program will be used to finance water reclamation capital projects and currently the City has seven loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State at the date of closing. The liability due to the State is the loan amount (as amended) plus accrued interest until six months prior to the date repayments commence, and a 2% 94 CITY OF ORLANDO, FLORIDA Notes to Financial Statements September 30, 2016 service fee. At September 30, 2016 the City had total loans outstanding of \$56,701,173 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

The first loan (65001S) authorized in FY 2006 was for \$19,201,291 and subsequently amended to \$29,512,463, carries an interest rate of approximately 2.6%, and provides for semi-annual principal and interest payments of \$935,660 beginning in June 2007. As of September 30, 2016, the City's liability for this loan totaled \$17,096,980.

The second loan (65002P) authorized in FY 2006 was for \$1,467,889, carries an interest rate of 2.66%, and provides for semi-annual principal and interest payments of \$51,144 beginning in February 2009. As of September 30, 2016, the City's liability for this loan totaled \$1,044,943.

The third loan (65003P) authorized in FY 2006 was for \$1,468,043, carries an interest rate of 2.66%, and provides for semi-annual principal and interest payments of \$49,700 beginning in December 2011. As of September 30, 2016, the City's liability for this loan totaled \$930,602.

The fourth loan (650040) authorized in FY 2006 was for \$6,330,000 and subsequently amended to \$13,926,996, carries an interest rate of approximately 2.56% and provides for semi-annual principal and interest payments of \$243,638 beginning in December 2011. As of September 30, 2016, the City's liability for this loan totaled \$6,313,073.

The fifth loan (650060) authorized in FY 2008 was for \$22,300,000, carries an interest rate of 2.49%, and provides for semi-annual principal and interest payments of \$553,071 beginning in February 2009. As of September 30, 2016, the City's liability for this loan totaled \$11,413,365.

The sixth loan (480400) authorized in FY 2011 was for \$10,000,000 and subsequently amended to \$14,198,779, carries an interest rate of approximately 2.47% and provides for semi-annual principal and interest payments of \$474,475 beginning in January 2014. As of September 30, 2016, the City's liability for this loan totaled \$10,741,992.

The seventh loan (480410) authorized in FY 2012 was for \$9,951,961 and subsequently amended to \$4,850,187, carries an interest rate of 1.72%, and provides for semi-annual principal and interest payments of \$142,014 beginning in July 2015. As of September 30, 2016, the City's liability for this loan totaled \$4,484,207.

The eighth loan (480420) authorized in FY 2013 is for \$2,633,566, carries an interest rate of 1.59%, and provides for semi-annual principal and interest payments of \$79,846 beginning in July 2015. As of September 30, 2016, the City's liability for this loan totaled \$2,340,477.

The ninth loan (480430) authorized in FY 2013 was for \$3,462,524 and subsequently amended to \$2,855,923, carries an interest rate of 1.72%, and provides for semi-annual principal and interest payments of \$87,502 beginning in May 2015. As of September 30, 2016, the City's liability for this loan totaled \$2,335,534.

The tenth loan (480460), authorized in FY16 was for \$7,534,027 with an interest rate of 0.30%. Semi-annual principal and interest payments in the amount of \$194,199 begin on December 15, 2017.

The SRF loan agreements provide for a rate coverage test. In each fiscal year, the Pledged Revenues are supposed to equal or exceed 1.15 times the sum of the semiannual loan payments due in such fiscal year. The City met the rate coverage test for fiscal year 2016.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

State Infrastructure Bank Loan Agreement (the SIB Loan):

In February 2007, the City approved the SIB Loan with the Florida Department of Transportation (FDOT). The purpose of the SIB Loan is to provide the City's local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of the commuter rail service (SunRail). The SIB Loan provides for a total amount up to \$16.17 million at an interest rate of 2.45%. The loan will be repaid over a period of ten years. The City has agreed to budget and appropriate General Fund money to repay the obligation. The first loan repayment was made in October 2012. As of September 30, 2016, the outstanding loan balance is \$8,046,205.

Downtown CRA District:

Downtown CRA Tax Increment Revenue Bonds:

On September 3, 2009 the City issued \$14,475,000 in Community Redevelopment Agency Tax Increment Revenue Bonds (Downtown District), Series 2009A; \$5,975,000 in Community Redevelopment Agency Tax Increment Revenue Refunding Bonds (Downtown District), Series 2009B; and \$50,955,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds (Downtown District – Direct Subsidy Build America Bonds), Series 2009C. The Series 2009A bonds mature on September 1, 2022; the Series 2009B bonds mature on September 1, 2016; and the Series 2009C bonds mature on September 1, 2037. As of September 30, 2016, the outstanding balance on all three bonds is \$62,505,000.

On April 14, 2010 the City issued \$4,760,000 in Community Redevelopment Agency Tax Increment Revenue Bonds, Series 2010A (Downtown District) and \$71,415,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds, Series 2010B (Downtown District – Direct Subsidy Build America Bonds). The Series 2010A bonds mature on September 1, 2018 and the Series 2010B bonds mature on September 1, 2040. As of September 30, 2016, the outstanding balance on the bonds is \$74,140,000.

The tax increment revenue received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating costs of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the New Year. Additionally, the CRA has incurred subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

Republic Drive (Universal Boulevard) CRA District:

Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds (Series 2012):

On February 23, 2012 the City issued \$29,430,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds, Series 2012. The original Republic Drive (Universal Boulevard) bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2025. As of September 30, 2016, the outstanding balance on the bonds is \$21,940,000.

Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds (Series 2013):

On April 30, 2013 the City issued \$9,000,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds, Series 2013. Proceeds of the bonds are being used to fund capital improvements. The Series 2013 bonds mature on April 1, 2025. As of September 30, 2016, the outstanding balance on the bonds is \$7,003,327.

Conroy Road CRA District:

Conroy Road Tax Increment Revenue Refunding Bonds (Series 2012):

On May 16, 2012 the City issued \$19,225,000 in Conroy Road Tax Increment Revenue Refunding bonds, Series 2012. The original Conroy Road bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2026. As of September 30, 2016, the outstanding balance on the bonds is \$14,965,000.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

INTERNAL SERVICE FUNDS:

Internal Loan Fund:

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General Fund and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. Neither the variable rate loans nor the medium term bonds require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

During 1986-87, the City created the Internal Loan Fund to provide interim or longer-term financing to other Funds of the City. The financing for the Fund's loan activities was initially funded with proceeds of Non-Self Sufficient Debt and continues to be funded through the re-lending of portions of internal loan repayments. The loan documents between the Internal Loan Fund and the various recipient funds set forth expectations for project use, principal amortization, if appropriate, and revenue sources for repayment.

The following descriptions summarize the major individual loans (in excess of \$2,000,000 outstanding) and briefly explain the projects constructed:

Parks Initiative Loan

In 2002 the City issued \$33,690,000 covenant bonds to finance the \$35,500,000 parks initiative (which also reimbursed \$9,100,000 in interim internal banking fund loans).

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project initiative.

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Public Safety Projects

In October 2007, the City issued \$58,905,000 in covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area.

Lake Eola Land Purchase

The \$6,601,000 loan was used to finance the expansion of park space in the downtown area at Lake Eola Park.

Strategic Land Purchases

The \$15,000,000 loan was used to acquire property and make infrastructure improvements needed for the construction of a Major League Soccer Stadium, home of the Orlando City Lions.

Orlando Sports Holdings (OSH) Northbrook Land Purchase

The \$6,062,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, home to the Orlando City Lions.

Police Headquarters and Energy Efficiency

In October 2014, the City issued \$62,205,000 in covenant bonds to finance \$41,940,000 toward the construction of a new police headquarters, \$4,470,000 for the construction of Fire Station 2, and \$15,795,000 for energy efficiency improvements throughout City facilities.

Public Safety Projects 2016

In May 2016, the City issued \$26,425,000 in covenant bonds to finance a public safety construction initiative, which includes a new Computer Aided Dispatch system, 2 new fire stations, and other miscellaneous improvements.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

CRA - Parramore Housing/Office Complex

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

Camping World Stadium (former Citrus Bowl) Renovation

The \$21,000,000 loan was used to finance the CRA's contribution to the stadium renovation project, per the Interlocal Agreement with the County.

Amway Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of a new events center.

Geico Garage

The \$14,500,000 loan was used to finance a portion of the City owned parking garage, which is connected to the new Amway Center.

Jefferson Street Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Capital Improvement Special Revenue Bonds (Fixed Rate)

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed, rolling medium-term, and variable rate debt to produce a lower blended cost of money and other advantages to the City.

Medium-Term Notes

The 2011A and 2012A rolling medium-term notes were designed to target the 1-15 year segment of the yield curve which is traditionally under-utilized in the tax-exempt market place. The anticipated amortization for both the medium-term notes and variable rate debt (level primarily over the last ten years of a nominal 30-year term) adds elasticity and interest rate savings to the internal loan program. Additionally, matching 10, 15 or 20-year amortizing loans with non-amortizing bonds provides significant relending opportunities.

Variable Rate Notes/Loans

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, alternative minimum tax (AMT), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans of which \$14,400,000 was repaid on December 6, 2006 and the remaining \$7,230,000 repaid on September 30, 2016. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the Amway Center; \$10,000,000 of this was repaid on March 1, 2011. In fiscal year 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of the three Community Venues; \$10,000,000 of this was repaid on March 1, 2011.

Internal Loan Fund Loans – The City created the Internal Loan Fund (as an Internal Service Fund) to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, Medium-Term Notes, and the Covenant Commercial Paper Program.

Internal loans receivable as of September 30, 2016 totaled \$262,113,397 as reported on page 178. Of this amount, \$54,260,526 was loaned to the City's proprietary funds. The loans to proprietary funds are reported as liabilities in each respective fund. Governmental internal loans payable totaled \$207,852,871 as shown on the reconciliation on page 20.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Variable Rate Debt - The City has one major program (Covenant debt), which has exposure to variable rate debt. GAAP requires that for variable rate programs, future debt service forecasts be based on the actual end of the year interest rates. The following schedule reflects the City's variable rate debt programs as of September 30, 2016.

Variable Rate Debt Program

<u>Program</u>	<u>Series</u>	<u>Outstanding Amount</u>	<u>Number of Modes</u>	<u>Present Mode</u>
Internal Loan:				
SSGFC	2004	14,808	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 104,808</u>		

The City's Internal Loan Fund financing program utilizes multi-modal variable rate debt; thus, requiring both reimbursement (letter or line of credit) and remarketing agreements.

CAPITAL IMPROVEMENTS AND DEBT

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2016:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
State Infrastructure Bank (SIB) Loan	Sun Rail Commuter Rail	\$ 14,874,867	\$ 8,046,206	2.45%	\$ 1,729,450
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	21,940,000	3.00-5.00%	3,009,000
Republic Dr. (Universal Blvd) Series 2013	Capital Improvements	9,000,000	7,003,327	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	14,965,000		1,947,750
Downtown CRA Series 2009A	Performing Arts Ctr.	14,475,000	11,550,000	4.00-5.25%	2,286,425
Downtown CRA Series 2009C	Performing Arts Ctr.	50,955,000	50,955,000	7.50-8.10%	6,298,385
Downtown CRA Series 2010A	Performing Arts Ctr.	4,760,000	2,725,000	4.00%	1,445,600
Downtown CRA Series 2010B	Performing Arts Ctr.	71,415,000	71,415,000	6.21-7.78%	10,837,876
Total		<u>214,134,867</u>	<u>188,599,533</u>		
Internal Loan Fund --					
SSGFC Tax-exempt Series H	Refunding	18,510,000	14,808,000	(1)	(2)
Capital Improvement Special					
Revenue Bonds:					
Series 2007B	Public Safety projects	58,905,000	2,830,000	4.25-5.25%	1,490,294
Series 2009B	Refunding	15,965,000	15,965,000	5.00%	5,736,625
Series 2010B	Refunding	17,650,000	17,475,000	5.00%	6,554,375
Series 2010C	Refunding	40,260,000	11,180,000	5.00%	2,743,000
Series 2011A	Refunding	9,000,000	9,000,000	4.00%	1,056,600
Series 2012A	Refunding	9,965,000	9,965,000	3.00%	1,173,392
Series 2014A	Refunding	6,205,000	6,205,000	1.99%	4,459,898
Series 2014B	Public Safety projects	62,205,000	62,205,000	5.00%	4,506,125
Series 2014C	Refunding	10,355,000	9,655,000	4.00-5.00%	1,341,200
Series 2014D	Refunding	12,450,000	11,710,000	4.00-5.00%	1,497,300
Series 2015A	Refunding	5,705,000	5,705,000	1.82%	3,738,716
Series 2016A	Refunding	6,995,000	6,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	54,850,000	2.00-5.00%	5,542,766
Series 2016C	Public Safety projects	26,425,000	26,425,000	4.00-5.00%	2,019,900
Total		<u>355,445,000</u>	<u>264,973,000</u>		
Total Governmental Activities		<u>\$ 569,579,867</u>	<u>\$ 453,572,533</u>		
Business-Type Activities					

CAPITAL IMPROVEMENTS AND DEBT

Water Reclamation Revenue Bonds	Water Reclamation Treatment				
Series 2013	and Refunding	\$ 36,170,000	\$ 33,610,000	3.00-5.00%	2,877,900
Water Reclamation State Revolving Fund	Water Reclamation Projects	92,359,522	56,701,173	1.59-2.66%	5,010,221
Total Water Reclamation		<u>128,529,522</u>	<u>90,311,173</u>		
Orlando Venues -- SSGFC Venue Loans	Events Center projects	110,000,000	90,000,000	(1)	(2)
State Sales Tax Rev. Bonds, Series 2008	Events Center projects	31,820,000	27,275,000	4.00-5.00%	1,998,750
Senior Tourist Dev. Tax Bonds, Series 2008ABC	Events Center projects	310,885,000	294,310,000	4.00-5.75%	20,292,797
Contract Tourist Dev. Tax Bonds, Series 2014A	Community Venues	236,290,000	236,290,000	3.00-5.25%	16,029,862
Capital Improvement Bonds					
Series 2009A	Events Center projects	11,950,000	10,725,000	3.00-4.99%	1,599,013
Series 2009C	Events Center projects	40,000,000	40,000,000	6.85-7.10%	4,367,361
Series 2016B	Refunding	4,185,000	4,185,000	2.00-5.00%	1,501,625
Total Business-Type Activities		<u>\$ 869,474,522</u>	<u>\$ 788,911,173</u>		

- (1) These variable rate bonds and loans are subject to a 15% interest rate cap. The taxable Series H loans had interest rates, LOC, and other charges of .14%, .45%, and .15% respectively, on September 30, 2016.
- (2) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.
- (3) See subsequent event note regarding the advance refunding of this bond.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2016-2047

Primary Government				
Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Tax Increment Revenue Ref. Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2016	\$ 13,158,154	\$ 1,923,450	\$ 3,873,192	\$ 15,873,873
2017	13,158,954	1,928,250	3,873,991	20,214,798
2018	13,162,354	1,934,250	3,870,992	21,819,555
2019	13,158,567	1,932,000	3,871,192	21,643,594
2020	13,160,919	1,936,750	3,872,192	21,506,863
2021	13,125,898	1,938,000	3,872,741	21,321,514
2022	13,092,526	1,940,750	3,873,491	23,163,237
2023	13,055,884	1,939,750	3,873,241	23,171,704
2024	13,018,057	1,945,000	3,871,743	20,643,839
2025	12,913,819	1,946,000	3,873,742	16,751,530
2026	12,807,247	1,947,750	-	15,245,987
2027	12,686,559	-	-	13,594,726
2028	12,563,162	-	-	13,432,133
2029	12,435,921	-	-	13,249,303
2030	12,293,710	-	-	10,891,973
2031	12,151,387	-	-	10,829,545
2032	11,994,474	-	-	10,770,316
2033	11,826,662	-	-	7,801,923
2034	11,646,753	-	-	6,517,325
2035	11,458,563	-	-	6,511,225
2036	11,260,472	-	-	6,505,288
2037	11,055,908	-	-	6,499,037
2038	10,837,876	-	-	6,496,888
2039	10,605,668	-	-	2,974,250
2040	10,368,821	-	-	2,964,500
2041	-	-	-	2,964,875
2042	-	-	-	2,960,000
2043	-	-	-	2,964,500
2044	-	-	-	2,958,125
2045	-	-	-	2,950,875
2046	-	-	-	2,952,250
2047	-	-	-	2,946,875
	<u>\$ 306,998,315</u>	<u>\$ 21,311,950</u>	<u>\$ 38,726,517</u>	<u>\$ 361,092,426</u>

Notes:

(1) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financial Commission (SSGFC) loans, the State Infrastructure Bank (SIB) loan, and the Wastewater State Revolving Fund loans are not included in this schedule.

