

ANNUAL BUDGET

2013/2014



Florida Citrus Bowl Renovations

CITY OF ORLANDO, FLORIDA





CITY OF ORLANDO

ELECTED OFFICIALS

400 S. ORANGE AVENUE · ORLANDO, FL 32801



BUDDY DYER
MAYOR



JIM GRAY
DISTRICT 1 COMMISSIONER



TONY ORTIZ
DISTRICT 2 COMMISSIONER



ROBERT F. STUART
DISTRICT 3 COMMISSIONER



PATTY SHEEHAN
DISTRICT 4 COMMISSIONER



DAISY W. LYNUM
DISTRICT 5 COMMISSIONER



SAMUEL B. INGS
DISTRICT 6 COMMISSIONER

Guide to Readers

About the Budget

The Fiscal Year 2013/2014 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, 2013 through September 30, 2014. 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 the 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 including 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 appropriation.

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's Budget Address, 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
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PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

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, 2012. 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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TRANSMITTAL LETTER

Dear Citizen:

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

As a result of the nationwide economic downturn, the City has endured several years of diminishing revenue. Consequently, the Orlando City Council has had to make a number of difficult decisions to ensure the city government is able to live within its means while still providing the superior services our residents depend on every day. We remain focused on a long term strategy that protects reserve levels while other cities have opted for quick-fixes like decreasing reserve funds. It is important to limit our reserve usage as we strive to maintain our solid financial position while also ensuring that we can respond in the event of a natural disaster, an all too real threat in Florida.

Despite the challenging economic climate of the past and slow recovery of today, the budget outlined in this document for FY 2013/2014 shows Orlando to be on firm financial footing and in the highest standing when compared to any major city in Florida. This is a direct result of the choices and decisions that have been, and will continue to be made by the City's elected leaders. Highlights of this year's budget include:

- The millage rate will remain constant for the sixth consecutive year. Orlando has also fought tax increases while other cities have raised tax rates. In fact, Orlando has a lower tax rate than it did 20 years ago and has the lowest tax rate of any major city in Florida.
- The FY 2013/2014 General Fund utilizes reserves to balance the budget while still maintaining our levels at the very top of our reserve policy. However, it was not until FY2012/2013 that budgeted reserves were utilized. This had actually created the ability to add to our savings in previous years. The City has consistently been recognized for its management of reserves. Fitch has given Orlando a Triple-A bond rating, the highest score attainable.
- This budget maintains our superior police and fire protection and public works services but contains no new initiative expenditures.
- City departments continue to go above and beyond to find efficiencies, cost savings and grant opportunities creating a savings target of more than \$15 million. Our track record shows we are capable of managing both the superior service levels our residents have come to expect and these budget limitations.





TRANSMITTAL LETTER

I encourage all our citizens to become involved in the budget process. City staff conducts public budget workshops for the City Council. Each workshop is broadcast live on the City'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. Monthly financial reports are also posted to the Internet, as are budget amendments approved throughout the fiscal year. We encourage you through these and other mechanisms to engage with your city government in discussions about the financial decisions we are making and our direction for the future.

Above all, we want citizens to see where their money goes and the benefit it provides. I am proud of the work we have done to overcome our budget challenges and I hope you are as well. I invite you to examine this document and the detailed information it provides. Despite the ongoing challenges we face, we believe the City is well positioned to leverage the recovery into a truly prosperous future for our community. I look forward to working together with you as we make Orlando the best place anywhere to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Buddy Dyer".

Buddy Dyer
Mayor



CHIEF FINANCIAL OFFICER LETTER



October 1, 2013

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

I am pleased to present to you a balanced budget for the City of Orlando for Fiscal Year (FY) 2013/14, which totals \$934,425,130. Although there are signs of a slow recovery including a small increase in the City's tax base, this budget was nonetheless formulated during a continuing recession that has affected all levels of the economy. As previously stated, the impact of the recession on all local Florida government budgets, including

Orlando's, has been compounded by the continuing effects of property tax reforms. The budget being 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 by Mayor Buddy Dyer. As is required each year, the budget was formulated within the structure outlined by State formula. The City Council was briefed on the budget and provided meaningful insight during the two workshops held. The second workshop followed the Mayor's Budget Presentation on July 22, 2013. 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.

Paraphrasing a statement made by the Mayor in his budget address, the City has made many tough choices on where to invest our limited resources. The budget that will be outlined in the following paragraphs is a direct result of those difficult, but necessary decisions. As stated by the Mayor, the budget requires no additional cuts or reductions in services. Departments were asked to maintain a flat, current services budget. Critical functions have been continued. However, as the Mayor articulated, it is also primarily a basics budget which "maintains our superior police and fire protection and public works services and continues our investment in neighborhoods". As was the case last year, the Mayor was steadfast in his decision on "holding the line on taxes and keeping money in the pockets of our residents when they need it the most". The Mayor believes that Orlando is on sound financial footing and "is in the best financial shape of any major city in Florida". I too share that belief and feel that we can stand with any city in the Country. The City of Orlando has developed a fiscally responsible budget for FY 2013/14 and I am confident that it will help us remain on sound financial footing. Various aspects of the budget will be outlined below.

The General Fund budget for FY 2013/14 totals \$357,397,560. That is an increase of \$3,104,843 when compared to the revised budget for the prior fiscal year. The largest portion of the increase is the result of our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to nominal cost of living increases. As stated earlier, the budget reflects no change to the millage rate. It remains at 5.6500. Excess reserves of \$29.5 million, available due to prudent financial management in previous fiscal years, were used to balance the budget. Even if that total amount of strategic reserves was utilized, the General Fund reserve level would still be above the maximum level recommended by the City's Reserve Policy. Nonetheless, the goal is to minimize the actual use of reserves through the achievement of various efficiencies throughout the fiscal year and the continued implementation of cost saving strategies. To the extent actual financial performance exceeds our plan, the reserve draw will be reduced. There is a proven track record of accomplishment in this regard and that is the expectation again for FY 2013/14.



CHIEF FINANCIAL OFFICER LETTER

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

Citywide Staffing/Salaries and Benefits

Due to difficult, but necessary, decisions made during the past five fiscal years, the City has eliminated over 300 positions. As the Mayor indicated in his budget address those decisions, among many others, have helped put Orlando in the best financial shape of any major city in Florida. As a result, the City was able to honor its commitment to employees and grant a 2% cost of living salary increase. The number of total City employees per thousand residents is at a low point of 12.3. That figure is even more telling when taking into consideration that Orlando can proudly say it has more Police Officers and Firefighters per thousand residents than any other major city in Florida. The City has, at the same time, steadily reduced its number of overall employees. The number of non-sworn employees per thousand residents stands at 7.2. All of our bargaining groups had previously agreed to forgo salary increases for the past two fiscal years. The cooperation and partnership of the various Union leaders and membership should be recognized for this. In an effort to generate cost savings, the City changed to a self-funded health benefit plan effective January 1, 2012. The change was seamless from an employee perspective. There is funding in the budget to continue the previously established level of medical insurance for all employees and the insurance carrier will remain the same.

Executive Offices

Contributions to community service organizations will remain essentially flat at \$1.6 million. The provision of emergency assistance is the largest category of funding at 36% of the total. The largest contribution within community service organizations goes to Community Coordinated Care for Children. Funding provided for Mayor's Grants also remained flat at \$150,000. These grants fall into three categories: neighborhood grants, education grants and faith-based grants. Among the non-General Fund operations which fall under the Executive Offices is the aforementioned Self Insurance Health Care Fund. This fund is budgeted at \$57 million for FY 2013/14. The Fund covers active employees, as well as retirees, and also includes funding for a claims reserve. The Greenwood Cemetery is also a non-General Fund operation falling under the Executive Offices. The Cemetery budget for the fiscal year is \$698,298.

Business and Financial Services

The Office of Business and Financial Services (OB&FS) primarily provides services that support the operations of other City Departments and as such is heavily personnel oriented. A total of 59% of the Department's General Fund budget is allocated toward salaries and benefits. The Department budget also includes some items that cover a myriad of City Departments, including the funding for City Hall operations and funding for the City's internal phone system. The Department budget benefits from organizational changes implemented in prior years to help the City achieve cost savings while also helping to ensure that the government is run as efficiently and effectively as possible. Among the changes were the phase out of non-essential warehouse and supply operations; consolidation of business operation within Fleet Management and Facilities Management, creating a Facilities internal service fund for complete cost recovery and strategic outsourcing of non-specialized maintenance services. The budget includes a Risk Management fee premium holiday amounting to \$4 million. The General Fund portion is \$3 million and fund expenditures for risk management premiums have been reduced accordingly. The premium holiday is possible due to available funding which exceeds the reserves necessary for actual claims and the actuarially determined reserve for incurred, but not reported claims, as well as maintaining a healthy fund balance. Vehicle replacement schedules were previously modified and continue to be evaluated. The replacement schedule changes already implemented will save the General Fund \$3 million during FY 2013/14, in addition to a like amount saved over the past 3 fiscal years. In FY 2013/14, operation of the City owned Dubsdread Golf Course was moved under Business and Financial Services. The combined budgets for the course operating and repair and replacement funds total \$2,082,171.



CHIEF FINANCIAL OFFICER LETTER

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Department's mission. The Façade Grant Program has been allocated \$300,000; the Main Street Program \$270,000; the Business Assistance Program \$150,000 and the Annexation Fee Incentive Program \$195,672. In concert with the flat budget directive regarding contributions to community service organizations outlined under the Executive Offices, contributions to economic development organizations are also being held at the same level as FY 2012/13, or almost \$1.4 million. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department. The Fund budget for FY 2013/14 is \$8,726,391. Due to a rebound in permitting activity the fund has increased by almost 32% and positions have been unfrozen to ensure a high caliber of customer service and minimal evaluation time in support of our development and building community partners.

Families, Parks, and Recreation

Over the last four years the budget for Families, Parks and Recreation included some of the most significant changes within any Department. In FY 2010/11, a total of 56 positions were deleted within the Department, amounting to 22% of the Department's workforce and that budget also included fee increases for Department services. While the FY 2011/12 budget didn't include any new fees, the FY 2012/13 budget revisited the fee structure and this evaluation continues with FY 2013/14. The goal of the fee adjustments was not to generate additional revenue but to provide a fee structure for the public to access facilities they were not able to rent in the past. Even though fees were updated, they still remain among the lowest in the region for most services. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the Families, Parks and Recreation Department. The Fund budget for FY 2013/14 is \$1,445,982. Although a non-General Fund operation, ASAS still gets most of its revenue, \$1 million or 71%, via a transfer from the General Fund.

Fire

As the Mayor indicated in his budget address, the City's strong commitment to Police and Fire protection continues. Through the efforts of many individuals and groups, a SAFER grant was previously awarded to the City to fund 46 sworn firefighting positions for a two year period, which ended in FY 2011/12. With the expiration of the grant funding, the 46 positions were transferred to the EMS Transport Fund in the FY 2012/13 budget and continue operation under this FY2013/14 budget. The total EMS Transport Fund budget for FY 2013/14 is \$21,192,995 based upon the collection of expected transport fees.



The receipt of the SAFER grant and establishment of the EMS Transport Fund has allowed Orlando to remain the only major city in Florida with a staffing level of over two Firefighters per thousand residents. 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 only 55 departments in the nation to receive that designation.



CHIEF FINANCIAL OFFICER LETTER

Housing and Community Development

The Department's General Fund operations are minimal at a total of \$295,290. Funding has normally been provided primarily by Federal sources along with State Housing Initiatives Partnership funding, if available. Significant federal funding will again be received in FY 2013/14. As part of the overall distribution budget for the Community Development Block Grant, \$1,433,021 in funding has been included for a variety of items. Kingdom Harvest, a community food outreach center was awarded \$400,000. A total of \$253,356 has been allocated to Orlando Community and Youth Trust and \$150,000 for the Seniors First H.E.A.R.T. Program. Federal Emergency Shelter Grant funding of \$119,378 will be passed through the City to Kingdom Harvest, the Coalition for the Homeless and Harbor House. The Neighborhood Stabilization Fund continues to budget and utilize the funding allocated through the American Recovery and Reinvestment Act of 2009. Homelessness Prevention and Rapid Re-Housing Program funds previously awarded continue to be budgeted and utilized as well.

Orlando Venues

The budget for the Orlando Venues Fund for FY 2013/14 is \$23,919,514. That budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, along with the Bob Carr Performing Arts Centre and the GEICO Garage. The budget includes revenues and expenditures associated with the various events to be held at the two venues, and includes utilization of the Garage. The budget for the City's other major venue, the Citrus Bowl Stadium, is included under the Civic Facilities Authority Revenue Fund. That budget is \$3,343,132 for the fiscal year. In addition to the Orlando Magic, other professional sports franchises call Orlando home and utilize City facilities. Those franchises include the Orlando City of the outdoor United Soccer League and the Orlando Solar Bears of the "AA" East Coast Hockey League. The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens Fund. The FY 2013/14 budget for the Gardens is \$2,668,217. The Department also includes the operation of the Mennello Museum of American Art. The FY 2013/14 budget for the Museum is \$578,825. Both the Botanical Gardens and Museum are heavily dependent on the General Fund for support. The Gardens receives \$1.5 million from the General Fund, or 57% of its revenues and the Museum \$466,853, or 81%.





CHIEF FINANCIAL OFFICER LETTER

Police

As indicated under the Fire Department discussion, the City's strong commitment to Police and Fire protection continues. As the Mayor 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 the fact that it accounts for one third of the General Fund budget. Orlando also has more Police Officers per thousand residents than any other major city in Florida at 2.98. These officers interact with the community through numerous events such as National Night Out and Kicks for Guns. New automation opportunities and the use of enhanced technology are examples of the City's continued investment. With the expiration of the City's COPS grant mid way through FY 2011/12, 15 officers continue to be fully budgeted in the General Fund for FY 2013/14. A total of 74 of the Department's positions are in the GOAA Police Fund providing public safety services at the Orlando International Airport. The budget for that Fund is \$9,531,858.



Public Works

The Public Works Department has the second highest number of employees, following the Police Department. The FY 2013/14 total is 626. That is 20% of the overall City total. The Department's General Fund footprint is much smaller by comparison. General Fund employees in the Department total 116 or slightly over five percent of the total. The General Fund portion of the Department budget is \$19,585,037, which again is slightly over five percent of the General Fund total. A portion of the General Fund budget is supported by a contribution from the Stormwater Utility Fund. In FY 2013/14 that contribution will be \$2,555,824, or 13% of the total. Contributions are also made from other Public Works funds: Parking, Solid Waste, Wastewater, and Construction Management Internal Service Fund to offset the costs of the Public Works Director. Those contributions from the five funds total \$162,117. Budget highlights for the Enterprise Funds that are part of the Public Works Department will be outlined in the following paragraph.

Enterprise Funds

Stormwater Utility Fees will not be increased for FY 2013/14. A total of \$11,505,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$27,853,266 includes an automatic annual service charge fee increase of four percent per City Code 28.09. The Wastewater Revenue Fund budget of \$82,066,900 includes an automatic annual service charge fee increase of five percent for FY 2013/14 per City Code 30.18. The combined Parking System budget is \$18,821,755. That total includes the Parking System Fund, covering the majority of City garages and lots; the Downtown Transit Fund covering the lots under Interstate 4 and the Transportation Grant Fund covering the two garages near the Bob Carr Performing Arts Centre. Overall, the Stormwater Utility, Solid Waste, Wastewater and three Parking Funds will have a total of 481 positions, which is almost 16% of the City total.



CHIEF FINANCIAL OFFICER LETTER

Community Venues - Interlocal Agreement

Per the Orlando City Council/Orange County Commission Interlocal Agreement related to the financing of construction, expansion and renovation of the Amway Center, the Dr. Phillips Center for the Performing Arts and the Citrus Bowl, a total of \$42.4 million has been budgeted for debt service. Almost half of that debt service, \$19.6 million, will be funded via the pass through of County Tourist Development Tax revenue. A total of \$15.8 million will be funded through the Downtown CRA. An additional \$5 million will be provided by the Orlando Venues Enterprise and \$2 million is to be funded from State Sales Tax Rebate proceeds, pursuant to Section 288 Florida Statutes. Budget revisions for construction and/or additional debt service may occur as necessary during the fiscal year utilizing appropriate procedure.

Debt Service

The General Fund budget for debt service totals \$17,072,696 in FY 2013/14. Demonstrating the City's commitment to Public Safety, debt service of \$3.6 million for the expansion of fire and police stations, as well as, \$2 million for radio system upgrades are budgeted in FY 2013/14. Another area of focus, parks and recreation, underwent a significant expansion in the early 2000s and carries a debt service budget of \$5 million for two separate initiatives. In FY2012/13 the City purchased new land to expand the footprint of our City's signature park, Lake Eola Park. That project carries internal loan debt of \$1.1 million. A total of \$979,450 has been allocated in the General Fund for SunRail, Central Florida's exciting commuter rail project. Another \$750,000 has been allocated for SunRail in the Community Redevelopment Agency Fund. Community Venues debt service was discussed in the preceding paragraph. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Area loans, land purchases, other parking facility construction and Wastewater system improvements.

Non-Departmental/Non-Operating

The budget for General Fund tax increment payments to the Community Redevelopment Districts will increase by \$937,360 for FY 2013/14. The increase is substantially the result of growth in development within the City's downtown business core and the resultant increase of the taxable value assessment base for the Community Redevelopment Districts. Taxable value within the downtown CRA had a net overall increase of 2.5% while the City had a 4.1% increase.

Other Post-Employment Benefits

The City first implemented Governmental Accounting Standards Board (GASB) Statement No. 45/ Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB) in FY 2007/08. In GASB's view, accounting for OPEB should follow the same basic principle as accounting for a pension plan; that is, OPEB is compensation for an employee's service and should be accounted for during the time period that service is performed. Although the GASB does not require OPEB contributions, the City's goal is to fully fund the Annual Required Contribution (ARC) each year. That has been done for the current year. Orlando is the only Florida city with a population over 200,000 that has fully funded its OPEB obligation. In fact, we are one of the few cities in the nation to do so. The FY 2013/14 budget for the OPEB Trust Fund is \$21,270,298. An actuary determines an employer's ARC. The OPEB Fund total is the ARC for the fiscal year as determined by our actuaries, Gabriel, Roeder, Smith & Company. The components of the ARC are an employer contribution, an implicit rate subsidy and a pay-as-you-go portion. Other Post-Employment Benefits are most often associated with retiree health care, but actually cover any benefit not provided by a pension plan. Life Insurance would be an example. The City's contract with the Laborers' International Union of North America includes an article indicating that eligible Bargaining Unit employees who retire shall be provided with \$3,000 of permanent life insurance at no cost to the retiree.



CHIEF FINANCIAL OFFICER LETTER

Capital Improvement Program

Although at one-half the level of FY 2009/10, funding for General Fund capital improvement projects has been consistent for 4 years. The budget for FY 2013/14 is once again \$4.7 million. That is \$4.5 million lower than the FY 2009/10 total, but is a sustainable level. Funding has been allocated for what has been determined to be mission critical and core infrastructure projects that address maintenance and other issues. Mission critical projects include \$1 million for the Fire Equipment Replacement project. That funding will allow for the continuation of bunker gear and Life Pak replacements, as well as the replacement of extrication equipment, hoses and other items. A second mission critical project is the allocation of \$500,000 toward technology enhancement. Among other things, enterprise and critical systems will be upgraded and/or expanded; security and technology infrastructure will be enhanced and the City VoIP system will be upgraded. Core infrastructure projects include \$1 million for pavement rehabilitation, \$700,000 for the repair of hazardous sidewalks and construction of new sidewalks to provide a safe route for children going to school. A \$100,000 contingency has also been budgeted to address emergencies during the fiscal year. New to the Capital Improvement Fund's allocation in FY 2013/14 is \$1 million for life safety upgrades to aging recreation and park facilities.



Closing

The Mayor relayed to the citizens, through his budget address, that the City continues to make the same tough spending decisions as were made during the last few years. By addressing the inherent issues and making changes that resulted in continuing, long term reductions to expenditures, a course was set that allowed the City to continue to perform the functions of government that people depend on every single day. He also focused on the services citizens receive for their taxes. The average City household pays \$39 per month in property taxes and gets the benefit of police and fire protection, community parks and ball fields, clean streets, proper sidewalks, maintained roads and the opportunity to live, work and play in safe neighborhoods. City Departments have been challenged to do more with less and it does not appear that things will get any easier in the future. Pending property tax reform and revenue limitations are always a constant threat to the financial stability of local governments. However, our Department Directors continue to meet this challenge by ensuring they stay under budget and promote sound financial decision making to all employees.



CHIEF FINANCIAL OFFICER LETTER

As noted in the Mayor's budget address, as well as in our budget workshop presentation that followed said address, the City continues to take 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. Fitch affirmed Orlando a Triple-A bond rating again in 2012, the highest "credit score" possible. S&P has lauded the City's strong reserve levels and willingness to make reductions as revenue streams weakened. Moody's has indicated that the City has conservative and well managed finances with strong liquid fund balances and strong management. The City's Annual Budget and Comprehensive Annual Financial Report (CAFR) again each received Government Finance Officers Association awards. Per standard annual practice, the FY 2012/13 CAFR and FY 2013/14 budget documents will be submitted for review. Monthly budget to actual financial statements are submitted to 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. The Mayor would like citizens to "be proud that they live in a well run, fiscally responsible city that is as careful with a dollar as they are". We strive every day to make those statements a reality.

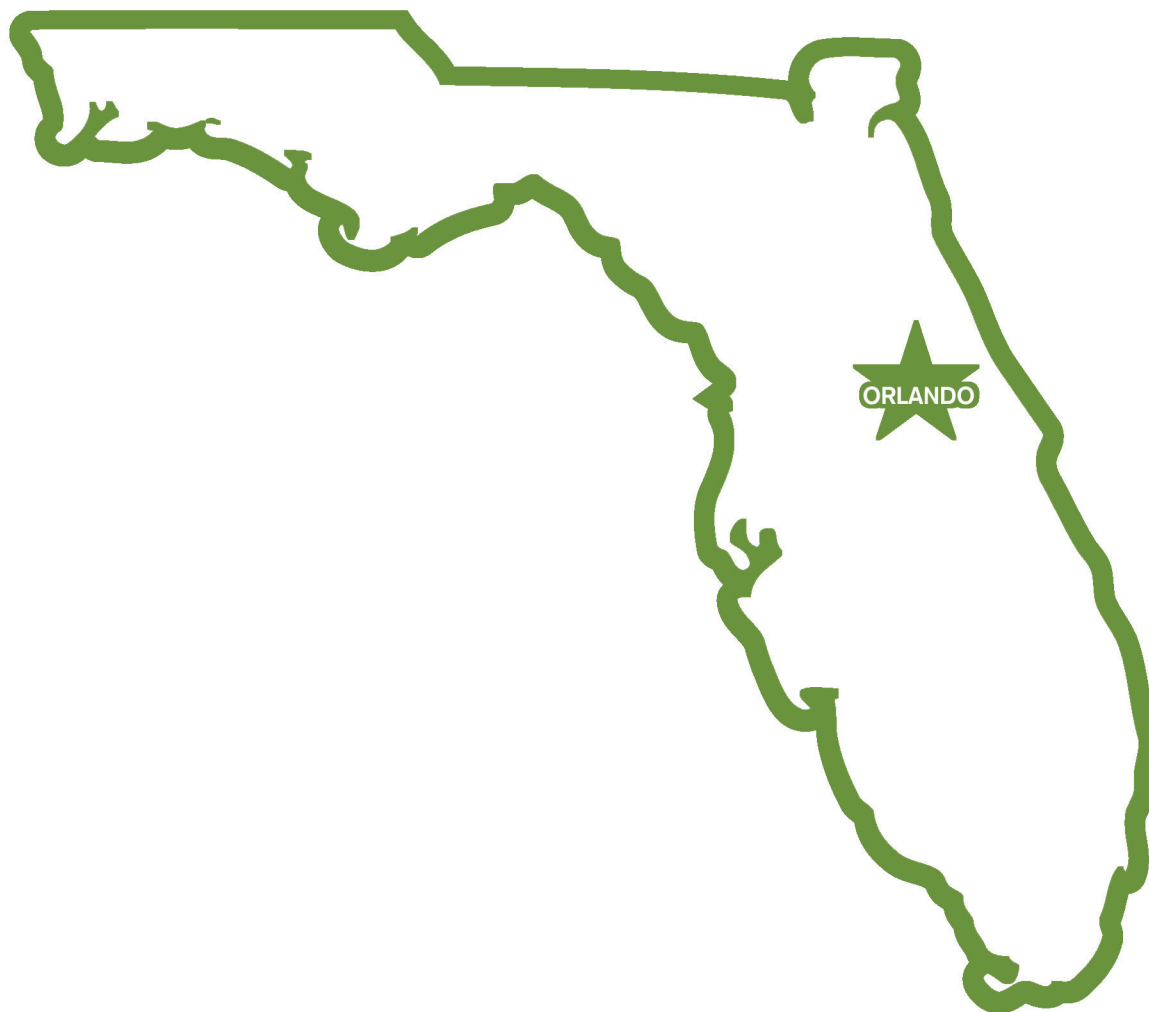
I would like to once again express my sincere appreciation to the Mayor, City Commissioners, Department Directors and City employees for their support and cooperation during the budget development process. It is certainly best accomplished as a collective process and we cannot do it alone. The Mayor stated that, as a city, we have positioned ourselves for a better future. I couldn't agree more and I am excited to see what the future holds.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rebecca W. Sutton".

Rebecca W. Sutton
Chief Financial Officer

CITY OF ORLANDO



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: <http://www.orlandoinfo.com/weather/>

CITY OF ORLANDO

Timeline:

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 bricks. Population crosses the 10,000 threshold.
1930s	Orlando endures Great Depression. WPA builds canals, improves parks, expands the City's airport.
1940s	Municipal airport becomes an Army Air Corps training facility. McCoy Air Force Base is built.
1950s	Florida turnpike is routed through Orlando.
1956	Lockheed-Martin purchases 10 square miles for a plant southwest of downtown Orlando.

Orlando History

In 1856 what was then known as the Village of Orlando became the county seat of Orange County, Florida. On July 31st, 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 111 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 1920's 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. Since 1996 OIA has served more than 2 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.

CITY OF ORLANDO

Timeline:

- 1960s** University of Central Florida is established. Valencia Community College is established. Interstate 4 (I-4) is built through downtown Orlando. Walt Disney amasses tens of thousands of acres.
- 1971** Disney World opens, sparking rapid growth in Central Florida.
- 1974** McCoy Air Force Base begins the conversion to what is now Orlando International Airport (OIA).
- 1982** Orlando International Airport annexes into the City of Orlando.
- 1990s** Universal Studios Florida opens. Orlando Naval Training Center and Annex (Navy base) is closed and redeveloped as the residential communities of Baldwin Park and Southport. Universal Studios Islands of Adventure opens.
- 2002** Florida A&M University College of Law opens in downtown Orlando.

Caught up in the spirit of the 1960's 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 50,000 students, offering Bachelors, Masters and PhD degree programs. In 2006 the State approved the creation of a medical school at UCF and the campus for that program will be located in the City of Orlando. During the same era, Valencia Community College (VCC) was founded to provide workforce training, two-year degrees and an additional entry-point to UCF. Today, VCC has four campuses and serves over 51,000 students a year.

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 that "freeways" could have on an area. Moreover, Walt Disney wanted to have first crack at the hotels that 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 235,000. 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.

CITY OF ORLANDO

Timeline:

- 2007** The City of Orlando approves Community Venues and Commuter Rail agreements. The City launches its first comprehensive environmental action agenda.
- 2009** The Burnham Institute for Medical Research facility opens in Lake Nona.
- 2010** The 18,500 seat Amway Center hosts concerts, sports and other community events in addition to being the new home of the Orlando Magic, Orlando Predators and Orlando Solar Bears. The UCF Medical School opens in Lake Nona.
- 2014** SunRail commuter rail service begins, linking twelve stations between Orlando and DeBary. Construction begins on Phase 2, linking the five remaining stations. The Dr. Phillips Center for the Performing Arts will open, hosting opera, ballet, dance, and civic events as well as touring Broadway shows and comedy acts.

2007 secured its place in history with the decision to move forward on two landmark initiatives. In the first initiative, the City joined with Orange County for one of the most significant public/private partnerships in the region's history - The Community Venues. These three venues will further revitalize downtown Orlando and bring additional economic stability and opportunity to the area. This joint investment includes a new Performing Arts Center and Events Center, and renovations to the Citrus Bowl. These public buildings represent a once-in-a-generation opportunity to shape the future of Central Florida.

The second landmark decision in 2007 was The Central Florida Commuter Rail Transit (CFCRT) project, now known as SunRail. 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 will be 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.

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 University of Central Florida's 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 will open 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 would allow the design for the Citrus Bowl renovations to begin immediately with construction starting in January 2014. The retrofit includes new lower bowl seating with 8,000 club seats, additional restrooms and concessions, a wider, more modern concourse, and new locker rooms and media rooms.

The City of Orlando is committed to these large scale projects that will leave a lasting impression on both residents and visitors for years to come. Despite the onset of a global recession in 2008, the economic resilience of the Central Florida region will continue to be a reflection of the City of Orlando's rich history, and heritage which contribute to the region's world-class quality of life.

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 200,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of approximately 1,000,000 persons, while the four-county MSA has a population of more than 2,000,000 persons.

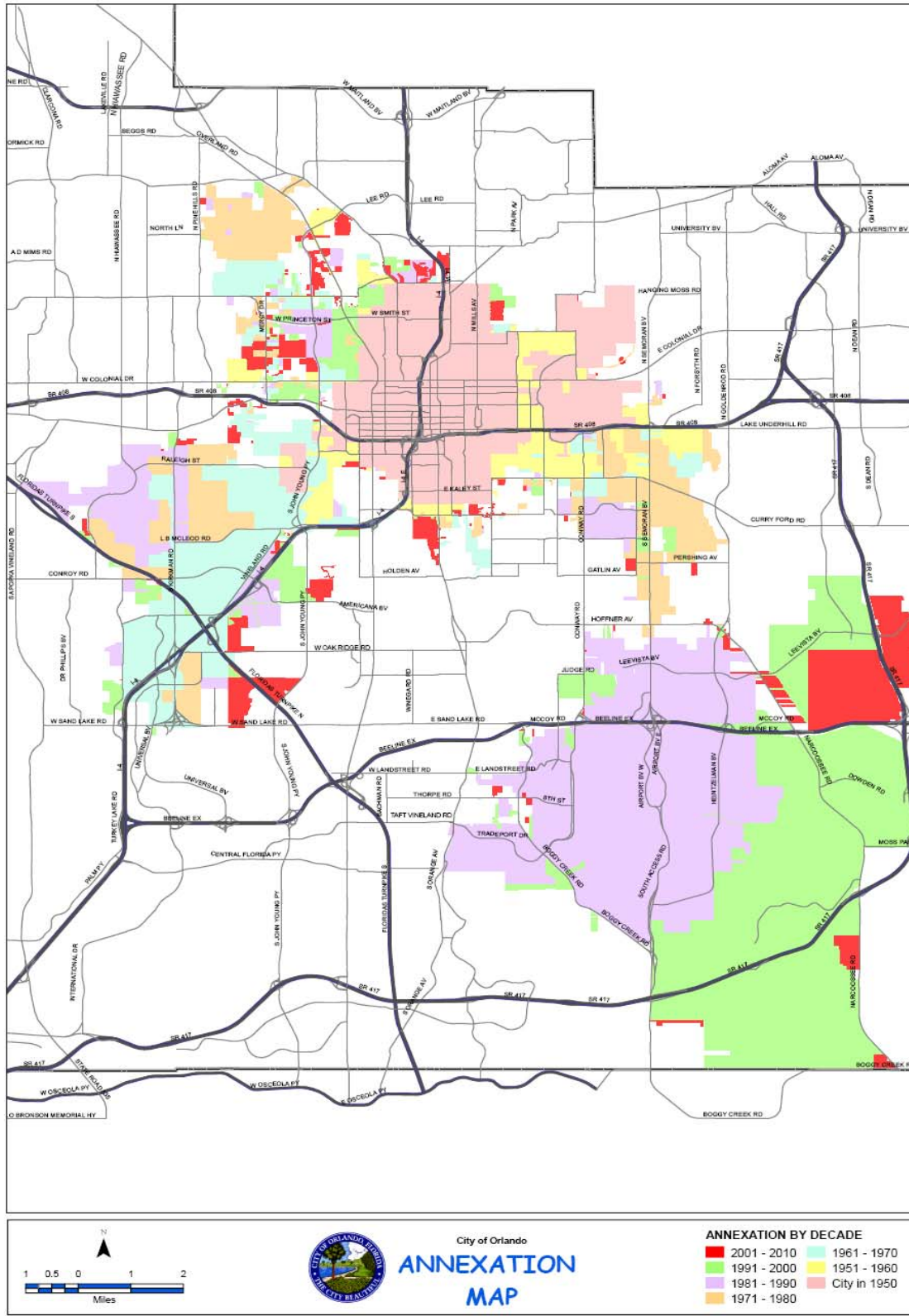
POPULATION

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
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
2013	248,731	1,175,941	2,184,588

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

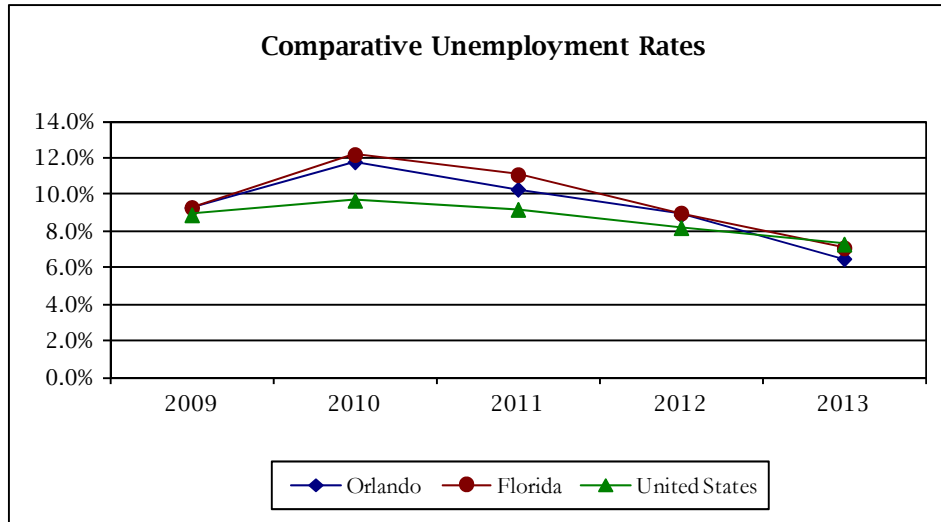
The accompanying map shows the patterns of annexation. Specifically, the 1950’s borders are known as the “traditional city.” The area that is now Universal Studios was annexed during the 1960’s, while the large southeastern annexation during the 1980’s is the annexation of Orlando International Airport (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



AVERAGE ANNUAL UNEMPLOYMENT RATE

	City of <u>Orlando</u>	Orange <u>County</u>	Orlando <u>MSA</u>	Florida	United <u>States</u>
2009	9.3%	9.7%	9.7%	9.3%	8.9%
2010	11.8%	12.3%	12.4%	12.2%	9.7%
2011	10.3%	10.5%	10.6%	11.1%	9.2%
2012	8.9%	8.6%	8.7%	9.0%	8.2%
2013	6.5%	6.8%	6.6%	7.1%	7.3%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2013 is as of July.

CITY OF ORLANDO

Major Orlando Employers

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	21,984
2.	Florida Hospital	General medical & surgical hospitals	17,059
3.	Lockheed Martin Corporation	Aerospace	14,100
4.	Orlando Health	General medical & surgical hospitals	12,754
5.	Universal Orlando	Motion picture & video production, entertainment and tourism	12,000
6.	Orange County Government	General Government	9,827
7.	SeaWorld Orlando	Leisure and Hospitality	7,000
8.	Marriott International Inc.	Leisure and Hospitality	6,312
9.	Starwood Hotels and Resorts	Leisure and Hospitality	5,369
10.	Darden Restaurants	Accommodation and Food Service, Management	4,800

Source: Metro Orlando Economic Development Commission
Employers with headquarters or substantial operations within City limits.

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

<u>Rank</u>	<u>Industry</u>	<u>Employees</u>
1.	Leisure & Hospitality	220,400
2.	Professional & Business Services	172,600
3.	Education & Health Services	131,600
4.	Retail Trade	131,000
5.	Government	106,700
6.	Financial Activities (FIRE)	68,300
7.	Construction	45,700
8.	Other Services	44,600
9.	Wholesale Trade	39,000
10.	Manufacturing	37,500
11.	Transportation, Warehousing, & Utilities	31,600
12.	Information	23,300

Source: Metro Orlando Economic Development Commission
Employment by Industry Statistics - July 2013

CITY OF ORLANDO

Economic Development Milestones

1968 **University of Central Florida (UCF)** opens east of City as “Florida Technological University”. Name changed to University of Central Florida in 1978. UCF enrollment topped 50,000 in academic year 2008/2009, making it the 3rd largest public university in the United States.

1968 **Orlando Naval Training Center (ONTC)** opens within the City limits. From 1968 until being officially closed in the mid-1990’s, ONTC trained hundreds of thousands of military personnel.

1971 **Walt Disney World – Magic Kingdom** opens southwest of City.

1977 **Wet ‘N Wild Theme Park** opens within the City limits.

1980 **Orlando’s Community Redevelopment Agency (CRA)** established, with mission focused on providing infrastructure and resources to generate private investment in Downtown Orlando. Since 1990 the CRA has been expanded to include adjacent areas in need of redevelopment.

1981 **Orlando International Airport (OIA)** opens new world class terminal within the City limits (former McCoy Air Force Base).

1982 **Walt Disney World – Epcot Center** opens southwest of City.

1989 **Walt Disney World – MGM Studios** opens southwest of City.

1989-90 **NBA’s Orlando Magic** inaugural season in Downtown Orlando.

1990 **Universal Studios Florida** opens within City limits. Universal Studios becomes the City’s largest property tax payer and one of the City’s largest electric and water customers.

1991 **Orlando Health** partners with **University of Texas, M.D. Anderson Cancer Center** to offer advanced, multi-disciplinary treatment.

1998 **Orlando Naval Training Center (ONTC) & Annex** close and the **Baldwin Park & Southport** mixed use neighborhoods are born.

1998 **Walt Disney World – Animal Kingdom** opens southwest of City.

1999 **Universal Studios – Islands of Adventure** theme park opens within the City limits.

2002 **Florida A&M University – College of Law** opens in downtown Orlando becoming the City’s second accredited law school after **Barry University College of Law**.

2002 **Mall at Millenia** opens in southwest Orlando with more than 677,000 square feet of retail space. Spurs significant ancillary retail, office and residential development.

2004 **University of Central Florida** announces plans to open the **Florida Interactive Entertainment Academy** as part of their **Center for Emerging Media** in downtown Orlando.

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, will open in 2014.

2009 **Nemours Children’s Hospital** groundbreaking at the **Medical City** at Lake Nona. The first phase includes over 600,000 square feet of hospital space plus ancillary medical office.

2009 **Sanford-Burnham Institute for Medical Research** opens within the Medical City at Lake Nona.

2010 The **UCF College of Medicine & Burnett School of Biomedical Sciences** building opens at Lake Nona’s Medical City.

2010 The **Wizarding World of Harry Potter** opens at Universal Orlando Resort.

2010 The **Amway Center** opened on October 1 with an inaugural weekend including a community open house attended by more than 50,000 Central Florida residents.

2011 Groundbreaking on the **Dr. Phillips Center for the Performing Arts** is celebrated.

CITY OF ORLANDO

Economic Development Milestones

2011 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.

2011 Orlando City Council created the **Downtown South Neighborhood Improvement District**.

2012 In March, the former **Amway Arena** was imploded, paving the way for the development of the **Creative Village** site.

2012 **Orlando Mayor Buddy Dyer** and **Orange County Mayor Teresa Jacobs** laid out a plan that would allow the design of the **Florida Citrus Bowl** renovations to begin immediately, with construction starting in January 2014.

2012 **Publix Supermarkets Inc.** received both State and City of Orlando approval for a new 1 million square foot state-of-the-art refrigerated distribution center (a \$188.5 million capital investment). The center is slated for a fourth-quarter 2014 completion.

2012 **Valencia College - Lake Nona Campus** opens in Medical City. The 83,000 square foot first phase contains 18 classrooms, 2 computer labs, 6 science labs, Learning Support Services (including tutoring, assessment services, and computer access), a campus store, a café, a library and an outdoor courtyard for student events.

2012 Groundbreaking on both the **Parramore** and **East-West Bus Rapid Transit (BRT)** projects. The enhanced BRT system provides 10-minute transit service to major Downtown destinations including the Creative Village, Amway Center, DPAC and SunRail.

2013 The 326 unit **Steelhouse** urban multi-family project opened in Downtown Orlando and work began on the 320 unit **Skyhouse** mixed retail/multi-family project.

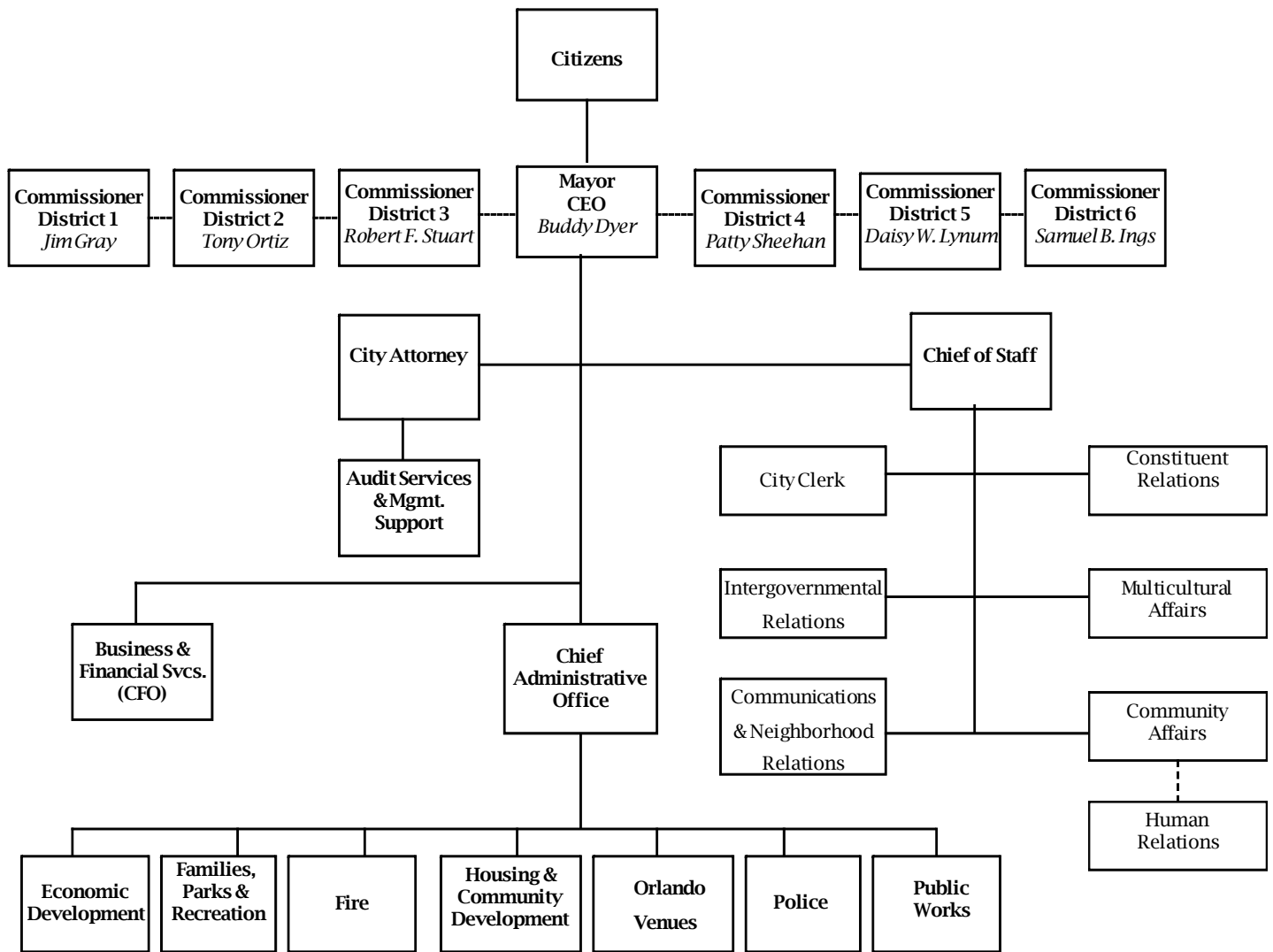
2013 The City approved the **Central Station** project adjacent to **SunRail**. This transit-oriented development features 275 dwelling units, 126 hotel rooms, 167,360 square feet of office space, and 93,000 square feet of ground floor retail space.

2013 **Aloft Hotel** opens within Downtown Orlando as the first major adaptive re-use project bringing additional hotel rooms to downtown under a major hotel flag (Thomas).

2013 Orlando is the first Central Florida Community to adopt **Transit Oriented Development (TOD) Fee Exemption** for the quality project around SunRail and LYMMO Stations.

2013 Orlando and Florida Department of Transportation initiate **Carshare Programs** in Downtown Orlando and areas adjacent to SunRail Stations.

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 C4 Committee and seven Department Directors. The C4 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the City Attorney and the Chief of Staff. The C4 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are five 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 wastewater treatment.

Other activities and functions in the City include:

- A **public utility** run by the Orlando Utilities Commission. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish the Orlando Utilities Commission 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
Tallahassee	183,643	2,829	15.40
Boca Raton	85,413	1,290	15.10
Fort Lauderdale	168,615	2,265	13.43
Tampa	341,771	4,413	12.91
Orlando	248,731	3,059	12.30
Clearwater	137,310	1,689	12.30
St. Petersburg	247,637	2,674	10.80
Gainesville	123,903	1,309	10.56
Hollywood	142,374	1,296	9.10

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 9, 2013. 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
Orange	1,175,941	9,827	8.36
Lake	299,677	1,760	5.87
Osceola	280,866	1,500	5.34
Seminole	428,104	1,291	3.02

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of September 9, 2013. Population estimates from Bureau of Economic and Business Research

Mayor Buddy Dyer

Buddy Dyer is the dean of Florida's "big-city" mayors, having served Orlando's residents since 2003. Under Orlando's Strong Mayor form of government, Mayor Dyer serves as the City's chief executive and also helps govern and oversee operations and growth of its city-owned utility and the Orlando International and Executive Airports.

During his time in office Mayor Dyer has worked relentlessly to advance the community's shared vision for Orlando as the "Next Great American City".

In 2011, he was selected as American City and County Magazine's National Municipal Leader of the Year. The award highlights his work to diversify Central Florida's economy, secure Central Florida's first rail mass transit system, strengthen neighborhood safety and deliver more efficient, effective government to the residents of Orlando.

Mayor Dyer's commitment to bolstering police protection helped bring about the most dramatic reduction in crime in Orlando's history. This focus on safety has also helped make the Orlando Fire Department one of the most elite departments in the entire country. The Orlando Fire Department has an "ISO Rating" of 1, meaning they are one of the top 50 fire departments in America out of more than 55-thousand departments.

Mayor Dyer is leading 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.

Mayor Dyer is a fierce advocate for the expansion of public mass-transit and for creating more walkable, livable communities. Through his leadership, Orlando is building Central Florida's first-ever commuter rail system called SunRail. Mayor Dyer has also become a national voice for America's cities in advancing the need for a nationwide high speed rail network. In 2011, Mayor Dyer led the United States Conference of Mayor's High Speed Rail Task Force, helping America's cities craft a unified voice in support of the creation of a nationwide high speed rail network in much the same way our nation's cities advocated for the creation of the interstate highway system more than a half century ago.

Mayor Dyer also engineered one of the most remarkable downtown resurgences anywhere in the country, anchored by the creation of world-class sports, arts and entertainment venues for the City's residents and visitors. In October 2010, Orlando's residents opened the Amway Center, referred to by many experts as the most advanced arena on the planet. Beyond a place where residents have access to world class sports and entertainment, the facility helped create more than 400 jobs in the midst of a nationwide recession.

While Orlando's accomplishments under Mayor Dyer's leadership fall under a broad range of categories, each has a common element; they were made possible because of the power of partnership. Since his first day in office, Mayor Dyer has fought to increase cooperation and partnership between Central Florida's many governments, its business and civic communities and its residents. The result of this effort is a new era of collaboration that has paved the way for a string of remarkable, "game changing" accomplishments for greater Orlando in a very short period of time and has set the City on course for a more prosperous future.

Prior to being Mayor, Buddy Dyer served for a decade in the Florida Senate. His colleagues elected him as their Democratic Senate Leader, a position he held for three years.

Mayor Dyer earned his undergraduate degree in Civil Engineering from Brown University and his Juris Doctor degree from the University of Florida College of Law, where he was Editor-in-Chief of the University of Florida Law Review and a member of the prestigious Florida Blue Key organization. He graduated with honors and received the highest score on the Florida Bar Exam that year. Before he chose to serve in public office, Mayor Dyer worked as an environmental engineer. He has also practiced law for more than 20 years. He often calls upon this dynamic professional background to serve the residents of Orlando. Where other elected leaders may only focus on the "big picture" or one specific area of expertise, Mayor Dyer has been able to create a broad shared vision for projects and policies while also playing a key role in the technical, legislative or legal process that is necessary to make them a reality.

Mayor Dyer was born in Orlando and raised in nearby Kissimmee. He and his wife Karen, an attorney, have two sons, Trey and Drew. When not in the office, the Mayor relishes his "other jobs" coaching little league or flag football for his sons' teams.

CITY OF ORLANDO

City Commissioners

Members of the Orlando City Council are the Mayor who is elected at-large, and six City Commissioners who are elected from respective districts. All are elected for four-year terms. The following are brief profiles of each Commissioner.

District 1 Commissioner Jim Gray



Commissioner Gray was elected to the Orlando City Commission on June 1, 2012. He has been a resident of Central Florida since 1988.

In addition to his role as Commissioner, Jim is the Director of National Accounts for Parkway Properties, a publicly traded REIT specializing in the ownership and operation of high quality office buildings in thirteen cities throughout nine Sun-belt states.

Jim joined the Parkway Properties team through the acquisition of Eola Capital. While at Eola, Jim coordinated activities with private investors, including raising equity for specific real estate acquisitions. He was also responsible for Orlando leasing.

Prior to joining Eola Capital in 2004, Jim spent 17 years with First Union/Wachovia Bank managing their real estate, wealth management and commercial lending efforts in Central Florida.

Jim earned his B.A. in Finance from the University of Houston in 1982. Away from the office, Jim enjoys golf, fishing and traveling.

His affiliations with numerous organizations and groups include:

- Vice President/ Director of National Accounts for Parkway Properties.
- B.A. in Finance, University of Houston.
- Veteran, U.S. Air Force
- 17 years in banking with First Union/Wachovia Bank.
- Licensed Real Estate Salesman in State of Florida
- Over 26 years of commercial real estate experience.
- Married to wife Kathy for 35 years and proud parents of two grown children - Jeff and Christie.
- 25 year resident of Central Florida; 8 within the City of Orlando.
- Member of Willow Creek Presbyterian Church
- Member, NAIOP - Central Florida Chapter
- Past Community Involvement includes: Florida Citrus Sports, Leadership Orlando, Jim Heistand Endowment for UCF Real Estate School, City Arts Factory, Habitat for Humanity.

District 2 Commissioner Tony Ortiz



In April of 2008, Commissioner Tony Ortiz was first elected to the Orlando City Council to represent the residents of District 2. He was re-elected in 2012.

Commissioner Ortiz has been a resident of Florida since 1984, and has lived in the City of Orlando since 1989. Commissioner Ortiz was a highly respected law enforcement officer with a passion and duty to protect and serve.

His career began in public service when he enlisted in the United States Marine Corps in 1984. He served his country nine years (between active and reserve) and is a Persian Gulf War Veteran. He also worked in accounting and in banking for four years.

He is a graduate from the University of Central Florida with a Bachelor of Science degree. In addition, he is a certified Crime Prevention Practitioner in the State of Florida. He specializes in Elder and Disabled Crime, and Prevention Through Environmental Design.

In Orlando, Commissioner Ortiz is a pioneer in the implementation of the concept of Neighborhood and Business Councils. A proactive approach to maintain the communities and merchants involved with City government and law enforcement; while maintaining the local government abreast of this communication and merchant's problems. This concept serves as a solid foundation for responsible development and economic growth. He further drove the Business Council to become the first Business Association on District 2, known as the Semoran Business Partnership. In 2012, the Semoran Business Partnership obtained the Market Street Program designation. Commissioner Ortiz led the revitalization of the City of Orlando District 2 by initiating a Vision Plan to re-develop the Semoran corridor. This corridor is the main gate to the City of Orlando from the Orlando International Airport.

He also opened the first Seniors vs. Crime Office in Orlando; a special project of the Florida Office of the Attorney General. The Seniors vs. Crime Project was created to reinforce the message of crime prevention and to provide methods by which Florida's senior population could be alerted to consumer fraud, con games, and other criminal acts.

He is the President of the Tri-Counties League of Cities Board of Directors and the A.G. Mendez University—Orlando Campus Advisory Board, and a member of the Florida League of Cities Board of Directors, the Earthweb Foundation Board of Directors, After-School-All-Stars Board of Directors, the Central Florida Marine Corps Foundations, the Working Together Coalition (a City partnering organization), UCF Alumni, and a member of Good Shepherd Catholic Church. Commissioner Tony Ortiz is also the former President of the National Latino Peace Officer Association of Central Florida, holding this position for two years.

District 3 Commissioner Robert F. Stuart

Robert Stuart was elected to the Orlando City Council, representing the citizens of District 3, on April 11, 2006 and took the oath of office on June 1, 2006. In 2010, he was re-elected to serve his second term that expires in 2014. District 3 is made up of some of Orlando's oldest and finest neighborhoods and it is also home to some of Orlando's best amenities including Dubsdread Golf Course, Loch Haven Arts and Science District, Trotter's Park/Fairview Park, Blue Jacket Park and community centers/pools in College Park and Rosemont. In addition, there are dozens of other small neighborhood parks and lakes for everyone to enjoy.

During his tenure on the City Council, Commissioner Stuart has worked closely with more than 35 neighborhood and community associations. In addition, District 3's Neighborhood Watch groups have ranked #1 in the City of Orlando with most group meetings and most citizen participants. Commissioner Stuart also started Orlando's Lake Alert System, an email alert program telling citizens what is happening on our 100+ lakes. Along with Mayor Dyer, he serves on Orlando's Finance Committee, overseeing our City's investment policy. He was instrumental in the creation of the Edgewater Drive Vision Task Force, the renovation of Historic Dubsdread Golf Course, and countless public safety initiatives.

Commissioner Stuart was born and raised in Orlando and has served his local community in many ways. Prior to serving on the City Council, he served the City as the co-chair of the Mayor's Working Committee on Homelessness, originally appointed by Mayor Glenda Hood and then asked to continue by Mayor Buddy Dyer. He served on the initial task force for Orange County's Council on Aging.

Serving as Executive Director of the Christian Service Center for Central Florida since 1995, Commissioner Stuart has built coalitions of concerned citizens from all over our community to address the issues surrounding homelessness, poverty, affordable housing, education, transportation, senior adults, and much more. Commissioner Stuart is also a past board member of Heart of Florida United Way's Community Services Network/211, the Orange County Historical Society, College Park Rotary Club, and PTA/PTSA of Lake Silver Elementary, Lee Middle, and Edgewater High Schools.

Commissioner Stuart continues to serve our community through his involvement with the Central Florida Fair Board, the Ardsley Manor/Radclyffe Terrace Neighborhood Association, the College Park Neighborhood Association, Florida Citrus Sports and HFUW Council of Agency Executives.

Commissioner Stuart is a graduate of the University of Florida, married to his college sweetheart, Ann, for more than 35 years and has two grown children and four grandchildren. He is active at College Park Baptist Church and continues to umpire baseball throughout Central Florida, and has umpired in two Little League World Series Tournaments (1996 & 2005).

District 4 Commissioner Patty Sheehan

Commissioner Patty Sheehan was first elected to the Orlando City Council in 2000. She served as President of the Colonialtown North Neighborhood Association, and is proud to come from a servant leadership background. Commissioner Sheehan attended the University of Central Florida and earned her B.A. in Art. A former Administrator with the Florida Department of Agriculture and Consumer Services, she serves her constituents full time. Commissioner Sheehan is well known for her advocacy of pedestrian safety, safe neighborhoods, historic preservation, and a thriving downtown.

She serves as Vice Chair of the East Central Florida Regional Planning Council and established some of the first neighborhood horizon planning processes, which led to successful developments like SoDo, Mills park and Baldwin Park.

Commissioner Sheehan has been recognized multiple times by the Orlando Weekly and Orlando Magazine, and also by the Watermark newspaper as Best Elected Official. She was listed in the Top 25 Influential Women in Orlando Life Magazine. She was awarded the Diversity Champion Award by the Asian American Chamber of Commerce in 2013. She has twice been a Finalist for the Downtowner of the Year. She was recognized as a Woman of Distinction by the Girl Scouts of America, Citrus Council.

She is proudest of the restoration of the iconic Lake Eola Fountain, the addition of 1.3 acres to Lake Eola Park, the preservation of the Eola House and construction of sidewalks for children walking to and from school. She was the first openly-gay elected official in Central Florida, and passed non-discrimination protections and Domestic Partnership legislation for the LGBT community. She is an urban agriculture advocate, and championed community gardens and urban chickens. She also worked with the Trust for Public Land to acquire the Orlando Urban Trail (OUT). She is a huge supporter of small business and Orlando's MainStreet Districts, and represents Downtown South, Mills50 and Thornton Park Mainstreets. She also lobbied and passed a Florida State Law allowing for Doggie Dining on outdoor patios in downtown Orlando. She is the founder and chairperson for Wheels for Kids, which has provided over 1,000 bicycles to needy elementary and middle school students in Reeves Terrace public housing.

Commissioner Sheehan represents the great neighborhoods of Bel Air, Colonialtown North, Colonialtown South, Coytown, Delaney Park, Dover Shores West, East Central Park, Lake Cherokee, Lake Como, Lake Copeland, Lake Davis/Greenwood, Lake Eola Heights, Lake Holden, Lake Terrace, Lake Weldona, Lancaster Park, Lawsona/Ferncreek, Millenia, Pineloch, South Division, South Eola, South Orange, Southern Oaks, Thornton Park & Wadeview Park. She represents a majority of the historic districts located in Orlando.

Commissioner Sheehan enjoys many outdoor activities including gardening, paddleboarding and Dragon Boat racing. She is a huge proponent of the Arts and Culture in Orlando, and is also a local artist who exhibits her "Bad Kitty" paintings in local clubs and shops. She lives in a 1928 bungalow home with her Chinese Crested dog; Maxine, Nina Simone (a diva kitty) and Jazz (a wild English Springer Spaniel), along with Peep, Cheep, & Bleep (her mini flock of urban chickens).

District 5 Commissioner Daisy W. Lynum

Commissioner Daisy Williams Lynum was elected to the Orlando City Council on April 14, 1998. Commissioner Lynum was born in Leesburg, Florida, a small town 45 miles northwest of Orlando. She is one of eight children and a proud mother of two sons, Sean Edward (Mercedes) and Edward Juan and three granddaughters, Daniela, Ellessee and Lily. The Commissioner became a Christian at age 12 and is currently a faithful member of the New Covenant Baptist Church of Orlando.

After graduating from Carver Heights High School in 1964, Ms. Lynum earned an undergraduate degree in Sociology at Bethune-Cookman College and a graduate degree in clinical Social Work (MSW) from Florida State University. As a Rockefeller Foundation Scholar recipient, Post Baccalaureate studies were completed at Haverford and Bryn Mawr colleges in Pennsylvania, and her teaching certification was completed at the University of Central Florida.

In 2000, Commissioner Lynum completed the John F. Kennedy School of Government Program for Executives at Harvard University. Florida Metropolitan University awarded Commissioner Lynum the Honorary Doctorate of Humane Letters in May 2005.

Inducted into the Delta Sigma Theta Sorority, Inc., in 1966 because of its academic and community service requirements, Commissioner Lynum has remained involved in all aspects of community, professional and political service. Commissioner Lynum was inducted into Gamma Phi Delta Sorority, Inc., Xi Beta Chapter, an organization of business and professional women, in December 2008.

After more than 30 years of employment, first as a 5th grade teacher, followed by a career as a social worker and administrator for the Department of Health & Rehabilitative Services, and a Special Services Social Worker for Orange County Public Schools, Commissioner Lynum retired in 2002. Simultaneously, her years of community and civic involvement have included numerous organizations, boards, committees and task groups such as: Florida League of Cities Urban Administration Resolution, and Policy Committees and the Board of Directors; Board of Directors for the National League of Cities; and, currently Vice Chair BBIF Board of Directors; Past President of the National League of Cities Women In Municipal Government; Past President of the National Black Caucus of Local Elected Officials and Past President of the National Black Caucus of Local Elected Officials Foundation Board; Past President of the Florida Black Caucus of Local Elected Officials; African American Women's Technology Caucus; Elected Chairman of MetroPlan Orlando Transportation Board, a tri-county regional transportation board of elected officials and recently elected Secretary of the Central Florida Metropolitan Planning Organization Alliance for 2014; Orange County Voter's League; Life Member NAACP; serves on the Nemours Council; and, 2005 Onxy Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.

Internationally, Commissioner Lynum has represented Orlando and our country in Japan, Africa and China: participated in the US-China Exchange Association's US Business Matchmaking Conference in 2006, 2007 and 2008. Commissioner Lynum enjoys traveling and has visited many Caribbean and European countries as a tourist for over thirty-five (35) years. Both of her sons are fluent in Spanish and are also global citizens. Her hobbies are reading, traveling, and gardening.

Commissioner Lynum's primary focus is quality of life through sustainable neighborhoods for residents in District 5 and the City of Orlando.

District 6 Commissioner Samuel B. Ings

Samuel B. Ings was elected to the City Council on May 9, 2006 to serve as Commissioner of District 6 and re-elected in 2007 and 2008, and 2012. Commissioner Ings was born and raised in Orlando, Florida and is a thirty-year retired veteran Captain with the Orlando Police Department. He served as Commander of the Problem Oriented Policing Division, and served two consecutive terms as the Commander of the Criminal Investigation Division. He is a graduate of the FBI National Academy (Quantico, Virginia) for Global Law Enforcement Executives, 171st Session.

Commissioner Ings earned Master degrees from Orlando College in Business Administration; and Rollins College in Management and Criminal Justice. His affiliations are with numerous organizations and groups, including:

- Founder, President/Chief Executive Officer for Ark of Faith Ministries, Inc., Orlando, FL
- Former Region III Vice President/Florida Chapter President of N.O.B.L.E. (National Organization of Black Law Enforcement Executives)
- Member of the National, Florida, and Tri County League of Cities
- Member of the National and Florida Black Caucus of Local Elected Officials
- Member of the Orlando Police Benevolent Association
- Member of the Fraternal Order of Police, Lodge #25
- Member of the FBI National Academy Associates
- Member of the Orlando Brotherhood of Police Officers
- Member of the Rollins College Alumni Association
- Member of the Valencia Community College Alumni Association
- Member of the Omega PSI PHI Fraternity, Inc.
- Member of the Orange County Political Coalition
- Member of the local branch of the National Association for the Advancement of Colored People (NAACP)

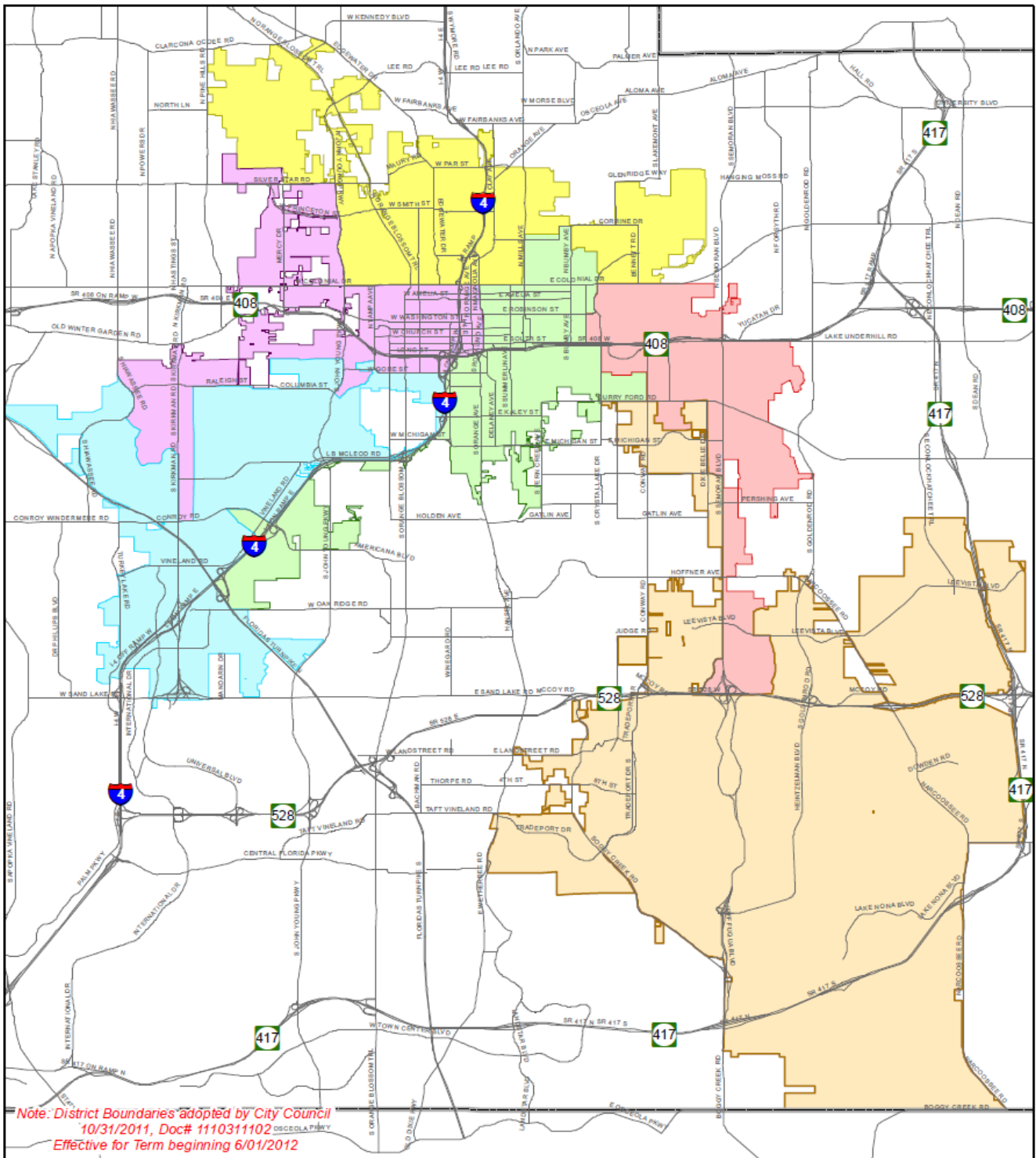
Commissioner Samuel B. Ings is committed to working to enhance the safety and quality of life for the benefit of all residing in our great community, including Neighborhood Street Improvements and Traffic Calming projects.

Commissioner Ings is married to June and has a son, Craig, and five daughters: Yolanda (Terriell), Candice (Santonio), Samantha, Alexandria, and Marisa.

Commissioner Ings strategic vision for District 6 focuses on five key areas:

- Public Safety
- Education Preparedness
- Cultural Embracement
- Community Beautification
- Economic Empowerment

CITY OF ORLANDO



City of Orlando
COMMISSIONER DISTRICTS

COMMISSIONER DISTRICTS

 1 - Jim Gray	 4 - Patty Sheehan
 2 - Tony Ortiz	 5 - Daisy W. Lynum
 3 - Robert F. Stuart	 6 - Samuel B. Ings

Prepared by City of Orlando GIS

Standard Map - Apr 2012

CITY OF ORLANDO

PROFILE (as of September 30, 2013)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.7 square miles
Population	248,731
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	649.62 miles
Streets - brick	55.30 miles
Sidewalks	968 miles
Off Road Bicycle Facilities	31.84 miles
On Street Bicycle Lanes	210.78 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	24
Swimming Pools	11
Tennis Courts	35
Basketball Courts (Exterior)	46
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	50
Gymnasiums	7
Parks	115
Golf Greens	2
Lakes	90
Boat Ramps	5
Playgrounds	52
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Fire Protection:	
Stations	17
Engine Companies	18
Tower Ladder Companies	7
Heavy Rescue	1
Rescue Companies	11
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	3
Air & Light Unit	1
Command Vehicles	6
Boats/Jet Skis	3
Arson / Bomb Unit	1
Airport Fire Rescue Truck	1
Police Protection:	
Stations, Substations, Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	561
- unmarked cars	225
- Mears lease	56
- motorcycles	37
- other vehicles	40
- bicycles	95

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. Neither prioritization forms, reduction plans or increment requests were solicited this fiscal year.
- 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 2013/2014 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 (no requests were accepted for FY 2013/2014).

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.

CITY OF ORLANDO

FY 2013/2014 Budget Calendar

December 2012						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2013						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2013						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March 2013						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

April 2013						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2013						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2013						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

July 2013						
S	M	T	W	T	F	S
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August 2013						
S	M	T	W	T	F	S
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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2013						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2013						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2013						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December
18 Distribution of budget preparation overview and instructions for reorganizations

31 Annual grant plans due in to Grant Development Supervisor

January
25 Distribution of instructions and forms for revenue budgets and Revenue Manual revisions

February
1 Reorganization requests due to Management & Budget (M&B)/ Executive Management review of reorganization requests begins

8 Advance notice regarding Performance Management information

15 Revenue Manual revisions due in to M&B

March
1 Revenue budgets due in to M&B

8 Distribution of instructions and forms for expenditure requests

April
19 Expenditure requests due in to M&B

May
23 CAO/M&B review of Capital Improvement Project requests

June
M&B, CAO, and Mayor will review budget requests and formulate recommended budget

July
1 Certification of property values by Orange County Property Appraiser

8 First budget workshop

22 Second budget workshop and vote on proposed millage rate

September
16 First public hearing to adopt millage rate, budget and Capital Improvement Program

23 Second public hearing to adopt millage rate, budget and Capital Improvement Program

October
1 Implementation of adopted budget

November- December
Monitoring of all budgets

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 2012/2013. 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, 2012/2013 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 2012/2013 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 "FY2012/2013 Revised Budget" is as of June 30, 2013. 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.

CITY OF ORLANDO

2013/2014 LOCAL GOVERNMENT TRIM TIMETABLE			
<u>Milestone</u>	<u>TRIM Day</u>	<u>TRIM Date</u>	<u>City Completion Date</u>
Property Appraiser certifies roll (Taxable Value).	1	July 1	
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	31-Jul
Property Appraiser mails notice of proposed property taxes.	55		
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 16
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 19
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 6 - Oct. 8	September 23
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 25
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			October 1
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 3
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 8

CITY OF ORLANDO

BUDGET REVISIONS

After adoption of the annual budget, any budgetary transaction that causes an increase or decrease to fund totals is considered a Budget Amendment. This includes, but is not limited to, grants, donations, reimbursements, insurance settlements, and increased receipts from enterprise funds or proprietary funds for a particular purpose.

After implementation of the budget, all requests to change any appropriation, personnel structure, project, capital request or contract change orders must be submitted to Management and Budget for appropriate routing and approvals. The three levels of approval responsibility and their limits of authority are delineated as follows:

The **MANAGEMENT & BUDGET DIVISION MANAGER** has final approval of:

- Budget transfers involving \$2,500 or less.
- All project transfer requests within approved projects.
- All budget transfers (with the exception of capital outlay funding redesignation) within a division or office.
- All budget transfers within the same fund between the same group account or line item.
- All requests for capital equipment items in projects with appropriate concurrence, typical capital items are computer related therefore concurrence would come from Technology Management.
- All transfer requests into travel accounts amounting to \$1,000 or less when funds come from within the same department and fund.

The **CHIEF ADMINISTRATIVE OFFICER** has final approval of:

- Any budget transfer greater than \$2,500, and less than or equal to \$5,000.

The **BUDGET REVIEW COMMITTEE (BRC)** is chaired by the Chief Administrative Officer (CAO) and was established for the purpose of maintaining centralized budgetary control. The BRC currently consists of two permanently assigned voting members, two additional voting members appointed by the Mayor and non-voting technical advisors as needed.

The **BUDGET REVIEW COMMITTEE** has approval of:

- Budget transfers in excess of \$5,000.
- All requests for new projects requiring an appropriations transfer greater than \$5,000.
- Position reclassifications.
- All grant applications submitted to secure funding on behalf of the City of Orlando for which matching funds are required.
- All contract change orders requiring funding in excess of established contract contingencies.
- Transfers into travel accounts in excess of \$1,000 when funds are requested from accounts other than existing "Travel Expense and Training" groups within the same department and fund.
- All requests for transfers from salary group accounts to operating or capital group accounts.

Finally, **CITY COUNCIL** approval must be obtained before BRC action is considered final on the following:

- The creation of a new position.
- All General Contingency requests in all funds.
- Departmental reorganization requests.
- Administrative Amendments (approval of BRC minutes will amend the fund totals for items described in City Code Section 2.70 such as grants, donations, gifts, reimbursements and increased receipts from enterprise funds or proprietary funds for a particular purpose).
- Amendment by Resolution (amendments of fund totals after adoption require a resolution of the City Council at any regular or special meeting as required by City Code, Section 2.69).
- All other items as required by City code.

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

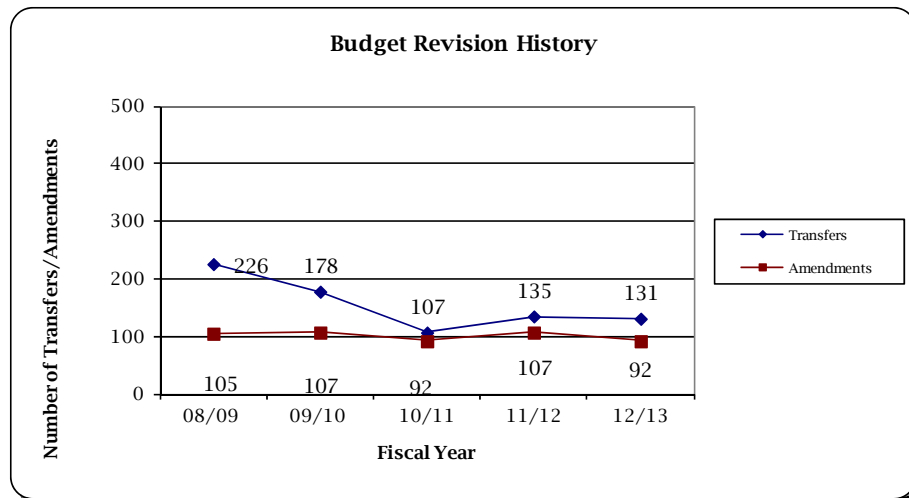
DEPARTMENT - An organizational unit responsible for carrying out a major governmental function. Economic Development and Fire are examples of City departments.

DIVISION - Divisions are the major organizational and functional subdivisions of departments. Divisions within the Public Works Department include Engineering Services, Streets and Stormwater Services, CIP/Infrastructure, Solid Waste Management and Wastewater.

PROGRAM - A program 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 programs* produce results that directly affect citizens or the environment, while *support programs* serve other City programs. Examples of programs include Commercial Collection in the Solid Waste Management Division and Lift Station Operations in the Wastewater Division.

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

CITY OF ORLANDO



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	Source of Funds
<u>GOVERNMENTAL FUNDS</u>		
<u>GENERAL FUND</u>		
The General Fund is used to account for all financial resources except those required to be accounted for in another fund.		Ad Valorem taxes, licenses and permits, utility taxes, state taxes and contributions such as revenue sharing and service charges.
<u>SPECIAL REVENUE FUNDS</u>		
The Law Enforcement Training Fund provides training funds for sworn police officers.		Fines collected by the County Court.
The Community Development Block Grant Fund as well as the Neighborhood Stabilization and Homelessness Prevention and Rapid Re- Housing (HPRP) Funds represent housing rehabilitation and community development in low and moderate income neighborhoods.		Community Development Block Grant funds received from Housing and Urban Development (HUD).
The HOME Investment Partnership Fund expands the supply of affordable housing for low and very low income families with emphasis on rental housing.		HOME Investment Partnership Program Grant funds received from HUD.
The HOPWA Fund (Housing Opportunities for Persons with AIDS) provides funding for short-term rental, mortgage and utility assistance, along with support services for persons with AIDS.		HOPWA Grant funds received from HUD.
The HUD/Homeless Grant Fund provides funds for the provision of support services and operating expenses for emergency shelters and activities for the homeless population.		Emergency Shelter Grant funds received from 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 21.02 percent of the revenues collected in Orange County in FY 2012/2013.
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 Fund accounts for the operations of the golf course. A private contractor manages the course.		Contribution from the General Fund and charges for services.

CITY OF ORLANDO

FUND STRUCTURE

Purpose	Source of Funds
<u>SPECIAL REVENUE FUNDS</u>	
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.
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.	Fees 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 the life support charge category: advanced life support 1; advanced life support 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 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 agreement between the City, Orange County and the Orlando Magic.	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

FUND STRUCTURE

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

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BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
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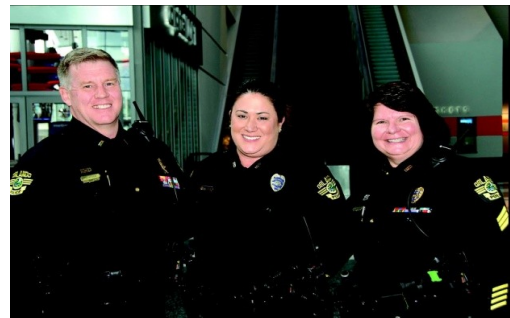
Good Morning,

One of the great privileges of being the Mayor of our City is the annual opportunity to outline the budget for the upcoming year. To show our residents where their tax dollars go – and why that spending is important. Today marks my 11th budget address. It's worth noting that for the last half-decade, these remarks have been given under the cloud of recession or, in the case of this year, the early stages of recovery.

Five years ago I stood in this very spot and talked about the uncharted territory we were entering because of the global economic crisis and the impact of state-mandated property tax reduction. In the face of plummeting revenues and rising expenditures, this City government made a promise to its residents. We pledged to forego quick fixes, in favor of tough but necessary decisions that would benefit the long-term financial health of our City. We vowed to do everything possible to preserve core City services like police, fire, public works and investment in our neighborhoods, while drastically reducing the size of our local government. And, we said that we would not increase the financial burden on Orlando's residents during a recession in order to craft a balanced budget.

I am proud to say that every year since, we've not only kept that promise, we've gone above and beyond it. Three years after that grim 2009 budget session, when many other City governments were declaring financial emergencies, Orlando was able to declare that it was in the best financial shape of any major City in Florida. In the two years since that powerful moment, we have maintained our financial strength and standing. We've also worked to show our residents exactly how their tax dollars fund City services and the value of those services. We should be particularly proud of what our residents get in return for the average 40-dollar-a-month tax bill.

Today, Orlando's property tax bill continues to represent the best police and fire protection in Florida, superior and reliable public works services and a host of other vital programs our residents depend on all for far less than the cost of what most people pay for cell phone service. I like to think about the value in these terms: The average Orlando homesteader pays about the same price for the alarm system as they do for the police officers and first responders that show up in an emergency.



As we look back at the work we've done to endure the recession and live within our means, the "basics budgets" we've crafted have not been exciting. You don't see a lot of headlines about making sure the trash gets picked up twice a week. Yet, these budgets have done what they were intended to do – shrink government and keep money in the pockets of residents and businesses when they need it the most. I believe that our stewardship of taxpayer dollars has helped play a critical role in our economic recovery.

BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
ADDRESS

Today, signs of that recovery are everywhere. Our local and state unemployment rate is down significantly. Permitting has more than doubled in the City. Construction cranes are back. Businesses are springing up and property values are increasing. Jobs are being created. Occupancy rates are rising Downtown. Commissioners, this is the part of the speech where you and just about everyone else is hoping that I'm going to say, "happy days are here again" and that we are on track to restore our budget back to pre-recession levels. As the saying goes, I've got some good news, and I've got some bad news.



Our local, state and national economy is primed to return in a big way. That means more jobs, more discretionary income for our residents and a path to prosperity. The bad news, at least relatively speaking, is that our City budget is a far more complicated story. It's not a perfect analogy, but think of our City budget like the budget of an Orlando family. Prior to the recession, the family was doing well. Both parents had great jobs. They had enough money to cover all their expenses, as well as put money into savings and make investments for the future. They even had a little left over to do some fun things. Then, the Great Recession hit.

One of the parents lost a job and the household income was cut dramatically. The family had to make tough choices in order to survive. They cut spending way back. They postponed maintenance on their house, stopped buying new clothes and decided not to replace the clunker in the garage. They stopped making all but the most critical investments. Those choices helped the family endure the tough times. They gave the family breathing room until the spouse who had lost a job could find a new part time job that paid at least some of what the old job did.



Here's the problem. Even though things are looking up for the family and even though their income is headed back to where it was pre-recession this does not mean the family can immediately go back to the lifestyle it had five or six years ago. Our family has to pay for long overdue maintenance on the house. They've got to put money back into their future investments, perhaps a college fund. They've got to buy a car. While that family was hunkering down, the price of things like gas, food and health insurance

went up. So, while the economy is improving around them, our family is still faced with many tough financial choices. Our family may never get back to the exact same spot they were in financially before the recession.

BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
ADDRESS

This is, roughly, the same situation that your City government is in as our economy slowly begins to rebound. Over the last five years, we tightened the belt to the very last hole. We learned to do more with less. We stretched vehicle maintenance and replacement as far as it could go. We cut jobs. We stretched core infrastructure projects like pavement and building sidewalks. We postponed important investments in our future. Now, even though our economic picture is improving, we have to cover the costs of the decisions that were made in order to endure the Great Recession. The picture is even more complicated because of state-mandated property tax reform, which will prevent revenues from ever fully returning to where they were pre-recession. Simply put, the Legislature has restricted our ability to recover.

So, while we had hoped we could make it through the recession and come out on the other side in the same position we were in before economic crisis, this is not the case. After all of the work to cut costs, our budget picture remains such that we are going to continue to see limited revenues and increasing expenditures. Because our expenses are rising, we are going to have to fight this structural imbalance every year.

So, our focus this year is not going to be returning to where we were. Rather, our focus is on maintaining the service levels we have - and putting us in the best possible position to fight this fight in the years ahead.

Commissioners, the budget proposal we present today is a reflection of that ongoing fight. But, I submit to you that even though you could call this a basics budget, the services this budget continues to deliver are quite exceptional. This budget contains no tax increases, for one more year. It maintains funding to deliver superior police and fire protection and public works services. That includes the training and tools that have allowed our fire department to maintain an ISO rating of one for the past six years. It also includes the funding to ensure we have more police and firefighters per thousand residents than any other major city in Florida. And, it includes support for our Citywide CPR education initiative. This budget continues our investment in neighborhoods. It ensures that we maintain our roads, parks and sidewalks.

It provides the infrastructure necessary for people to go about their lives; storm water, wastewater, trash pick-up and other health and safety functions. This budget allows us to maintain the expanded Lake Eola Park and our other parks and ball fields. This budget invests in proven programs that link our most vulnerable young people with education and opportunity like the Parramore Kidz Zone and the After School All Stars program. And, our budget continues to support the private sector in creating desperately needed jobs and diversifying our Central Florida economy; programs such as our Main Street Districts that provide a path for entrepreneurship and small business success. In five years our investment in Main Street Districts has resulted in 2,259 jobs and 394 new businesses.

BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
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To underscore just how important the core services I've just described are, I want to read from a letter I received recently from Orlando resident Dom Castellano:

"Dear Mayor Dyer, City Staff and Park Management, I wanted to take the time to express my appreciation and gratitude for the many City services that myself and my family enjoy. I walk my dog daily and I wish to thank those that maintain the Rosemont Preserve. My 17-month old son and my 10 year old son take swim lessons at College Park pool. The staff is professional, enthusiastic, and takes pride in what they do. Thanks to you and the City staff who keep Orlando Beautiful!"

Commissioners, this is what it's all about. In a few minutes we're going to look at a lot of numbers. We're going to use fancy terms like "millage rate" and "property reassessment." When it all comes down to it, the reason we work so hard to craft these budgets is to provide the best services around to Dom and families like his throughout our City.

Commissioners, five years ago I stood here and talked about the uncharted territory we were heading into in terms of Orlando's budget. We are still in that uncharted territory today, striving to respond to an ever-changing roster of forces that threaten to erode our shared vision for Orlando's prosperity. This has been the definitive test of my public service career, and likely yours as well. We would not have made it this far without the partnership and support of this City Council.

I want to say thank you to each City commissioner for their hard work and leadership as we've crafted budgets that sacrifice today, in order to be prepared for tomorrow. I also want to thank Rebecca Sutton, Ray Elwell, City CAO Byron Brooks and every department director for their leadership. We can't forget the members of our City family.

As I look back on my eleven years as mayor, one of the things I am most proud of has been the change in the culture of spending that our City employees have helped bring about. Government at every level is often criticized for fostering a dynamic where employees feel they are compelled to spend every dollar of their department's budget. Not here in Orlando.

BUDGET IN BRIEF

MAYOR DYER'S
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Our Directors, and all our employees fight to find savings. They work hard to secure grants and other creative ways to fund programs. And, they evaluate all spending no matter how big or small against the question - is this absolutely necessary? It is my privilege to work with employees every day who have made it their mission to change that culture of spending, into one of saving. It's also my privilege to work with City Commissioners who have worked to bring about this change in the culture of our government.

Finally, I want to thank the residents of Orlando. I hope our residents are proud that they have a local government that goes the extra mile to show them where their money goes, why that spending is important to them and the benefits that spending provides for us all. I hope, even in the midst of five years of recession and tough budgetary choices, that all our residents are proud to call our great City home.

That concludes my formal remarks.

Thank you.



