



OVIEDO
Florida

BUDGET PROSPECTUS



FY 2014-15
3RD QUARTER



CITY OF OVIEDO FLORIDA

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407-971-5555 • WWW.CITYOFOVIEDO.NET

September 2, 2015

Honorable Mayor and City Council of the City of Oviedo,

Provided to you is the third quarter Budget Prospectus reflecting the financial information processed by the City through June 30, 2015, and an update on the Strategic Plan as of the same period. This Prospectus information is cumulative on a quarterly basis; whereas the strategic plan data represents the current quarter only. The goal is to provide you a status review of the 3rd 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. Items in the Accomplishment category reflect only the reported quarter accomplishments, while On-Going Activities reflect strategies and initiatives currently underway, departmental initiatives considered in-work or in-progress. Since the Prospectus is reported on a quarterly basis the only status codes reported on will be for the “strategies or objectives” where activity occurred during the reporting quarter and support departmental performance measures. 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 June 30, 2015; end of the third quarter, along with the % expended in comparison to the 75% of the year lapsed.

We will provide 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
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Budget Division

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BUDGET STATUS REPORT

3rd QUARTER FISCAL YEAR 2014-15



This report reflects the adjusted budget, actual expenditures and encumbrances, and the percent of budget expended through June 30, 2015, 75% of the fiscal year for the General Fund, Water Wastewater Utility and the Stormwater Utility.

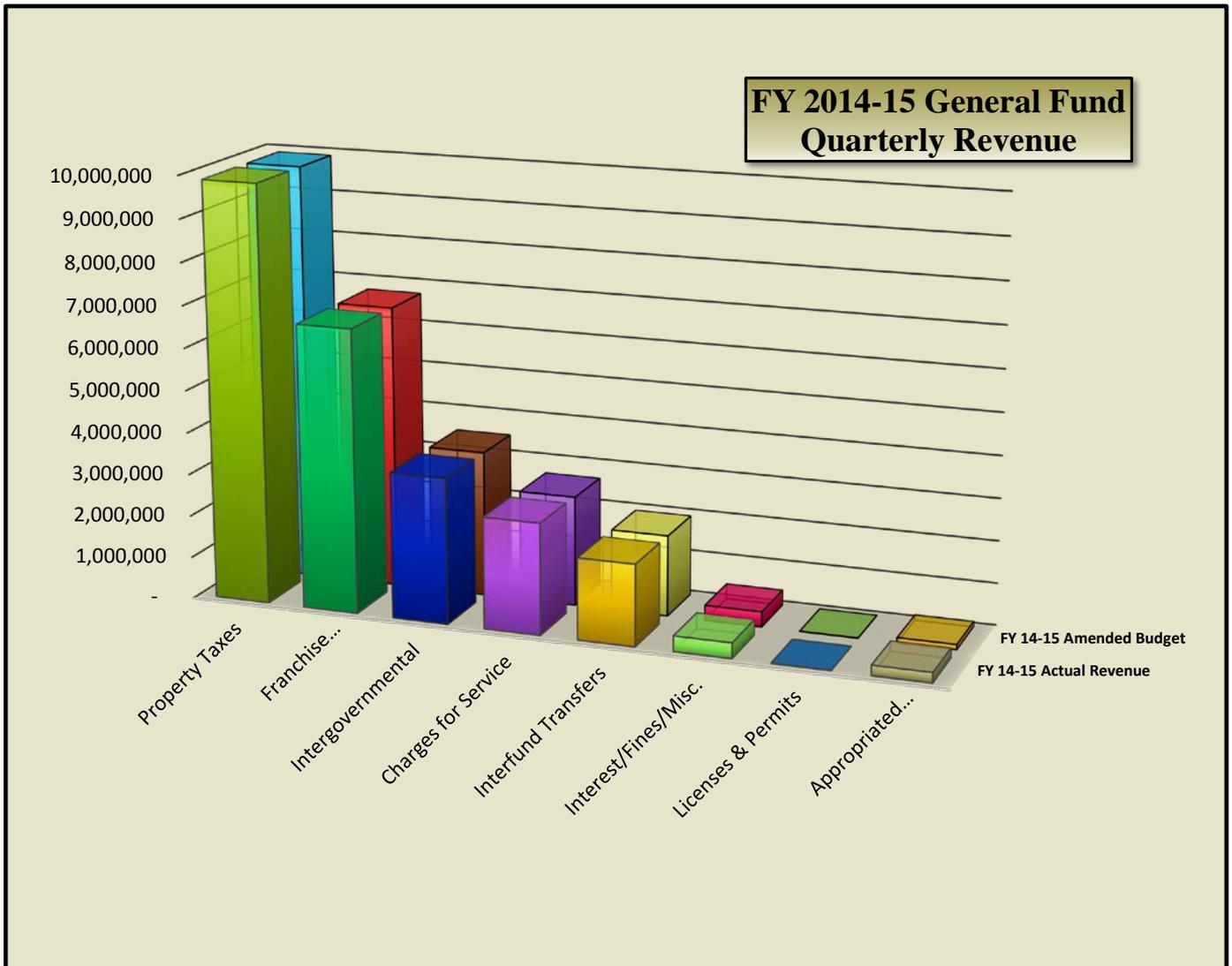
Notes that explain any unusually high or low revenue collections and expenditures are included.

