

ANNUAL BUDGET

2016/2017



Orlando Amtrak Historic Train Station

CITY OF ORLANDO, FLORIDA





ELECTED OFFICIALS

400 SOUTH 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



REGINA I. HILL
DISTRICT 5 COMMISSIONER



SAMUEL B. INGS
DISTRICT 6 COMMISSIONER

Guide to Readers

About the Budget

The Fiscal Year 2016/17 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, 2016 through September 30, 2017. 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 included debt obligations. In addition, the City of Orlando section discusses the City's budget process and fund structure.

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

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2015

A handwritten signature in black ink, appearing to read '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, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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INTRODUCTION

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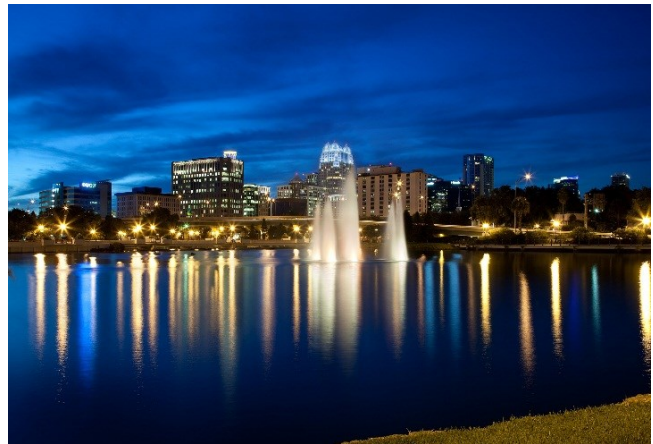
TRANSMITTAL LETTER

To the Citizens of the City of Orlando:

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

As a result of the nationwide economic downturn, the City endured several years of diminishing revenue. During those years, the Orlando City Council cumulatively reduced our City budget by over \$230 million dollars and remained focused on a long term financial strategy. As the City's population grew, staffing was reduced and focus was placed on developing an efficient workforce. While some cities opted for quick-fixes like decreasing reserve funds, the City of Orlando protected its reserve levels. This document for FY 2016/17 shows Orlando is still in the highest standing compared to any major city in Florida.

Last year property tax revenues finally returned to pre-recession levels, yet values this year are again below the real estate peak. This budget maintains our current millage rate while continuing Orlando's five-star services. Both locally and across the state revenues from business activity allowed for budget increases. The City directed these to ensure residents and business owners can have a seamless experience interacting with City government. Continuing to provide the best customer service, we have expanded our permitting staff and began the second phase of our digital City Hall for Permitting, Planning and Code Enforcement. We are also increasing our physical presence in the community with the construction of a new permitting annex and records warehouse.



Highlights of this year's budget include:

- Continued focus and investment in infrastructure and facility maintenance. The Capital Improvement Program contains over \$75 million across more than 85 projects that impact the lives of our residents each and every day.
- A dedicated Transportation Department in support of a true multi-modal transit system with Complete Streets, the I-4 Ultimate Project, SunRail, bike lane expansion, sidewalk repairs and pedestrian-friendly designs.
- A commitment to current employees for full funding of the actuarial required contributions for all three pension plans and Other Post-Employment Benefits (OPEB) and a contingency for union negotiations still being completed.
- This budget addresses demands in Parks and Recreation through increased funding for Forestry and street tree trimming, grounds maintenance, new dog parks and includes a new Landscape Architect position.



TRANSMITTAL LETTER

- The General Fund budget again doesn't utilize reserves to balance and it actually includes an operating contingency to ensure issues arising during the year can be addressed without their use at all. The City has consistently been recognized for its management of reserves. Fitch has given Orlando a Triple-A bond rating, the highest score attainable. This solid financial position allowed us to bring resources to bear at a moment's notice in response to the Pulse tragedy and immediately take care of our residents.
- City departments continue to go beyond the call to find efficiencies, cost savings and grant opportunities and within this budget is a savings target of \$9 million. Our track record shows we are capable of managing both to the superior service levels our residents have come to expect and to this budget limitation.

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

Above all, we want citizens to see where their money goes, why that spending is important to the City and how it provides a benefit. I am proud of the work we have done and believe the City is well positioned for a truly prosperous future. I invite you to examine this document and the wealth of information it provides and look forward to working together 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, 2016

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

I am pleased to present you with a balanced budget for the City of Orlando for Fiscal Year (FY) 2016/17, totaling \$1,172,424,991. The impacts of the recovery we witnessed last year are even more evident in this year's budget, as the City's tax base increased \$2.3 billion resulting in a projected \$13 million increase in property tax collections. Other revenue sources also grew with only the communications services tax showing signs of decline. This budget was formulated with conservative assumptions of revenue and moderate expenditure growth, the same approach that allowed the City to maintain or improve its credit rating during the worst economic conditions in a generation. As stated in the past, the impact of the recession on all local Florida government budgets, including Orlando, has also been compounded by the continuing effects of property tax reforms. The budget as presented is the result of years of responsible decisions and choices made by the Mayor, Commissioners and City Departments. Guiding parameters and priorities for developing the budget were outlined by Mayor Buddy Dyer. As is required each year, the budget was formulated within the structure outlined by State formula. Citizens also had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two required public hearings held in September.

Through years of difficult budgets, the City made many tough choices on how to invest our limited resources. A primary goal was to maintain our superior police and fire protection and public works services. The budget outlined in the following paragraphs and detailed in the Budget Book is a direct result of those difficult, but necessary decisions. For the first time in years, some functions have been expanded in response to customer demand and only to the extent that our resources will allow. The Mayor and I agree that Orlando is on sound financial footing. We are in the top tier of Florida cities in terms of financial condition. In fact, I believe that we can stand with any city in the Country. The City of Orlando has developed a fiscally responsible budget for FY 2016/17 and I am confident that it will help us remain on solid financial ground. Various aspects of the budget will be outlined below.

The total General Fund budget for FY 2016/17 totals \$424,050,709. This is an increase of \$21,893,610 when compared to the revised budget for the prior fiscal year. The increase is attributable to our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to nominal wage increases. We have again been able to balance the budget without the use of excess reserves thus keeping the General Fund reserve close to the maximum level recommended by the City's Reserve Policy.



CHIEF FINANCIAL OFFICER LETTER

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

Citywide Staffing/Salaries and Benefits

Labor costs comprise two-thirds of our General Fund budget. Therefore, we review requests to add personnel very closely. The number of total City employees per thousand residents is at a low 12.3. That figure is even more telling when taking into consideration that Orlando has added 12 sworn Police Officers and maintained our number of Firefighters for GOAA for FY 2016/17. The number of non-sworn employees per thousand residents stands at 7.4. Even though our City's population has increased by 20% over the last 10 years, we've decreased our civilian workforce by over 6%. Ten years ago, there was one city employee for every 105 residents. Today, we've shrunk that number to one civilian employee for every 135 residents. That's a direct result of our dedicated City staff stepping up, working smarter and providing a higher level of service with fewer resources. Today, as the economy improves, there are increasing demands for responsive service by businesses and residents and we are adding positions in key functions. At this time we do not know what wage negotiations with the City's bargaining units will yield but we have incorporated a 2% wage increase in the budget, the rate of increase agreed to in previous years.

In FY 2016/17 the City is re-establishing a Transportation Department. The Central Florida region has \$10 billion in transportation projects underway or planned over the next five years. Everything from the I-4 Ultimate project to SunRail. Transportation initiatives include expanding bike lanes to adding and repairing sidewalks for increased pedestrian safety. The Transportation Department will provide the City with a dedicated and focused approach to create a true, multi-modal transit system that serves our residents. Areas of focus include the pursuit of future phases of SunRail, assist with the process for transition of SunRail to local control, engage in efforts to secure dedicated funding to meet the community's growing transportation needs and coordinate the City's involvement and partnership with other area transportation agencies, just to name a few. The organization structure of the Department is referenced in more detail below.

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Department's mission. The Department budget totals \$98,768,534 with a General Fund portion of \$15,661,899. The Façade Grant Program has been allocated \$300,000; the Main Street Program \$315,000; the Business Assistance Program \$150,000 and the Annexation Fee Incentive Program \$228,435. Contributions to organizations supporting economic development are also being held at the same level as FY 2015/16, or almost \$1.6 million. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$16,005,604 for FY 2016/17. The Fund's budget increased by 52% due to a continued rebound in permitting and business activity, as well as an up-front commitment of \$3.5 million to complete the implementation of the new economic development information system. This increase incorporates additional positions to ensure a high caliber of customer service and minimal evaluation time for our development and building community partners. Finally, the Department introduced Small Business Digital Permitting, the first phase of Orlando's Digital City Hall. This initiative will allow businesses, residents and visitors to access City services via the Internet rather than having to come to City Hall.



CHIEF FINANCIAL OFFICER LETTER

Families, Parks, and Recreation

During the recession the Families, Parks and Recreation Department suffered some of the greatest reductions. Beginning in FY 2014/15, some funding began to be restored to the Department, specifically capital funding. That gradual trend continues with the FY 2016/17 budget increasing by \$803,231. The Department budget totals \$36,205,345 with a General Fund portion of \$31,212,858. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the Families, Parks and Recreation Department with a budget for FY 2016/17 of \$2,739,614. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, \$1.2 million, via a transfer from the General Fund.

Fire

As the Mayor indicated in his budget address, the City's strong commitment to Police and Fire protection continues under this budget. The Department budget totals \$111,497,850 with a General Fund portion of \$99,939,382. The total EMS Transport Fund budget for FY 2016/17 is \$10,500,000 based upon the collection of expected transport fees. We have simplified the Department's budget by putting only EMS specific positions in the EMS Transport Fund. A portion of the increase in General Fund from the previous fiscal year is for pay increases for our fire communication workers. The level of funding allotted to the Fire Department for the fiscal year will also allow it to maintain its ISO rating of "1", keeping it one of roughly 15 departments nationwide to receive this designation. This independent rating confirms that the City of Orlando provides exceptional protection to our residents, visitors and property by providing the appropriate level of well-trained firefighters and paramedics, reducing emergency response time and utilizing resources as efficiently as possible.





CHIEF FINANCIAL OFFICER LETTER

Housing and Community Development

The Department's General Fund operations are minimal at a total of \$888,877. Primary funding has typically been provided through Federal sources along with State Housing Initiatives Partnership (SHIP) funding. Significant federal funding will again be received in FY 2016/17 with \$6,536,497 being award through U.S Department of Housing and Urban Development (HUD) grants to assist in funding various housing needs throughout the City. As part of the overall distribution budget, the Community Development Block (CDBG) Grant for \$1,802,292 is to be used toward residential treatment programs, home purchase counseling, employment services, and other improvements and replacements needed to service facilities; the Home Investment Partnerships Program (HOME) for \$866,249 toward new housing developments, rehabilitated housing and homeownership assistance programs; the Emergency Solutions Grant (ESG) for \$166,071 toward emergency shelter operations and rapid re-housing initiatives, and Housing Opportunities for Persons with AIDS (HOPWA) for \$3,701,885 toward housing assistance and support services. This year, the Housing Department will also benefit from a SHIP grant for \$1,661,844 which will further assist in the production and preservation of home ownership and multifamily housing. This program is designed to serve very low, low, and moderate income families.

A few examples of funding allocations in FY 2016/17 include a contribution to Health Care for the Homeless of \$575,000 of CDBG funds toward acquisition of a property to be used as a comprehensive health care facility; \$50,000 in ESG funds to the Salvation Army for the provision of shelter and counseling for homeless women and children; \$459,625 in HOME funds for rehabilitation of multifamily rental units, and \$1,267,899 in HOPWA funding to Aspire Health Partners for housing assistance and support.

Orlando Venues



The budget for the Orlando Venues Funds for FY 2016/17 is \$44,314,993. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, along with the GEICO Garage and the reconstructed Camping World Stadium. 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 Amway Center and Garage's budget is \$23,668,907 and Camping World Stadium's budget is \$6,047,449 for the fiscal year. In addition to the Orlando Magic, other professional sports franchises call Orlando home and utilize City

facilities. Those franchises include Major League Soccer's Orlando City Soccer Club, the National Women's Soccer League's Orlando Pride and the "AA" East Coast Hockey League's Orlando Solar Bears. The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens and the Mennello Museum of American Art. The budget for the Gardens is \$2,730,912 and budget for the Museum is \$540,737. Both are heavily dependent on the General Fund for operational and capital support. The Gardens receives \$1.5 million, or 53%, of its revenues and the Museum \$466,900, or 92%, from the General Fund.



CHIEF FINANCIAL OFFICER LETTER

Police

The City's strong commitment to Police and Fire protection continues under this budget. The Department budget totals \$153,787,633 with a General Fund portion of \$136,838,570. 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 in the fact that it accounts for one third of the General Fund budget. Orlando also has as many Police Officers per thousand residents as any other major city in Florida at 2.88. These officers interact with the community through numerous events such as National Night Out, Kicks for Guns and the Orlando Speaks workshops designed to foster dialogue between residents and the Orlando Police Department. New automation opportunities and the use of enhanced technology such as body cameras are examples of the City's continued investment. A total of 85 of the Department's positions are in the GOAA Police Fund, an increase of 12 over the prior year. These officers provide public safety services at the Orlando International Airport. The budget for that Fund is \$14,315,411.



Transportation

The Transportation Department is being re-established in FY2016/17. The Parking and Transportation Engineering Divisions from Public Works Department and the Transportation Planning Division from Economic Development Department constitute the three operating divisions of the new Transportation Department. The Red Light Camera program is also moving from the Code Enforcement Division in Economic Development to the Transportation Planning Division now in the Transportation Department. The Department is staffed with existing positions with the exception of only one new position for the Director of the Department. The Department's total budget from all sources is \$45,446,209. The General Fund makes up \$15,189,205 of this amount. The combined Parking System budget is \$19,447,771. 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 Centroplex Garage Fund covering the two garages near the Creative Village site.

Public Works

Although it transferred two Divisions to the Transportation Department, the Public Works Department still has the largest total budget. This diverse department handles a wide variety of essential City services from wastewater management, to residential trash collection to street maintenance and construction. The Department budget totals \$218,302,408 with a General Fund portion of \$10,049,120. The FY 2016/17 total staffing is 538 or 16% of the overall City total. The vast majority of the positions (456 or 85% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 82 employees, or slightly over 15% of the total. Budget highlights for the Enterprise Funds that are part of the Public Works Department will be outlined in the following paragraph.



CHIEF FINANCIAL OFFICER LETTER

Enterprise Funds

For the second year in a row, Stormwater Utility, Wastewater and Solid Waste Fees will not be increased for FY 2016/17, evidence of the City's commitment to fiscal discipline and keeping as much as possible in the citizens' pockets. A total of \$5,725,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$26,836,029 total budget. The Solid Waste Fund's total budget is \$32,822,809. The Wastewater Revenue Fund has a total operating budget of \$101,616,120, which includes \$33,131,000 in capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance. Overall, the Stormwater Utility, Solid Waste, and Wastewater Funds will have a total of 424 positions, which is over 13% of the City total.

Debt Service

The General Fund budget for debt service totals \$19,808,268 in FY 2016/17. Demonstrating the City's commitment to public safety, debt service of \$3.6 million has been budgeted for the expansion of fire and police facilities as well as \$2 million for radio system upgrades. Another area of focus, parks and recreation, underwent a significant expansion in the early 2000s and in FY 2012/13 the City purchased new land to expand the footprint of our signature park, Lake Eola which carries a FY 2016/17 debt service budget of \$1.5 million. Community Venues debt service allowed for the construction of the Amway Center, the Dr. Phillips Center for the Performing Arts and Camping World Stadium (formally known as the Citrus Bowl). That debt service comes from the county Tourist Development Tax (\$33.2M), the Downtown CRA (\$19.4M), the Orlando Venues Enterprise Fund (\$5.3M), and State Sales Tax Rebate proceeds (\$2M). 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 \$1.9 million for FY 2016/17. 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.

Pensions and Retiree Healthcare

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



CHIEF FINANCIAL OFFICER LETTER

Capital Improvement Program

The total allocation of the FY 2016/17 Capital Improvement Program (CIP) is \$132,885,320 and includes projects related to Stormwater, Wastewater, Transportation and Economic Development. The majority of the budget is comprised of Wastewater projects, funding 30 projects totaling \$35,631,000. Solid Waste continues to provide funding for the replacement of collection vehicles in the amount of \$777,000. Stormwater will include seven projects at a cost of \$5.7 million. Gas Tax and Transportation Impact Fees will total \$19.5 million worth of transportation-related projects, including \$870,000 for repairs and maintenance projects in the City's parking garages. Economic Development projects funded through the Community Redevelopment Agency (CRA) and Downtown Development Board provides funding for DTO Implementation and Welcome Center Upgrades to name a few. There is also funding set aside in Dubsdread Renewal & Replacement Fund for equipment replacement.

The Capital Improvement Fund budget for FY 2016/17 is \$10.7 million. Over \$9 million of this amount is new funding from the General Fund while the balance has been identified as unused and unneeded in existing projects that have been closed. Funding has been allocated to maintain our investments in infrastructure and facilities, to ensure that our public safety departments can maintain replacement cycles, and to address any deferred maintenance needs. Public safety projects include \$1 million for Fire Equipment Replacement and \$1 million for Police Equipment Replacement. We have continued funding the annual allocation of \$1,500,000 toward our technology infrastructure. Core infrastructure projects include \$1 million for pavement rehabilitation, \$900,000 for the repair of hazardous sidewalks and construction of new sidewalks to provide a safe route for children going to school. Two years ago we began an effort to address deferred maintenance and necessary improvements to our aging recreation and park facilities including playground equipment with \$2 million in capital funds. The annual Dr. Philips Performing Arts Center (DPAC) Renewal & Replacement payment is also budgeted in the amount of \$1,639,000. Finally, we have set aside \$1 million to address other facility needs across the City.

Closing

As the Mayor has noted a number of times, 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. The City's Annual Budget and Comprehensive Annual Financial Report (CAFR) again received Government



Finance Officers Association (GFOA) awards. Per standard annual practice, the FY 2015/16 CAFR and FY 2016/17 budget documents will be submitted for GFOA review. Regular 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 thanked our residents for their partnership and for their faith in this government as we've worked together to overcome all of the challenges brought on because of the Great Recession. We strive each day to maintain that relationship through transparency and open communication.

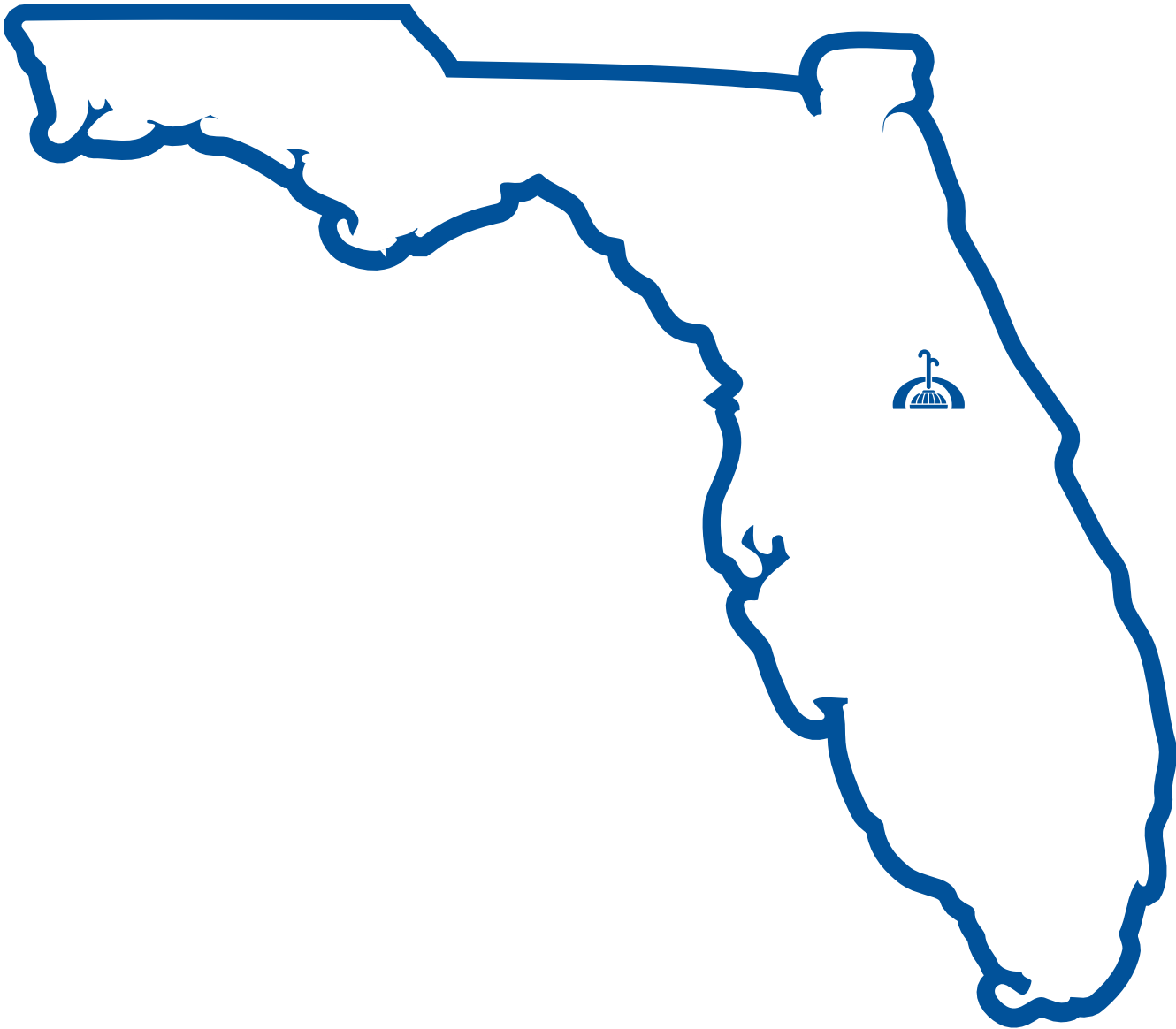
A blue ink handwritten signature of Christopher P. McCullion.

Christopher P. McCullion
Chief Financial Officer



CHIEF FINANCIAL OFFICER LETTER

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

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

Source: orlandoinfo.com/weather

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CITY OF ORLANDO

Orlando History

In 1856 what was then known as the Village of Orlando became the county seat of Orange County, Florida. On July 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 118.52 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.

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.

CITY OF ORLANDO

Orlando History (continued)

In the 1950s the local legislative delegation succeeded in getting the new Florida Turnpike routed by the City. Then, in the 1960s Interstate 4 (I-4) was routed and built through downtown Orlando. The intersection of the Florida Turnpike and I-4, while still under construction, caught the eye of Walt Disney. Disney knew from his California experience the impact 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.

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 Sun-Rail. This project is a passenger rail service operating along 61.5-miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which 4 are within City jurisdiction. Each station 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.

CITY OF ORLANDO

Orlando History (continued)

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

Orlando is currently building a "medical city" to become an international hub for health and biotech services. The Medical City at Lake Nona includes Sanford-Burnham, the 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 opened in phases between 2013 and 2014. This project is projected to have a potential economic impact that exceeds a multi-billion dollar threshold and create thousands of jobs in the next ten years.

After economic setbacks, the City and Orange County laid out a plan in 2012 that would allow the design for the Citrus Bowl renovations to begin immediately with construction starting in January 2014. The retrofit was completed April 2015 and includes new lower bowl seating with 8,000 club seats, additional restrooms and concessions, a wider, more modern concourse, and new locker 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.

Historical Milestones

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

Historical Milestones

- 1977** - **Wet 'N Wild Theme** Park opens within the City limits.
- 1980** - **Orlando's Community Redevelopment Agency (CRA)** is established.
- 1989** - **NBA's Orlando Magic** inaugural season in Downtown Orlando.
- 1990** - **Universal Studios Florida** opens.
- 1991** - **Orlando Health** partners with **University of Texas, M.D. Anderson Cancer Center** to offer advanced, multi-disciplinary treatment
- 2002** - **Florida A&M University College of Law** opens in downtown Orlando.
- **Mall at Millenia** opens in southwest Orlando with more than 677,000 square feet of retail space.
- 2008** - **Veteran's Administration (VA) Medical Center** at Lake Nona groundbreaking ceremony takes place. The new 1.2 million sq. ft. VA Medical Center, part of Medical City at Lake Nona, opened in 2014.
- 2009** - **Nemours Children's Hospital** groundbreaking occurs within the rapidly growing Medical City at Lake Nona. The first phase of the Nemours Children's Hospital includes over 600,000 square feet of hospital space plus ancillary medical office. Nemours opened in October 2012.
- The City of Orlando approves **Community Venues and Commuter Rail agreements**. - The **Burnham Institute for Medical Research** facility opens in Lake Nona.
- 2010** - 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.
- Orlando City Council created the **Downtown South Neighborhood Improvement District**.
- The **UCF College of Medicine & Burnett School of Biomedical Sciences** building opens at Medical City
- 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.
- 2011** - The former **Amway Arena** was imploded, paving the way for the development of **Creative Village**.
- **Publix Supermarkets Inc.** received 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). Opened 2014.
- It is announced Metro Orlando welcomes more than 51 million visitors in 2010, making it the most visited destination in the United States and the first North American city to pass 50 million visitors.
- Groundbreaking on the **Dr. Phillips Center for the Performing Arts** is celebrated.
- 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.
- **SunRail** station construction begins at Church Street and Lynx Central Station.
- Groundbreaking on both the **Paramore** and **East-West Bus Rapid Transit (BRT)** projects.
- 2013** - The 326 unit **Steelhouse** urban multifamily project opened in Downtown Orlando and work began on the 320 unit **Skyhouse** mixed retail/multifamily project.
- The City approved the **Central Station** project adjacent to **SunRail**. This transit-oriented development features 275 dwelling units, 126 hotel rooms, 167,360 office sq. ft., and 93,000 sq. ft. of ground retail.
- 2014** - Voted #1 on Forbes Top Ten Cities and States for Job Growth.
- **SunRail** commuter rail service begins, linking twelve stations between Orlando and DeBary. - The **Dr. Phillips Center for the Performing Arts** opened, hosting opera, ballet, dance events.
- Citrus Bowl Stadium was rebuilt into a state-of-the-art venue capable of hosting world-class events.
- 2015** - New **OPD Headquarters** groundbreaking and set to open in 2016
- **US Tennis Association** broke ground on its National Campus in Lake Nona
- **Orlando VA Medical Center** opened and Mayor Dyer announced \$4M toward **VA Homelessness Initiative**
- 2016** - Launch of new **Open Data Website** to further the City's effort to increase government transparency
- Presented with the **Governmental Champion of Change Award** for fostering diversity and inclusion in our community
- Received highest score on the **2016 Municipal Equality Index** for the third year in a row.
- Purchased **Constitution Green** to preserve and operate as a City Park. There are future plans to establish a Dog Run within the park.

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 250,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of approximately 1,200,000 persons, while the four-county MSA has a population of more than 2,000,000 persons.

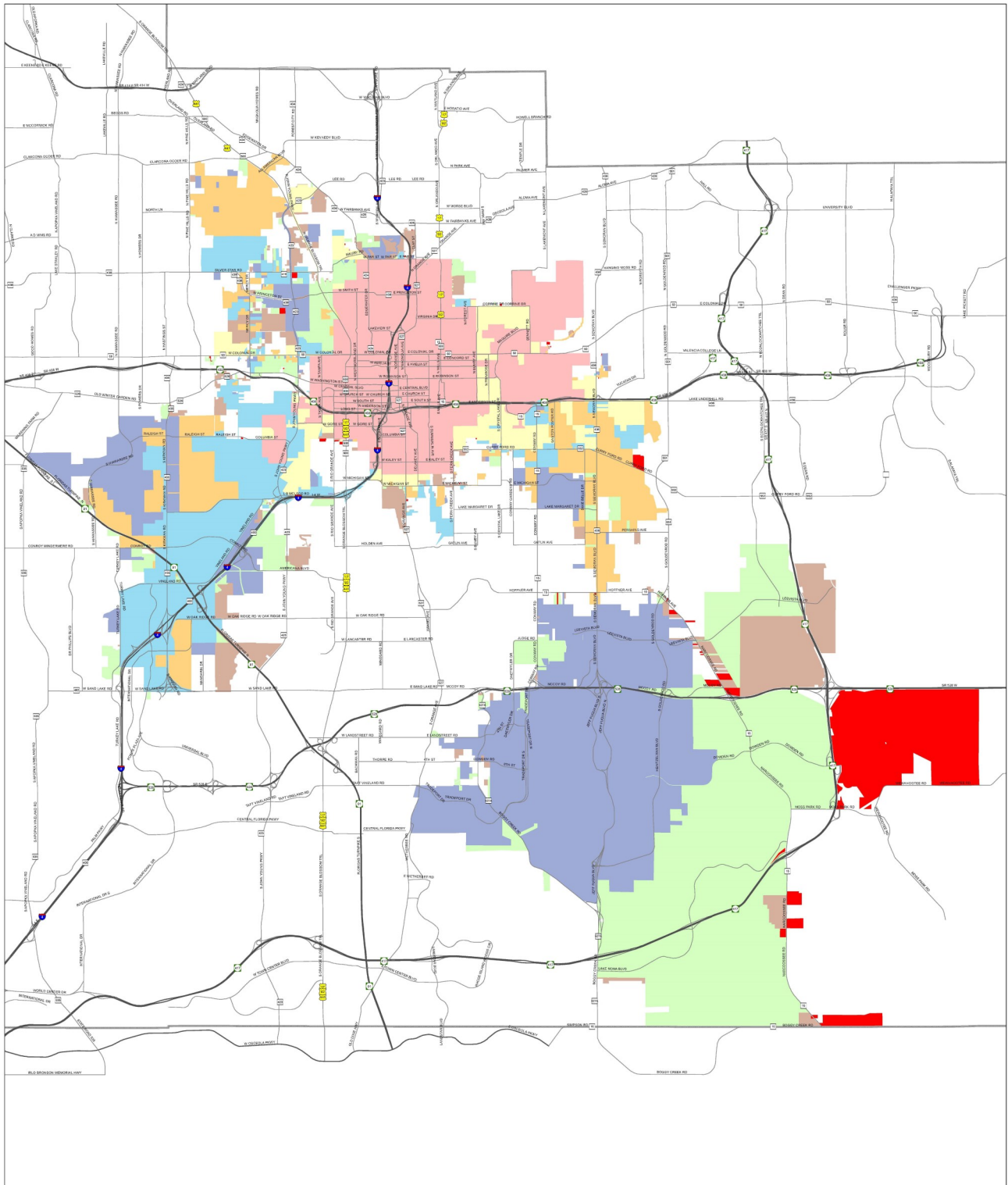
POPULATION

Year	<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
2015	262,949	1,227,995	2,270,370
2016	267,842	1,252,396	2,320,195

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



CITY OF ORLANDO
ANNEXATIONS

ANNEXATION BY DECADE

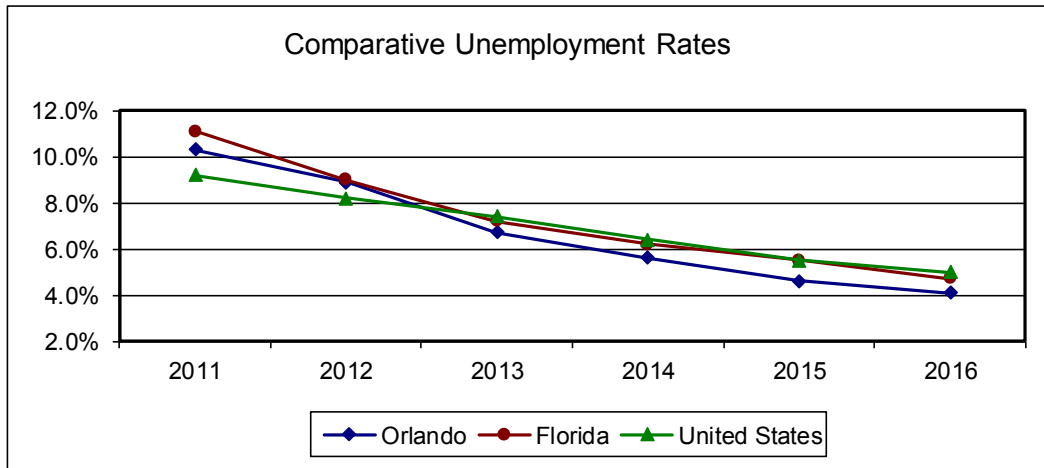
■	City in 1950	■	1981 - 1990
■	1951 - 1960	■	1991 - 2000
■	1961 - 1970	■	2001 - 2010
■	1971 - 1980	■	2011 - 2020

Prepared by City of Orlando - GIS

Revised May - Jun 2016

AVERAGE ANNUAL UNEMPLOYMENT RATE

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



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2016 as of August.

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	22,983
2.	Universal Orlando	Leisure & Hospitality	21,000
3.	Orlando International Airport	Air Transportation	18,000
4.	Orlando Health	Healthcare	16,828
5.	University of Central Florida	Education	11,833
6.	Orange County Government	General Government	10,171
7.	Lockheed Martin Corporation	Aerospace	7,000
8.	Darden Restaurants	Restaurants	6,149
9.	SeaWorld Parks & Entertainment	Leisure & Hospitality	6,032
10.	Rosen Hotels & Resorts	Leisure & Hospitality	4,526
11.	Siemens	Advanced Manufacturing	4,448
12.	Westgate Resorts	Leisure & Hospitality	3,992

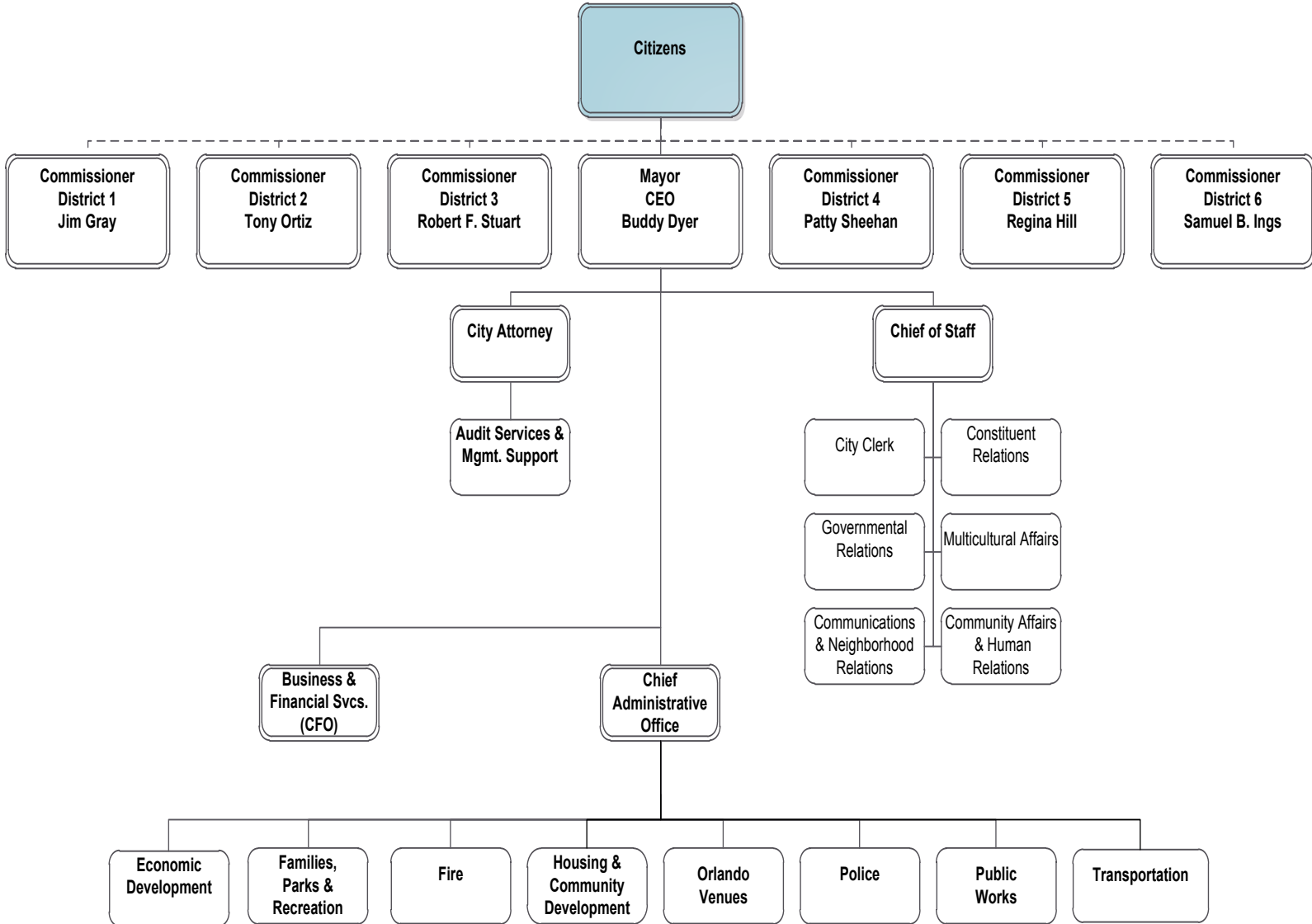
Source: Metro Orlando Economic Development Commission Leading Employers - July 2016

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	253,900
2.	Professional & Business Services	202,100
3.	Education & Health Services	151,600
4.	Retail Trade	148,200
5.	Government	123,900
6.	Financial Activities	72,800
7.	Construction	71,800
8.	Manufacturing	44,400
9.	Wholesale Trade	43,800
10.	Other Services	41,700
11.	Transportation, Warehousing, & Utilities	34,800
12.	Information	23,500

Source: Metro Orlando Economic Development Commission
Employment by Industry Statistics - August 2016

Organization Chart



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 eight 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 City is 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 Government

Employee/Population Ratio Comparison
Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Boca Raton	87,776	1,500	17.09
Clearwater	110,679	1,788	16.15
Tallahassee	187,996	2,865	15.24
Fort Lauderdale	175,123	2,646	15.11
Tampa	358,279	4,397	12.27
Orlando	267,842	3,286	12.27
St. Petersburg	256,681	3,298	12.85
Gainesville	127,955	1,390	10.86
Hollywood	144,926	1,271	8.77

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of October 20, 2016. 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	1,252,396	10,196	8.14
Lake	316,569	1,794	5.67
Osceola	308,327	1,457	4.73
Seminole	442,903	1,387	3.13

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of October 20, 2016. Population estimates from Bureau of Economic and Business Research

CITY OF ORLANDO



Buddy Dyer has served as Mayor of the City of Orlando since 2003, and from his first day in office, he has worked tirelessly to advance the community's shared vision for Orlando to be the defining City of the 21st Century.

Under Mayor Dyer's leadership and through strategic investments, Orlando is one of the nation's fastest-growing cities and is the most visited destination in the country, hosting millions each year. Mayor Dyer has defined Orlando as America's new home for inclusiveness, opportunity and quality of life, with a strong focus on innovation, transportation, sustainability and government efficiency.

Mayor Dyer helped the community unite and heal following the June 12, 2016 Pulse tragedy that took the lives of 49 people and injured more than 50, vowing that Orlando would not be defined by one hateful act, but instead by responding with love and compassion. The unity was on display in the hours after the tragedy when residents waited for hours to donate blood, and later at vigils and memorials and as millions of dollars were raised to support victims' families and survivors through the OneOrlando Fund.

Since his first day in office, Mayor Dyer has strived 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 series of remarkable accomplishments for Orlando and has set the city on course for a more prosperous future.

Mayor Dyer has served as one of the region's leading voices on ending homelessness, guiding the collaboration among jurisdictions, service providers and community groups. Veteran homelessness has been essentially eliminated and a 2016 point-in-time census identified a one-year 23.6 percent decrease in the number of homeless individuals in the region.

Mayor Dyer has shaped Orlando into a desirable place to live, work, learn and play. Orlando added more jobs than any other metropolitan area in the country in 2015 and *Forbes* ranked Orlando No. 2 nationally as the best place to buy real estate, No. 3 in job growth and No. 4 as the happiest place to work.

Mayor Dyer is an advocate for the expansion of public transit and for creating an environmentally sustainable city. Successes under Mayor Dyer's leadership include SunRail, Central Florida's first commuter rail system which launched in 2014, the introduction of bike share and a 140 percent increase in bike lane mileage since 2003.

Orlando has worked to become one of the most sustainable cities in the country. Through recycling, composting, energy efficiency and the planting of thousands of trees, the City is conserving more and wasting less in order to create a better future for generations to come.

One of Mayor Dyer's top priorities is the safety of the community, and his commitment to bolstering police protection helped bring about the most dramatic reduction in crime in Orlando history. This focus on public safety has also helped make the Orlando Fire Department one of the elite departments in the entire country with international accreditation.

Mayor Dyer was born in Orlando and raised in nearby Kissimmee. He and his wife Karen, an attorney, have two sons, Trey and Drew. Prior to being Mayor, he served for a decade in the Florida Senate. Mayor Dyer earned his undergraduate degree in Civil Engineering from Brown University and his Juris Doctorate degree from the University of Florida College of Law. Before he chose to serve in public office, Mayor Dyer worked as an environmental engineer.

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 Orlando since 1988.

In addition to his role as Commissioner, Jim is President of GrayPointe Capital, a commercial real estate investment and advisory firm headquartered in Orlando.

Prior to forming GrayPointe Capital, Jim spent 11 years with Parkway Properties, a publicly traded REIT specializing in the ownership and operation of high-quality office buildings in 13 cities throughout nine Sunbelt states. Prior to that, Jim spent 17 years with Wells Fargo 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.

Outside of the office, Jim enjoys golf, fishing and traveling.

Other biographical information:

- Veteran, U.S. Air Force
- 28 year resident of Central Florida; 12 years within the City of Orlando
- Licensed real estate Broker in state of Florida
- Over 34 years of commercial real estate experience
- Married to Kathy for 38 years and proud parent of two grown children, and one beautiful granddaughter.
- Member, Willow Creek Presbyterian Church
- Member, NAIOP of Central Florida Chapter
- Member, Orlando Economic Development Commission
- Past Community Involvement includes: Florida Citrus Sports, Leadership Orlando, Jim Heistand Endowment for UCF Real Estate School, City Arts Factory and Habitat for Humanity

District 2 Commissioner Tony Ortiz

Commissioner Antonio “Tony” Ortiz is a resident of Florida since 1984, and has lived in the City of Orlando since 1989. His career in public service began 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 in Science. 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 keeping the local government abreast of the community issues and merchants’ 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. Recently, the Semoran Business Partnership obtained the Market Street Program designation.

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 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 currently the City of Orlando Mayor Pro Tem. He was the Tri-County League of Cities 2013 Board of Directors President, he is a member of the National League of Cities – Hispanic Elected Local Officials (HELO), a member of the Florida League of Cities Board of Directors, a member of the Heart of Florida United Way Board of Directors, a member of the Orlando Web Foundation Board of Directors, a member of the After-School All-Stars Board of Directors, President of the Ana G. Mendez University/Orlando Campus Board of Directors, honorary member of the Working Together Coalition (a City partnering organization) and a member of Good Shepherd Catholic Church. Commissioner Ortiz was also the President of the National Latino Peace Officers Association, Central Florida Chapter, for two years.

Government/Civic Service

City of Orlando, Mayor Pro Tem 2015-2016 and 2009 – 2010

Florida League of Cities – Board of Directors, Member since 2011

Florida League of Cities – Transportation and Intergovernmental Relations Legislative Policy Committee, 2014 Member

Tri-County League of Cities, Board of Directors, 2013 President

Tri-County League of Cities, Board of Directors, 2012 Vice President

Florida League of Cities – Finance, Taxation Committee member, 2013

Florida League of Cities – International Relations Committee, 2013

After School All Star Board of Directors, Member since 2009

Heart of Florida United Way Board of Directors, Member since 2014

Hispanic Elected Local Officials (HELO) Member

Ana G. Mendez University/Orlando Campus Board of Directors, President since 2014

Earthweb Foundation Board, Member since 2009

Former President of the National Latino Peace Officer Association – Central Florida Chapter 2007 – 2008

National Latino Peace Officer Association – Central Florida Chapter, Treasurer, 2004 – 2006

“Trabajando Juntos” (Working Together Group), Member

Member of the Hispanic Chamber of Commerce of Metro Orlando

Florida Crime Prevention Practitioner

Florida Crime Prevention Through Environmental Design Practitioner

Florida Elder Crime Prevention Practitioner

United States Marine, Persian Gulf War Veteran

Alumni of University of Central Florida

District 3 Commissioner Robert F. Stuart

Robert F. Stuart was elected to the Orlando City Council, representing District 3, in 2006, re-elected in 2010 and 2014.

Commissioner Stuart was born and raised in Orlando and has served the local community in many ways. Prior to serving on the Council, he served as the co-chair of the Mayor's Working Committee on Homelessness and on the task force for Orange County's Council on Aging. He currently serves on the City's Finance Committee.

He was instrumental in the creation of the Lake Alert system, the formation of the Edgewater Drive Vision Task Force, the renovation of Historic Dubsdread Golf Course and has initiated countless public-safety initiatives, including Operation Lock-It Up, a pro-active awareness effort where officers walked neighborhoods educating residents on the importance of securing their vehicles and homes.

Along with his role as commissioner, he is also the Executive Director of the Christian Service Center for Central Florida. He has worked to address issues surrounding homelessness, poverty, affordable housing, education and transportation.

Commissioner Stuart graduated from Princeton Elementary, Lee Middle, Edgewater High School and the University of Florida. He is also a member of Church on the Drive, formerly College Park Baptist Church. Commissioner Stuart has been married to his college sweetheart, Ann, for 40 years, and they have two grown children and five grandchildren all of whom call Orlando home as well.

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. 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 on 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. She represents a majority of the historic districts located in Orlando.

Commissioner Sheehan has been recognized multiple times by the Orlando Weekly, 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 Downtowner of the Year. She was recognized as a Woman of Distinction by the Girl Scouts of America, Citrus Council. Commissioner Sheehan has also been awarded the Pet Alliance's Humane Hero Award along with the Chuck Hummer Visionary Award from the Hope and Help Center of Central Florida.

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 has 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. She 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 more than 1,000 bicycles to needy elementary and middle school students in Reeves Terrace public housing.

Government/Civic Service

City Commissioner (since 2000)

Past Mayor Pro Tem 1 & 2

Past President, Colonialtown Neighborhood Association

District 4 Neighborhood Volunteer of the Year

Neighborhood Watch Block Captain

Volunteer, Green Up Orlando

Volunteer, Keep Orlando Beautiful

Volunteer, Neighborhood Matching Grants

Member of the East Central Florida Regional Planning Council

National League of Cities Nominating Committee and Public Safety Advisory Committee

Former Member, Orange County Library Governing Board

Past President/Current Member, Gay Lesbian Bisexual Local Officials (*a constituency group in the National League of Cities*)

Former Treasurer, International Network of Lesbian and Gay Officials

Re-elected in 2004, 2008, 2012 and 2016

District 5 Commissioner Regina Hill

Commissioner Regina Hill was born in Tavares, Florida. She grew up in the Parramore area of Orlando and is a product of the Orange County Public School System.

Commissioner Hill served her country by enlisting in the United States Navy and is the 2nd Vice Commander of AMVETS Post #30. She currently represents District Five, which includes Downtown Orlando and the communities of Parramore, Rock Lake, Malibu, Clear Lake, Ivey Lane, Lake Sunset, the Willows, the Mercy Drive Corridor, Timber Sounds, Lake Mann Homes, Demetrius Homes, Timberleaf, Bunche Manor, and Metro West.

Commissioner Hill has overcome many challenges in her life and is passionate about serving her community. She can often be found collecting blankets, food and clothing for homeless veterans and other displaced members of the community or at meetings and events advocating for change. She is also active with the Central Florida Urban League and works to combat youth violence and other youth issues.

District 6 Commissioner Samuel B. Ings

Commissioner Ings was first elected in 2006 to represent District 6 on the Orlando City Council. He was Mayor Pro Tem of the City of Orlando in 2007 and 2008. His dedication to improving the quality of life for residents is evident throughout the community, and his desire to make District 6 the best in the city has been unstoppable.

Signifying his hands-on and very approachable nature, Commissioner Ings embraces the residents of his community. While wearing his signature Red Tie, he can be seen picking up litter with residents during a neighborhood clean-up campaign in Holden Heights or addressing the needs of Senior Citizens at a luncheon at the Claudia Allen Center. His constituents have consistently re-elected him in 2007, and in 2008 with a landslide victory. Each victory drives him to build a better community and brighter future for his constituents and businesses in his district.

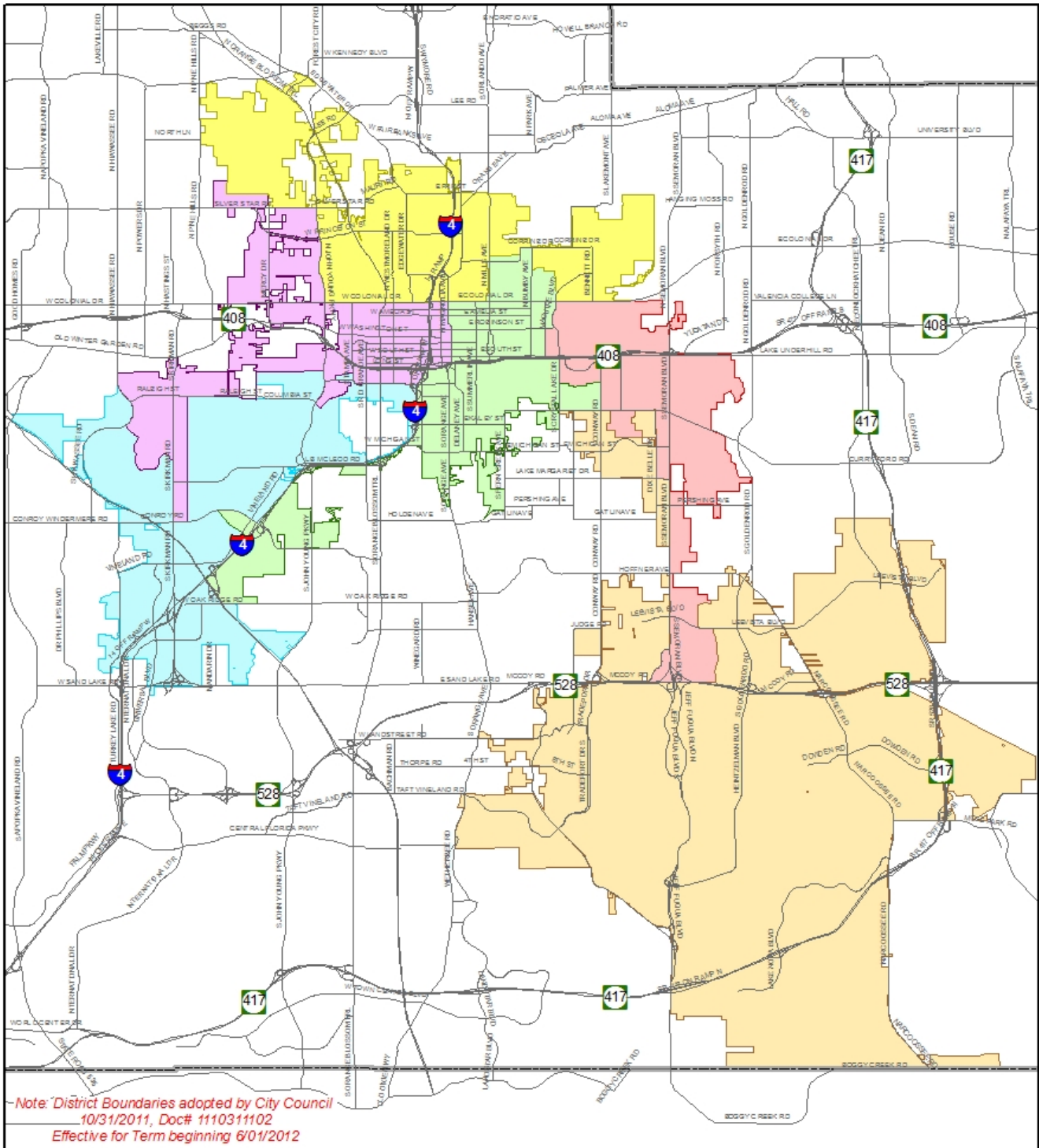
His strategic vision for District 6 focuses on five key areas:

1. Public Safety
2. Education Preparedness
3. Cultural Embracement
4. Community Beautification
5. Economic Empowerment

Commissioner Ings was instrumental in the acquisition and renovation of The Village Square. An upscale make over, and the addition of new retail shops and restaurants to this building, has been the catalyst for an economic renaissance in the Washington Shores Community.

District 6 Community Programs in Action

Haitian Town Hall Meetings featuring GHATES	Community Beautification
Computer Lab and Innovation Station	Clean Neighborhood Campaigns
Back to School Drive	Home Rehab Projects
Town Hall Meetings	KABOOM Playground
Community Health and Safety	Taking it to the Curb
Happy Healthy Kids Day	Community Respect for Seniors
Eggcellent Health Fair	Senior Concert and Community Awards
National Night Out	Thanksgiving Luncheon
Swim to Survive	Community Rich in Culture and History
Crime Walk	President Barack Obama Parkway



City of Orlando
COMMISSIONER DISTRICTS

COMMISSIONER DISTRICT S

 District 1 - Jim Gray	 District 4 - Patty Sheehan
 District 2 - Tony Ortiz	 District 5 - Regina I. Hill
 District 3 - Robert F. Stuart	 District 6 - Samuel B. Ings

Prepared by City of Orlando GIS

Standard Map - Jan 2015

CITY OF ORLANDO

PROFILE (as of September 30, 2016)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	118.58 square miles
Population	267,842
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	667.60 miles
Streets - brick	55.30 miles
Streets – private	197.30 miles
Sidewalks	892.4 miles
Off Road Bicycle Facilities	36.21 miles
On Street Bicycle Lanes	253.20 miles
Local Street Bike Routes	52.08 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	30
Swimming Pools	11
Tennis Courts	33
Basketball Courts (Exterior)	44
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	52
Gymnasiums	7
Parks	111
Golf Greens	2
Lakes	90
Boat Ramps	5
Playgrounds	52
Volleyball Courts-sand	11
Nature Parks	1
Pottery Studio	1
Futsal Courts	3
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	5
Watercraft	1
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	515
- unmarked cars	209
- leased	94
- motorcycles	36
- other vehicles	47
- 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.
- 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 2016/17 budget is presented on the following page. The process of developing the operating budget begins officially in December each year. The budget preparation process provides department and division directors an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods, and to outline requirements for capital outlay items. Management and Budget is also available to assist with new personnel requests if they are solicited.

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

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

FY 2016/17 BUDGET CALENDAR

February 5	Distribution of budget timeline, Re-organization Requests and Capital Improvement Plan (CIP) Requests
February 19	Distribution of Revenue Requests and Justifications/Revenue Manual Revisions
March 11	Revenue budgets due in Management and Budget
March 14	Distribution of Expenditure Requests and Justifications
March 25	CIP project request input due to Management and Budget
April 15	Expenditure Requests due in Management and Budget
April 18 – May 6	Meetings with large departments to review requests
July 1	Certification of property values by Orange County Property Appraiser
July 11	Budget Workshop
July 25	Budget Address/City Council vote on proposed millage rate
September 15	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 26	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

CITY OF ORLANDO**C. BUDGET REVIEW**

During a standard budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after core services are addressed. Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors and then with City Administration. As previously indicated, Departments were required to submit a flat budget for FY 2016/2017. 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, 2015/2016 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 2015/16 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 "FY2015/16 Revised Budget" is as of June 30, 2016. 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.

2016/17 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	June 23
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	August 1
Property Appraiser mails notice of proposed property taxes.	55	August 24	August 14
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 15
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 18 - Oct. 3	September 22
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 20 - Oct. 8	September 26
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 28
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 14
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 21

CITY OF ORLANDO

METHOD OF BUDGETING

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

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

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

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

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

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

CITY OF ORLANDO

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 **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.

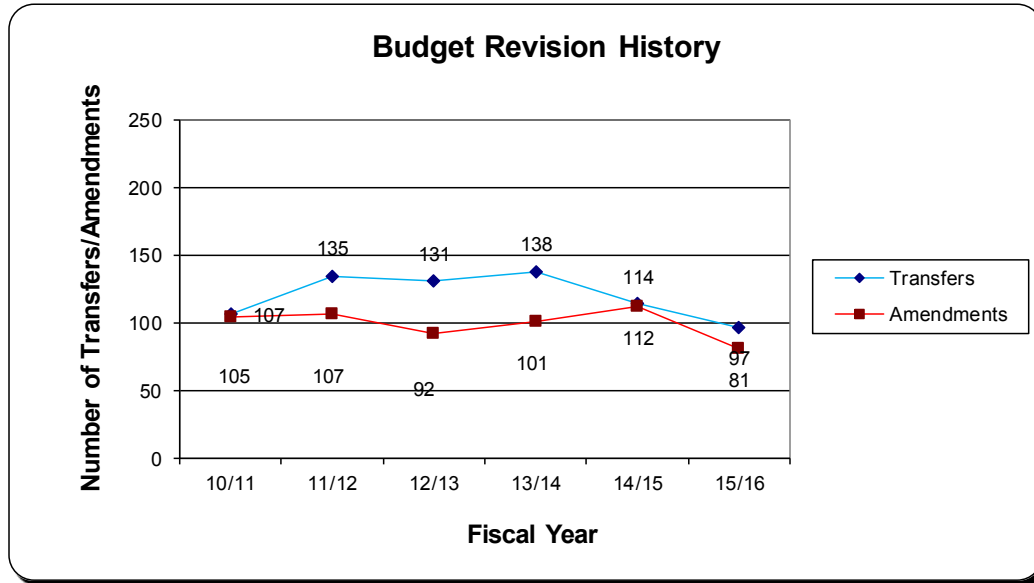
The **BUDGET REVIEW COMMITTEE** has approval of:

- 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



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 HUD/Homeless Grant Fund provides funds for the provision of housing support services and operating expenses for housing, emergency shelters and activities for the homeless population.	Community Development Block Grant funds (CDBG), HOME Investment Partnership Program Grant funds (HOME), Housing Opportunities for People with AIDS (HOPWA), Emergency Shelter Grant funds (ESG) received from the Office of Housing and Urban Development (HUD).	
The Transportation Impact Fee Funds provides for capital projects in respective collection districts (N, SE and SW).	Impact fees collected from new development related to impact on the transportation system.	
The Utility Services Tax Fund is for receipt of utilities services taxes and subsequent contribution to the General Fund.	Taxes paid on electricity, natural gas, LP gas, and water.	
The OCPS - Crossing Guard Fund provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.	Parking fine surcharge.	
The Transportation Grant Fund is for the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.	
The Gas Tax Fund is for receipt of State gas tax revenues and disbursement for transportation improvements.	Gas Tax is six cents per gallon of gasoline sold. The City will receive 32.52 percent of the revenues collected in Orange County in FY 2016/17.	
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.	
The Contraband Forfeiture Trust Fund is used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.	
The Cemetery Trust Fund accounts for Greenwood Cemetery operations.	Cemetery plot sales and interment fees.	

CITY OF ORLANDO

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

CITY OF ORLANDO

ENTERPRISE FUNDS CONT'D

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

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BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
ADDRESS

Good afternoon,

Thank you, everyone, for joining us for our 2017 Budget Address. This is our annual opportunity to show our citizens where their tax dollars go – and why the programs and services we invest in are essential to meeting the needs of our residents and business owners. This marks the 14th time I've delivered this address. For most of you in this room, this speech and the process by which we develop our budget, has become fairly routine.

However, as we all know, the last several weeks in our City have been anything but routine. It has only been six weeks since one of the most horrific tragedies ever visited on an American city... happened in Orlando. Recognizing that, I believe it's important that we begin today, *my first formal remarks since the Pulse shooting*, by doing something out of the ordinary. First, we want to have a moment of silence in continuing honor of the victims and their families. We want them to know that we are still with them; that we're still working for them; and that we're still thinking about them every single day. Please, bow your heads with me.

Next, I think it's appropriate that we hear the opposite of silence to recognize all of the men and women who work for the City of Orlando. Over the last several weeks, I have been awestruck by so many things. The incredible strength and resolve shown by the victims and their families. Our resident's capacity to love one another and to show the world what it means to stand up to hate and terror. I've also witnessed the dedication and professionalism displayed by the members of our City family who have done their jobs under incredibly challenging circumstances.

The term "above and beyond" doesn't even begin to describe the way our employees rose to the challenge when crisis and chaos visited our City. From the first responders who dealt with the shooting and its aftermath. To employees who took on the unprecedented tasks of creating a family assistance center and a non-profit to help the victims and their families. To those who managed countless projects and challenges that rose up day after day as our City government worked to get our residents through the tragedy. And, to other employees who simply did their jobs *better than they've ever done them before* because they knew serving our residents was the best way they could help our City heal and provide some sense of normalcy. To, all of you, we want to say thank you. I am proud to serve as your mayor. I am even prouder to be your coworker. Now, we would like everyone who wears a City of Orlando ID badge to stand up, please. Let your City Commissioners and I say thank you as loudly and proudly as we possibly can.



BUDGET IN BRIEF

MAYOR DYER'S
BUDGET
ADDRESS

I know for many of us, it's difficult to focus on the day-to-day work of government like budgeting when we still have so much to do in the aftermath of the Pulse shooting. In some ways, it's good that we're talking about our budget because it's important for people to understand the connection between our Pulse response and our annual process to craft a balanced budget. Simply put, our City was able to respond to Pulse the way it did because of two guiding principles in the way we build our City budget:



1 – Our commitment to investing in public safety – the tools, technology and training for our police and firefighters.

2 – Maintaining and protecting our reserves.

Commissioners, I want to thank you for your leadership over the last several years as we worked through a challenging economic climate. Every year, we worked to adopt a balanced budget while maintaining an appropriate reserve fund – *our emergency fund*.



There were times, particularly during the recession, it would have been easier to raid our reserves rather than make very difficult spending decisions like reducing positions, and eliminating services. Instead, we protected that fund because we knew it existed to make sure our city was prepared to respond to crisis. Most of us believed that crisis would be something like a hurricane, not a man-made tragedy. But, having that fund at the ready allowed us to respond to the Pulse shooting and take care of our people, our Orlando residents. We were able to activate contractors on standby to respond with supplies, to provide barricades for traffic and other crowd safety measures. We were able to immediately get our emergency operations center up and running and ensure it was equipped with technology and communications tools. And, we had the ability to bring in additional staff and cover the costs of thousands of hours of overtime.

More than anything, our reserves allowed us to act *immediately and decisively* without having to wait for financial help from the federal or state government. To date the City has spent approximately 600-thousand dollars responding to the Pulse shooting. We are working to recoup portions of this through different grants and other federal programs and have already received more than half of that total back from the Department of Justice. But, in terms of what we are talking about today, the first goal that our budget for the upcoming year accomplishes, is again, keeping our emergency fund intact.

BUDGET IN BRIEF



MAYOR DYER'S BUDGET ADDRESS

The remaining parts of the proposed budget we are bringing forward can be described in one simple sentence:

This budget ensures that the best core city services of any major City in Florida... stay the best core city services of any major City in Florida.

Our budget will allow us to continue to provide the same levels of superior services to a growing city that added nearly 5,500 new residents over the last year. It continues to keep our community safe, by hiring 15 new police officers who will help meet the needs of our growing population by serving our southeast area and our schools. It ensures we maintain our commitment to ending homelessness.

This budget increases our investment in core infrastructure and capital improvements by another 70 million on top of the 60 million dollars worth of core infrastructure projects that we laid out last year. Those core projects include improving roadways, sewers and stormwater drains so that residents can travel safely and our streets won't flood. Our budget ensures the daily services our residents expect and depend on like trash and recycling pickup or wastewater are second to none. These kinds of improvements aren't always visible, but they are the foundation of our superior quality of life.

Our budget includes the creation of a new transportation department within the City. Our region has 10 billion dollars in transportation projects underway or planned over the next five years. Everything from the I-4 ultimate project to SunRail. From expanding bike lanes to adding and repairing sidewalks that help make our City more pedestrian-friendly. Our transportation infrastructure is what's going to allow our City



to handle the dramatic rise in population we expect to see in the coming years and decades. With the creation of the transportation department, we're dedicating the staff and resources necessary to create a true, multi-modal transit system that serves our residents and enhances our quality of life.

Our budget also funds projects that fulfill our commitment to creating a City for everyone. This includes repairs and enhancements to parks, playgrounds and community centers and the funding to provide for youth programs that serve more than 5-thousand students every day. Our budget strengthens the City's ability to help small business owners and continues our commitment to bring the entire suite of City services to our residents in a way that meets their modern, tech-driven needs.

BUDGET IN BRIEF**MAYOR DYER'S
BUDGET
ADDRESS**

In the coming months, we'll continue to roll out new functions of our "digital city hall" initiative that will make it easier for our businesses and residents to work with our planning, permitting and code enforcement departments. With the new system it is our goal to provide the best customer service of any city in Florida.

Our budget also ensures our first responders and our entire City team continue to have the highest levels of training, and the most advanced tools, to respond to emergencies. We were able to respond to Pulse in the way we did because we routinely conduct tabletop crisis response exercises and multi-agency full scale training exercises that cover everything from natural disasters to active shooter scenarios. Being trained and prepared to respond to crisis is the foundation of our public safety plan, and it's the foundation of this budget

Finally, it's important to note that our budget accomplishes all of this, while keeping our millage rate the same. I'll make the point, once more, this is not a very exciting budget. This spending plan isn't likely to generate a lot of headlines. In many ways, this is a good thing, because it keeps us on firm financial footing and allows us to keep delivering the superior services our residents depend on. It continues to keep our residents safe. It allows us to continue responding to the needs of a growing City. And, perhaps most importantly, it allows us to remain prepared for emergencies.

I want to thank our finance team for their great work this year and every year. I want to thank my partners on our City Council for your leadership as we, again, strive to be responsible stewards of the public's money. And, I want to thank our residents for showing the world what it means to love one another, and to love your City.



BUDGET IN BRIEF

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BUDGET IN BRIEF

	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget
General Fund	\$ 401,607,332	424,050,709
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	450,000	450,000
After School All Stars Fund	2,121,115	2,789,614
Building Code Enforcement Fund	10,502,050	16,005,601
Capital Improvements Fund	11,031,540	10,673,076
Code Enforcement Board Lien Assessment Fund	2,442,078	1,552,078
Cemetery Trust Fund	769,227	763,590
CRA Operating Fund	8,264,789	11,717,409
Contraband Forfeiture Trust Funds	1,750,000	449,956
CRA Trust Funds	44,673,841	49,128,342
Designated Revenue Fund	1,456,945	1,225,000
Dubsdread Golf Course Funds	2,480,320	2,678,286
Emergency Medical Services Transport Fund	12,000,000	10,500,000
Gas Tax Fund	9,276,198	9,182,780
Greater Orlando Aviation Authority Police Fund	11,954,780	14,315,411
Grants Fund	-	-
Harry P. Leu Gardens Fund	2,694,500	2,788,500
State Housing Initiatives Partnership Program Fund (SHIP)	1,228,168	1,661,844
U.S. Department of Housing and Urban Development Grants Fund	6,069,933	6,536,497
Law Enforcement Training Fund	227,770	226,731
Mennello Museum - American Art Fund	508,977	540,737
Orange County Public Schools Crossing Guard Fund	528,755	565,433
Revolving and Renewable Energy Fund	139,342	139,342
Special Assessment Funds	1,514,743	1,512,098
Spellman Site Fund	1,103,675	1,035,722
Street Tree Trust Fund	202,640	202,873
Centroplex Garages Fund	2,654,006	3,301,984
Transportation Impact Fee Funds	4,363,115	9,609,233
Utilities Services Tax Fund	29,347,512	29,905,494
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	20,251,000	20,292,797
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	3,618,283	3,558,858
Citrus Bowl Commercial Paper Debt Construction Fund	209,800	209,800
CRA Debt Service - 2009	6,295,810	6,298,010
CRA PAC Debt Service - 2010	6,862,344	6,860,944
2014 Series A Tourist Development Tax Debt Service Fund	11,900,363	12,880,363
CRA Debt Service Internal Loan Fund	4,641,262	3,055,597
CRA Debt - Conroy Road Fund	1,900,850	1,898,750
CRA Debt - Republic Drive Fund	3,826,020	3,814,755
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
Events Center Debt Other	5,977,543	5,701,730
Amway Center Commercial Paper Fund	1,212,500	1,212,500
Internal Loan - Jefferson Street Garage Fund	1,516,100	1,415,727
Performing Arts Center Commercial Paper Debt Construction Fund	377,700	377,700
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	343,425	343,425
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	-	3,110,250
Wastewater Revenue Bond Funds	9,571,233	8,493,381

BUDGET IN BRIEF

	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	75,000
Amway Center Renewal and Replacement Fund	1,250,000	1,000,000
CNL Renewal and Replacement Fund	30,000	30,000
Venues Construction Administration Fund	1,073,455	1,389,911
Downtown Transit Fund	1,371,553	1,921,254
Orlando Venues Enterprise Fund	23,912,938	24,012,527
Orlando Stadiums Operations Fund	5,903,052	6,047,449
Parking System Revenue Fund	14,090,418	14,224,533
Solid Waste Fund	32,104,210	32,822,809
Stormwater Utility Fund	23,236,969	26,836,029
Wastewater Construction Funds	39,380,000	36,631,000
Wastewater Renewal and Replacement Fund	2,800,000	2,800,000
Wastewater Revenue Fund	104,464,871	101,616,796
<u>INTERNAL SERVICE</u>		
Construction Management Fund	4,478,966	4,596,654
Facilities Management Fund	7,130,677	9,307,803
Fleet Management Funds	27,963,218	30,684,898
Health Care Fund	59,691,814	61,834,879
Internal Loan Bank Fund	22,011,900	19,504,650
Pension Participant Services Fund	104,652	108,636
Risk Management Fund	16,423,835	16,285,896
<u>COMPONENT UNIT</u>		
Downtown South Neighborhood Improvement District Fund	383,595	546,125
Downtown Development Board Fund	3,526,217	4,157,080
<u>PENSION TRUST</u>		
City Pension Funds	48,077,786	53,540,349
Other Post Employment Benefit Trust Fund	22,679,460	25,372,981
TOTAL CITY OF ORLANDO	<u>\$ 1,114,782,174</u>	<u>\$ 1,171,130,190</u>

Notes:

General Fund increased by \$21.4M due to an increase in the number of employees, increased benefit costs, departmental initiatives, and the lowering of targeted savings. This does not include a cost of living increase.

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

Fund Name	FY 2014/15	FY 2015/16	FY 2016/17
	Actual	Revised	Adopted
	Revenues	Budget	Budget
General Fund	383,859,443	402,157,099	424,050,709
SPECIAL REVENUE			
911 Emergency Phone System Fund	364,403	1,025,866	450,000
After School All Stars Fund	1,476,697	2,614,742	2,789,614
Building Code Enforcement Fund	12,779,100	17,885,782	16,005,601
Capital Improvements Fund	37,618,720	72,692,617	10,673,076
Code Enforcement Board Lien Assessment Fund	953,082	2,652,619	1,552,078
Cemetery Trust Fund	1,075,025	769,227	763,590
CRA Operating Fund	3,739,133	20,016,938	11,717,409
Contraband Forfeiture Trust Funds	880,646	2,060,876	449,956
CRA Trust Funds	36,417,899	44,673,841	49,128,342
Designated Revenue Fund	2,991,970	5,182,002	1,225,000
Dubsdread Golf Course Funds	2,261,340	2,868,975	2,678,286
Emergency Medical Services Transport Fund	13,859,664	12,000,000	10,500,000
Gas Tax Fund	9,446,546	24,439,806	9,182,780
Greater Orlando Aviation Authority Police Fund	9,917,076	11,954,780	14,315,411
Grants Fund	8,359,307	27,105,073	-
Harry P. Leu Gardens Fund	2,693,343	2,712,844	2,788,500
FY14/15 State Housing Initiatives Partnership Program Fund (SHIP)	189,626	1,136,817	-
FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)	-	1,286,985	1,661,844
U.S. Department of Housing and Urban Development Grants Fund	6,484,887	12,722,553	6,536,497
Law Enforcement Training Fund	158,521	227,770	226,731
Mennello Museum - American Art Fund	565,018	508,977	540,737
Orange County Public Schools Crossing Guard Fund	486,431	528,755	565,433
Revolving and Renewable Energy Fund	145,860	488,924	139,342
Special Assessment Funds	1,549,186	1,514,743	1,512,098
Spellman Site Fund	1,101,943	1,547,474	1,035,722
Street Tree Trust Fund	63,757	202,640	202,873
Centroplex Garages Fund	2,638,638	2,654,006	3,301,984
Transportation Impact Fee Funds	8,314,101	19,996,598	9,609,233
Utilities Services Tax Fund	30,387,012	29,347,512	29,905,494
DEBT SERVICE			
6th Cent TDT Debt	21,290,999	20,251,000	20,292,797
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,290,660	3,618,283	3,558,858
Citrus Bowl Commercial Paper Debt Construction Fund	157,580	1,331,373	209,800
CRA Debt Service - 2009	5,139,010	5,133,810	6,298,010
CRA PAC Debt Service - 2010	6,094,844	6,862,344	6,860,944
2014 Series A Tourist Development Tax Debt Service Fund	20,841,247	11,900,363	12,880,363
CRA Debt Service Internal Loan Fund	4,717,829	4,641,262	3,055,597
CRA Debt Service 2009 B Refunding Fund	1,159,800	1,162,000	0
CRA Debt - Conroy Road Fund	1,922,545	1,900,850	1,898,750
CRA Debt - Republic Drive Fund	3,857,724	3,826,020	3,814,755
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
Events Center Debt Other	5,909,554	6,270,352	5,701,730
Amway Center Commercial Paper Fund	602,957	4,062,571	1,212,500
Internal Loan - Jefferson Street Garage Fund	297,845	1,516,100	1,415,727
Performing Arts Center Commercial Paper Debt Construction Fund	240,150	5,350,349	377,700
Amway Center Sales Tax Rebate Debt Service Fund	2,013,249	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	72,436	343,425	343,425
Wastewater Revenue Bond Funds	12,902,319	20,400,450	8,493,381

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

Fund Name	FY 2014/15 Actual Expenses	FY 2015/16 Revised Budget	FY 2016/17 Adopted Budget
General Fund	377,421,358	402,157,099	424,050,709
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	441,490	1,025,866	450,000
After School All Stars Fund	1,560,758	2,614,742	2,789,614
Building Code Enforcement Fund	10,912,092	17,885,782	16,005,601
Capital Improvements Fund	22,596,224	72,692,617	10,673,076
Code Enforcement Board Lien Assessment Fund	765,973	2,652,619	1,552,078
Cemetery Trust Fund	853,115	769,227	763,590
CRA Operating Fund	7,742,194	20,016,938	11,717,409
Contraband Forfeiture Trust Funds	3,655,714	2,060,876	449,956
CRA Trust Funds	35,851,643	44,673,841	49,128,342
Designated Revenue Fund	1,638,689	5,182,002	1,225,000
Dubsdread Golf Course Funds	2,227,546	2,868,975	2,678,286
Emergency Medical Services Transport Fund	13,863,126	12,000,000	10,500,000
Gas Tax Fund	8,706,070	24,439,806	9,182,780
Greater Orlando Aviation Authority Police Fund	10,137,423	11,954,780	14,315,411
Grants Fund	8,349,197	27,105,073	-
Harry P. Leu Gardens Fund	2,612,671	2,712,844	2,788,500
FY14/15 State Housing Initiatives Partnership Program Fund (SHIP)	189,626	1,136,817	-
FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)	-	1,286,985	1,661,844
U.S. Department of Housing and Urban Development Grants Fund	6,484,887	12,722,553	6,536,497
Law Enforcement Training Fund	112,107	227,770	226,731
Mennello Museum - American Art Fund	565,017	508,977	540,737
Orange County Public Schools Crossing Guard Fund	509,590	528,755	565,433
Revolving and Renewable Energy Fund	196,363	488,924	139,342
Special Assessment Funds	717,494	1,514,743	1,512,098
Spellman Site Fund	1,050,696	1,547,474	1,035,722
Street Tree Trust Fund	191,125	202,640	202,873
Centroplex Garages Fund	2,715,309	2,654,006	3,301,984
Transportation Impact Fee Funds	7,218,647	19,996,598	9,609,233
Utilities Services Tax Fund	29,384,749	29,347,512	29,905,494
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	15,846,216	20,251,000	20,292,797
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,290,660	3,618,283	3,558,858
Citrus Bowl Commercial Paper Debt Construction Fund	2,784,627	1,331,373	209,800
CRA Debt Service - 2009	5,137,326	5,133,810	6,298,010
CRA PAC Debt Service - 2010	6,093,386	6,862,344	6,860,944
2014 Series A Tourist Development Tax Debt Service Fund	10,705,824	11,900,363	12,880,363
CRA Debt Service Internal Loan Fund	4,374,434	4,641,262	3,055,597
CRA Debt Service 2009 B Refunding Fund	1,156,650	1,162,000	-
CRA Debt - Conroy Road Fund	1,939,137	1,900,850	1,898,750
CRA Debt - Republic Drive Fund	3,888,585	3,826,020	3,814,755
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
Events Center Debt Other	3,923,260	6,270,352	5,701,730
Amway Center Commercial Paper Fund	483,017	4,062,571	1,212,500
Internal Loan - Jefferson Street Garage Fund	297,845	1,516,100	1,415,727
Performing Arts Center Commercial Paper Debt Construction Fund	7,151,000	5,659,174	377,700
Amway Center Sales Tax Rebate Debt Service Fund	1,369,943	2,000,004	2,000,004
Internal Loan - Taxable Series H Commercial Paper Fund	72,436	343,425	343,425
Wastewater Revenue Bond Funds	14,033,626	20,400,450	8,493,381

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

Fund Name	FY 2014/15	FY 2015/16	FY 2016/17
	Actual	Revised	Adopted
	Revenues	Budget	Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	46,651	145,000	75,000
Amway Center Renewal and Replacement Fund	629,198	3,750,319	1,000,000
CNL Renewal and Replacement Fund	105,064	133,900	30,000
Venues Construction Administration Fund	628,665	1,073,455	1,389,911
Downtown Transit Fund	2,024,614	1,521,553	1,921,254
Orlando Venues Enterprise Fund	23,309,458	23,912,938	24,012,527
Orlando Stadiums Operations Fund	11,995,087	5,873,708	6,047,449
Parking System Revenue Fund	13,415,189	15,177,492	14,224,533
Solid Waste Fund	31,102,629	36,985,459	32,822,809
Stormwater Utility Fund	24,853,725	59,466,986	26,836,029
Wastewater Construction Funds	35,444,487	139,447,155	36,631,000
Wastewater Renewal and Replacement Fund	4,535,763	8,866,064	2,800,000
Wastewater Revenue Fund	92,039,885	104,977,299	101,616,796
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,994,497	4,478,966	4,596,654
Facilities Management Fund	8,481,548	7,130,677	9,307,803
Fleet Management Funds	28,925,059	28,018,532	30,684,898
Health Care Fund	59,354,785	59,691,814	61,834,879
Internal Loan Bank Fund	7,350,302	22,011,900	19,504,650
Pension Participant Services Fund	105,385	104,652	108,636
Risk Management Fund	15,703,616	16,432,237	16,285,896
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	516,935	383,595	546,125
Downtown Development Board Fund	3,418,258	4,797,118	4,157,080
<u>PENSION TRUST</u>			
City Pension Funds	53,688,870	48,077,786	53,540,349
Other Post Employment Benefit Trust Fund	19,327,469	22,679,460	25,372,981
Other Funds Combined	28,860,260	141,970,614	3,110,250
TOTAL CITY OF ORLANDO	1,140,896,519	1,583,406,076	1,171,130,190

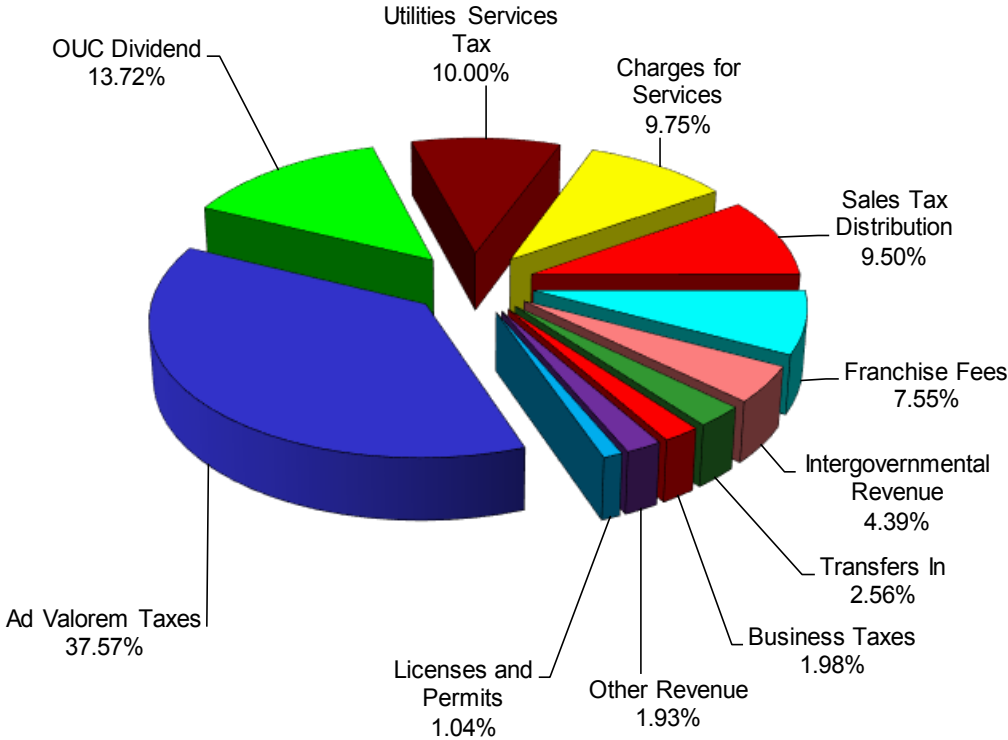
BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

Fund Name	FY 2014/15 Actual Expenses	FY 2015/16 Revised Budget	FY 2016/17 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	-	145,000	75,000
Amway Center Renewal and Replacement Fund	122,979	3,750,319	1,000,000
CNL Renewal and Replacement Fund	394,208	133,900	30,000
Venues Construction Administration Fund	1,655,961	1,073,455	1,389,911
Downtown Transit Fund	2,481,176	1,521,553	1,921,254
Orlando Venues Enterprise Fund	24,143,133	23,912,938	24,012,527
Orlando Stadiums Operations Fund	8,782,863	5,873,708	6,047,449
Parking System Revenue Fund	9,302,247	15,177,492	14,224,533
Solid Waste Fund	27,079,812	36,985,459	32,822,809
Stormwater Utility Fund	23,670,130	59,466,986	26,836,029
Wastewater Construction Funds	20,815,767	139,447,155	36,631,000
Wastewater Renewal and Replacement Fund	2,696,763	8,866,064	2,800,000
Wastewater Revenue Fund	85,659,928	104,977,299	101,616,796
<u>INTERNAL SERVICE</u>			
Construction Management Fund	4,182,617	4,478,966	4,596,654
Facilities Management Fund	7,510,243	7,130,677	9,307,803
Fleet Management Funds	32,492,763	28,018,532	30,684,898
Health Care Fund	55,563,592	59,691,814	61,834,879
Internal Loan Bank Fund	4,850,302	22,011,900	19,504,650
Pension Participant Services Fund	104,926	104,652	108,636
Risk Management Fund	18,466,540	16,432,237	16,285,896
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	71,160	383,595	546,125
Downtown Development Board Fund	3,361,686	4,797,118	4,157,080
<u>PENSION TRUST</u>			
City Pension Funds	72,363,763	48,077,786	53,540,349
Other Post Employment Benefit Trust Fund	15,490,270	22,679,460	25,372,981
Other Funds Combined	145,208,805	141,661,789	3,110,250
TOTAL CITY OF ORLANDO	1,207,440,498	1,583,406,076	1,171,130,190

BUDGET IN BRIEF

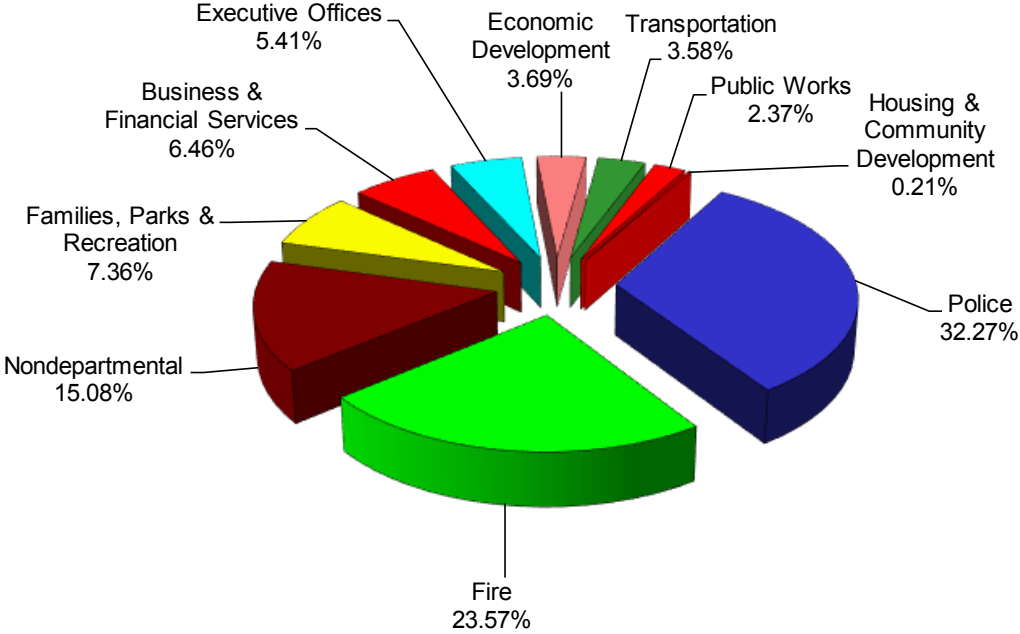
**General Fund - Revenues by Source
FY 2016/17**



Source of General Revenue	FY 2016/17 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 159,311,274	37.57%
OUC Dividend	58,200,000	13.72%
Utilities Services Tax	42,399,184	10.00%
Charges for Services	41,358,307	9.75%
Sales Tax Distribution	40,300,000	9.50%
Franchise Fees	32,000,000	7.55%
Intergovernmental Revenue	18,626,044	4.39%
Transfers In	10,858,399	2.56%
Business Taxes	8,415,000	1.98%
Other Revenue	8,166,501	1.93%
Licenses and Permits	4,416,000	1.04%
Total	\$ 424,050,709	100.00%

BUDGET IN BRIEF

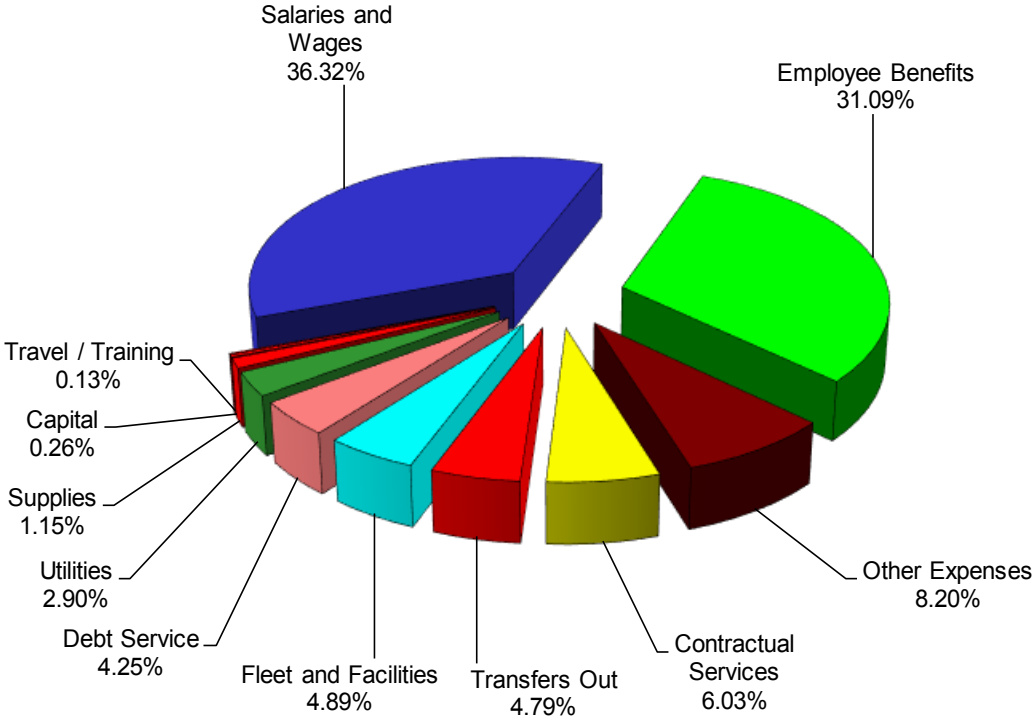
**General Fund Expenses by Department
FY 2016/17**



General Fund Departments	FY 2016/17 Adopted Budget	% of Total
Police	\$ 136,838,570	32.27%
Fire	99,939,382	23.57%
Nondepartmental	63,930,657	15.08%
Families, Parks & Recreation	31,212,858	7.36%
Business & Financial Services	27,408,680	6.46%
Executive Offices	22,931,461	5.41%
Economic Development	15,661,899	3.69%
Transportation	15,189,205	3.58%
Public Works	10,049,120	2.37%
Housing & Community Development	888,877	0.21%
Total	\$ 424,050,709	100.00%

BUDGET IN BRIEF

**General Fund - Expenses by Use
FY 2016/17**



General Fund Uses	FY 2016/17 Adopted Budget	% of Total
Salaries and Wages	\$ 154,029,408	36.32%
Employee Benefits	131,827,715	31.09%
Other Expenses	34,753,194	8.20%
Contractual Services	25,579,482	6.03%
Transfers Out	20,323,604	4.79%
Fleet and Facilities	20,718,447	4.89%
Debt Service	18,008,296	4.25%
Utilities	12,278,516	2.90%
Supplies	4,870,822	1.15%
Capital	1,104,572	0.26%
Travel / Training	556,653	0.13%
Total	\$ 424,050,709	100.00%

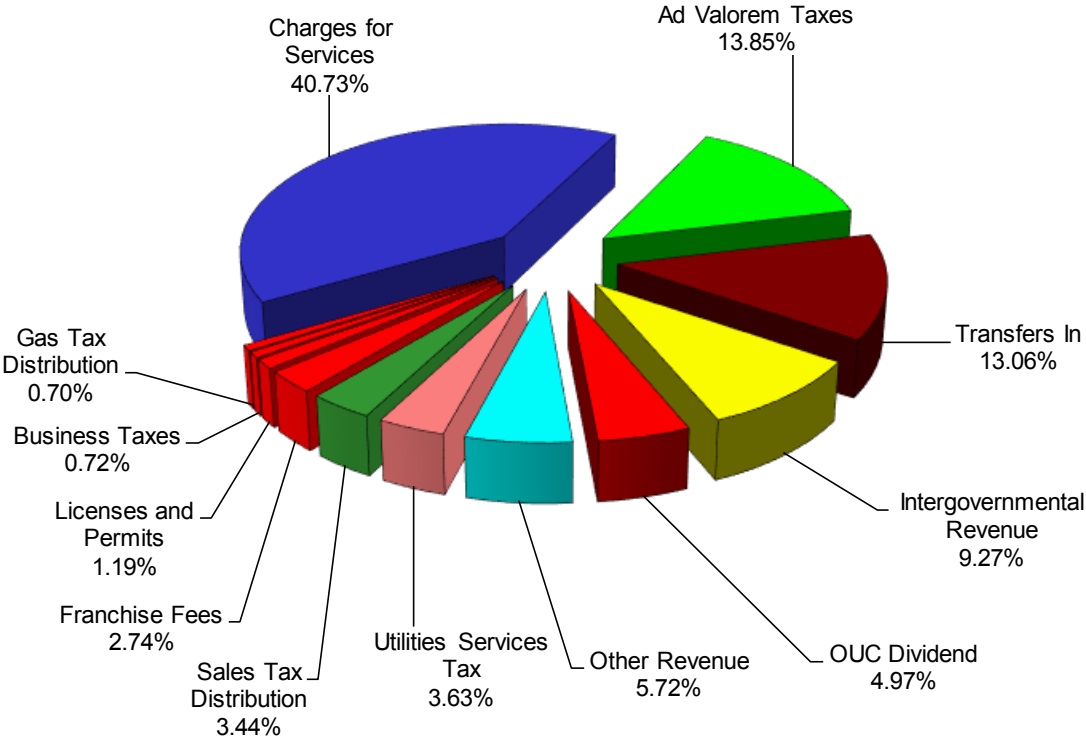
BUDGET IN BRIEF

GENERAL FUND
Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2014/15	REVISED FY 2015/16	ADOPTED FY 2016/17	2016/17 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	128,133,651	\$ 146,137,113	\$ 159,311,274	37.57%	\$ 13,174,161	9.01%
Utilities Services Tax	43,212,137	42,644,237	42,399,184	10.00%	(245,053)	(0.57%)
Franchise Fees	31,077,307	30,900,000	32,000,000	7.55%	1,100,000	3.56%
Intergovernmental	18,330,659	17,898,324	18,626,044	4.39%	727,720	4.07%
Business Taxes	8,434,995	8,215,000	8,415,000	1.98%	200,000	2.43%
Sales Tax Distribution	37,903,686	38,400,000	40,300,000	9.50%	1,900,000	4.95%
Licenses and Permits	4,394,865	3,970,000	4,416,000	1.04%	446,000	11.23%
Other Revenue	10,479,747	12,536,805	8,166,501	1.93%	(4,370,304)	(34.86%)
OUC Dividend	53,211,000	55,700,000	58,200,000	13.72%	2,500,000	4.49%
Charges for Services	41,029,772	42,513,095	41,358,307	9.75%	(1,154,788)	(2.72%)
Transfers In	7,651,623	3,242,525	10,858,399	2.56%	7,615,874	234.87%
	<u>\$ 383,859,443</u>	<u>\$ 402,157,099</u>	<u>\$ 424,050,709</u>	<u>100.00%</u>	<u>\$ 21,893,610</u>	<u>5.44%</u>
APPROPRIATIONS	ACTUAL	REVISED	ADOPTED	2016/17	NET	%
By Department	FY 2014/15	FY 2015/16	FY 2016/17	% TOTAL	CHANGE	CHANGE
Executive Offices	\$ 20,014,513	\$ 21,962,890	\$ 22,931,461	5.41%	\$ 968,571	4.41%
Business & Financial Services	24,054,334	26,533,432	27,408,680	6.46%	875,248	3.30%
Economic Development	14,474,926	18,887,344	15,661,899	3.69%	(3,225,445)	(17.08%)
Families, Parks & Recreation	29,680,014	30,409,627	31,212,858	7.36%	803,231	2.64%
Fire	93,952,548	95,985,243	99,939,382	23.57%	3,954,139	4.12%
Housing & Community Development	350,756	505,979	888,877	0.21%	382,898	75.67%
Police	128,138,935	131,730,185	136,838,570	32.27%	5,108,385	3.88%
Public Works	17,961,393	21,170,179	10,049,120	2.37%	(11,121,059)	(52.53%)
Transportation	-	-	15,189,205	3.58%	15,189,205	0.00%
Nondepartmental	48,793,939	54,972,220	63,930,657	15.08%	8,958,437	16.30%
	<u>\$ 377,421,358</u>	<u>\$ 402,157,099</u>	<u>\$ 424,050,709</u>	<u>100.00%</u>	<u>\$ 21,893,610</u>	<u>5.44%</u>
By Major Category	ACTUAL FY 2014/15	REVISED FY 2015/16	ADOPTED FY 2016/17	2016/17 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 142,494,254	\$ 144,922,387	\$ 154,029,408	36.32%	\$ 9,107,021	6.28%
Employee Benefits	117,581,746	124,973,497	131,827,715	31.09%	6,854,218	5.48%
Supplies	4,686,420	4,826,185	4,870,822	1.15%	44,637	0.92%
Contractual Services	18,615,273	25,131,186	25,579,482	6.03%	448,296	1.78%
Utilities	11,954,066	11,956,367	12,278,516	2.90%	322,149	2.69%
Travel / Training	290,163	544,613	556,653	0.13%	12,040	2.21%
Fleet and Facilities	19,371,214	20,793,931	20,718,447	4.89%	(75,484)	(0.36%)
Capital	696,060	934,125	1,104,572	0.26%	170,447	18.25%
Debt Service	14,313,841	15,241,887	18,008,296	4.25%	2,766,409	18.15%
Other Expenses	25,627,601	31,219,208	34,753,194	8.20%	3,533,986	11.32%
Transfers Out	21,790,719	21,613,713	20,323,604	4.79%	(1,290,109)	(5.97%)
	<u>\$ 377,421,358</u>	<u>\$ 402,157,099</u>	<u>\$ 424,050,709</u>	<u>100.00%</u>	<u>\$ 21,893,610</u>	<u>5.44%</u>

