

OVIEDO *Florida*



BUDGET PROSPECTUS

FY 2013-14





CITY OF OVIEDO FLORIDA

400 ALEXANDRIA BLVD • OVIEDO, FLORIDA 32765

407-971-5555 • WWW.CITYOFOVIEDO.NET

February 13, 2014

Honorable Mayor and City Council
of the City of Oviedo,

Provided to you is your first quarter Budget Prospectus reflecting the financial information processed by the city through December 31, 2013 and an update on the Strategic Plan as of the same period. This Prospectus information is on a quarterly basis. It is not cumulative, however it is similar to the ION report you receive. The goal is to provide you a status review of the 1st Quarter for financial and performance information pursuant to the Budget and the Strategic Plan.

In reviewing the Strategic Plan, staff reviewed the Strategies and Objectives and provided an overall status code of either: Green – Accomplished; Yellow – Pending; or Red – No Action. You will note that along with the status there are some details that support the overall status of the strategy. We will continue to refine the measures and the data associated with operationalizing this Strategic Plan.

The Budget Data reflects the Annual Budget approved by Council and the actual funds expended as of December 31, 2013; end of the first quarter, along with the % expended in comparison to the 100% of the year lapsed.

We will be providing this information to you on a quarterly basis. Please let me know if any additional information is desired.

Respectfully submitted,

Bryan Cobb
City Manager



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This report is compiled and edited in-house
by the City of Oviedo
Management Services Department
Budget Division

under the direction of:

Bryan Cobb
City Manager

and by

Robin R. Hayes
Director of Management Services

Gail A. Bigelow
Management Analyst



BUDGET STATUS REPORT

1st QUARTER FISCAL YEAR 2013-14

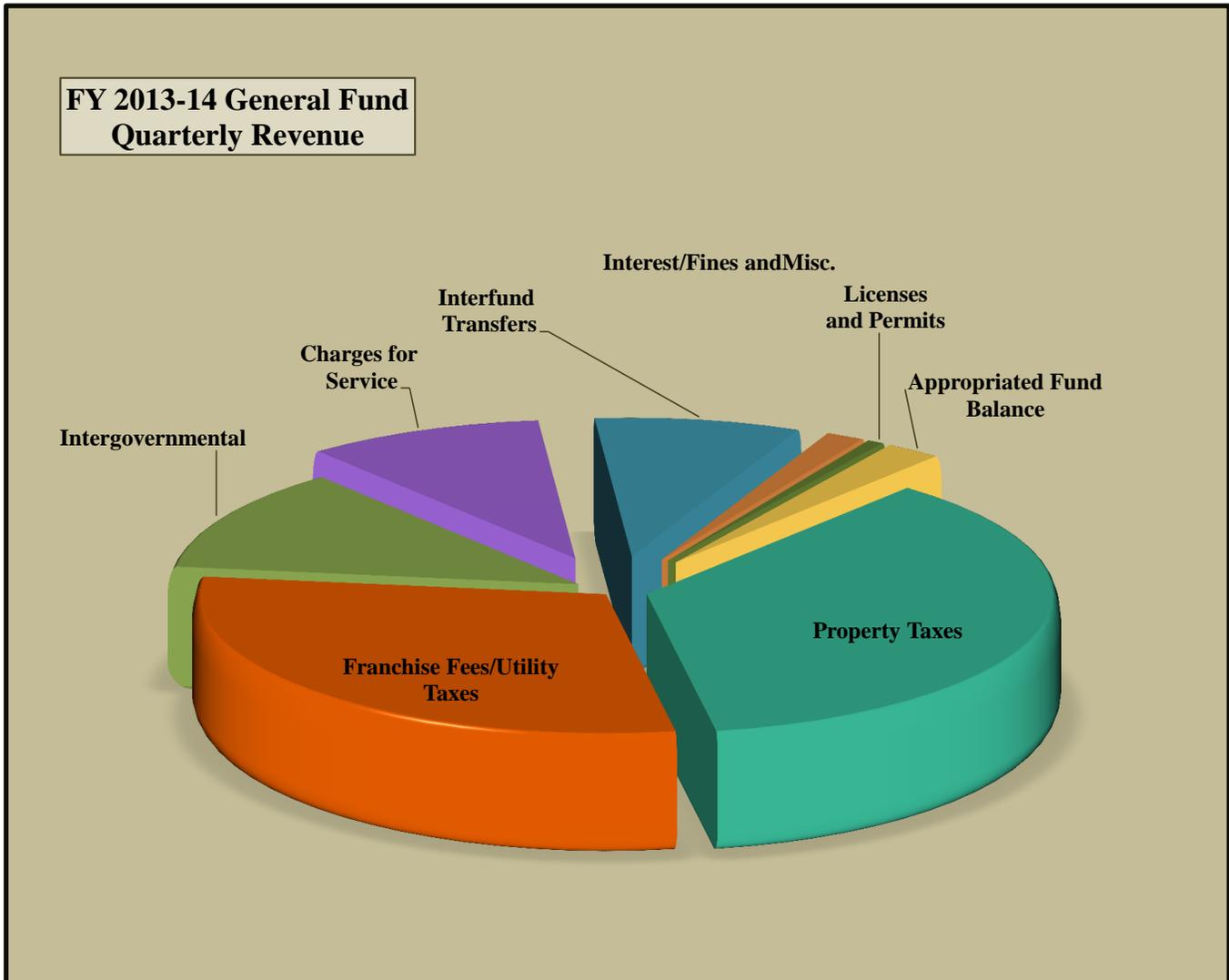


This report reflects the adjusted budget, actual expenditures and encumbrances, and the percent of budget expended through December 31, 2013, 25% of the fiscal year for the General Fund, Water Wastewater Utility and the Stormwater Utility.

Notes that explain any unusually high or low revenue collections and expenditures are included.