For information regarding the SSGFC loans, the SIB Loan, and the State Revolving Fund loans, see pages 76 through 79 of the CAFR.

CAPITAL IMPROVEMENTS AND DEBT

**CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2016-2047**

Fiscal Year	Business-type Activities		Total Principal & Interest Primary Government (1)
	Wastewater Revenue Bonds	Orlando Venues Bonds	
2016	\$ 2,863,775	\$ 38,556,032	\$ 76,248,476
2017	2,875,600	39,565,998	81,617,591
2018	2,871,750	40,488,255	84,147,156
2019	2,861,700	41,353,882	84,820,935
2020	2,861,325	41,459,852	84,797,901
2021	2,865,300	41,571,873	84,695,326
2022	2,855,775	41,907,405	86,833,184
2023	2,854,400	42,212,853	87,107,832
2024	2,848,775	42,435,280	84,762,694
2025	2,877,900	42,525,964	80,888,955
2026	2,848,650	42,450,577	75,300,211
2027	2,846,650	42,390,380	71,518,315
2028	2,844,525	42,333,799	71,173,619
2029	2,842,025	42,255,526	70,782,775
2030	2,838,900	42,179,850	68,204,433
2031	2,853,950	42,097,307	67,932,189
2032	2,833,750	42,014,641	67,613,181
2033	2,829,000	41,936,047	64,393,632
2034	-	41,843,536	60,007,614
2035	-	41,748,918	59,718,706
2036	-	41,661,051	59,426,811
2037	-	41,557,698	59,112,643
2038	-	41,453,849	58,788,613
2039	-	124,200,424	137,780,342
2040	-	19,234,420	32,567,741
2041	-	15,815,750	18,780,625
2042	-	15,798,000	18,758,000
2043	-	15,782,875	18,747,375
2044	-	15,763,750	18,721,875
2045	-	15,744,000	18,694,875
2046	-	-	2,952,250
2047	-	-	2,946,875
	<u>\$ 51,373,750</u>	<u>\$ 1,180,339,792</u>	<u>\$ 1,959,842,750</u>

CAPITAL IMPROVEMENTS AND DEBT

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SUPPLEMENTAL INFORMATION

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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2017/18

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel
General Fund	160,910,456	141,658,754	4,936,858	26,925,465	11,605,988	623,017
<u>SPECIAL REVENUE</u>						
911 Emergency Phone System Fund	100,000	-	8,000	-	-	-
After School All Stars Fund	2,161,647	257,631	35,000	247,156	9,480	2,500
Building Code Enforcement Fund	6,369,257	3,652,606	94,200	122,750	40,900	34,000
Capital Improvements Fund	-	-	-	(1,023,090)	-	-
Code Enforcement Board Lien Assessment Fund	44,385	19,853	15,000	50,000	-	-
Cemetery Trust Fund	179,912	55,345	15,000	443,918	60,720	-
Centroplex Garages Fund	121,147	101,136	26,700	2,781,662	35,712	-
Contraband Forfeiture Trust Fund	-	-	130,000	149,590	-	-
CRA Operating Fund	1,581,214	848,144	207,000	4,777,046	56,072	25,000
CRA Trust Funds	-	-	-	10,000	-	-
Designated Revenue Fund	-	-	-	625,000	-	-
Dubsread Golf Course Funds	-	-	173,289	420,454	-	-
EMS Transport Fund	883,456	613,188	620,000	674,007	-	-
State Housing Initiatives Partnership Program Fund (SHIP)	75,294	40,543	-	1,042,534	-	-
Gas Tax Fund	-	-	-	-	-	-
GOAA Police Fund	6,157,509	6,275,163	91,200	192,700	34,550	16,080
Harry P. Leu Gardens Fund	1,174,923	638,392	111,000	121,441	135,720	-
Law Enforcement Training Fund	-	-	90,000	14,514	-	120,000
Mennello Museum Fund	230,455	95,339	18,745	73,500	22,800	-
OCPS - Crossing Guard Fund	605,274	43,993	7,000	-	-	-
Revolving Energy Fund	-	-	39,342	100,000	-	-
Special Assessment Funds	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-
Street Tree Trust Fund	-	-	107,883	90,000	-	-
Transportation Impact Fee Funds	-	-	-	-	-	-
U.S. Dept of Housing and Urban Dev. Grants Fund	331,643	153,628	-	6,154,806	-	-
Utility Services Tax Fund	-	-	-	-	-	-
<u>DEBT SERVICE</u>						
6th Cent TDT Debt	-	-	-	-	-	-
Amway Center Commercial Paper Fund	-	-	-	-	-	-
Amway Center Sales Tax Rebate Debt Service Fund	-	-	-	-	-	-
Citrus Bowl Commercial Paper Debt Construction Fund	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-
CRA Debt Service - 2010	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	-	-	-	-	-	-
Internal Loan - Jefferson Street Garage Fund	-	-	-	-	-	-
New Public Safety and Energy Efficiency Debt Bond Fund	-	-	-	-	-	-
Public Safety Debt Bond Fund 2016C	-	-	-	-	-	-
Performing Arts Center Commercial Paper Construction Fund	-	-	-	-	-	-
Water Reclamation Revenue Bond Funds	-	-	-	-	-	-

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2017/18

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
22,509,551	1,407,065	18,828,475	35,684,038	21,312,285	446,401,952	General Fund
						<u>SPECIAL REVENUE</u>
-	-	-	140,000	-	248,000	911 Emergency Phone System Fund
4,676	-	-	99,708	-	2,817,798	After School All Stars Fund
232,521	119,000	-	1,812,293	321,792	12,799,319	Building Code Enforcement Fund
-	-	-	11,709,623	1,023,090	11,709,623	Capital Improvements Fund
-	15,000	-	1,342	341,386	486,966	Code Enforcement Board Lien Assessment Fund
17,733	45,000	-	68,496	-	886,124	Cemetery Trust Fund
5,276	-	-	88,547	-	3,160,180	Centroplex Garages Fund
-	72,156	-	107,397	-	459,143	Contraband Forfeiture Trust Fund
71,142	2,139,600	-	2,547,944	3,768,469	16,021,631	CRA Operating Fund
-	-	-	17,462,346	39,215,693	56,688,039	CRA Trust Funds
-	-	-	-	-	625,000	Designated Revenue Fund
32,902	-	-	1,989,392	-	2,616,037	Dubsread Golf Course Funds
1,433,400	-	-	6,981,680	1,239,579	12,445,310	EMS Transport Fund
-	-	-	-	-	1,158,371	State Housing Initiatives Partnership Program Fund (SHIP)
-	-	-	9,953,557	-	9,953,557	Gas Tax Fund
41,481	-	-	1,950,352	-	14,759,035	GOAA Police Fund
190,173	-	-	477,851	-	2,849,500	Harry P. Leu Gardens Fund
-	-	-	2,246	-	226,760	Law Enforcement Training Fund
38,909	-	-	86,802	-	566,550	Mennello Museum Fund
-	-	-	37,488	-	693,755	OCPS - Crossing Guard Fund
-	-	-	-	-	139,342	Revolving Energy Fund
-	-	204,473	180,999	-	385,472	Special Assessment Funds
-	-	968,430	-	-	968,430	Spellman Site Fund
-	-	-	5,055	-	202,938	Street Tree Trust Fund
-	-	-	9,393,064	-	9,393,064	Transportation Impact Fee Funds
-	-	-	2,849	-	6,642,926	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	107,692	29,799,184	29,906,876	Utility Services Tax Fund
						<u>DEBT SERVICE</u>
-	-	20,286,147	-	-	20,286,147	6th Cent TDT Debt
-	-	1,212,500	-	-	1,212,500	Amway Center Commercial Paper Fund
-	-	1,997,450	2,554	-	2,000,004	Amway Center Sales Tax Rebate Debt Service Fund
-	-	209,800	-	-	209,800	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	5,276,960	-	-	5,276,960	CRA Debt Service - 2009
-	-	6,862,544	-	-	6,862,544	CRA Debt Service - 2010
-	-	2,888,509	-	-	2,888,509	CRA Debt Service - Internal Loan
-	-	1,903,125	-	-	1,903,125	CRA Debt Service - Conroy Road
-	-	3,830,688	-	-	3,830,688	CRA Debt Service - Republic Drive
-	-	750,000	-	-	750,000	CRA D/S - State Infrastructure Bank
-	-	5,548,033	-	-	5,548,033	Events Center Debt Other
-	-	3,257,641	-	-	3,257,641	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	1,342,836	-	-	1,342,836	Internal Loan - Jefferson Street Garage Fund
-	-	4,289,943	-	-	4,289,943	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	1,946,453	-	-	1,946,453	Public Safety Debt Bond Fund 2016C
-	-	377,700	-	-	377,700	Performing Arts Center Commercial Paper Construction Fund
-	-	8,286,070	1,266,700	-	9,552,770	Water Reclamation Revenue Bond Funds

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2017/18

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel
<u>ENTERPRISE</u>						
55 West Garage R&R Fund	-	-	-	-	-	-
Amway Center R&R Fund	-	-	-	-	-	-
CNL Renewal and Replacement Fund	-	-	-	-	-	-
Community Venues Construction Admin	393,652	188,438	5,020	57,000	7,500	3,100
Orlando Stadiums Operations Fund	1,392,873	253,180	219,164	1,045,206	719,202	-
Orlando Venues Fund	4,465,879	1,974,331	381,792	4,541,811	4,197,288	43,500
Parking System Revenue Fund	3,374,170	2,610,011	271,500	2,086,860	430,693	16,250
Parking R&R Fund	-	-	-	-	-	-
Solid Waste Fund	5,421,578	3,117,943	1,400,000	1,635,880	4,893,125	28,000
Stormwater Utility Fund	3,877,422	2,682,290	527,285	3,346,000	278,115	23,895
Water Reclamation Construction Funds	-	-	-	200,000	-	-
Water Reclamation R&R Fund	-	-	280,000	500,000	-	-
Water Reclamation Revenue Fund	13,341,428	8,038,849	4,731,000	12,810,300	6,620,448	80,435
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,160,711	1,232,625	12,500	2,250	13,680	7,500
Facilities Management Fund	2,458,611	1,575,244	800,000	3,600,000	260,000	16,220
Fleet Management Funds	2,046,505	1,556,391	7,296,000	3,709,000	130,700	-
Health Care Fund	97,731	39,897	10,000	337,845	-	5,000
Internal Loan Bank Fund	-	-	-	-	-	-
Pension Participant Services	(40,378)	25,772	-	3,107	-	500
Risk Management Fund	1,003,649	536,228	18,997	825,608	4,732	-
<u>COMPONENT UNIT</u>						
Downtown Development Board Fund	274,676	99,712	83,292	888,580	1,200	-
Downtown South NID Fund	94,500	36,465	3,159	438,500	-	-
<u>PENSION TRUST</u>						
City Pension Funds	48,946	32,063	4,500	3,120,000	161	24,219
OPEB Trust Fund	-	16,680,745	-	-	-	-
TOTAL CITY OF ORLANDO	221,338,525	195,133,899	22,770,426	83,141,400	29,558,786	1,069,216

SUPPLEMENTAL INFORMATION

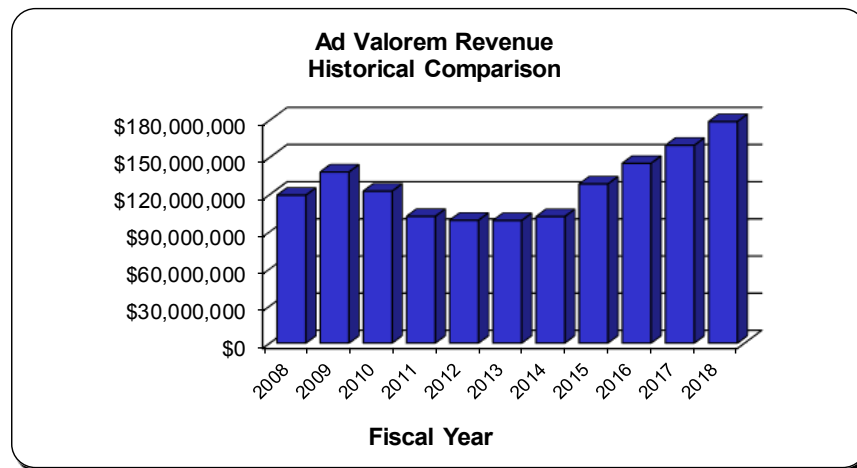
APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2017/18

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
-	-	-	75,000	-	75,000	<u>ENTERPRISE</u>
-	-	-	1,000,000	-	1,000,000	55 West Garage R&R Fund
-	-	-	30,000	-	30,000	Amway Center R&R Fund
-	-	-	551,477	-	1,206,187	CNL Renewal and Replacement Fund
91,584	-	-	2,335,816	-	6,057,025	Community Venues Construction Admin
66,421	-	-	2,240,847	1,722,179	19,634,048	Orlando Stadiums Operations Fund
161,092	12,000	1,342,836	3,833,262	4,154,388	18,293,062	Orlando Venues Fund
-	-	-	500,000	-	500,000	Parking System Revenue Fund
7,443,016	1,150,000	-	7,836,290	516,098	33,441,930	Parking R&R Fund
1,712,436	522,300	-	6,714,112	5,266,544	24,950,399	Solid Waste Fund
-	-	-	48,544,000	-	48,744,000	Stormwater Utility Fund
-	1,100,000	-	4,520,000	-	6,400,000	Water Reclamation Construction Funds
3,292,513	1,688,000	-	19,870,224	28,561,433	99,034,630	Water Reclamation R&R Fund
						Water Reclamation Revenue Fund
						<u>INTERNAL SERVICE</u>
109,249	24,000	-	626,478	-	4,188,993	Construction Management Fund
451,987	1,000,000	-	1,171,551	13,961	11,347,574	Facilities Management Fund
287,041	13,336,011	-	3,986,503	361,846	32,709,997	Fleet Management Funds
-	-	-	62,241,595	125,000	62,857,068	Health Care Fund
-	-	12,401,952	3,890,702	-	16,292,654	Internal Loan Bank Fund
-	-	-	102,753	12,108	103,862	Pension Participant Services
123	193,292	-	13,838,252	66,975	16,487,856	Risk Management Fund
						<u>COMPONENT UNIT</u>
9,288	30,000	-	2,838,481	439,710	4,664,939	Downtown Development Board Fund
-	-	-	22,529	-	595,153	Downtown South NID Fund
						<u>PENSION TRUST</u>
-	-	-	57,400,111	73,422	60,703,422	City Pension Funds
-	-	-	11,319,255	-	28,000,000	OPEB Trust Fund
38,202,514	22,853,424	104,012,565	357,649,253	138,335,142	1,214,065,150	TOTAL CITY OF ORLANDO