BUDGET IN BRIEF

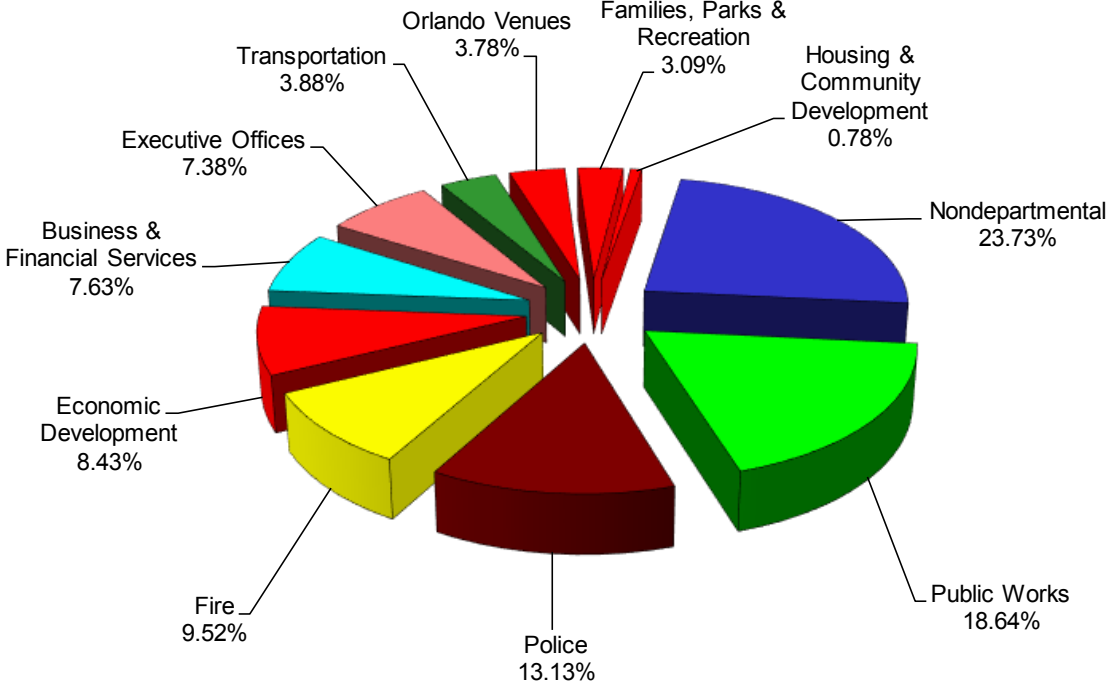
**All Funds - Revenues by Source
FY 2016/17**



Source of All Fund Revenue	FY 2016/17 Adopted Budget	% of Total
Charges for Services	\$ 476,949,479	40.73%
Ad Valorem Taxes	162,173,571	13.85%
Transfers In	152,901,968	13.06%
Intergovernmental Revenue	108,535,751	9.27%
OUC Dividend	58,200,000	4.97%
Other Revenue	66,943,421	5.72%
Utilities Services Tax	42,465,000	3.63%
Sales Tax Distribution	40,300,000	3.44%
Franchise Fees	32,080,000	2.74%
Licenses and Permits	13,916,000	1.19%
Business Taxes	8,415,000	0.72%
Gas Tax Distribution	8,250,000	0.70%
Total	\$ 1,171,130,190	100.00%

BUDGET IN BRIEF

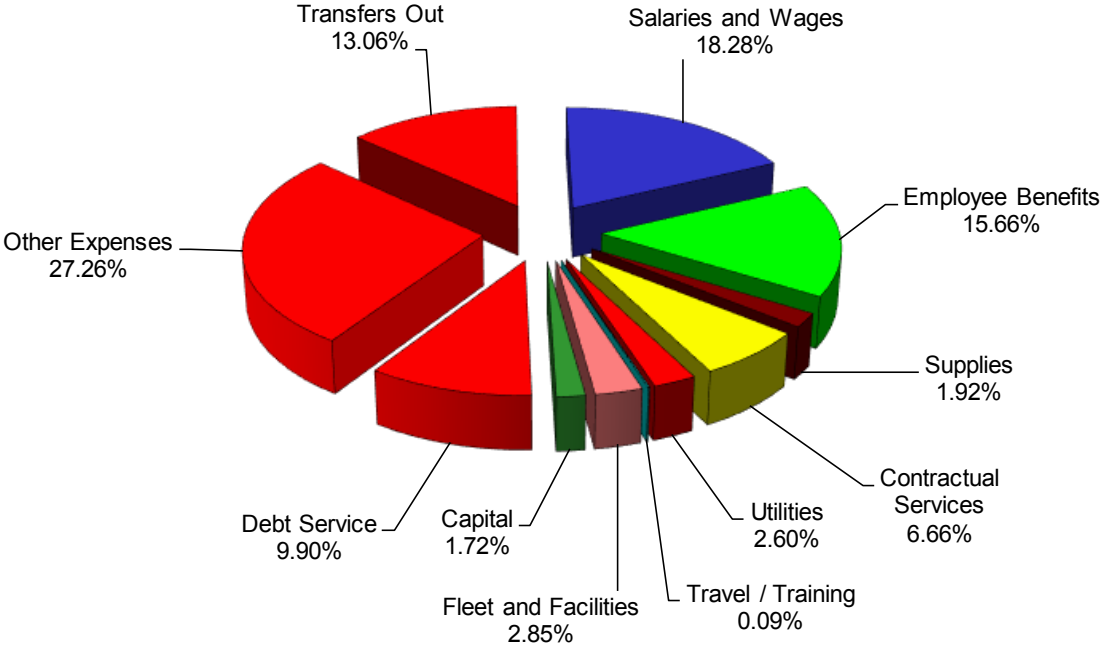
**All Funds - Expenses by Department
FY 2016/17**



All Funds Department	FY 2016/17 Adopted Budget	% of Total
Nondepartmental	\$ 277,960,165	23.73%
Public Works	218,302,408	18.64%
Police	153,787,633	13.13%
Fire	111,497,850	9.52%
Economic Development	98,768,534	8.43%
Business & Financial Services	89,329,997	7.63%
Executive Offices	86,429,838	7.38%
Transportation	45,446,209	3.88%
Orlando Venues	44,314,993	3.78%
Families, Parks & Recreation	36,205,345	3.09%
Housing & Community Development	9,087,218	0.78%
Total	\$ 1,171,130,190	100.00%

BUDGET IN BRIEF

**All Funds - Expenses by Use
FY 2016/17**



All Funds Uses	FY 2016/17 Adopted Budget	% of Total
Salaries and Wages	\$ 214,121,813	18.28%
Employee Benefits	183,355,257	15.66%
Supplies	22,524,748	1.92%
Contractual Services	77,966,078	6.66%
Utilities	30,411,383	2.60%
Travel / Training	1,010,643	0.09%
Fleet and Facilities	33,424,884	2.85%
Capital	20,179,394	1.72%
Debt Service	115,998,961	9.90%
Other Expenses	319,235,061	27.26%
Transfers Out	152,901,968	13.06%
Total	\$ 1,171,130,190	100.00%

BUDGET IN BRIEF

ALL FUNDS
Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL	REVISED	ADOPTED	2016/17	NET	%
	FY 2014/15	FY 2015/16	FY 2016/17	% TOTAL	CHANGE	CHANGE
Charges for Services	\$ 482,115,435	\$ 460,364,709	\$ 476,949,479	40.73%	\$ 16,584,770	3.60%
Ad Valorem Taxes	130,458,234	148,730,371	162,173,571	13.85%	\$ 13,443,200	9.04%
Transfers In	174,317,016	151,408,258	152,901,968	13.06%	1,493,710	0.99%
Intergovernmental Revenue	114,603,557	108,035,845	108,535,751	9.27%	499,906	0.46%
Other Revenue	53,343,392	517,979,493	66,943,421	5.72%	(451,036,072)	(87.08%)
OUC Dividend	53,211,000	55,700,000	58,200,000	4.97%	2,500,000	4.49%
Utilities Services Tax	30,341,246	42,622,400	42,465,000	3.63%	(157,400)	(0.37%)
Sales Tax Distribution	37,903,686	38,400,000	40,300,000	3.44%	1,900,000	4.95%
Franchise Fees	31,157,307	30,980,000	32,080,000	2.74%	1,100,000	3.55%
Licenses and Permits	16,539,554	12,970,000	13,916,000	1.19%	946,000	7.29%
Business Taxes	8,434,995	8,215,000	8,415,000	0.72%	200,000	2.43%
Gas Tax Distribution	8,471,096	8,000,000	8,250,000	0.70%	250,000	3.13%
	\$ 1,140,896,519	\$ 1,583,406,076	\$ 1,171,130,190	100.00%	\$(412,275,886)	(26.04%)

APPROPRIATIONS By Department	ACTUAL	REVISED	ADOPTED	2016/17	NET	%
	FY 2014/15	FY 2015/16	FY 2016/17	% TOTAL	CHANGE	CHANGE
Executive Offices	\$ 77,925,600	\$ 86,984,403	\$ 86,429,838	7.38%	\$ (554,565)	(0.64%)
Business & Financial Services	101,564,372	134,616,298	89,329,997	7.63%	(45,286,301)	(33.64%)
Economic Development	84,756,298	146,382,165	98,768,534	8.43%	(47,613,631)	(32.53%)
Families, Parks & Recreation	34,704,639	40,245,719	36,205,345	3.09%	(4,040,374)	(10.04%)
Fire	110,790,739	111,431,579	111,497,850	9.52%	66,271	0.06%
Housing & Community Development	8,367,851	15,861,084	9,087,218	0.78%	(6,773,866)	(42.71%)
Police	143,614,946	151,546,326	153,787,633	13.13%	2,241,307	1.48%
Public Works	220,732,623	497,589,710	218,302,408	18.64%	(279,287,302)	(56.13%)
Orlando Venues	193,040,245	108,755,165	44,314,993	3.78%	(64,440,172)	(59.25%)
Transportation	-	-	45,446,209	3.88%	45,446,209	0.00%
Nondepartmental	231,943,184	289,993,627	277,960,165	23.73%	(12,033,462)	(4.15%)
	\$ 1,207,440,498	\$ 1,583,406,076	\$ 1,171,130,190	100.00%	\$(412,275,886)	(26.04%)

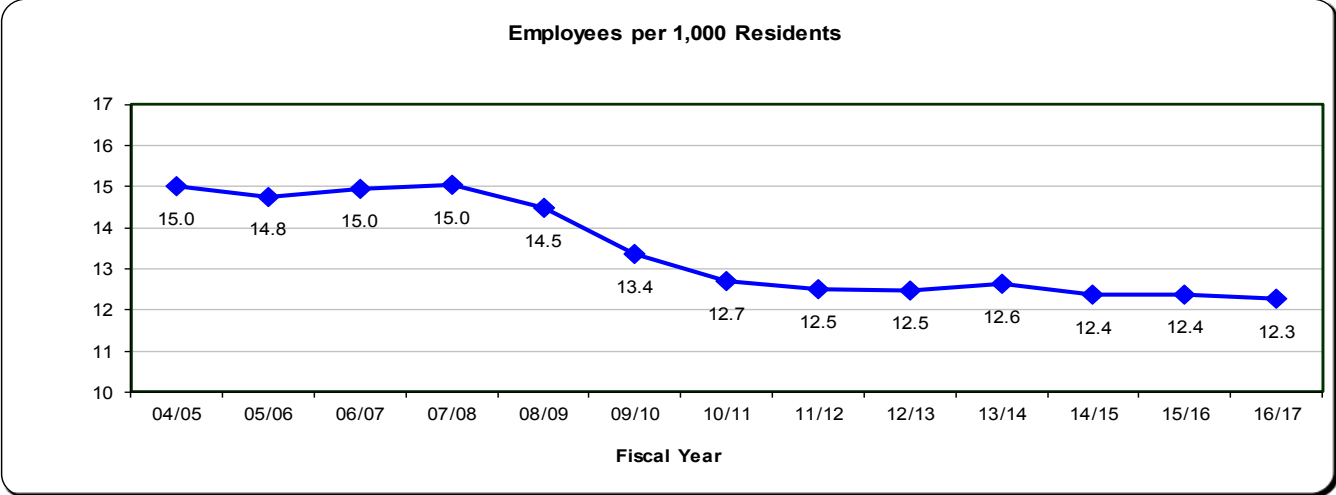
By Major Category	ACTUAL	REVISED	ADOPTED	2016/17	NET	%
	FY 2014/15	FY 2015/16	FY 2016/17	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 192,204,337	\$ 201,319,733	\$ 214,121,813	18.28%	\$ 12,802,080	6.36%
Employee Benefits	148,242,220	172,069,991	183,355,257	15.66%	11,285,266	6.56%
Supplies	23,548,771	28,105,031	22,524,748	1.92%	(5,580,283)	(19.86%)
Contractual Services	182,733,449	160,706,724	77,966,078	6.66%	(82,740,646)	(51.49%)
Utilities	30,799,651	31,668,879	30,411,383	2.60%	(1,257,496)	(3.97%)
Travel / Training	858,849	1,249,973	1,010,643	0.09%	(239,330)	(19.15%)
Fleet and Facilities	39,733,979	35,163,729	33,424,884	2.85%	(1,738,845)	(4.94%)
Capital	94,721,793	207,270,308	20,179,394	1.72%	(187,090,914)	(90.26%)
Debt Service	62,565,298	110,937,945	115,998,961	9.90%	5,061,016	4.56%
Other Expenses	257,715,137	483,511,294	319,235,061	27.26%	(164,276,233)	(33.98%)
Transfer Out	174,317,016	151,402,469	152,901,968	13.06%	1,499,499	0.99%
	\$ 1,207,440,498	\$ 1,583,406,076	\$ 1,171,130,190	100.00%	\$(412,275,886)	(26.04%)

BUDGET IN BRIEF

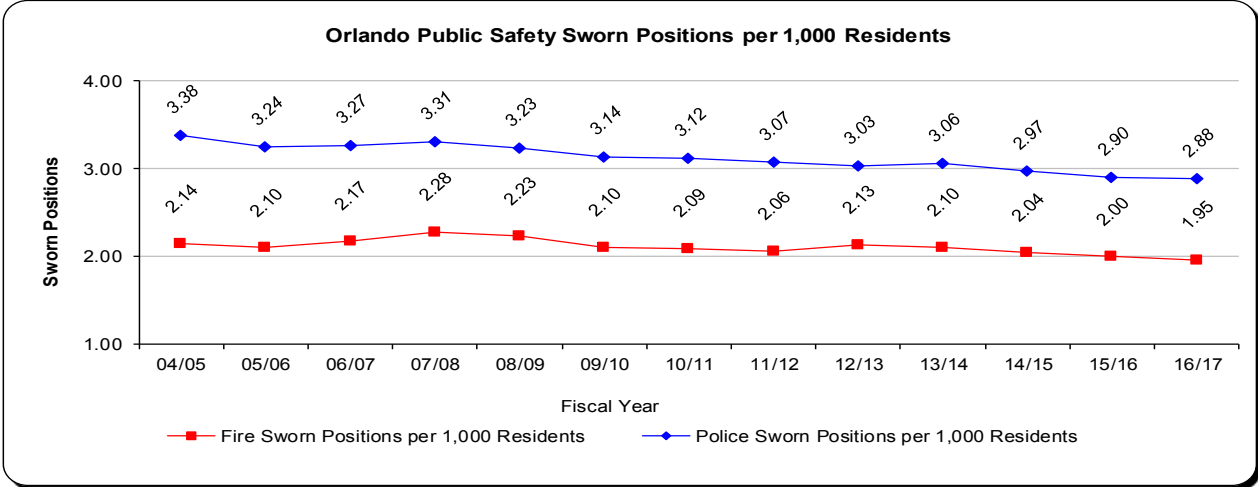
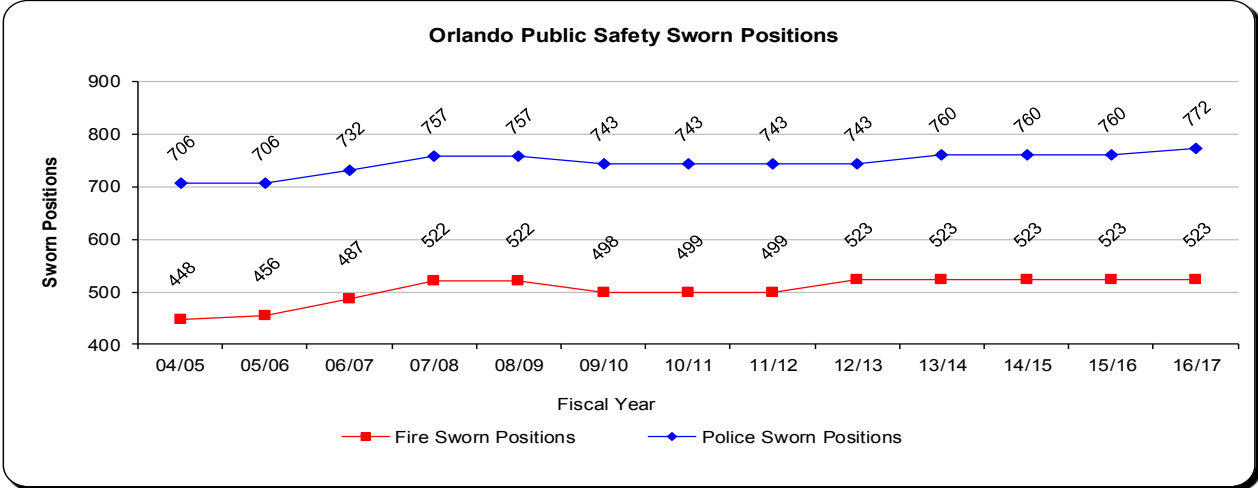
**CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2016/17**

	Final FY2014/15	Revised FY2015/16	Proposed New Positions	Proposed Position Deletions	Adopted FY2016/17	Percent of Total
SUMMARY BY DEPARTMENT						
Executive Offices	151	156	1		157	4.78%
Business & Financial Services	259	270			270	8.22%
Economic Development	194	231	7	(18)	220	6.70%
Families, Parks & Recreation	216	219	1		220	6.70%
Fire	592	592	4		596	18.14%
Housing & Community Development	20	19			19	0.58%
Orlando Venues	93	89			89	2.72%
Police	996	997	12		1,009	30.71%
Public Works	646	676	11	(149)	538	16.37%
Transportation	-	-	168		168	5.11%
TOTAL CITY OF ORLANDO	3,167	3,249	204	(167)	3,286	100.00%
SUMMARY BY FUND						
General	2,234	2,256	13	(3)	2,266	68.97%
Wastewater Revenue	226	240			240	7.31%
Solid Waste	98	100			100	3.04%
Parking System Revenue	91	91			91	2.77%
Building Code Enforcement	77	104			104	3.16%
GOAA Police	73	73	12		85	2.59%
Stormwater Utility	69	70	14		84	2.56%
Orlando Venues	53	53			53	1.61%
Facilities Management	43	49			49	1.49%
Fleet Management	45	49			49	1.49%
Construction Management	36	36		(4)	32	0.97%
Leu Gardens	20	20			20	0.61%
Community Redevelopment Agency	18	19	7		26	0.79%
Housing Grants	17	16	3		19	0.58%
Risk Management	11	11			11	0.33%
EMS Transport	6	11			11	0.33%
Community Venues Construction	10	6			6	0.18%
Centroplex Garages	7	7			7	0.21%
Grant	7	10		(5)	5	0.15%
Orlando Stadium Operations	7	7			7	0.21%
After School All Stars	6	8			8	0.24%
Downtown Development Board	3	3			3	0.09%
Cemetery Trust	2	2			2	0.06%
Mennello Museum	3	3			3	0.09%
Crossing Guard	1	1			1	0.03%
Downtown Transit	1	1			1	0.03%
Fire Pension	1	1			1	0.03%
Health Care	1	1			1	0.03%
Pension Participant Services	1	1			1	0.03%
TOTAL CITY OF ORLANDO	3,167	3,249	49	(12)	3,286	100.00%

BUDGET IN BRIEF

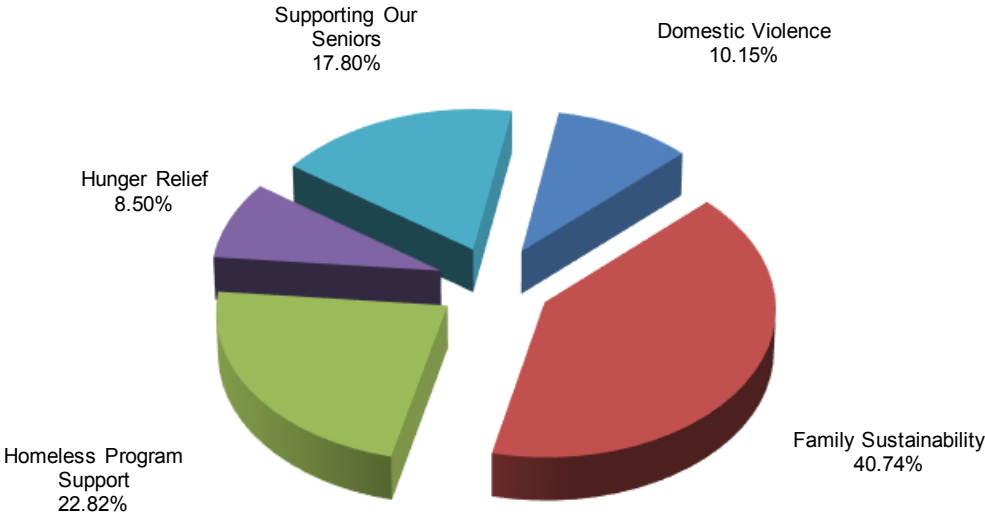


FY	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Employees	3,135	3,211	3,350	3,439	3,390	3,162	3,025	3,025	3,059	3,139	3,167	3,249	3,286
Population	208,900	217,567	224,055	228,765	234,130	236,788	238,300	241,978	245,254	248,731	256,012	262,372	267,842
per 1,000	15.0	14.8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



BUDGET IN BRIEF

**Community Service Organization Funding by Area of Focus
FY 2016/17**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 185,000	10.15%
Family Sustainability	742,803	40.74%
Homeless Program Support	416,000	22.82%
Hunger Relief	155,000	8.50%
Supporting Our Seniors	324,492	17.80%
Total	\$ 1,823,295	100.00%

BUDGET IN BRIEF

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Adopted FY 2015/16	Adopted FY 2016/17
Adult Literacy League, Inc.	\$ -	\$ 10,000
Aspire	109,039	56,000
Boys and Girls Club of Central Florida	39,251	37,000
Central Florida Urban League	66,000	50,000
Children's Home Society	17,031	-
Christian Service Center	24,464	25,000
Coalition for the Homeless	297,404	240,000
Community Coordinated Care for Children	317,013	317,013
Community Legal Services of Mid-Florida	-	20,000
Devereux Foundation, Inc.	17,778	-
Easter Seals Florida, Inc.	-	6,500
Family Promise of Greater Orlando	-	10,000
Foundation for Foster Children	-	25,000
Guardian Care	34,801	-
Harbor House	143,598	145,000
Heart of Florida United Way/Community Services Network	76,790	76,790
Hebni Nutrition Consultants, Inc.	-	15,000
Hope and Help Center of Central Florida, Inc	-	15,000
Howard Phillips Center for Children & Families (ORHS)	84,250	85,000
IDignity	-	50,000
JFS Orlando	-	20,000
Legal Aid Society	26,907	25,000
Lighthouse Central Florida	46,165	28,000
One Heart for Women and Children	-	20,000
Orlando Day Nursery Association, Inc.	26,963	27,000
Orlando/Orange Compact	86,394	-
Quest/Life Concepts, Inc.	49,949	50,000
Salvation Army	39,848	40,000
Second Harvest Food Bank of Central Florida, Inc.	-	60,000
Seniors First, Inc.	228,568	237,050
Share the Care	23,838	24,000
The GLBT Center of Central Florida	-	18,942
UP Orlando	-	40,000
Victim Service Center of Central Florida, Inc.	-	40,000
Volunteers for Community Impact, Inc.	5,500	10,000
Subtotal - Community Service Organizations	\$ 1,761,551	\$ 1,823,295

OTHER AGENCIES

Black Business Investment Fund	150,000	150,000
Central Florida Commission on Homelessness	82,280	82,280
Central Florida Sports Commission (1)	96,724	96,724
Citizen's Review Panel Coordination	14,707	-
Citrus Sports	50,000	50,000
Community Foundation of Central Florida (Parramore Initiatives)	575,000	575,000
Disney/SBA National Entrepreneur Center	150,000	150,000
Downtown Arts District / City Arts Factory	300,000	300,000
Economic Development Commission	438,226	438,226
Foundation for Building Community	100,000	100,000
Hispanic Business Initiative Fund	150,000	150,000
Homeless Services Network of Central Florida	82,280	82,280
Lake Nona Institute	10,000	10,000
MetroPlan	127,818	131,475
Mayor's Matching Grants	200,000	175,000
National Center for Simulation	35,000	35,000
Orlando Science Center	448,800	493,680
Pet Alliance of Greater Orlando	16,456	16,456
Stand Up Orlando - Holocaust Center / Zebra Coalition	50,000	50,000
UCF Business Incubation Program	300,000	300,000
United Arts of Central Florida	427,791	470,570
Subtotal - Other Agencies	\$ 3,805,082	\$ 3,856,691

Funding provided by the General Fund unless otherwise noted.

(1) \$72,349 General Fund; \$24,375 Orlando Venues

BUDGET IN BRIEF

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Adopted FY 2015/16	Adopted FY2016/17
<u>Community Development Block Grant</u>		
Aspire Health Partners	\$ 35,650	\$ -
Aspire Health Partners (Public Facilities)	-	385,000
BETA Center Childcare Development Program	25,000	-
BETA Center, Inc. (Public Facilities)	95,000	-
HANDS Inc. Pre-purchase/Mortgage Counseling	52,500	-
Harbor House of Central Florida (Public Facility)	717,723	-
Harbor House of Central Florida (Shelter Operations)	38,000	-
Jewish Family Services Homelessness Prevention	28,000	38,500
Kingdom Harvest (d/b/a Community Food Outreach Center)	130,000	-
Lighthouse of Central Florida	17,573	49,866
Ministry on South Street	35,000	65,000
Other Public Facility Improvements	256,410	-
Primrose Center Employment Services	25,000	47,750
Coalition for the Homeless of Central Florida	20,000	-
Coalition for the Homeless of Central Florida (Public Facilities)	-	362,600
Frontline Outreach Roof Improvements	-	250,000
Rebuilding Together Orlando	-	30,354
Health Care Center for the Homeless	-	172,218
Subtotal - Community Development Block Grant	1,475,856	1,401,288
<u>Emergency Solutions Grant</u>		
Coalition for the Homeless	40,000	40,116
Harbor House	34,235	-
Harbor House (Homelessness Prevention)	54,694	-
Center for Multicultural Awareness	20,000	63,500
The Salvation Army	-	50,000
Subtotal - Emergency Solutions Grant	148,929	153,616
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	797,347	800,000
Permanent housing placement assistance	88,961	141,386
Short term rental, mortgage and utility assistance	544,808	732,469
Supportive services	907,674	881,478
Tenant based rental assistance	381,493	776,365
Project Sponsored Administration	197,592	259,131
Subtotal - HOPWA Grant	2,917,874	3,590,829
Total Grant Funding	\$ 4,542,659	\$ 5,145,733
TOTAL - ALL FUNDING	\$ 10,109,292	\$ 10,825,719

HOPWA providers are selected through a Request for Proposal process. Providers include Center for Multicultural Wellness & Prevention, Aspire Health Partners, Miracle of Love, Catholic Charities, and St. Francis House of Hospitality

BUDGET IN BRIEF

Funding for Capital Improvement Projects

Funding Source	FY 2016/17 Adopted Budget
Capital Improvements Fund	
DPAC R&R Contribution	\$ 1,639,091
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Fire Equipment Replacement	1,000,000
Miscellaneous Sidewalk Repair	300,000
Parks and Playground Renovation Project	500,000
FPR Database System	400,000
L. Claudia Allen Parking Lot Improvements	100,000
Pavement Rehabilitation	1,000,000
Police Equipment Replacement/Body Worn Cameras	1,000,000
Recreation Facility Renovations and Maintenance	350,000
Athletic Field Maintenance	240,500
Recreation Pools and Courts	284,500
Fitness Center Equipment	125,000
School Safety Sidewalk Program	600,000
Technology Management Enhancement Projects	1,500,000
Capital Improvements Fund Total	\$ 10,039,091
Transportation Impact Fee - North Fund	
Crystal Lk./Maguire Blvd. Debt Service	\$ 788,090
LYMMO Extension	250,000
State Road 50 Alternatives Analysis Study	125,000
Transportation Impact Fee - North Fund Total	\$ 1,163,090
Transportation Impact Fee - Southeast Fund	
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	\$ 500,000
Narcoossee Widening: SR 528 - SR 417	5,500,000
New Traffic Signal Locations	450,000
Semorán Systems Analysis	200,000
SunRail Phase 3 OIA	500,000
Transportation Impact Fee - Southeast Fund Total	\$ 7,150,000
Transportation Impact Fee - Southwest Fund	
Amtrak Station Phase 2 and 3	\$ 250,000
Magnolia access for LYMMO South Route	250,000
New Traffic Signal Locations	150,000
Sligh Boulevard & Columbia Street	600,000
Transportation Impact Fee - Southwest Fund Total	\$ 1,250,000
Solid Waste Fund	
Commercial Collection Vehicles	\$ 383,000
Redisential/Recycling Collection Vehicles	394,000
	\$ 777,000

BUDGET IN BRIEF

Funding Source	Funding for Capital Improvement Projects	FY 2016/17 Adopted Budget
Gas Tax Fund		
ADA Transition Plan		\$ 250,000
Area Wide Signal System Fiber Interconnect		100,000
Brick Street Restoration		100,000
Intersection Safety Improvements		200,000
LYNX Annual Contribution		3,873,000
Miscellaneous Sidewalk Repair		200,000
Pavement Marking Maintenance		200,000
Pavement Rehabilitation		3,050,000
School Safety Sidewalk Program		450,000
SunRail Corridor Quiet Zone		400,000
Traffic Counts and Travel Time Studies		100,000
Traffic Signal Refurbishing Program		200,000
	Gas Tax Fund Total	\$ 9,123,000
Wastewater General Construction Fund		
Acid Fume Hoods and Fans Replacement in WW Lab		\$ 175,000
Conserv I Fiber Replacement		100,000
Conserv I Filter Rehab		200,000
Conserv II Local Resue Transmission Requirements		1,000,000
Conserv II Trans Pipeline Booster Pump		926,000
Conversione Aeration Basins to a Serpentine Mode		200,000
Easterly Wetlands Boardwalk		500,000
Easterly Wetlands Restoration		500,000
Iron Bridge Backwash/Recycle VFD Upgrade		480,000
Iron Bridge Underground Pipe Rehab		250,000
Lift Station 2 & 3 Forcemain Evaluation		3,000,000
Lift Station 2 Collection System Piping		1,500,000
Lift Station 5 Area Improvements		5,000,000
Lift Station Odor Control		1,000,000
Lift Station Rehabilitation		1,500,000
Lift Station Telemetry Replacement		250,000
Lift Station Underground Storage Tank Replacement		500,000
Lift Stations Electrical Safety Improvements		3,000,000
Line Sewers		1,500,000
Marks Street Sewer Replacement		3,000,000
Paving at Wastewater Reclamation Facilities		500,000
Rapid Response Construction		1,500,000
Realign Transmission Main		700,000
Rehab of Old Lab Facility to an Education Center		250,000
Rehabilitation of the Equalization Pumping Station		100,000
Sanitary System Corrosion Abatement		1,000,000
Sanitary Upgrades with Other Projects		1,000,000
Sewage ARV Replacement		500,000
West Orlando Area Piping Improvements		3,000,000
	Wastewater General Construction Fund Total	\$ 33,131,000

BUDGET IN BRIEF

Funding for Capital Improvement Projects

Funding Source	FY 2016/17 Adopted Budget
Wastewater Renewal and Replacement Fund	
Lift Station - Underground Rehabilitation	\$ 1,500,000
Lift Station Site Improvements	500,000
Wastewater Renewal and Replacement Fund Total	\$ 2,000,000
Wastewater Collection System Impact Fees Fund	
Downtown District Sewer Implementation	\$ 500,000
Wastewater Collection System Impact Fees Fund Total	\$ 500,000
Parking System Revenue Fund	
55 West Maintenance and Repairs	\$ 150,000
Administration Center Garage Repair/Maintenance	125,000
Central Blvd Garage Repair and Maintenance	120,000
Courthouse Garage Repair and Maintenance	125,000
Jefferson Garage Capital Repairs	200,000
Parking System Revenue Fund Total	\$ 720,000
Centroplex Garages	
Centroplex I and II Repair and Maintenance	\$ 150,000
Centroplex Garages Fund Total	\$ 150,000
Stormwater Utility Fund	
Colonialetown North Drainage Improvements	\$ 500,000
Developer Inspection	100,000
Parramore South Pond	925,000
Rapid Response Construction	750,000
Stormwater System Construction	50,000
Stormwater System Drainage Inlet Retrofit	400,000
System Repair and Rehabilitation	3,000,000
Stormwater Utility Fund Total	\$ 5,725,000
Community Redevelopment Agency	
Downtown Capital Maintenance	\$ 100,000
DTO Implementation	2,700,000
Signage Maintenance	150,000
Community Redevelopment Agency Fund Total	\$ 2,950,000
Downtown Development Board	
Welcome Center Upgrades	\$ 100,000
Downtown Development Board Fund Total	\$ 100,000
Dubsdread Renewal & Replacement	
Dubsdread Course/Grounds Maintenance	\$ 200,000
Dubsdread Equipment	128,000
Dubsdread Renewal & Replacement Fund Total	\$ 328,000
CIP Total	\$ 75,106,181

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 focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted, require specific approvals.

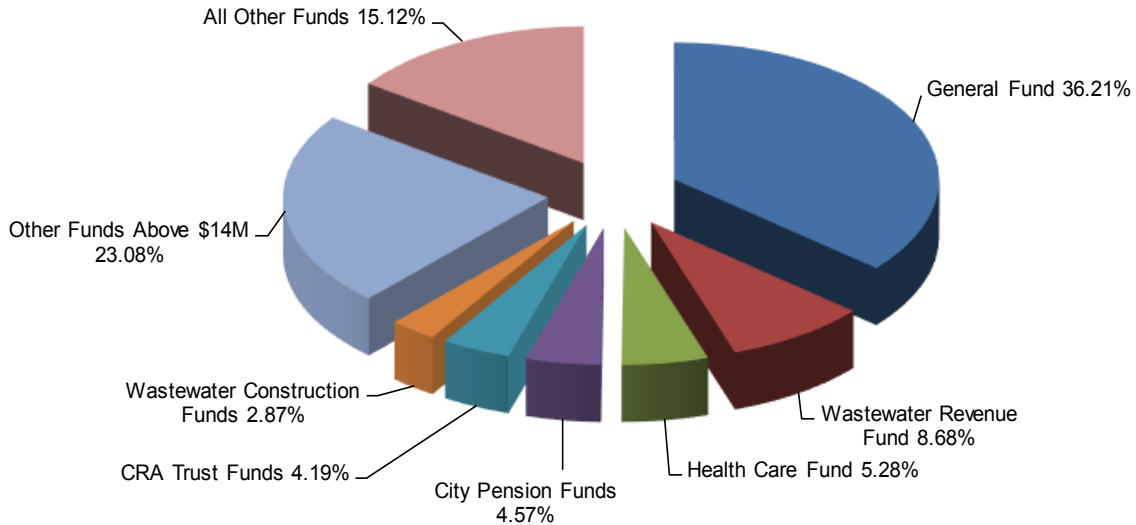
Enterprise funds, such as the Wastewater Utility Fund, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the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

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

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

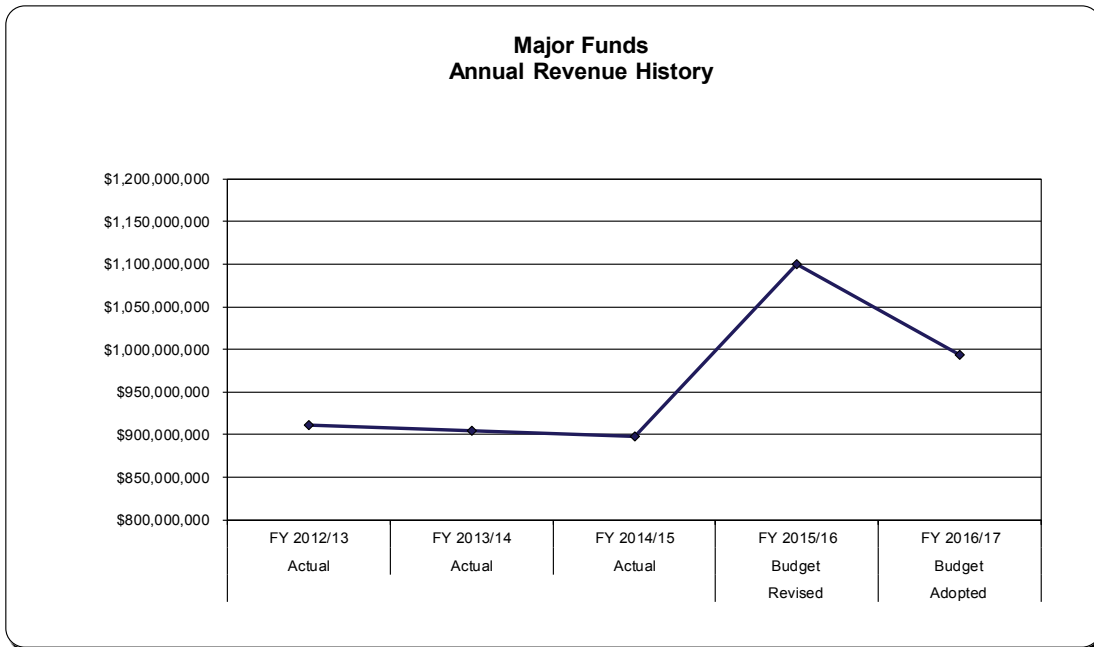
REVENUE DETAIL

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



Major Fund (more than \$14 million)	Adopted FY 2016/17	2016/17 % Total
General Fund	\$ 424,050,709	36.21%
Wastewater Revenue Fund	101,616,796	8.68%
Health Care Fund	61,834,879	5.28%
City Pension Funds	53,540,349	4.57%
CRA Trust Funds	49,128,342	4.19%
Wastewater Construction Funds	33,631,000	2.87%
Solid Waste Fund	32,822,809	2.80%
Fleet Management Funds	30,684,898	2.62%
Utilities Services Tax Fund	29,905,494	2.55%
Stormwater Utility Fund	26,836,029	2.29%
Other Post Employment Benefit Trust Fund	25,372,981	2.17%
Orlando Venues Enterprise Fund	24,012,527	2.05%
6th Cent TDT Debt	20,292,797	1.73%
Internal Loan Bank Fund	19,504,650	1.67%
Risk Management Fund	16,285,896	1.39%
Building Code Enforcement Fund	16,005,601	1.37%
GOAA Police Fund	14,315,411	1.22%
Parking System Revenue Fund	14,224,533	1.21%
All Other Funds	177,064,489	15.12%
	<u>\$ 1,171,130,190</u>	<u>100.00%</u>

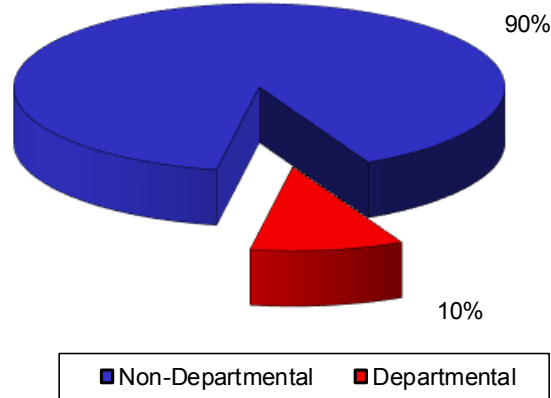
REVENUE DETAIL



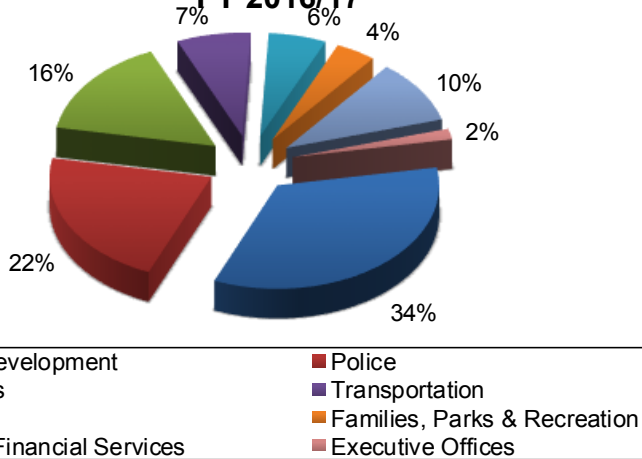
Fund Description	Actual FY 2012/13	Actual FY 2013/14	Actual FY 2014/15	Revised Budget FY 2015/16	Adopted Budget FY 2016/17
General Fund	\$ 329,050,414	\$ 338,457,113	\$ 383,859,443	\$ 402,157,099	\$ 424,050,709
Wastewater Revenue Fund	84,332,331	87,004,285	92,039,885	104,977,299	101,616,796
Health Care Fund	50,420,975	55,820,075	59,354,785	59,691,814	61,834,879
City Pension Funds	139,726,509	131,986,103	53,688,870	48,077,786	53,540,349
CRA Trust Funds	31,002,437	31,791,856	36,417,899	44,673,841	49,128,342
Wastewater Construction Funds	44,928,167	14,133,884	30,574,279	136,447,155	33,631,000
Solid Waste Fund	27,052,631	29,119,005	31,102,629	36,985,459	32,822,809
Fleet Management Funds	24,739,936	33,404,372	28,925,059	28,018,532	30,684,898
Utilities Services Tax Fund	28,730,897	30,202,184	30,387,012	29,347,512	29,905,494
Stormwater Utility Fund	24,971,644	26,624,681	28,293,475	59,466,986	26,836,029
Other Post Employment Benefit Trust Fund	28,503,450	27,084,636	19,327,469	22,679,460	25,372,981
Orlando Venues Enterprise Fund	23,825,673	24,413,213	23,309,458	23,912,938	24,012,527
6th Cent TDT Debt	18,278,711	19,345,459	21,290,999	20,251,000	20,292,797
Internal Loan Bank Fund	8,194,499	7,317,506	7,350,302	22,011,900	19,504,650
Risk Management Fund	15,513,612	13,329,096	15,703,616	16,432,237	16,285,896
Building Code Enforcement Fund	11,053,157	11,347,051	12,779,100	17,885,782	16,005,601
GOAA Police Fund	9,103,149	9,721,490	9,917,076	11,954,780	14,315,411
Parking System Revenue Fund	12,264,833	13,266,130	13,415,189	15,177,492	14,224,533
Total	\$ 911,693,027	\$ 904,368,140	\$ 897,736,545	\$ 1,100,149,072	\$ 994,065,701

REVENUE DETAIL

**General Fund Revenues By Department
Non-Departmental vs. Departmental
FY 2016/17**



**General Fund Revenues By Department
FY 2016/17**

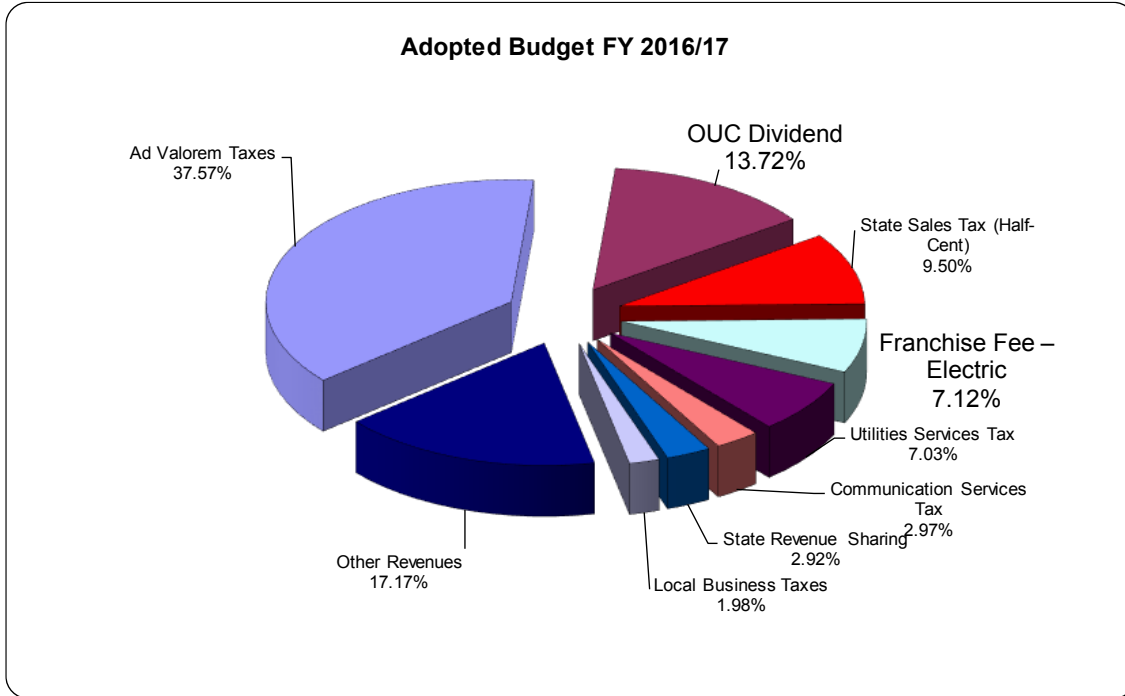


Department	Revised Budget	Adopted Budget	% of Total
	FY 2015/16	FY 2016/17	
Non-Departmental	\$ 366,109,171	381,325,869	89.92%
Economic Development	14,387,119	14,580,012	3.44%
Police	8,709,142	9,203,025	2.17%
Public Works	5,308,535	6,643,426	1.57%
Transportation	N/A	4,234,524	1.00%
Fire	2,626,618	3,164,977	0.75%
Families, Parks & Recreation	2,288,310	2,466,050	0.58%
Business & Financial Services	2,065,995	1,718,412	0.41%
Executive Offices	662,209	714,414	0.17%
Total	\$ 402,157,099	\$ 424,050,709	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 2016/17, are shown in the table below.



Revenue Description	Actual FY 2012/13	Actual FY 2013/14	Actual FY 2014/15	Revised Budget FY 2015/16	Adopted Budget FY 2016/17
Ad Valorem Taxes	\$ 98,781,848	\$ 102,110,952	\$ 128,133,651	\$ 146,137,113	\$ 159,311,274
OUC Dividend	47,000,000	48,622,308	53,211,000	55,700,000	58,200,000
State Sales Tax (Half-Cent)	33,414,836	35,612,928	37,903,686	38,400,000	40,300,000
Franchise Fee - Electric	29,405,830	28,312,077	29,329,613	29,450,000	30,200,000
Utilities Services Tax	33,161,654	28,764,016	28,990,265	29,344,237	29,799,184
Communication Services Tax	16,438,434	14,559,994	14,221,872	13,300,000	12,600,000
State Revenue Sharing	9,697,571	10,505,778	11,525,845	11,200,000	12,400,000
Local Business Taxes	8,014,525	8,101,419	8,434,995	8,215,000	8,415,000
Other Revenues	53,138,750	61,867,641	72,108,516	70,410,749	72,825,251
Total	\$ 329,053,448	\$ 338,457,113	\$ 383,859,443	\$ 402,157,099	\$ 424,050,709

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

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

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

<u>Revenue Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Real Property Taxes	\$ 90,688,819	\$ 93,991,871	\$ 118,317,781	\$ 135,937,960	\$ 148,010,130
Less: Discount for Real Taxes	(3,214,126)	(3,353,077)	(4,232,447)	(5,437,518)	(5,920,405)
Bus. Pers. Property Taxes	11,536,460	11,717,886	14,382,649	16,288,199	17,939,114
Less: Discount Bus. Pers. Taxes	(399,276)	(418,413)	(524,251)	(651,528)	(717,565)
Interest-Delinquent Taxes	<u>169,971</u>	<u>172,684</u>	<u>189,919</u>	-	-
TOTAL Property Tax Revenue	<u>\$ 98,781,848</u>	<u>\$ 102,110,952</u>	<u>\$ 128,133,651</u>	<u>\$ 146,137,113</u>	<u>\$ 159,311,274</u>

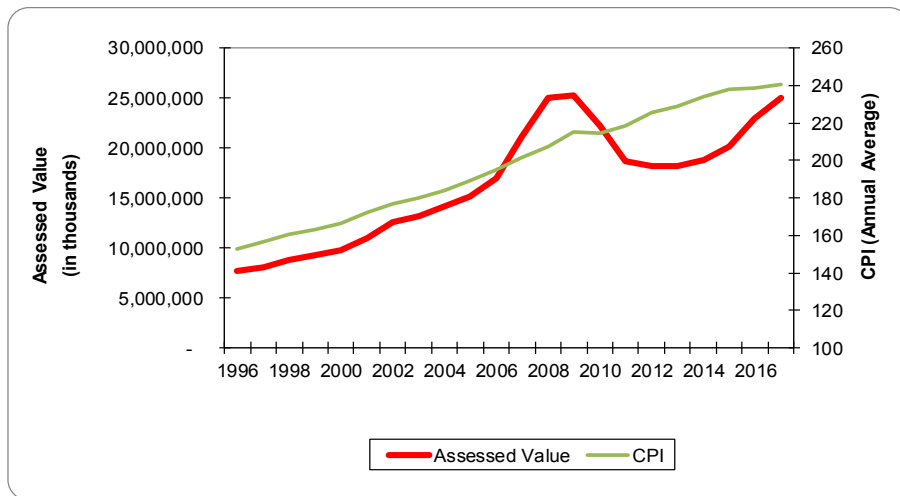
REVENUE DETAIL

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

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669
2012	23,905,294,724	4,359,002,821	3,973,236	10,067,071,228	18,201,199,553
2013	24,297,138,448	4,506,800,257	3,852,456	10,611,947,227	18,195,843,934
2014	24,154,374,015	4,586,231,797	4,629,753	9,924,686,112	18,820,549,453
2015	25,651,931,308	4,645,979,060	4,735,156	10,225,715,639	20,076,929,885
2016	28,491,608,827	4,963,496,780	4,154,251	10,568,108,041	22,891,151,817
2017	31,897,749,099	4,769,282,530	1,668,400	11,713,926,589	24,954,773,440

Source: Orange County Property Appraiser

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



REVENUE DETAIL

Millage Rate Property Tax Reform Guidelines

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

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

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

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

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

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate hadn't changed in six years. This millage increase was utilized instead of drawing fund balance below recommended governmental levels for debt and operating reserve balances. This use of prior year unspent revenues has been done in the past but only to the amount available above those reserve policy levels. Drawing fund balance down again would risk the downgrade of current debt as well as increased borrowing costs in the future. For FY 2016/17, the millage rate remained constant, as adopted in FY2014/15.

REVENUE DETAIL

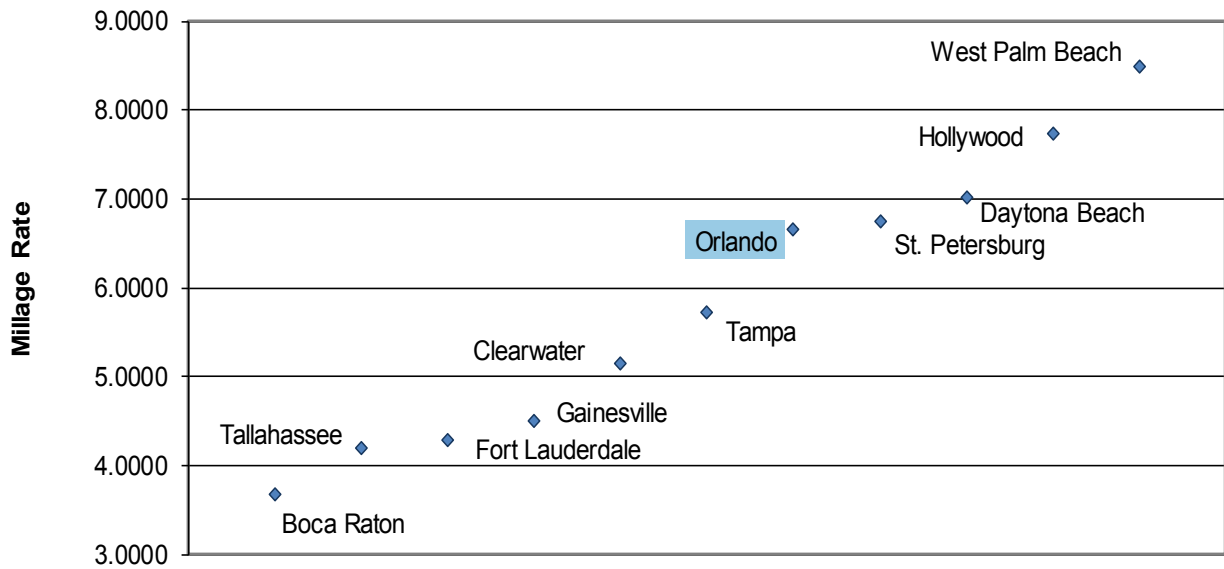
Millage Rate History
(\$1 per \$1,000 of taxable value)**City of Orlando**

Fiscal Year	Operations	Debt	Total
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
2015	6.6500	-	6.6500
2016	6.6500	-	6.6500
2017	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison
Select Florida Municipalities

Municipality	Operating Millage FY 2016/17	Debt Service Millage FY 2016/17	Total Millage FY 2016/17	General Fund Budget FY 2016/17
Boca Raton	3.4386	0.2403	3.6789	\$ 209,357,000
Tallahassee	4.2000	0.0000	4.2000	145,866,329
Fort Lauderdale	4.1193	0.1759	4.2952	330,089,318
Gainesville	4.5079	0.0000	4.5079	116,369,740
Clearwater	5.1550	0.0000	5.1550	131,551,530
Tampa	5.7326	0.0000	5.7326	371,993,537
Orlando	6.6500	0.0000	6.6500	424,050,709
St. Petersburg	6.7550	0.0000	6.7550	235,681,166
Daytona Beach	6.6367	0.3729	7.0096	76,910,254
Hollywood	7.4479	0.2884	7.7363	239,369,585
West Palm Beach	8.3465	0.1481	8.4946	170,974,580



REVENUE DETAIL

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2016/17	Debt Service Millage FY 2016/17	Total Millage FY 2016/17	General Fund Budget FY 2016/17
Windermere	3.2500	0.0000	3.2500	\$ 4,830,528
Apopka	3.7876	0.0000	3.7876	49,293,103
Winter Garden	4.2500	0.0000	4.2500	32,787,945
Winter Park	4.0923	0.1715	4.2638	50,313,058
Belle Isle	4.4018	0.0000	4.4018	7,409,445
Maitland	4.1500	0.3650	4.5150	25,746,672
Edgewood	4.9500	0.0000	4.9500	4,133,578
Ocoee	5.9104	0.0000	5.9104	40,678,550
Orlando	6.6500	0.0000	6.6500	424,050,709
Oakland	6.7500	0.0000	6.7500	5,217,290

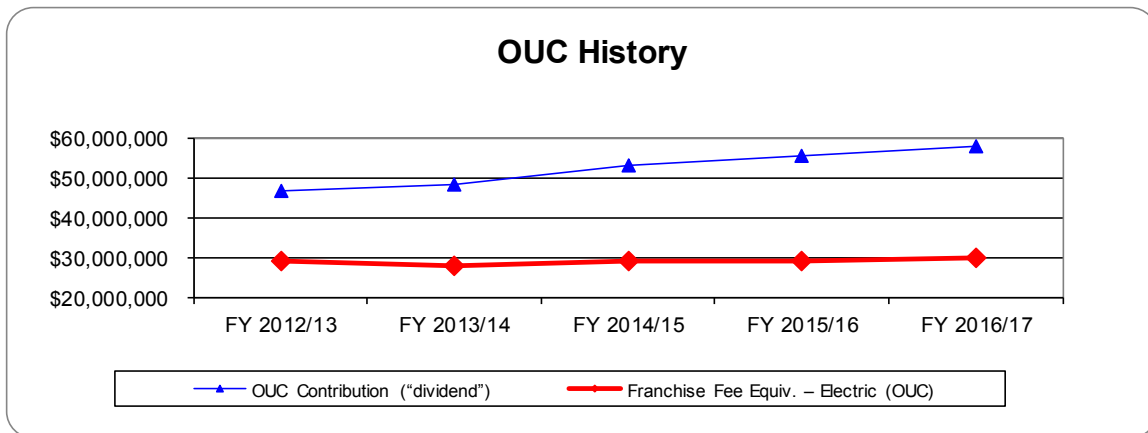


REVENUE DETAIL

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s right-of-way. The OUC dividend, by written agreement, normally provides for an annual payment of 60% of OUC’s net income. The FY 2016/17 amount is per agreement reached by the City and OUC as to the total amount of revenue that will be received. The agreement outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

<u>Revenue Description</u>	<u>Actual</u> FY 2012/13	<u>Actual</u> FY 2013/14	<u>Actual</u> FY 2014/15	<u>Revised</u> FY 2015/16	<u>Adopted</u> FY 2016/17
OUC Contribution (“dividend”)	\$ 47,000,000	\$ 48,622,308	\$ 53,211,000	\$ 55,700,000	\$ 58,200,000
Percent Change		3.45%	9.44%	4.68%	4.49%
Franchise Fee Equiv. – Electric (OUC)	\$ 29,405,830	\$ 28,312,077	\$ 29,329,613	\$ 29,450,000	\$ 30,200,000
Percent Change		-3.72%	3.59%	0.41%	2.55%

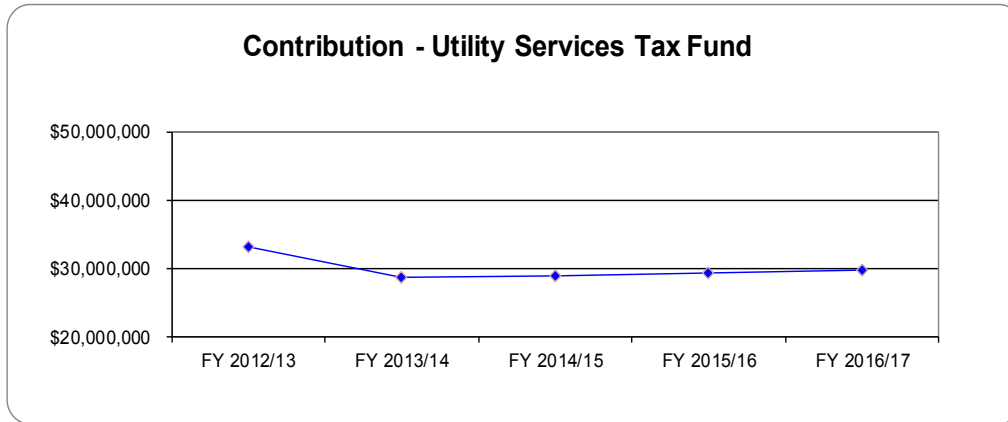


REVENUE DETAIL

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. The transfers for FY 2012/13 through FY 2016/17 may include interest earnings, which are not shown on the Utility Tax Collections chart below.

<u>Revenue Description</u>	<u>Actual FY 2012/13</u>	<u>Actual FY 2013/14</u>	<u>Actual FY 2014/15</u>	<u>Revised FY 2015/16</u>	<u>Adopted FY 2016/17</u>
Contribution-Utilities Svcs. Tax Fund	\$ 33,161,654	\$ 28,764,016	\$ 28,990,265	\$ 29,344,237	\$ 29,799,184
Percent Change		-13.26%	0.79%	1.22%	1.55%



<u>Utility Tax Collections</u>	<u>Actual FY 2012/13</u>	<u>Actual FY 2013/14</u>	<u>Actual FY 2014/15</u>	<u>Revised FY 2015/16</u>	<u>Adopted FY 2016/17</u>
Electric & Water	\$ 27,670,433	\$ 28,833,231	\$ 28,839,727	\$ 28,421,400	\$ 28,500,000
Natural Gas & Propane	\$ 955,995	\$ 1,175,065	\$ 1,382,832	\$ 900,000	\$ 1,365,000
Fuel Oil	1,034	636	-	1,000	-
Total	\$ 28,627,462	\$ 30,008,931	\$ 30,222,559	\$ 29,322,400	\$ 29,865,000

REVENUE DETAIL

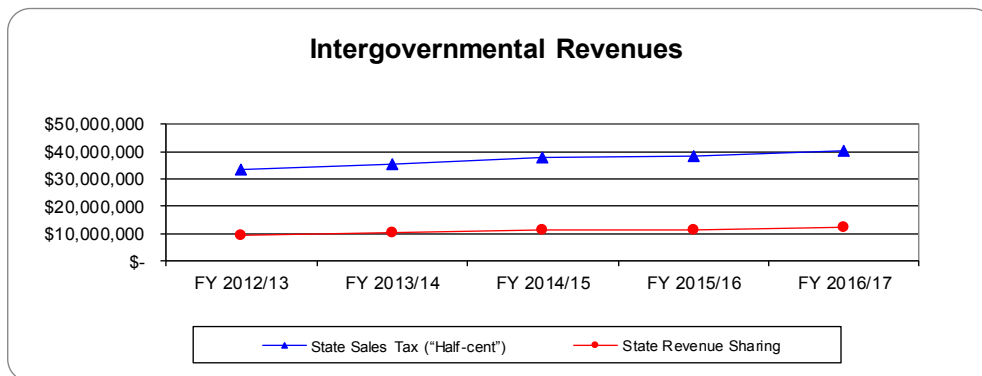
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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

Intergovernmental Revenues – State Revenue Sharing

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

Revenue Description	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
State Sales Tax (“Half-cent”)	\$ 33,414,836	\$ 35,612,928	\$ 37,903,686	\$ 38,400,000	\$ 40,300,000
Percent Change		6.58%	6.43%	1.31%	4.95%
State Revenue Sharing	\$ 9,697,571	\$ 10,505,778	\$ 11,525,845	\$ 11,200,000	\$ 12,400,000
Percent Change		8.33%	9.71%	-2.83%	10.71%

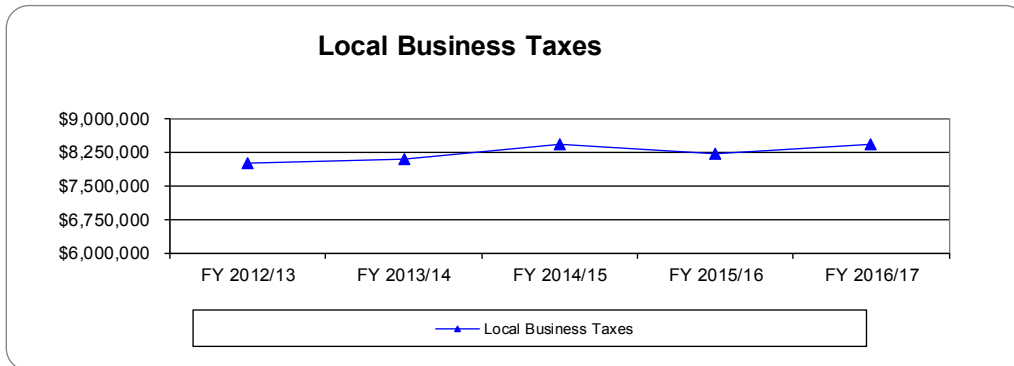


REVENUE DETAIL

Local Business Taxes

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

Revenue Description	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
Local Business Taxes	\$ 8,014,525	\$ 8,101,419	\$ 8,434,995	\$ 8,215,000	\$ 8,415,000
Percent Change		1.08%	4.12%	-2.61%	2.43%



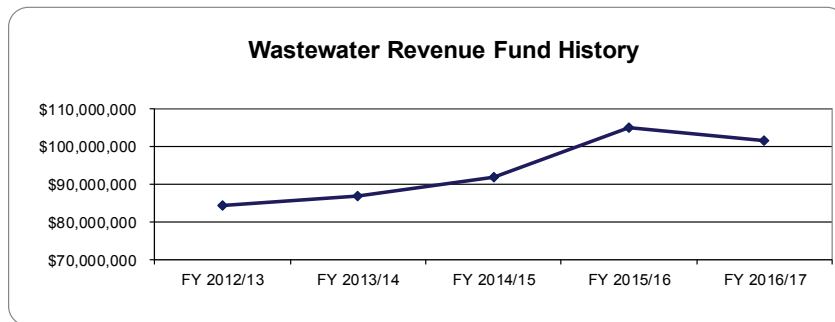
REVENUE DETAIL

**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 but City Council decided to waive the automatic increase for the FY 2016/17. Capacity charges are also budgeted in the Wastewater Revenue Fund. The Wastewater Division provides budget estimates.

<u>Fund Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Wastewater Revenue Fund	\$ 84,332,331	\$ 87,004,285	\$ 92,039,885	\$ 104,977,299	\$ 101,616,796
Percent Change		3.17%	5.79%	14.06%	-3.20%



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

<u>Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Millions of gallons treated	14,746	14,468	15,155	15,913	16,708
# of customers	74,363	75,148	75,730	77,210	78,241
<u>Commodity Charge</u>					
Residential	\$ 15,746,457	\$ 17,632,036	\$ 19,533,908	\$ 20,026,050	\$ 20,626,832
Commercial	\$ 28,313,862	\$ 29,332,456	\$ 30,466,052	\$ 33,486,904	\$ 34,491,511

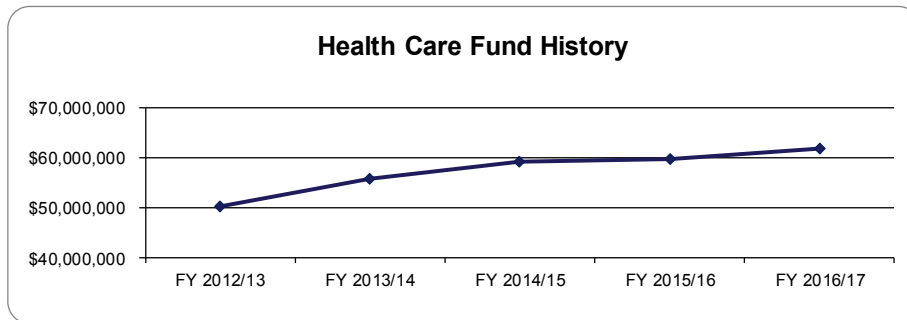
Source: City of Orlando Wastewater Division

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>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Health Care Fund	\$ 50,420,975	\$ 55,820,075	\$ 59,354,785	\$ 59,691,814	\$ 61,834,879
Percent Change		10.71%	6.33%	0.57%	3.59%



REVENUE DETAIL

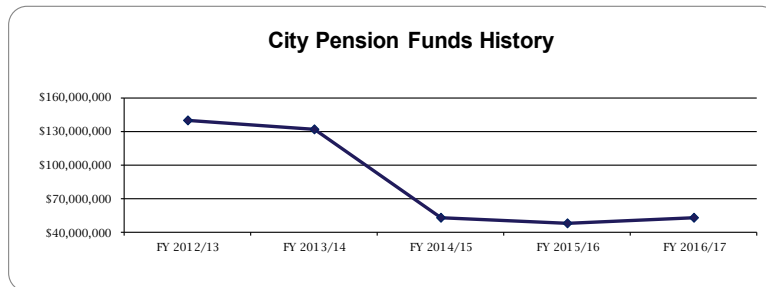
City Pension Funds

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

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

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2012/13</u>	<u>Actual</u> <u>FY 2013/14</u>	<u>Actual</u> <u>FY 2014/15</u>	<u>Revised</u> <u>FY 2015/16</u>	<u>Adopted</u> <u>FY 2016/17</u>
City Pension Funds	\$ 139,726,509	\$ 131,986,103	\$ 53,688,870	\$ 48,077,786	\$ 53,540,349
Percent Change		-5.54%	-59.32%	-10.45%	11.36%

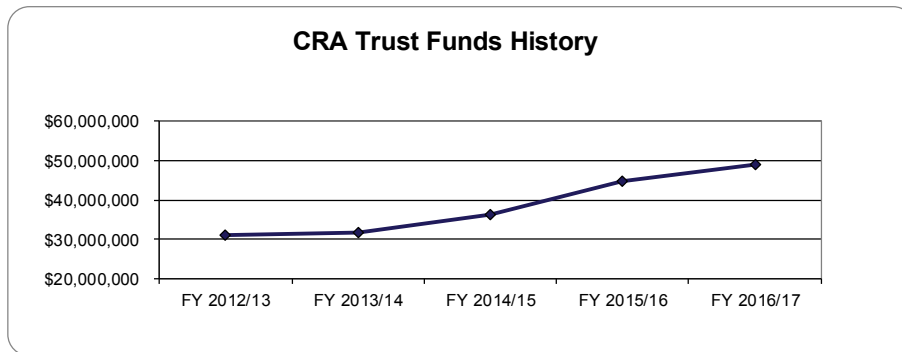


REVENUE DETAIL

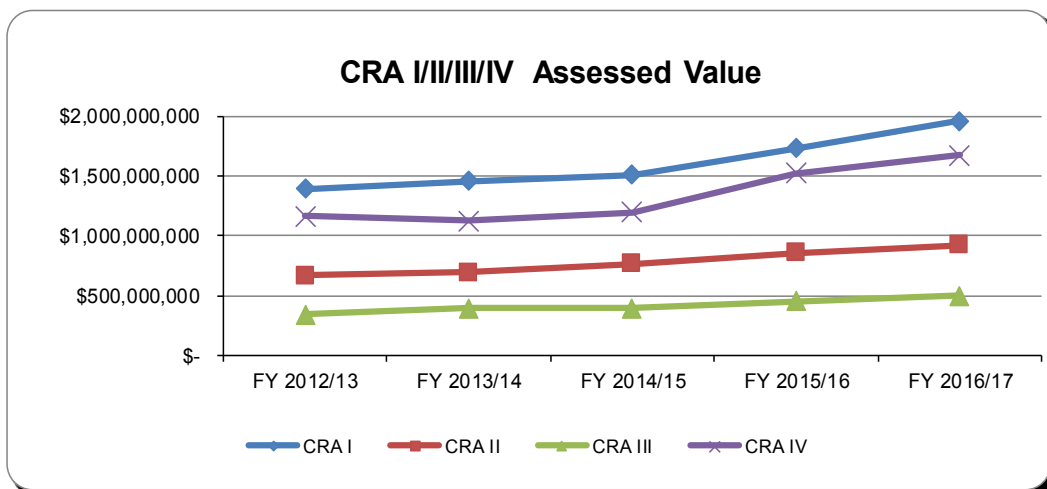
CRA Trust Funds

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
CRA Trust Funds	\$ 31,002,437	\$ 31,791,856	\$ 36,417,899	\$ 44,673,841	\$ 49,128,342
Percent Change		2.55%	14.55%	22.67%	9.97%



District/Assessed Value	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
CRA I	\$ 1,394,289,064	\$ 1,457,320,568	\$ 1,511,237,543	\$ 1,731,035,047	\$ 1,957,896,498
CRA II	\$ 669,541,381	\$ 690,594,373	\$ 765,987,876	\$ 855,540,594	\$ 919,239,835
CRA III	\$ 342,602,321	\$ 389,960,807	\$ 395,498,916	\$ 451,665,390	\$ 499,086,457
CRA IV	\$ 1,162,705,560	\$ 1,120,613,042	\$ 1,193,632,424	\$ 1,519,017,042	\$ 1,671,991,952



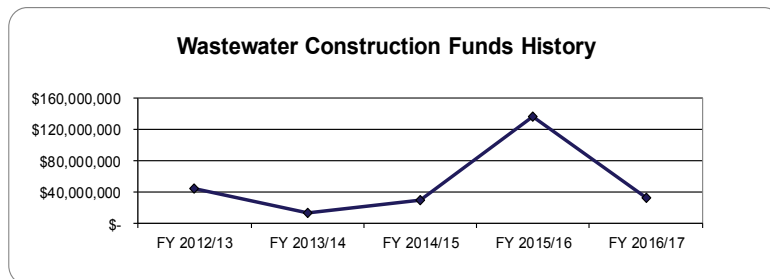
REVENUE DETAIL

Wastewater Construction Funds

The Wastewater General Construction Funds are the capital projects funds for Wastewater operations. Projects are funded through both ongoing and one-time sources. In recent years, additional funding to support capital projects has included Federal Grants as well as contributions from the Water Management Districts, Northerly Entities (neighboring jurisdictions, including Seminole County, who partner with the City on the Iron Bridge Water Reclamation Facility) and OUC. The Office of Business and Financial Services, in cooperation with the Wastewater Division, provides budget estimates for these Funds. The FY 2016/17 Budget includes funding for the following projects, among others:

- Marks Street Sewer Replacement
- West Orlando Area Piping Improvements
- Lift Stations Electrical Safety Improvements
- Lift Station 2 & 3 Forcemain Evaluation
- Lift Station 5 Area Piping
- Lift Station Rehabilitation
- Lift Station Underground Rehabilitation
- Conserv II Local Reuse Transmission Requirements
- Rapid Response Construction – Wastewater
- Lift Station 2 Collection System Piping
- Sanitary System Corrosion Abatement
- Sanitary Upgrades

<u>Fund Description</u>		Actual <u>FY 2012/13</u>		Actual <u>FY 2013/14</u>		Actual <u>FY 2014/15</u>		Revised <u>FY 2015/16</u>		Adopted <u>FY 2016/17</u>
Wastewater Construction Funds	\$	44,928,167	\$	14,133,884	\$	30,574,279	\$	136,447,155	\$	33,631,000
Percent Change				-68.54%		116.32%		346.28%		-75.35%



REVENUE DETAIL

Utilities Services Tax Fund

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

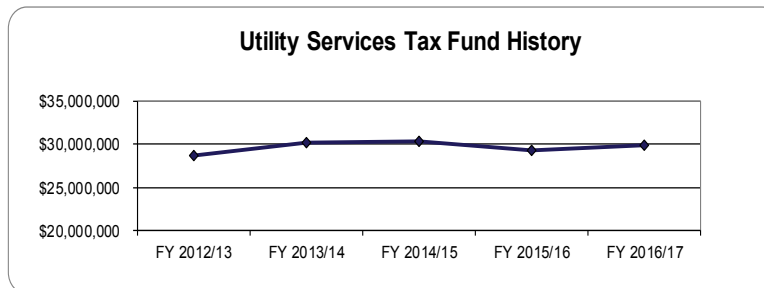
Although pledged as backup revenue to the wastewater system expansion bonds, to date the fund has not been called upon to make any bond payments. In prior years, some of the revenue was split between the General Fund and Capital Improvement Program (CIP) Fund. For the current Fiscal Year it is assumed 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. Before FY 2012/13, the fund also received 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 was based on a historical allocation. Starting in FY2012/13, all Communication Services Tax revenues were deposited directly in to the General Fund instead.

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>	Actual FY 2012/13	Actual FY 2013/14	Actual FY 2014/15	Revised FY 2015/16	Adopted FY 2016/17
Utilities Services Tax Fund	\$ 28,730,897	\$ 30,202,184	\$ 30,387,012	\$ 29,347,512	\$ 29,905,494
Percent Change		5.12%	0.61%	-3.42%	1.90%

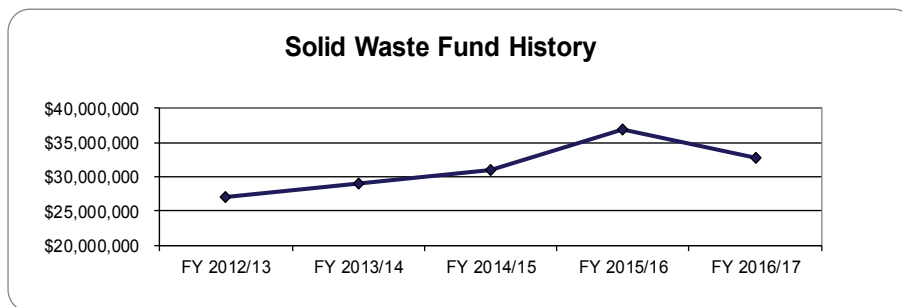


REVENUE DETAIL

Solid Waste Management Fund

The Solid Waste Management Fund is an Enterprise Fund which receives revenue for the operation of the City's residential and commercial solid waste collection system. Fees are adopted by City Council ordinance (Orlando City Code, Chapter 28). The Solid Waste Management Division provides budget estimates. Per City Code, Solid Waste fees automatically increase by four percent each year, but City Council decided to waive the automatic increase for FY2016/17.

<u>Fund Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Solid Waste Fund	\$ 27,052,631	\$ 29,119,005	\$ 31,102,629	\$ 36,985,459	\$ 32,822,809
Percent Change		7.64%	6.81%	18.91%	-11.25%



<u>Revenue</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Residential collections	\$ 11,339,845	\$ 12,015,582	\$ 12,719,987	\$ 13,046,641	\$ 13,218,671
Commercial collections	15,724,719	16,715,162	18,563,608	19,921,189	19,472,295
Residential	\$ 48,840	\$ 49,882	\$ 49,897	\$ 51,238	\$ 51,380
Commercial	12,983	13,259	13,263	13,620	13,657
	\$ 61,823	\$ 63,141	\$ 63,160	\$ 64,858	\$ 65,037
<u>Tons Collected</u>					
Residential*	66,841	71,157	72,604	72,640	79,177
Commercial	87,847	89,788	94,274	101,822	110,985
	154,688	160,945	166,878	174,462	190,162

* Tons collected includes garbage, recycling and yard waste

<u>Collection Fee</u>					
Residential per household	\$17.83	\$18.54	\$19.28	\$19.28	\$19.28
Commercial base rate	\$6.61	\$6.87	\$7.14	\$7.14	\$7.14

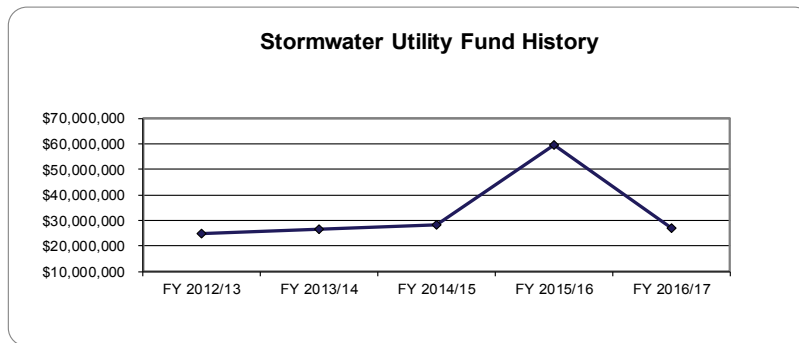
Source: City of Orlando Solid Waste Management Division

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>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Stormwater Utility Fund	\$ 24,971,644	\$ 26,624,681	\$ 28,293,475	\$ 59,466,986	\$ 26,836,029
Percent Change		6.62%	6.27%	110.18%	-54.87%



<u>Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
# of parcels (customers)	89,840	91,570	91,737	92,365	92,994
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.

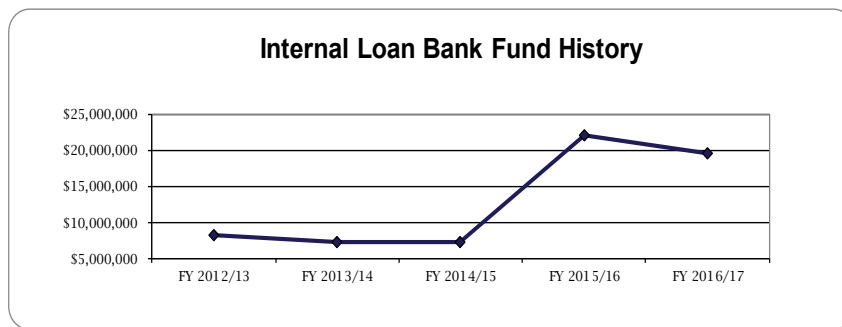
Source: City of Orlando Streets and Stormwater Services Division

REVENUE DETAIL

Internal Loan Bank Fund

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

<u>Fund Description</u>		Actual <u>FY 2012/13</u>		Actual <u>FY 2013/14</u>		Actual <u>FY 2014/15</u>		Revised <u>FY 2015/16</u>		Adopted <u>FY 2016/17</u>
Internal Loan Bank Fund	\$	8,194,499	\$	7,317,506	\$	7,350,302	\$	22,011,900	\$	19,504,650
Percent Change				-10.70%		0.45%		199.47%		-11.39%

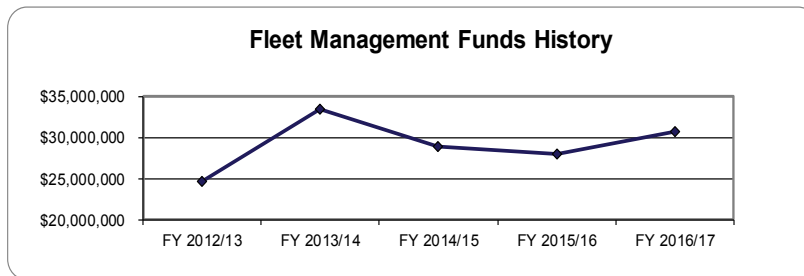


REVENUE DETAIL

Fleet Management Fund

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

<u>Fund Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Fleet Management Funds	\$ 24,739,936	\$ 33,404,372	\$ 28,925,059	\$ 28,018,532	\$ 30,684,898
Percent Change		35.02%	-13.41%	-3.13%	9.52%



Active Vehicles and Equipment as of FY 2015/16

Type

Police vehicles and equipment	996
Fire vehicles and equipment	132
Public Works vehicles and equipment	535
Other vehicles and equipment	575
Total	2,238

FY 2015/16 Fuel Usage by Department

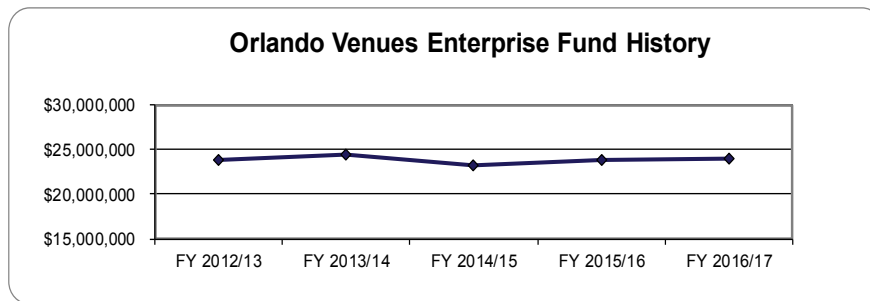
<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 45,386
Economic Development	124,931
Executive Offices	1,717
Families, Parks & Rec	158,574
Fire	478,804
Housing	416
Orlando Venues	12,447
Police	2,096,630
Public Works	1,597,333
Total	\$ 4,516,239

REVENUE DETAIL

Orlando Venues Enterprise Fund

The Orlando Venues Fund is an Enterprise Fund which receives fees for the use of the 18,500-seat event center (Amway Center) and previously received fees for the Bob Carr Performing Arts Centre. Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings.

<u>Fund Description</u>		Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Orlando Venues Enterprise Fund	\$	23,825,673	\$ 24,413,213	\$ 23,309,458	\$ 23,912,938	\$ 24,012,527
Percent Change			2.47%	-4.52%	2.59%	0.42%



	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
<u>Amway Arena / Center</u>					
Total events	209	209	234	226	210
Total attendance	1,326,334	1,265,674	1,405,301	1,256,542	1,288,989

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

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

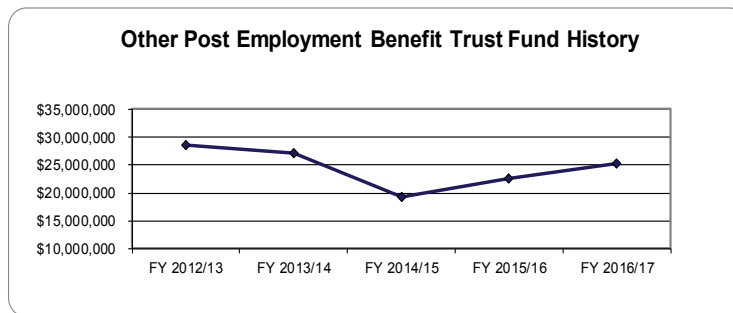
Source: City of Orlando Venues Department

REVENUE DETAIL

Other Post Employment Benefit (OPEB) Trust Fund

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2016/17 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.

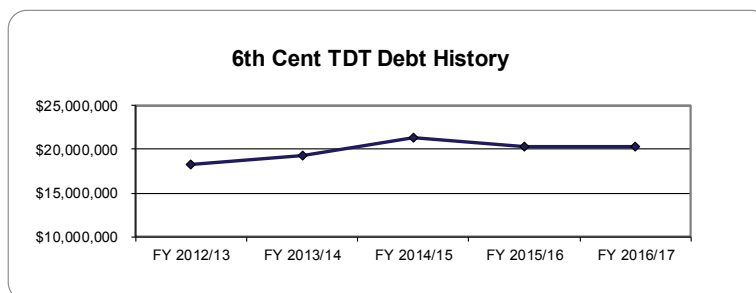
<u>Fund Description</u>		Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Other Post Employment Benefit Trust Fund	\$	28,503,450	\$ 27,084,636	\$ 19,327,469	\$ 22,679,460	\$ 25,372,981
Percent Change			-4.98%	-28.64%	17.34%	11.88%



6th Cent TDT Debt

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

<u>Fund Description</u>		Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
6th Cent TDT Debt	\$	18,278,711	\$ 19,345,459	\$ 21,290,999	\$ 20,251,000	\$ 20,292,797
Percent Change			5.84%	10.06%	-4.88%	0.21%

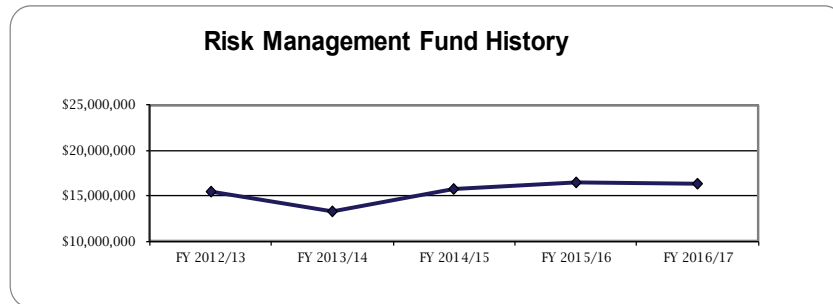


REVENUE DETAIL

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 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Risk Management Fund	\$ 15,513,612	\$ 13,329,096	\$ 15,703,616	\$ 16,432,237	\$ 16,285,896
Percent Change		-14.08%	17.81%	4.64%	-0.89%

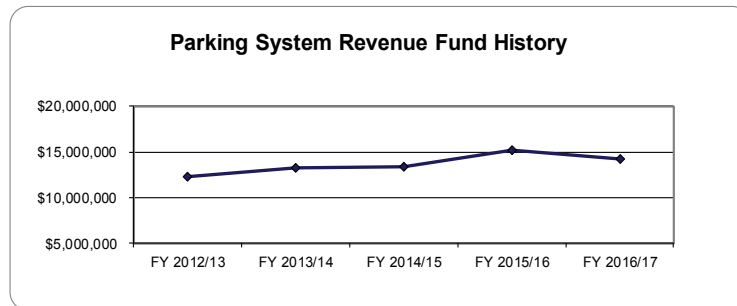


REVENUE DETAIL

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>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
Parking System Revenue Fund	\$ 12,264,833	\$ 13,266,130	\$ 13,415,189	\$ 15,177,492	\$ 14,224,533
Percent Change		8.16%	1.12%	13.14%	-6.28%



<u>Description</u>	Actual <u>FY 2012/13</u>	Actual <u>FY 2013/14</u>	Actual <u>FY 2014/15</u>	Revised <u>FY 2015/16</u>	Adopted <u>FY 2016/17</u>
# of garage spaces	7,678	7,678	7,678	6,651	6,651
# of surface lot/street spaces	2,088	2,088	2,088	1,897	1,897
Parking ticket revenue	\$ 1,971,891	\$ 1,859,860	\$ 1,737,359	\$ 2,040,901	\$ 1,900,000
# of parking tickets	66,847	67,947	72,123	78,690	80,000

Source: City of Orlando Parking Division

REVENUE DETAIL

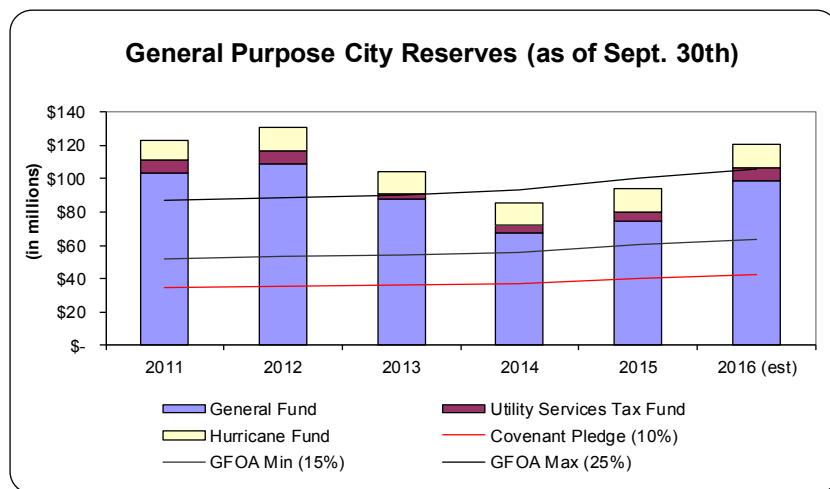
Fund Balance

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 2011 compared to the GFOA recommendation. Note that the Unreserved 2016 figures are an estimate only.



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 amounts shown in the "Budgeted Change" columns reflects the budgeted amount of fund balance usage for the respective year.

