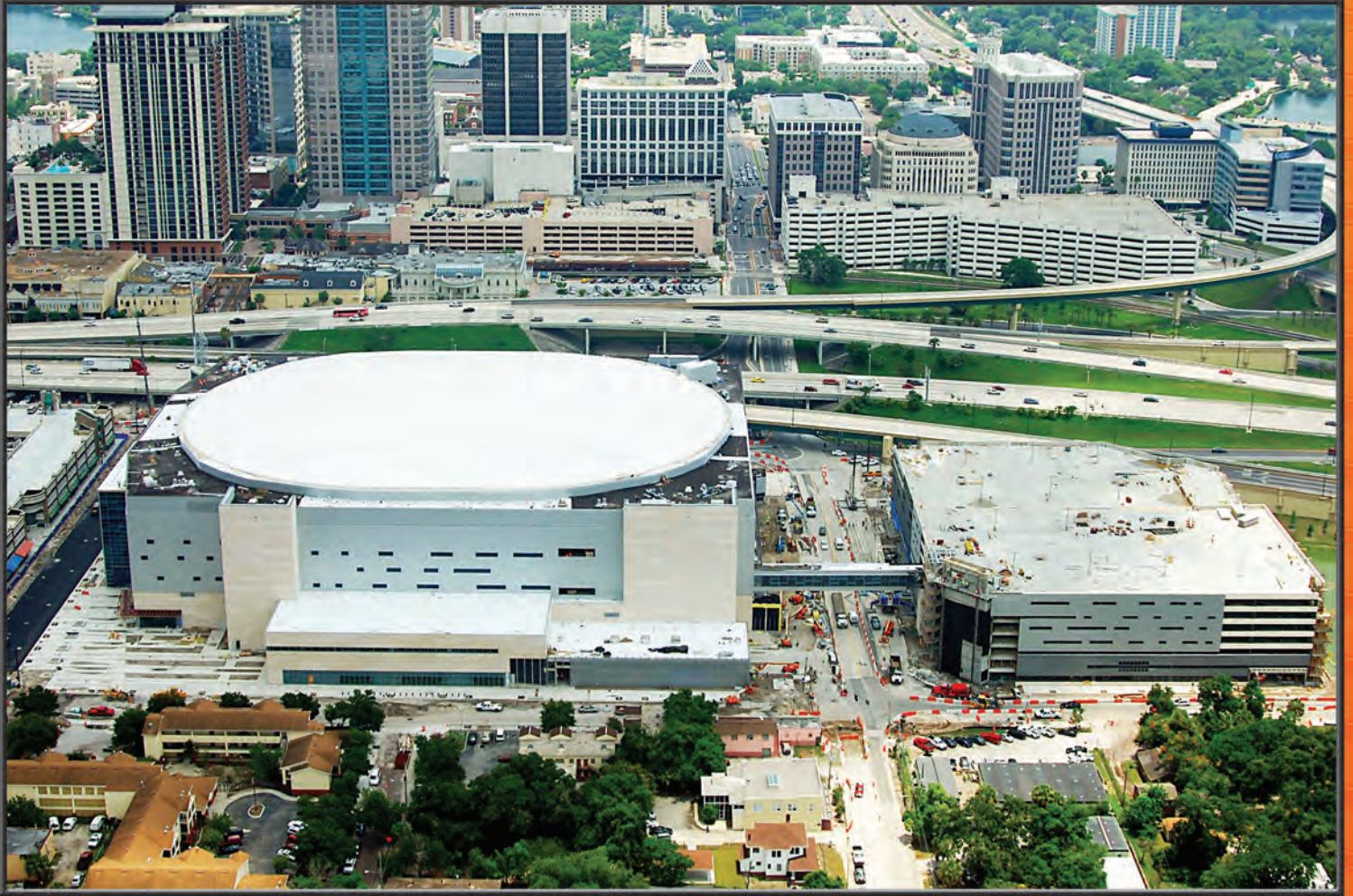


# ANNUAL BUDGET

2010 / 2011



ORLANDO'S NEW AMWAY CENTER

CITY OF ORLANDO, FLORIDA



ACKNOWLEDGEMENTS

COMPILED BY THE OFFICE OF BUSINESS AND FINANCIAL SERVICES STAFF

Rebecca W. Sutton, CGFO	Chief Financial Officer
Raymond Elwell, CPA	Deputy Chief Financial Officer
Michael Stieber	Budget Manager
Brian Battles	Financial Analyst
Ion Luchin	Performance Improvement Analyst
Mark Medlar	Budget Analyst III
Robert Visser	Budget Analyst III
Benjamin Wilson	Budget Analyst II





# CITY OF ORLANDO

## ELECTED CITY OFFICIALS

400 SOUTH ORANGE AVENUE • ORLANDO, FLORIDA 32801



**Buddy Dyer**  
*Mayor*



**Phil Diamond**  
*Commissioner District 1*



**Tony Ortiz**  
*Commissioner District 2*



**Robert F. Stuart**  
*Commissioner District 3*



**Patty Sheehan**  
*Commissioner District 4*



**Daisy W. Lynum**  
*Commissioner District 5*



**Samuel B. Ings**  
*Commissioner District 6*

---

---

## **Guide to Readers**

### About the Budget

The Fiscal Year 2010/2011 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, 2010 through September 30, 2011. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

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

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

**Communications Guide** - as a communications device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included to consolidate the information as much as possible. The budget document also includes a table of contents and a glossary of terms to make it easier to locate and understand its contents. Finally, the budget includes the Chief Financial Officer's Letter and Mayor's Budget Address that provides 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, 2009**

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Snow'.

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, 2009. 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.

---

---

THIS PAGE LEFT INTENTIONALLY BLANK.

---

## TABLE OF CONTENTS

MAYOR'S TRANSMITTAL LETTER	1
CHIEF FINANCIAL OFFICER'S LETTER	3
CITY OF ORLANDO	
City of Orlando History	13
Orlando MSA/Demographics	16
Historical Annexations Map	17
Employment	18
Economic Development Milestones	20
City Organization Chart	21
Government	22
Mayor Profile	24
Commissioner Profiles	25
Map of City Commission Districts	31
City Profile	32
Budget Process Overview	33
Accounting Structure	40
Method of Budgeting and Organizational Structure and Mission	41
Fund Structure	42
BUDGET IN BRIEF	
Mayor's Budget Address	49
Fund Revenue Comparison	58
Fund Expenditure Comparison	59
Total Adopted Budget Revenue Summary by Source Graph	64
Total Adopted Budget Appropriation Summary by Object Code Graph	65
Total Adopted Budget Appropriation Summary by Department Graph	66
Adopted General Fund Summaries	67
Citywide Staffing Table	71
Position Tables	72
Community Service Organizations	79
Capital Improvements Program 2010/2011	82



## TABLE OF CONTENTS

REVENUE DETAIL	
Major Funds FY 2010/2011	88
Major Funds Revenue History	89
General Fund Revenues by Department	90
Major Revenue Sources—General Fund	91
Major Revenue Sources—Non General Funds	101
Fund Balances	117
OPERATING DEPARTMENTS:	
Executive Offices	
Department Overview	125
Office of the Mayor	131
Office of Community Affairs	135
Office of Communications and Neighborhood Relations	143
Office of City Clerk	150
Office of City Commissioners	154
Office of Chief Administrative Officer	156
Minority/Women Business Enterprise	158
Human Resources Division	160
City Attorney's Office	163
Balanced Scorecard	166
Business and Financial Services	
Department Overview	171
Chief Financial Officer	177
Accounting and Control Division	179
Facilities Management Division	182
Management and Budget Division	185
Purchasing & Materials Management Division	187
Real Estate Management Division	191
Technology Management Division	194
Treasury Division	197
Fleet Management Division	200
Risk Management Division	202
Balanced Scorecard	204

## TABLE OF CONTENTS

Economic Development	
Department Overview	209
Director's Office	214
Permitting Division	215
Code Enforcement Division	219
Transportation Planning Division	221
City Planning Division	224
Downtown Development Board	226
Community Redevelopment Agency	228
Balanced Scorecard	230
Families, Parks and Recreation	
Department Overview	235
Director's Office	240
Recreation Division	246
Parks Division	251
Dubsdread Golf Course	254
Balanced Scorecard	256
Fire	
Department Overview	259
Fire Administrative Services Bureau	263
Fire Support Services Bureau	266
Fire Rescue Operations Bureau	269
Balanced Scorecard	273
Housing And Community Development	
Department Overview	277
Balanced Scorecard	282
Orlando Venues	
Department Overview	285
Venue Operations	289
Gardens, Galleries & Museums Division	293
Balanced Scorecard	300

## TABLE OF CONTENTS

Police	
Department Overview	305
Police Administration	313
Administrative Services Bureau	314
Investigative Services Bureau	315
Special Services Bureau	316
Patrol Services Bureau	318
Balanced Scorecard	320
Public Works	
Department Overview	323
Director's Office	332
Engineering Services Division	333
Streets & Stormwater Services Division	336
Transportation Engineering Division	341
Parking Division	345
Environmental Services/Solid Waste Management Division	349
Environmental Services/Wastewater Division	351
CIP/Infrastructure Division	356
Balanced Scorecard	358
CAPITAL IMPROVEMENTS AND DEBT	
Capital Improvement Program Procedure	363
Definition of a Capital Improvement	364
Project Description Form	365
CIP Calendar	366
Description of Funding Sources	367
Adopted Capital Budget 2010/2011	369
Capital Projects Operating Impacts	376
Description of Major Capital Budget Projects	383
Debt Service Overview	390
Rating Agency Analysis	391
Description of Debt Outstanding	393
Bond Issues and Loans Outstanding	401
Summary of Debt Service Requirements to Maturity	403



## TABLE OF CONTENTS

SUPPLEMENTAL INFORMATION	
Appropriation by Major Object Code	408
Changes in Governmental Fund Revenue	412
Assessed Value & Estimated Actual Value of Taxable Property	413
Ad Valorem Revenue Historical Comparison	414
Direct & Overlapping Property Tax Rates	415
Property Tax Levies and Collections	416
Principal Property Tax Payers	417
Schedule of Internal Loan Fund Revenue Dilution Test	418
CRA—Downtown District Tax Increment Revenue Bond Coverage	419
CRA—Republic Drive (Universal Blvd) Tax Increment Revenue Bond Coverage	420
City of Orlando Demographic Statistics	421
School Enrollment, City of Orlando and Orange County	423
APPENDIX	
Policy Overview	427
Budget Policies	428
City Policy for Growth Management	444
City Policy for Capital Improvements	450
Debt Management Policy	474
Reserve Policy Summary	482
GLOSSARY	
Glossary	491
Acronyms	498

THIS PAGE LEFT INTENTIONALLY BLANK.



# TRANSMITTAL LETTER

To the Citizens of the City of Orlando:

The Orlando City Charter charges the Mayor and City Council with the responsibility of setting guidelines for the development of a balanced budget. At the very outset of this year's budget process we established a clear directive that the burden of balancing our budget would not be placed on our taxpayers and instead we would have to focus on finding a way to reduce the cost of City government.

I am very pleased to report that our millage rate will remain constant for the third consecutive year. Since the City's taxable value will decline by over 15%, the majority of taxpayers will actually be paying less in City taxes than they did last year. Over the last two years total property tax revenues have declined 25%, putting over \$35 million in that hands of our citizens so that they can use that money to cope with the economic downturn that is being felt locally, regionally, and nationally.

Our City government, just like families and businesses, has had to make difficult decisions in order to live within our means. Recognizing our recovery from this economic downturn will not occur overnight we have made a significant reduction to the size of our government while continuing to recognize public safety as the most important service we provide. Difficult decisions made today will position your government to be stronger and more efficient when the recovery occurs.

At the start of the budget process we estimated the difference between our projected expenses and our anticipated revenue to be \$50 million. In order to bridge that gap we advocated a sensible and strategic plan comprised of the following major components:

## Permanent Reductions to City Services

In this budget we will be eliminating an additional 140 positions, taking the three-year reduction total to almost 400 civilian positions or 18% of our civilian workforce. Public safety positions have also been shifted to grant funding. Once again, the City offered a voluntary separation program to lessen the impact on affected employees and to reduce the number of layoffs that might otherwise be required. Each of those positions being deleted was tied to a program or responsibility that will no longer be provided by a City employee.

## Cooperation of City Employees

Under existing contracts employees would have been able to receive a 3% cost of living increase for FY2011.







## TRANSMITTAL LETTER

Through the cooperation of our bargaining units we were able to reopen those contracts and extend the period when those increases will take effect. This action alone saved the General Fund \$3 million next year as well as the following fiscal year.

### Judicious Use of Reserves

During the economic growth years the City made a very wise decision to allocate funding to increase its reserves. That enabled us to use unanticipated year-end surpluses to support future budgets or to invest in the repair and maintenance of City facilities.

In FY2011 the accumulation of previous year-end surpluses will be used to balance the budget. Even though this budget was built contemplating a draw on reserves, our total reserves will be maintained at the top of our reserve policy recommended level. Rating agencies have consistently recognized the City for its management of reserves and we will continue to maintain our reserves at a level to maintain our solid financial position while at the same time ensuring we have adequate protection in the event of a natural disaster.

Another critical component of our budget strategy was communication. City staff conducted public budget workshops for the City Council in April, June, July, August, and September. Each of those work sessions was broadcast live on the City's public access channel and the internet, and recordings were simultaneously posted on the internet for those who were unable to view the broadcast live.

The final part of the communication plan is this budget document. I encourage you to read through the information we have provided and to engage your government in discussions about the decisions we've made and our direction for the future. Despite the difficult economic conditions we face today, we remain committed to delivering public services in the most knowledgeable, responsive, and financially responsible manner.

Sincerely,

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

Mayor Buddy Dyer



# CHIEF FINANCIAL OFFICER LETTER



October 1, 2010

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

I am pleased to present to you a balanced budget for the City of Orlando for Fiscal Year (FY) 2010/11, which totals \$932,728,191. This budget was prepared in the continuing throes of the “Great Recession” and its lingering effects on both the State and our local economy. Also, as you’re well aware, the impact of the recession on the City’s budget has been exacerbated by the continuing effects of the approval of Amendment 1 and other property tax reform statutes. The budget being presented is a collaborative effort of City Departments, all of which utilized the guiding parameters and priorities outlined by Mayor Buddy Dyer. As is required, it was formulated within the structure outlined by State

formula. The Council provided meaningful insight during the four budget workshops that were held, including the final one following the Mayor’s Budget Presentation on August 16, 2010. Citizens also had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two formal public hearings held in September.

As the Mayor stated on August 16, “the challenges we have faced over the last three years have been unlike any in our City’s history”. The budget that will be outlined in the following paragraphs continues the hard work and difficult decisions that have been required over that period. The Mayor and this City Council have placed a premium upon their leadership roles and have made the difficult, yet fiscally responsible decisions that were necessary. That trend continued as another series of significant decisions were required to be made this year. As the Mayor stated, “it is our mission to help residents weather the storm and keep the City on course for a more prosperous tomorrow”. As was the case last year he was adamant that raising taxes was not the solution, although many other local governments have taken that avenue. Unlike past years, but similar to last year, an across the board percentage budget cut was not utilized. City services were thoroughly analyzed in order to clearly identify the most critical, core functions and their associated costs. Critical functions were maintained while budgets were reduced everywhere else and in some cases programs were entirely eliminated. Some of those reductions will be outlined below. It is my belief that the City of Orlando has developed a well thought out and critically evaluated fiscal plan for FY 2010/2011. President Herbert Hoover said “About the time we can make the ends meet, somebody moves the ends.” Although it seems that our ends are continually being moved, I am confident that this budget does in fact take the necessary steps to make our ends meet.

The General Fund budget for FY 2010/2011 totals \$356,434,871. This is a decrease of \$14,641,205 when compared to the revised budget for the prior fiscal year. The decrease is the direct result of reduced revenue due to the further decline of the taxable value assessment base. The decline from the prior fiscal year was just shy of 15%. As stated earlier, the budget reflects no change to the millage rate. It remains at 5.6500. Excess reserves of \$20.5 million were used to balance the budget. Reserves at the maximum level recommended by the City’s Reserve Policy are available. Nonetheless, the goal is to minimize the actual use of reserves through the achievement of various efficiencies throughout the fiscal year and the continued evaluation of core functions. To the extent our financial performance exceeds our plan the reserve draw will be reduced.



# CHIEF FINANCIAL OFFICER LETTER

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

## Citywide Staffing/Salaries and Benefits

Although deleting positions and reducing the number of employed individuals is never an easy decision, Departments undertook a detailed analysis of their staffing requirements for the third consecutive year. A total of 148 positions Citywide are being eliminated. The Citywide staffing level is down 420 positions over the last three fiscal years. A total of 117 positions are being eliminated in the General Fund, amounting to over \$5 million of salary savings. This would have been the last year of negotiated agreements with all of our bargaining groups. The previously negotiated contracts would have resulted in a three percent salary increase. However, contracts were re-opened and the Unions agreed to forgo the previously agreed upon increases for this fiscal year as well as the next. As the Mayor has done, I would be remiss if I did not thank the Union leadership as well as its membership for this magnanimous gesture. Their partnership is appreciated and laudable. Non-bargaining employees, as well as Appointed Officials, will also remain at flat salary levels. On a more positive note from an employee perspective, there is once again funding in the budget to continue the previously established level of medical insurance and other benefits for all employees.

## Executive Offices

There will be two positions deleted within the Executive Offices, both of them in the Human Resources Division. Those deletions will save approximately \$150,000 annually in salaries and benefits. In Audit Services and Management Support, part of the City Attorney's Office, two positions will be converted from full time to part time. That will result in annual savings of \$55,000. In addition, there will be a 15% reduction in contributions to community service organizations. That reduction will result in a savings of close to \$500,000. The Transportation Department has been eliminated resulting in the deletion of two positions, including a Director position, and the transfer of two other positions. Those actions will save the General Fund another \$500,000. As part of the dissolution of the Transportation Department, the Transportation Policy Advisor position will be moving to the Governmental Relations program.

## Business and Financial Services

The Office of Business and Financial Services (OB&FS) primarily provides services that support the operations of other City Departments and as such is heavily personnel oriented. A total of 24 positions are being deleted within the OB&FS, a 10% reduction in staffing. This follows a 12% reduction in staffing in the prior fiscal year. Organizational changes designed to help the City achieve cost savings while at the same time helping to ensure that government is as efficient and effective as possible continue to be evaluated and made. Among these changes are the continued phase out of non-essential warehouse and supply operations; consolidation of Fleet Management and Facilities Management business operations and strategic outsourcing of non-specialized maintenance services. The budget includes a rebate of Risk Management fees amounting to \$3 million, with the funding slated to return to the General Fund. The rebate is possible due to available funding exceeding the reserves necessary for actual claims and the actuarially determined reserve for incurred, but not reported claims, as well as maintaining a healthy fund balance. A rebate is evaluated each year and may not be available in future budgets. Vehicle replacement schedules have been modified and will continue to be evaluated. The replacement schedule changes already made will save the General Fund \$3 million over each of the next two years.





## CHIEF FINANCIAL OFFICER LETTER

### Economic Development

An additional component of the dissolution of the Transportation Department was the move of the Transportation Planning Division to the Economic Development Department. A total of 22 positions are being deleted within the Department, 14 within the General Fund and eight within the Building Code Fund. That amounts to a Department-wide 11.5% reduction in staffing. Although stimulating the local economy and focusing on job creation and economic diversification are still part of the Department's mission, a number of initiatives are being frozen or scaled back. The Façade Grant Program is being frozen for one year at a savings of \$300,000. The Impact Fee Assistance Program is also being frozen for one year at a savings of \$50,000. In concert with the 15% reduction in contributions to community service organizations outlined under the Executive Offices, contributions to economic development organizations are also being reduced by 15% or \$140,000.

### Families, Parks, and Recreation

The most significant changes within any Department will occur within Families, Parks and Recreation. There will be strategic outsourcing of maintenance functions. Position realignments will allow for more effective and efficient deployment of supervisory, management and staff employees. There will be a reduction in facility operating hours. That reduction and the realignment of personnel are designed to reflect facility usage patterns and should have a minimal impact on the level of service provided. A total of 56 positions are being deleted within the Department. That reduction amounts to 22% of the Department's workforce. In addition, another 22 positions will be reclassified in order to make positions more interchangeable within the Department. That will give managers more flexibility to address the demand for services and falls in line with the effective and efficient deployment of employees. The savings from the position deletions will be partially offset by an increase in the cost of contractual services due to the strategic outsourcing of maintenance functions mentioned earlier. The net savings from the strategies the Department has implemented will be \$1.6 million. The FY 2010/2011 budget will also include fee increases for Department services. These fee increases are anticipated to generate \$300,000 in additional revenues annually. The new fees will still remain among the lowest in the region for most services, but are being updated to better align with market conditions and costs.

### Fire

As the Mayor indicated in his budget address, the City's focus on public safety is unwavering. As he also indicated, that focus and commitment extends to the Fire Department. As you're aware, through the efforts of many individuals and groups, a SAFER grant was awarded to the City to fund 46 sworn firefighting positions for a period of two years. In FY 2010/2011 that grant will provide \$4.2 million in funding to cover costs that otherwise would have been borne by the General Fund. That revenue, the 46 positions and the associated costs have all been reflected in the Grant Fund. The Fire Department budget will not reflect any position deletions. In fact,



it is the only Department to show an increase in the number of positions. The City has begun, and will



## CHIEF FINANCIAL OFFICER LETTER

continue, an evaluation of medical transport options. Toward that end, an EMS Transport Fund has been created. Three new positions have been added in that Fund in anticipation of beginning medical transport sometime during FY 2010/2011 after options have been thoroughly discussed and vetted. It should also not escape mention that the level of funding allotted to the Fire Department will allow it to maintain its ISO rating of “1”, keeping it one of the top 50 departments in the nation.

### Housing and Community Development

The Department’s General Fund operations are minimal. Funding has normally been provided primarily by State and Federal sources. However, there will be no State Housing Initiatives Partnership funding received in FY 2010/2011. Federal funding will once again be received. As part of the overall \$2,857,389 Community Development Block Grants budget, funding has been included for the Seniors First HEART Program and the Coalition for the Homeless men’s service center, among other things. The service center has been allocated a total of \$800,000. Federal Emergency Shelter Grant funding of \$99,214 will be passed through the City to the Coalition for the Homeless and Harbor House. The Neighborhood Stabilization Fund will continue operations until the funding allocated through the American Recovery and Reinvestment Act of 2009 has been fully utilized.

### Orlando Venues

The Amway Center, the new home of the Orlando Magic of the National Basketball Association, opens in October 2010. The budget includes revenues and expenditures associated with the various events to be held at the Center, as well as the City’s other venues including the Citrus Bowl Stadium. In addition to the Orlando Magic, two other professional sports franchises call Orlando home. Those franchises are the Florida Tuskers of the outdoor United Football League and the Orlando Predators of the indoor Arena Football League. The budget for the Orlando Venues Fund has increased by almost \$10 million. This is due to the opening of the Amway Center. Three positions within the Orlando Venues Department are being deleted. Those positions are all in the Harry P. Leu Botanical Gardens Fund. The FY 2010/2011 budget for the Gardens is \$2,692,023. The Venues Department also includes the operations of the Mennello Museum of American Art. The FY 2010/2011 budget for the Museum is \$601,683.



### Police

It was indicated under the Fire Department discussion that the City’s focus on public safety is unwavering. As the Mayor outlined in his budget address, the Police Department has made the City safer even though faced with budget constraints. The Department is the largest of the General Fund budget, accounting for just under one third of the total. Due to the size of its budget, it would be very difficult to achieve meaningful savings without having the Department contribute in some manner. A total of 20 civilian General Fund position deletions will occur in FY 2010/2011. That will save over \$800,000. In addition, one position is being deleted in the School Crossing Guard Fund for a total of 21 deletions within the Department. Many of the reductions of these non-sworn positions are made possible by new automation



## CHIEF FINANCIAL OFFICER LETTER

opportunities and the use of enhanced technology. The Department has also proposed to reduce the overall supplies budget. This will generate savings of \$153,000. The Cadet program has also been eliminated for a savings of \$85,000. Fifteen positions continue to be funded by a COPS grant. In FY 2010/2011 that grant will provide \$1.03 million in funding to cover costs that otherwise would have been borne by the General Fund. That revenue, the 15 positions and the associated costs have all been reflected in the Grant Fund. A total of 74 of the Department's positions are in the GOAA Police Fund. The budget for that Fund is \$9,003,790.

### Public Works

The final General Fund component of the dissolution of the Transportation Department was the move of the Transportation Engineering Division to the Public Works Department. Combining the operations of the Transportation Engineering Division with the existing portions of Public Works makes the General Fund portion of the Department budget amount to \$19.1 million. In response to the City's budget challenges, the Department will be deleting nine General Fund positions. The position deletions will net \$536,000 in salary savings. To further enhance General Fund savings, 15 positions are being transferred from there to the Stormwater Utility Fund and two positions are being transferred from there to the Construction Management Fund. In addition, some Right-of-Way Management operating costs are being transferred to the Stormwater Utility Fund. All told, the position and operating cost Fund to Fund transfers will save the General Fund over \$1 million. The Department will continue to use State Department of Corrections work crews to convert road medians to a more environmental and budget friendly turf and to perform maintenance functions. It is estimated that annual savings will be \$500,000.

### Community Venues – Interlocal Agreement

Per the Orlando City Council/Orange County Commission Interlocal Agreement related to the financing of construction, expansion and renovation of the Amway Center, a Performing Arts Center and the Citrus Bowl, a total of \$38.2 million has been budgeted for debt service. Almost half of that debt service, \$18.7 million, will be funded via the pass through of County Tourist Development Tax revenue. A total of \$10.7 million will be funded through the Downtown CRA. An additional \$3.3 million will be provided through a Federal Build America Bonds subsidy with \$2.2 million to be funded from State Sales Tax Rebate proceeds pursuant to Section 288 Florida Statutes. Budget revisions for construction and/or additional debt service may occur as necessary during the fiscal year utilizing appropriate procedure.



### Enterprise Funds

Stormwater Utility Fees will not be increased for FY 2010/2011. A total of \$8,308,534 of Stormwater Utility funded projects are included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$24,666,434 includes an automatic annual service charge fee increase of 4% as approved by City Council on July 26, 2010. The automatic annual fee increase was formerly 2.5%. Two positions are being eliminated in the Stormwater Utility Fund and five positions are being eliminated in the Solid Waste Fund. The Wastewater Revenue Fund budget of \$67,841,758 includes a 10% commodity and





## CHIEF FINANCIAL OFFICER LETTER

capacity charge increase for FY 2010/2011. Increases for the next three fiscal years will be 8%, 5% and 5% respectively, as approved by City Council in September 2009. Three positions are being eliminated in the Wastewater Fund. The position deletions will generate \$144,000 in salary savings. The last facet of the dissolution of the Transportation Department was the move of the Parking Division to the Public Works Department. The combined Parking System budget is \$19,948,034. Other than the Fire Department, the Parking Division is the only other area where positions are being added. Two positions are being added in the main Parking Fund to address current service level demands and the opening of the Amway Center.

### Debt Service

The General Fund budget for debt service amounts to \$16,899,958 in FY 2010/2011. The largest components are \$3.7 million associated with the Public Safety Initiative, \$2.9 million associated with the construction of City Hall, \$2.8 million associated with the Parks Initiative and \$2.0 million associated with the FY 2003/2004 construction initiative. Community Venues debt service has been previously discussed. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Area loans, Jefferson Garage and other parking facility construction and Wastewater system improvements.

### Non-Departmental/Non-Operating

The General Fund tax increment payments to the Community Redevelopment Districts will decrease by slightly over \$3 million for FY 2010/2011. The decrease is the result of the economic downturn and the resultant decline of the taxable value assessment base, as outlined in the overall City discussion earlier. Taxable value within all seven CRAs into which the City pays had a net overall decrease of 14.6%. That essentially equates to the overall City taxable value decrease of 14.9%.

### Other Post-Employment Benefits

The City first implemented GASB Statement No. 45/ Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB) in FY 2007/2008. Although the GASB does not require OPEB contributions, the goal of the City is to fully fund the ARC each year and that has been done for the current year. The FY 2010/2011 budget does include an OPEB Trust Fund. The Fund is budgeted at \$20,890,421. That amount is the Annual Required Contribution (ARC) for the fiscal year as determined by Gabriel Roeder Smith & Company, our actuaries. The components of the ARC are an employer contribution, an implicit rate subsidy and a pay-as-you-go portion. The City of Orlando is one of very few governments in the nation that have established this trust and made all annual required contributions to date. Decisions on future year contributions for OPEB will be made as part of each budget cycle.

### Capital Improvement Program

Funding for General Fund capital improvement projects is another area where a budget reduction has occurred. The budget for FY 2010/2011 is \$4.7 million. This is a reduction of \$4.5 million from the \$9.2 million total of the prior fiscal year. Funding has been allocated for mission critical projects and core infrastructure projects. The mission critical projects include \$1 million for the Fire Equipment Replacement project, which is in line with the goal of maintaining annual funding at that level. Another mission critical project is the allocation of \$1.5 million toward technology enhancement. This is especially important given the significant position reductions that have occurred in recent years. Core infrastructure projects include the \$1 million that has been allocated for pavement rehabilitation. That funding will be combined with the \$1,250,000 of Gas Tax funding budgeted for the same purpose. A total of \$700,000



## CHIEF FINANCIAL OFFICER LETTER

has also been included for sidewalk projects. Departments will be utilizing prior approved projects to address critical maintenance and repair items. A \$100,000 contingency has been budgeted to address emergencies during the fiscal year.

The position deletions that have been outlined, cuts to services, adoption of new and revised business practices, revenue enhancements and the use of available reserves are all part of a blended approach toward meeting the General Fund budget gap. This methodology is designed to address the gap, while still, as the Mayor stated, “allowing our City to continue to perform the functions of government that people depend upon every single day at the highest possible level”. Maintaining our current service levels is an untenable situation. Revenues continue to decrease. Even if costs were to remain the same the budget could not be funded without reductions. As the Mayor stated, “in government demand stays the same even when revenues drop”. As you well know, that is a best case scenario. As the Mayor said in follow up to his earlier statement, “tough times often result in an increased demand for services”. We must set a course that allows the City to continue to perform the functions of government that people depend upon every single day by addressing the inherent issues through changes that result in continuing, long term reductions to expenditures.

This is the last fiscal year that a previously agreed upon additional dividend payment will be received from the Orlando Utilities Commission (OUC). As all are aware, OUC was created by a special act of the State legislature to manage and operate the City’s electric and water works plants. The OUC dividend provides for an annual payment of a portion of OUC’s net income to the City. A consensus was reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount to be received from both the dividend payment and franchise fees. That total amount for this fiscal year is \$76.8 million. In the absence of a new agreement for FY 2011/2012, the total combined amount to be received has been projected by OUC to be \$79.1 million.

As was noted in my August 16 presentation that followed the Mayor’s budget address, as well as in previous CFO letters, the City takes its financial management responsibility seriously. Debt ratings from the three rating agencies (Moody’s, S&P, Fitch) continue to remain top tier and are reflective of market recognition of high quality. S&P has stated that Orlando’s financial management practices are considered strong under their assessment methodology, which indicates that they believe practices are strong, well embedded and likely sustainable. S&P has also lauded the City’s willingness to make cuts in light of decreasing revenue streams. The City’s budget and Comprehensive Annual Report are subjected to peer review and annually





## CHIEF FINANCIAL OFFICER LETTER

receive Government Finance Officers Association awards. The City utilizes performance measures in decision making and we continue to move forward with expanding the benefits of our current performance management software. Monthly budget to actual financial statements are submitted to City Council, provided to Department Directors and Fiscal Managers, posted to the Internet for public consumption 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. As has been evident since being elected, Mayor Dyer also has a focus on budget monitoring and control. That focus is necessary if we are to achieve the City's mission of delivering public services in a knowledgeable, responsive and financially responsible manner. Also, as was evidenced by the now removed proposed Constitutional Amendment #3 regarding the assessment of non-homestead property, we can expect that efforts at the State level to refine the Property Tax system and/or governmental budgeting will not cease. Those efforts, if proven successful, will have a negative impact on the City's revenue base.

I am sincerely appreciative of the Mayor, City Commissioners and Department Directors for their support, cooperation, patience and perseverance during the budget development process. In light of the challenges that we have continued to face, the budget being presented could not have been developed without that support, cooperation, patience and most notably, perseverance. The Mayor has stated that Orlando is "now in a better position than most cities to surge ahead once our national economy recovers". I wholeheartedly agree and believe that this budget will help us to make that surge.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rebecca W. Sutton", is positioned above the printed name.

Rebecca W. Sutton  
Chief Financial Officer



# CITY OF ORLANDO



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

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

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

City of Orlando

**Timeline:**

1856	Orlando becomes County Seat.
1875	"Town of Orlando" incorporates.
1885	"City of Orlando" incorporates.
1880s	Arrival of railroads. Orlando begins to export large quantities of citrus fruit.
1920s	Orlando's main streets are paved with bricks. Population crosses the 10,000 threshold.
1930s	Orlando endures Great Depression. WPA builds canals, improves parks, expands the City's airport.
1940s	Municipal airport becomes an Army Air Corps training facility. McCoy Air Force Base is built.
1950s	Florida turnpike is routed through Orlando.
1956	Lockheed-Martin purchases 10 square miles for a plant southwest of downtown Orlando.

**Orlando History**

In 1856 what was then known as the Village of Orlando became the county seat of Orange County, Florida. On July 31st, 1875 the Town of Orlando was officially incorporated with an area of approximately 4 square miles, and incorporation as a city followed in 1885. Today, the City of Orlando, as a result of numerous annexations, has an area of over 111 square miles.

The arrival of railroads in the 1880s enabled the region (and Orlando) to export large quantities of oranges and other citrus fruit to northern markets and allowed citrus to overtake cattle ranching as the dominant industry. The availability of railroad transportation, warm winters, natural lakes and orange groves attracted more tourists and new settlers. By the 1920s Orlando's main streets began to be paved with bricks and Orlando's population crossed the 10,000-person threshold.

Following a destructive hurricane, Florida's 1920's land boom came to an end and the United States as a whole entered the Great Depression. Orlando endured the Depression through agriculture, private charity and employment provided through numerous public works projects. The Works Progress Administration (WPA) constructed post offices and courthouses, built canals and improved parks, but most importantly, repaved and expanded the City's airport. The municipal airport after repaving and expansion by the WPA, became an Army Air Corps training facility in 1940 (today it is Orlando Executive Airport).

Soon after, a second sprawling (23 square mile) Army air facility, Pinecastle Army Air Field (later known as McCoy Air Force Base), was built to the Southeast of Orlando. During the Cold War two of the parallel runways were expanded to 12,000 feet long (more than 2 miles) and 200 feet wide. Beginning in 1974 the base began the conversion to what is now Orlando International Airport (OIA). The conversion culminated in the construction of a world-class airport terminal. In 1982 OIA was annexed into the City of Orlando. Additional runways, air-sides and amenities have been constructed by OIA to accommodate the booming air travel and tourism industries. Since 1996 OIA has served more than 2 million passengers a month while receiving #1 customer satisfaction ratings from both the International Air Transport Association (IATA) and JD Powers and Associates.

Forty miles to the east of Orlando is Cape Canaveral and in 1955 the Air Force began testing missiles on this barrier island that angles out into the Atlantic Ocean. The following year, Glen L. Martin Company (now Lockheed-Martin) purchased 10 square miles for a plant 10 miles southwest of downtown Orlando. The Lockheed-Martin plant, which is still in operation, brought scientists and engineers to Orlando. For years the area behind the Lockheed-Martin plant, where devices were sometimes tested, was known as the "remote area." Today it is prime real estate, accessible from four different interstate interchanges and is adjacent to the Orlando / Orange County Convention Center and the International Drive tourist corridor.

City of Orlando

**Timeline:**

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

Caught up in the spirit of the 1960's technological revolution, Orlando's civic leaders secured a state university. Florida Technological University was built in Orange County between Orlando and the Kennedy Space Center. Today, renamed the University of Central Florida (UCF), the University has an enrollment of around 50,000 students, offering Bachelors, Masters and PhD degree programs. In 2006 the State approved the creation of a medical school at UCF and the campus for that program will be located in the City of Orlando. During the same era, Valencia Community College (VCC) was founded to provide workforce training, two-year degrees and an additional entry-point to UCF. Today, VCC has four campuses and serves over 51,000 students a year.

In the 1950s the local legislative delegation succeeded in getting the new Florida Turnpike routed by the City. Then, in the 1960s Interstate 4 (I-4) was routed and built through downtown Orlando. The intersection of the Florida Turnpike and I-4, while still under construction, caught the eye of Walt Disney. Disney knew from his California experience the impact that "freeways" could have on an area. Moreover, Walt Disney wanted to have first crack at the hotels that would inevitably be located outside his new "Disney World." Disney amassed tens of thousands of acres, mostly citrus groves, along I-4. The 1968 announcement of plans to build Disney World, and its opening in 1971, sparked very rapid growth in the Central Florida region in the 1970s. Only the 1974 gas shortages and the 1975 recession, with its 11.1% unemployment rate, stopped the rapid in-migration. As the economy recovered, in-migration resumed.

Orlando continues to be a major tourist destination area. Walt Disney World is located 10 miles outside the City limits (20 miles from downtown) on I-4. As a major regional employer, Disney impacted Orlando through changes in regional employment and population. The opening of Universal Studios Florida (located within the City limits 10 miles from downtown, also on I-4), had a more direct impact. Universal soon became the City's single largest taxpayer, as well as one of the largest customers for the City of Orlando's municipal electric and water utility, the Orlando Utilities Commission (OUC).

Growth during the 1980s and most of the 1990s was steady in part because of prolonged economic stability. A brief interruption in the steady growth occurred in the early 1990s because of the closure of the Orlando Naval Training Center and Annex (Navy base). Steady growth resumed with the construction and opening of a second theme park at Universal Studios (Islands of Adventure) and the economic recovery of the 1990s. The Naval Training Center and its Annex were redeveloped as the residential communities of Baldwin Park and Southport.

The 2000s have seen the City of Orlando continue to grow, reaching a population of over 235,000. In 2002 Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City's second accredited law school joining Barry University College of Law. Also, Downtown Orlando would experience a massive revitalization during this time, reinvigorating the Orlando urban core.

City of Orlando

**Timeline:**

- 2007** The City of Orlando approves Community Venues and Commuter Rail agreements. The City launches its first comprehensive environmental action agenda.
- 2009** The Burnham Institute for Medical Research facility opens in Lake Nona.
- 2010** The 18,500 seat Events Center will host concerts, sports and other community events in addition to being the new home of the Orlando Magic, Orlando Predators and Orlando Titans. Citrus Bowl Phase I improvements are complete adding updated amenities including lighting, concessions, and field turf. The UCF Medical School opens in Lake Nona.
- 2013** The 3,000 seat Performing Arts Center will host opera, ballet, dance, and civic events as well as touring Broadway shows and comedy acts. Sunrail commuter rail service begins, linking twelve stations between Orlando and DeBary.

The year of 2007 secured its place in history with the decision to move forward on two landmark initiatives, and the launching of the City’s first comprehensive environmental action agenda - Green Works Orlando.

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

The second landmark decision in 2007 was The Central Florida Commuter Rail Transit (CFCRT) project, now known as Sunrail. This project is a passenger rail service operating along 61.5-miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which 4 are within City jurisdiction. Each station will be pedestrian accessible and have convenient connections for bus and other transportation services.

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

Opened in 2009, the Burnham Institute for Medical Research facility is a high-tech collaborative research institution dedicated to finding cures for human diseases. The 2010 opening of the UCF Medical School offers a state-of-the-art complex for medical education, health sciences education and biomedical research.

The Burnham Institute and the UCF Medical School will strengthen the community’s focus on biomedical research and provide endless benefits for future generations. The two projects are projected to have a potential economic impact that exceeds a multi-billion dollar threshold and create thousands of jobs in the next ten years.

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

## City of Orlando

---

### Orlando MSA

The City of Orlando is also recognized as the core of a four county Metropolitan Statistical Area (MSA) named the “Orlando MSA.” The four county Orlando MSA includes Orlando’s home county of Orange, as well as three adjacent counties: Seminole, Lake and Osceola Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area (MSA) is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 200,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of approximately 1,000,000 persons, while the four-county MSA has a population of more than 2,000,000 persons.

### POPULATION

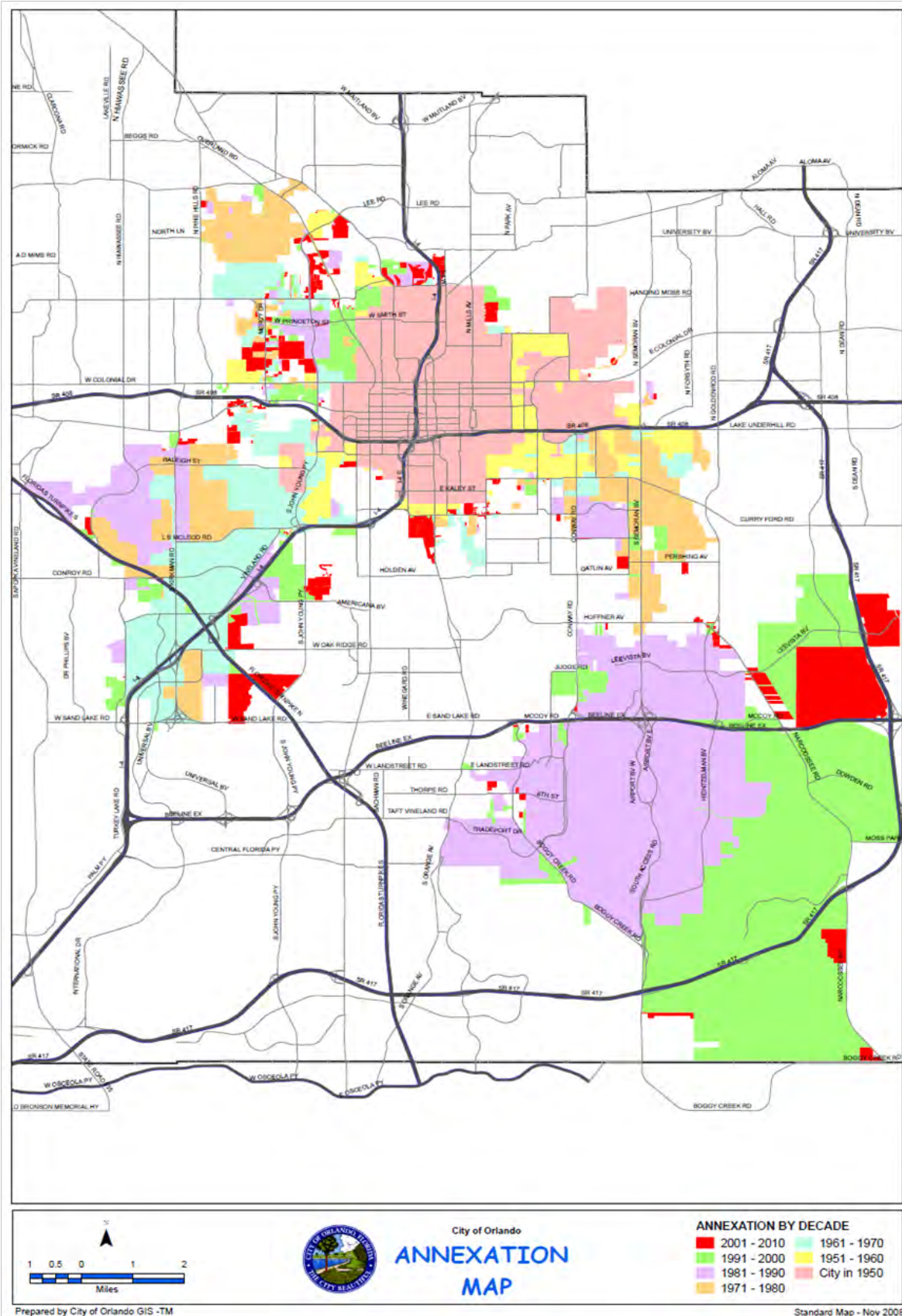
<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	235,675	1,081,954	2,077,969

Source: Metro Orlando Economic Development Commission. Data for prior decades from the United States Census Bureau.

The accompanying map shows the patterns of annexation. Specifically, the 1950’s borders are known as the “traditional city.” The area that is now Universal Studios was annexed during the 1960’s, while the large southeastern annexation during the 1980’s is the annexation of Orlando International Airport (OIA). One byproduct of annexation is that the City of Orlando’s population per square mile fell as large undeveloped areas with relatively little population were annexed into the City. Future annexations are constrained by the Orange County line. See Map.



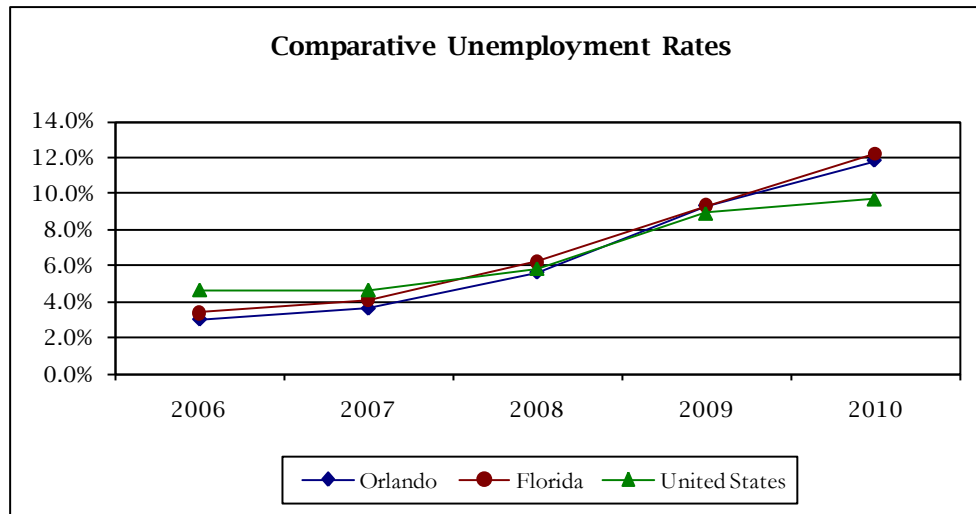
City of Orlando





AVERAGE ANNUAL UNEMPLOYMENT RATE

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
2006	3.0%	3.1%	3.2%	3.4%	4.6%
2007	3.6%	3.7%	3.8%	4.1%	4.6%
2008	5.6%	5.8%	5.9%	6.2%	5.8%
2009	9.3%	9.7%	9.7%	9.3%	8.9%
2010	11.8%	12.3%	12.4%	12.2%	9.7%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2010 is as of March. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics as of April.

## City of Orlando

---

### Major Orlando Employers

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	25,869
2.	Florida Hospital	General medical & surgical hospitals	16,000
3.	Universal Orlando	Motion picture & video production, entertainment and tourism	13,000
4.	Orlando Health	General medical & surgical hospitals	13,000
5.	Orange County Government	General Government	8,000
6.	SeaWorld Orlando	Leisure and Hospitality	7,290
7.	Lockheed Martin Corporation	Aerospace	7,200
8.	Darden Restaurants	Accommodation and Food Service, Management	6,500
9.	Marriott International Inc.	Leisure and Hospitality	6,312
10.	Starwood Hotels and Resorts	Leisure and Hospitality	5,369

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

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

<u>Rank</u>	<u>Industry</u>	<u>Employees</u>
1.	Leisure & Hospitality	192,100
2.	Professional & Business Services	166,200
3.	Government	122,500
4.	Education & Health Services	120,500
5.	Retail Trade	112,100
6.	Finance and Insurance	61,700
7.	Construction	49,900
8.	Wholesale Trade	39,200
9.	Manufacturing	37,500
10.	Transportation, Warehousing, & Utilities	29,300
11.	Information	23,800
12.	Other Services	48,600

Source: Metro Orlando Economic Development Commission  
Employment by Industry Statistics - May 2010

## City of Orlando

---

### Economic Development Milestones

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

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

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

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

**1980 Orlando’s Community Redevelopment Agency (CRA)** established, with mission focused on providing infrastructure and resources to generate private investment in Downtown Orlando.

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

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

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

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

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

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

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

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

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

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

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

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

**2008 Veteran’s Administration (VA) Medical Center at Lake Nona** groundbreaking ceremony takes place. The new 1 million square foot VA Medical Center, part of the **Medical City** at Lake Nona, will open in 2012.

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

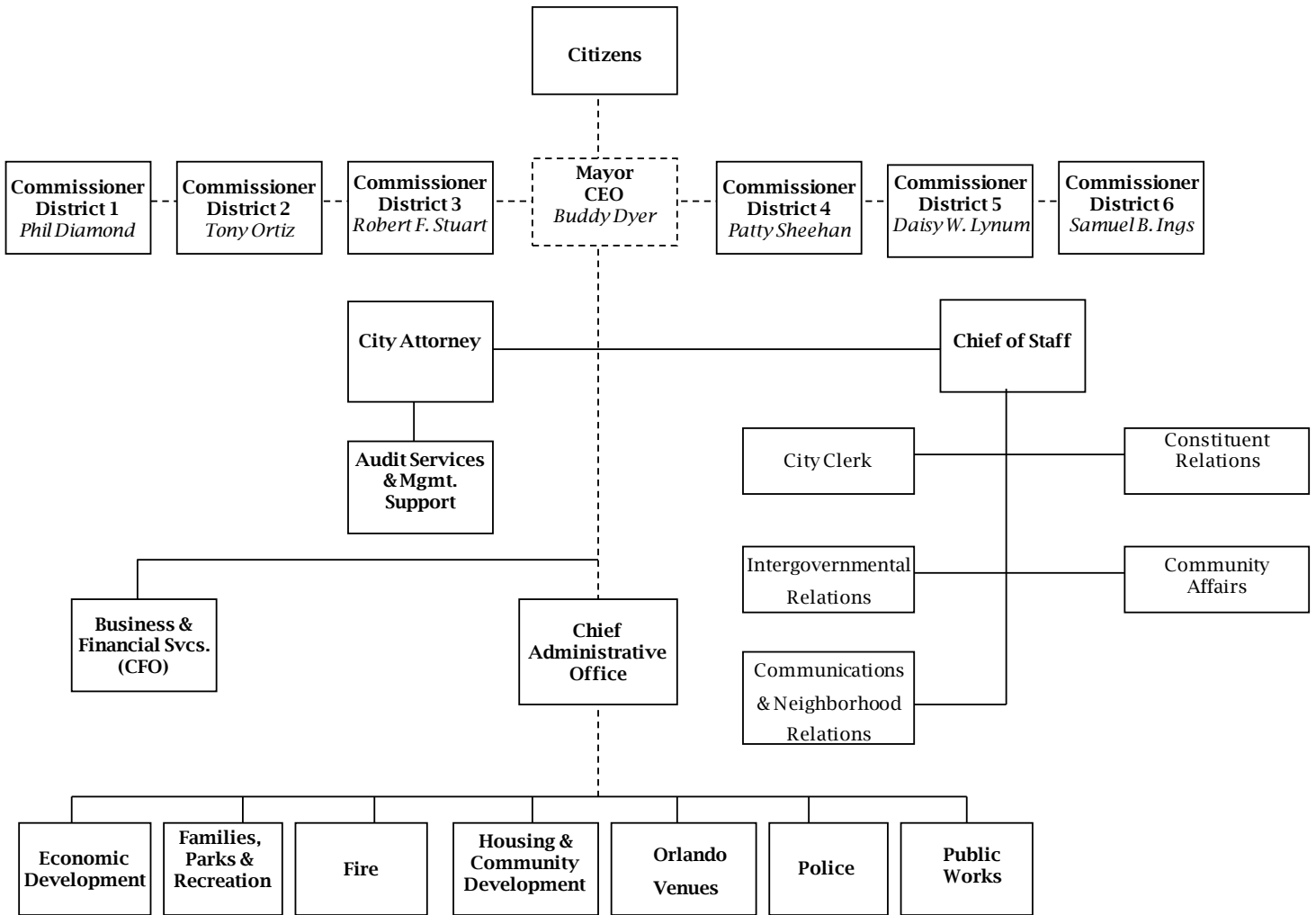
**2009 Sanford-Burnham Institute for Medical Research** opens within the Medical City at Lake Nona.

**2010 UCF Medical School** opens with inaugural Class within the Medical City at Lake Nona.

**2010** Opening of the **Wizarding World of Harry Potter** at **Universal Studios**.

**2010** Opening of the **Amway Center**.

# Organization Chart



## City of Orlando

---

### City of Orlando Government

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

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through the C4 Committee and seven Department Directors. The C4 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the City Attorney and the Chief of Staff. The C4 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are five staff offices that report to the Chief of Staff. The Citywide organization chart on the previous page displays the relationships between organizational units of the City.

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

Other activities and functions in the City include:

- A **public utility** run by the Orlando Utilities Commission. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish the Orlando Utilities Commission to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- On September 27, 1976, the City entered into an agreement with the **Greater Orlando Aviation Authority (GOAA)** to use and operate the Orlando Executive Airport and Orlando International Airport (OIA) for a term of 50 years. GOAA is governed by a seven-member board: the mayor of the City of Orlando, the Chairman of the Board of County Commissioners, and five other members who are appointed by the Governor of the State of Florida, subject to confirmation by the Florida Senate. GOAA is considered a related party for financial classification purposes and their operations are not reflected in the City budget or annual financial report, except for security services provided by the Police Department.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County, along with express bus service from Lake and Volusia Counties. The Lynx board of directors consists of representatives from each of those counties plus the Mayor of the City of Orlando and the Florida Department of Transportation District Secretary for this region. In addition to fares charged to riders, each partner provides operating support to Lynx. The City also provides funding to Lynx (through the CRA and parking revenues) to operate a downtown circulator route that is free of charge to riders.
- The **Central Florida Commuter Rail Transit (CFCRT)** 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.

## City of Orlando

## City of Orlando Government

Employee/Population Ratio Comparison  
Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Clearwater	110,251	1,767	16.03
Tallahassee	177,879	2,849	16.02
Boca Raton	85,296	1,288	15.10
Fort Lauderdale	180,084	2,589	14.38
Tampa	339,365	4,767	14.05
<b>Orlando</b>	<b>235,673</b>	<b>3,019</b>	<b>12.81</b>
St. Petersburg	251,459	2,745	10.92
Gainesville	130,933	1,297	9.91
Hollywood	142,943	1,383	9.68

**Source:** Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of June 7, 2010.

Employee/Population Ratio Comparison  
Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Orange	1,114,979	10,076	9.04
Lake	286,499	1,887	6.59
Osceola	280,279	1,562	5.57
Seminole	426,413	1,327	3.11

**Source:** Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of June 7, 2010.



## City of Orlando Government

**Mayor Buddy Dyer**

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

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

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

Mayor Dyer is leading the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences, and biotechnology, modeling, simulation, and training, and aviation and aerospace.

Mayor Dyer is a fierce advocate for the expansion of public mass-transit and for creating more walkable, livable communities. Through his leadership, Orlando has become the epicenter of America's "Rail Renaissance" and will soon be home to the nation's first high speed rail line as well as the region's first-ever commuter rail system called SunRail. Mayor Dyer has become a national voice for America's cities in advancing the need for a nationwide high speed rail network.

Mayor Dyer also engineered one of the most remarkable downtown resurgences anywhere in the country, anchored by the creation of world-class sports, arts and entertainment venues for the City's residents and visitors. While Orlando's accomplishments under Mayor Dyer's leadership fall under a broad range of categories, each has a common element; they were made possible because of the power of partnership.

Since his first day in office, Mayor Dyer has fought to increase cooperation and partnership between Central Florida's many governments, its business and civic communities and its residents. The result of this effort is a new era of collaboration that has paved the way for a string of remarkable, "game changing" accomplishments for greater Orlando in a very short period of time and has set the City on course for a more prosperous future.

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

Mayor Dyer earned his undergraduate degree in Civil Engineering from Brown University and his Juris Doctor degree from the University of Florida College of Law, where he was Editor-in-Chief of the University of Florida Law Review and a member of the prestigious Florida Blue Key organization. He graduated with honors and received the highest score on the Florida Bar Exam that year.

Before he chose to serve in public office, Mayor Dyer worked as an environmental engineer. He has also practiced law for more than 20 years. He often calls upon this dynamic professional background to serve the residents of Orlando. Where other elected leaders may only focus on the "big picture" or one specific area of expertise, Mayor Dyer has been able to create a broad shared vision for projects and policies while also playing a key role in the technical, legislative or legal process that is necessary to make them a reality.

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

## City of Orlando

---

### City Commissioners

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

#### District 1

#### Commissioner Phil Diamond



Phil Diamond was elected to the City Council in 2002. He was re-elected in 2006 and 2010 without opposition. He served as Mayor Pro Tem of the City of Orlando from 2005-2007. His district stretches from Delaney Park to the Osceola County border. Half of the City's land is in his district.

Commissioner Diamond has been a tireless advocate for neighborhoods. He has supported efforts to reduce traffic congestion and improve the safety of our roads. He has been instrumental in improving and expanding our park system. Commissioner Diamond has worked to diversify our economy and bring high paying jobs to Orlando. He is known as a staunch fiscal conservative.

His government/civic service/professional activities include:

- Mayor Pro Tem of the City of Orlando, 2005-2007
- Founding President, Delaney Park Neighborhood Association
- Past Vice President, Blankner School Foundation
- Past President and Member, Orlando Rotary Breakfast Club
- Member, Orange County Bar Association
  - Former Chair, Estate Planning and Probate Committee
  - Former Chair, Business Law Committee
- Past President and Member, Florida Institute of Certified Public Accountants, Central Florida Chapter
- Past President, Central Florida Employee Benefit Council
- Past Director, Orlando's Promise
- Member, First United Methodist Church of Orlando
- Former Chair, City of Orlando Community and Youth Services Board
- Former Chair, Trotter's Park Equestrian Facilities Committee
- Leadership Orlando Graduate (Class 33)

He is married with a daughter and a son and lives in Delaney Park. He is a practicing attorney who is of counsel to the Carlton Fields law firm.

---

**City of Orlando**
**District 2****Commissioner Tony Ortiz**

Commissioner Antonio “Tony” Ortiz was born in Manati, Puerto Rico. Commissioner Ortiz’s father served and retired as a Lieutenant Colonel of the Puerto Rico Police Department and his mother worked as a librarian.

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

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

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

Since 2003, he has been instrumental in coordinating all the Hispanic Citizen Police Academies for the Orlando Police Department. Commissioner Ortiz was in the forefront in organizing the First Business Police Academy. This program focused on teaching business leaders techniques on crime prevention and conducting physical security.

He is a strong advocate of crime prevention and public safety within the community. He wrote and hosted the “Behind the Badge” segment for the Orlando Police Department. This public outreach segment focused on community oriented safety, crime awareness, and community involvement.

In Central Florida, he is a pioneer in the implementation of the concept of Neighborhood and Business Councils. A proactive approach to maintain the communities and merchants involved with City government and law enforcement; while maintaining the local government abreast of this communication and merchant’s problems.

He is a member of the National League of Cities—Hispanic Elected Local Officials (HELO), a member of the Florida League of Cities, a member of the Tri-Counties League of Cities, a member of the Orlando Web Foundation Board of Directors, a member of the After-School-All-Starts Board of Directors, a member of the Central Florida Marine Corps Foundations, a member of the Working Together Coalition (a City partnering organization) , a UCF Alumni, a member of Good Shepherd Catholic Church. Commissioner Tony Ortiz was also the former (for two years) President of the National Latino Peace Officer Association of Central Florida.

---

 City of Orlando

## District 3

## Commissioner Robert F. Stuart



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

During his tenure on the City Council, Commissioner Stuart has worked closely with more than 36 neighborhood and community associations. In addition, District 3's Neighborhood Watch groups have ranked #1 in the City of Orlando with most group meetings and most citizen participants. Commissioner Stuart also started Orlando's Lake Alert System, an email alert program to tell citizens what is happening on our 108 lakes. Along with Mayor Dyer, he serves on Orlando's Finance Committee, overseeing our City's investment policy. He was instrumental in the creation of the Edgewater Drive Vision Task Force, the renovation of Historic Dubsdread Golf Course, and countless public safety initiatives.

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

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

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

Commissioner Stuart is a graduate of the University of Florida, is married to his college sweetheart, Ann, for 33 years and has two grown children and one grandchild. He is also active at College Park Baptist Church. He also continues to umpire baseball throughout Central Florida, and has umpired in two Little League World Series Tournaments (1996 & 2005).

---

City of Orlando

## District 4

## Commissioner Patty Sheehan



In April of 2000, Commissioner Patty Sheehan was first elected to the Orlando City Council to represent District 4. She was subsequently re-elected in 2004 and 2008, in the latter with no opposition. District 4 includes the neighborhoods of Colonialtown North, Colonialtown South, Coytown, East Central Park, Lake Underhill, Dover Shores West, Lake Como, Lake Davis/Greenwood, Lawsona/Ferncreek, the Lake Lawson Historic Neighborhood Association, Thornton Park, South Eola, Lake Eola Heights, Lake Cherokee, Lake Copeland, Albert Shores, Hampton Park, Lake Holden Terrace, Millenia and Camellia Gardens. Also included are the Central business district, Colonialtown Center and South Orange and Division commercial business areas.

Commissioner Sheehan attended the University of Central Florida and earned her BA in Art. She worked full-time at a construction company to pay for her education. A former administrator with the Florida Department of Agriculture and Consumer Services, Commissioner Sheehan serves her constituents full-time. She has been a Central Florida resident for nearly four decades, and has lived in her quaint, Colonialtown bungalow for 15 years.

Commissioner Sheehan's efforts have been recognized by many organizations. For two consecutive years, she was recognized by the State of Florida's Davis Productivity Award for measurably increasing performance and state services to Florida taxpayers. She was the District 4 Volunteer of the Year, Colonialtown Volunteer of the Year and Block Captain of the Year for District 4 Neighborhood Watch and also served as President of the Colonialtown North Neighborhood Association. She is a volunteer for Green-Up Orlando and Keep Orlando Beautiful. She has been recognized in an [Orlando Weekly](#) and [Orlando Magazine](#) poll as one of Orlando's Best Politicians. Additionally, she received the Spectrum Awards for Community Activism, Role Model and Lifetime Achievement.

Patty Sheehan has served her community through many organizations including The Nominating Committee and The Public Safety Advisory Committee of the National League of Cities, The Ripple Effect, MetroPlan, Seniors First, Orlando NOW, Central Floridians Against Discrimination, Joy Metropolitan Community Church and the Seminole County School's Dividends Program. She is the founder and Chairperson for the Wheels for Kids program, which provides bicycles, helmets and locks and chains to needy elementary and middle school students living in Reeves Terrace public housing. She currently serves on the East Central Florida Regional Planning Council.

Commissioner Sheehan is well known for her advocacy of pedestrian safety, children's issues, neighborhoods and historic preservation and a thriving downtown.

Patty Sheehan's hobbies include gardening, photography, home improvement, painting and tooling around Orlando on her Vespa. She shares her home with her partner, Jocelynn, their Chinese Crested dog, Maxine, and Lui, their cat, as well as an assortment of tropical fish.

---

 City of Orlando

## District 5

## Commissioner Daisy W. Lynum



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

After graduating from Carver Heights High School in 1964, Ms. Lynum earned an undergraduate degree in Sociology at Bethune-Cookman College and a graduate degree in clinical Social Work (MSW) from Florida State University. As a Rockefeller Foundation Scholar recipient, Post Baccalaureate studies were completed at Haverford and Bryn Mawr colleges in Pennsylvania, and her teaching certification was completed at the University of Central Florida. In 2000, Commissioner Lynum completed the John F. Kennedy School of Government Program for Executives at Harvard University. Florida Metropolitan University awarded Commissioner Lynum the Honorary Doctorate of Humane Letters in May 2005.

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

After more than 30 years of employment, first as a 5th grade teacher, followed by a career as a social worker and administrator for the Department of Health & Rehabilitative Services, and a Special Services Social Worker for Orange County Public Schools, Commissioner Lynum retired in 2002.

Simultaneously, her years of community and civic involvement have included: Vice Chair BBIF Board; Florida League of Cities Urban Administration, resolution and policy committees and the Board of Directors; Board of Directors for the National League of Cities; and, currently she is the President of Women in Municipal Government, immediate past President of the National Black Caucus of Local Elected Officials; Past-president of the Florida Black Caucus of Local Elected Officials; Metro Plan Orlando Transportation Board; Orange County Voter's League; Life Member NAACP, was recently appointed to the Nemours Council member; and, 2005 Onyx Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.



## City of Orlando

## District 6

## Commissioner Samuel B. Ings



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

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

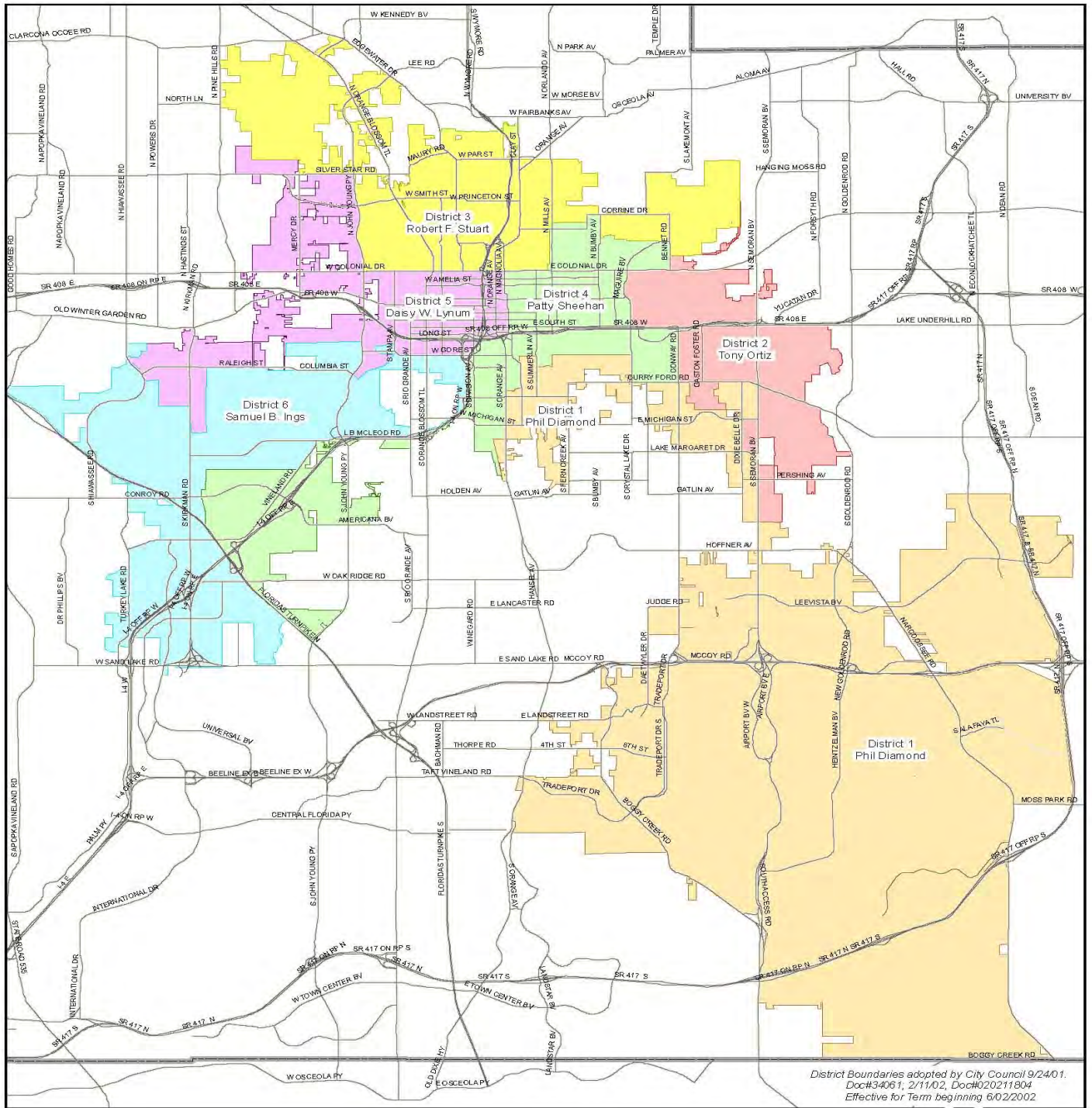
- Founder, President/Chief Executive Officer for Ark of Faith Ministries, Inc., Orlando, FL
- Former Region III Vice President of N.O.B.L.E. (National Organization of Black Law Enforcement Executives)
- Past Florida Chapter President of N.O.B.L.E., 1994/95
- Past Vice President of N.O.B.L.E., 1994
- Member of the Orlando Police Benevolent Assoc.
- Member of the Fraternal Order of Police, Lodge #25
- Member of the FBI National Academy Associates
- Member of the Orlando Brotherhood of Police Officers
- Member of the Rollins College Alumni Assoc.
- Member of the Valencia Community College Alumni Assoc.
- Member of the Omega PSI PHI Fraternity, Inc.
- Member of the Orange County Political Coalition
- Member of the local branch of the National Association For the Advancement of Colored People (NAACP)

With integrity of heart, Commissioner Samuel B. Ings is committed to working to enhance the safety and quality of life for the benefit of all residing in our great community.

#### Projects

District 6 Neighborhood Street Improvements and Traffic Calming  
 EggCellent Health Fair and Easter Egg Hunt at Sylvester I. Hankins Park  
 Crime Prevention and Awareness Week for the Communities of District 6  
 Dr. James R. Smith Neighborhood Center's "Orlando Magic Computer Lab"  
 Neighborhood and Displaced Families Christmas Toy Giveaways  
 Seniors' Thanksgiving Luncheon at L. Claudia Allen Center  
 Community Black History Celebration Activities at Dr. James R. Smith Community Center

City of Orlando



City of Orlando  
**COMMISSIONER DISTRICTS**

**COMMISSIONER DISTRICTS**

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6

Prepared by City of Orlando GIS -TM

Standard Map - Dec 2008

## City of Orlando

### PROFILE (as of September 30, 2010)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.7 square miles
Population (projected 2009/2010)	235,860
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	630.76 miles
Streets - brick	55.39 miles
Sidewalks	818.41 miles
Off Road Bicycle Facilities	22.22 miles
On Street Bicycle Lanes	202.26 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	22
Swimming Pools	11
Tennis Courts	43
Basketball Courts (Exterior)	49
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	61
Gymnasiums	7
Parks	113
Golf Greens	2
Lakes	90
Boat Ramps	5
Playgrounds	47
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Fire Protection:	
Stations	17
Engine Companies	18
Tower Ladder Companies	7
Heavy Rescue	1
Rescue Companies	8
Urban Search & Rescue Unit	1
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	4
Air & Light Unit	1
Command Vehicles	6
Boats/Jet Skis	3
Police Protection:	
Stations, Substations and Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	444
- unmarked cars	148
- motorcycles	36
- other vehicles	306
- bicycles	74

## City of Orlando

---

### OVERVIEW OF THE BUDGET PROCESS

The Management and Budget Division of the Office of Business & Financial Services coordinates the budget process. The formal budgeting process, which begins in December and ends in September, provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources. Revenues and expenditures are projected on the basis of information provided by City departments, outside agencies, current rate structures, historical data and statistical trends.

### A. BUDGET GUIDES

The City Council has adopted a number of policies that are designed to guide budget preparation. The policies are contained in the Appendix, pages 429 through 443.

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. Increment requests were not solicited this fiscal year.
- As a continuing consequence of Property Tax Reform and current economic conditions, Departments were required to submit program prioritization packages outlining their General Fund operations. These packages detailed and prioritized current service levels. The impact of discontinuing a program/service was included. Programmatic budget reductions were then made based upon overall City and individual Department priorities.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to:
  - structure budget choices and information in terms of divisions and their related program work activities;
  - provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and,
  - measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).
 As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.



## City of Orlando

---

- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies. Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. This is based upon historical collection rates. Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

### B. BUDGET PREPARATION

The budget calendar used to prepare the FY 2010/2011 budget is presented on the following page. The process of developing the operating budget begins officially in December each year. The budget preparation process provides department and division directors an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods, and to outline requirements for capital outlay items. Management and Budget is also available to assist with new personnel requests if they are solicited (no requests were accepted for FY 2010/2011).

Management and Budget 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 continue to be developed, 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. Management and Budget 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 2010/2011 Budget Calendar**

**December 2009**

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

**January 2010**

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

**February 2010**

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

**March 2010**

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

**April 2010**

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

**May 2010**

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

**December**  
7 Distribution of budget preparation overview and instructions for reorganizations

31 Annual Grant Plans due to Grants Development Supervisor

**February**  
1 Reorganization requests due in Management & Budget (M&B)

1 Distribution of instructions and forms for revenue budgets and Revenue Manual revisions

CAO/M&B review of Capital Improvement Project requests. Executive Management review of reorganization requests

8 Advance notice regarding Performance Management information

22 Revenue Manual revisions due in M&B

**March**  
1 Revenue budgets due in M&B

**April**  
22 Distribution of instructions and forms for expenditure requests

26 Initial budget workshop

**May**  
17 Expenditure requests due in M&B

18 M&B begins analyzing requests

**June**  
1-30 M&B/CAO/Mayor review of budget requests and formulation of recommended budget

21 Second budget workshop

**July**  
1 Certification of property values by Orange County Property Appraiser

12 Third budget workshop

26 Proposed millage rate vote

**August**  
16 Fourth budget workshop, Mayor presents proposed budget

**September**  
13 First public hearing to adopt proposed millage rate, budget and Capital Improvement Program

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

**October**  
1 Implementation of adopted budget

**November-September**  
Monitoring of all budgets

**June 2010**

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

**July 2010**

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

**August 2010**

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

**September 2010**

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

**October 2010**

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

**November 2010**

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

---

## City of Orlando

---

### C. BUDGET REVIEW

During a standard budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after core services are addressed. Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors and then with City Administration. As previously indicated, program prioritization packages were required to be submitted for FY 2010/2011. Those submittals were then reviewed with the Department Directors and were evaluated by senior management including the CAO, CFO, City Attorney and Chief of Staff.

### D. BUDGET ADOPTION

The process for this fiscal year was as dictated by Property Tax Reform legislation enacted by the State of Florida in 2007. Prior to FY 2007/2008, the City created a budget and then set a millage rate to reflect that budget. As begun in FY 2007/2008, the State essentially sets a millage rate via established formula. There are options available to adopt alternative millage rates. 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. With the millage rate being set as outlined, the process then proceeded as follows.

The formal adoption process proceeded with a budget workshop presentation by the Office of Business & Financial Services. A second budget workshop presentation was then jointly made by the Office of Business & Financial Services and the Office of the CAO. A third budget workshop then took place with another presentation by the Office of Business & Financial Services. That was followed with a presentation by the Mayor to City Council, along with a recap by the Office of Business & Financial Services. The various presentations, along with related material, provided Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

The final step before budget adoption is to hold two public hearings to present the proposed millage rate and budget. This essential step provides a vehicle for the citizens to comment directly to the Mayor and City Council regarding priorities. According to State regulations, the first public hearing must be held within 80 days of certification of property values but not earlier than 65 days after certification. At this hearing, the City presents the proposed millage rate and tentative budget and the percent difference from the rolled-back rate is announced at this time.

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing, which must be held not less than two days or more than five days after the day the advertisement is first published. The schedule on page 38 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 2009/2010 REVISED BUDGET

State of Florida law permits municipalities to adjust their budget up to 60 days after the end of the fiscal year. In order to publish this document in a timely manner and to reflect information that was used by decision-makers at the point in time when the budget for the ensuing year was adopted, the City of Orlando has elected to use the revised budget as of the last day of June (June 30th) in all charts in this book.

Therefore, all financial information in this document that is identified as “FY2009/2010 Revised Budget” is as of June 30, 2010. 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](http://www.cityoforlando.net)).



## City of Orlando

---

### F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year run 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 (see discussion on page 34). The department mission statement provides general direction to division directors, managers and program managers and provides guidance in the development of performance accomplishment indicators. All divisions utilize the performance management software to provide periodic updates for their performance indicators showing the status of performance and explaining variances from established targets. Mission statements, service efforts and accomplishments and performance indicators are presented in the departmental sections of this document.

## City of Orlando

2010/2011 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	August 4	July 28
Property Appraiser mails notice of proposed property taxes.	55		
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 13
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 16
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 6 - Oct. 8	September 20
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 9 - Oct. 11	September 22
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 30
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 4
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 4

## City of Orlando

---

### BUDGET REVISIONS

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

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

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

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

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

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

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

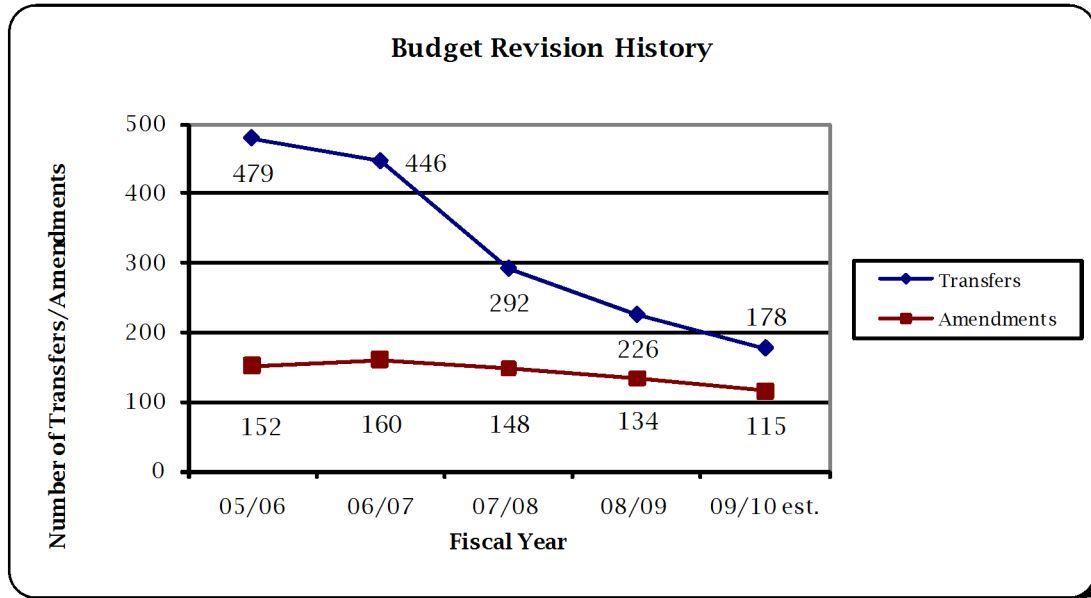
The **BUDGET REVIEW COMMITTEE** has approval of:

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

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

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

## City of Orlando

**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 beginning on page 42. 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.

---

## City of Orlando

---

### METHOD OF BUDGETING

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

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

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

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

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

### DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

### ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

Each departmental section contains a mission statement, major accomplishments and future outlooks (goals). Those accomplishments and outlooks are derived directly from the departmental mission statement. The departmental mission statement is crucial to fulfilling the City's overall mission.

## FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDSGENERAL FUNDS

The **General Fund** is used to account for all financial resources except those required to be accounted for in another fund.

Ad Valorem taxes, licenses and permits, utility taxes, state taxes and contributions such as revenue sharing and service charges.

SPECIAL REVENUE FUNDS

The **Law Enforcement Training Fund** provides training funds for sworn police officers.

Fines collected by the County Court.

The **Community Development Block Grant Fund** as well as the Neighborhood Stabilization and CDBG-R Funds represent housing rehabilitation and community development in low and moderate income neighborhoods.

Community Development Block Grant funds received from Housing and Urban Development (HUD).

The **Local Housing Assistance Trust** also known as the **State Housing Initiatives Partnership FUND (SHIP)** provides funds as an incentive to create partnerships that produce and preserve affordable housing.

State of Florida Grant under the State Housing Initiatives Partnership Fund.

The **HOME Investment Partnership Fund** expands the supply of affordable housing for low and very low income families with emphasis on rental housing.

HOME Investment Partnership Program Grant funds received from HUD.

The **HOPWA Fund (Housing Opportunities for Persons with AIDS)** provides funding for short-term rental, mortgage and utility assistance, along with support services for persons with AIDS.

HOPWA Grant funds received from HUD.

The **HUD/Homeless Grant Fund** provides funds for the provision of support services and operating expenses for emergency shelters and activities for the homeless population.

Emergency Shelter Grant funds received from HUD.

The **Transportation Impact Fee Funds** provides for capital projects in respective collection districts (N, SE and SW).

Impact fees collected from new development related to impact on the transportation system.

The **Utility Services Tax Fund** is for receipt of utilities services taxes and subsequent contribution to the General Fund.

Taxes paid on electricity, natural gas, LP gas, water and telecommunications.

The **OCPS - Crossing Guard Fund** provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.

Parking fine surcharge.

The **Transportation Grant Fund** is for the operation of the two parking garage facilities at the Centroplex 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 20.69 percent of the revenues collected in Orange County in FY 2009/2010.



## FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDSSPECIAL REVENUE FUNDS

The <b>Building Code Fund</b> is used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.
The <b>Street Tree Trust Fund</b> is used to plant trees throughout the City.	Permitting fees designated for new tree plantings.
The <b>Community Redevelopment Agency Fund</b> reflects the activity within the Downtown District.	Tax increment financing.
The <b>CEB Lien Assessment Fund</b> 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 <b>H.P. Leu Gardens Fund</b> accounts for garden operations.	Contribution from the General Fund and charges for services.
The <b>Mennello Museum Fund</b> accounts for the operations of the Mennello Museum of American Art.	Contribution from the General Fund and charges for services.
The <b>Dubsdread Golf Course Fund</b> accounts for the operations of the golf course. A private contractor manages the course.	Fees and contribution from the General Fund.
The <b>Contraband Forfeiture Trust Fund</b> is used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.
The <b>Cemetery Trust Fund</b> accounts for Greenwood Cemetery operations.	Cemetery plot sales and interment fees.
The <b>CRA Trust Funds</b> account for debt service and operating obligations for the City's five Community Redevelopment Areas (CRA's). The <b>CRA Revenue Bond Funds</b> are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	Tax increment financing collected in the five districts.
The <b>911 Emergency Phone System Fund</b> provides funding to offset some expenses of Police and Fire emergency communications.	9-1-1 fee imposed on telephone bills.
The <b>Special Assessments Fund</b> is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.	Assessment payments.
The <b>GOAA Police Fund</b> is used to provide police services to Greater Orlando Aviation Authority facilities. This includes Orlando International Airport and Orlando Executive Airport.	Fees for services charged to GOAA by the City of Orlando.
The <b>Grant Fund</b> is used to monitor the activities of grants that have been received by the City.	Federal and State grants.

CAPITAL PROJECT FUNDS

The <b>Capital Improvement Project Fund</b> accounts for capital projects not accounted for elsewhere.	Capital grants, operating transfers from other funds, property tax.
--	---

---

**FUND STRUCTURE**

Purpose

Source of Funds

**PROPRIETARY FUNDS****ENTERPRISE FUNDS**

The **Parking System Fund** is for operation of the City's on-street and parking garage facilities, including enforcement. The **Parking Facility Revenue Bond** 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 Comes from a contribution from the General Fund.

The **Orlando Venues Fund** is for the operation of the Performing Arts Centre and Amway Arena.

Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales.

The **Center for Arts and Education Fund** provides for the revenues and expenditures associated with property owned by the City that will be utilized in the future for facility construction.

Contribution from the General Fund.

The **Solid Waste Fund** is for collection and disposal of commercial and residential garbage which is disposed of at a County landfill.

Service charges.

The **Stormwater Utility Fund** is for the operation and maintenance of the storm drainage system; enhancement of water quality, plans review and inspection of private drainage facilities.

Utility fees.

The **Wastewater Revenue Fund** is for operation of wastewater collection and treatment plants including construction. There are a number of debt service accounts associated with Wastewater. The **Wastewater Construction Fund** is used to account for capacity charges assessed for the use of services and facilities of the municipal sanitary sewer system. The **Wastewater R&R Fund** provides for the repair/replacement of wastewater infrastructure and equipment. The **Wastewater Impact Fee Reserve Fund** is used to account for the sewerage benefit fee (impact fee) charged for those requesting capacity in the City sewer system.

Wastewater System user fees. Debt Service is funded through: Impact fees, capacity charges (service charges), and in the case of the Wastewater R&R from a contribution from the Wastewater Revenue Fund.

The **Market Garage R&R Fund** provides for the City's contribution to the repair and rehabilitation fund established by the City and 55 West for the shared garage located within the 55 West building (Church Street).

Contribution from the Parking System Fund.

The **Downtown Transit Fund** accounts for revenues pledged to the future development of transit systems within the downtown core.

Parking fees from several surface lots.

---

City of Orlando

**FUND STRUCTURE**

Purpose

Source of Funds

**PROPRIETARY FUNDS**
**INTERNAL SERVICE FUNDS**

The **Fleet Management Fund** operates and maintains all City owned vehicles. The **Fleet Replacement Fund** provides for the replacement of all City owned vehicles and related equipment.

Fees assessed to other funds.

The **Risk Management Fund** oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.

Fees assessed to other funds.

The **Pension Participant Services Fund** assists current and former employees with their deferred compensation and defined contribution pension programs.

Sponsor rebate from the plan administrator.

The **Internal Loan Fund** redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.

Loans from the Sunshine State Governmental Financing Commission and other bond issues.

The **Construction Management Fund** provides project management, construction inspection, and design service for the City's construction projects.

Fees assessed to other funds.

**COMPONENT UNIT FUNDS**

The **Downtown Development Board Fund** promotes development and redevelopment in the downtown area.

One mill tax levy collected within the established downtown area.

The **Civic Facilities Authority Fund** operates the Florida Citrus Bowl and Tinker Field Sports complex. Debt Service for the Civic facility is provided with the Civic Facilities Authority Sinking Fund.

Orange County contribution, charges for the use of the facilities, including a portion of concession sales.

**FIDUCIARY FUNDS**
**PENSION TRUST FUNDS**

The **Fire, Police and General Employees Pension Funds** account for retirement benefits and related administrative expenditures.

Employer and employee contributions.

The **Other Post Employment Benefits (OPEB) Fund** accounts for postemployment benefits other than pensions, primarily healthcare.

Employer and retiree contributions.

THIS PAGE LEFT INTENTIONALLY BLANK



**B  
U  
D  
G  
E  
T  
  
I  
N  
  
B  
R  
I  
E  
F**



**Good Morning Commissioners,**

This is the eighth budget address I have given as Mayor of the great City of Orlando.

Deciding where to allocate our resources to best serve residents is never easy – even in the best of times.

But, the challenges we have faced over the last three years have been unlike any in our City's history.

In order to confront the effects of this "Great Recession," we have made some incredibly difficult decisions.

We have cut programs and reduced services.

We've eliminated more than 400 positions.

We've dramatically reduced the size and driven down the cost of our government.

At the same time, we have also helped residents "weather the storm" and kept our City on course for a more prosperous tomorrow.

We have held our millage rate steady... and in doing so ensured that 45 million dollars remained in the pockets of our residents and business owners.

We've fought to create new jobs and preserve the ones we have.

We have worked every day to improve our City services and increase the value of those services to taxpayers.

Perhaps most important, we have not let the effects of the recession diminish our ability to perform our most important job... keeping people safe.

In fact, under the worst economic conditions in 75 years, we've engineered the most dramatic reduction in violent crime in City history.