BUDGET IN BRIEF

	FY 2012/2013 Adopted Budget	FY 2013/2014 Adopted Budget
General Fund	\$ 354,292,717	\$ 357,397,560
<u>SPECIAL REVENUE</u>		
911 Emergency Telephone System	494,000	491,385
After School All Stars	1,465,060	1,445,982
Building Code Enforcement	6,613,379	8,726,391
Capital Improvement Fund	12,768,244	5,609,607
CEB Lien Assessment Fund	1,101,804	984,286
Cemetery Trust Fund	662,355	698,298
Community Development Block Grants	2,047,569	1,930,932
Community Redevelopment Agency Fund	7,144,576	7,928,159
Contraband Forfeiture Trust Funds	1,200,000	1,209,902
CRA Trust Funds	30,971,631	31,700,794
Designated Revenue	163,164	162,474
Dubsdread Golf Course Funds	2,104,149	2,082,171
EMS Transport	15,784,116	21,192,995
Gas Tax Fund	8,251,109	9,734,472
GOAA Police Fund	8,924,743	9,531,858
Grant Fund	4,082,321	-
Harry P. Leu Gardens Trust Fund	2,747,811	2,668,217
HOME Investment Partnership Fund	1,089,851	889,233
HOPWA Grant Fund	3,646,002	3,533,678
HUD Homeless Grant Fund	183,482	134,014
Law Enforcement Training Fund	230,000	230,220
Mennello Museum Fund	587,079	578,825
OCPS - Crossing Guard Fund	485,389	523,728
Revolving Energy Fund	139,342	139,342
Special Assessment Funds	1,503,978	1,494,299
Spellman Site Fund	1,436,921	1,356,652
Street Tree Trust	209,339	187,222
Transportation Grant Fund	2,229,294	2,319,928
Transportation Impact Fee Funds	4,116,152	5,136,015
Utility Services Tax Fund	44,325,553	28,767,456
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	19,311,600	19,597,100
Capital Improvement Series 2007B	3,660,909	3,663,050
Citrus Bowl CP Debt	288,475	209,801
CRA Debt Service - 2009	5,145,235	5,143,610
CRA PAC Debt Service - 2010	5,602,344	5,852,344
CRA Debt Service - Internal Loan Fund	4,095,828	4,236,391
CRA Debt Service Refunding	1,154,800	1,156,050
CRA Debt Service-Conroy Road	1,898,750	1,903,050
CRA Debt Service-Republic Drive	2,990,300	3,866,181
CRA Debt Service-State Infrastructure Bank	750,000	750,000

BUDGET IN BRIEF

	FY 2012/2013 Adopted Budget	FY 2013/2014 Adopted Budget
<u>DEBT SERVICE (continued)</u>		
Events Center Debt Other	\$ 5,533,097	\$ 5,027,782
Events Center Master and CP	1,167,187	4,223,407
Jefferson Garage Debt	1,894,360	1,893,224
PAC Debt	519,337	377,700
Sales Tax Rebate Debt	2,000,004	2,000,004
Taxable Series H Debt	343,425	343,425
Wastewater Revenue Bond Funds	33,634,617	5,964,905
<u>ENTERPRISE</u>		
55 West Garage R&R Fund	75,000	75,000
Amway Center R&R	600,000	600,000
CNL R&R	30,000	30,000
Community Venues Construction Admin	3,137,959	3,042,933
Downtown Transit Fund	2,030,376	2,201,593
Orlando Venues Fund	23,489,487	23,919,514
Parking System Revenue Fund	14,139,111	14,300,234
Solid Waste Fund	26,645,457	27,853,266
Stormwater Utility Fund	27,300,169	27,101,933
Wastewater Construction Funds	12,619,000	9,221,600
Wastewater R & R Fund	2,204,616	2,954,600
Wastewater Revenue Fund	72,523,600	82,066,900
<u>INTERNAL SERVICE</u>		
Construction Management Fund	4,278,656	4,280,028
Facilities Management	5,577,644	5,896,276
Fleet Management Funds	23,751,150	25,270,358
Health Care	53,061,872	57,100,182
Internal Loan Fund	21,378,013	25,549,497
Pension Participant Services	104,195	107,216
Risk Management Fund	17,101,068	16,623,735
<u>COMPONENT UNIT</u>		
Civic Facilities Authority Revenue Fund	3,534,342	3,343,132
Downtown Development Board Fund	2,951,931	3,336,056
<u>PENSION TRUST</u>		
City Pension Funds	3,339,755	3,286,660
OPEB Trust Fund	22,740,424	21,270,298
TOTAL CITY OF ORLANDO	\$ 953,605,223	\$ 934,425,130

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

	FY 2011/2012 Actual Revenues	FY 2012/2013 Revised Budget	FY 2013/2014 Adopted Budget
General Fund	\$ 335,688,717	\$ 358,101,025	\$ 357,397,560
<u>SPECIAL REVENUE</u>			
911 Emergency Telephone System	551,192	494,000	491,385
After School All Stars	1,428,613	1,465,060	1,445,982
Building Code Enforcement	8,540,534	6,846,613	8,726,391
Capital Improvement Fund	15,680,292	49,592,702	5,609,607
CEB Lien Assessment Fund	879,200	1,261,926	984,286
Cemetery Trust Fund	741,909	662,355	698,298
Community Development Block Grants	2,929,470	4,404,165	1,930,932
Community Redevelopment Agency Fund	6,945,677	15,511,813	7,928,159
Contraband Forfeiture Trust Funds	1,296,220	1,689,312	1,209,902
CRA Trust Funds	32,021,253	32,051,947	31,700,794
Designated Revenue	571,632	1,229,640	162,474
Dubsdread Golf Course Funds	1,935,281	2,292,589	2,082,171
EMS Transport	10,197,229	15,812,116	21,192,995
Gas Tax Fund	9,188,417	25,634,522	9,734,472
GOAA Police Fund	7,511,067	8,924,743	9,531,858
Grant Fund	10,398,416	45,614,661	-
Harry P. Leu Gardens Trust Fund	2,556,609	2,797,585	2,668,217
HOME Investment Partnership Fund	1,395,913	3,805,451	889,233
HOPWA Grant Fund	3,744,782	4,666,142	3,533,678
HUD Homeless Grant Fund	114,142	55,716	134,014
Law Enforcement Training Fund	156,069	230,000	230,220
Mennello Museum Fund	500,509	587,079	578,825
OCPS - Crossing Guard Fund	520,109	485,389	523,728
Revolving Energy Fund	-	139,342	139,342
Special Assessment Funds	1,900,479	1,503,978	1,494,299
Spellman Site Fund	1,719,392	1,639,074	1,356,652
Street Tree Trust	74,883	209,339	187,222
Transportation Grant Fund	2,097,771	2,229,294	2,319,928
Transportation Impact Fee Funds	3,705,952	17,827,203	5,136,015
Utility Services Tax Fund	42,811,363	35,259,807	28,767,456

Continued on subsequent pages

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

FY 2011/2012 Actual Expenses	FY 2012/2013 Revised Budget	FY 2013/2014 Adopted Budget	
\$ 332,532,381	\$ 358,069,302	\$ 357,397,560	General Fund
			<u>SPECIAL REVENUE</u>
444,018	494,000	491,385	911 Emergency Telephone System
1,411,877	1,465,060	1,445,982	After School All Stars
6,253,715	6,640,639	8,726,391	Building Code Enforcement
20,935,507	64,828,371	5,609,607	Capital Improvement Fund
624,753	1,261,926	984,286	CEB Lien Assessment Fund
743,262	662,355	698,298	Cemetery Trust Fund
3,137,255	4,481,718	1,930,932	Community Development Block Grants
6,412,949	15,511,813	7,928,159	Community Redevelopment Agency Fund
579,069	1,689,312	1,209,902	Contraband Forfeiture Trust Funds
30,285,181	30,971,631	31,700,794	CRA Trust Funds
375,754	1,045,137	162,474	Designated Revenue
1,602,148	2,104,149	2,082,171	Dubsread Golf Course Funds
9,769,413	15,812,116	21,192,995	EMS Transport
11,474,981	25,634,522	9,734,472	Gas Tax Fund
7,774,486	8,924,743	9,531,858	GOAA Police Fund
10,424,143	40,589,244	-	Grant Fund
2,552,235	2,748,785	2,668,217	Harry P. Leu Gardens Trust Fund
1,395,913	3,873,058	889,233	HOME Investment Partnership Fund
3,744,784	4,666,142	3,533,678	HOPWA Grant Fund
114,142	239,198	134,014	HUD Homeless Grant Fund
128,260	230,000	230,220	Law Enforcement Training Fund
525,659	587,079	578,825	Menneillo Museum Fund
457,866	485,389	523,728	OCPS - Crossing Guard Fund
-	139,342	139,342	Revolving Energy Fund
1,209,395	1,503,978	1,494,299	Special Assessment Funds
2,967,441	1,639,074	1,356,652	Spellman Site Fund
76,877	209,339	187,222	Street Tree Trust
2,435,113	2,229,294	2,319,928	Transportation Grant Fund
12,262,165	17,827,203	5,136,015	Transportation Impact Fee Funds
42,811,363	44,325,553	28,767,456	Utility Services Tax Fund

Continued on subsequent pages

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

	FY 2011/2012 Actual Revenues	FY 2012/2013 Revised Budget	FY 2013/2014 Adopted Budget
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	\$ 18,081,296	\$ 19,311,600	\$ 19,597,100
Capital Improvement Series 2007B	2,502,052	3,660,909	3,663,050
Citrus Bowl CP Debt	212,142	1,114,674	209,801
CRA Debt Service - 2009	5,128,585	5,145,235	5,143,610
CRA Debt Service - 2010	5,602,344	5,602,344	5,852,344
CRA Debt Service - Internal Loan Fund	-	4,095,828	4,236,391
CRA Debt Service Refunding	1,166,800	1,154,800	1,156,050
CRA Debt Service - Conroy Road	2,306,515	2,198,504	1,903,050
CRA Debt Service - Republic Drive	3,350,025	3,345,727	3,866,181
CRA Debt Service - SIB	-	750,000	750,000
Events Center Debt Other	5,022,359	6,566,246	5,027,782
Events Center Master and CP	2,067,837	13,005,567	4,223,407
Jefferson Garage Debt	809,034	1,894,360	1,893,224
PAC Debt	1,142,379	14,478,022	377,700
Sales Tax Rebate Debt	2,053,047	2,000,004	2,000,004
Taxable Series H Debt	111,498	343,425	343,425
Wastewater Revenue Bond Funds	16,722,031	18,792,578	5,964,905
<u>ENTERPRISE</u>			
55 West Garage R&R Fund	86,101	75,000	75,000
Amway Center R&R Fund	652,479	1,759,794	600,000
CNL R&R	159,642	634,947	30,000
Community Venues Construction Admin.	4,190,518	3,137,959	3,042,933
Downtown Transit Fund	1,960,508	2,030,376	2,201,593
Orlando Venues Fund	22,562,333	23,513,862	23,919,514
Parking System Revenue Fund	12,728,042	14,553,726	14,300,234
Solid Waste Fund	26,270,326	28,163,776	27,853,266
Stormwater Utility Fund	29,812,835	55,555,714	27,101,933
Wastewater Construction Funds	7,710,504	40,296,638	9,221,600
Wastewater R & R Fund	2,681,712	12,881,942	2,954,600
Wastewater Revenue Fund	72,548,041	72,930,706	82,066,900
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,857,217	4,278,656	4,280,028
Facilities Management Fund		5,577,644	5,896,276
Fleet Management Funds	29,686,392	24,222,543	25,270,358
Health Care	46,273,455	53,061,872	57,100,182
Internal Loan Fund	8,731,982	21,378,013	25,549,497
Pension Participant Services	119,601	104,195	107,216
Risk Management Fund	15,873,082	20,330,565	16,623,735
<u>COMPONENT UNIT</u>			
Civic Facilities Authority Revenue Fund	13,217,994	3,733,113	3,343,132
Downtown Development Board Fund	2,876,274	3,977,197	3,336,056
<u>PENSION TRUST</u>			
City Pension Funds	159,009,649	3,339,755	3,286,660
OPEB Trust Fund	33,106,680	22,740,424	21,270,298
TOTAL CITY OF ORLANDO	\$ 1,068,196,402	\$ 1,164,762,828	\$ 934,425,130

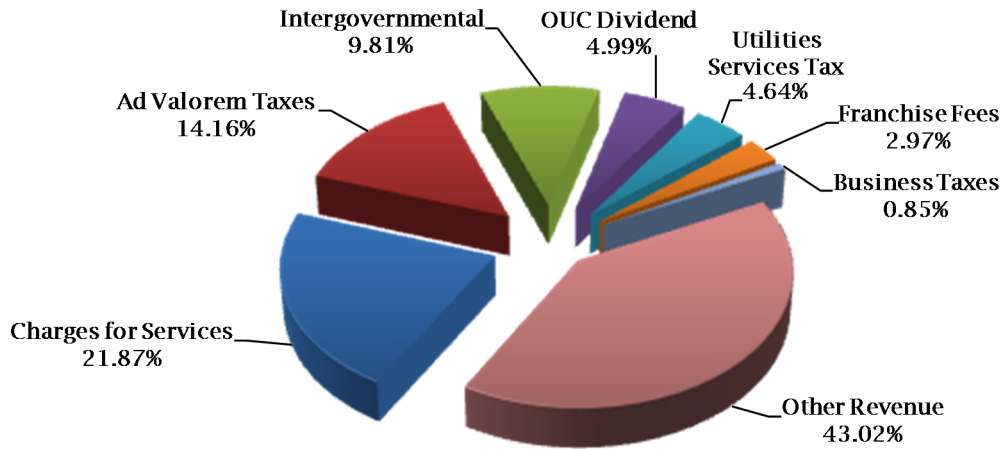
BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

FY 2011/2012 Actual Expenses	FY 2012/2013 Revised Budget	FY 2013/2014 Adopted Budget	
\$ 16,725,683	\$ 19,311,600	\$ 19,597,100	<u>DEBT SERVICE</u>
2,502,052	3,660,909	3,663,050	6th Cent TDT Debt
324,821	1,117,343	209,801	Capital Improvement Series 2007B
5,127,473	5,145,235	5,143,610	Citrus Bowl CP Debt
5,602,344	5,602,344	5,852,344	CRA Debt Service - 2009
2,773,658	4,095,828	4,236,391	CRA Debt Service - 2010
1,162,883	1,154,800	1,156,050	CRA Debt Service - Internal Loan Fund
4,322,787	1,898,750	1,903,050	CRA Debt Service Refunding
6,350,364	2,990,300	3,866,181	CRA Debt Service - Conroy Road
-	750,000	750,000	CRA Debt Service - Republic Drive
5,714,042	6,517,541	5,027,782	CRA Debt Service - SIB
5,549,587	13,088,104	4,223,407	Events Center Debt Other
809,034	1,894,360	1,893,224	Events Center Master and CP
304,570	14,598,495	377,700	Jefferson Garage Debt
1,455,889	2,000,004	2,000,004	PAC Debt
111,498	343,425	343,425	Sales Tax Rebate Debt
5,177,781	52,165,401	5,964,905	Taxable Series H Debt
			Wastewater Revenue Bond Funds
-	75,000	75,000	<u>ENTERPRISE</u>
40,206	1,759,794	600,000	55 West Garage R&R Fund
368,451	634,947	30,000	Amway Center R&R Fund
2,984,588	3,137,959	3,042,933	CNL R&R
1,494,021	2,030,376	2,201,593	Community Venues Construction Admin.
21,253,168	23,513,862	23,919,514	Downtown Transit Fund
8,965,435	14,553,726	14,300,234	Orlando Venues Fund
21,831,756	29,416,790	27,853,266	Parking System Revenue Fund
21,090,717	55,555,714	27,101,933	Solid Waste Fund
9,313,353	76,696,638	9,221,600	Stormwater Utility Fund
3,659,828	12,881,942	2,954,600	Wastewater Construction Funds
66,692,122	72,930,706	82,066,900	Wastewater R & R Fund
			Wastewater Revenue Fund
3,737,407	4,278,656	4,280,028	<u>INTERNAL SERVICE</u>
-	5,577,644	5,896,276	Construction Management Fund
23,641,482	24,222,543	25,270,358	Facilities Management Fund
49,421,884	53,061,872	57,100,182	Fleet Management Funds
6,231,982	21,378,013	25,549,497	Health Care
83,419	104,195	107,216	Internal Loan Fund
12,900,525	20,330,565	16,623,735	Pension Participant Services
			Risk Management Fund
4,610,147	3,733,113	3,343,132	<u>COMPONENT UNIT</u>
2,734,525	3,977,197	3,336,056	Civic Facilities Authority Revenue Fund
			Downtown Development Board Fund
61,161,050	3,339,755	3,286,660	<u>PENSION TRUST</u>
21,102,653	22,740,424	21,270,298	City Pension Funds
			OPEB Trust Fund
\$ 922,795,285	\$ 1,253,155,342	\$ 934,425,130	TOTAL CITY OF ORLANDO

BUDGET IN BRIEF

**Total Adopted Budget
Revenue Summary by Source
FY 2013/2014**



Revenue Source	Adopted Budget FY 2013/2014	% of Total
Charges for Services	\$ 204,380,752	21.87%
Ad Valorem Taxes	132,347,079	14.16%
Intergovernmental	91,709,887	9.81%
OUC Dividend	48,600,000	5.20%
Utilities Services Tax	41,914,067	4.49%
Franchise Fees	27,784,000	2.97%
Business Taxes	7,897,000	0.85%
Other Revenue	<u>379,792,345</u>	<u>40.64%</u>
Total	<u><u>\$ 934,425,130</u></u>	<u><u>100.00%</u></u>

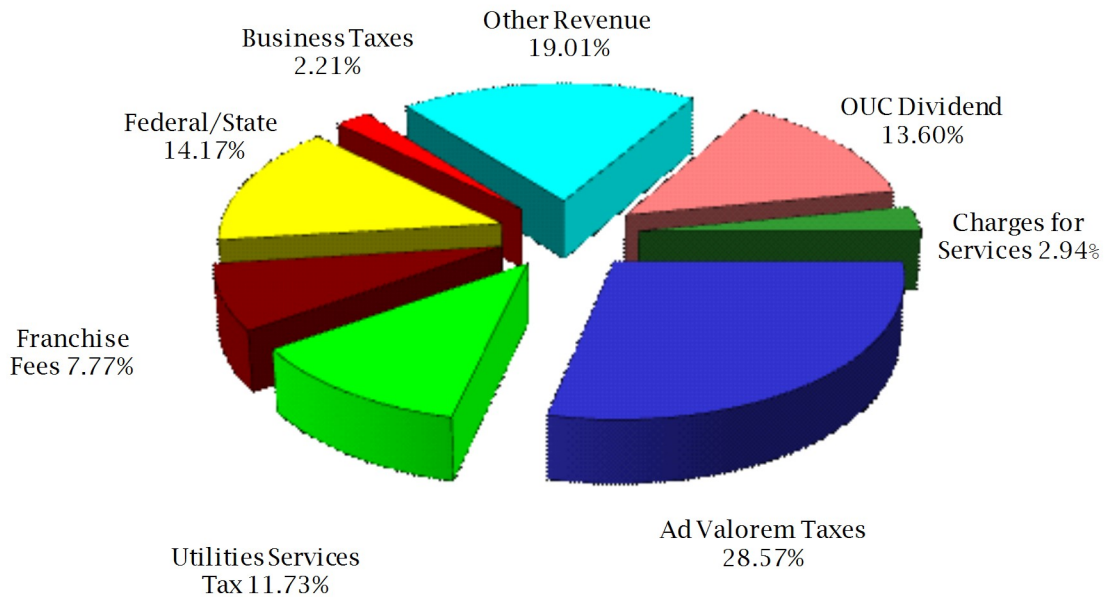
BUDGET IN BRIEF

**ADOPTED
GENERAL FUND
Comparison of Sources and Uses by Fiscal Year**

REVENUES	ADOPTED	REVISED	ADOPTED	2013/2014	NET	%
	FY 2012/2013	FY 2012/2013	FY 2013/2014	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 98,717,058	\$ 98,717,058	\$ 102,111,148	28.57%	\$ 3,394,090	3.44%
Utilities Services Tax	44,323,307	44,323,307	41,914,067	11.73%	(2,409,240)	(5.44%)
Charges for Services	10,258,037	10,258,037	10,500,548	2.94%	242,511	2.36%
Business Taxes	7,747,000	7,747,000	7,897,000	2.21%	150,000	1.94%
Franchise Fees	28,800,000	28,800,000	27,784,000	7.77%	(1,016,000)	(3.53%)
Federal/State Revenue	48,567,985	48,567,985	50,655,274	14.17%	2,087,289	4.30%
OUC Dividend	47,584,000	47,584,000	48,600,000	13.60%	1,016,000	2.14%
Other Revenue	68,295,330	72,071,915	67,935,523	19.01%	(4,136,392)	(5.74%)
	<u>\$ 354,292,717</u>	<u>\$ 358,069,302</u>	<u>\$ 357,397,560</u>	<u>100.00%</u>	<u>\$ (671,742)</u>	<u>(0.19%)</u>
APPROPRIATIONS	ADOPTED	REVISED	ADOPTED	2013/2014	NET	%
By Department	FY 2012/2013	FY 2012/2013	FY 2013/2014	% TOTAL	CHANGE	CHANGE
Executive Offices	\$ 19,745,218	\$ 19,837,367	\$ 19,363,624	5.42%	\$ (473,743)	(2.39%)
Business & Financial Svcs.	21,228,496	21,337,769	23,146,644	6.48%	1,808,875	8.48%
Economic Development	14,825,987	14,825,987	14,774,978	4.13%	(51,009)	(0.34%)
Families, Parks & Rec.	26,133,046	28,733,732	27,379,024	7.66%	(1,354,708)	(4.71%)
Fire	83,466,941	84,166,286	80,589,139	22.55%	(3,577,147)	(4.25%)
Housing & Community Dev.	270,290	270,290	295,290	0.08%	25,000	9.25%
Police	118,232,483	118,647,719	116,883,726	32.70%	(1,763,993)	(1.49%)
Public Works	19,261,843	19,611,515	19,585,037	5.48%	(26,478)	(0.14%)
Debt Service	17,168,588	17,168,588	14,572,696	4.08%	(2,595,892)	(15.12%)
Nondepartmental	33,959,825	33,470,049	40,807,402	11.42%	7,337,353	21.92%
	<u>\$ 354,292,717</u>	<u>\$ 358,069,302</u>	<u>\$ 357,397,560</u>	<u>100.00%</u>	<u>\$ (671,742)</u>	<u>(0.19%)</u>
	ADOPTED	REVISED	ADOPTED	2013/2014	NET	%
By Major Category	FY 2012/2013	FY 2012/2013	FY 2013/2014	% TOTAL	CHANGE	CHANGE
Salaries & Benefits	\$ 243,378,661	\$ 243,378,247	\$ 236,460,302	66.16%	\$ (6,917,945)	(2.84%)
Operating Costs	48,993,246	48,977,361	51,427,896	14.39%	2,450,535	5.00%
Internal Services	22,913,090	22,913,090	22,988,091	6.43%	75,001	0.33%
Capital & Nonoperating	21,839,132	25,632,016	31,948,575	8.94%	6,316,559	24.64%
Debt Service	17,168,588	17,168,588	14,572,696	4.08%	(2,595,892)	(15.12%)
	<u>\$ 354,292,717</u>	<u>\$ 358,069,302</u>	<u>\$ 357,397,560</u>	<u>100.00%</u>	<u>\$ (671,742)</u>	<u>(0.19%)</u>

BUDGET IN BRIEF

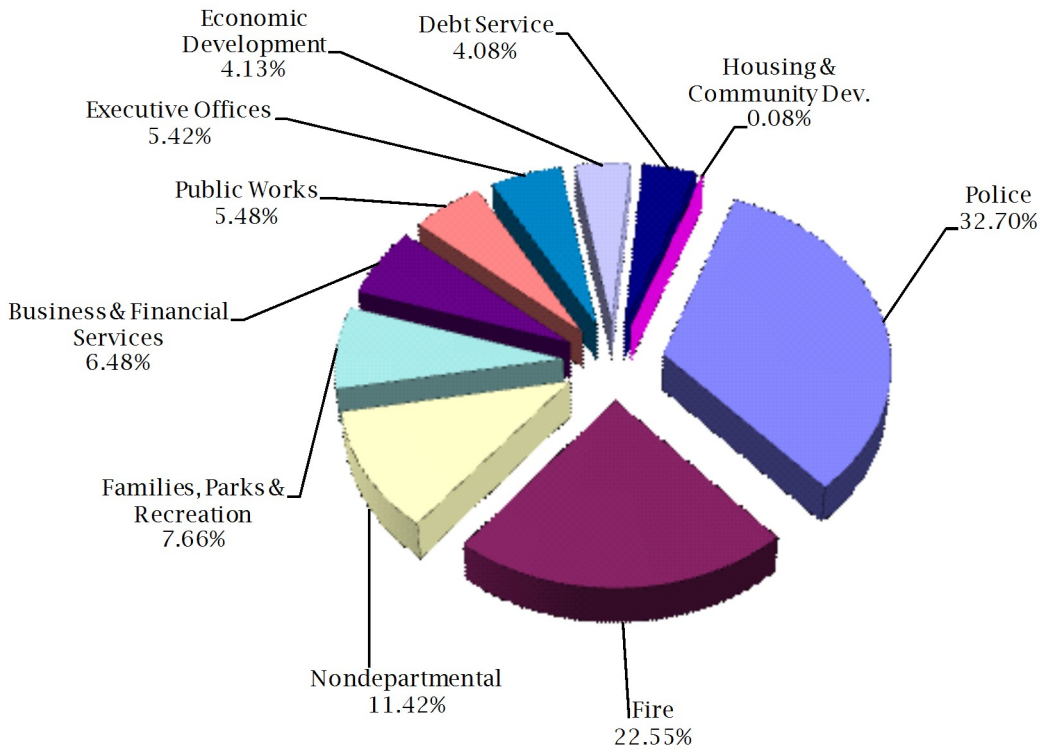
General Fund Revenues by Source
FY 2013/2014



Source of General Revenue	FY 2013/2014 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 102,111,148	28.57%
Other Revenue	67,935,523	19.01%
Federal/State Revenue	50,655,274	14.17%
OUC Dividend	48,600,000	13.60%
Utilities Services Tax	41,914,067	11.73%
Franchise Fees	27,784,000	7.77%
Charges for Services	10,500,548	2.94%
Business Taxes	7,897,000	2.21%
Total	\$ 357,397,560	100.00%

BUDGET IN BRIEF

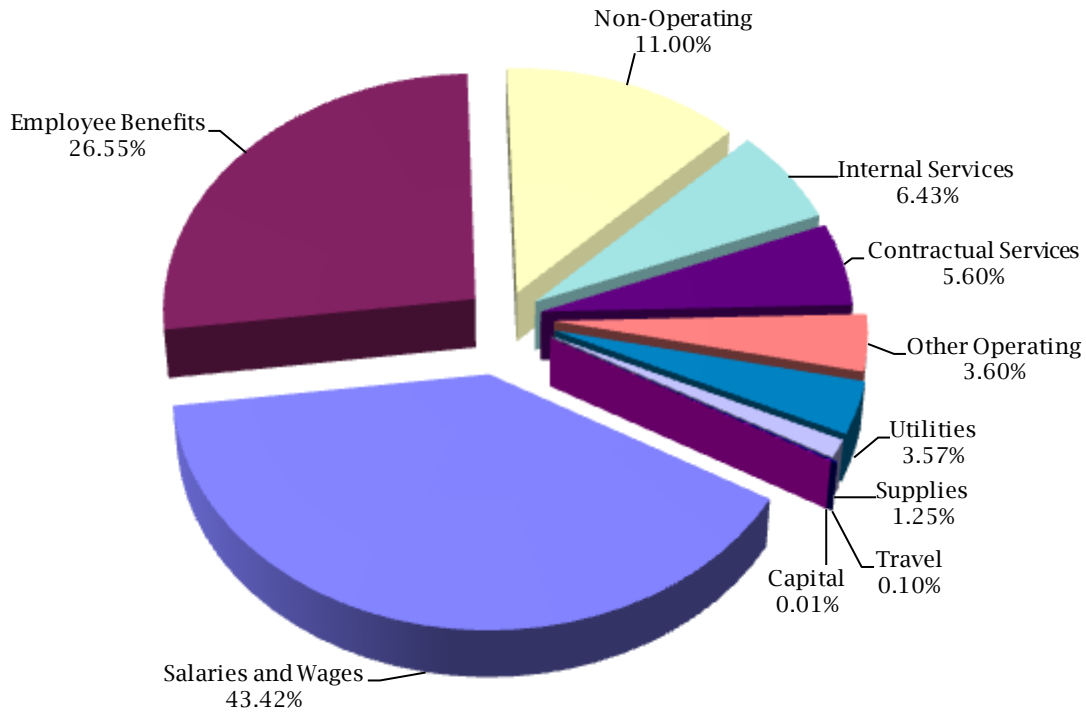
**General Fund Uses by Department
FY 2013/2014**



Department	FY 2013/2014 Proposed Budget	% of Total
Police	\$ 116,883,726	32.70%
Fire	80,589,139	22.55%
Nondepartmental	40,807,402	11.42%
Families, Parks & Recreation	27,379,024	7.66%
Business & Financial Services	23,146,644	6.48%
Public Works	19,585,037	5.48%
Executive Offices	19,363,624	5.42%
Economic Development	14,774,978	4.13%
Debt Service	14,572,696	4.08%
Housing & Community Dev.	295,290	0.08%
Total	\$ 357,397,560	100.00%

BUDGET IN BRIEF

General Fund Uses by Object Code
FY 2013/2014



Object Code	Adopted Budget FY 2013/2014	% of Total
Salaries and Wages	\$ 141,558,045	39.61%
Employee Benefits	94,902,257	26.55%
Non-Operating	46,484,446	13.01%
Internal Services	22,988,091	6.43%
Contractual Services	20,021,384	5.60%
Other Operating	13,754,654	3.86%
Utilities	12,821,782	3.59%
Supplies	4,458,912	1.25%
Travel	371,164	0.10%
Capital	36,825	0.01%
Total	\$ 357,397,560	100.00%

BUDGET IN BRIEF

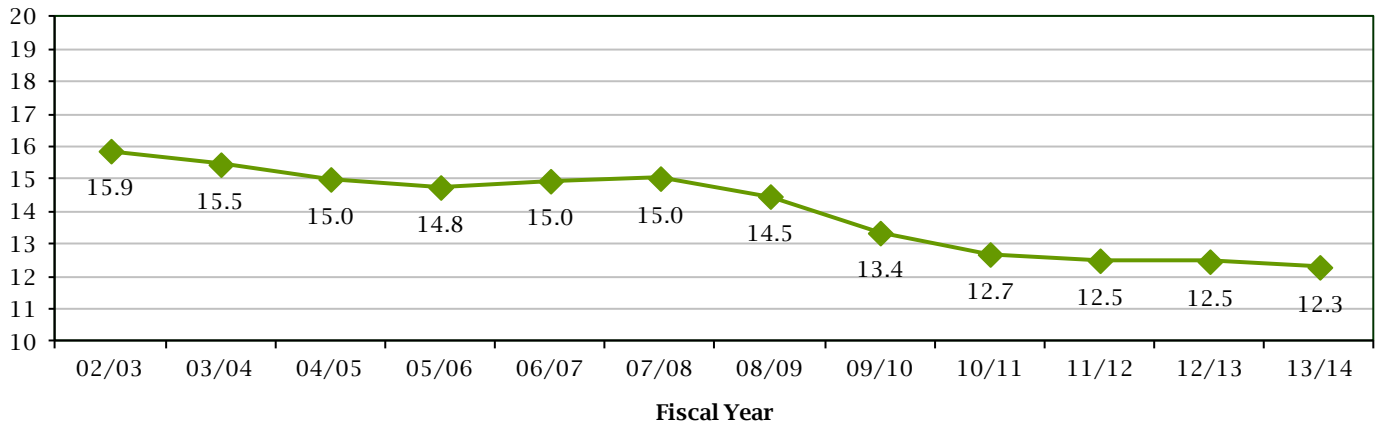
**CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2013/2014**

	Actual FY2011/2012	Revised Budget FY2012/2013	Proposed New Positions	Proposed Position Deletions	Proposed Position Transfers	Proposed FY2013/2014	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	143	144	-	-	-	144	4.71%
Business & Financial Services	227	227	-	-	-	227	7.42%
Economic Development	169	179	-	-	-	179	5.85%
Families, Parks & Recreation	198	198	-	-	-	198	6.47%
Fire	568	592	-	-	-	592	19.35%
Housing & Community Dev.	20	20	-	-	-	20	0.65%
Orlando Venues	92	95	-	-	-	95	3.12%
Police	978	978	-	-	-	978	31.97%
Public Works	630	626	-	-	-	626	20.46%
TOTAL CITY OF ORLANDO	3,025	3,059	-	-	-	3,059	100.00%

SUMMARY BY FUND							
General	2,126	2,086	-	-	-	2,086	68.20%
Wastewater Revenue	217	217	-	-	-	217	7.10%
Solid Waste	100	97	-	-	-	97	3.17%
Parking System Revenue	91	91	-	-	-	91	2.97%
GOAA Police	74	74	-	-	-	74	2.42%
Stormwater Utility	69	68	-	-	-	68	2.22%
Building Code Enforcement	58	68	-	-	-	68	2.22%
Orlando Venues	55	55	-	-	-	55	1.80%
EMS Transport	52	52	-	-	-	52	1.70%
Facilities Management	-	41	-	-	-	41	1.34%
Fleet Management	36	36	-	-	-	36	1.18%
Construction Management	29	29	-	-	-	29	0.95%
Leu Gardens Trust	20	20	-	-	-	20	0.65%
Housing Grants	17	17	-	-	-	17	0.56%
Community Redevelopment Agency	17	17	-	-	-	17	0.56%
Risk Management	11	11	-	-	-	11	0.36%
Civic Facilities Authority	7	7	-	-	-	7	0.23%
Community Venues Construction	7	10	-	-	-	10	0.33%
Transportation Grant	7	7	-	-	-	7	0.23%
After School All Stars	4	4	-	-	-	4	0.13%
Downtown Development Board	3	3	-	-	-	3	0.10%
Mennello Museum	3	3	-	-	-	3	0.10%
Cemetery Trust	2	2	-	-	-	2	0.07%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Health Care	1	1	-	-	-	1	0.03%
Downtown Transit	1	1	-	-	-	1	0.03%
Crossing Guard	1	1	-	-	-	1	0.03%
Grant	15	39	-	-	-	39	1.27%
TOTAL CITY OF ORLANDO	3,025	3,059	-	-	-	3,059	100.00%

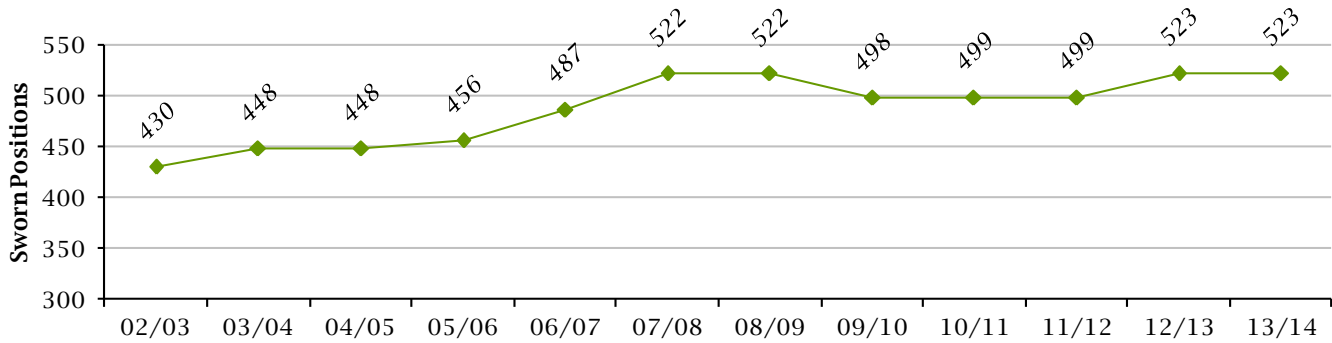
BUDGET IN BRIEF

Employees per Thousand City Population

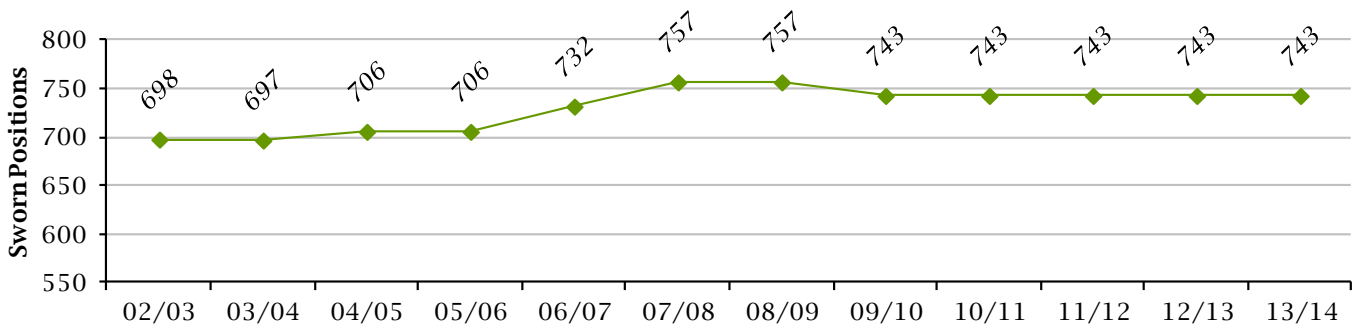


FY	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Employees	3,282	3,095	3,121	3,135	3,211	3,350	3,439	3,390	3,162	3,025	3,025	3,059	3,059
Population	188,494	194,913	201,851	208,900	217,567	224,055	228,765	234,130	236,788	238,300	241,978	245,254	248,731
per 1,000	17.4	15.9	15.5	15.0	14.8	15.0	15.0	14.5	13.4	12.7	12.5	12.5	12.3

Orlando Fire Department Sworn Positions

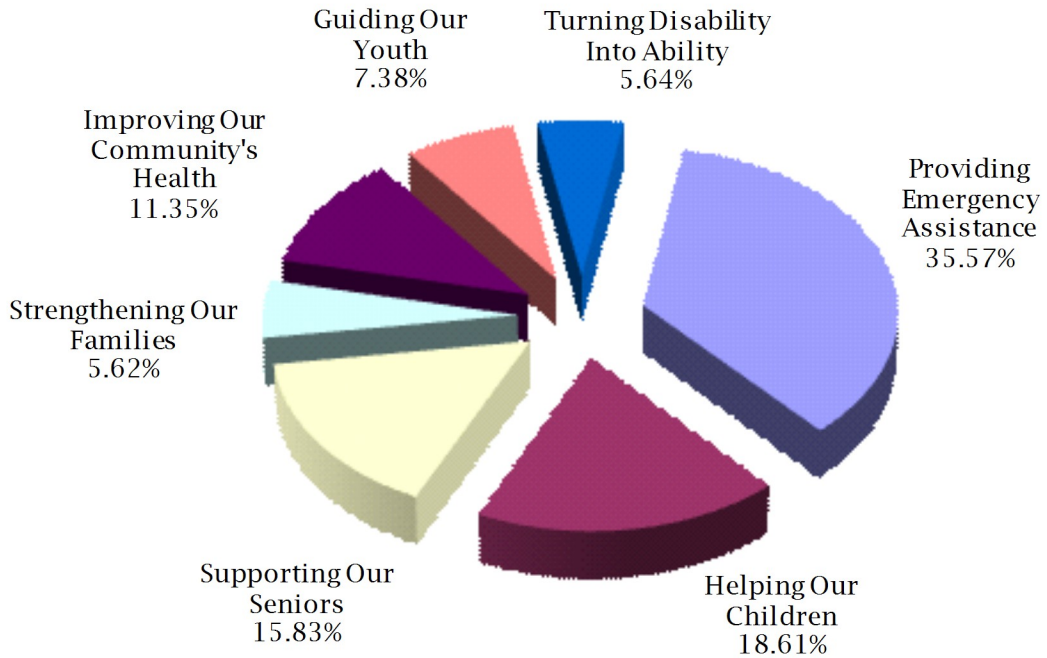


Orlando Police Department Sworn Positions



BUDGET IN BRIEF

**Community Service Organization Funding by Area of Focus
FY 2013/2014**



Focus Care Area	City Funding	% of Total
Providing Emergency Assistance	\$ 550,854	35.57%
Helping Our Children	288,194	18.61%
Supporting Our Seniors	245,097	15.83%
Strengthening Our Families	87,048	5.62%
Improving Our Community's Health	175,717	11.35%
Guiding Our Youth	114,223	7.38%
Turning Disability Into Ability	87,376	5.64%
Total:	\$ 1,548,509	100.00%

BUDGET IN BRIEF

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Revised FY 2012/2013	Proposed FY 2013/2014
Boys and Girls Club of Central Florida	\$ 35,683	\$ 35,683
Center for Drug Free Living	99,126	99,126
Central Florida Urban League	89,027	-
Children's Home Society	25,955	25,955
Christian Service Center	22,240	22,240
Coalition for the Homeless	270,365	270,365
Community Coordinated Care for Children	288,194	288,194
CredAbility, Inc.	6,430	6,430
Devereux Foundation, Inc.	16,162	16,162
Guardian Care	37,308	31,637
Harbor House	130,544	130,544
Heart of Florida United Way/Community Services Network	69,809	69,809
Howard Phillips Center for Children & Families (ORHS)	76,591	76,591
Legal Aid Society	24,461	24,461
Lighthouse Central Florida	41,968	41,968
Orlando Day Nursery Association, Inc.	14,040	14,040
Orlando/Orange Compact	78,540	78,540
Quest (Life Concepts, Inc.)	45,408	45,408
RSVP / Florida Senior Programs, Inc.	-	5,671
Salvation Army	36,225	36,225
Seniors First, Inc.	207,789	207,789
Share the Care	21,671	21,671
Subtotal - Community Service Organizations	\$ 1,637,536	\$ 1,548,509

OTHER AGENCIES

Black Business Investment Fund	\$ 125,400	\$ 125,400
BRAC - Base Realignment and Closure	-	25,000
Central Florida Commission on Homelessness	74,800	74,800
Central Florida Sports Commission	72,350	72,350
Central Florida Urban League (1)	50,000	-
Citizen's Review Panel Coordination	13,370	13,370
Citrus Sports	50,000	50,000
City Arts Factory (2)	125,000	125,000
Community Foundation of Central Florida (Parramore Initiatives)	575,000	575,000
Disney/SBA National Entrepreneur Center	100,000	100,000
Downtown Arts District (3)	229,000	229,000
Economic Development Commission	342,232	342,232
Hispanic Business Initiative Fund	80,000	80,000
Impact Fee Assistance Program	50,000	50,000
Ivanhoe Foundation, Inc.	14,960	14,960
MetroPlan	117,164	117,164
Mayor's Grants	150,671	150,000
MyRegion.org (4)	37,400	37,400
National Center for Simulation	14,960	14,960
Orlando, Inc.	62,600	50,000
Orlando Science Center	448,800	448,800
SPCA of Central Florida	14,960	14,960
UCF Research Foundation	325,747	325,747
United Arts of Central Florida	427,791	427,791
Subtotal - Other Agencies	\$ 3,502,205	\$ 3,463,934

Funding provided by the General Fund unless otherwise noted.

(1) In FY 12/13 - \$25,000 General Fund.; \$25,000 CRA

(2) CRA

(3) \$154,000 General Fund.; \$75,000 CRA.

(4) \$18,700 General Fund.; \$18,700 CRA.

Continued on next page

BUDGET IN BRIEF

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Revised FY 2012/2013	Proposed FY 2013/2014
<u>Community Development Block Grant</u>		
BETA Center Child care Development Program	\$ -	\$ 34,754
BETA Center, Inc. (Public Facilities)	-	40,849
Center for Drug Free Living Women & Children Residential Program	60,182	62,500
Centre de Aynda Para Los Hispanons, Inc. (d/b/a Hispanic Help Center)	-	29,996
Central Florida Urban League Pre-purchase/Mortgage Counseling	50,000	-
CredAbility Pre-purchase/Mortgage Counseling	28,000	10,020
HANDS Inc. Pre-purchase/Mortgage Counseling	30,000	45,000
In Charge Debt Solutions Inc. Pre-purchase/Mortgage Counseling	17,000	20,256
Jewish Family Services Family Stabilization Program	67,683	-
Kingdom Harvest (d/b/a Community Food Outreach Center)	-	400,000
Lighthouse of Central Florida	-	300,000
Orlando Community and Youth Trust, Inc.	-	253,356
Orlando Health (d/b/a Howard Phillips Center)	-	34,290
Other Public Facility Improvements	1,325,373	-
Second Harvest Food Bank of Central Florida	-	52,000
Seniors First H.E.A.R.T. Program	150,000	150,000
The Village of Orlando, Inc. Goldwyn House Project	40,000	-
The Village of Orlando, Inc. Hope Village/Hope Square Improvements	190,000	-
Subtotal - Community Development Block Grant	<u>1,958,238</u>	<u>1,433,021</u>
<u>Emergency Solutions Grant</u>		
Beta Center	-	-
Center for Drug Free Living	52,980	-
Coalition for the Homeless	52,980	55,000
Harbor House	-	19,378
Jewish Family Services	47,980	-
Kingdom Harvest (d/b/a Community Food Outreach Center)	-	45,000
Subtotal - Emergency Solutions Grant	<u>153,940</u>	<u>119,378</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	701,200	375,586
Permanent housing placement assistance	72,432	78,167
Short term rental, mortgage and utility assistance	566,000	536,991
Supportive services	1,127,050	1,091,183
Tenant based rental assistance	616,630	627,558
Substance Abuse/Mental Health	-	145,000
Subtotal - HOPWA Grant	<u>3,083,312</u>	<u>2,854,485</u>
Total Grant Funding	<u>\$ 5,195,490</u>	<u>\$ 4,406,884</u>
TOTAL - ALL FUNDING	<u>\$ 10,335,231</u>	<u>\$ 9,419,327</u>

HOPWA providers are selected through a Request for Proposal process. Providers include Center for Drug Free Living, Center for Multicultural Wellness & Prevention, Miracle of Love, St. Francis House, X-Tending Hands and Catholic Charities.

BUDGET IN BRIEF

CAPITAL IMPROVEMENT PROGRAM 2013/2014

Capital Improvement (General Fund)	
Community Capital	\$ 420,000
Unallocated / Reserved for Future Projects	4,300,000
General Fund Contribution Total	\$ 4,720,000
Gas Tax	
Area Wide Signal System Fiber Interconnect	\$ 100,000
Car Sharing Program	120,000
Curb Ramp Construction and Curb Repair	50,000
Developer Signals-Matching Funds	150,000
Hazardous Sidewalk Repair	200,000
Intersection Safety Improvements	200,000
LYNX Annual Contribution	3,837,386
Medical City Connector (VA)	139,000
Miscellaneous Transportation Enhancements	100,000
Narcoossee Rd. Debt Service- SR 528 to SR 417	1,865,238
New Traffic Signal Locations	370,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	1,500,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
Gas Tax Total	\$ 9,131,624
Other Funds	
Citrus Bowl Improvements	\$ 84,012
Replacement of Single Space Parking Meters	500,000
Other Funds Total	\$ 584,012
Service Charges	
Administration Center Garage Repair/Maintenance	\$ 200,000
Central Blvd. Garage Repair and Maintenance	150,000
Commercial Collection Vehicles	298,000
Courthouse Garage Repair and Maintenance	100,000
Easterly Wetlands Restoration	600,000
Florida Hospital Sanitary System Improvements	1,000,000
I-4 Surface Lot Repairs (Lots 9, 10, 15)	150,000
Iron Bridge WRF Power Gen Local Controllers	425,000
Lake Nona Golf Course Reclaim Pipe Replacement	550,000
Lift Station 2 & 3 Force Main Evaluation	200,000
Lift Station 5 Area Piping Improvements	200,000
Lift Station Rehabilitation	1,500,000
Lift Station Sensor Replacement	200,000
Lift Station - Underground Rehabilitation	750,000
Line Sewers	750,000
Orlando Health Lift Station and Force Main	700,000
Rapid Response Construction	500,000
Residential/Recycling Collection Vehicles	399,999
Sewage ARV Replacement	150,000
Water Conserv II RIB Site 1 & 10 Expansion	50,000
West Orlando Area Piping Improvements	200,000
Service Charges Total	\$ 9,072,999

Continued on next page

BUDGET IN BRIEF

CAPITAL IMPROVEMENT PROGRAM 2013/2014

Sewer Capacity Charges

Water Conserv II Process Improvements and Upgrades	\$ 300,000
Sewer Capacity Charges Total	\$ 300,000

Stormwater Utility Fee

Bumby Avenue Drainage	\$ 400,000
Developer Inspection	75,000
Division and Cemex Drainage Improvements	1,200,000
Dove Dr./Pelican Dr. Drainage Improvements	500,000
Greenwood Baffle Box	250,000
Jefferson Street Drainage Improvements	400,000
Kaley Street/Eola Drive Drainage Improvements	700,000
Lake Davis/Lake Cherokee Interconnect	900,000
Lake Davis/Lake Greenwood Interconnect	780,000
Lake of the Woods Stormwater Diversion Retrofit	100,000
Lake Olive/Lake Lawsona Interconnect	400,000
Langford Park Drainage Improvements	200,000
Park Lake Outfall	350,000
Rapid Response Construction	250,000
Shine Av/Colonial Drainage Improvements	250,000
Stormwater System Construction	250,000
Stormwater System Evaluation	3,000,000
System Repair and Rehabilitation	250,000
Vineland Rd./Cheryl St. Drainage Improvements	1,250,000
Stormwater Utility Total	\$ 11,505,000

Transportation Impact Fees

Augusta National Extension to Hoffner Ave.	\$ 400,000
Boggy Creek: Jetport Dr. to Greenway (SR417)	150,000
Boone Extension: Anderson St. to Sylvia Lane	800,000
Crystal Lk./Maguire Blvd. Debt Service	788,090
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	1,000,000
Hazeltine National Dr. - Goldenrod Rd. to Narcoossee Rd.	150,000
ITS Downtown Masterplan	500,000
Lee Vista Blvd. Debt Service	579,666
LYMMO Extension	500,000
Raleigh Street Intersection Improvements	200,000
Transportation Impact Fees	\$ 5,067,756

CIP Total \$ 40,381,391

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BUDGET IN BRIEF

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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, by using Fund Accounting, focuses on the sources, uses and balances of funds as opposed to the private sector focus on net income as the bottom line. 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.

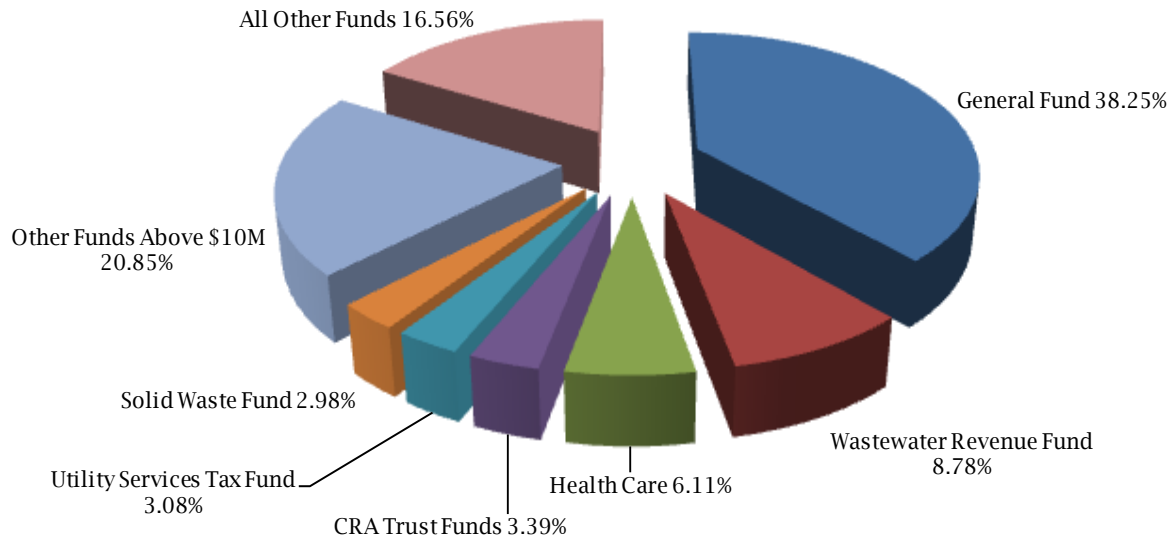
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds 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

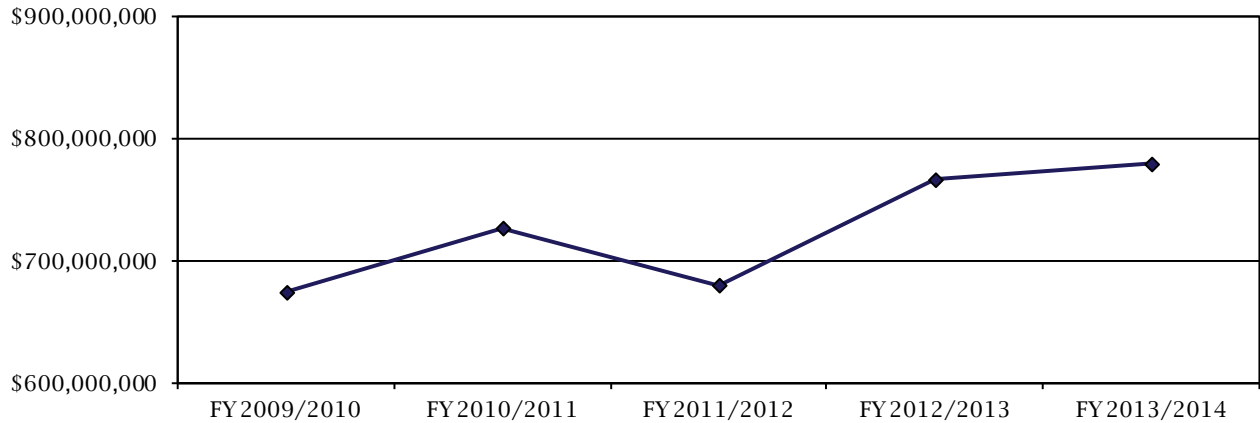
**Major Funds
(Greater Than \$10 million in Annual Revenues)**



<u>Rank</u>	<u>Major Fund (more than \$10 million)</u>	<u>Adopted FY 2013/2014</u>	<u>2013/2014 % Total</u>
1.	General Fund	\$ 357,397,560	38.25%
2.	Wastewater Revenue Fund	82,066,900	8.78%
3.	Health Care	57,100,182	6.11%
4.	CRA Trust Funds	31,700,794	3.39%
5.	Utility Services Tax Fund	28,767,456	3.08%
6.	Solid Waste Fund	27,853,266	2.98%
7.	Stormwater Utility Fund	27,101,933	2.90%
8.	Internal Loan Fund	25,549,497	2.73%
9.	Fleet Management Funds	25,270,358	2.70%
10.	Orlando Venues Fund	23,919,514	2.56%
11.	OPEB Trust Fund	21,270,298	2.28%
12.	EMS Transport	21,192,995	2.27%
13.	6th Cent TDT Debt	19,597,100	2.10%
14.	Risk Management Fund	16,623,735	1.78%
15.	Parking System Revenue Fund	14,300,234	1.53%
	All Other Funds	154,713,308	16.56%
		<u>\$ 934,425,130</u>	<u>100.00%</u>

REVENUE DETAIL

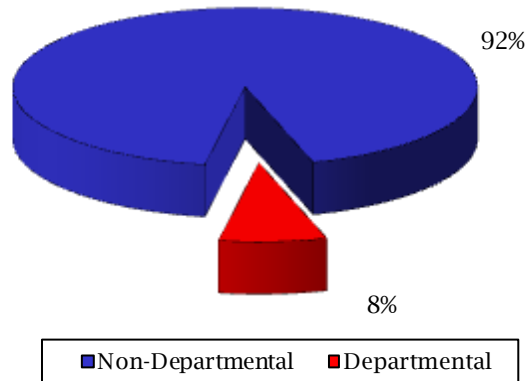
Major Funds
Annual Revenue History



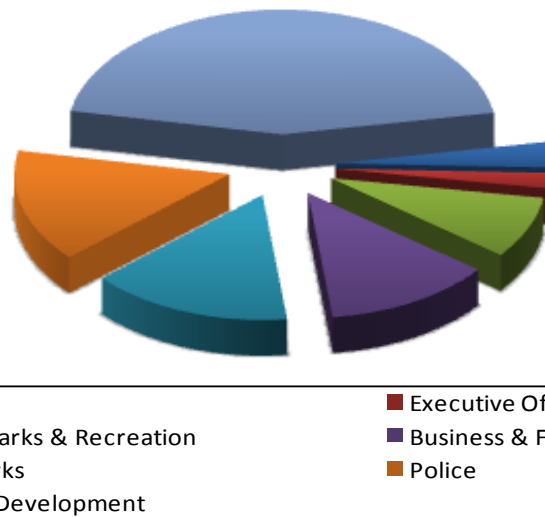
Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2009/2010	FY 2010/2011	FY 2011/2012	Budget FY 2012/2013	Budget FY 2013/2014
General Fund	\$ 353,887,190	\$ 354,620,015	\$ 288,061,879	\$ 354,292,717	\$ 357,397,560
Wastewater Revenue Fund	63,584,623	79,796,562	72,548,041	72,523,600	82,066,900
Health Care Fund	60,966	48,854,937	46,273,455	53,061,872	57,100,182
CRA Trust Fund	25,139,356	21,320,252	31,981,253	30,971,631	31,700,794
Utilities Services Tax Fund	48,793,647	44,852,317	42,427,424	44,325,553	28,767,456
Solid Waste Fund	23,793,914	27,151,009	26,270,326	26,645,457	27,853,266
Stormwater Utility Fund	29,594,683	25,938,968	29,812,835	27,300,169	27,101,933
Internal Loan Fund	15,662,672	6,583,140	8,731,982	21,378,013	25,549,497
Fleet Management Fund	16,026,580	20,169,503	20,776,933	23,751,150	25,270,358
Orlando Venues Fund	21,367,124	18,851,090	23,513,862	23,489,487	23,919,514
OPEB Trust Fund	25,947,719	23,962,375	33,106,680	22,740,424	21,270,298
EMS Transport	-	8,325,106	10,197,229	15,784,116	21,192,995
Sixth Cent TDT A D/S Fund	15,023,372	16,694,155	18,078,725	19,311,600	19,597,100
Risk Management Fund	21,839,224	17,699,246	15,873,082	17,101,068	16,623,735
Parking System Revenue Fund	13,792,202	12,342,001	12,728,042	14,139,111	14,300,234
Total	\$ 674,513,271	\$ 727,160,675	\$ 680,381,748	\$ 766,815,968	\$ 779,711,822

REVENUE DETAIL

**General Fund Revenues By Department
Non- Departmental vs. Departmental
FY 2013/2014**



**General Fund Revenues By Department
FY 2013- 2014**

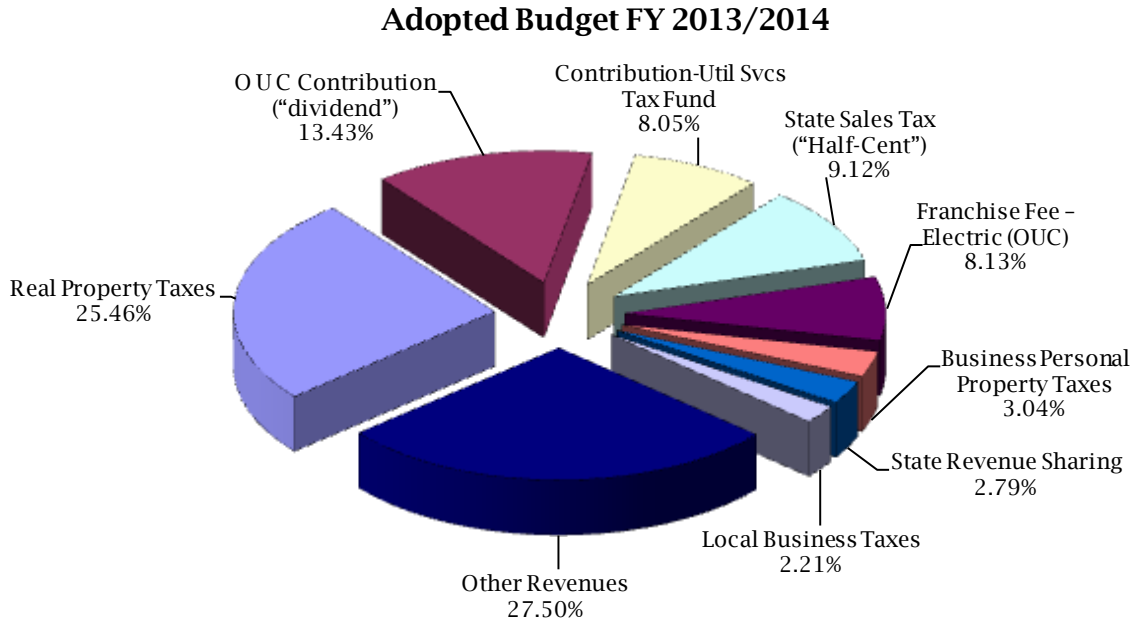


Department	Revised Budget FY 2012/2013	Adopted Budget FY 2013/2014	% of Total
Non-Departmental	\$ 330,994,698	\$ 330,582,826	92.50%
Police	3,400,325	3,923,631	1.10%
Economic Development	13,017,798	11,851,977	3.32%
Public Works	4,290,322	4,084,182	1.14%
Business & Financial Services	2,924,655	3,387,531	0.95%
Families, Parks & Recreation	2,025,458	2,145,112	0.60%
Executive Offices	636,094	539,083	0.15%
Fire	779,952	883,218	0.25%
Total	\$ 358,069,302	\$ 357,397,560	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 \$5 million for FY 2013/2014, are shown in the table below.



Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2009/2010	FY 2010/2011	FY 2011/2012	Budget FY 2012/2013	Budget FY 2013/2014
Real Property Taxes	\$ 110,003,895	\$ 90,783,826	\$ 87,882,377	\$ 87,956,899	\$ 90,991,244
OUC Contribution (Dividend)	45,596,000	47,976,000	47,161,000	47,584,000	48,600,000
Contribution-Util Svcs Tax Fund	47,663,011	64,315,932	42,725,331	44,323,307	28,764,016
State Sales Tax (Half-Cent)	27,654,564	29,800,754	30,998,163	32,318,206	34,004,720
Franchise Fee - Electric (OUC)	28,575,491	28,808,397	29,623,472	28,800,000	27,784,000
Business Personal Property Taxes	11,724,839	11,254,615	11,028,981	10,760,159	11,119,904
State Revenue Sharing	8,390,316	8,826,154	9,241,612	9,488,281	9,967,733
Local Business Taxes	6,379,849	6,423,209	8,127,299	7,747,000	7,897,000
Other Revenues	67,899,225	66,431,128	68,900,483	89,091,450	98,268,943
Total	\$ 353,887,190	\$ 354,620,015	\$ 335,688,717	\$ 358,069,302	\$ 357,397,560

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 5.65 mills. Ad Valorem Property taxes were originally forecasted 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 pages that follow for more information.

<u>Revenue Description</u>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised <u>FY 2012/2013</u>	Adopted <u>FY 2013/2014</u>
Real Property Taxes	\$ 113,765,213	\$ 94,036,440	\$ 91,051,512	\$ 91,621,770	\$ 94,782,546
Less: Discount for Real Taxes	(3,761,318)	(3,252,614)	(3,169,135)	(3,664,871)	(3,791,302)
Bus. Pers. Property Taxes	12,148,497	11,666,167	11,435,296	11,208,499	11,583,233
Less: Discount Bus. Pers. Taxes	(423,659)	(411,551)	(406,315)	(448,340)	(463,329)
Interest-Delinquent Taxes	<u>440,553</u>	<u>262,823</u>	<u>231,972</u>	<u>250,000</u>	<u>250,000</u>
TOTAL Property Tax Revenue	<u>\$ 122,169,286</u>	<u>\$ 102,301,264</u>	<u>\$ 99,143,329</u>	<u>\$ 98,967,058</u>	<u>\$ 102,361,148</u>

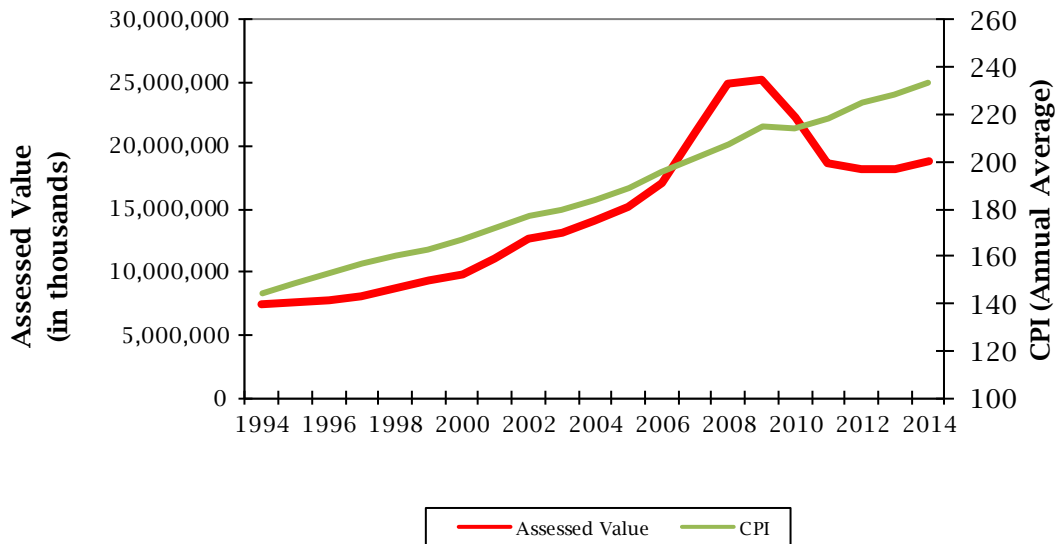
REVENUE DETAIL

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

Fiscal Year Ended Sept. 30, (1)	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
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

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 2007/2008 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 2009/2010). 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."

The millage rate in fiscal year 2008/2009 was adjusted to bridge the resulting estimated \$31 million dollar budget gap. In the face of declining revenue due to falling property values, Mayor Buddy Dyer resolved to maintain the same millage rate in 2013/2014 instead of making further adjustments affecting the residents of Orlando.

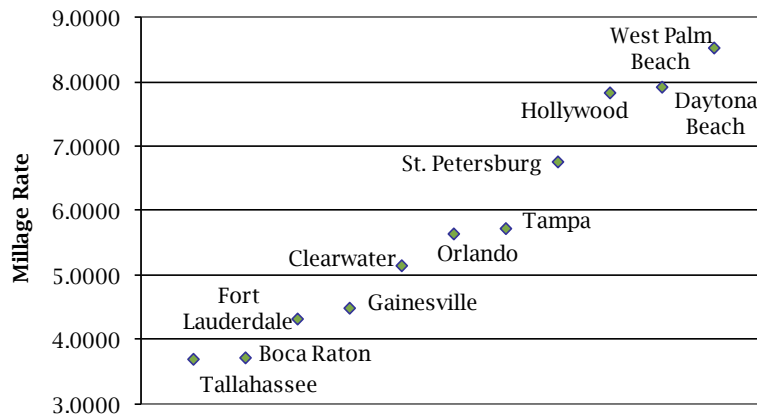
**Millage Rate History
(\$1 per \$1,000 of taxable value)
City of Orlando**

Fiscal Year	Operations	Debt	Total
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
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

REVENUE DETAIL

Operating Millage Rate Comparison
Select Florida Municipalities

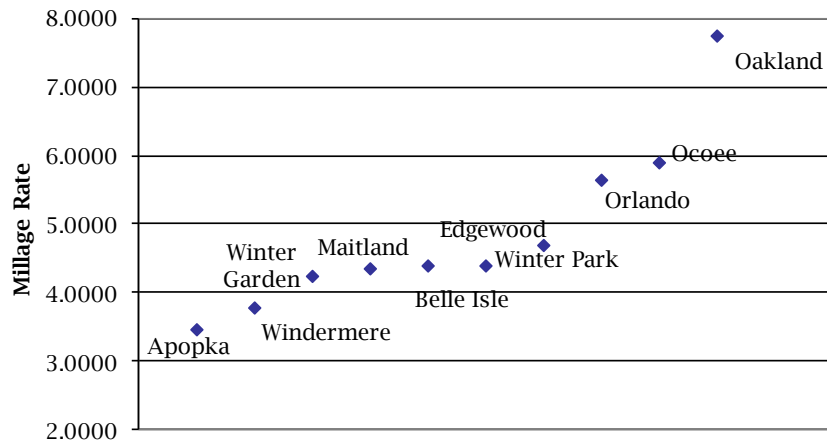
Municipality	Operating Millage FY 2013/2014	Debt Service Millage FY 2013/2014	Total Millage FY 2013/2014	General Fund Budget FY 2013/2014*
Tallahassee	3.7000	0.0000	3.7000	142,511,409
Boca Raton	3.4216	0.3009	3.7225	\$ 129,133,700
Fort Lauderdale	4.1193	0.2070	4.3263	275,441,421
Gainesville	4.4946	0.0000	4.4946	107,399,839
Clearwater	5.1550	0.0000	5.1550	114,923,880
Orlando	5.6500	0.0000	5.6500	357,397,560
Tampa	5.7326	0.0000	5.7326	354,400,000
St. Petersburg	6.7700	0.0000	6.7700	212,143,141
Hollywood	7.4479	0.3957	7.8436	197,736,124
Daytona Beach	7.4851	0.4474	7.9325	68,563,890
West Palm Beach	8.3465	0.1955	8.5420	172,700,000



REVENUE DETAIL

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2013/2014	Debt Service Millage FY 2013/2014	Total Millage FY 2013/2014	General Fund Budget FY 2013/2014*
Apopka	3.4727	0.0000	3.4727	\$ 35,577,220
Windermere	3.7896	0.0000	3.7896	3,937,157
Winter Garden	4.2500	0.0000	4.2500	25,625,631
Maitland	3.8800	0.4800	4.3600	35,327,934
Belle Isle	4.4018	0.0000	4.4018	5,778,710
Winter Park	4.0923	0.3096	4.4019	42,892,149
Edgewood	4.7000	0.0000	4.7000	3,660,577
Orlando	5.6500	0.0000	5.6500	357,397,560
Ocoee	5.9037	0.0000	5.9037	35,607,640
Oakland	7.7500	0.0000	7.7500	3,490,430



REVENUE DETAIL

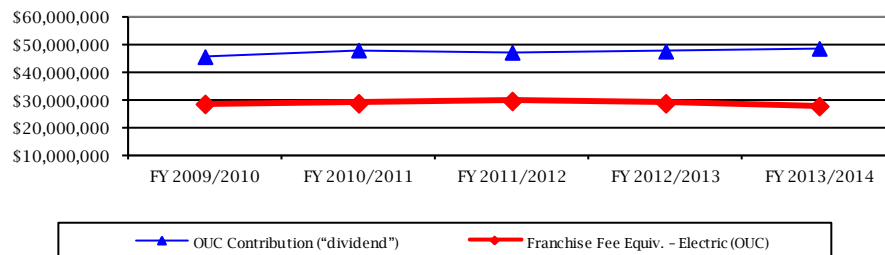
MAJOR REVENUE SOURCES
GENERAL FUND

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 rights of way. The OUC dividend by written agreement normally provides for an annual payment of 60% of OUC’s net income. The FY 2013/2014 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>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
OUC Contribution (“dividend”)	\$ 45,596,000	\$ 47,976,000	\$ 47,161,000	\$ 47,584,000	\$ 48,600,000
Percent Change	-0.66%	5.22%	-1.70%	0.90%	2.14%
Franchise Fee Equiv. – Electric (OUC)	\$ 28,575,491	\$ 28,808,397	\$ 29,623,472	\$ 28,800,000	\$ 27,784,000
Percent Change	5.56%	0.82%	2.83%	-2.78%	-3.53%

OUC History



REVENUE DETAIL

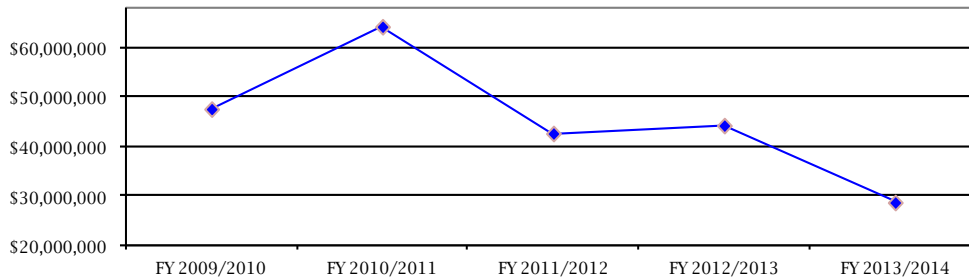
MAJOR REVENUE SOURCES
GENERAL FUND

Contribution—Utilities Services Tax Fund

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. See non General Fund revenues on page 101 for additional discussion. The transfers for FY 2007/2008 through FY 2013/2014 include interest earnings, which are not shown on the Utility Tax Collections chart below. The FY 2010/2011 total includes a one time additional amount of \$20.5 million. The additional amount was the result of accumulated revenues that exceeded budget. Expected revenue during FY13/14 is down due to the CST revenue being budgeted directly into the General Fund.

<u>Revenue Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Contribution-Utilities Srvcs. Tax Fund	\$ 47,663,011	\$ 64,315,932	\$ 42,725,331	\$ 44,323,307	\$ 28,764,016
Percent Change	5.20%	34.94%	-33.57%	3.74%	-35.10%

Contribution - Utility Services Tax Fund



<u>Utility Tax Collections</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Communications svcs.	\$ 15,953,813	\$ 14,070,846	\$ 12,777,471	\$ 13,564,101	\$ -
Electric/water	30,124,713	29,816,881	27,837,668	30,000,000	28,000,000
Natural gas	406,846	376,352	353,310	375,000	350,000
Propane	345,809	307,773	437,550	310,000	350,000
Fuel oil	3,015	2,334	1,047	2,000	1,500
Total	\$ 46,834,196	\$ 44,574,186	\$ 41,407,047	\$ 44,251,101	\$ 28,701,500

REVENUE DETAIL

MAJOR REVENUE SOURCES
GENERAL FUND

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

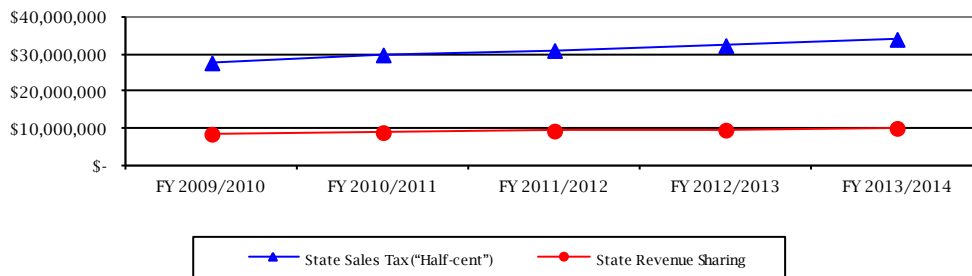
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local 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. The within county allocation 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.”

<u>Revenue Description</u>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
State Sales Tax (“Half-cent”)	\$ 27,654,564	\$ 29,800,754	30,998,163	\$ 32,318,206	\$ 34,004,720
Percent Change	3.41%	7.76%	4.02%	4.26%	5.22%
State Revenue Sharing	\$ 8,390,316	\$ 8,826,154	9,241,612	9,488,281	9,967,733
Percent Change	-0.02%	5.19%	4.71%	2.67%	5.05%

Intergovernmental Revenues



REVENUE DETAIL

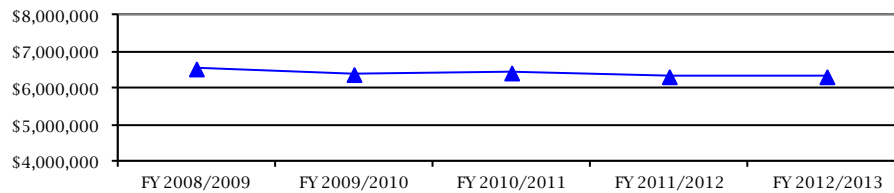
MAJOR REVENUE SOURCES
GENERAL FUND

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 FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Revised Budget FY 2011/2012</u>	<u>Adopted Budget FY 2012/2013</u>
Local Business Taxes	\$ 6,533,247	\$ 6,379,849	\$ 6,423,209	\$ 6,320,000	\$ 6,320,000
Percent Change	-1.14%	-2.35%	0.68%	-1.61%	0.00%

Local Business Taxes



<u>Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
# of Local Business Tax Receipts issued	20,338	20,763	20,763	21,500	22,000

REVENUE DETAIL

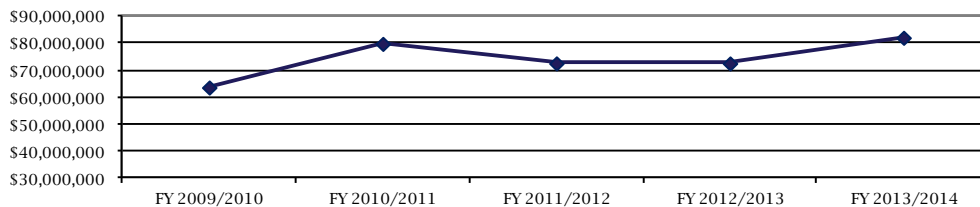
MAJOR REVENUE SOURCES
NON GENERAL FUNDS

Wastewater Revenue Fund

The Wastewater 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, Wastewater user rates automatically increase by five percent each year. In addition, capacity charges previously budgeted in another fund are now budgeted here. The Wastewater Division provides budget estimates.

<u>Fund Description</u>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
Wastewater Revenue Fund	\$ 63,584,623	\$ 79,796,562	\$ 72,548,041	\$ 72,523,600	\$ 82,066,900
Percent Change	72.45%	25.50%	-9.08%	-0.03%	13.16%

Wastewater Revenue Fund History



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. Following is a breakdown of commodity charges between residential and commercial customers.

<u>Description</u>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
Millions of gallons treated	13,633	13,103	13,501	14,271	14,900
# of customers	71,736	72,951	73,500	73,000	73,500
<u>Commodity Charge</u>					
Residential	\$ 13,826,693	\$ 15,506,597	\$ 16,750,071	\$ 16,464,600	\$ 18,389,000
Commercial	\$ 17,864,006	\$ 20,235,799	\$ 22,870,366	\$ 21,374,300	\$ 25,095,000

Source: City of Orlando Wastewater Division

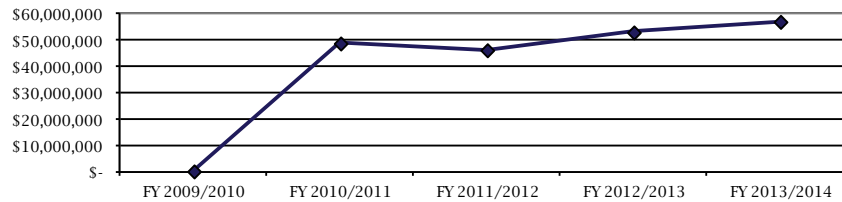
REVENUE DETAIL

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>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Health Care Fund	\$ 60,966	\$ 48,854,937	\$ 46,273,455	\$ 53,061,872	\$ 57,100,182
Percent Change	0.00%	80034.73%	-5.28%	14.67%	7.61%

Health Care Fund History



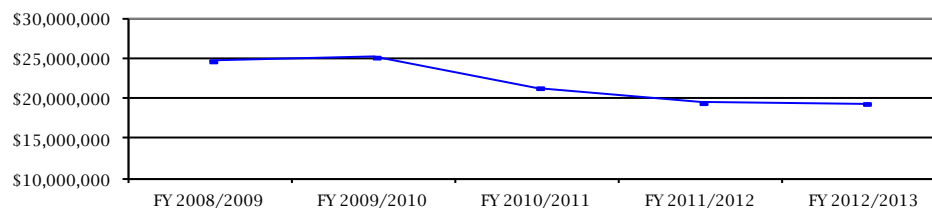
REVENUE DETAIL

CRA Trust Fund

The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for two Downtown districts (CRA I and CRA II). 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.

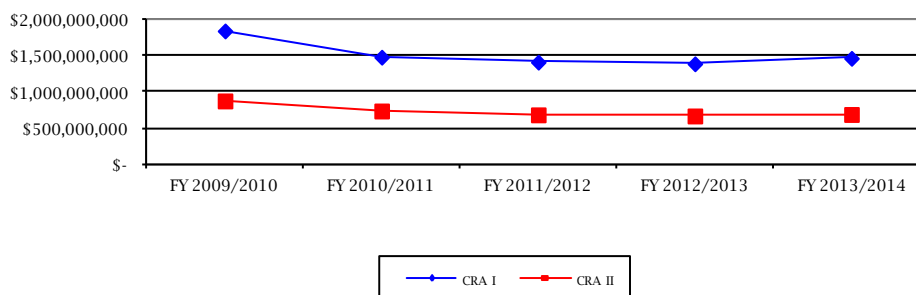
<u>Fund Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
CRA I/II Trust Fund	\$ 25,139,356	\$ 21,320,252	\$ 31,981,253	\$ 30,971,631	\$ 31,700,794
Percent Change	1.93%	-15.19%	50.00%	-3.16%	2.35%

CRA I/II Trust Fund History



<u>District/Assessed Value</u>	<u>FY 2009/2010</u>	<u>FY 2010/2011</u>	<u>FY 2011/2012</u>	<u>FY 2012/2013</u>	<u>FY 2013/2014</u>
CRA I	\$ 1,850,892,440	\$ 1,486,255,300	\$ 1,417,147,319	\$ 1,394,289,064	\$ 1,470,600,941
CRA II	\$ 878,451,666	\$ 738,656,045	\$ 685,171,370	\$ 669,541,381	\$ 690,245,416

CRA I/II Assessed Value



REVENUE DETAIL

Utility 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 wastewater system expansion bonds, behind impact fees and wastewater system revenue.

Although pledged as backup revenue to the wastewater 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.

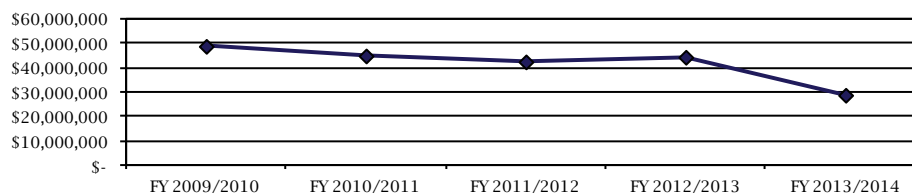
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department of Revenue (FDOR). The CST replaced other taxes and based on a historical allocation, 17% of the CST goes directly to the General Fund, while 83% of the CST is deposited in the Utility Services Tax Fund.

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. Communications Services Tax revenues are forecast by the State and based upon per capita consumption estimates. This revenue has trended downward because of structural changes in the communications industry, such as long distance competition, cell phone substitution for home phones and non-taxed voice traffic over the Internet (VOIP).

CST revenues are earmarked for local governments based on the location where the service was performed. Each June the State provides a forecast of the estimated distribution.

<u>Fund Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Utilities Services Tax Fund	\$ 48,793,647	\$ 44,852,317	\$ 42,427,424	\$ 44,325,553	\$ 28,767,456
Percent Change	1.80%	-8.08%	-5.41%	4.47%	-35.10%

Utility Services Tax Fund History



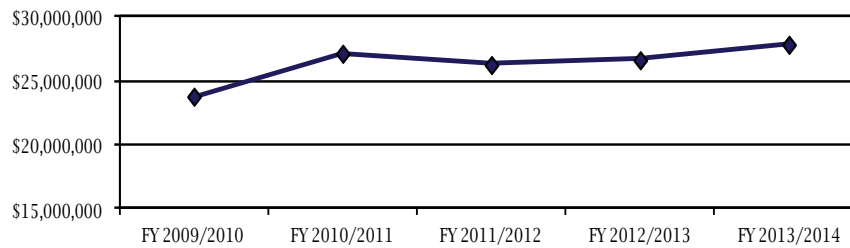
REVENUE DETAIL

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.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Solid Waste Fund	\$ 23,793,914	\$ 27,151,009	\$ 26,270,326	\$ 26,645,457	\$ 27,853,266
Percent Change	1.93%	14.11%	-3.24%	1.43%	4.53%

Solid Waste Fund History



<u>Revenue</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Residential collections	\$ 9,527,561	\$ 10,048,372	\$ 10,625,800	\$ 11,290,486	\$ 11,487,466
Commercial collections	\$ 13,873,831	\$ 14,808,814	\$ 14,760,287	\$ 15,588,816	\$ 16,167,321

<u>Customers</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Residential	50,057	49,790	46,753	47,089	48,524
Commercial	8,148	8,872	12,799	13,136	13,337
Total	58,655	58,655	59,552	60,225	61,861

<u>Tons Collected</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Residential	73,107	76,869	66,292	50,756	52,279
Commercial	85,935	84,969	83,837	170,080	173,482
Total	159,042	161,838	150,129	220,836	225,761

<u>Collection Fee</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Residential per household	\$ 15.85	\$ 16.62	\$ 17.90	\$ 17.90	\$ 15.34
Commercial base rate per cubic yard	\$ 5.88	\$ 6.16	\$ 5.22	\$ 5.22	\$ 5.51

Source: City of Orlando Solid Waste Management Division

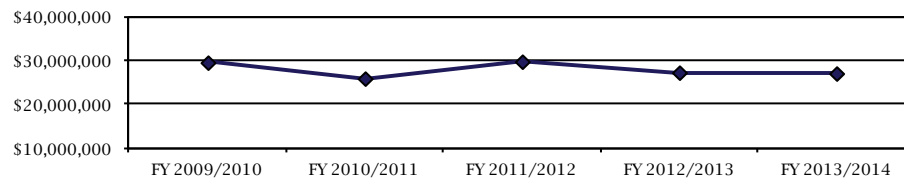
REVENUE DETAIL

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>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Stormwater Utility Fund	\$ 29,594,683	\$ 25,938,968	\$ 29,812,835	\$ 27,300,169	\$ 27,101,933
Percent Change	1.11%	-12.35%	14.93%	-8.43%	-0.73%

Stormwater Utility Fund History



<u>Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
# of parcels (customers)	89,909	89,909	89,909	89,840	91,570
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

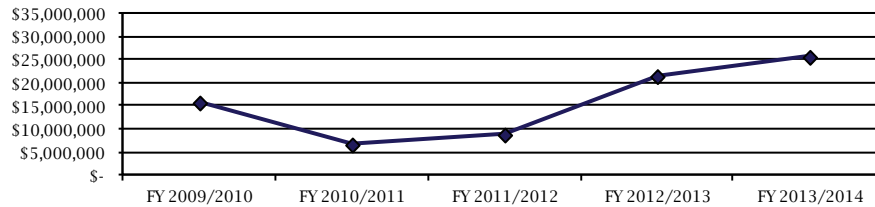
REVENUE DETAIL

Internal Loan 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>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Internal Loan Fund	\$ 15,662,672	\$ 6,583,140	\$ 8,731,982	\$ 21,378,013	\$ 25,549,497
Percent Change	144.39%	-57.97%	32.64%	144.82%	19.51%

Internal Loan Fund History



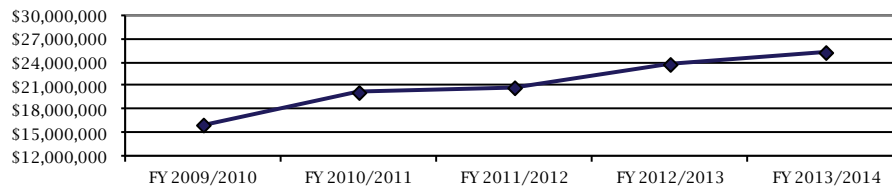
REVENUE DETAIL

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>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Actual</u> <u>FY 2010/2011</u>	<u>Actual</u> <u>FY 2011/2012</u>	<u>Revised</u> <u>Budget</u> <u>FY 2012/2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013/2014</u>
Fleet Management Fund	\$ 16,026,580	\$ 20,169,503	\$ 20,776,933	\$ 23,751,150	\$ 25,270,358
Percent Change	1.22%	25.85%	3.01%	14.31%	6.40%

Fleet Management Fund History



Active Vehicles and Equipment as of 9/30/2013

<u>Type</u>	
Police vehicles and equipment	957
Fire vehicles and equipment	133
Public Works vehicles and equipment	498
Other vehicles and equipment	552
Total	2,140

FY 2013/2014 Fuel Usage by Department

<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 92,234
Economic Development	\$ 162,879
Executive Offices	\$ 2,046
Families, Parks & Rec	\$ 277,440
Fire	\$ 758,554
Housing	\$ 46,207
Orlando Venues	\$ 22,673
Police	\$ 3,248,577
Public Works	\$ 2,892,752
Total	\$ 7,503,360

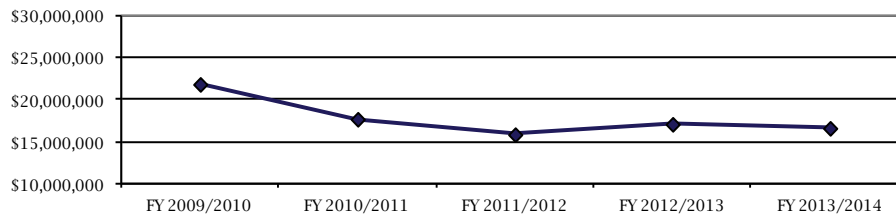
REVENUE DETAIL

Orlando Venues 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 the 2,500-seat performing arts center (Bob Carr Performing Arts Centre). Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings.

<u>Fund Description</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Revised Budget FY 2011/2012</u>	<u>Adopted Budget FY 2012/2013</u>
Orlando Venues Fund	\$ 28,752,990	\$ 21,367,124	\$ 18,851,090	\$ 22,873,455	\$ 23,489,487
Percent Change	85.10%	-25.69%	-11.78%	21.34%	2.69%

Orlando Venues Fund History



<u>Venue</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
<u>Amway Arena / Center</u>					
Total events	135	203	174	204	193
Total attendance	1,257,434	1,463,941	1,191,941	1,315,952	1,323,663
<u>Bob Carr Centre</u>					
Total events	222	189	180	196	188
Total attendance	305,737	293,383	275,219	282,033	278,000

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, the Orlando Predators of the Arena Football League and the minor league hockey Orlando Solar Bears of the ECHL.

Events 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

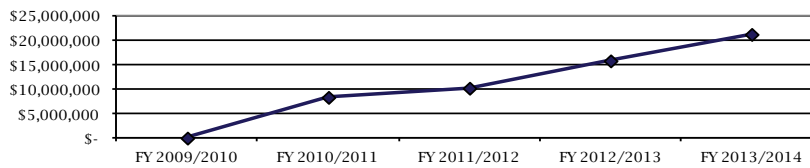
REVENUE DETAIL

EMS Transport Fund

The EMS Transport Fund was established to account for the receipts and disbursements related to emergency medical services delivery by the Orlando Fire Department, including patient care and all EMS related supplies and equipment. Medicaid, Medicare and the majority of private insurance policies include the cost of ambulance transport. The City of Orlando, like many local governments, sought ways to pay for these services without raising property taxes. Billing Medicaid, Medicare and private insurance for ambulance transport service results in revenue being recovered to help fund Fire/EMS services. The Fire Department prepares estimates of revenue as part of the annual budget.

<u>Fund Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
EMS Transport Fund	\$ -	\$ 8,325,106	\$ 10,197,229	\$ 15,784,116	\$ 21,192,995
Percent Change	0.00%	0.00%	22.49%	54.79%	34.27%

EMS Transport Fund History



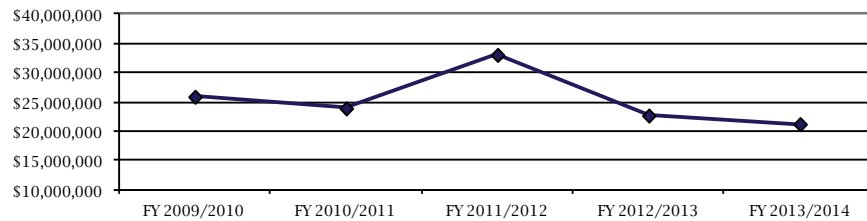
REVENUE DETAIL

Other Post Employment Benefits (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 2012/2013 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>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
OPEB Trust Fund	\$ 25,947,719	\$ 23,962,375	\$ 33,106,680	\$ 22,740,424	\$ 21,270,298
Percent Change	7.68%	-7.65%	38.16%	-31.31%	-6.46%

OPEB Trust Fund



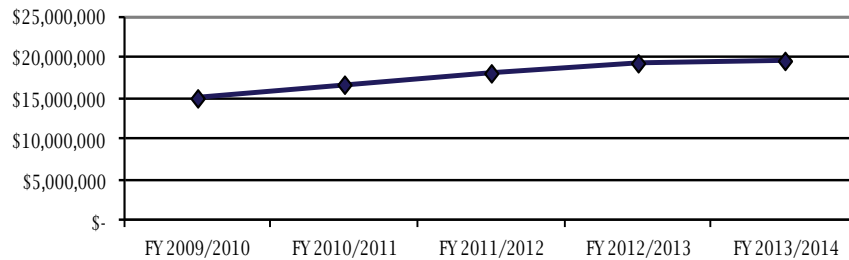
REVENUE DETAIL

Tourist Development Tax (TDT) Debt Service Fund Series A

The TDT Debt Service Fund for Series A was established to track the activities of the 2008 Series A TDT Bonds. These bonds were issued pursuant to the Community Venues Inter-local 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 this fund 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 this fund's sources and uses.

<u>Fund Description</u>	Actual <u>FY 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
Sixth Cent TDT A D/S Fund	\$ 15,023,372	\$ 16,694,155	\$ 18,078,725	\$ 19,311,600	\$ 19,597,100
Percent Change	-8.44%	11.12%	8.29%	6.82%	1.48%

Sixth Cent TDT A D/S Fund History



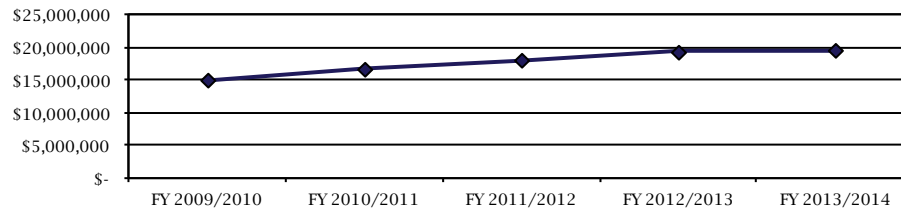
REVENUE DETAIL

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 2009/2010</u>	Actual <u>FY 2010/2011</u>	Actual <u>FY 2011/2012</u>	Revised Budget <u>FY 2012/2013</u>	Adopted Budget <u>FY 2013/2014</u>
Risk Management Fund	\$ 21,839,224	\$ 17,699,246	\$ 15,873,082	\$ 17,101,068	\$ 16,623,735
Percent Change	8.24%	-18.96%	-10.32%	7.74%	-2.79%

Risk Management Fund History



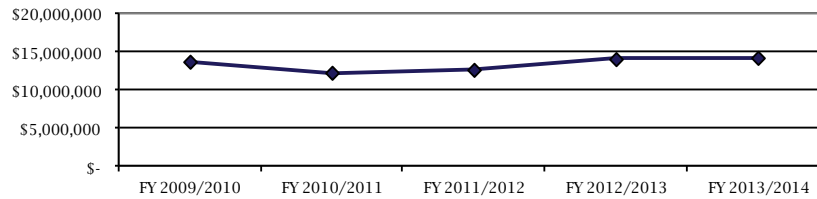
REVENUE DETAIL

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. The Parking Division provides budget estimates.

<u>Fund Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
Parking System Revenue	\$ 13,792,202	\$ 12,342,001	\$ 12,728,042	\$ 14,139,111	\$ 14,300,234
Percent Change	-0.41%	-10.51%	3.13%	11.09%	1.14%

Parking System Revenue Fund History



<u>Description</u>	<u>Actual FY 2009/2010</u>	<u>Actual FY 2010/2011</u>	<u>Actual FY 2011/2012</u>	<u>Revised Budget FY 2012/2013</u>	<u>Adopted Budget FY 2013/2014</u>
# of garage spaces	7,673	8,285	7,253	8,285	8,285
# of surface lot/street spaces	2,332	2,088	2,067	2,088	2,088
Parking ticket revenue	\$ 2,235,999	\$ 2,074,580	\$ 2,065,190	\$ 2,250,000	\$ 2,250,000
# of parking tickets	65,000	76,563	98,879	75,000	75,000

Source: City of Orlando Parking Division

REVENUE DETAIL

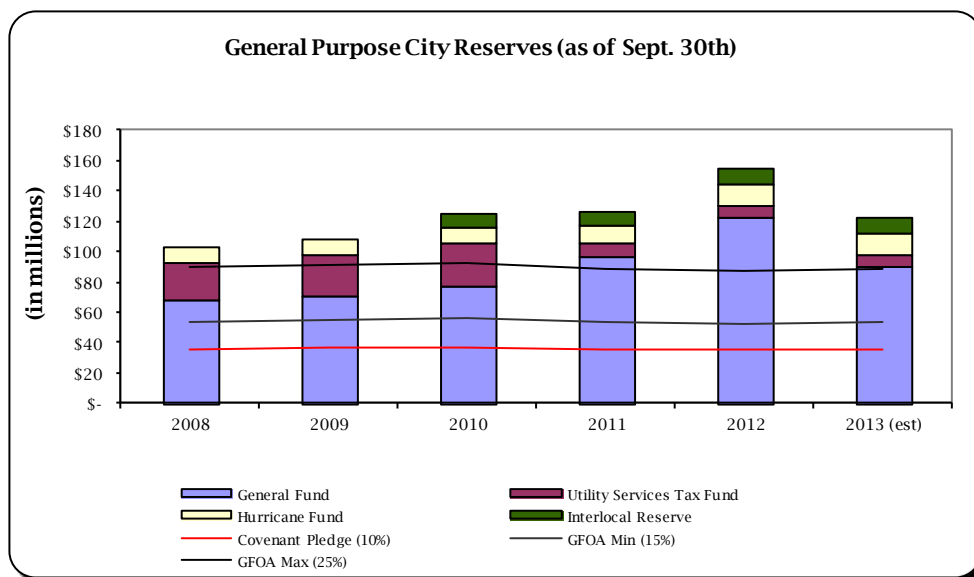
Fund Balance

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 2008 compared to the GFOA recommendation.



REVENUE DETAIL

Fund Balance (continued)

The table titled Fund Balance Status on the following page contains a list of 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 amount shown as "Estimated Change FY2012/2013" is the budgeted use of fund balance since this fiscal year is under audit at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

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 09/30/2012 (1)	Budgeted Change FY12/13 (2)	Estimated Balance 09/30/2013	Budgeted Change FY13/14 (3)	Projected Balance 09/30/2014	Percent Change FY12/13
General Fund (4)	\$ 96,657,302	\$ (32,500,000)	\$ 64,157,302	\$ (29,500,000)	\$ 34,657,302	(45.98%)
911 Emergency Telephone System	1,156,085	-	1,156,085	-	1,156,085	-
After School All Stars	123,224	-	123,224	-	123,224	-
Building Code Enforcement	4,506,375	-	4,506,375	-	4,506,375	-
Capital Improvement Fund	38,380,449	-	38,380,449	-	38,380,449	-
CEB Lien Assessment	4,246,444	(897,607)	3,348,837	(607,747)	2,741,090	(18.15%)
Cemetery Trust Fund	310,924	(29,569)	281,355	(36,840)	244,515	(13.09%)
CNL Garage R&R Fund	1,124,864	(604,947)	519,917	-	519,917	-
Community Redevelopment Agency	46,785,781	(14,641,591)	32,144,190	(6,424,601)	25,719,589	(19.99%)
Contraband Forfeiture Trust	5,570,876	(1,200,000)	4,370,876	(1,209,902)	3,160,974	(27.68%)
Designated Revenue	859,714	(875,405)	(15,691)	-	(15,691)	-
Dubsdread Golf Course Funds	234,054	-	234,054	-	234,054	-
Fleet Management Funds	92,396,443	(411,000)	91,985,443	-	91,985,443	-
Gas Tax Fund	17,752,196	-	17,752,196	(1,132,449)	16,619,747	(6.38%)
Health Care Fund	10,752,451	(4,788,963)	5,963,488	(4,744,924)	1,218,564	(79.57%)
Housing & Urban Dev. Grants	498,168	(1,356,446)	(858,278)	-	(858,278)	-
Internal Loan Fund	4,735,254	-	4,735,254	(7,604)	4,727,650	(0.16%)
Law Enforcement Training	248,218	(100,000)	148,218	(95,021)	53,197	(64.11%)
OCPS - Crossing Guard Fund	560,361	-	560,361	-	560,361	-
Pension Participant Services	317,194	-	317,194	-	317,194	-
Risk Management	18,532,634	(6,036,369)	12,496,265	(2,145,400)	10,350,865	(17.17%)
Special Assessment Funds	2,342,313	(861,364)	1,480,949	(746,329)	734,620	(50.40%)
Spellman Site Fund	479,856	(202,153)	277,703	-	277,703	-
Street Tree Trust Fund	973,671	(199,339)	774,332	(177,222)	597,110	(22.89%)
Transportation Impact Fee	24,194,041	(15,787,201)	8,406,840	(3,151,506)	5,255,334	(37.49%)
Utility Services Tax	8,158,951	-	8,158,951	-	8,158,951	-
Total All Funds	\$ 381,897,842	\$ (80,491,954)	\$ 301,405,888	\$ (49,979,545)	\$ 251,426,343	(16.58%)

Notes:

(1) Funds with incidental fund balances (less than \$50,000) are not shown in this schedule.

(2) For all Funds, since FY2012/2013 is under audit at publication date, the amounts shown as a draw on, or increase to, fund balance in FY2012/2013 represent the budgeted fund balance change. There is no expectation that final year end results will show a draw on fund balance greater than the amount contained in this schedule and should be significantly less than the \$32,500,000.

(3) Section 166.241 of Florida Statutes requires that all budgets be balanced; that is, total anticipated revenues must equal total estimated 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 this column are the budgeted reserves that will be used in FY2013/2014.

(4) Even with budgeted draws on fund balance, the General Fund will still maintain a balance of 25% of operating expenses.

REVENUE DETAIL

Changes in Fund Balance**General Fund** (Non-Recurring)

Fund Balance will be utilized in FY 2013/2014 in order to achieve a balanced budget. Given the continuing signs of a gradual, but slow economic recovery, it was determined that budgeting the use of Fund Balance was a prudent action and would allow for further efforts toward generating recurring cost saving opportunities and strategies. Due to prior history, normal attrition factors, continued emphasis on the generation of operating cost savings, conservative interest earnings assumptions, and strict restrictions on the use of contingency funding, it is expected that the entire allocation will not need to be drawn upon. Nonetheless, the City will remain within its Reserve Policy requirements even if the full \$29.5 million is utilized.

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 be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The City of Orlando, as well as the majority of the nation, has been going through such a period. Fund Managers have taken steps the last few years to address the construction slow down, such as deleting and freezing positions and reducing operating expenditures. Although available, it is anticipated that Fund Balance will not need to be drawn down to the budgeted amount.

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 FY 2013/2014 Fund Balance allocation will be used to support the Code Enforcement Board Secretary and other various code enforcement activities.

Cemetery Trust Fund (Non-Recurring)

This Fund accounts for the operation of the City owned Greenwood Cemetery. There is existing plot availability, but revenues are to an extent dependent upon the economy. Fund Balance accumulated in prior years will be used to support Cemetery operations in FY 2013/2014. Although available, it is anticipated that Fund Balance will not need to be drawn down to the budgeted amount.

REVENUE DETAIL

Changes in Fund Balance**Community Redevelopment Agency Fund** (Non-Recurring)

Fund Balance from prior year tax increment revenues will provide funding for FY 2013/2014 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.

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.

Health Care Fund (Non-Recurring)

This fund accounts for health insurance payments for the City's employees and retirees. During prior fiscal years supplemental employer contributions took place. Available funding, previously contributed by the various Funds with personnel, was also transferred from the Risk Management Fund to the Health Care Fund. The indicated Fund Balance change recognizes the supplemental contributions and excess reserves.

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**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 nine fiscal years prior to 2013/2014. For FY 2012/2013 and FY 2013/2014, the strategy was 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.

Special Assessment Funds (Recurring)

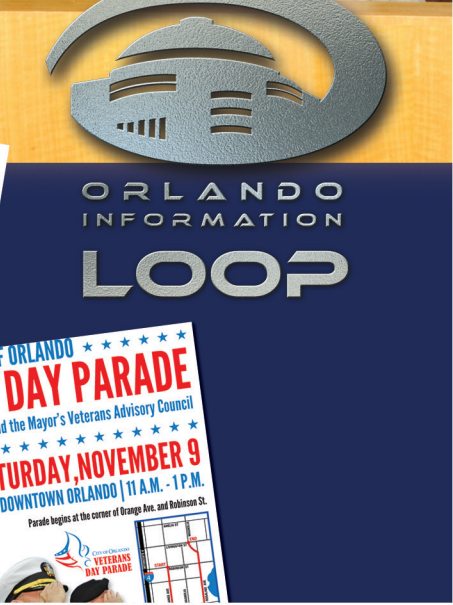
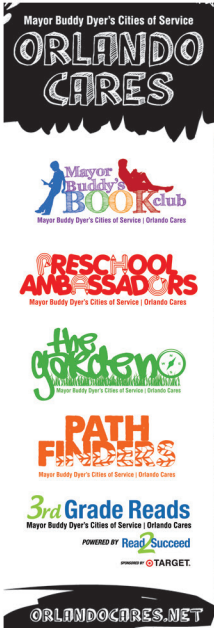
Special Assessment loans have been provided for two projects (55 West and The Paramount at Lake Eola) as part of economic incentive packages for redevelopment of the City's downtown core. These redevelopment projects consist of residential/office condominiums, retail space, parking structures and plaza areas. These loans are to be paid "Due on Sale" as the office and/or residential condominium units are sold. Debt service costs are paid by the fund from collections received from the developers.

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 FY2013/2014 Fund Balance allocation will be used to purchase and install trees.

Transportation Impact Fee Funds (Recurring)

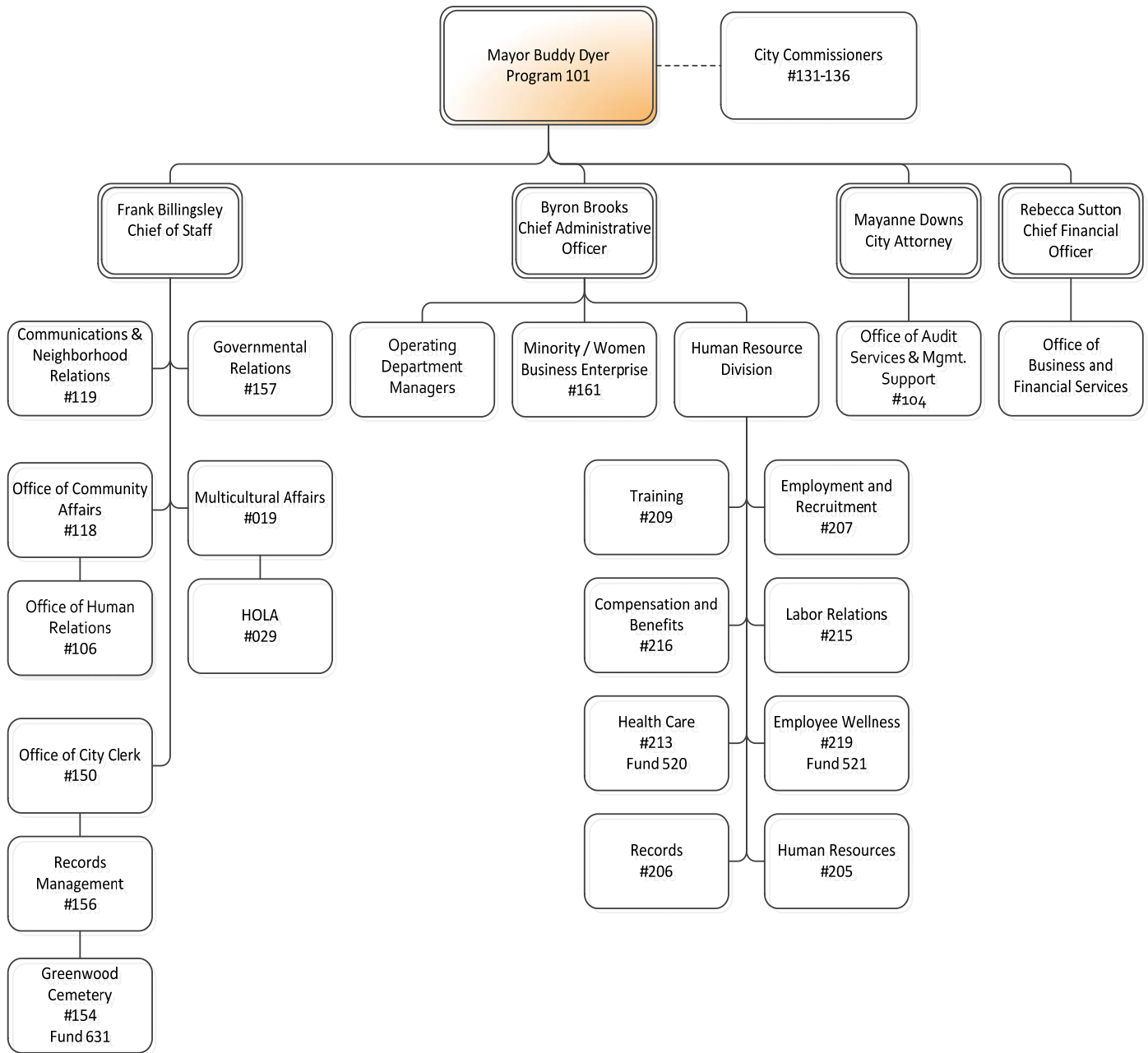
The City is divided into three transportation impact fee zones, each with a separate sub-fund. Those funds are used to account for the collection of impact fees and the allocation of those fees to capital projects within their zone. Since funds are collected at the time a building permit is issued, the 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 .