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

REVENUE DETAIL

Fund	Fund Balance Status					
	Fund Balance 09/30/2015 (1)	Budgeted Change FY15/16	Estimated Balance 09/30/2016	Budgeted Change FY16/17 (2)	Projected Balance 09/30/2017	Percent Change FY16/17
General Fund	\$ 65,494,023	\$ -	\$ 65,494,023	\$ -	\$ 65,494,023	-
911 Emergency Telephone System	\$ 1,167,249	\$ (72,533)	\$ 1,094,716	\$ -	\$ 1,094,716	-
After School All Stars	\$ 13,541	\$ -	\$ 13,541	\$ -	\$ 13,541	-
Building Code Enforcement	\$ 15,041,000	\$ (2,678,458)	\$ 12,362,542	\$ (6,317,407)	\$ 6,045,135	(51.10%)
Capital Improvement Fund	\$ 59,831,420	\$ (353,083)	\$ 59,478,337	\$ (1,000,000)	\$ 58,478,337	(1.68%)
CEB Lien Assessment	\$ 4,626,165	\$ (1,987,149)	\$ 2,639,016	\$ (1,095,471)	\$ 1,543,545	(41.51%)
Cemetery Trust Fund	\$ 652,126	\$ -	\$ 652,126	\$ -	\$ 652,126	-
CNL Garage R&R Fund	\$ 681,814	\$ (35,727)	\$ 646,087	\$ -	\$ 646,087	-
Community Redevelopment Agency	\$ 14,756,332	\$ (4,339,649)	\$ 10,416,683	\$ (763,654)	\$ 9,653,029	(7.33%)
CRA Venues Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contraband Forfeiture Trust	\$ 3,870,302	\$ (1,750,000)	\$ 2,120,302	\$ (449,956)	\$ 1,670,346	(21.22%)
Designated Revenue	\$ 2,799,638	\$ -	\$ 2,799,638	\$ -	\$ 2,799,638	-
Dubsdread Golf Course Funds	\$ 1,140,667	\$ (588,655)	\$ 552,012	\$ (200,000)	\$ 352,012	(36.23%)
Fleet Management Funds	\$ 59,874,810	\$ -	\$ 59,874,810	\$ (151,679)	\$ 59,723,131	(0.25%)
Gas Tax Fund	\$ 18,131,753	\$ (4,150,000)	\$ 13,981,753	\$ (722,526)	\$ 13,259,227	(5.17%)
Health Care Fund	\$ 17,027,270	\$ (695,751)	\$ 16,331,519	\$ -	\$ 16,331,519	-
Housing & Urban Dev. Grants	\$ 558,505	\$ -	\$ 558,505	\$ -	\$ 558,505	-
Internal Loan Fund	\$ 7,584,175	\$ -	\$ 7,584,175	\$ -	\$ 7,584,175	-
Law Enforcement Training	\$ 403,790	\$ (79,370)	\$ 324,420	\$ (66,731)	\$ 257,689	(20.57%)
OCPS - Crossing Guard Fund	\$ 485,116	\$ -	\$ 485,116	\$ -	\$ 485,116	-
Pension Participant Services	\$ 378,262	\$ -	\$ 378,262	\$ (5,000)	\$ 373,262	(1.32%)
Risk Management	\$ 15,054,213	\$ (4,390,246)	\$ 10,663,967	\$ (6,501,474)	\$ 4,162,493	(60.97%)
Special Assessment Funds	\$ 4,756,866	\$ -	\$ 4,756,866	\$ (28,331)	\$ 4,728,535	(0.60%)
Spellman Site Fund	\$ 1,117,488	\$ -	\$ 1,117,488	\$ -	\$ 1,117,488	-
Street Tree Trust Fund	\$ 819,104	\$ (177,640)	\$ 641,464	\$ (177,873)	\$ 463,591	(27.73%)
Transportation Impact Fee	\$ 26,904,052	\$ (133,179)	\$ 26,770,873	\$ (4,542,402)	\$ 22,228,471	(16.97%)
Utility Services Tax	\$ 5,797,648	\$ -	\$ 5,797,648	\$ -	\$ 5,797,648	-
Total All Funds	\$ 328,967,330	\$ (21,431,440)	\$ 307,535,890	\$ (22,022,504)	\$ 285,513,386	(7.16%)

Notes:

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

(2) 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 FY2016/17.

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

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

Capital Improvement Fund (Non-Recurring)

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

CEB Lien Assessment Fund (Non-Recurring)

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

Community Redevelopment Agency Fund (Non-Recurring)

Fund Balance from prior year tax increment revenues will provide funding for FY 2016/17 Community Redevelopment Agency operations. Tax increment revenues may only be expended within the Community Redevelopment District. Dependent upon economic conditions, as well as the timing and nature of projects and initiatives within the District, revenues and ex-

REVENUE DETAIL

Changes in Fund Balance (continued)

Contraband Forfeiture Trust Funds (Recurring)

Fund Balance from previously collected forfeited funds provides funding for a variety of non-supplanting Police needs including special investigations, filing criminal cases and providing contributions to community organizations for drug awareness and crime prevention programs, among other things. The fund balance allocation budgeted in FY 2016/17 will be used to support the School Resource Officer program.

Dubsdread Golf Course Funds (Non-Recurring)

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

Gas Tax Fund (Non-Recurring)

The Gas Tax Fund is a Governmental Fund that accounts for the receipt and disbursement of the Local Option Gas Tax. Proceeds are distributed by the State Department of Revenue based upon Interlocal agreement between a county and the municipalities within the county's boundaries. Fund balance allocation amounts in FY 2016/17 will go toward various transportation-related capital improvement projects, including those for the building and repairing of roads.

Health Care Fund (Non-Recurring)

Health insurance premiums paid by the City, employees and retirees are collected in the Health Care Fund. The Fund has a balance which is more than sufficient to cover all incurred but not reported claims. Therefore, the City decided to use a modest amount of fund balance in lieu of raising premiums as much as would have been otherwise necessary.

Housing & Urban Development Grants Fund (Non-Recurring)

The Housing & Urban Development Grant Fund accounts for administration of all formula grants received from the U.S. Department of Housing and Urban Development (HUD). An annual action plan documents what projects and actions will be undertaken by the Housing Department to meet the HUD objectives and desired outcomes of each grant. Fund balance allocation in FY 2016/17 will be derived from FY 2015/16 carryover HOME grant revenue, and will go toward personnel costs for employees administering HOME grants.

REVENUE DETAIL

Changes in Fund Balance (continued)

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.

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 ten fiscal years prior to 2015/16. For FY 2012/13 to FY 2015/16, the strategy is also to undertake a premium payment holiday. The amount shown on the Fund Balance Status table as Fund Balance is a portion of the net assets above reserves for actual claims and the actuarially determined reserve for incurred, but not reported claims. Even though the City has provided for a rebate or premium holiday for an extended period, this is classified as a non-recurring event since future rebates or premium holidays are not guaranteed.

Street Tree Trust Fund (Recurring)

The City has a requirement for street trees as outlined in the City Code. A Trust Fund has been established to provide a funding source to purchase and install street trees and to properly install the correct type of tree. The City shall install the trees and the developer shall contribute the appropriate amount of funds to the Trust Fund. Payment to the Trust Fund shall be made by the developer/builder prior to issuance of a building permit. The FY2016/17 Fund Balance allocation will be used to purchase and plant trees.

Transportation Impact Fee Funds (Recurring)

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

REVENUE DETAIL

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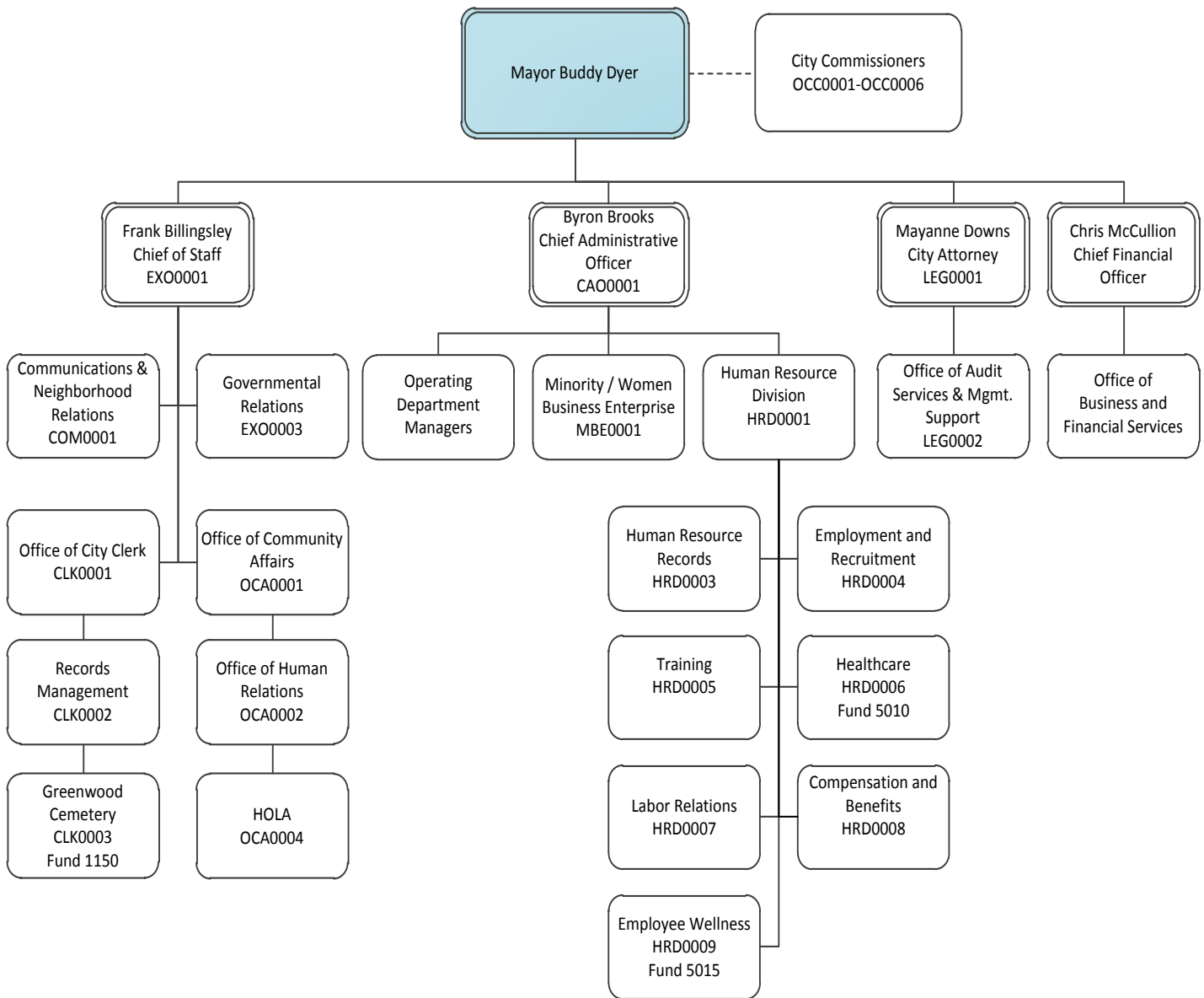
CITY OF ORLANDO

EXECUTIVE OFFICES



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EXECUTIVE OFFICES



Executive Offices Department Mission Statement

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

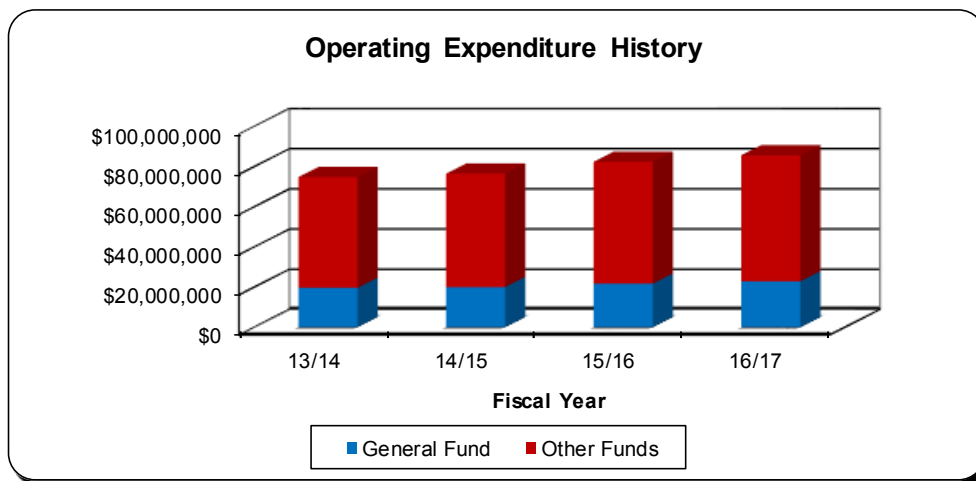
EXECUTIVE OFFICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,252,181	\$ 1,340,622	\$ 1,625,402	\$ 284,780	21.24%
0002 Executive Offices Nondepartmental	17,579	(363,856)	(205,078)	158,778	(43.64%)
0003 Governmental Relations	741,202	862,359	777,609	(84,750)	(9.83%)
0004 HOLA	176,636	179,267	-	(179,267)	(100.00%)
0005 Work Place Giving	16,781	31,000	-	(31,000)	(100.00%)
Office of Community Affairs (OCA)					
0001 Community Affairs	792,987	755,185	775,789	20,604	2.73%
0002 Human Relations	336,174	507,810	679,751	171,941	33.86%
0003 OCA Grants	2,771,884	3,183,290	3,264,861	81,571	2.56%
0004 HOLA	-	-	182,087	182,087	N/A
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	1,734,386	1,796,647	1,845,724	49,077	2.73%
Office of the City Clerk (CLK)					
0001 City Clerk	636,210	806,804	823,828	17,024	2.11%
0002 Records Management	269,967	279,500	276,277	(3,223)	(1.15%)
TOTAL -- MAYOR	\$ 8,745,987	\$ 9,378,628	\$ 10,046,250	\$ 667,622	7.12%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 283,450	\$ 312,695	\$ 302,001	\$ (10,694)	(3.42%)
0002 City Commissioner District 2	274,972	298,473	296,025	(2,448)	(0.82%)
0003 City Commissioner District 3	282,384	314,368	319,690	5,322	1.69%
0004 City Commissioner District 4	281,958	301,938	306,997	5,059	1.68%
0005 City Commissioner District 5	327,383	288,845	297,442	8,597	2.98%
0006 City Commissioner District 6	376,745	298,890	303,790	4,900	1.64%
TOTAL -- CITY COMMISSIONERS	\$ 1,826,892	\$ 1,815,209	\$ 1,825,945	\$ 10,736	0.59%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,047,283	\$ 1,105,833	\$ 1,249,556	\$ 143,723	13.00%
0002 Workplace Giving	-	-	31,000	31,000	N/A
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 602,223	\$ 686,063	\$ 686,254	191	0.03%
Human Resources Division (HRD)					
0001 Human Resources	\$ 431,122	\$ 440,798	\$ 473,940	33,142	7.52%
0002 Human Resources Nondepartmental	114,373	235,749	257,578	21,829	9.26%
0003 Human Resource Records	152,120	216,158	252,649	36,491	16.88%
0004 Employment and Recruitment	730,329	748,740	780,134	31,394	4.19%
0005 Human Resources Training	377,452	412,331	414,000	1,669	0.40%
0007 Labor Relations	314,036	343,215	332,473	(10,742)	(3.13%)
0008 Compensation and Benefits	928,108	954,955	989,164	34,209	3.58%
0010 M.E.R.I.T.S. Program	-	4,000	760	(3,240)	(81.00%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 4,697,046	\$ 5,147,842	\$ 5,467,508	\$ 319,666	6.21%
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,218,735	\$ 4,646,843	\$ 4,752,374	\$ 105,531	2.27%
0002 Audit Services and Management Support	477,862	738,662	746,784	8,122	1.10%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,696,597	\$ 5,385,505	\$ 5,499,158	\$ 113,653	2.11%
TOTAL -- GENERAL FUND	\$ 19,966,522	\$ 21,727,184	\$ 22,838,861	\$ 1,111,677	5.12%

EXECUTIVE OFFICES

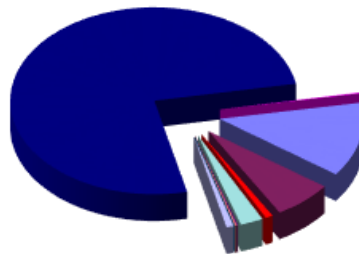
Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 55,563,592	\$ 59,691,814	\$ 61,834,879	\$ 2,143,065	3.59%
TOTAL -- HEALTH CARE FUND	\$ 55,563,592	\$ 59,691,814	\$ 61,834,879	\$ 2,143,065	3.59%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 134,933	\$ 170,550	\$ 174,908	\$ 4,358	2.56%
TOTAL -- RISK MANAGEMENT FUND	\$ 134,933	\$ 170,550	\$ 174,908	\$ 4,358	2.56%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 689,547	\$ 592,826	\$ 712,552	\$ 119,726	20.20%
0004 Cemetery Trust Nondepartmental	163,569	176,401	51,038	(125,363)	(71.07%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 853,115	\$ 769,227	\$ 763,590	\$ (5,637)	(0.73%)
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 76,518,162	\$ 82,358,775	\$ 85,612,238	\$ 3,253,463	3.95%



EXECUTIVE OFFICES

Expenditure by Classification	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	% Change
Salaries and Wages	\$ 9,806,842	\$ 10,299,531	\$ 11,025,686	\$ 726,155	7.05%
Employee Benefits	4,917,110	5,364,914	5,733,770	368,856	6.88%
Supplies	672,641	714,703	705,752	(8,951)	(1.25%)
Contractual Services	1,701,792	2,091,317	2,200,197	108,880	5.21%
Utilities	93,176	137,897	96,443	(41,454)	(30.06%)
Travel and Training	97,370	135,783	154,358	18,575	13.68%
Fleet and Facilities	26,335	39,751	28,991	(10,760)	(27.07%)
Capital	79,201	665,825	695,825	30,000	4.51%
Other Expenses	58,512,223	62,784,054	64,846,216	2,062,162	3.28%
Transfers Out	611,471	125,000	125,000	-	0.00%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 76,518,162	\$ 82,358,775	\$ 85,612,238	\$ 3,253,463	3.95%

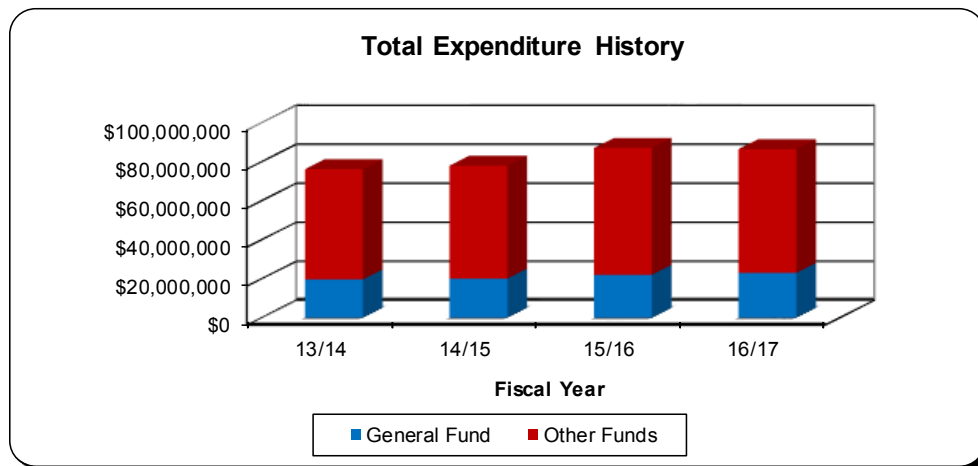
FY 2016/17 Operating Expenditures by Classification



- Salaries and Wages 12.88%
- Employee Benefits 6.70%
- Supplies 0.82%
- Contractual Services 2.57%
- Utilities 0.11%
- Travel and Training 0.18%
- Fleet and Facilities 0.03%
- Capital 0.81%
- Other Expenses 75.74%
- Transfers Out 0.15%

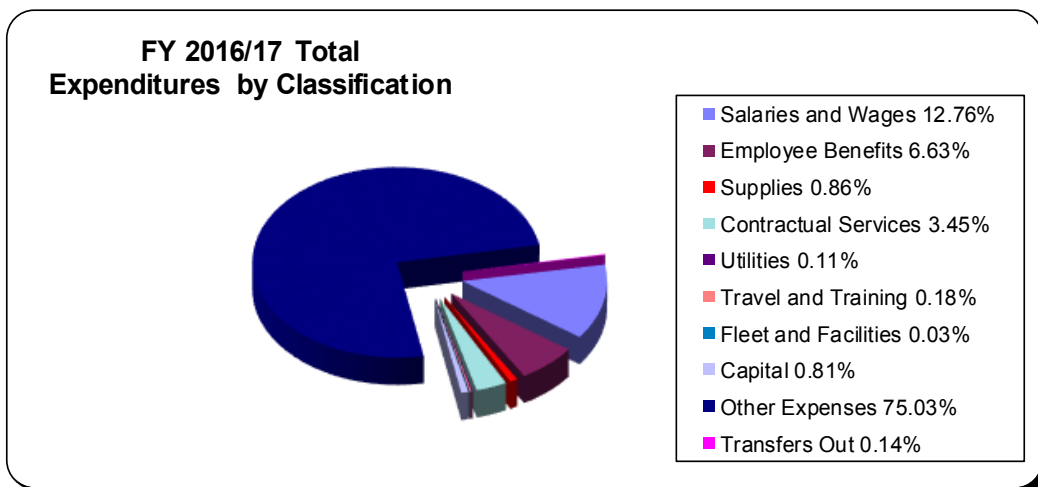
EXECUTIVE OFFICES

Fund	Actual	Revised	Adopted	Adopted	%
Business Unit	Expenditures	Budget	Budget	to Revised	Change
Cost Center Number and Name					
GENERAL FUND #0001					
Projects and Grants	\$ 47,991	\$ 235,706	\$ 92,600	\$ (143,106)	(60.71%)
TOTAL -- GENERAL FUND	\$ 47,991	\$ 235,706	\$ 92,600	\$ (143,106)	(60.71%)
RISK MANAGEMENT FUND #5015					
Projects and Grants	\$ 581,986	\$ 608,402	\$ 600,000	\$ (8,402)	(1.38%)
TOTAL -- RISK MANAGEMENT FUND	\$ 581,986	\$ 608,402	\$ 600,000	\$ (8,402)	(1.38%)
Projects and Grants Other Funds	\$ 777,462	\$ 3,781,520	\$ 125,000	\$ (3,656,520)	(96.69%)
TOTAL -- PROJECTS AND GRANTS	\$ 1,407,438	\$ 4,625,628	\$ 817,600	\$ (3,808,028)	(82.32%)
TOTAL -- EXECUTIVE OFFICES	\$ 77,925,600	\$ 86,984,403	\$ 86,429,838	\$ (554,565)	(0.64%)



EXECUTIVE OFFICES

	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 9,978,811	\$ 10,387,681	\$ 11,025,686	\$ 638,005	6.14%
Employee Benefits	4,917,110	5,364,914	5,733,770	368,856	6.88%
Supplies	756,254	824,330	739,052	(85,278)	(10.35%)
Contractual Services	2,454,415	3,859,875	2,983,897	(875,978)	(22.69%)
Utilities	103,279	137,897	96,443	(41,454)	(30.06%)
Travel and Training	99,092	153,658	154,358	700	0.46%
Fleet and Facilities	26,335	39,751	28,991	(10,760)	(27.07%)
Capital	115,771	745,250	695,825	(49,425)	(6.63%)
Other Expenses	58,664,631	65,291,047	64,846,816	(444,231)	(0.68%)
Transfers Out	809,903	180,000	125,000	(55,000)	(30.56%)
TOTAL -- EXECUTIVE OFFICES	\$ 77,925,600	\$ 86,984,403	\$ 86,429,838	\$ (554,565)	(0.64%)



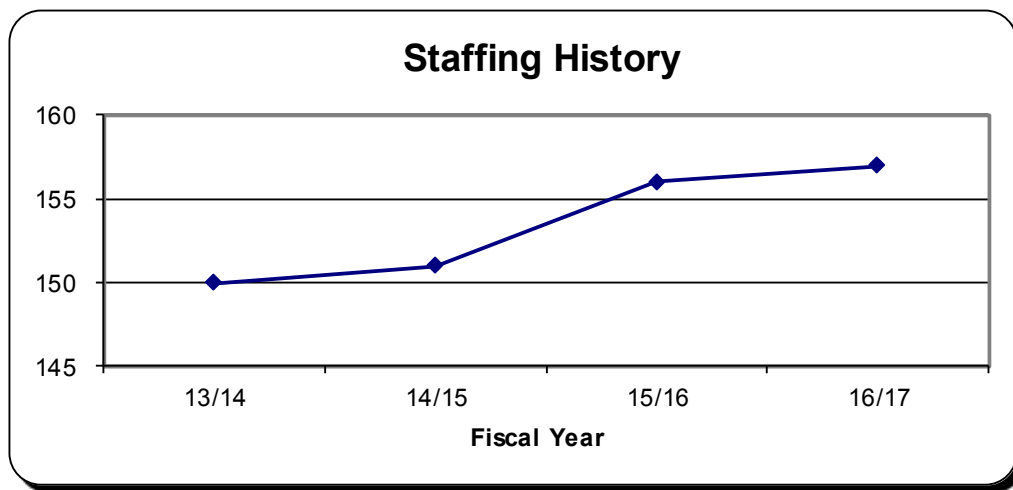
EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	9	11	11
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	-
Office of Community Affairs (OCA)			
0001 Community Affairs	7	7	7
0002 Human Relations	5	6	7
0004 HOLA	-	-	2
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	17	17	17
Office of the City Clerk (CLK)			
0001 City Clerk	7	8	8
0002 Records Management	4	4	4
TOTAL -- MAYOR	54	58	59
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	7	7
Minority / Women Business Enterprises (MBE)			
0001 M/WBE	7	7	7
Human Resources Division (HRD)			
0001 Human Resources	4	4	4
0003 Human Resource Records	3	3	3
0004 Employment and Recruitment	7	7	7
0005 Human Resources Training	1	1	1
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	10	10	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	41	42	42
City Attorney's Office (LEG)			
0001 City Attorney	35	35	35
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40
TOTAL -- GENERAL FUND	147	152	153

EXECUTIVE OFFICES

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
<u>GREENWOOD CEMETERY FUND #1150</u>			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- EXECUTIVE OFFICES	151	156	157



EXECUTIVE OFFICES

Office of the Mayor

Mission

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

Overview of Services/Programs

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

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

Major Accomplishments

- The Mayor's Office continued to guide the City of Orlando through the crafting of a balanced budget for fiscal year 2016/17.
 - This budget maintains Orlando's superior police and fire protection and public works services.
 - It continues Orlando's investment in neighborhoods and small businesses.
- Community safety continues to be the City's top priority, including investing in the tools, training and technology to ensure Orlando's police officers and firefighters are able to perform their jobs at the highest level. Overall crime City-wide is down 20% since 2007 and our Fire Department has a Class 1 ISO Rating and International Accreditation – making it one of only 15 departments in the nation to have both.
- The City of Orlando continues to lead the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences and biotechnology, modeling, simulation and training, and aviation and aerospace.
- The City of Orlando has been able to maintain its strategic investments in critical infrastructure projects such as streets and sidewalks, new fire stations and a new police headquarters, critical upgrades to our storm and wastewater systems as well as efforts to continue the revitalization of Downtown Orlando.
- The City of Orlando completed implementation of the largest single public/private partnership in Central Florida's history by overseeing the operations of the Amway Center and a renovated Camping World Stadium and construction of the Dr. Phillips Center for the Performing Arts. The second phase of the performing arts center is expected to commence this fiscal year.
- The City of Orlando recently completed Project DTO's visioning process and unveiled the task force's strategic plan for Downtown Orlando. Implementation of several Project DTO recommendations is currently underway.

Future Goals and Objectives

Short Term

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

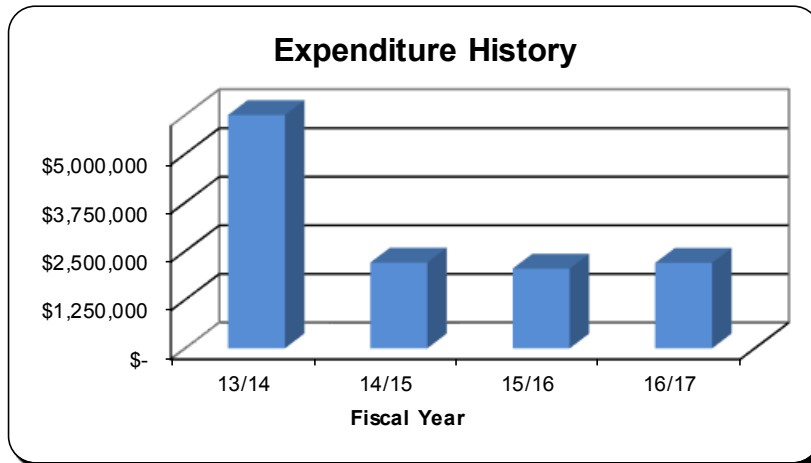
Long Term

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,252,181	\$ 1,340,622	\$ 1,625,402	\$ 284,780	21.24%
0002 Executive Offices Nondepartmental	17,579	(363,856)	(205,078)	158,778	(43.64%)
0003 Governmental Relations	741,202	862,359	777,609	(84,750)	(9.83%)
0004 HOLA	176,636	179,267	-	(179,267)	(100.00%)
0005 Work Place Giving	16,781	31,000	-	(31,000)	(100.00%)
TOTAL -- GENERAL FUND	\$ 2,204,379	\$ 2,049,392	\$ 2,197,933	\$ 358,808	7.25%
TOTAL -- OFFICE OF THE MAYOR	\$ 2,204,379	\$ 2,049,392	\$ 2,197,933	\$ 358,808	7.25%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	9	11	11
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	-
TOTAL -- GENERAL FUND	14	16	14
TOTAL -- OFFICE OF THE MAYOR	14	16	14

EXECUTIVE OFFICES

Office of Community Affairs and Human Relations

Overview of Services/Programs

The Office Community Affairs and Human Relations (OCA & HR) informs, engages and connects with civic, community, arts, faith-based 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 community, arts/cultural civic and faith-based groups with the Mayor, City services, funding opportunities and other community resources to improve the quality of life in Orlando, to include safeguarding individuals from discrimination through enforcement and education by administering local, state and federal laws in employment, housing and public accommodations.

OCA & HR has five focus areas:

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

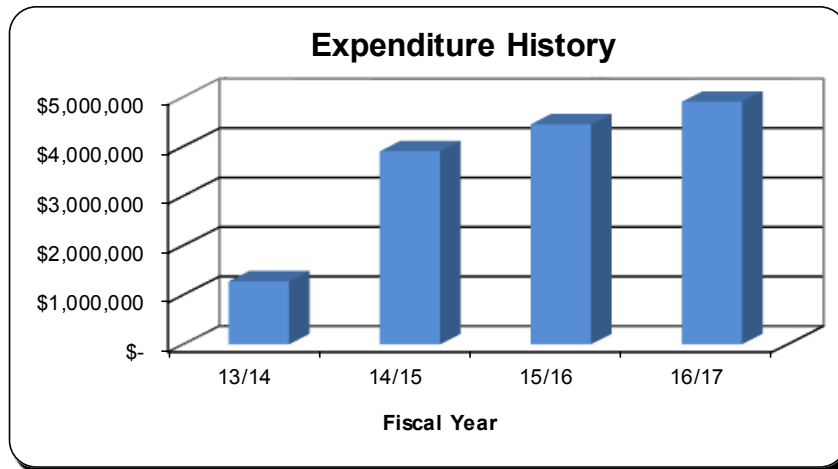
OCA & HR Overall Major Accomplishments (FY 15/16)

- The City responded to 25,903 phone calls for FY 2015/2016, averaging more than 2,158 calls per month.
- Co-produced the 11th annual Mayor's Neighborhood & Community Summit on March 12, 2016 where more than 300 citizens came together to participate in 14 workshops and visited with 43 exhibitors. This year's Summit had 10 sponsors
- Managed all activities of the Mayor's MLK Commission, including 25 commission meetings, publishing the Orlando MLK Commissions' Calendar of 38 events which was distributed to more than 2,000 citizens, populating the MLK Commission's city website, recruiting and recognizing 31 sponsors who donated \$68,150 cash/\$97,802 in-kind and producing the Mayor's Humanitarian Award Ceremony, attended by 61 students, their parents and siblings, OCPS personnel, sponsors and elected officials (totaling nearly 400) at the World Showplace Pavilion at EPCOT on February 27, 2016. Secured at \$10,000 in-kind sponsorship from Walt Disney World which cover the cost of the Humanitarian Award Program, saving the City.
- Represented the Mayor and City on nine (9) major arts and cultural boards; Boards include the American Heart Association, City Year Orlando, Downtown Arts District, Negro Spiritual Scholarship Foundation, Orlando Ballet, Orlando Science Center, Orlando Shakespeare Theater, United Arts, and YMCA of Central Florida.
- Successfully closed out 39 FY 15/16 Mayor's Matching Grants totaling \$185,000.
- Responded to more than 1,800 inquires (this includes housing, employment and landlord tenant issues), year-to-date and implemented an online Question & Answer inquiry page, which resulted in an increase in traffic to the Human Relations' webpage and email inquiries. Processed over 200 walk-in inquires (no prior appointments); performed over 150 intakes; Closed 115 EEOC cases through investigation; Closed 9 Housing cases.
- Led the planning and implementation of the Florida Fair Housing Summit, with more than 300 attendees, 18 workshops, including representatives from local governments, community organizations and nonprofit agencies from four (4) states and 19 Florida counties.
- Initiated, planned and helped to implement the city's third Orlando Youth Empowerment Summit (O-YES) to empower Central Florida LGBT youth and community with the resources and education to create understanding, acceptance and inclusion; 116 attendees, ten workshops, 11 exhibitors representing community/faith-based non-profits, federal, state and local governments.
- Through the Citizens' Review Panel fund distribution process, \$1,957,274 in grant awards distributed to 24 local health and human service agencies to provide vital services to the citizens of Orlando. In addition, \$876,591 was awarded in grants to arts and cultural organizations throughout Central Florida.
- Planned and produced a successful Mayor's Council of Clergy meeting, keeping local faith leaders updated on city priorities and engaged through dialogue.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 792,987	\$ 755,185	\$ 775,789	\$ 20,604	2.73%
0002 Human Relations	336,174	507,810	679,751	171,941	33.86%
0003 OCA Grants	2,771,884	3,183,290	3,264,861	81,571	2.56%
0004 HOLA	-	-	182,087	182,087	N/A
TOTAL -- GENERAL FUND	\$ 3,901,045	\$ 4,446,285	\$ 4,902,488	\$ 456,203	10.26%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 3,901,045	\$ 4,446,285	\$ 4,902,488	\$ 456,203	10.26%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Community Affairs (OCA)			
0001 Community Affairs	7	7	7
0002 Human Relations	5	6	7
TOTAL -- GENERAL FUND	12	13	14
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	12	13	14

EXECUTIVE OFFICES

Office of Communications and Neighborhood Relations

Overview of Services/Programs

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

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

Major Accomplishments/Future Outlook

- Implemented a new video production system for digital media that improved turn-around time and increased video usage on our social platforms.
- Communications strategy surrounding the Pulse tragedy resulted in nearly 10 million page views on cityoforlando.net/victims and an increase in followers on our Facebook and Twitter social media accounts of more than 40%.
- Organized and implemented 35 events.
- Launched Orlando Fire Museum website and internal employee newsletter.
- Maintained relationships and a contact database of 406 neighborhood organizations with more than 5,010 neighborhood contacts.
- Informed and trained 420 neighborhood leaders through the monthly Community Connections workshops and the 2016 Mayor's Neighborhood & Community Summit.
- Connected and informed more than 21,000 City residents about City services and projects impacting their neighborhoods through Nextdoor, which is a private social network for each neighborhood or subdivision. City residents joining Nextdoor increased 35% in FY 15/16.

Future Goals & Objectives

Short Term (0-6 months)

- Increase use of data analytics to increase resident engagement in City initiatives.
- Launch new City of Orlando brand.
- Increase the use of Nextdoor in neighborhoods with no or very minimal Nextdoor networks.
- Facilitate the 2017 Mayor's Neighborhood & Community Summit and increase attendance by 15% over the 2016 Summit.
- Increase neighborhood leaders' use of the iLead training resources by 5%.
- Launch *Your Story, Your Song* initiative, which involves videos of senior citizens talking about the histories of City neighborhoods.

Medium Term (6 months – 2 years)

- Implement digital signage at City Hall to reduce printed materials and clutter in the hallways.
- Add in an OCNR presentation to City of Orlando new hire orientation.
- Launch a marketing plan to increase the usage of the Neighborhood Relations team resources and services by the neighborhood organizations listed in its database by 25%.
- Expand the iLead training guides and videos by a minimum of 4 guides and videos per year.
- Create and implement new and innovative programs and practices to engage neighborhood leaders and organizations with the City and to help the leaders and organizations to thrive and prosper.

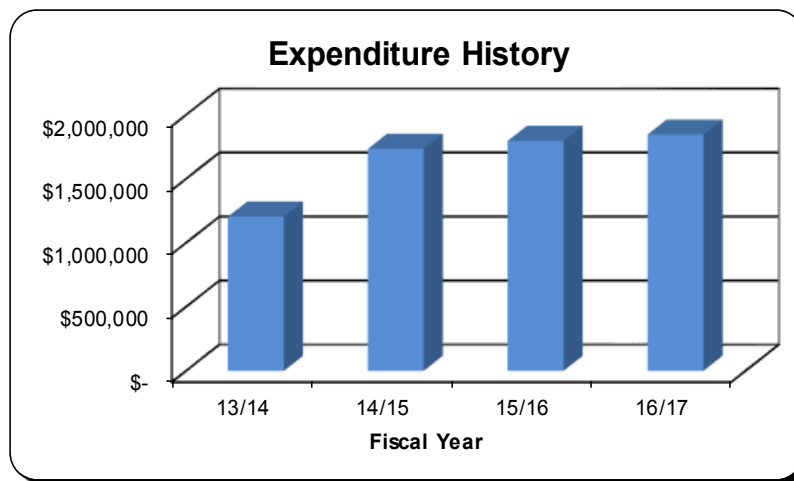
Long Term (2+ years)

- Establish Capital Improvement fund to help replace old, outdated and broken equipment in Council Chambers Control Room.
- Create a destination for the holidays in Downtown Orlando.
- Make the Mayor's Neighborhood & Community Summit the premier neighborhood and community capacity building training conference in Orlando.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 1,734,386	\$ 1,796,647	\$ 1,845,724	\$ 49,077	2.73%
TOTAL -- GENERAL FUND	\$ 1,734,386	\$ 1,796,647	\$ 1,845,724	\$ 49,077	2.73%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 1,734,386	\$ 1,796,647	\$ 1,845,724	\$ 49,077	2.73%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	17	17	17
TOTAL -- GENERAL FUND	17	17	17
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	17	17	17

EXECUTIVE OFFICES

Office of the City Clerk

Overview of Services

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

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

Major Accomplishments

1: Office of the City Clerk

- Worked with the Orange County Supervisor of Elections, successfully conducted municipal elections in District 2, 4, and 6 and Mayoral race

2: Records and Archive Management

- Processed 4,288 public record requests in FY 15-16 including citywide email searches, Orlando Police Department records and permitting services requests.
- Partially implemented new Records Request software to the general public allowing electronic transmission of any size data file to requester.
- Records Management assisted many of the City departments with archiving documents prior to them moving from floors that were being renovated.

3: Operation of Greenwood Cemetery

- Continued to garner community support for the proper care of the facility by hosting a variety of community projects, including monthly history tours, community/church cleanups and tree plantings.
- Greenwood began renovations of the old Sperry Fountain.
- Greenwood assisted the victims of the Pulse tragedy by allocating cemetery space for them.
- Greenwood staff opened one new section, unit 6 of Greenwood Cemetery.

Future Goals and Objectives

1: Office of the City Clerk

Short Term

- Will work with Orange County Supervisor of Elections to successfully conduct municipal elections in District 1,3,and 5
- Implement the Novus minutes feature in future City Council meetings
- Expand City Clerk's web page

2: Records and Archive Management

Short Term

- Records and Archive Management will continue to streamline the citywide centralized public records process and to better capture record production costs as allowed by law.
- Records and Archives Management will continue to add public information to the website, making access easier for citizens and eliminating the need for public record production.
- Records and Archive Management will complete implementation of the new records software to City staff this year.

Medium Term

- Records and Archives Management will continue to streamline and refine the citywide email search capability and functions.
- Working with Technology Management, Records and Archives Management will investigate updating the Paper vision digital search tool to allow for easier access to public documents.
- Records and Archives Management will move to a new Warehouse in the later part of the year. In order to get ready for this move we will begin a review and purge of existing records stored in our existing warehouse.
- Records Management will continue to assist remaining City departments with archiving their documents prior to them moving from floors that are being renovated

3: Operation of Greenwood Cemetery

Short Term

- Greenwood staff will continue to implement a grassing program for the older sections of the Cemetery by updating the antiquated irrigation system.
- Greenwood will continue renovating the old Sperry Fountain and will make active this year

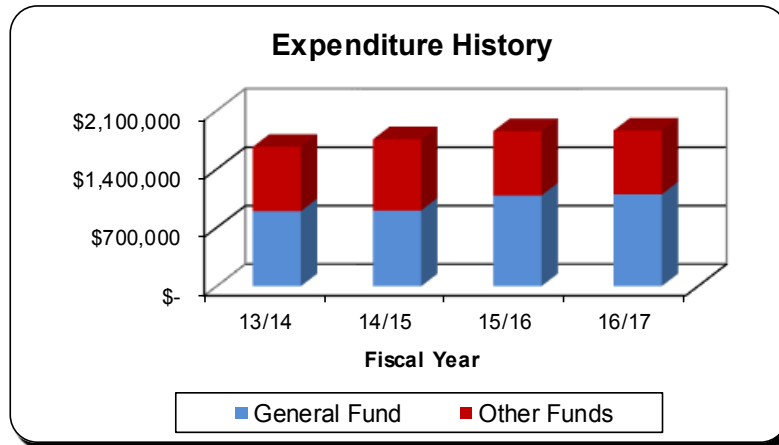
Long Term

- Greenwood staff will continue to work with City engineering on a new "green" roadway to allow access to new sections in Greenwood Cemetery.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 636,210	\$ 806,804	\$ 823,828	\$ 17,024	2.11%
0002 Records Management	269,967	279,500	276,277	(3,223)	(1.15%)
TOTAL -- GENERAL FUND	\$ 906,177	\$ 1,086,304	\$ 1,100,105	\$ 13,801	1.27%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 689,547	\$ 592,826	\$ 712,552	\$ 119,726	20.20%
0004 Cemetery Trust Nondepartmental	\$ 163,569	\$ 176,401	\$ 51,038	\$ (125,363)	(71.07%)
TOTAL - GREENWOOD CEMETERY FUND	\$ 853,115	\$ 769,227	\$ 763,590	\$ (5,637)	(0.73%)
TOTAL -- OFFICE OF CITY CLERK	\$ 1,759,292	\$ 1,855,531	\$ 1,863,695	\$ 8,164	0.44%



STAFFING SUMMARY

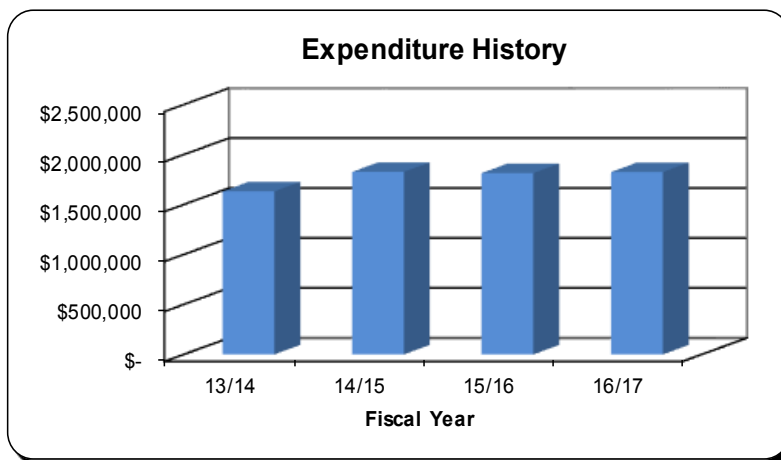
	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	7	8	8
0002 Records Management	4	4	4
TOTAL -- GENERAL FUND	11	12	12
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	13	14	14

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 283,450	\$ 312,695	\$ 302,001	\$ (10,694)	(3.42%)
0002 City Commissioner District 2	274,972	298,473	296,025	(2,448)	(0.82%)
0003 City Commissioner District 3	282,384	314,368	319,690	5,322	1.69%
0004 City Commissioner District 4	281,958	301,938	306,997	5,059	1.68%
0005 City Commissioner District 5	327,383	288,845	297,442	8,597	2.98%
0006 City Commissioner District 6	376,745	298,890	303,790	4,900	1.64%
TOTAL -- GENERAL FUND	\$ 1,826,892	\$ 1,815,209	\$ 1,825,945	\$ 10,736	0.59%
TOTAL -- CITY COMMISSIONERS	\$ 1,826,892	\$ 1,815,209	\$ 1,825,945	\$ 10,736	0.59%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
TOTAL -- CITY COMMISSIONERS	12	12	12

EXECUTIVE OFFICES

Office of Chief Administrative Officer

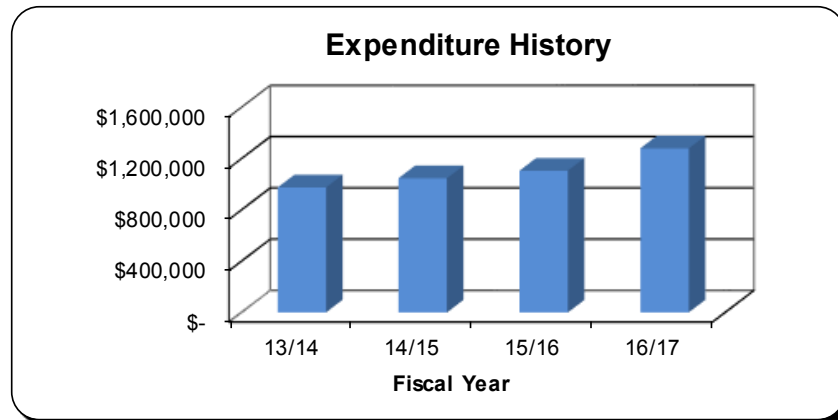
Overview of Services

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

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

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,047,283	\$ 1,105,833	\$ 1,249,556	\$ 143,723	13.00%
0002 Workplace Giving	\$ -	\$ -	\$ 31,000	\$ 31,000	N/A
TOTAL -- GENERAL FUND	\$ 1,047,283	\$ 1,105,833	\$ 1,280,556	\$ 174,723	15.80%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,047,283	\$ 1,105,833	\$ 1,280,556	\$ 174,723	15.80%



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	7	7
TOTAL -- GENERAL FUND	6	7	7
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	6	7	7

EXECUTIVE OFFICES

Minority/Women Business Enterprise

Overview of Services/Program

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

Major Accomplishments

- Maintained Executive M/WBE compliance and certification reports on a monthly, quarterly and annual basis.
- Utilized online outreach module to provide a streamlined and immediate process for notifications of projects and procurement opportunities to broad or highly targeted groups of certified vendors.
- Achieved 17.54% MBE and 5.01% WBE **Awarded Dollars Participation** 10/2015-07/2016 for Construction, Professional Services and Goods and Services projects resulting in an overall participation of **22.55%** for all three areas.
- Achieved 15.10% MBE and 3.80% WBE **Paid Dollars Participation** 10/2015-07/2016 for Construction, Professional Services and Goods and Services projects resulting in an overall participation of **18.90%** for all three areas.
- Achieved 9% DBE **Awarded Dollars Participation** and 11% **Paid Dollars Participation**, exceeding the Florida Department of Transportation (FDOT) goal of 9.91%.

Future Goals & Objectives

Short Term

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

Medium Term

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

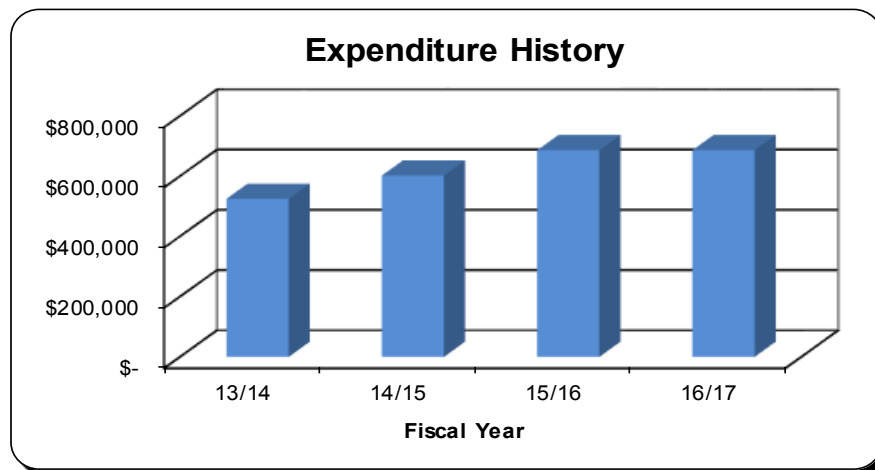
Long Term

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 602,223	\$ 686,063	\$ 686,254	\$ 191	0.03%
TOTAL -- GENERAL FUND	\$ 602,223	\$ 686,063	\$ 686,254	\$ 191	0.03%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 602,223	\$ 686,063	\$ 686,254	\$ 191	0.03%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	7	7	7

EXECUTIVE OFFICES

Human Resources Division

Overview of Service/Program

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

Major Accomplishments

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements.
- Initiated negotiations for seven collective bargaining agreements with unions representing City employees.
- Introduced and completed City-Wide Employee Diversity Training.
- Completed the third year of the Know Your Numbers wellness initiative, including biometric screenings and health survey. The program focus was on building awareness of current health status and providing tools to make improvements.
- Completed an audit of United Healthcare's administration of health plan medical claims and initiated an audit of pharmacy claims administration.
- Issued a Request for Proposals for Health Plan Administrative Services for the self-insured health plan. The solicitation and corresponding contract negotiation, effective 1/1/2017, will result in over \$540,000 in savings for administrative fees paid over the first three (3) years of the contract.
- Issued a Requested for Proposals for Dental Insurance Benefits for the City's active employees, dependents, retirees, and COBRA participants and is currently negotiating a contract with the top ranked firm.
- Successfully completed and distributed new IRS Forms 1095-C to all health plan participants as well as submitted Form 1094-C and Forms 1095-C to the IRS in order to comply with sections 6055 and 6056 of the Affordable Care Act (ACA).
- Met all other mandatory deadlines for healthcare reform notifications in compliance with the ACA.

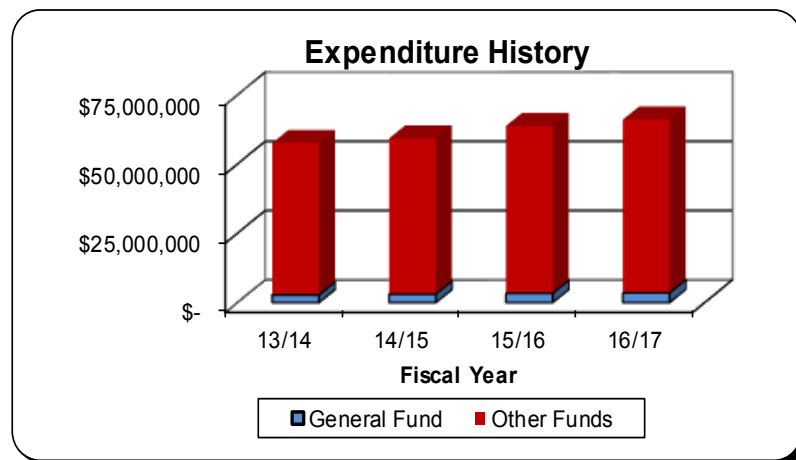
Future Goals and Objectives

- Finalize seven collective bargaining agreements with unions representing City employees.
- Advertise and negotiate new external contracts for Employee Benefits as appropriate.
- Continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce.
- Continue to monitor and emphasize healthy lifestyles for City employees utilizing Health Risk Assessments (HRA), education programs, and on-site preventative health initiatives.
- Continue to ensure compliance with all ACA mandates.
- Review and monitor future Cadillac Tax mandate under the ACA.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 431,122	\$ 440,798	\$ 473,940	\$ 33,142	7.52%
0002 Human Resources Nondepartmental	114,373	235,749	257,578	21,829	9.26%
0003 Human Resource Records	152,120	216,158	252,649	36,491	16.88%
0004 Employment and Recruitment	730,329	748,740	780,134	31,394	4.19%
0005 Human Resources Training	377,452	412,331	414,000	1,669	0.40%
0007 Labor Relations	314,036	343,215	332,473	(10,742)	(3.13%)
0008 Compensation and Benefits	928,108	954,955	989,164	34,209	3.58%
0010 M.E.R.I.T.S. Program	-	4,000	760	(3,240)	(81.00%)
TOTAL -- GENERAL FUND	\$ 3,047,539	\$ 3,355,946	\$ 3,500,698	\$ 144,752	4.31%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 55,563,592	\$ 59,691,814	\$ 61,834,879	\$ 2,143,065	3.59%
TOTAL -- HEALTH CARE FUND	\$ 55,563,592	\$ 59,691,814	\$ 61,834,879	\$ 2,143,065	3.59%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 134,933	\$ 170,550	\$ 174,908	\$ 4,358	2.56%
Projects and Grants	581,986	608,402	600,000	(8,402)	(1.38%)
TOTAL -- RISK MANAGEMENT FUND	\$ 716,919	\$ 778,952	\$ 774,908	\$ (4,044)	(0.52%)
TOTAL -- HUMAN RESOURCES DIVISION	\$ 59,328,050	\$ 63,826,712	\$ 66,110,485	\$ 2,283,773	3.58%



EXECUTIVE OFFICES

STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	4	4	4
0003 Human Resource Records	3	3	3
0004 Employment and Recruitment	7	7	7
0005 Human Resources Training	1	1	1
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	10	10	10
TOTAL -- GENERAL FUND	28	28	28
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES DIVISION	30	30	30

EXECUTIVE OFFICES

City Attorney's Office

Overview of Service/Programs

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.

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

Major Accomplishments

- Concluded outstanding construction issues related to Camping World Stadium renovation and Soccer Stadium site development and sale.
- Assisted with revision and automation of the public records process.
- Drafted approximately 100 new ordinances, including the creation of a civil citation system.
- Handled contracts, public records and other legal issues related to the Pulse incident.

Future Outlook

Short Term

- Provide legal support for the resolution of collective bargaining agreements with nine bargaining units.
- Complete a major overhaul of Chapter 30 (sewers) to comply with new DEP requirements.
- Assist operating departments in implementation of major new OMB guidance on grants.
- Complete necessary legal documents for the largest City annexation in 20 years.

Medium Term

- Provide legal support to the Homeless initiative.
- Provide legal support for Fall 2017 City elections and any necessary runoffs.

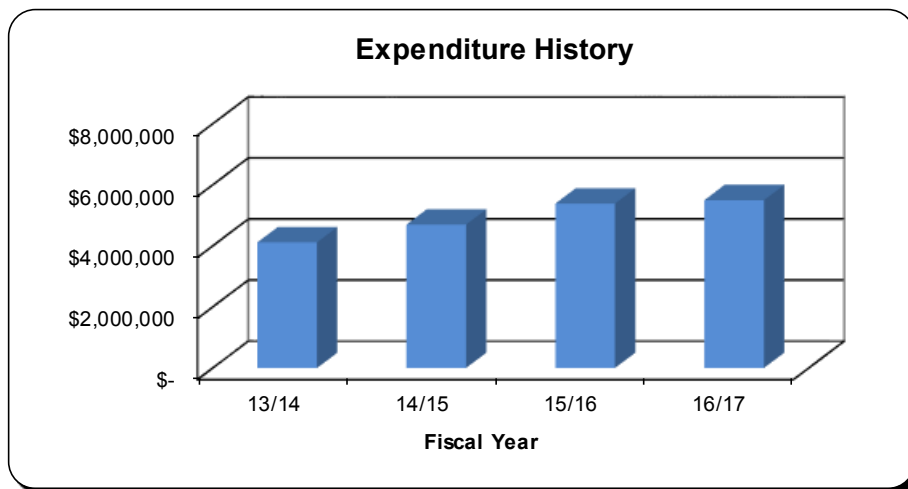
Long Term

- Provide the legal support for vertical development in Creative Village.
- Complete DOT Agreements supporting the Ultimate I-4 Project, SunRail and other transportation initiatives.
- Continue to provide the legal support and advice necessary to maintain the ongoing operations of the various City departments.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,218,735	\$ 4,646,843	\$ 4,752,374	\$ 105,531	2.27%
0002 Audit Services and Management Support	\$ 477,862	\$ 738,662	\$ 746,784	\$ 8,122	1.10%
TOTAL -- GENERAL FUND	\$ 4,696,597	\$ 5,385,505	\$ 5,499,158	\$ 113,653	2.11%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,696,597	\$ 5,385,505	\$ 5,499,158	\$ 113,653	2.11%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	35	35	35
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	40	40	40
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Office of Community Affairs and Human Relations	Number of community events and special meetings participation by OCA-HR staff, excluding Hispanic Office for Local Assistance	100	133	150
Office of Community Affairs and Human Relations	Percentage of available funds awarded to cultural and arts organizations	100%	100%	100%
Office of Community Affairs and Human Relations	Percent of grant funds awarded Mayor's Matching Grants (MMG)	100%	93%	100%
Office of Community Affairs and Human Relations	Percentage of available funds awarded – human service funding/ CIP	100%	100%	100%

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$818,946	\$870,287	\$350,000
Executive Offices	Executive Offices Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	74%	75%	75%
Office of the City Clerk	Average number of days to close a public records request	11.5 days	14.0 days	11.0 days

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Office of Community Affairs	Number of unduplicated partnerships established and maintained	110	188	200
Office of Community Affairs	Number of applications submitted to MMG programs.	56	57	70
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	99%

EXECUTIVE OFFICES

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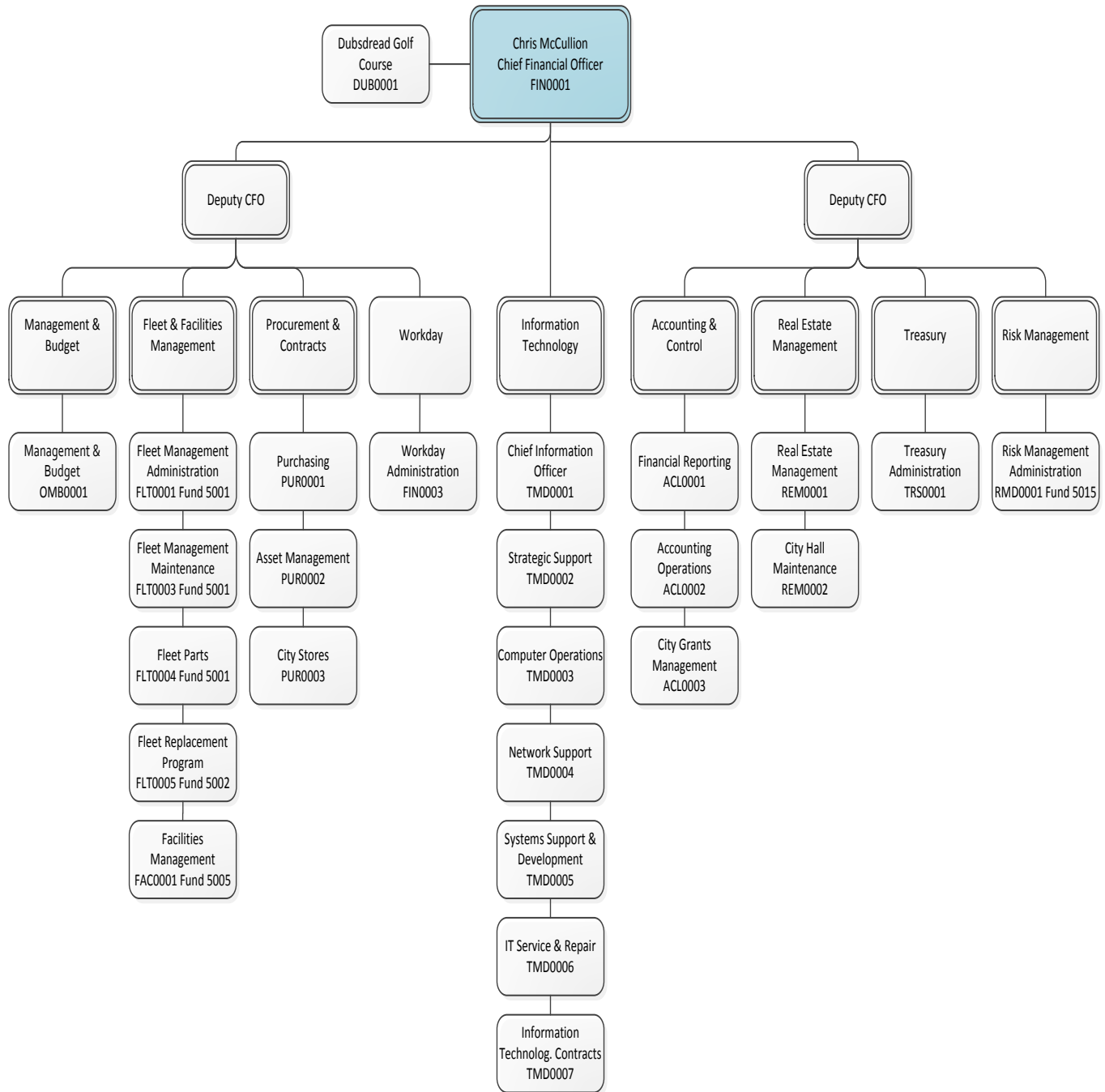
CITY OF ORLANDO

BUSINESS AND FINANCIAL SERVICES



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BUSINESS & FINANCIAL SERVICES



Department Mission Statement

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

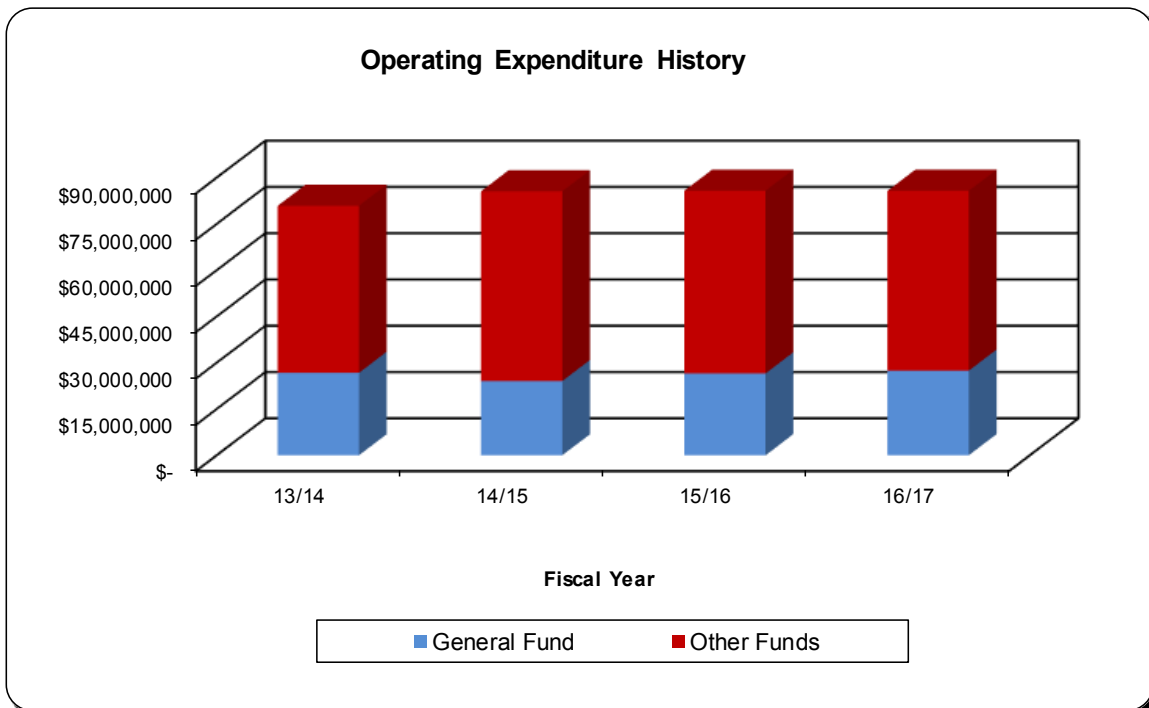
BUSINESS & FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 1,113,283	\$ 966,922	\$ 1,278,564	311,642	32.23%
0002 Nondepartmental - CFO	1,091,684	987,264	682,352	(304,912)	(30.88%)
0003 Workday Administration	4,444	536,033	621,206	85,173	15.89%
Accounting and Control Division (ACL)				-	
0001 Financial Reporting	778,660	961,923	946,024	(15,899)	(1.65%)
0002 Accounting Operations	1,331,800	1,308,788	1,354,914	46,126	3.52%
0003 City Grants Management	282,531	377,168	378,998	1,830	0.49%
Dubsdread Golf Course (DUB)				-	
0002 Nondepartmental	70,489	73,429	6,755	(66,674)	(90.80%)
Facilities Management Division (FLT)				-	
0006 Fleet/Facilities Admin Support	484,872	-	-	-	N/A
Management and Budget Division (OMB)				-	
0001 Management and Budget	571,173	643,111	651,794	8,683	1.35%
Procurement and Contracts Division (PUR)				-	
0001 Purchasing	1,371,701	1,431,233	1,458,088	26,855	1.88%
0002 Asset Management	267,385	275,057	261,861	(13,196)	(4.80%)
0003 City Stores	264,086	288,344	304,837	16,493	5.72%
0004 Non Dept.-Purchasing Auctions	21,453	41,500	41,500	-	0.00%
Real Estate Management Division (REM)				-	
0001 Real Estate Management	584,458	750,186	507,683	(242,503)	(32.33%)
0002 City Hall Maintenance	2,847,439	2,456,975	2,611,434	154,459	6.29%
Information Technology Division (TMD)				-	
0001 Chief Information Officer	830,455	1,584,186	1,805,175	220,989	13.95%
0002 Strategic Support	2,378,940	2,895,408	3,040,281	144,873	5.00%
0003 Computer Operations	1,103,362	1,035,306	1,293,088	257,782	24.90%
0004 Network Support	1,140,235	1,217,290	1,265,263	47,973	3.94%
0005 Systems Support and Development	1,538,215	1,750,593	1,833,733	83,140	4.75%
0006 IT Service and Repair	135,321	95,000	95,000	-	0.00%
0007 Information Technology Contracts	5,490,973	6,440,637	6,524,058	83,421	1.30%
Treasury Division (TRS)				-	
0001 Treasury Administration	351,374	417,079	446,072	28,993	6.95%
TOTAL -- GENERAL FUND	\$ 24,054,334	\$ 26,533,432	\$ 27,408,680	\$ 875,248	3.30%
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 7,510,243	\$ 7,130,677	\$ 9,307,803	\$ 2,177,126	30.53%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 7,510,243	\$ 7,130,677	\$ 9,307,803	\$ 2,177,126	30.53%
REVOLVING & RENEWABLE ENERGY FUND #3005					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 485	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- R & R ENERGY FUND	\$ 485	\$ 139,342	\$ 139,342	\$ -	0.00%
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Admin.	\$ 854,282	\$ 1,055,149	\$ 1,177,917	\$ 122,768	11.64%
0003 Fleet Management Maintenance	17,867,191	16,997,427	15,896,279	(1,101,148)	(6.48%)
0004 Fleet Parts	618,644	338,568	452,250	113,682	33.58%
0002 Non Dept.-Fleet Management	1,177,392	1,147,833	1,563,614	415,781	36.22%
TOTAL -- FLEET MANAGEMENT FUND	\$ 20,517,509	\$ 19,538,977	\$ 19,090,060	\$ (448,917)	(2.30%)

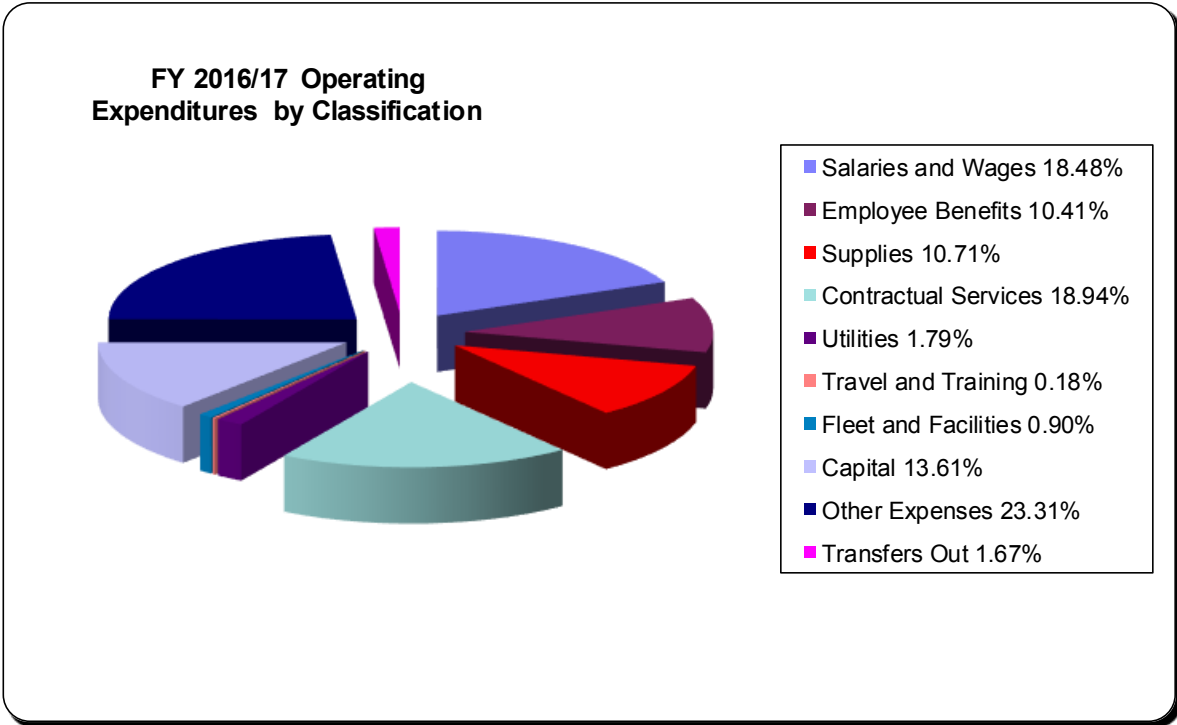
BUSINESS & FINANCIAL SERVICES

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 11,975,255	\$ 8,402,891	\$ 11,594,838	\$ 3,191,947	37.99%
TOTAL -- FLEET REPLACEMENT FUND	\$ 11,975,255	\$ 8,402,891	\$ 11,594,838	\$ 3,191,947	37.99%
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 714,414	\$ 1,012,479	\$ 970,629	\$ (41,850)	(4.13%)
0002 Risk Management Non-Departmental	17,035,207	14,640,806	14,540,359	(100,447)	(0.69%)
TOTAL -- RISK MANAGEMENT FUND	\$ 17,749,621	\$ 15,653,285	\$ 15,510,988	\$ (142,297)	(0.91%)
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,531,552	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,531,552	\$ -	\$ -	\$ -	N/A
DUBSDREAD GOLF COURSE #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,214,194	\$ 2,113,134	\$ 2,300,829	\$ 187,695	8.88%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,214,194	\$ 2,113,134	\$ 2,300,829	\$ 187,695	8.88%
DUBSDREAD RENEWAL & REPLACEMENT #0016					
Dubsdread Golf Course (DUB)					
0003 Dubsdread Renewal & Replacement	\$ 13,352	\$ 367,186	\$ 377,457	\$ 10,271	2.80%
TOTAL -- DUBSDREAD R & R FUND	\$ 13,352	\$ 367,186	\$ 377,457	\$ 10,271	2.80%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 85,566,545	\$ 79,878,924	\$ 85,729,997	\$ 5,851,073	7.32%



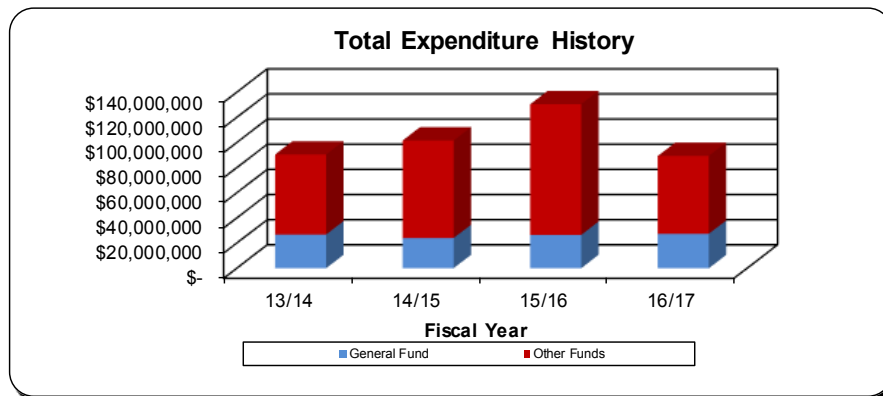
BUSINESS & FINANCIAL SERVICES

Expenditure by Classification	2014/15	2015/16	2016/17	Change	
	Actual Expenditures	Revised Budget	Proposed Budget	Proposed to Revised	% Change
Salaries and Wages	\$ 12,866,820	\$ 14,579,511	\$ 15,841,018	\$ 1,261,507	8.65%
Employee Benefits	7,174,712	8,472,306	8,926,319	454,013	5.36%
Supplies	8,141,764	10,187,737	9,182,165	(1,005,572)	(9.87%)
Contractual Services	12,419,325	13,311,892	16,234,795	2,922,903	21.96%
Utilities	2,336,732	1,958,527	1,533,097	(425,430)	(21.72%)
Travel and Training	67,638	163,256	155,756	(7,500)	(4.59%)
Fleet and Facilities	5,965,036	853,037	770,814	(82,223)	(9.64%)
Capital	11,898,115	8,173,510	11,666,962	3,493,452	42.74%
Other Expenses	18,525,934	21,387,140	19,983,718	(1,403,422)	(6.56%)
Transfers Out	6,170,469	792,008	1,435,353	643,345	81.23%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 85,566,545	\$ 79,878,924	\$ 85,729,997	\$ 5,851,073	7.32%

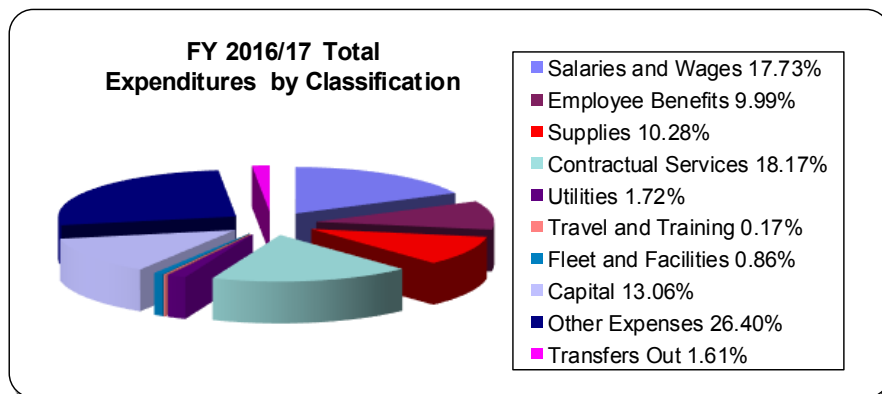


BUSINESS & FINANCIAL SERVICES

	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
ENERGY INITIATIVE CONSTRUCTION BOND FUND #3032					
Projects and Grants	\$ 1,764,313	\$ 15,735,684	\$ -	\$(15,735,684)	(100.00%)
TOTAL -- ENERGY INITIATIVE CONSTRUCTION BOND FUND	\$ 1,764,313	\$ 15,735,684	\$ -	\$(15,735,684)	(100.00%)
Projects and Grants Other Funds	\$ 14,233,514	\$ 34,847,876	\$ 3,600,000	\$(31,247,876)	(89.67%)
TOTAL -- PROJECTS AND GRANTS	\$ 15,997,827	\$ 50,583,560	\$ 3,600,000	\$(46,983,560)	(92.88%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 101,564,372	\$ 130,462,484	\$ 89,329,997	\$(41,132,487)	(31.53%)



Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 12,927,074	\$ 14,579,511	\$ 15,841,018	\$ 1,261,507	8.65%
Employee Benefits	7,174,712	8,472,306	8,926,319	454,013	5.36%
Supplies	8,466,903	10,870,846	9,182,165	(1,688,681)	(15.53%)
Contractual Services	14,996,756	34,982,965	16,234,795	(18,748,170)	(53.59%)
Utilities	2,343,137	1,952,928	1,533,097	(419,831)	(21.50%)
Travel and Training	101,580	238,256	155,756	(82,500)	(34.63%)
Fleet and Facilities	7,542,670	612,522	770,814	158,292	25.84%
Capital	23,233,767	19,977,907	11,666,962	(8,310,945)	(41.60%)
Other Expenses	18,607,305	37,983,235	23,583,718	(14,399,517)	(37.91%)
Transfers Out	6,170,469	792,008	1,435,353	643,345	81.23%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 101,564,372	\$ 130,462,484	\$ 89,329,997	\$(41,132,487)	(31.53%)



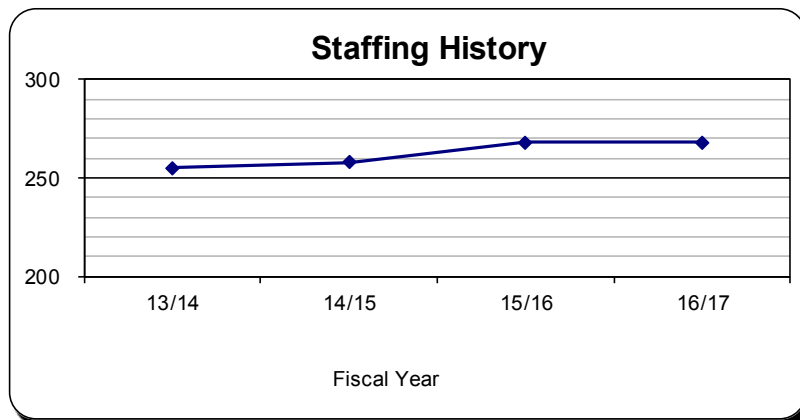
BUSINESS & FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	9	5	5
0003 Workday Administration	-	4	4
Accounting and Control Division (ACL)			
0001 Financial Reporting	9	9	9
0002 Accounting Operations	16	16	16
0003 City Grants Management	2	2	2
Facilities Management Division (FLT)			
0006 Fleet/Facilities Admin Support	7	-	-
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
Procurement & Contracts Division (PUR)			
0001 Purchasing	15	15	15
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
Information Technology Division (TMD)			
0001 Chief Information Officer	12	15	15
0002 Strategic Support	30	31	31
0003 Computer Operations	11	15	15
0004 Network Support	11	11	11
0005 Systems Support and Development	17	17	17
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	159	160	160
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	43	49	49
TOTAL -- FACILITIES MANAGEMENT FUND	43	49	49
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	3	4	4
0003 Fleet Management Maintenance	36	36	36
0004 Fleet Parts	5	7	7
TOTAL -- FLEET MANAGEMENT FUND	44	47	47

BUSINESS & FINANCIAL SERVICES

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>RISK MANAGEMENT FUND #5015</u>			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT FUND	10	10	10
<u>PENSION PARTICIPANT SERVICES FUND #0018</u>			
Treasury Division (PEN)			
0009 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
<u>FIRE PENSION FUND #6501</u>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS & FINANCIAL SERVICES	258	268	268



BUSINESS & FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

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

Major Accomplishments

- Worked with the Mayor and City Council to develop and implement a plan to return the City to a structurally balanced budget.
- Maintained existing high-quality credit ratings through sound financial management practices.
- Continued review of additional functionality available in semi-annual updates for the Workday financial system to ensure that City leadership is provided with the most accurate, relevant information for decision making.
- Provided extensive ongoing financial guidance and direction for the Community Venues projects.
- Developed a financing plan for new public safety projects such as Computer Aided Dispatch system, Fire Station 6, Fire Station 9 and Lake Nona OPD Radio Tower.
- Provided critical business support that helped City departments provide high quality public services to our residents.
- Established a transition plan for the retirement of the Chief Financial Officer with minimal disruption to Departmental business operations.

Future Goals and Objectives

Short Term

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Help develop the operational and financial plan to combat homelessness through housing opportunities and partnership with local agencies.
- Advise on the acquisition of strategic land parcels to further economic development within the downtown core and surrounding neighborhoods.

Medium Term

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

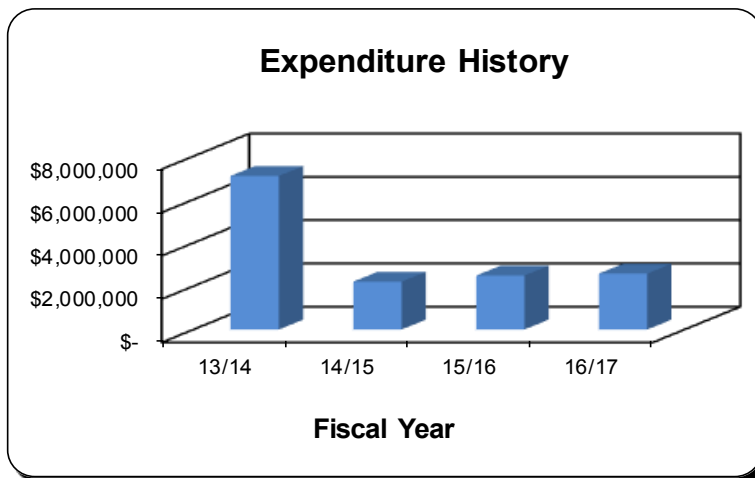
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Chief Financial Officer					
0001 Chief Financial Officer	\$ 1,113,283	\$ 966,922	\$ 1,278,564	\$ 311,642	32.23%
0002 Nondepartmental - CFO	1,091,684	987,264	682,352	(304,912)	(30.88%)
0003 Workday Administration	4,444	536,033	621,206	85,173	N/A
TOTAL -- GENERAL FUND	\$ 2,209,411	\$ 2,490,219	\$ 2,582,122	\$ 91,903	3.69%
TOTAL - CHIEF FINANCIAL OFFICER	\$ 2,209,411	\$ 2,490,219	\$ 2,582,122	\$ 91,903	3.69%



STAFFING HISTORY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
0001 Chief Financial Officer	9	5	5
0003 Workday Administration	-	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS & FINANCIAL SERVICES

Accounting and Control

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 our fiscal year ended September 30, 2015 Comprehensive Annual Financial Report (CAFR).
- Satisfactorily implemented in our fiscal year ended September 30, 2015 CAFR the following requirements issued by the Government Accounting Standards Board (GASB):
 - GASB 67 – “Accounting and Financial Reporting for Pension Plans an amendment of GASB Statement 25”, the implementation of GASB 67 resulted in additional financial statement disclosures and the restatement of net position in the fire pension fund.
 - GASB Statement 69 – “Government Combination and Disposals of Government Operations” as a result of the dissolution of the Civic Facilities Authority (a component unit) in fiscal year 2014.
- Successfully implemented Workday, a “Cloud Based” Financial Management and Human Resources system. This has improved the processing efficiencies of accounting transactions and enhanced the timeliness and accuracy of financial reporting including payroll processing and reporting. Updates are implemented two times each year and these updates are tested and enhancements are implemented as well on an ongoing basis.
- In cooperation with Information Technology, 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.
- Successfully installed and implemented new credit card swipe machine compliant with Payment Card Industry data security standards.

Future Goals and Objectives

Short Term

- Continue to receive the Certificate of Achievement for Excellent in Financial Reporting from the Government Finance Officers Association.
- For the fiscal year ending September 30, 2016, successfully implement GASB Statement 68 – “Accounting and Financial Reporting for Pensions an amendment of GASB Statement 27” and GASB Statement 71 - Pension Transition for Contributions Made Subsequent to the Measurement Date – An Amendment of GASB Statement 68”.
- Implement Pay Cards as an alternative method of pay for employees. Eliminating the printing of paper checks.
- Complete the install and implementation of new credit card swipe machines at satellite cashiering locations to complete the requirement for the Payment Card Industry data security standards.

BUSINESS & FINANCIAL SERVICES

Medium Term

- Will monitor new GASB pronouncements for any impact on the City's accounting or financial reporting including:
 - We will review the impact of GASB Statement 72 - "Fair Value Measurement and Application" on the City's financial reporting and disclosures.
 - We will review the impact of GASB Statement 73 - "Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 86, and Amendments to Certain Provisions of GASB Statements 67 and 68" on the City's financial reporting and disclosures.
 - We will review the impact of GASB Statement 76 - "The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments" on the City's financial reporting and disclosures.
- Implement new features of the City's Time keeping system including time off requests and manager notifications.
- 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.
- Implement a new system to enter revenues and payments from third party systems to Workday. This will streamline the accuracy of information as well as the bank reconciliation process.
- In cooperation with Information Technology and Economic Development, implement a new point of sale cashiering system that will be integrated with the City's new Permitting system.

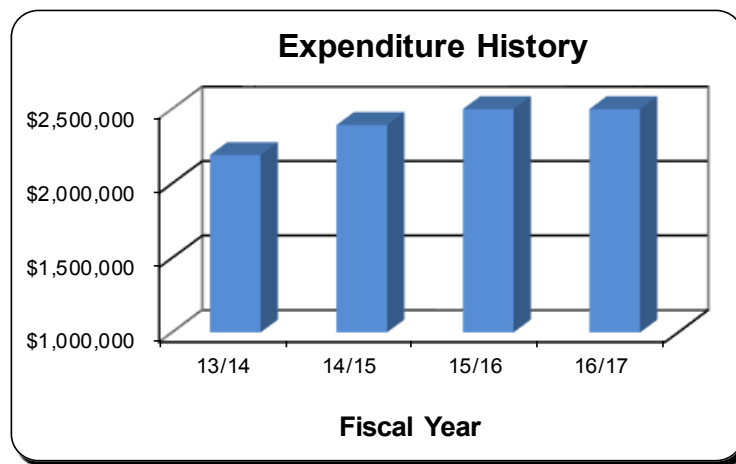
Long Term

- Will monitor new GASB pronouncements for any impact on the City's accounting or financial reporting including:
 - We will review the impact of GASB Statement 74 - "Financial Reporting Postemployment Benefit Plans Other Than Pension Plans" on the City's financial reporting and disclosures.
 - We will review the impact of GASB Statement 75 - "Accounting and Financial Reporting for Postemployment Benefits Other Than Pension Plans" on the City financial reporting and disclosures.
 - We will review the impact of GASB Statement 77 - "Tax Abatement Disclosures: on the City's financial reporting and disclosures.
- In cooperation with Information Technology, will continue to pursue and implement an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- In cooperation with Information Technology, will investigate the benefits of utilizing a payment kiosk(s) for revenue collections at City Hall.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Accounting and Control Division					
0001 Financial Reporting	\$ 778,660	\$ 961,923	\$ 946,024	\$ (15,899)	(1.65%)
0002 Accounting Operations	1,331,800	1,308,788	1,354,914	46,126	3.52%
0003 City Grants Management	282,531	377,168	378,998	1,830	0.49%
TOTAL -- GENERAL FUND	\$ 2,392,991	\$ 2,647,879	\$ 2,679,936	\$ 30,227	1.21%
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 2,392,991	\$ 2,647,879	\$ 2,679,936	\$ 30,227	1.21%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division			
0001 Financial Reporting	9	9	9
0002 Accounting Operations	16	16	16
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	27	27	27
TOTAL - ACCOUNTING & CONTROL DIVISION	27	27	27

BUSINESS & FINANCIAL SERVICES

Facilities Management

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 in support of public safety, governmental operations, public use facilities, various leased properties for City and Public use and the wastewater infra-structure including Conserve One located south of the Orlando International Airport, Conserve Two on LB McCloud, Iron Bridge in Seminole County and the final wastewater outfall located in Christmas, FL.

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

Facilities Management provides inspection, general maintenance & repair, renovation, ongoing preventive/predictive maintenance in the areas of plumbing, air conditioning and heating systems, 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 9,604 work requests.
- Responded to 24 graffiti requests.
- Orlando Operations Center renovation upgrades (100% complete).
- Recreation Center Gym Floor Resurfacing 100% complete.
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 55 facilities (10% complete).
- Installed water meters on city pools and reduced city sewer bill.

BUSINESS & FINANCIAL SERVICES

Future Goals and Objectives

Short Term

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

Medium Term

- Upgrade to web-based ARCHIBUS (Pending further deployment 40% complete).
- On boarding of Enterprise level resource management system, LUCID BuildingOS. Allowing the City to understand the total 'cost of ownership' of each facility, including utility and manpower expenditures.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Computer Aided Facilities Management (CAFM). (Pending resources)
- Construction of new CNG facilities to support Fleet and Greenworks Program. Construction of Aeroclave Facility for decontamination of first responder vehicles for City and other first responder entities.

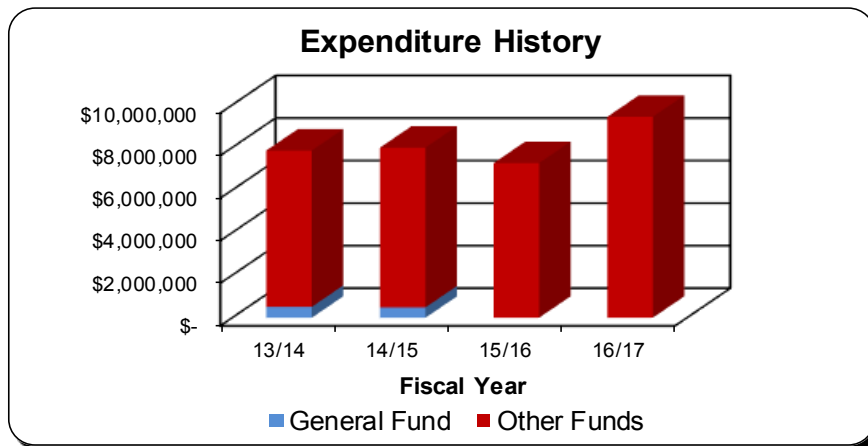
Long Term

- Continue to verify and load several thousand meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Complete \$18 million worth of Energy Efficiency upgrades across Citywide portfolio of 55 buildings including City Hall. Return on Investment will be upwards of \$2.4 million annually.
- Formalize Facility Condition Assessment (FCA) process to perform FCA on all occupied facilities.
- Digitizing facilities collection of blue prints and operations and maintenance manuals.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Facilities Management Division (FLT)					
0006 Fleet/Facilities Admin Support	\$ 484,872	\$ -	\$ -	\$ -	0.00%
TOTAL -- GENERAL FUND	\$ 484,872	\$ -	\$ -	\$ -	0.00%
FACILITIES MANAGEMENT FUND #5001					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 7,510,243	\$ 7,130,677	\$ 9,307,803	\$ 2,177,126	30.53%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 7,510,243	\$ 7,130,677	\$ 9,307,803	\$ 2,177,126	30.53%
REVOLVING & RENEWABLE ENERGY FUND #3005					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 485	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- R & R ENERGY FUND	\$ 485	\$ 139,342	\$ 139,342	\$ -	0.00%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 7,995,600	\$ 7,270,019	\$ 9,447,145	\$ 2,177,126	29.95%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Facilities Management Division (FLT)			
0006 Fleet/Facilities Admin Support	7	-	-
TOTAL -- GENERAL FUND	7	-	-
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	43	49	49
TOTAL -- FACILITIES MANAGEMENT FUND	43	49	49
TOTAL -- FACILITIES MANAGEMENT DIVISION	50	49	49

BUSINESS & FINANCIAL SERVICES

Management and Budget

Overview of Services/Programs

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

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the twelfth consecutive year.
- Completed a Division restructuring the saw the promotion of three out of four Budget Analysts and the hiring of three replacements. This was done between budget development cycles so that there was no negative impact on the City's ability to proactively identify opportunities to improve performance, to report on the City's financial status or to develop the next year's operating and capital budgets.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including the monthly financial report which details General and Enterprise Fund information.
- Partnered with City Departments to work towards full utilization of the Workday Financial System, and the development of customized reporting in areas where it delivers value to the end-user.

Future Goals and Objectives

Short Term

- Division Manager to serve as a Functional Lead on the new City-wide human resource, payroll and financial system. A specific goal will be expanding the City's use of new Workday budgeting functionality
- Continue to comply with Senate Bill No. 224 regarding local government accountability and the requirement to post budget information to the City's official website.
- With all of the union agreements having expired at the end of the prior fiscal year, continue to work with the CAO's Office, Human Resources Division and the CFO on the negotiation and implementation of new agreements.

Medium Term

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

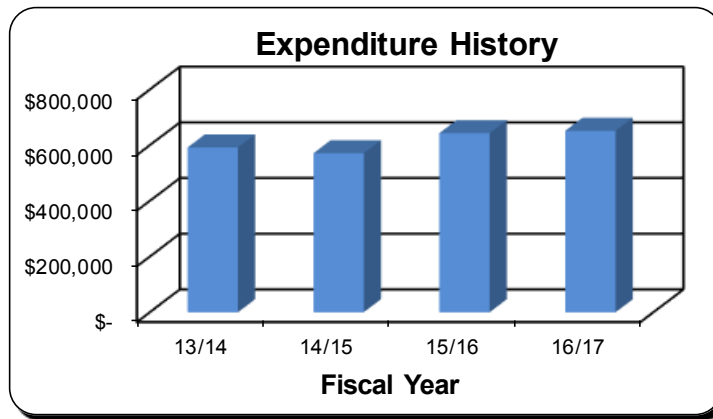
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Management and Budget Division					
0001 Management and Budget	\$ 571,173	\$ 643,111	\$ 651,794	\$ 8,683	1.35%
TOTAL -- GENERAL FUND	\$ 571,173	\$ 643,111	\$ 651,794	\$ 8,683	1.35%
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 571,173	\$ 643,111	\$ 651,794	\$ 8,683	1.35%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL - MANAGEMENT & BUDGET DIVISION	7	7	7

BUSINESS & FINANCIAL SERVICES

Procurement and Contracts

Overview of Services/Program

The **Procurement and Contracts Division** (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction and professional services required by the City. Utilizing sound business processes, the Division manages in excess of 650 active contracts valued at approximately \$400 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 System was recently implemented to provide a central repository for all Procurement contracts. Phase 2 implementation will include an automated notification system.
- Supplier Diversity, Training and Outreach – Facilitated multiple supplier outreach workshops including “How to Do Business with the City of Orlando” with a specific audience of IT firms, NIGP Annual Reverse Trade Show, UCF Matchmaking Event and others.
- Professional Development – 83% of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting
- Supply Management - City Stores continues to update the Online Shopping catalog and Green Seal items have been identified in the catalog for easy access and support the green initiative.

Future Outlook

Short Term

- Process Improvement – Continue to identify opportunities to streamline business processes and add value. All Directives are being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Outreach Programs – Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, and to promote utilization of M/WBE and VBE supplier diversity and local community based suppliers.
- Sourcing Methods - Coordinate and train Procurement team on the invitation to negotiate (ITN) process to be used for technology and complex procurements. Complete the first ITN procurement.