General Fund

FY 14-15 Adopted Budget - Quarterly Report

as of June 30, 2015

Revenue	FY 14-15 Adopted <u>Budget</u>	FY 14-15 Amended <u>Budget</u>	FY 14-15 Actual <u>YTD</u>	% Received <u>YTD</u>
Property Taxes	\$9,881,193	\$9,881,193	\$9,880,524	99.99%
Franchise Fees/Utility Taxes	\$6,715,146	\$6,715,146	\$4,226,326	62.94%
Intergovernmental	\$3,456,254	\$3,456,254	\$2,177,126	62.99%
Charges for Service	\$2,610,067	\$2,634,567	\$2,030,678	77.08%
Interfund Transfers	\$1,919,318	\$1,926,818	\$1,439,496	74.71%
Interest/Fines/Misc.	\$359,652	\$363,697	\$262,413	72.15%
Licenses and Permits	\$5,750	\$5,750	\$300	5.22%
Appropriated Fund Balance	\$122,640	\$235,553	\$0	0.00%
	<u>\$25,070,020</u>	<u>\$25,218,978</u>	<u>\$20,016,862</u>	<u>79.37%</u>



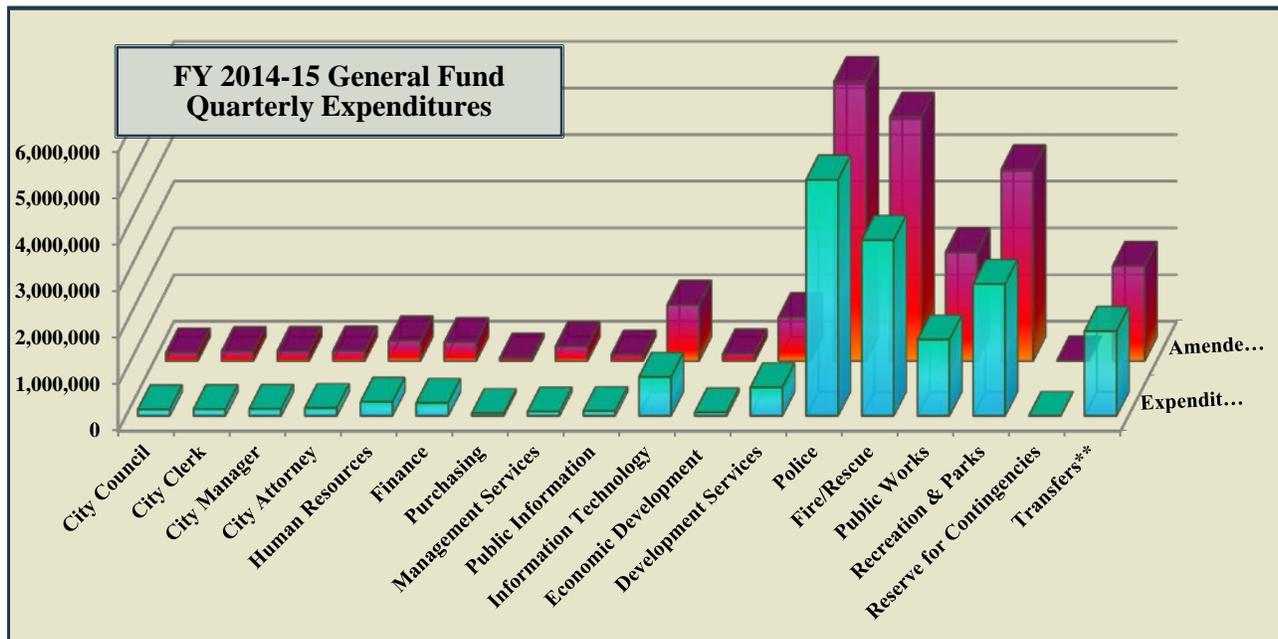
General Fund

FY 14-15 Adopted Budget - Quarterly Report

as of June 30, 2015

Expenditures	FY 14-15 Adopted Budget	FY 14-15 Amended Budget	FY 14-15 Actual YTD	% Expended YTD
City Council	\$182,071	\$178,787	\$140,204	78.42%
City Clerk	\$207,109	\$208,994	\$143,786	68.80%
City Manager	\$211,440	\$211,440	\$149,586	70.75%
City Attorney	\$217,400	\$217,400	\$169,303	77.88%
Human Resources	\$437,614	\$437,614	\$304,792	69.65%
Finance	\$425,530	\$406,631	\$281,882	69.32%
Purchasing	\$72,917	\$73,171	\$59,164	80.86%
Management Services	\$322,615	\$319,415	\$92,450	28.94%
Public Information	\$116,411	\$136,095	\$102,025	74.97%
Information Technology	\$1,133,823	\$1,204,564	\$843,969	70.06%
Economic Development	\$159,055	\$159,055	\$76,492	48.09%
Development Services	\$919,845	\$939,845	\$620,343	66.00%
Police	\$6,980,227	\$6,992,327	\$5,077,744	72.62%
Fire/Rescue	\$5,253,654	\$5,238,154	\$3,782,626	72.21%
Public Works	\$2,337,576	\$2,337,576	\$1,649,473	70.56%
Recreation & Parks	\$4,051,481	\$4,107,298	\$2,841,065	69.17%
Reserve for Contingencies	\$0	\$9,360	\$0	0.00%
Transfers**	\$2,041,252	\$2,041,252	\$1,833,454	89.82%
	<u>\$25,070,020</u>	<u>\$25,218,978</u>	<u>\$18,168,359</u>	<u>72.04%</u>