General Fund
FY 13-14 Adopted Budget - Quarterly Report
as of December 31, 2013

Revenue	FY 13-14 Adopted <u>Budget</u>	FY 13-14 Amended <u>Budget</u>	FY 13-14 Actual <u>QTD</u>	% Received <u>QTD</u>
Property Taxes	\$8,917,858	\$8,917,858	\$8,055,535	90.33%
Franchise Fees/Utility Taxes	6,697,320	6,697,320	1,467,895	21.92%
Intergovernmental	3,271,370	3,271,370	660,616	20.19%
Charges for Service	2,531,744	2,531,744	621,768	24.56%
Interfund Transfers	1,946,037	1,946,037	648,684	33.33%
Interest/Fines/Misc.	209,675	209,675	51,306	24.47%
Licenses and Permits	147,854	147,854	38,125	25.79%
Appropriated Fund Balance	-	92,408	0	0.00%
	<u>\$23,721,858</u>	<u>\$23,814,266</u>	<u>\$11,543,929</u>	<u>48.47%</u>



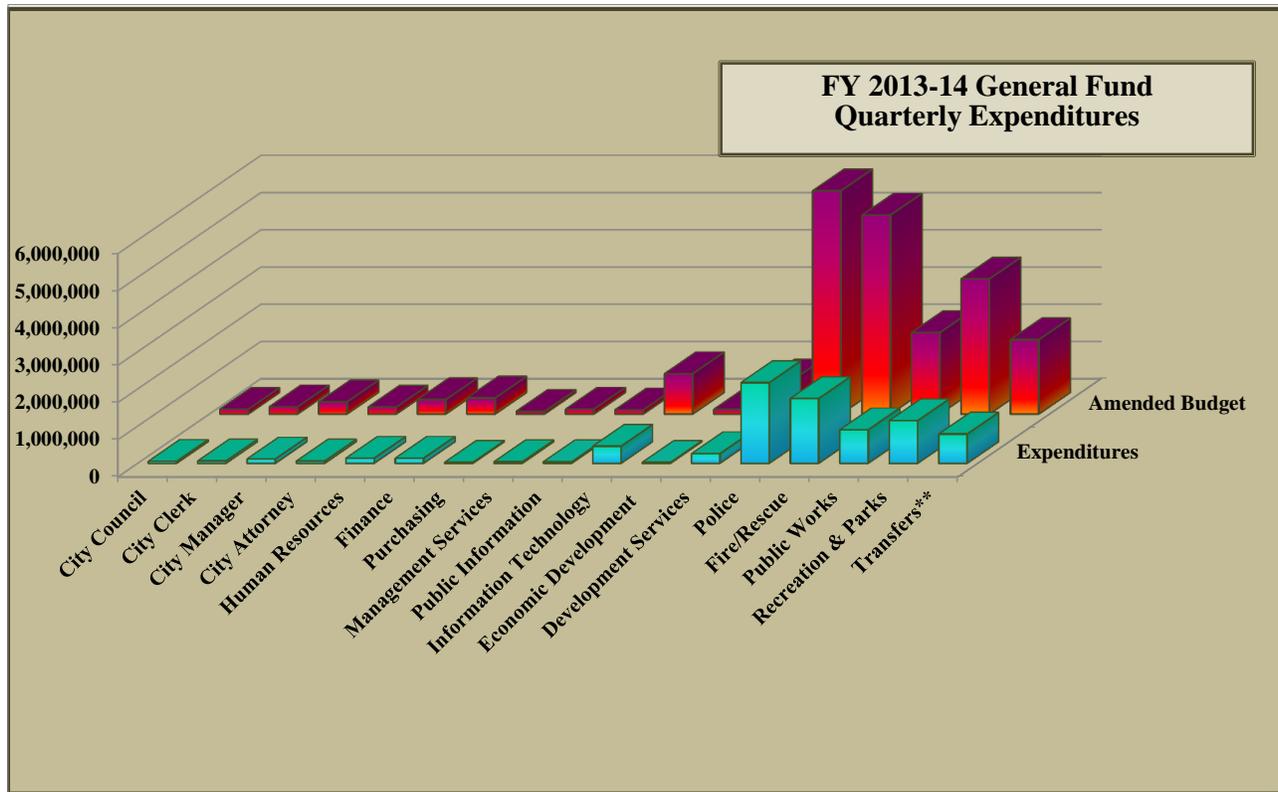
General Fund

FY 13-14 Adopted Budget - Quarterly Report

as of December 31, 2013

Expenditures	FY 12-13 Adopted Budget	FY 12-13 Amended Budget	FY 12-13 Actual QTD	% Expended QTD
City Council	\$129,655	\$129,655	\$51,381	39.63%
City Clerk	201,716	195,029	60,088	30.81%
City Manager	325,317	325,317	115,166	35.40%
City Attorney	187,200	187,200	59,116	31.58%
Human Resources	371,480	386,480	133,910	34.65%
Finance	430,120	430,120	134,598	31.29%
Purchasing	73,478	73,478	23,048	31.37%
Management Services	132,813	132,813	38,941	29.32%
Public Information	113,272	113,272	38,344	33.85%
Information Technology	1,047,152	1,083,514	457,917	42.26%
Economic Development	113,000	126,488	20,912	16.53%
Development Services	884,784	890,204	257,999	28.98%
Police	6,566,965	6,575,215	2,165,977	32.94%
Fire/Rescue	5,347,200	5,347,200	1,738,598	32.51%
Public Works	2,188,178	2,189,034	898,198	41.03%
Recreation & Parks	3,610,975	3,630,694	1,143,182	31.49%
Transfers**	1,998,553	1,998,553	783,071	39.18%
	<u>\$23,721,858</u>	<u>\$23,814,266</u>	<u>\$8,120,446</u>	<u>34.10%</u>