Medium Term

- Contract Management – Fully implement the Contract Management System to improve efficiency and to maintain contract compliance.
- In cooperation with Accounting and Information Technology, continue to evaluate enhancements needed in the existing ERP system improve the processing efficiencies, timeliness and accuracy of procure-to-pay transactions.
- Explore additional opportunities to improve efficiency such as on-line bidding for formal solicitations and automated insurance certificate tracking

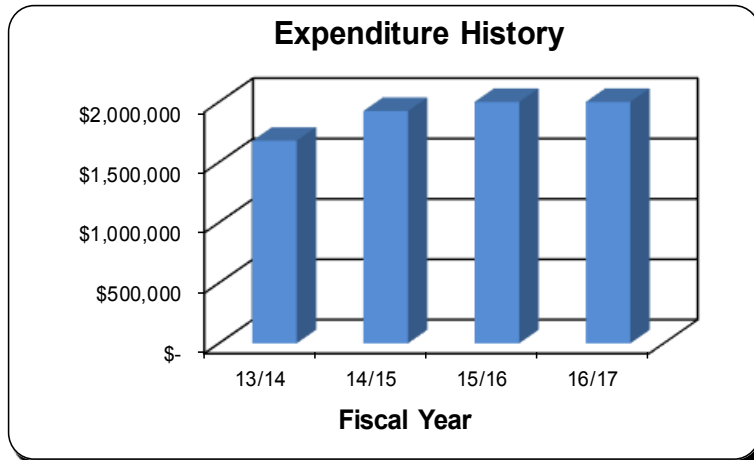
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Purchasing and Materials Management Division (PUR)					
0001 Purchasing	\$ 1,371,701	\$ 1,431,233	\$ 1,458,088	\$ 26,855	1.88%
0002 Asset Management	267,385	275,057	261,861	(13,196)	(4.80%)
0003 City Stores	264,086	288,344	304,837	16,493	5.72%
0004 Non Dept.-Purchasing Auctions	21,453	41,500	41,500	-	0.00%
TOTAL -- GENERAL FUND	\$ 1,924,625	\$ 2,036,134	\$ 2,066,286	\$ 30,152	1.48%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	1,531,552	-	-	-	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,531,552	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 3,456,177	\$ 2,036,134	\$ 2,066,286	\$ 30,152	1.48%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	15	15	15
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	21	21	21
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	21	21	21

BUSINESS & FINANCIAL SERVICES

Real Estate Management

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 Warehouse Rd and Gertrude's Walk extension, hunting rights for Orlando Wetlands Park, railway spur in Creative Village area, Constitution Green Park, residential lots in Parramore to increase home ownership and for economic development purposes, took possession of 11 NSP single family homes; and acquired various easements and right-of-way for Lift Stations 47 and 30 and other Public Works and Transportation projects.
- Completed renovation of City Hall elevators and 7th floor.
- Managed installation of new vending machines throughout City Hall and other City facilities.
- Completed solicitation and selection process for Parramore Village, Mercy Drive and Nichols Apartments Redevelopment; entered into contract for disposition of Lakeside Village and Bordeaux I & II Apartment complexes to Ability Mercy, LLC.
- Disposed of 54 acres industrial site at McCoy Annex/Southport, Soccer stadium site to Orlando Soccer Stadium Land Company, 607 Lake Dot to Salvation Army and 129 E. Gore to Mabel Groves in exchange for Constitution Green site.
- Assisted Housing Department with inspections / assessments of homes rehabilitated with federal funds.
- Maintained 100% occupancy of all City-owned properties available for rent.
- Completed numerous new leases, renewals, amendments, facility use agreements and other agreements such as the license agreement for fresh produce at City Hall; vending services at City facilities; and other agreements and leasing of retail spaces in parking garages.

Future Goals and Objectives

Short Term Goals

- Continue to acquire, dispose, and/or exchange land and easements for Public Works projects including easements for Central Blvd streetscape, easements from Masonic Lodge for new City lift station and from Orange County for expansion of Court St trash compactor; and various other new lift station sites, renovation of existing lift stations; other Public Works and Transportation projects.
- Relocate OPD in to new headquarters and complete construction of OPD horse barn; and complete Canteen Vending Agreement for new OPD Headquarters.
- Implement new database system to record easements, encroachments and other agreements.
- Complete property exchange with GOAA for property at OIA and OEA; and complete property exchange agreements with Orange County Public Schools for Lake Como and Audubon Elementary Schools.
- Continue renovations to Orlando City Hall including energy efficiency upgrades for lighting, HVAC and elevators in conjunction with the 5 year plan.
- Assist Housing Department with solicitation process for infill housing in Parramore; dispose of NSP properties.
- Acquire property for expansion of South pond.
- Enter into ground lease with GOAA for new Fire Station 6 site at 3900 E. Concord St.
- Finalize purchase contract and developer agreement for disposition of Parramore Redevelopment parcels to InVictus Development, LLC and Mercy Drive apartment complexes to Ability Mercy LLC; complete negotiations and agreements to dispose Nichols Apartment site for remodeling/renovation to The Village of Orlando.

BUSINESS & FINANCIAL SERVICES

Medium Goals

- Maintain an occupancy rate on City property available for lease at 80% or above.
- Modify current cell tower agreements to allow upgrades and lease additional space on existing cell towers to increase revenues.
- Identify property for lease or sale for a permanent OPD southeast substation; identify property for relocation of Downtown Arts District; identify property and relocate Downtown Tennis Center and Pottery Studio; relocate Records Management.
- Complete disposition of Parcel U and Parcel N in Creative Village for development.
- Market vacant Peppertree Shores and Peppertree Circle sites for future development.

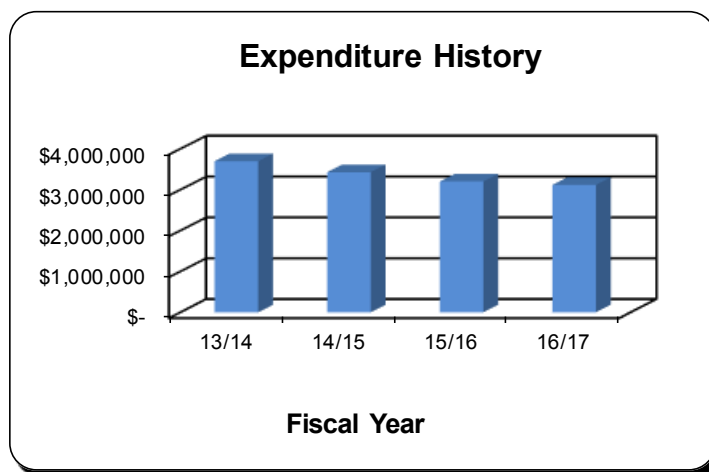
Long Term Goals

- 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.
- Continue to purchase property for extension of Pres Barack Obama Pkwy (Mission Rd), Terry Avenue and Hazeltine Rd projects.
- Acquire property for future Fire Station sites in Lake Nona on Selten Way and in the Starwood Development.

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 584,458	\$ 750,186	\$ 507,683	\$ (242,503)	(32.33%)
0002 City Hall Maintenance	2,847,439	2,456,975	2,611,434	154,459	6.29%
TOTAL -- GENERAL FUND	\$ 3,431,897	\$ 3,207,161	\$ 3,119,117	\$ (88,044)	(2.75%)
TOTAL -- REAL ESTATE MANAGEMENT	\$ 3,431,897	\$ 3,207,161	\$ 3,119,117	\$ (88,044)	(2.75%)



STAFFING HISTORY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS & FINANCIAL SERVICES

Information Technology

Overview of Services/Programs

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

Major Accomplishments

- Economic Development Information System (EDIS) electronic plans project
- Law Enforcement Records Management System (LERMS) upgrade
- Public WiFi at community centers
- Information technology for new facilities, e.g. Crime Scene Facility and Evidence building
- Departmental systems upgrades, e.g. Fuel Tracking, Faster and Archibus
- Phone system and voice mail upgrade
- Information technology security improvement and tooling projects
- Infrastructure redesign, optimization and upgrade projects
- Information Technology Strategy and Architecture team established

Future Goals and Objectives

Short Term

- Police body cameras
- Email conversion to Office 365
- EDIS Hanson-Infor Phase 1.1
- Information technology for new facilities, e.g. Orlando Police Headquarters and Stables
- Implementation of OPD digital evidence system
- Compliance and security projects

Medium Term

- Digital services to residents
- EDIS Phase II
- Departmental system replacements, e.g. Public Works Technology Platform
- OPD Mobile Replacement
- Information Security improvements and tooling solutions
- Infrastructure upgrades/optimization
- Network configuration improvements
- Enterprise Video Conferencing solution

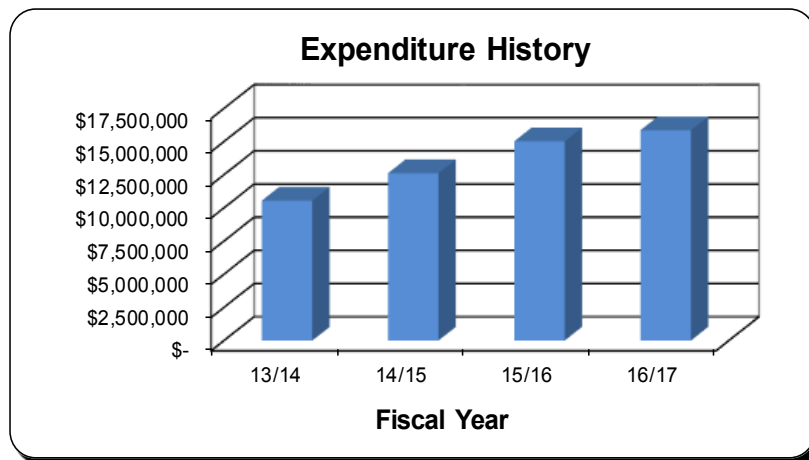
Long Term

- Police and Fire Computer Aided Dispatch system
- Document Management System
- Innovative Response to Improve Safety (IRIS) camera environment upgrade
- Information Technology System Management including Help Desk system upgrade
- City Building Access Control systems hardware upgrade

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 830,455	\$ 1,584,186	\$ 1,805,175	\$ 220,989	13.95%
0002 Strategic Support	2,378,940	2,895,408	3,040,281	144,873	5.00%
0003 Computer Operations	1,103,362	1,035,306	1,293,088	257,782	24.90%
0004 Network Support	1,140,235	1,217,290	1,265,263	47,973	3.94%
0005 Systems Support and Development	1,538,215	1,750,593	1,833,733	83,140	4.75%
0006 IT Service and Repair	135,321	95,000	95,000	-	0.00%
0007 Information Technology Contracts	5,490,973	6,440,637	6,524,058	83,421	1.30%
TOTAL -- GENERAL FUND	\$ 12,617,502	\$ 15,018,420	\$ 15,856,598	\$ 838,178	5.58%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 12,617,502	\$ 15,018,420	\$ 15,856,598	\$ 838,178	5.58%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Information Technology Division (TMD)			
0001 Chief Information Officer	12	15	15
0002 Strategic Support	30	31	31
0003 Computer Operations	11	15	15
0004 Network Support	11	11	11
0005 Systems Support and Development	17	17	17
TOTAL -- GENERAL FUND	81	89	89
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	81	89	89

BUSINESS & FINANCIAL SERVICES

Treasury Management

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 & Capital Investment manages a diversified debt portfolio to efficiently address the City's capital funding needs and works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration administers the activities for the City's three defined benefit pension plans (Police, Firefighters' and General Employees'), one defined contribution plan (401a), two voluntary deferred compensation plans (457b) and two retiree health savings plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, municipal bond analysts and municipal bond investors.

Major Accomplishments

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

Future Goals and Objectives

Short Term

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

Medium Term

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

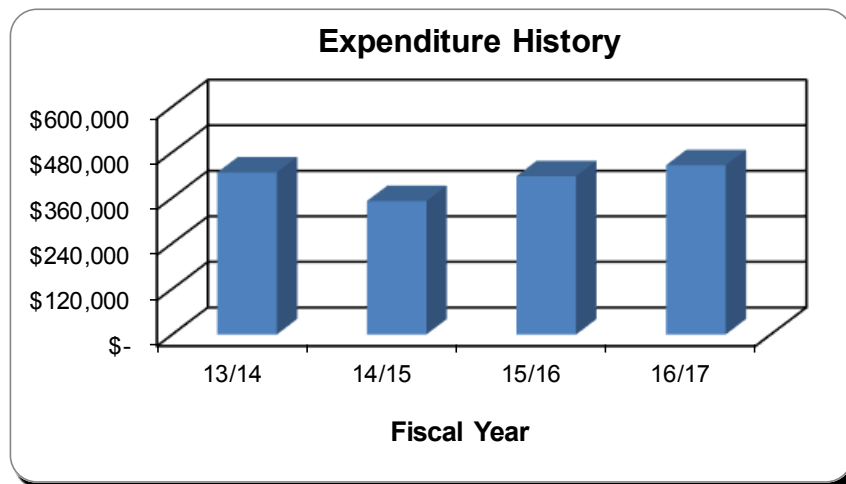
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 351,374	\$ 417,079	\$ 446,072	\$ 28,993	6.95%
TOTAL -- GENERAL FUND	\$ 351,374	\$ 417,079	\$ 446,072	\$ 28,993	6.95%
TOTAL -- TREASURY DIVISION	\$ 351,374	\$ 417,079	\$ 446,072	\$ 28,993	6.95%



STAFFING HISTORY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	3	3	3
PENSION PARTICIPANT SERVICES FUND #0018			
0009 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS & FINANCIAL SERVICES

Fleet Management

Overview of Services/Programs

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

Major Accomplishments

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

Future Goal and Objectives

Short Term

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

Medium Term

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

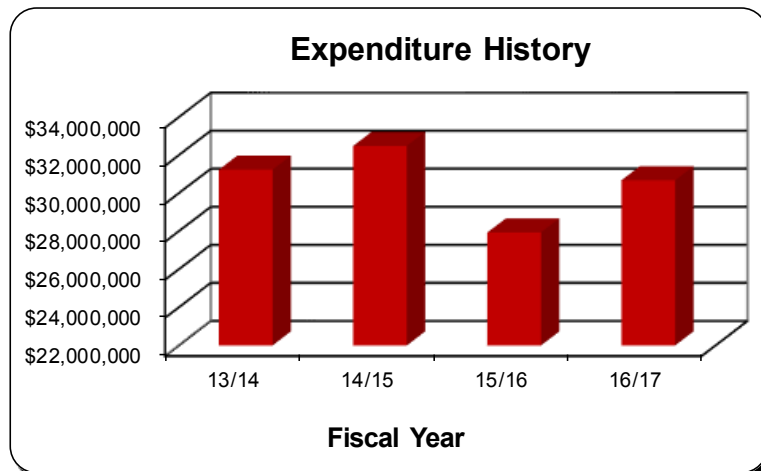
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Admin.	\$ 854,282	\$ 1,055,149	\$ 1,177,917	\$ 122,768	11.64%
0003 Fleet Management Maintenance	17,867,191	16,997,427	15,896,279	(1,101,148)	(6.48%)
0004 Fleet Parts	618,644	338,568	452,250	113,682	33.58%
0002 Non Dept.-Fleet Management	1,177,392	1,147,833	1,563,614	415,781	36.22%
TOTAL -- FLEET MANAGEMENT FUND	\$ 20,517,509	\$ 19,538,977	\$ 19,090,060	\$ (448,917)	(2.30%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 11,975,255	\$ 8,402,891	\$ 11,594,838	\$ 3,191,947	37.99%
TOTAL -- FLEET REPLACEMENT FUND	\$ 11,975,255	\$ 8,402,891	\$ 11,594,838	\$ 3,191,947	37.99%
TOTAL -- FLEET MANAGEMENT DIVISION	\$ 32,492,763	\$ 27,941,868	\$ 30,684,898	\$ 2,743,030	9.82%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
FLEET MANAGEMENT FUND #5001			
Fleet Management Division			
0001 Fleet Management Admin.	3	4	4
0003 Fleet Management Maintenance	36	36	36
0004 Fleet Parts	5	7	7
TOTAL -- FLEET MANAGEMENT FUND	44	47	47
TOTAL -- FLEET MANAGEMENT DIVISION	44	47	47

BUSINESS & FINANCIAL SERVICES

Risk Management Division

Overview of Services

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

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

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

Major Accomplishments

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

Future Goals and Objectives

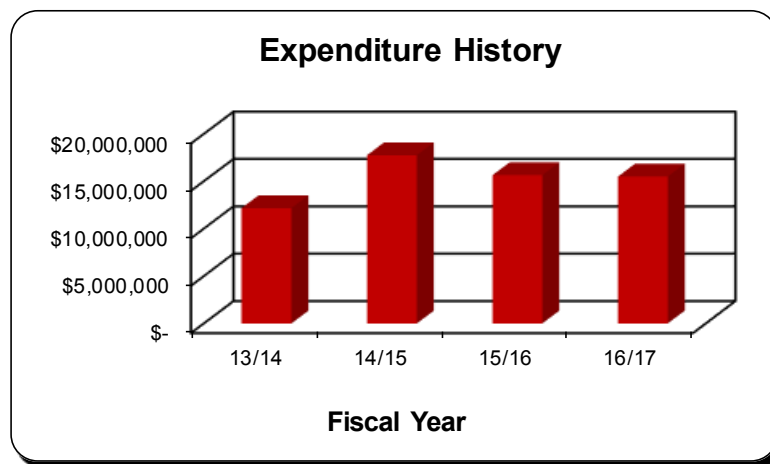
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 714,414	\$ 1,012,479	\$ 970,629	\$ (41,850)	(4.13%)
0002 Risk Management Non-Departmental	17,035,207	14,640,806	14,540,359	(100,447)	(0.69%)
TOTAL -- RISK MANAGEMENT FUND	\$ 17,749,621	\$ 15,653,285	\$ 15,510,988	\$ (142,297)	(0.91%)
TOTAL -- RISK MANAGEMENT DIVISION	\$ 17,749,621	\$ 15,653,285	\$ 15,510,988	\$ (142,297)	(0.91%)



STAFFING HISTORY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10

BUSINESS & FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

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

Major Accomplishments

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

Future Outlook

Short Term

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

Medium Term

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

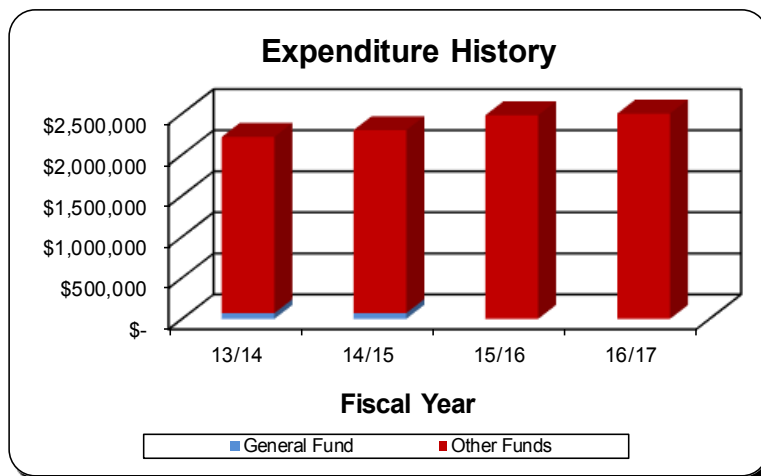
Long Term

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

BUSINESS & FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Proposed	% Change
GENERAL FUND #0001					
0002 Dubsdread Non-departmental	\$ 70,489	\$ 73,429	\$ 6,755	(\$66,674)	(90.80%)
TOTAL -- GENERAL FUND	\$ 70,489	\$ 73,429	\$ 6,755	(\$66,674)	(90.80%)
DUBSDREAD GOLF COURSE FUND #0015					
0001 Dubsdread Golf Course	\$ 2,214,194	\$ 2,113,134	\$ 2,300,829	\$ 187,695	8.88%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,214,194	\$ 2,113,134	\$ 2,300,829	\$ 187,695	8.88%
DUBSDREAD RENEWAL & REPLACEMENT #0016					
0003 Dubsdread Renewal & Replacement	\$ 13,352	\$ 367,186	\$ 377,457	\$ 10,271	2.80%
TOTAL -- DUBSDREAD R & R FUND	\$ 13,352	\$ 367,186	\$ 377,457	\$ 10,271	2.80%
TOTAL -- DUBSDREAD GOLF COURSE	\$ 2,298,035	\$ 2,553,749	\$ 2,685,041	\$ 131,292	8.88%



BUSINESS & FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100%	100%	85%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$181.43	\$217.20	\$260.00

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Accounting & Control Division	Cost to Process one Accounts Receivable Transaction	\$12.31	\$12.31	\$12.50
Accounting & Control Division	Total Cost to Process one Accounts Payable Check	\$28.54	\$28.54	\$27.04
Accounting & Control Division	Cost to process one ProCard Transaction	\$2.49	\$2.49	\$2.60
Accounting & Control Division	Cost to process one Payroll Transaction	\$2.61	\$2.61	\$1.73
Accounting & Control Division	Cost to Process one Revenue Collection Transaction	\$1.23	\$1.23	\$1.25
Real Estate Management Division	Properties Acquired Within the Established Value	100	100	85
Treasury Division	Active Portfolio investment return over the Lehman Aggregate Index	-0.08%	.26%	0.50%
Treasury Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.02%	-.06%	0.10%
Treasury Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.50%	.5%	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	18.38%	18.96%	20.13%
Fleet Management Division	Fleet Division expenditures/vehicle	\$8,888	\$9,186	\$2,334
Office of Business & Financial Services	OBFS Falling Within the "Normal" Range as Evidenced by the Quarterly Budget Financial Status Report	Yes	Yes	Yes

BUSINESS & FINANCIAL SERVICES

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Accounting & Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting & Control Division	Refund processing time	18.25	18.25	19
Accounting & Control Division	Notification letters mailing time	144	144	72
Accounting & Control Division	Percentage of employee direct deposits to total employee payments	93.62%	96.87%	98.68%
Accounting & Control Division	Average Percentage of Posting Accuracy	99%	99%	99%
Facilities Management Division	Completed scheduled PMs (%)	118.50%	125.33%	140.14%
Facilities Management Division	Work requests completed (%)	115.08%	128.75%	106%
Facilities Management Division	Number of work orders completed per day per trade	2.63	1.88	2.14
Purchasing & Materials Management Division	Percentage of City Store stock inventory reductions.	40%	64%	20%
Technology Management Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	99.46%	90.37%	98%
Technology Management Division	Percent of virus outbreaks contained/resolved in less than 2 hours	99.88%	100%	99%
Technology Management Division	Public safety network connectivity uptime percentage	99.87%	99.98%	99%
Technology Management Division	Percentage of GIS data updates completed per published schedule	98.98%	99.68%	98%
Technology Management Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	99.94%	99.85%	99%
Technology Management Division	Percent of Technology Management Call Center problem calls resolved in less than 3 days is approaching its Update Date	91.65%	100%	93%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	19.10%	17.29%	17%
Fleet Management Division	Number of vehicles/FTE	88.34	85.28	88

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.22	3.31	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	93.33	100	95
Risk Management Division	Per capita auto liability claims	\$3.15	\$4.37	\$3.20
Risk Management Division	Per capita general liability claims	\$1.12	\$12.93	\$1.15

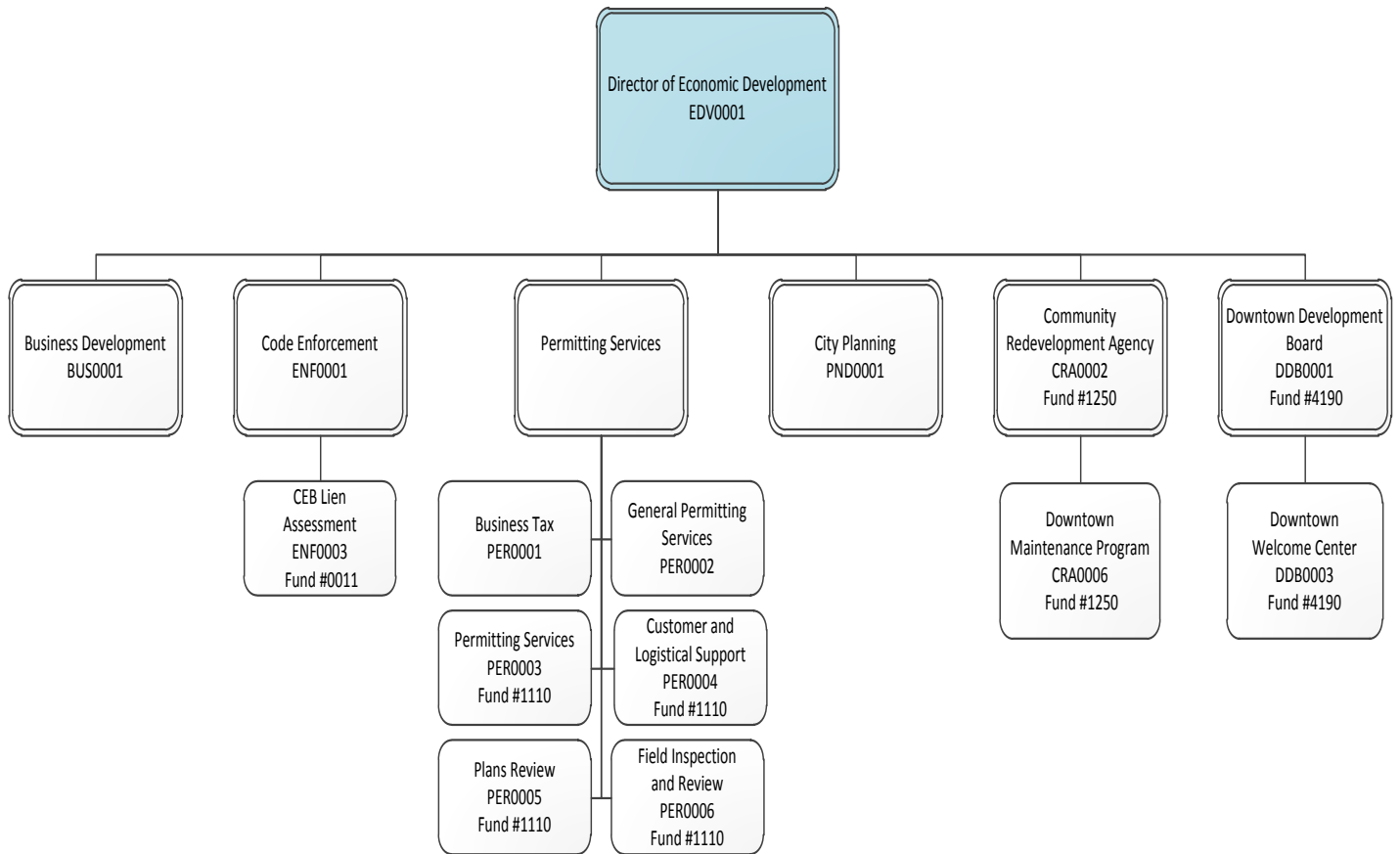


CITY OF
ORLANDO
ECONOMIC DEVELOPMENT



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ECONOMIC DEVELOPMENT DEPARTMENT



Department Mission Statement

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.

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

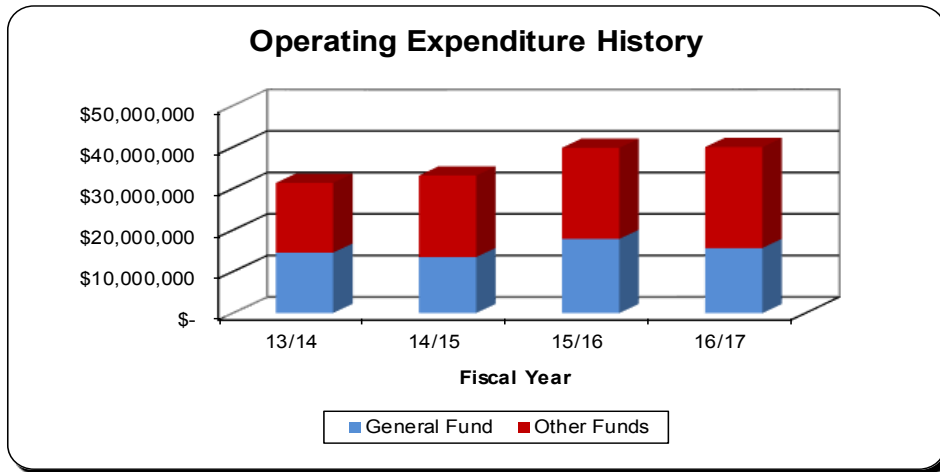
ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

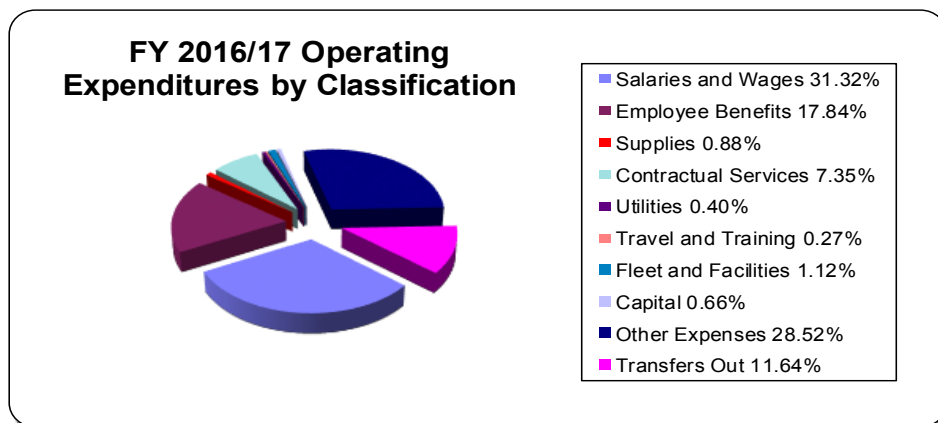
Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 663,503	\$ 692,481	\$ 793,791	\$ 101,310	14.63%
0002 Economic Development Nondepartmental	3,717,843	5,375,885	5,207,939	(167,946)	(3.12%)
Business Development Division (BUS)					
0001 Business Development	478,222	526,449	557,170	30,721	5.84%
Permitting Services Division (PER)					
0001 Business Tax	168,015	25,273	180,208	154,935	613.05%
0002 General Permitting Services	1,464,988	2,291,467	2,405,116	113,649	4.96%
Code Enforcement Division (ENF)					
0001 Code Enforcement	3,333,615	3,781,719	3,786,584	4,865	0.13%
0002 Red Light Camera*	1,296,838	2,456,628	-	(2,456,628)	(100.00%)
City Planning Division (PND)					
0001 City Planning	2,355,185	2,722,112	2,731,091	8,979	0.33%
TOTAL -- GENERAL FUND	\$ 13,478,210	\$ 17,872,014	\$ 15,661,899	\$ (2,210,115)	(12.37%)
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 3,129,427	\$ 3,641,184	\$ 3,623,127	\$ (18,057)	(0.50%)
0004 Customer Services and Logistical Support	1,403,571	2,085,398	2,326,551	241,153	11.56%
0005 Plans Review	1,150,828	1,724,881	1,846,169	121,288	7.03%
0006 Field Inspection and Review	4,206,288	4,246,300	4,542,907	296,607	6.99%
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 9,890,114	\$ 11,697,763	\$ 12,338,754	\$ 640,991	5.48%
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,130,451	\$ 1,278,580	\$ 1,320,255	\$ 41,675	3.26%
0005 Community Redevelopment Agency Nondepartmental	4,956,141	4,963,294	5,748,203	784,909	15.81%
0006 Downtown Maintenance Program	1,070,971	1,247,915	1,698,951	451,036	36.14%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 7,157,563	\$ 7,489,789	\$ 8,767,409	\$ 1,277,620	17.06%
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 669,782	\$ 737,305	\$ 811,041	\$ 73,736	10.00%
0002 Downtown Development Board Nondepartmental	1,934,854	2,019,055	2,407,819	388,764	19.25%
0003 Downtown Welcome Center	15,946	9,857	8,220	(1,637)	(16.61%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 2,620,583	\$ 2,766,217	\$ 3,227,080	\$ 460,863	16.66%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 33,146,469	\$ 39,825,783	\$ 39,995,142	\$ 169,359	0.43%

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

ECONOMIC DEVELOPMENT DEPARTMENT



Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 9,626,047	\$ 11,380,563	\$ 12,527,398	\$ 1,146,835	10.08%
Employee Benefits	5,421,565	6,608,415	7,135,122	526,707	7.97%
Supplies	265,914	453,468	353,550	(99,918)	(22.03%)
Contractual Services	2,267,749	4,911,150	2,937,650	(1,973,500)	(40.18%)
Utilities	76,479	159,162	161,230	2,068	1.30%
Travel and Training	69,753	107,055	109,735	2,680	2.50%
Fleet and Facilities	442,899	546,240	446,828	(99,412)	(18.20%)
Capital	275,996	398,712	262,069	(136,643)	(34.27%)
Other Expenses	9,249,580	11,139,337	11,405,136	265,799	2.39%
Transfers Out	5,450,487	4,121,681	4,656,424	534,743	12.97%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 33,146,469	\$ 39,825,783	\$ 39,995,142	\$ 169,359	0.43%



ECONOMIC DEVELOPMENT DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 1,021,979	\$ 6,188,019	\$ 3,666,847	\$ (2,521,172)	(40.74%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 1,021,979	\$ 6,188,019	\$ 3,666,847	\$ (2,521,172)	(40.74%)
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 584,632	\$ 12,527,149	\$ 2,950,000	\$ (9,577,149)	(76.45%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 584,632	\$ 12,527,149	\$ 2,950,000	\$ (9,577,149)	(76.45%)
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 741,104	\$ 2,030,901	\$ 930,000	\$ (1,100,901)	(54.21%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 741,104	\$ 2,030,901	\$ 930,000	\$ (1,100,901)	(54.21%)
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 71,160	\$ 383,595	\$ 546,125	\$ 162,530	42.37%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 71,160	\$ 383,595	\$ 546,125	\$ 162,530	42.37%
<u>CEB LIEN ASSESSMENT FUND #0011</u>					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 765,973	\$ 2,442,078	\$ 1,552,078	\$ (890,000)	(36.44%)
Projects and Grants	-	210,541	-	(210,541)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 765,973	\$ 2,652,619	\$ 1,552,078	\$ (1,100,541)	(41.49%)
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 22,298,946	\$ 26,762,449	\$ 29,751,088	\$ 2,988,639	11.17%
0003 CRA III Trust	4,162,690	4,733,726	5,187,142	453,416	9.58%
0004 CRA IV Republic Drive Trust	9,390,006	13,177,666	14,190,112	1,012,446	7.68%
TOTAL -- CRA TRUST FUNDS	\$ 35,851,643	\$ 44,673,841	\$ 49,128,342	\$ 4,454,501	9.97%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 4,118,203	\$ 8,839,732	\$ -	\$ (8,839,732)	(100.00%)
TOTAL -- OTHER FUNDS	\$ 4,118,203	\$ 8,839,732	\$ -	\$ (8,839,732)	(100.00%)
TOTAL -- SPECIAL TAX & FEE RELATED FUNDS	\$ 43,154,693	\$ 77,295,856	\$ 58,773,392	\$ (18,522,464)	(23.96%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 76,301,161	\$ 117,121,639	\$ 98,768,534	\$ (18,353,105)	(15.67%)

ECONOMIC DEVELOPMENT DEPARTMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 9,676,198	\$ 11,391,163	\$ 12,542,398	\$ 1,151,235	10.11%
Employee Benefits	5,421,565	6,614,815	7,135,122	520,307	7.87%
Supplies	421,401	577,660	383,550	(194,110)	(33.60%)
Contractual Services	6,008,826	26,204,630	8,888,226	(17,316,404)	(66.08%)
Utilities	76,479	159,162	161,230	2,068	1.30%
Travel and Training	78,854	112,954	109,735	(3,219)	(2.85%)
Fleet and Facilities	443,937	793,715	446,828	(346,887)	(43.70%)
Capital	1,423,007	5,457,675	2,482,069	(2,975,606)	(54.52%)
Other Expenses	17,461,361	28,203,043	25,502,537	(2,700,506)	(9.58%)
Transfers Out	35,289,532	37,606,822	41,116,839	3,510,017	9.33%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 76,301,161	\$ 117,121,639	\$ 98,768,534	\$ (18,353,105)	(15.67%)

FY 2016/17 Total Expenditures by Classification



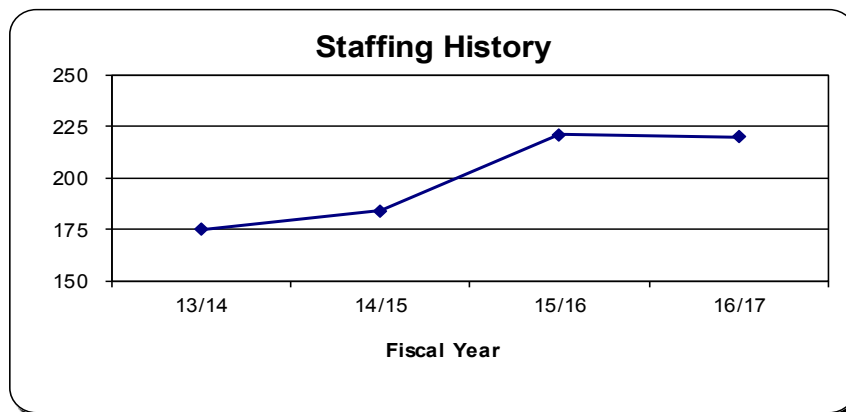
Salaries and Wages	12.70%
Employee Benefits	7.22%
Supplies	0.39%
Contractual Services	9.00%
Utilities	0.16%
Other Expenses	0.11%
Travel and Training	0.45%
Fleet and Facilities	2.51%
Capital	25.82%
Transfers Out	4.63%

ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	6	6
Business Development Division (BUS)			
0001 Business Development	4	4	4
Permitting Services Division (PER)			
0001 Business Tax	2	2	2
0002 General Permitting Services	14	18	18
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	32	32
0002 Red Light Camera*	6	8	-
City Planning Division (PND)			
0001 City Planning	22	25	25
TOTAL GENERAL FUND	86	95	87
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	9	11	11
0004 Customer Services and Logistical Support	22	36	36
0005 Plans Review	18	19	19
0006 Field Inspection and Review	28	38	38
TOTAL BUILDING CODE ENFORCEMENT FUND	77	104	104
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	8	9	9
0006 Downtown Maintenance Program	10	10	17
TOTAL COMMUNITY REDEVELOPMENT AGENCY	18	19	26
DOWNTOWN DEVELOPMENT BOARD FUND #4190			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	2	2
0003 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	3	3
TOTAL -- ECONOMIC DEVELOPMENT	184	221	220

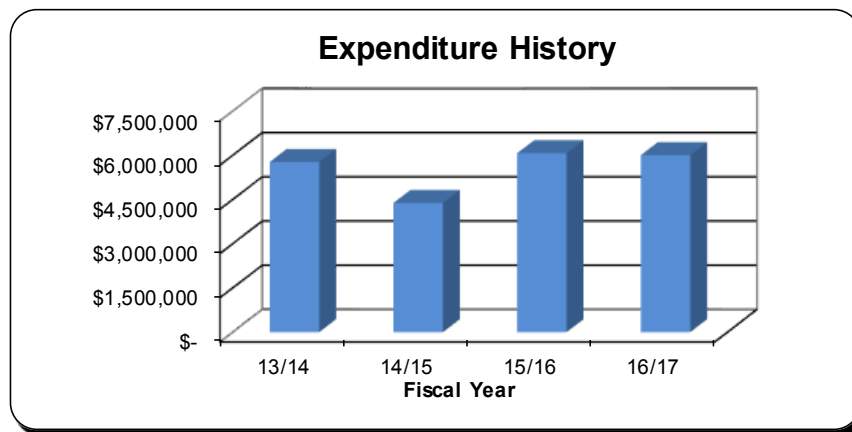
*The Red Light Camera program moved to the Transportation Department effective FY 2016/17.



ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 663,503	\$ 692,481	\$ 793,791	\$ 101,310	14.63%
0002 Economic Development Nondepartmental	3,717,843	5,375,885	5,207,939	(167,946)	(3.12%)
TOTAL -- GENERAL FUND	\$ 4,381,345	\$ 6,068,366	\$ 6,001,730	\$ (66,636)	(1.10%)
TOTAL -- DIRECTOR	\$ 4,381,345	\$ 6,068,366	\$ 6,001,730	\$ (66,636)	(1.10%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	6	6
TOTAL GENERAL FUND	6	6	6
TOTAL -- DIRECTOR	6	6	6

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development Division

Overview of Services/Program

Major Accomplishments

- Continued to support Orlando Main Streets (a nationally recognized community development program that uses a four-point approach to strengthen neighborhood commercial districts). In FY 15/16, the City's eight brick and mortar Main Street districts have welcomed 63 net new businesses, created 536 net new jobs and resulted in more than \$7 million in capital investment. This year, the Audubon Park Garden District, was awarded the exclusive title as one of three Great American Main Streets, by the national Main Street program.
- Partnered with economic development organizations to ensure equal access for minority and women owned businesses.
- Provided local financial support (QTI) to recruit more than 340 high-wage/high-value jobs which may result in more than \$7 million in capital investment in the City of Orlando for various projects (Car Track, Thales, Limach Facility Services, Topps Company).
- Business Assistance program approved 12 new or expanding businesses which is expected to generate nearly \$3 million in capital investment.
- Small Business Facade Program agreements were approved for five businesses and/or property owners which will result in more than \$143,000 in investment.

Future Goals and Objectives

Short Term

- Ensure our small business community is aware of the resources available to them through the City's business assistance programs and via our funded economic development organizations.
- Implement an improved process for small business clients to navigate City services.

Medium Term

- Leverage partnerships and resources to attract high wage jobs to the City.
- Expand the Orlando Main Street program.

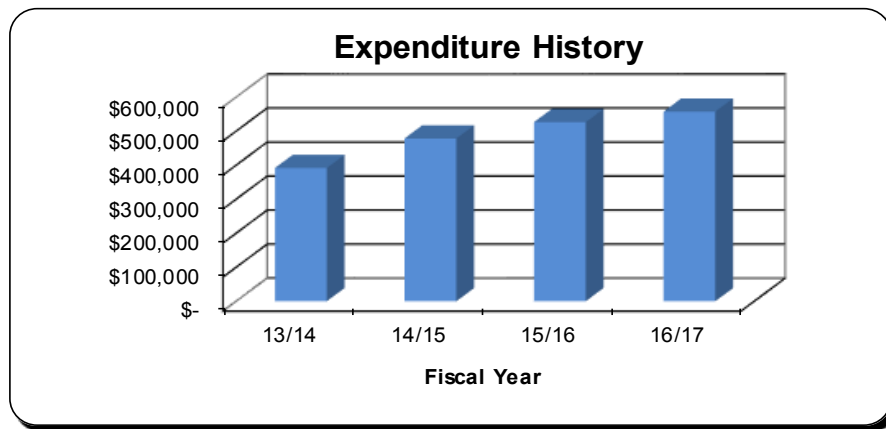
Long Term

- Expand the life sciences, education (University of Central Florida Downtown Campus) and creative class industry clusters within the City.
- Encourage the redevelopment of targeted neighborhood business districts.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 478,222	\$ 526,449	\$ 557,170	\$ 30,721	5.84%
TOTAL -- GENERAL FUND	\$ 478,222	\$ 526,449	\$ 557,170	\$ 30,721	5.84%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 478,222	\$ 526,449	\$ 557,170	\$ 30,721	5.84%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Business Development Division (BUS)			
0001 Business Development	4	4	4
TOTAL GENERAL FUND	4	4	4
TOTAL -- BUSINESS DEVELOPMENT DIVISION	4	4	4

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division

Overview of Service/Program

Major Accomplishments

- Launched Phase 1 of the new Economic Development Information System, which is the Electronic Plan Review software (EDIS).
- Continued the development of Phase 2 of the Economic Development Information System, which will replace Tidemark. The new EDIS will provide customers with greater flexibility and use all appropriate technology.
- Continued development standards for electronic plan review along with a guide for customers uploading plans for review.
- Continued expansion of the Interactive Voice response system. The system reports to applicants with project nearing expiration, saving customers time and money.
- Continued to refine and modify our on-line checklist to simplify the language and provide additional information for our customers.

Future Goals and Objectives

Short Term

- Maintain the turnaround times for Plans Review by increasing staff to cover all disciplines for review and intake.
- Continue to receiving electronic files of every new building and addition, to build a library of the structures within our community, in conjunction with Phase 2 of EDIS.
- Exploring the capability to file Notice of Commencements to Orange County for our customers. This will reduce their frustration with development and submitting paperwork for projects.

Medium Term

- Continue to cross train staff to improve customer relations.
- Continue to balance the load of the increased construction activity with more inspectors for each discipline and by offering to get them all multidiscipline certified.
- Implement a Certificate of Use process, along with the implementation of EDIS.

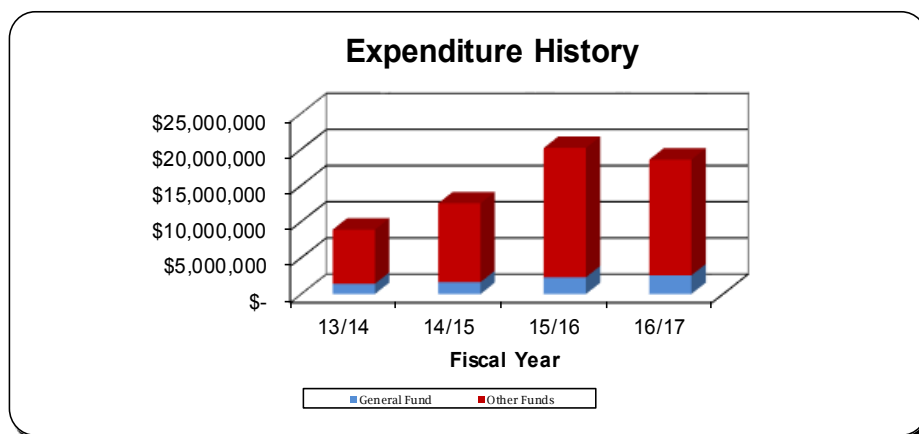
Long Term

- Investigate the space allocation of staff within the Permitting intake, plan review and inspections areas.
- Look for a long term office space for our inspection staff.
- Continue to investigate ways to reduce paper and implement efficient storage of Permitting Records, for ease of retrieval and storage.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 168,015	\$ 25,273	\$ 180,208	\$ 154,935	613.05%
0002 General Permitting Services	1,464,988	2,291,467	2,405,116	113,649	4.96%
TOTAL -- GENERAL FUND	\$ 1,633,003	\$ 2,316,740	\$ 2,585,324	\$ 268,584	11.59%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 3,129,427	\$ 3,641,184	\$ 3,623,127	\$ (18,057)	(0.50%)
0004 Customer Services and Logistical Support	1,403,571	2,085,398	2,326,551	241,153	11.56%
0005 Plans Review	1,150,828	1,724,881	1,846,169	121,288	7.03%
0006 Field Inspection and Review	4,206,288	4,246,300	4,542,907	296,607	6.99%
Projects and Grants	1,021,979	6,188,019	3,666,847	(2,521,172)	(40.74%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 10,912,092	\$ 17,885,782	\$ 16,005,601	\$ (1,880,181)	(10.51%)
TOTAL -- PERMITTING SERVICES DIVISION	\$ 12,545,096	\$ 20,202,522	\$ 18,590,925	\$ (1,611,597)	(7.98%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	2	2	2
0002 General Permitting Services	14	18	18
TOTAL GENERAL FUND	16	20	20
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	9	11	11
0004 Customer Services and Logistical Support	22	36	36
0005 Plans Review	18	19	19
0006 Field Inspection and Review	28	38	38
TOTAL BUILDING CODE ENFORCEMENT FUND	77	104	104
TOTAL -- PERMITTING SERVICES DIVISION	93	124	124

ECONOMIC DEVELOPMENT DEPARTMENT

Code Enforcement Division

Overview of Services/Programs

Major Accomplishments

- Targeted sweeps of multi-family properties helped ensure minimum housing standards are met for at-risk low-income residents
- Facilitated purchase of Federal National Mortgage Association (FNMA)-owned blighted multi-family properties, and managed demolition and property maintenance until their disposition
- Continued emphasis of weekend patrols of the South East sector to impact illegal sign and vendors
- Code sweeps of neighborhoods with high incidents of code violations and criminal activity and attending follow up Home Owners Association (HOA) meetings with residents and OPD

Future Goals and Objectives

Short Term

- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles
- Continue to work closely with OPD to address properties that contribute to blight and safety concerns
- Fully implement rail crossing enforcement pilot

Medium Term

- Continue to develop training opportunities for officers and enhance organizational depth
- Continue to target habitual offenders

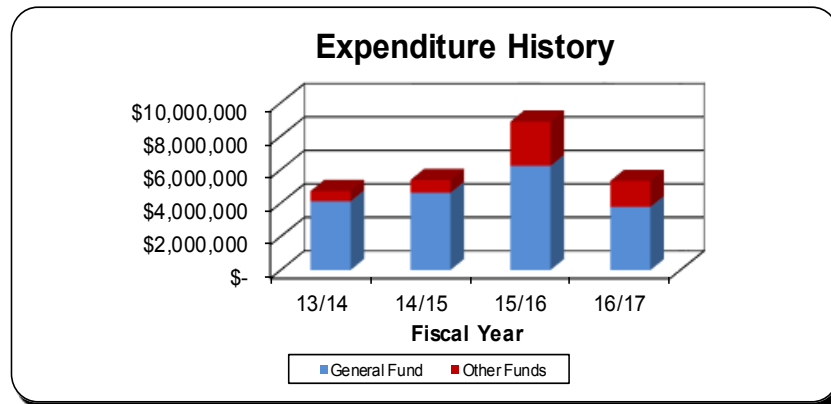
Long Term

- Improve compliance rate to less than 10 days (on average)
- Bring the average inspections per hour up from 1.2 to 1.4
- Monitor and maintain responsiveness measures

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 3,333,615	\$ 3,781,719	\$ 3,786,584	\$ 4,865	0.13%
0002 Red Light Camera	1,296,838	2,456,628	-	(2,456,628)	(100.00%)
TOTAL -- GENERAL FUND	\$ 4,630,453	\$ 6,238,347	\$ 3,786,584	\$ (2,451,763)	(39.30%)
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment Projects and Grants	\$ 765,973	\$ 2,442,078	\$ 1,552,078	\$ (890,000)	(36.44%)
	-	210,541	-	(210,541)	(100.00%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 765,973	\$ 2,652,619	\$ 1,552,078	\$ (1,100,541)	(41.49%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 5,396,427	\$ 8,890,966	\$ 5,338,662	\$ (3,552,304)	(39.95%)



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	32	32
0002 Red Light Camera	6	8	-
TOTAL GENERAL FUND	38	40	32
TOTAL -- CODE ENFORCEMENT DIVISION	38	40	32

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division

Overview of Services/Program

Major Accomplishments

- Completed the 2015-2045 Growth Projections Report
- Prepared the Growth Management Plan (GMP) Evaluation and Appraisal Report (EAR)
- Analyzed, reviewed and offered professional staff recommendations to the MPB and City Council on numerous development projects including the I-Square Hotel & Mall, the Vista Park Planned Development (PD), the Starwood PD, the Crescent Lucerne PD, the Villages at West Lake multifamily project, the Grand National Redevelopment mixed use project, and the Parramore PS-8 Community School
- With the City Attorney's Office, prepared changes to the Land Development Code including: Distributed Antenna Systems, Historic Preservation District Building Setbacks, Craft Brewing-Distilleries-Wineries, Backyard Chickens, Concurrency Management System, Donation Bin Regulations, Digital Highway Signs and Accessory Structure Separation Requirements

Future Goals and Objectives

Short Term

- Review public and private development proposals for conformance with City regulations
- Prepare GMP amendments based on the EAR
- Prepare Virginia/Lake Highland Transportation and Land Use Study

Medium Term

- Prepare amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly
- Prepare Water Supply Plan Update per Water Management District schedule
- Prepare at least one Vision Plan

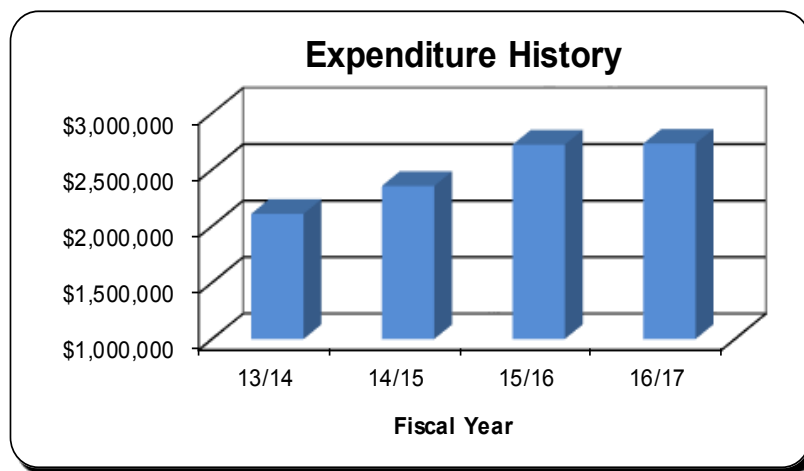
Long Term

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

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 2,355,185	\$ 2,722,112	\$ 2,731,091	\$ 8,979	0.33%
TOTAL -- GENERAL FUND	\$ 2,355,185	\$ 2,722,112	\$ 2,731,091	\$ 8,979	0.33%
TOTAL -- CITY PLANNING DIVISION	\$ 2,355,185	\$ 2,722,112	\$ 2,731,091	\$ 8,979	0.33%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	22	25	25
TOTAL GENERAL FUND	22	25	25
TOTAL -- CITY PLANNING DIVISION	22	25	25

ECONOMIC DEVELOPMENT DEPARTMENT

Downtown Development Board

Overview of Service/Program

Major Accomplishments

- Continued implementation of the Downtown Orlando Marketing Campaign
 - Reached more than 100 million people with advertising efforts
 - Launched Discover More in Parramore campaign
 - Hired an Interactive Media Coordinator to manage social media as well as serve as an extension of the marketing and communication team
- Recruited national pharmacy chain
- Committed funding for eight concerts and three multi-day music events
- Funded numerous special events that encouraged community building and contributed to the local economy

Future Goals and Objectives

Short Term

- Re-engage Downtown marketing campaign

Medium Term

- Enhance the effectiveness and experience of the Downtown Information Center

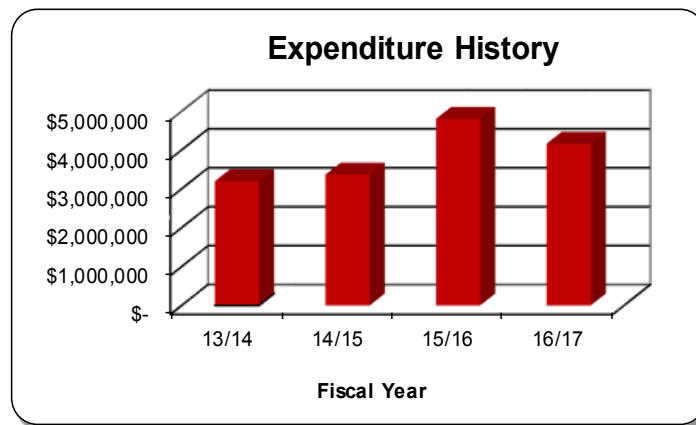
Long Term

- Implement a signature holiday event for Downtown Orlando

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 669,782	\$ 737,305	\$ 811,041	\$ 73,736	10.00%
0002 Downtown Development Board Nondepartmental	1,934,854	2,019,055	2,407,819	388,764	19.25%
0003 Downtown Welcome Center	15,946	9,857	8,220	(1,637)	(16.61%)
Projects and Grants	741,104	2,030,901	930,000	(1,100,901)	(54.21%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,361,686	\$ 4,797,118	\$ 4,157,080	\$ (640,038)	(13.34%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 3,361,686	\$ 4,797,118	\$ 4,157,080	\$ (640,038)	(13.34%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	2	2
0003 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	3	3
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	3	3	3

ECONOMIC DEVELOPMENT DEPARTMENT

Community Redevelopment Agency

Overview of Service/Program

Major Accomplishments

- Participated in bringing the PS-8 Parramore School to the community
- Committed \$2.5 million to supporting Permanent Supportive Housing for homeless individuals
- Assisted in securing educational anchors for Creative Village
- Funded the revitalization of six buildings through the Façade and Building Stabilization Program
- Began implementation of Project DTO initiatives with the purchase of Constitution Green

Future Goals and Objectives

Short Term

- Finalize report of the nighttime economy task force

Medium Term

- Improve and update wayfinding signage
- Commence development of mixed-income housing project
- Increase emphasis on retention and recruitment of jobs
- Facilitate public space enhancements
- Improve streetscapes in the Parramore community

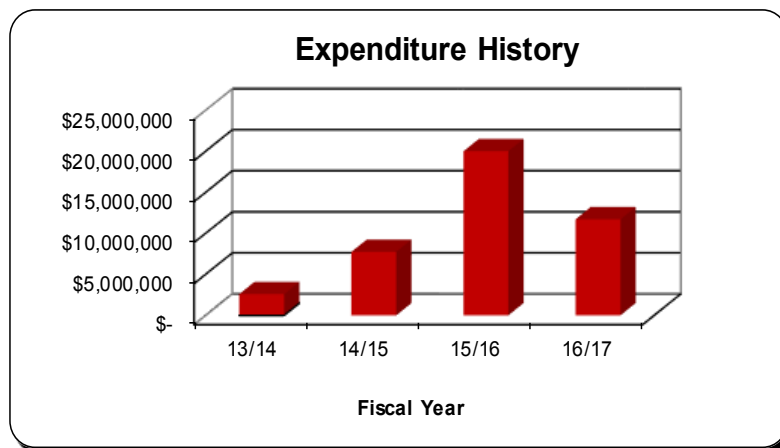
Long Term

- Continue to implement the Mayor's Pathway for Parramore Plan
- Facilitate the design and construction of the Under-I project
- Enhance public amenities through increasing green space

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,130,451	\$ 1,278,580	\$ 1,320,255	\$ 41,675	3.26%
0005 Community Redevelopment Agency Nondepartmental	4,956,141	4,963,294	5,748,203	784,909	15.81%
0006 Downtown Maintenance Program	1,070,971	1,247,915	1,698,951	451,036	36.14%
Projects and Grants	584,632	12,527,149	2,950,000	(9,577,149)	(76.45%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 7,742,194	\$ 20,016,938	\$ 11,717,409	\$ (8,299,529)	(41.46%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 7,742,194	\$ 20,016,938	\$ 11,717,409	\$ (8,299,529)	(41.46%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	8	9	9
0006 Downtown Maintenance Program	10	10	17
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	18	19	26
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	18	19	26

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Code Enforcement Division	Number of neighborhood meeting presentations	38	35	35

Employee Learning & Growth

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	35	40	40

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$8,099,481	\$8,550,000	\$8,100,000
Economic Development Department	Economic Development Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Permitting Services Division	Number of Same Day Inspections completed on the same day	814	1,310	1,350
Permitting Services Division	Number of Single Family Plan Review submittals	6,729	5,200	5,300
Permitting Services Division	Number of Commercial Plan Revisions submitted	2,046	2,000	2,200
Permitting Services Division	Percentage of Sign Reviews completed in one day	97%	98%	98%
Code Enforcement Division	Average number of inspections per hour per officer	1.4	1.5	1.5
Code Enforcement Division	Ratio of voluntary compliance (%)	92%	90%	90%
Code Enforcement Division	Ratio of induced compliance (%)	8%	8%	8%
Code Enforcement Division	Number of unresolved cases	1,842	1,900	2,200
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	3,738	6,300	6,500

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Operational Performance

Balanced Scorecard Report

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
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	240	240	260
City Planning Division	Number of Board of Zoning Adjustment Cases	112	120	120
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	216	260	270



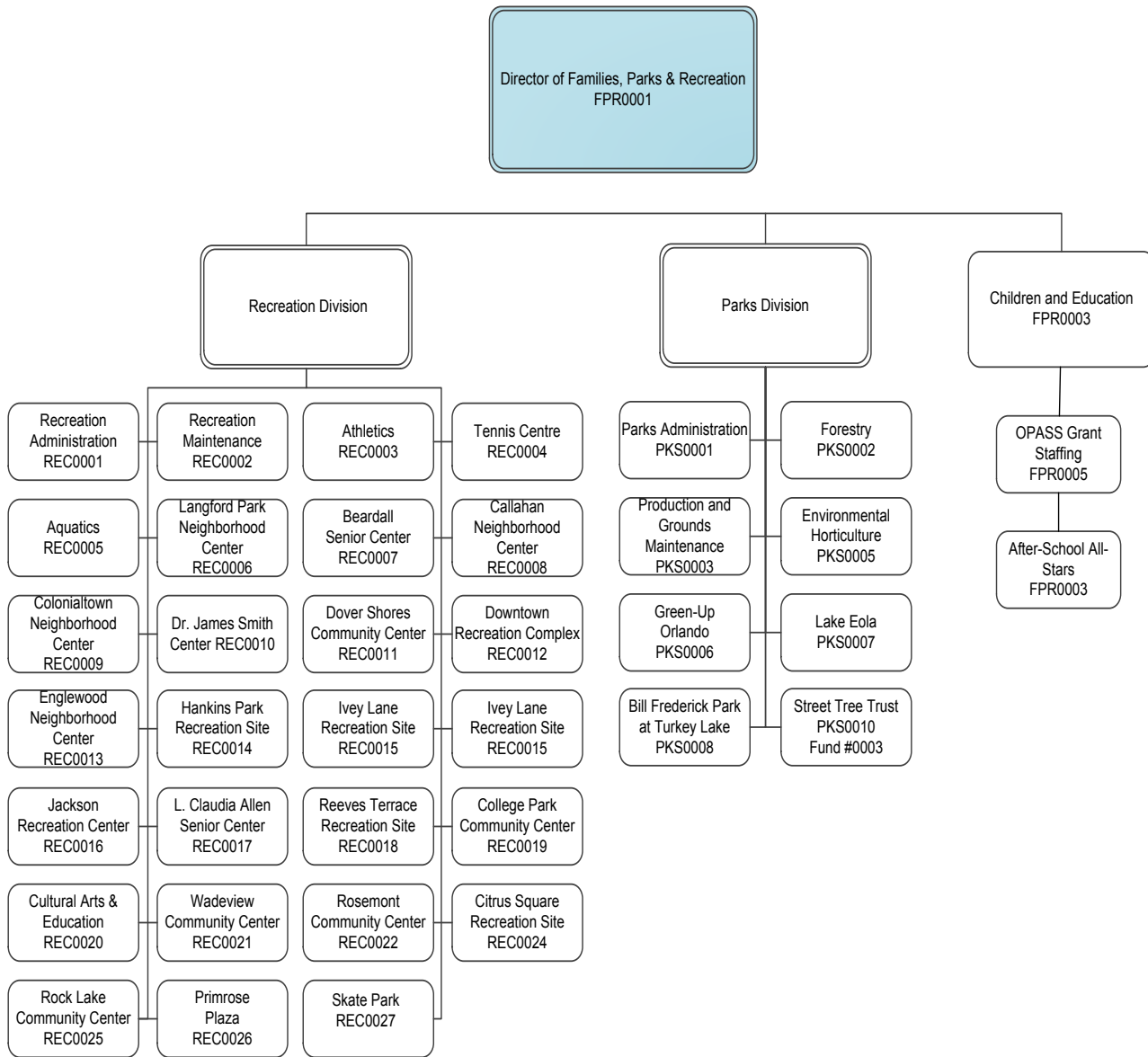
CITY OF ORLANDO

FAMILIES, PARKS AND RECREATION



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FAMILIES, PARKS AND RECREATION DEPARTMENT



Department Mission Statement

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

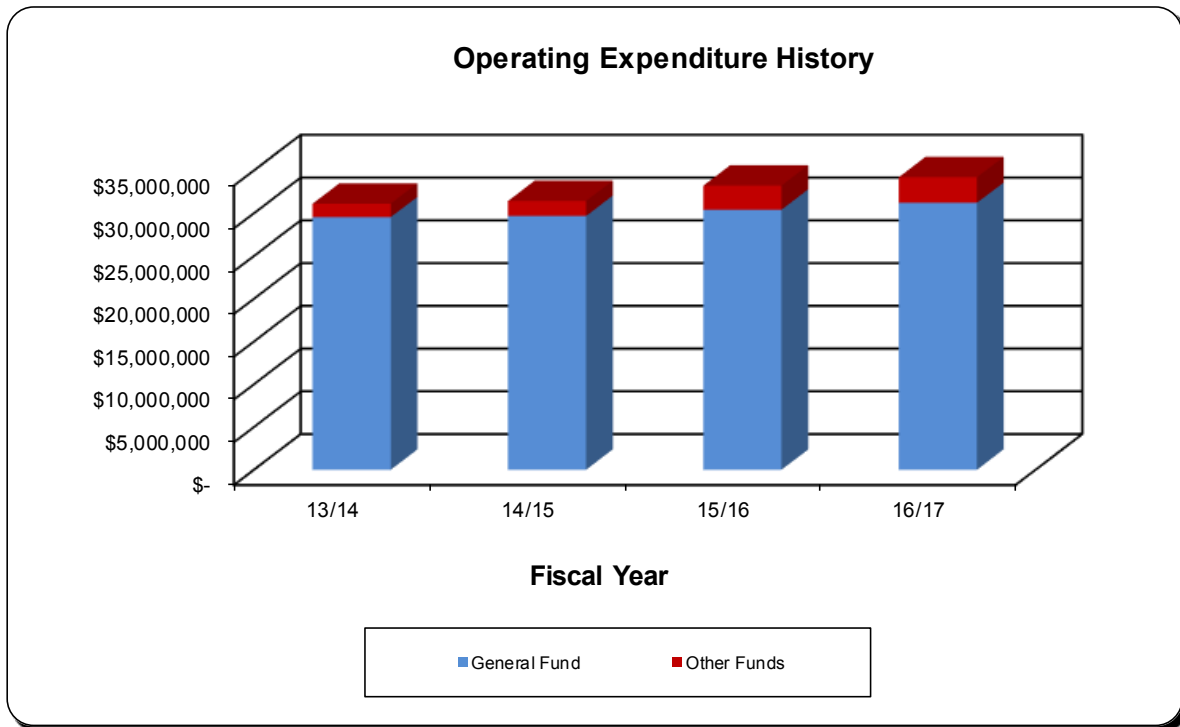
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,299,603	\$ 1,343,899	\$ 1,577,706	\$ 233,807	17.40%
0002 Families Parks and Recreation Nondept	1,044,369	1,153,767	1,528,811	375,044	32.51%
0003 Children and Education	1,127,472	1,376,063	1,633,148	257,085	18.68%
0005 O-PASS Grant Staffing	71,718	153,314	15,418	(137,896)	(89.94%)
0006 Operation AmeriCorps Grant Staffing	23,314	78,631	16,533	(62,098)	(78.97%)
Recreation Division (REC)					
0001 Recreation Administration	909,189	901,044	904,393	3,349	0.37%
0002 Recreation Maintenance	1,429,617	3,359,349	3,836,774	477,425	14.21%
0003 Athletics	1,302,571	1,057,141	547,281	(509,860)	(48.23%)
0004 Tennis and Racquetball Center	228,509	248,961	274,982	26,021	10.45%
0005 Aquatics	1,634,993	1,303,366	1,318,492	15,126	1.16%
0006 Langford Park Neighborhood Center	25,955	26,000	25,915	(85)	(0.33%)
0007 Beardall Senior Center	563,331	473,354	473,560	206	0.04%
0008 Callahan Neighborhood Center	602,741	446,911	445,894	(1,017)	(0.23%)
0009 Colonialtown Neighborhood Center	154,036	115,981	135,399	19,418	16.74%
0010 Dr. James R. Smith Center	708,253	604,808	622,499	17,691	2.93%
0011 Dover Shores Community Center	716,052	658,698	615,177	(43,521)	(6.61%)
0012 Downtown Recreation Complex	475,332	370,182	367,792	(2,390)	(0.65%)
0013 Engelwood Neighborhood Center	789,780	640,184	634,445	(5,739)	(0.90%)
0014 Hankins Park Recreation Site	189,436	72,286	72,286	-	0.00%
0015 Ivey Lane Recreation Site	154,813	143,714	145,456	1,742	1.21%
0016 John Jackson Recreation Center	481,691	436,551	432,522	(4,029)	(0.92%)
0017 L. Claudia Allen Senior Center	392,369	369,188	383,663	14,475	3.92%
0018 Reeves Terrace Recreation Site	169,716	144,288	145,700	1,412	0.98%
0019 College Park Center	668,925	621,304	633,669	12,365	1.99%
0020 Cultural Arts and Education	207,596	200,229	200,764	535	0.27%
0021 Wadeview Pool and Community Center	375,748	319,148	326,018	6,870	2.15%
0022 Rosemont Center	752,843	664,234	649,126	(15,108)	(2.27%)
0023 Northwest Community Center	858,798	634,906	648,494	13,588	2.14%
0024 Citrus Square Recreation Site	106,665	111,193	113,821	2,628	2.36%
0025 Rock Lake Center	134,975	106,851	106,851	-	0.00%
0026 Primrose Plaza	66,929	70,111	71,590	1,479	2.11%
0027 Orlando Skatepark	194,182	179,227	175,157	(4,070)	(2.27%)
Parks Division (PKS)					
0001 Parks Administration	1,988,785	2,307,443	2,419,460	112,017	4.85%
0002 Forestry	1,699,514	1,923,146	1,923,975	829	0.04%
0003 Production and Grounds Maintenance	3,542,340	3,694,817	3,715,096	20,279	0.55%
0005 Environmental Horticulture	1,809,862	2,008,083	2,013,935	5,852	0.29%
0006 Green Up	323,947	347,677	364,064	16,387	4.71%
0007 Lake Eola Park	1,251,058	709,606	703,703	(5,903)	(0.83%)
0008 Frederick Park at Turkey Lake	1,197,214	1,033,972	993,289	(40,683)	(3.93%)
0009 Loch Haven Center	5,774	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 29,680,014	\$ 30,409,627	\$ 31,212,858	\$ 803,231	2.64%

FAMILIES, PARKS AND RECREATION DEPARTMENT

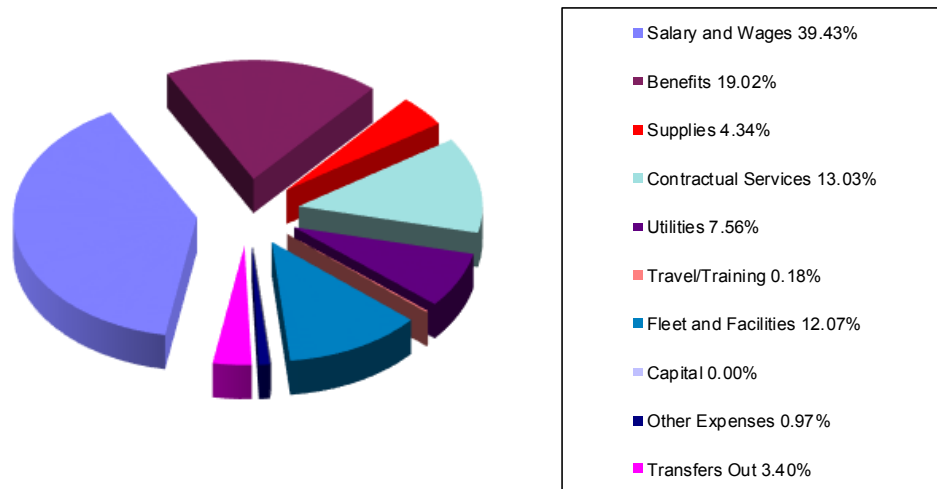
Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars Recreation Division (REC)	\$ 1,560,758	\$ 2,121,115	\$ 2,289,690	\$ 168,575	7.95%
0028 Recreation After School All Stars	\$ -	\$ 493,627	\$ 499,924	\$ 6,297	1.28%
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 1,560,758	\$ 2,614,742	\$ 2,789,614	\$ 174,872	6.69%
STREET TREE TRUST FUND #0003					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 191,125	\$ 202,640	\$ 202,918	\$ 278	0.14%
TOTAL -- STREET TREE TRUST FUND	\$ 191,125	\$ 202,640	\$ 202,873	\$ 233	0.11%
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 31,431,898	\$ 33,227,009	\$ 34,205,345	\$ 978,336	2.94%



FAMILIES, PARKS AND RECREATION DEPARTMENT

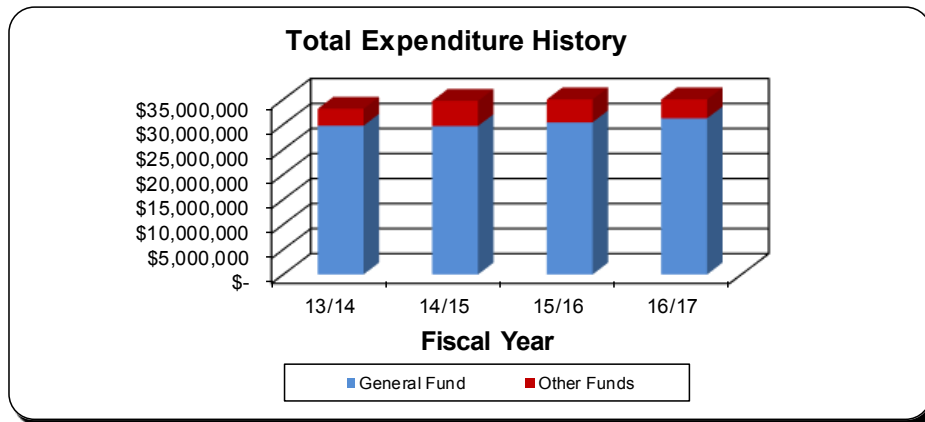
Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 12,548,611	\$ 12,808,549	\$ 13,488,226	\$ 679,677	5.31%
Benefits	5,769,194	6,189,972	6,505,688	315,716	5.10%
Supplies	1,562,316	1,459,458	1,484,315	24,857	1.70%
Contractual Services	3,699,780	4,431,469	4,456,294	24,825	0.56%
Utilities	2,442,735	2,586,689	2,586,689	0	0.00%
Travel/Training	40,767	56,623	61,336	4,713	8.32%
Fleet and Facilities	3,763,389	4,204,929	4,127,988	(76,941)	(1.83%)
Capital	135,562	-	-	0	N/A
Other Expenses	259,616	235,968	331,559	95,591	40.51%
Transfers Out	1,209,927	1,253,352	1,163,250	(90,102)	(7.19%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 31,431,898	\$ 33,227,009	\$ 34,205,345	\$ 978,336	2.94%

**FY 2016/17 Operating Expenditures
by Classification**

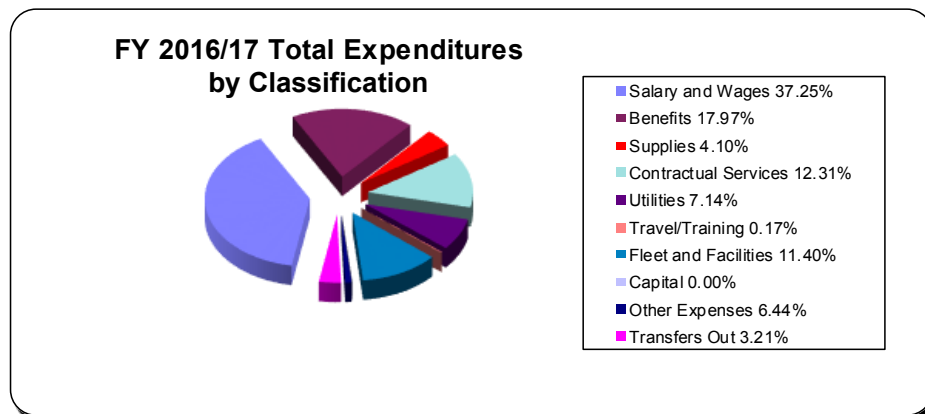


FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
OTHER FUNDS					
Projects and Grants	\$ 3,272,741	\$ 6,998,710	\$ 2,000,000	\$ (4,998,710)	(71.42%)
TOTAL -- OTHER FUNDS	\$ 3,272,741	\$ 6,998,710	\$ 2,000,000	\$ (4,998,710)	(71.42%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 34,704,639	\$ 40,225,719	\$ 36,205,345	\$ (4,020,374)	(9.99%)



Expenditure by Classification	2014/15	2015/16	2016/17	Change	
	Actual	Revised	Adopted	Adopted	% Change
	Expenditures	Budget	Budget	to Revised	
Salaries and Wages	\$ 13,098,406	\$ 14,556,609	\$ 13,488,226	\$ (1,068,383)	(7.34%)
Benefits	5,880,079	6,400,041	6,505,688	105,647	1.65%
Supplies	1,610,915	1,577,760	1,484,315	(93,445)	(5.92%)
Contractual Services	4,699,324	5,852,809	4,456,294	(1,396,515)	(23.86%)
Utilities	2,442,735	2,586,689	2,586,689	0	0.00%
Travel/Training	41,742	59,208	61,336	2,128	3.59%
Fleet and Facilities	3,945,211	4,210,173	4,127,988	(82,185)	(1.95%)
Capital	1,410,281	699,917	-	(699,917)	(100.00%)
Other Expenses	265,002	2,893,596	2,331,559	(562,037)	(19.42%)
Transfers Out	1,310,944	1,388,917	1,163,250	(225,667)	(16.25%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 34,704,639	\$ 40,225,719	\$ 36,205,345	\$ (4,020,374)	(9.99%)



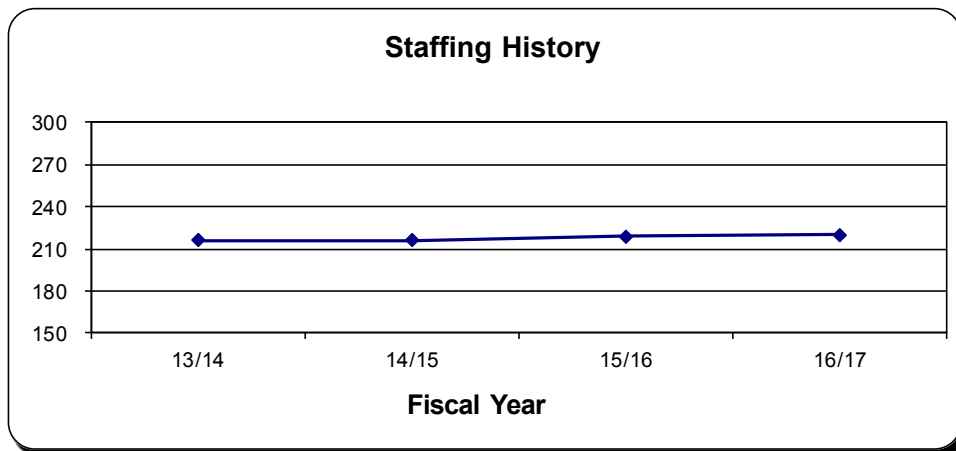
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	13	14	15
0003 Children and Education	14	12	12
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	6	6
0003 Athletics	2	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	1	1
0010 Dr. James R. Smith Center	5	6	6
0011 Dover Shores Community Center	4	3	3
0012 Downtown Recreation Complex	3	4	4
0013 Engelwood Neighborhood Center	5	5	5
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	4	4	4
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Center	5	5	5
0020 Cultural Arts and Education	1	1	1
0021 Wadeview Pool and Community Center	3	3	3
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	5	5	5
0024 Citrus Square Recreation Site	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
Parks Division (PKS)			
0001 Parks Administration	9	9	9
0002 Forestry	20	20	20
0003 Production and Grounds Maintenance	24	24	24
0005 Environmental Horticulture	23	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	11	11	11
TOTAL -- GENERAL FUND	206	207	208

FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	6	7	7
0028 Recreation After School All Stars	0	1	1
TOTAL -- AFTER SCHOOLS ALL STARS FUND	6	8	8
GRANT FUND #1130			
Director of Families Parks and Recreation (FPR)			
0005 O-PASS Grant Staffing	2	2	2
0006 Operation Americorp Grant Staffing	2	2	2
TOTAL -- GRANT FUND	4	4	4
TOTAL -- FAMILIES, PARKS AND RECREATION	216	219	220



FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

To accomplish its mission, \$28,121,317 in City General Revenue funding was allocated to the Families, Parks and Recreation Department (FPR) for FYE 09/30/2016. FPR leveraged an additional \$5,108,265 as follows: \$2,338,617 in grants made to the City of Orlando, \$1,541,648 in grants awarded to the Orlando Community & Youth Trust, Inc. and \$1,228,000 raised by the Orlando After School All Stars. The Department is also forecasted to earn about 26% more revenues than budgeted this year, largely due to increased public utilization of park and recreation facilities and programs. Also, FPR staff provided critical input throughout the year to City planners to facilitate City Council's approval of a Parks Impact Fee, and to mitigate the impact of proposed development on parks, tree canopy, and demand for recreational amenities.

Future Goals and Objectives

Short Term

- Effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Implement planned park/playground/facility improvements, department wide.
- Begin implementation of a Parks Impact Fee on new residential development in early 2017.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY16/17 budget.

Medium Term

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

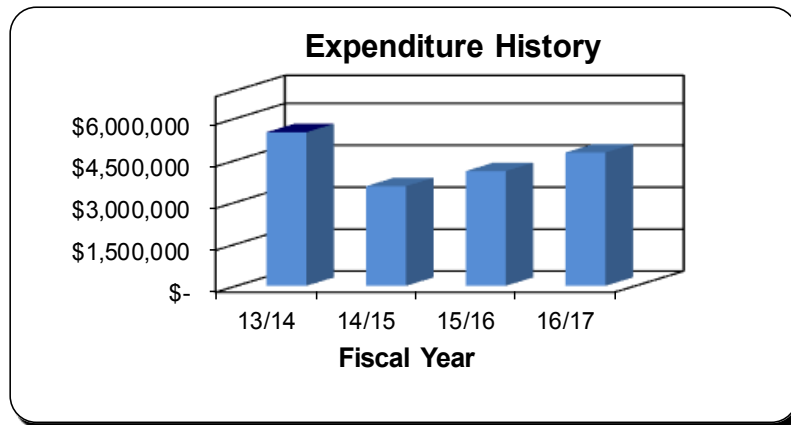
Long Term

- Enhance FPR's grants management capabilities to leverage increased grant funds.
- Advise City planners to help mitigate development impact on parks, tree canopy, and demand for recreational amenities.
- Expand access to park and recreation amenities in alignment with Park Impact Fee.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,299,603	\$ 1,343,899	\$ 1,577,706	\$ 233,807	17.40%
0002 Families Parks and Recreation Nondept	1,044,369	1,153,767	1,528,811	375,044	32.51%
0003 Children and Education	1,127,472	1,376,063	1,633,148	257,085	18.68%
0005 O-PASS Grant Staffing	71,718	153,314	15,418	(137,896)	N/A
0006 Operation AmeriCorps Grant Staffing	23,314	78,631	16,533	(62,098)	N/A
TOTAL -- GENERAL FUND	\$ 3,566,475	\$ 4,105,674	\$ 4,771,616	\$ 665,942	16.22%
TOTAL -- DIRECTOR'S OFFICE	\$ 3,566,475	\$ 4,105,674	\$ 4,771,616	\$ 665,942	16.22%



STAFFING SUMMARY

	2014/15 Actual Staffing	2015/16 Revised Staffing	2016/17 Approved Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	13	14	15
0003 Children and Education	14	12	12
TOTAL -- GENERAL FUND	27	26	27
GRANT FUND #1130			
Director of Families Parks and Recreation (FPR)			
0005 O-PASS Grant Staffing	2	2	2
0006 Operation Americorp Grant Staffing	2	2	2
TOTAL -- GRANT FUND	4	4	4
TOTAL -- DIRECTOR'S OFFICE	31	30	31

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Parks Division

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

The **Parks Division** manages the City’s parks and street tree canopy. During FY 15/16, the Division:

Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs, and opened Lake Druid Park, which includes the City’s first mountain bike facility.

Promoted tree planting and increased the City’s tree canopy by: planting 1,030 trees (527 street trees, 123 park trees and 380 Green Up trees); trimming approximately 2,600 trees; removing 425 trees; and distributing (free to residents) approximately 750 trees at events such as the Orlando Wetlands Festival, National Night Out and National Public Lands Day. Orlando received the Tree City USA award for the 40th consecutive year and Growth Award for the 25th year.

Orlando received the Playful City USA designation for the ninth consecutive year. Logged over 10,250 volunteer hours at over 85 Green Up events to augment services, build community pride, and reduce invasive species and labor costs.

Completed the following projects: Lake Druid Phase I (with mountain bike park); renovation of Pleasant Valley Park (including playground replacement); construction of Plaza performance space at Loch Haven Park; construction/opening of dog park at Constitution Green; completion of Park of the Americas recreational trail; renovated Mathews Park (including playground replacement); completed designs for Lake Eola restroom and Dubsdread parking lot landscape; and made numerous improvements at Bill Frederick Park (completed ADA and station improvements at Nature Connect, upgraded roads, and implemented summer camps at the park for the first time, connecting youth with nature).

Monuments/Memorials – Installed bench in memoriam of Scott McKensey, and Pink Bunnies at Langford and Lake Como in memoriam of Chase Smith.

Future Goals and Objectives

Short Term

- Begin upgrade of electrical infrastructure in Lake Eola Park and Bill Frederick Park.
- Replace playground at Malibu Groves Park and Gilbert McQueen Park
- Parking lot landscape improvement project, starting with Repertory Theater
- Complete removal list of all 1st and 2nd priority trees from parks, per the Urban Forestry Master plan.
- Make restroom improvements at Bill Frederick Park – Carter Center
- Add wayfaring signs and banner arms at Loch Haven Cultural Park

Medium Term

- Renovate playgrounds at Callahan/ Northwest/ Willows Park
- Design and build Labyrinth at Colonialtown Square Park
- Begin installing fitness equipment at existing trails
- Begin Lorna Doone Park redevelopment in collaboration with Florida Citrus Sports and Lift Orlando

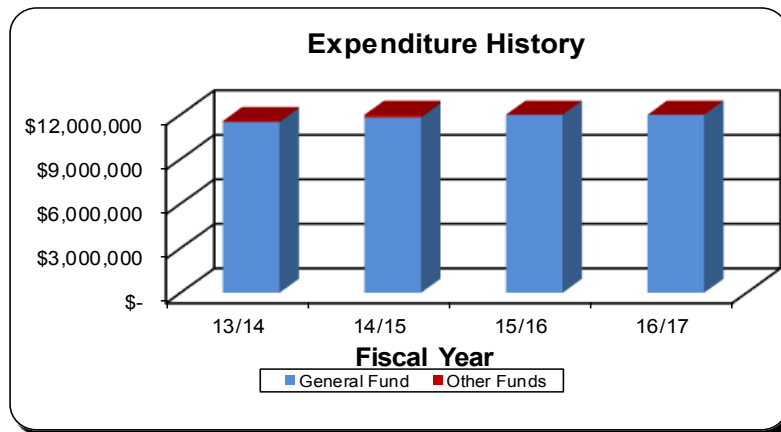
Long Term

- Lake Eola Robinson Street improvements
- Completion of Lake Eola infrastructure improvements
- Begin Playground Shade Project

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 1,988,785	\$ 2,307,443	\$ 2,419,460	\$ 112,017	4.85%
0002 Forestry	1,699,514	1,923,146	1,923,975	829	0.04%
0003 Production and Grounds Maintenance	3,542,340	3,694,817	3,715,096	20,279	0.55%
0005 Environmental Horticulture	1,809,862	2,008,083	2,013,935	5,852	0.29%
0006 Green Up	323,947	347,677	364,064	16,387	4.71%
0007 Lake Eola Park	1,251,058	709,606	703,703	(5,903)	(0.83%)
0008 Frederick Park at Turkey Lake	1,197,214	1,033,972	993,289	(40,683)	(3.93%)
0009 Loch Haven Center	5,774	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 11,818,494	\$ 12,024,744	\$ 12,133,522	\$ 108,778	0.90%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 191,125	\$ 202,640	\$ 202,918	\$ 278	0.14%
TOTAL -- STREET TREE TRUST FUND	\$ 191,125	\$ 202,640	\$ 202,918	\$ 278	0.14%
TOTAL -- PARKS DIVISION	\$ 12,009,619	\$ 12,227,384	\$ 12,336,440	\$ 109,056	0.89%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	9	9	9
0008 Frederick Park at Turkey Lake	11	11	11
0007 Lake Eola Park	6	6	6
0002 Forestry	20	20	20
0003 Production and Grounds Maintenance	24	24	24
0005 Environmental Horticulture	23	23	23
0006 Green Up	3	3	3
TOTAL -- GENERAL FUND	96	96	96
TOTAL -- PARKS DIVISION	96	96	96

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Recreation Division

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

The **Recreation Division** manages the City’s community centers, gymnasiums, pools, and ball fields, as well as myriad programs that operate at these sites. During FY15-16, the Division: Managed the City’s 52 ball fields and 44 basketball, 35 tennis and 10 volleyball courts, which were rented 5,916 times to accommodate 507,882 attendees.

The Division’s 16 recreation centers accommodated attendance of 1,257,676 last year. In addition, public and private groups rented the facilities 3,337 days (average 209 days/booked per site) bringing 167,284 attendees to meetings/events. Attendance at the Division’s senior centers and senior programs reached 73,627 last year. Plus, there were an average of 2,987 visits to the City’s 9 fitness centers each month. Computer labs were updated in 16 community centers.

Recreation held its annual Summer Showcase at the Dr. Phillips Performing Arts Center on July 28, 2016. Over 500 youth ages 5-14 participated from 15 community center summer programs. The Walt Disney World theatre was filled to capacity with over 2,700 guests in attendance.

Over 700 youth from 8 community centers participated in Recreation’s Summer LEAP program where 4 OCPS teachers were deployed daily to provide academic enrichment activities. Over 425 youth at 4 community centers participated in the summer learning loss program in partnership with Orange County Public Schools. Over 375 youth participated in academic enrichment activities funded via a Florida Department of Education 21st Century Community Learning Centers grant.

The Sodexo Corporation provided 18,000 meals to 4 community centers for 9 weeks during the summer. They also did a nutrition session for each center and provided information for children and parents on healthy eating.

Capital funds were used to replace the outside walking trail lights at Rock Lake, upgrade Callahan’s golf complex by adding turf and sidewalks, replace floors at Hankins Park, complete renovation of Smith center’s fitness room, and add speed bumps to the parking lot at Rosemont. Handball lights were replaced at Dover Shores and the partition replaced at Wadeview. Capital funds were also used to change Engelwood’s gameroom into a fitness center that will connect to the fitness room.

Attendance at our 11 pools reached 28,009 visits; Aquatics certified 47 new lifeguards and 10 water safety instructors in 2016. In addition, approximately 1,500 swim lessons and camp clinics were conducted, free of charge, for children enrolled in our summer camp program. Over 250 attended a joint recreational swim meet with the City of Oviedo.

The Orlando Tennis Centre achieved an attendance of 23,115; OTC secured over \$70,000 in grant money for extensive facility upgrades, educational and tournament purposes.

Attendance at the Pottery Studio increased to 29,993, partially as a result of new classes, including the “Kids Clay” class tailored for home school groups, which has generated \$10,000 in revenue. Additional introductory pottery classes have been created to satisfy increasing demand. Senior classes for west district community centers are consistently popular. Open Studio attendance continues to increase and is gaining in the 25-35 year age group.

Attendance at the Orlando Skate Park increased almost 20% to 11,720 visits. New management has initiated a large push on events, retail, social media, and marketing which in turn is bringing attendance and revenue up. The Skate Camp Program is increasing in new participants, which is also raising the number of new memberships to Orlando Skate Park.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Future Goals and Objectives

Short Term

- Replace ballroom floor at Beardall Senior Center
- Continue to replace aging fitness equipment at City recreation centers
- Complete pool utility savings project and report on total funds saved
- Review and update the Division's seasonal staffing pattern to accommodate new federal laws governing part time employees.
- Continue successful implementation of 21st Century Community Learning Center grant at 3 sites- Engelwood, Rosemont, and Citrus Square, and explore expansion to additional sites.
- Pool Filter renovations at 5 aquatic facilities aimed at reducing operational cost.

Medium Term

- Continue to upgrade aging City recreation facilities
- Enhance anti-bullying initiative for all 16 community centers
- Expand our NFL Flag Football League from its current level of 180 kids to 300 plus kids served.
- Continue collaborating with the Facilities Management Division to strategically utilize facility maintenance funds.
- Expand 21st Century Program to additional sites.
- Relocate the Orlando Tennis Centre.