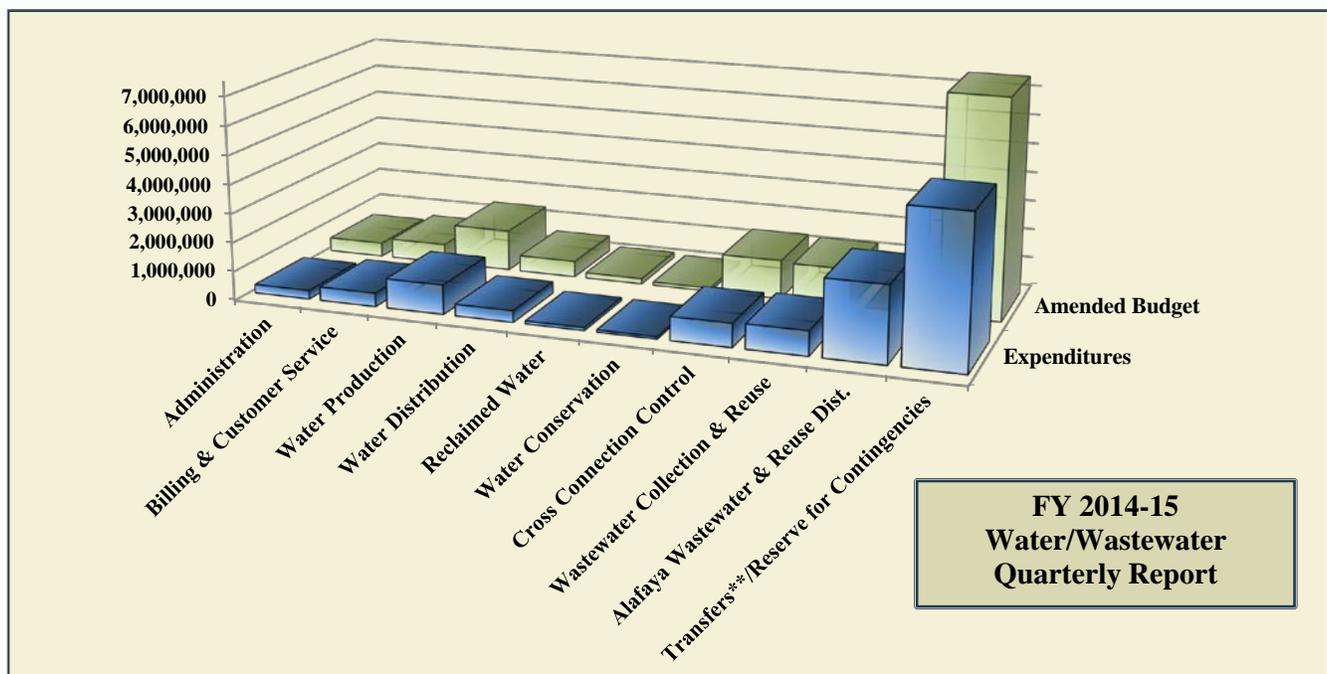
** Transfers include management fees, debt service and transfer between funds.



Water/Wastewater Utility
FY 14-15 Adopted Budget - Quarterly Report
as of June 30, 2015

Revenue	FY 14-15 Adopted Budget	FY 14-15 Amended Budget	FY 14-15 Actual YTD	% Received YTD
Utility Service Taxes	\$0	\$0	(\$83)	0.00%
Federal Stimulus Grant	\$500,000	\$500,000	\$289,486	57.90%
Charges for Service	\$11,680,750	\$11,680,750	\$8,796,181	75.30%
Interest	\$42,500	\$42,500	\$33,864	79.68%
Sale of Assets	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$193,000	\$193,000	\$149,335	77.38%
Renewal & Replacement	\$0	\$0	\$0	0.00%
Appropriated Fund Balance	\$0	\$1,043,207	\$0	0.00%
	<u>\$12,416,250</u>	<u>\$13,459,457</u>	<u>\$9,268,783</u>	<u>68.86%</u>
Expenditures	FY 14-15 Adopted Budget	FY 14-15 Amended Budget	FY 14-15 Actual YTD	% Expended YTD
Administration	\$471,480	\$473,705	\$291,481	61.53%
Billing & Customer Service	\$664,414	\$664,414	\$465,304	70.03%
Water Production	\$1,406,910	\$1,409,260	\$1,012,513	71.85%
Water Distribution	\$544,695	\$544,695	\$398,870	73.23%
Reclaimed Water	\$180,375	\$180,375	\$98,271	54.48%
Water Conservation	\$103,203	\$103,203	\$73,659	71.37%
Cross Connection Control	\$1,327,411	\$1,327,411	\$805,994	60.72%
Wastewater Collection & Reuse	\$1,229,754	\$1,266,405	\$838,705	66.23%
Alafaya Wastewater & Reuse Dist.	\$0	\$0	\$2,605,696	0.00%
Transfers**/Reserve for Contingencies	\$6,488,008	\$7,489,989	\$5,144,356	68.68%
	<u>\$12,416,250</u>	<u>\$13,459,457</u>	<u>\$11,734,849</u>	<u>87.19%</u>