** Transfers include management fees, debt service and transfer between funds.



Water/Wastewater Utility

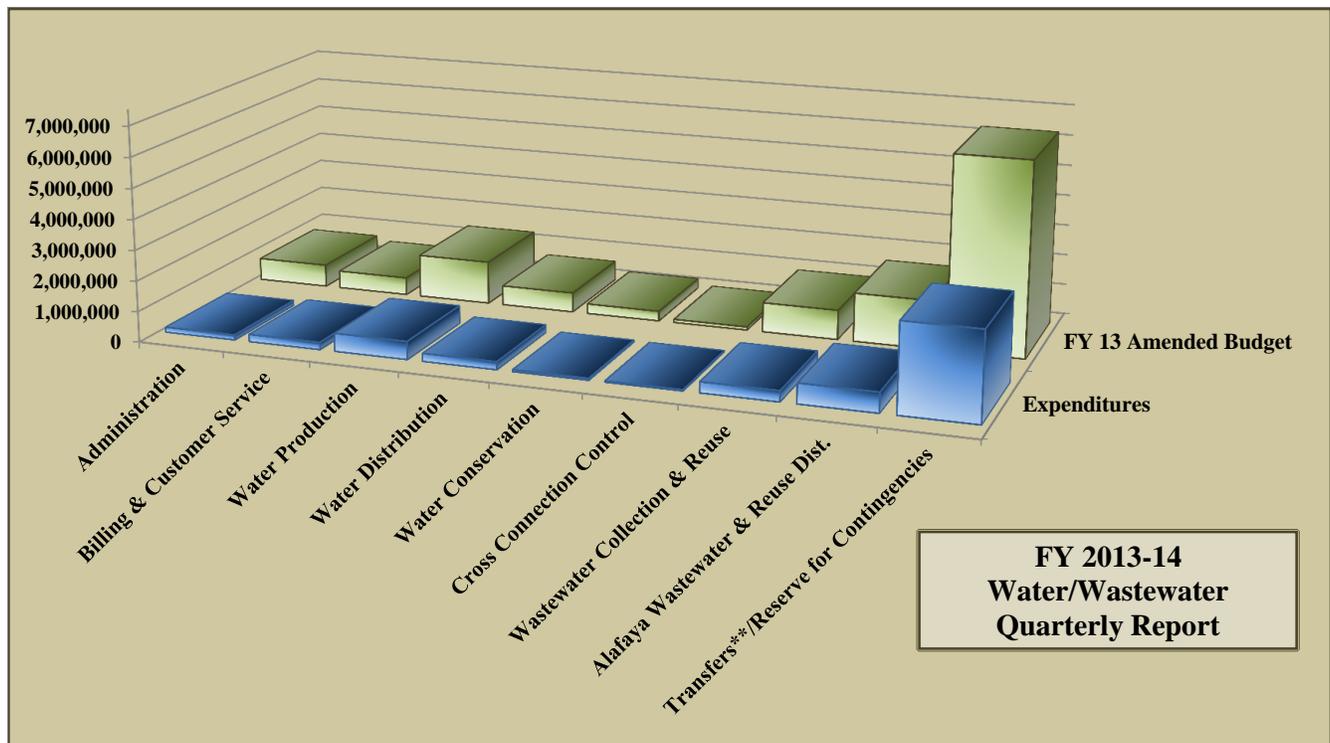
FY 13-14 Adopted Budget - Quarterly Report

as of December 31, 2013

Revenue	FY 13-14 Adopted Budget	FY 13-14 Amended Budget	FY 13-14 Actual QTD	% Received QTD
Federal Stimulus Grant	\$500,000	\$500,000	\$20	0.00%
Charges for Service	\$11,860,043	\$11,860,043	\$3,731,089	31.46%
Interest	\$42,000	\$42,000	\$3,067	7.30%
Sale of Assets	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$208,000	\$208,000	\$58,552	28.15%
Renewal & Replacement	\$19,330	\$19,330	\$6,444	0.00%
Appropriated Fund Balance	\$0	\$50,578	\$0	0.00%
	<u>\$12,629,373</u>	<u>\$12,679,951</u>	<u>\$3,799,172</u>	<u>29.96%</u>

Expenditures	FY 13-14 Adopted Budget	FY 13-14 Amended Budget	FY 13-14 Actual QTD	% Expended QTD
Administration	\$718,247	\$737,247	\$163,872	22.23%
Billing & Customer Service	577,563	577,563	235,547	40.78%
Water Production	1,411,431	1,411,431	585,910	41.51%
Water Distribution	639,890	644,468	256,022	39.73%
Water Conservation	275,971	321,971	58,378	18.13%
Cross Connection Control	103,540	103,540	34,724	33.54%
Wastewater Collection & Reuse	965,917	965,917	347,731	36.00%
Alafaya Wastewater & Reuse Dist.	1,584,333	1,584,333	645,359	40.73%
Transfers**/Reserve for Contingencies	6,352,481	6,333,481	2,865,791	45.25%
	<u>\$12,629,373</u>	<u>\$12,679,951</u>	<u>\$5,193,334</u>	<u>40.96%</u>