Through our investment in the latest tools, training and technology for our officers, we have made this City safer.

Compared to 2006.

Homicides are down 47 percent.

Robberies are down 50 percent.

Assaults are down 25 percent.





The number of cars stolen in this city has been cut in half.

In Parramore, there has been only one homicide event in the last three years.

Juvenile crime in Parramore has been cut by 80 percent.

Our commitment to keeping residents safe even in the toughest times also extends to our fire department.

Cities across the country have been forced to lay off firefighters.

We would have been among them, if not for an extraordinary bipartisan effort to secure federal funding to keep our firefighters on the job.

We partnered with our elected leaders in Washington and our Union Leadership, working for more than a year to secure this critical funding.

Because of this work, our fire department remains one of the top 60 departments in the nation, out of more than 48-thousand.

The relationships we've forged at the federal level have also helped secure critical dollars to keep funding programs that we had been previously forced to cut or reduce.

We've fought for funding to help combat domestic violence, reduce traffic congestion and fund our social service agencies.

Right now, federal dollars are keeping residents in their homes and helping those less fortunate pay their power bills.

These are examples of the "all hands on deck" approach we've adopted in response to these trying times.

We have been able to move our community forward and make our City safer amid a recession that has crippled hundreds of other cities across America.

#### FY 2010/2011 Budget

Despite this hard work, we began the current budget season in familiar territory:

- Facing the reality that we were going to continue to see increasing expenses and decreasing revenues for the foreseeable future.
- Knowing that while we have made many cuts, more would be required.
- Sharing the belief that if we make tough, responsible choices we can do our part to lead this City out of recession.

Back in March we began work on our fiscal year 2010-2011 budget with an anticipated deficit of nearly 50 million dollars.



Commissioners, at our first workshop I made it clear that I would not support raising the millage rate as a way to solve our budget challenge.

I want to thank each of you for supporting this position.

One third of Orange County's local governments raised taxes last year and more have indicated they will do so this year.

Not the City of Orlando.

We have continued to draw a line and say our government will live within its means.

In fact, our millage rate is now slightly below the rate when I came into office in 2003.

We have kept our commitment to residents that we will not put an additional burden on them during tough times.

With the burden on us, we have worked together over the past six months to build a balanced approach to cutting costs, enhancing revenues and working with our unions to adjust their contracts to reflect our economic realities.



Our first step was using a responsible amount of reserves to reduce that 49.3 million dollar gap by 20.5 million dollars.

In doing so, we maintained our reserves at 25 percent as required by our policy which is a best practice.

Not only is this an important measure of financial stability for a City government, it also allows us to remain prepared to respond to unexpected emergencies such as hurricanes.

### Cost Cutting and Efficiency Measures

Next, we looked at ways to continue to cut costs.

In the past, we've done this by reducing each department budget a certain percentage.

This year, we took a different approach.

Rather than using an across-the-board percentage cut, we analyzed the services our departments provide in order to clearly identify our most critical, core functions and the costs associated with those services.

This allowed us to maintain our funding for those core responsibilities in each department, while reducing costs everywhere else.



We also furthered our effort to become more efficient.

- We've revamped our warehousing and supply system and taken our mailroom service in-house, generating close to 300 thousand dollars.
- We partnered with Google to provide email services for City employees... at a savings of a quarter million dollars every year.
- We utilized department of corrections workers to take on maintenance in rights of ways at a dramatically reduced cost, saving more than 500 thousand dollars a year.
- We extended the life cycles of our fleet vehicles and generated a savings of three million dollars each year for the next two years.
- We consolidated the Transportation Department under Public Works and generated a savings of 250 thousand dollars.

By looking everywhere for savings, we were able to chip away at that deficit number.

All told, we were able to generate 13 million dollars in citywide savings.

More importantly, the savings are proof that our work to instill a new spirit of fiscal responsibility in every department is generating real benefits.

When I first arrived at City hall, the culture dictated that every department spend every dollar allotted to it... for fear of having your budget reduced the following year.

We've changed that ideology and now our city staff strives to provide superior service... while also finding ways to finish each year in the black.

While we are talking about our workforce – I want to say thank you to every single member of our City family.

I know the last few years have not been easy.

You've been asked to do more with less... again and again.

You've seen positions cut and salaries frozen.



Each day, you come to work and deliver the best services around.

I can't thank you enough for your dedication to our City and your service to its residents.



### Position Eliminations

Of course, our biggest expense will always be personnel.

Unfortunately, cutting costs means we need to eliminate positions.

As we did last year, we offered our employees a voluntary separation option, paid for from current year funds.

This allowed us to eliminate more than 120 positions at a recurring savings of nearly 6 million dollars a year.

Just like last year, we are working to reduce the number of actual layoffs necessary to just a handful.

### Revenue Adjustments

Next, we looked at user-based services.

We adjusted fees to reflect the cost of providing the services to the individuals who use them.

By modifying these rates we are ensuring that those who use a particular service... pay the majority of the cost to provide that service.

A good example is excessive false fire alarms.

A false alarm costs taxpayers 632 dollars each time.

Now, those who have more than two in a year will be responsible for paying for that false alarm, rather than all taxpayers.

Another example is permit applications.

In the last three years more than 17-hundred plans have been submitted for review... that never got picked up.

That represents thousands of hours of wasted staff time.

So, we've adjusted our fees to include a 25 percent deposit on all plan reviews.

Overall, we adjusted the costs of these user fees to reflect what other governments charge for the same service.

We made sure that City residents pay less than anyone else for these services.



### Fire and Police Contracts

The last piece of our budget process was coming to an agreement with our Police and Fire unions to open up their contracts and forego cost of living increases for the next two years.

This generated a savings of more than 3.3 million dollars citywide.

I want to thank union leadership and the men and women of the Orlando Fire and Police Department for their willingness to be an active part of the solution to challenges we are facing in this economy.

Police officers and firefighters often talk about the bond they share with their coworkers and always “having each other’s back.”

It’s not just talk.

By forgoing those salary increases, you have shown that no matter what role you fill here at the City of Orlando... we are all in this together.

It’s with the deepest respect and admiration that I say, thank you.

We are continuing discussions with our other bargaining units.

We hope we will soon have similar wage concessions that will alleviate the need for added position cuts.

### Budget Highlights

In a few moments, our CFO Rebecca Sutton and Deputy CFO Ray Elwell will present an overview of the proposed budget.

This budget is the product of partnership.

It’s the result of doing what’s right... rather than what is easy.

It continues a 3-year pattern of making tough choices that may not be easy or popular today... but which put our City on a stronger footing for tomorrow.

Just as families focus on “the basics” when times are tough... so does this budget.

It allows our City to continue to perform the functions of government that people depend on every day... at the highest level possible.







- Protecting our residents and visitors
- Preventing crime and responding to emergencies
- Maintaining our roads, parks and sidewalks
- Picking up trash

Spending money to provide these functions isn't glamorous.

There won't be headlines about our City making sure our school safety sidewalk program is funded.

But, ensuring that we provide our core services at the highest level possible no matter what... is the job we were elected to do.

### Conclusion

In closing, I want to talk about one of the most common budget-related questions I get when I'm out spending time at many of our locally-owned companies.

Why can't government run more like a business?

On the surface, it seems like a simple concept.

Yes, you want your government to be as careful with a dollar as every small business is.

Of course, you want your government to strive for maximum efficiency and superior customer service.

If you really think about it... you don't want your government to run exactly like a business.

The fundamental difference between government and the private sector is the response to supply and demand.

Our recession illustrates this in vivid detail.

In the private sector there is a direct relationship between demand for a product... and the availability of that product.

Take one of our local companies, for example, in either the restaurant or hospitality industry.

When demand goes down... it means they lose customers.







The company responds by reducing inventory or laying off employees.

In government... demand stays the same even when revenues drop.

In fact, tough times often result in increased demand for services.

Fires won't put themselves out.

Roads can't repair themselves.

So, the challenge of government is to provide critical services even when revenues drop and times are tough.

Commissioners, that is what we have done every year since our economy began to falter.

That is what this budget accomplishes.

Orlando is certainly not immune from the effects of recession.

But, I believe we are now in a better position than most cities to surge ahead once our national economy recovers.

This budget is another critical step in leading our city through recession... and into recovery.



Budget in Brief

---

THIS PAGE LEFT INTENTIONALLY BLANK.

## Budget in Brief

### Fund Revenue Comparison By Fiscal Year

	FY 2008/2009 Actual Revenues	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget
General Fund	\$ 366,166,481	\$ 371,076,076	\$ 356,434,871
<b><u>SPECIAL REVENUE</u></b>			
911 Emergency Telephone System	538,553	392,280	394,279
After School All Stars	122,804	1,335,131	1,492,277
Building Code Enforcement	7,071,573	7,775,737	7,998,546
Capital Improvement Fund	33,028,393	71,247,876	6,908,098
CEB Lien Assessment Fund	1,114,228	651,455	845,109
Cemetery Trust Fund	680,232	744,285	831,701
Community Development Block Grants	2,864,554	5,249,454	2,857,389
Community Redevelopment Agency Fund	20,719,206	23,415,227	7,063,647
Contraband Forfeiture Trust Funds	434,236	115,005	69,325
CRA Trust Funds	38,416,708	36,798,778	31,239,431
Dubsdread Golf Course Funds	1,978,350	1,892,248	2,014,302
EMS Transport	-	-	222,514
Gas Tax Fund	16,375,642	34,632,604	9,882,926
GOAA Police Fund	7,942,867	8,156,698	9,003,790
Grant Fund	1,383,759	19,014,892	18,106,265
Harry P. Leu Gardens Trust Fund	2,579,434	2,587,736	2,692,023
HOME Investment Partnership Fund	1,462,401	4,297,848	1,670,130
HOPWA Grant Fund	3,082,584	5,445,414	3,650,995
HUD Homeless Grant Fund	99,316	98,806	117,662
Law Enforcement Training Fund	188,745	200,000	164,479
Mennello Museum Fund	513,914	521,681	601,683
Narcoossee Construction	13,673,230	14,421,909	938,260
Neighborhood Stabilization Fund	347,800	6,382,463	285,549
OCPS - Crossing Guard Fund	644,464	531,794	510,991
Special Assessment Funds	7,303,798	1,990,217	1,867,188
Street Tree Trust	348,219	300,000	220,000
Transportation Grant Fund	2,485,655	2,574,498	2,276,935
Transportation Impact Fee Funds	10,656,573	21,558,928	9,375,665
Utility Services Tax Fund	47,930,491	47,663,011	47,159,241

Continued on Page 60

## Budget in Brief

## Fund Expenditure Comparison By Fiscal Year

FY 2008/2009 Actual Expenses	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget	
\$ 361,730,155	\$ 371,076,076	\$ 356,434,871	General Fund
			<u>SPECIAL REVENUE</u>
241,941	392,280	394,279	911 Emergency Telephone System
1,163,095	1,335,131	1,492,277	After School All Stars
7,645,946	7,775,737	7,998,546	Building Code Enforcement
15,178,196	71,247,876	6,908,098	Capital Improvement Fund
359,126	651,455	845,109	CEB Lien Assessment Fund
704,959	744,285	831,701	Cemetery Trust Fund
2,722,917	5,249,454	2,857,389	Community Development Block Grants
10,926,488	23,415,227	7,063,647	Community Redevelopment Agency Fund
80,842	115,005	69,325	Contraband Forfeiture Trust Funds
38,434,585	36,798,778	31,239,431	CRA Trust Funds
1,544,195	1,892,248	2,014,302	Dubsdread Golf Course Funds
-	-	222,514	EMS Transport
15,942,536	34,632,604	9,882,926	Gas Tax Fund
7,936,394	8,156,698	9,003,790	GOAA Police Fund
1,373,990	19,014,892	18,106,265	Grant Fund
2,463,427	2,587,736	2,692,023	Harry P. Leu Gardens Trust Fund
1,462,402	4,297,848	1,670,130	HOME Investment Partnership Fund
3,082,584	5,445,414	3,650,995	HOPWA Grant Fund
99,326	98,806	117,662	HUD Homeless Grant Fund
330,806	200,000	164,479	Law Enforcement Training Fund
494,112	521,681	601,683	Mennello Museum Fund
11,187,597	14,421,909	938,260	Narcoossee Construction
347,800	6,382,463	285,549	Neighborhood Stabilization Fund
437,292	531,794	510,991	OCPS - Crossing Guard Fund
6,866,927	1,990,217	1,867,188	Special Assessment Funds
54,232	300,000	220,000	Street Tree Trust
2,481,563	2,574,498	2,276,935	Transportation Grant Fund
11,265,982	21,558,928	9,375,665	Transportation Impact Fee Funds
45,308,404	47,663,011	47,159,241	Utility Services Tax Fund

Continued on Page 61

## Budget in Brief

### Fund Revenue Comparison By Fiscal Year

	FY 2008/2009 Actual Revenues	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget
<b><u>DEBT SERVICE</u></b>			
6th Cent TDT Debt	\$ 21,766,510	\$ 16,263,101	\$ 18,671,434
Capital Improvement Series 2007B	2,642,282	3,622,255	3,665,986
Citrus Bowl CP Debt	950,142	9,212,061	209,800
CRA Debt Service - 2009	65,506,325	1,881,412	5,188,285
CRA Debt Service - 2010	-	-	5,602,343
CRA Debt Service - Internal Loan Fund	3,640,147	3,406,691	3,051,384
CRA Debt Service Refunding	6,212,842	267,058	1,103,550
CRA Debt Service - Conroy Road	2,334,070	2,265,333	2,259,746
CRA Debt Service - Republic Drive	3,394,366	3,304,263	3,299,600
Events Center Debt Other	352,906	47,829,055	4,345,116
Events Center Master and CP	3,158,788	23,142,236	1,612,500
Jefferson Garage Debt	919,158	1,863,274	1,862,428
PAC CP Debt	1,650,827	16,469,152	377,700
Parking Facility Revenue Bonds Fund	3,498,233	3,442,725	3,440,213
Sales Tax Rebate Debt	2,085,324	2,230,482	2,233,340
Internal Loan	5,158,917	5,158,917	5,158,917
Taxable Series H Debt	93,067	423,029	423,029
Wastewater Revenue Bond Funds	19,669,105	42,441,070	24,318,449
<b><u>ENTERPRISE</u></b>			
Amway Center R&R	-	-	600,000
CNL R&R	169,179	30,000	30,000
Community Venues Construction Admin	5,088,589	3,267,387	2,948,530
Downtown Transit Fund	-	550,000	1,803,840
Market Garage R&R Fund	34,077	32,490	32,490
Orlando Venues Fund	15,981,523	12,525,023	22,460,465
Parking System Revenue Fund	13,849,155	17,153,599	15,867,259
Solid Waste Fund	23,343,606	26,106,780	24,666,434
Stormwater Utility Fund	29,269,158	35,176,280	22,927,017
Wastewater Construction Funds	41,234,388	76,281,206	10,972,000
Wastewater Impact Fee Reserve Fund	4,109,577	7,028,587	2,911,008
Wastewater R & R Fund	4,611,163	3,850,408	3,676,339
Wastewater Revenue Fund	65,985,997	61,735,578	67,841,758

Continued on Page 62

## Budget in Brief

## Fund Expenditure Comparison By Fiscal Year

FY 2008/2009 Actual Expenses	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget	
\$ 16,940,177	\$ 16,263,101	\$ 18,671,434	<u>DEBT SERVICE</u>
2,642,282	3,622,255	3,665,986	6th Cent TDT Debt
2,684,846	9,212,061	209,800	Capital Improvement Series 2007B
65,871,558	1,881,412	5,188,285	Citrus Bowl CP Debt
-	-	5,602,343	CRA Debt Service - 2009
2,886,658	3,406,691	3,051,384	CRA Debt Service - 2010
6,234,384	267,058	1,103,550	CRA Debt Service - Internal Loan Fund
2,318,269	2,265,333	2,259,746	CRA Debt Service Refunding
3,353,830	3,304,263	3,299,600	CRA Debt Service - Conroy Road
9,129,856	47,829,055	4,345,116	CRA Debt Service - Republic Drive
12,055,372	23,142,236	1,612,500	Events Center Debt Other
919,158	1,863,274	1,862,428	Events Center Master and CP
2,509,334	16,469,152	377,700	Jefferson Garage Debt
3,445,085	3,442,725	3,440,213	PAC CP Debt
2,044,189	2,230,482	2,233,340	Parking Facility Revenue Bonds Fund
-	5,158,917	5,158,917	Sales Tax Rebate Debt
93,067	423,029	423,029	Internal Loan
25,632,166	42,441,070	24,318,449	Taxable Series H Debt
			Wastewater Revenue Bond Funds
-	-	600,000	<u>ENTERPRISE</u>
228,861	30,000	30,000	Amway Center R&R
2,697,783	3,267,387	2,948,530	CNL R&R
-	550,000	1,803,840	Community Venues Construction Admin
-	32,490	32,490	Downtown Transit Fund
18,867,531	12,525,023	22,460,465	Market Garage R&R Fund
13,616,370	17,153,599	15,867,259	Orlando Venues Fund
22,564,709	26,106,780	24,666,434	Parking System Revenue Fund
21,261,958	35,176,280	22,927,017	Solid Waste Fund
39,174,003	76,281,206	10,972,000	Stormwater Utility Fund
6,370,427	7,028,587	2,911,008	Wastewater Construction Funds
2,714,605	3,850,408	3,676,339	Wastewater Impact Fee Reserve Fund
49,003,671	61,735,578	67,841,758	Wastewater R & R Fund
			Wastewater Revenue Fund

Continued on Page 63



## Budget in Brief

---

### Fund Revenue Comparison By Fiscal Year

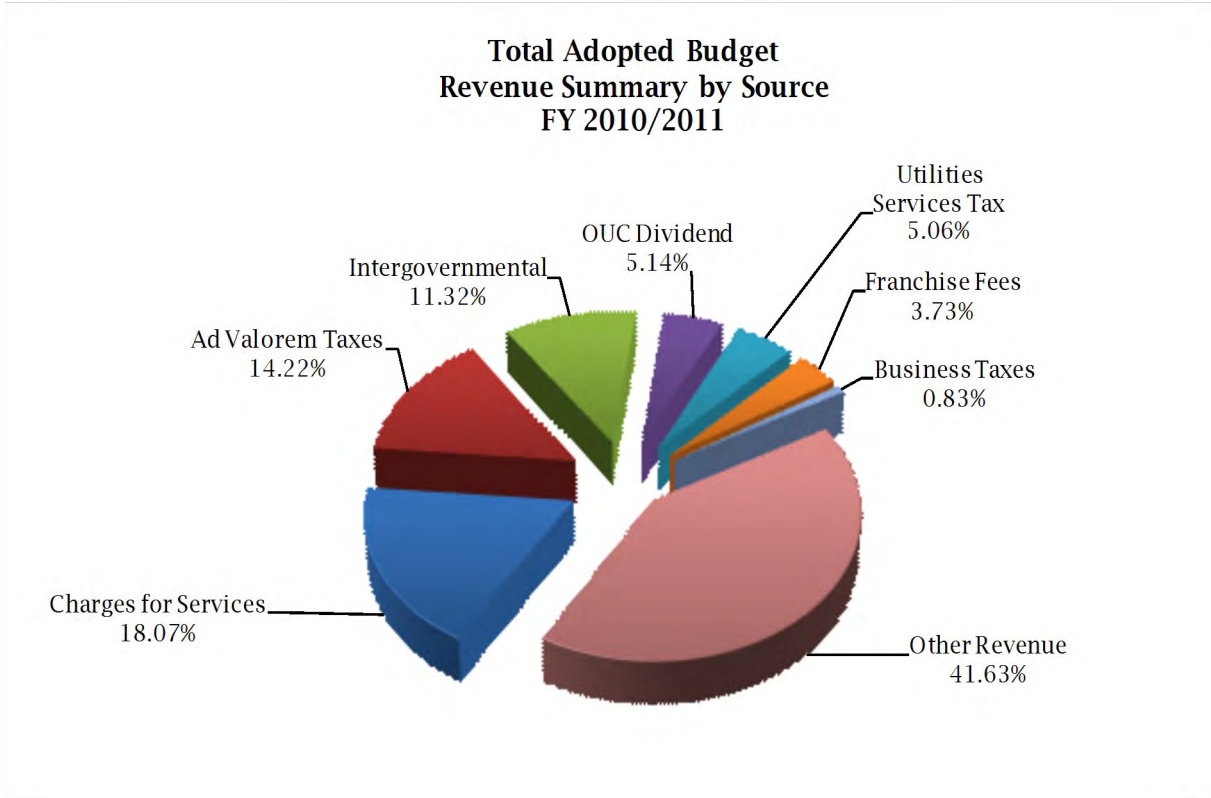
	FY 2008/2009 Actual Revenues	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget
<u>INTERNAL SERVICE</u>			
Construction Management Fund	\$ 3,301,139	\$ 3,841,533	\$ 4,403,335
Fleet Management Funds	31,393,061	29,410,009	25,989,888
Health Care	-	58,000	30,491,318
Internal Loan Fund	6,408,842	33,670,609	33,182,548
Pension Participant Services	158,835	100,000	152,203
Risk Management Fund	20,070,734	21,511,043	19,670,053
<u>COMPONENT UNIT</u>			
Civic Facilities Authority Revenue Fund	2,813,058	4,638,638	3,729,444
Downtown Development Board Fund	4,166,333	4,999,075	2,756,266
<u>PENSION TRUST</u>			
City Pension Funds	39,780,473	715,014	1,006,484
OPEB Trust Fund	24,097,352	20,165,106	20,890,421
TOTAL CITY OF ORLANDO	<u>\$ 1,069,053,458</u>	<u>\$ 1,237,140,530</u>	<u>\$ 932,728,191</u>

## Budget in Brief

### Fund Expenditure Comparison By Fiscal Year

FY 2008/2009 Actual Expenses	FY 2009/2010 Revised Budget	FY 2010/2011 Adopted Budget	
\$ 3,582,972	\$ 3,841,533	\$ 4,403,335	<u>INTERNAL SERVICE</u>
23,515,334	29,410,009	25,989,888	Construction Management Fund
-	58,000	30,491,318	Fleet Management Funds
11,567,759	33,670,609	33,182,548	Health Care
79,515	100,000	152,203	Internal Loan Fund
19,573,007	21,511,043	19,670,053	Pension Participant Services
			Risk Management Fund
			<u>COMPONENT UNIT</u>
3,674,539	4,638,638	3,729,444	Civic Facilities Authority Revenue Fund
3,375,463	4,999,075	2,756,266	Downtown Development Board Fund
			<u>PENSION TRUST</u>
47,505,308	715,014	1,006,484	City Pension Funds
12,961,976	20,165,106	20,890,421	OPEB Trust Fund
<u>\$ 1,012,963,841</u>	<u>\$ 1,237,140,530</u>	<u>\$ 932,728,191</u>	TOTAL CITY OF ORLANDO

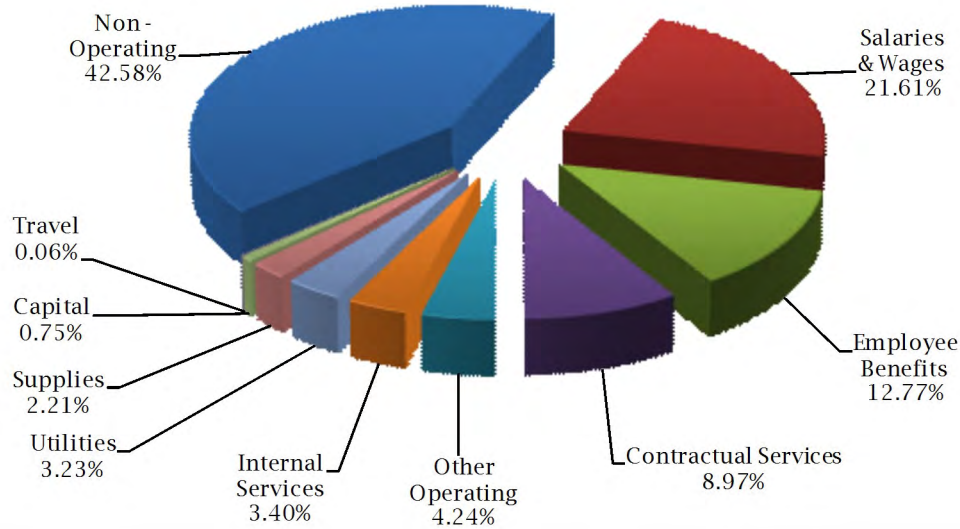
Budget in Brief



Revenue Source	Adopted Budget FY 2010/2011	%of Total
Charges for Services	\$ 168,530,781	18.07%
Ad Valorem Taxes	132,663,842	14.22%
Intergovernmental	105,602,876	11.32%
OUC Dividend	47,976,000	5.14%
Utilities Services Tax	47,159,241	5.06%
Franchise Fees	34,794,224	3.73%
Business Taxes	7,747,000	0.83%
Other Revenue	<u>388,254,227</u>	<u>41.63%</u>
<b>Total</b>	<u><u>\$ 932,728,191</u></u>	<u><u>100.00%</u></u>

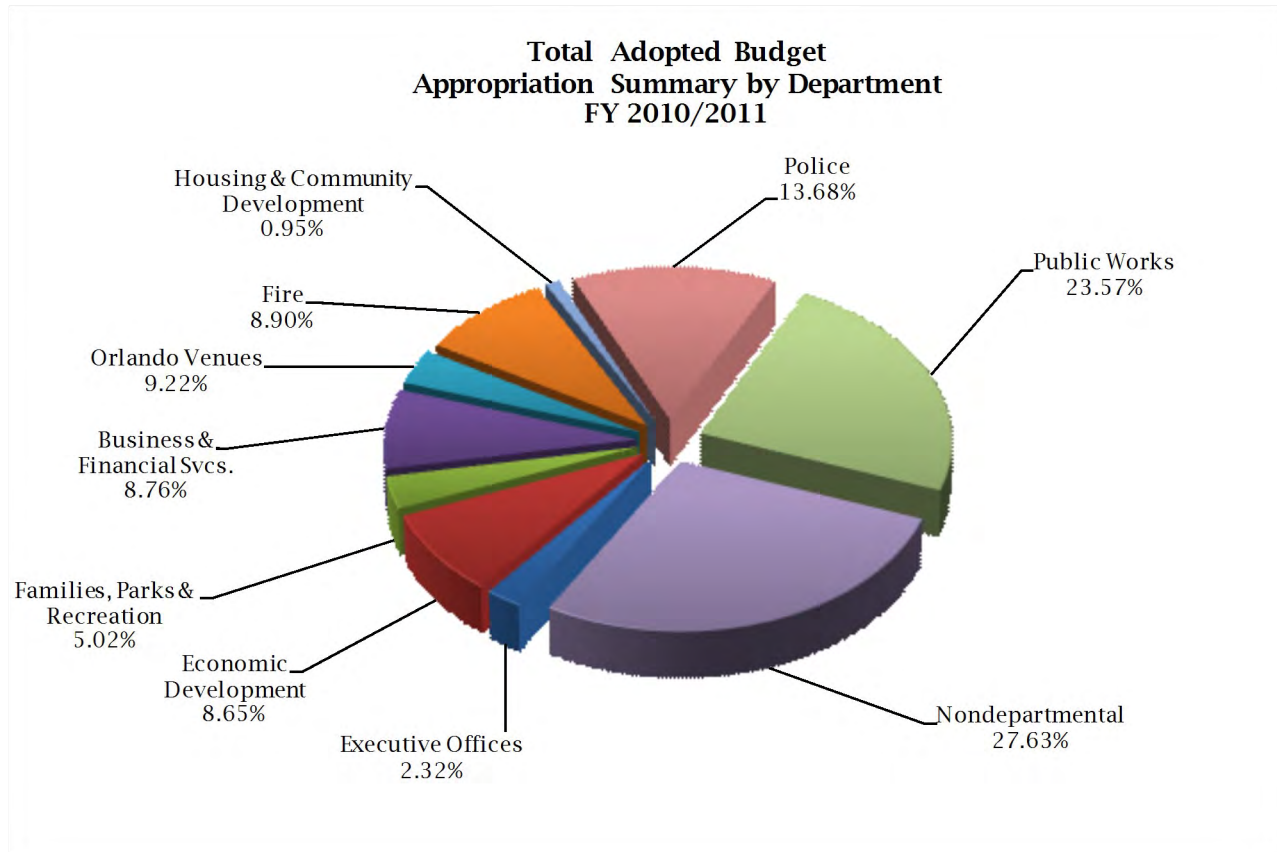
Budget in Brief

**Total Adopted Budget  
Appropriation Summary by Object Code  
FY 2010/2011**



Appropriation Source	Adopted Budget FY 2010/2011	%of Total
Non - Operating	\$ 398,998,635	42.58%
Salaries & Wages	201,525,957	21.61%
Employee Benefits	119,064,968	12.77%
Contractual Services	83,653,337	8.97%
Other Operating	39,555,896	4.24%
Internal Services	31,699,187	3.40%
Utilities	30,093,806	3.23%
Supplies	20,609,094	2.21%
Capital	6,969,393	0.75%
Travel	557,918	0.06%
<b>Total</b>	<b>\$ 932,728,191</b>	<b>100.00%</b>

Budget in Brief



Appropriation Source	Adopted Budget FY 2010/2011	%of Total
Nondepartmental	\$ 257,741,188	27.63%
Public Works	219,815,155	23.57%
Police	127,555,969	13.68%
Fire	82,983,326	8.89%
Business & Financial Svcs.	74,154,139	7.95%
Economic Development	77,893,831	8.35%
Families, Parks & Recreation	30,046,447	3.22%
Orlando Venues	33,100,445	3.55%
Executive Offices	20,577,745	2.21%
Housing & Community Dev.	8,859,946	0.95%
<b>Total</b>	<b>\$ 932,728,191</b>	<b>100.00%</b>

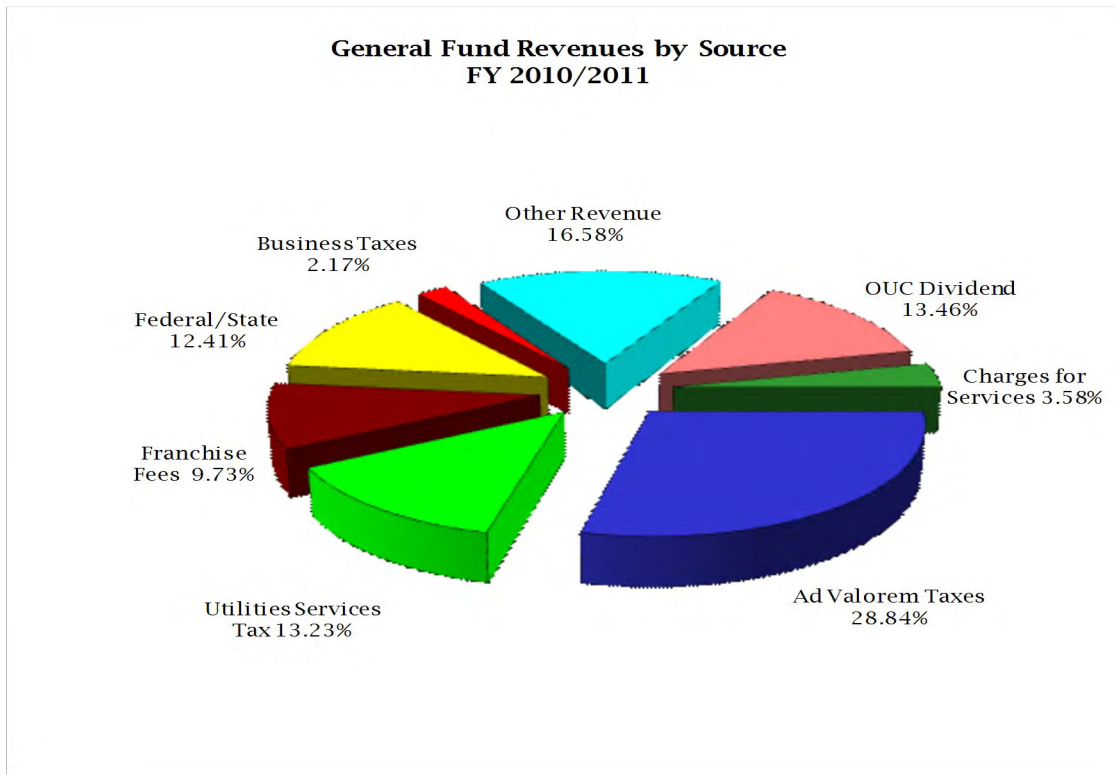
## Budget in Brief

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

REVENUES	ADOPTED	REVISED	ADOPTED	2010/2011	NET	%
	Fy 2009/2010	Fy 2009/2010	Fy 2010/2011	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 122,700,144	\$ 122,011,970	\$ 102,786,748	28.83%	(\$19,225,222)	(15.76%)
Utilities Services Tax	47,663,011	47,663,011	47,159,241	13.22%	(503,770)	(1.06%)
Charges for Services	14,566,009	14,566,009	12,759,369	3.58%	(1,806,640)	(12.40%)
Business Taxes	8,284,500	8,284,500	7,747,000	2.17%	(537,500)	(6.49%)
Franchise Fees	34,555,000	34,555,000	34,668,224	9.73%	113,224	0.33%
Federal/State Revenue	41,030,109	41,696,037	44,239,953	12.41%	2,543,916	6.10%
OUC Dividend	45,900,000	45,900,000	47,976,000	13.46%	2,076,000	4.52%
Other Revenue	44,548,365	56,399,549	59,098,336	16.58%	2,698,787	4.79%
	<u>\$ 359,247,138</u>	<u>\$ 371,076,076</u>	<u>\$ 356,434,871</u>	<u>100.00%</u>	<u>(\$14,641,205)</u>	<u>(3.95%)</u>
<b>APPROPRIATIONS</b>	<b>ADOPTED</b>	<b>REVISED</b>	<b>ADOPTED</b>	<b>2010/2011</b>	<b>NET</b>	<b>%</b>
<b>By Department</b>	<b>Fy 2009/2010</b>	<b>Fy 2009/2010</b>	<b>Fy 2010/2011</b>	<b>% TOTAL</b>	<b>CHANGE</b>	<b>CHANGE</b>
Executive Offices	\$ 19,289,966	\$ 19,289,966	\$ 19,700,444	5.53%	\$ 410,478	2.13%
Business & Financial Svcs.	27,552,912	27,551,987	27,335,511	7.67%	(216,476)	(0.79%)
Economic Development	14,083,701	14,497,701	14,382,302	4.04%	(115,399)	(0.80%)
Families, Parks & Rec.	26,464,139	26,444,139	26,319,868	7.38%	(124,271)	(0.47%)
Fire	79,709,335	79,709,335	78,535,470	22.03%	(1,173,865)	(1.47%)
Housing & Community Dev.	275,856	275,856	278,221	0.08%	2,365	0.86%
Orlando Venues	369,720	369,720	68,300	0.02%	(301,420)	(81.53%)
Police	114,420,366	115,086,294	116,355,249	32.64%	1,268,955	1.10%
Public Works	21,332,835	21,352,835	19,069,923	5.35%	(2,282,912)	(10.69%)
Debt Service	17,294,141	17,294,141	16,899,958	4.74%	(394,183)	(2.28%)
Nondepartmental	38,454,167	49,204,102	37,489,625	10.52%	(11,714,477)	(23.81%)
	<u>\$ 359,247,138</u>	<u>\$ 371,076,076</u>	<u>\$ 356,434,871</u>	<u>100.00%</u>	<u>(\$14,641,205)</u>	<u>(3.95%)</u>
<b>By Major Category</b>	<b>ADOPTED</b>	<b>REVISED</b>	<b>ADOPTED</b>	<b>2010/2011</b>	<b>NET</b>	<b>%</b>
	<b>Fy 2009/2010</b>	<b>Fy 2009/2010</b>	<b>Fy 2010/2011</b>	<b>% TOTAL</b>	<b>CHANGE</b>	<b>CHANGE</b>
Salaries & Benefits	\$ 239,444,963	\$ 239,405,785	\$ 241,037,280	67.62%	\$ 1,631,495	0.68%
Operating Costs	51,334,792	51,526,710	51,400,037	14.42%	(126,673)	(0.25%)
Internal Services	21,833,823	21,839,498	18,985,522	5.33%	(2,853,976)	(13.07%)
Capital & Nonoperating	29,339,419	41,009,942	28,112,074	7.89%	(12,897,868)	(31.45%)
Debt Service	17,294,141	17,294,141	16,899,958	4.74%	(394,183)	(2.28%)
	<u>\$ 359,247,138</u>	<u>\$ 371,076,076</u>	<u>\$ 356,434,871</u>	<u>100.00%</u>	<u>(\$14,641,205)</u>	<u>(3.95%)</u>

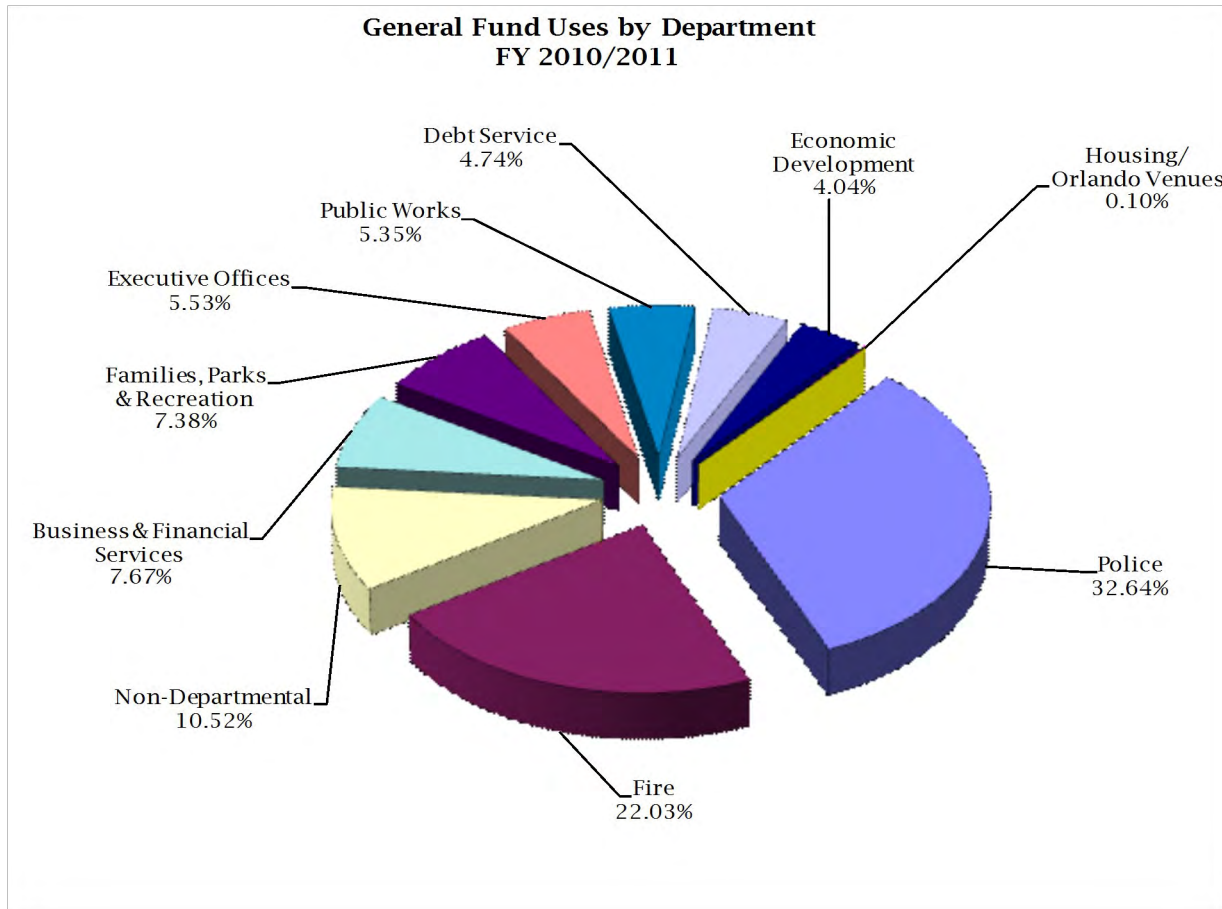


Budget in Brief



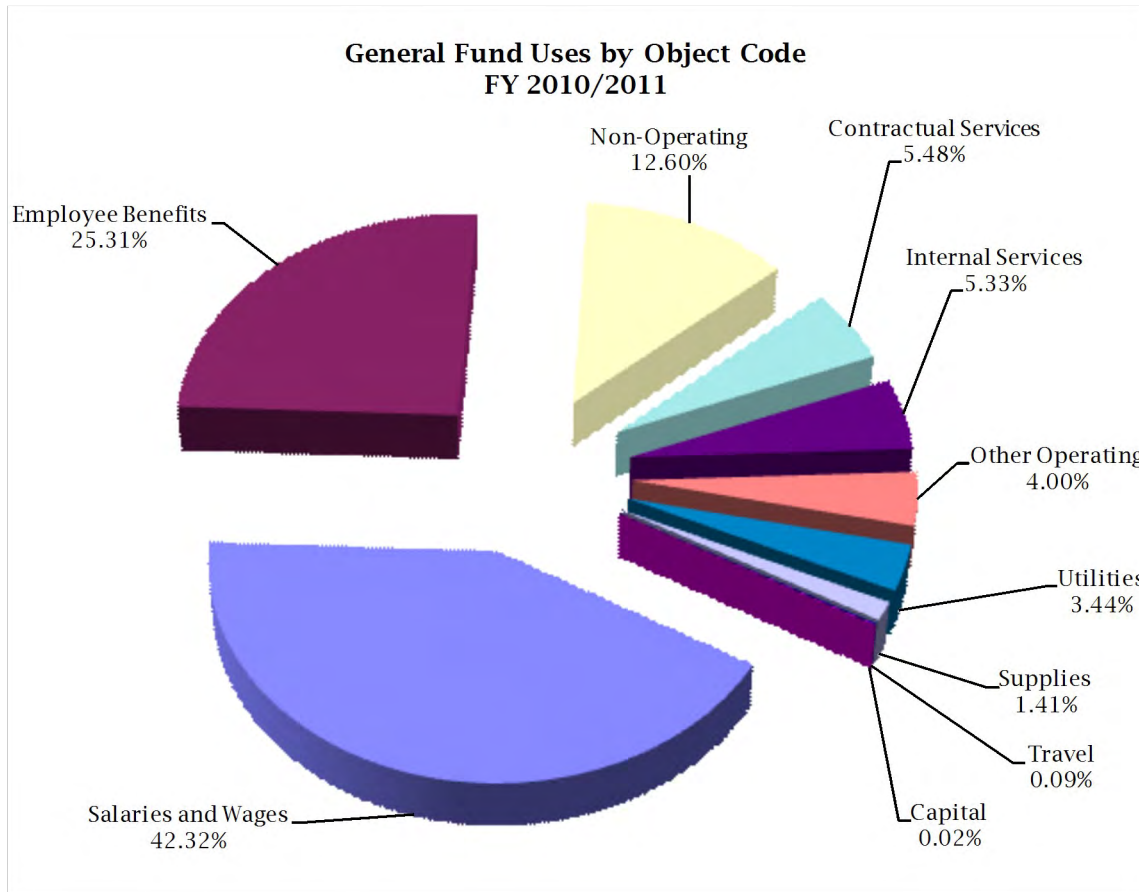
Source of General Revenue	Adopted Budget FY 2010/2011	%of Total
Ad Valorem Taxes	\$ 102,786,748	28.84%
Other Revenue	59,098,336	16.58%
OUC Dividend	47,976,000	13.46%
Utilities Services Tax	47,159,241	13.23%
Federal/State Revenue	44,239,953	12.41%
Franchise Fees	34,668,224	9.73%
Charges for Services	12,759,369	3.58%
Business Taxes	7,747,000	2.17%
<b>Total</b>	<b>\$ 356,434,871</b>	<b>100.00%</b>

Budget in Brief



Department	Adopted Budget FY 2010/2011	%of Total
Police	\$ 116,355,249	32.64%
Fire	78,535,470	22.03%
Non-Departmental	37,489,625	10.52%
Business & Financial Svc.s.	27,335,511	7.67%
Families, Parks & Recreation	26,319,868	7.38%
Executive Offices	19,700,444	5.53%
Public Works	19,069,923	5.35%
Debt Service	16,899,958	4.74%
Economic Development	14,382,302	4.04%
Housing & Community Dev.	278,221	0.08%
Orlando Venues	68,300	0.02%
<b>Total</b>	<b>\$ 356,434,871</b>	<b>100.00%</b>

Budget in Brief



Object Code	Adopted Budget FY 2010/2011	%of Total
Salaries and Wages	\$ 150,840,469	42.32%
Employee Benefits	90,196,811	25.31%
Non-Operating	44,927,142	12.60%
Contractual Services	19,531,123	5.48%
Internal Services	18,985,522	5.33%
Other Operating	14,254,296	4.00%
Utilities	12,271,623	3.44%
Supplies	5,014,225	1.41%
Travel	328,770	0.09%
Capital	84,890	0.02%
<b>Total</b>	<b>\$ 356,434,871</b>	<b>100.00%</b>

## Budget in Brief

**CITYWIDE STAFFING SUMMARY  
CITY OF ORLANDO  
FY 2010/2011**

	Actual FY2008/2009	Revised Budget FY2009/2010	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY2010/2011	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	153	145	-	(2)	-	143	4.74%
Business & Financial Services	277	246	-	(24)	-	222	7.35%
Economic Development	217	192	-	(23)	-	169	5.60%
Families, Parks & Recreation	271	252	-	(56)	-	196	6.49%
Fire	587	562	3	-	-	565	18.71%
Housing & Community Dev.	20	20	-	-	-	20	0.66%
Orlando Venues	95	95	-	(3)	-	92	3.05%
Police	1,064	997	-	(21)	-	976	32.33%
Public Works	706	653	2	(19)	-	636	21.07%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,390</b>	<b>3,162</b>	<b>5</b>	<b>(148)</b>	<b>-</b>	<b>3,019</b>	<b>100.00%</b>
SUMMARY BY FUND							
General	2,492	2,253	-	(117)	(17)	2,119	70.19%
Wastewater Revenue	229	221	-	(3)	-	218	7.22%
Solid Waste	103	105	-	(5)	-	100	3.31%
Parking System Revenue	107	96	2	-	-	98	3.25%
GOAA Police	74	74	-	-	-	74	2.45%
Stormwater Utility	56	56	-	(2)	15	69	2.29%
Grant	-	63	-	-	(1)	62	2.05%
Building Code Enforcement	77	66	-	(8)	-	58	1.92%
Orlando Venues	52	55	-	-	-	55	1.82%
Fleet Management	45	39	-	(4)	1	36	1.19%
Construction Management	27	27	-	-	2	29	0.96%
Leu Gardens Trust	25	23	-	(3)	-	20	0.66%
Community Redevelopment Agency	16	17	-	-	-	17	0.56%
Community Dev. Block Grant	12	12	-	-	-	12	0.40%
Risk Management	15	15	-	(4)	-	11	0.36%
Civic Facilities Authority	8	7	-	-	-	7	0.23%
Community Venues Construction	6	7	-	-	-	7	0.23%
After School All Stars	4	5	-	-	-	5	0.17%
Home Investment Partnership	1	4	-	-	-	4	0.13%
Downtown Development Board	5	4	-	(1)	-	3	0.10%
Mennello Museum	3	3	-	-	-	3	0.10%
Transportation Grant	3	3	-	-	-	3	0.10%
EMS Transport	-	-	3	-	-	3	0.10%
Cemetery Trust	2	2	-	-	-	2	0.07%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Neighborhood Stabilization	1	1	-	-	-	1	0.03%
Health Care	-	1	-	-	-	1	0.03%
Crossing Guard	2	1	-	(1)	-	-	0.00%
Local Housing Assistance Trust	3	-	-	-	-	-	0.00%
Supplemental Staff (RAP Team)	20	-	-	-	-	-	0.00%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,390</b>	<b>3,162</b>	<b>5</b>	<b>(148)</b>	<b>-</b>	<b>3,019</b>	<b>100.00%</b>

## Budget in Brief

ADOPTED ADDITIONAL PERSONNEL  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>PARKING FUND #401</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
775 Parking Operations	1	Crew Chief	L04	\$ 36,400
775 Parking Operations	<u>1</u>	Maintenance Worker	L01	<u>25,938</u>
<b>TOTAL PARKING FUND</b>	<b>2</b>			<b>\$ 62,338</b>
<b><u>EMS TRANSPORT FUND #510</u></b>				
<b><u>FIRE DEPARTMENT</u></b>				
214 EMS Transport	2	EMS Quality Assurance Coord.	NB109	\$ 99,174
214 EMS Transport	<u>1</u>	Property Coordinator	S15	<u>45,163</u>
<b>TOTAL EMS TRANSPORT FUND</b>	<b>3</b>			<b>\$ 144,337</b>
<b>TOTAL ALL FUNDS</b>	<b><u>5</u></b>			<b><u>\$ 206,675</u></b>

Continued on next page

## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>GENERAL FUND #100</u></b>				
<b><u>EXECUTIVE OFFICES</u></b>				
207 Employment and Recruitment	1	Compensation Analyst	NB111	\$ 58,136
216 Compensation and Benefits	1	Health & Wellness Manager	NB114	74,651
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 132,787</b>
<b><u>OFFICE OF BUSINESS &amp; FINANCIAL SERVICES</u></b>				
160 Purchasing	1	Materials Mgmt. Manager	NB113	\$ 68,162
163 Asset Management	1	Asset Mgmt. Clerk Sr.	S19	34,461
182 Financial Reporting	1	Chief Accountant	NB114	74,651
183 Accounting Operations	1	Accts. Payable Spec. III	S18	36,865
183 Accounting Operations	1	Acctg. Specialist Sr.	S16	42,199
191 Chief Information Officer	1	Deputy CIO	NB119	100,360
192 Strategic Support	1	Mapping Graphics Analyst	S11	59,190
193 Computer Operations	1	CSSA III	S12	55,327
194 Network Support	1	Systems/Network Sr. Manager	NB118	91,728
194 Network Support	1	Systems/Network Engineer	S09	70,988
194 Network Support	1	Administrative Assistant	S19	34,461
195 Systems Support & Development	3	Applications Developer IV	S11	177,570
195 Systems Support & Development	1	Applications Developer V	S10	64,815
749 Facilities Management	1	Facilities Financial Spec.	S17	39,456
<b>TOTAL DEPARTMENT</b>	<b>16</b>			<b>\$ 950,233</b>
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
139 General Permitting Services	2	Development Review Tech II	S13	\$ 103,442
139 General Permitting Services	2	Development Review Tech I	S14	96,650
801 Director	1	EDV Deputy Director	NB121	127,026
801 Director	1	Economic Dev. Coord. III	S11	59,190
801 Director	1	Software Consultant	UNCL	88,816
811 Code Enforcement	1	Code Enf. Officer II	S15	45,163
811 Code Enforcement	1	Code Enf. Officer I	S16	42,199
821 City Planning	1	City Architect	NB117	85,571
821 City Planning	1	Administrative Assistant	S19	34,461
821 City Planning	1	Planner III	S11	59,190
821 City Planning	1	Planning Technician	S17	39,456
821 City Planning	1	Resource Analyst	S15	45,163
<b>TOTAL DEPARTMENT</b>	<b>14</b>			<b>\$ 826,327</b>

Continued on next page



## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>FAMILIES, PARKS &amp; RECREATION DEPARTMENT</u></b>				
241 Director	1	FPR Grants & Project Mgr.	NB110	\$ 53,019
242 Recreation Administration	1	Cultural Arts Coordinator	S15	45,163
242 Recreation Administration	1	Staff Assistant	S20	32,197
242 Recreation Administration	1	Area Manager	NB112	62,254
244 Recreation Maintenance	6	Equipment Operator Light	L02	173,034
244 Recreation Maintenance	2	Irrigation Tech II	L05	80,184
244 Recreation Maintenance	1	Chemical Application Tech	L04	36,400
244 Recreation Maintenance	2	General Maintenance Tech II	L04	72,800
244 Recreation Maintenance	4	Crew Chief	L04	145,600
246 Tennis Center	1	Recreation Assistant P/T	S22	14,063
247 Aquatics	1	Pool Supervisor	S15	44,273
254 Colonialtown Neighborhood Center	1	Community Center Mgr.	NB109	49,587
259 Hankins Park Recreation Site	1	Neighborhood Center Mgr.	NB108	46,322
263 Langford Park Neighborhood Center	1	Parks Service Specialist	S18	36,865
264 Loch Haven Center	1	Regional Center Manager	NB110	53,019
276 Rock Lake Community Center	1	Neighborhood Center Mgr.	NB108	46,322
731 Parks Administration	1	Sr. Admin. Assistant	S18	36,865
731 Parks Administration	1	Property Clerk	S21	30,085
731 Parks Administration	1	Communication Specialist	S20	32,197
732 Forestry	1	Field Supervisor	S16	42,199
733 Production & Grounds Maint.	5	Equipment Operator Light	L02	144,195
733 Production & Grounds Maint.	4	Crew Chief	L04	145,600
733 Production & Grounds Maint.	1	Mechanic III	L04	36,400
735 Parks Irrigation	6	Irrigation Tech II	L05	240,552
736 Environmental Horticulture	1	Equip. Operator Mid Size	L03	32,323
736 Environmental Horticulture	1	Crew Chief	L04	36,400
736 Environmental Horticulture	2	Landscape Technician Sr.	L03	64,646
736 Environmental Horticulture	2	Landscape Technician	L02	57,678
736 Environmental Horticulture	1	Horticulture Assistant	L04	36,400
736 Environmental Horticulture	3	Chemical Application Tech	L04	109,200
<b>TOTAL DEPARTMENT</b>	<b>56</b>			<b>\$ 2,035,842</b>

Continued on next page

## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>POLICE DEPARTMENT</u></b>				
660 Police Administration	1	Accounting Clerk	S20	\$ 32,197
660 Police Administration	1	Crime Analyst Sr.	S14	48,325
660 Police Administration	1	Accounting Specialist II	S18	36,865
660 Police Administration	1	Police Program Specialist	S17	39,456
660 Police Administration	1	Staff Assistant	S20	32,197
662 Police Support Services	1	Staff Assistant	S20	32,197
662 Police Support Services	1	Property Clerk	S21	30,085
662 Police Support Services	2	Office Assistant	S21	60,170
662 Police Support Services	1	Forensic Photographer	S15	45,163
662 Police Support Services	2	Police Svcs. Specialist II	S18	73,730
675 Criminal Investigations Division	1	Administrative Assistant	S19	34,461
675 Criminal Investigations Division	5	Police Svcs. Specialist II	S18	184,325
676 Drug Enforcement	1	Administrative Assistant	S19	34,461
694 Police Training	1	Police Career Counselor	S15	45,163
<b>TOTAL DEPARTMENT</b>	<b>20</b>			<b>\$ 728,795</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
723 Engineering Records & Drafting	1	Computer Cartographer II	S18	\$ 36,865
723 Engineering Records & Drafting	1	Computer Cartographer III	S16	42,199
726 Right-of-Way Management	1	Right-of-Way Program Mgr.	NB113	68,162
726 Right-of-Way Management	1	Maintenance Worker	L01	25,938
728 Material & Equipment Management	1	Traffic Maintenance II	L04	36,400
754 Trans. Engineering PM/CM Services	1	Project Manager II	S08	77,722
756 Sign and Pavement Markings	1	Production & Network Mgr.	NB113	68,162
812 Director of Transportation	1	Director of Transportation	NB122	137,134
812 Director of Transportation	1	Executive Assistant	NB107	43,306
<b>TOTAL DEPARTMENT</b>	<b>9</b>			<b>\$ 535,888</b>
<b>TOTAL GENERAL FUND</b>	<b>117</b>			<b>\$ 5,209,872</b>

Continued on next page

## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>BUILDING CODE ENFORCEMENT FUND #200</u></b>				
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
295 Permitting Satellite Office	1	Permit Tech III	S17	\$ 39,456
295 Permitting Satellite Office	1	Construction Inspector III	S12	55,327
296 Permitting Services	1	Administrative Assistant	S19	34,461
297 Customer Svc. & Logistical Support	1	Permit Tech III	S17	39,456
298 Plans Review	1	Building Official	NB117	85,571
298 Plans Review	1	Fire Safety Examiner I	S12	55,327
299 Field Inspection and Review	1	Construction Insp. Supv.	S11	59,190
299 Field Inspection and Review	1	Construction Inspector III	S12	55,327
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>8</b>			<b>\$ 424,115</b>
<b><u>SCHOOL CROSSING GUARD FUND #395</u></b>				
<b><u>POLICE DEPARTMENT</u></b>				
074 School Crossing Guard	1	Traffic Safety Supervisor	S12	\$ 55,327
<b>TOTAL CROSSING GUARD FUND</b>	<b>1</b>			<b>\$ 55,327</b>
<b><u>SOLID WASTE FUND #426</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
365 Commercial Collection	1	Refuse Collector	L02	\$ 28,839
366 Residential & Recycling	1	Refuse Collector	L02	28,839
366 Residential & Recycling	3	Equip. Operator-Recycling	L04	109,200
<b>TOTAL SOLID WASTE FUND</b>	<b>5</b>			<b>\$ 166,878</b>
<b><u>STORMWATER UTILITY FUND #428</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
705 Stormwater Utility Admin.	1	Administrative Assistant	S19	\$ 34,461
706 Stormwater Management	1	Equipment Operator-Multi	L05	40,092
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>2</b>			<b>\$ 74,553</b>

Continued on next page

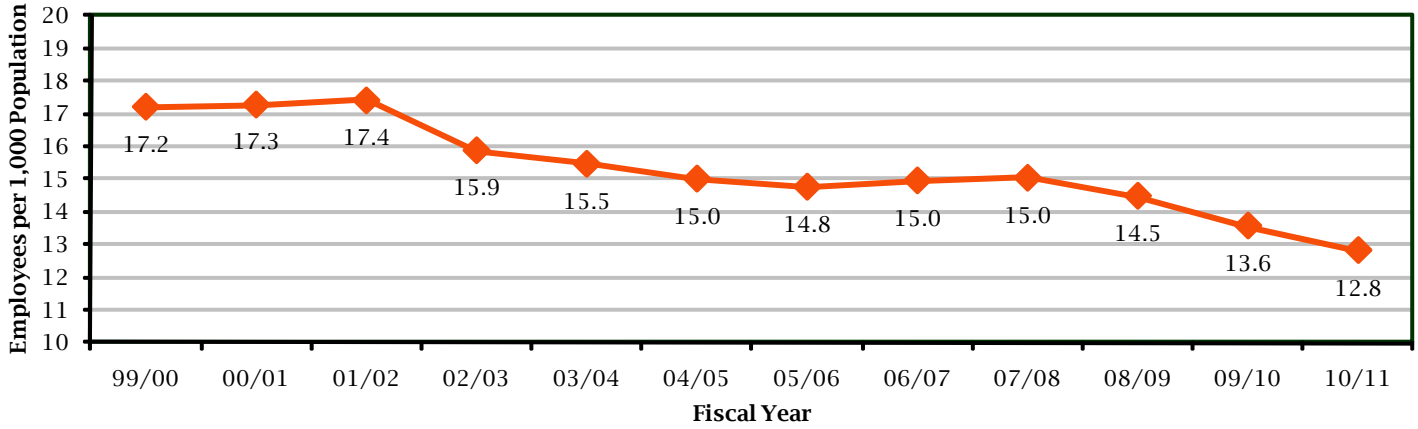
## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2010/2011

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>WASTEWATER FUND #441</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
344 System Evaluation & Maintenance	1	Wastewater Tech Sr.	L04	\$ 36,400
351 Water Conserv I	1	Treatment Plant Op. Chief	NB112	62,254
351 Water Conserv I	<u>1</u>	Administrative Specialist	S15	<u>45,163</u>
<b>TOTAL WASTEWATER FUND</b>	<b>3</b>			<b>\$ 143,817</b>
<b><u>FLEET MANAGEMENT FUND #511</u></b>				
<b><u>OFFICE OF BUSINESS &amp; FINANCIAL SERVICES</u></b>				
741 Fleet Management Administration	1	Division Fiscal Manager	NB112	\$ 62,254
744 Fleet Management Maintenance	<u>3</u>	Mechanic IV Automotive	L05	<u>120,276</u>
<b>TOTAL FLEET MANAGEMENT FUND</b>	<b>4</b>			<b>\$ 182,530</b>
<b><u>RISK MANAGEMENT FUND #521</u></b>				
<b><u>OFFICE OF BUSINESS &amp; FINANCIAL SERVICES</u></b>				
217 Risk Management Administration	1	Health & Safety Manager	UNCL	\$ 74,651
217 Risk Management Administration	1	Safety Specialist	NB110	53,019
217 Risk Management Administration	1	Claims Adjuster II	S12	55,327
217 Risk Management Administration	<u>1</u>	Risk Mgmt. Specialist	S18	<u>36,865</u>
<b>TOTAL RISK MANAGEMENT FUND</b>	<b>4</b>			<b>\$ 219,862</b>
<b><u>H.P. LEU GARDENS FUND #633</u></b>				
<b><u>ORLANDO VENUES DEPARTMENT</u></b>				
143 H.P. Leu Gardens	1	Horticulture Ed. Specialist	S16	\$ 42,199
143 H.P. Leu Gardens	1	Staff Assistant	S20	32,197
143 H.P. Leu Gardens	<u>1</u>	Grants Coordinator	S13	<u>51,721</u>
<b>TOTAL H.P. LEU GARDENS FUND</b>	<b>3</b>			<b>\$ 126,117</b>
<b><u>DOWNTOWN DEVELOPMENT BOARD (DDB) FUND #641</u></b>				
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
171 Downtown Development Board	<u>1</u>	Staff Assistant	S20	<u>\$ 32,197</u>
<b>TOTAL DDB FUND</b>	<b>1</b>			<b>\$ 32,197</b>
<b>TOTAL ALL FUNDS</b>	<b><u>148</u></b>			<b><u>\$ 6,635,268</u></b>

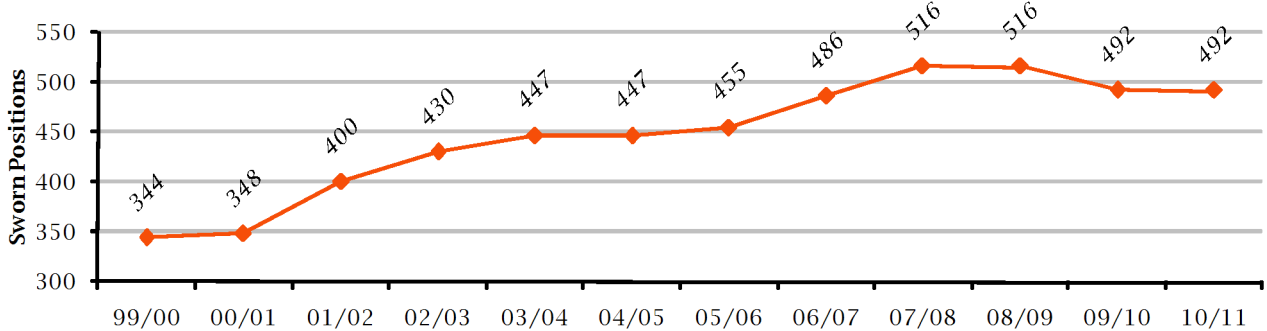
Budget in Brief

Employees per Thousand City Population

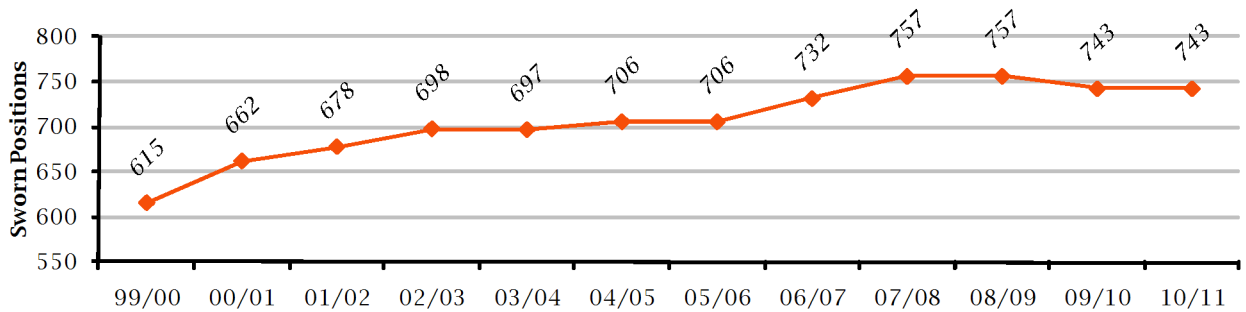


FY	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Employees	3,179	3,214	3,282	3,095	3,121	3,135	3,211	3,350	3,439	3,390	3,162	3,019
Population	184,639	185,951	188,494	194,913	201,851	208,900	217,567	224,055	228,765	234,130	233,115	235,673
per 1,000	17.2	17.3	17.4	15.9	15.5	15.0	14.8	15.0	15.0	14.5	13.6	12.8

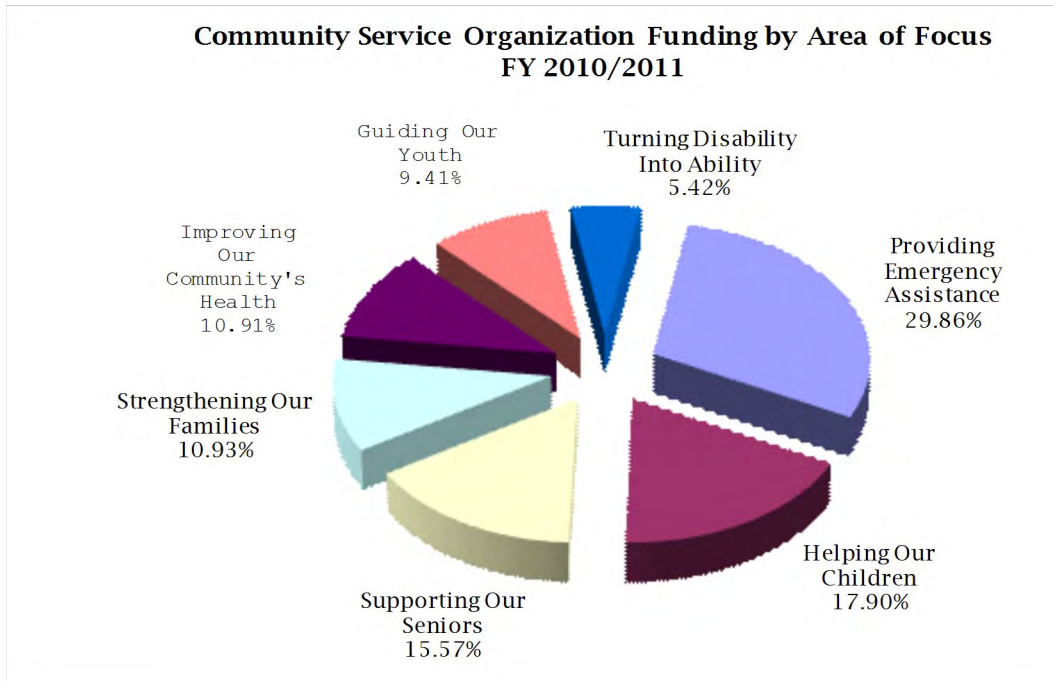
Orlando Fire Department Sworn Positions



Orlando Police Department Sworn Positions



Budget in Brief



Focus Care Area	City Funding	%of Total
Providing Emergency Assistance	\$ 481,045	29.86%
Helping Our Children	288,194	17.90%
Supporting Our Seniors	250,768	15.57%
Strengthening Our Families	176,081	10.93%
Improving Our Community's Health	175,717	10.91%
Guiding Our Youth	151,623	9.41%
Turning Disability Into Ability	87,376	5.42%
<b>Total:</b>	<b>\$ 1,610,804</b>	<b>100.00%</b>



## Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS  
RECOMMENDATIONS

	Revised FY 2009/2010	Adopted FY 2010/2011
Boys and Girls Club of Central Florida	\$ 41,980	\$ 35,683
Center for Drug Free Living	116,619	99,126
Central Florida Police Athletic League	44,000	37,400
Children's Home Society	30,536	25,956
Christian Service Center	26,165	22,240
Coalition for the Homeless	318,076	270,365
Community Coordinated Care for Children	339,052	288,194
Orlando/Orange Compact	92,400	78,540
Consumer Credit Counseling Service	7,565	6,430
Devereux Foundation, Inc.	19,014	16,162
Guardian Care	43,892	37,308
Harbor House	153,581	130,544
Howard Phillips Center for Children & Families (ORHS)	90,107	76,591
Legal Aid Society	28,778	24,461
Lighthouse Central Florida (formerly CITE)	49,374	41,968
Metropolitan Orlando Urban League	104,738	89,027
Orlando Day Nursery Association, Inc.	16,523	14,045
Quest	53,421	45,408
Retired & Senior Volunteer Program	6,672	5,671
Salvation Army	42,618	36,225
Seniors First, Inc.	244,458	207,789
Share the Care	25,495	21,671
Subtotal - Community Service Organizations	<u>\$ 1,895,063</u>	<u>\$ 1,610,804</u>

## OTHER AGENCIES

Black Business Investment Fund	\$ 125,400	\$ 106,590
Central Florida Sports Commission	85,117	72,350
Citrus Sports	50,600	43,010
City Arts Factory	125,000 (1)	125,000
Channel 24	17,600	-
Digital Media Alliance Florida	22,000	21,500
Disney/SBA National Entrepreneur Center	88,000	74,800
Downtown Arts District	229,000 (2)	229,000
Economic Development Commission	402,626	342,232
Heart of Florida United Way/Community Services Network	97,858	83,179
Hispanic Business Initiative Fund	69,960	59,466
Impact Fee Assistance Program	50,000	-
Ivanhoe Foundation, Inc.	17,600	14,960
MetroPlan	125,983	117,164
Mayor's Grants	145,000	145,000
MyRegion.org	44,000 (3)	18,700
National Center for Simulation	17,600	14,960
Orlando Humane Society	17,600	14,960
Orlando Science Center	528,000	448,800
Parramore Child Care Executive Partnership	200,000	200,000
Regional Commission on Homelessness	88,000	74,800
UCF Research Foundation	-	250,000
UCF Technology Incubator	88,000	-
United Arts of Central Florida	503,283	427,790
Subtotal - Other Agencies	<u>\$ 3,138,227</u>	<u>\$ 2,884,261</u>

Funding provided by the General Fund unless otherwise noted.

(1) CRA

(2) FY10 and FY11 - \$154,000 General Fd.; \$75,000 CRA.

(3) FY10 - \$22,000 General Fd.; \$22,000 CRA. FY11 - \$18,700 General Fd.

## Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS  
RECOMMENDATIONS  
GRANT FUNDING

	Revised FY 2009/2010	Adopted FY 2010/2011
<u>Community Development Block Grant</u>		
Catholic Charities Facility Improvements	\$ 100,000	\$ -
Center for Drug Free Living Nueva Vida Program	104,778	-
City of Orlando PKZ Academic Excellence Project	-	25,000
City of Orlando Housing Counseling	149,980	150,000
Coalition for the Homeless Men's Service Center	200,000	800,000
Coalition for the Homeless 1st Steps Substance Abuse Prog.	-	85,000
Lakeside Behavioral Healthcare Services to Residents	-	66,724
Nap Ford Community School Programming	50,000	-
Other Public Facility Improvements TBD	-	159,140
Quest Vocational Facility Rehabilitation	87,250	-
Seniors First Community Care for the Elderly	34,000	40,000
Seniors First H.E.A.R.T. Program	180,842	180,000
Villages of Orlando Building Acquisition & Renovation	375,469	-
Subtotal - Community Development Block Grant	<u>1,282,319</u>	<u>1,505,864</u>
<u>Emergency Shelter Grant</u>		
Beta Center	49,403	-
Coalition for the Homeless	-	39,685
Harbor House	49,403	59,529
Subtotal - Emergency Shelter Grant	<u>98,806</u>	<u>99,214</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	819,529	959,926
Permanent housing placement assistance	80,000	80,000
Short term rental, mortgage and utility assistance	671,000	666,000
Supportive services	926,164	1,236,140
Tenant based rental assistance	706,240	691,240
Subtotal - HOPWA Grant	<u>3,202,933</u>	<u>3,633,306</u>
Total Grant Funding	<u>\$ 4,584,058</u>	<u>\$ 5,238,384</u>
TOTAL - ALL FUNDING	<u>\$ 9,492,348</u>	<u>\$ 9,733,449</u>

HOPWA providers are selected through a Request for Proposal process. Providers include Center for Drug Free Living, Center for Multicultural Wellness & Prevention, Miracle of Love, N.E.E.D., St. Francis House, The Transition House, X-Tending Hands, The Place of Comfort, Spotlight Outreach Ministries, Habitat for Humanity and Catholic Charities. The FY 2009/2010 allocation includes \$518,223 of carryover funding from FY 2008/2009.

## Budget in Brief

### Capital Improvement Projects 2010/11

	<u>2010/2011</u>
<b>Capital Improvement Fund</b>	
Community Capital	\$ 420,000
Fire Equipment Replacement	1,000,000
Hazardous Sidewalk Repair	300,000
Pavement Rehabilitation	1,000,000
School Safety Sidewalk Program	400,000
Technology Enhancement Projects	1,500,000
Unallocated/Reserved for Future Projects	100,000
<b>Capital Improvement Fund Total</b>	<b>\$ 4,720,000</b>
<b>Gas Tax</b>	
Area Wide Signal System Fiber Interconnect	\$ 100,000
Car Sharing Program	120,000
Developer Signals-Matching Funds	150,000
FDOT Design Guidelines- Orange, Semoran & Colonial	100,000
Hazardous Sidewalk Repair	200,000
Intersection Safety Improvements	200,000
Lee Vista Blvd. Debt Service	536,365
LYMMO East/West Extension	170,000
LYNX Annual Contribution	3,482,292
Miscellaneous Transportation Enhancements	100,000
Narcoossee Rd Debt Service - SR 528 to SR 417	561,740
New Traffic Signal Locations	370,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	1,250,000
Railroad Grade Crossing Rehabilitation	100,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
<b>Gas Tax Total</b>	<b>\$ 7,940,397</b>
<b>Other Funds</b>	
Citrus Bowl Improvements	\$ 90,432
Grand National Dr. I-4 Overpass	1,887,434
Iron Bridge Equipment Replacement	288,590
Iron Bridge Low Voltage Improvements	966,800
Narcoossee Rd Debt Service - SR 528 to SR 417	938,260
Super Critical Water Oxidation	725,100
<b>Other Funds Total</b>	<b>\$ 4,896,616</b>

Continued on next page

## Budget in Brief

### Capital Improvement Projects 2010/11

	<u>2010/2011</u>
<b>Service Charges</b>	
Dean Road Slipline	\$ 500,000
Gertrudes Walk - Downtown Pe de strian Circulation	100,000
Iron Bridge Equipment Replac ement	308,410
Iron Bridge Low Voltage Improvements	1,033,200
Ivanhoe Blvd. Wastewater Improvements	500,000
Lift Station Rehabilitation	1,500,000
Lift Station Teleme try Replac ement	100,000
Lift Stations - Unde rground Rehabilitation	650,000
Rapid Respon se Construction	500,000
Reline Concrete Sewers	500,000
Super Critical Water Oxidation	774,900
Water Conserv I Flow Equalization Rehab	500,000
Water Conserv I Headworks Replacement	1,000,000
Water Conserv I Pump Station	1,250,000
Water Conserv II Aeration, Process Upgrades	10,300,000
Water Conserv II RIB Upgrades	300,000
Yuc atan Drive Sewer Replacement	500,000
<b>Service Charges Total</b>	<b>\$ 20,316,510</b>
<b>Sewer Capacity Charges</b>	
Dahlia Drive Sewer Replacement	\$ 75,000
Silver Star Road Forc emain	500,000
<b>Sewer Capacity Charges Total</b>	<b>\$ 575,000</b>
<b>State Aid</b>	
Church St. Streetscape - Terry to Tampa	\$ 11,961,467
Dinky Line (Orlando Urban Trail)	816,000
<b>State Aid Total</b>	<b>\$ 12,777,467</b>

Continued on next page

## Budget in Brief

### Capital Improvement Projects 2010/11

	<u>2010/2011</u>
<b>Stormwater Utility Fee</b>	
Bumby Ave. Drainage Improvements	\$ 550,000
Caravan Court Drainage Improvements	400,000
Clay/Minnesota Drainage Improvements	550,000
Dove Dr./Pelican Dr. Drainage Improvements	300,000
Drainage Well Enhancement	250,000
Drainwell Repair and Rehabilitation	250,000
Emergency Spill Cleanup	50,000
Flood Studies	150,000
Gore Street/Essex Place Drainage Improvements	500,000
Ivanhoe Boulevard Drainage	550,000
Lake Enhancement Improvements	200,000
Lake Lucerne-Cherokee-Davis-Lancaster Interconnect	500,000
Lake Notasulga/Haralson Estates	213,534
Mitigation Area Maintenance	200,000
Par Street Drainage Improvements	500,000
Rapid Response Construction	320,000
Richmond Street Drainage Improvements	300,000
Sandbar Removal	100,000
Stormwater Monitoring	50,000
Stormwater System Construction	250,000
Stormwater System Evaluation	500,000
System Repair and Rehabilitation	625,000
TMDL Implementation	600,000
Underdrain Construction	200,000
West Lake Fairview Drainage Improvements	200,000
<b>Stormwater Utility Total</b>	<b>\$ 8,308,534</b>
<b>Transportation Impact Fees</b>	
Boone Extension: Anderson St. to Sylvia Lane	\$ 1,384,000
Crystal Lk./Maguire Blvd. Debt Service	788,090
Gertrudes Walk - Downtown Pedestrian Circulation	50,000
Grand National Dr. I-4 Overpass	2,200,000
John Young Parkway Debt Service	396,508
LYMMO East/West Extension	410,000
Narcoossee Rd Debt Service - SR 528 to SR 417	291,264
President Barack Obama Parkway	400,000
Trail Projects	145,000
Transportation Studies/Professional Services	100,000
<b>Transportation Impact Fees Total</b>	<b>\$ 6,164,862</b>
<b>CIP Total</b>	<b>\$ 65,699,386</b>

More information on capital projects can be found in the Capital Improvements and Debt section, pages 363 through 389.



**R  
E  
V  
E  
N  
U  
E  
  
D  
E  
T  
A  
I  
L**



## Revenue Detail

---

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

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

Government and not-for-profit accounting, by using Fund Accounting, focuses on the sources, uses and balances of funds as opposed to the private sector focus on net income as the bottom line. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted, require specific approvals.

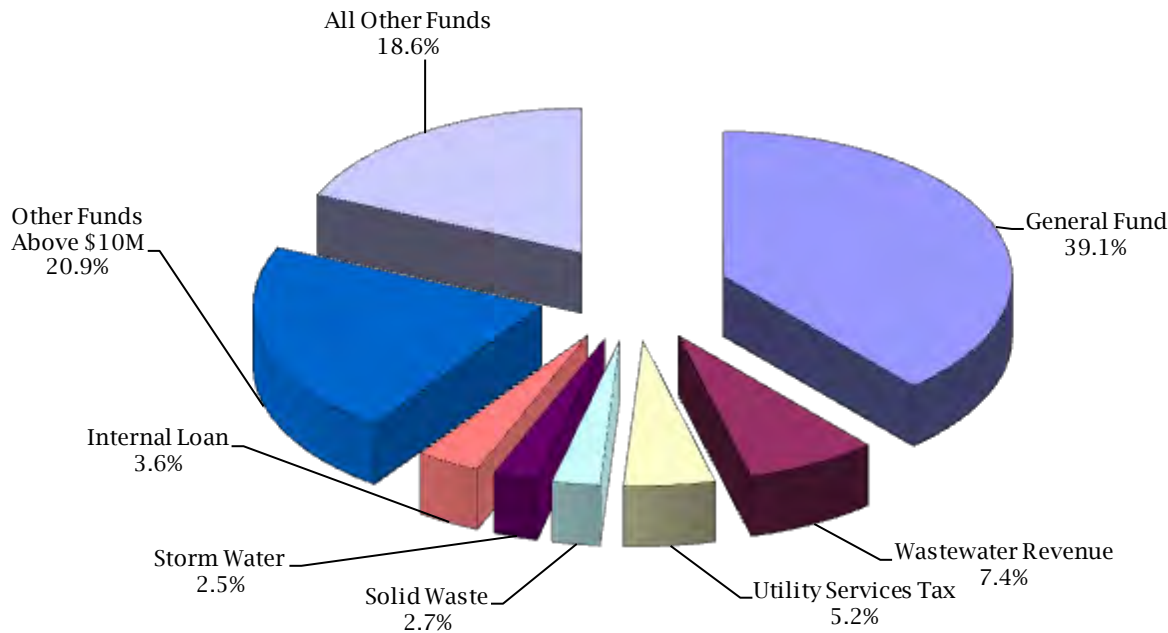
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds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

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

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

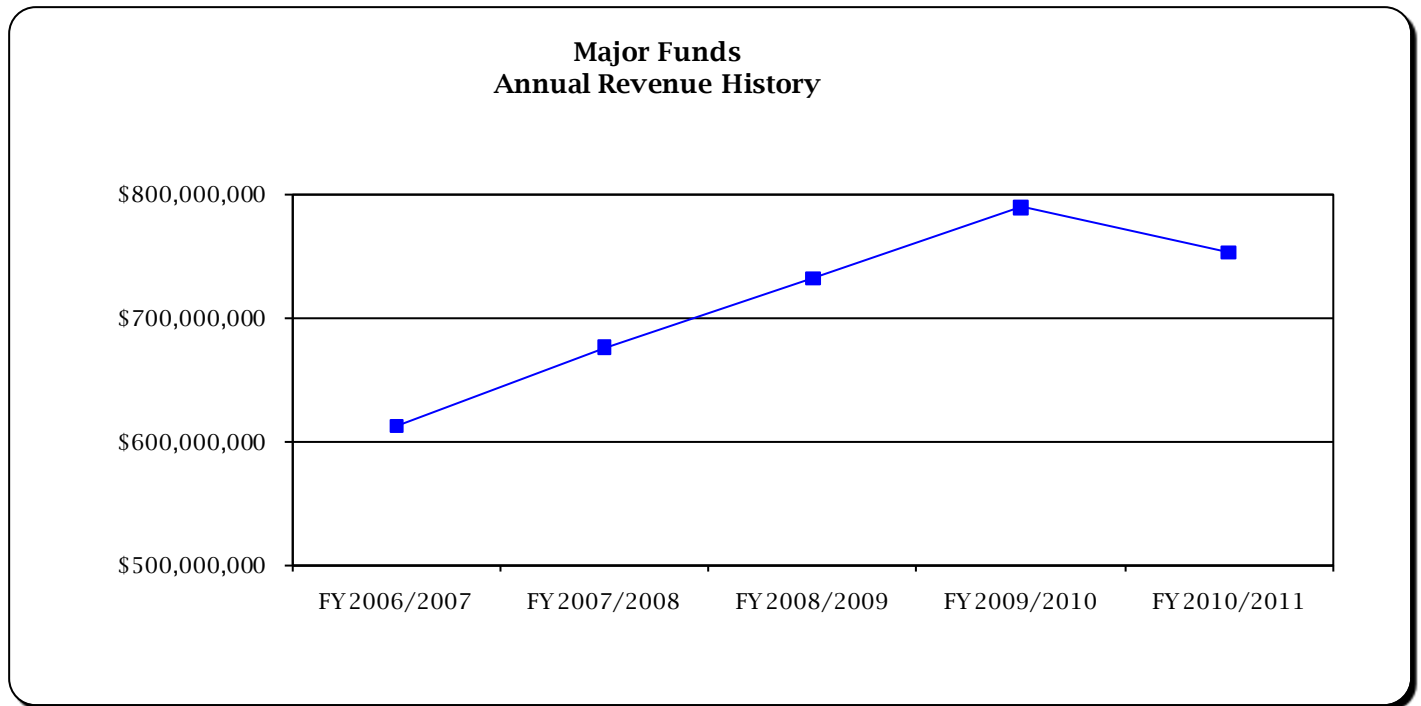
Revenue Detail

**Major Funds  
(Greater Than \$10 Million in Annual Revenue)**



Rank	Major Fund (more than \$10 million)	Adopted FY 2010/2011	2010/2011 % Total	Cumulative %
1.	General Fund	\$ 356,434,871	39.06%	39.06%
2.	Wastewater Revenue Fund	67,841,758	7.43%	46.49%
3.	Utility Services Tax Fund	47,159,241	5.17%	51.66%
4.	Internal Loan Fund	33,182,548	3.64%	55.29%
5.	Health Care Fund	30,491,318	3.34%	58.64%
6.	Solid Waste Fund	24,666,434	2.70%	61.34%
7.	Stormwater Utility Fund	22,927,017	2.51%	63.85%
8.	Orlando Venues Fund	22,460,465	2.46%	66.31%
9.	OPEB Trust Fund	20,890,421	2.29%	68.60%
10.	CRA Trust Fund	20,526,734	2.25%	70.85%
11.	Risk Management Fund	19,670,053	2.16%	73.01%
12.	Grant Fund	18,106,265	1.98%	74.99%
13.	Fleet Management Fund	17,174,851	1.88%	76.87%
14.	Parking System Revenue Fund	15,867,259	1.74%	78.61%
15.	Wastewater SRF Loan	13,179,149	1.44%	80.05%
16.	Sixth Cent TDT A D/S Fund	12,090,221	1.32%	81.38%
17.	Wastewater General Construction Fund	10,472,000	1.15%	82.53%
	All Other Funds	159,457,586	17.47%	100.00%
	TOTAL	\$ 912,598,191	100.00%	

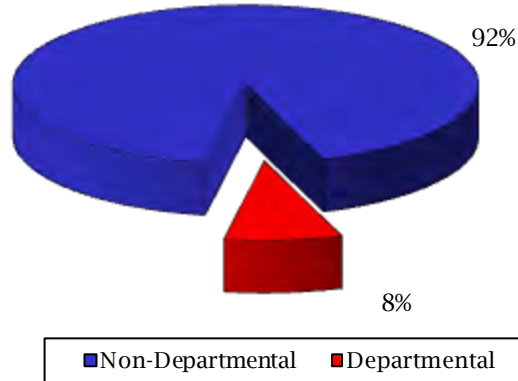
Revenue Detail



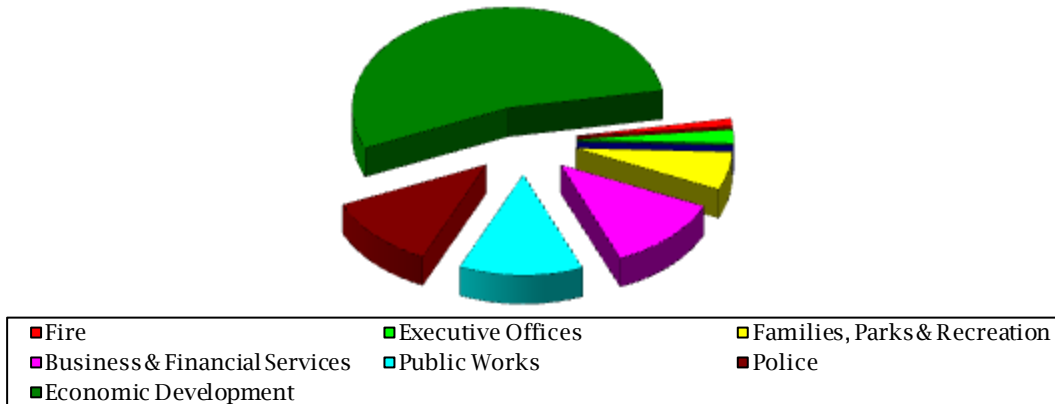
Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2006/2007	FY 2007/2008	FY 2008/2009	Budget FY 2009/2010	Budget FY 2010/2011
General Fund	\$ 345,597,117	\$ 357,438,794	\$ 366,166,481	371,076,076	\$ 356,434,871
Wastewater Revenue Fund	53,363,525	43,915,156	36,872,219	61,735,578	67,841,758
Utility Services Tax Fund	43,788,235	45,332,189	47,930,491	47,663,011	47,159,241
Internal Loan Fund	7,921,811	8,619,551	6,408,842	33,670,609	33,182,548
Health Care Fund	-	-	-	58,000	30,491,318
Solid Waste Fund	22,431,229	24,078,820	23,343,606	25,856,780	24,666,434
Stormwater Utility Fund	24,372,634	25,944,650	29,269,158	35,176,280	22,927,017
Orlando Venues Fund	20,896,875	15,533,826	28,752,990	11,384,277	22,460,465
OPEB Trust Fund	-	22,449,173	24,097,352	20,165,106	20,890,421
CRA Trust Fund	17,543,982	19,357,076	24,663,107	24,575,925	20,526,734
Risk Management Fund	19,086,677	18,231,717	20,070,734	21,511,043	19,670,053
Grant Fund	763,770	1,116,355	1,383,760	19,014,892	18,106,265
Fleet Management Fund	18,490,850	20,489,178	15,833,059	16,115,250	17,174,851
Parking System Revenue Fund	12,236,785	14,957,848	13,849,155	17,153,599	15,867,259
Wastewater SRF Loan	972,033	2,456,375	8,062,494	4,114,803	13,179,149
Sixth Cent TDT A D/S Fund	-	1,665,852	16,407,491	9,681,888	12,090,221
Wastewater General Construction Fund	25,194,632	54,745,981	69,195,357	70,880,674	10,472,000
<b>Total</b>	<b>\$ 612,660,156</b>	<b>\$ 676,332,541</b>	<b>\$ 732,306,297</b>	<b>\$ 789,833,791</b>	<b>\$ 753,140,605</b>

Revenue Detail

**General Fund Revenues By Department  
Non-Departmental vs. Departmental  
FY 2010/2011**



**General Fund Revenues By Department  
FY 2010/2011**



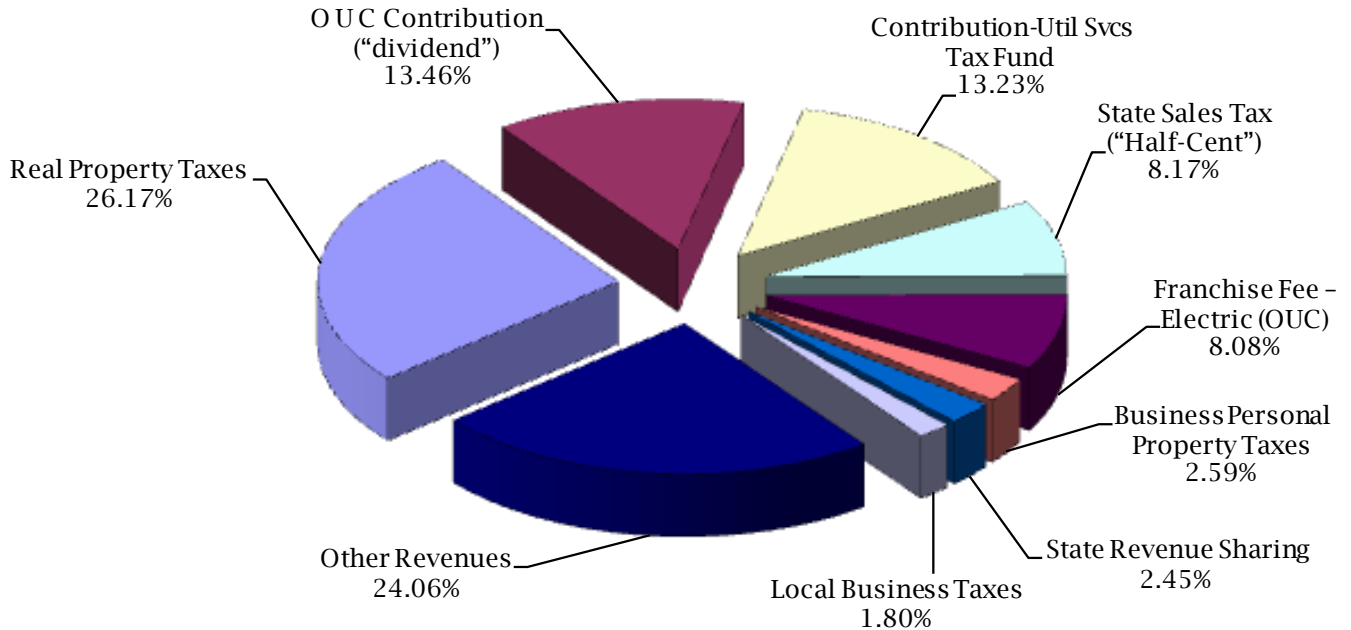
Department	Revised Budget FY 2009/2010	Adopted Budget FY 2010/2011	%of Total
Non-Departmental	\$ 341,335,312	\$ 327,280,705	91.82%
Police	4,891,378	3,441,450	0.97%
Economic Development	13,022,490	15,678,627	4.40%
Public Works	5,202,900	3,737,381	1.05%
Business & Financial Services	3,626,867	3,529,684	0.99%
Families, Parks & Recreation	1,906,913	1,785,099	0.50%
Executive Offices	746,646	628,191	0.18%
Fire	343,570	353,734	0.10%
<b>Total</b>	<b>\$ 371,076,076</b>	<b>\$ 356,434,871</b>	<b>100.00%</b>

Revenue Detail

MAJOR REVENUE SOURCES  
GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the revenue streams, those budgeted at more than \$5 million for FY 2010/2011, are shown in the table below.