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



Stormwater Utility

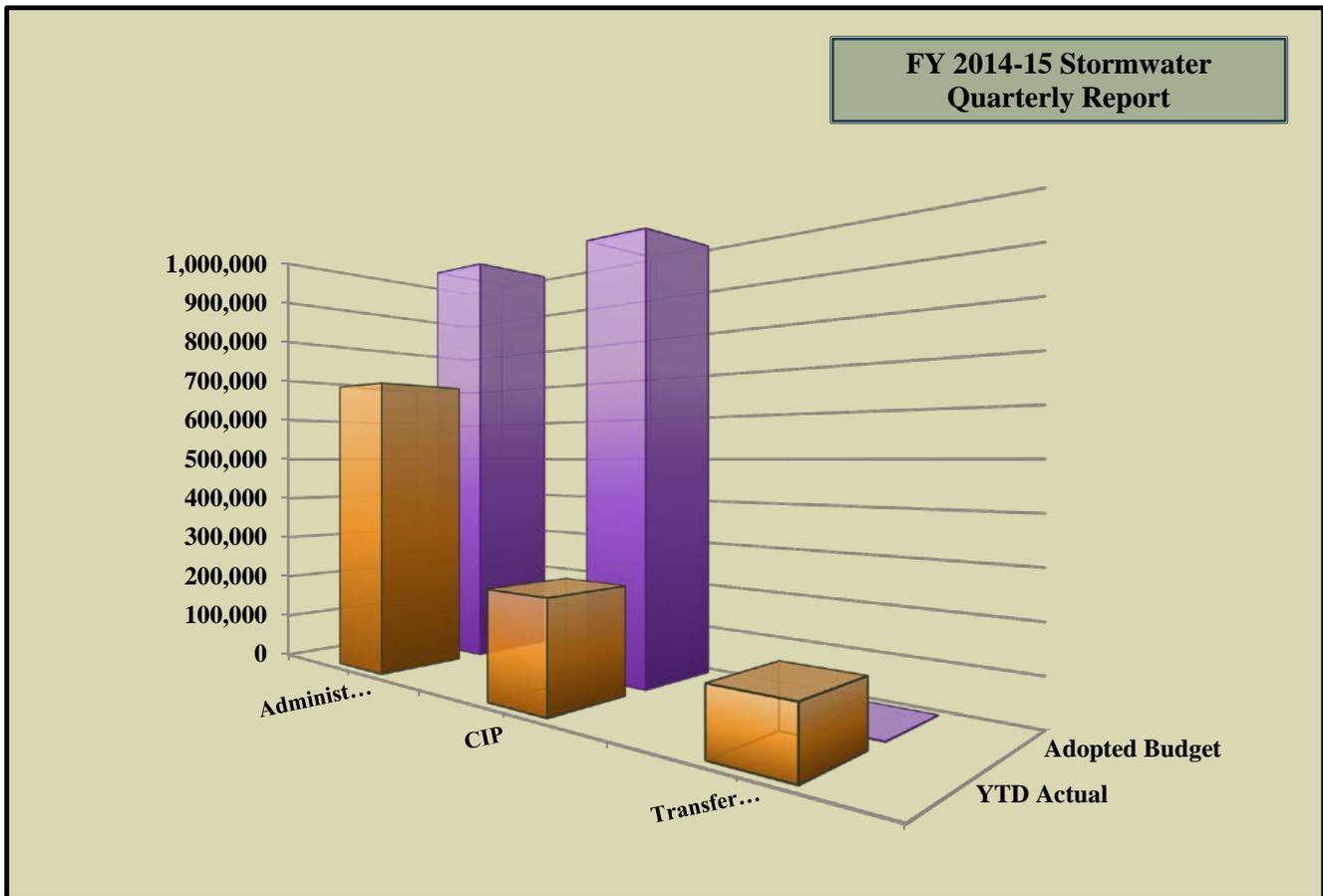
FY 14-15 Adopted Budget - Quarterly Report

as of June 30, 2015

Revenues	FY 14-15 Adopted Budget	FY 14-15 Amended Budget	FY 14-15 Actual YTD	% Received YTD
Charges for Service	\$1,506,000	\$1,506,000	\$1,144,387	75.99%
Interest	\$7,000	\$7,000	\$6,288	89.83%
Transfers**	\$47,279	\$47,279	\$0	0.00%
Appropriated Fund Balance	\$0	\$0	\$0	0.00%
	<u>\$1,560,279</u>	<u>\$1,560,279</u>	<u>\$1,150,675</u>	<u>73.75%</u>

Expenditures	FY 14-15 Adopted Budget	FY 14-15 Amended Budget	FY 14-15 Actual YTD	% Expended YTD
Administration	\$1,138,712	\$1,099,062	\$676,802	61.58%
CIP	\$467,523	\$1,096,087	\$232,119	0.00%
Transfers**	-\$45,956	-\$634,870	\$127,971	-20.16%
	<u>\$1,560,279</u>	<u>\$1,560,279</u>	<u>\$1,036,892</u>	<u>66.46%</u>

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







OVIEDO
Florida

STRATEGIC PLAN UPDATE

3rd QUARTER FISCAL YEAR 2014-15



Strategic Plan

Strategic Focus Area: Natural and Built Systems

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

Accomplishments

- All-in-one cart Recycling Program initiated in March 2014
- Commercial Solid Waste Franchise Program modified
- Alafaya Woods Sections 17 and 18 Reclaimed Water infrastructure improvements Completed
- Little Creek Reclaimed Water infrastructure improvements completed
- Oviedo Water Reclamation facilities upgraded to add new disc filter and increase reclaimed water capacity
- Northern Lift Station redirect project complete adding 0.3MGD of new flow to Oviedo water reclamation facility
- Master Water Plan updated and adopted by Council
- Aulin Avenue North Stormwater project design initiated.
- Design and Construction for draining improvement along the west side of Alafaya Woods Boulevard
- West Mitchell Hammock Water Treatment Facility redundant water main completed
- Tomoka and Caribe water main upgrade completed

On-going Activities

- Develop alternative water supply
 - Participate in developing regional funding system
 - Expand distribution system
 - Enhance Oviedo H2O program, i.e. Florida Friendly landscaping
- Promote energy conservation practices
 - Construct or modify city facilities to sustainable standards as high as feasible
- Optimize water conservation usage rates
- Maintain and enhance Stormwater management
 - Develop programs to implement master plan

- Maintain FEMA CRS rating
- Maintain highest water quality standards
- Continue and strengthen environmental protection measures and programs
 - Staff, with the support of the Environmental consultant, developed language related to the well field protection requirements to allow restricted development of parcels around well fields while maintaining protection of the City aquifer. The Comprehensive Plan and Land Development Code respective amendments were approved by City Council on January 5, 2015 with the adoption of Ordinances 1594 and 1595.
- Continue and enhance solid waste recycling
 - Expand recycling participation particularly in commercial and multi-family areas
 - Processed amendments to the Land Development Code to address changeable copy signs and to allow townhomes within specific downtown districts. The City Council approved the respective amendments on February 2, 2015 with the adoption of Ordinance 1612.
- Maintain river buffers, natural lands, and conservation areas