** Transfers include management fees, debt service and transfer between funds.



**FY 2013-14
Water/Wastewater
Quarterly Report**

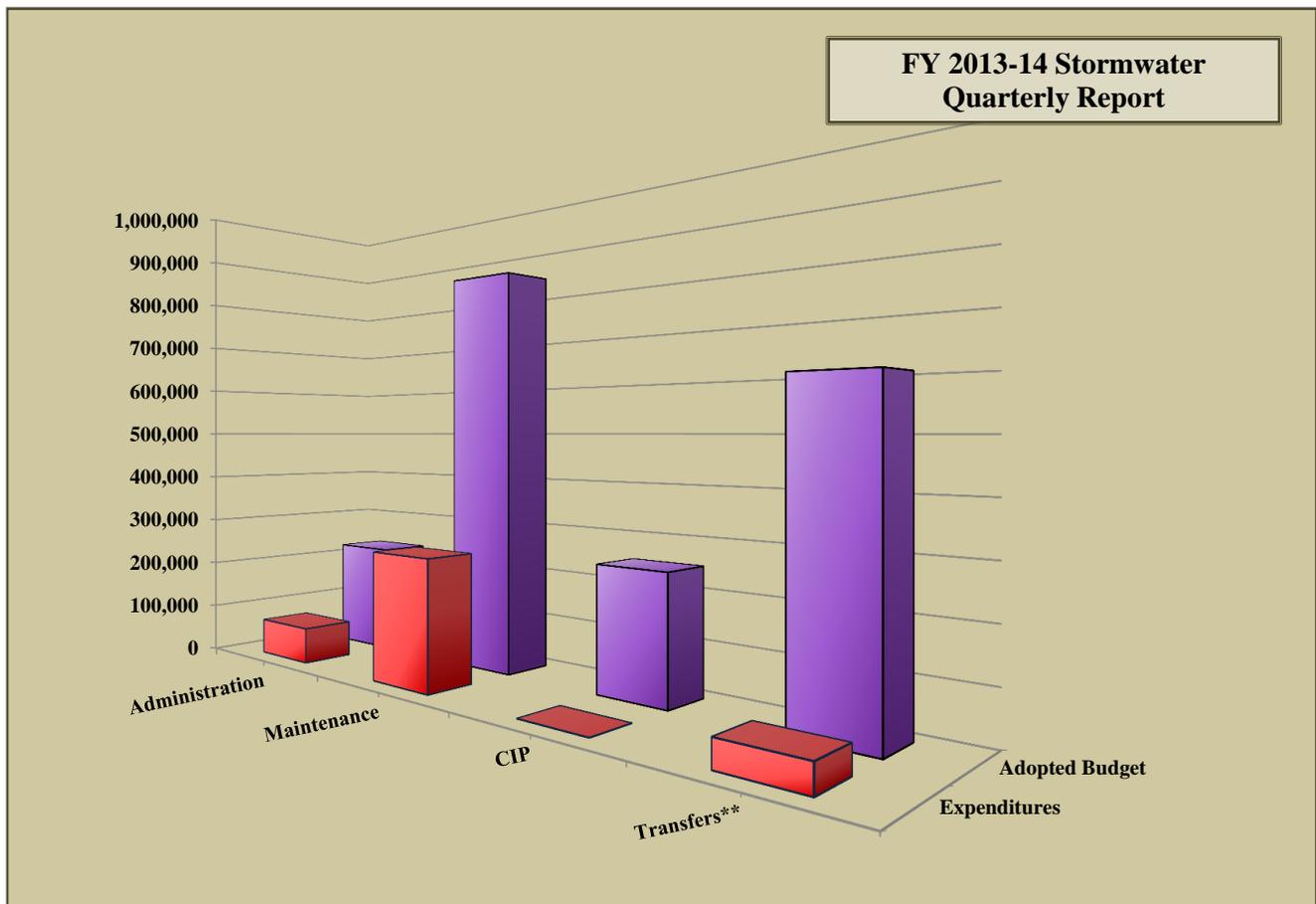
Stormwater Utility

FY 13-14 Adopted Budget - Quarterly Report as of December 31, 2013

Revenues	FY 13-14 Adopted <u>Budget</u>	FY 13-14 Amended <u>Budget</u>	FY 13-14 Actual <u>QTD</u>	% Received <u>QTD</u>
Charges for Service	\$1,500,000	\$1,500,000	\$511,571	34.10%
Interest	10,000	10,000	666	6.66%
Transfers**	47,279	47,279	-	0.00%
Appropriated Fund Balance	351,451	358,171	-	0.00%
	<u>\$1,908,730</u>	<u>\$1,915,450</u>	<u>\$512,237</u>	<u>26.74%</u>

Expenditures	FY 13-14 Adopted <u>Budget</u>	FY 13-14 Amended <u>Budget</u>	FY 13-14 Actual <u>QTD</u>	% Expended <u>QTD</u>
Administration	\$227,909	\$227,909	\$74,154	32.54%
Maintenance	830,821	834,734	260,644	31.22%
CIP	250,000	250,000	-	0.00%
Transfers**	600,000	602,807	49,475	8.21%
	<u>\$1,908,730</u>	<u>\$1,915,450</u>	<u>\$384,273</u>	<u>20.06%</u>

** Transfers include management fees, debt service and transfer between funds.



STRATEGIC PLAN
UPDATE

1st QUARTER FISCAL YEAR 2013-14



**Strategic Plan 2011
City of Oviedo
FY 2013-14 Update
1st Quarter**

Mission

Provide a high quality of life to our community through accessible and sustainable services

Strategic Focus Area: Natural and Built Systems

End Result: Ensure that the natural and built environment of Oviedo is healthy and sustainable

Goals

- Sustain programs and efforts to conserve natural resources
- Ensure that the infrastructure meets the capacity needs of the City by:
 - Developing infrastructure that enables quality /smart growth
 - Eliminating existing infrastructure deficits
- Ensure that new development or redevelopment is done in a sustainable manner
- Maintain public health protections

Strategies & Objectives

- Optimize water conservation usage rates **GREEN**

Actions:

Accomplishments

- ✓ The City currently operates a tiered rate structure for potable and reclaimed water service where higher consumption is charged at higher rate to promote usage conservation.

On-going Actions

1. The City initiated a Utility Rate study utilizing Willdan Financial Services anticipated to be completed this fiscal year.

- Maintain and enhance stormwater management
 - Maintain FEMA CRS rating **GREEN**

Actions:

On-going Actions

1. Submit annual City NPDES permit compliance documentation.
 - Develop programs to implement master plan

- Maintain highest water quality standards **GREEN**

Actions:

On-going Actions

1. The City currently operates a state of the art forced draft aeration treatment process at its West Mitchell Hammock Water Treatment Facility. The treatment process produces high quality water that meets all EPA, FDEP and local water quality standards.

- Develop alternative water supply **GREEN**

Actions:

Accomplishments

- ✓ The City completed reclaimed water infrastructure improvements to Alafaya Woods Section 17 and 18.