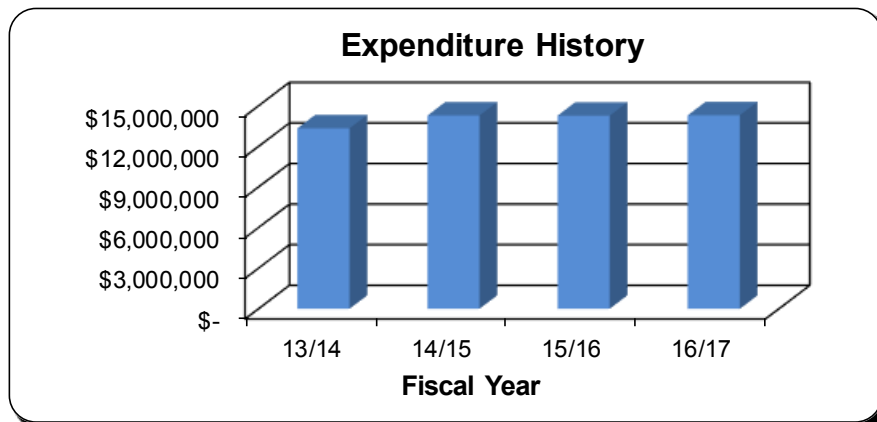
Long Term

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

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 909,189	\$ 901,044	\$ 904,393	\$ 3,349	0.37%
0002 Recreation Maintenance	1,429,617	3,359,349	3,836,774	477,425	14.21%
0003 Athletics	1,302,571	1,057,141	547,281	(509,860)	(48.23%)
0004 Tennis and Racquetball Center	228,509	248,961	274,982	26,021	10.45%
0005 Aquatics	1,634,993	1,303,366	1,318,492	15,126	1.16%
0006 Langford Park Neighborhood Center	25,955	26,000	25,915	(85)	(0.33%)
0007 Beardall Senior Center	563,331	473,354	473,560	206	0.04%
0008 Callahan Neighborhood Center	602,741	446,911	445,894	(1,017)	(0.23%)
0009 Colonialtown Neighborhood Center	154,036	115,981	135,399	19,418	16.74%
0010 Dr. James R. Smith Center	708,253	604,808	622,499	17,691	2.93%
0011 Dover Shores Community Center	716,052	658,698	615,177	(43,521)	(6.61%)
0012 Downtown Recreation Complex	475,332	370,182	367,792	(2,390)	(0.65%)
0013 Engelwood Neighborhood Center	789,780	640,184	634,445	(5,739)	(0.90%)
0014 Hankins Park Recreation Site	189,436	72,286	72,286	-	0.00%
0015 Ivey Lane Recreation Site	154,813	143,714	145,456	1,742	1.21%
0016 John Jackson Recreation Center	481,691	436,551	432,522	(4,029)	(0.92%)
0017 L. Claudia Allen Senior Center	392,369	369,188	383,663	14,475	3.92%
0018 Reeves Terrace Recreation Site	169,716	144,288	145,700	1,412	0.98%
0019 College Park Center	668,925	621,304	633,669	12,365	1.99%
0020 Cultural Arts and Education	207,596	200,229	200,764	535	0.27%
0021 Wadeview Pool and Community Center	375,748	319,148	326,018	6,870	2.15%
0022 Rosemont Center	752,843	664,234	649,126	(15,108)	(2.27%)
0023 Northwest Community Center	858,798	634,906	648,494	13,588	2.14%
0024 Citrus Square Recreation Site	106,665	111,193	113,821	2,628	2.36%
0025 Rock Lake Center	134,975	106,851	106,851	-	0.00%
0026 Primrose Plaza	66,929	70,111	71,590	1,479	2.11%
0027 Orlando Skatepark	194,182	179,227	175,157	(4,070)	(2.27%)
TOTAL -- GENERAL FUND	\$ 14,295,045	\$ 14,279,209	\$ 14,307,720	\$ 28,511	0.20%
TOTAL -- RECREATION	\$ 14,295,045	\$ 14,279,209	\$ 14,307,720	\$ 28,511	0.20%



FAMILIES, PARKS AND RECREATION DEPARTMENT

STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Actual	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	6	6
0003 Athletics	2	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	1	1
0010 Dr. James R. Smith Center	5	6	6
0011 Dover Shores Community Center	4	3	3
0012 Downtown Recreation Complex	3	4	4
0013 Engelwood Neighborhood Center	5	5	5
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	4	4	4
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Center	5	5	5
0020 Cultural Arts and Education	1	1	1
0021 Wadeview Pool and Community Center	3	3	3
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	5	5	5
0024 Citrus Square Recreation Site	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
TOTAL -- GENERAL FUND	83	85	85
TOTAL -- RECREATION DIVISION	83	85	85

FAMILIES, PARKS AND RECREATION DEPARTMENT

FPR Children's Initiative

"Provision of comprehensive, innovative children's programs"

FPR operates a comprehensive, innovative, data-driven youth initiative from cradle to college and career. The aim is to improve academic achievement, workforce readiness, and health and wellness of Orlando's youth, especially disadvantaged youth, in collaboration with schools and non-profit, faith and business partners. The goal is to "move the needle" on academic performance, juvenile crime, and child health in Orlando. During FY15-16, significant accomplishments include:

Orlando After-School All-Stars (ASAS) Orlando After-School All-Stars (ASAS) offers a 36 week before and after school program at seven OCPS middle school sites and one charter school and, during the summer, an eight week summer camp at seven OCPS sites. The program provides over 1,100 free hours of supervised activities to each youth. ASAS was recognized as a "model program" by the FL-DOE 21st CCLC Department annual review for a 6th consecutive year and received the highest score in the state out of 187 youth development programs. 98% of ASAS students met OCPS academic achievement standards and students completed over 67,000 community service hours. In addition to the out-of-school services, ASAS also manages two AmeriCorps education programs (OPASS and Operation AmeriCorps) that serve 5 middle schools and 5 high schools. This year round initiative utilizes 90+ full-time AmeriCorps members providing in-school and out-of-school tutoring and mentoring services to under-performing youth. In 2015-16, the OPASS AmeriCorps program was named Florida AmeriCorps Program of the Year by Volunteer Florida and OPASS member Bressly Oralus was named Florida AmeriCorps Member of the Year. In total, ASAS serves over 3,600 middle and high school students annually through its various programs.

Parramore Kidz Zone (PKZ) served 1,149 youth, birth to age 24. Of these, 514 participated in academically-enriched after school programs; 246 children under the age of 5 received early learning services; 446 participated in health and wellness programs; 357 older youth participated in youth development programs; 135 participated in programs designed to keep them on track toward high school graduation, college entry and college completion; and 97 youth were employed. Program evaluators documented a 38% decline in verified cases of child maltreatment, a 56% reduction in teen births; and a 61% reduction in juvenile arrests in Parramore, and 100% of Parramore high school seniors served by PKZ graduate high school in 2016.

The **Recreation Division** offered afterschool programs to 1,311 children and summer camp to 2,201 children at 16 locations. To address food insecurity, the Division provided 84,545 meals to children this summer through the Summer Food Service program and continued the State of Florida's first afterschool meal program with Federal grant dollars, which provided 143,475 suppers to children at 16 City locations throughout the school year. In addition, in partnership with Orange County Public Schools, children attending the City's summer camps spent 1,000 hours reading 8,091 books over a 6 week period to combat summer learning loss. Other accomplishments; over 460 youth ages 5-14 participated in the annual Summer Showcase at the Dr Phillips Performing Arts Center with 2,700 guest in attendance; over 1,000 youth created art projects at the Pottery Studio, tennis lessons were provided to 1,500 youth at 15 locations; 812 youth received swim lessons at City pools, 2,141 youth participated in the City's baseball, football, basketball, and lacrosse leagues; partnered with the Sodexo Corporation to provide a nutrition session for each center and to provide information for children and parents on healthy eating.

My Brother's Keeper, Orlando. As part of President Obama's My Brother's Keeper Initiative, FPR has begun to build strategies to address challenges that place boys and young men of color; bolstering/scaling up youth development programs aimed at preventing juvenile crime and collaborating to build trust between boys/young men of color and police officers; expanding efforts to "move the needle" on academic performance of boys/young men of color; and expanding employment opportunities for boys/young men of color.

Youth Employment. Studies show that youth employment has a profound impact especially on low-income youth and is one of the strongest indicators of future earnings. Work at an early age raises later employability and earnings and leads to fewer dropouts and lower rates of disconnection from school and work. FPR operates a robust youth employment program, recognized in 2016 by the U.S. Conference of Mayors as the medium city winner of a National Education Pathways with a Purpose Grant Award. FPR employs an estimated 500 youth at any given time during the year, ages 15 to 24, and arranges for employment of an additional 236 youth via grant and partnership programs. FPR youth employees who participate in Parramore Kidz Zone also have the opportunity to open Individual Development Accounts, wherein every \$1 they save is matched by \$2 from donors, with all funds supporting their post-secondary education.

FAMILIES, PARKS AND RECREATION DEPARTMENT

Future Goals and Objectives

Short Term

- Continue to improve FPR's ability to support youth's academic achievement, via continuation of the ASAS 21st Century Learning Centers grant; implementation of the PKZ United Way Cradle-to-Career grant; continued partnership with Orange County Public Schools; and implementation of Year 2 of the AmeriCorps programs.
- Leverage additional State resources to support the City's children's programs, by broadening ASAS to encompass a statewide scope and partnering with PKZ sister programs in Miami and Jacksonville.
- Pursue grants and philanthropy for *My Brother's Keeper Orlando*.

Medium Term

- Develop and seek funding for a comprehensive health/wellness component
- Enhance older youth programming
- Enhance STEM and cultural arts components
- Enhance wrap-around supports for basic needs (transportation, food, clothing, school supplies, hygiene, and computer/internet access)
- Formally launch *My Brother's Keeper Orlando* and begin implementation of strategies.

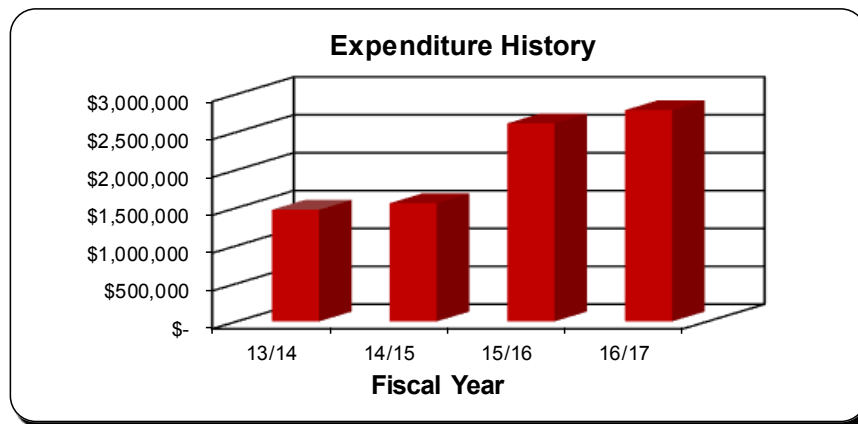
Long Term

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

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted to	
Cost Center Number and Name	Expenditures	Budget	Budget	Revised	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 1,560,758	\$ 2,121,115	\$ 2,289,690	\$ 168,575	7.95%
Recreation Division (REC)					
0028 Recreation After School All Stars	\$ -	\$ 493,627	\$ 499,924	\$ 6,297	1.28%
TOTAL -- AFTER SCHOOL ALL-STARS FUND	\$ 1,560,758	\$ 2,614,742	\$ 2,789,614	\$ 174,872	6.69%
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 1,560,758	\$ 2,614,742	\$ 2,789,614	\$ 174,872	6.69%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
AFTER SCHOOL ALL STARS FUND #0023			
0004 After School All Stars	6	7	7
0028 Recreation After School All Stars	-	1	1
TOTAL -- AFTER SCHOOL ALL-STARS FUND	6	8	8

FAMILIES, PARKS AND RECREATION DEPARTMENT

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	98%	98%	98%
Recreation Division	Number of Hours Facilities Rented	38,225	36,859	38,000

Employee Learning & Growth

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,200	1,200	1,200
Recreation Division	Total number of training hours	5,000	5,000	5,000

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Families Parks and Recreation	Families Parks and Recreation Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes
Parks Division	Bill Frederick Park Admissions Revenue	\$177,041	\$171,088	\$180,000
Parks Division	Event Rental Revenue	\$423,653	\$437,044	\$450,000
Recreation Division	Rental Revenue	\$511,364	\$552,165	\$600,000

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	110	115	115
Parks Division	Total number of trees pruned	2,701	2,600	2,500
Parks Division	Total number of trees removed	445	425	450
Parks Division	Total number of "green-up" events	85	90	90

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	1,783	1,030	1,800
Parks Division	Tree City U.S.A award	Yes	Yes	Yes
Parks Division	Tree City U.S.A growth award	Yes	Yes	Yes
Parks Division	Playful City U.S.A award	Yes	Yes	Yes
Recreation Division	Total attendance	2,377,953	2,266,924	2,400,000
Recreation Division	Number of Rental Contracts	1,660	1,770	1,800
Recreation Division	Number of Booked Days	10,443	9,903	9,900

FAMILIES, PARKS AND RECREATION DEPARTMENT

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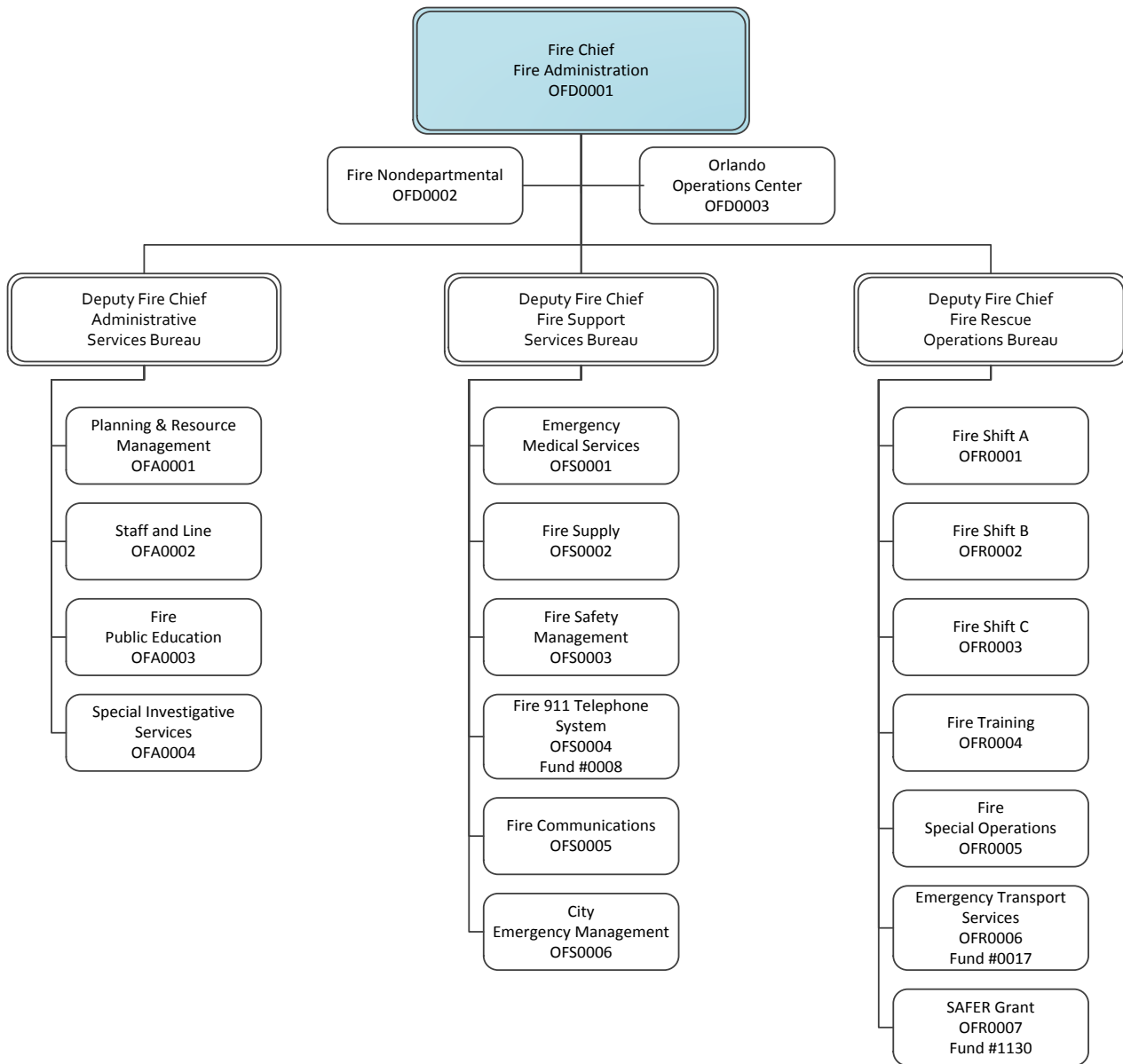
CITY OF ORLANDO

FIRE DEPARTMENT



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FIRE DEPARTMENT



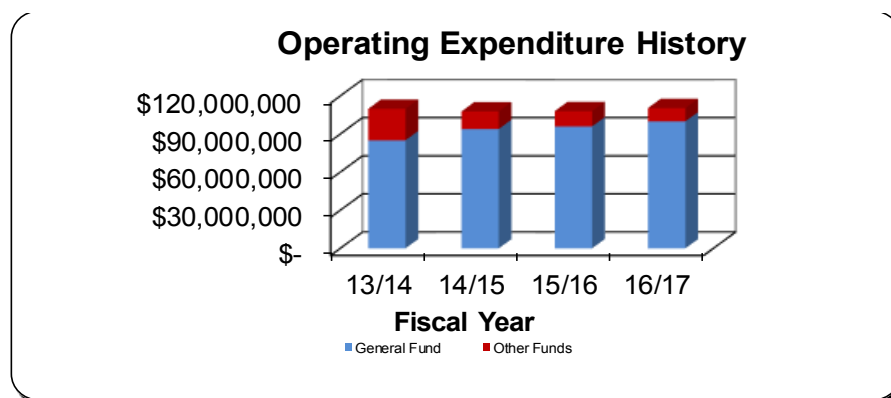
Department Mission Statement

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

FIRE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

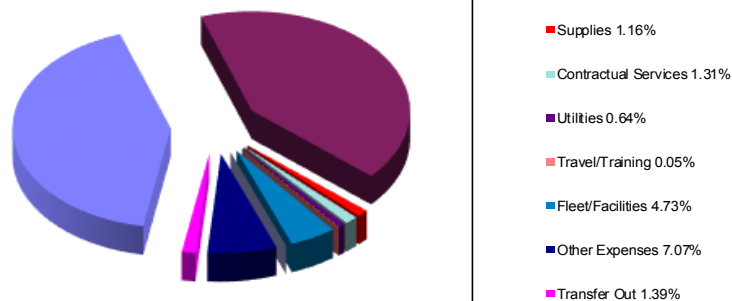
Fund Business Unit Cost Center and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,264,414	\$ 2,463,577	\$ 2,430,781	\$ (32,796)	(1.33%)
0002 Fire Nondepartmental	163,625	1,670,650	834,251	(836,399)	(50.06%)
0003 Orlando Operations Center	353,849	330,506	384,077	53,571	16.21%
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning & Resource Management	635,460	996,368	1,038,282	41,914	4.21%
0002 Fire Staff & Line	434,642	431,913	452,595	20,682	4.79%
0003 Fire Public Education	80,365	328,075	283,711	(44,364)	(13.52%)
0004 Fire Special Investigative Services	836,225	808,023	859,916	51,893	6.42%
Fire Support Services Bureau (OFS)					
0001 Emergency Medical Services	871,697	-	-	-	0.00%
0002 Fire Supply	480,520	485,341	569,955	84,614	17.43%
0003 Fire Safety Management	1,287,979	1,214,373	1,261,184	46,811	3.85%
0005 Fire Communications	2,509,732	2,703,284	2,588,123	(115,161)	(4.26%)
0006 City Emergency Management	157,345	162,757	270,825	108,068	66.40%
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shift A	27,683,241	82,020,880	87,170,646	5,149,766	6.28%
0002 Fire Shift B	26,651,181	-	-	-	0.00%
0003 Fire Shift C	26,940,015	-	-	-	0.00%
0004 Fire Training	1,402,784	1,465,611	1,331,525	(134,086)	(9.15%)
0005 Fire Special Operations	410,847	389,559	319,072	(70,487)	(18.09%)
0007 SAFER Staffing	788,626	362,692	-	(362,692)	(100.00%)
0008 Fire Wellness Center	-	138,634	121,789	(16,845)	(12.15%)
0009 Fire Air Room	-	13,000	22,650	9,650	74.23%
TOTAL -- GENERAL FUND	\$ 93,952,548	\$ 95,985,243	\$ 99,939,382	\$ 3,954,139	4.12%
EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017					
Fire Rescue Operations Bureau (OFR)					
0006 Emergency Transport Services	\$ 13,863,126	\$ 12,000,000	\$ 10,500,000	\$ (1,500,000)	(12.50%)
TOTAL -- EMS TRANSPORT FUND	\$ 13,863,126	\$ 12,000,000	\$ 10,500,000	\$ (1,500,000)	(12.50%)
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 105	\$ 50,000	\$ 58,468	\$ 8,468	16.94%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 105	\$ 50,000	\$ 58,468	\$ 8,468	16.94%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 107,815,779	\$ 108,035,243	\$ 110,497,850	\$ 2,462,607	2.28%



FIRE DEPARTMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Proposed Budget	Change Proposed to Revised	% Change
Salaries and Wages	\$ 46,405,999	\$ 45,721,138	\$ 46,854,141	\$ 1,133,003	2.48%
Employee Benefits	39,771,069	43,055,957	46,404,005	3,348,048	7.78%
Supplies	1,139,295	1,270,033	1,296,412	26,379	2.08%
Contractual Services	1,230,091	1,582,809	1,462,224	(120,585)	(7.62%)
Utilities	684,331	611,171	715,500	104,329	17.07%
Travel and Training	11,650	58,925	58,925	-	0.00%
Fleet and Facilities	5,501,241	5,589,934	5,272,179	(317,755)	(5.68%)
Capital	85,214	-	-	-	N/A
Other Expenses	11,446,624	9,400,362	6,883,737	(2,516,625)	(26.77%)
Transfers Out	1,540,265	744,914	1,550,727	805,813	108.18%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 107,815,779	\$ 108,035,243	\$ 110,497,850	\$ 2,462,607	2.28%

**FY 2016/17 Operating Expenditure
by Classification**



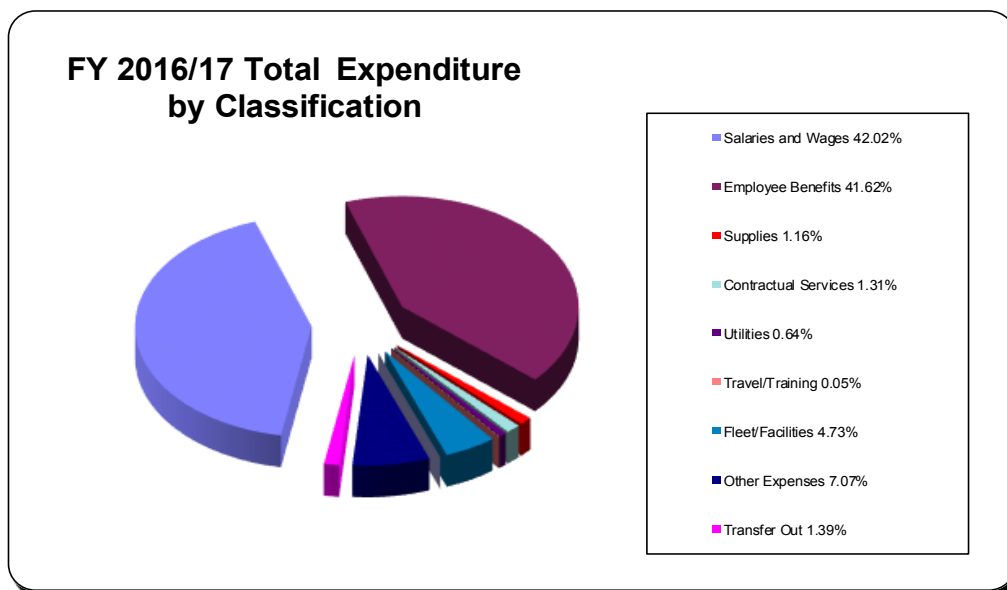
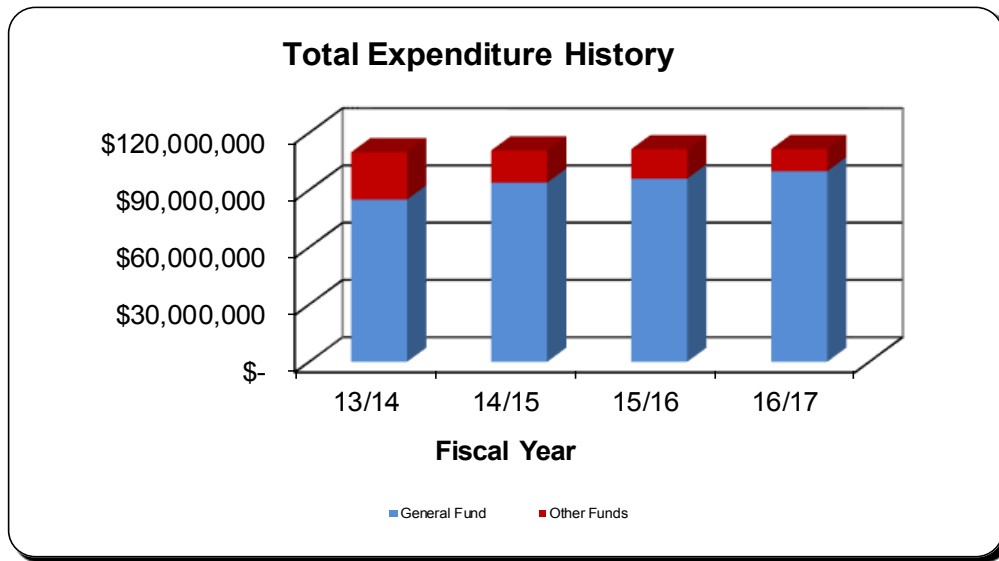
FIRE DEPARTMENT

Fund Business Unit Project / Grant	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Proposed Budget	Change Proposed to Revised	% Change
GRANTS FUND #1130					
0005 SAFER Grant 2012	\$ 1,484,263	\$ 238,618	\$ -	\$ (238,618)	(100.00%)
Projects and Grants	129,475	59,531	-	(59,531)	(100.00%)
TOTAL -- GRANTS FUND	\$ 1,613,738	\$ 298,149	\$ -	\$ (298,149)	(100.00%)
OTHER FUNDS					
Projects and Grants	\$ 1,361,222	\$ 3,098,187	\$ 1,000,000	\$ (2,098,187)	(67.72%)
TOTAL -- OTHER FUNDS	\$ 1,361,222	\$ 3,098,187	\$ 1,000,000	\$ (2,098,187)	(67.72%)
TOTAL -- FIRE DEPARTMENT	\$110,790,739	\$111,431,579	\$111,497,850	\$ 66,271	0.06%

Expenditure by Classification

Salaries and Wages	\$ 47,317,539	\$ 45,775,406	\$ 46,854,141	\$ 1,078,735	2.36%
Employee Benefits	40,427,449	42,995,451	46,404,005	3,408,554	7.93%
Supplies	1,357,015	1,551,358	1,296,412	(254,946)	(16.43%)
Contractual Services	1,531,907	1,574,646	1,462,224	(112,422)	(7.14%)
Utilities	692,011	611,171	715,500	104,329	17.07%
Travel and Training	36,084	92,558	58,925	(33,633)	(36.34%)
Fleet and Facilities	5,674,600	5,416,574	5,272,179	(144,395)	(2.67%)
Capital	704,280	832,371	-	(832,371)	(100.00%)
Other Expenses	11,509,588	11,837,130	7,883,737	(3,953,393)	(33.40%)
Transfers Out	1,540,265	744,914	1,550,727	805,813	108.18%
TOTAL -- FIRE DEPARTMENT	\$110,790,739	\$111,431,579	\$111,497,850	\$ 66,271	0.06%

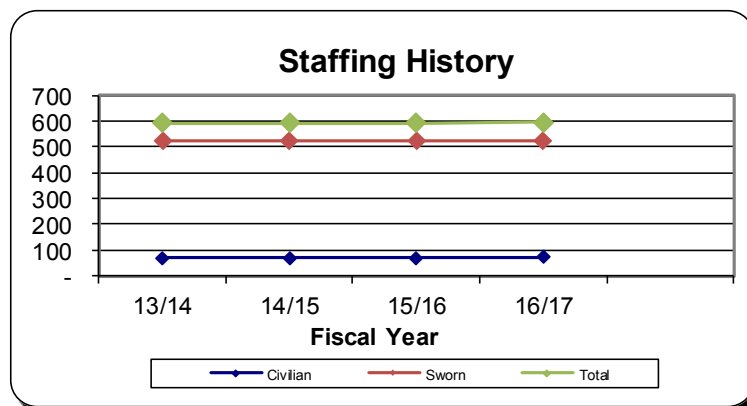
FIRE DEPARTMENT



FIRE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Proposed Staffing
<u>GENERAL FUND #0001</u>			
Fire Chief's Office (OFD)			
0001 Fire Administration	12	13	14
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning & Resource Management	5	5	5
0002 Staff and Line	3	3	3
0003 Fire Public Education	1	3	3
0004 Fire Special Investigative Services	4	4	4
Fire Support Services Bureau (OFS)			
0001 Emergency Medical Services	5	-	-
0002 Fire Supply	1	1	1
0003 Fire Safety Management	12	12	12
0005 Fire Communications	33	32	35
0006 City Emergency Management	1	1	1
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shift A	164	494	499
0002 Fire Shift B	165	-	-
0003 Fire Shift C	165	-	-
0004 Fire Training	9	7	7
0005 Fire Special Operations	1	1	1
TOTAL -- GENERAL FUND	581	576	585
<u>EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017</u>			
Fire Rescue Operations Bureau (OFR)			
0006 Emergency Transport Services	6	11	11
TOTAL -- EMS TRANSPORT FUND	6	11	11
<u>GRANTS FUND #1130</u>			
Fire Rescue Operations Bureau (OFR)			
0007 SAFER Grant 2012	5	5	-
TOTAL -- GRANTS FUND	5	5	-
TOTAL -- FIRE DEPARTMENT	592	592	596



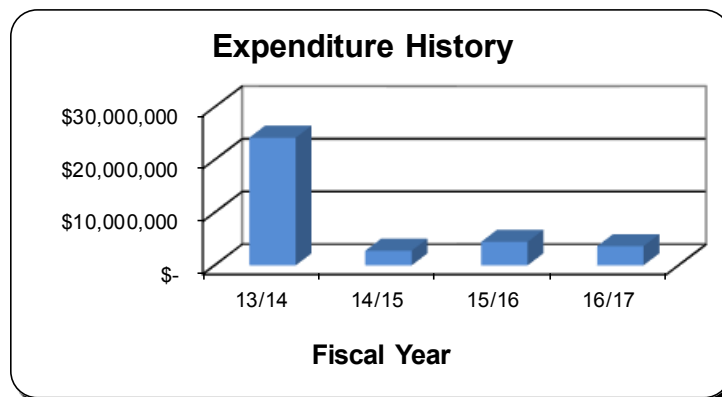
FIRE DEPARTMENT

Fire Chief's Administration

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

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,264,414	\$ 2,463,577	\$ 2,430,781	\$ (32,796)	(1.33%)
0002 Fire Nondepartmental	163,625	1,670,650	834,251	41,914	(50.06%)
0003 Orlando Operations Center	353,849	330,506	384,077	20,682	16.21%
TOTAL -- GENERAL FUND	\$ 2,781,888	\$ 4,464,733	\$ 3,649,109	\$ 29,800	(18.27%)
TOTAL -- FIRE CHIEF'S OFFICE	\$ 2,781,888	\$ 4,464,733	\$ 3,649,109	\$ (815,624)	(18.27%)



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	12	13	14
TOTAL -- GENERAL FUND	12	13	14
TOTAL -- FIRE CHIEF'S OFFICE	12	13	14

FIRE DEPARTMENT

Fire Administrative Services Bureau

Overview of Services

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

Major Accomplishments:

- 95% public hydrant completion and services 5,300 hydrants
- Washer and dryer installation at every fire station
- Completed ISO1 reevaluation
- Completed 1,350 apparatus work orders

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

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

FIRE DEPARTMENT

Major Accomplishments:

- The Special Operations Section conducted and administered the following training hours per discipline:
 - Hazardous Materials Technician – 2,200 team hours
 - Hazardous Materials Operations – 4,350 department hours
 - Confined Space Rescue – 430 hours
 - Vehicle Machinery Rescue – 1,600 hours
 - Rope Rescue – 3,040 hours
 - Structural Collapse Rescue – 600 hours
 - Trench Rescue – 565 hours
 - Dive Rescue – 630 hours
- ISO Operational level Hazardous Material training to the entire department
- Certified three new Dive Team members
- Res-Q Jack Struts: replaced old struts on all Tower Truck companies

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

Major Accomplishments:

- Received delivery and readied one (1) new Sutphen Pumper (E-11) and two (2) new Tower Trucks (T 10 & T 11)
- Coordinated nine (9) annual aerial service tests and annual pump testing on 32 units
- Coordinated 1,633 apparatus work order repair requests
- Coordinated 100,000 ft of hose testing

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

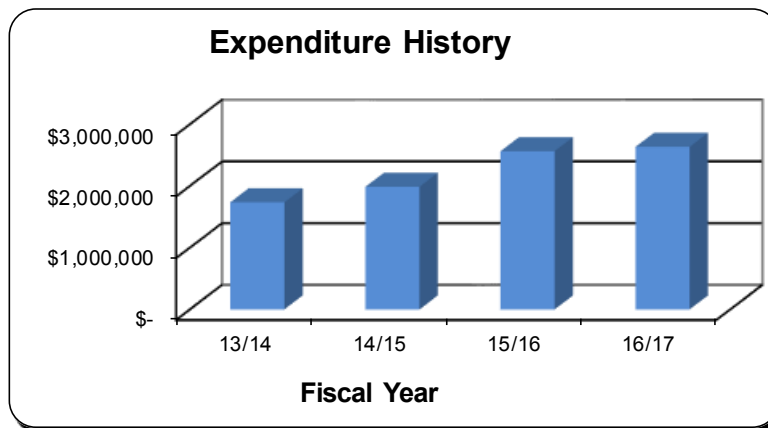
Major Accomplishments:

- Outfitted nine (9) new firefighters with uniform and bunker gear
- Coordinated 1,024 sets of bunker gear cleaning

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning & Resource Management	635,460	996,368	1,038,282	41,914	4.21%
0002 Fire Staff & Line	434,642	431,913	452,595	20,682	4.79%
0003 Fire Public Education	80,365	328,075	283,711	(44,364)	(13.52%)
0004 Fire Special Investigative Services	836,225	808,023	859,916	51,893	6.42%
TOTAL -- GENERAL FUND	\$ 1,986,694	\$ 2,564,379	\$ 2,634,504	\$ 70,125	2.73%
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 1,986,694	\$ 2,564,379	\$ 2,634,504	\$ 70,125	2.73%



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning & Resource Management	5	5	5
0002 Fire Staff & Line	3	3	3
0003 Fire Public Education	1	3	3
0004 Fire Special Investigative Services	4	4	4
TOTAL -- GENERAL FUND	13	15	15
TOTAL -- FIRE ADMINISTRATIVE SERVICES	13	15	15

FIRE DEPARTMENT

Fire Support Services Bureau

Overview of Services

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

Major Accomplishments:

- Continues participation and support of the Public Education Division's Hands Only CPR and AED program
- Oversee serviceability and annual inspection of over 100 City owned AEDs distributed throughout City owned facilities
- Created and provided more than 9,900 training hours of hand-on Emergency Medical training to 500+ OFD personnel
- Included in EMS training hours is a full "roll out" of a new audit and pediatric advanced airway to complement new pediatric training
- Currently in the process of CAAS (Commission on Accreditation of Ambulance Services) accreditation
- Scored exemplary status on State EMS Inspection during an unannounced evaluation

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

Major Accomplishments:

- Continuing to develop new Policies and Procedures for EMS and EMS Transport
- Participated in many regional mass disaster and active shooter exercises
- The EMS Division continues to evaluate and utilize the newest technology to deliver the most effective and efficient emergency medical services to the City of Orlando
- Provided 100% review of each Advanced Life Support and Basic Life Support patient care record, greater than 38,000 patient contacts
- Active Shooter Initiative implemented and training administered to all operations personnel

FIRE DEPARTMENT

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

Major Accomplishments:

- Orlando Emergency Management (OEM) was chosen by FEMA to kick off the National American's Prepare-A-Thon campaign for Disaster Preparedness
- Participated jointly with UCF Active Shooter full scale exercise
- Created and provided the City's Civil Disobedience tabletop exercise with all affected upper management positions including our Mayor himself
- OEM provided an enormous number of general disaster preparedness workshops to civic and community groups

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

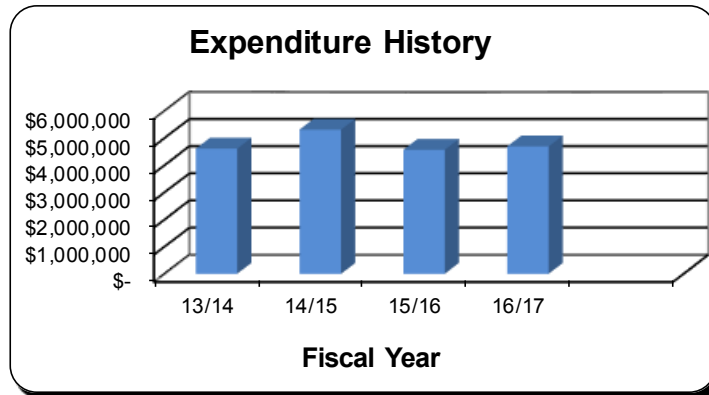
Major Accomplishments:

- Implemented Ebola/Highly Infectious Disease phone interrogation protocols
- ACE (EMD) accreditation with the International Association of Emergency Dispatch continue to maintain and meet standards
- Initiated 58,124 alarms in CAD for OFD emergency response
- Continue to review and monitor fast track call taking and dispatch procedures
- Implemented upgrade to existing CAD software and hardware for technology security hardening

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0001 Emergency Medical Services	871,697				N/A
0002 Fire Supply	480,520	485,341	569,955	84,614	17.43%
0003 Fire Safety Management	1,287,979	1,214,373	1,261,184	46,811	3.85%
0005 Fire Communications	2,509,732	2,703,284	2,588,123	(115,161)	(4.26%)
0006 City Emergency Management	157,345	162,757	270,825	108,068	66.40%
TOTAL -- GENERAL FUND	\$ 5,307,273	\$ 4,565,755	\$ 4,690,087	\$ 124,332	2.72%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 5,307,273	\$ 4,565,755	\$ 4,690,087	\$ 124,332	2.72%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire-Support Services Bureau (OFS)			
0001 Emergency Medical Services	5	-	-
0002 Fire Supply	1	1	1
0003 Fire Safety Management	12	12	12
0005 Fire Communications	33	32	35
0006 City Emergency Management	1	1	1
TOTAL -- GENERAL FUND	52	46	49
TOTAL -- FIRE SUPPORT SERVICES BUREAU	52	46	49

FIRE DEPARTMENT

Fire Rescue Operations Bureau

Overview of Services

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

Major Accomplishments:

- In the calendar year 2015 the Orlando Fire Department responded to 52,408 emergency alarms, of which more than 45,000 were emergency medical alarms

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

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

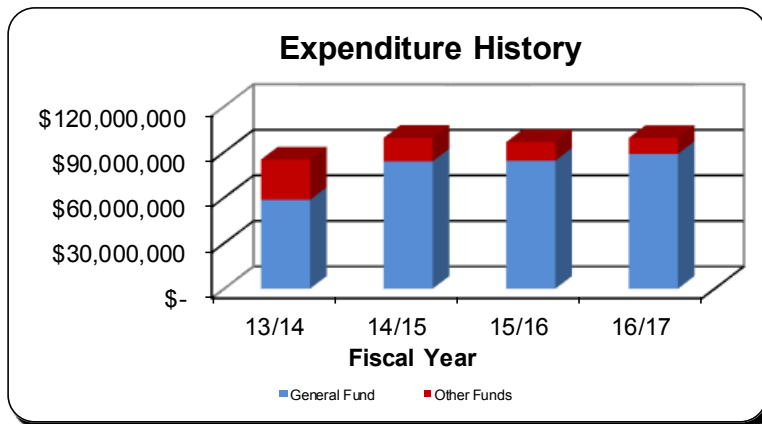
Major Accomplishments:

- 243 total Fire related cases
- 157 total EOD cases
- 136 Internal Investigations
- Past recipient "Florida Investigator of the Year" award
- Commander elected as President of FFEIA – Florida Fire and Explosives Investigators Association

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shift A	27,683,241	82,020,880	87,170,646	5,149,766	6.28%
0002 Fire Shift B	26,651,181				N/A
0003 Fire Shift C	26,940,015				N/A
0004 Fire Training	1,402,784	1,465,611	1,331,525	(134,086)	(9.15%)
0005 Fire Special Operations	410,847	389,559	319,072	(70,487)	(18.09%)
0007 SAFER Staffing	\$ 788,626	\$ 362,692	\$ -	\$ (362,692)	N/A
TOTAL -- GENERAL FUND	\$ 83,876,695	\$ 84,238,743	\$ 88,821,244	\$ 4,582,502	5.44%
EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017					
Fire Rescue Operations Bureau (OFR)					
0006 Emergency Transport Services	\$ 13,863,126	\$ 12,000,000	\$ 10,500,000	\$ (1,500,000)	(12.50%)
TOTAL -- EMS TRANSPORT FUND	13,863,126	12,000,000	10,500,000	(1,500,000)	(12.50%)
GRANTS FUND #1130					
Fire Rescue Operations Bureau (OFR)					
0005 SAFER Grant 2012	\$ 1,484,263	\$ 238,618	\$ -	\$ (238,618)	(100.00%)
Projects	129,475	59,531	-	(59,531)	(100.00%)
TOTAL -- GRANTS FUND	\$ 1,613,738	\$ 298,149	\$ -	\$ (298,149)	(100.00%)
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 99,353,559	\$ 96,536,892	\$ 99,321,244	\$ 2,784,353	2.88%



FIRE DEPARTMENT

STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shift A	164	494	499
0002 Fire Shift B	165	-	-
0003 Fire Shift C	165	-	-
0004 Fire Training	9	7	7
0005 Fire Special Operations	1	1	1
TOTAL -- GENERAL FUND	504	502	507
<u>EMERGENCY MEDICAL SERVICES (EMS) TRANSPORT FUND #0017</u>			
Fire Rescue Operations Bureau (OFR)			
0006 Emergency Transport Services	6	11	11
TOTAL -- EMS TRANSPORT FUND	6	11	11
<u>GRANTS FUND #1130</u>			
Fire Rescue Operations Bureau (OFR)			
0007 SAFER Grant 2012	5	5	-
TOTAL -- GRANTS FUND	5	5	-
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	515	518	518

FIRE DEPARTMENT

Fire Department Future Goals and Objectives

Short Term (0-6 months)

- Add five (5) new Dive Team members
- Standardize Tower Truck pneumatic Cut Off tools
- Complete Orlando Fire Department Training Simulation Room
- Establish a policy concerning firefighter health initiatives to reduce long term illness to our members
- Continue utilizing our Peak-unit Transport truck for increased efficiency
- Fully integrated off duty employment software
- Complete ICS command level training for all Chief Officers
- Establish back-up RIT units utilizing current manpower

Medium Term (6 months-2 years)

- Create complete online Departmental inventory and equipment maintenance system
- Implement new resource deployment strategy from permanent Fire Station 2
- OFD continues to provide the necessary training to maintain ISO 1 rating and National Fire Accreditation
- I-4 Reconstruction Project
- Purchase underwater laminated glass cutting tools
- Reduce number of fire code violations, false fire alarms, and repeat inspections by 10% through customer education
- Implement a joint OFD/OPD state-of-the-art Computer Aided Dispatch (CAD) system
- New electronic Patient Care Records system to increase accuracy and billing compliance

Long Term (2+ years)

- Evaluate and realign apparatus staffing to best meet operational needs
- Evaluate resource deployment model for maximum effectiveness
- Replacement Fire Stations for 5, 9, 11 and 13
- Pay the additional dive team members Technical Rescue pay
- Purchase five (5) additional computers for the Training Simulation Room so larger incidents may be managed such as two (2) alarm fires, high-rise, mixed occupancy, hazardous material, or any other large incident. Having 10 stations would allow the effective use of fire fighters and officers time while using the simulation room
- Create an additional Fire Officer Position for a Career Development Officer (Training)
- Continue Hands-only CPR initiative, training the City's residents and Businesses

FIRE DEPARTMENT

Fire Department Operational Performance

Balanced Scorecard Report

Employee Learning & Growth

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	97.50%	100%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	45	45	45
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	16	16	16

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	Yes	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	64.30%	70%	95%
Fire-Support Services Bureau	Overall Apparatus Reliability.	87.60%	90%	95%
Fire-Support Services Bureau	Percentage of 911 voice calls answered	99.58%	100%	100%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	99.37%	100%	100%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	90.80%	95%	95%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	85.87%	88%	90%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls	79.07%	85%	90%

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies.	42.16%	50%	50%
Fire-Support Services Bureau	Total percentage of the building value saved from fire.	96.95%	98%	100%

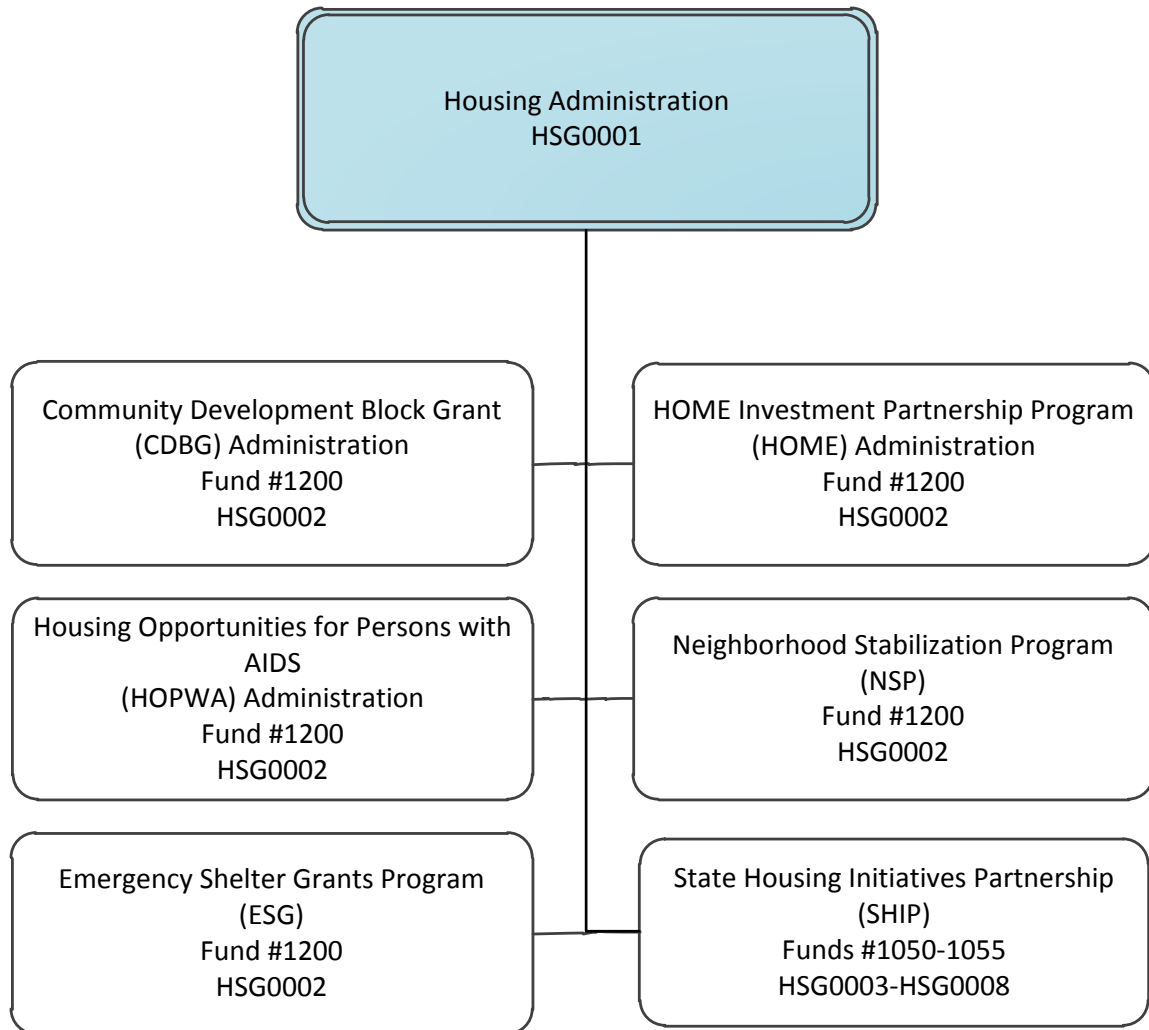


CITY OF
ORLANDO
HOUSING AND COMMUNITY
DEVELOPMENT



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HOUSING AND COMMUNITY DEVELOPMENT



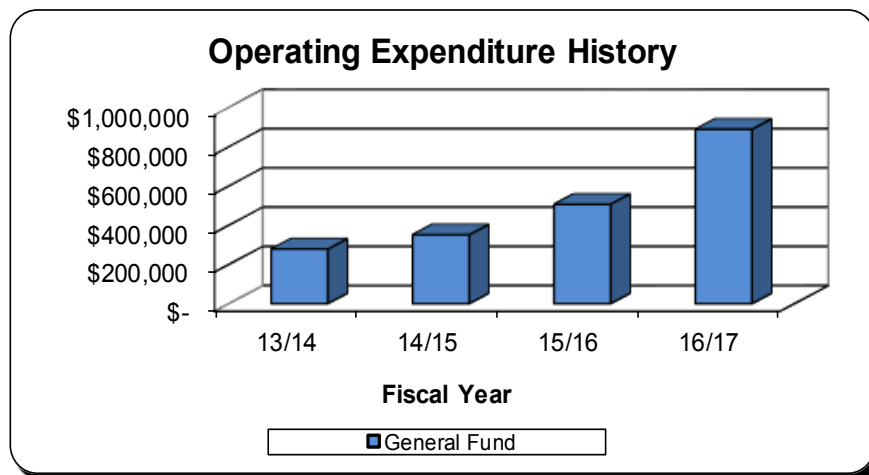
Department Mission Statement

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

HOUSING AND COMMUNITY DEVELOPMENT

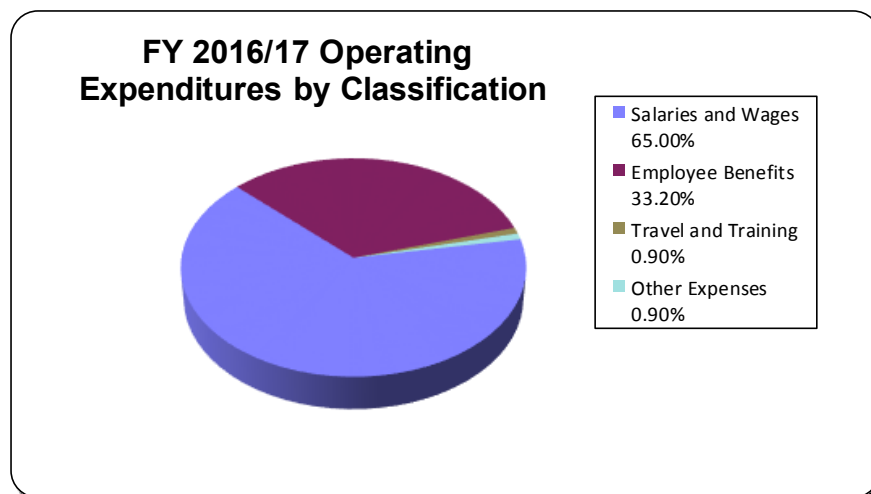
DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #0001 (HSG)					
0001 Housing and Community Development	\$ 350,756	\$ 505,979	\$ 888,877	\$ 382,898	75.67%
TOTAL -- GENERAL FUND	\$ 350,756	\$ 505,979	\$ 888,877	\$ 382,898	75.67%
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 350,756	\$ 505,979	\$ 888,877	\$ 382,898	75.67%



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 181,389	\$ 324,985	\$ 577,727	\$ 252,742	77.77%
Employee Benefits	112,149	141,324	295,150	153,826	108.85%
Supplies	9,272	4,543	-	(4,543)	(100.00%)
Contractual Services	11,855	10,000	-	(10,000)	(100.00%)
Utilities	141	-	-	-	N/A
Travel and Training	3,532	10,000	8,000	(2,000)	(20.00%)
Fleet and Facilities	786	-	-	-	N/A
Capital	29,376	-	-	-	N/A
Other Expenses	2,255	15,127	8,000	(7,127)	(47.11%)
Transfers Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 350,756	\$ 505,979	\$ 888,877	\$ 382,898	75.67%

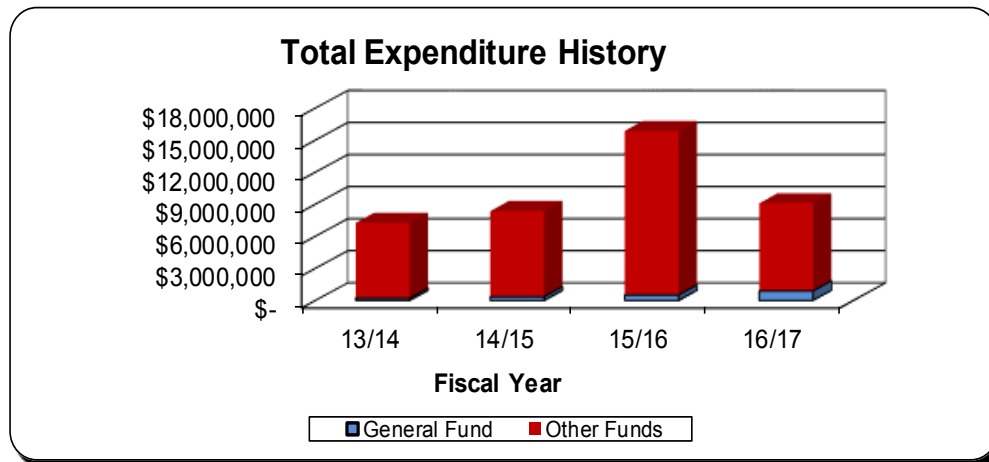


HOUSING AND COMMUNITY DEVELOPMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Grant and Name	Expenditures	Budget	Budget	to Revised	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY09/10	\$ -	\$ 118,518	\$ -	\$ (118,518)	(100.00%)
CDBG FY10/11	14,269	357,747	-	(357,747)	(100.00%)
CDBG FY11/12	-	325,884	-	(325,884)	(100.00%)
CDBG FY12/13	-	377,134	-	(377,134)	(100.00%)
CDBG FY13/14	542,322	720,359	-	(720,359)	(100.00%)
CDBG FY14/15	1,239,073	252,041	-	(252,041)	(100.00%)
CDBG FY15/16	-	1,844,820	-	(1,844,820)	(100.00%)
CDBG FY16/17	-	-	1,802,292	1,802,292	N/A
Emergency Shelter Grant (ESG)					
ESG FY12/13	-	3,715	-	(3,715)	(100.00%)
ESG FY13/14	14,934	12,050	-	(12,050)	(100.00%)
ESG FY14/15	163,558	-	-	-	N/A
ESG FY15/16	-	161,004	-	(161,004)	(100.00%)
ESG FY16/17	-	-	166,071	166,071	
HOME Investment Partnerships Program (HOME)					
HOME FY09/10	187,524	-	-	-	N/A
HOME FY11/12	24,046	-	-	-	N/A
HOME FY12/13	424,818	-	-	-	N/A
HOME FY13/14	183,704	662,132	-	(662,132)	(100.00%)
HOME FY14/15	70,733	856,772	-	(856,772)	(100.00%)
HOME FY15/16	-	890,044	-	(890,044)	(100.00%)
HOME FY16/17	-	-	866,249	866,249	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY09/10	-	447,602	-	(447,602)	(100.00%)
HOPWA FY10/11	-	325,323	-	(325,323)	(100.00%)
HOPWA FY11/12	-	174,366	-	(174,366)	(100.00%)
HOPWA FY12/13	-	143,066	-	(143,066)	(100.00%)
HOPWA FY13/14	21,700	232,088	-	(232,088)	(100.00%)
HOPWA FY14/15	2,963,774	44,290	-	(44,290)	(100.00%)
HOPWA FY15/16	-	3,241,876	-	(3,241,876)	(100.00%)
HOPWA FY16/17	-	-	3,701,885	3,701,885	N/A
Economic Development Initiative (EDI)					
EDI FY08/09	272,724	-	-	-	N/A
EDI FY09/10	20,007	270,271	-	(270,271)	(100.00%)
Neighborhood Stabilization Program (NSP)					
NSP FY08/09	154,057	603,658	-	(603,658)	(100.00%)
NSP FY10/11	187,644	561,164	-	(561,164)	(100.00%)
Projects and Grants	-	269,272	-	(269,272)	(100.00%)
TOTAL -- HOUSING AND URBAN DVLPM T FUND	\$ 6,484,887	\$ 12,895,196	\$ 6,536,497	\$ (6,358,699)	(49.31%)

HOUSING AND COMMUNITY DEVELOPMENT

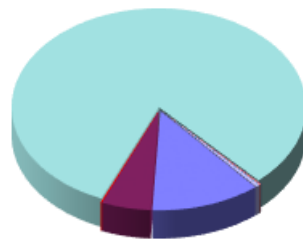
Fund Business Unit Grant and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUNDS #1050-1055					
SHIP FY09/10 and Prior	\$ 520,367	\$ -	\$ -	\$ -	N/A
SHIP FY11/12	6,475	405	-	(405)	(100.00%)
SHIP FY12/13	2,074	1,981	-	(1,981)	(100.00%)
SHIP FY13/14	813,666	33,721	-	(33,721)	(100.00%)
SHIP FY14/15	189,626	1,136,817	-	(1,136,817)	(100.00%)
SHIP FY15/16	-	1,286,985	-	(1,286,985)	(100.00%)
SHIP FY16/17	-	-	1,661,844	1,661,844	N/A
TOTAL -- SHIP FUNDS	\$ 1,532,208	\$ 2,459,909	\$ 1,661,844	\$ (798,065)	(32.44%)
TOTAL -- HOUSING DEPARTMENT	\$ 8,367,851	\$ 15,861,084	\$ 9,087,218	\$ (6,773,866)	(42.71%)



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 840,212	\$ 812,850 *	\$ 1,089,470	\$ 276,620	34.03%
Employee Benefits	321,147	459,893 *	491,467	31,574	6.87%
Supplies	140,331	20,167	10,230	(9,937)	(49.27%)
Contractual Services	6,313,394	6,668,129	7,435,373	767,244	11.51%
Utilities	143,462	2,853	1,910	(943)	(33.05%)
Travel and Training	12,287	18,895	16,000	(2,895)	(15.32%)
Fleet and Facilities	8,141	9,230	4,396	(4,834)	(52.37%)
Capital	46,883	359,146	-	(359,146)	(100.00%)
Other Expenses	13,184	7,507,166	38,372	(7,468,794)	(99.49%)
Transfers Out	528,812	2,755	-	(2,755)	(100.00%)
TOTAL - HOUSING DEPARTMENT	\$ 8,367,851	\$ 15,861,084	\$ 9,087,218	\$ (6,773,866)	(42.71%)

**FY 2016/17 Total Expenditures
by Classification**

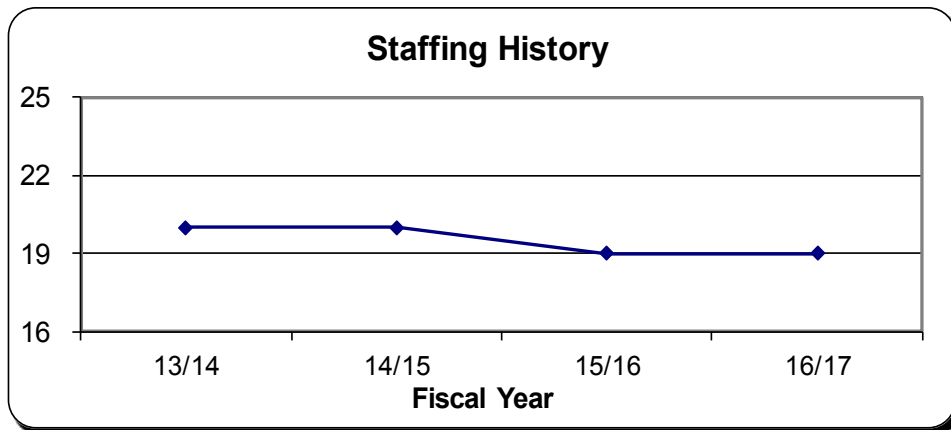


- Salaries and Wages 11.99%
- Employee Benefits 5.41%
- Supplies 0.11%
- Contractual Services 81.82%
- Utilities 0.02%
- Travel/Training 0.18%
- Fleet/Facilities 0.05%

HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Housing and Community Development Division (HSG)			
0001 Housing and Community Development	3	3	-
TOTAL -- GENERAL FUND	3	3	-
<u>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</u>			
Housing and Community Development Division (HSG)			
0002 Housing Grants	17	16	19
TOTAL -- HOUSING GRANTS	17	16	19
TOTAL -- HOUSING & COMMUNITY DEVELOPMENT	20	19	19



HOUSING AND COMMUNITY DEVELOPMENT

Overview of Services/Program

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

Major Accomplishments

- Through the Community Development Block Grant Program, the City has funded local agencies to improve public facilities and provide public services. For Program Year 2016-2017, the City will fund the following public facility improvements: The acquisition of a property to be developed into a health care facility for low income people, the renovation of Princeton Plaza Hospital which services people with mental health and substance abuse disorders, the renovation of Sligh Hall which serves homeless women and children, and the renovation of Frontline Outreach's gymnasium which provides recreational services for low income children. In addition, the City will fund the following public service activities: Ministry on South Street which provides academic mentoring for children, Lighthouse Central Florida which provides employment services for the visually impaired, Primrose Center which provides employment training for people with disabilities, and Jewish Family Services which operates a homelessness prevention program. This year the City will also fund a housing program that will assist low income residents to repair their roofs.
- Through the HOME Investment Partnerships Program and State Housing Initiatives Partnerships Program (SHIP), the City has been able to assist, during 2015-2016 year, 12 low/moderate-income families with housing rehabilitation and 30 low/moderate-income families with down payment/closing cost assistance. The City has also been able to develop and maintain affordable housing by partnering with developers, CHDOs, contractors, and not-for-profit agencies in the rehabilitation of 27 multi-family rental units, as well as, providing reimbursement of impact fees for construction of 14 homes for income eligible households. In addition, the City provided assistance to rehabilitate 3 group homes providing services to individuals with special needs, including developmental disabilities.
- Through the Housing Opportunities for Persons with Aids (HOPWA) Grant Program, the City has funded local agencies to provide case management and housing assistance to low income persons with HIV/AIDS. In Program Year 2014-2015, 1,605 households were provided housing subsidy assistance and 2,418 were provided case management services. The City has entered into an Intergovernmental Agreement with Orange County providing for the County to serve as the Administrative Agent of the City's HOPWA Program.
- The city is actively working to rehabilitate 11 homes purchased through the Neighborhood Stabilization Program (NSP I) and (NSP III) and partner with a local not for profit agency to identify low income families able to purchase these homes.

Future Goals and Objectives

Short Term

- Develop and advertise the 2015 – 2016 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2016.
- Execute the 2016 – 2017 Annual Action Plan.

Medium Term

- Develop and submit to HUD for funding the 2017– 2018 Annual Action Plan.
 - a) Prepare revised Request for Proposals formats and process for 2017.
 - b) Develop grant award recommendations by June 2017.
- Establish updated policies and procedures for CDBG and ESG project implementation for both City staff processes and sub-recipient education.
 - a) Collaborate with local agencies and municipal entities in assessing community technical assistance needs in grant administration.
 - b) Establish City operating procedures for individual and collective grant programs implementation.

Long Term

- Continue to implement a housing first strategy in assisting the chronic homeless including veterans.
- Work to improve processes to assist families at risk of homelessness.
- Work with City of Orlando departments, non-profit agencies, and other local governments to develop strategies for providing affordable housing opportunities to low and moderate income households.
- Provide funding for public services, public facilities, and infrastructure improvements to benefit low and moderate income neighborhoods in the City of Orlando.

HOUSING AND COMMUNITY DEVELOPMENT

Housing Department Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	Yes	Yes	Yes

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	22	12	40
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	12	30	30
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	23,182	4,000	4,500
Housing & Community Development	Number of very low, low and moderate-income multifamily households receiving assistance through the Housing Rehabilitation Program.	86	18	27

HOUSING AND COMMUNITY DEVELOPMENT

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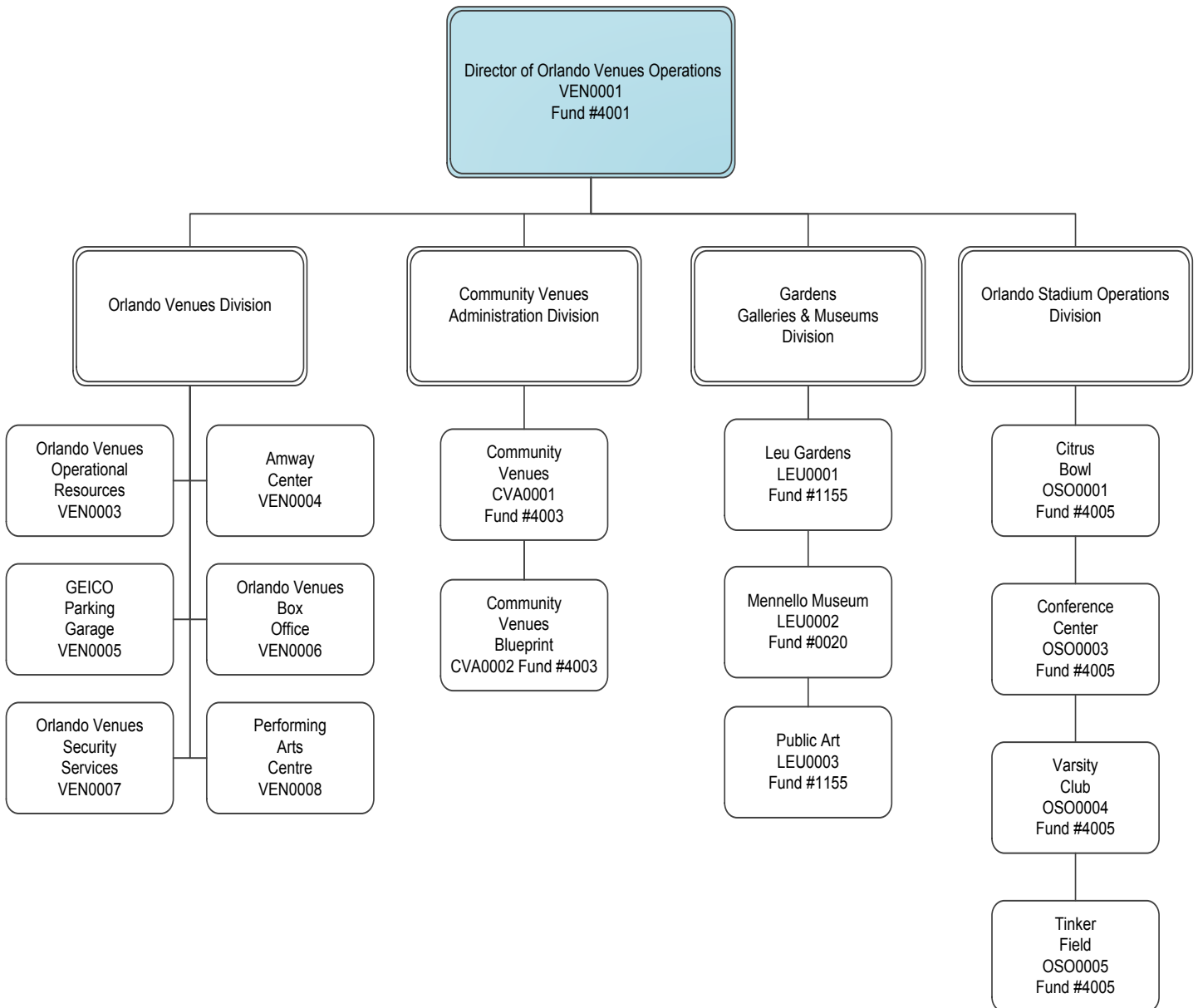


CITY OF
ORLANDO
VENUES



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ORLANDO VENUES DEPARTMENT



Department Mission Statement

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

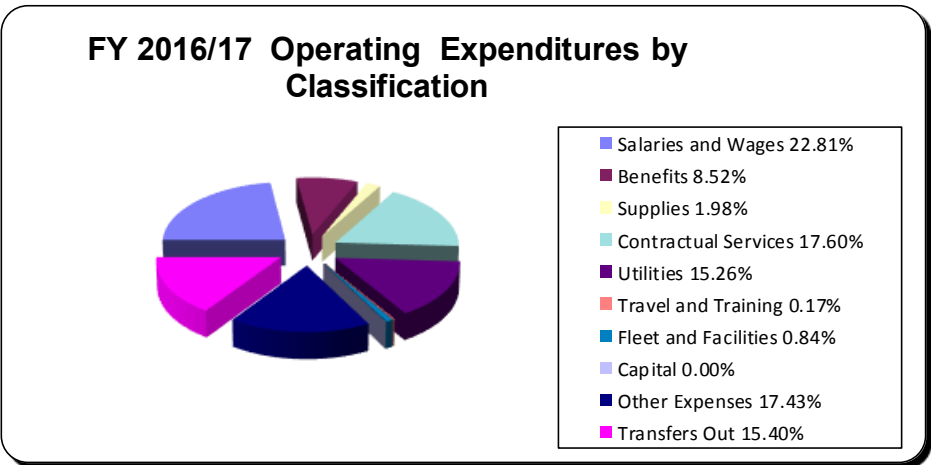
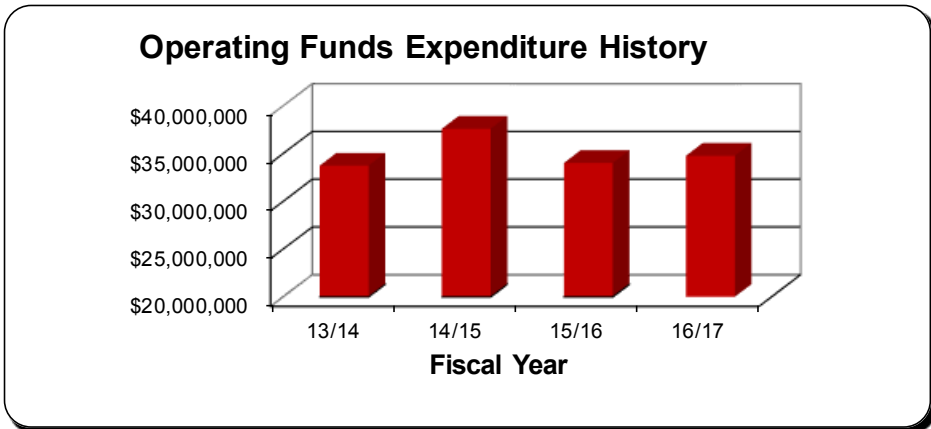
ORLANDO VENUES DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (55,370)	\$ -	\$ -	\$ -	N/A
0002 Orlando Venues Nondepartmental	2,593,583	3,276,117	3,264,209	(11,908)	(0.36%)
0003 Venues Operational Resources	(24,423)	-	-	-	N/A
0004 Amway Center	17,253,702	16,483,163	16,486,339	3,176	0.02%
0005 GEICO Parking Garage	4,110,791	3,946,467	4,047,432	100,965	2.56%
0006 Venues Box Office	194,976	207,191	214,547	7,356	3.55%
0007 Venues Security Services	(41,867)	-	-	-	N/A
0008 Performing Arts Centre	111,740	-	-	-	N/A
TOTAL -- ORLANDO VENUES FUND	\$ 24,143,133	\$ 23,912,938	\$ 24,012,527	\$ 99,589	0.42%
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 848,984	\$ 223,131	\$ 214,240	\$ (8,891)	(3.98%)
0002 Community Venues Blueprint	698,906	376,514	448,667	72,153	19.16%
0003 Venues Construction Administration Nondepartmental	108,071	473,810	727,004	253,194	53.44%
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 1,655,961	\$ 1,073,455	\$ 1,389,911	\$ 316,456	29.48%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 7,672,474	\$ 4,540,384	\$ 4,826,329	\$ 285,945	6.30%
0002 Camping World Stadium Nondepartmental	531,940	851,058	654,354	(196,704)	(23.11%)
0003 Conference Center	6,445	40,137	33,435	(6,702)	(16.70%)
0004 Varsity Club	-	-	-	-	N/A
0005 Tinker Field	531,958	471,473	533,331	61,858	13.12%
0007 Soccer Stadium Operations	(35,334)	-	-	-	N/A
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 8,707,483	\$ 5,903,052	\$ 6,047,449	\$ 144,397	2.45%
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,460,322	\$ 2,553,200	\$ 2,730,912	\$ 177,712	6.96%
0003 Public Art	71,506	68,300	57,588	(10,712)	(15.68%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,531,828	\$ 2,621,500	\$ 2,788,500	\$ 167,000	6.37%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 565,017	\$ 508,977	\$ 540,737	\$ 5,330	6.24%
TOTAL -- MENNELLO MUSEUM FUND	\$ 565,017	\$ 508,977	\$ 540,737	\$ 5,330	6.24%
TOTAL -- ORLANDO VENUES OPERATING	\$ 37,603,422	\$ 34,019,922	\$ 34,779,124	\$ 759,202	2.23%

ORLANDO VENUES DEPARTMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 7,616,780	\$ 7,054,812	\$ 7,932,796	\$ 877,984	12.45%
Benefits	2,556,932	2,808,388	2,962,230	153,842	5.48%
Supplies	777,676	639,532	688,404	48,872	7.64%
Contractual Services	7,475,089	6,076,299	6,119,416	43,117	0.71%
Utilities	5,620,365	5,326,131	5,306,058	(20,073)	(0.38%)
Travel and Training	44,506	56,000	59,100	3,100	5.54%
Fleet and Facilities	353,833	294,275	292,809	(1,466)	(0.50%)
Capital	60,320	-	-	-	N/A
Other Expenses	7,699,437	6,001,161	6,062,101	60,940	1.02%
Transfers Out	5,398,483	5,763,324	5,356,210	(407,114)	(7.06%)
TOTAL -- ORLANDO VENUES OPERATING	\$ 37,603,422	\$ 34,019,922	\$ 34,779,124	\$ 759,202	2.23%

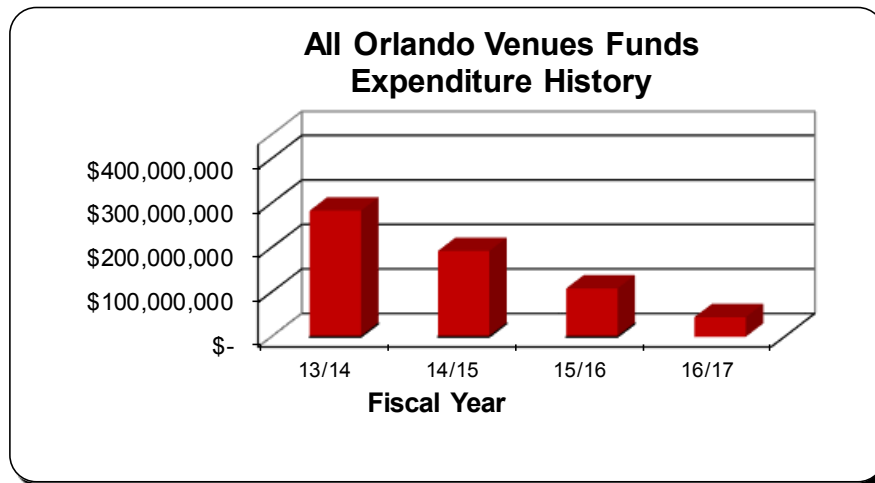


ORLANDO VENUES DEPARTMENT

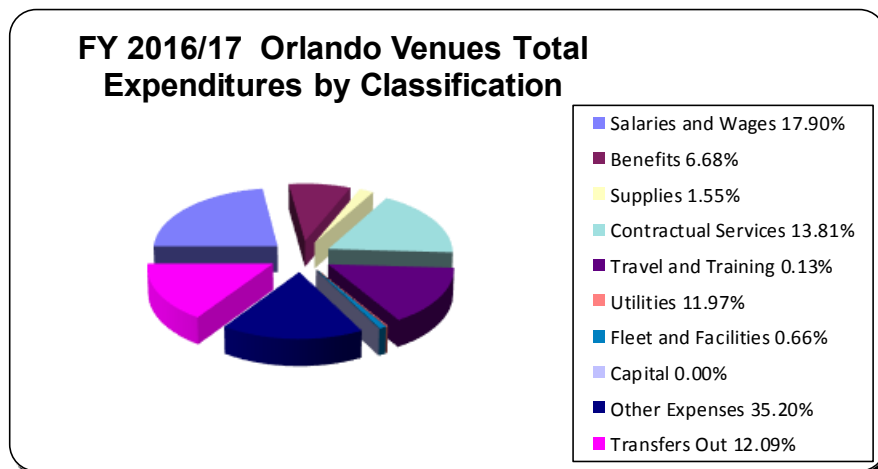
DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Name and Number	Expenditures	Budget	Budget	to Revised	% Change
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
Projects and Grants	\$ 80,843	\$ 91,344	\$	\$ (91,344)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 80,843	\$ 91,344	\$	\$ (91,344)	(100.00%)
CAPITAL IMPROVEMENTS FUND #3001					
Construction Performing Arts Center (PAC)					
Projects and Grants	\$ 603,766	\$ 4,621,478	\$ 1,639,091	\$ (2,982,387)	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 603,766	\$ 4,621,478	\$ 1,639,091	\$ (2,982,387)	N/A
AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4021-4025					
Events Center Construction Division (EVC)					
0001 Magic Events Center Construction	\$ -	\$ -	\$ -	\$ -	N/A
0002 Events Center City Debt 2009 A	255,540	1,581,688	1,589,450	7,762	0.49%
0003 Events Center Construction - Other	348,641	945,310	699,653	(245,657)	(25.99%)
0004 Events Center City Debt 2009 C	2,810,675	2,807,675	2,807,675	-	0.00%
0005 Nondepartmental Events Center CP	475,033	1,212,500	1,212,500	-	0.00%
Projects and Grants	10,344	3,142,880	-	(3,142,880)	(100.00%)
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 3,900,232	\$ 9,690,053	\$ 6,309,278	\$ (3,380,775)	(34.89%)
PAC CONSTRUCTION AND DEBT FUNDS #4051-4060					
PAC Division (PAC)					
0003 CRA PAC 2010 B Construction	\$ -	\$ -	\$ -	\$ -	N/A
0005 CRA PAC 2009 A Construction	-	-	-	-	N/A
0007 PAC UCF State Construction	-	-	-	-	N/A
0009 PAC CP Debt Construction	175,409	377,700	377,700	-	0.00%
Projects and Grants	30,452,000	31,969,935	-	(31,969,935)	(100.00%)
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 30,627,409	\$ 32,347,635	\$ 377,700	\$ (31,969,935)	(98.83%)
CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4082					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 97,434	\$ 209,800	\$ 209,800	\$ -	0.00%
Projects and Grants	66,651,754	12,034,454	-	(12,034,454)	(100.00%)
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 66,749,188	\$ 12,244,254	\$ 209,800	\$ (12,034,454)	(98.29%)
SOCCER STADIUM CONSTRUCTION FUNDS #4090-4094					
Projects and Grants	\$ 31,157,151	\$ 10,757,582	\$ -	\$ (10,757,582)	(100.00%)
TOTAL -- SOCCER STADIUM CONSTRUCTION FUNDS	\$ 31,157,151	\$ 10,757,582	\$ -	\$ (10,757,582)	(100.00%)
Projects and Grants Other Funds	\$ 22,318,234	\$ 4,982,897	\$ 1,000,000	\$ (3,982,897)	(79.93%)
	\$ 22,318,234	\$ 4,982,897	\$ 1,000,000	\$ (3,982,897)	(79.93%)
TOTAL -- ORLANDO VENUES NON-OPERATING EXPENSES	\$ 155,436,823	\$ 74,735,243	\$ 9,535,869	\$ (65,199,374)	(87.24%)
TOTAL -- ORLANDO VENUES	\$ 193,040,244	\$ 108,755,165	\$ 44,314,993	\$ (64,440,172)	(59.25%)

ORLANDO VENUES DEPARTMENT



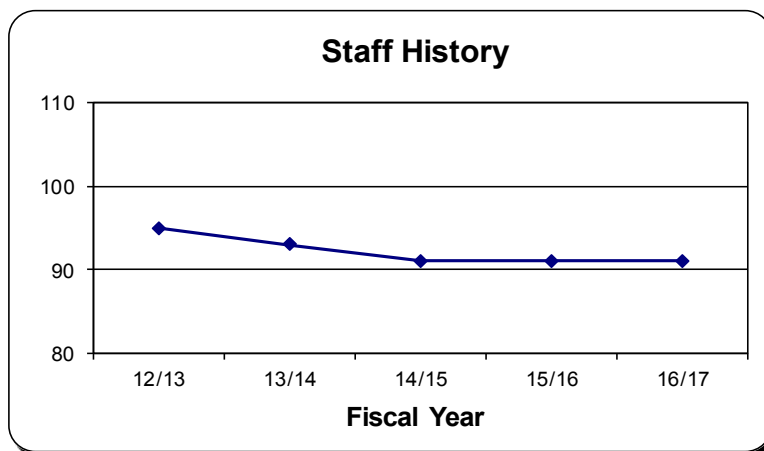
Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 7,833,370	\$ 7,054,812	\$ 7,932,796	\$ 877,984	12.45%
Benefits	2,556,932	2,808,388	2,962,230	153,842	5.48%
Supplies	2,314,105	793,748	688,404	(105,344)	(13.27%)
Contractual Services	109,196,607	24,755,446	6,119,416	(18,636,030)	(75.28%)
Utilities	5,694,173	5,576,131	5,306,058	(270,073)	(4.84%)
Travel and Training	44,506	56,000	59,100	3,100	5.54%
Fleet and Facilities	374,983	294,275	292,809	(1,466)	(0.50%)
Capital	20,938,149	3,666,479	-	(3,666,479)	(100.00%)
Other Expenses	18,329,429	57,994,331	15,597,970	(42,396,361)	(73.10%)
Transfers Out	25,757,992	5,755,555	5,356,210	(399,345)	(6.94%)
TOTAL -- ORLANDO VENUES	\$ 193,040,245	\$ 108,755,165	\$ 44,314,993	\$ (64,440,172)	(59.25%)



ORLANDO VENUES DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	15	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	53	53	53
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	3	3	3
0002 Community Venues Blueprint	7	4	4
0003 Venues Construction Administration Nondepartmental	-	1	1
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	10	8	8
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- ORLANDO VENUES	93	91	91



ORLANDO VENUES DEPARTMENT

Orlando Venues

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens, the Mennello Museum of American Art and Public Art. Our mission is to become one of the country's most progressive sports and live entertainment complexes, offering events that will enhance the lives of our citizens and community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

Major Accomplishments

Amway Center

- Numerous sellout concerts including Def Leppard (May 20, 2016), Justin Bieber (June 30, 2016), Twenty One Pilots (July 1, 2016) and Maroon 5 (September 9, 2016)
- Hosted a return engagement of Ultimate Fighting Championship (December 19, 2015)
- Hosted the American Athletic Conference Men's Basketball Championship (March 10-13, 2016)
- Ranked as #112 on Pollstar's 2016 Mid-Year Worldwide Ticket Sales Top 200 Arena Venues (July 2016)
- Ranked as #64 on Pollstar's 2015 Year-End Worldwide Ticket Sales Top 200 Arena Venues (January 2016)
- Ranked as #30 on Venues Today's Mid-Year Report based on event grosses between October 16, 2015 – May 15, 2016 for venues with capacity of 15,000 or more (July 2016)

Camping World Stadium

- Hosted the inaugural AutoNation Cure Bowl on December 19, 2015 making Camping World Stadium the only facility in North America to host three bowl games annually in the same stadium
- Hosted the Buffalo Wild Wings Citrus Bowl between the University of Florida and the University of Michigan (January 1, 2016) before a sold-out crowd of 63,113
- Orlando City SC plays their second MLS season at Camping World Stadium
- Orlando Pride, the new National Womens Soccer League professional franchise, play their inaugural match at Camping World Stadium against the Houston Dash (April 23, 2016)
- Guns N' Roses play to a capacity crowd as part of their "Not In This Lifetime" Tour (July 29, 2016)
- Hosted three matches of the Copa America Centenario international soccer championship: Costa Rica vs. Paraguay (June 4, 2016), Bolivia vs. Panama (June 6, 2016) and Brazil vs. Haiti (June 8, 2016)
- Hosted an NFL pre-season game between the Miami Dolphins and the Atlanta Falcons on August 25, 2016, the first time the NFL has played Orlando in 19 years
- The inaugural Camping World Kickoff season-opening neutral-site college football game takes place September 5, 2016 between Florida State University and the University of Mississippi
- Ranked as #1 on Venues Today's Top Stops of 2016 Mid-Year Report based on event grosses for venues with capacity over 30,000 (Venues Today, July 2016)
- Ranked as #4 on Venues Today's Top Stops Year-End Report based on event grosses (Venues Today, December 2015)

Tinker Field

- Hosted fifth consecutive year of 2-day Electric Daisy Carnival November 6-7, 2015 and continued the trend of increasing attendance over previous year
- Hosted Vans Warped Tour on July 2, 2016

ORLANDO VENUES DEPARTMENT

Future Goals and Objectives

Short Term

- Continue to secure new and diverse programming at Camping World Stadium including pre-season NFL football games, neutral-site college football games and big-name concerts
- Develop virtual reality tours of Amway Center and Camping World Stadium
- Continue efforts to work more closely with Leu Gardens and the Mennello Museum of American Art to increase attendance and exposure

Medium Term

- Develop promotional partnerships with area business, hotels to garner exposure for our concerts/events and generate revenue
- Continue to expand marketing and outreach to the Hispanic community throughout Central Florida
- Utilize data (from email, website and Wi-Fi) to target potential ticket buyers more effectively

Long Term

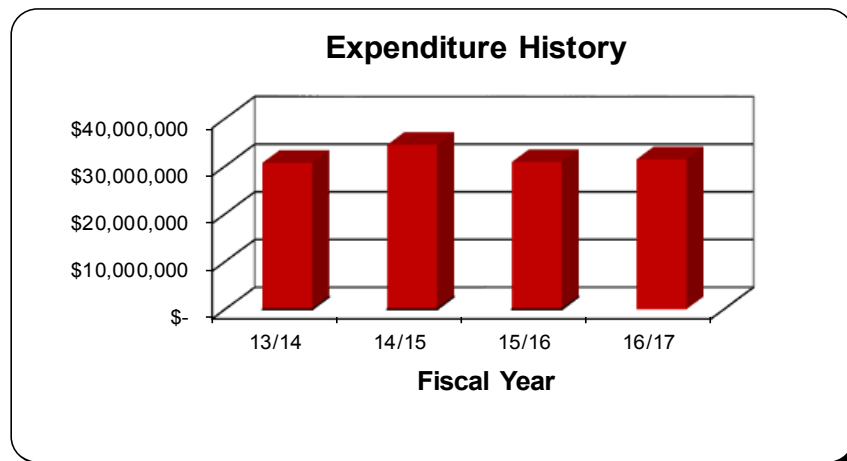
- Strengthen promotional partnerships within the community
- Increase attendance and profitability at all Orlando Venues facilities

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (55,370)	\$ -	\$ -	\$ -	N/A
0002 Orlando Venues Nondepartmental	2,593,583	3,276,117	3,264,209	(11,908)	N/A
0003 Venues Operational Resources	(24,423)	-	-	-	N/A
0004 Amway Center	17,253,702	16,483,163	16,486,339	3,176	N/A
0005 GEICO Parking Garage	4,110,791	3,946,467	4,047,432	100,965	N/A
0006 Venues Box Office	194,976	207,191	214,547	7,356	N/A
0007 Venues Security Services	(41,867)	-	-	-	N/A
0008 Performing Arts Centre	111,740	-	-	-	N/A
TOTAL -- ORLANDO VENUES FUND	\$ 24,143,133	\$ 23,912,938	\$ 24,012,527	\$ 99,589	0.42%
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 848,984	\$ 223,131	\$ 214,240	\$ (8,891)	(3.98%)
0002 Community Venues Blueprint	698,906	376,514	448,667	72,153	19.16%
0003 Venues Construction Administration Nondepartmental	108,071	473,810	727,004	253,194	53.44%
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 1,655,961	\$ 1,073,455	\$ 1,389,911	\$ 316,456	29.48%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 7,672,474	\$ 4,540,384	\$ 4,826,329	\$ 285,945	6.30%
0002 Camping World Stadium Nondepartmental	531,940	851,058	654,354	(196,704)	(23.11%)
0003 Conference Center	6,445	40,137	33,435	(6,702)	(16.70%)
0004 Varsity Club	-	-	-	-	#DIV/0!
0005 Tinker Field	531,958	471,473	533,331	61,858	13.12%
0007 Soccer Stadium Operations	(35,334)	-	-	-	
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 8,707,483	\$ 5,903,052	\$ 6,047,449	\$ 144,397	2.45%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$ 34,506,577	\$ 30,889,445	\$ 31,449,887	\$ 560,442	1.81%

ORLANDO VENUES DEPARTMENT



STAFFING SUMMARY

	2014/15 Actual Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	16	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	15	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	52	53	53
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	3	3	3
0002 Community Venues Blueprint	7	4	4
0003 Venues Construction Administration Nondepartmental	-	1	1
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	10	8	8
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	69	68	68

ORLANDO VENUES DEPARTMENT

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

Overview of Services

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to provide a cultural resource that promotes the awareness and understanding of plants, the environment, and the Gardens' history. The collection of plants contains more than 6,000 genera and cultivars utilized in applied evaluative research and education. A seven member Board of Trustees appointed by the Mayor oversees the operation of the Gardens.

Major Accomplishments

- Total visitation FY 2015-16 was 162,114, the highest number of guests on record.
- Membership to Leu Gardens reached 4795, the highest number of members on record.
- Volunteer hours totaled 10,357 in 2015-16 providing service in the Leu House Museum, the Gardens and Garden House valued at \$197,409.
- Tours of the Garden and 165 classes in horticulture, cooking, arts were offered to 5,400 guests.
- Social media continued to grow with more than 16,200 individuals receiving the monthly E-Newsletter, more than 12,000 followers on Facebook, and 613 followers on Instagram.

Future Goals and Objectives

Short Term

- The **Leu House Museum** conservation strategy safeguards the Gardens' historical significance by offering daily interpretive tours and preserving the home and other historic buildings on the property.
- The **Marketing Department** plans to position the Gardens as a destination by attracting more residents to the Gardens through local media coverage, attracting more tourists to the Gardens through partnership with Visit Orlando and through exhibiting at state-wide festivals.
- The **Membership Department** plans to increase membership by increasing membership renewal rates, offering discounts to events, classes and gift shop purchases, and enhancing the perceived value of the Gardens' membership.

Medium Term

- The **Special Events Department** will present the Gardens as an important cultural asset by producing events that reinforce the Gardens' mission and attract diverse audiences.
- The **Volunteer Program** will continue to recruit, train and evaluate volunteers to create a greater awareness and appreciation of the Gardens and create a non-paid workforce to preserve and maintain the plant collections and interpret the history of Leu Gardens.

Long Term

- The goal for **Booking and Facility Rental** is to make Leu Gardens the rental place of choice by offering more services, maintaining the highest level of customer service and increase revenue.
- The goal for **Education Department** is to become the primary resource for horticultural and environmental information for Central Florida residents by diversifying educational class and workshops and increasing educational outreach programs.
- The **Horticulture Department** plans to implement their goal for exemplary horticultural display by evaluating new plants that may be appropriate for Central Florida and maintaining the numerous and distinct collections of both herbaceous and woody plants.

ORLANDO VENUES DEPARTMENT

Gardens, Galleries & Museum Division – Mennello Museum of American Art

Overview of Services

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

Major Accomplishments

Exhibitions presented:

- Real Lives: Observations and Reflections by Dale Kennington
- Art by Southern Women
- The Ceramic World of Sang Robertson
- Mary Whyte: A Portrait of Life
- Albert Paley: Forged Works
- Pop Art Prints
- Three American Sculptors

Festivals:

- We produced the Indie Folkfest – a picnic event which honored our traditional folk festival with an intensified focus on Florida's local artists and musicians, and food culture.
- We continued our partnership with Orlando Fringe to host Kids Fringe – a free family arts festival attracting 9,500 patrons.

Outreach:

- We continue to present Free Family Fundays organized to address the ideas, processes, and conceptual content specific to our changing and permanent exhibitions on the second Sunday of each month bringing in 1,400 patrons from January - November 2016. This event includes an art project and Tenacious Tours from our docents.
- In 2016, we provided docent led tours to groups ranging in size from 5-80 individuals of all ages including senior groups, summer camps, homeschool groups, local public and private schools, community colleges, international adult and student groups serving 282 people.
- The Mennello Museum of American Art has partnered with Orlando Fringe to host Kid's Fringe in our Marilyn L. Mennello Sculptural Garden and museum grounds since 2012, contributing an inspiring space for a multitude of visual and performing arts educational initiatives, which reached and empowered over 9,000 participants this past year.
- Our programming has expanded to include workshops for the Jr. Naturalists, Eco Adventure Club, Boy Scouts, Girl Scouts, as well as our latest partnership with Women in the Arts, Inc for the Community School of the Arts workshops and exhibition all of which have been attended by 155 individuals.
- Hosting development events for Watermark, the MBA and Hispanic Chambers of Commerce provided a space of arts enjoyment for nearly 300 individuals.