FY 2014-15

- Modify land development regulations to facilitate green development/building
- Modify the LDC to incorporate policies aligned with the Florida Department of Health that endorse and support a healthier environment and community
- * Evaluate City-owned properties to determine use and whether or not to surplus or retain
- * Design a master Stormwater pond to be located in the Old Downtown area
- * Review infrastructure master plans to determine if updates are needed, and prepare a schedule for updating the plans

Years 2015-16 through 2019-20

- Add additional 2.5 million gallon storage tank to West Mitchell Hammock Water Treatment facility
- Upgrade water main along SR434 to coincide with SR426/CR419 Phase 1 road widening Project
- * Plan for and relocate the percolation ponds currently located north of City Hall
- * Construct a master Stormwater pond in the Old Downtown area

Years 2020-21 through 2024-25

- Enhance sewer system distribution
 - Evaluate the feasibility of sewer access through-out
- Upgrade water main along SR 426 to coincide with SR 426/CR 419 Phase 2 road-widening project
- Construct Twin Rivers and Riverside reclaimed water infrastructure

Years 2025-26 and Beyond

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)

Accomplishments

- Support rail service for commuters
- Completed Clara Lee Evans Way/Mitchell Hammock Intersection Improvements
- Evans Street extension completed to Lockwood Road
- Turn Lane safety improvements completed at Seminole Creek Drive and Lockwood Boulevard
- Oviedo on the Park – City Plaza Way, Mike Roberto Way, Center Lake Lane and Boardwalk Avenue construction completed
- Signalization of Mitchell Hammock Road/Kingsbridge Drive Intersection
- FDOT resurfaced SR 426 and SR 434 including the installation of curbing, sidewalk connections and drainage improvements
- Seminole County constructed the segment of the Cross Seminole Trail between SR 434 and Oviedo Boulevard
- Seminole County added a second left hand turn lane on westbound Mitchell Hammock Road at the intersection with SR426
- Signalization of Franklin Street/SR 434 Intersection
- Lawton Elementary School Sidewalk Improvement Project
- Resurfaced 7.8 miles of roadway between 36 different streets
- Mitchell Hammock Road Right Turn-Lane Improvements at Alafaya Woods Boulevard
- Transportation Master Plan Update

On-going Activities

- Increase walking and biking options
- Continue to implement strategies identified in the Transportation Master Plan
- Continue to execute strategies to reduce traffic crashes
- Conduct public education on transportation alternatives
- Develop connectivity for all types of vehicles
- Continue to support multi-modal options such as the negotiation of Park and Ride Sites
- Support construction of McCullough Bridge

FY 2014-15

- Review development regulations to serve the goals of this SFA
- * **Modify land development regulations to incorporate a parking management approach**

instead of strict parking requirements

- * Design a master Stormwater pond to be located in the Old Downtown area
- * Modify land development regulations to require alternative fuel charging stations to be provided as part of development projects
- * Prepare a plan for providing alternative fuel charging stations at City facilities where feasible
- * As part of the Land Development Code re-write, Staff has contracted out a parking study to review standards aiming at incorporating a parking management approach instead of strict parking requirements.

Years 2015-16 through 2019-20

- Widen SR 426 – SR 426/CR 419 Phase 2 road widening project
- * Address Stormwater pond located south of SR 426 and west of Lake Jessup Avenue
- Widen CR 419 – SR 426/CR 419 Phase 2 road widening project
- Develop intelligent street system with traffic operation center to reprogram signals
- Construct a master Stormwater pond in the Old Downtown area
- Prepare a plan to improve public transportation services that includes how to connect to Sun-Rail
- Investigate widening Mitchell Hammock Road from four (4) to six (6) lanes

Years 2020-21 through 2024-25

- Enhance transit options
- Widen CR 419 – SR 426/CR 419 Phase 3 road widening project

Years 2025-26 and Beyond

- Widen SR 434

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

Accomplishments

- Support development of hospital and related health care/life sciences businesses
 - Staff is reviewing the site plan and Non-Statutory Development Agreement for the Oviedo Medical Center
- Form partnerships with new management of Oviedo Mall

- Staff has processed an amendment to the Oviedo Marketplace Non-Statutory Development Agreement to allow the Mall to upgrade signage
- Promote and champion Seminole Way
- Reduced several development review application fees by 20%
- Updated Transportation, Fire, Police, Recreation and Parks, and Administration Facilities Impact Fees reducing most fees 3% – 47%
- Updated Impact Fee Assistance Program
- Created Community Redevelopment Agency
- CRA 2014 Assessed Value Exceeded the initial Base Value for the first time
- Updated Jobs Growth Incentive Program
- Established Small Business Incubator Graduate Accelerator Tax Receipt and Rent Subsidy Program
- Established Economic Development Ad Valorem Tax Exemption

On-going Activities

- Enhance partnerships with UCF/SSC
- Pursue development of Oviedo on the Park
- Staff has processed one (1) new development for Oviedo on the Park:
 - Resolution No. 2956-15, Site development Order No. 439-14 for Memory Lane Cottage – adopted by City Council on February 16, 2015.
 - Resolution No.2989-15, Site Development order No.443-15: Oviedo on the Park Lot 12 (Evans Grove, Inc.)
- 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
- Staff is still reviewing applications to streamline the permitting process aiming at reducing the review time of applications. Following City Council’s direction, Staff has participated in a work session led by the City’s economic development consultant on March 11th and proposed a new process for development review.
- Continuing on-going business retention efforts

FY 2014-15

- Continue to develop business friendly codes and practices
- Continue to enhance business relocation services
- Revise city codes to promote redevelopment
 - Under the LDC rewrite Staff has had weekly meetings with the City Attorney to discuss amendments to Articles I, II and III that as present presented to City Council on May 21st during a work session
 - LDC amendments being proposed to allow redevelopment site plans under a Streamlined process
- Pursue annexation where economically beneficial
 - Staff has processed one (1) pre-annexation agreement:
 - Resolution No.303-15, Oviedo Point Pre-annexation agreement
- [Revise city codes to address business needs](#)

