

ANNUAL BUDGET

2019/2020



Lake Fran Bike Trail at Eagles Nest Park

CITY OF ORLANDO, FLORIDA



Acknowledgements

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About the Cover

Located in southwest Orlando and adjacent to Lake Fran Urban Wetlands, the Lake Fran Bike Trail connects the MetroWest, Carver Shores and Richmond Heights neighborhoods with Eagles Nest Park in District 6. The Lake Fran Trail is part of the larger Shingle Creek Regional Trail, which connects bikeways in Orange and Osceola Counties.



CITY OF ORLANDO

ELECTED OFFICIALS



BUDDY DYER
Mayor



JIM GRAY
District 1 Commissioner



TONY ORTIZ
District 2 Commissioner



ROBERT F. STUART
District 3 Commissioner



PATTY SHEEHAN
District 4 Commissioner



REGINA I. HILL
District 5 Commissioner



SAMUEL B. INGS
District 6 Commissioner

Guide to Readers

About the Budget

The Fiscal Year 2019/20 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, 2019 through September 30, 2020. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Orlando

Florida

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

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, 2018. The City of Orlando has received the award for 11 consecutive years. 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

TABLE OF CONTENTS

MAYOR TRANSMITTAL LETTER	1
MAYOR'S KEY PRIORITIES	3
CHIEF FINANCIAL OFFICER LETTER	7
CITY OF ORLANDO	
City of Orlando History	15
Historical Milestones	17
Orlando MSA/Demographics	18
Historical Annexations Map	19
Employment	20
City Organization Chart	22
Government	23
Mayor Profile	25
Commissioner Profiles	27
Map of City Commissioner Districts	33
City Profile	34
Budget Process and FY 2019/20 Calendar	35
Accounting Structure and Organizational Mission	42
Fund Structure	43
BUDGET IN BRIEF	
Fund Revenue and Fund Expenditure Comparisons	49
General Fund - Revenues by Source	55
General Fund - Expenses by Department	56
General Fund - Expenses by Use	57
General Fund Comparison of Sources and Uses	58
All Funds - Revenues by Source	59
All Funds - Expenses by Department	60
All Funds - Expenses by Use	61
All Funds Comparison of Sources and Uses	62
Citywide Staffing Summary	63
Staffing Data and Charts	64
Community Service Organization Funding by Area Focus	66
Community Service Organization Recommendations	67
Funding for Capital Improvement Projects	70

INTRODUCTION

TABLE OF CONTENTS

REVENUE DETAIL	
Major Funds	78
Major Funds Revenue History	79
General Fund Revenues by Department	80
Major Revenue Sources - General Fund	81
Major Revenue Sources - Non General Funds	91
Fund Balance	105
Long Range Forecast	109
OPERATING DEPARTMENTS:	
Executive Offices	
Department Overview	113
Office of the Mayor	121
Office of Community Affairs	123
Office of Communications and Neighborhood Relations	125
Office of City Clerk	127
Office of City Commissioners	129
Office of Chief Administrative Officer	130
Minority/Women Business Enterprise	131
Human Resources Division	133
City Attorney's Office	136
Office of Sustainability	138
Balanced Scorecard	140
Business and Financial Services	
Department Overview	145
Chief Financial Officer	153
Accounting and Control Division	155
Fleet and Facilities Management Division	157
Management and Budget Division	161
Procurement and Contracts Management Division	163
Real Estate Management Division	165
Information Technology Division	167
Treasury Management Division	169
Risk Management Division	171
Dubsdread Golf Course	173
Balanced Scorecard	175

INTRODUCTION

TABLE OF CONTENTS

Economic Development	
Department Overview	179
Business Development Division	186
Permitting Services Division	188
Code Enforcement Division	190
City Planning Division	192
Downtown Development Board	194
Community Redevelopment Agency	196
Balanced Scorecard	198
Families, Parks and Recreation	
Department Overview	203
Director's Office	211
Parks Division	213
Recreation Division	215
FPR Children's Initiative	218
Balanced Scorecard	221
Fire	
Department Overview	225
Fire Chief's Administration	231
Fire Administrative Services Bureau	232
Fire Support Services Bureau	234
Fire Rescue Operations Bureau	236
Balanced Scorecard	239
Housing and Community Development	
Department Overview	243
Balanced Scorecard	251
Orlando Venues	
Department Overview	255
Venue Operations	261
Gardens, Galleries and Museums Division	264
Balanced Scorecard	267

INTRODUCTION

TABLE OF CONTENTS

Police	
Department Overview	271
Police Administration	278
Administrative Services Bureau	280
Special Services Bureau	282
Investigative Services Bureau	284
Patrol Services Bureau	286
Balanced Scorecard	288
Public Works	
Department Overview	291
Engineering Services Division	301
Streets and Stormwater Services Division	303
Solid Waste Division	306
Water Reclamation Division	308
Project Management Division	310
Balanced Scorecard	312
Transportation	
Department Overview	317
Transportation Engineering Division	325
Transportation Planning Division	327
Parking Division	329
Balanced Scorecard	332
CAPITAL IMPROVEMENTS AND DEBT	
Capital Improvement Program Procedure	337
Definition of a Capital Improvement	338
Project Description Form	339
CIP Calendar	340
Description of Funding Sources	341
Adopted Capital Budget	342
Impact of Capital Projects on the Operating Budget	348
Description of Major Capital Budget Projects	353
Debt Service Overview	357
Rating Agency Analysis	358
Description of Debt Outstanding	359
Bond Issues and Loans Outstanding	365
Summary of Debt Service Requirements to Maturity	366

INTRODUCTION

TABLE OF CONTENTS

SUPPLEMENTAL INFORMATION	
Appropriation by Category	370
Ad Valorem Revenue Historical Comparison	374
Direct and Overlapping Property Tax Rates	375
Property Tax Levies and Collections	376
Principal Property Tax Payers	377
Schedule of Internal Loan Fund Revenue Dilution Test	378
CRA - Downtown District Tax Increment Revenue Bond Coverage	379
CRA - Republic Drive (Universal Blvd) Tax Increment Revenue Bond Coverage	379
City of Orlando Demographic Statistics	380
School Enrollment, City of Orlando and Orange County	381
APPENDIX	
Policy Overview	385
Budget Policies	386
City Policy for Growth Management	401
City Policy for Capital Improvements	407
Debt Management Policy	430
Reserve Policy Summary	443
GLOSSARY	
Glossary	451
Acronyms	457

INTRODUCTION

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To the Citizens of the City of Orlando:

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

The City was able to endure the nationwide economic downturn and years of diminishing revenue by making tough decisions including cumulative budget reductions of over \$230 million dollars and a strict financial focus on strategic priorities. We also managed and trained our workforce on efficiencies and as the City's population continued to grow, staffing increases were limited and the ratio of staff to residents is at its lowest point in decades. While some cities opted for quick-fixes like decreasing reserve funds, the City of Orlando protected its reserve levels. This document for FY 2019/20 shows Orlando is still in high standing compared to other major cities in Florida and across the Country.

Over the last few years property tax revenues have finally returned to pre-recession levels, yet values just passed the real estate peak. This budget maintains our current millage rate while continuing Orlando's five-star services. Both locally and across the state, revenues from business activity allowed for budget increases. The City directed these to ensure residents and business owners can have a seamless experience interacting with City government. Continuing to provide the best customer service, we created a Digital Services Team emphasizing electronic interactions and virtual communications from our website and social media platforms. Permitting and Code Enforcement began utilizing their new satellite annex and additional funding was provided for vacant lot upkeep, litter control and short term rental compliance to keep the City Beautiful. We also focused on response time and reliability for emergency services by implementing a brand new combined Computer Aided Dispatch system for Police and Fire. When every second matters, we know making smarter and more holistic decisions will make Orlando a better and safer place to be for our residents and employees.



Lake Eola in Downtown Orlando

Highlights of this year's budget include:

- Public Safety is again the #1 budget priority illustrated by devoting over half of new General Fund dollars to our Police and Fire Departments. This includes the addition of 20 airport police officers, 10 School Resource Officers and a multi-million dollar expansion of our fire apparatus fleet.
- Continued focus and investment in infrastructure and facility maintenance. The Capital Improvement Program contains over \$95 million across more than 100 projects that impact the lives of our residents each and every day. Included in those projects are dollars dedicated to Affordable Housing, designing a fully renovated Water Reclamation Treatment Center, Smart Cities and Energy Management upgrades.
- A commitment to current employees for full funding of the actuarial required contributions for all three pension plans and Other Post-Employment Benefits (OPEB) as well as funding for all compensation increases negotiated by our unions and provided to non-bargaining staff including the first of a three year commitment for all City employees to make a minimum wage of at least \$15 an hour.
- This budget addresses maintenance requirements in Parks and Recreation through a more than \$1 million increase in funding for upkeep of our recreation and community centers.

- The General Fund budget again does not utilize reserves to balance and actually includes an operating contingency to ensure issues arising during the year can be addressed without their use at all. The City has consistently been recognized for its management of reserves. Fitch Ratings has given Orlando a Triple-A bond rating, the highest score attainable. This solid financial position allows us to bring resources to bear at a moment's notice, such as the response to the Pulse tragedy and recent natural disasters like Hurricanes Matthew and Irma, to immediately take care of our residents.
- City departments continue to go beyond the call to find cost savings and grant opportunities and streamline program delivery. Within this budget is an operational and salary savings target of over \$7.5 million. Our track record shows we are capable of managing to provide the superior service levels our residents have come to expect within this budget limitation.
- In recognition of the importance for enhancing the transportation options for our residents and visitors, we are creating four positions dedicated to traffic improvements, funding planning for the transition of SunRail to local control and doubling funding for road repairs.

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

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

Sincerely,



Buddy Dyer
Mayor

MAYOR'S KEY PRIORITIES

The Mayor's Key Priorities were established to achieve the City of Orlando's mission to "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible." Identified in each priority are budgetary, operational, and programmatic enhancements over the last three fiscal years. Below explains the significance of each priority.

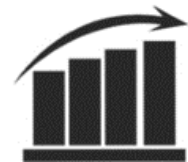
Create a City for Everyone



The City of Orlando strives to meet the needs of all residents who choose to call Orlando home as well as the millions of visitors that vacation in our great City each year by offering a combination of economic, cultural and educational opportunities.

Create High Quality Jobs

Mayor Buddy Dyer recognizes that economic development doesn't just happen at City Hall, it happens when partnerships are formed between private business, nonprofits and government agencies to impact our community. That's why as a region we are working together to attract corporate headquarters and support new and existing businesses.



End Homelessness



The City of Orlando and the entire region remains committed to the Housing First model. Our regional strength that has been applied to other projects, like SunRail, will be used to house and support our chronic homeless population.

Become One of the Most Sustainable Cities in America

The City of Orlando has worked to become one of the most sustainable cities in America by greening our buildings, food, waste, water and transportation, ensuring that we protect our natural resources and amenities for our residents and future generations to come.



Keep Our Community Safe



The top priority for Mayor Buddy Dyer is the safety of our community. The City of Orlando is committed to working with our residents and business to keep our neighborhoods and Downtown a safe place to live, work and play.

Provide Mobility and Transportation Options

Keeping Orlando moving continues to be a priority for Mayor Buddy Dyer. Providing multiple alternatives such as transit, bike and pedestrian forms of transportation will offer all those who live, work and play in Orlando options for getting around the City.



MAYOR'S KEY PRIORITIES

FY 2017/18

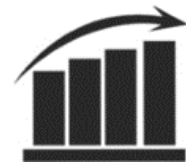
Create a City for Everyone



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

Create High Quality Jobs

- Launched the Permit Express program to assist small businesses in the community.
- Created a Project Manager for the Downtown South Neighborhood Improvement District (DSNID).
- Invested \$3 million towards developing and connecting the downtown corridor.
- Provided funding for our local entrepreneurship incubator CANVS's new Parramore location.



End Homelessness



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

Become One of the Most Sustainable Cities in America

- Implemented light-emitting diode (LED) streetlights, resulting in estimated utility annual cost savings of \$500,000.
- Adopted a building utility ordinance to track whole-building energy use on buildings larger than 50,000 square feet
- Upgraded heating, ventilation, and air conditioning (HVAC) systems, installed LED lighting in over 10 city buildings and locations, and opened our first net zero building.



Keep Our Community Safe



- Continued to provide for community safety by increasing staffing to hire new 10 police officers.
- Hired 15 School Resource Officers to keep our children safe.
- Ensured interoperability with the replacement of vital Police Communications equipment.
- Implemented a new computer-aided dispatch system for Police and Fire.

Provide Mobility and Transportation Options

- Appropriated \$1 million to make our neighborhoods more walkable by building new sidewalks.
- Devoted \$200,000 for planning and implementation strategy of citywide bicycle plan.
- Funded study of SunRail Phase III which evaluated a passenger connection to Orlando International Airport (OIA).



MAYOR'S KEY PRIORITIES

FY 2018/19

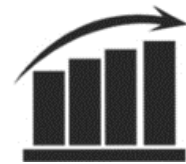
Create a City for Everyone



- Upgraded the Welcome Center and reinstate the Downtown Ambassadors program.
- Supported local cultural activities with a contribution of \$216,095 to offset State cuts to funding.
- Created a Park Space Master Plan to map all park/recreation facilities in the City to ensure all residents are within walking distance.
- Increased funding to Community Support Organizations by \$583,487.

Create High Quality Jobs

- Expanded the city's vision plan to identify opportunities for growth in the Orange Blossom Trail and Holden Heights areas.
- Invested \$34 million in the Packing District project with the Dr. Phillips Foundation to redevelop an industrial area west of the city.
- 15% increase in direct funding for business incubators, co-working spaces, and non-profit groups that foster local job creation.



End Homelessness



- Contributed \$1.5 million to help create affordable housing across the city.
- Created two new affordable housing positions dedicated to the city's collaboration with community partners.
- Funded a new low income affordable housing development as a part of the Parramore Housing Initiative.

Become One of the Most Sustainable Cities in America

- Engaged in the Smart Cities initiative to improve sustainability and technology throughout the City.
- Funded the \$400,000 Central Business District's Waste and Recycling Center.
- Contributed \$1.4 million to improve energy efficiency for HVAC and lighting in more city facilities across each district.



Keep Our Community Safe



- Continued to provide for community safety by increasing staffing to hire new 10 police officers.
- Hired 15 School Resource Officers to keep our children safe.
- Ensured interoperability with the replacement of vital Police Communications equipment.
- Implemented a new computer-aided dispatch system for Police and Fire.

Provide Mobility and Transportation Options

- Funded downtown segments of the urban rail system and opening the Colonial multi-use bridge.
- Expanded a new roadway network in the rapidly growing area southeast of downtown.
- Provided a new outdoor amenity to the residents of southwest Orlando via the new Shingle Creek Trail.



MAYOR'S KEY PRIORITIES

FY 2019/20

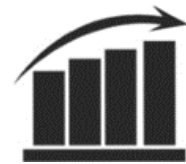
Create a City for Everyone



- Upgrades at Leu Gardens, including restroom improvements.
- Nearly \$1.2 million to provide renovations at various parks and improve Americans with Disabilities Act (ADA) walking paths.
- Maintaining nearly \$7 million in funding to community arts, culture, education, and economic organizations.

Create High Quality Jobs

- Funding for Small Business Façade Program at \$450,000.
- Increasing support to the UCF business incubator to \$700,000.
- Funding plan to increase minimum wage to \$13 per hour in FY2019/20 and then \$15 per hour by FY 2021/22 for city employees.



End Homelessness



- Contributing \$2 million to help create affordable housing across the city.
- Continuing support of Mayor's Housing First Initiative with \$1.2 million dedicated to the program and a variety of other homelessness programs.
- \$600,000 to rental assistance program to help alleviate the burden on displaced individuals and others in need.

Become One of the Most Sustainable Cities in America

- \$1.8 million in renewable energy funding to install solar panels at various city facilities.
- Adding 100 electric vehicle charging stations through out the city via \$800,000 capital investment.
- Augmenting staff to support initiatives in the Office of Sustainability and Resiliency.



Keep Our Community Safe



- Adding 33 police officers, including 25 for Greater Orlando Aviation Authority (GOAA) and 8 School Resource Officers (SRO).
- Investing in rapid DNA testing equipment which is used to solve and prevent crimes, help reverse wrongful convictions, and prevent DNA analysis backlogs.
- \$5 million towards purchasing frontline fleet apparatus for the Orlando Fire Department, specifically for new tower trucks, fire engines, and pumps.

Provide Mobility and Transportation Options

- Establishing dedicated funding for city bridge repairs program.
- Increasing pavement rehabilitation funding by \$1 million.
- Creating a position to oversee Vision Zero Orlando Action Plan, which aims to eliminate traffic fatalities and serious injuries within the city by 2040.



October 1, 2019

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) 2019/20, totaling \$1,362,715,923. The economic growth we witnessed last year is even more evident in this year's budget, as the City's taxable value increased \$3 billion resulting in a projected \$19 million increase in property tax collections. We project healthy growth in other revenue sources such as Sales Tax and our Extra Duty Program. Overall, the total City budget is growing by 7%. 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. Guiding parameters and priorities for developing the budget were outlined in the Mayor's Strategic Priorities. These include 1) Keep Our Community Safe, 2) Generate High Quality Jobs, 3) Become One of the Most Sustainable Cities in America, 4) Provide Mobility and Transportation Options, 5) Create a City for Everyone and 6) End Homelessness. As is required each year, the budget was formulated within the structure outlined by State formula and our locally adopted policies and procedures. Citizens also had the opportunity to provide input throughout the preparation process, as specified in Florida Statutes, during the two required public hearings held in September.

Building upon our modest expansion in service level last year, some functions are being further expanded in response to customer demand but only to the extent that our resources will allow. Mayor Dyer and I agree that Orlando is on sound financial footing and we are in the top tier of Florida cities. In fact, I believe that we can stand with any city in the country. The City of Orlando has developed a fiscally responsible budget for FY 2019/20 to remain on this solid financial ground. Various aspects of the budget will be outlined below.

The total General Fund budget for FY 2019/20 totals \$517,211,834. This is an increase of \$28,790,176 when compared to the adopted budget for the prior fiscal year. Much of the increase is attributable to a significant increase in capital improvement funding, one-time transfers to the Designated Revenue Fund, and our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to collectively bargained wage increases. We have again been able to balance the budget without the use of excess reserves thus keeping the General Fund reserve at the maximum level recommended as a best practice by the Government Finance Officers Association (GFOA) and by the City's Reserve Policy.

The following are brief highlights, changes and assumptions incorporated in the adopted budget:

Citywide Staffing/Salaries and Benefits

Labor costs comprise two-thirds of our General Fund budget and therefore any additions to staffing are carefully considered. In the FY 2019/20 budget we have added 25 new General Fund positions. These new positions include 8 new police officers and 2 crime analysts, 4 new transportation safety and traffic management positions, 4 new surveyors, 2 new Supervisors to oversee right-of-way maintenance and other positions. While there is growth in our number of positions, per capital staffing remains at a low 12.3 employees per thousand residents.

Included in this budget is funding wage increases for our employees. As of this date, one collective bargaining agreement has been reached. Others are still in negotiation; some close to settlement while others will take longer. The City has committed to providing a \$15 per hour minimum wage by FY2022. In the FY2020 budget, the minimum wage is \$13 per hour. We have provided sufficient flexibility in the FY 2019/20 budget to fund all of the pending agreements and the path to a \$15 minimum wage.

Health care benefits are a significant cost for any organization and the City is no different. That being said, since the City became self-insured in 2012, City-managed health care costs have remained stable. This continues in FY20 when, based on the recommendations of our third-party health care consultants, we have assumed no premium increase to health care.

Pensions and Retiree Healthcare

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

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Department's mission. The Department budget totals \$131,697,108 with a General Fund portion of \$16,273,760. Contributions to organizations supporting economic development have increased again as the Economic Development Department leads the City's efforts to Create High Quality Jobs. The Façade Grant Program has been increased to \$100,000 per Commissioner District and the Main Street Program is increasing to \$664,550; and the Business Assistance Program will continue to receive \$150,000. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$17,565,443 for FY 2019/20. This new budget includes \$1.8M for technology improvements.

Families, Parks, and Recreation

The Families, Parks and Recreation Department continues to grow in FY 2019/20. To truly have A City for Everyone we are adding funding for maintenance and programming as we open two new parks. The Department budget totals \$46,095,515 with a General Fund portion of \$37,342,739. 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 2019/20 of \$2,728,637. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.4 million, via a transfer from the General Fund.

Fire

The Fire Department (OFD) is critical as we strive to Keep Our Community Safe. The OFD budget totals \$122,772,276 with a General Fund portion of \$121,280,206. A significant addition to this budget is for fire pension costs and a lower assumed attrition rate based on recent actual vacancy rates. The level of funding allotted to the Fire Department for the fiscal year will also allow it to maintain its ISO rating of "1". 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.

Housing and Community Development

The Department's General Fund operations are minimal at a total of \$1,102,371. 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 2019/20 with \$7,343,991 being award through U.S Department of Housing and Urban Development (HUD) grants. This year, the Housing Department will also benefit from a SHIP grant for \$394,966 which will further assist in the production and preservation of home ownership and multifamily housing. Most notably, we have doubled General Fund support for affordable housing initiatives to \$2M. This significant investment is evidence of the City's dedication to End Homelessness and Create a Community for Everyone.

Orlando Venues

The budget for the Orlando Venues Funds for FY 2019/20 is \$37,582,209. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, East Coast Hockey League Orlando Solar Bears, and the reconstructed Camping World Stadium. The budget includes revenues and expenditures associated with the various events to be held at the two venues. The Amway Center's budget is \$18,321,858 and Camping World Stadium's budget is \$6,259,038 for the fiscal year.

The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens and the Mennello Museum of American Art. The budget for Leu Gardens is \$2,908,724 and budget for the Mennello Museum is \$596,589. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.5 million, or 55%, of its revenues and the Mennello Museum receives \$543,221, or 91%, from the General Fund.

Police

The City's strong commitment to public safety continues under this budget. This budget includes funding for 36 new sworn positions and 2 civilian Crime Analysts. The Department budget totals \$187,104,901 with a General Fund portion of \$163,636,744. Visible evidence of the City's strong commitment to Keep Our Community Safe is in the fact that OPD accounts for one third of the General Fund budget. This budget increases the number of police first responders by 36 officers; 7 of these are General Fund positions. New automation opportunities and the use of enhanced technology such as body cameras and a new computer aided dispatch system are further examples of the City's continued investment. One-hundred-and-thirteen officers provide public safety services at the Orlando International Airport. The budget for that Aviation Authority Police Fund is \$17,076,752.

Transportation

The Transportation Department was re-established in FY2016/17. The Department's total budget from all sources is \$55,043,870. The General Fund makes up \$17,380,358 of this amount. The combined Parking System budget is \$24,585,774. That total includes the Parking System Fund, covering the majority of City garages and lots; the Centroplex Garage Fund covering the two garages near the Creative Village site; and the GEICO Garage. As the obvious lead in the City's effort to Provide Mobility and Transportation Options, the Department is undertaking the planning for the transition of the SunRail commuter train to local control. Three-hundred-and-fifty-thousand dollars was added to the Transportation operating budget to facilitate this planning.

Public Works

The Public Works Department has the largest total budget. This diverse department handles a wide variety of essential City services from water reclamation management, to residential trash collection and recycling to street maintenance and construction. The Department budget totals \$239,169,299 with a General Fund portion of \$9,402,264. The FY 2019/20 total staffing is 589 or 16% of the City total. The vast majority of the positions (500 or 85% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 89 employees, or slightly over 15% of the total. Budget highlights for the Enterprise Funds that are part of the Public Works Department will be outlined in the following paragraph.

Enterprise Funds

For the fourth year in a row, Solid Waste Fees and Stormwater Utility Fees will not increase for FY 2019/20, evidence of the City's commitment to fiscal discipline and keeping as much as possible in the citizens' pockets. A total of \$1,680,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$24,034,233 total budget. The Solid Waste Fund's total budget is \$40,836,370. The Water Reclamation Revenue Fund has a total operating budget of \$112,105,921, which includes \$28,565,032 in capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance.

Debt Service

The General Fund budget for debt service totals \$19,238,704 in FY 2019/20. This is an increase of approximately \$550,000 over the prior year's debt service. Demonstrating the City's commitment to public safety, debt service of \$9.4 million has been budgeted for the expansion of fire and police facilities. The debt service for some of these new or upgraded facilities comes from energy savings from the facilities themselves. Debt service for land acquisition totals almost \$4.9M in FY19/20. These purchases supported (1) a significant expansion of our parks space in the early 2000s and the FY 2012/13 expansion of our signature park, Lake Eola; (2) the debt on land purchases made for the proposed Soccer Stadium; and (3) debt on land purchased for future use. Finally, included in the FY 2019/20 budget is service for debt issued in 2018 primarily for Parks and Recreation including a new center and gymnasium and a bicycle network as well as improvements to the new Packing District. This debt service totals \$4M.

Community Venues debt service allowed for the construction of the Amway Center, the Dr. Phillips Center for the Performing Arts and Camping World Stadium. That debt service comes from the Orange County Tourist Development Tax, the Downtown CRA, the Orlando Venues Enterprise Fund, and State Sales Tax Rebate proceeds. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Agency loans, land purchases, other parking facility construction and Wastewater system improvements.

Capital Improvement Program

The total allocation of the FY 2019/20 Capital Improvement Program (CIP) is \$95,642,150 and includes projects related to Stormwater, Water Reclamation, Transportation and Economic Development. The majority of the budget is comprised of Water Reclamation projects, funding 20 projects totaling \$30,360,000. Stormwater will include four projects at a cost of \$1.7 million. Transportation-related projects total \$16.4M with funding from Gas Tax (\$5.9M), Transportation Impact Fees (\$8.4M) and the City's parking funds (\$1.1M). Economic Development projects funded through the Community Redevelopment Agency (CRA) and Downtown Development Board provides funding for DTO Implementation and Parramore Housing Initiative. There is also funding set aside in the Dubsdread Golf Course Renewal & Replacement Fund for course and equipment maintenance and in the Solid Waste Fund for a potential relocation and for replacement vehicles. All of these projects are cash funded and not tied to additional debt liability.

The Capital Improvement Fund budget for FY 2019/20 is \$25.2 million. Virtually all of this is new funding from the General Fund. Funding has been allocated to maintain our investments in infrastructure and facilities, to ensure that our public safety departments can maintain replacement cycles, and to address any deferred maintenance needs. Public safety projects include \$1.2 million for fire equipment replacement and \$2.8 million for police equipment replacement and facilities. We have continued funding technology infrastructure with \$2.7M. Core infrastructure projects include \$2.5M for pavement rehabilitation, \$1.75M for the repair of hazardous sidewalks and construction of new sidewalks to provide a safe route for children going to school. We continue to make necessary improvements and upgrades to our recreation and park facilities including playground equipment with \$3.9M in capital funds. The annual Dr. Phillips Center for the Performing Arts Renewal & Replacement payment is also budgeted in the amount of \$1,791,078. We have budgeted \$544,556 for renovations at the City's Emergency Operations Center. Finally, we have set aside \$1.9M to address other facility needs across the City.

Much of the above list builds upon years of similar investments. With our strong property tax growth we are making several new investments. We are setting aside \$2M for affordable housing initiatives; \$260,000 for operational efficiency improvements; and we have budgeted \$2.1M to expand our use of renewable energy at City facilities and install electric vehicle charging stations, key to Becoming One of the Most Sustainable Cities in America, and to lowering our on-going operating costs, improving resiliency of our facilities and making Orlando future-ready. The common theme is using growth in our revenue today to invest for tomorrow.

CHIEF FINANCIAL OFFICER LETTER

Non-Departmental/Non-Operating

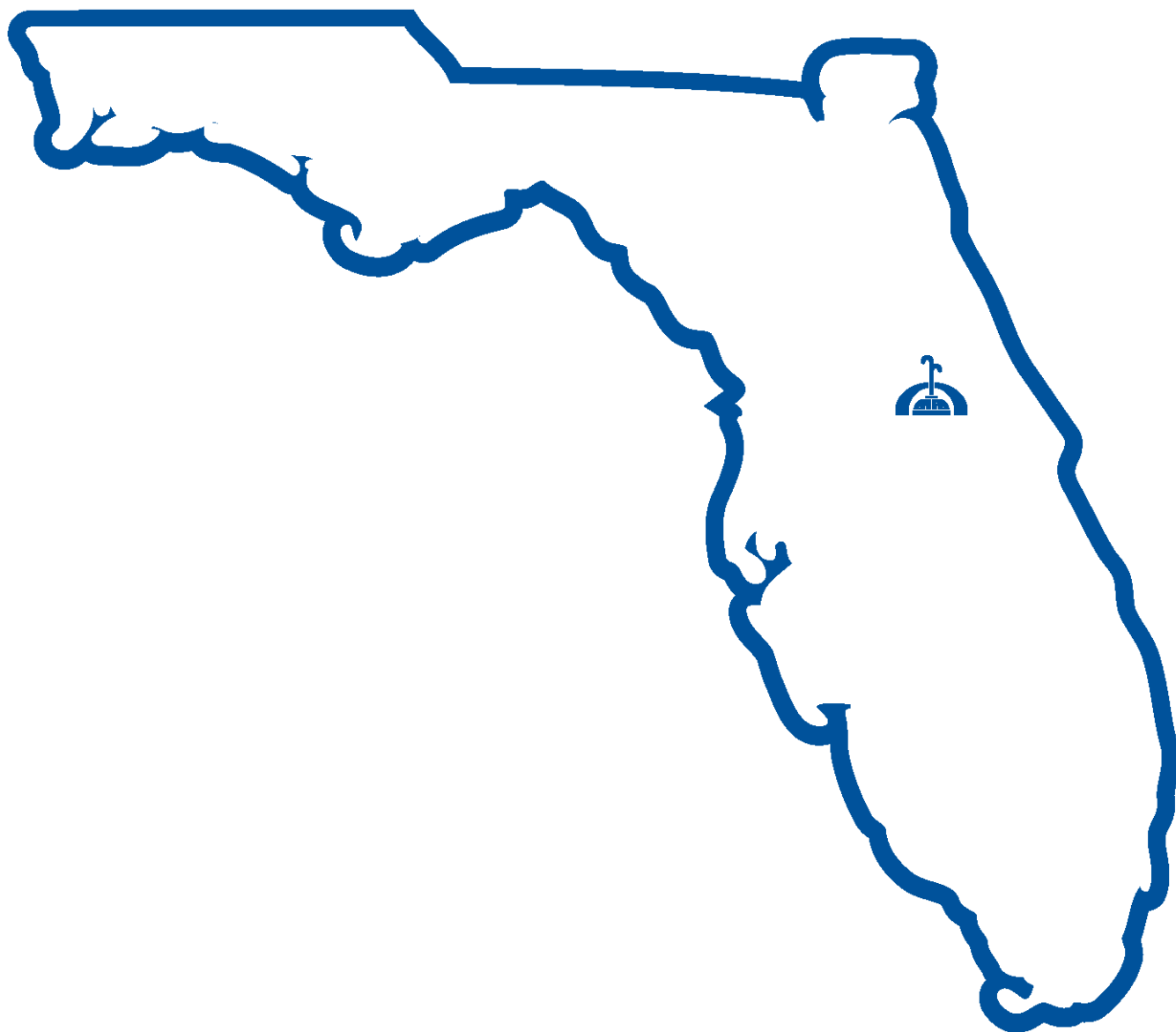
The Non-Departmental budget increased \$21.5 million. The increase is substantially the result of transferring \$3.4 million more General Fund revenue to the CIP Fund than we did the prior year. We are making a one-time transfer to the Designated Revenue Fund of \$2.4M to fund homelessness initiatives and needs related to collective bargaining. The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$2.4 million for FY 2019/20. We increased the general fund contingency by \$1.5 million. As noted above, there was also a modest increase to debt service.

Closing

As Mayor Dyer continues to highlight, the City takes its financial management responsibility seriously. Debt ratings from all three rating agencies (Fitch, S&P, Moody's) continue to remain top tier and are reflective of market recognition of high quality. The City's Annual Budget and Comprehensive Annual Financial Report (CAFR) again received Government Finance Officers Association awards. Regular budget to actual financial reports are submitted to the City Council, provided to department directors and fiscal managers, posted to the Internet for public knowledge, and provided to the City's Audit Board. The Office of Business & Financial Services continues to focus on undertaking best budget and fiscal management practices in order to maintain the City's healthy financial condition. Mayor Dyer also continues to lead the way with his constant focus on budget monitoring and control. The City's mission is to deliver public services in a knowledgeable, responsive and financially responsible manner. We strive each day to fulfill that mission through transparency and open communication.



Christopher P. McCullion
Chief Financial Officer



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

Orlando started as a small cattle farming community outside of Fort Gatlin in the 1840s. Over the next thirty years, the community's population grew and in 1875 the town of Orlando was established with 85 inhabitants, 22 of whom were qualified voters. During the mid-1880s, Orlando measured approximately four square miles and was officially incorporated as a City. Today, the City of Orlando is home to 297,117 inhabitants, and has grown to over 118.7 square miles with several major industries and employers.

ORLANDO 1800S

- Orlando was originally named Jernigan, after the Jernigan family who established the first permanent settlement
- The settlement changed its name to Orlando in 1846
- Orlando becomes the county seat in 1856
- Orlando is incorporated as a City in 1885



The arrival of railroads enabled the region to send citrus crops to northern markets and soon citrus became Orlando's major industry. Tourists and settlers alike were drawn to Orlando's warm winters, natural lakes, and orange groves. By the 1920's, Orlando's streets were paved and the City's population crossed the 10,000-person threshold. Following a destructive hurricane in the 1920s and the start of the Great Depression, Florida's land boom came to an end. Orlando endured the Depression by pursuing agriculture and public works projects. The Works Progress Administration (WPA) constructed post offices, courthouses, canals, parks, and expanded the City's airport.

The improvement of the City's infrastructure and its location drew the attention of the United States military, NASA, and Lockheed Martin, and Orlando's economic base began to expand beyond agriculture. During the 1940s and 50s, the military built several air fields in the area and Lockheed Martin constructed a 10-mile wide plant which is still in operation today. This change in Orlando's industry created a demand for expanded education and technology. Florida Technical University (now the University of Central Florida) was built in 1967 in east Orange County between Orlando and Kennedy Space Center. Valencia Community College followed shortly after, which added more workforce training to the region. Today, the University of Central Florida is the largest university campus in the nation.



ORLANDO 1950-1990

- Orlando Naval Training Center opens in City limits
- Infrastructure expands and Orlando becomes a premier destination for growth
- Orlando's Community Redevelopment Agency is established
- Orlando Health partners with M.D. Anderson Cancer Center
- FIFA World Cup games are played in Orlando

As growth continued, legislation expanded Orlando's infrastructure to include two major roadways, the Florida Turnpike and I-4. This expansion caught the eye of California's Walt Disney who made plans to develop a theme park and hotels in Central Florida. In the late 1960s, Walt Disney announced his plans to build "Disney World" on tens of thousands of acres along I-4 south of Orlando. When Disney World opened in 1971, it sparked rapid growth in the Central Florida region and further expansion of the economic base.

Orlando History (continued)

As more people started to visit the region, Orlando and the US Air Force agreed to convert the McCoy Air Force Base into the Orlando International Airport. From the 1970s to the 1980s, Orlando and the Greater Orlando Aviation Authority (GOAA) made significant updates to the airport. Today, OIA serves an average of 3.9 million passengers a month, and is the 10th busiest airport in the nation.

Orlando's major industry shifted further to tourism as Disney expanded and Universal Studios opened a theme park as well. Disney quickly became the region's largest employer, and Universal is the City's single largest taxpayer and customer for the municipal electric and water utility, Orlando Utilities Commission (OUC). As families relocated to Orlando, former military training centers were redeveloped as residential communities. The City converted the Naval Training Center into Baldwin Park, an award-winning master planned community near downtown Orlando.

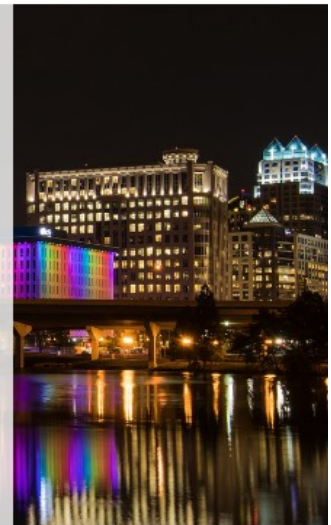
The 2000s have seen the City of Orlando continue to grow, reaching a population over 290,000. Between 2002 and 2007, the City experienced massive revitalization in the urban core with the addition of the Dr. Phillips Center for Performing Arts, new Amway Arena, SunRail (Central Florida Commuter Rail) and the downtown campus of the University of Central Florida. This growth spurred new initiatives like the Green Works Orlando plan for sustainability and the Smart Cities Initiative for data-driven infrastructure. The City's strategic energy plan was recognized by the U.S. Department of Energy, and Orlando received awards from the Smart Cities Council and U.S. Department of Transportation for enhancements to transportation.

Orlando is developing an international hub for health and biotech services at Lake Nona, a 7,000 acre master planned community developed by Tavistock Development Company. This area is home to UCF College of Medicine, Burnett School for Biomedical Sciences, Nemours Children's Hospital, M.D. Anderson Cancer Center and the University of Florida's Research and Academic Center. Despite slowed growth from the recession, the U.S. Tennis Association and accounting firm KPMG both developed campuses in Lake Nona.

ORLANDO

2000-2020

- Orlando expands Lake Eola Park and purchases Constitution Green Park
- Receives Governmental Champion of Change award for diversity & inclusion
- Construction begins on Phase 2 of the Dr. Phillips Performing Arts Center adding 1,700 seats
- The Orlando International Airport is building an Intermodal Terminal to be completed in 2020



ORLANDO

- City has over 100 parks and 21 community centers
- Central Business District encompasses 1,000+ acres
- There are 11 Main Street Districts in Orlando which are part of the Main Street America Coordinating Program
- More than 150 international companies house their major U.S. operations in Orlando
- Orlando has more than 40 miles of bike paths and ranks 5th for best city in the U.S. for an active lifestyle
- Orlando is also ranked in the top 5 cities for urban farming

The rich history of Orlando is emblematic of the progress the City has achieved. Orlando is an inclusive city with a high quality of life, combined with a strong economic foundation supported by the industries of academic research, computer simulation and training, and hospitality. The City has a natural ability to grow and change as needed to meet market demand, which is what will continue to make Orlando a world-class City.

CITY OF ORLANDO

Historic Milestones

EARLY 1900S - BASIS FOR GROWTH

- As the City's population crossed 10,000, Orlando's main streets are paved with brick
- The Great Depression ends the Florida "land boom"
- The Orlando Public Library opened in 1923, and the Municipal Auditorium (Bob Carr Theater) opened in 1926
- The City of Orlando purchases Orlando Water & Light Co. and issues \$1,550,000 in bonds to convert the company to Orlando Utilities Commission

LATE 1900S - TOURISM

- Theme parks such as Disney World, Sea World and Universal open Central Florida locations
- Orlando International Airport is established
- Tourism becomes Orlando's major industry and the City is recognized as one of the world's most popular vacation sites
- The National Basketball Association adds Orlando Magic as a team
- Church Street Station in downtown Orlando is developed into an entertainment center

CURRENT - POISED FOR TOMORROW

- Orlando is home to the NFL Pro Bowl, Citrus Bowl, Autonation Cure Bowl, Camping World Bowl, and Monster Jam
- Orlando City Soccer builds their new privately owned and financed 25,500 seat soccer stadium in the historic Parramore neighborhood. Renamed Exploria Stadium in 2019.
- 698,000 square foot Dr. Phillips Performing Arts Center opens in downtown, hosting an array of events
- City creates \$2+ billion in economic development with urban infill projects like Creative Village and the Packing District

1800S - FOUNDING OF ORLANDO

- History is unclear about how Orlando was named, but stories include soldiers, a Judge, and Shakespeare
- Cattle and citrus are Orlando's major industries
- Originally named the Jernigan Post Office in 1850, the Orlando Post Office became official in 1857

MID 1900S - MILITARY AND EDUCATION

- Following the Great Depression, Orlando upgraded the Municipal Airport (Orlando Executive Airport) and constructed Tinker Field
- Lockheed Martin moves to Central Florida and the United States military and NASA follow
- The University of Central Florida and Valencia College are established
- The Angebilt Hotel is constructed in downtown Orlando and becomes a premier hotel with a rooftop lounge
- Minute Maid Juice opens their headquarters in Orlando

EARLY 2000S - DIVERSIFICATION

- Florida A&M University College of Law opens in downtown Orlando
- The Mall at Millennia opens in southwest Orlando with more than 677,000 square feet of retail space
- Orlando emerges as a high-tech corridor with industries like: software, simulation, digital media, and biotechnology
- Tavistock Development Company invests in Orlando through the development of Lake Nona and Medical City
- City approves agreements with FDOT for SunRail commuter rail project through downtown Orlando
- The new 18,500 seat Amway Center opens
- Metro Orlando welcomes more than 51 million visitors, making it the most visited destination in the U.S. and the first city to pass 50 million visitors

Orlando MSA

The City of Orlando is 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: Lake, Osceola, and Seminole 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 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 291,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of nearly 1,350,000 persons, while the four-county MSA has a population of more than 2,500,000 persons.

Population

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	Not available
1960	88,135	263,540	Not available
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	236,788	1,145,956	2,133,940
2015	262,949	1,227,995	2,270,370
2016	267,842	1,252,396	2,320,195
2017	279,133	1,280,387	2,376,358
2018	283,476	1,307,724	2,516,690
2019	291,117	1,386,080	2,585,614

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.

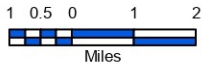
CITY OF ORLANDO

Annexations Map

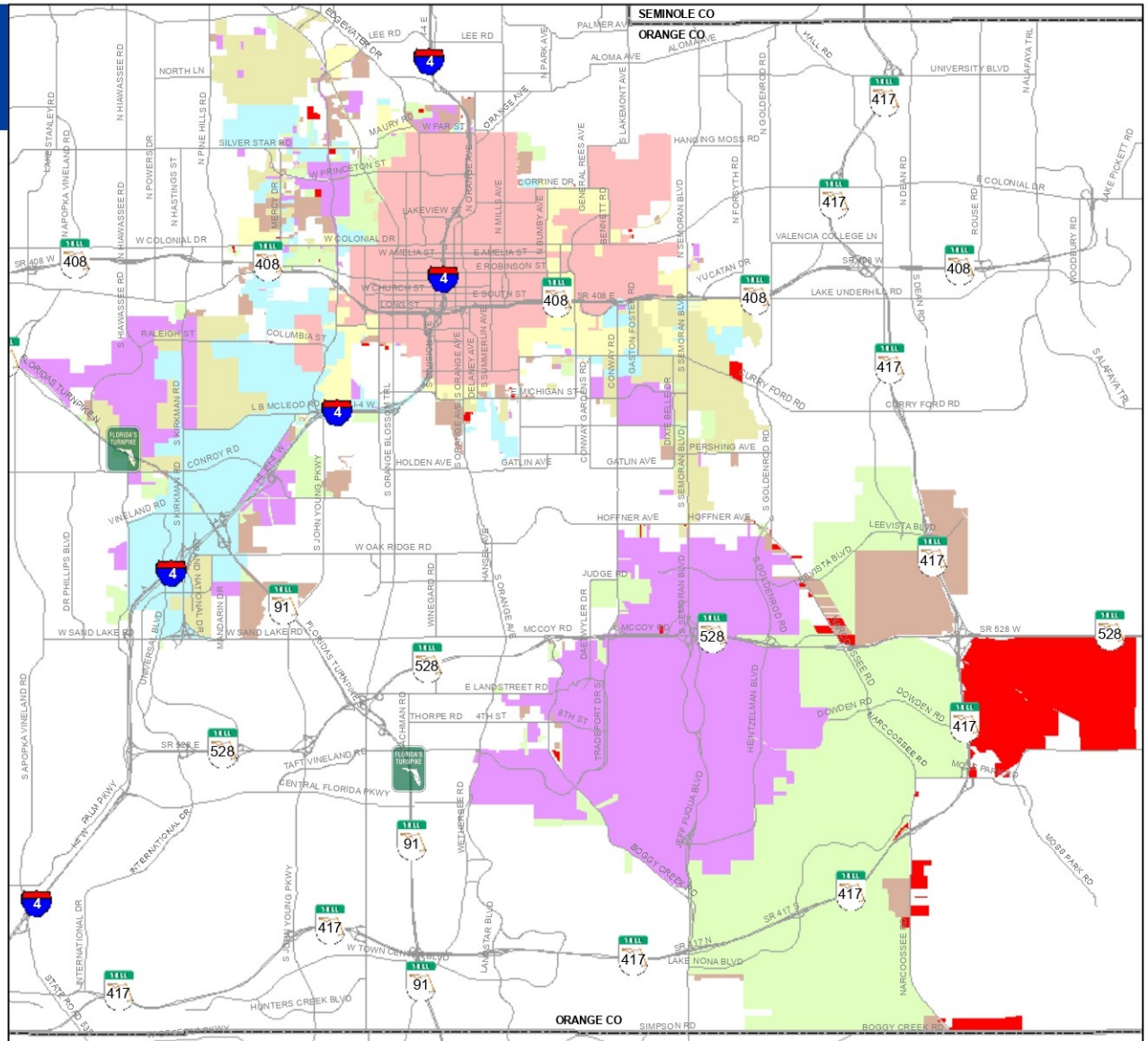
Annexations By Decade

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

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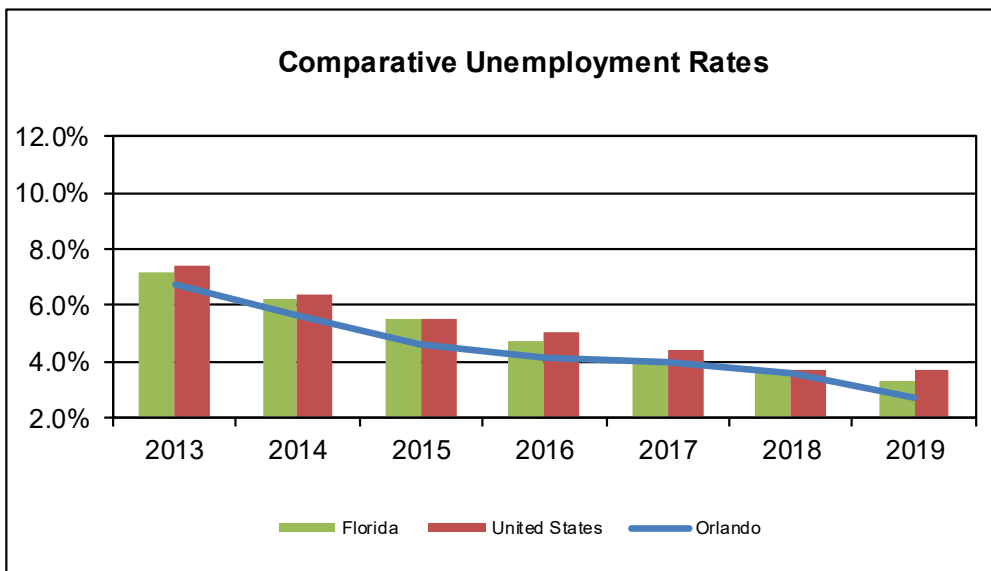
City GIS
Standard Map
August 2019



Average Annual Unemployment Rate

	City of Orlando	Orange County	Orlando MSA	Florida	United States
2012	8.9%	8.6%	8.7%	9.0%	8.2%
2013	6.7%	6.8%	6.9%	7.2%	7.4%
2014	5.6%	5.8%	5.9%	6.2%	6.4%
2015	4.6%	5.0%	5.1%	5.5%	5.5%
2016	4.1%	4.3%	4.4%	4.7%	5.0%
2017	4.0%	3.8%	3.9%	4.1%	4.4%
2018	3.6%	3.5%	3.7%	3.7%	3.7%
2019	2.7%	3.1%	3.2%	3.3%	3.7%

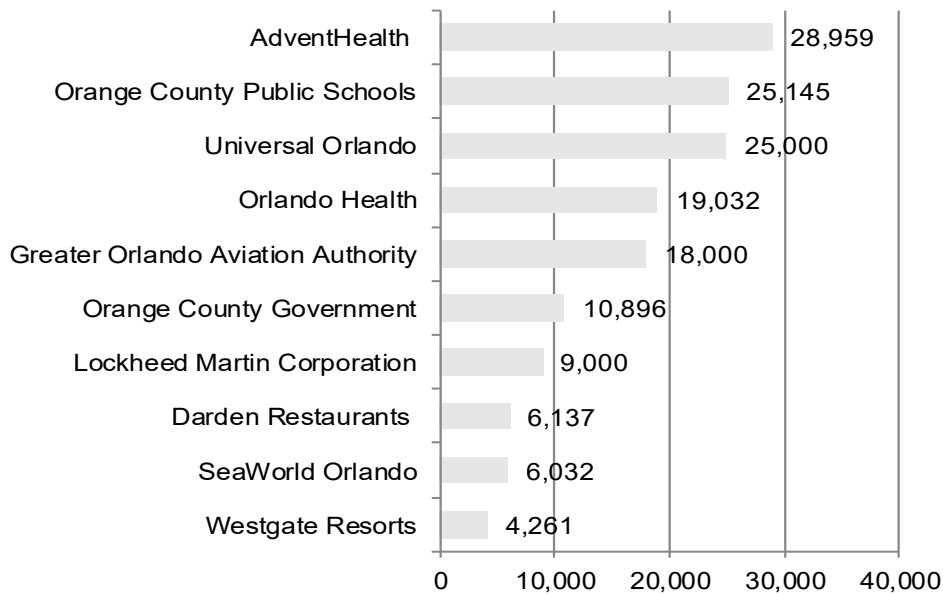
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2019 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2019 as of September.

Major Orlando Employers

(Number of Employees)

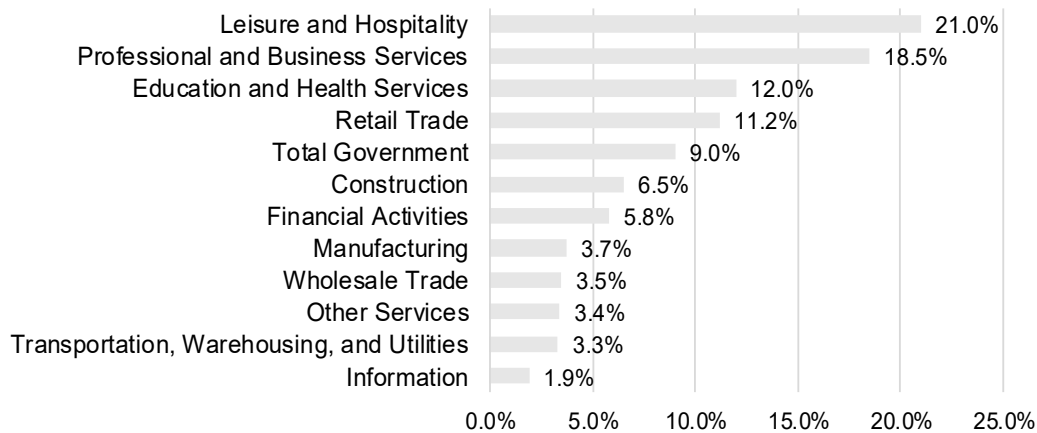


Source: Orlando Economic Partnership, Orange County Public Schools, and Orange County



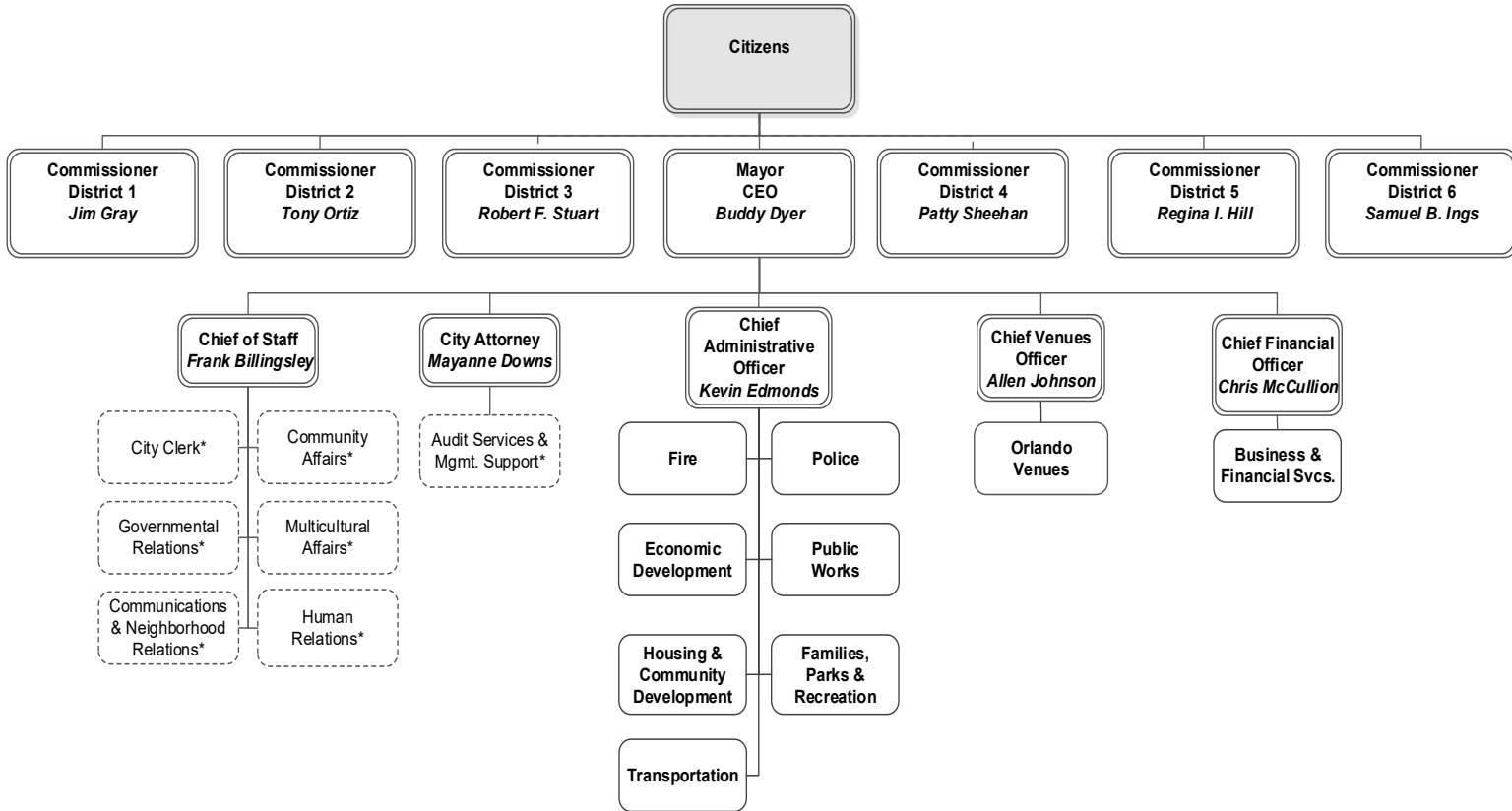
**Employment by Industry in Orlando MSA -
Including Lake, Orange, Osceola, and Seminole Counties**

(Percent of Local Economy)



Source: Orlando Economic Partnership

City Organization Chart



Legend

Department

Division

* Under Executive Offices Department

City of Orlando Government

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

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

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

Other activities and functions in the City include:

- A **public utility** run by the City is the **Orlando Utilities Commission (OUC)**. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish OUC to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- 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 created 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	99,244	1,614	16.26
Clearwater	116,478	1,837	15.77
Fort Lauderdale	182,827	2,831	15.48
Gainesville	133,857	2,200	16.44
Hollywood	154,823	1,305	8.43
Orlando	291,117	3,581	12.30
St. Petersburg	272,552	3,422	12.56
Tallahassee	198,329	2,852	14.38
Tampa	392,890	4,526	11.52

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2019.
Population estimates from Bureau of Economic and Business Research.

**Employee/Population Ratio Comparison
Counties within the Orlando MSA**

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	356,148	2,074	5.82
Orange	1,382,203	10,896	7.88
Osceola	370,207	1,555	4.20
Seminole	471,576	1,459	3.09

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2019.
Population estimates from Bureau of Economic and Business Research.



TENURE IN OFFICE

- 2003-present
- 32nd Mayor of Orlando



EDUCATION AND EXPERIENCE

- Brown University - Civil Engineering (B.S.)
- University of Florida - Law (J.D.)
- Before he chose to serve in public office, he previously worked as an environmental engineer
- 10 years in the Florida State Senate for District 14 (1992-2002)
- 3 years as Florida State Senate Democratic Leader
- Recent Awards:
 - Early Learning Coalition of Orange County Early Learning Champion Award - 2019
 - ULI Central Florida Trendsetter Award - 2019
 - Boy Scouts of America Central Florida Council Whitney M. Young, Jr. Service Award - 2018
 - University of Central Florida Honorary Doctorate Degree - 2018
 - Florida Association of Museums Outstanding Public Official Award - 2018
 - Southeast Diesel Collaborative Leadership Council SEDC Visionary Leadership Award - 2018
- Accomplishments:
 - Led Orlando out of the financial crisis
 - Through collaboration and partnership, has ensured that public safety remains Orlando's top priority
 - Helped the community unite following the Pulse tragedy in 2016
 - Led the vision to develop Creative Village, which includes the UCF Downtown and Valencia College Downtown campus in downtown Orlando
 - Attracted state-of-the-art health care and created a regional medical area in Lake Nona
 - Worked to improve all of the city's neighborhoods

- Employment growth and decline in unemployment
- Led the efforts to bring SunRail, Central Florida’s first commuter rail system, to the region
- Advocated for the Community Venues: Amway Center, Dr. Phillips Center for the Performing Arts and the renovated Camping World Stadium



PERSONAL

- Born in Orlando and raised in nearby Kissimmee
- Has two sons: Trey and Drew



THE CITY OF ORLANDO

The City Beautiful is home to over 290,000 residents from all walks of life. The City of Orlando strives each day to fulfill the vision of Orlando as a “World-Class City,” becoming America’s new home for inclusiveness, opportunity and quality of life, with a strong focus on innovation, transportation, sustainability and government efficiency.



TENURE IN OFFICE

- 2012–present



EDUCATION AND EXPERIENCE

- University of Houston - Finance (B.A.)
- Currently serves as Orlando Managing Director for CBRE, the largest Commercial Real Estate services firm in Orlando
- Prior to joining CBRE in May 2018, served as President of GrayPointe Capital (GPC), a commercial real estate investment and advisory firm headquartered in Orlando
- Over 36 years of commercial real estate experience
- Veteran, United States Air Force



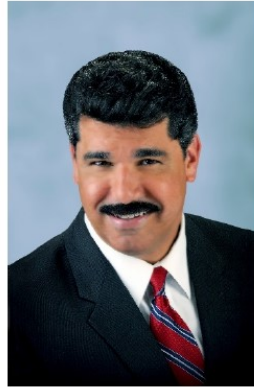
PERSONAL

- 30 year resident of Central Florida; 13 years within the City of Orlando
- Married to his wife Kathy for 41 years with two grown kids and three beautiful granddaughters
- Enjoys golf, fishing and traveling



DISTRICT 1

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



TENURE IN OFFICE

•2008-present



EDUCATION AND EXPERIENCE

- University of Central Florida
- State of Florida – Certified Crime Prevention Practitioner
- Previously worked in Banking and Finance
- Veteran, United States Marine Corps
- 1st Vice President of Florida League of Cities



PERSONAL

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



DISTRICT 2

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



TENURE IN OFFICE

- 2006-present



EDUCATION AND EXPERIENCE

- Attended Princeton Elementary School, College Park Middle School and Edgewater High School
- University of Florida
 - Advertising (B.S.)
- Executive Director of the Christian Service Center for Central Florida for more than 23 years



PERSONAL

- Has been married to his college sweetheart, Ann, for 42 years. They have two grown children and five grandchildren, who all live in District 3
- Member of Church on the Drive, formerly College Park Baptist Church
- Little League Umpire for more than 40 years.



DISTRICT 3

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



TENURE IN OFFICE

•2000-present



EDUCATION AND EXPERIENCE

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



PERSONAL

- Enjoys painting, ceramics, glass blowing, gardening and paddle boarding
- Lives in a 1928 bungalow home with her dog Sienna, her cat Nina Simone, and her mini flock of urban chickens



DISTRICT 4

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



TENURE IN OFFICE

•2014–present



EDUCATION AND EXPERIENCE

- Educated in Orange County Public Schools
- Over 25 years experience as a nurse
- Veteran, United States Navy



PERSONAL

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



DISTRICT 5

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



TENURE IN OFFICE

- 2006-present



EDUCATION AND EXPERIENCE

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



PERSONAL

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



DISTRICT 6

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

CITY OF ORLANDO

Commissioner Districts

Office of City Commissioners

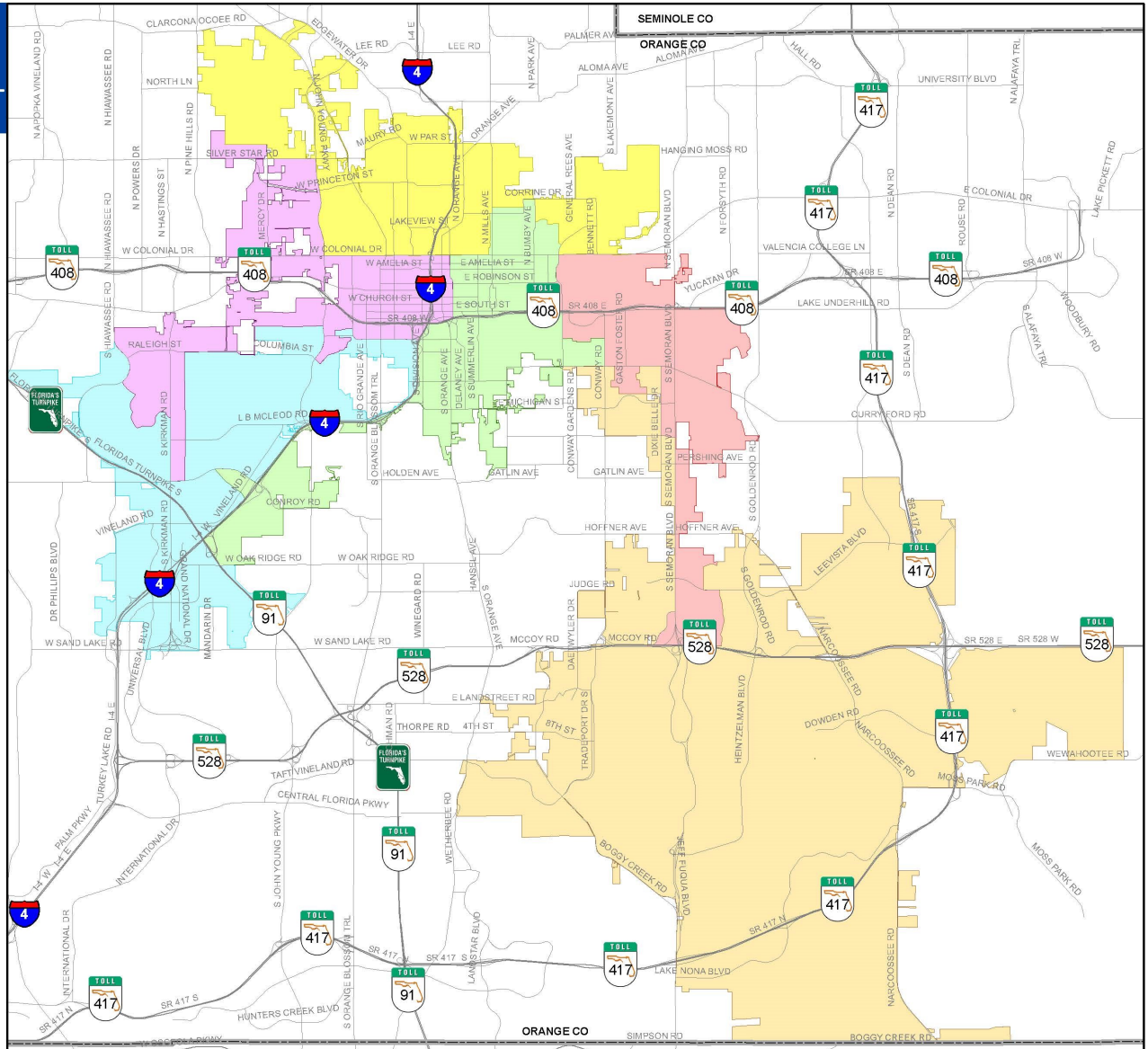
Legend

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



City GIS
Standard Maps
November 2017

*Note: District Boundaries adopted
by City Council
10/31/2011, Doc# 1110311102
Effective for Term beginning 6/01/2012*



CITY OF ORLANDO

City Profile (as of September 30, 2019)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	118.7 square miles
Population	291,117

Families, Parks and Recreation:

Neighborhood Recreation Centers, Special Facilities & Senior Centers	30
Swimming Pools	11
Tennis Courts	33
Basketball Courts (Exterior)	44
Racquetball Courts	2
Baseball, Softball and Soccer/Rugby Fields	61
Gymnasiums	7
Parks	111
Golf Greens	12
Lakes	90
Boat Ramps	5
Playgrounds	52
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Futsal Courts	4

Fire Protection:

Stations	17
Engine Companies	18
Tower Ladder Companies	8
Heavy Rescue	1
Rescue Companies	11
Specialty Equipment	14

Police Protection:

Horse Patrols	8
Stations, Substations, Special Team Offices	12
Vehicular Patrol Units	
- Bicycles	82
- Leased	112
- Motorcycles	37
- Other vehicles	51
- Patrol cars	587
- Unmarked cars	205

Streets, Sidewalks and Bicycle Facilities:

Local Street Bike Routes	53.37 miles
Off Road Bicycle Facilities	43.09 miles
On Street Bicycle Lanes	269.96 miles
Sidewalks	915.00 miles
Streets - brick	57.00 miles
Streets - paved	790.00 miles
Streets - private	55.00 miles

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 January 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.
- 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.

- 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 an outside firm, Maximus, 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 2019/20 budget is presented on the following page. The process of developing the operating budget begins officially in January 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 2019/20 BUDGET CALENDAR

January 18	Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions
March 1	Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget
March 4	Distribution of Capital Improvement Program requests
March 29	Capital Improvement Program requests due to Management and Budget
April 1	Distribution of Reorganization Requests, Expenditure Requests and Justifications
May 3	Reorganization Requests, Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with large departments to review Revenue and Expenditure Requests and Justifications
June 19	Certification of property values by Orange County Property Appraiser
June 24	Mayor's State of the City / Budget Address
July 22	Budget Workshop
July 22	City Council vote on proposed millage rate
September 3	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 16	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

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. Departmental submittals were reviewed by Management and Budget staff. Citywide budgets and priorities were evaluated by a committee of senior management including the Chief Administrative Officer, Chief Finance Officer, City Attorney, Chief of Staff, and Chief Venues Officer.

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 by the Office of Business & Financial Services. That presentation, 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, 2019/2020 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 2018/19 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 November, 2019.

Therefore, all financial information in this document that is identified as "FY2018/19 Revised Budget" is as of November, 2019. 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).

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.

2019/20 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	June 19
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 15
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 16
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 5 - Oct. 3	September 20
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 15- Oct. 18	September 25
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 16 - Oct. 21	September 27
Property Appraiser notifies taxing authority of final adjusted tax roll.			October 1
Property Appraiser extends roll.			
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 2
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 16

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.

BUDGETARY CHANGES

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

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

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

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

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

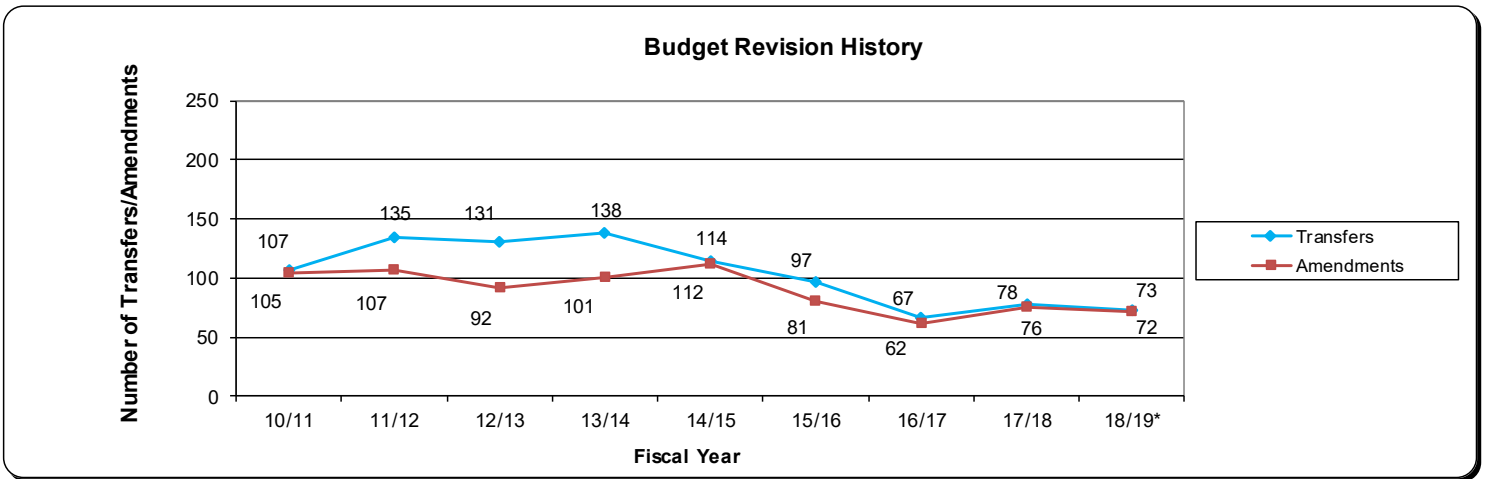
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting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

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

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

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

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



* Does not include FY18/19 Year End Budget Amendments and Revisions as final numbers not available at time of publication

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

<u>Purpose</u>	<u>FUND STRUCTURE</u>	<u>Source of Funds</u>
<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, enterprise fund dividends, 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 Park Impact Fee Funds will be used to help the City implement its Parks Vision Plan that outlined potential new parks and the kinds of amenities that are in demand from our residents city-wide.	Impact fees collected from new development related to impact on the Parks space.	
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 Centroplex Garages Fund is for the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.	
The Gas Tax Fund is for receipt of State gas tax revenues and disbursement for transportation improvements.	Gas Tax is six cents per gallon of gasoline sold. The City will receive a proportional percentage of the revenues collected in Orange County in FY 2019/20.	
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 nine City middle school sites.	Contribution from the General Fund, contribution from Orlando After-School All-Stars and charges for services.	
The Building Code Enforcement Fund is used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.	
The Street Tree Trust Fund is used to plant trees throughout the City.	Permitting fees designated for new tree plantings.	
The Community Redevelopment Agency Fund reflects the activity within the Downtown District.	Tax increment financing.	
The CEB Lien Assessment Fund results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.	
The H.P. Leu Gardens Fund accounts for garden operations.	Contribution from the General Fund and charges for services.	
The Mennello Museum Fund accounts for the operations of the Mennello Museum of American Art.	Contribution from the General Fund and charges for services.	
The Dubsdread Golf Course Funds accounts for the operations of the golf course. A private contractor manages the course.	Golf course fees and contribution from the General Fund.	
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

FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<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).	Tax increment financing collected in the five districts.
The CRA Revenue Bond Funds are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	
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 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 and the US Housing & Urban Development (HUD) Grant Fund provide funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.	SHIP program funds received from the Florida Housing Finance Corporation. HUD program funds received from the US Department of Housing and Urban Development.
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.
The Real Estate Acquisition Fund is for the receipt of proceeds from the sale of City-owned real estate and to fund future real estate purchases.	Contribution from the General Fund and proceeds from sales.
<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 Amway Center. The Amway Center R&R Fund accounts for the required contribution per the City agreement. The Orlando Stadium Operations Fund is for the operation of Camping World Stadium.	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 Funds are for the operation, maintenance and improvement of the storm drainage system; enhancement of water quality, plans review and inspection of private drainage facilities.	Utility fees.

FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<u>ENTERPRISE FUNDS</u>	
<p>The Water Reclamation Revenue Fund is for operation of water reclamation collection and treatment plants including construction. There are a number of debt service accounts associated with Water Reclamation. The Water Reclamation Construction Funds are used to account for capital projects associated with the municipal sanitary sewer system. The Water Reclamation R&R Fund provides for the repair/replacement of water reclamation infrastructure and equipment. The Water Reclamation Impact Fee Reserve Fund is used to account for the sewerage benefit fee (impact fee) charged for those requesting capacity in the City sewer system.</p>	<p>Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), commodity charges (service charges), and in the case of the Water Reclamation R&R from a contribution from the Water Reclamation Revenue Fund.</p>
<p>The 55 West Garage R&R Fund provides for the City's contribution to the repair and rehabilitation fund established by the City and 55 West for the shared garage located within the 55 West building (Church Street).</p>	<p>Contribution from the Parking System Fund.</p>
<u>INTERNAL SERVICE FUNDS</u>	
<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 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 or vehicles.</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>
<u>COMPONENT UNIT FUND</u>	
<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>
<u>PENSION TRUST FUNDS</u>	
<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

<u>Fund Name</u>	All Funds Comparison	
	<u>FY 2018/19 Adopted Budget</u>	<u>FY 2019/20 Adopted Budget</u>
General Fund	488,421,658	517,211,834
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	251,221	270,007
After School All Stars Fund	2,694,115	2,728,637
Building Code Enforcement Fund	14,458,546	17,565,443
Capital Improvements Fund	23,755,321	27,267,281
Cemetery Trust Fund	921,178	764,182
Centroplex Garages Fund	2,861,390	3,085,285
Code Enforcement Board Lien Assessment Fund	821,888	825,000
Contraband Forfeiture Trust Funds	452,523	632,825
CRA Operating Fund	17,644,880	22,599,569
CRA Trust Funds	63,343,872	68,185,730
Designated Revenue Fund	2,187,568	8,311,449
Dubsdread Golf Course Funds	2,426,761	2,557,148
Gas Tax Fund	9,119,446	9,990,967
Greater Orlando Aviation Authority Police Fund	15,656,048	17,076,752
Harry P. Leu Gardens Fund	2,947,798	2,977,024
Law Enforcement Training Fund	229,000	200,000
Mennello Museum - American Art Fund	555,340	596,589
Orange County Public Schools Crossing Guard Fund	831,940	1,087,479
Park Impact Fee Funds	1,662,568	1,930,000
Real Estate Acquisition Fund	1,063,386	1,302,501
Revolving and Renewable Energy Fund	139,342	-
Special Assessment Funds	533,710	218,749
Spellman Site Fund	949,048	913,102
State Housing Initiatives Partnership Program Fund (SHIP)	375,325	394,966
Street Tree Trust Fund	202,545	198,139
Transportation Impact Fee Funds	6,717,344	10,198,738
U.S. Department of Housing and Urban Development Grants Fund	7,409,292	7,343,991
Utilities Services Tax Fund	31,225,304	33,964,283
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	18,826,575	20,745,475
Amway Center Commercial Paper Fund	1,818,750	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	314,700	314,700
CRA Debt - Conroy Road Fund	1,899,375	1,902,375
CRA Debt - Republic Drive Fund	3,818,616	3,829,216
CRA Debt Service - 2009	6,296,623	4,019,448
CRA Debt Service Internal Loan Fund	2,949,704	2,924,665
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
CRA PAC Debt Service - 2010	6,861,944	6,862,209
Events Center Debt Other	1,201,850	1,159,596
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,864,466	2,985,891
Internal Loan - Jefferson Street Garage Fund	1,303,436	1,464,500
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,233,479	4,459,750
Performing Arts Center Commercial Paper Debt Construction Fund	1,066,550	566,550
Public Safety Debt Bond Fund 2016C	1,913,336	1,997,400
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	-	6,423,900
Water Reclamation Revenue Bond Funds	8,295,139	9,555,195

BUDGET IN BRIEF

All Funds Comparison (continued)

<u>Fund Name</u>	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	75,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	91,429	91,429
Orlando Stadiums Operations Fund	7,316,365	6,755,681
Orlando Venues Enterprise Fund	20,460,965	20,831,662
Parking System Funds	20,355,359	21,434,489
Solid Waste Fund	34,318,121	41,212,730
Stormwater Utility Funds	24,457,646	25,714,233
Venues Construction Administration Fund	184,371	81,856
Water Reclamation Construction Fund	31,314,588	29,610,000
Water Reclamation Renewal and Replacement Fund	2,000,000	1,753,872
Water Reclamation Revenue Fund	110,252,031	112,105,921
Water Reclamation Impact Fee Funds	3,795,727	8,055,639
<u>INTERNAL SERVICE</u>		
Construction Management Fund	4,195,706	3,991,000
Facilities Management Fund	12,047,565	14,370,439
Fleet Management Funds	36,559,104	42,354,665
Health Care Fund	67,399,631	70,048,977
Internal Loan Bank Fund	20,140,938	13,523,163
Pension Participant Services Fund	207,034	215,774
Risk Management Fund	16,796,138	16,083,409
<u>COMPONENT UNIT</u>		
Downtown Development Board Fund	4,768,768	4,402,541
Downtown South Neighborhood Improvement District Fund	643,227	1,345,065
<u>PENSION TRUST</u>		
City Pension Funds	60,368,726	65,095,803
Other Post Employment Benefit Trust Fund	28,449,460	28,385,281
TOTAL CITY OF ORLANDO	<u>\$ 1,273,470,803</u>	<u>\$ 1,362,715,923</u>

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

<u>Fund Name</u>	FY 2017/18 Actual Revenues	FY 2018/19 Revised Budget	FY 2019/20 Adopted Budget
General Fund	472,192,827	489,008,842	517,211,834
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	321,851	716,407	270,007
After School All Stars Fund	2,573,537	2,819,891	2,728,637
Building Code Enforcement Fund	17,318,282	18,349,702	17,565,443
Capital Improvements Fund	37,577,908	97,675,421	27,267,281
Cemetery Trust Fund	1,078,931	921,178	764,182
Centroplex Garages Fund	3,263,453	2,949,190	3,085,285
Code Enforcement Board Lien Assessment Fund	1,043,578	1,319,219	825,000
Contraband Forfeiture Trust Funds	695,589	1,364,157	632,825
CRA Operating Fund	14,733,399	31,173,456	22,599,569
CRA Trust Funds	56,355,445	63,343,872	68,185,730
Designated Revenue Fund	2,407,692	8,183,104	8,311,449
Dubsdread Golf Course Funds	2,543,116	2,909,754	2,557,148
Gas Tax Fund	9,723,291	19,936,744	9,990,967
Grants Fund	9,771,309	16,911,089	-
Greater Orlando Aviation Authority Police Fund	14,299,667	15,656,048	17,076,752
Harry P. Leu Gardens Fund	2,958,545	2,823,175	2,977,024
Law Enforcement Training Fund	146,231	230,410	200,000
Mennello Museum - American Art Fund	584,083	563,790	596,589
Orange County Public Schools Crossing Guard Fund	567,426	839,773	1,087,479
Park Impact Fee Funds	2,111,534	2,904,338	1,930,000
Real Estate Acquisition Fund	10,429,456	25,438,377	1,302,501
Revolving and Renewable Energy Fund	216,437	355,338	-
Special Assessment Funds	57,336,552	533,710	218,749
Spellman Site Fund	954,405	1,234,734	913,102
State Housing Initiatives Partnership (SHIP) Program Fund	783,538	2,491,715	394,966
Street Tree Trust Fund	20,044	282,545	198,139
Transportation Impact Fee Funds	12,084,089	40,457,762	10,198,738
U.S. Department of Housing and Urban Development Grants Fund	6,811,027	12,688,801	7,343,991
Utilities Services Tax Fund	32,090,741	31,225,304	33,964,283
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	26,268,029	18,826,575	20,745,475
Amway Center Commercial Paper Fund	1,641,057	1,891,457	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	1,999,436	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	279,389	395,099	314,700
CRA Debt - Conroy Road Fund	1,894,756	1,899,375	1,902,375
CRA Debt - Republic Drive Fund	3,820,044	3,818,616	3,829,216
CRA Debt Service - 2009	6,299,810	6,296,623	4,019,448
CRA Debt Service Internal Loan Fund	2,888,509	2,949,704	2,924,665
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
CRA PAC Debt Service - 2010	6,862,544	6,861,944	6,862,209
Events Center Debt Other	1,122,200	1,263,946	1,159,596
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,816,641	2,864,466	2,985,891
Internal Loan - Jefferson Street Garage Fund	489,750	1,303,436	1,464,500
Performing Arts Center Commercial Paper Debt Construction Fund	523,874	7,456,066	566,550
Water Reclamation Revenue Bond Funds	15,098,441	11,839,033	9,555,195

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year (continued)

Fund Name	FY 2017/18 Actual Revenues	FY 2018/19 Revised Budget	FY 2019/20 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	75,177	75,000	75,000
Amway Center Renewal and Replacement Fund	1,003,101	3,335,982	1,000,000
CNL Renewal and Replacement Fund	119,199	159,602	91,429
Downtown Transit Fund	176,843	-	-
Orlando Stadiums Operations Fund	11,057,150	7,316,365	6,755,681
Orlando Venues Enterprise Fund	24,999,211	20,598,902	20,831,662
Parking System Revenue Fund	20,746,002	19,525,359	20,341,489
Parking Renewal and Replacement Fund	2,837,532	5,300,478	1,093,000
Solid Waste Fund	33,803,133	37,387,636	41,212,730
Stormwater Utility Fund	24,245,621	46,558,343	24,034,233
Stormwater Capital Fund	-	24,566,509	1,680,000
Venues Construction Administration Fund	1,036,118	651,375	81,856
Water Reclamation Construction Funds	60,015,758	192,188,473	37,665,639
Water Reclamation Renewal and Replacement Fund	5,692,340	8,741,906	1,753,872
Water Reclamation Revenue Fund	104,562,652	110,745,281	112,105,921
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,392,466	4,195,706	3,991,000
Facilities Management Fund	23,974,784	12,047,565	14,370,439
Fleet Management Funds	39,458,350	39,584,492	42,354,665
Health Care Fund	59,493,023	67,399,631	70,048,977
Internal Loan Bank Fund	6,527,285	20,140,938	13,523,163
Pension Participant Services Fund	118,487	208,203	215,774
Risk Management Fund	13,015,002	17,082,913	16,083,409
<u>COMPONENT UNIT</u>			
Downtown Development Board Fund	4,050,217	6,430,627	4,402,541
Downtown South Neighborhood Improvement District Fund	592,972	734,352	1,345,065
<u>PENSION TRUST</u>			
City Pension Funds	155,045,229	60,368,726	65,095,803
Other Post Employment Benefit Trust Fund	34,635,098	28,449,460	28,385,281
Other Funds Combined	56,248,872	323,717,755	12,881,050
TOTAL CITY OF ORLANDO	1,531,670,084	2,023,235,769	1,362,715,923

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

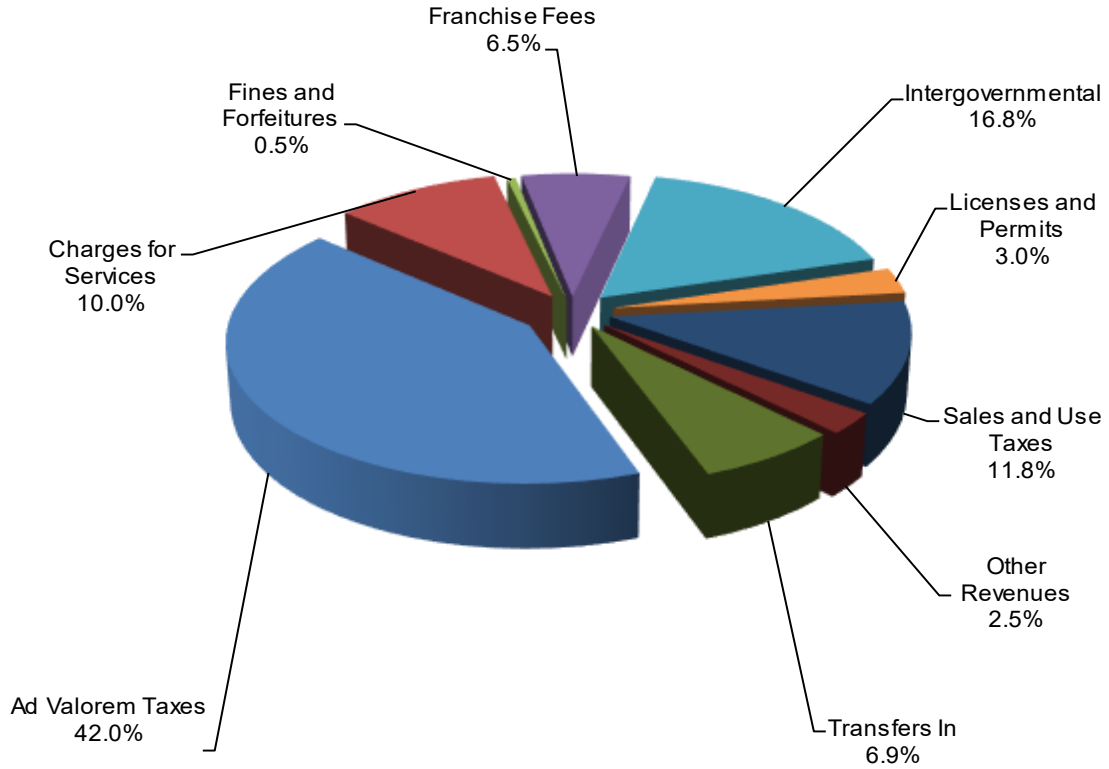
Fund Name	FY 2017/18 Actual Expenditures	FY 2018/19 Revised Budget	FY 2019/20 Adopted Budget
General Fund	466,439,531	489,008,842	517,211,834
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	105,720	716,407	270,007
After School All Stars Fund	2,546,150	2,819,891	2,728,637
Building Code Enforcement Fund	17,654,504	18,349,702	17,565,443
Capital Improvements Fund	29,657,882	97,675,421	27,267,281
Cemetery Trust Fund	839,830	921,178	764,182
Centroplex Garages Fund	3,217,898	2,949,190	3,085,285
Code Enforcement Board Lien Assessment Fund	502,651	1,319,219	825,000
Contraband Forfeiture Trust Funds	1,483,926	1,364,157	632,825
CRA Operating Fund	12,803,271	31,173,456	22,599,569
CRA Trust Funds	57,095,352	63,343,872	68,185,730
Designated Revenue Fund	2,805,828	8,183,104	8,311,449
Dubsdread Golf Course Funds	2,256,782	2,909,754	2,557,148
Gas Tax Fund	11,065,168	19,936,744	9,990,967
Grants Fund	9,770,193	16,911,089	-
Greater Orlando Aviation Authority Police Fund	14,878,621	15,656,048	17,076,752
Harry P. Leu Gardens Fund	2,912,669	2,823,175	2,977,024
Law Enforcement Training Fund	114,092	230,410	200,000
Mennello Museum - American Art Fund	542,590	563,790	596,589
Orange County Public Schools Crossing Guard Fund	756,051	839,773	1,087,479
Park Impact Fee Funds	108	2,904,338	1,930,000
Real Estate Acquisition Fund	1,483,325	25,438,377	1,302,501
Revolving and Renewable Energy Fund	442,743	355,338	-
Special Assessment Funds	57,196,776	533,710	218,749
Spellman Site Fund	1,033,223	1,234,734	913,102
State Housing Initiatives Partnership Program Fund (SHIP) FY14/15 - 15/16	783,538	2,491,715	394,966
Street Tree Trust Fund	55,040	282,545	198,139
Transportation Impact Fee Funds	2,832,440	40,457,762	10,198,738
U.S. Department of Housing and Urban Development Grants Fund	6,811,027	12,688,801	7,343,991
Utilities Services Tax Fund	29,969,823	31,225,304	33,964,283
<u>DEBT SERVICE</u>			
2014 Series A Tourist Development Tax Debt Service Fund	5,500	-	-
6th Cent TDT Debt	11,231,880	18,826,575	20,745,475
Amway Center Commercial Paper Fund	1,646,937	1,891,457	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	1,107,652	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	280,589	395,099	314,700
CRA Debt - Conroy Road Fund	1,934,521	1,899,375	1,902,375
CRA Debt - Republic Drive Fund	3,891,686	3,818,616	3,829,216
CRA Debt Service - 2009	6,299,810	6,296,623	4,019,448
CRA Debt Service Internal Loan Fund	2,840,713	2,949,704	2,924,665
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
CRA PAC Debt Service - 2010	6,862,544	6,861,944	6,862,209
Events Center Debt Other	756,208	1,263,946	1,159,596
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,575,721	2,864,466	2,985,891
Internal Loan - Jefferson Street Garage Fund	290,102	1,303,436	1,464,500
Performing Arts Center Commercial Paper Debt Construction Fund	1,192,002	7,456,066	566,550
Water Reclamation Revenue Bond Funds	10,720,472	11,839,033	9,555,195

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year (continued)

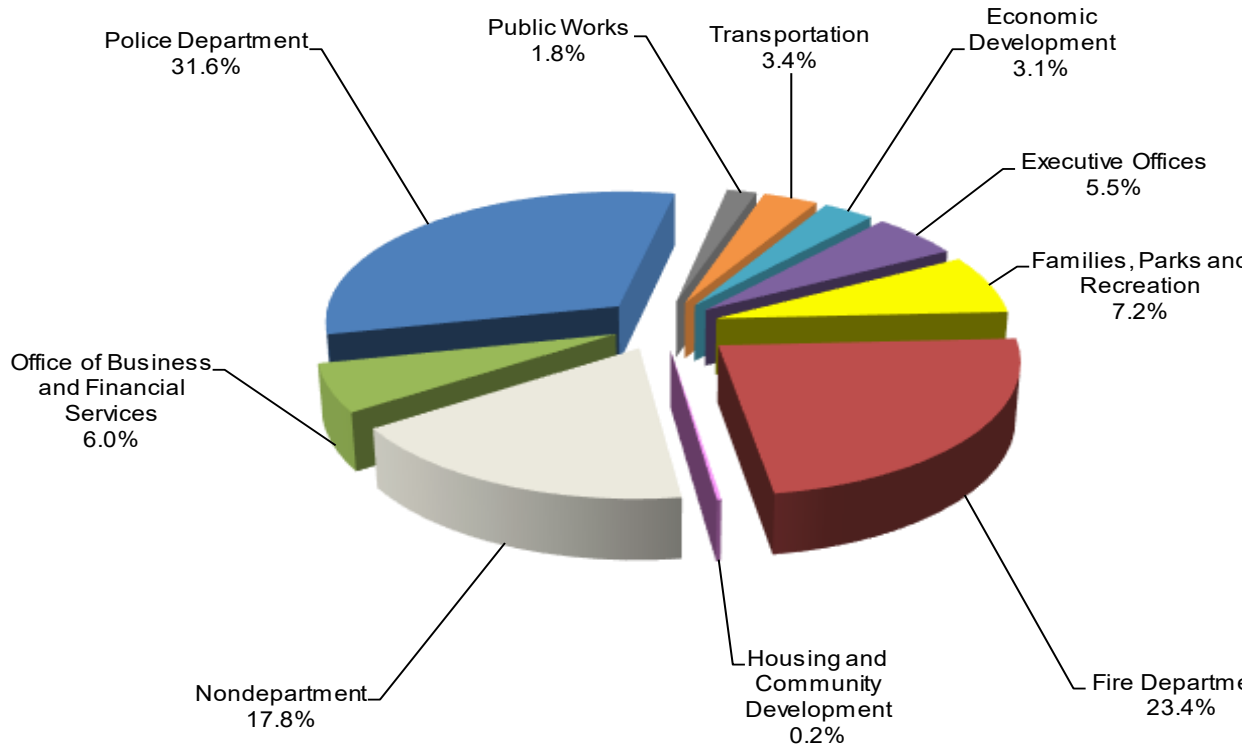
Fund Name	FY 2017/18 Actual Expenditures	FY 2018/19 Revised Budget	FY 2019/20 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	-	75,000	75,000
Amway Center Renewal and Replacement Fund	1,218,152	3,335,982	1,000,000
CNL Renewal and Replacement Fund	-	159,602	91,429
Orlando Stadiums Operations Fund	10,278,825	7,316,365	6,755,681
Orlando Venues Enterprise Fund	24,369,717	20,598,902	20,831,662
Parking System Revenue Fund	17,653,803	19,525,359	20,341,489
Parking Renewal and Replacement Fund	402,254	5,300,478	1,093,000
Solid Waste Fund	31,785,917	37,387,636	41,212,730
Stormwater Utility Fund	30,242,424	46,558,343	24,034,233
Stormwater Capital Fund	-	24,566,509	1,680,000
Venues Construction Administration Fund	999,153	651,375	81,856
Water Reclamation Construction Funds	30,290,192	192,188,473	37,665,639
Water Reclamation Renewal and Replacement Fund	6,343,164	8,741,906	1,753,872
Water Reclamation Revenue Fund	127,982,645	110,745,281	112,105,921
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,646,575	4,195,706	3,991,000
Facilities Management Fund	23,563,080	12,047,565	14,370,439
Fleet Management Funds	49,328,530	39,584,492	42,354,665
Health Care Fund	62,010,396	67,399,631	70,048,977
Internal Loan Bank Fund	4,176,072	20,140,938	13,523,163
Pension Participant Services Fund	102,550	208,203	215,774
Risk Management Fund	13,687,042	17,082,913	16,083,409
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	588,224	734,352	1,345,065
Downtown Development Board Fund	4,240,613	6,430,627	4,402,541
<u>PENSION TRUST</u>			
City Pension Funds	83,616,093	60,368,726	65,095,803
Other Post Employment Benefit Trust Fund	17,353,733	28,449,460	28,385,281
Other Funds Combined	97,231,568	323,717,755	12,881,050
TOTAL CITY OF ORLANDO	1,430,553,812	2,023,235,769	1,362,715,923

**General Fund - Revenues by Source
FY 2019/20**



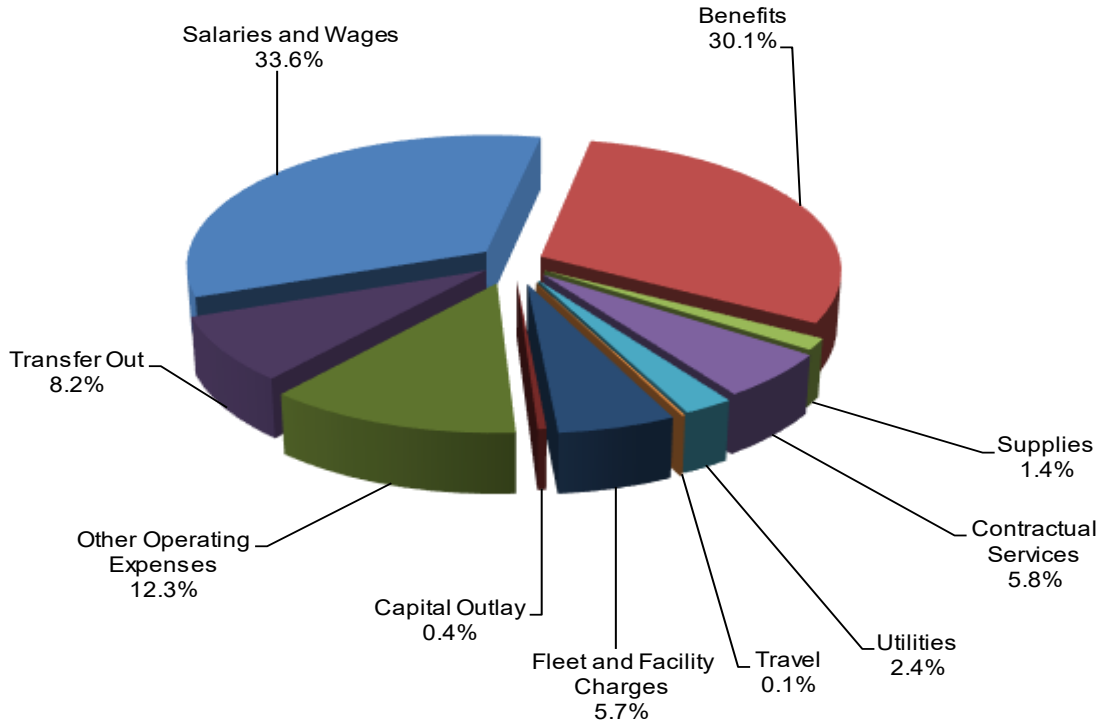
Source of General Revenue	FY 2019/20 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 217,106,679	42.0%
Charges for Services	51,742,102	10.0%
Fines and Forfeitures	2,705,216	0.5%
Franchise Fees	33,700,000	6.5%
Intergovernmental	86,832,325	16.8%
Licenses and Permits	15,348,000	3.0%
Sales and Use Taxes	60,950,000	11.8%
Other Revenues	13,060,198	2.5%
Transfers In	35,767,314	6.9%
Total	\$ 517,211,834	100.0%

**General Fund - Expenses by Department
FY 2019/20**



General Fund Departments	FY 2019/20 Adopted Budget	% of Total
Economic Development	\$ 16,273,760	3.1%
Executive Offices	28,332,832	5.5%
Families, Parks and Recreation	37,342,739	7.2%
Fire Department	121,280,206	23.4%
Housing and Community Development	1,102,371	0.2%
Nondepartment	91,564,968	17.8%
Office of Business and Financial Services	30,895,592	6.0%
Police Department	163,636,744	31.6%
Public Works	9,402,264	1.8%
Transportation	17,380,358	3.4%
Total	\$ 517,211,834	100.0%

**General Fund - Expenses by Use
FY 2019/20**



General Fund Uses	FY 2019/20 Adopted Budget	% of Total
Salaries and Wages	\$ 173,963,725	33.6%
Benefits	155,713,676	30.1%
Supplies	7,415,841	1.4%
Contractual Services	29,740,759	5.8%
Utilities	12,506,766	2.4%
Travel	720,588	0.1%
Fleet and Facility Charges	29,356,570	5.7%
Capital Outlay	2,186,950	0.4%
Other Operating Expenses	63,207,777	12.3%
Transfer Out	42,399,182	8.2%
Total	\$ 517,211,834	100.0%