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
GOVERNMENTAL FUND REVENUES
LAST FIVE FISCAL YEARS
(modified accrual basis of accounting)
(in thousands of dollars)**

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Revenues					
Property Taxes	145,100	128,498	102,111	98,782	\$ 99,143
Intergovernmental:					
OUC Contribution	55,719	53,211	48,622	47,000	47,161
State Sales Tax	39,429	37,904	35,613	33,415	30,998
Other Intergovernmental	77,331	67,267	77,724	97,011	82,470
Business Taxes and franchises fees	41,594	39,512	38,134	57,130	42,634
Utilities services tax	31,525	30,341	30,115	28,744	42,434
Licenses and permits	29,801	26,123	23,312	52,197	38,712
Other revenue	136,126	110,809	105,362	35,005	61,257
Total revenue	<u>\$ 556,625</u>	<u>\$ 493,665</u>	<u>\$ 460,993</u>	<u>\$ 449,284</u>	<u>\$ 444,809</u>



Ad Valorem revenues reflect the property value and millage fluctuations that the City has experienced during this period. The millage rate was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remained at 5.6500 for a number of fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002. For FY 2014/15, a millage rate increase of 1.0000 mill was approved, bringing the millage rate up to the current level of 6.6500.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
DIRECT AND OVERLAPPING PROPERTY TAX RATES
LAST TEN FISCAL YEARS
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30,	Direct		Overlapping				Total
	City	Orange County	Orange County School Board	Downtown Development Board (1)	Orange County Library	Water Management District (2)	
2009	5.6500	4.4347	7.1500	1.0000	0.3748	0.4158	19.0253
2010	5.6500	4.4347	7.6730	1.0000	0.3748	0.4158	19.5483
2011	5.6500	4.4347	7.8940	1.0000	0.3748	0.3313	19.6848
2012	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2013	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2014	5.6500	4.4347	8.3620	1.0000	0.3748	0.3283	20.1498
2015	6.6500	4.4347	8.4740	1.0000	0.3748	0.3164	21.2499
2016	6.6500	4.4347	8.2180	1.0000	0.3748	0.3023	20.9798
2017	6.6500	4.4347	7.8110	1.0000	0.3748	0.2885	20.5590
2018	6.6500	4.4347	7.4700 (3)	1.0000	0.3748	0.2724	20.2019

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB's geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.4700 millage rate consists of 5.9700 mils for operating purposes and 1.5000 mils for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mils.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the			Total Collections to Date	
		<u>Fiscal Year of the Levy (1)</u> Amount	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
2007	121,040,740	119,631,421	98.84	388,912	120,020,333	99.16
2008	123,718,200	122,548,139	99.05	547,445	123,095,584	99.50
2009	143,816,532	141,332,685	98.27	654,591	141,987,276	98.73
2010	127,026,785	124,996,513	98.40	301,507	125,298,020	98.64
2011	106,612,865	105,324,704	98.79	405,872	105,730,576	99.17
2012	102,782,483	101,990,844	99.23	439,425	102,430,269	99.66
2013	102,865,269	101,863,778	99.03	359,664	102,223,442	99.38
2014	106,406,950	105,426,205	99.08	286,182	105,712,387	99.35
2015	133,761,936	132,830,260	99.30	(133,366) (2)	132,696,894	99.20
2016	152,585,851	149,689,693	98.10	-	149,689,693	98.10

Source: Orange County Tax Collector and City of Orlando Office of Business and Financial Services

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 1% to 4%),
(2) Reduction based on prior year adjustments by the Tax Collector.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO**

Taxpayer	Type of Business	2016			2007		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Development Partners LTD	Entertainment	\$ 1,558,183,797	1	6.87 %	\$ 1,149,825,896	1	5.41 %
Universal Studios Florida	Entertainment	334,501,523	2	1.48			
Publix Supermarkets Inc.	Commercial	183,485,819	3	0.81			
HIW-KC Orlando LLC	Developer	164,264,384	4	0.72	179,660,221	2	0.85
Forbes Taubman Orlando LLC	Developer	112,549,389	5	0.50	126,458,078	3	0.60
PBP Apartments LLC	Developer	110,746,765	6	0.49			
F6OSTC LLC	Commercial	100,740,987	7	0.44			
Orlando Outlet Owner LLC	Commercial	80,197,307	8	0.35			
Realty Assoc. Fund IX LP	Developer	70,286,759	9	0.31			
USO Norge Paramount Res LLC	Developer	65,648,902	10	0.29			
ZML-Sun Center LLP	Developer				125,344,343	4	0.59
MMM Lakewood LTD	Developer				89,145,537	5	0.42
ACP/UTAH Orange Ave. LLC	Developer				78,068,373	6	0.37
B T Orlando LP	Commercial				74,235,264	7	0.35
OCC Ownwe LLC	Commercial				60,763,220	8	0.29
Beach Hill Dev. Bristol LLC	Developer				59,623,534	9	0.28
DRA CRT Orlando Central FL LLC	Developer				57,563,052	10	0.27
Other Taxpayers		19,895,568,113		87.74	19,248,054,290		90.57
	Total	<u>\$22,676,173,745</u>		<u>100.00 %</u>	<u>\$ 21,248,741,808</u>		<u>100.00 %</u>

Source: Orange County Property Appraiser's Office

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST
LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
2007	192,593,506 (3)	43,788,235	236,381,741	25,270,000	9,760,743	35,030,743	14.82
2008	197,532,020	45,220,301	242,752,321	27,920,000	13,119,092	41,039,092	16.91
2009	187,482,735	47,930,491	235,413,226	24,315,000	10,787,697	35,102,697	14.91
2010	183,450,258	48,793,647	232,243,905	35,150,000	13,794,332	48,944,332	21.07
2011	189,934,806	44,852,317	234,787,123	34,785,000	15,016,273	49,801,273	21.21
2012	209,469,876	42,811,363	252,281,239	17,645,000	14,354,373	31,999,373	12.68
2013	215,351,204	28,730,897 (4)	244,082,101	7,130,000	13,607,786	20,737,786	8.50
2014	224,947,235	30,202,184 (4)	255,149,419	14,055,000	13,162,936	27,217,936	10.67
2015	237,461,737	30,387,012 (4)	267,848,749	15,186,000	19,663,589	34,849,589	13.01
2016	253,342,455	31,524,912 (4)	284,867,367	22,976,000	14,869,977	37,845,977	13.29

(1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.

(2) New borrowing is subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

(3) In FY 2007, two separate funds were created apart from the General Fund; one to report Police Fee revenues and the other to report Building Code fees for inspections and permits. In years prior to 2007, these revenues were reported within the General Fund.

(4) Beginning with the issuance of the Series 2013 Water Reclamation Bonds, Pledged Utilities Services Tax no longer includes the Communication Services Tax revenue, which is now deposited into the City's General Fund.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
2008	19,357,076	-	2,160,000	456,324	2,616,324	7.40
2009	24,584,519	-	2,205,000	608,998	2,813,998	8.74
2010	22,895,294	2,118,388	-	7,542,704	7,542,704	3.32
2011	17,626,916	3,300,615	1,325,000	10,564,475	11,889,475	1.76
2012	16,356,340	3,300,615	1,385,000	10,507,700	11,892,700	1.65
2013	15,949,624	3,157,038	1,450,000	10,446,931	11,896,931	1.61
2014	16,823,023	3,062,971	1,765,000	10,380,475	12,145,475	1.64
2015	19,823,135	3,059,670	2,085,000	10,302,362	12,387,362	1.85
2016	23,349,686	3,076,173	2,925,000	10,223,637	13,148,637	2.01

- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando, Orange County, and the Downtown Development Board applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.
- (2) The Downtown CRA Series 2009C and 2010B Bonds were issued as Direct Subsidy Build America Bonds. The CRA is eligible, subject to certain conditions, to receive cash subsidy payments from the United States Treasury equal to 35% of the interest payable on each interest payment date.

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST SEVEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2010	8,100,819	1,590,000	1,714,263	3,304,263	2.45
2011	7,294,619	1,645,000	1,654,000	3,299,000	2.21
2012	8,067,882	1,710,000	1,287,342	2,997,342	2.69
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
2016	12,579,214	2,677,876	1,148,192	3,826,068	3.29

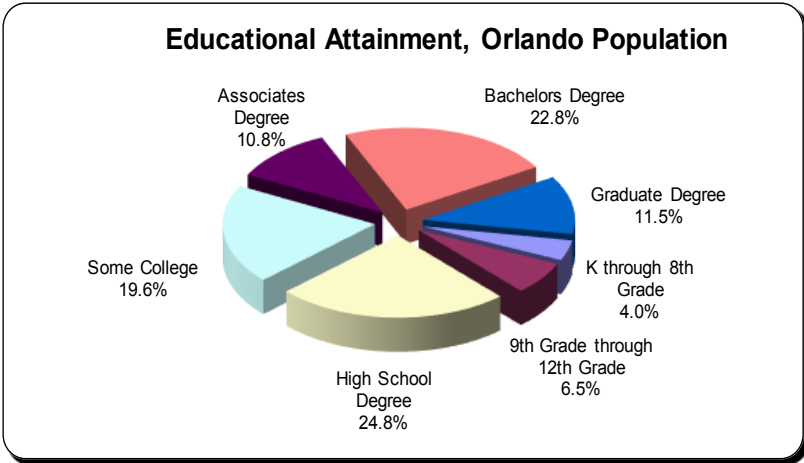
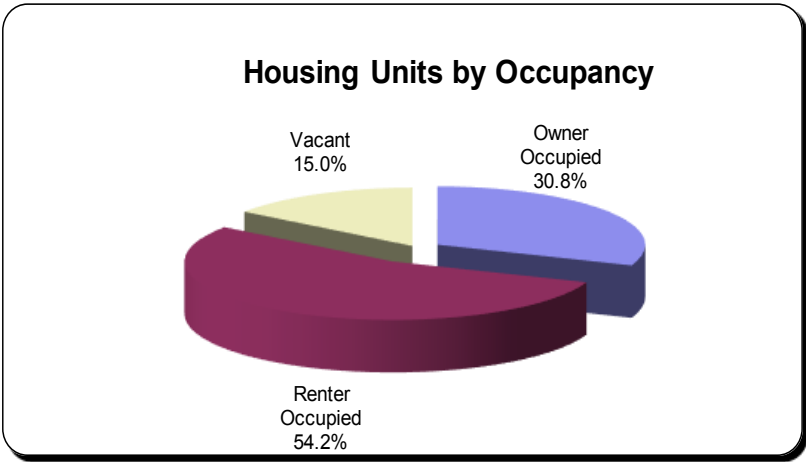
- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$ 42,318
Per Capita Income	\$ 25,866
Median Age	33.1
Housing Units	123,916
Owner Occupied	30.8%
Renter Occupied	54.2%
Vacant	15.0%
Educational Attainment:	
K through 8th Grade	4.0%
9th Grade through 12th Grade	6.5%
High School Degree	24.8%
Some College	19.6%
Associates Degree	10.8%
Bachelors Degree	22.8%
Graduate Degree	11.5%

Source: U.S Census Bureau



SUPPLEMENTAL INFORMATION

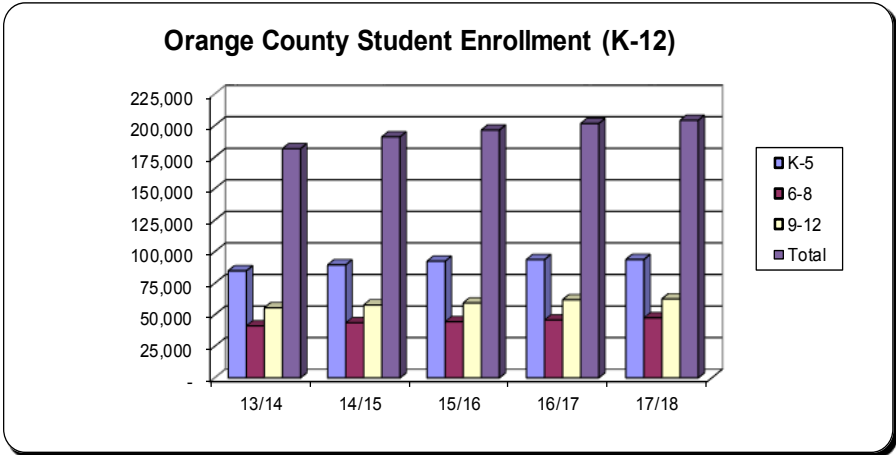
SCHOOL ENROLLMENT 2017/18, ORANGE COUNTY AND ORLANDO

	<u>Elementary</u>	<u>Middle</u>	<u>High</u>
Orange County	130	35	19
City of Orlando	29	9	5

Source: Orange County school count from 2016-17 OCSB Pocket Guide; schools within the City determined from 2016-17 Orlando SRO Agreement. (K-8 schools counted as Elementary)

ORANGE COUNTY ENROLLMENT BY GRADE

<u>Grade</u>	<u>Students</u>
Pre-K	1,450
K	14,642
1	15,172
2	15,127
3	16,867
4	16,486
5	15,576
6	16,498
7	15,456
8	15,669
9	16,261
10	15,923
11	15,717
12	14,751
Total	205,595



Data obtained from the Orange County School Board Website. School districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County schools. 2017/18 enrollment based on OCSB projections as of 2/1/2017.

SUPPLEMENTAL INFORMATION

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APPENDIX

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APPENDIX

POLICY OVERVIEW

There are two planning components that are used to guide the development of the annual operating budget and the capital improvement program. Financial and non-financial policies and procedures are used to guide the decision-making process, while strategic management tools are employed to evaluate compliance with previously stated operating objectives and budgetary controls.

The National Advisory Council on State and Local Budgeting (NACSLB) has provided a framework for describing the overall budget process and that is centered on four principles:

- Establish broad goals to guide government decision making
- Develop approaches to achieve goals
- Develop a budget consistent with approaches to achieve goals
- Evaluate performance and make adjustments

Financial and Non-Financial Policies

This section contains the major policies that are linked to the development of the annual operating budget and capital improvement plan:

- **Budget Policies** - These policies formally establish guides for the development of the City's budget. Elements of these policies include requirements laid out in state statutes, City code, and best practices. (Page 388)
- **City Policy for Growth Management** – The Growth Management Plan is a comprehensive plan that communicates the vision of the City. This document establishes standards that have a direct connection to the level of services the City is to provide and the capital infrastructure that will be required. (Page 403)
- **City Policy for Capital Improvements** - This is a component of the Growth Management Plan. This policy creates level of service requirements and establishes priorities and timelines for the construction of capital improvements. (Page 409)
- **Debt Management Policy** - The Debt Management Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 431)
- **Reserve Policy** – A policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level. (Page 439)

These policies, in conjunction with the short-term objectives that are outlined in the Director's letter and the Mayor's Budget Address, provide the backdrop against which the FY2017/18 budget was developed.

APPENDIX

STRATEGIC MANAGEMENT

In 2008 the Mayor executed a city-wide reorganization to ensure our city government functions in the most entrepreneurial and cost-effective manner. As a result of that restructuring, the performance management function was transferred from the Office of Audit Services and Management Support to the Management & Budget and Technology Management Divisions as a joint operation. These Divisions have launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

Key to assessing the success of City operations is the use of performance indicators. The International City / County Management Association has previously recognized the City of Orlando for "its use of performance measurement in local government management." Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive performance-driven appropriation process. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

BUDGET POLICIES

The development of the budget is guided by the following budget policies which are contained in state and local laws and policies approved by the City Council.