On-going Actions

1. Maintain and increase the City's current supply of reclaimed water. The City currently has a 4.1 MGD supply available daily:
 - 3 MGD under contract from Seminole County
 - 1 MGD from the City of Oviedo Wastewater Reclamation Facility
 - 0.1 MGD under contract from Aqua's, Chuluota Wastewater System

- Develop regional funding system **GREEN**

Actions:

On-going Actions

1. Between the City Utility's water conservation programs (Landscape Code, water restrictions & H2Oviedo redevelopment incentive) and reclaimed water service areas, the City created a sustainable water system without additional expensive alternative water. The City has the capacity to maintain this goal by adding new reclaimed water customers as needed up to the 4.1 MGD reclaimed supply limit.

- Develop distribution system **GREEN**

Actions:

On-going Actions

1. Continue to infill reclaimed water meters in existing developments with reclaimed water infrastructure.
2. Continue the addition of reclaimed water infrastructure to residential developments where practical and sustainable with available supply.
3. The Communities with reclaimed irrigation water are listed below for reference.

Current Reclaimed Service Areas

<u>Development Name</u>	<u>Unit Count</u>
<i>City's 2008 Reclaimed Improvements</i>	
<i>Chapman Cove</i>	<i>16</i>
<i>Chapman Grove</i>	<i>108</i>
<i>Chapman Oaks</i>	<i>65</i>
<i>Ekana Green</i>	<i>60</i>
<i>Easton Park</i>	<i>81</i>
<i>Kingsbridge</i>	<i>777</i>
<i>Lake Rogers</i>	<i>81</i>
<i>Alafaya Reclaimed Areas Acquired in 2010</i>	
<i>Little Creek</i>	<i>336</i>
<i>Big Oaks/Twin Rivers</i>	<i>183</i>
<i>Ekana Green</i>	<i>60</i>
<i>Live Oak</i>	<i>998</i>
<i>Oviedo Forest</i>	<i>219</i>
<i>Sanctuary</i>	<i>744</i>
<u><i>Waverly Woods</i></u>	<u><i>239</i></u>
<i>Total</i>	<i>3,966</i>

Future Reclaimed Improvements for FY 13/14

<i>Alafaya (17 & 18)</i>	<i>178</i>
<u><i>Little Creek (Phase I)</i></u>	<u><i>151</i></u>
<i>Total</i>	<i>329</i>

Reclaimed Infill Project with 40% grant by SJRWM

<i>Ekana Green</i>	
<i>Waverly Woods</i>	
<i>Sanctuary</i>	
<u><i>Live Oaks</i></u>	
<i>Total</i>	<i>509</i>

- Enhance Oviedo H2O program, i.e. Florida Friendly landscaping **GREEN**

Actions:

On-going Actions

1. Continue to implement Oviedo H2O program

- Enhance sewer system distribution **YELLOW**

Actions:

Accomplishments

- ✓ The City completed the Northern Lift Station interconnect project to redirect flows from wholesale disposal through Seminole County to internal treatment and reuse at the City's Alafaya Water Reclamation Facility.

On-going Actions

1. Implement Sewer SCADA controls and lift station improvements to create more reliable and efficient collections.

- Develop sewer access through-out the City **YELLOW**

Actions:

On-going Actions

1. Implement recommendations of the City's updated Master Wastewater Plan.

- Continue and strengthen environmental protection measures and programs **YELLOW**

Actions:

On-going Actions

1. Staff has initiated a study with one of the Environmental consultant to review and detail the well field protection requirements to allow parcels around well fields to entertain some development while still making sure that the City aquifer is protected.

- Promote energy conservation practices
 - Construct or modify city facilities to sustainable standards as high as feasible
- Continue and enhance solid waste recycling **GREEN**

Actions:

Accomplishments

- ✓ The City extended its contract with Republic Services and at the same time enabled residential single stream recycling throughout the City.

On-going Actions

1. Continue to provide oversight and performance monitoring of Republic's recycling service to ensure contract compliance.

- Expand recycling participation particularly in commercial and multi-family areas **GREEN**

Actions:

On-going Actions

1. The City developed community drop-off sites for commercial and multi-family recycling at City facilities as part of its upgraded 2009 residential franchise services. The City maintains "institutional" and commercial drop-off locations for recycling at city owned facilities under Republic Services base collection program. These drop-offs collect recyclable for free from local multi-family, government offices, and businesses that might not otherwise recycle waste due to economic costs. The City also collects recyclables from the schools that are within the City limits. The City's 2013 contract extension with Republic Services to bring single stream cart recycling to the residential customers may be expanded to local commercial business where economically feasible.

- Progress to single stream recycling **GREEN**

Actions:

Accomplishments

- ✓ Renewal of Republic Services contract included the initiation of single stream recycling to residential customers, with service to begin the second quarter of FY 2013-14.

On-going Actions

1. Continue to provide oversight and performance monitoring of Republic's recycling service to ensure contract compliance.

- b) Modify land development regulations to facilitate redevelopment **YELLOW**

Actions:

On-going Actions

1. The City is in the process of rewriting the Land Development Code internally. The rewrite of the Land Development Code is a two (2) year process. On-going actions during the Quarter include:
 - Internal discussions to improve flag definitions and requirements, which will generate a LDC amendment.
 - Internal discussions to improve the approval process, which will generate a LDC amendment.
 - Internal discussions to improve the limitations of architectural review in existing Planned Unit developments, which will generate a LDC amendment.
 - Internal discussions to improve requirements for temporary signs, which will generate a LDC amendment.
 - Internal discussions to review the well field protection zone regulations, which will generate a Comprehensive Plan LDC amendment.
- Maintain river buffers and natural lands and conservation areas

Strategic Focus Area: Mobility and Transportation

End Result: A transportation system that will foster economic development, responsible energy use and environmental protection, and health and safety of residents while increasing the ability of people to move around the City.

Goals

- Continue implementing transportation master plan
- Promote connections to regional multi-modal systems with particular emphasis on:
 - Promotion and expansion of the Flex area (Pick-up line)

Strategies

- Widen SR 426 **YELLOW**

Actions:

Accomplishments

- ✓ Project was fully funded through construction by the allocation of construction funding to the project by FDOT.
- ✓ Staff made a presentation to Congressman John Mica and FDOT District V Secretary Noranne Downs – promoting the project and soliciting funding assistance.
- ✓ Design for Phase 2 was initiated.