- * Solicit a Request for Proposals for a 2050 Community Visioning process

Years 2015-16 through 2019-20

- Implement CRA plan and pursue financial participation by Seminole County
- Foster redevelopment of historic downtown
- Pursue annexation where economically beneficial
- * Conduct a 2050 Community Visioning process
- * Plan for and relocate the percolation ponds currently located north of City Hall

Years 2020-21 through 2024-25

Years 2025-26 and Beyond

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

Accomplishments

On-going Activities

- Maintain up to date equipment and appropriate facilities with emphasis on:
 - Continue to fund a planned vehicle replacement program
- Maintain traffic safety
 - Traffic Crashes: April – June 2015

Traffic Crashes	139
Injuries	24
Fatalities	0
Motor Vehicle vs Bicycle	0
Motor Vehicle vs Motorcycle	0
Motor Vehicle vs Pedestrian	1

- Maintain disaster preparedness readiness and disaster recovery plan
- Use and update technology for crime prevention
- Continue police participation in the ION Program and other neighborhood groups

- 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
- Focus on crime prevention, community awareness and other community policing activities

FY 2014-15

- Maintain up to date equipment and appropriate facilities with emphasis on:
 - Development of a mobile command
- Maintain a 25% clearance rate for all cases assigned to the Investigation Service Section
 - As of the 2nd quarter the clearance rate in Investigative Services Section is 21%
- Continue educating the public on law enforcement in Oviedo by forming a CPA Alumni Association and enhance involvement with the senior population (CPA Alumni Association formed – 2 sessions have taken place 1st was a presentation by a U.S Attorney and the 2nd by the Seminole County State Attorney’s Office Domestic Violence Unit).
 - The Community Involvement Section is currently developing a program to enhance senior involvement
- Develop and implement a Police Facebook Page to inform the community of events and police activity
- Develop a PSA to reduce traffic crashes – most occur when drivers drive too close to the car in front of them or near intersections. Social media used to stress this point to the public and educational signs are being posted in high crash areas as a visual warning to slow down and not drive distracted.
- Form a Bike Patrol Unit – unit would patrol Oviedo on the Park and neighborhoods in the area (depending on staffing levels in 2015/2016).
- Prepare a life cycle analysis of the current Public Safety building to determine if it can be renovated into a Police Headquarters or other public purpose. Coordinate the analysis with Fire Department vacation of the building. (RFQ published on April 5, 2015.)
- Construction of a new Fire Station on South Central Avenue to combine Fire Station 44 and 46 as a component of the SR 426 – SR 419 road widening project
- Enhance Workplace Safety:
 - Build Organizational Safety Awareness by making the Safety Committee an active resource. Communicate safety instructions, relay safety education materials, and address safety concerns at the department level.
 - Conduct annual safety audits of city facilities and follow-up on corrective actions
 - ❖ Review Safety Manual and make recommendations for revision
 - ❖ Safety and Risk Analyst assists department in conducting investigations of employee accidents and injuries

Years 2015-16 through 2019-20

- Maintain up to date equipment and appropriate facilities with emphasis on:
 - Construction of a new police headquarters facility
 - Development of a new EOC

Years 2020-21 through 2024-25

Years 2025-26 and Beyond

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

Accomplishments

- The approval of a new City Park in OOTP with a cultural center and amphitheater
- CDBG Grant for the installation of a new playground at Round Lake Park completed December 2013
- Dr. Martin Luther King, Jr. memorial tribute completed May 2014
- Aulin House at Shane Kelly Park to be completed 2014
- 5th Annual Relay for Life Charity Golf Outing benefitting the American Cancer Society 2014
- Recruited and filled positions to staff Oviedo on the Park
- Siemens' Facility Improvement Measures will be completed by the end of the current budget year
- Construction of the new City Park, Center Lake Park was completed in May 2015
- Grand Opening event was held for Center Lake Park on Saturday, May 16, 2015
- Recruited and filled positions to staff Center Lake Park
- Renovated the Friendship Park Playground Safety Material with Forever Lawn, project was completed in May 2015
- Siemens' Facility Improvement Measures were completed during this past budget year
- Aulin House Building Improvements were completed at Shane Kelly Park 2015
- 6th Annual Relay for Life Charity Golf Outing benefitting the American Cancer Society held in April 2015 donated amount was \$18,794
- Received notification that the City's Recreation and Parks Department received a Land and Water Grant for Round Lake Park in the amount of \$200,000 with the City matching funds at \$200,000 for total project of \$400,000
- Recreation and Parks Department received \$8,000 as a scholarship donations from Helpful Hands, Inc. to help with sports programs and camp scholarship
- Held five (5) Recreation and Parks Special Events that were very successful and reached 50% pay back as per Council Direction

On-going Activities

- Continue to update recreation fees on an annual basis to maintain cost recovery at current levels and prevent further subsidy from the General Fund
- Continue to develop scholarships for recreation programs
- Continue to deliver a diverse range of recreation programs and community events

FY 2014-15

- Review development regulations to serve the goals of this SFA
 - Complete construction of Center Lake Park
 - Develop a parking lot on Lot #5 of Oviedo on the Park under review
- Complete Construction on the multipurpose field and new maintenance building at the Stubbs property
- Completed construction of the Dog Park at Shane Kelly Park
- Applied for two (2) FRDAP Grants for Round Lake Park and Oviedo Sports Complex
- Hold new programs and events at Center Lake Park to start October 2015
- * Develop a Disney-like mosquito control system for Oviedo on the Park

Years 2015-16 through 2019-20

- Continue to develop more age diverse facilities and programs
- Consider public art effort
- Attain national accreditation for Recreation and Parks

Years 2020-21 through 2024-25

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

Years 2025-26 and Beyond

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

Accomplishments

- Beautification and Way finding Study Update
- SR 426/R 419 Phase 1 Widening Project – Landscape/Hardscape
- Code Enforcement has managed to maintain the cases resolved without presentation to The Special Magistrate for 14/15 Second Quarter at 91%, compared to 92% last quarter.
- Code Enforcement has managed to maintain the cases resolved prior to issuance of a formal notice for 14/15 Second Quarter at 87%, equaling last quarters percentage.