Adopted Budget FY 2010/2011



<u>Revenue Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Real Property Taxes	\$ 103,385,643	\$ 108,006,676	\$ 124,657,575	\$ 110,903,493	\$ 93,262,940
O U C Contribution (Dividend)	45,700,008	45,952,140	45,900,000	45,900,000	47,976,000
Contribution-Util Svcs Tax Fund	40,206,628	41,605,548	45,308,404	47,663,011	47,159,241
State Sales Tax (Half-Cent)	30,163,973	29,634,620	26,743,524	26,314,995	29,128,457
Franchise Fee - Electric (OUC)	24,128,018	25,147,856	27,071,491	28,500,000	28,808,000
Business Personal Property Taxes	12,207,018	11,030,060	12,199,984	10,968,477	9,223,808
State Revenue Sharing	9,763,097	9,183,993	8,392,219	8,017,904	8,720,879
Local Business Taxes	6,477,065	6,608,717	6,533,247	6,780,000	6,400,000
Other Revenues	73,565,668	80,269,184	69,360,037	86,028,196	85,755,546
<b>Total</b>	<b>\$ 345,597,117</b>	<b>\$ 357,438,794</b>	<b>\$ 366,166,481</b>	<b>\$ 371,076,076</b>	<b>\$ 356,434,871</b>

## Revenue Detail

### MAJOR REVENUE SOURCES GENERAL FUND

#### Ad Valorem Property Taxes

Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 5.65 mills. Ad Valorem Property taxes were originally forecasted in January as part of a ten-year forecast using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1<sup>st</sup> and become delinquent on April 1<sup>st</sup> 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.

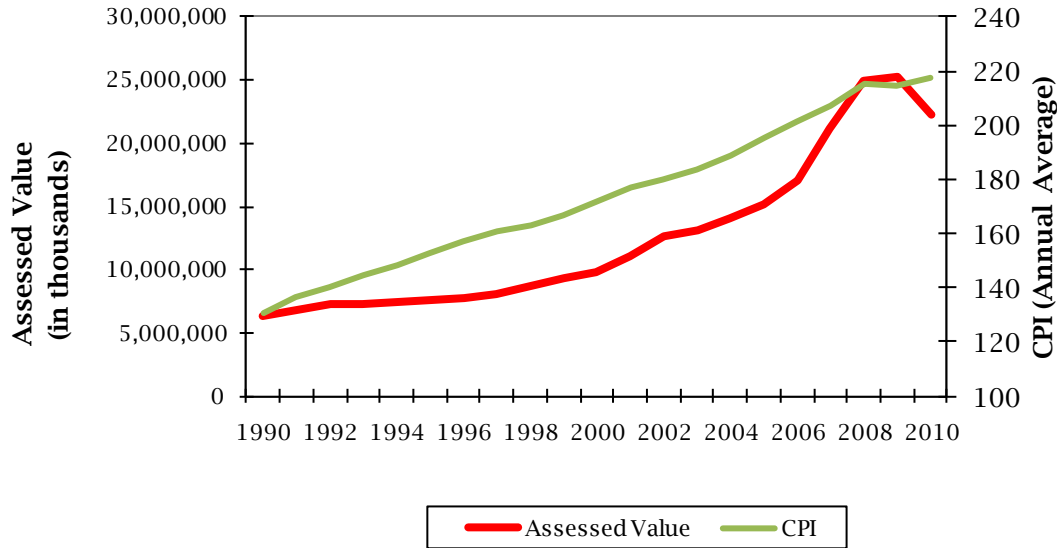
In January 2008, the voters of the State of Florida passed a Constitutional amendment pertaining to property tax reform. Please refer to page 94 for a more detailed discussion of the requirements.

<u>Revenue Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Real Property Taxes	\$ 107,053,794	\$ 111,736,939	\$ 128,951,377	\$ 115,524,472	\$ 97,148,896
Less: Discount for Real Taxes	(3,668,151)	(3,730,263)	(4,293,802)	(4,620,979)	(3,885,956)
Bus. Pers. Property Taxes	12,643,506	11,435,566	12,621,363	11,425,497	9,608,133
Less: Discount Bus. Pers. Taxes	(436,488)	(405,506)	(421,379)	(457,020)	(384,325)
Tax Recovery - Prior Yr Write-offs	155,206	-	-	-	-
Interest-Delinquent Taxes	363,901	350,283	378,577	140,000	300,000
<b>TOTAL Property Tax Revenue</b>	<b>\$ 116,111,767</b>	<b>\$ 119,387,019</b>	<b>\$ 137,236,136</b>	<b>\$ 122,011,970</b>	<b>\$ 102,786,748</b>



Revenue Detail

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



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

Fiscal Year (1)	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,035,799	25,275,856,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103

Source: Orange County Property Appraiser

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

## Revenue Detail

### Millage Rate Property Tax Reform Guidelines

The Florida Legislature met in special session during June 2007 to address Property Tax reform legislation. Two components resulted from this session. The first required the City to determine its millage rate for the 2007/2008 fiscal year using a prescribed calculation. As a direct result of the mandate, the City's millage rate was reduced to 4.9307 for that fiscal year.

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

The amount of each home's value that is exempt from property taxes increased from \$25,000 to \$50,000 on all but the least expensive homes. A \$25,000 exemption on tangible personal property was also added, as well as a 10% annual cap on non-homesteaded property (to be effective for FY 2009/2010). The final change allows residents to take their homestead exemption with them when they move to a new home in Florida. This is known as "portability."

The millage rate in fiscal year 2008/2009 was adjusted to bridge the resulting estimated \$31 million dollar budget gap. In the face of declining revenue due to falling property values, Mayor Buddy Dyer resolved to maintain the same millage rate in 2010/2011 instead of making further adjustments affecting the residents of Orlando. The City's finance team was charged with crafting a budget to address the approximately \$49.7 million dollar budget gap. The gap has been closed with the use of a portion of the City's strategic reserves, and reductions to programmatic expenditures and personnel.

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

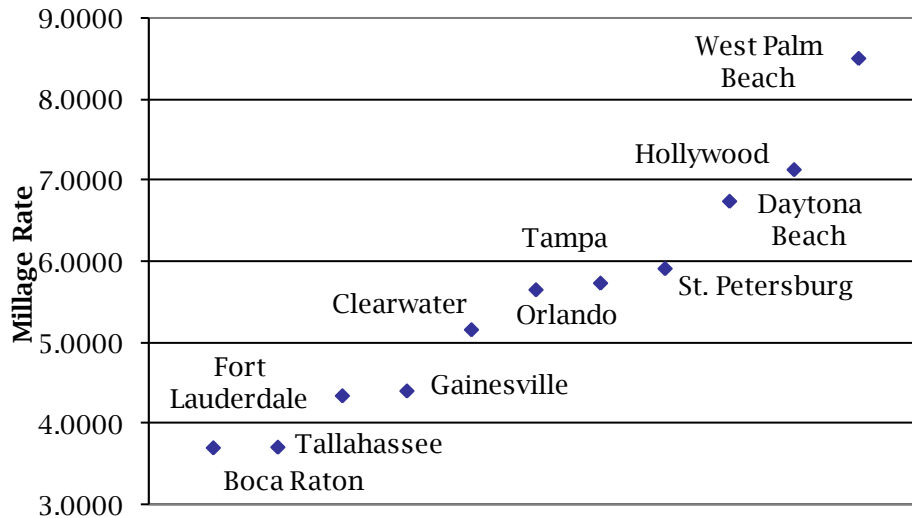
Fiscal Year	Operations	Debt	Total
1997	6.0666	-	6.0666
1998	6.0666	-	6.0666
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916
2005	5.6916	-	5.6916
2006	5.6916	-	5.6916
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500
2011	5.6500	-	5.6500

Revenue Detail

Operating Millage Rate Comparison  
Select Florida Municipalities

Municipality	Operating Millage 2010/2011	FY	Debt Service Millage 2010/2011	FY	Total Millage 2010/2011	FY	General Fund Budget 2010/2011*	FY
Boca Raton	3.3063		0.3859		3.6922		\$ 116,997,000	
Tallahassee	3.7000		0.0000		3.7000		133,668,000	
Fort Lauderdale	4.1193		0.2173		4.3366		324,100,000	
Gainesville	4.3963		0.0000		4.3963		105,002,000	
Clearwater	5.1550		0.0000		5.1550		111,438,000	
<b>Orlando</b>	<b>5.6500</b>		<b>0.0000</b>		<b>5.6500</b>		<b>356,435,000</b>	
Tampa	5.7326		0.0000		5.7326		337,500,000	
St. Petersburg	5.9125		0.0000		5.9125		203,168,000	
Daytona Beach	6.3044		0.4423		6.7467		65,952,000	
Hollywood	6.7100		0.4283		7.1383		174,920,000	
West Palm Beach	8.0739		0.4426		8.5165		169,019,000	

\* numbers are rounded to the nearest thousand

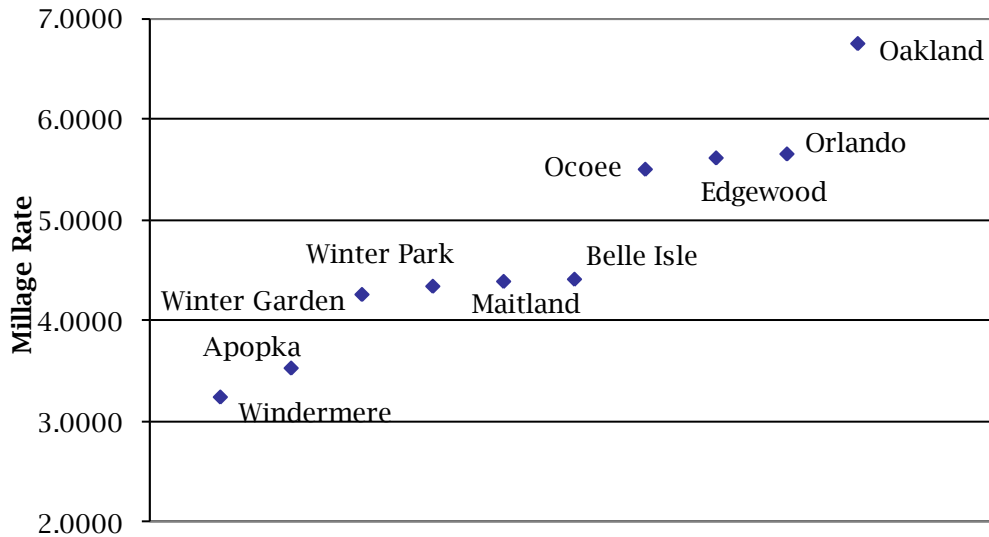


Revenue Detail

Operating Millage Rate Comparison  
Select Orange County Municipalities

Municipality	Operating Millage 2010/2011	FY	Debt Service Millage 2010/2011	FY	Total Millage 2010/2011	FY	General Fund Budget FY 2010/2011*
Windermere	3.2280		0.0000		3.2280	\$	3,225,000
Apopka	3.5166		0.0000		3.5166		30,374,000
Winter Garden	4.2500		0.0000		4.2500		24,226,000
Winter Park	4.0923		0.2394		4.3317		43,394,000
Maitland	3.8800		0.5000		4.3800		20,925,000
Belle Isle	4.4018		0.0000		4.4018		5,657,000
Ocoee	5.4974		0.0000		5.4974		32,633,000
Edgewood	5.6106		0.0000		5.6106		2,694,000
<b>Orlando</b>	<b>5.6500</b>		<b>0.0000</b>		<b>5.6500</b>		<b>356,435,000</b>
Oakland	6.7500		0.0000		6.7500		2,524,000

\*numbers are rounded to the nearest thousand



Revenue Detail

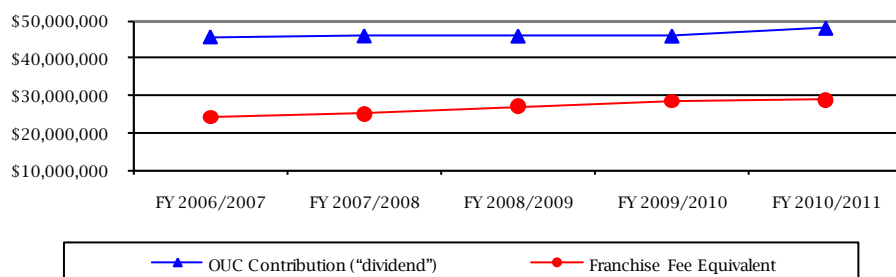
MAJOR REVENUE SOURCES  
GENERAL FUND

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s rights of way. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC’s net income, will return to the 60% level for FY10/11. The FY 2010/2011 amount is part of a consensus reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>Budget FY 2009/2010</u>	<u>Budget FY 2010/2011</u>
OUC Contribution (“dividend”)	\$ 45,700,008	\$ 45,952,140	\$ 45,900,000	\$ 45,900,000	\$ 47,976,000
Percent Change	-	0.55%	-0.11%	0.00%	4.52%
Franchise Fee Equiv. - Electric (OUC)	\$ 24,128,018	\$ 25,147,856	\$ 27,071,491	\$ 28,500,000	\$ 28,808,000
Percent Change	-	4.23%	7.65%	5.28%	1.08%

OUC History



Revenue Detail

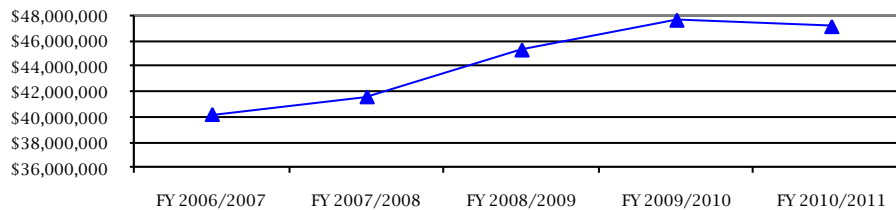
MAJOR REVENUE SOURCES  
GENERAL FUND

**Contribution—Utilities Services Tax Fund**

The Utilities Services Tax Fund receives proceeds from various utilities, including electric, water, natural gas, and communications. The Fund is pledged as a backup revenue source for repayment of debt, but if not utilized as such, the proceeds of the Fund are transferred into the General Fund. The amount of the transfer into the General Fund is reported in the General Fund as Contribution - Utilities Services Tax Fund. The OUC provides an estimate of their utility tax payment. Other utility tax payments are forecast using historical data. See non General Fund revenues on page 101 for additional discussion. The transfers for FY 2006/2007 through FY 2010/2011 include interest earnings, which are not shown on the Utility Tax Collections chart below.

<u>Revenue Description</u>	Actual FY 2006/2007	Actual FY 2007/2008	Actual FY 2008/2009	Revised Budget FY 2009/2010	Adopted Budget FY 2010/2011
Contribution-Utilities Svcs. Tax Fund	\$ 40,206,628	\$ 41,605,548	\$ 45,308,404	\$ 47,663,011	\$ 47,159,241
Percent Change	-	3.48%	8.90%	5.20%	-1.06%

Contribution - Utility Services Tax Fund



<u>Utility Tax Collections</u>	Actual FY 2006/2007	Actual FY 2007/2008	Actual FY 2008/2009	Revised Budget FY 2009/2010	Adopted Budget FY 2010/2011
Communications svcs.	\$ 17,435,873	\$ 18,677,085	\$ 16,797,799	\$ 17,435,873	\$ 15,751,077
Electric/water	23,980,781	24,717,330	26,833,268	29,121,270	29,862,167
Natural gas	391,437	382,207	393,408	390,000	390,000
Propane	417,930	375,713	309,554	415,000	310,000
Fuel oil	5,313	4,128	1,839	4,000	2,000
<b>Total</b>	<b>\$ 42,231,333</b>	<b>\$ 44,156,464</b>	<b>\$ 44,335,867</b>	<b>\$ 47,366,143</b>	<b>\$ 46,315,244</b>

Revenue Detail

MAJOR REVENUE SOURCES  
GENERAL FUND

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

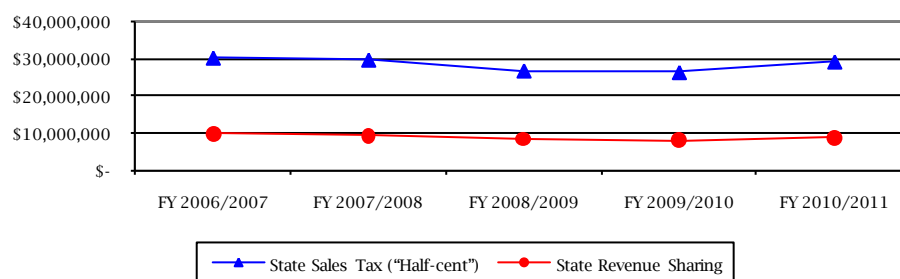
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local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

**Intergovernmental Revenues – State Revenue Sharing**

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

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>FY 2009/2010</u>	<u>FY 2010/2011</u>
State Sales Tax (“Half-cent”)	\$ 30,163,973	\$ 29,634,620	\$ 26,743,524	\$ 26,314,995	\$ 29,128,457
Percent Change	-	-1.75%	-9.76%	-1.60%	10.69%
State Revenue Sharing	\$ 9,763,097	\$ 9,183,993	\$ 8,392,219	\$ 8,017,904	\$ 8,720,879
Percent Change		-5.93%	-8.62%	-4.46%	8.77%

**Intergovernmental Revenues**





Revenue Detail

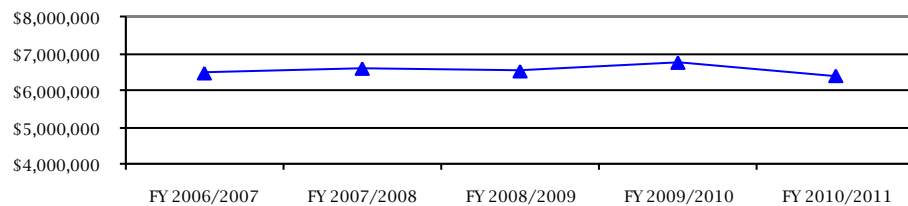
MAJOR REVENUE SOURCES  
GENERAL FUND

**Local Business Taxes**

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

<u>Revenue Description</u>	Actual FY 2006/2007	Actual FY 2007/2008	Actual FY 2008/2009	Revised Budget FY 2009/2010	Adopted Budget FY 2010/2011
Local Business Taxes	\$ 6,477,065	\$ 6,608,717	\$ 6,533,247	\$ 6,780,000	\$ 6,400,000
Percent Change		2.03%	-1.14%	3.78%	-5.60%

**Local Business Taxes**



<u>Description</u>	Actual FY 2006/2007	Actual FY 2007/2008	Actual FY 2008/2009	Revised Budget FY 2009/2010	Adopted Budget FY 2010/2011
# of Local Business Tax Receipts Issued	21,009	21,628	20,549	15,800	15,800

Revenue Detail

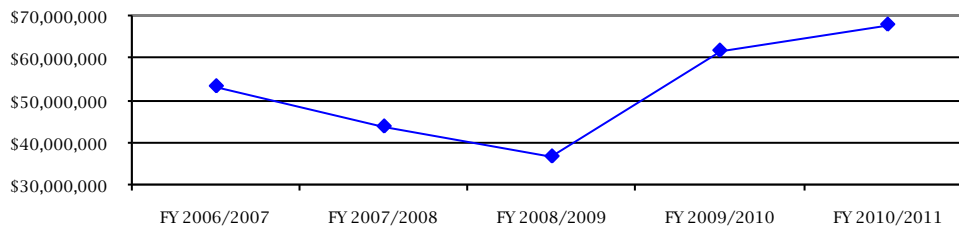
MAJOR REVENUE SOURCES  
NON GENERAL FUNDS

**Wastewater Revenue Fund**

The Wastewater Revenue Fund is an Enterprise Fund which receives retail and wholesale revenue for the use of facilities and services of the sanitary sewer system. There are separate retail rate classes for types of dwellings, businesses, churches, hospitals and other types of buildings and activities producing sewage and liquid waste. Wholesale rates are negotiated and specified in interlocal agreements with various governmental agencies and collection systems. A rate increase was approved for Fiscal Year 2009/2010. In addition, capacity charges previously budgeted in another fund are now budgeted here. The Wastewater Division provides budget estimates.

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Wastewater Revenue Fund	\$ 53,363,525	\$ 43,915,156	\$ 36,872,219	\$ 61,735,578	\$ 67,841,758
Percent Change	-	-17.71%	-16.04%	67.43%	9.89%

Wastewater Revenue Fund History



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

<u>Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Millions of gallons treated	13,077	13,527	14,709	13,724	14,000
# of customers	73,300	73,700	72,267	71,736	72,000
<u>Commodity Charge</u>					
Residential	\$ 14,625,905	\$ 12,488,016	\$ 12,634,625	\$ 13,299,967	\$ 14,539,772
Commercial	\$ 15,027,044	\$ 16,858,478	\$ 16,004,787	\$ 17,944,814	\$ 20,466,495

Source: City of Orlando Wastewater Division

## Revenue Detail

### Utility Services Tax Fund

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

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

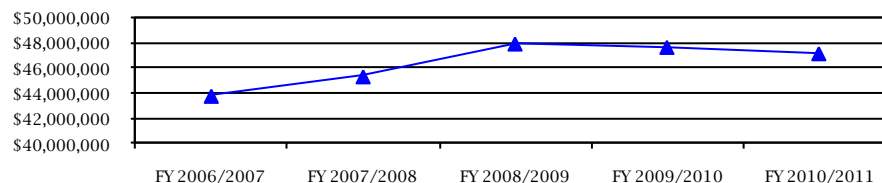
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department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

The City owned electric and water utility, the Orlando Utilities Commission, supplies estimates of revenues, taxes and non-tax payments based upon both internal and independent rate studies. Communications Services Tax revenues are forecast by the State and based upon per capita consumption estimates. This revenue has trended downward because of structural changes in the communications industry, such as long distance competition, cell phone substitution for home phones and non-taxed voice traffic over the Internet (VOIP).

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

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Utilities Services Tax Fund	\$ 43,788,235	\$ 45,332,189	\$ 47,930,491	\$ 47,663,011	\$ 47,159,241
Percent Change	-	3.53%	5.73%	-0.56%	-1.06%

Utility Services Tax Fund History



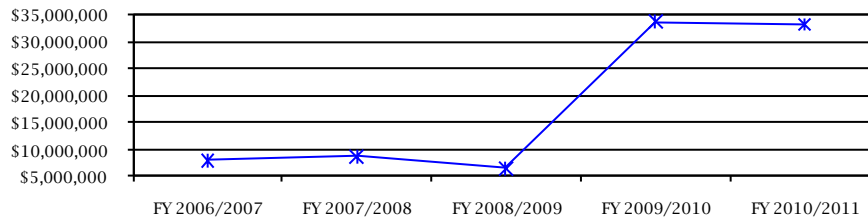
Revenue Detail

**Internal Loan Fund**

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

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Internal Loan Fund	\$ 7,921,811	\$ 8,619,551	\$ 6,408,842	\$ 33,670,609	\$ 33,182,548
Percent Change	-	8.81%	-25.65%	425.38%	-1.45%

**Internal Loan Fund History**



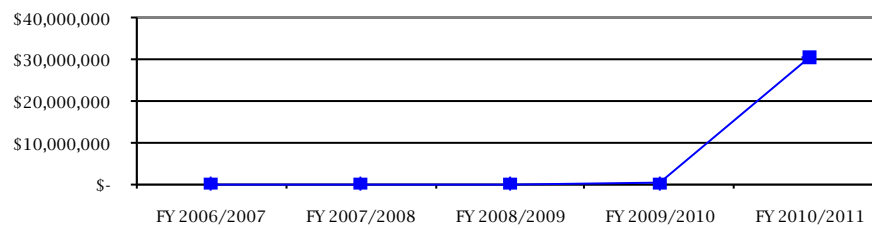
**Revenue Detail**

**Health Care Fund**

The Health Care Fund is an Internal Service Fund which was established with the intent 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. Due to a less than expected annual cost increase the City has opted to retain a traditional fully insured plan for FY 2010/2011, where the insurance company assumes the risk and controls the plan administration. However, the Internal Service Fund mechanism will remain in place for future implementation. As such, the Fund collects contributions from the various operating Funds for the payment of health care premiums. Internal Service fund billings are based on the approved contract with the current health care provider for the upcoming fiscal year.

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Health Care Fund	\$ -	\$ -	\$ -	\$ 58,000	\$ 30,491,318
Percent Change	-	-	-	-	52471.24%

**Health Care Fund History**



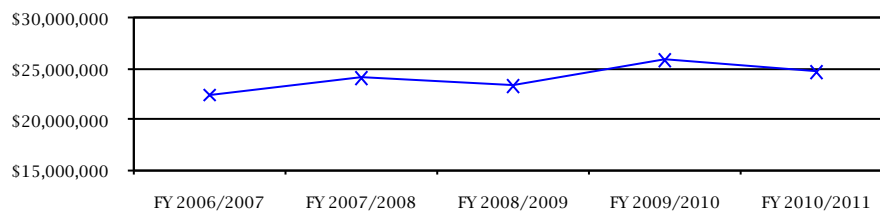
Revenue Detail

**Solid Waste Management Fund**

The Solid Waste Management Fund is an Enterprise Fund which receives revenue for the operation of the City's residential and commercial solid waste collection system. Fees are adopted by City Council ordinance (Orlando City Code, Chapter 28). The Solid Waste Management Division provides budget estimates. A rate increase was approved for FY 2010/2011.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Revised</u> <u>Budget</u> <u>FY 2009/2010</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2010/2011</u>
Solid Waste Fund	\$ 22,431,229	\$ 24,078,820	\$ 23,343,606	\$ 25,856,780	\$ 24,666,434
Percent Change		-	7.35%	10.77%	-4.60%

Solid Waste Fund History



<u>Revenue</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Revised</u> <u>Budget</u> <u>FY 2009/2010</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2010/2011</u>
Residential collections	\$ 8,835,735	\$ 9,721,515	\$ 10,596,089	\$ 10,345,443	\$ 9,924,478
Commercial collections	\$ 13,383,056	\$ 14,056,066	\$ 14,223,429	\$ 14,260,779	\$ 14,704,464

<u>Customers</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Revised</u> <u>Budget</u> <u>FY 2009/2010</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2010/2011</u>
Residential	53,048	50,208	50,105	50,385	50,495
Commercial	8,998	8,476	8,169	8,270	8,243
Total	62,046	58,681	58,274	58,655	58,738

<u>Tons Collected</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Revised</u> <u>Budget</u> <u>FY 2009/2010</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2010/2011</u>
Residential	85,357	66,952	67,928	68,947	70,698
Commercial	98,834	87,452	88,763	90,095	92,347
Total	184,191	154,404	156,691	159,042	163,045

<u>Collection Fee</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Revised</u> <u>Budget</u> <u>FY 2009/2010</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2010/2011</u>
Residential per household	\$ 14.71	\$ 15.08	\$ 15.22	\$ 15.85	\$ 16.48
Commercial base rate per cubic yard	\$ 5.46	\$ 5.60	\$ 4.96	\$ 5.12	\$ 6.12

Source: City of Orlando Solid Waste Management Division

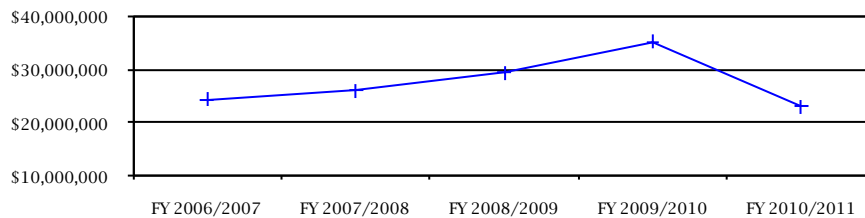
Revenue Detail

**Stormwater Utility Fund**

The Stormwater Utility Fund is an Enterprise Fund which receives annual fees for stormwater management. The annual Stormwater Utility Fee is based upon the amount and proportion of impervious surface per land parcel. The Stormwater Utility Division provides budget estimates. The Stormwater Utility Fee is invoiced on the Property Tax bill. Due to early payment discounts and non-payments, it is prudent to budget at less than 100% of possible revenue. The fund also receives fines for illicit discharges.

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Stormwater Utility Fund	\$ 24,372,634	\$ 25,944,650	\$ 29,269,158	\$ 35,176,280	\$ 22,927,017
Percent Change	-	6.45%	12.81%	20.18%	-34.82%

**Stormwater Utility Fund History**



<u>Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
# of parcels (customers)	82,059	86,749	87,877	89,056	89,577
annual rate per ERU	\$ 99.00	\$ 108.96	\$ 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



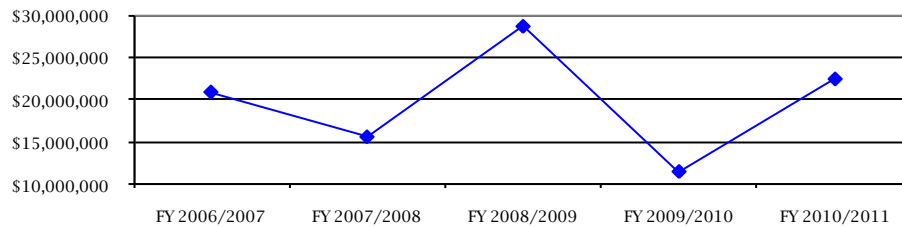
**Revenue Detail**

**Orlando Venues Fund**

The Orlando Venues Fund is an Enterprise Fund which receives fees for the use of the 18,500-seat event center (Amway Center) and the 2,500-seat performing arts center (Bob Carr Performing Arts Centre). Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings.

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>	
Orlando Venues Fund	\$ 20,896,875	\$ 15,533,826	\$ 28,752,990	\$ 11,384,277	\$ 22,460,465	
Percent Change		-	-25.66%	85.10%	-60.41%	97.29%

**Orlando Venues Fund History**



<u>Venue</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
<b><u>Amway Arena / Center</u></b>					
Total events	155	155	150	160	150
Total attendance	1,275,655	1,226,433	1,297,556	1,512,851	1,300,777
<b><u>Bob Carr Centre</u></b>					
Total events	221	226	215	271	198
Total attendance	337,300	330,158	328,213	369,061	260,000

Source: City of Orlando Venues Department

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 Orlando Predators of the Arena Football League. Former tenants include a Women's National Basketball Association team and hockey teams in two separate professional minor leagues.

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

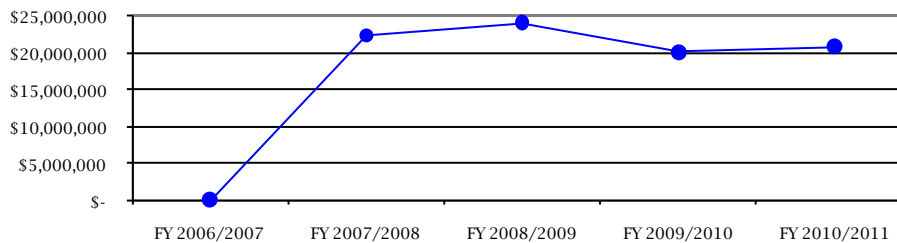
Revenue Detail

**Other Post Employment Benefits (OPEB) Trust Fund**

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2010/2011 represents an estimate of the City's annual required contribution (ARC), as determined by an Actuarial valuation conducted by Gabriel, Roeder, Smith and Company. The ARC is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution. Of the total Fund amount shown below, \$12,668,266 is the pay-as-you-go portion and \$8,188,022 is the employer pre-funding contribution. The remaining \$34,133 is an indirect cost allocation.

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
OPEB Trust Fund	\$ -	\$ 22,449,173	\$ 24,097,352	\$ 20,165,106	\$ 20,890,421
Percent Change			7.34%	-16.32%	3.60%

OPEB Trust Fund



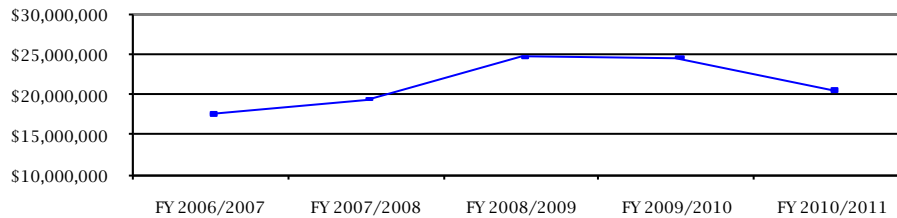
Revenue Detail

**CRA Trust Fund**

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

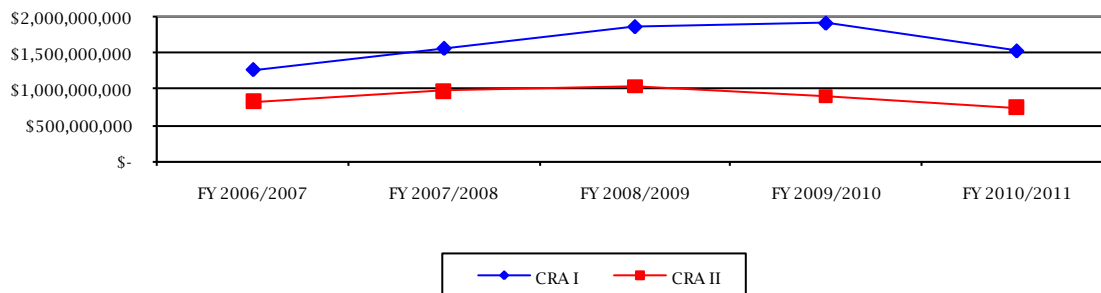
<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
CRA I/II Trust Fund	\$ 17,543,982	\$ 19,357,076	\$ 24,663,107	\$ 24,575,925	\$ 20,526,734
Percent Change	-	10.33%	27.41%	-0.35%	-16.48%

**CRA I/II Trust Fund History**



<u>District/Assessed Value</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>FY 2009/2010</u>	<u>FY 2010/2011</u>
CRA I	\$ 1,270,262,779	\$ 1,564,614,113	\$ 1,865,045,575	\$ 1,913,619,431	\$ 1,528,803,275
CRA II	\$ 829,051,502	\$ 974,859,183	\$ 1,038,005,788	\$ 900,646,856	\$ 742,306,734

**CRA I/II Assessed Value**



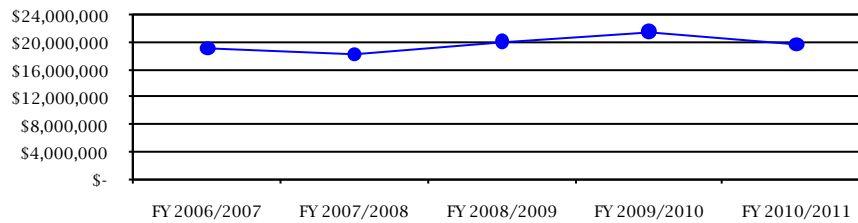
Revenue Detail

**Risk Management Fund**

The Risk Management Fund is an Internal Service Fund which oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability insurance. As such, the Fund collects contributions from the various operating funds for support of Risk Management operations. Internal Service fund billings are based on the projected claims for the year, and internal operating expenses, commercial and public entity insurance premiums, State assessments and anticipated claim reserves projected by an independent insurance actuary for the upcoming fiscal year.

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Risk Management Fund	\$ 19,086,677	\$ 18,231,717	\$ 20,070,734	\$ 21,511,043	\$ 19,670,053
Percent Change	-	-4.48%	10.09%	7.18%	-8.56%

**Risk Management Fund History**



**Revenue Detail**

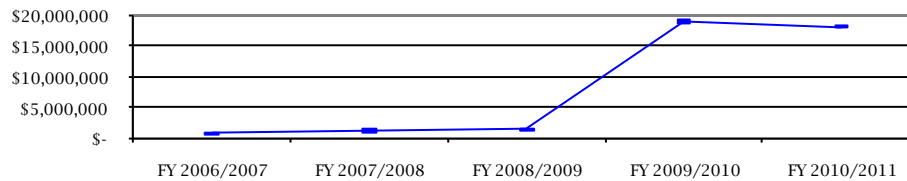
**Grant Fund**

The Grant Fund was created to serve as a central location for all grants received by the City from Federal, State and other governmental entities. Each grant is assigned its own project within the Fund. It is this separation that allows City staff to effectively track each grant and ensure compliance with the grantor's reporting requirements. Effective and transparent management of grant activity is of the highest priority to the City of Orlando.

The City actively seeks grants for a variety of purposes that support its core mission. \$11,961,467 of the Fiscal Year 2010/2011 Budget is a Federal Department of Transportation grant for construction along Church Street.

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Grant Fund	\$ 763,770	\$ 1,116,355	\$ 1,383,760	\$ 19,014,892	\$ 18,106,265
Percent Change	-	46.16%	23.95%	1274.15%	-4.78%

**Grant Fund History**



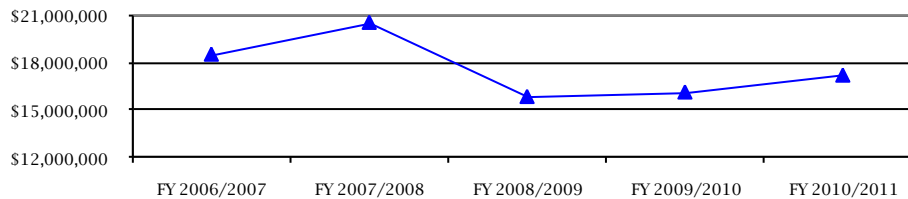
**Revenue Detail**

**Fleet Management Fund**

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

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Fleet Management Fund	\$ 18,490,850	\$ 20,489,178	\$ 15,833,059	\$ 16,115,250	\$ 17,174,851
Percent Change	-	10.81%	-22.72%	1.78%	6.58%

**Fleet Management Fund History**



**Active Vehicles and Equipment as of 9/30/2010**

<u>Type</u>	
Police vehicles and equipment	881
Fire vehicles and equipment	111
Public Works vehicles and equipment	581
Other vehicles and equipment	392
<b>Total</b>	<b>1,965</b>

**FY 2010/2011 Fuel Usage by Department**

<u>Department</u>	<u>Gallons</u>	<u>Cost</u>
Bus. and Financial Srvc.	68,486	\$ 181,659
Economic Development	46,063	122,139
Executive Offices	953	2,501
Families, Parks & Rec	92,039	249,541
Fire	208,498	567,790
Housing	1,696	4,670
Orlando Venues	4,073	10,654
Police	884,557	2,343,438
Public Works	677,118	1,853,845
<b>Total</b>	<b>1,983,483</b>	<b>\$ 5,336,237</b>

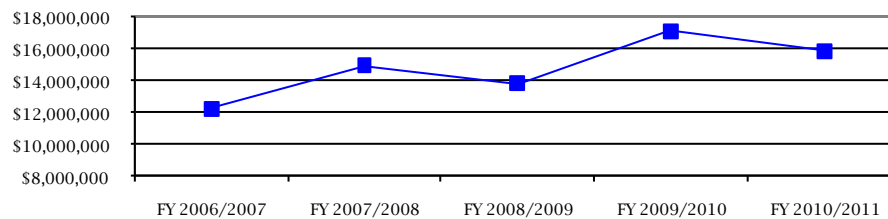
**Revenue Detail**

**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 and fines for use of the City’s Parking System, including Parking Fine revenue. Parking fees are established by City Council in Chapter 39 of the Orlando City Code. The Parking Division provides budget estimates.

<u>Fund Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
Parking System Revenue	\$ 12,236,785	\$ 14,957,848	\$ 13,849,155	\$ 17,153,599	\$ 15,867,259
Percent Change	-	22.24%	-7.41%	23.86%	-7.50%

**Parking System Revenue Fund History**



<u>Description</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Revised Budget FY 2009/2010</u>	<u>Adopted Budget FY 2010/2011</u>
# of garage spaces	7,267	7,267	7,267	7,192	7,192
# of surface lot/street spaces	1,893	2,084	2,276	2,332	2,332
Parking ticket revenue	\$ 1,665,795	\$ 1,943,522	2,000,455	\$ 1,900,000	\$ 2,250,000
# of parking tickets	69,662	65,758	82,380	65,000	75,000

Source: City of Orlando Parking Division



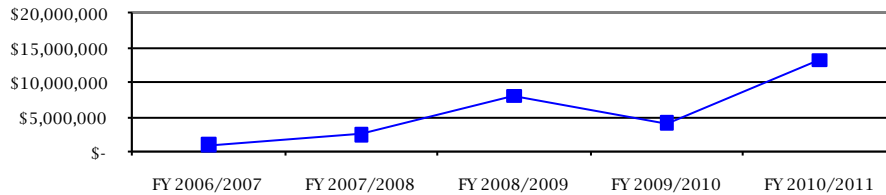
Revenue Detail

**Wastewater SRF Loan Fund**

The City has been the recipient of several Florida Department of Environmental Protection (FDEP) State Revolving Fund (SRF) loans to help finance the construction of wastewater improvement projects at very low interest rates. The resolution to apply for funds from the SRF Program was approved by City Council on October 25, 2004. The Wastewater Facilities Plan and Capital Financing Plan for the first set of SRF Loans was approved by City Council on June 21, 2004. The five State Revolving Fund loans under that plan totalled approximately \$80 million. On April 26, 2010 City Council approved the Wastewater Facilities Plan and Capital Financing Plan for a new set of loans expected to cover the next five year period. \$10 million in loan proceeds has been made available by the Florida Department of Environmental Protection for FY10/11.

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>Budget FY 2009/2010</u>	<u>Budget FY 2010/2011</u>
Wastewater SRF Loan	\$ 972,033	\$ 2,456,375	\$ 8,062,494	\$ 4,114,803	\$ 13,179,149
Percent Change	-	152.70%	228.23%	-48.96%	220.29%

Wastewater SRF Loan



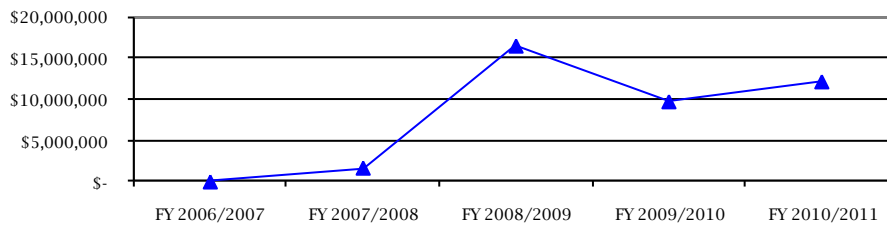
Revenue Detail

**Tourist Development Tax (TDT) Debt Service Fund Series A**

The TDT Debt Service Fund for Series A was established to track the activities of the 2008 Series A TDT Bonds. These bonds were issued pursuant to the Community Venues 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 this fund are actually held by a Trustee (Wells Fargo) and are collected and distributed in accordance with the Bond Indenture. Also reference the Capital Improvements and Debt Section for more information on this fund's sources and uses.

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Sixth Cent TDT A D/S Fund	\$ -	\$ 1,665,852	\$ 16,407,491	\$ 9,681,888	\$ 12,090,221
Percent Change	-	-	884.93%	-40.99%	24.87%

**Sixth Cent TDT A D/S Fund History**



Revenue Detail

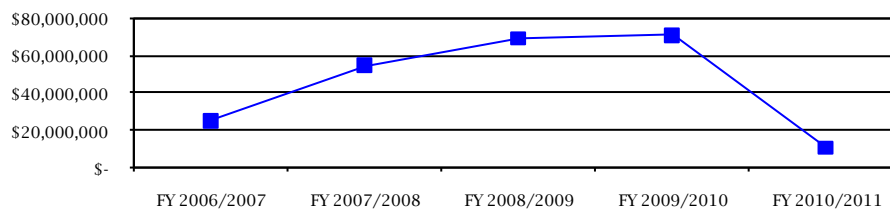
**Wastewater General Construction Fund**

The Wastewater General Construction Fund is the primary capital projects fund for wastewater operations. Projects are funded through both ongoing and one-time sources. In recent years, additional funding to support capital projects has included Federal Grants as well as contributions from the Water Management Districts, Northernly Entities (neighboring jurisdictions, including Seminole County, who partner with the City on the Iron Bridge Water Reclamation Facility), OUC and the Expressway Authority. The Office of Business and Financial Services, in cooperation with the Wastewater Division, provides budget estimates for this Fund. Funding for the following projects is included in the FY11 Budget:

- Lift Station Rehab Phase I
- Rapid Response Construction
- Water Conserve II Classifier Conversion
- Yucatan Drive Sewers
- Iron Bridge Low Voltage Improvements
- Dean Road Sewer Slipline
- Reline Concrete Sewers
- Lift Station Telemetry Replacement
- Iron Bridge Equipment Replacement
- Dahlia Drive Sewer Replacement
- Water Conserve I Flow Equalization
- Water Conserv I Pump Station
- Ivanhoe Blvd Wastewater Improvements

<u>Fund Description</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Revised Budget <u>FY 2009/2010</u>	Adopted Budget <u>FY 2010/2011</u>
Wastewater General Const.	\$ 25,194,632	\$ 54,745,981	\$ 69,195,357	\$ 70,880,674	\$ 10,472,000
Percent Change	-	117.29%	26.39%	2.44%	-85.23%

Wastewater General Construction Fund



Revenue Detail

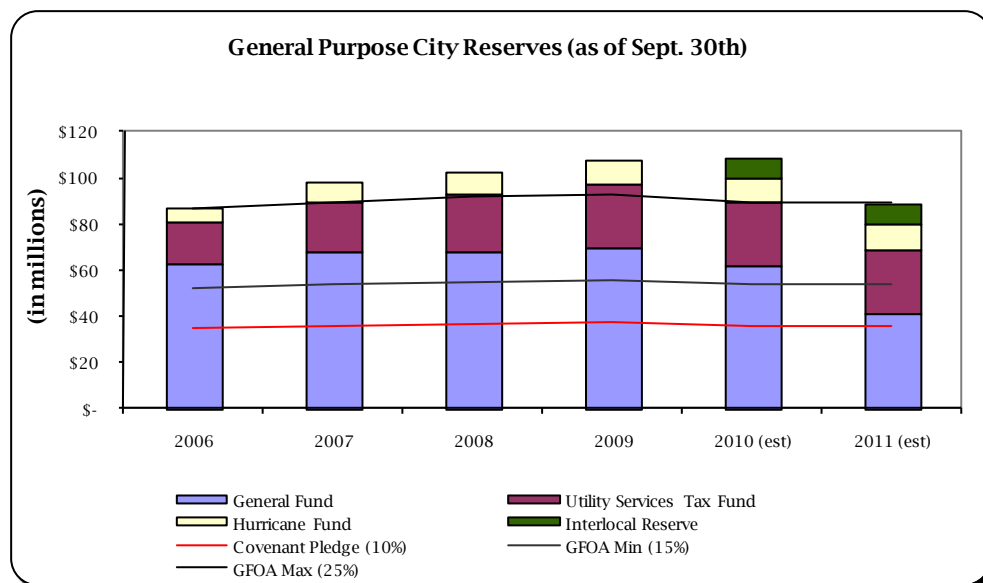
Fund Balance

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 2006 compared to the GFOA recommendation.



## Revenue Detail

---

### Fund Balance (continued)

The table on page 119 contains a list of all City funds that have a fund balance, the expected draw on fund balance in the current year, and the use of fund balance in the approved budget. The amount shown as “Expected Change FY2009/2010” is the budgeted use of fund balance since this fiscal year is under audit at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

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

## Revenue Detail

## Fund Balance Status

Fund (1)	Fund Balance 09/30/2009	Expected Change FY09/10 (2)	Estimated Balance 09/30/2010	Budgeted Change FY10/11 (3)	Projected Balance 09/30/2011	Percent Change FY10/11
General Fund (4)	\$ 69,778,801	\$ (8,000,000)	\$ 61,778,801	\$ (20,500,000)	\$ 41,278,801	(33.18%)
911 Emergency Telephone System	471,648	-	471,648	-	471,648	-
After School All Stars	1,040,291	-	1,040,291	-	1,040,291	-
Building Code Enforcement	6,120,115	(1,120,737)	4,999,378	(2,550,222)	2,449,156	(51.01%)
Capital Improvement Fund	48,855,416	(43,129,584)	5,725,832	-	5,725,832	-
CEB Lien Assessment	3,230,148	(401,637)	2,828,511	(554,917)	2,273,594	(19.62%)
Cemetery Trust Fund	523,860	(3,144)	520,716	-	520,716	-
Community Redevelopment Agency	34,013,249	(9,370,696)	24,642,553	(2,672,211)	21,970,342	(10.84%)
Contraband Forfeiture Trust	2,384,099	(313,709)	2,070,390	(69,325)	2,001,065	(3.35%)
CNL Garage R&R Fund	900,721	-	900,721	-	900,721	-
Dubsdread Golf Course Funds	119,552	-	119,552	-	119,552	-
Fleet Management Funds	46,204,663	(2,424,436)	43,780,227	-	43,780,227	-
Gas Tax Fund	16,706,359	(8,297,591)	8,408,768	-	8,408,768	-
GOAA Police Fund	283,919	-	283,919	-	283,919	-
Housing & Urban Dev. Grants	379,852	(130,052)	249,800	-	249,800	-
H.P. Leu Gardens	162,167	-	162,167	-	162,167	-
Law Enforcement Training	227,085	(14,920)	212,165	(30,814)	181,351	(14.52%)
Local Housing Assistance Trust	857,628	(857,628)	-	-	-	-
Narc oossee Rd. Construction	7,181,098	(5,987,697)	1,193,401	(938,260)	255,141	(78.62%)
Pension Participant Services	626,527	-	626,527	-	626,527	-
Risk Management	11,681,376	(4,200,000)	7,481,376	(3,000,000)	4,481,376	(40.10%)
Special Assessment Funds	2,560,236	1,091,744	3,651,980	(1,050,597)	2,601,383	(28.77%)
Street Tree Trust Fund	660,352	(265,000)	395,352	(200,000)	195,352	(50.59%)
Transportation Impact Fee	31,833,971	(19,028,657)	12,805,314	(3,957,130)	8,848,184	(30.90%)
Utility Services Tax	27,528,315	-	27,528,315	-	27,528,315	-
<b>Total All Funds</b>	<b>\$ 314,331,448</b>	<b>\$ (102,453,744)</b>	<b>\$ 211,877,704</b>	<b>\$ (35,523,476)</b>	<b>\$ 176,354,228</b>	<b>(16.77%)</b>

**Notes:**

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

(2) For all Funds other than the General Fund, since FY2009/2010 is under audit at publication date, the amounts shown as a draw on fund balance in FY2009/2010 represent the budgeted fund balance change. There is no expectation that final year end results will show a draw on fund balance greater than the amount contained in this schedule. The General Fund amount shown is the expected draw on fund balance.

(3) Section 166.241 of Florida Statutes requires that all budgets be balanced; that is, total anticipated revenues must equal total estimated expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in this column are the budgeted reserves that will be used in FY2010/2011.

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

## Revenue Detail

---

### Changes in Fund Balance

#### **General Fund** (Non-Recurring)

Fund Balance will be utilized in FY 2010/2011, along with position and expenditure reductions, in order to achieve a balanced budget. Given the uncertainties in today's economy and the desire to at least partially mitigate harsh position and expenditure reductions, it was determined that budgeting the use of Fund Balance was a prudent action and would allow for continuing efforts toward generating recurring cost saving opportunities and strategies. Due to normal attrition factors, continued emphasis on the generation of operating cost savings and strict restrictions on the use of contingency funding, it is expected that the entire allocation will not need to be drawn upon. Nonetheless, the City will remain within its Reserve Policy requirements even if the full \$20.5 million is utilized.

#### **Building Code Enforcement Fund** (Non-Recurring)

At the time of the establishment of this Fund it was known that it would be cyclical in nature. The Fund Balance would be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The City of Orlando, as well as the majority of the nation, remains in such a period. Fund Managers have taken steps to address the construction slow down, such as deleting positions and reducing operating expenditures. Although available, it is anticipated that Fund Balance will not need to be drawn down the budgeted amount.

#### **CEB Lien Assessment Fund** (Non-Recurring)

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. The FY2010/2011 Fund Balance allocation will be used to support the Code Enforcement Board Secretary and other various code enforcement activities.

#### **Community Redevelopment Agency Fund** (Non-Recurring)

Fund Balance from prior years tax increment revenues will provide funding for FY 2010/2011 Community Redevelopment Agency operations. Tax increment revenues may only be expended within the Community Redevelopment District. Due to economic conditions and the timing of projects and initiatives within the District, revenues and expenditures may not match during a given fiscal year. The Fund Balance would be increased during good economic periods and/or periods of limited expenditures and then would be drawn upon during periods of constrained economic activity and/or periods of large expenditures. City staff engages in detailed financial planning which takes these ebbs and flows into account.

#### **Contraband Forfeiture Trust Funds** (Recurring)

Fund Balance from previously collected forfeited funds provides funding for special investigations, filing criminal cases and providing contributions to community organizations for drug awareness and crime prevention programs.



## Revenue Detail

---

### Changes in Fund Balance

#### **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.

#### **Narcoossee Road Construction Fund** (Non-Recurring)

Excess funds have been accumulated through unbudgeted interest earnings and non-public entity contributions toward construction. Fund balance is being used in FY 2010/2011 toward debt service on the Internal Loan that provided funding for prior road construction. This will be a one time substitution for Transportation Impact Fees due to the availability of these funds and reduced Impact Fee collections due to current economic conditions.

#### **Risk Management Fund** (Non-Recurring)

As a result of prudent management of liabilities, the City has been able to recognize a General Fund rebate from the Risk Management Fund for the last six fiscal years. The amount shown on the Fund Balance Status table as Fund Balance is the net assets above reserves for actual claims and the actuarially determined reserve for incurred, but not reported claims. At the close of FY2008/2009, the City had reserved \$36.9 million for those purposes. Even though the City has recognized a rebate in six consecutive fiscal years, this is classified as a non-recurring event since future rebates are not guaranteed.

#### **Special Assessment Funds** (Recurring)

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

#### **Street Tree Trust Fund** (Recurring)

The City has a requirement for street trees as outlined in the City Code. A Trust Fund has been established to provide a funding source to purchase and install street trees and to properly install the correct type of tree. The City shall install the trees and the developer shall contribute the appropriate amount of funds to the Trust Fund. Payment to the Trust Fund shall be made by the developer/builder prior to issuance of a building permit. The FY2010/2011 Fund Balance allocation will be used to purchase and install trees.

## Revenue Detail

---

### Changes in Fund Balance

#### **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 that will increase road capacity in the City using funds generated by prior new construction.



EXECUTIVE OFFICES

ORLANDO MAYOR BUDDY DYER'S  
neighborhood & community  
**summit**  
Building on a decade of success and  
moving our community forward

"Living the  
Dream Together"

**Strengthen  
ORLANDO**  
strengthenorlando.com

**MAYOR'S  
Matching  
Grant Program**

**city boards**  
CITY OF ORLANDO

**BUDDY DYER**  
Mayor

**ORLANDO  
INFORMATION  
LOOP**

Join Mayor Buddy Dyer for the  
**4TH ANNUAL BLUES B-Q FESTIVAL**  
SATURDAY, FEBRUARY 20, 2010

Join Mayor Buddy Dyer for  
**Fireworks  
at the Fountain**  
Lake Eola Park - Downtown Orlando  
Saturday **JULY 4**  
7:00 p.m.

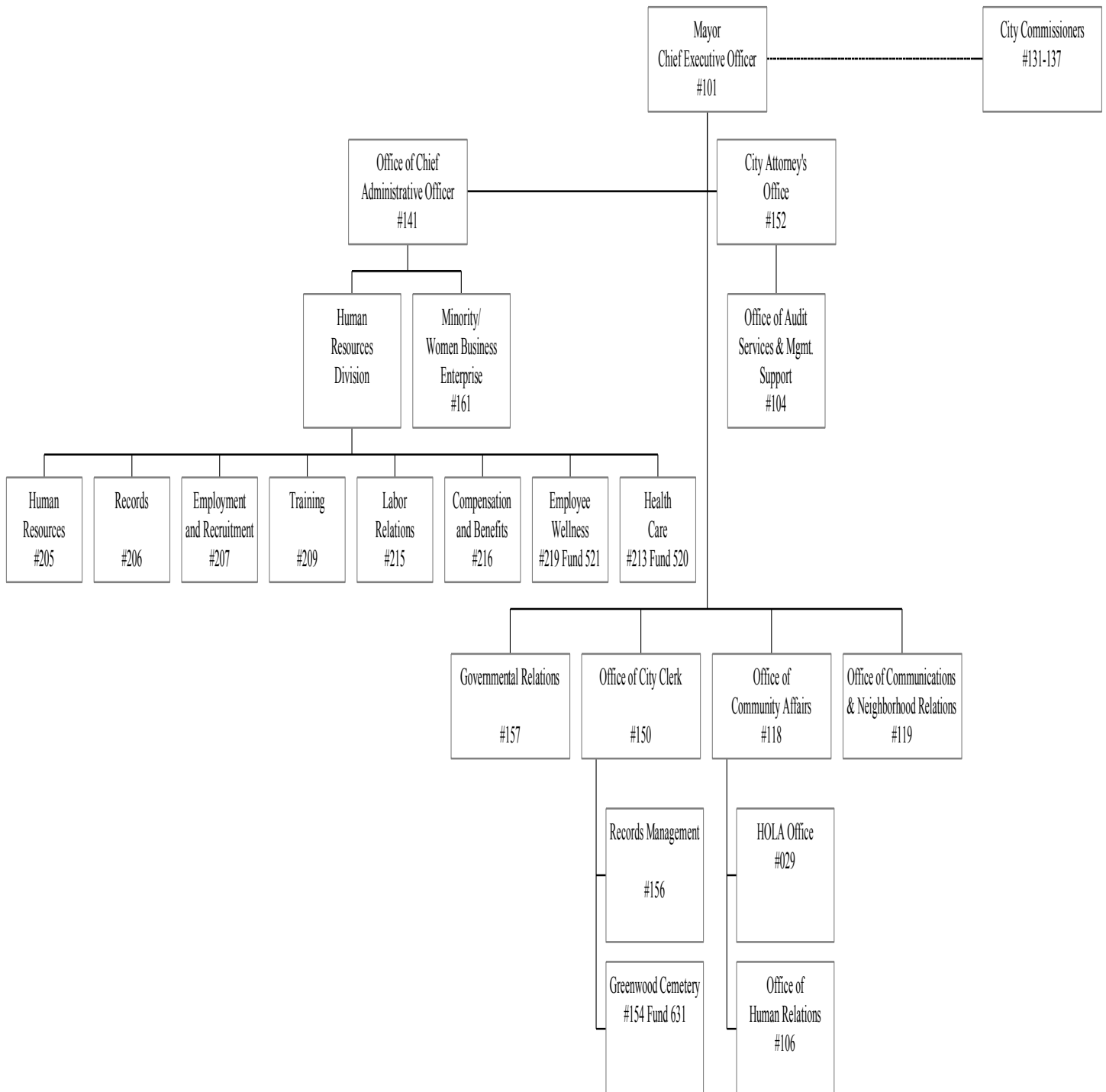
**VETERANS DAY  
PARADE**  
Saturday, Nov. 14<sup>th</sup>  
11 a.m. - 1 p.m.  
Downtown Orlando

Join Mayor Buddy Dyer for  
**HOLIDAY LIGHTS  
Orlando**  
December 15, 2009  
5 p.m. at Lake Eola Park  
(Walt Disney World Amphitheater)

**FREE**  
outdoor viewing  
of Polar Express  
5 - 7 p.m.

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

Executive Offices





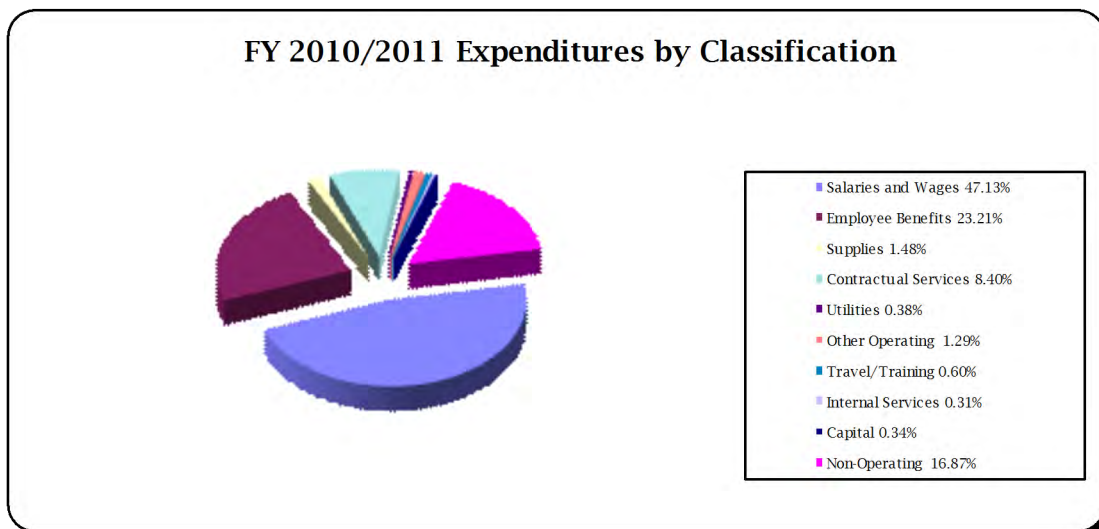
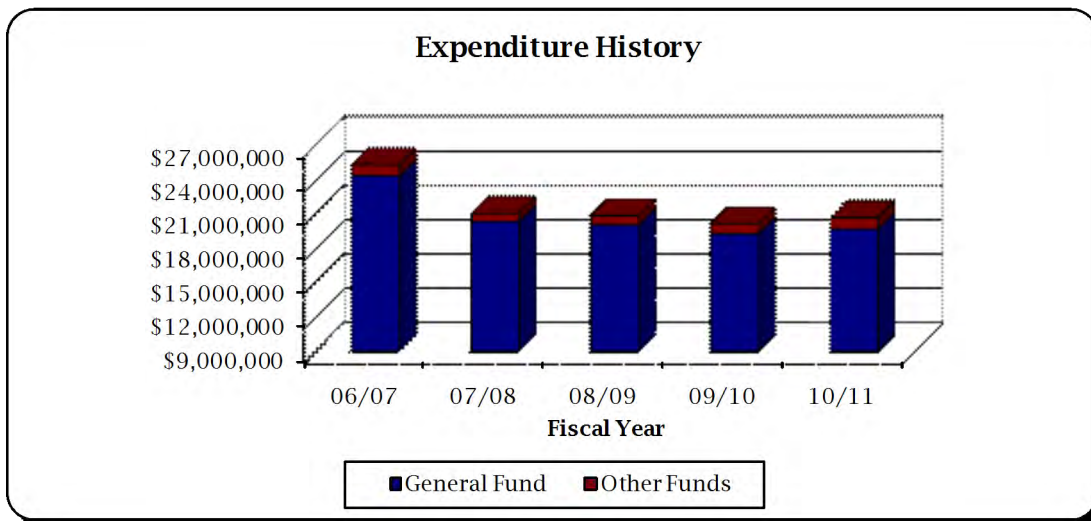
## Executive Offices

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of the Mayor					
101 Office of the Mayor	\$ 1,100,927	\$ 1,040,949	\$ 1,112,951	\$ 72,002	6.92%
157 Governmental Relations	390,433	503,085	672,049	168,964	33.59%
Office of Community Affairs					
118 Community Affairs	919,680	566,162	608,462	42,300	7.47%
106 Office of Human Relations	966,891	508,767	431,849	(76,918)	(15.12%)
029 HOLA Office	159,606	136,873	168,195	31,322	22.88%
996 Nondepartmental - Neighborhood Grant	147,617	160,300	160,300	-	0.00%
Office of Communications & Neighborhood Relations					
119 Communications & Neighborhood Relations	945,159	1,213,014	1,381,826	168,812	13.92%
Office of the City Clerk					
150 City Clerk	595,168	801,501	804,239	2,738	0.34%
156 Records Management	365,435	285,954	295,064	9,110	3.19%
024 Workplace Giving	24,663	38,764	31,264	(7,500)	(19.35%)
997 Nondepartmental - Executive Offices	4,771,448	4,314,905	3,565,650	(749,255)	(17.36%)
TOTAL -- MAYOR	\$10,387,027	\$ 9,570,274	\$ 9,231,849	\$ (338,425)	
Office of City Commissioners					
131 City Commissioner-District 1	\$ 156,464	\$ 164,500	\$ 173,328	\$ 8,828	5.37%
132 City Commissioner-District 2	150,204	158,315	168,498	10,183	6.43%
133 City Commissioner-District 3	148,609	160,448	177,893	17,445	10.87%
134 City Commissioner-District 4	154,026	160,243	169,010	8,767	5.47%
135 City Commissioner-District 5	157,840	176,447	191,805	15,358	8.70%
136 City Commissioner-District 6	197,942	202,844	205,223	2,379	1.17%
TOTAL -- COMMISSIONERS	\$ 965,085	\$ 1,022,797	\$ 1,085,757	\$ 62,960	
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 869,189	\$ 838,230	\$ 894,976	\$ 56,746	6.77%
161 Minority/Women Business Enterprise	435,500	498,136	539,504	41,368	8.30%
Human Resources Division					
021 Merits Program	54,979	9,764	-	(9,764)	(100.00%)
205 Human Resources	414,002	300,850	292,218	(8,632)	(2.87%)
206 Records	211,635	202,786	221,131	18,345	9.05%
207 Employment and Recruitment	646,484	712,195	708,664	(3,531)	(0.50%)
209 Training	352,093	201,594	369,261	167,667	83.17%
215 Labor Relations	281,559	291,550	307,447	15,897	5.45%
216 Compensation and Benefits	831,478	930,636	929,083	(1,553)	(0.17%)
993 Non Dept. - Human Resources	162,207	170,362	158,369	(11,993)	(7.04%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 4,259,126	\$ 4,156,103	\$ 4,420,653	\$ 264,550	
City Attorney's Office					
152 City Attorney	\$ 3,937,857	\$ 3,864,464	\$ 4,331,736	\$ 467,272	12.09%
104 Office of Audit Svcs. and Mgmt. Support	526,730	676,328	630,449	(45,879)	(6.78%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,464,587	\$ 4,540,792	\$ 4,962,185	\$ 421,393	
Projects	1,602	-	-	-	0.00%
TOTAL -- GENERAL FUND	\$ 20,077,427	\$ 19,289,966	\$ 19,700,444	\$ 410,478	2.13%

## Executive Offices

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>HEALTH CARE FUND #520</u>					
Human Resources Division					
213 Health Care	\$ -	\$ 58,000	\$ 112,046	\$ 54,046	93.18%
TOTAL -- HEALTH CARE FUND	\$ -	\$ 58,000	\$ 112,046	\$ 54,046	
<u>RISK MANAGEMENT FUND #521</u>					
Human Resources Division					
219 Employee Wellness	\$ 92,871	\$ 108,921	\$ 113,615	\$ 4,694	4.31%
TOTAL -- RISK MANAGEMENT FUND	\$ 92,871	\$ 108,921	\$ 113,615	\$ 4,694	
<u>GREENWOOD CEMETERY FUND #631</u>					
Office of the City Clerk					
154 Greenwood Cemetery	\$ 704,959	\$ 690,957	\$ 774,615	\$ 83,658	12.11%
TOTAL -- GREENWOOD CEMETERY FUND	\$ 704,959	\$ 690,957	\$ 774,615	\$ 83,658	
TOTAL -- EXECUTIVE OFFICES	\$ 20,875,257	\$ 20,147,844	\$ 20,700,720	\$ 552,876	2.74%
Expenditure by Classification					
Salaries and Wages	\$ 10,189,542	\$ 9,275,404	\$ 9,755,990	\$ 480,586	5.18%
Employee Benefits	4,096,171	4,250,159	4,805,009	554,850	13.05%
Supplies	276,467	329,133	307,251	(21,882)	(6.65%)
Contractual Services	1,189,756	1,763,233	1,738,334	(24,899)	(1.41%)
Utilities	71,176	82,453	78,666	(3,787)	(4.59%)
Other Operating	254,074	288,892	267,213	(21,679)	(7.50%)
Travel/Training	71,953	125,549	124,768	(781)	(0.62%)
Internal Services	67,053	69,830	64,103	(5,727)	(8.20%)
Capital	164,110	69,144	70,000	856	1.24%
Non-Operating	4,494,955	3,894,047	3,489,386	(404,661)	(10.39%)
TOTAL -- EXECUTIVE OFFICES	\$ 20,875,257	\$ 20,147,844	\$ 20,700,720	\$ 552,876	2.74%

Executive Offices





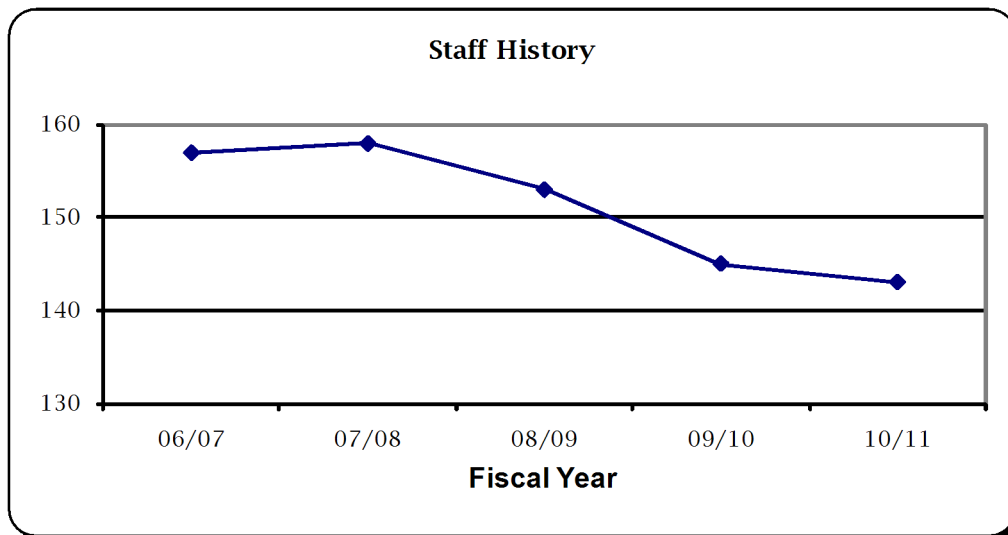
## Executive Offices

## DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Office of the Mayor			
101 Office of the Mayor	9	9	9
157 Governmental Relations	2	2	3
Office of Community Affairs			
118 Community Affairs	9	5	5
106 Office of Human Relations	10	5	5
029 HOLA Office	2	2	2
Office of Communications			
119 Communications & Neighborhood Relations	13	15	15
Office of the City Clerk			
150 City Clerk	7	8	7
156 Records Management	5	4	4
TOTAL -- MAYOR	57	50	50
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer			
141 Chief Administrative Officer	6	5	5
161 Minority/Women Business Enterprise	6	6	6
Human Resources Division			
205 Human Resources	4	3	3
206 Records	3	3	3
207 Employment and Recruitment	8	8	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation and Benefits	11	11	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	42	40	38
City Attorney's Office			
152 City Attorney	34	34	34
104 Office of Audit Svcs. and Mgmt. Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	39	39	39
TOTAL -- GENERAL FUND	150	141	139

**Executive Offices**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget
<u>HEALTH CARE FUND #520</u>			
Human Resources Division			
213 Health Care	-	1	1
TOTAL -- HEALTH CARE FUND	-	1	1
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
<u>GREENWOOD CEMETERY FUND #631</u>			
Office of the City Clerk			
154 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- EXECUTIVE OFFICES	153	145	143



## Executive Offices

---

### Office of The Mayor

#### Mission Statement

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

#### Overview of Services/Programs

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

- The Office of the City Clerk
- The Office of Governmental Relations
- The Office of Communications and Neighborhood Relations
- The Office of Community Affairs

#### Major Accomplishments

- In the midst of an ongoing recession, which resulted in a \$49.7 million dollar budget shortfall, Mayor Dyer's office provided leadership and guidance in the crafting of a balanced City budget without raising taxes.
- Continued to place public safety as the City's top priority and invest in the tools, training and technology to ensure Orlando's police officers and firefighters are able to perform their jobs at the highest level. By doing so;
  - Oversaw the Orlando Police Department as it helped bring about the most dramatic reduction in crime in City history. Compared to 2008:
    - Violent crime overall is down 26%
    - Homicides are down 34%
    - Robbery is down 41%
    - Burglary is down 11%
    - Motor Vehicle theft is down 27%
    - Larceny/Theft is down 9%
  - Sustained the City of Orlando Fire Department's ISO Rating of 1. This means OFD remains one of the top 50 fire departments in America out of more than 55-thousand departments.
- Successfully leveraged federal stimulus dollars for a variety of public works and infrastructure projects.
- Fulfilled Central Florida's shared vision for the creation of passenger rail options by leading the effort to secure the construction of two new rail systems:
  - The region's first-ever commuter rail system called SunRail.
  - America's first high speed rail line running from Orlando to Tampa.

## Executive Offices

---

- Continued to lead the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences and biotechnology, modeling, simulation and training, and aviation and aerospace.
  - Made substantial progress in the creation of a "Medical City at Lake Nona" with the construction of the Nemours Children's Health Care Campus and the Sanford Burnham Institute, along with the University of Central Florida Medical School and the VA Hospital.
  - Took the first steps toward constructing a "Creative Village," a live/work/play neighborhood which will be home to knowledge workers and high tech companies. The City successfully partnered with an outside group to pursue federal funding to transform a 68-acre tract of land in downtown Orlando into the "Creative Village."
- Celebrated the fifth anniversary of the "Pathways for Parramore" initiative to build new, affordable homes, transform Church Street into a major east/west thoroughfare and expanded the "Parramore Kidz Zone" to provide after school activities, access to health care and social services to children and families. Juvenile crime is down 80 percent in Parramore since the inception of these programs.
- Completed construction of (and prepared to open) the Amway Center, the first of three new community venues, and continued design and construction planning for the Dr. Phillips Center and a renovated Citrus Bowl.
- Continued to leverage the construction of the venues to provide jobs and job training to the local community through the Blueprint program.
- Expanded the "Strengthen Orlando" campaign, a comprehensive plan to help Orlando's families "weather the storm" during this nationwide downturn. The Mayor has tasked City departments and local civic and business institutions with identifying immediate, accomplishable activities to create jobs, provide economic stimulus and ensure Orlando remains on track for a prosperous future.
- Under the Strengthen Orlando umbrella, expanded the "Buy Local Orlando," a program to encourage local spending to boost the City's economy, to include more than 500 local businesses.
- As part of City's environmental initiative, Greenworks Orlando, launched a variety of initiatives aimed at leading the way in areas of sustainability. These include electric vehicles, solar power and water reclamation programs.

### Future Outlook

- Maintain the City's financial stability while reducing the size of government and investing in additional resources for neighborhood safety while continuing to find solutions to overcome the effects of the national recession.
- Deliver quality urban services to residents and operate in a knowledgeable, responsive and financially responsible manner.

## Executive Offices

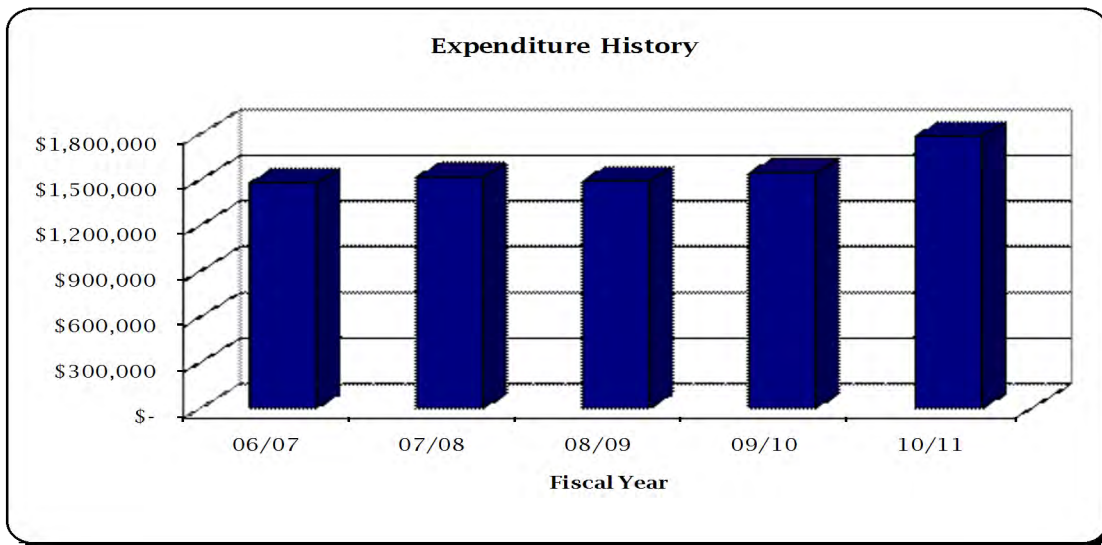
---

- 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 implementation of the largest single public/private partnership in Central Florida's history by overseeing the operations of the Amway Center and construction of the Dr. Phillips center and a renovated Citrus Bowl.
- Provide oversight and leadership as Orlando's two new rail systems (SunRail and High Speed Rail) draw closer to construction.
- Advocate for and take a leadership role in the creation of an eventual statewide rail network for Florida.
- Expand the City's role as a national model for expanded passenger rail transit.
- Continue to seek and leverage federal resources to bolster a variety of functions the City performs; safety, transportation, energy, public works, etc.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
101 Office of the Mayor	\$ 1,100,927	\$ 1,040,949	\$ 1,112,951	\$ 72,002	6.92%
157 Governmental Relations	390,433	503,085	672,049	168,964	33.59%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,491,360</b>	<b>\$ 1,544,034</b>	<b>\$ 1,785,000</b>	<b>\$ 240,966</b>	<b>15.61%</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>\$ 1,491,360</b>	<b>\$ 1,544,034</b>	<b>\$ 1,785,000</b>	<b>\$ 240,966</b>	<b>15.61%</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
101 Office of the Mayor	9	9	9
157 Governmental Relations	2	2	3
<b>TOTAL -- GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>12</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>11</b>	<b>11</b>	<b>12</b>

## Executive Offices

---

### Office of Community Affairs

#### Mission Statement

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

#### Overview of Services/Programs

The Office Community Affairs (OCA) informs, engages and connects with civic, community, arts, faith-based and non-profit organizations to raise awareness of City priorities, programs and services and develop partnerships that improve the quality of life in Orlando. Additionally, OCA connects community, arts/cultural civic and faith-based groups with the Mayor, City services, funding opportunities and other community resources to enhance the quality of life in Orlando. OCA has five focus areas:

- Arts/Cultural/Civic and Community Affairs
- Mayor's Matching Grant Programs
- Hispanic Office of Local Assistance (H.O.L.A.)
- Human Relations Office
- Volunteer Oversight

#### Major Accomplishments

- OCA applied for and was awarded one of 20, \$200,000 Cities of Service Leadership Grants on behalf of Mayor Dyer.
- OCA co-produced the 5th annual Mayor's Neighborhood & Community Summit, consisting of 12 workshops and training sessions for more than 230 community organization and neighborhood association leaders.
- OCA coordinated the city's partnership with the Orlando Science Center, through the Finance and Public Works Departments, which secured collaborative funding for the science center's new LEAD-certified HVAC system.
- OCA developed and implemented Mayor Dyer's Council of Clergy, engaging more than 100 leaders of faith institutions in ongoing dialogue and partnerships with the Mayor and city government.
- OCA planned and produced Orlando's 2009 Hispanic Heritage Kick-off hosted by Mayor Dyer and City Commissioners. More than 300 people attended the event.
- OCA coordinated a two-day U.S. Department of Education Partnership meeting hosted by Mayor Dyer and attended by more than 100 non-profit, education, faith, philanthropy and business leaders - focusing on partnerships that support student education and low-performing schools.
- OCA managed all activities for the Mayor's MLK Holiday Commission, including 10 Orlando City Commission meetings, publishing the Orlando MLK Holiday Commissions' Calendar of 21 events, populating the MLK Holiday Commission's city website, recruiting and recognizing 26 sponsors who donated \$65,000 and producing the Mayor's Humanitarian Award Ceremony, attended by 70 students and their parents (totaling 320).



## Executive Offices

---

- OCA successfully implemented 28 FY 09/10 Mayor's Matching Grants totaling \$176,500 and serving more than 4,000 youth, citywide.
- Organized and implemented eight "Dessert and Discussions" with seniors hosted by Mayor Dyer at senior citizen residential facilities with more than 350 seniors attending.
- Partnered with Leu Gardens, OPD and other City departments to create a community garden initiative designed to assist associations and citizens to create community gardens.

### Arts/Cultural/Civic and Community Affairs

The Arts/Cultural/Civic and Community Affairs team serves as a liaison to local arts/cultural and community based organizations. The OCA director represents the City on seven arts/cultural organization boards of directors. This team manages the funding distribution to and performance of human service & arts and cultural organizations that provide services to the citizens of Orlando. Additionally, this team coordinates Mayor Dyer's Dessert and Discussions with Seniors; Coffee and Conversation with community-based and civic organizations, responds on behalf of the Mayor to civic/community and faith-based organizations and facilitated community leaders' participation in the Mayor's Amway Center tours.