BUDGET IN BRIEF

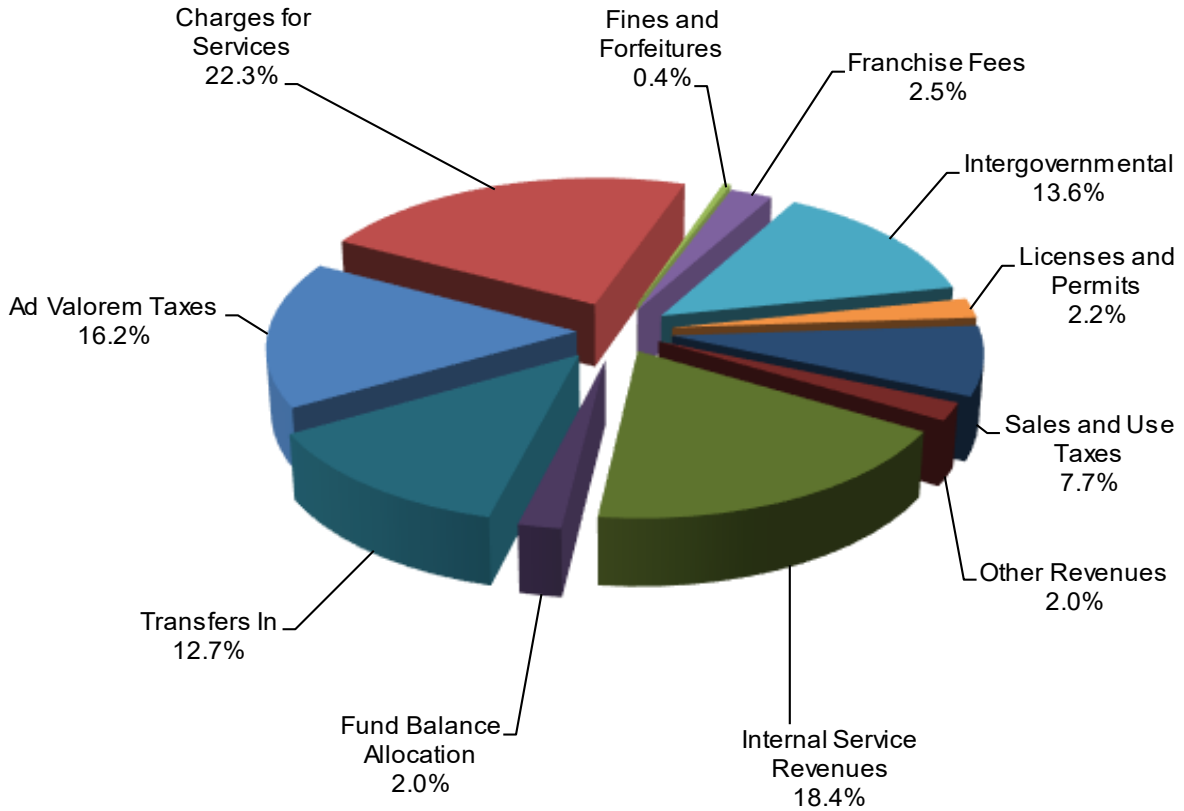
GENERAL FUND Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2017/18	REVISED FY 2018/19	ADOPTED FY 2019/20	2019/20 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 177,769,204	\$ 198,215,309	\$ 217,106,679	42.0%	\$ 18,891,370	9.5%
Charges for Services	43,317,230	49,525,454	51,742,102	10.0%	2,216,648	4.5%
Fines and Forfeitures	4,560,654	3,320,000	2,705,216	0.5%	(614,784)	(18.5%)
Franchise Fees	33,112,845	31,805,000	33,700,000	6.5%	1,895,000	6.0%
Intergovernmental	82,261,797	84,334,344	86,832,325	16.8%	2,497,981	3.0%
Licenses and Permits	16,442,785	14,655,000	15,348,000	3.0%	693,000	4.7%
Sales and Use Taxes	60,242,318	56,900,000	60,950,000	11.8%	4,050,000	7.1%
Other Revenues	17,225,139	10,961,505	13,060,198	2.5%	2,098,693	19.1%
Transfers In	37,260,855	39,292,230	35,767,314	6.9%	(3,524,916)	(9.0%)
	\$ 472,192,827	\$ 489,008,842	\$ 517,211,834	100.0%	\$ 28,202,992	5.8%

APPROPRIATIONS By Department	ACTUAL FY 2017/18	REVISED FY 2018/19	ADOPTED FY 2019/20	2019/20 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 13,205,671	\$ 15,651,755	\$ 16,273,760	3.1%	\$ 622,005	4.0%
Executive Offices	23,942,102	27,353,191	28,332,832	5.5%	979,641	3.6%
Families, Parks and Recreation	33,392,462	34,277,105	37,342,739	7.2%	3,065,634	8.9%
Fire Department	105,861,202	112,725,306	121,280,206	23.4%	8,554,900	7.6%
Housing and Community Development	862,486	1,158,435	1,102,371	0.2%	(56,064)	(4.8%)
Nondepartment	81,768,279	80,089,249	91,564,968	17.8%	11,475,719	14.3%
Office of Business and Financial Services	25,813,653	31,160,262	30,895,592	6.0%	(264,670)	(0.8%)
Police Department	153,606,654	157,780,548	163,636,744	31.6%	5,856,196	3.7%
Public Works	9,681,024	11,769,097	9,402,264	1.8%	(2,366,833)	(20.1%)
Transportation	18,305,998	17,043,894	17,380,358	3.4%	336,464	2.0%
	\$ 466,439,531	\$ 489,008,842	\$ 517,211,834	100.0%	\$ 28,202,992	5.8%

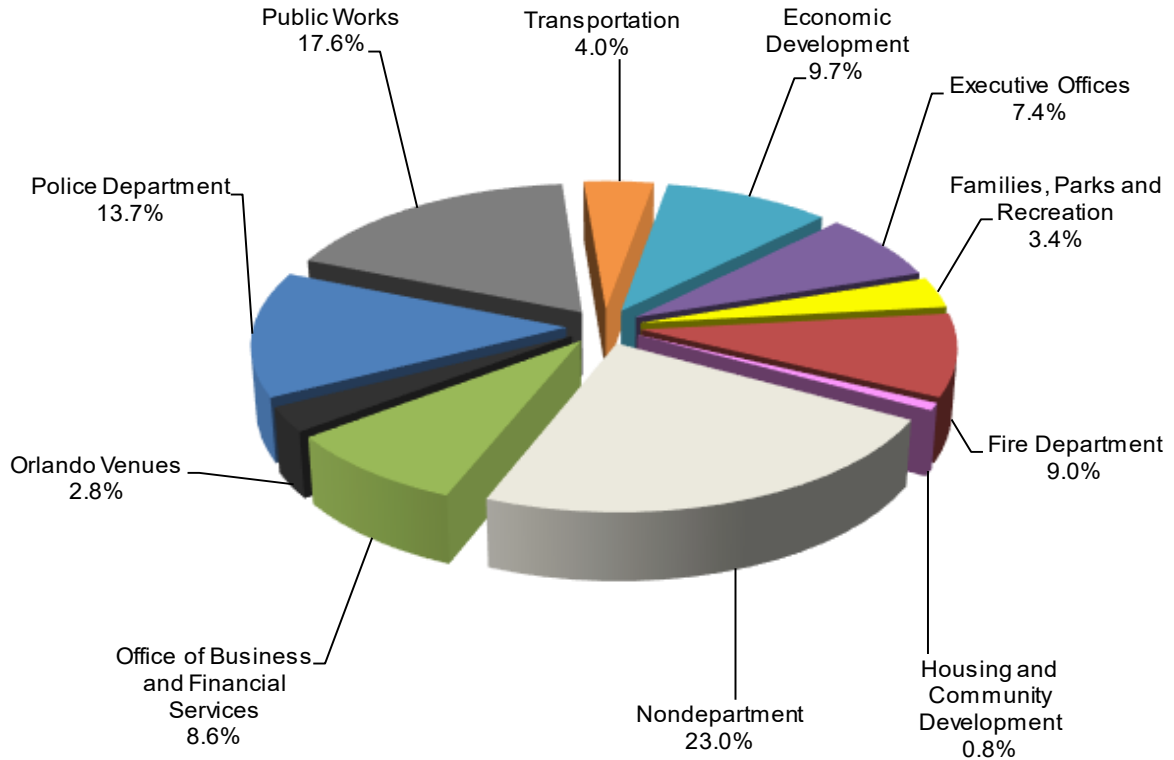
By Major Category	ACTUAL FY 2017/18	REVISED FY 2018/19	ADOPTED FY 2019/20	2019/20 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 159,921,924	\$ 167,957,083	\$ 173,963,725	33.6%	\$ 6,006,642	3.6%
Benefits	140,968,682	151,269,318	155,713,676	30.1%	4,444,358	2.9%
Supplies	5,360,759	6,431,850	7,415,841	1.4%	983,991	15.3%
Contractual Services	25,044,713	28,344,256	29,740,759	5.8%	1,396,503	4.9%
Utilities	12,212,104	12,580,243	12,506,766	2.4%	(73,477)	(0.6%)
Travel	444,217	607,002	720,588	0.1%	113,586	18.7%
Fleet and Facility Charges	23,679,884	24,914,677	29,356,570	5.7%	4,441,893	17.8%
Capital Outlay	812,553	1,801,584	2,186,950	0.4%	385,366	21.4%
Other Operating Expenses	51,101,297	59,597,015	63,207,777	12.3%	3,610,762	6.1%
Transfer Out	46,893,399	35,505,814	42,399,182	8.2%	6,893,368	19.4%
	\$ 466,439,531	\$ 489,008,842	\$ 517,211,834	100.0%	\$ 28,202,992	5.8%

**All Funds - Revenues by Source
FY 2019/20**



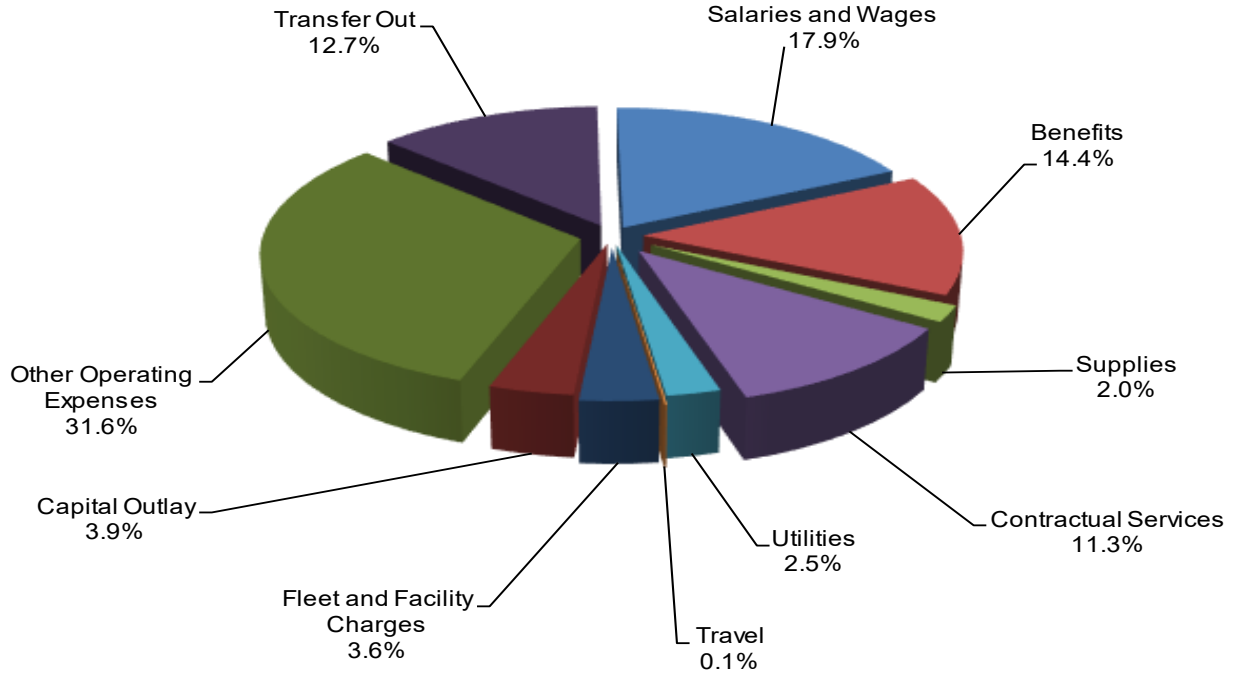
Source of All Fund Revenue	FY 2019/20 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 220,848,249	16.2%
Charges for Services	303,862,535	22.3%
Fines and Forfeitures	6,115,216	0.4%
Franchise Fees	33,780,000	2.5%
Intergovernmental	185,627,582	13.6%
Licenses and Permits	29,548,000	2.2%
Sales and Use Taxes	104,450,000	7.7%
Other Revenues	26,939,327	2.0%
Internal Service Revenues	250,792,386	18.4%
Fund Balance Allocation	27,340,572	2.0%
Transfers In	173,412,056	12.7%
Total	\$ 1,362,715,923	100.0%

**All Funds - Expenses by Department
FY 2019/20**



All Funds Department	FY 2019/20 Adopted Budget	% of Total
Economic Development	\$ 131,697,108	9.7%
Executive Offices	100,991,939	7.4%
Families, Parks and Recreation	46,095,515	3.4%
Fire Department	122,772,276	9.0%
Housing and Community Development	10,841,328	0.8%
Nondepartment	313,882,428	23.0%
Office of Business and Financial Services	117,535,050	8.6%
Orlando Venues	37,582,209	2.8%
Police Department	187,104,901	13.7%
Public Works	239,169,299	17.6%
Transportation	55,043,870	4.0%
Total	\$ 1,362,715,923	100.0%

**All Funds - Expenses by Use
FY 2019/20**



All Funds Uses	FY 2019/20 Adopted Budget	% of Total
Salaries and Wages	\$ 244,077,330	17.9%
Benefits	195,714,035	14.4%
Supplies	27,078,503	2.0%
Contractual Services	154,293,908	11.3%
Utilities	33,860,393	2.5%
Travel	1,381,595	0.1%
Fleet and Facility Charges	48,983,207	3.6%
Capital Outlay	52,746,714	3.9%
Other Operating Expenses	431,168,182	31.6%
Transfer Out	173,412,056	12.7%
Total	\$ 1,362,715,923	100.0%

BUDGET IN BRIEF

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

	ACTUAL	REVISED	ADOPTED	2019/20	NET	%
	FY 2017/18	FY 2018/19	FY 2019/20	% TOTAL	CHANGE	CHANGE
REVENUES						
Ad Valorem Taxes	\$ 180,951,938	\$ 201,589,663	\$ 220,848,249	16.2%	\$ 19,258,586	9.6%
Charges for Services	304,383,787	289,135,776	303,862,535	22.3%	14,726,759	5.1%
Fines and Forfeitures	7,752,097	6,304,000	6,115,216	0.4%	(188,784)	(3.0%)
Franchise Fees	33,192,845	31,885,000	33,780,000	2.5%	1,895,000	5.9%
Intergovernmental	190,626,284	198,883,090	185,627,582	13.6%	(13,255,508)	(6.7%)
Licenses and Permits	33,313,533	26,855,000	29,548,000	2.2%	2,693,000	10.0%
Sales and Use Taxes	101,922,297	97,075,000	104,450,000	7.7%	7,375,000	7.6%
Other Revenues	213,828,358	105,657,128	26,939,327	2.0%	(78,717,801)	(74.5%)
Internal Service Revenues	251,855,132	240,974,487	250,792,386	18.4%	9,817,899	4.1%
Project Encumbrance	-	610,050,095	-	0.0%	(610,050,095)	(100.0%)
Fund Balance Allocation	-	18,249,669	27,340,572	2.0%	9,090,903	49.8%
Transfers In	213,843,813	196,576,861	173,412,056	12.7%	(23,164,805)	(11.8%)
\$ 1,531,670,084	\$ 2,023,235,769	\$ 1,362,715,923	100.0%	\$(660,519,846)	(32.6%)	
APPROPRIATIONS						
By Department						
Economic Development	\$ 108,476,952	\$ 144,850,432	\$ 131,697,108	9.7%	\$ (13,153,324)	(9.1%)
Executive Offices	88,831,906	103,485,755	100,991,939	7.4%	(2,493,816)	(2.4%)
Families, Parks and Recreation	41,029,943	63,415,954	46,095,515	3.4%	(17,320,439)	(27.3%)
Fire Department	113,217,687	117,680,750	122,772,276	9.0%	5,091,526	4.3%
Housing and Community Development	8,530,626	18,522,417	10,841,328	0.8%	(7,681,089)	(41.5%)
Nondepartment	344,255,504	318,383,066	313,882,428	23.0%	(4,500,638)	(1.4%)
Office of Business and Financial Services	142,648,319	168,309,817	117,535,050	8.6%	(50,774,767)	(30.2%)
Orlando Venues	107,887,558	190,708,298	37,582,209	2.8%	(153,126,089)	(80.3%)
Police Department	173,714,104	185,813,177	187,104,901	13.7%	1,291,724	0.7%
Public Works	248,985,513	590,832,780	239,169,299	17.6%	(351,663,481)	(59.5%)
Transportation	52,975,700	121,233,323	55,043,870	4.0%	(66,189,453)	0.0%
\$ 1,430,553,812	\$ 2,023,235,769	\$ 1,362,715,923	100.0%	\$(660,519,846)	(32.6%)	
By Major Category						
Salaries and Wages	\$ 219,853,554	\$ 234,186,445	\$ 244,077,330	17.9%	\$ 9,890,885	4.2%
Benefits	192,151,583	207,645,269	195,714,035	14.4%	(11,931,234)	(5.7%)
Supplies	29,030,244	31,468,430	27,078,503	2.0%	(4,389,927)	(14.0%)
Contractual Services	191,395,278	331,887,394	154,293,908	11.3%	(177,593,486)	(53.5%)
Utilities	31,763,138	30,919,282	33,860,393	2.5%	2,941,111	9.5%
Travel	945,248	1,360,277	1,381,595	0.1%	21,318	1.6%
Fleet and Facility Charges	57,779,093	49,606,277	48,983,207	3.6%	(623,070)	(1.3%)
Capital Outlay	159,372,740	332,307,117	52,746,714	3.9%	(279,560,403)	(84.1%)
Other Operating Expenses	334,419,119	607,060,047	431,168,182	31.6%	(175,891,865)	(29.0%)
Transfer Out	213,843,813	196,795,231	173,412,056	12.7%	(23,383,175)	(11.9%)
\$ 1,430,553,812	\$ 2,023,235,769	\$ 1,362,715,923	100.0%	\$(660,519,846)	(32.6%)	

BUDGET IN BRIEF

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2019/20

	Final FY 2017/18	Revised FY 2018/19	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY 2019/20	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	240	253	7	-	-	260	7.3%
Executive Offices	163	171	3	(4)	(1)	169	4.7%
Families, Parks and Recreation	226	235	-	-	-	235	6.6%
Fire Department	647	649	2	-	-	651	18.2%
Housing and Community Development	20	20	-	-	-	20	0.6%
Office of Business and Financial Services	278	284	4	-	-	288	8.0%
Orlando Venues	87	85	-	-	-	85	2.4%
Police Department	1,041	1,066	38	-	-	1,104	30.8%
Public Works	541	559	29	-	1	589	16.4%
Transportation	168	173	7	-	-	180	5.0%
TOTAL CITY OF ORLANDO	3,411	3,495	90	(4)	-	3,581	100.0%
SUMMARY BY FUND							
General	2,376	2,435	28	(4)	1	2,460	68.7%
Water Reclamation Revenue	241	259	11	-	-	270	7.5%
Building Code Enforcement	118	120	2	-	(1)	121	3.4%
Solid Waste	102	104	4	-	-	108	3.0%
Parking System Revenue	95	100	-	-	-	100	2.8%
GOAA Police	85	85	28	-	-	113	3.2%
Stormwater Utility	84	84	6	-	-	90	2.5%
Orlando Venues	52	54	-	-	-	54	1.5%
Fleet Management	51	51	-	-	-	51	1.4%
Facilities Management	49	49	3	-	-	52	1.5%
Construction Management	32	32	-	-	-	32	0.9%
Community Redevelopment Agency	28	33	5	-	-	38	1.1%
Leu Gardens	20	21	-	-	-	21	0.6%
Housing Grants	20	20	-	-	-	20	0.6%
Risk Management	16	16	-	-	-	16	0.4%
After School All Stars	8	10	-	-	-	10	0.3%
Orlando Stadium Operations	7	7	-	-	-	7	0.2%
Centroplex Garages	4	4	3	-	-	7	0.2%
Mennello Museum	3	3	-	-	-	3	0.1%
Cemetery Trust	2	2	-	-	-	2	0.1%
Code Board Lien Assessment	1	1	-	-	-	1	0.0%
Crossing Guard	1	1	-	-	-	1	0.0%
Downtown South District	1	1	-	-	-	1	0.0%
Fire Pension	1	1	-	-	-	1	0.0%
Health Care	1	1	-	-	-	1	0.0%
Pension Participant Services	1	1	-	-	-	1	0.0%
Community Venues Construction	5	-	-	-	-	-	0.0%
Grants Fund	4	-	-	-	-	-	0.0%
Downtown Development Board	3	-	-	-	-	-	0.0%
TOTAL CITY OF ORLANDO	3,411	3,495	90	(4)	-	3,581	100.0%

BUDGET IN BRIEF

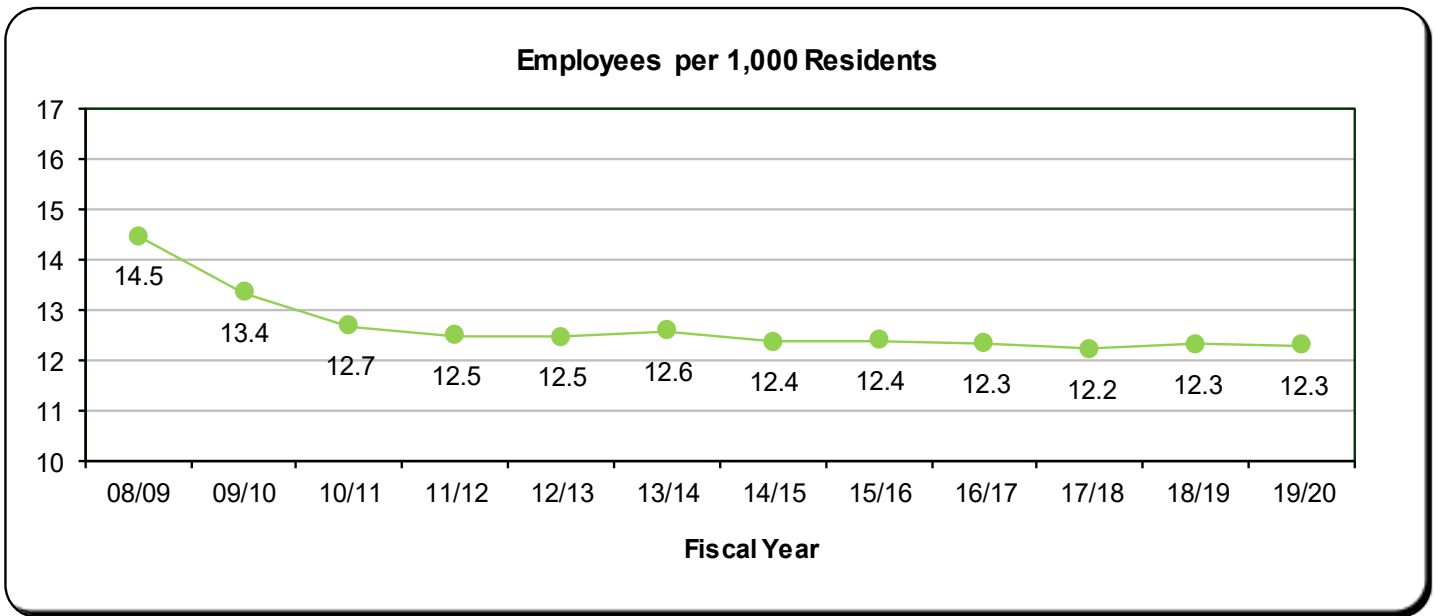
CITY WIDE STAFFING DATA AND CHARTS

The City of Orlando mission is to “Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.” Part of fulfilling the City’s mission are various budgetary, operational, and programmatic enhancements dedicated to benefitting residents. A key component of this is modifying City personnel levels because of the burgeoning needs of the diverse and flourishing populace who call the *City Beautiful* home.

Many governmental entities only adjust staff before the start of a new fiscal year. The City of Orlando is unique as we proactively change personnel before **and** during the fiscal year in response to changing priorities. Whether it is to add more Fire and Police to increase public safety or structural reorganizations for improved efficiency, these changes are made with residents’ needs as the driving force.

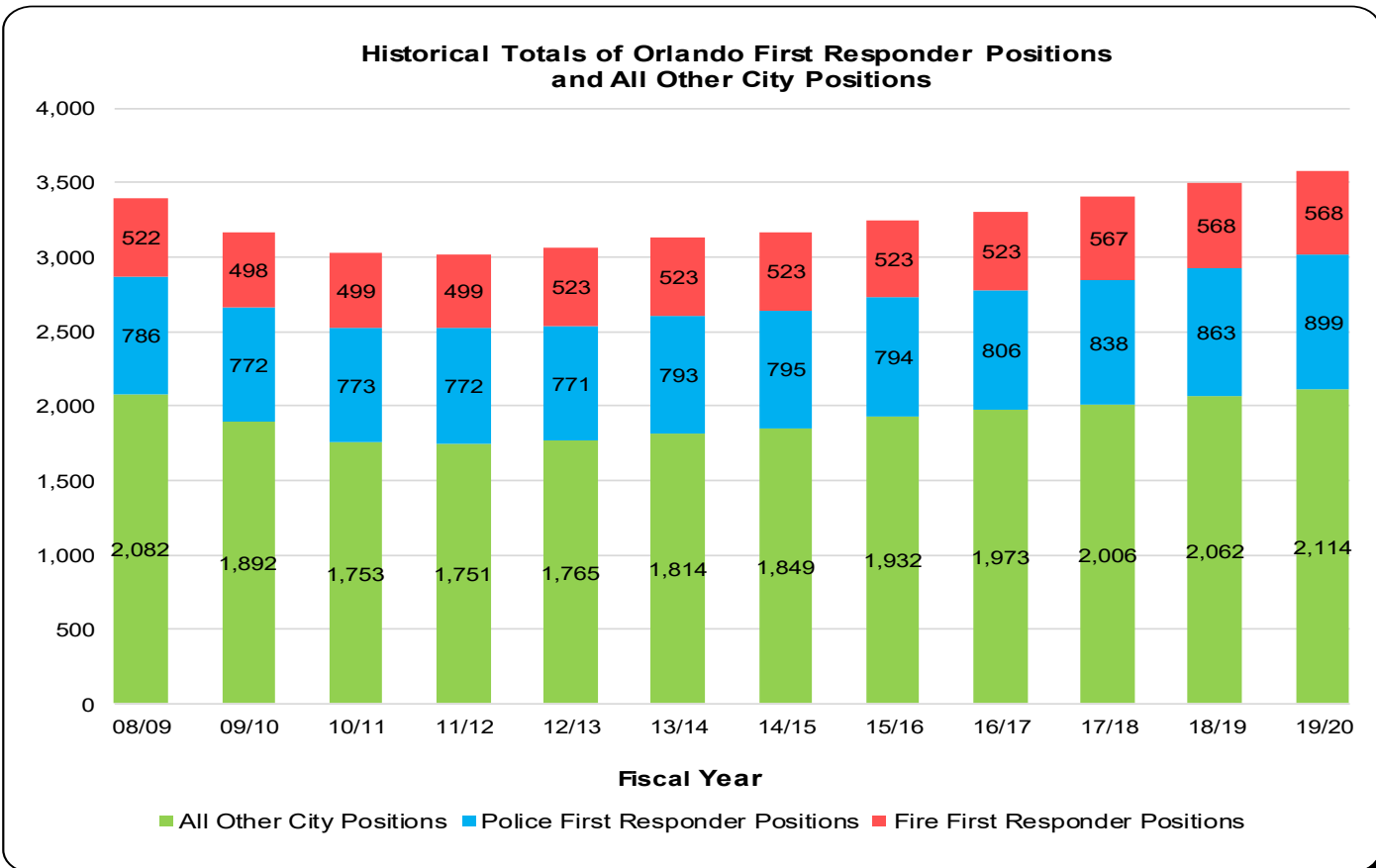
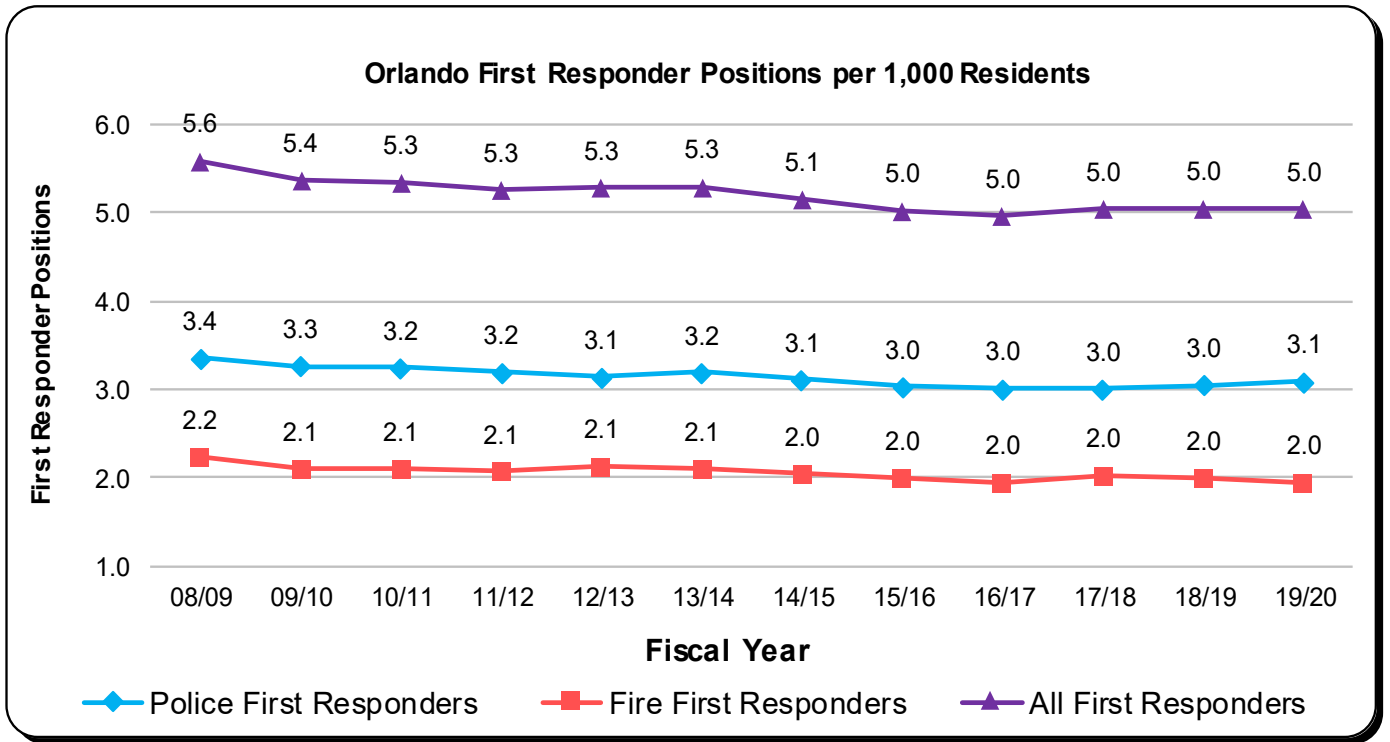
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>
City Population	234,130	236,788	238,300	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117
Employees	3,390	3,162	3,025	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,581
Fire Sworn	522	498	499	499	523	523	523	523	523	538	539	539
Fire Civilian Transport	-	-	-	-	-	-	-	-	-	29	29	29
Total Fire First Responders	522	498	499	499	523	523	523	523	523	567	568	568
Police Sworn	757	743	743	743	743	760	760	760	772	804	829	862
Community Service Officers	29	29	30	29	28	33	35	34	34	34	34	37
Total Police First Responders	786	772	773	772	771	793	795	794	806	838	863	899

Note: The statistical category of **First Responder** refers to employees designated or those specifically trained to respond to an emergency and/or those responsible for going immediately to the scene of an accident or emergency to provide assistance. Sworn Police and Fire personnel, Civilian Transport employees, and Community Service Officers (CSO) are in this category.



Employees per 1,000 Residents: This chart tracks a key statistical indicator for measuring efficiency and effectiveness in government. The data presented measures the number of all City employees per 1,000 residents. Naturally as the population grows, so does the need for increased staff to provide necessary public services. Part of the City’s responsibility is to have sufficient staff, but not superfluous staff. As the chart demonstrates, despite the steep staff reductions which resulted from the global recession (FY2007/08 - FY2010/11) and an ever growing population, the City continues to provide first class services, while remaining financially responsible and operationally productive.

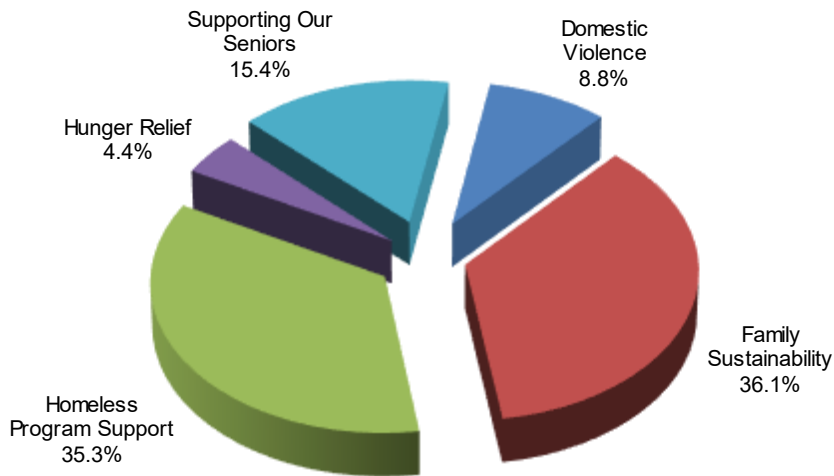
CITY WIDE STAFFING DATA AND CHARTS (continued)



Community Partnerships:

The City of Orlando provides funding to local non-profit organizations through several mechanisms throughout the year. The Office of Community Affairs awards over \$2.3 million in Community Investment Program funds via an application process to community organizations seeking assistance in addressing several focus areas as identified above (see subsequent pages for a list of organizations). Several departments within the City also award funding to specific organizations that contribute to local arts, culture, economic development, and other endeavors benefiting the City and community (see subsequent pages for a list of organizations).

**Community Service Organization Funding by
Area of Focus
FY 2019/20**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 207,000	8.8%
Family Sustainability	849,013	36.1%
Homeless Program Support	832,000	35.3%
Hunger Relief	104,000	4.4%
Supporting Our Seniors	363,000	15.4%
Total	\$ 2,355,013	100.0%

BUDGET IN BRIEF

FUNDING RECOMMENDATIONS COMMUNITY SERVICE ORGANIZATIONS

	Adopted FY 2018/19	Adopted FY 2019/20
Ability Housing, Inc.	\$ 50,000	\$ 50,000
Adult Literacy League, Inc.	15,000	16,000
Boys & Girls Clubs of Central Florida, Inc.	50,000	50,000
Center For Multicultural Wellness and Prevention, Inc.	-	30,000
Central Florida Community Arts, Inc.	30,000	30,000
Christian Service Center for Central Florida, Inc.	25,000	25,000
Coalition for the Homeless of Central Florida	260,000	260,000
Community Coordinated Care for Children, Inc.	317,013	317,013
Community Initiatives, Inc.	25,000	25,000
Community Legal Services of Mid-Florida	25,000	25,000
Cornerstone Hospice & Palliative Care Foundation	-	17,000
Covenant House Florida	30,000	30,000
Easter Seals Florida, Inc.	10,000	10,000
Family Promise of Greater Orlando	10,000	10,000
Foundation for Foster Children	45,000	45,000
Grand Avenue ECDC	20,000	20,000
Guardian Care Nursing & Rehabilitation Services	20,000	17,000
Harbor House of Central Florida	160,000	163,500
Health Care Center for the Homeless, Inc.	120,000	120,000
Heart of Florida United Way	77,000	33,000
Hope and Help Center of Central Florida, Inc.	18,000	-
IDignity	30,000	30,000
IMPOWER, Inc.	10,000	10,000
JFS Orlando	27,000	27,000
Legal Aid Society of Orange County	20,000	20,000
Life Concepts, Inc.	25,000	25,000
Lighthouse Central Florida, Inc.	25,000	25,000
One Heart for Women and Children	27,000	27,000
One Orlando Alliance	-	27,000
Orlando Day Nursery Association, Inc.	25,000	25,000
Orlando Health, Inc.	77,000	78,000
Pathway Homes, Inc.	60,000	60,000
Prince of Peace	-	35,000
Second Harvest Food Bank of Central Florida, Inc.	50,000	50,000
Seniors First, Inc.	208,000	210,000
Share the Care, Inc	24,000	24,000
The Mustard Seed of Central Florida	20,000	20,000
The Salvation Army	40,000	40,000
University of Central Florida	-	50,000
UP Orlando	30,000	30,000
Valencia College Foundation Inc.	100,000	100,000
Victim Service Center of Central Florida, Inc.	40,000	43,500
Volunteers for Community Impact, Inc.	20,000	-
Zebra Coalition	100,000	105,000
Subtotal - Community Service Organizations	\$ 2,265,013	\$ 2,355,013

BUDGET IN BRIEF

OTHER AGENCIES

	Adopted FY 2018/19	Adopted FY 2019/20
Black Business Investment Fund	\$ 150,000	\$ 150,000
Central Florida Commission on Homelessness	82,280	82,280
Central Florida Sports Commission (1)	146,724	146,724
Community Foundation of Central Florida	575,000	575,000
Downtown Arts District / City Arts Factory (2)	174,000	25,000
Florida Citrus Sports	50,000	50,000
Foundation for Building Community	65,000	65,000
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
Mayor's Matching Grants	200,000	160,000
MetroPlan	139,895	142,550
National Center for Simulation	35,000	35,000
Orlando Economic Partnership	594,588	594,588
Orlando Science Center	493,680	493,680
Pet Alliance of Greater Orlando	50,000	50,000
Stand Up Orlando	50,000	50,000
Starter Studio (2)	125,000	125,000
UCF Research Foundation	810,000	1,010,000
United Arts of Central Florida	470,570	470,570
Arts & Cultural Organizations - Additional Support (3)	216,095	-
Subtotal - Other Agencies	\$ 4,670,112	\$ 4,467,672

Funding provided by the General Fund unless otherwise noted.

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

(2) Funded by the Community Redevelopment Agency

(3) Additional one-time contribution to several local arts & cultural organizations to help offset their loss of state support that year.

BUDGET IN BRIEF

HOUSING GRANT SUBGRANTEES

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

	Adopted FY2018/19	Adopted FY2019/20
<u>Community Development Block Grant</u>		
Aspire Health Partners	\$ -	\$ 167,230
Catholic Charities	-	46,905
Central Florida Urban League	36,150	-
Housing and Neighborhood Development Services of Central Florida	53,850	54,000
Family Promise of Greater Orlando	50,000	50,000
Future Leaders Community Development Corporation	400,000	-
Grace Medical Home	300,000	100,000
Grand Avenue Economic Development	-	460,012
Habitat for Humanity	-	100,000
Hannibal Square	-	200,000
Harbor House	-	33,000
IDignity	30,000	-
Jewish Family Services of Greater Orlando	50,000	-
Primrose Center	50,000	31,095
The Village of Orlando Clear Lake	250,000	200,000
The Village of Orlando Hope Square	152,000	-
West Lakes Partnerships	250,000	200,000
Coalition for the Homeless of Central Florida	30,000	40,000
Rebuilding Together Orlando	-	164,853
Subtotal - Community Development Block Grant	<u>1,652,000</u>	<u>1,847,095</u>
<u>Emergency Solutions Grant</u>		
Coalition for the Homeless of Central Florida	30,000	35,000
Family Promise	-	20,000
Harbor House of Central Florida	40,000	35,000
Homeless Services Network of Central Florida	15,000	15,000
IDignity	41,478	26,725
The Southern Territorial Headquarters of the Salvation Army	<u>30,000</u>	<u>35,000</u>
Subtotal - Emergency Solutions Grant	<u>156,478</u>	<u>166,725</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Aspire Health Partners, Inc.	1,007,686	1,079,918
Center for Multicultural Wellness and Prevention, Inc.	1,009,954	1,004,016
Miracle of Love	1,063,894	943,109
X-Tending Hands, Inc.	119,789	128,174
Homeless Services Network of Central FL	325,368	348,242
Catholic Charities Pathways to Care	205,216	219,581
St. Francis House of Hospitality	97,940	104,796
Orange County	<u>27,950</u>	<u>27,950</u>
Subtotal - HOPWA Grant	<u>3,857,797</u>	<u>3,855,786</u>
Total Grant Funding	<u>\$ 5,666,275</u>	<u>\$ 5,869,606</u>
TOTAL - ALL FUNDING	<u>\$ 12,601,400</u>	<u>\$ 12,692,291</u>

BUDGET IN BRIEF

Capital Improvement Projects

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.

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. 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.

Funding for Capital Improvement Projects 2019/20

Fund	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget
3001_F Capital Improvements Fund	23,265,536	25,142,681
5001_F Fleet Management Fund	-	1,000,000
1070_F Transportation Impact Fee-North Fund	932,000	1,382,000
1072_F Transportation Impact Fee-Southwest Fund	1,600,000	4,000,000
1071_F Transportation Impact Fee-Southeast Fund	3,500,000	3,000,000
1100_F Gas Tax Fund	8,808,555	9,924,469
4106_F Water Reclamation General Construction Fund	27,850,000	21,110,000
4107_F Water Reclamation Renewal and Replacement Fund	2,000,000	1,750,000
4109_F Water Reclamation Impact Fees Fund	-	7,500,000
4133_F Parking Renewal and Replacement Fund	830,000	1,093,000
4161_F Stormwater Capital Fund *	2,450,000	1,680,000
1250_F Community Redevelopment Fund	6,525,000	11,275,000
4190_F Downtown Development Board	325,000	-
1170_F Downtown South Neighborhood Improvement District	440,000	1,160,000
0016_F Dubsdread Renewal and Replacement Fund	150,000	225,000
4150_F Solid Waste Fund	1,728,155	4,400,000
3006_F Real Estate Acquisition Fund	1,000,000	1,000,000
Capital Improvement Plan Total	\$ 81,404,246	\$ 95,642,150

*4161_F Stormwater Capital Fund was created in FY 18/19 to house all Stormwater Fund capital projects, in previous years 4160_F Stormwater Utility Fund was used.

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2019/20 Detail by Fund

Funding Source	FY 2019/20 Adopted Budget
Capital Improvements Fund	
Affordable Housing	\$ 2,000,000
Athletic Field Maintenance	591,000
Bridge Maintenance and Repair	125,000
DPAC R&R Contribution	1,791,078
Electric Vehicle Charging Stations	800,000
Facility Evaluation, Repairs, and Rehabilitation	1,432,100
Fire Equipment Replacement	1,200,000
Information Technology Enhancements	2,130,000
Information Technology Hardware & Software Updates	210,000
Information Technology Security Measures	400,000
Leu Gardens Restroom Renovations	195,000
Miscellaneous Sidewalk Repair	300,000
OPD Parking Improvements	450,000
Operational Efficiency Project	260,000
Parks and Playground Renovation Project	1,175,000
Pavement Rehabilitation	2,500,000
Police Equipment Replacement	2,315,000
Recreation Facility Renovations and Maintenance	1,690,000
Recreation Pools & Courts	440,000
Renewable Energy for City Facilities	2,338,503
School Safety Sidewalk Program	600,000
Sidewalk Remediation Program	850,000
Southeast Projects	1,050,000
Transportation System Equipment and Maintenance	300,000
Capital Improvements Fund Total	\$ 25,142,681
Fleet Management Fund	
Compound Decontamination and Improvements	\$ 1,000,000
Fleet Management Fund Total	\$ 1,000,000
Alden/Lake Highland Realignment	\$ 500,000
Lincoln SunRail Station Funding Agreement	500,000
Terry Avenue Extension	332,000
Transportation Studies/Professional Services	50,000
Transportation Impact Fee - North Fund Total	\$ 1,382,000
Transportation Impact Fee - Southwest Fund	
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	\$ 3,000,000
Millenia & Oak Ridge Dual Left SB	300,000
New Traffic Signal Locations	150,000
Raleigh Street Improvements	500,000
Transportation Studies/Professional Services	50,000
Transportation Impact Fee - Southwest Fund Total	\$ 4,000,000
Page Subtotal	\$ 31,524,681

(Continued on next page)

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2019/20 Detail by Fund

Funding Source	<u>FY 2019/20 Adopted Budget</u>
Transportation Impact Fee - Southeast Fund	
Narcoossee Widening: SR 528 - SR 417	\$ 2,800,000
New Traffic Signal Locations	150,000
Transportation Studies/Professional Services	50,000
Transportation Impact Fee - Southeast Fund Total	\$ 3,000,000
Gas Tax Fund	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	150,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair	125,000
Intersection Safety Improvements	400,000
LYNX Annual Contribution	4,029,469
Miscellaneous Sidewalk Repair	200,000
New Traffic Signal Locations	100,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation	2,500,000
Railroad Crossing Maintenance	120,000
Regional Computerized Signal System	100,000
Robinson Street "Complete Streets"	300,000
School Safety Sidewalk Program	100,000
SunRail Corridor Quiet Zone	400,000
Traffic Counts and Travel Time Studies	350,000
Traffic Signal Refurbishing Program	200,000
Gas Tax Fund Total	\$ 9,924,469
Water Reclamation General Construction Fund	
Conserv I Area Collection System Improvements	\$ 800,000
Conserv I South Reclaimed Water Main	100,000
Conserv II Equalization Pumping Station Rehab	4,000,000
Conserv II Plant Water System Evaluation	500,000
Conserv II Press Building Rehab	150,000
Conserv II Secondary Weir Washing Device Installed	160,000
Inflow & Infiltration Reduction Project	750,000
Iron Bridge Grit System Replacement	4,500,000
Iron Bridge Ventilation for Biosolids Press Room	500,000
Lift Station Odor Control	250,000
Lift Station Rehabilitation	650,000
Lift Stations Electrical Safety Improvements	1,350,000
Lift Stations Emergency Generators	2,400,000
Reclaimed Water System Valve Replacements	1,000,000
Sanitary Service Lateral Rehabilitation	1,500,000
Sanitary System Corrosion Abatement	1,500,000
Sanitary upgrades with other projects	1,000,000
Water Reclamation General Construction Fund Total	\$ 21,110,000
Page Subtotal	\$ 34,034,469

(Continued on next page)

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2019/20 Detail by Fund

Funding Source	<u>FY 2019/20 Adopted Budget</u>
Water Reclamation Renewal and Replacement Fund	
Lift Station Site Improvements	\$ 250,000
Lift Station Underground Rehabilitation	1,500,000
Water Reclamation Renewal and Replacement Fund Total	\$ 1,750,000
Water Reclamation Impact Fees Fund	
Lift Station Site Improvements	\$ 7,500,000
Water Reclamation Renewal and Replacement Fund Total	\$ 7,500,000
Parking System Revenue Fund	
55 West Maintenance and Repairs	\$ 100,000
Administration Center Garage Repair/Maintenance	200,000
Central Blvd Garage Repair and Maintenance	150,000
Courthouse Garage Repair and Maintenance	120,000
Jefferson Garage Capital Repairs	150,000
Library Garage Repair and Maintenance	373,000
Parking System Revenue Fund Total	\$ 1,093,000
Stormwater Capital Fund	
Lake Lawne Property Acquisition & Treatment	\$ 180,000
Rapid Response Construction	500,000
Stormwater System Construction	500,000
System Repair and Rehabilitation	500,000
Stormwater Capital Fund Total	\$ 1,680,000
Community Redevelopment Agency	
Downtown Capital Maintenance	\$ 775,000
Downtown Lighting	1,000,000
DTO Implementation	6,000,000
Parramore Housing Initiative	2,000,000
Streetscape Improvements	500,000
Under I Design	1,000,000
Community Redevelopment Agency Fund Total	\$ 11,275,000
Downtown South Neighborhood Improvement District	
DSNID Projects	\$ 1,160,000
Downtown Development Board Fund Total	\$ 1,160,000
Dubsdread Renewal & Replacement	
Dubsdread Clubhouse Improvements	\$ 72,000
Dubsdread Course/Grounds Maintenance	68,000
Dubsdread Equipment	85,000
Dubsdread Renewal & Replacement Fund Total	\$ 225,000
Solid Waste Fund	
CBD Waste & Recycling Center	\$ 400,000
Solid Waste Consolidate Facilities Construction	4,000,000
Solid Waste Fund Total	\$ 4,400,000
Real Estate Acquisition Fund	
Real Estate Acquisition	\$ 1,000,000
Real Estate Acquisition Fund Total	\$ 1,000,000
Page Subtotal	\$ 30,083,000
CIP Total	\$ 95,642,150

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REVENUE DETAIL

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REVENUE DETAIL

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

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

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

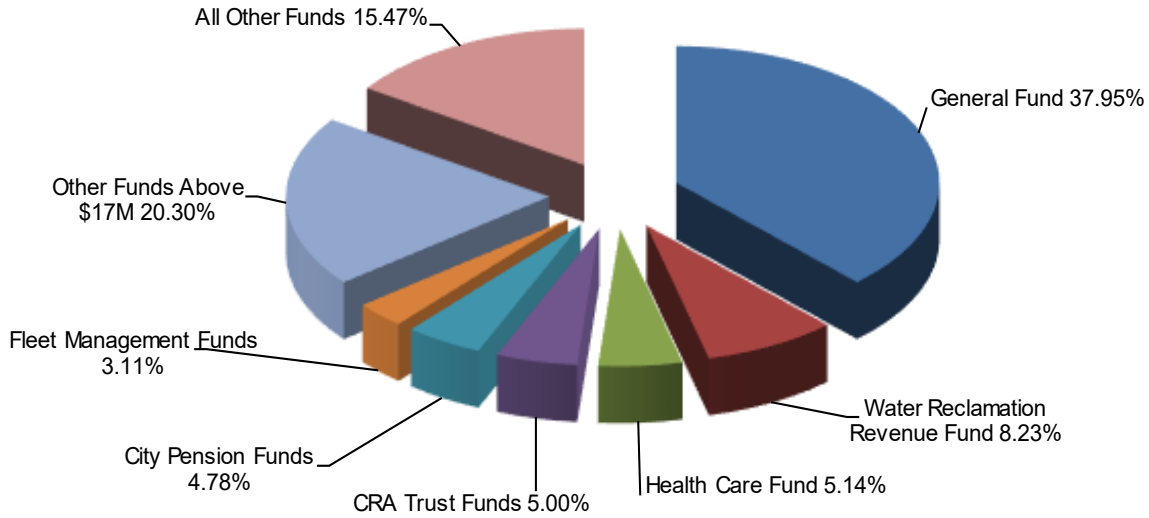
Enterprise funds, such as the Water Reclamation Utility Fund, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use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

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

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

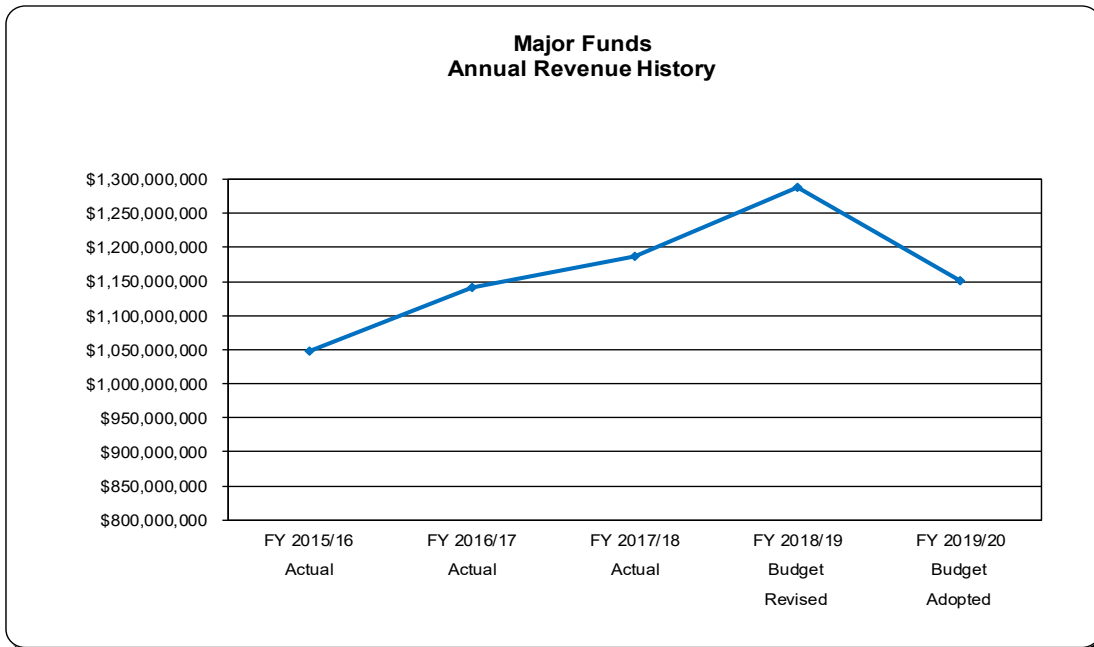
REVENUE DETAIL

**Major Funds
(Greater Than \$17 million in Annual Revenues)**



Major Fund (more than \$17 million)	Adopted FY 2019/20	2019/20 % Total
General Fund	\$ 517,211,834	37.95%
Water Reclamation Revenue Fund	\$ 112,105,921	8.23%
Health Care Fund	\$ 70,048,977	5.14%
CRA Trust Funds	\$ 68,185,730	5.00%
City Pension Funds	\$ 65,095,803	4.78%
Fleet Management Funds	\$ 42,354,665	3.11%
Solid Waste Fund	\$ 41,212,730	3.02%
Utilities Services Tax Fund	\$ 33,964,283	2.49%
Water Reclamation Construction Funds	\$ 30,165,639	2.21%
Other Post Employment Benefit Trust Fund	\$ 28,385,281	2.08%
Stormwater Utility Fund	\$ 24,034,233	1.76%
CRA Operating Fund	\$ 22,599,569	1.66%
Orlando Venues Enterprise Fund	\$ 20,831,662	1.53%
6th Cent TDT Debt Funds	\$ 20,745,475	1.52%
Parking System Revenue Fund	\$ 20,341,489	1.49%
Building Code Enforcement Fund	\$ 17,565,443	1.29%
Greater Orlando Aviation Authority Police Fund	\$ 17,076,752	1.27%
All Other Funds	\$ 210,790,437	15.47%
	\$1,362,715,923	100.00%

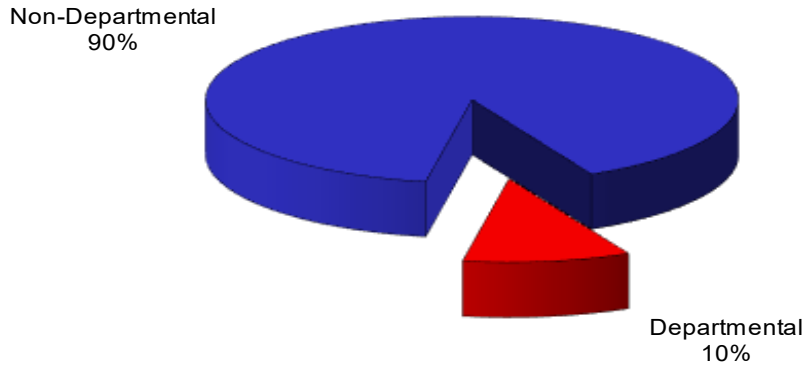
REVENUE DETAIL



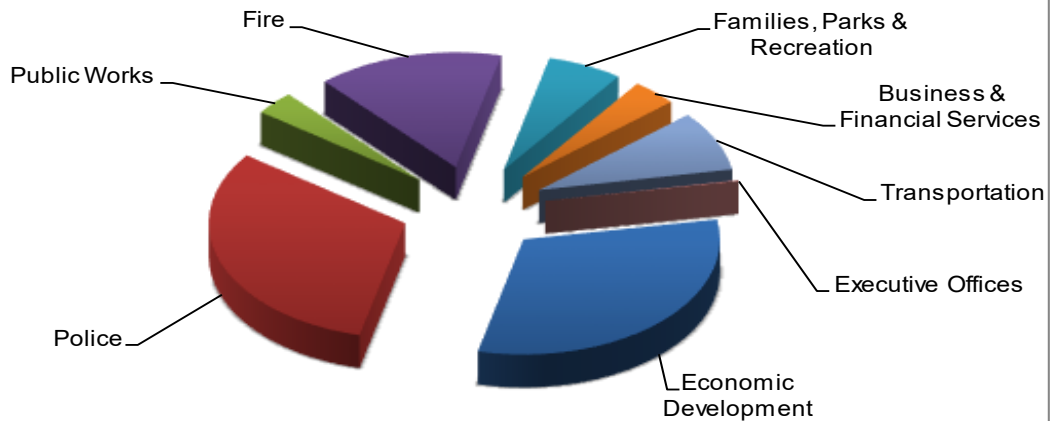
Fund Description	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2015/16</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>
General Fund	\$ 414,123,983	\$ 445,135,792	\$ 472,192,827	\$ 489,008,842	\$ 517,211,834
Water Reclamation Revenue Fund	98,564,691	103,350,085	104,562,652	110,745,281	112,105,921
Health Care Fund	57,811,534	63,889,200	59,493,023	67,399,631	70,048,977
CRA Trust Funds	44,502,664	48,942,043	56,355,445	63,343,872	68,185,730
City Pension Funds	132,100,030	166,500,100	155,787,256	60,368,726	65,095,803
Fleet Management Funds	32,872,166	33,269,466	39,458,350	39,584,492	42,354,665
Solid Waste Fund	32,839,322	33,145,243	33,803,133	37,387,636	41,212,730
Water Reclamation Construction Funds	53,263,532	39,960,380	55,275,293	188,892,746	30,165,639
Utilities Services Tax Fund	31,756,981	31,394,622	32,090,741	31,225,304	33,964,283
Other Post Employment Benefit Trust Func	31,934,371	35,384,026	34,635,098	28,449,460	28,385,281
Stormwater Utility Fund	25,650,594	24,046,965	24,245,621	46,558,343	24,034,233
Orlando Venues Enterprise Fund	20,405,641	24,300,873	24,999,211	20,598,902	20,831,662
Building Code Enforcement Fund	14,581,785	11,596,709	17,318,288	18,349,702	17,565,443
Parking System Revenue Fund	14,346,086	15,112,994	20,746,002	19,525,359	20,341,489
6th Cent TDT Debt Funds	22,741,448	23,953,838	26,268,029	18,826,575	20,745,475
CRA Operating Fund	8,632,673	27,277,368	14,733,399	31,173,456	22,599,569
Greater Orlando Aviation Authority Police Fi	12,264,100	13,852,975	14,299,667	15,656,048	17,076,752
Total	\$ 1,048,391,601	\$ 1,141,112,678	\$ 1,186,264,035	\$ 1,287,094,375	\$ 1,151,925,486

REVENUE DETAIL

**General Fund Revenues
Non-Departmental vs. Departmental
FY 2019/20**



**General Fund Revenues
Departmental
FY 2019/20**

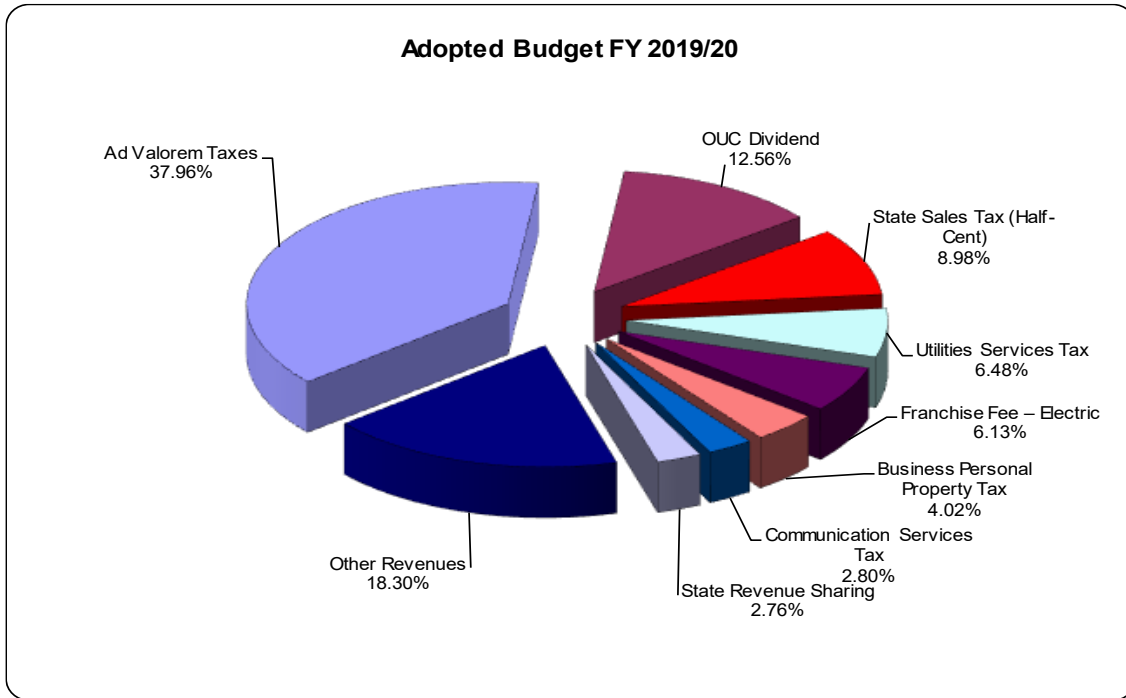


Department	Revised Budget	Adopted Budget	% of Total
	FY 2018/19	FY 2019/20	
Non-Departmental	\$ 433,477,682	464,662,549	89.84%
Economic Development	15,924,998	16,555,567	3.20%
Police	13,705,280	16,454,038	3.18%
Public Works	6,564,716	1,751,747	0.34%
Fire	9,147,261	8,077,000	1.56%
Families, Parks & Recreation	2,789,000	3,248,808	0.63%
Business & Financial Services	1,851,201	1,959,480	0.38%
Transportation	4,949,632	4,446,255	0.86%
Executive Offices	599,072	56,390	0.01%
Total	\$ 489,008,842	\$ 517,211,834	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 \$14 million for FY 2019/20, are shown in the table below.



Revenue Description	Actual FY 2015/16	Actual FY 2016/17	Actual FY 2017/18	Revised Budget FY 2018/19	Adopted Budget FY 2019/20
Ad Valorem Taxes	\$ 128,680,879	\$ 143,497,190	\$ 160,978,170	\$ 179,226,282	\$ 196,307,859
OUC Dividend	55,719,368	59,061,240	60,615,946	63,975,000	64,975,000
State Sales Tax (Half-Cent)	39,428,960	41,787,222	46,106,097	43,400,000	46,450,000
Utilities Services Tax	29,344,237	29,799,184	29,799,184	31,000,000	33,500,000
Franchise Fee - Electric	29,798,589	29,469,261	30,628,646	29,750,000	31,725,000
Business Personal Property Tax	16,030,765	15,339,654	16,791,034	18,989,027	20,798,820
Communication Services Tax	13,708,950	13,497,529	14,136,222	13,500,000	14,500,000
State Revenue Sharing	11,989,740	12,793,087	13,578,096	13,200,000	14,300,000
Other Revenues	89,422,495	99,891,424	99,559,432	95,968,533	94,655,155
Total	\$ 414,123,983	\$ 445,135,792	\$ 472,192,827	\$ 489,008,842	\$ 517,211,834

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

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

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

<u>Revenue Description</u>	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
Real Property Taxes	\$ 133,295,082	\$ 148,654,185	\$ 166,851,156	\$ 186,694,044	\$ 204,487,353
Less: Discount for Real Taxes	(4,781,915)	(5,378,237)	(6,069,174)	(7,467,762)	(8,179,494)
Bus. Pers. Property Taxes	16,595,976	15,910,000	17,415,083	19,780,236	21,665,438
Less: Discount Bus. Pers. Taxes	(595,756)	(582,641)	(645,452)	(791,209)	(866,618)
Interest-Delinquent Taxes	<u>198,257</u>	<u>233,538</u>	<u>217,591</u>	<u>-</u>	<u>-</u>
TOTAL Property Tax Revenue	<u>\$ 144,711,644</u>	<u>\$ 158,836,844</u>	<u>\$ 177,769,204</u>	<u>\$ 198,215,309</u>	<u>\$ 217,106,679</u>

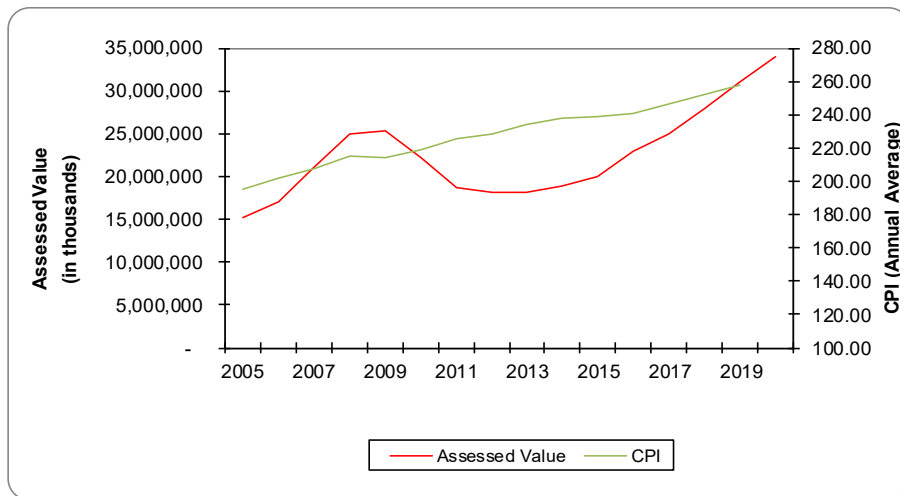
REVENUE DETAIL

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
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669
2012	23,905,294,724	4,359,002,821	3,973,236	10,067,071,228	18,201,199,553
2013	24,297,138,448	4,506,800,257	3,852,456	10,611,947,227	18,195,843,934
2014	24,154,374,015	4,586,231,797	4,629,753	9,924,686,112	18,820,549,453
2015	25,651,931,308	4,645,979,060	4,735,156	10,225,715,639	20,076,929,885
2016	28,491,608,827	4,963,496,780	4,154,251	10,568,108,041	22,891,151,817
2017	31,897,749,099	4,769,282,530	1,668,400	11,713,926,589	24,954,773,440
2018	35,289,831,510	5,062,289,127	4,399,743	12,410,304,034	27,946,216,346
2019	39,011,369,442	5,403,248,608	4,718,546	13,370,572,678	31,048,763,918
2020	43,864,459,538	5,740,672,793	4,579,468	15,601,773,417	34,007,938,382

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 was passed on January 29, 2008. The popular referendum 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 2019/20, the millage rate remained constant, as adopted in FY 2018/19.

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

Fiscal Year	Operations	Debt	Total
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500
2011	5.6500	-	5.6500
2012	5.6500	-	5.6500
2013	5.6500	-	5.6500
2014	5.6500	-	5.6500
2015	6.6500	-	6.6500
2016	6.6500	-	6.6500
2017	6.6500	-	6.6500
2018	6.6500	-	6.6500
2019	6.6500	-	6.6500
2020	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison

Select Florida Municipalities

Municipality	Operating Millage FY 2019/20	Debt Service Millage FY 2019/20	Total Millage FY 2019/20	General Fund Budget FY 2019/20
Boca Raton	3.4793	0.1994	3.6787	\$ 229,706,700
Tallahassee	4.1000	0.0000	4.1000	161,410,226
Fort Lauderdale	4.1193	0.2250	4.3443	373,392,257
Gainesville	5.2974	0.0000	5.2974	133,181,797
Clearwater	5.9550	0.0000	5.9550	180,009,612
Tampa	6.2076	0.0000	6.2076	435,672,413
Daytona Beach	5.8587	0.2771	6.1358	103,635,309
Orlando	6.6500	0.0000	6.6500	517,211,834
St. Petersburg	6.7550	0.0000	6.7550	278,974,509
Hollywood	7.4665	0.5085	7.9750	305,356,955
West Palm Beach	8.3465	0.1202	8.4667	194,584,901

Select Orange County Municipalities

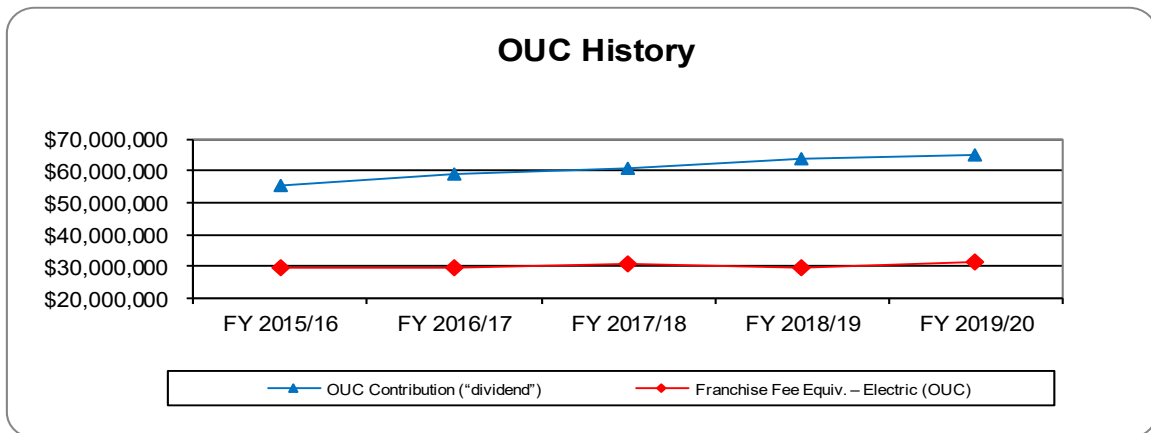
Municipality	Operating Millage FY 2019/20	Debt Service Millage FY 2019/20	Total Millage FY 2019/20	General Fund Budget FY 2019/20
Windermere	3.7425	0.0000	3.7425	\$ 5,930,120
Apopka	4.0376	0.0000	4.0376	50,437,821
Belle Isle	4.4018	0.0000	4.4018	8,323,132
Winter Garden	4.5000	0.0000	4.5000	59,198,654
Winter Park	4.0923	0.3021	4.3944	60,771,798
Maitland	4.3453	0.2770	4.6223	37,489,863
Edgewood	5.2500	0.0000	5.2500	4,229,976
Ocoee	5.5000	0.0000	5.5000	52,476,498
Orlando	6.6500	0.0000	6.6500	517,211,834
Oakland	6.5000	0.0000	6.5000	5,203,348

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 2019/20 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> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
OUC Contribution (“dividend”)	\$ 55,719,368	\$ 59,061,240	\$ 60,615,946	\$ 63,975,000	\$ 64,975,000
Percent Change		6.00%	2.63%	5.54%	1.56%
Franchise Fee Equiv. – Electric (OUC)	\$ 29,798,589	\$ 29,469,261	\$ 30,628,646	\$ 29,750,000	\$ 31,725,000
Percent Change		-1.11%	3.93%	-2.87%	6.64%



REVENUE DETAIL

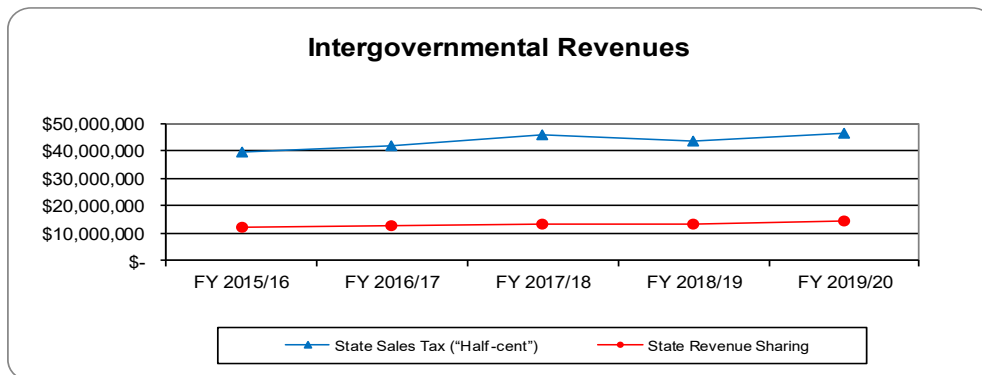
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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

Florida’s State Revenue Sharing funds are derived from 1.3409 percent of the state half cent sales tax collections, as well as the one-cent municipal fuel tax. The state distributes these funds to local governments based on several factors including municipal population, sales tax collection, ability to raise revenue, and consolidated government status. Estimates for State Revenue Sharing revenues were based on a combination of DOR forecasts and internal projections.

<u>Revenue Description</u>	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
State Sales Tax (“Half-cent”)	\$ 39,428,960	\$ 41,787,222	\$ 46,106,097	\$ 43,400,000	\$ 46,450,000
Percent Change		5.98%	10.34%	-5.87%	7.03%
State Revenue Sharing	\$ 11,989,740	\$ 12,793,087	\$ 13,578,096	\$ 13,200,000	\$ 14,300,000
Percent Change		6.70%	6.14%	-2.78%	8.33%

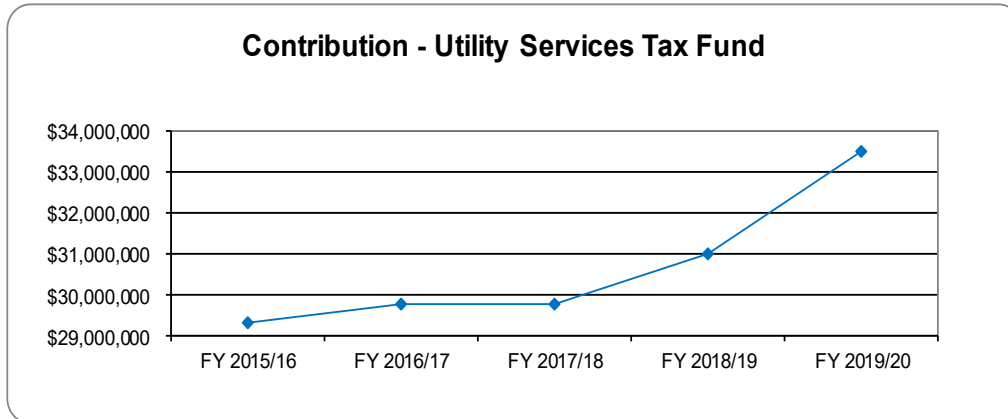


REVENUE DETAIL

Contribution—Utilities Services Tax

The Utilities Services Tax Fund contribution to the General Fund amounts to any excess proceeds that the fund receives from various utilities, beyond what is needed to pay for any debt obligations. The contribution payments are forecast using historical data. Note that the transfers may include interest earnings, which are not shown on the Utility Tax Collections chart below. Additional information on the Utilities Services Tax Fund can be found later in this section.

<u>Revenue Description</u>	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
Contribution-Utilities Svcs. Tax Fund	\$ 29,344,237	\$ 29,799,184	\$ 29,799,184	\$ 31,000,000	\$ 33,500,000
Percent Change		1.55%	0.00%	4.03%	8.06%



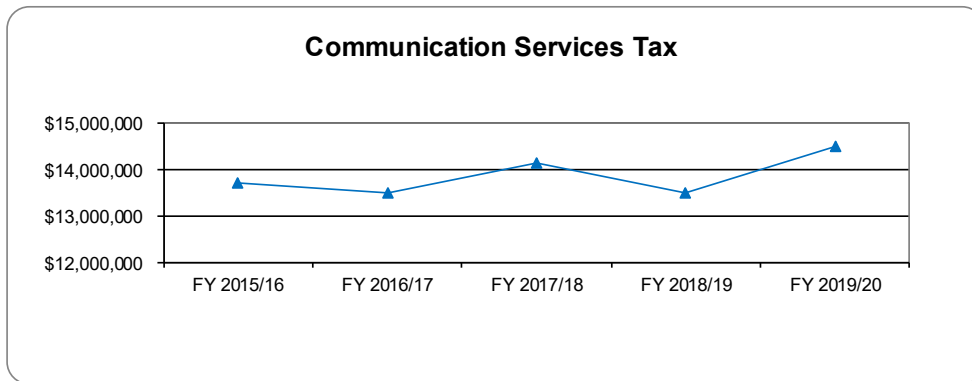
<u>Utility Tax Collections</u>	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
Electric & Water	\$ 29,971,398	\$ 29,798,279	\$ 30,299,622	\$ 29,800,000	\$ 32,500,000
Natural Gas & Propane	\$ 1,442,185	\$ 1,378,556	\$ 1,651,712	\$ 1,375,000	\$ 1,400,000
Total	\$ 31,413,583	\$ 31,176,835	\$ 31,951,333	\$ 31,175,000	\$ 33,900,000

REVENUE DETAIL

Communication Services Tax

The Communications Services Tax (CST) applies to telecommunications, video, direct-to-home satellite, and related services. Examples of services subject to the tax include, but are not limited to, local, long distance, and toll telephone; voice over Internet protocol telephone; video services; video streaming; direct-to-home satellite; mobile communications; private line services; pager and beeper; telephone charges made at a hotel or motel; facsimiles; and telex, telegram, and teletype. The tax is imposed on retail sales of communications services which originate and terminate in the state, or originate or terminate in the state and are billed to an address within the state. The tax is comprised of two parts: the Florida CST and the local CST. Tax proceeds are transferred to county and municipal governments, as well as the Public Education Capital Outlay and Debt Service Trust Fund, and the state's General Revenue Fund.

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
Communication Services Tax	\$ 13,708,950	\$ 13,497,529	\$ 14,136,222	\$ 13,500,000	\$ 14,500,000
Percent Change		-1.54%	4.73%	-4.50%	7.41%

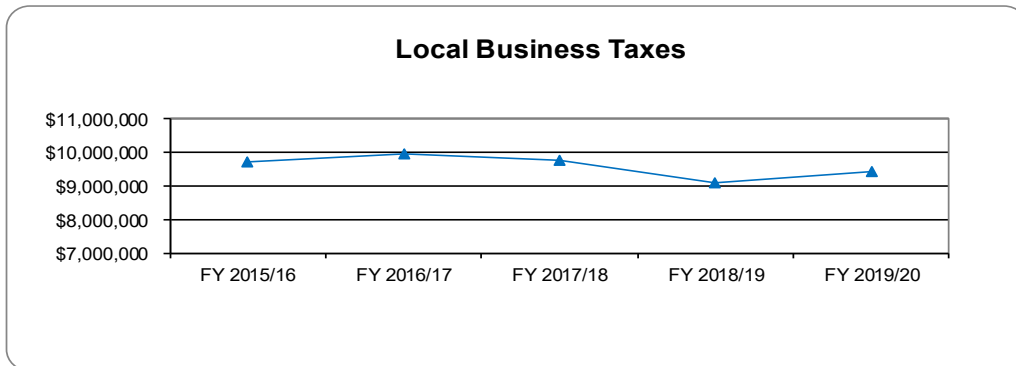


REVENUE DETAIL

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. The Local Business Taxes schedule is adopted by City Council in City Code Section 36.35, and the Permitting Division provides budget estimates for the revenue generated by it. Note that prior to the State Legislature renaming it in 2007, the Local Business Tax was referred to as "Occupational Licenses".

<u>Revenue Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Local Business Taxes	\$ 9,741,683	\$ 9,948,074	\$ 9,774,170	\$ 9,115,000	\$ 9,420,000
Percent Change		2.12%	-1.75%	-6.74%	3.35%



<u>Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
# of Local Business Tax Receipts issued	21,731	21,628	22,780	23,635	23,000

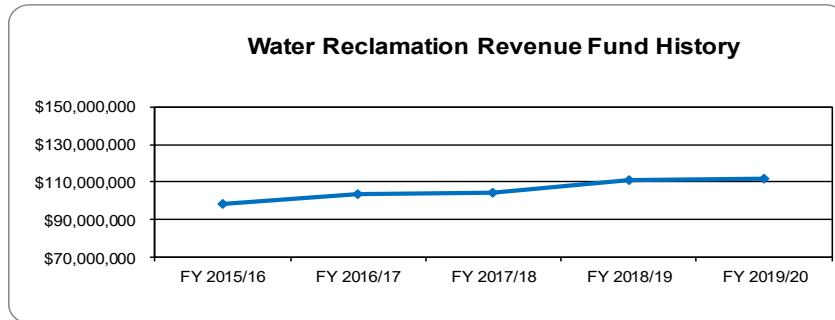
REVENUE DETAIL

MAJOR REVENUE SOURCES NON GENERAL FUNDS

Water Reclamation Revenue Fund

The Water Reclamation Revenue Fund is an Enterprise Fund which receives retail and wholesale revenue for the use of facilities and services of the sanitary sewer system. There are separate retail rate classes for types of dwellings, businesses, churches, hospitals and other types of buildings and activities producing sewage and liquid waste. Wholesale rates are negotiated and specified in inter-local agreements with various governmental agencies and collection systems. Per City Code, Water Reclamation user rates automatically increase by five percent each year, but City Council waived a portion of the automatic increase for FY 2019/20. Capacity charges are also budgeted in the Water Reclamation Revenue Fund.

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Water Reclamation Revenue Fund	\$ 98,564,691	\$ 103,350,085	\$ 104,562,652	\$ 110,745,281	\$ 112,105,921
Percent Change		4.86%	1.17%	5.91%	1.23%



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 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Millions of gallons treated	14,312	14,790	15,186	15,317	15,438
# of customers	76,309	82,089	83,010	83,832	84,565
<u>Commodity Charge</u>					
Residential	\$ 13,702,819	\$ 14,033,873	\$ 14,097,059	\$ 14,844,896	\$ 15,141,795
Commercial	\$ 31,029,713	\$ 32,541,633	\$ 32,943,412	\$ 35,584,332	\$ 36,296,020

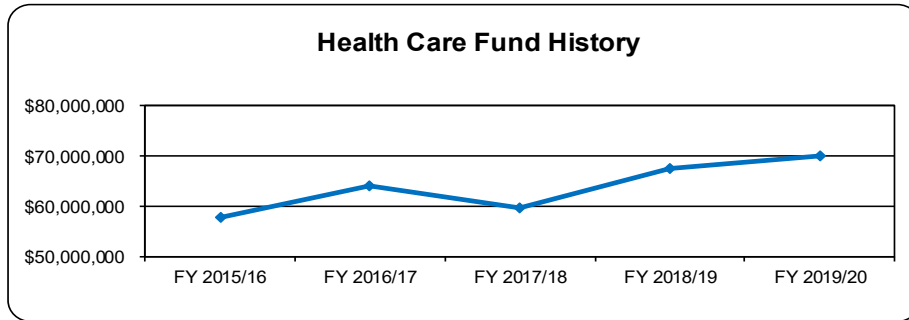
Source: City of Orlando Water Reclamation Division

REVENUE DETAIL

Health Care Fund

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

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Health Care Fund	\$ 57,811,534	\$ 63,889,200	\$ 59,493,023	\$ 67,399,631	\$ 70,048,977
Percent Change		10.51%	-6.88%	13.29%	3.93%

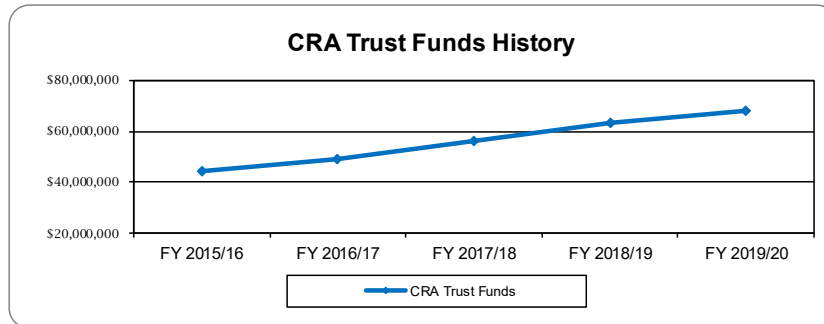


REVENUE DETAIL

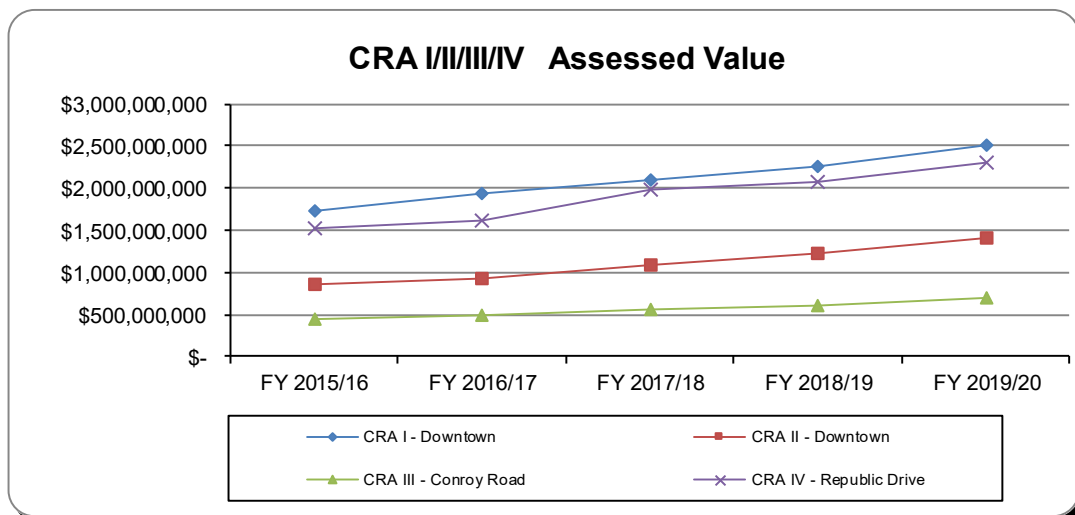
CRA Trust Funds

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, and Florida Statutes require budgeting at 95% of the taxable value.

Fund Description	Actual FY 2015/16	Actual FY 2016/17	Actual FY 2017/18	Revised FY 2018/19	Adopted FY 2019/20
CRA Trust Funds	\$ 44,502,664	\$ 48,942,043	\$ 56,355,445	\$ 63,343,872	\$ 68,185,730
Percent Change		9.98%	15.15%	12.40%	7.64%



District/Assessed Value	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
CRA I - Downtown	\$1,731,035,047	\$1,931,238,273	\$2,093,034,280	\$2,253,302,802	\$2,498,631,268
CRA II - Downtown	\$ 855,540,594	\$ 923,103,754	\$1,083,268,109	\$1,232,477,342	\$1,400,909,873
CRA III - Conroy Road	\$ 451,665,390	\$ 499,521,840	\$ 551,198,389	\$ 609,957,565	\$ 707,772,276
CRA IV - Republic Drive	\$1,519,017,042	\$1,623,430,455	\$1,982,699,646	\$2,062,675,871	\$2,299,027,788



REVENUE DETAIL

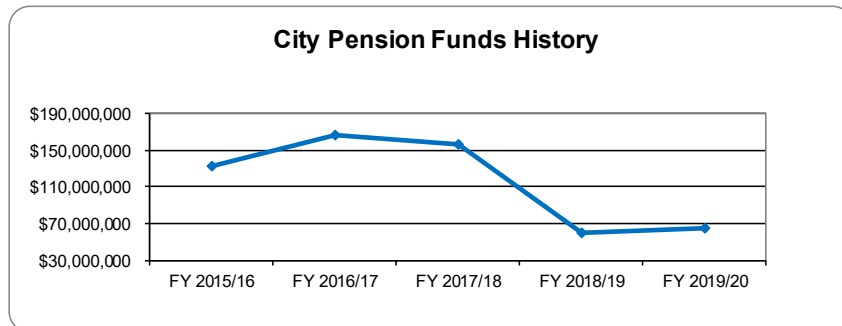
City Pension Funds

The City Pension Funds support the City's Defined Benefit pension plans for General Employees, Firefighters and Police Officers. Administration and responsibility for the 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 recommended contribution for each Defined Benefit plan is determined by external actuarial consultants and represents the total amount to fully fund the projected liability for each Defined Benefit pension plan.

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

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
City Pension Funds	\$ 132,100,030	\$ 166,500,100	\$ 155,787,256	\$ 60,368,726	\$ 65,095,803
Percent Change		26.04%	-6.43%	-61.25%	7.83%

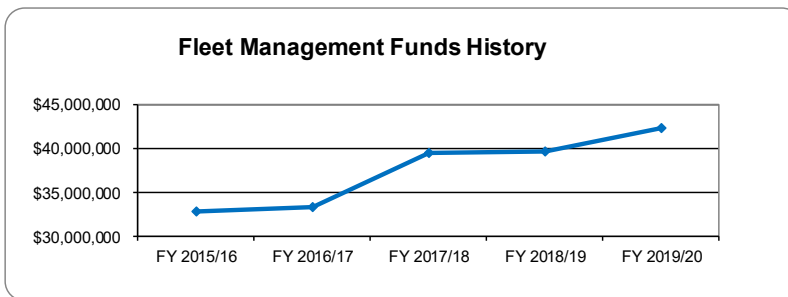


REVENUE DETAIL

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 fueling, 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 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Fleet Management Funds	\$ 32,872,166	\$ 33,269,466	\$ 39,458,350	\$ 39,584,492	\$ 42,354,665
Percent Change		1.21%	18.60%	0.32%	7.00%



Active Vehicles and Equipment as of FY 2018/19

<u>Type</u>	
Police vehicles and equipment	1,083
Fire vehicles and equipment	145
Public Works vehicles and equipment	684
Other vehicles and equipment	630
Total	2,542

FY 2018/19 Fuel Usage by Department

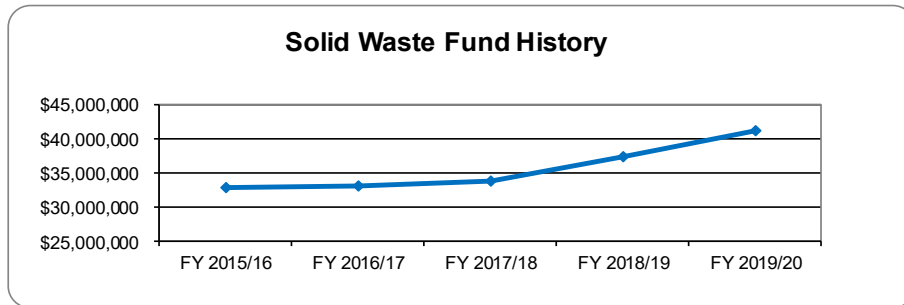
<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 68,600
Economic Development	155,270
Executive Offices	1,931
Families, Parks & Rec	158,120
Fire	582,876
Housing	1,610
Orlando Venues	20,500
Police	2,159,954
Public Works	1,452,192
Total	\$ 4,601,054

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 FY2019/20.

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Solid Waste Fund	\$ 32,839,322	\$ 33,145,243	\$ 33,803,133	\$ 37,387,636	\$ 41,212,730
Percent Change		0.93%	1.98%	10.60%	10.23%



<u>Revenue</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Residential collections	\$ 13,046,640	\$ 13,414,309	\$ 13,355,368	\$ 13,561,033	\$ 14,347,276
Commercial collections	18,860,249	19,389,779	20,336,935	20,509,277	22,119,205
Customers					
Residential	50,879	51,740	53,192	52,891	53,294
Commercial	13,525	13,753	14,239	14,058	14,165
	<u>64,404</u>	<u>65,493</u>	<u>67,431</u>	<u>66,949</u>	<u>67,459</u>
Tons Collected					
Residential*	70,912	78,173	62,877	64,135	65,420
Commercial	99,425	101,947	106,416	108,545	110,715
	<u>170,337</u>	<u>180,120</u>	<u>169,293</u>	<u>172,680</u>	<u>176,135</u>

* Tons collected includes garbage, recycling and yard waste

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

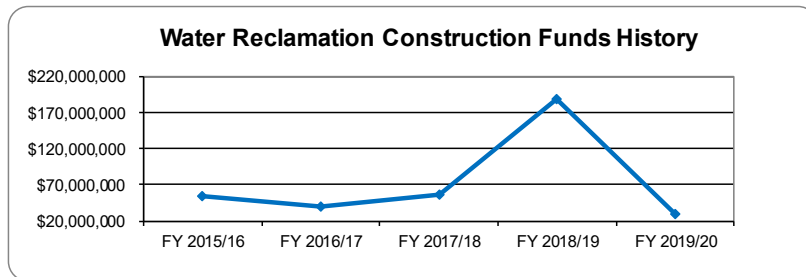
Source: City of Orlando Solid Waste Management Division

REVENUE DETAIL

Water Reclamation Construction Funds

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

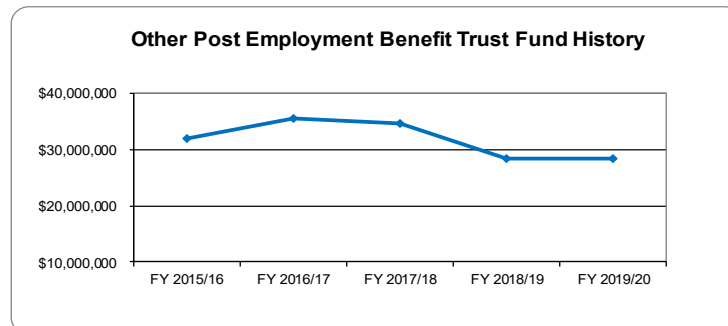
<u>Fund Description</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
Water Reclamation Construction Funds	\$ 53,263,532	\$ 39,960,380	\$ 55,275,293	\$ 188,892,746	\$ 30,165,639
Percent Change		-24.98%	38.33%	241.73%	-84.03%



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 2019/20 represents an estimate of the City's annual recommended contribution, as determined by an Actuarial valuation conducted for the City by a third party. The amount is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
Other Post Employment Benefit Trust Fund	\$ 31,934,371	\$ 35,384,026	\$ 34,635,098	\$ 28,449,460	\$ 28,385,281
Percent Change		10.80%	-2.12%	-17.86%	-0.23%



REVENUE DETAIL

Utilities Services Tax Fund

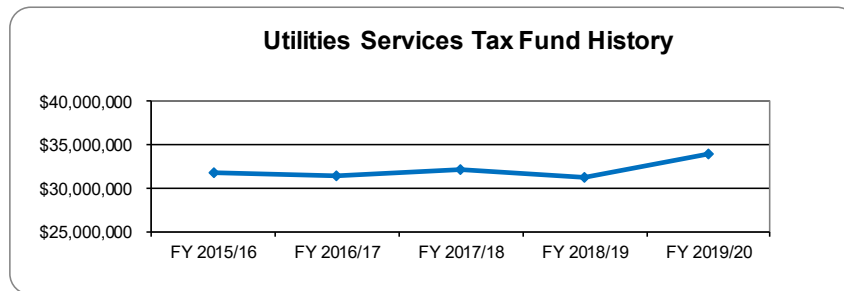
The Utility Services Tax (UST) Fund is a Special Revenue Fund which receives tax revenues that have been levied on electric, water and communication utilities. A portion of the revenues have been pledged as backup to water reclamation system expansion bonds, behind impact fees and water reclamation system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

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

Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas.

The City owned electric and water utility, the Orlando Utilities Commission, supplies estimates of revenues, taxes and non-tax payments based upon both internal and independent rate studies.

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Utilities Services Tax Fund	\$ 31,756,981	\$ 31,394,622	\$ 32,090,741	\$ 31,225,304	\$ 33,964,283
Percent Change		-1.14%	2.22%	-2.70%	8.77%

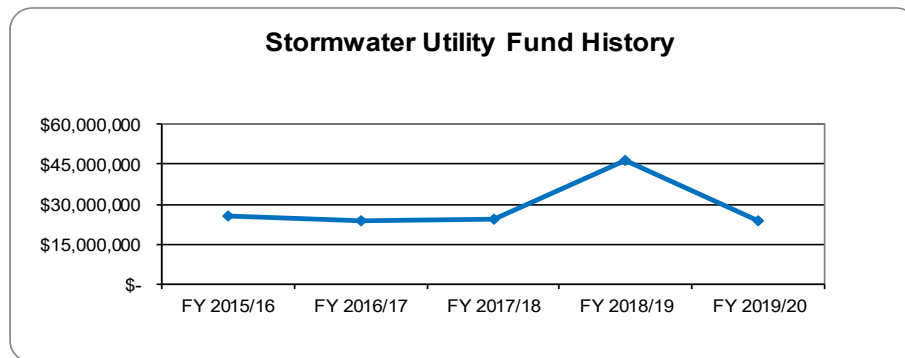


REVENUE DETAIL

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 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Stormwater Utility Fund	\$ 25,650,594	\$ 24,046,965	\$ 24,245,621	\$ 46,558,343	\$ 24,034,233
Percent Change		-6.25%	0.83%	92.03%	-48.38%



<u>Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
# of parcels (customers)	92,365	92,994	93,793	94,146	95,078
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.