Future Goals and Objectives

Short Term

- Exhibition – Three American Sculptors
- Exhibition – Bo Bartlett: American Artist
- Exhibition – The Beautiful Mysterious: The Extraordinary Gaze of William Eggleston
- Exhibition – Bethany Collins: Erasure
- Planning and producing the 2017 Indie Folkfest

Medium Term

- Exhibition – The Mennello Museum Invitational 2017
- Exhibition – Our Orlando
- Exhibition – American Youth: Our Creation
- Redesign the museum website to market the museum and its exhibits.
- Increase attendance

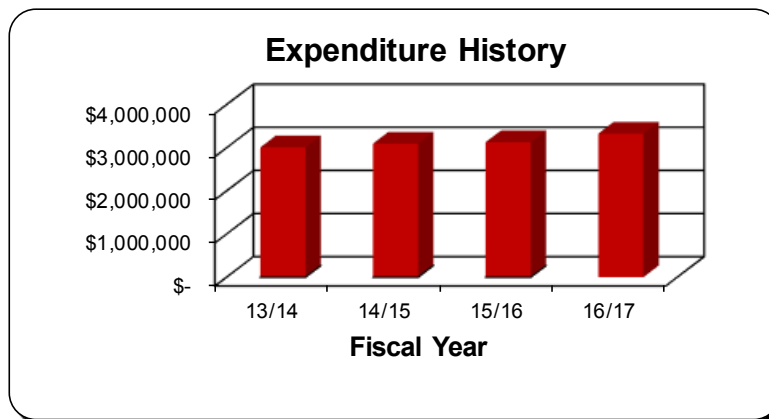
Long Term

- Expansion of the Mennello Museum
- Growth of membership programs for both the City and Friends level memberships

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,460,322	\$ 2,553,200	\$ 2,730,912	\$ 177,712	6.96%
0003 Public Art	71,506	68,300	57,588	(10,712)	(15.68%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,531,828	\$ 2,621,500	\$ 2,788,500	\$ 167,000	6.37%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 565,017	\$ 508,977	\$ 540,737	\$ 31,760	6.24%
TOTAL -- MENNELLO MUSEUM FUND	\$ 565,017	\$ 508,977	\$ 540,737	\$ 31,760	6.24%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,096,845	\$ 3,130,477	\$ 3,329,237	\$ 198,760	6.35%



STAFFING SUMMARY

	2014/15 Actual Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
MENNELLO MUSEUM FUND #0020			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- GARDENS, GALLERIES & MUSEUMS	23	23	23

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Attendance	1,405,301	1,256,542	1,288,989
Orlando Venues	Florida Citrus Bowl - Total Attendance	731,633	1,014,013	367,952
Harry P. Leu Gardens	Number of visitors	136,585	162,114	165,000
Harry P. Leu Gardens	Number of outreach events participated	31	38	35
Harry P. Leu Gardens	Number of participants at outreach events	1,846	3462	3500
Mennello Museum of American Art	Annual Attendance	32,792	33,165	34,900
Mennello Museum of American Art	Number of General memberships	152	154	162
Mennello Museum of American Art	Number of Friends memberships	31	47	50
Mennello Museum of American Art	Number of Facebook likes	1,916	1,286	1,450
Public Art	Number of Visits to public arts website	8,900	13,136	14,450
Public Art	Attendance at art receptions	150	100	500

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Orlando Venues	Orlando Venues Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes
Harry P. Leu Gardens	Revenue from user fees	\$1,168,455	\$1,298,429	\$1,166,500
Harry P. Leu Gardens	Number of Volunteer hours	12,581	10,358	11,000
Harry P. Leu Gardens	Spending Level - Leu Gardens	353.43%	125.9%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	592.17%	110.7%	100%
Mennello Museum of American Art	Total revenue	\$40,658	\$39,818	\$45,600
Mennello Museum of American Art	Total funds raised by the Friends	\$402,209	340,000	375,000
Mennello Museum of American Art	Value of grants awarded	\$625	\$0	\$0

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Actual	Proposed
Public Arts	Number pieces in collection	950	950	950
Public Arts	Number of large outdoor pieces of art maintained or repaired	22.75	22.75	22.75
Public Arts	Number of smaller pieces maintained or repaired	24	24	24
Public Arts	Annual number of entries	180	180	180

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Actual	Proposed
Orlando Venues	Amway Center - Total Events	234	226	210
Orlando Venues	Florida Citrus Bowl - Total Events	282	174	145
Orlando Venues	Tinker Field - Total Events	6	4	5
Public Arts	Percentage of collection "on view"	95.25%	95%	95%

ORLANDO VENUES DEPARTMENT

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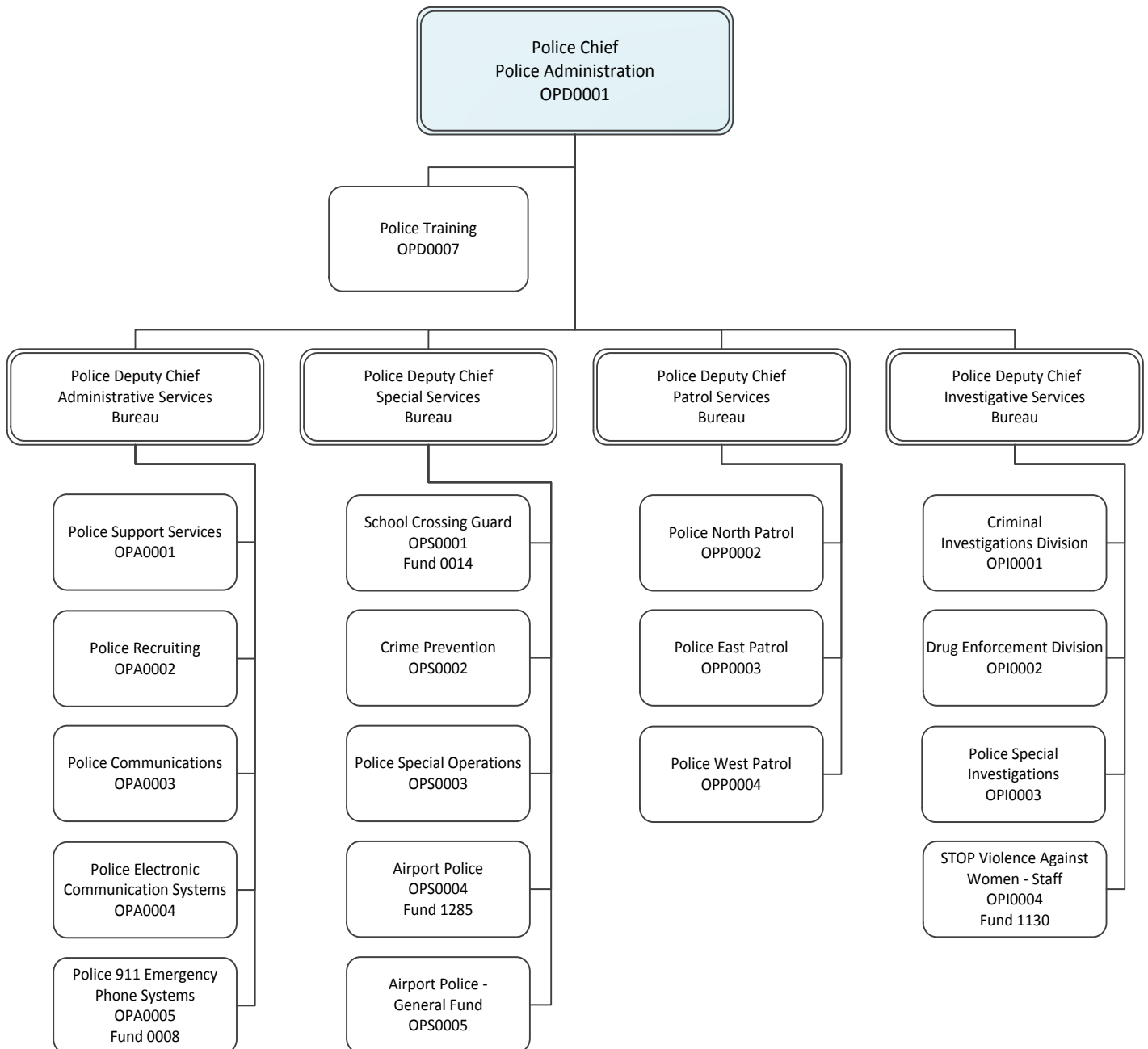
CITY OF ORLANDO

POLICE DEPARTMENT



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POLICE DEPARTMENT



Department Mission Statement

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

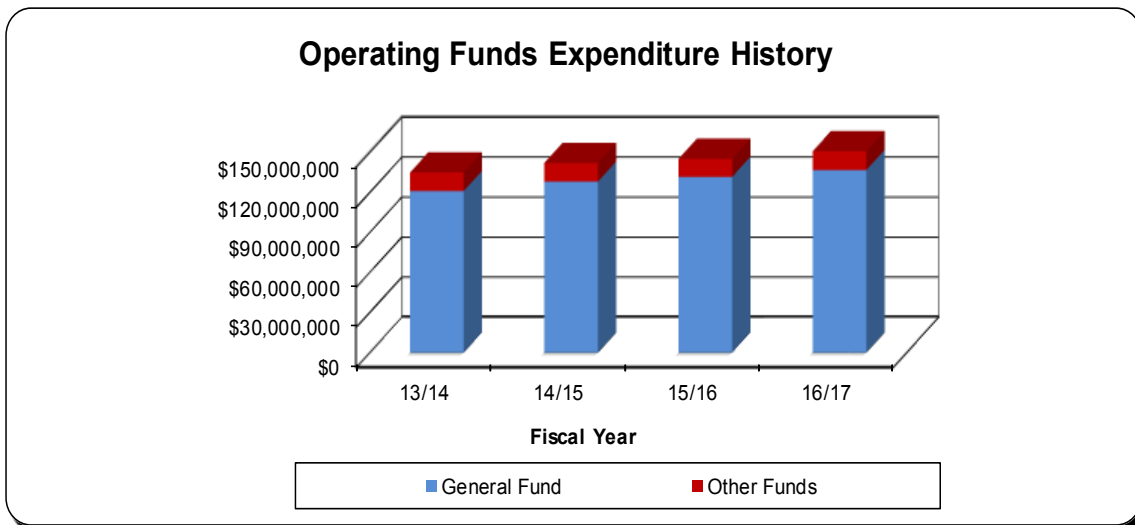
POLICE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

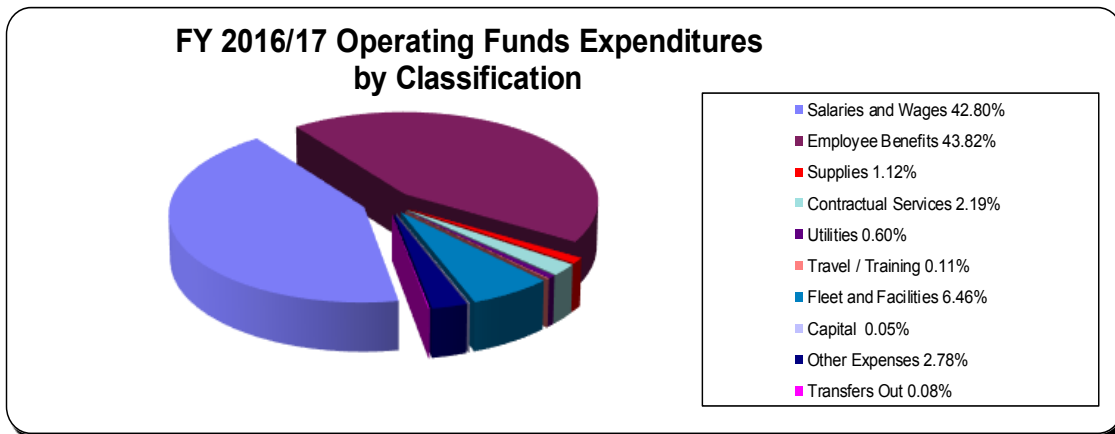
Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,070,463	\$ 5,878,711	\$ 6,004,044	\$ 125,333	2.13%
0002 Police Nondepartmental	6,318,065	8,153,493	2,836,723	(5,316,770)	(65.21%)
0003 Primrose Building Operations	120,334	136,000	136,000	-	0.00%
0007 Police Training	3,869,949	3,971,273	6,002,802	2,031,529	51.16%
0009 OPD Off Duty	-	-	3,479,376	3,479,376	0.00%
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,211,010	3,327,573	3,301,069	(26,504)	(0.80%)
0002 Police Recruiting	795,807	784,522	949,498	164,976	21.03%
0003 Police Communications	6,719,075	7,424,959	7,334,690	(90,269)	(1.22%)
0004 Police Electronic Communication Systems	135,851	193,673	196,823	3,150	1.63%
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	20,585,243	21,186,977	21,713,186	526,209	2.48%
0002 Drug Enforcement Division	3,473,588	3,706,651	3,633,919	(72,732)	(1.96%)
0003 Police Special Investigations	2,033,183	2,049,993	2,263,206	213,213	10.40%
0004 STOP Violence Against Women - Staff	16,970	-	147,362	147,362	0.00%
Police-Special Services Bureau (OPS)					
0002 Crime Prevention	12,365,084	12,551,955	13,351,493	799,538	6.37%
0003 Police Special Operations	8,219,541	8,206,070	8,252,110	46,040	0.56%
0005 Airport Police-General Fund	471,908	443,196	613,198	170,002	38.36%
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	17,297,173	17,101,696	17,585,039	483,343	2.83%
0003 Police East Patrol	16,084,921	15,547,664	16,534,067	986,403	6.34%
0004 Police West Patrol	21,350,771	21,065,779	22,503,965	1,438,186	6.83%
TOTAL -- GENERAL FUND	\$ 128,138,935	\$ 131,730,185	\$ 136,838,570	\$ 5,108,385	3.88%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 112,107	\$ 227,770	\$ 226,731	\$ (1,039)	(0.46%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 112,107	\$ 227,770	\$ 226,731	\$ (1,039)	(0.46%)
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 10,137,423	\$ 11,954,780	\$ 14,315,411	\$ 2,360,631	19.75%
TOTAL -- GOAA POLICE FUND	\$ 10,137,423	\$ 11,954,780	\$ 14,315,411	\$ 2,360,631	19.75%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 509,590	\$ 528,755	\$ 565,433	\$ 36,678	6.94%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 509,590	\$ 528,755	\$ 565,433	\$ 36,678	6.94%

POLICE DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 2,759,956	\$ 450,000	\$ 449,956	\$ (44)	(0.01%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 2,759,956	\$ 450,000	\$ 449,956	\$ (44)	(0.01%)
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 975	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 975	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 441,385	\$ 400,000	\$ 391,532	\$ (8,468)	(2.12%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 441,385	\$ 400,000	\$ 391,532	\$ (8,468)	(2.12%)
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 142,100,371	\$ 145,291,490	\$ 152,787,633	\$ 7,496,143	5.16%



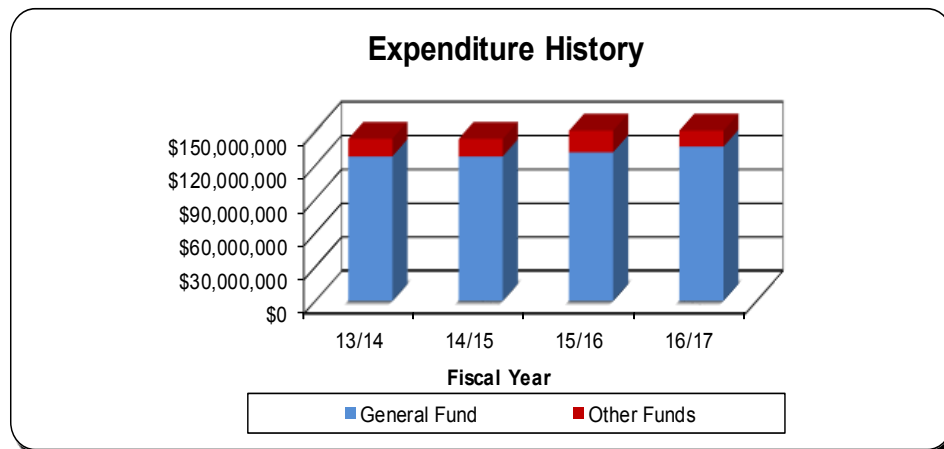
POLICE DEPARTMENT



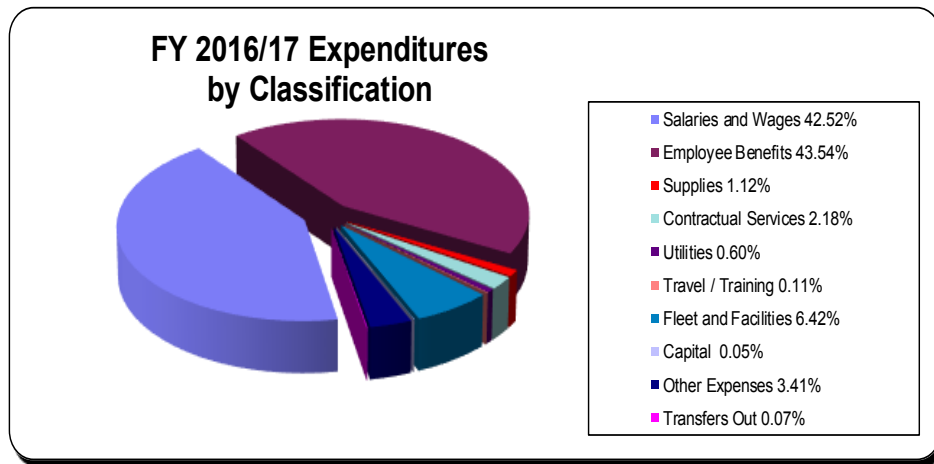
Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 61,743,894	\$ 63,030,149	\$ 65,388,120	\$ 2,357,971	3.74%
Employee Benefits	61,254,362	62,954,764	66,953,842	3,999,078	6.35%
Supplies	1,329,598	1,728,739	1,718,699	(10,040)	(0.58%)
Contractual Services	2,708,047	3,337,619	3,346,173	8,554	0.26%
Utilities	887,475	911,333	916,283	4,950	0.54%
Travel and Training	202,667	164,330	164,330	-	0.00%
Fleet and Facilities	9,174,944	9,350,286	9,866,147	515,861	5.52%
Capital	143,219	72,157	72,157		0.00%
Other Expenses	1,970,326	3,533,358	4,247,127	713,769	20.20%
Transfers Out	2,685,838	208,755	114,755	(94,000)	18.67%
TOTAL -- POLICE DEPARTMENT	\$ 142,100,371	\$ 145,291,490	\$ 152,787,633	\$ 7,496,143	5.16%

POLICE DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 378,118	\$ 1,143,671	\$ -	\$ (1,143,671)	(100.00%)
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 378,118	\$ 1,143,671	\$ -	\$ (1,143,671)	(100.00%)
DEPARTMENT OF TREASURY FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167					
Police-Administration (OPD)					
0006 Federal Asset Sharing - Treasury	\$ 517,640	\$ 467,205	\$ -	\$ (467,205)	(100.00%)
TOTAL -- DOT FEDERAL ASSET SHARING	\$ 517,640	\$ 467,205	\$ -	\$ (467,205)	(100.00%)
OTHER FUNDS					
Projects and Grants - Other Funds	\$ 618,817	\$ 4,643,960	\$ 1,000,000	\$ (3,643,960)	(78.47%)
TOTAL -- PROJECTS AND GRANTS- OTHER FUNDS	\$ 618,817	\$ 4,643,960	\$ 1,000,000	\$ (3,643,960)	(78.47%)
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 1,514,575	\$ 6,254,836	\$ 1,000,000	\$ (5,254,836)	(78.47%)
TOTAL -- POLICE DEPARTMENT	\$ 143,614,946	\$ 151,546,326	\$ 153,787,633	\$ 2,241,307	1.48%



POLICE DEPARTMENT

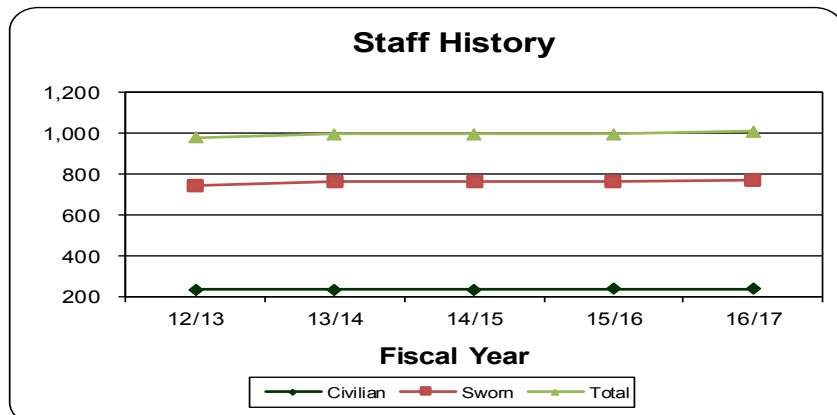


Expenditure by Classification	2014/15	2015/16	2016/17	Change	% Change
	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	
Salaries and Wages	\$ 61,982,580	\$ 64,184,961	\$ 65,388,120	\$ 1,203,159	1.87%
Employee Benefits	61,305,196	62,927,821	66,953,842	4,026,021	6.40%
Supplies	1,435,853	2,563,357	1,718,699	(844,658)	(32.95%)
Contractual Services	2,920,250	4,102,456	3,346,173	(756,283)	(18.43%)
Utilities	892,293	902,500	916,283	13,783	1.53%
Travel and Training	240,276	233,024	164,330	(68,694)	(29.48%)
Fleet and Facilities	9,178,583	9,457,326	9,866,147	408,821	4.32%
Capital	994,933	450,935	72,157	(378,778)	(84.00%)
Other Expenses	1,979,144	6,017,711	5,247,127	(770,584)	(12.81%)
Transfers Out	2,685,838	706,235	114,755	(591,480)	(83.75%)
TOTAL -- POLICE DEPARTMENT	\$ 143,614,946	\$ 151,546,326	\$ 153,787,633	\$ 2,241,307	1.48%

POLICE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	29	30	30
0007 Police Training	26	26	26
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	6	6	6
0003 Police Communications	95	94	94
0004 Police Electronic Communication Systems	1	1	1
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	141	141	141
0002 Drug Enforcement Division	22	22	22
0003 Police Special Investigations	12	12	12
0004 STOP VAWFS	-	1	1
Special Services Bureau (OPS)			
0002 Crime Prevention	92	93	93
0003 Police Special Operations	56	55	55
Patrol Services Bureau (OPP)			
0002 Police North Patrol	116	117	117
0003 Police East Patrol	123	123	123
0004 Police West Patrol	155	155	155
TOTAL -- GENERAL FUND	920	922	922
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	73	73	85
TOTAL -- GOAA POLICE FUND	73	73	85
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
GRANT FUND #1130			
Police-Investigative Services Bureau (OPI)			
0004 STOP Violence Against Women - Staff	1	1	1
TOTAL -- GRANT FUND	1	1	1
TOTAL -- POLICE	995	997	1,009



POLICE DEPARTMENT

Police Administration

Overview of Services

The **Chief's Staff (Police Administration)** is comprised of the Staff Director, the Professional Standards Division and the Criminal Justice Section. The Staff Director oversees Media Relations and the Police Chaplains. The Professional Standards Division consists of the Training/Accreditation and Inspections Section (In-Service Training and Field Training Units), the Strategic Planning/Grants Section (Planning Administration and Police Planning Units), the Internal Affairs Section and the Fiscal Management Section (Budget/Payroll Unit).

Major Accomplishments

- The Strategic Planning/Grants Section managed more than \$1.8 million in grants funds.
- The Internal Affairs Section completed 100% of their formal investigations within 120 days.
- The Training Section relocated to a new off-site facility, creating much needed space and opportunities to conduct a variety of training scenarios and options.
- The Training Section purchased a state of the art training simulator, which is comprised of driving scenarios, active shooter scenarios, and de-escalation scenarios.

Future Goals and Objectives

Short Term

- The Strategic Planning/Grants Section has several grant applications pending, with possible additional funding of over \$500,000.
- The Chief's Staff, Professional Standards Division, along with the Patrol Services Bureau and City Purchasing, will implement the deployment of 450 new body-worn cameras to outfit all first responders.
- Open the new Orlando Police Headquarters in early 2017. In an effort to make the police department more accessible to our community, the new headquarters building is being designed to make interacting with OPD even easier.
- The Training Section will conduct enhanced training to include more training in response to resistance, de-escalation practices, bias-free policing strategies, shoot/don't shoot scenario based training and driving training.

Medium Term

- The Strategic Planning/Grants Section will continue to research and apply for grant funding for police projects, increasing applications by 5%.

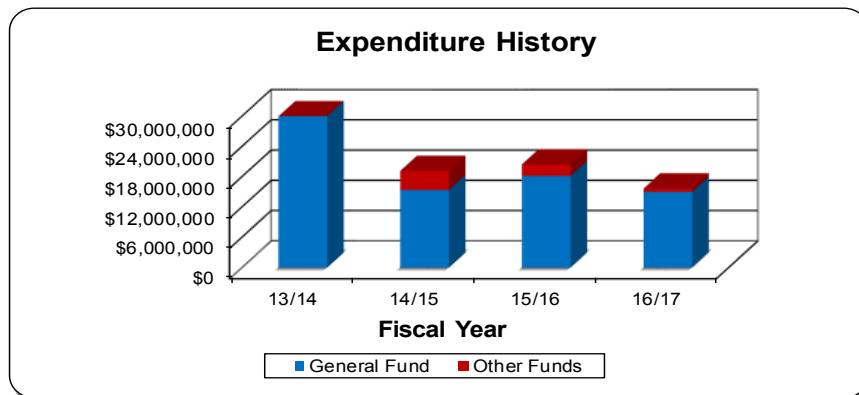
Long Term

- The Training Unit will use the new facility to create realistic training scenarios. These scenarios will model real life incidents.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,070,463	\$ 5,878,711	\$ 6,004,044	\$ 125,333	2.13%
0002 Police Nondepartmental	6,318,065	8,153,493	2,836,723	(5,316,770)	(65.21%)
0003 Primrose Building Operations	120,334	136,000	136,000	-	0.00%
0007 Police Training	3,869,949	3,971,273	6,002,802	2,031,529	51.16%
0009 OPD Off Duty	-	-	3,479,376		
TOTAL -- GENERAL FUND	\$ 15,378,811	\$ 18,139,477	\$ 14,979,569	\$ (3,159,908)	(17.42%)
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training)	\$ 112,107	\$ 227,770	\$ 226,731	\$ (1,039)	(0.46%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 112,107	\$ 227,770	\$ 226,731	\$ (1,039)	(0.46%)
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 975	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 975	\$ -	\$ -	\$ -	N/A
FORFEITURE SHARING FUNDS #1165, #1166 & #1167					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 2,759,956	\$ 450,000	\$ 449,956	\$ (44)	(0.01%)
0003 Federal Asset Sharing - Justice	378,118	1,143,671	-	(1,143,671)	(100.00%)
0006 Federal Asset Sharing - Treasury	517,640	467,205		(467,205)	(100.00%)
TOTAL -- FORFEITURE SHARING FUNDS	\$ 3,655,714	\$ 2,060,876	\$ 449,956	\$ (1,610,920)	(78.17%)
TOTAL -- POLICE ADMINISTRATION	\$ 19,147,607	\$ 20,428,123	\$ 15,656,256	\$ (4,771,867)	(23.36%)



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Police-Administration (OPD)			
0001 Police Administration	29	30	30
0007 Police Training	26	26	26
TOTAL -- GENERAL FUND	55	56	56
TOTAL -- POLICE ADMINISTRATION	55	56	56

POLICE DEPARTMENT

Administrative Services Bureau

Overview of Services

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

Major Accomplishments

- The Communications Division processed 341,623 911 emergency calls and 523,818 non-emergency calls; hired 18 new Emergency Communications Specialists; completed the console furniture replacement project; and installation of the new video wall.
- The Administrative Services Bureau Report Review Unit processed 4,739 police incident reports via the OPD On-Line reporting system.
- The OPD Information Desk handled 32,911 phone calls and 19,645 walk-ins.
- Property and Evidence successfully moved approximately 165,000 items from Police Headquarters to the new off-site facility; processed 37,903 items of property and evidence; submitted over 200 sexual assault kits to FDLE; and generated \$11,000 revenue from abandoned property.
- The Recruiting Unit increased staffing to provide assistance with background investigations and the recruitment process, successfully hiring 64 recruits this year.

Future Goals and Objectives

Short Term

- The Communications Division will increase the radio coverage in the southeast region of the City of Orlando to improve officer and citizen safety and implement the Automatic Call Distribution System to streamline the distribution of answering the 911 and non-emergency calls for service.
- Property and Evidence will increase evidence drop-off areas to accommodate patrol operations.
- Technology Management will assist with the deployment of Body-Worn Cameras to first responders
- The new Police Headquarters building will allow us to equip our modern police force with the latest technology available in fighting crime.

Medium Term

- Technology Management will assist with the replacement of the current patrol mobile computers.

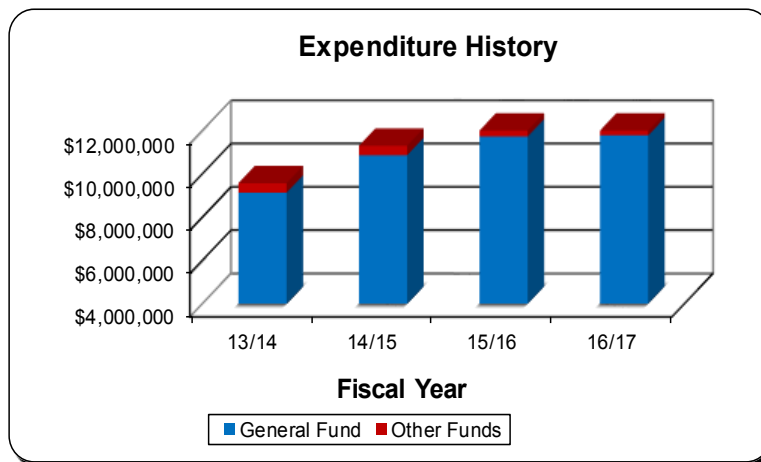
Long Term

- The Communications Division will replace the Computer Aided Dispatch (CAD) System for the Police Department.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,211,010	\$ 3,327,573	\$ 3,301,069	\$ (26,504)	(0.80%)
0002 Police Recruiting	795,807	784,522	949,498	164,976	21.03%
0003 Police Communications	6,719,075	7,424,959	7,334,690	(90,269)	(1.22%)
0004 Police Electronic Communication Systems	135,851	193,673	196,823	3,150	1.63%
TOTAL -- GENERAL FUND	\$ 10,861,744	\$ 11,730,727	\$ 11,782,080	\$ 51,353	0.44%
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 441,385	\$ 400,000	\$ 391,532	\$ (8,468)	(2.12%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 441,385	\$ 400,000	\$ 391,532	\$ (8,468)	(2.12%)
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 11,303,129	\$ 12,130,727	\$ 12,173,612	\$ 42,885	0.35%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0003 Police Communications	95	94	94
0004 Police Electronic Communication Systems	1	1	1
0002 Police Recruiting	6	6	6
TOTAL -- GENERAL FUND	148	147	147
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	148	147	147

POLICE DEPARTMENT

Special Services Bureau

Overview of Services

The **Special Services Bureau** includes the International Airport Division, Downtown Community Policing Division and the Special Operations Division. The International Airport Division consists of 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, Tactical Flight Operator and Vehicles for Hire).

Major Accomplishments

- The Traffic Enforcement Section was awarded the 2015 High Visibility Pedestrian Enforcement Grant from the Florida Department of Transportation of which 95 pedestrian safety details were completed under this program.
- The Traffic Enforcement Section conducted additional pedestrian crosswalk and safety details under the Best Foot Forward program conducting three details.
- The Traffic Enforcement Section finished in sixth place finish in Statewide Motor Unit challenge.
- The International Airport Division partnered with JetBlue and the Army Reserve Center for a full scale training exercise for an active shooter scenario. Training classes on Active Shooter Responses were provided to employees working at the airport and the Army Reserve Center.
- The Downtown Community Policing Division Downtown patrol officers partnered with the Drug Enforcement Division to conduct a major drug operation in the Parramore neighborhood.

Future Goals and Objectives

Short Term

- The Traffic Enforcement Section will replace the existing motorcycle fleet with 2017 Harley Davidson motorcycles, which will reduce down time and repair costs.
- The International Airport Division will obtain the new Motorola 6000 police radios by July 2017.
- The International Airport Division is in the process of developing strategies to patrol and protect the new south parking garage and Intermodal Facility (train station) opening Fall 2017.
- The Downtown Community Policing Division will continue to increase Citizens Police Academy participation by 15%.

Medium Term

- The Traffic Enforcement Section will conduct at least two insurance verification details in conjunction with NICB (National Insurance Crime Bureau).
- The International Airport Division will be acquiring four "Vapor Wake" canines by mid-2017. These canines will have the ability to detect the scent of explosive materials on a person's body as they walk through the airport.
- The International Airport Division will expand the division by two sergeants and 10 officers by the Fall of 2017.
- The Downtown Community Policing Division will continue to increase National Night Out and Neighborhood Watch groups, with a goal of 10% increase.

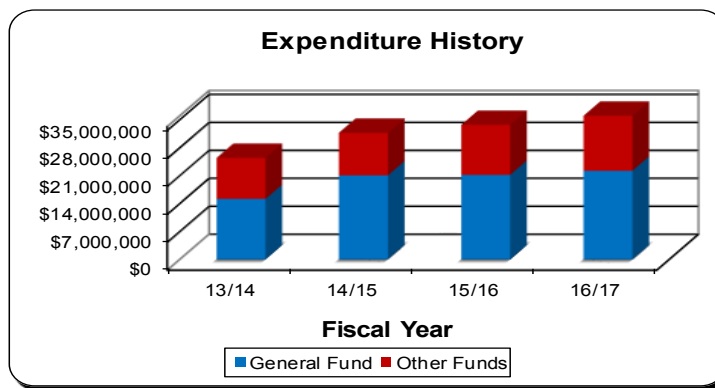
Long Term

- The Traffic Enforcement Section will replace the current Marine Patrol vessel with a 2017 vessel and provide year round Marine Patrol services.
- The International Airport Division is anticipating the need for additional officers as the airport begins its plans to double in size.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Police-Special Services Bureau (OPS)					
0002 Crime Prevention	\$ 12,365,084	\$ 12,551,955	\$ 13,351,493	\$ 799,538	6.37%
0003 Police Special Operations	8,219,541	8,206,070	8,252,110	46,040	0.56%
0005 Airport Police-General Fund	471,908	443,196	613,198	170,002	38.36%
TOTAL -- GENERAL FUND	\$ 21,056,532	\$ 21,201,221	\$ 22,216,801	\$ 1,015,580	4.79%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 10,137,423	\$ 11,954,780	\$ 14,315,411	\$ 2,360,631	19.75%
TOTAL -- GOAA POLICE FUND	\$ 10,137,423	\$ 11,954,780	\$ 14,315,411	\$ 2,360,631	19.75%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 509,590	\$ 528,755	\$ 565,433	\$ 36,678	6.94%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 509,590	\$ 528,755	\$ 565,433	\$ 36,678	6.94%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 31,703,545	\$ 33,684,756	\$ 37,097,645	\$ 3,412,889	10.13%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Special Services Bureau (OPS)			
0002 Crime Prevention	92	93	93
0003 Police Special Operations	56	55	55
TOTAL -- GENERAL FUND	148	148	148
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	73	73	85
TOTAL -- GOAA POLICE FUND	73	73	85
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- SPECIAL SERVICES BUREAU	222	222	234

POLICE DEPARTMENT

Investigative Services Bureau

Overview of Services

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division and Violent Crime Initiatives. The Criminal Investigations Division includes the Youth Services Section (Special Victims, Gang, School Resource Officer and Super Kids Units), the Violent Crimes Section (Homicide, Robbery, Assault & Battery and Fugitive Investigative Units) and the Property Crimes Section (Property, Economic Crimes, Technology and Forensics and Auto Theft Units). The Drug Enforcement Division consists of the Uniform Drug Enforcement Section and officers assigned to the Metropolitan Bureau of Investigation (MBI). Violent Crime Initiatives includes the Intelligence Unit, Homeland Security and Crime Analysis.

Major Accomplishments

- The Special Victims Unit created the Special Victims Response Team to enhance the quality of investigations involving sexual assault victims and crimes against children.
- The Assault and Battery Unit was awarded the InVest Grant again this year, allowing for a detective to be assigned to investigate intimate partner domestic violence cases.
- The Economic Crimes Unit investigated a major case of fraud (Operation Nip n Tuck). This involved a complaint about numerous suspects illegally obtaining plastic surgery and dental work.
- The School Resource Officer Unit conducted presentations in Orange County Public Schools and Valencia Community College Peace and Justice Institute for the “Responsibility Matters” campaign. This presentation helps young adults and teenage children understand how law enforcement interacts with, and conducts business with the community.
- The Homicide Unit worked with the Metropolitan Bureau of Investigation, the Federal Bureau of Investigation and the State Attorney’s Office, to charge four adults with the first ever prosecutable case of homicide in relation to human trafficking.
- The Uniform Drug Unit cleared 301 drug and Crimeline complaints, made 272 arrests, served 43 narcotics related search warrants, confiscated 61 guns and seized 6 vehicles.

Future Goals and Objectives

Short Term

- The Drug Enforcement Division will continue to target street level heroin dealers due to the rise of heroin overdoses.
- The Fugitive Investigative Unit will work closely with the Florida Department of Law Enforcement - Electronic Surveillance Team to apprehend fugitives from Orlando Police Department Cases.

Medium Term

- The School Resource Officer Unit joined the School Justice Partnership Program with Orange County Public Schools (OCPS) with the hope of reducing arrests at the schools and increase the use of Juvenile Civil Citations.
- The Technology and Forensic Unit will request to add a civilian position to work as a full time IRIS technician. This position will help keep the system operational.

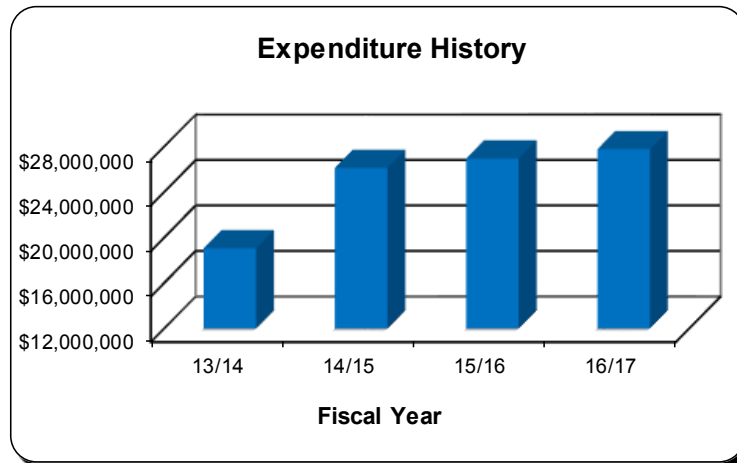
Long Tem

- The Assault and Battery Unit will investigate unattended deaths and suicides to prepare detectives for roles as future homicide detectives.
- The School Resource Officer Unit has a goal that all SRO’s, in the next two years, attend the following courses: CIT, CIT Youth, Autism Awareness Training for Law Enforcement Officers, and Promoting Procedural Justice with At-Risk & Minority Youth.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 20,585,243	\$ 21,186,977	\$ 21,713,186	\$ 526,209	2.48%
0002 Drug Enforcement Division	3,473,588	3,706,651	3,633,919	(72,732)	(1.96%)
0003 Police Special Investigations	2,033,183	2,049,993	2,263,206	213,213	10.40%
0004 STOP Violence Against Women-Staff	16,970	-	147,362	147,362	
TOTAL -- GENERAL FUND	\$ 26,108,983	\$ 26,943,621	\$ 27,757,673	\$ 814,052	3.02%
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 26,108,983	\$ 26,943,621	\$ 27,757,673	\$ 814,052	3.02%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	141	141	141
0002 Drug Enforcement Division	22	22	22
0003 Police Special Investigations	12	12	12
0004 STOP VAWFS	0	1	1
TOTAL -- GENERAL FUND	175	175	175
GRANT FUND #1130			
Police-Investigative Services Bureau (OPI)			
0004 STOP Violence Against Women-Staff	1	1	1
TOTAL -- GRANT FUND	1	1	1
TOTAL -- INVESTIGATIVE SERVICES BUREAU	176	177	177

POLICE DEPARTMENT

Patrol Services Bureau

Overview of Services

The **Patrol Services Bureau** is comprised of the East, West and North Patrol Divisions. The North Patrol Division includes Patrol and the Neighborhood Patrol Unit (NPU). The West Patrol Division has Patrol, Tactical Squads (TAC) and the International Drive Units. The East Patrol Division includes Patrol and the Community Service Officers (CSO).

Major Accomplishments

- Patrol TAC made over 721 felony arrests, seized over \$48,254 in currency and 10 vehicles, recovered 93 guns, 1,114 grams of cocaine, 25,115 grams of cannabis and 124 grams of heroin.
- North Patrol had a reduction of residential burglaries of over 20%.
- The Neighborhood Patrol Unit (NPU) made 105 felony arrests, seized 23 crime guns, 2,084 grams of cannabis and \$24,829 in currency.
- During the first half of the year, overall crime was reduced by 4% within the East Patrol Division.
- East Patrol added two officers to each of the east patrol squads.
- North Patrol saw a reduction in overall crime of 6% and a reduction in residential burglaries of over 20%.
- Under the 2015 Florida Department of Transportation DUI grant program, the DUI Team conducted over 120 DUI details.

Future Goals and Objectives

Short Term

- International Drive Units will continue their operations targeting vehicle burglaries in shopping centers and hotel parking lots. The goal is to reduce these thefts by 20%.
- Each squad will continue to conduct two operational plans per quarter addressing specific crime trends or community needs for their respective areas.
- Officers will increase positive contacts with the community. Officers will be required to conduct foot patrols within their districts at least once per shift. The objective is for officers to have face-to-face contact with citizens in situations other than calls for service. This will not only improve community relations but it will also have a positive impact with overall crime reduction by bringing the officers closer to the community.
- The Patrol Services DUI Team was awarded a \$100,000 grant from the Florida Department of Transportation that will allow the team to continue its DUI Enforcement details in the upcoming year.

Medium Term

- West Patrol Units will combat property crime in apartment complexes and neighborhoods by increasing our presence as well as community outreach.
- Train every officer in the division in Crisis Intervention Team training. Currently, over three quarters of the Division's personnel has attended the CIT class.
- North Patrol Units will remain focused on the reduction of residential burglaries and juvenile crime.

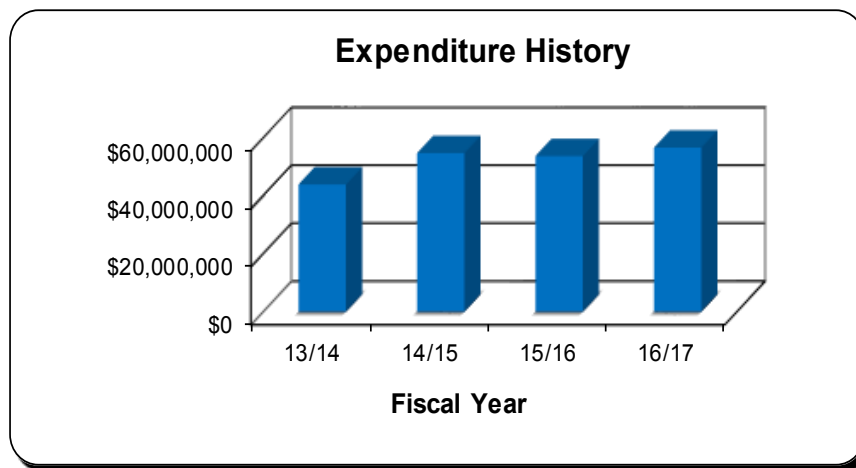
Long Term

- The Patrol Services Bureau will equip every patrol officer with a body-worn camera.
- Maintain the steady decrease in crime and manage a further 5% decrease in overall crime each year thereafter.
- NPU will continue participating in community outreach programs like Dragon Boat Racing and will remain focused on working in partnership with the community to reduce crime.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 17,297,173	\$ 17,101,696	\$ 17,585,039	\$ 483,343	2.83%
0003 Police East Patrol	16,084,921	15,547,664	16,534,067	986,403	6.34%
0004 Police West Patrol	21,350,771	21,065,779	22,503,965	1,438,186	6.83%
TOTAL -- GENERAL FUND	\$ 54,732,864	\$ 53,715,139	\$ 56,623,071	\$ 2,907,932	5.41%
TOTAL -- PATROL SERVICES BUREAU	\$ 54,732,864	\$ 53,715,139	\$ 56,623,071	\$ 2,907,932	5.41%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Patrol Services Bureau (OPP)			
0002 Police North Patrol	116	117	117
0003 Police East Patrol	123	123	123
0004 Police West Patrol	155	155	155
TOTAL -- GENERAL FUND	394	395	395
TOTAL -- PATROL SERVICES BUREAU	394	395	395

POLICE DEPARTMENT

Police Department Operational Performance

Balanced Scorecard Report : 2016

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	89.5%	86.6%	88%

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	Yes	Yes	Yes

Internal Processes

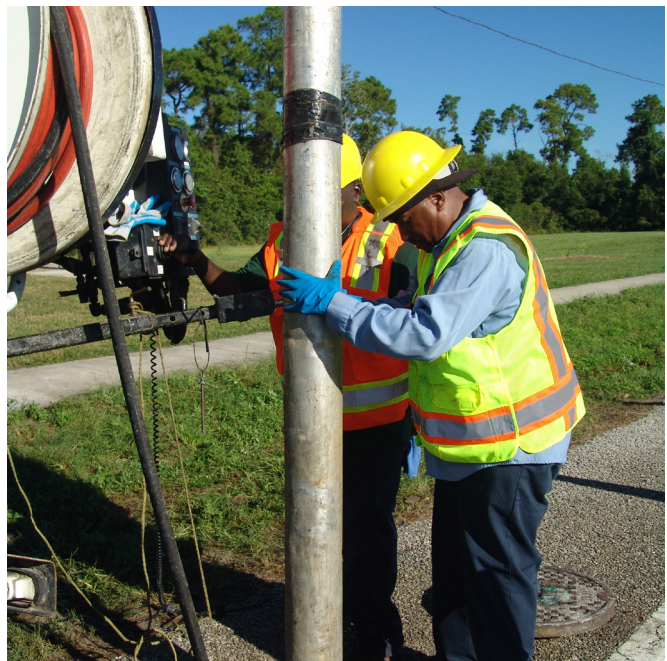
Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	100%	100%	100%
Police Department	Average Code 2 call queue time in minutes (excludes Airport).	4.2	4.9	5.4
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	14.1	15.4	16.1
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	38.1	41.3	42.7
Police Investigative Services Bureau	Percentage of cases cleared.	84.5%	85.0%	85%

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Police Department	Percent change of Part 1 Crimes.	-2.7%	-4.9%	-1.5%
Police Department	Percent change of the total number of violent crimes.	11.8	-8.7%	-1.4%
Police Department	Percentage change in the number of property crimes.	-4.6%	-4.3%	-1.5%

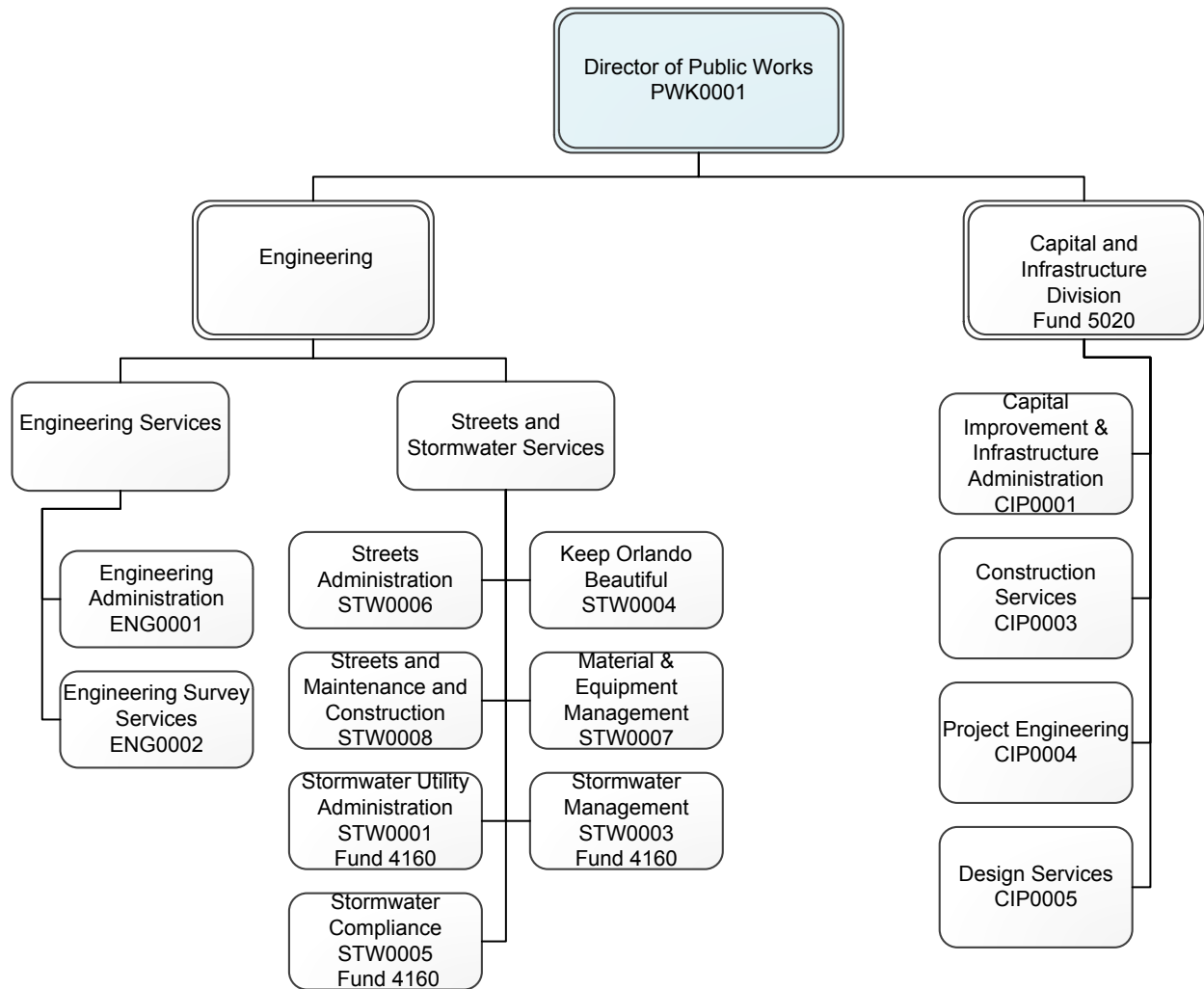


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PUBLIC WORKS



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PUBLIC WORKS DEPARTMENT

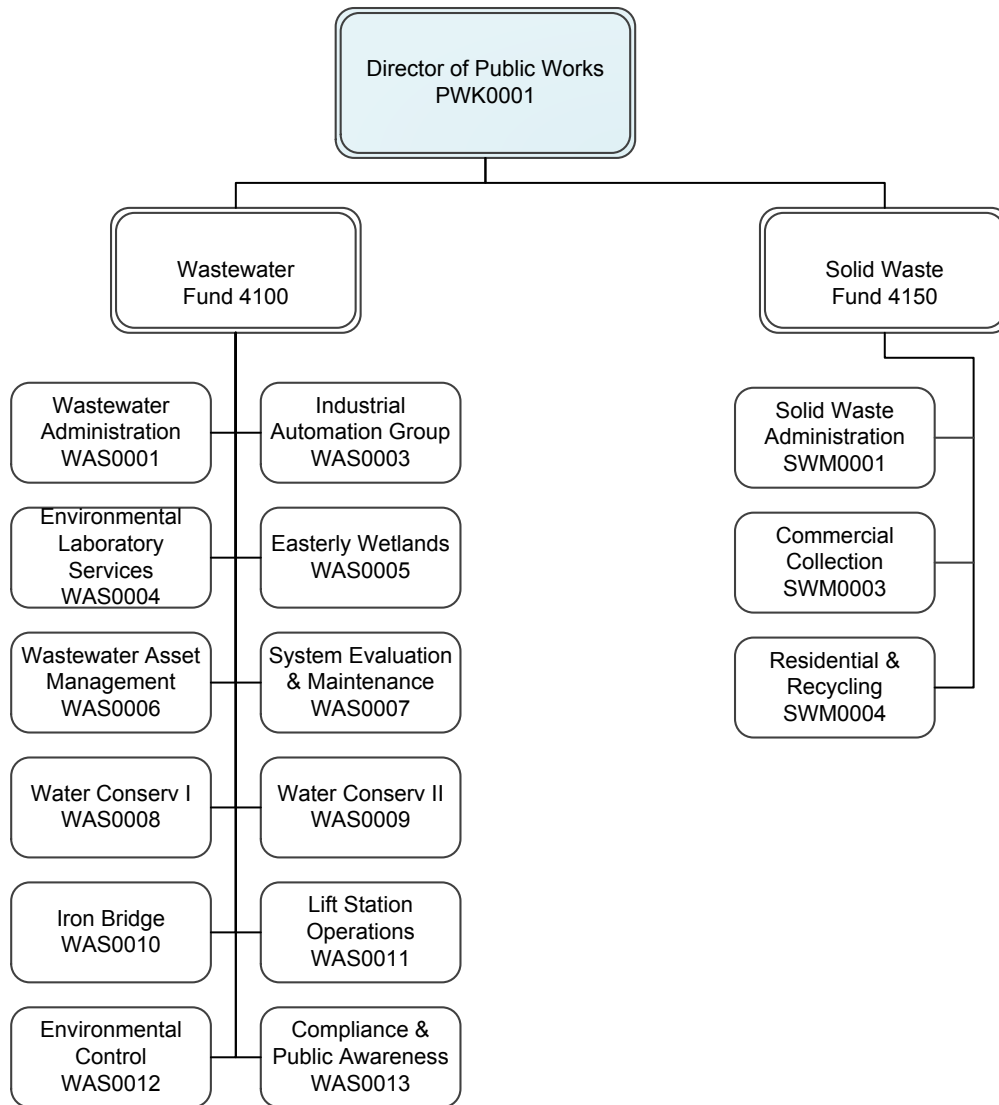


Department Mission Statement

The Public Works Department plans, designs and constructs public projects; and reviews and inspects all capital improvements. It maintains streets and sidewalks, City open spaces, lake and storm drain facilities. The Department also provides maintenance, repair and minor construction services for all City structures; and provides cost effective collection of solid waste, including recycling, and wastewater.

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PUBLIC WORKS DEPARTMENT



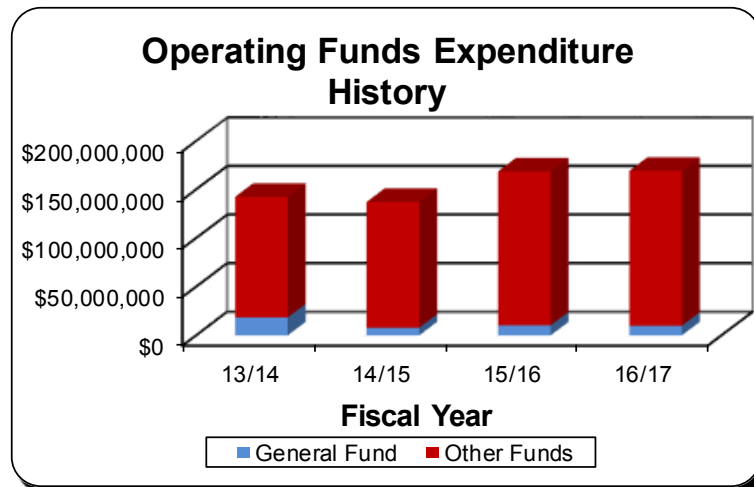
PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 389,139	\$ 368,232	\$ 383,959	\$ 15,727	4.27%
0002 Public Works Nondepartmental	86,514	403,618	196,426	(207,192)	(51.33%)
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	607,170	855,861	940,187	84,326	9.85%
0002 Engineering Survey Services	845,493	1,273,498	1,438,954	165,456	12.99%
Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	115,680	134,861	193,480	58,619	43.47%
0006 Streets Administration	492,564	523,104	536,622	13,518	2.58%
0007 Material and Equipment Management	3,073,125	4,425,487	4,157,992	(267,495)	(6.04%)
0008 Street Maintenance and Construction	2,233,805	2,329,561	2,201,500	(128,061)	(5.50%)
TOTAL -- GENERAL FUND	\$ 7,843,490	\$ 10,314,222	\$ 10,049,120	\$ (265,102)	(2.57%)
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,383,523	\$ 2,885,090	\$ 1,581,620	\$ (1,303,470)	(45.18%)
0002 Solid Waste Nondepartmental	2,931,695	5,839,447	6,582,492	743,045	12.72%
0003 Commercial Collection	11,496,201	9,908,378	12,302,093	2,393,715	24.16%
0004 Residential & Recycling	11,069,511	13,271,277	11,579,604	(1,691,673)	(12.75%)
TOTAL -- SOLID WASTE FUND	\$ 26,880,930	\$ 31,904,192	\$ 32,045,809	\$ 141,617	0.44%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 836,895	\$ 1,143,644	\$ 1,046,793	\$ (96,851)	(8.47%)
0002 Stormwater Nondepartmental	5,404,144	6,065,578	8,695,933	2,630,355	43.37%
0003 Stormwater Management	5,492,564	7,519,534	8,655,815	1,136,281	15.11%
0005 Stormwater Compliance	1,022,379	2,240,223	2,712,488	472,265	21.08%
TOTAL -- STORMWATER UTILITY FUND	\$ 12,755,982	\$ 16,968,979	\$ 21,111,029	\$ 4,142,050	24.41%
WASTEWATER REVENUE FUND #4100					
Wastewater Enterprises Division (WAS)					
0001 Wastewater Administration	\$ 3,908,504	\$ 9,045,541	\$ 4,213,332	\$ (4,832,209)	(53.42%)
0002 Wastewater Nondepartmental	45,228,114	55,962,020	56,705,557	743,537	1.33%
0003 Industrial Automation Group	1,882,080	2,214,960	2,600,875	385,915	17.42%
0004 Environmental Laboratory Services	832,788	806,821	847,898	41,077	5.09%
0005 Easterly Wetlands	553,826	735,508	710,073	(25,435)	(3.46%)
0006 Wastewater Asset Management	622,441	977,257	924,892	(52,365)	(5.36%)
0007 System Evaluation and Maintenance	5,451,293	6,325,395	6,232,395	(93,000)	(1.47%)
0008 Water Conserv I	2,786,323	2,891,897	3,194,174	302,277	10.45%
0009 Water Conserv II	8,912,454	9,527,427	9,352,740	(174,687)	(1.83%)
0010 Iron Bridge	9,707,578	9,778,735	9,821,604	42,869	0.44%
0011 Lift Station Operations	4,095,892	4,740,516	4,714,794	(25,722)	(0.54%)
0012 Environmental Control	1,163,202	1,342,298	1,458,288	115,990	8.64%
0013 Compliance and Public Awareness	515,434	628,924	840,174	211,250	33.59%
TOTAL -- WASTEWATER REVENUE FUND	\$ 85,659,929	\$ 104,977,299	\$ 101,616,796	\$ (3,360,503)	(3.20%)

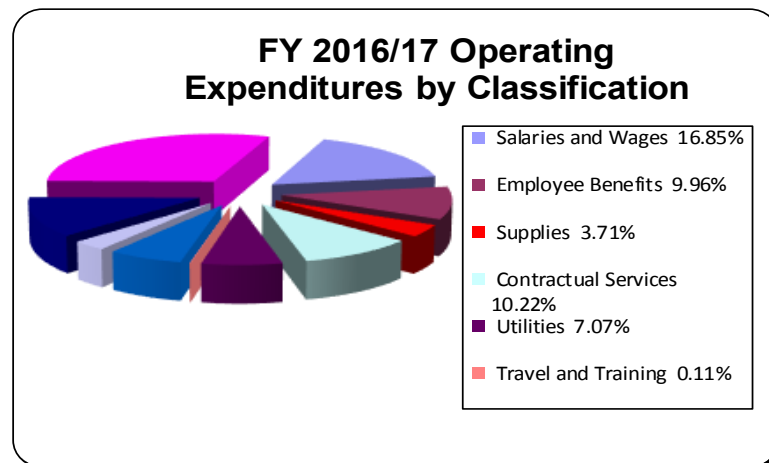
PUBLIC WORKS DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 718,514	\$ 710,767	\$ 714,804	\$ 4,037	0.57%
0002 Construction Management Nondepartmental	454,522	667,961	894,713	226,752	33.95%
0003 Project Engineering	790,581	777,794	951,228	173,434	22.30%
0004 Construction Services	1,745,114	1,845,309	1,993,536	148,227	8.03%
0005 Design Services	473,887	477,135	42,373	(434,762)	(91.12%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,182,618	\$ 4,478,966	\$ 4,596,654	\$ 117,688	2.63%
TOTAL -- PUBLIC WORKS OPERATING	\$137,322,949	\$168,643,658	\$ 169,419,408	\$ 775,750	0.46%



PUBLIC WORKS DEPARTMENT

Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 22,476,603	\$ 25,917,932	\$ 28,543,175	\$ 2,625,243	10.13%
Employee Benefits	12,772,658	15,749,877	16,876,272	1,126,395	7.15%
Supplies	5,658,349	6,517,949	6,279,069	(238,880)	(3.66%)
Contractual Services	15,609,208	19,724,774	17,317,937	(2,406,837)	(12.20%)
Utilities	12,205,445	13,297,840	11,985,104	(1,312,736)	(9.87%)
Travel and Training	168,488	216,290	181,975	(34,315)	(15.87%)
Fleet and Facilities	11,490,111	12,461,902	11,152,074	(1,309,828)	(10.51%)
Capital	3,626,247	2,226,521	5,106,381	2,879,860	129.34%
Other Expenses	17,000,236	24,090,630	20,542,868	(3,547,762)	(14.73%)
Transfers Out	36,315,602	48,439,944	51,434,553	2,994,609	6.18%
TOTAL -- PUBLIC WORKS OPERATING	\$137,322,949	\$168,643,659	\$ 169,419,408	\$ 775,749	0.46%



PUBLIC WORKS DEPARTMENT

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
<u>SOLID WASTE FUND #4150</u>					
Solid Waste Management Division (SWM)					
Projects and Grants	\$ 198,882	\$ 5,081,266	\$ 777,000	\$ (4,304,266)	(84.71%)
TOTAL -- SOLID WASTE FUND	\$ 198,882	\$ 5,081,266	\$ 777,000	\$ (4,304,266)	(84.71%)
<u>STORMWATER UTILITY FUND #4160</u>					
Engineering/Streets & Stormwater Services Division (STW)					
Projects and Grants	\$ 10,914,148	\$ 42,498,007	\$ 5,725,000	\$ (36,773,007)	(86.53%)
TOTAL -- STORMWATER UTILITY FUND	\$ 10,914,148	\$ 42,498,007	\$ 5,725,000	\$ (36,773,007)	(86.53%)
<u>WASTEWATER GENERAL CONSTRUCTION FUND #4106</u>					
Wastewater Enterprises Division (WAS)					
0014 Special - Sewer General Construction	\$ 98,636	\$ -	\$ -	\$ -	N/A
Projects and Grants	7,662,209	89,074,053	33,131,000	(55,943,053)	(62.81%)
TOTAL -- WASTEWATER GENERAL CONSTRUCTION FUND	\$ 7,760,845	\$ 89,074,053	\$ 33,131,000	\$ (55,943,053)	(62.81%)
<u>WASTEWATER RENEWAL AND REPLACEMENT FUND #4107</u>					
Wastewater Enterprises Division (WAS)					
0015 Special - Sewer Renewal and Replacement	\$ 1,851,745	\$ 2,500,000	\$ 800,000	\$ (1,700,000)	(68.00%)
Projects and Grants	845,018	6,366,064	2,000,000	(4,366,064)	(68.58%)
TOTAL -- WASTEWATER R&R FUND	\$ 2,696,763	\$ 8,866,064	\$ 2,800,000	\$ (6,066,064)	(68.42%)
<u>WASTEWATER COLLECTION SYSTEM IMPACT FEES FUND #4110</u>					
Wastewater Enterprises Division (WAS)					
0016 Wastewater Collection System Impact Fees	\$ -	\$ -	\$ -	\$ -	N/A
Projects and Grants	328,300	7,482,036	500,000	(6,982,036)	(93.32%)
TOTAL -- WAS COLLECTION SYSTEM IMPACT FEES FUND	\$ 328,300	\$ 7,482,036	\$ 500,000	\$ (6,982,036)	(93.32%)
<u>WASTEWATER STATE REVOLVING LOAN FUND #4102</u>					
Wastewater Enterprises Division (WAS)					
Projects and Grants	\$ 3,318,736	\$ 10,829,217	\$ -	\$ (10,829,217)	(100.00%)
TOTAL -- WASTEWATER STATE REVOLVING LOAN FUND	\$ 3,318,736	\$ 10,829,217	\$ -	\$ (10,829,217)	(100.00%)
<u>WASTEWATER BONDS 2013 CONSTRUCTION FUND #4104</u>					
Wastewater Enterprises Division (WAS)					
Projects and Grants	\$ 5,877,302	\$ 23,658,360	\$ -	\$ (23,658,360)	(100.00%)
TOTAL -- WASTEWATER BONDS 2013 CONSTRUCTION FUND	\$ 5,877,302	\$ 23,658,360	\$ -	\$ (23,658,360)	(100.00%)

PUBLIC WORKS DEPARTMENT

WASTEWATER CONSERV I CONSTRUCTION FUND #4105

Wastewater Enterprises Division (WAS)					
Projects and Grants	\$ 5,828,004	\$ 16,225,422	\$ -	\$ (16,225,422)	(100.00%)
TOTAL -- WASTEWATER CONSERV I CONSTRUCTION FUND	\$ 5,828,004	\$ 16,225,422	\$ -	\$ (16,225,422)	(100.00%)

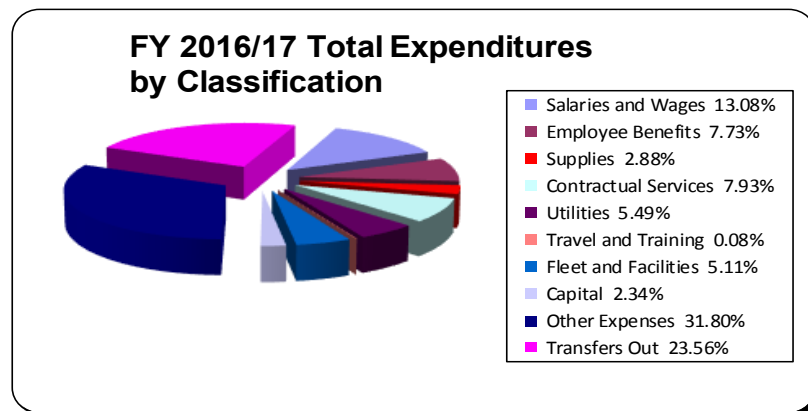
OTHER FUNDS

Projects and Grants	\$ 19,415,329	\$ 67,450,604	\$ 5,950,000	\$ (61,500,604)	(91.18%)
TOTAL -- OTHER FUNDS	\$ 19,415,329	\$ 67,450,604	\$ 5,950,000	\$ (61,500,604)	(91.18%)

TOTAL -- CONSTRUCTION RELATED FUNDS	\$ 56,338,309	\$271,165,029	\$ 48,883,000	\$ (222,282,029)	(81.97%)
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TOTAL -- PUBLIC WORKS	\$ 193,661,258	\$439,808,687	\$218,302,408	\$ (221,506,279)	(50.36%)
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Expenditure by Classification	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change to Revised	% Change
Salaries and Wages	\$ 22,476,603	\$ 25,931,461	\$ 28,543,175	\$ 2,611,714	10.07%
Employee Benefits	12,772,658	15,749,877	16,876,272	1,126,395	7.15%
Supplies	6,283,732	7,944,723	6,279,069	(1,665,654)	(20.97%)
Contractual Services	26,890,071	29,277,364	17,317,937	(11,959,427)	(40.85%)
Utilities	12,209,458	13,298,376	11,985,104	(1,313,272)	(9.88%)
Travel and Training	168,488	216,290	181,975	(34,315)	(15.87%)
Fleet and Facilities	11,600,599	12,478,462	11,152,074	(1,326,388)	(10.63%)
Capital	44,032,979	154,466,430	5,106,381	(149,360,049)	(96.69%)
Other Expenses	20,911,068	127,311,764	69,425,868	(57,885,896)	(45.47%)
Transfers Out	36,315,602	53,133,940	51,434,553	(1,699,387)	(3.20%)
TOTAL -- PUBLIC WORKS	\$ 193,661,258	\$ 439,808,687	\$ 218,302,408	\$ (221,506,279)	(50.36%)



PUBLIC WORKS DEPARTMENT

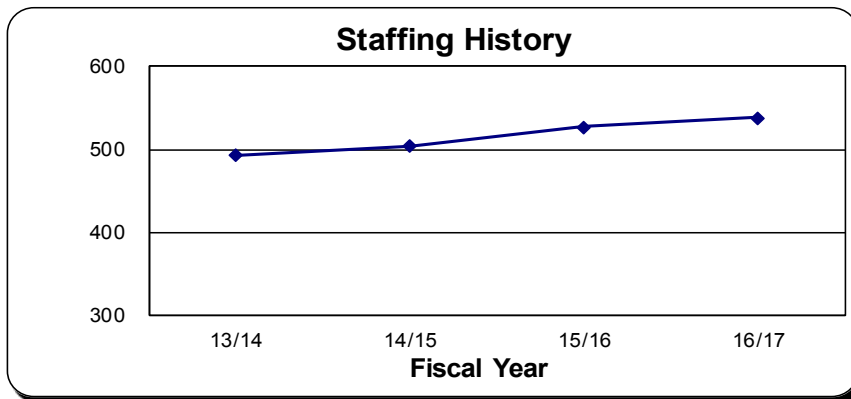
DEPARTMENT STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Public Works (PWK)			
0001 Director of Public Works	3	3	3
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	7	8	8
0002 Engineering Survey Services	11	16	16
Engineering/Streets and Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	1	1	2
0006 Streets Administration	5	5	5
0007 Material and Equipment Management	16	16	16
0008 Street Maintenance and Construction	32	32	32
TOTAL -- GENERAL FUND	75	81	82
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	15	17	17
0003 Commercial Collection	30	30	30
0004 Residential & Recycling	53	53	53
TOTAL -- SOLID WASTE FUND	98	100	100
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	7	8	8
0003 Stormwater Management	55	55	65
0005 Stormwater Compliance	7	7	11
TOTAL -- STORMWATER UTILITY FUND	69	70	84
<u>WASTEWATER REVENUE FUND #4100</u>			
Wastewater Enterprises Division (WAS)			
0001 Wastewater Administration	14	17	17
0003 Industrial Automation Group	22	17	17
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	3	5	5
0006 Wastewater Asset Management	8	11	11
0007 System Evaluation and Maintenance	49	53	53
0008 Water Conserv I	10	10	10
0009 Water Conserv II	27	29	29
0010 Iron Bridge	37	39	39
0011 Lift Station Operations	24	30	30
0012 Environmental Control	11	14	14
0013 Compliance and Public Awareness	5	8	8
TOTAL -- WASTEWATER REVENUE FUND	226	240	240

PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFFING SUMMARY

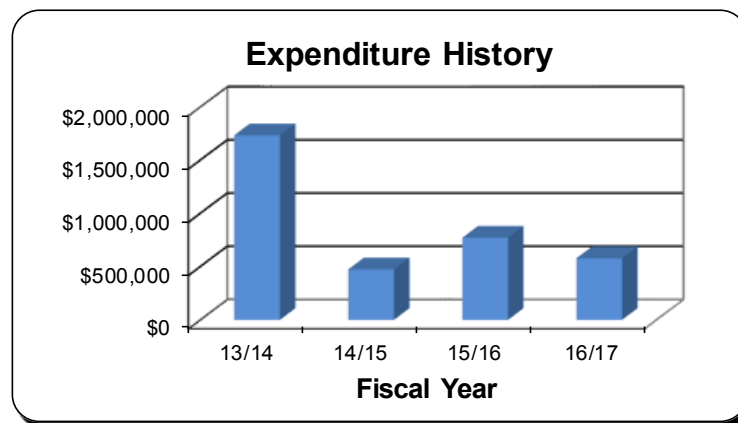
Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
0005 Design Services	4	4	-
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	36	32
TOTAL -- PUBLIC WORKS	504	527	538



PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 389,139	\$ 368,232	\$ 383,959	\$ 15,727	4.27%
0002 Public Works Nondepartmental	86,514	403,618	196,426	(207,192)	(51.33%)
TOTAL -- GENERAL FUND	\$ 475,653	\$ 771,850	\$ 580,385	\$ (191,465)	(24.81%)
TOTAL -- DIRECTOR	\$ 475,653	\$ 771,850	\$ 580,385	\$ (191,465)	(24.81%)



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	3	3	3
TOTAL -- GENERAL FUND	3	3	3
TOTAL -- DIRECTOR	3	3	3

PUBLIC WORKS DEPARTMENT

Engineering Services Division

Overview of Services/Programs

The **Engineering Services Division** ensures the City's compliance with its NPDES permit; administers consultant engineering contracts; and continues to maintain the City's standing as a Class 6 community in the Community Rating System, meaning that all flood insurance policies are due a 20% discount. Survey Services provides surveying and mapping services for City users; administers consultant surveying and mapping contracts; reviews and approves all new subdivision plats and as-builts for City construction projects; and maintains and provides horizontal and vertical control networks for publication and use by private consultants.

Major Accomplishments

- Increased staffing to handle increased site review engineering as a result of the upturn in the economy.
- Transitioning from a paper only review process regarding survey review for Subdivision Plats, both minor and major to a digital system. This includes lot splits and development review, working to increase review time and responsiveness.
- Continued increase of performing survey work internally, thus reducing the expense of contracting out various facets of land surveying functions. This includes performing more major design surveys internally. The section continues to increase workload and productivity where we find possible.
- Taking over all stormwater as-built surveys that were previously performed by the contractor's surveyor on Capital Improvement projects.
- Initiated the first of several construction projects in the Southeast Lakes basin under the Conceptual Approval Permit that was secured to provide a framework for these projects.
- Identified and mapped many floodplains with no established elevations.

Future Goals and Objectives

Short Term

- Hired new site review engineers and trained them in the use of the new permitting software.
- As we have been densifying our vertical control, establishing elevated Bench Marks in annexed areas of the City, as well as areas that have been deficient or high construction areas (BM's getting destroyed) we are also in the early stages of establishing horizontal control. We are in the early stages of applying State Plane Coordinates to all of our BM's. At this point we have them established to our BM's in such a manner that for the majority of projects we no longer have to use Certified Corner Records on section corners or NGS corners. With this densification of BM's & Horizontal Control on select BM's it has drastically reduced time and effort on projects sometimes by as much as 50%.
- Transition the amount of stormwater inventory work that is being contracted out to continuing services firms with the addition of a fourth survey crew. This will allow for flexibility of services and offer the ability to pick up new assets in a more expeditious manner and allow for better preparation to reject various improvements that are deficient in regards to City Standards.
- Integrate laser scanning within the next fiscal year allowing for increased productivity and offering a new service opportunity. Having a laser scanner will allow the section to work towards BIM modeling and three-dimensional Geographical Information System Data.
- Continue to work with applicants to ensure that needed off-site infrastructure improvements are considered and completed in a manner to ensure their long-term viability.
- Continue to work closely with CRS to maintain our Class 6 standing.

PUBLIC WORKS DEPARTMENT

Medium Term

- Continue to identify and map flood zones and establish elevations for these floodplains to ensure that they are properly considered during development of new projects, and for existing homeowners who may be located in floodplains, to provide them the best data to ensure that they are able to secure flood insurance that suits their needs.
- Survey Services will look to add Geographic Information System data to surveys making them intelligent and making them more useful in other areas of the City. A smart data movement will increase value to our services and enable the division to work smarter.
- Evaluate the work effort needed to advance to a Class 5 community in the Community Rating System.
- Provide the site review engineers design opportunities in order to broaden them professionally.

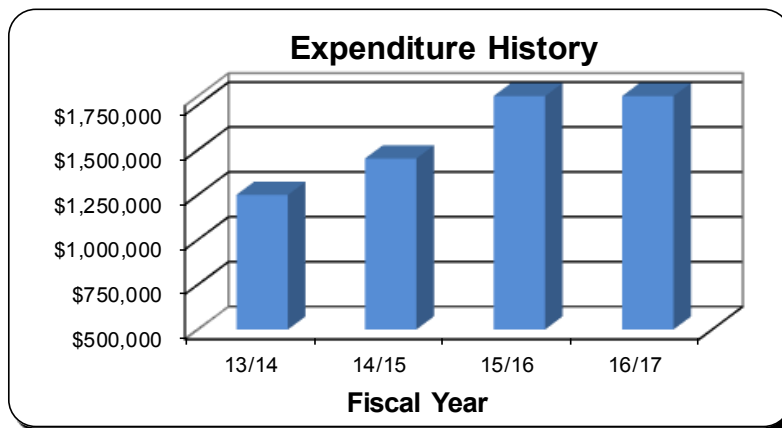
Long Term

- Use the completed stormwater inventory, in conjunction with topographic data and floodplain mapping, to identify areas still requiring mapping and initiate that process.
- Apply published State Plane Coordinates applied to all of our benchmarks, which will reduce time and costs for surveys produced by City staff as well as for private surveyors and the citizens of Orlando.
- Review floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts, particularly in areas where homeowners could be removed from the floodplain, thereby reducing their risk.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 607,170	\$ 855,861	\$ 940,187	\$ 84,326	9.85%
0002 Engineering Survey Services	845,493	1,273,498	1,438,954	165,456	12.99%
TOTAL -- GENERAL FUND	\$ 1,452,663	\$ 2,129,359	\$ 2,379,141	\$ 249,782	11.73%
TOTAL -- ENGINEERING SERVICES	\$ 1,452,663	\$ 2,129,359	\$ 2,379,141	\$ 249,782	11.73%



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	7	5	5
0002 Engineering Survey Services	11	16	16
TOTAL -- GENERAL FUND	18	21	21
TOTAL -- ENGINEERING SERVICES	18	21	21

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

Overview of Services/Programs

The **Streets and Stormwater Services Division** is responsible for street and right-of-way maintenance, maintenance of open and closed drainage systems, stormwater utility administration, and environmental compliance.

Major Accomplishments

Maintained 110 lakes (more than 5,750 acres) with over 19 miles of shoreline, 88 retention ponds, and 88 canal, ditch and swale locations. Also treated 970 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.

Provided street sweeping and litter control services that included sweeping residential streets every twenty working days, commercial/industrial routes every eleven working days, and the Downtown Entertainment District five times per week for a cumulative production total of over 67,524 curb miles swept.

Repaired or replaced over 287,999 square feet of damaged sidewalk; 100,835 SF in-house and 187,164 SF outside contractor

Through the Keep Orlando Beautiful program (KOB), 7,874 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 16.7 tons of litter and debris collected, 13.5 tons of mixed recyclables collected, 6.5 tons of electronic waste collected, 90 trees planted and 48 sites beautified.

Collected ambient lake water samples and field data from 110 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.

Future Goals and Objectives

Short Term

- Will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system and water bodies through inspections, ordinances, and enforcement.
- Will continue to inspect all private stormwater systems in inventory on an annual basis to prevent flooding and allow for pollution control through maintenance of design treatment permitting conditions.
- In addition to continuing employee safety training to minimize accidents and injuries and to maintain productivity and to maintain the safety of our Constituents, the City will implement a new service Contract for Sidewalk Trip Hazard Remediation and Condition Assessment. The work includes assessing all sidewalks in the City, grinding raised joints of uneven sidewalk segments, documenting trip hazards and damaged sidewalks.

Medium Term

- The Division will continue to maintain a list of brick street repair needs, with the focus on addressing repairs on the poorest-condition, most heavily traveled brick streets.
- The Division will continue to restructure the Division's street sweeping program to reduce costs, increase sweeper efficiency and improve street sweeping consistency.
- The Division will evaluate industry options for managing aging asphalt pavement segments and pavement preservation techniques to extend the pavement life cycle and minimize the cost of full replacement from total pavement failure.

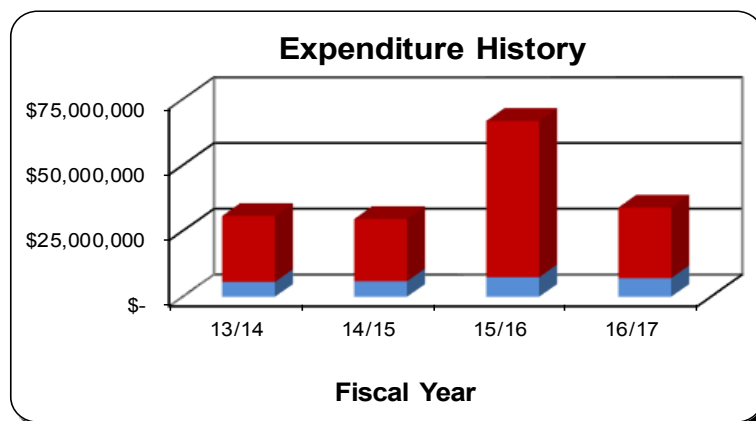
Long Term

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 50% of stormwater revenue for capital projects.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
- Vegetative inventories will also be performed on all lakes on a 5 year cycle to determine the human disturbance gradient of each water body.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ 115,680	\$ 134,861	\$ 193,480	\$ 58,619	43.47%
0006 Streets Administration	492,564	523,104	536,622	13,518	2.58%
0007 Material and Equipment Management	3,073,125	4,425,487	4,157,992	(267,495)	(6.04%)
0008 Street Maintenance and Construction	2,233,805	2,329,561	2,201,500	(128,061)	(5.50%)
TOTAL -- GENERAL FUND	\$ 5,915,174	\$ 7,413,013	\$ 7,089,594	\$ (323,419)	(4.36%)
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 836,895	\$ 1,143,644	\$ 1,046,793	\$ (96,851)	(8.47%)
0002 Stormwater Nondepartmental	5,404,144	6,065,578	8,695,933	2,630,355	43.37%
0003 Stormwater Management	5,492,564	7,519,534	8,655,815	1,136,281	15.11%
0005 Stormwater Compliance	1,022,379	2,240,223	2,712,488	472,265	21.08%
Projects and Grants	10,914,148	42,498,007	5,725,000	(36,773,007)	(86.53%)
TOTAL -- STORMWATER UTILITY FUND	\$ 23,670,130	\$ 59,466,986	\$ 26,836,029	\$ (32,630,957)	(54.87%)
TOTAL -- STREETS & STORMWATER SERVICES	\$ 29,585,304	\$ 66,879,999	\$ 33,925,623	\$ (32,954,376)	(49.27%)



PUBLIC WORKS DEPARTMENT

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	1	1	2
0006 Streets Administration	5	5	5
0007 Material and Equipment Management	16	16	16
0008 Street Maintenance and Construction	32	32	32
TOTAL -- GENERAL FUND	54	54	55
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	7	8	8
0003 Stormwater Management	55	55	65
0005 Stormwater Compliance	7	7	11
TOTAL -- STORMWATER UTILITY FUND	69	70	84
TOTAL -- STREETS & STORMWATER SERVICES	123	124	139

PUBLIC WORKS DEPARTMENT

Solid Waste Management Division

Overview of Services/Programs

Solid Waste Management Division provides curbside garbage, yard waste, and recycling collection to all single-family residences within the corporate limits. The Division provides exclusive front load container (dumpster) service for the businesses and apartments within the City. Roll-off container service is provided by non-exclusive franchisees and commercial recycling service is provided by an open market of registered recycling companies. The Division administers the roll-off franchise system and forwards the pull fees to the General Fund

Major Accomplishments

- Provided 51,238 residential and 13,620 commercial customers with high quality collection and transportation services at a competitive price
- Provided 96% of the City with automated garbage collection
- Collected 110,985 tons of commercial waste, 79,177 tons of residential garbage which includes 12,978 tons of residential yard waste, and 8,558 tons of residential recycling and 550 tons of commercial food waste in FY 15-16.
- Renewed or selected contractors for emergency debris management and monitoring to assist the City in the event of a natural disaster
- Conducted training exercises on hurricane recovery procedures with disaster contractors
- Expanded drop-off Recycling program throughout the City and participated in event recycling in various venues
- Put twenty-seven Hybrid Automated Side Loaders for residential garbage collection, nine CNG Rear Load Residential trucks, two Roll-off/Claw trucks and ten Front-load Commercial trucks into service with an average fuel reduction usage of 48% for the residential collections.

Future Goals and Objectives

Short Term

- Expand distribution of the Solid Waste Division E-Newsletter to a broader customer base
- Refine residential Single Cart Recycling to reduce collection costs and increase the amount of waste diverted from the landfill by increasing the types of material recycled and making recycling easier for our residential customers
- Expand commercial food waste recycling program to select commercial customers.
- Plan expansion of Pilot Once per week garbage, yard-waste and recycle collection City Wide

Medium Term

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program

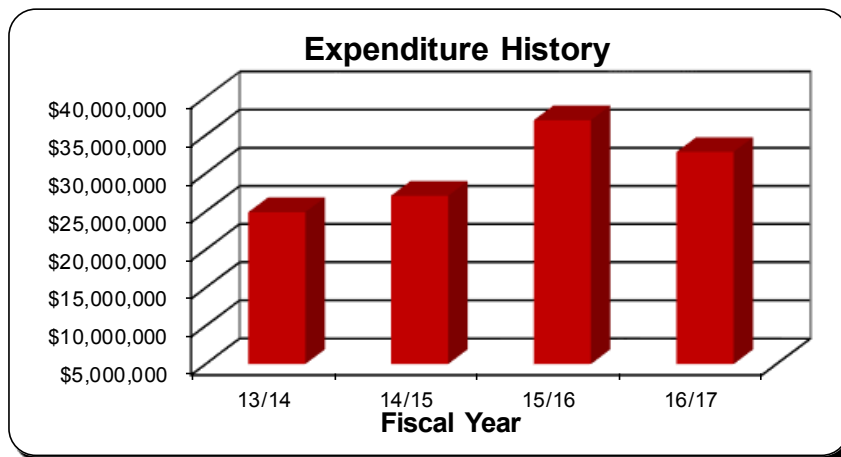
Long Term

- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills.
- Plan and prepare initiatives to meet the proposed State mandated 75% recycling diversion rate goal
- Purchase alternative fuel collection vehicles/hybrids for future additions or replacements to the collection fleet to promote green initiatives

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,383,523	\$ 2,885,090	\$ 1,581,620	\$ (1,303,470)	(45.18%)
0003 Commercial Collection	2,931,695	5,839,447	6,582,492	743,045	12.72%
0004 Residential & Recycling	11,496,201	9,908,378	12,302,093	2,393,715	24.16%
0002 Solid Waste Nondepartmental	11,069,511	13,271,277	11,579,604	(1,691,673)	(12.75%)
Projects and Grants	198,882	5,081,266	777,000	(4,304,266)	(84.71%)
TOTAL -- SOLID WASTE FUND	\$ 27,079,812	\$ 36,985,458	\$ 32,822,809	\$ (4,162,649)	(11.25%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 27,079,812	\$ 36,985,458	\$ 32,822,809	\$ (4,162,649)	(11.25%)



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
SOLID WASTE FUND #4150			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	15	17	17
0003 Commercial Collection	30	30	30
0004 Residential & Recycling	53	53	53
TOTAL -- SOLID WASTE FUND	98	100	100
TOTAL -- SOLID WASTE MANAGEMENT	98	100	100

PUBLIC WORKS DEPARTMENT

Wastewater Division

Overview of Services/Programs

The **Wastewater Division** is divided into two main areas of responsibility including, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides wastewater capital facilities planning, operation and maintenance of over 900 miles of sanitary sewers and force mains in the wastewater collection system and over 215 lift stations located throughout the City.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (WRF) that is permitted for 40 million gallons per day (mgd) of capacity, the Water Conserv I WRF (7.5 mgd), the Water Conserv II WRF (21 mgd), the Orlando Easterly Wetlands, the Environmental Laboratory and the Industrial Automation group. The Environmental Control group regulates and monitors industrial discharges, environmental studies, evaluations and remediation projects within the City's limits. The Compliance and Public Awareness group manages the oil and grease program, assists the Division with regulatory compliance and manages our educational outreach to the public. The Business Management Group handles a variety of business responsibilities including billing and customer service.

Major Accomplishments

- Along L.B. McLeod RD, cured in place pipe liner was used to rehabilitate 3,500 feet of 48-inch concrete pipe at a construction cost of nearly \$3 million.
- Construction of Lift Station 3, a major lift station serving the Florida Hospital, College Park and surrounding area is nearing completion. And construction of Lift Station 5, a major lift station serving the area around the Citrus Bowl and downtown area, will begin.
- Construction of the Water Conserv II WRF process improvements was completed. Due to these process upgrades, total nitrogen in the reclaimed water has dropped from <10 milligrams per liter (mg/L) to <2 mg/l.
- Water Conserv II has installed a Bioset biosolids Class "A" system.
- The Division conveyed and treated in excess of 14.6 billion gallons of wastewater.
- The wastewater and reclaimed water systems maintained regulatory compliance.

Future Goals and Objectives

Short Term

- Perform capacity analysis of areas to serve projected growth and venues.
- Continue maintaining the sanitary sewer collection system and treatment facilities in a cost effective manner, through inspection, repair, and replacement.
- Continue to promptly respond to stopped sewer calls to minimize sanitary overflows.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Replace the aging belt filter presses at Iron Bridge and Water Conserv II.

PUBLIC WORKS DEPARTMENT

Medium Term

- Continue with design and subsequent construction for lift stations 1/7.
- Investigate, rehabilitate, or replace large diameter gravity piping to Conserv II.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRf.
- Continue to seek cost effective solutions to reduce energy costs at the WRfs through use of solar energy and production of alternative fuels.
- Implement alternative biosolids treatment at the Conserv II WRF that eliminates the need for land application.

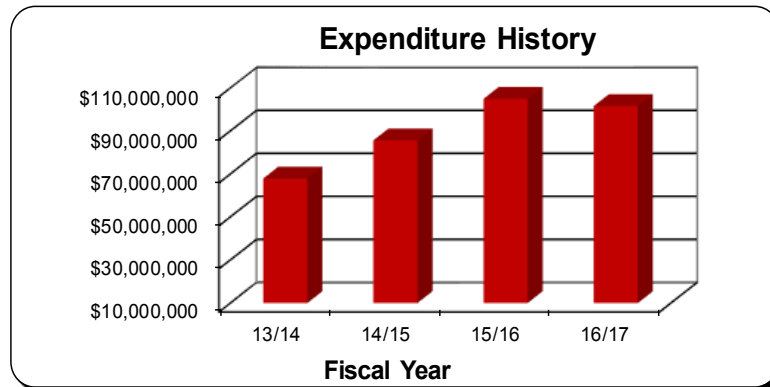
Long Term

- Continue to evaluate sanitary system condition and improve aging/deficient infrastructure
- Evaluate the major forcemains that serve the downtown and surrounding areas, Lift Stations 1, 2, 3, 4, and 248
- Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities.
- Prepare the Conserv II WRF to meet stricter regulation of total nitrogen. Once modifications are completed, stress testing may justify additional permitted capacity. Staff will pursue alternative methods and options for biosolids treatment and beneficial use.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
WASTEWATER REVENUE FUND #4100					
Wastewater Enterprise Division (WAS)					
0001 Wastewater Administration	\$ 3,908,504	\$ 9,045,541	\$ 4,213,332	\$ (4,832,209)	(53.42%)
0002 Wastewater Nondepartmental	45,228,114	55,962,020	56,705,557	743,537	1.33%
0003 Industrial Automation Group	1,882,080	2,214,960	2,600,875	385,915	17.42%
0004 Environmental Laboratory Services	832,788	806,821	847,898	41,077	5.09%
0005 Easterly Wetlands	553,826	735,508	710,073	(25,435)	(3.46%)
0006 Wastewater Asset Management	622,441	977,257	924,892	(52,365)	(5.36%)
0007 System Evaluation and Maintenance	5,451,293	6,325,395	6,232,395	(93,000)	(1.47%)
0008 Water Conserv I	2,786,323	2,891,897	3,194,174	302,277	10.45%
0009 Water Conserv II	8,912,454	9,527,427	9,352,740	(174,687)	(1.83%)
0010 Iron Bridge	9,707,578	9,778,735	9,821,604	42,869	0.44%
0011 Lift Station Operations	4,095,892	4,740,516	4,714,794	(25,722)	(0.54%)
0012 Environmental Control	1,163,202	1,342,298	1,458,288	115,990	8.64%
0013 Compliance and Public Awareness	515,434	628,924	840,174	211,250	33.59%
TOTAL -- WASTEWATER REVENUE FUND	\$ 85,659,929	\$ 104,977,299	\$ 101,616,796	\$ (3,360,503)	(3.20%)
TOTAL -- WASTEWATER ENTERPRISE	\$ 85,659,929	\$ 104,977,299	\$ 101,616,796	(\$3,360,503)	(3.20%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
WASTEWATER REVENUE FUND #4100			
Wastewater Enterprises Division (WAS)			
0001 Wastewater Administration	14	17	17
0003 Industrial Automation Group	22	17	17
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	3	5	5
0006 Wastewater Asset Management	8	11	11
0007 System Evaluation and Maintenance	49	53	53
0008 Water Conserv I	10	10	10
0009 Water Conserv II	27	29	29
0010 Iron Bridge	37	39	39
0011 Lift Station Operations	24	30	30
0012 Environmental Control	11	14	14
0013 Compliance and Public Awareness	5	8	8
TOTAL -- WASTEWATER REVENUE FUND	217	240	240

PUBLIC WORKS DEPARTMENT

Capital Improvement/Infrastructure Division

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: Capital Improvement and 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.

Major Accomplishments

- Actively assisted other City Division in delivering the City's grants projects including; Conserv II - SRF, Citywide Sidewalks - FDOT, Ivanhoe Plaza - FDEP, Energy Efficiency - USDOE, Creative Village and East-West BRT – Tiger Grant, Parks of the America – Parks and Recreation.
- Secured \$3 million in Federal grants for the Orlando Walks Citywide Sidewalk Phase II Project – providing for 20 miles of new sidewalks throughout the City.
- Managed the procurement, design and construction of Fire Station No. 2 and worked with City staff and the Orlando Fire Department to identify an approach to clean up the contaminated site prior to starting construction. Currently the project is on time and on budget with the final completion scheduled to be in March 2017.

Future Goals and Objectives

Short Term

- Actively assist other city Division in delivering the City's grant projects including Conserv II – SRF, Citywide Sidewalks – FDOT, Ivanhoe Plaza – FDEP, Energy Efficiency – USDOE, Lake Angel – FDEP, Reeves Terrace – HUD, Parks of the America – Parks and Recreation.
- 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.

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.
- 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.