### **Major Accomplishments**

- Distributed \$3,278,547 to human service and arts/cultural organizations, including monitoring organizations' compliance and performance.
- Executed and monitored the contracts for services provided by 30, 501(c) (3) human service and arts/cultural organizations.
- Managed the FY 10/11 Citizen Review Panel (CRP) volunteer advisory committee/funding process.
- Engaged the human service agencies funded by the City in the Strengthen Orlando initiative, including posting information on the Strengthen Orlando website.
- Represented the City on the United Arts of Central Florida's Standards and Allocations Committee, which reviews and recommends distribution of \$1,694,665 in UA funding to arts/cultural organizations.
- Provided funding support and promotions to give more than 3,600 citizens access to cultural events/program.
- Provided funding support and promotion to Orlando Philharmonic giving more than 55,331 OPCS students free access to performances.
- Established more than 100 partnerships with community/arts/faith-based/civic organizations.

## Executive Offices

---

### Future Outlook

- Review community organization funding to ensure City funding and resources align with community needs.
- Manage City funding of human service and arts/cultural organizations for FY 10/11 to insure performance and compliance.
- Partner with arts and cultural organizations to provide citizens with free arts/cultural experiences.
- Manage City's partnership with Heart of Florida United Way to address human service needs.
- Manage and implement the Orlando Cities of Service Leadership Grant initiative on behalf of Mayor Dyer.
- Coordinate the U.S. Department of Education's partnership with the City in support of student achievement.
- Continue to facilitate Mayor's Dessert and Discussion with Seniors in residential facilities.
- Continue to facilitate Mayor's Coffee and Conversation meetings with civic leadership groups.

### Mayor's Matching Grant Program

The Mayor's Matching Grants (MMG) program provides resources for neighborhood organizations, schools and non-profit organizations to plan and implement projects that address neighborhood needs, improve education and support crime prevention. The MMG team builds project implementation capacity within neighborhood and community groups.

### Major Accomplishments

- Awarded 28 Mayor's Matching Grants, distributing \$154,000 in funding.
- Successfully closed out 28 FY 09/10 Mayor's Matching Grants totaling \$176,500.
- 2009/2010 Mayor's Matching Grantees donated over 4,300 volunteer hours and \$175,000 in cash and in-kind contributions from community partners YTD.
- Conducted 48 technical assistance sessions, fielded over 1,200 technical assistance telephone calls and conducted 73 site visits.
- Conducted 18 MMG Application Workshops and 22 orientation sessions to new awardees of Mayor's Matching Grants.
- Designed and produced a Souvenir Book to highlight the accomplishments of 28 organizations that were awarded grants in 2009.

## Executive Offices

---

- Consolidated the 3 Mayor's Matching Grants (Mayor's Neighborhood Matching Grant, Mayor's Faith-Based and Community Matching Grant and Mayor's Educational Partnership Grant) into one grant (Mayor's Matching Grant), available bi-annually to neighborhood organizations, schools and nonprofit organizations.

### Future Outlook

- Award Mayor's Matching Grants to address community needs, such as youth crime prevention, public safety, academic enrichment and neighborhood improvement in support of Orlando's Cities of Service initiative.
- Host 15+ Application Workshops for the MMG program.
- Develop additional community and business partners for the Mayor's Matching Grant program.
- Expand marketing efforts of the MMG program to increase the number of quality projects and programs funded.
- Conduct year-round workshops for neighborhoods, nonprofit organizations and schools on project planning, budgeting and outcome measures.
- Research and secure grant funding to distribute to community organizations and schools to increase services provided to City of Orlando residents and youth.
- Engage City constituents with nonprofit organizations, schools and neighborhood organizations through the Cities of Service initiative.

### Hispanic Office of Local Assistance (H.O.L.A.)

The Hispanic Office for Local Assistance refers, informs, trains and connects individuals and families who are new to Orlando with the resources and tools necessary for a successful transition into the community. It partners with local agencies to help facilitate access to programs and resources.

### Major Accomplishments

- Assisted 567 residents using H.O.L.A.'s Job Resource Center.
- Provided more than 20,115 citizens with information and referrals to City services and community based organizations.
- Partners with 352 community-based organizations.
- Added 20 new partners in FY 09/10.
- Participated in 22 community events.
- Coordinated the City's participation in the annual Hispanic Chamber of Commerce Business and Consumer Expo. Staffed Mayor Dyer; various City Commissioners also attended. The City had multiple departments represented at this three day event. Approximately 30,000 persons attended.

## Executive Offices

---

- Attended, and assisted in identifying resources, sponsors, and attendees for the Annual Three Kings Day event hosted by the National Latino Peace officer association. Close to 300 children were presented with holiday gifts. Staffed Mayor Dyer.
- Facilitated the coordination of two Florida Financial Services office Housing Help Workshops, hosted by District 2 Commissioner Tony Ortiz. A total of 500 persons served between both events.
- Coordinated the participation of the Annual Hispanic American Professional and Business Women's Summit at Ana G. Mendez University, attended by Commissioner Tony Ortiz. Approximately 400 persons attended.
- Facilitate the coordination of the four (4) Hispanic Bar Association, "Know your rights" free seminars, hosted by District 2 Commissioner Tony Ortiz.
- Assisted in the coordination and attended the Central Florida Prepares event hosted by Ana G Mendez and attended by Commissioner Phil Diamond and Commissioner Tony Ortiz.
- Staffed the 2<sup>nd</sup> Annual World Refugee Day, on behalf of Mayor Dyer.

### Future Outlook

- Assist in the coordination of the Safeguard our seniors workshop and Housing Help Workshops in collaboration with the Florida Department of Financial Services.
- Continue to partner with Second Harvest Food Bank providing a mobile specialist to assists interested individuals apply for public assistance.
- Continue to partner with Hispanic Bar Association to offer the "Know your Rights" free seminars.
- Facilitate the coordination of the 1<sup>st</sup> Housing Help Workshop in District 6 in partnership with the Florida Financial Services office and hosted by Commissioner Sam Ings.
- Continue to partner with the Hispanic Chamber of Commerce; facilitate and coordinate the city's participation.

### Office of Human Relations

Human Relations is an agent of the Equal Employment Opportunity Commission (EEOC) and the U. S. Department of Housing and Urban Development (HUD) and is comprised of two major units:

The Discrimination Unit: This unit processes complaints of discrimination via mediation, investigation and conciliation, in an impartial manner and seeks appropriate corrective measures; conducts education and outreach programs for citizens, informing them of their rights and remedies available to them; and, provides technical assistance to business and industry, housing providers and places of public accommodation regarding their compliance with discrimination laws.

## Executive Offices

---

The Education and Outreach/Community Relations Unit: This unit promotes the attitude of inclusiveness and fairness, of and for all people, regardless of their socio-economic status, thereby ensuring equality for all citizens of Orlando. Additionally, contact information is maintained for the many agencies and organizations that provide social services for people in n resource information and discrimination complaint intake, along with other outreach services.

### Major Accomplishments

- Responded to more than 1,350 inquires, year-to-date.
- Processed the intake of more than 150 employment discrimination cases.
- Closed 22 employment discrimination cases.
- Planned and conducted education and outreach training for Orange County DCF.
- Currently monitoring and providing oversight of a \$25,000 contract with the Fair Housing Continuum, for housing discrimination testing and education and outreach functions.

### Future Outlook

- The U.S. Department of Housing and Urban Development (HUD) has determined that they will once again forward to Orlando Human Relations, housing discrimination complaints that are jurisdictional for the City of Orlando. Therefore, for Fiscal Year 2010/2011, Human Relations will process housing as well as employment discrimination complaints. It is projected that no less than 15 housing cases will be closed.
- Orlando Human Relations continues its partnership with the EEOC via a work-sharing agreement. It is projected that the employment case closures for Fiscal Year 2010/2011 will be no less than 50.
- Beginning the month of October 2010, accelerated Education and Outreach activities will be presented at least twice per month, covering housing, employment and public accommodations discrimination.

### Volunteer Oversight

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

- 1) Citizen volunteers who are evaluated and placed in various departments and offices throughout the city;
- 2) Employee volunteers, approximately 15 city employees, representing city departments/divisions and offices, serve on the V.O.I.C.E. Employee Volunteer Committee and coordinate more than 10 Volunteer City Team events annually. City staff and citizens are also encouraged to participate in the PKZ Mentors program.
- 3) Emergency Support Function (ESF) 15, which is the “Volunteers and Donated Goods” support function during a city emergency or disaster. Employee and citizen volunteers are trained and deployed as ESF 15 volunteers, who staff the Emergency Information Center in the event of a local disaster or emergency.

## Executive Offices

---

### Major Accomplishments

- Citizen, employee, and youth volunteers were recognized by Mayor Dyer at his Annual Volunteer Appreciation Reception and at City Council during National Volunteer Week.
- Provided critical information to 70 SeniorLinks neighborhood partners with nearly 2,000 identified homebound and/or isolated seniors; recruited and trained 35 SeniorLinks volunteers.
- Managed two Experience Works “volunteers” to answer the city’s main phone lines 40 hours per week, one Experience Works “volunteer” at HOLA, one at Downtown Information Center, three at Beardall, one at Emergency Operation Center. Saved the city approximately \$200,000 in FY09/10.
- Screened, processed and placed over 250 citizen volunteers to staff city departments.

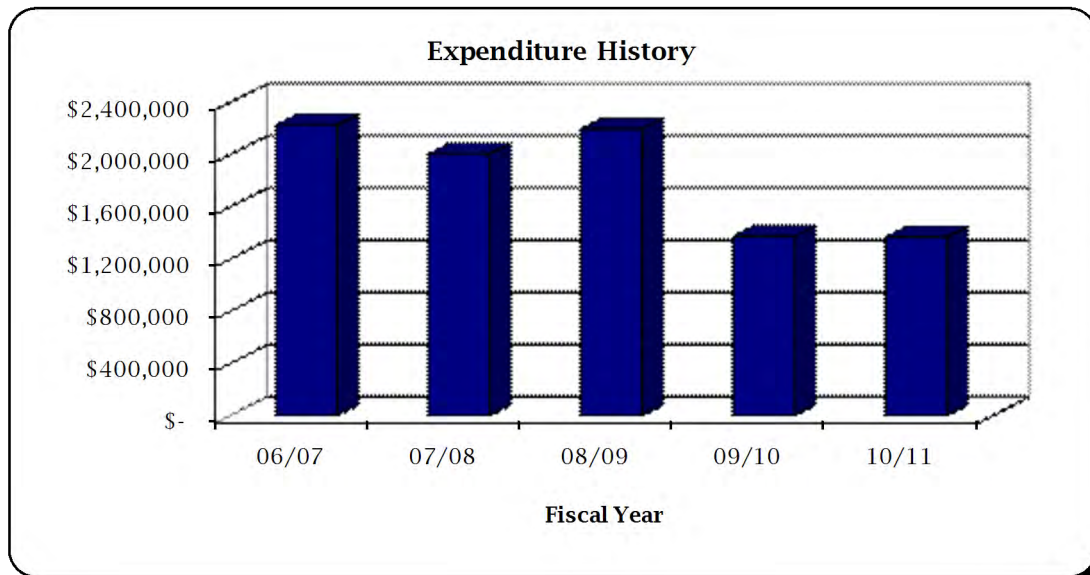
### Future Outlook

- Support the Mayor’s Cities of Service Leadership Grant implementation.
- Continue to evaluate, place and recognize citizen and employee volunteers.
- Continue to facilitate the volunteer efforts of the VOICE Committee.
- Continue to plan and implement volunteer training and deployment for ESF 15.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Community Affairs					
118 Community Affairs	\$ 919,680	\$ 566,162	\$ 608,462	\$ 42,300	7.47%
106 Office of Human Relations	966,891	508,767	431,849	(76,918)	(15.12%)
029 HOLA Office	159,606	136,873	168,195	31,322	22.88%
996 Nondept. - Neighborhood Grant	147,617	160,300	160,300	-	0.00%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,193,794</b>	<b>\$ 1,372,102</b>	<b>\$ 1,368,806</b>	<b>\$ (3,296)</b>	<b>(0.24%)</b>
<b>TOTAL -- OFFICE OF COMMUNITY AFFAIRS</b>	<b>\$ 2,193,794</b>	<b>\$ 1,372,102</b>	<b>\$ 1,368,806</b>	<b>\$ (3,296)</b>	<b>(0.24%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Office of Community Affairs			
118 Community Affairs	9	5	5
106 Office of Human Relations	10	5	5
029 HOLA Office	2	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>21</b>	<b>12</b>	<b>12</b>
<b>TOTAL -- OFFICE OF COMMUNITY AFFAIRS</b>	<b>21</b>	<b>12</b>	<b>12</b>



## Executive Offices

### Office of Communications & Neighborhood Relations

#### Mission Statement

The mission of the Office of Communications & Neighborhood Relations is strengthening Orlando by communicating and promoting City services to residents, neighborhood organizations and employees .

#### Overview of Services/Programs

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

- Creative Services
- Events and Marketing
- Multi-Media
- Neighborhood Relations

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

#### Creative Services

The Creative Services Team provides professional marketing material to support City initiatives and services, including brochures, posters, logos, flyers, e-mail blasts, and the City's website, CityofOrlando.net. It also connects employees and citizens to City offices, services, and programs through CityofOrlando.net, the City's intranet and the City's social media sites. In addition, the office trains and supports web authors in all City departments. This team strives to provide and maintain a consistent look and feel for all City materials including Web, audio-visual, broadcast, events and printed material.

#### Major Accomplishments

- Produced graphics "in-house" resulting in a cost saving of \$110,000 annually, continuing to work with departments for their flyer, poster and other promotional needs.
- Streamlined workflow by creating 30 marketing templates for individual departments or programs.
- Provided design and marketing materials for the City's internal wellness program, Mayor's Talks & Tours, Amway Center opening, OPD's Sex Crime Awareness campaign, OPD's Buddy Up initiative, Keep Orlando Beautiful Campaigns, Get Googling initiative, Gmail Informative Campaign and graphic support for Buy Local Orlando, Creative Village, SunRail and other initiatives.
- Produced a City style sheet for the City's business cards to correct printing issues with numerous phone numbers, website addresses and long department names. Worked with off-site vendor to standardize appearance.
- Attracted more than five million visitors to cityoforlando.net.
- Attracted more than 175, 000 visits to *Orlando En Espanol* web site.

## Executive Offices

---

- Expanded web services, including online maps featuring parking lots and loading zones and increased use of social media applications, such as Facebook, Twitter and YouTube.
- Conducted training for department web authors in various City departments.
- Resigned the City's Intranet.
- Designed OFD Online in cooperation with OFD to provide a one stop portal for fire-fighters.

### Future Outlook

- Maintain the quantity and quality of jobs produced with an anticipated savings of \$100,000 annually for the City.
- Implement and market printing and branding standards internally to ensure all City publications and printed materials contain the same key elements that identify the printed pieces as City of Orlando publications.
- Continue to explore new technology, such as steaming video, pod casting and social media applications to further promote City services and events.
- Review content management systems to further streamline management of the City's website.
- Incorporate social media applications into the city's marketing initiatives and train City staff to effectively and efficiently use social media.

### Special Events/Marketing

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

### Major Accomplishments

- Continued the philanthropic component to all Mayor's signature events.
- Expanded Mayor's work-alongs to incorporate a focus on resident participation and community service.
- Attracted more than 450,000 people to City sponsored events that promote City of Orlando amenities and economic development.

## Executive Offices

---

- Secured more than \$100,000 in revenue/sponsorships to offset event production costs for City events.
- Increased marketing, public awareness and branding of City services, programs and events, such as Buddy Up, Strengthen Orlando, Buy Local Orlando and the Amway Center.
- Coordinated with local news stations to carry City events live.
- Coordinated a City-wide Holiday Food Drive benefitting the Second Harvest Food Bank of Central Florida.
- Produced the Mayor's City Academy Spring 2010 class that had 40 participants.

### Future Outlook

- Attract more than 500,000 people to City hosted special events that promote City of Orlando amenities and economic development.
- Provide technical assistance for event planning to other City departments hosting special events.
- Continue to cultivate community partnerships/sponsorships and their involvement with special events.
- Produce and recruit at least 45 citizens for the annual *Mayor's City Academy*.
- Continue to work with City departments on their marketing and branding initiatives.

### Multi-Media

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

### Major Accomplishments

- Expanded *THE LOOP* - the City's digital information network from 13 to 18 locations city-wide.
- Produced videos for State of Downtown, State of the City, CityKidz and public safety initiatives.
- Produced 24 *Decisions 2009/2010* shows.
- Produced more than 150 segments for THE LOOP.
- Captured more than 1,000 images used by the Creative Services Team in marketing materials.

## Executive Offices

---

- Supported more than 81 events with multimedia services.
- Documented City events and initiatives through digital photography and video.
- Provided content for Bright House Network's Video-On-Demand channel.
- Expanded community partnerships with Full Sail University and UCF.
- Created electronic messaging for conferences.
- Introduced motion technology into video production.

### Future Outlook

- Produce content for social media sites.
- Expand THE LOOP to more than 20 sites.
- Expand community partnerships with local television affiliates.
- Provide technical assistance in the production of neighborhood leadership training segments for cityoforlando.net.

### Neighborhood Relations

This team assists neighborhood groups and residents in effectively accessing and using City services and other community resources to enhance the quality of life in Orlando's neighborhoods. It serves as the City's liaison to its neighborhoods and community groups. This team provides technical assistance, training, resources and guidance for establishing and maintaining neighborhood associations and provides technical assistance, resources and guidance to City departments conducting public outreach.

### Major Accomplishments

- Partnered with Orange County Neighborhood Services Division to produce and implement 12 *Community Connection* workshops (the 2<sup>nd</sup> Saturday of each month) for neighborhood leaders where more than 350 individuals were trained.
- Maintained an association contact database of 333 associations and more than 500 neighborhood contacts.
- Supported and/or attended more than 50 community and association meetings.
- Enhanced constituent correspondence program.
- Produced and distributed a monthly neighborhood briefing to more than 300 neighborhood leaders and property managers.
- Upgrade the monthly Neighborhood Briefing to a web-based format and research making it content specific for each of the six City districts.

## Executive Offices

---

- Marketed and recruited 44 participants for the spring 2010 Mayor's City Academy class.
- Co-produced the 5<sup>th</sup> annual Mayor's Neighborhood & Community Summit with more than 300 participants.
- Created and introduced the Mayor's Neighborhood Champion Award, which will be presented at the Mayor's Annual Neighborhood & Community Summit starting in 2011.
- Partnered with Leu Gardens, OPD and other City departments to continue the community garden initiative designed to assist associations and citizens to create community gardens.
- Introduced the Mayor's Talks & Tours program.
- Facilitated Mayor's Coffee & Conversations events for neighborhood leaders.
- Conducted Meet and Greets sessions with neighborhood leadership for the purpose of strengthening relationships between the neighborhood and the City.
- Conducted a survey of neighborhood leaders to determine the effectiveness of communication tools used by the City to keep neighborhood organizations informed.

### Future Outlook

- Plan, implement and expand the 6<sup>th</sup> annual Mayor's Neighborhood and Community Summit.
- Expand OCNR's web pages by adding links to other City departments, best practices, agenda and meeting notice templates and neighborhood organization manual, brochures, tutorials, etc.
- Produce 12 *Community Connections* training workshops, in partnership with Orange County.
- Develop a series of community meetings hosted by the Mayor to address key City initiatives and priorities.
- Expand email contact and communication with neighborhood organization leadership, including attending at least four association meetings a month.
- Enhance constituent correspondence program by recognizing citizen efforts that impact the City.
- Encourage nominations for the Mayor's Neighborhood Champion Award to be awarded at the 2011 Mayor's Neighborhood & Community Summit.
- Launch and promote the Neighborhood Spring Clean Program.
- Research the feasibility of hosting on-line chats and webinars for neighborhood organization leadership.

## Executive Offices

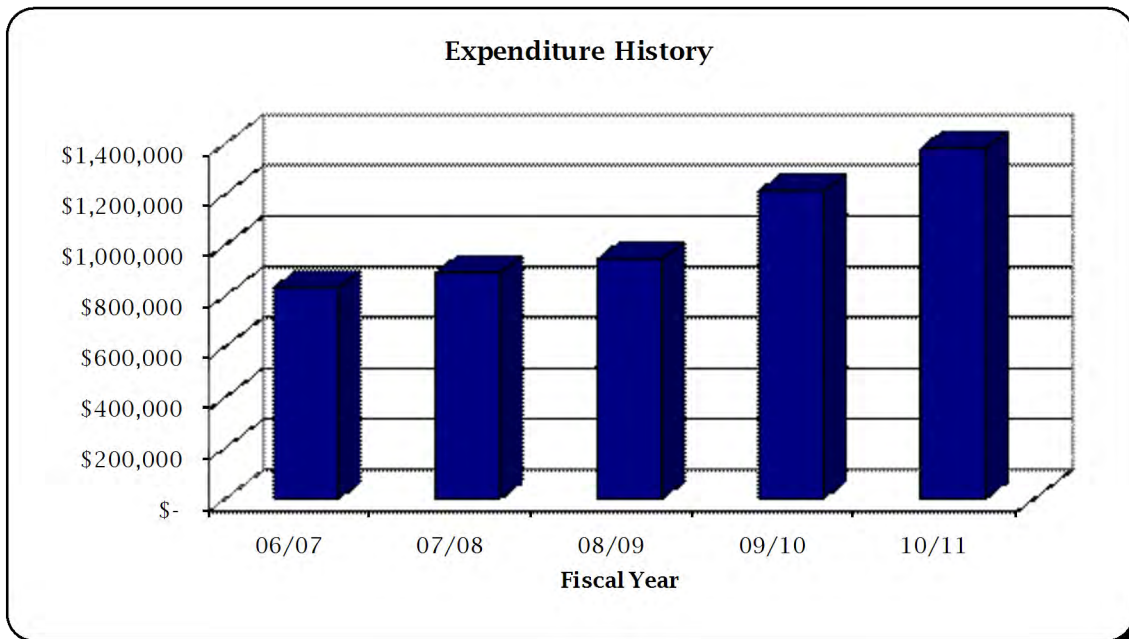
---

- Produce two neighborhood leadership training segments on cityoforlando.net.
- Conduct an annual survey of neighborhood leaders to ensure effective communication and engagement in City services and programs.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
119 Comm. & Neighborhood Relations	\$ 945,159	\$ 1,213,014	\$ 1,381,826	\$ 168,812	13.92%
TOTAL -- GENERAL FUND	\$ 945,159	\$ 1,213,014	\$ 1,381,826	\$ 168,812	13.92%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 945,159	\$ 1,213,014	\$ 1,381,826	\$ 168,812	13.92%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
119 Comm. & Neighborhood Relations	13	15	15
TOTAL -- GENERAL FUND	13	15	15
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	13	15	15



## Executive Offices

---

### Office of City Clerk

#### Mission

To provide accountability and stewardship for the City's public records, documents and ordinances in response to the needs of citizens, the City Council and all City departments and offices.

### City Clerks Office

#### Overview of Services/Programs

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

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

The **City Clerk's Office** is responsible for preparing City Council agendas and minutes, available both internally and on the Internet. The Office is responsible for posting notice of all meetings between the Mayor and City Commissioners as well as City Boards members and other official meetings as required by the Florida Sunshine Law.

The Office maintains and updates City Policy and Procedures, as well as any changes to the City Code. The City Clerk manages City elections in cooperation with the Supervisor of Elections, serves as liaison to the Orlando City Council regarding administrative functions, and coordinates the Citizen Advisory Board Appointment process with the Mayor's Office. Finally, the Office provides resource information to the public regarding City services.

#### Major Accomplishments

- The City Clerk's Office, along with the Office of Communications and Neighborhood Relations, created a workshop archive of the City Council work sessions on the City's website to allow the public easier access to this important information.
- The City Clerk's Office, in conjunction with the City's Technology Management Division, has reviewed several paperless agenda web-based programs (i.e. IQM2 and NOVUS, etc.), and are in the process of working toward start-up of the new web-based system by early fall 2010. In keeping with the City Clerk's goal of streamlining the paperless agenda program, this new web-based system enables the use of E-Readers and/or I-Pads, thus eliminating the need for hard copies of council agenda items and council books. This effort continues the City Clerk's work toward a totally paperless agenda in order to reduce the printing of City Council agenda books and promote the City's "Green Works" initiative.
- Working closely with the Orange County Supervisor of Elections, the City Clerk's Office successfully conducted a General Election for Districts 1, 3 and 5, in March, 2010.
- Working with the Performance Improvement section of the Business and Financial Services Department, the City Clerk's Office reviewed prior performance measures and implemented a more useful set of measurements.

## Executive Offices

---

### Future Outlook

- The City Clerk's Office will be implementing the new agenda software (NOVUS) and plans to roll-out a truly paperless system that will save paper and time and ensure more efficiency and accuracy.
- Working with the Business and Financial Services Department and the City Attorney's Office, the City Clerk's Office will be developing a comprehensive policy to address the use of City Hall facilities.

## Records and Archive Management

### Overview of Services/Programs

**Records and Archive Management** provides accountability and stewardship for the City's public records. This includes all documents and ordinances in response to the needs of citizens, City Council and City departments. Under the supervision of the City Clerk, Records and Archive Management responds to public records requests within 48 hours, coordinating with other City departments and monitoring the retrieval process. It also maintains an off-site storage center for semi-active and inactive records.

### Major Accomplishments

- Continued to improve public records process to better clarify requests, monitor and follow-up on open requests and establish efficient procedure to recover the City's costs of retrieving requested documents .
- Offered additional training to senior City staff and managers in order to produce appropriate responses to public records requests more efficiently and economically.
- Completed an audit of the public records procedures and found new, more efficient, ways to provide access to public documents.

### Future Outlook

- Records and Archive Management will continue to provide safe and efficient production of all types of City documents in a timely manner.
- Records and Archive Management will continue to provide training to staff on the public record process and to improve response times to public record requests through the use of technology and better coordination among departments.
- Records and Archives Management is working on a massive destruction of documents that have met their retention guidelines. This will allow the off-site records center to accept more boxes for storage.

## Executive Offices

---

### Greenwood Cemetery

#### Overview of Services/Programs

Under the direction of the City Clerk, the Sexton manages the operations at **Greenwood Cemetery** and maintains the 82-acre property, which provides residents with a secure resting place for their loved ones.

#### Major Accomplishments

- Continued to gather community support by hosting a variety of community relations projects that included: monthly history tours, community/church cleanups and tree plantings.
- Continued to open new cemetery spaces and sections to fulfill the burial needs of the community.
- Began using social media applications to educate the community about the history of Orlando by telling stories of the citizens buried in the cemetery and their contributions to the City.

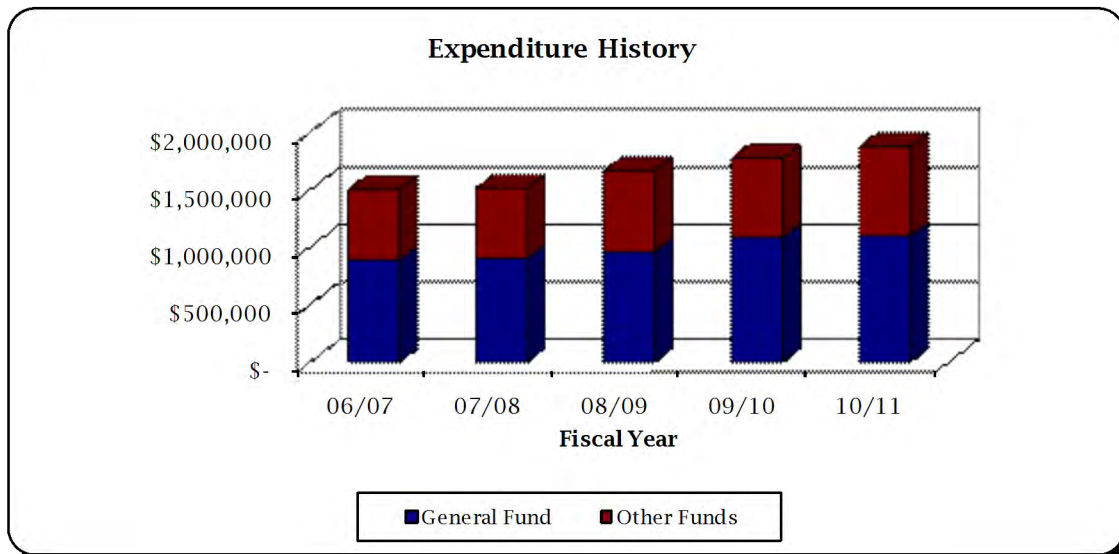
#### Future Outlook

- Greenwood Cemetery will implement beautification projects throughout the cemetery. This action will bring the older sections up to standards with the newer sections.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Office of City Clerk					
150 City Clerk	\$ 595,168	\$ 801,501	\$ 804,239	\$ 2,738	0.34%
156 Records Management	365,435	285,954	295,064	9,110	3.19%
TOTAL -- GENERAL FUND	\$ 960,603	\$ 1,087,455	\$ 1,099,303	\$ 11,848	1.09%
<u>GREENWOOD CEMETERY FUND #631</u>					
154 Greenwood Cemetery	\$ 704,959	\$ 690,957	\$ 774,615	\$ 83,658	12.11%
TOTAL -- OFFICE OF CITY CLERK	\$ 1,665,562	\$ 1,778,412	\$ 1,873,918	\$ 95,506	5.37%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Office of City Clerk			
150 City Clerk	7	8	7
156 Records Management	5	4	4
TOTAL -- GENERAL FUND	12	12	11
<u>GREENWOOD CEMETERY FUND #631</u>			
154 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	14	14	13

Executive Offices

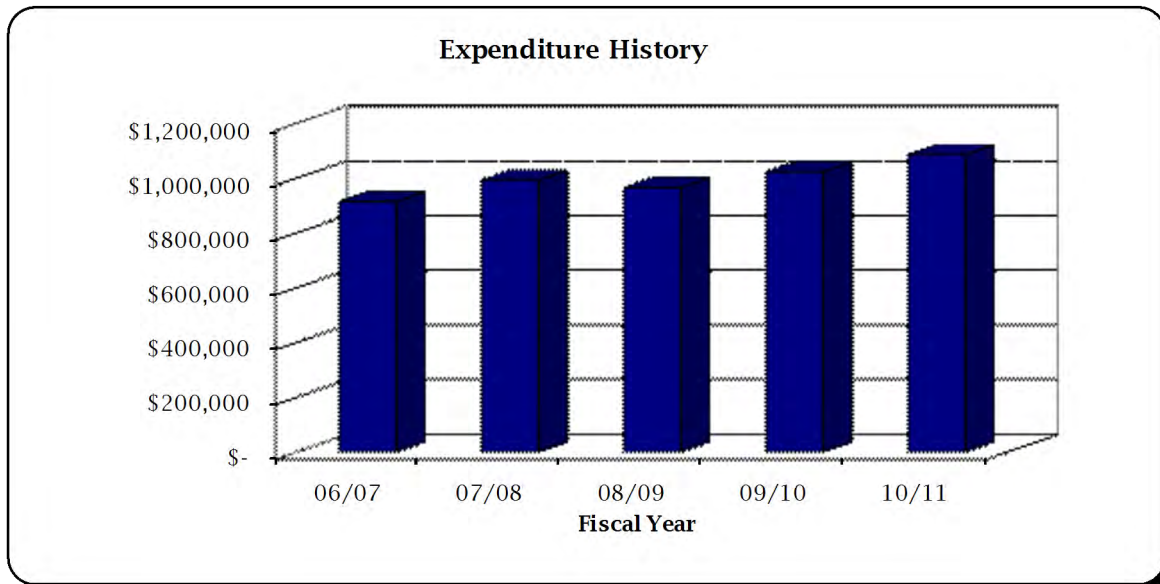
Office of City Commissioners

Mission

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

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 156,464	\$ 164,500	\$ 173,328	\$ 8,828	5.37%
132 City Commissioner-District 2	150,204	158,315	168,498	10,183	6.43%
133 City Commissioner-District 3	148,609	160,448	177,893	17,445	10.87%
134 City Commissioner-District 4	154,026	160,243	169,010	8,767	5.47%
135 City Commissioner-District 5	157,840	176,447	191,805	15,358	8.70%
136 City Commissioner-District 6	197,942	202,844	205,223	2,379	1.17%
TOTAL -- GENERAL FUND	\$ 965,085	\$ 1,022,797	\$ 1,085,757	\$ 62,960	6.16%
TOTAL -- CITY COMMISSIONERS	\$ 965,085	\$ 1,022,797	\$ 1,085,757	\$ 62,960	6.16%



## Executive Offices

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- GENERAL FUND	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL -- CITY COMMISSIONERS	<u>12</u>	<u>12</u>	<u>12</u>

**Executive Offices**

**Office of Chief Administrative Officer**

**Mission**

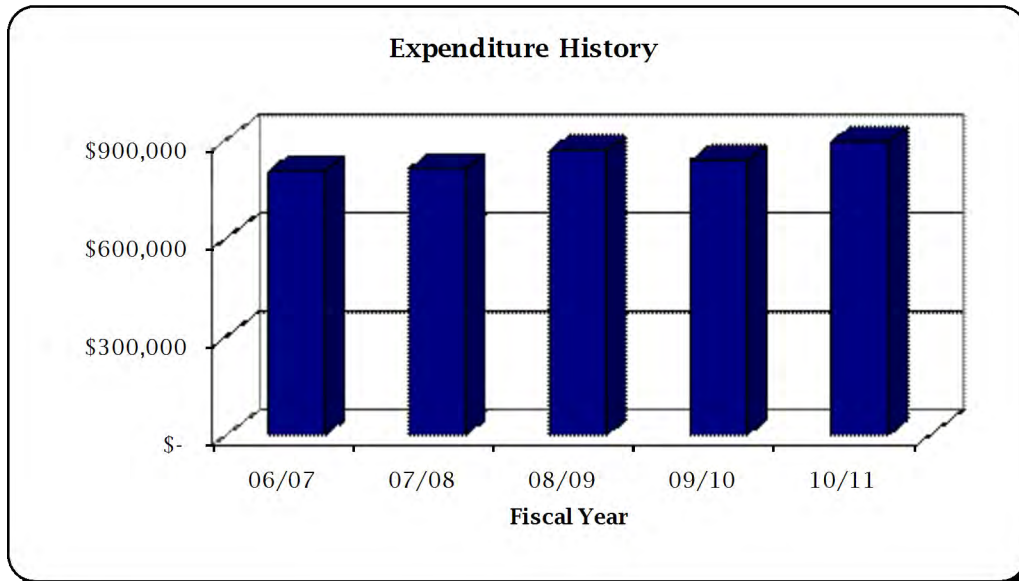
Implement the policy directives of the Mayor and Orlando City Council, while ensuring the provision of high quality and cost effective City services.

**Overview of Services/Programs**

The **Office of the Chief Administrative Officer** is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City Government. The Office consists of the Minority/Women Business Enterprise program and the Human Resources Division.

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 869,189	\$ 838,230	\$ 894,976	\$ 56,746	6.77%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 869,189</b>	<b>\$ 838,230</b>	<b>\$ 894,976</b>	<b>\$ 56,746</b>	<b>6.77%</b>
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>	<b>\$ 869,189</b>	<b>\$ 838,230</b>	<b>\$ 894,976</b>	<b>\$ 56,746</b>	<b>6.77%</b>



## Executive Offices

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	6	5	5
TOTAL -- GENERAL FUND	<u>6</u>	<u>5</u>	<u>5</u>
 TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	 <u>6</u>	 <u>5</u>	 <u>5</u>



## Executive Offices

---

### Minority/Women Business Enterprise

#### Mission

To ensure equal contracting opportunities for companies owned and controlled by minorities and women.

#### Overview of Services/Program

The **Minority/Women Business Enterprise** program which operates under Chapter 57, Articles II and III of the City Code, is committed to developing processes and procedures that will enable minority and women owned businesses to participate on City contracts at a level that represents or exceeds their availability in the industry.

#### Major Accomplishments

- Executive reporting of the M/WBE compliance and certification data on a monthly, quarterly and fiscal year basis.
- Exceeded the City's combined goal of 24% awarded to M/WBE firms over the last two fiscal years.
- Processed approximately 26% increase in certification applications over the last two fiscal years.
- Exceeded the DBE participation goal of 8.18%; achieved 10% participation.
- Implemented the first and only automated online M/WBE Certification Process in the State of Florida.
- Implemented the online Contract Compliance Monitoring and Reporting System in February 2010.

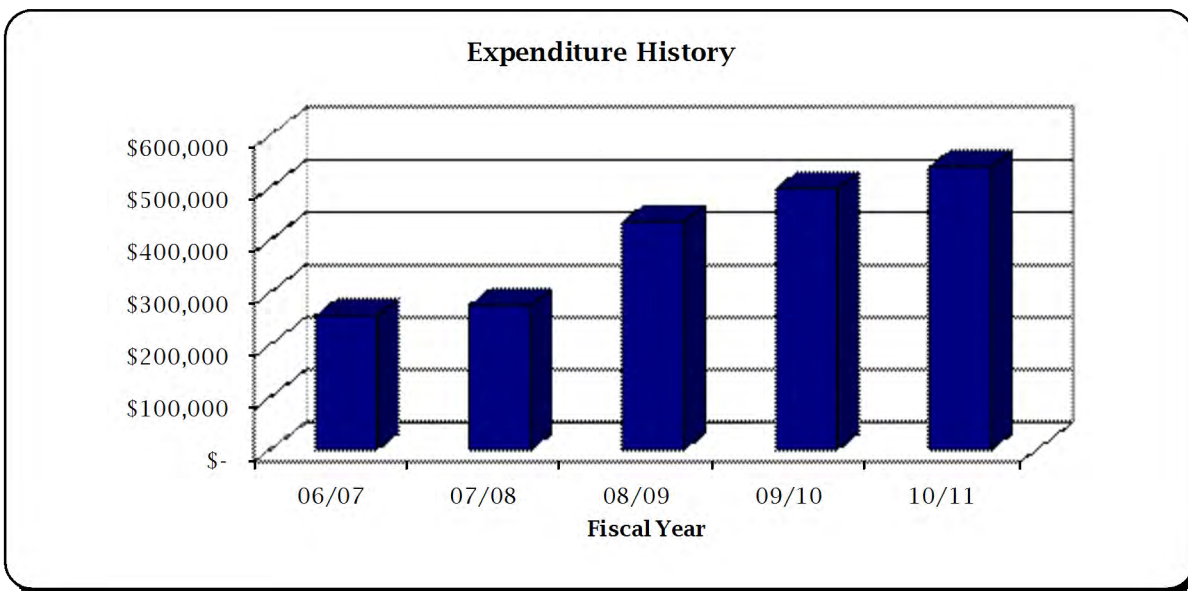
#### Future Outlook

- Monitor active projects to ensure M/WBE participation in support of the City of Orlando's goals.
- Maximize opportunities for minority and women owned businesses to participate in the City's procurements.
- Educate and provide resources to minority and women owned businesses.
- Continue to automate and streamline compliance reporting requirements.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
161 Minority/Women Business Enterprise	\$ 435,500	\$ 498,136	\$ 539,504	\$ 41,368	8.30%
TOTAL -- GENERAL FUND	\$ 435,500	\$ 498,136	\$ 539,504	\$ 41,368	8.30%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 435,500	\$ 498,136	\$ 539,504	\$ 41,368	8.30%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
161 Minority/Women Business Enterprise	6	6	6
TOTAL -- GENERAL FUND	6	6	6
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	6	6	6

## Executive Offices

---

### Human Resources Division

#### Mission

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Created and implemented a Voluntary Separation Program to assist departments in meeting cost reduction goals.
- Successfully negotiated various Union agreements, including cost savings, implementation of a revenue enhancement goal and Pension Plan changes.
- Conducted and completed a dependent eligibility audit for employee health insurance.
- Provided new training programs designed to assist individuals in acquiring new skills and finding new jobs due to budget and workforce reductions.
- Continued development of wellness programs to address identified health issues in the employee population.
- Coordinated a Fitness Challenge event for employees.

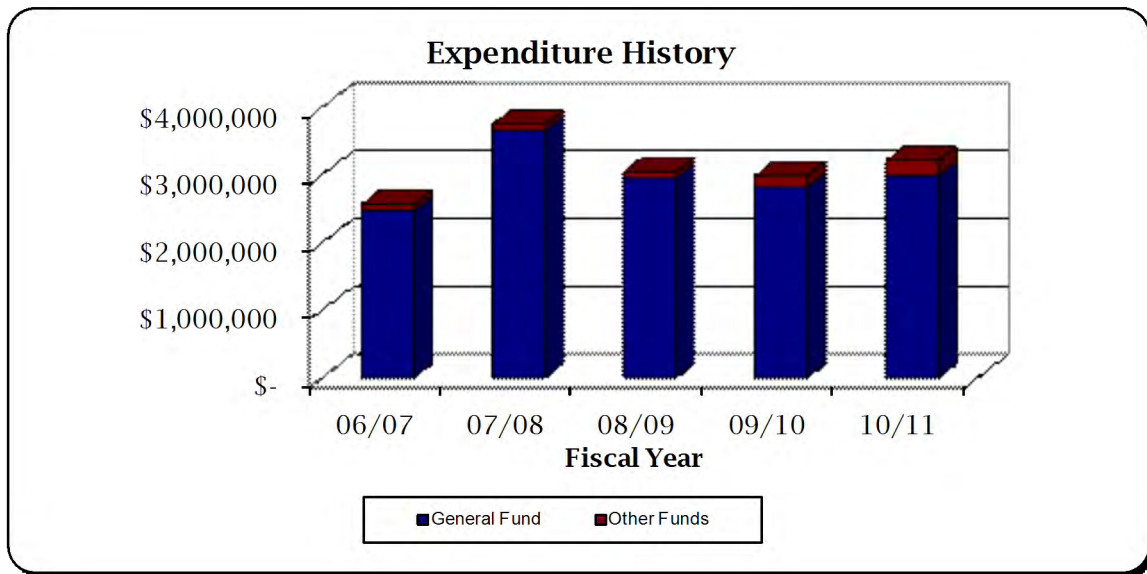
#### Future Outlook

- Human Resources will continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce.
- The Wellness Section will continue to monitor and emphasize healthy life styles for City employees utilizing Health Risk Assessments (HRA), annual work related physicals, education programs and on-site preventative health initiatives.
- Human Resources will implement self-funding for health insurance.
- Human Resources will explore potential savings from employee health clinics.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Human Resources Division					
021 Merits Program	\$ 54,979	\$ 9,764	\$ -	\$ (9,764)	(100.00%)
205 Human Resources	414,002	300,850	292,218	(8,632)	(2.87%)
206 Records	211,635	202,786	221,131	18,345	9.05%
207 Employment & Recruitment	646,484	712,195	708,664	(3,531)	(0.50%)
209 Training	352,093	201,594	369,261	167,667	83.17%
215 Labor Relations	281,559	291,550	307,447	15,897	5.45%
216 Compensation & Benefits	831,478	930,636	929,083	(1,553)	(0.17%)
993 Non. Dept. - HR	162,207	170,362	158,369	(11,993)	(7.04%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,954,437</b>	<b>\$ 2,819,737</b>	<b>\$ 2,986,173</b>	<b>\$ 166,436</b>	<b>5.90%</b>
<b>HEALTH CARE FUND #520</b>					
Human Resources Division					
213 Health Care	\$ -	\$ 58,000	\$ 112,046	\$ 54,046	93.18%
<b>TOTAL -- HEALTH CARE FUND</b>	<b>\$ -</b>	<b>\$ 58,000</b>	<b>\$ 112,046</b>	<b>\$ 54,046</b>	<b>93.18%</b>
<b>Risk Management Fund #521</b>					
Human Resources Division					
219 Employee Wellness	\$ 92,871	\$ 108,921	\$ 113,615	\$ 4,694	4.31%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 92,871</b>	<b>\$ 108,921</b>	<b>\$ 113,615</b>	<b>\$ 4,694</b>	<b>4.31%</b>
<b>TOTAL -- HUMAN RESOURCES DIVISION</b>	<b>\$ 3,047,308</b>	<b>\$ 2,986,658</b>	<b>\$ 3,211,834</b>	<b>\$ 225,176</b>	<b>7.54%</b>



## Executive Offices

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Human Resources Division			
205 Human Resources	4	3	3
206 Classification and Pay	3	3	3
207 Employment and Recruitment	8	8	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	11	11	10
TOTAL -- GENERAL FUND	<u>30</u>	<u>29</u>	<u>27</u>
<u>HEALTH CARE FUND #520</u>			
Human Resources Division			
213 Health Care	-	1	1
TOTAL -- HEALTH CARE FUND	<u>-</u>	<u>1</u>	<u>1</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- HUMAN RESOURCES DIVISION	<u>31</u>	<u>31</u>	<u>29</u>

## Executive Offices

---

### City Attorney's Office

#### Mission Statement

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

#### Overview of Service/Programs

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

#### Major Accomplishments

- Drafted digital billboard ordinances.
- Completed Parking Code revisions; improvements to Platting process.
- Negotiated and drafted Concessions Agreement for Amway Center, Bob Carr, Citrus Bowl, and other vendor agreements necessary for the new Events Center.
- Provided significant legal assistance with implementation of the Neighborhood Stabilization Program.
- Drafted ordinances restricting retail gasoline signage near the airport, secondary metals sales, and several other public health and safety related ordinances.
- Handled legislative changes and litigation protecting the City's right to enforce red-light violations by motion cameras.

#### Future Outlook

- Continue drafting major revisions to the Land Development Code.
- Draft ordinances related to public safety in the downtown area.
- Draft mobility fee ordinances for adoption in 2011.
- Continue to provide legal services relative to community venues construction and operations.
- Assist with the revision of standard Purchasing processes and agreements.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City Departments.

## Executive Offices

---

- Negotiate vendor agreements necessary for the new Events Center.
- Revise standard Purchasing processes and agreements.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City departments.

## Audit Services and Management Support

### Mission Statement

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

### Major Accomplishments

- Collected in excess of \$350,000 of new revenues through identification of unpaid business taxes, enforcing collection of delinquent business taxes and audits of utility taxes and roll-off franchises.
- Provided assistance to the external auditors during the annual audit at a savings in excess of \$20,000 to the City.
- Completed initial phase of the continuous auditing program, including configuring and testing the acquired specialized software.
- Provided support to management in its implementation of a citywide web-based contract management system.
- Contracted with two outside internal audit firms to provide specialized and supplemental audit support.

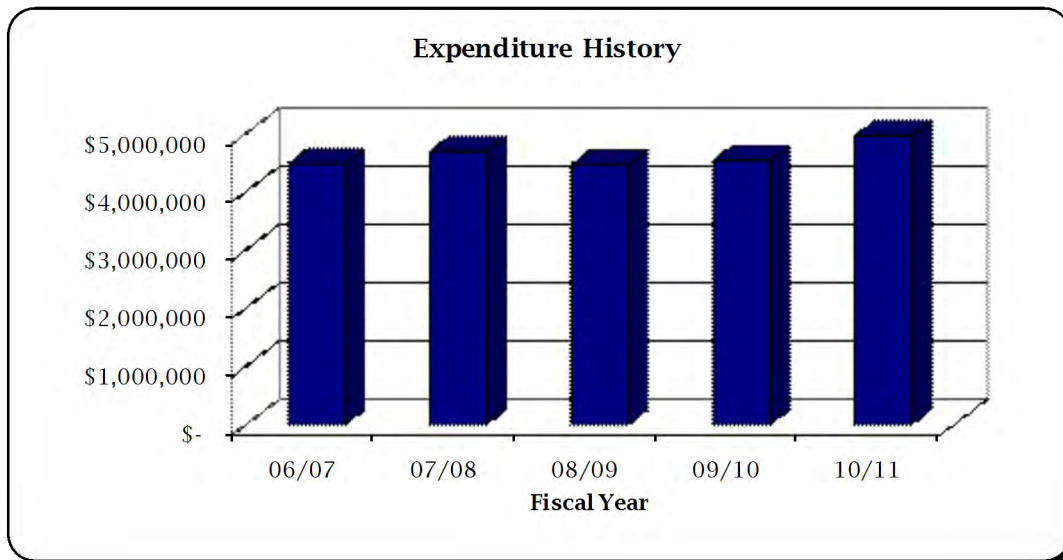
### Future Outlook

- Continue to provide management with recommendations to improve contract administration, identify new revenue opportunities and enhance current revenue streams.
- Commence next phase of the continuous auditing program including introducing the program to management and finalizing the policies and procedures.
- Seek management input in developing the Office's risk assessment utilized in the development of the annual audit plan.
- Utilize the contracted internal audit firms to enhance Office efficiency through co-sourcing arrangements of selected audits.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
City Attorney's Office					
152 City Attorney	\$ 3,937,857	\$ 3,864,464	\$ 4,331,736	\$ 467,272	12.09%
104 Audit Svc.s. & Mgmt. Support	526,730	676,328	630,449	(45,879)	(6.78%)
TOTAL -- GENERAL FUND	\$ 4,464,587	\$ 4,540,792	\$ 4,962,185	\$ 421,393	9.28%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,464,587	\$ 4,540,792	\$ 4,962,185	\$ 421,393	9.28%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
City Attorney's Office			
152 City Attorney	34	34	34
104 Audit Services & Mgmt. Support	5	5	5
TOTAL -- GENERAL FUND	39	39	39
TOTAL -- CITY ATTORNEY'S OFFICE	39	39	39



## Executive Offices

### Executive Offices Operational Performance

#### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Office of Community Affairs	Number of community events and special meetings participation by OCA staff, excluding HOLA	28	259	50
Office of Community Affairs	Number of community events and special meetings participation by the HOLA staff	16	28	15
Office of Community Affairs	Percentage of available funds awarded to cultural and arts organizations	29%	100%	100%
Office of Community Affairs	Percent of grant funds awarded	107%	106%	100%
Office of Communications & Neighborhood Relations	Number of workshops conducted annually*	26	27	N/A
Office of the City Clerk	Number of customer training sessions conducted	N/A	7	6
Executive Offices	Percentage of available funds awarded - human service funding	100%	100%	100%

#### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Office of Communications & Neighborhood Relations	Annual cost per neighbourhood leadership development seminar*	\$202	\$196	N/A
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$362,493	\$247,563	\$150,000
Executive Offices	Executive Offices Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

## Executive Offices

### Executive Offices Operational Performance

Balanced Scorecard Report

#### Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	98.25%	73%	95%
Office of the City Clerk	Percentage of open public records requests	N/A	1%	10%
Office of Audit Services and Management Support	Percentage of projects completed by the estimated completion date	66.75%	100%	70%
Office of Audit Services and Management Support	Percentage of projects completed within budgeted hours	77.25%	78%	70%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Office of Community Affairs	Number of new partners for HOLA	26	23	20
Office of Community Affairs	Number of unduplicated partnerships established and maintained	30	159	30
Office of Community Affairs	Number of applications submitted to MMG programs	54	49	40
Office of Communications & Neighborhood Relations	Number of direct, unduplicated contacts with neighborhood associations and community-based groups*	235	420	N/A
City Attorney's Office	Number of successful challenges for ethics, public records, sunshine violations	0	0	0
City Attorney's Office	Number of bids successfully challenged	0	0	0
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	98%	99%	98%

\*This indicator will no longer be tracked for the next fiscal year.

Executive Offices

---

THIS PAGE LEFT INTENTIONALLY BLANK.

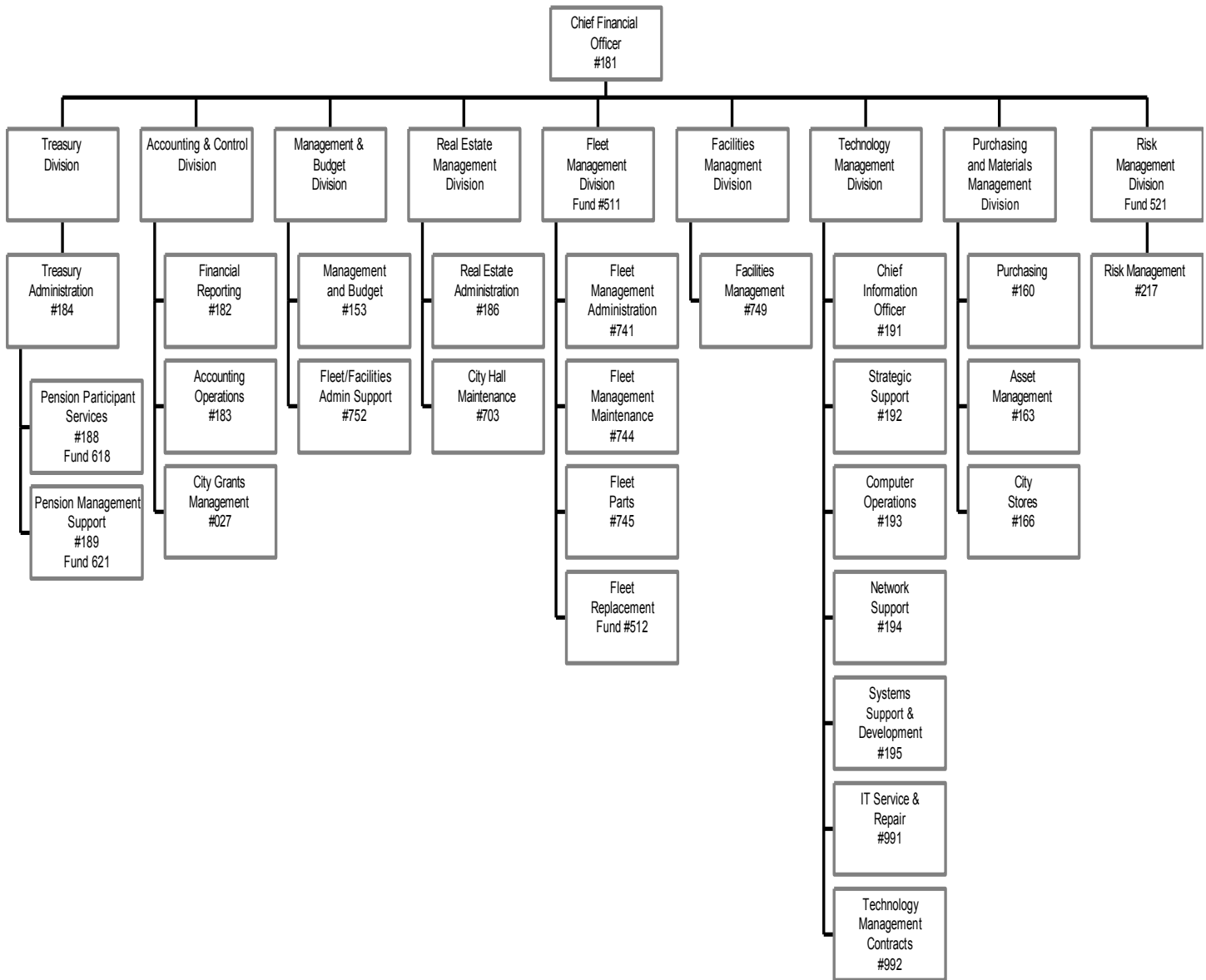




**B  
U  
S  
I  
N  
E  
S  
S  
&  
F  
I  
N  
A  
N  
C  
I  
A  
L  
S  
E  
R  
V  
I  
C  
E  
S**

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

Office of Business & Financial Services





## Office of Business &amp; Financial Services

## DEPARTMENT EXPENDITURE SUMMARY

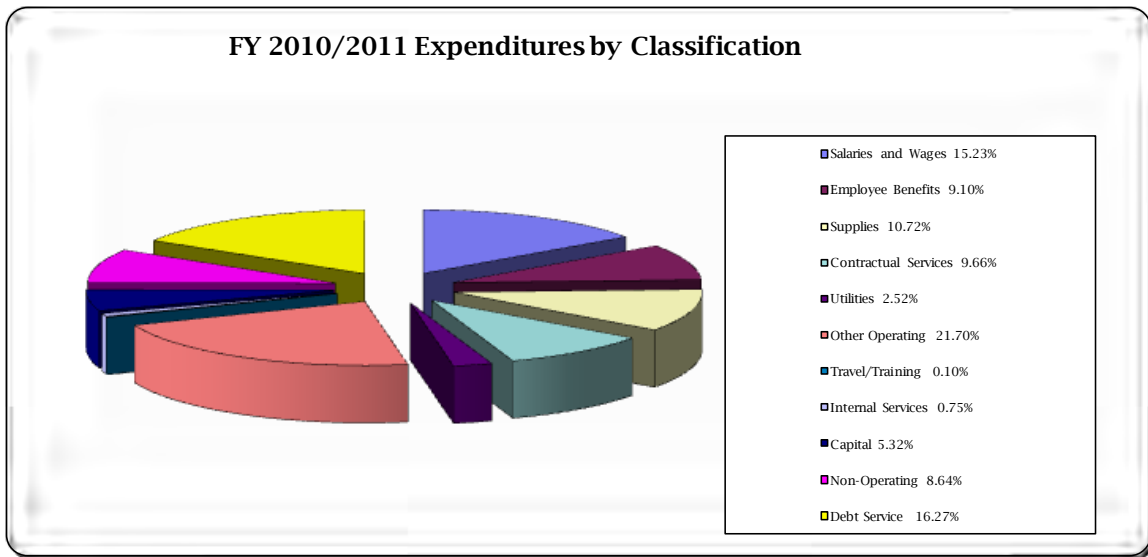
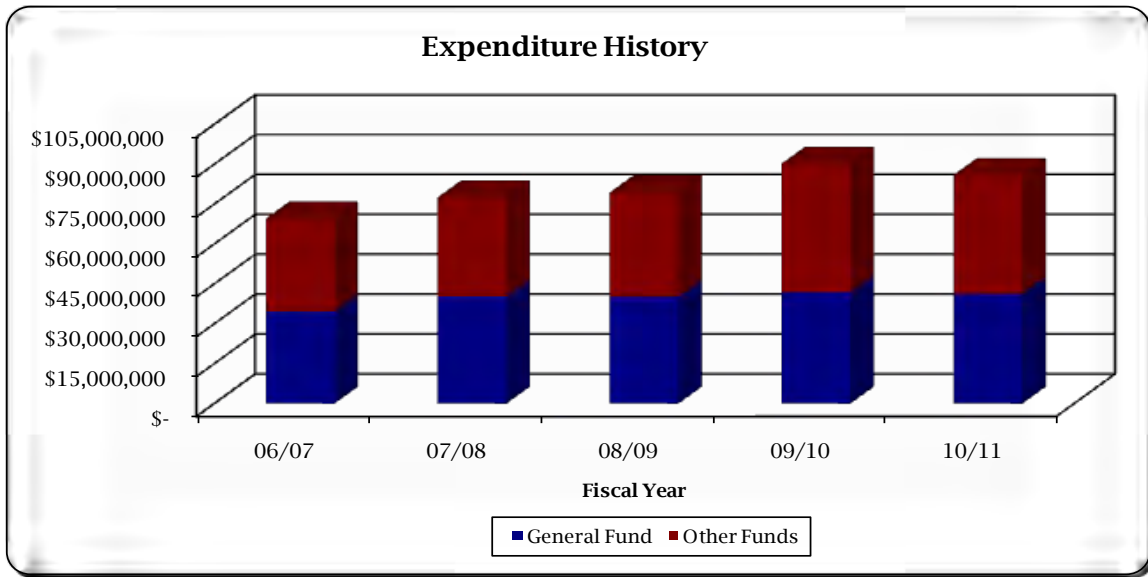
Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Chief Financial Officer					
181 Chief Financial Officer	\$ 682,913	\$ 670,106	\$ 697,862	\$ 27,756	4.14%
994 Nondepartmental - CFO	2,820,005	2,980,330	2,358,551	(621,779)	(20.86%)
Accounting and Control Division					
027 City Grants Management	216,518	394,101	364,796	(29,305)	(7.44%)
182 Financial Reporting	1,018,193	819,350	769,331	(50,019)	(6.10%)
183 Accounting Operations	1,255,337	1,186,994	1,165,031	(21,963)	(1.85%)
Facilities Management Division:					
749 Facilities Management	5,046,525	4,983,840	5,762,085	778,245	15.62%
Management and Budget Division					
153 Management and Budget	482,747	462,068	636,657	174,589	37.78%
752 Fleet/Facilities Admin Support	-	-	476,947	476,947	N/A
Purchasing and Materials Management Division					
160 Purchasing	1,264,192	1,221,211	1,352,800	131,589	10.78%
163 Asset Management	222,331	215,268	256,499	41,231	19.15%
164 City Mail Service	350,440	343,701	-	(343,701)	(100.00%)
165 Fleet/Facility Supply/Support	635,838	502,841	-	(502,841)	(100.00%)
166 City Stores	279,705	314,819	260,214	(54,605)	(17.34%)
995 Non Dept.-Purchasing Auctions	40,129	42,000	41,500	(500)	(1.19%)
Real Estate Management Division:					
186 Real Estate Management	453,376	406,404	445,161	38,757	9.54%
703 City Hall Maintenance	1,918,070	2,040,304	2,133,349	93,045	4.56%
Technology Management Division					
191 Chief Information Officer	629,857	572,415	738,236	165,821	28.97%
192 Strategic Support	1,203,890	1,193,941	1,836,678	642,737	53.83%
193 Computer Operations	1,284,806	1,242,646	1,268,429	25,783	2.07%
194 Network Support	1,810,297	1,736,272	1,440,580	(295,692)	(17.03%)
195 Systems Support and Development	2,726,525	2,299,730	1,509,651	(790,079)	(34.36%)
991 IT Service and Repair	63,369	72,840	72,840	-	0.00%
992 Technology Management Contracts	3,446,166	3,381,004	3,322,541	(58,463)	(1.73%)
Treasury Division					
184 Treasury Administration	479,368	469,802	425,773	(44,029)	(9.37%)
190 General Fund Debt Service	11,842,678	14,381,787	13,992,221	(389,566)	(2.71%)
TOTAL -- GENERAL FUND	\$ 40,173,275	\$ 41,933,774	\$ 41,327,732	\$ (606,042)	(1.45%)
<b>FLEET MANAGEMENT FUND #511</b>					
Fleet Management Division					
741 Fleet Management Admin.	\$ 552,597	\$ 754,395	\$ 589,513	\$ (164,882)	(21.86%)
744 Fleet Management Maintenance	12,936,639	12,520,291	14,271,382	1,751,091	13.99%
745 Fleet Parts	-	-	319,286	319,286	N/A
963 Non Dept.-Fleet Management/Projects	1,381,823	2,447,115	1,837,266	(609,849)	(24.92%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 14,871,059	\$ 15,721,801	\$ 17,017,447	\$ 1,295,646	8.24%
<b>FLEET REPLACEMENT FUND #512</b>					
Fleet Management Division					
746 Fleet Replacement Program	\$ 6,875,473	\$ 11,335,723	\$ 7,719,037	\$ (3,616,686)	(31.91%)
Projects	1,368,018	1,959,036	1,096,000	(863,036)	(44.05%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 8,243,491	\$ 13,294,759	\$ 8,815,037	\$ (4,479,722)	(33.70%)

## Office of Business &amp; Financial Services

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b><u>RISK MANAGEMENT FUND #521</u></b>					
Risk Management Division					
217 Risk Management Administration	\$ 522,090	\$ 919,645	882,730	\$ (36,915)	(4.01%)
218 Risk Management Non-Departmental	15,218,131	18,205,048	17,733,003	(472,045)	(2.59%)
220 Employee Health and Safety Projects	233,152 -	- 30,000	- -	- (30,000)	N/A (100.00%)
TOTAL -- RISK MANAGEMENT FUND	\$ 15,973,373	\$ 19,154,693	\$ 18,615,733	\$ (538,960)	(2.81%)
<b><u>PENSION PARTICIPANT SERVICES FUND #618</u></b>					
Treasury Division					
188 Pension Participant Services	\$ 79,515	\$ 100,000	\$ 152,203	\$ 52,203	52.20%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 79,515	\$ 100,000	\$ 152,203	\$ 52,203	
<b><u>FIRE PENSION FUND #621</u></b>					
Treasury Division					
189 Pension Management Support	\$ 64,591	\$ 68,397	\$ 76,714	\$ 8,317	12.16%
TOTAL -- FIRE PENSION FUND	\$ 64,591	\$ 68,397	\$ 76,714	\$ 8,317	
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 79,405,304	\$ 90,273,424	\$ 86,004,866	\$ (4,268,558)	(4.73%)
Expenditure by Classification					
Salaries and Wages	\$ 15,094,246	\$ 13,976,092	\$ 13,096,826	\$ (879,266)	(6.29%)
Employee Benefits	7,104,739	7,454,037	7,825,332	371,295	4.98%
Supplies	8,539,401	8,670,372	9,220,768	550,396	6.35%
Contractual Services	7,621,487	7,844,701	8,307,859	463,158	5.90%
Utilities	2,403,723	2,641,431	2,163,667	(477,764)	(18.09%)
Other Operating	16,672,538	19,367,156	18,661,805	(705,351)	(3.64%)
Travel/Training	23,123	99,393	87,643	(11,750)	(11.82%)
Internal Services	749,502	726,589	642,671	(83,918)	(11.55%)
Capital	7,495,447	8,959,291	4,577,046	(4,382,245)	(48.91%)
Non-Operating	1,858,276	6,152,575	7,429,028	1,276,453	20.75%
Debt Service	11,842,822	14,381,787	13,992,221	(389,566)	(2.71%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 79,405,304	\$ 90,273,424	\$ 86,004,866	\$ (4,268,558)	(4.73%)

Office of Business & Financial Services





## Office of Business &amp; Financial Services

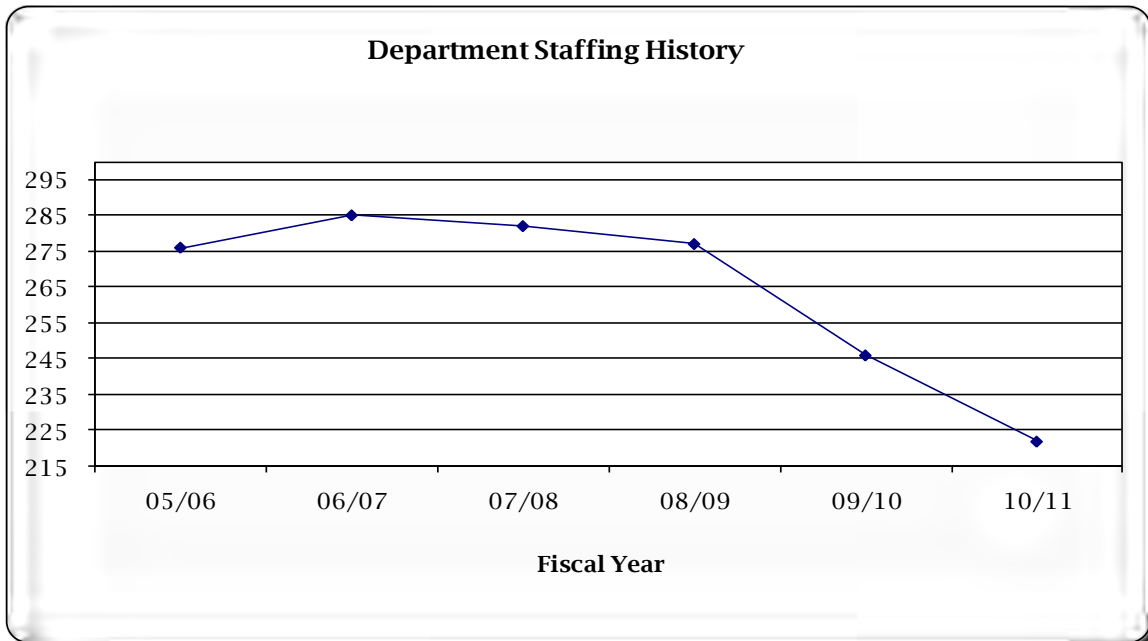
## DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Chief Financial Officer			
181 Chief Financial Officer	5	4	4
Accounting and Control Division			
027 City Grants Management	1	3	3
182 Financial Reporting	11	8	7
183 Accounting Operations	19	17	15
Facilities Management Division			
749 Facilities Management	49	43	40
Management and Budget Division			
153 Management and Budget	6	6	6
752 Fleet/Facilities Admin Support	-	-	7
Purchasing and Materials Management Division			
160 Purchasing	15	14	15
163 Asset Management	3	3	3
164 City Mail Service	2	-	-
165 Fleet/Facility Supply/Support	10	8	-
166 City Stores	4	4	3
Real Estate Management Division			
186 Real Estate Management	4	4	4
Technology Management Division			
191 Chief Information Officer	6	5	6
192 Strategic Support	14	14	16
193 Computer Operations	17	15	14
194 Network Support	18	15	12
195 Systems Support and Development	27	23	14
Treasury Division			
184 Treasury Administration	5	4	4
TOTAL -- GENERAL FUND	216	190	173
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division			
741 Fleet Management Admin.	6	7	3
744 Fleet Management Maintenance	39	32	28
745 Fleet Parts	-	-	5
TOTAL -- FLEET MANAGEMENT FUND	45	39	36
<u>RISK MANAGEMENT FUND #521</u>			
Treasury Division			
217 Risk Management Administration	9	14	10
220 Employee Health and Safety	5	-	-
TOTAL -- RISK MANAGEMENT FUND	14	14	10
<u>GRANT FUND #600</u>			
Facilities Management Division			
031 Energy Efficiency and Conservation	-	1	1
TOTAL -- GRANT FUND	-	1	1

Office of Business & Financial Services

DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>PENSION PARTICIPANT SERVICES FUND #618</u>			
Treasury Division			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
<u>FIRE PENSION FUND #621</u>			
Treasury Division			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
<b>TOTAL -- BUSINESS &amp; FINANCIAL SERVICES</b>	<b>277</b>	<b>246</b>	<b>222</b>



## Office of Business & Financial Services

---

### Chief Financial Officer

#### Mission Statement

The mission of the Chief Financial Officer is to safeguard the assets and manage the financial affairs of the City including revenue collections, real estate, cash disbursements, accounting and financial reporting, investments, debt management and risk management; to maintain reasonable internal controls to protect the City's assets and ensure the timely and accurate recording of transactions in accordance with accounting standards for state and local governments; to provide services that support the operations of City Departments; to manage the City's investment and debt portfolios in such a manner as to achieve the highest possible investment return with stringent safeguards, and reduce the annual and total cost of the City's debt; and to provide timely advice to the City's elected and appointed officials on issues affecting the current and future financial affairs of the City.

#### Overview of Services/Programs

**Chief Financial Officer** section was created in January of 2006 with the merger of the Management, Budget and Accounting Department with the Finance Department. This division consists of the Chief Financial Officer, Deputy Chief Financial Officer, the Department's Fiscal Manager, and associated support staff. This section provides financial guidance to the Mayor and City Council as well as overseeing all financial operations of the City.

#### Major Accomplishments

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

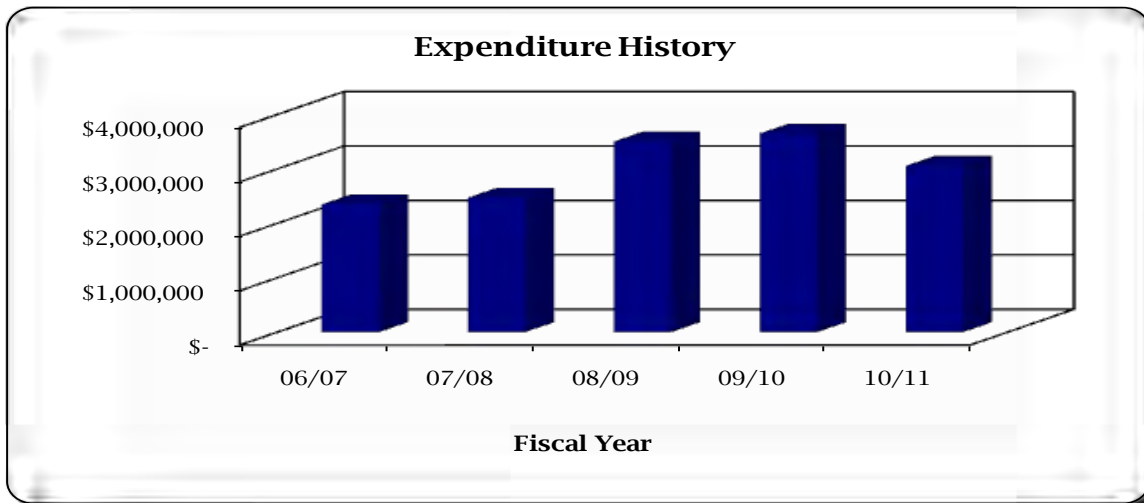
#### Future Outlook

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, such as the introduction of commuter rail to Central Florida and the expansion of reclaimed water service.
- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, and the Greater Orlando Aviation Authority.
- Work in partnership with Economic Development on formulating economic incentive agreements to attract businesses to the City of Orlando.
- 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.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Chief Financial Officer					
181 Chief Financial Officer	\$ 682,913	\$ 670,106	\$ 697,862	\$ 27,756	4.14%
994 Nondepartmental - CFO	2,820,005	2,980,330	2,358,551	(621,779)	(20.86%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,502,918</b>	<b>\$ 3,650,436</b>	<b>\$ 3,056,413</b>	<b>\$ (594,023)</b>	<b>(16.27%)</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>\$ 3,502,918</b>	<b>\$ 3,650,436</b>	<b>\$ 3,056,413</b>	<b>\$ (594,023)</b>	<b>(16.27%)</b>



STAFFING HISTORY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
181 Chief Financial Officer	5	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>5</b>	<b>4</b>	<b>4</b>

## Office of Business & Financial Services

---

### Accounting and Control Division

#### Mission Statement

To provide timely and accurate financial information and analyses according to Generally Accepted Government Accounting Principles, assist management in making informed economic decisions, process Accounts Payable and Payroll payments and process and receive Revenue due to the City in an accurate, timely and cost effective manner while adhering to City of Orlando policies and procedures.

#### Overview of Services/Programs

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

#### Major Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for preparation of our fiscal year ended 09/30/08 CAFR.
- In cooperation with Technology Management, implemented an automated solution to calculate the salary cap requirements of the contract with GOAA and automatically post the resulting adjusting entry to the general ledger, thereby eliminating a very cumbersome manual monthly salary calculation.
- Satisfactorily implemented in our FY 9/30/09 CAFR the requirements of GASB 49:
  - GASB 49 - "Accounting and Financial Reporting for Pollution Remediation Obligations" - required for implementation in our FY 9/30/09 CAFR, this statement addresses the financial obligations involved with remediation efforts, such as site assessments and cleanups, to address the current or potential detrimental effects of existing pollution.
- Prepared Request for Proposal (RFP) for External Audit Services.
- Implemented payee positive pay (fraud) controls on all City bank accounts.
- Trained City Division's on how to use the automated FEMA Forced Labor and Equipment report that will be used in the event of future disasters. The report automates the transfer of employees' work-time and payroll from time and attendance and payroll systems for the purpose of documenting FEMA reimbursable worked hours as a result of the disaster. We also retrained City Division's on properly recording time and equipment into the City's electronic time and attendance system to ensure the quality of data uploaded to the FEMA reporting system.
- In cooperation with Technology Management, worked on OPD's conversion to Kronos timekeeping system.
- In cooperation with Risk Management and Technology Management, worked on integrating payment data from Riskmaster software into our financial software system, JDE, and processing payments through the normal Accounts Payable process.
- Successfully implemented additional vendor payment options, including Bank of America's ePayables credit card solution and ACH electronic payments.
- In cooperation with Technology Management, successfully implemented payroll forms utilizing Sharepoint.
- Grants training was provided on a variety of topics to City of Orlando staff, including seminars, webinars, and eCivis Research & Prospecting and Policy and Procedure Training, which were held every other month. In addition, GOC Orientations were provided to new GOC Committee members as needed.
- Continued to strengthen internal controls related to grants by conducting internal financial and compliance reviews of all active State and Federal grant files and provided recommendations to each Department Director and City staff involved with grants.

## Office of Business & Financial Services

---

### Accounting and Control Division

- Continue to implemented eCivis Tracking and Reporting, a web-based system to manage grant documentation and deadlines in one location for all of the City's grants.
  - Facilitated eCivis Tracking and Reporting training classes for all City staff involved in grant tracking and reporting.
- Established American Recovery and Reinvestment Act (ARRA) post-award meetings with City Departments receiving ARRA grant awards to ensure they are fully aware of all the compliance and reporting requirements associated with these federal stimulus grant awards.
- Prepared Request for Proposal (RFP) for Grant Writing Services to contract with a more diverse pool of grant consultants.

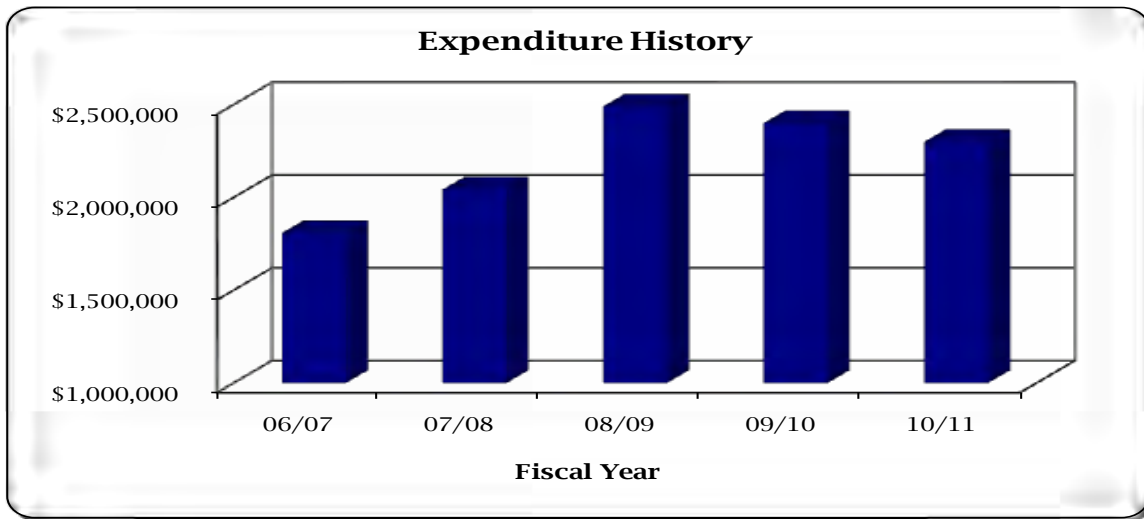
#### Future Outlook

- Will implement new requirements of the Governmental Accounting Standards Board and will monitor new pronouncements to determine their impact on the City:
  - GASB 51 – “Accounting and Financial Reporting for Intangible Assets” – this statement will not be required for implementation until our FY 9/30/10; however, we will begin our review of the pronouncement to determine its impact on our operations at the City.
  - GASB 54 – “Fund Balance Reporting & Governmental Fund Type Definitions” – this statement will not be required for implementation until our FY 9/30/11; however, we are exploring the possibility of early implementation for FY 09/30/09. This statement will improve financial reporting by providing fund balance categories and classifications that can be more easily understood by the public.
- In cooperation with Technology Management, will continue to evaluate upgrades and enhancements to automated support systems (i.e. revenue collection, payroll).
- In cooperation with Purchasing and Technology Management, will continue to investigate ways to automate the creation of vendor data in the City's financial software application.
- Continue to pursue and implement an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- Investigate new banking programs such as Remote Deposit, Lockbox and Cash Vault Services to explore ways to improve our revenue collection process and improve transaction security and timeliness.
- In cooperation with Technology Management, will pursue ways to print W-2's from a template.
- In cooperation with Technology Management, will pursue a new electronic vendor request form to expedite this process.
- In cooperation with Technology Management, will investigate the benefits of utilizing a payment kiosk(s) for revenue collections at City Hall.
- In cooperation with Technology Management and our depository, investigate ways to further automate the bank reconciliation process and reduce the amount of time involved with identifying deposit sources or locations.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Accounting and Control Division					
027 City Grants Management	\$ 216,518	\$ 394,101	\$ 364,796	\$ (29,305)	(7.44%)
182 Financial Reporting	1,018,193	819,350	769,331	(50,019)	(6.10%)
183 Accounting Operations	1,255,337	1,186,994	1,165,031	(21,963)	(1.85%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,490,048</b>	<b>\$ 2,400,445</b>	<b>\$ 2,299,158</b>	<b>\$ (101,287)</b>	<b>(4.22%)</b>
<b>TOTAL - ACCOUNTING &amp; CONTROL DIVISION</b>	<b>\$ 2,490,048</b>	<b>\$ 2,400,445</b>	<b>\$ 2,299,158</b>	<b>\$ (101,287)</b>	<b>(4.22%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Accounting and Control Division			
027 City Grants Management	1	3	3
182 Financial Reporting	11	8	7
183 Accounting Operations	19	17	15
<b>TOTAL -- GENERAL FUND</b>	<b>31</b>	<b>28</b>	<b>25</b>
<b>TOTAL - ACCOUNTING &amp; CONTROL DIVISION</b>	<b>31</b>	<b>28</b>	<b>25</b>

## Office of Business & Financial Services

---

### Facilities Management Division

#### Mission Statement

The mission of the Facilities Management Division is to safeguard the City's building asset inventory and infra-structure by maintaining reasonable internal controls to protect the City's assets and ensure the timely and accurate inspection (Facility Condition Assessment), general maintenance & repair, reduce deferred maintenance within budgetary constraints, facilitate renovation, perform preventive/predictive maintenance and manage the capital renewal/replacement program in a fiscally sound fashion that maintains the assets in safe & useable condition through their planned useful life and extends the planned useful life where possible.

#### Overview of Services/Programs

As a service support Division in the Office of Business and Financial Services, Facilities Management maintains the City's building asset inventory supporting uses that include Fire & Police in support of public safety, governmental operations, public use facilities, various leased properties for City and Public use and the wastewater infra-structure including Conserve One located south of the Orlando International Airport, Conserve Two on LB McCloud, Iron Bridge in Seminole County and the final wastewater outfall located in Christmas, FL.

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

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

Facilities Management manages the capital renewal/replacement of facility equipment and systems, facility strategic master planning, energy savings programs, LEED & Sustainability leadership, keeps all building drawings, operational documents and warranties, a uniform and documented procedure for the inventory, management, issuance and return of all keys for all City buildings.

Facilities Management also manages a variety of Life Safety Programs like Mold Monitoring and Mediation, Fire Suppression and Alarm systems, Burglar Alarms, Automated External Defibrillator program and Pest Control/Structure Termite Bond program.

#### Major Accomplishments

- Completed approximately 9,600 work requests.
- Completed 145 Alteration and Improvement requested projects.
- Responded to approximately 80 graffiti requests, which is down from the '08 - '09 number indicating that the program is realizing some success.
- Completed Phase One of the Dubsdread Taproom structural analysis.
- Lake Eola Fountain temporary repair.
- Recreation Center Gym Floor Resurfacing 100% complete.
- Verified and loaded data for fifty-four meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.



## Office of Business & Financial Services

---

### Facilities Management Division

- DOE Grant work
  - Energy Manager hired
  - Design firm selected and contract in development
- GE Capital IGA Grant
  - Grant won
  - Initial assessment at Citrus Bowl complete

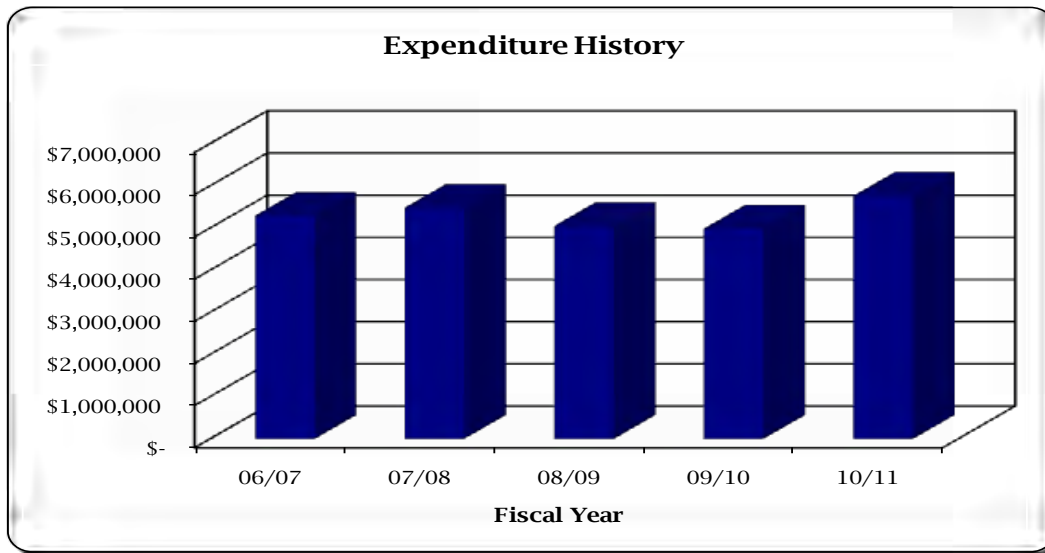
#### Future Outlook

- Continue efforts reviewing preventive maintenance programs to shift Division resources to meet increased service effectiveness and efficiency.
- Continue efforts towards completing the facilities green initiatives strategic plan and to obtain LEED Certification for City Hall; pending resource allocation (not yet funded).
- Develop a building design standard, to decrease operating and maintenance costs.
- Expand ARCHIBUS Condition Assessment module.
- PDA Deployment for preventive maintenance for facilities and equipment.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Computer Aided Facilities Management (CAFM).
- Complete Strategic Plan format that supports quarterly updates.
- Lake Eola Fountain Refurbishment/Renovation.
- Ameresco IGA/ROI Consideration/Implementation (Investment Grade Audit Contract 98% complete).
- DOE IGA/ROI Consideration/Implementation.
- GE Capital IGA completion.
- Dubsdread Taproom Phase Two structural repair design and implementation.
- Orlando Operations Center HVAC/Generator upgrades (Design 30% complete).
- Beardall Senior center Generator Installation and Window Replacement (Design 75% complete).
- Orlando science Center Condition Assessment (30% complete).
- Continue to verify and loads several thousand meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Electrical System Motor Control Center Condition Assessment (20% complete).
- HVAC High Cost Equipment Condition Assessment (20% complete).

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Facilities Management Division					
749 Facilities Management	\$ 5,046,525	\$ 4,983,840	\$ 5,762,085	\$ 778,245	15.62%
TOTAL -- GENERAL FUND	\$ 5,046,525	\$ 4,983,840	\$ 5,762,085	\$ 778,245	15.62%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 5,046,525	\$ 4,983,840	\$ 5,762,085	\$ 778,245	15.62%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Facilities Management Division			
749 Facilities Management	49	43	40
TOTAL -- GENERAL FUND	49	43	40
<b>GRANT FUND #600</b>			
Facilities Management Division			
031 Energy Efficiency and Conservation	-	1	1
TOTAL -- GRANT FUND	-	1	1
TOTAL -- FACILITIES MANAGEMENT DIVISION	49	44	41

## Office of Business & Financial Services

---

### Management and Budget Division

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the seventh consecutive year.
- Developed the FY 2010/2011 budget while dealing with the continuing national economic downturn and the trickle down effects on the State and local economy. The downturn again resulted in a significant revenue reduction due to a decrease in the taxable value assessment base. Increases in the cost of employee healthcare and the actuarially required contribution for employee pensions also caused budget stress. In addition, the lingering effects of State imposed revenue reductions due to the approval of Amendment 1 continued to play a role.
- Meeting the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, continued to provide the monthly financial report, including detailed General and Enterprise Fund information. In addition, a detailed monthly General Fund salary expense status report is prepared for internal use, as salaries and benefits comprise 68% of the budget.
- Continued to improve the City's performance management process after assuming responsibility from the Office of Audit Services and Management Support. Enhanced and expanded the use of the chosen tracking and reporting software Citywide and provided training, support and guidance to all levels of employees.