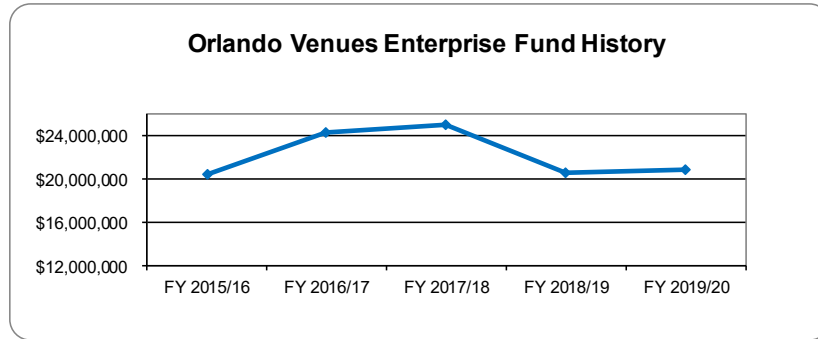
Source: City of Orlando Streets and Stormwater Services Division

REVENUE DETAIL

Orlando Venues Enterprise Fund

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

<u>Fund Description</u>	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
Orlando Venues Enterprise Fund	\$ 20,405,641	\$ 24,300,873	\$ 24,999,211	\$ 20,598,902	\$ 20,831,662
Percent Change		19.09%	2.87%	-17.60%	1.13%



	<u>Actual FY 2015/16</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Revised FY 2018/19</u>	<u>Adopted FY 2019/20</u>
<u>Amway Center</u>					
Total events	226	231	275	244	250
Total attendance	1,256,542	1,325,907	1,516,248	1,366,232	1,402,795

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.

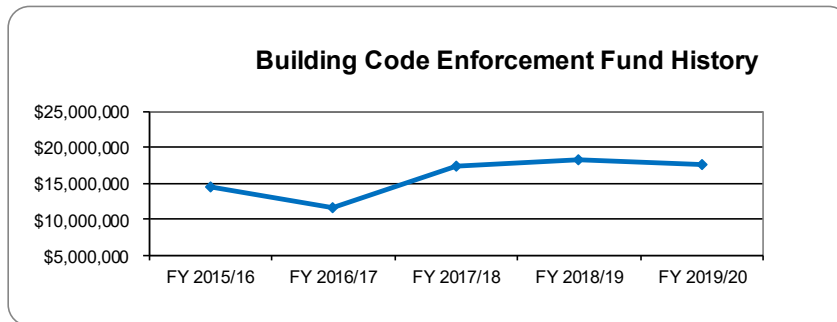
Source: City of Orlando Venues Department

REVENUE DETAIL

Building Code Enforcement Fund

The Building Code Enforcement Fund accounts for the revenue and expenditures associated with the City's enforcement of the State building code. The City collects fees on all buildings, structures or alterations that require a permit. The City also collects fees for installation or attachment of any electrical wiring, apparatus, or equipment for light, heat or power. Also, fees are collected for permits to perform any mechanical work in the City. All pipe work within the City also requires a permit that is recorded to this fund. The City is also required to test and inspect all fire alarm and extinguishing systems. All associated enforcement activities related to permit issuance is paid for out of this fund.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
Building Code Enforcement Fund	\$ 14,581,785	\$ 11,596,709	\$ 17,318,288	\$ 18,349,702	\$ 17,565,443
Percent Change		-20.47%	49.34%	5.96%	-4.27%

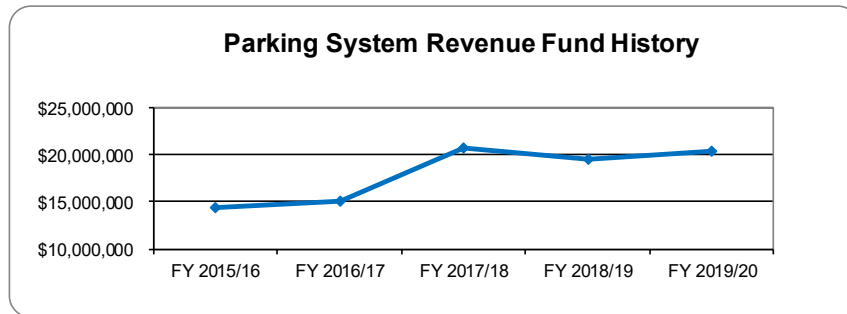


REVENUE DETAIL

Parking System Revenue Fund

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

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
Parking System Revenue Fund	\$ 14,346,086	\$ 15,112,994	\$ 20,746,002	\$ 19,525,359	\$ 20,341,489
Percent Change		5.35%	37.27%	-5.88%	4.18%



<u>Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
# of garage spaces	7,678	8,529	8,527	8,527	8,527
# of surface lot/street spaces	2,088	1,518	420	742	742
Parking ticket revenue	\$ 2,040,902	\$ 1,875,619	\$ 1,544,685	\$ 2,178,848	\$ 1,900,000
# of parking tickets	78,691	75,421	84,127	84,127	85,000

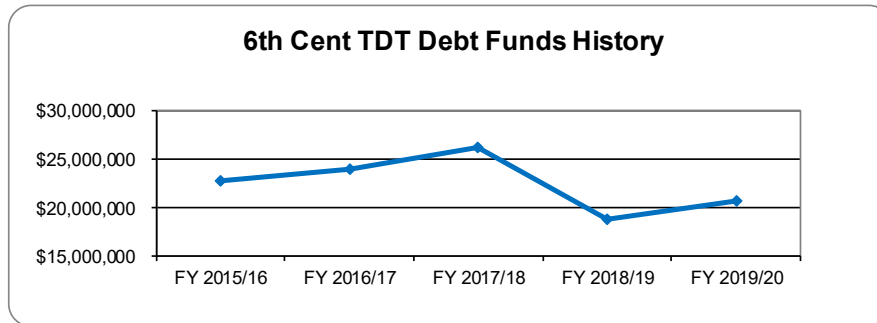
Source: City of Orlando Parking Division

REVENUE DETAIL

6th Cent TDT Debt

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

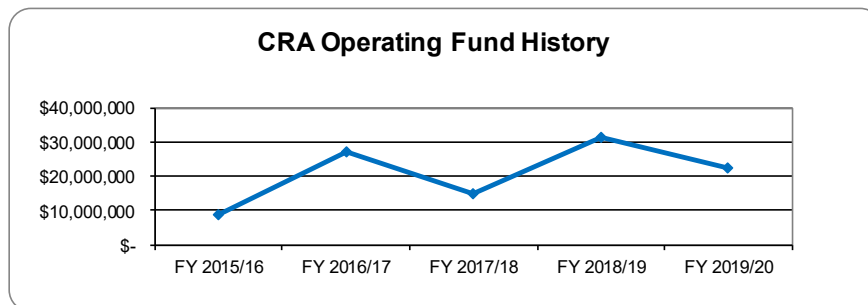
<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
6th Cent TDT Debt Funds	\$ 22,741,448	\$ 23,953,838	\$ 26,268,029	\$ 18,826,575	\$ 20,745,475
Percent Change		5.33%	9.66%	-28.33%	10.19%



CRA Operating Fund

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

<u>Fund Description</u>	Actual <u>FY 2015/16</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Revised <u>FY 2018/19</u>	Adopted <u>FY 2019/20</u>
CRA Operating Fund	\$ 8,632,673	\$ 27,277,368	\$ 14,733,399	\$ 31,173,456	\$ 22,599,569
Percent Change		215.98%	-45.99%	111.58%	-27.50%

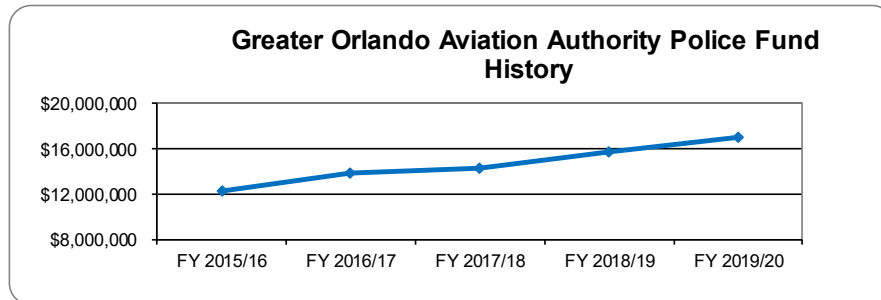


REVENUE DETAIL

Greater Orlando Aviation Authority Police Fund

On September 27, 1976, the City entered into a turnover agreement with GOAA, which authorized GOAA to use and operate Herndon Airport (Orlando Executive Airport) and Orlando International Airport for a term of 50 years commencing October 1, 1976. GOAA agreed to remit to the City \$2,000,000, in addition to other promises, as consideration for this agreement. Effective October 1, 2015 the City and GOAA entered into an amended and restated Operation and Use Agreement which extends the original agreement for a new 50 year term commencing October 1, 2015 and expiring on September 30, 2065. Through a separate agreement, the City provides security services to GOAA by assigning police officers from its own police department to patrol the airport. GOAA is charged monthly based on actual expenses incurred (less certain adjustments). A true-up calculation is made each year for any potential adjustments. During the year ended September 30, 2019, the revenue for these services was \$13,835,038.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2015/16</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Revised</u> <u>FY 2018/19</u>	<u>Adopted</u> <u>FY 2019/20</u>
Greater Orlando Aviation Authority Police Fu	\$ 12,264,100	\$ 13,852,975	\$ 14,299,667	\$ 15,656,048	\$ 17,076,752
Percent Change		12.96%	3.22%	9.49%	9.07%



REVENUE DETAIL

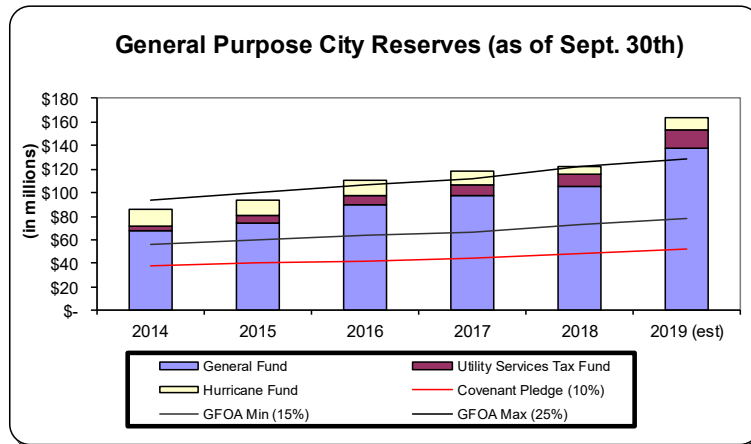
Fund Balance

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 2014 compared to the GFOA recommendation. Note that the Unreserved 2019 figures are an estimate only.



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

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

REVENUE DETAIL

Fund Balance Status

Fund	Fund Balance 09/30/2018	Budgeted Change FY18/19 (1)	Estimated Balance 09/30/2019	Budgeted Change FY19/20 (1)	Projected Balance 09/30/2020	Percent Change FY18/19
General Fund	\$ 93,708,349	\$ -	\$ 93,708,349	\$ -	\$ 93,708,349	-
Building Code Enforcement	\$ 15,117,029	\$ (1,581,757)	\$ 13,535,272	\$ (2,347,078)	\$ 11,188,194	(17.34%)
Capital Improvement Fund	\$ 72,697,320	\$ -	\$ 72,697,320	\$ (1,550,000)	\$ 71,147,320	(2.13%)
CEB Lien Assessment	\$ 3,603,836	\$ (293,107)	\$ 3,310,729	\$ -	\$ 3,310,729	-
Cemetery Trust Fund	\$ 1,867,846	\$ -	\$ 1,867,846	\$ -	\$ 1,867,846	-
CNL Garage R&R Fund	\$ 938,618	\$ -	\$ 938,618	\$ -	\$ 938,618	-
Community Redevelopment Agency	\$ 27,355,421	\$ -	\$ 27,355,421	\$ -	\$ 27,355,421	-
Contraband Forfeiture Trust	\$ 2,069,891	\$ (1,361,677)	\$ 708,214	\$ (439,343)	\$ 268,871	(62.04%)
Designated Revenue	\$ 4,863,064	\$ (53,530)	\$ 4,809,534	\$ (20,583)	\$ 4,788,951	(0.43%)
Dubsdread Golf Course Funds	\$ 1,012,032	\$ -	\$ 1,012,032	\$ -	\$ 1,012,032	-
Fleet Management Funds	\$ 35,897,913	\$ (1,741,167)	\$ 34,156,746	\$ (3,257,395)	\$ 30,899,351	(9.54%)
Gas Tax Fund	\$ 15,224,163	\$ (300,000)	\$ 14,924,163	\$ (280,842)	\$ 14,643,321	(1.88%)
Health Care Fund	\$ 21,989,570	\$ -	\$ 21,989,570	\$ -	\$ 21,989,570	-
Housing & Urban Dev. Grants	\$ 385,822	\$ -	\$ 385,822	\$ -	\$ 385,822	-
Internal Loan Fund	\$ 19,009,352	\$ -	\$ 19,009,352	\$ -	\$ 19,009,352	-
Law Enforcement Training	\$ 340,635	\$ (90,410)	\$ 250,225	\$ (55,000)	\$ 195,225	(21.98%)
Natural Disaster Fund	\$ 5,499,327	\$ -	\$ 5,499,327	\$ -	\$ 5,499,327	-
OCPS - Crossing Guard Fund	\$ 431,567	\$ -	\$ 431,567	\$ -	\$ 431,567	-
Park Impact Fee Funds	\$ 2,722,438	\$ (616,770)	\$ 2,105,668	\$ -	\$ 2,105,668	-
Pension Participant Services	\$ 407,970	\$ (105,249)	\$ 302,721	\$ (105,249)	\$ 197,472	(34.77%)
Risk Management	\$ 15,105,935	\$ (4,870,963)	\$ 10,234,972	\$ (6,857,962)	\$ 3,377,010	(67.01%)
Special Assessment Funds	\$ 2,825,877	\$ (266,932)	\$ 2,558,945	\$ -	\$ 2,558,945	-
Spellman Site Fund	\$ 1,111,653	\$ -	\$ 1,111,653	\$ -	\$ 1,111,653	-
Street Tree Trust Fund	\$ 638,880	\$ (242,545)	\$ 396,335	\$ (158,139)	\$ 238,196	(39.90%)
Transportation Impact Fee	\$ 52,554,080	\$ (3,651,865)	\$ 48,902,215	\$ (814,657)	\$ 48,087,558	(1.67%)
Utility Services Tax	\$ 11,574,164	\$ -	\$ 11,574,164	\$ -	\$ 11,574,164	-
Total All Funds	\$ 408,952,753	\$ (15,175,972)	\$ 393,776,781	\$ (15,886,248)	\$ 377,890,533	(4.03%)

Notes:

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

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

At the time of the establishment of this Fund it was known that it would be cyclical in nature. The Fund Balance would generally be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The economic recovery and growth in construction activity in recent years has supported a corresponding increase in staffing and associated operating expenditures. Based on this growth and changes in technology, the city has continued to make 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)

Prior year interest earnings are being allocated to fund needs associated with the transition of SunRail from the Florida Department of Transportation to the local compact that will operate the train system.

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.

Designated Revenue Fund (Recurring)

The Designated Revenue Fund encompasses several City projects and grant match accounts, where funds are collected or set aside for a specific purpose. For many of these projects and grants, expenditures may occur in a different year than revenues, and thus fund balance will often be added to or drawn down depending on project and grant timing.

Fleet Management Funds (Non-Recurring)

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

Gas Tax Fund (Non-Recurring)

Fund Balance from actual gas tax collections in FY19 in excess of what was budgeted is being allocated to fund possible roadway improvement projects. This allocation is being made only because funds from the prior year are available.

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.

Pension Participant Services Fund (Recurring)

The Pension Participant Services Fund serves to collect rebates from the City's retirement plan provider (ICMA-RC), and pay for investment consultant fees, office space, and other expenses necessary to provide City employees with safe and sound financial advisory services. Actual expenditures vary and may occur in a different year than revenues, and thus fund balance will often be added to or drawn down depending on timing.

Risk Management Fund (Non-Recurring)

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. As a result of prudent management of liabilities, the City has been able to undertake a rebate or premium holiday for each of the last 14 years. 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 FY2019/20 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

LONG RANGE FORECAST GENERAL FUND REVENUE PROJECTIONS

A projection of future financial conditions is an important tool in municipal management. It informs policy decisions about service levels, investments, staffing levels, compensation and a myriad of other considerations. A projection is not a prediction of exactly what the future holds. Rather, it provides guidance on what the future may look like.

We assume that there will be continued demands for improved service levels. In response, the City will continue its past practice of controlled growth. Our projections therefore incorporate a rate of service level growth that is consistent with the recent past.

Our projections look at a five year time horizon for General Fund revenues (excluding transfers). We prepare two projections: a Likely Projection and a Conservative Projection. The City is always conservative in its revenue projections and therefore does not prepare an 'aggressive projection'. Based on a number of factors, we have a fair degree of confidence in the near term of our projection.

Our Conservative Projection assumes a sudden and dramatic decrease in the growth of revenues. Under this scenario, revenue growth, which has been averaging 8.3% over the most recent three years, is assumed to plummet to only 1% growth annually throughout the projection period. Such an assumption is overly conservative, in our opinion. Over the past several years we have seen robust General Fund revenue growth. And the growth rate, at present, does not show signs of weakening. We believe General Fund revenue growth will moderate over the projection period but remain strong.

Three revenue groups account for 70% of the General Fund revenue. Those groups and our assumptions regarding them are as follows:

A key to future General Fund revenue growth is changes in **property tax collections**. Property tax revenue accounts for 42% of the General Fund revenue. Property values have averaged annual growth of more than 14% over the last three years. The rate of increase over that three-year period is decreasing. Throughout the projection period we believe the growth will continue. Our Likely Projection assumes continued growth of revenues, albeit at a moderating pace. This moderating growth is more likely than the sudden decrease incorporated in the Conservative Projection. While property values have grown at a rate exceeding 14%, property tax bills are capped at 10% growth. Therefore, we believe any slowing in property values will be mitigated over several years by the 'catch up' of property tax bills to the assessed values. Further, we continue to see new building permits issued at a significant pace.

Intergovernmental revenue is the second largest General Fund revenue group. It makes up almost 17% of General Fund revenue. Intergovernmental revenue is driven by the OUC dividend, the City's return on its ownership of the Orlando Utilities Commission. Historically, the OUC Dividend was pegged as a percent of the utilities net income. Effective in 2018, the City and the utility negotiated an amount to be paid by the utility to the City. Among the benefits of this new approach is a consistent and stable transfer growth rate. This growth rate is supported by population growth in the OUC service area, projected at 2.4% annually. Growth in the City's second largest General Fund revenue stream should easily exceed the Conservative Projection growth rate.

At almost 12% of General Fund revenue, **Sales & Use Taxes** are the third largest revenue group. The City's practice has been to set the next year's budget for sales tax at the prior year's actual collection level. So while we collected \$47.7M in FY19, our budget for FY20 is only \$46.4M. A decrease in sales tax revenue is highly unlikely given the 3-year average growth rate is 6.9%. Our Likely Projection accommodates a slowing in sales tax growth that may occur if there is an economic downturn.

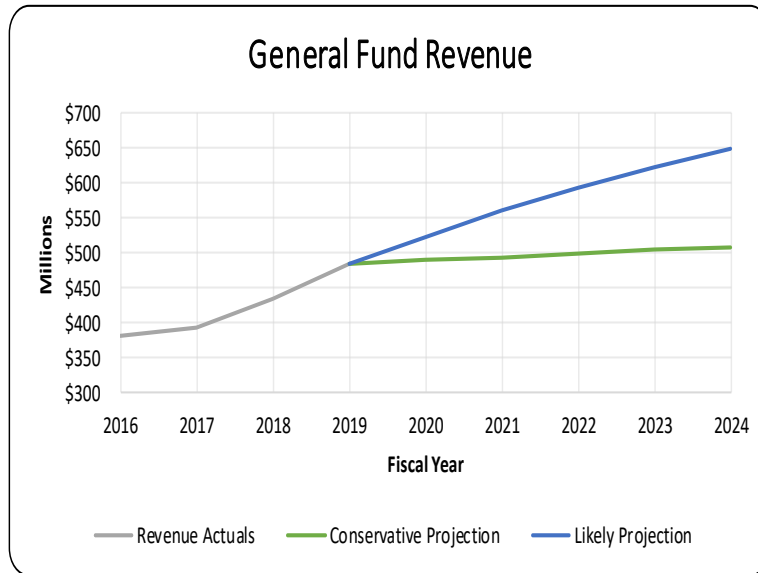
Given the above, our Likely Projection assumes continued growth in revenue, but at a moderating pace. This model projects 8% growth in 2020 over 2019 actual revenues. We then decrease the growth rate by 1% in each subsequent year. It's worth noting that our adopted expenditure budget for 2020 is below the revenue projection for 2020. This suggests we will end FY 2020 with a modest surplus, as we have in each of the last five years.

As noted above the City's projections are always conservative. Our revenue projection suggests that actual FY20 revenues will exceed \$520M. The General Fund expenditure budget for FY20 presented in this Budget Book totals \$481M (excluding transfers). If one applied the same methodology to expenditures that we have to revenues, one would forecast balanced budgets throughout the forecast period. We believe this methodology for forecasting expenses is reasonable given that collective bargaining agreements with all unions cover three of the five years of the forecast period. These agreements suggest that salaries and wages, the largest General Fund expenditure category, will grow at 4% annually. Our Likely Projection assumes a similar or higher growth rate in revenues.

REVENUE DETAIL

GENERAL FUND REVENUE PROJECTIONS (continued)

	Actual 2016	Actual 2017	Actual 2018	Actual (Unaudited) 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
General Fund Revenue									
Actuals	\$381,474,155	\$394,524,220	\$434,931,972	\$484,549,468					
Growth from Prior Year		3.4%	10.2%	11.4%					
Conservative Projection					\$489,394,963	\$494,288,912	\$499,231,801	\$504,224,119	\$509,266,361
Likely Projection					\$523,313,425	\$559,945,365	\$593,542,087	\$623,219,191	\$648,147,959



2018-2019 BY THE NUMBERS:

30.6 MILLION

impressions on the city's Facebook, Twitter,
Instagram, LinkedIn and Nextdoor



75%

of city divisions are
involved in
sustainability initiatives



5.6

average days to
close a public
record request



568

businesses certified in the Minority Owned Enterprise system

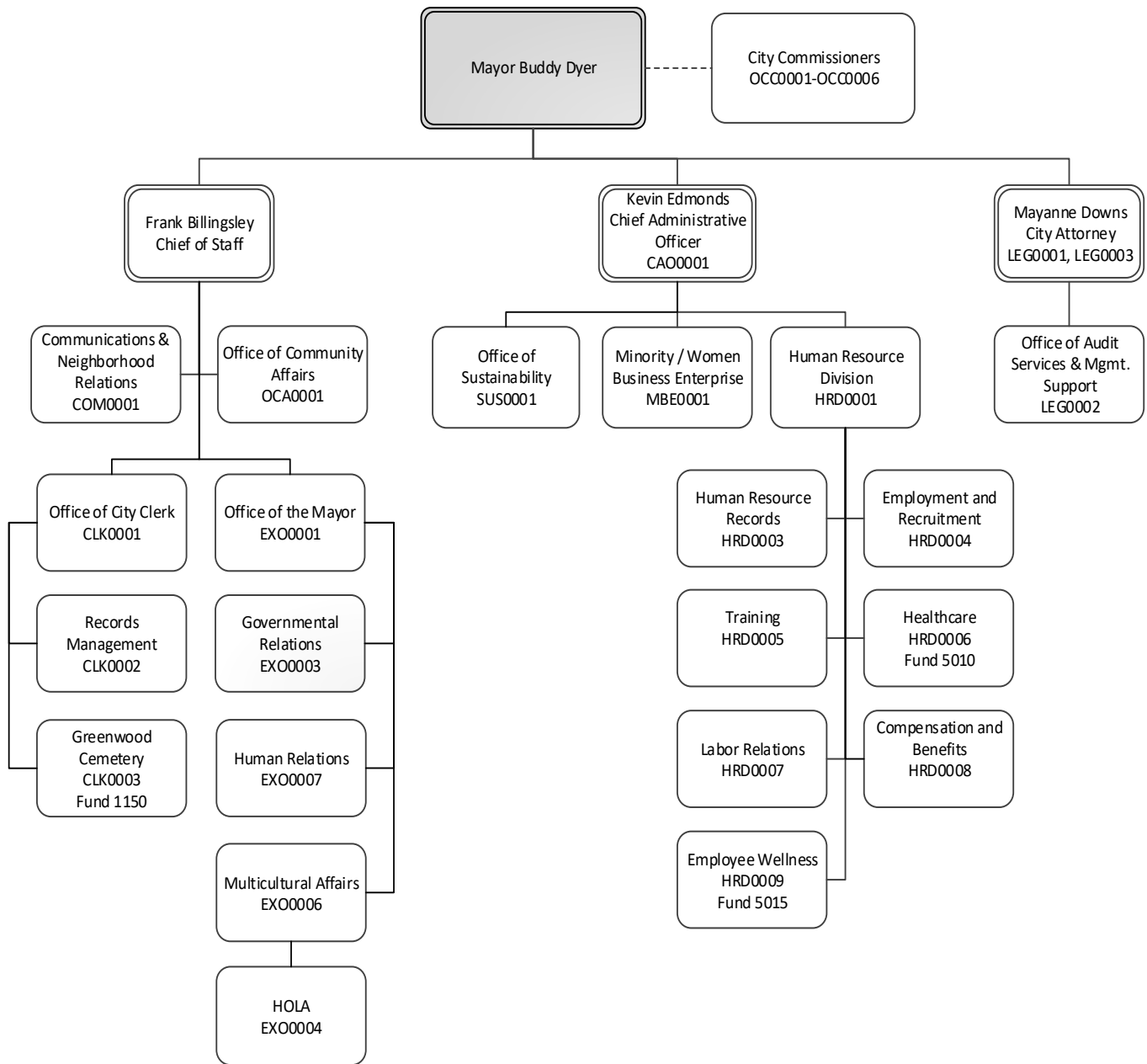


The Executive Offices support the Mayor and senior City Leadership in delivering on their mission to enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.

The Mayor's Key Priorities were established as a road map toward achieving this mission:

- Create a City for Everyone
- Create High Quality Jobs
- End Homelessness
- Become One of the Most Sustainable Cities in America
- Provide Mobility and Transportation Options

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.

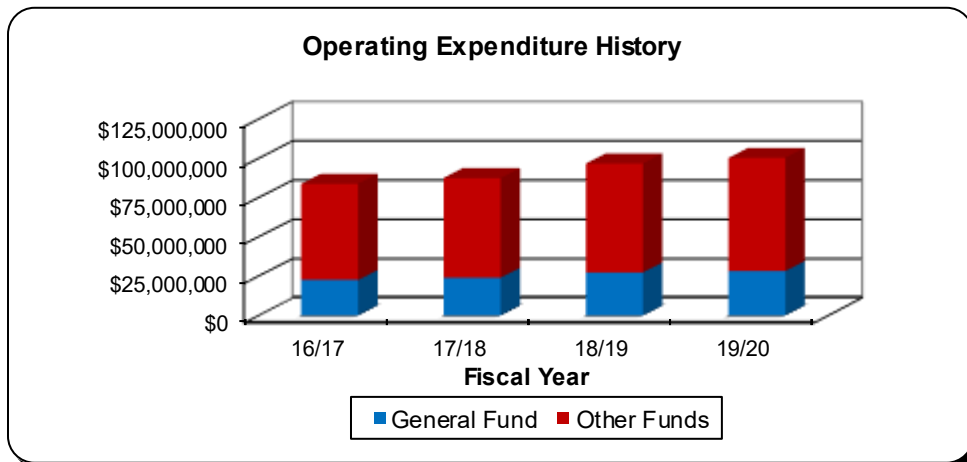
EXECUTIVE OFFICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,914,935	\$ 1,961,850	\$ 2,182,108	\$ 220,258	11.2%
0002 Executive Offices Nondepartmental	20,918	-	(107,000)	(107,000)	N/A
0003 Governmental Relations	830,908	1,068,951	1,051,359	(17,592)	(1.6%)
0004 HOLA	-	208,772	203,092	(5,680)	(2.7%)
0006 Multicultural Affairs	-	465,109	520,891	55,782	12.0%
0007 Human Relations	1,075	634,451	646,540	12,089	1.9%
Office of Community Affairs (OCA)					
0001 Community Affairs	743,918	563,382	699,062	135,680	24.1%
0002 Human Relations	711,886	-	-	-	N/A
0003 OCA Grants	3,250,117	3,981,218	3,827,408	(153,810)	(3.9%)
0004 HOLA	200,492	-	-	-	N/A
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	2,025,833	2,323,902	2,321,333	(2,569)	(0.1%)
Office of the City Clerk (CLK)					
0001 City Clerk	829,400	909,779	921,232	11,453	1.3%
0002 Records Management	395,782	408,238	434,162	25,924	6.4%
0005 City Elections	-	10,000	210,000	200,000	2000.0%
TOTAL -- MAYOR	\$ 10,925,262	\$ 12,535,652	\$ 12,910,187	\$ 374,535	3.0%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 325,023	\$ 345,996	\$ 350,004	\$ 4,008	1.2%
0002 City Commissioner District 2	306,154	334,533	339,716	5,183	1.5%
0003 City Commissioner District 3	327,121	361,208	366,753	5,545	1.5%
0004 City Commissioner District 4	318,387	348,230	352,624	4,394	1.3%
0005 City Commissioner District 5	363,627	336,636	332,844	(3,792)	(1.1%)
0006 City Commissioner District 6	443,738	345,136	349,581	4,445	1.3%
TOTAL -- CITY COMMISSIONERS	\$ 2,084,050	\$ 2,071,739	\$ 2,091,522	\$ 19,783	1.0%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,381,063	\$ 1,254,004	\$ 1,186,566	\$ (67,438)	(5.4%)
0002 Workplace Giving	35,123	31,000	40,000	9,000	29.0%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 843,277	\$ 909,181	\$ 1,017,395	108,214	11.9%
0002 Blueprint Employment Office	-	381,887	200,000	(181,887)	(47.6%)
Human Resources Division (HRD)					
0001 Human Resources	\$ 516,481	\$ 575,018	\$ 684,994	109,976	19.1%
0002 Human Resources Nondepartmental	126,306	810,397	855,758	45,361	5.6%
0003 Human Resource Records	316,973	342,305	349,253	6,948	2.0%
0004 Employment and Recruitment	831,870	878,333	938,060	59,727	6.8%
0005 Human Resources Training	366,171	450,154	515,613	65,459	14.5%
0007 Labor Relations	334,600	449,123	456,227	7,104	1.6%
0008 Compensation and Benefits	1,118,430	995,082	1,127,829	132,747	13.3%
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ -	\$ 387,846	\$ 473,588	\$ 85,742	22.1%
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 5,870,294	\$ 7,464,330	\$ 7,845,283	\$ 380,953	5.1%

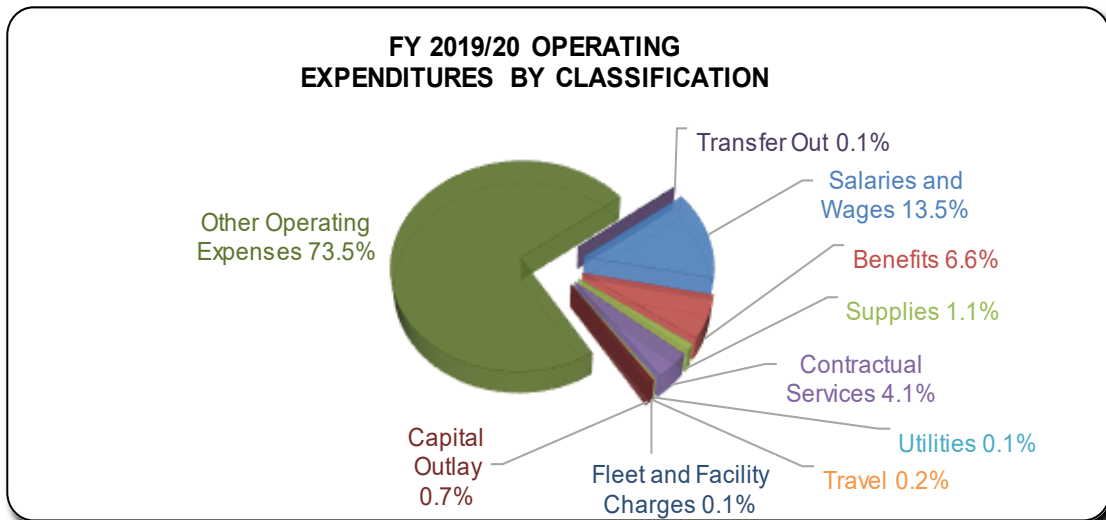
EXECUTIVE OFFICES

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,380,266	\$ 4,496,339	\$ 4,688,482	\$ 192,143	4.3%
0002 Audit Services and Management Support	572,431	785,131	797,358	12,227	1.6%
TOTAL -- CITY ATTORNEYS OFFICE	\$ 4,952,698	\$ 5,281,470	\$ 5,485,840	\$ 204,370	3.9%
Other Operating Projects	\$ 109,798	\$ -	\$ -	\$ -	N/A
TOTAL -- GENERAL FUND	\$23,942,102	\$27,353,191	\$ 28,332,832	\$ 979,641	3.6%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$62,010,396	\$67,399,631	\$ 70,048,977	\$ 2,649,346	3.9%
TOTAL -- HEALTH CARE FUND	\$62,010,396	\$67,399,631	\$ 70,048,977	\$ 2,649,346	3.9%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 133,310	\$ 149,273	\$ 142,752	\$ (6,521)	(4.4%)
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	533,334	569,819	601,836	32,017	5.6%
TOTAL -- RISK MANAGEMENT FUND	\$ 666,644	\$ 719,092	\$ 744,588	\$ 25,496	3.5%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 795,793	\$ 875,045	\$ 731,573	\$ (143,472)	(16.4%)
0004 Cemetery Trust Nondepartmental	44,037	46,133	32,609	(13,524)	(29.3%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 839,830	\$ 921,178	\$ 764,182	\$ (156,996)	(17.0%)
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ -	\$ 355,271	\$ 376,360	\$ 21,089	5.9%
TOTAL -- SOLID WASTE FUND	\$ -	\$ 355,271	\$ 376,360	\$ 21,089	5.9%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$87,458,971	\$96,748,363	\$ 100,266,939	\$ 3,518,576	3.6%



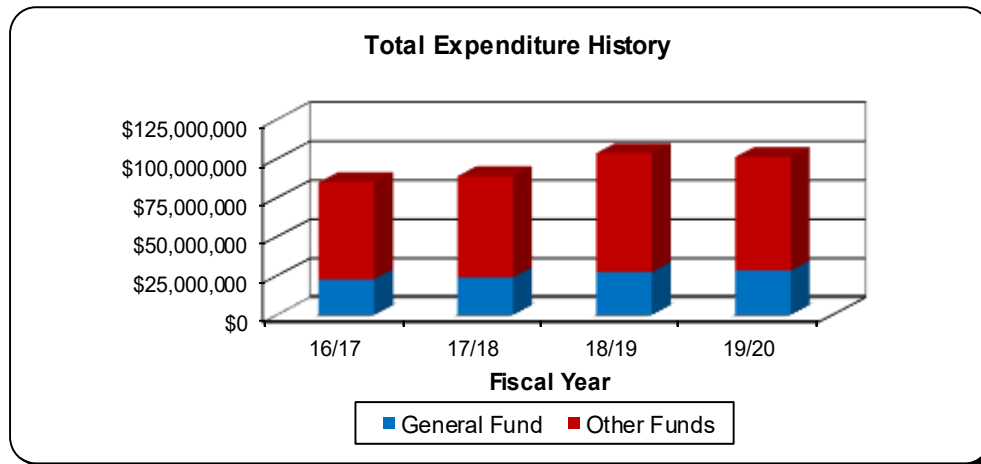
EXECUTIVE OFFICES

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$11,993,153	\$ 12,989,437	\$ 13,523,310	\$ 533,873	4.1%
Benefits	5,850,354	6,587,228	6,627,945	40,717	0.6%
Supplies	771,578	962,969	1,061,272	98,303	10.2%
Contractual Services	2,824,958	3,615,017	4,066,260	451,243	12.5%
Utilities	110,807	196,788	135,887	(60,901)	(30.9%)
Travel	133,064	236,603	246,593	9,990	4.2%
Fleet and Facility Charges	82,336	50,254	53,868	3,614	7.2%
Capital Outlay	121,764	668,500	692,720	24,220	3.6%
Other Operating Expenses	65,111,791	71,278,814	73,734,084	2,455,270	3.4%
Transfer Out	459,167	162,753	125,000	(37,753)	(23.2%)
TOTAL -- EXECUTIVE OFFICES OPERATING	\$87,458,971	\$ 96,748,363	\$ 100,266,939	\$ 3,518,576	3.6%



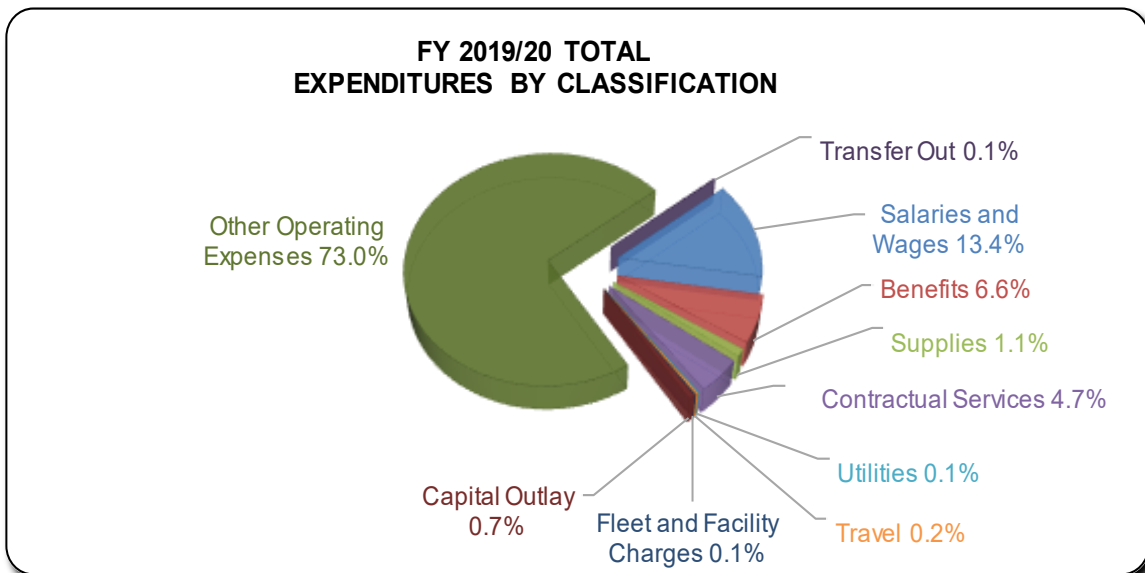
EXECUTIVE OFFICES

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CAPITAL IMPROVEMENTS FUND #3001					
Office of Chief Administrative Officer (CAO)					
Projects and Grants	\$ 120,597	\$ 493,722	\$ -	\$ (493,722)	(100.0%)
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	71,571	752,159	-	(752,159)	(100.0%)
Office of City Commissioners (OCC)					
Projects and Grants	361,587	2,220,712	-	(2,220,712)	(100.0%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 553,755	\$ 3,466,593	\$ -	\$ (3,466,593)	(100.0%)
Projects and Grants Other Funds	\$ 819,180	\$ 3,270,799	\$ 725,000	\$ (2,545,799)	(77.8%)
TOTAL -- PROJECTS AND GRANTS	\$ 1,372,934	\$ 6,737,392	\$ 725,000	\$ (6,012,392)	(89.2%)
TOTAL -- EXECUTIVE OFFICES	\$88,831,906	\$ 103,485,755	\$ 100,991,939	\$ (2,493,816)	(2.4%)



EXECUTIVE OFFICES

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$12,017,269	\$ 13,193,545	\$ 13,523,310	\$ 329,765	2.5%
Benefits	5,850,354	6,647,968	6,627,945	(20,023)	(0.3%)
Supplies	828,792	1,615,843	1,061,272	(554,571)	(34.3%)
Contractual Services	3,683,367	5,902,853	4,791,260	(1,111,593)	(18.8%)
Utilities	110,807	196,935	135,887	(61,048)	(31.0%)
Travel	154,346	287,992	246,593	(41,399)	(14.4%)
Fleet and Facility Charges	229,320	126,851	53,868	(72,983)	(57.5%)
Capital Outlay	125,764	771,949	692,720	(79,229)	(10.3%)
Other Operating Expenses	65,189,585	74,579,066	73,734,084	(844,982)	(1.1%)
Transfer Out	642,303	162,753	125,000	(37,753)	(23.2%)
TOTAL -- EXECUTIVE OFFICES	\$88,831,906	\$ 103,485,755	\$ 100,991,939	\$ (2,493,816)	(2.4%)



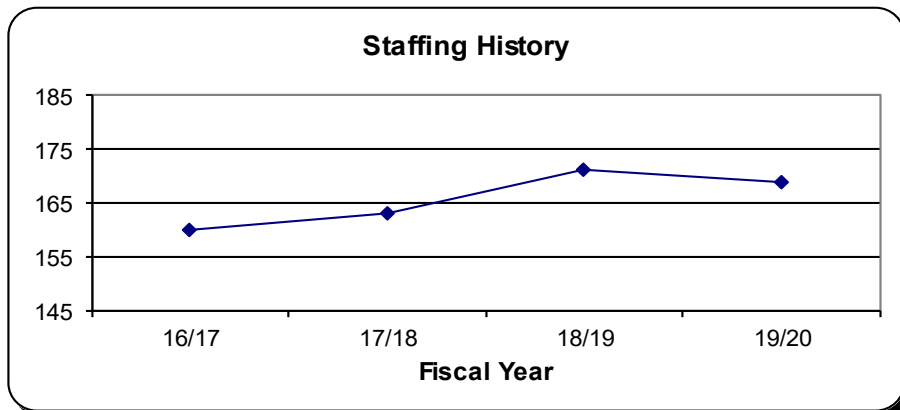
EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	12	12
0003 Governmental Relations	3	3	3
0004 HOLA	-	2	2
0006 Multicultural Affairs	-	4	4
0007 Human Relations	-	6	6
Office of Community Affairs (OCA)			
0001 Community Affairs	6	4	5
0002 Human Relations	7	-	-
0004 HOLA	2	-	-
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	19	19
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	4
TOTAL -- MAYOR	62	62	63
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	7	6	5
Minority/ Women Business Enterprises (MBE)			
0001 MWBE	8	8	8
0002 Blueprint Employment Office	-	4	-
Human Resources Division (HRD)			
0001 Human Resources	5	5	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	8
0005 Human Resources Training	1	1	2
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	9	9	10
Office of Sustainability (SUS)			
0001 Office of Sustainability	-	3	3
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	45	51	48
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	35	35	35
TOTAL -- GENERAL FUND	154	160	158

EXECUTIVE OFFICES

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
HEALTH CARE FUND #5010			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
RISK MANAGEMENT FUND #5015			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	6	6	6
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
SOLID WASTE FUND #4150			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	-	2	2
TOTAL -- SOLID WASTE FUND	-	2	2
TOTAL -- EXECUTIVE OFFICES	163	171	169



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:

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 2019/20.
 - 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. In FY2018/19, OPD added 10 new patrol officers, as well as 15 new School Resource Officers (SROs) to begin to address the recent state mandate requiring one SRO on site at all times throughout the school year. To provide the highest level of medical care, OFD hired 29 new paramedics and EMTs for medical transport. Additionally, the City is constructing three state-of-the-art replacement fire stations, and investing in a new computer aided dispatch system to further increase efficiency and collaboration between OFD and OPD.
- The City of Orlando remains committed to investing in neighborhoods because our residents deserve more amenities and enhanced infrastructure. The City of Orlando is investing approximately \$65 million in neighborhood infrastructure improvements, including parks, gymnasiums and a bicycle beltway, with the goal of enhancing the quality of life and safety of our residents.
- The City of Orlando continues to lead the effort to diversify Central Florida's economy and create new 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 joined academic and private sector partners to open Creative Village in downtown Orlando. The development, which includes the UCF Downtown and Valencia College Downtown Campus, will provide residents with new paths to education, careers, business opportunities, housing and community.

Future Goals and Objectives

Short Term

- Maintain investment in police and fire protection.
- Continue to address the needs of the homeless in our community.
- Continue to work to expand mobility options to connect residents and visitors to where they need to go.
- 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 and embracing diversity and inclusion.

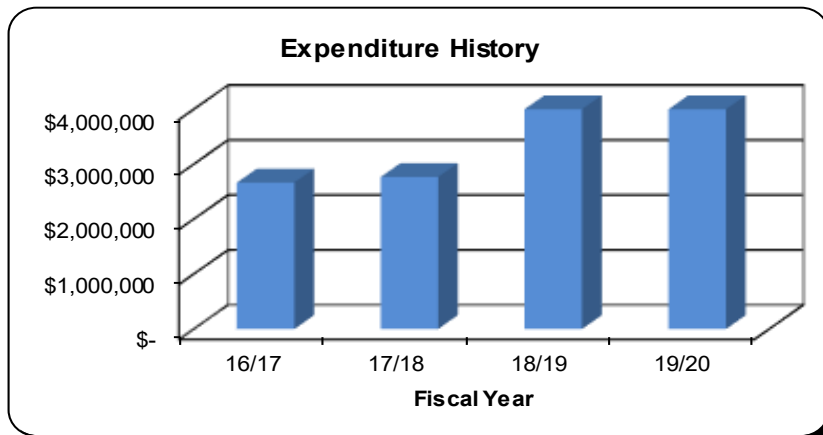
Long Term

- Deliver quality 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	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,914,935	\$ 1,961,850	\$ 2,182,108	\$ 220,258	11.2%
0002 Executive Offices Nondepartmental	20,918	-	(107,000)	(107,000)	N/A
0003 Governmental Relations	830,908	1,068,951	1,051,359	(17,592)	(1.6%)
0004 HOLA	-	208,772	203,092	(5,680)	(2.7%)
0006 Multicultural Affairs	-	465,109	520,891	55,782	12.0%
0007 Human Relations	1,075	634,451	646,540	12,089	1.9%
TOTAL -- GENERAL FUND	\$ 2,767,835	\$ 4,339,133	\$ 4,496,990	\$ 157,857	3.6%
TOTAL -- OFFICE OF THE MAYOR	\$ 2,767,835	\$ 4,339,133	\$ 4,496,990	\$ 157,857	3.6%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	12	12
0003 Governmental Relations	3	3	3
0004 HOLA	-	2	2
0006 Multicultural Affairs	-	4	4
0007 Human Relations	-	6	6
TOTAL -- GENERAL FUND	16	27	27
TOTAL -- OFFICE OF THE MAYOR	16	27	27

EXECUTIVE OFFICES

Office of Community Affairs

Overview of Services

The Office Community Affairs (OCA) informs, engages and connects the Mayor and the city with civic, community, arts, faith-based, human service and non-profit organizations to raise awareness of city priorities, programs and services. OCA also develops partnerships that improve the quality of life in Orlando by connecting these different groups with the Mayor, city services, funding opportunities and other community resources.

Major Accomplishments (FY 18/19)

- Coordinated, with DDB, the Downtown Arts District's move to the Rogers Kiene Building and the Building Dedication Celebration honoring Ford Kiene's philanthropy.
- Through the Community Investment Program, distributed \$2.27 million to 39 local health and human service organizations, providing vital services to Orlando citizens. In addition, awarded and managed \$1.17 million in grants to arts and cultural organizations and \$214,560 for homeless services coordination and animal services.
- Co-produced the successful 14th annual Mayor's Neighborhood & Community Summit where more than 300 citizens came together to participate in 12 workshops and experience 45 exhibitors.
- Awarded \$200,000 to 32 schools, nonprofit organizations and neighborhood associations.
- Facilitated the City's partnership with **UCF Celebrates the Arts** providing free arts experiences and performances at the Dr. Phillips Center for more than 3,000 residents.
- Co-Produced the event wherein Mayor Dyer and Mayor Demings dedicated the July Perry Historic Marker at the Orange County Regional History Center, in partnership with Orange County, the Truth and Justice Project of Orange County and the Equal Justice Initiative
- Managed all activities of the Mayor's MLK Commission, including 25 commission meetings, publishing the Orlando MLK Commissions' Calendar of 39 events, which was distributed to more than 5,000 citizens, recruiting and recognizing 28 MLK Commission sponsors, who donated more than \$70,000 in cash and \$50,000 in-kind and producing the Mayor's Humanitarian Awards Ceremony, attended by 300 students, families, OCPS personnel, sponsors and elected officials at the World Showplace Pavilion at EPCOT. The event was sponsored by Walt Disney World, saving the city \$30,000.
- Produced the Mayor's Annual Volunteer Appreciation Event with 270 citizen and employee volunteers, National Service members and community partners attending.
- Established a Memorandum of Understanding with the Greater Orlando Aviation Authority (GOAA) to provide ESF-15 (Volunteers and Donations) and Citizen Information Line support, if needed.
- Provided one AmeriCorps VISTA position to Green Works, maintained four Orlando Cares VISTAs and re-aligned the CNCS federal grant to focus on sustainability, city volunteer management, disaster response and reducing homelessness.
- Expanded Emergency Preparedness citywide, including training 75 city employees and citizens for ESF-15 (Volunteers and Donations).
- Launched training and developed policies for Orlando's first Volunteer Reception Center as part of ESF15, which will screen and assign community volunteers and donations for disaster response and recovery efforts when needed.
- Helped coordinate "Love and Kindness on the Lawn", an event that attracted over 950 attendees, to recognize the 3-year marker of the Pulse Nightclub shooting.
- Recruited, screened, placed and recognized 220 citizen volunteers for city operations.

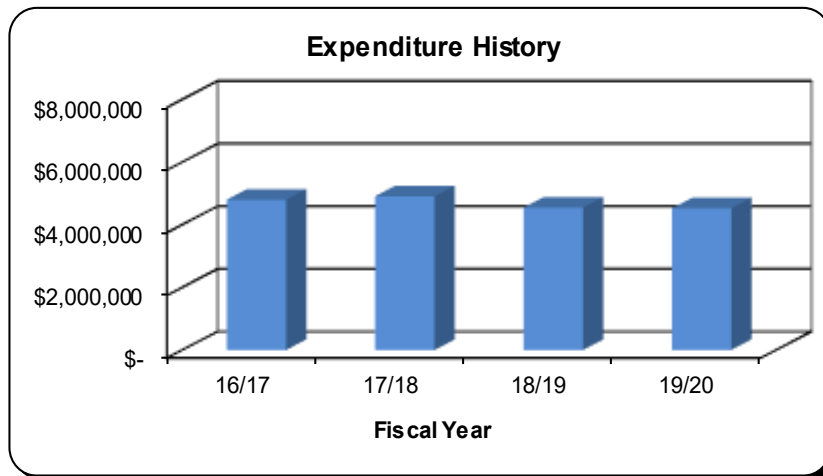
Future Goals and Objectives (FY 19/20)

- Finalize plans to centralize and optimize the City's volunteer program (Orlando Cares), and increase citizen volunteers using the Samiritan volunteer management software to manage, track and communicate with city volunteers in multiple city locations.
- Finalize transition of OCA to the Orlando.gov website.
- Expand Mayor Dyer's engagement with arts, cultural, community and faith-based organizations through partnerships, strategic alliances, events and visits.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 743,918	\$ 563,382	\$ 699,062	\$ 135,680	24.1%
0002 Human Relations	711,886	-	-	-	N/A
0003 OCA Grants	3,250,117	3,981,218	3,827,408	(153,810)	(3.9%)
0004 HOLA	200,492	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 4,906,412	\$ 4,544,600	\$ 4,526,470	\$ (18,130)	(0.4%)
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,906,412	\$ 4,544,600	\$ 4,526,470	\$ (18,130)	(0.4%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Community Affairs (OCA)			
0001 Community Affairs	6	4	5
0002 Human Relations	7	-	-
0004 HOLA	2	-	-
TOTAL -- GENERAL FUND	15	4	5
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	15	4	5

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. Digital Communications
3. Multimedia
4. Neighborhood Relations
5. Special Events/Marketing

Major Accomplishments

1. Ensured the internal implementation and compliance of the City's brand and style guide to create one visual identity for the City.
2. Produced 3,197 graphic design jobs for city departments, including flyers, invitations, ads, digital media graphics, banners, brochures and other collateral materials used to engage residents in city services.
3. Worked with IT to add a server system for the multimedia team to improve accessibility, archiving, and production time.
4. Launched orlando.gov as the main website for the city, using user-first, service-oriented content.
5. Four staff members were trained and received their FAA 107 Commercial Drone License to fly drones to collect photography and videography assets for the City.
6. Launched a new iLead Leadership series for neighborhood organization board members. Conducted two 6-week sessions training a total of 22 association officers and board members.
7. Informed and trained more than 722 neighborhood leaders through the monthly Community Connections workshops, the 2019 Mayor's Neighborhood & Community Summit, new iLead Leadership series and association board training.
8. Facilitated the 2019 Mayor's Neighborhood & Community Summit with an increased attendance of 17% over the 2018 Summit.
9. Engaged over 175,000 residents in city hosted events designed to create a sense of community within the city, such as Mayor's Veterans Day Parade, City Holiday Lights, Fireworks at the Fountain, ribbon cuttings and ground breakings.

Future Goals & Objectives

Short Term

1. Increase use of social media platforms and various features, including Instagram Stories, to highlight events and local culture.
2. Complete migration of old content from cityoforlando.net to orlando.gov, using content strategy and leading with building online services.
3. Create animations for digital communications and multimedia to use to elevate the communication product produced by OCNR.
4. Purchase and implement new streaming technology.
5. Move to and train on new editing software.
6. Facilitate the 2020 Mayor's Neighborhood & Community Summit and increase attendance by 10% over the 2019 Summit.
7. Tell the story of at least 5 neighborhood leaders through video and photos.
8. Increase the number of neighborhoods applying for art boxes through the MMG program by 5%.

Medium Term

1. Engage with our City departments to make sure that the Neighborhood Relations team is part of all public outreach plans.
2. Expand the iLead training guides and videos by a minimum of 2 guides and videos per year.
3. Complete branding updates for all city facilities.
4. Attend educational sessions at the Florida Festival and Events Association annual conference to continue the events team's professional development.
5. Create and implement new marketing strategies for the City's signature events with an increased focus on social media.

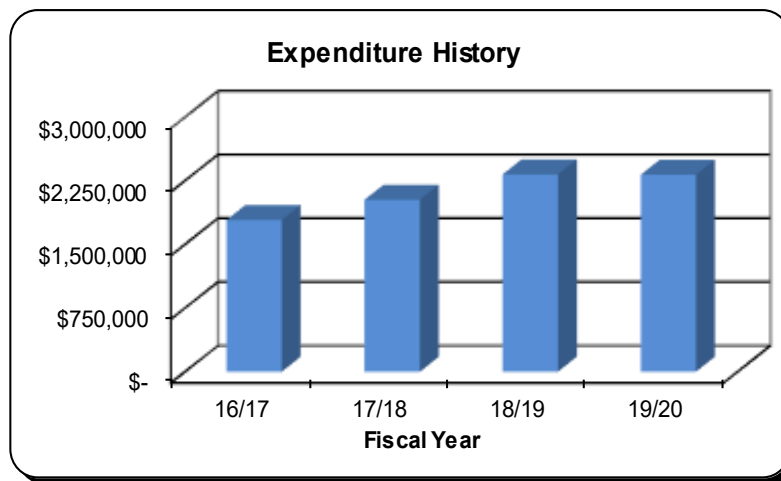
Long Term

1. Make the Mayor's Neighborhood & Community Summit the premier neighborhood and community capacity building training conference in Orlando.
2. Complete 5-year roll-out of the city brand.
3. Explain the city's branding policy in ten minutes during new employee orientation.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 2,025,833	\$ 2,323,902	\$ 2,321,333	\$ (2,569)	(0.1%)
TOTAL -- GENERAL FUND	\$ 2,025,833	\$ 2,323,902	\$ 2,321,333	\$ (2,569)	(0.1%)
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 2,025,833	\$ 2,323,902	\$ 2,321,333	\$ (2,569)	(0.1%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	19	19
TOTAL -- GENERAL FUND	19	19	19
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	19	19	19

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:

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

Major Accomplishments – City Clerk & Records Management

- Processed **169** Domestic Partnership Registries for FY 17/18
- Processed **7,211** public record requests in FY17-18, including citywide email searches, Orlando Police Department records and permitting services requests.
- Records and Archives Management and Permitting began working on a scanning project to transfer building documents on microfilm to a PDF electronic format enabling a much easier search function
- Implemented an on-line payment system with the Records software system.

Major Accomplishments - Greenwood Cemetery

- Increased the number of “green” burials.
- Hosted a variety of community activities, including monthly history tours, Wreaths Across America, Memorial Day and other civic groups assisting with cleaning up grave stones.
- Began composting dead flowers and grass utilizing the knowledge gained by training with the Sustainability Office
- Renovated the Greenwood office with new energy efficient lights

Future Goals and Objectives

Short Term - City Clerk & Records Management

- Worked with the Orange County Supervisor of Elections to prepare for municipal elections in District 2, 4 and 6 and Mayoral election.
- Scanning project to convert Sunshine minutes to Papervision.
- Update Policy & Procedures to a new system that will manage P&P.
- Implement the Novus minutes feature in future City Council and City board meetings.
- Continue to streamline the citywide centralized public records process and to better capture record production costs as allowed by law capturing more than \$46,000 in revenue to offset production costs.
- Continue to add public information to the website, making access easier for citizens and eliminating the need for public record production.

Short Term – Greenwood Cemetery

- Greenwood staff will continue to implement a grassing program for the older sections of the Cemetery by updating the antiquated irrigation system.
- Finish Pulse Reflection Garden honoring all 49 victims of the Pulse tragedy using all donated funds.
- Designing and opening a new section by re-platting #12.
- Moving towards an electronic database to showcasing the people who are buried at Greenwood Cemetery

Medium Term – City Clerk & Records Management

- Continue to streamline and refine the citywide email search capability and functions.
- Working with Information Technology, Records and Archives Management will investigate updating the Papervision digital search tool to allow for easier access to public documents.

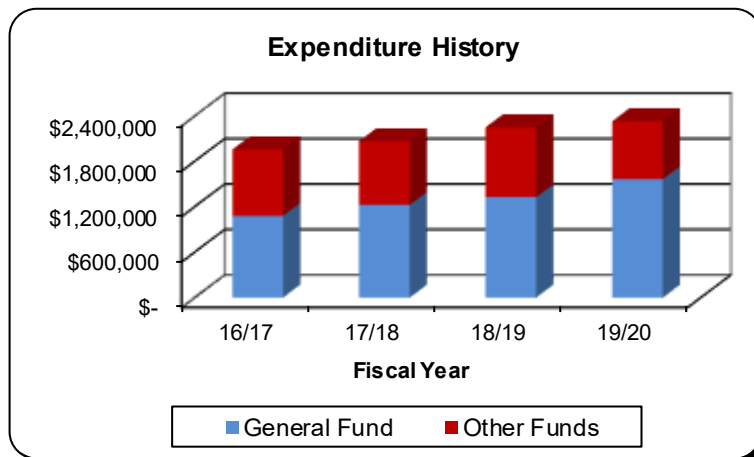
Long Term – Greenwood Cemetery

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 829,400	\$ 909,779	\$ 921,232	\$ 11,453	1.3%
0002 Records Management	395,782	408,238	434,162	25,924	6.4%
0005 City Elections	-	10,000	210,000	200,000	2000.0%
TOTAL -- GENERAL FUND	\$ 1,225,182	\$ 1,328,017	\$ 1,565,394	\$ 237,377	17.9%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 795,793	\$ 875,045	\$ 731,573	\$ (143,472)	(16.4%)
0004 Cemetery Trust Nondepartmental	44,037	46,133	32,609	(13,524)	(29.3%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 839,830	\$ 921,178	\$ 764,182	\$ (156,996)	(17.0%)
TOTAL -- OFFICE OF CITY CLERK	\$ 2,065,012	\$ 2,249,195	\$ 2,329,576	\$ 80,381	3.6%



STAFFING SUMMARY

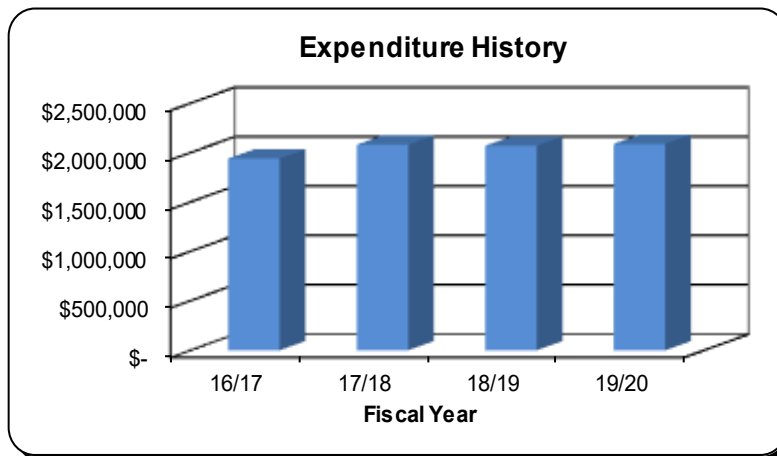
	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	4
TOTAL -- GENERAL FUND	12	12	12
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	14	14	14

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 325,023	\$ 345,996	\$ 350,004	\$ 4,008	1.2%
0002 City Commissioner District 2	306,154	334,533	339,716	5,183	1.5%
0003 City Commissioner District 3	327,121	361,208	366,753	5,545	1.5%
0004 City Commissioner District 4	318,387	348,230	352,624	4,394	1.3%
0005 City Commissioner District 5	363,627	336,636	332,844	(3,792)	(1.1%)
0006 City Commissioner District 6	443,738	345,136	349,581	4,445	1.3%
TOTAL -- GENERAL FUND	\$ 2,084,050	\$ 2,071,739	\$ 2,091,522	\$ 19,783	1.0%
TOTAL -- CITY COMMISSIONERS	\$ 2,084,050	\$ 2,071,739	\$ 2,091,522	\$ 19,783	1.0%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	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

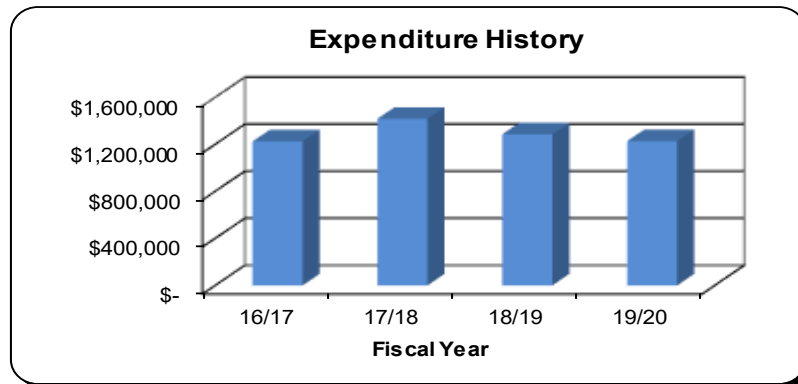
Overview of Services

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	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,381,063	\$ 1,254,004	\$ 1,186,566	\$ (67,438)	(5.4%)
0002 Workplace Giving	35,123	31,000	40,000	9,000	29.0%
TOTAL -- GENERAL FUND	\$ 1,416,185	\$ 1,285,004	\$ 1,226,566	\$ (58,438)	(4.5%)
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,416,185	\$ 1,285,004	\$ 1,226,566	\$ (58,438)	(4.5%)



STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	7	6	5
TOTAL -- GENERAL FUND	7	6	5
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	7	6	5

EXECUTIVE OFFICES

Minority/Women Business Enterprise

Overview of Services

Administers the requirements of City Code Chapter 57 Articles II and III. These articles assure that 18% and 6% of city subcontracts go to MBEs and WBEs, respectively, and that 18% and 6% of contractor employees are minorities and women, respectively. The Division also works to increase the number of prime contracts awarded to MWBEs.

Major Accomplishments

- Streamlining the processes to notify MWBEs of procurement opportunities.
- Afforded the opportunities for 568 City certified M/WBE firms to participate in City projects.
- Awarded more than \$37.7M to M/WBE subcontractors an increase of more than \$21M in awarded contracts from previous year.
- Achieved \$14.9M payments to M/WBE subcontractors and \$6.6M to M/WBE prime contractors, these combined payments of \$21.5M represents a slight increase over payments made in the last fiscal year which totaled \$21M.
- BLUEPRINT Employment Office total job placements 207 of which 197 were minority hires and 80 were Parramore residents. To date, the number of total job placements are 4,179, 31% or 1,306 are Parramore residents.
- Maintained quarterly and annual Executive M/WBE compliance and certification reports .
- Utilized online outreach module to provide an immediate streamlined process to notify M/WBEs about procurement opportunities.

Future Goals & Objectives

Short Term

- Monitoring active projects to maximize opportunities for M/WBEs as well as assure compliance with the program's requirements.
 - Percentage requirements met in contracting and employment
 - Workers
 - paid Prevailing Wages
 - receive health care or 20% premium pay instead of
- Attending related construction contract/project meetings as appropriate to ensure adherence to and support of the City's M/WBE program.
 - Communicating related information including that about available resources
- Conducting site visits to ensure appropriate utilization of M/WBEs and employment of minorities and women.

Medium Term

- Participating in more interdepartmental workshops and community events to spread *the word* about the City's M/WBE program to enhance sustainability of City M/WBEs .

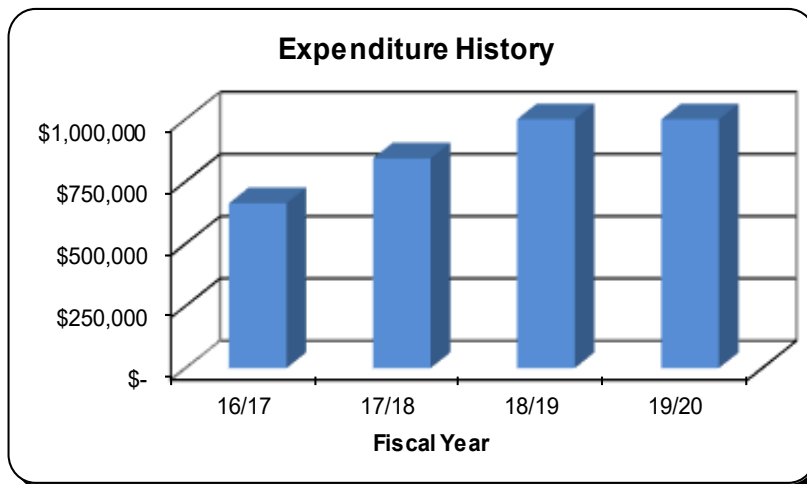
Long Term

- Refine our processes and procedures to ensure every opportunity is made for M/WBEs to participate in City and non-City contracts at the sub and prime levels .
- Advocates for M/WBEs as an important part of the City of Orlando's continuing economic development efforts.
- Automating the division's processes with the goal of a paperless environment .
- Participate in organizations such as the American Contract Compliance Association and the National Forum for Black Administrators to stay abreast of related information, technology and best practices.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 843,277	\$ 909,181	\$1,017,395	\$ 108,214	11.9%
0002 Blueprint Employment Office	-	381,887	200,000	(181,887)	(47.6%)
TOTAL -- GENERAL FUND	\$ 843,277	\$1,291,068	\$1,217,395	\$ (73,673)	(5.7%)
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISES	\$ 843,277	\$1,291,068	\$1,217,395	\$ (73,673)	(5.7%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	8	8	8
0002 Blueprint Employment Office	-	4	-
TOTAL -- GENERAL FUND	8	12	8
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISES	8	12	8

EXECUTIVE OFFICES

Human Resources Division

Overview of Service/Program

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

Major Accomplishments

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements.
- Introduced new wellness programs focusing on preventive care and financial wellness.
- Conducted an audit of United Healthcare's administration of health plan pharmacy claims.
- Successfully conducted all selection and promotional processes.
- Processed across-the-board-increases and longevity payments for all eligible employee groups.
- Processed and audited employee transactions to ensure accuracy and completeness of the employee database.
- Selected an external vendor through the public procurement process to administer the City's defined benefit pension plans.

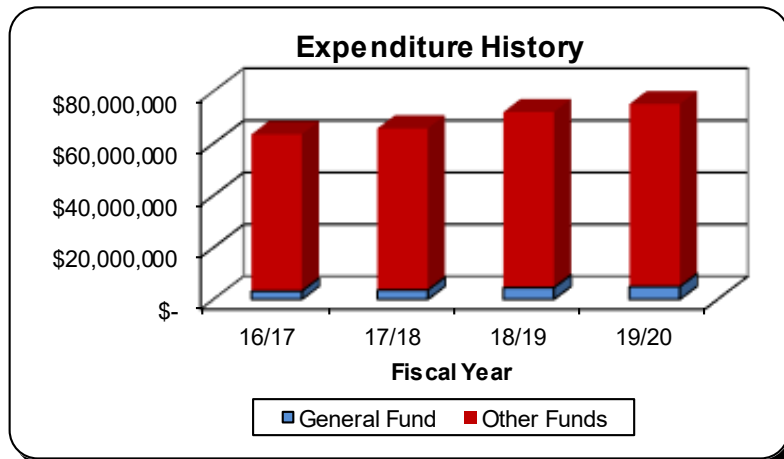
Future Goals and Objectives

- Continue collective bargaining agreement negotiations 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.
- Build on the current wellness program by modifying programs focusing on helping employees maintain or achieve a healthy weight.
- Continue to ensure compliance with all ACA mandates.
- Complete Human Resources policy updates.
- Continue to evaluate and implement Workday releases.
- Successfully implement a new pension benefit administration system.
- Introduce a new voluntary vision benefit to eligible employees and retirees.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 516,481	\$ 575,018	\$ 684,994	\$ 109,976	19.1%
0002 Human Resources Nondepartmental	126,306	810,397	855,758	45,361	5.6%
0003 Human Resource Records	316,973	342,305	349,253	6,948	2.0%
0004 Employment and Recruitment	831,870	878,333	938,060	59,727	6.8%
0005 Human Resources Training	366,171	450,154	515,613	65,459	14.5%
0007 Labor Relations	334,600	449,123	456,227	7,104	1.6%
0008 Compensation and Benefits	1,118,430	995,082	1,127,829	132,747	13.3%
TOTAL -- GENERAL FUND	\$ 3,610,832	\$ 4,500,412	\$ 4,927,734	\$ 427,322	9.5%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$62,010,396	\$67,399,631	\$70,048,977	\$ 2,649,346	3.9%
TOTAL -- HEALTH CARE FUND	\$62,010,396	\$67,399,631	\$70,048,977	\$ 2,649,346	3.9%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 133,310	\$ 149,273	\$ 142,752	\$ (6,521)	(4.4%)
TOTAL -- RISK MANAGEMENT FUND	\$ 133,310	\$ 149,273	\$ 142,752	\$ (6,521)	(4.4%)
TOTAL -- HUMAN RESOURCES DIVISION	\$65,754,537	\$72,049,316	\$75,119,463	\$ 3,070,147	4.3%



EXECUTIVE OFFICES

STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	5	5	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	8
0005 Human Resources Training	1	1	2
0007 Labor Relations	3	3	3
0008 Compensation and Benefits	9	9	10
TOTAL -- GENERAL FUND	<u>30</u>	<u>30</u>	<u>32</u>
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- HUMAN RESOURCES DIVISION	<u><u>32</u></u>	<u><u>32</u></u>	<u><u>34</u></u>

EXECUTIVE OFFICES

City Attorney's Office

Overview of Services

The mission of the City Attorney's Office is to provide excellent municipal legal services and to do so in an effective and cost-efficient manner that supports the delivery of top-tier local government services.

The City Attorney is supported by one part-time Deputy City Attorney, five full-time Chief Assistant City Attorneys, 13 full-time Assistant City Attorneys (including the City Prosecutor), two part-time Assistant City Attorneys, and a staff of paralegals and legal assistants. The office is organized into five sections: Planning and Zoning/Economic Development; Public Works/Transportation; Criminal Justice; Real Estate and Housing; and Labor/Employment/Civil Litigation.

Major Accomplishments

- Successfully defended administrative legal challenges allowing the development of Parramore Oaks, an affordable housing project.
- Secured agreement expanding the Mennello Museum art collection.
- Completed agreements to establish a major park in the packing district.
- Developed Resolution and policy guaranteeing fair treatment of all in the City of Orlando.
- Completed updates to the elections code.

Future Outlook

Short Term

- Finalize agreements for Lake Lorna Doone Park improvements.
- Finalize transfer of Burnham agreements to UCF

Medium Term

- Continue legal support for the City's homeless initiatives and affordable housing.
- Provide legal support for the City's Smart Cities initiatives.

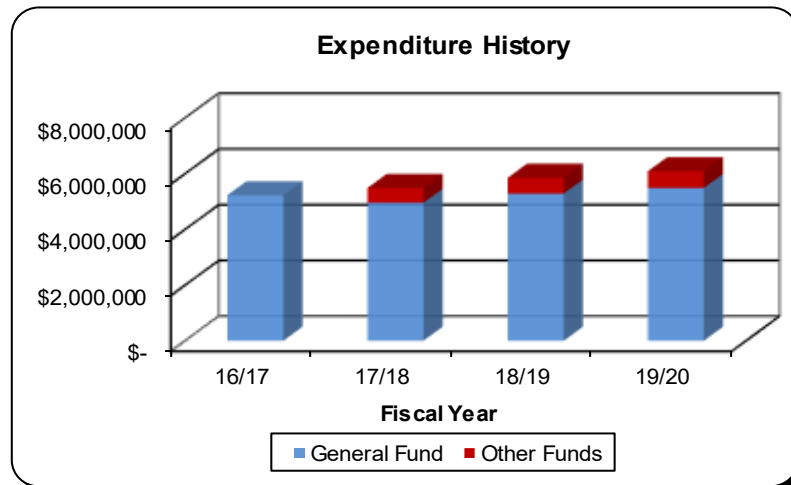
Long Term

- Facilitate development of under I Park.
- Continue streamlining and modernizing the City's code of ordinances and internal policies and procedures.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,380,266	\$ 4,496,339	\$ 4,688,482	\$ 192,143	4.3%
0002 Audit Services and Management Support	572,431	785,131	797,358	12,227	1.6%
TOTAL -- GENERAL FUND	\$ 4,952,698	\$ 5,281,470	\$ 5,485,840	\$ 204,370	3.9%
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 533,334	\$ 569,819	\$ 601,836	\$ 32,017	5.6%
TOTAL -- RISK MANAGEMENT FUND	\$ 533,334	\$ 569,819	\$ 601,836	\$ 32,017	5.6%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 5,486,031	\$ 5,851,289	\$ 6,087,676	\$ 236,387	4.0%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	35	35	35
RISK MANAGEMENT FUND #5015			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40

EXECUTIVE OFFICES

Office of Sustainability

Overview of Services

The Office of Sustainability & Resilience is responsible for the coordination, development, integration, and management of Mayor Dyer's Green Works Orlando initiatives, focused on municipal and community-wide goals in the areas of:

- Green buildings
- Clean energy
- Local food systems
- Zero waste
- Livability
- Multi-modal transportation
- Clean water

Launched in 2007, the Green Works Orlando initiative reflects Mayor Buddy Dyer's commitment to sustainability and his goals to enhance quality of life and wellbeing for all residents, generate diverse economic growth in the green economy, protect natural resources and the environment, and create equitable access to resources and services for the entire Orlando community. Mayor Dyer also assembled the city's first Office of Sustainability & Resilience to implement the Green Works Orlando initiative by coordinating with city departments and community stakeholders to ensure the effectiveness of immediate and long-term sustainability planning efforts.

Our mission has expanded to focus on improving the City's resiliency. Each topic now has an area dedicated to resiliency, which is the capacity of a system to undergo disturbance and maintain its functions and controls. The City must be prepared for disturbances such as hurricanes, possible fuel shortages, drought, extreme rain events, electricity outages, terrorist attacks, as well as urban heat island effect.

Major Accomplishments: 2010 - 2019

- Saved more than \$2 million in annual energy savings through major retrofitting efforts at City-owned community centers, fire stations and administration buildings.
- Facilitated more than 232 buildings in the Greater Orlando area to meet green building standards, including 15 new buildings within Orlando achieving U.S Green Building Council's Leadership in Energy and Environmental Design (LEED) certification, including the new Orlando Police Headquarters, Records and Permitting building, and several fire stations.
- Exceeded 10% of our municipal operations with renewable electricity by installing 530 Kilowatts (KW) of rooftop solar panels and purchasing over 5.2 Megawatts (MW) of Orlando Utility Commission (OUC) community solar electricity for City Ops
- Supported the growth of six farmers markets and more than 700 community garden plots across neighborhoods.
- Piloted urban garden programs on public land and homeowner yards through Fleet Farming program.
- Expanded more than 350 EV charging stations in our region with OUC and community businesses.
- Planted more than 20,000 trees on city right-of-way and private properties.
- Distributing more than 7,600+ backyard composters to city residents.
- Provided businesses with Commercial Food Waste Collection service, diverting nearly 3.5 million pounds of food waste to date through the program.
- Develop environmentally preferred purchasing policy to eliminate single-use products
- Launched the Green Works Academy employee training program
- Implemented mandatory commercial and multifamily recycling policy
- Awarded the "Community Wildlife Habitat certification" by the National Wildlife Federation (NWF)

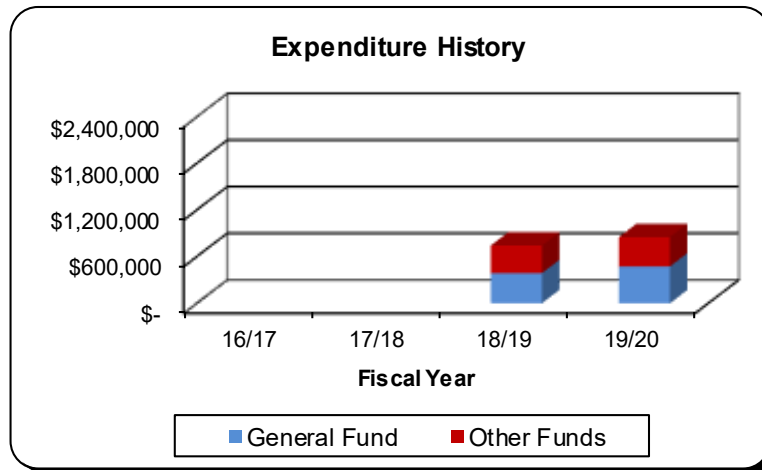
Future Goals and Objectives: 2020-2021

- Develop Orlando Climate Adaptation / Resiliency Plan
- Install at least 1 MW solar power on 10 City facilities and procure up to 15 MW of solar farm power
- Expand 100 additional publically-available EV charging stations on City property and right-of-ways
- Implement EV Ready policy for new construction
- Develop the 'Green Building Incentive Program' for new construction

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ -	\$ 387,846	\$ 473,588	\$ 85,742	22.1%
TOTAL -- GENERAL FUND	\$ -	\$ 387,846	\$ 473,588	\$ 85,742	22.1%
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ -	\$ 355,271	\$ 376,360	\$ 21,089	5.9%
TOTAL -- SOLID WASTE FUND	\$ -	\$ 355,271	\$ 376,360	\$ 21,089	5.9%
TOTAL -- OFFICE OF SUSTAINABILITY	\$ -	\$ 743,117	\$ 849,948	\$ 106,831	14.4%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Sustainability (SUS)			
0001 Office of Sustainability	-	3	3
TOTAL -- GENERAL FUND	-	3	3
SOLID WASTE FUND #4150			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	-	2	2
TOTAL -- SOLID WASTE FUND	-	2	2
TOTAL -- OFFICE OF SUSTAINABILITY	-	5	5

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of MWBE community outreach events	30	28	30
Office of Communications and Neighborhood Relations	Percentage of City Council meetings and associated workshops delivered in fully accessible broadcasting via digital and social media platforms.	0%	50%	60%
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	N/A	150	120
Office of Community Affairs	Number of community events and special meetings participation by OCA staff.	212	265	295
Office of Community Affairs	Percentage of available funds awarded to human service and arts organizations.	100%	100%	100%
Office of Community Affairs	Percent of grant funds awarded Mayor's Matching Grants (MMG)	100%	95%	100%
Office of Community Affairs	Percentage of CIP/Arts awarded funds utilized to complete stated goals and objectives.	N/A	85%	90%
Office of Sustainability	Percentage of City buildings in compliance with Building Energy & Water Efficiency Strategy (BEWES) policy.	30%	47%	60%

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
City Attorney's Office	Annual benefits from revenue audits conducted by the Audit Services function.	\$593,332	\$361,470	\$300,000
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	1.0%	-0.6%	+/-5%

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Percentage of accepted certification applications processed within a week	N/A	100%	100%
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	94%	70%	75%
Office of the City Clerk	Average number of days to close a public records request	5.9	5.6	5.5
Office of Communications and Neighborhood Relations	Average rounds of work product edits per Graphics Team deliverable.	N/A	5	2

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	99%
Office of Sustainability	Percentage of City divisions & offices involved in sustainability initiatives	70%	75%	80%
Office of Sustainability	Number of City staff trained in Green Works Academy (employee education)	72	102	130

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2018-2019 BY THE NUMBERS:



2,169,856

gallons of fuel used



\$15,326,437

grant funding awarded
to the city

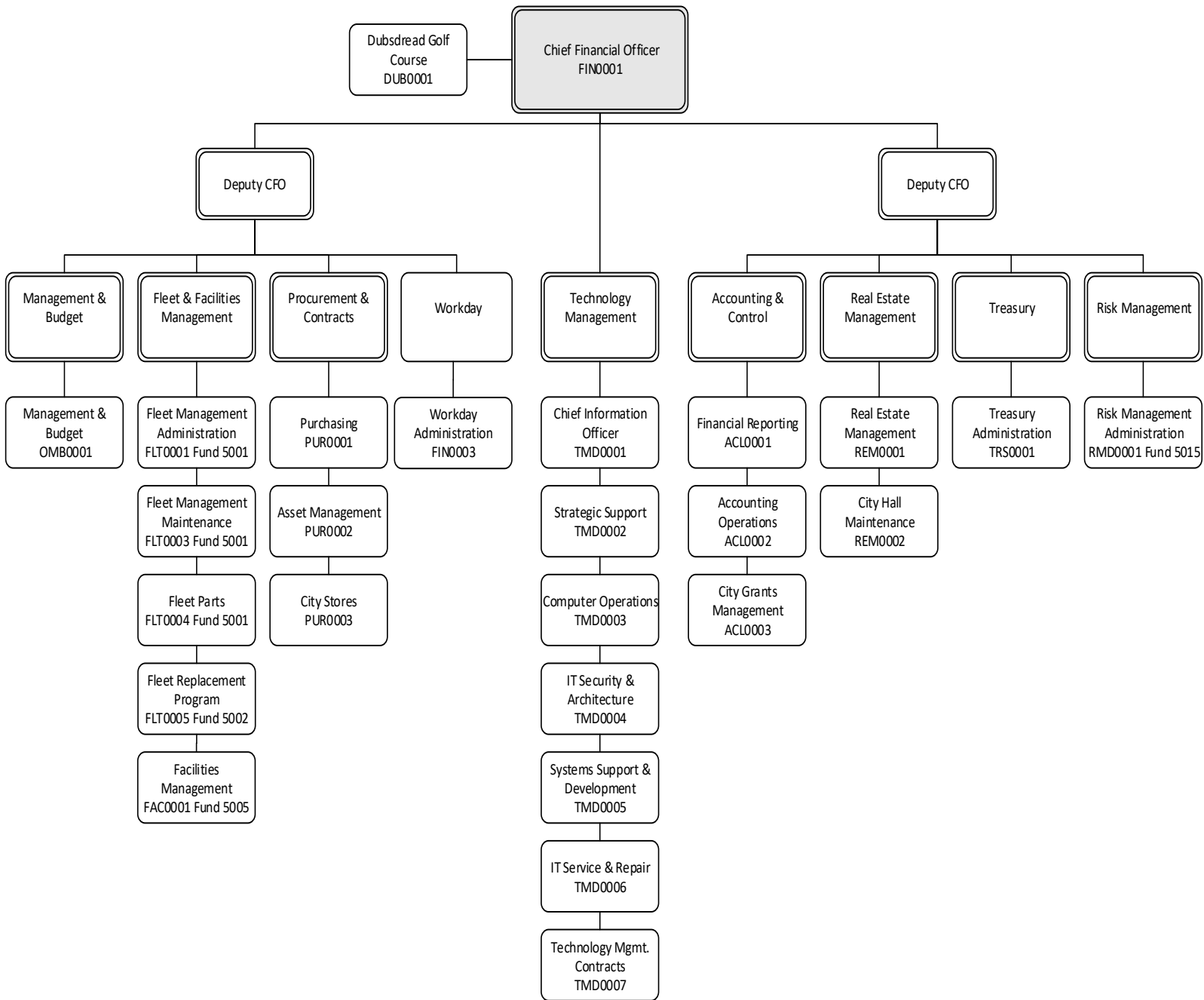


49,512

procurement card
transactions

The Office of Business & Financial Services safeguards the assets and manages the financial affairs of the City including revenue collection, real estate, cash disbursements, accounting and financial reporting, investments, debt management and risk management.

BUSINESS AND FINANCIAL SERVICES



Department Mission Statement

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

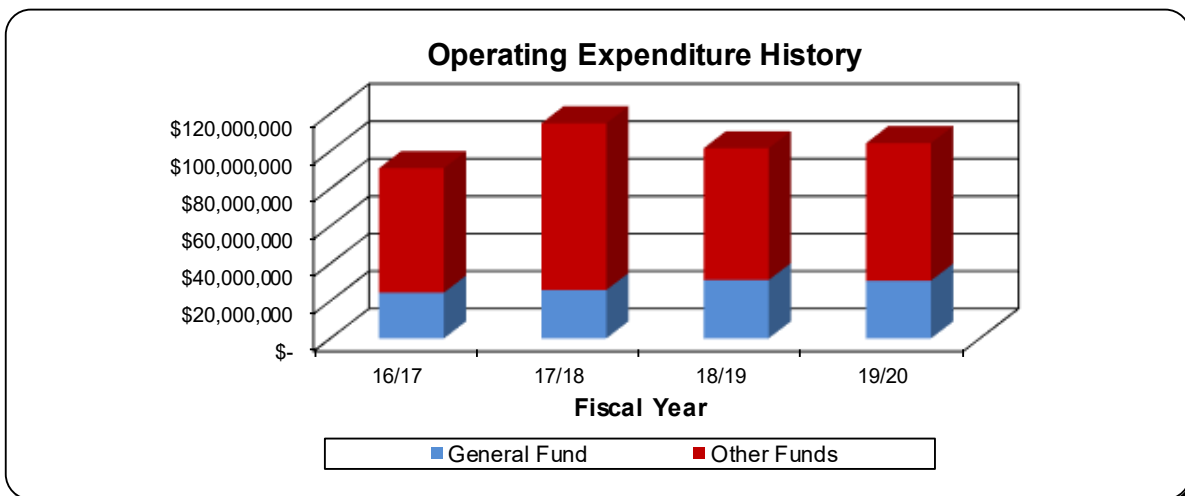
BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 854,668	\$ 1,085,230	\$ 1,138,577	\$ 53,347	4.9%
0002 Nondepartmental - CFO	680,716	482,679	(397,319)	(879,998)	(182.3%)
0003 Workday Administration	413,859	570,379	659,083	88,704	15.6%
Accounting and Control Division (ACL)					
0001 Financial Reporting	977,621	1,130,991	1,209,364	78,373	6.9%
0002 Accounting Operations	1,363,782	1,424,775	1,488,274	63,499	4.5%
0003 City Grants Management	248,989	392,149	354,815	(37,334)	(9.5%)
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	8,633	6,283	6,283	-	0.0%
Management and Budget Division (OMB)					
0001 Management and Budget	605,835	674,537	717,230	42,693	6.3%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,568,171	1,670,987	1,713,584	42,597	2.5%
0002 Asset Management	276,885	288,921	301,846	12,925	4.5%
0003 City Stores	248,433	311,383	323,713	12,330	4.0%
0004 Purchasing Auctions	13,639	36,500	36,500	-	0.0%
Real Estate Management Division (REM)					
0001 Real Estate Management	531,969	872,151	779,733	(92,418)	(10.6%)
0002 City Hall Maintenance	2,602,084	2,543,677	2,551,836	8,159	0.3%
Information Technology Division (TMD)					
0001 Chief Information Officer	1,458,604	744,025	1,192,232	448,207	60.2%
0002 Strategic Support	2,422,749	2,744,731	2,577,372	(167,359)	(6.1%)
0003 Computer Operations	1,895,728	2,851,638	2,839,614	(12,024)	(0.4%)
0004 IT Security and Architecture	1,232,621	1,578,261	1,783,506	205,245	13.0%
0005 Systems Support and Development	1,932,444	3,030,145	3,060,244	30,099	1.0%
0006 IT Service and Repair	63,767	88,100	78,100	(10,000)	(11.4%)
0007 Information Technology Contracts	5,965,729	8,161,731	8,020,810	(140,921)	(1.7%)
Treasury Division (TRS)					
0001 Treasury Administration	446,358	470,989	460,195	(10,794)	(2.3%)
Fleet and Facilities Division (FLT)					
0006 Fleet and Facilities Administrative Support	370	-	-	-	N/A
TOTAL -- GENERAL FUND	\$25,813,653	\$31,160,262	\$ 30,895,592	\$ (264,670)	(0.8%)
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,555,149	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,555,149	\$ -	\$ -	\$ -	N/A
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,243,252	\$ 2,220,923	\$ 2,332,148	\$ 111,225	5.0%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,243,252	\$ 2,220,923	\$ 2,332,148	\$ 111,225	5.0%
DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016					
Dubsdread Golf Course (DUB)					
0003 Dubsdread Renewal and Replacement	\$ 13,530	\$ 73,037	\$ -	\$ (73,037)	(100.0%)
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 13,530	\$ 73,037	\$ -	\$ (73,037)	(100.0%)

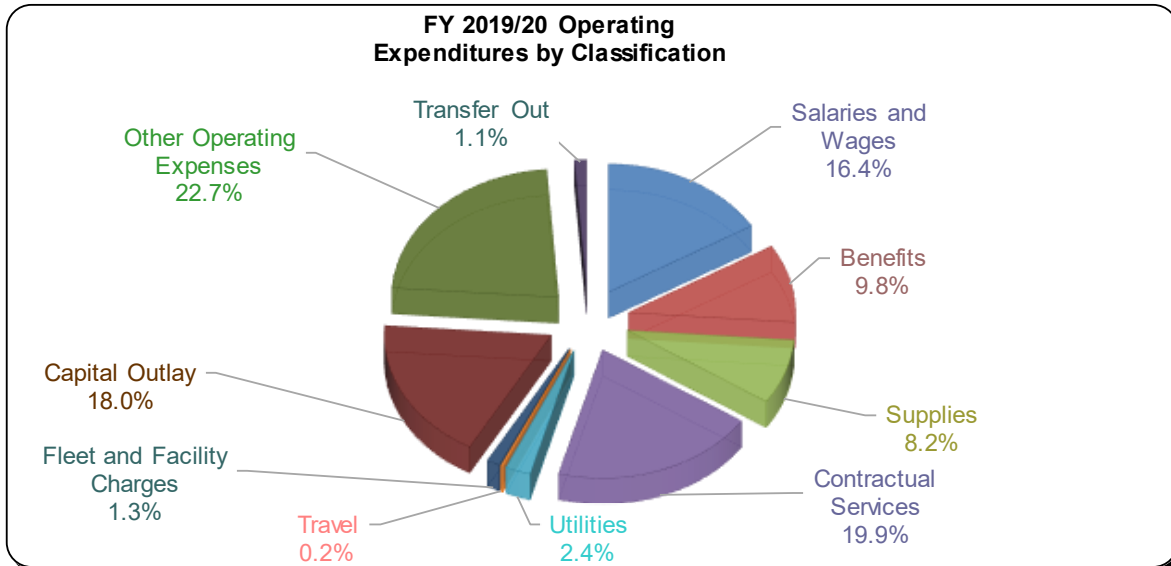
BUSINESS AND FINANCIAL SERVICES

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>FLEET MANAGEMENT FUND #5001</u>					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 1,246,824	\$ 2,288,972	\$ 2,076,582	\$ (212,390)	(9.3%)
0002 Fleet Management Non Dept.	1,144,402	-	-	-	N/A
0003 Fleet Management Maintenance	18,175,213	15,915,838	15,937,638	21,800	0.1%
0004 Fleet Parts	501,950	509,697	534,156	24,459	4.8%
TOTAL -- FLEET MANAGEMENT FUND	\$ 21,068,389	\$ 18,714,507	\$ 18,548,376	\$ (166,131)	(0.9%)
<u>FLEET REPLACEMENT FUND #5002</u>					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 28,260,142	\$ 20,869,985	\$ 22,806,289	\$ 1,936,304	9.3%
TOTAL -- FLEET REPLACEMENT FUND	\$ 28,260,142	\$ 20,869,985	\$ 22,806,289	\$ 1,936,304	9.3%
<u>FACILITIES MANAGEMENT FUND #5005</u>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 23,563,080	\$ 12,047,565	\$ 14,370,439	\$ 2,322,874	19.3%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 23,563,080	\$ 12,047,565	\$ 14,370,439	\$ 2,322,874	19.3%
<u>REVOLVING AND RENEWABLE ENERGY FUND #3005</u>					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 3,995	\$ 139,342	\$ -	\$ (139,342)	(100.0%)
TOTAL -- REVOLVING AND RENEWABLE ENERGY FUND	\$ 3,995	\$ 139,342	\$ -	\$ (139,342)	(100.0%)
<u>RISK MANAGEMENT FUND #5015</u>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 865,903	\$ 1,075,987	\$ 1,069,933	\$ (6,054)	(0.6%)
0002 Risk Management Financial	11,463,318	15,268,045	14,268,888	(999,157)	(6.5%)
TOTAL -- RISK MANAGEMENT FUND	\$ 12,329,221	\$ 16,344,032	\$ 15,338,821	\$ (1,005,211)	(6.2%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 114,850,412	\$ 101,569,653	\$ 104,291,665	\$ 2,722,012	2.7%



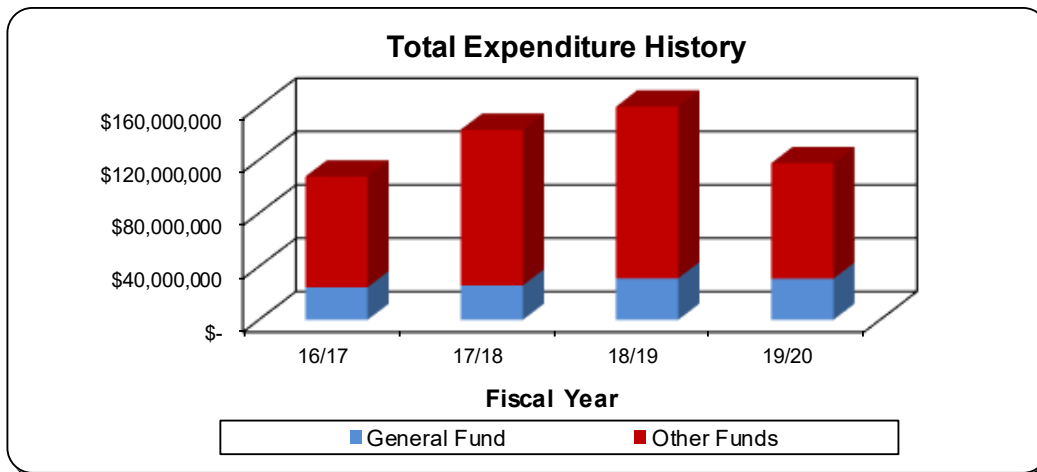
BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,305,834	\$ 17,046,950	\$ 17,063,627	\$ 16,677	0.1%
Benefits	8,499,839	9,955,668	10,260,361	304,693	3.1%
Supplies	10,585,424	8,484,169	8,510,817	26,648	0.3%
Contractual Services	19,752,466	17,645,361	20,732,583	3,087,222	17.5%
Utilities	2,501,761	2,540,926	2,530,904	(10,022)	(0.4%)
Travel	88,646	133,215	212,690	79,475	59.7%
Fleet and Facility Charges	1,502,326	1,447,126	1,314,004	(133,122)	(9.2%)
Capital Outlay	38,139,965	20,179,687	18,821,895	(1,357,792)	(6.7%)
Other Operating Expenses	17,642,889	21,219,304	23,650,883	2,431,579	11.5%
Transfer Out	831,261	2,917,247	1,193,901	(1,723,346)	(59.1%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 114,850,412	\$ 101,569,653	\$ 104,291,665	\$ 2,722,012	2.7%



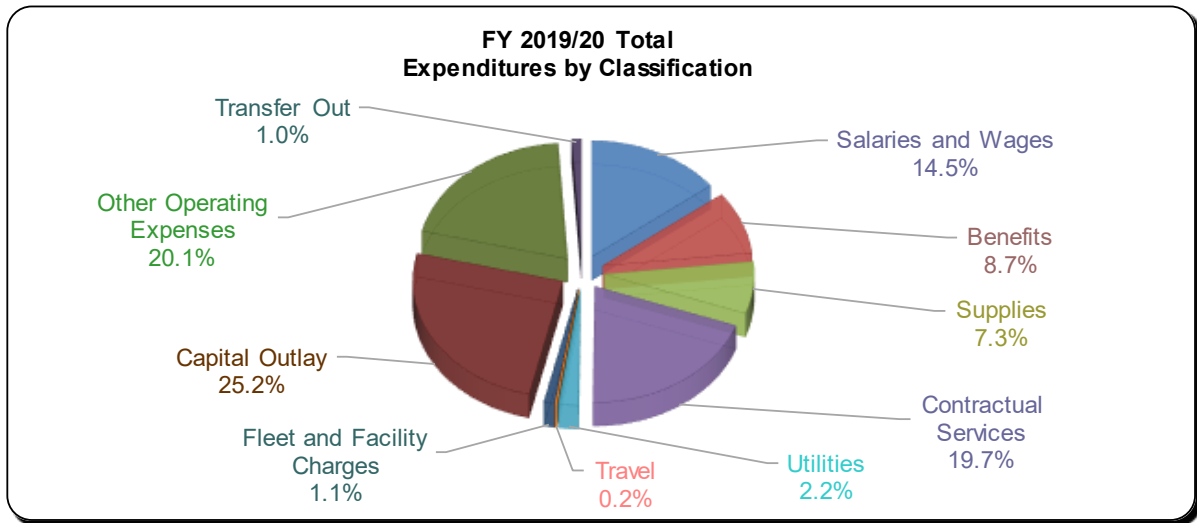
BUSINESS AND FINANCIAL SERVICES

	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 18,551,784	\$ 27,990,233	\$ 8,620,603	\$(19,369,630)	(69.2%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 18,551,784	\$ 27,990,233	\$ 8,620,603	\$(19,369,630)	(69.2%)
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 1,382,048	\$ 25,438,377	\$ 1,000,000	\$(24,438,377)	(96.1%)
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 1,382,048	\$ 25,438,377	\$ 1,000,000	\$(24,438,377)	(96.1%)
ENERGY INITIATIVE CONTRUCTION BOND FUND #3032					
Projects and Grants	\$ 3,478,710	\$ 59,888	\$ -	\$ (59,888)	(100.0%)
TOTAL -- ENERGY INITIATIVE CONTRUCTION BOND FUND	\$ 3,478,710	\$ 59,888	\$ -	\$ (59,888)	(100.0%)
PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND #3033					
Projects	\$ 2,476,523	\$ 9,713,481	\$ -	\$ (9,713,481)	(100.0%)
TOTAL -- PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND	\$ 2,476,523	\$ 9,713,481	\$ -	\$ (9,713,481)	(100.0%)
Projects and Grants Other Funds	\$ 1,908,842	\$ 3,538,185	\$ 3,622,782	\$ 84,597	2.4%
TOTAL -- PROJECTS AND GRANTS	\$ 27,797,907	\$ 66,740,164	\$ 13,243,385	\$(53,496,779)	(80.2%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 142,648,319	\$ 168,309,817	\$ 117,535,050	\$(50,774,767)	(30.2%)



BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,353,624	\$ 16,999,160	\$ 17,063,627	\$ 64,467	0.4%
Benefits	8,499,839	9,955,668	10,260,361	304,693	3.1%
Supplies	11,528,032	10,765,351	8,510,817	(2,254,534)	(20.9%)
Contractual Services	27,183,952	29,055,154	23,130,365	(5,924,789)	(20.4%)
Utilities	2,519,038	2,544,451	2,530,904	(13,547)	(0.5%)
Travel	88,646	232,215	212,690	(19,525)	(8.4%)
Fleet and Facility Charges	11,418,553	9,306,206	1,314,004	(7,992,202)	(85.9%)
Capital Outlay	47,419,263	65,022,793	29,667,498	(35,355,295)	(54.4%)
Other Operating Expenses	17,678,958	21,281,277	23,650,883	2,369,606	11.1%
Transfer Out	958,413	3,147,542	1,193,901	(1,953,641)	(62.1%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 142,648,319	\$ 168,309,817	\$ 117,535,050	\$(50,774,767)	(30.2%)



BUSINESS AND FINANCIAL SERVICES

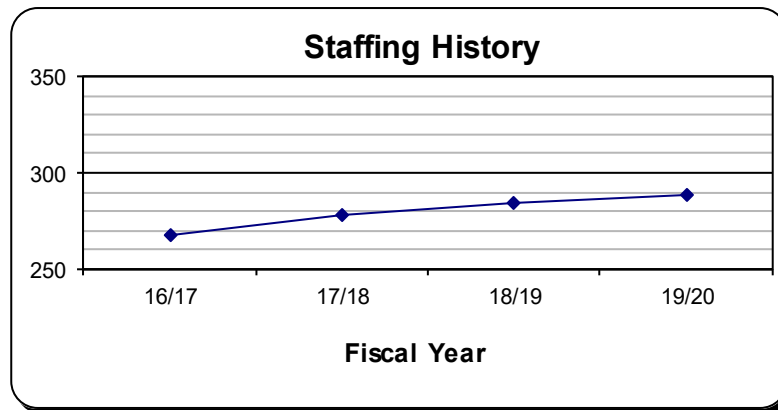
DEPARTMENT STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
Accounting and Control Division (ACL)			
0001 Financial Reporting	9	10	10
0002 Accounting Operations	16	16	17
0003 City Grants Management	2	2	2
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
Procurement and Contracts Division (PUR)			
0001 Purchasing	16	16	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
Information Technology Division (TMD)			
0001 Chief Information Officer	5	10	10
0002 Strategic Support	25	24	24
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	14	15	15
0005 Systems Support and Development	26	26	26
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	166	172	173
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	49	49	52
TOTAL -- FACILITIES MANAGEMENT FUND	49	49	52
FLEET MANAGEMENT FUND #5001			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	6	5	5
0003 Fleet Management Maintenance	38	39	39
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	51	51	51

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY (continued)

Fund	2017/18	2018/19	2019/20
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 AND FINANCIAL SERVICES	278	284	288



BUSINESS AND FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

Chief Financial Officer section consists of the Chief Financial Officer, Deputy Chief Financial Officers, Workday Administration and associated support staff. The CFO 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 budget plan that provides additional funding for maintenance, infrastructure and public safety equipment.
- Reaffirmed with rating agencies our existing high-quality credit through our continued 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 and relevant information for decision making.
- Provided extensive ongoing financial guidance along with direction for additional construction phases of the Dr. Phillips Center and Camping World Stadium projects.
- Implemented a financing plan for new neighborhood projects affecting recreation and neighborhood centers, fire stations, bike paths and more.
- Provided critical business support that helped City departments provide high quality public services to our residents.