On-going Actions

1. Continue the design of Phase 2 and begin early acquisition of willing sellers.
2. Continue to lobby for additional funding for the project to facilitate Phase 2 construction.

- Widen SR 419 **YELLOW**

Actions:

Accomplishments

- ✓ Project was fully funded through construction by the allocation of construction funding to the project by FDOT.
- ✓ Staff made a presentation to Congressman John Mica and FDOT District V Secretary Noranne Downs – promoting the project and soliciting funding assistance.
- ✓ Design for Phase 2 was initiated.

On-going Actions

1. Continue the design of Phase 2 and begin early acquisition of willing sellers.
 - a) Continue to lobby for additional funding for the project to facilitate Phase 2 construction.

- Widen SR 434 **RED**

Actions:

On-going Actions

1. Funding has not been located
2. Continue to advocate for and in support of State funding for the PD&E and ultimately design and widening of SR 434.

- Support construction of McCullough Bridge **GREEN**

Actions:

On-going Actions

1. Continue to advocate for the support planning and development of an eastward expansion of McCulloch Road to CR419.

- Increase walking and biking options **GREEN**

Actions:

Accomplishments

- ✓ Seminole County initiated construction of the Cross Seminole Trail extension from Oviedo Boulevard to SR434.

On-going Actions

1. Continue to seek funding sources for pedestrian sidewalk and trail extension projects within the City.
2. Advocate through Metro Plan and Orlando for the advancement of the currently ranked Lake Jessup and Pine Street sidewalk extension projects.
3. Staff continues to participate in the Bicycle and Pedestrian Advisory Committee (BPAC) meetings, held once a month at Metroplan-Orlando.

- Review development regulations to serve the goals of this SFA

- Continue to implement strategies identified in the Transportation Master Plan

- Continue to execute strategies to reduce traffic crashes **GREEN**

Actions:

Accomplishments

- ✓ Staff initiated construction of the Clara Lee Evans/Mitchell Hammock intersection traffic signal improvement project.

On-going Actions

1. Continue to implement improvements as recommended in the approved Transportation Master Plan.
2. Work with the Police Department to review, evaluate and resolve known areas of traffic issues within the City.
3. Coordinate with Seminole County Traffic Engineering to ensure continue monitoring of the Traffic Signal intersection operating throughout the City.

- Conduct public education on transportation alternatives

- Develop connectivity for all types of vehicles **GREEN**

Actions:

On-going Actions

1. Continue to implement improvements as recommended in the approved Transportation Master Plan.
 2. Staff continues to discuss connectivity alternatives with potential applicants and applicants during pre-application meetings and site development plan review.
- Enhance transit options
 - Develop intelligent street system with traffic operation center to reprogram signals

YELLOW

Actions:

On-going Actions

1. Continue to monitor the development of adaptive traffic control technology with the anticipation of implementation along the Mitchell Hammock Road corridor once a reliable and economical system is available.
 2. Develop funding sources to implement the technology.
- Support rail service for commuters **YELLOW**

Actions:

On-going Actions

1. Staff is participating in the recently created Metroplan Project Advisory Committee for a Regional Northeast Corridor Study to explore future transportation corridor opportunities between the Sanford SunRail station, Orlando-Sanford International Airport, and the University of Central Florida for economic development and community enhancement opportunities offered by SunRail. As part of this effort, Staff has been asked to organize a work session with City Council and PZA members to allow a representative of Metroplan the opportunity to discuss the study with the City officials and Board members. The work session is scheduled to take place on February 10th, 2014.

Strategic Focus Area: Economic Vitality and Development

End Result: A diverse and strong local economy that brings good jobs and profitable businesses while contributing to the economic health of the City.

Goals

- Promote diversification of the local economy
- Continue to execute the strategic economic development plan with continued emphasis on regional efforts
- Foster redevelopment of business and commercial areas

Strategies & Objectives

- Enhance partnerships with UCF/SSCF
- Promote and champion Seminole Way
- Support development of hospital and related health care/life sciences businesses
- Form partnerships with new management of Oviedo Mall **YELLOW**

Actions:

On-going Actions

1. Staff is reviewing a Non-statutory development agreement, which aims at allowing for update signage and more development at the Mall.

- Pursue development of Oviedo on the Park **GREEN**

Actions:

Accomplishments

- ✓ The City approved Ordinance No.1572 to allow for new signs to be permitted in Oviedo on the Park.
- ✓ Staff reviewed and the City approved the following projects for Oviedo on the Park during this quarter: Oviedo on the Park Final Plat and Panera Site Development Order Final Engineering.

- Foster redevelopment of historic downtown
- Continue to develop business friendly codes and practices **YELLOW**

Actions:

On-going Actions

1. After a series of work sessions with the City Council and PZA, Staff is now in the process of rewriting the code.

- Continue to enhance business relocation services
- Continue to participate in regional economic development organizations
- Focus on targeted industries as identified in the Economic Development Plan
 - Pursue primary (job producing) businesses
- Monitor and oversee improved permitting process **GREEN**

Actions:

On-going Actions

1. Staff reviewed and improved the fence permitting process. Staff is still reviewing other applications' permitting process.
 2. The City adopted Resolution No.2726-13, approving a 20% general reduction of application fees to stimulate economic development in the City.
 3. The City adopted Ordinance No 1576 approving a revision of the schedule of impact fees allowing the reduction of some impact fees based on the Impact Fee Update Study. Most land use impact fees decreased between 3%-47%.
- Revise city codes to promote redevelopment **YELLOW**

Actions:

On-going Actions

4. Under the LDC rewrite Staff is discussing the adoption of a small scale site plan application to allow for easier redevelopment.
- Implement CRA plan and pursue financial participation by Seminole County
 - Continuing on-going business retention efforts
 - Pursue annexation where economically beneficial

Strategic Focus Area: Safety and Security

End Result: Oviedo will be one of Florida's safest cities

Goals

- Be one of the safest communities in the region
- Maintain fire and police response times at superior levels
- Ensure a high level of readiness to manage and recover from disasters

Strategies & Objectives

- Maintain up to date equipment and appropriate facilities with emphasis on:
 - Continue to fund a planned vehicle replacement program **GREEN**

Actions:

Accomplishments

- ✓ Purchased 11 new vehicles with one of the vehicles to be outfitted as a K-9 vehicle.
- Construction of a new police headquarters facility
- Development of a mobile command center **YELLOW**

Actions:

On-going Actions

1. Explore the use of Police Impact Fees to purchase a mobile command center for future City events and emergency situations.