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced.)
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as the level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluation both the base budget and the increments, funding will be allocated to the Mayor's City-wide priorities and what are determined to be core City services.

In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).

APPENDIX

BUDGET POLICIES (continued)

- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies (Section 200.081 of Florida Statutes places this limitation of all Florida municipalities).
- The City will budget 96 percent of anticipated ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of the Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.

A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

APPENDIX

BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 27, 2007, the City Council approved five new comprehensive policies that guided the development of this budget. This was a milestone event in the City's efforts to formalize best practices in financial management. Realizing the importance of the financial policies that guide the City's financial integrity and posture, the Office of Business and Financial Services will continue to review and evaluate these policies for improvements.

The following is a summary of the five adopted policies. Due to the significance of these policies, the full text versions appear on subsequent pages.

2100.1 Organization and Policy – Budget (Page 391)

This policy details the role of the Chief Financial Officer (CFO) in regard to the development of the City's annual budget. The CFO is an appointed official who serves at the pleasure of the Mayor and oversees the Finance Department. In addition to the annual budget, the CFO is also responsible for the capital improvement plan and financial forecast.

2100.2 Financial Policies Guiding the Budget (Page 392)

Adopting high-level policies to guide the development of the budget is vital to the City of Orlando's stability. The guidelines set forth in this policy range from defining a fund, to ensuring that a budgetary control system is in place. By clearing and comprehensively stating its financial policies, the City will be better able to communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

2100.3 Revenue Policy (Page 394)

This policy guides the City's overall revenue objectives. While policy 450.2 provides an overview that guides the City's budget as a whole, this policy sets a more detailed guide for revenue. These guides include diversifying the revenue system and requiring Enterprise Funds to be self-sufficient.

2100.4 Expenditure Policy (Page 398)

The expenditure policy outlines several statements that guide the City of Orlando's overall expenditure objectives. Like the revenue policy, the expenditure policy addresses details too specific to be covered in policy 450.2. These details include prioritizing essential City services in funding decisions, and striving to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

2120.2 Operating Budget Appropriation for Prior-Year Encumbrances (Page 401)

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures set forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.1

2100.1 SUBJECT: ORGANIZATION AND POLICY - BUDGET

:1 OBJECTIVE:

To detail the role of the Chief Financial Officer in the development of the City's annual budget and other budget-related processes.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with workshop and budget hearing schedules for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.
5. Review departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests and provide summary for review by the Mayor and Council.
7. Prepare budget summaries for distribution at the budget hearings.
8. Create and publish a comprehensive budget document and revenue manual for public use.

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Office of Business and Financial Services

Management and Budget Section 2100.1

C. Five Year Capital Improvement Program (CIP) Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure uniform budget development process and presentation format for use by City departments and other agencies.
2. Develop and revise forms and other material used in the CIP budget development process.
3. Prepare an annual calendar of CIP budget activities, workshops and hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical and other related data for use by City departments and other agencies involved in preparing the CIP budget.
5. Summarize CIP budget requests for review by Mayor, City Council, and the Economic Development Department in their role as liaison with the Municipal Planning Board (MPB).
6. Prepare the final CIP budget document for public use.

D. Forecasting and Fiscal Matters

1. Analyze and summarize all Budget Revision Requests for the Budget Review Committee.
2. Review Fiscal Impact Statement on all items submitted to the City Council that have a current or future financial impact on the City.
3. Review activity reports and summarizes information for the Mayor, City Commissioners and Cabinet.
4. Serve as a resource for information on comparative costs for similar services provided by other governments.
5. Confer with representatives of other governments concerning their budgetary policies and systems.
6. Conduct other special projects as requested by the Mayor, Chief Financial Officer, Chief Administrative Officer, City Attorney, and Chief of Staff.

Office of Business and Financial Services

Management and Budget Section 2100.2

2100.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

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Office of Business and Financial Services

Management and Budget Section 2100.2

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive set of policies and procedures.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. This policy contains the high-level policies that shall govern development of the City's budget. Detailed policy direction is provided in separate policy documents on revenues, expenditures, fund balance, and debt administration.

B. Policies

- 1) A fund is defined as a fiscal and accounting entity with a balanced set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. (National Council on Governmental Accounting, Statement 1).
- 2) The budget will be balanced for all funds. Anticipated revenues from all sources will equal estimated expenditures for all purposes.
- 3) All operating funds are subject to the annual budget process and must be reflected in the budget document.
- 4) The General Fund is the chief operating fund of the City and will be used to account for all resources except for those required by policy or law to be accounted for in another fund.
- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

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Office of Business and Financial Services
Management and Budget Section 2100.3

2100.3 SUBJECT: REVENUE POLICY

:1 OBJECTIVE:

Establish policies and procedures guiding administration of City revenue sources to ensure financial stability, enhance financial planning, and promote sound financial management.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The revenue objectives and policies stated herein shall provide the framework for developing the City's budget and evaluating revenue alternatives.

B. Objective

The primary objective of the City of Orlando is to maintain a diversified revenue system that provides a stable base to fund ongoing operations. To that extent, the following statements shall serve as the City's overall revenue policy objectives:

- 1) A diversified, stable revenue system will be utilized to protect the City from fluctuations in any one revenue source.
- 2) Cost recovery revenue sources (user fees) will be analyzed on an annual basis and modified as necessary to ensure that revenue collections reflect the cost of providing the associated service.
- 3) The City will strictly enforce laws and regulations requiring fees for service and will aggressively pursue collection of revenue owed to the City.
- 4) Enterprise operations of the City are intended to be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.

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Office of Business and Financial Services

Management and Budget Section 2100.3

5) The City will actively oppose State and/or Federal legislation which would mandate costs without providing a revenue source to offset those mandated costs. The City will be diligent to protect current revenues received from State and Federal sources.

C. Policies

1) Diversification and Stabilization

- a. The City shall strive to diversify its revenues in order to maintain the current level of service during periods of declining economic conditions.
- b. To the extent feasible, one-time revenue will be applied to one-time expenses. Ongoing revenue should be equal to or greater than ongoing expenses.
- c. Revenue received from the sale of real property in excess of \$100,000 shall be credited to the un-appropriated fund balance of the appropriate fund, and it is the City's intention to use those funds to reinvest in another capital asset.

2) Estimates of Revenue

- a. The City will project its annual revenue through an analytical process and will adopt its budget using conservative estimates.
- b. Annually the City will develop a forecast of General Fund revenue for the five ensuing fiscal years.
- c. Annually the City will prepare an inventory of revenue sources (Revenue Manual) that will include legal authority, important characteristics, and historical collections.

3) User Fees

- a. The City will maximize utilization of user charges that can be individually identified and where costs are directly related to the level of service.
- b. The City will regularly review the budget to identify those programs that can be funded by user fees. When developing user fee opportunities, the City will consider the following:
 1. Community acceptability
 2. Market pricing and fees charged by similar governments

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Office of Business and Financial Services

Management and Budget Section 2100.3

3. The impact of normal cost increases and expenditure growth on the fee charged in the future.
 4. The impact of users opting not to use the service because of the fee.
 5. The cost of administering the user fee .
 6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received .
 7. Other policy considerations specific to the proposed fee.
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service .
 2. Indirect costs, or support costs, are general in nature but necessary for the delivery of the service.
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service.
 - a. Proprietary services shall be self-supporting.
 - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide.
 2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee).
 3. The level of demand for the service
 4. Ease of collection
- e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

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Office of Business and Financial Services

Management and Budget Section 2100.3

- f. Criteria for waiving, adjusting, rebating or deferring a user fee shall be approved by the City Council in the ordinance, resolution, or policy establishing or governing the fee.

4) Property Taxes

- a. The City will use its resources and means to ensure a diverse and stable property tax base.
- b. The local taxing effort of other cities and unincorporated areas as well as the demand and need for local public services will be the major considerations in determining the tax rate.

5) Grants

- a. The City will pursue federal, state and private grants but will strictly limit financial support of these programs to avoid commitments beyond the availability of the grant funding source.
- b. With limited exception new positions funded by grants shall only be authorized as contract positions. Existing positions that lose grant funding shall be considered new position requests if it is determined that the City will assume funding for their function.

6) Designation of Funds

All revenue received shall be used to support the ongoing operation of the City and shall not be designated for a specific purpose or expenditure. The only exceptions to this policy are when the enabling legislation for the revenue specifically requires a designation or separation of funds, or if funds are received by the City by a donor and can only be used for a specific purpose.

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Office of Business and Financial Services
Management and Budget Section 2100.4

2100.4 SUBJECT: EXPENDITURE POLICY

:1 OBJECTIVE:

Establish policies and procedures guiding administration of City expenditures practices to ensure financial stability, enhance financial planning, and promote sound financial management.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The expenditure objectives and policies stated herein shall provide the framework for developing and ensuring adherence to the City's budget.

B. Objective

The City of Orlando will provide the level of expenditure necessary for the ongoing health, safety, and welfare of its residents, businesses, and visitors. In order to accomplish this objective, the following statements shall guide the allocation of resources:

- 1) The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of service.
- 2) Essential City services will receive first priority in funding decisions. Essential City service refers to those activities that protect lives and property.
- 3) The City shall require that, to the extent possible, increased demand for service as a result of growth shall be paid for through taxes and fees collected as a result of that growth.

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Office of Business and Financial Services

Management and Budget Section 2100.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

C. Policies

1) Appropriation and Control

a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

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Office of Business and Financial Services

Management and Budget Section 2100.4

The following actions shall not be used to balance the budget when an operating deficit is identified:

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater effectiveness can be achieved.
- c. The City will develop and use technology enhancements to avoid increased personnel costs.

6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2120.2

2120.2 SUBJECT: OPERATING BUDGET APPROPRIATION FOR PRIOR-YEAR ENCUMBRANCES

:1 OBJECTIVE:

Establish procedures for the re-appropriation of operating budget encumbrances in the subsequent fiscal year.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

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Office of Business and Financial Services

Management and Budget Section 2120.2

C. Prohibitions, Restrictions and Exceptions

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

D. Responsibilities

1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

APPENDIX

CITY POLICY – GROWTH MANAGEMENT

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

The GMP is divided into fifteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fifteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	Water Reclamation
Historic Preservation	Solid Waste
Conservation	Intergovernmental Coordination
Recreation & Open Space	Capital Improvements
	Public School Facilities

The GMP was updated in 1998 and again in 2009 through a comprehensive planning process called an Evaluation and Appraisal Report (or EAR). Between such major updates, the City amends the Plan in accordance with State law.

A VISION FOR THE CITY BEAUTIFUL ORLANDO'S GROWTH MANAGEMENT PLAN

As we look to the future, our past achievements provide inspiration for even greater things to come. Orlando is fortunate to have a rich heritage, grounded by a 100-year history of community planning that dates back to the City Beautiful movement. The City has long sought to protect the natural beauty and man-made amenities that attracted settlers in the first place, from the days when Orlando was primarily an agricultural town and the crossroads for the citrus industry, through the late 1960's and the advent of the Disney explosion, through the boom-time 1980's, and now as we enter the second decade of the 21st century.

From the beginning, the City's history has been marked by a concern for blending growth with natural amenities, for building around lakes and, whenever possible, keeping shores and other natural areas open to the public. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition of a strong City-directed landscaping program in the late 19th century, including the planting of countless hundreds of trees.

Protecting the lakes, planting more diversified, flowering foliage and promoting high-quality development have always made Orlando a truly desirable place to live. This was evident in the City's first Comprehensive Plan in 1926. An understanding of Orlando's heritage, incorporated into a plan that offers a clear vision for the future of Orlando, will provide the direction for progress as the City proceeds into the 21st century.

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make "The City Beautiful" an even better place to live in the year 2030. This requires an understanding not only of Orlando's historical role, but also the City's role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2040, the population of the Orlando MSA will increase from its current 2,225,730 (April 1, 2013) to 2,990,300, with the City of Orlando proper growing from 256,012 to 345,067 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

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Given the volume of growth expected over the next 20+ years, Metropolitan Orlando could follow the pattern of other, larger Sunbelt cities. It could easily develop into a sprawling metropolis requiring tremendous amounts of energy and financial resources for transportation alone.

This Growth Management Plan (GMP) establishes a different agenda for Orlando, one that will ensure the preservation of its natural and man-made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources and nurture its human assets. However, this plan is not a radical departure from the growth management policies established in the early 1980's. Rather the policies and actions established in this plan further refine and expand the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 GMP established the basic growth management framework necessary for Orlando to evolve into a vibrant and diversified regional center. In 1985, the City further detailed the actions needed to achieve this regional center while also protecting neighborhoods and enhancing the quality of life. Specific actions, including development of a coordinated land development code, were evidence of the city's commitment to accommodate the growth coming to the region while also protecting the unique character of the area. With the adoption of this GMP in 1991, Orlando clearly defined its vision for the future, based on community consensus and shared values. That consensus was further refined through the Evaluation and Appraisal Report (EAR) processes conducted in 1998 and 2007.

Orlando's vision, embodied in this GMP, will build on the planning, social and economic policies of the past and will remain the major focus and guiding principle for Orlando's growth well into the 21st century. The vision outlined herein will be both proactive and build upon the strong public and private interest in making the Orlando region a true world showcase. The following elements outline the physical, economic and social framework within which the Orlando area will grow over the next twenty or so years leading to an enhanced quality of life for present and future residents.

ORLANDO'S AMENITY FRAMEWORK

As "The City Beautiful", Orlando's vision is defined by a focus on its amenities. Key elements of that vision are strong urban design; historic preservation; the availability and maintenance of parks, recreation and open space; strong cultural arts facilities; and an outstanding library system. It is largely the presence of such amenities, in combination with the unusually lovely natural landscaping and water features of Central Florida that will dictate the future quality of life in the community.

The unique urban design of Orlando is one of the strongest and most pronounced elements that must be preserved and enhanced as growth continues. For Orlando to flourish, there must be a balance between the natural and man-made environments. The City must care for that which already exists, and provide for what will come during the next 20 years.

Orlando is blessed with vibrant neighborhoods, characterized by their old brick streets, variety of housing styles and sizes, access to lakes and parks and mixtures of their residents' ethnic and economic backgrounds. As new neighborhoods develop, regulations should not preclude their development in the same time-honored Orlando tradition. While acknowledging the advances of modern times, new neighborhoods must incorporate the best of the past and emphasize amenities and diversity.

The physical homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes by clustering people with similar socio-economic backgrounds. It has closed much of the city's housing stock and neighborhoods to broad segments of the population, precluding the very process by which Orlando's community has grown and evolved. It is Orlando's intent, through the GMP, to preserve neighborhoods, particularly the neighborhoods that form an encircling "emerald necklace" around the downtown business district. This unique, beautiful setting helps make the heart of downtown the focus for the entire metropolitan area. Further, this plan encourages diversified infill development and redevelopment that is sensitive in character and compatible in scale with traditional neighborhood design. This approach will enable all Orlando residents to access the housing and support systems they need in order to be productive citizens of the local economy.

Preservation of historic sites, buildings and neighborhoods is a proven way of protecting the tangible aspects of Orlando's history. In addition, historic preservation can assure that the old and new will be blended into a pleasing, meaningful urban fabric – one that will be enjoyed and appreciated by longtime residents and, at the same time, show newcomers Orlando's history and provide them with an immediate sense of place. Such preservation, sensitively blending past and present, also makes Orlando truly unique as a venerable, high-quality urban environment for people and families of all ages.

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Development regulations and incentives must be implemented that are sensitive to traditional neighborhood design practices where possible or appropriate. Flexibility for new development to proceed in ways that even better accommodate new lifestyles must also be incorporated. Similarly, architectural or other review processes are needed to ensure infill development and redevelopment is appropriate and sensitive to the traditional design of a neighborhood.