Future Goals and Objectives

Short Term

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Help develop the operational and financial plan to combat homelessness through housing opportunities and partnership with local agencies.
- Work with other City Departments on the selection and configuration of a new Pension Administration system.

Medium Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, including major capital and infrastructure investments in the Packing District.
- 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.

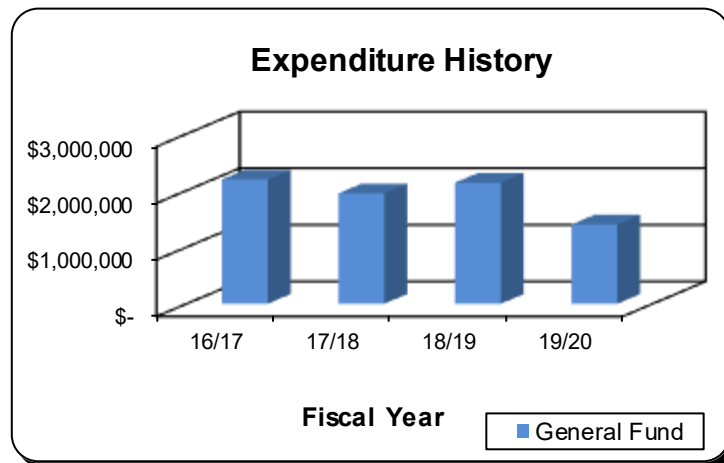
Long Term

- 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.
- Ensure fiscal viability of the City by monitoring indicators of any potential economic downturn.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 854,668	\$ 1,085,230	\$ 1,138,577	\$ 53,347	4.9%
0002 Nondepartmental - CFO	680,716	482,679	(397,319)	\$ (879,998)	(182.3%)
0003 Workday Administration	413,859	570,379	659,083	\$ 88,704	15.6%
TOTAL -- GENERAL FUND	\$ 1,949,243	\$ 2,138,288	\$ 1,400,341	\$ (737,947)	(34.5%)
TOTAL - CHIEF FINANCIAL OFFICER	\$ 1,949,243	\$ 2,138,288	\$ 1,400,341	\$ (737,947)	(34.5%)



STAFFING HISTORY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS AND FINANCIAL SERVICES

Accounting and Control Division

Overview of Services/Programs

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

Major Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting, a peer review of our annual report, from the Government Finance Officers Association for our fiscal year ended September 30, 2017 Comprehensive Annual Financial Report (CAFR) our 40th consecutive year.
- Satisfactorily implemented in our fiscal year ended September 30, 2018 CAFR the following requirements issued by the Government Accounting Standards Board (GASB):
 - GASB Statement 75 – “Accounting and Financial Reporting for Postemployment Benefit Plans Other Than Pensions”, which was issued to provide guidance for accounting for Net OPEB Liabilities.
 - GASB Statement 81 – “Irrevocable Split-Interest Agreements”, which was issued to provide recognition and measurement guidance for situations in which a government is a beneficiary of an irrevocable split-interest agreement.
 - GASB Statement 83 – “Certain Asset Retirement Obligations”, which was issued to address accounting and financial reporting for certain asset retirement obligations.
 - GASB Statement 86 – “Certain Debt Extinguishment Issues”, which was issued to improve consistency in accounting and financial reporting for in-substance defeasance of debt where only existing resources (cash or other monetary assets) are placed in an irrevocable trust for the sole purpose of extinguishing debt.
 - GASB Statement 88 – “Certain Disclosures Related to Debt, Including Direct Borrowings and Direct Placements”, which was issued to improve the information that is disclosed in the notes to financial statements related to debt, including direct borrowings and direct placements.
 - GASB Statement 89 – “Accounting for Interest Cost Incurred before the End of a Construction Period”, which was issued to establish accounting requirements for interest cost incurred before the end of a construction period.

Future Goals and Objectives

Short Term

- Increase the Purchasing Card threshold from \$1,000 to \$5,000 in order to be sync with Purchasing’s new requisition guidelines.
- Continue to receive the Certificate of Achievement for Excellent in Financial Reporting from the Government Finance Officers Association.

Medium Term

- Will monitor new GASB pronouncements for any impact on the City’s accounting or financial reporting including
 - The impact of GASB Statement 84 – “Fiduciary Activities” on the City’s financial reporting and disclosures.
 - The impact of GASB Statement 87 – “Leases” on the City’s financial reporting and disclosures.
 - The impact of GASB Statement 90 – “Majority Equity Interests an amendment of GASB Statements No.14 and No.61” on the City’s financial reporting and disclosures.

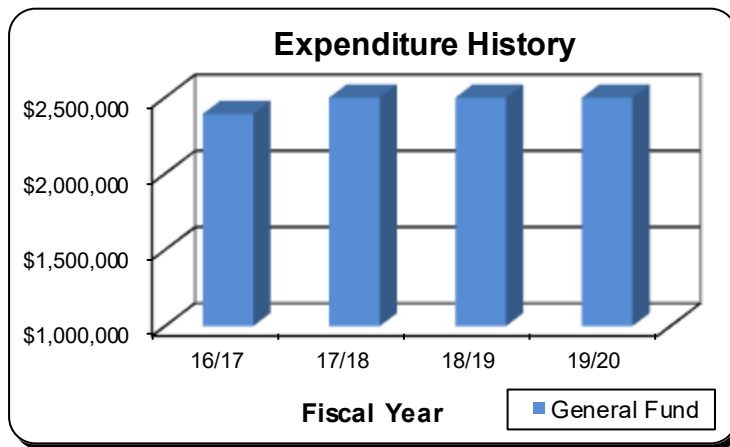
Long Term

- Centralize Accounts Payable and automate supplier invoice process into Workday through software.
- Streamline supplier invoices for automation (software).

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Proposed	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 977,621	\$ 1,130,991	\$ 1,209,364	\$ 78,373	6.9%
0002 Accounting Operations	1,363,782	1,424,775	1,488,274	63,499	4.5%
0003 City Grants Management	248,989	392,149	354,815	(37,334)	(9.5%)
TOTAL -- GENERAL FUND	\$ 2,590,392	\$ 2,947,915	\$ 3,052,453	\$ 104,538	3.5%
TOTAL - ACCOUNTING AND CONTROL DIVISION	\$ 2,590,392	\$ 2,947,915	\$ 3,052,453	\$ 104,538	3.5%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division (ACL)			
0001 Financial Reporting	9	10	10
0002 Accounting Operations	16	16	17
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	27	28	29
TOTAL - ACCOUNTING AND CONTROL DIVISION	27	28	29

BUSINESS AND FINANCIAL SERVICES

Fleet and Facilities Management Division

Overview of Services/Programs

Fleet Management

Fleet Management assists the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs over 3,650 Fleet assets to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- Preventive Maintenance (PM) scheduling continues to expand use of a world class Oil and Coolant analyzer. This analyzer has reduced PM costs even further, reduced vehicle downtime, and maximizing shop resources.
- Maximized use of inventory dollars by deleting obsolete inventory or adding suggested parts. Increased productivity and reduced outsourcing is a result of the number of Fleet assets repaired.
- The "Green Fleet Purchasing" policy supports the Mayor's commitment to transform Orlando into a leading "Florida Green City."
 - Ordered fifteen extended range Nissan Leafs with bi-directional charging capability.
 - Deployed thirty additional CNG Refuse Trucks.
- Fleet is in spec design for eight Compressed Natural Gas (CNG) range extended Ford F-150's and 2 Absorbed Natural Gas (ANG) range extended Ford F-150's.

Future Goal and Objectives

Short Term

- Continue to provide 24-hour turn-around time for repairs and increase overall customer satisfaction by maintaining open lines of communication with customers to determine their needs and servicing them through an aggressive maintenance program.

Medium Term

- Fleet will continue to 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.

Facilities Management

Overview of Services/Programs

Facilities Management maintains the City's building asset inventory supporting uses that include Fire & Police, governmental operations, parks and recreation, public use facilities, various leased properties for City and public use, and the water reclamation infrastructure.

These facilities include seventeen City Fire Stations, the Police Department Headquarters and substations, City Hall, recreational and senior centers, museums, venues, parking garages, park structures, playgrounds, fountains, and ancillary infrastructure support structures.

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

BUSINESS AND FINANCIAL SERVICES

Major Accomplishments

- Irma recovery efforts. (85% complete)
- Nearly completed City Hall renovations.
- Recreation Center Gym Floor Resurfacing 100% complete.
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 55 facilities (95% complete).
- Solar installed on new Records Building, making it the first City net zero facility.

Future Goals and Objectives

Short Term

- Continue efforts reviewing preventive maintenance programs shifting Division resources to meet increased service effectiveness and efficiency.
- Continue expansion of HVAC energy efficiency upgrades to City facilities.
- Continue expansion of lighting energy efficiency upgrades to City facilities.

Medium Term

- Upgrade to web-based ARCHIBUS (Pending further deployment 65% 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. (95% complete)
- Construction of new CNG facilities to support Fleet and Greenworks Program. (100% complete)

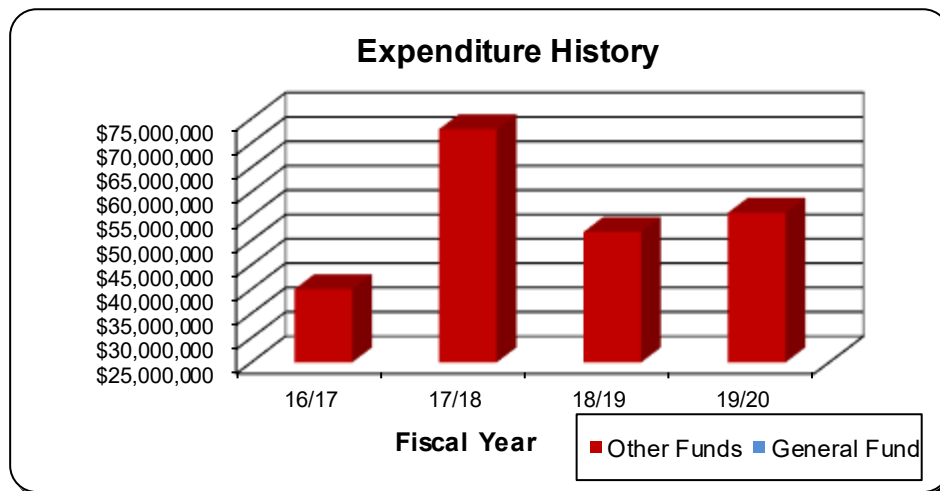
Long Term

- Continue to verify and load meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Formalize Facility Condition Assessment (FCA) process to perform FCA on all occupied facilities.
- Digitizing facilities collection of blue prints and operations and maintenance manuals.
- Expand Fleet solar array to create net zero Fleet and Facilities compound.
- Deployment planning in full swing to install one-hundred dual head level II EV charging stations City-Wide.
- Design work for installation of solar on ten additional City facilities move from planning of sites to full design activity.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
0006 Fleet and Facilities Administrative Support	\$ 370	\$ -	\$ -	\$ -	N/A
	\$ 370	\$ -	\$ -	\$ -	N/A
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 1,246,824	\$ 2,288,972	\$ 2,076,582	\$ (212,390)	(9.3%)
0002 Fleet Management Non Dept.	1,144,402	-	-	-	N/A
0003 Fleet Management Maintenance	18,175,213	15,915,838	15,937,638	21,800	0.1%
0004 Fleet Parts	501,950	509,697	534,156	24,459	4.8%
TOTAL -- FLEET MANAGEMENT FUND	\$21,068,389	\$18,714,507	\$18,548,376	\$ (166,131)	(0.9%)
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$28,260,142	\$20,869,985	\$22,806,289	\$ 1,936,304	9.3%
TOTAL -- FLEET REPLACEMENT FUND	\$28,260,142	\$20,869,985	\$22,806,289	\$ 1,936,304	9.3%
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$23,563,080	\$12,047,565	\$14,370,439	\$ 2,322,874	19.3%
TOTAL -- FACILITIES MANAGEMENT FUND	\$23,563,080	\$12,047,565	\$14,370,439	\$ 2,322,874	19.3%
REVOLVING AND RENEWABLE ENERGY FUND #3005					
Facilities Management Division (FAC)					
0002 Revolving Energy	\$ 3,995	\$ 139,342	\$ -	\$ (139,342)	(100.0%)
TOTAL -- REVOLVING AND RENEWABLE ENERGY FUND	\$ 3,995	\$ 139,342	\$ -	\$ (139,342)	(100.0%)
TOTAL -- FLEET AND FACILITIES MANAGEMENT DIVISION	\$72,895,976	\$51,771,399	\$55,725,104	\$ 3,953,705	7.6%



BUSINESS AND FINANCIAL SERVICES

STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Proposed Staffing
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	6	5	5
0003 Fleet Management Maintenance	38	39	39
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	51	51	51
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	49	49	52
TOTAL -- FACILITIES MANAGEMENT FUND	49	49	52
TOTAL -- FLEET AND FACILITIES MANAGEMENT DIVISION	100	100	103

BUSINESS AND FINANCIAL SERVICES

Management and Budget Division

Overview of Services/Programs

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

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award, a peer review of our budget document, for the 16th consecutive year and improved our score over the prior year.
- Created a process for Departments to request new funding tied to Mayor's Key Priorities.
- Simplified the capital project request process.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including the monthly financial report which details General and Enterprise Fund information.

Future Goals and Objectives

Short Term

- Division Manager to serve as a Functional Lead on the City-wide human resource, payroll and financial system. Specific goals will be revisions to reports used for monthly financial reports and preparation for new budgeting functionality due in 2020.
- Continue to comply with state Truth-in-Millage requirements regarding local government accountability and the requirement to post budget information to the City's official website.
- Expand our coordination with Departments by reviewing all year-end budget amendments and focusing on their impact Citywide.
- Partner with Information Technology to improve the public's access to budget information via the City's web site.

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 capital budgeting and planning processes.
- Work with the leadership of all Internal Service Funds to ensure each fund is balancing the need to recover their costs with charging reasonable rates to City departments.
- As new staff are brought on board and others transition to different roles, strive to cross-train the division's staff and standardize practices to aid in succession planning.

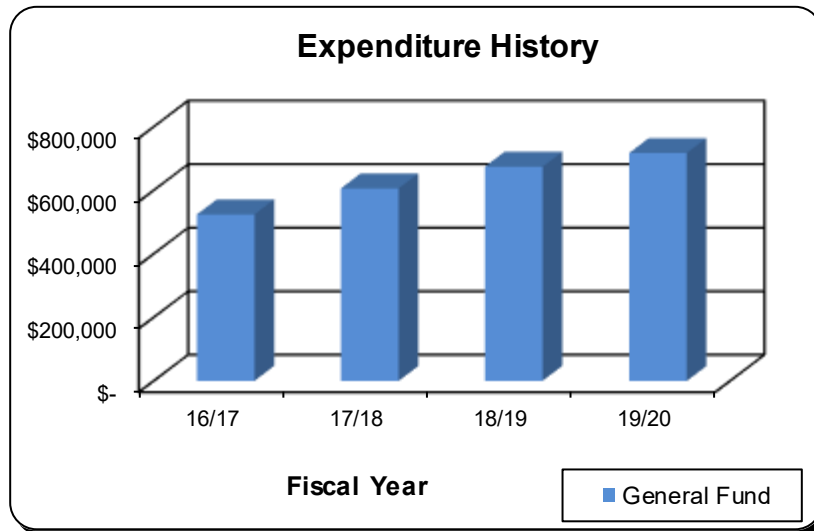
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Management and Budget Division (OMB)					
0001 Management and Budget	\$ 605,835	\$ 674,537	\$ 717,230	\$ 42,693	6.3%
TOTAL -- GENERAL FUND	\$ 605,835	\$ 674,537	\$ 717,230	\$ 42,693	6.3%
TOTAL - MANAGEMENT AND BUDGET DIVISION	\$ 605,835	\$ 674,537	\$ 717,230	\$ 42,693	6.3%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	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 AND BUDGET DIVISION	7	7	7

BUSINESS AND FINANCIAL SERVICES

Procurement and Contracts Division

Overview of Services/Program

The Procurement and Contracts Division (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction and professional services required by the City. Utilizing sound business processes, the Division manages in excess of 750 active contracts valued over \$1 billion. 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

- Electronic Solicitation Responses - Implemented on-line solicitation responses by suppliers that resulted in improved accuracy, simplified process for doing business with the City, and a significant reduction in the need for paper in support of Green Works Orlando.
- LGBTQ+ Resolution – City Council approved a Resolution to track usage of LGBTQ+ owned and certified businesses in the procurement of goods/services and provide LGBTQ+ owned businesses with training programs and services on how to do business with the City and stay informed of procurement opportunities.
- 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 construction firms, NIGP Annual Reverse Trade Show, UCF Matchmaking Event, Hispanic Chamber of Commerce and others. In addition, multiple training events were provided to City employees.
- Professional Development – 74% of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting.
- Excellence – The Division continued to be recognized as procurement leaders by winning the FAPPO Excellence in Public Procurement award.
- 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 in support of the Green Works Orlando.

Future Goals and Objectives

Short Term

- Continue updates to the Contract Management System providing for improved user interface and increased functionality.
- Continue to identify opportunities to streamline business processes and add value. Directives are continually being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, increase competition and to promote utilization of M/WBE and VBE supplier diversity and local community based suppliers.

Medium Term

- In cooperation with Accounting and Information Technology, continue to evaluate enhancements needed in the existing ERP system to improve the processing efficiencies, timeliness and accuracy of procure-to-pay transactions.
- Enhance efficiencies of the contract/sourcing request and solicitation development stages through the development and implementation of an automated process.
- Improve the accuracy, ease of use and efficiency of RFP and RQS evaluations by automating the evaluation scoring and ranking process.

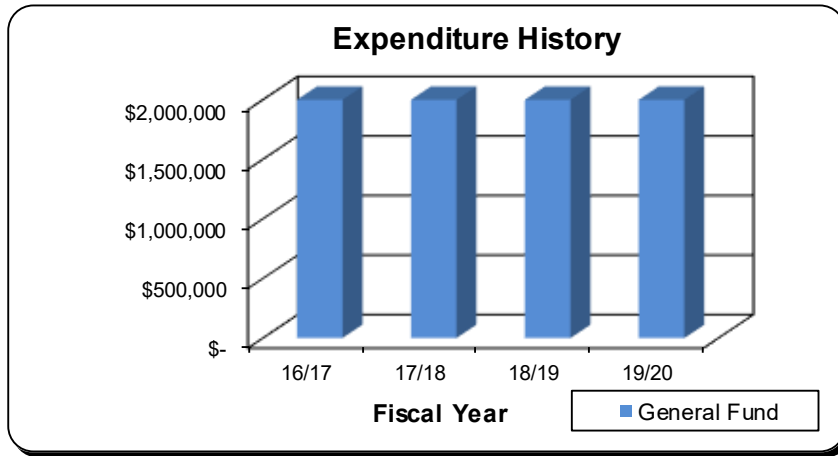
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,568,171	\$ 1,670,987	\$ 1,713,584	\$ 42,597	2.5%
0002 Asset Management	276,885	288,921	301,846	12,925	4.5%
0003 City Stores	248,433	311,383	323,713	12,330	4.0%
0004 Purchasing Auctions	13,639	36,500	36,500	-	0.0%
TOTAL -- GENERAL FUND	\$ 2,107,127	\$ 2,307,791	\$ 2,375,643	\$ 67,852	2.9%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,555,149	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,555,149	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	\$ 3,662,276	\$ 2,307,791	\$ 2,375,643	\$ 67,852	2.9%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	16	16	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	22	22	22
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	22	22	22

BUSINESS AND FINANCIAL SERVICES

Real Estate Management Division

Overview of Services/Programs

The Real Estate Management Division acquires real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and return properties to the tax roll; markets and leases City owned property to generate revenue; coordinates appraisals, title work, closings, 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

- Assisted the CRA with the acquisition of two (2) vacant lots for infill development, disposition of three (3) infill homes and redevelopment of five (5) vacant infill lots in Parramore; Assisted Housing Dept with disposition of two (2) NSP homes for low income rental; Completed purchase and sale agreement with Blue Sky Communities LLC for Peppertree Shores and Peppertree Circle and Hannibal Square Community Land Trust for Orange Center properties; Completed disposition of land in Creative Village for Parcel M development.
- Completed purchase and sales agreement and lease back with Orlando Philharmonic Orchestra; Commenced solicitation process for McCoy Annex/Southport for residential/mixed use development; Completed acquisition of blighted property at 1514 Silver Star; Completed acquisition of land and termination of lease of 1810 Edgewater for Dartmouth Park Expansion; Completed property exchange agreements with Orange County Public Schools for Lake Como and Audubon Elementary Schools; Coordinated with Parks Dept and US Navy for rustic bike path at Lake Druid Park and Lone Sailor Memorial at Blue Jacket Park.
- Completed renovation of City Hall 1st and 2nd floor; Relocated all departments off of 9th floor for renovations.
- Audited TRIM notices for all City owned property; Maintained 93% occupancy of all City-owned properties available for rent; Completed numerous new leases, renewals, amendments, facility use agreements and other agreements and leasing of retail spaces in parking garages including a new lease with Orlando Health for OPD satellite office, new lease with Tavistock for OPD communication tower in Lake Nona, renewal of lease agreement for Fire Station # 6, amendment for Downtown Arts District at Rogers-Kiene building and several facility use agreements in Creative Village.

Future Goals and Objectives

Short Term Goals

- Complete disposition of Parcels U in Creative Village, Orange Center Blvd sites, Peppertree Shores/Peppertree Circle on Mercy Dr and Parramore Oaks Phase II in Parramore for future housing development and follow process for affordable housing development.
- Assist Housing Dept and CRA with solicitation, disposition and development process for infill housing in Parramore; Dispose of remaining NSP properties; Select developer for McCoy Annex/Southport residential/mixed use development; Coordinate with Planning, Legal and other departments to implement a Real Estate review process for major plats and development agreements in which right- of-way and/or parcels of land are required to be transferred to the City and to correct previous plat errors.
- Acquire, dispose, and/or exchange land and easements for projects including expansion of Court Street trash compactor and other Public Works and Transportation projects; Acquire land for permanent OPD satellite/substation and SE government center in southeast sector; Acquire property for expansion of South pond; Coordinate efforts with FDEP for environmental monitoring on various City sites; Market and lease retail space at Library Garage; Lease land and apartment units for temporary FS 11; Enter into agreement with 4 Roots for urban farm at Packing District
- Complete renovations to Orlando City Hall 9th floor and basement including energy efficiency upgrades for lighting.

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 sale for relocation of Box Yard and Solid Waste; Identify property for relocation of OFD stations; Assist FPR with relocation of Downtown Rec Center and Pottery Studio to Grand Avenue site and Tennis Center to the Packing District.

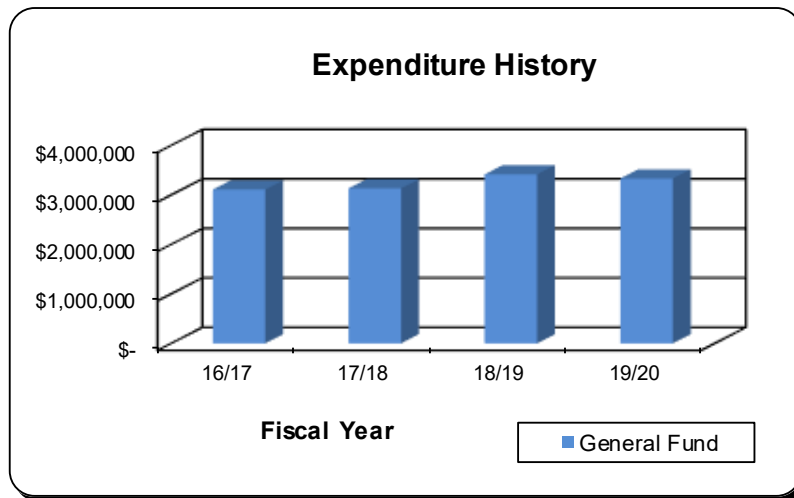
Long Term Goals

- Identify, market and dispose of surplus property in a manner that furthers the City's strategic objectives; evaluate the long-term needs and appropriate rental payments for property the City leases from others.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 531,969	\$ 872,151	\$ 779,733	\$ (92,418)	(10.6%)
0002 City Hall Maintenance	2,602,084	2,543,677	2,551,836	8,159	0.3%
TOTAL -- GENERAL FUND	\$ 3,134,053	\$ 3,415,828	\$ 3,331,569	\$ (84,259)	(2.5%)
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 1,382,048	\$25,438,377	\$ 1,000,000	\$(24,438,377)	(96.1%)
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 1,382,048	\$25,438,377	\$ 1,000,000	\$(24,438,377)	(96.1%)
TOTAL -- REAL ESTATE MANAGEMENT DIVISION	\$ 4,516,101	\$28,854,205	\$ 4,331,569	\$(24,522,636)	(85.0%)



STAFFING HISTORY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS AND FINANCIAL SERVICES

Information Technology Department

Overview of Services/Programs

The **Information Technology Department** 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

- Complete mobile computer terminal (MCT) deployment for Police and Fire
- Complete Code Enforcement phase of the Economic Development Information System (EDIS) (Expected October)
- Complete joint computer aided dispatch project for Fire and Police (Expected October)
- Launch of the orlando.gov site with more than 270 digital services
- Implement external customer experience platform
- Information technology security improvement and tooling projects
- Information technology Strategy and Architecture tooling projects
- Departmental system deployments and upgrades
- Informational Technology infrastructure projects
- Developed model for large IT solicitations (ITN)
- Enterprise Geographic Information System upgrade
- Redesigned desktop management systems
- Completed deployment of post disaster incident management system

Future Goals and Objectives

Short Term

- Microsoft OS upgrades, SQL server database upgrades and Office 365 ProPlus deployment
- Compliance, strategy, and security projects
- Deployment of Phase I Geographic post disaster incident management system
- Complete OPD Desktop replacements
- Improve mobile device management
- Transition primary domain to Orlando.gov
- Data warehouse implementation – Phase I
- Information technology security improvement projects

Medium Term

- End user device life cycle replacement
- Fire Department Records Management System - Phase I
- Departmental systems upgrades
- Information Technology Service Management System - Phase I
- Pilot document management solution
- Building access control system upgrade
- Information Technology infrastructure projects
- Implement real-time crime center technologies
- Information technology security improvement projects

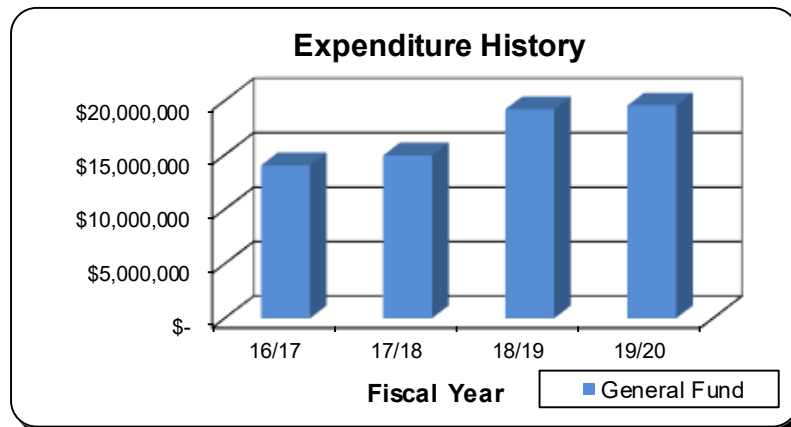
Long Term

- Enterprise Document Management System Implementation
- Phone system replacement
- Building Access Control systems upgrade
- Enterprise Wide SQL upgrade
- Wide Area Network replacement upgrade
- Information Technology infrastructure projects
- Implement CRM (Customer relationship management)
- Information technology security improvement projects

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 1,458,604	\$ 744,025	\$ 1,192,232	\$ 448,207	60.2%
0002 Strategic Support	2,422,749	2,744,731	2,577,372	(167,359)	(6.1%)
0003 Computer Operations	1,895,728	2,851,638	2,839,614	(12,024)	(0.4%)
0004 IT Security and Architecture	1,232,621	1,578,261	1,783,506	205,245	13.0%
0005 Systems Support and Development	1,932,444	3,030,145	3,060,244	30,099	1.0%
0006 IT Service and Repair	63,767	88,100	78,100	(10,000)	(11.4%)
0007 Information Technology Contracts	5,965,729	8,161,731	8,020,810	(140,921)	(1.7%)
TOTAL -- GENERAL FUND	\$14,971,642	\$19,198,631	\$19,551,878	\$ 353,247	1.8%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$14,971,642	\$19,198,631	\$19,551,878	\$ 353,247	1.8%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Information Technology Division (TMD)			
0001 Chief Information Officer	5	10	10
0002 Strategic Support	25	24	24
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	14	15	15
0005 Systems Support and Development	26	26	26
TOTAL -- GENERAL FUND	94	99	99
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	94	99	99

BUSINESS AND FINANCIAL SERVICES

Treasury Management Division

Overview of Services/Programs

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

Major Accomplishments

- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.
- Received the *Communicator Award* for the "Sign Up for Savings" Incentive Campaign that encouraged employees to contribute to the deferred compensation (457b) plan and help save for additional funds at retirement.
- Issue Packing District and Neighborhood Improvement Bonds.

Future Goals and Objectives

Short Term

- Investment Management will analyze opportunities to enhance the performance of our short-term investments by managing the risk profile in a volatile market landscape.
- Work with the City's plan administrator to improve and build upon the employee financial education program by adding additional seminars and other opportunities to engage in financial education.

Medium Term

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

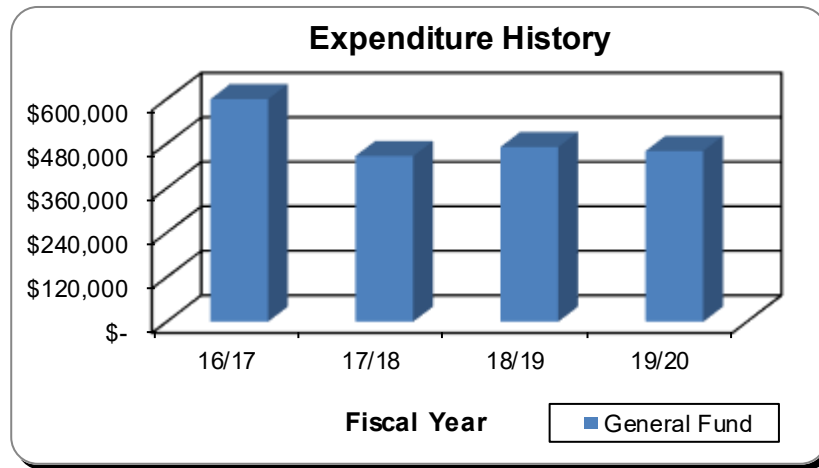
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 446,358	\$ 470,989	\$ 460,195	\$ (10,794)	(2.3%)
TOTAL -- GENERAL FUND	\$ 446,358	\$ 470,989	\$ 460,195	\$ (10,794)	(2.3%)
TOTAL -- TREASURY DIVISION	\$ 446,358	\$ 470,989	\$ 460,195	\$ (10,794)	(2.3%)



STAFFING HISTORY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	3	3	3
TOTAL -- GENERAL FUND	3	3	3
PENSION PARTICIPANT SERVICES FUND #0018			
0009 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS AND FINANCIAL SERVICES

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, two Adjusters, one Senior Administrative Assistant and three employees in the Safety Section.

Major Accomplishments

- Recovered \$1,200,798 in damages to City property/asset and worker's compensation.
- 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 235 Safety/Training classes on over 34 different subjects with over 4,416 attendees.
- Reduced the overall administrative costs of claims by significantly reducing the use of third party vendors in favor of internal staff.

Future Goals and Objectives

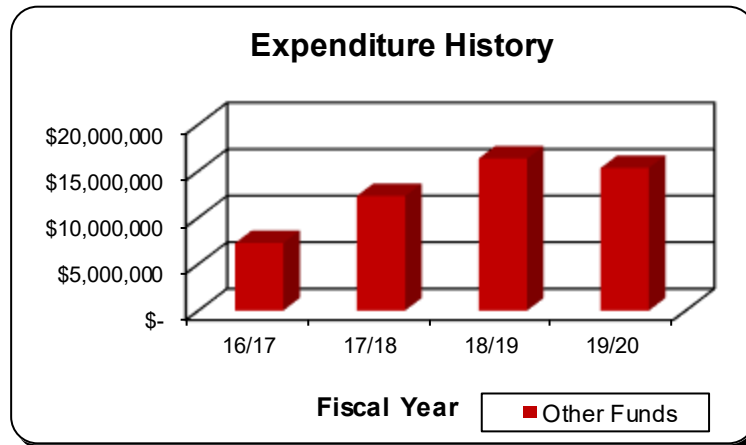
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 865,903	\$ 1,075,987	\$ 1,069,933	\$ (6,054)	(0.6%)
0002 Risk Management Financial	11,463,318	15,268,045	14,268,888	(999,157)	(6.5%)
TOTAL -- RISK MANAGEMENT FUND	\$12,329,221	\$16,344,032	\$15,338,821	\$ (1,005,211)	(6.2%)
TOTAL -- RISK MANAGEMENT DIVISION	\$12,329,221	\$16,344,032	\$15,338,821	\$ (1,005,211)	(6.2%)



STAFFING HISTORY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10
TOTAL -- RISK MANAGEMENT DIVISION	10	10	10

BUSINESS AND FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924, and features the oldest public layout in the area. The course was completely rebuilt in 2008 so today's golfers are treated to the same beautiful scenery of the original course, and some of the best conditions including narrow fairways and heavily bunkered greens. A full restaurant and bar, pro shop, lit practice facilities complete the ultimate golfing experience.

Major Accomplishments

- The course continues to improve sustainability efforts. This year the club introduced recycling stations throughout the golf course and club house. All Styrofoam cups and plastic straws were replaced with paper items, as well.
- Pollinator projects took a top spot on the priority list this year. Over 30% of the course perimeter was beautified and improved with the addition of native plants and trees.
- Awarded #1 Public Golf Course by Orlando Sentinel Readers and Top 5 Golf Courses in Central Florida and Best Golf Course by Orlando Business Journal. Dubsdread has been recognized for this award through these groups and others for the past 14 years as the best Public Course in Orlando.
- To support our community, the club hosted charity and fundraising events for several Central Florida based groups. These included but were not limited to 1st Annual Pride Challenge Golf Classic, Edgewater High School Athletics, Bishop Moore High School Athletics, St. James School, St. Charles School, The Special Olympics of Orange County, The Orlando Minority Youth Golf Association (OMYGA), LPGA Amateurs, National Women's Golf Day, Ladies Links, American Society of Engineers and the World's Largest Golf Outing (benefiting the Fisher House). Dubsdread also hosted the 34th Annual City of Orlando Men's Golf Championship. We are also excited to announce the First Annual City of Orlando Women's Golf Championship coming in 2020.
- The club also finished the year with guest feedback ratings of 100% for surveys and 4.5 stars on Facebook and other social media-based ratings systems.

Future Outlook

Short Term

- Continue to improve sustainability efforts by increasing the number of recycling stations around the course and limiting purchases of items that do not meet similar goals.
- Continue Pollination projects throughout the property.
- Develop and implement a tree replacement program for areas hit hardest by inclement weather in 2018-2019.
- Offer new discounts to City residents.

Medium Term

- Improve player development plans for beginners, women, seniors and minorities to enhance their experience as well as creating future golfers to financially support the club.
- Implementing previously developed maintenance plans to ensure player experience expectations are met.

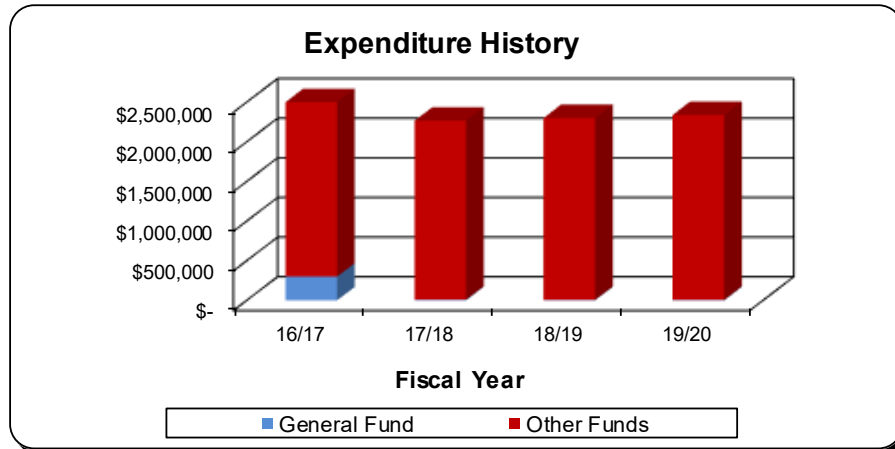
Long Term

- Developing and executing Capital Improvement plans for the practice facility, golf course and club house to provide our guests and community the safest, environmentally friendly and enjoyable facility possible.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 8,633	\$ 6,283	\$ 6,283	\$ -	0.0%
TOTAL -- GENERAL FUND	\$ 8,633	\$ 6,283	\$ 6,283	\$ -	0.0%
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,243,252	\$ 2,220,923	\$ 2,332,148	\$ 111,225	5.0%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,243,252	\$ 2,220,923	\$ 2,332,148	\$ 111,225	5.0%
DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016					
Dubsdread Golf Course (DUB)					
0003 Dubsdread Renewal and Replacement	\$ 13,530	\$ 73,037	\$ -	\$ (73,037)	(100.0%)
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 13,530	\$ 73,037	\$ -	\$ (73,037)	(100.0%)
TOTAL -- DUBSDREAD GOLF COURSE	\$ 2,265,415	\$ 2,300,243	\$ 2,338,431	\$ 38,188	1.7%



BUSINESS AND FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Employee Learning and Growth

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$1,086.65	\$1,394.17	\$1,132.10

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$20.59	\$21.42	\$22.45
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$28.03	\$34.32	\$34.76
Accounting and Control Division	Cost to process one ProCard Transaction	\$3.60	\$2.58	\$2.45
Accounting and Control Division	Cost to process one Payroll Transaction	\$1.88	\$2.31	\$2.23
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$4.78	\$0.68	\$0.64
Real Estate Management Division	Properties Acquired Within the Established Value	100.0%	85.0%	85.0%
Treasury Management Division	Active Portfolio investment return over the Lehman Aggregate Index	1.5%	0.5%	0.5%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	0.03%	0.05%	0.05%
Treasury Management Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.5%	0.5%	0.5%
Treasury Management Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index	1.0%	1.0%	1.0%
Fleet Management Division	Percentage of outside contractor work	23.8%	30.4%	27.1%
Fleet Management Division	Fleet Division expenditures/vehicle	\$8,761	\$7,000	\$7,881
Office of Business and Financial Services	Office of Business and Financial Services Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-8.2%	-3.3%	+/-5%

BUSINESS AND FINANCIAL SERVICES

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Accounting and Control Division	Accuracy level of the internally processed cash reports	100.0%	100.0%	100.0%
Accounting and Control Division	Percentage of employee direct deposits to total employee payments	95.9%	97.1%	97.2%
Accounting and Control Division	Average Percentage of Posting Accuracy	99.0%	99.0%	99.0%
Facilities Management Division	Completed scheduled PMs (%)	105.1%	44.7%	74.9%
Facilities Management Division	Work requests completed (%)	100.3%	45.3%	72.8%
Facilities Management Division	Number of work orders completed per day per trade	2.1	0.8	1.5
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	0.0%	-15.0%	3.0%
Information Technology Division	Enterprise critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 2 per year	≤ 2 per year	≤ 2 per year
Information Technology Division	Departmental critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 5 per year	≤ 5 per year	≤ 5 per year
Information Technology Division	Percent of Uptime - Internet Connectivity	99.9%	99.9%	99.9%
Information Technology Division	Percent of Uptime - Connectivity Among Critical Facilities	99.9%	99.9%	99.9%
Information Technology Division	Percent of Virus Outbreaks Responded to Within Two Hours	98.8%	98.8%	98.8%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	98.8%	98.8%	98.8%
Information Technology Division	Percent of City Annexations added to Production GIS within 3 days of second Council reading/approval	99.9%	99.9%	99.9%
Information Technology Division	Workday Integration Systems: Number of Unplanned Outages Exceeding One Business Day	≤ 5 per year	≤ 5 per year	≤ 5 per year
Information Technology Division	Percentage of IT Service Contracts Maintained with No Loss of Service	99.9%	99.9%	99.9%
Information Technology Division	Percent of Tactical Project Status Updates Completed Biweekly	95.0%	95.0%	95.0%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	95.0%	95.0%	95.0%
Information Technology Division	City Digital Services Delivery Satisfaction	64.8%	70.0%	70.0%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	19.0%	23.8%	21.4%
Fleet Management Division	Number of vehicles/FTE	80.1	82.7	81.4

Outcome and Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.15	3.57	3.00
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	100.0%	95.0%	95.0%
Risk Management Division	Per capita auto liability claims	\$5.45	\$5.51	\$4.22
Risk Management Division	Per capita general liability claims	\$4.23	\$3.24	\$4.01

2018-2019 BY THE NUMBERS:

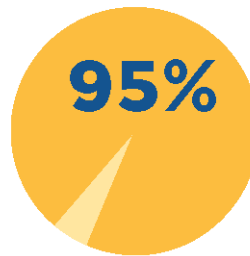


\$78,750,000

in capital investment of Business Development projects



30,865
permits issued



compliance
for Code
Enforcement
Board cases

156

Municipal Planning
Board cases



27,375

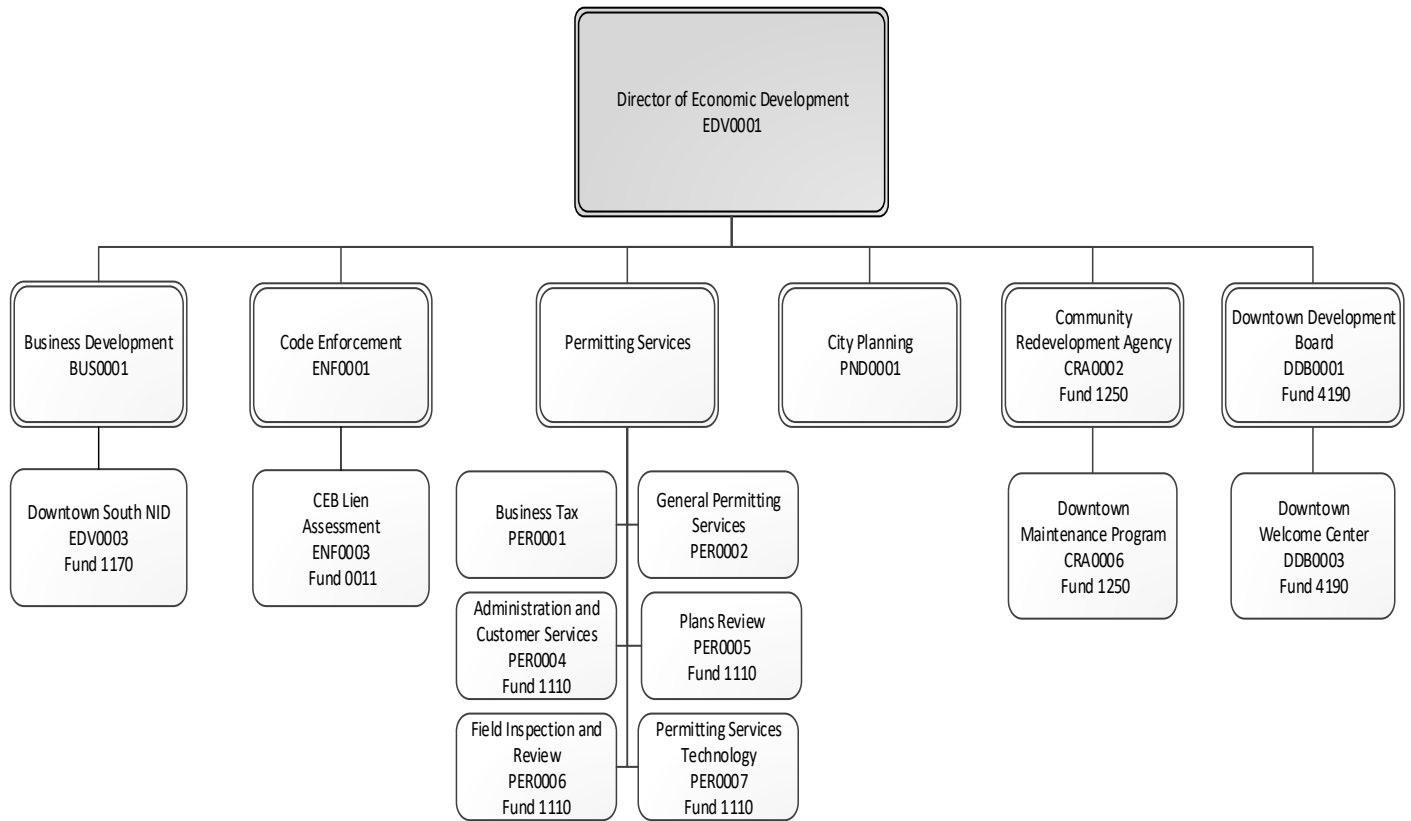
hospitality assists by the
Downtown Ambassadors



Orlando is a dynamic and growing city, where businesses and entrepreneurs can always expect to find a proactive and development-friendly government. By providing new and existing businesses and entrepreneurs with a number of incentive programs, we not only make Orlando one of the best cities in the nation to own and operate a business, we attract more economically viable businesses that create jobs and new opportunities for residents and visitors. Examples of our incentive programs and initiatives include:

- Permitting Express
- Business Assistance Program
- Minority/Women Entrepreneur Business Assistance Program
- Transportation Impact Fee Waiver
- Small Business Facade, Site Improvement and Adaptive Reuse Program
- Not-for-Profit Fee Impact Assistance Program
- Downtown Commercial and Residential Building Improvement Program

ECONOMIC DEVELOPMENT DEPARTMENT



Department Mission Statement

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

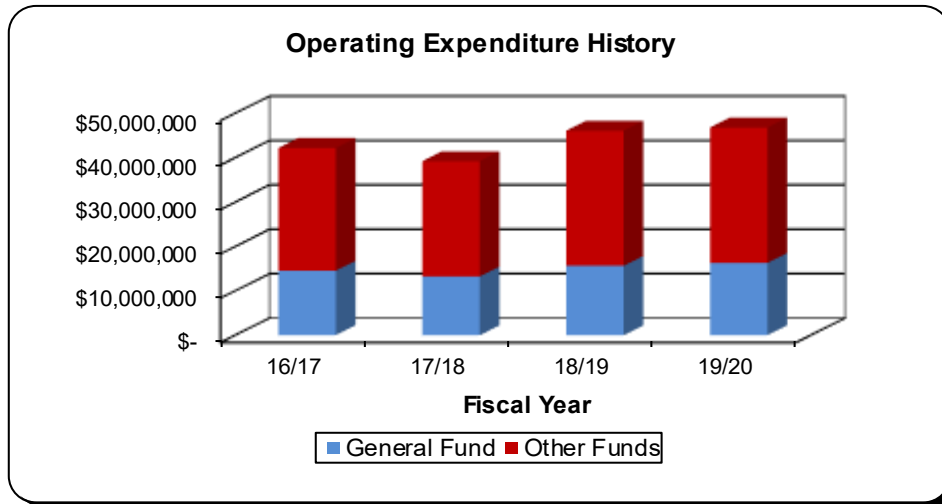
The Economic Development Department is comprised of nearly 251 employees encompassing five City divisions: City Planning, Permitting Services, Code Enforcement, Business Development and Downtown Development Board/Community Redevelopment Agency (DDB/CRA). The Economic Development Department is a prompt, innovative and customer service-oriented team, creating a unified operation that delivers all City of Orlando economic development services.

ECONOMIC DEVELOPMENT DEPARTMENT

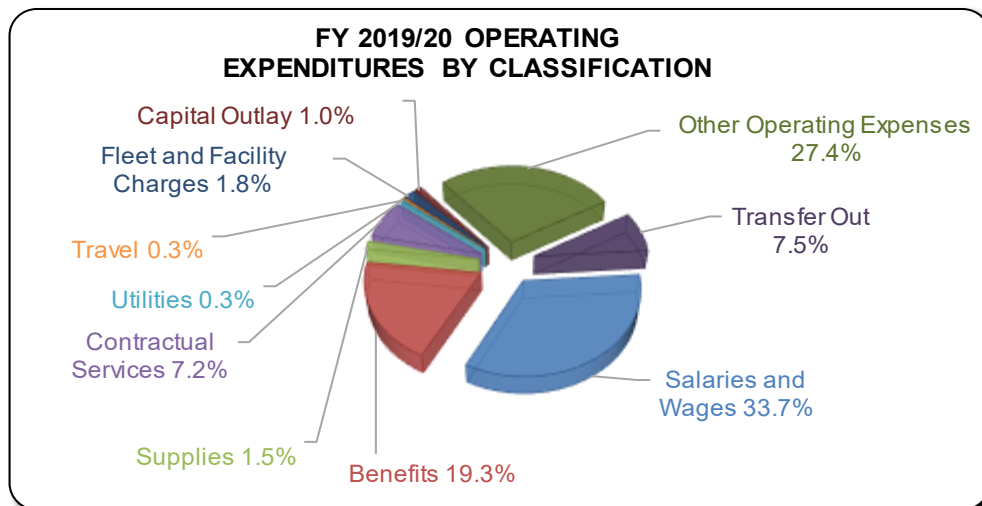
DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 859,014	\$ 956,553	\$ 791,298	\$ (165,255)	(17.3%)
0002 Economic Development Nondepartmental	3,112,724	3,775,826	4,190,339	414,513	11.0%
Business Development Division (BUS)					
0001 Business Development	612,584	722,498	764,248	41,750	5.8%
Permitting Services Division (PER)					
0001 Business Tax	231,427	301,384	407,731	106,347	35.3%
0002 General Permitting Services	2,140,036	2,638,785	2,704,087	65,302	2.5%
Code Enforcement Division (ENF)					
0001 Code Enforcement	3,466,225	4,156,322	4,328,786	172,464	4.1%
City Planning Division (PND)					
0001 City Planning	2,783,662	3,100,387	3,087,271	(13,116)	(0.4%)
TOTAL -- GENERAL FUND	\$13,205,671	\$15,651,755	\$16,273,760	\$ 622,005	4.0%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 502,651	\$ 1,319,219	\$ 825,000	\$ (494,219)	(37.5%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 502,651	\$ 1,319,219	\$ 825,000	\$ (494,219)	(37.5%)
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 4,299,395	\$ -	\$ -	\$ -	N/A
0004 Administration and Customer Services	2,704,168	6,727,876	7,917,956	1,190,080	17.7%
0005 Plans Review	2,053,373	2,841,993	2,900,553	58,560	2.1%
0006 Field Inspection and Review	3,865,720	4,026,836	4,060,797	33,961	0.8%
0007 Permitting Services Technology	-	804,074	896,137	92,063	11.4%
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$12,922,656	\$14,400,779	\$15,775,443	\$ 1,374,664	9.5%
DOWNTOWN SOUTH NID FUND #1170					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 398,387	\$ 214,189	\$ 185,065	\$ (29,124)	(13.6%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 398,387	\$ 214,189	\$ 185,065	\$ (29,124)	(13.6%)
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,418,546	\$ 3,041,246	\$ 2,565,976	\$ (475,270)	(15.6%)
0005 Community Redevelopment Agency Nondepartmental	5,914,814	6,313,198	5,459,924	(853,274)	(13.5%)
0006 Downtown Maintenance Program	1,456,622	1,827,081	2,098,669	271,588	14.9%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 8,789,982	\$11,181,525	\$10,124,569	\$ (1,056,956)	(9.5%)
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 784,728	\$ 479,145	\$ 487,173	\$ 8,028	1.7%
0002 Downtown Development Board Nondepartmental	2,573,799	2,774,250	3,015,568	241,318	8.7%
0003 Downtown Welcome Center	10,955	40,373	99,800	59,427	147.2%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,369,482	\$ 3,293,768	\$ 3,602,541	\$ 308,773	9.4%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$39,188,830	\$46,061,235	\$46,786,378	\$ 725,143	1.6%

ECONOMIC DEVELOPMENT DEPARTMENT



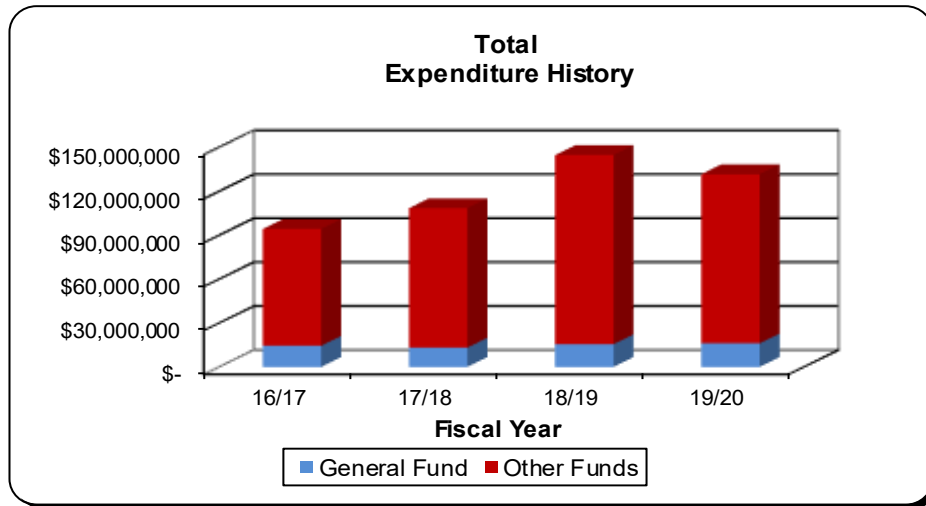
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$13,027,498	\$15,034,682	\$15,785,100	\$ 750,418	5.0%
Benefits	6,978,232	8,786,469	9,039,884	253,415	2.9%
Supplies	318,820	520,950	707,050	186,100	35.7%
Contractual Services	1,750,116	3,938,440	3,354,280	(584,160)	(14.8%)
Utilities	108,655	145,262	138,562	(6,700)	(4.6%)
Travel	48,512	131,830	128,530	(3,300)	(2.5%)
Fleet and Facility Charges	636,976	695,504	819,584	124,080	17.8%
Capital Outlay	225,782	234,260	445,260	211,000	90.1%
Other Operating Expenses	10,159,441	11,262,386	12,868,369	1,605,983	14.3%
Transfer Out	5,934,798	5,311,452	3,499,759	(1,811,693)	(34.1%)
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$39,188,830	\$46,061,235	\$46,786,378	\$ 725,143	1.6%



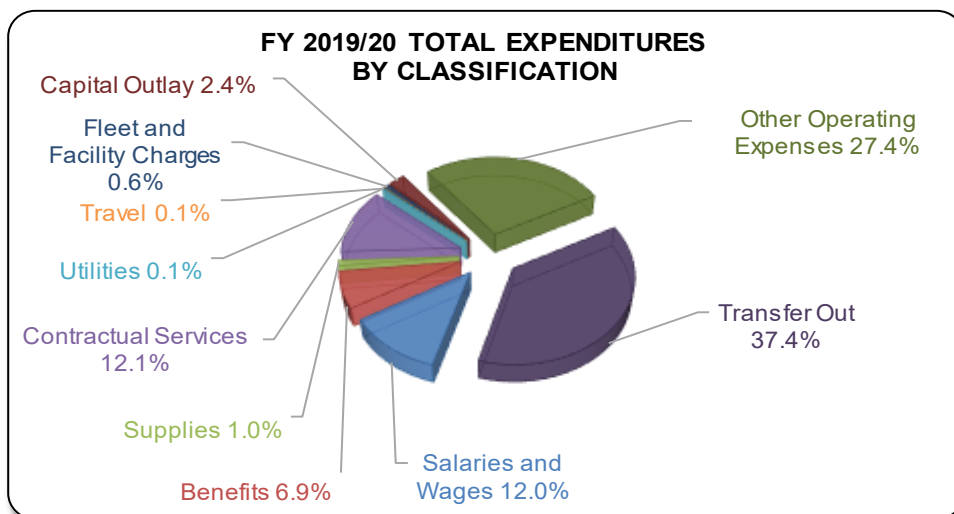
ECONOMIC DEVELOPMENT DEPARTMENT

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 4,731,848	\$ 3,948,923	\$ 1,790,000	\$ (2,158,923)	(54.7%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 4,731,848	\$ 3,948,923	\$ 1,790,000	\$ (2,158,923)	(54.7%)
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 4,013,290	\$ 19,991,931	\$ 12,475,000	\$ (7,516,931)	(37.6%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 4,013,290	\$ 19,991,931	\$ 12,475,000	\$ (7,516,931)	(37.6%)
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 871,130	\$ 3,136,859	\$ 800,000	\$ (2,336,859)	(74.5%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 871,130	\$ 3,136,859	\$ 800,000	\$ (2,336,859)	(74.5%)
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 189,837	\$ 520,163	\$ 1,160,000	\$ 639,837	123.0%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 189,837	\$ 520,163	\$ 1,160,000	\$ 639,837	123.0%
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 384,394	\$ 4,208,840	\$ -	\$ (4,208,840)	(100.0%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 384,394	\$ 4,208,840	\$ -	\$ (4,208,840)	(100.0%)
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 33,785,963	\$ 37,156,595	\$ 40,076,409	\$ 2,919,814	7.9%
0003 CRA III Trust	5,773,409	6,353,718	7,316,229	962,511	15.1%
0004 CRA IV Republic Drive Trust	17,535,980	19,833,559	20,793,092	959,533	4.8%
TOTAL -- CRA TRUST FUNDS	\$ 57,095,352	\$ 63,343,872	\$ 68,185,730	\$ 4,841,858	7.6%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 2,002,271	\$ 3,638,609	\$ 500,000	\$ (3,138,609)	(86.3%)
TOTAL -- OTHER FUNDS	\$ 2,002,271	\$ 3,638,609	\$ 500,000	\$ (3,138,609)	(86.3%)
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 69,288,123	\$ 98,789,197	\$ 84,910,730	\$(13,878,467)	(14.0%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 108,476,952	\$ 144,850,432	\$ 131,697,108	\$(13,153,324)	(9.1%)

ECONOMIC DEVELOPMENT DEPARTMENT



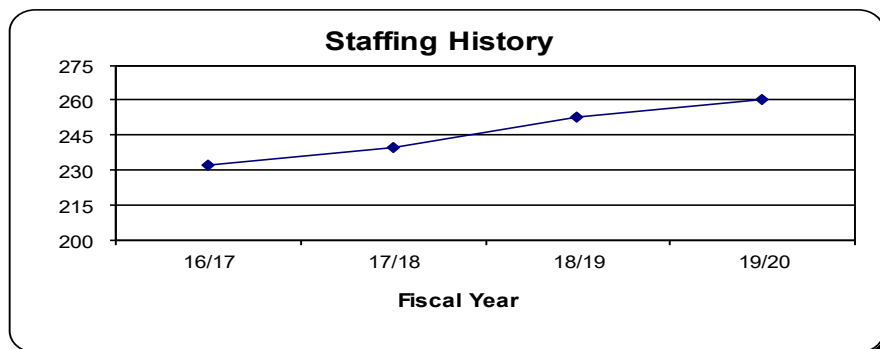
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 13,037,953	\$ 15,066,338	\$ 15,797,100	\$ 730,762	4.9%
Benefits	6,978,232	8,786,469	9,039,884	253,415	2.9%
Supplies	637,037	1,306,143	1,307,050	907	0.1%
Contractual Services	7,581,639	23,271,848	15,946,280	(7,325,568)	(31.5%)
Utilities	169,699	150,263	138,562	(11,701)	(7.8%)
Travel	54,814	136,029	128,530	(7,499)	(5.5%)
Fleet and Facility Charges	1,050,233	1,181,589	819,584	(362,005)	(30.6%)
Capital Outlay	4,728,722	8,721,234	3,220,260	(5,500,974)	(63.1%)
Other Operating Expenses	28,273,586	37,484,068	36,002,099	(1,481,969)	(4.0%)
Transfer Out	45,965,039	48,746,451	49,297,759	551,308	1.1%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 108,476,952	\$ 144,850,432	\$ 131,697,108	\$(13,153,324)	(9.1%)



ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

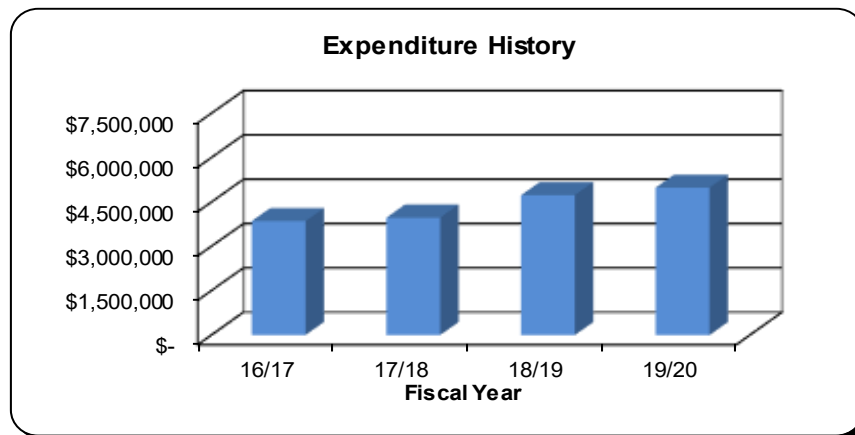
	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	7	7
Business Development Division (BUS)			
0001 Business Development	6	6	6
Permitting Services Division (PER)			
0001 Business Tax	2	3	4
0002 General Permitting Services	18	19	19
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	37	37
City Planning Division (PND)			
0001 City Planning	25	26	26
TOTAL GENERAL FUND	89	98	99
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	18	-	-
0004 Administration and Customer Services	38	53	54
0005 Plans Review	26	27	27
0006 Field Inspection and Review	36	37	37
0007 Permitting Services Technology	-	3	3
TOTAL BUILDING CODE ENFORCEMENT FUND	118	120	121
DOWNTOWN SOUTH NID FUND #1170			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	1	1	1
TOTAL -- DOWNTOWN SOUTH NID FUND	1	1	1
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	11	16	16
0006 Downtown Maintenance Program	17	17	22
TOTAL COMMUNITY REDEVELOPMENT AGENCY	28	33	38
DOWNTOWN DEVELOPMENT BOARD FUND #4190			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	-	-
0003 Downtown Welcome Center	1	-	-
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	-	-
TOTAL -- ECONOMIC DEVELOPMENT	240	253	260



ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 859,014	\$ 956,553	\$ 791,298	\$ (165,255)	(17.3%)
0002 Economic Development Nondepartmental	3,112,724	3,775,826	4,190,339	414,513	11.0%
TOTAL -- GENERAL FUND	\$ 3,971,738	\$ 4,732,379	\$ 4,981,637	\$ 249,258	5.3%
TOTAL -- DIRECTOR	\$ 3,971,738	\$ 4,732,379	\$ 4,981,637	\$ 249,258	5.3%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	6	7	7
TOTAL GENERAL FUND	6	7	7
TOTAL -- DIRECTOR	6	7	7

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development Division

Overview of Services

The Business Development Division works to recruit, retain and grow business in Orlando, create jobs for City residents and strengthen neighborhood commercial districts.

Our division seeks to:

- Create an entrepreneurial environment that caters to the new economy
- Market the City of Orlando's services to external and internal customers
- Expand and diversify the City of Orlando economy
- Provide regional leadership to the Metro-Orlando community
- Implement local and state economic programs

Major Accomplishments

- Business Assistance Program/Not for Profit Impact Fee Program agreements approved for 5 new or expanding businesses/organizations, which are expected to generate more than \$6.1 million in capital investment.
- Small Business Façade, Site Improvement and Adaptive Reuse Program Agreements were approved for 8 businesses and/or property owners resulting in more than \$765,000 in capital investment.
- Facilitated the advancement of Creative Village through the completion of UCF's Dr. Phillips Academic Commons, UnionWest and Amelia Court.
- Facilitated the completion of the Division Avenue Bike Trail Design, Orange Avenue Phase 1 Design/Funding and Orange Avenue Phase 2 Design.
- Expanded the Orlando Main Street Program to include the Curry Ford West District.
- Continued support and development of the Orlando Main Street Program. The City's ten Main Street Districts welcomed 51 net new businesses, created 162 net new jobs, and benefitted from more than \$13.8 million in capital investment. Coordinated Commissioner visits in all districts.

Future Goals and Objectives

Short Term

- Continue to explore and implement improved marketing strategies to heighten awareness of Business Development Programs.
- Continue to expand the Orlando Main Street Program.

Medium Term

- Leverage partnerships and resources to attract high wage jobs to the City.
- Create a Technology Industry Strategic Plan.
- Leverage and strengthen partnerships with local business-serving organizations to heighten awareness of small business services and resources.

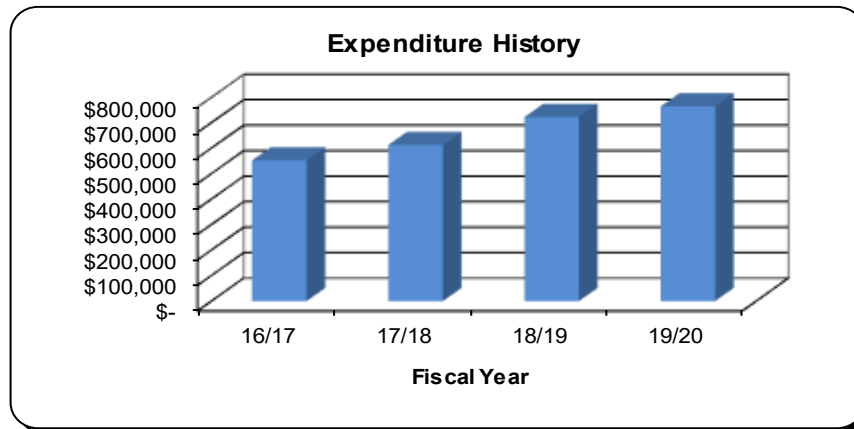
Long Term

- Expand the life sciences, education/training and creative class industry clusters within the City.
- Explore various funding opportunities for the City's Main Street Districts to acquire long term, sustainable funding for capital improvement projects.
- Leverage relationships with private sector to promote redevelopment of catalytic sites.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 612,584	\$ 722,498	\$ 764,248	\$ 41,750	5.8%
TOTAL -- GENERAL FUND	\$ 612,584	\$ 722,498	\$ 764,248	\$ 41,750	5.8%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 612,584	\$ 722,498	\$ 764,248	\$ 41,750	5.8%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Business Development Division (BUS)			
0001 Business Development	6	6	6
TOTAL GENERAL FUND	6	6	6
TOTAL -- BUSINESS DEVELOPMENT DIVISION	6	6	6

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division

Overview of Services

The Permitting Services Division is a customer service oriented agency which ensures development is built in compliance with life-safety and Building Code standards. The Division provides a one-stop permitting office that enables customers to research and obtain information and apply for residential/commercial permits and Business Tax receipts.

Major Accomplishments

- Completed the full implementation of Phase 2 of the Economic Development Information System (EDIS), which replaced Tidemark. The new EDIS is an innovative system that provides customers with greater flexibility and uses available technology such as email, instant messaging and faxing. Continued training sessions for external customers desiring to use and familiarize themselves with the EDIS/PDox system.
- Continued the reorganization of the Permitting Services Division. Created defined supervisory organizations and filled the vacant Permitting Services Assistant Division Manager position. Continued to shift and organize existing positions to create internal efficiencies and opportunities.
- Launched the residential component of the Permitting Express (PEXP) Office. Permitting Express is an initiative with a dedicated team inside City Hall to provide direction, guidance and advocacy for residents and small business owners. Three residential permit types have been added to the PEXP office.
- Launched the Permit by Appointment (PBA) program. The Permit by Appointment program helps qualifying projects reserve plan review appointments and potentially have permits issued on a predetermined date. This allows the city permitting and project design teams to work collaboratively and expeditiously.
- Established an exemption for residential fence permits that meet specific criteria.
- Launched over fifteen service pages on the Permitting Division website. Utilizing the Digital Services Academy, created user-friendly digital services to expand our customer reach and improve internal processes within the organization.

Future Goals and Objectives

Short Term

- Continue internal training for all staff on the evolving updates to the Infor and PDox systems.
- Focus on the complete digital conversion of all engineering-related permits and processes.

Medium Term

- Continue to expand the Permitting Express Office by adding permit types further assisting the city's permitting customers and streamlining the permitting process.
- Create the opportunity for virtual inspections for certain residential inspection types.
- Continue to add digital services and communicate these services to our customer base.

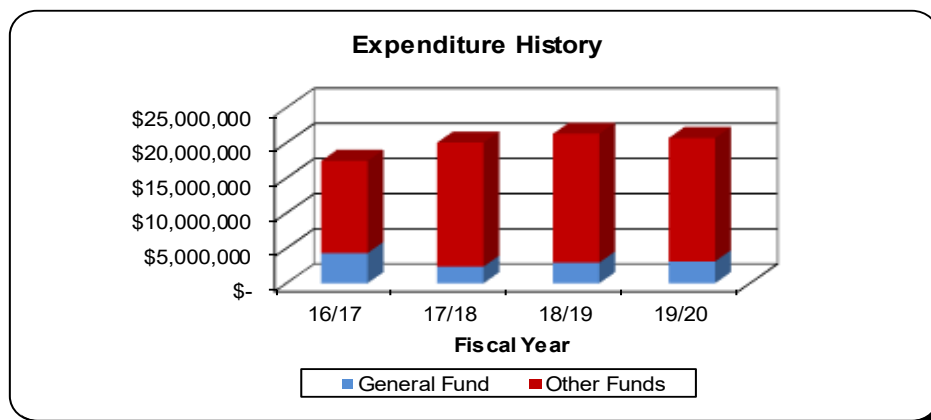
Long Term

- Continue to investigate and implement methods and procedures to improve the customer experience.
- Continue to investigate ways to reduce paper and implement efficient storage of Permitting Records, for ease of retrieval, research and space allocation; including the development of an efficient and effective public records retrieval team.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 231,427	\$ 301,384	\$ 407,731	\$ 106,347	35.3%
0002 General Permitting Services	2,140,036	2,638,785	2,704,087	65,302	2.5%
TOTAL -- GENERAL FUND	\$ 2,371,463	\$ 2,940,169	\$ 3,111,818	\$ 171,649	5.8%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0003 Permitting Services	\$ 4,299,395	\$ -	\$ -	\$ -	N/A
0004 Administration and Customer Services	2,704,168	6,727,876	7,917,956	1,190,080	17.7%
0005 Plans Review	2,053,373	2,841,993	2,900,553	58,560	2.1%
0006 Field Inspection and Review	3,865,720	4,026,836	4,060,797	33,961	0.8%
0007 Permitting Services Technology	-	804,074	896,137	92,063	11.4%
Projects and Grants	4,731,848	3,948,923	1,790,000	(2,158,923)	(54.7%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$17,654,504	\$18,349,702	\$17,565,443	\$ (784,259)	(4.3%)
TOTAL -- PERMITTING SERVICES DIVISION	\$20,025,967	\$21,289,871	\$20,677,261	\$ (612,610)	(2.9%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	2	3	4
0002 General Permitting Services	18	19	19
TOTAL GENERAL FUND	20	22	23
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0003 Permitting Services	18	-	-
0004 Administration and Customer Services	38	53	54
0005 Plans Review	26	27	27
0006 Field Inspection and Review	36	37	37
0007 Permitting Services Technology	-	3	3
TOTAL BUILDING CODE ENFORCEMENT FUND	118	120	121
TOTAL -- PERMITTING SERVICES DIVISION	138	142	144

Code Enforcement Division

Overview of Services

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

Major Accomplishments

- Carver Shores Life Safety Sweep- 728 inspections
- Reinstated Multi-Family Housing Unit
- Short term rental ordinance enforcement
- Completed demolition of Orange Center Blvd properties
- Adopted 2018 International Property Maintenance Code (IPMC)

Future Goals and Objectives

Short term

- Create training sessions to promote operational knowledge
- Convert hard copy case files into digital copies
- Implement, convert existing cases, and train staff in Infor application

Medium Term

- Perform additional neighborhood sweeps to address neighborhood blight
- Identify and eliminate vacant and/or abandon buildings and overgrown lots

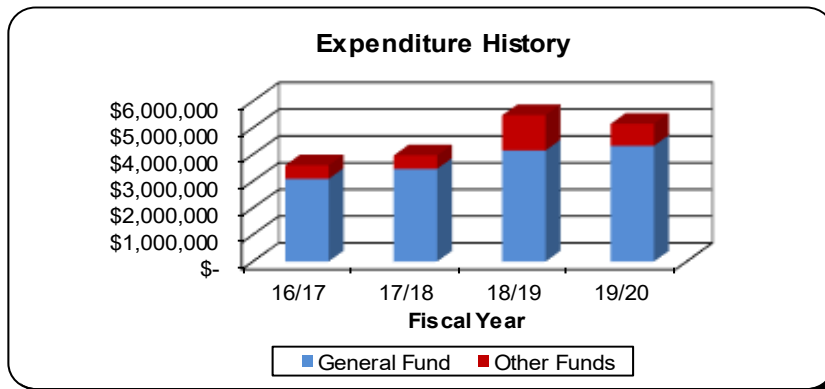
Long Term

- Develop a quick response team to address trending problem areas
- Improve and develop training program for Code Enforcement staff

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 3,466,225	\$ 4,156,322	\$ 4,328,786	\$ 172,464	4.1%
TOTAL -- GENERAL FUND	\$ 3,466,225	\$ 4,156,322	\$ 4,328,786	\$ 172,464	4.1%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 502,651	\$ 1,319,219	\$ 825,000	\$ (494,219)	(37.5%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 502,651	\$ 1,319,219	\$ 825,000	\$ (494,219)	(37.5%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 3,968,876	\$ 5,475,541	\$ 5,153,786	\$ (321,755)	(5.9%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	32	37	37
TOTAL GENERAL FUND	32	37	37
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
TOTAL -- CODE ENFORCEMENT DIVISION	33	38	38

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division

Overview of Services

The City Planning Division guides and facilitates the physical development of the City in a manner that preserves and enhances the quality of life for its citizens by ensuring that all development complies with the City's Smart Growth Objectives. The Division plans for a livable and economically viable community by proactively addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Division advises the City Council on matters concerning current and future development with the City and provides staff support for several public boards. In addition, the Division routinely prepares, analyzes and reports on planning matters such as demographic projections, annexations, neighborhood plans and special projects.

Major Accomplishments

- Completed SODO Development Standards and Design Guidelines and processed associated GMP and LDC amendments.
- Completed 2020 – 2045 Growth Projections Report.
- Prepared Transportation Maps, Recreation Element, Princeton Open Space, Historic Preservation Element, and Capital Improvement Element GMP Amendments.
- Analyzed, reviewed and offered professional staff recommendations to the MPB, HPB, BZA, ARB, Creative Village DRC, Southeast TDRC, Baldwin Park TDRC, and City Council on numerous development projects including: The Packing District Planned Development (PD) & associated City Park, Zoi House Orlando, Bishop Moore High School PD, Orange & Robinson Apartments PD, Rescission of the Millenia DRI, OUC Lake Highland Substation Expansion, 319 North Magnolia Mixed Use Project, Creative Village's Modera Mill Creek & Central Park, Orlando Health Randal Park hospital, Advent Health ER at Lake Nona, and Vertical Medical City.
- With the City Attorney's Office, prepared changes to the Land Development Code including: Quasi-Judicial Procedures ordinance and resolution, Traditional City Activity Center & Mixed Use Corridor revisions, International Drive Plan Overlay update, Accessory Dwelling Units in the Southeast Sector update, Sidewalks (construction & installation), Tree Preservation updates, Curry Ford Main Street – Street Pole Banners Expansion, and Alcoholic Beverage Sales updates.

Future Goals and Objectives

Short Term

- Complete Curry Ford Road Vision Plan and associated GMP amendments.
- Prepare amendments to the Land Development Code, including: Sign Code, Advisory Boards, Vegetable Gardens, Outdoor Commercial Activity/Interim Uses as a pilot in the Downtown.
- Complete historic resource survey and coordinate public participation process to determine if a new historic district will be established in Lake Davis/Greenwood.

Medium Term

- Prepare amendments to the Land Development Code, including Residential Street Cross Sections, Modular Construction & Shipping Containers, Food Trucks, and Pedestrian Corridor/Complete Street Guidelines.
- Create AARP Age-Friendly Action Plan.
- Evaluate wetland and open space policies in coordination with state agencies and the City's Sustainability Office.

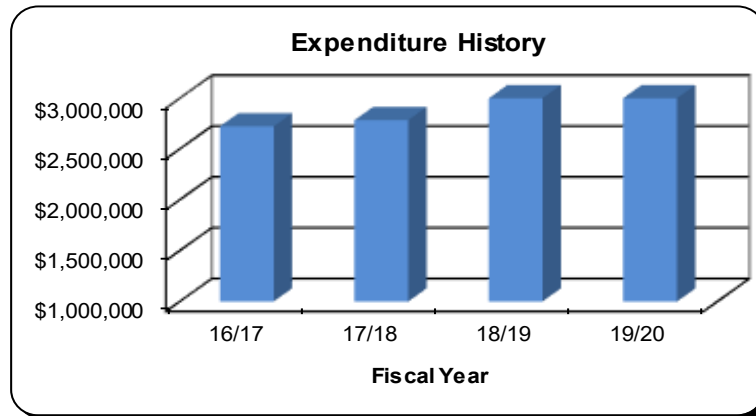
Long Term

- Implement the Parramore Comprehensive Neighborhood Plan, OBT Next including Holden Heights, and other previously approved Vision Plans.
- Major update to GMP vision statement and elements of the Plan document, and outreach to residents using various social media platforms.
- Coordinate with Budget, Public Works Department, Transportation Department, and Families Parks and Recreation Department to enhance the capital improvements process, to better integrate physical and budgetary planning functions, and reflective of needs in high growth areas of the City, as well as addressing backlogs in existing neighborhoods.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 2,783,662	\$ 3,100,387	\$ 3,087,271	\$ (13,116)	(0.4%)
TOTAL -- GENERAL FUND	\$ 2,783,662	\$ 3,100,387	\$ 3,087,271	\$ (13,116)	(0.4%)
TOTAL -- CITY PLANNING DIVISION	\$ 2,783,662	\$ 3,100,387	\$ 3,087,271	\$ (13,116)	(0.4%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	25	26	26
TOTAL GENERAL FUND	25	26	26
TOTAL -- CITY PLANNING DIVISION	25	26	26

ECONOMIC DEVELOPMENT DEPARTMENT

Downtown Development Board

Overview of Services

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

Major Accomplishments

- Partnered with Florida Citrus Sports and the NFL to brand downtown Orlando for the 2019 Pro Bowl.
- Sponsored MLS All Star game in the summer of 2019 at Exploria Stadium.
- Finished the renovation & rebranding of the Downtown Information Center/Discover Downtown.

Future Goals & Objectives

Short Term

- Complete UCF Downtown & Valencia College Downtown "Welcome Home" marketing campaign for the opening of the new campuses.
- Finish the revamp of the DDB Special Events Funding process.

Medium Term

- Implement & sponsor a signature event for downtown.
- Work with Transportation, OPD and the Mayor's Office to improve and restructure the 18A/ City of Orlando event permit process.

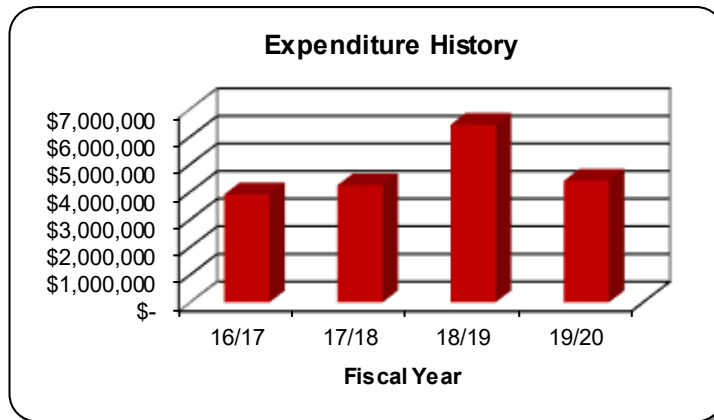
Long Term

- Create a new interactive website for the DDB that promotes downtown as well as ongoing DTO initiatives.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 784,728	\$ 479,145	\$ 487,173	\$ 8,028	1.7%
0002 Downtown Development Board Nondepartmenta	2,573,799	2,774,250	3,015,568	241,318	8.7%
0003 Downtown Welcome Center	10,955	40,373	99,800	59,427	147.2%
Projects and Grants	871,130	3,136,859	800,000	(2,336,859)	(74.5%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 4,240,613	\$ 6,430,627	\$ 4,402,541	\$ (2,028,086)	(31.5%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 4,240,613	\$ 6,430,627	\$ 4,402,541	\$ (2,028,086)	(31.5%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
DOWNTOWN DEVELOPMENT BOARD FUND #4190			
Downtown Development Board (DDB)			
0001 Downtown Development Board	2	-	-
0003 Downtown Welcome Center	1	-	-
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	3	-	-
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	3	-	-

Community Redevelopment Agency

Overview of Services

The Community Redevelopment Agency (CRA) aims to aggressively pursue redevelopment and revitalization activities within the redevelopment area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development.

Major Accomplishments

- Partnered with the Parramore Asset Stabilization Fund, Inc and the Central Florida Foundation, Inc to renovate 25 of their 44 Parramore residential properties located within the CRA Area; updating and bringing all within compliance of City Code.
- Implemented a downtown Ambassador Program that has provided both visitors and residents in downtown with wayfinding assistance; security during events; and assistance with the Downtown Clean Team.
- Successfully passed an amendment to the Downtown Façade & Stabilization Program, now called, Downtown Commercial & Residential Building Improvement Program. Changes included increased funding amounts; inclusion of interior murals & life safety improvements; as well as additional assistance for certain types of renovations/rehabilitation.
- Completing overhaul of Vehicular Wayfinding system in downtown Orlando including new campuses and Creative Village.

Future Goals & Objectives

Short Term

- Continue development of mixed-income housing project in Parramore.
- Play a leading role in affordable housing for Carver Park project.

Medium Term

- Complete pocket park at Orange & Robinson.
- Complete a transportation study of Central Business District – to better understand the needs and areas of improvement.

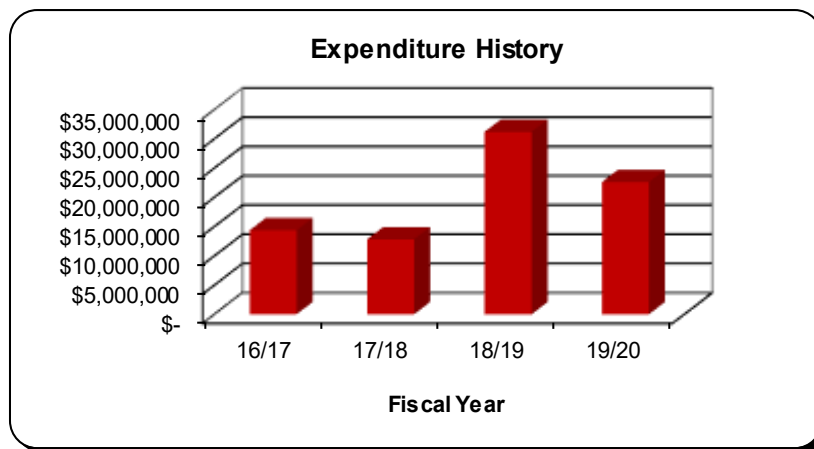
Long Term

- Coordinate an effort through Public Works & the Downtown Clean Team to improve brick roadways.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,418,546	\$ 3,041,246	\$ 2,565,976	\$ (475,270)	(15.6%)
0005 Community Redevelopment Agency Nondepartmen	5,914,814	6,313,198	5,459,924	(853,274)	(13.5%)
0006 Downtown Maintenance Program	1,456,622	1,827,081	2,098,669	271,588	14.9%
Projects and Grants	4,013,290	19,991,931	12,475,000	(7,516,931)	(37.6%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$12,803,271	\$31,173,456	\$22,599,569	\$ (8,573,887)	(27.5%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$12,803,271	\$31,173,456	\$22,599,569	\$ (8,573,887)	(27.5%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	11	16	16
0006 Downtown Maintenance Program	17	17	22
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	28	33	38
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	28	33	38

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
City Planning Division	Number of Municipal Planning Board Cases	152	156	166
City Planning Division	Number of Board of Zoning Adjustment Cases	59	68	68
Code Enforcement Division	Number of neighborhood meeting presentations	25	30	32
Code Enforcement Division	Number of Code Board cases	781	875	900
Permitting Services Division	Number of Residential Permits Issued	21,888	20,530	20,800
Permitting Services Division	Number of Commercial Permits Issued	10,478	10,335	10,900
Permitting Services Division	Number of Inspections	116,517	115,500	120,000
Community Redevelopment Agency	Number of hospitality assists by the downtown Ambassadors	N/A	27,375	34,675

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$9,427,656	\$9,450,000	\$9,100,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	13.6%	11.1%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	28	30	35
Code Enforcement Division	Average number of cases per inspector	925	1,078	1,050
Code Enforcement Division	Average number of inspections per inspector	2,775	3,234	3,150
Code Enforcement Division	Multi-family Average number of Inspections per inspector	N/A	1,710	825
Code Enforcement Division	Multi-family Average number of cases	N/A	570 (Aug-Sep)	1,100
Permitting Services Division	Number of training hours per inspector	12	19	36
Permitting Services Division	Number of training hours per plans examiner	19	17	36

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Operational Performance

Balanced Scorecard Report (continued)

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Business Development Division	Average salary of jobs created/retained	\$84,835	\$78,847	\$75,000
Business Development Division	Amount of City incentive dollars leveraged	\$773,000	\$1,400,000	\$650,000
Business Development Division	Total capital investment of Business Development projects	\$206.0M	\$78.8M	\$10.0M
Business Development Division	Number of program agreements approved	18	19	20
Code Enforcement Division	Ratio of compliance (%)	95%	95%	96%
Community Redevelopment Agency	Number of Downtown Orlando events	1,217	1,350	1,480
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	10,090	16,852	20,000
City Planning Division	Number of Modifications of Standards issued	56	43	46
City Planning Division	Number of Land Development Code Determinations issued	203	183	195
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	302	283	277

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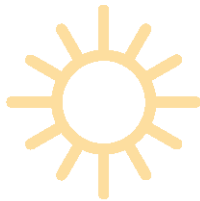
2018-2019 BY THE NUMBERS:



14,560 total patrons

2,043

students enrolled in summer camp



1,194

students enrolled in after school programs

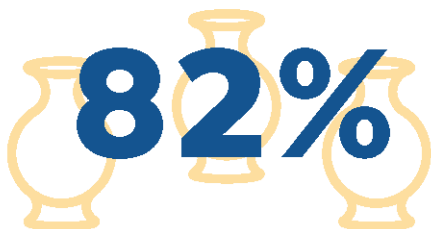
44,964

attendance at Bill Frederick Park camping sites



82%

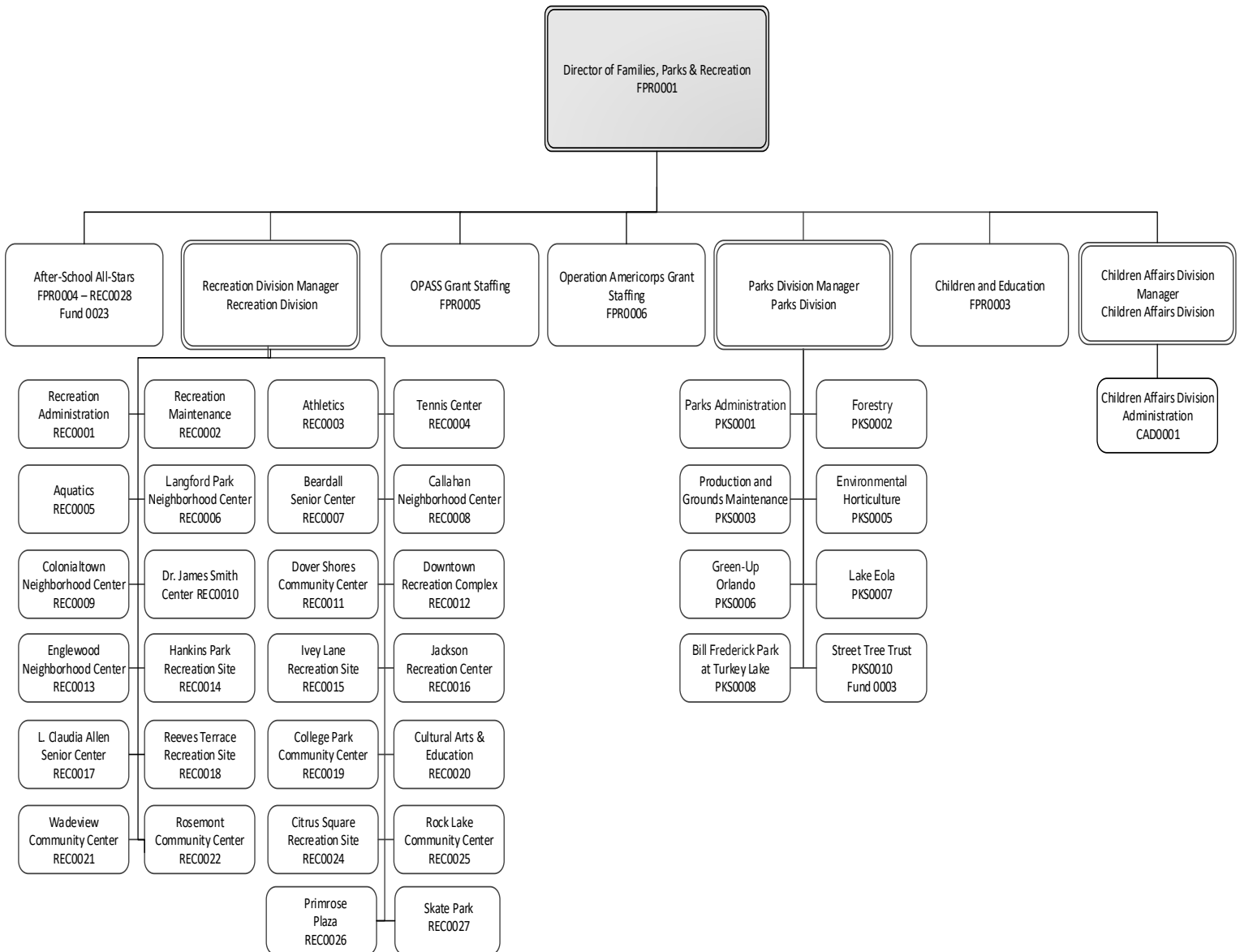
of Pottery Classes sell out within the first hour of posting online.



Families, Parks and Recreation Department manages many locations to serve you throughout the city, including parks, neighborhood centers, senior centers, After-School All-Star locations, special facilities and trails. The City's Parks provide citizens with places to enjoy green space, gardens, lakes and more.

The Recreation Division offers quality recreational, fitness, cultural, and educational facilities. The City's Athletics Division operates 14 athletic fields that host youth and adult sports throughout the City. FPR also provides a wide array of youth programs including After School All Stars, School Vacation Days Camp, Summer Camp and the Parramore Kidz Zone. The Aquatics Division operates 11 pools throughout the City with a variety of aquatic programs for ages 6 months and older.

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.