- Code Enforcement has managed to maintain the average time of response between receiving a complaint and the initial inspection for 14/15 Second Quarter to less than one day.
- Staff assisted HR and the DS Director with writing the job description for a Senior Code Enforcement Officer position and updating the CEO Job description.

On-going Activities

- Target Oviedo on the Park
- 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.
- Staff has been working closely with Morse Properties to propose a site plan for a drive-through Starbucks in Oviedo on the Park while maintaining an attractive visual character for the site.
- Continue and enhance neighborhood ION strategy
- Develop resources and awareness of resources to support beautification efforts
 - Code enforcement when needed
 - Educate owners
 - Staff promotes an ongoing educational process on Code Enforcement issues with residents and businesses on-site and at the Department counter. This includes discussing administrative solutions to resolve code enforcement issues identified.
 - Staff is working closely with Development Review, Planning and Building to improve internal processes and communication, as well as Code requirements and the LDC rewrite.
 - Code Enforcement Staff continues to process Individual Residential Lot Tree Restoration Plan inspections and present to DRC when required.
 - The Code Enforcement Division continues to implement the weekend sign pick up program.
 - Hired a new Code Enforcement Officer.
 - Staff processed three Ordinances with amendments to the Land Development Code and Code of Ordinances related to graffiti, nuisance abatement, and vacant and abandoned building/condemnation and demolition. The City Council approved the respective amendments with the adoption of Ordinances 1607, 1608 and 1611 on January 20 2015.
 - Staff continues to utilize staff members from other Departments and Divisions to assist with duties of the CES.

FY 2014-15

- Develop overall design plan including architectural standards to encourage a urban feel to areas of the City
- Adopt city-wide street-scaping standards
 - Develop new architectural standards for multi-family, mixed-use and townhomes while up- dating the architectural standards for commercial and office
 - Solicit RFP/RFQ for branding consultant services
 - Enhance weekend sign pick up program

- Improve City-owned buffer tract located on the east side of Oviedo Boulevard North of Mitchell Hammock Road
- Create a new City street sign design with new colors and incorporate the City logo

Years 2015-16 through 2019-20

- Promote “Historic” Downtown redevelopment
- Undertake neighborhood improvements in mature areas
- Develop City plan to merge character of the historic downtown with the new town center
- Develop resources and awareness of resources to support beautification efforts
 - Inventory properties
 - Educate owners
- Create an architectural manual and a sign code manual to better communicate the desired character encouraged by the City
- * Implement the recommended branding initiatives.
- * Develop a plan that identifies what is needed

Years 2020-21 through 2024-25

- 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

Years 2025-26 and Beyond

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

Accomplishments

- Established a Facebook Page for Administration and Twitter pages for Administration, Public Works, Fire, and Police
- Implementation of SIRE Agenda Software with online access and audio/video capability
- Construction of SIRE Document Imaging Cabinets for Agendas, Minutes, Resolutions, and Ordinances with website search capability
- The City was again recognized as a Healthy Weight Community Champion for 2015
- Increase Customer Service Support Staff to mitigate elevating stress levels, provide better customer service coverage levels and allow for staff development. Customer

Service Support staff was increased by 1 FTE in the FY 2014-15 budget and a new representative was hired December 1st 2014

- Annually plan and coordinate the Supervisory Development Program which prepares employees for higher-level responsibilities
- Completed the delivery of four supervisory development-training classes
- Enhance the new employee orientation and safety program
- Prepared annual template updates to NeoGov performance evaluations and assist supervisory personnel by providing continuous software and program support
- Completed the recruitment and selection process of all summer recreational program positions
- Public and staff access to SIRE documents (agendas, minutes, ordinances, resolutions and agreements) this has been done
- Revised Wellness Incentive Plan
- Coordinated Annual Employee Health Fair
- Organized City activities to promote Wellness
- Coordinated and analyzed employee benefit renewals with broker for FY 2015/16
- Selected provider for Pay and Classification Study to conduct a market salary and Benefit analysis and make recommendations
- Engaged in negotiations with IAFF for Agreement renewal
- Conducted Wellness Employee Survey
- Completed first year of Employee Wellness Incentive Program and revised program targets resulting in 166 employees completing the Health Risk Assessment and follow-up and 80 employees meeting their health targets
- Coordinated the delivery of records disposition and destruction training City-Wide
- Completed Annual Employee Health and Wellness Center Review and presented results to City Council showing that the CareHere Wellness Program continues to positively impact employee health and reduce health plan expenses. The return on investment using the cost avoidance method shows a savings of \$1.73 for every \$1.00 spent
- Filled recruitment and staffing needs of Oviedo on the Park summer recreational program hiring 48 new employees

On-going Activities

- 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
- 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
- Development Services Staff has proposed a new development review process as part of an effort to improve review times and improve communication between Staff and applicants.