Strong urban design also includes a commitment for the City to outstanding civic architecture, which sets a standard of excellence for the private sector. Such a clear, readily visible statement of expectations should result in a much more humane and long-lasting pattern of development.

Attention to urban design will also allow the City to integrate infrastructure, such as roads and drainage facilities, into the amenity framework. Highways, for example, must do more than simply move traffic from one place to another. As in the 1920's, when snowbirds and tourists rolled happily down a grove-lined, brick-paved Orange Avenue on their return to a favorite winter paradise, the highway system must create a sense of place. This system must set the stage for the beauty of city neighborhoods and frame the direction of community development. To implement this plan, policies and regulations that deal with all segments of Orlando's infrastructure and natural features will be developed and designed.

A key element in the City's amenity framework is its water resources, including its lakes and the related amenity of landscaping. This plan encourages a more active use of city water features, of the many parks and lakes that dot the region, through a return to the old availability and appreciation of the lakes, beaches and, generally, lovely vistas they provided. This plan proposes to make the lakes more public, fronting development on them as was the custom at the turn of the century, as opposed to the more recent practice of creating private or walled lakes that can be seen only from the air.

In addition to its obvious physical amenities, Orlando will continue to be enhanced by a strong, diverse and supportive cultural, performing and visual arts community. Thanks to the City's involvement, United Arts and its approach to cultural arts funding have put in place a foundation that will nourish Orlando's major arts groups in the future, protecting yet another of Orlando's important amenities.

ORLANDO'S HOUSING FRAMEWORK

A strong and comprehensive amenities package can accomplish very little if adequate housing for a community's citizens is not available. Orlando, through its long-time protection of downtown residential communities, is particularly fortunate to have a diversity of housing types and opportunities. A comprehensive approach to make more housing attainable and affordable is a key component of the vision that animates this plan. Today, as in the past, a range of housing types, locations and prices, will help maintain Orlando's long-time ethnic, economic and social diversity.

To succeed in this objective, Orlando must ensure that the stock of existing homes will be preserved and reutilized – partly because it will contribute to the valuable mixture of old and new and partly because of the practical consideration that such an approach is the most cost-effective and environmentally sustainable way of using services and facilities already on hand. Moreover, existing housing stock tends to be located closer to the urban center, making possible a reduction in reliance on cars as a primary mode of transportation.

At the same time, new housing can be provided in activity centers through requirements, as well as by incentives, to create pedestrian friendly mixed-use centers. As has occurred spontaneously in Orlando's past, infill housing is to be encouraged and supported in order to take advantage of existing infrastructure. Diversification within neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

The City will also provide leadership to stimulate affordable housing demonstrations within new and existing neighborhoods throughout the City. The City will institute strong and directed housing policies and work with the Orlando Housing Authority, non-profit development corporations and the private housing sector to meet the very real and growing affordable housing needs of the community.

But simply preserving the housing that already exists and providing affordable new housing in and near the City's activity centers are not enough to solve the problems facing Orlando. The City also is aware of the fact that low-income housing will become more and more difficult to provide, and that the homeless and economically disadvantaged in our society must be re-incorporated into an economic system that has, by and large, passed them by.

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ORLANDO'S ECONOMIC FRAMEWORK

Orlando's economy is increasing in range and diversity. It is important that the City's economic development strategy be coordinated with that of the region as a whole, and that the strategy takes advantage of the demand for Central Florida locations. Expansions of Orlando's economic base should be selective, and targeted toward greater diversification and employment that focuses on long term, well-paying job opportunities.

While tourism is certain to remain a major component of Metropolitan Orlando's economic base in the foreseeable future, selective recruitment of economic activities should take place to build on the City's strategic locational characteristics. Particularly crucial are regional distribution, university and research activities, high technology, bio-tech and medical arts facilities, and digital media and information-based companies. The City must fully utilize the potential of the Orlando International Airport, encouraging Orlando to become a gateway to Central and South America as well as to Europe. Such a focus would provide the greatest opportunity for diversified economic health and growth into the 21st century.

New economic opportunities such as advances in bio-tech and medical arts, a growing number of small businesses, and the rise of the "creative class" have created challenges for city planning. Major factors in attracting economic growth will continue to be availability of a well-educated labor pool, and the ability to offer a desirable living environment to attract and keep the best people in the community. Orlando's economic growth is integrally tied to the amenity framework and to the education and well-being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The relationship between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the GMP. A clear picture of the City's land-use vision can be summarized best through its focus on high-intensity, mixed-use activity centers. Throughout its history, downtown Orlando has functioned as a model for the sort of activity center the City now proposes to re-create in other suitable locations, albeit at differing levels of intensity. As a high-intensity, mixed-use urban center, downtown Orlando serves a clear-cut role: it supports surrounding neighborhoods, provides regionally centered offices and services and is a destination point for a mass-transit system. Downtown Orlando will continue to attract pedestrians - both those who walk to town, and those who drive and park before strolling - and its beauty, convenience and dynamism will encourage people to use the shops, businesses, cultural and recreational facilities and various amenities.

While the downtown will remain the predominant regional activity center, activity centers of various sizes are a critical component of Orlando's land use pattern. By providing opportunities for support services close to neighborhoods, they will help to reduce Central Florida's transportation needs. Even the smaller-scale, mixed-use neighborhood activity centers with housing are essential, and will be encouraged.

Nonetheless, the activity center concept will fail unless the entire metropolitan area recognizes projected growth patterns and provides incentives and properly zoned land in amounts that are limited so as to encourage the development of such centers. Without restrictions in supply, land prices will allow the evolution of low-intensity, non-mixed-use developments, which will result in inefficiently used roadways, unnecessary infrastructure and the destruction of the natural environment.

It is interesting to note that the activity center concept was emphasized in the recent myregion.org planning process known as "How Shall We Grow", and that the City's approach to land use planning fully supports and complements the preferred alternatives identified in that effort. The City will involve itself in the review process of regional development proposals in order to focus growth into Orlando's urban core and into activity centers that are suitably located within the City's boundaries, appropriately designated areas of Orange County, and other nearby municipalities. Proposals for development that are premature, poorly located and cause or contribute to the destruction of sensitive natural or environmental resources in the Orlando metropolitan area will not be supported.

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ORLANDO'S TRANSPORTATION FRAMEWORK

To work properly, the activity center land use pattern must be supported by a strong transportation system that responds to the City's specific needs. It is urgent that transportation be improved in Orlando. However, the City's policies require that transportation improvements must clearly support the overall goals and objectives for future development. The transportation system should not dictate the land use pattern, it should further the desired land use objectives.

While older established metropolitan areas will continue to grow, their basic shape and identity is set. It is virtually impossible to take a large, mature urban area and transform it wholesale into something better. Orlando, on the other hand, is still young enough to design its own shape and identity. Many older Sunbelt cities continue to struggle with urban development and their transportation systems. Orlando can take advantage of the lessons from these areas - or Orlando can repeat their mistakes.

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit as a specific objective. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must not be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the City in the first place. To avoid this impact, the City has developed an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core and adjoining medical districts, the City strongly advocated using the CSX rail corridor to support commuter rail. In 2014, that hard work paid off with the opening of SunRail.

Developing the Orlando International Airport is also crucial for Orlando's evolution as we continue into the 21st century. Orlando's strategic location and the ability of the airport to expand are two factors that enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take a leadership role in implementing multi-modal transportation opportunities, and in developing a land use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established and maintained that will contribute to a more livable environment.

ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

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Environmentally sound water, sewer and energy services will be located so as to enhance activity center development and will be ecologically sound. Water resources will be carefully analyzed in the development review process, and the reclaimed water system will be used as efficiently as possible. The activity center foundation of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property. And finally, the City has committed to working closely with the Orange County School Board and Orange County government to ensure that schools continue to form the cornerstone of our neighborhoods. Schools are central to the growth and development of the City.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, user fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the levels of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

Orlando's population is more diverse today than ever before in its history. Residents come from many economic, social and cultural backgrounds. Recognizing diversity and incorporating it into the physical environment includes considerations for universal design and access by people with disabilities, multi-lingual or universal signage, variety in housing to accommodate diverse family types, and variety in transportation choices.

As Orlando grows and changes demographically, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the cultural arts, parks and recreational facilities, particularly in relation to Orlando's signature parks and lakes.

Opportunities must be provided for a broad range of family situations, keeping in mind the importance of cultural diversity. As lifestyles change, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages and backgrounds, especially the economically disadvantaged, are critical if Orlando is to reach its full potential for economic development and preserve its social fabric. While developing educational opportunities is not directly within the City's prerogative, it is a critical factor in Orlando's growth and evolution and must be included in its vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

The City's vision will be implemented not only by government employees and elected officials. Citizens are the key. Orlando's vision will be implemented in great part by many non-profit and community-based organizations. Their successes have grown as their capacity increases. Local partnerships and creative projects are critically important to providing innovative choices in housing, social services, the arts, and environmental awareness. The City will continue to look for ways to foster positive community development.

CLOSING THOUGHTS

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the GMP. Through the GMP, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic, current and future role as the Central Florida regions' employment and cultural core.

This plan acknowledges that competition among the region's various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. The City is dedicated to advocating for a more rational and sustainable urban form, and will work closely with its regional partners through such organizations as myregion.org to ensure that we provide future generations with a high quality of life. The City of Orlando challenges other local jurisdictions, the East Central Florida Regional Planning Council and the State of Florida to ensure that the proper coordination will be maintained so that Central Florida can grow in a manner that is as efficient and sensitive to the environment as possible.

APPENDIX

CITY POLICY – CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and polices have been approved by the City Council.

GOAL 1

To provide and maintain, in an efficient and balanced manner, public facilities and services which protect the public health, safety, and welfare of its citizens, concurrent with the impacts of new development, are environmentally sensitive, are consistent with the desired urban form, achieve acceptable levels of service, maintain the existing infrastructure, and minimize public costs.

Objective 1.1 Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.

Policy 1.1.1 The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five years of capital needs, shall be identified as either funded or unfunded, and shall be reviewed and updated annually. The five year capital improvements schedule, referred to as Figure CI-14, shall be adopted as part of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).

Policy 1.1.2 Capital improvements identified in the Growth Management Plan that have an estimated cost of \$100,000 or over with a minimum useful life of three years shall be included in the Capital Improvements Element. Capital improvements identified in the Capital Improvements Element shall fulfill one of four purposes:

1. Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services.
2. Maintain, upgrade, repair or replace existing public facilities.
3. Eliminate existing deficiencies.
4. Expand existing public facilities or construct new public facilities concurrent with new growth.

Policy 1.1.3 For the purpose of this element, public facilities shall pertain to the following: roads, schools, public transit, multi-modal transportation facilities, water reclamation, potable water, solid waste, stormwater, and recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element. Publicly funded projects that are the fiscal responsibility of federal, state or other local governments may also be included, if needed to provide public facilities within the City.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).

Policy 1.1.4 Recommended public facilities and services identified in the Housing, Historic Preservation, Downtown or Urban Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element.

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- Policy 1.1.5 Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.
- Policy 1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:
- A. The timing of capital improvements shall be based on the following priorities:
1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
 2. To maintain existing public facilities through a repair and replacement program.
 3. To eliminate existing deficiencies in a timely and cost efficient manner.
 4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.
- B. The needed capital improvements shall be located to promote efficient and compact development patterns through the strategic placement of new and expanded facilities that support the activity center concept. In an effort to promote compact development patterns, capital improvements shall be given the following priority based on project location:
1. Downtown
 2. Metropolitan activity centers
 3. Other activity centers and mixed use corridors
 4. Fully developed areas
 5. All other areas in the City
- C. The fiscal impact of needed capital improvements shall be taken into consideration so that programmed capital improvements shall not overburden the operating budget in a particular year, and also to ensure that capital improvements are programmed in a cost efficient manner. Participation of other private and public entities (Florida Department of Transportation, Orange County, Water Management District) shall be taken into consideration for cost effectiveness and to avoid duplication.
- The following criteria shall be applied to determine the fiscal impact of capital improvements:
1. Consideration of the fiscal impact on the operating and capital budget.
 2. Relationship between project costs and potential revenue.
 3. Protection of a prior or potential public investment.
 4. Value of project to improve City's efficiency.
 5. Avoidance of inefficient duplication of public facilities and services.

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- Policy 1.1.7 The Capital Improvements Fund Schedule (Figure CI-14) shall be a five year program that is updated annually after a single adoption hearing.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.8 The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-14) and all other capital improvements identified in the Capital Improvement Program.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
- Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, water reclamation, parks, stormwater, potable water, solid waste and public transit.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 3090; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.2.2 Figure TE-1B and Transportation Policy 1.8.3 depict the Traffic Circulation Level of Service standards within city boundaries. Assessment of the level of service for major thoroughfares, where required, within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.2.3 The City shall exempt the area shown in Figure TE-3A from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.2.4 Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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Policy 1.2.5 Major thoroughfares operating at a level of service of “F” should not be significantly degraded as a result of a proposed new development project, unless an appropriate mitigation plan, proportionate to the impacts of the proposed development, is approved consistent with the City’s adopted mobility strategies. Significant degradation occurs when the increase in vehicles per hour per lane (vphpl) exceeds the following percentages:

Limited Access Facilities	
4 Lanes	29%
6 Lanes	18%
Arterials and Collectors	
2 Lanes Undivided	56%
4 Lanes Undivided	34%
4 Lanes Divided	25%
6 Lanes Divided	17%
One-Way Roads	
2 Lanes	25%
3 Lanes	17%
4 Lanes	15%
Constrained Facilities	
4 or 6 Lanes	10%

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101

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Policy 1.2.6 The following water reclamation LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit</u>
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.

(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).

Policy 1.2.7 The following parks and recreation LOS standards shall be applied to new and existing residential development:

Combined Community/ Neighborhood Parks	3.25 acres/1,000 population
Individual Community Park Sectors	1.3 acres/1,000 population
Individual Neighborhood Park Service Areas	0.75 acres/1,000 population

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.2.8 The City shall have trucks available to collect solid waste at the following Level of Service Standards at the time of building permit issuance:

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.9 The City shall apply all criteria contained within the Engineering Standards Manual (ESM) and associated documents as the post-1984 LOS standard including:

Policy 1.2.10 The City shall continue to accept existing conditions as the pre-1984 LOS standard and the City shall comply with requirements of the National Pollution Discharge Elimination System (NPDES) permit to outline deficiencies, to schedule needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 60-40 F.A.C., as applied by FDEP and the Water Management Districts.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

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Policy 1.2.11 The following potable water LOS standards shall be applied to new and existing development:

<u>Land Use</u>	<u>LOS Without Reclaimed Water</u>	<u>LOS With Reclaimed Water</u>
Single-Family	325 g/du/d	160 g/du/d
Multi-Family	200 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

These LOS shall be based on the average day demand.

(Amended January 30, 2006, Effective March 2, 2006, Doc. No. 060130908; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.12 Throughout the planning period, the City shall strive to maintain or improve a 30-minute weighted average headway on the majority of the designated transit service corridors shown in Figure TE-52.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.13 Transit corridors must be given high priority for transit frequency increases to provide additional capacity to the transportation system, consistent with Transportation Objective 1.13 and associated policies.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.14 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

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Policy 1.2.15 The formula used to determine the need for capital improvements to eliminate existing deficiencies or meet the needs of future growth shall be as follows:

$$(S \times D) - I = Q:$$

S =Level of Service Standard (e.g. 1 acre of parkland per 1,000 population)

D =Demand (e.g. population, number of trips)

I = Inventory (existing inventory of public facilities)

Q = Quantity (e.g. needed capital improvements)

Policy 1.2.16 The following school LOS standards, except for backlogged facilities as provided in Policy 2.2.34 of this Element, shall be applied to new development consistent with Public School Facilities Element Policy 1.1.1:

<u>School Type</u>	<u>Standard*</u>	<u>Concurrency Service Area (CSA)</u>
Elementary	110%	Modified Middle School Attendance Zones
Middle	100%	Middle School Attendance Zones
High	100%	High School Attendance Zones

* Permanent FISH + “In-Slot” school, not to exceed Core Capacity for Elementary and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.