EXECUTIVE OFFICES

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

EXECUTIVE OFFICES



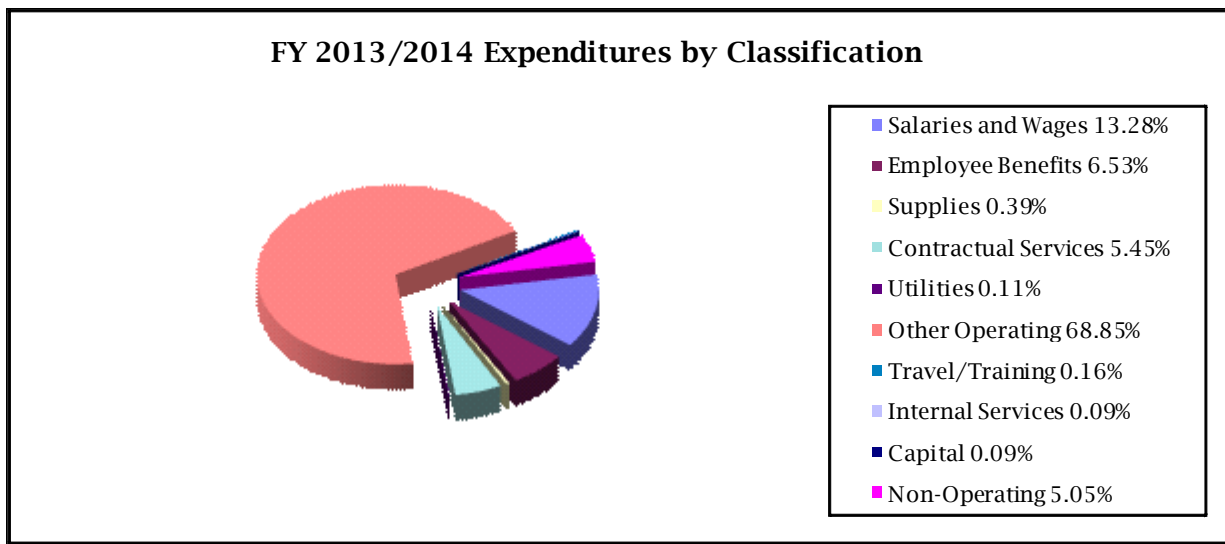
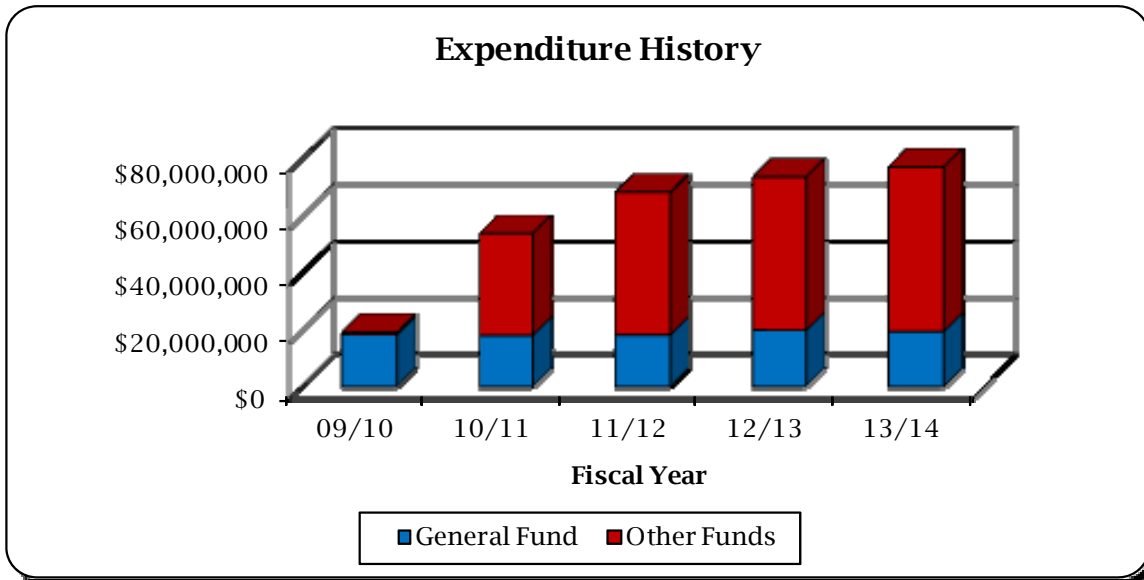
EXECUTIVE OFFICES

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of the Mayor					
101 Office of the Mayor	\$ 983,041	\$ 1,085,116	\$ 1,075,203	\$ (9,913)	(0.91%)
019/029 Multicultural Affairs/HOLA Office	157,976	171,167	161,039	(10,128)	(5.92%)
157 Governmental Relations	758,811	765,737	684,239	(81,498)	(10.64%)
Office of Community Affairs					
118 Community Affairs	553,315	648,316	653,789	5,473	0.84%
106 Office of Human Relations	418,794	427,249	429,968	2,719	0.64%
996 Nondepartmental - Neighborhood Grant	159,823	165,971	165,300	(671)	(0.40%)
Office of Communications & Neighborhood Relations					
119 Communications & Neighborhood Relations	1,541,356	1,499,010	1,417,494	(81,516)	(5.44%)
Office of the City Clerk					
150 City Clerk	803,591	735,224	705,596	(29,628)	(4.03%)
156 Records Management	305,914	314,831	258,222	(56,609)	(17.98%)
024 Workplace Giving	18,034	31,264	31,000	(264)	(0.84%)
997 Nondepartmental - Executive Offices	3,240,306	3,589,508	3,630,370	40,862	1.14%
TOTAL -- MAYOR	\$8,940,961	\$ 9,433,393	\$ 9,212,220	\$ (221,173)	(2.34%)
Office of City Commissioners					
131 City Commissioner-District 1	\$ 158,601	\$ 175,758	\$ 169,870	\$ (5,888)	(3.35%)
132 City Commissioner-District 2	167,841	170,418	161,572	(8,846)	(5.19%)
133 City Commissioner-District 3	164,956	177,028	170,568	(6,460)	(3.65%)
134 City Commissioner-District 4	160,213	166,971	161,826	(5,145)	(3.08%)
135 City Commissioner-District 5	194,993	192,179	184,326	(7,853)	(4.09%)
136 City Commissioner-District 6	224,717	230,625	198,152	(32,473)	(14.08%)
TOTAL -- COMMISSIONERS	\$ 1,071,322	\$ 1,112,979	\$ 1,046,314	\$ (66,665)	(5.99%)
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 798,293	932,414	957,681	\$ 25,267	2.71%
161 Minority/Women Business Enterprise	489,328	541,787	595,879	54,092	9.98%
Human Resources Division					
021 Merits Program	4,471	-	-	-	0.00%
205 Human Resources	252,467	259,638	364,022	104,384	40.20%
206 Records	271,758	275,969	204,012	(71,957)	(26.07%)
207 Employment and Recruitment	685,850	704,366	647,716	(56,650)	(8.04%)
209 Training	310,533	402,949	397,107	(5,842)	(1.45%)
215 Labor Relations	272,541	308,799	294,181	(14,618)	(4.73%)
216 Compensation and Benefits	715,945	814,160	812,479	(1,681)	(0.21%)
993 Non Dept. - Human Resources	183,533	217,040	188,480	(28,560)	(13.16%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 3,984,720	\$ 4,457,122	\$ 4,461,557	\$ 4,435	0.10%
City Attorney's Office					
152 City Attorney	\$ 3,798,401	\$ 4,145,032	\$ 3,998,273	\$ (146,759)	(3.54%)
104 Office of Audit Svcs. and Mgmt. Support	327,620	688,841	645,260	(43,581)	(6.33%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,126,022	\$ 4,833,873	\$ 4,643,533	\$ (190,340)	(3.94%)
Projects	-	-	-	-	0.00%
TOTAL -- GENERAL FUND	\$18,123,024	\$19,837,367	\$19,363,624	\$ (473,743)	(2.39%)

EXECUTIVE OFFICES

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
HEALTH CARE FUND #520					
Human Resources Division					
213 Health Care	\$49,336,884	\$52,976,872	\$57,015,182	\$ 4,038,310	7.62%
TOTAL -- HEALTH CARE FUND	\$49,336,884	\$52,976,872	\$57,015,182	\$ 4,038,310	7.62%
RISK MANAGEMENT FUND #521					
Human Resources Division					
219 Employee Wellness	\$ 115,824	\$ 116,649	\$ 116,143	\$ (506)	(0.43%)
TOTAL -- RISK MANAGEMENT FUND	\$ 115,824	\$ 116,649	\$ 116,143	\$ (506)	(0.43%)
GREENWOOD CEMETERY FUND #631					
Office of the City Clerk					
154 Greenwood Cemetery	\$ 686,667	\$ 662,355	\$ 698,298	\$ 35,943	5.43%
TOTAL -- GREENWOOD CEMETERY FUND	\$ 686,667	\$ 662,355	\$ 698,298	\$ 35,943	5.43%
TOTAL -- EXECUTIVE OFFICES	\$68,262,399	\$73,593,243	\$77,193,247	\$ 3,600,004	4.89%
Expenditure by Classification					
Salaries and Wages	\$ 8,998,640	\$ 9,490,172	\$ 9,109,859	\$ (380,313)	(4.01%)
Employee Benefits	3,957,421	4,620,554	4,656,292	35,738	0.77%
Supplies	246,291	263,389	255,419	(7,970)	(3.03%)
Contractual Services	1,117,411	1,496,503	1,470,215	(26,288)	(1.76%)
Utilities	28,462	39,313	37,415	(1,898)	(4.83%)
Other Operating	291,433	271,218	311,973	40,755	15.03%
Travel/Training	100,971	122,559	124,354	1,795	1.46%
Internal Services	35,633	106,119	141,432	35,313	33.28%
Capital	16,755	19,000	15,825	(3,175)	(16.71%)
Non-Operating	3,330,006	3,408,540	3,240,840	(167,700)	(4.92%)
TOTAL -- EXECUTIVE OFFICES	\$18,123,024	\$19,837,367	\$19,363,624	\$ (473,743)	(2.39%)

EXECUTIVE OFFICES



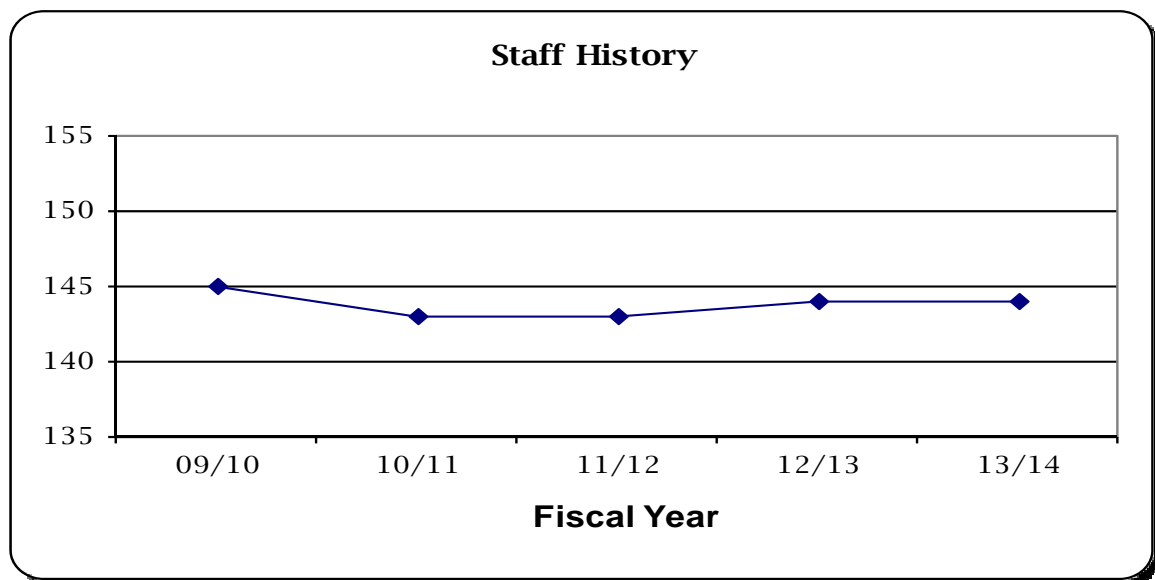
EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Office of the Mayor			
101 Office of the Mayor	9	9	9
019/029 Multicultural Affairs/HOLA Office	2	2	2
157 Governmental Relations	3	3	3
Office of Community Affairs			
118 Community Affairs	5	5	5
106 Office of Human Relations	5	5	5
Office of Communications			
119 Communications & Neighborhood Relations	15	15	15
Office of the City Clerk			
150 City Clerk	7	7	7
156 Records Management	4	4	4
TOTAL -- MAYOR	50	50	50
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer			
141 Chief Administrative Officer	5	6	6
161 Minority/Women Business Enterprise	6	6	6
Human Resources Division			
205 Human Resources	3	3	3
206 Records	3	3	3
207 Employment and Recruitment	7	7	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation and Benefits	10	10	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	38	39	39
City Attorney's Office			
152 City Attorney	34	34	34
104 Office of Audit Svcs. and Mgmt. Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	39	39	39
TOTAL -- GENERAL FUND	139	140	140

EXECUTIVE OFFICES

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>HEALTH CARE FUND #520</u>			
Human Resources Division			
213 Health Care	1	1	1
TOTAL -- HEALTH CARE FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>GREENWOOD CEMETERY FUND #631</u>			
Office of the City Clerk			
154 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL -- EXECUTIVE OFFICES	<u>143</u>	<u>144</u>	<u>144</u>



EXECUTIVE OFFICES

Office of the Mayor

Mission Statement

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

Major Accomplishments

- In the midst of recovering from the worst recession since the Great Depression, the Mayor's Office continued to guide the City of Orlando through the crafting of a balanced budget for the fiscal year 2013/2014.
 - This budget maintains Orlando's superior police and fire protection and public works services.
 - It continues Orlando's investment in neighborhoods.
- Additionally, the 13/14 budget allows Orlando to maintain its superior standing in a number of areas, including:
 - Orlando has the lowest tax rate of any major city in Florida.
 - Orlando has a lower tax rate than it did 20 years ago.
 - Orlando has balanced its budget without the need to drain its reserves.
 - Orlando has more police officers per thousand residents than any other major city in Florida.
- Orlando has been able to maintain its strategic investments in police and fire protection, critical infrastructure projects such as streets and sidewalks, new fire stations and police substations, critical upgrades to our storm and waste water systems as well as efforts to continue the revitalization of Downtown Orlando. The City of Orlando has also been able to successfully leverage federal stimulus dollars for a wide variety of public works and infrastructure projects
- Orlando continues to place public safety as the City's top priority and invest in the tools, training and technology to ensure Orlando's police officers and firefighters are able to perform their jobs at the highest level.
 - The Orlando Fire Department is one of only 15 departments in America to have both the international accreditation and an ISO 1 rating.
 - Mayor Dyer launched "Take Heart Orlando" an initiative to train every City of Orlando employee and resident in hands only CPR to ensure Orlando has the highest cardiac save rate in America.
- The City of Orlando continued 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 continues implementation of the largest single public/private partnership in Central Florida's history by overseeing the operations of the Amway Center and construction of the Dr. Phillips Center for the Performing Arts and a renovated Florida Citrus Bowl.
- Celebrated the eighth anniversary of the "Pathways for Parramore" initiative to build new, affordable homes, transform Church Street into a major east/west thoroughfare and expanded the "Parramore Kidz Zone" to provide after school activities, access to health care and social services to children and families. Juvenile crime is down 80 percent in Parramore since the inception of these programs.

EXECUTIVE OFFICES

Office of the Mayor

- Established the City's Domestic Partner Registry in January 2012 to give same-sex couples the same basic rights that other couples in committed relationships have. Since its launch, more than ten different Florida jurisdictions have used Orlando's as a model.

Future Goals and Objectives

2013-2014 Highlights

- Continue construction at the Dr. Phillips Center for the Performing Arts with stage one expected to be complete in fall 2014. Construction of stage one is expected to create approximately 4,000 jobs and deliver an estimated economic impact of \$240 million.
- Begin reconstruction at the Florida Citrus Bowl Stadium, expected to commence in January 2014 and be complete in the fourth quarter of 2014. Reconstruction of the stadium ensures the City of Orlando will retain the Capital One Bowl, Russell Athletic Bowl and the Florida Classic football game as well as attract other national sporting events along with the tens of millions of dollars in economic impact.
- Provide oversight and leadership as SunRail, Orlando's new commuter rail system and expanded LYMMO service begins operations in spring 2014. The expanded transportation network will provide much needed alternatives to congested roadways and rising gas prices and encourage smart growth at each of the stations.
- Unveil See Art Orlando, Downtown Orlando's eight new privately-funded pieces of iconic sculpted art. See Art Orlando and a renovated "Tower of Light" will be unveiled to the public in November 2013.
- Work with Orange County, Orlando City Soccer and other partners on a plan to bring a Major League Soccer team to Orlando and construct a new soccer-specific stadium in Downtown.
- Begin 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.
- Maintain investment in police and fire protection.

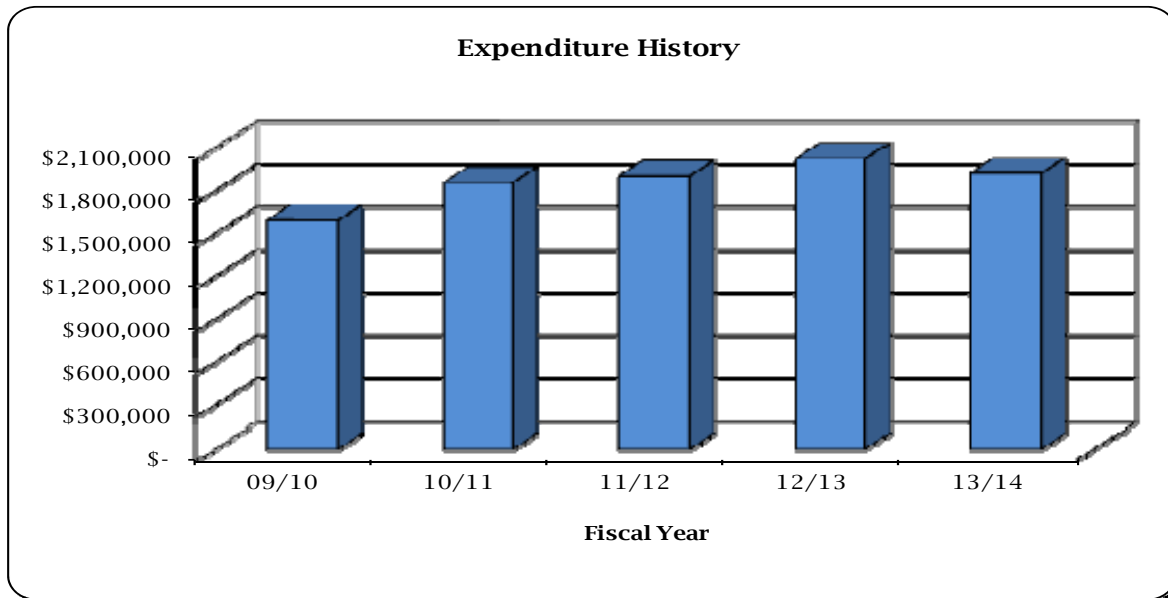
Long Term

- 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 Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 983,041	\$ 1,085,116	\$ 1,075,203	\$ (9,913)	(0.91%)
019/029 Multicultural Affairs/HOLA	157,976	171,167	161,039	(10,128)	(5.92%)
157 Governmental Relations	758,811	765,737	684,239	(81,498)	(10.64%)
TOTAL -- GENERAL FUND	\$ 1,899,828	\$ 2,022,020	\$ 1,920,481	\$ (101,539)	(5.02%)
TOTAL -- OFFICE OF THE MAYOR	\$ 1,899,828	\$ 2,022,020	\$ 1,920,481	\$ (101,539)	(5.02%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
101 Office of the Mayor	9	9	9
019/029 Multicultural Affairs/HOLA	2	2	2
157 Governmental Relations	3	3	3
TOTAL -- GENERAL FUND	14	14	14
TOTAL -- OFFICE OF THE MAYOR	14	14	14

EXECUTIVE OFFICES

Office of Community Affairs

Mission Statement

To strengthen Orlando by connecting, informing and engaging all sectors of the community with City government to enhance the quality of life in Orlando through partnerships, resource distribution and superior public service.

Overview of Services/Programs

The Office of Community Affairs and Human Relations (OCA & HR) interacts with civic, community, arts, faith-based and non-profit 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 various groups with the Mayor, City services, funding opportunities and other community resources. OCA & HR has five focus areas:

1. Arts/Cultural/Civic and Community Affairs
2. Mayor's Matching Grant Programs
3. Office of Human Relations
4. Mayor Buddy Dyer's Cities of Service Initiative: ORLANDO CARES
5. Volunteer Oversight

Major Accomplishments

- Co-produced the 8th annual Mayor's Neighborhood & Community Summit on February 23, 2013 and managed all activities of the Mayor's MLK Commission, including a successful "Let Freedom Ring" 50 year anniversary recognition and the recruitment and recognition of 30 sponsors who donated nearly \$57,000 cash/\$55,000 in-kind and produced the Mayor's Humanitarian Award Ceremony.
- Successfully closed out 54 FY 12/13 Mayor's Matching Grants totaling \$298,370 and serving more than 11,863 City of Orlando youth.
- Successfully completed HUD's Performance Assessment Review and successfully completed the U.S. Equal Employment Opportunity Commission's annual contract, closing 25 case resolutions and receiving an upgrade in the contract for an additional five case closures and 11 intakes for a total of 140 intakes.
- Led planning and implementation of the 2nd Annual Regional Fair Housing Summit, with more than 300 statewide attendees and 11 workshops.
- Received and implemented a \$100,000 Impact Volunteering one-year grant from Bloomberg Philanthropies as a Cities of Service Grant Recipient serving more than 900 youth through the ORLANDO CARES program
- Planned and produced two successful Mayor's Council of Clergy meetings
- Led and worked with the FPR Department on a successful Governor and Mayor's Initiative Grant from the Corporation for National and Community Service through Volunteer Florida. The grant, valued at \$587,000, will fund the Orlando-Partnership for School Success.
- Successfully implemented the Third Grade Reads powered by Read2Succeed pilot program, funded by a \$40,000 Target Grant.
- Facilitated the Orlando Science Center and Vision of Flight gaining city approval to erect a Red Tail Pilots of Tuskegee Airmen statue. A ground breaking event was held May 5 and the statue was unveiled November 11, 2013.

Accomplishments/Future Outlook for Individual Focus Areas:

1: Arts/Cultural/Civic and Community Affairs

This team serves as a liaison to local arts/cultural and community based organizations by establishing partnerships that serve or engage our citizens and support these organizations. The OCA & HR director represents the City on five arts/cultural organization boards of directors. This team manages the funding distribution to and performance of human service & arts and cultural organizations that provide services to the citizens of Orlando. Additionally, this team coordinates Mayor Dyer's Council of Clergy, his participation in community events/programs; his Coffee and Conversation with community-based and civic organizations, responds on behalf of the Mayor to civic/community and faith-based organizations and facilitated the Mayor's involvement with dozens of community organizations and civic leaders, through letters, proclamations and visits.

Major Accomplishments

- Distributed \$2,632,217 to human service and arts/cultural organizations, including monitoring compliance and performance, as well as the execution and monitoring of contracts for services provided by 34 community-based nonprofit human service and arts/cultural organizations
- Managed the FY 12/13 Citizen Review Panel (CRP) volunteer advisory committee/funding process, which evaluated and recommended funding for 27 Human Service Agencies that served citizens
- Represented the City on the United Arts of Central Florida's Standards and Allocations Committee, which reviewed and recommended distribution of \$1,539,430 in UA funding to arts/cultural organizations
- Provided funding and promotions allowing more than 59,000 citizens access to cultural events/programs
- Established more than 100 partnerships with community/arts/faith-based/civic organizations
- Represented the Mayor and City on five (5) major arts and cultural boards: United Arts, Orlando Shakespeare Theatre, Orlando Science Center, Negro Spiritual Scholarship Foundation, and Downtown Arts District

EXECUTIVE OFFICES

Office of Community Affairs

- Planned and involved Mayor Dyer in more than 30 community events and delivered more than 40 of the Mayor's proclamations
- Represented the Mayor at nearly 285 community events/activities throughout the Orlando area

Future Goals and Objectives

Long Term (Greater than 9 months)

- Continue to engage Mayor Dyer in arts, cultural and community events/activities, including the Mayor's Dessert and Discussion with Seniors and the Mayor's Coffee and Conversation with civic leaders
- Continue to represent the Mayor and City on five (5) major arts and cultural boards
- Continue planning and conducting bi-annual sessions with Mayor Dyer's Council of Clergy, engaging leaders of faith institutions in on-going dialogue and partnerships with the Mayor and city government
- Review community organization funding to ensure resources align with community needs and continue to partner with these community organizations to provide citizens with free, quality arts/cultural experiences

2: Mayor's Matching Grant Program

The Mayor's Matching Grant (MMG) program provides resources for neighborhood organizations, schools and non-profit organizations to plan and implement projects that address neighborhood needs, improve education and support crime prevention programs and projects.

Major Accomplishments

- Awarded 54 Mayor's Matching Grants, distributing \$298,370 in funding and successfully closed 53 Mayor's Matching Grant projects, totaling \$314,500
- Mayor's Matching Grantees donated over 38,412 volunteer hours and \$475,219 in cash and in-kind contributions from community partners YTD
- Conducted 15 MMG Application Workshops and 54 orientation sessions with new awardees of Mayor's Matching Grants
- Conducted 92 site visits, 85 technical assistance sessions and fielded over 1,500 technical assistance calls

Future Goals and Objectives

Short Term (3 months or less)

- Implement marketing plan to highlight the impact of Mayor's Matching Grant programs and projects in the community
- Recognize grant recipients who successfully completed their projects

Medium Term (3 to 9 months)

- Host 15+ Application Workshops for the MMG program
- Expand marketing efforts of the MMG program to increase the number of high-impact, high quality projects and programs funded

Long Term (Greater than 9 months)

- Continue to engage City constituents with nonprofit organizations, schools and neighborhood organizations through ORLANDO CARES - Mayor Buddy Dyer's Cities of Service Initiative
- Award Mayor's Matching Grants to strategically address community needs, such as youth crime prevention, public safety, academic enrichment and neighborhood improvement in support of the Mayor's Cities of Service Plan and to foster greater impact

3: Human Relations Office

Human Relations is an agent of the Equal Employment Opportunity Commission (EEOC) and the U. S. Department of Housing and Urban Development (HUD). The Human Relations team promotes equality of opportunity for the citizens of Orlando by advocating policies of nondiscrimination and administering City and Federal laws that prohibit discrimination in employment, housing and public accommodations.

This office is comprised of two major units:

1. The Discrimination Unit: This unit processes complaints of discrimination via mediation, investigation and conciliation, in an impartial manner and seeks appropriate corrective measures; conducts education and outreach programs for citizens, informing them of their rights and remedies available to them; and, provides technical assistance to business and industry, housing providers and places of public accommodation regarding their compliance with discrimination laws.
2. The Education and Outreach/Community Relations Unit: This unit promotes the attitude of inclusiveness and fairness, of and for all people, regardless of their socio-economic status, thereby ensuring equality for all citizens of Orlando. Additionally, contact information is maintained for many agencies and organizations that provide social services for people in need.

EXECUTIVE OFFICES

Office of Community Affairs

Major Accomplishments

- Responded to more than 1,300 inquires and implemented an online inquiry form on the office webpage
- Developed and implemented fair housing sessions for housing providers and home buyer workshops
- Fair Housing Investigator/Specialist successfully completed course work and graduated from the National Fair Housing Training Academy in Washington, D.C.
- Conducted education and outreach at Mayor's Neighborhood and Community Summit
- Hosted and partnered with the Equal Employment Opportunity Commission (EEOC), the Florida Association of Community Relation Professionals (FACRP) to present a one-day training for Employment Discrimination Investigators throughout Florida and the Virgin Islands; more than 50 people attended the workshop
- Planned, managed and executed 12 signature events for the 2011 Dr. Martin Luther King, Jr. Holiday Celebration with the support of Orlando Mayor's Martin Luther King, Jr. Commission; Human Relations staffed 20 MLK Commission planning meetings and supported and attended the MLK events
- Developed and implemented a mediation program for the Chapter 57 Review Board and held mediation sessions to bring an early resolution to employment and housing discrimination complaints
- Developed and implemented an OCA/Human Relations Internship Program; a student from the University of Central Florida provided fair housing/employment technical support, organizational filing and handle fair housing/employment phone inquiries and intake interviews.
- Planned and presented two Human Trafficking Workshops for more than 75 City employees to learn how to help eradicate this hidden form of slavery by learning personal and physical indicators and how to report it.

Future Goals and Objectives

Short Term (3 months or less)

- Plan and facilitate a successful 2014 MLK Holiday week of activities
- Plan and conduct education and outreach training for businesses and housing providers in Central Florida

Medium Term (3 to 9 months)

- Plan and present Florida's Fair Housing Summit for Fair Housing Month - April 2014 Celebration and produce a Fair Housing Month Calendar of Events
- Continue City staff briefings on Human Relations services, including appropriate referrals, as applicable
- Beginning October 2013, expand education and outreach activities, conducting one per month, covering housing, employment or public accommodations discrimination

Long Term (Greater than 9 months)

- Process housing discrimination complaints and close at least ten cases
- Continue our partnership with the EEOC via a work-sharing agreement. It is projected that the employment case closures for Fiscal Year 2013/2014 will be 30 or more
- Create community awareness about civil rights issues related to the LGBT community, Veterans, re-entry and domestic violence

4: Mayor Buddy Dyer's Cities of Service Initiative: ORLANDO CARES

ORLANDO CARES engages citizens in service and channels volunteerism toward two of the City's priorities: Youth Educational Enhancement and Youth Crime Prevention. ORLANDO CARES is establishing Orlando as one of the easiest places in the country to volunteer by targeting efforts toward pressing local challenges and promoting service as a core part of what it means to be an Orlando citizen. Orlando is one of 20 cities nationally, and the only Florida city, that received the two-year Cities of Service Leadership Grant.

Major Accomplishments

- Received \$100,000 in funding from the Bloomberg Philanthropies' Cities of Service Impact Volunteering Fund to further the ORLANDO CARES initiative and recruited 504 volunteers serving more than 2,755 youth
- Participated in 26 community engagement and outreach events to recruit volunteers and students
- Retained key partnerships with a variety of organizations, including Orange County Public Schools (OCPS), The Foundation for Orange County Public School, Orange County Library System, Walt Disney World, Scholastic Books, Orange County 4-H, Early Learning Coalition of Orange County, Adult Literacy League, Junior Achievement, and After-School All Stars, to implement 5 ORLANDO CARES volunteer initiatives
- Developed key partnerships with a variety of organizations, including the Foundation for Orange County Public Schools, Target, CHEP, Papa Johns Pizza, Universal Technical Institute and Chipotle Restaurants
- Acquired a \$40,000 Target Leadership Grant and field trip opportunities
- Mayor Buddy's Book Club completed eighteen (18) books, ran ten (10) branch clubs and recruited 1,767 members to Mayor Buddy's Book Club
- Nearly 200 students participated in four (4) 10-week sessions of The Garden program at Orlando area community and neighborhood centers
- More than 190 students participated in four (4) 6-week long sessions of the Path Finders program at Orlando area middle schools and community and neighborhood centers

EXECUTIVE OFFICES

Office of Community Affairs

- More than 688 students have been read to weekly by 25 Ready Reader volunteers as part of Preschool Ambassadors in 27 VPK programs throughout Orlando
- Two (2) VPK Enrollment Fairs were held at City of Orlando community centers and 150 Family Literacy Engagement Kits have been distributed to families with VPK aged students
- Developed and refined training for all ORLANDO CARES initiatives and conducted more than 100 volunteer training sessions and published and distributed periodic ORLANDO CARES e-newsletters
- Received a CNCS grant for five (5) VISTA AmeriCorps Members who have been hired and trained and utilized 10 VISTA members and one leader to provide support for five (5) ORLANDO CARES initiatives

Future Goals and Objectives

Short Term (3 months or less)

- Train and supervise VISTA members, recruit and train five (5) more, and coordinate a Public Ally for ORLANDO CARES
- Expand Cities of Service initiative, Third Grade Reads powered by Read2Succeed, in partnership with OCPS and the OCPS Foundation
- Increase volunteer recruitment and training for all Orlando Cares initiatives

Medium Term (3 to 9 months)

- Identify and secure sponsors for five ORLANDO CARES volunteer initiatives through Cities of Service

Long Term (Greater than 9 months)

- Meet or exceed Orlando Cares volunteer engagement and youth engagement goals
- Use ORLANDO CARES outcomes to acquire more funding partners and volunteers to sustain the youth initiatives

5: Volunteer Oversight

The Volunteer Team recognizes citizen and employee volunteers who assist with various projects and events. The Volunteer Program has three primary focus areas:

1. Citizen Volunteers who are evaluated and placed in various departments and offices throughout the city
2. Emergency Support Function (ESF) 15, which is the "Volunteers and Donated Goods" support function during a city emergency or disaster. OCA trains employee and citizen volunteers who are deployed as ESF 15 volunteers, staffing the Emergency Information Center during local disasters or emergencies

Major Accomplishments

- Citizen, employee, and youth volunteers were recognized by Mayor Dyer at his Annual Volunteer Appreciation Reception and at City Council during National Volunteer Week in April
- Screened, processed and placed over 400 citizen volunteers to staff city departments
- Recruited and trained 34 volunteers for the ESF 15 program and made the process more efficient by assigning volunteers who will perform only data entry

Future Goals and Objectives

Medium Term (3 to 9 months)

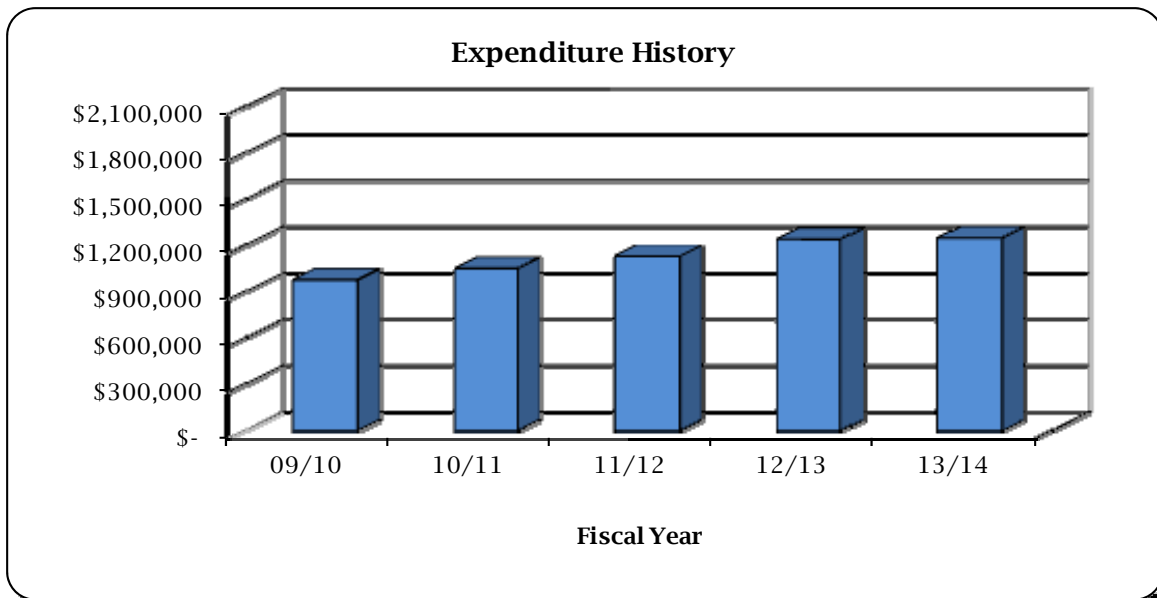
- Support the Mayor's Cities of Service Impact Volunteering Grant implementation
- Continue to evaluate, place and recognize citizen and employee volunteers

Continue to plan and implement volunteer training and deployment for ESF 15 and to recruit additional volunteers

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Community Affairs					
118 Community Affairs	\$ 553,315	\$ 648,316	\$ 653,789	\$ 5,473	0.84%
106 Office of Human Relations	418,794	427,249	429,968	2,719	0.64%
996 Nondept. - Neighborhood Grant	159,823	165,971	165,300	(671)	(0.40%)
TOTAL -- GENERAL FUND	\$ 1,131,932	\$ 1,241,536	\$ 1,249,057	\$ 7,521	0.60%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 1,131,932	\$ 1,241,536	\$ 1,249,057	\$ 7,521	0.61%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Office of Community Affairs			
118 Community Affairs	5	5	5
106 Office of Human Relations	5	5	5
TOTAL -- GENERAL FUND	10	10	10
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	10	10	10

EXECUTIVE OFFICES

Office of Communications & Neighborhood Relations

Mission Statement

Strengthening Orlando by communicating and promoting City services to residents, neighborhood organizations and employees

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

The Office of Communications & Neighborhood Relations is also responsible for providing emergency information during hurricanes or other disasters as part of the City's emergency plan.

Major Accomplishments/Future Outlook for Individual Teams

Graphic Design

The Graphic Design Team creates professional marketing services to support City initiatives and departmental projects. Services include more than 40 different types of graphic design. This team assists clients with evaluating resources in determining the best marketing tools to use for their project.

Major Accomplishments

- Redesigned CityNews e-newsletter
- Completed 1,246 creative jobs
- Graphic support and design for the Greenworks Community Action Plan
- Utilized new printing plotter and laminating machine to enhance services offered internally

Future Goals & Objectives

Short Term (3 months or less)

- Provide graphic support for the redesign of the City's intranet and internet site
- Maximize graphic artists' time for larger projects by continuing to utilize templates for City departments
- Upgrade Graphics Hardware (2 MAC stations) and Software (Adobe Design Suite)

Medium Term (3-9 months)

- Utilize AdobeBridge metadata procedures to better archive City photographs
- Utilize interactive PDF technology and mobile "best practices" online

Long Term (Greater than 9 months)

- Maintain the quantity and quality of jobs produced with an anticipated savings of \$350,000 annually

Interactive Programs

The Interactive Programs Team connects employees and citizens to City offices, services, and programs through CityofOrlando.net, the City's intranet and the City's social media sites. In addition, the office trains and supports web authors in all City departments.

Major Accomplishments

- Developed proposal for new CityofOrlando.net and City Intranet redesign; completed research phase of project including surveys and focus groups; and developed initial menu structure of site.
- Created interactive forum for Green Works Orlando Community Action Plan; built 1,000 plus participants who contributed 180 ideas and 1,400 comments. The site was visited 8,500 times with over 65,000 page views (including people who visited the site, but did not create an account to contribute).
- Completed 985 interactive work requests.
- Increased City of Orlando Facebook likes by 1,600, Mayor's Facebook likes by 682, and City Twitter followers by 5,000, in addition to posting 120 videos on the City's YouTube channel with 45,000 views.

Future Goals & Objectives

Short Term (3 months or less)

- Implement plan to replace CityofOrlando.net and Teamlink, the City's Intranet
- Implement new Internet/Intranet Policy

Medium Term (3-9 months)

- Continue marketing and after-launch work with CityofOrlando.net, adding additional needed topics and making necessary adjustments, as well as branding and marketing the new Intranet, Teamlink
- Increase awareness of City events via new technology and educate departments on City social media policy

Long Term (Greater than 9 months)

- Continue to explore new technology, such as streaming video, interactive town hall meetings and social media applications to further promote City services and events

EXECUTIVE OFFICES

Office of Communications & Neighborhood Relations

Multimedia

The Multimedia Team provides video, photography and technical services for the City. This team produces original programming to inform citizens about important and current topics. The Multimedia Team provides electronic imagery for the City website, social media – Facebook, Flickr and Youtube, newsletters and presentations for City Council meetings. Additionally, this team provides on-location audio/visual support for events.

Major Accomplishments

- Provided support for more than 180 special events
- Completed 145 special video requests for City department outreach campaigns
- Videotaped 75 Mayor's video messages for PSA or community outreach purposes
- Added 3 new locations to the Orlando Information LOOP, for a total of 30
- Upgraded in-house Studio and Editing Bay (added new MAC computers, External Hard Drives, CD/DVD Duplicators, etc.)
- Upgraded equipment in Council Chambers (new control room headsets, television quality LED lighting, hearing impaired audio equipment, fixed cameras, added LMG service contract, etc.)

Future Goals & Objectives

Short Term

- Add 5-minute timer/signal for Council Meetings
- Upgrade and purchase video, photography, and editing hardware to improve quality and efficiency

Medium Term

- Restore turn-key sound-system inside City Hall Rotunda
- Install turn-key sound-system and LCD projector in 9th floor Overlook Room for meetings/events
- Upgrade video equipment in Council Chambers Control Room

Long Term

- Establish Capital Improvement fund to help replace outdated equipment in Council Chambers Control Room
- Continue to add to the list of LOOP locations for community outreach purposes

Neighborhood Relations

The Neighborhood Relations Team informs, connects and involves neighborhood organizations and residents in effectively accessing and using City services and community resources to enhance the quality of life in Orlando's neighborhoods. This team provides training, technical assistance, resources and guidance for establishing and maintaining neighborhood organizations and provides resources and technical assistance to City departments conducting public outreach.

Major Accomplishments

- Maintained an association contact database of 360 associations with more than 3,400 neighborhood contacts.
- Strengthen neighborhood outreach and connecting with neighborhood leaders through partnerships and by hosting small events with neighborhood leaders, i.e. State of the City Preview Coffee & Conversations with Mayor Dyer, Mayor's Talks & Tours, and other special events, such as the hosting neighborhood organization board members at sporting, arts & cultural events.
- Supported and/or attended 127 meetings or events hosted by the City, neighborhood organizations or community organizations where staff was able to inform, connect and involve City residents.
- Partnered with Orange County Neighborhood Preservation & Revitalization Division to produce and present 15 Community Connection workshops, training more than 340 neighborhood leaders and volunteers.
- Created the iLead interactive training program by putting all the neighborhood leadership training programs under iLead. Through iLead, leaders will be able to access training guides, tools and videos, enroll in Community Connections neighborhood leadership training workshops and webinars on cityoforlando.net.
- Awarded Mayor's 2013 Neighborhood Champion Award to Fannie Williams, president of the Clear Lake Cove Homeowners Association at the Mayor's 8th Annual Neighborhood & Community Summit.
- Conducted two Mayor's Talks & Tours: April 30- Impact of the Amway Center and Sept. 4- Orlando International Airport's Economic Role.

Future Outlook

Short Term (3 months or less)

- Determine three (3) Talks & Tours topics and annual schedule
- Set up six (6) Meet & Greets with staff and association leadership

Medium Term (3-9 months)

- Host at least two on-line chats or webinars for neighborhood organization leadership
- Plan, implement and expand the 9th annual Mayor's Neighborhood and Community Summit in March of 2014
- Launch the iLead interactive training series
- Research and produce four new neighborhood leadership training guides and videos as a part of the iLeads series. Recognize the dedication and hard work of neighborhood leaders during National Volunteer Month in April, 2014
- Help neighborhood organizations use online resources to enhance their neighborhood communications with neighbors and the City

EXECUTIVE OFFICES

Office of Communications & Neighborhood Relations

- Conduct an annual survey of neighborhood leaders to ensure effective communication and engagement in City services and programs

Long Term (Greater than 9 months)

- Produce 13 Community Connections training workshops held the second or fourth Saturday of each month, in partnership with Orange County
- Expand email contact and communication with neighborhood organization leadership, including the Neighborhood Relations team attending at least four association meetings a month
- Encourage nominations for the Mayor's Neighborhood Champion Award
- Continue the campaign aimed at neighborhood organizations linking to cityoforlando.net and City News
- Enhance the individual neighborhood profiles available on cityoforlando.net by adding histories, photos and historical maps

Special Events/Marketing

The Special Events/Marketing Team produces the City's four signature events - Blues-B-Q, Fireworks at the Fountain, Veterans Day Parade and Holiday Lights Orlando as well as coordinating and implementing other City events, such as State of Downtown, State of the City, Mayor's City Academy, Mayor's Work-alongs, media announcements, CityKidz!, Neighborhood and Community Summit, groundbreakings, ribbon cuttings and other special events throughout the year. This team works closely with City departments/offices, businesses, media and community groups to host nationally-recognized events that attract thousands of people. It also works with City departments to market initiatives, programs and services, including providing technical assistance from concept to collateral materials to evaluating marketing campaigns.

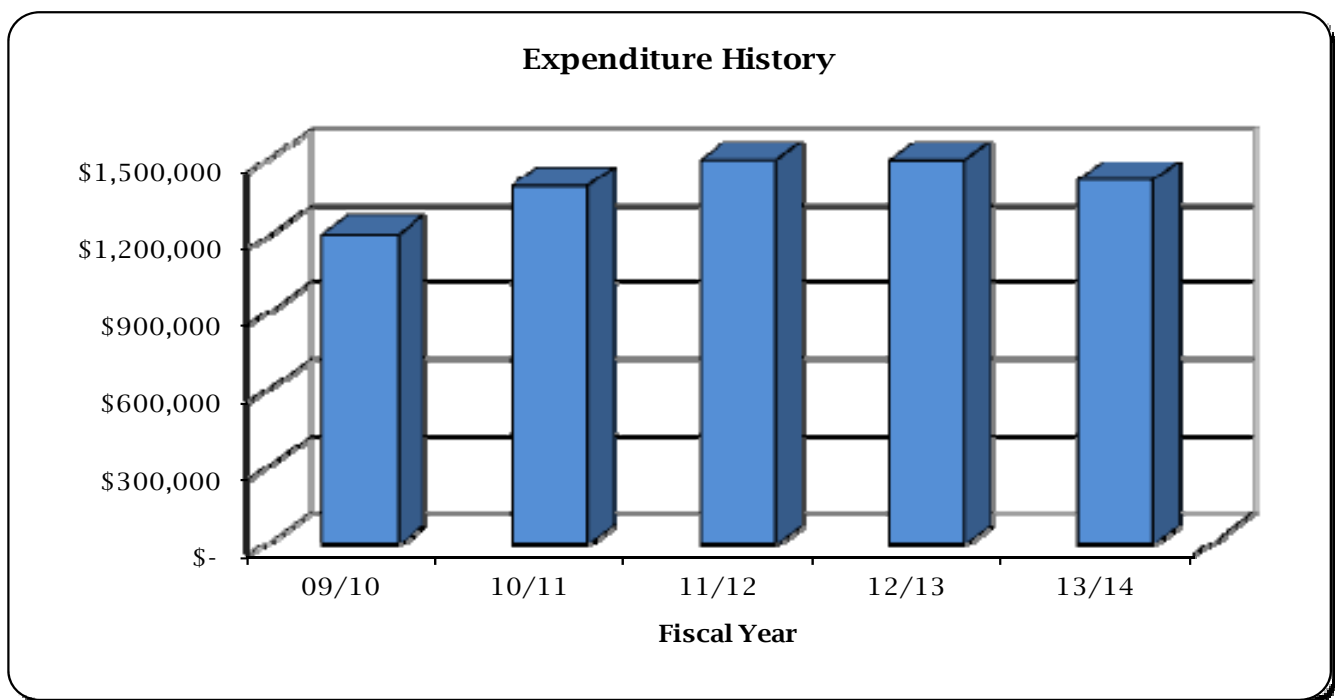
Major Accomplishments:

- Assisted and supported City Departments and the Mayor's Office in more than 90 special events
- Planned and implemented CityKidz!, Mayor Dyer's fundraising event for the Parramore Kidz Zone
- Planned and implemented the SEE ART event to unveil the eight new public art sculptures to the public
- Completed 12 Mayor's "work-alongs" with both City Departments and local civic organizations
- Attracted more than 500,000 people to City-sponsored events that promote City of Orlando amenities and economic development
- Produced and assisted with the implementation of marketing plans for public safety initiatives
- Secured more than \$100,000 in revenue/sponsorships to offset event production costs for City events
- Increased marketing, public awareness and branding of City services, programs and events
- Produced the Mayor's City Academy Spring 2013 class that had 50 participants
- Coordinated with local news stations to carry City events live
- Supported Mayor's Veterans Advisory Council's events and marketing efforts

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
119 Comm. & Neighborhood Relations	\$ 1,541,356	\$ 1,499,010	\$ 1,417,494	\$ (81,516)	(5.44%)
TOTAL -- GENERAL FUND	\$ 1,541,356	\$ 1,499,010	\$ 1,417,494	\$ (81,516)	(5.44%)
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 1,541,356	\$ 1,499,010	\$ 1,417,494	\$ (81,516)	(5.44%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
119 Comm. & Neighborhood Relations	15	15	15
TOTAL -- GENERAL FUND	15	15	15
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	15	15	15

EXECUTIVE OFFICES

Office of City Clerk

Mission Statement

To provide accountability and stewardship for the City's documents, to organize and conduct the City's official meetings and to respond promptly and efficiently to the needs of citizens, the City Council and all departments and offices regarding City services.

Overview of Services/Programs

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

- Office of the City Clerk
- Records and Archive Management
- Operation of Greenwood Cemetery

Accomplishments/Future Outlook

1: Office of the City Clerk

The City Clerk's Office is responsible for preparing City Council agendas and minutes, for posting notice of all meetings between the Mayor and City Commissioners as well as City Board members and other official meetings as required by the Florida Sunshine Law. The Office also maintains and updates City Policy and Procedures and any changes to the City Code. The City Clerk manages City elections in cooperation with the Supervisor of Elections and coordinates the Citizen Advisory Board Appointment process with the Mayor's Office. The City Clerk also coordinates lobbyist registration and serves as the financial disclosure coordinator for the City and maintains a domestic partner registry.

Major Accomplishments

- Continue registration of domestic partners with nearly 1,000 partners registered to date
- Implemented new agenda software called (Novus) in August, 2012. This change was required due to the phasing out of the Lotus Notes program. The new web-based system enables use of E-readers and/or iPads, promoting the City's "Green Works" initiative.

Future Goals and Objectives

Short Term:

- The City Clerk's Office will implement a new calendar system and city board database eliminating the usage of Lotus Notes and will work with the Orange County Supervisor to conduct the municipal election on April 8, 2014 for Commissioner Districts 1, 3 and 5

Medium Term:

- The City Clerk's Office will work with Novus to implement phase two of Novus which will allow for the creation of electronic minutes from the electronic agenda

EXECUTIVE OFFICES

Office of City Clerk

2: Records and Archive Management

Records and Archive Management responds to public records requests within 48 hours, coordinates responsive documents with other City departments and monitors the retrieval process. It also maintains an off-site storage center for semi-active and inactive records.

Major Accomplishments

- Began a unique campaign to educate the public about the city's history using social media
- Conducted a major purge of records at the off-site storage center, allowing for additional space for new records

Future Goals and Objectives

Short term:

- Records and Archive Management will continue to use social media to educate citizens about the City's diverse history and will continue to add and update public information to the website, eliminating the need for public record production

Medium term:

- Records and Archives Management will conduct an annual major purge of records in the spring of 2014 and will continue to streamline the citywide email search mechanisms

3: Operation of Greenwood Cemetery

The Sexton manages and maintains operation of the 82-acre cemetery, providing residents a secure resting place for their loved ones.

Major Accomplishments

- Garnered continued community support for the proper care of the facility by hosting various community relations projects, including monthly history tours, community/church cleanups and tree plantings
- Began using social media applications to educate the community about the history of Orlando by telling stories of the citizens buried in the cemetery and their contributions to the City

Future Goals and Objectives

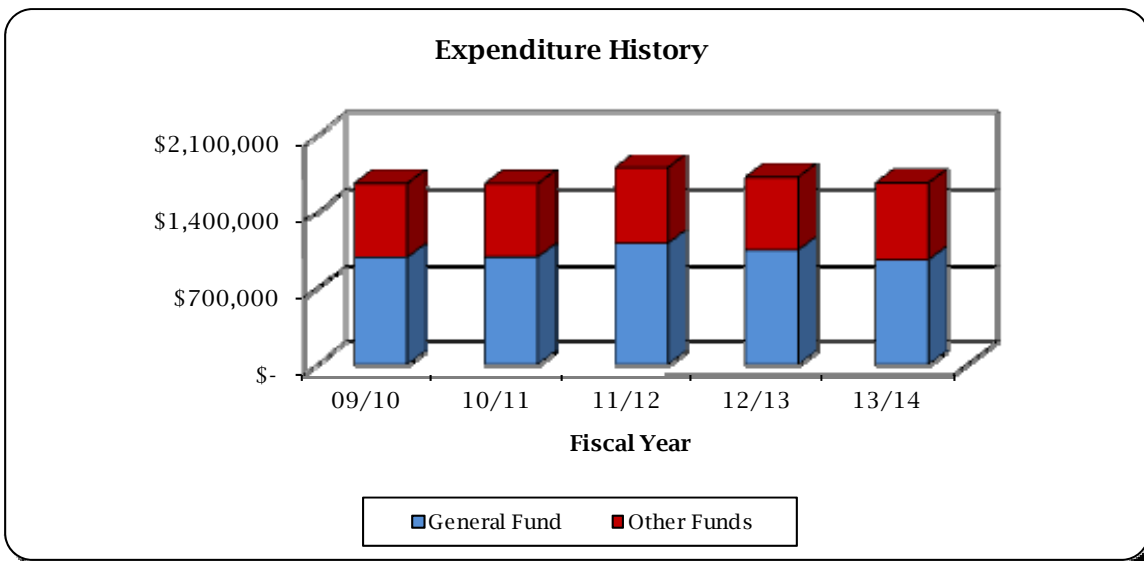
Short Term:

- Kick off a new website allowing citizens to access burial information in a more user-friendly format
- Greenwood staff will continue to implement a grassing program for the older sections of the cemetery by updating the antiquated irrigation system and will open a new section of the Cemetery in November, 2014.
- Greenwood staff will expand the historical tours to include some daytime strolls to accommodate the needs of younger groups.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Clerk					
150 City Clerk	\$ 803,591	\$ 735,224	\$ 705,596	\$ (29,628)	(4.03%)
156 Records Management	305,914	314,831	258,222	(56,609)	(17.98%)
TOTAL -- GENERAL FUND	\$ 1,109,505	\$ 1,050,055	\$ 963,818	\$ (86,237)	(8.21%)
GREENWOOD CEMETERY FUND #631					
154 Greenwood Cemetery	\$ 686,667	\$ 662,355	\$ 698,298	\$ 35,943	5.43%
TOTAL -- OFFICE OF CITY CLERK	\$ 1,796,171	\$ 1,712,410	\$ 1,662,116	\$ (50,294)	(2.94%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Office of City Clerk			
150 City Clerk	7	7	7
156 Records Management	4	4	4
TOTAL -- GENERAL FUND	11	11	11
GREENWOOD CEMETERY FUND #631			
154 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	13	13	13

EXECUTIVE OFFICES

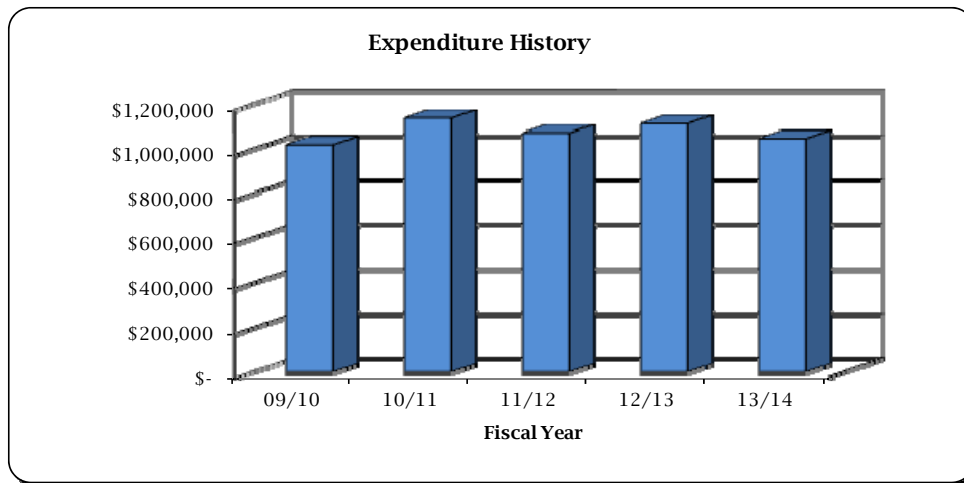
Office of City Commissioners

Mission Statement

Interact with the public and form and direct the policy of City government to achieve goals in the public interest.

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 158,601	\$ 175,758	\$ 169,870	\$ (5,888)	(3.35%)
132 City Commissioner-District 2	167,841	170,418	161,572	(8,846)	(5.19%)
133 City Commissioner-District 3	164,956	177,028	170,568	(6,460)	(3.65%)
134 City Commissioner-District 4	160,213	166,971	161,826	(5,145)	(3.08%)
135 City Commissioner-District 5	194,993	192,179	184,326	(7,853)	(4.09%)
136 City Commissioner-District 6	224,717	230,625	198,152	(32,473)	(14.08%)
TOTAL -- GENERAL FUND	\$ 1,071,322	\$ 1,112,979	\$ 1,046,314	\$ (66,665)	(5.99%)
TOTAL -- CITY COMMISSIONERS	\$ 1,071,322	\$ 1,112,979	\$ 1,046,314	\$ (66,665)	(5.99%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- GENERAL FUND	12	12	12
TOTAL -- CITY COMMISSIONERS	12	12	12

EXECUTIVE OFFICES

Office of Chief Administrative Officer

Mission Statement

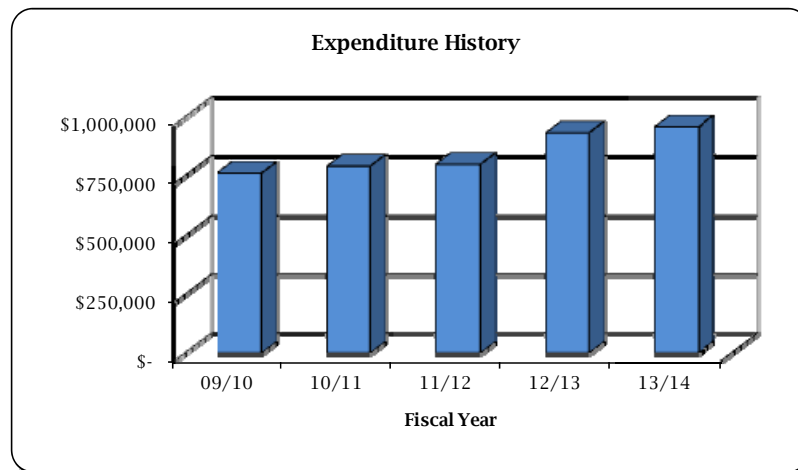
Effectively and efficiently implement the policy directives of the Mayor and Orlando City Council, while ensuring the provision of high quality and cost effective City services.

Overview of Services Programs

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. The Office also consists of the Minority/Women Business Enterprise program and the Human Resources Division.

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 798,293	\$ 932,414	\$ 957,681	\$ 25,267	2.71%
TOTAL -- GENERAL FUND	\$ 798,293	\$ 932,414	\$ 957,681	\$ 25,267	2.71%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 798,293	\$ 932,414	\$ 957,681	\$ 25,267	2.71%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>GENERAL FUND #100</u>			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	5	6	6
TOTAL -- GENERAL FUND	5	6	6
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	5	6	6

EXECUTIVE OFFICES

Minority / women business enterprise

Mission Statement

Our M/WBE Office is committed to constantly refining 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. We strive to ensure the fullest participation of Minority and Women Owned Businesses in City procurement opportunities.

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 contract 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 24% MBE participation and 3% WBE participation for fiscal year 2012-July 20, 2013 awarded dollars
- Achieved 10% DBE participation , exceeding the Florida Department of Transportation (FDOT) goal of 8.6%
- Awarded Construction projects in 2013 achieved M/WBE participation goal with 21% M/WBE participation
- Automation of the certification application resulted in the reduction of processing time from 90 to 45 days
- Awarded Professional Services projects continue to exceed the 24% M/WBE participation goal.

Future Goals & Objectives

Short Term

- Monitor active projects to ensure M/WBE participation in support of the City of Orlando’s goals.
- Maximize opportunities for minority and women owned businesses to participate in the City’s procurements
- 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.

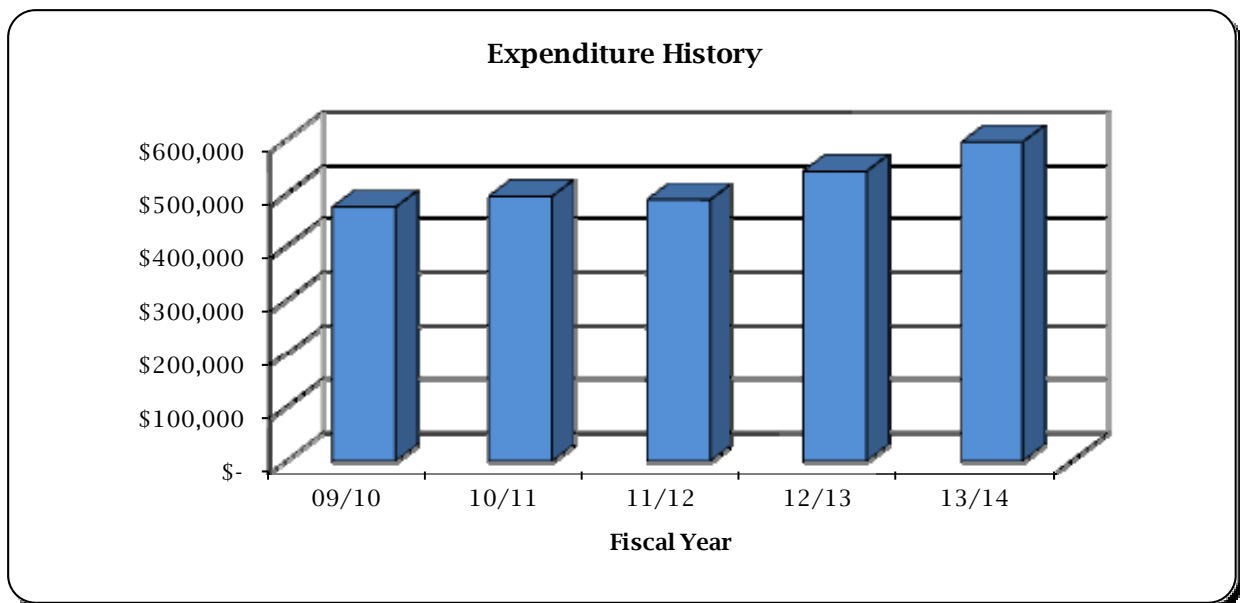
Long Term

- Commit to constantly refining 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.
- Pursue minority and women-owned business enterprises to take part in contracting activities as a continuing goal.
- 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 conduct site visits to ensure city-certified MWBE firms are performing quality work on various city projects.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
161 Minority/Women Business Enterprise	\$ 489,328	\$ 541,787	\$ 595,879	\$ 54,092	9.98%
TOTAL -- GENERAL FUND	\$ 489,328	\$ 541,787	\$ 595,879	\$ 54,092	9.98%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 489,328	\$ 541,787	\$ 595,879	\$ 54,092	9.98%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
161 Minority/Women Business Enterprise	6	6	6
TOTAL -- GENERAL FUND	6	6	6
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	6	6	6

EXECUTIVE OFFICES

Human Resources Division

Mission

Design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support, and utilization of the City's workforce.

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 work force.

Major Accomplishments

- Presented health insurance updates and changes to all unions and senior management.
- Amended administrative services contract with United Healthcare for 2 year extension.
- Updated HIPAA policies and procedures, business associate agreements, and notice of privacy practice documents for compliance with the HIPAA final omnibus rule.
- Implementation of the Mayor's Executive Leadership Program. The program was held over a four month period (January - April 2013). Sixteen City executives graduated from the program.
- Negotiated the Dental Insurance provider contract and stop loss policy.
- Negotiations in progress with all collective bargaining units.
- Implemented procedures for compliance with healthcare reform mandates.
- Negotiated contract for administrative services only and fully insured long term disability policy.
- Completed scope for audit of United Healthcare administrative services of medical and pharmacy claims to be completed by December 2013.

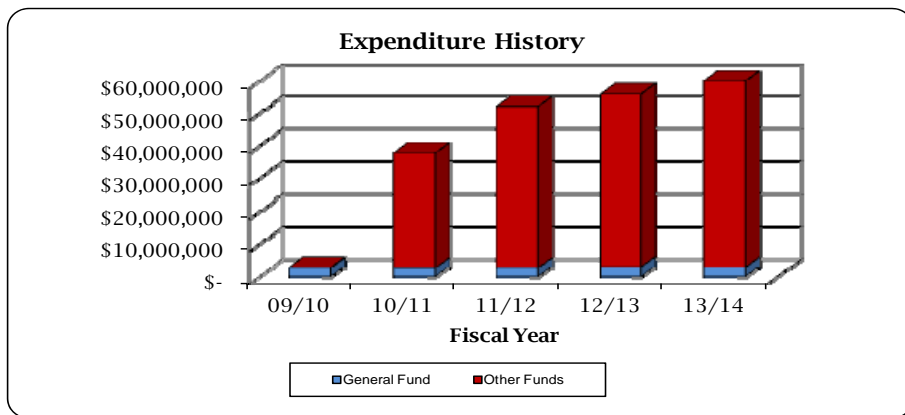
Future Goals and Objectives

Long Term

- Human Resources will 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.
- Develop comprehensive wellness program for biometric screenings, health risk assessment, and online education scheduled for implementation in 2014.
- The Wellness Section will continue to monitor and emphasize healthy life styles for City employees utilizing Health Risk Assessments (HRA), annual work related physicals, education programs, and on-site preventative health initiatives.

EXECUTIVE OFFICES

Fund Office/Division Program Number and Name	EXPENDITURE SUMMARY				
	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Human Resources Division					
021 Merits Program	\$ 4,471	\$ -	\$ -	\$ -	N/A
205 Human Resources	252,467	259,638	364,022	104,384	40.20%
206 Records	271,758	275,969	204,012	(71,957)	(26.07%)
207 Employment & Recruitment	685,850	704,366	647,716	(56,650)	(8.04%)
209 Training	310,533	402,949	397,107	(5,842)	(1.45%)
215 Labor Relations	272,541	308,799	294,181	(14,618)	(4.73%)
216 Compensation & Benefits	715,945	814,160	812,479	(1,681)	(0.21%)
993 Non. Dept. - HR	183,533	217,040	188,480	(28,560)	(13.16%)
TOTAL -- GENERAL FUND	\$ 2,697,099	\$ 2,982,921	\$ 2,907,997	\$ (74,924)	(2.51%)
HEALTH CARE FUND #520					
Human Resources Division					
213 Health Care	\$ 49,336,884	\$ 52,976,872	\$ 57,015,182	\$ 4,038,310	7.62%
TOTAL -- HEALTH CARE FUND	\$ 49,336,884	\$ 52,976,872	\$ 57,015,182	\$ 4,038,310	7.62%
Risk Management Fund #521					
Human Resources Division					
219 Employee Wellness	\$ 115,824	\$ 116,649	\$ 116,143	\$ (506)	(0.43%)
TOTAL -- RISK MANAGEMENT FUND	\$ 115,824	\$ 116,649	\$ 116,143	\$ (506)	(0.43%)
TOTAL -- HUMAN RESOURCES DIVISION	\$ 52,149,807	\$ 56,076,442	\$ 60,039,322	\$ 3,962,880	7.07%



	STAFFING SUMMARY		
	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Human Resources Division			
205 Human Resources	3	3	3
206 Classification and Pay	3	3	3
207 Employment and Recruitment	7	7	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	10	10	10
TOTAL -- GENERAL FUND	27	27	27
HEALTH CARE FUND #520			
Human Resources Division			
213 Health Care	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
RISK MANAGEMENT FUND #521			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES DIVISION	29	29	29

EXECUTIVE OFFICES

City Attorney's Office

Mission Statement

The mission of the **City Attorney's Office** is to provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

Overview of Service/Programs

The City Attorney's Office is divided into four sections: Planning & Zoning/ Economic Development; Public Works; Criminal Justice; and Labor/ Employment/General Civil. The office is staffed by a City Attorney, one Deputy City Attorney; four Chief Assistant City Attorneys, thirteen full-time and three part-time Assistant City Attorneys.

Major Accomplishments

- Amended the False Alarm ordinance to improve public safety and the efficiency of our first responders.
- Drafted amendments to Chapter 55, to improve the effectiveness of the Vehicles for Hire oversight.
- Obtained approximately \$250,000 in contraband asset forfeitures.
- Drafted an MOU to relocate the OPD communications tower.
- Provided legal assistance for major transportation initiatives, including SunRail and the I-4 expansion.
- Made necessary revisions to the ordinances and other documents implementing the red light camera program.
- Assisted with the major rewrite of Chapter 7 and policies governing the City's procurement practices.
- Drafted ordinances needed to support the City's Downtown Destination initiative.
- Drafted documents and provided legal services related to both ongoing and new Venues projects, including amendments to the DPAC agreement, amendments to the Interlocal Agreement with Orange County and other agreements with our Venues partners.
- Successfully litigated a number of key employment related arbitrations and administrative investigations.
- Completed documents required for the inauguration of the See Art Orlando project.
- Handles, in house, 45 new Risk Management cases, 88% of all those filed against the City this year.

Future Outlook

Short Term

- Complete on-line Board training program on critical topics such as Sunshine Law, Public Records Act, gift laws, voting conflicts and financial disclosure.

Medium Term

- Continue drafting revisions to the Land Development Code.
- Continue providing legal services related to Venues projects.
- Provide necessary legal support for the Creative Village Development.
- Provide the necessary legal support and advice to maintain the ongoing operation of the various City departments.
- Continue to provide the legal support and advice necessary to maintain the ongoing operations of the various City departments.
- Manage the city-wide code review process.

EXECUTIVE OFFICES

Audit Services and Management Support

Mission Statement

The Office of Audit Services and Management Support provides meaningful, independent and objective audit services and management support by examining and evaluating City operations, contractors and related agencies in order to safeguard City assets and promote public accountability, efficiency and effectiveness through audits and other services.

Major Accomplishments

- Collected in excess of \$287,000 of new revenues through identification of unpaid business taxes, enforcing collection of delinquent business taxes and audits of utility taxes and roll-off franchises.
- Achieved 100% management concurrence with internal control, compliance and efficiency audit recommendations.
- Fully integrated a comprehensive, automated audit management software to eliminate the need for paper audit documentation and enhance the operation of the audit office.
- Utilized our co-source internal audit partners to perform audits involving certain expertise not available within our staff thus enhancing our value adding services.

Future Goals and Objectives

Short Term

- Continue to solicit management input regarding focus areas in the development of the Office's Annual Audit Plan.
- Refresh the Office's presence on both the Internet and Intranet to include highlighting our ability to assist management with changes to business processes.

Medium Term

- Continue efforts towards a continuous auditing program designed to deliver management important and relevant information. Meet with affected managers to refine the effort.

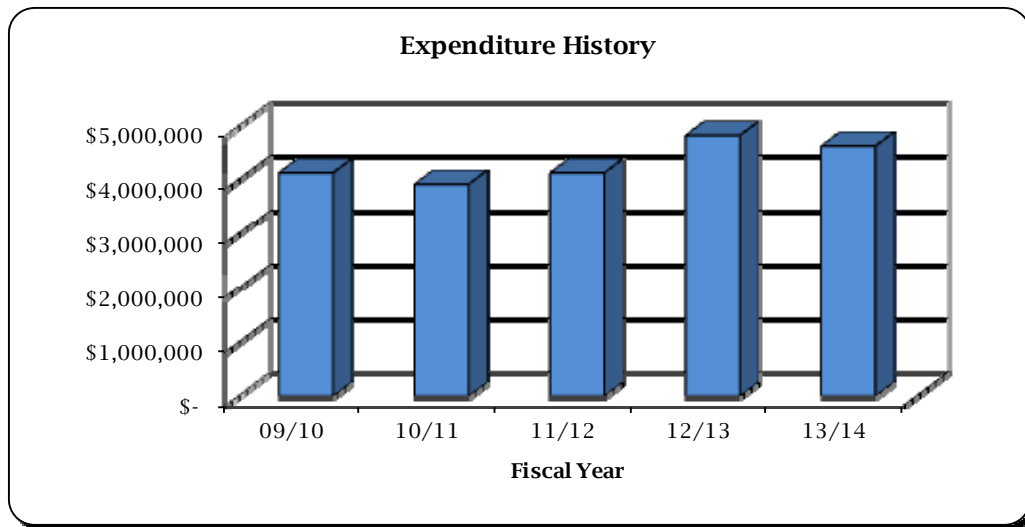
Long Term

- Continue to provide management with practical and innovative recommendations that add value to City government.
- Continue to utilize the contracted internal audit firms to enhance Office efficiency through co-sourcing arrangements of selected audits.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
City Attorney's Office					
152 City Attorney	\$ 3,798,401	\$ 4,145,032	\$ 3,998,273	\$ (146,759)	(3.54%)
104 Audit Svcs. & Mgmt. Support	327,620	688,841	645,260	(43,581)	(6.33%)
TOTAL -- GENERAL FUND	\$ 4,126,022	\$ 4,833,873	\$ 4,643,533	\$ (190,340)	(3.94%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,126,022	\$ 4,833,873	\$ 4,643,533	\$ (190,340)	(3.94%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
City Attorney's Office			
152 City Attorney	34	34	34
104 Audit Services & Mgmt. Support	5	5	5
TOTAL -- GENERAL FUND	39	39	39
TOTAL -- CITY ATTORNEY'S OFFICE	39	39	39

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/2012	2012/2013	2013/2014
		Actual	Estimated	Proposed
Office of Community Affairs	Number of community events and special meetings participation by OCA staff, excluding HOLA	73	100	100
Office of Community Affairs	Percentage of available funds awarded to cultural and arts organizations	100%	100%	100%
Office of Community Affairs	Percent of grant funds awarded	100%	100%	100%
Office of the City Clerk	Number of customer training sessions conducted	1	2	1
Executive Offices	Percentage of available funds awarded - human service funding	71%	100%	100%

Fiscal

Organizational Unit	Performance Indicator	2011/2012	2012/2013	2013/2014
		Actual	Estimated	Proposed
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$463,916	\$383,164	\$300,000
Executive Offices	Executive Offices Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2011/2012	2012/2013	2013/2014
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	74.4%	90%	100%
Office of the City Clerk	Percentage of open public records requests	1%	1%	1%
Office of Audit Services and Management Support	Percentage of projects completed by the estimated completion date	92.5%	100%	90%
Office of Audit Services and Management Support	Percentage of projects completed within budgeted hours	92.5%	100%	90%

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Outcome & Mission

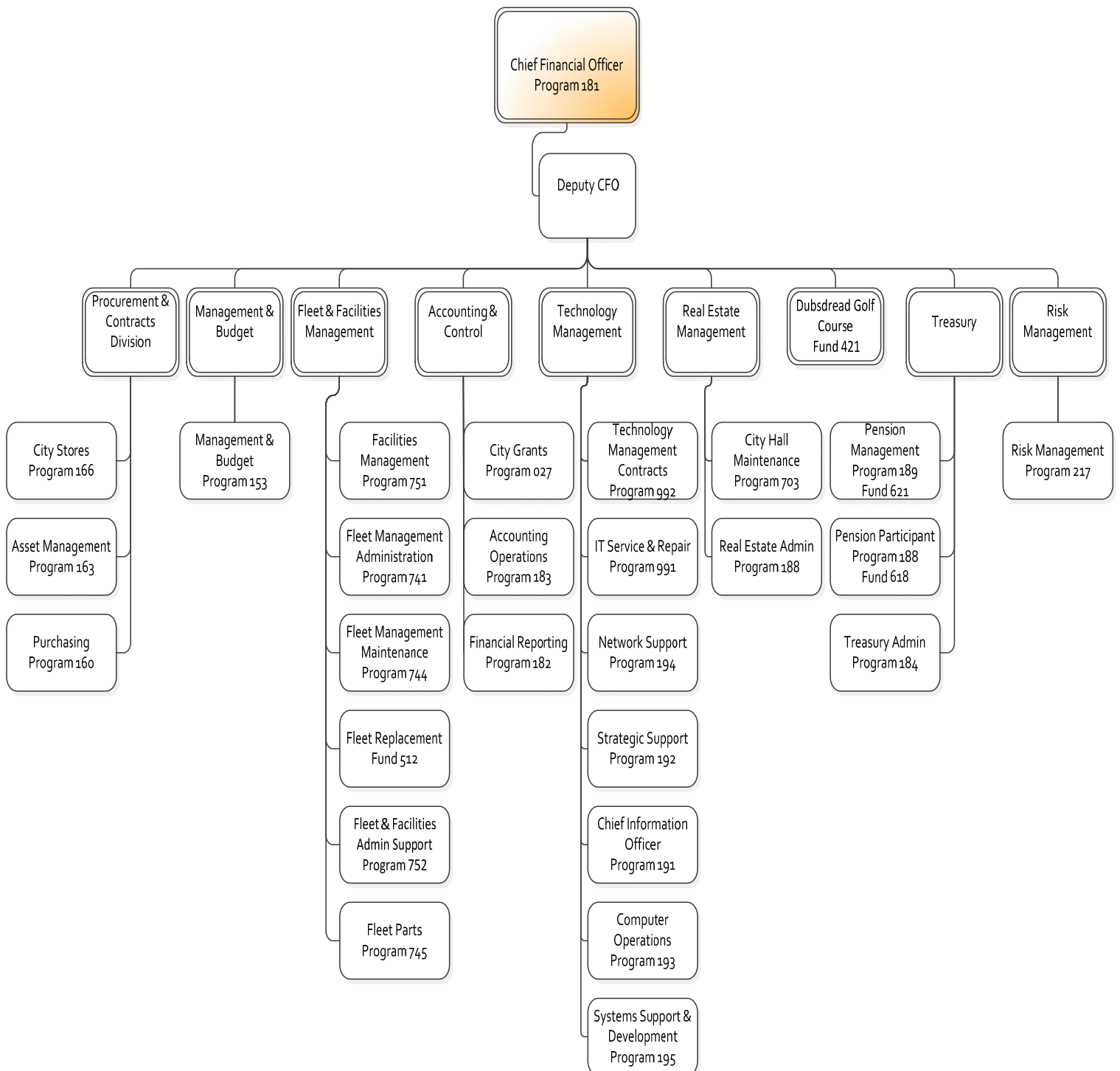
Organizational Unit	Performance Indicator	2011/2012	2012/2013	2013/2014
		Actual	Estimated	Proposed
Office of Community Affairs	Number of unduplicated partnerships established and maintained	292	110	100
Office of Community Affairs	Number of applications submitted to MMG programs	46	57	75
City Attorney's Office	Number of successful challenges for ethics, public records, sunshine violations	0	0	0
City Attorney's Office	Number of bids successfully challenged	0	0	0
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	97%	97%	100%



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To effectively manage the provision of administrative and internal services within the City government to allow other departments to focus on their core business.

BUSINESS & FINANCIAL SERVICES



BUSINESS & FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 564,028	\$ 694,607	\$ 752,250	\$ 57,643	8.30%
994 Nondepartmental - CFO	1,771,212	1,983,738	2,398,885	415,147	20.93%
994 Dubsdread Non-departmental	6,755	7,000	6,755	(245)	(3.50%)
Accounting and Control Division					
027 City Grants Management	305,815	364,989	441,563	76,574	20.98%
182 Financial Reporting	700,902	718,546	672,073	(46,473)	(6.47%)
183 Accounting Operations	1,091,946	1,133,606	1,195,416	61,810	5.45%
Facilities Management Division:					
749 Facilities Management	6,382,012	-	-	-	N/A
752 Fleet/Facilities Admin Support	424,830	459,982	440,608	(19,374)	(4.21%)
Management and Budget Division					
153 Management and Budget	547,634	553,816	538,536	(15,280)	(2.76%)
Procurement and Contracts Division					
160 Purchasing	1,200,885	1,229,781	1,233,989	4,208	0.34%
163 Asset Management	212,754	216,720	220,261	3,541	1.63%
164 City Mail Service	4,219	-	-	-	N/A
165 Fleet/Facility Supply/Support	301	-	-	-	N/A
166 City Stores	251,948	261,892	236,756	(25,136)	(9.60%)
995 Non Dept.-Purchasing Auctions	24,368	41,500	41,500	-	0.00%
Real Estate Management Division:					
186 Real Estate Management	427,190	439,633	428,961	(10,672)	(2.43%)
703 City Hall Maintenance	2,498,049	2,291,735	2,456,008	164,273	7.17%
Technology Management Division					
191 Chief Information Officer	699,237	875,267	1,017,461	142,194	16.25%
192 Strategic Support	2,015,071	2,117,311	2,054,143	(63,168)	(2.98%)
193 Computer Operations	1,117,946	1,177,230	1,074,425	(102,805)	(8.73%)
194 Network Support	1,256,850	1,258,711	1,219,513	(39,198)	(3.11%)
195 Systems Support and Development	1,400,398	1,530,725	1,465,140	(65,585)	(4.28%)
991 IT Service and Repair	78,707	95,000	95,000	-	0.00%
992 Technology Management Contracts	2,960,494	3,431,806	4,726,650	1,294,844	37.73%
Treasury Division					
184 Treasury Administration	409,402	454,174	430,751	(23,423)	(5.16%)
190 General Fund Debt Service	9,302,143	14,230,162	13,560,695	(669,467)	(4.70%)
TOTAL -- GENERAL FUND	\$ 35,655,096	\$ 35,567,931	\$ 36,707,339	\$ 1,139,408	3.20%
FACILITIES MANAGEMENT FUND #514					
Facilities Management Division					
751 Facilities Management	\$ -	\$ 5,480,966	\$ 5,660,218	\$ 179,252	3.27%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ -	\$ 5,480,966	\$ 5,660,218	\$ 179,252	100.00%
FLEET MANAGEMENT FUND #511					
Fleet Management Division					
741 Fleet Management Admin.	\$ 208,848	\$ 478,266	\$ 456,930	\$ (21,336)	(4.46%)
744 Fleet Management Maintenance	18,030,211	15,218,402	15,095,118	(123,284)	(0.81%)
745 Fleet Parts	256,035	314,676	281,431	(33,245)	(10.56%)
963 Non Dept.-Fleet Management/Projects	705,820	1,392,209	2,216,077	823,868	59.18%
6372 Fleet Building R&R	64,165	261,000	-	(261,000)	(100.00%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 19,265,080	\$ 17,664,553	\$ 18,049,556	\$ 385,003	2.18%

BUSINESS & FINANCIAL SERVICES

FLEET REPLACEMENT FUND #512

Fleet Management Division					
746 Fleet Replacement Program	\$ 3,489,535	\$ 6,082,768	\$ 6,719,614	\$ 636,846	10.47%
Projects	660,651	60,393		(60,393)	(100.00%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 4,150,186	\$ 6,143,161	\$ 6,719,614	\$ 576,453	9.38%

RISK MANAGEMENT FUND #521

Risk Management Division					
217 Risk Management Administration	\$ 886,953	\$ 796,967	\$ 871,910	\$ 74,943	9.40%
218 Risk Management Non-Departmental Projects	8,496,104	15,305,908	14,954,138	(351,770)	(2.30%)
	590,503	1,009,497	600,000	(409,497)	(40.56%)
TOTAL -- RISK MANAGEMENT FUND	\$ 9,973,560	\$ 17,112,372	\$ 16,426,048	\$ (686,324)	(4.01%)

PENSION PARTICIPANT SERVICES FUND #618

Treasury Division					
188 Pension Participant Services	\$ 83,419	\$ 104,195	\$ 107,216	\$ 3,021	2.90%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 83,419	\$ 104,195	\$ 107,216	\$ 3,021	2.90%

FIRE PENSION FUND #621

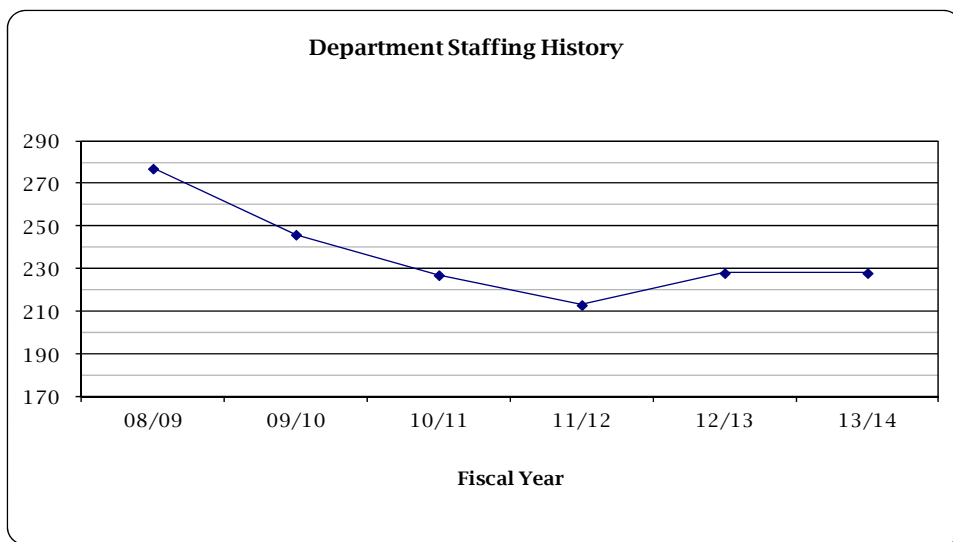
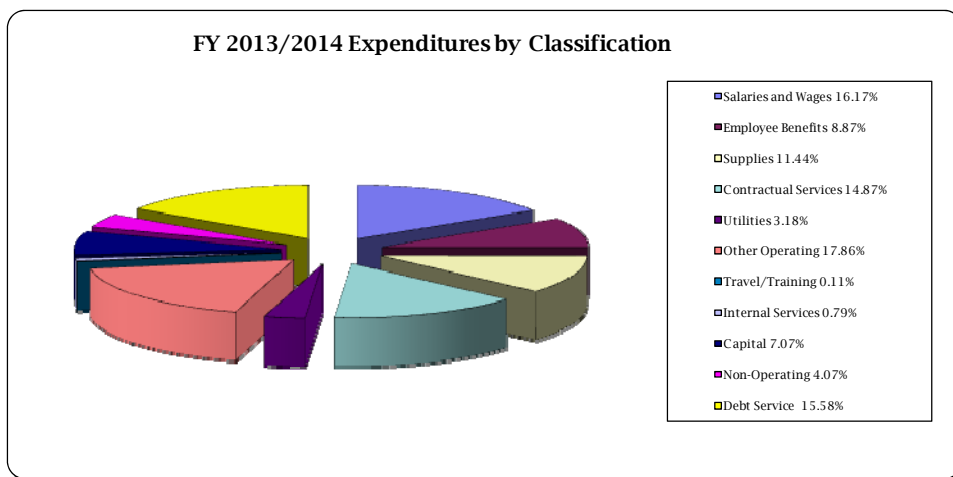
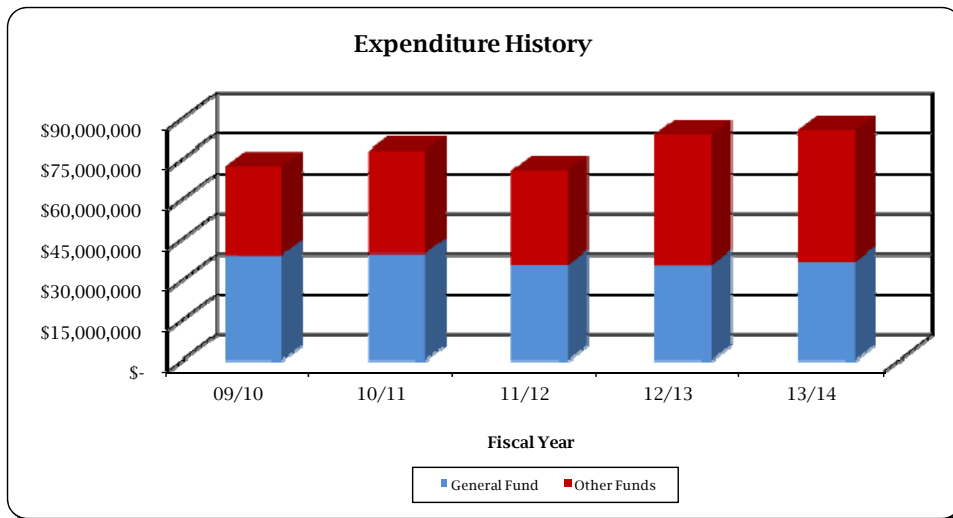
Treasury Division					
189 Pension Management Support	\$ 66,462	\$ 74,416	\$ 70,146	\$ (4,270)	(5.74%)
TOTAL -- FIRE PENSION FUND	\$ 66,462	\$ 74,416	\$ 70,146	\$ (4,270)	(5.74%)

DUBSDREAD GOLF COURSE #421

286 Dubsdread Golf Course	\$ 1,594,234	\$ 1,768,017	\$ 1,724,863	\$ (43,154)	(2.44%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,594,234	\$ 1,768,017	\$ 1,724,863	\$ (43,154)	(2.44%)

TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 70,788,037	\$ 83,915,611	\$ 85,465,000	\$ 1,549,389	1.85%
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BUSINESS & FINANCIAL SERVICES



BUSINESS & FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>GENERAL FUND #100</u>			
Chief Financial Officer			
181 Chief Financial Officer	4	4	4
Accounting and Control Division			
027 City Grants Management	3	3	3
182 Financial Reporting	7	7	7
183 Accounting Operations	15	15	15
Facilities Management Division			
749 Facilities Management	39	-	-
752 Fleet/Facilities Admin Support	7	7	7
Management and Budget Division			
153 Management and Budget	5	6	6
Purchasing and Materials Management Division			
160 Purchasing	13	15	15
163 Asset Management	3	3	3
166 City Stores	3	3	3
Real Estate Management Division			
186 Real Estate Management	4	4	4
Technology Management Division			
191 Chief Information Officer	6	7	7
192 Strategic Support	16	18	18
193 Computer Operations	10	13	13
194 Network Support	11	12	12
195 Systems Support and Development	16	17	17
Treasury Division			
184 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	<u>166</u>	<u>138</u>	<u>138</u>
<u>FACILITIES MANAGEMENT FUND #514</u>			
Facilities Management Division			
751 Facilities Management	-	41	41
TOTAL -- FACILITIES MANAGEMENT FUND	<u>-</u>	<u>41</u>	<u>41</u>
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division			
741 Fleet Management Admin.	3	3	3
744 Fleet Management Maintenance	27	28	28
745 Fleet Parts	4	5	5
TOTAL -- FLEET MANAGEMENT FUND	<u>34</u>	<u>36</u>	<u>36</u>
<u>RISK MANAGEMENT FUND #521</u>			
Treasury Division			
217 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT FUND	<u>10</u>	<u>10</u>	<u>10</u>
<u>GRANT FUND #600</u>			
Facilities Management Division			
031 Energy Efficiency and Conservation	1	1	1
TOTAL -- GRANT FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>PENSION PARTICIPANT SERVICES FUND #618</u>			
Treasury Division			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>FIRE PENSION FUND #621</u>			
Treasury Division			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- BUSINESS & FINANCIAL SERVICES	<u>213</u>	<u>228</u>	<u>228</u>

BUSINESS & FINANCIAL SERVICES

Chief Financial Officer

Mission Statement

The mission of the Chief Financial Officer 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 accounting standards for state and local governments; to provide services that support the operations of City Departments; to manage the City's investment and debt portfolios in such a manner as to achieve the highest possible investment return with stringent safeguards, and reduce the annual and total cost of the City's debt; 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.

Overview of Services/Programs

Chief Financial Officer section was created in January of 2006 with the merger of the Management, Budget and Accounting Department with the Finance Department. This division consists of the Chief Financial Officer, Deputy Chief Financial Officer, the Department's Fiscal Manager, 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

- Implemented reorganization plan to consolidate all City financial operations under the control of the Chief Financial Officer.
- Provided extensive ongoing financial guidance and direction for the Community Venues project.
- Integrate business support functions into the Office of Business and Financial Services Department, including Fleet, Facilities Management, Technology Management and Purchasing.

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.

Medium Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, such as the introduction of commuter rail to Central Florida and the expansion of reclaimed water service.

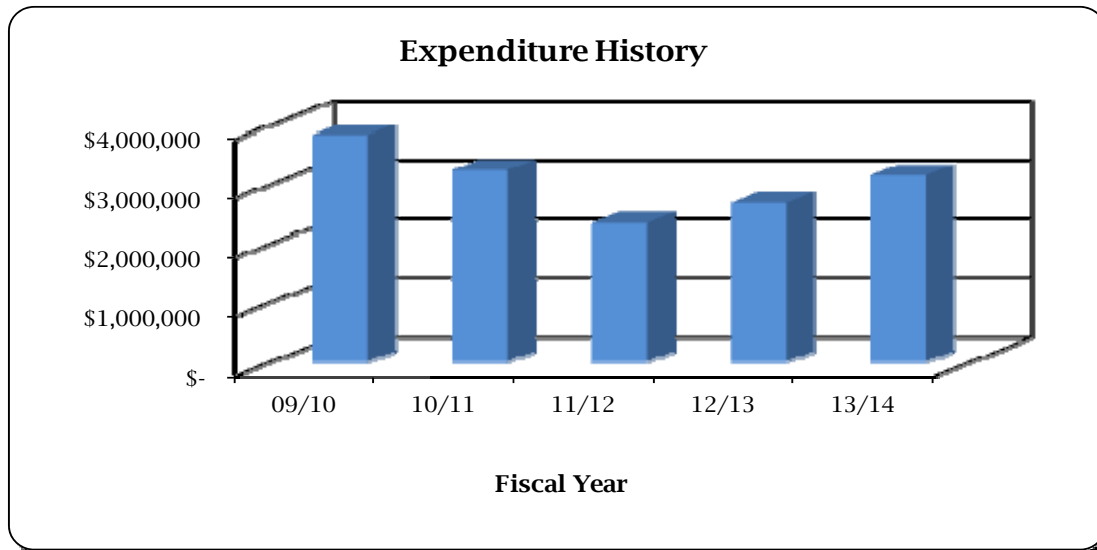
Long Term

- 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, 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 & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 564,028	\$ 694,607	\$ 752,250	\$ 57,643	8.30%
994 Nondepartmental - CFO	1,771,212	1,983,738	2,398,885	415,147	20.93%
987 Dubsdread - Non-departmental	6,755	7,000	6,755	(245)	(3.50%)
TOTAL -- GENERAL FUND	\$ 2,341,995	\$ 2,685,345	\$ 3,157,890	\$ 472,545	17.60%
TOTAL - CHIEF FINANCIAL OFFICER	\$ 2,341,995	\$ 2,685,345	\$ 3,157,890	\$ 472,545	17.60%



STAFFING HISTORY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
181 Chief Financial Officer	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL - CHIEF FINANCIAL OFFICER	4	4	4

BUSINESS & FINANCIAL SERVICES

Accounting and Control Division

Mission Statement

To provide timely and accurate financial information and analyses in accordance with generally accepted accounting principles (GAAP) as applied to governmental units, assist management in making informed economic decisions, provide grant oversight, process Accounts Payable and Payroll payments and process and receive Revenue due to the City in an accurate, timely and cost effective manner while adhering to City of Orlando policies and procedures.

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 from the Government Finance Officers Association for preparation of our fiscal year ended September 30, 2010 Comprehensive Annual Financial Report (CAFR).
- Satisfactorily implemented in our fiscal year ended September 30, 2011 CAFR the requirement issued by the Government Accounting Standards Board (GASB):
 - GASB 54 - "Fund Balance Reporting & Governmental Fund Type Definitions": The implementation of GASB 54 resulted in additional fund balance categories, additional disclosures regarding the City's fund balances, and the reclassification of several special revenue funds into the general fund.
- In cooperation with Technology Management, upgraded the City's timekeeping system to a higher version. This enabled us to reduce the number of servers needed to support the system and also allows greater integration of the City's timekeeping devices.
- In cooperation with Technology management, upgraded the cash receipts/point of sale system to the next higher version. This will provide greater functionality to how revenue is charged and recorded.
- Continued to provide grants training on a variety of topics to City of Orlando staff, including eCivis Research & Prospecting, Policy and Procedure Training and grant award compliance review meetings.
- Continued to strengthen internal controls related to grants by conducting internal financial and compliance reviews of selected state and federal grant files and provided recommendations to each department directors and City staff involved with grants.
- Continued to monitor American Recovery and Reinvestment Act (ARRA) awards by conducting internal financial and compliance reviews each quarter.
- Continued the annual training of City Divisions on how to use the automated FEMA Forced Labor and Equipment report that will be used in the event of future disasters. We also continued the retraining of City Divisions on properly recording time and equipment into the City's electronic time and attendance system to ensure the quality of data uploaded to the FEMA reporting system.
- Continued to provide administrative support to Strengthen Orlando, Inc., a 501(c)(3) Florida not-for-profit corporation that was formed to support charitable activities of various departments within the City.