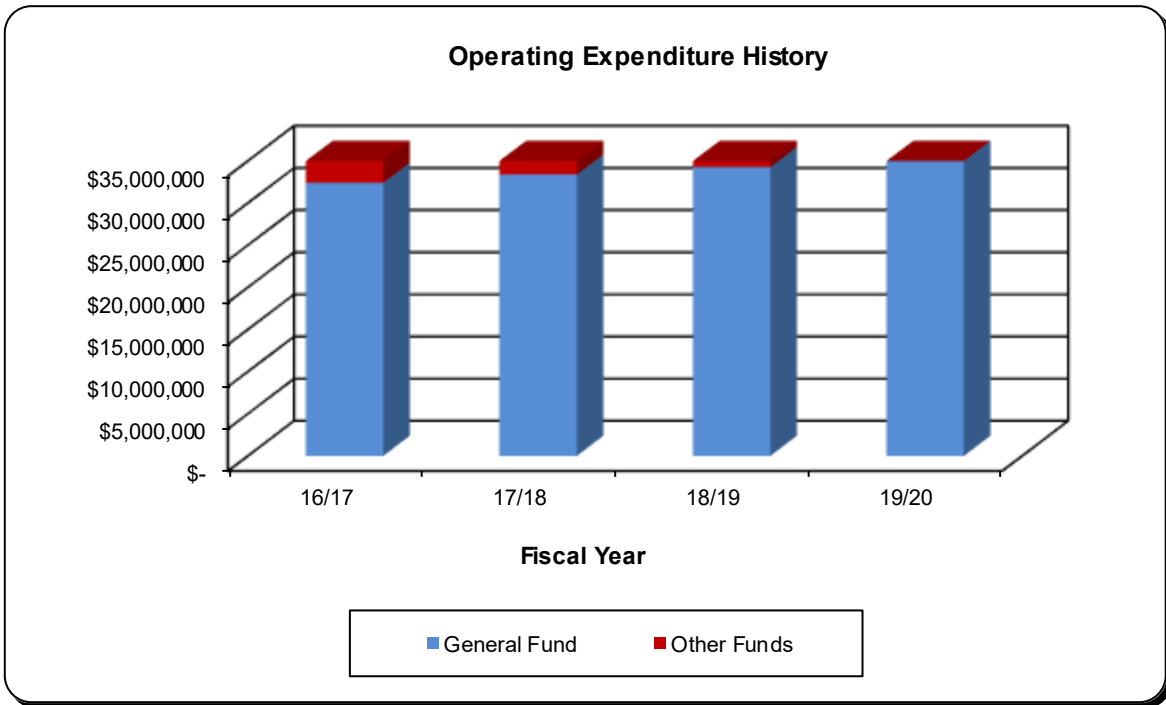
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,678,239	\$ 1,932,586	\$ 1,799,687	\$ (132,899)	(6.9%)
0002 Families Parks and Recreation Nondept	1,777,180	1,473,681	1,482,154	8,473	0.6%
0003 Children and Education	1,772,037	1,751,677	1,820,764	69,087	3.9%
0005 O-PASS Grant Staffing	8,732	(374,272)	55,363	429,635	(114.8%)
0006 Operation AmeriCorps Grant Staffing	726	(236,830)	97,243	334,073	(141.1%)
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	-	364,172	375,353	11,181	3.1%
Recreation Division (REC)					
0001 Recreation Administration	1,230,987	985,957	1,225,520	239,563	24.3%
0002 Recreation Maintenance	2,525,623	4,515,612	5,501,279	985,667	21.8%
0003 Athletics	608,902	608,444	669,685	61,241	10.1%
0004 Tennis and Racquetball Center	229,605	270,039	260,757	(9,282)	(3.4%)
0005 Aquatics	1,815,867	1,429,298	1,445,901	16,603	1.2%
0006 Langford Park Neighborhood Center	49,694	43,642	43,642	-	0.0%
0007 Beardall Senior Center	577,951	539,729	541,612	1,883	0.3%
0008 Callahan Neighborhood Center	496,992	498,199	497,168	(1,031)	(0.2%)
0009 Colonialtown Neighborhood Center	152,854	142,475	134,081	(8,394)	(5.9%)
0010 Dr. James R. Smith Center	741,704	750,510	752,991	2,481	0.3%
0011 Dover Shores Community Center	691,456	643,229	649,320	6,091	0.9%
0012 Downtown Recreation Complex	475,825	471,201	455,825	(15,376)	(3.3%)
0013 Engelwood Neighborhood Center	711,980	797,341	721,901	(75,440)	(9.5%)
0014 Hankins Park Recreation Site	133,762	90,284	95,684	5,400	6.0%
0015 Ivey Lane Recreation Site	200,943	170,187	173,444	3,257	1.9%
0016 John Jackson Recreation Center	501,370	503,876	587,493	83,617	16.6%
0017 L. Claudia Allen Senior Center	465,947	361,389	375,038	13,649	3.8%
0018 Reeves Terrace Recreation Site	157,327	162,666	172,919	10,253	6.3%
0019 College Park Center	658,284	696,557	712,690	16,133	2.3%
0020 Cultural Arts and Education	217,200	224,694	222,683	(2,011)	(0.9%)
0021 Wadeview Pool and Community Center	351,730	315,538	335,017	19,479	6.2%
0022 Rosemont Center	712,342	735,206	727,661	(7,545)	(1.0%)
0023 Northwest Community Center	931,142	731,835	663,280	(68,555)	(9.4%)
0024 Citrus Square Recreation Site	106,480	125,016	126,607	1,591	1.3%
0025 Rock Lake Center	120,137	97,864	199,915	102,051	104.3%
0026 Primrose Plaza	87,684	79,374	80,291	917	1.2%
0027 Orlando Skatepark	198,022	175,874	181,745	5,871	3.3%
0028 Recreation After School All Stars	5,335	-	-	-	N/A
Parks Division (PKS)					
0001 Parks Administration	2,147,457	2,507,316	3,148,449	641,133	25.6%
0002 Forestry	2,064,906	2,242,106	2,377,195	135,089	6.0%
0003 Production and Grounds Maintenance	1,877,667	2,093,368	1,976,777	(116,591)	(5.6%)
0004 Parks Contract Management	1,785,351	1,897,459	2,162,600	265,141	14.0%
0005 Environmental Horticulture	1,986,797	2,237,885	2,263,076	25,191	1.1%
0006 Green Up	349,225	374,428	353,109	(21,319)	(5.7%)
0007 Lake Eola Park	1,481,135	723,015	741,769	18,754	2.6%
0008 Frederick Park at Turkey Lake	1,278,724	1,124,478	1,135,051	10,573	0.9%
0009 Loch Haven Center	27,140	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 33,392,462	\$ 34,277,105	\$ 37,342,739	\$ 3,065,634	8.9%

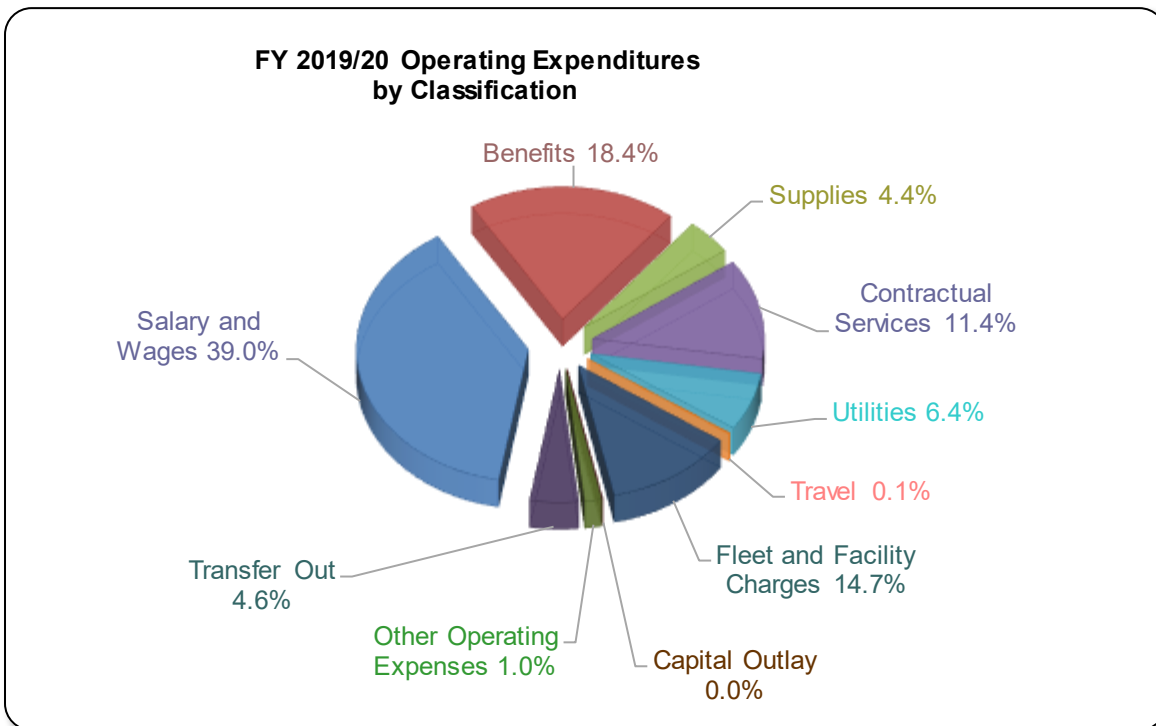
FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>AFTER SCHOOL ALL STARS FUND #0023</u>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,535,683	\$ 2,748,744	\$ 2,661,939	\$ (86,805)	(3.2%)
Recreation Division (REC)					
0028 Recreation After School All Stars	\$ 10,467	\$ 71,147	\$ 66,698	\$ (4,449)	(6.3%)
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 2,546,150	\$ 2,819,891	\$ 2,728,637	\$ (91,254)	(3.2%)
<u>STREET TREE TRUST FUND #0003</u>					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 55,040	\$ 282,545	\$ 198,139	\$ (84,406)	(29.9%)
TOTAL -- STREET TREE TRUST FUND	\$ 55,040	\$ 282,545	\$ 198,139	\$ (84,406)	(29.9%)
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 35,993,652	\$ 37,379,541	\$ 40,269,515	\$ 2,889,974	7.7%



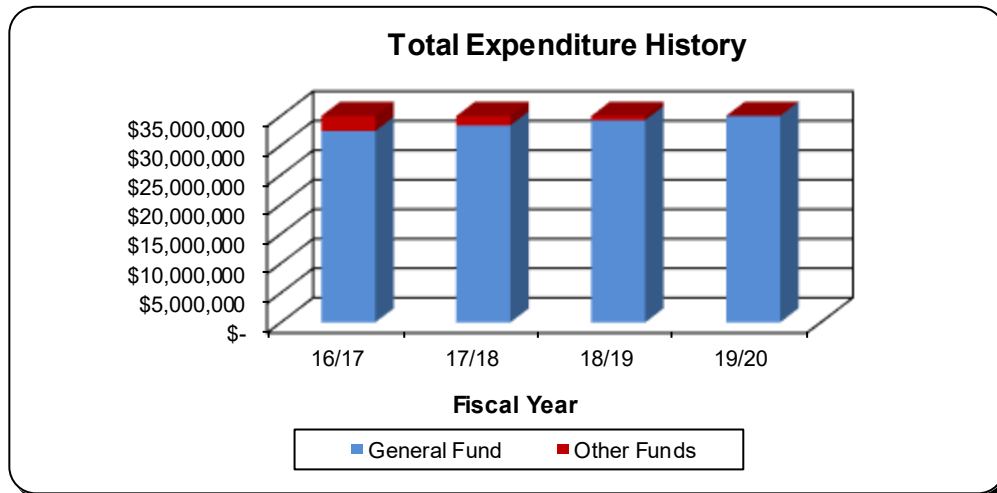
FAMILIES, PARKS AND RECREATION DEPARTMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 14,153,585	\$ 14,312,567	\$ 15,705,566	\$ 1,392,999	9.7%
Benefits	6,380,706	7,321,736	7,429,591	107,855	1.5%
Supplies	1,572,121	1,637,814	1,773,838	136,024	8.3%
Contractual Services	4,228,761	4,583,832	4,596,865	13,033	0.3%
Utilities	2,395,426	2,575,145	2,569,451	(5,694)	(0.2%)
Travel	51,075	39,282	49,982	10,700	27.2%
Fleet and Facility Charges	4,923,273	4,510,478	5,916,562	1,406,084	31.2%
Capital Outlay	169,921	-	-	-	N/A
Other Operating Expenses	492,772	630,714	390,886	(239,828)	(38.0%)
Transfer Out	1,626,011	1,767,973	1,836,774	68,801	3.9%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 35,993,652	\$ 37,379,541	\$ 40,269,515	\$ 2,889,974	7.7%



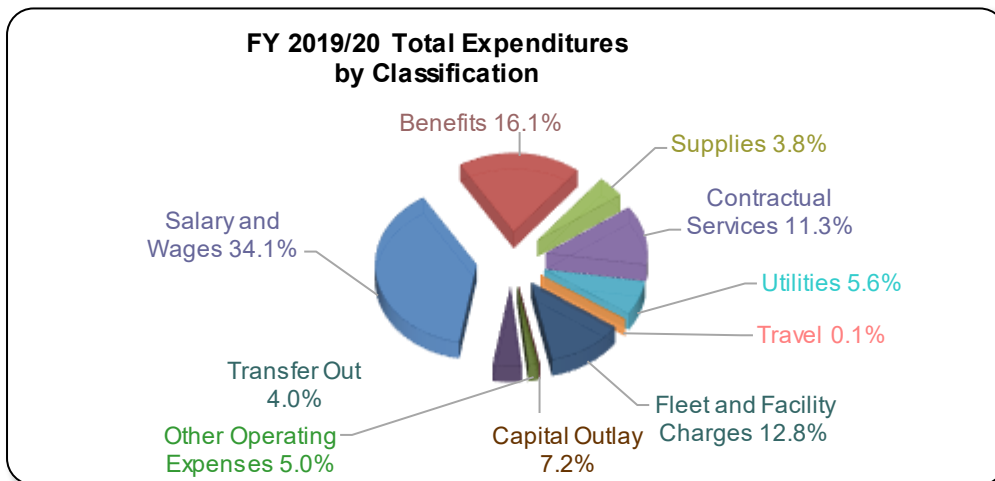
FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>Park Impact Fee Funds (#1080 - #1082)</u>					
Director of Families Parks and Recreation (FPR)					
0007 PIF North Collection Area	\$ 108	\$ 450,314	\$ 700,000	\$ 249,686	55.4%
0008 PIF Southeast Collection Area	-	1,204,174	1,200,000	\$ (4,174)	(0.3%)
0009 PIF South West Collection Area	-	8,080	30,000	\$ 21,920	271.3%
Director of Families Parks and Recreation (FPR)					
Projects and Grants	\$ -	\$ 625,000	\$ -	\$ (625,000)	(100.0%)
TOTAL -- Park Impact Fee Funds	\$ 108	\$ 2,287,568	\$ 1,930,000	\$ (357,568)	(15.6%)
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects and Grants	\$ 2,726,445	\$ 4,988,381	\$ 3,896,000	\$ (1,092,381)	(21.9%)
<u>INVESTING IN OUR NEIGHBORHOODS 2018B</u>					
<u>CONSTRUCTION BOND #3034</u>					
Projects and Grants	\$ 59,726	\$ 15,191,542	\$ -	\$ (15,191,542)	(100.0%)
<u>Other Funds</u>					
Projects and Grants	\$ 2,250,012	\$ 3,568,922	\$ -	\$ (3,568,922)	(100.0%)
TOTAL -- Other Funds	\$ 2,250,012	\$ 3,568,922	\$ -	\$ (3,568,922)	(100.0%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$41,029,943	\$ 63,415,954	\$46,095,515	\$ (17,320,439)	(27.3%)



FAMILIES, PARKS AND RECREATION DEPARTMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$15,436,890	\$ 16,147,667	\$15,705,566	\$ (442,101)	(2.7%)
Benefits	6,560,802	7,591,990	7,429,591	(162,399)	(2.1%)
Supplies	2,011,062	1,714,404	1,773,838	59,434	3.5%
Contractual Services	5,969,128	5,870,833	5,187,865	(682,968)	(11.6%)
Utilities	2,395,426	2,575,145	2,569,451	(5,694)	(0.2%)
Travel	54,734	44,399	49,982	5,583	12.6%
Fleet and Facility Charges	5,666,033	4,395,357	5,916,562	1,521,205	34.6%
Capital Outlay	703,245	17,024,288	3,305,000	(13,719,288)	(80.6%)
Other Expenses	606,612	6,161,540	2,320,886	(3,840,654)	(62.3%)
Transfer Out	1,626,011	1,890,331	1,836,774	(53,557)	(2.8%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$41,029,943	\$ 63,415,954	\$46,095,515	\$ (17,320,439)	(27.3%)



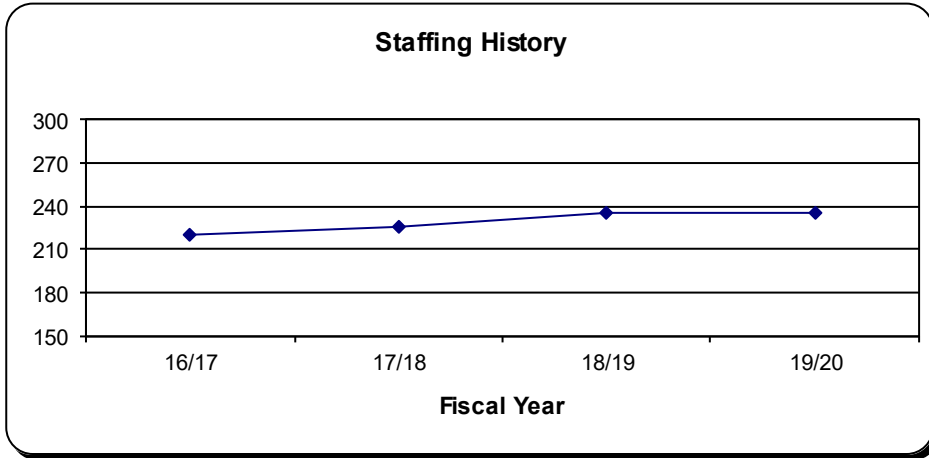
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
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	16	16	16
0003 Children and Education	12	12	12
Children Affairs Division (CAD)			
0001 Children Affairs Division Administration	1	3	3
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	13	13
0003 Athletics	3	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	-	-
0010 Dr. James R. Smith Center	6	6	6
0011 Dover Shores Community Center	4	4	4
0012 Downtown Recreation Complex	5	5	5
0013 Engelwood Neighborhood Center	6	5	5
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	5	6	6
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	2	2	2
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	6	5	5
0024 Citrus Square Recreation Site	1	1	1
0025 Rock Lake Center	-	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
Parks Division (PKS)			
0001 Parks Administration	9	10	10
0002 Forestry	20	19	19
0003 Production and Grounds Maintenance	23	22	22
0004 Parks Contract Management	1	3	3
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	214	223	223

FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>AFTER SCHOOL ALL STARS FUND #0023</u>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	7	9	9
0028 Recreation After School All Stars	1	1	1
TOTAL -- AFTER SCHOOLS ALL STARS FUND	8	10	10
<u>GRANT FUND #1130</u>			
Director of Families Parks and Recreation (FPR)			
0005 OPASS Grant Staffing	2	1	1
0006 Operation Americorp Grant Staffing	2	1	1
TOTAL -- GRANT FUND	4	2	2
TOTAL -- FAMILIES, PARKS AND RECREATION	226	235	235



FAMILIES, PARKS AND RECREATION DEPARTMENT

Director's Office

This office oversees all department operations, and manages the Department's fiscal operations, strategic planning, marketing, event coordination, community relations, facility planning, grant writing and fundraising functions. The Director's Office also manages the City's FPR Advisory Board; and the Director Serves in dual capacity as the City's Director of Children and Education providing programmatic and policy-making leadership to City officials related to children's issues, including the City's Parramore Kidz Zone Program.

Future Goals and Objectives

Short Term

- Complete the 2020 Parks and Recreation Master Plan
- Leverage increased grant funds and effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Implement planned park/playground/facility maintenance and improvement projects, department wide.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY19/20 budget.

Medium Term

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

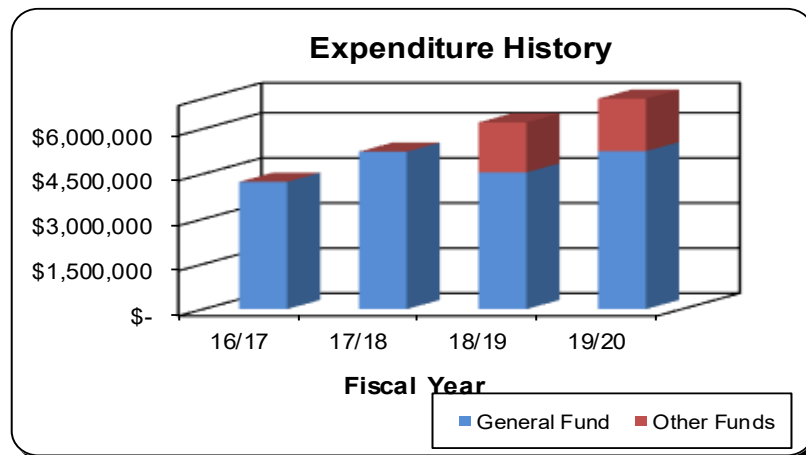
Long Term

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

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,678,239	\$ 1,932,586	\$ 1,799,687	\$ (132,899)	(6.88%)
0002 Families Parks and Recreation Nondept	1,777,180	1,473,681	1,482,154	8,473	0.57%
0003 Children and Education	1,772,037	1,751,677	1,820,764	69,087	3.94%
0005 O-PASS Grant Staffing	8,732	(374,272)	55,363	429,635	(114.79%)
0006 Operation AmeriCorps Grant Staffing	726	(236,830)	97,243	334,073	(141.06%)
TOTAL -- GENERAL FUND	\$ 5,236,914	\$ 4,546,842	\$ 5,255,211	\$ 708,369	15.58%
Park Impact Fee Funds (#1080 - #1082)					
0007 PIF North Collection Area	\$ 108	\$ 450,314	\$ 700,000	\$ 249,686	55.45%
0008 PIF Southeast Collection Area	-	1,204,174	1,200,000	(4,174)	(0.35%)
0009 PIF South West Collection Area	-	8,080	30,000	21,920	271.29%
TOTAL -- PARK IMPACT FEE FUNDS	\$ 108	\$ 1,662,568	\$ 1,930,000	\$ 267,432	16.09%
TOTAL -- DIRECTOR'S OFFICE	\$ 5,237,022	\$ 6,209,410	\$ 7,185,211	\$ 975,801	15.71%



STAFFING SUMMARY

	2017/18 Actual Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	16	16	16
0003 Children and Education	12	12	12
TOTAL -- GENERAL FUND	28	28	28
GRANT FUND #1130			
Director of Families Parks and Recreation (FPR)			
0005 OPASS Grant Staffing	2	1	1
0006 Operation Americorp Grant Staffing	2	1	1
TOTAL -- GRANT FUND	4	2	2
TOTAL -- DIRECTOR'S OFFICE	32	30	30

FAMILIES, PARKS AND RECREATION DEPARTMENT

“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 FY18/19, the Parks Division: Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs. The Division also expanded the new Dog Run and improved drainage at Constitution Green Park, built a new restroom, a fitness pod (this was FY 17/18), Drone Zone at Bill Frederick Park, and began the process of creating a new Master Plan for Lake Eola Park. Replaced the playground at Gilbert McQueen Park. Replaced the playground at Northwest Community Center. Partial replacement of playground and new site furnishings and paving at Poppy Park. Pedestrian and Vehicular way finding signs for Orlando Cultural Park (Loch Haven). Closed out the associated Orange County Cultural Facilities grant. Partial replacement of playground at Blue Jacket Park. Replaced the playground and site furnishings at Willows Park. Added lot on Edgewater Drive to Dartmouth Park with grading, sod and tree upgrades. Demetree Park sidewalk improvements. Delaney Park tree, site furnishings and sidewalk improvements.

The Parks Division also promoted tree planting and increased the City’s tree canopy by: planting 710 trees (402 street trees, 58 park trees and 250 Green Up trees); trimming approximately 2800 trees; removing 300 trees; and distributing (free to residents) approximately 350 trees at events such as Festivals, National Night Out and National Public Lands Day. Orlando received the Tree City USA award for the 42nd consecutive year, the Growth Award for the 27th year and the Playful City USA designation for the 10th consecutive year. Logged over 6530 volunteer hours at over 65 Green Up events to augment services, build community pride, and reduce invasive species and labor costs. Completed the following projects:

Future Goals and Objectives

Short Term

- Create a new Master Plan for Lake Eola Park
- Repair of the RV Campground roads at Bill Frederick Park.
- Replace playgrounds at Callahan Neighborhood Center
- Create new Fitness pods and Install shade structure including Accessible Fitness pod at Wadeview Park.
- Help DDB in developing Orange-Robinson Park
- Hire a contract full-time Parks Division Landscape Architect or Project Manager
- Add/Replace Playground at Grand Avenue Park or Prince Hall Park as part of the NRPA Park Build Project
- Implement education experiences and promote field trips to BFP for OCPS, private schools and home schools
- Expand BFP’s summer camp program
- Increase education (internally and to the public) on Florida Friendly Landscaping and City Parks in general through Green Up

Medium Term

- Implement Lake Eola Swan Boat Dock Enhancements
- Begin Playground Shade project
- Investigate small store at Bill Frederick Park for picnic and camping supplies.
- Dickson Azalea Park Wall and Landscape Improvements
- Demetree Park boardwalk removal and replacement.
- Replace Playground at Grand Avenue Park, if not selected for the NRPA – PBP
- Additional lights and improvements at the POTA dog park
- Park ID sign change-out project with new city branding
- Streamline online reservation process for all rentals at Bill Frederick park
- Rejoin NPRA and have Orlando involved more on the state level

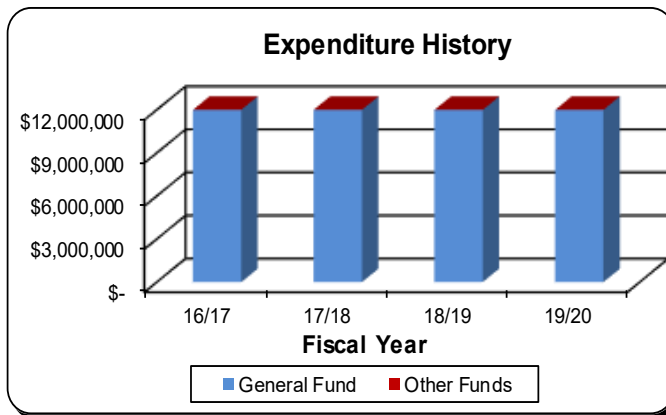
Long Term

- Begin implementation of the new master plan at Lake Eola Park and include infrastructure improvements
- Two new restrooms at Bill Frederick Park.
- Playground Additions – Lake Druid, Park of the Americas, Festival Park, Cultural Park
- Beth Johnson Park Replacement
- Festival Park Levitt Pavilion

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,147,457	\$ 2,507,316	\$ 3,148,449	\$ 641,133	25.57%
0002 Forestry	2,064,906	2,242,106	2,377,195	135,089	6.03%
0003 Production and Grounds Maintenance	1,877,667	2,093,368	1,976,777	(116,591)	(5.57%)
0004 Parks Contract Management	1,785,351	1,897,459	2,162,600	265,141	13.97%
0005 Environmental Horticulture	1,986,797	2,237,885	2,263,076	25,191	1.13%
0006 Green Up	349,225	374,428	353,109	(21,319)	(5.69%)
0007 Lake Eola Park	1,481,135	723,015	741,769	18,754	2.59%
0008 Frederick Park at Turkey Lake	1,278,724	1,124,478	1,135,051	10,573	0.94%
0009 Loch Haven Center	27,140	-	-	-	N/A
TOTAL -- GENERAL FUND	\$12,998,402	\$13,200,055	\$14,158,026	\$ 957,971	7.26%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 55,040	\$ 282,545	\$ 198,139	\$ (84,406)	(29.87%)
TOTAL -- STREET TREE TRUST FUND	\$ 55,040	\$ 282,545	\$ 198,139	\$ (84,406)	(29.87%)
TOTAL -- PARKS DIVISION	\$13,053,441	\$13,482,600	\$14,356,165	\$ 873,565	6.48%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	9	10	10
0002 Forestry	20	19	19
0003 Production and Grounds Maintenance	23	22	22
0004 Parks Contract Management	1	3	3
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	96	97	97
TOTAL -- PARKS DIVISION	96	97	97

FAMILIES, PARKS AND RECREATION DEPARTMENT

“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 FY18/19, the Division managed the City's 61 ball fields and 44 basketball, 35 tennis and 10 volleyball courts, which were rented 4,186 times to accommodate 54,572 attendees.

The Division's 17 recreation centers accommodated attendance of 415,196 last year. In addition, public and private groups rented the facilities 2,971 days (average 175 days/booked per site) bringing 119,767 attendees to meetings/events. Attendance at the Division's senior centers and senior programs reached 66,808 last year. In addition, there was an average of 2,580 visits to the City's 9 fitness centers each month. Computer labs were updated at 17 community centers.

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

Attendance at our 11 pools reached 28,143 visits; the Orlando Tennis Centre achieved an attendance of 14,038, including a free tennis lesson program for 3 hours each Sunday in April, May, November and December funded by grants from USTA, USPTA, PGA Tour Superstore and Help Kids Play Sports. Attendance at the Pottery Studio increased to 10,845, where classes continued to sell out and often have waiting lists. Attendance at the Orlando Skate Park increased to 8,142 visits and a new shade structure was installed to provide protection against the sun.

Future Goals and Objectives

Short Term

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

Medium Term

- Continue to upgrade aging City recreation facilities
- Expand NFL Flag Football League from its current level of 180 kids to 300 plus kids served.
- Expand 21st Century Program to additional sites.
- Address major roofing concerns at various community centers
- Commence and complete construction of new Tennis Center, Grand Avenue facility, and Rosemont gymnasium.

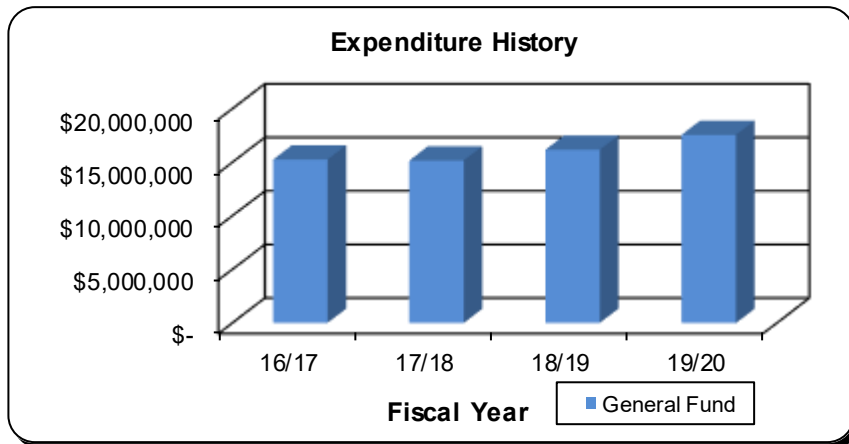
Long Term

- Seek consultant to structure the renovation process for the community centers

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,230,987	\$ 985,957	\$ 1,225,520	\$ 239,563	24.30%
0002 Recreation Maintenance	2,525,623	4,515,612	5,501,279	985,667	21.83%
0003 Athletics	608,902	608,444	669,685	61,241	10.07%
0004 Tennis and Racquetball Center	229,605	270,039	260,757	(9,282)	(3.44%)
0005 Aquatics	1,815,867	1,429,298	1,445,901	16,603	1.16%
0006 Langford Park Neighborhood Cente	49,694	43,642	43,642	-	0.00%
0007 Beardall Senior Center	577,951	539,729	541,612	1,883	0.35%
0008 Callahan Neighborhood Center	496,992	498,199	497,168	(1,031)	(0.21%)
0009 Colonialtown Neighborhood Center	152,854	142,475	134,081	(8,394)	(5.89%)
0010 Dr. James R. Smith Center	741,704	750,510	752,991	2,481	0.33%
0011 Dover Shores Community Center	691,456	643,229	649,320	6,091	0.95%
0012 Downtown Recreation Complex	475,825	471,201	455,825	(15,376)	(3.26%)
0013 Engelwood Neighborhood Center	711,980	797,341	721,901	(75,440)	(9.46%)
0014 Hankins Park Recreation Site	133,762	90,284	95,684	5,400	5.98%
0015 Ivey Lane Recreation Site	200,943	170,187	173,444	3,257	1.91%
0016 John Jackson Recreation Center	501,370	503,876	587,493	83,617	16.59%
0017 L. Claudia Allen Senior Center	465,947	361,389	375,038	13,649	3.78%
0018 Reeves Terrace Recreation Site	157,327	162,666	172,919	10,253	6.30%
0019 College Park Center	658,284	696,557	712,690	16,133	2.32%
0020 Cultural Arts and Education	217,200	224,694	222,683	(2,011)	(0.89%)
0021 Wadeview Pool and Community Ce	351,730	315,538	335,017	19,479	6.17%
0022 Rosemont Center	712,342	735,206	727,661	(7,545)	(1.03%)
0023 Northwest Community Center	931,142	731,835	663,280	(68,555)	(9.37%)
0024 Citrus Square Recreation Site	106,480	125,016	126,607	1,591	1.27%
0025 Rock Lake Center	120,137	97,864	199,915	102,051	104.28%
0026 Primrose Plaza	87,684	79,374	80,291	917	1.16%
0027 Orlando Skatepark	198,022	175,874	181,745	5,871	3.34%
0028 Recreation After School All Stars	5,335	-	-	-	N/A
TOTAL -- GENERAL FUND	\$15,157,146	\$16,166,036	\$17,554,149	\$ 1,388,113	8.59%
TOTAL -- RECREATION	\$15,157,146	\$16,166,036	\$17,554,149	\$ 1,388,113	8.59%



FAMILIES, PARKS AND RECREATION DEPARTMENT

STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
Business Unit	Actual	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	6	13	13
0003 Athletics	3	3	3
0004 Tennis and Racquetball Center	2	2	2
0005 Aquatics	4	4	4
0007 Beardall Senior Center	6	6	6
0008 Callahan Neighborhood Center	4	4	4
0009 Colonialtown Neighborhood Center	1	-	-
0010 Dr. James R. Smith Center	6	6	6
0011 Dover Shores Community Center	4	4	4
0012 Downtown Recreation Complex	5	5	5
0013 Engelwood Neighborhood Center	6	5	5
0015 Ivey Lane Recreation Site	1	1	1
0016 John Jackson Recreation Center	5	6	6
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	2	2	2
0022 Rosemont Center	5	5	5
0023 Northwest Community Center	6	5	5
0024 Citrus Square Recreation Site	1	1	1
0025 Rock Lake Center	-	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
TOTAL -- GENERAL FUND	89	95	95
TOTAL -- RECREATION DIVISION	89	95	95

FAMILIES, PARKS AND RECREATION DEPARTMENT

“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 FY18/19 significant accomplishments include:

Orlando After School All Stars (ASAS) offers a free 36 week before and after school program at eight OCPS middle school sites and one charter school and, during the summer, an eight week summer camp at seven OCPS sites. The program provides over 1,100 free hours of supervised youth development activities to each youth. ASAS was recognized as a “model program” by the FL-DOE 21st CCLC Department annual review for a 8th consecutive year. 97% of ASAS students met OCPS academic achievement standards and students completed over 68,400 community service hours. In addition to the out-of-school services, ASAS also manages two AmeriCorps programs (OPASS and Operation AmeriCorps) that serve 5 middle schools and 5 high schools.

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

The Recreation Division offered afterschool programs to 1,311 children and summer camp to 2,201 children at 17 locations. To address food insecurity, the Recreation Division provided 111,027 meals to children this summer through the Summer Food Service program and 139,555 suppers to children at 17 City locations throughout the school year. In addition, in partnership with Orange County Public Schools, children attending the City’s summer camps spent 73,328 minutes reading 9,963 books over a 6 week period to combat summer learning loss.

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

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

Future Goals and Objectives

Short Term

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

Medium Term

- Develop and seek funding for a comprehensive health/wellness component
- Enhance older youth programming
- Enhance STEM and cultural arts components

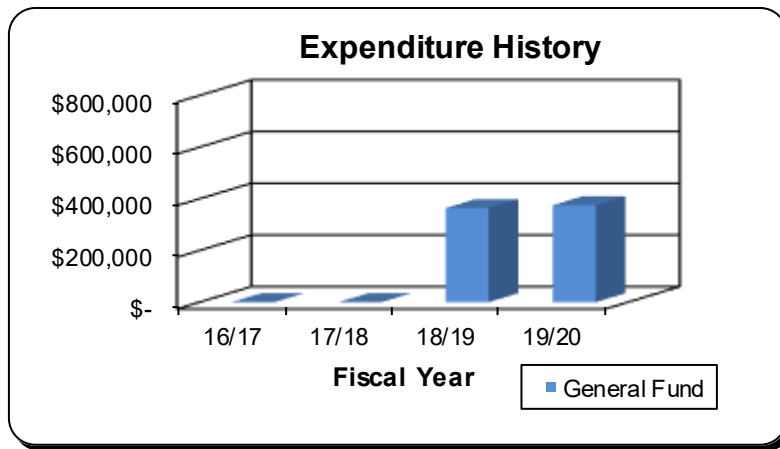
Long Term

- Effectively brand the City’s Children’s Initiative
- Improve grant writing, fundraising, and grants management capabilities

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	\$ -	\$ 364,172	\$ 375,353	\$ 11,181	3.07%
TOTAL -- GENERAL FUND	\$ -	\$ 364,172	\$ 375,353	\$ 11,181	3.07%
TOTAL -- DIRECTOR'S OFFICE	\$ -	\$ 364,172	\$ 375,353	\$ 11,181	3.07%



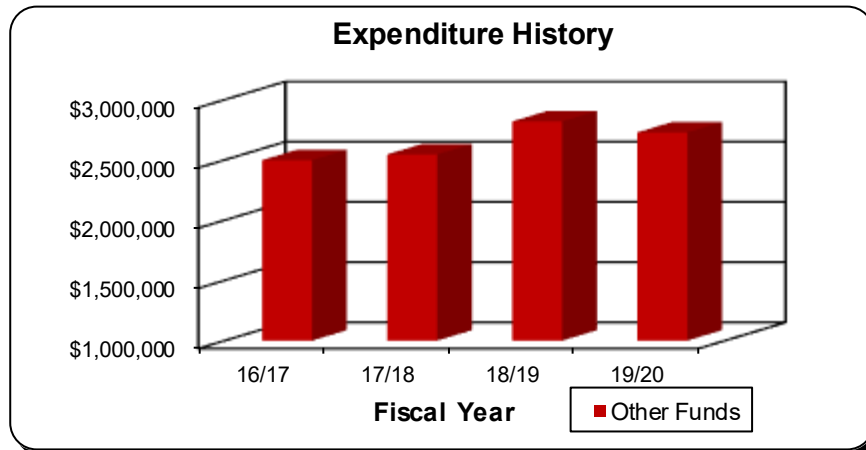
STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
0001 Children Affairs Division Administration	1	3	3
TOTAL -- GENERAL FUND	1	3	3
TOTAL -- Children Affairs Division	1	3	3

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised to	
Cost Center Number and Name	Expenditures	Budget	Budget	Adopted	% Change
<u>AFTER SCHOOL ALL STARS FUND #0023</u>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,535,683	\$ 2,748,744	\$ 2,661,939	\$ (86,805)	(3.16%)
Recreation Division (REC)					
0028 Recreation After School All Stars	\$ 10,467	\$ 71,147	\$ 66,698	\$ (4,449)	(6.25%)
TOTAL -- AFTER SCHOOL ALL-STARS FUND	\$ 2,546,150	\$ 2,819,891	\$ 2,728,637	\$ (91,254)	(3.24%)
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 2,546,150	\$ 2,819,891	\$ 2,728,637	\$ (91,254)	(3.24%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
<u>AFTER SCHOOL ALL STARS FUND #0023</u>			
0004 After School All Stars	7	9	9
0028 Recreation After School All Stars	1	1	1
TOTAL -- AFTER SCHOOL ALL-STARS FUND	8	10	10
TOTAL -- AFTER SCHOOL ALL-STARS	8	10	10

FAMILIES, PARKS AND RECREATION DEPARTMENT

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Parks Division	Percent of satisfied survey responses	98%	97%	98%
Recreation Division	Number of Hours Facilities Rented	19,050	28,657	22,500

Employee Learning & Growth

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Parks Division	Total number of training hours	1,200	1,250	1,300
Recreation Division	Total number of training hours	5,000	5,000	5,000

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Families, Parks and Recreation	Families, Parks and Recreation Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	.95%	2.85%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	199,436	188,230	210,000
Parks Division	Event Rental Revenue	397,179	446,239	560,000
Recreation Division	Rental Revenue	573,578	441,553	600,000

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Recreation Division	Average number of programs offered per week	115	115	115
Parks Division	Total number of trees pruned	2,441	2,800	2,750
Parks Division	Total number of trees removed	353	300	350
Parks Division	Total number of "green-up" events	95	60	75

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Parks Division	Number of trees planted	1,190	1,100	1,100
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	581,997	588,304	575,000
Recreation Division	Number of Rental Contracts	1,409	2,566	2,100
Recreation Division	Number of Booked Days	5,107	7,789	10,000

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CITY OF
ORLANDO
FIRE DEPARTMENT

2018-2019 BY THE NUMBERS:



ISO Class 1 for the 10th
year in a row



Trained more than

150,000

people in hands-only CPR and AED classes.

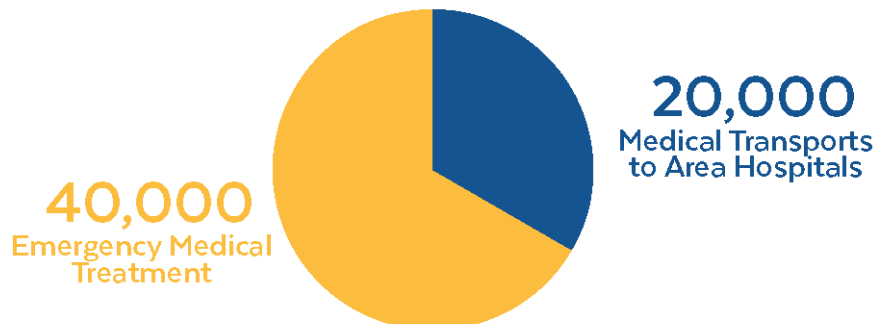
AWARDED:

\$25,000
fire prevention grants

\$10,000
EMS grants

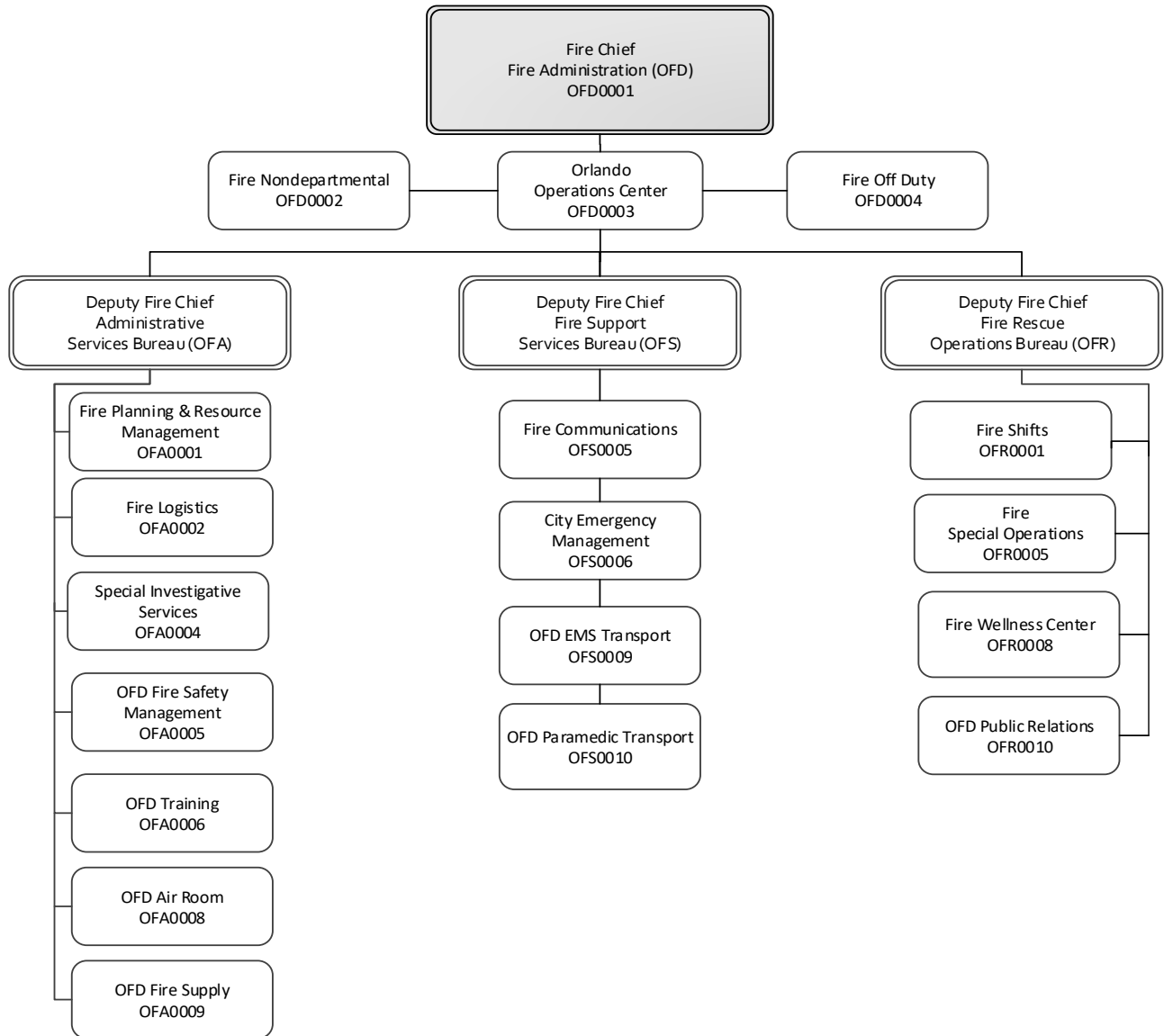


60,000 Total Calls for Service



In 2018, Orlando Fire Department achieved ISO Class 1 for the 10th year in a row. This rating places the Orlando Fire Department in the top 1% of fire departments in the United States, and is the only fire department in the state to have ISO 1 classification, International Fire Accreditation, Emergency Management Accreditation Program (EMAP) certification, Commission on Accreditation of Ambulance Services (CASS) and ACE accreditation (911/Communications Center).

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.

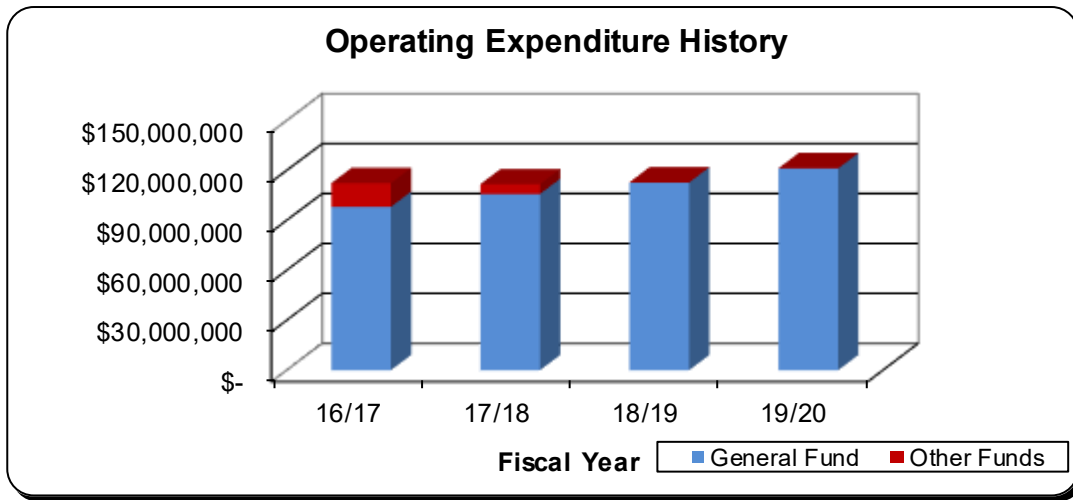
FIRE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

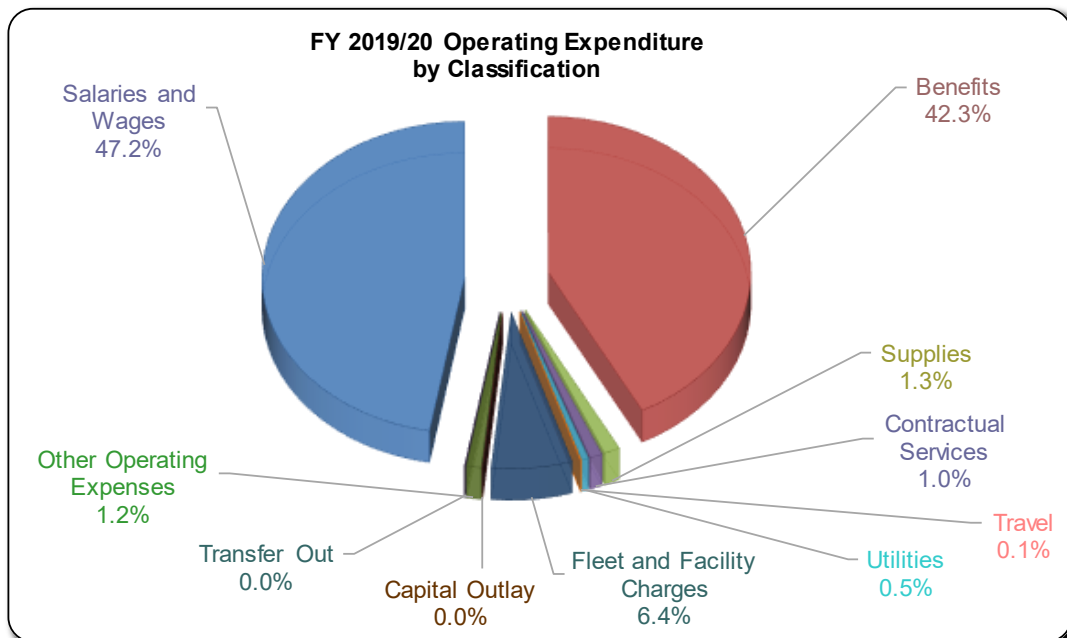
Fund Business Unit Cost Center and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,728,932	\$ 3,010,638	\$ 3,183,387	\$ 172,749	5.7%
0002 Fire Nondepartmental	(387,988)	57,151	425,000	367,849	643.6%
0003 Orlando Operations Center	270,227	262,725	268,211	5,486	2.1%
0004 Fire Off Duty	-	(66,028)	(32,387)	33,641	(50.9%)
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	588,272	702,463	781,965	79,502	11.3%
0002 Fire Logistics	534,445	538,334	605,528	67,194	12.5%
0004 Fire Special Investigative Services	901,598	882,969	954,502	71,533	8.1%
0005 OFD Fire Safety Management	1,455,599	1,602,851	1,932,198	329,347	20.5%
0006 OFD Training	1,593,954	1,529,876	1,790,875	260,999	17.1%
0008 OFD Air Room	35,031	32,200	28,200	(4,000)	(12.4%)
0009 OFD Fire Supply	-	669,745	707,113	37,368	5.6%
Fire Support Services Bureau (OFS)					
0002 Fire Supply	598,099	-	-	-	N/A
0005 Fire Communications	2,652,218	2,844,533	2,961,115	116,582	4.1%
0006 City Emergency Management	303,600	324,281	320,080	(4,201)	(1.3%)
0009 OFD EMS Transport	-	4,914,817	4,702,757	(212,060)	(4.3%)
0010 OFD Paramedic Transport	-	2,447,417	3,106,128	658,711	26.9%
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	93,822,662	92,261,573	98,806,625	6,545,052	7.1%
0005 Fire Special Operations	357,373	344,224	357,523	13,299	3.9%
0008 Fire Wellness Center	22,718	36,500	26,500	(10,000)	(27.4%)
0010 OFD Public Relations	384,462	329,037	354,886	25,849	7.9%
TOTAL -- GENERAL FUND	\$ 105,861,202	\$ 112,725,306	\$ 121,280,206	\$ 8,554,900	7.6%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 13	\$ 145,514	\$ 145,514	\$ -	0.0%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 13	\$ 145,514	\$ 145,514	\$ -	0.0%
EMERGENCY MEDICAL SERVICES TRANSPORT FUND #0017*					
Fire Rescue Operations Bureau (OFR)					
0011 OFD Off Duty	\$ 47,231	\$ -	\$ -	\$ -	N/A
Fire Support Services Bureau (OFS)					
0007 EMS	5,735,782	-	-	-	N/A
0008 Paramedic Transport	91,201	-	-	-	N/A
TOTAL -- EMERGENCY MEDICAL SERVICES TRANSPORT	\$ 5,874,213	\$ -	\$ -	\$ -	N/A
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 111,735,428	\$ 112,870,820	\$ 121,425,720	\$ 8,554,900	7.6%

* In FY18/19, the Emergency Medical Services Transport Fund was consolidated into General Fund.

FIRE DEPARTMENT

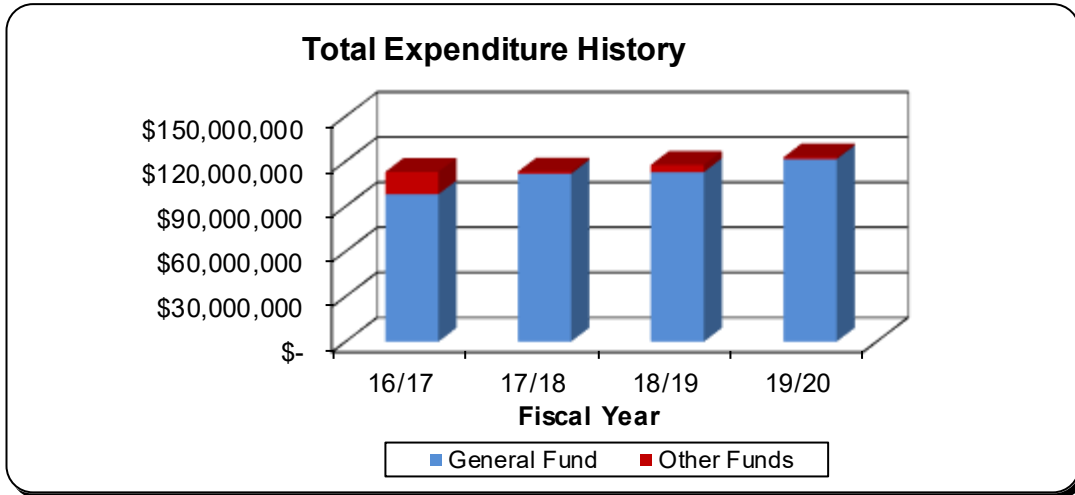


Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 51,387,194	\$ 52,094,815	\$ 57,330,353	\$ 5,235,538	10.1%
Benefits	47,026,262	48,751,387	51,422,102	2,670,715	5.5%
Supplies	1,415,502	1,486,706	1,534,000	47,294	3.2%
Contractual Services	1,086,245	1,105,037	1,186,100	81,063	7.3%
Utilities	724,642	666,200	642,200	(24,000)	(3.6%)
Travel	91,792	70,000	70,000	-	0.0%
Fleet and Facility Charges	6,668,379	6,851,692	7,807,445	955,753	13.9%
Capital Outlay	60,839	-	-	-	N/A
Other Operating Expenses	2,273,036	1,785,511	1,384,668	(400,843)	(22.4%)
Transfer Out	1,001,535	59,472	48,852	(10,620)	(17.9%)
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 111,735,428	\$ 112,870,820	\$ 121,425,720	\$ 8,554,900	7.6%



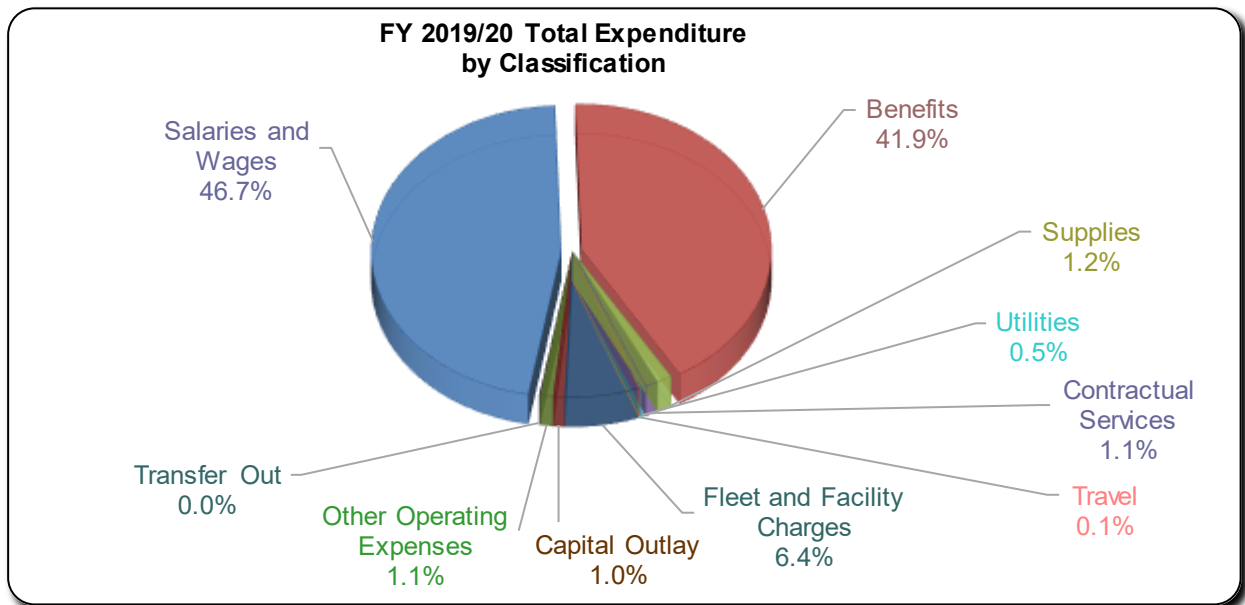
FIRE DEPARTMENT

Fund Business Unit Project / Grant	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
GRANTS FUND #1130					
Projects and Grants	\$ 172,460	\$ 271,387	\$ -	\$ (271,387)	(100.0%)
TOTAL -- GRANTS FUND	\$ 172,460	\$ 271,387	\$ -	\$ (271,387)	(100.0%)
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 829,360	\$ 4,356,653	\$ 1,200,000	\$ (3,156,653)	(72.5%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 829,360	\$ 4,356,653	\$ 1,200,000	\$ (3,156,653)	(72.5%)
OTHER FUNDS					
Projects and Grants	\$ 480,440	\$ 181,890	\$ 146,556	\$ (35,334)	(19.4%)
TOTAL -- OTHER FUNDS	\$ 480,440	\$ 181,890	\$ 146,556	\$ (35,334)	(19.4%)
TOTAL -- FIRE DEPARTMENT	\$ 113,217,687	\$ 117,680,750	\$ 122,772,276	\$ 5,091,526	4.3%



FIRE DEPARTMENT

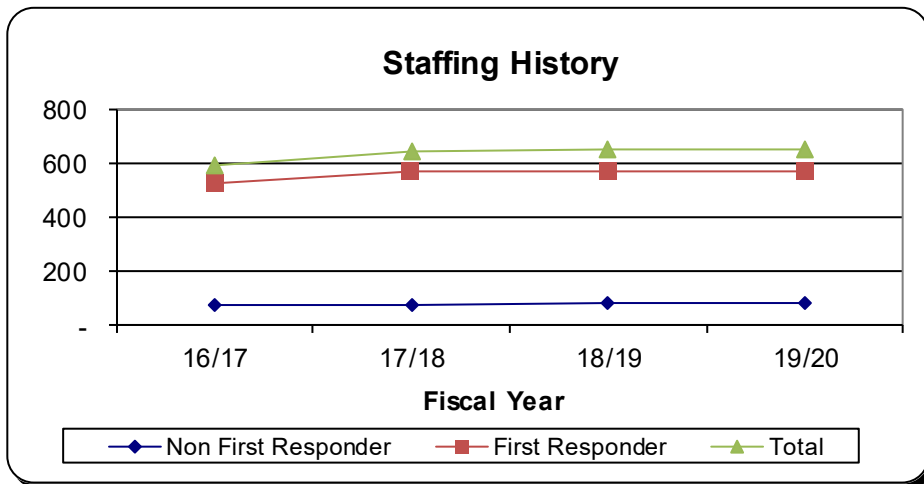
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 51,387,194	\$ 52,094,815	\$ 57,330,353	\$ 5,235,538	10.1%
Benefits	47,026,262	48,751,387	51,422,102	2,670,715	5.5%
Supplies	1,584,118	3,984,671	1,534,000	(2,450,671)	(61.5%)
Contractual Services	1,311,528	1,346,985	1,332,656	(14,329)	(1.1%)
Utilities	724,642	666,200	642,200	(24,000)	(3.6%)
Travel	91,792	70,000	70,000	-	0.0%
Fleet and Facility Charges	6,668,379	6,856,692	7,807,445	950,753	13.9%
Capital Outlay	1,069,517	522,000	1,200,000	678,000	129.9%
Other Operating Expenses	2,273,036	3,067,253	1,384,668	(1,682,585)	(54.9%)
Transfer Out	1,081,218	320,747	48,852	(271,895)	(84.8%)
TOTAL -- FIRE DEPARTMENT	\$ 113,217,687	\$ 117,680,750	\$ 122,772,276	\$ 5,091,526	4.3%



FIRE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Fire Chiefs Office (OFD)			
0001 Fire Administration	16	17	17
0004 Fire Off Duty	1	1	1
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	5	5	6
0002 Staff and Line	3	3	4
0004 Fire Special Investigative Services	4	4	4
0005 OFD Fire Safety Management	12	14	14
0006 OFD Training	7	8	8
0009 OFD Fire Supply	1	1	1
Fire Support Services Bureau (OFS)			
0005 Fire Communications	36	34	34
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	35	35
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	511	511	511
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
TOTAL -- GENERAL FUND	647	649	651
TOTAL -- FIRE DEPARTMENT	647	649	651



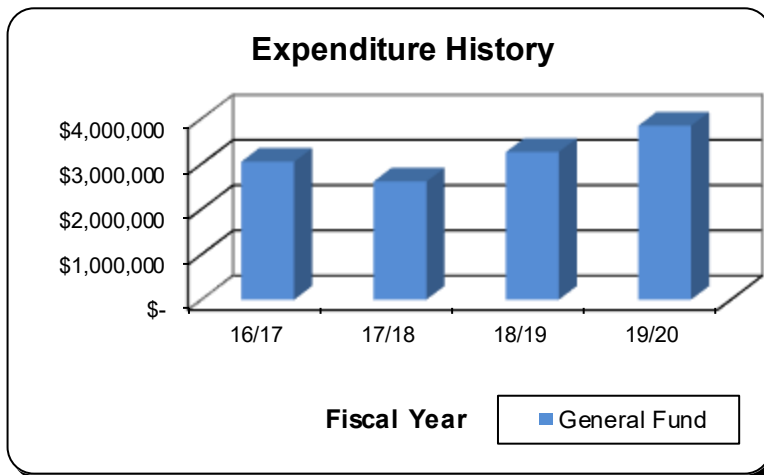
FIRE DEPARTMENT

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	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,728,932	\$ 3,010,638	\$ 3,183,387	\$ 172,749	5.7%
0002 Fire Nondepartmental	(387,988)	57,151	425,000	367,849	643.6%
0003 Orlando Operations Center	270,227	262,725	268,211	5,486	2.1%
0004 Fire Off Duty	-	(66,028)	(32,387)	33,641	(50.9%)
TOTAL -- GENERAL FUND	\$ 2,611,170	\$ 3,264,486	\$ 3,844,211	\$ 579,725	17.8%
TOTAL -- FIRE CHIEF'S OFFICE	\$ 2,611,170	\$ 3,264,486	\$ 3,844,211	\$ 579,725	17.8%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	16	17	17
0004 Fire Off Duty	1	1	1
TOTAL -- GENERAL FUND	17	18	18
TOTAL -- FIRE CHIEF'S OFFICE	17	18	18

FIRE DEPARTMENT

Fire Administrative Services Bureau

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. Additionally, the Division notifies Orlando Utilities Commission (OUC) Water of any public hydrant deficiencies requiring repairs and maintenance. 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.

Major Accomplishments:

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

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

The **Special Operations Section** is responsible for the training and administration of the various special operations teams including: Hazardous Materials, Rope Rescue, Vehicle & Machinery Rescue, Confined Space Rescue, Trench Rescue, Structural Collapse Rescue, and Dive Rescue Operations, as well as act as an interface for the Florida Task Force Regional Team (FL-TF4). The agency participates in a regional, cooperative effort with other local government 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. 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.

Major Accomplishments:

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

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

Major Accomplishments:

- Received delivery and readied new Tower Truck (T15)
- Coordinated annual aerial service tests and annual pump testing
- Coordinated over 1,900 apparatus work order repair requests and coordinated 100,000 ft. of hose testing

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

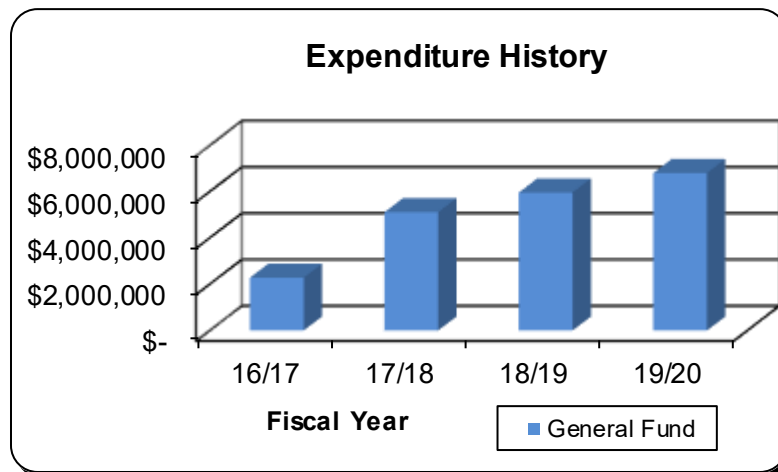
Major Accomplishments:

- Completed fitting and distribution of new bunker gear

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Managemer	\$ 588,272	\$ 702,463	\$ 781,965	\$ 79,502	11.3%
0002 Fire Logistics	534,445	538,334	605,528	67,194	12.5%
0004 Fire Special Investigative Services	901,598	882,969	954,502	71,533	8.1%
0005 OFD Fire Safety Management	1,455,599	1,602,851	1,932,198	329,347	20.5%
0006 OFD Training	1,593,954	1,529,876	1,790,875	260,999	17.1%
0008 OFD Air Room	35,031	32,200	28,200	(4,000)	(12.4%)
0009 OFD Fire Supply	-	669,745	707,113	37,368	5.6%
TOTAL -- GENERAL FUND	\$ 5,108,899	\$ 5,958,438	\$ 6,800,381	\$ 841,943	14.1%
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 5,108,899	\$ 5,958,438	\$ 6,800,381	\$ 841,943	14.1%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Managemen	5	5	6
0002 Staff and Line	3	3	4
0004 Fire Special Investigative Services	4	4	4
0005 OFD Fire Safety Management	12	14	14
0006 OFD Training	7	8	8
0009 OFD Fire Supply	1	1	1
TOTAL -- GENERAL FUND	32	35	37
TOTAL -- FIRE ADMINISTRATIVE SERVICES	32	35	37

FIRE DEPARTMENT

Fire Support Services Bureau

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.

Major Accomplishments:

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

The **EMS Transport Division** is responsible for transport rescues arriving to our patient's side to also provide EMS care and transport to a local hospital for definitive care. The Division creates and maintains a meticulous record of every patient encounter. All Personal Health Information (PHI) is guarded with stringent HIPAA compliance requirements. OFD provides transport for Advanced Life Support responses as well as Auto Accidents. We support 11 full time rescues and 4 "jump over" rescues that can be placed in service as system needs require. Initiated a trial program utilizing a "peak time" transport unit to evaluate a rapid response vehicle.

Major Accomplishments:

- Participated in many regional mass disaster and active shooter exercises
- Instituted inventory control and supply distribution process through the use of UCAPiT vending machines.
- More efficient electronic accountability management, distribution and control of narcotics using Operative IQ
- Conducted over 24,000 hours of continuing education for OFD's EMS providers

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:

- OEM provided an enormous number of general disaster preparedness workshops to civic and community groups
- Successful hurricane response and activation
- Completed renovations to the Emergency Operations Center

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

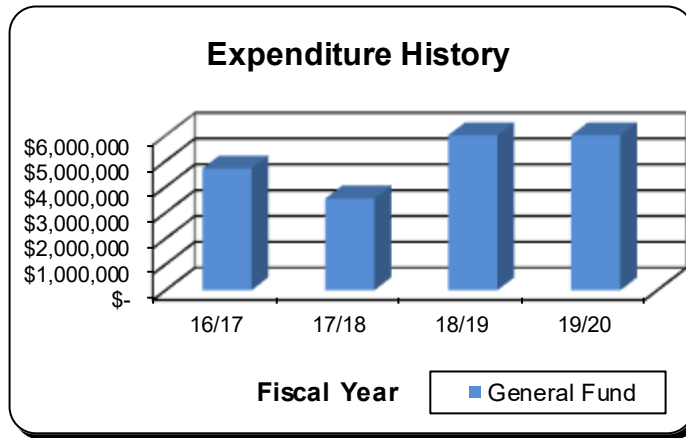
Major Accomplishments:

- Implemented Emergency Medical Dispatch Version 13.0 Protocols
- ACE (EMD) accreditation with the International Association of Emergency Dispatch continue to maintain standards
- Initiated 64,268 alarms in CAD for OFD emergency response
- Continue to review and monitor fast track call taking and dispatch procedures
- Implemented a joint response Computer Aided Dispatch System for Fire and Police.

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0002 Fire Supply	\$ 598,099	\$ -	\$ -	\$ -	N/A
0005 Fire Communications	2,652,218	2,844,533	2,961,115	116,582	4.1%
0006 City Emergency Management	303,600	324,281	320,080	(4,201)	(1.3%)
0009 OFD EMS Transport	-	4,914,817	4,702,757	(212,060)	(4.3%)
0010 OFD Paramedic Transport	-	2,447,417	3,106,128	658,711	26.9%
TOTAL -- GENERAL FUND	\$ 3,553,917	\$10,531,048	\$11,090,080	\$ 559,032	5.3%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 3,553,917	\$10,531,048	\$11,090,080	\$ 559,032	5.3%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Support Services Bureau (OFS)			
0005 Fire Communications	36	34	34
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	35	35
TOTAL -- GENERAL FUND	83	81	81
TOTAL -- FIRE SUPPORT SERVICES BUREAU	83	81	81

FIRE DEPARTMENT

Fire Rescue Operations Bureau

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:

- Orlando Fire Department responds to about 60,000 emergency incidents a year - 40,000 of those calls are for emergency medical treatment, and 20,000 of those are medical transports to area hospitals.

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.

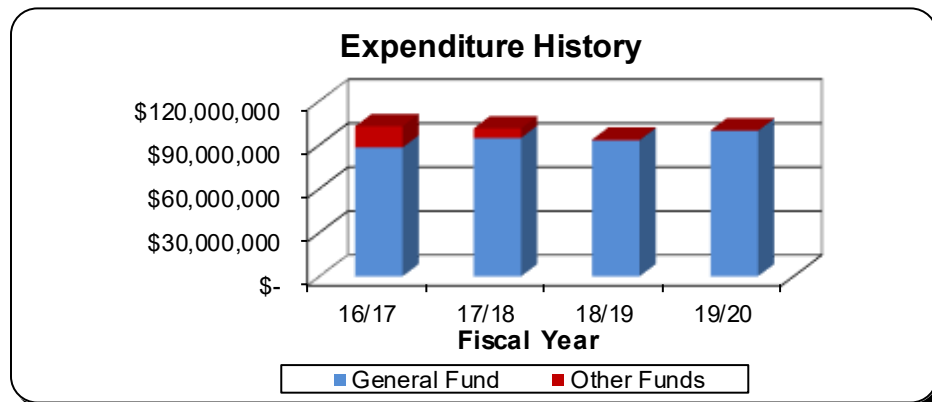
Major Accomplishments:

- 58 total fire related investigations
- 76 Government Assists
- 38 Bomb Calls (does not include bomb threats)
- 14 IRIS's Investigated

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 93,822,662	\$ 92,261,573	\$ 98,806,625	\$ 6,545,052	7.1%
0005 Fire Special Operations	357,373	344,224	357,523	13,299	3.9%
0008 Fire Wellness Center	22,718	36,500	26,500	(10,000)	(27.4%)
0010 OFD Public Relations	384,462	329,037	354,886	25,849	7.9%
TOTAL -- GENERAL FUND	\$ 94,587,215	\$ 92,971,334	\$ 99,545,534	\$ 6,574,200	7.1%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 13	\$ 145,514	\$ 145,514	\$ -	0.0%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 13	\$ 145,514	\$ 145,514	\$ -	0.0%
EMERGENCY MEDICAL SERVICES TRANSPORT FUND #0017*					
Fire Rescue Operations Bureau (OFR)					
0011 OFD Off Duty	\$ 47,231	\$ -	\$ -	\$ -	N/A
Fire Support Services Bureau (OFS)					
0007 EMS	5,735,782	-	-	-	N/A
0008 Paramedic Transport	91,201	-	-	-	N/A
TOTAL -- EMERGENCY MEDICAL SERVICES TRANSPORT	\$ 5,874,213	\$ -	\$ -	\$ -	N/A
GRANTS FUND #1130					
Projects and Grants	\$ 172,460	\$ 271,387	\$ -	\$ (271,387)	(100.0%)
TOTAL -- GRANTS FUND	\$ 172,460	\$ 271,387	\$ -	\$ (271,387)	(100.0%)
OTHER FUNDS					
Projects and Grants	\$ 480,440	\$ 181,890	\$ 146,556	\$ (35,334)	(19.4%)
TOTAL -- OTHER FUNDS	\$ 480,440	\$ 181,890	\$ 146,556	\$ (35,334)	(19.4%)
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 101,114,340	\$ 93,570,125	\$ 99,837,604	\$ 6,267,479	6.7%



FIRE DEPARTMENT

STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	511	511	511
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
TOTAL -- GENERAL FUND	515	515	515
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	515	515	515

Future Goals and Objectives

Short Term (0-6 months)

- Complete Orlando Fire Department Training Simulation Room
- Continue utilizing our Peak-unit Transport truck for increased efficiency
- Complete Incident Command System level training for all Chief Officers
- Establish back-up Rapid intervention Team utilizing current manpower
- Replacement Fire Stations for 6, 9, and 11

Medium Term (6 months-2 years)

- Create complete online Departmental inventory and equipment maintenance system
- OFD continues to provide the necessary training to maintain ISO 1 rating and National Fire Accreditation
- I-4 Reconstruction Project
- Reduce number of fire code violations, false fire alarms, and repeat inspections by 10% through customer education
- Identify software solution with manning, payroll, and rostering function

Long Term (2+ years)

- Evaluate and realign apparatus staffing to best meet operational needs
- Evaluate and potentially expand Transport model
- Evaluate resource deployment model for maximum effectiveness
- Upgrade and more fully utilize Fire Simulation Room
- Continue Hands-only CPR initiative, training the City's residents and Businesses

FIRE DEPARTMENT

Fire Department Operational Performance

Balanced Scorecard Report

Customer Service

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	95%	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	100%	100%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	45	45	45
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	16	16	16

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	0.8%	1.4%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Overall Apparatus Reliability.	95%	99%	100%
Fire-Support Services Bureau	Percentage of 911 voice calls answered	100%	100%	100%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	100%	100%	100%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	95%	99%	99%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	90%	90%	95%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls.	90%	100%	100%

Outcome & Mission

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2018-2019 BY THE NUMBERS:

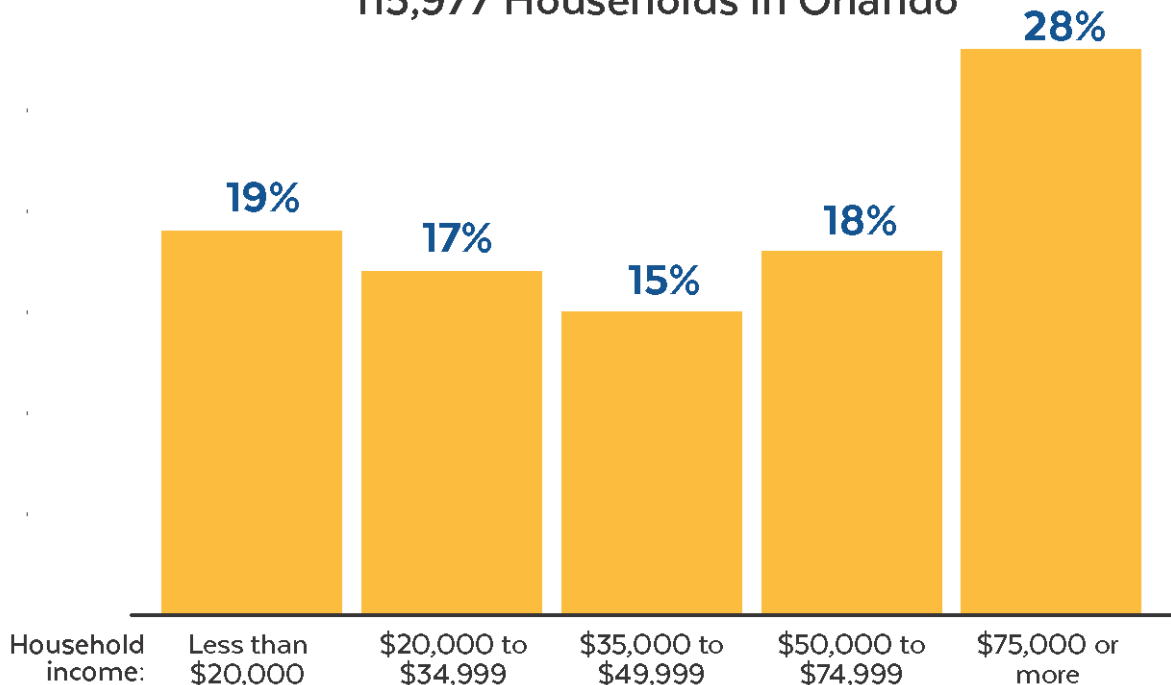
\$7.8 MILLION
in new grant awards budget

HOMEOWNERSHIP RATES
40% 2010
35% 2016



2.54
average household size

Household Income Distribution
115,977 Households in Orlando

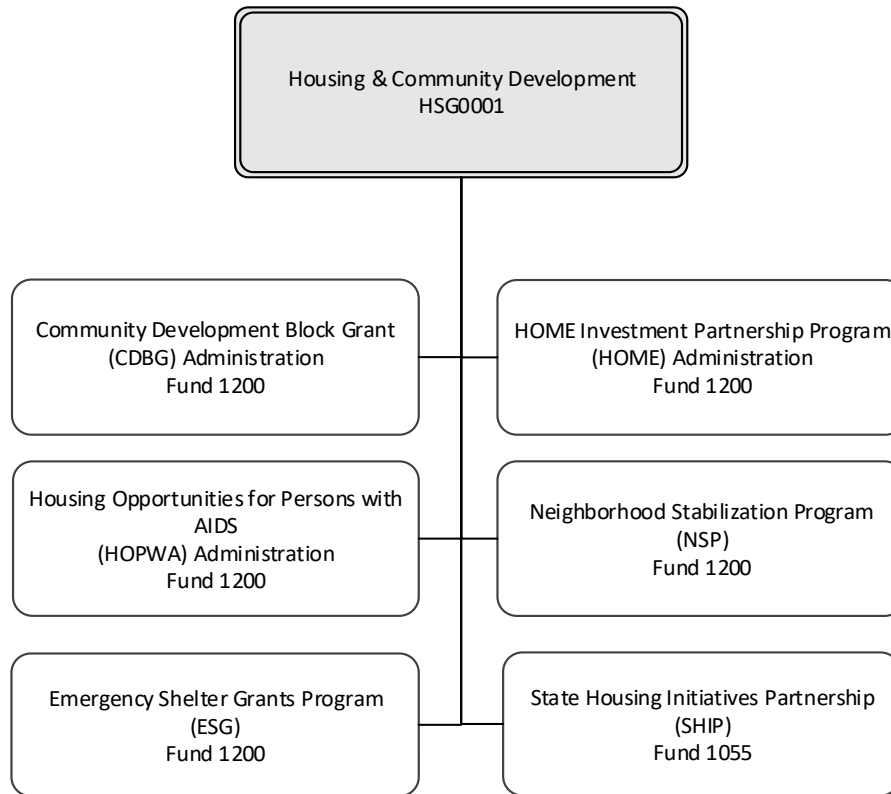


Housing prices and rents continue to increase faster than wages.

Nationally, 31.2% of households are cost-burdened
In Orlando, 42.5% of households are cost-burdened

The City of Orlando is committed to ensuring that every person, regardless of economic status, has access to quality housing that is safe and affordable. The Housing and Community Development Department leverages state and federal grant dollars in an effort to expand and preserve the City's housing inventory for residents at all income levels. The City has and continues to make significant investments and forge new partnerships to develop and rehab quality housing units for our residents.

HOUSING AND COMMUNITY DEVELOPMENT



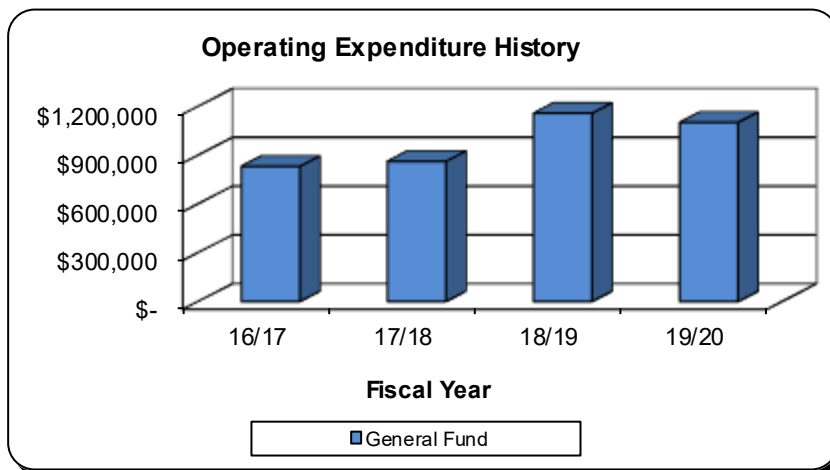
Department Mission Statement

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

HOUSING AND COMMUNITY DEVELOPMENT

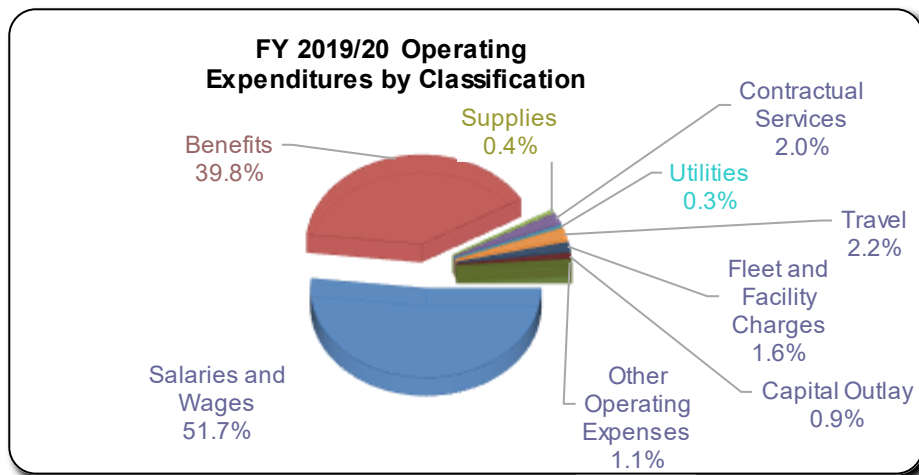
DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 862,486	\$ 1,158,435	\$ 1,102,371	\$ (56,064)	(4.8%)
TOTAL -- GENERAL FUND	\$ 862,486	\$ 1,158,435	\$ 1,102,371	\$ (56,064)	(4.8%)
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 862,486	\$ 1,158,435	\$ 1,102,371	\$ (56,064)	(4.8%)



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 410,992	\$ 618,006	\$ 569,794	\$ (48,212)	(7.8%)
Benefits	373,267	451,850	438,194	(13,656)	(3.0%)
Supplies	2,676	-	4,702	4,702	N/A
Contractual Services	26,977	-	22,000	22,000	N/A
Utilities	1,487	-	2,950	2,950	N/A
Travel	17,827	23,000	24,000	1,000	4.3%
Fleet and Facility Charges	8,944	18,379	17,731	(648)	(3.5%)
Capital Outlay	6,945	-	10,000	10,000	N/A
Other Operating Expenses	13,370	47,200	13,000	(34,200)	(72.5%)
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 862,486	\$ 1,158,435	\$ 1,102,371	\$ (56,064)	(4.8%)

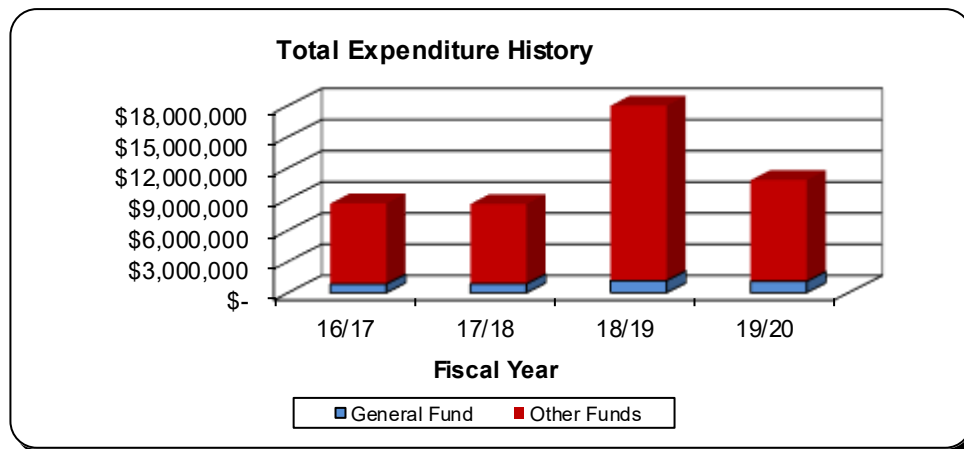


HOUSING AND COMMUNITY DEVELOPMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY15/16	\$ 108,244	\$ -	\$ -	\$ -	N/A
CDBG FY16/17	311,867	345,387	-	(345,387)	(100.0%)
CDBG FY17/18	1,240,554	625,531	-	(625,531)	(100.0%)
CDBG FY18/19	-	2,122,812	-	(2,122,812)	(100.0%)
CDBG FY19/20	-	-	2,212,331	2,212,331	N/A
Emergency Shelter Grant (ESG)					
ESG FY16/17	1,754	1,087	-	(1,087)	(100.0%)
ESG FY17/18	159,282	2,974	-	(2,974)	(100.0%)
ESG FY18/19	-	167,990	-	(167,990)	(100.0%)
ESG FY19/20	-	-	180,125	180,125	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY14/15	83,269	-	-	-	N/A
HOME FY15/16	-	735,124	-	(735,124)	(100.0%)
HOME FY16/17	15,083	782,820	-	(782,820)	(100.0%)
HOME FY17/18	87,734	791,567	-	(791,567)	(100.0%)
HOME FY18/19	-	1,285,800	-	(1,285,800)	(100.0%)
HOME FY19/20	-	-	892,278	892,278	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY16/17	2,130,261	214,950	-	(214,950)	(100.0%)
HOPWA FY17/18	2,657,919	1,079,328	-	(1,079,328)	(100.0%)
HOPWA FY18/19	-	3,841,118	-	(3,841,118)	(100.0%)
HOPWA FY19/20	-	-	4,059,257	4,059,257	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY08/09	-	132,761	-	(132,761)	(100.0%)
NSP FY10/11	15,060	462,923	-	(462,923)	(100.0%)
Projects and Grants	-	96,629	-	(96,629)	(100.0%)
TOTAL -- HOUSING AND URBAN DVLPM T FUND	\$ 6,811,027	\$12,688,801	\$ 7,343,991	\$ (5,344,810)	(42.1%)

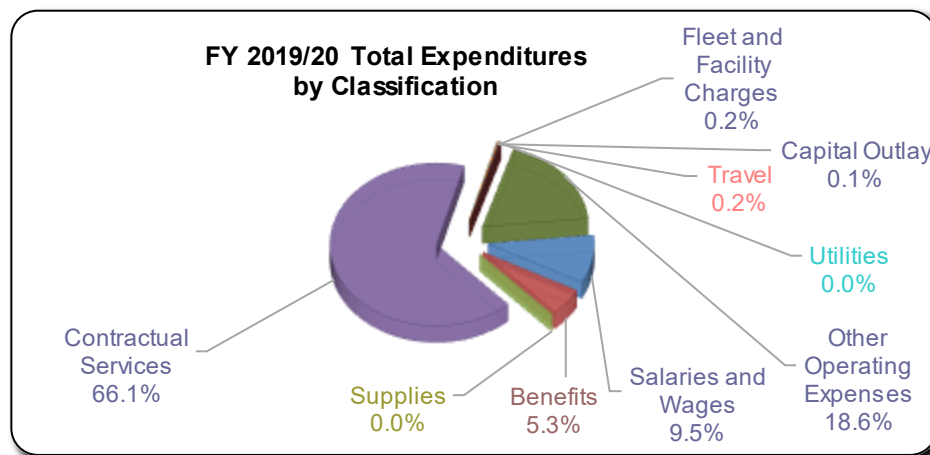
HOUSING AND COMMUNITY DEVELOPMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055					
State Housing Initiatives Partnership (SHIP)					
SHIP FY15/16	\$ 158,434	\$ -	\$ -	\$ -	N/A
SHIP FY16/17	485,296	833,803	-	(833,803)	(100.0%)
SHIP FY17/18	139,808	1,101,320	-	(1,101,320)	(100.0%)
SHIP FY18/19	-	556,592	-	(556,592)	(100.0%)
SHIP FY19/20	-	-	394,966	394,966	N/A
TOTAL -- SHIP FUNDS	\$ 783,538	\$ 2,491,715	\$ 394,966	\$ (2,096,749)	(84.1%)
CAPITAL IMPROVEMENTS FUND #3001					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	0.0%
TOTAL -- OTHER FUNDS	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	0.0%
OTHER FUNDS					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 73,574	\$ 183,466	\$ -	\$ (183,466)	(100.0%)
TOTAL -- OTHER FUNDS	\$ 73,574	\$ 183,466	\$ -	\$ (183,466)	(100.0%)
TOTAL -- HOUSING DEPARTMENT	\$ 8,530,626	\$18,522,417	\$ 10,841,328	\$ (7,681,089)	(41.5%)



HOUSING AND COMMUNITY DEVELOPMENT

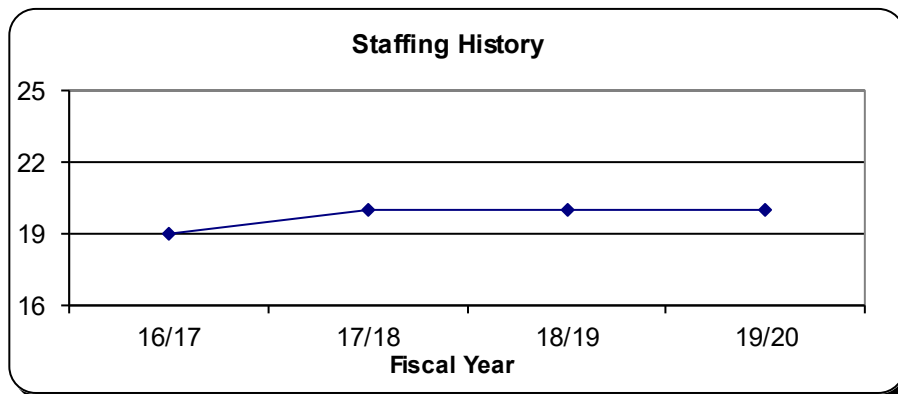
Expenditure by Classification	2017/18	2018/19	2019/20	Change	% Change
	Actual Expenditures	Revised Budget	Adopted Budget	Revised to Adopted	
Salaries and Wages	\$ 921,221	\$ 1,157,018	\$ 1,028,412	\$ (128,606)	(11.1%)
Benefits	491,920	635,848	577,692	(58,156)	(9.1%)
Supplies	2,676	1,673	4,702	3,029	181.1%
Contractual Services	6,989,485	14,353,952	7,161,258	(7,192,694)	(50.1%)
Utilities	1,487	685	2,950	2,265	330.7%
Travel	19,127	23,000	24,000	1,000	4.3%
Fleet and Facility Charges	8,944	18,379	17,731	(648)	(3.5%)
Capital Outlay	79,554	234,388	10,000	(224,388)	(95.7%)
Other Operating Expenses	16,211	2,097,474	2,014,583	(82,891)	(4.0%)
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT	\$ 8,530,626	\$18,522,417	\$10,841,328	\$ (7,681,089)	(41.5%)



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200			
Housing and Community Development Division (HSG)			
0002 Housing Grants	20	20	20
TOTAL -- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND	20	20	20
TOTAL -- HOUSING DEPARTMENT	20	20	20



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, improve housing stock, and provide public services. For Fiscal Year 2018-2019, the City funded the following public facility improvement projects: The installation of cabinetry, millwork, floor, and windows at Grace Medical Home's new facility. The City also funded West Lakes Partnership and Hannibal Square to rehabilitate single-family homes to be sold to low- and moderate-income families and the Village of Orlando to connect affordable housing units to sewer. In addition, the City funded the following public service activities: HANDS' housing counseling program available to low- and moderate-income households citywide, Central Florida Urban League to provide housing and financial counseling to low- and moderate-income households citywide, Primrose's employment training program for people with disabilities, Jewish Family Services' family stabilization program that provided a homelessness prevention program, Family Promise's Homeless Assistance Program where they provide assistance to homeless families to find permanent homes, Coalition for the Homeless' shelter program to provide emergency shelter to homeless people, and IDignity's homeless prevention program that assisted low- and moderate income residents in obtaining legal identification. Utilizing the HOME and SHIP Programs, the City has collaborated with several non-profit organizations in the preservation of nearly 200 affordable housing rental units and 22 owner occupied units. In addition, funds were used to assist in the construction of 238 new housing units for low and moderate-income families. Sixteen homeowners were provided Down Payment Assistance for the purchase of their first home.

Future Goals and Objectives

Short Term

- Develop and advertise the 2018 – 2019 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2019.
- Execute the 2019 – 2020 Annual Action Plan.

Medium Term

- Develop and submit to HUD for funding the 2020–2021 Annual Action Plan.
- Prepare Request for Proposals formats and process for 2020.
- Develop grant award recommendations by June 2020.
- Prepare and submit State Housing Initiatives Partnership (SHIP) Program annual report.
- Maintain current policies and procedures for implementation of HUD and state programs, for both City staff processes and sub-recipient education.
- Collaborate with local agencies and municipal entities in assessing community technical assistance needs in grant administration.
- Review and revise, as needed, City operating procedures for individual and collective grant programs implementation.
- Continue building the capacity of non-profit housing organizations and engaging in comprehensive grants management in order to leverage funding from federal, state and local grants, lenders and philanthropic organizations in support of Housing's mission.
- Continue to provide critical input in the City planning process as it relates to the development of housing. Provide effective communication about Housing's programs and resources to the public.

Long Term

- Continue to identify opportunities to collaborate and invest in "Housing for All" solutions.
- Increase inventory of rental housing for extremely low, low, and moderate-income households.
- 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	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-16.1%	-13.3%	+/-5%

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	16	17	22
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	11	5	5
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	4,251	2,742	3,890
Housing & Community Development	Number of very low, low and moderate-income multifamily households receiving assistance through the Housing Rehabilitation Program.	0	0	246

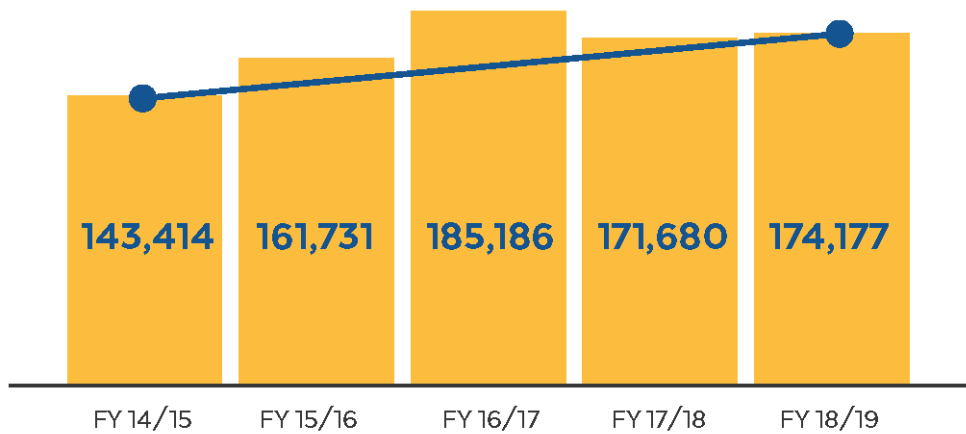
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2018-2019 BY THE NUMBERS:

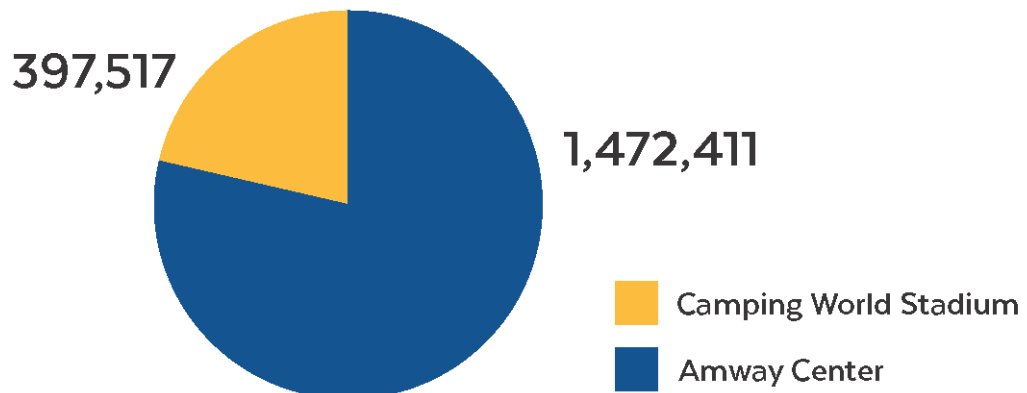
AMWAY CENTER

was the first new construction NBA facility to be LEED certified.