- Development of a new EOC **YELLOW**

Actions:

On-going Actions

1. The decommissioned water treatment facility on S. Central Avenue has been identified for re-use as a new EOC. The next phase towards achievement of this goal is developing renovation plans and securing the appropriate funding estimated at \$500,000.

- Maintain traffic safety
- Maintain disaster preparedness readiness and disaster recovery plan
- Use and update technology for crime prevention **GREEN**

Actions:

Accomplishments

- ✓ The City implemented an Administrative Facebook and separate Twitter pages for Public Safety.

On-going Actions

1. Analysis of a Facebook page.

- Continue police participation in the ION Program and other neighborhood groups.

GREEN

Actions:

Accomplishments

✓

ION Area	Sept – Dec 2013
Traffic Stops	15
Logged Area Patrols	41

On-going Actions

1. Increased police presence for traffic enforcement and patrol.
2. Provided additional information about drug and crime activity.
3. Attend meetings of ION and OCIA

- Maintain commitment to first response and other collaborative efforts are beneficial to the City.
- Continue commitment to comparatively superior ISO and CRS ratings and performance measures. **GREEN**

Actions:

Accomplishments

- ✓ The City completed an ISO re-assessment in 2014 and remains an ISO Class 2 Fire Protection grade.
- Focus on crime prevention, community awareness and other community policing activities.

Actions:

On-going Actions

1. Crime rate based on UCR statistics with special emphasis on residential/business/vehicle burglaries, and violent crime. Part 1 crimes index for 2013: Florida Department of Law Enforcement's (FDLE) Uniform Crime Report (UCR) system allows us to provide standardized reports on crime statistics based on data gathered from across the state. The system measures Part 1 crime (murder, rape, robbery, aggravated assault, burglary, larceny (over \$300), and motor vehicle theft). The official UCR report for 2013 indicated a decrease in Part I crimes (12.681%) for the City of Oviedo.
2. Crime Free Multi-Housing: Certification of Oviedo Town Center and Covington Club Apartment Complexes in the Crime Free Multi-housing Program; Working on certification of Oviedo Grove.
3. Traffic Crashes:

Incident/Outcome	Sept-Oct 2013 (1st Qtr FY13-14)
Traffic Crashes	226
Injuries	58
Fatalities	2
Motor Vehicle vs Bicycle	1
Motor Vehicle vs Motorcycle	3
Motor Vehicle vs Pedestrian	1

Strategic Focus Area: Recreation, Arts and Culture

End Result: Oviedo offers a wide range of quality recreation, arts and culture activities which satisfy the expectations of residents while also serving to attract new residents and business.

Goals

- Execute and update the Recreation Master Plan
- Maintain the fiscal health and affordability of recreation programming
- Maintain the current ratio of park land to number of residents

Strategies & Objectives

- Continue to develop more age diverse facilities and programs **YELLOW**

Actions:

On-going Actions

1. Recreation staff continues developing conceptual plans for programming additional recreation and cultural activities for Senior's and those with developmental disabilities.

- Consider a public referendum for facility construction and land acquisition if needed

RED

Actions:

On-going Actions

1. A public referendum is not feasible at the present time.

- Continue to update recreation fees on an annual basis to maintain cost recovery at current levels and prevent further subsidy from the General Fund. **GREEN**

Actions:

Accomplishments

- ✓ The Recreation and Parks Department update fees as part of the budget annually. This is part of the on-going budget process each year to help maintain the Recreation and Parks current cost recovery rate.

- Consider public art effort **YELLOW**

Actions:

On-going Actions

1. Recreation staff continues assimilating information for the City to begin showcasing artistic creations within our Community.

- Review development regulations to serve the goals of this SFA **GREEN**

Actions:

Accomplishments

- ✓ This is reviewed and updated at least every two years. Staff uses the SFA to implement future regulations.
- Continue to develop scholarships for recreation programs **GREEN**

Actions:

Accomplishments

- ✓ The Rock Scholarship program has provided 6 scholarships in the First Quarter of FY 13/14 totaling \$610.00.

On-going Actions

1. Recreation staff has met with multiple organizations attempting to secure additional funding for the R.O.C.K. Scholarship program.

- Attain national accreditation for Recreation and Parks **RED**

Actions:

On-going Actions

1. Recreation staff has started assimilating information and will begin the process of gathering information from other City Departments as the application is updated. Staff time table to apply for Certification is January, 2015.

- Continue to deliver a diverse range of recreation programs and community events

GREEN

Actions:

Accomplishments

- ✓ Attendance for Carnival of Screams was approximately 3,500 this year with a 72% cost recovery.

Attendance for Snow Mountain was approximately 5,100 this year with a 64% cost recovery.

Strategic Focus Area: Community Character

End Result: Foster and maintain a strong sense of community identity and of place

Goals

- Develop a more uniquely identifiable and attractive city
- Maintain and enhance neighborhood quality
- Support civic pride and community participation

Strategies & Objectives

- Promote “Historic” Downtown redevelopment
- Target Oviedo on the Park **YELLOW**

Actions:

On-going Actions

1. Staff has been working closely with PAC Development to propose a design performance sign plan for Oviedo on the Park aiming at bringing a uniform and improved visual character for the site particularly as to temporary signs.
- Undertake neighborhood improvements in mature areas
 - Develop overall design plan including architectural standards to encourage a more urban feel to areas of the City
 - Development of various districts, and “Green Impact Overlays” to encourage more distinctive development and redevelopment, and to promote broadly the goals and objectives of sustainability
 - Adopt city-wide streetscaping standards
 - Develop City plan to merge character of the historic downtown with the new town center
 - Develop and execute branding effort
 - Continue and enhance neighborhood ION strategy
 - Develop resources and awareness of resources to support beautification efforts
 - Inventory properties
 - Educate owners
 - Code enforcement when needed **GREEN**

Actions:

Accomplishments

- ✓ Total cases processed in 1st quarter of FY 2013-2014 is on track to exceed same period in previous FY - 53 cases
- ✓ 94% of all cases resolved without presentation to the Code Enforcement Magistrate.