BUSINESS & FINANCIAL SERVICES

Accounting and Control Division

Future Goals and Objectives

Short Term

- Implement additional contingency and emergency preparation procedures by installing backup check printers in the City's Emergency Operations Center.
- Implement the new W-2 reporting requirements regarding reporting the cost of coverage under an employer-sponsored group health plan effective for W-2's issued in 2013 for the calendar year 2012. In cooperation with Technology Management, determine what system enhancements, if any, will be needed to the payroll or financial reporting system to provide this additional information.

Medium Term

- In cooperation with Technology Management and the Fleet Division, streamline the state fuel tax reporting process by having more information available electronically and electronic filing with the Florida Department of Revenue.
- Will evaluate and implement an enhanced training program and communication protocols for all City personnel involved with the accounts payable process.
- Will monitor new GASB pronouncements for any impact on the City's accounting or financial reporting including:
 - Will review the impact of GASB 60 "Accounting and Financial Reporting for Service Concession Arrangements" may have on the financial accounting and disclosures related to the City's performing arts center project. This is required to be adopted by the City for the year ending September 30, 2013 and would require retroactive application for all periods presented.
 - Will review the impact of GASB 61 "The Financial Reporting Entity: Omnibus an amendment of GASB Statements No. 14 and No. 34" may have on the financial accounting and disclosures related to the City's component units. This is required to be adopted by the City for the year ending September 30, 2013.
 - Will review the impact of GASB 63 "Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position" will have on the financial statements. This is required to be adopted by the City for the year ending September 30, 2013.

Long Term

- Will monitor new GASB pronouncements for any impact on the City's accounting or financial reporting including:
 - Will review the impact GASB Statement 65 "Items Previously Reported as Assets and Liabilities" may have on the financial statements. This is required to be adopted by the City for the year ending September 30, 2014.
 - Will review the impact GASB statement 66 "Technical Corrections—2012" may have on the financial accounting and disclosures. This is required to be adopted by the City for the year ending September 30, 2014.
 - Will review the impact GASB Statement 67 "Financial Reporting for Pension Plans - an amendment of GASB 25 and GASB Statement 68 "Accounting and Financial Reporting for Pensions - an amendment of GASB Statement No. 27" will have on the financial accounting and disclosures related to the City's three pension plans. Statement 67 is required to be adopted by the City for the year ending September 30, 2014 and Statement 68 for the year ending September 30, 2015. If the exposure drafts become GASB statements, they would be required to be implemented by the City for the year ending September 30, 2014.

BUSINESS & FINANCIAL SERVICES

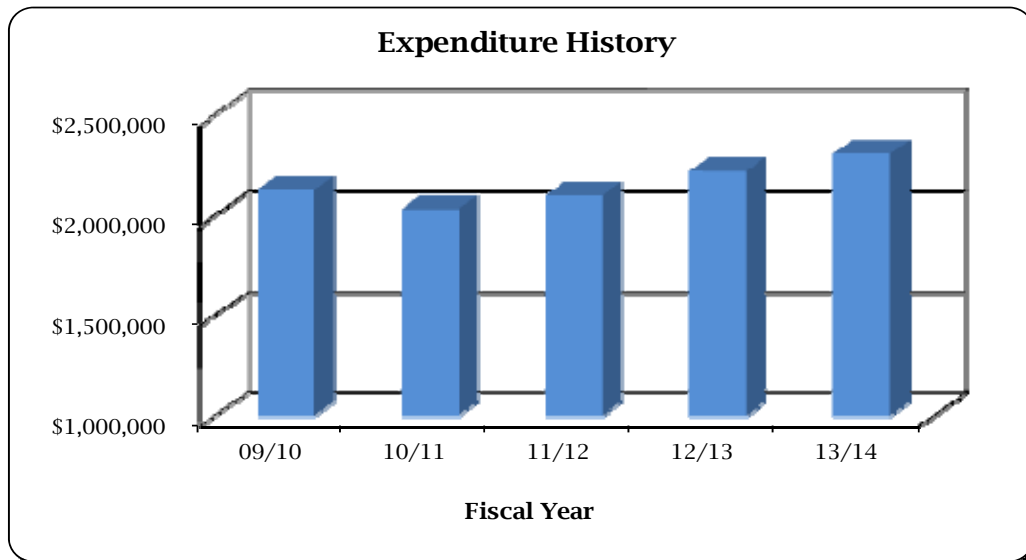
Accounting and Control Division

- In cooperation with Technology Management, will continue to evaluate ways to utilize all functionality of the City's timekeeping system as well as the timekeeping devices.
- In cooperation with Technology Management, will continue to evaluate enhancements needed in the existing ERP system that would improve the processing efficiencies of accounting transactions and timeliness and accuracy of financial reporting.
- In cooperation with Purchasing and Technology Management, will continue to investigate ways to automate the creation of vendor data in the City's financial software application (i.e. set-up of new vendors, e-invoicing, check and invoice scanning).
- In cooperation with Technology Management, will continue to pursue and implement an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- Investigate new banking programs such as Remote Deposit, Lockbox and Cash Vault Services to explore ways to improve our revenue collection process and improve transaction security and timeliness.
- In cooperation with Technology Management, will investigate the benefits of utilizing a payment kiosk(s) for revenue collections at City Hall.
- Hold quarterly grant planning meetings with applicable departments and produce quarterly grant activity reports for department management.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division					
027 City Grants Management	\$ 305,815	\$ 364,989	\$ 441,563	\$ 76,574	20.98%
182 Financial Reporting	700,902	718,546	672,073	(46,473)	(6.47%)
183 Accounting Operations	1,091,946	1,133,606	1,195,416	61,810	5.45%
TOTAL -- GENERAL FUND	\$ 2,098,663	\$ 2,217,141	\$ 2,309,052	\$ 91,911	4.15%
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 2,098,663	\$ 2,217,141	\$ 2,309,052	\$ 91,911	4.15%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Accounting and Control Division			
027 City Grants Management	3	3	3
182 Financial Reporting	7	7	7
183 Accounting Operations	15	15	15
TOTAL -- GENERAL FUND	25	25	25
TOTAL - ACCOUNTING & CONTROL DIVISION	25	25	25

BUSINESS & FINANCIAL SERVICES

Facilities Management Division

Mission Statement

The mission of the Facilities Management Division is to safeguard the City's building asset inventory and infra-structure by maintaining reasonable internal controls protecting the City's assets and ensuring timely and accurate inspection, general maintenance & repair, reduction of deferred maintenance, perform preventive maintenance and manage the capital renewal/replacement program in a fiscally sound fashion.

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 for public safety, governmental operations, public use facilities, various leased properties for City and Public use and the wastewater infra-structure.

These facilities include City Fire Stations, Police Department Headquarters & satellite offices, City Hall and various governmental operation facilities, recreational and senior centers, museums, venues, parking garages, park structures, playgrounds, fountains, ancillary infra-structure support structures including all wastewater complexes throughout the 106 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, electrical systems and emergency generators, building envelope, roof systems (including vegetated), photovoltaic and photo thermal conversion 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, 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 Mold Monitoring and Mediation, Fire Suppression and Alarm systems, Burglar Alarms, Automated External Defibrillator program and Pest Control/Structure Termite Bond program.

Major Accomplishments

- Completed 8,574 work requests, 93 Alteration and Improvement requests, and 51 graffiti requests.
- Orlando Operations Center HVAC/Generator upgrades completed.
- Recreation Center gym floor resurfacing completed.
- Verified and loaded data for 137 meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Enhanced the Preventive Maintenance scheduling of building assets, thereby reducing costs, controlling building downtime and maximizing shop resources, resulting in 32% increase in productivity.
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 50 facilities completed.

Future Goals and Objectives

Medium Term

- Continue upgrade to web-based ARCHIBUS. Currently 40% complete and pending further deployment.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Computer Aided Facilities Management (CAFM) pending resources.

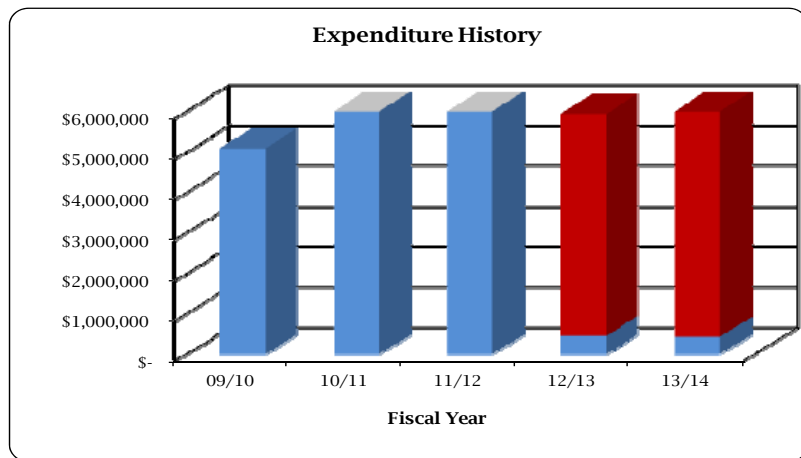
Long Term

- Continue to verify and loads several thousand meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Formalize Facility Condition Assessment (FCA) process to perform FCA on all occupied facilities.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Facilities Management Division					
749 Facilities Management	\$ 6,382,012	\$ -	\$ -	\$ -	N/A
752 Fleet/Facilities Admin Support	\$ 424,830	\$ 459,982	\$ 440,608	\$ (19,374)	
TOTAL -- GENERAL FUND	\$ 6,806,842	\$ 459,982	\$ 440,608	\$ (19,374)	N/A
FACILITIES MANAGEMENT FUND #514					
Facilities Management Division					
751 Facilities Management	\$ -	\$ 5,480,966	\$ 5,660,218	\$ 179,252	100.00%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ -	\$ 5,480,966	\$ 5,660,218	\$ 179,252	100.00%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 6,806,842	\$ 5,940,948	\$ 6,100,826	\$ 159,878	2.69%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Facilities Management Division			
749 Facilities Management	39	-	-
752 Fleet/Facilities Admin Support	7	7	7
TOTAL -- GENERAL FUND	46	7	7
GRANT FUND #600			
Facilities Management Division			
031 Energy Efficiency and Conservation	1	1	1
TOTAL -- GRANT FUND	1	1	1
FACILITIES MANAGEMENT FUND #514			
Facilities Management Division			
751 Facilities Management	-	41	41
TOTAL -- FACILITIES MANAGEMENT FUND	-	41	41
TOTAL -- FACILITIES MANAGEMENT DIVISION	47	49	49

BUSINESS & FINANCIAL SERVICES

Management and Budget Division

Mission Statement

To establish budget policies and guide the management of monetary, personnel, capital and other resources to ensure their efficient and effective allocation by City operations and elected officials in order to meet the needs of Orlando's citizens and visitors and maintain its long range financial health.

Overview of Services/Programs

Management and Budget prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. Coordinates, organizes and prepares a five-year Capital Improvement Program and provides oversight and training in the development and implementation of that Program. Management and Budget also prepares a ten-year financial forecast for the General Fund. In addition, revenues and expenditures are compared to budget on an on-going basis. Monthly reports and graphical presentations are prepared for Elected and Appointed Officials, the Audit Board and City residents. This information is also posted to the Internet.

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the eighth consecutive year.
- Developed the FY 2011/2012 budget while dealing with continuing national economic and housing value issues and the trickle down effects on the State and local economy. The status of the economy again resulted in a revenue reduction due to a decrease in the taxable value assessment base. Increases in the costs of employee benefits, primarily healthcare and the actuarially required contribution for employee pensions, also caused budget stress. In addition, budget development was accomplished with a complete turnover of Budget Analyst staff.
- Meeting the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, continued to provide the monthly financial report, including detailed General and Enterprise Fund information. In addition, a detailed monthly General Fund salary expense status report is prepared for internal use, as salaries and benefits comprise 68% of the General Fund budget.
- Worked with Community Redevelopment Agency and Downtown Development Board staff and Advisory Board members to enhance the financial information that is provided and increase the frequency of budget presentations to the Boards.

Future Goals and Objectives

Short Term

- Work with the Human Resources Division and Controller to standardize the accounting for the new Medical Self Insurance Fund.
- Determine what is necessary and comply with Senate Bill No. 224 regarding local government accountability and the requirement to post budget information to the City's official website.

Medium Term

- Given the continuing overall economic uncertainty, along with known cost increases due to Union collective bargaining agreements, begin work on analyzing information and developing strategies for balancing the FY 2012/13 budget.
- In recognition of the recent turnover of Budget Analyst staff, along with the need for succession planning, continue to further the education and cross training of all Division personnel.

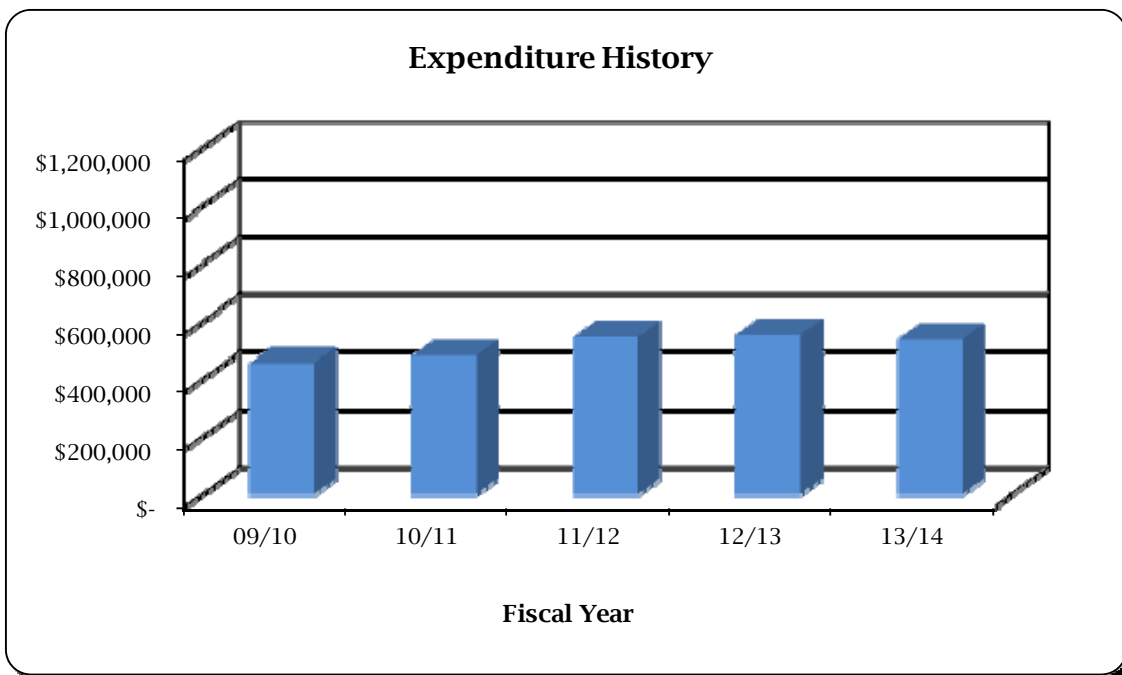
Long Term

- 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 work with department fiscal personnel to refine and improve the established monitoring and forecast models for non-General Funds.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Management and Budget Division					
153 Management and Budget	\$ 547,634	\$ 553,816	\$ 538,536	\$ (15,280)	(2.76%)
TOTAL -- GENERAL FUND	\$ 547,634	\$ 553,816	\$ 538,536	\$ (15,280)	(2.76%)
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 547,634	\$ 553,816	\$ 538,536	\$ (15,280)	(2.76%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Management and Budget Division			
153 Management and Budget	5	6	6
TOTAL -- GENERAL FUND	5	6	6
TOTAL -- MANAGEMENT AND BUDGET DIVISION	5	6	6

BUSINESS & FINANCIAL SERVICES

Procurement & Contracts Management Division

Mission Statement

To provide and maintain economical systems for timely acquisition of goods and services, construction and professional services at their lowest possible cost, consistent with quality needs of the requesting users, accounting for all capital property owned by the City and disposing of all capital property when it becomes surplus to the City's needs.

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 600 active contracts valued at approximately \$98.5 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

- Contract Management - The Contract Management Software is in the implementation phase. The contract management program will provide a central repository for all Procurement contracts and an automated notification system. It will be expanded to include City-wide contracts which will improve efficiency and transparency.
- Procurement Code - A comprehensive rewrite of Chapter 7, Procurement Code, was approved by Council. The Code represents the continuing efforts toward promoting efficiency in Procurement with sound business practices and will encompass the principles and policies of the Model Procurement Code formed by the American Bar Association.
- Contract Administration - Procurement assumed the management of construction and professional services (CCNA) with the new Procurement Code. eConsultant (Government Forms Software) is being implemented to automate the CCNA consultant qualification process, submittal and evaluation. The paperless process will save the consultant, as well as the City resources, time and money.
- Customer Training - Facilitated multiple procurement customer training programs for internal customers. Purchasing fundamental training provides employees with a basic understanding of the principles, practices and regulations pertaining to the procurement process and importance of competition and transparency when spending public funds.
- Supplier Training and Outreach - Facilitated several supplier outreach workshops including "How to Do Business with the City of Orlando", NIGP Annual Reverse Trade Show, Puerto Rican Summit and others.
- Supplier Diversity, Training and Outreach - Participated in supplier diversity tradeshows and events, including the Hispanic Business Initiative, Minority Business Opportunities Session and the Central Florida Minority Development Council and Puerto Rican Summit. Facilitated several supplier outreach workshops including "How to Do Business with the City of Orlando" and the NIGP Annual Reverse Trade Show. Presented information relating to the City's registration process, solicitation process, and policy.
- Emergency Preparedness - Procurement continues to update the comprehensive Emergency Plan and Disaster Contracts (D-Contracts), and contacts with GSA and State contractors to support the City in emergency disaster relief efforts. Staff participates in tabletop exercises in preparation for an event.
- Awards - Received the esteemed Award of Excellence in Public Procurement for 2013 from the Florida Association of Public Procurement Officers (FAPPO). This award is generally recognized as the standard for the achievement of excellence, innovation and best practices in the profession of public procurement.
- Professional Development - Eighty-five percent of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting. Staff attended State classes toward training in grants management and contract management.
- Sustainability - City Stores continues to update the Online Shopping catalog and add new items. Green Seal items have been identified in the catalog for easy access and support the green initiative.
- Inventory - City Stores has focused on lean inventory and implemented just-in-time ordering.
- Asset Management - Approximately 20,950 capital assets are inventoried annually for 221 Program areas. Capital equipment inventoried was valued over 321 million dollars.
- Property Disposition - Managed the proper disposition of surplus equipment generating revenue for the City.

BUSINESS & FINANCIAL SERVICES

Procurement & Materials Management Division

Future Outlook for the Procurement and Contracts Division:

Short Term

- Process Improvement - Continue to identify opportunities to streamline business processes and add value. Develop training documents and resources for customers.
- Outreach Programs - Participate in multiple supplier community outreach events to encourage participation in the procurement process, and to promote utilization of M/WBE diversity and local community based suppliers.

Medium Term

- Contract Management - Fully implement the Contract Management System to improve efficiency and to maintain contract compliance.
- Consultant Solicitation Submittals - Implement eConsultant program to streamline and expedite the submittal and qualification process under the CCNA State requirements.

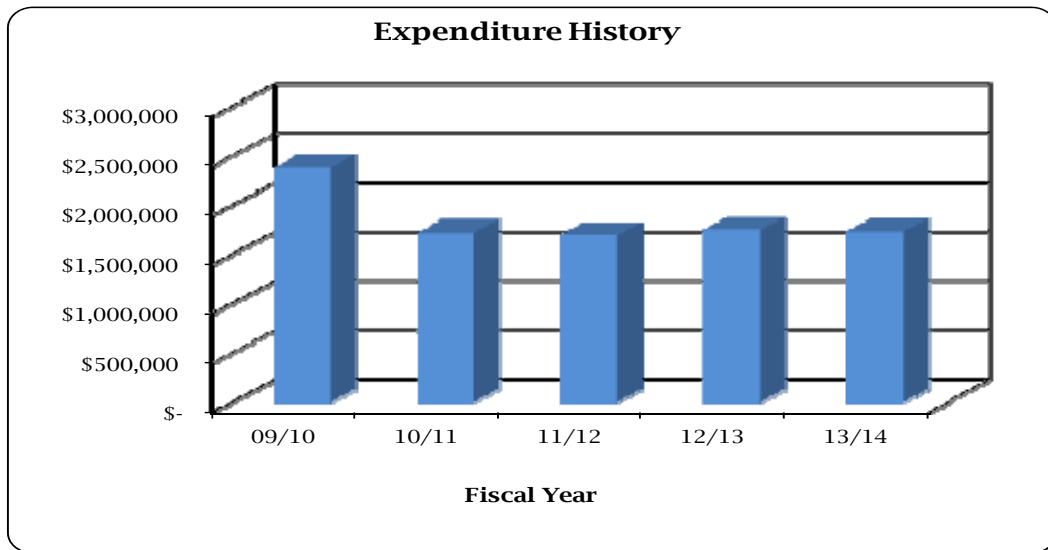
Long Term

- Strategic Sourcing - Collect and analyze spend data to identify strategic sourcing opportunities to achieve documented savings.
- Sustainability - Research green procurement practices to develop a procurement sustainability plan.
- Sourcing Methods - Coordinate and train Procurement team on the invitation to negotiate process to be used for technology and complex procurements.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Purchasing and Materials Management Division					
160 Purchasing	\$ 1,200,885	\$ 1,229,781	\$ 1,233,989	\$ 4,208	0.34%
163 Asset Management	212,754	216,720	220,261	3,541	1.63%
164 City Mail Service	4,219	-	-	-	N/A
165 Fleet/Facility Supply/Support	301	-	-	-	N/A
166 City Stores	251,948	261,892	236,756	(25,136)	(9.60%)
995 Non Dept.-Purchasing Auctions	24,368	41,500	41,500	-	0.00%
TOTAL -- GENERAL FUND	\$ 1,694,475	\$ 1,749,893	\$ 1,732,506	\$ (17,387)	(0.99%)
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 1,694,475	\$ 1,749,893	\$ 1,732,506	\$ (17,387)	(0.99%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Purchasing & Materials Management Division			
160 Purchasing	13	15	15
163 Asset Management	3	3	3
166 City Stores	3	3	3
TOTAL -- GENERAL FUND	19	21	21
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	19	21	21

BUSINESS & FINANCIAL SERVICES

Real Estate Management Division

Mission Statement

To utilize corporate approaches to professionally and responsibly acquire, dispose, lease and manage real property utilizing private sector strategies and tools through negotiation, where possible.

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

- Audited TRIM notices for all City owned property.
- Acquired property for expansion of Lake Eola Park including a new park office; residential lots in Parramore to increase home ownership and for economic development purposes; land for the new soccer stadium; and easements and right-of-way for Public Works and Transportation.
- Sold properties for the Neighborhood Stabilization Program I and identified and sold surplus City property; disposed of property dedicated on the plat to The Lakes at East Park's HOA for their use and maintenance as a neighborhood park; and abandoned portions of unneeded right-of-way.
- Maintained 96.4% occupancy of all City-owned properties available for rent.
- Completed numerous new leases, renewals, amendments, facility use agreements and other agreements such as the Feasibility Study and Purchase Option with SED Development LLC, the SE OPD Substation in Lake Nona and retail spaces in parking garages.
- Negotiated a reduction in rental rate for the UCF Incubator lease and the City Arts Factory/DAD lease.
- Coordinated maintenance of city property including signage, fencing, demolition, cameras, keys and utilities.
- Manage the contract with Owens Realty for Orlando City Hall and completed projects such as remodeling kitchens, repainting, updating of visual media along with enhancements to security equipment and fire suppression system.
- Accepted donated land at Skyhouse development for the expansion of a small City Park and negotiated with the developer to construct and maintain the improvements at their expense.
- Assisted MBI on sale of seized real estate.
- Exchanged property with Orange County at Conserv II and property on Dade Avenue with Florida Hospital.

Future Goals and Objectives

Short Term Goals

- Dispose of remaining NSP houses that have been rehabbed in compliance with Federal guidelines at market value.
- Complete acquisition of land and easements for the renovation of City Lift Stations.
- Dispose of the old Fire Station #9 site.
- Finalize disposition of property for new Sports Entertainment District (SED).

BUSINESS & FINANCIAL SERVICES

Real Estate Management Division

- Acquire remaining property for the Soccer Stadium.
- Relocate OPD headquarters.
- Complete property exchange with Lynx.
- Continue with renovations to Orlando City Hall in conjunction with the 5 year plan.

Medium Goals

- Maintain an occupancy rate on City property available for lease at 80% or above.
- Acquire property for the extension of President Barrack Obama Parkway and Terry Avenue.
- Lease additional space on existing cell towers to increase revenues.
- Identify property for lease or sale for a permanent OPD southeast substation.
- Locate property for acquisition for a SE Fleet Facilities complex.

Long Term Goals

- Identify, market and dispose of surplus property in a manner that furthers the City's strategic objectives.
- Monitor the real estate market in order to determine timing to begin the RFI/RFP process for the redevelopment of the McCoy Annex.
- Evaluate the long term needs and appropriate rental payments for property the City leases from others.

BUSINESS & FINANCIAL SERVICES

Technology Management Division

Mission Statement

The mission of the Technology Management Division (TMD) is to plan and provide efficient, reliable and innovative solutions to City departments, as well as citizens, business partners and outside agencies.

Overview of Services/Programs

TMD leads strategic planning of information/communications technology by aligning Citywide IT planning, policies, procedures, and personnel with the strategic direction of the CIO. Functional areas consist of design and architecture, infrastructure, systems and applications, systems security, systems integration and development, geographic information systems and IT project and Portfolio management.

Major Accomplishments

- Provided technical support for the Cloud based ERP system implementation and completed implementation of the Cloud based council agenda system and Citations Base36.
- Reviewed existing OPD Business Processes, application modules, mapping requirements and solution architecture considerations for the joint CAD project, and implemented a Mobile GIS solution, coordinated with Orange County.
- Upgraded the Fire Records Management System allowing for mobile inspections and to meet CPSE Accreditation requirements. Also, designed the OFD Community Risk Analysis.
- Improved citizen telephony capabilities in Economic Development and provided Business Tax Receipt (BTR) interface with Code Enforcement.
- Extended IT Help Desk hours of operation in support of public safety and other City operations.

Future Goals and Objectives

Short Term

- Work with stakeholders to implement an ERP solution and to start the selection and design of a computer aided dispatch (CAD) solution that will meet the needs of both OFD and OPD.
- Complete the City's initiative to redesign the City Internet/Intranet presence by providing secure, reliable infrastructure and deploy additional security utility tools.
- Develop a strategic plan to replace legacy enterprise-wide systems and document management, as well as implement a replacement for the Storage Area Networks at both City Hall and The Operations Center to improve reliability.

Medium Term

- Redesign the City's IT Governance model and continue to expand technology advisory groups to meet City demands.
- Upgrade the Next Generation Desktop Computing Environment while also supporting existing legacy technology.
- Consolidate database instances into single fault-tolerant environment and upgrade the City VoIP system.
- Continue to work with City departments to expand eGovernment services to citizens.
- Expand the City's IP-camera system deployment and expand the Public Wi-Fi presence

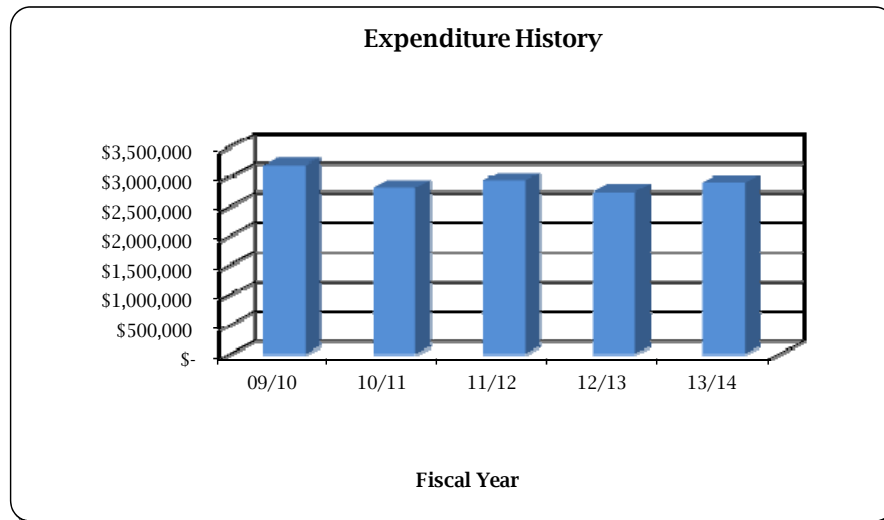
Long Term

- Continue to develop the City's reputation as a nationwide model of IT technology vision, while fostering a young, thriving and dynamic workforce.
- Formalize succession planning to ensure continuity of operations with minimal impact to City operations.
- Continue to refine and streamline the Project Management processes and methodology.
- Implement ITIL based Help Desk application system and Cartegraph for Public.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Real Estate Management Division					
186 Real Estate Management	\$ 427,190	\$ 439,633	\$ 428,961	\$ (10,672)	(2.43%)
703 City Hall Maintenance	2,498,049	2,291,735	2,456,008	164,273	7.17%
TOTAL -- GENERAL FUND	\$ 2,925,239	\$ 2,731,368	\$ 2,884,969	\$ 153,601	5.62%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 2,925,239	\$ 2,731,368	\$ 2,884,969	\$ 153,601	5.62%



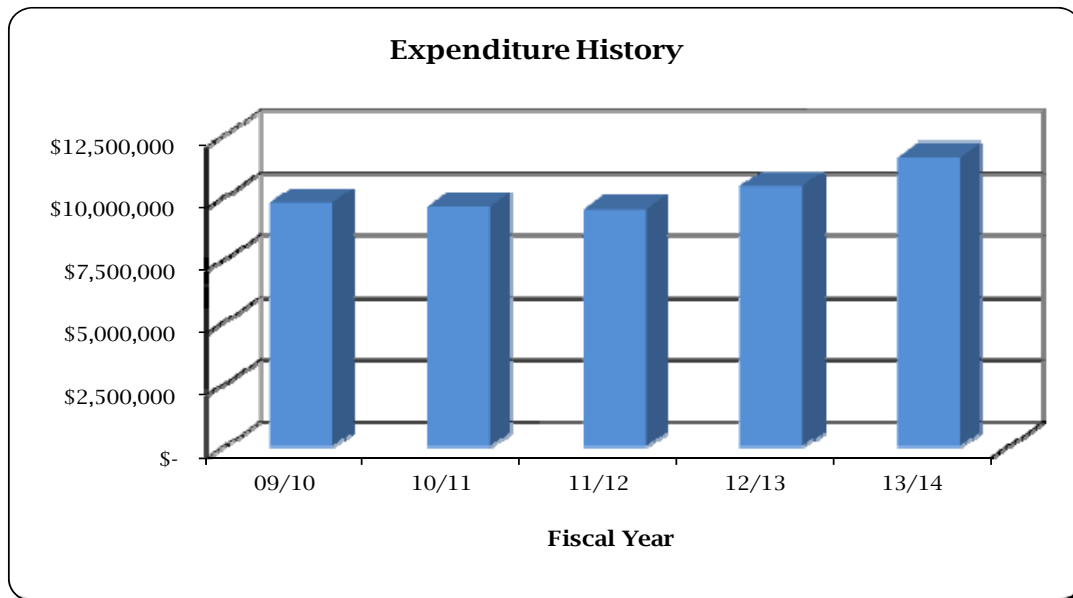
STAFFING HISTORY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Real Estate Management Division			
186 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Technology Management Division					
191 Chief Information Officer	\$ 699,237	\$ 875,267	\$ 1,017,461	\$ 142,194	16.25%
192 Strategic Support	2,015,071	2,117,311	2,054,143	(63,168)	(2.98%)
193 Computer Operations	1,117,946	1,177,230	1,074,425	(102,805)	(8.73%)
194 Network Support	1,256,850	1,258,711	1,219,513	(39,198)	(3.11%)
195 Systems Support and Development	1,400,398	1,530,725	1,465,140	(65,585)	(4.28%)
991 IT Service and Repair	78,707	95,000	95,000	-	0.00%
992 Technology Management Contracts	2,960,494	3,431,806	4,726,650	1,294,844	37.73%
TOTAL -- GENERAL FUND	\$ 9,528,703	\$ 10,486,050	\$ 11,652,332	\$ 1,166,282	11.12%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 9,528,703	\$ 10,486,050	\$ 11,652,332	\$ 1,166,282	11.12%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Technology Management Division			
191 Chief Information Officer	6	7	7
192 Strategic Support	16	18	18
193 Computer Operations	10	13	13
194 Network Support	11	12	12
195 Systems Support and Development	16	17	17
TOTAL -- GENERAL FUND	59	67	67
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	59	67	67

BUSINESS & FINANCIAL SERVICES

Treasury Division

Mission Statement

To utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services for citizens and City operations.

Overview of Services/Programs

The **Treasury Management** function 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 manages a diversified debt portfolio to efficiently address the City's funding needs. Capital Investment works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration administers, monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighters' and General Employees'), one Defined Contribution Plan (401a), two voluntary Deferred Compensation Plans (457) 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

- The City continued to fully fund the Annual Required Contribution for the new irrevocable trust fund that was established to advance-fund the City's Other Post-Employment Benefit (OPEB) liability.
- Refinanced the City's loans under the Sunshine State Governmental Financing Commission 1986 Loan Program from variable to fixed rate to lock in favorable borrowing costs at historically low interest rates.
- 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.
- Conducted investment manager searches for a privately held real estate portfolio manager, small-/mid-cap growth and value managers, hedge fund of funds and tactical global asset allocation managers.
- Established a Share Program within the Firefighters' Pension Plan to distribute funds accumulated since 1998 that are required under State law to be used to provide enhanced pension benefits for firefighters.
- 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 stressing the importance of financial planning. Seminars focused on retirement planning and personal financial management.

Future Goals and Objectives

Short Term

- 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.

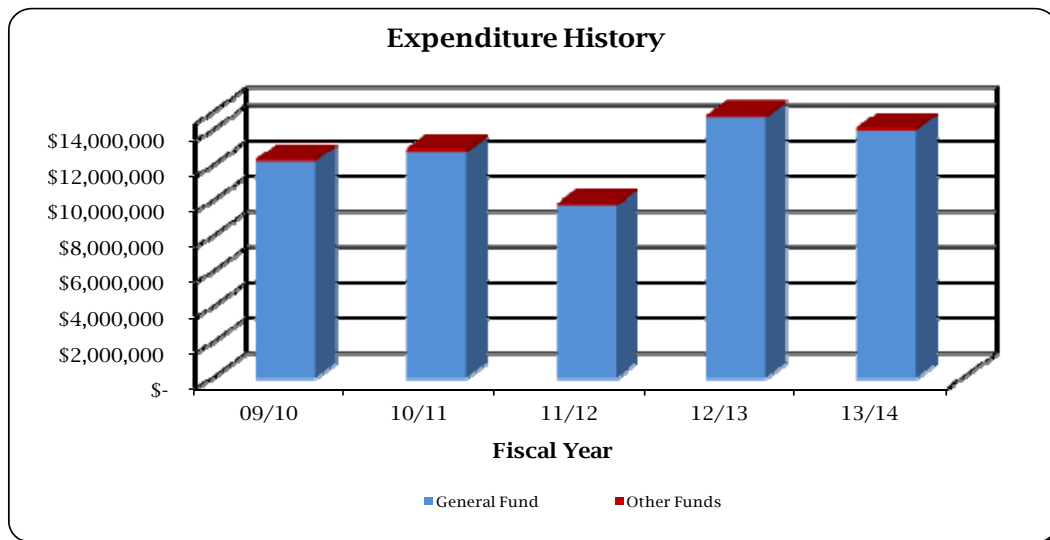
Long Term

- 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 & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Treasury Division					
184 Treasury Administration	\$ 409,402	\$ 454,174	\$ 430,751	\$ (23,423)	(5.16%)
190 General Fund Debt Service	9,302,143	14,230,162	13,560,695	(669,467)	(4.70%)
TOTAL -- GENERAL FUND	\$ 9,711,545	\$ 14,684,336	\$ 13,991,446	\$ (692,890)	(4.72%)
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 83,419	\$ 104,195	\$ 107,216	\$ 3,021	2.90%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 83,419	\$ 104,195	\$ 107,216	\$ 3,021	2.90%
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 66,462	\$ 74,416	\$ 70,146	\$ (4,270)	(5.74%)
TOTAL -- FIRE PENSION FUND	\$ 66,462	\$ 74,416	\$ 70,146	\$ (4,270)	(5.74%)
TOTAL -- TREASURY DIVISION	\$ 9,861,426	\$ 14,862,947	\$ 14,168,808	\$ (694,139)	(4.67%)



STAFFING HISTORY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
184 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	4	4	4
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	6	6	6

BUSINESS & FINANCIAL SERVICES

Fleet Management Division

Mission Statement

To maintain and repair City of Orlando vehicles and equipment to achieve their maximum economical service life and lowest lifetime maintenance costs with minimum amount of downtime.

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 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- Enhanced the Preventive Maintenance scheduling of vehicles, thereby reducing costs, controlling vehicle downtime, and maximizing shop resources, resulting in 37% increase in productivity.
- Continue to work closely with purchasing through the parts room to maximum the inventory dollars by advising them of vehicle changes in order to delete obsolete inventory or add suggested parts as new equipment inventory is added.
- Increased productivity and reduced outsourcing.
- Continue to strive for a 24-hour turnaround for vehicles repairs.
- 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 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.
- Selected 74th in North America's 100 Best Fleets.

Future Goals 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.

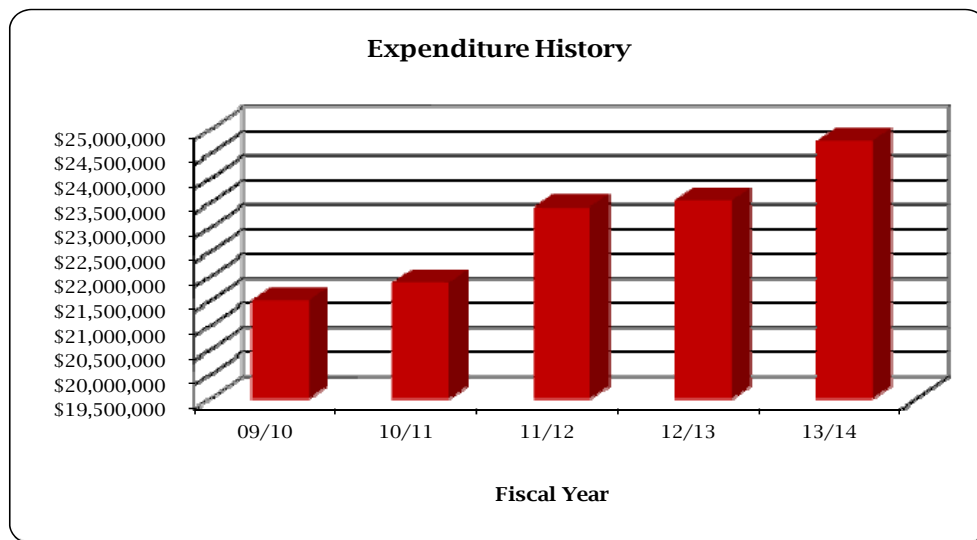
Long Term

- 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 & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
<u>FLEET MANAGEMENT FUND #511</u>					
Fleet Management Division					
741 Fleet/Facilities Management Admin.	\$ 208,848	\$ 478,266	\$ 456,930	\$ (21,336)	(4.46%)
744 Fleet Management Maintenance	18,030,211	15,218,402	15,095,118	(123,284)	(0.81%)
745 Fleet Parts	256,035	314,676	281,431	(33,245)	(10.56%)
963 Non Dept.-Fleet Management/Projects	769,985	1,392,209	2,216,077	823,868	59.18%
TOTAL -- FLEET MANAGEMENT FUND	\$ 19,265,079	\$ 17,403,553	\$ 18,049,556	\$ 646,003	3.71%
<u>FLEET REPLACEMENT FUND #512</u>					
Fleet Management Division					
746 Fleet Replacement Program	\$ 3,489,535	\$ 6,082,768	\$ 6,719,614	\$ 636,846	10.47%
Projects	660,651	60,393	-	(60,393)	(100.00%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 4,150,186	\$ 6,143,161	\$ 6,719,614	\$ 576,453	9.38%
TOTAL -- FLEET MANAGEMENT DIVISION	\$ 23,415,266	\$ 23,546,714	\$ 24,769,170	\$ 1,222,456	5.19%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division			
741 Fleet Management Admin.	3	3	3
744 Fleet Management Maintenance	27	28	28
745 Fleet Parts	4	5	5
TOTAL -- FLEET MANAGEMENT FUND	34	36	36
TOTAL -- FLEET MANAGEMENT DIVISION	34	36	36

BUSINESS & FINANCIAL SERVICES

Risk Management Division

Mission Statement

The City is exposed to various risks. The Risk Management Department seeks to reduce risk and protect the City's assets by identifying and then preventing or controlling the adverse effects of unexpected or unintended events.

Overview of Services/Programs

The Risk Management Division of the Office of Business and Financial Services 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 eight. The Division Manager, a Claims Supervisor, one Adjuster, one Staff Assistant, three employees in the Safety Section, and one Office Assistant.

Major Accomplishments

- Recovered \$590,000 in damages to City property/assets caused by the Public.
- 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 221 Safety/Training classes with over 3200 attendees that otherwise would have cost if contracted out
- 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.
- Completed the outsourcing of the Workers Compensation claims to a third party administrator with documented savings and more resources available to internal staff.

Future Goals and Objectives

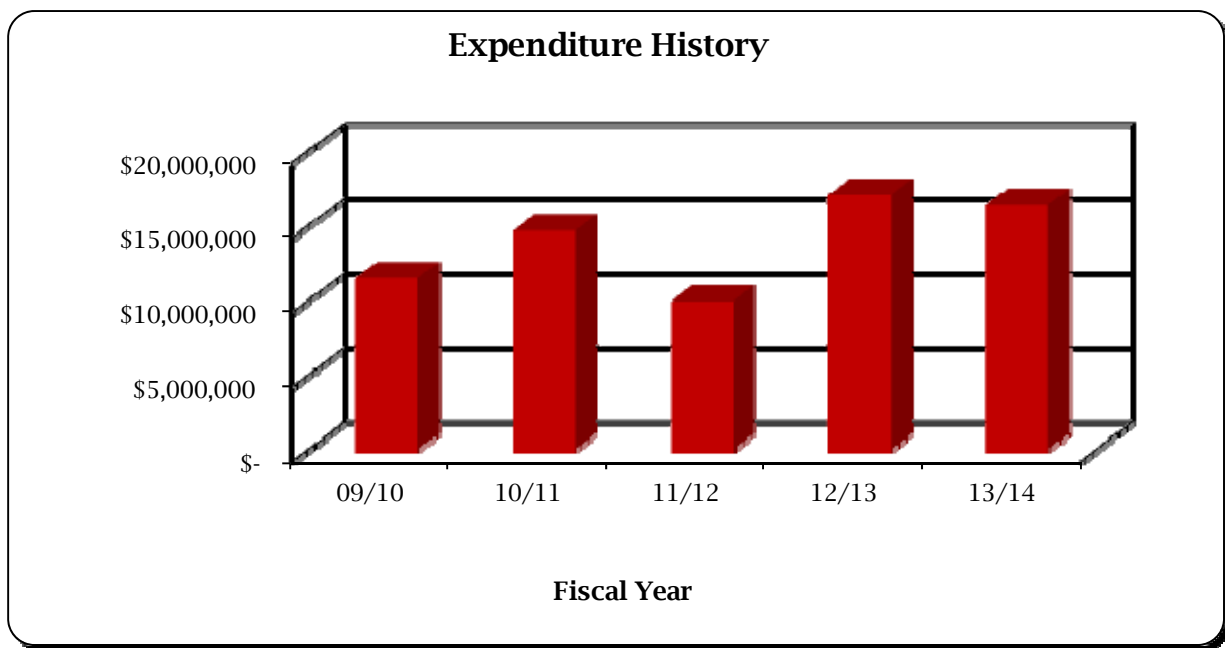
Long Term

- 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 & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
RISK MANAGEMENT FUND #521					
Risk Management Division					
217 Risk Management Administration	\$ 886,953	\$ 796,967	\$ 871,910	\$ 74,943	9.40%
218 Risk Management Non-Departmental Projects	8,496,104 590,503	15,305,908 1,009,497	14,954,138 600,000	(351,770) (409,497)	(2.30%) (40.56%)
TOTAL -- RISK MANAGEMENT FUND	\$ 9,973,560	\$ 17,112,372	\$ 16,426,048	\$ (686,324)	(4.01%)
TOTAL -- RISK MANAGEMENT DIVISION	\$ 9,973,560	\$ 17,112,372	\$ 16,426,048	\$ (686,324)	(4.01%)



STAFFING HISTORY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
RISK MANAGEMENT FUND #521			
Risk Management Division			
217 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10

BUSINESS & FINANCIAL SERVICES

Dubsdread Golf Course

Mission Statement

To sustain and continually improve a quality, market superior recreational facility for the use of the City of Orlando residents, and to create an exceptional golf experience that both residents and visitors of Orlando can enjoy.

Overview of Services/Programs

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924 and is the former site of the Orlando Open., and It features the oldest public layout in the area. This classic course has plenty of history attached to it as the former site of the Orlando Open. 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.

Major Accomplishments

- Despite a challenging economy and detrimental adverse years in recent history to the golf business industry, Dubsdread Golf Course completed another year with a positive cash flow. This comes at a time when golf course closures have reached an all time high.
- Dubsdread continues to host a large number of tournaments, leagues and golf outings for personal, corporate and charitable organizations including Special Olympics, Orlando Minority Youth Golf Association (OMYGA), Executive Women's Golf Association, American Society of Engineers and the Thank You Veterans Golf Tournament. Dubsdread was also able to secure the 27th Annual City of Orlando Golf Championship for August 2011. This event started at Dubsdread 27 years ago and was moved to Rio Pinar in 2001 due to poor course conditions at that time. These events not only supply the club with rounds and revenue the day of the event, but also promote the club by bringing in golfers that may not have played Dubsdread.
- Dubsdread maintained its' #1 public course rating by *Orlando Magazine*, *The Orlando Sentinel* and *Orlando Weekly* readers this year.
- Total rounds played finished 1% above prior year exceeding 52,000. The average public golf course is estimated to finish with approximately 30,000 rounds. Dubsdread outperformed the average by more than 20,000 rounds for the 7th consecutive year. The course is expected to finish with a net cash gain of approximately \$26,000. Dubsdread will outperform prior year by nearly \$22,000.

Future Outlook

Short Term

- Continue to operate Dubsdread Golf Course as a self-sustaining financial operation.

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.
- Further develop a multi-year capital infrastructure improvement plan to ensure the golf course leverages new technologies in golf course maintenance and player satisfaction.

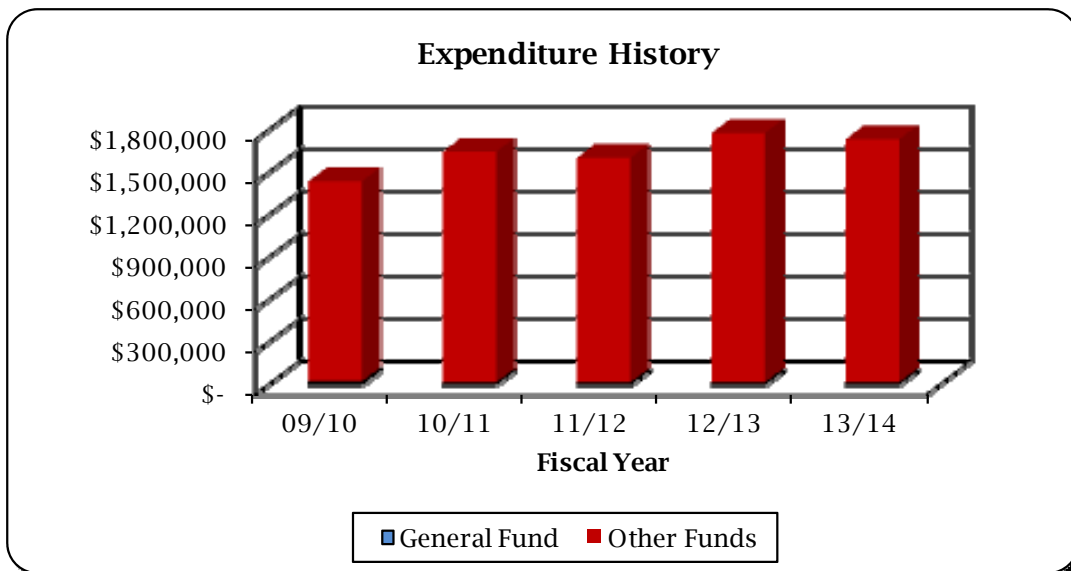
Long Term

- Maintain a permanent relationship as the host of the Annual City of Orlando Golf Championship.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,594,234	\$1,768,017	\$1,724,863	\$ (43,154)	(2.44%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,594,234	\$1,768,017	\$1,724,863	\$ (43,154)	(2.44%)
TOTAL -- DUBSDREAD	\$ 1,594,234	\$1,768,017	\$1,724,863	\$ (43,154)	(2.44%)



BUSINESS & FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	96%	100%	85%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$190.39	\$255.00	\$260.00

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Accounting & Control Division	Cost to Process one Accounts Receivable Transaction	\$11.42	\$12.31	\$12.50
Accounting & Control Division	Total Cost to Process one Accounts Payable Check	\$17.82	\$18.18	\$19.00
Accounting & Control Division	Cost to process one ProCard Transaction	\$9.70	\$9.08	\$9.00
Accounting & Control Division	Cost to process one Payroll Transaction	\$1.87	\$1.83	\$1.90
Accounting & Control Division	Cost to Process one Revenue Collection Transaction	\$1.55	\$1.30	\$1.25
Real Estate Management Division	Properties Acquired Within the Established Value	100%	100%	90%
Treasury Division	Active Portfolio investment return over the Lehman Aggregate Index	0.19%	0.15%	0.50%
Treasury Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.03%	0.05%	0.10%
Treasury Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.60%	0.50%	0.50%
Treasury 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	37.86%	39.40 %	39.40%
Fleet Management Division	Fleet Division expenditures/vehicle	\$8,119.79	\$1,710.23	\$1,710.23
Office of Business & Financial Services	Office of Business and Financial Services Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

BUSINESS & FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Internal Processes

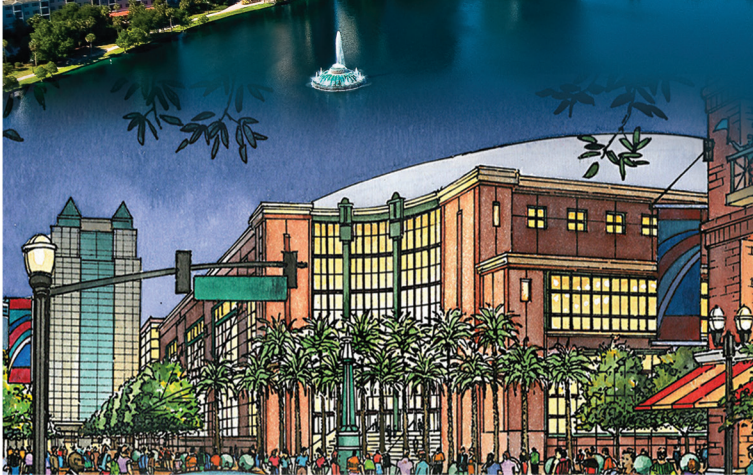
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Accounting & Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting & Control Division	Refund processing time	18	20	19
Accounting & Control Division	Notification letters mailing time	72	72	72
Accounting & Control Division	Percentage of employee direct deposits to total employee payments	83.37%	85.94%	100%
Accounting & Control Division	Average Percentage of Posting Accuracy	99.18%	99%	99%
Facilities Management Division	Completed scheduled PMs (%)	158.29%	261.82%	261.82%
Facilities Management Division	Work requests completed (%)	85.75%	98.14%	98.14%
Facilities Management Division	Number of work orders completed per day per trade	1.51	2.09	2.09
Purchasing & Materials Management Division	Percentage of City Store stock inventory reductions.	27%	15%	20%
Technology Management Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	99.12%	99%	98%
Technology Management Division	Percent of virus outbreaks contained/resolved in less than 2 hours	99.50%	99%	99%
Technology Management Division	Public safety network connectivity uptime percentage	99.93%	99%	99%
Technology Management Division	Percentage of GIS data updates completed per published schedule	98.38%	98.40%	98%
Technology Management Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	99.60%	99%	99%
Technology Management Division	Percent of Technology Management CallCenter problem calls resolved in less than 3 days is approaching its Update Date	94.31%	93.28%	93%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	13.84%	13.38%	13.38%
Fleet Management Division	Number of vehicles/FTE	87	88	88

Outcome & Mission

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.05	3.05	3.00
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	89%	95%	90%
Risk Management Division	Per capita auto liability claims	\$3.15	\$3.15	\$3.20
Risk Management Division	Per capita general liability claims	\$1.18	\$1.12	\$1.15

BUSINESS & FINANCIAL SERVICES

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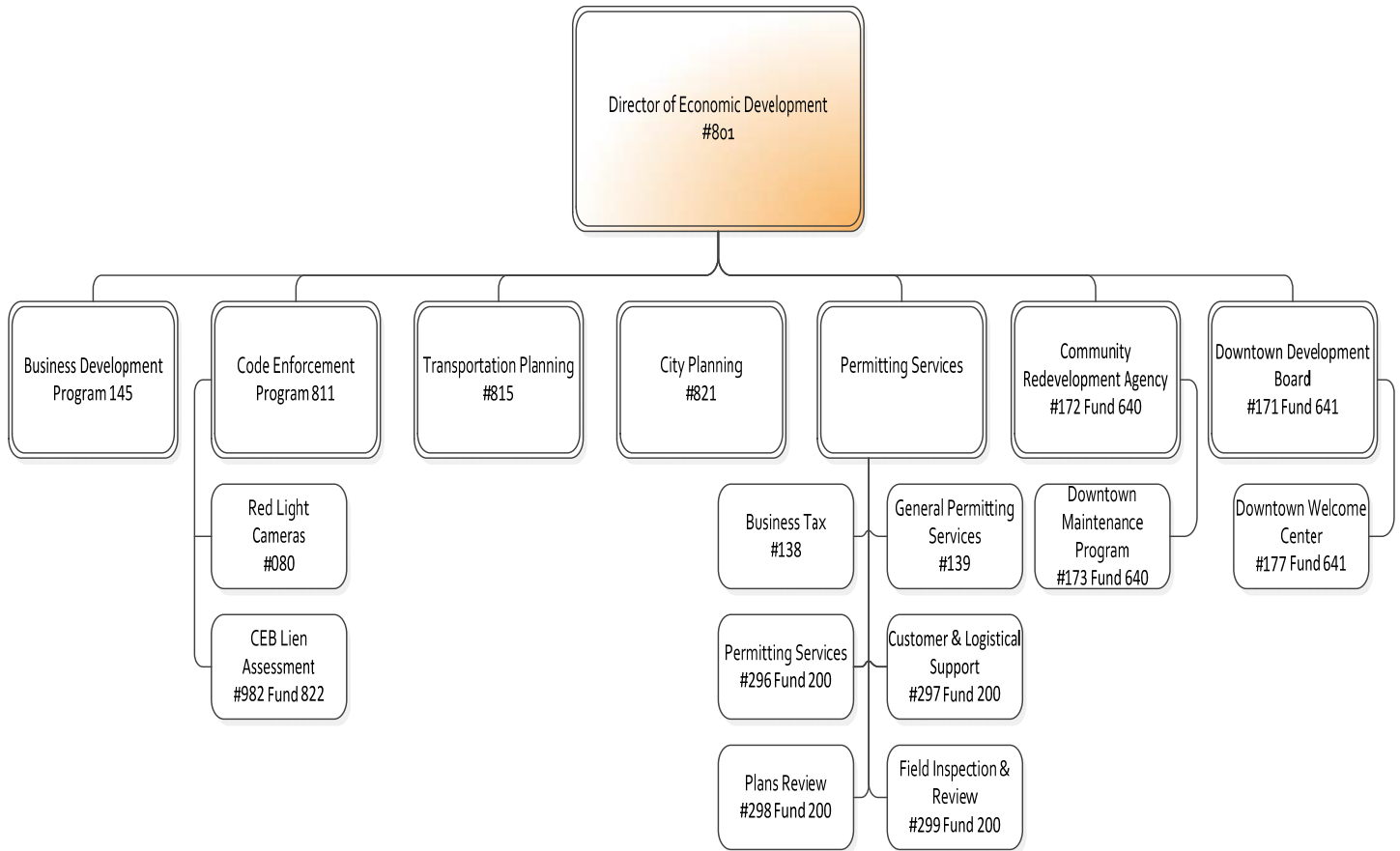


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To stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando's citizens, businesses and visitors.

ECONOMIC DEVELOPMENT DEPARTMENT



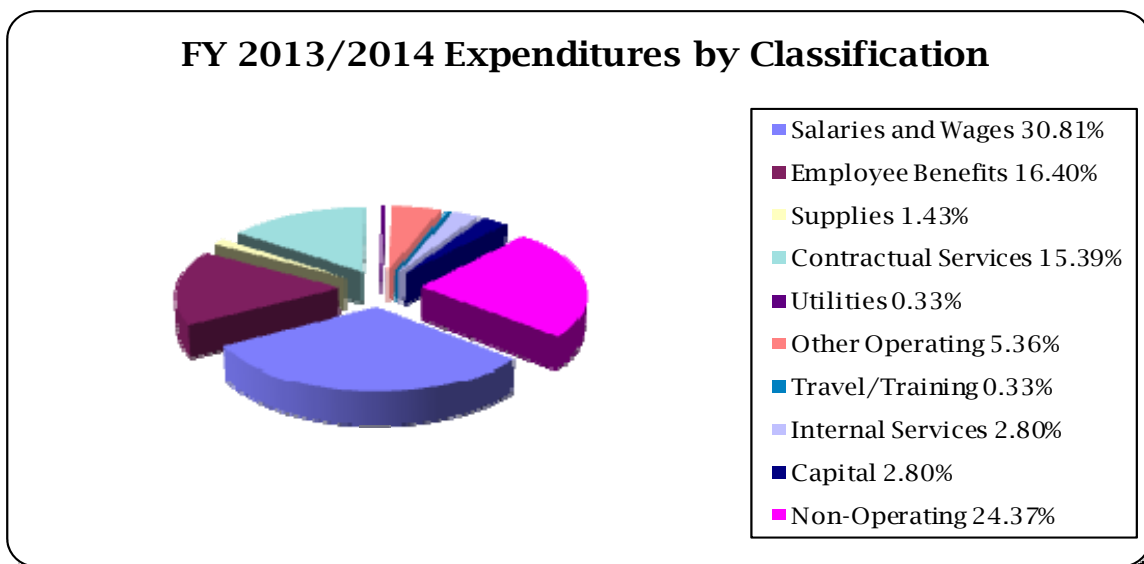
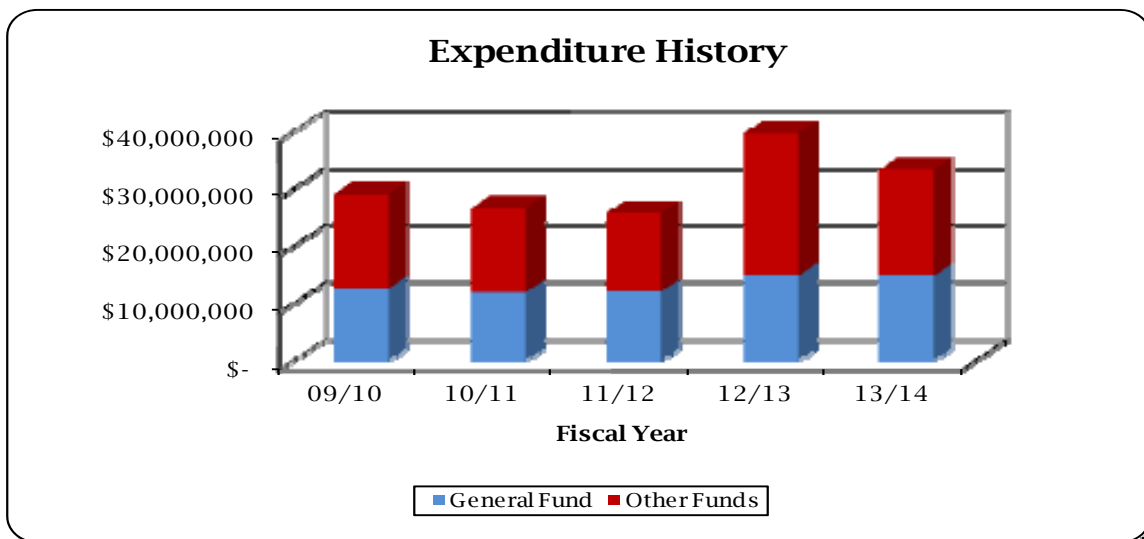
ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 802,145	\$ 835,673	\$ 1,040,291	\$ 204,618	24.49%
Business Development Division					
145 Business Development	2	163,974	433,090	269,116	164.12%
Permitting Services Division					
138 Business Tax	94,862	146,651	125,845	(20,806)	(14.19%)
139 General Permitting Services	989,044	1,038,836	1,003,309	(35,527)	(3.42%)
Code Enforcement Division					
080 Red Light Camera	1,311,638	2,824,466	2,402,443	(422,023)	(14.94%)
811 Code Enforcement	3,337,100	3,300,788	3,104,506	(196,282)	(5.95%)
Transportation Planning Division					
815 Transportation Planning	779,242	885,962	802,361	(83,601)	(9.44%)
City Planning Division					
821 City Planning	2,113,645	2,217,472	2,127,417	(90,055)	(4.06%)
3043 Quasi Judicial Hearings	2,895	-	-	-	N/A
984 Nondepartmental - EDV	2,608,651	3,412,165	3,735,716	323,551	9.48%
TOTAL -- GENERAL FUND	\$ 12,039,224	\$ 14,825,987	\$ 14,774,978	\$ (51,009)	(0.34%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Services Division					
290 Nondepartmental	\$ (204,602)	\$ -	\$ -	\$ -	N/A
295 Permit Svcs. Satellite Office	2,283	-	-	-	N/A
296 Permitting Services	2,135,127	2,102,571	3,806,921	1,704,350	81.06%
297 Customer Svc. & Logistical Support	804,125	901,119	1,042,965	141,846	15.74%
298 Plans Review	887,441	970,705	1,151,303	180,598	18.60%
299 Field Inspection and Review	2,481,516	2,453,779	2,521,487	67,708	2.76%
Projects	-	10,000	-	(10,000)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 6,105,890	\$ 6,438,174	\$ 8,522,676	\$ 2,084,502	32.38%
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 842,888	\$ 967,182	\$ 945,357	\$ (21,825)	(2.26%)
173 Downtown Maintenance Program	1,122,041	1,107,439	1,135,559	28,120	2.54%
960 Nondepartmental - CRA	2,016,378	3,999,014	2,755,526	(1,243,488)	(31.09%)
Projects	841,720	7,992,237	1,685,000	(6,307,237)	(78.92%)
TOTAL -- CRA FUND	\$ 4,823,028	\$ 14,065,872	\$ 6,521,442	\$ (7,544,430)	(53.64%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 278,108	\$ 402,519	\$ 391,569	\$ (10,950)	(2.72%)
177 Downtown Welcome Center	18,553	22,560	11,459	(11,101)	(49.21%)
959 Nondepartmental - DDB	1,725,992	1,654,240	1,974,200	319,960	19.34%
Projects	569,923	1,605,266	710,000	(895,266)	(55.77%)
TOTAL -- DDB FUND	\$ 2,592,576	\$ 3,684,585	\$ 3,087,228	\$ (597,357)	(16.21%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 215,479	\$ 430,982	\$ 388,464	\$ (42,518)	(9.87%)
2472 CEB Housing Rehab	1,060	235,122	-	(235,122)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 216,539	\$ 666,104	\$ 388,464	\$ (277,640)	(41.68%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 25,777,256	\$ 39,680,722	\$ 33,294,788	\$ (6,385,934)	(16.09%)

ECONOMIC DEVELOPMENT DEPARTMENT

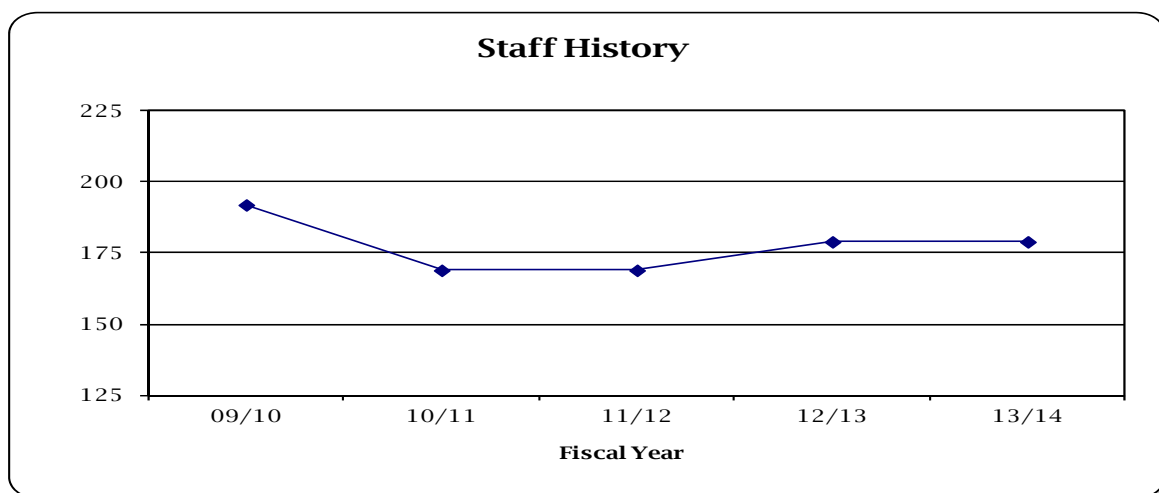
	2011/12 Actual Budget	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 9,264,209	\$ 9,678,229	\$ 10,257,211	\$ 578,982	5.98%
Employee Benefits	4,629,251	5,320,028	5,460,509	140,481	2.64%
Supplies	222,941	302,595	477,595	175,000	57.83%
Contractual Services	3,492,305	6,514,804	5,119,872	(1,394,932)	(21.41%)
Utilities	100,567	108,098	106,048	(2,050)	(1.90%)
Other Operating	1,509,959	1,786,575	1,784,662	(1,913)	(0.11%)
Travel/Training	54,171	102,680	110,365	7,685	7.48%
Internal Services	568,722	686,709	933,042	246,333	35.87%
Capital	113,424	347,531	931,100	583,569	167.92%
Non-Operating	5,821,707	14,833,473	8,114,384	(6,719,089)	(45.30%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 25,777,257	\$ 39,680,722	\$ 33,294,788	\$ (6,385,934)	(16.09%)



ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

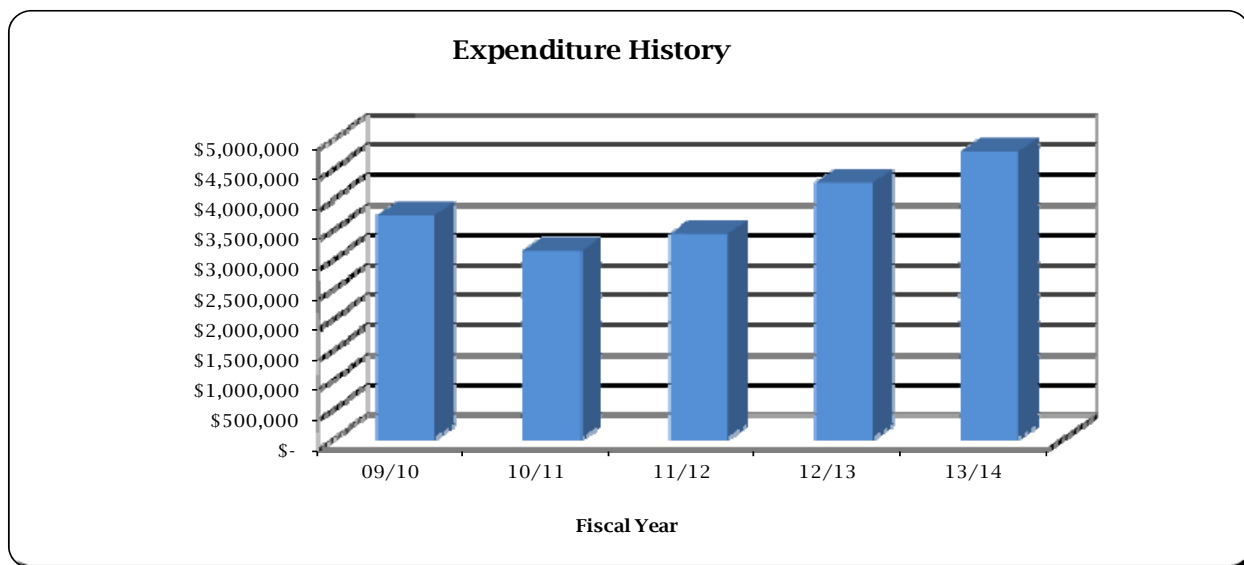
	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	8	6	6
Business Development Division			
145 Business Development	-	4	4
Permitting Division			
138 Business Taxes	2	2	2
139 General Permitting Services	12	12	12
Code Enforcement Division			
080 Red Light Camera	7	6	6
811 Code Enforcement	29	30	30
Transportation Planning Division			
815 Transportation Planning	9	9	9
City Planning Division			
821 City Planning	24	22	22
TOTAL GENERAL FUND	91	91	91
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	14	19	19
298 Plans Review	12	13	13
299 Field Inspection and Review	24	28	28
TOTAL BUILDING CODE ENFORCEMENT FUND	58	68	68
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	8	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	17	17	17
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	2	2	2
177 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	3	3
TOTAL -- ECONOMIC DEVELOPMENT	169	179	179



ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 802,145	\$ 835,673	\$ 1,040,291	\$ 204,618	24.49%
984 Nondepartmental - EDV	2,608,651	3,412,165	3,735,716	323,551	9.48%
TOTAL -- GENERAL FUND	\$ 3,410,796	\$ 4,247,838	\$ 4,776,007	\$ 528,169	12.43%
TOTAL -- DIRECTOR	\$ 3,410,796	\$ 4,247,838	\$ 4,776,007	\$ 528,169	12.43%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
801 Director of Economic Development	8	6	6
TOTAL GENERAL FUND	8	6	6
TOTAL -- DIRECTOR	8	6	6

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development Division

Mission Statement

The Business Development Division is a leadership team, building strategic partnerships that nurture a unique and diverse international City marked by a strong and diversified economy.

Overview of Service/Program

The **Business Development Division** is responsible for building strategic partnerships with organizations and businesses, expanding the City's tax base and diversifying its economy, and providing regional leadership to the Metro Orlando community in growing Orlando's economy. The Division administers programs that encourage the creation of high wage jobs, the redevelopment of City business districts, and the creation of an entrepreneurial environment.

Major Accomplishments

- Assisted over 600 small and large business inquiries, resulting in approving 20 business assistance program grants
- Created the Orlando Main Street Program. A Nationally recognized program that brings local business districts together and forms a partnership with The City and the individual districts
- Opened the District 2 Orlando Business Development Center (Mixed Use Incubator) phase one and will begin phase two construction as interest in locating within the center continues
- Created a "How to Start a Business in Orlando"/Small Business Resource Guide

Future Goals and Objectives

Short Term

- Assist our small business community through heightened awareness of available business development programs
- Encourage the redevelopment of targeted neighborhood business districts

Medium Term

- Leverage partnerships and resources to develop high wage jobs to the City

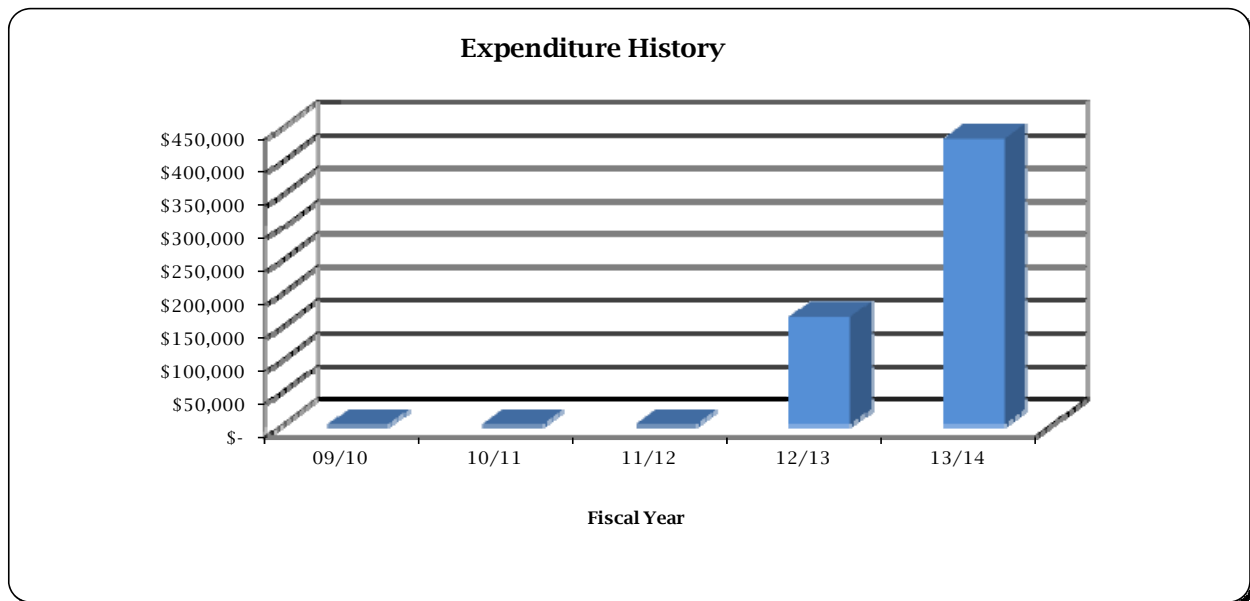
Long Term

- Expand the biomedical, digital media and aviation simulation industry clusters in the City

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
145 Business Development	\$ 2	\$ 163,974	\$ 433,090	\$ 269,116	164.12%
TOTAL -- GENERAL FUND	\$ 2	\$ 163,974	\$ 433,090	\$ 269,116	164.12%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 2	\$ 163,974	\$ 433,090	\$ 269,116	164.12%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Business Development Division			
145 Business Development	-	4	4
TOTAL GENERAL FUND	-	4	4
TOTAL -- BUSINESS DEVELOPMENT DIVISION	-	4	4

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division

Mission Statement

To operate a permitting agency that is customer service oriented while protecting public safety through clear, consistent code application while ensuring Orlando's economic competitiveness.

Overview of Service/Program

The **Permitting Services Division** is a customer service oriented agency, which ensures development occurs in compliance with life-safety, Building Code and Municipal Code standards. The Division provides a one-stop permitting office that enables customers to research and obtain information and apply for residential/commercial permits and business tax receipts. The Permitting staff examines plans, issues permits, and conducts inspections for code compliance for both residential and commercial permitted projects. The staff also reviews, approves and issues Business Tax Receipts. Customers can expect clear consistent code application to ensure Orlando's Economic Competitiveness.

Major Accomplishments

- Implemented a number of initiatives recommended by the Permitting Advisory Committee. These new initiatives focus upon improving the permitting process, simplifying the process and streamlining the issuance of permits.
- Implemented a process that confirms original plans are used during construction. All issued plans now have a non-removable security tape attached to them for verification in the field during inspection.
- Implemented cross training of staff to increase the knowledge of our intake staff. This will reduce wait times and allow staff to begin review at the point of intake which also reduces turn around.
- Continued expansion of the Interactive Voice response system. The system will now periodically report back to applicants with project that are nearing expiration. This will save customers time and money because we extend permit before expiration upon request at no cost.

The City of Orlando Permitting Services' Division is responding to the economy and improving the way we do business. In an effort to predict plan review times, reduce project costs to developers and contractors and provide excellent customer service, the following changes have been implemented:

- Commercial Plan Review time has been increased from 5 business days to 12 business days.
- Single Family Plan Review, Signs, Accessory Structures, Pools, Additions, Solar Panels, Windows, and Doors reviews are now being completed in 5 business days.
- Master Filing of projects with multiple units has increased from homes to now include screen enclosures, pools, and townhomes.
- Quality Control On-Site Inspections, Courtesy Inspections, Home Renovation Reviews are just a few new services offered by the Permitting Services Division.
- Sewer Benefit Fee and Transportation Impact Fee Payment Plans are available to alleviate upfront costs to developers and help jump-start projects, allowing fees to be paid as a condition of receiving their Certificate of Occupancy (CO).
- We are in the process of hiring additional permit techs, plan reviewers, and inspectors.
- In order to better respond to public records requests, maximize space utilization, and provide better customer service, plans are being scanned into the Document Management System allowing increasing accessibility by system users.
- Continuing to work with other City Departments to ensure that projects are approached holistically, leading to efficient resolution (i.e., Fire Department, Wastewater, Planning, Public Works).

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division

Future Goals and Objectives

Short Term

- Improve and expand Interactive Voice Response system usage.
- Increase the number of pre-development meetings to identify potential concerns and reduce unanticipated delays during the review process.
- Begin scanning in-house of our larger projects to reduce storage space and increase retrieval of plans for completed projects.

Medium Term

- Continue to cross train staff to improve customer relations.
- Implement a Certificate of Use process.
- Begin cross training of intake staff on Business Tax Receipts.
- Increased Customer Service Measures to exceed Industry demands.

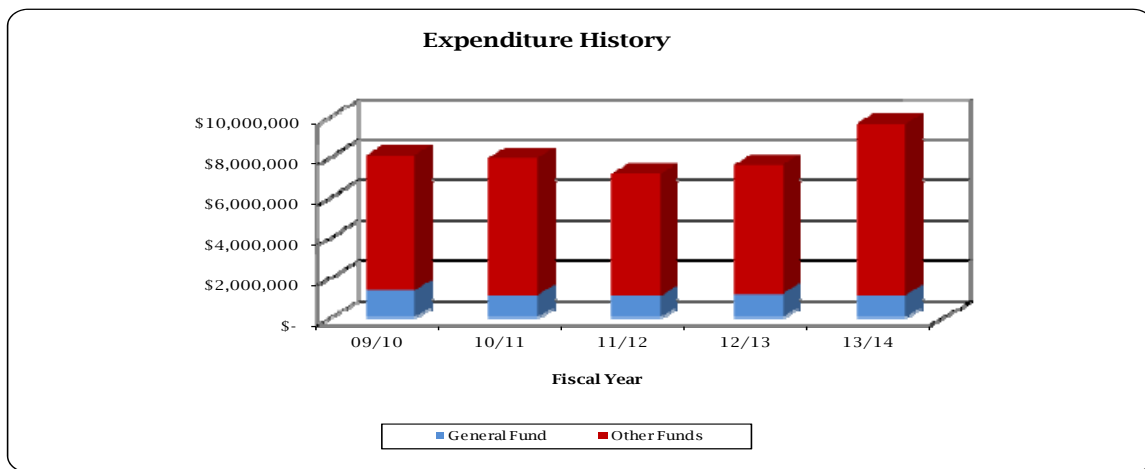
Long Term

- Investigate the implementation of an Electronic Plan Review process.
- Work to help develop the Economic Development Information System, which can be used by all Economic Development Divisions, Public Works, Police, and Fire Departments.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Permitting Services Division					
138 Business Tax	\$ 94,862	\$ 146,651	\$ 125,845	\$ (20,806)	(14.19%)
139 General Permitting Services	989,044	1,038,836	1,003,309	(35,527)	(3.42%)
TOTAL -- GENERAL FUND	\$ 1,083,906	\$ 1,185,487	\$ 1,129,154	\$ (56,333)	(4.75%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Services Division					
290 Nondepartmental	\$ (204,602)	\$ -	\$ -	\$ -	N/A
295 Permit Svcs. Satellite Office	2,283	-	-	-	N/A
296 Permitting Services	2,135,127	2,102,571	3,806,921	1,704,350	81.06%
297 Customer Svc. & Logistical Support	804,125	901,119	1,042,965	141,846	15.74%
298 Plans Review	887,441	970,705	1,151,303	180,598	18.60%
299 Field Inspection and Review	2,481,516	2,453,779	2,521,487	67,708	2.76%
Projects	-	10,000	-	(10,000)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 6,105,890	\$ 6,438,174	\$ 8,522,676	\$ 2,084,502	32.38%
TOTAL -- PERMITTING SERVICES DIVISION	\$ 7,189,796	\$ 7,623,661	\$ 9,651,830	\$ 2,028,169	26.60%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Permitting Services Division			
138 Business Tax	2	2	2
139 General Permitting Services	12	12	12
TOTAL GENERAL FUND	14	14	14
BUILDING CODE ENFORCEMENT FUND #200			
Permitting Services Division			
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	14	19	19
298 Plans Review	12	13	13
299 Field Inspection and Review	24	28	28
TOTAL BUILDING CODE ENFORCEMENT FUND	58	68	68
TOTAL -- PERMITTING SERVICES DIVISION	72	82	82

ECONOMIC DEVELOPMENT DEPARTMENT

Code Enforcement Division

Mission Statement

The mission of the Code Enforcement Division is to protect the public health, safety, and welfare, and to improve the aesthetic character of the City of Orlando through the enforcement of City Codes.

Overview of Services/Programs

The **Code Enforcement Division** protects City neighborhoods against hazardous, blighting and deteriorating influences or conditions in the physical environment that contribute to a diminished quality of life and property values. The Division ensures violations of the City code are brought into compliance, including bringing those cases that are not in compliance to the Code Enforcement Board.

Major Accomplishments

- Robo-calling for illegal signs has resulted in issuance of over 50 citations.
- Educating business owners of the new Sidewalk Café Ordinance and the new requirements implement this summer.
- Crisis Intervention Training has begun for select officers through Lakeside Behavioral Healthcare to identify crisis situations in the field.
- Conducted weekend patrols of the South East sectors to lessen the illegal sign issues and vendor problems
- Code sweeps of neighborhoods with high incidents of code violations and criminal activity and attending follow up HOA meetings with residents and OPD.
- Attended Main Street Outreach meetings with Permitting and Planning to provide citizens and business owners with the tools needed to better utilize our Division.
- Reworked officer areas to better accommodate the ever changing needs of our downtown core and the southeast sector while better utilizing the staff in other high incident areas of the City.

Future Goals and Objectives

Short Term

- Continue to improve response time and customer service.
- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles.
- Once completed, Change of Use procedures generated by the Permitting and Planning Divisions will be enforced by our Division.
- Continue to work closely with OPD to help clean up the high crime rate areas.
- Continue to attend neighborhood meetings so that we can be proactive with potential issues.

Medium Term

- Continue to develop training opportunities for officers using in-house resources.
- Continue to target habitual offenders.

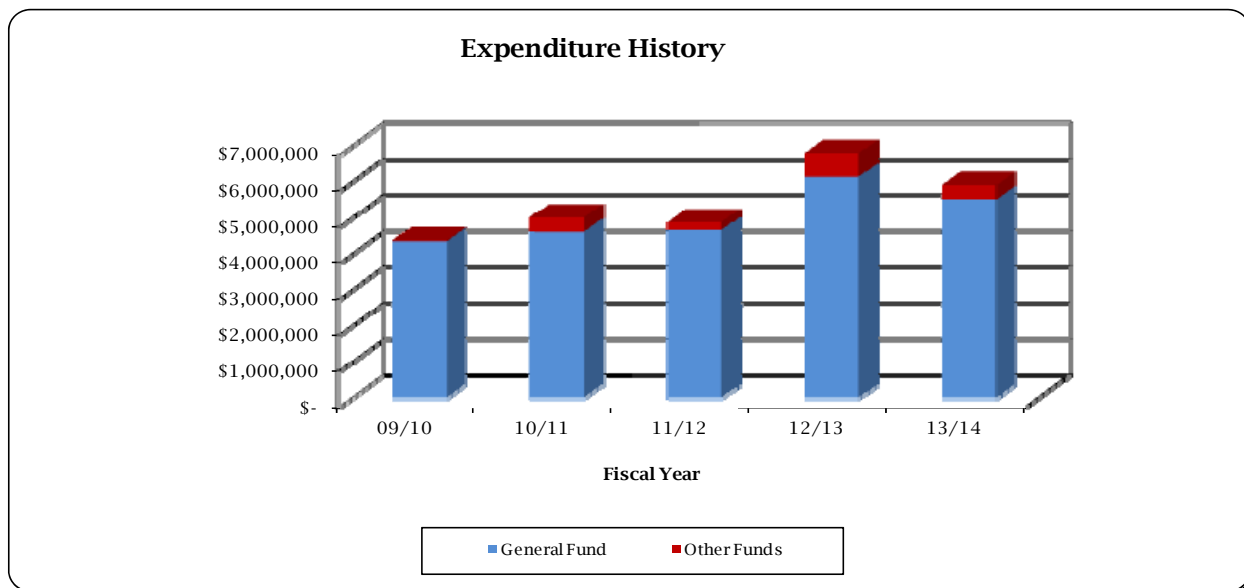
Long Term

- Improve compliance rate to less than 10 days (on average).
- Bring the average inspections per hour up from 1.2 to 1.4.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Code Enforcement Division					
080 Red Light Camera	\$ 1,311,638	\$ 2,824,466	\$ 2,402,443	\$ (422,023)	(14.94%)
811 Code Enforcement	3,337,100	3,300,788	3,104,506	(196,282)	(5.95%)
TOTAL -- GENERAL FUND	\$ 4,648,737	\$ 6,125,254	\$ 5,506,949	\$ (618,305)	(10.09%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 215,479	\$ 430,982	\$ 388,464	\$ (42,518)	(9.87%)
2472 CEB Housing Rehab	1,060	235,122	-	(235,122)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 216,539	\$ 666,104	\$ 388,464	\$ (277,640)	(41.68%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 4,865,277	\$ 6,791,358	\$ 5,895,413	\$ (895,945)	(13.19%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Code Enforcement Division			
080 Red Light Camera	7	6	6
811 Code Enforcement	29	30	30
TOTAL GENERAL FUND	36	36	36
TOTAL -- CODE ENFORCEMENT DIVISION	36	36	36

ECONOMIC DEVELOPMENT DEPARTMENT

Transportation Planning Division

Mission Statement

To facilitate the development of a well-planned transportation system to make Orlando more livable for its citizens, businesses, and visitors.

Overview of Services/Programs

The **Transportation Planning Division** (TPD) 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 TPD monitors transportation system performance; develops financially feasible implementation strategies for access and mobility; assists with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions; coordinates with state and local transportation authorities, and surrounding local governments on regional transportation and development issues; and prepares and manages the multi-year capital budget for all City gas tax and impact fee funded transportation projects.

Major Accomplishments

- Drafted and presented the agreement for Impact Fee Credits for Publix Super Markets, Inc related to the design and construction of Hazeltine National Drive from Goldenrod Road to the eastern property boundary of Publix's proposed refrigerated distribution warehouse.
- Drafted and presented the agreement with the State of Florida Department of Economic Opportunity, Division of Strategic Business Development, on behalf of Publix Super Markets, Inc. for receipt of an Economic Development Transportation Fund (EDTF) grant towards the project cost of the Hazeltine National Drive extension, in the amount of \$1 Million.
- Drafted and presented the Joint Participation Agreement (JPA) with the Florida Department of Transportation (FDOT) for the Art-in-Transit program for Central Florida Commuter Rail Stations (SunRail).
- Presented the local funding agreements for the OIA Connector Refresh and Orange Blossom Express/US 441 Alternatives Analysis projects to the Orlando City Council for approval.
- Drafted and presented the First Amendment to the Amended Interlocal Agreement with LYNX for \$3 million of Tiger II funding for the Parramore BRT (Creative Village - Moving Parramore Forward) Project.
- Negotiated, drafted and presented the \$1 million Orlando Health/Sligh Boulevard station reimbursement agreement.
- Negotiated, drafted and presented the \$3.88 million Florida Hospital Quiet Zones reimbursement agreement.
- Reached agreement with Florida Department of Transportation to implement carshare program, starting Fall 2013.
- Added bike racks to the downtown core and Main Street Districts to significantly increase available bicycle parking.
- Maintained comprehensive impact fee and concurrency databases with nearly \$30 million in entries.
- Adopted new fee schedule for Transportation Impact Fees to Chapter 56 of the City Code.
- Adopted Mobility Strategies revisions to Chapter 59 of the Land Development Code.
- Developed proportionate fair-share and Transportation Concurrency Exception Area (TCEA) strategies, consistent with the State's most recent Growth Management Bill.
- Developed a Downtown bus rapid transit operations and maintenance financial plan.
- Completed the Amtrak Station Rehabilitation assessment, resulting in the identification of funding sources necessary for repair work.
- Created new Transit Oriented Development (TOD) Fee Exemption Program to facilitate development activity around The City's investment in SunRail and LYMMO.

ECONOMIC DEVELOPMENT DEPARTMENT

Transportation Planning Division

- Completed the Amtrak Station Rehabilitation assessment, resulting in the identification of funding sources necessary for repair work.
- Created new Transit Oriented Development (TOD) Fee Exemption Program to facilitate development activity around The City's investment in SunRail and LYMMO.

Future Goals and Objectives

Short Term

- Partner with LYNX for the rehabilitation of the LYMMO kiosks and Station Advertising.
- Complete implementation of Parramore BRT project (LYMMO).
- Implement code amendments to establish proportionate shares with developers for the cost of intersection and signalization modifications (Pioneer Agreements).
- Complete Gertrude's Walk, in conjunction with LYNX.
- Complete Federal Categorical Exclusion and City Conditional Use Permit processes for the LYNX southern maintenance facility.
- Continue coordinating with LYNX regarding LYNX Central Station parking lot improvements, design, permitting and construction.
- Continue working with FDOT to implement Phase I of the Amtrak Rehab design and future phases.
- Implement Transit User Benefit, Carshare and Bikeshare Programs.
- Implement Orlando Primary Bicycle Route preliminary study, design, corridor analysis, and cost estimates to complete the City's bicycle network.
- Implement Quiet Zones plan through FDOT and Federal Railroad Administration review process.
- Manage Sligh Boulevard project including design, engineering and construction.
- Implement the Joint Participation Agreement (JPA) between the Florida Department of Transportation (FDOT) and the City of Orlando for professional engineering and construction services for Columbia Street.
- Complete City transit, bicycle, and pedestrian projects related to SunRail implementation.
- Advertise a Request for Proposal (RFP) for SunRail Station daily maintenance.

Medium Term

- Manage SR 50 pedestrian bridge project including design, engineering and construction.
- Implement pedestrian and bicycle safety measures within the overall transportation network, including on and off street improvements, safety awareness educational materials, and a pedestrian safety focus on the City's website.
- Implement Parking Standards Plan to support corridor redevelopment.

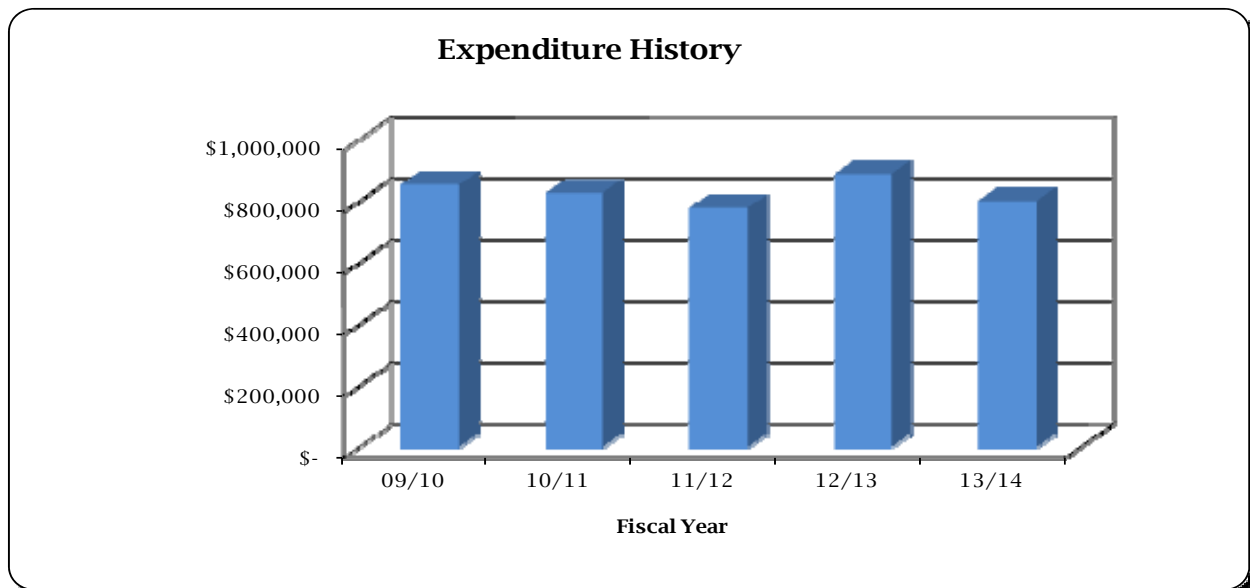
Long Term

- Pursue funding opportunities to enhance all modes of transportation.
- Remain actively involved in the regional decision-making process regarding transportation solutions and financial capabilities of proposed projects.
- Ensure that local, county and state transportation improvements develop in a manner that accommodates and fosters all modes of travel, in keeping with our goal of building a transportation system that promotes a livable community.
- Review and recommend changes to the Transportation Element of the City's Growth Management Plan to comply with the Evaluation and Appraisal Process, as required by the State of Florida's Department of Community Affairs.
- Continue updating the Bicycle and Pedestrian Plan in 2014/2015.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Planning Division					
815 Transportation Planning	\$ 779,242	\$ 885,962	\$ 802,361	\$ (83,601)	(9.44%)
TOTAL -- TRANSPORTATION PLANNING	\$ 779,242	\$ 885,962	\$ 802,361	(\$83,601)	(9.44%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Transportation Planning Division			
815 Transportation Planning	9	9	9
TOTAL -- GENERAL FUND	9	9	9
TOTAL -- TRANSPORTATION PLANNING	9	9	9

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division

Mission Statement

To inspire and facilitate the development of a well-planned, diverse and sustainable community to make Orlando more livable for its citizens, businesses and visitors.

Overview of Service/Program

The **City Planning Division** guides and facilitates the physical development of the City by ensuring that new development preserves and enhances the quality of life enjoyed by Orlando's citizens and complies with the City's Smart Growth objectives. The Division plans for a livable and economically viable community by proactively addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Division advises the City Council on current and future development proposals within the City and provides staff support for various boards and committees, including the Board of Zoning Adjustment, Municipal Planning Board, Historic Preservation Board, and the DDB's Appearance Review Board. The City Planning Division also provides support to the Baldwin Park Town Design Review Committee (BPTDRC) and Southeast Town Design Review Committee (SETDRC). The SETDRC oversees all specific parcel master plans in the Lake Nona/Medical City area. In addition, the Division routinely prepares analyses and reports dealing with planning matters such as demographic projections, annexations, neighborhood plans and special projects.

Major Accomplishments

- Successfully completed ninth year as a Certified Community under the Local Government Comprehensive Planning Certification Program administered by the Florida Department of Economic Opportunity (formerly the Department of Community Affairs); this designation has continued to allow for a streamlined growth management amendment approval process.
- Completed numerous applicant and city-initiated Growth Management Plan amendments.
- Prepared the Green Works Community Sustainability Plan, a plan to make Orlando one of the most environmentally friendly cities in the Southeast.
- Approved land development projects in Downtown Orlando including Central Station (275 dwelling units, 126 hotel rooms, 167,360 office square feet, and 93,000 retail/office square feet), the Orlando Lutheran Towers PD Amendment (309 apartments with ground floor retail), The Sevens (316 apartments), and the Florida Citrus Bowl redevelopment. Outside of Downtown, the City Planning Division reviewed and approved the AcquaSol PD Master Plan (sports complex and two 150-room hotels), the Colonial Grande at Randal Park (316 apartments), the Orlando Medical Plaza Hotel (85 rooms), the Orlando Health PD Amendment, the Columbia Mixed Use PD (125 hotel rooms and 120,000 office square feet), Nona Park PD Apartments (302 dwelling units), and the Fashion Square Mall redevelopment consisting of an 8-story, 175 room hotel and 51,000 square feet of ground floor retail.
- Processed an amendment to the Downtown Orlando Area-Wide Development of Regional Impact (DRI), with review and approval by the Florida Department of Economic Opportunity, Florida Department of Transportation, and East Central Florida Regional Planning Council, designed to provide the City and the development community with increased flexibility and a more efficient development review process for projects located within the Central Business District.
- Worked with the City Attorney's Office to draft significant changes to the Land Development Code including Subdivision/Platting, Mobility Management, Landscaping/Annual Vegetable Gardens, Street Banners/Sign Code, Sidewalk Cafes, and the Lighting Code.

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division

Future Goals and Objectives

Short Term

- Review public and private development proposals for conformance with City regulations.
- Prepare Downtown DRI Biennial Report.