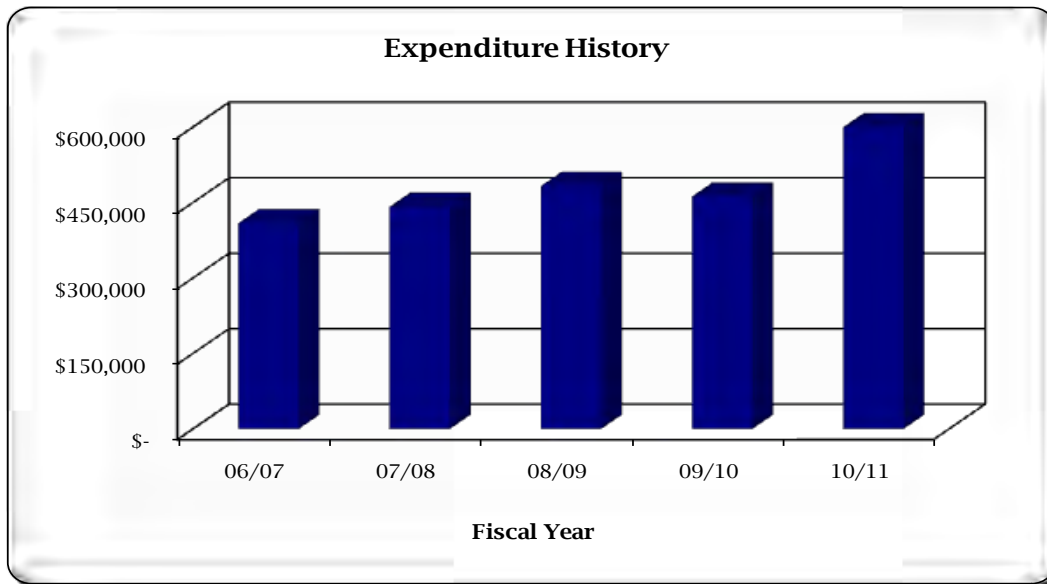
#### Future Outlook

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Given the Property Appraiser's forecast that the taxable value assessment base will experience a further decline, along with the continuing overall economic uncertainty, immediately begin work on analyzing information and developing strategies for balancing the FY 2011/12 budget.
- Continue to work with department fiscal personnel to refine and improve the established monitoring and forecast models for non-General Funds.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program. Strive to improve the budget document through response to reviewer's comments and additional research. Attempt to achieve the Special Capital Recognition designation. In addition, staff will serve as reviewers for the program in order to glean additional ideas and information.
- Continue to work on improving the performance management process, including utilization of the software as a management tool and an enhanced reporting mechanism.
- Work toward enhancing and improving the monthly reports and graphical presentations that are prepared for Elected and Appointed Officials, the Audit Board and City residents.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Management and Budget Division					
153 Management and Budget	\$ 482,747	\$ 462,068	\$ 636,657	\$ 174,589	37.78%
752 Fleet/Facilities Admin Support	-	-	476,947	476,947	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 482,747</b>	<b>\$ 462,068</b>	<b>\$ 1,113,604</b>	<b>\$ 651,536</b>	<b>141.00%</b>
<b>TOTAL - MANAGEMENT &amp; BUDGET DIVISION</b>	<b>\$ 482,747</b>	<b>\$ 462,068</b>	<b>\$ 1,113,604</b>	<b>\$ 651,536</b>	<b>141.00%</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Management and Budget Division			
153 Management and Budget	6	6	6
752 Fleet/Facilities Admin Support	-	-	7
<b>TOTAL -- GENERAL FUND</b>	<b>6</b>	<b>6</b>	<b>13</b>
<b>TOTAL -- MANAGEMENT AND BUDGET DIVISION</b>	<b>6</b>	<b>6</b>	<b>13</b>

## Office of Business & Financial Services

---

### Purchasing & Materials Management Division

#### Mission Statement

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

#### Overview of Service/Program

The **Purchasing & Materials Management Division** is responsible for the acquisition of equipment, materials and services required by the City. The division transacts monetary commitments and contracts and executes procurement functions in accordance with applicable Purchasing Code; maximizes competitive procurement and awards on all contracts; ensures that products and services are procured at the best value, in a timely manner, with professionalism and integrity. The Division strives to provide excellent customer service through technological advancements, improved business processes and planned outreach programs. The Materials Management team is responsible for the control, transfer inventory, and disposal of City-wide fixed asset property, operation of City Stores in support of facilities and Vehicle Supply Parts support.

#### Major Accomplishments

##### Purchasing

- eSupplier - Implemented a one-stop online vendor registration and notification system hosted by the City. The new software provides vendors/suppliers a convenient and "free" solution for obtaining solicitations and related information. Vendors receive automatic notification of bidding opportunities based on commodity codes that the vendor selects.
- Cooperative Purchasing - Facilitated the cooperative purchasing consortium, called "Central Florida Purchasing Cooperative". The City of Orlando, as the lead agency, issued the first solicitation for Traffic Calming in conjunction with the City of Winter Park and Orange County. In addition to cost savings, the City will gain efficiencies from the pooled requirements.
- Streamlining - Updated solicitation documents. Reduced the steps in the formal solicitation and contract process. As part of this streamlining effort, the solicitation becomes the binding contract, as one acknowledgement page is signed by the bidder at time of bid submittal. This eliminates the need to create a formal contract document, shortens the procurement cycle, and results in a quicker response time for the Departments.
- Professional Development - Two professional certifications were earned by staff. Purchasing Agents passed the exam for professional certification designation of "Certified Purchasing Manager" (CPM) through the Institute of Supply Management, Inc.
- Awards - Purchasing and Materials Management received the prestigious Award of Excellence in Public Procurement for 2010. This is a great accomplishment, as the City was one of twelve agencies in the State to receive this award. This award represents the hard work and accomplishments of the purchasing and materials management professionals.
- Strategic Sourcing Initiative - Replaced the JD Edwards commodity code system, which was outdated, with the NIGP (National Institute of Governmental Purchasing) Code to assist in the strategic sourcing initiative, for better tracking and reporting of goods/services procured throughout the City.
- Contract Administration - Purchasing and Materials Management, in coordination with the Auditor's Office, facilitated the implementation of a City-wide contract management software support system, Cobblestone. Purchasing is currently performing the beta testing of the software, anticipated to be launched in August 2010.
- Procurement Code - Completed the revisions to Chapter 7, Procurement Code. Best practices were incorporated as recommended in the Model Procurement Code, American Bar Association. Revisions were reviewed by the Director of the Public Procurement Research Center at Florida Atlantic University.

## Office of Business & Financial Services

---

### Purchasing & Materials Management Division

- Performance Management - The Purchasing and Materials Management Division monitors operational performance with the City's Covalent Software System. This data helps to chart the growth and progress of each unit in an effort to set realistic goals:
  - 205 formal and informal solicitations processed - 29% increase.
  - 1,509 Purchase Orders issued totaling \$74,215,275.38 - 6% increase.
  - 177 Owner-Direct Purchase Orders totaling over \$44 million - 24% increase.
  - 26,901 orders generated against the Division's annual term contracts for a total of \$92,009,631.15.
  - 71 Sole Source processed; 194 Cooperative purchases.
  - 1,951 renewals and amendments of annual contracts.

#### Materials Management

##### City Stores

City Stores provides support and immediate supplies required by all City Departments. City Stores also maintains specific supplies required for Emergency Management Operations and other types of emergencies.

- Customer Service - City Stores has modified business practices to provide for a just-in-time ordering system. Customers pre-order supplies in bulk. This business change from inventory stocking and City-wide delivery reduces overall program costs, while still meeting the needs of the customer. Customer feedback has remained positive.
- Inventory - In a recent inventory count, City Stores has successfully reduced stock inventory by \$200,000.00 during the past six months.
- Special Projects - City Stores supervisor was the project lead during the NIGP Code Project. All inventory descriptions and inventory numbers were manually changed to support the new NIGP Coding System.

#### Asset Management

The Asset Management Program's goal is to effectively prevent the loss of City property by maintaining accountability of the City's assets.

- Property Control - Asset Management maintained accurate inventory records, identified and created master records for over 700 new capital assets.
- Inventory - Approximately 16,500 capital assets are inventoried annually for 221 Program areas. Capital equipment inventoried was valued over 350 million dollars.
- State Mandate - The Asset Management Unit, in cooperation with each program Property Custodian, is on target to meet the State's requirement for completing the City-wide annual inventory for capital assets for FY2009/10.
- Property Disposition - Managed the proper disposition of surplus equipment. To date, Asset Management has generated over \$433,000.00 from the sale of surplus equipment. Due to the reduced budget allocations, new acquisitions and surplus disposals have decreased from previous year.
- This year, Asset Management facilitated disposition of fixed assets for old Fire Station #1, and adding new fixed assets for the newly completed Fire Station #1.

#### Fleet Supply Support (Vehicle Parts)

The Fleet Management Supply Support Program is responsible for purchasing, receiving and issuing automotive parts, tires, and other supplies used by the Fleet Management Division and other departments.

- Sourcing and implementation of new contracts to reduce the number of spot purchases from non-contracted vendors and reduce overall operational costs.
- Continued cost reduction of stocked inventories by utilizing "just-in-time" procurement process with contracted vendors.
- Yearly inventory turns improved and resulted in 2.5 turnovers last fiscal year ending in 2009. Warehouse stock inventory cost reductions were 21.5%, with an annual savings of \$103,000.00 for the current fiscal year.

## Office of Business & Financial Services

---

### Purchasing & Materials Management Division

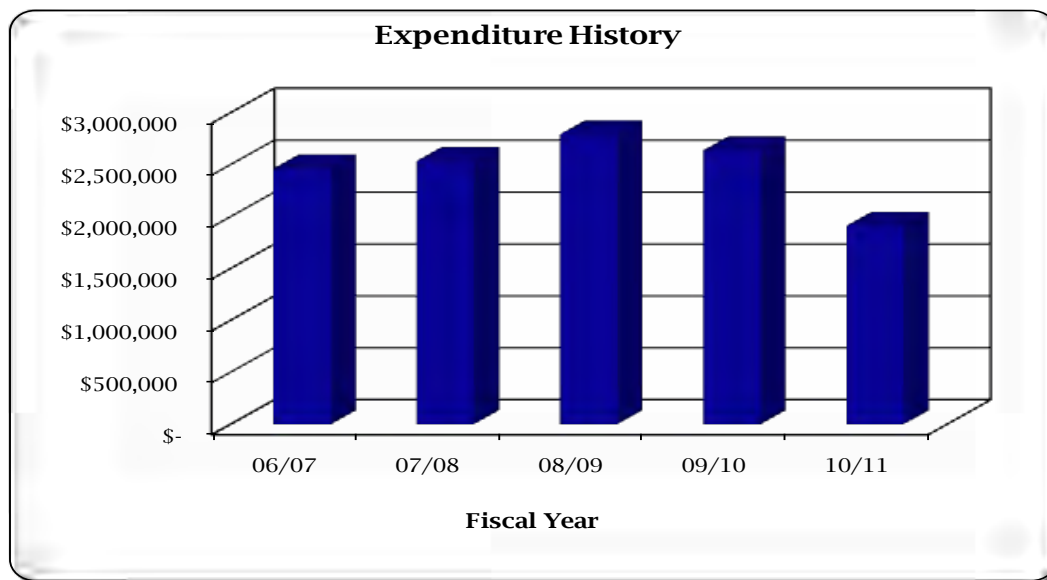
#### Future Outlook

- As part of a continued process improvement plan, begin the design and development of an electronic Solicitation Tracking Log, followed by a Request for Quotation system to interface with the new eSupplier one-stop vendor software system. This system will enable electronic quotes to be received and completed electronically by the supplier.
- Coordinate “How to Do Business Vendor Training Program” as part of a continuing effort to support and communicate with our local vendors and contractors; Create an open forum for vendors to learn how to properly register, complete solicitations and to better understand the procurement policy and system.
- Begin the process of updating Policies & Procedures to support the revised Chapter 7 Procurement Code.
- Develop Operating Directives (Procurement Manual) that will provide internal customers guidance and instructions in support of Policies & Procedures and the Procurement Code.
- Continue to reduce stock inventory and costs related to obsolete supplies and parts, which will improve consistency of supplies, enable to forecast more accurately, and obtain better just-in-time pricing.
- City Stores, with reduced resources, will focus on a more streamlined operation. This includes reducing in-process inventory and purchasing/selling in bulk. Quality, quantity and value to the customer will continue to be of prime importance.
- Asset Management will implement a new training program to train individual program asset custodians on the City’s Fixed Asset procedures. This will allow for professional coordination between City programs and Asset Management to ensure accountability of City property.
- Asset Management will be researching solutions toward a paperless system to better manage documents and information and to improve customer service. A paperless workflow system will save property custodians and managers’ time in the transferring, disposing, or requesting disposition of fixed assets. In addition, the system will enable customers to view the status of their requests.
- Asset Management will be working closely with Venues during the decommissioning of the Amway Center for the proper disposition of all City-owned property. This project will be followed by the completion of the renovations at the Water Conservation 2 facility resulting in the opportunity to sell high valued equipment, which has little value to the City.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Purchasing and Materials Management Division					
160 Purchasing	\$ 1,264,192	\$ 1,221,211	\$ 1,352,800	\$ 131,589	10.78%
163 Asset Management	222,331	215,268	256,499	41,231	19.15%
164 City Mail Service	350,440	343,701	-	(343,701)	(100.00%)
165 Fleet/Facility Supply/Support	635,838	502,841	-	(502,841)	(100.00%)
166 City Stores	279,705	314,819	260,214	(54,605)	(17.34%)
995 Non Dept.-Purchasing Auctions	40,129	42,000	41,500	(500)	(1.19%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,792,635</b>	<b>\$ 2,639,840</b>	<b>\$ 1,911,013</b>	<b>\$ (728,827)</b>	<b>(27.61%)</b>
<b>TOTAL -- PURCHASING &amp; MATERIALS MGMT. DIVISION</b>	<b>\$ 2,792,635</b>	<b>\$ 2,639,840</b>	<b>\$ 1,911,013</b>	<b>\$ (728,827)</b>	<b>(27.61%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Purchasing & Materials Management Division			
160 Purchasing	15	14	15
163 Asset Management	3	3	3
164 City Mail Service	2	-	-
165 Fleet/Facility Supply/Support	10	8	-
166 City Stores	4	4	3
<b>TOTAL -- GENERAL FUND</b>	<b>34</b>	<b>29</b>	<b>21</b>
<b>TOTAL -- PURCHASING &amp; MATERIALS MGMT. DIVISION</b>	<b>34</b>	<b>29</b>	<b>21</b>



## Office of Business & Financial Services

---

### Real Estate Management Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Real Estate Management Division** strives to acquire real property at the best possible price and terms; to identify and sell surplus property in order to reduce maintenance costs and return properties to the tax roll; to market and lease City owned property to generate revenue; and to manage City owned property in order to control costs of ownership.

#### Major Accomplishments

- Amended W. Church Street merchant leases to provide for rental assistance during Amway construction.
- Audited TRIM notices for all City-owned property.
- Supported the Housing Department on the Neighborhood Stabilization Program (NSP), acquisition of 10 properties and reporting of foreclosure data in Orlando.
- Maintained 92% occupancy of all City-owned properties available for rent.
- Completed numerous lease renewals and amendments including the leasing of retail units across from the new Amway Center.
- Leased property for 4 new cell towers adding new revenue.
- Secured a vendor for the Distributed Antenna System (DAS) at the new Amway Center.
- Mediated and settled additional property for Narcoossee Road expansion.
- Platted property for the new Orlando Police Department training facility.
- Negotiated reduced rent for the Southwest Orlando Police Department substation.
- Acquired land for the new Fire Station #9 and land at entrance to Baldwin Park.
- Completed option agreement with Trust for Public Land for expansion of Lake Eola.
- Maintenance of city property including signage, fencing, cameras, keys and utilities.
- Acquired property developer for Creative Village project.

#### Future Outlook

- Acquire property utilizing private sector strategies and tools through negotiation, where possible and within 105% of established value.
- Maintain a high occupancy rate for City owned property available for lease.
- Identify, market, and dispose of surplus property to secure the best price and terms and return the property to the tax rolls.
- Complete option and development agreement with developers of Creative Village.
- Assess the market in order to begin the RFI/FRP process for the redevelopment of the McCoy Annex property.

## Office of Business & Financial Services

---

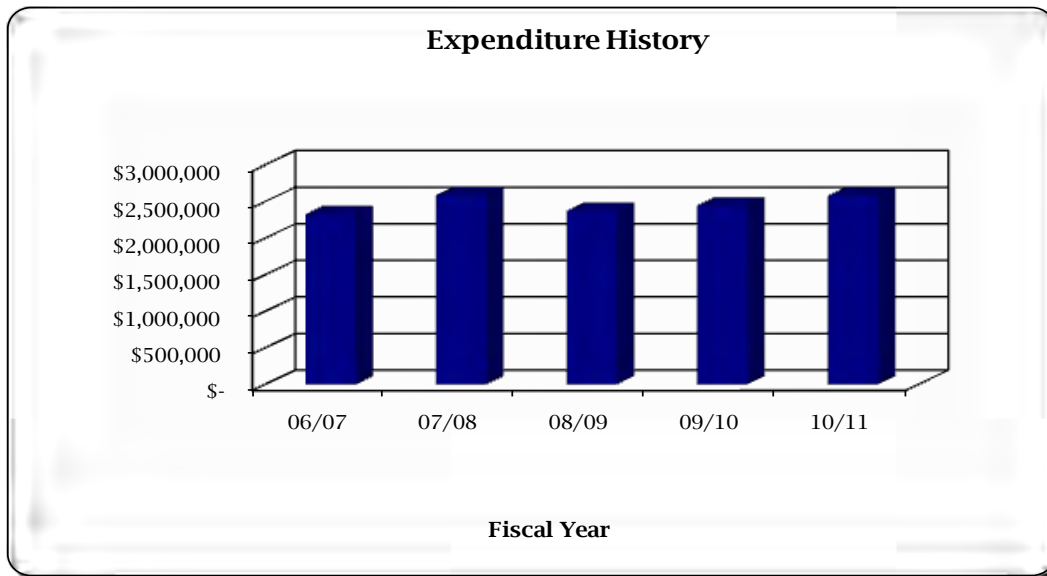
### Real Estate Management Division

- Complete acquisition of property for the new Mission Road extension.
- Support Transportation, FDOT, and Orange County on efforts on I-4, commuter rail, Way Finder signs and regional projects.
- Generate additional revenues from cell tower leases on appropriate City property.
- Complete acquisition of property for the new West Church Streetscape and S. Division Streetscape projects.
- Complete NSP property of acquisition, listing and disposition.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Real Estate Management Division					
186 Real Estate Management	\$ 453,376	\$ 406,404	\$ 445,161	\$ 38,757	9.54%
703 City Hall Maintenance	1,918,070	2,040,304	2,133,349	93,045	4.56%
TOTAL -- GENERAL FUND	\$ 2,371,446	\$ 2,446,708	\$ 2,578,510	\$ 131,802	5.39%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 2,371,446	\$ 2,446,708	\$ 2,578,510	\$ 131,802	5.39%



STAFFING HISTORY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Real Estate Management Division			
186 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

## Office of Business & Financial Services

---

### Technology Management Division

#### Mission Statement

The mission of the Technology Management Division (TMD) is to support City operations through the application of effective and efficient data and telecommunications technology. The organization's focus is to provide the City with the best possible service and quality innovations in Technology at the least possible cost.

#### Overview of Services/Programs

TMD provides data and telecommunications services, application software development and support, business process engineering and related training coordination to internal City clients. These services include acquiring, implementing and maintaining midrange computers, servers, workstations, personal computers, networks, telephones, fax machines, desktop publishing/graphics support and software.

#### Major Accomplishments

- Upgraded Active Directory to support new Windows 2008 servers.
- Implemented new phone recording system for OPD.
- Supported the expansion and/or move of City facilities.
- Improved Information security measure and controls.
- Implemented a web application firewall to guard against attacks on the City's internet presence and internal databases.
- Improved physical security for video monitoring and access control for City facilities.
- Major release upgrades to mission critical system, databases, and applications.
- Implement new system modules and expansion of service to existing systems.
- Implemented Microsoft SharePoint as a rapid business application development platform to replace Lotus Notes.
- Implemented a framework for a cloud-based ePayment/eCommerce solution for the City. The new framework will enable a single online point-of-sale and consistent user experience for citizens paying fees and purchasing products and services across all City functions.
- Rolled out a new web-based GIS application to the City's internal users.
- Implemented Software as a Service (SaaS) solution for a new Enterprise e-mail system.
- Provided continuing support for the Orlando Event Center: phone system, event management system and technical consultative services.
- Completed separation of City and OPD computer networks in compliance with CJIS and PCI requirements.
- Improved services and decreased cost by migrating 33 data services from DSL to fiber/Ethernet/cable.
- Consolidated 4 datacenters into two main locations.
- Implementing advanced (dual) authentication for public safety.

#### Future Outlook

- Implement a new backup system consolidating separate systems for physical, virtual and AIX based servers.
- Separate JDE LPAR onto a physical server to allow for future operating system upgrades for enterprise applications platforms.
- Conversion of Primrose facility to the City VoIP phone systems allowing for the complete elimination of Centrex services and associated costs.
- Elimination and/or replacement of fiber optic services leased with more appropriate and cost effective solutions.
- Implement an enterprise incident and event management solution.
- Update web content management/filtering solution.

## Office of Business & Financial Services

---

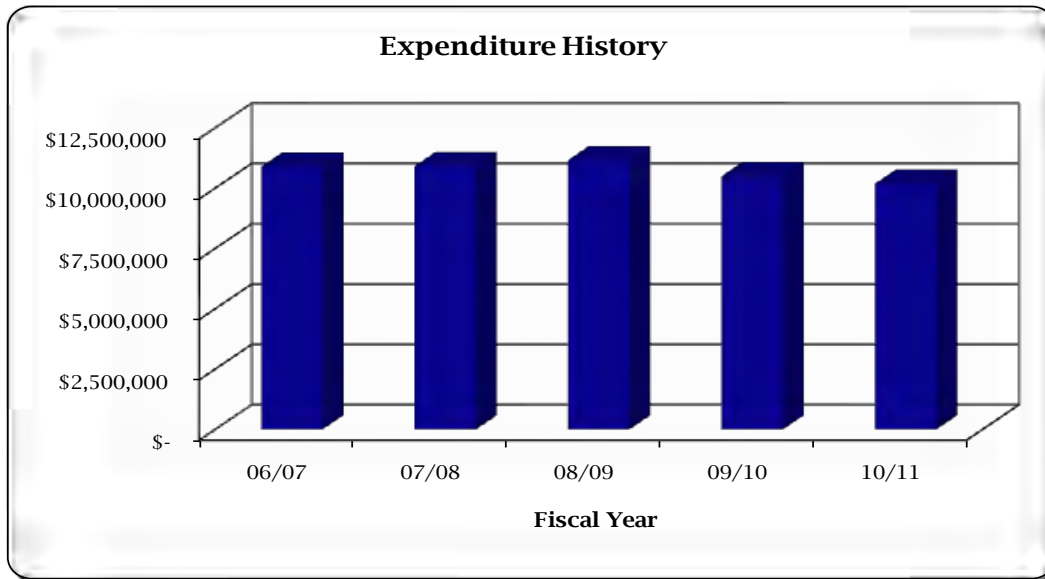
### Technology Management Division

- Continue to consolidate service and support to reduce cost.
- Deploy an enterprise Intrusion Prevention/Detection system (IPS/IDS).
- Continue roll-out of online services.
- Implement a centralized, automated user provisioning system tied to HR position control.
- System and applications release upgrades.
- Seek cost-effective alternatives to our current practice of hosting systems in-house and our use of internal staff to develop and maintain systems.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>GENERAL FUND #100</b>					
Technology Management Division					
191 Chief Information Officer	\$ 629,857	\$ 572,415	\$ 738,236	\$ 165,821	28.97%
192 Strategic Support	1,203,890	1,193,941	1,836,678	642,737	53.83%
193 Computer Operations	1,284,806	1,242,646	1,268,429	25,783	2.07%
194 Network Support	1,810,297	1,736,272	1,440,580	(295,692)	(17.03%)
195 Systems Support and Development	2,726,525	2,299,730	1,509,651	(790,079)	(34.36%)
991 IT Service and Repair	63,369	72,840	72,840	-	0.00%
992 Technology Management Contracts	3,446,166	3,381,004	3,322,541	(58,463)	(1.73%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 11,164,910</b>	<b>\$ 10,498,848</b>	<b>\$ 10,188,955</b>	<b>\$ (309,893)</b>	<b>(2.95%)</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>\$ 11,164,910</b>	<b>\$ 10,498,848</b>	<b>\$ 10,188,955</b>	<b>\$ (309,893)</b>	<b>(2.95%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Technology Management Division			
191 Chief Information Officer	6	5	6
192 Strategic Support	14	14	16
193 Computer Operations	17	15	14
194 Network Support	18	15	12
195 Systems Support and Development	27	23	14
<b>TOTAL -- GENERAL FUND</b>	<b>82</b>	<b>72</b>	<b>62</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>82</b>	<b>72</b>	<b>62</b>

## Office of Business & Financial Services

---

### Treasury Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Treasury Management** function includes: Investment Management, Debt Management, Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Capital Investment works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration administers, monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighters' and General Employees'), one Defined Contribution Plan (401a), two voluntary Deferred Compensation Plans (457) and two Retiree Health Savings Plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, municipal bond analysts and municipal bond investors.

#### Major Accomplishments

- The City continued to fully fund the Annual Required Contribution for the new irrevocable trust fund that was established to advance-fund the City's Other Post-Employment Benefit (OPEB) liability. Developed an investment policy, asset allocation, and initial implementation plan for investment of asset of the OPEB Trust Fund.
- Negotiated an extension to the liquidity facility commitment from JPMorgan for the City's outstanding commercial paper loans from Sunshine State Governmental Financing Commission. Evaluated various refunding options to address dislocations in the variable rate municipal bond market if market conditions deteriorated further due to the subprime mortgage crisis and ensuing liquidity crisis.
- Invested considerable staff time in addressing issues related to the subprime mortgage crisis and ensuing credit crisis and their impact on the City's operating and pension portfolios. Added additional reporting and monitoring activities to stay on top of developing conditions in the investment markets.
- Worked with our Community Venues funding partners to evaluate possible alternatives to address the financing challenges presented by the global economic recession and ensuing downturn in Tourist Development Tax collections.
- Worked with our new Investment Consultant to develop modern Investment Policy Statements and Asset Allocation Studies for the City's operating portfolio, OPEB Trust Fund, and three defined benefit pension plans. Initiated investment manager searches for a privately held real estate portfolio manager, a core fixed income manager, international equity managers, and small-/mid-cap growth and value managers.
- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.
- Continued to improve and build upon the employee education program to educate employees about the importance of planning for their financial future. Seminars focused on retirement planning and personal financial management.

## Office of Business & Financial Services

---

### Treasury Division

#### Future Outlook

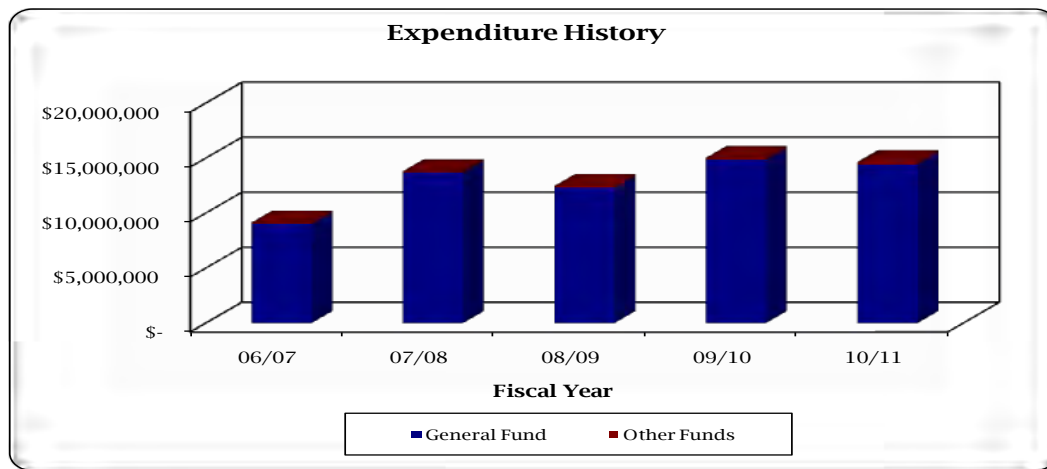
- Investment Management will analyze opportunities to enhance the performance of our short-term investments within acceptable risk parameters.
- Debt Management and Capital Investment will focus on refunding opportunities and will continue to implement the financing plan for the Community Venues projects and other capital improvements.
- 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.
- Investor Relations will seek to expand the Investor Relations section on the City's website to provide useful information regarding the City's debt programs for investors of City bonds as well as for those analyzing the City's debt position.



Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Treasury Division					
184 Treasury Administration	\$ 479,368	\$ 469,802	\$ 425,773	\$ (44,029)	(9.37%)
190 General Fund Debt Service	11,842,678	14,381,787	13,992,221	(389,566)	(2.71%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 12,322,046</b>	<b>\$ 14,851,589</b>	<b>\$ 14,417,994</b>	<b>\$ (433,595)</b>	<b>(2.92%)</b>
<b>PENSION PARTICIPANT SERVICES FUND #618</b>					
188 Pension Participant Services	\$ 79,515	\$ 100,000	\$ 152,203	\$ 52,203	52.20%
<b>TOTAL -- PENSION PARTICIPANT SERVICES FUND</b>	<b>\$ 79,515</b>	<b>\$ 100,000</b>	<b>\$ 152,203</b>	<b>\$ 52,203</b>	
<b>FIRE PENSION FUND #621</b>					
189 Pension Management Support	\$ 64,591	\$ 68,397	\$ 76,714	\$ 8,317	12.16%
<b>TOTAL -- FIRE PENSION FUND</b>	<b>\$ 64,591</b>	<b>\$ 68,397</b>	<b>\$ 76,714</b>	<b>\$ 8,317</b>	
<b>TOTAL -- TREASURY DIVISION</b>	<b>\$ 12,466,152</b>	<b>\$ 15,019,986</b>	<b>\$ 14,646,911</b>	<b>\$ (373,075)</b>	<b>(2.48%)</b>



STAFFING HISTORY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
184 Treasury Administration	5	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>PENSION PARTICIPANT SERVICES FUND #618</b>			
188 Pension Participant Services	1	1	1
<b>TOTAL -- PARTICIPANT SERVICES FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FIRE PENSION FUND #621</b>			
189 Pension Management Support	1	1	1
<b>TOTAL -- FIRE PENSION FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- TREASURY DIVISION</b>	<b>7</b>	<b>6</b>	<b>6</b>

## Office of Business & Financial Services

---

### Fleet Management Division

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

- Enhanced the Preventive Maintenance scheduling of vehicles, thereby reducing costs, controlling vehicle downtime, and maximizing shop resources.
- Worked closely with purchasing through the parts room to maximum the inventory dollars by advising them of vehicle changes in order to delete obsolete inventory or add suggested parts as new equipment inventory is added.
- Reduced outsourcing by establishing an evaluation program for assessing repairs Fleet.
- Continued to strive for a 24-hour turnaround for vehicles repairs.
- The "Green Fleet Purchasing" policy supports the Mayor's commitment to transform Orlando into a leading "Florida Green City." All new light trucks, sports utility vehicles and automobiles purchased are Flex fuel, hybrid or all electric, and all new Heavy trucks have the latest in engine and exhaust technology to meet all Federal EPA standards and utilize Biodiesel fuel.
- New Business Manager shared by Fleet and Facilities Management assisting in the management of the business and financial operations of our divisions. Work is performed under the supervision of the Division Managers.

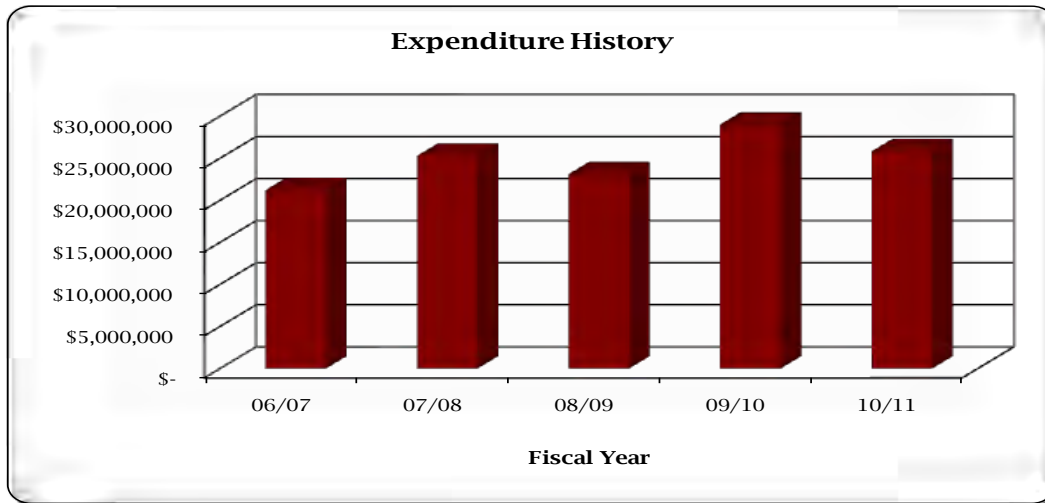
#### Future Outlook

- 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. Fleet will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will strive to provide a 24-hour turn-around time for repairs and increase overall customer satisfaction by maintaining open lines of communication between Fleet and its customers to determine their needs and servicing them through an aggressive fleet maintenance program.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>FLEET MANAGEMENT FUND #511</b>					
Fleet Management Division					
741 Fleet/Facilities Management Admin.	\$ 552,597	\$ 754,395	\$ 589,513	\$ (164,882)	(21.86%)
744 Fleet Management Maintenance	12,936,639	12,520,291	14,271,382	1,751,091	13.99%
745 Fleet Parts	-	-	319,286	319,286	N/A
963 Non Dept.-Fleet Management/Projects	1,381,823	2,447,115	1,837,266	(609,849)	(24.92%)
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$ 14,871,059</b>	<b>\$ 15,721,801</b>	<b>\$ 17,017,447</b>	<b>\$ 1,295,646</b>	<b>8.24%</b>
<b>FLEET REPLACEMENT FUND #512</b>					
Fleet Management Division					
746 Fleet Replacement Program	\$ 6,875,473	\$ 11,335,723	\$ 7,719,037	\$ (3,616,686)	(31.91%)
Projects	1,368,018	1,959,036	1,096,000	(863,036)	(44.05%)
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$ 8,243,491</b>	<b>\$ 13,294,759</b>	<b>\$ 8,815,037</b>	<b>\$ (4,479,722)</b>	<b>(33.70%)</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>\$ 23,114,550</b>	<b>\$ 29,016,560</b>	<b>\$ 25,832,484</b>	<b>\$ (3,184,076)</b>	<b>(10.97%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>FLEET MANAGEMENT FUND #511</b>			
Fleet Management Division			
741 Fleet Management Admin.	6	7	3
744 Fleet Management Maintenance	39	32	28
745 Fleet Parts	-	-	5
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>45</b>	<b>39</b>	<b>36</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>45</b>	<b>39</b>	<b>36</b>

## Office of Business & Financial Services

---

### Risk Management Division

#### Mission Statement

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

#### Overview of Services/Programs

The Risk Management Division of the Office of Business and Financial Services is responsible for the protection of the City's assets from the risks of accident or fortuitous loss using a combination of loss prevention, self-insurance, and 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 ten. The Division Manager, a Claims Supervisor, three Adjusters, one Staff Assistant, three employees in the Safety Section, and one Office Assistant.

#### Major Accomplishments

- Recovered \$125,000 in damages to City property/assets caused by the Public.
- Recovered \$568,000 in insurance reimbursements from commercial insurance policies, including Lake Eola Fountain damage.
- Negotiated reduction in premiums, lowered deductibles, and obtained coverage enhancements on property insurance policy.
- Upgraded Riskmaster software to a web based version that provides access to safety staff so they have a more active role in loss prevention.
- Continued to develop and implement in house training resulting in enhanced safety awareness and financial savings.

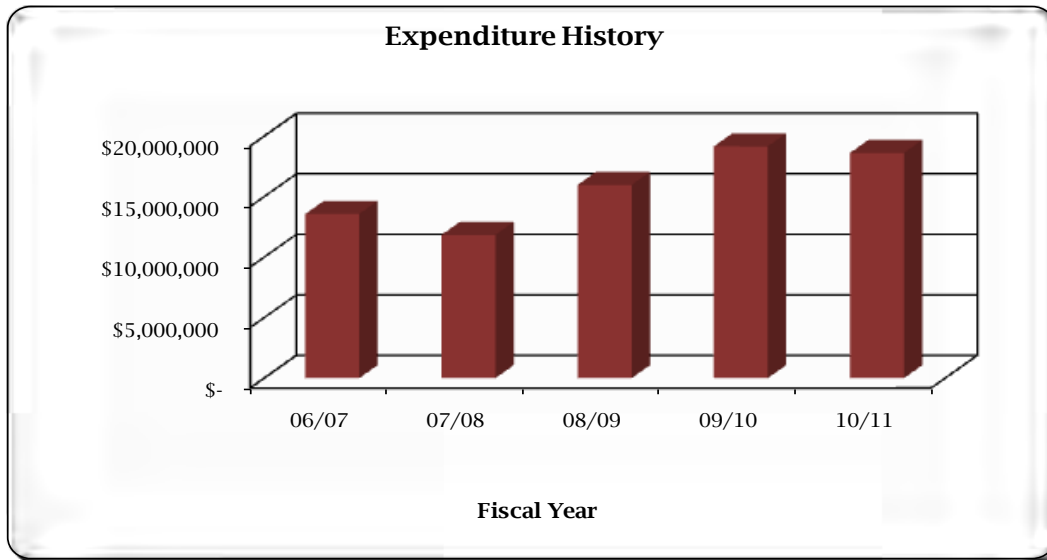
#### Future Outlook

- Continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Integrate Risk Management processes and loss prevention programs into the new Amway Center.
- Evaluate all Risk Management programs and processes for opportunities to reduce expenses.
- Increase safety awareness by additional training programs and evaluating incentive programs.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>RISK MANAGEMENT FUND #521</b>					
Risk Management Division					
217 Risk Management Administration	\$ 522,090	\$ 919,645	\$ 882,730	\$ (36,915)	(4.01%)
218 Risk Management Non-Departmental	15,218,131	18,205,048	17,733,003	(472,045)	(2.59%)
220 Employee Health and Safety	233,152	-	-	-	N/A
Projects	-	30,000	-	(30,000)	(100.00%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 15,973,373</b>	<b>\$ 19,154,693</b>	<b>\$ 18,615,733</b>	<b>\$ (538,960)</b>	<b>(2.81%)</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>\$ 15,973,373</b>	<b>\$ 19,154,693</b>	<b>\$ 18,615,733</b>	<b>\$ (538,960)</b>	<b>(2.81%)</b>



STAFFING HISTORY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>RISK MANAGEMENT FUND #521</b>			
Risk Management Division			
217 Risk Management Administration	9	14	10
220 Occupational Health and Safety	5	-	-
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>14</b>	<b>14</b>	<b>10</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>14</b>	<b>14</b>	<b>10</b>

## Office of Business & Financial Services

### Office of Business and Financial Services Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100%	100%	90%

##### Employee Learning & Growth

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$197.34	\$238.79	\$200.00

##### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Office of Business & Financial Services	Office of Business and Financial Services Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Real Estate Management Division	Properties Acquired Within the Established Value	99.5%	100%	90%
Fleet Management Division	Percentage of outside contractor work	31.65%	29.06%	40%
Fleet Management Division	Fleet Division expenditures/vehicle	\$5,872.62	\$5,772.28	\$6,000.00
Treasury Division	Active Portfolio investment return over the Lehman Aggregate Index	0.36%	-0.25%	0.5%
Treasury Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.16%	-0.06%	0.1%
Treasury Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	1.95%	0.85%	0.5%
Treasury Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index.	1%	1%	0.5%
Accounting & Control Division	Cost to Process one Accounts Receivable Transaction	\$17.01	\$17.40	\$12.00
Accounting & Control Division	Total Cost to Process one Accounts Payable Check	\$38.03	\$20.38	\$20.00
Accounting & Control Division	Cost to process one ProCard Transaction	\$7.80	\$9.22	\$7.60
Accounting & Control Division	Cost to Process one Payroll Transaction	\$1.36	\$1.64	\$1.70
Accounting & Control Division	Cost to Process one Revenue Collection Transaction	\$6.98	\$3.03	\$3.50

## Office of Business &amp; Financial Services

## Office of Business and Financial Services Operational Performance

## Balanced Scorecard Report

## Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Fleet Management Division	Number of fuel dispensing stations down over twenty four hours.	N/A	1	0
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	16%	16%	16%
Fleet Management Division	Number of vehicles/FTE	56	74	52
Accounting & Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting & Control Division	Refund processing time	14.75	11.22	14
Accounting & Control Division	Notification letters mailing time	N/A	72	48
Accounting & Control Division	Ratio of Direct Deposits of Total Employee Payments	4.45	4.73	85
Accounting & Control Division	Average Percentage of Posting Accuracy	99.07%	99.07%	95%
Facilities Management Division	Completed scheduled PMs (%)	327%	82%	100%
Facilities Management Division	Work requests completed (%)	101%	121%	90%
Facilities Management Division	Number of work orders completed per day per trade	1.12	1.76	3
Technology Management Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	87.75%	99.54%	96%
Technology Management Division	Percent of virus outbreaks contained/resolved in less than 2 hours	99.17%	99%	97%
Technology Management Division	Public safety network connectivity uptime percentage	96.64%	99.88%	99.5%
Technology Management Division	Percentage of GIS data updates completed per published schedule	98.92%	94.28%	97%
Technology Management Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	99.25%	99.79%	98%
Purchasing & Materials Management Division	Percentage of City Store stock inventory reductions.	N/A	135.86%	3%

## Outcome &amp; Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	86%	93%	90%
Risk Management Division	Per capita auto liability claims	\$1.56	\$1.14	\$1.25
Risk Management Division	Per capita general liability claims	\$1.68	\$1.48	\$1.25
Management and Budget Division	GFOA Award Score	3.08	3.3	3
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes

\*New indicator introduced in FY2009/2010

THIS PAGE LEFT INTENTIONALLY BLANK.



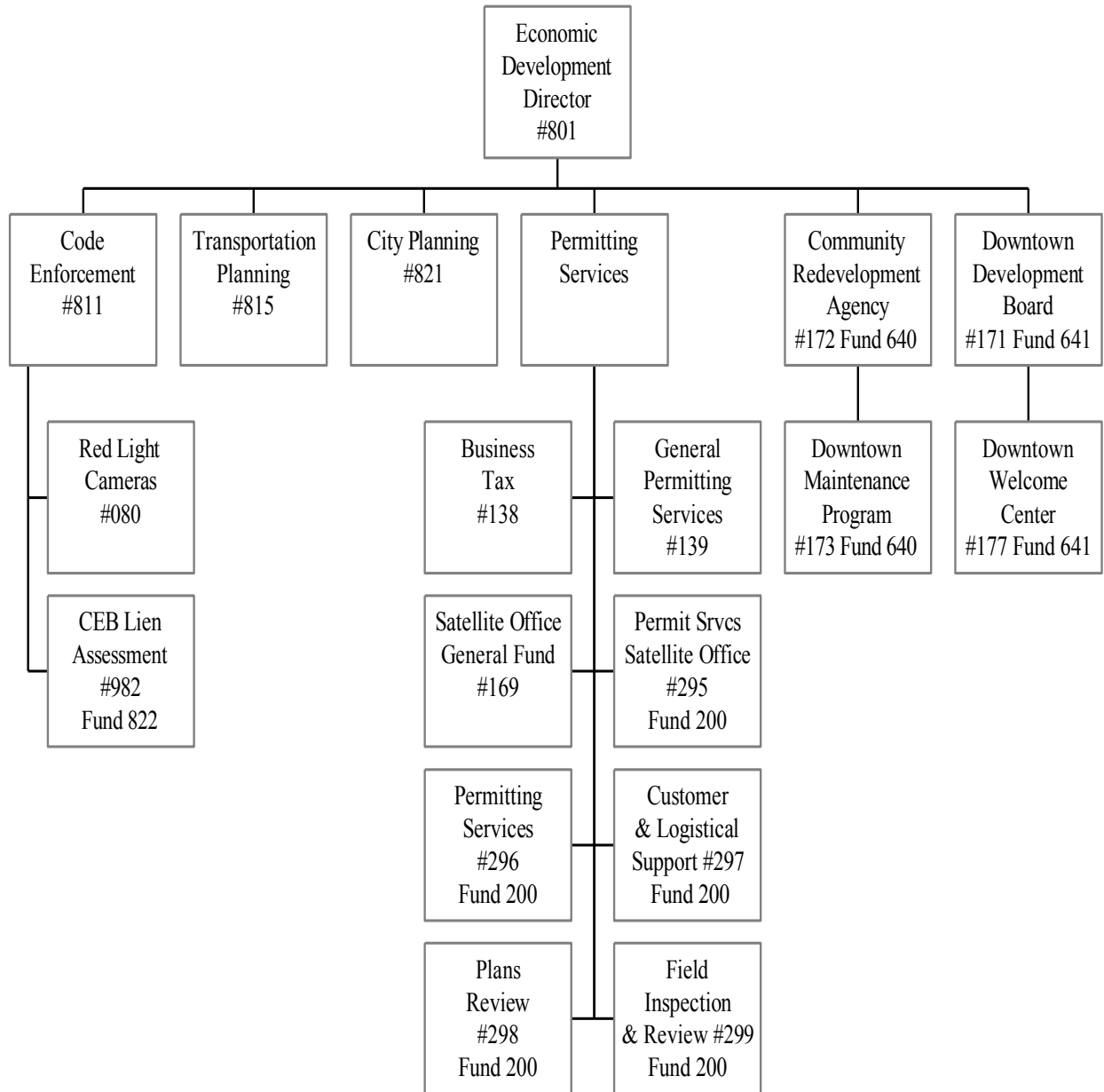


**E  
C  
O  
N  
O  
M  
I  
C  
  
D  
E  
V  
E  
L  
O  
P  
M  
E  
N  
T**

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



Economic Development Department



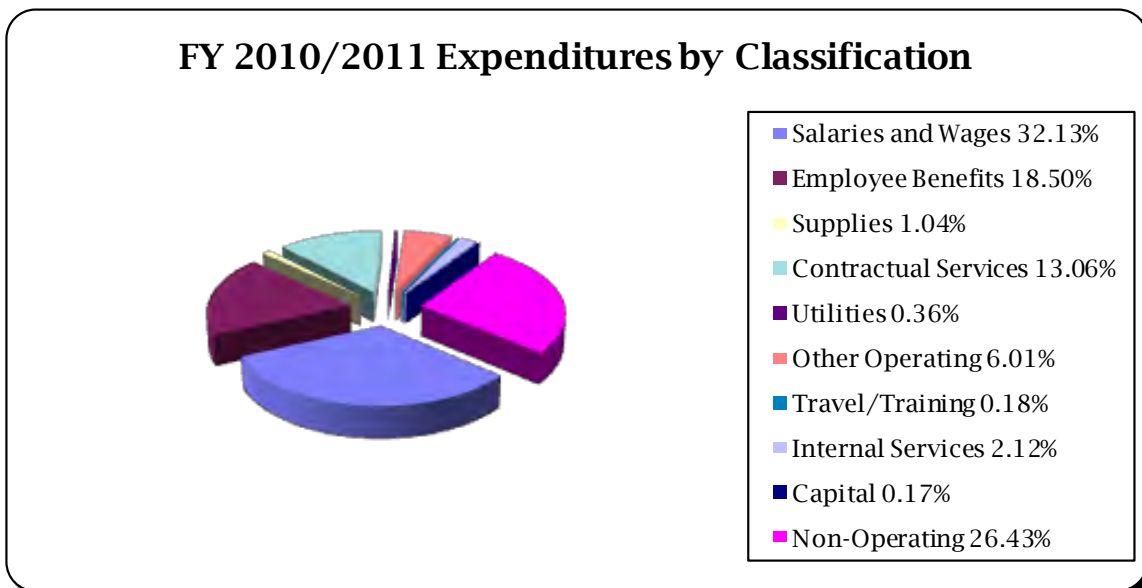
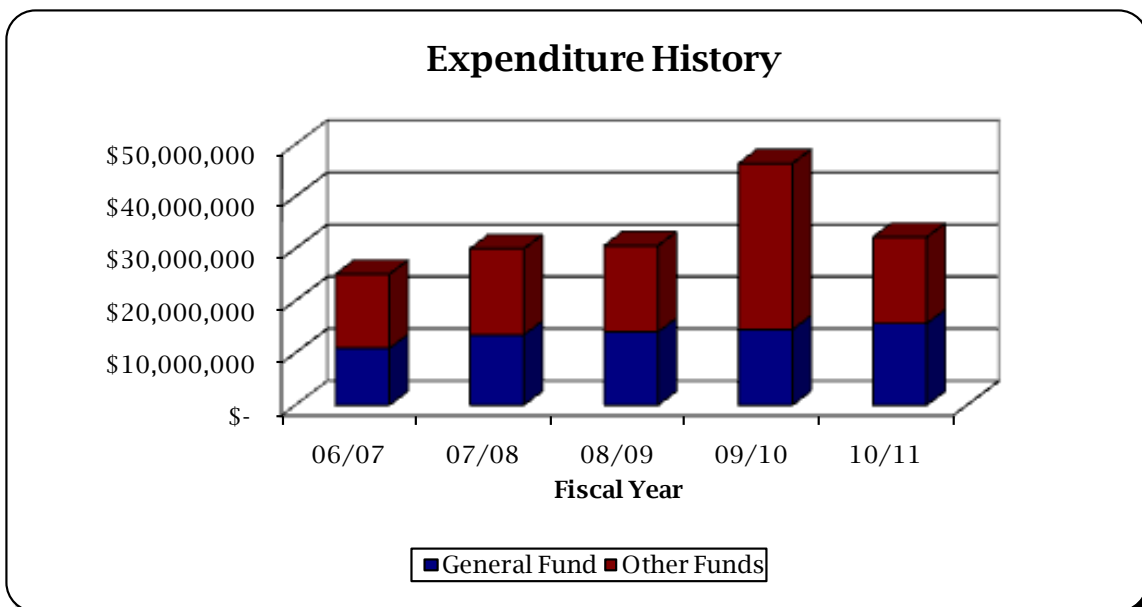
## Economic Development Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
801 Director of Economic Development Business Development Division	\$ 931,155	\$ 1,172,523	\$ 1,246,625	\$ 74,102	6.32%
145 Business Development Permitting Services Division	489,005	-	-	-	N/A
138 Business Tax	193,741	166,724	130,390	(36,334)	(21.79%)
139 General Permitting Services	1,323,425	1,244,288	1,159,304	(84,984)	(6.83%)
169 Permitting Satellite Office GF Code Enforcement Division	174,140	105,358	64,666	(40,692)	(38.62%)
080 Red Light Camera	901,981	1,470,202	2,149,464	679,262	46.20%
811 Code Enforcement Transportation Planning Division	3,313,960	2,881,333	2,952,313	70,980	2.46%
815 Transportation Planning City Planning Division	912,482	888,958	899,320	10,362	1.17%
821 City Planning	2,361,361	2,531,578	2,731,729	200,151	7.91%
3043 Quasi Judicial Hearings	6,393	-	10,000	10,000	N/A
984 Nondepartmental - EDV	3,438,448	4,036,737	4,333,624	296,887	7.35%
TOTAL -- GENERAL FUND	\$ 14,046,090	\$ 14,497,701	\$ 15,677,435	\$ 1,179,734	8.14%
<b>BUILDING CODE ENFORCEMENT FUND #200</b>					
Permitting Services Division					
295 Permit Svcs. Satellite Office	\$ 1,088,678	\$ 1,009,176	\$ 904,921	\$ (104,255)	(10.33%)
296 Permitting Services	1,966,249	2,088,381	2,553,793	465,412	22.29%
297 Customer Svc. & Logistical Support	670,499	870,286	909,256	38,970	4.48%
298 Plans Review	1,049,748	1,182,072	1,231,109	49,037	4.15%
299 Field Inspection and Review	2,447,576	2,191,822	1,941,732	(250,090)	(11.41%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 7,222,751	\$ 7,341,737	\$ 7,540,811	\$ 199,074	2.71%
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 667,089	\$ 778,595	\$ 913,905	\$ 135,310	17.38%
173 Downtown Maintenance Program	946,770	960,701	1,031,375	70,674	7.36%
960 Nondepartmental - CRA Projects	3,079,849	8,727,568	4,023,150	(4,704,418)	(53.90%)
TOTAL -- CRA FUND	\$ 5,987,210	\$ 19,316,981	\$ 5,968,430	\$ (13,348,551)	(69.10%)
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>					
171 Downtown Development Board	\$ 394,099	\$ 457,521	\$ 430,780	\$ (26,741)	(5.84%)
177 Downtown Welcome Center	368,871	74,645	12,233	(62,412)	(83.61%)
959 Nondepartmental - DDB Projects	2,145,503	2,852,632	1,539,619	(1,313,013)	(46.03%)
TOTAL -- DDB FUND	\$ 3,304,177	\$ 4,903,474	\$ 2,557,632	\$ (2,345,842)	(47.84%)
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 6,461	\$ 191,200	\$ 427,596	\$ 236,396	123.64%
2472 CEB Housing Rehab	17,500	86,685	25,000	(61,685)	(71.16%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 23,961	\$ 277,885	\$ 452,596	\$ 174,711	62.87%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 30,584,189	\$ 46,337,778	\$ 32,196,904	\$ (14,140,874)	(30.52%)

Economic Development Department

Expenditure by Classification	2008/09 Actual Budget	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 11,623,974	\$ 10,775,703	\$ 10,343,696	\$ (432,007)	(4.01%)
Employee Benefits	5,235,820	5,733,311	5,957,627	224,316	3.91%
Supplies	306,331	418,327	336,145	(82,182)	(19.65%)
Contractual Services	3,289,966	9,143,717	4,200,131	(4,943,586)	(54.07%)
Utilities	130,507	126,101	113,598	(12,503)	(9.92%)
Other Operating	2,278,891	2,336,615	1,936,567	(400,048)	(17.12%)
Travel/Training	36,552	59,185	58,910	(275)	(0.46%)
Internal Services	739,067	621,675	683,076	61,401	9.88%
Capital	720,103	1,294,228	56,040	(1,238,188)	(95.67%)
Non-Operating	6,222,979	15,828,916	8,511,114	(7,317,802)	(46.23%)
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 30,584,189</b>	<b>\$ 46,337,778</b>	<b>\$ 32,196,904</b>	<b>\$ (14,140,874)</b>	<b>(30.52%)</b>



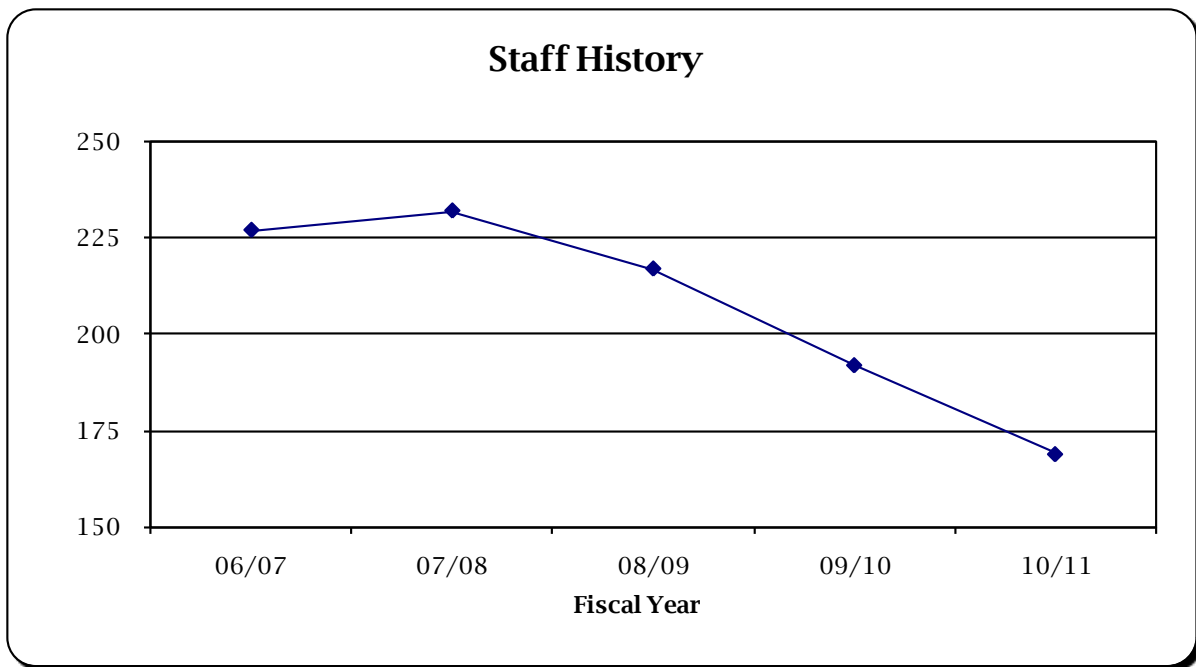
## Economic Development Department

### DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	10	11	8
Business Development Division			
145 Business Development	5	-	-
Permitting Division			
138 Business Taxes	4	2	2
139 General Permitting Services	16	15	11
169 Permitting Satellite Office GF	2	1	1
Code Enforcement Division			
080 Red Light Camera	5	6	6
811 Code Enforcement	36	32	30
Transportation Planning Division			
815 Transportation Planning	10	9	9
City Planning Division			
821 City Planning	31	29	24
TOTAL GENERAL FUND	119	105	91
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
295 Permit Svc s-Satellite Office	13	11	9
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	15	14	13
298 Plans Review	14	14	11
299 Field Inspection and Review	27	19	17
TOTAL BUILDING CODE ENFORCEMENT FUND	77	66	58
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	7	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	16	17	17
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	3	3	2
177 Downtown Welcome Center	2	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	4	3
TOTAL -- ECONOMIC DEVELOPMENT	217	192	169

Economic Development Department

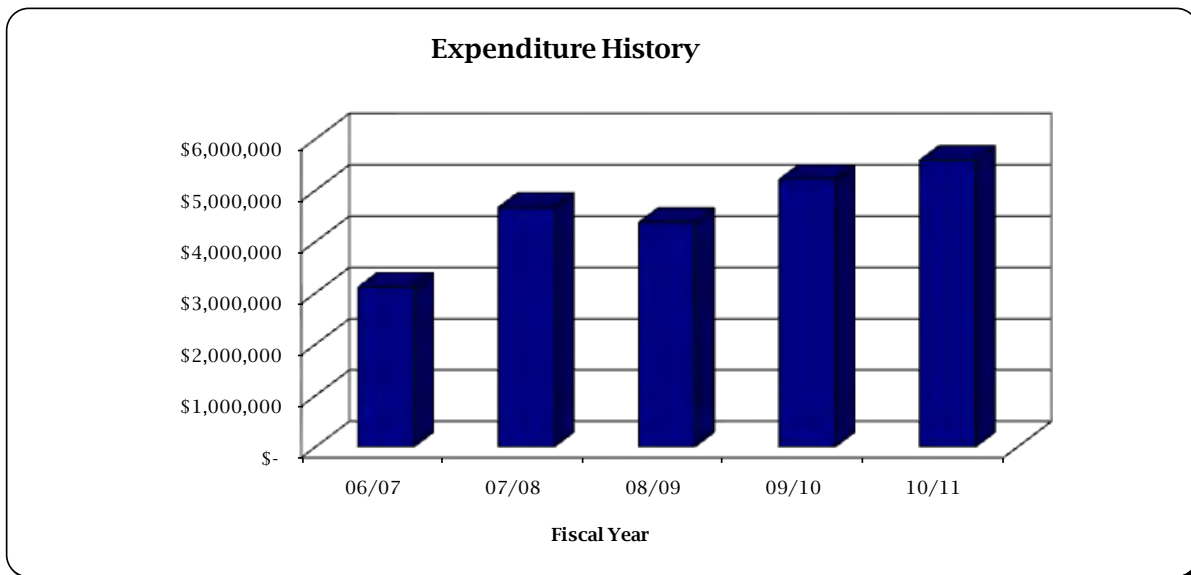
---



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>GENERAL FUND #100</u>					
801 Director of Economic Development	\$ 931,155	\$ 1,172,523	\$ 1,246,625	\$ 74,102	6.32%
984 Nondepartmental - EDV	3,438,448	4,036,737	4,333,624	296,887	7.35%
TOTAL -- GENERAL FUND	\$ 4,369,603	\$ 5,209,260	\$ 5,580,249	\$ 370,989	7.12%
TOTAL -- DIRECTOR	\$ 4,369,603	\$ 5,209,260	\$ 5,580,249	\$ 370,989	7.12%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	10	11	8
TOTAL GENERAL FUND	10	11	8
TOTAL -- DIRECTOR	10	11	8

## Economic Development Department

---

### Permitting Services Division

#### Mission Statement

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

#### Overview of Service/Program

The **Permitting Services Division** is a customer service oriented agency, which ensures development 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 licenses. Permitting staff examines plans and conducts inspections for code compliance for both residential and commercial permitted projects. Customers can expect clear consistent code application to ensure Orlando's economic competitiveness.

#### Major Accomplishments

- Implemented a number of initiatives as a result of recommendations made by its Permitting Advisory Committee. These new initiatives focus upon improving the permitting process, simplifying the process and streamlining the issuance of permits.
- Continued to improve customer relations and reduce the travel time for our customers by providing permitting services from our Southeast Permitting Satellite Office.
- Continued expansion of the Interactive Voice Response system. The daily volume of calls continues to increase as customers use the IVR system to pay for permits and normal permitting activity fees. This has led to a reduction in the number of customer visits and customer wait time. We anticipate usage of the IVR system to continue to increase in the coming year.

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

- Commercial Plan Review time has been reduced from 10 business days to 5 business days.
- Commercial Plan Revision Review time has been reduced to 4 business days.
- Single Family Plan Review, Signs, Accessory Structures, Pools, Additions, Solar Panels, Windows and Doors reviews are now being completed in One day, rather than three days.
- Sign Reviews are performed immediately while the customer waits.
- Quality Control On-Site Inspections, Courtesy Inspections, Home Renovation Reviews are just a few new services offered by the Permitting Services Division.
- Sewer Benefit Fee and Transportation Impact Fee Payment Plans are available to alleviate upfront costs to developers and help jump-start projects, allowing fees to be paid as a condition of receiving their Certificate of Occupancy (CO).



## Economic Development Department

---

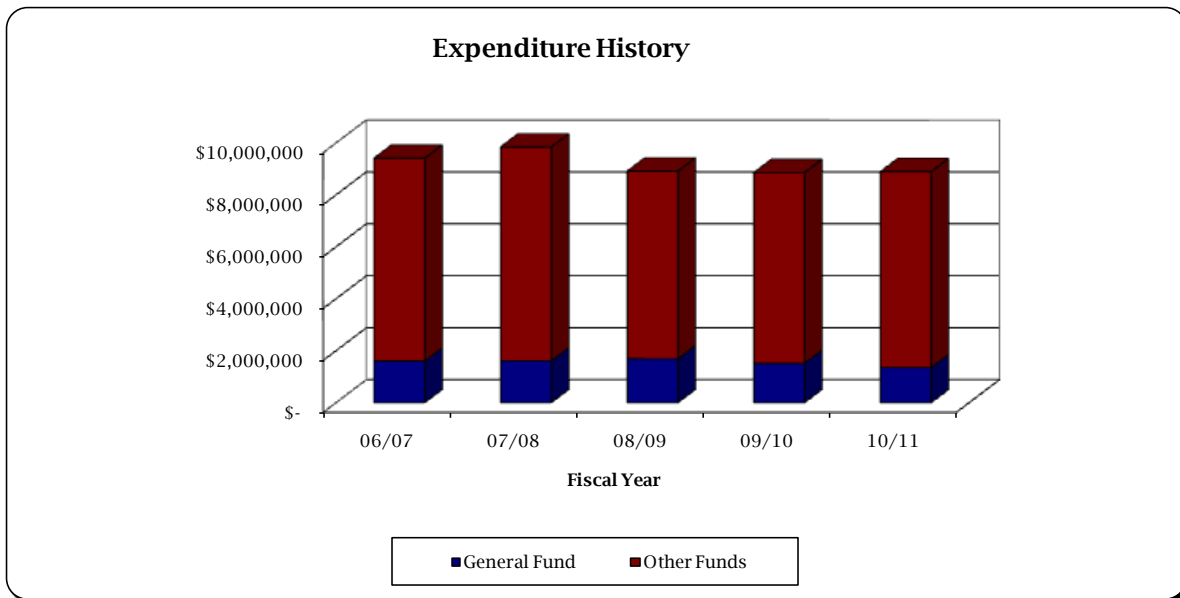
### Future Outlook

- Increased Customer Service Measures to meet Industry demands.
- Establish a plan tag system to authenticate reviewed plans and permits.
- Investigate the migration to Electronic Plan review and Submittal.
- Improve and expand Interactive Voice Response system usage.
- Increase the number of pre-development meetings so that the project permitting process is smoother and more concise. This will result in more problems being solved in advance of permitting review.
- Continue to cross train staff to improve customer relations.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Permitting Services Division					
138 Business Tax	\$ 193,741	\$ 166,724	\$ 130,390	\$ (36,334)	(21.79%)
139 General Permitting Services	1,323,425	1,244,288	1,159,304	(84,984)	(6.83%)
169 Permitting Satellite Office GF	174,140	105,358	64,666	(40,692)	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,691,306</b>	<b>\$ 1,516,370</b>	<b>\$ 1,354,360</b>	<b>\$ (162,010)</b>	<b>(10.68%)</b>
<b>BUILDING CODE ENFORCEMENT FUND #200</b>					
Permitting Services Division					
295 Permit Svcs. Satellite Office	\$ 1,088,678	\$ 1,009,176	\$ 904,921	\$ (104,255)	(10.33%)
296 Permitting Services	1,966,249	2,088,381	2,553,793	465,412	22.29%
297 Customer Svc. & Logistical Support	670,499	870,286	909,256	38,970	4.48%
298 Plans Review	1,049,748	1,182,072	1,231,109	49,037	4.15%
299 Field Inspection and Review	2,447,576	2,191,822	1,941,732	(250,090)	(11.41%)
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$ 7,222,751</b>	<b>\$ 7,341,737</b>	<b>\$ 7,540,811</b>	<b>\$ 199,074</b>	<b>2.71%</b>
<b>TOTAL -- PERMITTING SERVICES DIVISION</b>	<b>\$ 8,914,057</b>	<b>\$ 8,858,107</b>	<b>\$ 8,895,171</b>	<b>\$ 37,064</b>	<b>0.42%</b>



## Economic Development Department

---

### STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
	<u>          </u>	<u>          </u>	<u>          </u>
<u>GENERAL FUND #100</u>			
Permitting Services Division			
138 Business Tax	4	2	2
139 General Permitting Services	16	15	11
169 Permitting Satellite Office GF	2	1	1
TOTAL GENERAL FUND	<u>22</u>	<u>18</u>	<u>14</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Services Division			
295 Permitting Services. Satellite Ofc.	13	11	9
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	15	14	13
298 Plans Review	14	14	11
299 Field Inspection and Review	27	19	17
TOTAL BUILDING CODE ENFORCEMENT FUND	<u>77</u>	<u>66</u>	<u>58</u>
TOTAL -- PERMITTING SERVICES DIVISION	<u><u>99</u></u>	<u><u>84</u></u>	<u><u>72</u></u>

## Economic Development Department

---

### Code Enforcement Division

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Business Tax Receipt (BTR) cases were up 165% from the previous fiscal year.
- Housing cases were up 8% from the previous fiscal year.
- Created a Ride-a-Long program with Permitting aimed at cross training inspectors from both Divisions.
- Chapter 42 Noise Ordinance update approved by City Council.
- Focused on blighted commercial properties with criminal activity that was referred by OPD.
- Started monthly in-house training sessions. concentrating on various Code Enforcement topics.
- Conducted monthly sweeps in areas with the greatest needs.
- Instituted proactive “marketing visits” with businesses that explain what we do, how we can help and explains other beneficial City services.
- Using new board-up and lot cleaning contractors that are less costly than the previous ones.
- Red Light program added five new intersections.
- Red Light program cashier moved to Central Cashier counter at City Hall for customer convenience.

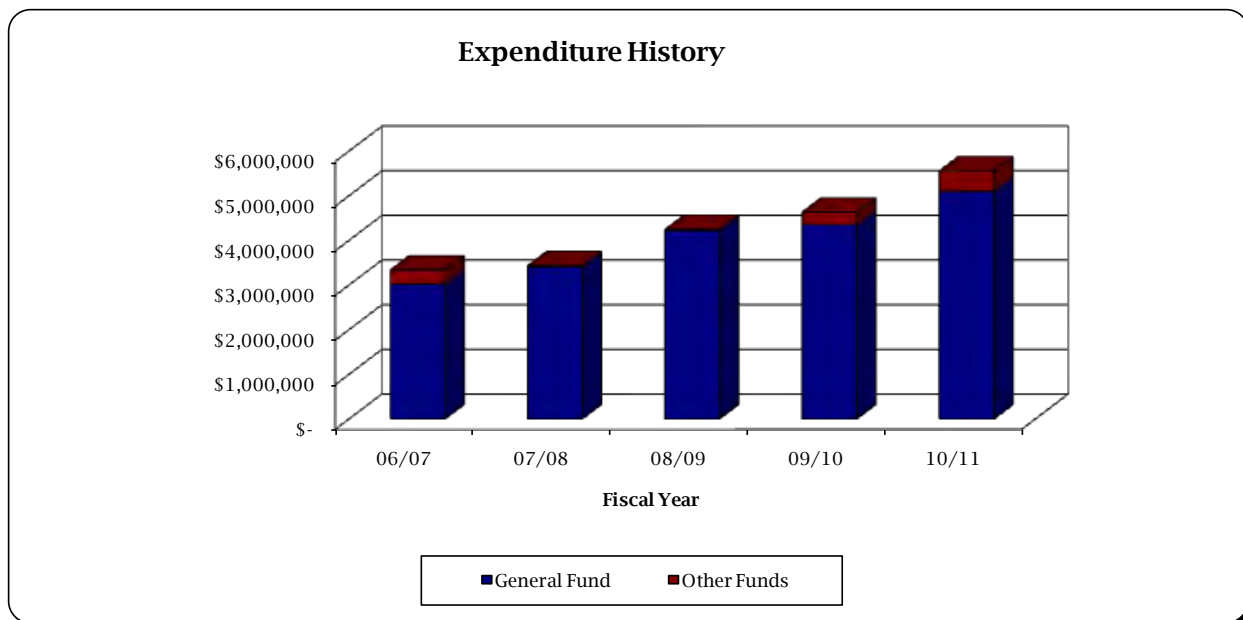
#### Future Outlook

- Continue to improve response time and customer service.
- Continue to cross train our Inspectors.
- Continue to attend neighborhood meetings so that we can be proactive with potential issues.
- Continue to improve essential relations with OPD.
- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles.
- Continue to target habitual offenders.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Code Enforcement Division					
080 Red Light Camera	\$ 901,981	\$ 1,470,202	\$ 2,149,464	\$ 679,262	46.20%
811 Code Enforcement	3,313,960	2,881,333	2,952,313	70,980	2.46%
TOTAL -- GENERAL FUND	\$ 4,215,941	\$ 4,351,535	\$ 5,101,777	\$ 750,242	17.24%
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 6,461	\$ 191,200	\$ 427,596	\$ 236,396	123.64%
2472 CEB Housing Rehab	17,500	86,685	25,000	(61,685)	N/A
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 23,961	\$ 277,885	\$ 452,596	\$ 174,711	62.87%
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 4,239,902	\$ 4,629,420	\$ 5,554,373	\$ 924,953	19.98%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Code Enforcement Division			
080 Red Light Camera	5	6	6
811 Code Enforcement	36	32	30
TOTAL GENERAL FUND	41	38	36
TOTAL -- CODE ENFORCEMENT DIVISION	41	38	36

## Economic Development Department

---

### Transportation Planning Division

#### Mission Statement

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

#### Overview of Service/Program

The **Transportation Planning Division** (TPD) develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance, develops financially feasible plans for access and mobility, assists with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions; coordinates with Florida Department of Transportation, LYNX, MetroPlan Orlando, the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments on regional transportation and development issues; works with congressional and state legislative delegations to ensure awareness and support for the City's transportation needs; and prepares and manages the multi-year capital budget for all City gas tax and impact fee funded transportation projects.

#### Major Accomplishments

- Secured \$1.2M award from the Federal Transit Administration for improvements to Gertrude's Walk.
- Partnered with LYNX to acquire 9 new hybrid electric vehicles for use in City's LYMMO system. LYNX acquired vehicles through 100% Federal grant saving the City over \$1M.
- Developed new LYMMO vehicle design, equipment, and artistic package with partners at LYNX and DDB.
- Awarded funding for sidewalk enhancements through METROPLAN ORLANDO's Bicycle and Pedestrian Advisory Committee ranking process (\$4,000,000).
- Obtained rankings for three projects on METROPLAN ORLANDO's enhancement prioritization list. Primary Bike Route Plan (Rank #7, \$300,000), Edgewater Drive (Rank #8, \$5,000,000), and Orlando Main Street District Bike/Ped Plans (Rank #6, \$300,000).
- Developed changes to the City Transportation Element and Land Development Code to support mobility consistent with requirements contained in SB 360.
- Evaluated I-4 Special Use Lane Improvements for impacts on Downtown traffic operations resulting in additional infrastructure funding for City transportation enhancements (estimated at over \$100M).
- Maintained leadership role at MetroPlan Orlando and Lynx and staffed several committees and Stakeholder Groups for Commuter Rail, Orlando International Airport to the Convention Center Light Rail, International Drive Circulator Study, OIA Intermodal Center Study, Sand Lake Road PD&E, and the Region's Long Range Transportation Plan Update.

## Economic Development Department

---

### Transportation Planning Division

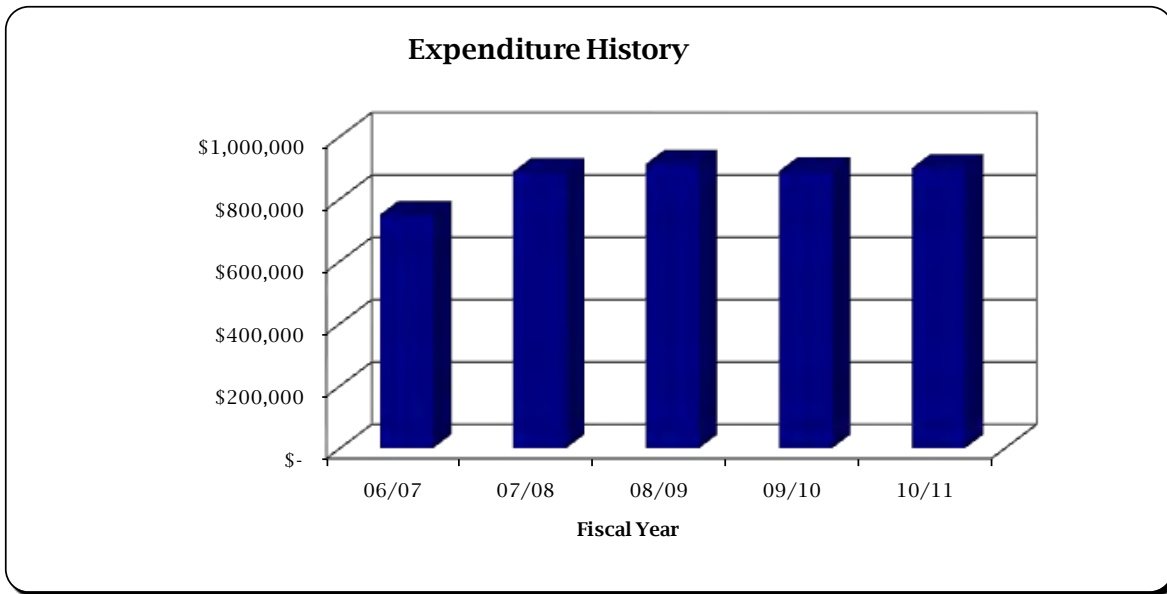
- Updated the Major Thoroughfare Plan of the City's Transportation Element to better address growth and annexation activity in the Southeast.
- Initiated Land Development Code changes for enhancing walkability of the Downtown street network, designating primary and secondary corridors for future development.
- Completed revisions to the City's Streetscape Design Guidelines in conjunction with the City Planning Division.
- Completed updates to the Bicycle Parking Code for new development.
- Added bike racks to the downtown core and Main Street Districts to significantly increase bicycle parking availability.
- Completed 4 additional miles of bike lanes and trails within the City Limits.
- Drafted and presented ordinance changes to the Impact Fee and Concurrency section of the City Code for approval by the Orlando City Council as part of the Mayor's Strengthen Orlando initiative.
- Organized a development review checklist to assist planners and technicians in the more efficient and thorough in the review of development projects.
- Conducted six 'Got Bikes' and 'Mayor's Bike to Work Day' events aimed at teaching safety and the benefits of bicycle utilization.

#### Future Outlook

- Continue to develop a transportation network to support Downtown growth (Downtown Transportation Plan), including expanded transit circulator study.
- Continue to work towards implementation of SunRail and associated transit, bicycle, and pedestrian connections to the City's four stations.
- Seize funding opportunities and develop a proportionate fair share and a Transportation Concurrency Exception Area (TCEA) Strategy consistent with SB 360 the State's most recent Growth Management Bill.
- In keeping with our goal of building a transportation system that promotes a livable community, the TPD will ensure that local, county and state transportation improvements develop in a manner that accommodates and fosters all modes of travel.
- Review and recommend changes to the Transportation Element of the City's Growth Management Plan to comply with the Evaluation and Appraisal Process as required by the State of Florida's Department of Community Affairs.

**Economic Development Department**

Fund Office/Division Program Number and Name	EXPENDITURE SUMMARY				
	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Transportation Planning Division 815 Transportation Planning	\$ 912,482	\$ 888,958	\$ 899,320	\$ 10,362	1.17%
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>\$ 912,482</b>	<b>\$ 888,958</b>	<b>\$ 899,320</b>	<b>\$ 10,362</b>	<b>1.17%</b>



**STAFFING SUMMARY**

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Transportation Planning Division 815 Transportation Planning	10	9	9
<b>TOTAL -- GENERAL FUND</b>	<b>10</b>	<b>9</b>	<b>9</b>
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>10</b>	<b>9</b>	<b>9</b>



## Economic Development Department

---

### City Planning Division

#### Mission Statement

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

#### Overview of Service/Program

The **City Planning Division** guides and facilitates the physical development of the City in a manner that preserves and enhances the quality of life for Orlando's 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 within the City and provides staff support for the Board of Zoning Adjustment, Municipal Planning Board and the Historic Preservation Board. In addition, the City Planning Division routinely prepares analyses and reports dealing with planning matters such as demographic projections, annexations, neighborhood plans and special projects.

#### Major Accomplishments

- Successfully completed sixth year as a Certified Community, as designated by the Florida Department of Community Affairs; this designation allowed for a streamlined growth management amendment approval process.
- Approved significant projects throughout the City, including the Dr. Phillips Center for the Performing Arts and the Education Village at Lake Nona.
- Completed Neighborhood Vision Plans for the Washington Shores, Orange/Michigan and Semoran Boulevard areas, coordinating with the Main Street Program.
- Drafted significant changes to the Land Development Code after holding focus group meetings regarding plats & subdivisions, parking, use & performance standards, trees & landscaping, transportation and downtown development standards.
- Completed numerous applicant and city-initiated Growth Management Plan amendments in anticipation of the ballot on Amendment 4 to the Florida Constitution.

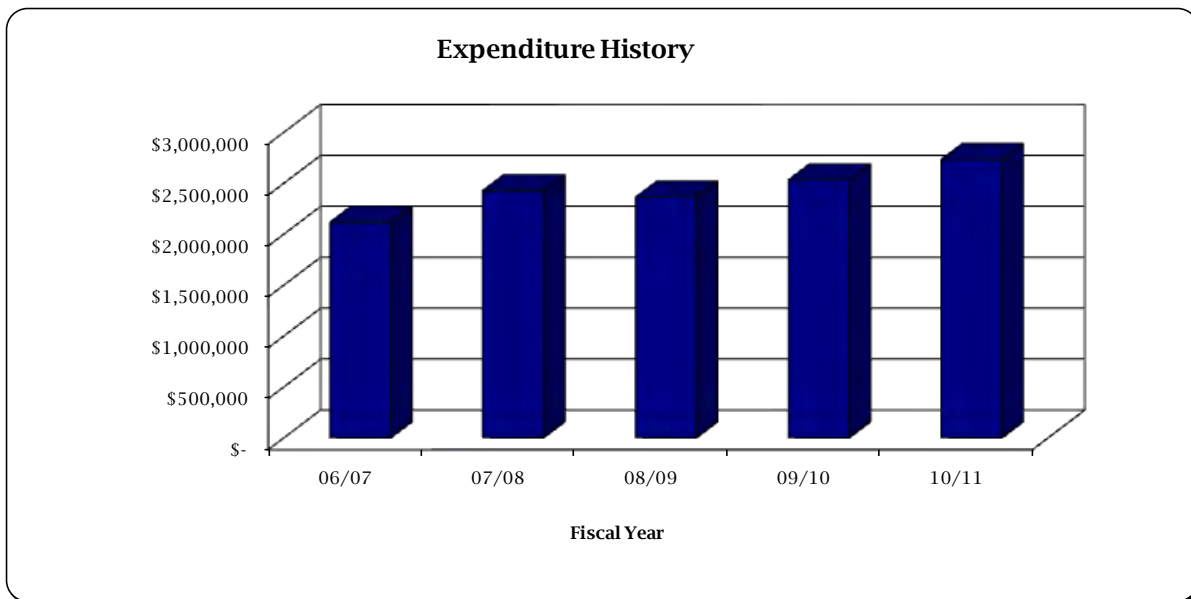
#### Future Outlook

- Prepare significant amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly.
- Continue the Active Living by Design project.
- Prepare at least two neighborhood plans.
- Review public and private development proposals for conformance with City regulations.

**Economic Development Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>GENERAL FUND #100</u>					
City Planning Division					
821 City Planning	\$ 2,361,361	\$ 2,531,578	\$ 2,731,729	\$ 200,151	7.91%
3043 Quasi Judicial Hearings	6,393	-	10,000	10,000	N/A
TOTAL -- GENERAL FUND	\$ 2,361,361	\$ 2,531,578	\$ 2,731,729	\$ 200,151	7.91%
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>\$ 2,361,361</b>	<b>\$ 2,531,578</b>	<b>\$ 2,731,729</b>	<b>\$ 200,151</b>	<b>7.91%</b>



**STAFFING SUMMARY**

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
City Planning Division			
821 City Planning	31	29	24
TOTAL GENERAL FUND	31	29	24
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>31</b>	<b>29</b>	<b>24</b>

## Economic Development Department

---

### Downtown Development Board

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Launched comprehensive retail revitalization program.
- Completed Downtown Orlando Retail & Entertainment Study.
- Established inaugural exhibit and business recruitment effort for the International Council of Shopping Centers.
- Published high-profile retail focused collateral for national business community in Retail Traffic and National Real Estate Investor Magazines.
- Won Award of Distinction from the International Downtown Association (IDA) for the Gibson GuitarTown Orlando program.
- Completed successful "Treemission" tree give-away program.
- Co-sponsored debut Snap! Photography exhibition and program.

Launched comprehensive Downtown Orlando Marketing Campaign that includes:

- New DowntownOrlando.com website.
- Social Media (Twitter and Facebook).
- Advertising (Business and Consumer).
- Radio.
- Trade Shows.

#### Future Outlook

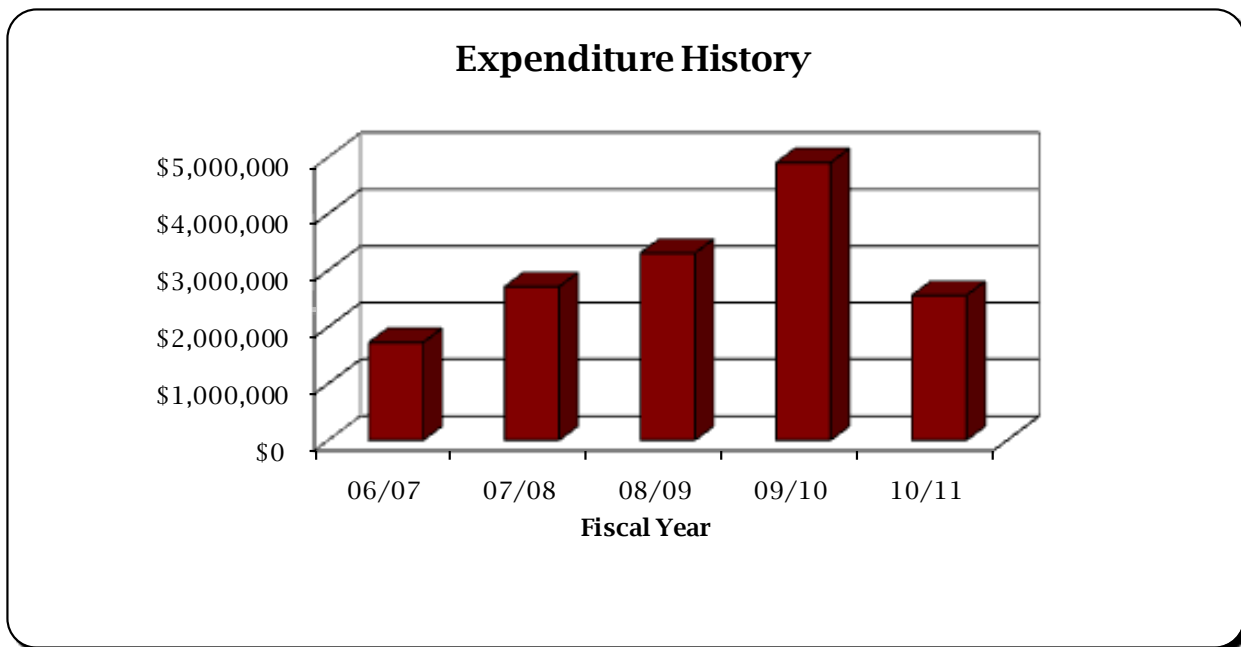
Renew commitment and focus on business recruitment (corporate and retail).