Leu Gardens Attendance

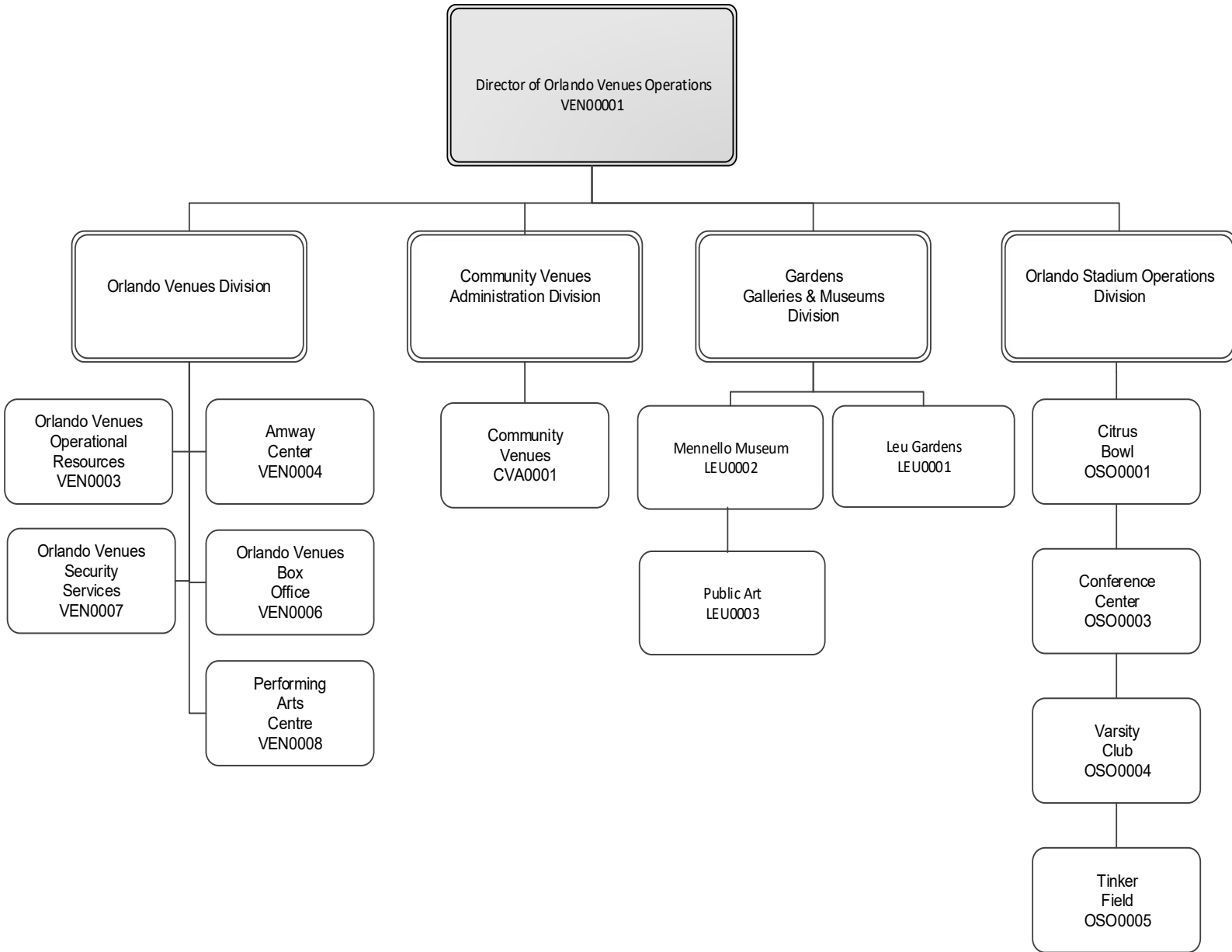


Orlando Venues Attendance



The City of Orlando owns and operates multiple arts and cultural facilities designed to enrich the lives of Central Florida residents and visitors. Collectively managed by the Orlando Venues Department, these unique communal gathering places include the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens and the Mennello Museum of American Art. Whether it's concerts, family shows, sporting events, art viewing or nature appreciation, Orlando Venues caters to the interests of diverse audiences year-round.

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.

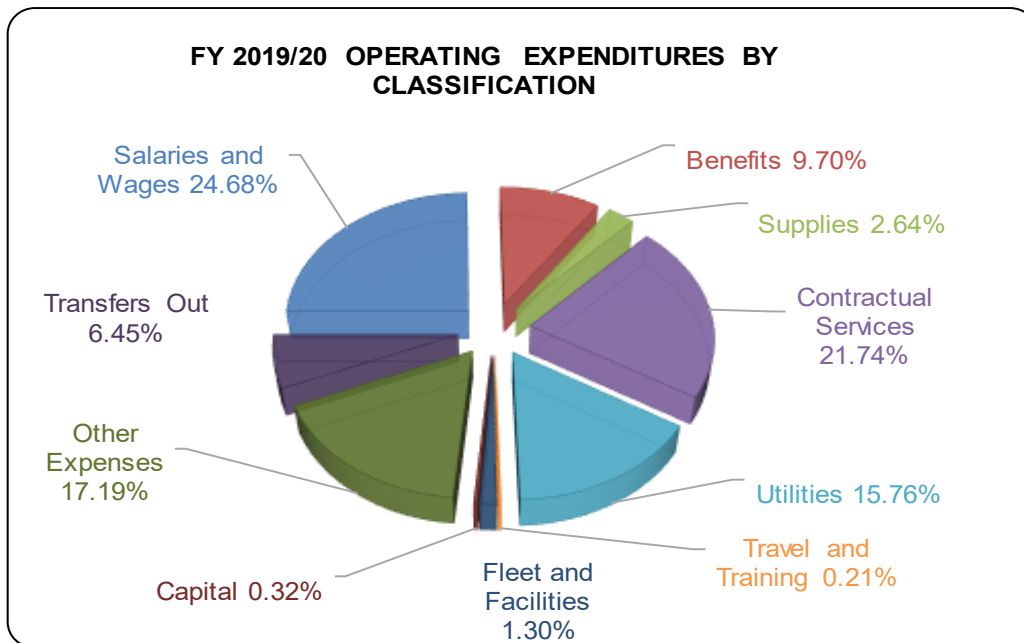
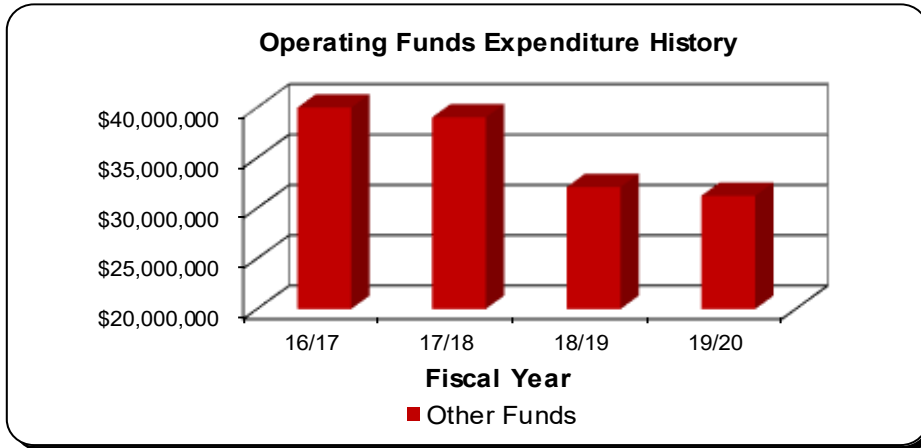
ORLANDO VENUES DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<u>ORLANDO VENUES FUND #4001</u>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ 3,673	\$ 156,821	\$ (28,585)	\$ (185,406)	(118.23%)
0002 Orlando Venues Nondepartmental	2,283,403	2,684,560	2,333,635	(350,925)	(13.07%)
0003 Venues Operational Resources	-	(3,568)	(20,895)	(17,327)	485.62%
0004 Amway Center	21,853,825	17,567,164	18,321,858	754,694	4.30%
0006 Venues Box Office	218,745	226,614	226,555	(59)	(0.03%)
0007 Venues Security Services	11,262	(32,689)	(906)	31,783	(97.23%)
TOTAL -- ORLANDO VENUES FUND	\$24,370,909	\$20,598,902	\$20,831,662	\$ 232,760	1.13%
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 61,264	\$ 9,700	\$ -	\$ (9,700)	(100.00%)
0002 Community Venues Blueprint	271,266	-	-	-	N/A
0003 Venues Construction Administration Nondepartmental	666,623	641,675	81,856	(559,819)	(87.24%)
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 999,153	\$ 651,375	\$ 81,856	\$ (569,519)	(87.43%)
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 9,467,786	\$ 6,305,887	\$ 5,591,099	\$ (714,788)	(11.34%)
0002 Camping World Stadium Nondepartmental	398,076	578,556	667,939	89,383	15.45%
0003 Conference Center	5,616	29,745	27,000	(2,745)	(9.23%)
0005 Tinker Field	409,449	402,177	469,643	67,466	16.78%
0007 Soccer Stadium Operations	(2,322)	-	-	-	N/A
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$10,278,825	\$ 7,316,365	\$ 6,755,681	\$ (560,684)	(7.66%)
<u>H.P. LEU GARDENS TRUST FUND #1155</u>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,778,428	\$ 2,909,522	\$ 2,819,724	\$ (89,798)	(3.09%)
0003 Public Art	43,473	68,300	68,300	-	0.00%
0004 Leu Gift Shop	-	-	89,000	89,000	N/A
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,821,900	\$ 2,977,822	\$ 2,977,024	(\$798)	(0.03%)
<u>MENNELLO MUSEUM FUND #0020</u>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 542,590	\$ 563,790	\$ 596,589	\$ 32,799	5.82%
TOTAL -- MENNELLO MUSEUM FUND	\$ 542,590	\$ 563,790	\$ 596,589	\$ 32,799	5.82%
TOTAL -- ORLANDO VENUES OPERATING	\$ 39,013,377	\$ 32,108,254	\$ 31,242,812	\$ (865,442)	(2.70%)

ORLANDO VENUES DEPARTMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 8,347,313	\$ 7,770,504	\$ 7,711,104	\$ (59,400)	(0.76%)
Benefits	2,713,017	3,063,441	3,031,654	(31,787)	(1.04%)
Supplies	993,633	775,811	823,559	47,748	6.15%
Contractual Services	10,044,869	6,407,929	6,791,832	383,903	5.99%
Utilities	4,985,969	5,050,776	4,924,693	(126,083)	(2.50%)
Travel and Training	60,518	72,500	67,000	(5,500)	(7.59%)
Fleet and Facilities	570,996	481,585	405,176	(76,409)	(15.87%)
Capital	219,219	100,000	100,000	-	N/A
Other Expenses	8,611,359	5,714,610	5,371,903	(342,707)	(6.00%)
Transfers Out	2,466,485	2,671,098	2,015,891	(655,207)	(24.53%)
TOTAL -- ORLANDO VENUES OPERATING	\$39,013,377	\$32,108,254	\$31,242,812	\$ (865,442)	(2.70%)

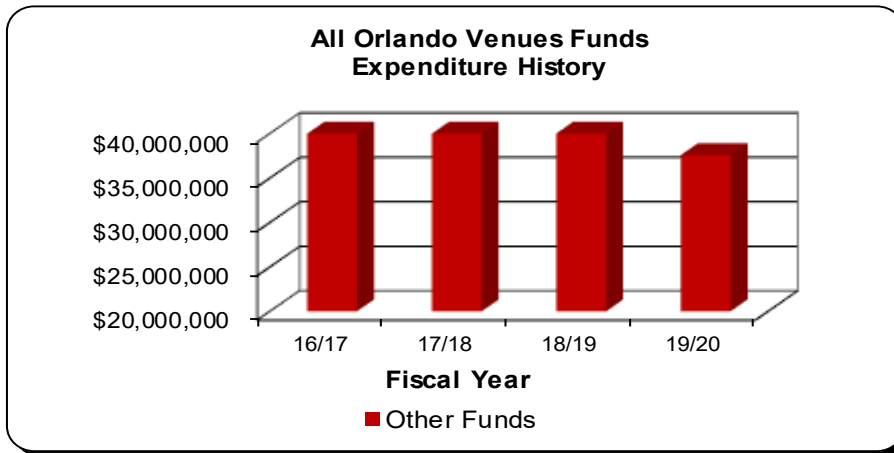


ORLANDO VENUES DEPARTMENT

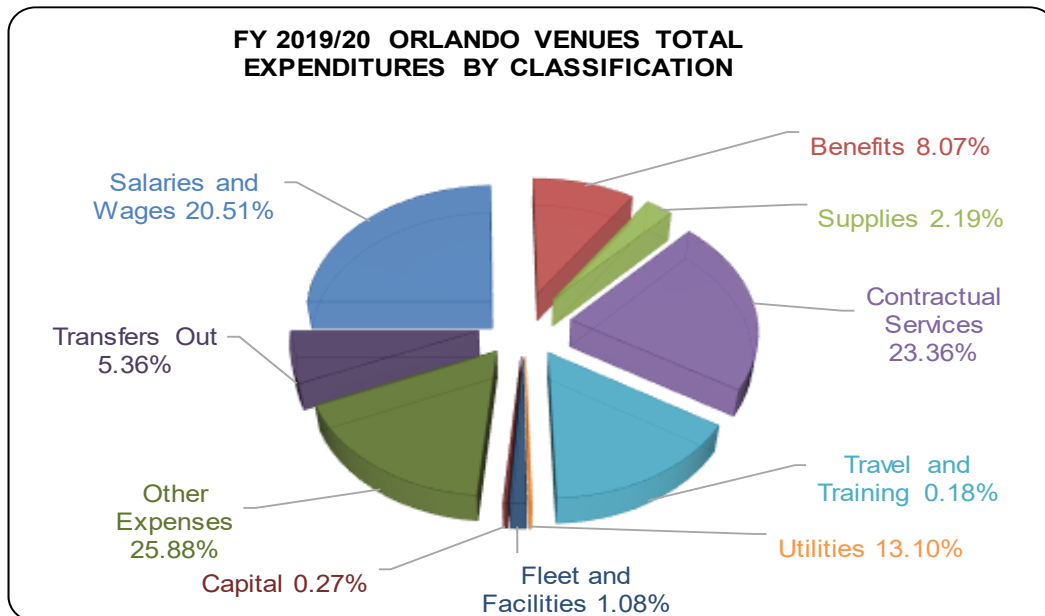
DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Name and Number	Expenditures	Budget	Budget	to Revised	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Construction Performing Arts Center (PAC)					
Projects and Grants	\$ 939,950	\$ 7,392,851	\$ 1,986,078	\$ (5,406,773)	(73.14%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 939,950	\$ 7,392,851	\$ 1,986,078	\$ (5,406,773)	(73.14%)
<u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u>					
0003 Events Center Construction - Other	\$ 276,149	\$ 667,244	\$ 653,319	\$ (13,925)	(2.09%)
0005 Nondepartmental Events Center CP	1,641,172	1,818,750	1,818,750	-	0.00%
Projects and Grants	185,021	2,404,495	-	(2,404,495)	(100.00%)
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 2,102,342	\$ 4,890,489	\$ 2,472,069	\$ (2,418,420)	(49.45%)
<u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u>					
Projects and Grants	\$ 1,218,152	\$ 3,335,982	\$ 1,000,000	\$ (2,335,982)	(70.0%)
TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT	\$ 1,218,152	\$ 3,335,982	\$ 1,000,000	\$ (2,335,982)	(70.0%)
<u>PAC CONSTRUCTION AND DEBT FUNDS #4052-4063</u>					
PAC Division (PAC)					
0009 PAC CP Debt Construction	\$ 503,061	\$ 1,066,550	\$ 566,550	(500,000)	(46.88%)
Projects and Grants	62,353,661	137,898,236	\$ -	(137,898,236)	(100.00%)
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 62,856,722	\$ 138,964,786	\$ 566,550	\$ (138,398,236)	(99.59%)
<u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4082</u>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 279,389	\$ 405,709	\$ 314,700	\$ (91,009)	(22.43%)
0004 CRA Citrus Bowl Construction	634,216	-	-	-	N/A
Projects and Grants	270,168	2,876,572	-	(2,876,572)	(100.00%)
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 1,183,773	\$ 3,282,281	\$ 314,700	\$ (2,967,581)	(90.41%)
<u>OTHER PROJECT AND GRANTS FUNDS #0005,1130,1155,4001,4005,4006</u>					
Projects and Grants Other Funds	\$ 573,242	\$ 733,655	\$ -	\$ (733,655)	(100.00%)
TOTAL -- OTHER PROJECT AND GRANTS FUNDS	\$ 573,242	\$ 733,655	\$ -	\$ (733,655)	(100.00%)
TOTAL -- ORLANDO VENUES NON-OPERATING EXPENSES	\$ 68,874,180	\$ 158,600,044	\$ 6,339,397	\$ (152,260,647)	(96.00%)
TOTAL -- ORLANDO VENUES	\$ 107,887,557	\$ 190,708,298	\$ 37,582,209	\$ (153,126,089)	(80.29%)

ORLANDO VENUES DEPARTMENT



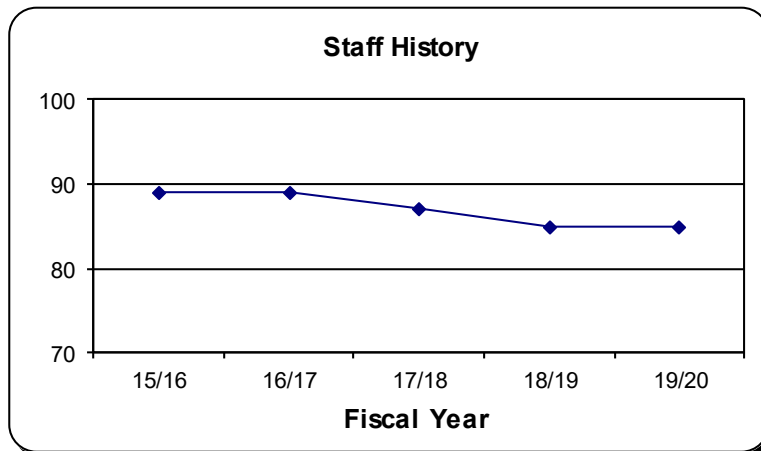
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 8,347,313	\$ 7,779,172	\$ 7,711,104	\$ (68,068)	(0.88%)
Benefits	2,713,017	3,063,441	3,031,654	(31,787)	(1.04%)
Supplies	1,140,276	654,996	823,559	168,563	25.73%
Contractual Services	12,353,220	166,547,739	8,777,910	(157,769,829)	(94.73%)
Utilities	4,985,969	5,050,776	4,924,693	(126,083)	(2.50%)
Travel and Training	60,518	72,500	67,000	(5,500)	(7.59%)
Fleet and Facilities	598,976	481,585	405,176	(76,409)	(15.87%)
Capital	63,205,561	(28,148,249)	100,000	28,248,249	(100.36%)
Other Expenses	11,981,811	32,536,829	9,725,222	(22,811,607)	(70.11%)
Transfers Out	2,500,899	2,669,509	2,015,891	(653,618)	(24.48%)
TOTAL -- ORLANDO VENUES	\$107,887,558	\$ 190,708,298	\$ 37,582,209	\$ (153,126,089)	(80.29%)



ORLANDO VENUES DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 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	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	52	54	54
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	1	-	-
0002 Community Venues Blueprint	4	-	-
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	5	-	-
<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	21	21
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	21	21
<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	87	85	85



ORLANDO VENUES DEPARTMENT

Venues Operations

Overview of Services/Programs

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

Major Accomplishments

Amway Center

- Numerous sellout concerts including Kane Brown, Elton John, Michael Buble, Billy Joel, Bad Bunny, Travis Scott, Jennifer Lopez and Jonas Brothers
- Best run of shows in the arena's eight year history: hosted seven straight sold-out shows beginning with JoJo Siwa (July 10) and ending with the Backstreet Boys (August 24), selling 89,284 tickets and grossing \$8,085,668
- Orlando Predators of the National Arena League returned as a sports team tenant
- Ranked #49 on Pollstar's 2019 Mid-Year Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #62 on Pollstar's 2018 Year-End Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #3 on VenuesNOW's TopStops FL 2019 report based on tickets sold for venues with capacity of 15,001 to 30,000

Camping World Stadium

- Hosted first Monster Jam World Finals (May 10-11, 2019)
- Hosted sold-out Camping World Kickoff between University of Florida and University of Miami with attendance of 66,543 (August 24, 2019)
- Hosted third consecutive NFL Pro Bowl (January 27, 2019)
- Ranked #38 on Pollstar's 2019 Mid-Year Worldwide Ticket Sales Top 50 Outdoor Stadiums
- Ranked #61 on Pollstar's 2018 Year-End Worldwide Ticket Sales Top 100 Outdoor Stadiums
- Ranked #3 on VenuesNOW's TopStops Florida 2019 report based on tickets sold for venues with capacity over 30,000

Tinker Field

- Hosted 8th consecutive year of Electric Daisy Carnival and continued the trend of increasing attendance over previous year with 100,000 patrons over two days (November 9-10, 2018)

Future Goals and Objectives

Short Term

- Continue to secure new and diverse programming at Camping World Stadium including pre-season NFL football games, neutral-site college football games and big-name concerts
- Continue efforts to work more closely with Leu Gardens and the Mennello Museum of American Art to increase attendance and exposure
- Redesign AmwayCenter.com with more functionality and a responsive design website that will load seamlessly on any smartphone, tablet or desktop

Medium Term

- Upgrade Camping World Stadium with \$60 million in enhancements including premium seating and converting outdoor clubs to indoor clubs
- Develop promotional partnerships with area businesses and hotels to garner exposure for our concerts/events and generate additional revenue
- Further expand our marketing and outreach efforts to Central Florida's Hispanic community

Long Term

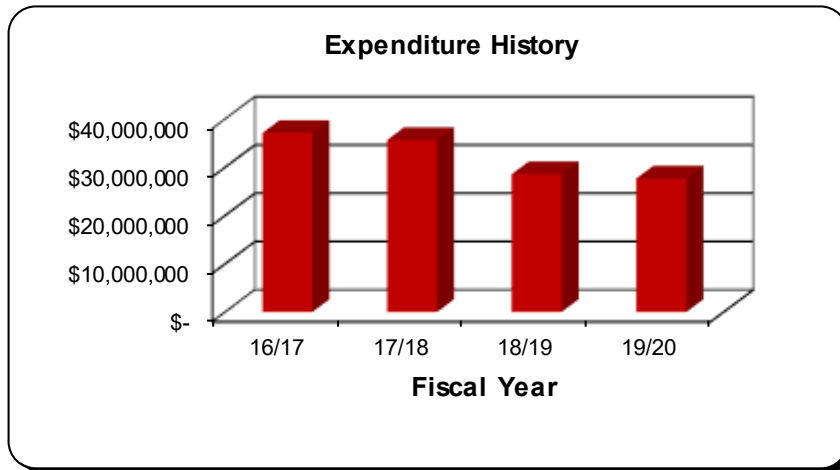
- Strengthen promotional partnerships within the community
- Increase attendance and profitability at all Orlando Venues facilities

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<u>ORLANDO VENUES FUND #4001</u>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ 3,673	\$ 156,821	\$ (28,585)	\$ (185,406)	(118.23%)
0002 Orlando Venues Nondepartmental	2,283,403	2,684,560	2,333,635	(350,925)	(13.07%)
0003 Venues Operational Resources	-	(3,568)	(20,895)	(17,327)	485.62%
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0007 Venues Security Services	11,262	(32,689)	(906)	31,783	(97.23%)
TOTAL -- ORLANDO VENUES FUND	\$24,370,909	\$20,598,902	\$20,831,662	\$ 232,760	1.13%
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 61,264	\$ 9,700	\$ -	\$ (9,700)	(100.00%)
0002 Community Venues Blueprint	271,266	-	-	-	N/A
0003 Venues Construction Administration Nondepartme	666,623	641,675	81,856	(559,819)	(87.24%)
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 999,153	\$ 651,375	\$ 81,856	\$ (569,519)	(87.43%)
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 9,467,786	\$ 6,305,887	\$ 5,591,099	\$ (714,788)	(11.34%)
0002 Camping World Stadium Nondepartmental	398,076	578,556	667,939	89,383	15.45%
0003 Conference Center	5,616	29,745	27,000	(2,745)	(9.23%)
0005 Tinker Field	409,449	402,177	469,643	67,466	16.78%
0007 Soccer Stadium Operations	(2,322)	-	-	-	N/A
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$10,278,825	\$ 7,316,365	\$ 6,755,681	\$ (560,684)	(7.66%)
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$35,648,886	\$28,566,642	\$27,669,199	\$ (897,443)	(3.14%)

ORLANDO VENUES DEPARTMENT



STAFFING SUMMARY

	2017/18 Actual Staffing	2018/19 Revised Staffing	2019/20 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	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	52	54	54
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>			
Community Venues Administration Division (CVA)			
0001 Community Venues Administration	1	-	-
0002 Community Venues Blueprint	4	-	-
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	5	-	-
<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	64	61	61

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 providing 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) provides policy recommendations to members of City Council.

Major Accomplishments

- Total visitation FY 2018-19 was 162,605.
- Membership to Leu Gardens reached 5,184.
- Volunteer hours totaled 5,500 in 2018-19 providing service in the Gardens and Garden House valued at \$139,865.
- Volunteers and staff provided 94 tours of the Garden and 253 classes in horticulture, cooking, and arts to 6,660 guests.
- Social media outreach efforts have resulted in more than 14,000 individuals receiving the monthly E-Newsletter, more than 25,000 followers on Facebook, 7,500 followers on Instagram, and 1,000 on Twitter.

Future Goals and Objectives

Short Term

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

Medium Term

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

Long Term

- The goal for **Booking and Facility Rental** is to make Leu Gardens the rental place of choice by offering more services, maintaining the highest level of customer service and increase revenue.
- The goal for **Education Department** is to become the primary resource for horticultural and environmental information for Central Florida residents by diversifying educational class and workshops and increasing educational outreach programs.

The **Horticulture Department** plans to implement their goal for exemplary horticultural display by evaluating new plants that may be appropriate for Central Florida and maintaining the numerous and distinct collections of both herbaceous

ORLANDO VENUES DEPARTMENT

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

Overview of Services

The Mennello Museum of American Art, 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 artists. The museum features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$10+ million.

Major Accomplishments

The Mennello Museum of American Art is one of the first recipients of an Art Bridges Grant. Art Bridges was formed in 2017 by Alice Walton to assist small museums gain access to loans from major art institutions. The Museum received \$81,405 for the exhibition Edward Steichen: In Exaltation of Flowers Major redesign, recontextualize, and new installation of Earl Cunningham Collection & Gallery.

Exhibitions presented:

- The Collectors Passion: The Paintings of Laurence A. Campbell
- Our Orlando 2018: Boy Kong, Kelly Jo Ladd, Sarah Bender, and Peterson Guerrier
- American Youth: Our Future
- Shifting Gaze: A Reconstructions of the Black and Hispanic Body in Contemporary Art
- The Unbridled Paintings of Lawrence H. Lebduska
- Edward Steichen: In Exaltation of Flowers

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.
- Yappy Hour continues to be a very popular
- Educational Programming: In partnership with United Arts, we continue Art Trunks on the Go and taught art lessons and hands on art projects at schools in Orange and Osceola counties.
- We continue to develop in house programming, Toddler Thursday, Workshop Wednesday, and Movie Night at the Mennello.
- Free Family Day continues to be very successful.
- We have scheduled summer Day of Art sessions for Elementary, Middle and High School students.

Future Goals and Objectives

Short Term:

- Exhibition and programming for Edward Steichen: In Exaltation of Flowers
- Exhibition Mira Lehr: High Water Mark
- Friends fundraiser: The White Canvas Party
- Friends fundraiser: Gala 2020
- Planning and producing the 2020 Indie Folkfest

Medium Term:

- Organize traveling exhibitions
- Increase membership
- Increase attendance

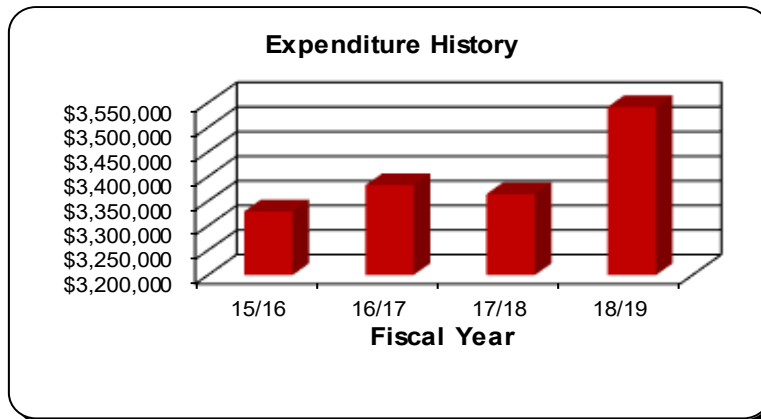
Long Term:

- Friends of the Mennello Museum Capital Campaign
- Securing an Architect for museum expansion

ORLANDO VENUES DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Adopted to Revised	% Change
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,778,428	\$ 2,909,522	\$ 2,819,724	\$ (89,798)	(3.09%)
0003 Public Art	43,473	68,300	68,300	-	0.00%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,821,900	\$ 2,977,822	\$ 2,888,024	\$ (89,798)	(3.02%)
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 542,590	\$ 563,790	\$ 596,589	\$ 32,799	5.82%
TOTAL -- MENNELLO MUSEUM FUND	\$ 542,590	\$ 563,790	\$ 596,589	\$ 32,799	5.82%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,364,491	\$ 3,541,612	\$ 3,484,613	\$ (56,999)	(1.61%)



STAFFING SUMMARY

	2017/18 Actual Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	21	21
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	21	21
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	24	24

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Orlando Venues	Amway Center - Total Attendance	1,516,248	1,428,575	1,472,411
Orlando Venues	Camping World Stadium - Total Attendance	369,176	425,858	397,517
Harry P. Leu Gardens	Number of visitors	171,680	173,000	175,000
Harry P. Leu Gardens	Number of outreach events participated	40	30	35
Harry P. Leu Gardens	Number of participants at outreach events	2,499	1,800	1,900
Mennello Museum of American Art	Annual Attendance	25,821	21,000	30,000
Mennello Museum of American Art	Number of General memberships	162	235	300
Mennello Museum of American Art	Number of Friends memberships	50	57	75
Mennello Museum of American Art	Number of Facebook likes	1,450	5,400	6,500
Public Art	Number of Visits to public arts website	14,450	15,000	20,000
Public Art	Attendance at art receptions	500	30	500

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Orlando Venues	Orlando Venues Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-7.98%	+/-5%	-1.03%
Harry P. Leu Gardens	Revenue from user fees	1,376,592	1,278,000	1,378,000
Harry P. Leu Gardens	Number of Volunteer hours	5,940	5,500	6,000
Harry P. Leu Gardens	Spending Level - Leu Gardens	109%	100%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	104%	100%	100%
Mennello Museum of American Art	Total revenue	60,685	56,530	62,000
Mennello Museum of American Art	Total funds raised by the Friends	375,000	165,302	375,000
Mennello Museum of American Art	Value of grants awarded	84,060	188,404	120,000

ORLANDO VENUES DEPARTMENT

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Public Arts	Number pieces in collection	950	954	960
Public Arts	Number of large outdoor pieces of art maintained or repaired	22.75	10	5
Public Arts	Number of smaller pieces maintained or repaired	24	2	30
Public Arts	Annual number of entries	180	0	0

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Actual	Proposed
Orlando Venues	Amway Center - Total Events	275	258	267
Orlando Venues	Camping World Stadium - Total Events	44	50	47
Orlando Venues	Tinker Field - Total Events	12	6	9
Public Arts	Percentage of collection "on view"	95	50	80



CITY OF
ORLANDO
POLICE DEPARTMENT

2018-2019 BY THE NUMBERS:

↓ ↓ **6.4%** decrease in total crime ↓ ↓

365,694
calls for service 

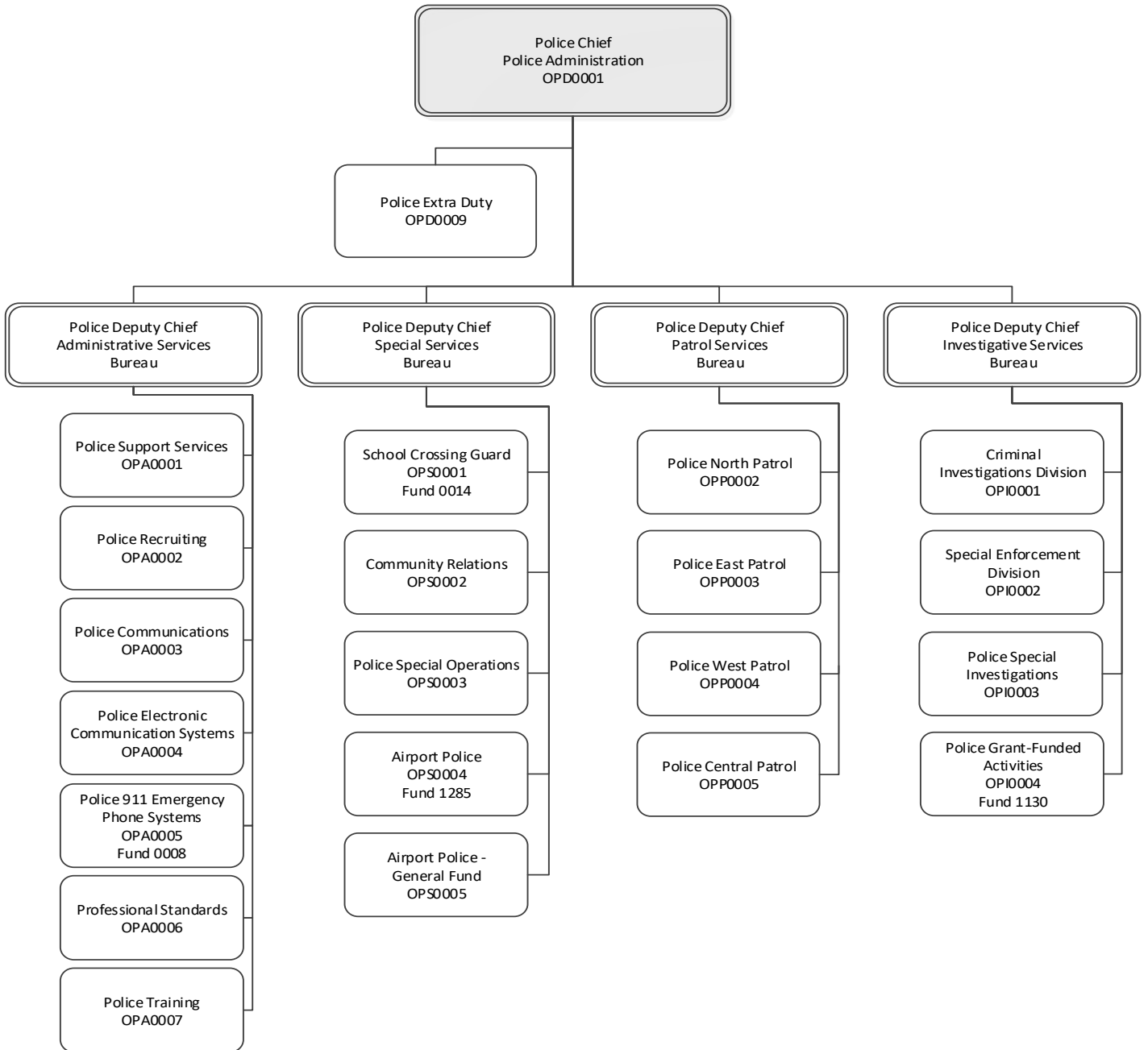
12,032
arrests 

137  **43**
crossing guards posted at elementary schools

70
National Night Out block parties 

Orlando Police Department is a nationally recognized law enforcement agency that is focused on the safety of our residents, visitors, and businesses. Our job is to protect the citizens of Orlando and we intend to accomplish that mission, even at risk to our own lives. We ask only for your assistance by calling 9-1-1 anytime you see something suspicious, or when someone needs help. The men and women at the Orlando Police Department are some of the most dedicated and loyal public servants in this great nation, and we promise to serve you with Courage, Pride and Commitment

POLICE DEPARTMENT



Department Mission Statement

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

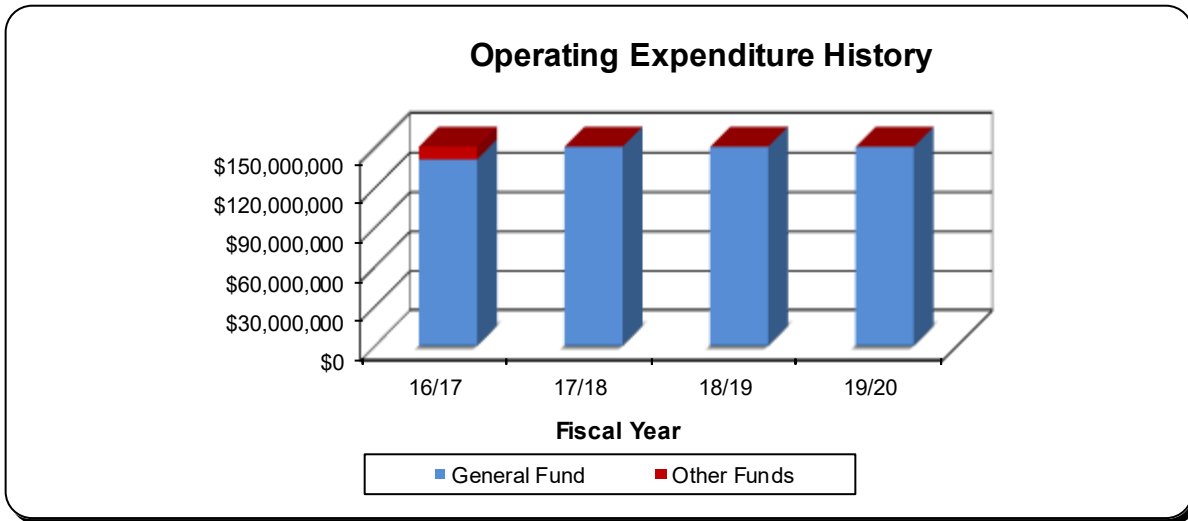
POLICE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

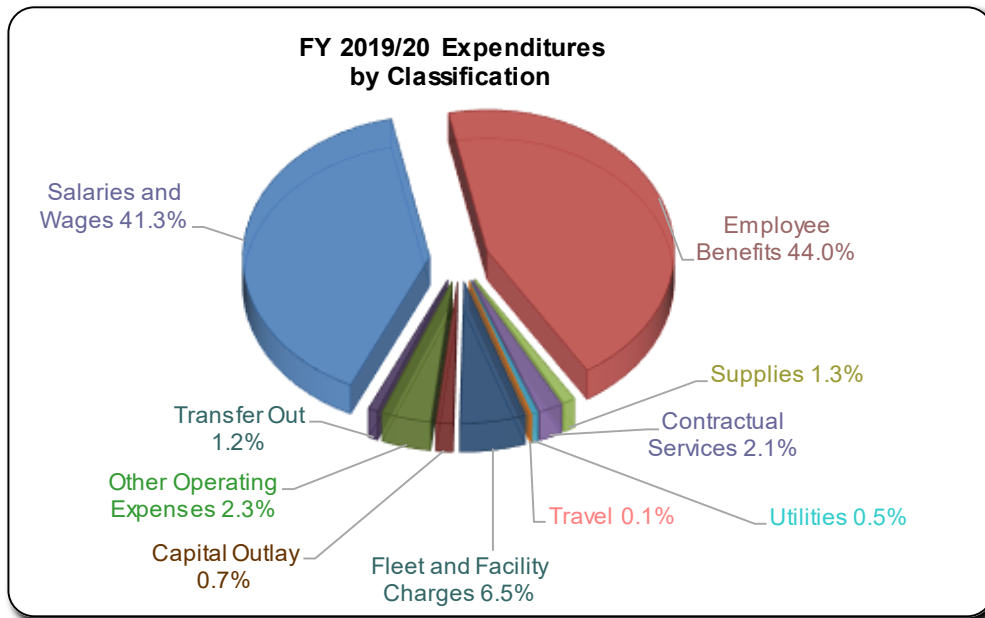
Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,706,386	\$ 6,654,066	\$ 1,055,447	\$ (5,598,619)	(84.1%)
0002 Police Nondepartmental	2,592,743	3,541,790	4,432,857	891,067	25.2%
0003 Primrose Building Operations	105,706	137,000	42,000	(95,000)	(69.3%)
0007 Police Training	5,157,659	5,589,417	0	(5,589,417)	(100.0%)
0009 OPD Off Duty	11,977,993	8,375,000	10,592,500	2,217,500	26.5%
0010 OPD - MOU Overtime	303,717	-	-	-	N/A
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,872,721	4,093,766	4,602,377	508,611	12.4%
0002 Police Recruiting	1,054,527	1,234,094	1,562,204	328,110	26.6%
0003 Police Communications	8,182,750	8,202,950	9,087,480	884,530	10.8%
0004 Police Electronic Communication Systems	124,610	204,436	353,985	149,549	73.2%
0006 Professional Standards Division	-	-	3,039,141	3,039,141	N/A
0007 Police Officer Training	-	100,000	6,628,597	6,528,597	6528.6%
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	23,807,721	25,280,675	19,546,374	(5,734,301)	(22.7%)
0002 Special Enforcement Division	3,458,867	3,758,200	8,761,312	5,003,112	133.1%
0003 Police Special Investigations	2,499,412	2,417,492	2,438,211	20,719	0.9%
0004 Police Grant-funded Activities	(161,444)	1,694,702	1,028,441	(666,261)	(39.3%)
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	14,714,519	15,822,126	10,516,480	(5,305,646)	(33.5%)
0003 Police Special Operations	9,213,048	9,338,676	9,007,926	(330,750)	(3.5%)
0005 Airport Police-General Fund	1,515,099	952,000	1,142,738	190,738	20.0%
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	18,918,974	19,074,771	19,853,722	778,951	4.1%
0003 Police East Patrol	18,512,417	18,816,161	19,720,439	904,278	4.8%
0004 Police West Patrol	22,049,227	22,493,226	17,109,096	(5,384,130)	(23.9%)
0005 Police Central Patrol	-	-	13,115,417	13,115,417	N/A
TOTAL -- GENERAL FUND	\$ 153,606,654	\$ 157,780,548	\$ 163,636,744	\$ 5,856,196	3.7%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 114,092	\$ 230,410	\$ 200,000	\$ (30,410)	(13.2%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 114,092	\$ 230,410	\$ 200,000	\$ (30,410)	(13.2%)
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 14,878,621	\$ 15,656,048	\$ 17,076,752	\$ 1,420,704	9.1%
TOTAL -- GOAA POLICE FUND	\$ 14,878,621	\$ 15,656,048	\$ 17,076,752	\$ 1,420,704	9.1%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 756,051	\$ 839,773	\$ 1,087,479	\$ 247,706	29.5%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 756,051	\$ 839,773	\$ 1,087,479	\$ 247,706	29.5%

POLICE DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 1,264,519	\$ 462,800	\$ 439,343	\$ (23,457)	(5.1%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 1,264,519	\$ 462,800	\$ 439,343	\$ (23,457)	(5.1%)
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 1,558	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 1,558	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 105,707	\$ 570,893	\$ 124,493	\$ (446,400)	(78.2%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 105,707	\$ 570,893	\$ 124,493	\$ (446,400)	(78.2%)
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 170,727,202	\$ 175,540,472	\$ 182,564,811	\$ 7,024,339	4.0%



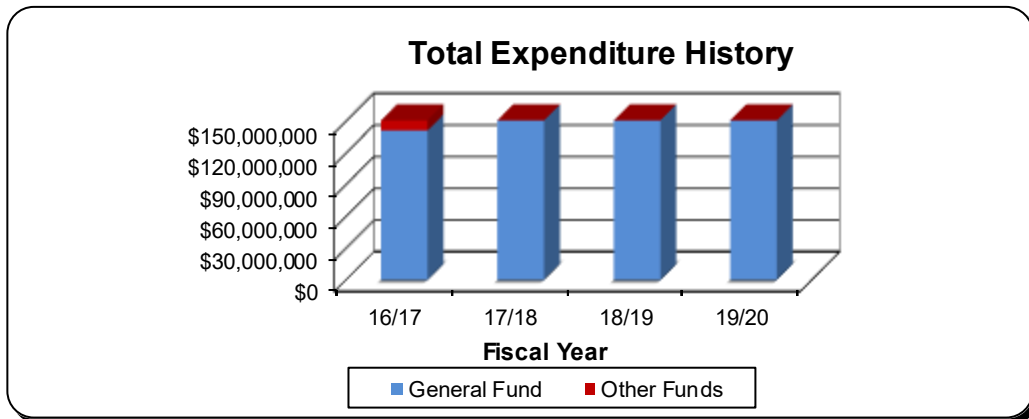
POLICE DEPARTMENT



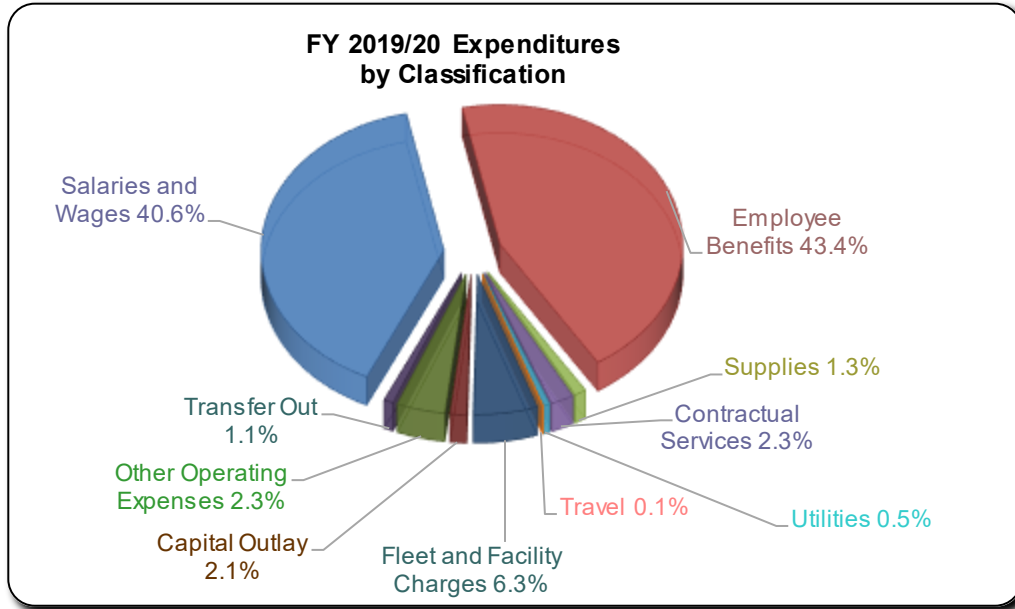
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 68,620,507	\$ 71,552,444	\$ 75,319,608	\$ 3,767,164	5.3%
Employee Benefits	78,581,996	79,850,981	80,303,734	452,753	0.6%
Supplies	2,107,671	1,885,000	2,416,909	531,909	28.2%
Contractual Services	3,668,946	3,599,973	3,874,423	274,450	7.6%
Utilities	969,780	946,200	947,750	1,550	0.2%
Travel	211,833	164,900	257,500	92,600	56.2%
Fleet and Facility Charges	10,556,799	10,194,936	11,831,546	1,636,610	16.1%
Capital Outlay	494,723	621,882	1,362,430	740,548	119.1%
Other Operating Expenses	5,400,193	5,212,062	4,171,824	(1,040,238)	(20.0%)
Transfer Out	114,755	1,512,094	2,079,087	566,993	37.5%
TOTAL -- POLICE DEPARTMENT	\$ 170,727,202	\$ 175,540,472	\$ 182,564,811	\$ 7,024,339	4.0%

POLICE DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 187,868	\$ 450,301	\$ 188,830	\$ (261,471)	(58.1%)
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 187,868	\$ 450,301	\$ 188,830	\$ (261,471)	(58.1%)
DEPARTMENT OF TREASURY FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167					
Police-Administration (OPD)					
0006 Federal Asset Sharing - Treasury	\$ 31,539	\$ 451,056	\$ 4,652	\$ (446,404)	(99.0%)
TOTAL -- DOT FEDERAL ASSET SHARING	\$ 31,539	\$ 451,056	\$ 4,652	\$ (446,404)	(99.0%)
OTHER FUNDS					
Projects and Grants - Other Funds	\$ 2,767,496	\$ 9,371,348	\$ 4,346,608	\$ (5,024,740)	(53.6%)
TOTAL -- PROJECTS AND GRANTS- OTHER FUNDS	\$ 2,767,496	\$ 9,371,348	\$ 4,346,608	\$ (5,024,740)	(53.6%)
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 2,986,902	\$ 10,272,705	\$ 4,540,090	\$ (5,732,615)	(55.8%)
TOTAL -- POLICE DEPARTMENT	\$ 173,714,104	\$ 185,813,177	\$ 187,104,901	\$ 1,291,724	0.7%



POLICE DEPARTMENT

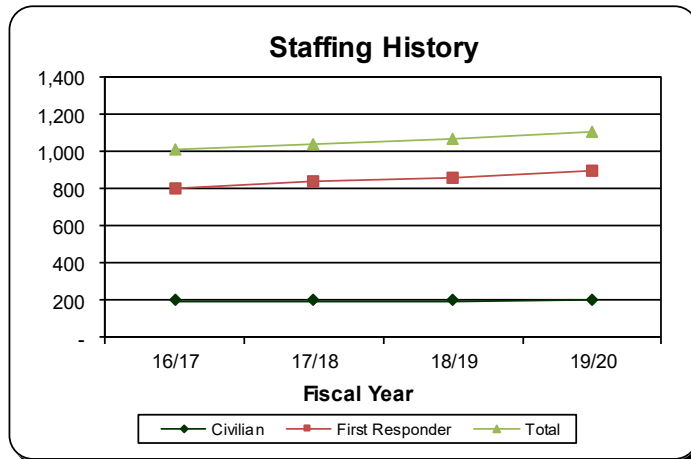


Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 69,289,977	\$ 73,883,011	\$ 75,952,251	\$ 2,069,240	2.8%
Employee Benefits	78,973,337	79,723,549	81,252,699	1,529,150	1.9%
Supplies	2,462,822	2,532,533	2,416,909	(115,624)	(4.6%)
Contractual Services	4,064,954	3,628,743	4,324,423	695,680	19.2%
Utilities	969,780	946,200	947,750	1,550	0.2%
Travel	278,114	196,982	257,500	60,518	30.7%
Fleet and Facility Charges	10,556,799	10,194,936	11,831,546	1,636,610	16.1%
Capital Outlay	1,592,792	3,723,212	3,870,912	147,700	4.0%
Other Operating Expenses	5,410,776	9,455,968	4,171,824	(5,284,144)	(55.9%)
Transfer Out	114,755	1,528,043	2,079,087	551,044	36.1%
TOTAL -- POLICE DEPARTMENT	\$ 173,714,104	\$ 185,813,177	\$ 187,104,901	\$ 1,291,724	0.7%

POLICE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	32	9	9
0007 Police Training	34	-	-
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	7	10	10
0003 Police Communications	94	92	92
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	-	25	25
0007 Police Officer Training	-	35	35
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	138	114	116
0002 Special Enforcement Division	22	53	53
0003 Police Special Investigations	14	13	13
0004 Police Grant-funded Activities	16	15	15
Special Services Bureau (OPS)			
0002 Community Relations Division	94	57	65
0003 Police Special Operations	51	51	51
Patrol Services Bureau (OPP)			
0002 Police North Patrol	113	112	112
0003 Police East Patrol	145	133	133
0004 Police West Patrol	148	119	119
0005 Police Central Patrol	-	95	95
TOTAL -- GENERAL FUND	955	980	990
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	85	85	113
TOTAL -- GOAA POLICE FUND	85	85	113
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- POLICE	1,041	1,066	1,104



POLICE DEPARTMENT

Police Administration

Overview of Services

The **Chief's Staff (Police Administration)** is comprised of the Staff Director and the Criminal Justice Section. The Staff Director oversees Media Relations and the Police Chaplains. The Criminal Justice Section houses the Department's legal staff.

Major Accomplishments

- Media Relations initiated quarterly meetings with local news agencies to foster cooperation during major news events.
- The Police Chaplain Program served over 3,500 hours responding to assistance calls with officers to provide services to citizens in the midst of tragic circumstances.

Future Goals and Objectives

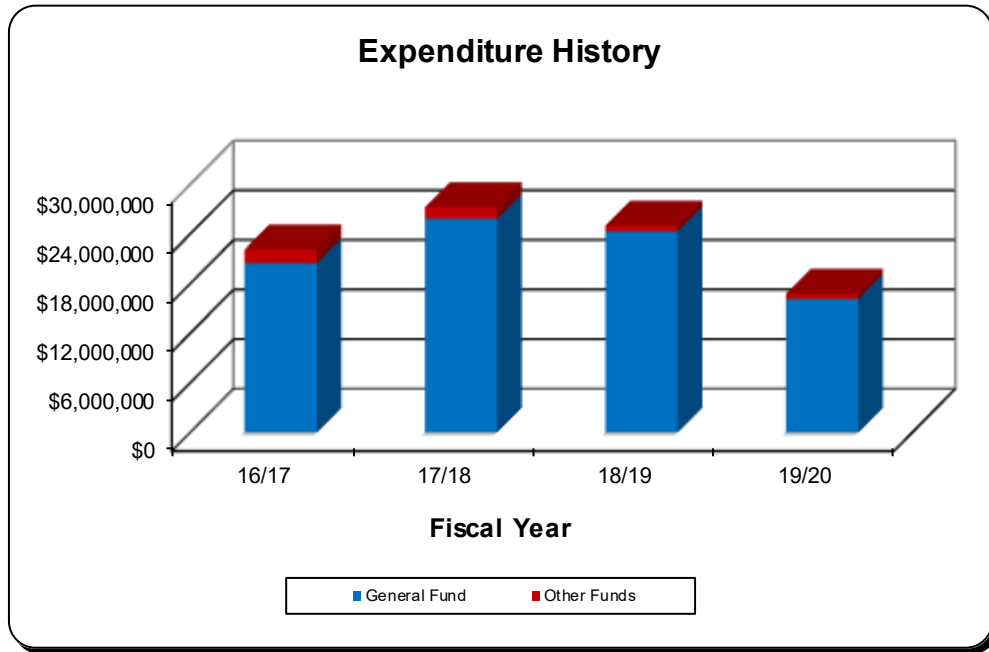
Short Term

- OPD Legal staff intends to present a final agreement to City Council regarding School Resource Officers for the 2019-2020 school year and the 2020-2021 school year.
- The Police Chaplain's Program will continue to recruit additional clergy members as steady growth results in an increase of calls for service.
- The mission of the Media Relations office will grow in scope with greater focus on sharing the positive work that is being done in the community by the department.

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,706,386	\$ 6,654,066	\$ 1,055,447	\$ (5,598,619)	(84.1%)
0002 Police Nondepartmental	2,592,743	3,541,790	4,432,857	891,067	25.2%
0003 Primrose Building Operations	105,706	137,000	42,000	(95,000)	(69.3%)
0007 Police Training	5,157,659	5,589,417	-	(5,589,417)	(100.0%)
0009 OPD Off Duty	11,977,993	8,375,000	10,592,500	2,217,500	26.5%
0010 OPD - MOU Overtime	303,717	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 25,844,204	\$ 24,297,273	\$ 16,122,804	\$ (8,174,469)	(33.6%)
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training)	\$ 114,092	\$ 230,410	\$ 200,000	\$ (30,410)	(13.2%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 114,092	\$ 230,410	\$ 200,000	\$ (30,410)	(13.2%)
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 1,558	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 1,558	\$ -	\$ -	\$ -	N/A
FORFEITURE SHARING FUNDS #1165, #1166 & #1167					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 1,264,519	\$ 462,800	\$ 439,343	\$ (23,457)	(5.1%)
0003 Federal Asset Sharing - Justice	187,868	450,301	188,830	(261,471)	(58.1%)
0006 Federal Asset Sharing - Treasury	31,539	451,056	4,652	(446,404)	(99.0%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 1,264,519	\$ 462,800	\$ 439,343	\$ (731,332)	(5.1%)
TOTAL -- POLICE ADMINISTRATION	\$ 27,224,374	\$ 24,990,483	\$ 16,762,147	\$ (8,936,211)	(32.9%)

POLICE DEPARTMENT



STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Police-Administration (OPD)			
0001 Police Administration	32	9	9
0007 Police Training	34	0	0
TOTAL -- GENERAL FUND	66	9	9
TOTAL -- POLICE ADMINISTRATION	66	9	9

Administrative Services Bureau

Overview of Services

The **Administrative Services Bureau** includes the Communications Division, Professional Standards Division, and the Support Services Division. The Communications Division consists of the Operations Section, Technical Support Section and the Administration Section. The Professional Standards Division consists of the Training/Accreditation and Inspections Section (In-Service Training, Recruiting and Field Training Units), the Planning Section (Planning Administration and Police Planning Units), the Internal Affairs Section and the Fiscal Management Section (Budget/Payroll 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.

Major Accomplishments

- The Planning Section managed more than \$2.6 million in grant funds.
- The Planning Section completed the 2019-2024 Strategic Plan.
- The Communications Division processed 332,738, 911 emergency calls and 529,051 non-emergency calls, for a total of 861,789 calls. The total calls for service was 427,534.
- The Communications Division hired 15 new Emergency Communications Specialists (ECS) and successfully cross-trained (2) ECS to Level II and (1) ECS to Level III.
- Communications Division False Alarm Program received 11,121 Alarms, 7,810 were coded False and 74 were coded Crime Reports.
- The Communications Division, Technical Support purchased and deployed 116 portable radios and closed 1,144 work orders.
- The Report Review Unit processed/merged 92,559 police related reports.
- The OPD Information Desk handled over 22,183 phone calls and 19,435 walk-ins.
- The Internal Affairs Section completed 97% of their formal investigations within 120 days.
- The Recruiting Unit reviewed over 6,300 applications.

Future Goals and Objectives

Short Term

- The Communications Division will hire 10 Emergency Communication Specialists (ECS).
- The Property and Evidence Section will update its software systems to increase overall efficiency.
- The Recruiting Unit will sponsor an average of 15 recruits to the police academy each class.
- The Training Unit will increase the number of Field Training Officers (FTOs) to 90+ FTOs.

Medium Term

- The Strategic Planning/Grants Section will increase grant applications by 5%.
- Lake Nona radio tower site operational no later than August 2020.
- The Communications Division will cross-train 10 ECS in different level positions.
- The Training Unit will continue to conduct Response to an Active Shooter Incident Training.
- The Recruiting Unit will average 30 recruits in each orientation class.

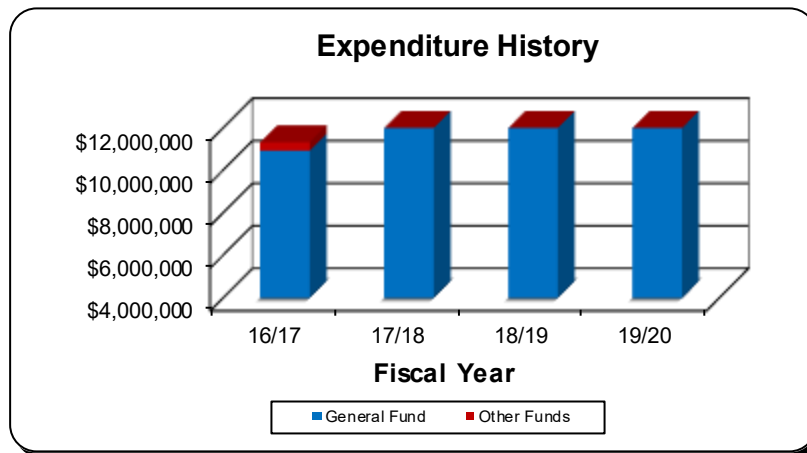
Long Term

- The Communications Division seeks to increase staffing by hiring to fill all specialist positions
- The Training Unit will utilize a simulator to train officers in a variety of stressful situations.
- The Accreditation section will ensure that OPD will be reaccredited in 2021.
- The Recruiting Unit will hire enough recruits to bring the agency to a full staffing.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,872,721	\$ 4,093,766	\$ 4,602,377	\$ 508,611	12.4%
0002 Police Recruiting	1,054,527	1,234,094	1,562,204	328,110	26.6%
0003 Police Communications	8,182,750	8,202,950	9,087,480	884,530	10.8%
0004 Police Electronic Communication Systems	124,610	204,436	353,985	149,549	73.2%
0006 Professional Standards Division	-	-	3,039,141	3,039,141	N/A
0007 Police Officer Training	-	100,000	6,628,597	6,528,597	6528.6%
TOTAL -- GENERAL FUND	\$ 13,234,608	\$ 13,835,246	\$ 25,273,784	\$ 11,438,538	82.7%
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 105,707	\$ 570,893	\$ 124,493	\$ (446,400)	(78.2%)
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 105,707	\$ 570,893	\$ 124,493	\$ (446,400)	(78.2%)
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 13,340,315	\$ 14,406,139	\$ 25,398,277	\$ 10,992,138	76.3%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	7	10	10
0003 Police Communications	94	92	92
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	-	25	25
0007 Police Officer Training	-	35	35
TOTAL -- GENERAL FUND	148	209	209
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	148	209	209

Special Services Bureau

Overview of Services

The **Special Services Bureau** includes the Community Relations Division and the Special Operations Division. The Community Relations Division is comprised of the Community Involvement Section and the School Resource Section. The Special Operations Division is comprised of the Traffic Enforcement Section (Motors Unit, Traffic Homicide Unit, and the School Crossing Guard Unit), Special Patrol Section (Canine Unit, Motors Unit, Mounted Patrol Unit, Reserve Unit, Tactical Flight Officers, and the Vehicle for Hire Unit).

Major Accomplishments

- The School Resource Section added 13 additional School Resource Officers, covering all traditional Orange County Public Schools within the city limits of Orlando.
- The Community Involvement Section conducted 87 Active Shooter presentations, 9 CPTED Surveys, 48 Security Assessments, 1 Mock Robbery presentation, 13 Worshiping in Safety presentations, and 44 Self Defense classes.
- The Orlando Police Department has again been ranked in the top 3 of the nation for its participation in National Night Out.
- The Special Patrol Section, Mounted Unit, participated in 12 demonstration events and worked 28 downtown detail events.
- The Special Patrol Section, Canine Unit, participated in 39 demonstration events, conducted 192 bomb sweeps, 9 drug sweeps, apprehended 121 individuals, had a total of 3662 calls for service.
- The Vehicle for Hire Unit permitted 2,248 vehicles and 1,767 drivers. Through the issuance of these permits (both vehicle/drivers), and the collecting of towing fees, this unit generated over \$800K.

Future Goals and Objectives

Short Term

- The School Resource Unit will fill all remaining vacancies by the end of 2019.

Medium Term

- The Community Relations Section will continue to increase the number of Residential and Commercial Business Security surveys.
- The Traffic Enforcement Section will continue its pedestrian safety efforts by applying for grant programs that will help to educate the motoring public, pedestrians, and bicyclist within the City of Orlando.

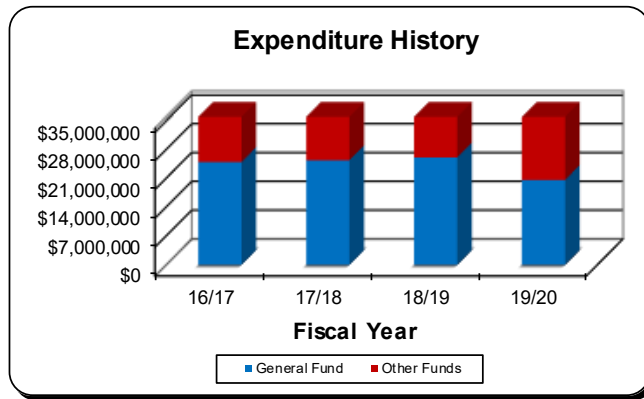
Long Term

- The Community Relations Section will continue to conduct safety training within churches and community centers in an effort to provide the citizens with the necessary tools to remain safe.
- The Traffic Enforcement Section will increase its authorized staffing to effectively impact traffic enforcement.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #0001					
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 14,714,519	\$ 15,822,126	\$ 10,516,480	\$ (5,305,646)	(33.5%)
0003 Police Special Operations	9,213,048	9,338,676	9,007,926	(330,750)	(3.5%)
0005 Airport Police-General Fund	1,515,099	952,000	1,142,738	190,738	20.0%
TOTAL -- GENERAL FUND	\$ 25,442,666	\$ 26,112,802	\$ 20,667,144	\$ (5,445,658)	(20.9%)
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 14,878,621	\$ 15,656,048	\$ 17,076,752	\$ 1,420,704	9.1%
TOTAL -- GOAA POLICE FUND	\$ 14,878,621	\$ 15,656,048	\$ 17,076,752	\$ 1,420,704	9.1%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 756,051	\$ 839,773	\$ 1,087,479	\$ 247,706	29.5%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 756,051	\$ 839,773	\$ 1,087,479	\$ 247,706	29.5%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 41,077,338	\$ 42,608,623	\$ 38,831,375	\$ (3,777,248)	(8.9%)



STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
GENERAL FUND #0001			
Police-Special Services Bureau (OPS)			
0002 Community Relations Division	94	57	65
0003 Police Special Operations	51	51	51
TOTAL -- GENERAL FUND	145	108	116
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	85	85	113
TOTAL -- GOAA POLICE FUND	85	85	113
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	231	194	230

Investigative Services Bureau

Overview of Services

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Special Enforcement Division, the Metropolitan Bureau of Investigations and the Intelligence Unit. The Criminal Investigations Division includes the Violent Crimes Section (Homicide, Robbery, Assault & Battery and Special Victims Units), the Property Crimes Section (East and West Property, Economic Crimes and the Digital Forensics Lab) and the Crime Center & Forensics Section (Crime Center and Forensics Unit, Forensic Imaging & Print Labs, and Crime Scene Investigators). The Special Enforcement Division consists of the Drug Enforcement Unit, Task Force Officers assigned to federal agencies (FBI, DEA, ATF, HIDTA), the Neighborhood Patrol Unit, Gang Unit and TAC.

Major Accomplishments

- The Special Enforcement Division (SED) was established combining several tactical and drug units.
- The Special Enforcement Division (SED) made over 300 felony arrests, seized drugs and cash, and took 84 crime guns off the street, since its inception in April 2019.
- The Crime Center was established and an implementation plan was developed.
- The Special Enforcement Division (SED) developed an agency policy and procedure, as well as training presentation, regarding proper drug testing and evidence collection based on a recent court proceeding concern.

Future Goals and Objectives

Short Term

- The Property Section will recruit and train new detectives to improve staffing strength
- The Violent Crimes section will work to reduce violent crime by assisting Patrol with information sharing through identification of trends and public safety concerns.
- The Crime Center will increase its crime analysis staffing.
- SED will continue to increase operations to address the opioid crisis, specifically heroin related crimes.
- SED will regularly target the hot spots of the City, focusing on violent crimes, with an emphasis on prolific offenders, problem places, and disrupting/dismantling criminal networks.
- MBI will continue training patrol units on Human Trafficking.
- MBI will meet or exceed our High Intensity Drug Trafficking Area (HIDTA) program goals of dismantling or disrupting 4 money laundering or drug trafficking organizations.

Medium Term

- The Violent Crimes Section will collaborate with outside agencies to address violent crime trends.
- The Crime Center will be fully implemented utilizing analytic technology and computer systems.
- MBI will continue to seek funding from HIDTA for narcotics investigations.
- MBI will replace the current network administrator and server security agent with a long term solution.
- SED will adapt to Department changes with the upcoming implementation of the Crime Center, to work on addressing emerging trends.

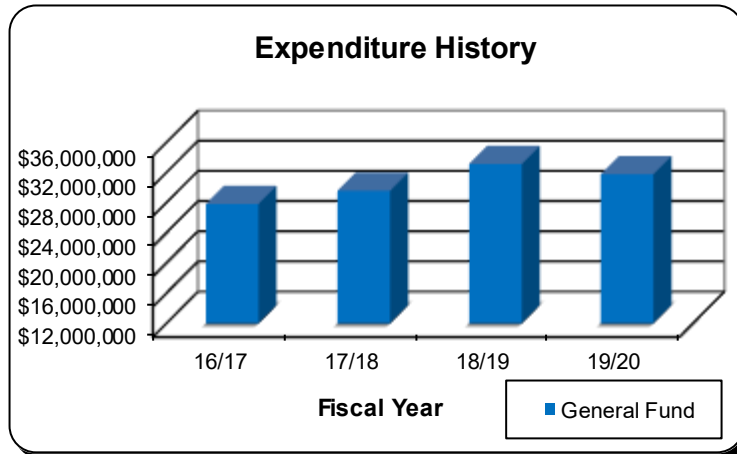
Long Tem

- MBI will expand the unit's capabilities by creating a financial crimes investigations unit.
- Camera system personnel will maintain an ongoing communication with City Technology Management and project managers to ensure continuous camera functioning during the I-4 Ultimate Project.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 23,807,721	\$ 25,280,675	\$ 19,546,374	\$ (5,734,301)	(22.68%)
0002 Special Enforcement Division	3,458,867	3,758,200	8,761,312	5,003,112	133.13%
0003 Police Special Investigations	2,499,412	2,417,492	2,438,211	20,719	0.86%
0004 Police Grant-funded Activities	(161,444)	1,694,702	1,028,441	(666,261)	(39.31%)
TOTAL -- GENERAL FUND	\$ 29,604,557	\$ 33,151,069	\$ 31,774,338	\$ (1,376,731)	(4.15%)
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 29,604,557	\$ 33,151,069	\$ 31,774,338	\$ (1,376,731)	(4.15%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	138	114	116
0002 Special Enforcement Division	22	53	53
0003 Police Special Investigations	14	13	13
TOTAL -- GENERAL FUND	174	180	182
GRANT FUND #1130			
Police-Investigative Services Bureau (OPI)			
0004 Police Grant-funded Activities	16	15	15
TOTAL -- GRANT FUND	16	15	15
TOTAL -- INVESTIGATIVE SERVICES BUREAU	190	195	197

Patrol Services Bureau

The Patrol Services Bureau has 4 divisions: East, West, North, and Central Patrol. The West Patrol Division includes the International Drive Units in the tourist corridor. The East Patrol Division includes the Community Service Officer (CSO) Unit. The Central Patrol Division includes the Downtown Bike Unit and the Parramore Bike Unit. The Patrol Services Bureau strives to build partnerships between the police department and the citizens we serve in an effort to prevent/reduce crime.

Major Accomplishments

- The Patrol Services Bureau was reorganized creating the Central Patrol Division. Two extra evening squads were also added to the East, North, and West Patrol Divisions providing extra officers during peak hours of calls for service.
- North Patrol reduced vehicle burglaries by 9%.
- Community Service Officers responded to 10,961 calls for service, and wrote 7,030 reports. An increase of 940 and 209 respectively from the previous year.
- Patrol Units worked 365,694 total calls for service.

Future Goals and Objectives

Short Term

- Patrol will organize tours and training of new businesses and facilities, specifically gun ranges facilities that store dangerous / hazardous material and resorts in the tourist corridor, schools, and the new downtown UCF campus.
- Patrol will continue to increase opportunities for community engagement, particularly with the youth in the community.

Medium Term

- Patrol personnel will utilize data generated by the Crime Center to target specific individuals and high crime areas.
- Patrol will assist in identifying prolific offenders and coordinate efforts with other jurisdictions to develop and employ strategies to prevent their ability to offend.

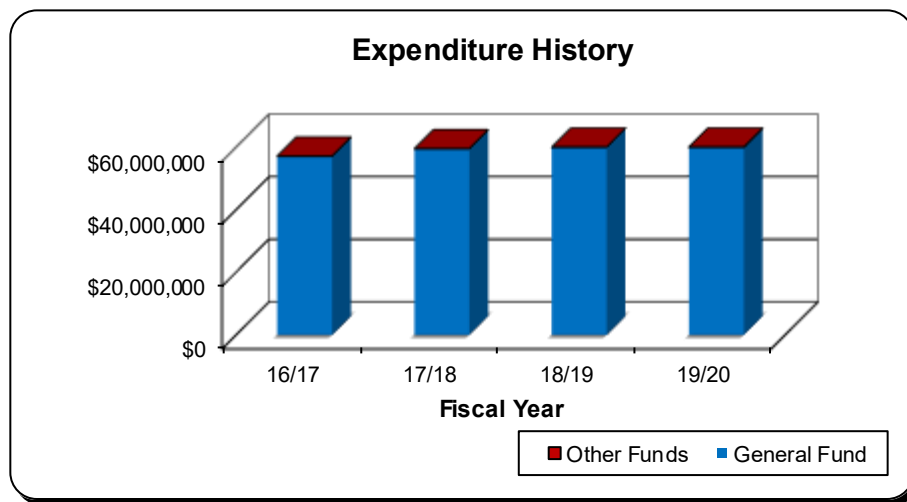
Long Term

- Crisis Intervention training will continue until 100% of Patrol personnel are CIT trained.
- The Patrol Services Bureau will seek grants to increase the staffing of the International Drive Bike Unit.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	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	\$ 18,918,974	\$ 19,074,771	\$ 19,853,722	\$ 778,951	4.08%
0003 Police East Patrol	18,512,417	18,816,161	19,720,439	\$ 904,278	4.81%
0004 Police West Patrol	22,049,227	22,493,226	17,109,096	\$ (5,384,130)	(23.94%)
0005 Police Central Patrol	-	-	13,115,417	\$ 13,115,417	N/A
TOTAL -- GENERAL FUND	\$ 59,480,618	\$ 60,384,158	\$ 69,798,674	\$ 9,414,516	15.59%
TOTAL -- PATROL SERVICES BUREAU	\$ 59,480,618	\$ 60,384,158	\$ 69,798,674	\$ 9,414,516	15.59%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Patrol Services Bureau (OPP)			
0002 Police North Patrol	113	112	112
0003 Police East Patrol	145	133	133
0004 Police West Patrol	148	119	119
0005 Police Central Patrol	-	95	95
TOTAL -- GENERAL FUND	406	459	459
TOTAL -- PATROL SERVICES BUREAU	406	459	459

POLICE DEPARTMENT

Police Department Operational Performance Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	82.1%	95.4%	90%

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	5.1%	2.06%	+/- 5%

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		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).	6.1	5.0	5.0
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	17.3	16.4	16.4
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	42.8	39.9	39.9
Police Investigative Services Bureau	Percentage of cases cleared.	89.8%	89.7%	90%

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Police Department	Percent change of UCR reported crimes	-2.6%	-2.4%	-2.5%
Police Department	Percent change of the total number of violent crimes.	10%	-2.2%	-2.2%
Police Department	Percentage change in the number of property crimes.	-4%	-2.4%	-3.2%

2018-2019 BY THE NUMBERS:

Solid Waste customers:

58,057

residential

9,451

commercial



17,732

miles of streets
cleaned annually

40,279

feet of stormwater pipes
repaired annually



14 buildings with
LEED Certification



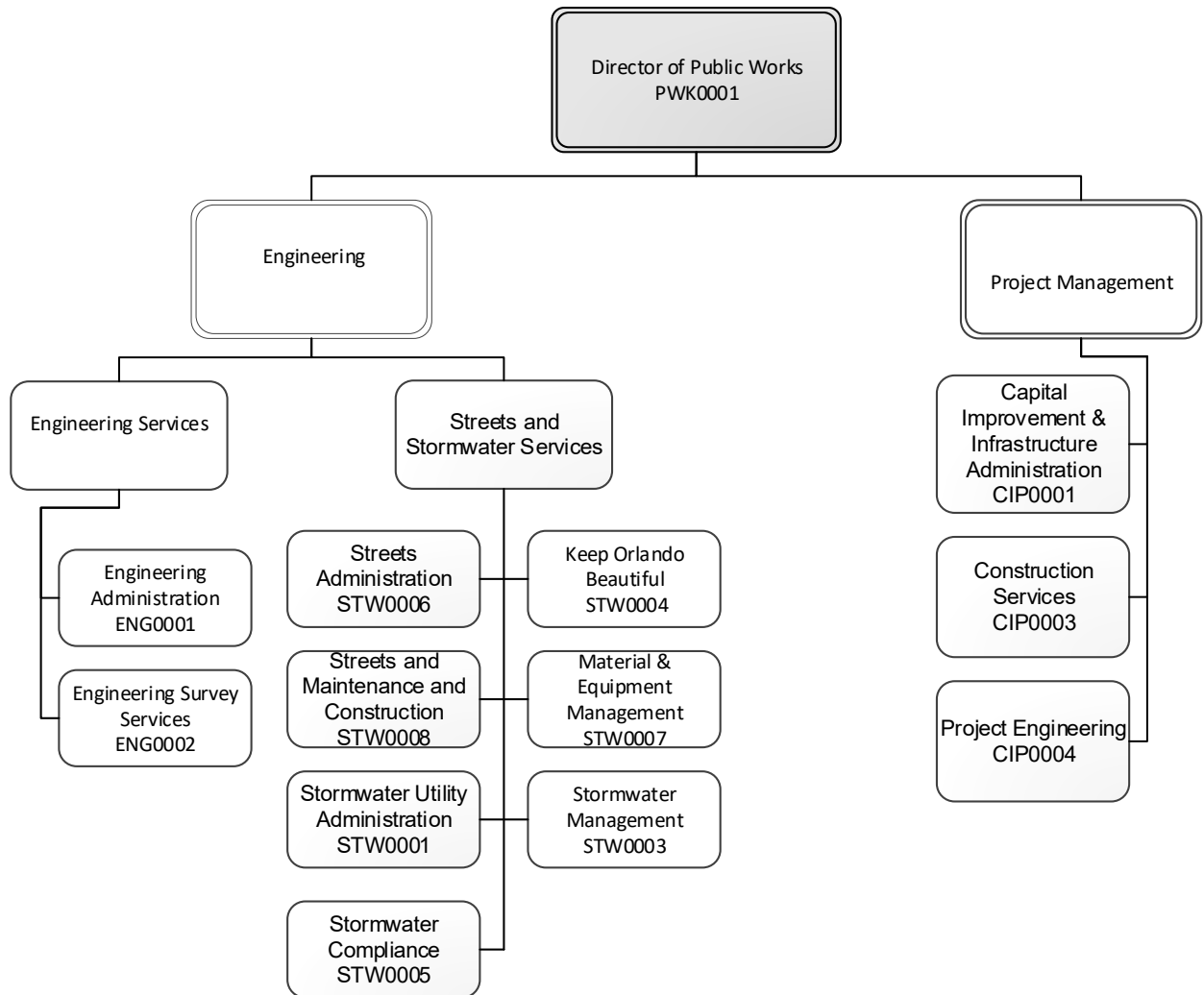
72.1 TONS

of recyclables collected through Keep
Orlando Beautiful volunteer efforts

The Public Works Department proactively identifies innovative solutions for creating a sustainable city for future generations through the planning, design, construction, maintenance and operation of public infrastructure.

- **Solid Waste:** The Solid Waste Division offers residential and commercial garbage, recycling and yard waste services.
- **Streets and Stormwater:** The Streets and Stormwater Division maintain and operate the City's roadways and rights-of-way. They improve the City's drainage facilities to ensure they perform to design capacity and that all receiving bodies meet state and federal water quality standards.
- **Water Reclamation Division:** The Water Reclamation Division collects and treats approximately 45 million gallons per day of wastewater through a system of gravity and force mains, lift stations, and water reclamation facilities. The treated (or reclaimed) water is then used for a variety of beneficial uses, such as irrigation.
- **Engineering Division & Survey Services:** The Engineering Division is responsible for managing the Engineering Administration, the Solid Waste Division, the Streets and Stormwater Division and the Engineering Survey Services Section.
- **Survey Services:** The City of Orlando Survey Services Section provides surveying and guidance for all City departments involving surveying and mapping. In addition, the survey section provides surveys, producing every type of survey
- **Keep Orlando Beautiful:** Founded in 1987, Keep Orlando Beautiful, Inc. is a 501(c)3 nonprofit organization and certified as an affiliate of Keep America Beautiful, Inc. The program is administered by the City of Orlando's Streets and Stormwater Division of the Public Works Department.

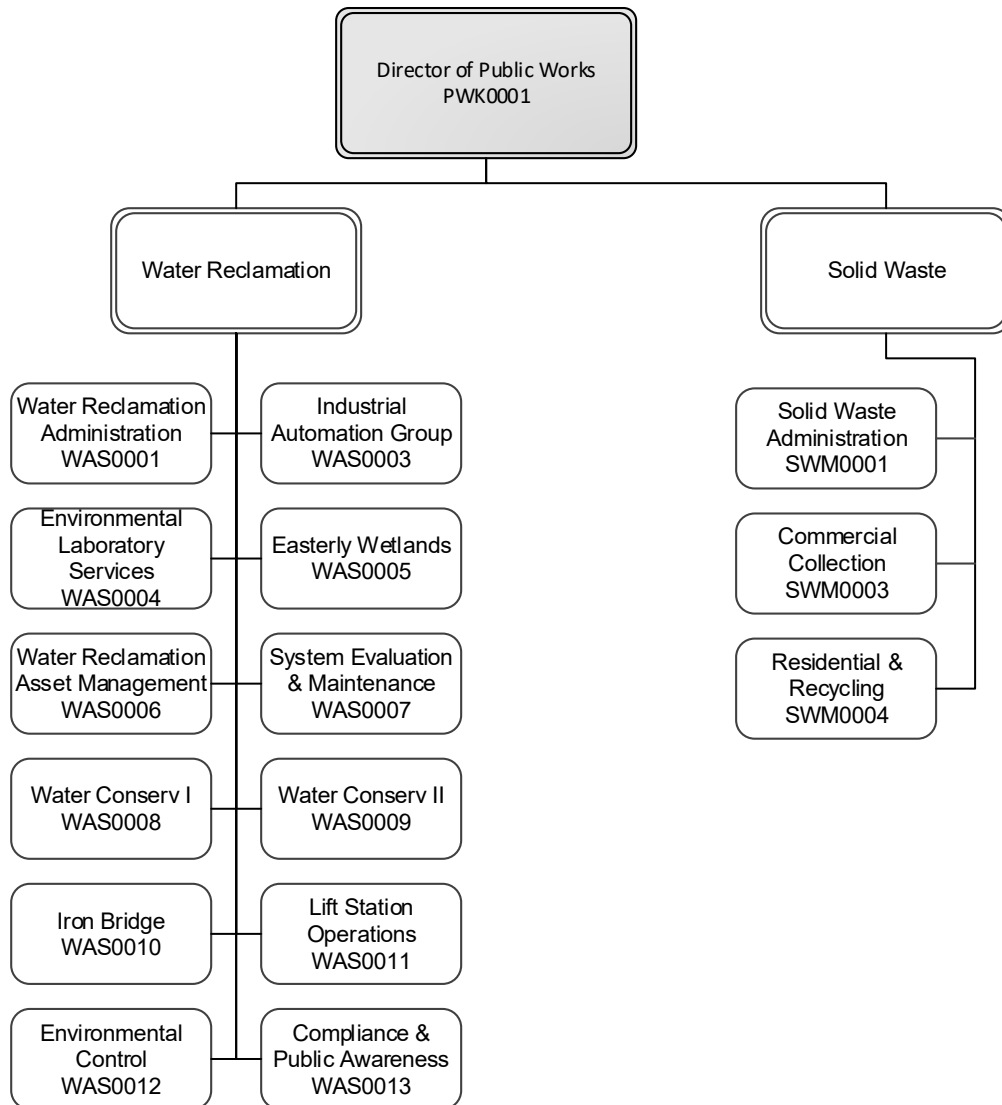
PUBLIC WORKS DEPARTMENT



Department Mission Statement

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

PUBLIC WORKS DEPARTMENT



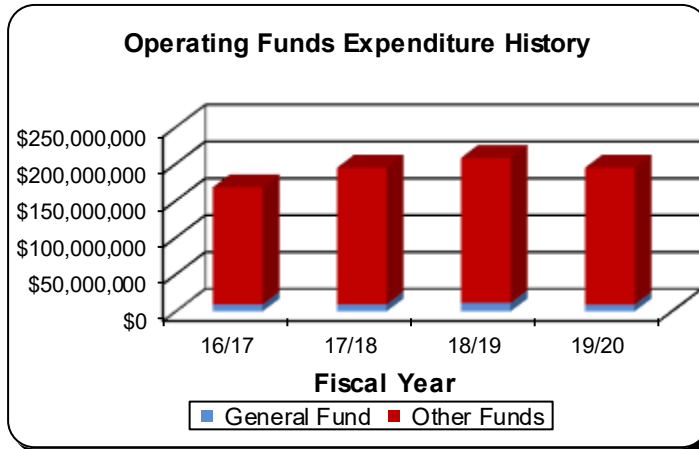
PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 455,370	\$ 525,806	\$ 1,196,754	\$ 670,948	127.6%
0002 Public Works Nondepartmental	273,438	215,000	180,675	(34,325)	(16.0%)
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	932,531	1,003,429	100,523	(902,906)	(90.0%)
0002 Engineering Survey Services	1,218,271	1,525,780	1,012,960	(512,820)	(33.6%)
Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	132,175	193,011	-	(193,011)	(100.0%)
0006 Streets Administration	478,693	615,734	502,284	(113,450)	(18.4%)
0007 Material and Equipment Management	3,875,315	4,809,700	3,952,248	(857,452)	(17.8%)
0008 Street Maintenance and Construction	2,315,231	2,880,637	2,456,820	(423,817)	(14.7%)
TOTAL -- GENERAL FUND	\$ 9,681,024	\$ 11,769,097	\$ 9,402,264	\$ (2,366,833)	(20.1%)
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,883,717	\$ 1,838,739	\$ 2,739,419	\$ 900,680	49.0%
0002 Solid Waste Nondepartmental	4,293,550	5,569,082	4,701,719	(867,363)	(15.6%)
0003 Commercial Collection	11,621,172	11,299,907	12,306,681	1,006,774	8.9%
0004 Residential & Recycling	13,863,293	13,943,275	16,688,551	2,745,276	19.7%
TOTAL -- SOLID WASTE FUND	\$ 31,661,732	\$ 32,651,003	\$ 36,436,370	\$ 3,785,367	11.6%
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ -	\$ -	\$ 468,544	\$ 468,544	N/A
Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	1,060,356	1,422,614	4,069,142	2,646,528	186.0%
0002 Stormwater Nondepartmental	8,323,094	33,749,453	7,317,732	(26,431,721)	(78.3%)
0003 Stormwater Management	8,463,913	8,870,905	9,516,818	645,913	7.3%
0005 Stormwater Compliance	1,152,340	2,547,295	2,661,997	114,702	4.5%
TOTAL -- STORMWATER UTILITY FUND	\$ 18,999,704	\$ 46,590,267	\$ 24,034,233	\$ (22,556,034)	(48.4%)
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 4,428,918	\$ 6,106,038	\$ 5,583,966	\$ (522,072)	(8.6%)
0002 Water Reclamation Nondepartmental	76,965,856	53,859,410	51,688,311	(2,171,099)	(4.0%)
0003 Industrial Automation Group	2,340,984	3,472,565	3,330,525	(142,040)	(4.1%)
0004 Environmental Laboratory Services	865,099	998,638	918,375	(80,263)	(8.0%)
0005 Easterly Wetlands	863,768	771,351	904,175	132,824	17.2%
0006 Water Reclamation Asset Management	1,042,812	1,085,628	1,464,799	379,171	34.9%
0007 System Evaluation and Maintenance	8,462,266	9,313,936	10,368,930	1,054,994	11.3%
0008 Water Conserv I	3,719,418	3,889,803	5,049,964	1,160,161	29.8%
0009 Water Conserv II	10,237,771	10,942,867	11,153,134	210,267	1.9%
0010 Iron Bridge	11,115,126	11,487,049	11,178,487	(308,562)	(2.7%)
0011 Lift Station Operations	5,430,980	5,914,462	7,308,717	1,394,255	23.6%
0012 Environmental Control	1,506,169	1,839,880	2,110,419	270,539	14.7%
0013 Compliance and Public Awareness	1,003,477	1,063,654	1,046,119	(17,535)	(1.6%)
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 127,982,645	\$ 110,745,281	\$ 112,105,921	\$ 1,360,640	1.2%

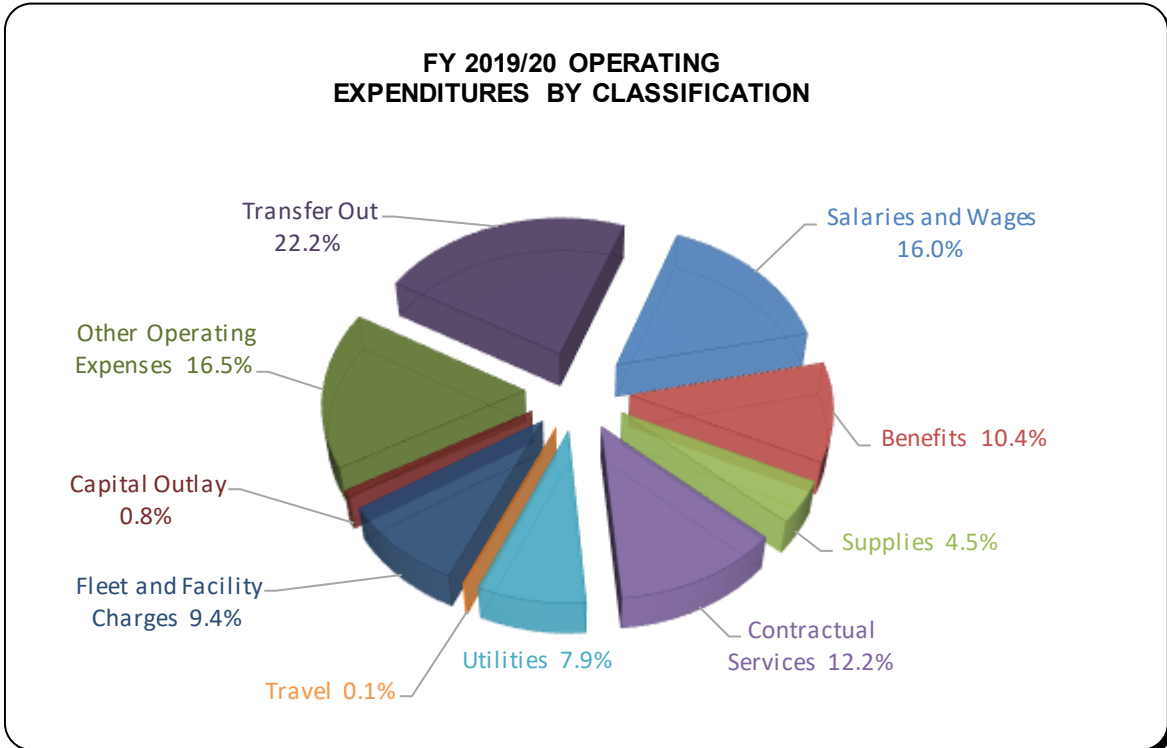
PUBLIC WORKS DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administrati	\$ 745,798	\$ 763,054	\$ 645,699	\$ (117,355)	(15.4%)
0002 Construction Management Nondepartmental	481,229	520,150	448,833	(71,317)	(13.7%)
0003 Project Engineering	904,963	1,019,735	1,040,821	21,086	2.1%
0004 Construction Services	1,514,584	1,892,767	1,855,647	(37,120)	(2.0%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,646,575	\$ 4,195,706	\$ 3,991,000	\$ (204,706)	(4.9%)
OTHER FUNDS 4106,4107,4110,4161					
Other Funds	\$ 3,041,640	\$ 2,288,193	\$ 9,059,511	6,771,318	295.9%
TOTAL -- OTHER FUNDS	\$ 3,041,640	\$ 2,288,193	\$ 9,059,511	\$ 6,771,318	295.9%
TOTAL -- PUBLIC WORKS OPERATING	\$ 195,013,320	\$ 208,239,547	\$ 195,029,299	\$(13,210,248)	(6.3%)



PUBLIC WORKS DEPARTMENT

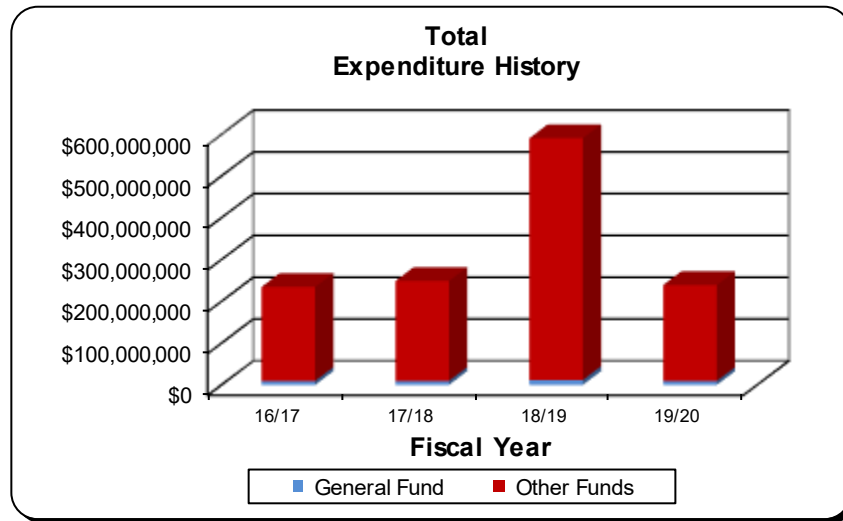
Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 26,572,808	\$ 29,703,113	\$ 31,170,195	\$ 1,467,082	4.9%
Benefits	16,098,816	19,289,742	20,450,443	1,160,701	6.0%
Supplies	7,624,734	7,542,908	8,801,077	1,258,169	16.7%
Contractual Services	18,958,726	22,222,733	23,707,776	1,485,043	6.7%
Utilities	13,313,206	12,500,059	15,404,443	2,904,384	23.2%
Travel	89,551	191,140	223,300	32,160	16.8%
Fleet and Facility Charges	17,001,002	14,700,727	18,259,693	3,558,966	24.2%
Capital Outlay	2,696,120	3,946,611	1,493,624	(2,452,987)	(62.2%)
Other Operating Expenses	19,907,129	24,246,621	32,266,774	8,020,153	33.1%
Transfer Out	72,751,229	73,895,893	43,251,974	(30,643,919)	(41.5%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 195,013,320	\$ 208,239,547	\$ 195,029,299	\$(13,210,248)	(6.3%)



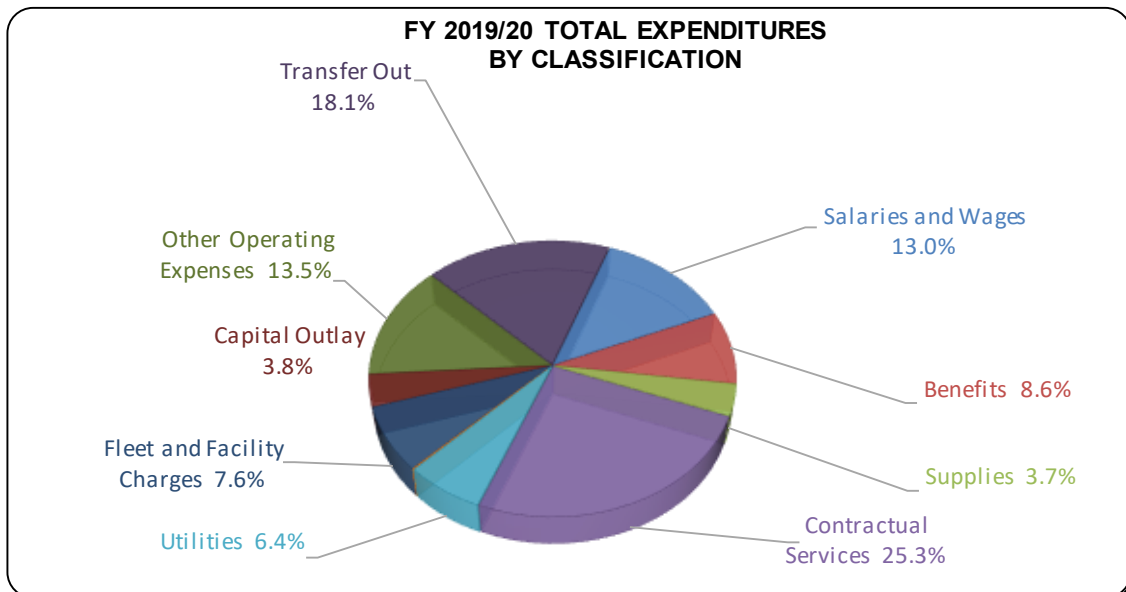
PUBLIC WORKS DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>SOLID WASTE FUND #4150</u>					
Solid Waste Management Division (SWM)					
Projects and Grants	\$ 124,185	\$ 4,381,362	\$ 4,400,000	\$ 18,638	0.4%
TOTAL -- SOLID WASTE FUND	\$ 124,185	\$ 4,381,362	\$ 4,400,000	\$ 18,638	0.4%
<u>STORMWATER UTILITY FUND #4160</u>					
Engineering/Streets & Stormwater Services Division (STW)					
Projects and Grants	\$ 11,242,720	\$ (31,924)	\$ -	\$ 31,924	(100.0%)
TOTAL -- STORMWATER UTILITY FUND	\$ 11,242,720	\$ (31,924)	\$ -	\$ 31,924	(100.0%)
<u>STORMWATER CAPITAL FUND #4161</u>					
Stormwater Capital (STW)					
Projects and Grants	\$ -	\$ 23,352,453	\$ 1,680,000	\$ (21,672,453)	(92.8%)
TOTAL -- STORMWATER UTILITY FUND	\$ -	\$ 23,352,453	\$ 1,680,000	\$ (21,672,453)	(92.8%)
<u>WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 22,902,340	\$ 170,395,680	\$ 21,110,000	\$ (149,285,680)	(87.6%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 22,902,340	\$ 170,395,680	\$ 21,110,000	\$ (149,285,680)	(87.6%)
<u>WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 3,747,494	\$ 8,507,357	\$ 1,750,000	\$ (6,757,357)	(79.4%)
TOTAL -- WATER RECLAMATION R&R FUND	\$ 3,747,494	\$ 8,507,357	\$ 1,750,000	\$ (6,757,357)	(79.4%)
<u>WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND #4110</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 405,553	\$ 1,878,089	\$ -	\$ (1,878,089)	(100.0%)
TOTAL -- WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND	\$ 405,553	\$ 1,878,089	\$ -	\$ (1,878,089)	(100.0%)
<u>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 1,280,739	\$ 3,236,303	\$ -	\$ (3,236,303)	(100.0%)
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ 1,280,739	\$ 3,236,303	\$ -	\$ (3,236,303)	(100.0%)
<u>WATER RECLAMATION BONDS 2013 CONSTRUCTION FUND #4104</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 4,703,179	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION BONDS 2013 CONSTRUCTION FUND	\$ 4,703,179	\$ -	\$ -	\$ -	N/A
<u>WATER RECLAMATION CONSERV I CONSTRUCTION FUND #4105</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 7,554	\$ 15,779,389	\$ -	\$ (15,779,389)	(100.0%)
TOTAL -- WATER RECLAMATION CONSERV I CONSTRUCTION FUND	\$ 7,554	\$ 15,779,389	\$ -	\$ (15,779,389)	(100.0%)
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 9,558,429	\$ 155,094,524	\$ 15,200,000	\$ (139,894,524)	(90.2%)
TOTAL -- OTHER FUNDS	\$ 9,558,429	\$ 155,094,524	\$ 15,200,000	\$ (139,894,524)	(90.2%)
TOTAL -- CONSTRUCTION RELATED FUNDS	\$ 53,972,193	\$ 382,593,233	\$ 44,140,000	\$ (338,453,233)	(88.5%)
TOTAL -- PUBLIC WORKS	\$ 248,985,513	\$ 590,832,780	\$ 239,169,299	\$ (351,663,481)	(94.8%)

PUBLIC WORKS DEPARTMENT



Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 26,572,808	\$ 29,884,218	\$ 31,170,195	\$ 1,285,977	4.3%
Benefits	16,098,816	19,303,537	20,450,443	1,146,906	5.9%
Supplies	7,899,710	7,673,761	8,801,077	1,127,316	14.7%
Contractual Services	38,180,767	47,059,854	60,347,776	13,287,922	28.2%
Utilities	13,384,460	12,410,294	15,404,443	2,994,149	24.1%
Travel	89,551	191,140	223,300	32,160	16.8%
Fleet and Facility Charges	17,359,373	14,900,390	18,259,693	3,359,303	22.5%
Capital Outlay	34,032,685	238,063,861	8,993,624	(229,070,237)	(96.2%)
Other Operating Expenses	22,616,113	147,449,832	32,266,774	(115,183,058)	(78.1%)
Transfer Out	72,751,229	73,895,893	43,251,974	(30,643,919)	(41.5%)
TOTAL -- PUBLIC WORKS	248,985,513	590,832,780	239,169,299	(351,663,481)	(59.5%)



PUBLIC WORKS DEPARTMENT

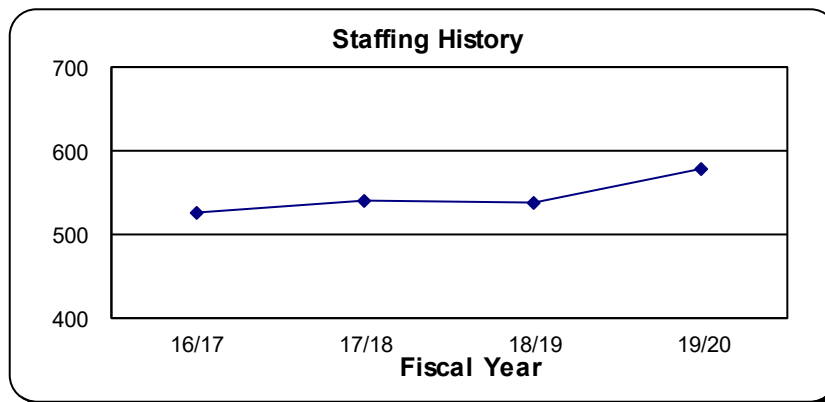
DEPARTMENT STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
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	5
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	8	8
0002 Engineering Survey Services	16	16	19
Engineering/Streets and Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	5	4	6
0007 Material and Equipment Management	16	15	17
0008 Street Maintenance and Construction	32	34	34
TOTAL -- GENERAL FUND	82	82	91
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	19	17	18
0003 Commercial Collection	30	32	33
0004 Residential & Recycling	53	53	55
TOTAL -- SOLID WASTE FUND	102	102	106
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	9	9
0003 Stormwater Management	65	68	73
0005 Stormwater Compliance	11	7	8
TOTAL -- STORMWATER UTILITY FUND	84	84	90
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	17	20	20
0003 Industrial Automation Group	17	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	11	12	12
0007 System Evaluation and Maintenance	53	62	63
0008 Water Conserv I	10	12	13
0009 Water Conserv II	30	30	31
0010 Iron Bridge	39	38	39
0011 Lift Station Operations	30	31	37
0012 Environmental Control	14	16	16
0013 Compliance and Public Awareness	8	8	9
TOTAL -- WATER RECLAMATION REVENUE FUND	241	259	270

PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFFING SUMMARY

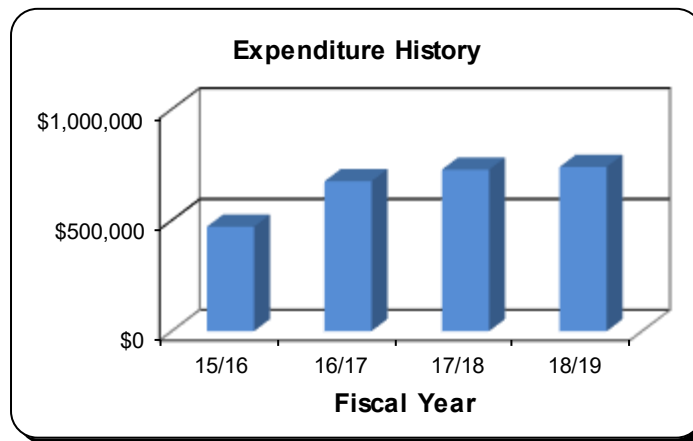
Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
TOTAL -- CONSTRUCTION MANAGEMENT FUND	32	32	32
TOTAL -- PUBLIC WORKS	541	559	589



PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 455,370	\$ 525,806	\$ 1,196,754	\$ 670,948	127.6%
0002 Public Works Nondepartmental	273,438	215,000	180,675	(34,325)	(16.0%)
TOTAL -- GENERAL FUND	\$ 728,808	\$ 740,806	\$ 1,377,429	\$ 636,623	85.9%
TOTAL -- DIRECTOR	\$ 728,808	\$ 740,806	\$ 1,377,429	\$ 636,623	85.9%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	3	3	5
TOTAL -- GENERAL FUND	3	3	5
TOTAL -- DIRECTOR	3	3	5

PUBLIC WORKS DEPARTMENT

Engineering Services Division

Overview of Services/Programs

The **Engineering Services Division** ensures the City's compliance with its National Pollution Discharge Elimination System (NPDES) permit; administers consultant engineering contracts; reviews Site Engineering related permits to ensure that the City's Engineering Design Standards and Muni Code are followed; provides engineering design services to the City's Water Reclamation and Streets and Stormwater Division. Survey Services provides surveying and mapping services for all City Departments and for governmental compliance with state and local agencies; administers consultant surveying and mapping contracts; reviews and approves construction plans, reviews and approves all new subdivision plats, reviews and approves all as-built surveys for City construction projects; and maintains and provides horizontal and vertical control networks for publication and use by private consultants. Additionally, Survey prepares all types of surveys and subdivision plats for City projects.