The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

A development shall be deemed to meet school concurrency if there is sufficient capacity in the CSA where the development is located or where sufficient capacity exists in one or more contiguous CSAs, so long as the LOS in the adjacent zone does not exceed 95% of the LOS and the School District does not exceed 100% of capacity on a district-wide basis for the school type. The evaluation of capacity in the adjacent CSAs will also take into account transportation costs and court-ordered desegregation plans. CSA boundaries are depicted in the support document of the Public School Facilities Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

Objective 1.3

The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

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- Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.
- Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.
- Objective 1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*
- Policy 1.4.1 The City shall demonstrate that the projects in the Capital Improvements Element have sufficient funding available or are prioritized for future funding. Revenue sources may include: tax revenues, bonds, state and federal funds, impact fees, service charges and developer contributions. The Capital Improvements Element shall contain a balanced program which addresses the repair and replacement of existing public facilities, elimination of existing deficiencies, and the provision for new public facilities.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.4.2 Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.

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Policy 1.4.5 The City's capital program funding shall be categorized as either governmental (special purpose or other) or proprietary (self-sufficient or subsidized). The following table indicates the present categorization of City operating funds:

<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Water Reclamation System	Orlando Venues (Arena)
Stormwater System	Civic Facilities Authority (Football & Baseball Stadium)
Solid Waste Management	
Parking System	
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.6 For self-sufficient proprietary funds, the annual debt service requirements (both principal and interest) shall be structured to maximize the interperiod equity* consistent with existing State and Federal laws and investment banking norms.

*With regard to debt service, interperiod equity assumes that each fiscal period (one year) will bear a reasonable and equitable share of the cost of providing the capital project, in other words, that no period or group of periods will be unduly burdened to the benefit of other periods.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.7 For special purpose governmental funds, policy shall be established to limit the portion of the revenue which can be utilized to support debt service in a manner to provide sufficient available recurring revenues for related operating and maintenance expenses and for the portion of the capital projects to be provided for on a pay as you go basis.

Policy 1.4.8 Debt obligations of governmental funds, other than special purpose, and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.

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- Policy 1.4.9 Pledgeable revenue sources for debt obligation are limited. Use shall be treated as an allocation of a scarce resource and will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources should be thoughtfully addressed, used strategically, and, wherever possible, be limited to specific dollar amounts and subject to recapture.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.10 The City shall strive to employ revenue on a beneficiary association (user benefit) basis, whenever possible, within the City's limited legal capacity and flexibility.
- Policy 1.4.11 Whenever the City utilizes a pledgeable revenue source as a secondary revenue enhancement for capital projects, the City shall provide for (a) actual use of these revenues to be considered a loan subject to future repayment with interest, and (b) wherever possible, the recapture of the pledgeable revenue source for subsequent redeployment when the primary revenue pledge demonstrates sufficient strength on its own.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.12 The City shall employ an active debt management strategy to minimize the impact on tax or rate payers related to outstanding debt obligations.
- Policy 1.4.13 The City shall integrate short, intermediate and long-term debt to minimize aggregate debt service costs.
- Policy 1.4.14 The City shall develop policies and strategies regarding the maximum deployment of short or intermediate term debt in conjunction with the utilization of hedging tools (i.e. swaps, caps, etc.) to minimize the potential for future interest rate volatility.
- Policy 1.4.15 The City shall not rely on the use of general obligation (property tax) bonds. The City shall rely on various revenue bond alternatives where borrowing is considered appropriate.
- Policy 1.4.16 The City shall limit non-self-sufficient debt service to be no greater than 25% of non ad valorem government revenues. (Subsidized proprietary or other government funds)
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.17 The City shall develop an internal banking system which allows for an internal and revolving source of capital financing without needing to access the public markets for small projects.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.18 The City's internal banking fund shall be designed as a conduit, and shall establish a billing structure which, while recovering actual (initial and on-going) costs incurred, passes a savings along to the individual funds (and thus to the specific revenue or enterprise operation).
- Policy 1.4.19 The City shall establish and/or participate in fixed, variable or blended rate pool programs which allow for the reduction in the effective initiation and on-going costs and access to markets which might not otherwise be available to either the City or other pooling participants separately.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*

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- Policy 1.4.20 The City shall establish specific policies as to the use of general governmental revenues for capital purposes.
- Policy 1.4.21 The City shall establish specific maximums for general governmental revenues, other than ad valorem taxes, which can be made available for debt service from current or future revenue, if and when enacted, for purposes of capital project assignment and with further limits regarding the portion which could be designated for debt service repayment purposes.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.22 The City shall set aside a portion of ad valorem taxes each year for the capital improvement program (CIP) fund. The dollar amount to be set aside shall be determined annually.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.23 Recreation and open space public facilities shall be funded primarily on a pay as you go basis through the Capital Improvement Program (CIP) Fund unless new dedicated revenue sources for park and recreation facilities are developed.
- Policy 1.4.24 Because the rehabilitation of already existing parks can often increase recreation opportunities at a fraction of the cost of new development, the City shall actively rehabilitate, maintain, and upgrade existing park and recreation facilities within existing and future funding constraints.
- Policy 1.4.25 Transportation public facilities, as a major non-proprietary component of the Capital Improvements Element, shall have all or a portion of certain revenues targeted for capital projects on either a “pay as you go” or debt service basis.
- Policy 1.4.26 The City shall participate in funding a capital improvement program that will add capacity to the transportation system over the planning periods consistent with Transportation Element Figure TE-2. The projects shown in the first five year planning period of Figure TE-2 shall be included in Capital Improvements Figure CI-14, except those that do not meet the requirements of Capital Improvements Policy 1.1.2 or those that have already been fully funded by other means.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.27 The City shall fund transportation improvements, maintenance and operating costs with Gas Tax and the General Revenue Fund. The City will use road impact fees to build new transportation capacity. The City shall pursue new sources of transportation funding to fully implement the Transportation Element. All additional countywide funding sources shall be shared with the city based on a mutually agreeable formula.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 1.4.28 Improvements to the major thoroughfare network may be funded and built in accordance with the Transportation Element by developers or other private sector parties pursuant to written agreements with the City.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.29 The City shall invest transportation infrastructure dollars to encourage private sector investment in areas identified as appropriate in the Future Land Use Element.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.30 Impact fee assessments to individual developments shall not exceed that development's share of anticipated transportation improvements within the Transportation Benefit Area.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904 Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.31 In addition to paying impact fees, new developments, and redevelopments shall be responsible for the cost of site-related road and traffic operations improvements that are necessary for safe and adequate access to the development site. This requirement shall apply citywide.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.32 The City shall fund its local share of the cost of providing regional transit systems and services in a proportion equal to its share of the regional population to the maximum degree feasible and to the extent that such regional costs are not funded through dedicated local tax sources, state, or federal funds.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.33 The City shall appropriate funds on an annual basis sufficient to meet the commitment stated in Policy 1.4.32.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.34 The City shall actively support the establishment of dedicated revenue sources for public transit. The City shall work with regional partners to identify grants, state and federal funding sources, as well as local sources to fund construction and operation of transit projects shown in Transportation Figure TE-2.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.35 The City shall seek commitments from other local governments to fund their local share of the cost of providing regional public transit systems and services.
- Policy 1.4.36 First priority for funding transit improvements shall be based upon improving headways on existing routes. The City also shall consider funding expanded coverage of the transit system within the city limits as well as service enhancements which improve ridership, accessibility and travel time.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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- Policy 1.4.37 Internal public transit, bikeway and pedestrian systems in metropolitan activity centers shall be funded primarily by fees, taxes, and other revenue sources derived from the property and uses internal to the metropolitan activity centers. Funding may be considered and recommended by a board of directors comprised of affected members (developers and/or property owners).
- Policy 1.4.38 Funding for the Bicycle Plan shall be allocated based on the implementation phasing.
- Policy 1.4.39 The City shall pursue supplemental funding sources including federal and state grants and private contributions to enhance the Bicycle Plan implementation and construct the bicycle and pedestrian projects identified in Transportation Figure TE-2.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.41 As a reasonable alternative for the establishment, power, operation, and duration of independent districts to manage and finance basic community development services, the City may approve the establishment of one or more community development districts (CDD's) in the City limits, provided that any approved CDD petition is consistent with the requirements of Chapter 190, Florida Statutes. The City shall consider the following factors and make a determination to grant or deny a petition for the establishment of a CDD:
1. Whether all statements contained within the petition have been found to be true and correct.
 2. Whether the establishment of the CDD is inconsistent with any applicable element or portion of the state comprehensive plan or of the City's adopted Growth Management Plan.
 3. Whether the area of land within the proposed CDD is of sufficient size, is sufficiently compact, and is sufficiently contiguous to be developable as one functional interrelated community.
 4. Whether the CDD is the best alternative available for delivering community development services and facilities to the area that will be served by the CDD.
 5. Whether the community development services and facilities of the CDD will be incompatible with the capacity and uses of existing local and regional community development services and facilities.

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6. Whether the area that will be served by the CDD is amenable to separate special-district government.

(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907).

Policy 1.4.42 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007).

Policy 1.4.43 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure TE-2 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2: CONCURRENCY MANAGEMENT

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

Objective 2.1 Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, water reclamation, solid waste, stormwater, and recreation and open space are not lowered by development below adopted LOS standards and that needed public facilities to serve the development are provided concurrent with development.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

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- Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy 2.1.3 The City shall deny the approval and issuance of development permits and orders for developments which reduce the level of service standards for schools, water reclamation, potable water, solid waste, stormwater, and recreation and open space, as set forth in this plan. For recreation and open space, the level of service standards shall be deemed met for development if the required land is available at the time a certificate of occupancy is issued and developed on such land within one year of issuance.
- The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.
- (Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.1.4 New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.
- Policy 2.1.5 The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.
- Policy 2.1.6 The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.
- Policy 2.1.7 The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Planning and Development Department and approved by City Council.
- (Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).*
- Objective 2.2** Upon plan adoption, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.
- Policy 2.2.1 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.2 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.3 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.4 The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Such development shall support a range of transportation alternatives to satisfy mobility needs, manage congestion, and achieve healthy, vibrant urban centers. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system and shall comply with the mobility requirements of the Growth Management Plan and the City's Land Development Code.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.5 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.6 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.7 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.8 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.9 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.10 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.11 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.12 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.13 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.14 *The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by monitoring Level of Service for every major thoroughfare within the TCEA. (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.15 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.16 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).
- Policy 2.2.17 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.18 The water reclamation LOS standard shall be applied, through the application of the following performance standards to ensure that water reclamation public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.19 The parks and recreation LOS standards shall be applied, through the application of the following performance standards to ensure that parks and recreation facilities are in place when the impacts of development occur:
1. Adequate park capacity exists to serve the residential development; or
 2. The necessary capital improvements are guaranteed in a development agreement which provides for the actual construction to begin within one year from the issuance of a development permit; or
- The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
3. The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.20 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure potable water public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued;
 2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line; and
 3. Adequate permitted capacity is available (through the CUP) from the water provider.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004).*
- Policy 2.2.21 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:
1. Adequate truck fleet capacity is available at the time a development permit is issued, or
 2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
 3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.22 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:
1. The necessary improvements are in place at the time a development permit is issued; or
 2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.23 The City shall monitor level of service conditions for public transit through annual evaluations of transit route headways, based on standards established under Policy 1.2.12.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).
- Policy 2.2.24 School LOS standards and school concurrency shall be implemented through the application of the goals, objectives, policies and figures of this Element, the Intergovernmental Coordination Element, and the Public School Facilities Element.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).
- Policy 2.2.25 Prior to June 1st of each year, OCPS shall coordinate with the City to develop a financially feasible ten (10) year DCOP for review and approval by the OCPS Board and adoption into Orlando's Capital Improvements Element.
- Policy 2.2.26 The City shall review the updated ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and Concurrency Service Area (CSA) within the City's jurisdiction is consistent with its growth projections.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).
- Policy 2.2.27 The City, in conjunction with OCPS, shall review and update OCPS' adopted CSA boundaries, adopted LOS standards and enrollment projections in the annual update of the CIE to ensure that the CIE continues to be financially feasible and that the LOS will be achieved.
(Amended July 7, 2008, Effective September 30, 2008 Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).
- Policy 2.2.28 The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).
- Policy 2.2.29 The City shall include the ten (10) year DCOP in the annual update of the CIE.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).
- Policy 2.2.30 The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2011-2012, adopted by the Orange County School Board on September 13, 2011, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended December 14, 2009, Effective March 11, 2010, Doc. No. 0912141101; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).
- Policy 2.2.31 The City may cooperate with the School Board to ensure that future needs are addressed consistent with the adopted LOS standards for public schools.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).

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- Policy 2.2.32 The LOS standards, except for backlogged facilities as provided in CIE Policy 2.2.34, to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:
- Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
- Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted FISH for High Schools does not include in-slots.)
- The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).*
- Policy 2.2.33 In accordance with F.S. 163.3180 (9)(a), the City hereby adopts a long-term school concurrency management system with the ten (10) year planning periods of 2009/2010 - 2018/2019 and 2010/11 to 2019/2020 for areas where significant backlogs exist.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.34 Consistent with Section 15 of the Amended and Restated Interlocal Agreement, the LOS standards shall be applied consistently by Orange County and by the School Board to all schools of the same type. All CSAs must achieve the adopted LOS standards identified in CIE Policy 2.2.32 and PSFE Policy 1.1.1 by the end of the 5th year of the Capital Improvements Schedule, with the exception of the backlogged CSAs which have been placed in a long term concurrency management system. Each backlogged CSA must meet the adopted LOS within the 10 year period identified within the respective adopted Long Term Concurrency Management System for Schools (LTCMSS). The backlogged CSAs are identified below in Table A and Table B, along with the existing LOS and projected 5-year and 10-year LOS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*

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Table A

Backlogged CSA	Adopted LOS Standard	2009-10 Existing)	2013/14 (5 Year)	2016-17 TCMS 10 Year)
CSA DD	110%	109.4%	114.6%	100.6%
Gotha	100%	110.1%	104.0%	81.9%
Meadow Woods	100%	106.6%	108.1%	99.3%
66-M-W-4 (2012)	100%	n/a	100.8%	100%

Table B

Backlogged CSA	Adopted LOS Standard	2010-11 Existing)	2014/15 (5 Year)	2019-20 LTCMS 10 Year)
CSA 1	110%	99%	113%	110%
<u>CSA V</u>	110%	111%	138%	84%
Avalon	100%	123%	129%	78%
Dr. Phillips	100%	155%	132%	100%
Olympia	100%	97%	132%	100%
West Orange	100%	113%	155%	100%

Policy 2.2.35 The City shall annually review compliance and appropriateness of the adopted LOS standard.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).