- Strengthen alliances with key professional organizations (ULI, ICSC, IDA, NAIOP, etc.).
- Establish clearinghouse for downtown research, data, and market trends.
- Implement joint marketing, advertising, sponsorship, and partnership opportunities.
- Develop and support programs that celebrate Orlando's cultural diversity and international stature.
- Strengthen relationship with retail businesses.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b><u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u></b>					
171 Downtown Development Board	\$ 394,099	\$ 457,521	\$ 430,780	\$ (26,741)	(5.84%)
177 Downtown Welcome Center	368,871	74,645	12,233	(62,412)	(83.61%)
959 Nondepartmental - DDB Projects	2,145,503 395,704	2,852,632 1,518,676	1,539,619 575,000	(1,313,013) (943,676)	(46.03%) (62.14%)
TOTAL -- DDB FUND	\$ 3,304,177	\$ 4,903,474	\$ 2,557,632	\$ (2,345,842)	(47.84%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 3,304,177	\$ 4,903,474	\$ 2,557,632	\$ (2,345,842)	(47.84%)



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b><u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u></b>			
171 Downtown Development Board	3	3	2
177 Downtown Welcome Center	2	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	4	3
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	5	4	3

## Economic Development Department

---

### Community Redevelopment Agency

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Completed Downtown Development of Regional Impact (DRI) Status Report for the period of August 21, 2007 to August 20, 2009.
- Completed Downtown Outlook Part III Plan Amendment .
- Launched design and installation of Downtown Orlando Wayfinding System.
- Won two (2) Awards of Distinction from the International Downtown Association in the category of "Economic Development" for the Plaza and the Paramount at Lake Eola.

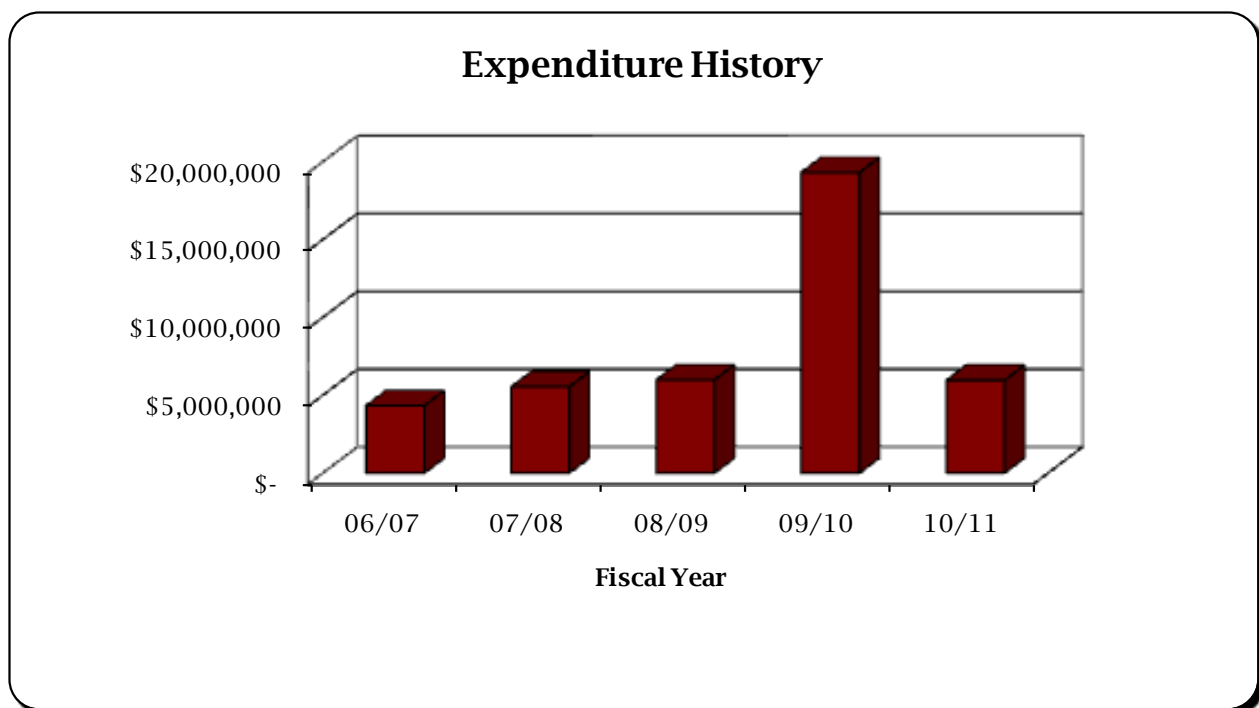
#### Future Outlook

- Continue to implement Mayor's Pathway for Parramore Plan.
- Implement Mayor's Downtown Strategic Transportation Team Plan with Commuter rail infrastructure improvements.
- Complete Gertrude's Walk construction.
- Develop retail development programs.
- Encourage development of housing, including workforce housing.
- Increase emphasis on retention and recruitment of jobs.
- Facilitate public space enhancements.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 667,089	\$ 778,595	\$ 913,905	\$ 135,310	17.38%
173 Downtown Maintenance Program	946,770	960,701	1,031,375	70,674	7.36%
960 Nondepartmental - CRA Projects	3,079,849	8,727,568	4,023,150	(4,704,418)	(53.90%)
TOTAL -- CRA FUND	\$ 1,293,503	\$ 8,850,117	\$ -	\$ (8,850,117)	(100.00%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 5,987,210	\$ 19,316,981	\$ 5,968,430	\$ (4,498,434)	(69.10%)



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>			
172 Redevelopment Agency	7	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	16	17	17
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	16	17	17

## Economic Development Department

### Economic Development Department Operational Performance

#### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Code Enforcement Division	Number of neighbourhood meeting presentations	71	54	60
Code Enforcement Division	Ratio of voluntary compliance before CEB (%)	92.5%	22%	50%

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	42	30	25

#### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%
Permitting Services Division	Revenue collected for business tax receipts	\$7,612,912	\$7,832,500	\$7,550,000
Economic Development Department	Economic Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

## Economic Development Department

### Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	99.24%	99.81%	95%
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	7,907	2,708	5,000
Code Enforcement Division	Average number of inspections per hour per officer	1.52	1.95	1.5
Code Enforcement Division	Average number of days for case resolution	13.6	8.92	20
Code Enforcement Division	Average response time in hours to citizen complaints	27.75	31.75	24
Code Enforcement Division	Ratio of voluntary compliance (%)	89.25%	96.3%	80%
Code Enforcement Division	Ratio of induced compliance (%)	97.25%	10%	90%
Code Enforcement Division	Number of unresolved cases	1,951	409	500
Permitting Services Division	Percentage of inspections performed by requested date	97.75%	97.67%	100%
Permitting Services Division	Percentage of new Single Family Plan Reviews completed in one day	N/A	63.51%	100%
Permitting Services Division	Percentage of Same Day Inspections completed on the same day	100.1%	121.75%	100%
Permitting Services Division	Percentage of Sign Reviews completed in one day*	N/A	507.26%	100%

### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	260.93	269.5	278.27
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Transportation Planning Division	Annual percentage of roadways meeting Transportation Concurrency requirements	97.4%	97.3%	90%
Transportation Planning Division	Number of employees serving as members of committees at Metroplan Orlando, LYNX and the ECFRPC	5	5	5
Transportation Planning Division	Total ridership number for LYMMO	1,257,184	1,056,309	1,000,000
City Planning Division	Percentage of State Growth Management requirements found in compliance	100%	100%	100%
City Planning Division	Percentage of certification agreement requirements found in compliance	100%	100%	100%
City Planning Division	Number of Municipal Planning Board Cases	121	136	125
City Planning Division	Number of Board of Zoning Adjustment Cases	91	68	70
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	208	185	185



Economic Development Department

---

THIS PAGE LEFT INTENTIONALLY BLANK.



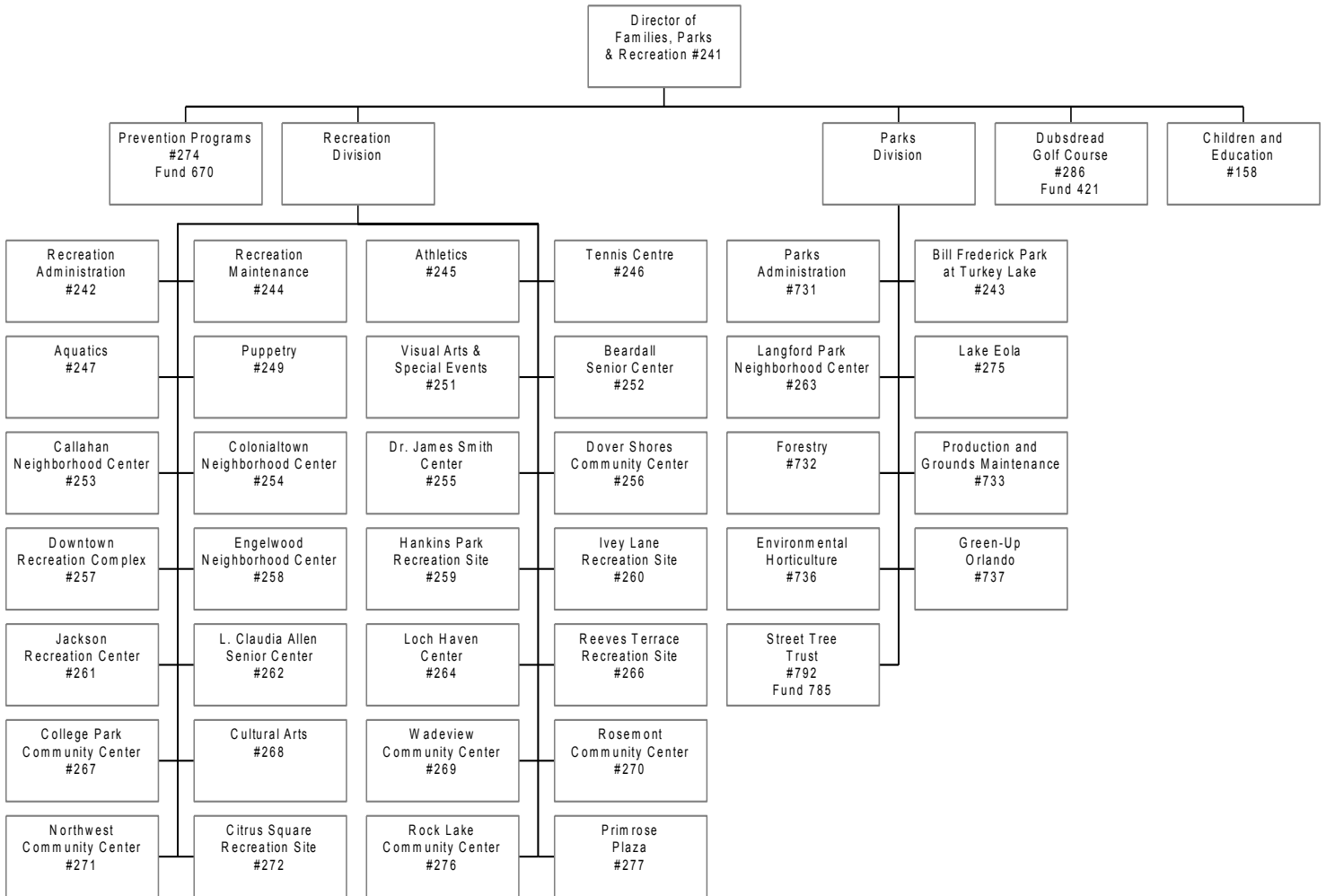
FAMILIES PARKS & RECREATION



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



Families, Parks and Recreation Department



## Families, Parks and Recreation Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 941,230	\$ 980,314	\$ 1,140,368	\$ 160,054	16.33%
158 Children and Education Recreation Division	275,000	275,000	575,000	300,000	109.09%
242 Recreation Administration	1,160,905	877,990	918,565	40,575	4.62%
244 Recreation Maintenance	1,690,861	1,898,117	1,725,398	(172,719)	(9.10%)
245 Athletics	1,078,545	951,398	974,916	23,518	2.47%
246 Tennis Centre	346,291	216,214	212,885	(3,329)	(1.54%)
247 Aquatics	1,608,149	1,285,668	1,307,069	21,401	1.66%
249 Puppetry	90,836	3,368	5,750	2,382	70.72%
251 Visual Arts & Special Events	49,112	47,940	5,925	(42,015)	(87.64%)
252 Beardall Senior Center	387,898	418,687	426,408	7,721	1.84%
253 Callahan Neighborhood Center	444,568	389,771	401,932	12,161	3.12%
254 Colonialtown Neighborhood Center	268,964	196,000	134,345	(61,655)	(31.46%)
255 Dr. James Smith Center	518,931	522,370	572,400	50,030	9.58%
256 Dover Shores Community Center	514,947	496,300	497,920	1,620	0.33%
257 Downtown Recreation Complex	359,587	311,240	367,329	56,089	18.02%
258 Engelwood Neighborhood Center	674,210	640,048	610,552	(29,496)	(4.61%)
259 Hankins Park Recreation Site	121,064	121,835	89,368	(32,467)	(26.65%)
260 Ivey Lane Recreation Site	163,714	144,626	144,640	14	0.01%
261 Jackson Recreation Center	386,414	354,232	408,197	53,965	15.23%
262 L. Claudia Allen Senior Center	292,316	325,012	325,288	276	0.08%
264 Loch Haven Center	175,999	129,319	81,817	(47,502)	(36.73%)
266 Reeves Terrace Recreation Site	127,166	123,443	132,729	9,286	7.52%
267 College Park Community Center	527,086	571,437	572,626	1,189	0.21%
268 Cultural Arts	180,340	171,500	162,431	(9,069)	(5.29%)
269 Wadeview Community Center	265,366	277,480	311,122	33,642	12.12%
270 Rosemont Community Center	598,583	637,689	594,541	(43,148)	(6.77%)
271 Northwest Community Center	598,040	610,204	582,759	(27,445)	(4.50%)
272 Citrus Square Recreation Site	91,087	107,484	105,387	(2,097)	(1.95%)
276 Rock Lake Community Center	134,969	261,702	127,492	(134,210)	(51.28%)
277 Primrose Plaza	85,813	77,531	50,362	(27,169)	(35.04%)
<b>Parks Division</b>					
731 Parks Administration	1,551,309	1,656,083	1,578,119	(77,964)	(4.71%)
243 Bill Frederick Park at Turkey Lake	835,391	907,635	934,818	27,183	2.99%
263 Langford Park Neighborhood Center	229,082	212,747	115,074	(97,673)	(45.91%)
275 Lake Eola	600,678	617,846	696,565	78,719	12.74%
732 Forestry	1,247,912	1,365,139	1,755,367	390,228	28.59%
733 Production/Grounds Maintenance	3,836,810	3,358,970	3,608,538	249,568	7.43%
735 Parks Irrigation	1,049,365	1,024,375	-	(1,024,375)	(100.00%)
736 Environmental Horticulture	1,692,147	1,650,169	2,170,140	519,971	31.51%
737 Green Up Orlando	321,175	296,527	311,074	14,547	4.91%
987 Non Departmental Dubsdread	280,317	313,706	305,336	(8,370)	(2.67%)
990 Non Departmental FPR	1,363,531	1,920,129	1,574,052	(346,077)	(18.02%)
TOTAL -- GENERAL FUND	\$ 27,165,706	\$ 26,747,245	\$ 26,614,604	\$ (132,641)	(0.50%)
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 1,444,195	\$ 1,692,248	\$ 1,814,302	\$ 122,054	7.21%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,444,195	\$ 1,692,248	\$ 1,814,302	\$ 122,054	7.21%
<b>AFTER SCHOOL ALL-STARS FUND #670</b>					
274 Prevention Programs	\$ 1,163,095	\$ 1,335,131	\$ 1,492,277	\$ 157,146	11.77%
TOTAL -- AFTER SCHOOLS ALL-STARS FUND	\$ 1,163,095	\$ 1,335,131	\$ 1,492,277	\$ 157,146	11.77%
<b>STREET TREE TRUST FUND #785</b>					
792 Street Tree Trust	\$ 54,232	\$ 300,000	\$ 220,000	\$ (80,000)	(26.67%)
TOTAL -- STREET TREE TRUST FUND	\$ 54,232	\$ 300,000	\$ 220,000	\$ (80,000)	(26.67%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 29,827,228	\$ 30,074,624	\$ 30,141,183	\$ 66,559	0.22%

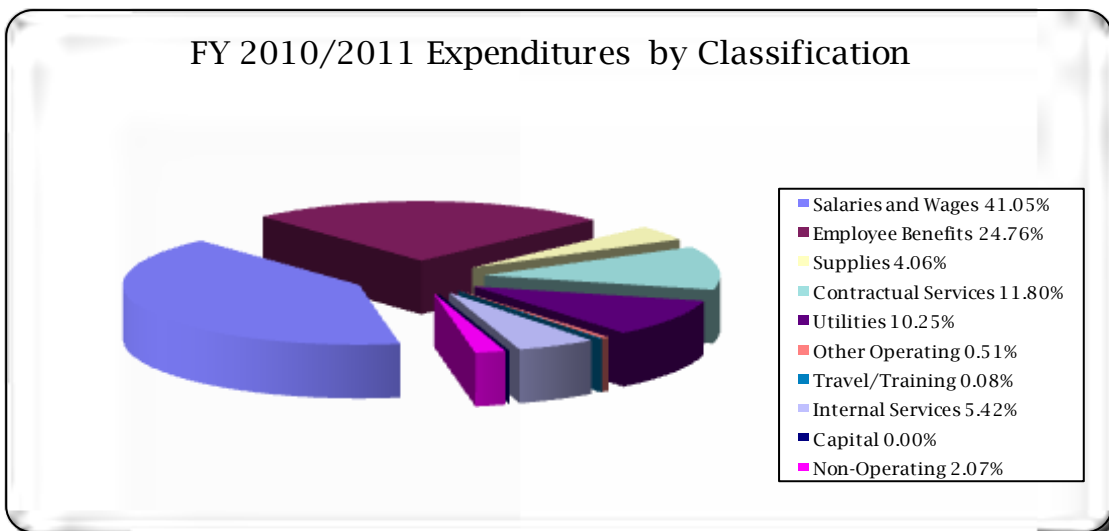
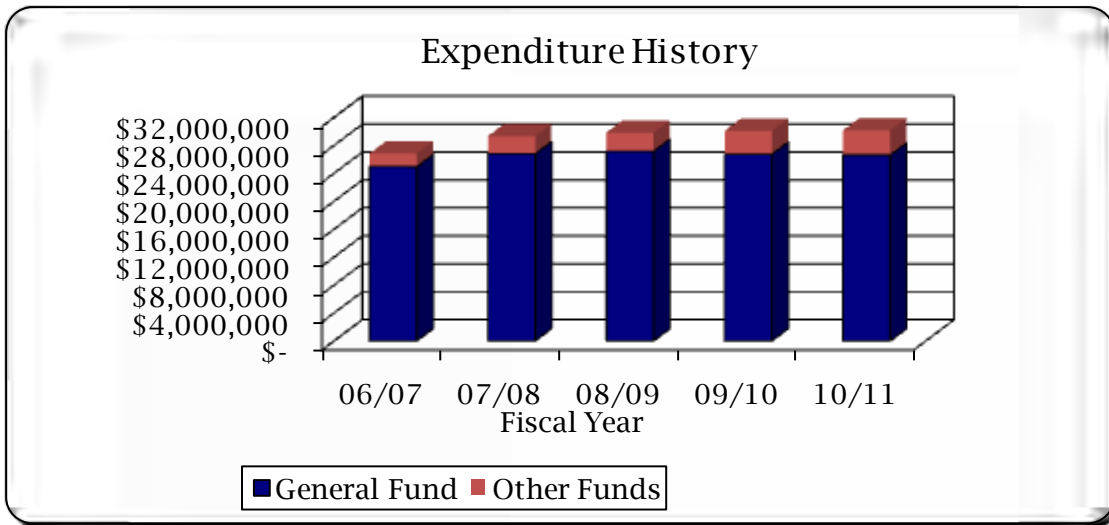
Fiscal Year

2010/2011

236

Families, Parks and Recreation Department

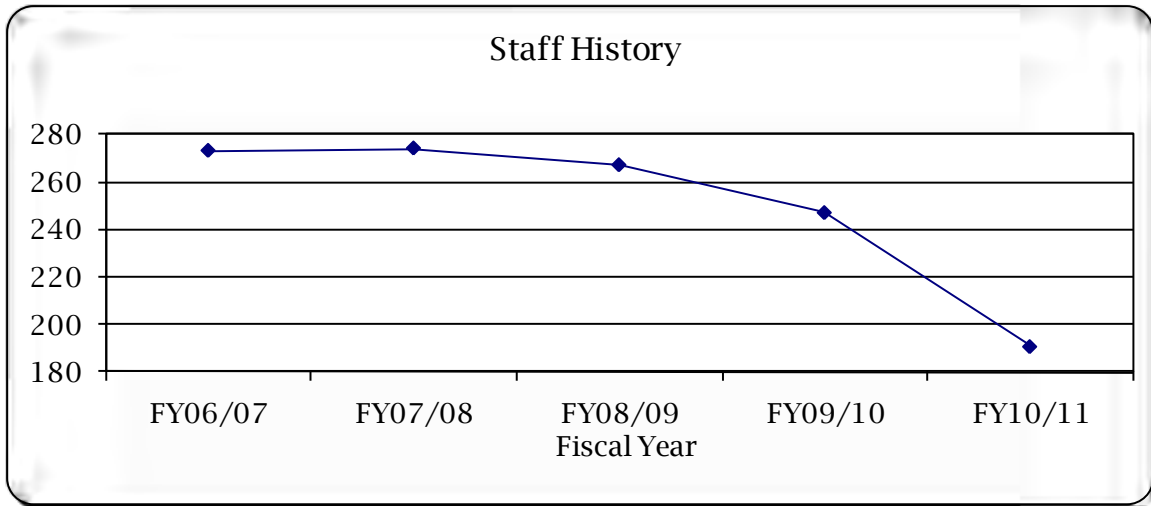
Expenditure by Classification	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	% Change
Salaries and Wages	\$ 13,927,663	\$ 13,759,730	\$ 12,371,874	\$ (1,387,856)	(10.09%)
Employee Benefits	6,269,337	6,846,939	7,461,614	614,675	8.98%
Supplies	1,313,187	1,392,391	1,225,121	(167,270)	(12.01%)
Contractual Services	2,458,107	1,956,729	3,557,824	1,601,095	81.83%
Utilities	3,011,048	3,107,592	3,090,285	(17,307)	(0.56%)
Other Operating	171,975	162,282	154,444	(7,838)	(4.83%)
Travel/Training	8,442	25,350	23,327	(2,023)	(7.98%)
Internal Services	1,985,187	2,002,817	1,633,950	(368,867)	(18.42%)
Capital	13,311	2,500	-	(2,500)	(100.00%)
Non-Operating	668,971	818,294	622,743	(195,551)	(23.90%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 29,827,228</b>	<b>\$ 30,074,624</b>	<b>\$ 30,141,183</b>	<b>\$ 66,558</b>	<b>0.22%</b>



## Families, Parks and Recreation Department

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
241 Director's Office	11	11	11
158 Children and Education	-	-	-
Recreation Division			
242 Recreation Administration	12	10	7
244 Recreation Maintenance	21	21	6
245 Athletics	6	4	4
246 Tennis Centre	5	3	2
247 Aquatics	7	6	5
249 Puppetry	1	-	-
252 Beardall Senior Center	5	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	3	2	1
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
259 Hankins Park Recreation Site	1	1	-
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	3	4	4
264 Loch Haven Center	1	1	-
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Community Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
276 Rock Lake Community Center	1	1	-
277 Primrose Plaza	3	1	1
Parks Division			
731 Parks Administration	9	10	8
243 Bill Frederick Park at Turkey Lake	11	11	11
263 Langford Park Neighborhood Center	3	2	-
275 Lake Eola	6	6	6
732 Forestry	17	16	20
733 Production/Grounds Maintenance	51	43	24
735 Parks Irrigation	13	11	-
736 Environmental Horticulture	25	25	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	267	247	191
<u>AFTER SCHOOL ALL-STARS FUND #670</u>			
274 Prevention Programs	4	5	5
TOTAL -- AFTER SCHOOLS ALL-STARS FUND	4	5	5
TOTAL -- FAMILIES, PARKS AND RECREATION	271	252	196

Families, Parks and Recreation Department



## Families, Parks and Recreation Department

---

### Director's Office

#### Mission Statement

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

#### Overview of Services/Programs

The **Director's Office** of Families, Parks and Recreation oversees fiscal management, operations, and strategic planning for the entire Department; provides marketing, event coordination, community relations, planning and grant writing/fundraising support and guidance to the Recreation and Parks Divisions; manages the City's Families, Parks and Recreation Advisory Board; oversees operations of Dubsdread Golf Course; and the Director serves dual capacity as the City's Director of Children and Education, providing programmatic and policy-making leadership related to youth programming, including implementation of the City's Parramore Kidz Zone (PKZ) program.

#### Major Accomplishments

##### Fiscal Management

- Despite continued economic pressures during FY 2009/10, the Department implemented a plan to reduce expenditures by 12 percent. This was accomplished in part by identifying and implementing operational efficiencies including closing selected community centers during periods of low attendance; developing and enforcing strict policies for the employment of seasonal staff at Recreation Centers, reducing frequency of right-of-way maintenance; eliminating maintenance of interior plants throughout the City; and replacing many of the City's flower beds with more permanent, less expensive landscaping.

##### Planning

- In January 2010, the Department completed the City of Orlando's Parks and Recreation Master Plan, which included an extensive analysis of existing environmental conditions, a needs assessment including mail, telephone, and on-line citizen surveys and facility analysis, and detailed strategies and principles to guide the Department over the next 20 years.

##### Grant Writing and Fundraising

- In FY 2009/10, the Families, Parks and Recreation Department together with its non-profit organization, the Orlando Community and Youth Trust, Inc., secured \$708,713 in grant funding to support City operations, as follows:

Federal Summer Food Program	\$ 244,161
CityKidz! Buddy's Benefit for Children	\$ 269,510
Recreation Division Annual Golf Tournament	\$ 19,428
Wheels for Kids	\$ 10,054
Lake Eola Fountain Restoration Campaign	\$ 20,190
NBA Cares (Northwest Community Center Renovations)	\$ 24,500
Teen Shack Foundation	\$ 6,000
PKZ Bike for Kidz Donation	\$ 5,000
Other Various	\$ 109,870



## Families, Parks and Recreation Department

---

### Parramore Kidz Zone (PKZ)

- PKZ celebrated the completion of its fourth year, having enrolled 2,300 of the neighborhood's children in a wide range of programs. Accomplishments this year include:
- Enrollment of more than 704 children in after-school, tutoring, and summer camp programs at the following sites: Dr. J.B. Callahan Neighborhood Center, John H. Jackson Community Center, Hurst Chapel AME Church, Bridge to Independence, Hi-Tech Tutoring Center, New Image Youth Center, and the Orlando Downtown Recreation Complex.
- Enrollment of 405 youth in sports programs, including covering the cost of uniforms and athletic equipment, trophies, physical exams, special events field trips and transportation.
- Enrolled 492 teenagers in programs for older youth, including college tours and college/financial aid application assistance, teen events, mentoring programs, operation of safe youth hang out zones and positive peer groups, and employability skills training coupled with job placement, payment of stipends to the youth during their first 90 days on the job and facilitating the transitioning of the youth to permanent jobs at their work sites after completion of the 90 day internship experience.
- Enrolled 172 young children in pre-school programs, provided 77 with healthcare services, connected 62 children to one-on-one mentors, and covered the cost of 25 children's participation in cultural arts programs, including one participant who was featured NBC's "America's Got Talent".
- Provided emergency economic assistance to 237 families in crisis, preventing evictions and electrical service suspensions, providing transportation, providing nutritional aid, and supplying children with school supplies and clothing.
- A network of volunteer Parramore residents received training and graduated as grassroots "Children's Champions" to support and guide the City in its efforts to improve conditions for Parramore children.
- A full time Youth Intervention and Prevention Coordinator was hired and deployed to the John H. Jackson Community Center, to perform street outreach targeting neighborhood teenagers, engaging them in positive programming and connecting them to positive adult influences, with the goal of preventing juvenile crime and high school drop-out.
- Emergency economic assistance was provided to Parramore families in crisis, preventing dozens of evictions and electrical shut offs, repairing broken cars, filling empty refrigerators, and giving backpacks and school supplies to hundreds of children.

### Future Outlook

- Continue execution/utilization of the Families, Parks and Recreation Masterplan.
- Continue operating Dubsdread Golf Course as a self-sustaining financial operation.

## Families, Parks and Recreation Department

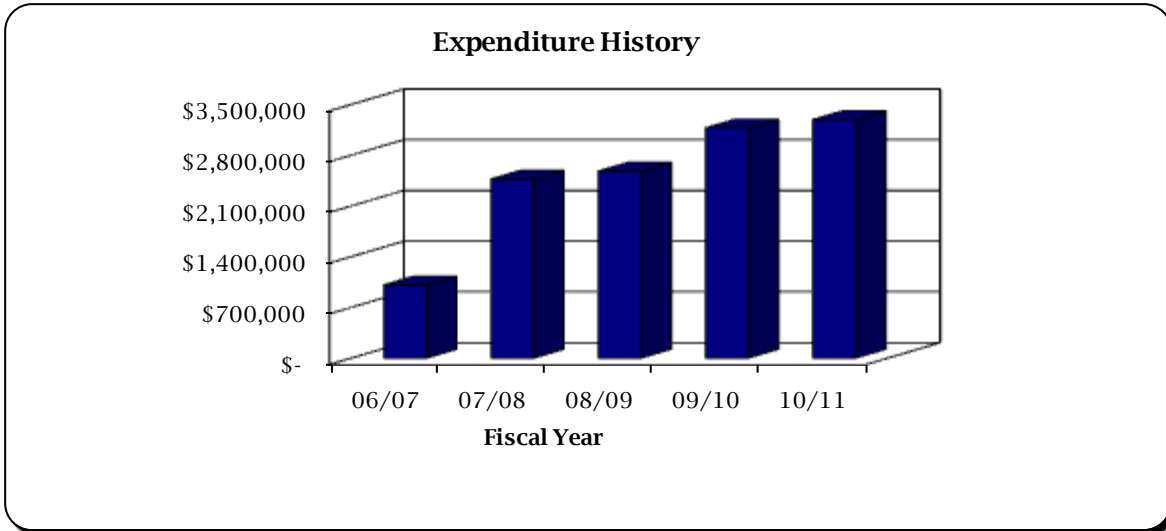
---

- Raise grants and philanthropic contributions to benefit the Department and sustain Parramore Kidz Zone over the next several years.
- Reach target revenue goals while controlling operating expenses to meet or exceed the Fiscal 2011 plan.

**Families, Parks and Recreation Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 941,230	\$ 980,314	\$ 1,140,368	\$ 160,054	16.33%
158 Children and Education	275,000	275,000	575,000	300,000	109.09%
990 Non Departmental FPR	1,363,531	1,920,129	1,574,052	(346,077)	(18.02%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,579,761</b>	<b>\$ 3,175,443</b>	<b>\$ 3,289,420</b>	<b>\$ 113,977</b>	<b>3.59%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 2,579,761</b>	<b>\$ 3,175,443</b>	<b>\$ 3,289,420</b>	<b>\$ 113,977</b>	<b>3.59%</b>



**STAFFING SUMMARY**

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
241 Director's Office	11	11	11
158 Children and Education	-	-	-
<b>TOTAL -- GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL -- DIRECTOR</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Families, Parks and Recreation Department

---

### Overview of Services/Programs

In partnership with the City of Orlando, **Orlando After School All Stars** offers a 36-week structured before and after school program at six Orange County Public Middle Schools in the City of Orlando, as well as a nine week summer camp program at five Orange County Public Middle Schools and one City of Orlando recreation center. In addition instructional classes are offered in tennis, golf, sailing, rowing and horse-back riding. Field trips to local theme parks and sporting events are other highlights.

### Major Accomplishments

- Orlando After-School All-Stars provides five-day/week comprehensive after-school programs at six middle schools and the Dr. J.B. Callahan Neighborhood Center.
- A daily average of 1,000 children participated in the morning and afternoon program at six Orange County Public Middle Schools in the City of Orlando.
- More than 500 children have participated in the athletic outreach programs.
- During the school year and summer weeks 1,800 children have participated in our incentive field trips.
- More than 75 citizens volunteered their time to athletics, academics programs and fundraising events.
- More than \$200,000 was provided through in-kind donations.
- More than \$180,000 was raised through sponsorships, grants, and special events.

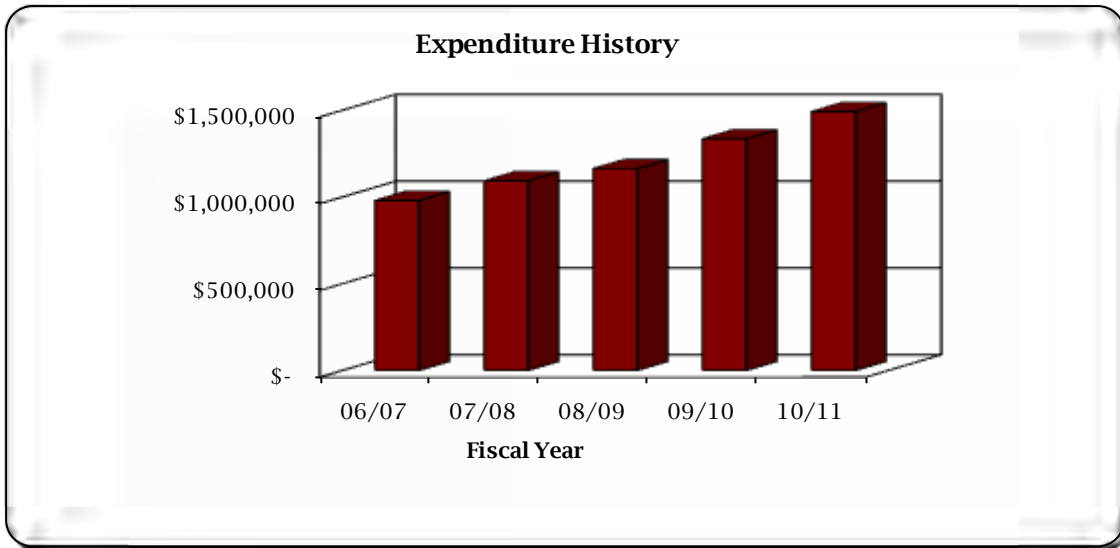
### Future Outlook

- Provide tutors (math, science, language arts) at all after school sites pre and post test will be conducted as a measure of students progress.
- Develop, promote and maintain quality middle teen prevention programs for the six middle school population and three recreation centers located within the city limits of Orlando.
- Increase funding sources through grants, sponsorships and fundraisers.
- Continue to develop and maintain a quality database of participants.
- Continue to evaluate GPA, referral and attendance of participants in middle school program for evaluation.
- Provide better marketing and public relations of program for increase program sponsorship.
- Develop and identify new partnerships with local businesses, community-based and civic organizations, and arts and cultural institutions. Also maintain current effective partnerships.
- University of Central Florida Digital Media Program - Students will learn the latest techniques in digital media. Software applications, audio mixing and digital video are among the areas that will be covered.

**Families, Parks and Recreation Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>AFTER SCHOOL ALL-STARS #670</u>					
274 Prevention Programs	\$ 1,163,095	\$ 1,335,131	\$ 1,492,277	\$ 157,146	11.77%
TOTAL -- AFTERSCHOOL ALL-STARS FUND	\$ 1,163,095	\$ 1,335,131	\$ 1,492,277	\$ 157,146	11.77%
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 1,163,095	\$ 1,335,131	\$ 1,492,277	\$ 157,146	11.77%



**STAFFING SUMMARY**

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>AFTER SCHOOL ALL-STARS FUND #670</u>			
274 Prevention Programs	4	5	5
TOTAL -- AFTER SCHOOL ALL-STARS FUND	4	5	5
TOTAL -- AFTER SCHOOL ALL-STARS	4	5	5

## Families, Parks and Recreation Department

---

### Recreation Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Recreation Division** is comprised of five sections: Athletics, Aquatics, Community Centers, Recreation Facility Maintenance and the Pottery Studio. The Division strives to provide a safe, social environment for citizens of Orlando in order to promote educational, recreational, cultural and leisure activities.

#### Major Accomplishments

- The Recreation Division partnered with over 100 agencies, community groups, corporations, faith based and non-profit organizations enhancing recreational opportunities for Orlando's citizens.
- The Recreation Division organized a successful Golf Tournament, raising over \$17,000 in funds to support the Division's programs and operations.
- As of July 2010 Recreation is forecasting to be favorable to budget at the end of the fiscal year. Additionally, total expenditures are notably less as compared to the same period last fiscal year. This positive performance is attributable to modeling extra help hours (resulting in \$500k in savings compared to last year) as well as refining controls in supply expenses.

#### Athletics

- The City partnered with Little League Baseball, offering facilities and support for over 2,100 youth players and hosting district and regional tournaments.
- The City's contracted soccer leagues provided facilities and support for 3,000 youth soccer players.
- Softball, Baseball, Volleyball, Flag Football, Football and Sand Volleyball leagues hosted over 61,000 participants.
- Airport Lakes soccer field and the football field at the Orlando Sports Campus underwent major renovations to playing surfaces. The playing surface at Lorna Doone field was converted to Celebration Bermuda turf from Bahia turf.

#### Aquatics

- In addition to swimming lessons, recreational swim team, junior lifeguarding and water aerobics, over 200 adults enrolled as fitness members, allowing them to swim at 3 sites on a year-round basis, and free swim lessons were offered to all City employees.
- The City operates 11 outdoor pools. This year we provided services for over 100,000 patrons during open swim hours. Swimming lessons for youth and adults totaled 6,000 people, including

## Families, Parks and Recreation Department

---

youth enrolled in summer camp. The City hosted 100 Junior Lifeguards in training for future opportunities with the Division. Water Aerobics classes served 150 patrons.

- During fall and spring months, 4 pools remained open providing practice facilities for swim teams from Colonial High School, Edgewater High School, Olympia High School and Boone High School. In addition, during October at the Dover Shores Pool, children from Dover Shores Elementary school received swimming lessons, and the College Park Pool served children attending Princeton Elementary School.
- The Division held several events at City pools this year, including the Aquatics Invitational Swim Meet at the Wadeview Pool and “Swim to Survive” hosted by Commissioner Samuel B. Ings at the Dr. James R. Smith Pool.

### Community Centers

- The Recreation Division held summer camp at 15 locations this year, registering 2,108 youth, 1,998 of whom were City residents and 110 whom were non-City residents. 80% of the children provided documentation showing that they qualified for the free lunch program at school and therefore paid no fees for camp; 7% paid a reduced rate, and the remaining 13% paid full fees.
- Through a partnership with Orange County’s “The Club”, children ages 5-14 enrolled in City of Orlando programs received opportunities to participate in Club sponsored activities. Some children In 2009-2010, there were 971 youth registered in the OASIS after school program, of which 85% were on free lunch, 7% paid a reduced rate, and 8% paid full fees. The Middle Teen Program (MTP) program registered 168 youth, with 88% on free lunch, 2% reduced, and 8% paying full fees.
- The Recreation Division played a large role in the success of the 2010 U.S. Census. The following facilities were designated as both testing sites and questionnaire assistance centers: Callahan, Jackson, Wadeview, Hankins Park, Northwest, Ivey lane, Smith, Colonialtown, Dover Shores, Engelwood, Reeves Terrace, College Park, Rosemont, Rock Lake, Beardall, L. Claudia Allen, and Primrose.
- Numerous renovations and refurbishments were completed this year, some as a result of donations to the Division. The basketball courts at all of the Recreation’s gyms were refurbished. The Orlando Magic and NBA Cares partnered with the Recreation Division to remodel and furnish the computer lab and game room at Engelwood Community Center. With leadership provided by Commissioner Patty Sheehan, the Carroll Adams Group partnered with the Recreation Division to redecorate both the Reeves Terrace Neighborhood Center and the Colonialtown Neighborhood Center. The Dover Shores Community Center was painted with new colors both inside and out. Community Development Block Grant funds (CDBG) from the Department of Housing and Urban Development (HUD) replaced the roofs at the Northwest Community Center and the Engelwood Neighborhood Center. Utilizing funds from a Florida Department of Elder Affairs grant, a screen porch was constructed at the rear of the L. Claudia Allen Center.

### Orlando Pottery Studio

- New classes were held at the Pottery Studio included hand building, wheel throwing, fused glass, family night pottery, and mosaics.
- Outreach programs included classes for Lake Eola Charter School, 20 outside organizations, and Parramore Kidz Zone children making centerpieces for CityKidz! Buddy’s Benefit for Children.

## Families, Parks and Recreation Department

---

- The studio hosted 2 guest artists: Lynn Smiser Bowers (glazing), and Hayne Bayless (hand building).
- On January 20th the studio hosted its “40 Year Celebration” during which the Mayor presented a Proclamation for a 20 year Pottery Studio attendee and 50 year City resident, Raymond Payne, who had recently passed away. Raymond was an Orange County educator and a passionate big supporter of the Pottery Studio. A water color painting of Raymond was donated by a local artist. Approximately 125 individuals celebrated the studio and all its accomplishments.
- On December 17, 2009 the Pottery Studio hosted its 1st Annual Participant Pottery Exhibit at The City Arts Factory in Downtown Orlando. The exhibit started with an art reception that included a “Clay Encounter” that provided viewers an opportunity to create a piece of pottery. 35 studio participants displayed their pottery and had an opportunity to sell some of their work. The show was extended through February 15, 2010 with approximately 2,000 individuals viewing the exhibit.
- The studio facilitated the first annual employee holiday ornament decorating workshops for city employees and their families. 120 employees and family members participated.
- The studio participated in its 22<sup>nd</sup> annual fundraiser at Fiesta in the Park. Proceeds from pottery sales are used to purchase new equipment for the studio.

### Future Outlook

- The Recreation Division will continue to pursue alternative funding sources through corporate support and grants to offset costs.
- The Athletics section will continue to ensure appropriate maintenance of City athletic facilities, and updating of facilities to meet strong public demand, including updating of bleachers at several athletic fields, and the addition of multipurpose soccer and football goal posts at Lorna Doone, and a scoreboard to the Airport Lakes Soccer field.
- The Recreation Division will host its Third Annual Golf Tournament to help raise funds for youth programs and activities as an alternate funding source.
- The Division will continue to operate in an extremely fiscally efficient manner, including continued discipline in the scheduling of seasonal staff, and realignment of seasonal pay rates, and pursuit of low cost contracts to handle certain functions at a lower cost.
- A “Report Card” has been established to track financial, operational and efficiency performance on a monthly basis at each community center. Report Card performance will be tracked at all levels in the organization to improve performance and accountability throughout the Division.

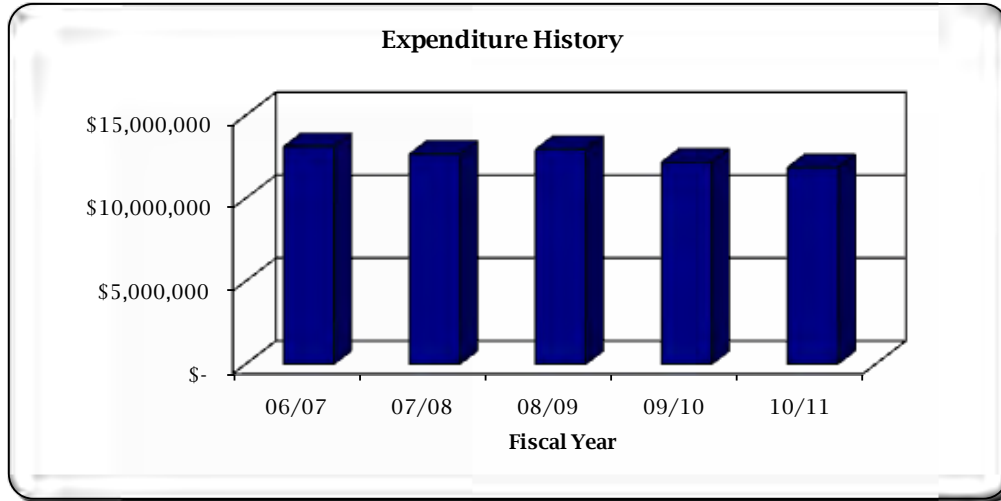


## Families, Parks and Recreation Department

### EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Recreation Division					
242 Recreation Administration	\$ 1,160,905	\$ 877,990	\$ 918,565	\$ 40,575	4.62%
244 Recreation Maintenance	1,690,861	1,898,117	1,725,398	(172,719)	(9.10%)
245 Athletics	1,078,545	951,398	974,916	23,518	2.47%
246 Tennis Centre	346,291	216,214	212,885	(3,329)	(1.54%)
247 Aquatics	1,608,149	1,285,668	1,307,069	21,401	1.66%
249 Puppetry	90,836	3,368	5,750	2,382	70.72%
251 Visual Arts & Special Events	49,112	47,940	5,925	(42,015)	(87.64%)
252 Beardall Senior Center	387,898	418,687	426,408	7,721	1.84%
253 Callahan Neighborhood Center	444,568	389,771	401,932	12,161	3.12%
254 Colonialtown Neighborhood Center	268,964	196,000	134,345	(61,655)	(31.46%)
255 Dr. James Smith Center	518,931	522,370	572,400	50,030	9.58%
256 Dover Shores Community Center	514,947	496,300	497,920	1,620	0.33%
257 Downtown Recreation Complex	359,587	311,240	367,329	56,089	18.02%
258 Engelwood Neighborhood Center	674,210	640,048	610,552	(29,496)	(4.61%)
259 Hankins Park Recreation Site	121,064	121,835	89,368	(32,467)	(26.65%)
260 Ivey Lane Recreation Site	163,714	144,626	144,640	14	0.01%
261 Jackson Recreation Center	386,414	354,232	408,197	53,965	15.23%
262 L. Claudia Allen Senior Center	292,316	325,012	325,288	276	0.08%
264 Loch Haven Center	175,999	129,319	81,817	(47,502)	(36.73%)
266 Reeves Terrace Recreation Site	127,166	123,443	132,729	9,286	7.52%
267 College Park Community Center	527,086	571,437	572,626	1,189	0.21%
268 Cultural Arts	180,340	171,500	162,431	(9,069)	(5.29%)
269 Wadeview Community Center	265,366	277,480	311,122	33,642	12.12%
270 Rosemont Community Center	598,583	637,689	594,541	(43,148)	(6.77%)
271 Northwest Community Center	598,040	610,204	582,759	(27,445)	(4.50%)
272 Citrus Square Recreation Site	91,087	107,484	105,387	(2,097)	(1.95%)
276 Rock Lake Community Center	134,969	261,702	127,492	(134,210)	(51.28%)
277 Primrose Plaza	85,813	77,531	50,362	(27,169)	(35.04%)
TOTAL -- GENERAL FUND	<u>\$ 12,941,759</u>	<u>\$ 12,168,605</u>	<u>\$ 11,850,153</u>	<u>\$ (318,452)</u>	<u>(2.62%)</u>
TOTAL -- RECREATION	<u>\$ 12,941,759</u>	<u>\$ 12,168,605</u>	<u>\$ 11,850,153</u>	<u>\$ (318,452)</u>	<u>(2.62%)</u>

Families, Parks and Recreation Department



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Recreation Division			
242 Recreation Administration	12	10	7
244 Recreation Maintenance	21	21	6
245 Athletics	6	4	4
246 Tennis Centre	5	3	2
247 Aquatics	7	6	5
249 Puppetry	1	-	-
252 Beardall Senior Center	5	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	3	2	1
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
259 Hankins Park Recreation Site	1	1	-
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	3	4	4
264 Loch Haven Center	1	1	-
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
276 Rock Lake Center	1	1	-
277 Primrose Center	3	1	1
TOTAL -- GENERAL FUND	118	109	85
TOTAL -- RECREATION	118	109	85

## Families, Parks and Recreation Department

---

### Parks Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Parks Division** maintains parks, street tree canopy and open spaces; administers the City of Orlando's Tree Management Plan and enforces the City's Tree Protection Ordinance; removes hazardous trees on City property; provides the City's Parks with adequate mowing, edging, trimming, trash removal, mulching, sod/seeding, weeding, pesticide application, and fertilization; installs and maintains efficient irrigation systems for Park landscape and turf areas; receives and stores landscape material for planting and replacement in parks, and public spaces; administers several tree planting programs; renovates existing parks and playgrounds; designs and oversees construction of park improvements and beautification projects; administers the Green Up Orlando program in order to improve maintenance efforts in parks and public spaces through volunteer efforts; manages facility rentals and events in the best interest of public use at City parks and facilities; setting at Bill Frederick Park for camping, hiking, boat rentals, children's farm, disc-golf, horse boarding, swimming, fishing, beach games, re-unions, and picnicking.

#### Major Accomplishments

- During the past year the Parks Division worked to implement elements of the Orlando Urban Forest Management Plan by planting 1,519 trees; (1,045 street trees, 336 project trees and 138 Green Up trees). We also trimmed approximately 1,320 trees and removed 349 trees.
- The Parks Division merged the irrigation section with the horticulture section in an effort to reduce the amount of water used and to reduce costs. Contributing factors that have proven this reorganization to be successful include pairing chemical applicators with irrigation technicians to inspect areas, make repairs, re-program irrigation clocks, and cap off zones no longer needed due to changes in the landscaping. In addition, St. Johns Water Management District watering restrictions were reduced from two days per week to one day per week. Total savings for implementing this strategy have already resulted in close to \$100,000 with expectations to save close to \$150,000 for the entire fiscal year.
- The Parks Division overall budget is on target for FY 2009-2010. Past history continues to speak for the concerted efforts our managers take in being conservative in spending taxpayer dollars wisely. Every year the Parks Division comes in under budget and is fully expected to stay within the budget allocated by City Council once again.
- Projects completed this year include: ZL Riley Park, Lake Underhill Bridge and Sidewalk, Col. Joe Kittinger Park, Lake Eola Conduit, Father Pinder Civil Rights Monument at Parramore Heritage Park and Carver Court Park.
- Bill Frederick Park at Turkey Lake is scheduled to host our first National Public Lands Day on September 25, 2010. This annual program brings together federal, state and local public land agencies to educate volunteers of all ages about the environment and the need for a shared ethic of land stewardship. Bill Frederick Park is in the development stage of partnering with Bok Tow-

## Families, Parks and Recreation Department

---

ers Gardens to save the rare Scrub Lupine plant from extinction. New rental packages are being introduced to increase weddings and pavilion usage and revenues.

- The STRATUM study was completed and final report submitted in December 2009. The study supports Orlando's commitment and dedication to trees providing scientific analysis of the benefits of trees. The report shows there is "approximately one street tree for every three residents..." with benefits of reducing storm water runoff estimated at 283.7 million gallons annually valued at \$539,000 (or \$7.90 per tree) in savings to the City, electricity savings from shading and climate effects totaling 3.369 MWh valued at \$444,000, natural gas savings total 5,295 therms valued at \$1,400 (totaling \$445,400 or \$6.53 per tree), net annual air pollutants removed, released, and avoided average .15 lbs per tree valued at \$115,000 or \$1.69 per tree, annual carbon sequestration and emission reductions due to street trees are 13,583 tons and 3,432 tons respectively valued at \$89,600 or \$1.31 per tree. Citizens are now receiving a return on their investment--street trees are providing \$1.87 in services for every \$1 spent on tree care. The report also provided many recommendations for moving forward and managing our urban forest in conjunction with our tree management plan.

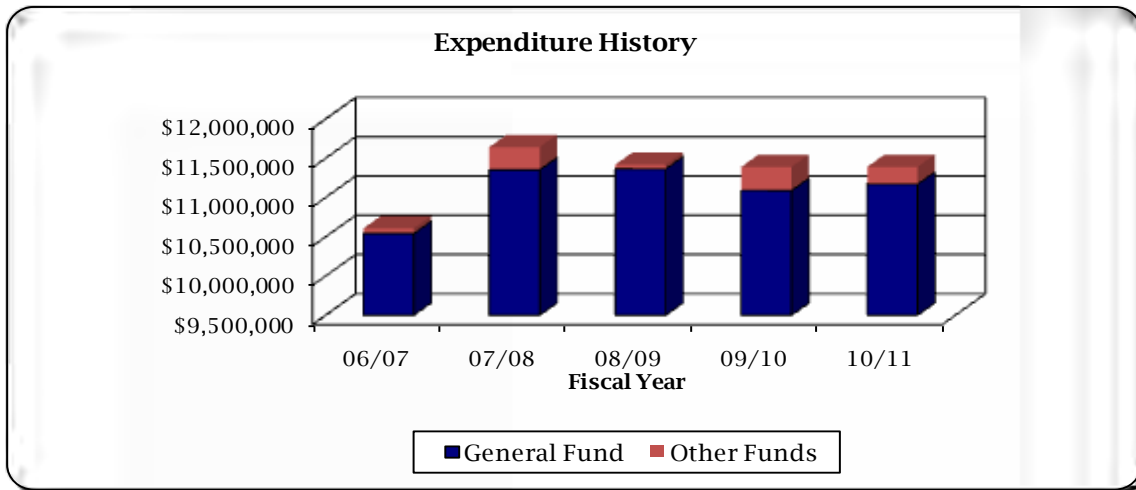
### Future Outlook

- During these fiscally trying times the Parks Division, along with other City departments, has had to think outside of the box looking for ways to reduce costs doing more with fewer resources. The Parks Division plan for managing budget reductions will include a reduction in force going from 127 positions to 96 positions which includes the creation of 19 new park service worker positions, outsourcing grounds maintenance of 67 additional parks, scaling back on tree planting temporarily, moving the planting crew from Horticulture to Forestry to provide better young tree care maintenance, outsourcing stump grinding and turning in high cost equipment, centralizing park rentals, and eliminating nature facilities and structured programs at Langford Park.
- The Parks Division is increasing its attention towards evaluating the landscape in our parks and improving the areas through use of Florida Friendly Landscape plants and methodology. This includes but is not limited to: using more drought tolerant plants, trees and shrubs; using best practices with respect to selection, location, maintenance, fertilization and pesticides; using technology to place irrigation where and when it is needed according to the plants requirements. The program will continue to be responsible for planting and maintenance of the tree planting program.
- The Parks Division is working with the University of Florida and the University of Central Florida utilizing graduate students to collect samples from 150 randomly selected plots from our tree inventory program. The data will be analyzed and report provided using the Urban Forest Effects Model. UFORE is a science-based approach that measures environmental benefits and attributes of the urban forest. UFORE will determine the percentage of canopy-coverage (40%+ is considered healthy), community energy savings, carbon sequestration, and storm water management benefits. The study will also determine areas of the City deficient in tree coverage and provide detailed information concerning tree damage to help secure state and federal restoration money should a natural disaster strike the City. Expected completion of the study is December 2010.

**Families, Parks and Recreation Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Parks Division					
731 Parks Administration	\$ 1,551,309	\$ 1,656,083	\$ 1,578,119	\$ (77,964)	(4.71%)
243 Bill Frederick Park at Turkey Lake	835,391	907,635	934,818	27,183	2.99%
263 Langford Park Neighborhood Center	229,082	212,747	115,074	(97,673)	(45.91%)
275 Lake Eola	600,678	617,846	696,565	78,719	12.74%
732 Forestry	1,247,912	1,365,139	1,755,367	390,228	28.59%
733 Production/Grounds Maintenance	3,836,810	3,358,970	3,608,538	249,568	7.43%
735 Parks Irrigation	1,049,365	1,024,375	-	(1,024,375)	(100.00%)
736 Environmental Horticulture	1,692,147	1,650,169	2,170,140	519,971	31.51%
737 Green Up Orlando	321,175	296,527	311,074	14,547	4.91%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 11,363,869</b>	<b>\$ 11,089,491</b>	<b>\$ 11,169,695</b>	<b>\$ 80,204</b>	<b>0.72%</b>
<b>STREET TREE TRUST FUND #785</b>					
792 Street Tree Trust	\$ 54,232	\$ 300,000	\$ 220,000	\$ (80,000)	(26.67%)
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 54,232</b>	<b>\$ 300,000</b>	<b>\$ 220,000</b>	<b>\$ (80,000)</b>	<b>(26.67%)</b>
<b>TOTAL -- PARKS</b>	<b>\$ 11,418,101</b>	<b>\$ 11,389,491</b>	<b>\$ 11,389,695</b>	<b>\$ 204</b>	<b>0.00%</b>



**STAFFING SUMMARY**

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Parks Division			
731 Parks Administration	9	10	8
243 Bill Frederick Park at Turkey Lake	11	11	11
263 Langford Park Neighborhood Center	3	2	-
275 Lake Eola	6	6	6
732 Forestry	17	16	20
733 Production/Grounds Maintenance	51	43	24
735 Parks Irrigation	13	11	-
736 Environmental Horticulture	25	25	23
737 Green Up Orlando	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>138</b>	<b>127</b>	<b>95</b>
<b>TOTAL -- PARKS</b>	<b>138</b>	<b>127</b>	<b>95</b>

## Families, Parks and Recreation Department

---

### Dubsdread Golf Course

#### Mission Statement

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

#### Overview of Services/Programs

**Dubsdread Golf Course**, located in the College Park neighborhood, has been Orlando's historic golf course since 1924, and features the oldest public layout in the area. This classic course has plenty of history attached to it as the former site of the Orlando Open. The course was completely renovated in 2008 so today's golfers can enjoy 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, practice facilities complete the ultimate golfing experience.

#### Major Accomplishments

- Despite a challenging economy and one of the most severely weather impacted peak seasons in history that gave us record temperatures lows, frost and rain, Dubsdread Golf Course completed its second full year of operation following the renovation positive for both operating income and cash flow.
- Dubsdread continues to host a large number of tournaments, leagues and golf outings for personal, corporate and charity organizations including Golf Fore Hope, Special Olympics, Orlando Minority Youth Golf Association, Executive Women's Golf Association, American Society of Engineers and the "Thank You Veterans" Golf Tournament.. These events not only supply the club with utilization and revenue in the short term, but also promote the club by bringing tourists from around the country.
- Dubsdread maintained its #1 public course rating by *Orlando Magazine* readers and was also voted the best public course in Orlando by *Orlando Weekly* readers.
- Total rounds played exceeds 51,300, which is 9 percent short of its budgeted rounds of 57,087. The average public golf course is estimated to finish with approximately 30,000 rounds. Dubsdread outperformed the average by more than 20,000 rounds. The course is expected to finish with a net cash gain of \$4,258.

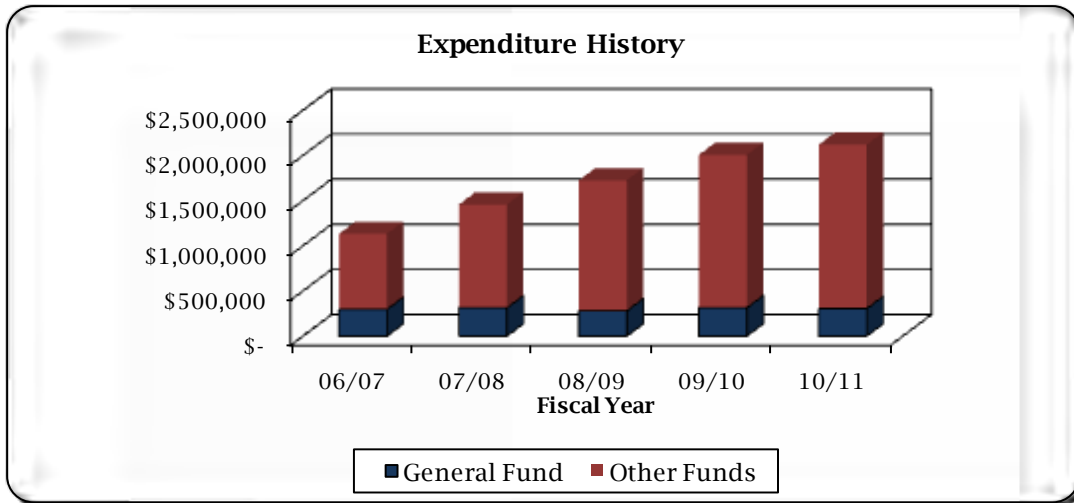
#### Future Outlook

- Continue to make Dubsdread the leading standards in golf course management, and quality for the citizens of Orlando.
- Continue to operate Dubsdread Golf Course as a self-sustaining financial operation.

**Families, Parks and Recreation Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
987 Non Departmental Dubsdread	\$ 280,317	\$ 313,706	\$ 305,336	\$ (8,370)	(2.67%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 280,317</b>	<b>\$ 313,706</b>	<b>\$ 305,336</b>	<b>\$ (8,370)</b>	<b>(2.67%)</b>
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 1,444,195	\$ 1,692,248	\$ 1,814,302	\$ 122,054	7.21%
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 1,444,195</b>	<b>\$ 1,692,248</b>	<b>\$ 1,814,302</b>	<b>\$ 122,054</b>	<b>7.21%</b>
<b>TOTAL -- DUBSDREAD</b>	<b>\$ 1,724,512</b>	<b>\$ 2,005,954</b>	<b>\$ 2,119,638</b>	<b>\$ 113,684</b>	<b>5.67%</b>



## Families, Parks and Recreation Department

### Families, Parks and Recreation Department Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Parks Division	Customer Satisfaction Index - Tree Program	95%	97%	90%

##### Employee Learning & Growth

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Parks Division	Total number of Parks Division incidents	N/A	76	54
Parks Division	Total number of training hours	N/A	1,203	1,000

##### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Families Parks and Recreation	Families Parks and Recreation Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Parks Division	Number of volunteer hours	N/A	10,419	10,000
Parks Division	Admissions revenue	N/A	\$109,623	\$120,000
Parks Division	Total value of outside contributions	N/A	\$7,500	\$7,000

##### Internal Processes

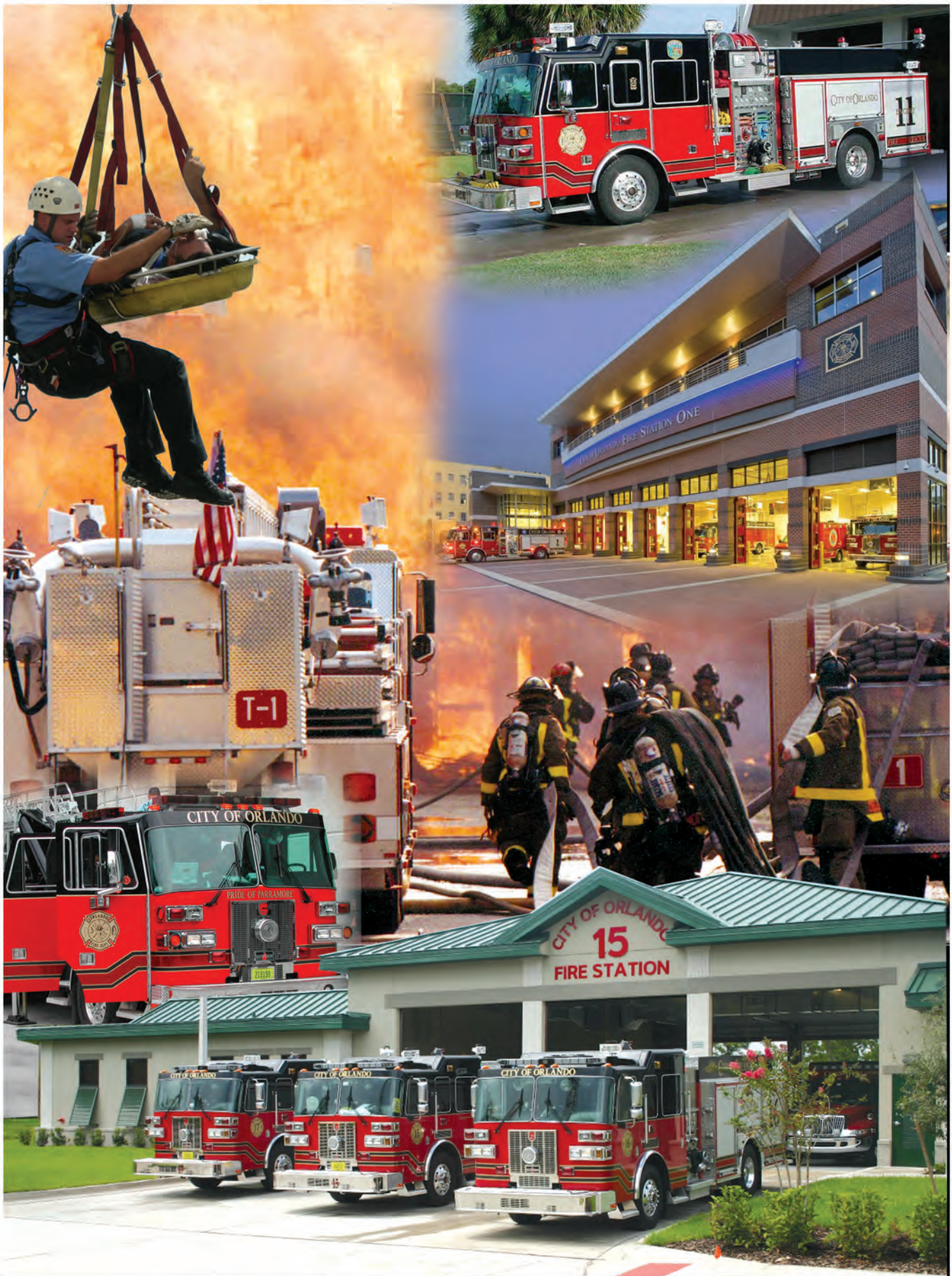
Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered	90	68	75
Parks Division	Percentage of scheduled maintenance completed	N/A	98%	90%
Parks Division	Tree keeper updated	N/A	Yes	Yes
Parks Division	Total number of work orders older than 180 days	N/A	481	375
Parks Division	Total number of work orders older than 90 days	N/A	912	700
Parks Division	Total number of "green-up" events	N/A	85	85
Parks Division	Percentage change of the total number of priority pruning in the inventory	N/A	25%	25%
Parks Division	Percentage change of the total number of priority removals in the inventory	N/A	18%	18%

##### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Recreation Division	Utilized program capacity	41%	58%	60%
Parks Division	Tree City U.S.A award	Yes	Yes	Yes

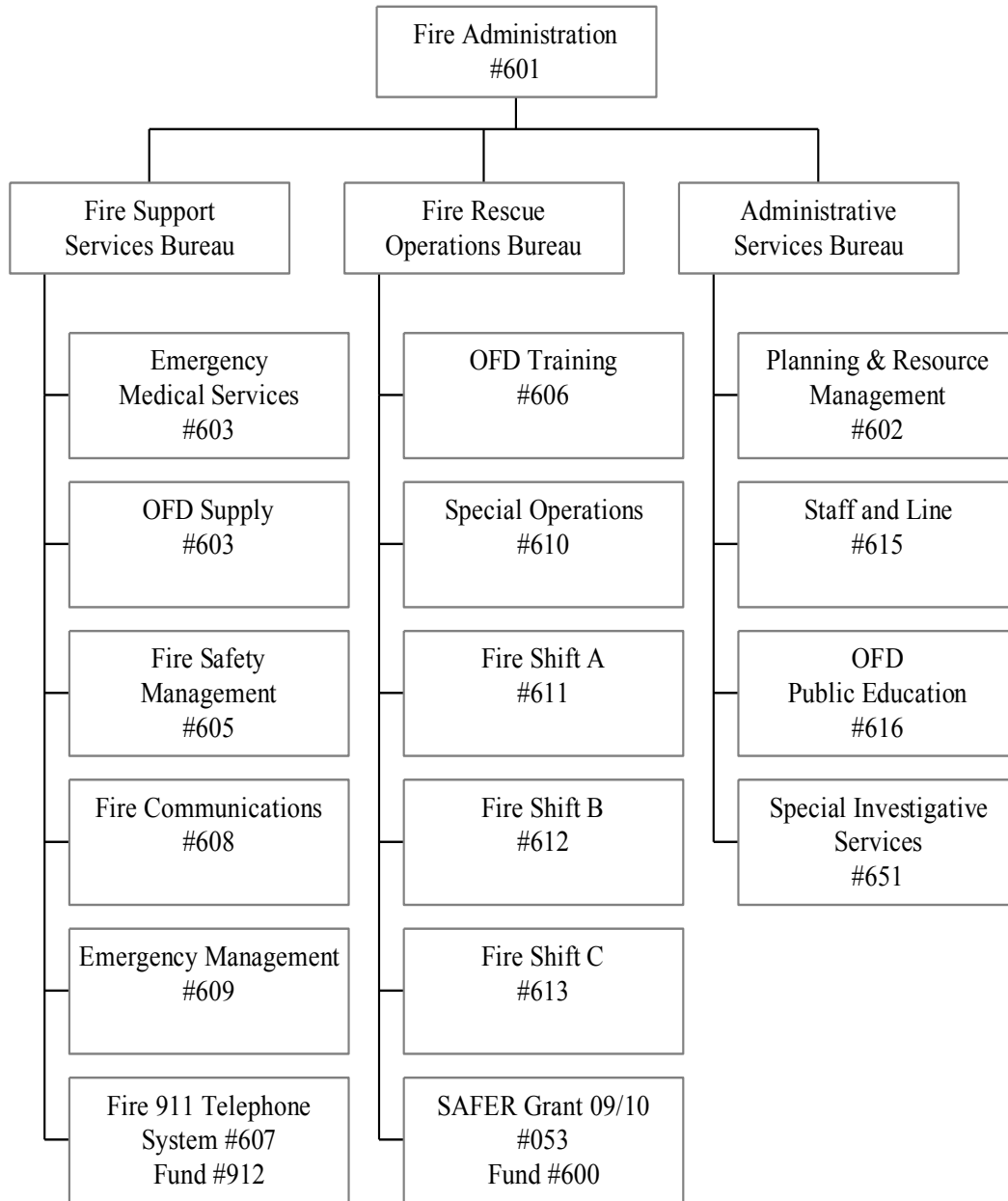


# FIRE



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

Fire Department



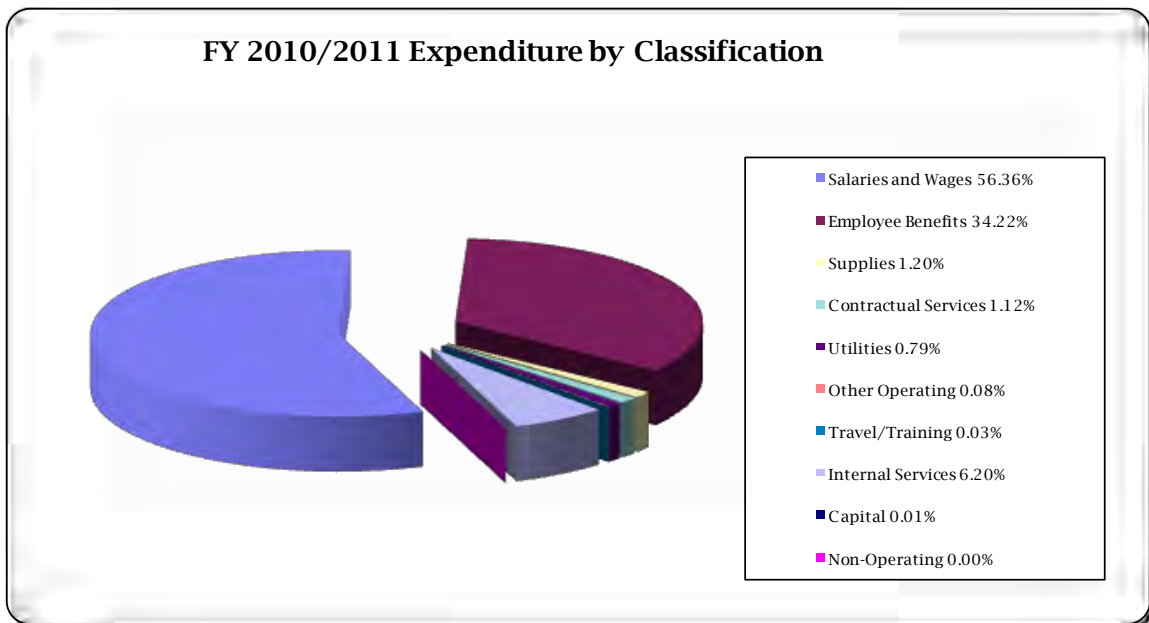
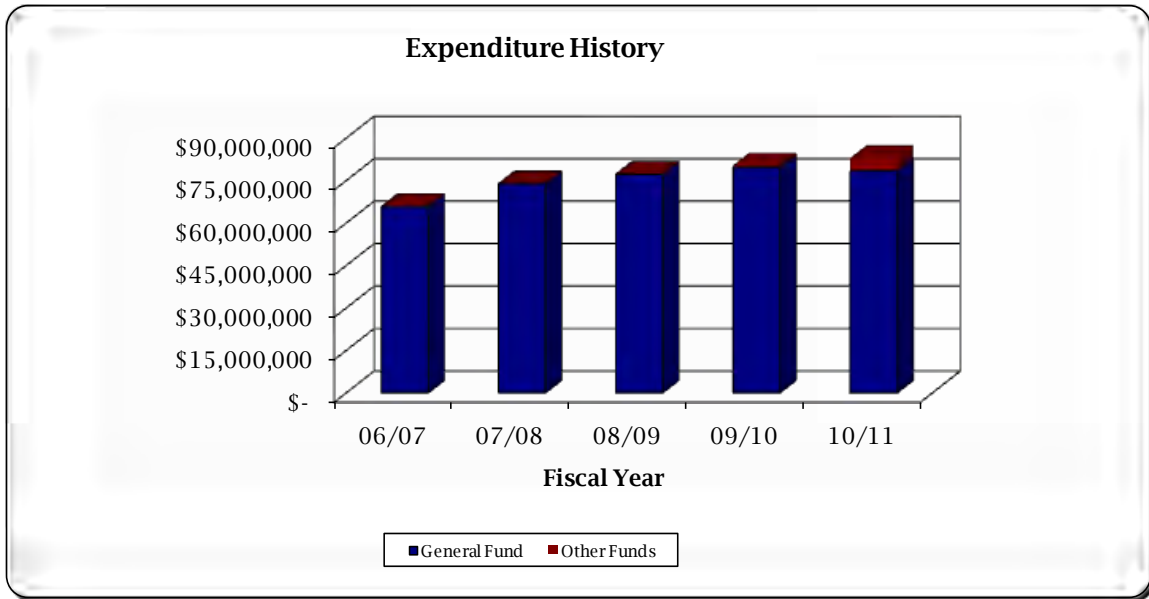


## Fire Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 1,395,150	\$ 1,565,659	\$ 1,687,924	\$ 122,265	7.81%
Administrative Services Bureau					
602 Planning & Resource Management	444,465	537,000	556,052	19,052	3.55%
615 Staff and Line	396,457	435,456	410,036	(25,420)	(5.84%)
616 OFD Public Education	147,030	144,217	157,766	13,549	9.39%
651 Special Investigative Services	824,279	881,156	896,831	15,675	1.78%
Fire-Support Services Bureau					
603 Emergency Medical Services	939,434	1,058,212	1,130,639	72,427	6.84%
604 OFD Supply	471,752	365,299	517,962	152,663	41.79%
605 Fire Safety Management	939,256	999,078	1,092,075	92,997	9.31%
608 Fire Communications	2,057,418	2,274,407	2,408,048	133,641	5.88%
609 City Emergency Management	254,437	188,258	162,704	(25,554)	(13.57%)
Fire-Rescue Operations Bureau					
606 OFD Training	1,322,858	1,380,173	1,414,487	34,314	2.49%
610 Special Operations	423,638	510,448	499,730	(10,718)	(2.10%)
611 Fire Shift A	21,714,676	21,877,261	21,546,386	(330,875)	(1.51%)
612 Fire Shift B	21,035,607	21,267,623	21,527,555	259,932	1.22%
613 Fire Shift C	21,244,355	21,138,997	20,805,312	(333,685)	(1.58%)
026 Non Departmental Op Center	285,094	243,267	244,267	1,000	0.41%
989 Non Departmental-Fire	3,327,406	4,842,824	3,477,696	(1,365,128)	(28.19%)
TOTAL -- GENERAL FUND	\$ 77,223,313	\$ 79,709,335	\$ 78,535,470	\$ (1,173,865)	(1.47%)
<b>EMS TRANSPORT FUND #510</b>					
214 EMS Transport	\$ -	\$ -	\$ 222,514	\$ 222,514	N/A
TOTAL -- EMS TRANSPORT FUND	\$ -	\$ -	\$ 222,514	\$ 222,514	N/A
<b>GRANT FUND #600</b>					
053 SAFER Grant 09/10	\$ -	\$ 649,925	\$ 4,225,342	\$ 3,575,417	550.13%
TOTAL -- GRANT FUND	\$ -	\$ 649,925	\$ 4,225,342	\$ 3,575,417	550.13%
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Fire-Support Services Bureau					
607 Fire 911 Emergency Phone System	\$ 18,152	\$ 36,441	\$ 36,441	\$ -	0.00%
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 18,152	\$ 36,441	\$ 36,441	\$ -	0.00%
TOTAL -- FIRE DEPARTMENT	\$ 77,241,465	\$ 80,395,701	\$ 83,019,767	\$ (1,173,865)	3.26%
Expenditure by Classification					
Salaries and Wages	\$ 44,288,420	\$ 44,476,399	\$ 46,785,965	\$ 2,309,566	5.19%
Employee Benefits	24,347,859	26,853,997	28,408,188	1,554,191	5.79%
Supplies	795,290	816,036	992,391	176,355	21.61%
Contractual Services	657,501	910,294	932,085	21,791	2.39%
Utilities	613,730	656,113	656,113	-	0.00%
Other Operating	64,351	65,675	65,675	-	0.00%
Travel/Training	22,427	28,710	28,710	-	0.00%
Internal Services	6,422,170	6,561,294	5,143,515	(1,417,779)	(21.61%)
Capital	29,490	24,815	6,000	(18,815)	(75.82%)
Non-Operating	228	2,368	1,125	(1,243)	(52.49%)
TOTAL -- FIRE DEPARTMENT	\$ 77,241,465	\$ 80,395,701	\$ 83,019,767	\$ 2,624,066	3.26%

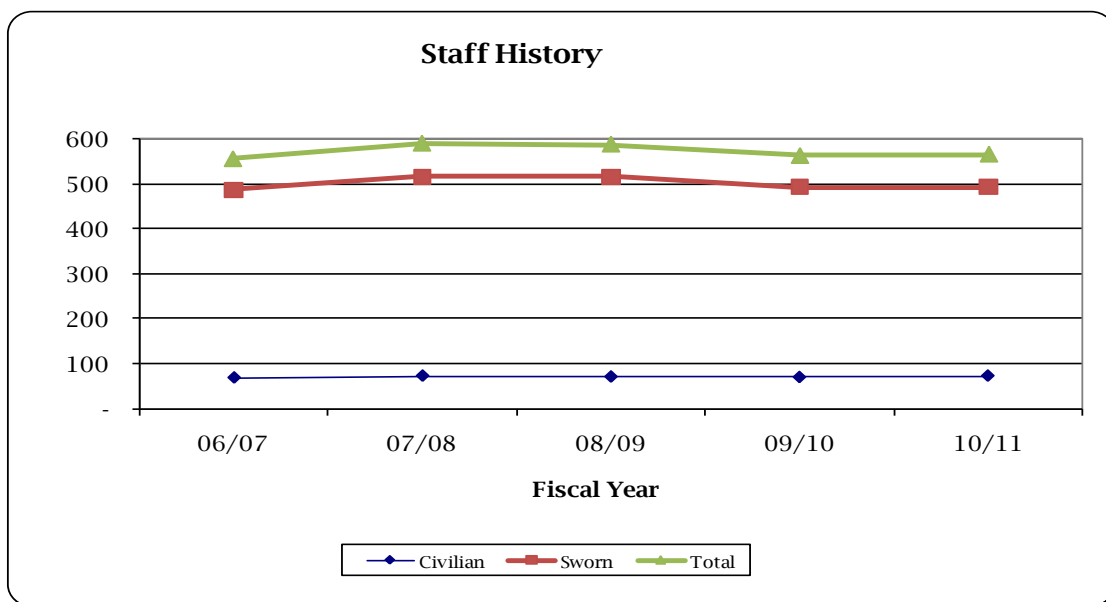
Fire Department



Fire Department

DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
601 Fire Administration	10	10	10
Administrative Services Bureau			
602 Planning & Resource Management	4	5	5
615 Staff and Line	3	3	3
616 Public Education	1	1	1
651 Special Investigative Services	5	5	5
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
609 City Emergency Management	3	1	1
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	168	146	146
612 Fire Shift B	167	144	144
613 Fire Shift C	165	140	140
TOTAL -- GENERAL FUND	<u>587</u>	<u>516</u>	<u>516</u>
<u>EMS TRANSPORT FUND #510</u>			
214 EMS Transport	-	-	3
TOTAL -- EMS TRANSPORT FUND	<u>-</u>	<u>-</u>	<u>3</u>
<u>GRANT FUND #600</u>			
053 SAFER Grant 09/10	-	46	46
TOTAL -- GENERAL FUND	<u>-</u>	<u>46</u>	<u>46</u>
TOTAL -- FIRE	<u>587</u>	<u>562</u>	<u>565</u>



## Fire Department

---

### Administrative Services Bureau

#### Mission Statement

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

#### Overview of Services/Program

The **Planning and Resource Management Division** manages fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus, station construction grant writing for apparatus, equipment and fire stations; and administering the public water hydrant flow and inspection program. Planning and Resource Management works collaboratively with the City of Orlando Economic Development Department to analyze the impact of new development within the city limits and the impact of new annexation on the ability of the Fire Department to provide emergency service delivery to those areas. Additionally, the section notifies Orlando Utilities Commission (OUC) Water of any public hydrant deficiencies requiring repairs and maintenance. Coordinates all requests for maps and GIS studies with City Technology Management Division. This area is also responsible for the analysis and GIS mapping functions, monitoring the department's performance against internally and externally set performance benchmarks and for making recommendations for performance improvement, including recommendations on needed additions to existing resources and resource deployment.

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

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 legal investigation for possible prosecution of a crime.
- Explosive Ordinance Disposal Services (EOD). Investigation and "Rendering Safe Procedures" involving explosive devices as well as post blast investigation. Provide "Threat Assessment" sweeps for public venues, special events and VIP protection in conjunction with the Secret Service.
- OFD Internal Affairs Investigations and Reporting. OFD's IRIS System. Handles the investigation of personnel for the Fire Chief or designee as needed.

## Fire Department

---

### Administrative Services Bureau

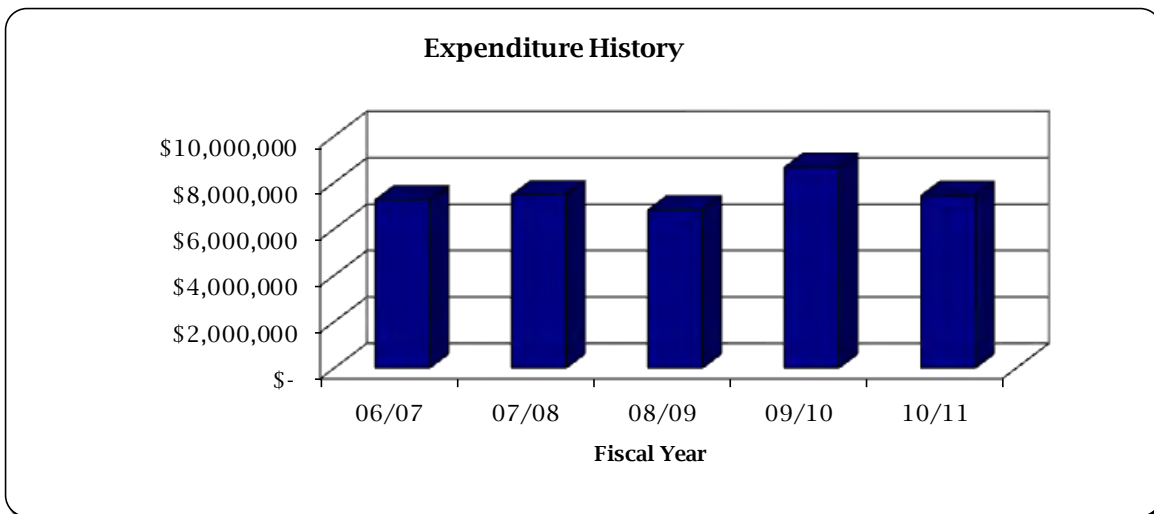
#### Major Accomplishments

- Completed construction and opened Firehouse 1.
- Completed construction and opened Firehouse 7.
- Serviced 4,943 hydrants.
- Delivery of over 400 community outreach events.
- Successful application for 2009 SAFER grant.
- In 2009 the SIS Division responded to:
  - 254 total Fire/Bomb related cases
  - 46 Outside Fires
  - 43 Vehicle Fires
  - 62 Structure Fires
  - 53 Suspicious Packages
  - 19 Bomb Threats
  - 21 Render Safe Procedures
  - 2 Post Blast investigations
  - 5 Threat Assessment Details
  - 2 Secret Service VIP Protection Details
  - 101 Internal Investigations

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 1,395,150	\$ 1,565,659	\$ 1,687,924	\$ 122,265	7.81%
Administrative Services Bureau					
602 Planning & Resource Management	444,465	537,000	556,052	19,052	3.55%
615 Staff and Line	396,457	435,456	410,036	(25,420)	(5.84%)
616 Public Education	147,030	144,217	157,766	13,549	9.39%
651 Special Investigative Services	824,279	881,156	896,831	15,675	1.78%
026 Non Departmental-Op Center	285,094	243,267	244,267	1,000	0.41%
989 Non Departmental-Fire	3,327,406	4,842,824	3,477,696	(1,365,128)	(28.19%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 6,819,882</b>	<b>\$ 8,649,579</b>	<b>\$ 7,430,572</b>	<b>\$ (1,219,007)</b>	<b>(14.09%)</b>
<b>TOTAL -- FIRE ADMINISTRATION</b>	<b>\$ 6,819,882</b>	<b>\$ 8,649,579</b>	<b>\$ 7,430,572</b>	<b>\$ (1,219,007)</b>	<b>(14.09%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
601 Fire Administration	10	10	10
Administrative Services Bureau			
602 Planning & Resource Management	4	5	5
615 Staff and Line	3	3	3
616 Public Education	1	1	1
651 Special Investigative Services	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>23</b>	<b>24</b>	<b>24</b>
<b>TOTAL -- FIRE ADMINISTRATION</b>	<b>23</b>	<b>24</b>	<b>24</b>



## Fire Department

---

### Fire Support Services Bureau

#### Mission Statement

To provide the highest standard of pre-hospital care to citizens and visitors, community risk reduction through inspections, effective and efficient emergency 911 communications and resources for field operations personnel.

#### Overview of Services/Programs

The **Emergency Medical Services (EMS) Division** manages all quality management 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 Fire Department's Infection Control program, EMS re-certification and in service training, as well as bi-annual license renewal. The EMS Office is responsible for the acquisition, maintenance and distribution of all EMS related supplies and equipment.

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

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

The **Communications Division** is the source that generates the alarms and coordinates the response assignments of field operations personnel. All emergency communications specialists and supervisors are certified by The National Academy of Emergency Dispatch and are trained to provide life-impacting instructions via telephone to assist patients until firefighters/paramedics arrive on the scene. This year the Communications Division became accredited through the National Academy of Emergency Dispatch, which only includes a little over 100 agencies nationwide. Members of Communications represent the department on various state, local and regional committees such as Emergency Medical Dispatch (EMD) and 700/800 Mhz radio. The Communications Division staffs three 8-hour shifts 24/7 365 days a year.

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 threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

The **Records Section** handles record management, data collection and reporting to the State Fire Marshal's Office. This section is also responsible for all OFD record retention and quality assurance at fire related reports insuring compliance with the National Incident Reporting System.