- ✓ 86% of all cases were resolved prior to a formal notice issuance.
- ✓ Average time between “receiving” a complaint and “initial inspection” continues to be less than 1 day.
- ✓ Staff attended the CFCEA local chapter meeting and training in October 2013.
- ✓ Code Enforcement Manager Shawn O’Rourke attended the Florida Benchmarking Consortium conference in October 2013.
- ✓ Code Enforcement Manager Shawn O’Rourke taught two modules of FACE Level II class in November 2013.
- ✓ Staff conducted physical checks of all un-renewed BTR’s in November of 2013 and reported findings to Zoning.
- ✓ Code Enforcement Officer Monica Cole received the best employee of the Quarter award.

On-going Actions

1. Staff promotes an ongoing educational process on Code Enforcement issues with residents and businesses on-site and at the Department counter. This includes pointing and discussing administrative solutions to resolve code enforcement issues identified.
2. Staff is working closely with Development Review, Planning and Building to improve internal processes and communication and to review Code requirements, specifically as to signage and parking issues.

Strategic Focus Area: High Performance Government

End Result: A high level of community confidence and trust in city government

Goals

- Continue high levels of customer service, productivity, and efficiency while maintaining fiscal and organizational health
- Provide high quality, affordable services
- Provide leadership on critical local and regional issues
- Periodic review and updating of the strategic plan

Strategies & Objectives

- Continue to ensure financial health by tax base diversification and growth; adequate financial reserves, comprehensive contract management, health and liability insurance controls and prudent cost recovery practices **GREEN**

Actions:

1. Staff is entertaining the concept of two internal services funds: Fleet and Information Technology.
2. Health Insurance will continue to be on the radar screen, watching trends and changes related to Obamacare and the effect the plan has on the city.

Accomplishments

- ✓ Developed and implement some control schedules for debt, cash, and non-utility payments.
- ✓ Completed the reconciliation of depreciation expense and adjusted lives of certain assets in the Water & Wastewater utilities.
- ✓ Reconciled Building Permit Escrow account.
- Continue to pursue mutually beneficial strategies and partnership with other local governments and regional agencies
- Continue to develop a comprehensive approach to pursue Federal and State financial resources that is consistent with the strategic plan
- Continue to enhance organizational productivity and efficiency by improving organizational performance and customer satisfaction by continuous process improvement and process management **GREEN**

Actions:

Accomplishments

- ✓ Partnered with University of Central Florida's Institute of Government to offer three Supervisory Development Training classes including "Managing Performance, Delegating Effectively and Jump Starting Process Management".
- ✓ Implemented OptiView for Utility Customer Service.
- ✓ Implemented OptiSpool in Finance and Customer Service.

- ✓ Implemented Forms Print.
- ✓ Initiated the Kronos Upgrade and training package.
- ✓ Upgraded the Tyco/Kantech securing access control system software.
- ✓ Worked with Asystech to upgrade email and voicemail server to Exchange 2010.
- ✓ Virtualized and decommissioned four physical servers.
- Continue to enhance productivity and customer service by staff development
- Continue to expand e-government including on-line services, GIS and electronic records with an emphasis on:
 - Maintaining a robust IT infrastructure that encourages citizen participation

GREEN

Actions:

On-going Actions

1. Staff maintains and updates bi-monthly an interactive project status map in the City's website.
 2. Worked with EPIC to clarify the Statement of Work needed for the IT Master Plan.
- Expansion of GIS **GREEN**

Actions:

Accomplishments

- ✓ Completed street light field audit of Duke Energy – checking the accuracy of the Duke Energy Monthly Bill.
- ✓ Created online application for Duke Energy to verify audit results.
- ✓ Corrected numerous street sign errors and coordinated updates with Public Works.
- ✓ Assigned critical stop message to all addresses that are not assigned to a habitable structure.
- ✓ Developed and provided analytical tools for Police Department.
- ✓ Provided assistance with utility billing customer service audit.
- ✓ Created online interactive map of all projects processed through planning.
- ✓ Updated and trained all Building Inspectors with mobile damage assessment software.
- ✓ Assisted with the ISO re-certification by creating a fire hydrant map.
- Continue to align organizational structure and practices with mission. **GREEN**

Actions:

Accomplishments

- ✓ Recreation division reorganized management structure to prepare for Oviedo in the Park and Community Center expansion.
- ✓ Implemented "E" notifications
- ✓ Initiated the implementation of the Selectron Integrated Voice Response System (IVR) allowing citizens the ability to make payments and obtain account balance information over the phone.

- Maintain workforce diversity and opportunity
- Continue to develop performance management system to align individual work with strategic direction and provide feedback on performance **GREEN**

Actions:

On-going Actions

1. NEOGOV performance evaluation system in place to align employee work with strategic direction.
- Continue to implement comprehensive citizen engagement practices **GREEN**

Actions:

Accomplishments

- ✓ Implemented new employee benefits effective 10-1-14
 - ✓ Reduced FY 2013-14 premium renewal with healthcare provider by 10%, and aggregate and employee specific reinsurance by 17.5%.
- Maintain competitive wage and benefit structure
 - Complete succession plans
 - Develop mentoring effort to support succession plans **GREEN**

Actions:

Accomplishments

- ✓ Executive leadership laid the groundwork for identifying employees within each department to develop for promotional opportunities.
- Continue to build a culture of responsiveness and responsibility