Medium Term

- Prepare amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly including revisions to the Landscaping Ordinance, as well as the creation of Master Plans with Modifications and Substantial Improvement requirements.
- Prepare the Parramore Comprehensive Neighborhood Plan as part of the HUD Sustainable Communities Regional Planning Grant process.
- Prepare at least one Vision Plan.
- Prepare Downtown Design Guidelines Document.
- Work with Permitting and City Attorney to create Certificates of Use process.

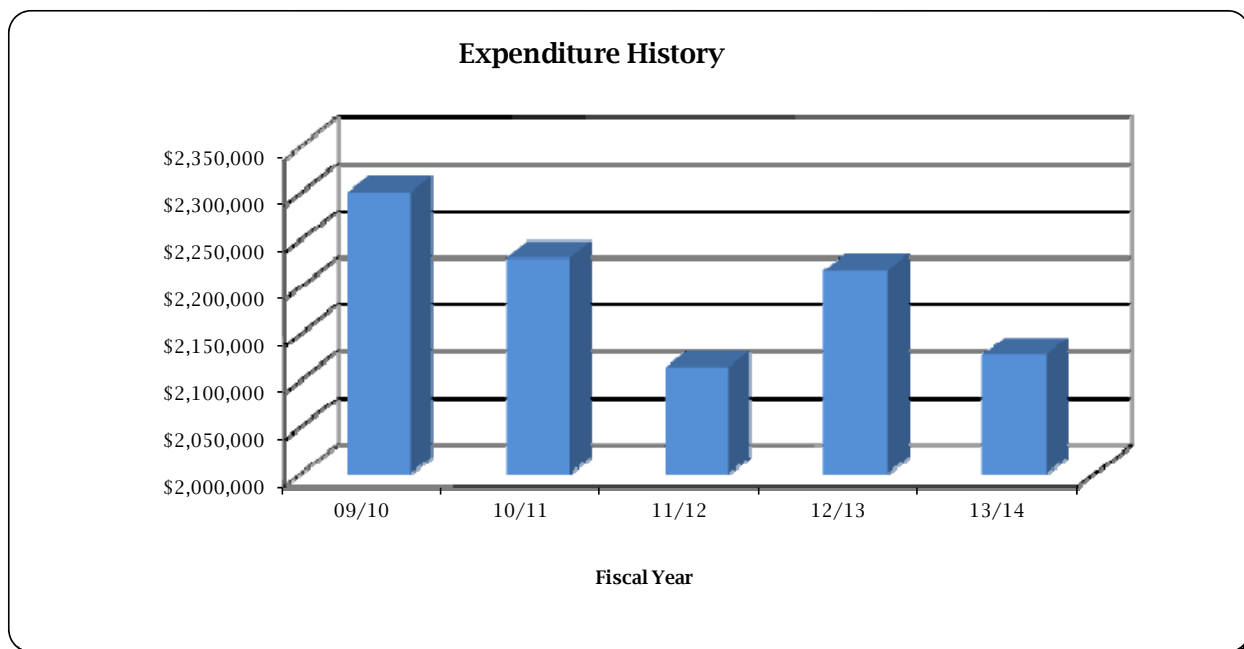
Long Term

- Monitor the Downtown South Neighborhood Improvement District.
- Draft amendments to the Land Development Code to implement the Green Works Community Action Plan, to address Floodplains and Wetlands, as well as Use and Performance Standards.
- Prepare GMP Evaluation and Appraisal Report (process to begin in 2014).

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
City Planning Division					
821 City Planning	\$ 2,113,645	\$ 2,217,472	\$ 2,127,417	\$ (90,055)	(4.06%)
3043 Quasi Judicial Hearings	2,895	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 2,113,645	\$ 2,217,472	\$ 2,127,417	\$ (90,055)	(4.06%)
TOTAL -- CITY PLANNING DIVISION	\$ 2,113,645	\$ 2,217,472	\$ 2,127,417	\$ (90,055)	(4.06%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
City Planning Division			
821 City Planning	24	22	22
TOTAL GENERAL FUND	24	22	22
TOTAL -- CITY PLANNING DIVISION	24	22	22

ECONOMIC DEVELOPMENT DEPARTMENT

Downtown Development Board

Mission Statement

The mission of the Downtown Development Board is to strengthen the role of Downtown Orlando as the economic, governmental and cultural center of Central Florida. The DDB is responsible for the planning, implementation and administration of the City's core area redevelopment and development program.

Overview of Service/Program

The **Downtown Development Board** (DDB) was created by a special act of the legislature in 1971. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre area.

Major Accomplishments

- Continued implementation Downtown Orlando Marketing Campaign that includes the following components:
 - Revised DowntownOrlando.com website
 - Enhanced Social Media (Twitter and Facebook)
- Successfully recruited national chain hotel to Downtown Orlando - Aloft.
- Approved 15 Downtown Meeting and Event Program grants.
- Funded eight (8) major concerts and twenty-nine (29) special events.
- Completed implementation of Appearance Review Board (ARB) process.
- Hosted the International Downtown Association 2012 Spring Conference.
- Requested extension of the Downtown DRI from 2018 to 2022.

Future Goals and Objectives

Short Term

- Implement Parking incentive program for Downtown visitors.

Medium Term

- Re-engage Downtown marketing campaign

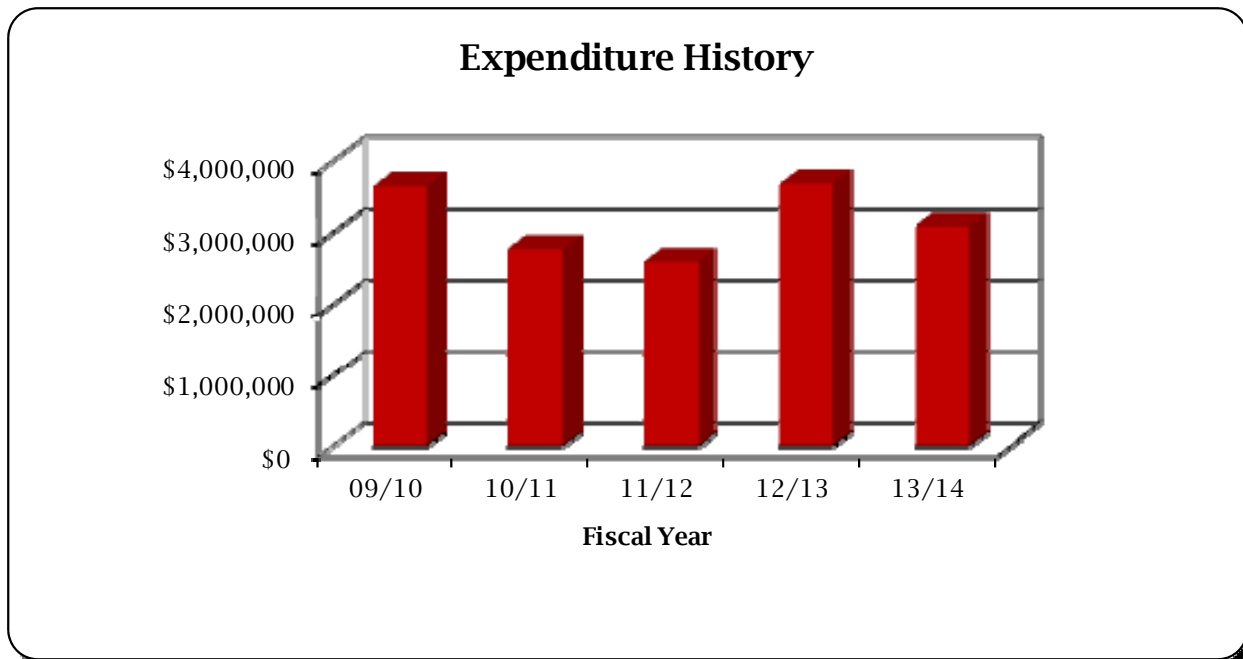
Long Term

- Implement a signature holiday event for Downtown Orlando.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>					
171 Downtown Development Board	\$ 278,108	\$ 402,519	\$ 391,569	\$ (10,950)	(2.72%)
177 Downtown Welcome Center	18,553	22,560	11,459	(11,101)	(49.21%)
959 Nondepartmental - DDB Projects	1,725,992	1,654,240	1,974,200	319,960	19.34%
TOTAL -- DDB FUND	\$ 2,592,576	\$ 3,684,585	\$ 3,087,228	\$ (597,357)	(16.21%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 2,592,576	\$ 3,684,585	\$ 3,087,228	\$ (597,357)	(16.21%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	2	2	2
177 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

Mission Statement

The mission of the Community Redevelopment Agency is to aggressively pursue redevelopment and revitalization activities within the Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development.

Overview of Service/Program

The **Community Redevelopment Agency** was created in 1982. A tax increment trust fund was established which serves as a revenue source for project and program activities plus maintenance of the streetscape infrastructure in the 1,641.9-acre redevelopment area located within the traditional city. The Community Redevelopment Agency aggressively pursues redevelopment and revitalization activities with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging redevelopment.

Major Accomplishments

- Completed relocation of live performance theatre.
- Coordinated demolition of Amway Arena.
- Completion of Men's Service Center.
- Provided project management for Creative Village.
- Amended Façade and Building Stabilization Grant program.
- Attracted over 200 high wage / high value jobs to Downtown through the job creation program.
- Provided funding towards the implementation of the LYMMO East/West Expansion.
- Amended high wage / high value job creation program

Future Goals and Objectives

Short Term

- Identify location for Downtown's first dog park

Medium Term

- Facilitate the operational funding agreement with the Coalition of the Homeless for the Men's Service Center.
- Implement policy changes for Downtown's Entertainment District.
- Facilitate initial vertical development for Creative Village Project.
- Identify and acquire land for mixed-income housing project

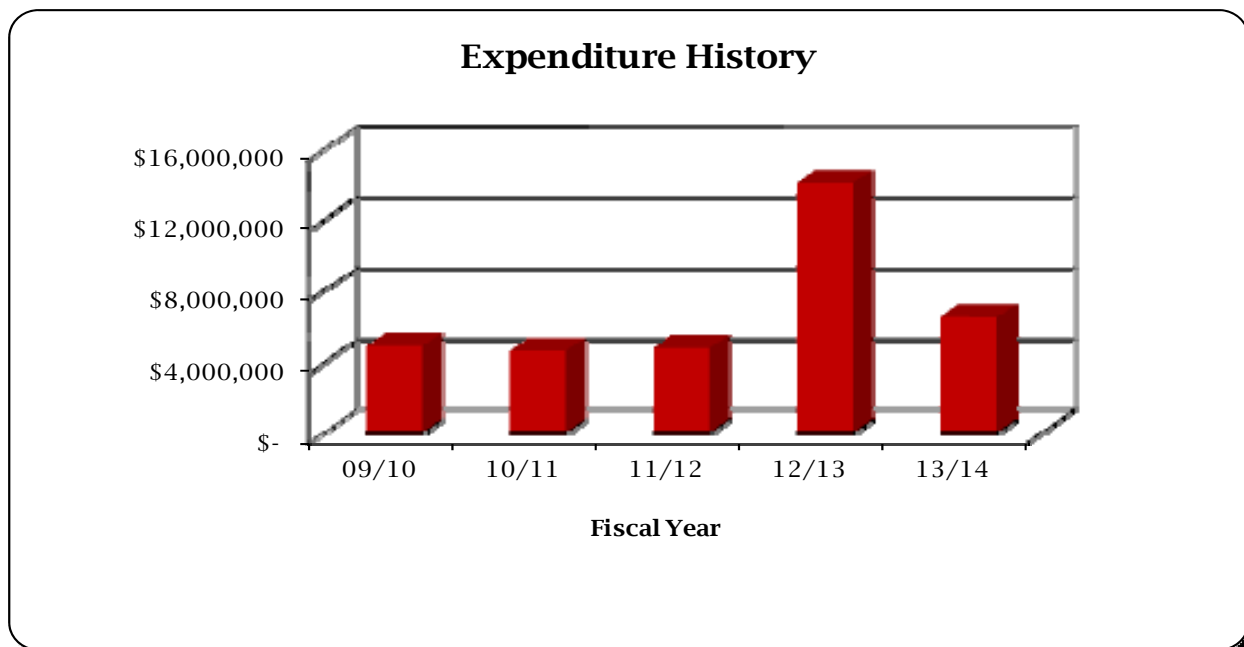
Long Term

- Continue to facilitate transportation enhancements such as SunRail and LYMMO East/West Expansion.
- Continue to implement Mayor's Pathway for Parramore Plan.
- Continue retail revitalization strategy.
- Commence development of mixed-income housing project.
- Increase emphasis on retention and recruitment of jobs.
- Facilitate public space enhancements - green space and gateways.
- Commence development of mixed-income housing project.
- Facilitate the development of a sports entertainment district

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 842,888	\$ 967,182	\$ 945,357	\$ (21,825)	(2.26%)
173 Downtown Maintenance Program	1,122,041	1,107,439	1,135,559	28,120	2.54%
960 Nondepartmental - CRA	2,016,378	3,999,014	2,755,526	(1,243,488)	(31.09%)
Projects	841,720	7,992,237	1,685,000	(6,307,237)	(78.92%)
TOTAL -- CRA FUND	\$ 4,823,028	\$ 14,065,872	\$ 6,521,442	\$ (1,237,193)	(53.64%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 4,823,028	\$ 14,065,872	\$ 6,521,442	\$ (1,237,193)	(53.64%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	8	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	17	17	17
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	17	17	17

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Code Enforcement Division	Number of neighborhood meeting presentations	28	TBD	TBD

Employee Learning & Growth

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	40	TBD	TBD

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$5,206,189.44	TBD	TBD
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%
Economic Development Department	Economic Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Permitting Services Division	Number of Same Day Inspections completed on the same day	1,619	914	900
Permitting Services Division	Number of Single Family Plan Review submittals	4,203	5,136	5,000
Permitting Services Division	Number of Commercial Plan Revisions submitted	1,120	334	500
Permitting Services Division	Percentage of Sign Reviews completed in one day	118.28%	101.11%	94%
Code Enforcement Division	Average number of inspections per hour per officer	1.80	1.80	1.60
Code Enforcement Division	Average number of days for case resolution	14	14	15
Code Enforcement Division	Average response time in hours to citizen complaints	24	24	24
Code Enforcement Division	Ratio of voluntary compliance (%)	90%	90%	90%
Code Enforcement Division	Ratio of induced compliance (%)	5%	5%	5%
Code Enforcement Division	Number of unresolved cases	1,985	1,985	1,900
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	2,234	3,617	5,000

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Outcome & Mission

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	292.41	317.56	321.56
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	6	6	6
Transportation Planning Division	Total ridership number for LYMMO	913,713	846,845	1,000,000
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	103	136	140
City Planning Division	Number of Board of Zoning Adjustment Cases	57	58	59
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	181	232	225

ECONOMIC DEVELOPMENT DEPARTMENT

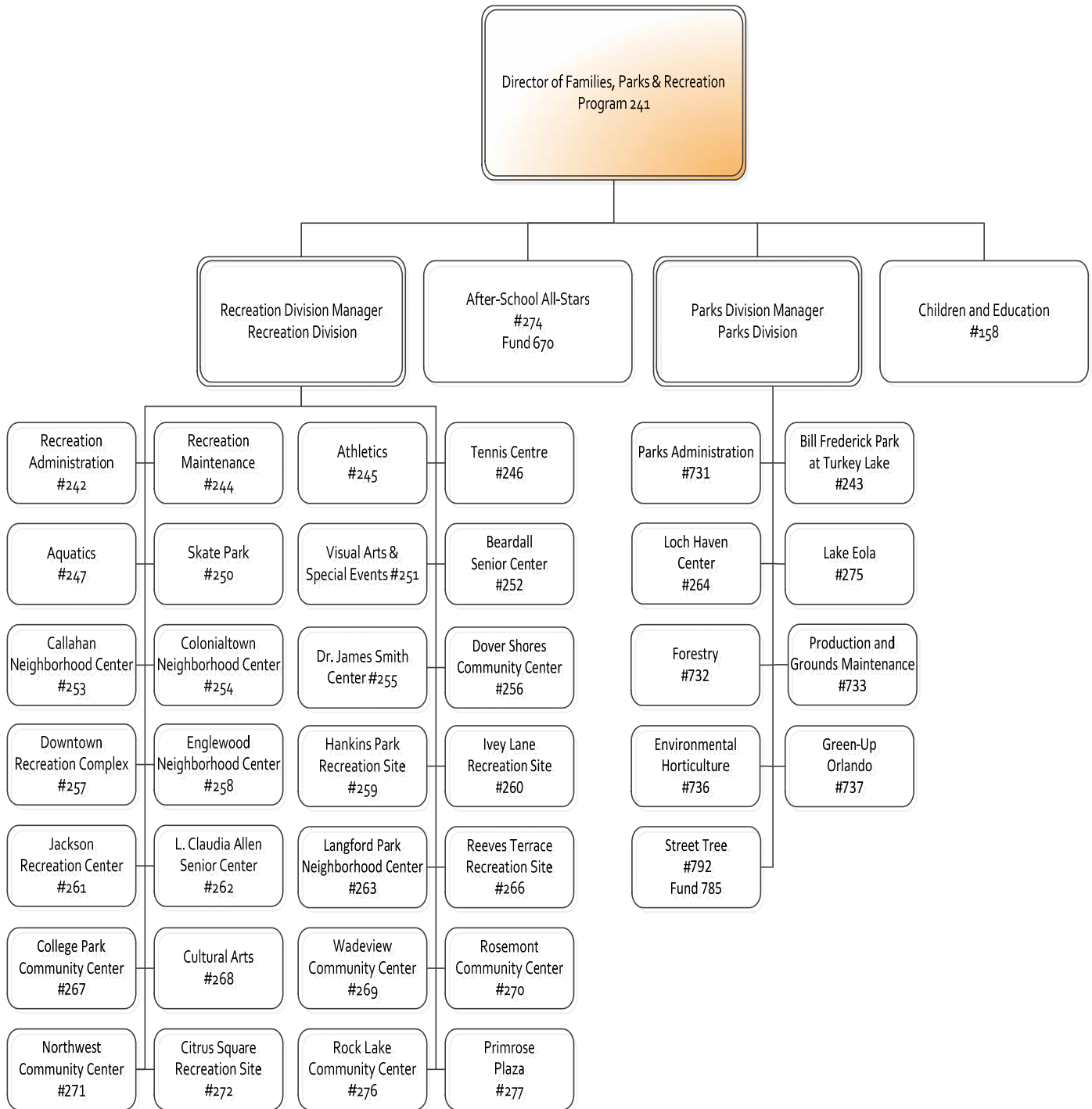
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FAMILIES
PARKS
&
RECREATION

To support and strengthen livable neighborhoods through quality recreational, cultural and educational facilities and programs, well maintained and inviting open spaces, and inspiring people to understand the environment of Central Florida.

FAMILIES, PARKS AND RECREATION DEPARTMENT



FAMILIES, PARKS AND RECREATION DEPARTMENT

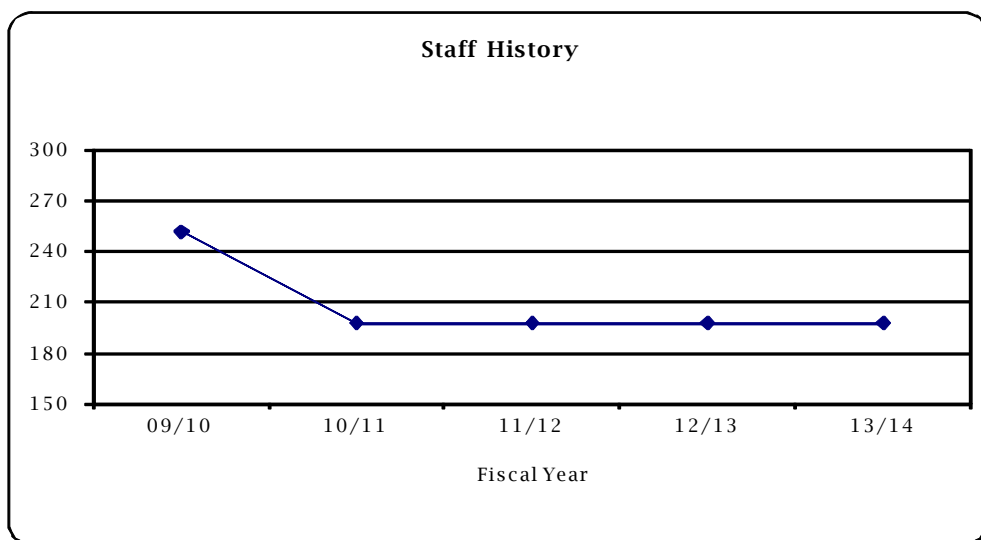
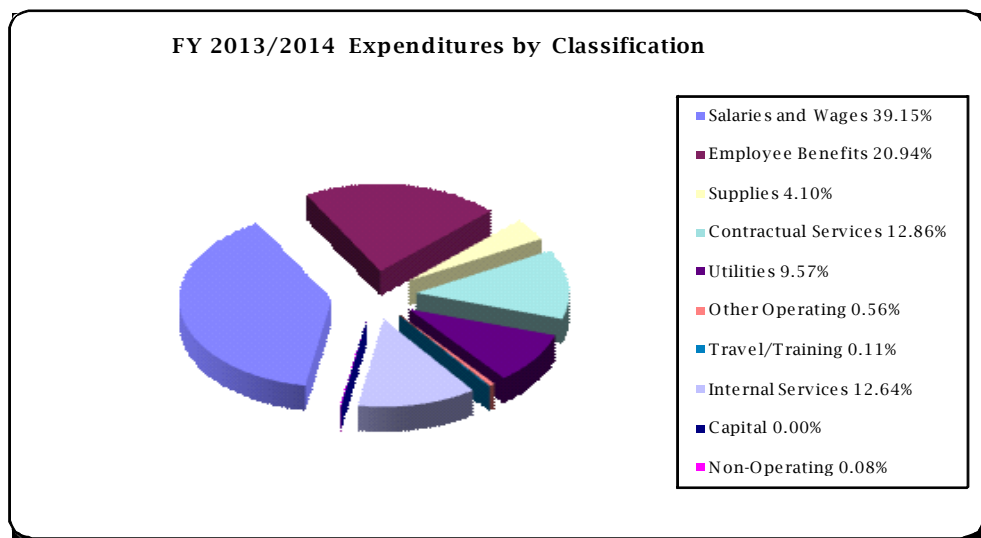
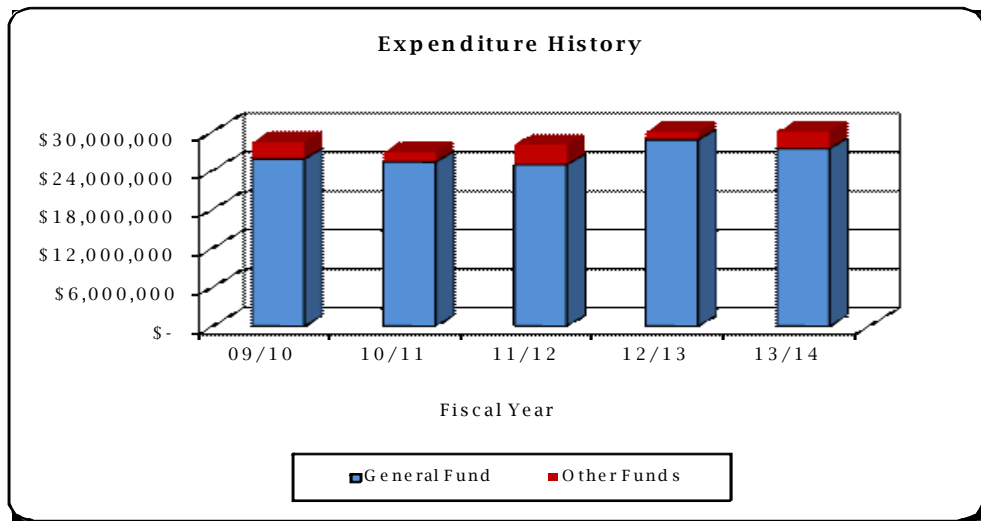
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	1,367,201	\$ 1,404,918	\$ 1,489,160	\$ 84,242	6.00%
158 Children and Education Recreation Division	575,000	575,000	676,043	101,043	17.57%
242 Recreation Administration	798,557	875,270	886,004	10,734	1.23%
244 Recreation Maintenance	1,550,134	1,379,699	1,290,548	(89,151)	(6.46%)
245 Athletics	1,160,863	1,054,295	1,014,749	(39,546)	(3.75%)
246 Tennis Centre	178,901	285,525	219,529	(65,996)	(23.11%)
247 Aquatics	1,477,507	1,355,140	1,255,450	(99,690)	(7.36%)
249 Puppetry	30	-	-	-	N/A
250 Skate Park	94,095	96,984	171,881	74,897	77.23%
252 Beardall Senior Center	515,496	502,576	406,630	(95,946)	(19.09%)
253 Callahan Neighborhood Center	431,011	436,623	405,695	(30,928)	(7.08%)
254 Colonialtown Neighborhood Center	139,404	122,993	110,141	(12,852)	(10.45%)
255 Dr. James Smith Center	525,326	567,980	561,228	(6,752)	(1.19%)
256 Dover Shores Community Center	594,746	538,669	613,191	74,522	13.83%
257 Downtown Recreation Complex	355,437	383,340	338,030	(45,310)	(11.82%)
258 Englewood Neighborhood Center	568,747	623,920	573,876	(50,044)	(8.02%)
259 Hankins Park Recreation Site	77,717	79,361	74,812	(4,549)	(5.73%)
260 Ivey Lane Recreation Site	130,768	136,432	130,688	(5,744)	(4.21%)
261 Jackson Recreation Center	355,450	404,463	389,089	(15,374)	(3.80%)
262 L. Claudia Allen Senior Center	417,666	339,739	316,545	(23,194)	(6.83%)
263 Langford Park Neighborhood Center	9,440	13,150	50,626	37,476	284.99%
266 Reeves Terrace Recreation Site	131,799	140,766	131,598	(9,168)	(6.51%)
267 College Park Community Center	527,184	578,688	570,675	(8,013)	(1.38%)
268 Cultural Arts	193,678	222,449	208,304	(14,145)	(6.36%)
269 Wadeview Community Center	321,411	312,250	300,371	(11,879)	(3.80%)
270 Rosemont Community Center	557,348	585,339	616,687	31,348	5.36%
271 Northwest Community Center	607,397	610,616	576,375	(34,241)	(5.61%)
272 Citrus Square Recreation Site	96,449	109,711	97,937	(11,774)	(10.73%)
276 Rock Lake Community Center	110,042	107,165	107,985	820	0.77%
277 Primrose Plaza Parks Division	16,767	64,451	55,417	(9,034)	(14.02%)
731 Parks Administration	1,418,772	1,511,880	1,463,298	(48,582)	(3.21%)
243 Bill Frederick Park at Turkey Lake	961,514	971,950	925,902	(46,048)	(4.74%)
264 Loch Haven Center	47,488	52,675	53,347	672	1.28%
275 Lake Eola	629,751	707,425	657,716	(49,709)	(7.03%)
732 Forestry	1,724,012	1,670,757	1,542,946	(127,811)	(7.65%)
733 Production/Grounds Maintenance	3,432,878	3,475,110	3,365,811	(109,299)	(3.15%)
735 Parks Irrigation	1,574	-	-	-	N/A
736 Environmental Horticulture	1,949,834	1,938,407	1,740,180	(198,227)	(10.23%)
737 Green Up Orlando	339,906	354,033	307,242	(46,791)	(13.22%)
990 Non Departmental FPR	511,019	4,143,983	3,683,318	(460,665)	(11.12%)
TOTAL -- GENERAL FUND	\$24,902,319	\$28,733,732	\$ 27,379,024	\$(1,354,708)	(4.71%)

FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
<u>AFTER SCHOOL ALL-STAR FUND #670</u>					
274 Prevention Programs	\$ 1,411,877	\$ 1,465,060	\$ 1,445,982	\$ (19,078)	(1.30%)
TOTAL -- AFTER SCHOOLS ALL-STAR FUND	\$ 1,411,877	\$ 1,465,060	\$ 1,445,982	\$ (19,078)	(1.30%)
<u>STREET TREE TRUST FUND #785</u>					
792 Street Tree Trust	\$ 76,877	\$ 209,339	\$ 187,222	\$ (22,117)	(10.57%)
TOTAL -- STREET TREE TRUST FUND	\$ 76,877	\$ 209,339	\$ 187,222	\$ (22,117)	(10.57%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$28,027,543	\$32,081,056	\$ 30,780,245	\$ (1,300,811)	(4.05%)
	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
Expenditure by Classification					
Salaries and Wages	\$11,583,759	\$12,387,366	\$ 11,357,690	\$ (1,029,676)	(8.31%)
Employee Benefits	5,499,241	6,049,829	6,074,509	24,680	0.41%
Supplies	1,139,721	1,123,733	1,188,283	64,550	5.74%
Contractual Services	3,730,573	3,742,582	3,729,658	(12,924)	(0.35%)
Utilities	2,743,151	2,872,466	2,776,412	(96,054)	(3.34%)
Other Operating	59,470	57,437	163,115	105,678	183.99%
Travel/Training	18,901	23,732	31,932	8,200	34.55%
Internal Services	1,550,790	4,129,386	3,667,938	(461,448)	(11.17%)
Capital	26,915	1,400	-	(1,400)	(100.00%)
Non-Operating	38,550	20,200	22,691	2,491	12.33%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$26,391,073	\$30,408,131	\$ 29,012,228	\$ (1,395,903)	(4.59%)

FAMILIES, PARKS AND RECREATION DEPARTMENT



FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>GENERAL FUND #100</u>			
241 Director's Office	13	13	13
Recreation Division			
242 Recreation Administration	7	7	7
244 Recreation Maintenance	6	6	6
245 Athletics	4	4	4
246 Tennis Centre	2	2	2
247 Aquatics	5	4	4
250 Skate Park	-	1	1
252 Beardall Senior Center	6	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	1	1	1
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	4	4	4
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Community Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
277 Primrose Plaza	1	1	1
Parks Division			
731 Parks Administration	9	9	9
243 Bill Frederick Park at Turkey Lake	11	11	11
275 Lake Eola	6	6	6
732 Forestry	20	20	20
733 Production/Grounds Maintenance	24	24	24
736 Environmental Horticulture	23	23	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	194	194	194
<u>AFTER SCHOOL ALL-STARS FUND #670</u>			
274 Prevention Programs	4	4	4
TOTAL -- AFTER SCHOOLS ALL-STARS FUND	4	4	4
TOTAL -- FAMILIES, PARKS AND RECREATION	198	198	198

FAMILIES, PARKS AND RECREATION DEPARTMENT

DIRECTOR'S OFFICE

Mission Statement

To support and strengthen livable neighborhoods through the provision of quality recreational, cultural and educational facilities and programs, well-maintained and inviting open spaces, and to inspire the appreciation of Central Florida's environment.

Overview of Services/Programs

The Director's Office of the Families, Parks and Recreation (FPR) Department oversees all departmental operations, and manages the department's fiscal operations, strategic planning, marketing, event coordination, community relations, facility planning, grant writing and fundraising functions. The Director's Office also manages the City's Families, Parks and Recreation Advisory Board; and the Director also serves in a dual capacity as the City's Director of Children and Education, providing programmatic and policy-making leadership to City officials related to children's issues, including implementation of the City's Parramore Kidz Zone (PKZ) program.

Major Accomplishments

Fiscal Management

FPR has continued to effectively manage the City's parks and recreation facilities and programs within budget, despite difficult economic conditions this year. In addition to outperforming budget by generating significantly more revenues than anticipated, FPR carefully managed expenses through close oversight of the use of seasonal staff, tight monitoring of contractors responsible for maintaining parks and ball fields, and careful control of spending on supplies and other costs.

Grant Writing and Fundraising

In FY 2012/13, the FPR Department received \$1,432,798 in grant and other funding to support City operations, as follows:

Corporation for National and Community Service	\$ 404,305
Community Development Block Grants	\$ 299,541
Ounce of Prevention Fund of Florida	\$ 121,515
Community Foundation of Central Florida	\$ 115,416
Heart of Florida United Way	\$ 100,000
Summer of Dreams (Summer 2013)	\$ 30,000
Dragon Boat-Dueling Dragons	\$ 41,135
Red Tie Extravaganza	\$ 41,645
Parks Programming	\$ 36,389
Community Center Support	\$ 34,947
Recreation Division Events	\$ 34,805
Bank of America Summer Youth Employment	\$ 25,000
Bank of America Internships (4)	\$ 8,800
All Other Programming	\$ 139,300

Planning

The FPR Department participated in reviews of multiple Developers' planning submittals, resulting in an increase in future park land in areas where growth would negatively impact the level of service for residents without new parks, as well as the new Kevin R. Tyjeski Park in downtown Orlando.

FPR helped complete a park and open space analysis of District 1; assisted residents with the approval of a new community garden in Greenwood Urban Wetlands Park; prepared conceptual designs for the Lake George property; worked with stakeholders and revised the concept plan for Lake Fairview Park shoreline improvements; met with community groups and designed a concept plan for Lake Richmond Park; oversaw the construction of the Rosemont Community Center's parking lot expansion, and Dr. James R. Smith Center's and Northwest Community Center's new gym floors.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

Parramore Kidz Zone (PKZ)

Parramore Kidz Zone (PKZ) connects Parramore youth with essential services, educational supports and opportunities and aims to lower teenage pregnancy and juvenile crime rates and improve the students' academic performance. This year marked PKZ's seven year anniversary, with the following dramatic results:

- An 87.5% decline in juvenile arrests in Parramore since 2006.
- A 31.7% decline in teen births among neighborhood girls since PKZ was launched in 2006.
- PKZ conducted a survey of 100 randomly selected Parramore households in 2006, and resurveyed 100 randomly selected households again in 2012. Between 2006 and 2012, parents who reported that their children were getting in trouble at school decreased from 33% in 2006 to 26% in 2012. In addition, the percentage of parents reporting that the neighborhood was safe for children increased from 44% in 2006 to 63% in 2012, and the percentage reporting that their young children attended pre-k increased from 35% in 2006 to 42% in 2012.
- We credit this success to the on-going investments the City and donors have made in evidence-based youth preventions programs in Parramore. In 2012 alone, 1,558 children participated in PKZ programs. Of these, 600 participated in after school and tutoring programs this year; 192 participated in cultural arts programs; 235 received emergency economic assistance to prevent homelessness and utility cut-offs; 394 participated in special events; and 748 were involved in PKZ's health and wellness programs;
- PKZ's College Access Program, now in its fourth year, supports students through the college application process, including college tours, filling out applications, financial aid and scholarship forms. A total of 166 PKZ youth participated in PKZ's high school graduation and college access assistance program. This year, 27 Parramore youth went off to college with support provided through this program.
- This year, PKZ began taking a more active approach in school and out of school by deploying Student Advocates to address the academic and social needs of students by implementing Academic Improvement Plans and case management for at-risk students to keep them on track toward high school graduation and obtaining post-secondary credentials.
- PKZ's youth development program offers a wide range of activities for the neighborhood's teenagers. 424 teens participated in these programs this year, with examples provided below:
 - PKZ organized its second annual community bike rally in collaboration with Downtown Credo to celebrate the diversity of our City. The bike rally not only promoted diversity but also the importance of being active and healthy.
 - PKZ partnered with Bank of America to implement a summer youth internship program.
 - PKZ partnered with NASA and Cox Radio to bring 94.5 STAR Cares Science Technology Mathematics and Science (STEM) Day to PKZ. The STAR Cares - NASA STEM Day engaged 200 PKZ youth through hands-on exhibits, bringing to life the importance of science, technology, engineering and math. Youth participated in experiential learning activities such as a hover craft ride, planetarium, and space suit demo. These activities connected learners to NASA unique resources and inspired them to pursue STEM careers.
 - PKZ partnered with Lockheed Martin, Orlando Science Center and Chick-fil-A to present its first Technology Fair. The PKZ Technology Fair was an entertaining and educational event designed to encourage Parramore youth to think "outside the box" in a manner that fosters technology innovation. Lockheed Martin conducted flight simulations, optic demonstrations and 3D laser scanning and the Orlando Science Center engaged youth in interactive experiments.
- PKZ continued to benefit from numerous grants and charitable contributions, including the following: \$100,000 from the Ounce of Prevention Fund of Florida to implement youth pregnancy prevention initiatives in the neighborhood; \$100,000 from Heart of Florida United Way, through its Investing in Results "Building Safe Communities" initiative, to "move the needle" on juvenile crime in Parramore; \$5,000 from the Blue Cross and Blue Shield of Florida to support health and wellness in Parramore; First Book Help Team provided about \$1,000 worth of books to PKZ; \$1,500 from the Enterprise Foundation for educational materials and supplies; \$25,000 from Bank of America for a summer youth employment program.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

Other Initiatives

In addition to Parramore Kidz Zone, the FPR Directors Office championed the following youth initiatives this year:

- The City of Orlando was one of 11 cities selected to participate in the National League of Cities' Institute for Youth, Education, and Families Black Male Achievement Technical Assistance Project. Supported by the Open Society Foundations' Campaign for Black Male Achievement, the initiative will address a multitude of challenges that place young black men and boys in cities across the country at an educational, economic and social disadvantage compared with other children, youth and young adults. The 11 project cities aim to improve the life outcomes of black men and boys by forming strong local partnerships; using data more effectively; developing comprehensive strategies focused on education, employment, family strengthening, and violence prevention; and engaging young black men and boys in civic life and local government. Among the benefits of participating in this initiative is the opportunity to learn from other cities and national experts who will share successful strategies for promoting educational equity, strengthening families, helping young black men overcome barriers to employment, and reducing youth violence.
- Families, Parks and Recreation teamed up with the Orlando Police Department this year to develop and implement the "Cops and Kids" Dueling Dragons dragon boating program. Youth from Parramore Kidz Zone, the Recreation Division and OPD's Operation Positive Direction, along with OPD officers, have joined together to become a one-of-a-kind, competitive racing team. "Dueling Dragons" competed in a one-day Orlando International Dragon Boat Festival this year, with teams from across the country and won the Most Inspirational Team and Second Place Silver Metal for their division. In September 2013, the team will travel to Toronto, Canada to compete in the GWN Dragon Boat Challenge which draws 200 teams from around the world.
- FPR participated in First Lady Michelle Obama's "Let's Move" initiative to prevent childhood obesity, including attending a Special White House Event hosted by the National League of Cities with First Lady Michelle Obama to celebrate the accomplishments of Let's Move! Cities, Towns and Counties (LMCTC). This event offered an opportunity to learn from other cities about strategies they have used to accomplish the LMCTC goals, and meet other local leaders passionate about reducing childhood obesity and building healthier communities.
- In collaboration with Orange County Public Schools and Heart of Florida United Way, FPR was selected to participate in Florida's Ready by 21 technical assistance project Ready by 21 helps community leaders improve services, supports and opportunities for all youth along an "insulated education pipeline" - the full complement of settings where learning and development happens.
- FPR was awarded a 3 year AmeriCorps grant from Corporation for National & Community Service (CNCS), in partnership with the Florida Governor, Orange County Public Schools, City Year Orlando, Heart of Florida United Way, and After-School All-Stars. The grant amount, not including match, is \$404,305 per year for 3 years, and will enable the City and its partners to hire 32 AmeriCorps members, who will enhance academic and social supports for 600 at-risk youth living in targeted high poverty City neighborhoods during the school day, after school and in the summer time, to move the needle on their academic performance.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

Future Goals and Objectives

Short Term

- Continue engaging in aggressive grant writing in order to leverage funding from federal, state, and local grants and philanthropy in support of Families, Parks and Recreation facilities and operations.
- Reach revenue goals while controlling operating expenses to meet or exceed the Fiscal 2013-14 plan.

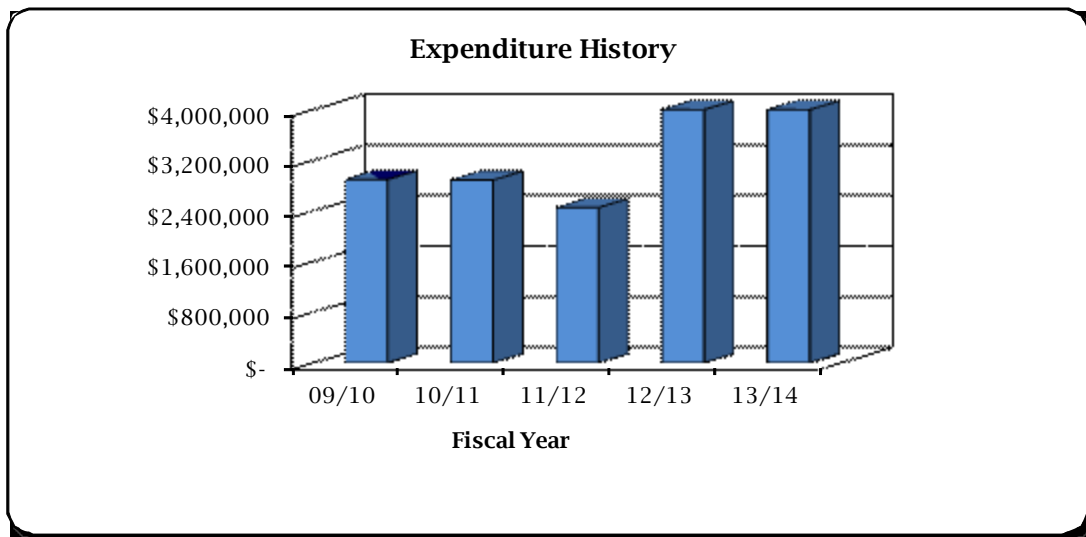
Medium Term

- Continue implementing the FPR Vision Plan over the next 10 -20 years.
- Obtain grants and philanthropic contributions to benefit the Department and sustain FPR children's initiatives into the future.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 1,367,201	\$1,404,918	\$1,489,160	\$ 84,242	6.00%
158 Children and Education	575,000	575,000	676,043	101,043	17.57%
990 Non Departmental FPR	511,019	4,143,983	3,683,318	(460,665)	(11.12%)
TOTAL -- GENERAL FUND	\$ 2,453,219	\$6,123,901	\$5,848,521	\$ (275,380)	(4.50%)
TOTAL -- DIRECTOR	\$ 2,453,219	\$6,123,901	\$5,848,521	\$ (275,380)	(4.50%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
241 Director's Office	13	13	13
158 Children and Education	-	-	-
TOTAL -- GENERAL FUND	13	13	13
TOTAL -- DIRECTOR	13	13	13

FAMILIES, PARKS AND RECREATION DEPARTMENT

Orlando After-School All-Stars

Mission Statement

To provide comprehensive out-of-school programs in a safe environment that help youth become successful in school and life.

Overview of Services / Programs

The **Orlando After-School All-Stars (ASAS)** provides before-school, after-school and summer programs to middle school age youth throughout the City of Orlando. During the school year, Orlando ASAS offers a 36 week before and after school program at 7 Orange County Public Middle School sites, 1 OCPS charter school and 1 OCPS high school. During the summer, an 8 week summer camp is offered at 7 Orange County Public Middle School sites. Orlando ASAS utilizes a diversified and comprehensive intervention curriculum that includes academic, enrichment, athletic and service learning activities.

Major Accomplishments

Programs

- Provided school year services to over 1,700 regularly attending youth.
- Provided summer camp services to over 1,000 regularly attending youth.
- 2,239 unduplicated students served during the program year.
- Offered 1,100 hours of supervised activities to youth during the year.
- Recognized as a “model program” by the FL-DOE 21st Century CLC Department annual review for a 4th consecutive year.
- 74% of students received a 3 or higher on FCAT Math and Reading annual examination.
- 98% of regularly attending Orlando ASAS students met OCPS academic achievement standards.
- 84% of low level learners displayed improvement on FL-DOE standardized test scores.
- 100% of all 8th grade students graduated successfully and moved on to high school.
- 98% of regularly attending Orlando ASAS students met OCPS attendance standards.
- Less than 0.5% of all regularly participating students received an OCPS discipline referral (suspension and/or expulsion) during the school year.
- Zero arrests among regularly attending youth over the past 3 years.
- Orlando ASAS students completed over 23,000 community service hours.
- 1,547 students participated in the free year round athletic league that included baseball, basketball, flag football, and volleyball.
- 909 students participated in STEM clubs (robotics, aeronautics, digital media, etc.)
- 613 students participated in Performing Arts clubs (theatre, band, dance, art, etc.)
- Through a partnership with Fifth-Third Bank and the City of Orlando FPR Department, provided free summer camps to 1,467 homeless youth throughout Orange County.

Grants and Fundraising

In FY 2012/13 Orlando ASAS secured \$849,857 in grants and donations to support student programs, as follows:

- \$354,857 - FL-DOE 21st Century CLC Grant.
- \$312,000 - Fifth Third Bank Summer of Dreams program.
- \$62,000 - Kids Classic Golf Tournament
- \$50,000 - ASAS National Grant
- \$25,000 - FOX Sports Grant
- \$20,000 - Universal Foundation
- \$11,000 - Wal-Mart Foundation Grant
- \$8,000 - Taco Bell Foundation
- \$5,000 - State Farm / Youth Service America Grant
- \$2,000 - Track Shack Foundation Grant

FAMILIES, PARKS AND RECREATION DEPARTMENT

Orlando After-School All-Stars

Future Goals and Objectives

Short Term

- Implement new programming at Carver Middle School that includes ASAS full comprehensive year round services and Teen Express health care services. In addition, implement Bridges of Light Foundation's individual tutoring for qualifying students at program site.
- Implement AmeriCorps O-PASS grant program to serve OCPS schools, ASAS programs and FPR centers.
- Implement full educational partnership with PKZ at Howard M.S. and Jones H.S. that includes student advocate program, after-school tutoring and summer services.
- Implement new after-school meal program. Program will include a daily dinner supplement for all participating low-income students at all sites except for CFLA and Lake Nona MS.
- Selection of 3 new members to serve on Orlando ASAS Board of Directors.

Medium Term

- Increase population served to a minimum of 18% of the total middle school population of each site.
- Procurement of 5 new grants and/or 5 new corporate sponsors for student programming.
- Create and implement pantries at each qualifying school site. Pantries will include food, clothing, hygiene products and school supplies for at-need students and families. Project will be in conjunction with City of Orlando, OCPS, Christian Service Center, Second Harvest Food Bank, A Gift for Teaching and Universal Orlando.

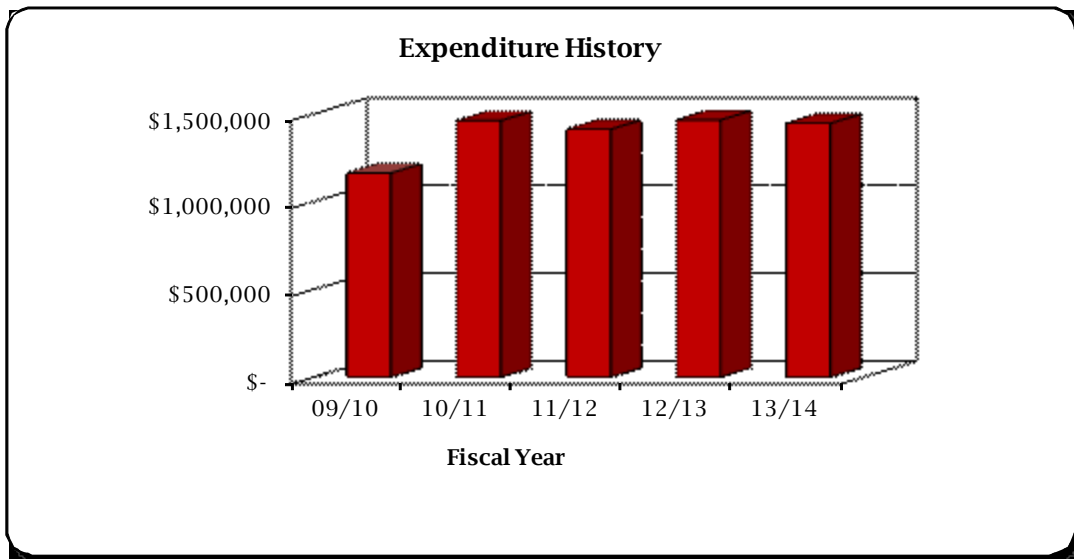
Long Term

- Creation of 5-year funding/programming plan that includes input from the City of Orlando FPR Department, ASAS Board of Directors, OCPS stakeholders and ASAS National Office.
- Continue the successful partnership with the Fifth Third Bank Summer of Dreams program and increase the sponsored student population to 2,000.
- Increase population served to a minimum of 25% of the total middle school population of each site.
- Creation of an annual spring fundraising event that mirrors Kids Classic or annual giving campaign.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
<u>AFTER SCHOOL ALL-STARS #670</u>					
274 Prevention Programs	\$ 1,411,877	\$ 1,465,060	\$1,445,982	\$ (19,078)	(1.30%)
TOTAL -- AFTERSCHOOL ALL-STARS FUND	\$ 1,411,877	\$ 1,465,060	\$1,445,982	\$ (19,078)	(1.30%)
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 1,411,877	\$ 1,465,060	\$1,445,982	\$ (19,078)	(1.30%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>AFTER SCHOOL ALL-STARS FUND #670</u>			
274 Prevention Programs	4	4	4
TOTAL -- AFTER SCHOOL ALL-STARS FUND	4	4	4
TOTAL -- AFTER SCHOOL ALL-STARS	4	4	4

FAMILIES, PARKS AND RECREATION DEPARTMENT

Recreation Division

Mission Statement

To provide a safe, clean, and professional environment to the citizens of Orlando for diverse recreational, cultural, and leisure activities.

Overview of Services/Programs

The Recreation Division is comprised of four sections: Community Centers and Aquatics, the Pottery Studio, Athletics, and Recreation Facility Maintenance. The Division strives to provide a safe, drug free environment for the citizens of Orlando in order to promote educational, recreational, and leisure activities. This year, the Recreation Division accomplished its goals while remaining within budget for the year.

Community Centers and Aquatics

- During the 2012/13 school year the Recreation Division provided before and after school programming for 1,076 elementary aged students through its OASIS (Orlando After School Is Super) program and 118 middle school aged students through its Middle Teen Program (MTP).
- The Recreation Division held summer camp at 15 locations. A total of 2,307 youth were registered including 1,969 low income children (85%) who attended at no charge.
- Orange County Public Schools sponsored the City's Summer Food Programs. This partnership provided approximately 117,000 meals and snacks for summer camp children at City Recreation Centers as part of the Federal Summer Food program.
- The Recreation Division participated in the Summer of Dreams program for the third year in a row, sponsored by Fifth Third Bank and other corporate partners. This program allowed 57 homeless children to participate in our summer camp. At camp, they received breakfast, lunch and snack every day, and every Friday they were sent home with a package of food for the weekend.
- 1,248 summer camp participants spent over 43,000 minutes reading within the 6-week Summer Reading Program sponsored by Orange County Public Schools (OCPS) at 8 City recreation centers to improve children's literacy skills and prevent summer learning loss.
- Over 5,000 swimming lessons were provided to 1,300 citizens at the 11 outdoor pools that the City operates.
- The Divisions' Aquatics Program continues to provide support to Orange County Public Schools. Bishop Moore, Boone, Colonial, Edgewater, and Timber Creek High Schools conduct their swimming and water polo programs at our pools. In addition, we operate Learn to Swim programs for Dover Shores, Princeton, and Ferncreek Elementary Schools.
- The Aquatics program served 24,000 patrons during summer 2013 through August 1st. The total number served will actually be more since summer programming runs through September annually.
- Aquatics provided CPR and First Aid training for volunteer coaches in the Athletics program.

Orlando Pottery Studio

- New classes were held at the Pottery Studio including hand building, wheel throwing, water color painting, acrylic painting, silk painting, jewelry making, sculpture, and beading classes, mosaics and printmaking. The classes have contributed to an additional \$35,000 to the studio's revenue.
- The studio facilitated clay programming for forty outside organizations that served over 800 children. This also generated an extra \$5,000 in summer revenue.
- Outreach programs included classes for Lake Eola Charter School. These programs generated \$5,200 in revenue.
- The studio hosted 3 guest artists: nationally known sculpture artist Nan Jacobson and a functional pottery workshop with Barbara Knutson. The two workshops generated approximately \$8,000 in revenue for the studio.
- The studio facilitated the fourth annual employee holiday ornament decorating workshops for 200 city employees and their family member. The program was also opened up to the general public this year, and residents created 800 ornaments with their families
- The studio had its 20th Annual Art Extravaganza at City Hall in August. The reception included an ice cream social, a live DJ and the art work and pottery that were created throughout the summer.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Recreation Division

Athletics

- The City partnered with Little League Baseball and Babe Ruth Baseball, offering facilities and support for over 1,500 youth players.
- Softball, baseball, volleyball, football, flag football, and sand volleyball leagues hosted over 65,000 participants.
- The City hosted a Wide Receiver Camp that had over 60 participants.
- The City hosted a 7 on 7 team camp for local area high schools which over 225 participants attended.
- The Recreation Division hosted a Softball tournament which included over 16 teams and raised more than \$3,000 for the Youth and Community Trust.
- The Recreation Division hosted coaches' certification that certified over 65 football coaches.
- Russell Athletics donated over 850 jerseys and pants to the City of Orlando football league
- The Girls Lacrosse program celebrated its inaugural season. 23 girls from disadvantaged homes were introduced to the sport of lacrosse and they participated in several practices, 2 scrimmages and 1 full game. The Lacrosse Program was piloted at the Dr. I. Sylvester Hankins Park Recreation Site and the John H. Jackson Community Center.
- A full time manager was hired at the Orlando Tennis Center resulting in significant improvements in operational efficiencies and program offerings, as well as:
 - Physical improvements, accomplished with the use of in-house staff, saving thousands of dollars.
 - Rates at the Tennis Center were realigned to be more competitive while still offering great value for our residents.

Special Events and Activities

- The Division for the 7th year hosted the NBA and NCAA sanctioned Pro-Am basketball league, free event to the public. The 2013 season hosted 18 teams from June 24 to August 19, 2013 which drew 1,500 spectators weekly.
- The Steinway Society of Central Florida's Piano program donated six new electronic pianos worth an estimated \$36,000 to the Dr. J. B. Callahan Neighborhood Center. This program teaches the basics of piano to 20 after school participants and 15 neighborhood children.
- The John H. Jackson Community Center hosted the KYDS Cooking Club in partnership with Hebni Nutrition Consultants. The program combined math, science, fitness and culinary arts, so that participants learn visual communication, teamwork, flexibility and imagination.
- In early 2013, the Reeves Terrace Recreation Site partnered with GRAYS Project Inc., which is a non-profit tutoring and mentoring organization that offers educational and life skill tools to youth of all ages. Graysproject.com donated mp3 players to several children.
- The Recreation Division hosted numerous community activities at recreation sites throughout the City. Former Orlando Magic Player Darrell Armstrong donated 40 Thanksgiving Baskets, 102 Jamz donated 102 turkeys, Power 95.3 donated 40 turkeys and 25 gift cards, and the Orlando Magic donated 175 book bags for school to families in the Parramore neighborhood. Orlando Internal Medicine donated 50 pairs of shoes on Mother Day at Citrus Square hosted by Dr. Osvaldo Saavedra. Jackson Community Center's Back to School Bash provided 130 back packs donated by Adriana Attic Inc. JJ Reddick of the Orlando Magic gave out 250 Thanksgiving Baskets to Rosemont Community Center.
- There were numerous events at the Orlando Tennis Centre (OTC) this year. The City hosted a \$10,000 USTA Women's Pro Circuit Tournament; a Special Olympic event attended by over 100 players & volunteers; a Wimbledon "Whites & Woody" party during the Men's Wimbledon final where over 30 people dressed up in white tennis clothing and brought their old wood racquets; a 10 & under program; four Jr. Grand Prix Tournaments for beginners- 8 & under, 10 & under and 12 & under; a USPTA certification training program and testing attended by 12 people to obtain their teaching certification; and a two day USTA Multi Culture Training program to encourage and train multi cultural tennis players to become tennis teachers.
- The Recreation Division organized its' 6th Annual Golf Tournament, raising over \$20,000 in funds to support the Division's programs and operations.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Recreation Division

- The Recreation Division organized its 3rd Annual Tennis Tournament, hosted by District 5 Commissioner Lynum, Fifty students from Nap Ford and Bridge to Independence school participated in a tennis clinic from the Florida Agriculture and Mechanical University (FAMU) & Bethune-Cookman University (BCU) tennis teams. They all received free tennis rackets.
- Programs, events and field trips - often implemented in collaboration with partner organizations - were offered to senior citizens at several City recreation centers. There were a total of 13 field trips offered, providing varied experiences to 300 registered seniors.
- Seniors First provided hundreds of seniors' food weekly at our Beardall Senior, College Park Community Center, Engelwood Neighborhood Center, and L. Claudia Allen Senior Center.

Facility renovations/refurbishments:

- New Gaming Center at the Colonialtown Neighborhood Center - this center transformed the Computer Lab into a Video Gaming Center, adding two Wii gaming stations, one Xbox gaming station, and an e-book reading center with three e-books. Four computers remain in the room for public and educational purposes.
- Engelwood Soccer Corral Renovation - With donations from Coca Cola (\$10,000) and Commissioner Ortiz (\$21, 000), along with FPR's \$8,000, the soccer corral was renovated.
- Community Development Block Grant funds (CDBG) from the Department of Housing and Urban Development (HUD) were obtained to replace the gym floor at Northwest Community Center and the Dr. James R. Smith Neighborhood Center.
- April 23, 2013, the Rosemont Community Center held a Ribbon Cutting Ceremony for the renovation of the Orlando Magic's 11th Reading and Learning Center. The Orlando Magic, with community partners Kia Motors and Turner Construction paid the cost of renovation and Orlando City District 3 Commissioner Robert Stuart supported this effort with a contribution of Computers for the Center.
- April 21, 2013, The Rosemont Community Center Parking Lot Expansion Renovation was completed. This renovation was made possible by a Community Development Block Grant.

Future Outlook

Short Term

- The Recreation Division will host its Eighth Annual Fundraising Golf Tournament.
- New partnerships will be created to enhance programs and services without incurring additional costs.
- The "report card" system will continually be used to monitor service quality and ensure accountability of management staff at all levels.
- Managing to Improve system will contribute to the development of staff giving them the feedback and support to improve their performance.
- Crystal Award system will be put in place as a visual incentive and motivational tool for staff to be encouraged to be the best.
- The Division will continue to promote its programs and facilities and pursue fundraising opportunities by participating in upcoming citywide special events.
- In partnership with Orange County Public Schools, and with Federal grant funding from the USDA, the Recreation Division anticipates the start of providing after school meals and snacks to children in Recreation Division programs and at 3 PKZ sites in 2014.

Medium Term

- The Division will utilize a work plan to streamline processes, foster efficiency, and promote staff development and training to enhance accountability.

Long Term

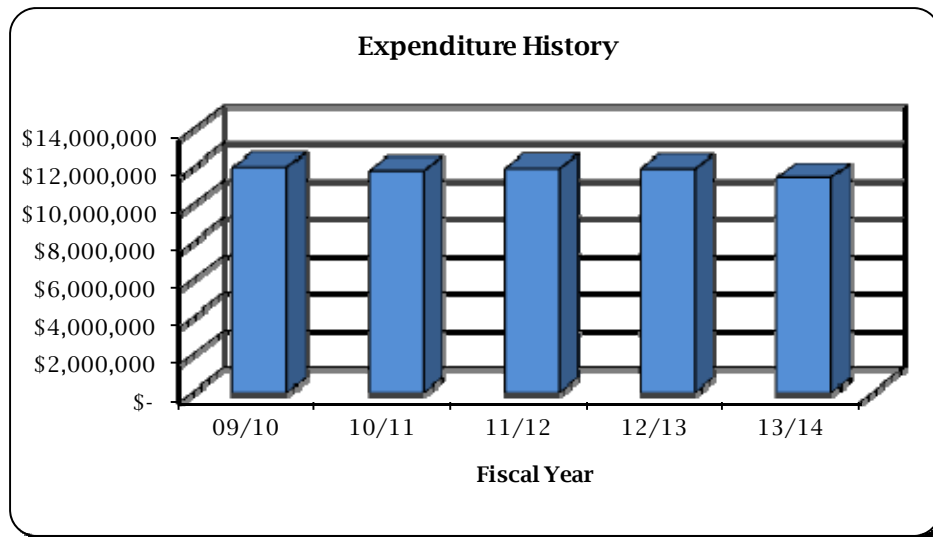
- The Division will continue to operate in an extremely fiscally efficient manner, including continued discipline in the scheduling of seasonal staff, realignment of seasonal pay rates, and pursuit of low cost contracts to handle certain functions within the Division.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Recreation Division					
242 Recreation Administration	\$ 798,557	\$ 875,270	\$ 886,004	\$ 10,734	1.23%
244 Recreation Maintenance	1,550,134	1,379,699	1,290,548	(89,151)	(6.46%)
245 Athletics	1,160,863	1,054,295	1,014,749	(39,546)	(3.75%)
246 Tennis Centre	178,901	285,525	219,529	(65,996)	(23.11%)
247 Aquatics	1,477,507	1,355,140	1,255,450	(99,690)	(7.36%)
249 Puppetry	30	-	-	-	N/A
250 Skate Park	94,095	96,984	171,881	74,897	N/A
252 Beardall Senior Center	515,496	502,576	406,630	(95,946)	(19.09%)
253 Callahan Neighborhood Center	431,011	436,623	405,695	(30,928)	(7.08%)
254 Colonialtown Neighborhood Center	139,404	122,993	110,141	(12,852)	(10.45%)
255 Dr. James Smith Center	525,326	567,980	561,228	(6,752)	(1.19%)
256 Dover Shores Community Center	594,746	538,669	613,191	74,522	13.83%
257 Downtown Recreation Complex	355,437	383,340	338,030	(45,310)	(11.82%)
258 Engelwood Neighborhood Center	568,747	623,920	573,876	(50,044)	(8.02%)
259 Hankins Park Recreation Site	77,717	79,361	74,812	(4,549)	(5.73%)
260 Ivey Lane Recreation Site	130,768	136,432	130,688	(5,744)	(4.21%)
261 Jackson Recreation Center	355,450	404,463	389,089	(15,374)	(3.80%)
262 L. Claudia Allen Senior Center	417,666	339,739	316,545	(23,194)	(6.83%)
263 Langford Park Neighborhood Center	9,440	13,150	50,626	37,476	284.99%
266 Reeves Terrace Recreation Site	131,799	140,766	131,598	(9,168)	(6.51%)
267 College Park Community Center	527,184	578,688	570,675	(8,013)	(1.38%)
268 Cultural Arts	193,678	222,449	208,304	(14,145)	(6.36%)
269 Wadeview Community Center	321,411	312,250	300,371	(11,879)	(3.80%)
270 Rosemont Community Center	557,348	585,339	616,687	31,348	5.36%
271 Northwest Community Center	607,397	610,616	576,375	(34,241)	(5.61%)
272 Citrus Square Recreation Site	96,449	109,711	97,937	(11,774)	(10.73%)
276 Rock Lake Community Center	110,042	107,165	107,985	820	0.77%
277 Primrose Plaza	16,767	64,451	55,417	(9,034)	(14.02%)
TOTAL -- GENERAL FUND	\$11,943,371	\$11,927,594	\$11,474,061	\$ (453,533)	(3.80%)

FAMILIES, PARKS AND RECREATION DEPARTMENT



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>GENERAL FUND #100</u>			
Recreation Division			
242 Recreation Administration	7	7	7
244 Recreation Maintenance	6	6	6
245 Athletics	4	4	4
246 Tennis Centre	2	2	2
247 Aquatics	5	4	4
250 Skate Park	-	1	1
252 Beardall Senior Center	6	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	1	1	1
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
259 Hankins Park Recreation Site	-	-	-
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	4	4	4
263 Langford Park Neighborhood Center	-	-	-
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
276 Rock Lake Center	-	-	-
277 Primrose Center	1	1	1
TOTAL -- GENERAL FUND	85	85	85

FAMILIES, PARKS AND RECREATION DEPARTMENT

Parks Division

Mission Statement

Provide the highest quality parks, street tree canopy and open spaces to the citizens and visitors of Orlando through excellence in design, construction, and maintenance.

Overview of Services/Programs

The **Parks Division** is responsible for overseeing the parks, street tree canopy, and open spaces throughout the City. The Division is comprised of several programs designed to service the City in designing, constructing and maintaining the City's parks. **Administration** supports the division through budget, payroll and administrative services. They design and oversee park renovation and construction projects and manage facility rentals and events. The **Grounds Maintenance** section is responsible for mowing, trash removal and janitorial services for the 116 parks. The **Forestry** section maintains the street tree canopy; administers the City of Orlando Tree Management Plan and enforces the City's Tree Protection Ordinance. The **Environmental Horticulture** section is responsible for landscape management of parks including maintenance, pesticide application, and installation of landscape beds and irrigation systems. The **Green Up Orlando** program coordinates volunteer efforts to enhance park and public space maintenance.

Major Accomplishments

- During the past year the Parks Division worked to implement elements of the Orlando Urban Forest Management Plan by planting 421 street trees, 191 park trees and 250 Green Up trees. The Forestry section trimmed approximately 2,580 trees and removed 689 trees. Additional programs and events allowed City residents an opportunity to receive trees such as the Orlando Wetlands Festival (500 trees), National Night Out (150 trees), National Public Lands Day (250 trees) and the Fourth Grade Forestry Project (700 trees) effectively promoting the planting of trees and increasing the City's tree canopy.
- Through constant vigilance to efficiency, the Parks Division is on target to operate within budget for FY 2012/13. The use of volunteers continues to augment services and reduce labor costs with over 7,000 hours logged.
- Projects completed this year include: completion of the playground replacement at Rosemont Park and East Park, expansion at Lake Eola Park, improvements of the Children's Farm and Nature Connect at Bill Frederick Park and (with the cooperation of staff and volunteers) improvements to the Loch Haven Center.
- The City has been awarded a Recreational Trails grant for improvements at Park of the Americas.
- Parks Division staff received a Florida Urban Forestry Council Lifetime Achievement award.
- Lake Eola Park has expanded with the addition of 1.68 acres and a new park office and interior rental space. Safety and aesthetic renovations have been made to the amphitheater.
- New swan boats at Lake Eola Park have led to boat rental revenue more than doubling from the previous year.
- Implementation of the Monument and Memorial Policy has resulted in a clear, objective process for placing such installations in City parks. Two monuments have been placed in the Orlando Veterans Memorial Park (Vietnamese-American Vietnam War memorial and Navy Seabee Veterans memorial); and one has been placed at Loch Haven Park (Tuskagee Airmen memorial).
- The first phase of the See Art Orlando program saw 6 of the 8 sculptures placed in Lake Eola Park.
- Nestle Purina Petcare awarded the City funds to develop a pet agility area at Greenwood Urban Wetlands. This area allows leashed dogs to exercise along with their owners.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Parks Division

Future Goals and Objectives

Short Term

- Opening of the Lake Eola Park Welcome Center and implementation of new rental spaces.
- Upgrade playground at Mitchell Nutter Park.
- Completion of See Art Orlando project in Lake Eola Park.
- Upgrade of electrical infrastructure in Bill Frederick Park pavilions.
- Development of Bill Frederick Park marketing plan.
- Installation of solar panels above the maintenance building at Lake Eola Park to assist in powering new compactor.

Medium Term

- Complete redevelopment of the Park of the Americas
- Open Lake Druid Park,
- Construct sidewalk improvements at Loch Haven Park
- Design Development of Lake Eola Expansion
- Start construction of Orlando Fit-Net System

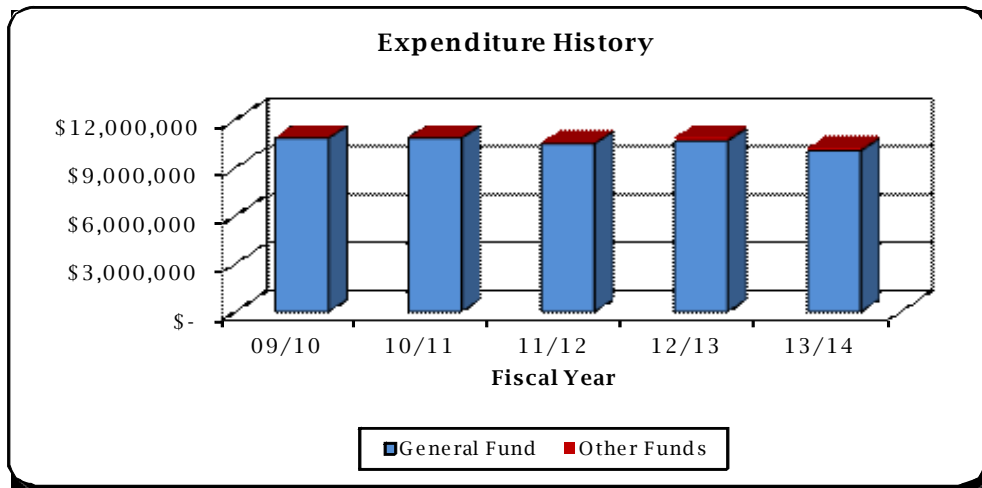
Long Term

- Mayor's tree planting initiative - One Person One Tree
- Replace playgrounds at Engelwood Neighborhood Center, Northwest Community Center, Callahan Neighborhood Center, Malibu Groves Park, Pleasant Valley Park and Lorna Doone Park
- Redevelop Lake Lorna Doone Park and Lake Fairview Park
- Complete construction of Orlando Fit-Net System
- Bill Frederick Park Improvements
- Lake George Park, Visa East Park, South Semoran Park and Festival Park development
- Improve Park Security & Lighting
- Additional Lake Eola Park expansion
- Orlando Cultural Park & Loch Haven Center Improvements
- Parks Paving, parking and signage improvements
- Lake Eola Swan Dock Improvements
- Poppy Park, Pleasant Valley Park, Prince Hall Park, Willows Park and Demetree Park renovations

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Parks Division					
731 Parks Administration	\$ 1,418,772	\$ 1,511,880	\$ 1,463,298	\$ (48,582)	(3.21%)
243 Bill Frederick Park at Turkey Lake	961,514	971,950	925,902	(46,048)	(4.74%)
264 Loch Haven Center	47,488	52,675	53,347	672	1.28%
275 Lake Eola	629,751	707,425	657,716	(49,709)	(7.03%)
732 Forestry	1,724,012	1,670,757	1,542,946	(127,811)	(7.65%)
733 Production/Grounds Maintenance	3,432,878	3,475,110	3,365,811	(109,299)	(3.15%)
735 Parks Irrigation	1,574	-	-	-	N/A
736 Environmental Horticulture	1,949,834	1,938,407	1,740,180	(198,227)	(10.23%)
737 Green Up Orlando	339,906	354,033	307,242	(46,791)	(13.22%)
TOTAL -- GENERAL FUND	\$10,505,728	\$10,682,237	\$10,056,442	\$ (625,795)	(5.86%)
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 76,877	\$ 209,339	\$ 187,222	\$ (22,117)	(10.57%)
TOTAL -- STREET TREE TRUST FUND	\$ 76,877	\$ 209,339	\$ 187,222	\$ (22,117)	(10.57%)
TOTAL -- PARKS	\$10,582,605	\$10,891,576	\$10,243,664	\$ (647,912)	(5.95%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Parks Division			
731 Parks Administration	9	9	9
243 Bill Frederick Park at Turkey Lake	11	11	11
264 Loch Haven Center	-	-	-
275 Lake Eola	6	6	6
732 Forestry	20	20	20
733 Production/Grounds Maintenance	24	24	24
736 Environmental Horticulture	23	23	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	96	96	96
TOTAL -- PARKS	96	96	96

FAMILIES, PARKS AND RECREATION DEPARTMENT

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	96%	97%	100%
Parks Division	Number of Rentals	507	551	600

Employee Learning & Growth

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,225	1,339	1,300

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Families Parks and Recreation	Families Parks and Recreation Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Parks Division	Bill Frederick Park Admissions revenue	\$148,502	\$149,224	\$150,000
Parks Division	Rental Revenue	\$230,089	\$235,800	\$245,000

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered	97	104	105
Parks Division	Tree keeper updated	Yes	Yes	Yes
Parks Division	Volume of water usage	115,083	116,230	116,000
Parks Division	Electricity usage (KW)	2,491,508	2,269,535	2,300,000
Parks Division	Total number of trees pruned	4,671	2,734	3,000
Parks Division	Total number of trees removed	618	484	500
Parks Division	Total number of "green-up" events	54	93	80

Outcome & Mission

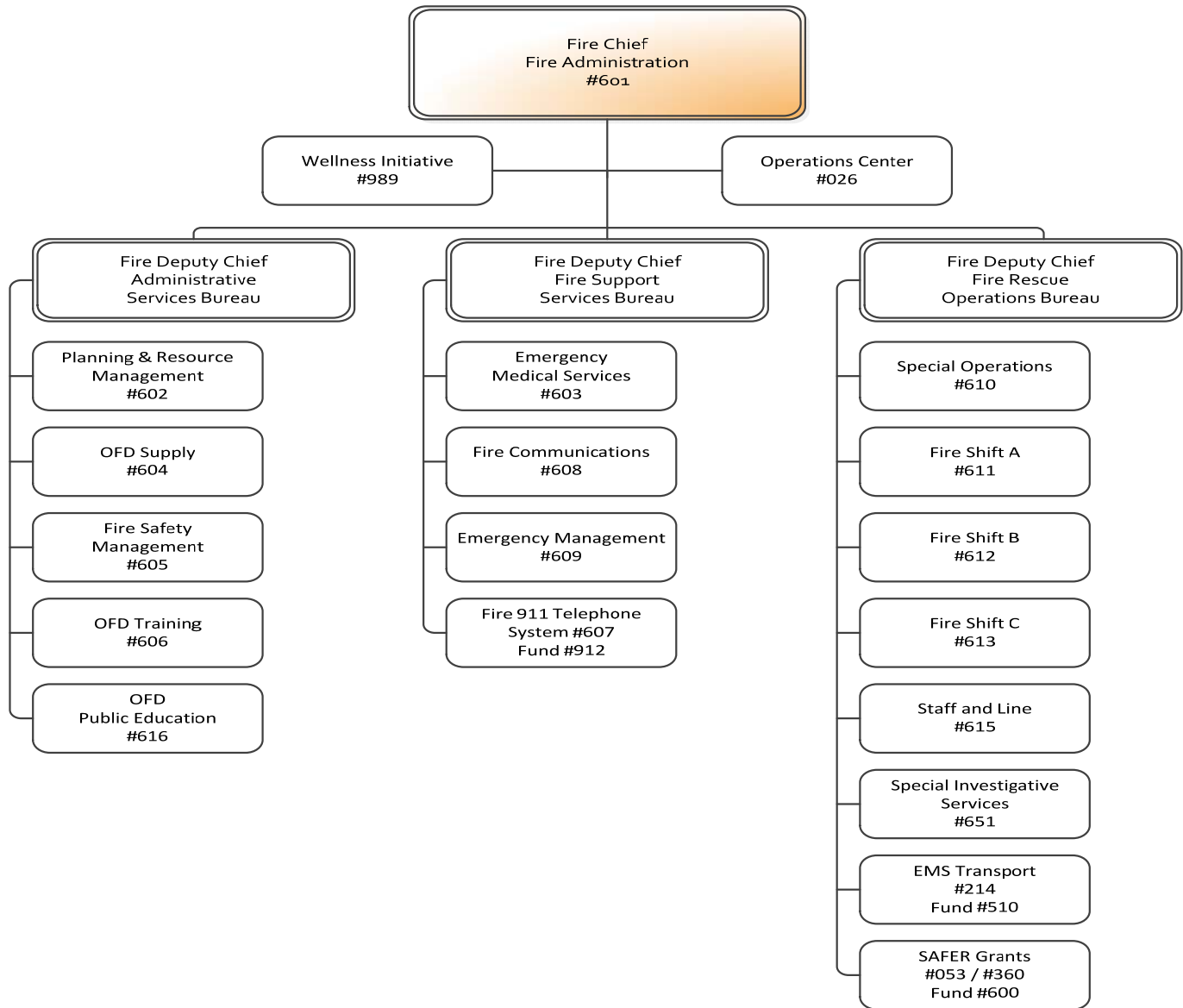
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Recreation Division	Total attendance	1,709,646	2,397,232	1,880,611
Parks Division	Number of trees planted	689	718	700
Parks Division	Tree City U.S.A award	Yes	Yes	Yes
Parks Division	Tree City U.S.A growth award	Yes	Yes	Yes
Parks Division	Playful City U.S.A award	Yes	Yes	Yes

FIRE



To manage the personal safety and property consequences of fire, sudden illness or injury and disaster, through swift emergency response, appropriate interventions, as well as through prevention and public education activities to the citizens and visitors of Orlando.

FIRE DEPARTMENT

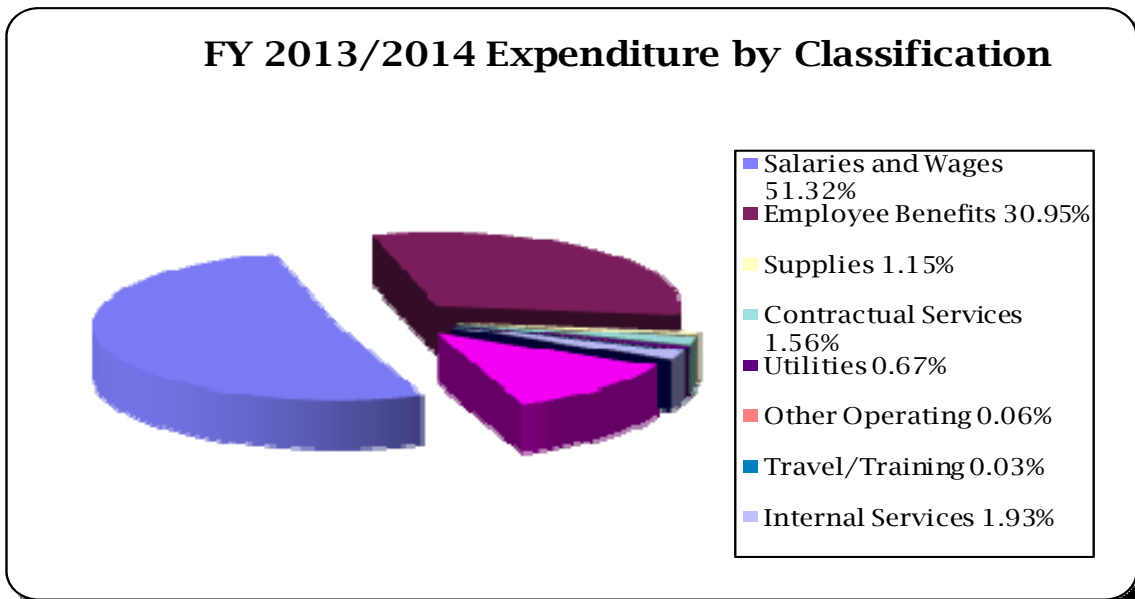
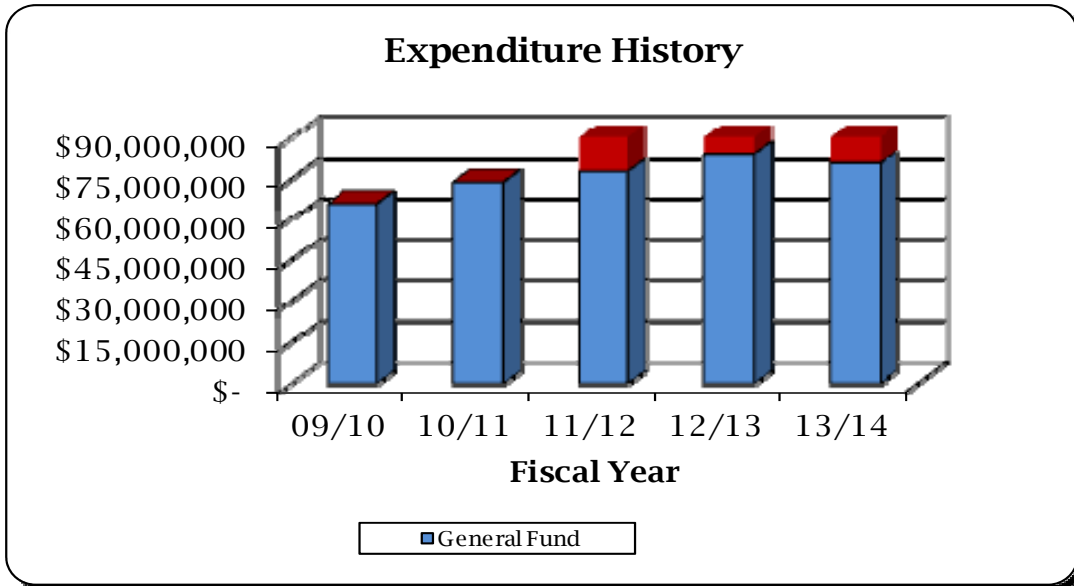


FIRE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,765,458	\$ 1,954,969	\$ 1,754,759	\$ (200,210)	(10.24%)
Fire-Administrative Services Bureau					
602 Planning & Resource Management	536,714	553,681	489,029	(64,652)	(11.68%)
604 OFD Supply	526,709	441,559	433,299	(8,260)	(1.87%)
605 Fire Safety Management	1,035,304	1,111,078	1,069,762	(41,316)	(3.72%)
606 OFD Training	1,427,578	1,617,238	1,185,728	(431,510)	(26.68%)
616 OFD Public Education	144,562	144,236	131,932	(12,304)	(8.53%)
Fire-Support Services Bureau					
603 Emergency Medical Services	965,442	1,033,047	881,424	(151,623)	(14.68%)
608 Fire Communications	1,853,121	2,159,925	2,119,538	(40,387)	(1.87%)
609 City Emergency Management	169,080	148,431	142,098	(6,333)	(4.27%)
Fire-Rescue Operations Bureau					
610 Special Operations	349,075	380,307	358,246	(22,061)	(5.80%)
611 Fire Shift A	22,247,301	23,324,926	19,331,320	(3,993,606)	(17.12%)
612 Fire Shift B	22,685,196	23,342,970	19,539,793	(3,803,177)	(16.29%)
613 Fire Shift C	22,148,209	22,287,029	18,719,282	(3,567,747)	(16.01%)
615 Staff and Line	365,265	400,596	366,497	(34,099)	(8.51%)
651 Special Investigative Services	801,755	848,619	665,893	(182,726)	(21.53%)
026 Nondepartmental Op Center	242,822	374,455	398,969	24,514	6.55%
989 Nondepartmental-Fire	381,929	4,043,220	13,001,570	8,958,350	221.56%
TOTAL -- GENERAL FUND	\$ 77,645,523	\$ 84,166,286	\$ 80,589,139	\$ (3,577,147)	(4.25%)
EMS TRANSPORT FUND #510					
Fire-Rescue Operations Bureau					
214 EMS Transport	\$ 9,769,413	\$ 15,812,116	\$ 21,192,995	\$ 5,380,879	34.03%
TOTAL -- EMS TRANSPORT FUND	\$ 9,769,413	\$ 15,812,116	\$ 21,192,995	\$ 5,380,879	34.03%
GRANT FUND #600					
Fire-Rescue Operations Bureau					
053 SAFER Grant 09/10	\$ 2,972,407	\$ -	\$ -	\$ -	N/A
360 SAFER Grant 2012 Projects	\$ -	\$ 5,245,128	\$ -	\$ -	N/A
TOTAL -- GRANT FUND	\$ 3,069,525	\$ 5,770,130	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau					
607 Fire 911 Emergency Phone System	\$ -	\$ 50,000	\$ 49,642	\$ (358)	(0.72%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ -	\$ 50,000	\$ 49,642	\$ (358)	(0.72%)
TOTAL -- FIRE DEPARTMENT	\$ 90,484,461	\$ 105,798,532	\$ 101,831,776	\$ 1,803,374	(3.75%)
Expenditure by Classification					
Salaries and Wages	48,145,203	54,974,894	52,263,320	\$ (2,711,574)	(4.93%)
Employee Benefits	28,082,256	32,399,879	31,521,170	(878,709)	(2.71%)
Supplies	1,075,339	1,254,604	1,173,033	(81,571)	(6.50%)
Contractual Services	1,454,588	1,608,435	1,592,085	(16,350)	(1.02%)
Utilities	710,141	683,871	683,871	-	0.00%
Other Operating	39,596	65,675	65,675	-	0.00%
Travel/Training	32,594	321,542	33,925	(287,617)	(89.45%)
Internal Services	5,476,191	6,204,985	1,965,073	(4,239,912)	(68.33%)
Capital	123,237	118,916	-	(118,916)	(100.00%)
Non-Operating	5,345,314	8,165,731	12,533,624	4,367,893	N/A
TOTAL -- FIRE DEPARTMENT	\$ 90,484,461	\$ 105,798,532	\$ 101,831,776	\$ (3,966,756)	(3.75%)

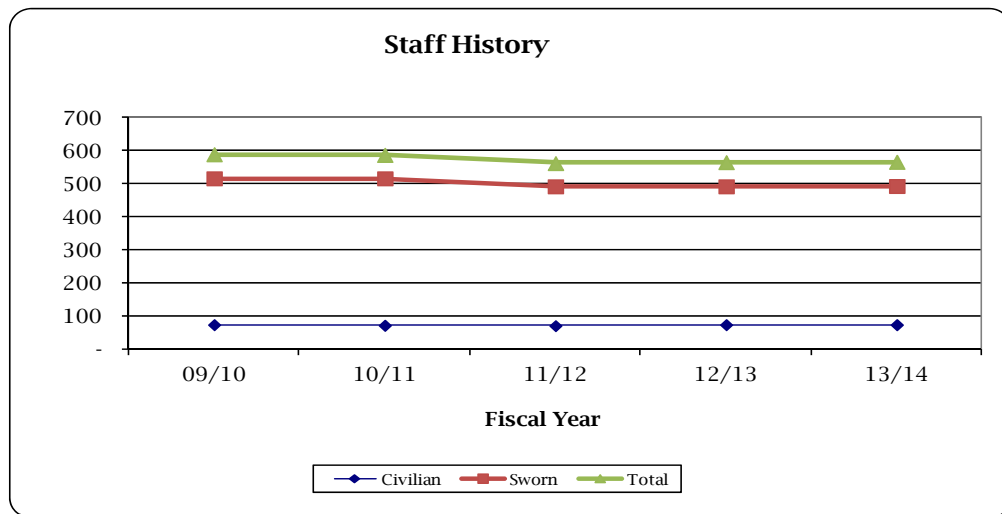
FIRE DEPARTMENT



FIRE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>GENERAL FUND #100</u>			
601 Fire Administration	10	12	12
Fire-Administrative Services Bureau			
602 Planning & Resource Management	5	5	5
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
606 OFD Training	9	9	9
616 Public Education	1	1	1
Fire-Support Services Bureau			
603 Emergency Medical Services	6	5	5
608 Fire Communications	32	32	32
609 City Emergency Management	1	1	1
Fire-Rescue Operations Bureau			
610 Special Operations	1	1	1
611 Fire Shift A	147	146	146
612 Fire Shift B	144	144	144
613 Fire Shift C	140	140	140
615 Staff and Line	3	3	3
651 Special Investigative Services	4	4	4
TOTAL -- GENERAL FUND	516	516	516
<u>EMS TRANSPORT FUND #510</u>			
Fire-Rescue Operations Bureau			
214 EMS Transport	6	52	52
TOTAL -- EMS TRANSPORT FUND	6	52	52
<u>GRANT FUND #600</u>			
Fire-Rescue Operations Bureau			
053 SAFER Grant 09/10	46	-	-
360 SAFER Grant 2012	-	24	24
TOTAL -- GRANT FUND	46	24	24
TOTAL -- FIRE	568	592	592



FIRE DEPARTMENT

Administrative Services Bureau

Mission Statement

To provide and maintain the highest standard of Fire/Rescue equipment, facilities, fire training, special operations and community risk reduction programs to the citizens and visitors of Orlando.

Overview of Services/Program

The **Planning and Resource Management Division** manages the fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus, station construction, grant writing for apparatus, equipment and fire stations; and administering the public water hydrant flow and inspection program. Planning and Resource Management 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. Additionally, the section 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 Technology Management Division. This area is also responsible for the analysis and GIS mapping functions, 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.

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.

The **Fire Safety Management Division** manages the municipal fire inspector 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 also oversees the Field Operation Bureau Company Survey, Exit Checks, and Pre Fire Plan programs.

The **Division of Public Relations** is responsible for all community outreach programs, development and delivery, smoke alarm installation program, Citizen Fire Academy, Citizen Emergency Response Training (CERT), Citizen Corps, marketing and public relations for the Orlando Fire Department, Public Information dissemination and media relations, and OFD grant writing and management. Sections included in the Division are the Orlando Firefighters Pipes and Drums, OFD Honor Guard, OFD Explorers, OFD Fire Museum, and Orlando Fire Media.

The **Training Division** is responsible for the development, delivery, and administration of all training, including the disciplines of special operations for all sworn Fire Department personnel.

FIRE DEPARTMENT

Administrative Services Bureau

Major Accomplishments:

Planning and Resource Management Division

- Completed 2013 ISO re-evaluation.
- Took delivery and readied one (1) new Sutphen Pumper (E-1) and (1) Transport Rescue (R-15)
- Coordinated 9 annual aerial service tests, 1 annual pump testing on 32 units, and 1 annual hose testing on 85,765 ft
- Completed 1,232 apparatus work orders
- Serviced 5,300 hydrants

Division of Public Relations

- Attended over 540 community events providing outreach
- Community CPR Initiative Program

Fire Safety Management Division

- Performed 9,266 Company Surveys
- Performed 5,002 Full Fire Inspections
- Completed 5,761 other Fire Prevention Activities
- Conducted 217 Exit Checks
- Found/Noted 3,013 violations

Training Division

- Completed 114,480 hours of Company Training (5 classes each month with a four hour assignment in each class) and managed quarterly Engineer, Relief Driver, and Officer Academy training classes
- Conducted eight site delivered Company Training drills, consisting of approximately 14,548 hours which included Night Training, Multi-Company Training, and Single Company Training
- Conducted four Officer Academy classes to all Company and Chief Officers, consisting of approximately 1,504 hours
- Conducted four Apparatus Engineer classes to all Engineers, consisting of approximately 1,448 hours, and an additional 1416 hours to 185 Relief Driver personnel
- Assisted the City Civil Service Section with the delivery of one Engineers exam, one District Chief exam, one Assistant Chief exam, and one New Hire process
- Conducted New Hire Orientation for 17 new firefighters which included all aspects of the job including EMS and Live Fire training.
- Assisted the City Civil Service Section with the delivery of one of each of the following: New Hire Test, Engineer's Test, District Chief's Test, and Assistant Chief's Test

FIRE DEPARTMENT

Administrative Services Bureau

Future Goals and Objectives

It is the intention of the Orlando Fire Department (OFD) to maintain current levels of service while increasing our all effectiveness in each branch of the Administrative Services Bureau. The Planning and Resource Management Division is working tirelessly to analyze the impact and annexation of new development areas within the City that will require OFD services in the future. In addition to that our Supply Division is working with the City's Technology Management Division to obtain new software that will help manage assets, uniform inventory and equipment for the department.

Fire Safety Management is also looking at new software to aid inspectors with building layout design drawings and general job functions. The programs being looked at are web based applications that will utilize hand held tablets during inspections.

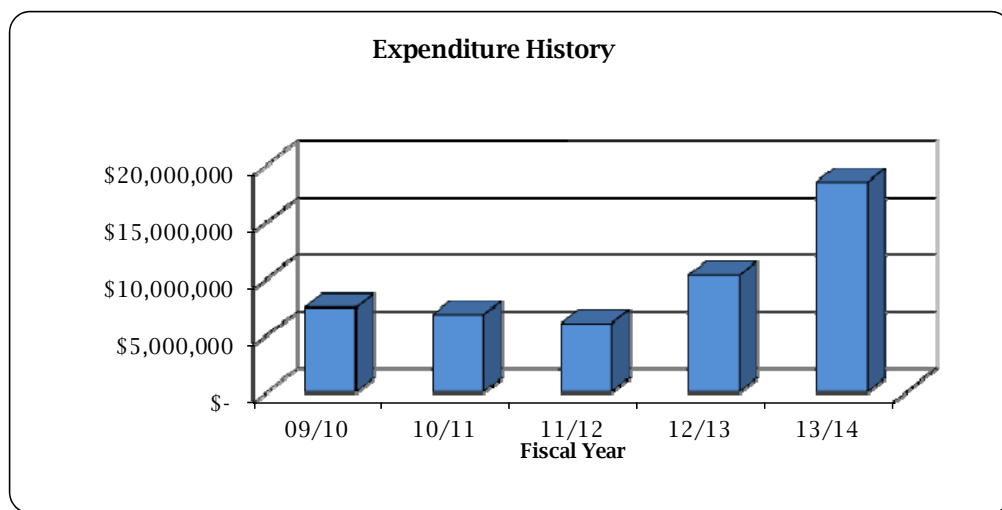
The Training Division is implementing a new certified Officer Development program that will reinforce current practices and standards while incorporating a new virtual training simulator.

Lastly, our Public Relation division is working feverishly to institute our new CPR initiative community-wide training for the citizens and businesses of Orlando, making the City one of the most health conscious cities in the nation. These are hefty goals with an instant return on our investment to the community we serve.

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,765,458	\$ 1,954,969	\$ 1,754,759	\$ (200,210)	(10.24%)
Fire-Administrative Services Bureau					
602 Planning & Resource Management	536,714	553,681	489,029	(64,652)	(11.68%)
604 OFD Supply	526,709	441,559	433,299	(8,260)	(1.87%)
605 Fire Safety Management	1,035,304	1,111,078	1,069,762	(41,316)	(3.72%)
606 OFD Training	1,427,578	1,617,238	1,185,728	(431,510)	(26.68%)
616 OFD Public Education	144,562	144,236	131,932	(12,304)	(8.53%)
026 Non Departmental-Op Center	242,822	374,455	398,969	24,514	6.55%
989 Non Departmental-Fire	381,929	4,043,220	13,001,570	8,958,350	221.56%
TOTAL -- GENERAL FUND	\$ 6,061,077	\$ 10,240,436	\$ 18,465,048	\$ 8,224,612	80.32%
TOTAL -- FIRE ADMINISTRATION	\$ 6,061,077	\$ 10,240,436	\$ 18,465,048	\$ 8,224,612	80.32%



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
601 Fire Administration	10	12	12
Fire-Administrative Services Bureau			
602 Planning & Resource Management	5	5	5
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
606 OFD Training	9	9	9
616 Public Education	1	1	1
TOTAL -- GENERAL FUND	38	40	40
TOTAL -- FIRE ADMINISTRATION	38	40	40

FIRE DEPARTMENT

Fire Support Services Bureau

Mission Statement

To provide the highest standard of pre-hospital care to citizens and visitors, community risk reduction through inspections, effective and efficient emergency 911 communications and resources for field operations personnel, as well as the continual update of the Comprehensive Emergency Management Plan (CEMP) and City of Orlando's Continuity of Operations Plan (COOP) to keep the City operational during any disaster.

Overview of Services/Programs

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 bi-annual license renewal. The EMS Office is responsible for the acquisition, maintenance and distribution of all EMS related supplies and equipment. Additional roles have also included 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.

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.

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. This is done in conjunction with a representative from Rural Metro Ambulance who works out of the Communications Center. All Emergency Communications Specialists, Supervisors and Management are certified by the National Academy of Emergency Dispatch and are trained to provide life-impacting instructions 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 an 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. The Communications Division training curriculum is approved and certified by the State of Florida Department of Health. This allows personnel to become certified as Public Safety Telecommunicators, as required by Florida law. Members of Communications represent the department on various state, local and regional committees such as Emergency Medical Dispatch (EMD), Orange County 9-1-1 Budget, Orange County 9-1-1 Planning, Orange County 9-1-1 Training and Region 5 Radio/Communications. The Communications Division staffs 8 and 10-hour shifts 24/7 365 days a year. Personnel assigned to Communications include 24 Emergency Communications Specialists, 3 Shift Supervisors, 1 part-time Quality Assurance Specialist, 1 Communications Technician (currently vacant), 1 Assistant Manager, and 1 Communications Manager.

FIRE DEPARTMENT

Fire Support Services Bureau

The Records Section handles record management, data collection and reporting to the State Fire Marshal's Office. This section is also responsible for all OFD record retention, quality assurance at fire related reports insuring compliance with the National Incident Reporting System, subpoena witness management program for all OFD employees as well as answers all request for copies of reports and public records request.