## Fire Department

---

### Fire Support Services Bureau

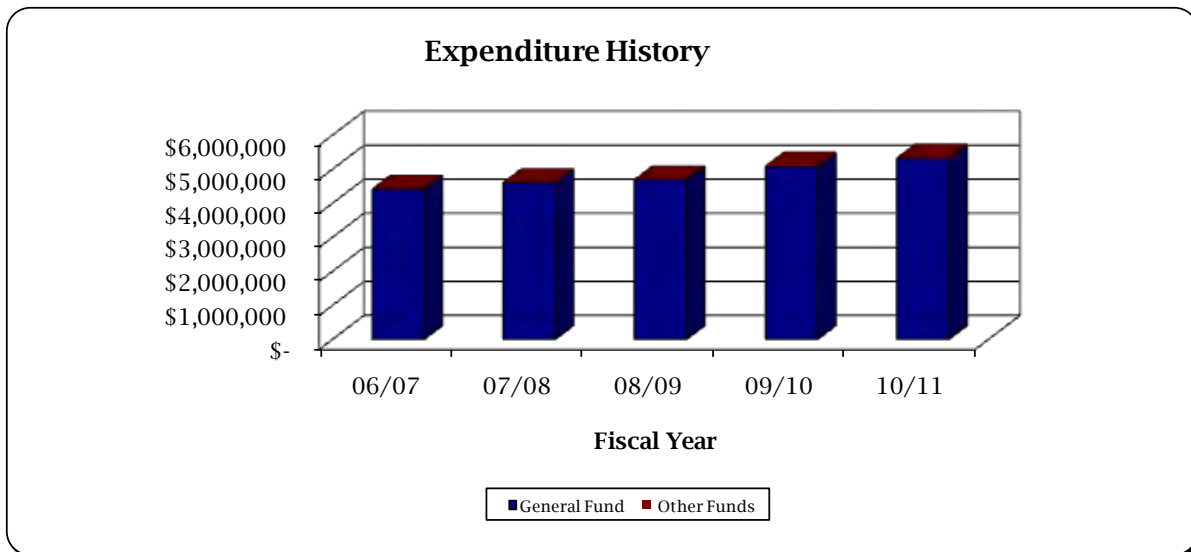
#### Major Accomplishments

- Performed 11,356 Company Surveys and 4,898 Full Fire Inspections.
- Performed 534 Exit Checks with 2,821 violations noted.
- Awarded Accreditation through the National Academy of Emergency Dispatch.
- Certified 500+ personnel in Basic Life Support Training (CPR for Healthcare Professionals).
- Created and Provided in excess of 7,500 hours of emergency medical continuing education training to personnel.
- OFD now provides 100% ALS patient record review.
- Became an American Heart Association Training Site.
- Hosted 514 meetings and/or training events for 12,487 attendees.
- Participated in statewide Hurricane Exercise and conducted five hurricane scenario tabletop exercises.
- Provided 87 general disaster preparedness workshops to civic and community groups including business leaders.
- Participated in Hispanic Chamber of Commerce Business Expo and distributed 5000 brochures
- Hosted 12 Tri-County Volunteer Organization Active in Disaster meetings.
- Hosted several international emergency management meetings including groups from Brazil, Canada, United Kingdom, Venezuela, Colombia, Japan, Turkey, Puerto Rico, South Africa and Taiwan.

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Support Services Bureau					
603 Emergency Medical Services	\$ 939,434	\$ 1,058,212	\$ 1,130,639	\$ 72,427	6.84%
604 OFD Supply	471,752	365,299	517,962	152,663	41.79%
605 Fire Safety Management	939,256	999,078	1,092,075	92,997	9.31%
608 Fire Communications	2,057,418	2,274,407	2,408,048	133,641	5.88%
609 City Emergency Management	278,031	380,344	162,704	(217,640)	(57.22%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,685,891</b>	<b>\$ 5,077,340</b>	<b>\$ 5,311,428</b>	<b>\$ 234,088</b>	<b>4.61%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
607 Fire 911 Emergency Phone System	\$ 18,152	\$ 36,441	\$ 36,441	\$ -	0.00%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEM</b>	<b>\$ 18,152</b>	<b>\$ 36,441</b>	<b>\$ 36,441</b>	<b>\$ -</b>	<b>0.00%</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>\$ 4,704,043</b>	<b>\$ 5,113,781</b>	<b>\$ 5,347,869</b>	<b>\$ 234,088</b>	<b>4.58%</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
609 Emergency Management	3	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>54</b>	<b>52</b>	<b>52</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>54</b>	<b>52</b>	<b>52</b>

## Fire Department

---

### Fire Rescue Operations Bureau

#### Mission Statement

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

#### Overview of Services/Programs

The **Field Operations Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are cross-trained firefighter/emergency medical service providers that respond to fires, hazardous material releases, technical rescue incidents, dive incidents and emergency medical calls for assistance. In addition to emergency service delivery, field operations personnel also provide support for the department's public education section by providing fire safety, healthy living and injury prevention demonstrations, information and classes for citizens, as well as the Fire Department liaison to the Mayor's anti-terrorism task force.

The **Field Operations Division** is the department's largest division with three 24-hour shifts employing 492 sworn personnel. The Fire Department operates 42-staffed frontline units including 18 fire engines, 7 tower trucks, 8 rescue trucks, 1 hazardous materials unit, 1 heavy rescue, 5 district chief vehicles, 1 Aircraft Crash Fire Rescue and 1 shift commander vehicle. Services are provided 24/7/365.

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

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

#### Major Accomplishments

- In the calendar year 2009 the Orlando Fire Department responded to 44,420 emergency alarms, 31,112 of which were emergency medical alarms.
- Completed 121,668 hours of company training (5 classes each month with a four hour assignment on each class) and managed 14,497 hours of multi-company and night drills, quarterly Engineer, Relief Driver and Officer Academy training classes.
- Attended over 500 community events providing outreach education and community service.
- Conducted eight site delivered Company Training Drills, consisting of approximately 11,520 hours.
- Conducted four Officer Academy classes to all Company and Chief Officers, consisting of approximately 1,528 hours.
- Conducted four Apparatus Engineer classes to all Engineers, consisting of approximately 1,412 hours, and an additional 940 hours to approximately 160 Relief Driver personnel.

## Fire Department

---

### Fire Rescue Operations Bureau

- Assisted the City Civil Service Section with the delivery of one Engineer Promotional Process.
- Developed and delivered five Educational Development Program courses per month to all personnel, consisting of approximately 117,600 hours.
- The Special Operations Section conducted and administered the following training hours per discipline:
  - Hazardous Materials Technician - 2,615 team hours
  - Hazardous Materials Operations - 1,185 hours
  - Confined Space - 388 hours
  - VMR - 315 hours
  - Rope Rescue - 1,895 hours
  - Collapse Rescue - 515 hours
  - Trench Rescue - 225 hours
  - Dive Rescue - 2,110 hours

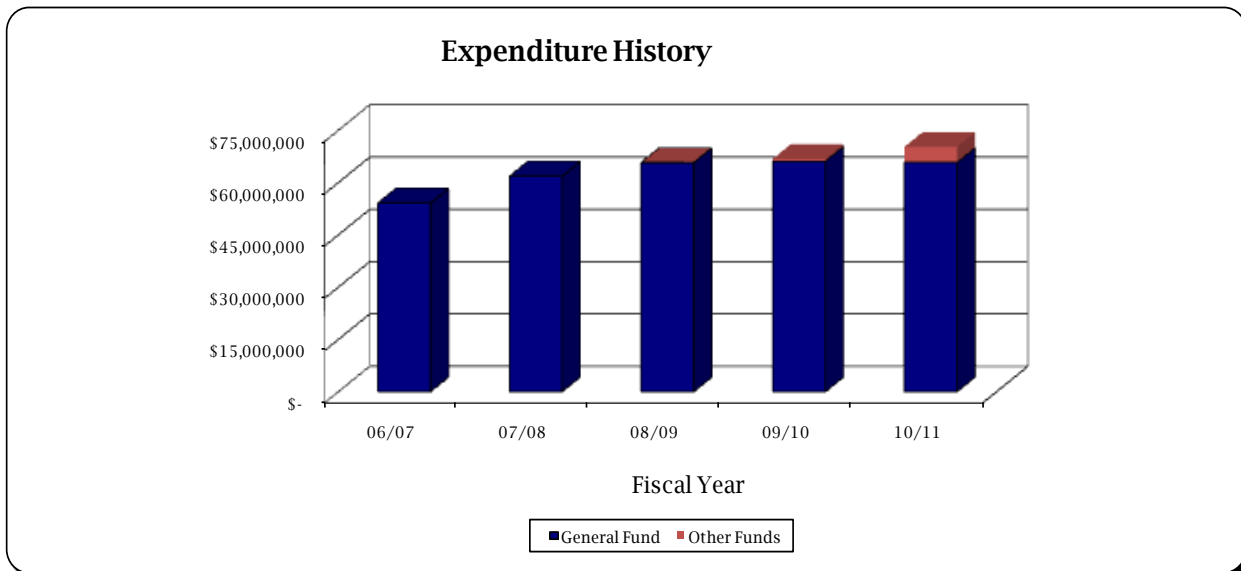
#### **Future Outlook**

- OFD will strive to retain our ISO 1 rating, improve service delivery, and plan for future growth. The Department anticipates a re-evaluation in 2010 in accordance with current ISO policy to evaluate ISO 1 fire departments every two years. As Southeast Orlando expands and develops with the opening of the “Medical City” we will need to plan for growth in the area to include the eventual need for a third Lake Nona fire station. Additionally, we will continue to monitor call volume and service response in the Baldwin Park and adjacent communities in Northeast Orlando. OFD will be assuming the primary role of EMS Transport for the citizens and visitors in Orlando. The assumption of duties will not only have an improvement in continued patient care, but will also provide a revenue source to the Fire Department that will help offset future costs.
- We continue to monitor and study ways to improve service delivery and revenue options for assistance in funding Fire Rescue operations.

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Rescue Operations Bureau					
606 OFD Training	\$ 1,186,119	\$ 1,325,321	\$ 1,414,487	\$ 89,166	6.73%
610 Special Operations	567,518	539,946	499,730	(40,216)	(7.45%)
611 Fire Shift A	21,714,676	21,877,261	21,546,386	(330,875)	(1.51%)
612 Fire Shift B	21,035,607	21,267,623	21,527,555	259,932	1.22%
613 Fire Shift C	21,244,355	21,138,997	20,805,312	(333,685)	(1.58%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 65,748,275</b>	<b>\$ 66,149,148</b>	<b>\$ 65,793,470</b>	<b>\$ (355,678)</b>	<b>(0.54%)</b>
<b>EMS TRANSPORT FUND #510</b>					
214 EMS Transport	\$ -	\$ -	\$ 222,514	\$ 222,514	N/A
<b>TOTAL -- EMS TRANSPORT FUND</b>	<b>-</b>	<b>-</b>	<b>222,514</b>	<b>222,514</b>	<b>N/A</b>
<b>GRANT FUND #600</b>					
053 SAFER ARRA Grant 09/10	\$ -	\$ 649,925	\$ 4,225,342	\$ 3,575,417	550.13%
<b>TOTAL -- GRANT FUND</b>	<b>\$ -</b>	<b>\$ 649,925</b>	<b>\$ 4,225,342</b>	<b>\$ 3,575,417</b>	<b>550.13%</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>\$ 65,748,275</b>	<b>\$ 66,799,073</b>	<b>\$ 70,241,326</b>	<b>\$ 3,442,253</b>	<b>5.15%</b>



## Fire Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	168	146	146
612 Fire Shift B	167	144	144
613 Fire Shift C	165	140	140
TOTAL -- GENERAL FUND	510	440	440
<u>EMS TRANSPORT FUND #510</u>			
214 EMS Transport	-	-	3
TOTAL -- EMS TRANSPORT FUND	-	-	3
<u>GRANT FUND #600</u>			
053 SAFER Grant 09/10	-	46	46
TOTAL -- GENERAL FUND	-	46	46
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	510	486	489

## Fire Department

### Fire Department Operational Performance

#### Balanced Scorecard Report

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Number of EMS recertification training hours	34	16	16
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month	87.52%	94.35%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided	N/A	76	24
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided	N/A	16	12

#### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

#### Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	65.53%	64.42%	75%
Fire-Support Services Bureau	Effective firefighting force on scene for structure fire	45.98%	49.27%	90%
Fire-Support Services Bureau	Overall Apparatus Reliability	94.49%	98.2%	95%
Fire-Support Services Bureau	Percentage of 911 voice calls answered within 10 seconds	98.75%	98.58%	90%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls	86.36%	75.86%	90%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed	94.74%	73.87%	98%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies	91.48%	71.1%	100%
Fire-Support Services Bureau	Total percentage of the building value saved from fire	95.85%	71.32%	90%
Fire-Support Services Bureau	Percentage of EXIT Checks completed	89.4%	89.88%	98%



Fire Department

---

THIS PAGE LEFT INTENTIONALLY BLANK.





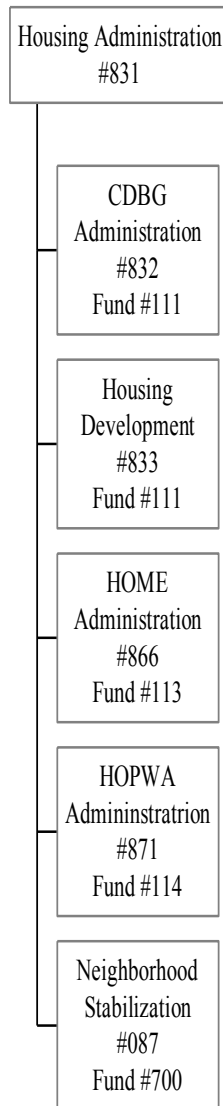
**H  
O  
U  
S  
I  
N  
G  
&  
C  
O  
M  
M  
U  
N  
I  
T  
Y  
D  
E  
V  
E  
L  
O  
P  
M  
E  
N  
T**

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



Housing and Community Development Department

---



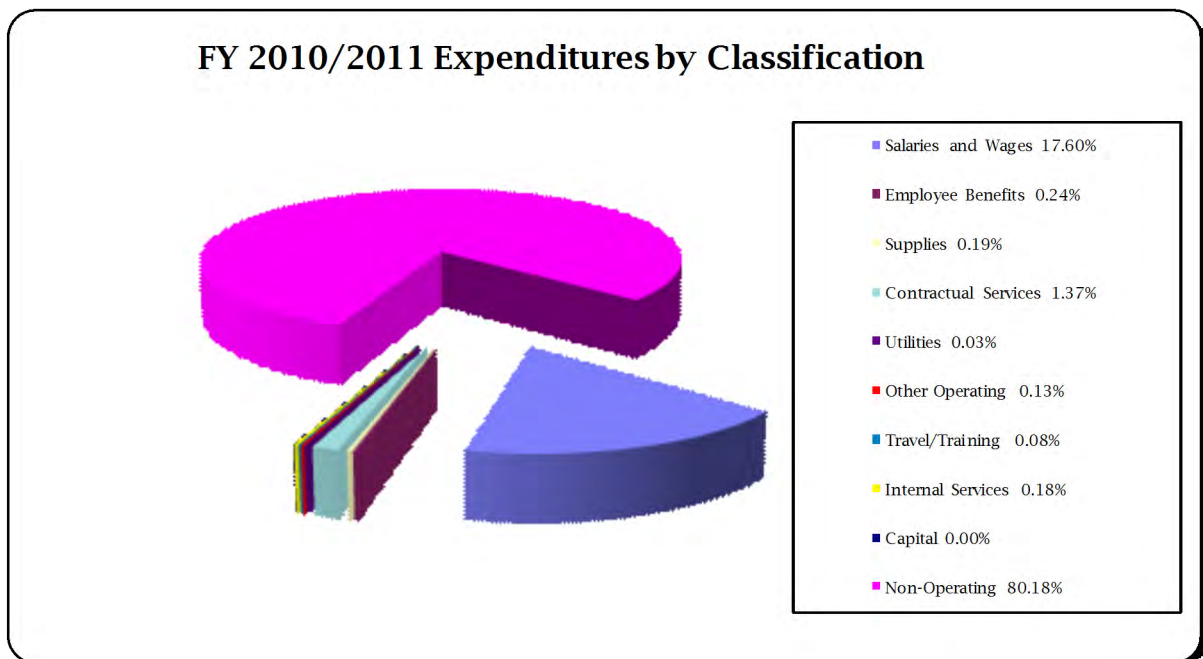
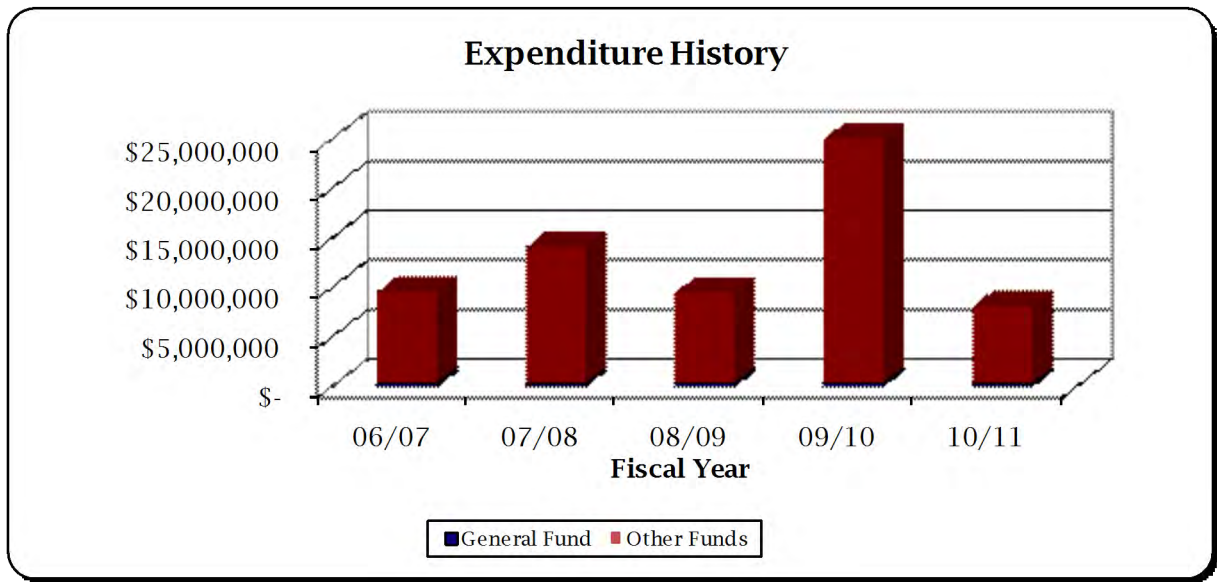
## Housing and Community Development Department

### DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
831 Housing and Community Development	\$ 323,455	\$ 275,856	\$ 278,221	\$ 2,365	0.86%
TOTAL -- GENERAL FUND	\$ 323,455	\$ 275,856	\$ 278,221	\$ 2,365	0.86%
<u>FY11 COMMUNITY DEV. BLOCK GRANT FUND #430</u>					
Housing and Community Development Division					
1324010 CDBG Administration	\$ 2,376,394	\$ 4,193,461	\$ 2,407,389	\$ (1,786,072)	(42.59%)
1325010 Housing Development	335,672	449,911	450,000	89	0.02%
TOTAL -- CDBG FUND	\$ 2,712,066	\$ 4,643,372	\$ 2,857,389	\$ (1,785,983)	(38.46%)
<u>FY11 HOME INVESTMENT PARTNERSHIP PROG. FUND #515</u>					
Housing and Community Development Division					
1326010 HOME Administration	\$ 1,462,402	\$ 4,297,848	\$ 1,670,130	\$ (2,627,718)	(61.14%)
TOTAL -- HOME FUND	\$ 1,462,402	\$ 4,297,848	\$ 1,670,130	\$ (2,627,718)	(61.14%)
<u>FY11 HOPWA GRANT FUND #456</u>					
Housing and Community Development Division					
1327010 HOPWA Administration	\$ 3,082,584	\$ 5,445,414	\$ 3,650,995	\$ (1,794,419)	(32.95%)
TOTAL -- HOPWA GRANT FUND	\$ 3,082,584	\$ 5,445,414	\$ 3,650,995	\$ (1,794,419)	(32.95%)
<u>ESG GRANT FUND #116</u>					
Housing and Community Development Division					
3291010 ESG 2010/11 Grant	\$ 99,326	\$ 98,806	\$ 117,662	\$ 18,856	19.08%
TOTAL -- ESG GRANT FUND	\$ 99,326	\$ 98,806	\$ 117,662	\$ 18,856	19.08%
<u>LOCAL HOUSING ASSISTANCE TRUST FUND #123</u>					
Housing and Community Development Division					
876 SHIP 2009/2010	\$ 574,636	\$ 198,240	\$ -	\$ (198,240)	(100.00%)
TOTAL -- LOCAL HOUSING ASSISTANCE FUND	\$ 574,636	\$ 198,240	\$ -	\$ (198,240)	(100.00%)
<u>NEIGHBORHOOD STABILIZATION PROGRAM FUND #700</u>					
Housing and Community Development Division					
087 NSP Administration	\$ 347,800	\$ 6,382,463	\$ 285,549	\$ (6,096,914)	(95.53%)
TOTAL -- NEIGHBORHOOD STABILIZATION PROG. FUND	\$ 347,800	\$ 6,382,463	\$ 285,549	\$ (6,096,914)	(95.53%)
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	<u>\$ 8,602,269</u>	<u>\$ 21,341,999</u>	<u>\$ 8,859,946</u>	<u>\$ (6,385,139)</u>	(58.49%)
Expenditure by Classification					
Salaries and Wages	\$ 917,899	\$ 1,737,839	\$ 1,560,020	\$ (177,819)	(10.23%)
Employee Benefits	167,698	315,836	21,003	(294,833)	(93.35%)
Supplies	11,969	30,750	16,804	(13,946)	(45.35%)
Contractual Services	7,124,127	14,174,543	121,647	(14,052,896)	(99.14%)
Utilities	4,633	6,989	2,297	(4,692)	(67.13%)
Other Operating	21,512	11,509	11,284	(225)	(1.95%)
Travel/Training	5,409	-	6,700	6,700	N/A
Internal Services	20,465	26,124	15,969	(10,155)	(38.87%)
Capital	328,366	2,635,938	-	(2,635,938)	(100.00%)
Non-Operating	190	2,402,471	7,104,222	4,701,751	195.70%
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	<u>\$ 8,602,269</u>	<u>\$ 21,341,999</u>	<u>\$ 8,859,946</u>	<u>\$ (12,482,053)</u>	(58.49%)

The Funds listed on the organization chart on the preceding page are the master or parent Funds. For CDBG, HOME and HOPWA new sub or child Funds are created each year to enhance grant reporting and properly segregate funds.

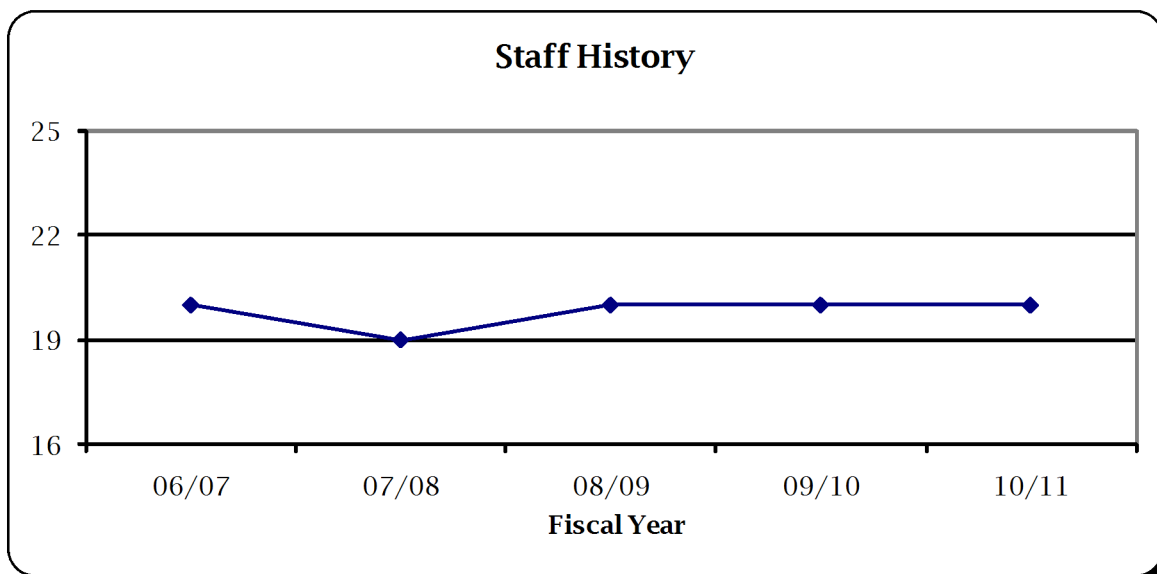
Housing and Community Development Department



Housing and Community Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
GENERAL FUND #100			
Housing and Community Development Division			
831 Housing and Community Development	3	3	3
TOTAL -- GENERAL FUND	3	3	3
COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111			
Housing and Community Development Division			
832 CDBG Administration	6	6	6
833 Housing Development	6	6	6
TOTAL -- CDBG FUND	12	12	12
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113			
Housing and Community Development Division			
866 HOME Administration	4	4	4
TOTAL -- HOME FUND	4	4	4
NEIGHBORHOOD STABILIZATION PROGRAM FUND #700			
Housing and Community Development Division			
087 NSP Administration	1	1	1
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	1	1	1
TOTAL -- HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT	20	20	20



## Housing and Community Development Department

---

**Mission Statement:**

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

**Overview of Services/Program**

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

**Major Accomplishments**

- Accomplishing the goals of federal grants awarded through The American Recovery and Reinvestment Act of 2009:
  1. Neighborhood Stabilization Program (NSP)
  2. Homelessness Prevention and Rapid Re-Housing Program (HPRP)
  3. Community Development Block Grants (Recovery)
- Partnership with Orlando Utilities Commission (OUC) on the creation of the POWER Program. The POWER program (Provide Opportunity for Weatherization, Efficiency and Rehabilitation) focuses on incorporating green building and energy efficiencies into existing homes.
- The renovation of The Village Square. The Village Square is a 30,000 square foot commercial building encompassing retail, professional and community organizations. Community Development Block Grants funds totaling \$808,469 were awarded to The Village of Orlando, Inc. for acquisition and rehab.

**Future Outlook**

- Continue to acquire, rehabilitate and resale foreclosed homes.
- Work with nonprofit community based organizations to assist families at risk of homelessness.
- Provide funding assistance to the Public Works Department for infrastructure improvements to benefit a low moderate income community.

## Housing and Community Development Department

---

### Housing & Community Development Department Operational Performance Balanced Scorecard Report

#### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department falling within the "Normal" range as evidenced by monthly budget financial status report	No	No	Yes

#### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program	45	15	17
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program	21	76	19
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations	8,486	10,136	9,000



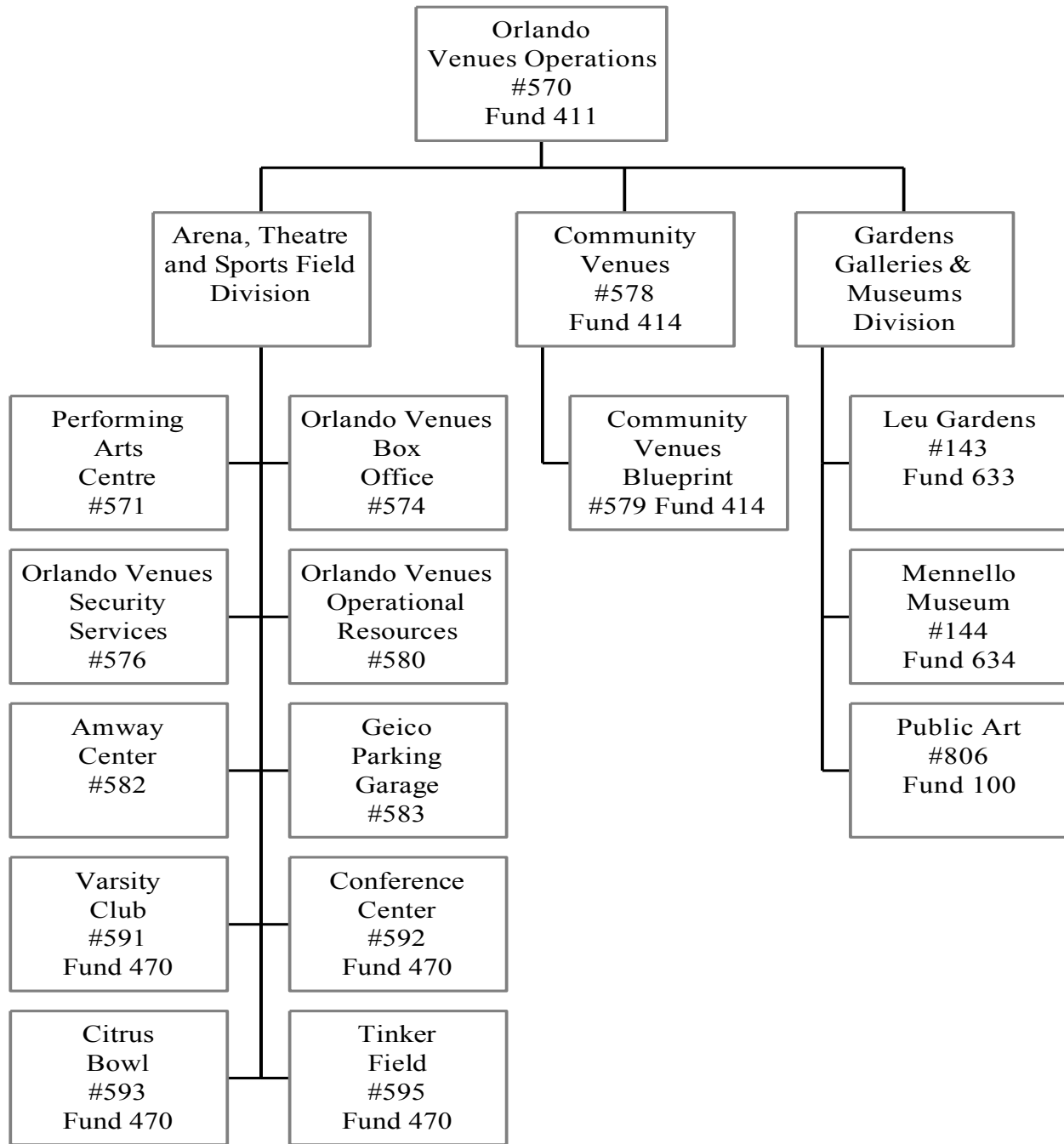


O  
R  
L  
A  
N  
D  
O  
  
V  
E  
N  
U  
E  
S

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



Orlando Venues Department



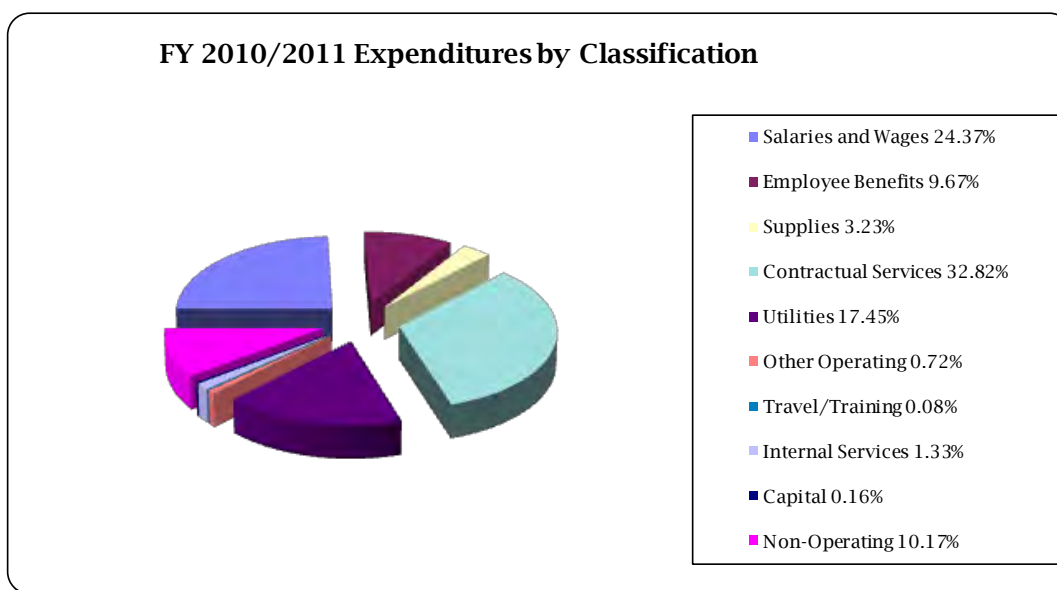
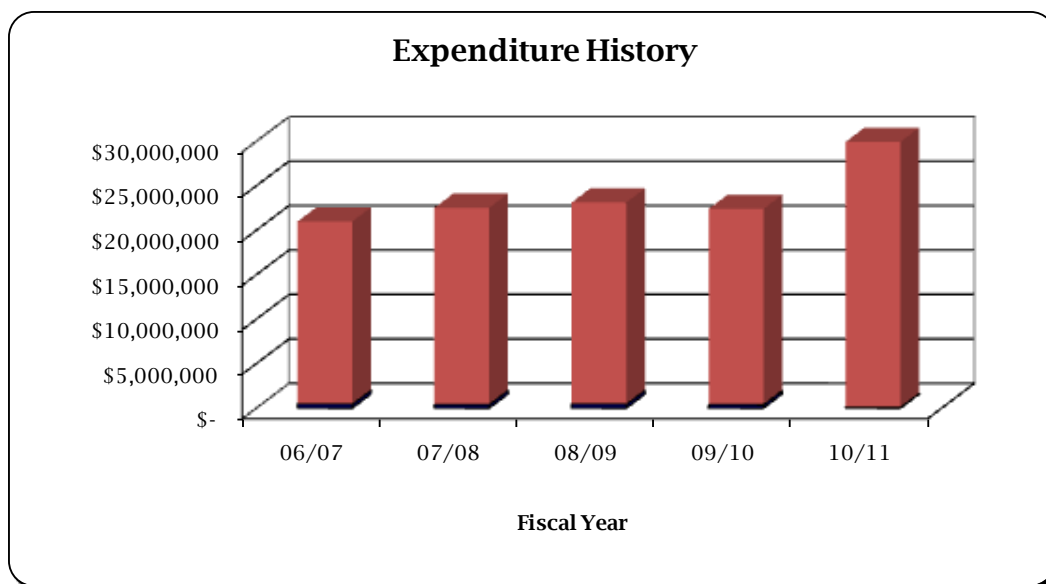
## Orlando Venues Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Gardens, Galleries & Museums Division					
806 Public Art	\$ 147,287	\$ 110,970	\$ 68,300	\$ (42,670)	(38.45%)
082 Nondepartmental Orlando Venues	276,312	258,750	-	(258,750)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 423,598</b>	<b>\$ 369,720</b>	<b>\$ 68,300</b>	<b>\$ (301,420)</b>	<b>(81.53%)</b>
<b>ORLANDO VENUES FUND #411</b>					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 90,234	\$ 88,646	\$ -	\$ (88,646)	(100.00%)
571 Performing Arts Centre	1,754,733	1,707,974	1,651,666	(56,308)	(3.30%)
572 Arena	10,891,986	8,548,265	-	(8,548,265)	(100.00%)
574 Orlando Venues Box Office	(1,693)	(3,265)	199,201	202,466	(6201.10%)
575 Orlando Venues Grounds Maintenance	-	-	-	-	N/A
576 Orlando Venues Security Services	-	12,178	2,500	(9,678)	(79.47%)
577 Orlando Venues Technical Services	-	(1,785)	-	1,785	(100.00%)
580 Venues Operational Resources	-	-	-	-	N/A
582 Amway Center	-	-	17,144,388	17,144,388	N/A
583 Geico Parking Garage	-	-	(912,494)	(912,494)	N/A
985 Nondepartmental - Orlando Venues	938,122	841,692	1,823,357	981,665	116.63%
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$ 13,673,383</b>	<b>\$ 11,193,705</b>	<b>\$ 19,908,618</b>	<b>\$ 8,714,913</b>	<b>77.86%</b>
<b>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</b>					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 2,114,222	\$ 2,261,241	\$ 2,014,388	\$ (246,853)	(10.92%)
579 Community Venues Blueprint	535,210	742,509	801,990	59,481	8.01%
730 Nondepartmental - Community Venues	48,351	263,637	132,152	(131,485)	(49.87%)
<b>TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN</b>	<b>\$ 2,697,783</b>	<b>\$ 3,267,387</b>	<b>\$ 2,948,530</b>	<b>\$ (318,857)</b>	<b>(9.76%)</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 20,615	\$ 27,761	\$ 24,000	\$ (3,761)	(13.55%)
592 Conference Center	55,808	138,130	62,194	(75,936)	(54.97%)
593 Citrus Bowl	2,564,320	2,303,644	2,439,143	135,499	5.88%
595 Tinker Field	410,315	275,181	343,322	68,141	24.76%
974 Nondepartmental - CFA	183,875	491,653	770,353	278,700	56.69%
Projects	138,004	1,216,194	90,432	(1,125,762)	(92.56%)
<b>TOTAL -- CIVIC FACILITIES AUTHORITY FUND</b>	<b>\$ 3,372,938</b>	<b>\$ 4,452,563</b>	<b>\$ 3,729,444</b>	<b>\$ (723,119)</b>	<b>(16.24%)</b>
<b>H.P. LEU GARDENS TRUST FUND #633</b>					
Gardens, Galleries & Museums Division					
143 H.P. Leu Gardens	\$ 2,306,063	\$ 2,398,496	\$ 2,609,023	\$ 210,527	8.78%
9402 H.P. Leu Gardens Sales Shop	81,981	82,611	83,000	389	0.47%
Projects	75,383	106,629	-	(106,629)	(100.00%)
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>\$ 2,463,427</b>	<b>\$ 2,587,736</b>	<b>\$ 2,692,023</b>	<b>\$ 104,287</b>	<b>4.03%</b>
<b>MENNELLO MUSEUM FUND #634</b>					
Gardens, Galleries & Museums Division					
144 Mennello Museum of American Art	\$ 494,112	\$ 521,681	\$ 601,683	\$ 80,002	15.34%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 494,112</b>	<b>\$ 521,681</b>	<b>\$ 601,683</b>	<b>\$ 80,002</b>	<b>15.34%</b>
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$ 23,125,241</b>	<b>\$ 22,392,792</b>	<b>\$ 29,948,598</b>	<b>\$ 7,555,806</b>	<b>33.74%</b>

Orlando Venues Department

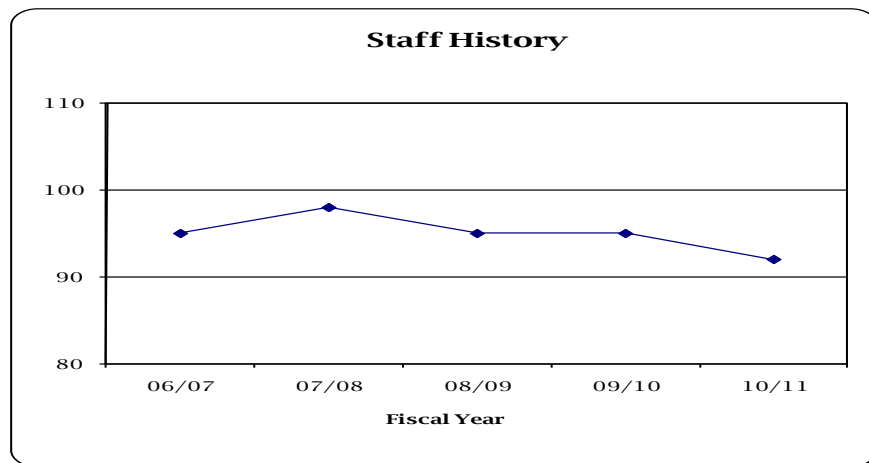
	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 6,931,648	\$ 6,271,922	\$ 7,297,622	\$ 1,025,700	16.35%
Employee Benefits	2,304,701	2,360,697	2,894,932	534,235	22.63%
Supplies	725,610	705,639	967,386	261,747	37.09%
Contractual Services	9,088,686	8,474,448	9,828,536	1,354,088	15.98%
Utilities	2,316,044	2,335,754	5,225,593	2,889,839	123.72%
Other Operating	269,925	219,971	217,196	(2,775)	(1.26%)
Travel/Training	31,462	11,240	23,400	12,160	108.19%
Internal Services	525,544	520,041	397,931	(122,110)	(23.48%)
Capital	17,948	67,334	50,000	(17,334)	(25.74%)
Non-Operating	913,673	1,425,746	3,046,002	1,620,256	113.64%
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$ 23,125,241</b>	<b>\$ 22,392,792</b>	<b>\$ 29,948,598</b>	<b>\$ 7,555,806</b>	<b>33.74%</b>



Orlando Venues Department

DEPARTMENT STAFFING SUMMARY

	Actual 2008/2008	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Gardens, Galleries & Museums Division			
806 Public Art	1	-	-
TOTAL -- GENERAL FUND	1	-	-
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	13	16	15
571 Performing Arts Centre	5	3	4
572 Arena	12	11	-
574 Orlando Venues Box Office	9	2	2
576 Orlando Venues Security Services	8	12	12
577 Orlando Venues Technical Services	5	1	-
580 Venues Operational Resources	-	5	7
582 Amway Center	-	5	15
TOTAL -- ORLANDO VENUES FUND	52	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	2	3	3
579 Community Venues Blueprint	4	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	6	7	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	6	6
595 Tinker Field	2	1	1
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	8	7	7
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division			
143 H.P. Leu Gardens	25	23	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	23	20
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- Orlando Venues	95	95	92



## Orlando Venues Department

### Arena, Theatre and Sports Field Divisions

---

#### Mission Statement

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

#### Overview of Services/Programs

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

- Reported as #91 on *Pollstar's Top 100 Worldwide Arenas (Pollstar Third Quarter Report, October 2009)*.
- Reported as #85 on *Pollstar's Top 100 Worldwide Arenas (Pollstar Year End Report, January 2010)*.
- Reported as #14 on *Venue Today's Top Stops (Venues Today, January 2010)*.
- Elevated our patrons' experiences by presenting 15 Canon Club pre-event dinners.
- Hosted 7 NBA Playoff games (Spring 2010).
- Orlando Magic NBA Playoffs generated \$1.8 million in food and beverage gross revenue (Spring 2010).
- Presented two performances of *Star Wars in Concert*, featuring a live orchestra and traveling prop exhibit (May 2010).
- Hosted return of Arena Football League's Orlando Predators (2010).
- Hosted inaugural season of National Lacrosse League's Orlando Titans (2010).

##### Bob Carr Performing Arts Centre

- Reported as third highest grossing performing arts center in Florida (*Venues Today*, December 2009).
- Reported as #10 on *Venues Today's* year end list of highest grossing performing arts centers in North America (*Venues Today*, Dec. 2009).
- Reported as #58 on *Pollstar's Top 100 Worldwide Theatre Venues (Pollstar, January 2010)*.
- Presented 32 performances of *Phantom of the Opera* for a total gross of \$2.9 million in ticket sales (Jan. 20 - Feb. 14, 2010).

## Orlando Venues Department

---

### Florida Citrus Bowl Stadium

- Presented the 30<sup>th</sup> Annual Florida Classic, continuing the historic state rivalry between Florida A&M University and Bethune-Cookman University (November 21, 2009).
- Reported as #8 on *Venues Today* list of highest grossing stadiums in North America (*Venues Today*, December 2009).
- Hosted FHSAA High School Football Finals (December 2009).
- Presented the Champs Sports Bowl and Capital One Bowl, with 3 day turn-around between games (Dec. 29, 2009 & Jan. 1, 2010).
- Reported as #13 on *Venue Today's Top Stops* (*Venues Today*, January 2010).
- Hosted East-West Shrine Game (January 2010).
- Hosted the sold out Monster Jam 2010 (January 30, 2010).
- Host of the 2010 MEAC/SWAC Challenge, Southern v. Delaware State (September 5, 2010).

### Tinker Field

- Presented WJRR Earthday Birthday 17 concert, with \$792,620 in gross ticket sales (May 1, 2010).

### Future Outlook

- October 2010 will see the opening of the new Amway Center; a premier sports and entertainment venue serving the citizens of Central Florida. The Amway Center will feature advanced technology, a variety of seating options and hospitality space, as well as an in-house restaurant and attached parking garage.
- The City of Orlando has approved a \$10 million renovation budget to restore and expand upon the Florida Citrus Bowl. Renovations are to be made to the stadium's stairwells, lighting towers, and ventilation systems, in addition to installation of new synthetic field turf. The plan also includes replacing the locker room roof and two emergency generators.
- The Bob Carr Performing Arts Centre will continue to serve as Orlando's major arts and entertainment theatre.

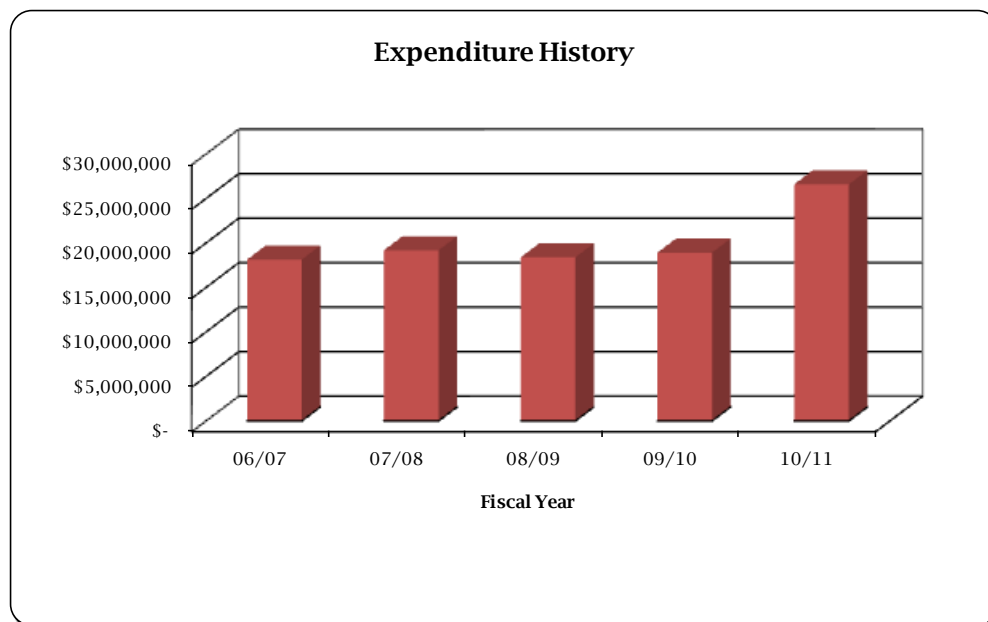
### Events

- To commemorate the October 2010 opening of the Amway Center, the City of Orlando has planned a month long schedule of grand opening events.
- The Amway Center has been selected as the site for the 2012 NBA All-Star Game.
- Bob Carr Performing Arts Centre will host a multi-week engagement of the Tony Award winning musical *Wicked* in early 2011. Orlando Venues partners with Florida Theatrical Association in presenting the Broadway Across America Orlando productions.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>ORLANDO VENUES FUND #411</b>					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 90,234	\$ 88,646	\$ -	\$ (88,646)	(100.00%)
571 Performing Arts Centre	1,754,733	1,707,974	1,651,666	(56,308)	(3.30%)
572 Arena	10,891,986	8,548,265	-	(8,548,265)	(100.00%)
574 Orlando Venues Box Office	(1,693)	(3,265)	199,201	202,466	(6201.10%)
575 Orlando Venues Grounds Maintenance	-	-	-	-	N/A
576 Orlando Venues Security Services	-	12,178	2,500	(9,678)	(79.47%)
577 Orlando Venues Technical Services	-	(1,785)	-	1,785	(100.00%)
580 Venues Operational Resources	-	-	-	-	N/A
582 Amway Center	-	-	17,144,388	17,144,388	N/A
583 Geico Parking Garage	-	-	(912,494)	(912,494)	N/A
985 Nondepartmental - Orlando Venues	938,122	841,692	1,823,357	981,665	116.63%
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$ 13,673,383</b>	<b>\$ 11,193,705</b>	<b>\$ 19,908,618</b>	<b>\$ 8,714,913</b>	<b>77.86%</b>
<b>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</b>					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 2,114,222	\$ 2,261,241	\$ 2,014,388	\$ (246,853)	(10.92%)
579 Community Venues Blueprint	535,210	742,509	801,990	59,481	8.01%
730 Nondepartmental - Community Venues	48,351	263,637	132,152	(131,485)	(49.87%)
<b>TOTAL -- COMMUNITY VENUES ADMIN FUND</b>	<b>\$ 2,697,783</b>	<b>\$ 3,267,387</b>	<b>\$ 2,948,530</b>	<b>\$ (318,857)</b>	<b>(9.76%)</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 20,615	\$ 27,761	\$ 24,000	\$ (3,761)	(13.55%)
592 Conference Center	55,808	138,130	62,194	(75,936)	(54.97%)
593 Citrus Bowl	2,564,320	2,303,644	2,439,143	135,499	5.88%
595 Tinker Field	410,315	275,181	343,322	68,141	24.76%
974 Nondepartmental - CFA	183,875	491,653	770,353	278,700	56.69%
Projects	138,004	1,216,194	90,432	(1,125,762)	(92.56%)
<b>TOTAL -- CIVIC FACILITIES AUTHORITY FUND</b>	<b>\$ 3,372,938</b>	<b>\$ 4,452,563</b>	<b>\$ 3,729,444</b>	<b>\$ (723,119)</b>	<b>(16.24%)</b>
<b>TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION</b>	<b>\$ 19,744,104</b>	<b>\$ 18,913,655</b>	<b>\$ 26,586,592</b>	<b>\$ 7,672,937</b>	<b>40.57%</b>





## Orlando Venues Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	13	16	15
571 Performing Arts Centre	5	3	4
572 Arena	12	11	-
574 Orlando Venues Box Office	9	2	2
576 Orlando Venues Security Services	8	12	12
577 Orlando Venues Technical Services	5	1	-
580 Venues Operational Resources	-	5	7
582 Amway Center	-	5	15
TOTAL -- ORLANDO VENUES FUND	52	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	2	3	3
579 Community Venues Blueprint	4	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	6	7	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	6	6
595 Tinker Field	2	1	1
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	8	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	66	69	69

## Orlando Venues Department

---

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

#### Mission Statement

To inspire people to appreciate and understand plants, the environment of Central Florida and the Gardens' historic significance.

#### Overview of Services/Programs

**Harry P. Leu Gardens** is a fifty acre botanical garden dedicated to its mission. The collection of plants contains more than 8,000 genera and cultivars utilized in applied evaluative research and education. The Gardens' organizational structure is composed of eight divisions including membership/volunteers, gift shop, horticulture, education, museum, special events/marketing, facility rental and administration. A nine member Board of Trustees appointed by the Mayor operates the Gardens and activities are regulated by deed restrictions of December 1961, overseen by the Harry P. Leu Foundation.

#### Major Accomplishments

- Total visitation through June 2010 is 111,156.
- A total of 136 group garden tours were given to 4,182 visitors.
- Membership in the Gardens reached 4,010 members thru June 2010. Membership income was \$116,847 thru June 2010.
- Volunteer hours totaled 7,956 thru June 2010 providing service in the Leu House Museum, the Gardens and Garden House. Twenty-one new volunteers were recruited in 2010.
- Free First Mondays All-Day admissions were enjoyed by 7,793 guests.
- Special Events income reached \$107,159 with 19,857 guests attending 21 events, through June 2010.
- Wedding attendance was 12,248 and produced \$91,599 in income thru June 2010.
- A total of 27,591 guests attended meetings and receptions within Garden House and produced \$112,904.
- A total of 124 horticulture and fine art classes were held and 1,371 guests attended thru June 2010. Education income reached \$33,112 thru June 2010.

As part of the Mayor's "Green Works!" initiative:

- Replaced inefficient air conditioning unit at Garden House with an efficient Energy Star unit.
- Receptacles for recycled plastic and glass have been placed throughout the gardens.
- Used heat reflective paint on green house to reduce electricity and water usage.

As part of an innovative Public Safety Initiative established at Leu Gardens:

- Removed hazardous steps in the Gardens.
- Installed electrical outlets in areas of the Garden for safety during night time events.
- Installed concrete sleeves to hide cords under pathways.
- Repaired concrete sidewalks to remove any trip hazards.

## Orlando Venues Department

---

### Future Outlook

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

- Offering more services to increase capacity utilization of the buildings.
- Maintaining the highest level of customer service.
- Generating increased income to help support the Gardens.

Regarding communications in all departments and maintain the goal of cultural, horticultural and educational institution by:

- Publishing a quarterly newsletter and class schedule.
- Collaborate with other organizations in reaching diverse audiences.
- Monthly membership email blast.
- Creating new signage educating visitors of the various collections in the gardens.

Education Department's goal is to become the resource for horticultural and environmental information for Central Floridians by:

- Diversifying educational classes to include horticulture, environment, art, cooking and healthy living.
- Increase educational outreach programs.

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

- Evaluating new plants for Central Florida's environment.
- Maintaining the collections.

The Leu House Museum continues the importance of the historical significance by:

- Offering daily docent lead tours throughout the year, excluding July.
- Preservation of home and other historic buildings on the property.

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

- Attracting more Central Florida residents to the Gardens through local media coverage.
- Attracting more tourists to the Gardens through partnership with the Orlando Orange County Convention Visitors Bureau.
- Offer one day a month free admission from 9 am to 5 pm.

The Membership department plans to increase membership by:

- Increase membership renewal rates.
- Offer discounts to events, classes and gift shop.
- Free admission to movie nights for all members.

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

- Producing events that reinforce the Gardens' mission and goals.
- Seeking sponsorships for various events.
- Producing a wide variety of events to attract diverse audiences.

The Volunteer Program continues to recruit, retain and train more volunteers.

## Orlando Venues Department

---

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

#### Mission Statement

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

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

#### Major Accomplishments

- Four exhibitions of outstanding quality were shown in the 09/10 fiscal year:
  - The Treasures of Ulysses Davis: A Savannah Barbershop.
  - Regional Dialect: The John and Susan Horseman Collection.
  - Auspicious Vision: Edward Wales Root and American Modernism.
- Received programming grants from Orange County and United Arts; the grants total \$ 142,123.
- The 8<sup>th</sup> Annual Orlando Folk Festival was February 13 and 14; over 6,000 visitors attended the event. The Mennello Museum of American Art Board of Trustees assisted with the project. The Festival was fully funded by a grant received from United Arts of Central Florida and the Friends of the Mennello Museum.
- We have expanded our educational programming with the following results:
  - Family day continues to be moderately popular added an additional 200 visitors annually.
  - Senior outreach programming has increased. Quarterly lectures are scheduled for Winter Park Towers and outreach programming has included Chambrel Senior Center and The Villages in Lady Lake.
  - We have implemented a youth outreach program during the summer partnering with the Reeves Terrace Community Center.
  - Outreach programming with City Community Centers at Lake Sybelia, Englewood and Reeves Terrace impacted over 200 students.
- The Friends of the Mennello Museum held the 7<sup>th</sup> Annual Gala at the Ritz Carlton Grande Lakes.
- The Friends of the Mennello Museum will continue to provide full funding for a Development Officer, which is a full time position with benefits.
- The exhibition "Auspicious Vision: Edward Wales Root and American Modernism" was fully funded by a grant by Orange County Arts and Cultural Affairs and the Friends of the Mennello Museum.

## Orlando Venues Department

---

### Future Outlook:

- Exhibitions of outstanding quality scheduled for the 10/11 fiscal year:
  - Sacred Spaces: Devotional Images and Photographs by Alex Harris.
  - 1934: A New Deal for Artists.
- The Friends of the Mennello Museum will host the 8<sup>th</sup> Annual Gala at the Ritz Carlton Grande Lakes in the spring of 2010. The Gala will honor United States Congressman John Mica and State Representative Dean Cannon.
- The Friends of the Mennello Museum will assist with the exhibition costs of the “1934: A New Deal for Artists” exhibition. We have also applied for grant funding from the Darden Foundation and Orange County Arts and Cultural Affairs and have received pledges from individuals for support.
- The 9<sup>th</sup> Annual Orlando Folk Festival is scheduled for February 12<sup>th</sup> and 13<sup>th</sup>, 2011. The City appointed board plans on assisting with planning and implementation. We have applied for grant funding from Orange County Arts and Cultural Affairs.

### Development and Membership

- Increase attendance 20%.
- Develop a volunteer and docent program and increase outreach to schools, community and senior centers.
- Increase collaborative programming with Central Florida Arts entities strengthening the arts scene.

## Orlando Venues Department

---

### Gardens, Galleries & Museums Division- Public Art

#### Mission Statement

The **Public Art** Program is designed to enhance the quality of life in the community, by enriching knowledge and promoting diverse aesthetic and cultural viewpoints. The Public Art Program is responsible for maintaining and exhibiting the City of Orlando's extensive art collection. The Public Art Program also seeks to increase public awareness in the visual arts by staging exhibitions in the three public venues.

Public Art features three gallery spaces totaling 5,000 square feet and an inventory of 747 fine art pieces worth \$5.7 million. A nine (9) member Public Art Advisory Board appointed by the Mayor, oversees the program. Purchase of artwork is supported by a 1% for the arts ordinance.

#### Major Accomplishments

- The Terrace gallery is visited by 250 people per day.
- Exhibitions of note: Thoughts in a Dream: photographs by Randall Smith, Florida Sculpture Guild, Ten Women in Art, and the Seventh Annual CityArtWorks exhibition.
- Supplied art work for exhibition at Harry P. Leu Gardens Garden House Gallery, Orlando City Hall Mayor's Gallery.
- Facilitated cleaning of outdoor sculpture "Wing Stepper".
- Continued to develop a more effective website for easier public access.
- Increased public awareness of the Public Art Program by a more aggressive public relations campaign.
- Installed Chris Scala sculpture at the Orlando Cultural Park.
- The advisory board approved art for Dr Philips Performing Arts Center.
- The advisory board approved art work for the Amway Center.
- The advisory board approved art work for Fire Station #1.
- The sculpture "Man Carving His Destiny" was restored.
- The following pieces were purchased or donated for the Permanent Collection:
  - Thurman Statom "Caballo Volador Series, #32".
  - James Siena "Woodcut".
  - Brad Brown "Etching Series".

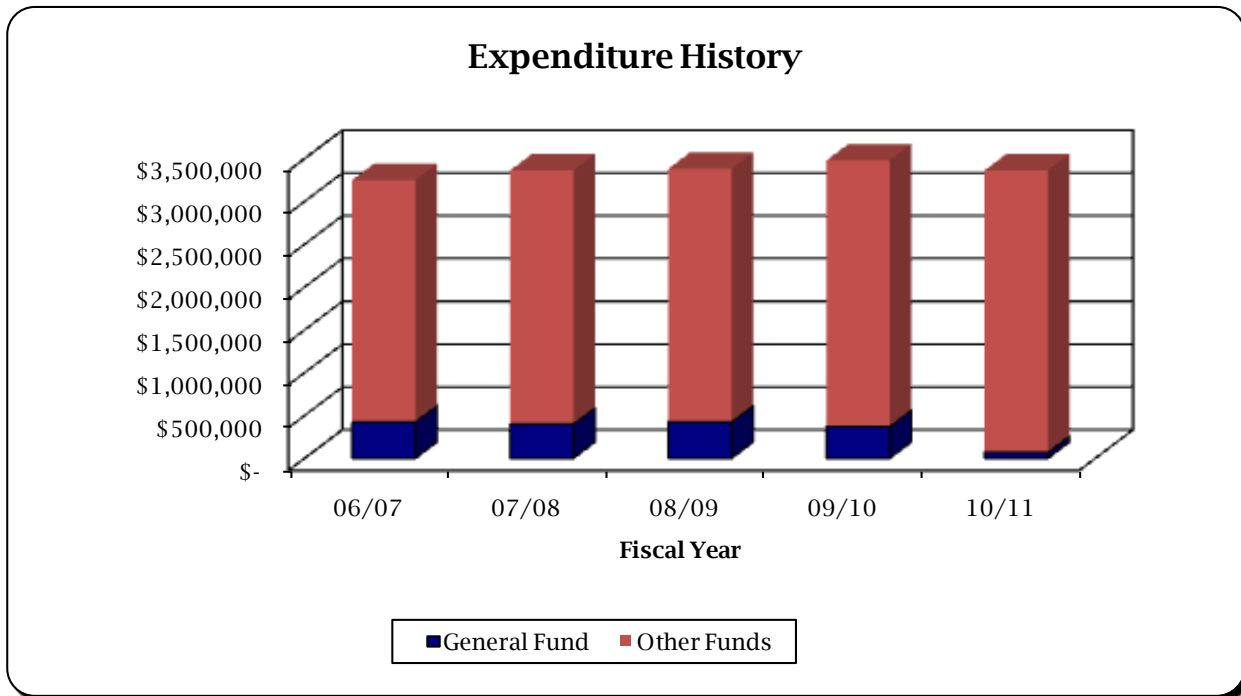
#### Future Outlook

The Public Art Program will continue to provide quality exhibitions in the Cities three galleries. It will work with the Orlando Performing Arts Center, City Venues project and capital improvement to provide art work for these projects. Continue to work with the Public Art Advisory Board to oversee the Public Art Program. Support the City ArtWorks exhibition of city employee's art work. Update the cities art inventory. Provide continuing public relations for the Public Art Program.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
806 Public Art	\$ 147,287	\$ 110,970	\$ 68,300	\$ (42,670)	(38.45%)
082 Nondepartmental - Orlando Venues	276,312	258,750	-	(258,750)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 423,598</b>	<b>\$ 369,720</b>	<b>\$ 68,300</b>	<b>\$ (301,420)</b>	<b>(81.53%)</b>
<b>H.P. LEU GARDENS TRUST FUND #633</b>					
143 H.P. Leu Gardens	\$ 2,306,063	\$ 2,398,496	\$ 2,609,023	\$ 210,527	8.78%
9402 H.P. Leu Gardens Sales Shop Projects	81,981 75,383	82,611 106,629	83,000 -	389 (106,629)	0.47% (100.00%)
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>\$ 2,463,427</b>	<b>\$ 2,587,736</b>	<b>\$ 2,692,023</b>	<b>\$ 104,287</b>	<b>4.03%</b>
<b>MENNELLO MUSEUM FUND #634</b>					
144 Mennello Museum of American Art	\$ 494,112	\$ 521,681	\$ 601,683	\$ 80,002	15.34%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 494,112</b>	<b>\$ 521,681</b>	<b>\$ 601,683</b>	<b>\$ 80,002</b>	<b>15.34%</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>\$ 3,381,138</b>	<b>\$ 3,479,137</b>	<b>\$ 3,362,006</b>	<b>\$ (117,131)</b>	<b>(3.37%)</b>





## Orlando Venues Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
806 Public Art	1	-	-
TOTAL -- GENERAL FUND	1	-	-
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
143 H.P. Leu Gardens	25	23	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	23	20
<u>MENNELLO MUSEUM FUND #634</u>			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- GARDENS, GALLERIES & MUSEUMS	<u>29</u>	<u>26</u>	<u>23</u>

## Orlando Venues Department

### Orlando Venues Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Mennello Museum of American Art	Annual Attendance	37,513	32,607	16,000
Mennello Museum of American Art	Number of website visits	60,000	8,631	10,000
Mennello Museum of American Art	Number of General memberships	158	144	150
Mennello Museum of American Art	Number of Friends memberships	142	205	120
Mennello Museum of American Art	Number of positive reviews through fan-mail	53	41	75
Harry P. Leu Gardens	Number of visitors	154,248	148,181	135,000
Harry P. Leu Gardens	Number of outreach events participated	24	15	15
Harry P. Leu Gardens	Number of participants at outreach events	1,069	1,735	1,300
Public Arts	Number of Visits to public arts website	70,500	20,053	18,000
Public Arts	Attendance at art receptions	168	287	200
Orlando Venues	Amway Arena / Center - Total Attendance	1,297,556	1,512,851	1,300,777
Orlando Venues	Bob Carr Performing Arts Center - Total Attendance	328,213	369,061	260,000
Orlando Venues	Florida Citrus Bowl - Total Attendance	308,069	409,048	320,000
Orlando Venues	Varsity Club - Total Attendance	7,636	10,627	6,000

##### Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Mennello Museum of American Art	Total revenue	\$94,703	\$63,074	\$114,450
Mennello Museum of American Art	Annual cost per capita	\$0.43	\$0.88	\$2.00
Mennello Museum of American Art	Total funds raised by the Friends	\$423,201	\$591,096	\$500,000
Mennello Museum of American Art	Value of grants awarded	\$167,056	\$190,084	\$95,000
Harry P. Leu Gardens	Revenue from user fees	\$1,038,845	\$2,079,848	\$930,000
Harry P. Leu Gardens	Number of Volunteer hours	9,746	10,608	9,800
Harry P. Leu Gardens	Spending Level - Leu Gardens	93%	91%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	97%	100%	100%
Orlando Venues	Orlando Venues Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	No	No	Yes

## Orlando Venues Department

---

### Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	744	744	750
Public Arts	Number of large outdoor pieces of art maintained or repaired	1	1	3
Public Arts	Number of smaller pieces maintained or repaired	5	3	9
Public Arts	Annual number of entries	119	119	100

### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Public Arts	Percentage of collection "on view"	97%	98%	98%
Orlando Venues	Bob Carr Performing Arts Centre - Total Events	215	271	198
Orlando Venues	Florida Citrus Bowl - Total Events	121	204	163
Orlando Venues	Varsity Club - Usage	83	81	45
Orlando Venues	Amway Arena / Center - Total Events	150	160	150
Orlando Venues	Tinker Field - Total Events	228	163	150

Orlando Venues Department

---

THIS PAGE LEFT INTENTIONALLY BLANK.

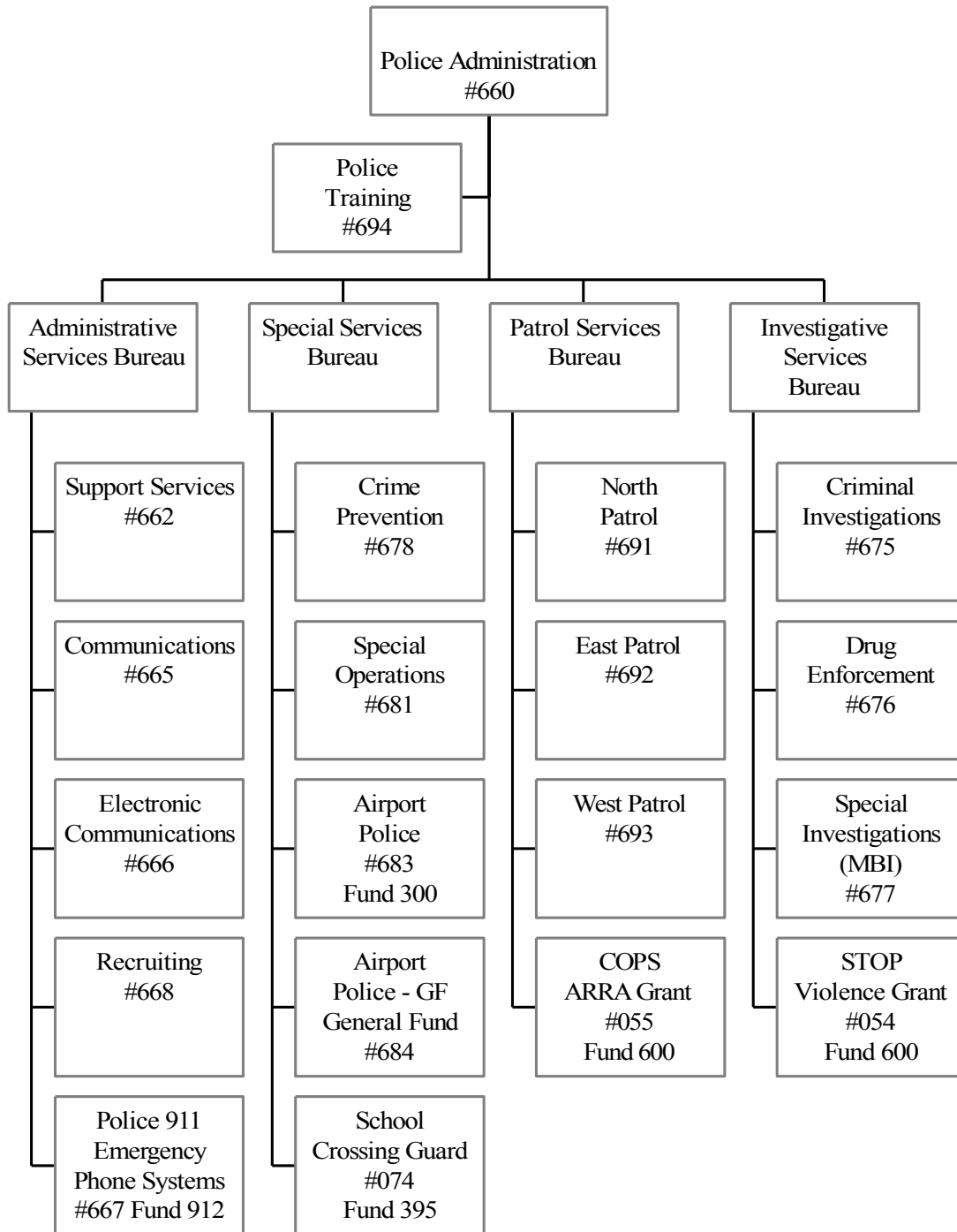


P  
O  
L  
I  
C  
E



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

Police Department



## Police Department

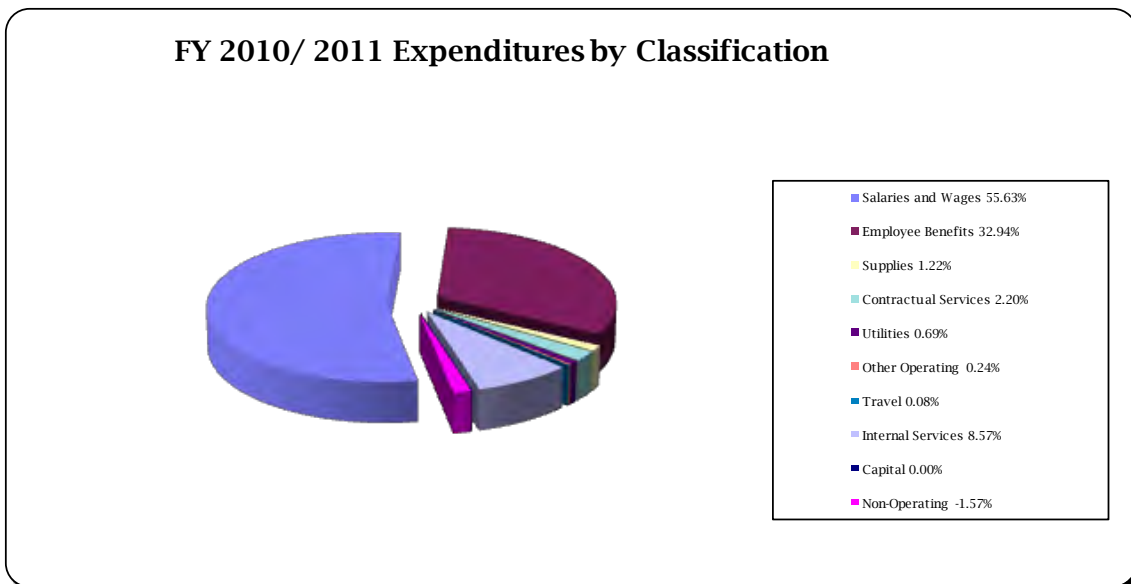
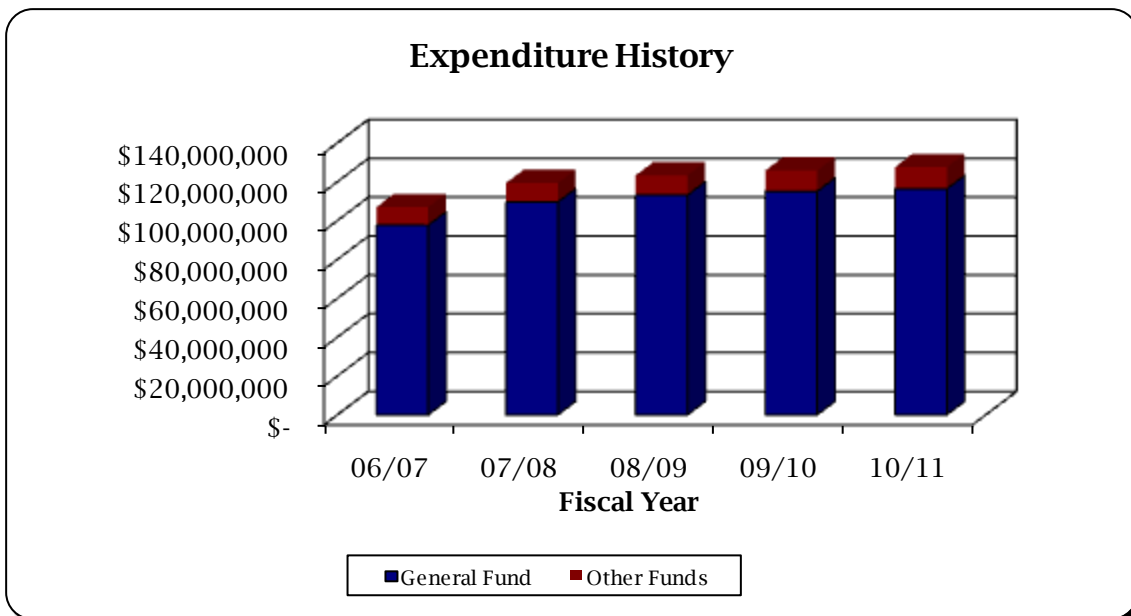
## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 5,775,313	\$ 5,443,232	\$ 6,040,544	\$ 597,312	10.97%
694 Police Training	3,019,320	1,904,244	1,847,268	(56,976)	(2.99%)
Police-Administrative Services Bureau					
662 Police Support Services	5,418,174	4,120,024	3,845,072	(274,952)	(6.67%)
665 Communications	5,740,946	6,750,648	6,572,315	(178,333)	(2.64%)
666 Electronic Communication Systems	157,952	168,668	186,777	18,109	10.74%
668 Police Recruiting	465,635	441,165	429,624	(11,541)	(2.62%)
Police-Investigative Services Bureau					
675 Criminal Investigations Division	16,828,616	16,435,850	17,202,150	766,300	4.66%
676 Drug Enforcement Division	2,905,720	3,144,282	2,974,109	(170,173)	(5.41%)
677 Special Investigations	1,827,186	1,732,155	1,845,208	113,053	6.53%
Police-Special Services Bureau					
678 Crime Prevention	6,008,278	6,238,693	6,513,501	274,808	4.40%
681 Special Operations	6,721,159	6,445,321	6,603,970	158,649	2.46%
684 Airport Police-General Fund	1,161,152	792,445	1,112,189	319,744	40.35%
Police-Patrol Services Bureau					
691 North Patrol	20,277,294	19,973,137	20,748,497	775,360	3.88%
692 East Patrol	14,754,312	14,968,400	15,664,934	696,534	4.65%
693 West Patrol	16,706,785	16,888,673	17,593,489	704,816	4.17%
028 Primrose Building	146,543	146,032	152,000	5,968	4.09%
988 Non-Departmental Police	5,275,207	9,493,325	7,023,602	(2,469,723)	(26.02%)
TOTAL -- GENERAL FUND	\$ 113,189,593	\$ 115,086,294	\$ 116,355,249	\$ 1,268,955	1.10%
<b>LAW ENFORCEMENT TRAINING FUND #110</b>					
Police-Patrol Services Bureau					
695 Law Enforcement Training	\$ 330,806	\$ 200,000	\$ 164,479	\$ (35,521)	(17.76%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 330,806	\$ 200,000	\$ 164,479	\$ (35,521)	(17.76%)
<b>GOAA POLICE FUND #300</b>					
Police-Special Services Bureau					
683 Airport Police	\$ 7,936,394	\$ 8,156,698	\$ 9,003,790	\$ 847,092	10.39%
TOTAL -- GOAA POLICE FUND	\$ 7,936,394	\$ 8,156,698	\$ 9,003,790	\$ 847,092	10.39%
<b>OCPS CROSSING GUARD FUND #395</b>					
Police-Special Services Bureau					
074 School Crossing Guard	\$ 437,292	\$ 531,794	\$ 510,991	\$ (20,803)	(3.91%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 437,292	\$ 531,794	\$ 510,991	\$ (20,803)	(3.91%)
<b>GRANT FUND #600</b>					
054 COPS ARRA Grant 09/10	\$ -	\$ 999,300	\$ 1,026,930	\$ 27,630	2.76%
055 STOP Violence Grant	16,758	94,290	30,926	(63,364)	(67.20%)
TOTAL -- GRANT FUND	\$ 16,758	\$ 1,093,590	\$ 1,057,856	\$ (35,734)	(3.27%)
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 80,842	\$ 115,005	\$ 69,325	\$ (45,680)	(39.72%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 80,842	\$ 115,005	\$ 69,325	\$ (45,680)	(39.72%)
<b>JUSTICE FORFEITURE SHARING FUND #673</b>					
697 Justice Forfeiture Sharing	\$ 281,382	\$ 205,822	\$ -	\$ (205,822)	(100.00%)
TOTAL -- JUSTICE FORFEITURE SHARING FUND	\$ 281,382	\$ 205,822	\$ -	\$ (205,822)	(100.00%)
<b>TREASURY FORFEITURE SHARING FUND #674</b>					
698 Justice Forfeiture Sharing	\$ 766,121	\$ 7,882	\$ -	\$ (7,882)	(100.00%)
TOTAL -- TREASURY FORFEITURE SHARING FUND	\$ 766,121	\$ 7,882	\$ -	\$ (7,882)	(100.00%)
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Police-Administrative Services Bureau					
667 Police 911 Emergency Phone System	\$ 223,789	\$ 355,839	\$ 357,838	\$ 1,999	0.56%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 223,789	\$ 355,839	\$ 357,838	\$ 1,999	0.56%
TOTAL -- POLICE DEPARTMENT	\$ 123,262,977	\$ 125,752,924	\$ 127,519,528	\$ 1,766,604	1.40%



Police Department

Expenditure by Classification	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	% Change
Salaries and Wages	\$ 68,692,613	\$ 68,706,014	\$ 70,935,865	\$ 2,229,851	3.25%
Employee Benefits	37,509,991	39,974,120	42,002,065	2,027,945	5.07%
Supplies	2,044,877	1,501,394	1,552,809	51,415	3.42%
Contractual Services	3,301,672	3,034,102	2,805,383	(228,719)	(7.54%)
Utilities	740,015	849,902	885,201	35,299	4.15%
Other Operating	292,421	219,570	303,050	83,480	38.02%
Travel	119,836	111,333	102,130	(9,203)	(8.27%)
Internal Services	10,341,791	10,579,568	10,934,286	354,718	3.35%
Capital	201,837	739,384	-	(739,384)	(100.00%)
Non-Operating	17,924	37,537	(2,001,261)	(2,038,798)	(5431.44%)
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 123,262,977</b>	<b>\$ 125,752,924</b>	<b>\$ 127,519,528</b>	<b>\$ 1,766,604</b>	<b>1.40%</b>



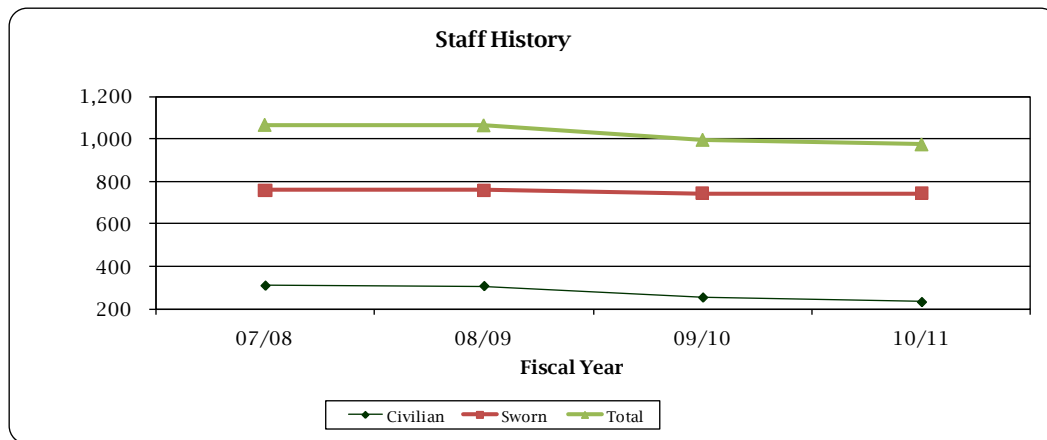


Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
660 Police Administration	37	39	34
694 Police Training	11	10	9
Police-Administrative Services Bureau			
662 Police Support Services	95	59	52
665 Communications	95	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	6	4	4
Police-Investigative Services Bureau			
675 Criminal Investigations Division	149	138	132
676 Drug Enforcement	22	22	21
677 Special Investigations	13	13	13
Police-Special Services Bureau			
678 Crime Prevention	62	55	55
681 Special Operations	64	56	56
Police-Patrol Services Bureau			
691 North Patrol	128	122	122
692 East Patrol	138	133	133
693 West Patrol	167	160	160
TOTAL -- GENERAL FUND	988	906	886
<u>GOAA POLICE FUND #300</u>			
Police-Special Services Bureau			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
<u>OCPS CROSSING GUARD FUND #395</u>			
Police-Special Services Bureau			
074 School Crossing Guard	2	1	-
TOTAL -- OCPS CROSSING GUARD FUND	2	1	-
<u>GRANT FUND #600</u>			
054 COPS ARRA Grant 09/10	-	15	15
055 STOP Violence Grant	-	1	1
TOTAL -- GRANT FUND	-	16	16
TOTAL -- POLICE	1,064	997	976

Note: Grant position in Program 055 is funded until December 31, 2010. Will then be transferred to Program 675.



## Police Department

---

### Mission Statement

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

### Overview of Services/Programs

The **Orlando Police Department** is organized into the Chief's Staff (Police Administration) and four bureaus: Administrative Services, Special Services, Investigative Services and Patrol Services. The current staffing for the Police Department consists of 743 authorized sworn positions and 233 civilian employees, totaling 976 employees.

The **Chief's Staff (Police Administration)** is comprised of the Staff Director, the Professional Standards Division, the Criminal Justice Section and the Violent Crimes Initiative Lieutenant. The Staff Director oversees the Public Information Officer and Police Chaplains. The Professional Standards consists of Training/Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs and Fiscal Management Sections.

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Technology Management, the Recruiting Unit and Administrative Services. The Support Services Division is composed of Records Management, Property and Evidence, Report Review/info Unit and Supply. The Communications Division consists of the Operations, Technical Support and Administration Sections.

The **Special Services Bureau** includes the International Airport Division, Crime Prevention Division, Police Volunteer Coordinator and Special Operations Division. The Airport Division consists of the Administrative, Investigations and Patrol Sections. The Crime Prevention Division includes the Community Policing Section (Downtown Bikes, Parramore Heritage Bikes, Community Involvement and Citizens for Neighborhood Watch Units). The Special Operations Division includes the Traffic Enforcement Section (Motors, Traffic Homicide and School Crossing Guard Unit) and the Special Patrol Section (Mounted Patrol, K-9, Reserve, Auxiliary, Aviation Spectator and Vehicles for Hire Units).

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division and the Intelligence Unit. The Criminal Investigations Division includes the Youth Services Section (Crimes Against Children, School Resource, Super Kids and Gangs Units), the Violent Crimes Section (Homicide, Robbery, Assault & Battery, Sex Crimes, Fugitive Investigative Unit, Crime Scene Unit and the Latent Print Unit), Property Crimes Section and Crimeline. The Drug Enforcement Division includes the Uniform Drug Section and officers assigned to Metropolitan Bureau of Investigation (MBI). The Intelligence Unit includes FBI task force personnel and the Homeland Security Section.

The **Patrol Services Bureau** contains the East, West and North Uniformed Patrol Divisions. The North Patrol Division includes Patrol Units as well as three Community Service Officer (CSO) Units. The West Patrol Division has the Patrol Units, Tactical Squads (TAC), the Neighborhood Patrol Units (NPU) and the International Drive Team Units. These units are working out of six police offices strategically located throughout the City of Orlando.

## Police Department

---

### Major Accomplishments

- The Patrol Services Bureau initiated “Operation Trident”. This operation has been successful, resulting in 95 felony arrests, 55 misdemeanor arrests and 29 guns were seized.
- The Patrol Services Bureau initiated Operation Cannon Ball: Since implementation in December, 2009, targeting the surrounding area of Albany & Randall, the operation has been very successful and remains ongoing. To date, Operation Cannon Ball has resulted in 103 felony arrests, 161 misdemeanor arrests, 281 traffic citations, 48.3 grams of cocaine and 321.7 grams of cannabis seized.
- During FY 09/10, the Patrol Services Bureau, Patrol TAC squads made 1172 arrests, they also seized \$41,084 in cash and 112 firearms.
- The Patrol Services Bureau, International Drive Unit, has decreased crime in that area by 15.9% as compared to the previous year. Robberies are down 49%, thefts are down 14% and burglaries are down 25%.
- The Patrol Services Bureau, International Drive Unit has relocated to a more visible location to better serve the tourists and citizens. The new location is at the intersection of Kirkman Road and International drive.
- The Drug Enforcement Division made over 700 arrests, of which over 400 were felony drug arrests.
- The Drug Enforcement Division seized 84 crime related guns, investigated over 450 Crimeline complaints and executed 70 search warrants.
- The Investigative Services Bureau, Crimeline, received over 1,000 drug tips in the Orange County Area and seized over 100 firearms through the Gun Bounty Program.
- The Investigative Services Bureau, Criminal Investigation Division reviewed 24,222 cases, investigated 5,480 cases and solved 5,056 cases for a clearance rate of 92% for cases investigated.
- The Investigative Services Bureau, School Resource Unit, instructed 1907 middle and 950 elementary students and 265 summer camp youth in the Gang Resistance Education and Training (GREAT) curriculum.
- The Investigative Services Bureau, NBIN National Ballistics project is continuing. This project is a collaborative effort with FDLE/ATF that traces and tracks all firearms and crime casings.
- The Professional Standards Division, Planning Section, managed 35 active grants worth \$9,563,010, as well as closed out 6 awards for \$482,059. As of July 30, OPD has 7 pending grant applications for \$1,378,235.
- The Administrative Services Bureau initiated CrimeReports.com which is official crime mapping data available to the public via the internet.
- The Polygraph Unit increased the number of criminal tests administered from the preceding fiscal year by 20%, from 42 to 53 criminal exams administered.