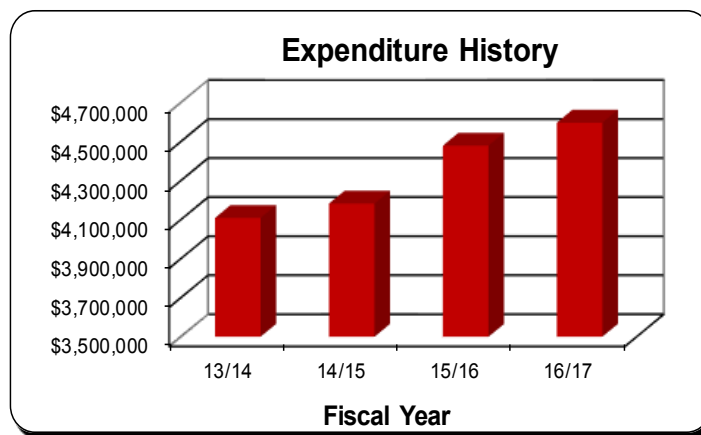
Long Term

- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs through "open book" project deliveries. Included in this goal is the proposed 40 million dollar Orlando Police Headquarters project.
- 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.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 718,514	\$ 710,767	\$ 714,804	\$ 4,037	0.57%
0002 Construction Management Nondepartmental	454,522	667,961	894,713	226,752	33.95%
0003 Project Engineering	790,581	777,794	951,228	173,434	22.30%
0004 Construction Services	1,745,114	1,845,309	1,993,536	148,227	8.03%
0005 Design Services	473,887	477,135	42,373	(434,762)	(91.12%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,182,618	\$ 4,478,966	\$ 4,596,654	\$ 117,688	2.63%
TOTAL -- CIP/INFRASTRUCTURE	\$ 4,182,618	\$ 4,478,966	\$ 4,596,654	\$ 117,688	2.63%



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
0005 Design Services	4	4	-
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	36	32
TOTAL -- CIP/INFRASTRUCTURE	36	36	32

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Solid Waste Management Division	Number of Residential and Commercial Complaints received	950	975	900

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	9,134	8,662	8,000
Streets & Stormwater Services Division	Average cost per curb mile for street sweeping	\$32.25	\$32.00	\$34.50
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$49.09	\$51.74	\$53.00
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected	\$22,658,700	\$21,872,885	\$22,000,00
Solid Waste Management Division	Revenues from residential collection	\$10,984,551	\$11,942,370	\$12,420,064
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$23.64	\$23.50	\$23.45
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$17.90	\$17.62	\$17.58
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$5.74	\$5.88	\$5.87
Solid Waste Management Division	Revenues from commercial collection	\$15,260,052	\$16,691,136	\$17,359,020
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$5.22	\$5.20	\$5.18
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$1,985	\$1,800	\$1,950
Wastewater Division	Average O&M cost per 1,000 gallons of wastewater treated	\$0.94	\$1.06	\$1.08
Public Works Department	Public Works Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	86.64%	91%	100%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	18.75	19	18
Streets & Stormwater Services Division	Percent of hazardous street conditions (potholes) repaired within one day	100%	100%	100%
Streets & Stormwater Services Division	Volume (in cubic yards) of trash and debris collected from lakes and stormlines	1,683.35	920.35	966.37
Transportation Engineering Division	Maintenance of Signs & Pavement Markings	166	350	300
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	99%	93%	95%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	95%	100%	100%
Solid Waste Management Division	Tons of Residential MSW collection	57,487	66,697	64,325
Solid Waste Management Division	Tons of recycled materials	7,505	7,426	7,826
Solid Waste Management Division	Tons of Commercial MSW collection	80,946	87,856	88,491
Wastewater Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	62.14%	62%	75%
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	91.67%	100%	100%
Wastewater Division	Average footage of cleaned sewer lines per month	191,265	122,300	125,000

Outcome & Mission

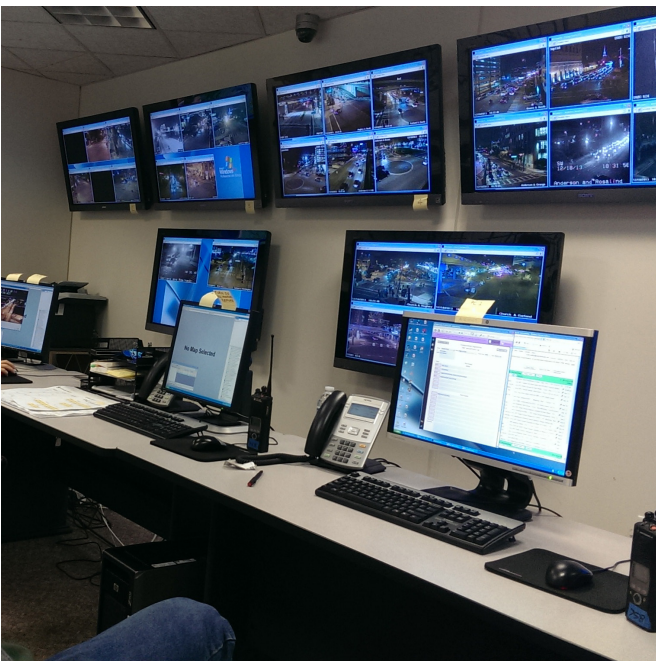
Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	4.20%	4.5%	3.1%
Wastewater Division	Percent compliance with Federal & State permit standards for wastewater process performance	100%	100%	100%
Wastewater Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

PUBLIC WORKS DEPARTMENT

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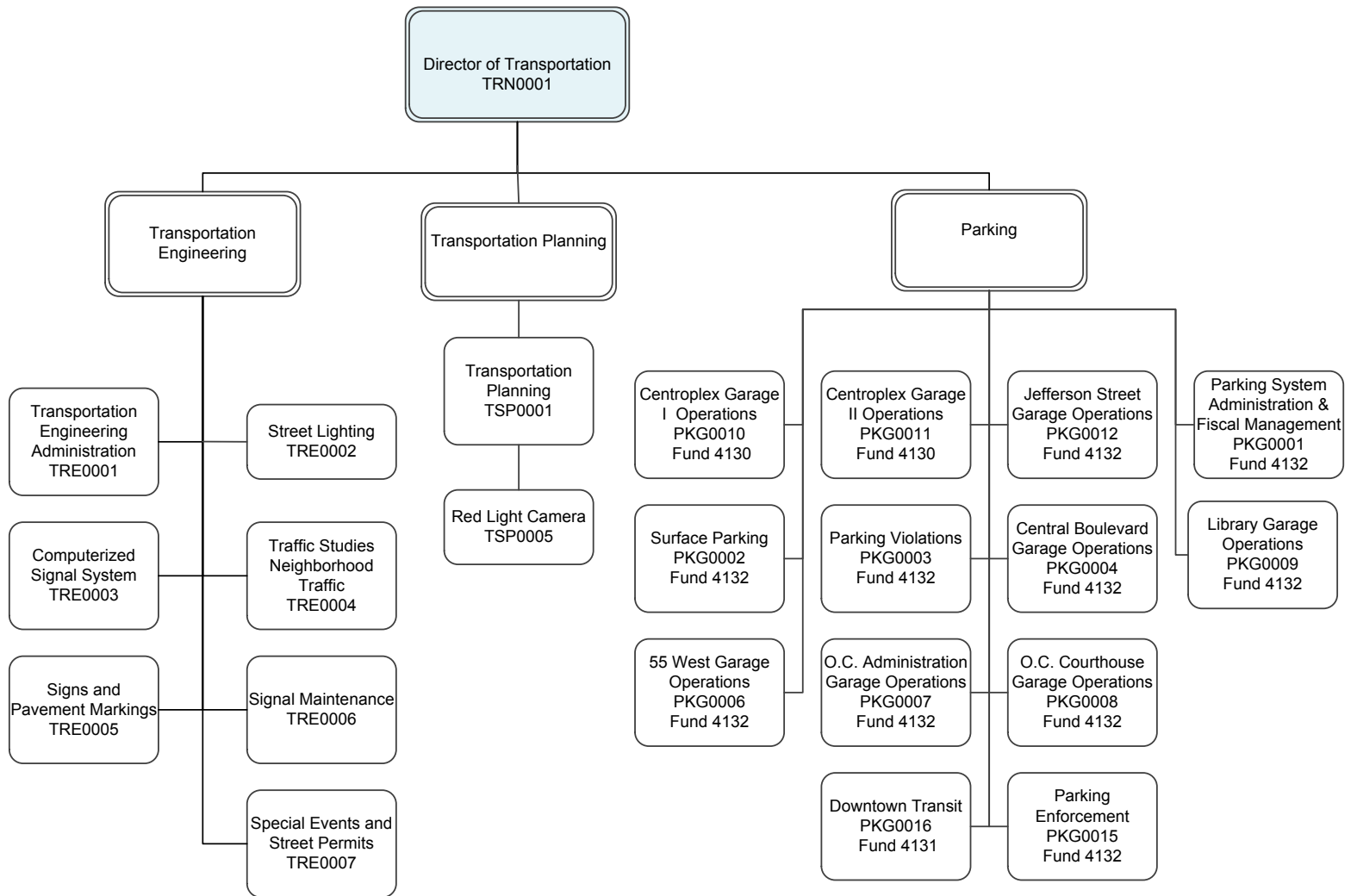


CITY OF
ORLANDO
TRANSPORTATION



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TRANSPORTATION DEPARTMENT



Department Mission Statement:

To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through the enhancement of roads, transit, parking, bicycle and pedestrian systems, intermodal facilities, demand management programs and traffic management techniques.

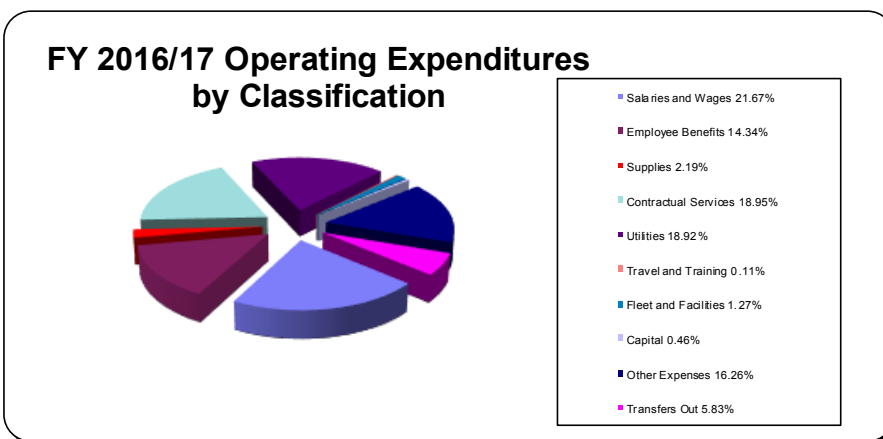
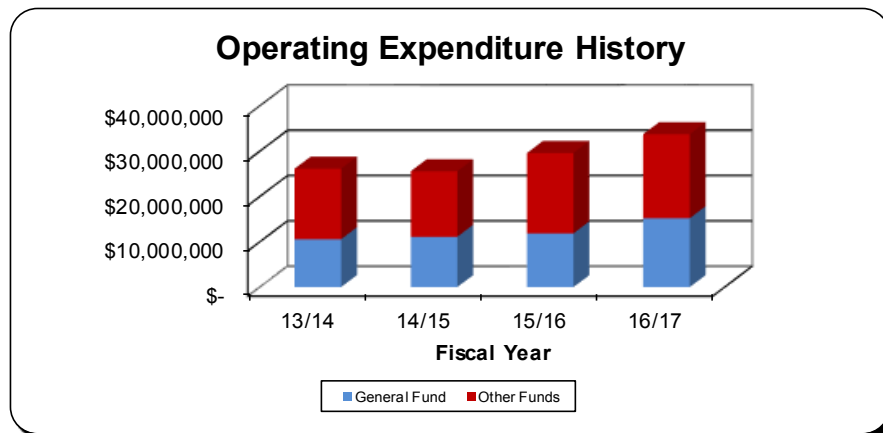
TRANSPORTATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ -	\$ -	\$ 504,341	\$ 504,341	N/A
0002 Transportation Nondepartmental	-	-	-	-	N/A
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	374,306	449,513	462,224	12,711	2.83%
0002 Street Lighting	5,666,651	5,820,423	5,820,423	-	0.00%
0003 Computerized Signal System	746,564	879,154	899,698	20,544	2.34%
0004 Traffic Studies and Neighborhood Traffic	725,870	730,504	779,595	49,091	6.72%
0005 Sign and Pavement Markings	968,155	1,151,132	1,011,343	(139,789)	(12.14%)
0006 Signal Maintenance	1,166,841	1,326,877	1,394,884	68,007	5.13%
0007 Special Events and Street Permit	304,904	395,426	371,716	(23,710)	(6.00%)
Transportation Planning Division (TSP)					
0001 Transportation Planning	996,717	1,015,330	993,623	(21,707)	(2.14%)
0005 Red Light Camera	-	-	2,863,430	2,863,430	N/A
Parking Division (PKG)					
0017 City Commons Garage	164,613	102,928	87,928	(15,000)	(14.57%)
TOTAL -- GENERAL FUND	\$ 11,114,620	\$ 11,871,287	\$ 15,189,205	\$ 3,317,918	27.95%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 96,309	\$ 123,162	\$ 108,070	\$ (15,092)	(12.25%)
0011 Centroplex Garage II Operations	372,356	611,253	612,434	1,181	0.19%
0018 Centroplex Garage I and II Nondepartmental	2,246,644	1,919,591	2,431,480	511,889	26.67%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 2,715,309	\$ 2,654,006	\$ 3,151,984	\$ 497,978	18.76%
DOWNTOWN TRANSIT FUND #4131					
Parking Division (PKG)					
0016 Downtown Transit	\$ 2,481,176	\$ 1,371,553	\$ 1,921,254	\$ 549,701	40.08%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 2,481,176	\$ 1,371,553	\$ 1,921,254	\$ 549,701	40.08%
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 895,500	\$ 968,407	\$ 1,048,174	\$ 79,767	8.24%
0002 Surface Parking	347,640	483,746	556,579	72,833	15.06%
0003 Parking Violations	434,927	470,200	472,973	2,773	0.59%
0004 Central Boulevard Garage Operations	1,495,044	1,580,743	1,689,447	108,704	6.88%
0005 Church Street Garage Operations	405,893	-	-	-	N/A
0006 55 West Garage Operations	702,198	920,267	917,521	(2,746)	(0.30%)
0007 O.C. Administration Garage Operations	414,028	568,993	588,525	19,532	3.43%
0008 O.C. Courthouse Garage Operations	681,429	926,945	927,022	77	0.01%
0009 Library Garage Operations	708,273	826,827	846,205	19,378	2.34%
0012 Jefferson Street Garage Operations	206,470	437,667	459,636	21,969	5.02%
0014 Parking Operations	2,905	-	-	-	N/A
0015 Parking Enforcement	560,490	579,122	604,276	25,154	4.34%
0019 Parking System Nondepartmental	2,415,036	5,972,042	5,394,175	(577,867)	(9.68%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,269,835	\$ 13,734,959	\$ 13,504,533	\$ (230,426)	(1.68%)
TOTAL -- TRANSPORTATION OPERATING	\$ 25,580,940	\$ 29,631,805	\$ 33,766,976	\$ 4,135,171	13.96%

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2014/15 Actual Budget	2015/16 Revised Budget	2016/17 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 5,928,366	\$ 6,557,407	\$ 7,318,016	\$ 760,609	11.60%
Employee Benefits	3,664,674	4,443,158	4,841,156	397,998	8.96%
Supplies	355,413	526,896	741,019	214,123	40.64%
Contractual Services	4,040,472	3,705,293	6,399,469	2,694,176	72.71%
Utilities	6,147,304	6,433,701	6,388,908	(44,793)	(0.70%)
Travel and Training	15,771	33,270	35,820	2,550	7.66%
Fleet and Facilities	460,194	431,097	427,307	(3,790)	(0.88%)
Capital	9,454	11,000	156,000	145,000	1318.18%
Other Expenses	2,728,732	6,125,516	5,490,500	(635,016)	(10.37%)
Transfers Out	2,230,562	1,364,467	1,968,791	604,324	44.29%
TOTAL -- TRANSPORTATION OPERATING	\$ 25,580,940	\$ 29,631,805	\$ 33,766,986	\$ 4,135,181	13.96%

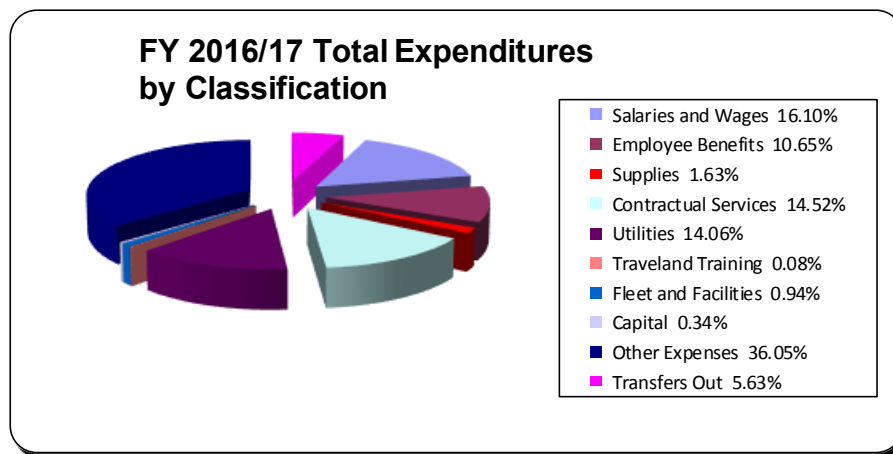
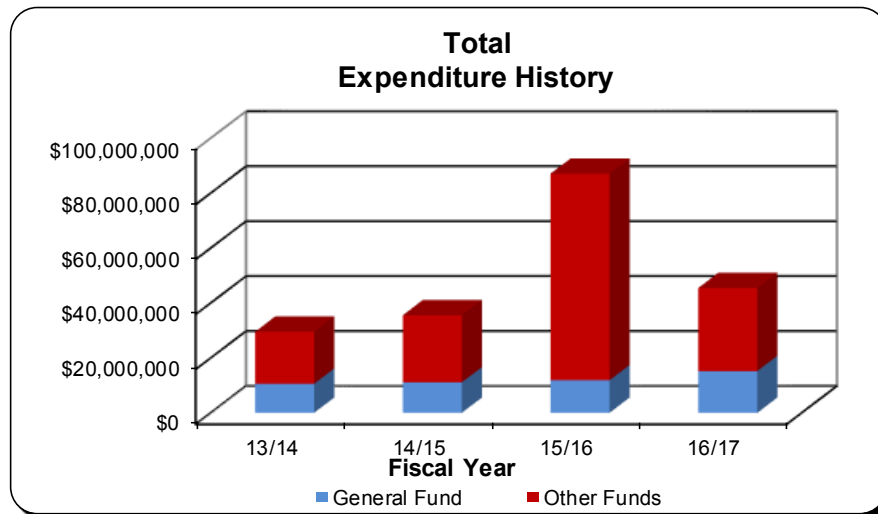


TRANSPORTATION DEPARTMENT

Fund Business Unit Cost Center Number and Name	2014/15 Actual Expenditures	2015/16 Revised Budget	2016/17 Proposed Budget	Change Proposed to Revised	% Change
TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 807,592	\$ 798,251	\$ 804,848	\$ 6,597	0.83%
0003 TIF Southeast Collection Area	2,417,184	1,456,210	14,207	(1,442,003)	(99.02%)
0004 TIF Southwest Collection Area	25,502	205,430	15,178	(190,252)	(92.61%)
Transportation Planning Division (TSP)					
Projects and Grants	1,119,930	11,803,304	2,675,000	(9,128,304)	(77.34%)
Transportation Engineering Division (TRE)					
Projects and Grants	111,721	5,075,677	6,100,000	1,024,323	20.18%
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 4,481,929	\$ 19,338,872	\$ 9,609,233	\$ (9,729,639)	(50.31%)
GAS TAX FUND #1100 F					
Transportation Engineering Division (TRE)					
Projects and Grants	\$ 1,252,316	\$ 9,368,376	\$ 800,000	(\$8,568,376)	(91.46%)
Transportation Planning Division (TSP)					
Projects and Grants	34,108	3,402,728	400,000	(3,002,728)	(88.24%)
TOTAL -- GAS TAX FUND	\$ 1,286,424	\$ 12,771,104	\$ 1,200,000	\$ (11,571,104)	(90.60%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
Projects and Grants	\$ 32,412	\$ 1,442,533	\$ 720,000	\$ (722,533)	(50.09%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 32,412	\$ 1,442,533	\$ 720,000	\$ (722,533)	(50.09%)
OTHER FUNDS					
Parking Division (PKG)					
Projects and Grants	\$ 1,061,743	\$ 2,294,160	\$ 150,000	(\$2,144,160)	(93.46%)
Transportation Engineering Division (TRE)					
Projects and Grants	28,950	10,983,802	-	(10,983,802)	(100.00%)
Transportation Planning Division (TSP)					
Projects and Grants	3,054,103	10,579,273	-	\$ (10,579,273)	
TOTAL -- OTHER FUNDS	\$ 4,144,796	\$ 23,857,235	\$ 150,000	\$ (23,707,235)	(99.37%)
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 9,945,561	\$ 57,409,744	\$ 11,679,233	\$ (45,730,511)	(79.66%)
TOTAL -- TRANSPORTATION	\$ 35,526,501	\$ 87,041,549	\$ 45,446,209	\$ (41,595,340)	(47.79%)

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2014/15	2015/16	2016/17	Change	% Change
	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	
Salaries and Wages	\$ 5,980,672	\$ 6,558,508	\$ 7,318,016	\$ 759,508	11.58%
Employee Benefits	3,664,674	4,443,158	4,841,156	397,998	8.96%
Supplies	791,392	1,448,776	741,019	(707,757)	(48.85%)
Contractual Services	7,708,189	20,086,353	6,598,931	(13,487,422)	(67.15%)
Utilities	6,202,625	6,440,850	6,388,908	(51,942)	(0.81%)
Travel and Training	15,771	33,270	35,820	2,550	7.66%
Fleet and Facilities	460,194	920,014	427,307	(492,707)	(53.55%)
Capital	1,774,547	16,504,292	156,000	(16,348,292)	(99.05%)
Other Expenses	6,197,877	28,245,085	16,381,643	(11,863,442)	(42.00%)
Transfers Out	2,730,562	2,361,243	2,557,409	196,166	8.31%
TOTAL -- TRANSPORTATION	\$ 35,526,502	\$ 87,041,549	\$ 45,446,209	\$ (41,595,340)	(47.79%)



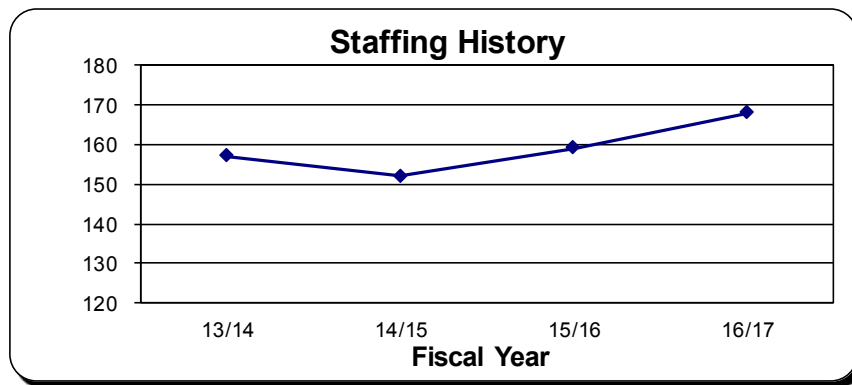
TRANSPORTATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Transportation (TRN)			
0001 Director of Transportation	-	-	6
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	8	10	10
0004 Traffic Studies and Neighborhood Traffic	6	7	7
0005 Sign and Pavement Markings	11	13	11
0006 Signal Maintenance	11	13	13
0007 Special Events and Street Permit	4	4	4
Transportation Planning Division (TSP)			
0001 Transportation Planning	10	10	7
0005 Red Light Camera	-	-	8
TOTAL -- GENERAL FUND	53	60	69
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
TOTAL -- CENTROPLEX GARAGES FUND	7	7	7
<u>DOWNTOWN TRANSIT FUND #4131</u>			
Parking Division (PKG)			
0016 Downtown Transit	1	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	1	1	1

TRANSPORTATION DEPARTMENT

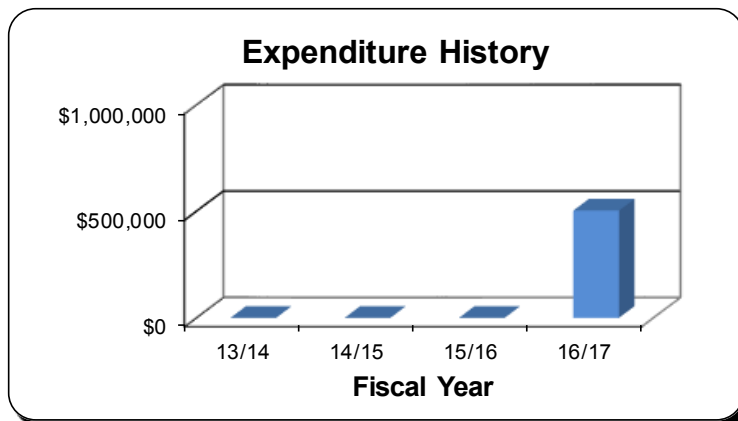
Fund	2014/15	2015/16	2016/17
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	11	11
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0005 Church Street Garage Operations	8	8	-
0006 55 West Garage Operations	10	10	12
0007 O.C. Administration Garage Operations	4	4	5
0008 O.C. Courthouse Garage Operations	12	12	13
0009 Library Garage Operations	10	10	11
0012 Jefferson Street Garage Operations	-	-	3
0015 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	91	91	91
TOTAL -- TRANSPORTATION	152	159	168



TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Public Works	\$	\$	\$ 504,341	\$ 504,341	N/A
0002 Public Works Nondepartmental	-	-	-	-	N/A
TOTAL -- GENERAL FUND	\$	\$	\$ 504,341	\$ 504,341	N/A
TOTAL -- DIRECTOR	\$	\$	\$ 504,341	\$ 504,341	N/A



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	-	-	6
TOTAL -- GENERAL FUND	-	-	6
TOTAL -- DIRECTOR	-	-	6

*Please note the Director of Transportation Office is newly created for FY16/17 therefore, no prior year history exists.

TRANSPORTATION DEPARTMENT

Transportation Engineering

Overview of Services/Program

The **Transportation Engineering Division** manages the City's efforts to provide safe, efficient and balanced movement of people, vehicles, goods, pedestrians and bicyclists through the permitting, design, construction, operation and maintenance of the City's transportation infrastructure. The Transportation Engineering Division is committed to continuous improvement in responsiveness to citizens, commuters and visitors; professional and innovative delivery of services; efficient use of technology; enhancing safety for all modes of travel; and maintaining a well-trained, well-motivated and diverse team of employees.

Major Accomplishments

- Continued multi-year coordination with the I-4 Ultimate Design-Build Concessionaire and FDOT to protect transportation, and OPD CCTV and IT communications interests
- Advertised and selected a Design-Build team and a Construction Engineering Inspection Consultant for the Colonial Pedestrian Overpass Project
- Managed the streetlight inventory, continued LED streetlight change-out with OUC, managed the FDOT agreement for lighting state roads, and coordinated with Downtown Development Board for lighting projects
- Continued Major Pedestrian Safety Campaigns such as: Best Foot Forward, FHWA Mayor's Challenge, and FHWA's Pedestrian Safety Focus/Peer Exchange
- Conducted the Parramore K thru 8 walk-ability review and developed an accessibility plan
- Participated in the DTO by providing staff support
- Finalized the design for the Phase 1 and 2 Segments of the Sligh Blvd and Columbia St Improvement Project and currently bidding the construction phase
- Oversaw construction of two new developer funded traffic signals at Gardens Park Bv/Tradition Pkwy & Millenia Bv and Eagles Watch Dr & LeeVista Bv
- Upgraded approximately ¼ of 500 traffic signal controllers to Ethernet communications
- Installed two mid-block crossings on General Rees between Baldwin Park and Winter Park
- Expand red light camera enforcement program

Future Goals and Objectives

Short Term

- Coordinate with FDOT on the initial phase of the Integrated Corridor Management system along multiple roadways, which will include the deployment of Bluetooth travel time reading devices in support of Active Arterial Management and regional Transit Signal Priority along roads that serve SunRail stations
- Coordination with FDOT to add and enhance the existing trail system
- Start Construction of Columbia and Sligh Street Improvements
- Finalize design, site preparation, and environmental phases and construct the new West Livingston Street Extension and Livingston St & Parramore Ave traffic signal within the new Creative Village/UCF Downtown Campus
- Start Design of Econolockhatchee Trail widening
- Install Audible Pedestrian Signals along Edgewater Drive at Princeton St, Smith St, Yale St and Vassar St
- Complete traffic signal communications project by upgrading controllers provided by FDOT
- Fully implement red light camera enforcement program

Medium Term

- Construct the President Barack Obama Parkway Project Phase 2
- Design GrandNational expansion to 4 lanes and a median from the new I-4 Overpass to International Drive
- Expand the network of traffic monitoring cameras (CCTV) at major intersections
- Coordinate with the Central Florida Railroad for future North Terry Ave connection between Washington St and Livingston St
- Start the Design of Narcoossee Road Widening from 4 to 6 Lanes between SR 417 to SR 528
- Commence design of Division Ave, from Gore St to Michigan St, as a freight alternative to South Orange Ave which includes a Bike Path. This truck route is critical to reorganize freight accessibility to Downtown
- Improve traffic information to drivers by installing additional dynamic message signs along critical routes
- Add three new traffic signals for Alden/Virginia, Baldwin Park St/Lake Baldwin Ln, and Summerlin/Washington

TRANSPORTATION DEPARTMENT

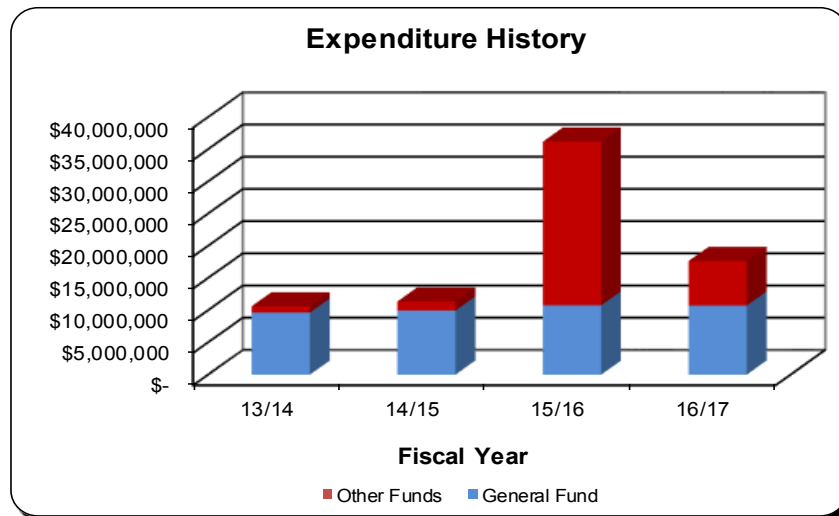
Long Term

- Widen the following roadways; GrandNational from I-4 Overpass to International Drive, Econlockhatchee Trail, Narcoossee Road (SR 528 to SR 417), and Boggy Creek south of SR 528
- Design and Construct the South Terry Ave connection between South St and Anderson St in coordination with Ultimate I-4 Project
- Expand the Conditional Transit Signal Priority system (Conditional TSP) and introduce Adaptive Traffic Signal Control for major arterial roads throughout the City
- Conduct studies for additional overpasses of the railroad lines in Downtown
- Develop a comprehensive real-time traffic data program which will connect drivers to be integrated with the future Real Time Parking Implementation and facilitate real-time navigation/trip planning for commuters and patrons of special events
- Seek grant funding to increase the number of downtown intersections to be equipped with audible pedestrian signals

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 374,306	\$ 449,513	\$ 462,224	\$ 12,711	2.83%
0002 Street Lighting	5,666,651	5,820,423	5,820,423	-	0.00%
0003 Computerized Signal System	746,564	879,154	899,698	20,544	2.34%
0004 Traffic Studies and Neighborhood Traffic	725,870	730,504	779,595	49,091	6.72%
0005 Sign and Pavement Markings	968,155	1,151,132	1,011,343	(139,789)	(12.14%)
0006 Signal Maintenance	1,166,841	1,326,877	1,394,884	68,007	5.13%
0007 Special Events and Street Permit	304,904	395,426	371,716	(23,710)	(6.00%)
TOTAL -- GENERAL FUND	\$ 9,953,290	\$ 10,753,029	\$ 10,739,883	(\$13,146)	(0.12%)
TOTAL -- TRANSPORTATION ENGINEERING	\$ 9,953,290	\$ 10,753,029	\$ 10,739,883	\$ (13,146)	(0.12%)



STAFFING SUMMARY

	2014/15	2015/16	2016/17
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	8	10	10
0004 Traffic Studies and Neighborhood Traffic	6	7	7
0005 Sign and Pavement Markings	11	13	11
0006 Signal Maintenance	11	13	13
0007 Special Events and Street Permit	4	4	4
TOTAL -- GENERAL FUND	43	50	48
TOTAL -- TRANSPORTATION ENGINEERING	43	50	48

TRANSPORTATION DEPARTMENT

Transportation Planning Division

Overview of Services/Programs

The **Transportation Planning Division** develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance; develops financially feasible implementation strategies for access and mobility; assist with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions; coordinates with FDOT, LYNX, MetroPlan Orlando, the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments on regional transportation and development issues.

Major Accomplishments

- Approved Interlocal Agreement with LYNX to contract with a vendor to conduct SR 436 Transit Corridor Study
- Compiled the first annual report for the Bicycle and Pedestrian Count Program; The Bike/Ped Count Program was the City's response to the 2015 USDOT Mayor's Challenge for Safer People and Safer Streets, under the challenge task "Gather Data", which called for cities to initiate or expand bicycle and pedestrian data gathering programs
- Added sharrows, green bike symbols to high-use bicycle corridors, a new bike repair station and 14 new bike racks (under the Bike Rack Request Program)
- Completed the Millenia Elementary Trail Bridge (dedicated to Kyle Koob)
- Relunched Carshare Program with new vendor, Zipcar

Future Goals and Objectives

Short Term

- Complete construction of the Parramore BRT Project (Lime Line)
- Launch multi-modal Transportation Impact Fee Study update
- Transition SunRail Management to local funding partners (including City of Orlando)

Medium Term

- Complete design and construction of Narcoossee Road 6-Lane Widening Project
- Complete construction of Quiet Zone Phase II improvements citywide
- Complete construction on Gertrude's Walk, from Washington Street to Jefferson Street and Amelia Street to Concord Street
- Continue developing funding opportunities to cover LYMMO operations (LYMMO Fare Study, Venues Surcharge Study, Parking Surcharge Fee)

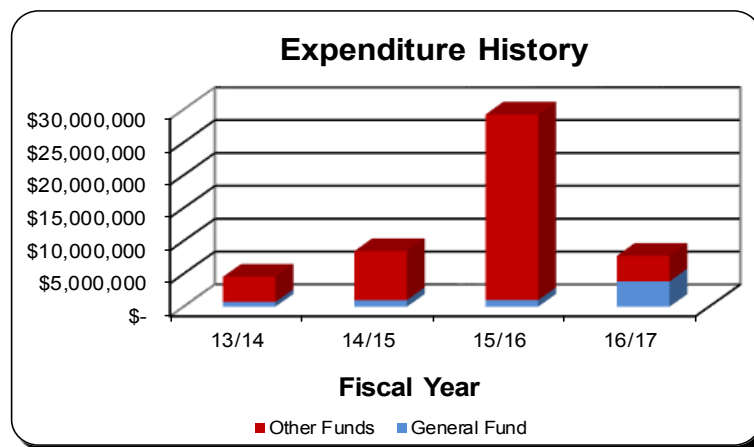
Long Term

- Implement SunRail Phase III (OIA Connector)
- Plan for all emerging transportation modes and technologies

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 996,717	\$ 1,015,330	\$ 993,623	\$ (21,707)	(2.14%)
0005 Red Light Camera	-	-	2,863,430	2,863,430	N/A
TOTAL -- GENERAL FUND	\$ 996,717	\$ 1,015,330	\$ 3,857,053	\$ 2,841,723	279.88%
TOTAL -- TRANSPORTATION PLANNING	\$ 996,717	\$ 1,015,330	\$ 3,857,053	\$ 2,841,723	279.88%



STAFFING SUMMARY

	2013/14	2014/15	2015/16
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	10	10	7
0005 Red Light Camera	-	-	8
TOTAL -- GENERAL FUND	10	10	15
TOTAL -- TRANSPORTATION PLANNING	10	10	15

TRANSPORTATION DEPARTMENT

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City. It operates nine parking garages with 6,651 parking spaces, 869 surface lot spaces and 1,028 metered spaces. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles. The Division also provides full administration and financial accounting for the LYMMO downtown transit circulator.

Major Accomplishments

- Completed a lighting modernization upgrade at the Central and Washington Garages replacing fluorescent lamps with LED fixtures designed to cut power consumption up to one-half while providing a smooth, even light distribution
- Completed roof renovation and sealing at the Centroplex Garage with the project earning the Florida Parking Association's Award of Excellence for Parking Structure Renovation
- Completed booth refurbishment and renovation at Central and Washington Garages

Short Term

- Install a new Parking Access and Revenue Control System (PARCS) that will incorporate all parking garages and lots into web-based software. This will streamline the process for access, payment, permits, transaction processing and reporting into a unified system
- Replace the Library Garage elevator cabs and fixtures. This will reduce wait times, improve reliability and provide better comfort and rider experience
- Analyze and evaluate downtown parking patterns to enhance the downtown parking plan
- Continue to implement recommendations from Structural Engineers Assessment Report with the focus on expansion joint replacement

Medium Term

- Evaluate the installation of new off street parking meters that offer the pay-by-phone option
- Continue the "Green" initiative through lighting modernization for the Library, 55 West and Jefferson Street Garages

Long Term

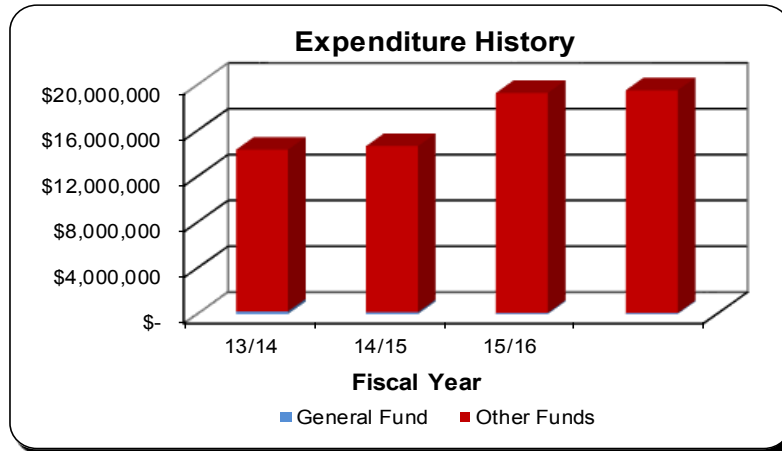
- Focus on structural preservation of facilities, life-cycle of critical mechanical equipment and maximize energy efficiency

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2014/15	2015/16	2016/17	Change	
Business Unit	Actual	Revised	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #0001					
Parking Division (PKG)					
0017 City Commons Garage	\$ 164,613	\$ 102,928	\$ 87,928	\$ (15,000)	(14.57%)
TOTAL -- GENERAL FUND	\$ 164,613	\$ 102,928	\$ 87,928	\$ (15,000)	(14.57%)
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 96,309	\$ 123,162	\$ 108,070	\$ (15,092)	(12.25%)
0011 Centroplex Garage II Operations	372,356	611,253	612,434	1,181	0.19%
0018 Centroplex Garage I and II Nondepartmental Projects and Grants	2,246,644	1,919,591	2,431,480	511,889	26.67%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 2,715,309	\$ 2,654,006	\$ 3,301,984	\$ 497,978	24.42%
DOWNTOWN TRANSIT FUND #4131					
Parking Division (PKG)					
0016 Downtown Transit Projects and Grants	\$ 2,481,176	\$ 1,371,553	\$ 1,921,254	\$ 549,701	40.08%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 2,481,176	\$ 1,521,553	\$ 1,921,254	\$ 399,701	26.27%
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 895,500	\$ 968,407	\$ 1,048,174	\$ 79,767	8.24%
0002 Surface Parking	347,640	483,746	556,579	72,833	15.06%
0003 Parking Violations	434,927	470,200	472,973	2,773	0.59%
0004 Central Boulevard Garage Operations	1,495,044	1,580,743	1,689,447	108,704	6.88%
0005 Church Street Garage Operations	405,893	-	-	-	N/A
0006 55 West Garage Operations	702,198	920,267	917,521	(2,746)	(0.30%)
0007 O.C. Administration Garage Operations	414,028	568,993	588,525	19,532	3.43%
0008 O.C. Courthouse Garage Operations	681,429	926,945	927,022	77	0.01%
0009 Library Garage Operations	708,273	826,827	846,205	19,378	2.34%
0012 Jefferson Street Garage Operations	206,470	437,667	459,636	21,969	5.02%
0014 Parking Operations	2,905	-	-	-	N/A
0015 Parking Enforcement	560,490	579,122	604,276	25,154	4.34%
0019 Parking System Nondepartmental Projects and Grants	2,415,036	5,972,042	5,394,175	(577,867)	(9.68%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,302,247	\$ 15,177,492	\$ 14,224,533	(\$952,959)	(6.28%)
TOTAL -- PARKING DIVISION	\$ 14,663,345	\$ 19,455,979	\$ 19,535,699	(\$70,280)	0.41%

TRANSPORTATION DEPARTMENT



STAFFING SUMMARY

	2014/15 Final Staffing	2015/16 Revised Staffing	2016/17 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
TOTAL -- CENTROPLEX GARAGES FUND	7	7	7
<u>DOWNTOWN TRANSIT FUND #4131</u>			
Parking Division (PKG)			
0016 Downtown Transit	1	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	1	1	1
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	11	11
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0005 Church Street Garage Operations	8	8	-
0006 55 West Garage Operations	10	10	12
0007 O.C. Administration Garage Operations	4	4	5
0008 O.C. Courthouse Garage Operations	12	12	13
0009 Library Garage Operations	10	10	11
0012 Jefferson Street Garage Operations	-	-	3
0015 Parking Enforcement	10	10	10
#REF!	91	91	91
TOTAL -- PARKING DIVISION	99	99	99

TRANSPORTATION DEPARTMENT

Transportation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	.18%	.17%	.17%

Fiscal

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%
Transportation Department	Transportation Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report	Yes	Yes	Yes

Transportation Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Transportation Engineering Division	Maintenance of Signs & Pavement Markings	166	170	175
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	99%	100%	95%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	89%	82%	95%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2014/15	2015/16	2016/17
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	321.62	340.42	360.00
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%	100%
Transportation Planning Division	Number of employees serving as members of committees at MetroPlan Orlando, LYNX and the ECFRPC	6	8	8

TRANSPORTATION DEPARTMENT

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CAPITAL IMPROVEMENTS AND DEBT

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. The five-year Capital Improvement Program process was initiated in 1966, following a Municipal Planning Board recommendation and City Council approval.

The City published its first program in March 1969. On an annual basis thereafter, the City has published, revised and updated capital programs for each subsequent five-year period.

PROCEDURE

Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and implementation schedule. Concurrently, with the preparation of the project requests, information concerning financial resources is obtained by the Office of Business and Financial Services.

After compilation of the requests, projects are reviewed by staff members from the Office of Business and Financial Services and the Economic Development Department, the Chief Administrative Officer and the Mayor. Details of procedures, criteria and project descriptions are available in the City's Capital Improvement Program document.

Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule of capital improvements which includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded or unfunded and given a level of priority for funding. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Growth Management Plan. CIE projects are required projects. Projects which are part of the CIE have been designated as such on the following pages. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by the Office of Business and Financial Services. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

The City is required to review the CIE of the Growth Management Plan on an annual basis and modify it as necessary to maintain a five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by ordinance and are not considered amendments to the Growth Management Plan.

The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program, except for those improvements included in the CIE.

General capital improvements are normally funded in the Capital Improvement Program Fund with an annual contribution from the General Fund.

CAPITAL IMPROVEMENTS AND DEBT

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community
- b. Large scale rehabilitation or replacement of existing facilities
- c. Major pieces of equipment which have a relatively long period of usefulness
- d. Equipment for any public facility or improvement when first erected or acquired
- e. The cost of engineering or architectural studies and services relative to the improvement
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc

Normal replacement of vehicles or equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$100,000 are generally excluded from the Capital Improvement Program. One exception to this provision is the Technology Enhancement project where the City periodically implements a personal computer replacement program over multiple years and also undertakes similar programs for equipment replacement.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Emergency Spill Cleanup), the project contains multiple phases (i.e. Camping World Stadium Improvements, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project.

The majority of the projects in the Capital Budget are described in the Description of Major Capital Budget Projects section. The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled 2016-2021 Capital Improvement Program.

The 2016/17 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

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go online and access existing projects and create new projects. Departments can add to, modify and view the projects that were included in the previous years Program. Management and Budget is notified of any projects that can be deleted. Departments have access to this database during the project input timeframe, which generally runs from early December to the end of January.

Project information is stored in this database in an electronic format. Having this information in a database allows for the printing of reports and description forms in an easy to read format. Reports can be created by various factors such as funding source, function or division/department. The database can be modified, if necessary, to accommodate specific requests or needs.

The database is used to print the Capital Improvement Program document. Information is also often exported into a spreadsheet format. An example of a project description form as it would appear in the Capital Improvement Program document is shown below:

TYPE OF SERVICE: Transportation		PROJECT NUMBER: 15-TSP-004		PROJECT NAME: Amtrak Station Phase 2 and 3		FINANCIAL PROJECT #		PAGE	
DEPARTMENT: ECONOMIC DEVELOPMENT		PRIORITY: Existing Deficiency						0	
DIVISION: TRANSPORTATION PLANNING									
PROBLEM IDENTIFICATION OR NEED:						PROJECT RANKING			
In July 2012, the City of Orlando completed an evaluation and assessment study to determine the cost of rehabilitating and restoring the Amtrak Station. The construction cost estimate for repairs, restoration and improvements is \$5 million. In February 2013, the Florida Department of Transportation (FDOT) in partnership with the City utilized the results of the Amtrak Station assessment study to obtain a \$3 million Strategic Intermodal Systems (SIS) grant from FDOT to design and implement the first phase of improvements which will be completed by the end of 2015.						Department Rating 2, 23			
						CIE Requirement			
						CONTACT: Claudia Korobkoff 246-2180			
RECOMMENDED SOLUTION (PROJECT DESCRIPTION):						REMARKS			
Provide funding source to continue with the design and construction for phase 2 and 3 which includes additional historic restorations, interior demolition of the first floor storage, staff area, and second floor, renovation of Amtrak's office area mezzanine, interior safety and ADA upgrades, interior electrical and communication/data, and re-purposing Amtrak warehouse area and second floor which will increase capacity inside the station and therefore increase ridership for future services.						IFT- SW			
						SERVICE AREA			
						DOWNTOWN			
						LOCATION			
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR									
FUND	2016/17	2017/18	2018/19	2019/20	2020/21	FIVE YR	LATER	PRIOR	Total
1072	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$0	\$100,000	\$1,350,000
ALL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$0	\$100,000	\$1,350,000
PROJECT COST BY PHASE						IMPACT ON OPERATING COST (+/-)			
Project Phasing	Estimated Time		Estimated Cost						
Description	From	To							
Design & Construction	10/1/2015				Salaries, Wages, Benefits				
					Operating Costs				
					Other Capital Costs				
					Total Annual Operating Costs:				
					SOURCE:				
					Total Annual Income				

CAPITAL IMPROVEMENTS AND DEBT

FY 2016/17 CAPITAL BUDGET CALENDAR

February 5	Distribution of CIP project request packets.
February - March	Project request input with approval and prioritization by Department Directors. Requests must also be reviewed by the Public Works Department and/or Facilities Management to ensure accurate cost information.
March 25	Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.
March - April	Project review and analysis.
April - May	Recommended CIP schedule for review with Mayor.
August	Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.
September 15	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
September 26	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.
November - December	CIP document published.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue - CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding, OUC dividend and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Orlando's millage rate is 6.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. For FY 2016/17 the City Council set aside \$9 million of general revenue for CIP funding.

Federal Aid - Community Development Block Grant Funds

Federal grants, other than Community Development Block Grant funds, provide funding for specific projects. An example of federal funding would be Department of Justice (DOJ) grants.

Six Cent Local Option Gas Tax Funds

The six cents local option gas tax will generate approximately \$28.2 million in revenue for Orange County in FY 2016/17. Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. Under the current interlocal agreement, the City of Orlando's portion of the total net revenue is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating, and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation. For FY16/17, this includes Community Redevelopment Agency, Downtown Development Board and Dubsdread Golf Course Renewal and Replacements Funds.

Sewer Service Charges

Although other types of service charges are assessed, this discussion will only concern sewer service charges. Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Sewer Capacity Charges

Sewer capacity charges are assessed to recover capital costs associated with improvements and upgrades to the system. Charges are allocated to capital projects expanding the existing wastewater system and any related debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. This fee will generate approximately \$23.2 million in FY 2016/17, depending on development. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds. No projects are anticipated to be funded from Tax Increment Financing in FY 2016/17.

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 2016/17 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2016/2017 Budget Resolution and is considered the approved capital budget.

	<u>2016/17</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement (General Fund)			
DPAC R&R Contribution	\$ 1,639,091	REC	N
Facility Evaluation, Repairs, and Rehabilitation	1,000,000	PSF	N
Fire Equipment Replacement	1,000,000	PSF	N
Miscellaneous Sidewalk Repair	300,000	TRA	N
Parks and Playground Renovation Project	500,000	REC	Y
Recreation Facility Renovation & Maintenance	350,000	REC	N
Ball Field Maintenance	240,500	REC	N
Recreation Pools & Courts	284,500	REC	N
Fitness Center Equipment	125,000	REC	N
FPR Database System	400,000	REC	N
L. Claudia Allen Parking Lot Improvements	100,000	REC	N
Pavement Rehabilitation	1,000,000	TRA	N
Police Equipment Replacement	1,000,000	PSF	N
School Safety Sidewalk Program	600,000	TRA	Y
Technology Management Enhancement Projects	1,500,000	GEN	N
Capital Improvement Fund Total	\$ 10,039,091		
Gas Tax			
ADA Sidewalk Transition Plan	\$ 250,000	STR	N
Area Wide Signal System Fiber Interconnect	100,000	TRA	Y
Brick Street Restoration	100,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
LYNX Annual Contribution	3,873,000	TRA	Y
Miscellaneous Sidewalk Repair	200,000	TRA	N
Pavement Marking Maintenance	200,000	TRA	N
Pavement Rehabilitation	3,050,000	TRA	N
School Safety Sidewalk Program	450,000	TRA	Y
SunRail Corridor Quiet Zone	400,000	TRA	N
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Gas Tax Total	\$ 9,123,000		
Transportation Impact Fees			
Amtrak Station Phase 2 and 3	\$ 250,000	TRA	N
Crystal Lake/Maguire Blvd Debt Service	788,090	TRA	N
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	500,000	TRA	Y
LYMMO Extension	250,000	TRA	Y
Magnolia access for LYMMO South Route	250,000	TRA	Y
Narcoossee Widening: SR 528 - SR 417	5,500,000	TRA	Y
New Traffic Signal Locations	600,000	TRA	N
Semoran Systems Analysis (SA)	200,000	TRA	Y
Sligh Boulevard & Columbia Street	600,000	TRA	Y
State Road 50 Alternatives Analysis Study	125,000	TRA	N
SunRail Phase 3 OIA	500,000	TRA	Y
Transportation Impact Fees Total	\$ 9,563,090		

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

FY 2016/17 Adopted Capital Budget by Fund

		<u>2016/17</u>	<u>Function</u>	<u>CIE</u>
Wastewater Projects				
Acid Fume Hoods an Fans Replacement in WW Lab	\$	175,000	WAS	N
Conserv I Fiber Replacement		100,000	WAS	N
Conserv I Filter Rehab		200,000	WAS	N
Conserv II Local Reuse Transmission Requirements		1,000,000	WAS	N
Conserv II Trans Pipeline Booster Pump		926,000	WAS	N
Conversion Aeration Basins to a Serpentine Mode		200,000	WAS	N
Downtown District Sewer Implementation		500,000	WAS	Y
Easterly Wetlands Boardwalk		500,000	WAS	N
Easterly Wetlands Restoration		500,000	WAS	N
Iron Bridge Backwash/Recycle VFD Upgrade		480,000	WAS	N
Iron Bridge Underground Pipe Rehab		250,000	WAS	N
Lift Station 2 & 3 Forcemain Evaluation		3,000,000	WAS	N
Lift Station 2 Collection System Piping		1,500,000	WAS	N
Lift Station 5 Area Piping Improvements		5,000,000	WAS	N
Lift Station Odor Control		1,000,000	WAS	N
Lift Station Rehabilitation		1,500,000	WAS	N
Lift Station Site Improvements		500,000	WAS	N
Lift Station Telemetry Replacement		250,000	WAS	N
Lift Station Underground Rehabilitation		1,500,000	WAS	N
Lift Station Underground Storage Tank Replacement		500,000	WAS	N
Lift Stations Electrical Safety Improvements		3,000,000	WAS	Y
Line Sewers		1,500,000	WAS	N
Marks Street Sewer Replacement		3,000,000	WAS	Y
Paving at Wastewater Reclamation Facilities		500,000	WAS	N
Rapid Response Construction		1,500,000	WAS	N
Realign Transmission Main		700,000	WAS	N
Rehab of Old Lab Facility to Education Center		250,000	WAS	N
Rehabilitation of the Equalization Pumping Station		100,000	WAS	N
Sanitary System Corrosion Abatement		1,000,000	WAS	N
Sanitary Upgrades with Other Projects		1,000,000	WAS	N
Sewage ARV Replacement		500,000	WAS	N
West Orlando Area Piping Improvements		3,000,000	WAS	Y
Wastewater Projects Total	\$	<u>35,631,000</u>		
Stormwater Utility Fee				
Colonialtown North Drainage Improvements	\$	500,000	STR	N
Developer Inspection		100,000	STR	N
Parramore South Pond		925,000	STR	Y
Rapid Response Construction		750,000	STR	N
Stormwater System Construction		50,000	STR	N
Stormwater System Drainage Inlet Retrofit		400,000	STR	N
System Repair and Rehabilitation		3,000,000	STR	Y
Stormwater Utility Total	\$	<u>5,725,000</u>		

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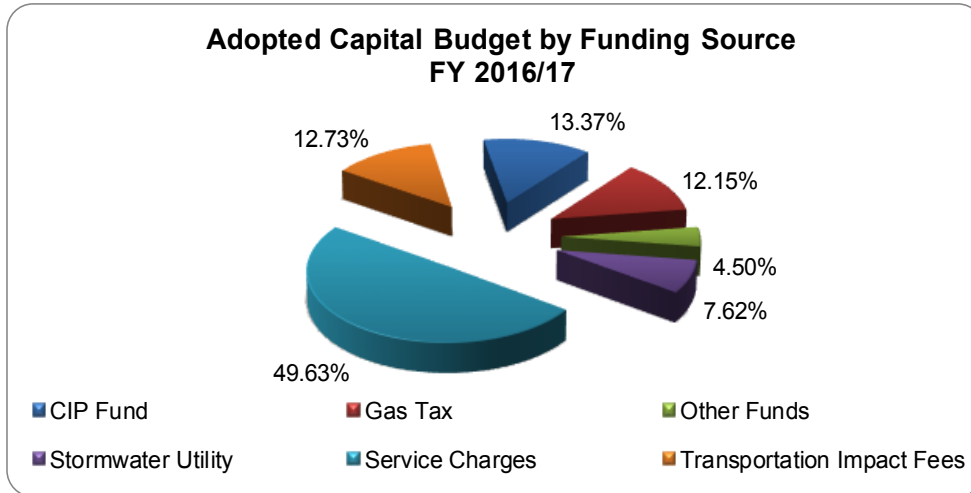
CAPITAL IMPROVEMENTS AND DEBT

FY 2016/17 Adopted Capital Budget by Fund

	<u>2016/17</u>	<u>Function</u>	<u>CIE</u>
Parking Projects			
55 West Repairs and Maintenance	\$ 150,000	TRA	N
Administration Center Garage Repairs and Maintenance	125,000	TRA	N
Central Blvd Garage Repairs and Maintenance	120,000	TRA	N
Centroplex I and II Repairs and Maintenance	150,000	TRA	N
Courthouse Garage Repairs and Maintenance	125,000	TRA	N
Jefferson Garage Capital Repairs	<u>200,000</u>	TRA	N
Parking Projects Total	\$ 870,000		
Solid Waste Fund			
Commercial Collection Vehicles	\$ 383,000	SOL	Y
Residential/Recycling Collection Vehicles	<u>394,000</u>	SOL	Y
	\$ 777,000		
Community Redevelopment Agency & Downtown Development Board			
Downtown Capital Maintenance	\$ 100,000	ECD	N
DTO Implementation	2,700,000	ECD	N
Signage Maintenance	150,000	ECD	N
Welcome Center Upgrades	<u>100,000</u>	ECD	N
Community Redevelopment Agency & Downtown Development Board Total	\$ 3,050,000		
Dubsdread Golf Course Renewal & Replacement			
Dubsdread Golf Course/Grounds Maintenance	\$ 200,000	REC	N
Dubsdread Equipment Replacement	<u>128,000</u>	REC	N
Dubsdread Golf Course Renewal & Replacement Total	\$ 328,000		
CIP Total	<u>\$ 75,106,181</u>		

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CAPITAL IMPROVEMENTS AND DEBT



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT</u> <u>FY 2016/17</u>	<u>% of TOTAL</u>
Service Charges	\$ 37,278,000	49.63%
CIP Fund	10,039,091	13.37%
Gas Tax	9,123,000	12.15%
Other Funds	3,378,000	4.50%
Stormwater Utility	5,725,000	7.62%
Transportation Impact Fees	9,563,090	12.73%
Total	\$ 75,106,181	100.00%

Sewer Service Charges make up approximately half of the total indicated. Monthly service charges are assessed for the use of services and facilities of the City’s sanitary sewer system. This source will fund approximately 30 projects in FY 2016/2017 totaling \$35,631,000. The remaining \$1,647,000 is for two projects funded from Solid Waste Service Charges, and two projects funded from Parking Service Charges.

The Stormwater Utility Fee is expected to generate \$23.1 million in FY 2016/2017. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2016/2017 will include seven projects at a cost of \$5.7 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2016/17 the City Council set aside \$10 million of general revenue for CIP funding.

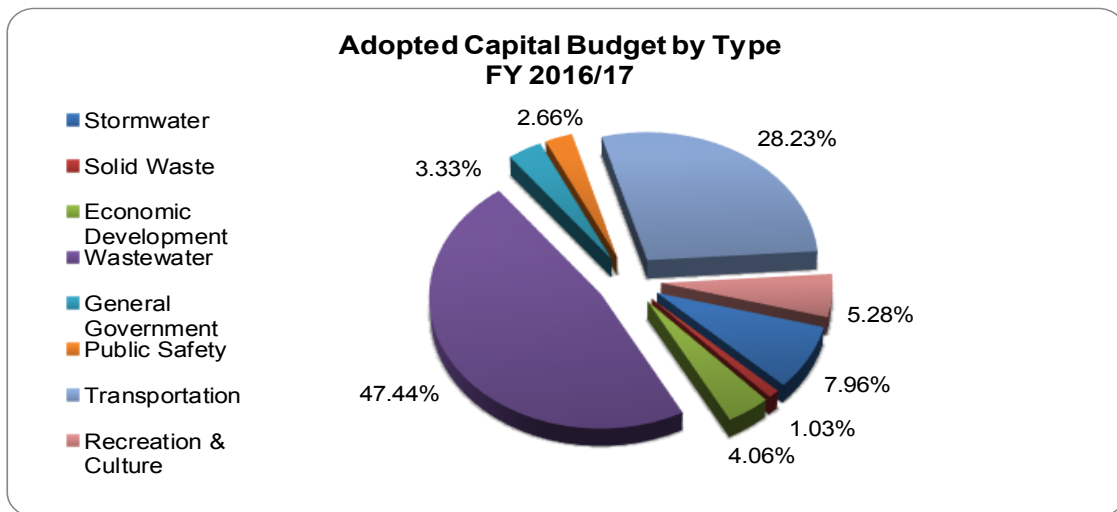
Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando’s portion of the total net revenue is 21%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 12 projects, and a contribution to the local bus system in FY 2016/17.

CAPITAL IMPROVEMENTS AND DEBT

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

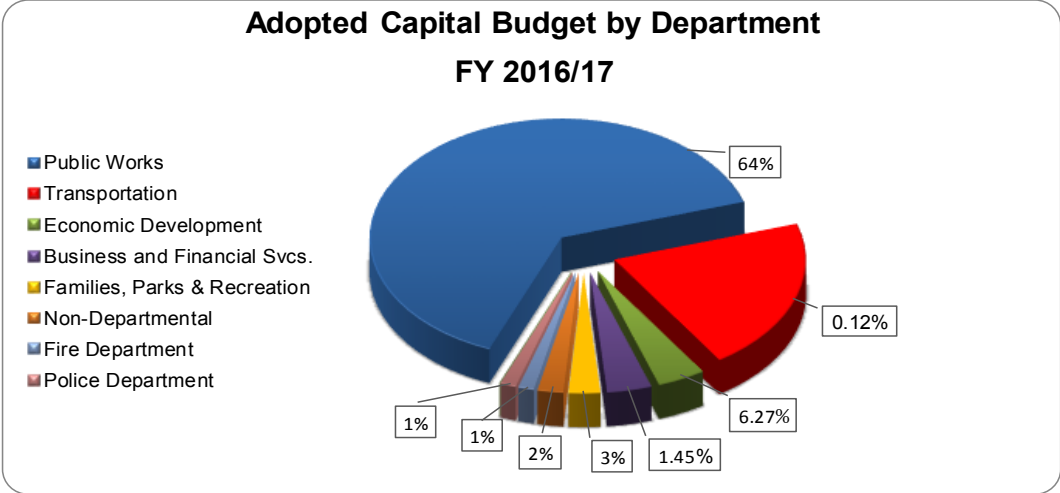
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



<u>TYPE</u>	<u>FUNDING AMOUNT</u> <u>FY 2015/16</u>	<u>% of TOTAL</u>
Wastewater	\$ 35,631,000	47.44%
Transportation	21,206,090	28.23%
Stormwater	5,975,000	7.96%
Recreation & Culture	3,967,091	5.28%
Economic Development	3,050,000	4.06%
Public Safety	2,000,000	2.66%
General Government	2,500,000	3.33%
Solid Waste	777,000	1.03%
Total	\$ 75,106,181	100.00%

Wastewater projects capture 47% of funding, transportation projects account for 28% and stormwater 7% of the total expenditures, for a combined total of 82%. 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



FUNDING AMOUNT

<u>DEPARTMENT</u>	<u>FY 2015/16</u>	<u>% of TOTAL</u>
Public Works	\$ 48,083,000	64.04%
Transportation	15,486,090	20.62%
Economic Development	3,050,000	4.06%
Business and Financial Svcs.	2,828,000	3.77%
Families, Parks & Recreation	2,000,000	2.66%
Non-Departmental	1,639,091	2.18%
Fire Department	1,000,000	1.33%
Police Department	1,000,000	1.33%
Total	\$ 75,086,181	100.00%

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time during which the item becomes operational. It is possible, in certain cases, that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the timeframe for recruiting, hiring, and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

Debt outstanding is described in the Debt Service Overview. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and 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.

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 Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost	Comments
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	60,061	330,880	390,941	maintenance/disposal fees
Service Charges Total	<u>\$ 113,343</u>	<u>\$ 481,029</u>	<u>\$ 594,372</u>	
Operating Cost Impact Total	<u>\$ 113,343</u>	<u>\$ 593,647</u>	<u>\$ 706,990</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 2016/17 Capital Budget fall into this category, the impact on the FY 2016/17 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, and replacement and maintenance projects is shown below. This represents roughly 36% of the Capital Budget total.

	<u>2016/17</u>
Brick Street Restoration	\$ 100,000
Dubsdread Golf Course/Grounds Maintenance	200,000
DPAC R&R Contribution	1,639,091
Facility Evaluation, Repairs and Rehabilitation	1,000,000
Fitness Center Repairs and Maintenance	125,000
Parking Garages Repair and Maintenance	870,000
Lift Station Rehabilitation	1,500,000
Lift Station Site Improvements	500,000
Lift Station Telemetry Replacement	250,000
Lift Station Underground Rehabilitation	1,500,000
Lift Station Underground Storage Replacement	500,000
Line Sewers	1,500,000
Marks Street Sewer Replacement	3,000,000
Miscellaneous Sidewalk Repair	300,000
Parks and Playground Renovation Project	500,000
Parramore South Pond	925,000
Pavement Marking Maintenance	200,000
Pavement Rehabilitation	4,050,000
Rapid Response Construction	2,250,000
Recreation Facility Renovations and Maintenance	350,000
Sewage ARV Replacement	500,000
Stormwater System Construction	50,000
Stormwater System Drainage Inlet Retrofit	400,000
System Repair and Rehabilitation	3,000,000
Technology Management Enhancement Projects	1,500,000
Traffic Signal Refurbishing Program	200,000
	<u>\$ 26,909,091</u>

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2016/17 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 2016/17	
	<u>Budget</u>	
55 West Garage Maintenance and Repairs	\$ 150,000	Recurring
Administration Center Garage Repair/Maintenance	125,000	Recurring
Amtrak Station Phase 2 and 3	250,000	Recurring
Area Wide Signal System Fiber Interconnect	100,000	Recurring
ADA Sidewalk Transition Plan	250,000	Recurring
Body-Worn Cameras	1,000,000	Recurring
Brick Street Restoration	100,000	Recurring
Central Blvd Garage Repair and Maintenance	120,000	Recurring
Centroplex Garages I & II Repair and Maintenance	150,000	Recurring
Colonialtown North Drainage Improvements	500,000	Recurring
Courthouse Garage Repair and Maintenance	125,000	Recurring
Crystal Lk./Maguire Blvd. Debt Service	788,090	Recurring
Developer Inspection	100,000	Recurring
Downtown Capital Maintenance	100,000	Recurring
Downtown District Sewer Implementation	500,000	Recurring
Dubsdread Golf Course/Grounds Maintenance	200,000	Recurring
Dubsdread Equipment Replacement	128,000	Recurring
DPAC R&R Contribution	1,639,091	Recurring
DTO Implementation	2,700,000	Recurring
Easterly Wetlands Boardwalk	500,000	Recurring
Easterly Wetlands Restoration	500,000	Recurring
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	500,000	Recurring
Facility Evaluation, Repairs and Rehabilitation	1,000,000	Recurring
Fire Equipment Replacement	1,000,000	Recurring
Intersection Safety Improvements	200,000	Recurring
Iron Bridge Underground Pipe Rehabilitation	250,000	Recurring
Lift Station - Underground Rehabilitation	1,500,000	Recurring
Lift Station 2 Collection System Piping	1,500,000	Recurring
Lift Station 2 & 3 Forcemain Evaluation	3,000,000	Recurring
Lift Station 5 Area Piping Improvements	5,000,000	Recurring
Lift Station Odor Control	1,000,000	Recurring
Lift Station Rehabilitation	1,500,000	Recurring
Lift Station Site Improvements	500,000	Recurring
Lift Station Telemetry Replacement	250,000	Recurring
Lift Stations Electrical Safety Improvements	3,000,000	Recurring
Line Sewers	1,500,000	Recurring
LYMMO Extension	250,000	Recurring
LYNX Annual Contribution	3,873,000	Recurring
Magnolia access for LYMMO South Route	250,000	Recurring
Marks Street Sewer Replacement	3,000,000	Recurring
Miscellaneous Sidewalk Repair	300,000	Recurring
Miscellaneous Sidewalk Repair	200,000	Recurring

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

<u>Recurring Capital Projects</u>	FY 2016/17	
	Budget	
New Traffic Signal Locations	450,000	Recurring
New Traffic Signal Locations	150,000	Recurring
Parks and Playground Renovation Project	500,000	Recurring
Parramore South Pond	925,000	Recurring
Pavement Marking Maintenance	200,000	Recurring
Pavement Rehabilitation	1,000,000	Recurring
Pavement Rehabilitation	3,050,000	Recurring
Rapid Response Construction	750,000	Recurring
Rapid Response Construction	1,500,000	Recurring
Recreation Facility Renovations and Maintenance	350,000	Recurring
School Safety Sidewalk Program	600,000	Recurring
School Safety Sidewalk Program	450,000	Recurring
Semorán SA	200,000	Recurring
Sewage ARV Replacement	500,000	Recurring
Sligh Boulevard & Columbia Street	600,000	Recurring
Stormwater System Construction	50,000	Recurring
Stormwater System Drainage Inlet Retrofit	400,000	Recurring
SunRail Corridor Quiet Zone	400,000	Recurring
SunRail Phase 3 OIA	500,000	Recurring
System Repair and Rehabilitation	3,000,000	Recurring
Technology Management Enhancement Projects	1,500,000	Recurring
Traffic Counts and Travel Time Studies	100,000	Recurring
Traffic Signal Refurbishing Program	200,000	Recurring
West Orlando Area Piping Improvements	3,000,000	Recurring
Total	<u>\$ 59,973,181</u>	

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

<u>Non-Recurring Capital Projects</u>	FY 2016/17	
	<u>Budget</u>	
Acid Fume Hoods and Fans Replacement in WW Lab	\$ 175,000	Non-recurring
Athletic Field Maintenance	240,500	Non-recurring
Commercial Collection Vehicles	383,000	Non-recurring
Conserv I Fiber Replacement	100,000	Non-recurring
Conserv I Filter Rehab	200,000	Non-recurring
Conserv II Local Reuse Transmission Requirements	1,000,000	Non-recurring
Conserv II Trans Pipeline Booster Pump	926,000	Non-recurring
Conversion Aeration Basins to Serpentine Mode	200,000	Non-recurring
Fitness Center Equipment Repairs and Maintenance	125,000	Non-recurring
FPR Recreation Management System	400,000	Non-recurring
Jefferson Garage Capital Repairs	200,000	Non-recurring
Iron Bridge Backwash Recycle VFD Upgrade	480,000	Non-recurring
L. Claudia Allen Parking Lot Improvements	100,000	Non-recurring
Lift Station Underground Storage Tank Replacement	500,000	Non-recurring
Narcoossee Widening: SR 528 - SR 417	5,500,000	Non-recurring
Paving at Wastewater Reclamation Facility	500,000	Non-recurring
Realign Transmission Main	700,000	Non-recurring
Recreation Pools and Courts	284,500	Non-recurring
Rehab of Old Lab Facility to Education Center (Wastewater)	250,000	Non-recurring
Rehabilitation of the Equalization Pumping Station	100,000	Non-recurring
Residential/Recycling Collection Vehicles	394,000	Non-recurring
Sanitary System Corrosion Abatement	1,000,000	Non-recurring
Sanitary Upgrades With Other Projects	1,000,000	Non-recurring
Signage Maintenance (CRA)	150,000	Non-recurring
State Road 50 Alternative Analysis Study	125,000	Non-recurring
Welcome Center Upgrades (Downtown)	100,000	Non-recurring
Total	<u>\$ 15,133,000</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 2013/14 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

<u>Fiscal Year</u>	
2014	7,582,748
2015	8,629,309
2016	8,438,244
2017-2021	45,187,052
2022-2026	46,413,605
2027-2031	34,307,933
2032-2035	<u>13,182,749</u>
	\$ 163,741,640

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.

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

The following is a listing and detailed description of projects included in the FY 2016/17 adopted capital budget that are funded at \$1 million or more. These projects account for 74% of the Capital Budget and may incorporate a mix of funding sources. Further information on these projects can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

	<u>2016/17</u>
Conserv II Local Reuse Transmission Requirements	\$ 1,000,000
DPAC R&R Contribution	1,639,091
DTO Implementation	2,700,000
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Fire Equipment Replacement	1,000,000
Lift Station 2 & 3 Forcemain Evaluation	3,000,000
Lift Station 2 Collection System Piping	1,500,000
Lift Station 5 Area Piping Improvements	5,000,000
Lift Station Odor Control	1,000,000
Lift Station Rehabilitation	1,500,000
Lift Station Underground Rehabilitation	1,500,000
Lift Stations Electrical Safety Improvements	3,000,000
Line Sewers	1,500,000
LYNX Annual Contribution	3,873,000
Marks Street Sewer Replacement	3,000,000
Police Equipment Replacement	1,000,000
Pavement Rehabilitation	4,050,000
Rapid Response Construction	1,500,000
Sanitary System Corrosion Abatement	1,000,000
Sanitary Upgrades With Other Projects	1,000,000
Stormwater System Repair and Rehabilitation	3,000,000
Technology Management Enhancement Projects	1,500,000
West Orlando Area Piping Improvements	3,000,000
	<u>\$ 48,262,091</u>

Lynx Annual Contribution—The Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and Para-transit requirements. Annually allocate a portion of the City's Gas Tax revenue will be contributed to the mass transit provider.

Pavement Rehabilitation—A continuing program of pavement rehabilitation is required to maintain in excess of 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.

Technology Enhancement Projects—The funding of this project is designated to the continuous upkeep and improvement of the City's technology infrastructure, which will include all enterprise hardware and software that will benefit the network, servers, desktop, operating systems, storage and overall security systems.

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Rapid Response Construction - From time to time, repair or replacement of wastewater infrastructure is required to be performed on an emergency or timely basis that prevents the conventional design, bid, construct process.

Lift Station Rehabilitation —Many of the City's 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.

Recreation Facility Renovations and Maintenance - Ball fields in the City of Orlando experience constant use by our citizens. Most fields are associated with league play and practice on an ongoing basis. Drainage, fencing, restroom maintenance continue to be challenges to keeping the fields up to City of Orlando standards. Similarly the outside courts (tennis, basketball, etc) are subject to continual use. Finally, this request has been combined to include recurring repairs needed to Pool Decks and the filtration Systems

Fire Equipment Replacement—Fire Rescue Operations utilizes complex equipment that must be replaced on cycles according to conditions or standards. Equipment such as fire hose, extrication equipment, self-contained breathing apparatus, air bottles, EMS defibrillators, bunker gear and other equipment that needs replacement at the discretion of the Fire Chief within budgeted allotment.

System Repair and Rehabilitation - The funds earmarked for system repairs & rehabilitation are being used increasingly to rehabilitate or reline storm sewers. Although relining is extremely cost-effective and allows City staff to correct problems that would otherwise be impossible to repair, it is an expensive procedure. Relining projects are taking an increasing share of the funds that have been used in the past for more traditional repairs involving excavation and complete pipe replacement.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$500,000 to \$1 million)

The following is a listing of projects included in the FY 2016/17 adopted capital budget that are funded between \$500,000 and \$1 million. These projects account for 14% of the Capital Budget. Combined with the more detailed project descriptions on the preceding two pages, approximately 78% 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>2016/17</u>
Colonytown North Drainage Improvements	\$ 500,000
Conserv II Trans Pipeline Booster Pump	926,000
Crystal Lake/Maguire Blvd. Debt Service	788,090
Downtown District Sewer Implementation	500,000
Easterly Wetlands Boardwalk	500,000
Easterly Wetlands Restoration	500,000
Econlockhatchee Tr 4-In: Lee Vista to Curry Ford	500,000
Lift Station Site Improvements	500,000
Lift Station Underground Storage Tank Replacement	500,000
Parks and Playground Renovation Project	500,000
Parramore South Pond	925,000
Paving at Wastewater Reclamation Facilities	500,000
Rapid Response Construction (Stormwater)	750,000
Realign Transmission Main	700,000
School Safety Sidewalk Program	600,000
Sewage ARV Replacement	500,000
Sligh Boulevard & Columbia Street	600,000
SunRail Phase 3 OIA	500,000
	<u>\$ 10,789,090</u>

CAPITAL IMPROVEMENTS AND DEBT

ADDITIONAL MAJOR CAPITAL PROJECTS

On September 29, 2006, the Mayors of Orange County and the City of Orlando unveiled a \$1.1 billion proposal to build three state-of-the-art venues in the downtown area: a new performing arts center; a new community events center; and a renovation of the existing Florida Citrus Bowl Stadium (collectively called the Community Venues). In July 2007, the Orlando City Council and Orange County Commission approved an interlocal agreement related to financing of the construction, expansion and renovation of the Community Venues. Funding will be provided by a combination of public funds from the State of Florida, Orange County, the City and the CRA, as well as private contributions.

Amway Center

The City began construction in July 2008 on the Amway Center in downtown Orlando that, effective October 1, 2010, serves as the new home to the Orlando Magic and accommodates events of local, regional or national importance, including concerts, family shows, amateur sports events, and other civic, political, community, and not-for-profit events.

Performing Arts Center

The Dr. Phillips Center for the Performing Arts will be a unique, world-class destination that will showcase the region's performance groups, including the Orlando Philharmonic, Orlando Ballet, Orlando Opera, and Festival of Orchestras. In addition, it will provide a venue for touring shows. The facility will be built in two stages that will eventually contain three concert halls, education space, and an outdoor theater that will host free public concerts. Construction on the first two halls began in June 2011 and was completed in November 2014. The financing plan totals \$316 million.

Camping World Stadium (formerly known as Citrus Bowl)

Through September 30, 2011 the City expended \$11.5 million in the first phase of planned enhancements at the Florida Camping World Stadium. Improvements included concession facilities, restrooms and field turf. Currently, the stadium is home to two college football bowl games and the Florida Classic football game. Design work began in the summer of 2012 for the proposed \$175 million renovation including demolition and replacement of the lower bowl structure and enhancements to concessions, locker rooms, restrooms and press facilities. This work was completed in October 2014.

Central Florida Commuter Rail Transit System (SunRail)

The Florida Department of Transportation, in cooperation with Volusia, Seminole, Orange and Osceola Counties, and the City of Orlando is developing an approximately 61 mile commuter rail system that will run through the heart of the City on existing freight track. Of 17 proposed stations, four will be located in the City. The City's share of costs per the interlocal funding agreement is \$16.17 million. The City has been awarded a State Infrastructure Bank loan to fund its share.

CAPITAL IMPROVEMENTS AND DEBT

PARTICIPATION IN DETERMINING CAPITAL NEEDS

During the development of the capital improvement budget, public input is received in order to determine what capital needs should be funded. The City has several advisory boards that meet throughout the fiscal year in which capital budget recommendations may be formulated or that are related to the growth and development of the City.

Affordable Housing Advisory Committee: The Board reviews the established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plan of the City of Orlando and recommends to the Mayor and City Council specific initiatives to encourage or facilitate affordable housing.

Downtown Development Board: The Board's mission is to revitalize and preserve property value, reduce present and prevent future deterioration, and encourage development in the Orlando central city area.

Families, Parks and Recreation Board: The Board consults with, advises and assists the Mayor and City Council in establishing a city-wide comprehensive system of supervised recreational, cultural and educational facilities and programs in their broadest sense, including, but not limited to sports, athletics, playgrounds, recreation centers, and activities for the diversion and entertainment of both residents and visitors; advises the proper care and management of facilities and charging rental fees for use of such facilities; makes recommendations to the FP&R Director regarding the adoption of rules and regulations pertaining to conduct of third persons at, in, or about public facilities and on public property under the direction of Department of Families, Parks & Recreation.

Historic Preservation Board: The Board promotes the welfare of the City through preservation and protection of historic structures, sites, monuments and areas. Recommends to Municipal Planning Board establishment of historic districts, designation of historic landmarks, and holds public hearings.

Municipal Planning Board: The Board represents the local planning agency responsible for Growth Management Program; prepares comprehensive plan of municipal improvements; reviews plats; recommends zoning and other land development regulations; coordinates land development and regulatory functions of other City boards by consolidating recommendations to City Council.

Public Art Advisory Board: The Board establishes a Public Art Master Plan; recommends specific projects, selection of art works, landscaping and architectural enhancements.

Additionally, the public is invited to attend and comment on the Capital Improvement Program during the public hearings for budget adoption.

CAPITAL IMPROVEMENTS AND DEBT

DEBT SERVICE OVERVIEW

A comprehensive debt plan is imperative for all jurisdictions that issue debt. The provisions of a debt plan should balance the necessity of a jurisdiction borrowing funds to provide capital facilities and infrastructure today, while being conscious of the operating impact of those borrowings on future years.

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed or arbitrary limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the City Council has approved by policy the following targets to ensure future flexibility.

	Target	9/30/2011	9/30/2012	9/30/2013	9/30/2014	9/30/2015
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	5.70%	6.40%	5.60%	8.00%	8.40%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting	15 yr max	15.7	15.4	15.5	16.6	15.8
Non-Self Supporting	20 yr max	12.8	12.1	12.1	10.9	11.6
General Government Direct Debt per Capita	\$1,375 max	\$1,263	\$1,221	\$1,225	\$1,228	\$1,419
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.6%	1.6%	1.7%	1.7%	1.9%
Total Tax Supported	3.5% max	2.9%	2.9%	2.9%	2.8%	2.9%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	36.30%	35.90%	28.40%	22.30%	24.70%

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 use a different system to rate debt. The table below provides a comparison of their rating systems:

Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
Predominantly Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

Note: Fitch and Standard and Poor's may use a "+" or "-" to modify ratings; Moody's may use a numerical modifier, with "1" being the highest.

The most recent debt of the City of Orlando has been rated by each of the rating agencies. The ratings assigned to this debt reflect the market's recognition of its high quality. The following table summarizes the City's most recent rating:

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2014B	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2014C	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2014D	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2012A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2011A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010A	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010B	Aa2	AA	AA+
Capital Improvement Special Revenue Bonds, Series 2010C	Aa2	AA	AA+

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2015.

PRIMARY GOVERNMENT:

PROPRIETARY FUNDS:

Wastewater System Revenue Bonds:

The Wastewater System Refunding and Improvement Revenue Bonds, Series 2013 are secured by an irrevocable lien on the Pledged Revenues which consist of the Net Revenues of the System and the Pledged Utilities Services Tax. The lien of the Series 2013 Bonds on the Pledged Revenues is on a parity with the lien thereon of any Additional Parity Obligations that may be issued from time to time, and with the lien of any Parity Contract Obligations entered into by the City from time to time, on the Pledged Revenues but is prior to all other contractual liens or encumbrances on the Pledged Revenues, except as provided below. The pledge of and lien on the Pledged Utilities Services Tax component of the Pledged Revenues granted under the Bond Ordinance is junior and subordinate in all respects to the pledge of and lien on the Utilities Services Tax with respect to any Senior Lien Utilities Services Tax Obligations which the City may in the future incur in accordance with the Bond Ordinance.

The rate covenant commitment holds that the City will fix, establish, revise from time to time whenever necessary, maintain and collect always such fees, rates, rentals and other charges for the use of the products, services and facilities of the System which will always provide, Pledged Revenues in each Fiscal Year sufficient to pay one hundred twenty-five percent (125%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year.

In addition to compliance with the paragraph above, Pledged Revenues in each Fiscal Year shall also be sufficient to provide one hundred percent (100%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year, any amounts required by the terms hereof to be deposited into the Reserve Fund, the Renewal, Replacement and Improvement Fund and debt service on other obligations payable from the Net Revenues of the System, and other payments, and all allocations and applications of revenues herein required in such Fiscal Year.

Net Revenues shall not be reduced so as to render them insufficient to provide revenues for the purposes provided in the Bond Ordinance.

The Wastewater bond covenants require that two separate debt service coverage tests be met (as discussed above). The City met both coverage tests for fiscal year 2015.

State of Florida Revolving Loan Program

The State of Florida Revolving Loan Program is junior and subordinate to the Wastewater Bonds Program. Proceeds from the loan program will be used to finance wastewater capital projects and currently the City has seven loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State at the date of closing. The liability due to the State is the loan amount (as amended) plus accrued interest until six months prior to the date repayments commence, and a 2% service fee. At September 30, 2015 the City had total loans outstanding of \$56,964,775 payable to the State. The net revenues of the wastewater funds will be used to make the debt service payments.

The first loan (65001S) authorized in FY 2006 was for \$19,201,291 and subsequently amended to \$29,512,463, carries an interest rate of approximately 2.6%, and provides for semi-annual principal and interest payments of \$935,660 beginning in June 2007. As of September 30, 2015, the City's liability for this loan totaled \$18,496,123.

The second loan (65002P) authorized in FY 2006 was for \$1,467,889, carries an interest rate of 2.66%, and provides for semi-annual principal and interest payments of \$51,144 beginning in February 2009. As of September 30, 2015, the City's liability for this loan totaled \$1,117,974.

The third loan (65003P) authorized in FY 2006 was for \$1,468,043, and subsequently amended to \$1,027,631, and carries an interest rate of 2.66%. Semi-annual principal and interest payments of \$37,822 began in December 2011. As of September 30, 2015, the City's liability for this loan totaled \$980,495.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

The fourth loan (650040) authorized in FY 2006 was for \$6,330,000 and subsequently amended to \$13,922,530, carries an interest rate of approximately 2.56% and provides for semi-annual principal and interest payments of \$455,916, which began in December 2011. As of September 30, 2015, the City's liability for this loan totaled \$4,308,298. In May of 2015 part of the funding under this loan was shifted to Loan 650041 to cover delayed projects. Prior to this shift of awarded funds, Loan 650040 was funded at \$29,030,000, but \$15,230,360 was now made available under Loan 650041 at an interest rate of 0.80%. Semi-annual principal and interest payments under 650041 will be \$425,576, beginning in June 2018.

The fifth loan (650060) authorized in FY 2008 was for \$22,300,000, carries an interest rate of 2.49%, and provides for semi-annual principal and interest payments of \$553,071 beginning in February 2009. As of September 30, 2015, the City's liability for this loan totaled \$12,220,214.

The sixth loan (480400) authorized in FY 2011 was for \$10,000,000 and subsequently amended to \$11,994,279, carries an interest rate of approximately 2.47% and provides for semi-annual principal and interest payments of \$386,656. As of September 30, 2015, the City's liability for this loan totaled \$11,248,413.

The seventh loan (480410) authorized in FY 2012 was for \$9,951,961 and subsequently amended to \$6,422,229, carries an interest rate of 1.72%, and provides for semi-annual principal and interest payments of \$199,619, which began in July 2015. As of September 30, 2015, the City's liability for this loan totaled \$4,594,166.

The eighth loan (480420) authorized in FY 2013 was for \$2,633,566 and subsequently amended to \$2,979,858. It carries an interest rate of 1.59%, and provides for semi-annual principal and interest payments of \$89,277. As of September 30, 2015, the City's liability for this loan totaled \$1,703,556.

The ninth loan (480430) authorized in FY 2013 was for \$3,462,524 and subsequently amended to \$2,855,923, carries an interest rate of 1.72%, and provides for semi-annual principal and interest payments of \$87,502, which began in May 2015. As of September 30, 2015, the City's liability for this loan totaled \$2,295,536.

Subsequent to September 30, 2015, a tenth loan (480460) was authorized in FY 2016 for \$7,375,713 and carries an interest rate of 0.30%. It provides for semi-annual principal and interest payments of \$194,199 beginning in December 2017.

The SRF loan agreements provide for a rate coverage test. In each fiscal year, the Pledged Revenues are supposed to equal or exceed 1.15 times the sum of the semiannual loan payments due in such fiscal year. The City met the rate coverage test for fiscal year 2015.

Orlando Venues Revenue Bonds:

In March 2008, the City issued Senior, Second Lien, and Third Lien Tourist Development Tax (TDT) Revenue Bonds, 6th 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, concerts, 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.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute 6th Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. These TDT revenues are collected countywide and remitted to a trustee who allocates these pledged funds according to a flow of funds. On the second business day of each month, the Orange County Comptroller's Office publishes a TDT press release on their website summarizing the most recent monthly tax collections. Legal provisions of these revenue bonds require the City to maintain liquidity and debt service reserves based on the maximum annual debt service in accordance with the Flow of Funds described in the bond documents. If the debt service reserves are depleted, the bond insurer would then make the required debt service payments and this would qualify as a technical default.

For the fiscal year ended September 30, 2015, the total principal and interest paid was \$19.9 million and 6th Cent TDT revenue distributions received totaled \$21.3 million. Total principal and interest remaining on the bonds as of September 30, 2015 is \$565 million, with annual requirements ranging from \$19.0 million in fiscal year 2020, to \$104.9 million in fiscal year 2039, the final year. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves may be needed to meet future debt service payments, management does not anticipate that the City will deplete its debt service reserves within the 12 months following the end of fiscal year 2015.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

In May 2014, the City issued Contract TDT Payments Revenue Bonds, Series 2014A, in the amount of \$236,290,000 for the purpose of acquiring, constructing, renovating, expanding and equipping the Performing Arts Center and the Orlando Citrus Bowl. These bonds are limited obligations of the City payable primarily from the pledged funds, which include Contract TDT Revenue Payments received from Orange County, Florida pursuant to the amended and restated Interlocal Agreement dated as of October 22, 2013..

The Interlocal Agreement requires the County Comptroller to deposit Contract TDT Revenues with the Trustee each January 15th until the earlier of (a) the date that the Contract TDT obligations are defeased or redeemed in full, or (b) December 31, 2046.

For the fiscal year ended September 30, 2015, the total principal and interest paid was \$11.9 million and the Contract TDT Revenues received totaled \$20.8 million. Total principal and interest remaining on the bonds as of September 30, 2015 is approximately \$466.9 million, with annual requirements ranging from \$11.9 million in fiscal year 2016, to \$16.0 million in fiscal year 2020.

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 were used to finance a portion of the cost of the acquisition, construction, and equipping of the Amway Center.

For the fiscal year ended September 30, 2015, the total principal and interest paid was \$1,994,483, and State sales tax revenue distributions received totaled \$2,000,004. Total principal and interest remaining on the bonds as of September 30, 2015 is \$45.9 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 Amway Center on November 30, 2007.

State Infrastructure Bank Loan Agreement (the SIB Loan):

In February 2007, the City approved the SIB Loan with the Florida Department of Transportation (FDOT). The purpose of the SIB Loan is to provide the City's local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of the commuter rail service (SunRail). The SIB Loan provides for a total amount up to \$16.17 million at an interest rate of 2.45%. The loan will be repaid over a period of ten years. The City has agreed to budget and appropriate General Fund money to repay the obligation. The first loan repayment was made in October 2012. As of September 30, 2015, the outstanding loan balance is \$9,541,880.

Downtown CRA District:

Downtown CRA Tax Increment Revenue Bonds:

On September 3, 2009 the City issued \$14,475,000 in Community Redevelopment Agency Tax Increment Revenue Bonds (Downtown District), Series 2009A; \$5,975,000 in Community Redevelopment Agency Tax Increment Revenue Refunding Bonds (Downtown District), Series 2009B; and \$50,955,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds (Downtown District – Direct Subsidy Build America Bonds), Series 2009C. The Series 2009A bonds mature on September 1, 2022; the Series 2009B bonds mature on September 1, 2016; and the Series 2009C bonds mature on September 1, 2037. As of September 30, 2015, the outstanding balance on all three bonds is \$64,145,000.

On April 14, 2010 the City issued \$4,760,000 in Community Redevelopment Agency Tax Increment Revenue Bonds, Series 2010A (Downtown District) and \$71,415,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds, Series 2010B (Downtown District – Direct Subsidy Build America Bonds). The Series 2010A bonds mature on September 1, 2018 and the Series 2010B bonds mature on September 1, 2040. As of September 30, 2015, the outstanding balance on the bonds is \$75,425,000.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

The tax increment revenue received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating costs of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the new year. Additionally, the CRA has incurred subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

Republic Drive (Universal Boulevard) CRA District:

Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds (Series 2012):

On February 23, 2012 the City issued \$29,430,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds, Series 2012. The original Republic Drive (Universal Boulevard) bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2025. As of September 30, 2015, the outstanding balance on the bonds is \$23,920,000.

Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds (Series 2013):

On April 30, 2013 the City issued \$9,000,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds, Series 2013. Proceeds of the bonds are being used to fund capital improvements. The Series 2013 bonds mature on April 1, 2025. As of September 30, 2015, the outstanding balance on the bonds is \$7,701,203.

Conroy Road CRA District:

Conroy Road Tax Increment Revenue Refunding Bonds (Series 2012):

On May 16, 2012 the City issued \$19,225,000 in Conroy Road Tax Increment Revenue Refunding bonds, Series 2012. The original Conroy Road bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2026. As of September 30, 2015, the outstanding balance on the bonds is \$16,095,000.

INTERNAL SERVICE FUNDS:

Internal Loan Fund:

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General Fund and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. Neither the variable rate loans nor the medium term bonds require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

During 1986-87, the City created the Internal Loan Fund to provide interim or longer-term financing to other Funds of the City. The financing for the Fund's loan activities was initially funded with proceeds of Non-Self Sufficient Debt and continues to be funded through the re-lending of portions of internal loan repayments. The loan documents between the Internal Loan Fund and the various recipient funds set forth expectations for project use, principal amortization, if appropriate, and revenue sources for repayment.

The following descriptions summarize the major individual loans (in excess of \$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.

Parks Initiative Loan

In 2002 the City issued \$33,690,000 covenant bonds to finance the \$35,500,000 parks initiative (which also reimbursed \$9,100,000 in interim internal banking fund loans).

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project initiative.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

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.

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.

Lake Eola Land Purchase

The \$6,601,000 loan was used to finance the expansion of park space in the downtown area at Lake Eola Park.

Strategic Land Purchases

The \$15,000,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Orlando Sports Holdings (OSH) Northbrook Land Purchase

The \$6,062,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Florida Citrus Bowl Renovation

The \$21,000,000 loan was used to finance the CRA's contribution to the stadium renovation project, per the Interlocal Agreement with the County.

Employer Pension Contribution FY15

The \$4,873,000 loan was used to fund the General Fund's Employees Pension Employer Contribution for FY15. Because the General Employees' Pension Plan is closed to new hires, the City implemented an accelerated amortization of the unfunded liability in FY11 to pay down the plan's unfunded liability faster than would otherwise be required by normal amortization methods. This loan allowed the City to continue this accelerated amortization for FY15.

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.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

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 2007A, 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.

Variable Rate Notes/Loans

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, alternative minimum tax (AMT), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans of which \$14,400,000 was repaid on December 6, 2006. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the Amway Center; \$10,000,000 of this was repaid on March 1, 2011. In fiscal year 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of the three Community Venues; \$10,000,000 of this was repaid on March 1, 2011.

Internal Loan Fund Loans – The City created the Internal Loan Fund (as an Internal Service Fund) to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, Medium-Term Notes, and the Covenant Commercial Paper Program.

Internal loans receivable as of September 30, 2015 totaled \$248,924,110 as reported on page 170. Of this amount, \$61,228,576 was loaned to the City's proprietary funds. The loans to proprietary funds are reported as liabilities in each respective fund. Governmental internal loans payable totaled \$187,695,534 as shown on the reconciliation on page 20.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

Variable Rate Debt - The City has one major program (Covenant debt), which has exposure to variable rate debt. GAAP requires that for variable rate programs, future debt service forecasts be based on the actual end of the year interest rates.

The following schedule reflects the City's variable rate debt programs as of September 30, 2015. Amounts outstanding are in thousands.