Major Accomplishments:

Emergency Medical Services (EMS) Division

- Certified 275+ personnel in Advanced Cardiac Life Support Training (ACLS for Healthcare Prof.)
- Certified 275+ personnel in Pediatric Advanced Life Support Training (PALS for Healthcare Professionals)
- Provided new paramedic preceptor/provisional-evaluation to 27 current firefighter paramedics and an additional 23 new hire personnel; for a total of 50 new paramedics to the OFD
- Full EMS orientation and training to 37 new hire personnel this fiscal year for an additional 900 man-hours of training and orientation
- Re-certified Paramedic and EMT licensure through the State of Florida, for all 500+ Paramedic and EMT personnel
- Received an unannounced inspection from the State of Florida Division of EMS, completed with stellar reviews - no discrepancies noted
- Directly participated in planning and creating the Citywide, Hands Only CPR and AED program
- Added/Stocked a new Rescue truck to our fleet of transport units to provide first class service with the newest technology and training
- Provided in excess of 9,000 man hours of alternative learning, emergency medical continuing education training to 500+ OFD personnel
- Created and provided in excess of 9,900 man- hours of hands on Emergency Medical training to 500+ OFD personnel
- Included in EMS training hours is a full "roll out" of a new set of EMS Practice Parameters that all EMS personnel must utilize. These new practice parameters include additional Military based trauma procedures and products; and additional psychiatric/pain/cardiac medications with the newest medication delivery option
- OFD provided 100% ALS and BLS patient record review
- Continuing to develop new Policies and Procedures for EMS and EMS Transport
- Command and Officer Staff at EMS had the opportunity to attend local, regional, and national EMS Development programs to provide additional opportunities of education and legal/billing insight to train our division and department

FIRE DEPARTMENT

Fire Support Services Bureau

Communications Division

- Answered over 37,000 9-1-1 calls for service and initiated 53,080 alarms in CAD
- Tested and implemented fast track call taking and dispatch procedures
- Continuing OFD CAD Replacement Committee in conjunction with OPD Communications
- Emergency Communication Specialists are certified by the State
- Recertified as a Department of Health, State Certified Public Safety Telecommunications Training site for 9-1-1 operators
- Re-accredited as an Accredited Center of Excellence (ACE) with International Academy of Emergency Dispatch

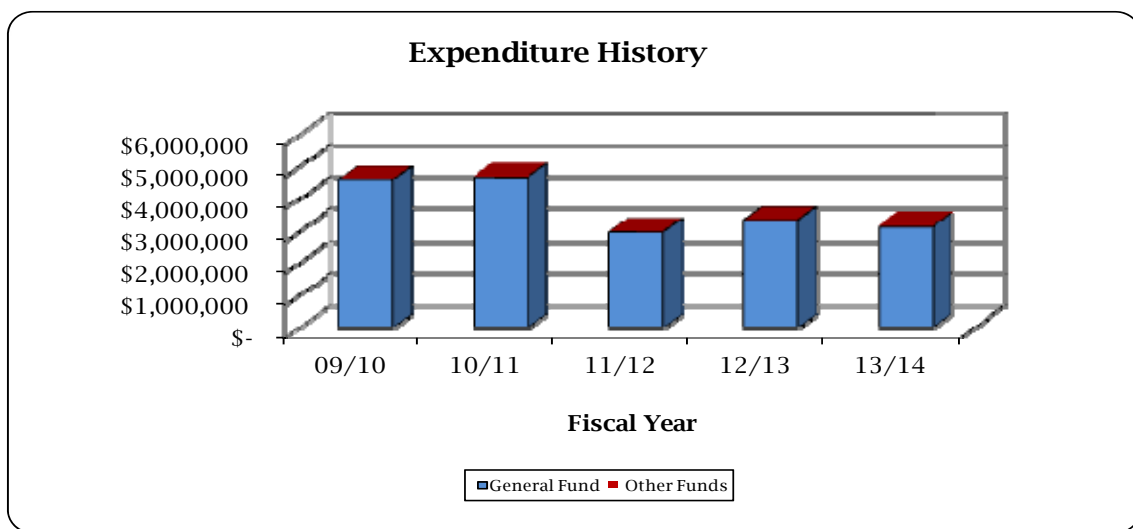
Emergency Management Division

- Maintain all operational support equipment in the Emergency Operations Center.
- Account for approximately \$700,000 worth of equipment in the Emergency Operations Center
- Emergency Operations Center hosted 160 trainings or meeting events for 4,063 attendees
- Participated in the statewide Hurricane Exercise, conducted two-hurricane scenario tabletop exercises specific to the City of Orlando in the month of June/July
- Conducted hurricane scenario executive level training in June 2013
- OEM provided 89 general disaster preparedness workshops to civic and community groups
- OEM participated in the Hispanic Chamber of Commerce Business Expo and distributed over 5,000 general disaster preparedness brochures
- Participating member Urban Area Security Initiative Grant- Emergency Management Committee
- The Office of Emergency Management Facebook page is viewed 28,500 times a month
- Established and monitor Orlando Office of Emergency Management social media pages
- Provided four college level students with emergency management internship opportunities
- OEM hosted four 'Tri-County Volunteer Organization Active in Disaster' and one 'Working Together Coalition' coordinating meetings
- Participating member of the Regional Domestic Security Task Force
- Participating appointed member of the Statewide Emergency Management Advisory Working Group.
- Represent the City at the Orange County Emergency Management meetings and functions
- Conducted emergency management training for 96 city staff, and emergency information center training for 62 city staff volunteers
- Participating appointed member in the University of Central Florida Public Administration Advisory Board
- Support the Department of Health –Neighborhood Emergency Preparedness Program
- Support the College Park HAM /ARES CERT, and the Hispanic Metro Orlando CERT
- Member of the International Association of Emergency Manager and the Florida Emergency Preparedness Association
- Hosted various international emergency management groups in the emergency operations center from (Australia, Brazil, Canada, United Kingdom, Venezuela, Saudi Arabia, Colombia, Japan, Turkey, Puerto Rico, South Africa, Ireland, and Taiwan)

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Support Services Bureau					
603 Emergency Medical Services	965,442	1,033,047	881,424	(151,623)	(14.68%)
608 Fire Communications	1,853,121	2,159,925	2,119,538	(40,387)	(1.87%)
609 City Emergency Management	169,080	148,431	142,098	(6,333)	(4.27%)
TOTAL -- GENERAL FUND	\$ 2,987,644	\$ 3,341,403	\$ 3,143,060	\$ (198,343)	(5.94%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
607 Fire 911 Emergency Phone System	\$ -	\$ 50,000	\$ 49,642	\$ (358)	(0.72%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ -	\$ 50,000	\$ 49,642	\$ (358)	(0.72%)
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 2,987,644	\$ 3,391,403	\$ 3,192,702	\$ (198,701)	(5.86%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Fire-Support Services Bureau			
603 Emergency Medical Services	6	5	5
608 Fire Communications	32	32	32
609 City Emergency Management	1	1	1
TOTAL -- GENERAL FUND	39	38	38
TOTAL -- FIRE SUPPORT SERVICES BUREAU	39	38	38

FIRE DEPARTMENT

Fire Rescue Operations Bureau

Mission Statement

To respond to and manage the consequences of fire, sudden illness or injury and disaster, through swift response, firefighting activities, emergency medical interventions and special circumstance management; and to provide education and training opportunities to Fire Department personnel and the general public.

Overview of Services/Programs

The **Field Operations Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are cross-trained firefighter/emergency medical service providers that respond to fires, hazardous material releases, technical rescue incidents, dive incidents and emergency medical calls for assistance, which includes the transport of Advanced Life Support (ALS) and Auto Accident patients to the hospital. In addition to emergency service delivery, field operations personnel provide support for the department's public education section by providing fire safety, healthy living and injury prevention demonstrations, information and classes for citizens, as well as the Fire Department liaison to the Mayor's anti-terrorism task force. This is the largest division with three 24-hour shifts employing 521 sworn personnel. The Fire Department operates 45-staffed frontline units including 18 fire engines, 7 tower trucks, 11 rescue trucks, 1 hazardous materials unit, 1 heavy rescue, 5 district chief vehicles, 1 Aircraft Crash Fire Rescue and 1 shift commander vehicle. Services are provided 24/7/365.

The **Special Operations Section** is responsible for the training and administration of the various special operations teams, including: Hazardous Materials, Rope Rescue, Vehicle & Mechanical Rescue, Confined Space Rescue, Trench Rescue, Structural Collapse, and Dive Rescue Operations, as well as act as an interface for the Florida Task Force Regional Team (FL-TF4).

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

- Investigation of fires to determine cause and origin. Those fires determined to be arson, are followed up through legal investigation for possible prosecution of a crime
- Explosive Ordinance Disposal Services (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 the Secret Service
- OFD Internal Affairs Investigations and Reporting. OFD's IRIS System. Handles the investigation of personnel for the Fire Chief or designee as needed

FIRE DEPARTMENT

Fire Rescue Operations Bureau

Major Accomplishments:

Field Operations Division

In the calendar year 2012 the Orlando Fire Department responded to 47,350 emergency alarms, 35,551 of which were emergency medical alarms (OFD had 26,336 transports)

Special Operations Section

The Special Operations Section conducted and administered the following training hours per discipline:

- Hazardous Materials Technician - 2,580 team hours
- Hazardous Materials Operations - 2,320 hours
- Confined Space - 416 hours
- Vehicle Mechanical Rescue - 755 hours
- Rope Rescue - 2,382 hours
- Collapse Rescue - 430 hours
- Trench Rescue - 77 hours
- Dive Rescue - 527 hours

Special Investigative Services Division

In 2012 the SIS Division responded to:

- 201 total Fire/Bomb related cases
- 14 Outside Fires
- 21 Vehicle Fires
- 74 Structure Fires
- 22 Suspicious Packages
- 19 Bomb Threats
- 2 Render Safe Procedures
- 5 Post Blast investigations
- 9 Threat Assessment Details
- 24 Secret Service VIP Protection Details
- 2 SWAT Warrant Support Details
- 120 Internal Investigations
-

Future Goals and Objectives

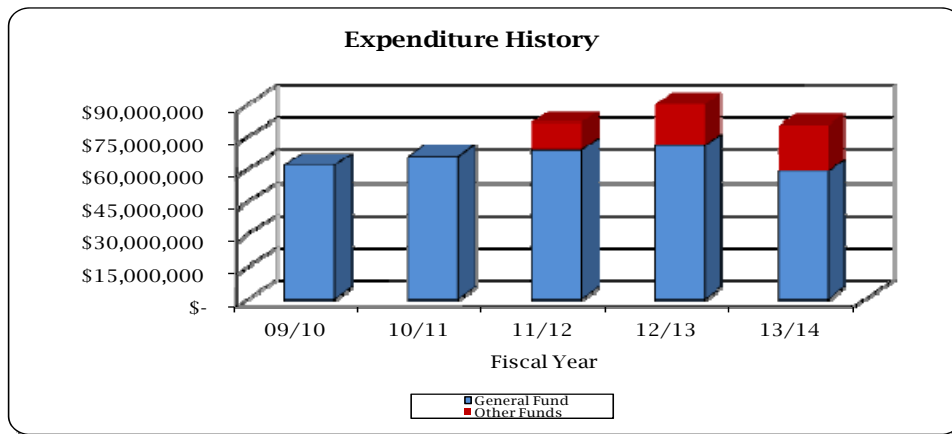
Long Term

OFD will strive to retain our ISO 1 rating and become Nationally Accredited, improve service delivery, and plan for future growth. As Southeast Orlando expands and develops with the opening of the "Medical City" we will need to continue to evaluate the growth and plan for coverage in the area to include the eventual need for a third Lake Nona fire station. Additionally, we will continue to monitor call volume and service response in the Baldwin Park and adjacent communities in Northeast Orlando. OFD will continue to evaluate and monitor EMS Transport, for Advanced Life Support (ALS) and Auto Accidents, for the citizens and visitors in Orlando. This has proven to be successful with continuity of patient care and a revenue resource to help offset Fire Department cost.

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau					
610 Special Operations	349,075	380,307	358,246	(22,061)	(5.80%)
611 Fire Shift A	22,247,301	23,324,926	19,331,320	(3,993,606)	(17.12%)
612 Fire Shift B	22,685,196	23,342,970	19,539,793	(3,803,177)	(16.29%)
613 Fire Shift C	22,148,209	22,287,029	18,719,282	(3,567,747)	(16.01%)
615 Staff and Line	365,265	400,596	366,497	(34,099)	(8.51%)
651 Special Investigative Services	801,755	848,619	665,893	(182,726)	(21.53%)
TOTAL -- GENERAL FUND	\$ 68,596,802	\$ 70,584,447	\$ 58,981,031	\$ (11,603,416)	(16.44%)
EMS TRANSPORT FUND #510					
214 EMS Transport	\$ 9,769,413	\$ 15,812,116	\$ 21,192,995	\$ 5,380,879	34.03%
TOTAL -- EMS TRANSPORT FUND	9,769,413	15,812,116	21,192,995	5,380,879	34.03%
GRANT FUND #600					
053 SAFER ARRA Grant 09/10	\$ 2,972,407	\$ -	\$ -	\$ -	N/A
360 SAFER Grant 2012	\$ -	\$ 5,245,128	\$ -	\$ -	N/A
Projects	\$ 97,118	\$ 525,002	\$ -	\$ -	N/A
TOTAL -- GRANT FUND	\$ 3,069,525	\$ 5,770,130	\$ -	\$ -	N/A
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 81,435,740	\$ 92,166,693	\$ 80,174,026	\$ (6,222,537)	(13.01%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Fire-Rescue Operations Bureau			
610 Special Operations	1	1	1
611 Fire Shift A	147	146	146
612 Fire Shift B	144	144	144
613 Fire Shift C	140	140	140
615 Staff and Line	3	3	3
651 Special Investigative Services	4	4	4
TOTAL -- GENERAL FUND	439	438	438
EMS TRANSPORT FUND #510			
214 EMS Transport	6	52	52
TOTAL -- EMS TRANSPORT FUND	6	52	52
GRANT FUND #600			
053 SAFER Grant 09/10	46	-	-
360 SAFER Grant 2012	-	24	24
TOTAL -- GRANT FUND	46	24	24
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	491	514	514

FIRE DEPARTMENT

Fire Department Operational Performance

Balanced Scorecard Report

Employee Learning & Growth

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	96.3%	96.5%	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	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	67.24%	65.79%	90%
Fire-Support Services Bureau	Overall Apparatus Reliability.	92.23%	87.60%	90%
Fire-Support Services Bureau	Percentage of 911 voice calls answered within 10 seconds.	99.06%	98.90%	90%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	88.78%	99.00%	90%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	80.23%	94.00%	100%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	42.20%	37.00%	90%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls.	73.22%	84.14%	90%

Outcome & Mission

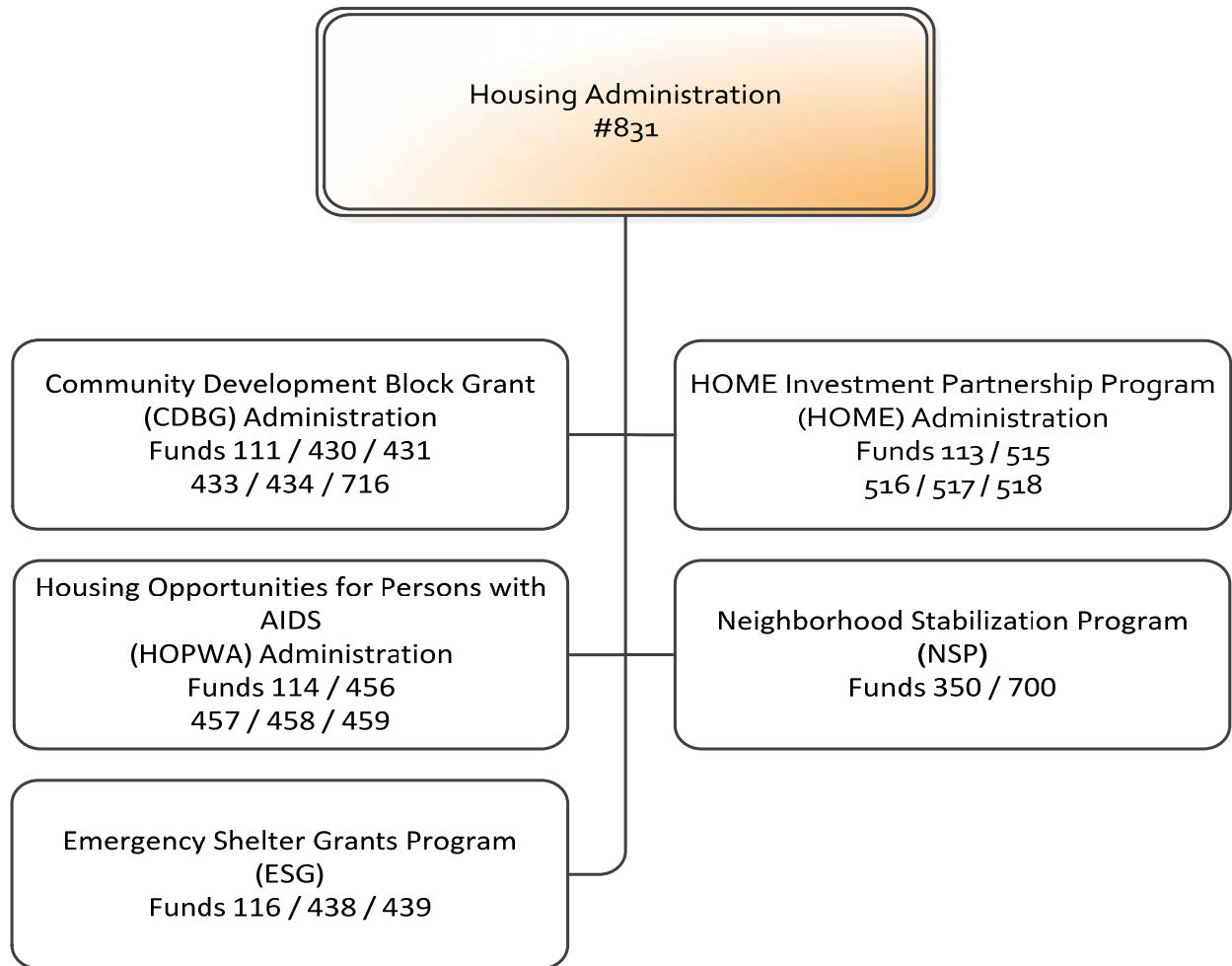
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies.	47.97%	55.95%	100%
Fire-Support Services Bureau	Total percentage of the building value saved from fire.	86.90%	96.95%	90%

H O U S I N G & C O M M U N I T Y D E V E L O P M E N T



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

HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

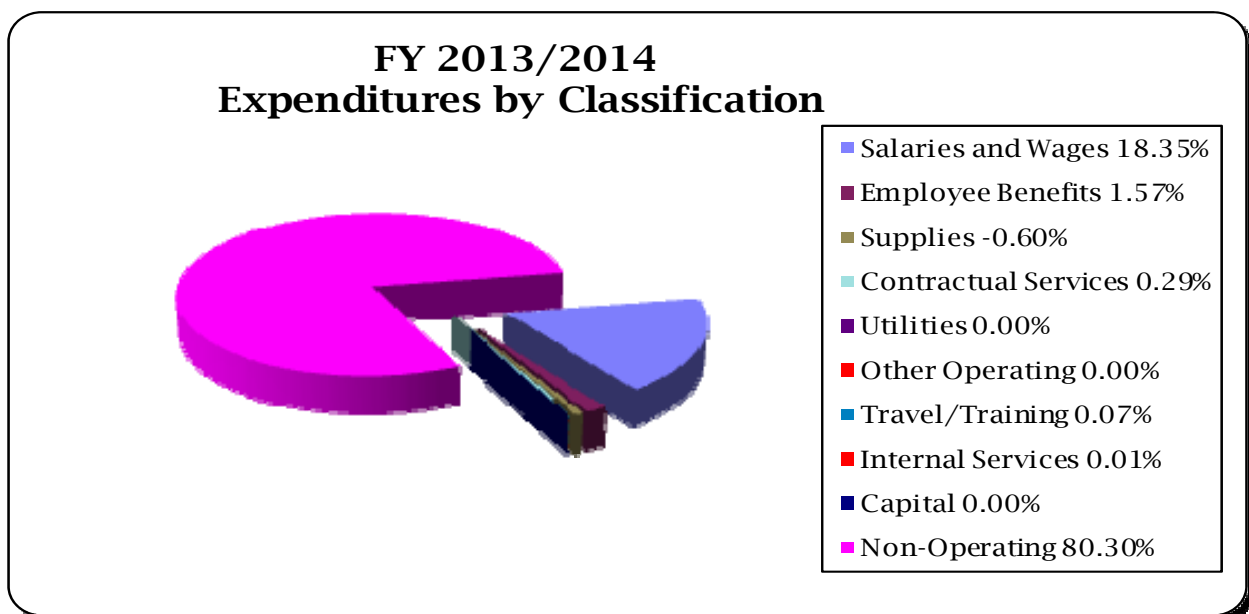
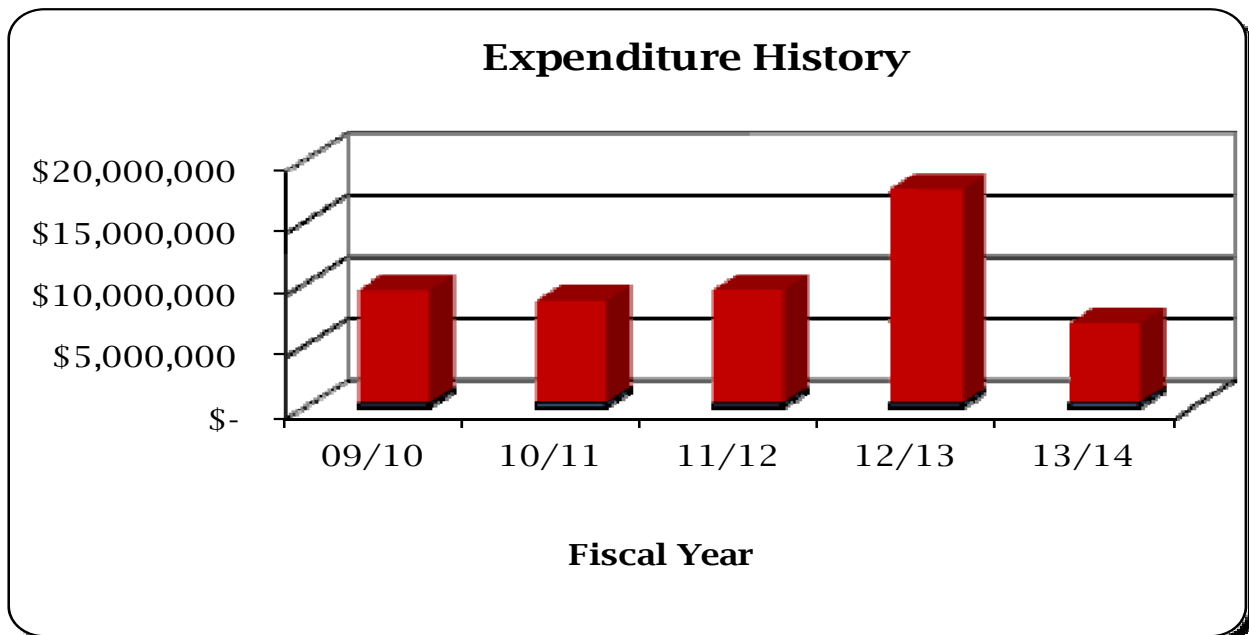


HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 233,046	\$ 270,290	\$ 295,290	\$ 25,000	9.25%
TOTAL -- GENERAL FUND	\$ 233,046	\$ 270,290	\$ 295,290	\$ 25,000	9.25%
COMMUNITY DEV. BLOCK GRANT					
Housing and Community Development Division					
1324 CDBG Administration	\$ 2,916,083	\$ 4,031,718	\$ 1,480,932	\$ (2,550,786)	(63.27%)
1325 Housing Development	221,172	450,000	450,000		0.00%
TOTAL -- CDBG FUND	\$ 3,137,255	\$ 4,481,718	\$ 1,930,932	\$ (2,550,786)	(56.92%)
HOME INVESTMENT PARTNERSHIP PROGRAM					
Housing and Community Development Division					
1326 HOME Administration	\$ 1,395,913	\$ 3,873,058	\$ 889,233	\$ (2,983,825)	(77.04%)
TOTAL -- HOME FUND	\$ 1,395,913	\$ 3,873,058	\$ 889,233	\$ (2,983,825)	(77.04%)
HOPWA GRANT					
Housing and Community Development Division					
1327 HOPWA Administration	\$ 3,744,784	\$ 4,666,142	\$ 3,533,678	\$ (1,132,464)	(24.27%)
TOTAL -- HOPWA GRANT FUND	\$ 3,744,784	\$ 4,666,142	\$ 3,533,678	\$ (1,132,464)	(24.27%)
ESG GRANT					
Housing and Community Development Division					
3291 ESG Grant	\$ 114,142	\$ 239,198	\$ 134,014	\$ (105,184)	(43.97%)
TOTAL -- ESG GRANT FUND	\$ 114,142	\$ 239,198	\$ 134,014	\$ (105,184)	(43.97%)
NEIGHBORHOOD STABILIZATION PROGRAM					
Housing and Community Development Division					
087 NSP Administration	\$ 793,245	\$ 4,089,327		\$ (4,089,327)	(100.00%)
TOTAL -- NEIGHBORHOOD STABILIZATION PROG. FUND	\$ 793,245	\$ 4,089,327	\$ -	\$ (4,089,327)	(100.00%)
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	\$ 9,418,385	\$ 17,619,733	\$ 6,783,147	\$ (10,836,586)	(61.50%)
Expenditure by Classification					
Salaries and Wages	\$ 1,153,960	\$ 1,342,926	\$ 1,245,332	\$ (97,594)	(7.27%)
Employee Benefits	74,057	120,047	106,217	(13,830)	(11.52%)
Supplies	9,778	152,221	(40,787)	(193,008)	(126.79%)
Contractual Services	6,538,611	12,107,539	20,000	(12,087,539)	(99.83%)
Utilities	11,126	-	-	-	N/A
Other Operating	3,979	-	-	-	N/A
Travel/Training	2,690	-	5,000	5,000	N/A
Internal Services	32,956	716	699	(17)	(2.37%)
Capital	515,837	1,042,490	-	(1,042,490)	(100.00%)
Non-Operating	1,075,393	2,853,794	5,446,686	2,592,892	90.86%
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	\$ 9,418,385	\$ 17,619,733	\$ 6,783,147	\$ (10,836,586)	(61.50%)

HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

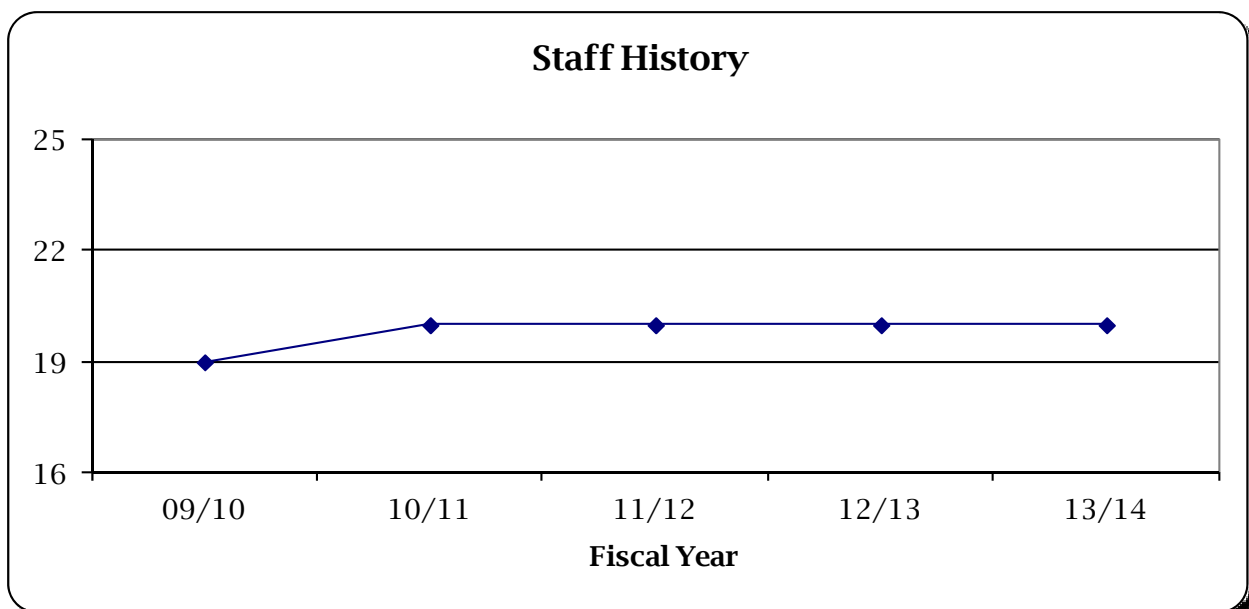


HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>GENERAL FUND #100</u>			
Housing and Community Development Division			
831 Housing and Community Development	3	3	3
TOTAL -- GENERAL FUND	3	3	3
<u>COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111</u>			
Housing and Community Development Division			
1324011 CDBG Administration	-	-	-
1325011 Housing Development	-	-	-
TOTAL -- CDBG FUND	-	-	-
<u>HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113</u>			
Housing and Community Development Division			
1326011 HOME Administration	-	-	-
TOTAL -- HOME FUND	-	-	-
<u>NEIGHBORHOOD STABILIZATION PROGRAM FUND #700</u>			
Housing and Community Development Division			
087 NSP Administration	-	-	-
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	-	-	-
<u>HOUSING GRANTS FUND #432</u>			
Housing and Community Development Division			
032 Housing Grants	17	17	17
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	17	17	17
TOTAL -- HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT	20	20	20

* All grant positions moved to Fund 432 for tracking purposes. Expenses are moved to the respective grant quarterly.



HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

Mission statement:

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

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 provided funding to area agencies to undertake projects and public services, including the anticipated opening of the Men's Service Center by The Coalition for the Homeless in January 2014, the refile of the Center for Drug Free Living, Inc. Addictions Receiving Center (ARC), which provides substance abuse treatment services, both the Dr. J.R. Smith Center and Northwest Community Center gym floors were completed in September, Seniors First assisted 26 low-income seniors with minor home rehabilitation and first time homebuyer counseling was offered through several accredited agencies
- Through the HOME Investment Partnerships Program one of the projects has been funding to rehabilitate 3 low and very-low income units with the Heart to Heart community care organization to provide housing for homeless women;
- Through the Housing Opportunities for Persons With Aids (HOPWA) Grant Program the City assisted, during the first 3 quarters of the year, over 1,339 low income head of households with HIV who were at risk of homelessness.
- Through the Neighborhood Stabilization Program (NSP) I, four houses have been acquired and through NSP III, 14 homes were acquired. To date 13 houses have been rehabilitated by local contractors for either resale or rental.
- Through the Emergency Solutions Grant (ESG) Program, the City provided 121 individuals emergency shelter.

Future Goals and Objectives

Medium Term

1. *Develop and execute the 2013- 2014 Consolidated Plan/Action Plan for Citizen Participation and City Council deliberation and approval.*
 - a) Develop Grant Award Forecast by May
 - b) Improve citizen participation in the process and work with the Community Development Block Grant Review Committee
 - c) Utilize HUD e-Con Planning Suite process which automates program planning and administration and provides for electronic submission of Action Plan to HUD
2. *Continue to support community development activities and the administration of the City's local, state and federal community development resources.*
 - a) Meet all HUD and State of Florida timeliness requirements for commitments and spending
 - b) Continue in developing, coordinating, and implementing comprehensive Consolidated Plan program policies, provide more analysis of programs during the application and environmental review process, strengthen reporting and utilization of existing technology systems including IDIS and DRGR, better allocate staff resources, in order to improve relationship with HUD
3. *Continuous improvement of the community development programs and processes to more closely align the budget with actual costs including personnel, improve budget coordination between support agencies and operating agencies, and provide more transparent budget analysis information*
 - a) Evaluate CDBG, HOME, ESG, HOPWA, NSP and SHIP programs
 - b) Utilize staff and consultants review and update policies and procedures
 - c) Evaluate the needs of CHDO's to meet new HUD requirements
 - d) Maintain NSP I and III programs, and begin implementing a close out plan

Long Term

- Continue to acquire and rehabilitate foreclosed homes for resale
- Work to improve processes to assist families at risk of homelessness
- Work with agencies to provide 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 DEPARTMENT

Housing Department Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	Yes	Yes	Yes

Outcome & Mission

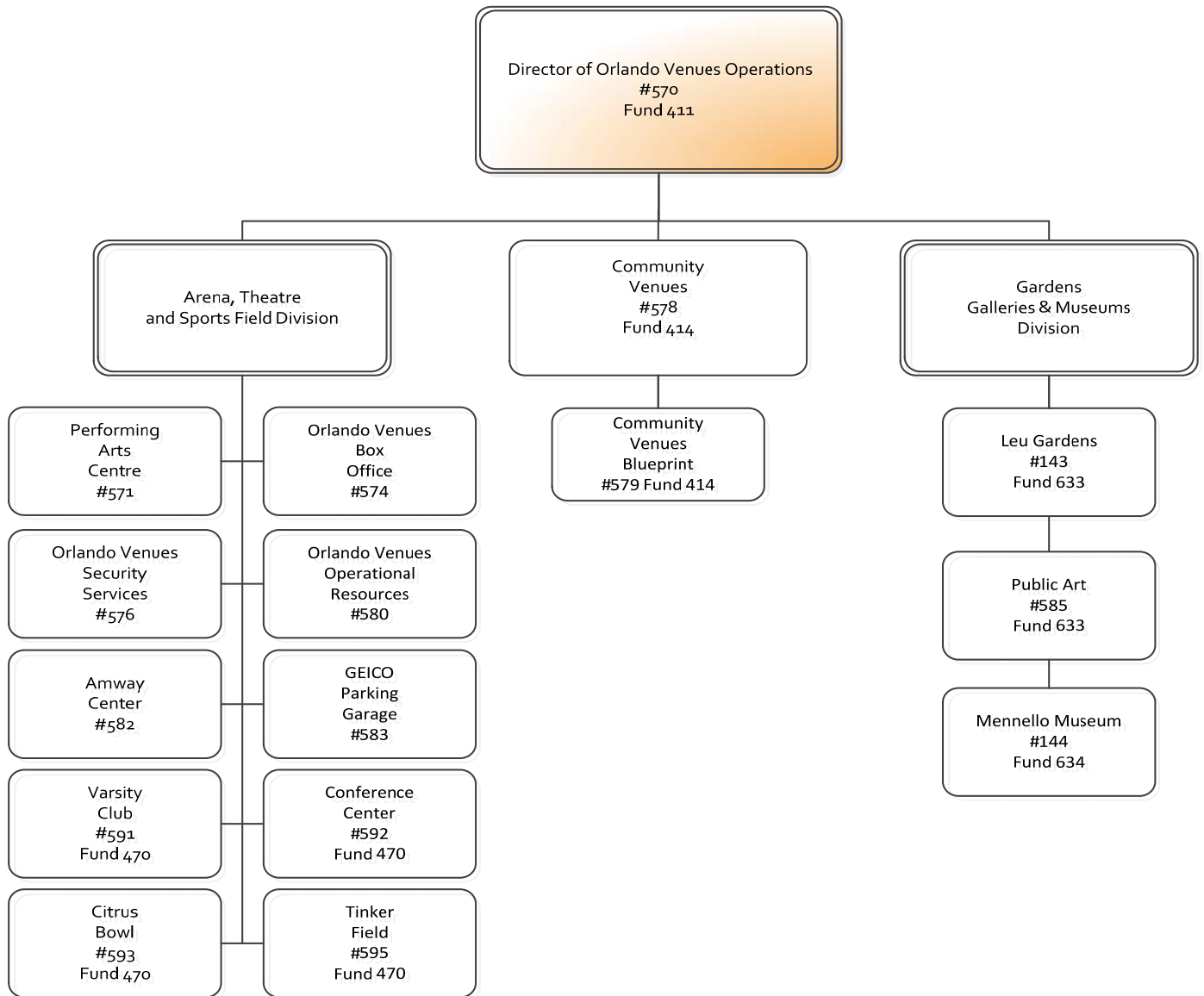
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	28	38	17
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	31	16	20
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	5,680	4,214	2,751

ORLANDO VENUES



To provide the highest quality entertainment, sports, cultural, and meeting facilities and services to the public and clients.

ORLANDO VENUES DEPARTMENT



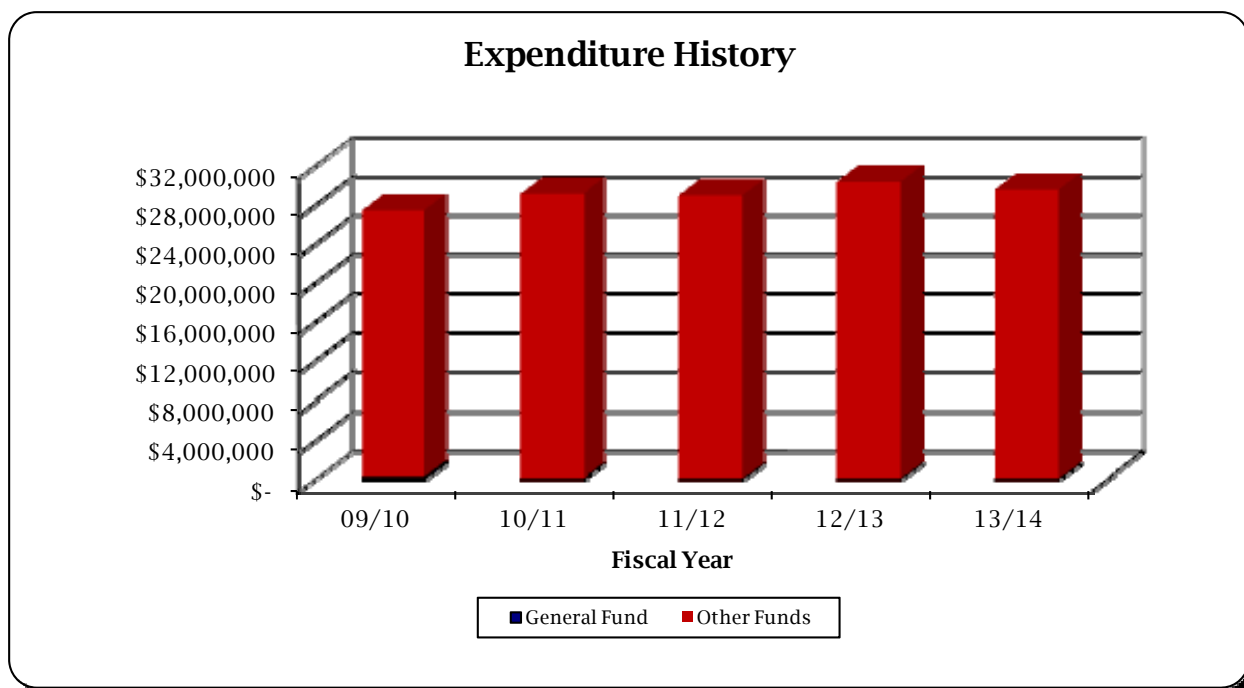
ORLANDO VENUES DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
ORLANDO VENUES FUND #411					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 360	\$ -	\$ -	\$ -	N/A
571 Performing Arts Centre	1,576,650	1,669,491	1,609,280	(60,211)	(3.61%)
572 Arena	6,299	-	-	-	N/A
574 Orlando Venues Box Office	238,481	242,578	192,823	(49,755)	(20.51%)
582 Amway Center	15,880,094	18,857,409	18,503,790	(353,619)	(1.88%)
583 Geico Parking Garage	(2,074,033)	(2,323,077)	(2,323,077)	-	N/A
985 Nondepartmental - Orlando Venues Projects	1,438,860 1,260,905	1,743,563 -	1,985,153 -	241,590 -	13.86% N/A
TOTAL -- ORLANDO VENUES FUND	\$18,327,616	\$20,189,964	\$19,967,969	\$ (221,995)	(1.10%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 1,569,498	\$ 1,545,391	\$ 1,470,457	\$ (74,934)	(4.85%)
579 Community Venues Blueprint	591,519	777,191	753,853	(23,338)	(3.00%)
730 Nondepartmental - Community Venues	823,571	815,377	818,623	3,246	0.40%
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 2,984,588	\$ 3,137,959	\$ 3,042,933	\$ (95,026)	(3.03%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 16,698	\$ 20,200	\$ 18,500	\$ (1,700)	(8.42%)
592 Conference Center	55,760	58,051	53,508	(4,543)	(7.83%)
593 Citrus Bowl	3,225,294	2,696,354	2,487,596	(208,758)	(7.74%)
595 Tinker Field	297,708	365,248	382,008	16,760	4.59%
974 Nondepartmental - CFA	763,791	394,489	401,520	7,031	1.78%
Projects	250,896	198,771	-	(198,771)	(100.00%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 4,610,147	\$ 3,733,113	\$ 3,343,132	\$ (389,981)	(10.45%)
H.P. LEU GARDENS TRUST FUND #633					
Gardens, Galleries & Museums Division					
143 H.P. Leu Gardens	\$ 2,440,326	\$ 2,596,511	\$ 2,543,917	\$ (52,594)	(2.03%)
585 Public Art	29,883	68,300	46,300	(22,000)	0.00%
9402 H.P. Leu Gardens Sales Shop	82,026	83,974	78,000	(5,974)	(7.11%)
Projects	-	-	-	-	N/A
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,552,235	\$ 2,748,785	\$ 2,668,217	\$ (80,568)	(2.93%)
MENNELLO MUSEUM FUND #634					
Gardens, Galleries & Museums Division					
144 Mennello Museum of American Art	\$ 525,569	\$ 587,079	\$ 578,825	\$ (8,254)	(1.41%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 525,569	\$ 587,079	\$ 578,825	\$ (8,254)	(1.41%)
TOTAL -- ORLANDO VENUES	\$ 29,000,155	\$ 30,396,900	\$ 29,601,076	(\$795,824)	(2.62%)

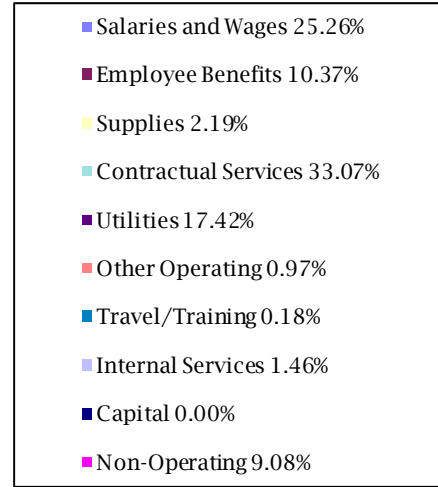
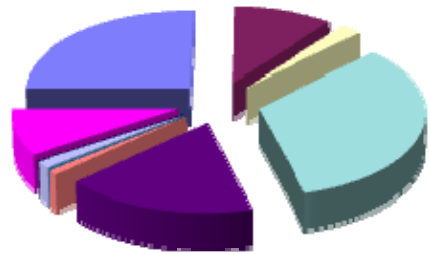
ORLANDO VENUES DEPARTMENT

	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 6,968,722	\$ 7,429,282	\$ 7,478,320	\$ 49,038	0.66%
Employee Benefits	2,515,202	3,092,103	3,068,299	(23,804)	(0.77%)
Supplies	714,536	661,286	646,973	(14,313)	(2.16%)
Contractual Services	10,302,283	10,040,090	9,789,595	(250,495)	(2.49%)
Utilities	4,737,531	5,519,542	5,156,411	(363,131)	(6.58%)
Other Operating	245,631	251,816	288,022	36,206	14.38%
Travel/Training	49,075	39,898	54,464	14,566	36.51%
Internal Services	398,753	402,134	431,775	29,641	7.37%
Capital	60,746	96,722	-	(96,722)	(100.00%)
Non-Operating	3,007,675	2,864,027	2,687,217	(176,810)	(6.17%)
TOTAL -- ORLANDO VENUES	\$29,000,155	\$30,396,900	\$29,601,076	\$ (795,824)	(2.62%)

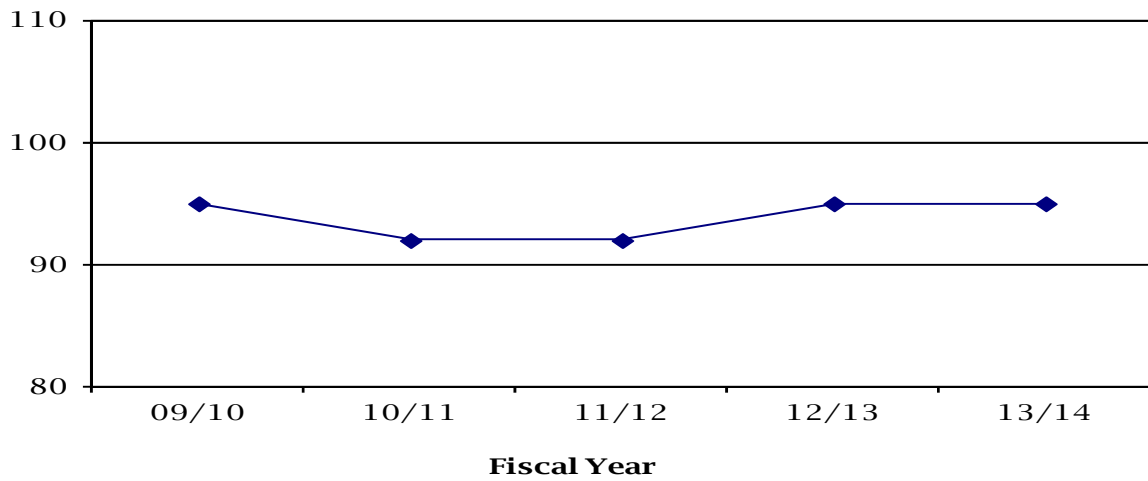


ORLANDO VENUES DEPARTMENT

FY 2013/2014 Expenditures by Classification



Staff History



ORLANDO VENUES DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	15	16	16
571 Performing Arts Centre	4	4	4
574 Orlando Venues Box Office	2	2	2
576 Orlando Venues Security Services	12	12	12
580 Venues Operational Resources	7	7	7
582 Amway Center	15	14	14
TOTAL -- ORLANDO VENUES FUND	55	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	3	3	3
579 Community Venues Blueprint	4	7	7
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	7	10	10
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	7	7
595 Tinker Field	1	-	-
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division			
143 H.P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- Orlando Venues	92	95	95

ORLANDO VENUES DEPARTMENT

Mission Statement

To enhance audience development and enjoyment by continually listening and seeking to act upon the needs of our patrons and clients.

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Center, Bob Carr Performing Arts Centre, Florida Citrus Bowl and 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

- Received the international "Customer Experience Award" by Stadium Business Awards at The Stadium Business Summit in Manchester, England (UK) on June 6, 2013
- After a 10-year absence, the return of the Orlando Solar Bears (ECHL) hockey team as an arena tenant with 36 games in its inaugural 12/13 season
- Kicked off Paul McCartney's "Out There" Tour of North America with two sold-out performances May 18-19, 2013 and grossed \$3,798,540, a new concert gross record
- Hosted two sold-out performances of Taylor Swift's "RED Tour" on April 11-12, 2013
- Hosted the Arena Football League's Arena Bowl XXVI Championship Game on August 17, 2013
- The ECHL announced in June 2013 that the Orlando Solar Bears will host the 2015 ECHL All-Star Game at Amway Center on January 21, 2015 at Amway Center
- Executive Director Allen Johnson nominated as "Facility Executive of the Year" for the 2012 Pollstar Awards (February 8, 2013)
- "Magic Grill," a restaurant & bar open before, during and after all ticket events, debuted on the northwest corner of the facility in January 2013
- Added walk-through Magnetometers at entry points for safety/security
- Ranked as #45 on Pollstar's 2013 Mid-Year Worldwide Ticket Sales Top 100 Arena Venues (July 2013)
- Ranked as #31 on Pollstar's 2013 First Quarter Worldwide Ticket Sales Top 50 Arena Venues (April 2013)
- Ranked as #59 on Pollstar's 2012 Year-End Worldwide Ticket Sales Top 200 Arena Venues (January 2013)
- Ranked as #14 on Venues Today's Year-End Top Stops Report based on event grosses for venues with capacity between 15,001 - 30,000 (December 2012)
- Ranked #11 on Venues Today's Social Media Power 100 list for venues with capacity between 15,001 - 30,000 (May 2013)
- For the period of October 1, 2012 through August 1, 2013 the Amway Center has generated \$22,208,939 in tickets sales and sold 493,359 tickets for the current fiscal year. Total does not include Orlando Magic numbers

ORLANDO VENUES DEPARTMENT

Bob Carr Performing Arts Centre

- Ranked as #11 on Pollstar's 2013 Mid-Year Worldwide Ticket Sales Top 100 Theatre Venues (July 2013)
- Ranked as #17 on Pollstar's 2013 First Quarter Worldwide Ticket Sales Top 50 Theatre Venues (April 2013)
- Ranked as #27 on Pollstar's 2012 Year-End Worldwide Ticket Sales Top 100 Theatre Venues (January 2013)
- Ranked as #1 on Venues Today's Florida Top Stops Report based on event grosses for venues with capacity between 2,001 - 5,000 (April 2013)
- Ranked as #14 on Venues Today's Year-End Top Stops Report based on event grosses for venues with capacity between 2,001 - 5,000 (December 2012)
- WICKED returned for a 3-week engagement February 20 - March 10, 2013 and played to over 48,000 guests
- For the period of October 1, 2012 through August 1, 2013 the Bob Carr Performing Arts Centre has generated \$12,538,904 in tickets sales and sold 220,589 tickets for the current fiscal year

Florida Citrus Bowl Stadium

- Received approval from City of Orlando and Orange County government to proceed with planned \$185 reconstruction of Florida Citrus Bowl which will feature approximately 80% new construction
- Ranked as #4 on Venues Today's Florida Top Stops Report based on event grosses for venues with capacity over 15,000 (Venues Today, April 2013)
- Ranked as #5 on Venues Today's Year-End Top Stops Report based on event grosses for venues with capacity over 30,000 (Venues Today, December 2012)
- Presented the 33rd Annual Florida Classic, continuing the historic state rivalry between Florida A&M University and Bethune-Cookman University (November 17, 2012)
- Hosted the Russell Athletic Bowl between Rutgers Scarlet Knights and Virginia Tech Hokies (December 28, 2012)
- Hosted the Capital One Bowl between the Nebraska Cornhuskers and Georgia Bulldogs (January 1, 2012)
- Hosted another sold-out Monster Jam 2013 generating \$1,199,254 in total gross ticket sales and sold 56,944 tickets (January 26, 2013)
- For the period of October 1, 2012 through August 1, 2013 the Florida Citrus Bowl generated \$10,728,861 in tickets sales and sold 257,373 tickets for the current fiscal year

Tinker Field

- Presented WJRR's Earthday Birthday Music Festival 20th anniversary concert, with \$637,551 in gross ticket sales and sold 9,991 tickets (April 13, 2012)
- Hosted second consecutive year of 2-day Electric Daisy Carnival November 9-10, 2012 and substantially increased attendance over previous year from 21,294 to 45,064

ORLANDO VENUES DEPARTMENT

Future Goals and Objectives

Short Term

- Map all Orlando Venues facilities with Google Indoor Maps
- Create and launch a dedicated website for Florida Citrus Bowl to document demolition, reconstruction, project timeline, upcoming events and job opportunities
- Potential on the horizon for Orlando City Soccer to transition over to a Major League Soccer (MLS) franchise. Should this occur it will become the second professional sports team in the Orlando metro area and a dedicated soccer stadium would subsequently be constructed in the downtown corridor
- Increase rental revenue by promoting the facility's various hospitality and meeting spaces via print collateral, ecards and online presence

Medium Term

- Keep Orlando community abreast of news and information relating to reconstruction of Florida Citrus Bowl through the completion of the project
- Develop promotional partnerships with area hotels to garner exposure for our concerts/events and generate revenue
- Planning the transition of when programming will cease at the Carr Performing Arts Centre in summer 2014 and start at the Dr. Phillips Center for the Performing Arts. Beginning the transition of Broadway to the new performing arts center
- Determine the long term future of how Tinker Field can be best utilized following construction of the adjacent Citrus Bowl because it has become more profitable as a concert venue than for baseball

Long Term

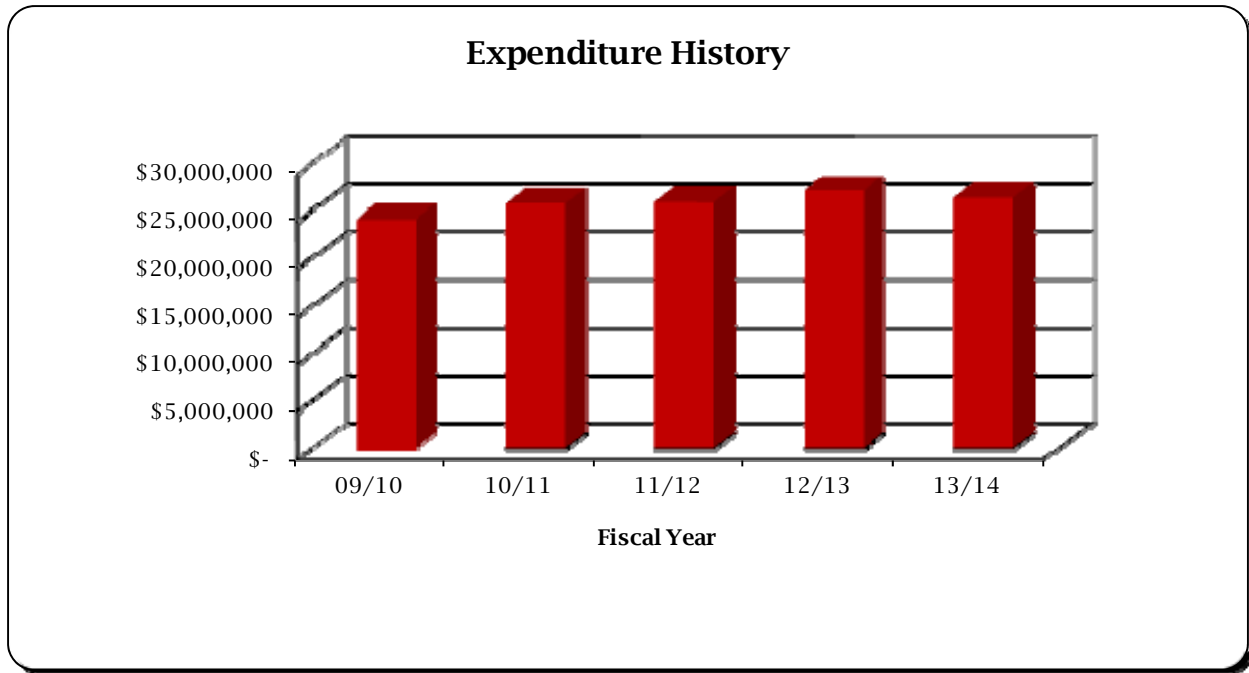
- Strengthen promotional partnerships within the community
- Increase attendance at all Orlando Venues facilities

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>ORLANDO VENUES FUND #411</u>					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 360	\$ -	\$ -	\$ -	N/A
571 Performing Arts Centre	1,576,650	1,669,491	1,609,280	(60,211)	(3.61%)
572 Arena	6,299	-	-	-	N/A
574 Orlando Venues Box Office	238,481	242,578	192,823	(49,755)	(20.51%)
582 Amway Center	15,880,094	18,857,409	18,503,790	(353,619)	(1.88%)
583 Geico Parking Garage	(2,074,033)	(2,323,077)	(2,323,077)	-	N/A
985 Nondepartmental - Orlando Venues	1,438,860	1,743,563	1,985,153	241,590	13.86%
985 Nondepartmental - Orlando Venues	1,260,905	-	-	-	N/A
TOTAL -- ORLANDO VENUES FUND	\$18,327,616	\$20,189,964	\$19,967,969	\$ (221,995)	(1.10%)
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 1,569,498	\$ 1,545,391	\$ 1,470,457	\$ (74,934)	(4.85%)
579 Community Venues Blueprint	591,519	777,191	753,853	(23,338)	(3.00%)
730 Nondepartmental - Community Venues	823,571	815,377	818,623	3,246	0.40%
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 2,984,588	\$ 3,137,959	\$ 3,042,933	\$ (95,026)	(3.03%)
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 16,698	\$ 20,200	\$ 18,500	\$ (1,700)	(8.42%)
592 Conference Center	55,760	58,051	53,508	(4,543)	(7.83%)
593 Citrus Bowl	3,225,294	2,696,354	2,487,596	(208,758)	(7.74%)
595 Tinker Field	297,708	365,248	382,008	16,760	4.59%
974 Nondepartmental - CFA	763,791	394,489	401,520	7,031	1.78%
Projects	250,896	198,771	-	(198,771)	(100.00%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 4,610,147	\$ 3,733,113	\$ 3,343,132	\$ (389,981)	(10.45%)
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$25,922,351	\$27,061,036	\$26,354,034	\$ (707,002)	(2.61%)

ORLANDO VENUES DEPARTMENT



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	15	16	16
571 Performing Arts Centre	4	4	4
574 Orlando Venues Box Office	2	2	2
576 Orlando Venues Security Services	12	12	12
580 Venues Operational Resources	7	7	7
582 Amway Center	15	14	14
TOTAL -- ORLANDO VENUES FUND	55	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	3	3	3
579 Community Venues Blueprint	4	7	7
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	7	10	10
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	7	7
595 Tinker Field	1	-	-
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	69	72	72

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division - Harry P. Leu Gardens

Mission Statement

The Mission of Harry P. Leu Gardens is to provide a cultural resource that promotes a greater understanding and awareness of plants, the Central Florida environment and the Gardens' history.

Overview of Services/Programs

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to its mission. The collection of plants contains more than 6,000 genera and cultivars utilized in applied evaluative research and education. The Gardens' organizational structure is composed of eight divisions including membership/volunteers, gift shop, horticulture, education, museum, special events/marketing, facility rental and administration. A seven member Board of Trustees appointed by the Mayor oversees the operation of the Gardens and activities are regulated by deed restrictions of December 1961 and a neighborhood agreement of 1994.

Major Accomplishments

- Total visitation through June 2013 was 114,927
- A total of 111 group garden tours were given to 3,416 visitors
- Membership in the Gardens reached 4,153 members with income of \$121,110 thru June 2013
- Volunteer hours totaled 8,490 thru June 2013 providing service in the Leu House Museum, the Gardens and Garden House. Twenty-six new volunteers were recruited in 2013
- Free First Mondays All-Day admissions were enjoyed by 13,282 guests
- Special Events income reached \$83,939 with 15,169 guests attending 20 events, through June 2013
- Wedding attendance was 8,502 and produced \$75,414 in income thru June 2013
- A total of 10,123 guests attended meetings generating income of \$57,091 and a total of 5,617 guests attended receptions producing income of \$42,465 within Garden House
- A total of 66 horticulture and fine art classes were held with 619 guests attending thru June 2013. Education income reached \$27,980 thru June 2013
- The Gardens' Gift Shop generated revenue of \$83,388 thru June 2013

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division - Harry P. Leu Gardens

Future Goals and Objectives

Long Term

The strategic goal for Booking and Facility Rental is to make Leu Gardens the rental place of choice in Central Florida by:

- Offering more services to increase capacity utilization of the buildings
- Maintaining the highest level of customer service
- Generating increased income to help support the Gardens
- Communicate mission of Leu Gardens to diverse audiences by:
 - Publishing a quarterly newsletter and class schedule
 - Collaborating with organizations with similar missions in Central Florida in reaching diverse audiences
 - Sending monthly membership email blast to communicate items of interest in education, horticulture, facility rental and special events
 - Creating new signage educating visitors of the various collections in the gardens

The goal of the Education Department is to become the primary resource for horticultural and environmental information for Central Florida residents by:

- Diversifying educational topics to include horticulture, environmental issues, art, cooking and healthy living
- Increasing educational outreach programs

The Horticulture Department plans to implement their goal of making the Gardens an exemplary horticultural display by:

- Evaluating new plants that may be appropriate for Central Florida's environment
- Maintaining the numerous and distinct collections of both herbaceous and woody plants

The Leu House Museum conservation strategy safeguards the Gardens' historical significance by:

- Offering daily interpretive tours throughout the year
- Preserving the home and other historic buildings on the property listed on the National Register of Historic Properties

The Marketing Department plans to position the Gardens as a cultural, horticultural and educational resource destination by:

- Attracting more Central Florida residents to the Gardens through local media coverage
- Attracting more tourists to the Gardens through partnership with Visit Orlando
- Offer one day a month free admission from 9 am to 5 pm
- Attracting more Florida residents to the Gardens by exhibiting at state-wide festivals

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division - Harry P. Leu Gardens

The Membership department plans to increase membership by:

- Increasing membership renewal rates
- Offering discounts to events, classes and gift shop
- Enhancing the perceived value of the Gardens' membership

The Special Events Department will present the Gardens as an important cultural asset by:

- Producing events that reinforce the Gardens' mission and goals
- Producing a wide variety of events to attract diverse audiences

The Volunteer Program will continue to recruit, train and evaluate volunteers:

- Creating a greater awareness and appreciation of the mission of the Gardens
- Creating a non-paid workforce to preserve and maintain the plant collections and interpret the history of Leu Gardens and provide exemplary customer service to guests as they arrive at the Gardens' Welcome Center (Garden House)

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division - Mennello Museum of American Art

The **Mennello Museum of American Art** features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$3.5 million.

Mission Statement: The Mennello Museum of American Art endeavors to preserve, exhibit, and interpret the Museum's outstanding permanent collection of paintings by Earl Cunningham. The Museum also seeks to enrich the public through special exhibitions, publications, and programs that celebrate other outstanding traditional and contemporary American artists.

Major Accomplishments

- Exhibitions of outstanding quality were shown in the 12/13 fiscal year:
 - Florida Watercolor Society 41st Anniversary Exhibit
 - African American Art: Harlem Renaissance, Civil Rights Era and Beyond
 - Southern Folk Art Masters
 - Never No More: Storter's Southwest Florida
 - Art & Artifacts of the Seminole: Selections from the Collection of I.S.K. Reeves V and Sara W. Reeves
 - Eugene Savage: The Seminole Paintings
- The Museum hosted the "Kids Fringe" element of the Orlando International Fringe Festival. This event brought an additional 10,800 visitors to the Museum.
- The Pumpkins and Pies event had 637 visitors, and over \$4,500 was raised for the 2013 Orlando Folk Festival.
- The Museum exhibited 18 large scale dog sculptures on the grounds and hosted the Big Dog Happy Hour in early December 2012.
- The 11th Annual Orlando Folk Festival was held February 12 and 13; over 5,600 visitors attended the event. The Mennello Museum of American Art Board of Trustees assisted with the project. The project was funded by the Friends of the Mennello Museum of American Art, the Pumpkins and Pies fundraising event held in October and grant funding from United Arts of Central Florida.
- Family Day continues to be popular and is bringing over 1,000 additional visitors to the Museum annually. Our partnership with Bank of America's Museums on Us program is also bringing an additional 1,000 visitors to the Museum annually.
- Educational Programming for the Imprints Exhibition has been successful. During the exhibition two adult workshops and two 3-day summer camp for children sessions were completed.
- The exhibition series "Discover the Everglades Through Art" was partially funded by a grant by Orange County Arts and Cultural Affairs and the Friends of the Mennello Museum.

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museums Division - Mennello Museum of American Art

- Collaborative programming was done with the following entities:
 - Heartstrings Music Foundation
 - The Orlando International Fringe Festival
- Staff has launched its first Power 2 Give online giving campaign to raise funds for the Orlando Folk Festival
- Staff is assisting the Friends of the Mennello Museum file its first Operating Support Grant from United Arts of Central Florida

Future Goals and Objectives

Short Term Goals

- Exhibitions of outstanding quality scheduled
 - The Santa Fe Art Colony

Medium Term Goals

- Exhibitions of outstanding quality scheduled
 - Mingled Visions: Images from the North American Indian Collection by Edward S. Curtis
- The Friends of the Mennello Museum will assist with funding for entire exhibitions schedule for the year We have also applied for grant funding from Orange County Arts and Cultural Affairs and have received pledges from individuals for support.
- The 12th Annual Orlando Folk Festival is scheduled for February 8th and 9th, 2014. The City appointed board plans on assisting with planning and implementation of both festivals. We have launched a Power 2 Give online giving campaign to support the festival.

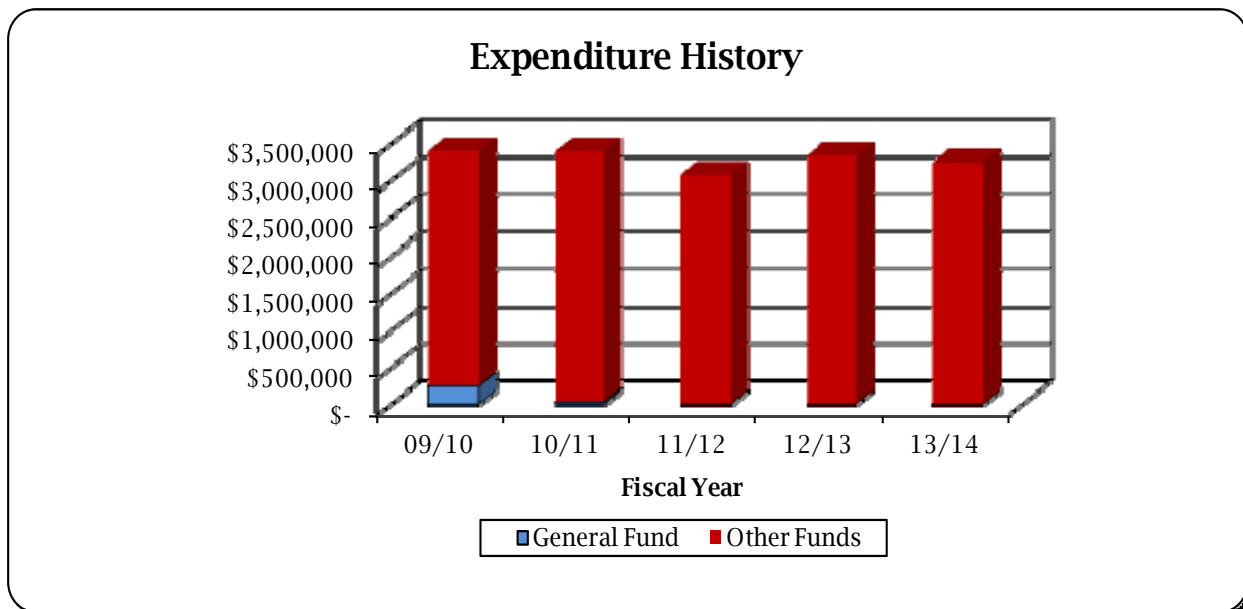
Long Term Goals

- Increase attendance
- Develop a volunteer and docent program and increase educational programming and outreach to schools, community and senior centers
- Increase collaborative programming with Central Florida Arts entities strengthening the arts scene

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 2,440,326	\$ 2,596,511	\$ 2,543,917	\$ (52,594)	(2.03%)
585 Public Art	29,883	68,300	46,300	(22,000)	(32.21%)
9402 H.P. Leu Gardens Sales Shop Projects	82,026	83,974	78,000	(5,974)	(7.11%)
	-	-	-	-	N/A
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,552,235	\$ 2,748,785	\$ 2,668,217	\$ (80,568)	(2.93%)
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Art	\$ 525,569	\$ 587,079	\$ 578,825	\$ (8,254)	(1.41%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 525,569	\$ 587,079	\$ 578,825	\$ (8,254)	(1.41%)
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,077,804	\$ 3,335,864	\$ 3,247,042	\$ (88,822)	(2.66%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
H.P. LEU GARDENS TRUST FUND #633			
143 H.P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
MENNELLO MUSEUM FUND #634			
144 Mennello Museum of 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	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Orlando Venues	Bob Carr Performing Arts Center - Total Attendance	275,219	282,033	278,000
Orlando Venues	Amway Center - Total Attendance	1,191,941	1,315,952	1,323,663
Orlando Venues	Florida Citrus Bowl - Total Attendance	411,463	360,513	300,000
Orlando Venues	Varsity Club - Total Attendance	10,530	9,405	9,500
Harry P. Leu Gardens	Number of visitors	149,083	135,500	140,000
Harry P. Leu Gardens	Number of outreach events participated	17	16	20
Harry P. Leu Gardens	Number of participants at outreach events	1,377	3,100	3,000
Mennello Museum of American Art	Annual Attendance	27,496	29,652	30,000
Mennello Museum of American Art	Number of website visits	23,916	23,460	25,000
Mennello Museum of American Art	Number of General memberships	129	146	150
Mennello Museum of American Art	Number of Friends memberships	48	41	50
Mennello Museum of American Art	Number of Facebook likes	66	1435	1500
Public Art	Number of Visits to public arts website	8,308	7,481	5,000
Public Art	Attendance at art receptions	88	150	150

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Orlando Venues	Orlando Venues Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Harry P. Leu Gardens	Revenue from user fees	\$935,702	\$1,100,000	\$1,011,000
Harry P. Leu Gardens	Number of Volunteer hours	9,316	11,067	10,000
Harry P. Leu Gardens	Spending Level - Leu Gardens	99%	92%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	92%	97%	100%
Mennello Museum of American Art	Total revenue	\$33,179.44	\$45,249.50	\$45,000
Mennello Museum of American Art	Total funds raised by the Friends	\$364,112.78	\$340,997.05	\$350,000
Mennello Museum of American Art	Value of grants awarded	\$42,500	\$42,639	\$75,000

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	763	890	899
Public Arts	Number of large outdoor pieces of art maintained or repaired	2	3	5
Public Arts	Number of smaller pieces maintained or repaired	15	4	16
Public Arts	Annual number of entries	140	160	180

Outcome & Mission

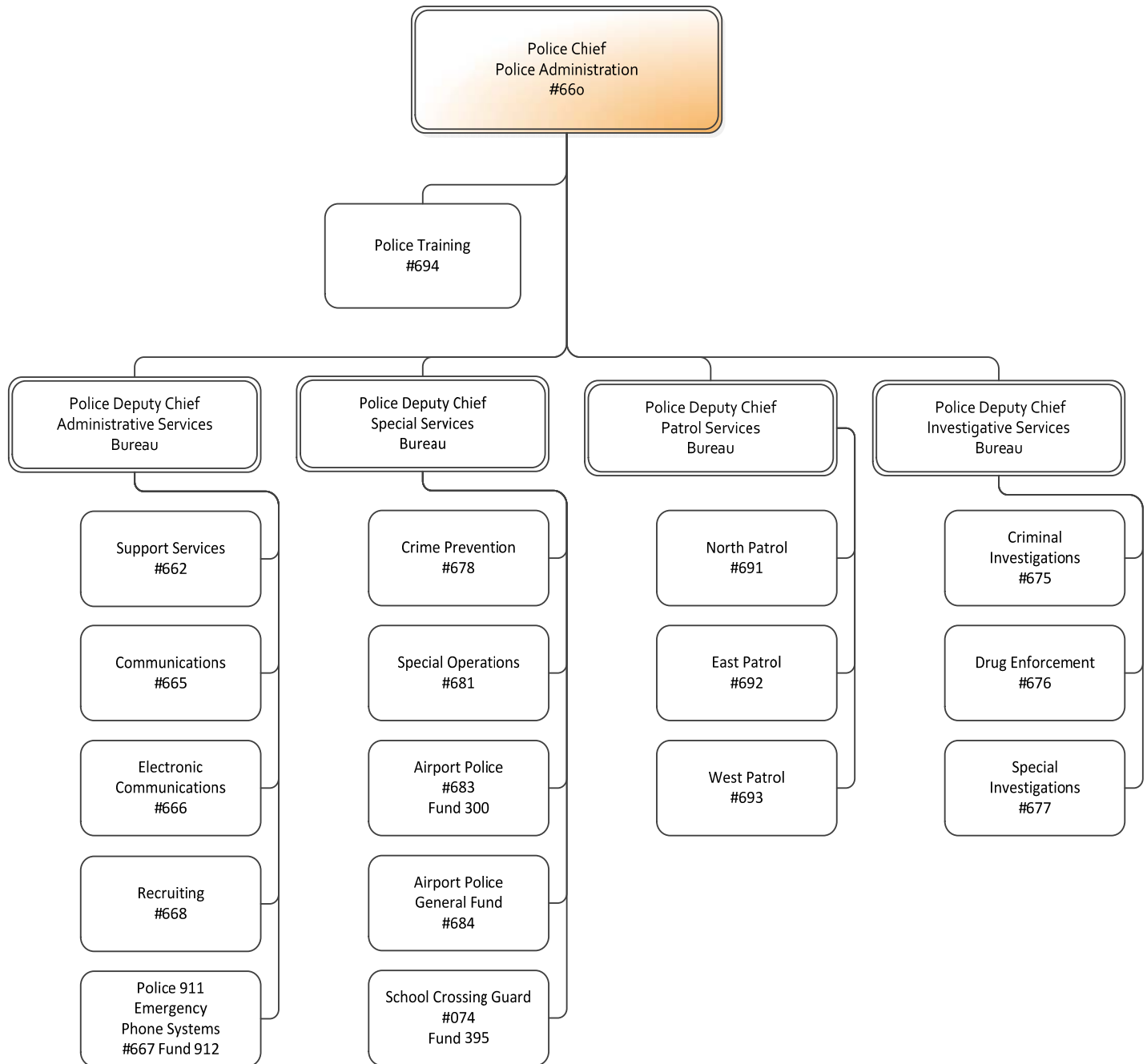
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Orlando Venues	Bob Carr Performing Arts Center - Total Events	180	196	188
Orlando Venues	Amway Center - Total Events	174	204	193
Orlando Venues	Florida Citrus Bowl - Total Events	182	230	84
Orlando Venues	Tinker Field - Total Events	147	181	150
Orlando Venues	Varsity Club - Usage	63	56	60
Public Arts	Percentage of collection "on view"	98%	95%	98%



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Keep Orlando a safe city by reducing crime and engaging residents to invest in their neighborhoods.

POLICE DEPARTMENT



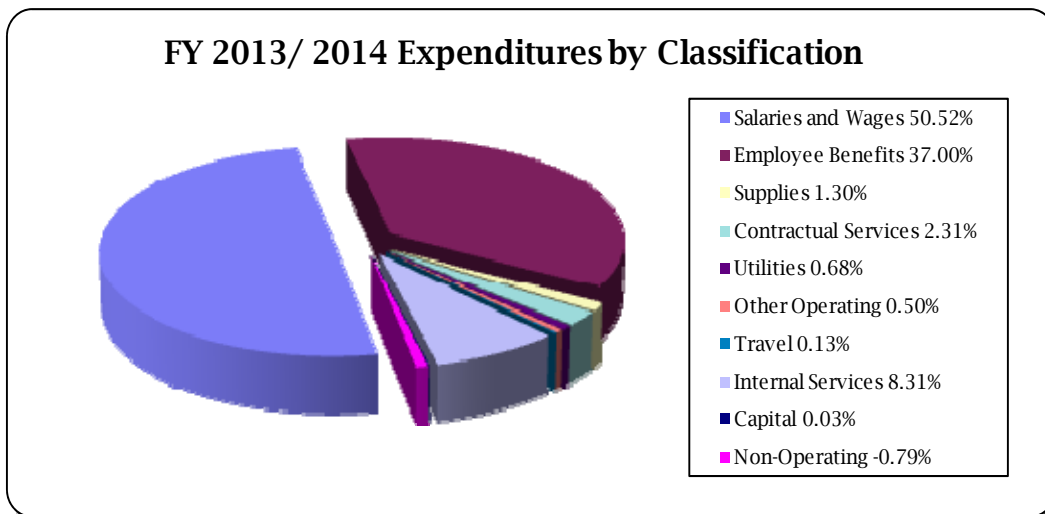
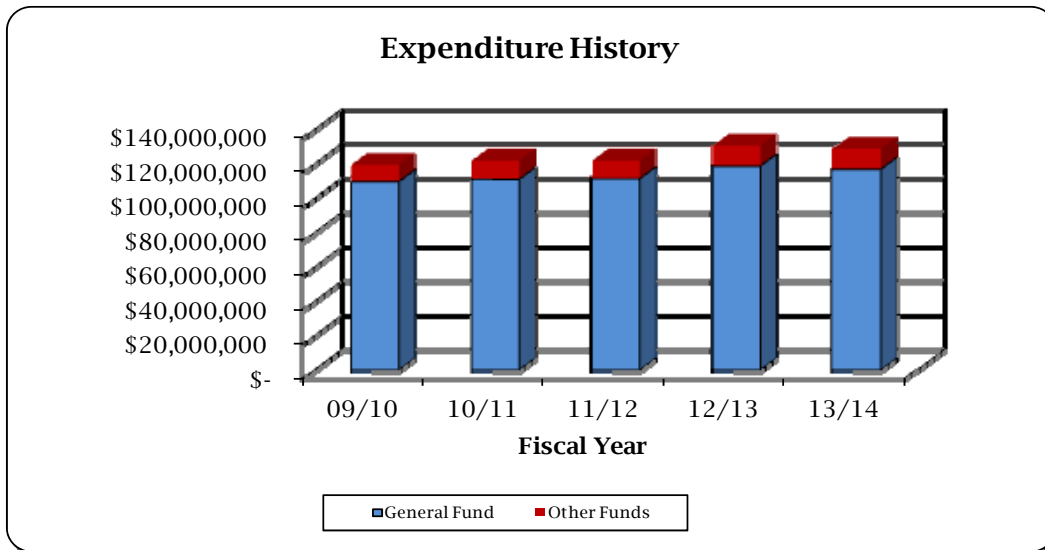
POLICE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 5,549,315	\$ 5,749,779	\$ 4,554,082	\$ (1,195,697)	(20.80%)
694 Police Training	5,042,849	2,646,336	2,695,515	49,179	1.86%
Police-Administrative Services Bureau					
662 Police Support Services	2,798,176	2,972,169	2,798,775	(173,394)	(5.83%)
665 Communications	5,747,805	6,140,008	5,888,585	(251,423)	(4.09%)
666 Electronic Communication Systems	96,450	184,773	180,729	(4,044)	(2.19%)
668 Police Recruiting	700,413	660,965	551,937	(109,028)	(16.50%)
Police-Investigative Services Bureau					
675 Criminal Investigations Division	16,498,350	18,040,984	15,626,512	(2,414,472)	(13.38%)
676 Drug Enforcement Division	2,963,755	3,063,052	2,623,687	(439,365)	(14.34%)
677 Special Investigations	2,016,915	1,805,819	1,588,228	(217,591)	(12.05%)
Police-Special Services Bureau					
678 Crime Prevention	6,067,314	7,882,183	8,860,571	978,388	12.41%
681 Special Operations	6,634,676	6,751,208	5,704,145	(1,047,063)	(15.51%)
684 Airport Police-General Fund	962,066	176,879	759,873	582,994	329.60%
Police-Patrol Services Bureau					
691 North Patrol	22,387,538	22,363,571	18,350,788	(4,012,783)	(17.94%)
692 East Patrol	14,649,940	15,173,492	11,197,243	(3,976,249)	(26.21%)
693 West Patrol	16,959,857	17,936,361	14,323,831	(3,612,530)	(20.14%)
028 Primrose Building	111,604	136,000	136,000	-	0.00%
988 Non-Departmental Police	2,125,363	6,964,140	21,043,225	14,079,085	202.17%
TOTAL -- GENERAL FUND	\$ 111,312,389	\$ 118,647,719	\$ 116,883,726	\$ (1,763,993)	(1.49%)
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau					
695 Law Enforcement Training	\$ 128,260	\$ 230,000	\$ 230,220	\$ 220	0.10%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 128,260	\$ 230,000	\$ 230,220	\$ 220	0.10%
GOAA POLICE FUND #300					
Police-Special Services Bureau					
683 Airport Police	\$ 7,774,486	\$ 8,924,743	\$ 9,531,858	\$ 607,115	6.80%
TOTAL -- GOAA POLICE FUND	\$ 7,774,486	\$ 8,924,743	\$ 9,531,858	\$ 607,115	6.80%
OCPS CROSSING GUARD FUND #395					
Police-Special Services Bureau					
074 School Crossing Guard	\$ 457,866	\$ 485,389	\$ 523,728	\$ 38,339	7.90%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 457,866	\$ 485,389	\$ 523,728	\$ 38,339	7.90%
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ 1,119,247	\$ 35,671	\$ -	\$ (35,671)	(100.00%)
TOTAL -- GRANT FUND	\$ 1,119,247	\$ 35,671	\$ -	\$ (35,671)	(100.00%)
FORFEITURE SHARING FUND #672, #673 & #674					
696, 697 & 698 Forfeiture Sharing	\$ 544,003	\$ 1,689,312	\$ 1,209,902	\$ (479,410)	(28.38%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 544,003	\$ 1,689,312	\$ 1,209,902	\$ (479,410)	(28.38%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Police-Administrative Services Bureau					
667 Police 911 Emergency Phone System	\$ 444,018	\$ 444,000	\$ 441,743	\$ (2,257)	(0.51%)
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 444,018	\$ 444,000	\$ 441,743	\$ (2,257)	(0.51%)
TOTAL -- POLICE DEPARTMENT	\$ 121,780,269	\$ 130,456,834	\$ 128,821,177	\$ (1,635,657)	(1.25%)

POLICE DEPARTMENT

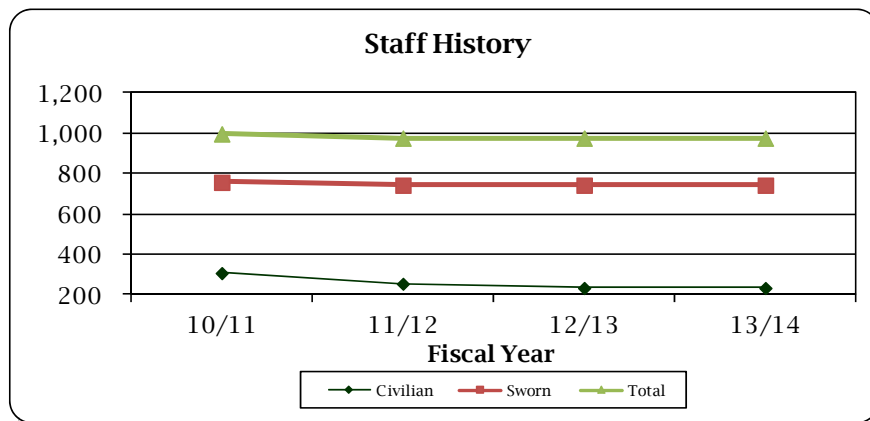
Expenditure by Classification	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 66,117,995	\$ 70,491,037	\$ 65,082,037	\$ (5,409,000)	(7.67%)
Employee Benefits	38,983,995	43,564,104	47,657,496	4,093,392	9.40%
Supplies	2,097,415	1,891,774	1,678,534	(213,240)	(11.27%)
Contractual Services	2,751,817	3,228,957	2,973,259	(255,698)	(7.92%)
Utilities	920,841	878,527	880,183	1,656	0.19%
Other Operating	287,442	500,016	644,929	144,913	28.98%
Travel	141,506	164,130	164,130	-	0.00%
Internal Services	10,266,759	10,859,668	10,710,855	(148,813)	(1.37%)
Capital	214,310	374,307	43,000	(331,307)	N/A
Non-Operating	(1,812)	(1,495,686)	(1,013,246)	482,440	18.67%
TOTAL -- POLICE DEPARTMENT	\$ 121,780,269	\$ 130,456,834	\$ 128,821,177	\$ (1,635,657)	(1.25%)



POLICE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
660 Police Administration	30	27	27
694 Police Training	13	13	13
Administrative Services Bureau			
662 Police Support Services	43	46	46
665 Communications	94	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	6	6	6
Investigative Services Bureau			
675 Criminal Investigations Division	141	141	141
676 Drug Enforcement	22	22	22
677 Special Investigations	12	12	12
Special Services Bureau			
678 Crime Prevention	54	92	92
681 Special Operations	56	56	56
Patrol Services Bureau			
691 North Patrol	133	115	115
692 East Patrol	133	123	123
693 West Patrol	150	155	155
TOTAL -- GENERAL FUND	888	903	903
GOAA POLICE FUND #300			
Police-Special Services Bureau			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
OCPS CROSSING GUARD FUND #395			
Police-Special Services Bureau			
074 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
GRANT FUND #600			
054 COPS ARRA Grant 09/10			
	15	-	-
TOTAL -- GRANT FUND	15	-	-
TOTAL -- POLICE	978	978	978



POLICE DEPARTMENT

Mission Statement

Keep Orlando a safe city by reducing crime and maintaining livable neighborhoods.

Overview of Services/Programs

The **Orlando Police Department** is organized into the Chief's Staff and four bureaus: Administrative Services, Special Services, Investigative Services and Patrol Services. The current authorized staffing for the Police Department consists of 743 authorized sworn positions and 235 authorized civilian positions, totaling 978 authorized positions.

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 the Public Information Officer 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).

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Technology Management and the Recruiting Unit. The Support Services Division includes the Quartermaster Unit, Report Review/Info Unit, the Records Management Section (Records/ID and Traffic Citation Units), the Property and Evidence Section, the Criminal Intake Unit and Witness Management. The Communications Division consists of the Operations Section, Technical Support Section and the Administration Section.

The **Special Services Bureau** includes the International Airport Division, Downtown Community Policing Division and the Special Operations Division. The International Airport Division consists of the Administration (Investigations and Training & Special Projects 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, Aviation Spotter and Vehicles for Hire).

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division and Violent Crimes 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 include the Intelligence Unit, Homeland Security and Crime Analysis.

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. The East Patrol Division includes Patrol and the Community Service Officers (CSO).

POLICE DEPARTMENT

Major Accomplishments

Police Administration

- The Chief's Staff, Professional Standards Division, Strategic Planning/Grants Section was awarded more than \$350,000 in new grants and managed \$5.3 million in total grant funds.
- The Chief's Staff, Field Training Unit implemented a new Field Training Officer program creating training squads, reducing personnel costs and training costs.
- The Chief's Staff, Internal Affairs Section implemented a new reporting system, increasing efficiency by cutting report completion time.

Patrol Service Bureau

- The Patrol Services Bureau, TAC squads, made 778 felony arrests, 314 misdemeanor arrests, conducted 6,056 traffic stops, seized 145 firearms, 26 vehicles and over \$62,000 in cash.
- The Patrol Services Bureau initiated several operational plans that concentrated on specific crime issues such as troubled apartment and condominium complexes, pawn shops, school and traffic safety around schools and panhandling.
- The Patrol Services Bureau, International Drive Units and East Patrol Division, have continued their efforts in enforcing the Tourist Safety Act, protecting tourist's credit card information.
- The Patrol Services Bureau, NPU, took 3,131 calls for service, self-initiated 6,754 calls, conducted 2,399 traffic contacts, issued 301 traffic citations, made 642 felony arrests, 516 misdemeanor arrests, obtained 71 arrest warrants and conducted 12 search warrants.

Administrative Services Bureau

- The Administrative Services Bureau, Communications Division, processed 235,265 911- emergency calls and 391,708 non-emergency calls. The Division received \$371,145 in 911 reimbursements from the Orange County 911 Public Safety Office.
- The Administrative Services Bureau, Communications Division, processed 11,344 false alarms and generated 1,361 invoices totaling \$143,800. To date, the City has received \$105,072 in false alarm fee payments.
- The Administrative Services Bureau, Communications Division, installed a Bi-Directional Amplifier (BDA) System in the Amway Center to enhance overall radio coverage and improve officer and citizens' safety.
- The Administrative Services Bureau, Communications Division, completed the recruiting and hiring of 21 new emergency communications specialists for the 911 Emergency Center.
- The Administrative Services Bureau, Recruiting Unit, completed the hiring processes for 32 new officers.
- The Administrative Services Bureau, Recruiting Unit, held a Women's Forum on April 10, 2013, which attracted over 100 prospective female applicants.
- The Administrative Services Bureau, Records/ID Unit, began offering electronic fingerprinting services for the public. This initiative, combined with fees collected for other fingerprinting services, crash reports, public record searches and background checks, has generated \$133,891 in revenue.
- The Administrative Services Bureau, Report Review Unit's on-line police incident reporting system generated 4,573 reports, with a cost savings of \$182,920.
- The Administrative Services Bureau, Property and Evidence Unit, partnered with Propertyroom.com to generate \$14,521 in revenue.

POLICE DEPARTMENT

Special Services Bureau

- The Special Services Bureau, K-9 Unit, purchased two new dogs.
- The Special Services Bureau, Vehicles for Hire Unit, initiated “Operation Safe Cab”, targeting un-permitted cabs in Downtown and on International Drive.
- The Special Services Bureau, International Airport Division, participated in an “Aircraft Down” training scenario at the Orlando International Airport.
- The Special Services Bureau, Traffic Enforcement Section, completed its first full year of the “Best Foot Forward” pedestrian safety campaign, during which 86 operations were conducted at 14 different locations, 1,588 warnings were issued and 344 traffic citations were issued.
- The Special Services Bureau, Traffic Enforcement Section, outfitted 25 motorcycles with onboard laptop computers equipped with Ticket Writer software, an onboard printer, and radar.

Investigative Services Bureau

- The Investigative Services Bureau, Uniform Drug Enforcement Section, made over 253 arrests, seized 51 crime-related guns, \$65,071 cash, 4,476 grams of cocaine and 867 pounds of cannabis.
- The Investigative Services Bureau, Uniform Drug Enforcement Section, investigated over 702 Crimeline drug complaints and executed 31 search warrants.
- The Investigative Services Bureau, Criminal Investigations Division, completed its first year with the Joint Homicide Investigation Team (J.H.I.T.), investigating 32 homicides, with 27 of these cases cleared by arrest.
- The Investigative Services Bureau, Property Section, partnered with CopDots to assist citizens with serializing their property with very small microdots in an effort to identify stolen property.
- The Investigative Services Bureau, Assault and Battery Unit, was awarded the Invest Grant, allowing for a detective to be assigned to investigate Intimate Partner Domestic Violence cases.
- The Investigative Services Bureau, School Resource Officer Unit, implemented the “Responsibility Matters” youth outreach campaign designed to teach youth to recognize bad situations, focus on personal responsibility, and make the right choices to avoid negative outcomes.
- The Investigative Services Bureau, Special Victims Unit, worked with our legal staff to develop and implement a new City ordinance that further restricts residency requirements for sexual offenders/predators.
- The Investigative Services Bureau, Violent Crime Initiatives, coordinated the Summer Crime Initiative that targeted prolific property offenders and violent offenders.

Future Goals and Objectives

Short Term

- The Chief’s Staff, Professional Standards Division, Strategic Planning/Grants Section has seven grant applications pending, with possible awards totaling \$824,000 for FY 13/14.
- The Administrative Services Bureau, Communications Division, will relocate the Orlando Police Headquarters (OPH) tower to the Orange County Courthouse in preparation for the OPH relocation. The tower relocation will provide increased radio functionality and coverage.
- The Investigative Services Bureau, Criminal Investigations Division, will continue to focus on domestic violence cases and work with the State Attorney’s Office to ensure proper prosecution.
- The Investigative Services Bureau, Property Section, will continue to target prolific property offenders and work with the State Attorney’s Office to seek maximum sentencing. The Property Section will also team with the Community Relations Unit to educate the citizens of Orlando on the use of the CopDots program to enhance the recovery of stolen property and the identification of property offenders.

POLICE DEPARTMENT

Medium Term

- The Patrol Services Bureau will encourage citizens to use email communication to inform the Department of concerns not needing a 911 response.
- The Administrative Services Bureau, Communications Division, will implement advanced technologies to allow for the receipt of data in the form of text messages, video, pictures, emails and other modern communications technology when reporting 911 calls for service.