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FIGURE CI-14
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,200,000
Parks and Open Space						
Parks and Playground Renovation	1,257,667	1,600,000	1,600,000	1,500,000	1,500,000	7,457,667
Capital Improvement Fund Total	\$ 1,857,667	\$ 2,000,000	\$ 2,000,000	\$ 1,900,000	\$ 1,900,000	\$ 9,657,667
Gas Tax Fund						
Roadways						
Area-wide Signal System Upgrading	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Mass Transit						
LYNX Annual Contribution	-	3,950,460	4,029,469	4,110,059	4,192,260	16,282,248
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Fund Total	\$ 200,000	\$ 4,150,460	\$ 4,229,469	\$ 4,310,059	\$ 4,392,260	\$ 17,282,248
Service Charges						
Solid Waste Collection						
Commercial Collection Vehicles	\$ -	\$ 343,383	\$ 343,383	\$ -	\$ -	\$ 686,766
Residential/Recycling Collection Vehicles	-	788,000	-	644,000	-	1,432,000
Water Reclamation						
Conserv II Area Collection System Improvements	3,000,000	4,500,000	4,500,000	3,500,000	-	15,500,000
Iron Bridge Area Collection Systems Improvements	2,500,000	2,500,000	2,500,000	1,500,000	-	9,000,000
Water Conserv II RIB Site 1 & 10 Expansion	-	4,000,000	-	-	-	4,000,000
Water Conserv I Area Collection System Improvements	1,500,000	2,000,000	2,000,000	1,000,000	-	6,500,000
Service Charges Total	\$ 7,000,000	\$ 14,131,383	\$ 9,343,383	\$ 6,644,000	\$ -	\$ 37,118,766
Stormwater						
Drainage Well Enhancement	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 600,000
Lake Hourglass to Lake Lancaster Drainage Improvements	-	140,000	1,200,000	-	-	1,340,000
Lake Ivanhoe Hasin Drainage Improvements	1,980,000	-	-	-	-	1,980,000
Lake Fran Wetland Enhancement	-	-	-	250,000	-	250,000
Shine, Colonial Town and Leu Gardens Drainage Improvements	-	2,000,000	1,500,000	-	-	3,500,000
Southport Drainage Improvements	250,000	-	-	300,000	-	550,000
Stormwater System Construction	500,000	500,000	500,000	1,000,000	1,000,000	3,500,000
System Repair and Rehabilitation	1,000,000	500,000	500,000	1,000,000	1,000,000	4,000,000
Stormwater Utility Fee Total	\$ 3,730,000	\$ 3,340,000	\$ 3,700,000	\$ 2,750,000	\$ 2,200,000	\$ 15,720,000
Transportation Impact Fees						
Roadways						
Boggy Creek: Jetport Dr. to Greenway (SR 417)	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
Econolockhatchee Tr 4-in: Lee Vista to Curry Ford	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Grand National Dr.: Oakridge Rd to Sand Lake Rd	-	-	100,000	100,000	-	200,000
Millenia & Oakridge Rd. to Sand Lake Rd	160,000	150,000	-	-	-	310,000
Narcoossee Widening: SR 528 - SR 417	1,000,000	1,000,000	-	-	-	2,000,000
Orange/Michigan Turn Lane	250,000	-	-	-	-	250,000
Radebaugh Way Road Widening	200,000	200,000	-	-	-	400,000
Sligh Boulevard & Columbia Street	2,000,000	-	-	-	-	2,000,000
USTA Entry Road	800,000	800,000	800,000	-	-	2,400,000
Terry Avenue - South Extension	652,000	332,000	332,000	332,000	-	1,648,000
Mass Transit						
Sunrail Phase 3 OIA	500,000	500,000	500,000	500,000	500,000	2,500,000
Bicycle and Pedestrian Facilities						
Downtown Connector Trail	545,000	250,000	250,000	-	-	1,045,000
Orlando Urban Trail B/T Overpass Magnolia	400,000	250,000	250,000	-	-	900,000
Colonial Overpass	100,000	100,000	100,000	-	-	300,000
Curb Ramp Construction and Curb Repair	150,000	150,000	200,000	200,000	200,000	900,000
Miscellaneous Sidewalk Repair	300,000	300,000	300,000	300,000	300,000	1,500,000
Shingle Creek Trail	500,000	-	-	-	-	500,000
Transportation Impact Fees Total	\$ 8,557,000	\$ 5,332,000	\$ 4,132,000	\$ 2,732,000	\$ 2,300,000	\$ 23,053,000
Total	\$ 21,344,667	\$ 28,953,843	\$ 23,404,852	\$ 18,336,059	\$ 10,792,260	\$ 102,831,681

APPENDIX

CITY OF ORLANDO DEBT MANAGEMENT POLICY

I. Introduction

This Debt Management Policy is intended to (a) set forth guidelines under which the City's debt management program shall be administered, (b) set appropriate targets and boundaries for the City's current debt program, and (c) ensure that future generations of elected officials have reasonable latitude to address the financial circumstances of their tenure. This Debt Management Policy, as amended and adopted by City Council annually, sets forth the goals and objectives of the program and authorizes the City's Finance Committee to further define targets and benchmarks within these parameters. The City's original Debt Management policy was adopted by City Council on October 4, 1994.

II. Scope

This Debt Management Policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers and taxpayers of the City of Orlando.

III. Objectives

The objectives of this Debt Management Policy are as follows:

- A. Balance multiple financial management objectives, including:
 1. Creativity: examine new or different means to achieve established objectives at the lowest possible cost;
 2. Innovation: address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets;
 3. Flexibility: retain the City's current and future options to meet the financing challenges of the City;
 4. Responsibility: be fair, reasonable and equitable to each generation of taxpayers, ratepayers, users and other beneficiaries when distributing the debt burden or costs of government;
 5. Corporate Image: act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
 6. Due Care: pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- D. Address the purpose, use and advantages of the City's Internal Loan Fund program, as it is appropriately integrated into the City's overall debt management program.
- E. Evaluate each of the following in anticipation of new borrowing initiatives:
 1. Appropriate final maturity (1 to 30 years);
 2. Principal Amortization pattern (e.g., level principal, level debt service, etc.);
 3. Use of long-term fixed, intermediate term fixed or variable rate debt pricing options, and

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1. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.
- B. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- C. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
- D. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
- E. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

II. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
 1. Proprietary operations
 - i) Water Reclamation
 - ii) Parking
 2. Other Governmental (Non-General Fund revenues)
 - i) Community Redevelopment Agency (CRA)
 - ii) Special Assessment and Tax-Increment
 - iii) State Sales Tax Payments Revenues Bonds
 - iv) Contract Tourist Development Tax Payments Revenue Bonds
- B. Non Self-supporting Debt:
 1. Proprietary operation
 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

Having made these classifications, the Mayor and City Council shall commit to:

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

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I. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:
 - 1. Limited to specific dollar amounts, and
 - 2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

II. Measuring Interperiod Equity

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital funding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis all consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

III. Maintaining/Improving Credit Ratings

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement. The City's current ratings are regularly published by the Rating Agencies and are summarized annually in the City's Bond Disclosure Supplement. The need for three ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) in the perspective of the City's overall programs.

IV. The Internal Loan Fund

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. In 1991, the City established its current Covenant Program, which is used as the primary funding source for the Internal Loan Fund and incorporated the pledge associated with the SSGFC.

The goal of the Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and a low, blended interest rate. The blended loan rate is achieved through a mix of variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

APPENDIX

I. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative impacts on user rates and charges.

For all other categories of debt, the City may consider opportunities to either shorten maturities or alter amortization structures. A level principal structure may be considered versus level debt service generally as long as the structure does not increase the maximum annual debt service by more than 25%. Additionally, the City should consider a level principal maturity structure compared to shorter maturity level debt service structure when maximum annual debt service is similar.

B. Market Options

(i). Election to Issue Fixed Rate Debt

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and Medium Term Notes. Fixed Rate Debt is the traditional way municipalities have issued debt-- debt is offered to investors with a fixed maturity schedule at rates fixed in a single offering. Long-term Fixed Rate Debt issuance should be based upon a consideration of the following factors: (a) the level of long-term rates at the time of issuance versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates, (c) the ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of Variable Rate Debt outstanding by program.

The City issued its first series of Medium Term Notes in 2002. This issue of Medium Term Notes was sold to investors with an initial amortization schedule of 2 to 12 years. As the individual principal amounts come due, the City re-offers the debt on a 1 to 15 year maturity basis until the designated final maturity. The benefit of the Medium Term Note structure is that the City prices its debt in the lower interest rate portion of the yield curve. The risk to the City of this structure is primarily the risk that interest rates will rise in successive re-offerings at a level sufficient to offset the initial interest savings. Including Medium Term Notes in the City's overall debt profile is part of the goal to achieve a balanced portfolio, and the City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1st, and (b) not to exceed \$12 million. In addition, this limit may be raised up to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

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(ii). Election to Issue Variable Rate

Issuing Variable Rate Debt permits the City to access rates on the very short end of the yield curve. The difference in short versus long-term rates varies with the shape of the yield curve and has typically ranged from 100-350 basis points (or 1.0% to 3.5%). By issuing Variable Rate Debt, the issuer is subject to interest rate risk. However, Variable Rate Debt has historically been at lower interest rate levels than recognized fixed rate indices, and is generally able to create a natural hedge against changes in the City's Short-Term Investment portfolio.

Variable Rate Debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2), subject to limitations, as an integral portion of a long-term strategy to lower the City's effective cost of capital. The City's interim variable rate program allows the City to avoid the inefficiency of borrowing for small projects and allows for an aggregation of small projects and, thus, a more cost effective debt management program. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) a portion of the then outstanding Variable Rate Debt to take advantage of the attractive long-term fixed rates.

(iii). Hedging Election

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging the City's Variable Rate Debt exposure.

(iv). Debt Program Targets

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest. In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

Overall City and CRA Debt

Overall City and CRA	Targets
<ul style="list-style-type: none"> Fixed Rate <ul style="list-style-type: none"> Goal 	50-60%
<ul style="list-style-type: none"> Unhedged or Net Variable Rate: <ul style="list-style-type: none"> Goal Maximum 	25-35% 40%

Covenant Program

The following targets are established for the Covenant Program:

Covenant Program	Targets
<ul style="list-style-type: none"> Fixed Rate <ul style="list-style-type: none"> Goal 	40-50%
<ul style="list-style-type: none"> Unhedged or Net Variable Rate: <ul style="list-style-type: none"> Goal Maximum 	25-35% 50%
<ul style="list-style-type: none"> Composite rate advantage when compared to Bond Buyer's Revenue Bond Index (measured as an average of available rates over the last three years) of at least: 	50-75 b.p.

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Other Debt Program Targets

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

Other Debt Programs	Target Maximum Net Variable Rate Debt (1) Exposure
Water Reclamation	35%
Parking	15%
CRA (Downtown District)	15%
Special Assessment	N/A
State Sales Tax Payments	N/A
Contract TDT Payments	N/A
New Debt Programs:	TBD

(1) The maximum Net Variable Rate Debt exposure limits have been established in recognition of each program's variable rate exposure associated with the Internal Loan Fund exposure. The City's Water Reclamation program does not currently have Internal Loan Fund exposure and therefore, a higher maximum is more appropriate compared to the Parking and the CRA (Downtown District) Programs which have Internal Loan Fund (subordinate lien) variable rate exposure.

(v). **Refunding Options**

Targets for a Fixed Rate Debt to Fixed Rate Debt refunding should include the following criteria:

1. Maximum true interest cost
2. Minimum economic present value of at least 5% of refunded bonds,
3. Minimum annual average debt service savings of at least \$100,000.

Lower net present value cost savings and annual average debt service savings criteria may be appropriate for shorter term or smaller fixed rate refunding issues.

Refunding Variable Rate Debt to Fixed Rate Debt cannot provide for the similar measurable benchmarks and should be based on the aforementioned Election to Issue Fixed Rate Debt criteria.

Refunding of Variable Rate Debt to Variable Rate Debt should be based primarily on the economic or structured advantages of the new program.

Criteria and savings targets associated with Synthetic Refundings that are consistent with the provisions of the City's Interest Rate Risk Management Policy, should be established on a case-by-case basis and should generally be higher (more restrictive) than the criteria for Fixed Rate Debt refundings.

While a framework (a delegation of authority) has been established regarding the management of the City's debt portfolio, specific City Council approval is still required prior to the issuance of any new debt. Once the City Council has approved a refunding (revenue source, structure and target benchmark), the Finance Committee may act to adjust the target benchmarks, within the goals and objectives framework, to address changing market conditions.

APPENDIX

I. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must both be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

Description	Targets
General Government Debt Service as a percentage of non-ad valorem General Fund expenditures:	
• Debt Limit (within the covenant program limitation)	20% max.
• Goal/Target	10% max.
Weighted Average Maturity of Debt Program(s):	
• Self-supporting Proprietary Operations	15 year max.
• Self-supporting Other Governmental	25 year max.
• Non self-supporting	20 year max.
Weighted Average Maturity of Internal Loan Program	12 year max.
General Government Direct Debt per capita	\$1,375 max.
Net Direct Tax Supported Debt as a percentage of ad valorem property values:	
• General Government	2.5% max.
• Total Tax Supported	3.5% max.
Debt Service requirement as a percentage of a new governmental revenue stream that is dedicated for capital and operations	50% max.
General Fund reserve, (as a percentage of the current year's operating budget)(a)	15% to 25%

(a) Includes City's Utility Services Tax reserves.

While the City currently operates well within these targets/goals, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the overall City's Debt Management Program.

I. Monitoring, Reporting, Amendments and/or Exceptions

The Chief Financial Officer shall monitor the actual results against the targets presented in this policy and shall publish a comparison of the targets against the fiscal year end numbers in the City's Bond Disclosure Supplement. The report will include the following information, to the extent applicable:

- A. Debt Program Targets, and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and shall become effective only after approved by the City Council.

As is established in the policy governing the Finance Committee, within the guidelines established by the goals/policies and objectives/strategies, the Finance Committee can establish and amend, where necessary, the target benchmarks which further define the aggregate guidelines within which the Chief Financial Officer operates.

APPENDIX

I. Debt Management Policy Review and Modification

The City's Debt Management Policy will be submitted by the Finance Committee for annual ratification by the City Council by May 1st of each year. The authority to effect any change, modification or amendment of this Debt Management Policy shall rest solely with the City Council. The Finance Committee and staff recommendations for policy changes may be submitted in conjunction with the annual ratification or more often as deemed necessary. Policy changes initiated by City Council may be made as deemed appropriate. Policy changes will become effective on the date stipulated by City Council.

II. Time-Line for Implementation of Amendments

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City shall consider a reasonable time-line(s) to bring the then current debt program in line with amendments to this Debt Management Policy.

III. Effective Date

The City's Debt Management Policy was ratified and approved by the City Council on March 28, 2016.

APPENDIX

RESERVE POLICY SUMMARY

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self-Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self-Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

APPENDIX

CRA and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Water Reclamation) must be spent on new, system expansion oriented capital projects. Since these funds are limited to capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use, but may be reprioritized if the ultimate use complies with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of budgeted expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the water reclamation system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

APPENDIX

USE AND REPLENISHMENT OF RESERVES:

Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as budgeted expenditures increase.

Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.

If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.

If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein.

APPENDIX

RESERVE LEVEL STATUS

The following schedule is designed to present the annual end-of-year actual status to the Reserve Policy. The dollar ranges and percentages shown below equate to of the subsequent year's budgeted expenditures. In the case of the Risk Management Fund, the ranges are based upon the percentage of the outstanding liability. For further explanation of minimums and maximums, see the Reserve Policy narrative in this section.

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2016
(\$'s in millions)

Funds	2016/2017 Budget	Reserve Policy				Actual Reserves
		Minimum		Maximum		
General Fund	\$ 454.0	\$ 68.1	15%	\$ 113.5	25%	\$ 111.1 (1) 24%
Enterprise Funds						
Self Supporting						
Water Reclamation System	\$ 101.6	\$ 10.2	10%	\$ 20.3	20%	\$ 41.7 41%
Parking System	\$ 17.5	\$ 1.8	10%	\$ 3.5	20%	\$ 7.6 43%
Stormwater System	\$ 26.8	\$ 2.7	10%	\$ 5.4	20%	\$ 36.0 134%
Solid Waste Management	\$ 32.8	\$ 3.3	10%	\$ 6.6	20%	\$ 21.5 66%
Enterprise Funds						
Non-Self Supporting						
Orlando Venues	\$ 24.0	\$ -	0%	\$ 2.4	10%	\$ 2.4 10%
Orlando Stadium Operations	\$ 6.0	\$ -	0%	\$ 0.6	10%	\$ 10.0 167%

(1) During Fiscal Year 2011, the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions." Amounts reported include the assigned and unassigned fund balances of each respective fund.