Major Accomplishments

- Increased staffing to handle increased site review engineering as a result of the upturn in the economy.
- Transitioning from paper only review process regarding site engineering to a digital system.
- Weekly training of staff on stormwater and floodplain management to ensure the City is up-to-date on the industry rules and regulation.
- 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

- Institute use of LiDAR data this is currently being acquired for use in survey products and for developing modeling for use in preliminary design efforts.
- Create a GIS position in survey to address growing needs of Public Works GIS requirements and capturing survey data within the system.
- 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 closely with Community Rating System (CRS) to maintain our Class 6 standing.

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.
- 3D GIS and infrastructure modeling for use in planning public works activities. This would include survey data and modeling existing infrastructure. Work to begin subsurface modeling of infrastructure.
- Evaluate the work effort needed to advance to a Class 5 community in the Community Rating System.
- Designate a point of contact for permit reviews in Lake Nona, Universal, and Creative Village.
- Train the newly hired Civil Engineer IV on floodplain management. Prepare them for the CFM exam.

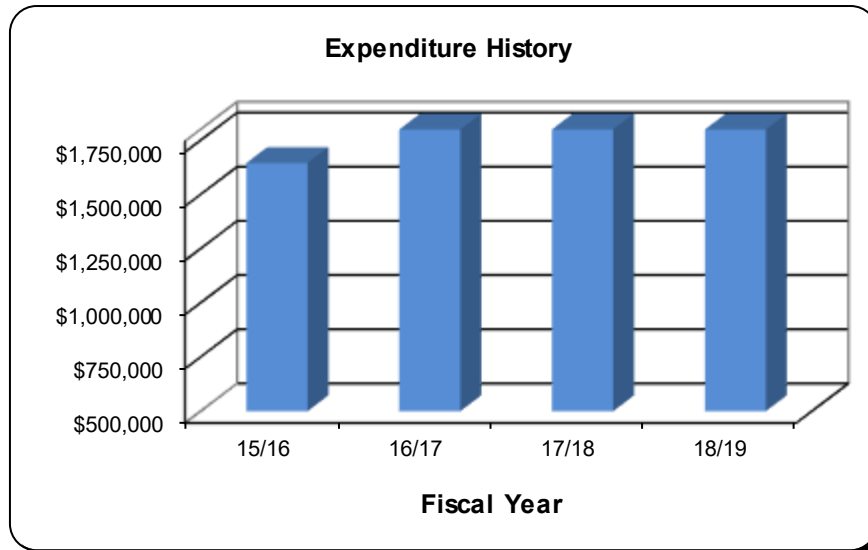
Long Term

- 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.
- Have all Site Engineer reviewers become a CFM.
- Use the completed stormwater inventory, in conjunction with topographic data, LiDAR Data and floodplain mapping, to identify areas still requiring mapping and initiate that process.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 932,531	\$ 1,003,429	\$ 100,523	\$ (902,906)	(90.0%)
0002 Engineering Survey Services	1,218,271	1,525,780	1,012,960	(512,820)	(33.6%)
TOTAL -- GENERAL FUND	\$ 2,150,802	\$ 2,529,209	\$ 1,113,483	\$ (1,415,726)	(56.0%)
TOTAL -- ENGINEERING SERVICES	\$ 2,150,802	\$ 2,529,209	\$ 1,113,483	\$ (1,415,726)	(56.0%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	8	8
0002 Engineering Survey Services	16	16	19
TOTAL -- GENERAL FUND	24	24	27
TOTAL -- ENGINEERING SERVICES	24	24	27

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 canals, 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 fourteen working days, commercial/industrial routes every fourteen working days, and the Downtown Entertainment District five times per week removing 619,345 cubic feet of materials, resulting in 29,605 pounds of Nitrogen and 29,609 pounds of Phosphorous from entering City lakes and waterways.

Repaired or replaced over 287,999 square feet of damaged sidewalk; 100,835 SF in-house and 19,410 SY with an outside contractor.

Through the Keep Orlando Beautiful program (KOB), 5,495 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 33,200 lbs of litter and debris collected, 47,136 lbs of mixed recyclables collected, 38.6 tons of electronic waste collected, 119 trees planted and 44 sites beautified.

Collected ambient lake water samples and field data from 90 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.

Future Goals and Objectives

Short Term

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

Medium Term

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

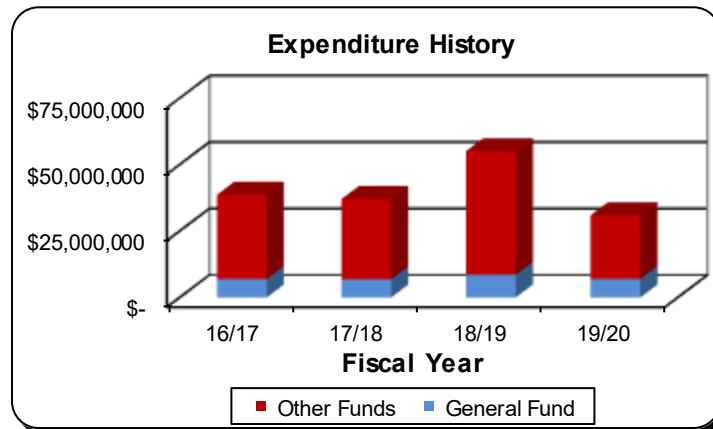
Long Term

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 30% of stormwater revenue for capital projects.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
- Vegetative inventories will also be performed on all lakes on a 5-year cycle to determine the water quality trending of each water body.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (S					
0004 Keep Orlando Beautiful	\$ 132,175	\$ 193,011	\$ -	\$ (193,011)	(100.0%)
0006 Streets Administration	478,693	615,734	502,284	(113,450)	(18.4%)
0007 Material and Equipment Management	3,875,315	4,809,700	3,952,248	(857,452)	(17.8%)
0008 Street Maintenance and Construction	2,315,231	2,880,637	2,456,820	(423,817)	(14.7%)
TOTAL -- GENERAL FUND	\$ 6,801,414	\$ 8,499,082	\$ 6,911,352	\$ (1,587,730)	(18.7%)
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ -	\$ -	\$ 468,544	\$ 468,544	N/A
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	1,060,356	1,422,614	4,069,142	2,646,528	186.0%
0002 Stormwater Nondepartmental	8,323,094	33,749,453	7,317,732	(26,431,721)	(78.3%)
0003 Stormwater Management	8,463,913	8,870,905	9,516,818	645,913	7.3%
0005 Stormwater Compliance	1,152,340	2,547,295	2,661,997	114,702	4.5%
Projects and Grants	11,242,720	(31,924)	-	31,924	(100.0%)
TOTAL -- STORMWATER UTILITY FUND	\$ 30,242,424	\$ 46,558,343	\$ 24,034,233	(\$22,524,110)	(48.4%)
TOTAL -- STREETS & STORMWATER SERVICES	\$37,043,838	\$55,057,425	\$30,945,585	\$ (24,111,840)	(43.8%)



PUBLIC WORKS DEPARTMENT

STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	5	4	6
0007 Material and Equipment Management	16	15	17
0008 Street Maintenance and Construction	32	34	34
TOTAL -- GENERAL FUND	55	55	59
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	9	9
0003 Stormwater Management	65	68	73
0005 Stormwater Compliance	11	7	8
TOTAL -- STORMWATER UTILITY FUND	84	84	90
TOTAL -- STREETS & STORMWATER SERVICES	139	139	149

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 56,947 residential and 9,270 commercial customers with high quality collection and transportation services at a competitive price
- Completed implementation of once per week garbage/recycle/yard waste and bulky collection Citywide
- Renewed or selected contractors for emergency debris management and monitoring to assist the City in the event of a natural disaster
- Conducted training exercises on hurricane recovery procedures with disaster contractors
- Expanded drop-off Recycling program throughout the City and participated in event recycling in various venues
- Put twenty-eight Hybrid Automated Side Loaders for residential garbage collection, eleven CNG Rear Load Residential trucks, two Roll-off/Claw trucks and fifteen Front-load Commercial trucks into service with an average fuel reduction usage of 48% for the residential collections

Future Goals and Objectives

Short Term

- Expand distribution of the Solid Waste Division E-Newsletter to a broader customer base
- Refine residential Single Cart Recycling to reduce collection costs and increase the amount of waste diverted from the landfill by increasing the types of material recycled and making recycling easier for our residential customers
- Expand commercial food waste recycling program to select commercial customers
- Implement Re-Collect software app for enhanced customer service
- Secure long-term recycle processing contractor option

Medium Term

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding citywide the commercial businesses recycling program
- Expand CNG fueling stations for conversion of Automated Side Loader replacement trucks to CNG fueled engines

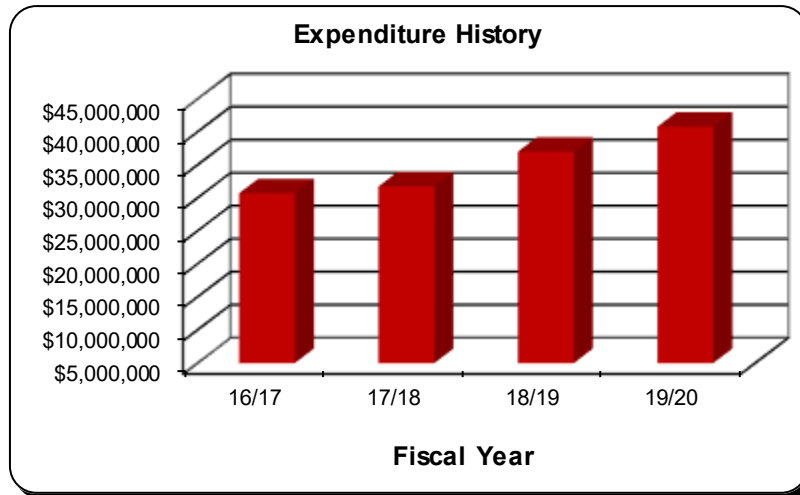
Long Term

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

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,883,717	\$ 1,838,739	\$ 2,739,419	\$ 900,680	48.98%
0003 Commercial Collection	4,293,550	5,569,082	4,701,719	(867,363)	(15.57%)
0004 Residential & Recycling	11,621,172	11,299,907	12,306,681	1,006,774	8.91%
0002 Solid Waste Nondepartmental	13,863,293	13,943,275	16,688,551	2,745,276	19.69%
Projects and Grants	124,185	4,381,362	4,400,000	18,638	0.43%
TOTAL -- SOLID WASTE FUND	\$ 31,785,917	\$ 37,032,365	\$ 40,836,370	\$ 3,804,005	10.27%
TOTAL -- SOLID WASTE MANAGEMENT	\$ 31,785,917	\$ 37,032,365	\$ 40,836,370	\$ 3,804,005	10.27%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
SOLID WASTE FUND #4150			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	19	17	18
0003 Commercial Collection	30	32	33
0004 Residential & Recycling	53	53	55
TOTAL -- SOLID WASTE FUND	102	102	106
TOTAL -- SOLID WASTE MANAGEMENT	102	102	106

PUBLIC WORKS DEPARTMENT

Water Reclamation Division

Overview of Services/Programs

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

Engineering and Maintenance Services: provides water reclamation capital facilities planning, operation and maintenance of over 1,000 miles of sanitary sewers and force mains in the water reclamation collection system and about 240 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 Conserv II Reclaim Water Distribution Facility (co-owned/managed with Orange County) 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

- Completing Lift Station 5, a major lift station serving the areas around Creative Village and Camping World Stadium.
- Water Conserv II has installed a Bioset biosolids Class "A" system which renders the treated biosolids as a fertilizer grade product. The 48-inch sanitary line behind Conserv II has been rehabilitated.
- The Division conveyed and treated in excess of 15.3 billion gallons of reclaimed water.
- The reclaimed water system within the City, particularly the southeast section (Lake Nona) continues to expand.

Future Goals and Objectives

Short Term

- Add generators to Lift stations.
- Utilize a new hydraulic model to evaluate increases in sanitary flows and identify constraints in the system.
- 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.
- Finalize a septic tank study for the City of Orlando service area.
- Engineer for the Conserv II WRF pretreatment structure replacement has been selected and design had begun.
- Completed bidding process for the Iron Bridge 480-volt electrical improvements
- Construction has begun for the Iron Bridge backwash recycle pump station rehab.
- Complete the bidding process for the Iron Bridge biosolids improvement.
- Complete the Conserv II WRF biosolids improvement.
- Complete RFQ to build a new grit removal building.

Medium Term

- Continue with design and subsequent construction for lift stations throughout the City.
- Increase asset repair/replacement capital improvements.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRF.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and production of alternative fuels.
- Look at ways to get funding to install sewer lines in areas which are currently served by septic tanks.
- Prepare the Conserv II WRF to meet stricter regulation of total nitrogen. Once modifications are completed stress testing may justify additional permitting capacity. Staff will pursue alternative methods and options for biosolids treatment and beneficial use.

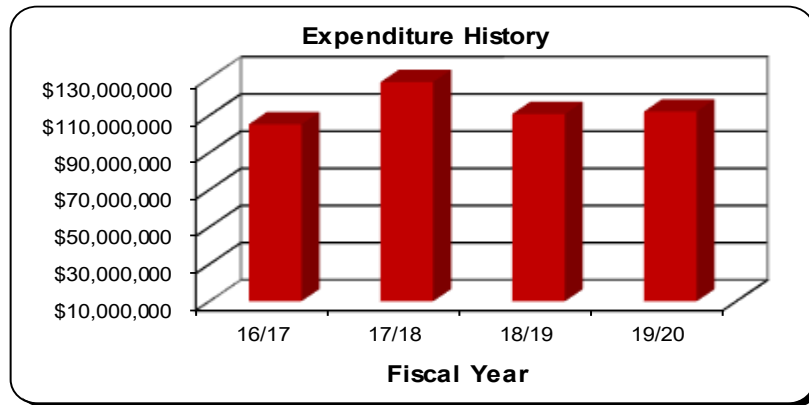
Long Term

- Continue to evaluate sanitary system condition and improve aging/deficient infrastructure
- Evaluate the major forcemains that serve the downtown and surrounding areas, Lift Stations 1, 2, 3, 4, and 248
- Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 4,428,918	\$ 6,106,038	\$ 5,583,966	\$ (522,072)	(8.55%)
0002 Water Reclamation Nondepartmental	76,965,856	53,859,410	51,688,311	(2,171,099)	(4.03%)
0003 Industrial Automation Group	2,340,984	3,472,565	3,330,525	(142,040)	(4.09%)
0004 Environmental Laboratory Services	865,099	998,638	918,375	(80,263)	(8.04%)
0005 Easterly Wetlands	863,768	771,351	904,175	132,824	17.22%
0006 Water Reclamation Asset Management	1,042,812	1,085,628	1,464,799	379,171	34.93%
0007 System Evaluation and Maintenance	8,462,266	9,313,936	10,368,930	1,054,994	11.33%
0008 Water Conserv I	3,719,418	3,889,803	5,049,964	1,160,161	29.83%
0009 Water Conserv II	10,237,771	10,942,867	11,153,134	210,267	1.92%
0010 Iron Bridge	11,115,126	11,487,049	11,178,487	(308,562)	(2.69%)
0011 Lift Station Operations	5,430,980	5,914,462	7,308,717	1,394,255	23.57%
0012 Environmental Control	1,506,169	1,839,880	2,110,419	270,539	14.70%
0013 Compliance and Public Awareness	1,003,477	1,063,654	1,046,119	(17,535)	(1.65%)
TOTAL -- WATER RECLAMATION REVENUE FUND	\$127,982,645	\$110,745,281	\$112,105,921	\$ 1,360,640	1.23%
TOTAL -- WATER RECLAMATION ENTERPRISE	\$ 127,982,645	\$ 110,745,281	\$ 112,105,921	\$ 1,360,640	1.23%



STAFFING SUMMARY

	2017/18 Final Staffing	2018/19 Revised Staffing	2019/20 Adopted Staffing
WATER RECLAMATION REVENUE FUND #4100			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	17	20	20
0003 Industrial Automation Group	17	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	11	12	12
0007 System Evaluation and Maintenance	53	62	63
0008 Water Conserv I	10	12	13
0009 Water Conserv II	30	30	31
0010 Iron Bridge	39	38	39
0011 Lift Station Operations	30	31	37
0012 Environmental Control	14	16	16
0013 Compliance and Public Awareness	8	8	9
TOTAL -- WATER RECLAMATION REVENUE FUND	241	259	270

Project Management Division

Overview of Services/Programs

The Project Management Division was established in February of 2005 and is an Internal Services function comprised of three programs: Project Management Administration, Project Management, and Construction Services. The Division provides in-house Project Management, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects, and initiates all engineering, design, consultant and construction contracts. The Division also processes pay applications, invoices, and change orders for City construction projects, helps ensure compliance with grant requirements, State Statutes and City Policies, and monitors the fiscal health of the Public Works Department and its major enterprise funds.

Major Accomplishments

- Project Management fast tracked the design and construction of the Permitting/City storage facility. The \$4.5 million dollar facility was completed on time and under budget. Project Management worked with our sustainability group to deliver the City's first net zero structure.
- Recently completed the West Livingston Street project, a critical component of the up and coming Creative Village development. This \$2.5 million dollar project was delivered within the proposed budget and will provide the community with additional access to the area.
- Reached out to the Community Redevelopment Agency to help expedite the procurement and building of ten residential houses in the Parramore area. This housing project had been idle for a number of years and Project Management stepped in to assist and completed the first three of ten houses.
- Completed Millenia Boulevard Sanitary Sewer Improvements Project with minimal interruption to mall merchants. The project is complete and finished under budget.
- Project Management has recently initiated paperless construction documents. These documents are now dispensed to prospective bidders electronically. This paperless process has saved the City thousands on the reproduction of plans and specifications.

Future Goals and Objectives

Short Term

- Manage the Community Infrastructure projects including Grand Avenue Community Center, Rosemont Gym, and the Orlando Tennis Center.
- Continue to assist the appropriate Purchasing Division Staff to ensure the smooth delivery of qualifications based selection. Public Works, Legal and Purchasing continue to collaborate in modifying both City's Policies and Procedures.
- Design and Build three fire stations (FS #6, FS #9, and FS #11) within the next 4 years.

Medium Term

- Manage the construction of the State Road 50 pedestrian bridge.
- Manage the construction of the Fire Station Cleanup and execute the final documents with the FDEP and EPA.
- Provide project construction management and engineering/inspection services for successful completion and delivery of new downtown Bus Rapid Transit (LYMMO) routes via an innovative partnership with LYNX.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain LEED certification on all new vertical projects, including the three fire stations.

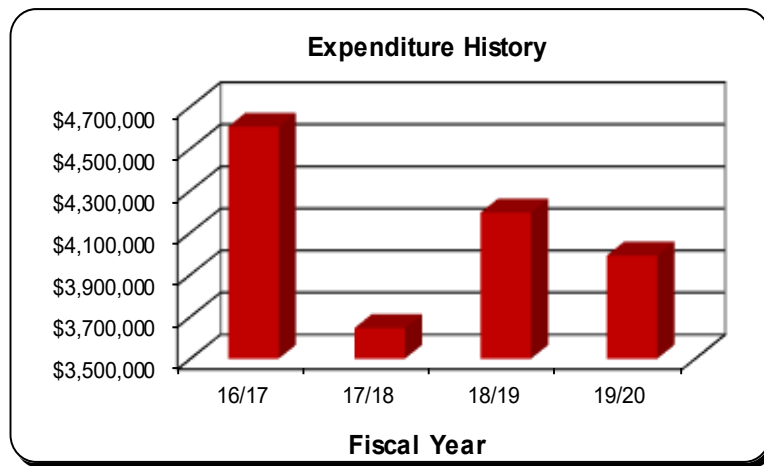
Long Term

- We continue to foster our partnership with our internal client Transportation Planning. Over the past 15 months, Project Management has teamed up with TP during the design phase of many projects including the Downtown Connector Loop currently in the design phase.
- The Division will continue to emphasize the cost effective delivery of Capital Improvement Projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs through "open book" project deliveries.
- Continue to provide project management support to Community Venues projects. Continue to encourage the Project Managers to communicate more openly with our M/WBE group. Project Management has continued to combine our efforts with the M/WBE Division to promote and increase the participation levels of our general contractors. During the previous 12 months, all of our design-build projects met or exceeded the City's 24% goals.
- Refine the design-build procurement process following FDOT procedures so it can be used on other grant projects. This will help to make more of the City's projects production ready and can help attract available grant funding that must be committed in a current fiscal year.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 745,798	\$ 763,054	\$ 645,699	\$ (117,355)	(15.38%)
0002 Construction Management Nondepartmental	481,229	520,150	448,833	(71,317)	(13.71%)
0003 Project Engineering	904,963	1,019,735	1,040,821	21,086	2.07%
0004 Construction Services	1,514,584	1,892,767	1,855,647	(37,120)	(1.96%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,646,575	\$ 4,195,706	\$ 3,991,000	\$ (204,706)	(4.88%)
TOTAL -- CIP/INFRASTRUCTURE	\$ 3,646,575	\$ 4,195,706	\$ 3,991,000	\$ (204,706)	(4.88%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	7	7
0004 Construction Services	18	18	18
TOTAL -- CONSTRUCTION MANAGEMENT FUND	32	32	32
TOTAL -- CIP/INFRASTRUCTURE	32	32	32

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Solid Waste Management Division	Number of Residential and Commercial Complaints received	1,229	1,400	1,300

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	7,000	4,519	5,115
Streets & Stormwater Services Division	Avg cost per lbs. phosphorous/nitrogen removed per water body	\$99.25	\$87.40	\$90.00
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	4491	6100	6500
Streets & Stormwater Services Division	Average response time to repair potholes in work hours	N/A	17	24
Solid Waste Management Division	Revenues from residential collection	\$13,818,671	\$13,170,012.	\$14,117,943
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$26.18	\$27.25	\$27.15
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$14.13	\$13.20	\$13.50
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$10.49	\$9.78	\$9.98
Solid Waste Management Division	Revenues from commercial collection	\$19,321,272.	\$19,711,277	\$21,097,540
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$6.23	\$6.41	\$6.55
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$1,200.	\$1,100	\$1,800.
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated	\$0.40	\$0.40	\$0.40
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report			

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	3,500	3,700	3,500
Streets & Stormwater Services Division	Segments of sidewalk inspected	N/A	6,987	7,000
Streets & Stormwater Services Division	Miles of sidewalk inspected	N/A	255	250
Streets & Stormwater Services Division	Miles of Stormwater pipe inspected	N/A	76.45	100
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	17	17	15
Streets & Stormwater Services Division	Total number of customer requests for pothole repairs	N/A	946	950
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	N/A	68.88	66.72
Streets & Stormwater Services Division	Miles/Feet of Stormwater pipe rehabilitated (lined, etc)	N/A	40,279	55,000
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon and/or redrill, etc.)	N/A	1	2
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	N/A	1,530	1,650
Solid Waste Management Division	Tons of Residential MSW collection	65,795	65,946	66,391
Solid Waste Management Division	Tons of recycled materials	8,598	9,465	9,565
Solid Waste Management Division	Tons of Commercial MSW collection	101,790	102,500	103,500
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	95	95	90
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	58	75	90
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	75	75	90
Water Reclamation Division	Average footage of cleaned sewer lines per month	264,164	300,000	400,000

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	6.3%	4.2%	6.0%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	100	100	100
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100	100	100

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2018-2019 BY THE NUMBERS:



Maintained

488

signalized intersections



8,520

city-owned garage spaces

265,000

dockless bike share riders in the
inaugural year of operation



\$1 MILLION

increase in safety-related
transportation enhancements

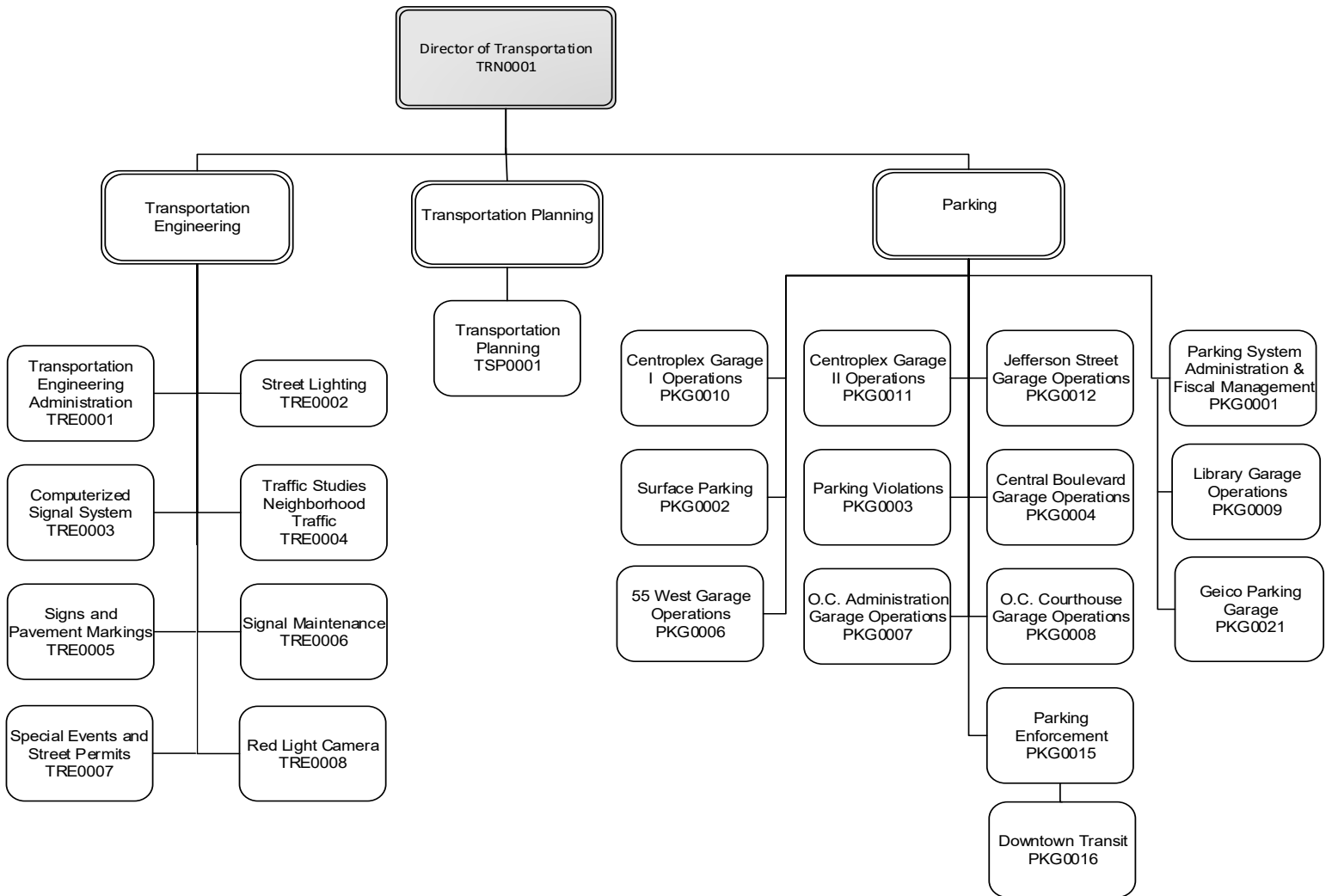
\$423,000

added to the School Crossing Guard Fund, which is
funded by \$7 from every parking violation

Keeping Orlando moving and connected necessitates a true 21st century transportation ecosystem that serves our region and beyond. Our transit infrastructure is the key to our economic vitality and our quality of life.

The Transportation Department balances current and developing systems with offering residents and visitors safe, efficient and balanced movement of people, vehicles and goods.

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.

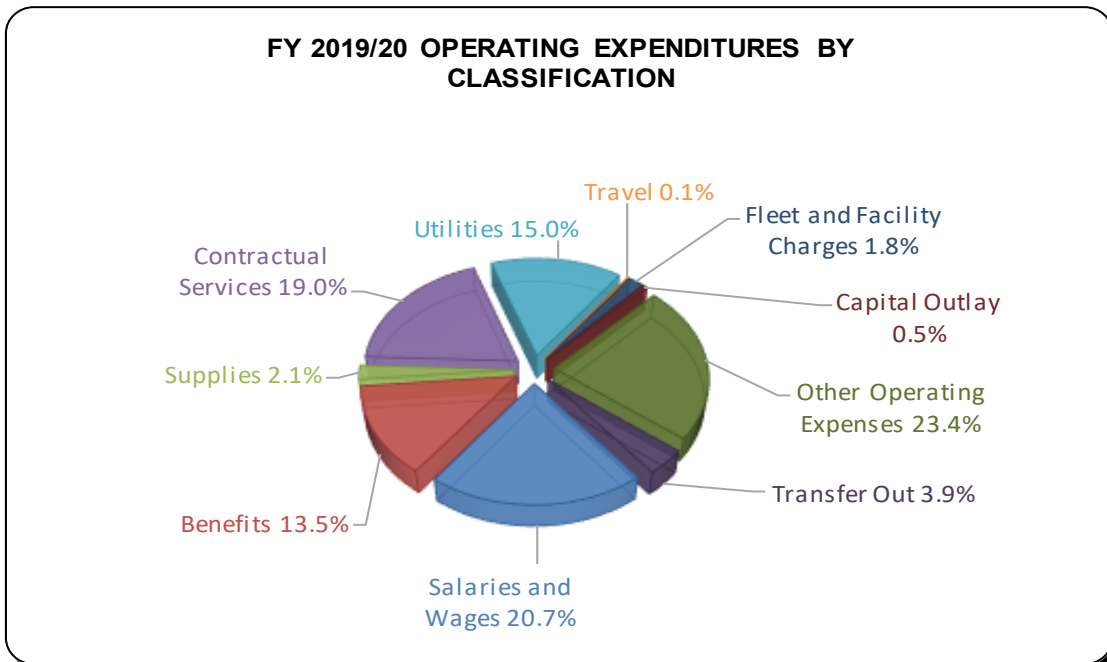
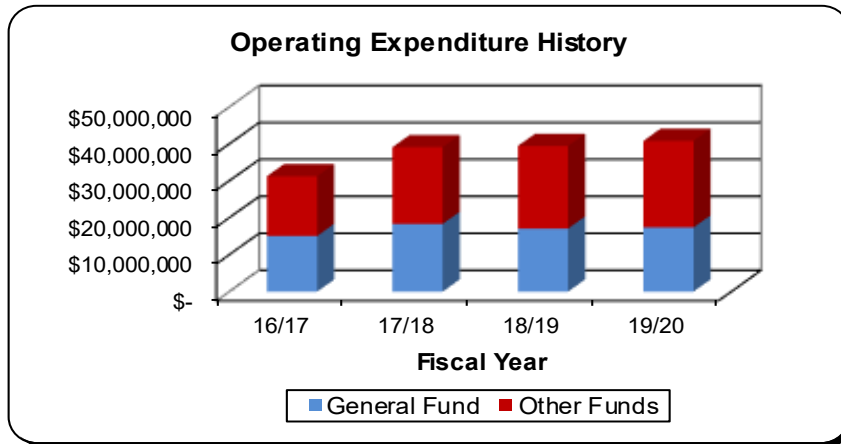
TRANSPORTATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 715,612	\$ 1,006,733	\$ 1,470,880	\$ 464,147	46.1%
0002 Transportation Nondepartmental	1,256,972	1,373,941	1,371,631	(2,310)	(0.2%)
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	379,046	449,853	472,392	22,539	5.0%
0002 Street Lighting	5,490,715	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	832,603	874,398	914,908	40,510	4.6%
0004 Traffic Studies and Neighborhood Traffic	756,844	932,426	1,050,150	117,724	12.6%
0005 Sign and Pavement Markings	1,283,537	1,338,432	1,307,933	(30,499)	(2.3%)
0006 Signal Maintenance	1,558,824	1,490,201	1,602,381	112,180	7.5%
0007 Special Events and Street Permit	459,234	561,010	686,660	125,650	22.4%
0008 Red Light Camera	4,573,225	2,780,746	2,309,767	(470,979)	(16.9%)
Transportation Planning Division (TSP)					
0001 Transportation Planning	909,302	770,154	727,656	(42,498)	(5.5%)
Parking Division (PKG)					
0017 City Commons Garage	90,085	66,000	66,000	-	0.0%
TOTAL -- GENERAL FUND	\$ 18,305,998	\$ 17,043,894	\$ 17,380,358	\$ 336,464	2.0%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 124,959	\$ 176,620	\$ -	\$ (176,620)	(100.0%)
0011 Centroplex Garage II Operations	179,389	137,496	578,384	440,888	320.7%
0018 Centroplex Garage I and II Nondepartmental	2,851,350	2,547,274	2,506,901	(40,373)	(1.6%)
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,155,698	\$ 2,861,390	\$ 3,085,285	\$ 223,895	7.8%
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,015,779	\$ 1,071,773	\$ 1,415,784	\$ 344,011	32.1%
0002 Surface Parking	577,440	702,397	971,584	269,187	38.3%
0003 Parking Violations	473,929	510,040	531,151	21,111	4.1%
0004 Central Boulevard Garage Operations	1,643,957	1,754,248	2,093,970	339,722	19.4%
0005 Church Street Garage Operations	622	-	-	-	N/A
0006 55 West Garage Operations	901,056	1,037,739	1,007,892	(29,847)	(2.9%)
0007 O.C. Administration Garage Operations	496,701	622,905	597,139	(25,766)	(4.1%)
0008 O.C. Courthouse Garage Operations	996,867	1,021,379	1,123,160	101,781	10.0%
0009 Library Garage Operations	852,590	1,044,019	1,049,858	5,839	0.6%
0012 Jefferson Street Garage Operations	415,183	610,610	569,519	(41,091)	(6.7%)
0015 Parking Enforcement	588,151	666,955	925,005	258,050	38.7%
0019 Parking System Nondepartmental	5,845,751	5,315,375	6,363,194	1,047,819	19.7%
0021 GEICO Garage	3,825,187	5,047,379	3,693,233	(1,354,146)	(26.8%)
0022 Surface Lots	20,590	120,540	-	(120,540)	(100.0%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 17,653,803	\$ 19,525,359	\$ 20,341,489	\$ 816,130	4.2%
TOTAL -- TRANSPORTATION OPERATING	\$ 39,115,500	\$ 39,430,643	\$ 40,807,132	\$ 1,376,489	3.5%

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,227,913	\$ 7,893,020	\$ 8,433,377	\$ 540,357	6.8%
Benefits	4,710,503	5,331,310	5,504,056	172,746	3.2%
Supplies	616,814	794,050	841,550	47,500	6.0%
Contractual Services	6,422,577	7,019,471	7,805,831	786,360	11.2%
Utilities	5,796,338	5,953,172	6,138,392	185,220	3.1%
Travel	42,720	59,200	55,000	(4,200)	(7.1%)
Fleet and Facility Charges	673,443	582,133	735,354	153,221	26.3%
Capital Outlay	57,467	196,327	186,700	(9,627)	(4.9%)
Other Operating Expenses	7,608,199	10,689,710	9,531,622	(1,158,088)	(10.8%)
Transfer Out	5,959,527	912,250	1,575,250	663,000	72.7%
TOTAL -- TRANSPORTATION OPERATING	\$ 39,115,500	\$39,430,643	\$ 40,807,132	\$ 1,376,489	3.5%

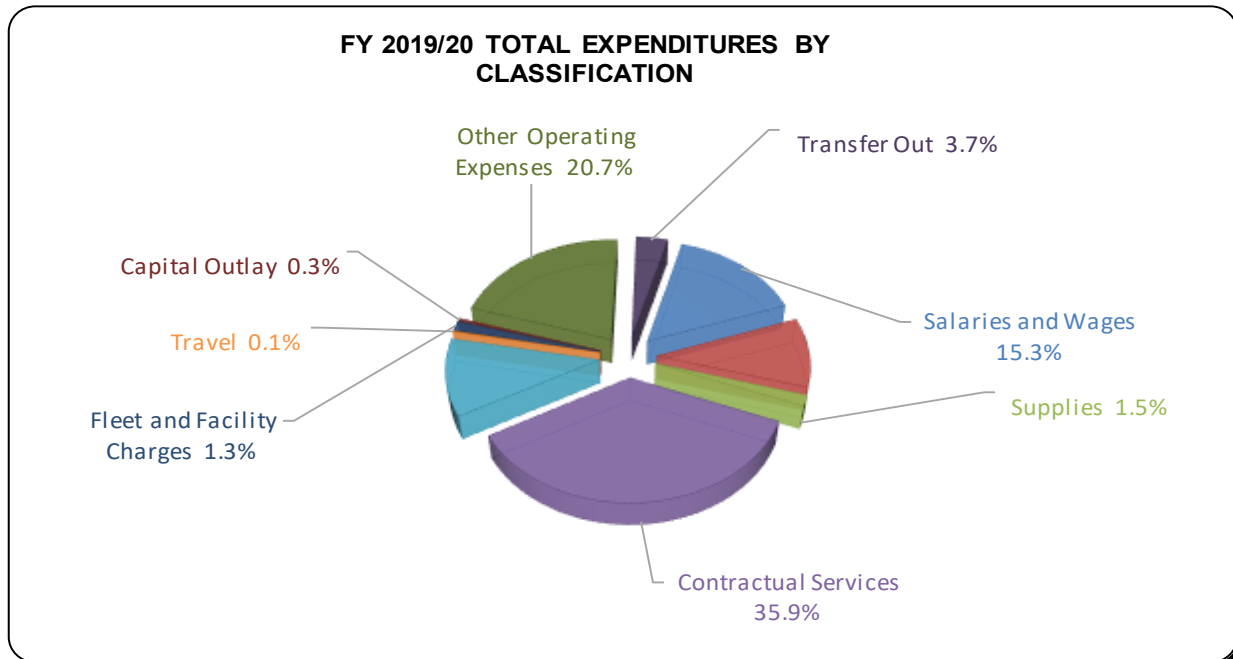
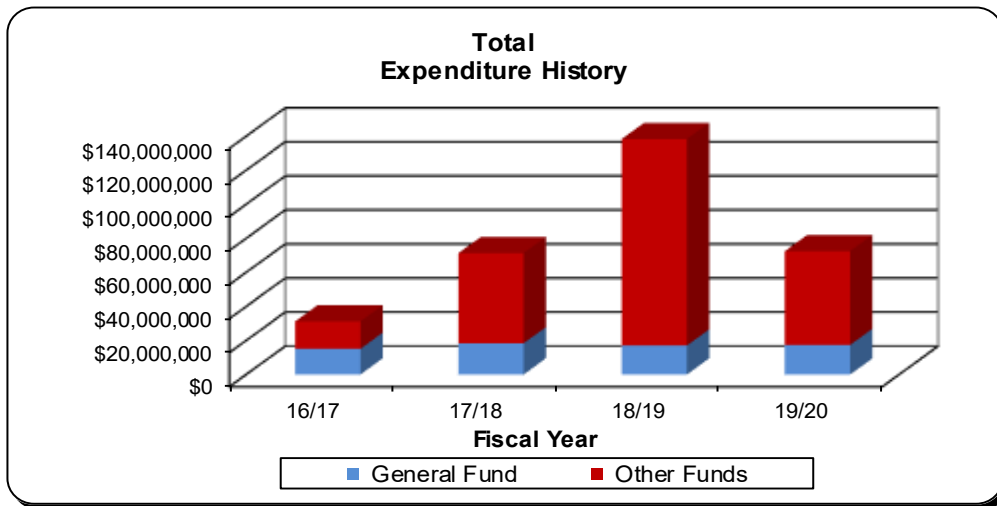


TRANSPORTATION DEPARTMENT

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072</u>					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 2,529	\$ 590,099	\$ 676,144	\$ 86,045	14.6%
0003 TIF Southeast Collection Area	33,982	695,238	1,135,472	440,234	63.3%
0004 TIF Southwest Collection Area	37,900	579,723	5,122	(574,601)	(99.1%)
Transportation Planning Division (TSP)					
Projects and Grants	2,027,515	15,285,886	1,982,000	(13,303,886)	(87.0%)
Transportation Engineering Division (TRE)					
Projects and Grants	508,704	20,331,295	6,400,000	(13,931,295)	(68.5%)
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 2,610,630	\$ 37,482,241	\$ 10,198,738	\$ (27,283,503)	(72.8%)
<u>GAS TAX FUND #1100_F</u>					
Transportation Engineering Division (TRE)					
Projects and Grants	\$ 2,336,734	4,965,935	\$ 1,720,000	(\$3,245,935)	(65.4%)
Transportation Planning Division (TSP)					
Projects and Grants	1,764,241	2,661,073	850,000	(1,811,073)	(68.1%)
TOTAL -- GAS TAX FUND	\$ 4,100,975	\$ 7,627,008	\$ 2,570,000	\$ (5,057,008)	(66.3%)
<u>OTHER FUNDS</u>					
Parking Division (PKG)					
Projects and Grants	\$ 464,454	\$ 5,456,451	\$ 1,093,000	\$ (4,363,451)	(80.0%)
Transportation Engineering Division (TRE)					
Projects and Grants	4,766,965	3,871,344	300,000	(3,571,344)	(92.3%)
Transportation Planning Division (TSP)					
Projects and Grants	1,668,023	13,042,966	25,000	\$ (13,017,966)	(99.8%)
Director of Transportation (TRN)					
Projects and Grants	249,153	14,322,670	50,000	\$ -	(99.7%)
TOTAL -- OTHER FUNDS	\$ 7,148,596	\$ 36,693,431	\$ 1,468,000	\$ (20,952,761)	(96.0%)
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 13,860,200	\$ 81,802,680	\$ 14,236,738	\$ (53,293,272)	(82.6%)
TOTAL -- TRANSPORTATION	\$ 52,975,700	\$ 121,233,323	\$ 55,043,870	\$ (66,189,453)	(54.6%)

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2017/18 Actual Expenditures	2018/19 Revised Budget	2019/20 Adopted Budget	Change Revised to Adopteed	% Change
Salaries and Wages	\$ 7,228,155	\$ 7,893,879	\$ 8,433,377	\$ 539,498	6.8%
Benefits	4,710,503	5,331,310	5,504,056	172,746	3.2%
Supplies	799,218	1,202,275	841,550	(360,725)	(30.0%)
Contractual Services	12,484,037	31,739,267	19,762,831	(11,976,436)	(37.7%)
Utilities	6,104,356	5,953,172	6,138,392	185,220	3.1%
Travel	42,720	58,640	55,000	(3,640)	(6.2%)
Fleet and Facility Charges	765,654	620,434	735,354	114,920	18.5%
Capital Outlay	5,835,856	19,204,225	186,700	(19,017,525)	(99.0%)
Other Operating Expenses	8,022,584	47,929,871	11,373,360	(36,556,511)	(76.3%)
Transfer Out	6,982,617	1,300,250	2,013,250	713,000	54.8%
TOTAL -- TRANSPORTATION	\$ 52,975,700	\$ 121,233,323	\$ 55,043,870	\$ (66,189,453)	(54.6%)



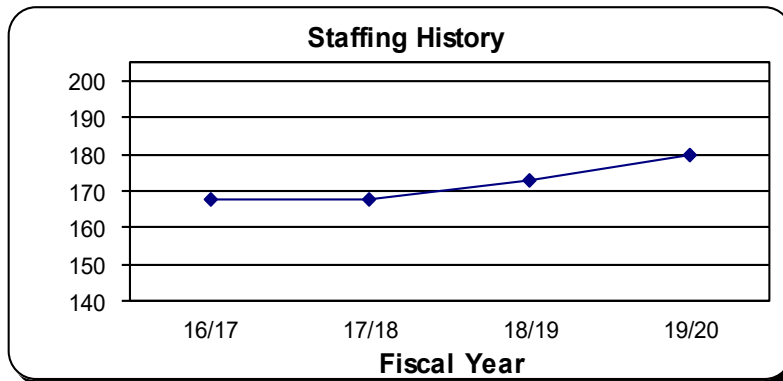
TRANSPORTATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Transportation (TRN)			
0001 Director of Transportation	5	5	8
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	7	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	13	13	14
0007 Special Events and Street Permit	5	5	6
0008 Red Light Cameras	6	6	6
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	6
TOTAL -- GENERAL FUND	69	69	73
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	4	4	7
TOTAL -- CENTROPLEX GARAGES FUND	4	4	7

TRANSPORTATION DEPARTMENT

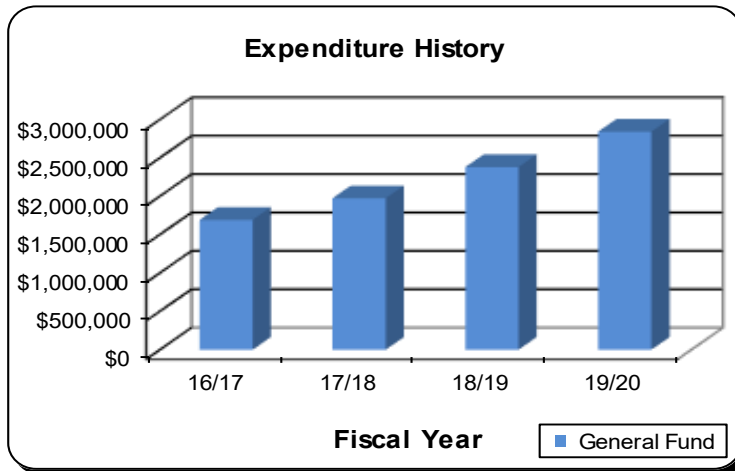
Fund	2017/18	2018/19	2019/20
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
PARKING SYSTEM REVENUE FUND #4132			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	10	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	95	100	100
TOTAL -- TRANSPORTATION	168	173	180



TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 715,612	\$ 1,006,733	\$ 1,470,880	\$ 464,147	46.1%
0002 Transportation Nondepartmen	1,256,972	1,373,941	1,371,631	(2,310)	(0.2%)
TOTAL -- GENERAL FUND	\$ 1,972,584	\$ 2,380,674	\$ 2,842,511	\$ 461,837	19.4%
TOTAL -- DIRECTOR	\$ 1,972,584	\$ 2,380,674	\$ 2,842,511	\$ 461,837	19.4%



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Proposed
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	5	5	8
TOTAL -- GENERAL FUND	5	5	8
TOTAL -- DIRECTOR	5	5	8

TRANSPORTATION DEPARTMENT

Transportation Engineering Division

Overview of Services/Program

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

Major Accomplishments

- Continued coordination with the I-4 Ultimate Concessionaire and FDOT to protect transportation, and OPD CCTV and IT communications interests
- Advertised and selected a Design-Build team and a Construction Engineering Inspection Consultant for the Colonial Pedestrian Overpass Project
- Managed the streetlight inventory, continued LED streetlight change-out with OUC, managed the FDOT agreement for lighting state roads, and coordinated with Downtown Development Board for lighting projects
- Conducted the Parramore K thru 8 walk-ability review and developed an accessibility plan
- Finalized the design for the Phase 1 and 2 Segments of the Sligh Blvd and Columbia St Improvement Project
- Oversaw construction of two new developer funded traffic signals at Gardens Park Bv/Tradition Pkwy & Millenia Bv and Eagles Watch Dr & LeeVista Bv
- Upgraded approximately ¼ of 500 traffic signal controllers to Ethernet communications
- Installed two mid-block crossings on General Rees between Baldwin Park and Winter Park

Future Goals and Objectives

Short Term

- Coordinate with FDOT on the initial phase of the Integrated Corridor Management system to include deployment of travel time reading devices in support of Active Arterial 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 W Livingston Extension and Livingston & Parramore traffic signal within the new Creative Village/UCF Downtown Campus
- Start Design of Econolockhatchee Trail widening
- Install Audible Pedestrian Signals along Edgewater Drive at Princeton St, Smith St, Yale St and Vassar St
- Complete traffic signal communications project by upgrading controllers provided by FDOT

Medium Term

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

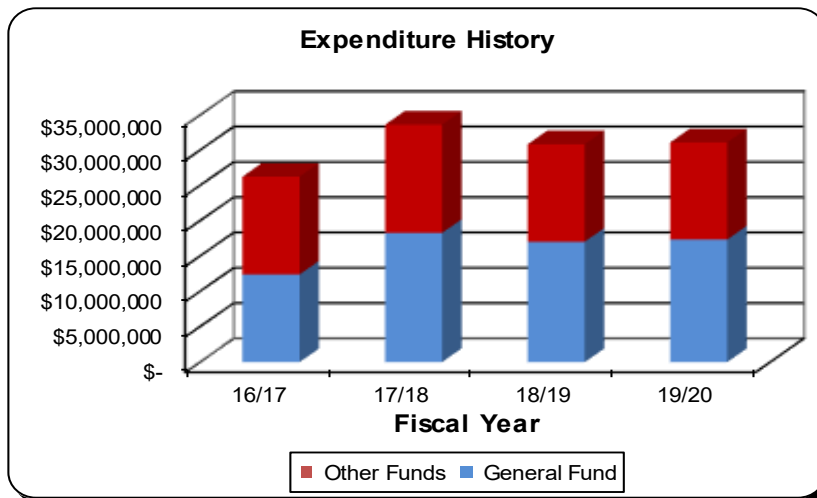
Long Term

- Widen the following roadways; GrandNational from I-4 Overpass to International Drive, Econolockhatchee Trail, Narcoossee Road (SR 528 to SR 417), and Boggy Creek south of SR 528
- Design and Construct the South Terry Ave connection between South St and Anderson St in coordination with Ultimate I-4 Project
- 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	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 379,046	\$ 449,853	\$ 472,392	\$ 22,539	5.0%
0002 Street Lighting	5,490,715	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	832,603	874,398	914,908	40,510	4.6%
0004 Traffic Studies and Neighborhood Traffic	756,844	932,426	1,050,150	117,724	12.6%
0005 Sign and Pavement Markings	1,283,537	1,338,432	1,307,933	(30,499)	(2.3%)
0006 Signal Maintenance	1,558,824	1,490,201	1,602,381	112,180	7.5%
0007 Special Events and Street Permit	459,234	561,010	686,660	125,650	22.4%
0008 Red Light Camera	4,573,225	2,780,746	2,309,767	(470,979)	(16.9%)
TOTAL -- GENERAL FUND	\$ 15,334,027	\$ 13,827,066	\$ 13,744,191	(\$82,875)	(0.6%)
TOTAL -- TRANSPORTATION ENGINEERING	\$ 15,334,027	\$ 13,827,066	\$ 13,744,191	\$ (82,875)	(0.6%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	7	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	13	13	14
0007 Special Events and Street Permit	5	5	6
0008 Red Light Cameras	-	6	6
TOTAL -- GENERAL FUND	50	56	59
TOTAL -- TRANSPORTATION ENGINEERING	50	56	59

TRANSPORTATION DEPARTMENT

Transportation Planning Division

Overview of Services/Programs

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

Major Accomplishments

- Continued Major Pedestrian Safety Campaigns such as: Best Foot Forward, FHWA Mayor's Challenge, and FHWA's Pedestrian Safety Focus/Peer Exchange
- Added 1.5 miles of green bike lanes to high-use bicycle corridors, two new bike repair stations and 30 new bike racks (under the Bike Rack Request Program)
- Complete Parramore BRT Project which provides vital connectivity needed to facilitate Creative Village
- Completed multi-modal Transportation Impact Fee Study update
- Fully implement red light camera enforcement program by adding 21 of cameras and utilizing net revenue for safety-related enhancements

Future Goals and Objectives

Short Term

- Transition SunRail Management to local funding partners (including City of Orlando)
- Complete design and construction of Narcoossee Road Widening from 4 to 6 lanes between SR 417 and SR 528
- Complete construction on Gertrude's Walk, from Washington Street to Jefferson Street and Amelia Street to Concord Street
- Implement LYMMO Fare to cover LYMMO operations
- Develop list of infrastructure needs and develop a corresponding funding proposal
- Implement Vision Zero policies
- Complete North Quarter Two-Way Conversion Study

Medium Term

- Complete construction of the Kirkman Road Multi-Use Trail
- Complete construction of Quiet Zone Phase II improvements citywide
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee)
- Implement Robinson Street Redesign
- Complete Grand National Drive Study and associated improvements

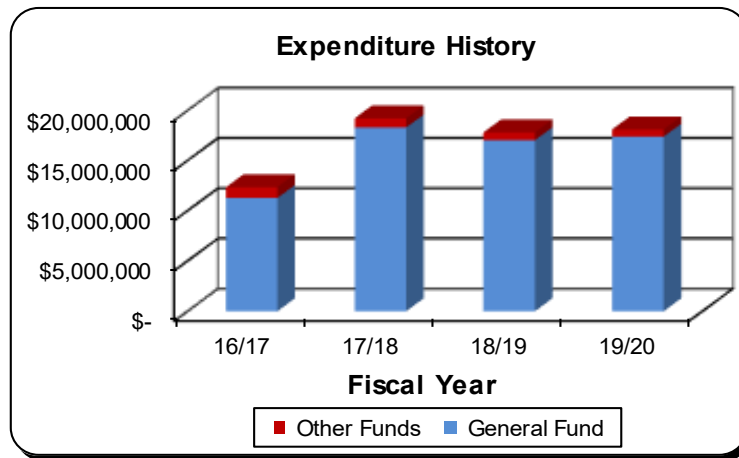
Long Term

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

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 909,302	\$ 770,154	\$ 727,656	\$ (42,498)	(5.5%)
TOTAL -- GENERAL FUND	\$ 909,302	\$ 770,154	\$ 727,656	\$ (42,498)	(5.5%)
TOTAL -- TRANSPORTATION PLANNING	\$ 909,302	\$ 770,154	\$ 727,656	\$ (42,498)	(5.5%)



STAFFING SUMMARY

	2017/18	2018/19	2019/20
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	6
TOTAL -- GENERAL FUND	8	8	6
TOTAL -- TRANSPORTATION PLANNING	8	8	6

TRANSPORTATION DEPARTMENT

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City. It operates ten (10) parking garages with 8,527 parking spaces, 408 surface lot spaces and 1,028 metered spaces. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles. The Division also provides full administration and financial accounting for the LYMMO downtown transit circulator.

Major Accomplishments

- Completed a lighting modernization upgrade at the Library, 55 W and Jefferson Garages replacing fluorescent lamps with LED fixtures designed to cut power consumption up to one-half while providing a smooth, even light distribution
- Completed Library and Washington Garages Elevator cabs modernization. This will reduce wait times, improve reliability and provide better comfort and rider experience
- Completed main roof expansion joint at the Courthouse Garage
- Completed the replacement of the main air conditioner unit at the Central Garage.

Future Goals and Objectives

Short Term

- Install a new Parking Access and Revenue Control System (PARCS) that will incorporate all parking garages and lots into web-based software. This will streamline the process for access, payment, permits, transaction processing and reporting into a unified system
- Analyze and evaluate downtown parking patterns to enhance the downtown parking plan
- Continue to implement recommendations from Structural Engineers Assessment Report with the focus on expansion joint replacement

Medium Term

- Evaluate the installation of new off street parking meters that offer the pay-by-phone option
- Continue the "Green" initiative through lighting modernization for the Administration, Courthouse, Centroplex I and Centroplex II Garages

Long Term

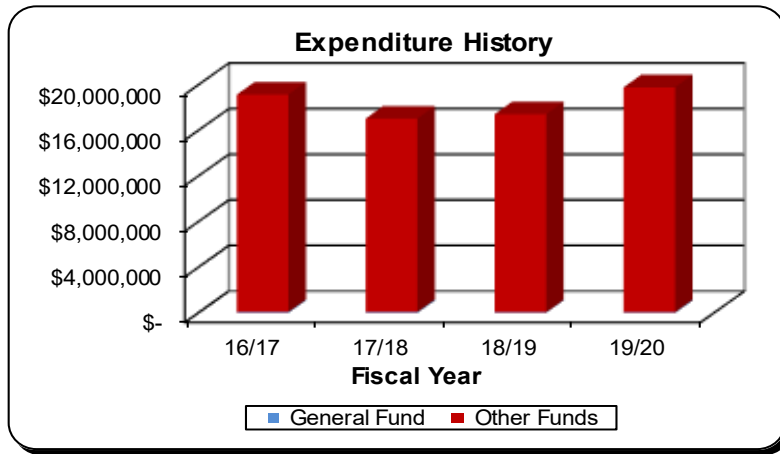
- Focus on structural preservation of facilities, life-cycle of critical mechanical equipment and maximize energy efficiency

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2017/18	2018/19	2019/20	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>GENERAL FUND #0001</u>					
Parking Division (PKG)					
0017 City Commons Garage	\$ 90,085	\$ 66,000	\$ 66,000	\$ -	0.0%
TOTAL -- GENERAL FUND	\$ 90,085	\$ 66,000	\$ 66,000	\$ -	0.0%
<u>CENTROPLEX GARAGES FUND #4130</u>					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 124,959	\$ 176,620	\$ -	\$ (176,620)	(100.0%)
0011 Centroplex Garage II Operations	179,389	137,496	578,384	440,888	320.7%
0018 Centroplex Garage I and II Nondepartment	2,851,350	2,547,274	2,506,901	(40,373)	(1.6%)
Projects and Grants				-	N/A
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,155,698	\$ 2,861,390	\$ 3,085,285	\$ 223,895	7.8%
<u>DOWNTOWN TRANSIT FUND #4131</u>					
Parking Division (PKG)					
0016 Downtown Transit	\$ -	\$ -	\$ -	\$ -	N/A
Projects and Grants		150,000		(150,000)	(100.0%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ -	\$ 150,000	\$ -	\$ (150,000)	(100.0%)
<u>PARKING SYSTEM REVENUE FUND #4132</u>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,015,779	\$ 1,071,773	\$ 1,415,784	\$ 344,011	32.1%
0002 Surface Parking	577,440	702,397	971,584	269,187	38.3%
0003 Parking Violations	473,929	510,040	531,151	21,111	4.1%
0004 Central Boulevard Garage Operations	1,643,957	1,754,248	2,093,970	339,722	19.4%
0005 Church Street Garage Operations	622	-	-	-	N/A
0006 55 West Garage Operations	901,056	1,037,739	1,007,892	(29,847)	(2.9%)
0007 O.C. Administration Garage Operations	496,701	622,905	597,139	(25,766)	(4.1%)
0008 O.C. Courthouse Garage Operations	996,867	1,021,379	1,123,160	101,781	10.0%
0009 Library Garage Operations	852,590	1,044,019	1,049,858	5,839	0.6%
0012 Jefferson Street Garage Operations	415,183	610,610	569,519	(41,091)	(6.7%)
0015 Parking Enforcement	588,151	666,955	925,005	258,050	38.7%
0019 Parking System Nondepartmental	5,845,751	5,315,375	6,363,194	1,047,819	19.7%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 13,808,026	\$ 14,357,440	\$ 16,648,256	\$ 2,290,816	16.0%
TOTAL -- PARKING DIVISION	\$ 17,053,810	\$ 17,434,830	\$ 19,799,541	\$ 2,364,711	13.6%

TRANSPORTATION DEPARTMENT



STAFFING SUMMARY

	2016/17 Final Staffing	2017/18 Revised Staffing	2018/19 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	4	4	7
TOTAL -- CENTROPLEX GARAGES FUND	4	4	7
<u>DOWNTOWN TRANSIT FUND #4131</u>			
Parking Division (PKG)			
0016 Downtown Transit	-	-	-
TOTAL -- DOWNTOWN TRANSIT FUND	-	-	-
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	11	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	10	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	95	100	100
TOTAL -- PARKING DIVISION	99	104	107

TRANSPORTATION DEPARTMENT

Transportation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.18%	0.20%	0.20%

Fiscal

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Transportation Department	Transportation Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-3.2%	-3.0	-5.0%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$11,916,388	\$7,938,949.41	\$9,000,000

Internal Processes

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	657	674	700
Transportation Engineering Division	Total number of traffic studies performed	233	352	400
Transportation Engineering Division	Total number of signs fabricated	3,145	3,200	3,300
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	39	40	50
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	100%	99.8%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	90%	96%	100%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	98%	95%

TRANSPORTATION DEPARTMENT

Outcome & Mission

Organizational Unit	Performance Indicator	2017/18	2018/19	2019/20
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	310	312	317
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	6	6
Transportation Planning Division	Total ridership number for LYMMO	1,002,574	811,099	1,000,000

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CAPITAL IMPROVEMENTS AND DEBT

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CAPITAL IMPROVEMENTS AND DEBT

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

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

PROCEDURE

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

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

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

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

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

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

CAPITAL IMPROVEMENTS AND DEBT

DEFINITION OF CAPITAL IMPROVEMENTS

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

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

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

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

The majority of the projects in the Capital Budget are described in the Description of Major Capital Budget Projects section. The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled 2020-2024 Capital Improvement Program.

The 2019/20 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
INF	Community Infrastructure
PSF	Public Safety
PUB	Public Facilities
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Water Reclamation

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DESCRIPTION FORMS

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

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

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

TYPE OF SERVICE: Recreation & Culture		PROJECT NUMBER: 16-DUB-001		PROJECT NAME: Dubsdread Clubhouse Improvements		FINANCIAL PROJECT #	PAGE		
DEPARTMENT: BUSINESS & FINANCIAL SVCS.		16-DUB-001		Dubsdread Clubhouse Improvements		DUB0004_P	0		
DIVISION: CHIEF FINANCIAL OFFICER		PRIORITY: Repair / Replacement				PROJECT RANKING			
PROBLEM IDENTIFICATION OR NEED: There are several areas of the Clubhouse and surrounding areas that need improvements. Clubhouse improvements plans should be viewed in tandem with Course/Grounds Maintenance (16-DUB-003, DUB0002_P) and Dubsdread Equipment (16-DUB-0002, DUB003_P). In FY2019/20, in a continuing effort of energy efficiency upgrades to save energy and tax payer dollars, we intend to retrofit Dubsdread Golf Course with new LED lighting replacements. These replacements could save up to 30% of total annual energy consumption when combined with advanced controls monitoring. Adding this to the energy efficiency efforts will help the City reduce total electricity consumption and increase our annual energy savings.						Department Rating 3. CIE Requirement N			
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): FY2019/20 - Energy efficiency upgrades. Estimate Breakdown: Pro-shop \$35,375; Bathrooms \$4,000; Maintenance Building \$20,187; Contingency (5%) \$3,057; Facilities Markup (15%) \$9,381; Total Cost: \$72,000 FY2021/22 - Carpet and fixtures in Pro-Shop are approximately 13 years old and in need of replacement; Current wash areas for maintenance does not meet environmental standards; Safety concerns such as corroding metal handrails and broken curbs creating trip hazards are in need of replacement; Renovation of bathrooms and locker rooms; In Pro Shop, replace interior and exterior carpet. Replace counter and update food and beverage point-of-sale fixtures. Cost: \$150,000						CONTACT: Rodney Reifsnider 4075065948			
						REMARKS			
						SERVICE AREA			
						COLLEGE PARK			
						LOCATION			
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR									
FUND	2019/20	2020/21	2021/22	2022/23	2023/24	FIVE YR	LATER	PRIOR	Total
0018	\$72,000	\$0	\$150,000	\$75,000	\$50,000	\$347,000	\$0	\$94,000	\$441,000
ALL	\$72,000	\$0	\$150,000	\$75,000	\$50,000	\$347,000	\$0	\$94,000	\$441,000
PROJECT COST BY PHASE									
Project Phasing			Estimated Time		Estimated Cost		IMPACT ON OPERATING COST (+/-)		
Description			From To				Salaries, Wages, Benefits		
							Operating Costs		
							Other Capital Costs		
							Total Annual Operating Costs:		
							SOURCE:		
							Total Annual Income		



CAPITAL IMPROVEMENTS AND DEBT

FY 2019/20 CAPITAL BUDGET CALENDAR

March 4	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 29	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.
July	Public Budget Workshop held with City Council
August	Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.
September 3	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
September 16	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.
December - January	CIP document published.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

Federal Aid - Community Development Block Grant Funds

Federal grants, other than Community Development Block Grant funds, provide funding for specific 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 6.65. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. For FY 2019/20 the City Council set aside \$25.1 million of general revenue for CIP funding.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation. For FY2019/20, this includes Downtown Development Board, Downtown South Neighborhood Improvement District Fund, Dubsdread Golf Course Renewal and Replacements Funds, and Parking System Revenue Fund.

Real Estate Sale Proceeds

The sources are General Fund and proceeds from land sales.

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.

Six Cent Local Option Gas Tax Funds

Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. Under the current interlocal agreement, the City'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.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. This fee will generate approximately \$25.7 million in FY 2019/20, 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.

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds.

Transportation Impact Fees

In 1986, the City adopted a Transportation Impact Fee Ordinance, Chapter 56, that allows the City to charge a fee for new construction projects to ensure the developments pay their fair share of the cost of new and/or expanded transportation facilities necessary to accommodate that growth. Chapter 56 created the City's three benefit areas: North, Southeast, and Southwest. Transportation Impact Fees must be properly earmarked so that the money collected is spent within the proper benefit area or on a specific road project.

CAPITAL IMPROVEMENTS AND DEBT

FY 2019/20 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2019/2020 Budget Resolution and is considered the approved capital budget. See details about every project on our website at www.cityoforlando.net/obfs

		<u>2019/20</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement (General Fund)				
Affordable Housing	\$	2,000,000	INF	N
Athletic Field Maintenance		591,000	REC	N
Bridge Maintenance and Repair		125,000	STR	N
DPAC R&R Contribution		1,791,078	REC	N
Electric Vehicle Charging Stations		800,000	GEN	N
Facility Evaluation, Repairs, and Rehabilitation		1,432,100	PUB	N
Fire Equipment Replacement		1,200,000	PSF	N
Information Technology Enhancements		2,130,000	GEN	N
Information Technology Hardware & Software Updates		210,000	GEN	N
Information Technology Security Measures		400,000	GEN	N
Leu Gardens Restroom Renovations		195,000	REC	N
Miscellaneous Sidewalk Repair		300,000	TRA	Y
OPD Parking Improvements		450,000	PSF	N
Operational Efficiency Project		260,000	GEN	N
Parks and Playground Renovation Project		1,175,000	REC	N
Pavement Rehabilitation		2,500,000	TRA	N
Police Equipment Replacement		2,315,000	PSF	Y
Recreation Facility Renovations and Maintenance		1,690,000	REC	N
Recreation Pools & Courts		440,000	REC	N
Renewable Energy for City Facilities		2,338,503	PUB	N
School Safety Sidewalk Program		600,000	TRA	Y
Sidewalk Remediation Program		850,000	TRA	Y
Southeast Projects		1,050,000	TRA	Y
Transportation System Equipment and Maintenance		300,000	TRA	N
Capital Improvement Fund Total	\$	25,142,681		
Fleet Management				
Compound Decontamination and Improvements		1,000,000	PUB	N
Fleet Management Fund Total	\$	1,000,000		
Gas Tax				
ADA Transition Plan	\$	300,000	TRA	Y
Bicycle Plan Implementation		150,000	TRA	Y
Brick Street Restoration		100,000	TRA	N
Bridge Maintenance and Repair		125,000	TRA	N
Intersection Safety Improvements		400,000	TRA	N
LYNX Annual Contribution		4,029,469	TRA	Y
Miscellaneous Sidewalk Repair		200,000	TRA	Y
New Traffic Signal Locations		100,000	TRA	Y
Pavement Marking Maintenance		450,000	TRA	N
Pavement Rehabilitation		2,500,000	TRA	N
Railroad Crossing Maintenance		120,000	TRA	N
Regional Computerized Signal System		100,000	TRA	Y
Robinson Street "Complete Streets"		300,000	TRA	N
School Safety Sidewalk Program		100,000	TRA	Y
SunRail Corridor Quiet Zone		400,000	TRA	N
Traffic Counts and Travel Time Studies		350,000	TRA	N
Traffic Signal Refurbishing Program		200,000	TRA	N
Gas Tax Total	\$	9,924,469		

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

FY 2019/20 Adopted Capital Budget by Fund

		<u>2019/20</u>	<u>Function</u>	<u>CIE</u>
Transportation Impact Fees				
Aden/Lake Highland Realignment	\$	500,000	TRA	Y
Lincoln SunRail Station Funding Agreement		500,000	TRA	Y
Terry Avenue Extension		332,000	TRA	Y
Narcoossee Widening: SR 528 - SR 417		2,800,000	TRA	Y
New Traffic Signal Locations		150,000	TRA	Y
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.		3,000,000	TRA	Y
Millenia & Oak Ridge Dual Left SB		300,000	TRA	Y
New Traffic Signal Locations		150,000	TRA	Y
Raleigh Street Improvements		500,000	TRA	Y
Transportation Studies/Professional Services		150,000	TRA	N
Transportation Impact Fees Total	\$	8,382,000		
Water Reclamation Impact Fees Fund				
Conserv I Treatment Plant Improvements	\$	7,500,000	WAS	N
Water Reclamation Impact Fees Fund	\$	7,500,000		
Water Reclamation Renewal and Replacement Fund				
Lift Station Underground Rehabilitation	\$	1,500,000	WAS	Y
Lift Station Site Improvements		250,000	WAS	Y
Water Reclamation Renewal and Replacement Fund	\$	1,750,000		
Water Reclamation Projects				
Conserv I Area Collection System Improvements	\$	800,000	WAS	Y
Conserv I South Reclaimed Water Main		100,000	WAS	Y
Conserv II Equalization Pumping Station Rehab		4,000,000	WAS	N
Conserv II Plant Water System Evaluation		500,000	WAS	N
Conserv II Press Building Rehab		150,000	WAS	N
Conserv II Secondary Weir Washing Device Installed		160,000	WAS	N
Inflow & Infiltration Reduction Project		750,000	WAS	N
Iron Bridge Grit System Replacement		4,500,000	WAS	N
Iron Bridge Ventilation for Biosolids Press Room		500,000	WAS	N
Lift Station Odor Control		250,000	WAS	N
Lift Station Rehabilitation		650,000	WAS	N
Lift Stations Electrical Safety Improvements		1,350,000	WAS	N
Lift Stations Emergency Generators		2,400,000	WAS	Y
Reclaimed Water System Valve Replacements		1,000,000	WAS	N
Sanitary Service Lateral Rehabilitation		1,500,000	WAS	Y
Sanitary System Corrosion Abatement		1,500,000	WAS	N
Sanitary upgrades with other projects		1,000,000	WAS	Y
Water Reclamation Projects Total	\$	21,110,000		
Stormwater Capital				
Lake Lawne Property Acquisition & Treatment	\$	180,000	STR	Y
Rapid Response Construction		500,000	STR	Y
Stormwater System Construction		500,000	STR	Y
System Repair and Rehabilitation		500,000	STR	Y
Stormwater Capital Total	\$	1,680,000		
Parking Projects				
55 West Maintenance and Repairs	\$	100,000	TRA	N
Administration Center Garage Repair/Maintenance		200,000	TRA	N
Central Blvd Garage Repair and Maintenance		150,000	TRA	N
Courthouse Garage Repair and Maintenance		120,000	TRA	N
Jefferson Garage Capital Repairs		150,000	TRA	N
Library Garage Repair and Maintenance		373,000	TRA	N
Parking Projects Total	\$	1,093,000		
Solid Waste Fund				
Solid Waste Consolidate Facilities Construction	\$	4,000,000	SOL	Y
CBD Waste & Recycling Center		400,000	SOL	Y
Solid Waste Fund Total	\$	4,400,000		

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

FY 2019/20 Adopted Capital Budget by Fund

	2019/20	Function	CIE
Community Redevelopment Agency & Downtown Development Board			
Downtown Capital Maintenance	\$ 775,000	ECD	N
Downtown Lighting	1,000,000	ECD	N
DTO Implementation	6,000,000	ECD	N
Parramore Housing Initiative	2,000,000	ECD	N
Streetscape Improvements	500,000	ECD	Y
Under I Design	1,000,000	ECD	N
Community Redevelopment Agency & Downtown Development Board Total	\$ 11,275,000		
Downtown South Neighborhood Improvement District Fund			
DSNID Projects	\$ 1,160,000	INF	N
Downtown South Neighborhood Improvement District Total	\$ 1,160,000		
Dubsdread Golf Course Renewal & Replacement			
Dubsdread Clubhouse Improvements	\$ 72,000	REC	N
Dubsdread Course/Grounds Maintenance	68,000	REC	N
Dubsdread Equipment	85,000	REC	N
Dubsdread Golf Course Renewal & Replacement Total	\$ 225,000		
Real Estate Acquisition Fund			
Real Estate Acquisition	\$ 1,000,000	GEN	N
Real Estate Acquisition Fund Total	\$ 1,000,000		
CIP Total	\$ 95,642,150		

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

FIRE EQUIPMENT REPLACEMENT

The Orlando Fire Department serves a critical need by responding to emergency situations and ensuring we have a safe community. In order to fulfill this responsibility, they must replace equipment such as bunker gear, air packs, and radios. This project provides an annual source of funding for equipment replacement.

Funding Source:	Budget:	Estimated Completion:	Department:
CIP Fund	\$1,200,000	Recurring	Fire





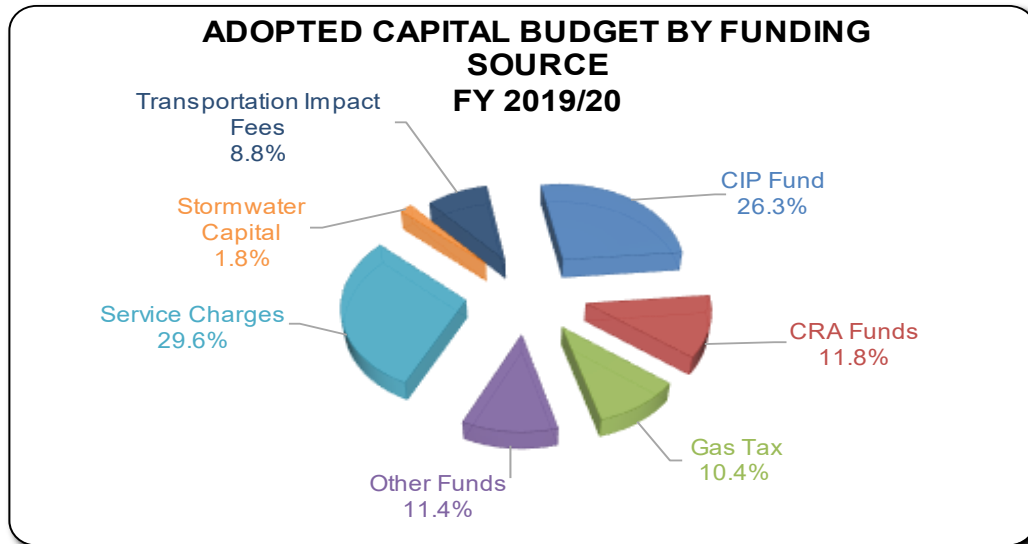






(See details about every project on our website at www.cityoforlando.net/obfs)

CAPITAL IMPROVEMENTS AND DEBT



<u>FUNDING SOURCE</u>	<u>FY 2018/19</u>	<u>% of TOTAL</u>
CIP Fund	\$ 25,142,681	26.3%
CRA Funds	\$ 11,275,000	11.8%
Gas Tax	\$ 9,924,469	10.4%
Other Funds	\$ 10,885,000	11.4%
Service Charges	\$ 28,353,000	29.6%
Stormwater Capital	\$ 1,680,000	1.8%
Transportation Impact Fees	\$ 8,382,000	8.8%
Total	<u>\$ 95,642,150</u>	<u>100.0%</u>

Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. This source will fund approximately 17 projects in FY 2019/2020 totaling \$21,110,000.

The Stormwater Utility Fee is expected to generate \$25.7 million in FY 2019/2020. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2019/2020 will include four projects at a cost of \$1.7 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2019/20 the City Council set aside \$25 million of general revenue for CIP funding.

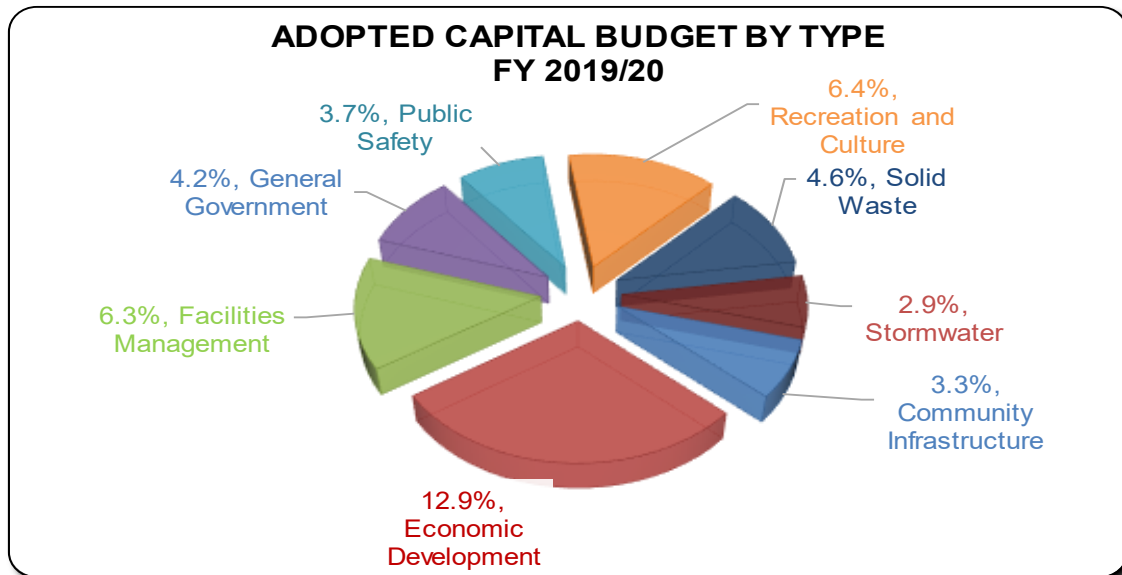
Six cents from every gallon of motor fuel sold in Orange County goes to the County and municipalities within its jurisdiction. The City of Orlando's portion of the total net revenue is 21.3%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 17 projects, and a contribution to the local bus system in FY 2019/20.

CAPITAL IMPROVEMENTS AND DEBT

USES OF FUNDS

Capital Budget expenditures are categorized by one of ten service types. The service types are as follows:

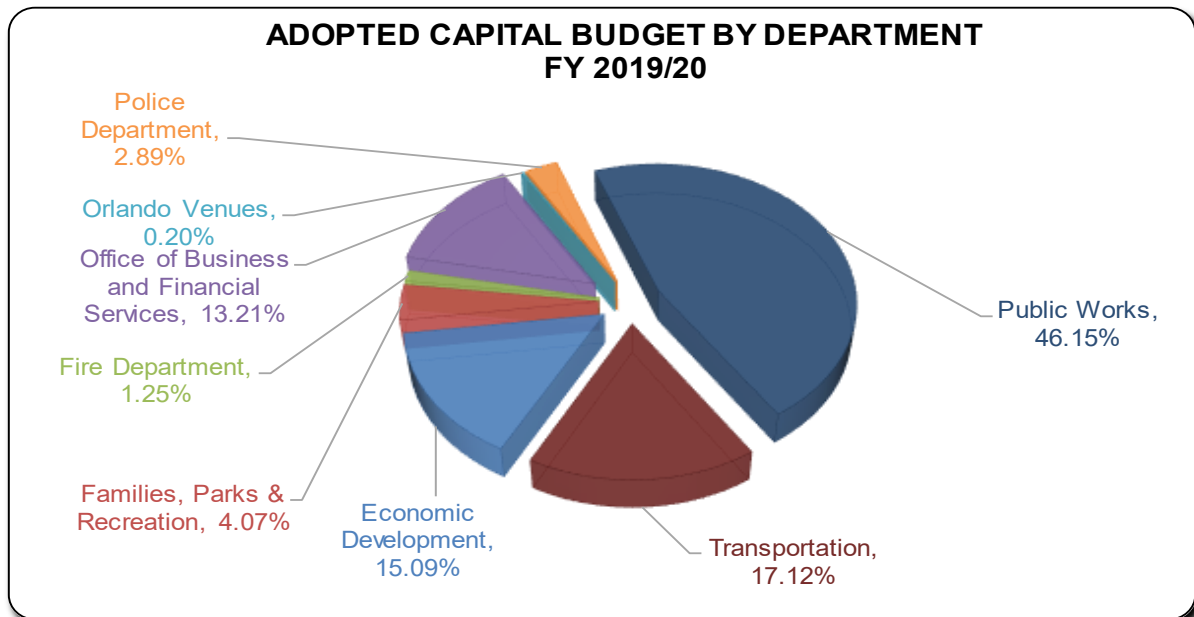
CRA	Recreation and Culture
Economic Development	Solid Waste
Facilities Management	Stormwater
General Government	Transportation
Public Safety	Water Reclamation



TYPE	FUNDING AMOUNT	
	FY 2018/19	% of TOTAL
Community Infrastructure	\$ 3,160,000	3.3%
Economic Development	\$ 12,325,000	12.9%
Facilities Management	\$ 6,020,603	6.3%
General Government	\$ 4,000,000	4.2%
Public Safety	\$ 3,515,000	3.7%
Recreation and Culture	\$ 6,107,078	6.4%
Solid Waste	\$ 4,400,000	4.6%
Stormwater	\$ 2,780,000	2.9%
Transportation	\$ 22,974,469	24.0%
Water Reclamation	\$ 30,360,000	31.7%
	\$ 95,642,150	100.0%

Public infrastructure projects, Water reclamation, transportation and stormwater account for a combined total of 61%. Recreation and Culture, Solid Waste, Public Safety and General Government account for the remainder. Stormwater, Water Reclamation and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, Economic Development, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

CAPITAL IMPROVEMENTS AND DEBT



FUNDING AMOUNT

<u>DEPARTMENT</u>	<u>FY 2018/19</u>	<u>% of TOTAL</u>
Economic Development	\$ 14,435,000	15.09%
Families, Parks & Recreation	\$ 3,896,000	4.07%
Fire Department	\$ 1,200,000	1.25%
Office of Business and Financial Services	\$ 12,636,681	13.21%
Orlando Venues	\$ 195,000	0.20%
Police Department	\$ 2,765,000	2.89%
Public Works	\$ 44,140,000	46.15%
Transportation	\$ 16,374,469	17.12%
Total	\$ 95,642,150	100.00%

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time during which the item becomes operational. It is possible, in certain cases, that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the timeframe for recruiting, hiring, and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

Debt outstanding is described in the Debt Service Overview. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and water reclamation infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City standards, as well as other required standards. As more miles are brought on line, additional staff and equipment may be needed in the future to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

Stormwater—new stormwater infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility Fees in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed in the future to further maintain the infrastructure.

Water Reclamation —many of the City's water reclamation lift stations, along with some of its other infrastructure, are over 20 years old and are deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will generate energy savings. At this time the exact amount of savings is unknown.

The estimated known impacts of capital projects on the operating budget are outlined on the following page.

Continued on next page

CAPITAL IMPROVEMENTS AND DEBT

	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost	<u>Comments</u>
Gas Tax				
Regional Computerized Signal System	\$ 137,000	\$ 61,000	\$ 198,000	Repair/Replacement
Robinson Street "Complete Streets"	-	5,000	5,000	Future Need/Planned Expansion
Gas Tax Total	\$ -	\$ 66,000	\$ 203,000	
Capital Improvements Fund (CIP)				
Energy Management Lighting Upgrades	-	(4,895)	(4,895)	Annual energy savings
Energy Management HVAC Upgrades	-	(19,165)	(19,165)	Annual energy savings
Renewable Energy for City Facilities (Solar Power)	-	(87,859)	(87,859)	Annual energy savings
CIP Total	\$ -	\$ (111,919)	\$ (111,919)	
Transportation Impact Fees				
Raleigh Street Improvements	\$ -	\$ 100,000	\$ 100,000	Estimated Pavement Rehab
Grand National Dr. Oakridge Rd to Sand Lake Rd	-	8,250	8,250	Estimated Pavement Rehab
Narcoossee Widening: SR 528 - SR 417	-	20,625	20,625	Estimated Pavement Rehab
Transportation Impact Fees Total	\$ -	\$ 128,875	\$ 128,875	
Solid Waste Fund				
Solid Waste Consildate Facilities Construction	\$ -	\$ 150,000	\$ 150,000	Bldg Operating Costs
Commercial Collection Vehicles	-	-	-	Savings begin in year 2
Residential/Recycling Collection Vehicles	-	-	-	Savings begin in year 2
Solid Waste Total	\$ -	\$ 150,000	\$ 150,000	
Real Estate Acquisition Fund				
Real Estate Acquisition	\$ -	\$ 500	\$ 500	Maintenance & Non-Ad valorem
Real Estate Acquisition Total	\$ -	\$ 500	\$ 500	

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

PARRAMORE HOUSING INITIATIVE

To the west of the Central Business District is the Parramore neighborhood, a historic but economically disadvantaged community. The city aims to increase housing through support for the development of single-family and multi-family residences.

Funding Source:
CRA Fund




Budget:
\$2,000,000



Estimated Completion:
FY19/20



Department:
Economic Development





(See details about every project on our website at www.cityoforlando.net/obfs)

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 2019/20 Capital Budget fall into this category, the impact on the FY 2019/20 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 39% of the Capital Budget total.

	<u>2019/20</u>
55 West Maintenance and Repairs	\$ 100,000
Administration Center Garage Repair/Maintenance	200,000
Athletic Field Maintenance	591,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair (CIP Fund)	125,000
Bridge Maintenance and Repair (Gas Tax Fund)	125,000
Central Blvd Garage Repair and Maintenance	150,000
Conserv II Equalization Pumping Station Rehab	4,000,000
Conserv II Press Building Rehab	150,000
Courthouse Garage Repair and Maintenance	120,000
Downtown Capital Maintenance	775,000
Dubsdread Course/Grounds Maintenance	68,000
Facility Evaluation, Repairs, and Rehabilitation	1,432,100
Fire Equipment Replacement	1,200,000
Iron Bridge Grit System Replacement	4,500,000
Jefferson Garage Capital Repairs	150,000
Leu Gardens Restroom Renovations	195,000
Library Garage Repair and Maintenance	373,000
Lift Station Rehabilitation	650,000
Lift Station Underground Rehabilitation	1,500,000
Lift Stations Electrical Safety Improvements	1,350,000
Miscellaneous Sidewalk Repair (CIP Fund)	300,000
Miscellaneous Sidewalk Repair (Gas Tax Fund)	200,000
OPD Parking Improvements	450,000
Parks and Playground Renovation Project	1,175,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation (CIP Fund)	2,500,000
Pavement Rehabilitation (CIP Fund)	2,500,000
Police Equipment Replacement	2,315,000
Railroad Crossing Maintenance	120,000
Reclaimed Water System Valve Replacements	1,000,000
Recreation Facility Renovations and Maintenance	1,690,000
Recreation Pools & Courts	440,000
Renewable Energy for City Facilities	2,338,503
Sanitary Service Lateral Rehabilitation	1,500,000
School Safety Sidewalk Program (CIP Fund)	600,000
School Safety Sidewalk Program (Gas Tax Fund)	100,000
Sidewalk Remediation Program	850,000
System Repair and Rehabilitation	500,000
Transportation System Equipment and Maintenance	300,000
	<u>\$ 37,182,603</u>

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2019/20 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>	<u>FY 2019/20 Budget</u>	
ADA Transition Plan	300,000	Recurring
Administration Center Garage Repair/Maintenance	200,000	Recurring
Athletic Field Maintenance	591,000	Recurring
Bicycle Plan Implementation	150,000	Recurring
Brick Street Restoration	100,000	Recurring
Central Blvd Garage Repair and Maintenance	150,000	Recurring
Courthouse Garage Repair and Maintenance	120,000	Recurring
Downtown Capital Maintenance	775,000	Recurring
DPAC R&R Contribution	1,791,078	Recurring
DSNID Projects	1,160,000	Recurring
DTO Implementation	6,000,000	Recurring
Dubsdread Golf Course/Grounds Maintenance	68,000	Recurring
Facility Evaluation, Repairs and Rehabilitation	1,432,100	Recurring
Fire Equipment Replacement	1,200,000	Recurring
Intersection Safety Improvements	400,000	Recurring
Jefferson Garage Capital Repairs	150,000	Recurring
Library Garage Repairs and Maintenance	373,000	Recurring
Lift Station - Rehabilitation	650,000	Recurring
LYNX Annual Contribution	4,029,469	Recurring
Miscellaneous Sidewalk Repair (CIP)	300,000	Recurring
Miscellaneous Sidewalk Repair (Gas Tax)	200,000	Recurring
New Traffic Signal Locations	400,000	Recurring
OPD Equipment Replacement	2,315,000	Recurring
Parks and Playground Renovation Project	1,175,000	Recurring
Pavement Marking Maintenance	450,000	Recurring
Pavement Rehabilitation (CIP)	2,500,000	Recurring
Pavement Rehabilitation (Gas Tax)	2,500,000	Recurring
Rapid Response Construction (STW)	500,000	Recurring
Recreation Facility Renovations and Maintenance	1,690,000	Recurring
Recreation Pools and Courts	440,000	Recurring
Sanitary Upgrades with Other Projects	1,000,000	Recurring
School Safety Sidewalk Program (Gas Tax)	100,000	Recurring
School Safety Sidewalk Program (CIP)	600,000	Recurring
Stormwater System Construction	500,000	Recurring
SunRail Corridor Quiet Zone	400,000	Recurring
System Repair and Rehabilitation	500,000	Recurring
Recurring Projects Sub Total	<u>\$ 35,209,647</u>	

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS (Continued)

	FY 2019/20	
	<u>Budget</u>	
Non-Recurring Capital Projects		
55 West Maintenance and Repairs	100,000	Non-Recurring
Affordable Housing	2,000,000	Non-Recurring
Alden/Lake Highland Realignment	500,000	Non-Recurring
Bridge Maintenance and Repair	250,000	Non-Recurring
CBD Waste & Recycling Center	400,000	Non-Recurring
Compound Decontamination and Improvements	1,000,000	Non-Recurring
Conserv I Area Collection System Improvements	800,000	Non-Recurring
Conserv I South Reclaimed Water Main	100,000	Non-Recurring
Conserv I Treatment Plant Improvements	7,500,000	Non-Recurring
Conserv II Equalization Pumping Station Rehab	4,000,000	Non-Recurring
Conserv II Plant Water System Evaluation	500,000	Non-Recurring
Conserv II Press Building Rehab	150,000	Non-Recurring
Conserv II Secondary Weir Washing Device Installed	160,000	Non-Recurring
Downtown Lighting	1,000,000	Non-Recurring
Dubsdread Clubhouse Improvements	72,000	Non-Recurring
Dubsdread Equipment	85,000	Non-Recurring
Electric Vehicle Charging Stations	800,000	Non-Recurring
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	3,000,000	Non-Recurring
Inflow & Infiltration Reduction Project	750,000	Non-Recurring
Information Technology Enhancements	2,130,000	Non-Recurring
Information Technology Hardware & Software Updates	210,000	Non-Recurring
Information Technology Security Measures	400,000	Non-Recurring
Iron Bridge Grit System Replacement	4,500,000	Non-Recurring
Iron Bridge Ventilation for Biosolids Press Room	500,000	Non-Recurring
Lake Lawne Property Acquisition & Treatment	180,000	Non-Recurring
Leu Gardens Restroom Renovations	195,000	Non-Recurring
Lift Station Odor Control	250,000	Non-Recurring
Lift Station Site Improvements	250,000	Non-Recurring
Lift Station Underground Rehabilitation	1,500,000	Non-Recurring
Lift Stations Electrical Safety Improvements	1,350,000	Non-Recurring
Lift Stations Emergency Generators	2,400,000	Non-Recurring
Lincoln SunRail Station Funding Agreement	500,000	Non-Recurring
Millenia & Oak Ridge Dual Left SB	300,000	Non-Recurring
Narcoossee Widening: SR 528 - SR 417	2,800,000	Non-Recurring
OPD Parking Improvements	450,000	Non-Recurring
Operational Efficiency Project	260,000	Non-Recurring
Parramore Housing Initiative	2,000,000	Non-Recurring
Railroad Crossing Maintenance	120,000	Non-Recurring
Raleigh Street Improvements	500,000	Non-Recurring
Real Estate Acquisition	1,000,000	Non-Recurring
Reclaimed Water System Valve Replacements	1,000,000	Non-Recurring
Regional Computerized Signal System	100,000	Non-Recurring
Renewable Energy for City Facilities	2,338,503	Non-Recurring
Robinson Street "Complete Streets"	300,000	Non-Recurring
Sanitary Service Lateral Rehabilitation	1,500,000	Non-Recurring
Sanitary System Corrosion Abatement	1,500,000	Non-Recurring
Sidewalk Remediation Program	850,000	Non-Recurring
Solid Waste Consolidate Facilities Construction	4,000,000	Non-Recurring
Southeast Projects	1,050,000	Non-Recurring
Streetscape Improvements	500,000	Non-Recurring
Terry Avenue Extension	332,000	Non-Recurring
Traffic Counts and Travel Time Studies	350,000	Non-Recurring
Traffic Signal Refurbishing Program	200,000	Non-Recurring
Transportation Studies/Professional Services	150,000	Non-Recurring
Transportation System Equipment and Maintenance	300,000	Non-Recurring
Under I Design	1,000,000	Non-Recurring
Non-Recurring Projects Total	\$ 60,432,503	
All Recurring and Non-Recurring Projects Total	\$ 95,642,150	

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1.75 million)

The following list identifies and details aspects of select major projects included in the FY 2019/20 adopted capital budget that are funded at \$1.75 million or more. These projects account for 66% of the Capital Budget and may incorporate a mix of funding sources. Further information on these projects can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2019/20</u>
Affordable Housing	2,000,000
Conserv I Treatment Plant Improvements	7,500,000
Conserv II Equalization Pumping Station Rehab	4,000,000
DPAC R&R Contribution	1,791,078
DTO Implementation	6,000,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	3,000,000
Information Technology Enhancements	2,130,000
Iron Bridge Grit System Replacement	4,500,000
Lift Stations Emergency Generators	2,400,000
LYNX Annual Contribution	4,029,469
Narcoossee Widening: SR 528 - SR 417	2,800,000
OPD Equipment Replacement	2,315,000
Parramore Housing Initiative	2,000,000
Pavement Rehabilitation (CIP)	2,500,000
Pavement Rehabilitation (Gas Tax)	2,500,000
Renewable Energy for City Facilities	2,338,503
Solid Waste Consolidate Facilities Construction	4,000,000
Parramore Housing Initiative	2,000,000
Pavement Rehabilitation (CIP)	2,500,000
Pavement Rehabilitation (Gas Tax)	2,500,000
	<u>\$ 62,804,050</u>

Conserv II Equalization Pumping Station Rehab - Three equalization pump station pumps are over 10 years old and are at the end of their service life. The ancillary piping and valves are over 20 years old and are beginning to leak. The pump volutes on all 5 pumps have become worn and have reduced pumping capacity. The equalization pump station is in continuous use. A majority of the equipment has passed its service life and is approaching its end of useful life.