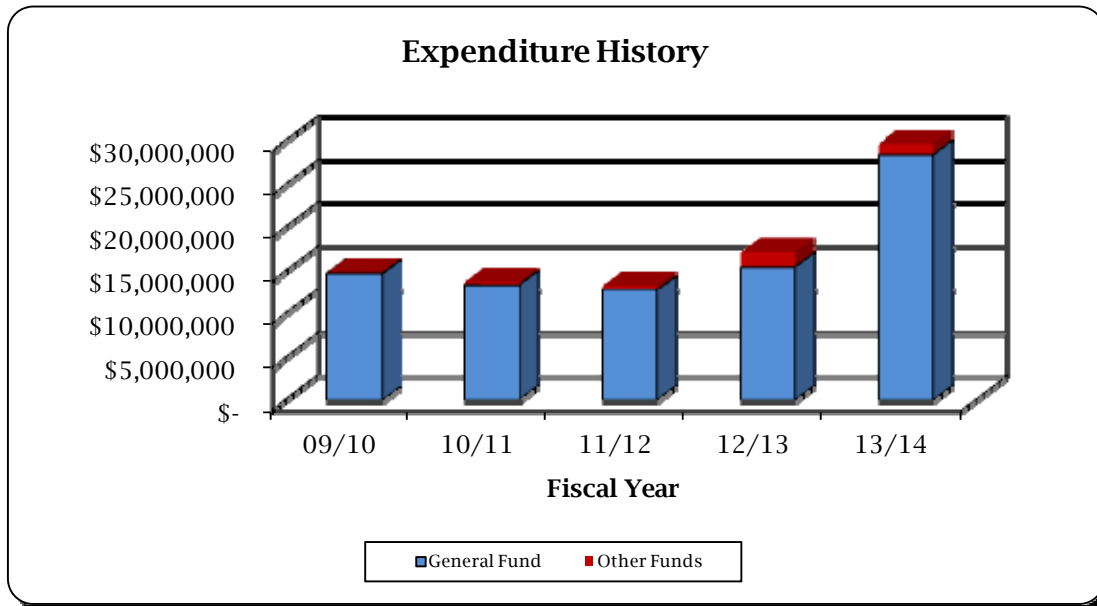
Long Term

- The Patrol Services Bureau will use Intelligence Led Policing methods to best utilize resources.
- The Investigative Services Bureau, Uniform Drug Enforcement Section's goal is to dismantle the long standing drug trafficking organizations within the city limits of Orlando.
- The Administrative Services Bureau, Communications Division, will increase the radio coverage in the southeast section of the City to improve officer and citizen safety.
- The Investigative Services Bureau, Violent Crime Initiatives, will continue to support domestic violence prevention initiatives.
- The Investigative Services Bureau, Violent Crime Initiatives, will continue to coordinate operations targeting violent crime and prolific property offenders.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administration					
660 Police-Administration	\$ 5,549,315	\$ 5,749,779	\$ 4,554,082	\$ (1,195,697)	(20.80%)
694 Police Training	5,042,849	2,646,336	2,695,515	49,179	1.86%
028 Primrose Building	111,604	136,000	136,000	-	0.00%
988 Non-Departmental Police	2,125,363	6,964,140	21,043,225	14,079,085	202.17%
TOTAL -- GENERAL FUND	\$ 12,829,132	\$ 15,496,255	\$ 28,428,822	\$ 12,932,567	83.46%
FORFEITURE SHARING FUND #672, #673 & #674					
696, 697 & 698 Forfeiture Sharing	\$ 544,003	\$ 1,689,312	\$ 1,209,902	\$ (479,410)	(28.38%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 544,003	\$ 1,689,312	\$ 1,209,902	\$ (479,410)	(28.38%)
TOTAL -- POLICE ADMINISTRATION	\$ 13,373,135	\$ 17,185,567	\$ 29,638,724	\$ 12,453,157	72.46%



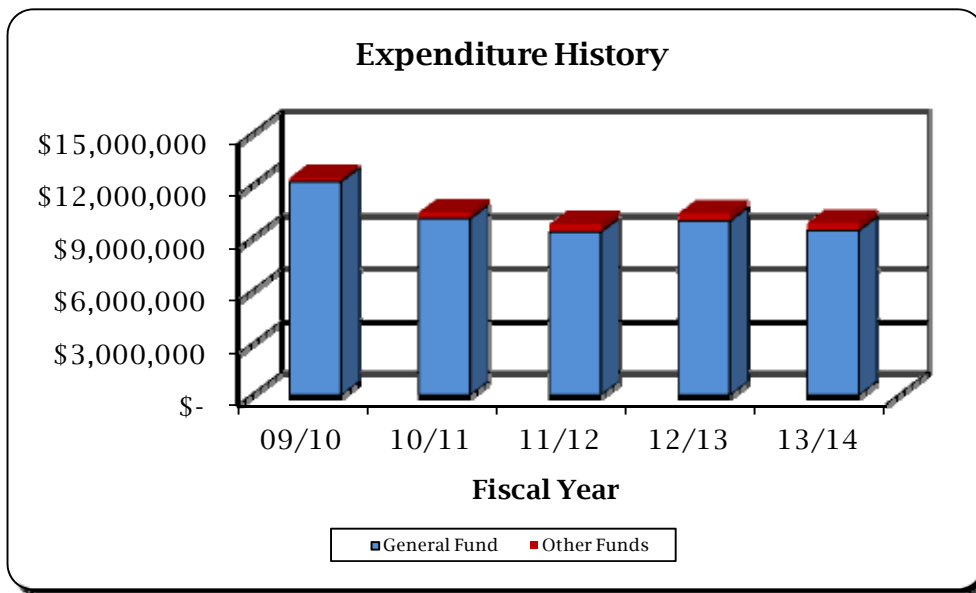
STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
660 Police Administration	30	27	27
694 Police Training	13	13	13
TOTAL -- GENERAL FUND	43	40	40
TOTAL -- POLICE ADMINISTRATION	43	40	40

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau					
662 Police Support Services	\$ 2,798,176	\$ 2,972,169	\$ 2,798,775	\$ (173,394)	(5.83%)
665 Communications	5,747,805	6,140,008	5,888,585	(251,423)	(4.09%)
666 Electronic Communication Systems	96,450	184,773	180,729	(4,044)	(2.19%)
668 Police Recruiting	700,413	660,965	551,937	(109,028)	(16.50%)
TOTAL -- GENERAL FUND	\$ 9,342,845	\$ 9,957,915	\$ 9,420,026	\$ (537,889)	(5.40%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 444,018	\$ 444,000	\$ 441,743	\$ (2,257)	(0.51%)
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 444,018	\$ 444,000	\$ 441,743	\$ (2,257)	(0.51%)
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 9,786,863	\$10,401,915	\$ 9,861,769	\$ (540,146)	(5.19%)



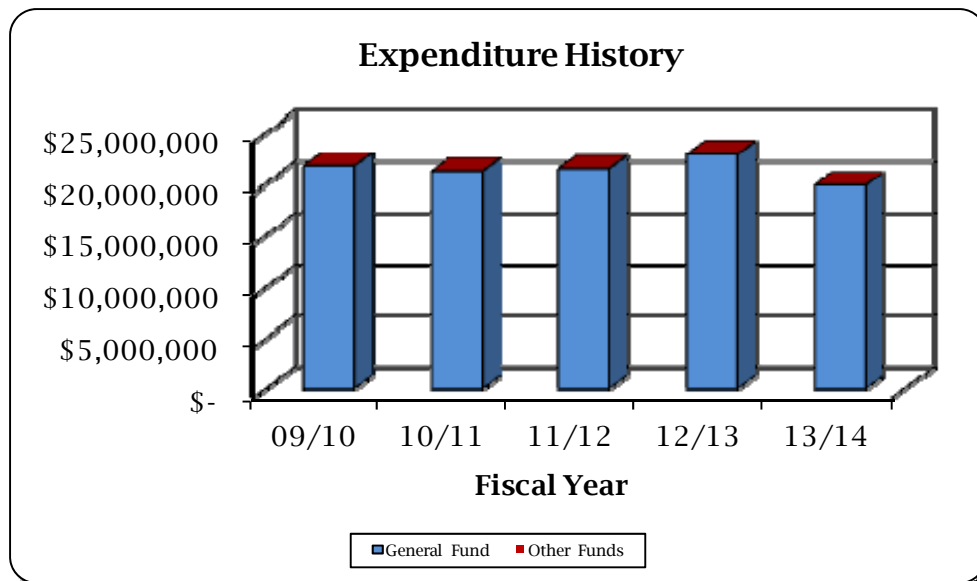
STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Police-Administrative Services Bureau			
662 Police Support Services	43	46	46
665 Communications	94	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	6	6	6
TOTAL -- GENERAL FUND	144	147	147
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	144	147	147

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Investigative Services Bureau					
675 Criminal Investigative Services	\$16,498,350	\$18,040,984	\$15,626,512	\$ (2,414,472)	(13.38%)
676 Drug Enforcement Division	2,963,755	3,063,052	2,623,687	(439,365)	(14.34%)
677 Special Investigations	2,016,915	1,805,819	1,588,228	(217,591)	(12.05%)
TOTAL -- GENERAL FUND	\$21,479,020	\$22,909,855	\$19,838,427	\$ (3,071,428)	(13.41%)
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$21,479,020	\$22,909,855	\$19,838,427	\$ (3,071,428)	(13.41%)



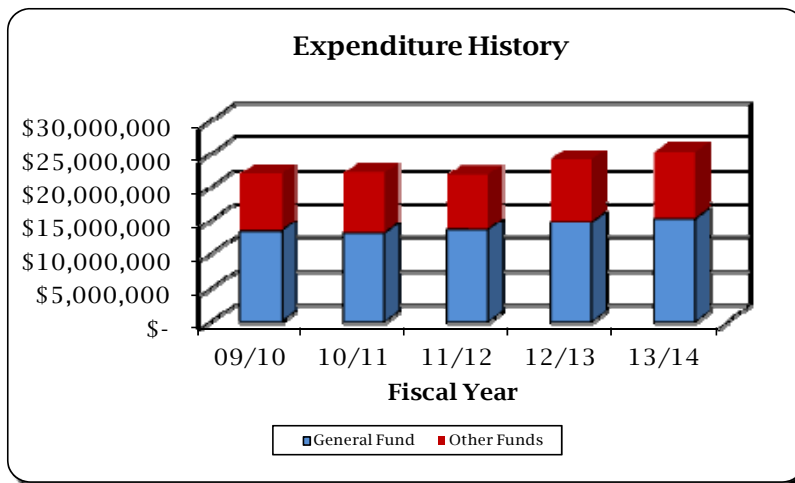
STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Police-Investigative Services Bureau			
675 Criminal Investigative Services	141	141	141
676 Drug Enforcement Division	22	22	22
677 Special Investigations	12	12	12
TOTAL -- GENERAL FUND	175	175	175
TOTAL -- INVESTIGATIVE SERVICES BUREAU	175	175	175

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau					
678 Crime Prevention	\$ 6,067,314	\$ 7,882,183	\$ 8,860,571	\$ 978,388	12.41%
681 Special Operations	6,634,676	6,751,208	5,704,145	(1,047,063)	(15.51%)
684 Airport Police-General Fund	962,066	176,879	759,873	582,994	329.60%
TOTAL -- GENERAL FUND	\$13,664,056	\$14,810,270	\$15,324,589	\$ 514,319	3.47%
GOAA POLICE FUND #300					
683 Airport Police	\$ 7,774,486	\$ 8,924,743	\$ 9,531,858	\$ 607,115	6.80%
TOTAL -- GOAA POLICE FUND	\$ 7,774,486	\$ 8,924,743	\$ 9,531,858	\$ 607,115	6.80%
OCPS CROSSING GUARD FUND #395					
074 School Crossing Guard	\$ 457,866	\$ 485,389	\$ 523,728	\$ 38,339	7.90%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 457,866	\$ 485,389	\$ 523,728	\$ 38,339	7.90%
TOTAL -- SPECIAL SERVICES BUREAU	\$21,896,408	\$24,220,402	\$25,380,175	\$ 1,159,773	4.79%



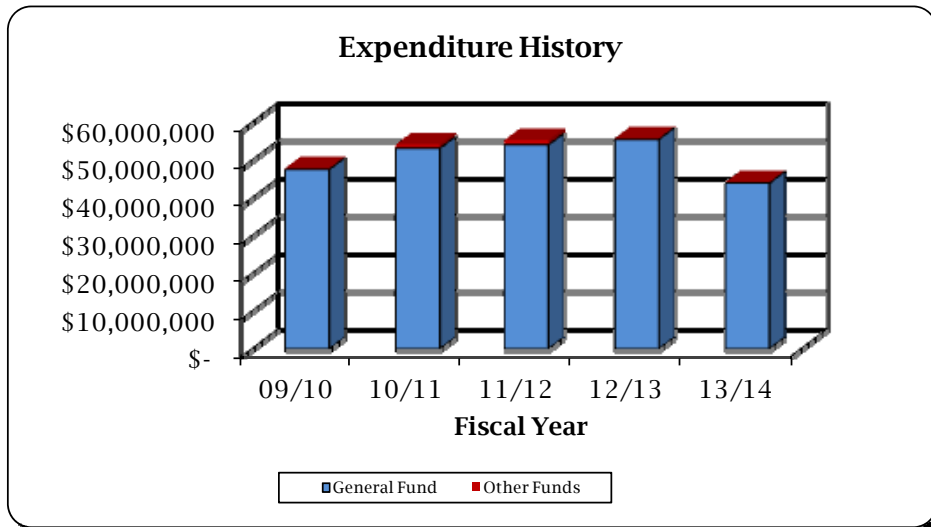
STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Police-Special Services Bureau			
678 Crime Prevention	54	92	92
681 Special Operations	56	56	56
TOTAL -- GENERAL FUND	110	148	148
GOAA POLICE FUND #300			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
OCPS CROSSING GUARD FUND #395			
074 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- SPECIAL SERVICES BUREAU	185	223	223

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/2014 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Patrol Services Bureau					
691 North Patrol	\$22,387,538	\$22,363,571	\$18,350,788	\$ (4,012,783)	(17.94%)
692 East Patrol	14,649,940	15,173,492	11,197,243	(3,976,249)	(26.21%)
693 West Patrol	16,959,857	17,936,361	14,323,831	(3,612,530)	(20.14%)
TOTAL -- GENERAL FUND	\$53,997,336	\$55,473,424	\$43,871,862	\$ (11,601,562)	(20.91%)
LAW ENFORCEMENT TRAINING FUND #110					
695 Law Enforcement Training	\$ 128,260	\$ 230,000	\$ 230,220	\$ 220	0.10%
TOTAL -- LAW ENF. TRAINING FUND	\$ 128,260	\$ 230,000	\$ 230,220	\$ 220	0.10%
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ 1,119,247	\$ 35,671	\$ -	\$ (35,671)	(100.00%)
TOTAL -- GRANT FUND	\$ 1,119,247	\$ 35,671	\$ -	\$ (35,671)	(100.00%)
TOTAL -- PATROL SERVICES BUREAU	\$55,244,843	\$55,739,095	\$44,102,082	\$ (11,637,013)	(20.88%)



STAFFING SUMMARY

	Actual 2011/2012	Revised Budget 2012/2013	Adopted Budget 2013/2014
GENERAL FUND #100			
Police-Patrol Services Bureau			
691 North Patrol	133	115	115
692 East Patrol	133	123	123
693 West Patrol	150	155	155
TOTAL -- GENERAL FUND	416	393	393
GRANT FUND #600			
054 COPS ARRA Grant 09/10	15	-	-
TOTAL -- GRANT FUND	15	-	-
TOTAL -- PATROL SERVICES BUREAU	431	393	393

POLICE DEPARTMENT

Police Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	93.13%	92.38%	92.50%

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	73.50%	74.50%	75%
Police Department	Average Code 2 call queue time in minutes (excludes Airport).	3.95	3.8	3.8
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	13.8	13.8	13.8
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	37.23	36.3	36.3
Police Investigative Services Bureau	Percentage of cases cleared.	90.96%	87.56%	88%

Outcome & Mission

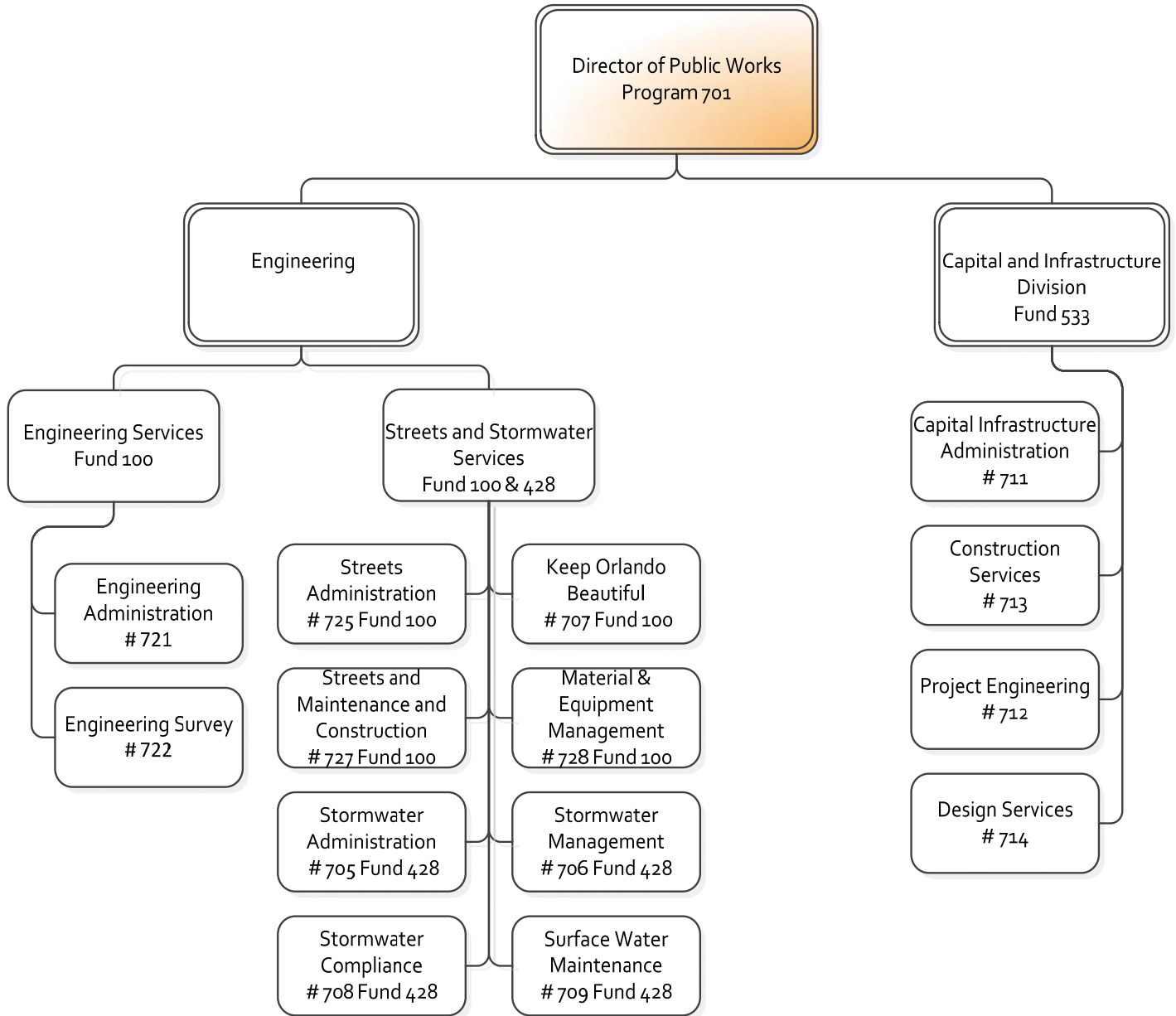
Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Police Department	Percent change of Part 1 Crimes.	0.62%	-2.74%	-3%
Police Department	Percent change of the total number of violent crimes.	-4.28%	-2.96%	-3%
Police Department	Percentage change in the number of property crimes.	0.64%	-2.55%	-3%

PUBLIC WORKS

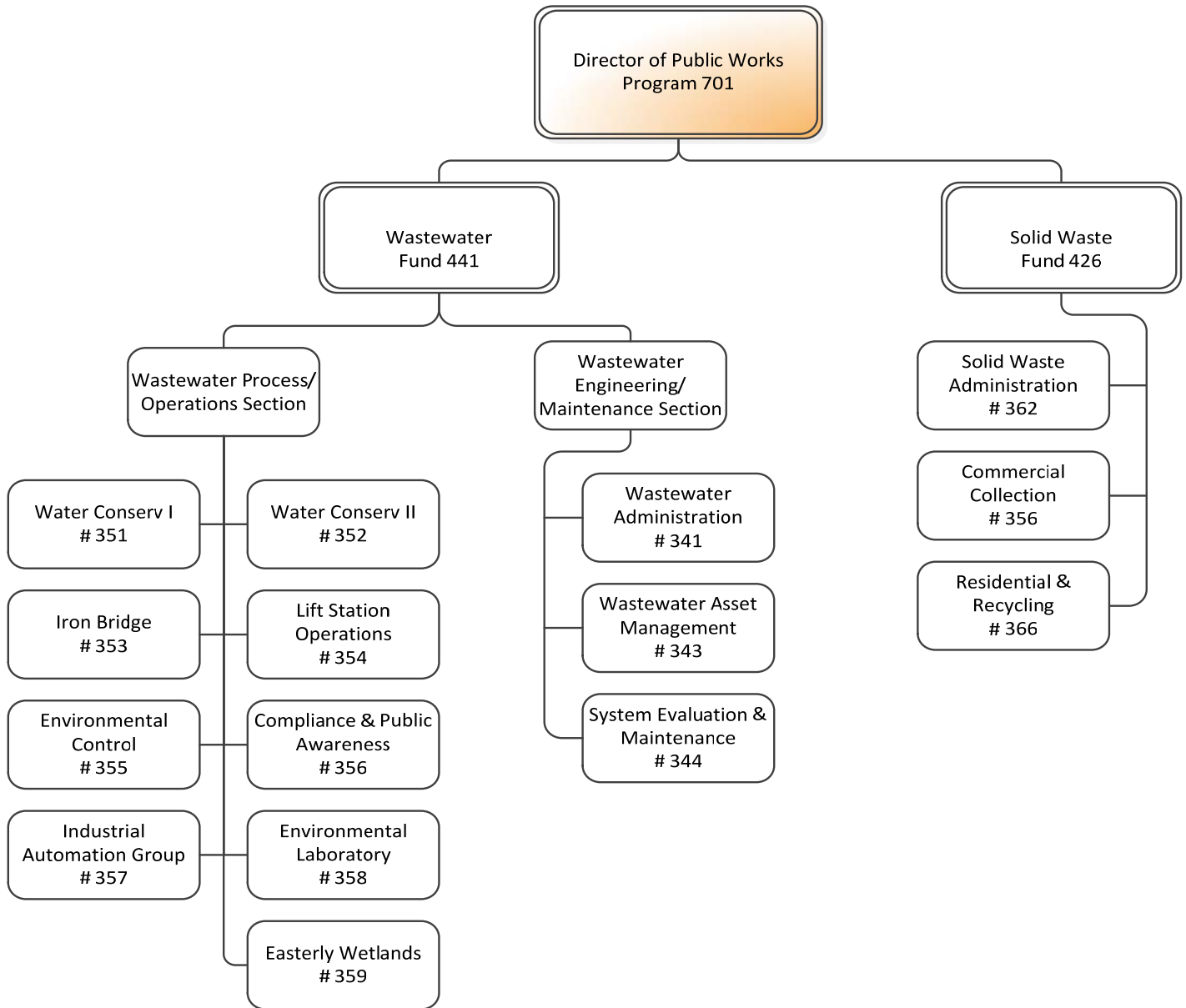


To enhance Orlando's quality of life through the construction and operation of a safe, effective, physical environment; and to provide our visitors, our neighbors, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.

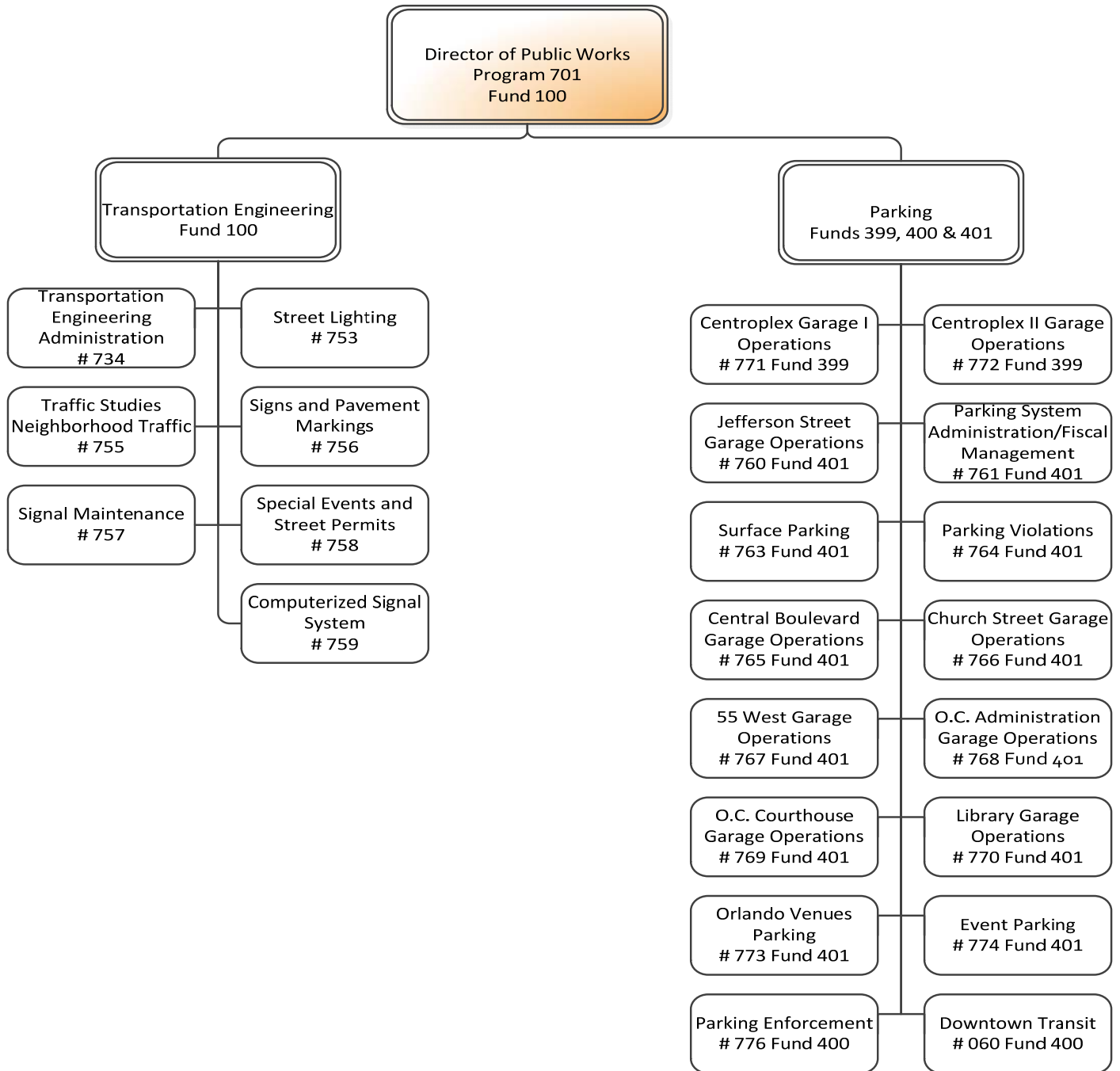
PUBLIC WORKS DEPARTMENT



PUBLIC WORKS DEPARTMENT



PUBLIC WORKS DEPARTMENT



PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 444,843	\$ 363,123	\$ 342,838	\$ (20,285)	(5.59%)
Engineering/Engineering Services Division					
721 Engineering Administration	577,960	519,537	530,342	10,805	2.08%
722 Engineering Survey Services	804,702	818,355	823,562	5,207	0.64%
723 Engineering Records and Drafting	825	-	-	-	N/A
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	121,720	132,781	126,308	(6,473)	(4.87%)
725 Streets Administration	2,479,624	2,548,007	519,857	(2,028,150)	(79.60%)
727 Street Maintenance & Construction	2,056,832	2,450,069	2,310,218	(139,851)	(5.71%)
728 Material & Equipment Management	1,077,062	1,244,435	3,215,123	1,970,688	158.36%
986 Nondepartmental - Public Works	287,705	1,056,590	1,479,583	422,993	40.03%
Transportation Engineering Division					
734 Transportation Engineering Administration	539,473	558,564	471,088	(87,476)	(15.66%)
753 Street Lighting	5,672,311	5,711,000	5,795,559	84,559	1.48%
754 Transportation Engineering PM/CM Services	327	-	-	-	N/A
755 Traffic Studies/N'hood Traffic Management	552,773	569,985	575,693	5,708	1.00%
756 Signs and Pavement Markings	1,056,450	1,062,213	978,960	(83,253)	(7.84%)
757 Signal Maintenance	1,037,872	1,070,551	1,103,274	32,723	3.06%
758 Special Events and Street Permits	394,647	393,086	358,360	(34,726)	(8.83%)
759 Computerized Signal System	856,965	863,219	704,272	(158,947)	(18.41%)
025 Non Departmental City Commons Garage	214,962	250,000	250,000	-	0.00%
TOTAL -- GENERAL FUND	\$ 18,177,055	\$ 19,611,515	\$ 19,585,037	\$ (26,478)	(0.14%)

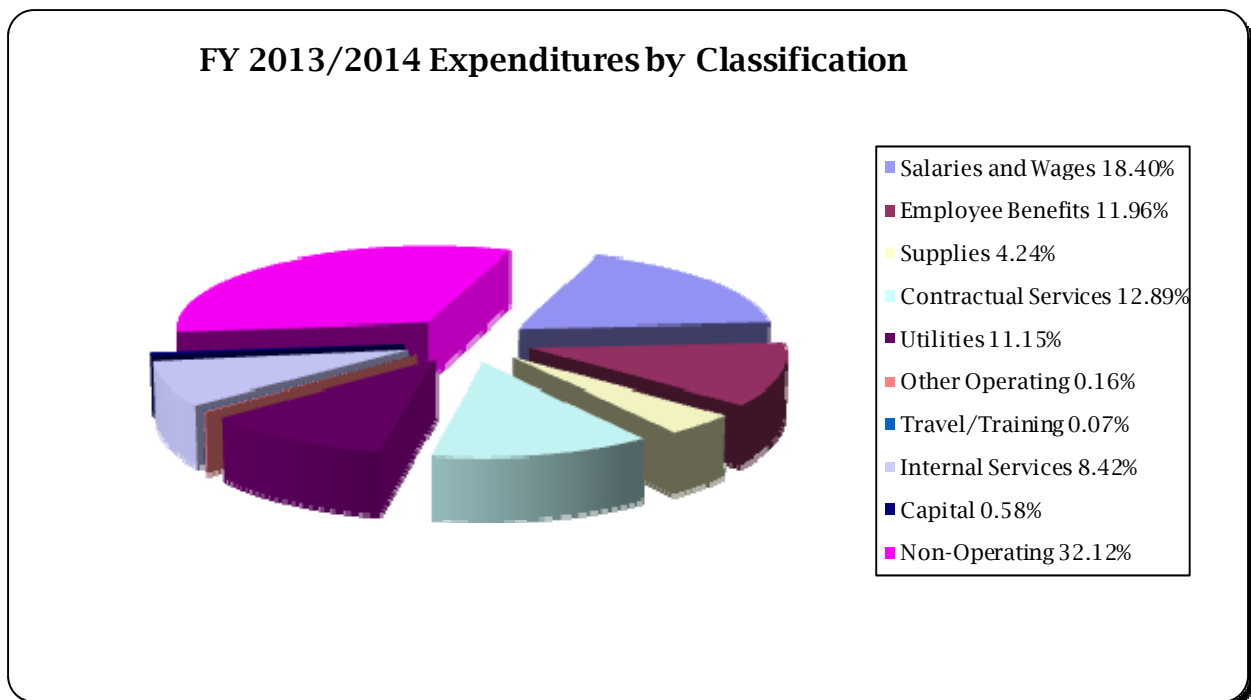
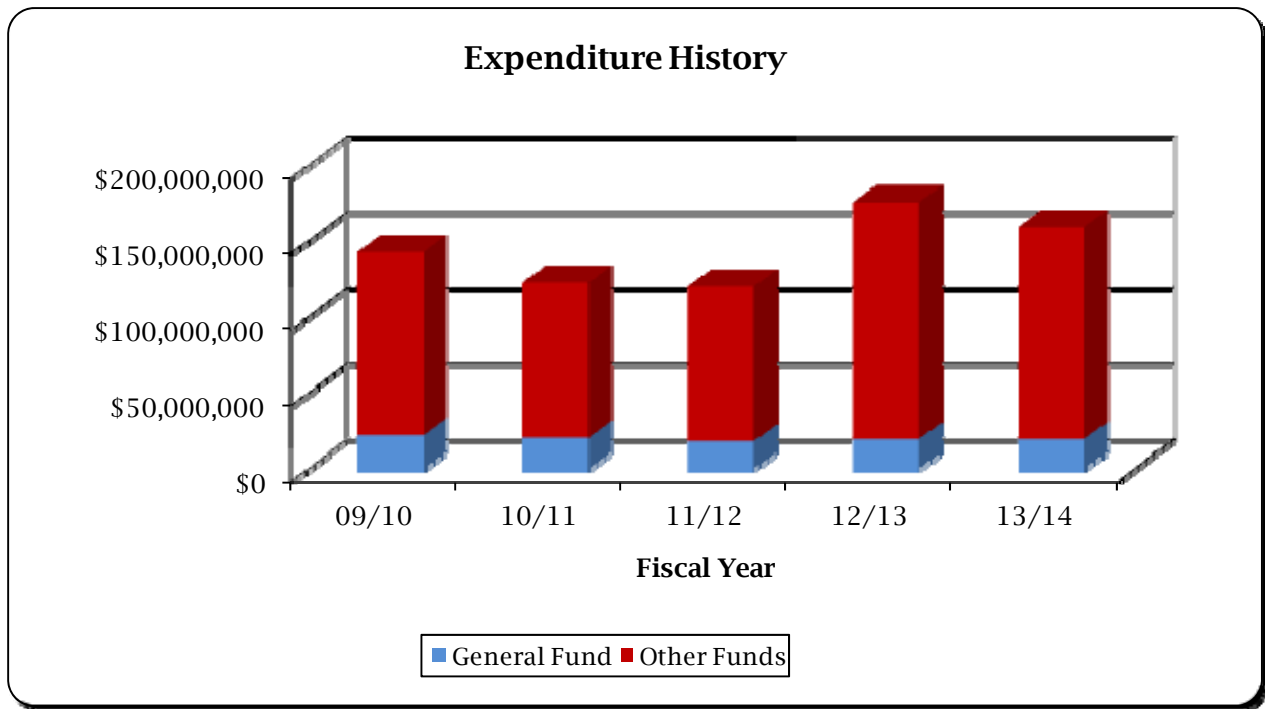
PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2011/12	2012/13	2013/14	Change	%
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
TRANSPORTATION GRANT FUND #399					
Parking Division					
771 Centroplex Garage I Operations	\$ 126,612	\$ 155,753	\$ 155,715	\$ (38)	(0.02%)
772 Centroplex Garage II Operations	449,343	491,871	486,814	(5,057)	(1.03%)
978 Nondepartmental - Centroplex Garages	1,391,221	1,477,118	1,568,241	91,123	6.17%
Projects	376,696	-	-	-	N/A
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,343,873	\$ 2,124,742	\$ 2,210,770	\$ 86,028	4.05%
DOWNTOWN TRANSIT FUND #400					
Parking Division					
060 Downtown Transit	\$ 361,691	\$ 615,653	\$ 672,340	\$ 56,687	9.21%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 361,691	\$ 615,653	\$ 672,340	\$ 56,687	9.21%
PARKING SYSTEM REVENUE FUND #401					
Parking Division					
760 Jefferson Street Garage	\$ 169,553	\$ 215,322	\$ 226,114	\$ 10,792	5.01%
761 Parking System Admin/Fiscal Mgmt.	734,660	881,371	814,255	(67,116)	(7.61%)
763 Surface Parking	291,795	368,111	378,232	10,121	2.75%
764 Parking Violations	438,954	483,370	452,901	(30,469)	(6.30%)
765 Central Boulevard Garage Operations	1,511,861	1,469,412	1,420,150	(49,262)	(3.35%)
766 Church Street Garage Operations	563,529	622,665	624,789	2,124	0.34%
767 55 West Garage Operations	602,533	714,248	706,231	(8,017)	(1.12%)
768 O.C. Administration Garage Operations	382,292	400,440	409,388	8,948	2.23%
769 O.C. Courthouse Garage Operations	578,872	725,949	707,324	(18,625)	(2.57%)
770 Library Garage Operations	623,631	699,778	700,960	1,182	0.17%
775 Parking Operations	588	-	-	-	N/A
776 Parking Enforcement	494,395	507,298	504,410	(2,888)	(0.57%)
979 Nondepartmental - Parking	1,931,096	6,997,181	7,303,706	306,525	4.38%
Projects	15,112	244,615	-	(244,615)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 8,338,873	\$ 14,329,760	\$ 14,248,460	\$ (81,300)	(0.57%)
SOLID WASTE FUND #426					
Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,121,018	\$ 1,177,591	\$ 1,059,635	\$ (117,956)	(10.02%)
365 Commercial Collection and Transportation	8,037,112	9,052,736	8,298,327	(754,409)	(8.33%)
366 Residential & Recycling	9,554,878	10,321,843	10,727,077	405,234	3.93%
977 Nondepartmental - Solid Waste	3,094,754	5,806,291	7,737,284	1,930,993	33.26%
Projects	-	2,819,014	-	(2,819,014)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 21,807,763	\$ 29,177,475	\$ 27,822,323	\$ (1,355,152)	(4.64%)
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 349,472	\$ 469,997	\$ 520,082	\$ 50,085	10.66%
706 Stormwater Management	2,543,885	2,476,017	2,296,094	(179,923)	(7.27%)
708 Stormwater Compliance	700,205	1,222,534	2,024,411	801,877	65.59%
709 Surface Water Maintenance	3,710,380	4,532,834	4,556,646	23,812	0.53%
965 Nondepartmental - Stormwater	5,243,226	6,046,201	17,644,555	11,598,354	191.83%
Projects	8,480,255	39,383,213	-	(39,383,213)	(100.00%)
TOTAL -- STORMWATER UTILITY FUND	\$ 21,027,423	\$ 54,130,796	\$ 27,041,788	\$ (27,089,008)	(50.04%)

PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2011/12	2012/13	2013/14	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
WASTEWATER REVENUE FUND #441					
Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 3,418,499	\$ 3,534,928	\$ 3,243,217	\$ (291,711)	(8.25%)
343 Wastewater Asset Management	533,836	595,458	692,035	96,577	16.22%
344 System Evaluation & Maintenance	5,053,820	5,306,349	5,456,951	150,602	2.84%
Wastewater Process/Operations Section					
351 Water Conserv I	2,571,521	2,446,578	2,411,097	(35,481)	(1.45%)
352 Water Conserv II	7,591,006	7,988,381	9,204,938	1,216,557	15.23%
353 Iron Bridge	8,555,467	9,665,107	9,064,506	(600,601)	(6.21%)
354 Lift Station Operations	3,615,939	4,180,382	4,104,614	(75,768)	(1.81%)
355 Environmental Control	1,434,610	1,446,848	1,099,765	(347,083)	(23.99%)
356 Compliance & Public Awareness	-	-	446,096	446,096	N/A
357 Industrial Automation Group	1,925,413	2,264,093	2,334,406	70,313	3.11%
358 Environmental Lab Services	880,292	864,768	805,332	(59,436)	(6.87%)
359 Easterly Wetlands	421,214	430,214	591,383	161,169	37.46%
975 Nondepartmental - Wastewater Projects	8,984,684 2,764	10,917,913 2,329,665	12,519,238 11,735,528	1,601,325 9,405,863	14.67% 403.74%
TOTAL -- WASTEWATER REVENUE FUND	\$ 44,989,064	\$ 51,970,684	\$ 63,709,106	\$ 11,738,422	22.59%
CONSTRUCTION MANAGEMENT FUND #533					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 566,830	\$ 613,048	\$ 587,546	\$ (25,502)	(4.16%)
712 Project Engineering	870,442	878,438	812,046	(66,392)	(7.56%)
713 Construction Services	1,389,361	1,665,009	1,634,475	(30,534)	(1.83%)
714 Design Services	457,767	495,689	456,943	(38,746)	(7.82%)
964 NonDept.-Proj./Const.Mgmt.	430,774	603,766	768,196	164,430	27.23%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,715,174	\$ 4,255,950	\$ 4,259,206	\$ 3,256	0.08%
TOTAL -- PUBLIC WORKS	\$120,760,916	\$ 176,216,575	\$159,549,030	\$ (16,667,545)	(9.46%)
Expenditure by Classification					
Salaries and Wages	\$ 27,512,274	\$ 29,356,570	\$ 29,354,981	\$ (1,589)	(0.01%)
Employee Benefits	15,849,062	18,618,613	19,084,387	465,774	2.50%
Supplies	5,811,382	8,102,110	6,757,105	(1,345,005)	(16.60%)
Contractual Services	20,176,710	31,270,131	20,569,179	(10,700,952)	(34.22%)
Utilities	18,103,960	17,978,504	17,794,374	(184,130)	(1.02%)
Other Operating	187,105	240,538	262,417	21,879	9.10%
Travel/Training	67,245	102,454	105,708	3,254	3.18%
Internal Services	12,392,197	14,837,971	13,440,691	(1,397,280)	(9.42%)
Capital	3,648,737	28,065,678	931,304	(27,134,374)	(96.68%)
Non-Operating	17,012,244	27,644,006	51,248,884	23,604,878	85.39%
TOTAL -- PUBLIC WORKS	\$120,760,916	\$ 176,216,575	\$159,549,030	\$ (16,667,545)	(9.46%)

PUBLIC WORKS DEPARTMENT



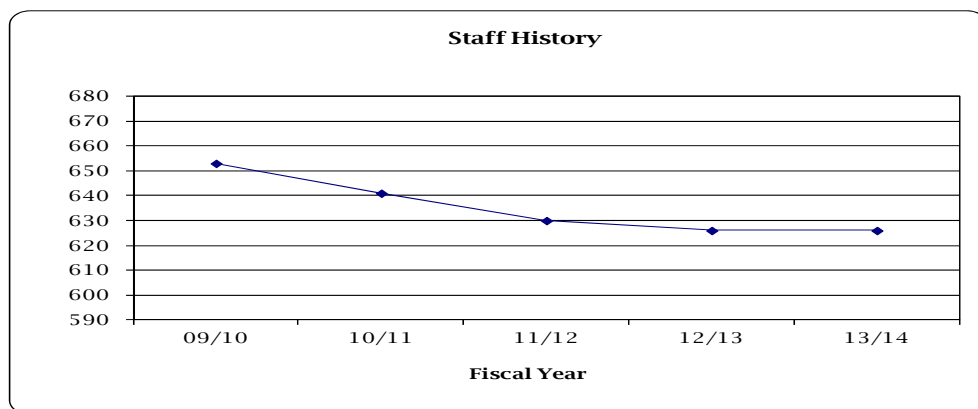
PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>GENERAL FUND #100</u>			
701 Director of Public Works	4	3	3
Engineering/Engineering Services Division			
721 Engineering Administration	6	5	5
722 Engineering Survey Services	11	11	11
Engineering/Streets and Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	8	6	6
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	12	16	16
Transportation Engineering Division			
734 Transportation Engineering Administration	3	3	3
755 Traffic Studies/N'hood Traffic Management	5	5	5
756 Signs and Pavement Markings	11	11	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL -- GENERAL FUND	116	116	116
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	7	7	7
TOTAL -- TRANSPORTATION GRANT FUND	7	7	7
<u>DOWNTOWN TRANSIT FUND #400</u>			
Parking Division			
060 Downtown Transit	1	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	1	1	1
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Admin/Fiscal Mgmt.	11	11	11
763 Surface Parking	4	4	4
764 Parking Violations	5	5	5
765 Central Boulevard Garage Operations	17	17	17
766 Church Street Garage Operations	8	8	8
767 55 West Garage Operations	10	10	10
768 O.C. Administration Garage Operations	4	4	4
769 O.C. Courthouse Garage Operations	12	12	12
770 Library Garage Operations	10	10	10
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	91	91	91

PUBLIC WORKS DEPARTMENT

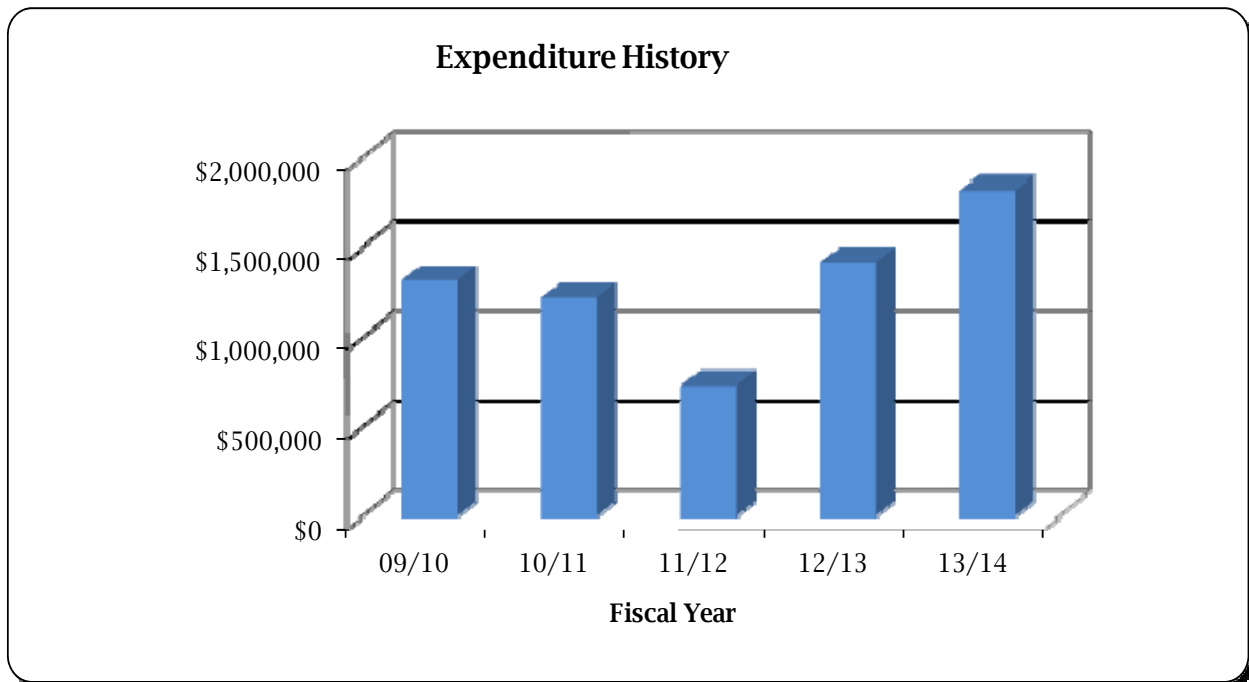
	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>SOLID WASTE FUND #426</u>			
Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	32	30	30
366 Residential & Recycling	54	53	53
TOTAL -- SOLID WASTE FUND	100	97	97
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets and Stormwater Services Division			
705 Stormwater Administration	4	4	4
706 Stormwater Management	26	27	27
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	32	30	30
TOTAL -- STORMWATER UTILITY FUND	69	68	68
<u>WASTEWATER REVENUE FUND #441</u>			
Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	14	14
343 Wastewater Asset Management	8	8	8
344 System Evaluation & Maintenance	49	49	49
Wastewater Division/Process/Operations Section			
351 Water Conserv I	10	10	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	11	11	11
356 Compliance & Public Awareness	5	5	5
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	7	7	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	217	217	217
<u>CONSTRUCTION MANAGEMENT FUND #533</u>			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	7	7	7
712 Project Engineering	7	7	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	29	29	29
TOTAL -- PUBLIC WORKS	630	626	626



PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Administration					
701 Director of Public Works	\$ 444,843	\$ 363,123	\$ 342,838	\$ (20,285)	(5.59%)
986 Nondepartmental - Public Works	287,705	1,056,590	1,479,583	422,993	40.03%
TOTAL -- GENERAL FUND	\$ 732,548	\$ 1,419,713	\$ 1,822,421	\$ 402,708	28.37%
TOTAL -- DIRECTOR	\$ 732,548	\$ 1,419,713	\$ 1,822,421	\$ 402,708	28.37%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
701 Director of Public Works	4	3	3
TOTAL -- GENERAL FUND	4	3	3
TOTAL -- DIRECTOR	4	3	3

PUBLIC WORKS DEPARTMENT

Engineering Services Division

Mission Statement

Produce accurate and cost-effective engineering, surveying, and design; provide project management services; provide efficient access to engineering documents; maintain and operate the City's infrastructure to achieve its maximum design life.

Overview of Services/Programs

The **Engineering Services Division** ensures that City streets are properly constructed and maintained; coordinates street pavement surface rehabilitation, sidewalk construction and re-bricking programs; manages stormwater control and conveyance and associated infrastructure; and develops strategies to improve water quality in the City's lakes, canals and outfalls. Survey Services provides surveying and mapping services for City users. This division administers consultant surveying and mapping contracts, contractor sidewalk construction contracts, as well as contractor repaving and pavement rehabilitation contracts. Review and approve all new subdivision plats. Maintains & provides horizontal & vertical control networks for publication and use by private consultants. The Division manages the databases used for sidewalk, stormwater, and pavement inventories.

Major Accomplishments

- Managed the street pavement surface rehabilitation for 18.55 miles of City streets.
- The sidewalk inventory is being used to identify critical areas of missing sidewalk and damage points slated for repair, and has been essential to the development of the Orlando Walks Project, Phase II.
- Constructed 9.85 miles of new sidewalks and repaired 2.46 miles of existing sidewalks.
- Continue to work with regulatory agencies and other stakeholders on all watersheds to which the City drains, to ensure the City's responsibilities are accurately identified and to minimize the City's cost share to the greatest extent possible.
- Drainage well replacement is continuing in locations where the existing wells are failing. Replacement wells are being designed to provide more effective flood control as well as improved pollution abatement, with street drainage wells being replaced with lake level control wells where possible.
- Continue to work on the design and installation of stormwater retrofits in the Howell Branch Basin. An enlargement of the water feature in Guernsey Park has been completed, as has an exfiltration gallery in Ivanhoe Plaza Park, which will provide improved water quality for both Lake Adair and Lake Ivanhoe.
- Within the Lake Angel basin in Holden Heights, stormwater conveyance retrofits have been completed along 18th and 19th Streets, and an area along Division Avenue has been diverted away from the basin. The City is coordinating with the Florida Department of Transportation on enlargement of Lake Angel in conjunction with the I-4 Ultimate project to improve flood protection in this area.
- Coordinated with St. Johns River Water Management District in the Howell Creek Basin Master Stormwater Management Plan Study, and continue to implement projects for this basin. A project to expand the Lake Dot alum treatment system to provide additional treatment for Lake Concord has been initiated.
- Continue to coordinate with Orange County and the City of Winter Park for a drainage evaluation to address flooding problems in the vicinity of Minnesota Avenue. Projects will be implemented and funded by the City of Orlando to the extent the problems exist in and are created by development within the corporate limits of Orlando.
- Initiated the final phase of a stormwater inventory project for the remainder of the City. The northern area of the City is nearing completion and is already in use, in addition to the inventory already completed for Lake Eola, Lake Dot and Lake Lucerne, and the entire Southeast Lakes basin (a total of 19 water bodies, including Lake Eola and Lake Lucerne).
- Reviewed and approved an increased number of commercial and single-family subdivision plats.
- Continuing development of the survey services offered to the public and private sectors, including the addition of ARCGIS on-line to allow the use of mobile devices to quickly find published information. ARCGIS mapping is being used to allow users to quickly and easily find benchmarks and survey control points, thus aiding the user availability of City data.
- Continuing to increase the number of published benchmarks within the City limits to support public and private land development while also preparing for the future FEMA Community Rating reviews and NPDES Permit reviews. The further densification of the vertical network drives down the expenses associated with establishing control on public and private projects.
- Survey services has continually worked to speed up the platting review process within the department to offer office and field reviews as expeditiously as possible and added PDF review between submittals to speed up the process for departmental approval.
- Continuing the Real-time Kinematic Geographic Positioning Systems (RTK GPS) into our survey services deliverables to increase the amount and type of data that is provided to the public, and to increase efficiency of survey projects that are completed within the department.

PUBLIC WORKS DEPARTMENT

Engineering Services Division

- Completed the transition from Bentley Microstation to Autodesk Civil 3D, the transition has increased efficiency and the level of quality of the product that is produced within the department from what was previously delivered.
- Secured a Conceptual Approval for stormwater improvements for the Southeast Lakes basin, an area that has been a critical concern for many years due to its potential for severe flooding. Several projects within the basin are now in design, and two (Richmond Street Drainage Improvements and Gore Street - Essex Place Drainage Improvements) will be under construction before the end of the calendar year.

Future Goals and Objectives

Short Term

- Projects within the Southeast Lakes basin will be programmed and construction permits obtained so that individual projects may be implemented within the basin. Projects must be constructed in a sequence which does not cause an interim increase in flood stages or phosphorus loading to any one lake.
- Will evaluate floodplain studies to develop necessary engineering and GIS work products to establish a 100-year Base Flood Elevation for many Zone A areas within the City limits.
- Survey Services will continue to merge electronic data collection and CAD into the Civil 3D platform; increasing the efficiency, production and performance of the overall program; and the streamlining of the plat review process through the creation of a self-guided checklist for consultants preparing subdivision plats.
- Engineering Services will maintain the sidewalk inventory, stormwater inventory, and street pavement inventory databases to ensure they remain current.
- Engineering Services will provide the community outreach requirements to individual homeowners in support of the Orlando Walks sidewalk project.
- Survey Services will continue to work to increase efficiency, production and performance in the entire program by re-evaluating current methods for possible areas of improvement and for new methods to increase both efficiency and cost savings.
- Survey services will continue to make improvements to the plat review process by updating the self-guided checklists, and building upon the relationships that are formed with the development and professional community to facilitate the process.
- Reconstruct curb ramps at four intersections to improve school crossing locations.
- Construct curb ramps at locations requested by disabled citizens.

Medium Term

- Survey Services will support the Orlando Walks sidewalk project with sketch and description requirements for sidewalk encroachment easement.
- The final phase of the stormwater inventory is nearing completion, resulting in full coverage of the City with a stormwater inventory. Staff are being trained in its use.
- Continue hazardous sidewalk repair program for priority deficiency corrections.
- Target priority curb ramp remediation locations for compliance with the Americans with Disabilities Act.

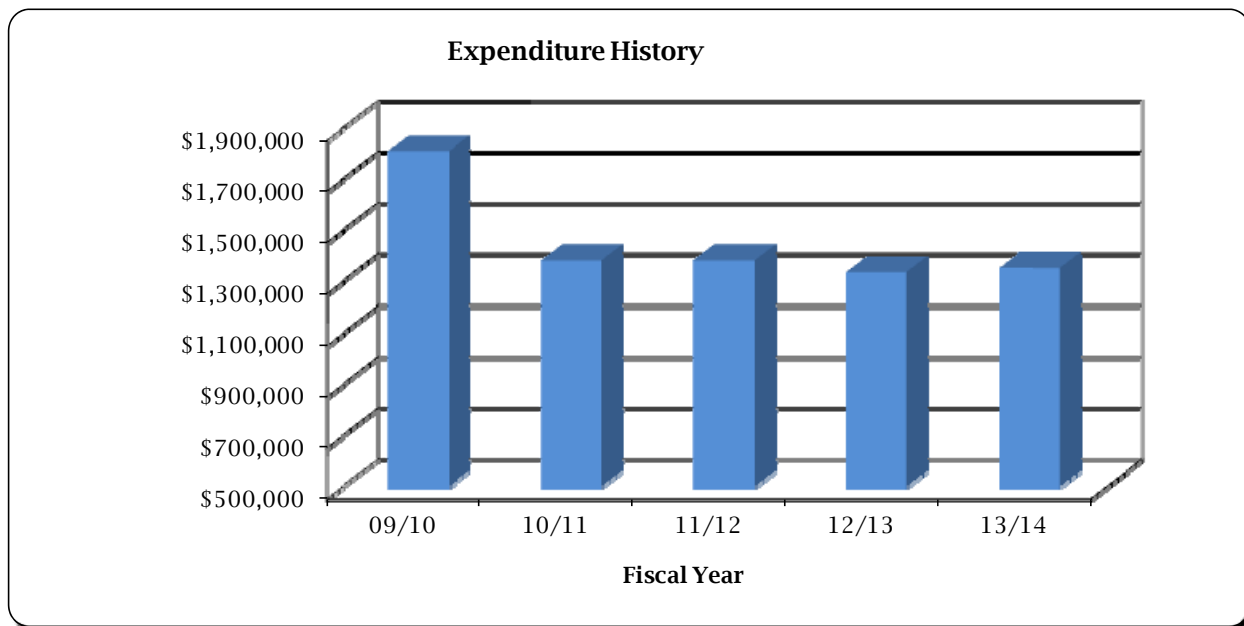
Long Term

- Will initiate additional stormwater retrofit projects in the Howell Branch chain of lakes to meet State of Florida nutrient levels for TMDL (Total Maximum Daily Load) requirements for both Lake Jesup as well as City lakes that have been identified as impaired.
- Use the completed stormwater inventory, in conjunction with topographic data and floodplain mapping, to identify areas whose 100-year floodplains are still to be mapped, and initiate that process.
- Evaluate existing floodplains using stormwater inventory data to determine whether conveyance improvements can be constructed to remove impacted structures from the floodplain.
- Update the sidewalk inventory with condition assessment to enable improved allocation of resources for sidewalk repair.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Engineering Services Division					
721 Engineering Administration	\$ 577,960	\$ 519,537	\$ 530,342	\$ 10,805	2.08%
722 Engineering Survey Services	804,702	818,355	823,562	5,207	0.64%
723 Engineering Records and Drafting	825	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 1,383,487	\$ 1,337,892	\$ 1,353,904	\$ 16,012	1.20%
TOTAL -- ENGINEERING SERVICES	\$ 1,383,487	\$ 1,337,892	\$ 1,353,904	\$ 16,012	1.20%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Engineering/Engineering Services Division			
721 Engineering Administration	6	5	5
722 Engineering Survey Services	11	11	11
TOTAL -- GENERAL FUND	17	16	16
TOTAL -- ENGINEERING SERVICES	17	16	16

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

Mission Statement

To produce accurate and cost effective engineering survey and design; to provide project management services; to provide efficient access to engineering documents; to maintain and operate the City of Orlando's transportation infrastructure and stormwater facilities in order to achieve maximum design life; and to preserve water quality in the City's lake system.

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.

More specifically, the Division preserves the quality of Orlando's lakes by ensuring compliance with the City Stormwater Utility Code and by identifying, and eliminating illicit discharges to the stormwater collection system, surface waters and drainwells. The Division manages the database used for annual stormwater billings. The funds collected as a result of these billings are used to fund the stormwater management programs of the City.

The Division also operates and maintains the City's roadways, rights-of-way, drainage facilities and lakes. Specific responsibilities include street cleaning, street repairs and maintenance, sidewalk and curb repairs, litter control, right-of-way landscape maintenance and litter removal, and stormwater system cleaning, repair and maintenance.

Major Accomplishments

- Continue to develop and implement programs to meet the City's National Pollutant Discharge Elimination System (NPDES) and Total Maximum Daily Load (TMDL) permit requirements.
- Managing an annual \$859,000 stormwater area maintenance contract. Managing annual Right of Way contracts totaling \$1,538,884.
- Managed Stormwater Utility Fee billing program that is currently generating \$23,500,000 in revenue.
- 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.
- Maintained 90 lakes (more than 5,000 acres) with over 19 miles of shoreline, 77 retention ponds, and 83 canal, ditch and swale locations. Also treated 1,100 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.
- Continue to work with lakefront property owners, assisting them with interpretation of aquatic plant maintenance permits they have obtained from the State.
- Provided educational presentations, displays, and public service announcements, as well as print and video media discussing pollution abatement and illicit discharge prevention to the citizens of Orlando.
- Continue to balance the brick street repair needs against sidewalk trip and fall repairs and other concrete repair needs.
- Continue to adjust recently implemented street sweeping schedule to minimize the effects that Solid Waste containers, placed at the curb, have on sweeping routes, increase the number of curb miles swept and increase the potential for total sediment removal.
- 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 58,000 curb miles swept.
- Removed approximately 7,000 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Repaired or replaced over 780,324 square feet of damaged sidewalk; 131,244 SF in-house and 64,908 SF outside contractor
- The Division continues to work with interested and motivated community development districts, Main Street programs and other groups wishing to pay for and maintain landscaped areas to a higher standard.
- Through the Keep Orlando Beautiful program (KOB), 10,276 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. This, plus in-kind donations, saved the City of Orlando \$257,099; the national volunteer rate is \$21.25/hour towards community preservation. KOB was also instrumental in having 17 tons of litter and debris collected, 4.5 tons of materials collected, 11.2 tons of electronics recycled, 85 trees planted and 12 sites beautified.

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

- The Division has implemented a plan to convert the work order system to Cartegraph asset management system. When completed this database will contain the entire inventory of the City's underground stormwater facilities. It will also provide accurate data for location, depth, slope, condition, etc, of all structures, pipes, and wells improving our maintenance scheduling and life of these assets. This new system will be extremely instrumental in aiding the Division in meeting the Numeric Nutrient Criteria of the NPDES permit.
- Utilized Division staff to complete several larger projects; President Barack Obama Pky expansion surcharge and Mercy Dr reconstruction. Removed and replaced storm lines at Lucerne Towers, Al Coith Park and Lake Ivanhoe Park.
- Utilized the City lining contractor to rehabilitate several storm lines that otherwise could not have been repaired or replaced,
- Through the use of inmate labor, the Division was able to achieve a greater number of annual maintenance cycles (15 cycles per year, generally, as opposed to only 9) than would have otherwise been attainable. The Division will continue to evaluate the inmate work crews for cost-effectiveness and feedback from the community.

Future Goals and Objectives

Short Term

- Will continue to determine the water quality of 90 City lakes by sampling on a quarterly basis. The overall water quality of the five major drainage basins will continue to be monitored through macro invertebrate sampling on a biennial basis or lake vegetation index assessments on an annual basis.
- Will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system 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.
- Will continue to develop new and different techniques to further educate the local community on how to reduce pollutant loads to our City's lakes.
- The Division will maintain the sidewalk inventory and condition assessment started in FY 2007/2008 to ensure it remains an up-to-date tool to determine future sidewalk repairs, replacement workload and budget requirements.
- Continue to promptly respond to blocked storm sewer calls to minimize street flooding and protect public safety.
- Continue to maintain the stormwater sewer system and street transportation system in a cost effective manner, through inspections, repair and replacement.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Through the Keep Orlando Beautiful program, volunteers will continue to be utilized in removing litter debris, and graffiti, aid in waste reduction and recycling, and assist with beautification efforts. With the loss of litter crews, KOB will be essential in the identification and utilization of volunteers through the Adopt-a-Street program, and coordinated cleanups. KOB will continue to engage Orlando citizens to take responsibility for their community environment through volunteerism and education.
- Implement DriveCam GPS/video capture system to coach employees on proper driving safety techniques and awareness.
- The Division will continue to research the additional monitoring requirements under the new MS-4 permit to ensure that they are implemented in the most cost-effective manner possible.

Medium Term

- Stormwater staff will continue to monitor the development of the Statewide Stormwater Rule by state agencies and implementation of Numeric Nutrient Criteria by the EPA. These new criteria have the potential to be extremely costly to the City. The ability of our staff to provide science-based input to the process can ensure our limited resources are applied in the most cost-effective manner, which in turn results in savings to the citizens of Orlando.
- 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 work with Technology Management to implement the Cartegraph asset program management software program to improve scheduling maintenance activities, work orders and manage inventories of streets, sidewalks, and storm drainage systems.

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

- Elevations will be established at which advance warning of flooding will be provided via our remote lake level sensing stations.
- KOB will be holding a fundraiser in February in order to bring in more funds from the private sector. These funds will be used to add more public space recycling bins to Lake Eola Park and beyond. KOB will also assist with increasing the tree canopy in Orlando as part of the Mayor's Green Works initiative..
- 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 additional industry options for managing potential sidewalk trip and fall locations. In addition, the Division will investigate other like municipality's sidewalk inventory inspection programs for possible implementation into the City of Orlando system.

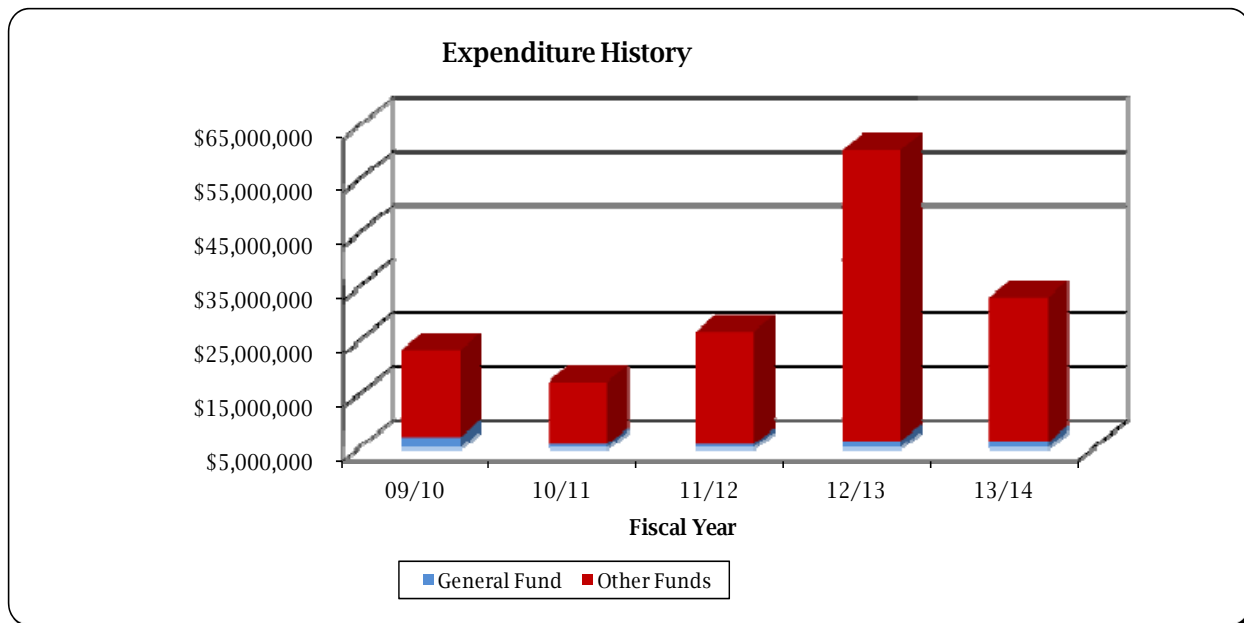
Long Term

- 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 50% of stormwater revenue for capital projects.
- The Division is working toward collection of data for the third year of the new NPDES permit.
- 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. The Division will also actively participate in the development of Basin Management Action Plans (BMAPs) for impaired water bodies within our jurisdiction, and will participate in voluntary Nutrient Reduction Programs to ensure that the City's responsibilities are accurately quantified.
- The Division will remain actively involved in the management of various stormwater projects to ensure that the Division's stormwater goals are achieved.
- Vegetative inventories will also be performed on all lakes on a 5 year cycle to determine the human disturbance gradient of each water body.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	\$ 121,720	\$ 132,781	\$ 126,308	\$ (6,473)	(4.87%)
725 Streets Administration	2,479,624	2,548,007	519,857	(2,028,150)	(79.60%)
727 Street Maintenance & Construction	2,056,832	2,450,069	2,310,218	(139,851)	(5.71%)
728 Material & Equipment Management	1,077,062	1,244,435	3,215,123	1,970,688	158.36%
TOTAL -- GENERAL FUND	\$ 5,735,238	\$ 6,375,292	\$ 6,171,506	\$ (203,786)	(3.20%)
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 349,472	\$ 469,997	\$ 520,082	\$ 50,085	10.66%
706 Stormwater Management	2,543,885	2,476,017	2,296,094	(179,923)	(7.27%)
708 Stormwater Compliance	700,205	1,222,534	2,024,411	801,877	65.59%
709 Surface Water Maintenance	3,710,380	4,532,834	4,556,646	23,812	0.53%
965 Nondepartmental - Stormwater Projects	5,243,226	6,046,201	17,644,555	11,598,354	191.83%
	8,480,255	39,383,213	-	(39,383,213)	(100.00%)
TOTAL -- STORMWATER UTILITY FUND	\$ 21,027,423	\$ 54,130,796	\$ 27,041,788	\$ (27,089,008)	(50.04%)
TOTAL -- STREETS & STORMWATER SERVICES	\$ 26,762,662	\$ 60,506,088	\$ 33,213,294	\$ (27,292,794)	(45.11%)



PUBLIC WORKS DEPARTMENT

STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>GENERAL FUND #100</u>			
Engineering/Streets & Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	8	6	6
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	12	16	16
TOTAL -- GENERAL FUND	<u>53</u>	<u>55</u>	<u>55</u>
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division			
705 Stormwater Administration	4	4	4
706 Stormwater Management	26	27	27
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	32	30	30
TOTAL -- STORMWATER UTILITY FUND	<u>69</u>	<u>68</u>	<u>68</u>
TOTAL -- STREETS & STORMWATER SERVICES	<u>122</u>	<u>123</u>	<u>123</u>

PUBLIC WORKS DEPARTMENT

Transportation Engineering Division

Statement

The Transportation Engineering Division manages the City's efforts for providing safe, efficient and balanced movement of people, vehicles, goods, pedestrians, and bicyclists by efficiently and effectively permitting, designing, constructing, operating, and maintaining the City's transportation infrastructure.

Overview of Services/Programs

To accomplish its mission, the Division manages, maintains and operates the City's traffic signal system, traffic signs and pavement markings, streetlights, intelligent transportation systems, Neighborhood Traffic Management Program, street and lane closures, right of way permits, traffic studies and statistics. The Division also coordinates with external agencies, assists in the development and implementation of the Transportation Capital Improvement Program, reviews development plans and makes recommendations regarding mitigation for impacts to the City's transportation network.

Major Accomplishments

- Participated in MetroPlan's Best Foot Forward (BFF) initiative with Bike Walk Central Florida. Nine total locations inside the City had enforcement and engineering upgrades for pedestrian safety.
- Completed the Cartegraph Project to commence the transitioning of the Traffic Studies and Signs/Markings Shop from WPS to Cartegraph.
- Coordinated Storm Preparation processes, internally and externally.
- Commenced Stop Sign Inventory process.
- Updated Chapter 8 of the ESM , including new Sight Line Standards and Signal Design Standard.
- TIGER Grant Application was submitted for pedestrian safety improvements and targeting to implement audible pedestrian signals.
- Updated Signs Fabrication Log to better capture data for total units of work such as total square foot and material types used in fabrication. This is in the test phase and will be used going forward into 2014.
- Completed traffic signal warrant analysis and application to FDOT for approval of improvements at the intersection of Broadway Avenue and Robinson Street.
- Continued the multi-year coordination with FDOT on plans for the I-4 Ultimate project through the City's jurisdiction, including the City projects of Grand National Drive Overpass, Boone Avenue Extension and Terry Avenue extension.
- Continued to ensure the installation of audible pedestrian signals to create accessible sidewalk corridors for the visually impaired.
- Updated the citywide assessment of pavement markings and prioritized locations for replacement work plan.
- Approved approximately 800 ROW permits for working on City streets and sidewalks. Inspected over 2,200 work zones for compliance with permits conditions.
- Issued over 20 permits for banners and over 400 permits for special events.
- Continued the deployment of CCTV cameras to facilitate remote traffic signal management.
- Continued Phase II of the Intelligent Transportation Systems upgrade project.
- Managed the streetlight inventory including tracking utility costs, paying utility bills, conducting studies for needs, and authorizing installation of new streetlights and modification of existing streetlights. Managed funding agreement with FDOT for providing streetlights on state roads. Coordinated with Downtown Development Board for lighting projects.
- Continued the ongoing process of studying, evaluating, and recommending of solutions for traffic concerns and issues reported by citizens, neighborhood groups, Elected Officials, and City staff.
- Approved Traffic Signal Cabinet Art program work at 24 locations in Downtown Orlando South, Ivanhoe Village, Mills 50, and Thornton Park Main Streets.

PUBLIC WORKS DEPARTMENT

Transportation Engineering Division

- Worked with developers and community development districts in the design and construction of major traffic signal projects: Common Way Lake Nona Blvd & Narcoossee Rd, Goldenrod Rd & Hazeltine National Dr (Publix Distribution Center), Goldenrod Rd & Marketplace Dr, Adventure Way & Cabana Bay Resort, Cabana Bay Resort & Turkey Lake Rd, Turkey Lake Rd & Wallace Rd, and Common Way Rd & Corrine Dr.
- Coordinated with FDOT to commence a project to upgrade traffic signals to mast arm assemblies at six locations along Colonial Dr (SR 50): Pete Parrish Blvd/Silverton St, Fairvilla Rd, Ferguson Rd, John Young Parkway, Tampa Av, and Springdale Av.
- Completed study to demonstrate the effectiveness of transit signal priority on International Drive.
- Completed Miscellaneous Fiber Optic project (\$553,000 project funded through FDOT grant) to upgrade fiber optic traffic communications throughout the City.
- Responded to more than 20,000 underground utility locate requests to help protect the signal system infrastructure from damage by excavators.
- Refurbished mast arm signal structures and traffic signal cabinets at nine intersections to ensure the longevity of this critical infrastructure items.
- Replaced support wires and overhead traffic signal equipment at seven intersections. These were both emergency responses to damage caused by crashes (Fairgreen St & Maguire Blvd and Livingston St & Primrose Av) and the planned work by FDOT (Colonial Dr & Maguire Blvd, Bennett Rd & Colonial Dr, Bumby Av & South St, Country Club Ln & Orange Blossom Trail, and Edgewater Dr & Maury Rd).

Future Goals and Objectives

Short Term

- Complete installation of new traffic signals at Narcoossee Road & Lake Nona Boulevard, Goldenrod Rd & Hazeltine National Dr (Publix Distribution Center), Cabana Bay Resort, and Formosa Av & Par St.
- Implement of transit signal priority system on south Orange Avenue.
- Redesign South Street between Magnolia and Orange Avenue to facilitate three westbound through lanes and two westbound to southbound left turn lanes.
- Complete final design of Grand National Drive widening south of Oak Ridge Road.
- Continue installation of optical fiber communication cables in critical areas. Project will be completed in September 2012.
- Complete Phase 2 of the Intelligent Transportation System Project.
- Develop agreement with Orange County to facilitate City designed and funded improvements for Raleigh Street Improvements east of Kirkman Road.
- Develop an agreement with OUC for a phased implementation of LED streetlights throughout the City.
- Update the City's Traffic Calming Policy
- Refine formal truck routes and freight zones in the Downtown area.

Medium Term

- Return Narcoossee Road between SR 528 and Leevista Boulevard to FDOT jurisdiction.
- Construct the President Barack Obama Parkway Project Phase 2
- Investigate FEMA Local Mitigation Strategy grant program to fund project to sustain traffic flow on critical corridors.

PUBLIC WORKS DEPARTMENT

Transportation Engineering Division

- Work with Lynx to complete the East West Bus Rapid Transit (BRT) project, which expands the Downtown Lymmo System to another 17 signalized intersections. Include the installation of 6 new traffic surveillance cameras.
- Coordinate traffic signal retiming of four (4) primary corridors through the Orlando-Orange County area. This project will consist of Orange Blossom Trail from Country Club Drive to Clarcona Ocoee Road, Mills Avenue from Marks Street to Rollins Street, Universal Boulevard from Sand Lake Road to Vineland Road, and Conroy Road from Kirkman Oaks Shopping Center to Eastgate Drive.
- Complete digital inventory of traffic signs through the City.
- Implement a formal program for shadow management of the Ultimate I-4 project.
- Develop scopes for future ITS Phases, including redundant communications and surveillance along major corridors.
- Introduce a large network of traffic surveillance cameras (CCTV) on State Roads in the City.
- Re-start the Real Time Parking Implementation Plan.
- Formalize internal and external response plans for responding to several possible scenarios of emergencies related to railroad operations.
- Develop a Pioneer Agreement for the funding of traffic signals in the City.
- Implement Downtown Evacuation Planning, first by Transportation Engineering, Police, and Fire Departments, then with various Downtown stakeholder groups.

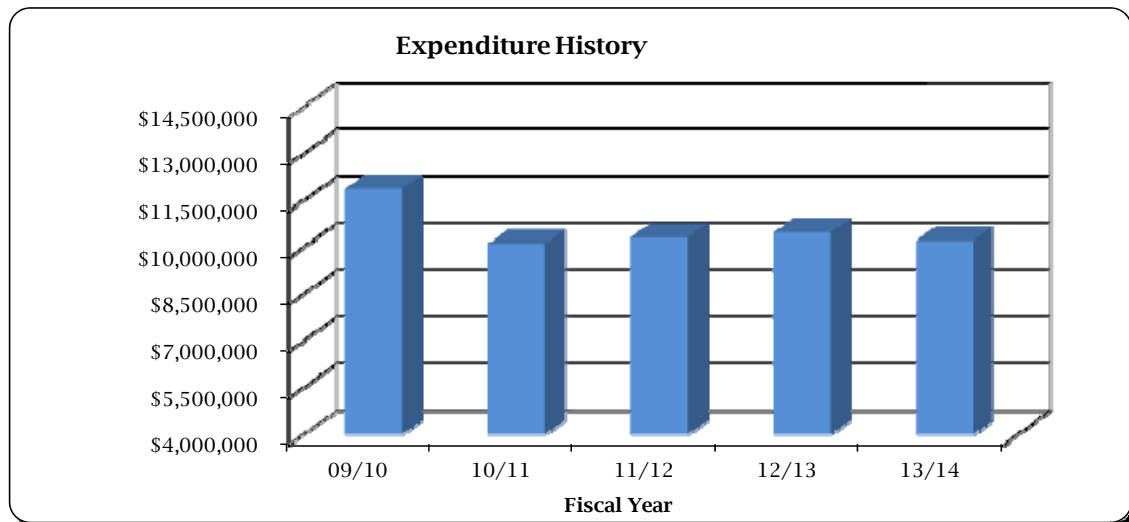
Long Term

- Expand transit signal priority system (TSP) throughout the City
- Plan and design southerly extension of Magnolia Avenue to North Lake Lucerne Circle.
- Continue coordinating with FDOT to complete conversion of traffic signals in other intersections from span wire assemblies to mast arm assemblies.
- Design of Division Avenue widening to four lanes south of Gore Street.
- Conduct feasibility studies for additional overpasses/underpasses of the railroad lines in Downtown Orlando.
- Develop real-time navigation/trip planning for commuters and patrons of special events in Downtown Orlando
- Introduce Adaptive Traffic Signal Control for long arterial roads in the City.
- Develop a comprehensive traffic data program, including permanent, mobile, video, and re-deployable devices for recording vehicle speed, volume, and classification; migrating to a new crash documentation database and new crash report processing; and documentation/projection for pedestrian volumes on various routes through Downtown.
- Work with Lake Nona to complete installation of traffic signals along Lake Nona Blvd in the Medical City area.
- Work with Lynx to complete the Parramore Bus Rapid Transit (BRT) project, which expands the Downtown Lymmo System to another 9 signalized intersections, including two (2) new traffic signals.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Engineering Division					
734 Transportation Engineering Administration	\$ 539,473	\$ 558,564	\$ 471,088	\$ (87,476)	(15.66%)
753 Street Lighting	5,672,311	5,711,000	5,795,559	84,559	1.48%
754 Transportation Engineering PM/CM Services	327	-	-	-	N/A
755 Traffic Studies/N'hood Traffic Management	552,773	569,985	575,693	5,708	1.00%
756 Signs and Pavement Markings	1,056,450	1,062,213	978,960	(83,253)	(7.84%)
757 Signal Maintenance	1,037,872	1,070,551	1,103,274	32,723	3.06%
758 Special Events and Street Permits	394,647	393,086	358,360	(34,726)	(8.83%)
759 Computerized Signal System	856,965	863,219	704,272	(158,947)	(18.41%)
025 Non Departmental City Commons Garage	214,962	250,000	250,000	-	0.00%
TOTAL -- GENERAL FUND	\$ 10,325,782	\$ 10,478,618	\$ 10,237,206	\$ (241,412)	(2.30%)
TOTAL -- TRANSPORTATION ENGINEERING	\$ 10,325,782	\$ 10,478,618	\$ 10,237,206	\$ (241,412)	(2.30%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
GENERAL FUND #100			
Transportation Engineering Division			
734 Transportation Engineering Administration	3	3	3
755 Traffic Studies/N'hood Traffic Management	5	5	5
756 Signs and Pavement Markings	11	11	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL -- GENERAL FUND	42	42	42
TOTAL -- TRANSPORTATION ENGINEERING	42	42	42

PUBLIC WORKS DEPARTMENT

Parking Division

Mission Statement

To operate as a self-supporting enterprise fund within the City structure; to assist with downtown revitalization; to provide safe, affordable, and accessible parking that meets the short and long-term needs of citizens and visitors to downtown Orlando.

Overview of Services/Programs

The Parking Division is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City; operates ten parking garages with over 7,253 parking spaces, 1,014 surface lot spaces and 1,050 metered spaces. The Division enforces Chapter 39 of the City's Municipal Code, issues parking citations and immobilizes vehicles. The Division also processes all revenues received for the garages, events, meters and violations. Surface Parking personnel perform parking meter repairs, and collect revenue from meters. The Division provides full administration and financial support to the LYMMO downtown transit circulator.

Major Accomplishments

- Energy Savings - Completed a lighting lamp upgrade project at the following facilities: Administration Garage, 55 West Garage, Central Garage, and in Surface Lots 9 & 10. This resulted in an energy reduction of 20%. The savings in our annual electrical cost at these facilities is expected to be \$22,000.
- For the second year in a row the Parking Division received only one complaint from the public over the past twelve month period on the cleanliness of our parking facilities
- Responded to over 2,500 requests for repairs, enhancements and installation of equipment at all garages and surface lots.
- Response times to each work request is down from (10) days to within a (7) day time frame with positive feedback from customers.
- Saved \$20,040 in janitorial contracting service by using in-house staff with new mechanical equipment and increased performance efficiencies.
- Completed the waterproofing of the roof deck area at Central Garage. Applied a seal coating, caulked all control joints and repaired the expansions joints.
- Completed the painting and waterproofing of the exterior masonry deck end panels at the Courthouse Garage.
- All mechanical systems within the Parking Division were maintained to a high standard with no down time in any of our facilities.
- The meter shop response time to master meter complaints from the public was down to less than twenty minutes from one hour.
- The meter shop personnel assumed the additional duties of landscaping at our facilities. This has resulted in a savings in annual contract cost of \$24,000.
- Completed the modernization of two air conditioning systems at the Church St. Garage Vendors Way.
- Processed 17,735 pre-paid event parking permits, up 700 from the previous year.
- Parking and Access Revenue Control System (PARCS) RFP specifications were finalized and in final bid process.
- Reviewed 407 incident reports from security contract with follow through action to Risk Management.
- Provided event parking services for 294 downtown Orlando events serving 1.75 million patrons.
- Completed 98% employee participation in hands-on training in CPR with (29) employees completing the full CPR & AED certification course.

PUBLIC WORKS DEPARTMENT

Parking Division

Future Goals and Objectives

Short Term

- Replace the Parking Access and Revenue Control System (PARCS) that includes incorporating parking options into web-based software as a service application.
- Develop a comprehensive marketing plan for the roll-out of the new PARCS system.
- Provide for a structural evaluation of the Division parking facilities to make a reasonable assessment of the present structural condition and to identify potential liabilities.
- Continue and expand marketing efforts to maximize occupancy and utilization in garages.
- Work with Finance Department to pursue and implement new Workday Financial Management System.
- Continue to focus on timely financial reporting, strengthen internal controls, and provide recommendations to managers and supervisors to increase productivity.

Medium Term

- Review and implement repair recommendations forthcoming from Structural Engineers Assessment Report.
- Evaluate the replacement of single space on and off street parking meters that offer multiple payment options (credit/debit cards, coins, smart cards, contactless payment) or pay by phone option.
- Evaluate new products and ways to improve our energy conservation program. This consists of LED, induction, and the latest florescent technology for replacements of our roof top and area lighting systems.
- Focus on cost controls and quality of service to remain competitive with other cities and private parking providers.
- Continue our roving cleanliness enhancement squad in each parking garage to focus on meticulously cleaning public areas.

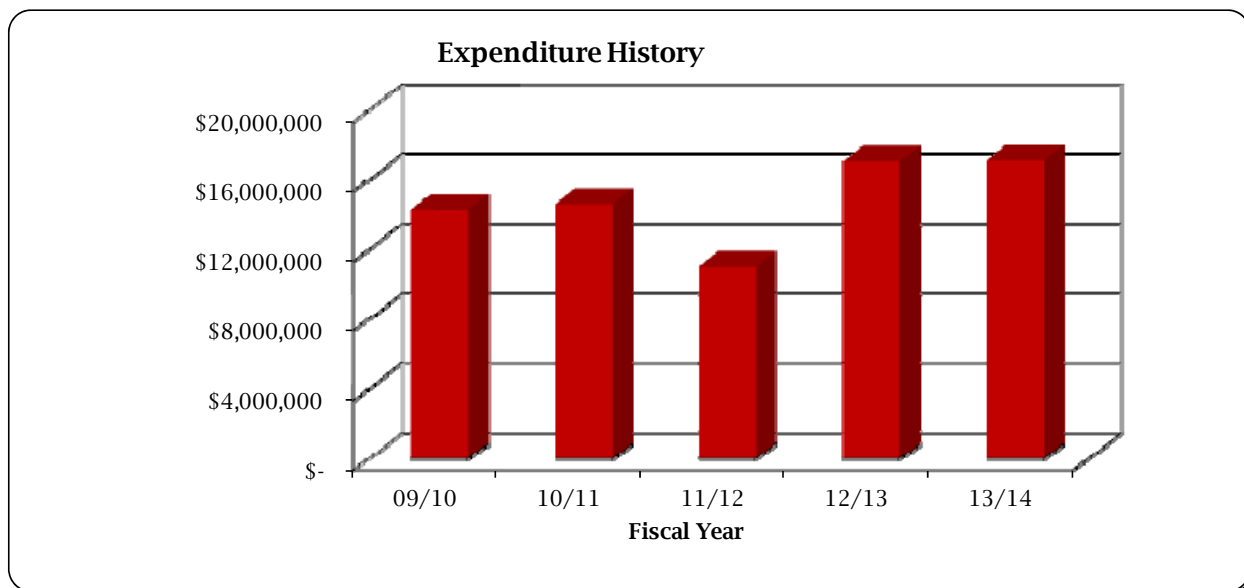
Long Term

- Continue with strategic plan, and long range parking plan to include future demands, site acquisition needs, financing and scheduling.
- Continue to incorporate business unit strategies and use of innovative new technologies.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change Adopted to Revised	% Change
TRANSPORTATION GRANT FUND #399					
Parking Division					
771 Centroplex Garage I Operations	\$ 126,612	\$ 155,753	\$ 155,715	\$ (38)	(0.02%)
772 Centroplex Garage II Operations	449,343	491,871	486,814	(5,057)	(1.03%)
978 Nondepartmental - Centroplex Garages	1,391,221	1,477,118	1,568,241	91,123	6.17%
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,343,873	\$ 2,124,742	\$ 2,210,770	\$ 86,028	4.05%
DOWNTOWN TRANSIT FUND #400					
Parking Division					
060 Downtown Transit	\$ 361,691	\$ 615,653	\$ 672,340	\$ 56,687	9.21%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 361,691	\$ 615,653	\$ 672,340	\$ 56,687	9.21%
PARKING SYSTEM REVENUE FUND #401					
Parking Division					
760 Jefferson Street Garage	\$ 169,553	\$ 215,322	\$ 226,114	\$ 10,792	5.01%
761 Parking System Admin/Fiscal Mgmt.	734,660	881,371	814,255	(67,116)	(7.61%)
763 Surface Parking	291,795	368,111	378,232	10,121	2.75%
764 Parking Violations	438,954	483,370	452,901	(30,469)	(6.30%)
765 Central Boulevard Garage Operations	1,511,861	1,469,412	1,420,150	(49,262)	(3.35%)
766 Church Street Garage Operations	563,529	622,665	624,789	2,124	0.34%
767 55 West Garage Operations	602,533	714,248	706,231	(8,017)	(1.12%)
768 O.C. Administration Garage Operations	382,292	400,440	409,388	8,948	2.23%
769 O.C. Courthouse Garage Operations	578,872	725,949	707,324	(18,625)	(2.57%)
775 Parking Operations	588	-	-	-	N/A
776 Parking Enforcement	494,395	507,298	504,410	(2,888)	(0.57%)
979 Nondepartmental - Parking	1,931,096	6,997,181	7,303,706	306,525	4.38%
Projects	15,112	244,615	-	(244,615)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 8,338,873	\$ 14,329,760	\$ 14,248,460	(\$81,300)	(0.57%)
TOTAL -- PARKING DIVISION	\$ 11,044,437	\$ 17,070,155	\$ 17,131,570	\$ 61,415	0.36%



PUBLIC WORKS DEPARTMENT

STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
	<u> </u>	<u> </u>	<u> </u>
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	7	7	7
TOTAL -- TRANSPORTATION GRANT FUND	<u>7</u>	<u>7</u>	<u>7</u>
<u>DOWNTOWN TRANSIT FUND #400</u>			
Parking Division			
060 Downtown Transit	1	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Admin/Fiscal Mgmt.	11	11	11
763 Surface Parking	4	4	4
764 Parking Violations	5	5	5
765 Central Boulevard Garage Operations	17	17	17
766 Church Street Garage Operations	8	8	8
767 55 West Garage Operations	10	10	10
768 O.C. Administration Garage Operations	4	4	4
769 O.C. Courthouse Garage Operations	12	12	12
770 Library Garage Operations	10	10	10
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	<u>91</u>	<u>91</u>	<u>91</u>
TOTAL -- PARKING DIVISION	<u>99</u>	<u>99</u>	<u>99</u>

PUBLIC WORKS DEPARTMENT

Solid Waste Management Division

Mission Statement

To provide the citizens, businesses, and visitors of Orlando with efficient, cost effective solid waste collection and recycling services supporting the infrastructure demands of our growing, diverse community. To deliver high quality services with an emphasis on employee safety, environmental sustainability, public health, and the City Beautiful image.

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 54,899 residential and 6,785 commercial customers with high quality collection and transportation services at a competitive price.
- Provided 96% of the City with automated garbage collection.
- Collected 86,277 tons of commercial waste, 50,464 tons of residential garbage, 18,314 tons of residential yard waste, and 5,178 tons of residential recycling in FY 12-13.
- 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.
- Implemented procurement of Hybrid Automated Side Loaders for residential garbage collection.

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.

Medium Term

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program.
- Procure and install a slow fill CNG station for CNG vehicle conversion to advance the Green Works initiative.

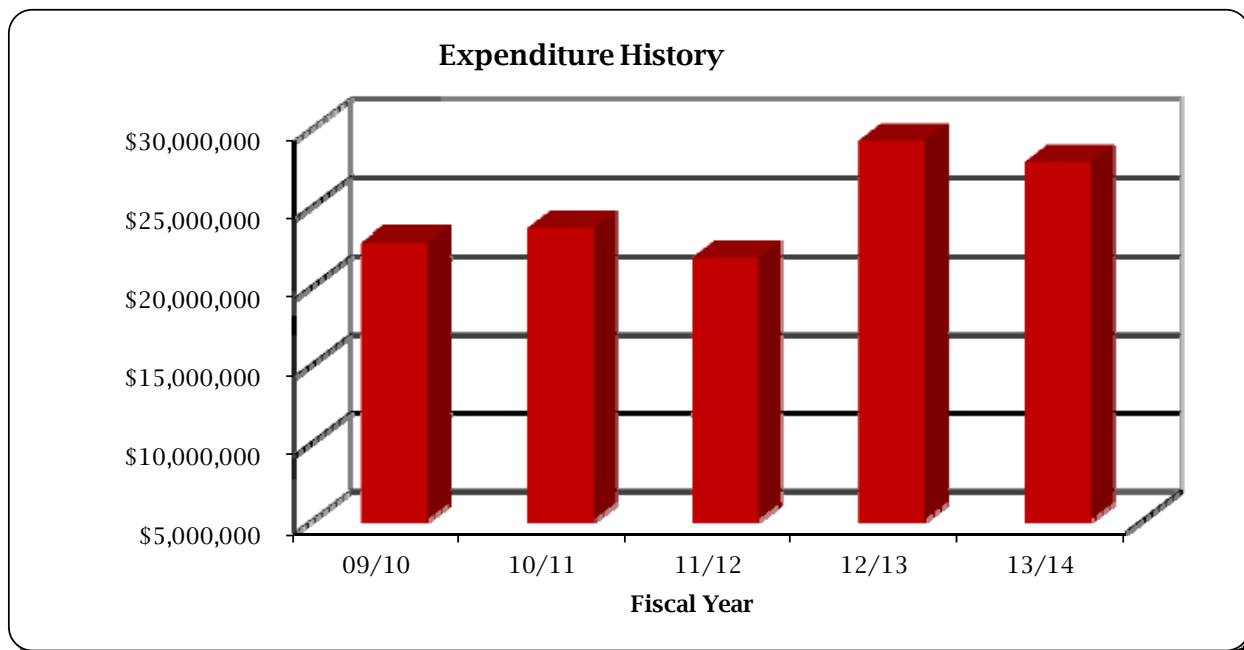
Long Term

- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills. The City will solicit proposal for a demonstration scale waste gasification project to determine the viability of gasification of the entire waste stream and generating electricity and possibly fuel as a result.
- 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 Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
SOLID WASTE FUND #426					
Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,121,018	\$ 1,177,591	\$ 1,059,635	\$ (117,956)	(10.02%)
365 Commercial Collection	8,037,112	9,052,736	8,298,327	(754,409)	(8.33%)
366 Residential & Recycling	9,554,878	10,321,843	10,727,077	405,234	3.93%
977 Nondepartmental - Solid Waste Projects	3,094,754 -	5,806,291 2,819,014	7,737,284 -	1,930,993 (2,819,014)	33.26% (100.00%)
TOTAL -- SOLID WASTE FUND	\$ 21,807,763	\$ 29,177,475	\$ 27,822,323	\$ (1,355,152)	(4.64%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 21,807,763	\$ 29,177,475	\$ 27,822,323	\$ (1,355,152)	(4.64%)



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
SOLID WASTE FUND #426			
Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	32	30	30
366 Residential & Recycling	54	53	53
TOTAL -- SOLID WASTE FUND	100	97	97
TOTAL -- SOLID WASTE MANAGEMENT	100	97	97

PUBLIC WORKS DEPARTMENT

Wastewater Division

Mission Statement-Wastewater Division

The mission of the Wastewater Department is to provide the most effective, customer-oriented wastewater collection and treatment to the citizens of Orlando and Central Florida.

Engineering/Maintenance - The mission of Engineering and Maintenance Services is to protect surface water and groundwater quality and the health of the citizens of Orlando by properly maintaining the Division's infrastructure, and developing new infrastructure to support future growth. This section of the Division is responsible to design, construct, inspect and maintain infrastructure to collect, convey, process, and reuse wastewater generated within the City's service area.

Process/Operations - The mission of Process and Operations Services is to protect human health and our environment through safe, effective, cost efficient conveyance, reclamation and reuse of wastewater.

Overview of Services/Programs

The **Wastewater Division** is divided into two main areas of responsibility, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides wastewater capital facilities planning, operation and maintenance of nearly 800 miles of sanitary sewers and force mains in the wastewater collection system, and customer service related to sewer billing and over 215 lift stations located throughout the City.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (40 mgd), the Water Conserv I Water Reclamation Facility (7.5 mgd), the Water Conserv II Water Reclamation Facility (21 mgd), the Orlando Easterly Wetlands, the Environmental Laboratory and the Industrial Automation group. The Environmental Control program regulates and monitors industrial discharges and oversees the oil and grease program, environmental studies, evaluations and remediation projects within the City's limits.

Major Accomplishments

- The City's wastewater collection, treatment and reuse systems continue to remain in regulatory compliance.
- To realize schedule and cost efficiency objectives, City crews are routinely performing repair and improvement work in the wastewater collection and reclaimed water systems instead of using contractors. As an example, crews from Sewer Evaluation & Maintenance (SEM) performed over 230 service lateral repairs and 120 main line repairs, replacing over 10,900 feet of pipe.
- Provided a high level of service to our customers by responding to 28,000 requests for line locates and 800 calls regarding stopped sewers. In most cases, service was restored within one hour of receiving the customer's call.
- Video inspected over 65 miles, cleaned over 390 miles of collection system piping, and sealed over 3.5 miles of pipe joints preserving the integrity of the system and preventing overflows.
- Operated and maintained over 215 lift stations, with no sanitary overflows due to any lift station malfunctions.
- To achieve better treatment efficiency at a lower cost, the Division is continues to evaluate, both chemical feed and air treatment, odor control measures in the wastewater collection system including lift stations. Currently, the Division is implementing odor control improvements at some of the system's largest lift stations, Lift Station 45, 138, and 248.
- Improving lift station pumping capabilities by upgrading key lift stations. Improvements to LS 3, 5 and 1&7 are underway. These lift stations are critical to future development and redevelopment within the downtown core of the City. In addition, underground "can" stations are being replaced to improve operations and eliminate "confined space" hazards.
- The Division's facilities conveyed, treated to high standards and reused over 13 billion gallons of wastewater.
- The Orlando Easterly Wetlands continues to treat over 5 billion gallons annually removing 52% of the nitrogen and 86% of the phosphorus entering the Wetlands. Renovation projects have been undertaken to demuck and restore the assimilative capacity of the wetlands. These projects have been conducted using City forces at substantial savings.
- The Industrial Automation Group is completing the reconfiguration and upgrades of the SCADA system at the Water Conserv II and Water Conserv I WRF Facilities to improve operations and process control..

PUBLIC WORKS DEPARTMENT

Wastewater Division

- The Division continues to work with the Orlando Utilities Commission (OUC) to implement Project RENEW, which potentially involves the reuse of 9.2 mgd of reclaimed water to satisfy the requirements of OUC's Consumptive Use Permit. Ongoing Improvements at the Water Conserv II WRF, will accommodate additional flows that may result from project RENEW.
- Construction is continuing on the process improvements to the Water Conserv II WRF. This project will improve the efficiencies of the aeration, nitrogen removal and settling processes.
- Working with land owners, nutrient management plans were developed and permitted for continued application of biosolids on agricultural land.
- The Environmental Control section regulates over 1,335 businesses and over 250 private collection systems through an oil and grease management program, which has resulted in a 75% reduction in sewer system overflows caused by the grease blockages.
- Equipment items that have exceeded useful life expectancy are being replaced at the Iron Bridge Regional WRF and the Conserv II WRF using City forces. This approach is saving money and restoring the reliability of the treatment processes.
- Selected an engineering consultant to assist the City with planning, design and permitting of effluent management facilities for the Iron Bridge Regional WRF to address potential rule changes by EPA that would impose numeric nutrient criteria on our discharge to surface waters.
- Selected a consultant to design potential upgrades to the anaerobic digestion facilities at the Conserv II WRF to produce Class A biosolids and to convert biogas into energy for use on the plant site.
- Implemented pilot program to collect and recycle used household grease and cooking oil. The pilot program involved providing containers that may be used by residents to drop their used cooking oil off at designated community centers.

Future Goals and Objectives

Engineering & Maintenance

Short Term

- Continue to promptly respond to stopped sewer calls to minimize sanitary sewer overflows and protect the public health.
- Continue maintaining the sanitary sewer system in a cost effective manner, through inspection, repair and replacement.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Environmental Control staff continues to contact owners of private wastewater collection systems and lift stations to educate them on the maintenance of those facilities to prevent sewer system overflows.
- Staff will continue to evaluate new means of performing system repairs in an effort to boost productivity.
- Proceed with construction of the Dahlia Drive, Bruton Blvd., and Raper Dairy Road sewer replacement.
- Complete implementation of new Wastewater Engineering Standards Manual revisions.
- Complete design for conversion of canned lift stations to submersible stations and prepare for funding through the State Revolving Fund (SRF) in January 2014.

Medium Term

- Advertise the following projects for bidding: Silver Star Force Main, and the Raper Dairy Road Sanitary Sewer Lining.

Long Term

- Continue odor evaluations and improvements within the collection system.
- Staff will be identifying and prioritizing drainage basins within the service area that need repairs to control infiltration/inflow and improve operational efficiency.
- Implement an air release valve and isolation valve O&M program.
- Continue with permit reviews and construction inspections in accordance with City Standards and Policy.

PUBLIC WORKS DEPARTMENT

Wastewater Division**Process/Operations****Short Term**

- Continue efficient operations of the Division's three water reclamation facilities and remain in compliance with permit conditions.
- Continue equipment replacement work at the Iron Bridge Regional WRF and the Conserv II WRF.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Continue working with the City's engineering consultant on the Reclaimed Water Management Project. One of the key initial projects will be to conduct preliminary engineering on the Easterly Wetlands Pump Station system so that all the reclaimed water produced at the facility can be sent to the wetlands.
- Complete renovations at the Conserv II WRF to create a Water Reclamation Education Center. The center will be used to make presentations to school children and other groups.

Medium Term

- Using City forces, replace the reclaimed water transmission pumps at the Conserv II WRF.
- Continue evaluation of anaerobic digester improvements at the Conserv II WRF and determine path forward to restoration of components that require modification and/or replacement.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and biogas energy production.

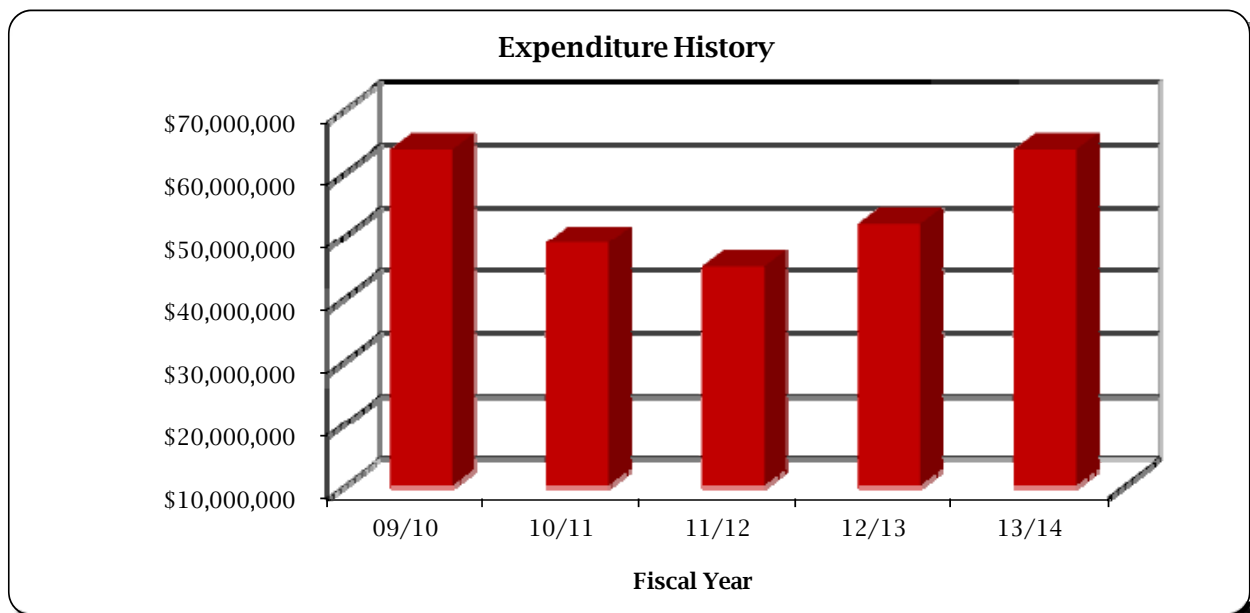
Long Term

- Staff will conduct renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby, sustaining nutrient removal capabilities. Prior projects have demonstrated significant cost savings by self performing the Work.
- Staff will continue to work with its consultant on the Water Conserv II WRF to prepare for stricter regulation of total nitrogen in the reclaimed water. Once the process modifications are completed, stress testing will be done to justify additional permitted capacity.
- Staff will pursue alternative methods and options for biosolids treatment and beneficial use. The most favorable alternative treatment method that is being developed involves a process of supercritical water oxidation.
- Participate with Orange County on a project to augment the capacity of the transmission pipeline to deliver reclaimed water to the Conserv II Distribution Center.
- Staff will continue to work alongside OUC to identify cost effective expansions to the reclaimed water system to meet the City's overall water supply needs.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
WASTEWATER REVENUE FUND #441					
Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 3,418,499	\$ 3,534,928	\$ 3,243,217	\$ (291,711)	(8.25%)
343 Wastewater Asset Management	533,836	595,458	692,035	96,577	16.22%
344 System Evaluation & Maintenance	5,053,820	5,306,349	5,456,951	150,602	2.84%
Wastewater Process/Operations Section					
351 Water Conserv I	2,571,521	2,446,578	2,411,097	(35,481)	(1.45%)
352 Water Conserv II	7,591,006	7,988,381	9,204,938	1,216,557	15.23%
353 Iron Bridge	8,555,467	9,665,107	9,064,506	(600,601)	(6.21%)
354 Lift Station Operations	3,615,939	4,180,382	4,104,614	(75,768)	(1.81%)
355 Environmental Control	1,434,610	1,446,848	1,099,765	(347,083)	(23.99%)
356 Compliance & Public Awareness	-	-	446,096	446,096	N/A
357 Industrial Automation Group	1,925,413	2,264,093	2,334,406	70,313	3.11%
358 Environmental Lab Services	880,292	864,768	805,332	(59,436)	(6.87%)
359 Easterly Wetlands	421,214	430,214	591,383	161,169	37.46%
975 Nondepartmental - Wastewater Projects	8,984,684 2,764	10,917,913 2,329,665	12,519,238 11,735,528	1,601,325 9,405,863	14.67% 403.74%
TOTAL -- WASTEWATER REVENUE FUND	\$ 44,989,064	\$ 51,970,684	\$ 63,709,106	\$ 11,738,422	22.59%



PUBLIC WORKS DEPARTMENT

STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
<u>WASTEWATER REVENUE FUND #441</u>			
Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	14	14
343 Wastewater Asset Management	8	8	8
344 System Evaluation & Maintenance	49	49	49
Wastewater Division/Process/Operations Section			
351 Water Conserv I	10	10	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	11	11	11
356 Compliance & Public Awareness	5	5	5
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	7	7	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	217	217	217

PUBLIC WORKS DEPARTMENT

CIP/Infrastructure Division

Mission Statement

Manage the design, construction and inspection for City of Orlando capital improvement projects.