Variable Rate Debt Program				
Program	Series	Outstanding Amount	Number of Modes	Present Mode
Internal Loan:				
SSGFC	2004	\$ 7,230	N/A	CP
SSGFC	2004	16,659	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 113,889</u>		

CAPITAL IMPROVEMENTS AND DEBT

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2015:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
State Infrastructure Bank (SIB) Loan	Sun Rail Commuter Rail	\$ 14,874,867	\$ 9,541,880	2.45%	\$ 1,729,450
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	23,920,000	3.00-5.00%	3,009,000
Republic Dr. (Universal Blvd) Series 2013	Capital Improvements	9,000,000	7,701,203	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	16,095,000	4.00-5.00%	1,947,750
Downtown CRA Series 2009A	Performing Arts Ctr.	14,475,000	12,070,000	4.00-5.25%	2,286,425
Downtown CRA Series 2009B	Refunding	5,975,000	1,120,000	3.75%	1,162,000
Downtown CRA Series 2009C	Performing Arts Ctr.	50,955,000	50,955,000	7.50-8.10%	6,298,385
Downtown CRA Series 2010A	Performing Arts Ctr.	4,760,000	4,010,000	4.00%	1,445,600
Downtown CRA Series 2010B	Performing Arts Ctr.	71,415,000	71,415,000	6.21-7.78%	10,837,876
Total		<u>220,109,867</u>	<u>196,828,083</u>		
Internal Loan Fund --					
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000	(1)	(2)
SSGFC Tax-exempt Series H	Refunding	18,510,000	16,659,000	(1)	(2)
Capital Improvement Special Revenue Bonds:					
Series 2007A	Refunding	4,780,000	3,530,000	5.00%	428,720
Series 2007B	Public Safety projects	58,905,000	51,130,000	4.25-5.25%	3,571,275
Series 2009B	Refunding	15,965,000	15,965,000	5.00%	5,736,625
Series 2010A	Refunding	9,160,000	4,160,000	5.00%	507,768
Series 2010B	Refunding	17,650,000	17,515,000	3.00-5.00%	6,554,375
Series 2010C	Refunding	40,260,000	31,300,000	4.00-5.00%	3,704,300
Series 2011A	Refunding	9,000,000	9,000,000	4.00%	1,100,700
Series 2012A	Refunding	9,965,000	9,965,000	3.00%	1,222,220
Series 2014A	Refunding	6,205,000	6,205,000	1.99%	4,459,898
Series 2014B	Public Safety projects	62,205,000	62,205,000	5.00%	4,506,125
Series 2014C	Refunding	10,355,000	10,355,000	2.00-5.00%	1,341,200
Series 2014D	Refunding	12,450,000	12,450,000	2.00-5.00%	1,497,300
Series 2015A	Refunding	5,705,000	5,705,000	1.82%	3,738,716
Total		<u>302,745,000</u>	<u>263,374,000</u>		
Total Governmental Activities		<u>\$ 522,854,867</u>	<u>\$ 460,202,083</u>		

CAPITAL IMPROVEMENTS AND DEBT

Business-Type Activities

Wastewater Revenue Bonds	Wastewater Treatment				
Series 2013	and Refunding	\$ 36,170,000	\$ 34,915,000	2.00-5.00%	2,877,900
Wastewater State Revolving Fund	Wastewater projects	88,552,765	56,964,775	1.59-2.66%	4,775,717
Total Wastewater		<u>124,722,765</u>	<u>91,879,775</u>		
Orlando Venues -- SSGFC Venue Loans	Events Center projects	110,000,000	90,000,000	(1)	(2)
State Sales Tax Rev. Bonds, Series 2008	Events Center projects	31,820,000	27,275,000	4.00-5.00%	1,998,750
Senior Tourist Dev. Tax Bonds, Series 2008ABC	Events Center projects	310,885,000	294,310,000	4.00-5.75%	20,292,797
Contract Tourist Dev. Tax Bonds, Series 2014A	Community Venues	236,290,000	236,290,000	3.00-5.25%	16,029,862
Capital Improvement Bonds					
Series 2009A	Events Center projects	11,950,000	10,725,000	3.00-4.99%	1,599,013
Series 2009C	Events Center projects	40,000,000	40,000,000	6.85-7.10%	4,367,361
Total Business-Type Activities		<u>\$ 865,667,765</u>	<u>\$ 790,479,775</u>		

- (1) These variable rate bonds and loans are subject to a 15% interest rate cap. The taxable Series H loans had interest rates, LOC, and other charges of .21%, .63%, and .15% respectively, on September 30, 2015. The tax-exempt Series H Loans had interest rates, LOC, and other charges of .15%, .63%, and .15% respectively, on September 30, 2015.
- (2) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2016-2047

Primary Government				
Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Tax Increment Revenue Ref. Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2016	\$ 13,158,154	\$ 1,923,450	\$ 3,873,192	\$ 15,873,873
2017	13,158,954	1,928,250	3,873,991	20,214,798
2018	13,162,354	1,934,250	3,870,992	21,819,555
2019	13,158,567	1,932,000	3,871,192	21,643,594
2020	13,160,919	1,936,750	3,872,192	21,506,863
2021	13,125,898	1,938,000	3,872,741	21,321,514
2022	13,092,526	1,940,750	3,873,491	23,163,237
2023	13,055,884	1,939,750	3,873,241	23,171,704
2024	13,018,057	1,945,000	3,871,743	20,643,839
2025	12,913,819	1,946,000	3,873,742	16,751,530
2026	12,807,247	1,947,750	-	15,245,987
2027	12,686,559	-	-	13,594,726
2028	12,563,162	-	-	13,432,133
2029	12,435,921	-	-	13,249,303
2030	12,293,710	-	-	10,891,973
2031	12,151,387	-	-	10,829,545
2032	11,994,474	-	-	10,770,316
2033	11,826,662	-	-	7,801,923
2034	11,646,753	-	-	6,517,325
2035	11,458,563	-	-	6,511,225
2036	11,260,472	-	-	6,505,288
2037	11,055,908	-	-	6,499,037
2038	10,837,876	-	-	6,496,888
2039	10,605,668	-	-	2,974,250
2040	10,368,821	-	-	2,964,500
2041	-	-	-	2,964,875
2042	-	-	-	2,960,000
2043	-	-	-	2,964,500
2044	-	-	-	2,958,125
2045	-	-	-	2,950,875
2046	-	-	-	2,952,250
2047	-	-	-	2,946,875
	<u>\$ 306,998,315</u>	<u>\$ 21,311,950</u>	<u>\$ 38,726,517</u>	<u>\$ 361,092,426</u>

Notes:

(1) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financial Commission (SSGFC) loans, the State Infrastructure Bank (SIB) loan, and the Wastewater State Revolving Fund loans are not included in this schedule.

For information regarding the SSGFC loans, the SIB Loan, and the State Revolving Fund loans, see pages 76 through 79 of the CAFR.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2016-2047

Fiscal Year	Business-type Activities		
	Wastewater Revenue Bonds	Orlando Venues Bonds	Total Principal & Interest Primary Government (1)
2016	\$ 2,863,775	\$ 38,556,032	\$ 76,248,476
2017	2,875,600	39,565,998	81,617,591
2018	2,871,750	40,488,255	84,147,156
2019	2,861,700	41,353,882	84,820,935
2020	2,861,325	41,459,852	84,797,901
2021	2,865,300	41,571,873	84,695,326
2022	2,855,775	41,907,405	86,833,184
2023	2,854,400	42,212,853	87,107,832
2024	2,848,775	42,435,280	84,762,694
2025	2,877,900	42,525,964	80,888,955
2026	2,848,650	42,450,577	75,300,211
2027	2,846,650	42,390,380	71,518,315
2028	2,844,525	42,333,799	71,173,619
2029	2,842,025	42,255,526	70,782,775
2030	2,838,900	42,179,850	68,204,433
2031	2,853,950	42,097,307	67,932,189
2032	2,833,750	42,014,641	67,613,181
2033	2,829,000	41,936,047	64,393,632
2034	-	41,843,536	60,007,614
2035	-	41,748,918	59,718,706
2036	-	41,661,051	59,426,811
2037	-	41,557,698	59,112,643
2038	-	41,453,849	58,788,613
2039	-	124,200,424	137,780,342
2040	-	19,234,420	32,567,741
2041	-	15,815,750	18,780,625
2042	-	15,798,000	18,758,000
2043	-	15,782,875	18,747,375
2044	-	15,763,750	18,721,875
2045	-	15,744,000	18,694,875
2046	-	-	2,952,250
2047	-	-	2,946,875
	<u>\$ 51,373,750</u>	<u>\$ 1,180,339,792</u>	<u>\$ 1,959,842,750</u>



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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2016/17

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel
General Fund	154,029,408	131,827,715	4,870,822	25,579,482	12,278,516	556,653
SPECIAL REVENUE						
911 Emergency Phone System Fund	407,454	-	3,000	-	-	-
After School All Stars Fund	2,036,071	248,000	190,160	191,560	9,480	5,963
Building Code Enforcement Fund	5,642,886	3,250,437	92,200	3,799,597	35,400	30,585
Capital Improvements Fund	-	-	-	(588,628)	-	-
Code Enforcement Board Lien Assessment Fund	-	-	30,000	500,000	-	-
Cemetery Trust Fund	184,100	53,503	10,000	240,000	60,720	-
Centroplex Garages Fund	95,119	173,617	32,750	2,553,330	100,000	-
Contraband Forfeiture Trust Fund	-	-	130,000	149,590	-	-
CRA Operating Fund	1,606,700	742,993	143,000	676,000	31,000	25,000
CRA Trust Funds	-	-	-	10,000	-	-
Designated Revenue Fund	-	-	-	125,000	-	-
Dubsdread Golf Course Funds	-	-	341,746	410,202	-	-
EMS Transport Fund	861,087	592,939	620,000	680,870	-	-
FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)	140,641	60,274	2,000	1,454,929	200	300
Gas Tax Fund	-	-	-	-	-	-
GOAA Police Fund	5,954,015	5,826,127	91,200	192,700	34,550	16,080
Harry P. Leu Gardens Fund	1,236,108	603,537	90,000	164,380	134,720	-
Law Enforcement Training Fund	-	-	90,000	14,514	-	120,000
Mennello Museum Fund	212,397	81,555	18,000	55,268	22,800	-
OCPS - Crossing Guard Fund	461,318	42,369	11,000	-	-	-
Revolving Energy Fund	-	-	39,342	100,000	-	-
Special Assessment Funds	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-
Street Tree Trust Fund	20,000	-	107,883	70,000	-	-
Transportation Impact Fee Funds	-	-	-	788,090	-	-
U.S. Dept of Housing and Urban Dev. Grants Fund	371,102	136,043	8,230	5,980,444	1,710	7,700
Utility Services Tax Fund	-	-	-	-	-	-
DEBT SERVICE						
2014 Series A Tourist Development Tax Debt Service Fund	-	-	-	-	-	-
6th Cent TDT Debt	-	-	-	-	-	-
Amway Center Commercial Paper Fund	-	-	-	-	-	-
Amway Center Sales Tax Rebate Debt Service Fund	-	-	-	-	-	-
Citrus Bowl Commercial Paper Debt Construction Fund	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-
CRA Debt Service - 2010	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	-	-	-	-	-	-
Internal Loan - Jefferson Street Garage Fund	-	-	-	-	-	-
Internal Loan - Taxable Series H Commercial Paper Fund	-	-	-	-	-	-
New Public Safety and Energy Efficiency Debt Bond Fund	-	-	-	-	-	-
Performing Arts Center Commercial Paper Construction Fund	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2016/17

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
20,718,447	1,104,572	18,008,296	34,753,194	20,323,604	424,050,709	General Fund
						<u>SPECIAL REVENUE</u>
-	-	-	39,546	-	450,000	911 Emergency Phone System Fund
5,364	-	-	103,016	-	2,789,614	After School All Stars Fund
216,355	102,000	-	1,766,951	1,069,190	16,005,601	Building Code Enforcement Fund
-	-	-	10,673,076	588,628	10,673,076	Capital Improvements Fund
-	15,000	-	1,256	1,005,822	1,552,078	Code Enforcement Board Lien Assessment Fund
17,656	80,000	-	117,611	-	763,590	Cemetery Trust Fund
2,952	-	-	239,066	105,150	3,301,984	Centroplex Garages Fund
-	72,157	-	98,209	-	449,956	Contraband Forfeiture Trust Fund
50,907	2,263,569	-	3,380,265	2,797,975	11,717,409	CRA Operating Fund
-	-	-	13,663,749	35,454,593	49,128,342	CRA Trust Funds
-	-	-	1,100,000	-	1,225,000	Designated Revenue Fund
27,339	167,457	71,784	1,559,758	100,000	2,678,286	Dubsdread Golf Course Funds
972,671	-	-	5,221,706	1,550,727	10,500,000	EMS Transport Fund
1,000	-	-	2,500	-	1,661,844	FY15/16 State Housing Initiatives Partnership Program Fund (SHIP)
-	-	-	9,182,780	-	9,182,780	Gas Tax Fund
33,094	-	-	2,167,645	-	14,315,411	GOAA Police Fund
165,379	-	-	394,376	-	2,788,500	Harry P. Leu Gardens Fund
-	-	-	2,217	-	226,731	Law Enforcement Training Fund
26,144	-	-	124,573	-	540,737	Mennello Museum Fund
-	-	-	50,746	-	565,433	OCPS - Crossing Guard Fund
-	-	-	-	-	139,342	Revolving Energy Fund
-	-	840,920	671,178	-	1,512,098	Special Assessment Funds
-	-	1,035,722	-	-	1,035,722	Spellman Site Fund
-	-	-	4,990	-	202,873	Street Tree Trust Fund
-	-	-	8,821,143	-	9,609,233	Transportation Impact Fee Funds
3,396	-	-	27,872	-	6,536,497	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	106,310	29,799,184	29,905,494	Utility Services Tax Fund
						<u>DEBT SERVICE</u>
-	-	12,880,363	-	-	12,880,363	2014 Series A Tourist Development Tax Debt Service Fund
-	-	20,292,797	-	-	20,292,797	6th Cent TDT Debt
-	-	1,212,500	-	-	1,212,500	Amway Center Commercial Paper Fund
-	-	1,995,382	4,622	-	2,000,004	Amway Center Sales Tax Rebate Debt Service Fund
-	-	209,800	-	-	209,800	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	6,298,010	-	-	6,298,010	CRA Debt Service - 2009
-	-	6,860,944	-	-	6,860,944	CRA Debt Service - 2010
-	-	3,055,597	-	-	3,055,597	CRA Debt Service - Internal Loan
-	-	1,898,750	-	-	1,898,750	CRA Debt Service - Conroy Road
-	-	3,814,755	-	-	3,814,755	CRA Debt Service - Republic Drive
-	-	750,000	-	-	750,000	CRA D/S - State Infrastructure Bank
-	-	5,701,730	-	-	5,701,730	Events Center Debt Other
-	-	3,558,858	-	-	3,558,858	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	1,415,727	-	-	1,415,727	Internal Loan - Jefferson Street Garage Fund
-	-	343,425	-	-	343,425	Internal Loan - Taxable Series H Commercial Paper Fund
-	-	3,110,250	-	-	3,110,250	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	377,700	-	-	377,700	Performing Arts Center Commercial Paper Construction Fund
-	-	8,468,931	24,450	-	8,493,381	Wastewater Revenue Bond Funds

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2016/17

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel
<u>ENTERPRISE</u>						
55 West Garage R&R Fund	-	-	-	-	-	-
Amway Center R&R Fund	-	-	-	-	-	-
CNL Renewal and Replacement Fund	-	-	-	-	-	-
Community Venues Construction Admin	556,783	206,838	6,020	61,791	8,280	5,600
Downtown Transit Fund	153,328	27,491	8,950	63,000	9,000	-
Orlando Stadiums Operations Fund	1,551,465	264,488	219,164	795,106	682,800	-
Orlando Venues Fund	4,376,043	1,805,812	355,220	5,042,871	4,457,458	53,500
Parking System Revenue Fund	3,414,979	2,409,006	335,000	1,503,810	426,000	10,600
Solid Waste Fund	4,995,894	2,963,288	1,028,697	983,435	5,504,600	16,000
Stormwater Utility Fund	4,267,048	2,600,169	408,163	3,148,222	198,445	19,195
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	13,176,227	7,723,114	4,530,000	10,755,000	6,085,000	102,080
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,530,565	1,179,165	20,500	8,150	18,780	15,100
Facilities Management Fund	2,438,721	1,489,359	635,255	2,947,659	186,431	7,979
Fleet Management Funds	2,302,283	1,463,977	8,013,169	3,712,658	117,700	-
Health Care Fund	102,629	38,155	1,450	375,439	-	5,000
Internal Loan Bank Fund	-	-	-	-	-	-
Pension Participant Services	48,432	30,155	-	2,812	-	500
Risk Management Fund	673,410	348,026	18,994	819,048	4,732	-
<u>COMPONENT UNIT</u>						
Downtown Development Board Fund	225,265	75,819	21,000	940,020	2,900	-
Downtown S. Improvement District Fund	-	-	-	539,729	-	-
<u>PENSION TRUST</u>						
City Pension Funds	50,335	30,559	1,833	3,120,000	161	12,808
OPEB Trust Fund	-	17,060,727	-	-	-	-
TOTAL CITY OF ORLANDO	214,121,813	183,355,257	22,524,748	77,966,078	30,411,383	1,010,643

SUPPLEMENTAL INFORMATION

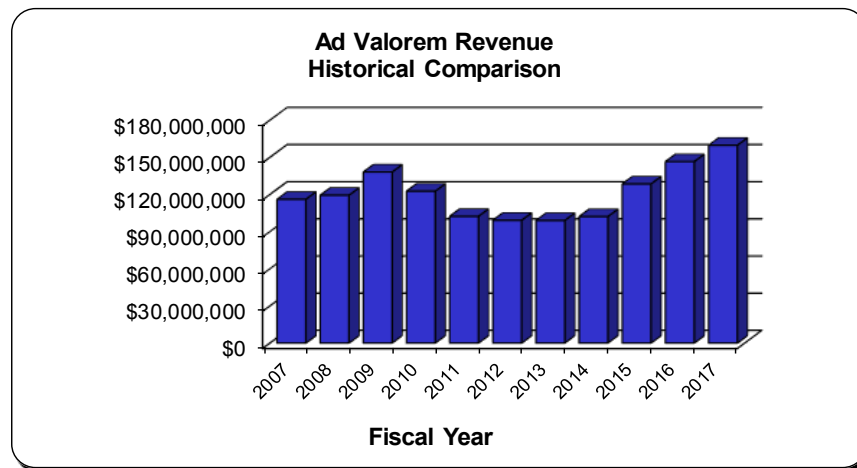
**APPROPRIATION SUMMARY -- BY CATEGORY
BUDGET FY 2016/17**

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
-	-	-	75,000	-	75,000	<u>ENTERPRISE</u>
-	-	-	1,000,000	-	1,000,000	55 West Garage R&R Fund
-	-	-	30,000	-	30,000	Amway Center R&R Fund
-	-	-	544,599	-	1,389,911	CNL Renewal and Replacement Fund
-	-	-	21,077	1,638,408	1,921,254	Community Venues Construction Admin
53,127	-	-	2,481,299	-	6,047,449	Downtown Transit Fund
48,159	-	-	2,517,254	5,356,210	24,012,527	Orlando Stadiums Operations Fund
138,881	-	1,415,727	4,358,235	212,295	14,224,533	Orlando Venues Fund
6,477,175	3,899,789	-	6,472,537	481,394	32,822,809	Parking System Revenue Fund
1,118,557	314,725	-	9,145,059	5,616,446	26,836,029	Solid Waste Fund
-	-	-	36,631,000	-	36,631,000	Stormwater Utility Fund
-	-	-	2,800,000	-	2,800,000	Wastewater Construction Funds
2,691,971	609,320	-	10,637,371	45,306,713	101,616,796	Wastewater R & R Fund
						Wastewater Revenue Fund
						<u>INTERNAL SERVICE</u>
103,329	30,200	-	690,865	-	4,596,654	Construction Management Fund
368,639	5,650	-	1,214,149	13,961	9,307,803	Facilities Management Fund
176,367	11,244,838	-	3,332,380	321,526	30,684,898	Fleet Management Funds
-	-	-	61,187,206	125,000	61,834,879	Health Care Fund
-	-	12,380,993	7,123,657	-	19,504,650	Internal Loan Bank Fund
-	-	-	15,487	11,250	108,636	Pension Participant Services
58	190,117	-	13,653,527	577,984	16,285,896	Risk Management Fund
						<u>COMPONENT UNIT</u>
7,917	80,000	-	2,433,103	371,056	4,157,080	Downtown Development Board Fund
-	-	-	6,396	-	546,125	Downtown S. Improvement District Fund
						<u>PENSION TRUST</u>
-	-	-	50,249,801	74,852	53,540,349	City Pension Funds
-	-	-	8,312,254	-	25,372,981	OPEB Trust Fund
33,424,884	20,179,394	115,998,961	319,235,061	152,901,968	1,171,130,190	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>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
Revenues					
Property Taxes	128,498	102,111	98,782	\$ 99,143	\$ 102,301
Intergovernmental:					
OUC Contribution	53,211	48,622	47,000	47,161	47,976
State Sales Tax	37,904	35,613	33,415	30,998	29,801
Other Intergovernmental	67,267	77,724	97,011	82,470	95,549
Business Taxes and franchises fees	39,512	38,134	57,130	42,634	42,362
Utilities services tax	30,341	30,115	28,744	42,434	44,574
Licenses and permits	26,123	23,312	52,197	38,712	32,420
Other revenue	110,809	105,362	35,005	61,257	53,693
Total revenue	<u>\$ 493,665</u>	<u>\$ 460,993</u>	<u>\$ 449,284</u>	<u>\$ 444,809</u>	<u>\$ 448,676</u>



Ad Valorem revenues reflect the property value and millage fluctuations that the City has experienced during this period. The millage rate was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remained at 5.6500 for a number of fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002. For FY 2014/15, a millage rate increase of 1.0000 mill was approved, bringing the millage rate up to 6.6500. The rate has remained unchanged since that time.

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)	
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
2015	6.6500	4.4347	8.4740	1.0000	0.3748	0.3164	21.2499
2016	6.6500	4.4347	8.2180	1.0000	0.3748	0.3023	20.9798
2017	6.6500	4.4347	7.8110	1.0000	0.3748	0.2885	20.5590

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB's geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.8110 millage rate consists of 6.3110 mils for operating purposes and 1.5000 mils for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mils.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the		Collections in Subsequent Years	<u>Total Collections to Date</u>	
		Fiscal Year of the Levy (1) Amount	Percentage of Levy		Amount	Percentage of Levy
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	439,425	102,430,269	99.66
2013	102,865,269	101,863,778	99.03	359,664	102,223,442	99.38
2014	106,406,950	105,426,205	99.08	286,182	105,712,387	99.35
2015	133,761,936	132,830,260	99.30	-	132,830,260	99.30

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 4% to 1%).

Source: Orange County Tax Collector

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO**

Taxpayer	Type of Business	2015			2006		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Development Partners LTD	Entertainment	\$ 1,078,928,024	1	5.39 %	\$ 1,164,695,634	1	6.86 %
HIW-KC Orlando LLC	Developer	149,518,155	2	0.75			
Forbes Taubman Orlando LLC	Developer	102,317,626	3	0.51	120,721,345	4	0.71
F6OSTC LLC	Commercial	93,618,904	4	0.47			
PBP Apartments LLC	Developer	83,012,124	5	0.41			
Orlando Outlet Owner LLC	Commercial	73,336,302	6	0.37	69,251,582	6	0.41
Realty Assoc Fund IX LP	Developer	65,670,326	7	0.33			
USO Norge Paramount Res LLC	Developer	58,227,001	8	0.29			
MGI Baldwin Park LP	Developer	56,774,474	9	0.28			
PKY Fund II Orlando I LLC	Developer	55,755,437	10	0.28			
Highwood/Florida Holdings LP	Developer				142,120,386	2	0.84
Bell South	Communications				122,387,908	3	0.72
BT Orlando LP	Commercial				67,280,352	7	0.40
ZML-Sun Center, LLP	Developer				98,935,818	5	0.58
Sentinel Communications	Communications				66,459,823	8	0.39
CNL Partnership LP	Developer				58,564,174	9	0.34
U S Office Holdings LP	Commercial				55,610,292	10	0.33
Other Taxpayers		18,215,343,004		90.92	15,016,549,722		88.42
	Total	<u>\$20,032,501,377</u>		<u>100.00 %</u>	<u>\$ 16,982,577,036</u>		<u>100.00 %</u>

Source: Orange County Property Appraiser's Office

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST
LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
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
2013	215,351,204	28,730,897 (4)	244,082,101	7,130,000	13,607,786	20,737,786	8.50
2014	224,947,235	30,202,184 (4)	255,149,419	14,055,000	13,162,936	27,217,936	10.67
2015	237,461,737	30,387,012 (4)	267,848,749	15,186,000	19,663,589	34,849,589	13.01

- (1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.
- (2) New borrowing is subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.
- (3) In FY 2007, two separate funds were created apart from the General Fund; one to report Police Fee revenues and the other to report Building Code fees for inspections and permits. In years prior to 2007, these revenues were reported within the General Fund.
- (4) Beginning with the issuance of the Series 2013 Wastewater Bonds, Pledged Utilities Services Tax no longer includes the Communication Services Tax revenue, which is now deposited into the City's General Fund.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
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
2013	15,949,624	3,157,038	1,450,000	10,446,931	11,896,931	1.61
2014	16,823,023	3,062,971	1,765,000	10,380,475	12,145,475	1.64
2015	19,823,135	3,059,670	2,085,000	10,302,362	12,387,362	1.85

- (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

**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	
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
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40

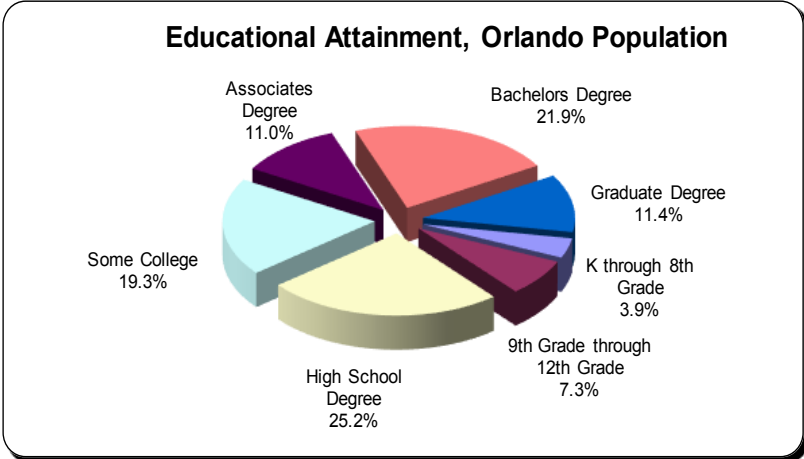
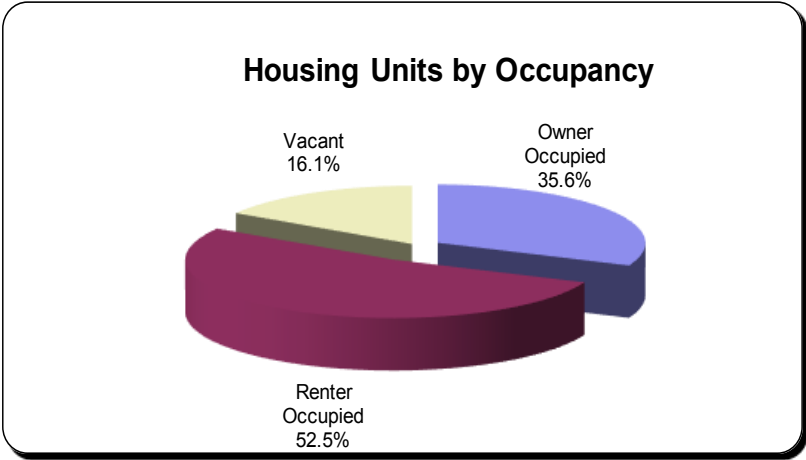
- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$ 41,901
Per Capita Income	\$ 25,664
Median Age	33.0
Housing Units	122,286
Owner Occupied	31.4%
Renter Occupied	52.5%
Vacant	16.1%
 Educational Attainment:	
K through 8th Grade	3.9%
9th Grade through 12th Grade	7.3%
High School Degree	25.2%
Some College	19.3%
Associates Degree	11.0%
Bachelors Degree	21.9%
Graduate Degree	11.4%

Source: U.S Census Bureau



SUPPLEMENTAL INFORMATION

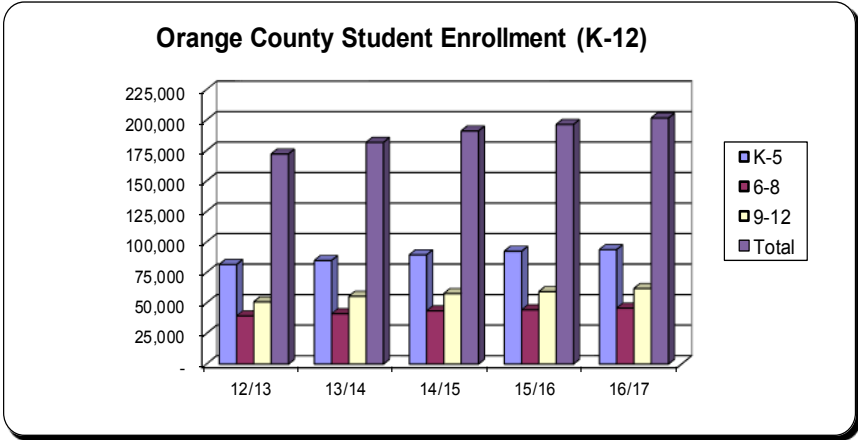
SCHOOL ENROLLMENT 2016/17, ORANGE COUNTY AND ORLANDO

	<u>Elementary</u>	<u>Middle</u>	<u>High</u>
Orange County	128	35	19
City of Orlando	27	8	5

Orange County school count from 2015-16 OCSB Pocket Guide, schools within City determined from 2015-16 Orlando SRO Agreement. K-8 schools counted as Elementary.

ORANGE COUNTY ENROLLMENT BY GRADE

<u>Grade</u>	<u>Students</u>
Pre-K	1,404
K	14,381
1	14,500
2	15,634
3	16,341
4	16,121
5	16,846
6	15,312
7	15,322
8	15,257
9	15,871
10	16,213
11	15,215
12	14,621
Total	203,038



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. 2016/17 enrollment based on OCSB projections as of 2/1/2016.



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APPENDIX

POLICY OVERVIEW

There are two planning components that are used to guide the development of the annual operating budget and the capital improvement program. Financial and non-financial policies and procedures are used to guide the decision-making process, while strategic management tools are employed to evaluate compliance with previously stated operating objectives and budgetary controls.

The National Advisory Council on State and Local Budgeting (NACSLB) has provided a framework for describing the overall budget process and that is centered on four principles:

- Establish broad goals to guide government decision making
- Develop approaches to achieve goals
- Develop a budget consistent with approaches to achieve goals
- Evaluate performance and make adjustments

Financial and Non-Financial Policies

This section contains the major policies that are linked to the development of the annual operating budget and capital improvement plan:

- **Budget Policies** - These policies formally establish guides for the development of the City's budget. Elements of these policies include requirements laid out in state statutes, City code, and best practices. (Page 386)
- **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 401)
- **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 407)
- **Debt Management Policy** - The Debt Management Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 429)
- **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 437)

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 FY2015/16 budget was developed.

APPENDIX

STRATEGIC MANAGEMENT

In 2008 the Mayor executed a city-wide reorganization to ensure our city government functions in the most entrepreneurial and cost-effective manner. As a result of that restructuring, the performance management function was transferred from the Office of Audit Services and Management Support to the Management & Budget and Technology Management Divisions as a joint operation. These Divisions have launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

Key to assessing the success of City operations is the use of performance indicators. The International City / County Management Association has previously recognized the City of Orlando for "its use of performance measurement in local government management." Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive performance-driven appropriation process. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

BUDGET POLICIES

The development of the budget is guided by the following budget policies which are contained in state and local laws and policies approved by the City Council.

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced.)
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as the level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluation both the base budget and the increments, funding will be allocated to the Mayor's City-wide priorities and what are determined to be core City services.

In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).

APPENDIX

BUDGET POLICIES (continued)

- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies (Section 200.081 of Florida Statutes places this limitation of all Florida municipalities).
- The City will budget 96 percent of anticipated ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of the Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.

A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

APPENDIX

BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 27, 2007, the City Council approved five new comprehensive policies that guided the development of this budget. This was a milestone event in the City's efforts to formalize best practices in financial management. Realizing the importance of the financial policies that guide the City's financial integrity and posture, the Office of Business and Financial Services will continue to review and evaluate these policies for improvements.

The following is a summary of the five adopted policies. Due to the significance of these policies, the full text versions appear on subsequent pages.

2100.1 Organization and Policy – Budget (Page 389)

This policy details the role of the Chief Financial Officer (CFO) in regard to the development of the City's annual budget. The CFO is an appointed official who serves at the pleasure of the Mayor and oversees the Finance Department. In addition to the annual budget, the CFO is also responsible for the capital improvement plan and financial forecast.

2100.2 Financial Policies Guiding the Budget (Page 390)

Adopting high-level policies to guide the development of the budget is vital to the City of Orlando's stability. The guidelines set forth in this policy range from defining a fund, to ensuring that a budgetary control system is in place. By clearing and comprehensively stating its financial policies, the City will be better able to communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

2100.3 Revenue Policy (Page 392)

This policy guides the City's overall revenue objectives. While policy 450.2 provides an overview that guides the City's budget as a whole, this policy sets a more detailed guide for revenue. These guides include diversifying the revenue system and requiring Enterprise Funds to be self-sufficient.

2100.4 Expenditure Policy (Page 396)

The expenditure policy outlines several statements that guide the City of Orlando's overall expenditure objectives. Like the revenue policy, the expenditure policy addresses details too specific to be covered in policy 450.2. These details include prioritizing essential City services in funding decisions, and striving to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

2120.2 Operating Budget Appropriation for Prior-Year Encumbrances (Page 399)

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures set forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.1

2100.1 SUBJECT: ORGANIZATION AND POLICY - BUDGET

:1 OBJECTIVE:

To detail the role of the Chief Financial Officer in the development of the City's annual budget and other budget-related processes.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with workshop and budget hearing schedules for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.
5. Review departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests and provide summary for review by the Mayor and Council.
7. Prepare budget summaries for distribution at the budget hearings.
8. Create and publish a comprehensive budget document and revenue manual for public use.

APPENDIX

Office of Business and Financial Services

Management and Budget Section 2100.1

C. Five Year Capital Improvement Program (CIP) Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure uniform budget development process and presentation format for use by City departments and other agencies.
2. Develop and revise forms and other material used in the CIP budget development process.
3. Prepare an annual calendar of CIP budget activities, workshops and hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical and other related data for use by City departments and other agencies involved in preparing the CIP budget.
5. Summarize CIP budget requests for review by Mayor, City Council, and the Economic Development Department in their role as liaison with the Municipal Planning Board (MPB).
6. Prepare the final CIP budget document for public use.

D. Forecasting and Fiscal Matters

1. Analyze and summarize all Budget Revision Requests for the Budget Review Committee.
2. Review Fiscal Impact Statement on all items submitted to the City Council that have a current or future financial impact on the City.
3. Review activity reports and summarizes information for the Mayor, City Commissioners and Cabinet.
4. Serve as a resource for information on comparative costs for similar services provided by other governments.
5. Confer with representatives of other governments concerning their budgetary policies and systems.
6. Conduct other special projects as requested by the Mayor, Chief Financial Officer, Chief Administrative Officer, City Attorney, and Chief of Staff.

Office of Business and Financial Services

Management and Budget Section 2100.2

2100.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

APPENDIX

Office of Business and Financial Services

Management and Budget Section 2100.2

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive set of policies and procedures.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. This policy contains the high-level policies that shall govern development of the City's budget. Detailed policy direction is provided in separate policy documents on revenues, expenditures, fund balance, and debt administration.

B. Policies

- 1) A fund is defined as a fiscal and accounting entity with a balanced set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. (National Council on Governmental Accounting, Statement 1).
- 2) The budget will be balanced for all funds. Anticipated revenues from all sources will equal estimated expenditures for all purposes.
- 3) All operating funds are subject to the annual budget process and must be reflected in the budget document.
- 4) The General Fund is the chief operating fund of the City and will be used to account for all resources except for those required by policy or law to be accounted for in another fund.
- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

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 charged in the future.
 4. The impact of users opting not to use the service because of the fee.
 5. The cost of administering the user fee .
 6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received .
 7. Other policy considerations specific to the proposed fee.
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service .
 2. Indirect costs, or support costs, are general in nature but necessary for the delivery of the service.
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service.
 - a. Proprietary services shall be self-supporting.
 - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide.
 2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee).
 3. The level of demand for the service
 4. Ease of collection
- e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

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Office of Business and Financial Services

Management and Budget Section 2100.3

- f. Criteria for waiving, adjusting, rebating or deferring a user fee shall be approved by the City Council in the ordinance, resolution, or policy establishing or governing the fee.

4) Property Taxes

- a. The City will use its resources and means to ensure a diverse and stable property tax base.
- b. The local taxing effort of other cities and unincorporated areas as well as the demand and need for local public services will be the major considerations in determining the tax rate.

5) Grants

- a. The City will pursue federal, state and private grants but will strictly limit financial support of these programs to avoid commitments beyond the availability of the grant funding source.
- b. With limited exception new positions funded by grants shall only be authorized as contract positions. Existing positions that lose grant funding shall be considered new position requests if it is determined that the City will assume funding for their function.

6) Designation of Funds

All revenue received shall be used to support the ongoing operation of the City and shall not be designated for a specific purpose or expenditure. The only exceptions to this policy are when the enabling legislation for the revenue specifically requires a designation or separation of funds, or if funds are received by the City by a donor and can only be used for a specific purpose.

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 2100.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

C. Policies

1) Appropriation and Control

a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

APPENDIX

Office of Business and Financial Services

Management and Budget Section 2100.4

The following actions shall not be used to balance the budget when an operating deficit is identified:

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater effectiveness can be achieved.
- c. The City will develop and use technology enhancements to avoid increased personnel costs.

6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2120.2

2120.2 SUBJECT: OPERATING BUDGET APPROPRIATION FOR PRIOR-YEAR ENCUMBRANCES

:1 OBJECTIVE:

Establish procedures for the re-appropriation of operating budget encumbrances in the subsequent fiscal year.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

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Office of Business and Financial Services

Management and Budget Section 2120.2

C. Prohibitions, Restrictions and Exceptions

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

D. Responsibilities

1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

APPENDIX

CITY POLICY – GROWTH MANAGEMENT

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

The GMP is divided into fifteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fifteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	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 21st century.

From the beginning, the City's history has been marked by a concern for blending growth with natural amenities, for building around lakes and, whenever possible, keeping shores and other natural areas open to the public. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition of a strong City-directed landscaping program in the late 19th century, including the planting of countless hundreds of trees.

Protecting the lakes, planting more diversified, flowering foliage and promoting high-quality development have always made Orlando a truly desirable place to live. This was evident in the City's first Comprehensive Plan in 1926. An understanding of Orlando's heritage, incorporated into a plan that offers a clear vision for the future of Orlando, will provide the direction for progress as the City proceeds into the 21st century.

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make "The City Beautiful" an even better place to live in the year 2030. This requires an understanding not only of Orlando's historical role, but also the City's role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2040, the population of the Orlando MSA will increase from its current 2,225,730 (April 1, 2013) to 2,990,300, with the City of Orlando proper growing from 256,012 to 345,067 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

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Given the volume of growth expected over the next 20+ years, Metropolitan Orlando could follow the pattern of other, larger Sunbelt cities. It could easily develop into a sprawling metropolis requiring tremendous amounts of energy and financial resources for transportation alone.

This Growth Management Plan (GMP) establishes a different agenda for Orlando, one that will ensure the preservation of its natural and man-made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources and nurture its human assets. However, this plan is not a radical departure from the growth management policies established in the early 1980's. Rather the policies and actions established in this plan further refine and expand the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 GMP established the basic growth management framework necessary for Orlando to evolve into a vibrant and diversified regional center. In 1985, the City further detailed the actions needed to achieve this regional center while also protecting neighborhoods and enhancing the quality of life. Specific actions, including development of a coordinated land development code, were evidence of the city's commitment to accommodate the growth coming to the region while also protecting the unique character of the area. With the adoption of this GMP in 1991, Orlando clearly defined its vision for the future, based on community consensus and shared values. That consensus was further refined through the Evaluation and Appraisal Report (EAR) processes conducted in 1998 and 2007.

Orlando's vision, embodied in this GMP, will build on the planning, social and economic policies of the past and will remain the major focus and guiding principle for Orlando's growth well into the 21st century. The vision outlined herein will be both proactive and build upon the strong public and private interest in making the Orlando region a true world showcase. The following elements outline the physical, economic and social framework within which the Orlando area will grow over the next twenty or so years leading to an enhanced quality of life for present and future residents.

ORLANDO'S AMENITY FRAMEWORK

As "The City Beautiful", Orlando's vision is defined by a focus on its amenities. Key elements of that vision are strong urban design; historic preservation; the availability and maintenance of parks, recreation and open space; strong cultural arts facilities; and an outstanding library system. It is largely the presence of such amenities, in combination with the unusually lovely natural landscaping and water features of Central Florida that will dictate the future quality of life in the community.

The unique urban design of Orlando is one of the strongest and most pronounced elements that must be preserved and enhanced as growth continues. For Orlando to flourish, there must be a balance between the natural and man-made environments. The City must care for that which already exists, and provide for what will come during the next 20 years.

Orlando is blessed with vibrant neighborhoods, characterized by their old brick streets, variety of housing styles and sizes, access to lakes and parks and mixtures of their residents' ethnic and economic backgrounds. As new neighborhoods develop, regulations should not preclude their development in the same time-honored Orlando tradition. While acknowledging the advances of modern times, new neighborhoods must incorporate the best of the past and emphasize amenities and diversity.

The physical homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes by clustering people with similar socio-economic backgrounds. It has closed much of the city's housing stock and neighborhoods to broad segments of the population, precluding the very process by which Orlando's community has grown and evolved. It is Orlando's intent, through the GMP, to preserve neighborhoods, particularly the neighborhoods that form an encircling "emerald necklace" around the downtown business district. This unique, beautiful setting helps make the heart of downtown the focus for the entire metropolitan area. Further, this plan encourages diversified infill development and redevelopment that is sensitive in character and compatible in scale with traditional neighborhood design. This approach will enable all Orlando residents to access the housing and support systems they need in order to be productive citizens of the local economy.

Preservation of historic sites, buildings and neighborhoods is a proven way of protecting the tangible aspects of Orlando's history. In addition, historic preservation can assure that the old and new will be blended into a pleasing, meaningful urban fabric – one that will be enjoyed and appreciated by longtime residents and, at the same time, show newcomers Orlando's history and provide them with an immediate sense of place. Such preservation, sensitively blending past and present, also makes Orlando truly unique as a venerable, high-quality urban environment for people and families of all ages.

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Development regulations and incentives must be implemented that are sensitive to traditional neighborhood design practices where possible or appropriate. Flexibility for new development to proceed in ways that even better accommodate new lifestyles must also be incorporated. Similarly, architectural or other review processes are needed to ensure infill development and redevelopment is appropriate and sensitive to the traditional design of a neighborhood.

Strong urban design also includes a commitment for the City to outstanding civic architecture, which sets a standard of excellence for the private sector. Such a clear, readily visible statement of expectations should result in a much more humane and long-lasting pattern of development.

Attention to urban design will also allow the City to integrate infrastructure, such as roads and drainage facilities, into the amenity framework. Highways, for example, must do more than simply move traffic from one place to another. As in the 1920's, when snowbirds and tourists rolled happily down a grove-lined, brick-paved Orange Avenue on their return to a favorite winter paradise, the highway system must create a sense of place. This system must set the stage for the beauty of city neighborhoods and frame the direction of community development. To implement this plan, policies and regulations that deal with all segments of Orlando's infrastructure and natural features will be developed and designed.

A key element in the City's amenity framework is its water resources, including its lakes and the related amenity of landscaping. This plan encourages a more active use of city water features, of the many parks and lakes that dot the region, through a return to the old availability and appreciation of the lakes, beaches and, generally, lovely vistas they provided. This plan proposes to make the lakes more public, fronting development on them as was the custom at the turn of the century, as opposed to the more recent practice of creating private or walled lakes that can be seen only from the air.

In addition to its obvious physical amenities, Orlando will continue to be enhanced by a strong, diverse and supportive cultural, performing and visual arts community. Thanks to the City's involvement, United Arts and its approach to cultural arts funding have put in place a foundation that will nourish Orlando's major arts groups in the future, protecting yet another of Orlando's important amenities.

ORLANDO'S HOUSING FRAMEWORK

A strong and comprehensive amenities package can accomplish very little if adequate housing for a community's citizens is not available. Orlando, through its long-time protection of downtown residential communities, is particularly fortunate to have a diversity of housing types and opportunities. A comprehensive approach to make more housing attainable and affordable is a key component of the vision that animates this plan. Today, as in the past, a range of housing types, locations and prices, will help maintain Orlando's long-time ethnic, economic and social diversity.

To succeed in this objective, Orlando must ensure that the stock of existing homes will be preserved and reutilized – partly because it will contribute to the valuable mixture of old and new and partly because of the practical consideration that such an approach is the most cost-effective and environmentally sustainable way of using services and facilities already on hand. Moreover, existing housing stock tends to be located closer to the urban center, making possible a reduction in reliance on cars as a primary mode of transportation.

At the same time, new housing can be provided in activity centers through requirements, as well as by incentives, to create pedestrian friendly mixed-use centers. As has occurred spontaneously in Orlando's past, infill housing is to be encouraged and supported in order to take advantage of existing infrastructure. Diversification within neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

The City will also provide leadership to stimulate affordable housing demonstrations within new and existing neighborhoods throughout the City. The City will institute strong and directed housing policies and work with the Orlando Housing Authority, non-profit development corporations and the private housing sector to meet the very real and growing affordable housing needs of the community.

But simply preserving the housing that already exists and providing affordable new housing in and near the City's activity centers are not enough to solve the problems facing Orlando. The City also is aware of the fact that low-income housing will become more and more difficult to provide, and that the homeless and economically disadvantaged in our society must be re-incorporated into an economic system that has, by and large, passed them by.

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ORLANDO'S ECONOMIC FRAMEWORK

Orlando's economy is increasing in range and diversity. It is important that the City's economic development strategy be coordinated with that of the region as a whole, and that the strategy takes advantage of the demand for Central Florida locations. Expansions of Orlando's economic base should be selective, and targeted toward greater diversification and employment that focuses on long term, well-paying job opportunities.

While tourism is certain to remain a major component of Metropolitan Orlando's economic base in the foreseeable future, selective recruitment of economic activities should take place to build on the City's strategic locational characteristics. Particularly crucial are regional distribution, university and research activities, high technology, bio-tech and medical arts facilities, and digital media and information-based companies. The City must fully utilize the potential of the Orlando International Airport, encouraging Orlando to become a gateway to Central and South America as well as to Europe. Such a focus would provide the greatest opportunity for diversified economic health and growth into the 21st century.

New economic opportunities such as advances in bio-tech and medical arts, a growing number of small businesses, and the rise of the "creative class" have created challenges for city planning. Major factors in attracting economic growth will continue to be availability of a well-educated labor pool, and the ability to offer a desirable living environment to attract and keep the best people in the community. Orlando's economic growth is integrally tied to the amenity framework and to the education and well-being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The relationship between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the GMP. A clear picture of the City's land-use vision can be summarized best through its focus on high-intensity, mixed-use activity centers. Throughout its history, downtown Orlando has functioned as a model for the sort of activity center the City now proposes to re-create in other suitable locations, albeit at differing levels of intensity. As a high-intensity, mixed-use urban center, downtown Orlando serves a clear-cut role: it supports surrounding neighborhoods, provides regionally centered offices and services and is a destination point for a mass-transit system. Downtown Orlando will continue to attract pedestrians - both those who walk to town, and those who drive and park before strolling - and its beauty, convenience and dynamism will encourage people to use the shops, businesses, cultural and recreational facilities and various amenities.

While the downtown will remain the predominant regional activity center, activity centers of various sizes are a critical component of Orlando's land use pattern. By providing opportunities for support services close to neighborhoods, they will help to reduce Central Florida's transportation needs. Even the smaller-scale, mixed-use neighborhood activity centers with housing are essential, and will be encouraged.

Nonetheless, the activity center concept will fail unless the entire metropolitan area recognizes projected growth patterns and provides incentives and properly zoned land in amounts that are limited so as to encourage the development of such centers. Without restrictions in supply, land prices will allow the evolution of low-intensity, non-mixed-use developments, which will result in inefficiently used roadways, unnecessary infrastructure and the destruction of the natural environment.

It is interesting to note that the activity center concept was emphasized in the recent myregion.org planning process known as "How Shall We Grow", and that the City's approach to land use planning fully supports and complements the preferred alternatives identified in that effort. The City will involve itself in the review process of regional development proposals in order to focus growth into Orlando's urban core and into activity centers that are suitably located within the City's boundaries, appropriately designated areas of Orange County, and other nearby municipalities. Proposals for development that are premature, poorly located and cause or contribute to the destruction of sensitive natural or environmental resources in the Orlando metropolitan area will not be supported.

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ORLANDO'S TRANSPORTATION FRAMEWORK

To work properly, the activity center land use pattern must be supported by a strong transportation system that responds to the City's specific needs. It is urgent that transportation be improved in Orlando. However, the City's policies require that transportation improvements must clearly support the overall goals and objectives for future development. The transportation system should not dictate the land use pattern, it should further the desired land use objectives.

While older established metropolitan areas will continue to grow, their basic shape and identity is set. It is virtually impossible to take a large, mature urban area and transform it wholesale into something better. Orlando, on the other hand, is still young enough to design its own shape and identity. Many older Sunbelt cities continue to struggle with urban development and their transportation systems. Orlando can take advantage of the lessons from these areas - or Orlando can repeat their mistakes.

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit as a specific objective. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must not be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the City in the first place. To avoid this impact, the City has developed an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core and adjoining medical districts, the City strongly advocated using the CSX rail corridor to support commuter rail. In 2014, that hard work paid off with the opening of SunRail.

Developing the Orlando International Airport is also crucial for Orlando's evolution as we continue into the 21st century. Orlando's strategic location and the ability of the airport to expand are two factors that enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take a leadership role in implementing multi-modal transportation opportunities, and in developing a land use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established and maintained that will contribute to a more livable environment.

ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

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Environmentally sound water, sewer and energy services will be located so as to enhance activity center development and will be ecologically sound. Water resources will be carefully analyzed in the development review process, and the reclaimed water system will be used as efficiently as possible. The activity center foundation of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property. And finally, the City has committed to working closely with the Orange County School Board and Orange County government to ensure that schools continue to form the cornerstone of our neighborhoods. Schools are central to the growth and development of the City.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, user fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the levels of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

Orlando's population is more diverse today than ever before in its history. Residents come from many economic, social and cultural backgrounds. Recognizing diversity and incorporating it into the physical environment includes considerations for universal design and access by people with disabilities, multi-lingual or universal signage, variety in housing to accommodate diverse family types, and variety in transportation choices.

As Orlando grows and changes demographically, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the cultural arts, parks and recreational facilities, particularly in relation to Orlando's signature parks and lakes.

Opportunities must be provided for a broad range of family situations, keeping in mind the importance of cultural diversity. As lifestyles change, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages and backgrounds, especially the economically disadvantaged, are critical if Orlando is to reach its full potential for economic development and preserve its social fabric. While developing educational opportunities is not directly within the City's prerogative, it is a critical factor in Orlando's growth and evolution and must be included in its vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

The City's vision will be implemented not only by government employees and elected officials. Citizens are the key. Orlando's vision will be implemented in great part by many non-profit and community-based organizations. Their successes have grown as their capacity increases. Local partnerships and creative projects are critically important to providing innovative choices in housing, social services, the arts, and environmental awareness. The City will continue to look for ways to foster positive community development.

CLOSING THOUGHTS

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the GMP. Through the GMP, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic, current and future role as the Central Florida regions' employment and cultural core.

This plan acknowledges that competition among the region's various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. The City is dedicated to advocating for a more rational and sustainable urban form, and will work closely with its regional partners through such organizations as myregion.org to ensure that we provide future generations with a high quality of life. The City of Orlando challenges other local jurisdictions, the East Central Florida Regional Planning Council and the State of Florida to ensure that the proper coordination will be maintained so that Central Florida can grow in a manner that is as efficient and sensitive to the environment as possible.

APPENDIX

CITY POLICY – CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and policies 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 1.1.5 Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.
- Policy 1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:
- A. The timing of capital improvements shall be based on the following priorities:
1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
 2. To maintain existing public facilities through a repair and replacement program.
 3. To eliminate existing deficiencies in a timely and cost efficient manner.
 4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.
- B. The needed capital improvements shall be located to promote efficient and compact development patterns through the strategic placement of new and expanded facilities that support the activity center concept. In an effort to promote compact development patterns, capital improvements shall be given the following priority based on project location:
1. Downtown
 2. Metropolitan activity centers
 3. Other activity centers and mixed use corridors
 4. Fully developed areas
 5. All other areas in the City
- C. The fiscal impact of needed capital improvements shall be taken into consideration so that programmed capital improvements shall not overburden the operating budget in a particular year, and also to ensure that capital improvements are programmed in a cost efficient manner. Participation of other private and public entities (Florida Department of Transportation, Orange County, Water Management District) shall be taken into consideration for cost effectiveness and to avoid duplication.
- The following criteria shall be applied to determine the fiscal impact of capital improvements:
1. Consideration of the fiscal impact on the operating and capital budget.
 2. Relationship between project costs and potential revenue.
 3. Protection of a prior or potential public investment.
 4. Value of project to improve City's efficiency.
 5. Avoidance of inefficient duplication of public facilities and services.

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- Policy 1.1.7 The Capital Improvements Fund Schedule (Figure CI-14) shall be a five year program that is updated annually after a single adoption hearing.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.8 The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-14) and all other capital improvements identified in the Capital Improvement Program.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
- Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, wastewater, parks, stormwater, potable water, solid waste and public transit.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 3090; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.2.2 Figure TE-1B and Transportation Policy 1.8.3 depict the Traffic Circulation Level of Service standards within city boundaries. Assessment of the level of service for major thoroughfares, where required, within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.2.3 The City shall exempt the area shown in Figure TE-3A from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.2.4 Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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Policy 1.2.5 Major thoroughfares operating at a level of service of “F” should not be significantly degraded as a result of a proposed new development project, unless an appropriate mitigation plan, proportionate to the impacts of the proposed development, is approved consistent with the City’s adopted mobility strategies. Significant degradation occurs when the increase in vehicles per hour per lane (vphpl) exceeds the following percentages:

Limited Access Facilities	
4 Lanes	29%
6 Lanes	18%
Arterials and Collectors	
2 Lanes Undivided	56%
4 Lanes Undivided	34%
4 Lanes Divided	25%
6 Lanes Divided	17%
One-Way Roads	
2 Lanes	25%
3 Lanes	17%
4 Lanes	15%
Constrained Facilities	
4 or 6 Lanes	10%

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101

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Policy 1.2.6 The following 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:

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.9 The City shall apply all criteria contained within the Engineering Standards Manual (ESM) and associated documents as the post-1984 LOS standard including:

Policy 1.2.10 The City shall continue to accept existing conditions as the pre-1984 LOS standard and the City shall comply with requirements of the National Pollution Discharge Elimination System (NPDES) permit to outline deficiencies, to schedule needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 60-40 F.A.C., as applied by FDEP and the Water Management Districts.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

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Policy 1.2.11 The following potable water LOS standards shall be applied to new and existing development:

<u>Land Use</u>	<u>LOS Without Reclaimed Water</u>	<u>LOS With Reclaimed Water</u>
Single-Family	325 g/du/d	160 g/du/d
Multi-Family	200 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

These LOS shall be based on the average day demand.

(Amended January 30, 2006, Effective March 2, 2006, Doc. No. 060130908; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.12 Throughout the planning period, the City shall strive to maintain or improve a 30-minute weighted average headway on the majority of the designated transit service corridors shown in Figure TE-52.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.13 Transit corridors must be given high priority for transit frequency increases to provide additional capacity to the transportation system, consistent with Transportation Objective 1.13 and associated policies.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.14 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

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Policy 1.2.15 The formula used to determine the need for capital improvements to eliminate existing deficiencies or meet the needs of future growth shall be as follows:

$$(S \times D) - I = Q:$$

S =Level of Service Standard (e.g. 1 acre of parkland per 1,000 population)

D =Demand (e.g. population, number of trips)

I = Inventory (existing inventory of public facilities)

Q = Quantity (e.g. needed capital improvements)

Policy 1.2.16 The following school LOS standards, except for backlogged facilities as provided in Policy 2.2.34 of this Element, shall be applied to new development consistent with Public School Facilities Element Policy 1.1.1:

<u>School Type</u>	<u>Standard*</u>	<u>Concurrency Service Area (CSA)</u>
Elementary	110%	Modified Middle School Attendance Zones
Middle	100%	Middle School Attendance Zones
High	100%	High School Attendance Zones

* Permanent FISH + “In-Slot” school, not to exceed Core Capacity for Elementary and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.

The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

A development shall be deemed to meet school concurrency if there is sufficient capacity in the CSA where the development is located or where sufficient capacity exists in one or more contiguous CSAs, so long as the LOS in the adjacent zone does not exceed 95% of the LOS and the School District does not exceed 100% of capacity on a district-wide basis for the school type. The evaluation of capacity in the adjacent CSAs will also take into account transportation costs and court-ordered desegregation plans. CSA boundaries are depicted in the support document of the Public School Facilities Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

Objective 1.3

The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

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- Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.
- Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.
- Objective 1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*
- Policy 1.4.1 The City shall demonstrate that the projects in the Capital Improvements Element have sufficient funding available or are prioritized for future funding. Revenue sources may include: tax revenues, bonds, state and federal funds, impact fees, service charges and developer contributions. The Capital Improvements Element shall contain a balanced program which addresses the repair and replacement of existing public facilities, elimination of existing deficiencies, and the provision for new public facilities.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.4.2 Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.

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Policy 1.4.5 The City's capital program funding shall be categorized as either governmental (special purpose or other) or proprietary (self-sufficient or subsidized). The following table indicates the present categorization of City operating funds:

<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Wastewater System	Orlando Venues (Arena)
Stormwater System	Civic Facilities Authority (Football & Baseball Stadium)
Solid Waste Management	
Parking System	
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.6 For self-sufficient proprietary funds, the annual debt service requirements (both principal and interest) shall be structured to maximize the interperiod equity* consistent with existing State and Federal laws and investment banking norms.

*With regard to debt service, interperiod equity assumes that each fiscal period (one year) will bear a reasonable and equitable share of the cost of providing the capital project, in other words, that no period or group of periods will be unduly burdened to the benefit of other periods.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.7 For special purpose governmental funds, policy shall be established to limit the portion of the revenue which can be utilized to support debt service in a manner to provide sufficient available recurring revenues for related operating and maintenance expenses and for the portion of the capital projects to be provided for on a pay as you go basis.

Policy 1.4.8 Debt obligations of governmental funds, other than special purpose, and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.

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- Policy 1.4.9 Pledgeable revenue sources for debt obligation are limited. Use shall be treated as an allocation of a scarce resource and will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources should be thoughtfully addressed, used strategically, and, wherever possible, be limited to specific dollar amounts and subject to recapture.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.10 The City shall strive to employ revenue on a beneficiary association (user benefit) basis, whenever possible, within the City's limited legal capacity and flexibility.
- Policy 1.4.11 Whenever the City utilizes a pledgeable revenue source as a secondary revenue enhancement for capital projects, the City shall provide for (a) actual use of these revenues to be considered a loan subject to future repayment with interest, and (b) wherever possible, the recapture of the pledgeable revenue source for subsequent redeployment when the primary revenue pledge demonstrates sufficient strength on its own.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.12 The City shall employ an active debt management strategy to minimize the impact on tax or rate payers related to outstanding debt obligations.
- Policy 1.4.13 The City shall integrate short, intermediate and long-term debt to minimize aggregate debt service costs.
- Policy 1.4.14 The City shall develop policies and strategies regarding the maximum deployment of short or intermediate term debt in conjunction with the utilization of hedging tools (i.e. swaps, caps, etc.) to minimize the potential for future interest rate volatility.
- Policy 1.4.15 The City shall not rely on the use of general obligation (property tax) bonds. The City shall rely on various revenue bond alternatives where borrowing is considered appropriate.
- Policy 1.4.16 The City shall limit non-self-sufficient debt service to be no greater than 25% of non ad valorem government revenues. (Subsidized proprietary or other government funds)
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.17 The City shall develop an internal banking system which allows for an internal and revolving source of capital financing without needing to access the public markets for small projects.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.18 The City's internal banking fund shall be designed as a conduit, and shall establish a billing structure which, while recovering actual (initial and on-going) costs incurred, passes a savings along to the individual funds (and thus to the specific revenue or enterprise operation).
- Policy 1.4.19 The City shall establish and/or participate in fixed, variable or blended rate pool programs which allow for the reduction in the effective initiation and on-going costs and access to markets which might not otherwise be available to either the City or other pooling participants separately.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*

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- Policy 1.4.20 The City shall establish specific policies as to the use of general governmental revenues for capital purposes.
- Policy 1.4.21 The City shall establish specific maximums for general governmental revenues, other than ad valorem taxes, which can be made available for debt service from current or future revenue, if and when enacted, for purposes of capital project assignment and with further limits regarding the portion which could be designated for debt service repayment purposes.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.22 The City shall set aside a portion of ad valorem taxes each year for the capital improvement program (CIP) fund. The dollar amount to be set aside shall be determined annually.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.23 Recreation and open space public facilities shall be funded primarily on a pay as you go basis through the Capital Improvement Program (CIP) Fund unless new dedicated revenue sources for park and recreation facilities are developed.
- Policy 1.4.24 Because the rehabilitation of already existing parks can often increase recreation opportunities at a fraction of the cost of new development, the City shall actively rehabilitate, maintain, and upgrade existing park and recreation facilities within existing and future funding constraints.
- Policy 1.4.25 Transportation public facilities, as a major non-proprietary component of the Capital Improvements Element, shall have all or a portion of certain revenues targeted for capital projects on either a “pay as you go” or debt service basis.
- Policy 1.4.26 The City shall participate in funding a capital improvement program that will add capacity to the transportation system over the planning periods consistent with Transportation Element Figure TE-2. The projects shown in the first five year planning period of Figure TE-2 shall be included in Capital Improvements Figure CI-14, except those that do not meet the requirements of Capital Improvements Policy 1.1.2 or those that have already been fully funded by other means.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.27 The City shall fund transportation improvements, maintenance and operating costs with Gas Tax and the General Revenue Fund. The City will use road impact fees to build new transportation capacity. The City shall pursue new sources of transportation funding to fully implement the Transportation Element. All additional countywide funding sources shall be shared with the city based on a mutually agreeable formula.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 1.4.28 Improvements to the major thoroughfare network may be funded and built in accordance with the Transportation Element by developers or other private sector parties pursuant to written agreements with the City.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.29 The City shall invest transportation infrastructure dollars to encourage private sector investment in areas identified as appropriate in the Future Land Use Element.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.30 Impact fee assessments to individual developments shall not exceed that development's share of anticipated transportation improvements within the Transportation Benefit Area.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904 Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.31 In addition to paying impact fees, new developments, and redevelopments shall be responsible for the cost of site-related road and traffic operations improvements that are necessary for safe and adequate access to the development site. This requirement shall apply citywide.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.32 The City shall fund its local share of the cost of providing regional transit systems and services in a proportion equal to its share of the regional population to the maximum degree feasible and to the extent that such regional costs are not funded through dedicated local tax sources, state, or federal funds.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.33 The City shall appropriate funds on an annual basis sufficient to meet the commitment stated in Policy 1.4.32.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.34 The City shall actively support the establishment of dedicated revenue sources for public transit. The City shall work with regional partners to identify grants, state and federal funding sources, as well as local sources to fund construction and operation of transit projects shown in Transportation Figure TE-2.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.35 The City shall seek commitments from other local governments to fund their local share of the cost of providing regional public transit systems and services.
- Policy 1.4.36 First priority for funding transit improvements shall be based upon improving headways on existing routes. The City also shall consider funding expanded coverage of the transit system within the city limits as well as service enhancements which improve ridership, accessibility and travel time.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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- Policy 1.4.37 Internal public transit, bikeway and pedestrian systems in metropolitan activity centers shall be funded primarily by fees, taxes, and other revenue sources derived from the property and uses internal to the metropolitan activity centers. Funding may be considered and recommended by a board of directors comprised of affected members (developers and/or property owners).
- Policy 1.4.38 Funding for the Bicycle Plan shall be allocated based on the implementation phasing.
- Policy 1.4.39 The City shall pursue supplemental funding sources including federal and state grants and private contributions to enhance the Bicycle Plan implementation and construct the bicycle and pedestrian projects identified in Transportation Figure TE-2.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.41 As a reasonable alternative for the establishment, power, operation, and duration of independent districts to manage and finance basic community development services, the City may approve the establishment of one or more community development districts (CDD's) in the City limits, provided that any approved CDD petition is consistent with the requirements of Chapter 190, Florida Statutes. The City shall consider the following factors and make a determination to grant or deny a petition for the establishment of a CDD:
1. Whether all statements contained within the petition have been found to be true and correct.
 2. Whether the establishment of the CDD is inconsistent with any applicable element or portion of the state comprehensive plan or of the City's adopted Growth Management Plan.
 3. Whether the area of land within the proposed CDD is of sufficient size, is sufficiently compact, and is sufficiently contiguous to be developable as one functional interrelated community.
 4. Whether the CDD is the best alternative available for delivering community development services and facilities to the area that will be served by the CDD.
 5. Whether the community development services and facilities of the CDD will be incompatible with the capacity and uses of existing local and regional community development services and facilities.

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6. Whether the area that will be served by the CDD is amenable to separate special-district government.

(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907).

Policy 1.4.42 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007).

Policy 1.4.43 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure TE-2 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2: CONCURRENCY MANAGEMENT

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

Objective 2.1 Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, 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).

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- Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy 2.1.3 The City shall deny the approval and issuance of development permits and orders for developments which reduce the level of service standards for schools, 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 met for development if the required land is available at the time a certificate of occupancy is issued and developed on such land within one year of issuance.
- The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.
- (Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.1.4 New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.
- Policy 2.1.5 The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.
- Policy 2.1.6 The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.
- Policy 2.1.7 The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Planning and Development Department and approved by City Council.
- (Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).*
- Objective 2.2** Upon plan adoption, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.
- Policy 2.2.1 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.2 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.3 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.4 The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Such development shall support a range of transportation alternatives to satisfy mobility needs, manage congestion, and achieve healthy, vibrant urban centers. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system and shall comply with the mobility requirements of the Growth Management Plan and the City's Land Development Code.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.5 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.6 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.7 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.8 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.9 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.10 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.11 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.12 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.13 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.14 *The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by monitoring Level of Service for every major thoroughfare within the TCEA. (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.15 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.16 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.17 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.18 The 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:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.19 The parks and recreation LOS standards shall be applied, through the application of the following performance standards to ensure that parks and recreation facilities are in place when the impacts of development occur:
1. Adequate park capacity exists to serve the residential development; or
 2. The necessary capital improvements are guaranteed in a development agreement which provides for the actual construction to begin within one year from the issuance of a development permit; or
- The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
3. The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.20 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure potable water public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued;
 2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line; and
 3. Adequate permitted capacity is available (through the CUP) from the water provider.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004).*
- Policy 2.2.21 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:
1. Adequate truck fleet capacity is available at the time a development permit is issued, or
 2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
 3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.22 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:
1. The necessary improvements are in place at the time a development permit is issued; or
 2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.23 The City shall monitor level of service conditions for public transit through annual evaluations of transit route headways, based on standards established under Policy 1.2.12.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 2.2.24 School LOS standards and school concurrency shall be implemented through the application of the goals, objectives, policies and figures of this Element, the Intergovernmental Coordination Element, and the Public School Facilities Element.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.25 Prior to June 1st of each year, OCPS shall coordinate with the City to develop a financially feasible ten (10) year DCOP for review and approval by the OCPS Board and adoption into Orlando's Capital Improvements Element.
- Policy 2.2.26 The City shall review the updated ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and Concurrency Service Area (CSA) within the City's jurisdiction is consistent with its growth projections.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.27 The City, in conjunction with OCPS, shall review and update OCPS' adopted CSA boundaries, adopted LOS standards and enrollment projections in the annual update of the CIE to ensure that the CIE continues to be financially feasible and that the LOS will be achieved.
- (Amended July 7, 2008, Effective September 30, 2008 Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.28 The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.29 The City shall include the ten (10) year DCOP in the annual update of the CIE.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.30 The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2011-2012, adopted by the Orange County School Board on September 13, 2011, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended December 14, 2009, Effective March 11, 2010, Doc. No. 0912141101; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.31 The City may cooperate with the School Board to ensure that future needs are addressed consistent with the adopted LOS standards for public schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*

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- Policy 2.2.32 The LOS standards, except for backlogged facilities as provided in CIE Policy 2.2.34, to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:
- Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
- Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted FISH for High Schools does not include in-slots.)
- The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).*
- Policy 2.2.33 In accordance with F.S. 163.3180 (9)(a), the City hereby adopts a long-term school concurrency management system with the ten (10) year planning periods of 2009/2010 - 2018/2019 and 2010/11 to 2019/2020 for areas where significant backlogs exist.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.34 Consistent with Section 15 of the Amended and Restated Interlocal Agreement, the LOS standards shall be applied consistently by Orange County and by the School Board to all schools of the same type. All CSAs must achieve the adopted LOS standards identified in CIE Policy 2.2.32 and PSFE Policy 1.1.1 by the end of the 5th year of the Capital Improvements Schedule, with the exception of the backlogged CSAs which have been placed in a long term concurrency management system. Each backlogged CSA must meet the adopted LOS within the 10 year period identified within the respective adopted Long Term Concurrency Management System for Schools (LTCMSS). The backlogged CSAs are identified below in Table A and Table B, along with the existing LOS and projected 5-year and 10-year LOS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*

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Table A

Backlogged CSA	Adopted LOS Standard	2009-10 Existing)	2013/14 (5 Year)	2016-17 TCMS 10 Year)
CSA DD	110%	109.4%	114.6%	100.6%
Gotha	100%	110.1%	104.0%	81.9%
Meadow Woods	100%	106.6%	108.1%	99.3%
66-M-W-4 (2012)	100%	n/a	100.8%	100%

Table B

Backlogged CSA	Adopted LOS Standard	2010-11 Existing)	2014/15 (5 Year)	2019-20 LTCMS 10 Year)
CSA 1	110%	99%	113%	110%
<u>CSA V</u>	110%	111%	138%	84
Avalon	100%	123%	129%	78%
Dr. Phillips	100%	155%	132%	100%
Olympia	100%	97%	132%	100%
West Orange	100%	113%	155%	100%

Policy 2.2.35

The City shall annually review compliance and appropriateness of the adopted LOS standard.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).

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FIGURE CI-14
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,200,000
Parks and Open Space						
Parks and Playground Renovation	1,000,000	1,050,000	1,150,000	1,050,000	1,150,000	5,400,000
Capital Improvement Fund Total	\$ 1,600,000	\$ 1,450,000	\$ 1,550,000	\$ 1,450,000	\$ 1,550,000	\$ 7,600,000
Gas Tax Fund						
Roadways						
Area-wide Signal System Upgrading	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Mass Transit						
LYNX Annual Contribution	3,873,000	4,284,000	4,369,680	4,457,074	4,546,215	21,529,969
Bicycle and Pedestrian Facilities						
School/Safety Sidewalk Program	450,000	100,000	100,000	100,000	100,000	850,000
Gas Tax Fund Total	\$ 4,423,000	\$ 4,484,000	\$ 4,569,680	\$ 4,657,074	\$ 4,746,215	\$ 22,879,969
Service Charges						
Solid Waste Collection						
Commercial Collection Vehicles	\$ 383,000	\$ -	\$ 343,383	\$ -	\$ 343,383	\$ 1,069,766
Residential/Recycling Collection Vehicles	394,000	394,000	394,000	-	394,000	1,576,000
Wastewater						
Downtown District Sewer Implementation	500,000	3,000,000	3,000,000	3,000,000	-	9,500,000
Lift Station Electrical Safety	3,000,000	400,000	3,000,000	400,000	-	6,800,000
Marks Street Sewer Replacement	3,000,000	-	-	-	-	3,000,000
Water Conserv II RIB Site 1 & 10 Expansion	-	-	4,000,000	-	-	4,000,000
West Lake Fairview Sanitary Sewer	-	-	-	4,500,000	-	4,500,000
West Orlando Area Piping Improvements	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Service Charges Total	\$ 10,277,000	\$ 6,794,000	\$ 13,737,383	\$ 10,900,000	\$ 3,737,383	\$ 45,445,766
Stormwater						
Drainage Well Enhancement	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 600,000
Lake Fran Wetland Enhancement	-	-	250,000	250,000	250,000	750,000
Parramore South Pond	925,000	-	-	-	-	925,000
Southeast Area Drainage Improvements	-	2,000,000	500,000	-	-	2,500,000
System Repair and Rehabilitation	3,000,000	500,000	500,000	500,000	500,000	5,000,000
Stormwater Utility Fee Total	\$ 3,925,000	\$ 2,500,000	\$ 1,450,000	\$ 950,000	\$ 950,000	\$ 9,775,000
Transportation Impact Fees						
Roadways						
Boggy Creek: Jetport Dr. to Greenway (SR 417)	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 900,000
Econolockhatchee Tr 4-in: Lee Vista to Curry Ford	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Grand National Dr.: Oakridge Rd to Sand Lake Rd	-	-	-	100,000	100,000	200,000
Millenia & Oakridge Rd. to Sand Lake Rd	-	160,000	150,000	-	-	310,000
Narcoossee Widening: SR 528 - SR 417	5,500,000	1,000,000	-	-	-	6,500,000
Orange/Michigan Turn Lane	-	250,000	-	-	-	250,000
Radebaugh Way Road Widening	-	200,000	200,000	-	-	400,000
Semorran Systems Analysis	200,000	200,000	200,000	200,000	200,000	1,000,000
Sligh Boulevard & Columbia Street	600,000	-	-	-	-	600,000
Terry Avenue - South Extension	-	652,000	332,000	332,000	332,000	1,648,000
Mass Transit						
LYMMO Extension	250,000	-	-	-	-	250,000
Magnolia Access for LYMMO South Route	250,000	-	-	-	-	250,000

APPENDIX

CITY OF ORLANDO DEBT MANAGEMENT POLICY

I. Introduction

This Debt Management Policy is intended to (a) set forth guidelines under which the City's debt management program shall be administered, (b) set appropriate targets and boundaries for the City's current debt program, and (c) ensure that future generations of elected officials have reasonable latitude to address the financial circumstances of their tenure. This Debt Management Policy, as amended and adopted by City Council annually, sets forth the goals and objectives of the program and authorizes the City's Finance Committee to further define targets and benchmarks within these parameters. The City's original Debt Management policy was adopted by City Council on October 4, 1994.

II. Scope

This Debt Management Policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers and taxpayers of the City of Orlando.

III. Objectives

The objectives of this Debt Management Policy are as follows:

- A. Balance multiple financial management objectives, including:
 1. Creativity: examine new or different means to achieve established objectives at the lowest possible cost;
 2. Innovation: address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets;
 3. Flexibility: retain the City's current and future options to meet the financing challenges of the City;
 4. Responsibility: be fair, reasonable and equitable to each generation of taxpayers, ratepayers, users and other beneficiaries when distributing the debt burden or costs of government;
 5. Corporate Image: act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
 6. Due Care: pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- D. Address the purpose, use and advantages of the City's Internal Loan Fund program, as it is appropriately integrated into the City's overall debt management program.
- E. Evaluate each of the following in anticipation of new borrowing initiatives:
 1. Appropriate final maturity (1 to 30 years);
 2. Principal Amortization pattern (e.g., level principal, level debt service, etc.);
 3. Use of long-term fixed, intermediate term fixed or variable rate debt pricing options, and

APPENDIX

1. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.
- B. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- C. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
- D. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
- E. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

II. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
 1. Proprietary operations
 - i) 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 operation
 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

Having made these classifications, the Mayor and City Council shall commit to:

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

APPENDIX

I. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:
 - 1. Limited to specific dollar amounts, and
 - 2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

II. Measuring Interperiod Equity

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital funding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis all consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

III. Maintaining/Improving Credit Ratings

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement. The City's current ratings are regularly published by the Rating Agencies and are summarized annually in the City's Bond Disclosure Supplement. The need for three ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) in the perspective of the City's overall programs.

IV. The Internal Loan Fund

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. In 1991, the City established its current Covenant Program, which is used as the primary funding source for the Internal Loan Fund and incorporated the pledge associated with the SSGFC.

The goal of the Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and a low, blended interest rate. The blended loan rate is achieved through a mix of variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

APPENDIX

I. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative impacts on user rates and charges.

For all other categories of debt, the City may consider opportunities to either shorten maturities or alter amortization structures. A level principal structure may be considered versus level debt service generally as long as the structure does not increase the maximum annual debt service by more than 25%. Additionally, the City should consider a level principal maturity structure compared to shorter maturity level debt service structure when maximum annual debt service is similar.

B. Market Options

(i). Election to Issue Fixed Rate Debt

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and Medium Term Notes. Fixed Rate Debt is the traditional way municipalities have issued debt-- debt is offered to investors with a fixed maturity schedule at rates fixed in a single offering. Long-term Fixed Rate Debt issuance should be based upon a consideration of the following factors: (a) the level of long-term rates at the time of issuance versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates, (c) the ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of Variable Rate Debt outstanding by program.

The City issued its first series of Medium Term Notes in 2002. This issue of Medium Term Notes was sold to investors with an initial amortization schedule of 2 to 12 years. As the individual principal amounts come due, the City re-offers the debt on a 1 to 15 year maturity basis until the designated final maturity. The benefit of the Medium Term Note structure is that the City prices its debt in the lower interest rate portion of the yield curve. The risk to the City of this structure is primarily the risk that interest rates will rise in successive re-offerings at a level sufficient to offset the initial interest savings. Including Medium Term Notes in the City's overall debt profile is part of the goal to achieve a balanced portfolio, and the City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1st, and (b) not to exceed \$12 million. In addition, this limit may be raised up to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

APPENDIX

(ii). **Election to Issue Variable Rate**

Issuing Variable Rate Debt permits the City to access rates on the very short end of the yield curve. The difference in short versus long-term rates varies with the shape of the yield curve and has typically ranged from 100-350 basis points (or 1.0% to 3.5%). By issuing Variable Rate Debt, the issuer is subject to interest rate risk. However, Variable Rate Debt has historically been at lower interest rate levels than recognized fixed rate indices, and is generally able to create a natural hedge against changes in the City's Short-Term Investment portfolio.

Variable Rate Debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2), subject to limitations, as an integral portion of a long-term strategy to lower the City's effective cost of capital. The City's interim variable rate program allows the City to avoid the inefficiency of borrowing for small projects and allows for an aggregation of small projects and, thus, a more cost effective debt management program. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) a portion of the then outstanding Variable Rate Debt to take advantage of the attractive long-term fixed rates.

(iii). **Hedging Election**

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging the City's Variable Rate Debt exposure.

(iv). **Debt Program Targets**

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest. In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

Overall City and CRA Debt

Overall City and CRA	Targets
<ul style="list-style-type: none"> • Fixed Rate <ul style="list-style-type: none"> • Goal 	50-60%
<ul style="list-style-type: none"> • Unhedged or Net Variable Rate: <ul style="list-style-type: none"> • Goal • Maximum 	25-35% 40%

Covenant Program

The following targets are established for the Covenant Program:

Covenant Program	Targets
<ul style="list-style-type: none"> • Fixed Rate <ul style="list-style-type: none"> • Goal 	40-50%
<ul style="list-style-type: none"> • Unhedged or Net Variable Rate: <ul style="list-style-type: none"> • Goal • Maximum 	25-35% 50%
<ul style="list-style-type: none"> • Composite rate advantage when compared to Bond Buyer's Revenue Bond Index (measured as an average of available rates over the last three years) of at least: 	50-75 b.p.

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Other Debt Program Targets

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

<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

I. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must both be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

Description	Targets
General Government Debt Service as a percentage of non-ad valorem General Fund expenditures:	
• Debt Limit (within the covenant program limitation)	20% max.
• Goal/Target	10% max.
Weighted Average Maturity of Debt Program(s):	
• Self-supporting Proprietary Operations	15 year max.
• Self-supporting Other Governmental	25 year max.
• Non self-supporting	20 year max.
Weighted Average Maturity of Internal Loan Program	12 year max.
General Government Direct Debt per capita	\$1,375 max.
Net Direct Tax Supported Debt as a percentage of ad valorem property values:	
• General Government	2.5% max.
• Total Tax Supported	3.5% max.
Debt Service requirement as a percentage of a new governmental revenue stream that is dedicated for capital and operations	50% max.
General Fund reserve, (as a percentage of the current year's operating budget)(a)	15% to 25%

(a) Includes City's Utility Services Tax reserves.

While the City currently operates well within these targets/goals, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the overall City's Debt Management Program.

I. Monitoring, Reporting, Amendments and/or Exceptions

The Chief Financial Officer shall monitor the actual results against the targets presented in this policy and shall publish a comparison of the targets against the fiscal year end numbers in the City's Bond Disclosure Supplement. The report will include the following information, to the extent applicable:

- A. Debt Program Targets, and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and shall become effective only after approved by the City Council.

As is established in the policy governing the Finance Committee, within the guidelines established by the goals/policies and objectives/strategies, the Finance Committee can establish and amend, where necessary, the target benchmarks which further define the aggregate guidelines within which the Chief Financial Officer operates.

APPENDIX

I. Debt Management Policy Review and Modification

The City's Debt Management Policy will be submitted by the Finance Committee for annual ratification by the City Council by May 1st of each year. The authority to effect any change, modification or amendment of this Debt Management Policy shall rest solely with the City Council. The Finance Committee and staff recommendations for policy changes may be submitted in conjunction with the annual ratification or more often as deemed necessary. Policy changes initiated by City Council may be made as deemed appropriate. Policy changes will become effective on the date stipulated by City Council.

II. Time-Line for Implementation of Amendments

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City shall consider a reasonable time-line(s) to bring the then current debt program in line with amendments to this Debt Management Policy.

III. Effective Date

The City's Debt Management Policy was ratified and approved by the City Council on March 28, 2016.

APPENDIX

RESERVE POLICY SUMMARY

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self-Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self-Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

APPENDIX

CRA and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use, but may be reprioritized if the ultimate use complies with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of budgeted expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the 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:

If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.

If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.

If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein.

APPENDIX

RESERVE LEVEL STATUS

The following schedule is designed to present the annual end-of-year actual status to the Reserve Policy. The dollar ranges and percentages shown below equate to of the subsequent year's budgeted expenditures. In the case of the Risk Management Fund, the ranges are based upon the percentage of the outstanding liability. For further explanation of minimums and maximums, see the Reserve Policy narrative in this section.

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2015
(\$'s in millions)

Funds	2015/2016 Budget	Reserve Policy				Actual Reserves	
		Minimum		Maximum			
General Fund	\$ 401.6					\$ 88.1	(1)
Utilities Services Tax						\$ 5.8	(1)
Total General Fund	\$ 401.6	\$ 60.2	15%	\$ 100.4	25%	\$ 93.9	23%
Enterprise Funds							
Self Supporting							
Wastewater System	\$ 104.5	\$ 10.5	10%	\$ 20.9	20%	\$ 46.8	45%
Parking System	\$ 16.7	\$ 1.7	10%	\$ 3.3	20%	\$ 6.5	39%
Stormwater System	\$ 23.2	\$ 2.3	10%	\$ 4.6	20%	\$ 37.1	160%
Solid Waste Management	\$ 32.1	\$ 3.2	10%	\$ 6.4	20%	\$ 18.6	58%
Enterprise Funds							
Non-Self Supporting							
Orlando Venues	\$ 23.9	\$ -	0%	\$ 2.4	10%	\$ 5.8	24%
Orlando Stadium Operations	\$ 5.9	\$ -	0%	\$ 0.6	10%	\$ 4.1	69%

(1) During Fiscal Year 2011, the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type 'Definitions.'" Amounts reported include the assigned and unassigned fund balances of each respective fund.

APPENDIX

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2015
(\$'s in millions)

<u>Funds</u>	<u>2015/2016 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Internal Service Funds						
Fleet Management Fund	\$ 19.6 (1)	\$ 1.0	5%	\$ 2.0	10%	\$ 3.3 17%
Risk Management Fund	\$ 36.5 (2)	\$ 3.7	10%	\$ 5.5	15%	\$ 15.1 41%
Health Care Fund	\$ 59.7	\$ 6.0	10%	\$ 9.0	15%	\$ 17.0 28%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2015.

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2015
(\$'s in millions)

<u>Funds</u>	<u>Unrestricted Net Position</u>		<u>Restricted Net Position</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>		<u>R&R</u>	<u>Other</u>	
Enterprise Funds					
Self Supporting					
Wastewater System	\$	69.0	7.1	-	\$ 76.1
Parking System	\$	-	3.1	-	\$ 3.1
Stormwater System	\$	0.3	-	-	\$ 0.3
Internal Service Funds					
Fleet Management Fund	\$	56.9 (1)	-	-	\$ 56.9
	<u>Assigned/Unassigned Fund Balance</u>		<u>Restricted/Committed Fund Balance</u>		<u>Total</u>
	<u>Capital Projects</u>		<u>R&R</u>	<u>Capital Projects</u>	
Capital Project Funds					
Capital Improvement Fund	\$	-	-	61.7	\$ 61.7

(1) Reflects the vehicle replacement reserve (see page 15 of the Reserve Policy).

APPENDIX

**Reserve History for General,
Utilities Services Tax and
Disaster Recovery Funds**

<u>Fiscal Year</u>	<u>Combined Ending Fund Balance</u>	<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2015	\$ 93,896,496	\$ 401,607,332	23.38%
2014	\$ 85,815,918	\$ 372,084,536	23.06%
2013	\$ 104,473,610	\$ 357,397,560	29.23%
2012	\$ 130,647,835	\$ 354,292,717	36.88%
2011	\$ 123,192,753	\$ 347,241,867	35.48%
2010	\$ 104,829,859	\$ 356,434,871	29.41%
2009	\$ 89,313,749	\$ 360,372,404	24.78%
2008	\$ 104,969,381	\$ 371,238,169	28.28%
2007	\$ 101,293,088	\$ 346,128,532	29.26%
2006	\$ 86,862,356	\$ 342,427,021	25.37%
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%

(a) - During Fiscal Year 2011 the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions". Starting in Fiscal Year 2011, amounts reported include assigned and unassigned fund balance.



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GLOSSARY

ACCOUNT GROUP – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level (see "line item").

ACCRUAL – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY – A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

ADOPTED BUDGET – The original budget as approved by the City Council at the beginning of the fiscal year.

AD VALOREM TAX – A tax levied on the assessed value of real property (also known as "property tax").

AGENDA ITEM (Council) – Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMORTIZATION – the schedule of debt principal to be paid over a period of time.

AMENDED BUDGET – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

APPROPRIATION – An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

AS-BUILTS – Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

ASSESSED VALUE – A valuation placed real estate or other property by the County Property Appraiser as a basis for levying taxes.

ATTRITION ALLOWANCE – Salaries and benefits budgeted at a fraction of the projected personnel cost.

BALANCED BUDGET – A budget in which estimated revenues equal estimated appropriations.

BASE BUDGET – Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS – Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

BOND – A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

BOND DISCLOSURE SUPPLEMENT – The City's annual report which provides market disclosure relating to the City's debt offerings.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET – A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets - the "Operating" budget and the "Capital Improvement" budget.

BUDGET AMENDMENT – 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.

GLOSSARY

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

BUSINESS PLAN – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT – Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

CAPITAL IMPROVEMENT BUDGET – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS – Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) – That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL OUTLAY – Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND – A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

CASH BASIS – A basis of accounting that recognizes transactions only when cash is increased or decreased.

CASH-CARRY FORWARDS – Fund balance, which is transferred to the next fiscal year.

CASH FLOW – The net cash balance at any given point and how that cash balance changes.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

CHARGE(S) FOR SERVICES – Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service.

COLLECTIVE BARGAINING AGREEMENT – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

COMMUNITY REDEVELOPMENT AGENCY – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

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.

GLOSSARY

CONTINGENCY – Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies.

COST CENTER – A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

COST CENTER BUDGET – A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A cost center budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

DEBT SERVICE – Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT – The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT – An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION – A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

DESIGNATIONS – A portion of fund balance earmarked for specific appropriations.

DIVISION – An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE – Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND – A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

ENTITLEMENTS – A government program that guarantees and provides benefits to a particular group.

EXPENDITURES – Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES – Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND – A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY) – Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS – Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

FIXED RATE DEBT – a debt obligation issued with a predetermined interest rate.

FRANCHISE FEE – A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

GLOSSARY

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.

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 of the organization function as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER – Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE – Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

GLOSSARY

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

INTERNAL SERVICE FUND – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MANDATE – A requirement from a higher level of government that a lower level of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS – A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

MATURITY – the length of time until the principal amount of a bond must be repaid.

METROPOLITAN STATISTICAL AREA (MSA) – A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL – A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE – The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT – This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE – The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE – The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

OBJECT CODE – A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE – Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

GLOSSARY

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.

PRESENT VALUE – the amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

PROPRIETARY ACCOUNT – An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

QUARTERLY PERFORMANCE REPORT – At the end of each fiscal quarter, divisions report activities relative to their performance indicators.

RATINGS – ratings that are issued by Moody's Investors Service, Fitch and Standard & Poor's Corporation and any other nationally recognized rating agency, to the extent they have in effect a rating on City debt.

REQUIREMENT – A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

RESERVES – An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE – Funds received by the City from external sources; income.

REVENUE BOND – A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

REVISED APPROPRIATION – The approved budget plus or minus any budget amendments or internal transfers.

REVISED BUDGET – See amended budget.

ROLL-BACK MILLAGE RATE – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES – State Constitutional Amendment limiting annual growth in homestead exempted property value.

GLOSSARY

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.

TOURIST DEVELOPMENT TAX – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are to be exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.

TRANSFER (of appropriation) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE - A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

VARIABLE RATE DEBT – debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

GLOSSARY

ACRONYMS

- ADA** – Americans with Disabilities Act
- ARRA** – American Recovery and Reinvestment Act
- ASAS** – After-School All-Stars
- BRC** – Budget Review Committee
- BZA** – Board of Zoning Adjustment
- CAFR** – Comprehensive Annual Financial Report
- CAD** – Computer Aided Dispatch
- CAO** – Chief Administrative Officer
- CDBG** – Community Development Block Grant
- CDD** – Community Development District
- CEB** – Code Enforcement Board
- CERT** – Citizen’s Emergency Response Team
- CFA** – Civic Facilities Authority
- CFCRT** – Central Florida Commuter Rail Transit
- CFFA** – Central Florida Fire Academy
- CFO** – Chief Financial Officer
- CIE** – Capital Improvements Element (of the Growth Management Plan)
- CIP** – Capital Improvement Program
- CMS** – Concurrency Management System
- CNL** – CNL Financial Group, Inc.
- CNW** – Citizens for Neighborhood Watch
- COP** – Community Oriented Policing
- CPI** – Consumer Price Index
- CRA** – Community Redevelopment Agency
- CSO** – Community Service Officer (non-sworn)
- CST** – Communications Service Tax
- CTX** – Orlando Venues Department
- DARE** – Drug Awareness & Resistance Education
- DDB** – Downtown Development Board

GLOSSARY

- DRC** – Development Review Committee
- DRI** – Development of Regional Impact
- DSNID** – Downtown South Neighborhood Improvement District
- DOR** – Department of Revenue
- DPAC** – Dr. Phillips Performing Arts Center
- EDV** – Economic Development Department
- EEOC** – Equal Employment Opportunity Commission
- EMS** – Emergency Medical Services
- ERT** – Emergency Response Team
- ERP** – Enterprise Resource Planning (System)
- EXO** – Executive Offices Department
- FAM** – Federal Air Marshall
- FAMU** – Florida A&M University
- FDER** – Florida Department of Environmental Regulation
- FDLE** – Florida Department of Law Enforcement
- FDOT** – Florida Department of Transportation
- FEMA** – Federal Emergency Management Agency
- FIN** – Finance Department
- FM** – Facilities Management
- FMLA** – Family Medical Leave Act
- FPR** – Families, Parks, and Recreation Department
- FTE** – Full Time Equivalent
- GAAP** – Generally Accepted Accounting Principles
- GASB** – Governmental Accounting Standards Board
- GFOA** – Government Finance Officers Association
- GIS** – Geographic Information System
- GMP** – Growth Management Plan
- GOAA** – Greater Orlando Aviation Authority
- GPR** – Grantee Performance Report
- GREAT** – Gang Resistance Education & Training

GLOSSARY

- HOME** – Home Investment Partnership Act
- HOPWA** – Housing Opportunities for Persons with Aids
- HSG** – Housing and Community Development Department
- HUD** – Housing and Urban Development, a federal agency
- ICMA** – International City/County Management Association and ICMA Retirement Corp.
- ISO** – Insurance Services Office (Nationally recognized fire service rating)
- JPA** – Joint Planning Area
- LCIR** – Legislative Committee on Intergovernmental Relations
- LDC** – Land Development Code
- LOS** – Level of Service
- LTD** – Long Term Disability
- MADS** – Maximum Annual Debt Service
- M.E.R.I.T.S.** – My Efforts Result in Total Service (Employee Recognition Program)
- MF** – Multi Family
- MGD** – Million gallons per day
- MPB** – Municipal Planning Board
- MSA** – Metropolitan Statistical Area
- M/WBE** – Minority and Women Business Enterprise
- NACSLB** – National Advisory Council on State and Local Budgeting
- NCIC** – National Crime Information Center
- NPDES** – National Pollution Discharge Elimination System
- OBFS** – Office of Business and Financial Services
- OCPS** – Orange County Public Schools
- OEM** – Office of Emergency Management
- OFD** – Orlando Fire Department
- OIA** – Orlando International Airport
- OMB** – (Office of) Management and Budget
- OPEB** – Other Post-Employment Benefits
- OPD** – Orlando Police Department
- OPH** – Orlando Police Headquarters Building

GLOSSARY

- OUC** – Orlando Utilities Commission
- OSO** – Orlando Stadium Operations Division
- OUSWMM** – Orlando Urban Stormwater Management Manual
- PACE** – Paperless Automated Call Entry
- PMD** – Purchasing and Materials Management Division
- PWK** – Public Works Department
- R & R** – Repair and Replacement
- RFQ/RFP** – Request for Qualifications/Request for Proposal
- R-O-W** – Right-of-way
- SAFER** – Staffing for Adequate Fire & Emergency Response Grant
- SBA** – State Board of Administration
- SHIP** – State Housing Initiatives Partnership
- SSGFC** – Sunshine State Governmental Financing Commission
- TCEA** – Transportation Concurrency Exception Area
- TDT** – Tourist Development Tax
- TIF** – Tax Increment Financing
- TIS** – Traffic Impact Study
- TM** – Technology Management
- TMDL** – Total Maximum Daily Load (A Stormwater Contaminants Measure)
- TSA** – Transportation Safety Administration
- TRIM** – Truth in Millage
- TRN** – Transportation Department
- UCF** – University of Central Florida
- USF** – University of South Florida
- VCC** – Valencia Community College
- WPA** – Works Projects Administration