DPAC R&R Contribution - The Dr. Phillips Performing Arts Center (DPAC) repair and replacement contribution for DPAC fiscal year ending FY2019/20. This contribution was approved as part of the original Interlocal Agreement approved by City Council on 07/23/07 and was contingent on building occupancy timeframes being met. The City's contract requires deposit of the full amount of \$1.5M annually (adjusted annually by 3%) to a trustee on the first day of DPAC's fiscal year, July 1.

DTO Implementation - Implementation of various initiatives and projects identified in the Project DTO Vision Plan.

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.

Narcoossee Widening SR 528 – SR417 - Current pavement conditions along Narcoossee Road between SR 528 and SR 417 dictate the need for repaving in the near future, and modelling shows that the capacity demand as a result of growth will necessitate the widening within the next 5-years. This will widen Narcoossee from a two-lane and to a 6-lane road.

Parramore Housing Initiative - Increase housing through support for the development of multi-family and single-family residences. Expecting to add 10 more homes to the Infill project for FY18/19 - possibly multi year if more homes are added. Expecting at least \$1m in costs per year for FY18/19-FY19/20.

Pavement Rehabilitation - A continuing program of pavement rehabilitation is required to maintain in excess of 900 miles of roadway within the City of Orlando. Pavement surfaces have a life of approximately 15 years depending on traffic loading, environment and drainage conditions. An updated condition assessment completed in December 2006 indicates that Orlando's average pavement condition is relatively fair and a budget of \$4.05M is required to keep the conditions at the same level. Pavement rehabilitation spending below \$4.05M will result in overall declining pavement surface conditions. Deferring rehabilitation costs has the potential to significantly increase the budget as this may require replacement.

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$750,000 to \$1.5 million)

The following is a listing of projects included in the FY 2019/20 adopted capital budget that are funded between \$750,000 and \$1.5 million. These projects account for 23% of the Capital Budget. Combined with the more detailed project descriptions on the preceding two pages, approximately 90% of the Capital Budget has been accounted for. Further information on these and projects under \$750,000 can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2019/20</u>
Compound Decontamination and Improvemen	\$ 1,000,000
Conserv I Area Collection System Improvemen	800,000
Downtown Capital Maintenance	775,000
Downtown Lighting	1,000,000
DSNID Projects	1,160,000
Electric Vehicle Charging Stations	800,000
Facility Evaluation, Repairs and Rehabilitation	1,432,100
Fire Equipment Replacement	1,200,000
Inflow & Infiltration Reduction Project	750,000
Lift Station Underground Rehabilitation	1,500,000
Lift Stations Electrical Safety Improvements	1,350,000
Parks and Playground Renovation Project	1,175,000
Real Estate Acquisition	1,000,000
Reclaimed Water System Valve Replacements	1,000,000
Sanitary Service Lateral Rehabilitation	1,500,000
Sanitary System Corrosion Abatement	1,500,000
Sanitary Upgrades with Other Projects	1,000,000
Sidewalk Remediation Program	850,000
Southeast Projects	1,050,000
Under I Design	1,000,000
	<u>\$ 21,842,100</u>

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

RENEWABLE ENERGY FOR CITY FACILITIES

In August 2017, City Council passed a resolution for the City of Orlando to run on 100% renewable energy by 2050. Part of this resolution committed the City to powering 100% of City facilities with renewable energy sources by 2030. Solar panels will be added to various strategically identified community centers, fire stations, and other facilities.

Funding Source:

CIP Fund

Budget:

\$2,338,503

Estimated Completion:

FY19/20 - FY20/21

Department:

Business and
Financial Services



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. Construction of Phase II began in 2018.

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 three college football bowl games, the Florida Classic football game and the NFL Pro Bowl. 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. For fiscal year 2019/20 \$60 million in improvements have been allocated to modernize the upper level restrooms, surrounding parking areas, and concession areas.

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.

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.









SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

ELECTRIC VEHICLE CHARGING STATIONS

By adding more electric vehicle (EV) charging stations, it will increase the EV readiness of Orlando and make the City's infrastructure future proof. The installation of 100 charging stations can act as a catalyst to increase EV sales, help reduce our carbon footprint, and promote intergenerational equity.

Funding Source: CIP Fund	Budget: \$800,000	Estimated Completion: FY19/20	Department: Business and Financial Services
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(See details about every project on our website at www.cityoforlando.net/obfs)

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	9/30/2014	9/30/2015	9/30/2016	9/30/2017	9/30/2018
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	8.00%	8.40%	11.00%	8.10%	8.90%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	16.6	15.8	15.1	11.7	10.2
Self Supporting Other Governmental	25 yr max	11.7	11.2	11.1	10.7	10.2
Non-Self Supporting	20 yr max	10.9	11.6	11.3	10.8	9.5
General Government Direct Debt per Capita	\$1,375 max	\$1,228	\$1,419	\$1,395	\$1,293	\$1,054
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.7%	1.9%	1.6%	1.5%	1.1%
Total Tax Supported	3.5% max	2.8%	2.9%	2.5%	2.2%	1.7%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	22.30%	24.70%	27.50%	26.70%	26.20%

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 2018B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2018A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2017A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016C	Aa2	AA+	AA+
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, 2018.

DESCRIPTION OF DEBT OUTSTANDING

PRIMARY GOVERNMENT:

PROPRIETARY FUNDS:

Wastewater System Revenue Bonds:

The Water Reclamation System Refunding and Improvement Revenue Bonds, Series 2013 are secured by an irrevocable lien on the Pledged Revenues which consist of the Net Revenues of the System and the Pledged Utilities Services Tax. The lien of the Series 2013 Bonds on the Pledged Revenues is on a parity with the lien thereon of any Additional Parity Obligations that may be issued from time to time, and with the lien of any Parity Contract Obligations entered into by the City from time to time, on the Pledged Revenues but is prior to all other contractual liens or encumbrances on the Pledged Revenues, except as provided below. The pledge of and lien on the Pledged Utilities Services Tax component of the Pledged Revenues granted under the Bond Ordinance is junior and subordinate in all respects to the pledge of and lien on the Utilities Services Tax with respect to any Senior Lien Utilities Services Tax Obligations which the City may in the future incur in accordance with the Bond Ordinance.

The rate covenant commitment holds that the City will fix, establish, revise from time to time whenever necessary, maintain and collect always such fees, rates, rentals and other charges for the use of the products, services and facilities of the System which will always provide, Pledged Revenues in each Fiscal Year sufficient to pay one hundred twenty-five percent (125%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year.

In addition to compliance with the paragraph above, Pledged Revenues in each Fiscal Year shall also be sufficient to provide one hundred percent (100%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year, any amounts required by the terms hereof to be deposited into the Reserve Fund, the Renewal, Replacement and Improvement Fund and debt service on other obligations payable from the Net Revenues of the System, and other payments, and all allocations and applications of revenues herein required in such Fiscal Year. Net Revenues shall not be reduced so as to render them insufficient to provide revenues for the purposes provided in the Bond Ordinance.

The Water Reclamation bond covenants require that two separate debt service coverage tests be met (as discussed above). The City met both coverage tests for fiscal year 2018.

For additional information on visit <http://www.cityoforlando.net/obfs/wp-content/uploads/sites/23/2019/04/CAFR-2018-COMPRESSED.pdf>

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued) Debt Service Requirements to Maturity Principal and Interest Requirements Wastewater State Revolving Fund

Fiscal Year	
2018	5,395,188
2019	5,393,615
2020	5,728,669
2021-2025	37,123,953
2026-2030	28,157,479
2031-2035	17,709,717
2036-2040	10,672,520
	\$ 110,181,141

State of Florida Revolving Loan Program

The State of Florida Revolving Loan Program is junior and subordinate to the Water Reclamation Bonds Program. Proceeds from the loan program will be used to finance water reclamation capital projects and currently the City has ten 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, 2018 the City had total loans outstanding of \$56,258,069 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

	Interest Rate	Balance 10/1/17	Additions	Reductions	Balance 9/30/18	Due Within One Year
Loans Payable:						
State Revolving Loan 65001S	2.60%	\$ 15,661,203	\$ -	\$ 1,473,371	\$ 14,187,832	\$ 1,511,950
State Revolving Loan 65002P	2.66%	969,956	-	76,996	892,960	79,057
State Revolving Loan 65003P	2.66%	879,373	-	52,600	826,773	54,009
State Revolving Loan 65004O	2.56%	5,669,795	-	340,211	5,329,584	349,216
State Revolving Loan 65006O	2.49%	10,586,300	-	847,787	9,738,513	869,028
State Revolving Loan 48040O	2.47%	10,223,368	-	531,123	9,692,245	543,926
State Revolving Loan 48041O	1.72%	4,276,418	-	211,378	4,065,040	215,030
State Revolving Loan 48042O	1.59%	2,498,482	-	117,158	2,381,324	119,029
State Revolving Loan 48043O	1.72%	2,263,918	-	111,904	2,152,014	113,836
State Revolving Loan 48046O	0.30%	597,811	6,778,560	384,587	6,991,784	358,145
Total Loans Payable		\$ 53,626,624	\$ 6,778,560	\$ 4,147,115	\$ 56,258,069	\$ 4,213,226

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 2018.

CAPITAL IMPROVEMENTS AND DEBT

Orlando Venues Revenue Bonds:

In August 2017, the City issued its Senior Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017A, and its Second Lien Subordinate Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017B, in the combined amount of \$224,350,000. The Series 2017A and Series 2017B Bonds were issued for the purpose of fully refunding the City's Tourist Development Tax Revenue Bonds, (6th Cent Contract Payments), Series 2008A, and Second Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008B, and partially refunding the Third Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008C. 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 a portion of the 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, 2018, the total principal and interest paid was \$23.5 million and 6th Cent TDT revenue distributions received totaled \$25.8 million. Total principal and interest remaining on the Series 2017A, Series 2017B, and Series 2008C bonds as of September 30, 2018 is \$392 million, with annual requirements ranging from \$17.1 million in fiscal year 2019, to \$20.7 million in fiscal year 2039, the final year. If sufficient TDT revenues are available, the City will make planned targeted annual principal payments on Series 2008C and retire the principal early. In most years, required total annual debt service across all three series is around \$20 million. 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 2018.

In September 2016, the City issued State Sales Tax Payments Refunding and Improvement Revenue Bonds, Series 2016, in the amount of \$28,090,000. The proceeds from these bonds were used to advance refund \$26,590,000 in outstanding State Sales Tax Payments Revenue Bonds, Series 2008 and to provide additional funding for capital improvements at the Amway Center. For the fiscal year ended September 30, 2018, the total principal and interest paid on the Series 2016 bonds was \$1,997,450, and State sales tax revenue distributions received totaled \$2,000,004. Total principal and interest remaining on the Series 2016 bonds as of September 30, 2018 is \$38.9 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.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

State Infrastructure Bank Loan Agreement (the SIB Loan):

In February 2007, the City approved the SIB Loan with the Florida Department of Transportation (FDOT). The purpose of the SIB Loan is to provide the City's local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of the commuter rail service (SunRail). The SIB Loan provides for a total amount up to \$16.17 million at an interest rate of 2.45%. The loan will be repaid over a period of ten years. The City has agreed to budget and appropriate General Fund money to repay the obligation. The first loan repayment was made in October 2012. As of September 30, 2018, the outstanding loan balance is \$4,944,028.

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; 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; and the Series 2009C bonds mature on September 1, 2037. As of September 30, 2018, the outstanding balance on the bonds is \$59,025,000. See Note 22 for additional information regarding the refunding of the Series 2009A and 2009C Bonds.

On April 14, 2010 the City issued \$71,415,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds, Series 2010B (Downtown District – Direct Subsidy Build America Bonds). The Series 2010B bonds mature on September 1, 2040. As of September 30, 2018, the outstanding balance on the bonds is \$71,415,000.

The tax increment revenue received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating costs of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the New Year. Additionally, the CRA has incurred subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

Republic Drive (Universal Boulevard) CRA District:

Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds (Series 2012):

On February 23, 2012 the City issued \$29,430,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds, Series 2012. The original Republic Drive (Universal Boulevard) bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2025. As of September 30, 2018, the outstanding balance on the bonds is \$17,720,000.

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 were used to fund capital improvements. The Series 2013 bonds mature on April 1, 2025. As of September 30, 2018, the outstanding balance on the bonds is \$5,561,816.

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, 2018, the outstanding balance on the bonds is \$12,540,000.

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. The variable rate loans do not require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

During 1986-87, the City created the Internal Loan Fund to provide interim or longer-term financing to other Funds of the City. The financing for the Fund's loan activities was initially funded with proceeds of Non-Self Sufficient Debt and continues to be funded through the re-lending of portions of internal loan repayments. The loan documents between the Internal Loan Fund and the various recipient funds set forth expectations for project use, principal amortization, if appropriate, and revenue sources for repayment.

The following descriptions summarize the major individual loans (in excess of \$2,000,000 outstanding) and briefly explain the projects constructed:

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project initiative.

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Public Safety Projects

In October 2007, the City issued \$58,905,000 in covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area.

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.

Police Headquarters and Energy Efficiency

In October 2014, the City issued \$62,205,000 in covenant bonds to finance \$41,940,000 toward the construction of a new police headquarters, \$4,470,000 for the construction of Fire Station 2, and \$15,795,000 for energy efficiency improvements throughout City facilities.

Public Safety Projects 2016

In May 2016, the City issued \$26,425,000 in covenant bonds to finance a public safety construction initiative, which includes a new Computer Aided Dispatch system, 2 new fire stations, and other miscellaneous improvements.

CRA - Parramore Housing/Office Complex

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

Camping World Stadium (former Citrus Bowl) Renovation

The \$21,000,000 loan was used to finance the CRA's contribution to the stadium renovation project, per the Interlocal Agreement with the County.

Amway Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of a new events center.

Geico Garage

The \$14,500,000 loan was used to finance a portion of the City owned parking garage, which is connected to the new Amway Center.

Jefferson Street Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Capital Improvement Special Revenue Bonds (Fixed Rate)

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed, rolling medium-term, and variable rate debt to produce a lower blended cost of money and other advantages to the City.

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 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 nonrevenue 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, 2018 totaled \$231,651,191 as reported on page 192 of FY18 CAFR. Of this amount, \$50,443,362 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 \$181,207,829 as shown on the reconciliation on page 37 of FY18 CAFR.

k. 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, 2018.

Variable Rate Debt Program

<u>Program</u>	<u>Series</u>	<u>Outstanding Amount</u>	<u>Number of Modes</u>	<u>Present Mode</u>
Internal Loan:				
SSGFC	2004	11,106	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 101,106</u>		

The City's Internal Loan Fund financing program utilizes multi-modal variable rate debt; thus, requiring both reimbursement (letter or line of credit) and remarketing agreements.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA Notes to Financial Statements September 30, 2018

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2018:

	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	\$ 4,944,028	2.45%	\$ 1,729,450
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	17,720,000	3.00-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	5,561,816	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	12,540,000	5.00%	1,947,750
Downtown CRA Series 2009A	Performing Arts Ctr.	14,475,000	8,070,000	5.00-5.25%	2,285,325
Downtown CRA Series 2009C	Performing Arts Ctr.	50,955,000	50,955,000	7.50-8.10%	6,298,385
Downtown CRA Series 2010B	Performing Arts Ctr.	71,415,000	71,415,000	6.21-7.78%	10,837,876
Total		<u>209,374,867</u>	<u>171,205,844</u>		
Internal Loan Fund --					
SSGFC Tax-exempt Series H	Refunding	18,510,000	11,106,000	(2)	(3)
Capital Improvement Special Revenue Bonds:					
Series 2009B	Refunding	15,965,000	10,900,000	5.00%	5,732,000
Series 2010B	Refunding	17,650,000	17,395,000	5.00%	6,554,375
Series 2010C	Refunding	40,260,000	6,705,000	5.00%	2,514,375
Series 2014A (1)	Refunding	6,205,000	1,825,000	1.99%	1,843,158
Series 2014B	Public Safety projects	62,205,000	60,775,000	5.00%	4,506,125
Series 2014C	Refunding	10,355,000	7,855,000	5.00%	1,338,500
Series 2014D	Refunding	12,450,000	9,795,000	5.00%	1,491,500
Series 2015A (1)	Refunding	5,705,000	5,705,000	1.82%	3,738,716
Series 2016A (1)	Refunding	6,995,000	6,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	54,850,000	3.13-5.00%	7,045,891
Series 2016C	Public Safety projects	26,425,000	25,615,000	4.00-5.00%	2,019,900
Series 2017A (1)	Refunding	8,173,000	8,173,000	2.36%	4,291,402
Series 2018A (1)	Refunding	9,050,000	9,050,000	2.85%	5,872,507
Total		<u>294,798,000</u>	<u>236,744,000</u>		
Total Governmental Activities		<u>\$ 504,172,867</u>	<u>\$ 407,949,844</u>		
Business-Type Activities					
Wastewater Revenue Bonds	Wastewater Treatment and Refunding				
Series 2013		\$ 36,170,000	\$ 30,825,000	2.00-5.00%	2,877,900
Wastewater State Revolving Fund	Wastewater projects	99,970,358	56,258,069	0.30-2.66%	5,372,087
Total Wastewater		<u>136,140,358</u>	<u>87,083,069</u>		
Orlando Venues -- SSGFC Venue Loans	Events Center projects	110,000,000	90,000,000	(2)	(3)
State Sales Tax Ref. Bonds, Series 2016	Refunding	28,090,000	26,345,000	4.00-5.00%	1,998,425
Senior Tourist Dev. Tax Bonds, Series 2008C	Events Center projects	87,270,000	23,835,000	5.50%	3,236,475
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	196,590,000	3.00-5.00%	15,039,500
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	27,760,000	3.00-5.00%	2,146,775
Capital Improvement Bonds					
Series 2009A	Events Center projects	11,950,000	2,665,000	4.78-4.99%	1,397,694
Series 2009C	Events Center projects	40,000,000	40,000,000	6.85-7.10%	4,367,361
Series 2016B	Refunding	4,185,000	4,185,000	5.00%	1,503,125
Total Business-Type Activities		<u>\$ 641,985,358</u>	<u>\$ 498,463,069</u>		

(1) Bonds from direct borrowings and direct placements.

(2) These variable rate loans are subject to a 15% interest rate cap. The tax-exempt Series H loans had interest rates, LOC, and other charges of 2.13%, 0.57%, and 0.15% respectively, on September 30, 2018.

(3) 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 2019-2047

Fiscal Year	Primary Government				Business-type Activities			Total Principal & Interest Primary Government (1)
	Governmental Activities				Wastewater Revenue Bonds	Orlando Venues Bonds	Parking System Bonds	
	Community Redevelopment Agency Bonds	Conroy Road Tax Increment Revenue Ref. Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds				
2019	13,158,567	1,932,000	3,871,192	22,976,836	2,861,700	20,858,575	4,414,619	70,073,489
2020	13,160,919	1,936,750	3,872,192	22,842,403	2,861,325	22,682,300	4,414,550	71,770,439
2021	13,125,898	1,938,000	3,872,741	22,648,278	2,865,300	22,649,713	4,308,800	71,408,730
2022	13,092,526	1,940,750	3,873,491	24,118,202	2,855,775	22,639,162	4,310,800	72,830,706
2023	13,055,884	1,939,750	3,873,241	24,692,968	2,854,400	22,601,213	4,309,300	73,326,756
2024	13,018,057	1,945,000	3,871,743	23,862,268	2,848,775	22,581,650	4,367,361	72,494,854
2025	12,913,819	1,946,000	3,873,742	17,159,139	2,877,900	22,564,125	4,324,336	65,659,061
2026	12,807,247	1,947,750	-	17,653,368	2,848,650	22,546,350	4,281,345	62,084,710
2027	12,686,559	-	-	16,779,056	2,846,650	22,528,725	4,238,045	59,079,035
2028	12,563,162	-	-	17,269,798	2,844,525	20,898,775	4,194,094	57,770,354
2029	12,435,921	-	-	11,290,266	2,842,025	19,300,175	4,144,320	50,012,707
2030	12,293,710	-	-	9,496,441	2,838,900	19,285,800	4,088,724	48,003,575
2031	12,151,387	-	-	9,465,892	2,853,950	19,276,550	4,034,225	47,782,004
2032	11,994,474	-	-	9,470,667	2,833,750	19,255,025	3,975,185	47,529,101
2033	11,826,662	-	-	7,975,667	2,829,000	19,243,100	3,918,690	45,793,119
2034	11,646,753	-	-	7,987,567	-	19,227,975	3,854,385	42,716,680
2035	11,458,563	-	-	7,980,642	-	19,208,375	3,787,092	42,434,672
2036	11,260,472	-	-	7,963,692	-	19,192,475	3,716,458	42,133,097
2037	11,055,908	-	-	7,972,826	-	19,178,400	3,642,125	41,849,259
2038	10,837,876	-	-	5,976,655	-	18,164,100	3,568,563	38,547,194
2039	10,605,668	-	-	2,974,250	-	17,143,125	3,490,237	34,213,280
2040	10,368,821	-	-	2,964,500	-	-	3,406,795	16,740,116
2041	-	-	-	2,964,875	-	-	-	2,964,875
2042	-	-	-	2,960,000	-	-	-	2,960,000
2043	-	-	-	2,964,500	-	-	-	2,964,500
2044	-	-	-	2,958,125	-	-	-	2,958,125
2045	-	-	-	2,950,875	-	-	-	2,950,875
2046	-	-	-	2,952,250	-	-	-	2,952,250
2047	-	-	-	2,946,875	-	-	-	2,946,875
	<u>\$ 267,518,853</u>	<u>\$ 15,526,000</u>	<u>\$ 27,108,342</u>	<u>\$ 322,218,881</u>	<u>\$ 42,762,625</u>	<u>\$ 431,025,688</u>	<u>\$ 88,790,049</u>	<u>\$ 1,194,950,438</u>



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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2019/20

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Total Appropriations
General Fund	173,963,725	155,713,676	7,415,841	29,740,759	12,506,766	720,588	380,061,355
SPECIAL REVENUE							
911 Emergency Phone System Fund	124,218	-	-	-	-	-	124,218
After School All Stars Fund	2,032,102	250,287	40,000	216,769	9,480	2,500	2,551,138
Building Code Enforcement Fund	7,484,256	4,121,874	147,000	1,826,000	39,112	45,000	13,663,242
Capital Improvements Fund	-	-	-	7,314,078	-	-	7,314,078
Code Enforcement Board Lien Assessment Fund	46,602	28,209	15,000	100,000	-	-	189,811
Cemetery Trust Fund	118,220	57,180	15,000	346,100	90,270	-	626,770
Centroplex Garages Fund	170,871	141,245	17,000	2,649,951	36,000	-	3,015,067
Contraband Forfeiture Trust Fund	-	-	-	-	-	-	-
CRA Operating Fund	1,825,999	1,159,258	847,000	10,249,000	58,000	25,000	14,164,257
CRA Trust Funds	-	-	-	10,000	-	-	10,000
Designated Revenue Fund	632,643	948,965	-	3,769,338	-	-	5,350,946
Dubsdread Golf Course Funds	-	-	229,436	422,766	-	-	652,202
State Housing Initiatives Partnership Program Fund (SHIP)	29,921	9,575	-	355,470	-	-	394,966
Gas Tax Fund	-	-	-	5,895,000	-	-	5,895,000
GOAA Police Fund	7,861,811	5,751,465	302,909	283,450	36,550	22,600	14,258,785
Harry P. Leu Gardens Fund	1,083,154	654,189	173,000	184,080	135,720	-	2,230,143
Law Enforcement Training Fund	-	-	-	-	-	200,000	200,000
Mennello Museum Fund	310,576	127,134	19,500	40,365	22,800	3,000	523,375
OCPS - Crossing Guard Fund	949,165	45,141	9,000	-	-	-	1,003,306
Park Impact Fee Funds	-	-	-	-	-	-	-
Real Estate Acquisition Fund	-	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	-	-	107,883	90,000	-	-	197,883
Transportation Impact Fee Funds	-	-	-	8,382,000	-	-	8,382,000
U.S. Dept of Housing and Urban Dev. Grants Fund	428,697	129,923	-	6,783,788	-	-	7,342,408
Utility Services Tax Fund	-	-	-	-	-	-	-
Federal Equitable Sharing Agreement Fund	-	-	-	-	-	-	-
DEBT SERVICE							
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	-	-	-	-	-	-	-
CRAD/S - State Infrastructure Bank	-	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-	-
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	-	-	-	-	-	-	-
Internal Loan - Jefferson Street Garage Fund	-	-	-	-	-	-	-
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	-	-	-	-	-	-	-
New Public Safety and Energy Efficiency Debt Bond Fund	-	-	-	-	-	-	-
Public Safety Debt Bond Fund 2016C	-	-	-	-	-	-	-
Performing Arts Center Commercial Paper Construction Fund	-	-	-	-	-	-	-
Water Reclamation Revenue Bond Funds	-	-	-	-	-	-	-

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2019/20

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
29,356,570	2,186,950	19,238,704	43,969,073	42,399,182	517,211,834	General Fund
						<u>SPECIAL REVENUE</u>
-	-	-	145,789	-	270,007	911 Emergency Phone System Fund
5,350	-	-	172,149	-	2,728,637	After School All Stars Fund
345,946	325,760	-	3,230,495	-	17,565,443	Building Code Enforcement Fund
-	15,440,603	-	4,074,600	438,000	27,267,281	Capital Improvements Fund
-	15,000	-	104,622	515,567	825,000	Code Enforcement Board Lien Assessment Fund
38,620	35,000	-	63,792	-	764,182	Cemetery Trust Fund
11,074	-	-	59,144	-	3,085,285	Centroplex Garages Fund
-	320,000	-	119,343	-	439,343	Contraband Forfeiture Trust Fund
103,837	2,858,000	-	2,489,283	2,984,192	22,599,569	CRA Operating Fund
-	-	0	22,377,730	45,798,000	68,185,730	CRA Trust Funds
-	-	-	2,960,503	-	8,311,449	Designated Revenue Fund
1,781	225,000	-	1,678,165	-	2,557,148	Dubsdread Golf Course Funds
-	-	-	-	-	394,966	State Housing Initiatives Partnership Program Fund (SHIP)
-	-	-	4,095,967	-	9,990,967	Gas Tax Fund
37,992	-	-	2,779,975	-	17,076,752	GOAA Police Fund
199,032	100,000	-	447,849	-	2,977,024	Harry P. Leu Gardens Fund
-	-	-	-	-	200,000	Law Enforcement Training Fund
24,145	-	-	49,069	-	596,589	Mennello Museum Fund
-	-	-	84,173	-	1,087,479	OCPS - Crossing Guard Fund
-	-	-	1,930,000	-	1,930,000	Park Impact Fee Funds
-	1,000,000	-	302,501	-	1,302,501	Real Estate Acquisition Fund
-	-	192,854	25,895	-	218,749	Special Assessment Funds
-	-	913,102	-	-	913,102	Spellman Site Fund
-	-	-	256	-	198,139	Street Tree Trust Fund
-	-	560,550	1,256,188	-	10,198,738	Transportation Impact Fee Funds
-	-	-	1,583	-	7,343,991	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	464,283	33,500,000	33,964,283	Utility Services Tax Fund
-	193,482	-	-	-	193,482	Federal Equitable Sharing Agreement Fund
						<u>DEBT SERVICE</u>
-	-	20,745,475	-	-	20,745,475	6th Cent TDT Debt
-	-	1,818,750	-	-	1,818,750	Amway Center Commercial Paper Fund
-	-	1,995,150	4,854	-	2,000,004	Amway Center Sales Tax Rebate Debt Service Fund
-	-	314,700	-	-	314,700	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	4,019,448	-	-	4,019,448	CRA Debt Service - 2009
-	-	6,862,209	-	-	6,862,209	CRA Debt Service - 2010
-	-	2,924,665	-	-	2,924,665	CRA Debt Service - Internal Loan
-	-	1,902,375	-	-	1,902,375	CRA Debt Service - Conroy Road
-	-	3,829,216	-	-	3,829,216	CRA Debt Service - Republic Drive
-	-	750,000	-	-	750,000	CRA D/S - State Infrastructure Bank
-	-	1,159,596	-	-	1,159,596	Events Center Debt Other
-	-	2,814,759	171,132	-	2,985,891	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	1,268,383	196,117	-	1,464,500	Internal Loan - Jefferson Street Garage Fund
-	-	6,400,704	23,196	-	6,423,900	Investing In Our Neighborhoods Debt Bond Fund Series 2018B
-	-	4,173,746	286,004	-	4,459,750	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	1,878,924	118,476	-	1,997,400	Public Safety Debt Bond Fund 2016C
-	-	566,550	-	-	566,550	Performing Arts Center Commercial Paper Construction Fund
-	-	9,518,820	36,375	-	9,555,195	Water Reclamation Revenue Bond Funds

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2019/20

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	
ENTERPRISE							
55 West Garage R&R Fund	-	-	-	-	-	-	-
Amway Center R&R Fund	-	-	-	-	-	-	-
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Community Venues Construction Admin	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,495,041	262,260	218,800	1,351,662	718,202	-	4,045,965
Orlando Venues Fund	4,822,333	1,988,071	412,259	5,215,725	4,047,971	64,000	16,550,359
Parking System Revenue Fund	3,866,581	2,834,708	333,550	2,782,880	606,092	20,000	10,443,811
Parking R&R Fund	-	-	-	1,093,000	-	-	1,093,000
Solid Waste Fund	6,631,996	3,202,441	1,411,410	5,992,492	8,058,000	44,000	25,340,339
Stormwater Capital Fund	-	-	-	1,680,000	-	-	1,680,000
Stormwater Utility Fund	5,747,644	2,978,472	604,984	3,388,123	369,144	39,500	13,127,867
Water Reclamation Construction Funds	-	-	-	21,110,000	-	-	21,110,000
Water Reclamation R&R Fund	-	-	-	1,750,000	-	-	1,750,000
Water Reclamation Revenue Fund	15,673,693	9,927,344	6,510,000	15,465,000	6,770,300	108,200	54,454,537
INTERNAL SERVICE							
Construction Management Fund	2,083,695	1,294,231	7,500	1,000	14,400	6,000	3,406,826
Facilities Management Fund	2,336,400	1,631,297	833,702	6,450,000	220,000	16,625	11,488,024
Fleet Management Funds	2,492,119	1,735,490	7,293,000	3,985,000	116,700	2,582	15,624,891
Health Care Fund	103,077	41,428	1,600	401,312	-	5,000	552,417
Internal Loan Bank Fund	-	-	-	-	-	-	-
Pension Participant Services	65,338	33,888	-	100,000	-	13,000	212,226
Risk Management Fund	1,180,956	584,246	15,500	427,800	4,125	7,000	2,219,627
COMPONENT UNIT							
Downtown Development Board Fund	383,392	-	92,500	151,000	-	-	626,892
Downtown South NID Fund	81,408	28,318	1,400	1,160,000	600	3,000	1,274,726
PENSION TRUST							
City Pension Funds	51,697	33,720	3,729	3,130,000	161	34,000	3,253,307
OPEB Trust Fund	-	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	244,077,330	195,714,035	27,078,503	154,293,908	33,860,393	1,381,595	656,405,764

SUPPLEMENTAL INFORMATION

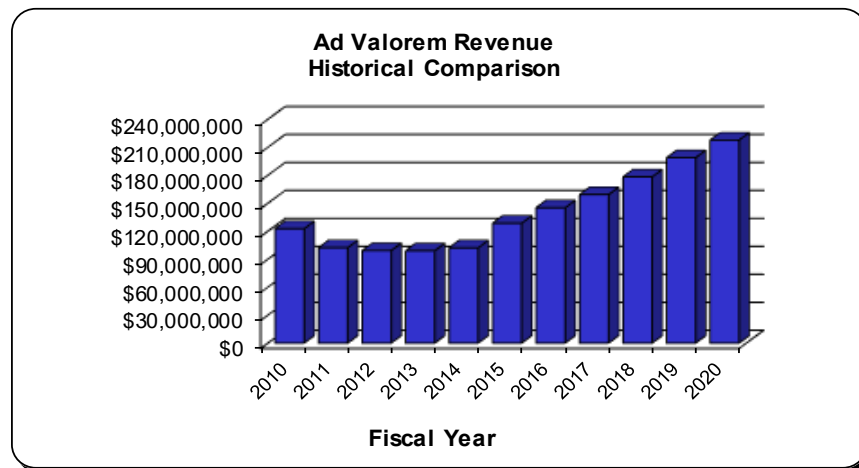
APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2019/20

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
-	-	-	91,429	-	91,429	Amway Center R&R Fund
-	-	-	81,856	-	81,856	CNL Renewal and Replacement Fund
92,312	-	-	2,254,832	362,572	6,755,681	Community Venues Construction Admin
89,687	-	-	2,538,297	1,653,319	20,831,662	Orlando Stadiums Operations Fund
288,023	75,000	4,327,285	3,673,120	1,534,250	20,341,489	Orlando Venues Fund
-	-	-	-	-	1,093,000	Parking System Revenue Fund
10,413,122	800,000	-	4,448,005	211,264	41,212,730	Parking R&R Fund
-	-	-	-	-	1,680,000	Solid Waste Fund
2,118,912	272,500	1,905,869	3,388,602	3,220,483	24,034,233	Stormwater Capital Fund
-	7,500,000	-	9,055,639	-	37,665,639	Stormwater Utility Fund
-	-	-	3,872	-	1,753,872	Water Reclamation Construction Funds
4,637,543	286,624	-	12,906,990	39,820,227	112,105,921	Water Reclamation R&R Fund
-	-	-	-	-	-	Water Reclamation Revenue Fund
112,318	-	-	471,856	-	3,991,000	<u>INTERNAL SERVICE</u>
782,922	1,000,000	-	1,099,493	-	14,370,439	Construction Management Fund
316,925	18,612,795	-	7,800,054	-	42,354,665	Facilities Management Fund
-	-	-	69,371,560	125,000	70,048,977	Fleet Management Funds
-	-	12,020,496	1,502,667	-	13,523,163	Health Care Fund
-	-	-	3,548	-	215,774	Internal Loan Bank Fund
15	-	-	13,013,767	850,000	16,083,409	Pension Participant Services
-	-	-	-	-	-	Risk Management Fund
7,081	-	-	3,768,568	-	4,402,541	<u>COMPONENT UNIT</u>
-	-	-	70,339	-	1,345,065	Downtown Development Board Fund
-	1,500,000	-	60,342,496	-	65,095,803	Downtown South NID Fund
-	-	-	28,385,281	-	28,385,281	<u>PENSION TRUST</u>
48,983,207	52,746,714	112,102,330	319,065,852	173,412,056	1,362,715,923	City Pension Funds
						OPEB Trust Fund
						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>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Revenues					
Property Taxes	178,210	159,237	145,100	128,498	102,111
Intergovernmental:					
OUC Contribution	60,616	59,061	55,719	53,211	48,622
State Sales Tax	46,106	41,787	39,429	37,904	35,613
Other Intergovernmental	93,499	82,707	77,331	67,267	77,724
Business Taxes and franchises fees	42,887	41,480	41,594	39,512	38,134
Utilities services tax	32,090	31,298	31,525	30,341	30,115
Licenses and permits	39,866	29,985	29,801	26,123	23,312
Other revenue	180,414	122,103	136,126	110,809	105,362
Total revenue	<u>\$ 673,688</u>	<u>\$ 567,658</u>	<u>\$ 556,625</u>	<u>\$ 493,665</u>	<u>\$ 460,993</u>



Ad Valorem revenues reflect the property value and millage fluctuations that the City has experienced during this period. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remained at 5.6500 for a number of fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002. For FY 2014/15, a millage rate increase of 1.0000 mill was approved, bringing the millage rate up to the current level of 6.6500.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
DIRECT AND OVERLAPPING PROPERTY TAX RATES
LAST TEN FISCAL YEARS
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30,	Direct		Overlapping				Total
	City	Orange County	Orange County School Board	DDB/DSNID (1)	Orange County Library	Water Management District (2)	
2011	5.6500	4.4347	7.8940	1.0000	0.3748	0.3313	19.6848
2012	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2013	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2014	5.6500	4.4347	8.3620	1.0000	0.3748	0.3283	20.1498
2015	6.6500	4.4347	8.4740	1.0000	0.3748	0.3164	21.2499
2016	6.6500	4.4347	8.2180	1.0000	0.3748	0.3023	20.9798
2017	6.6500	4.4347	7.8110	1.0000	0.3748	0.2885	20.5590
2018	6.6500	4.4347	7.4700	1.0000	0.3748	0.2724	20.2019
2019	6.6500	4.4347	7.2990 (3)	1.0000	0.3748	0.2562	20.0147
2020	6.6500	4.4347	7.1090	1.0000	0.3748	0.2414	19.8099

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) and Downtown South Neighborhood Improvement District (DSNID) 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 and DSNID's respective 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 7.2990 millage rate consists of 5.7900 mills for operating purposes and 1.5000 mills for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2009	143,816,532	141,332,685	98.27	654,591	141,987,276	98.73
2010	127,026,785	124,996,513	98.40	301,507	125,298,020	98.64
2011	106,612,865	105,324,704	98.79	405,872	105,730,576	99.17
2012	102,782,483	101,990,844	99.23	439,425	102,430,269	99.66
2013	102,865,269	101,863,778	99.03	359,664	102,223,442	99.38
2014	106,406,950	105,426,205	99.08	286,182	105,712,387	99.35
2015	133,761,936	132,830,260	99.30	(133,366) (2)	132,696,894	99.20
2016	152,585,851	149,689,693	98.10	199,957	149,889,650	98.23
2017	165,614,526	164,133,929	99.10	425,780	164,559,709	99.36
2018	185,802,739	184,353,846	99.22	-	184,353,846	99.22

Source: Orange County Tax Collector and City of Orlando Office of Business and Financial Services

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 1% to 4%),
(2) Reduction based on prior year adjustments by the Tax Collector.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA PRINCIPAL PROPERTY TAX PAYERS CURRENT YEAR AND NINE YEARS AGO

Taxpayer	Type of Business	2018			2009		
		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	\$2,298,206,688	1	8.24 %	\$1,166,609,169	1	4.62 %
Universal Studios Florida	Entertainment	283,024,989	2	1.01 %			
HIW-KC Orlando LLC	Developer	198,047,607	3	0.71 %	207,132,430	2	0.82 %
SWWP Orlando Office LLC	Commercial	170,220,224	4	0.61 %			
Forbes Taubman Orlando LLC	Developer	149,983,680	5	0.54 %			
Volcano Bay	Entertainment	147,050,758	6	0.53 %	131,557,801	3	0.52 %
Piedmont-CNL Towers Orlando Owner LLC	Developer	140,657,532	7	0.50 %			
Publix Super Markets Inc	Commercial	138,596,999	8	0.50 %			
PBP Apartments LLC	Developer	137,742,197	9	0.49 %			
Piedmont 200 and 250 S. Orange Ave LLC	Developer	136,824,579	10	0.49 %			
ZML-Sun Center LLP	Developer				135,450,857	4	0.54 %
MMM Lakewood LTD	Developer				94,306,613	5	0.37 %
Lake Nona Land Co. LLC	Developer				82,722,874	6	0.33 %
ACP/UTAH Orange Ave. LLC	Developer				82,425,652	7	0.33 %
B T Orlando LP	Commercial				78,518,886	8	0.31 %
Orlando Outlet Owner LLC	Commercial				78,057,569	9	0.31 %
OCC Ownwe LLC	Commercial				74,546,117	10	0.29 %
Other Taxpayers		<u>24,091,977,952</u>		<u>86.37 %</u>	<u>23,144,478,822</u>		<u>91.57 %</u>
	Total	<u>\$27,892,333,205</u>		<u>100.00 %</u>	<u>\$25,275,806,790</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	
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 (3)	244,082,101	7,130,000	13,607,786	20,737,786	8.50
2014	224,947,235	30,202,184 (3)	255,149,419	14,055,000	13,162,936	27,217,936	10.67
2015	237,461,737	30,387,012 (3)	267,848,749	15,186,000	19,663,589	34,849,589	13.01
2016	253,342,455	31,524,912 (3)	284,867,367	22,976,000	14,869,977	37,845,977	13.29
2017	271,121,611	31,297,812 (3)	302,419,423	21,911,000	13,517,751	35,428,751	11.72
2018	275,736,257	32,089,752 (3)	307,826,009	25,976,000	13,290,260	39,266,260	12.76

(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) Beginning with the issuance of the Series 2013 Water Reclamation Bonds, Pledged Utilities Services Tax no longer includes the Communication Services Tax revenue, which is now deposited into the City's General Fund.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
2009	24,584,519	-	2,205,000	608,998	2,813,998	8.74
2010	22,895,294	2,118,388	-	7,542,704	7,542,704	3.32
2011	17,626,916	3,300,615	1,325,000	10,564,475	11,889,475	1.76
2012	16,356,340	3,300,615	1,385,000	10,507,700	11,892,700	1.65
2013	15,949,624	3,157,038	1,450,000	10,446,931	11,896,931	1.61
2014	16,823,023	3,062,971	1,765,000	10,380,475	12,145,475	1.64
2015	19,823,135	3,059,670	2,085,000	10,302,362	12,387,362	1.85
2016	23,349,686	3,076,173	2,925,000	10,223,637	13,148,637	2.01
2017	26,411,970	3,072,873	3,040,000	9,275,708	12,315,708	2.39
2018	30,060,277	3,082,774	3,165,000	9,997,354	13,162,354	2.52

- (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 EIGHT FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2011	7,294,619	1,645,000	1,654,000	3,299,000	2.21
2012	8,067,882	1,710,000	1,287,342	2,997,342	2.69
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
2016	12,579,214	2,677,876	1,148,192	3,826,068	3.29
2017	13,678,736	2,773,019	1,040,989	3,814,008	3.59
2018	17,462,008	2,888,492	942,196	3,830,688	4.56

- (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

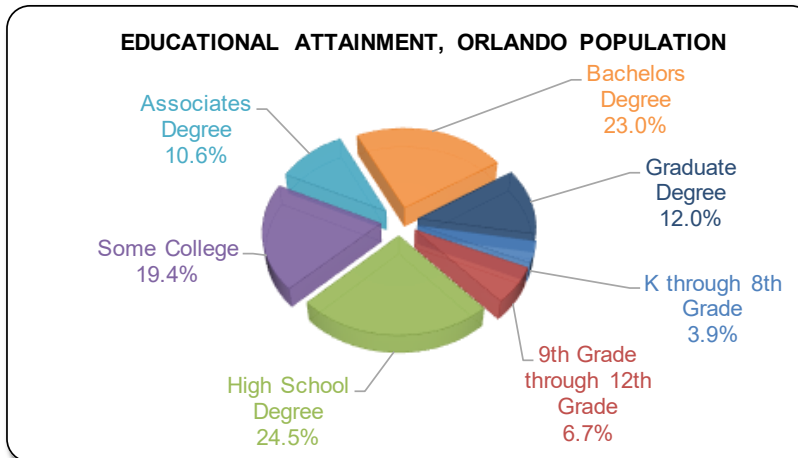
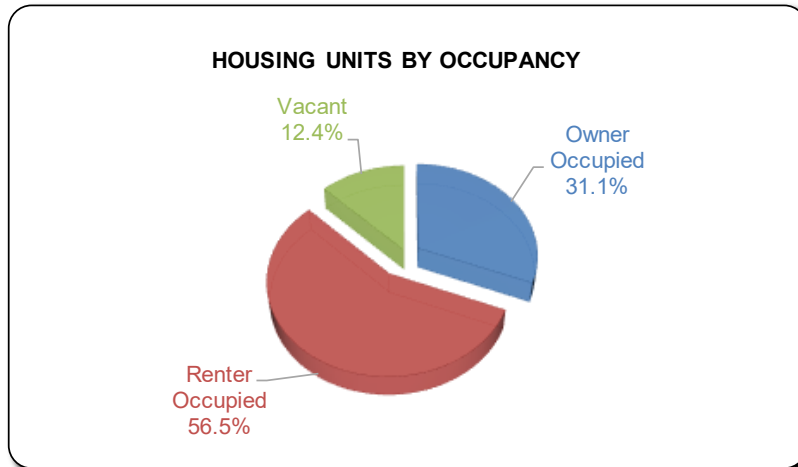
CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	45,436
Per Capita Income	\$	65,450
Median Age		33.3
Housing Units		137,280
Owner Occupied		27.9%
Renter Occupied		51.8%
Vacant		13.4%

Educational Attainment:

K through 8th Grade	3.9%
9th Grade through 12th Grade	6.1%
High School Degree	24.3%
Some College	19.3%
Associates Degree	10.7%
Bachelors Degree	23.7%
Graduate Degree	12.0%
Total	100.0%

Source: U.S Census Bureau



SUPPLEMENTAL INFORMATION

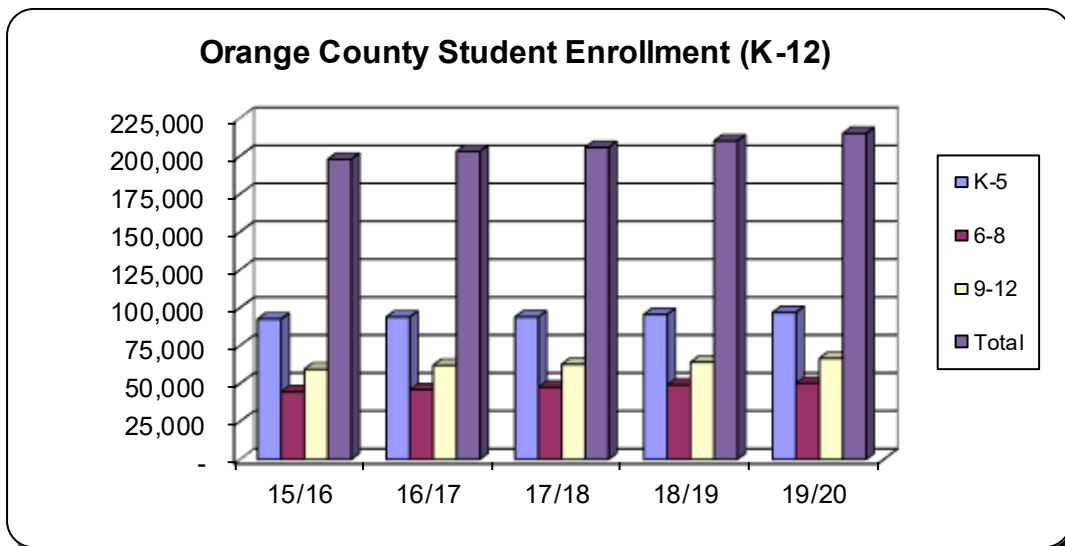
SCHOOL ENROLLMENT 2018/19, ORANGE COUNTY AND ORLANDO

	<u>Elementary</u>	<u>Middle</u>	<u>High</u>
Orange County	131	37	28
City of Orlando	32	9	5

Source: Orange County school count from 2018-19 OCSB Pocket Guide; Schools within the City determined from 2019-20 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

ORANGE COUNTY ENROLLMENT BY GRADE

<u>Grade</u>	<u>Students</u>
Pre-K	1,403
K	14,878
1	15,402
2	15,968
3	17,169
4	16,260
5	17,128
6	16,538
7	17,368
8	16,237
9	16,949
10	16,948
11	16,281
12	16,329
<u>Total</u>	<u>214,858</u>



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. 2019/20 enrollment based on OCSB projections as of 10/1/2019.

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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.
- **Travel Policy** – This policy establishes procedures for a uniform method of approval, payment, and accounting for expenses incurred when employees travel in conjunction with an approved training opportunity or other business related travel for the City. Ensures funds are being expended in a prudent and reasonable manner, and allows the City to maintain an accountable expense reimbursement plan under IRS rules and regulation.
- **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.
- **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.
- **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.
- **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.

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 FY2018/19 budget was developed.

STRATEGIC MANAGEMENT

In 2008 the Mayor executed a city-wide reorganization to ensure our city government functions in the most entrepreneurial and cost-effective manner. As a result of that restructuring, the performance management function was transferred from the Office of Audit Services and Management Support to the Management & Budget and Technology Management Divisions as a joint operation. These Divisions have launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

Key to assessing the success of City operations is the use of performance indicators. The International City / County Management Association has previously recognized the City of Orlando for "its use of performance measurement in local government management." Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive performance-driven appropriation process. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

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).

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.

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

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

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

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

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

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 unappropriated 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.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.3

- f. Criteria for waiving, adjusting, rebating or deferring a user fee shall be approved by the City Council in the ordinance, resolution, or policy establishing or governing the fee.

4) Property Taxes

- a. The City will use its resources and means to ensure a diverse and stable property tax base.
- b. The local taxing effort of other cities and unincorporated areas as well as the demand and need for local public services will be the major considerations in determining the tax rate.

5) Grants

- a. The City will pursue federal, state and private grants but will strictly limit financial support of these programs to avoid commitments beyond the availability of the grant funding source.
- b. With limited exception new positions funded by grants shall only be authorized as contract positions. Existing positions that lose grant funding shall be considered new position requests if it is determined that the City will assume funding for their function.

6) Designation of Funds

All revenue received shall be used to support the ongoing operation of the City and shall not be designated for a specific purpose or expenditure. The only exceptions to this policy are when the enabling legislation for the revenue specifically requires a designation or separation of funds, or if funds are received by the City by a donor and can only be used for a specific purpose.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.4

2100.4 SUBJECT: EXPENDITURE POLICY

:1 OBJECTIVE:

Establish policies and procedures guiding administration of City expenditures practices to ensure financial stability, enhance financial planning, and promote sound financial management.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The expenditure objectives and policies stated herein shall provide the framework for developing and ensuring adherence to the City's budget.

B. Objective

The City of Orlando will provide the level of expenditure necessary for the ongoing health, safety, and welfare of its residents, businesses, and visitors. In order to accomplish this objective, the following statements shall guide the allocation of resources:

- 1) The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of service.
- 2) Essential City services will receive first priority in funding decisions. Essential City service refers to those activities that protect lives and property.
- 3) The City shall require that, to the extent possible, increased demand for service as a result of growth shall be paid for through taxes and fees collected as a result of that growth.

APPENDIX

Office of Business and Financial Services Management and Budget Section 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.

APPENDIX

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.

CITY POLICY – GROWTH MANAGEMENT

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

The GMP is divided into fifteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fifteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	Water Reclamation
Historic Preservation	Solid Waste
Conservation	Intergovernmental Coordination
Recreation & Open Space	Capital Improvements
	Public School Facilities

The GMP was updated in 1998 and again in 2009 through a comprehensive planning process called an Evaluation and Appraisal Report (or EAR). Between such major updates, the City amends the Plan in accordance with State law.

A VISION FOR THE CITY BEAUTIFUL ORLANDO'S GROWTH MANAGEMENT PLAN

As we look to the future, our past achievements provide inspiration for even greater things to come. Orlando is fortunate to have a rich heritage, grounded by a 100-year history of community planning that dates back to the City Beautiful movement. The City has long sought to protect the natural beauty and man-made amenities that attracted settlers in the first place, from the days when Orlando was primarily an agricultural town and the crossroads for the citrus industry, through the late 1960's and the advent of the Disney explosion, through the boom-time 1980's, and now as we enter the second decade of the 21st century.

From the beginning, the City's history has been marked by a concern for blending growth with natural amenities, for building around lakes and, whenever possible, keeping shores and other natural areas open to the public. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition of a strong City-directed landscaping program in the late 19th century, including the planting of countless hundreds of trees.

Protecting the lakes, planting more diversified, flowering foliage and promoting high-quality development have always made Orlando a truly desirable place to live. This was evident in the City's first Comprehensive Plan in 1926. An understanding of Orlando's heritage, incorporated into a plan that offers a clear vision for the future of Orlando, will provide the direction for progress as the City proceeds into the 21st century.

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make "The City Beautiful" an even better place to live in the year 2030. This requires an understanding not only of Orlando's historical role, but also the City's role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2040, the population of the Orlando MSA will increase from its current 2,225,730 (April 1, 2013) to 2,990,300, with the City of Orlando proper growing from 256,012 to 345,067 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

APPENDIX

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.

APPENDIX

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.

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.

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.

APPENDIX

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.

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, water reclamation, potable water, solid waste, stormwater, and recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element. Publicly funded projects that are the fiscal responsibility of federal, state or other local governments may also be included, if needed to provide public facilities within the City.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).

Policy 1.1.4 Recommended public facilities and services identified in the Housing, Historic Preservation, Downtown or Urban Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element.

APPENDIX

- 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.

APPENDIX

- Policy 1.1.7 The Capital Improvements Fund Schedule (Figure CI-14) shall be a five year program that is updated annually after a single adoption hearing.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.8 The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-14) and all other capital improvements identified in the Capital Improvement Program.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
- Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, water reclamation, parks, stormwater, potable water, solid waste and public transit.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 3090; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.2.2 Figure TE-1B and Transportation Policy 1.8.3 depict the Traffic Circulation Level of Service standards within city boundaries. Assessment of the level of service for major thoroughfares, where required, within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.2.3 The City shall exempt the area shown in Figure TE-3A from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.2.4 Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

APPENDIX

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%
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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101

APPENDIX

Policy 1.2.6 The following water reclamation LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit</u>
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.

(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).

Policy 1.2.7 The following parks and recreation LOS standards shall be applied to new and existing residential development:

Combined Community/ Neighborhood Parks	3.25 acres/1,000 population
Individual Community Park Sectors	1.3 acres/1,000 population
Individual Neighborhood Park Service Areas	0.75 acres/1,000 population

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.2.8 The City shall have trucks available to collect solid waste at the following Level of Service Standards at the time of building permit issuance:

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.9 The City shall apply all criteria contained within the Engineering Standards Manual (ESM) and associated documents as the post-1984 LOS standard including:

Policy 1.2.10 The City shall continue to accept existing conditions as the pre-1984 LOS standard and the City shall comply with requirements of the National Pollution Discharge Elimination System (NPDES) permit to outline deficiencies, to schedule needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 60-40 F.A.C., as applied by FDEP and the Water Management Districts.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

APPENDIX

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).

APPENDIX

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).

APPENDIX

- 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.

APPENDIX

Policy 1.4.5 The City's capital program funding shall be categorized as either governmental (special purpose or other) or proprietary (self-sufficient or subsidized). The following table indicates the present categorization of City operating funds:

<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Water Reclamation System	Orlando Venues (Arena)
Stormwater System	Civic Facilities Authority (Football & Baseball Stadium)
Solid Waste Management	
Parking System	
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.6 For self-sufficient proprietary funds, the annual debt service requirements (both principal and interest) shall be structured to maximize the interperiod equity* consistent with existing State and Federal laws and investment banking norms.

*With regard to debt service, interperiod equity assumes that each fiscal period (one year) will bear a reasonable and equitable share of the cost of providing the capital project, in other words, that no period or group of periods will be unduly burdened to the benefit of other periods.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.7 For special purpose governmental funds, policy shall be established to limit the portion of the revenue which can be utilized to support debt service in a manner to provide sufficient available recurring revenues for related operating and maintenance expenses and for the portion of the capital projects to be provided for on a pay as you go basis.

Policy 1.4.8 Debt obligations of governmental funds, other than special purpose, and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.

APPENDIX

- 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).*

APPENDIX

- 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).*

APPENDIX

- 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).*

APPENDIX

- 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.

APPENDIX

6. Whether the area that will be served by the CDD is amenable to separate special-district government.

(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907).

Policy 1.4.42 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007).

Policy 1.4.43 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure TE-2 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2: CONCURRENCY MANAGEMENT

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

Objective 2.1 Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, water reclamation, solid waste, stormwater, and recreation and open space are not lowered by development below adopted LOS standards and that needed public facilities to serve the development are provided concurrent with development.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

APPENDIX

- Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy 2.1.3 The City shall deny the approval and issuance of development permits and orders for developments which reduce the level of service standards for schools, water reclamation, potable water, solid waste, stormwater, and recreation and open space, as set forth in this plan. For recreation and open space, the level of service standards shall be deemed met for development if the required land is available at the time a certificate of occupancy is issued and developed on such land within one year of issuance.
- The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.
- (Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.1.4 New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.
- Policy 2.1.5 The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.
- Policy 2.1.6 The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.
- Policy 2.1.7 The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Planning and Development Department and approved by City Council.
- (Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).*
- Objective 2.2** Upon plan adoption, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.
- Policy 2.2.1 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.2 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

APPENDIX

- 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).*

APPENDIX

- Policy 2.2.11 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.12 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.13 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.14 *The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by monitoring Level of Service for every major thoroughfare within the TCEA. (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.15 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.16 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).
- Policy 2.2.17 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.18 The water reclamation LOS standard shall be applied, through the application of the following performance standards to ensure that water reclamation public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

APPENDIX

- 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).*

APPENDIX

- 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).*

APPENDIX

- 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).*

APPENDIX

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).

APPENDIX

CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT (FIGURE CI-14) CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
Miscellaneous Sidewalk Repair	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
School/Safety Sidewalk Program	600,000	600,000	600,000	600,000	600,000	3,000,000
Sidewalk Remediation Program	850,000	-	-	-	-	850,000
Roadways						
Southeast Projects	1,050,000	1,130,000	1,160,000	1,190,000	1,210,000	5,740,000
Parks and Open Space						
Signature Park Improvements	-	800,000	500,000	7,500,000	7,600,000	16,400,000
Parks and Playground Renovation	1,175,000	1,240,000	1,380,000	1,200,000	1,400,000	6,395,000
Capital Improvement Fund Total	\$ 3,975,000	\$ 4,070,000	\$ 3,940,000	\$ 10,790,000	\$ 11,110,000	\$ 33,885,000
Gas Tax Fund						
Roadways						
New Traffic Signal Locations (City wide)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Robinson Street "Complete Streets"	300,000	1,000,000	6,481,000	-	-	7,781,000
Virginia Drive Improvement	-	500,000	500,000	1,000,000	-	2,000,000
Corrine Drive/Virginia Drive	-	-	-	5,000,000	5,000,000	10,000,000
Pres. Barack Obama Parkway Phase 2	-	-	-	-	2,500,000	2,500,000
Mass Transit						
LYNX Annual Contribution	4,029,469	4,110,059	4,192,260	4,276,105	-	16,607,893
Bicycle and Pedestrian Facilities						
ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	1,500,000
Bicycle Plan Implementation	150,000	200,000	200,000	200,000	200,000	950,000
Curb Ramp Construction and Curb Repair	-	150,000	-	150,000	-	300,000
Miscellaneous Sidewalk Repair	200,000	200,000	200,000	200,000	200,000	1,000,000
School/Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Fund Total	\$ 5,179,469	\$ 6,660,059	\$ 12,073,260	\$ 11,326,105	\$ 8,400,000	\$ 43,638,893
Service Charges						
Solid Waste Collection						
CBD Waste & Recycling Center	\$ 400,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 600,000
Commercial Collection Vehicles	-	770,000	770,000	383,000	383,000	2,306,000
Residential/Recycling Collection Vehicles	-	707,000	707,000	352,000	380,000	2,146,000
Solid Waste Consolidate Facilities Construction	4,000,000	-	-	-	-	4,000,000
Water Reclamation						
Conserv I Area Collection System Improvements	800,000	2,500,000	2,500,000	2,500,000	3,000,000	11,300,000
Conserv I South Reclaimed Water Main	100,000	1,900,000	-	-	-	2,000,000
Conserv I Treatment Plant Improvements	-	24,000,000	-	-	-	24,000,000
Conserv II Area Collection System Improvements	-	4,750,000	2,500,000	3,000,000	3,500,000	13,750,000
Conserv II RIB Site 1 & 10 Expansion	-	4,000,000	-	-	-	4,000,000
Iron Bridge Area Collection System Improvements	-	2,000,000	2,500,000	3,000,000	3,500,000	11,000,000
Lift Stations Emergency Generators	2,400,000	2,500,000	2,500,000	2,500,000	-	9,900,000
Line Sewers	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Sanitary Service Lateral Rehabilitation	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
Sanitary upgrades with other projects	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
Service Charges Total	\$ 10,200,000	\$ 47,827,000	\$ 15,977,000	\$ 16,235,000	\$ 15,263,000	\$ 105,502,000

APPENDIX

CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT (FIGURE CI-14) CAPITAL IMPROVEMENTS FUND SCHEDULE (CONTINUED)

	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>FIVE YEAR</u>
Stormwater						
Ardsley Baffle Boxes	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
CT Phase 4 - Shine (Marks to Colonial)	-	-	-	180,000	2,300,000	2,480,000
East Lake Arnold	-	694,026	-	-	-	694,026
Fern Creek Acquisition/Erosion Control	-	-	100,000	100,000	100,000	300,000
Flood Plain Remediation Projects	-	500,000	500,000	500,000	500,000	2,000,000
Jefferson Drainage Improvements	-	833,694	-	-	-	833,694
Lake Adair TMDL	-	-	-	1,500,000	-	1,500,000
Lake Beauty to Lake Lurna Drainage Improvements	-	-	180,000	-	-	180,000
Lake Hourglass to Lake Lancaster Drainage Improvem	-	140,000	1,200,000	-	-	1,340,000
Lake Ivanhoe Blvd Drainage Improvements-Area 3	-	-	-	-	180,000	180,000
Lake Ivanhoe Blvd Drainage Improvements-Area 6	-	625,000	-	-	-	625,000
Lake Lancaster to Davis Interconnect	-	214,389	-	-	-	214,389
Lake Lawne Property Acquisition & Treatment	180,000	-	1,500,000	-	-	1,680,000
Lake Lurna Baffle Box.CDS/etc	-	300,000	-	-	-	300,000
Lake of the Woods STW Diversion Retrofit	-	100,000	-	-	-	100,000
Mills & Jackson at Lake Lawsona Drainage Imp	-	-	500,000	-	-	500,000
N. Eola Driv -Washington to Robinson Drainage Imp	-	-	-	200,000	-	200,000
Neighborhood/Annexation STW Projects	-	500,000	500,000	500,000	500,000	2,000,000
Rapid Response Construction	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Sandy Lake	-	-	-	1,000,000	-	1,000,000
South Lucerne Circle Baffle Boxes	-	700,000	-	-	-	700,000
Stormwater System Construction	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Sump Inlet Location Projects	-	500,000	500,000	500,000	500,000	2,000,000
System Repair and Rehabilitation	500,000	1,000,000	1,000,000	1,000,000	10,000,000	13,500,000
Wilshire Bridge Rehabilitation	-	500,000	-	-	-	500,000
WRD/OUC Joint Projects	-	500,000	500,000	500,000	500,000	2,000,000
Stormwater Utility Fee Total	\$ 1,680,000	\$ 9,107,109	\$ 9,480,000	\$ 7,980,000	\$ 16,580,000	\$ 44,827,109
Transportation Impact Fees						
Roadways						
Alden/Lake Highland Realignment	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Boone Avenue – South Extension	-	1,850,000	-	-	-	1,850,000
Terry Avenue-North Extension	332,000	332,000	-	-	-	664,000
Augusta National/Commander Drive	-	-	-	-	1,000,000	1,000,000
Boggy Creek - Tavistock (Narcoossee/Osceola Co)	-	-	-	1,000,000	4,200,000	5,200,000
Heintzelman Blvd	-	-	-	2,000,000	2,000,000	4,000,000
Innovation Way South	-	1,100,000	-	-	-	1,100,000
Narcoossee Widening: SR 528 - SR 417	2,800,000	-	-	-	-	2,800,000
New Traffic Signal Locations (Southeast)	150,000	100,000	-	-	-	250,000
Division Avenue Complete Streets	-	-	500,000	750,000	1,300,000	2,550,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	3,000,000	5,000,000	4,000,000	-	-	12,000,000
Millenia & Oak Ridge Dual Left SB	300,000	-	-	-	-	300,000
New Traffic Signal Locations (Southwest)	150,000	150,000	150,000	150,000	150,000	750,000
Pres. Barack Obama Parkway Phase 2	-	-	-	-	2,500,000	2,500,000
Raleigh Street Improvements	500,000	250,000	-	-	-	750,000
Terry Avenue-South Extension	-	1,381,000	-	-	-	1,381,000
Mass Transit						-
Lincoln SunRail Station Funding Agreement	500,000	-	-	-	-	500,000
Church Street SunRail Platform	-	-	500,000	600,000	-	1,100,000
Bicycle and Pedestrian Facilities						-
South Magnolia Avenue Access	-	-	-	500,000	-	500,000
Transportation Impact Fees Total	\$ 8,232,000	\$ 10,163,000	\$ 5,150,000	\$ 5,000,000	\$ 11,150,000	\$ 39,695,000
Total	29,266,469	77,827,168	46,620,260	51,331,105	62,503,000	267,548,002

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
 - 4. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.

APPENDIX

- F. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- G. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
- H. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
- I. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

IV. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
 - 1. Proprietary operations
 - i) Wastewater
 - ii) Parking
 - 2. Other Governmental (Non-General Fund revenues)
 - i) Community Redevelopment Agency (CRA)
 - ii) Special Assessment and Tax-Increment
 - iii) State Sales Tax Payments Revenues Bonds
 - iv) Contract Tourist Development Tax Payments Revenue Bonds
- B. Non Self-supporting Debt:
 - 1. Proprietary operations
 - 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

Having made these classifications, the Mayor and City Council shall commit to:

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

V. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.

APPENDIX

The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:

1. Limited to specific dollar amounts, and
2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

VI. Measuring Interperiod Equity

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital funding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis shall consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

VII. Maintaining/Improving Credit Ratings

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement. The City's current ratings are regularly published by the Rating Agencies and are summarized annually in the City's Bond Disclosure Supplement.

The need for three ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) in the perspective of the City's overall programs.

VIII. The Internal Loan Fund

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. In 1991, the City established its current Covenant Program, which is used as the primary funding source for the Internal Loan Fund and incorporated the pledge associated with the SSGFC.

The goal of the Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and a low, blended interest rate. The blended loan rate is achieved through a mix of variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

IX. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective

APPENDIX

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. The City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1st, and (b) not to exceed \$12 million. In addition, this limit may be raised up to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

(ii). Election to Issue Variable Rate

Issuing Variable Rate Debt permits the City 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.

APPENDIX

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 • Goal 	50-60%
<ul style="list-style-type: none"> • Unhedged or Net Variable Rate: • Goal • Maximum 	15-25% 30%

Covenant Program

The following targets are established for the Covenant Program:

Covenant Program	Targets
<ul style="list-style-type: none"> • Fixed Rate • Goal 	40-50%
<ul style="list-style-type: none"> • Unhedged or Net Variable Rate: • Goal • Maximum 	25-35% 50%

Other Debt Program Targets

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

Other Debt Programs	Target Maximum Net Variable Rate Debt (1) Exposure
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.

APPENDIX

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.

X. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must both be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

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.

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.

XII. Continuing Disclosure Commitment Compliance

In response to SEC Rule 15c2-12, the City has established guidelines and procedures for meeting Continuing Disclosure Commitments. These procedures cover annual disclosure and other reportable events prescribed by the SEC Rule, as well as procedures for compliance with tax rules and the opportunity for timely remediation when needed.

A. Policy

1. It is the policy of the City of Orlando to provide full and fair disclosure and comply with all post-issuance regulatory obligations in connection with the initial sale and distribution of its publicly marketed debt instruments and to provide appropriate ongoing secondary market information in compliance with the requirements of applicable federal and state securities laws, rules and regulations, including Securities and Exchange Commission (SEC) Rule 15c 2-12 (the "Rule").
2. This policy is implemented through the adoption of the administrative procedures set forth below which provide for assignment of responsibility for information compilation, communication, analysis, response and dissemination.
3. The Office of Business and Financial Services (OBFS) is charged with general authority and responsibility for developing, implementing and overseeing compliance with this policy and the administrative procedures with respect hereto. Policy direction is provided by the Chief Financial Officer and Deputy Chief Financial Officer, while day-to-day administration of Continuing Disclosure tasks and compliance is carried out by the City Treasurer and Treasury Manager for Debt Service (herein the "Treasury Manager").

B. Procedures

1. The City Chief Financial Officer will provide or cause to be provided to the Municipal Securities Rulemaking Board (the "MSRB") in an electronic format as prescribed by the MSRB, not later than the following June 1 after each preceding fiscal year end, the following information:
 - (i) Audited financial statements prepared in accordance with generally accepted accounting principles. The Controller is responsible for preparing the City's annual Comprehensive Annual Financial Report (CAFR) for approval by the Chief Financial Officer.
 - (ii) Certain annual financial information required to be provided pursuant to the Rule. The annual Bond Disclosure Supplement provides much of this information. The Treasury Manager is responsible for preparing the annual Bond Disclosure Supplement for approval by the Treasurer and Chief Financial Officer.
2. For applicable bond issues prior to December 1, 2010, the City Treasurer and/or Treasury Manager will provide or cause to be provided, in a timely manner, to the MSRB in an electronic format as prescribed by the MSRB, notice of the occurrence of any of the following events as required by the Rule, if such event is material:
 - principal and interest payment delinquencies;

APPENDIX

- non-payment related defaults;
- unscheduled draws on debt service reserves reflecting financial difficulties;
- unscheduled draws on credit enhancements reflecting financial difficulties;
- substitution of credit or liquidity providers, or their failure to perform;
- adverse tax opinions or events affecting the tax-exempt status of bonds;
- modifications to rights of the holders of bonds;
- bond calls (other than scheduled mandatory redemption);
- bond defeasances;
- release, substitution, or sale of property securing repayment of bonds; and
- rating changes.

3. For applicable bond issues on or after December 1, 2010, the City Treasurer and/or Treasury Manager will provide or cause to be provided to the MSRB in an electronic format, in a timely manner, as prescribed by the MSRB, notice of the occurrence of any of the following events as required by the Rule (initially established as not in excess of ten business days after the occurrence of the event):

- principal and interest payment delinquencies;
- non-payment related default, if material;
- unscheduled draws on the debt service reserves reflecting financial difficulties;
- unscheduled draws on credit enhancements reflecting financial difficulties;
- substitution of credit or liquidity providers, or their failure to perform;
- adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701- TEB) or other material notices or determinations with respect to the tax status of the bonds, or other material events affecting the tax-exempt status of the bonds; or events affecting the tax-exempt status of bonds;
- modifications to rights of the holders of bonds, if material;
- bond calls, if material, and tender offers (other than scheduled mandatory redemption);
- defeasances;
- release, substitution, or sale of property securing repayment of bonds if material;
- rating changes;
- bankruptcy, insolvency, receivership or similar event of the City;

APPENDIX

- the consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
- appointment of a successor or additional trustee or the change of name of a trustee, if material.

4. For applicable bond issues on or after February 27, 2019, the City Treasurer and/or Treasury Manager will provide or cause to be provided to the MSRB in an electronic format, in a timely manner, as prescribed by the MSRB, notice of the occurrence of any of the following events as required by the Rule (initially established as not in excess of ten business days after the occurrence of the event):

- principal and interest payment delinquencies;
- non-payment related default, if material;
- unscheduled draws on the debt service reserves reflecting financial difficulties;
- unscheduled draws on credit enhancements reflecting financial difficulties;
- substitution of credit or liquidity providers, or their failure to perform;
- adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701- TEB) or other material notices or determinations with respect to the tax status of the bonds, or other material events affecting the tax-exempt status of the bonds; or events affecting the tax-exempt status of bonds;
- modifications to rights of the holders of bonds, if material;
- bond calls, if material, and tender offers (other than scheduled mandatory redemption);
- defeasances;
- release, substitution, or sale of property securing repayment of bonds if material;
- rating changes;
- bankruptcy, insolvency, receivership or similar event of the City;
- the consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material;
- appointment of a successor or additional trustee or the change of name of a trustee, if material;
- incurrence of a financial obligation of the City, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a financial obligation of the City, any of which affect security holders, if material; and
- default, event of acceleration, termination event, modification of terms, or other similar events under the terms of the financial obligation of the City, any of which reflect financial difficulties.

APPENDIX

5. The City will provide or cause to be provided, in a timely manner, to the MSRB in an electronic format as prescribed by the MSRB, notice of a failure by the City to provide the information described in Paragraph II. above on or prior to the date set forth therein.

6. Working through OBFS, City Administration and Department Directors will be responsible for monitoring the City operations within their control as to any possible events required to be disclosed hereunder or other occurrences that may be material with respect to City debt instruments. Following the occurrence of an event not set forth in Section II.B. or C., OBFS, in consultation with bond and disclosure counsel and financial advisory consultants, will assess the need for disclosure and, if deemed necessary, prepare disclosure appropriate for the given event. OBFS will coordinate to disseminate the official written disclosure to the MSRB. This notice may be disseminated by a third party dissemination agent if one is under contract.

7. For new bond issuances, the City will ensure any material non-compliance events with continuing disclosure requirements within the past five years are properly reported in the Official Statement.

8. The following procedures are intended to address certifications on the 8038-G Form confirming that the City has established written procedures to monitor compliance with issue prices, the use of proceeds, private business uses, arbitrage, yield restriction, and rebate requirements of Section 148 of the Code, as well as training and records retention. The implementation of the procedures is intended to assist in compliance with the tax rules and the opportunity for timely remediation through the "remedial action" regulations or the IRS Voluntary Closing Agreement Program.

(i). Issue Price. As part of the closing process, the Chief Financial Officer and/or Treasurer will consult with the financial advisor and bond counsel and obtain a written certification from the underwriter, placement agent or other purchaser of the bonds as to the offering price of the bonds that is in form and substance acceptable to the City and bond counsel.

(ii). Use of Proceeds. The Chief Financial Officer, in consultation with bond and disclosure counsel, will:

a. maintain clear and consistent accounting procedures for tracking the investment and expenditures of bond proceeds, including investment earnings on bond proceeds;

b. at or shortly after closing of a bond issue, ensure that any allocations for reimbursement expenditures comply with the tax certificate; and

c. monitor that sale proceeds and investment earnings on sale proceeds of tax- exempt bonds are spent in a timely fashion consistent with the requirements of the tax certificate.

(iii). Monitoring Private Business Use. The Chief Financial Officer, in consultation with the City Attorney, bond and disclosure counsel, will review proposed contracts or arrangements with non-governmental persons or organizations or the federal government (collectively referred to as "private persons") with respect to the bond-financed facilities which could result in private business use of the facilities such as sales of bond-financed facilities; leases of bond-financed facilities and management service contracts relating to bond- financed facilities and shall have bond counsel review new contracts or amendments and determine whether any limits on private business use are exceeded and, if so, whether any actions are required to be taken to comply with the tax rules.

(iv). Arbitrage, Yield Restriction and Rebate Compliance. OBFS will (i) confirm that bond counsel has filed the applicable information reports (such as Form 8038-G) for each bond issue with the IRS on a timely basis, and (ii) maintain copies of such form including evidence of timely filing as part of the transcript of the bond issue. The Chief Financial Officer, in consultation with appropriate consulting firms, if necessary, shall confirm, recalculate and annually monitor the calculation of arbitrage on outstanding City debt as the basis for ongoing rebate compliance as set forth in the 8038-G and the tax certificate.

(v). Training and Retention of Records. The Chief Financial Officer and/or Treasurer will circulate training materials and guidance prepared by bond and disclosure counsel regarding developing continuing disclosure regulatory compliance and compliance with the rules applicable to the issuance of tax-exempt bonds for review by responsible individuals. Responsible individuals will undertake training needed to obtain any applicable continuing education related to issuance and accounting of tax-exempt bond proceeds and investing public funds. OBFS will ensure that for each issue of bonds, the transcript and all records and documents described in these procedures will be maintained while any of the bonds are outstanding (and during the five-year period

following the final maturity or redemption of that bond issue), or if the bonds are refunded (or re-refunded), while any of the refunding bonds are outstanding (and during the five-year period following the final maturity or redemption of the refunding bonds).

(vi). Execution of Form 8038-G. The Chief Financial Officer, or other individual authorized pursuant to a resolution of the City Council, shall execute Form 8038-G as an authorized representative of the City.

XIII. 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.

XIV. 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.

XV. Effective Date

The City's Debt Management Policy was ratified and approved by the City Council on April 8, 2019.

Glossary of Key Terms

“Amortization” means the schedule of debt principal to be paid over a period of time.

“Banking Fund” See “Internal Loan Fund”.

“Bond Disclosure Supplement” The City’s annual report which provides market disclosure relating to the City’s debt offerings.

“Covenant Program” means the City’s debt program that is secured by covenant to budget and appropriate from non-ad valorem revenues and encompasses all debt that is defined as Covenant Obligations under the City’s Covenant Ordinance.

“Debt Hedging Products” means interest rate risk mitigation products such as swaps, caps, floors, collars and options in connection with the incurrence of City debt obligations.

“Debt Service” means scheduled payments of interest and principal on debt obligations.

“Fixed Rate Debt” means a debt obligation issued with a predetermined interest rate.

“General Government Debt” means all Non Self Supporting debt. These are the programs whose expenditures for debt service are in direct competition with other General Fund expenditures (salaries, utilities, supplies, etc.).

“Hedged Variable Rate Debt” total variable rate debt less any associated Debt Hedging Products and allocated Short-Term Investments.

“Internal Loan Fund” means a conduit financing device to distribute proceeds of debt into loans to various operating funds of the City. The goal of Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and low, blended 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 a revolving source of capital financing without needing to access the public markets for each capital need.

“Maturity” means the length of time until the principal amount of a bond must be repaid.

“Medium Term Loans” means debt issued with a fifteen year or less maturity that is Designated Maturity Debt as defined in the Covenant Program. See above, IX. Criteria for Evaluating Debt Options, B. Market Options, (i) Election to Issue Fixed Rate Debt.

“Net Variable Rate Debt” means total Variable Rate Debt less Hedged Variable Rate Debt.

“Non-Self Supporting Debt” means any indebtedness of the City other than Self Supporting Debt

“Pay-As-You-Go” refers to the payment of capital projects or other non operating projects using non-capitalized revenues.

“Present Value” means the amount that a future sum of money is worth today given a specified rate of return.

“Ratings” means 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.

APPENDIX

"Self Supporting Debt" means any indebtedness of the City for borrowed money that is either (a) secured by or payable exclusively from a source of revenues other than Covenant Revenues, or (b) primarily payable from revenues of the type described in clause (a) above and secondarily from Covenant Revenues if the Covenant Revenues have not been used (or, as provided below, deemed to have been used) to pay any portion of such indebtedness for the three Fiscal Years preceding the date of determination and if the City projects that the Covenant Revenues will not be so used during the next two Fiscal Years; and either (c) that is secured by a revenue source that has been in effect for at least three Fiscal Years and that would have provided coverage of at least 125% of the average annual debt service on such obligations secured by such revenue source in each of the three preceding Fiscal Years or, (d) if the revenue source has not been in existence for at least three Fiscal Years, that is secured by a revenue source that would have provided coverage of at least 150% of the average annual debt service on such obligations secured by such revenue source in at least the last full Fiscal Year preceding the issuance of such obligations and that is projected to provide at least 150% debt service coverage (based on revenue and debt service projections by the City) in each of the three ensuing Fiscal Years; and (e) in any such case, in the three preceding Fiscal Years, no debt service on which has been paid (or, as provided below, deemed to have been paid) from Covenant Revenues deposited in the General Fund or the Utilities Services Tax Fund. For purposes of calculating the coverage requirements described in this definition, the historical and projected receipts of a particular revenue source shall be adjusted retroactively to the initial date of the calculation period to reflect changes in rates, levies or impositions enacted prior to the date of calculation. For purposes of this definition, Covenant Revenues will be deemed to have been used to pay debt service on any debt if Covenant Revenues have been transferred in the relevant period, other than pursuant to a Capital Transfer, to a fund or account used to pay debt service on such debt.

"Synthetic Refundings" means refunding transactions that include the use of interest rate risk management products such as swaps, caps, floors, collars and options.

"Short-term Investments" means liquid investment assets of the City.

"Tax-Supported Debt" means General Government Debt programs plus Other Governmental Self-Supporting Debt. This creates two categories of debt which place direct or indirect burden on the taxpayers of the City.

"Unhedged Variable Rate Debt" means Net Variable Rate Debt.

"Variable Rate Debt" means 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.

RESERVE POLICY SUMMARY

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self-Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self-Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

APPENDIX

CRA and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Water Reclamation) must be spent on new, system expansion oriented capital projects. Since these funds are limited to capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use, but may be reprioritized if the ultimate use complies with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of budgeted expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the water reclamation system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

APPENDIX

USE AND REPLENISHMENT OF RESERVES:

Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as budgeted expenditures increase.

Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.

If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.

If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein.

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, 2018
(\$'s in millions)

<u>Funds</u>	<u>2018/2019 Budget</u>	<u>Reserve Policy</u>				<u>Actual Reserves</u>
		<u>Minimum</u>		<u>Maximum</u>		
General Fund	\$ 519.6	\$ 77.9	15%	\$ 129.9	25%	\$ 121.8 (1) 23%
Enterprise Funds						
Self Supporting						
Wastewater System	\$ 110.3	\$ 11.0	10%	\$ 22.1	20%	\$ 16.5 15%
Parking System	\$ 22.4	\$ 2.2	10%	\$ 4.5	20%	\$ 9.8 44%
Stormwater System	\$ 24.5	\$ 2.5	10%	\$ 4.9	20%	\$ 23.3 95%
Solid Waste Management	\$ 34.3	\$ 3.4	10%	\$ 6.9	20%	\$ 27.4 80%
Enterprise Funds						
Non-Self Supporting						
Orlando Venues	\$ 20.5	\$ -	0%	\$ 2.1	10%	\$ 1.7 8%
Orlando Stadium Operations	\$ 7.3	\$ -	0%	\$ 0.7	10%	\$ 11.5 158%

(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

APPENDIX

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2018
(\$'s in millions)

<u>Funds</u>	<u>2018/2019 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Internal Service Funds						
Fleet Management Fund	\$ 18.7 (1)	\$ 0.9	5%	\$ 1.9	10%	\$ (1.1) -6%
Risk Management Fund	\$ 33.3 (2)	\$ 3.3	10%	\$ 5.0	15%	\$ 16.6 50%
Health Care Fund	\$ 67.4	\$ 6.7	10%	\$ 10.1	15%	\$ 22.1 33%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2018.

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2018
(\$'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	\$	131.3	6.5	-	\$ 137.8
Parking System	\$	-	6.4	-	\$ 6.4
Stormwater System	\$	0.5	-	-	\$ 0.5
Internal Service Funds					
Fleet Management Fund	\$	41.7 (1)	-	-	\$ 41.7
Capital Project Funds					
Capital Improvement Fund	\$	-	-	91.9	\$ 91.9

(1) Reflects the vehicle replacement reserve (see page 15 of the Reserve Policy).

APPENDIX

Reserve History for General, Utilities Services Tax and Disaster Recovery Funds

<u>Fiscal Year</u>		<u>Combined Ending Fund Balance</u>		<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2018	\$	121,826,360	\$	519,646,962	23.44%
2017	\$	118,919,720	\$	476,308,828	24.97%
2016	\$	111,136,673	\$	453,956,203	24.48%
2015	\$	93,896,496	\$	401,607,332	23.38%
2014	\$	85,815,918	\$	372,084,536	23.06%
2013	\$	104,473,610	\$	357,397,560	29.23%
2012	\$	130,647,835	\$	354,292,717	36.88%
2011	\$	123,192,753	\$	347,241,867	35.48% (a)
2010	\$	104,829,859	\$	356,434,871	29.41%
2009	\$	89,313,749	\$	360,372,404	24.78%
2008	\$	104,969,381	\$	371,238,169	28.28%
2007	\$	101,293,088	\$	346,128,532	29.26%
2006	\$	86,862,356	\$	342,427,021	25.37%
2005	\$	72,501,723	\$	313,178,353	23.15%
2004	\$	70,176,602	\$	283,008,619	24.80%
2003	\$	74,418,309	\$	264,449,074	28.14%
2002	\$	70,041,364	\$	260,242,876	26.91%
2001	\$	81,727,767	\$	239,621,180	34.11%
2000	\$	79,354,222	\$	227,546,687	34.87%
1999	\$	78,919,406	\$	211,824,241	37.26%
1998	\$	76,505,533	\$	208,854,621	36.63%
1997	\$	69,193,879	\$	201,420,605	34.35%
1996	\$	64,314,496	\$	190,908,051	33.69%
1995	\$	53,114,899	\$	175,618,347	30.24%
1994	\$	53,963,912	\$	168,715,742	31.99%
1993	\$	54,113,845	\$	162,334,285	33.33%
1992	\$	46,948,276	\$	149,799,625	31.34%
1991	\$	42,594,858	\$	146,186,864	29.14%
1990	\$	33,625,098	\$	134,979,839	24.91%
1989	\$	31,086,000	\$	114,718,652	27.10%
1988	\$	24,332,072	\$	103,969,897	23.40%
1987	\$	24,606,035	\$	90,478,858	27.20%
1986	\$	29,948,222	\$	80,998,365	36.97%

(a) - During Fiscal Year 2011 the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions". Starting in Fiscal Year 2011, amounts reported include assigned and unassigned fund balance.



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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.

AD VALOREM TAX – A tax levied on the assessed value of real property (also known as "property tax").

ADOPTED BUDGET – The original budget as approved by the City Council at the beginning of the fiscal year.

AGENDA ITEM (Council) – Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMENDED BUDGET – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

AMORTIZATION – The schedule of debt principal to be paid over a period of time.

APPROPRIATION – An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

AS-BUILTS – Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

ASSESSED VALUE – A valuation placed real estate or other property by the County Property Appraiser as a basis for levying taxes.

ATTRITION ALLOWANCE – Salaries and benefits budgeted at a fraction of the projected personnel cost.

AUDIT – An official inspection of the City of Orlando's financial accounts by an independent body.

BALANCED BUDGET – A budget in which estimated revenues equal estimated appropriations.

BASE BUDGET – Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS – Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles.

BOND – A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date),

together with interest at a specified rate.

BOND DISCLOSURE SUPPLEMENT – The City's annual report which provides market disclosure relating to the City's debt offerings.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET – A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets - the "Operating" budget and the "Capital Improvement" budget.

BUDGET AMENDMENT – After adoption of the annual budget, any change to appropriations which reflects either of the following characteristics shall be considered a Budget Amendment: a) An increase or decrease to the total appropriations of a fund. b) An increase or decrease to the total appropriations of a department, project, or grant, except in the case of Project/Grant Closeout.

BUDGET REVIEW COMMITTEE (BRC) – A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

BUDGET REVISION – After adoption of the annual budget, any change to appropriations which does not alter the total appropriations of a fund, department, project, or grant shall be considered a Budget Revision, unless otherwise classified.

BUDGETARY ACCOUNTS – Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

BUSINESS PLAN – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT – Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

CAPITAL IMPROVEMENT BUDGET – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

GLOSSARY

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 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 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 FLOW – The net cash balance at any given point and how that cash balance changes.

CASH-CARRY FORWARDS – Fund balance, which is transferred to the next fiscal year.

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.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

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 (CDBG) – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs.

COMMUNITY REDEVELOPMENT AGENCY – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSUMER PRICE INDEX (CPI) – Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

CONTINGENCY – Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies.

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.

GLOSSARY

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.

First Responder - A statistical indicator used by the City which refers to employees designated or those specifically trained to respond to an emergency and/or those responsible for going immediately to the scene of an accident or emergency to provide assistance. Sworn Police and Fire personnel, Civilian Transport employees, and Community Service Officers (CSO) are in this category.

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.

FRINGE BENEFITS – Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD and D, and long term disability.

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations.

FULL-TIME EQUIVALENT (FTE) – The total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees divided by the number of compensable hours applicable to the fiscal year. For the purposes of estimating FTEs, 2,080 hours would be equal to one FTE (40 hours x 52 weeks = 2,080 hours).

FUND – An accounting structure which isolates specific revenues

and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING – A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE – The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

FUND CONTINGENCY – Budgeted appropriation authority in a fund that is not designated for any specific use, and not allocated to a specific project or grant.

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.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The conventions, rules and 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.*

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.

GLOSSARY

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.

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.

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MAJOR FUND – A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental funds and at least 5% of the cumulative amount for all governmental and enterprise funds, or any fund the City identifies for increased accountability and public transparency.

MANDATE – A requirement from a higher level of government that a lower 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 and 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-MAJOR FUND – A fund which does not qualify as a major fund. See Major Fund.

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.

NORMAL RANGE – Performance indicator used in Balance Scorecard Reports to determine if a department's expenses fell within +/-5% of their expected spending based off of the previous five fiscal years. Percentage determined by taking the average variance of each quarter.

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.

GLOSSARY

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES – Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES – Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET – A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE INDICATOR – A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

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

PLEDGEABLE REVENUE – Revenues which can be used as a pledge to pay off debt; a form of collateral.

POSITION AMENDMENT – After adoption of the annual budget, any change to staffing which alters the authorized position count of a fund or department shall be considered a Position Amendment. This encompasses the creation or deletion of a position when not done as part of an approved Position Revision, as well as position transfers crossing funds or departments.

POSITION REVISION – After adoption of the annual budget, any change to staffing which does not alter the authorized position count of a fund or department shall be considered a Position Revision. This encompasses simultaneously adding and dropping a position in the same fund and department, as well as reclassifying existing positions. Specific classification decisions are subject to HR review and revision.

PRESENT VALUE – The amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

PROJECT/GRANT CLOSEOUT – In the context of budgetary changes, changes to the budget which transfer remaining appropriations from a closed or completed project or grant to Fund Contingency within the same fund. This does not incorporate the repurposing of said funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

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.

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 and 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.

GLOSSARY

ROLL-BACK MILLAGE RATE – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES – State Constitutional Amendment limiting annual growth in homestead exempted property value.

SPECIAL ASSESSMENTS – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) – A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE – A written law enacted by a duly organized and constituted legislative body.

SURPLUS – The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX BASE – The total taxable value of property within the local government's legal boundaries.

TAX INCREMENT FINANCING – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

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.

TOURIST DEVELOPMENT TAX – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.

TRANSFER (of appropriation) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE – A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND – A type of fund used to account

for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.

VARIABLE RATE DEBT – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue

GLOSSARY

ACRONYMS

ADA – Americans with Disabilities Act	EXO – Executive Offices Department
ARRA – American Recovery and Reinvestment Act	FAM – Federal Air Marshall
ASAS – After-School All-Stars	FAMU – Florida A and M University
BRC – Budget Review Committee	FDER – Florida Department of Environmental Regulation
BZA – Board of Zoning Adjustment	FDLE – Florida Department of Law Enforcement
CAD – Computer Aided Dispatch	FDOT – Florida Department of Transportation
CAFR – Comprehensive Annual Financial Report	FEMA – Federal Emergency Management Agency
CAO – Chief Administrative Officer	FIN – Finance Department
CDBG – Community Development Block Grant	FM – Facilities Management
CDD – Community Development District	FMLA – Family Medical Leave Act
CEB – Code Enforcement Board	FPR – Families, Parks, and Recreation Department
CERT – Citizen’s Emergency Response Team	FTE – Full Time Equivalent
CFA – Civic Facilities Authority	GAAP – Generally Accepted Accounting Principles
CFCRT – Central Florida Commuter Rail Transit	GASB – Governmental Accounting Standards Board
CFFA – Central Florida Fire Academy	GFOA – Government Finance Officers Association
CFO – Chief Financial Officer	GIS – Geographic Information System
CIE – Capital Improvements Element (of the Growth Management Plan)	GMP – Growth Management Plan
CIP – Capital Improvement Program	GOAA – Greater Orlando Aviation Authority
CMS – Concurrency Management System	GPR – Grantee Performance Report
CNL – CNL Financial Group, Inc.	GREAT – Gang Resistance Education and Training
CNW – Citizens for Neighborhood Watch	HOME – Home Investment Partnership Act
COP – Community Oriented Policing	HOPWA – Housing Opportunities for Persons with Aids
CPI – Consumer Price Index	HSG – Housing and Community Development Department
CRA – Community Redevelopment Agency	HUD – Housing and Urban Development, a federal agency
CSO – Community Service Officer (non-sworn)	ICMA – International City/County Management Association and ICMA Retirement Corp.
CST – Communications Service Tax	ISO – Insurance Services Office (Nationally recognized fire service rating)
CTX – Orlando Venues Department	JPA – Joint Planning Area
DARE – Drug Awareness and Resistance Education	LCIR – Legislative Committee on Intergovernmental Relations
DDB – Downtown Development Board	LDC – Land Development Code
DOR – Department of Revenue	LOS – Level of Service
DPAC – Dr. Phillips Performing Arts Center	LTD – Long Term Disability
DRC – Development Review Committee	M.E.R.I.T.S. – My Efforts Result in Total Service (Employee Recognition Program)
DRI – Development of Regional Impact	M/WBE – Minority and Women Business Enterprise
DSNID – Downtown South Neighborhood Improvement District	MADS – Maximum Annual Debt Service
EDV – Economic Development Department	MF – Multi Family
EEOC – Equal Employment Opportunity Commission	
EMS – Emergency Medical Services	
ERP – Enterprise Resource Planning (System)	
ERT – Emergency Response Team	

GLOSSARY

MGD – Million gallons per day	UCF – University of Central Florida
MPB – Municipal Planning Board	USF – University of South Florida
MSA – Metropolitan Statistical Area	VCC – Valencia Community College
NACSLB – National Advisory Council on State and Local Budgeting	WPA – Works Projects Administration
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	
OPD – Orlando Police Department	
OPEB – Other Post-Employment Benefits	
OPH – Orlando Police Headquarters	
OSO – Orlando Stadium Operations Division	
OUC – Orlando Utilities Commission	
OUSWMM – Orlando Urban Stormwater Management Manual	
PACE – Paperless Automated Call Entry	
PMD – Purchasing and Materials Management Division	
PWK – Public Works Department	
R and R – Repair and Replacement	
RFQ/RFP – Request for Qualifications/Request for Proposal	
R-O-W – Right-of-way	
SAFER – Staffing for Adequate Fire and Emergency Response Grant	
SBA – State Board of Administration	
SHIP – State Housing Initiatives Partnership	
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)	
TRIM – Truth in Millage	
TRN – Transportation Department	
TSA – Transportation Safety Administration	