Overview of Services/Programs

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: CIP/Infrastructure Administration, Project Engineering, Construction Services, and Design Services. The Division provides in-house Project Management/Engineering, Design, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. 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 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

- Delivered a number of emergency CDBG funded projects for the Housing Department in jeopardy of losing Federal funding; Rosemont Parking Lot - \$61,411, Monterrey ROW - \$236,750 and LB Mcleod ROW - \$149,472. These projects had a deadline of July 2013 to complete. CIID successfully closed out all three projects this month.
- CIID is assisting Economic Development and Commissioner Stuart with pro bono project management support as needed for the refurbishment of the old "Happy Holidays" sign above the old OUC building overlooking Lake Ivanhoe. Our goal is to have it illuminated by Thanksgiving.
- Actively assisted other City Divisions in delivering the City's grant projects including; Conserv II - SRF, Citywide Sidewalks - FDOT, Ivanhoe Plaza - FDEP, Energy Efficiency - USDOE, Guernsey Pond - FDEP, Reeves Terrace - HUD, Englewood Playground - HUD
- Secured \$2 Million in Federal Funds for the Orlando Walks Citywide Sidewalk Project - providing for 18 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 that commenced in June of 2013.
- CIID has recently initiated paperless construction documents which are now dispensed electronically to prospective bidders. This paperless process has saved the City thousands on the reproduction of plans and specifications that previously were paid for with City funds.
- Completed the \$1.4 million Federally Funded Streetscape Improvements for Semoran Boulevard between Curry Ford Road and Colonial Drive
- 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.
- The Division has continued to implement Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials.

PUBLIC WORKS DEPARTMENT

CIP/Infrastructure Division

Future Goals and Objectives

Short Term

- Manage the Orlando Walks Construction Project and begin to identify the locations for Phase 2 Orlando Walks 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 for the International Drive Congestion Management Project partially funded with \$5.17 million of Federal Funds.
- Manage the construction of the Church Street Streetscape project funded with Federal Highway Administration Funds with a value of over \$10 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.
- Regarding the Mayor's Green Works Initiative, CIID, working along with our Facilities group and Jon Ippel delivered energy upgrades to 26 City facilities at a total construction cost of \$1,635,000. Moving forward we anticipate managing the Energy Bond Project retrofitting more than 100 City facilities at an estimated total cost of 17 million dollars.

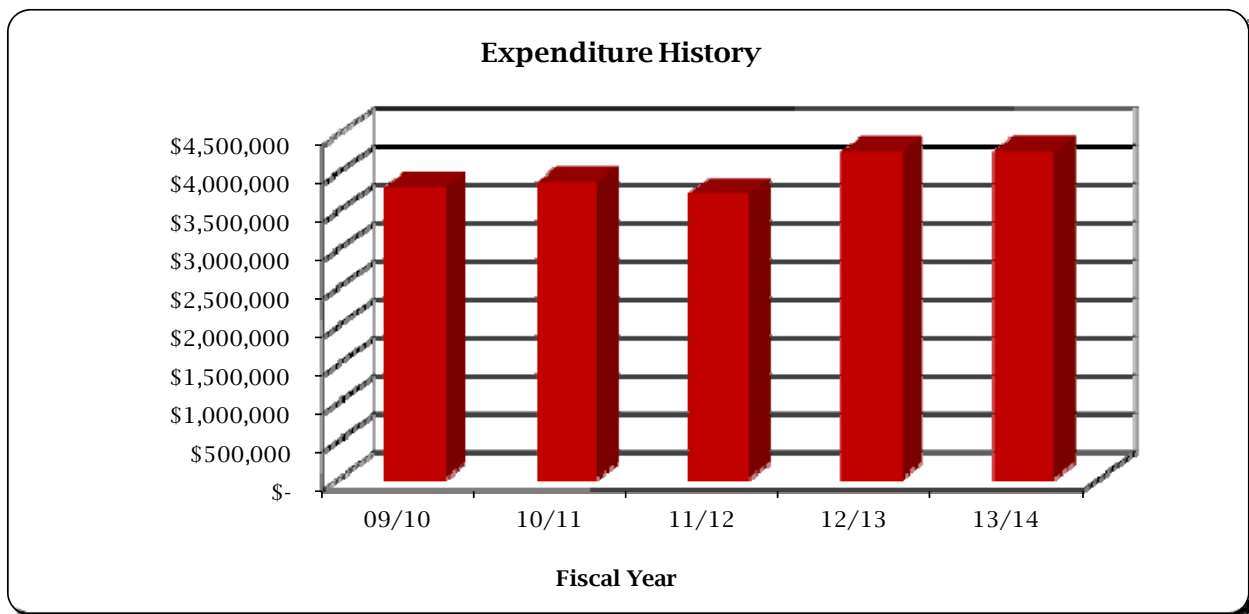
Long Term

- We continue to foster our partnership with our external client Lynx. Over the past 18 months, CIID has saved Lynx close to \$1,000.00 in consulting fees on the E-W BRT and the Parramore BRT. I have also assisted John Lewis in their interviews and the eventual hiring of an Engineering Director.
- 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. CIID 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-bid-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 Office/Division Program Number and Name	2011/12 Actual Expenditures	2012/13 Revised Budget	2013/14 Adopted Budget	Change to Adopted Revised	% Change
CONSTRUCTION MANAGEMENT FUND #533					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 566,830	\$ 613,048	\$ 587,546	\$ (25,502)	(4.16%)
712 Project Engineering	870,442	878,438	812,046	(66,392)	(7.56%)
713 Construction Services	1,389,361	1,665,009	1,634,475	(30,534)	(1.83%)
714 Design Services	457,767	495,689	456,943	(38,746)	(7.82%)
964 NonDept.-Proj./Const.Mgmt.	430,774	603,766	768,196	164,430	27.23%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,715,174	\$ 4,255,950	\$ 4,259,206	\$ 3,256	0.08%
TOTAL -- CIP/INFRASTRUCTURE	\$ 3,715,174	\$ 4,255,950	\$ 4,259,206	\$ 3,256	0.08%



STAFFING SUMMARY

	Actual 2011/12	Revised Budget 2012/13	Adopted Budget 2013/14
CONSTRUCTION MANAGEMENT FUND #533			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	7	7	7
712 Project Engineering	7	7	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	29	29	29
TOTAL -- CIP/INFRASTRUCTURE	29	29	29

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Parking Division	Percent of tickets contested	0.16%	0.13%	0.11%
Solid Waste Management Division	Average Number of Residential and Commercial Complaints received	1,432	1,080	1,000

Fiscal

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	10,276	7,515	8,000
Streets & Stormwater Services Division	Average cost per curb mile for street sweeping	\$36.99	\$35.54	\$34.50
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$40.65	\$45.32	\$45.00
Streets & Stormwater Services Division	Average annual cost per acre to maintain lake water quality.	\$747.00	\$171.00	\$200.00
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected	\$24,490,038.00	\$41,580,759.70	\$23,545,776.20
Streets & Stormwater Services Division	Annual administrative cost as a percentage of revenue collected.	2.52%	3.31%	2.98%
Solid Waste Management Division	Revenues from residential collection	\$10,625,800.00	\$11,290,486.00	\$11,487,466.00
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$23.64	\$23.64	\$20.02
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$17.90	\$17.90	\$15.34
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$5.74	\$5.74	\$4.88
Solid Waste Management Division	Average Revenue per Month From Recycled Newsprint	\$3,424.00	N/A	N/A
Solid Waste Management Division	Revenues from commercial collection	\$14,760,287.00	\$15,588,816.00	\$16,167,321.00
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$5.22	\$5.22	\$5.51
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$2,722.92	\$2,290.42	\$2,000.00
Wastewater Division	Average O&M cost per 1,000 gallons of wastewater treated	\$0.95	\$1.06	\$1.15
Public Works Department	Public Works Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	83.18%	91.06%	100%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	18	18	18
Streets & Stormwater Services Division	Percent of hazardous street conditions (potholes) repaired within one day	100%	99.88%	100%
Streets & Stormwater Services Division	Volume (in cubic yards) of trash and debris collected from lakes and stormlines	2,265	1,780	3,500
Transportation Engineering Division	Linear feet of fiber optic cable replaced	62,800	278,020	19,000
Transportation Engineering Division	Maintenance of Signs & Pavement Markings	299	350	300
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	99%	99%	99%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	92%	93%	95%
Solid Waste Management Division	Tons of Residential MSW collection	66,292	50,756	52,279
Solid Waste Management Division	Tons of recycled materials	3,885	5,890	6,067
Solid Waste Management Division	Tons of Commercial MSW collection	83,837	170,080	173,482
Wastewater Division	Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	92.76%	88.50%	95%
Wastewater Division	Percent completion of scheduled Lift Station inspections	71.92%	62.40%	80%
Wastewater Division	Percent completion of scheduled Lift Station Preventive Maintenance tasks	80.42%	66.40%	80%
Wastewater Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	65.66%	64.40%	90%
Wastewater Division	Percent of damaged laterals with service out of order restored to service within 24 hours	99.31%	100%	100%
Wastewater Division	Percent of damaged main lines restored to service within 24 hours	100%	100%	100%
Wastewater Division	Percent of failed force mains repaired to service within 24 hours	100%	100%	100%
Wastewater Division	Average footage of cleaned sewer lines per month	576,737	159,303	160,000

Outcome & Mission

Organizational Unit	Performance Indicator	2011/12	2012/13	2013/14
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality.	4.3%	3.1%	3.1%
Wastewater Division	Percent compliance with Federal & State permit standards for wastewater process performance	100%	100%	100%
Wastewater Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%



CAPITAL IMPROVEMENTS & DEBT



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. Citrus Bowl 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 2013-2018 Capital Improvement Program.

The 2013/2014 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	Wastewater

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

CAPITAL IMPROVEMENTS AND DEBT

FY 2013/2014 Capital Budget Calendar

December 2012						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2013						
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27	28	29	30	31		

February 2013						
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24	25	26	27	28		

March 2013						
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April 2013						
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21	22	23	24	25	26	27
28	29	30				

May 2013						
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19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2013						
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July 2013						
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28	29	30	31			

August 2013						
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25	26	27	28	29	30	31

September 2013						
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29	30					

October 2013						
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20	21	22	23	24	25	26
27	28	29	30	31		

November 2013						
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					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December
19 Distribution of CIP project request packets.

December - February
 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.

January
28 Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.

March - June
 Project review and analysis.

July - August
 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
16 First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.

September
23 Second public hearing to adopt proposed 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 5.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. For FY 2013/14 the City Council set aside \$4.7 million of general revenue for CIP funding.

Federal Aid - Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

Six Cent Local Option Gas Tax Funds

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 equal to its percentage of the total population of Orange County. Per State Statute, 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.

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 wastewater system and any related debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. 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. No projects are anticipated to be funded from Tax Increment Financing in FY 2013/2014.

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 2013/2014 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2013/2014 Budget Resolution and is considered the approved capital budget.

	<u>2013/14</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement (General Fund)			
Community Capital	\$ 420,000	GEN	N
Fire Equipment Replacement	1,000,000	PSF	N
Hazardous Sidewalk Repair	300,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
School Safety Sidewalk Program	400,000	TRA	Y
Accessible Topographic Maintenance	1,000,000	REC	N
Technology Enhancement Projects	500,000	GEN	N
Unallocated/Reserved for Future Projects	100,000	GEN	N
General Fund Contribution Total	\$ 4,720,000		
Gas Tax			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Car Sharing Program	120,000	TRA	N
Curb Ramp Construction and Curb Repair	50,000	TRA	N
Developer Signals-Matching Funds	150,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
LYNX Annual Contribution	3,837,386	TRA	Y
Medical City Connector (VA)	139,000	ECD	N
Miscellaneous Transportation Enhancements	100,000	TRA	N
Narcoossee Rd. Debt Service- SR 528 to SR 417	1,865,238	TRA	N
New Traffic Signal Locations	370,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,500,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Gas Tax Total	\$ 9,131,624		
Other Funds			
Citrus Bowl Improvements	\$ 84,012	REC	N
Replacement of Single Space Parking Meters	500,000	TRA	N

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

FY 2013/2014 Adopted Capital Budget by Fund

	<u>2013/14</u>	<u>Function</u>	<u>CIE</u>
Service Charges			
Administration Center Garage Repair/Maintenance	\$ 200,000	TRA	N
Central Blvd. Garage Repair and Maintenance	150,000	TRA	N
Commercial Collection Vehicles	298,000	SOL	Y
Courthouse Garage Repair and Maintenance	100,000	TRA	N
Easterly Wetlands Restoration	600,000	WAS	N
Florida Hospital Sanitary System Improvements	1,000,000	GEN	N
I-4 Surface Lot Repairs (Lots 9, 10, 15)	150,000	TRA	N
Iron Bridge WRF Power Gen Local Controllers	425,000	WAS	N
Lake Nona Golf Course Reclaim Pipe Replacement	550,000	WAS	N
Lift Station 2 & 3 Force Main Evaluation	200,000	WAS	N
Lift Station 5 Area Piping Improvements	200,000	WAS	N
Lift Station Rehabilitation	1,500,000	WAS	Y
Lift Station Sensor Replacement	200,000	WAS	N
Lift Station - Underground Rehabilitation	750,000	WAS	N
Line Sewers	750,000	WAS	N
Orlando Health Lift Station and Force Main	700,000	WAS	N
Rapid Response Construction	500,000	WAS	N
Residential/Recycling Collection Vehicles	399,999	SOL	Y
Sewage ARV Replacement	150,000	WAS	N
Water Conserv II RIB Site 1 & 10 Expansion	50,000	WAS	N
West Orlando Area Piping Improvements	200,000	WAS	N
Service Charges Total	\$ 9,072,999		
Sewer Capacity Charges			
Water Conserv II Process Improvements and Upgrades	\$ 300,000	WAS	N
Sewer Capacity Charges Total	\$ 300,000		

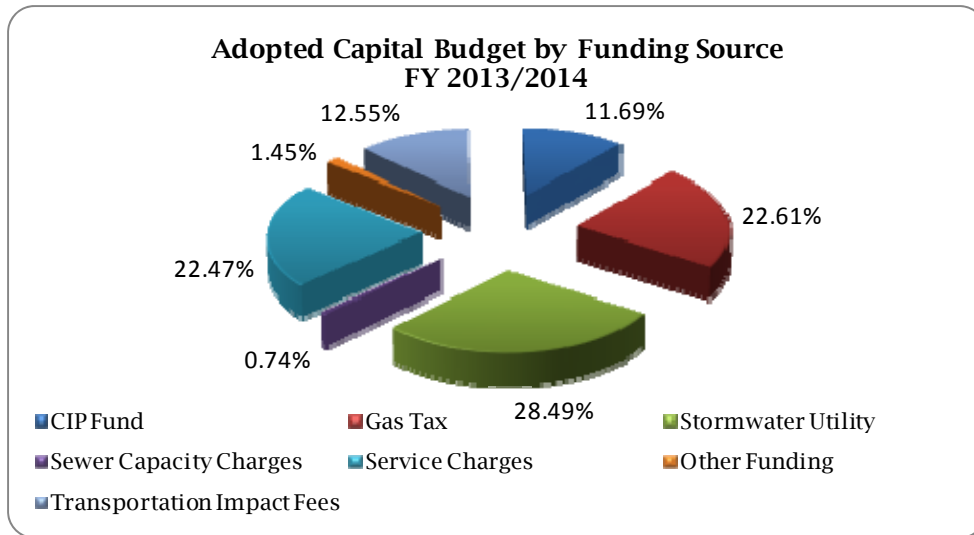
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CAPITAL IMPROVEMENTS AND DEBT

FY 2013/2014 Adopted Capital Budget by Fund

	<u>2013/14</u>	<u>Function</u>	<u>CIE</u>
Stormwater Utility Fee			
Bumby Avenue Drainage	\$400,000	STR	N
Developer Inspection	75,000	STR	N
Division and Cemex Drainage Improvements	1,200,000	STR	N
Dove Dr./Pelican Dr. Drainage Improvements	500,000	STR	N
Greenwood Baffle Box	250,000	STR	N
Jefferson Street Drainage Improvements	400,000	STR	N
Kaley Street/Eola Drive Drainage Improvements	700,000	STR	N
Lake Davis/Lake Cherokee Interconnect	900,000	STR	N
Lake Davis/Lake Greenwood Interconnect	780,000	STR	N
Lake of the Woods Stormwater Diversion Retrofit	100,000	STR	N
Lake Olive/Lake Lawsona Interconnect	400,000	STR	N
Langford Park Drainage Improvements	200,000	STR	N
Park Lake Outfall	350,000	STR	N
Rapid Response Construction	250,000	STR	N
Shine Av/Colonial Drainage Improvements	250,000	STR	N
Stormwater System Construction	250,000	STR	N
Stormwater System Evaluation	3,000,000	STR	N
System Repair and Rehabilitation	250,000	STR	Y
Vineland Rd./Cheryl St. Drainage Improvements	1,250,000	STR	N
Stormwater Utility Total	\$ 11,505,000		
Transportation Impact Fees			
Augusta National Extension to Hoffner Ave.	\$ 400,000	TRA	Y
Boggy Creek: Jetport Dr. to Greenway (SR417)	150,000	TRA	Y
Boone Extension: Anderson St. to Sylvia Lane	800,000	TRA	Y
Crystal Lk./Maguire Blvd. Debt Service	788,090	TRA	N
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	1,000,000	TRA	Y
Hazeltine National Dr. - Goldenrod Rd. to Narcoossee Rd	150,000	TRA	N
ITS Downtown Masterplan	500,000	TRA	N
Lee Vista Blvd. Debt Service	579,666	TRA	N
LYMMO Extension	500,000	TRA	Y
Raleigh Street Intersection Improvements	200,000	TRA	N
Transportation Impact Fees	\$ 5,067,756		
CIP Total	<u>\$ 40,381,391</u>		

CAPITAL IMPROVEMENTS AND DEBT



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT</u> <u>FY 2013/2014</u>	<u>% of TOTAL</u>
Stormwater Utility	\$ 11,505,000	58.27%
Gas Tax	9,131,624	46.25%
Service Charges	9,072,999	45.95%
Transportation Impact Fees	5,067,756	25.67%
CIP Fund	4,720,000	23.91%
Sewer Capacity Charges	300,000	1.52%
Other Funding	584,012	2.96%
Total	\$ 19,744,767	100.00%

Sewer Service Charges make up almost a quarter 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 20 projects in FY 2013/2014 totaling \$8,774,999. The remaining \$298,000 is for one project funded from Solid Waste Service Charges.

The Stormwater Utility Fee is expected to generate \$23.5 million in FY 2013/2014. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2013/2014 will include 19 projects at a cost of \$11.5 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2013/14 the City Council set aside \$4.7 million of general revenue for CIP funding.

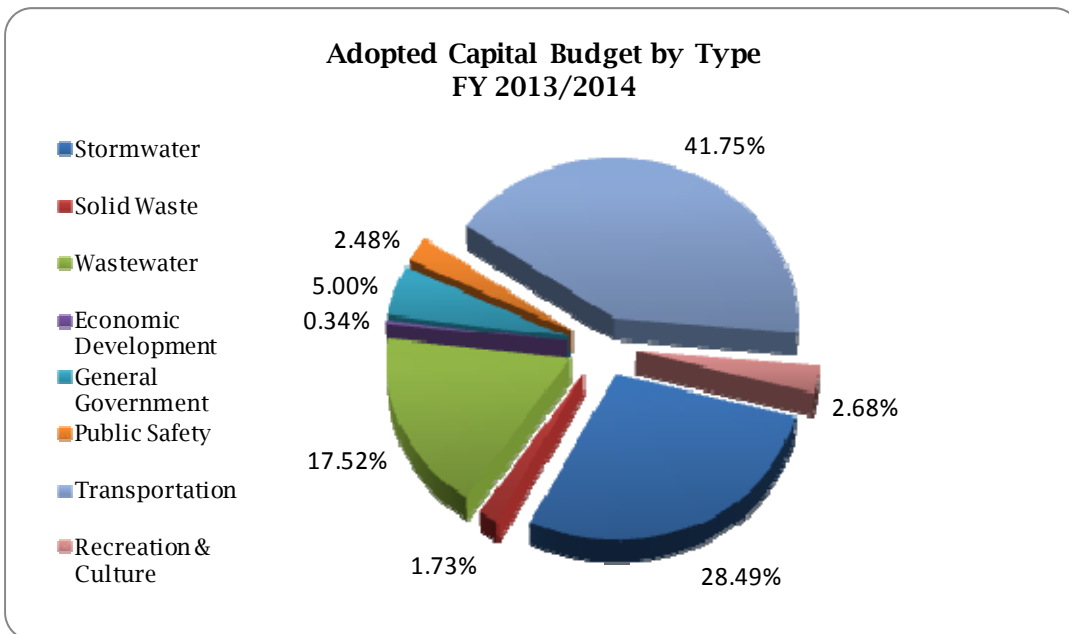
Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando’s portion of the total net revenue is 21%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 14 projects, debt service on one completed project and a contribution to the local bus system in FY 2013/14.

CAPITAL IMPROVEMENTS AND DEBT

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

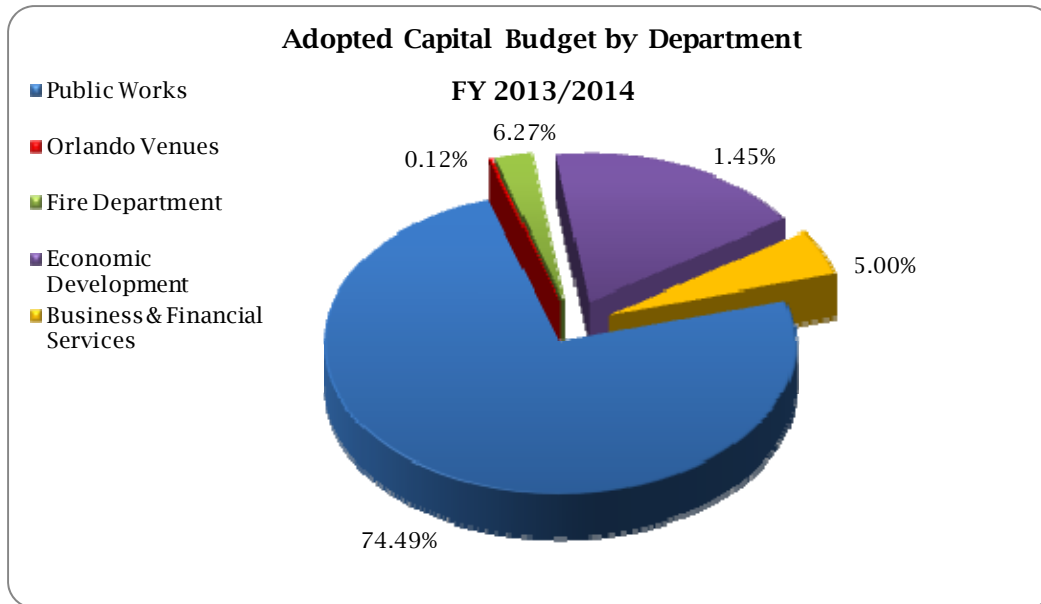
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



<u>TYPE</u>	<u>FUNDING AMOUNT FY 2013/2014</u>	<u>% of TOTAL</u>
Transportation	\$ 16,860,380	41.75%
Stormwater	11,505,000	28.49%
Wastewater	7,075,000	17.52%
General Government	2,020,000	5.00%
Recreation & Culture	1,084,012	2.68%
Public Safety	1,000,000	2.48%
Solid Waste	697,999	1.73%
Economic Development	139,000	0.34%
Total	\$ 40,381,391	100.00%

Transportation projects capture 42 percent of funding, stormwater projects account for 28 percent and wastewater 18 percent of the total expenditures, for a combined total of 88 percent. Economic Development, Recreation and Culture, Solid Waste, Public Safety and General Government account for the remainder. Stormwater, Wastewater 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

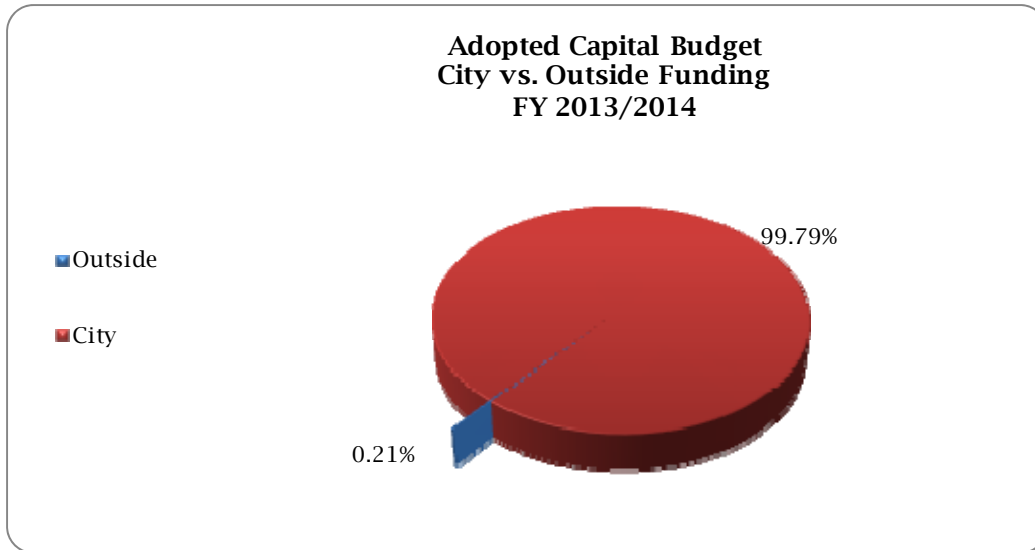


<u>DEPARTMENT</u>	<u>FUNDING AMOUNT</u>	
	<u>FY 2013/2014</u>	<u>% of TOTAL</u>
Public Works	\$ 30,080,993	74.49%
Economic Development	7,196,386	17.82%
Business & Financial Svcs.	2,020,000	5.00%
Fire Department	1,000,000	2.48%
Orlando Venues	84,012	0.21%
Total	\$ 40,381,391	100.00%

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



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2013/2014</u>	<u>% of TOTAL</u>
City	\$ 40,297,379	99.79%
Outside	84,012	0.21%
Total	\$ 40,381,391	100.00%

The Capital Budget must be financially feasible, and should be based to the largest extent possible on revenue sources that are under the control of the City. Outside sources may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation, including State and Federal aid. State aid primarily consists of funding for transportation improvements. Recreation and other projects may also be recipients State aid.

In FY13/14 the decision was made not to list any grant related funding because the award announcement had not been made prior to the budget adoption. The amount listed as an Outside funding source only includes the rent paid to the City for use of space in the Citrus Bowl. All other funding is the sole responsibility of the City of Orlando.

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 wastewater 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 996 miles of street within the City, and the City is responsible for maintaining over 692 miles. There are also over 800 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. No additional staff or equipment is being added this fiscal year.

Wastewater—many of the City's wastewater 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 Costs	Estimated Annual Operating Costs	Estimated Annual Total Costs	Comments
Capital Improvement Fund				
Community Capital	\$ 75,000	\$ 11,000	\$ 86,000	maintenance
Capital Improvement Fund Total	<u>\$ 75,000</u>	<u>\$ 11,000</u>	<u>\$ 86,000</u>	
Gas Tax				
Area Wide Signal System Fiber Interconnect	\$ -	\$ 68,200	\$ 68,200	supplies/software support
New Traffic Signal Locations	-	44,418	44,418	supplies/replace parts
Gas Tax Total	<u>\$ -</u>	<u>\$ 112,618</u>	<u>\$ 112,618</u>	
Service Charges				
Commercial Collection Vehicles	\$ 53,282	\$ 150,149	203,431	maintenance/disposal fees
Residential/Recycling Collection Vehicles	58,312	330,880	389,192	maintenance/disposal fees
Service Charges Total	<u>\$ 111,594</u>	<u>\$ 481,029</u>	<u>\$ 592,623</u>	
Operating Cost Impact Total	<u>\$ 186,594</u>	<u>\$ 604,647</u>	<u>\$ 791,241</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 2013/2014 Capital Budget fall into this category, the impact on the FY 2013/2014 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents almost 26% of the Capital Budget total.

	<u>2013/14</u>
Administration Center Garage Repair/Maintenance	200,000
Central Blvd. Garage Repair and Maintenance	150,000
Courthouse Garage Repair and Maintenance	100,000
I-4 Surface Lot Repairs (Lots 9, 10, 15)	150,000
Lake Davis/Lake Cherokee Interconnect	900,000
Lake Nona Golf Course Reclaim Pipe Replacement	550,000
Lake of the Woods Stormwater Diversion Retrofit	100,000
Lift Station Rehabilitation	1,500,000
Lift Station Sensor Replacement	200,000
Line Sewers	750,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	2,500,000
Rapid Response Construction	750,000
Replacement of Single Space Parking Meters	500,000
Sewage ARV Replacement	150,000
Stormwater System Construction	250,000
Technology Management Enhancement Projects	1,500,000
Traffic Signal Refurbishing Program	200,000
	<u>\$ 10,550,000</u>

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2013 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 2013/2014	
	<u>Budget</u>	
Accessible Topographic Maintenance	\$ 1,000,000	Recurring
Area Wide Signal System Fiber Interconnect	100,000	Recurring
Community Capital	420,000	Recurring
Citrus Bowl Improvements	84,012	Recurring
Crystal Lk./Maguire Blvd. Debt Service	788,090	Recurring
Curb Ramp Construction and Curb Repair	50,000	Recurring
Developer Inspection	75,000	Recurring
Developer Signals-Matching Funds	150,000	Recurring
Easterly Wetlands Restoration	600,000	Recurring
Fire Equipment Replacement	1,000,000	Recurring
Hazardous Sidewalk Repair	500,000	Recurring
Intersection Safety Improvements	200,000	Recurring
Lift Station - Underground Rehabilitation	750,000	Recurring
Lift Station 2 & 3 Force main Evaluation	200,000	Recurring
Lift Station 5 Area Piping Improvements	200,000	Recurring
Lift Station Rehabilitation	1,500,000	Recurring
Line Sewers	750,000	Recurring
LYNX Annual Contribution	3,837,386	Recurring
Miscellaneous Transportation Enhancements	100,000	Recurring
New Traffic Signal Locations	370,000	Recurring
Pavement Marking Maintenance	100,000	Recurring
Pavement Rehabilitation	2,500,000	Recurring
Rapid Response Construction	750,000	Recurring
School Safety Sidewalk Program	500,000	Recurring
Sewage ARV Replacement	150,000	Recurring
Stormwater System Construction	250,000	Recurring
System Repair and Rehabilitation	250,000	Recurring
Technology Management Enhancement Projects	500,000	Recurring
Traffic Counts and Travel Time Studies	100,000	Recurring
Traffic Signal Refurbishing Program	200,000	Recurring
Unallocated / Reserved for Future Projects	100,000	Recurring
West Orlando Area Piping Improvements	200,000	Recurring
Total	<u>\$ 18,274,488</u>	

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

	FY 2013/2014 Budget
<u>Non- Recurring Capital Projects</u>	
Administration Center Garage Repair/Maintenance	\$ 200,000
Augusta National Extension to Hoffner Ave.	400,000
Boggy Creek: Jetport Dr. to Greenway (SR417)	150,000
Boone Extension: Anderson St. to Sylvia Lane	800,000
Bumby Avenue Drainage	400,000
Car Sharing Program	120,000
Central Blvd. Garage Repair and Maintenance	150,000
Commercial Collection Vehicles	298,000
Courthouse Garage Repair and Maintenance	100,000
Division and Cemex Drainage Improvements	1,200,000
Dove Dr./Pelican Dr. Drainage Improvements	500,000
Florida Hospital Sanitary System Improvements	1,000,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	1,000,000
Greenwood Baffle Box	250,000
Hazeltine National Dr.:Goldenrod to Narcoossee Rd.	150,000
I-4 Surface Lot Repairs (Lots 9, 10, 15)	150,000
Iron Bridge WRF Power Gen Local Controllers	425,000
ITS Downtown Masterplan	500,000
Jefferson Street Drainage Improvements	400,000
Kaley Street/Eola Drive Drainage Improvements	700,000
Lake Davis/Lake Cherokee Interconnect	900,000
Lake Davis/Lake Greenwood Interconnect	780,000
Lake Nona Golf Course Reclaim Pipe Replacement	550,000
Lake of the Woods Stormwater Diversion Retrofit	100,000
Lake Olive/Lake Lawsona Interconnect	400,000
Langford Park Drainage Improvements	200,000
Lee Vista Blvd. Debt Service	579,666
Lift Station Sensor Replacement	200,000
LYMMO Extension	500,000
Medical City connector (VA)	139,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,865,238
Orlando Health Lift Station and Force Main	700,000
Park Lake Outfall	350,000
Raleigh Street Intersection Improvements	200,000
Replacement of Single Space Parking Meters	500,000
Residential/Recycling Collection Vehicles	399,999
Shine Ave./Colonial Drainage Improvements	250,000
Stormwater System Evaluation	3,000,000
Vineland Rd./Cheryl St. Drainage Improvements	1,250,000
Water Conserv II Process Improvements and Upgrades	300,000
Water Conserv II RIB Site 1 & 10 Expansion	50,000
Total	<u>\$ 22,106,903</u>

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 wastewater 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 wastewater 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.

\$3,900,000 in FY 2013/2014 is anticipated to be funded from this source once the requisite materials are approved by the State. Adding this additional loan amount will increase semi-annual principal and interest payments by approximately \$119,000 based upon a 2.0% interest rate.

CAPITAL IMPROVEMENTS AND DEBT

**Debt Service Requirements to Maturity
Principal and Interest Requirements
Wastewater State Revolving Fund**

Fiscal <u>Year</u>	
2013	5,445,452
2014	7,582,748
2015	9,609,107
2016	9,787,193
2017-2021	48,952,765
2022-2026	48,902,590
2027-2031	36,796,918
2032-2035	10,390,595
	\$ 177,467,368

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 is a listing and detailed description of projects included in the FY 2013/2014 adopted capital budget that are funded at \$1 million or more. These projects account for 47% 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.

	<u>2013/14</u>
LYNX Annual Contribution	\$ 3,837,386
Stormwater System Evaluation	3,000,000
Pavement Rehabilitation	2,500,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,865,238
Lift Station Rehabilitation	1,500,000
Vineland Rd./Cheryl St. Drainage Improvements	1,250,000
Division and Cemex Drainage Improvements	1,200,000
Accessible Topographic Maintenance	1,000,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	1,000,000
Fire Equipment Replacement	1,000,000
Florida Hospital Sanitary System Improvements	1,000,000
	<u>\$ 19,152,624</u>

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

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 paratransit requirements. Annually allocate a portion of the City's Gas Tax revenue will be contributed to the mass transit provider.

Stormwater System Evaluation—The United States Environmental Protection Agency has promulgated stormwater permitting regulations which will require extensive field investigation, mapping, water quality monitoring and significant retrofitting relative to the City's entire stormwater system. Details of the City's system have not been adequately documented as it has developed over the years. What information exists is not accurate enough to calculate the effectiveness of collecting stormwater. Field investigations will be completed to gather the data and to map the stormwater collection system. Once this is done, information will be available to analyze different segments of the system.

Pavement Rehabilitation—A continuing program of pavement rehabilitation is required to maintain in excess of 630 miles of pavement 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 good and a budget of \$2.5M is required to keep the conditions at the same level. Pavement rehabilitation spending below \$2.5M will result in overall declining pavement surface conditions. Deferring maintenance costs will result in a significant backlog of needs.

Narcoossee Road Debt Service—The Narcoossee Road-Beeline to the GreenWay project was necessary due to the southeast annexation and the terms of the joint planning agreement between the City and Orange County. Insufficient funding was available for this project among the traditional transportation sources. This created the need for alternate funding. A total of \$22,650,000 was borrowed to finance this project. Funds must be set aside to meet the debt service requirements.

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.

Lift Station Rehabilitation —Many of the City's wastewater 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 wastewater to the City's treatment facilities. They must be periodically upgraded to replace deteriorating equipment and structures or to accommodate increased wastewater 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.

Vineland Rd/Cheryl St Drainage Improvements—The storm drainage system serving Vineland Road and Cheryl Street suffers from a number of deficiencies which are severe enough to flood private property. The road flooding forces traffic detours.

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Division and Cemex Drainage Improvements—The Cemex access roadway is an east/west roadway serving the Cemex concrete plant operation located at 435 W. Grant Street. The access road generates high traffic volumes from very heavy equipment. Every time a piece of equipment goes off-site, sediments, sand, and other eroded construction materials are transported onto S. Division Avenue where-by stormwater run-off ultimately discharges into Lake Holden. Daily parking on S. Division Avenue's unimproved shoulder is preventing the establishment of grass and sediment is migrating from this industrial corridor as well. The excessive volume of sediment generated from these two areas is rapidly deteriorating the Lake Holden water quality.

Accessible Topographic Maintenance—With the City of Orlando engaging in many projects to improve quality of life and economic prosperity, funding needs to be available to ensure continued maintenance of public facilities and open space.

Grand National Dr.: Oakridge Rd. to Sand Lake Rd.—The International Drive Resort Area lacks a clear identifiable grid network of collector roadways. This contributes to an over-reliance on the arterial network, especially Kirkman Road and International Drive. This condition and the intense development in the area contributes to the congested conditions on these roadways.

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.

Florida Hospital Sanitary System Improvements—Florida Hospital plans to construct new facilities at the Florida South Hospital in the area of S. Orange Ave and Rollins Street. The planned construction will result in increased wastewater flows to the City of Orlando sanitary sewer system.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$500,000 to \$1 million)

The following is a listing and brief description of projects included in the FY 2013/2014 adopted capital budget that are funded between \$500,000 and \$1 million. These projects account for 26% of the Capital Budget. Combined with the more detailed project descriptions on the preceding two pages, over 75% 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>2013/14</u>	<u>Project Description</u>
Lake Davis/Lake Cherokee Interconnect	\$ 900,000	The Southeast Lakes basin contains eighteen landlocked lakes and is subject to flooding during heavy rainfall, yet some lakes within the basin require augmentation in order to maintain water levels during droughts.
Boone Extension: Anderson St. to Sylvia Lane	800,000	Growth and development continues to occur in Downtown Orlando and around the Orlando Regional Healthcare campus. The main corridor connecting them - Orange Avenue is extremely congested. The lack of corridors also complicates emergency access to Orlando Health.
Crystal Lk./Maguire Blvd. Debt Service	788,090	Interest free construction loan from the Orlando-Orange County Expressway Authority. Final payment in 2016/17.
Lake Davis/Lake Greenwood Interconnect	780,000	Lake Davis has no outfall other than a single drainage well and a discharge to Lake Emerald, itself landlocked. Lake Davis, however, accepts water from Lake Lucerne and Lake Cherokee, which together constitute a large, very urbanized drainage basin.
Lift Station - Underground Rehabilitation	750,000	The City of Orlando Lift Stations section currently maintains twenty-two underground lift stations that were installed between 1955 and 1968. 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.
Line Sewers	750,000	Some of the City's wastewater collection system consists of concrete pipes that were installed many years ago. Over time, the concrete sewers have deteriorated and may have shifted due to poor installation.
Rapid Response Construction	750,000	From time to time, repair or replacement of wastewater infrastructure is required to be performed on an emergency or timely basis that prevents the conventional design, bid, construct process.

CAPITAL IMPROVEMENTS AND DEBT

	<u>2013/14</u>	<u>Project Description</u>
Kaley Street/Eola Drive Drainage Improvements	\$ 700,000	The intersection of Kaley Street and Eola Drive is a low spot between Summerlin Avenue and Delaney that takes water from a large drainage area, but there is no storm sewer serving the area. Stormwater runoff must pool on the south side of Kaley Street, before flowing over the crown of the road, creating an unsafe driving condition and flooding private property.
Orlando Health Lift Station and Force Main	700,000	Orlando Health requires a new lift station and force main to handle wastewater flows created by new facilities being planned and/or constructed at their downtown Orlando campus.
Easterly Wetlands Restoration	600,000	The wetlands remove nutrients from reclaimed water discharges by incorporating them into organic biomass. The biomass is ultimately deposited at the bottom of the treatment cells and can lead to impaired water quality.
Lee Vista Blvd. Debt Service	579,666	Set aside funds for debt service.
Lake Nona Golf Course Reclaim Pipe Replacement	550,000	Frequent failures of this pipeline have made it evident that up to 6,000 feet of pipeline needs to be replaced. This project will restore a high degree of system reliability.
Dove Dr./Pelican Dr. Drainage Improvements	500,000	The drainage system serving the Audubon Park neighborhood is characterized by very flat street grades and extremely long gutter runs to curb inlets.
Technology Management Enhancement Projects	500,000	The funding of this project is designated to the continuous upkeep and improvement of the City's technology infrastructure.
ITS Downtown Masterplan	500,000	As Downtown continues to be redeveloped and expand, there is an increased need to improve wayfinding, manage increasing numbers of special events, improve incident management and ease congestion. Traditional methods, such as right-of-way acquisition and road widening are often cost-prohibitive. The ITS Master Plan offers a reasonable alternative.
LYMMO Extension	500,000	Expansion of the LYMMO, working as collector/distributor for commuter rail and as a circulator for downtown employees, residents and visitors are a required component of the transportation system.
Replacement of Single Space Parking Meters	500,000	The existing single space meters are eight years old. The technology is outdated, meters do not accept credit / debit cards, or pay by cell.
	<u>\$ 11,147,756</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. The financing plan totals \$425 million.

Citrus Bowl

Through September 30, 2011 the City expended \$11.5 million in the first phase of planned enhancements at the Florida Citrus Bowl 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.

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

PUBLIC 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	9/30/09	9/30/10	9/30/2011	9/30/2012
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures					
Debt Limit (within the covenant program limitation)	20% max	6.80%	5.40%	5.70%	6.40%
Goal / Target	10% max				
Weighted Average Maturity of Debt Program(s):					
Self Supporting	15 yr max	16.6	16.1	15.7	15.4
Non-Self Supporting	20 yr max	14.5	14.0	12.8	12.1
General Government Direct Debt per Capita	\$850 max	\$1,342	\$1,365	\$1,263	\$1,221
Net Direct Debt as a Percentage of Ad Valorem Property Values					
General Government	2.5% max	1.2%	1.4%	1.6%	1.6%
Total Tax Supported	3.5% max	1.9%	2.5%	2.9%	2.9%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	29.30%	31.70%	36.30%	35.90%

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: <http://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 uses 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 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, 2012.

PRIMARY GOVERNMENT:

Proprietary Funds:

Wastewater System Revenue Bonds

The Senior Bonds provided for an independent determination of the Expansion and Improvement portion of the construction, which was financed from impact fees (including the debt service component of the new customer capacity charges and present customer capacity charges, respectively). The revenue stream order of pledge and backup support is (1) system revenues backup the impact fees (related to the expansion portion of any series of bonds) and (2) the utilities services tax revenues backup the system revenues. The flow of funds provide for a repayment of any backup draws required if and when the related revenues become available.

The following four rate covenant commitments are required with regard to the senior bonds:

- (a) The sum of the Gross Revenues and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement;
- (b) The sum of the Gross Revenues and Available Impact Fees to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance in such Bond Year plus the Maximum Bond Debt Service Requirement;
- (c) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus one hundred twenty-five percent (125%) of the Maximum Bond Debt Service Requirement; and
- (d) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operations and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement, plus the amounts required to be deposited in such Bond Year into the Reserve Account and the Renewal and Replacement Account, all in accordance with the Senior Bond Ordinance.

The parity test requires a historic year of meeting the rate covenant after giving consideration to the debt service on the bonds to be issued and approved rate increases. The Wastewater bond covenants require that four separate debt service coverage tests be met. The City met all four coverage tests for fiscal year 2012.

State of Florida Revolving Loan (SRF) Program

Between fiscal years 2004 and 2013, the City received authorization for up to \$100.7 million in low-interest loans through the SRF program. The obligation is junior and subordinate to the Wastewater Bonds Program. As of September 30, 2012, SRF loans outstanding totaled \$47.2 million.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

Parking System Revenue Bonds:

The City operates 10,373 parking spaces as either system spaces, non-system spaces or City spaces. The non-system spaces are when a third party (a business, another government, a church, etc.) has provided for the initial capital related to their spaces and pays a proportionate share of the annual operating cost. The City spaces were partially funded with federal grants and any profit derived from their operation must be used for downtown transportation purposes. The Parking System also has a junior lien obligation to provide a partial subsidy for the Lymmo system.

The City pledges the net parking system revenue (after eliminating the non-system space and City space activity) and the net parking fine revenue to the parking system bonds. Additionally, the City has a limited, secondary commitment of \$1,500,000 from local business tax revenue.

Orlando Venues Revenue Bonds:

In March 2008, the City issued Senior, Second Lien, and Third Lien Tourist Development Tax (TDT) Revenue Bonds, 6-Cent Contract Payments, Series 2008, in the amount of \$310,885,000 for the purpose of acquiring, constructing, and equipping a new community events center designed to accommodate amateur and professional sports events, family shows, political conventions, and other not-for-profit and community events. These bonds are limited obligations of the City payable from the pledged TDT revenues noted below. Principal payments began in November 2010. For the fiscal year ended September 30, 2012, the total principal and interest paid was \$18.9 million and 6th Cent TDT revenue distributions received totaled \$18.1 million. Total principal and interest remaining on the bonds as of September 30, 2012 is \$624 million, with annual requirements ranging from \$19.3 million in FY 2013, to \$104.9 million in FY 2039, the final year.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute 6-Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. TDT revenues are collected countywide and remitted to a trustee who allocates these pledged funds according to a flow of funds.

In March 2008, the City issued State Sales Tax Payments Revenue Bonds, Series 2008, in the amount of \$31,820,000. The proceeds from these bonds will be used to finance a portion of the cost of the acquisition, construction, and equipping of the new community events center.

For the fiscal year ended September 30, 2012, the total principal and interest paid was \$1,996,852, and State sales tax revenue distributions received totaled \$2,000,004. Total principal and interest remaining on the bonds as of September 30, 2012 is \$51.9 million, with annual requirements of approximately \$2.0 million through FY 2038.

The City began receiving distributions from the State of Florida, derived from State sales tax revenues, in February 2008, in the amount of \$166,667 monthly, pursuant to Section 288.1162, Florida Statutes, and will continue to receive these distributions for 30 years, until January 2038. These distributions are pledged to pay the debt service on the bonds. As a condition before receiving these sales tax revenue payments, the State must certify the events center as a "facility for a professional sports franchise." The City received this certification for the events center on November 30, 2007.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

Internal Loan Fund

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General 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.

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 2002, 2004, 2006B, 2007A, 2008A, 2010A, 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.

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. 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 Events Center; \$10,000,000 of this was repaid on March 1, 2011. In FY 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.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

General Long- Term Debt Bonds:

Downtown CRA District

CRA Revenue Bonds

The property tax increment received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating cost 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 CRA District

Republic Drive Tax Increment Financing Revenue Bonds (Series 2012)

The original \$45,620,000 Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds financed an I-4 interchange. During 2001/2002 the CRA refinanced the Republic Drive Special Assessment Bonds as contemplated in the Cooperative Agreement with the Developer. The Tax Increment Revenue Refunding Bonds, Series 2012, in the amount of \$29,430,000 were issued as a current refunding of the outstanding Series 2002 Bonds, to achieve debt service savings. The fixed rate bonds mature in 2025..

Conroy Road CRA District

Conroy Tax Increment Revenue Refunding Bonds (Series 2012)

The initial \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds were retired on November 1, 2003. Subsequently, on May 16, 2012, the City issued the Series 2012 Bonds in the amount of \$19,225,000 to refund and redeem all of the outstanding Series 1998A debt with a significant debt service savings. The City also elected to release the special assessment obligation portion of the pledge given debt service coverage levels had reached adequate levels. The Series 2012 bonds mature on April 1, 2026.

Internal Loan Fund:

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 \$3,000,000 outstanding) and briefly explain the projects constructed:

55 West Special Assessment

The \$7,000,000 loan provided a project incentive for the construction of a parking garage to replace the City's Market garage.

Plaza Cinema Café

The \$6,000,000 loan provided a project incentive for the completion of the Plaza Cinema Café (a 12-screen movie theatre in downtown Orlando).

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

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).

Narcoossee Road

The \$20,222,361 loan provided funding for a 4.5-mile, 4-lane urban section that was part of the Southeast Area annexation agreement (10,204 acres). The repayment plan uses related transportation impact fees (derived from the annexed property), if available, and gas tax as a backup pledge.

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 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 of which \$10,925,000 has been drawn as of September 30, 2012.

CRA – Housing Incentives

Provided up to \$13,000,000 in incentives for five Downtown market-rate housing projects.

CRA - Parramore Housing/Office Complex

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

Events Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of the 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 Events Center.

Courthouse Garage

The loans provided the Parking System's share in the original and expanded Courthouse garage (\$4,536,500 and \$6,000,000, respectively).

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

CITY OF ORLANDO

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2012:

	<u>Purpose of Issue</u>	<u>Principal Issued</u>	<u>Principal Outstanding</u>
PRIMARY GOVERNMENT:			
Governmental Activities			
State Infrastructure Bank (SIB) Loan	Sun Rail Commuter Rail	\$ 14,102,867	\$ 14,102,867
Community Redevelopment Agency-- Republic Dr. (Universal Blvd), Series 2012	Refunding	29,430,000	29,430,000
Conroy Road, Series 2012	Refunding	19,225,000	19,225,000
CRA Series 2009A	Performing Arts Ctr.	14,475,000	13,540,000
CRA Series 2009B	Refunding	5,975,000	4,200,000
CRA Series 2009C	Performing Arts Ctr.	50,955,000	50,955,000
CRA Series 2010A	Performing Arts Ctr.	4,760,000	4,760,000
CRA Series 2010B	Performing Arts Ctr.	71,415,000	71,415,000
Total		<u>210,337,867</u>	<u>207,627,867</u>
Internal Loan Fund --			
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000
SSGFC Tax-exempt Series H	Refunding	18,510,000	18,510,000
Capital Improvement Special Revenue Bonds:			
Series 2002	Parks, etc. construction	33,690,000	3,690,000
Series 2005A	Capital Prjs., Expo Centre	23,335,000	17,355,000
Series 2006A	Jefferson St. Garage	24,495,000	19,580,000
Series 2007A	Refunding	4,780,000	4,780,000
Series 2007B	Public Safety projects	58,905,000	54,770,000
Series 2008A	Refunding	14,510,000	3,125,000
Series 2008B	Refunding	9,175,000	3,030,000
Series 2009B	Refunding	15,965,000	15,965,000
Series 2010A	Refunding	9,160,000	9,160,000
Series 2010B	Refunding	17,650,000	17,620,000
Series 2010C	Refunding	40,260,000	38,020,000
Series 2011A	Refunding	9,000,000	9,000,000
Series 2012A	Refunding	9,965,000	9,965,000
Total		<u>311,030,000</u>	<u>231,800,000</u>
Total Governmental Activities		<u>\$ 521,367,867</u>	<u>\$ 439,427,867</u>

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2012:

	Purpose of Issue	Principal Issued	Principal Outstanding
Business-Type Activities			
Wastewater Revenue Bonds			
Series 2002A	Wastewater Treatment	\$ 46,970,000	\$ 21,865,000
Series 2006A	W and Distribution	18,240,000	9,655,000
Total Wastewater Senior Debt Issues		<u>65,210,000</u>	<u>31,520,000</u>
Wastewater State Revolving Fund	Wastewater projects	65,521,169	47,183,225
Total		<u>130,731,169</u>	<u>78,703,225</u>
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	1,915,000
Orlando Venues -- SSGFC Venue Loans	Events Center projects	110,000,000	90,000,000
State Sales Tax Rev. Bonds	Events Center projects	31,820,000	29,180,000
Senior Tourist Dev. Tax Bonds	Events Center projects	310,885,000	305,635,000
Capital Improvement Bonds			
Series 2009A	Events Center projects	11,950,000	11,950,000
Series 2009C	Events Center projects	40,000,000	40,000,000
Total Business-Type Activities		<u>\$ 650,426,169</u>	<u>\$ 557,383,225</u>

These variable rate bonds and loans are subject to a 15% interest rate cap. The taxable Series H loans had interest rates, LOC, remarketing fees, and other charges of .27%, 1.08%, .07%, and .03% respectively, on September 30, 2012. The Tax-Exempt Series H Loans had interest rates, LOC, remarketing fees, and other charges of .24%, 1.08%, .07%, and .03% respectively, on September 30, 2012. 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.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2013-2040

Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Special Assessment Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2013	11,902,379	1,796,494	3,008,250	16,127,778
2014	12,152,004	1,918,650	3,007,350	15,939,689
2015	12,393,654	1,927,450	3,007,450	14,103,680
2016	13,158,154	1,923,450	3,008,200	13,811,972
2017	13,158,954	1,928,250	3,009,000	17,837,404
2018	13,162,354	1,934,250	3,006,000	17,990,927
2019	13,158,567	1,932,000	3,006,200	17,780,689
2020	13,160,919	1,936,750	3,007,200	17,649,607
2021	13,125,898	1,938,000	3,007,750	17,458,936
2022	13,092,526	1,940,750	3,008,500	17,331,788
2023	13,055,884	1,939,750	3,008,250	18,297,736
2024	13,018,057	1,945,000	3,006,750	14,060,606
2025	12,913,819	1,946,000	3,008,750	13,901,050
2026	12,807,247	1,947,750	-	12,045,448
2027	12,686,559	-	-	10,036,856
2028	12,563,162	-	-	9,854,488
2029	12,435,921	-	-	9,672,716
2030	12,293,710	-	-	7,302,319
2031	12,151,387	-	-	7,223,168
2032	11,994,474	-	-	7,154,147
2033	11,826,662	-	-	4,939,837
2034	11,646,753	-	-	3,536,200
2035	11,458,563	-	-	3,533,225
2036	11,260,472	-	-	3,529,288
2037	11,055,908	-	-	3,524,162
2038	10,837,876	-	-	3,522,513
2039	10,605,668	-	-	-
2040	10,368,821	-	-	-
	<u>\$ 343,446,352</u>	<u>\$ 26,954,544</u>	<u>\$ 39,099,650</u>	<u>\$ 298,166,229</u>

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2013-2040

Business-type	Activities		Total Principal & Interest Primary Government	Fiscal Year
Wastewater Revenue Bonds	Orlando Venues Bonds	Parking Revenue Bonds		
11,308,531	24,616,758	1,948,531	70,708,721	2013
11,196,663	24,900,557	-	69,114,913	2014
11,118,000	26,367,621	-	68,917,855	2015
-	26,655,670	-	58,557,446	2016
-	26,685,635	-	62,619,243	2017
-	26,677,892	-	62,771,423	2018
-	26,638,520	-	62,515,976	2019
-	25,429,990	-	61,184,466	2020
-	25,559,011	-	61,089,595	2021
-	25,892,917	-	61,266,481	2022
-	26,208,490	-	62,510,110	2023
-	26,438,793	-	58,469,206	2024
-	26,535,477	-	58,305,096	2025
-	26,477,258	-	53,277,703	2026
-	26,421,917	-	49,145,332	2027
-	26,376,993	-	48,794,643	2028
-	26,307,964	-	48,416,601	2029
-	26,240,169	-	45,836,198	2030
-	26,170,063	-	45,544,618	2031
-	26,095,441	-	45,244,062	2032
-	26,026,678	-	42,793,177	2033
-	25,946,836	-	41,129,789	2034
-	25,863,905	-	40,855,693	2035
-	25,775,676	-	40,565,436	2036
-	25,684,948	-	40,265,018	2037
-	25,594,099	-	39,954,488	2038
-	108,355,299	-	118,960,967	2039
-	3,406,795	-	13,775,616	2040
\$ 33,623,194	\$ 789,351,372	\$ 1,948,531	\$ 1,532,589,872	

Notes:

(1) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) and the Wastewater State Revolving Fund loans are not included in this schedule.



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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2013/2014

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$ 141,558,045	\$ 94,902,257	\$ 4,458,912	\$20,021,384	\$12,821,782	\$13,754,654
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	455,556	2,283	12,589	-	-	2,000
After School All Stars Fund	1,037,949	224,346	38,512	108,531	4,900	-
Building Code Enforcement	3,569,321	1,855,440	47,900	106,950	34,730	11,187
Capital Improvement Fund	-	-	-	-	-	-
CEB Lien Assessment Fund	-	-	-	386,000	-	-
Cemetery Trust Fund	120,153	53,475	10,000	265,000	45,000	500
Community Development Block Grants	796,115	-	40,071	-	-	-
Community Redevelopment Agency Ft	1,163,499	527,019	133,500	911,000	32,018	9,300
Contraband Forfeiture Trust Funds	-	-	130,000	149,590	-	-
CRA Trust Funds	-	-	-	-	-	5,681,989
Designated Revenue Fund	-	-	5,000	157,474	-	-
Dubsread Golf Course Funds	721,568	294,766	52,051	374,465	69,890	81,607
EMS Transport Fund	4,062,669	2,802,463	254,200	650,000	-	-
Gas Tax Fund	-	-	-	-	-	-
GOAA Police Fund	5,464,408	3,347,409	100,880	155,700	33,450	2,740
Grant Fund	-	-	-	-	-	-
Harry P. Leu Gardens Trust Fund	1,050,918	621,558	161,784	168,800	162,775	26,300
HOME Investment Partnership Funds	162,277	-	(73,354)	-	-	-
HOPWA Grant Funds	101,602	-	4,409	-	-	-
HUD Homeless Grant Fund	26,877	-	(16,826)	-	-	-
Law Enforcement Training Fund	-	-	90,000	14,513	-	-
Mennello Museum Fund	245,001	98,814	19,389	77,950	18,963	12,978
OCPS - Crossing Guard Fund	418,729	69,646	11,000	-	-	-
Revolving Energy Fund	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-
Street Tree Trust	30,000	3,774	81,070	70,000	-	-
Transportation Grant Fund	204,200	166,854	20,400	1,637,530	51,550	400
Transportation Impact Fee Funds	-	-	-	45,000	-	-
Utility Services Tax Fund	-	-	-	-	-	-
<u>DEBT SERVICE</u>						
6th Cent TDT Debt	-	-	-	-	-	-
Capital Improvement Series 2007B	-	-	-	-	-	-
Citrus Bowl CP Debt	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-
CRA Debt Service - 2010	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Events Center Master and CP	-	-	-	3,010,907	-	-
Jefferson Garage Debt	-	-	-	-	-	-
PAC Debt	-	-	-	-	-	-
Sales Tax Rebate Debt	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2013/2014

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 371,164	\$22,988,091	\$ 36,825	\$46,484,446	\$357,397,560	General Fund
					<u>SPECIAL REVENUE</u>
-	769	-	18,188	491,385	911 Emergency Telephone System
-	31,744	-	-	1,445,982	After School All Stars Fund
24,925	235,887	116,100	2,723,951	8,726,391	Building Code Enforcement
-	208,461	-	5,401,146	5,609,607	Capital Improvement Fund
-	2,464	-	595,822	984,286	CEB Lien Assessment Fund
-	17,306	50,000	136,864	698,298	Cemetery Trust Fund
-	-	-	1,094,746	1,930,932	Community Development Block Grants
25,000	352,444	810,000	3,964,379	7,928,159	Community Redevelopment Agency Fund
2,000	-	43,000	885,312	1,209,902	Contraband Forfeiture Trust Funds
-	-	-	26,018,805	31,700,794	CRA Trust Funds
-	-	-	-	162,474	Designated Revenue Fund
-	-	257,308	230,516	2,082,171	Dubsdread Golf Course Funds
5,215	900,140	-	12,518,308	21,192,995	EMS Transport Fund
-	-	-	9,734,472	9,734,472	Gas Tax Fund
16,080	179,637	-	231,554	9,531,858	GOAA Police Fund
-	-	-	-	-	Grant Fund
-	170,000	-	306,082	2,668,217	Harry P. Leu Gardens Trust Fund
-	-	-	800,310	889,233	HOME Investment Partnership Funds
-	-	-	3,427,667	3,533,678	HOPWA Grant Funds
-	-	-	123,963	134,014	HUD Homeless Grant Fund
120,000	5,707	-	-	230,220	Law Enforcement Training Fund
-	8,583	-	97,147	578,825	Mennello Museum Fund
-	9,053	-	15,300	523,728	OCPS - Crossing Guard Fund
-	-	-	139,342	139,342	State Revolving Fund
-	-	-	1,494,299	1,494,299	Special Assessment Funds
-	-	-	1,356,652	1,356,652	Spellman Site Fund
-	1,187	-	1,191	187,222	Street Tree Trust
-	13,582	-	225,412	2,319,928	Transportation Grant Fund
-	23,259	-	5,067,756	5,136,015	Transportation Impact Fee Funds
-	-	-	28,767,456	28,767,456	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	19,597,100	19,597,100	6th Cent TDT Debt
-	-	-	3,663,050	3,663,050	Capital Improvement Series 2007B
-	-	-	209,801	209,801	Citrus Bowl CP Debt
-	-	-	5,143,610	5,143,610	CRA Debt Service - 2009
-	-	-	5,852,344	5,852,344	CRA PAC Debt Service - 2010
-	-	-	4,236,391	4,236,391	CRA Debt Service - Internal Loan
-	-	-	1,156,050	1,156,050	CRA Debt Service Refunding
-	-	-	1,903,050	1,903,050	CRA Debt Service - Conroy Road
-	-	-	3,866,181	3,866,181	CRA Debt Service - Republic Drive
-	-	-	750,000	750,000	CRA D/S - State Infrastructure Bank
-	-	-	5,027,782	5,027,782	Events Center Debt Other
-	-	-	1,212,500	4,223,407	Events Center Master and CP
-	-	-	1,893,224	1,893,224	Jefferson Garage Debt
-	-	-	377,700	377,700	PAC Debt
-	-	-	2,000,004	2,000,004	Sales Tax Rebate Debt
-	-	-	343,425	343,425	Taxable Series H Debt
-	-	-	5,964,905	5,964,905	Wastewater Revenue Bond Funds

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2013/2014

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
<u>ENTERPRISE</u>						
55 West Garage R&R Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amway Center R&R Fund	-	-	-	-	-	-
CNL R&R	-	-	-	-	-	-
Community Venues Construction Adm	799,093	344,783	47,000	1,099,222	15,954	24,105
Downtown Transit Fund	298,874	57,474	21,050	80,350	16,500	-
Orlando Venues Fund	4,671,659	1,813,009	317,000	7,536,100	4,510,035	214,514
Parking System Revenue Fund	2,896,900	2,380,565	228,000	1,250,000	528,103	41,112
Solid Waste Fund	4,106,178	2,982,714	1,184,601	1,240,102	4,865,003	41,415
Stormwater Utility Fund	2,951,753	2,066,036	737,253	4,651,745	267,898	52,975
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	11,091,925	6,626,620	4,142,000	9,146,700	6,044,624	77,350
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,457,706	1,195,507	26,500	6,250	12,800	3,700
Facilities Management Fund	1,998,412	1,234,834	632,755	952,139	129,511	4,867
Fleet Management Funds	1,669,065	1,089,093	9,023,308	2,670,549	109,658	1,611,000
Health Care Fund	93,539	36,081	-	2,869,159	-	53,717,619
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	39,908	28,173	500	29,774	161	1,000
Risk Management Fund	644,583	345,846	18,500	1,865,707	4,732	13,260,776
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue	711,649	190,135	101,800	907,523	448,684	10,125
Downtown Development Board Fund	174,163	84,371	7,500	787,720	2,900	1,413,960
<u>PENSION TRUST</u>						
City Pension Funds	47,605	22,279	4,100	3,130,000	161	4,500
OPEB Trust Fund	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	\$ 195,841,899	\$ 125,467,624	\$22,073,354	\$66,533,834	\$30,231,782	\$90,062,673

SUPPLEMENTAL INFORMATION

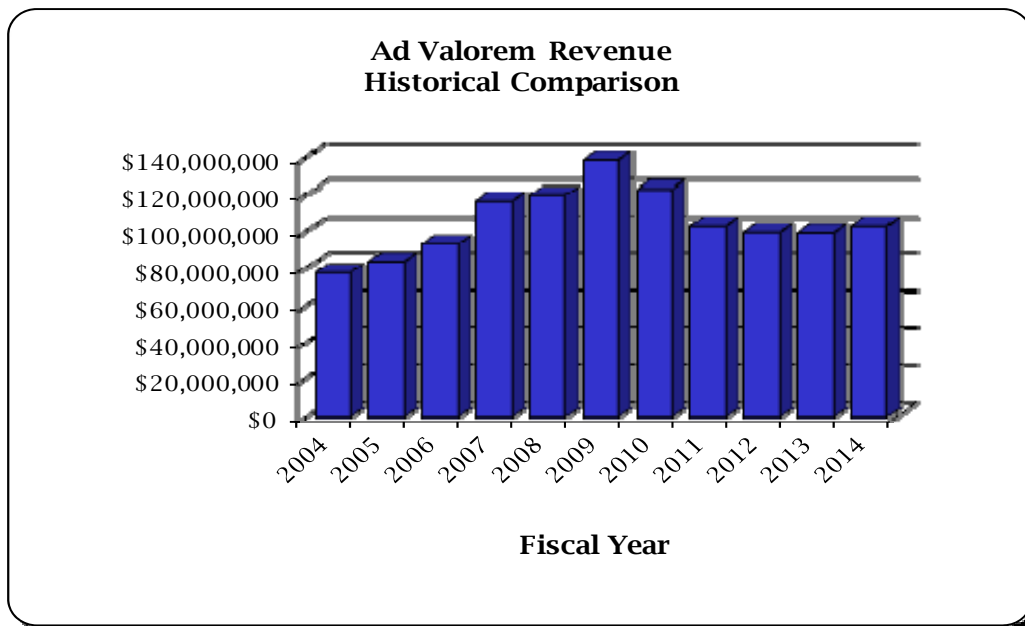
APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2013/2014

Travel	Internal Services	Capital	Non-Operating	Total	
\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	<u>ENTERPRISE</u>
-	-	-	600,000	600,000	55 West Garage R&R Fund
-	-	-	30,000	30,000	Amway Center R&R Fund
2,500	1,562	-	708,714	3,042,933	CNL R&R
-	11,002	-	1,716,343	2,201,593	Community Venues Construction Admin
51,964	138,233	-	4,667,000	23,919,514	Downtown Transit Fund
7,850	274,121	-	6,693,583	14,300,234	Orlando Venues Fund
11,000	6,198,189	237,000	6,987,064	27,853,266	Parking System Revenue Fund
16,030	2,119,563	177,550	14,061,130	27,101,933	Solid Waste Fund
-	-	-	9,221,600	9,221,600	Stormwater Utility Fund
-	-	-	2,954,600	2,954,600	Wastewater Construction Funds
41,567	3,115,400	505,754	41,274,960	82,066,900	Wastewater R & R Fund
					Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
8,600	118,684	-	450,281	4,280,028	Construction Management Fund
7,979	327,014	5,650	603,115	5,896,276	Facilities Management Fund
-	134,480	6,108,333	2,854,872	25,270,358	Fleet Management Funds
5,000	202	-	378,582	57,100,182	Health Care Fund
-	-	-	25,549,497	25,549,497	Internal Loan Fund
1,360	85	-	6,255	107,216	Pension Participant Services
-	2,147	-	481,444	16,623,735	Risk Management Fund
					<u>COMPONENT UNIT</u>
-	113,397	-	859,819	3,343,132	Civic Facilities Authority Revenue
-	1,917	-	863,525	3,336,056	Downtown Development Board Fund
					<u>PENSION TRUST</u>
34,500	101	-	43,414	3,286,660	City Pension Funds
-	-	-	21,270,298	21,270,298	OPEB Trust Fund
<u>\$ 752,734</u>	<u>\$ 37,704,411</u>	<u>\$ 8,347,520</u>	<u>\$ 357,409,299</u>	<u>\$ 934,425,130</u>	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>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Revenues					
Property Taxes	\$ 99,143	\$ 102,301	\$ 122,169	\$ 137,236	\$ 119,387
Intergovernmental:					
OUC Contribution	47,161	47,976	45,596	45,900	45,952
State Sales Tax	30,998	29,800	27,655	26,744	29,635
Other Intergovernmental	82,470	95,549	102,612	88,833	81,792
Business Taxes and franchises fees	42,634	42,362	42,632	41,190	39,805
Utilities services tax	42,434	44,574	46,840	45,380	45,015
Licenses, permits and fees	38,712	32,420	23,246	37,266	43,388
Fines and forfeitures	3,359	3,461	3,858	4,841	3,494
Investment earnings	18,639	11,012	23,516	30,879	8,544
Securities lending income	914	257	751	-	5,423
Special assessments	1,861	1,292	1,394	941	408
Other revenue	36,484	37,668	29,276	33,452	40,814
Total revenue	<u>\$ 444,809</u>	<u>\$ 448,672</u>	<u>\$ 469,545</u>	<u>\$ 492,662</u>	<u>\$ 463,657</u>



Ad Valorem revenues reflect the growth and subsequent decline 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 the following fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002.

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)	
2005	5.6916	5.1639	7.5400	1.0000	0.4352	0.4620	20.2927
2006	5.6916	5.1639	7.7610	1.0000	0.4325	0.4620	20.5110
2007	5.6916	5.1639	7.1690	1.0000	0.4325	0.4620	19.9190
2008	4.9307	4.4347	7.1210	1.0000	0.3748	0.4158	18.2770
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 (3)	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

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 8.3620 millage rate consists of 6.8620 mills for operating purposes and 1.5000 mills for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

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 Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2003	74,980,894	73,648,337	98.22	295,557	73,943,894	98.62
2004	80,409,382	79,599,244	98.99	643,734	80,242,978	99.79
2005	86,045,219	85,231,122	99.05	177,437	85,408,559	99.26
2006	96,733,542	95,791,866	99.03	463,227	96,255,093	99.51
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	-	101,990,844	99.23

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 4% to 1%).

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO**

Taxpayer	Type of Business	2012			2003		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Fla. Partners	Entertainment	\$ 1,079,182,207	1	5.94 %	\$ 1,025,778,398	1	7.27 %
HIW-KC Orlando LLC	Developer	151,641,515	2	0.83	-	-	0.00
Forbes Taubman Orlando	Developer	97,844,024	3	0.54	120,364,124	3	0.85
ZML-Sun Center, LLP	Developer	85,881,537	4	0.47	99,650,845	4	0.71
Orlando Outlet Owner LLC	Commercial	66,917,481	5	0.37	62,486,799	6	0.44
PKY Fund Fund II Orlando I LLC	Developer	60,720,119	6	0.33			
Realty Assoc Fund IX LP	Developer	55,087,987	7	0.30			
USO Norge Paramount Note LLC	Developer	49,474,471	8	0.27			
MMM Lakewood, Ltd.	Developer	48,698,513	9	0.27	85,242,168	5	0.60
OOC Owner LLC	Commercial	48,288,038	10	0.27	-	-	0.00
Highwood/Florida Holdings LP	Developer	-	-	0.00	164,271,822	2	1.16
US Office Holdings	Developer				56,883,119	7	0.40
Orlando NTC Partners	Developer				48,829,793	8	0.35
Magnolia Associates Ltd	Commercial				45,864,877	9	0.32
Weingarten Nostat Inc	Commercial				45,081,241	10	0.32
Other Taxpayers		16,438,477,748		90.41	12,360,380,948		87.57
Total		\$ 18,182,213,640		100.00 %	\$ 14,114,834,134		100.00 %

Source: Orange County Tax Collector'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	
2003	152,143,469	38,462,398	190,605,867	4,445,000	5,583,130	10,028,130	5.26
2004	152,515,648	38,305,546	190,821,194	10,505,000	5,567,538	16,072,538	8.42
2005	174,669,849	39,662,940	214,332,789	15,660,000	7,779,849	23,439,849	10.94
2006	203,424,627	41,512,136	244,936,763	31,420,000	9,256,740	40,676,740	16.61
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

(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 are 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.

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	
2003	9,455,284	-	1,505,000	1,088,361	2,593,361	3.65
2004	9,890,863	-	1,745,000	829,794	2,574,794	3.84
2005	10,707,104	-	2,135,000	605,091	2,740,091	3.91
2006	12,847,436	-	2,060,000	561,954	2,621,954	4.90
2007	17,543,982	-	2,100,000	511,074	2,611,074	6.72
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

(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.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST SEVEN FISCAL YEARS**

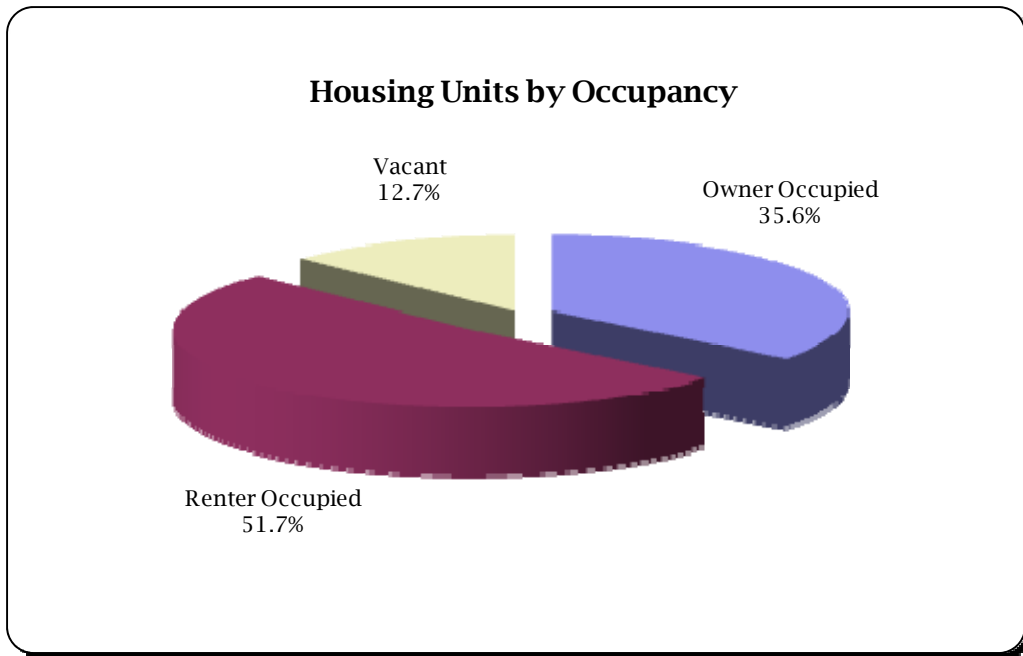
Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2006	6,926,829	1,390,000	1,926,619	3,316,619	2.09
2007	7,654,533	1,425,000	1,889,366	3,314,366	2.31
2008	8,255,798	1,465,000	1,833,431	3,298,431	2.50
2009	9,128,483	1,535,000	1,769,944	3,304,944	2.76
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

(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	\$	40,751
Per Capita Income	\$	26,362
Median Age		34.0
Housing Units		123,193
Owner Occupied		35.6%
Renter Occupied		51.7%
Vacant		12.7%



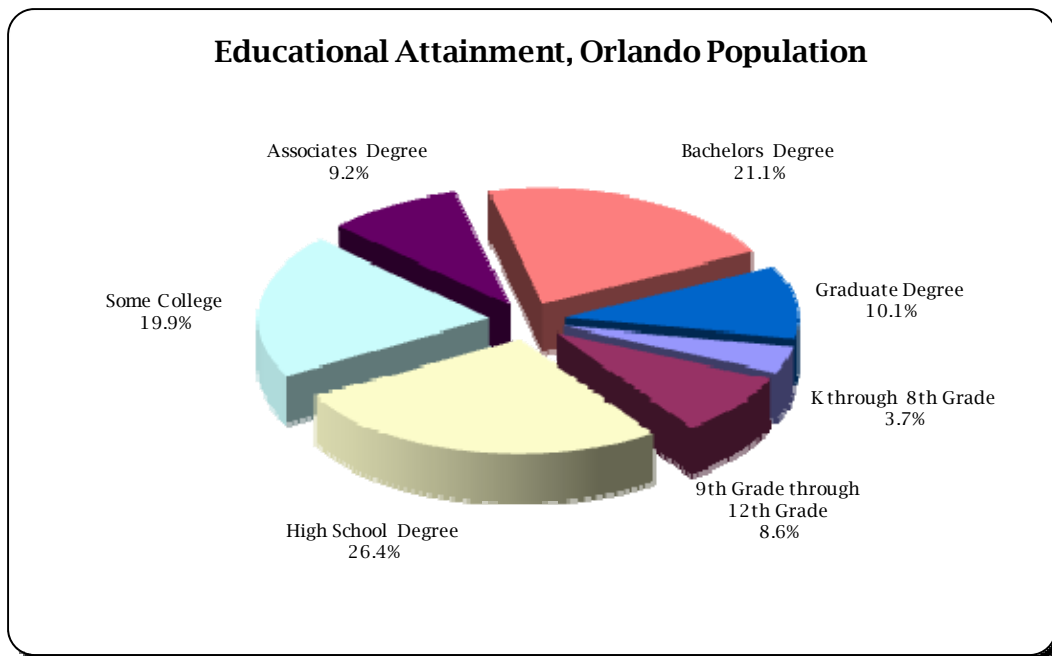
SUPPLEMENTAL INFORMATION

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	3.7%
9th Grade through 12th Grade	8.6%
High School Degree	26.4%
Some College	19.9%
Associates Degree	9.2%
Bachelors Degree	21.1%
Graduate Degree	10.1%

Source for Demographic Data: Metro Orlando Economic Development Commission



SUPPLEMENTAL INFORMATION

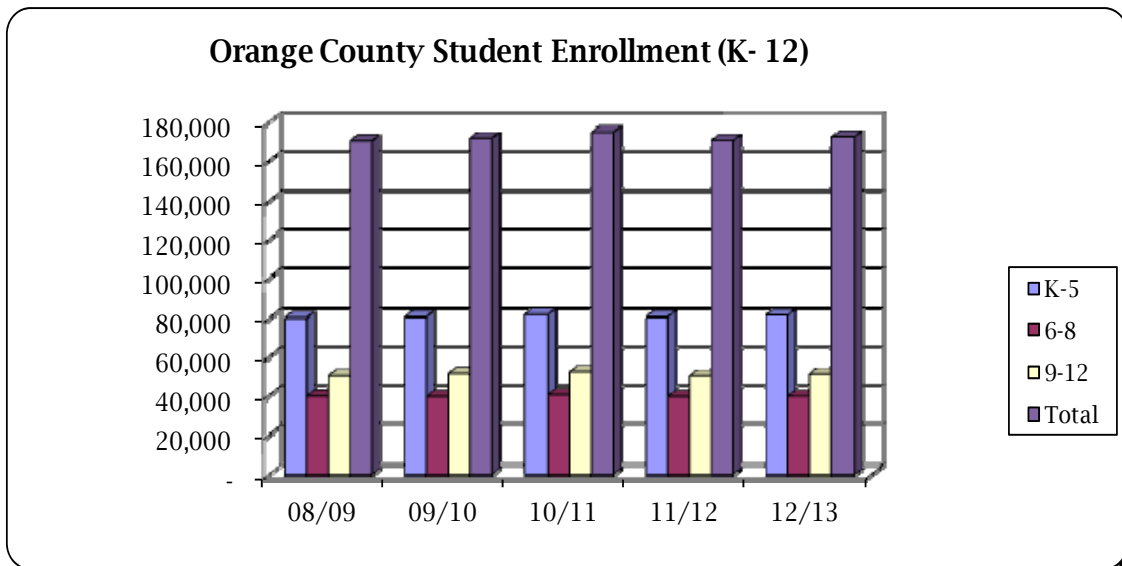
SCHOOL ENROLLMENT 2012/2013, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	126	35	19
City of Orlando	25	7	5

*Includes those listed as "regular" schools by the Orange Co. School Board

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	1,622
K	13,399
1	14,095
2	13,929
3	14,095
4	12,987
5	13,149
6	12,874
7	13,487
8	13,171
9	14,055
10	13,217
11	12,324
12	11,431
Total	173,835



Note: 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.



A P P E N D I X

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 429)
- **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 444)
- **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 450)
- **Debt Policy** - The Debt Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 474)
- **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 483)

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 FY2012/2013 budget was developed.

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.

APPENDIX

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 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.
- 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).
- The enterprise operations of the City are to be self sustaining; 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 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 (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 could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 26, 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. Because of the significance of these policies, the full text version appears on subsequent pages.

2100.1 Organization and Policy – Budget (Page 433)

This policy details the role of the Chief Financial Officer (CFO) in regards to the development of the City's annual budget. The CFO is an appointed official that 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 435)

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 clearly and comprehensively stating its financial policies, the City will be able to better communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

2100.3 Revenue Policy (Page 437)

This policy guides the City's overall revenue objectives. While policy 2100.2 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 441)

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 2100.2. 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 444)

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 laid 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 prohibited 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 schedule of workshops and budget hearings 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.

APPENDIX

Office of Business and Financial Services

Management and Budget Section 2100.1

5. Review departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests. Summarizes budget requests 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.

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.

APPENDIX

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 .

: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.

APPENDIX

Office of Business and Financial ServicesManagement and Budget Section 2100.2

- 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.

APPENDIX

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.

APPENDIX

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

APPENDIX

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 to be 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, which are general in nature but are 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.

APPENDIX

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.

APPENDIX

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.

APPENDIX

Office of Business and Financial Services Management and Budget Section 1200.4

- 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.

The following actions shall not be used to balance the budget when an operating deficit is identified:

APPENDIX

Office of Business and Financial Services Management and Budget Section 1200.4

- 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 efficiency or effectiveness can be achieved.
- c. The City will develop and use technology and productivity enhancements to avoid increases in 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.

C. Prohibitions, Restrictions and Exceptions

APPENDIX

Office of Business and Financial Services Management and Budget Section 2120.2

- 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 for 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	Wastewater
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 twenty-first 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 through the 21st century.

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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 2030, the population of the Orlando MSA will increase from its current 2,184,588 (April 1, 2012) to 2,990,300, with the City of Orlando proper growing from 248,731 to 308,544 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.

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. Similar communities have sacrificed their environment to “progress” and have thus destroyed many of the qualities that made them unique and desirable.

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 on 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, a vision 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 vital, vibrant neighborhoods, which are 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 in the region, programs and 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, graciousness 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.

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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.

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.

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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.

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 location 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.

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 advocates using the CSX rail corridor to support commuter rail.

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, users 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.

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City Policy For 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, wastewater, 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 1.1.4 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.
- 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:

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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.

Policy 1.1.7	<p>The Capital Improvements Fund Schedule (Figure CI-14) shall be a five year program that is updated annually after a single adoption hearing.</p> <p><i>(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)</i></p>
Policy 1.1.8	<p>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.</p> <p><i>(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)</i></p>
Policy 1.1.9	<p>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.</p>
Objective 1.2	<p>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.</p>
Policy 1.2.1	<p>The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, wastewater, parks, stormwater, potable water, solid waste and public transit.</p> <p><i>(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)</i></p>
Policy 1.2.2	<p>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.</p> <p><i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i></p>

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- 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)*
- 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 wastewater 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:

Residential	8.29 lb/unit/d
Commercial	3.96 lb/1,000 sqft/d

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:

Facility	LOS Standard
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Facility	LOS Standard
City Primary	Design Storm: 25 year / 24 hour Max Flood Stage: 100 yr / 3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max. HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year /6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Minor Road	Roadway Section and Inlet Design: 3 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face of curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance	400 feet to first inlet
Retention Ponds	Per Water Management District criteria
Detention Ponds	Per Water Management District criteria
Detention Ponds (landlocked basins)	Per Water Management District criteria

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Floodprone Areas Development allowed in 100 year floodplan with compensatory storage loss for floodplan and no development in the floodway.

(Amended June 29, 1998, Effective July 30, 1998, Doc. No. 31329; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

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)

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)

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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)

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

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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.

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.

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:

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<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Wastewater System	Orlando Venues (Arena, Performing
Stormwater System	Arts Center)
Solid Waste Management	Civic Facilities Authority
Parking System	(Football & Baseball Stadium)

<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee	Capital Projects Fund
Funds	

(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.

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.

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- 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)*
- 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)*

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- 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)*
- 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)*

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- 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)*
- 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)*

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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.
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)

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- 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, wastewater, 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)*
- 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 development orders for development which would reduce the level of service standards for schools, wastewater, 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 to be met for development if the required land for such facilities is available at the time a certificate of occupancy is issued and necessary facilities are developed on such land within one year of certificate of occupancy issuance.

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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)*
- Policy 2.2.3 Reserved.

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- 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)
- 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)

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Policy 2.2.12	<p>Reserved.</p> <p><i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i></p>
Policy 2.2.13	<p>Reserved.</p> <p><i>(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)</i></p>
Policy 2.2.14	<p><i>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)</i></p>
Policy 2.2.15	<p>Reserved.</p> <p><i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i></p>
Policy 2.2.16	<p>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.</p> <p><i>(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)</i></p>
Policy 2.2.17	<p>Reserved.</p> <p><i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i></p>
Policy 2.2.18	<p>The wastewater LOS standard shall be applied, through the application of the following performance standards to ensure that wastewater public facilities are in place when the impacts of development occur:</p> <ol style="list-style-type: none"> 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. <p><i>(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)</i></p>
Policy 2.2.19	<p>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:</p> <ol style="list-style-type: none"> 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

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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 that 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)

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)

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- 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.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- 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.

Table A

Backlogged CSA	Adopted LOS Standard	2009-10 (Existing)	2013/14 (5 Year)	2016-17 (LTCMS 10 Year)
<u>Elementary</u>				
CSA DD	110%	109.4%	114.6%	100.6%
<u>Middle</u>				
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%

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Table B

Backlogged CSA	Adopted LOS Standard	2010-11 (Existing)	2014/15 (5 Year)	2019-20 (LTCMS 10 Year End Date)
<u>Elementary</u>				
CSA 1	110%	99%	113%	110%
<u>CSA V</u>	110%	111%	138%	84%
<u>Middle</u>				
Avalon	100%	123%	129%	78%
<u>High</u>				
Dr. Phillips	100%	155%	132%	100%
Olympia	100%	97%	132%	100%
West Orange	100%	113%	155%	100%

(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 2.2.35

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>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Capital Improvement Fund Total	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Gas Tax Fund						
Roadways						
Area-wide Signal System Upgrading	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 400,000
Mass Transit						
LYNX Annual Contribution	3,837,386	4,255,000	4,255,000	4,255,000	4,255,000	20,857,386
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Fund Total	\$ 4,037,386	\$ 4,455,000	\$ 4,455,000	\$ 4,455,000	\$ 4,355,000	\$ 21,757,386
Federal Funds						
Roadways						
School/Safety Sidewalk Program	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
Federal Funds Total	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
Other Funds						
Roadways						
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
Other Funds Total	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
Service Charges						
Solid Waste Collection						
Commercial Collection Vehicles	\$ 298,000	\$ -	\$ -	\$ 298,000	\$ -	\$ 596,000
Residential/Recycling Collection Vehicles	399,999	-	-	399,999	-	799,998
Wastewater						
Lift Station Rehabilitation	1,500,000	5,000,000	5,000,000	3,000,000	3,000,000	17,500,000
Downtown District Sewer Implementation	-	500,000	-	-	-	500,000
Service Charges Total	\$ 2,197,999	\$ 5,500,000	\$ 5,000,000	\$ 3,697,999	\$ 3,000,000	\$ 19,395,998
State Aid						
Roadways						
I-4 Orange County Master Plan ROW acquisition	\$ 24,484,889	\$ 28,372,811	\$ -	\$ -	\$ -	\$ 52,857,700
Sand Lake Rd - Turkey Lake Rd to Presidents Dr	2,654,663	662,000	33,616,053	-	38,420,443	75,353,159
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	3,000,000	-	-	-	3,000,000
Bicycle and Pedestrian Facilities						
Orange Blossom Trail Sidewalk - Gore St. to Central Bv	245,728	-	-	-	-	245,728
State Aid Total	\$ 27,385,280	\$ 32,034,811	\$ 33,616,053	\$ -	\$ 38,420,443	\$ 131,456,587
Stormwater Utility Fee						
Stormwater						
Drainage Well Enhancement	\$ -	\$ 400,000	\$ 600,000	\$ 500,000	\$ 400,000	\$ 1,900,000
System Repair and Rehabilitation	250,000	250,000	500,000	500,000	500,000	2,000,000
Stormwater Utility Fee Total	\$ 250,000	\$ 650,000	\$ 1,100,000	\$ 1,000,000	\$ 900,000	\$ 3,900,000

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FIGURE CI-14
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>FIVE YEAR</u>
Transportation Impact Fees						
Roadways						
Augusta National Extension: 2-Lanes Hoffner to Bent Pine	\$ 400,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,400,000
Boggy Creek: 4-Lanes Jetport to Greenway	150,000	1,000,000	-	-	-	1,150,000
Boone Extension: Anderston St. to Sylvia Lane	800,000	-	-	-	-	800,000
Boone Extension: South from Sylvia Lane	-	1,300,000	1,000,000	1,000,000	-	3,300,000
Grand National: 4-Lanes Oak Ridge to Sand Lake	1,000,000	-	-	-	-	1,000,000
Narc oossee Road 4-Lanes (Goldenrod to Lee Vista)	-	6,000,000	-	-	-	6,000,000
Mass Transit						
LYMMO Extension	500,000	-	-	-	-	500,000
Transportation Impact Fees Total	\$ 2,850,000	\$ 9,300,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 14,150,000
Total	\$ 37,120,665	\$ 57,339,811	\$ 45,571,053	\$ 10,552,999	\$ 47,075,443	\$ 197,659,971

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, rate payers, 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.

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- 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
 - 4. 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.
 - F. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
 - G. 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.
 - H. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
 - I. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

IV. 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) Wastewater
 - 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 operations
 - 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

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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.

V. **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.

VI. **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 finding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis shall consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

VII. **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.

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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.

VIII. 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.

IX. 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 to be trending upwards, (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.

(ii). **Election to Issue Variable Rate**

Issuing Variable Rate Debt permits the City 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**

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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

<u>Overall City and CRA</u>	<u>Targets</u>
<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:

<u>Covenant Program</u>	<u>Targets</u>
<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.

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:

<u>Other Debt Programs</u>	<u>Target Maximum Net Variable Rate Debt (1) Exposure</u>
Wastewater	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 Wastewater 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

X. 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.

<u>Description</u>	<u>Targets</u>
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	\$850 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.

XI. 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

XII. 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.

XIII. 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.

XIV. Effective Date

The City's Debt Management Policy was ratified and approved by the City Council on March 25, 2013.

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 Funds 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 Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply 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 wastewater 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:

1. 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.
2. 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.
3. 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, 2012
(\$'s in millions)

Funds	2012/2013 Budget	Reserve Policy				Actual Reserves	
		Minimum		Maximum			
General Fund	\$ 354.3					\$ 122.5	(1)
Utilities Services Tax						\$ 8.2	(1)
Total General Fund	\$ 354.3	\$ 53.1	15%	\$ 88.6	25%	\$ 130.7	37%
Enterprise Funds							
Self Supporting							
Wastewater System	\$ 72.5	\$ 7.3	10%	\$ 14.5	20%	\$ 8.0	11%
Parking System	\$ 16.4	\$ 1.6	10%	\$ 3.3	20%	\$ 6.7	41%
Stormwater System	\$ 27.3	\$ 2.7	10%	\$ 5.5	20%	\$ 24.4	89%
Solid Waste Management	\$ 26.6	\$ 2.7	10%	\$ 5.3	20%	\$ 7.9	30%
Enterprise Funds							
Non- Self Supporting							
Orlando Venues	\$ 23.5	\$ -	0%	\$ 2.4	10%	\$ 6.0	26%
CFA	\$ 3.5	\$ -	0%	\$ 0.4	10%	\$ -	0%

(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.

City of Orlando
 Operating Reserve Level Status
 Presented as of September 30, 2012
 (\$'s in millions)

<u>Funds</u>	<u>2012/2013 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Internal Service Funds						
Fleet Management Fund	\$ 17.4 (1)	\$ 0.9	5%	\$ 1.7	10%	\$ 5.0 29%
Risk Management Fund	\$ 32.0 (2)	\$ 3.2	10%	\$ 4.8	15%	\$ 18.5 58%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2012.

**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
2012	\$ 130,647,835	\$ 354,292,717	36.88% (a)
2011	\$ 123,192,753	\$ 347,241,867	35.48%
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 2012 the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions". Amounts reported include assigned and unassigned fund balance.

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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.

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 set upon 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.

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 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 – Per City policy, any budgetary transaction that causes an increase or decrease in a fund’s total.

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.

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.

GLOSSARY

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.

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.

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.

GLOSSARY

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).

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 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.

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.

GLOSSARY

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.

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 necessary for the functioning of the organization 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 for the production of revenues in the form of 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.

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.

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.

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

GLOSSARY

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.

PROGRAM - 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.

PROGRAM 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 program 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).

PROJECT - A singular, specific work activity within a departmental program.

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.

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.

GLOSSARY

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 that limits annual growth in homestead exempted property value for tax relief purposes.

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.

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.

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 percent of the sales price of such utility service or commodity.

GLOSSARY

ACRONYMS

- ADA** - Americans with Disabilities Act
- ARB** - Appearance Review Board
- ARRA** - American Recovery and Reinvestment Act
- BRC** - Budget Review Committee
- BTR** - Business Tax Receipts
- 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
- DARE** - Drug Awareness & Resistance Education
- DDB** - Downtown Development Board
- DRC** - Development Review Committee
- DRI** - Development of Regional Impact
- ECD** - Economic Development

GLOSSARY

EEOC - Equal Employment Opportunity Commission

EMS - Emergency Medical Services

ERT - Emergency Response Team

ESG - Emergency Shelter Grant

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

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

GEN - General Government

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

HOME - Home Investment Partnership Act

HOPWA - Housing Opportunities for Persons with Aids

HPRP - Homelessness Prevention and Rapid Re-Housing Program

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

GLOSSARY

LOS – Level of Service

LTD - Long Term Disability

MADS – Maximum Annual Debt Service

MAIG - Mayors Against Illegal Guns

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

NID - Neighborhood Improvement District

NPDES – National Pollution Discharge Elimination System

NSP – Neighborhood Stabilization Program

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

OUC - Orlando Utilities Commission

OUSWMM – Orlando Urban Stormwater Management Manual

PACE - Paperless Automated Call Entry

PMD – Purchasing and Materials Management Division

PSF – Public Safety

PWK – Public Works Department

R & R – Repair and Replacement

REC – Recreation and Culture

RFQ/RFP – Request for Qualifications/Request for Proposal

GLOSSARY

R-O-W - Right-of-way

SAFER - Staffing for Adequate Fire and Emergency Response Grant

SBA - State Board of Administration

SHIP - State Housing Initiatives Partnership

SHS - State Homeland Security

SIB - State Infrastructure Bank

SIS - Special Investigative Services Division

SOL - Solid Waste

SRF - State Revolving Fund

SSGFC - Sunshine State Governmental Financing Commission

STR - Stormwater

TCEA - Transportation Concurrency Exception Area

TDT - Tourist Development Tax

TIF - Tax Increment Financing

TIGER - Transportation Investment Generating Economic Recovery Grant

TIS - Traffic Impact Study

TM - Technology Management

TMDL - Total Maximum Daily Load (A Stormwater Contaminants Measure)

TRA - Transportation

TSA - Transportation Safety Administration

TRIM - Truth in Millage

UCF - University of Central Florida

VCC - Valencia Community College

VEN - Orlando Venues Department

WAS - Wastewater

WPA - Works Progress Administration



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 <http://www.cityoforlando.net/elected/greenworks/index.htm>.

CITY OF ORLANDO

OFFICE OF BUSINESS & FINANCIAL SERVICES

Orlando City Hall, Fourth Floor
400 S. Orange Avenue
P.O. Box 4990
Orlando, Florida 32802-4990
407.246.2358