APPENDIX

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2016
(\$'s in millions)

Funds	2016/2017 Budget	Reserve Policy				Actual
		Minimum		Maximum		
Internal Service Funds						
Fleet Management Fund	\$ 19.1 (1)	\$ 1.0	5%	\$ 1.9	10%	\$ 2.6 14%
Risk Management Fund	\$ 35.4 (2)	\$ 3.5	10%	\$ 5.3	15%	\$ 15.2 43%
Health Care Fund	\$ 61.8	\$ 6.2	10%	\$ 9.3	15%	\$ 20.9 34%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2016.

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2016
(\$'s in millions)

Funds	Unrestricted Net Position		Restricted Net Position		Total
	Capital Projects Reserve		R&R	Other	
Enterprise Funds					
Self Supporting					
Water Reclamation System	\$ 85.8		5.6	-	\$ 91.4
Parking System	\$ -		3.2	-	\$ 3.2
Stormwater System	\$ 0.7		-	-	\$ 0.7
Internal Service Funds					
Fleet Management Fund	\$ 54.9	(1)	-	-	\$ 54.9
Capital Project Funds					
Capital Improvement Fund	\$ -		-	68.9	\$ 68.9

(1) Reflects the vehicle replacement reserve (see page 15 of the Reserve Policy).

APPENDIX

**Reserve History for General,
Utilities Services Tax and
Disaster Recovery Funds**

Fiscal Year	Combined Ending Fund Balance	Subsequent Year's Budgeted Expenditures	Fund Balance as % of Expenditures
2016	\$ 111,136,673	\$ 453,956,203	24.48%
2015	\$ 93,896,496	\$ 401,607,332	23.38%
2014	\$ 85,815,918	\$ 372,084,536	23.06%
2013	\$ 104,473,610	\$ 357,397,560	29.23%
2012	\$ 130,647,835	\$ 354,292,717	36.88%
2011	\$ 123,192,753	\$ 347,241,867	35.48%(a)
2010	\$ 104,829,859	\$ 356,434,871	29.41%
2009	\$ 89,313,749	\$ 360,372,404	24.78%
2008	\$ 104,969,381	\$ 371,238,169	28.28%
2007	\$ 101,293,088	\$ 346,128,532	29.26%
2006	\$ 86,862,356	\$ 342,427,021	25.37%
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%

(a) - During Fiscal Year 2011 the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions". Starting in Fiscal Year 2011, amounts reported include assigned and unassigned fund balance.

APPENDIX

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GLOSSARY

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GLOSSARY

ACCOUNT GROUP – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level. See Line Item.

ACCRUAL – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY – A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

ADOPTED BUDGET – The original budget as approved by the City Council at the beginning of the fiscal year.

AD VALOREM TAX – A tax levied on the assessed value of real property (also known as "property tax").

AGENDA ITEM (Council) – Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMORTIZATION – The schedule of debt principal to be paid over a period of time.

AMENDED BUDGET – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

APPROPRIATION – An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

AS-BUILTS – Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

ASSESSED VALUE – A valuation placed real estate or other property by the County Property Appraiser as a basis for levying taxes.

ATTRITION ALLOWANCE – Salaries and benefits budgeted at a fraction of the projected personnel cost.

AUDIT – An official inspection of the City of Orlando's financial accounts by an independent body.

BALANCED BUDGET – A budget in which estimated revenues equal estimated appropriations.

BASE BUDGET – Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS – Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

BOND – A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

BOND DISCLOSURE SUPPLEMENT – The City's annual report which provides market disclosure relating to the City's debt offerings.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET – A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets - the "Operating" budget and the "Capital Improvement" budget.

BUDGET AMENDMENT – After adoption of the annual budget, any change to appropriations which reflects either of the following characteristics shall be considered a Budget Amendment: a) An increase or decrease to the total appropriations of a fund. b) An increase or decrease to the total appropriations of a department, project, or grant, except in the case of Project/Grant Closeout.

BUDGET REVIEW COMMITTEE (BRC) – A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

GLOSSARY

BUDGET REVISION – After adoption of the annual budget, any change to appropriations which does not alter the total appropriations of a fund, department, project, or grant shall be considered a Budget Revision, unless otherwise classified.

BUDGETARY ACCOUNTS – Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

BUSINESS PLAN – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT – Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

CAPITAL IMPROVEMENT BUDGET – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS – Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) – That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL OUTLAY – Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND – A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

CASH BASIS – A basis of accounting that recognizes transactions only when cash is increased or decreased.

CASH-CARRY FORWARDS – Fund balance, which is transferred to the next fiscal year.

CASH FLOW – The net cash balance at any given point and how that cash balance changes.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

CHARGE(S) FOR SERVICES – Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service.

COLLECTIVE BARGAINING AGREEMENT – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

COMMUNITY REDEVELOPMENT AGENCY – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

GLOSSARY

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSUMER PRICE INDEX (CPI) – Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

CONTINGENCY – Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies.

COST CENTER – A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

COST CENTER BUDGET – A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A cost center budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

DEBT SERVICE – Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT – The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT – An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION – A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

DESIGNATIONS – A portion of fund balance earmarked for specific appropriations.

DIVISION – An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE – Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND – A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

ENTITLEMENTS – A government program that guarantees and provides benefits to a particular group.

EXPENDITURES – Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES – Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND – A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY) – Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS – Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

GLOSSARY

FIXED RATE DEBT – A debt obligation issued with a predetermined interest rate.

FRANCHISE FEE – A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

FRINGE BENEFITS – Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

FULL-TIME EQUIVALENT (FTE) – The total number of hours worked during a period (part time, full time, contracted) divided by the number of working hours in that period. One FTE is equivalent to one employee working full-time.

(Example: Three employees work 50 hours, 40 hours, and 10 hours in a week for a total of 100 hours. Given a full-time employee works 40 hours per week, your full time equivalent calculation would be Total Hours Worked/Hours Per Week = FTE [100/40 = 2.5 FTE].)

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations.

FUND – An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING – A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE – The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

FUND CONTINGENCY – Budgeted appropriation authority in a fund that is not designated for any specific use, and not allocated to a specific project or grant.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report.*

GENERAL FUND – The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bonds for which the full faith and credit of the issuing government are pledged.

GOALS – General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities.

GRANT – A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

GROWTH MANAGEMENT PLAN – Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

HOME – The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION – A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

IMPACT FEE – Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME – A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

GLOSSARY

INCREMENTAL BUDGETING – A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

INDIRECT COST – A cost of the organization function as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER – Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE – Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

INTERNAL SERVICE FUND – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MAJOR FUND – A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental funds and at least 5% of the cumulative amount for all governmental and enterprise funds, or any fund the City identifies for increased accountability and public transparency.

MANDATE – A requirement from a higher level of government that a lower of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS – A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

MATURITY – the length of time until the principal amount of a bond must be repaid.

METROPOLITAN STATISTICAL AREA (MSA) – A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL – A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE – The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT – This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NORMAL RANGE – Performance indicator used in Balance Scorecard Reports to determine if a department's expenses fell within +/-5% of their expected spending based off of the previous five fiscal years. Percentage determined by taking the average variance of each quarter.

NON-MAJOR FUND – A fund which does not qualify as a major fund. See Major Fund.

GLOSSARY

NON-OPERATING EXPENDITURE – The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE – The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

OBJECT CODE – A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE – Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES – Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES – Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET – A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE INDICATOR – A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

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

PLEDGEABLE REVENUE – Revenues which can be used as a pledge to pay off debt; a form of collateral.

POSITION AMENDMENT – After adoption of the annual budget, any change to staffing which alters the authorized position count of a fund or department shall be considered a Position Amendment. This encompasses the creation or deletion of a position when not done as part of an approved Position Revision, as well as position transfers crossing funds or departments.

POSITION REVISION – After adoption of the annual budget, any change to staffing which does not alter the authorized position count of a fund or department shall be considered a Position Revision. This encompasses simultaneously adding and dropping a position in the same fund and department, as well as reclassifying existing positions. Specific classification decisions are subject to HR review and revision.

PRESENT VALUE – The amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

GLOSSARY

PROJECT/GRANT CLOSEOUT – In the context of budgetary changes, changes to the budget which transfer remaining appropriations from a closed or completed project or grant to Fund Contingency within the same fund. This does not incorporate the repurposing of said funds.

PROPRIETARY ACCOUNT – An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

QUARTERLY PERFORMANCE REPORT – At the end of each fiscal quarter, divisions report activities relative to their performance indicators.

RATINGS – Ratings that are issued by Moody's Investors Service, Fitch and Standard & Poor's Corporation and any other nationally recognized rating agency, to the extent they have in effect a rating on City debt.

REQUIREMENT – A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

RESERVES – An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE – Funds received by the City from external sources; income.

REVENUE BOND – A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

REVISED APPROPRIATION – The approved budget plus or minus any budget amendments or internal transfers.

REVISED BUDGET – See Amended Budget.

ROLL-BACK MILLAGE RATE – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES – State Constitutional Amendment limiting annual growth in homestead exempted property value.

SPECIAL ASSESSMENTS – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) – A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE – A written law enacted by a duly organized and constituted legislative body.

SURPLUS – The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX BASE – The total taxable value of property within the local government's legal boundaries.

GLOSSARY

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

TAX INCREMENT FINANCING – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TOURIST DEVELOPMENT TAX – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.

TRANSFER (of appropriation) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE – A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.

VARIABLE RATE DEBT – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

GLOSSARY

ACRONYMS

- ADA** – Americans with Disabilities Act
- ARRA** – American Recovery and Reinvestment Act
- ASAS** – After-School All-Stars
- BRC** – Budget Review Committee
- BZA** – Board of Zoning Adjustment
- CAFR** – Comprehensive Annual Financial Report
- CAD** – Computer Aided Dispatch
- CAO** – Chief Administrative Officer
- CDBG** – Community Development Block Grant
- CDD** – Community Development District
- CEB** – Code Enforcement Board
- CERT** – Citizen’s Emergency Response Team
- CFA** – Civic Facilities Authority
- CFCRT** – Central Florida Commuter Rail Transit
- CFFA** – Central Florida Fire Academy
- CFO** – Chief Financial Officer
- CIE** – Capital Improvements Element (of the Growth Management Plan)
- CIP** – Capital Improvement Program
- CMS** – Concurrency Management System
- CNL** – CNL Financial Group, Inc.
- CNW** – Citizens for Neighborhood Watch
- COP** – Community Oriented Policing
- CPI** – Consumer Price Index
- CRA** – Community Redevelopment Agency
- CSO** – Community Service Officer (non-sworn)
- CST** – Communications Service Tax
- CTX** – Orlando Venues Department
- DARE** – Drug Awareness & Resistance Education
- DDB** – Downtown Development Board

GLOSSARY

- DRC** – Development Review Committee
- DRI** – Development of Regional Impact
- DSNID** – Downtown South Neighborhood Improvement District
- DOR** – Department of Revenue
- DPAC** – Dr. Phillips Performing Arts Center
- EDV** – Economic Development Department
- EEOC** – Equal Employment Opportunity Commission
- EMS** – Emergency Medical Services
- ERT** – Emergency Response Team
- ERP** – Enterprise Resource Planning (System)
- EXO** – Executive Offices Department
- FAM** – Federal Air Marshall
- FAMU** – Florida A&M University
- FDER** – Florida Department of Environmental Regulation
- FDLE** – Florida Department of Law Enforcement
- FDOT** – Florida Department of Transportation
- FEMA** – Federal Emergency Management Agency
- FIN** – Finance Department
- FM** – Facilities Management
- FMLA** – Family Medical Leave Act
- FPR** – Families, Parks, and Recreation Department
- FTE** – Full Time Equivalent
- GAAP** – Generally Accepted Accounting Principles
- GASB** – Governmental Accounting Standards Board
- GFOA** – Government Finance Officers Association
- GIS** – Geographic Information System
- GMP** – Growth Management Plan
- GOAA** – Greater Orlando Aviation Authority
- GPR** – Grantee Performance Report
- GREAT** – Gang Resistance Education & Training

GLOSSARY

- HOME** – Home Investment Partnership Act
- HOPWA** – Housing Opportunities for Persons with Aids
- HSG** – Housing and Community Development Department
- HUD** – Housing and Urban Development, a federal agency
- ICMA** – International City/County Management Association and ICMA Retirement Corp.
- ISO** – Insurance Services Office (Nationally recognized fire service rating)
- JPA** – Joint Planning Area
- LCIR** – Legislative Committee on Intergovernmental Relations
- LDC** – Land Development Code
- LOS** – Level of Service
- LTD** – Long Term Disability
- MADS** – Maximum Annual Debt Service
- M.E.R.I.T.S.** – My Efforts Result in Total Service (Employee Recognition Program)
- MF** – Multi Family
- MGD** – Million gallons per day
- MPB** – Municipal Planning Board
- MSA** – Metropolitan Statistical Area
- M/WBE** – Minority and Women Business Enterprise
- NACSLB** – National Advisory Council on State and Local Budgeting
- NCIC** – National Crime Information Center
- NPDES** – National Pollution Discharge Elimination System
- OBFS** – Office of Business and Financial Services
- OCPS** – Orange County Public Schools
- OEM** – Office of Emergency Management
- OFD** – Orlando Fire Department
- OIA** – Orlando International Airport
- OMB** – (Office of) Management and Budget
- OPEB** – Other Post-Employment Benefits
- OPD** – Orlando Police Department
- OPH** – Orlando Police Headquarters Building

GLOSSARY

- OUC** – Orlando Utilities Commission
- OSO** – Orlando Stadium Operations Division
- OUSWMM** – Orlando Urban Stormwater Management Manual
- PACE** – Paperless Automated Call Entry
- PMD** – Purchasing and Materials Management Division
- PWK** – Public Works Department
- R & R** – Repair and Replacement
- RFQ/RFP** – Request for Qualifications/Request for Proposal
- R-O-W** – Right-of-way
- SAFER** – Staffing for Adequate Fire & Emergency Response Grant
- SBA** – State Board of Administration
- SHIP** – State Housing Initiatives Partnership
- SSGFC** – Sunshine State Governmental Financing Commission
- TCEA** – Transportation Concurrency Exception Area
- TDT** – Tourist Development Tax
- TIF** – Tax Increment Financing
- TIS** – Traffic Impact Study
- TM** – Technology Management
- TMDL** – Total Maximum Daily Load (A Stormwater Contaminants Measure)
- TSA** – Transportation Safety Administration
- TRIM** – Truth in Millage
- TRN** – Transportation Department
- UCF** – University of Central Florida
- USF** – University of South Florida
- VCC** – Valencia Community College
- WPA** – Works Projects Administration

GLOSSARY

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Green Works Orlando is an environmental action agenda designed to transform Orlando into one of the most environmentally-conscious cities in America. In order to achieve this ambitious goal, our plan focuses on immediate and dramatic actions to:

- Conserve natural resources and protect the environment
- Invest in green buildings, vehicles and materials
- Foster alternative transportation options
- Increase the amount of trees and green spaces in the City
- Provide tools and information residents need to become more environmentally responsible
- Work together as a community to combat the urgent threat of global climate threat

For more information, please see our website at www.cityoforlando.net/elected/greenworks