- Continue to align organizational structure and practices with mission
- Maintain workforce diversity and opportunity
- Continue to build a culture of responsiveness and responsibility
- Continue review of old agreements and scan and upload valid agreements to the SIRE Agreements Cabinet for staff's immediate access
- Continue SIRE Document search training within the departments

FY 2014-15

- 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
 - Expansion of GIS
- Continue to implement comprehensive citizen engagement practices
 - Develop and implement a Social Media Marketing Plan
- Review Fees and Charges associated with Utility customers turned off for non-pay or late payment
- Consider developing a convenience fee for those paying with credit cards
- Monitor and track city adherence to safety and compliance training for all new hires and promotions to supervisory positions
- Research, coordinate and deliver employee training on pertinent topics which can provide employees with information that helps them do their jobs more safely, more efficiently and with greater skill
 - Public Records disposition and destruction training delivered
- Annually, offer free beginner, intermediate, and advanced training on Microsoft Office software through workforce of Central Florida (Program discontinued by WCF).
- Support and promote safety awareness by providing safety training within the Department
 - Coordinated the implementation of the new PRM Compliance and Safety training program
- Complete accident interviews and investigations and make recommendations to executive team On going
- Continue to transition and automate manual parts of the recruitment, selection And employee management process
- Review and make recommendations to Personnel Procedures and Guidelines for compliance to legislative changes to improve clarity and administrative efficiency
- Review the current Strategic Plan for effectiveness, relevance, and the City Council's direction
- Increase the Fund Balance within the General Fund from 15% to 20% building financial capacity and strength in the General Fund
- Work with EPIC to facilitate a review of IT by completing a Risk and Resource Assessment and a thorough analysis of the Infrastructure and Technology in use Epic Project one (1) is near completion. An overview will be provided by EPIC on their findings and recommendations at the June 22, 2015 Worksession.
- Rewrite Records Management Handbook and schedule department training

- Review all records in one of the historical records cabinet and schedule for disposition or up- load to the SIRE Document Storage Cabinet
- Promote employee health and wellness awareness so the City can sustain valuable benefits to recruit and retain top quality employees:
 - Analyze cost effective options for the medical plan and make recommendations that continue to keep the plan both effective and a valuable benefit
 - Continue to advise executive leadership of long range financial impacts resulting from the Affordable Care Act
 - ❖ Promote a wellness environment through quarterly activities of the Wellness Committee
 - ❖ Analyze and make recommendations to enhance voluntary and involuntary employee benefits. Annually determine whether current plans meet the needs of the employees and re- main cost effective for both the City and its employees.
 - ❖ Conduct benefit review and compare to local agencies of similar size

Years 2015-16 through 2019-20

- Continue to enhance productivity and customer service by staff development
- Continue workflow improvement through the elimination of unnecessary controls and roadblocks
- Reduce the amount of touches and time it takes to facilitate a process without impacting controls
 - Review payroll for continued development of electronic processing
 - Continue automation of labor intensive services
 - Continue transition to paperless environment
- Continue development of knowledge, skills and expertise
- Schedule ongoing enterprise wide training with work teams depend on the services of one another such as Utility Billing and Field Personnel, Human Resources and Finance
- Reconfigure the Customer Service work space to enhance the delivery of customer service, privacy for citizens, provide for security, employee safety and comfort
- Study the implementation of a credit check option in lieu of collecting utility deposits
- Continue training and staff development including cross training and ongoing rotation of duties and responsibilities
- Work with EPIC to facilitate completion of their three (3) tier project plan proposal
 - Project One (1) – *Stability* is an assessment of immediate risk as it applies to the state of the City’s IT infrastructure and staffing resources; includes risk mitigation strategies. Track the three (3) year plan for *Stability* provided by EPIC
 - Project Two (2) – *Strategy* is the development of a long-term IT Master Plan for the City. Work with EPIC on the *Strategy* for a long term IT Master Plan
 - Project Three (3) – *Sustainability* provides the information, instruction and guidance to develop and implement IT Governance to effectively manage the IT Master Plan as a continuous process. Work with EPIC on the development and implementation of ongoing *Sustainability*
- Staff maintains and updates, bi-monthly, an interactive project status map in the City’s website.

- Continue to expand e-government including on-line services, GIS and electronic records with an emphasis on:
 - Expansion of GIS
- Develop mentoring effort to support succession plans
 - Implement succession plan proposal to prepare the departments for pending retirements
 - Pending approval of proposal made by Institute of Government and submitted in department's budget proposal. Outsourcing work to IOG at UCF for 120 hours of work to complete a customized succession plan. Proposal includes the following scope of services: defining knowledge, skills, and experience required for key roles; determining potential internal successors, preparing potential successors through a custom career plan; reviewing success through identification of roadblocks to development, assessment of top talent and annual review during strategic planning.
- Maintain competitive wage and benefit structure
 - Recommend a Comprehensive Compensation, Classification, and Benefits Study for all City Employees
 - Develop a Pay Plan for the Police Department personnel
 - Maximize the individual employee salary increase for all City Employees
 - Change the Part-Time Regular Employees who were reduced from 40 hours per week to 30-32 hours per week several years ago back to Full-Time Regular Employees at 40 hours per week
- Work with NCS in creating a new Citizen Survey
- Annually analyze the group health and clinic operation to determine the return on investment and make recommendations for improvement
- Analyze brokers' recommendations for renewal of employee benefit insurance
- Annually conduct Employee Satisfaction Survey and present results to the Executive Team to address employee concerns and improve retention
- Complete succession plans
- Clerk's office continue to monitor Hyland Software pending changes to the SIRE Agenda and Document Imaging systems to determine the best time to migrate to the OnBase.

Years 2020-21 through 2024-250

Years 2025-26 and Beyond

- **Strategic Plan Goal, Objective, or strategy**
- * **Green = In Work**
- **Strategic Plan Sub-goal, Objective, or strategy**
- **Staff recommended Strategy FY14-15**
- ❖ **Staff recommended initiative for the strategy FY14-15**
- Blue-Planned**





OVIEDO *Florida*

CITYWIDE DASHBOARDS 3rd QUARTER FISCAL YEAR 2014-15



City of Oviedo

Monthly Financial Dashboard