## Police Department

---

- The Report Review Unit replaced PACE on Oct 1, 2009 as all of OPD converted to Field Reporting. Since its inception, the Report Review Unit has merged over 35,000 reports and transcribed over 600 investigative interviews.
- The Report Review Unit: 2,918 Police incident reports were generated via the OPD On-line Reporting System so far during Fiscal Year 2010/2010. The estimated cost savings for not having to dispatch a Police Officer or Community Service Officer to take these reports is \$16,720.
- The Communications Division processed 188,393 (911 Emergency Calls) and 322,304 (Non-emergency Calls) with an answering rate of 93% meeting Department and State goals.
- The Communications Division processed 9,414 false alarms and invoiced 5,561 violations in the amount of \$113,400. To date, the City has received \$104,211 in false alarm fee payments.
- The Communications Division began the implementation of the first phase of the City's 800 MHz Re-banding Project for the re-banding of the 800MHz portable and mobile radios that was mandated by the Federal Communications Commission (FCC). To date, successfully re-banded 542 General Government radios, 444 OFD radios, 988 OPD radios and 543 GOAA radios.
- The Airport Division has strengthened homeland security efforts by increasing the number of joint security details at the Orlando International Airport. These details include members from the Orlando Police Department, Transportation Security Administration and Greater Orlando Aviation Authority. This effort leads the entire Nation with regard to the number and varied types of details. It is considered a national model for the TSA.
- The Airport Division completed a new district configuration for patrol assignments to provide a more visible patrol in the critical areas of the Airport.
- The Airport Division created a temporary duty assignment allowing an officer from downtown patrol to be assigned to the Airport. This initiative was created in an effort to allow the downtown officer to not only become more familiar with airport property, but the rules and regulations regarding airport security.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, assisted in the development and implementation of Mayor Dyer's "BUDDY UP" child safety program, delivered by CPD officers within community centers and presentations.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, held the 25 year anniversary of its Citizen Police Academy (50<sup>th</sup> CPA class) , aimed at educating and encouraging citizens to work with public safety officials to make their community and the City a safer place to live.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, gave numerous safety presentations to local businesses and schools, participated in numerous community events and participated in National Night Out.

## Police Department

---

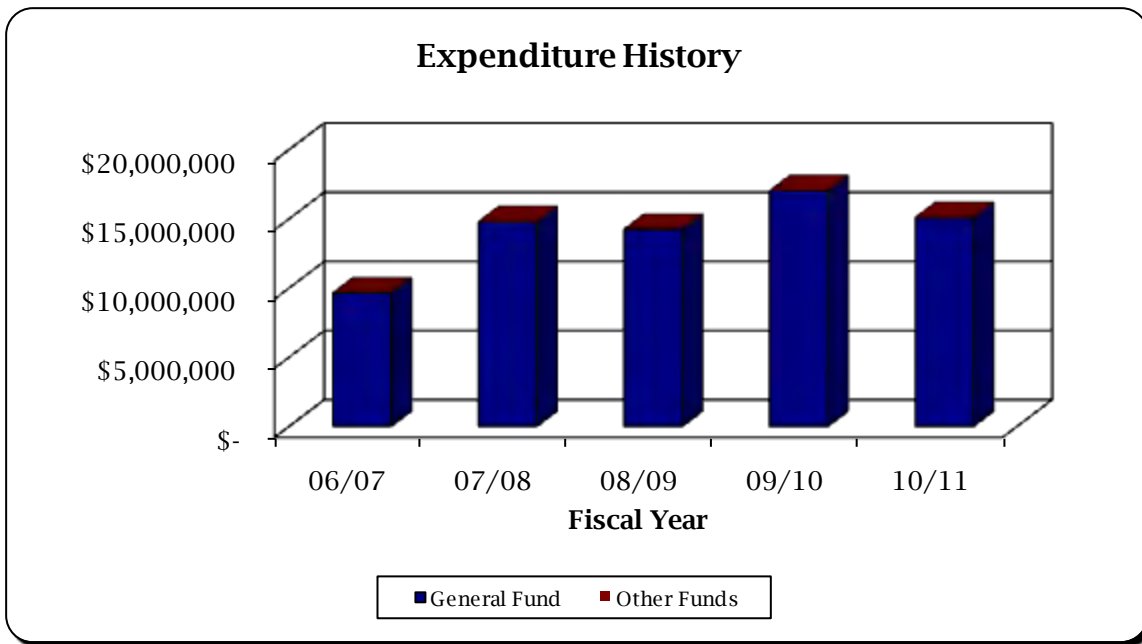
### Future Outlook

- The Patrol Services Bureau will begin training in our new Traffic Crash Software Program. This new traffic crash reporting system will streamline traffic crash reports and allow for officers to complete their Traffic Crash Investigation Reports in the field using their mobile computers.
- The Patrol Services Bureau will also continue to focus on the seizure of “Crime Guns”, support and staff “Community Based Initiatives”, identify and nurture “Friends and Support Groups” of the Orlando Police Department, continue to support on-going operations such as “Cannon Ball”, “Trident”, “Operation Free Palms”, “Operation Shield”, and The International Chiefs of Police Conference.
- The Professional Standards Division is continuing its effort in expanding the IRIS camera project to areas of the City that are not currently being monitored through the project.
- The Airport Division will complete a more comprehensive major incidents response manual.
- The Special Services Bureau, Crime Prevention Division, organized and has scheduled the 2010 Kicks for Guns event. Kicks for Guns trades new tennis shoes and gift cards for guns in an effort to remove firearms off the streets.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, will implement a Crime Free Multi-Housing (CFMH) model for implementation within the City of Orlando.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, will hold a Citizens Police Academy, Hispanic Police Academy, and a Teen Police Academy later this year.
- The Investigative Services Bureau is continuing to explore two phases of electronic monitoring: electronic monitoring of stalking and domestic violence cases and JUMP (Juvéniles Under Monitoring Program).
- The Investigative Services, School Resource Officer Unit, will continue the Gang Resistance Education and Training (GREAT) in school programs due to the awarding of the 2009 GREAT Grant.
- The Investigative Services Bureau will continue monitoring the quality of life issues raised by the tenants in Windsor Cove Apartments (formerly the Palms Apartments). 39 students are currently enrolled in the General Education Degree program.
- The Investigative Services Bureau will continue their liaison with the Harbor House of Central Florida through the INVEST program (Intimate Violence Enhanced Services Project). A domestic violence advocate is assigned to OPD to provide intensive prevention and protection services to domestic abuse victims identified as high risk for fatal attacks. In addition, the 2009 INVEST grant will allow for a full time domestic violence detective to investigate domestic violence cases full time.
- The Investigative Services Bureau will continue development of the SPOT program to provide for an in-house database on sexual predators and offenders.

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 5,775,313	\$ 5,443,232	\$ 6,040,544	\$ 597,312	10.97%
694 Police Training	3,019,320	1,904,244	1,847,268	(56,976)	(2.99%)
028 Primrose Building	146,543	146,032	152,000	5,968	4.09%
988 Non-Departmental Police	5,275,207	9,493,325	7,023,602	(2,469,723)	(26.02%)
TOTAL -- GENERAL FUND	\$ 14,216,383	\$ 16,986,833	\$ 15,063,414	\$ (1,923,419)	(11.32%)
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 80,842	\$ 115,005	\$ 69,325	\$ (45,680)	(39.72%)
TOTAL -- LAW ENFORCEMENT TRUST FUND	\$ 80,842	\$ 115,005	\$ 69,325	\$ (45,680)	(39.72%)
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>\$ 14,297,225</b>	<b>\$ 17,101,838</b>	<b>\$ 15,132,739</b>	<b>\$ (1,969,099)</b>	<b>(11.51%)</b>



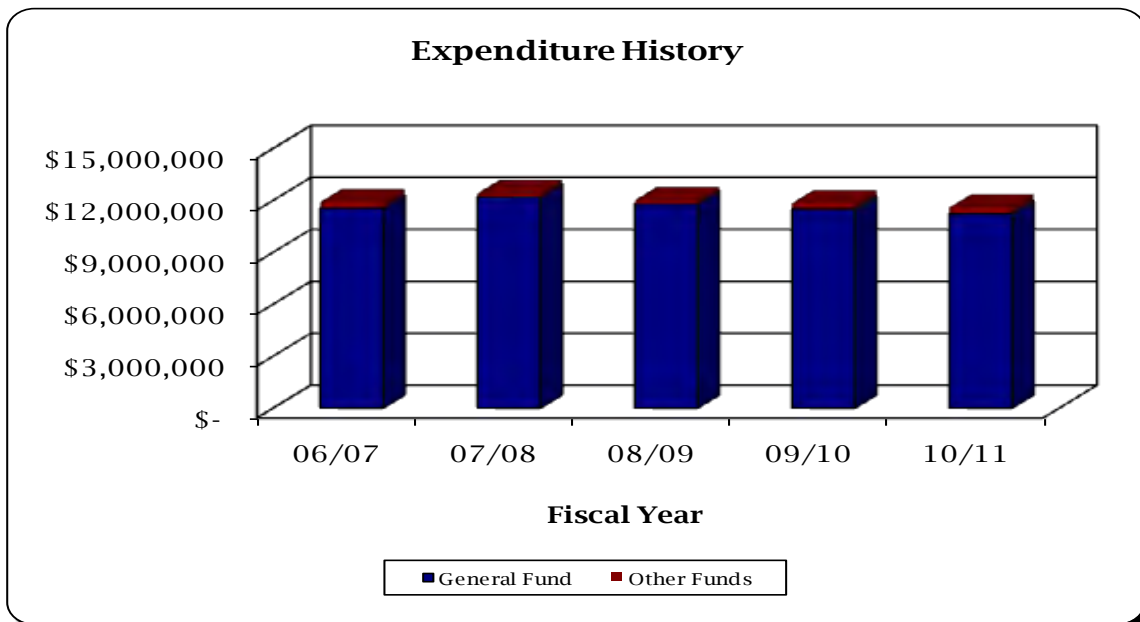
STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
660 Police Administration	37	39	34
694 Police Training	11	10	9
TOTAL -- GENERAL FUND	48	49	43
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>48</b>	<b>49</b>	<b>43</b>

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Administrative Services Bureau					
662 Police Support Services	\$ 5,418,174	\$ 4,120,024	\$ 3,845,072	\$ (274,952)	(6.67%)
665 Communications	5,740,946	6,750,648	6,572,315	(178,333)	(2.64%)
666 Electronic Communication Systems	157,952	168,668	186,777	18,109	10.74%
668 Police Recruiting	465,635	441,165	429,624	(11,541)	(2.62%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 11,782,708</b>	<b>\$ 11,480,505</b>	<b>\$ 11,033,788</b>	<b>\$ (446,717)</b>	<b>(3.89%)</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
667 Police 911 Emergency Phone System	\$ 223,789	\$ 355,839	\$ 357,838	\$ 1,999	0.56%
<b>TOTAL -- EMERGENCY TELEPHONE SYS. FUND</b>	<b>\$ 223,789</b>	<b>\$ 355,839</b>	<b>\$ 357,838</b>	<b>\$ 1,999</b>	<b>0.56%</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>\$ 12,006,497</b>	<b>\$ 11,836,344</b>	<b>\$ 11,391,626</b>	<b>\$ (444,718)</b>	<b>(3.76%)</b>



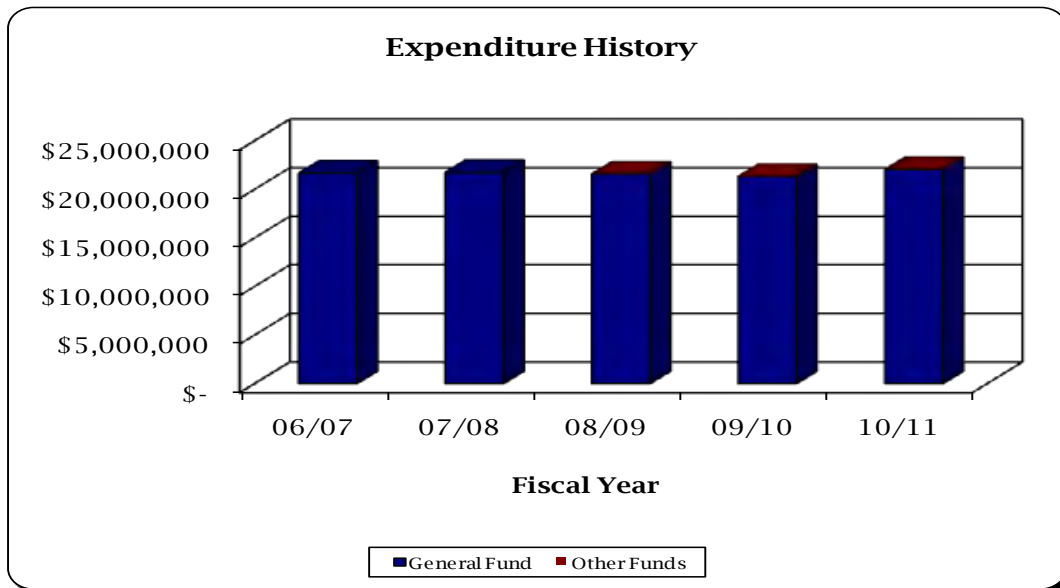
STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Police-Administrative Services Bureau			
662 Police Support Services	95	59	52
665 Communications	95	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	6	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>197</b>	<b>158</b>	<b>151</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>197</b>	<b>158</b>	<b>151</b>

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Investigative Services Bureau					
675 Criminal Investigative Services	\$ 16,828,616	\$ 16,435,850	\$ 17,202,150	\$ 766,300	4.66%
676 Drug Enforcement Division	2,905,720	3,144,282	2,974,109	(170,173)	(5.41%)
677 Special Investigations	1,827,186	1,732,155	1,845,208	113,053	6.53%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 21,561,522</b>	<b>\$ 21,312,287</b>	<b>\$ 22,021,467</b>	<b>\$ 709,180</b>	<b>3.33%</b>
<b>GRANT FUND #600</b>					
055 STOP Violence Grant	\$ 16,758	\$ 94,290	\$ 30,926	\$ 94,290	(67.20%)
<b>TOTAL -- GRANT FUND</b>	<b>\$ 16,758</b>	<b>\$ 94,290</b>	<b>\$ 30,926</b>	<b>\$ 94,290</b>	<b>(67.20%)</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>\$ 21,578,280</b>	<b>\$ 21,406,577</b>	<b>\$ 22,052,393</b>	<b>\$ 803,470</b>	<b>3.02%</b>



STAFFING SUMMARY

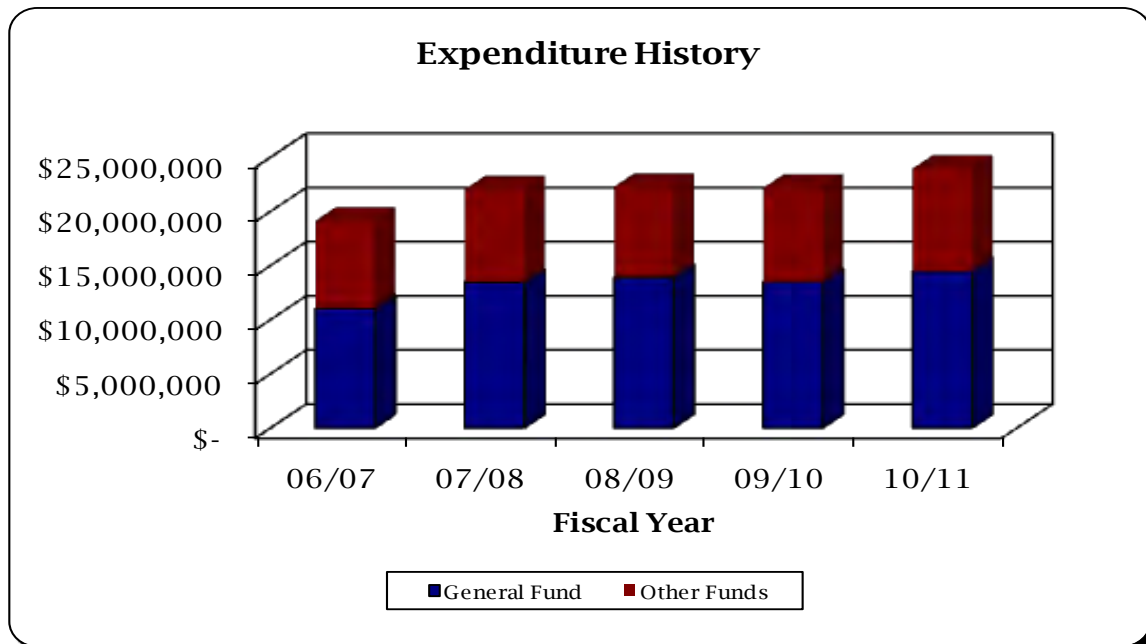
	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Police-Investigative Services Bureau			
675 Criminal Investigative Services	149	138	132
676 Drug Enforcement Division	22	22	21
677 Special Investigations	13	13	13
<b>TOTAL -- GENERAL FUND</b>	<b>184</b>	<b>173</b>	<b>166</b>
<b>GRANT FUND #600</b>			
055 STOP Violence Grant	-	1	1
<b>TOTAL -- GRANT FUND</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>184</b>	<b>174</b>	<b>167</b>



Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Special Services Bureau					
678 Crime Prevention	\$ 6,008,278	\$ 6,238,693	\$ 6,513,501	\$ 274,808	4.40%
681 Special Operations	6,721,159	6,445,321	6,603,970	158,649	2.46%
684 Airport Police-General Fund	1,161,152	792,445	1,112,189	319,744	40.35%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 13,890,589</b>	<b>\$ 13,476,459</b>	<b>\$ 14,229,660</b>	<b>\$ 753,201</b>	<b>5.59%</b>
<b>GOAA POLICE FUND #300</b>					
683 Airport Police	\$ 7,936,394	\$ 8,156,698	\$ 9,003,790	\$ 847,092	10.39%
<b>TOTAL -- GOAA POLICE FUND</b>	<b>\$ 7,936,394</b>	<b>\$ 8,156,698</b>	<b>\$ 9,003,790</b>	<b>\$ 847,092</b>	<b>10.39%</b>
<b>OCPS CROSSING GUARD FUND #395</b>					
074 School Crossing Guard	\$ 437,292	\$ 531,794	\$ 510,991	\$ (20,803)	(3.91%)
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>\$ 437,292</b>	<b>\$ 531,794</b>	<b>\$ 510,991</b>	<b>\$ (20,803)</b>	<b>(3.91%)</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>\$ 22,264,275</b>	<b>\$ 22,164,951</b>	<b>\$ 23,744,441</b>	<b>\$ 1,579,490</b>	<b>7.13%</b>



## Police Department

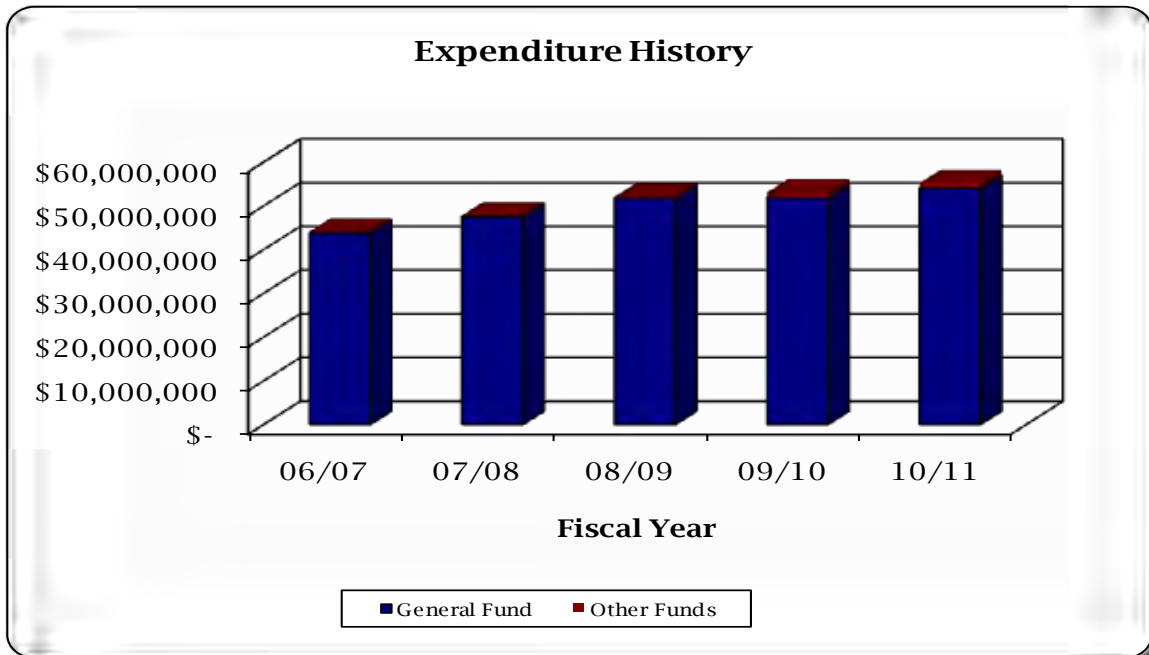
## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Police-Special Services Bureau			
678 Crime Prevention	62	55	55
681 Special Operations	64	56	56
TOTAL -- GENERAL FUND	126	111	111
<u>GOAA POLICE FUND #300</u>			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
<u>OCPS CROSSING GUARD FUND #395</u>			
074 School Crossing Guard	2	1	-
TOTAL -- OCPS CROSSING GUARD FUND	2	1	-
TOTAL -- SPECIAL SERVICES BUREAU	74	186	185

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Patrol Services Bureau					
691 North Patrol	\$ 20,277,294	\$ 19,973,137	\$ 20,748,497	\$ 775,360	3.88%
692 East Patrol	14,754,312	14,968,400	15,664,934	696,534	4.65%
693 West Patrol	16,706,785	16,888,673	17,593,489	704,816	4.17%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 51,738,391</b>	<b>\$ 51,830,210</b>	<b>\$ 54,006,920</b>	<b>\$ 2,176,710</b>	<b>4.20%</b>
<b>LAW ENFORCEMENT TRAINING FUND #110</b>					
695 Law Enforcement Training	\$ 330,806	\$ 200,000	\$ 164,479	\$ (35,521)	(17.76%)
<b>TOTAL -- LAW ENF. TRAINING FUND</b>	<b>\$ 330,806</b>	<b>\$ 200,000</b>	<b>\$ 164,479</b>	<b>\$ (35,521)</b>	<b>(17.76%)</b>
<b>GRANT FUND #600</b>					
054 COPS ARRA Grant 09/10	\$ -	\$ 999,300	\$ 1,026,930	\$ 27,630	2.76%
<b>TOTAL -- GRANT FUND</b>	<b>\$ -</b>	<b>\$ 999,300</b>	<b>\$ 1,026,930</b>	<b>\$ 27,630</b>	<b>2.76%</b>
<b>TOTAL -- PATROL SERVICES BUREAU</b>	<b>\$ 52,069,196</b>	<b>\$ 53,029,510</b>	<b>\$ 55,198,329</b>	<b>\$ 2,168,819</b>	<b>4.09%</b>



## Police Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Police-Patrol Services Bureau			
691 North Patrol	128	122	122
692 East Patrol	138	133	133
693 West Patrol	167	160	160
TOTAL -- GENERAL FUND	433	415	415
<u>GRANT FUND #600</u>			
054 COPS ARRA Grant 09/10	-	15	15
TOTAL -- GRANT FUND	-	15	15
TOTAL -- PATROL SERVICES BUREAU	433	430	430

## Police Department

## Police Department Operational Performance

## Balanced Scorecard Report

## Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Police Department	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport)	95%	93%	90%
Police Department	Percentage of 6th graders instructed in GREAT Core Curriculum	N/A	94%	80%

## Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

## Internal Processes

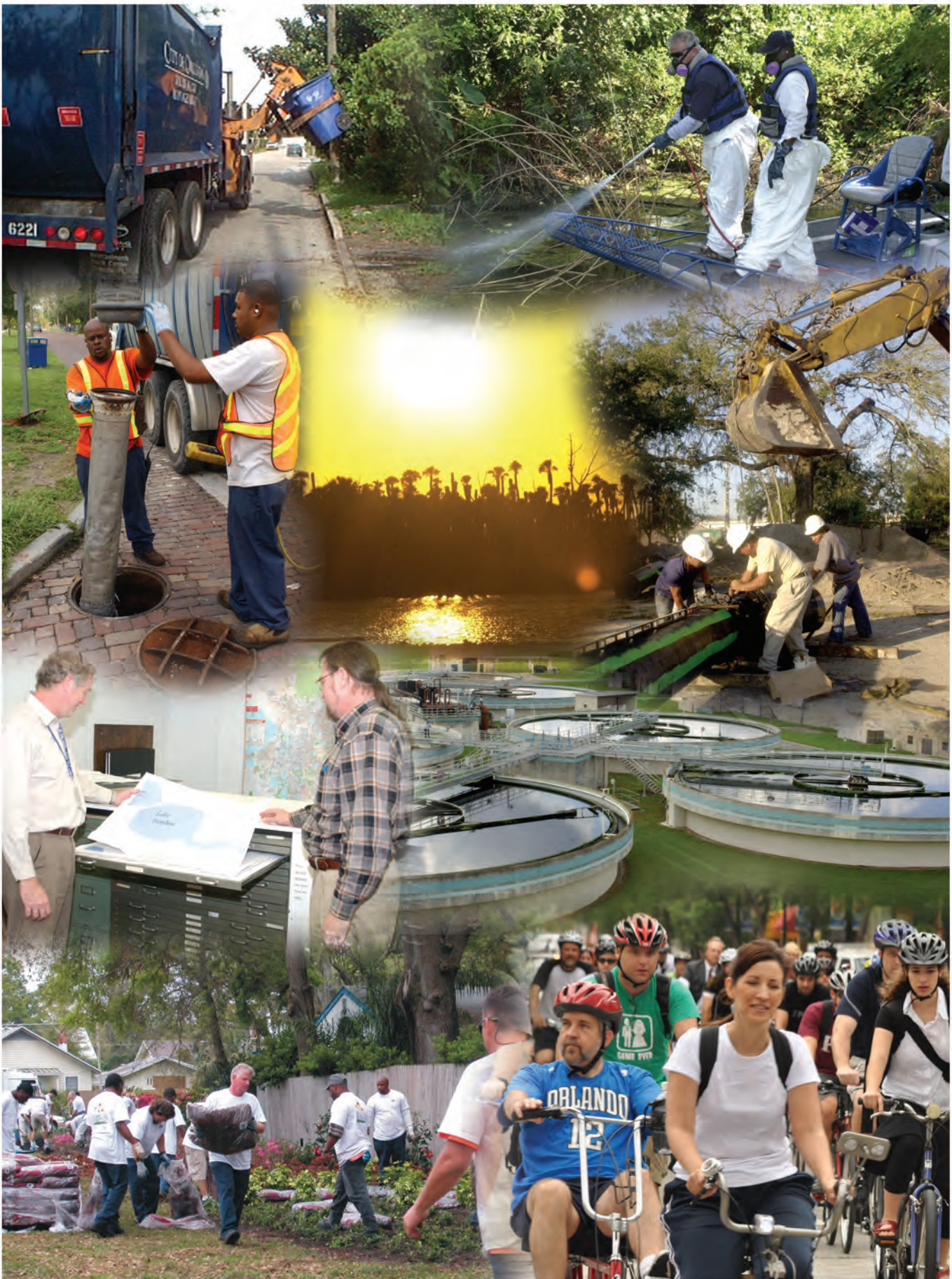
Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 90 calendar days or less (reported YTD)	87%	98%	80%
Police Department	Average Code 2 call queue time in minutes (excludes Airport)	3.28	3.17	3.5
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes)	12.58	12.03	13.2
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes)	28.8	32.33	35.4
Police Department	Percentage of cases cleared	86%	92%	85%

## Outcome &amp; Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Police Department	Percent change of Part 1 Crimes	-23.03%	-1.22%	0%
Police Department	Percent Change of the Total Number of Violent Crimes	-18.65%	-17.95%	0%
Police Department	Percentage change in the number of property crimes	-22.35%	-0.01%	0%



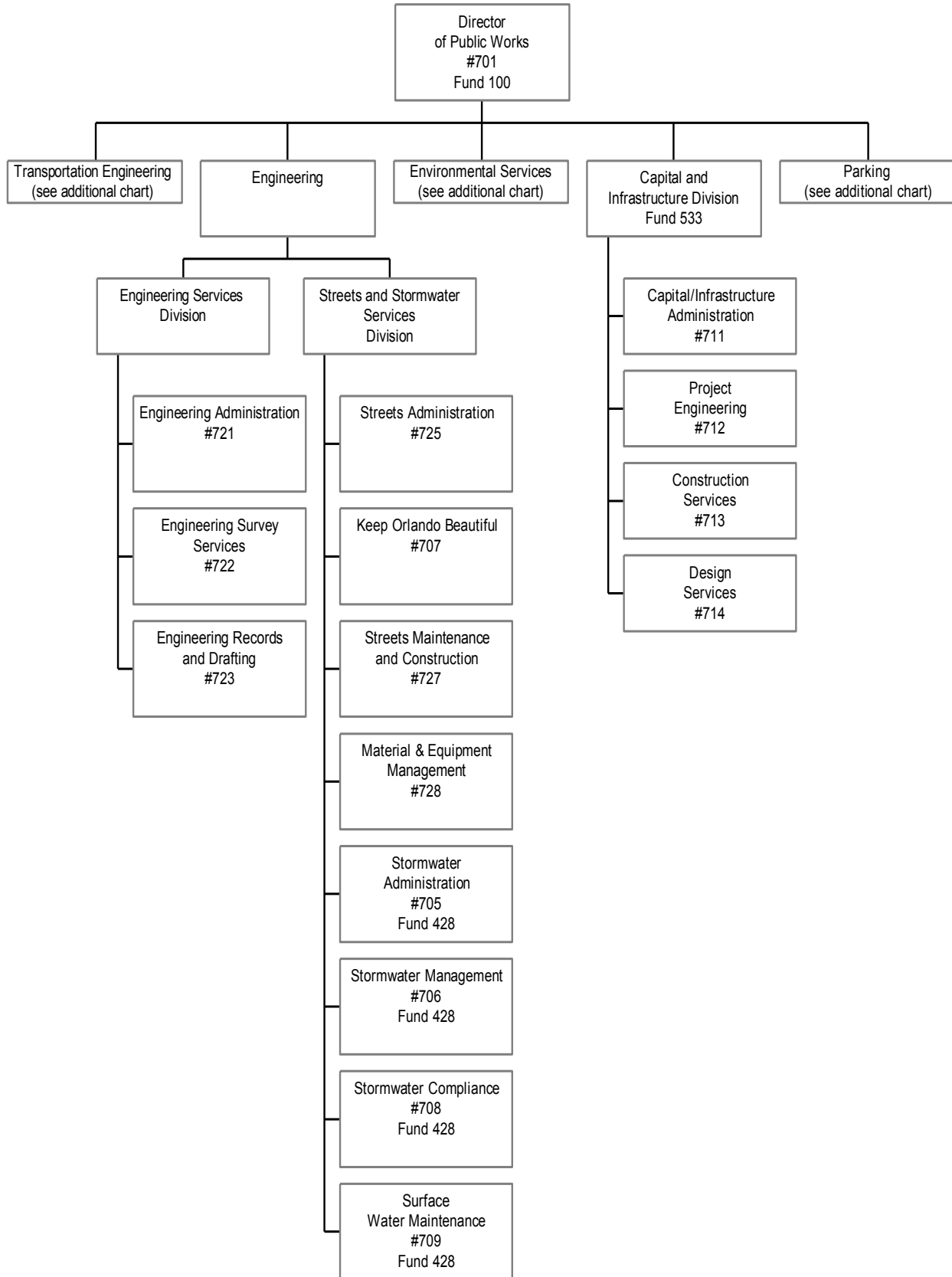
**P  
U  
B  
L  
I  
C  
  
W  
O  
R  
K  
S**



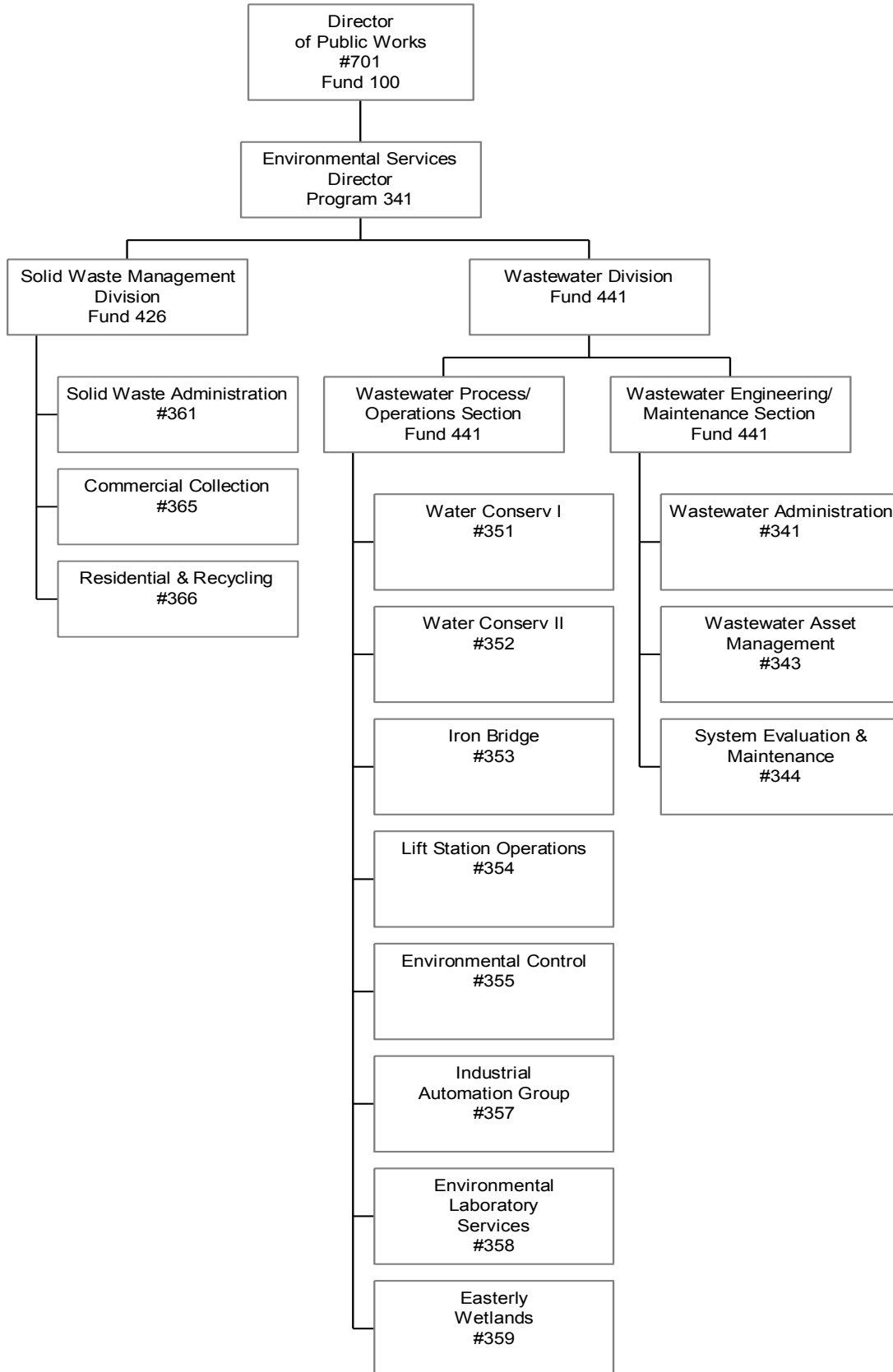
**To enhance Orlando's quality of life through the construction and operation of a safe, effective, physical environment; and to provide our visitors, our neighbors, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.**



Public Works Department

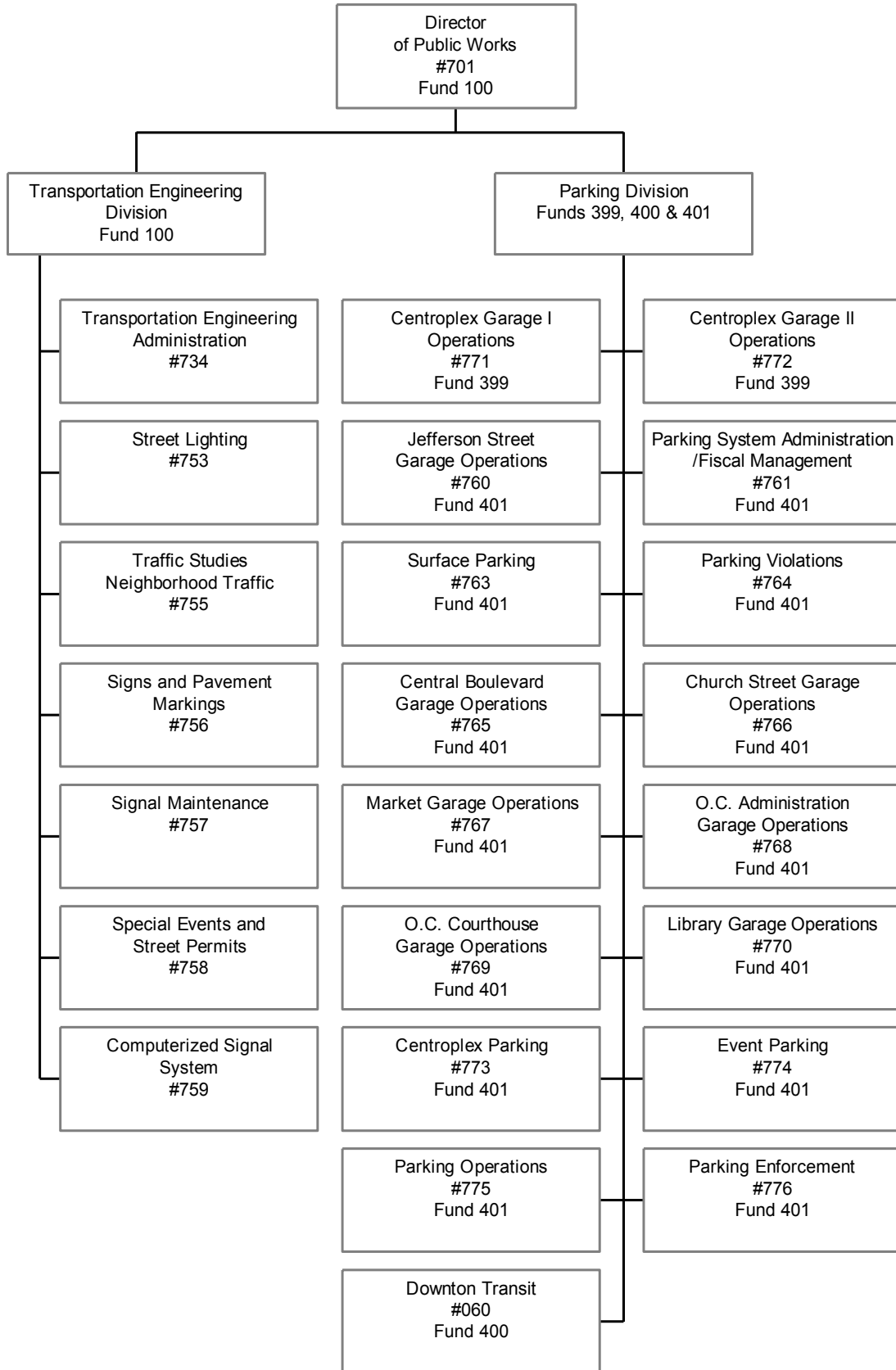


Public Works Department





Public Works Department



## Public Works Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
701 Director of Public Works	\$ 461,729	\$ 426,643	\$ 457,894	\$ 31,251	7.32%
Engineering/Engineering Services Division					
721 Engineering Administration	613,396	634,890	761,152	126,262	19.89%
722 Engineering Survey Services	783,360	839,175	881,400	42,225	5.03%
723 Engineering Records and Drafting	341,808	349,640	287,329	(62,311)	(17.82%)
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	115,044	128,125	130,888	2,763	2.16%
725 Streets Administration	411,376	403,366	2,429,322	2,025,956	502.26%
726 Right of Way Management	4,016,602	3,832,574	-	(3,832,574)	(100.00%)
727 Street Maintenance & Construction	2,006,150	2,265,444	2,339,156	73,712	3.25%
728 Material & Equipment Management	883,059	876,360	1,051,169	174,809	19.95%
986 Nondepartmental - Public Works	1,086,227	1,219,779	846,941	(372,838)	(30.57%)
Transportation Engineering Division					
734 Transportation Engineering Administration	235,026	194,815	428,215	233,400	119.81%
753 Street Lighting	5,534,495	5,422,800	5,465,160	42,360	0.78%
754 Transportation Engineering PM/CM Services	409,406	424,967	-	(424,967)	(100.00%)
755 Traffic Studies/N'hood Traffic Management	734,473	500,964	457,830	(43,134)	(8.61%)
756 Signs and Pavement Markings	1,116,539	1,020,102	1,091,955	71,853	7.04%
757 Signal Maintenance	1,280,045	1,085,670	1,068,435	(17,235)	(1.59%)
758 Special Events and Street Permits	353,041	353,229	382,863	29,634	8.39%
759 Computerized Signal System	759,965	708,248	720,214	11,966	1.69%
812 Director of Transportation	398,360	396,044	-	(396,044)	(100.00%)
025 Non Departmental City Commons Garage	216,631	270,000	270,000	-	0.00%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 21,756,732</b>	<b>\$ 21,352,835</b>	<b>\$ 19,069,923</b>	<b>\$ (2,282,912)</b>	<b>(10.69%)</b>

## Public Works Department

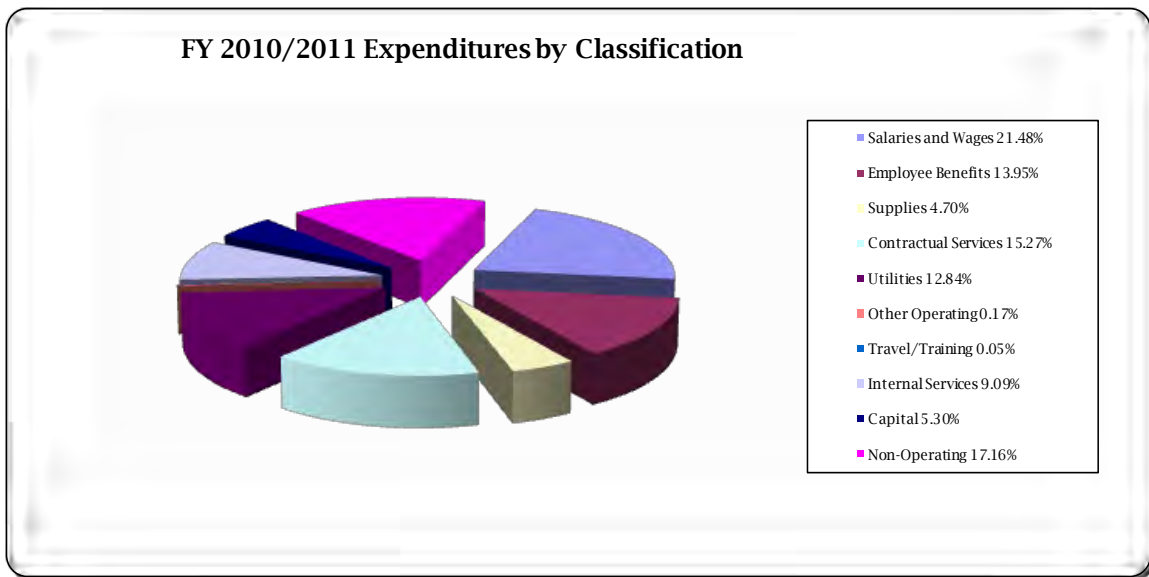
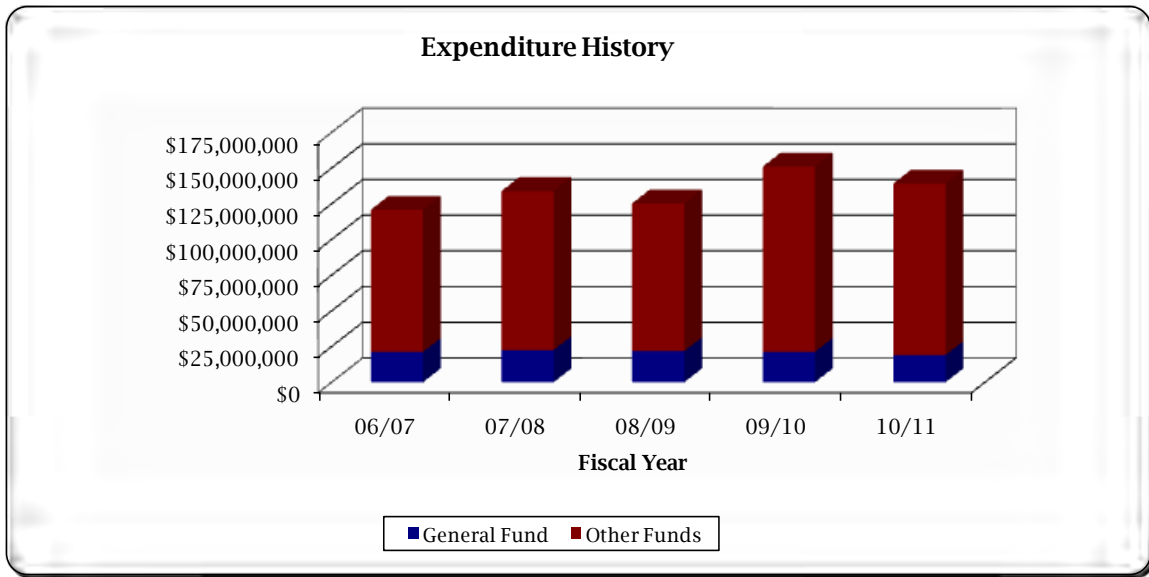
## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change to Adopted Revised	% Change
<u>TRANSPORTATION GRANT FUND #399</u>					
Parking Division					
771 Centroplex Garage I Operations	\$ 213,517	\$ 197,701	\$ 100,460	\$ (97,241)	(49.19%)
772 Centroplex Garage II Operations	391,935	396,191	617,555	221,364	55.87%
978 Nondepartmental - Centroplex Garages	1,499,416	1,866,672	1,444,986	(421,686)	(22.59%)
Projects	-	-	-	-	N/A
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,104,868	\$ 2,460,564	\$ 2,163,001	\$ (297,563)	(12.09%)
<u>DOWNTOWN TRANSIT FUND #400</u>					
Parking Division					
060 Downtown Transit	\$ -	\$ 265,000	\$ 907,234	\$ 642,234	242.35%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ -	\$ 265,000	\$ 907,234	\$ 642,234	242.35%
<u>PARKING SYSTEM REVENUE FUND #401</u>					
Parking Division					
760 Jefferson Street Garage	\$ 276,386	\$ 254,353	\$ 482,516	\$ 228,163	89.70%
761 Parking System Admin/Fiscal Mgmt.	891,259	871,855	842,734	(29,121)	(3.34%)
763 Surface Parking	339,185	354,366	435,622	81,256	22.93%
764 Parking Violations	399,260	422,524	471,918	49,394	11.69%
765 Central Boulevard Garage Operations	992,116	930,967	1,103,096	172,129	18.49%
766 Church Street Garage Operations	503,695	559,624	738,809	179,185	32.02%
767 Market Garage Operations	380,828	654,070	800,827	146,757	22.44%
768 O.C. Administration Garage Operations	406,485	422,335	522,878	100,543	23.81%
769 O.C. Courthouse Garage Operations	750,299	754,336	779,523	25,187	3.34%
770 Library Garage Operations	705,471	768,774	951,910	183,136	23.82%
773 Centroplex Parking	728,050	710,958	-	(710,958)	(100.00%)
774 Event Parking	353,565	320,935	41,450	(279,485)	(87.08%)
775 Parking Operations	70,737	-	-	-	N/A
776 Parking Enforcement	414,995	460,549	527,717	67,168	14.58%
979 Nondepartmental - Parking	1,775,387	5,875,872	6,195,556	319,684	5.44%
Projects	86,918	1,802,312	-	(1,802,312)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,074,636	\$ 15,163,830	\$ 13,894,556	\$ (1,269,274)	(8.37%)
<u>SOLID WASTE FUND #426</u>					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,108,436	\$ 1,157,319	\$ 1,179,618	\$ 22,299	1.93%
365 Commercial Collection and Transportation	7,174,970	7,100,084	7,960,616	860,532	12.12%
366 Residential & Recycling	10,183,728	10,998,101	10,573,349	(424,752)	(3.86%)
977 Nondepartmental - Solid Waste	4,061,289	5,173,462	4,918,009	(255,453)	(4.94%)
Projects	3,465	1,643,624	-	(1,643,624)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 22,531,888	\$ 26,072,590	\$ 24,631,592	\$ (1,440,998)	(5.53%)
<u>STORMWATER UTILITY FUND #428</u>					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 489,723	\$ 520,876	\$ 488,822	\$ (32,054)	(6.15%)
706 Stormwater Management	1,414,366	1,853,686	1,581,706	(271,980)	(14.67%)
708 Stormwater Compliance	651,396	741,469	737,033	(4,436)	(0.60%)
709 Surface Water Maintenance	3,163,047	3,344,833	4,664,499	1,319,666	39.45%
965 Nondepartmental - Stormwater	6,552,033	7,550,777	7,097,101	(453,676)	(6.01%)
Projects	6,337,166	21,119,667	8,308,534	(12,811,133)	(60.66%)
TOTAL -- STORMWATER UTILITY FUND	\$ 18,607,731	\$ 35,131,308	\$ 22,877,695	\$ (12,253,613)	(34.88%)

## Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<u>WASTEWATER REVENUE FUND #441</u>					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 2,795,249	\$ 3,023,372	\$ 3,128,592	\$ 105,220	3.48%
343 Wastewater Asset Management	833,026	559,865	611,710	51,845	9.26%
344 System Evaluation & Maintenance	5,059,123	5,280,216	5,349,560	69,344	1.31%
Wastewater Process/Operations Section					
351 Water Conserv I	2,802,982	2,833,556	2,708,944	(124,612)	(4.40%)
352 Water Conserv II	7,369,789	7,916,993	8,574,561	657,568	8.31%
353 Iron Bridge	9,586,494	9,688,996	10,136,948	447,952	4.62%
354 Lift Station Operations	3,683,940	3,695,143	3,892,153	197,010	5.33%
355 Environmental Control	1,348,549	1,256,048	1,336,567	80,519	6.41%
357 Industrial Automation Group	1,672,525	1,785,897	2,224,188	438,291	24.54%
358 Environmental Lab Services	929,958	793,284	795,433	2,149	0.27%
359 Easterly Wetlands	442,985	400,921	1,546,898	1,145,977	285.84%
975 Nondepartmental - Wastewater Projects	9,319,236	9,120,488	9,521,138	400,650	4.39%
	1,135,275	437,779	1,500,000	1,062,221	242.64%
TOTAL -- WASTEWATER REVENUE FUND	\$ 46,979,131	\$ 46,792,558	\$ 51,326,692	\$ 4,534,134	9.69%
<u>CONSTRUCTION MANAGEMENT FUND #533</u>					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 500,438	\$ 508,832	\$ 608,592	\$ 99,760	19.61%
712 Project Engineering	675,090	704,421	878,346	173,925	24.69%
713 Construction Services	1,162,416	1,692,784	1,860,634	167,850	9.92%
714 Design Services	431,946	462,051	495,993	33,942	7.35%
964 NonDept.-Proj./Const.Mgmt.	771,137	428,473	510,448	81,975	19.13%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,541,027	\$ 3,796,561	\$ 4,354,013	\$ 557,452	14.68%
<u>SUPPLEMENTAL STAFF FUND #555</u>					
Environmental Services/Solid Waste Management Division					
715 City Supplemental Staff	\$ 688,621	\$ -	\$ -	\$ -	N/A
TOTAL -- PUBLIC WORKS	\$ 125,284,634	\$ 151,035,246	\$ 139,224,706	\$ (11,810,540)	(7.82%)
Expenditure by Classification					
Salaries and Wages	\$ 30,270,701	\$ 29,810,213	\$ 29,903,788	\$ 93,575	0.31%
Employee Benefits	16,593,888	17,869,322	19,415,674	1,546,352	8.65%
Supplies	6,562,077	7,561,929	6,539,773	(1,022,156)	(13.52%)
Contractual Services	20,439,341	24,939,368	21,263,411	(3,675,957)	(14.74%)
Utilities	17,577,117	17,026,636	17,878,386	851,750	5.00%
Other Operating	231,527	249,649	231,852	(17,797)	(7.13%)
Travel/Training	77,335	73,589	68,680	(4,909)	(6.67%)
Internal Services	12,894,881	13,662,566	12,654,223	(1,008,343)	(7.38%)
Capital	4,581,875	15,419,185	7,380,502	(8,038,683)	(52.13%)
Non-Operating	16,055,892	24,422,789	23,888,417	(534,372)	(2.19%)
TOTAL -- PUBLIC WORKS	\$ 125,284,634	\$ 151,035,246	\$ 139,224,706	\$ (11,810,540)	(7.82%)

Public Works Department



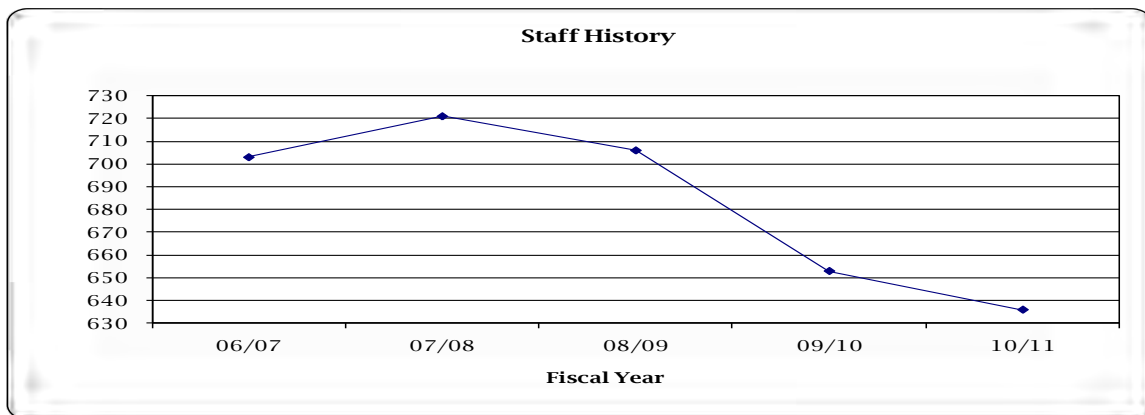
## Public Works Department

## DEPARTMENT STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
701 Director of Public Works	4	4	4
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	12	11	11
723 Engineering Records and Drafting	5	5	3
Engineering/Streets and Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	5	8
726 Right-of-Way Management	33	22	-
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	10	10	12
Transportation Engineering Division			
734 Transportation Engineering Administration	3	2	3
754 Transportation Engineering PM/CM Services	4	4	-
755 Traffic Studies/N'hood Traffic Management	8	5	5
756 Signs and Pavement Markings	13	12	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
812 Director of Transportation	3	3	-
TOTAL -- GENERAL FUND	162	145	119
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	3	3	3
TOTAL -- TRANSPORTATION GRANT FUND	3	3	3
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Administration/Fiscal Mgmt	12	10	10
763 Surface Parking	4	4	4
764 Parking Violations	6	5	5
775 Parking Operations	75	67	69
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	107	96	98
<u>SOLID WASTE FUND #426</u>			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	33	33	32
366 Residential & Recycling	56	58	54
TOTAL -- SOLID WASTE FUND	103	105	100

Public Works Department

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>STORMWATER UTILITY FUND #428</b>			
Engineering/Streets and Stormwater Services Division			
705 Stormwater Administration	5	5	4
706 Stormwater Management	16	16	15
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	28	28	43
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>56</b>	<b>56</b>	<b>69</b>
<b>WASTEWATER REVENUE FUND #441</b>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	16	16
343 Wastewater Asset Management	12	8	8
344 System Evaluation & Maintenance	50	50	49
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	12	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	15	15
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	8	7	7
359 Easterly Wetlands	3	3	3
<b>TOTAL -- WASTEWATER REVENUE FUND</b>	<b>229</b>	<b>221</b>	<b>218</b>
<b>CONSTRUCTION MANAGEMENT FUND #533</b>			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	7
712 Project Engineering	6	6	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>27</b>	<b>27</b>	<b>29</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>			
Environmental Services/Solid Waste Management Division			
715 Rapid Assistance Program	19	-	-
<b>TOTAL -- SUPPLEMENTAL STAFF FUND</b>	<b>19</b>	<b>-</b>	<b>-</b>
<b>TOTAL -- PUBLIC WORKS</b>	<b>706</b>	<b>653</b>	<b>636</b>

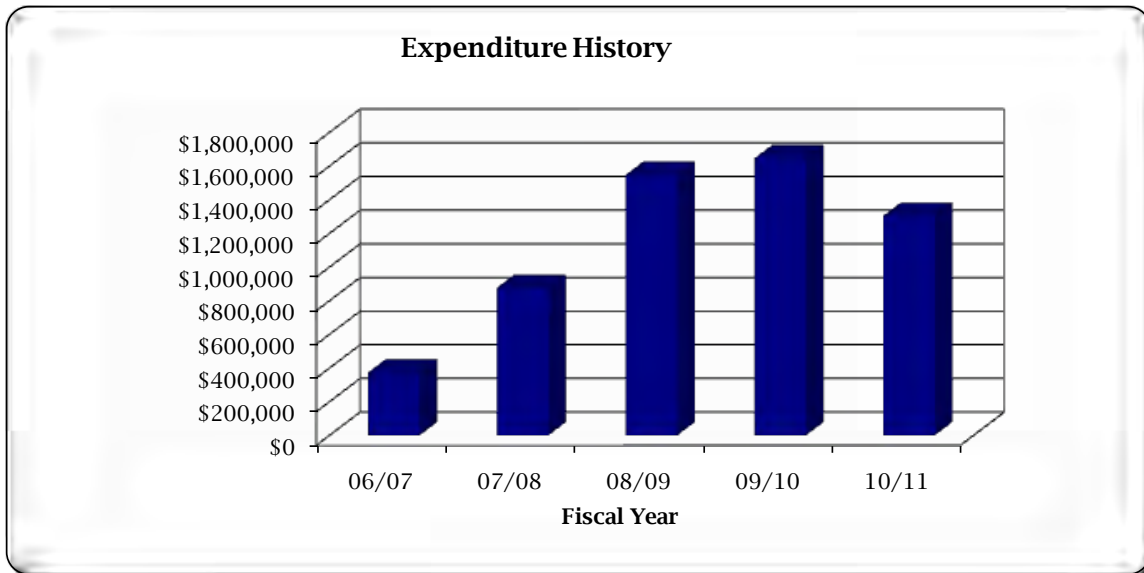




Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
701 Director of Public Works	\$ 461,729	\$ 426,643	\$ 457,894	\$ 31,251	7.32%
986 Nondepartmental - Public Works	1,086,227	1,219,779	846,941	(372,838)	(30.57%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,547,956</b>	<b>\$ 1,646,422</b>	<b>\$ 1,304,835</b>	<b>\$ (341,587)</b>	<b>(20.75%)</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 1,547,956</b>	<b>\$ 1,646,422</b>	<b>\$ 1,304,835</b>	<b>\$ (341,587)</b>	<b>(20.75%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
701 Director of Public Works	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- DIRECTOR</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Public Works Department

---

### Engineering Services Division

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

- Managed the street pavement surface rehabilitation for 53.27 miles of City streets.
- Completed a sidewalk inventory with condition assessment citywide.
- Constructed 4.02 miles of new sidewalks and 168 ADA compliant curb ramps citywide.
- Constructed a substantial roundabout at Hankins Circle and Wooden Drive.
- Coordinated study, design and construction projects funded by Florida Department of Environmental Protection.
- Designed and constructed the Pine Street/OBT Corridor drainage improvement project.
- Designed and installed three baffle boxes which provide stormwater treatment for Lake Adair, Spring Lake, and Lake Winyah.
- Designed and Constructed stormwater conveyance retrofits along 18<sup>th</sup> and 19<sup>th</sup> Streets.
- Coordinated with St. Johns River Water Management District in the Howell Creek Basin Master Stormwater Management Plan Study.
- Coordinated with Orange County and the City of Winter Park for a drainage evaluation to address flooding problems in the vicinity of Minnesota Avenue.
- Initiated a stormwater inventory project. Finished the inventory with condition assessment for the Lake Eola Basin.
- Issued 1,053 addresses in FY 2008-2009, 1,654 addresses in FY 2007-2008 compared to 2,200 addresses in FY 2006-2007, 2,664 in FY 2005-2006 addresses in FY 2004-2005, 3004 in FY 2003-2004, 1,876 in FY 2002-2003, 1,398 in 2001-2002 and 743 in 2000-2001.
- Reviewed and approved many large single-family subdivision plats.
- Continuing the Real-time Kinematic Geographic Positioning Systems into our survey services deliverables increasing the amount and type of data provided to the public.

## Public Works Department

---

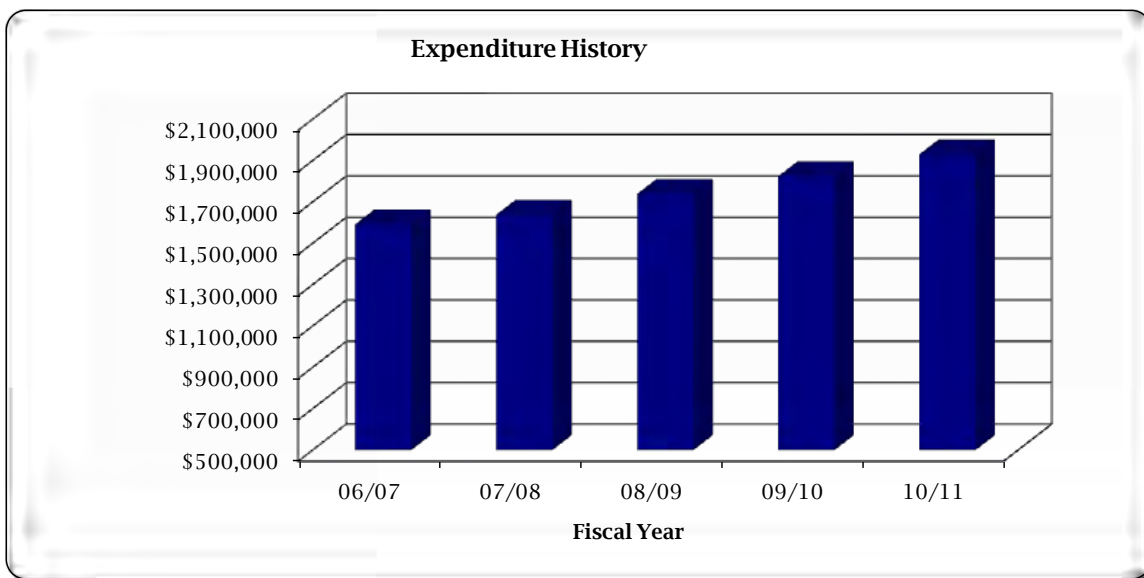
### Future Outlook

- Will initiate a stormwater system conceptual improvement evaluation and permitting project in the Southeast Lakes area consisting of 19 landlocked lakes.
- Will initiate a floodplain study to develop necessary engineering and GIS work products to establish a 100-year Base Flood Elevation for many Zone A areas within the City limits.
- Will initiate three stormwater retrofit projects in the Howell Branch chain of lakes to meet State of Florida nutrient levels for TMDL (Total Maximum Daily Load) requirements.
- Survey Services will continue to utilize the latest Reflectorless Total Station technology; increasing the amount and type of data available to the public through the City's Internet site; and the streamlining of the plat review process through the creation of a self-guided checklist for consultants preparing subdivision plats.
- Engineering Records will continue to check legal descriptions; review plats to ensure street names meet requirements, develop revisions to the City's Engineering Standard Details, further develop the database and retrieval system for as-built drawings, and continue development of a database of scanned drawings which document locations of underground utilities.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
Engineering/Engineering Services Division					
721 Engineering Administration	\$ 613,396	\$ 634,890	\$ 761,152	\$ 126,262	19.89%
722 Engineering Survey Services	783,360	839,175	881,400	42,225	5.03%
723 Engineering Records and Drafting	341,808	349,640	287,329	(62,311)	(17.82%)
TOTAL -- GENERAL FUND	\$ 1,738,564	\$ 1,823,705	\$ 1,929,881	\$ 106,176	5.82%
TOTAL -- ENGINEERING SERVICES	\$ 1,738,564	\$ 1,823,705	\$ 1,929,881	\$ 106,176	5.82%



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	12	11	11
723 Engineering Records and Drafting	5	5	3
TOTAL -- GENERAL FUND	23	22	20
TOTAL -- ENGINEERING SERVICES	23	22	20

## Public Works Department

### Streets and Stormwater Services Division

#### Mission Statement

To produce accurate and cost effective engineering survey and design; to provide project management services; to provide efficient access to engineering documents; to maintain and operate the City of Orlando's transportation infrastructure and stormwater facilities in order to achieve maximum design life; and to preserve water quality in the City's lake system.

#### Overview of Services/Programs

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

More specifically, the Division preserves the quality of Orlando's lakes by ensuring compliance with the City Stormwater Utility Code and by identifying, and eliminating, illicit discharges to the stormwater collection system, surface waters and drainwells. The Division manages the database used for annual stormwater billings. The funds collected as a result of these billings are used to fund the stormwater management programs of the City.

The Division also operates and maintains the City's roadways, rights-of-way, drainage facilities and lakes. Specific responsibilities include street cleaning, street repairs and maintenance, sidewalk and curb repairs, litter control, right-of-way landscape maintenance and litter removal, and stormwater system cleaning, repair and maintenance.

#### Major Accomplishments

- Developed and implemented programs to meet the City's National Pollutant Discharge Elimination System (NPDES) and Total Maximum Daily Load (TMDL) permit requirements.
- Completed the Year 7 audit of the City's NPDES Municipal Separate Storm Sewer System (MS-4) permit.
- Managing an annual \$760,000 stormwater area maintenance contract.
- Managed three major watershed studies to identify projects to meet TMDL regulations. One project was managed by Orange County Environmental Protection Department (OCEPD), with our forces providing some funding, limited sampling and data management.
- Completed the City Council approved planned rate increases through FY 2008/2009.
- Managed Stormwater Utility Fee billing program that is currently generating \$22,500,000 in revenue.
- Collected ambient lake water samples and field data from 93 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.
- Maintained 90 lakes (more than 5,000 acres) with over 19 miles of shoreline, 77 retention ponds, and 70 miles of swales, ditches, and canals. Also treated 1,100 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.
- Provided educational presentations, displays, and public service announcements, as well as print and video media discussing pollution abatement and illicit discharge prevention to 134,435 citizens.
- Successfully revamped and implemented the Think Blue Program (formerly the Orlando Green Business Program) with the goal being to reach out to local businesses through incentives and education, ensuring pollution prevention and water quality protection of the lakes within the City of Orlando.
- Created a crew dedicated exclusively to the repair of brick streets using landscape and litter control forces.
- Provided street sweeping and litter control services that included sweeping residential streets every thirteen working days, commercial/industrial routes every nine working days, and the Downtown Entertainment District five times per week for a cumulative production total of over 51,290 curb miles swept.
- Removed approximately 7,189 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Repaired or replaced over 330,000 square feet of damaged sidewalk, reducing our repair backlog wait time to about one month.
- Added remote lake level sensing for fifty lakes to our rainfall data collection system, which improves our ability to have advance warning of flooding and aids in evaluation of the performance of our drainage infrastructure.

## Public Works Department

---

- The Division has implemented a plan to convert existing irrigated roadside landscaping and St. Augustine turf - which are expensive to maintain and require a tremendous amount of water and chemicals to survive in Florida - to a more environmentally friendly streetscape, using Bahia turf, and Florida-native trees and shrubs.
- Through the Keep Orlando Beautiful program (KOB), 5,682 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. This saved the City of Orlando \$120,743; the national volunteer rate is \$21.25/hour towards community preservation.

### Future Outlook

- The Division will be instrumental in the implementation of the actions necessary to meet the requirements of the second 5-year NPDES stormwater permit issued in February 2003, and is working toward renewal in 2011.
- The Division will continue to determine the water quality of 93 City lakes by sampling on a quarterly basis. The overall water quality of the five major drainage basins will continue to be monitored through macro invertebrate sampling on a biennial basis. Vegetative inventories will also be performed on all lakes on a five-year cycle to determine the human disturbance gradient of each water body.
- The Division will research the additional monitoring requirements under the new MS-4 permit to ensure that they are implemented in the most cost-effective manner possible.
- The Division will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system through inspections, ordinances, and enforcement.
- The Division will continue to implement a program to reduce the discharge of pollutants from construction sites (erosion and sediment controls), through better inspection, enforcement and education.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors. The Division will also actively participate in the development of Basin Management Action Plans (BMAPs) for impaired water bodies within our jurisdiction.
- Stormwater staff will continue to monitor the development of the Statewide Stormwater Rule by state agencies and implementation of Numeric Nutrient Criteria by the EPA. These new criteria have the potential to be extremely costly to the City. The ability of our staff to provide science-based input to the process can ensure our limited resources are applied in the most cost-effective manner, which in turn results in savings to the citizens of Orlando.
- The Division will remain actively involved in the management of various stormwater projects to ensure that the Division's stormwater goals are achieved.
- The Division will continue to develop new and different techniques to further educate the local community on how to reduce pollutant loads to our City's lakes.
- The Division will be partnering with Buy Local Orlando and GreenWorks Orlando to facilitate large-scale training on stormwater pollution prevention to even more local businesses.
- The Division will maintain the sidewalk inventory and condition assessment started in FY 2007/2008 to ensure it remains an up-to-date tool to determine future sidewalk repairs, replacement workload and budget requirements.
- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 50% of stormwater revenue for capital projects.
- The Division will complete its plan to convert existing irrigated roadside landscaping and St. Augustine turf - which are expensive to maintain and require a tremendous amount of water and chemicals to survive in Florida - to a more environmentally friendly streetscape, using Bahia turf, and Florida-native trees and shrubs.
- Through the use of inmate labor, the Division expects to be able to achieve a greater number of annual maintenance cycles than would have otherwise been attainable. The Division will evaluate the inmate work crews for cost-effectiveness and feedback from the community with the goal of forming one or two more crews for FY 2011/2012.
- 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.

## Public Works Department

---

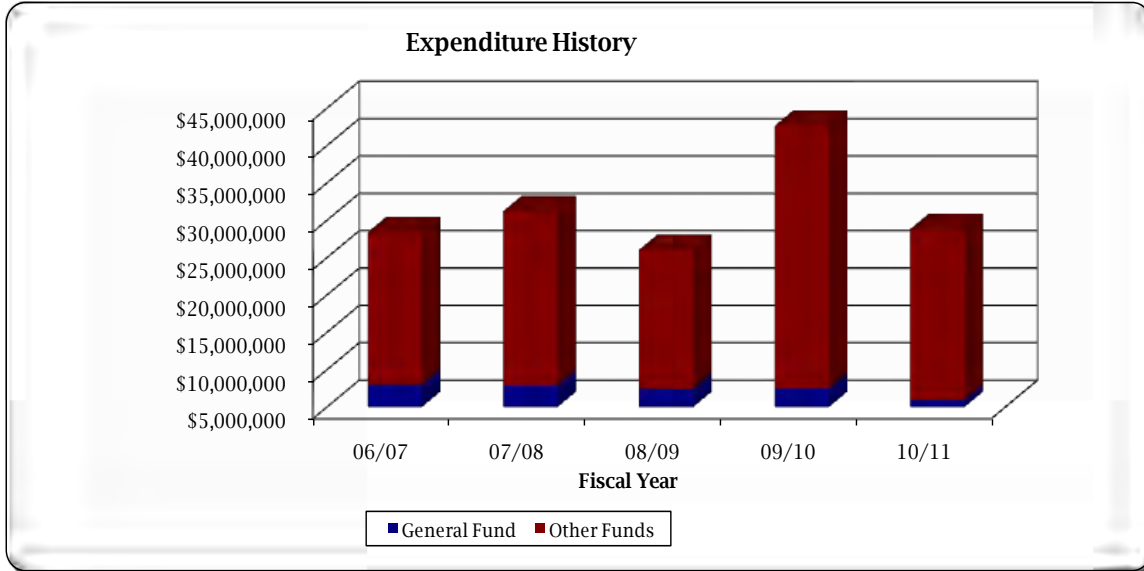
- The Division will accelerate work on the inventory and condition assessment of the City's stormwater management system, which will be used to determine capacity and repair deficiencies in the system.
- Elevations will be established at which advance warning of flooding will be provided via our remote lake level sensing stations.
- Through the Keep Orlando Beautiful program, volunteers will continue to be utilized in removing litter debris, and graffiti, aid in waste reduction and recycling, and assist with beautification efforts. With the loss of litter crews, KOB will be essential in the identification and utilization of volunteers through the Adopt-a-Street program, coordinated cleanups, and through a partnership with Orange County Corrections (to utilize court ordered community service workers). KOB will continue to engage Orlando citizens to take responsibility for their community environment through volunteerism and education.
- KOB has taken the lead in public space recycling and has developed an event recycling program in which six tons of recyclables were collected. KOB will increase this amount as well as introduce permanent public space recycling at Lake Eola Park and downtown Orlando.



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	\$ 115,044	\$ 128,125	\$ 130,888	\$ 2,763	2.16%
725 Streets Administration	411,376	403,366	2,429,322	2,025,956	502.26%
726 Right-of-Way Management	4,016,602	3,832,574	-	(3,832,574)	(100.00%)
727 Street Maintenance & Construction	2,006,150	2,265,444	2,339,156	73,712	3.25%
728 Material & Equipment Management	883,059	876,360	1,051,169	174,809	19.95%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 7,432,231</b>	<b>\$ 7,505,869</b>	<b>\$ 5,950,535</b>	<b>\$ (1,555,334)</b>	<b>(20.72%)</b>
<b>STORMWATER UTILITY FUND #428</b>					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 489,723	\$ 520,876	\$ 488,822	\$ (32,054)	(6.15%)
706 Stormwater Management	1,414,366	1,853,686	1,581,706	(271,980)	(14.67%)
708 Stormwater Compliance	651,396	741,469	737,033	(4,436)	(0.60%)
709 Surface Water Maintenance	3,163,047	3,344,833	4,664,499	1,319,666	39.45%
965 Nondepartmental - Stormwater Projects	6,552,033	7,550,777	7,097,101	(453,676)	(6.01%)
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 18,607,731</b>	<b>\$ 35,131,308</b>	<b>\$ 22,877,695</b>	<b>\$ (12,253,613)</b>	<b>(34.88%)</b>
<b>TOTAL -- STREETS &amp; STORMWATER SERVICES</b>	<b>\$ 26,039,962</b>	<b>\$ 42,637,177</b>	<b>\$ 28,828,230</b>	<b>\$ (13,808,947)</b>	<b>(32.39%)</b>



## Public Works Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>GENERAL FUND #100</u>			
Engineering/Streets & Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	5	8
726 Right-of-Way Management	33	22	-
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	10	10	12
TOTAL -- GENERAL FUND	81	70	53
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division			
705 Stormwater Administration	5	5	4
706 Stormwater Management	16	16	15
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	28	28	43
TOTAL -- STORMWATER UTILITY FUND	56	56	69
TOTAL -- STREETS & STORMWATER SERVICES	137	126	122

## Public Works Department

### Transportation Engineering Division

#### Mission Statement

The Transportation Engineering Division manages the City's efforts for providing safe, efficient and balanced movement of people, vehicles, goods, pedestrians, and bicyclists by efficiently and effectively permitting, designing, constructing, operating, and maintaining the City's transportation infrastructure.

#### Overview of Services/Programs

To accomplish its mission, the Division manages, maintains and operates the City's traffic signal system, traffic signs and pavement markings, streetlights, intelligent transportation systems, Neighborhood Traffic Management Program, street and lane closures, right of way permits, traffic studies and statistics. The Division also coordinates with external agencies, assists in the development and implementation of the Transportation Capital Improvement Program, reviews development plans and makes recommendations regarding mitigation for impacts to the City's transportation network.

#### Major Accomplishments

- Secured an additional \$300,000 in Federal Funds for International Drive Congestion Management Project, and initiated the design of the project which will include transit only lanes.
- Secured \$1.9 Million in Federal Funds for Traffic Signal Pre-emption System to improve response times for Orlando Fire Department.
- Secured \$900,000 of ARRA Funding for the Reconstruction of Bumby Avenue between Colonial Drive and SR 408.
- Secured \$3.2 million ARRA design-build project to implement Phase 1 of the Downtown Intelligent Transportation System Master Plan.
- Secured \$2.3 Million in Federal Funds from MetroPlan Orlando for the Orlando Urban Trail (Dinky Line) Right-of-Way, and completed the purchase the rail line.
- Implemented procedures for assuring compliance with contract and grant requirements through the use of web-based programs: lcpTracker for Certified Payrolls (City), BizWeb for DBE Utilization (FDOT), and ARRA Employment Reporting (FDOT).
- Completed construction of the four-lane widening project on Conway Road from Hoffner Avenue to SR 528.
- Completed the study and developed 60% plans for the Grand National Drive Overpass.
- Initiated the design of the Orlando Urban Trail (Dinky Line Phase 2) from Magnolia Avenue to Virginia Drive.
- Managed the permitting, design and construction of the Pine Street Extension/Conversion to two-way project.
- Managed the design of the Boone Avenue extension.
- Completed the design and right-of-way phases, and initiated construction of the President Barack Obama Parkway Project.
- Started "ATMS.now" Implementation Project to upgrade central traffic signal management software to modern windows-based software, which will allow Traffic Management Center operators to manage multiple intersections.
- Managed International Drive and Kirkman Road intersection project through Construction.
- Installed 53,000 linear feet of pavement markings.
- Upgraded traffic control signs in 96 neighborhoods.
- Improved protection for the signal system infrastructure from damage by contractors who perform construction in or adjacent to City rights of way and easements by responding to over 8,500 locate requests within 48 hours, during the first half of FY 2009-2010.
- Replaced 8 signal equipment cabinets (7 damaged by vehicles, and 1 related to maintenance).

## Public Works Department

---

- Repaired 2 complete traffic signal assemblies, including wires, signal heads, and poles, due to damage resulting from crashes or oversized vehicles.
- Replaced 72 in-pavement loop assemblies.
- LED technology is present in 514 of the 518 locations with electronic traffic control devices.
- Installed 8 new traffic signal assemblies related to City, FDOT, and developer projects.
- Rebuilt or upgraded signals in 6 intersections.
- Performed 10 system upgrades or major repairs to the traffic communication system.
- Replaced 13 failed traffic surveillance CCTV cameras with new IP-based cameras to allow monitoring of traffic conditions at critical intersections.
- Coordinated traffic signal retiming of four (4) primary corridors through the Orlando-Orange County area. This project consisted of Colonial Drive from Mills Avenue to Old Cheney Highway (13 locations), Curry Ford Road from Conway Road to Woodgate Boulevard (6 locations), Michigan Street from Orange Avenue to Bumby Avenue (7 locations), and Semoran Boulevard from Dahlia Drive to T. G. Lee Boulevard (18 locations).
- Replaced 55,000 feet of outdated copper wire communications cable with fiber optic cable able to handle current and future needs and reduce maintenance costs.
- Upgraded 32 signalized intersections to modern Ethernet communications.
- Added video detection to 29 intersections to allow signals to respond better to traffic demand.
- Added CCTV cameras to 8 intersections to allow Traffic Management Center staff to monitor traffic conditions and incidents.
- Added three dynamic message signs to provide guidance to drivers entering the downtown network.
- Fabricated and installed signage surrounding the new Amway Center.
- Replaced and upgraded all roadway signs surrounding Universal Studios.
- Upgraded all pavement markings in the area of Universal Boulevard, Major Boulevard, Hollywood Way, Turkey Lake and Vineland Roads.
- Approved 805 ROW Permits.
- Issued 673 Street Lane or Sidewalk Authorizations (SLS).
- Conducted 2,536 Inspections of Construction Projects, and Utility Maintenance work zones.
- Approved 341 Special Event Permits: 18A Permits - 192, Block Party Permits- 77, Arena Events - 65, and Citrus Bowl Events- 7.
- Issued 121 Permits for Banners - 14, and Film Shoots-107.

### Future Outlook

- Continue designing the International Drive Congestion Management Project, including transit-only lanes, and prepare construction documents.
- Construct Traffic Signal Pre-emption System for the Orlando Fire Department.
- Reconstruct Bumby Avenue between Colonial Drive and SR 408.
- Coordinate with Lake Nona Development on the design of the six lane widening project on Narcoossee Road from SR 417 to the SR 528.
- Complete ARRA design-build project for Phase 1 of the Downtown Intelligent Transportation System Master Plan.
- Expand Intelligent Transportation System (ITS) throughout the City.
- Complete construction of the Narcoossee Road Improvements between SR 528 and Leevista Boulevard, and return the roadway to FDOT jurisdiction.

## Public Works Department

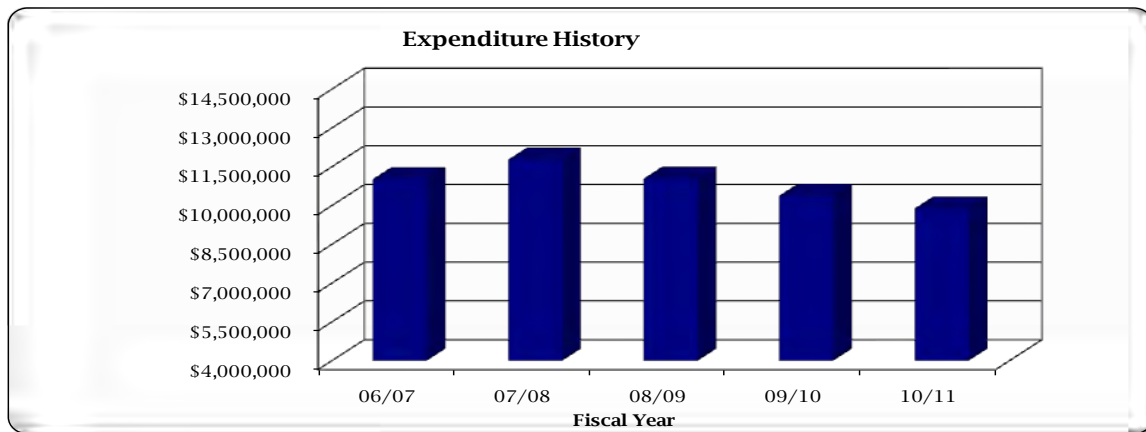
---

- Continue coordination with FDOT to complete the design of the Grand National Drive Overpass.
- Complete the design of the Orlando Urban Trail (Dinky Line Phase 2) from Magnolia Avenue to Virginia Drive.
- Complete the Boone Avenue extension.
- Construct the President Barack Obama Parkway Project.
- Continue “ATMS.now” Implementation Project to upgrade central traffic signal management software to modern windows-based software.
- Complete construction of the intersection improvement at Kirkman Road and Raleigh Street.
- Complete construction of a traffic signal at Cypress Creek Boulevard & Vineland Road. Construction will begin after August 2010.
- Continue coordination with Orange County Public Schools on signalization improvements for Edgewater High School. Construction will begin after August 2010.
- Investigate FEMA Local Mitigation Strategy grant program to fund project to sustain traffic flow on critical corridors.
- Continue development of an automated inventory system for the Sign and Signal Shops.
- Increase the number of employees capable of performing “in-house” arterial signal timing and network capacity analyses.
- Design, construct/rehabilitate traffic signals at 9 intersections.
- Continue installation of audible pedestrian signals.
- Investigate sources for additional revenue to cover increasing demands for service:
  - Current charges for Block Party Permits do not cover the costs to provide traffic control devices. Pursue requirement for applicants rent devices from one of the local Traffic Control Companies, or increase the City charges to cover the cost of barricades, signs, or lights that are lost or stolen.
  - Pursue assessment of charges from event promoters for overtime worked by City Staff during events and for street or lane closures associated with the MOT for their projects.
- Continue work on automating the street, lane, and sidewalk closure authorization process, which will include the ability for customers to request authorization via the Internet.

Public Works Department

EXPENDITURE SUMMARY

Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Transportation Engineering Division					
734 Transportation Engineering Administration	\$ 235,026	\$ 194,815	\$ 428,215	\$ 233,400	119.81%
753 Street Lighting	5,534,495	5,422,800	5,465,160	42,360	0.78%
754 Transportation Engineering PM/CM Services	409,406	424,967	-	(424,967)	(100.00%)
755 Traffic Studies/N'hood Traffic Management	734,473	500,964	457,830	(43,134)	(8.61%)
756 Signs and Pavement Markings	1,116,539	1,020,102	1,091,955	71,853	7.04%
757 Signal Maintenance	1,280,045	1,085,670	1,068,435	(17,235)	(1.59%)
758 Special Events and Street Permits	353,041	353,229	382,863	29,634	8.39%
759 Computerized Signal System	759,965	708,248	720,214	11,966	1.69%
812 Director of Transportation	398,360	396,044	-	(396,044)	(100.00%)
025 Non Departmental City Commons Garage	216,631	270,000	270,000	-	0.00%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 11,037,981</b>	<b>\$ 10,376,839</b>	<b>\$ 9,884,672</b>	<b>\$ (96,123)</b>	<b>(4.74%)</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>\$ 11,037,981</b>	<b>\$ 10,376,839</b>	<b>\$ 9,884,672</b>	<b>\$ (96,123)</b>	<b>(4.74%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>GENERAL FUND #100</b>			
Transportation Engineering Division			
734 Transportation Engineering Administration	3	2	3
754 Transportation Engineering PM/CM Services	4	4	-
755 Traffic Studies/N'hood Traffic Management	8	5	5
756 Signs and Pavement Markings	13	12	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
812 Director of Transportation	3	3	-
<b>TOTAL -- GENERAL FUND</b>	<b>54</b>	<b>49</b>	<b>42</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>54</b>	<b>49</b>	<b>42</b>

## Public Works Department

---

### Parking Division

#### Mission Statement

To operate as a self-supporting enterprise fund within the City structure; to assist with downtown revitalization; to provide safe, affordable, and accessible parking that meets the short and long-term needs of citizens and visitors to downtown Orlando.

#### Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City; operates ten parking garages with over 7,673 parking spaces, 1,076 surface lot spaces, 1,079 metered spaces, and over 8,000 event parking spaces. The Division enforces Chapter 39 of the City's Municipal Code, issues parking citations and immobilizes vehicles. The Division also processes all revenues received for garages, events, meters and violations. Surface Parking personnel perform maintenance, repair and collection of meters. The Division provides full administration, financial, and maintenance support to the LYMMO downtown transit circulator.

#### Major Accomplishments

- Completed all 69 recommended repairs in the Structural Condition Assessment Report of Existing Parking Garages by PBS&J. Substantial cost savings in contractual services were accomplished by 90% of the work being done by in-house maintenance staff.
- Completed the exterior pressure washing, painting & stucco repairs to Central Blvd. Garage.
- Completed the waterproofing of the exterior masonry façade tower panels at Administration Garage.
- In Lot 9 completed the following work: resurfaced pavement; painted new layout of parking stalls; installed new awnings at pay stations; and made site improvements to brick and concrete sidewalk.
- Completed a lighting modernization project in Lots 9 & 10 by replacing 152 metal halide fixtures with T5 fluorescent fixtures. The new lighting will decrease electrical cost and are less expensive to maintain while improving lighting.
- Completed the seal coating of pavement surface, and restriped parking stalls at the Garland Parking Lot.
- At Church St Garage completed the following work: modernized two hydraulic elevators; painted all exterior metal work; replaced the main expansion joint on the roof ramp; installed two new ADA approved entrance door systems; refurbished roof planters; painted new layout of parking stalls; painted main hallway, office and restrooms; pressure washed exterior facades; replaced central air conditioning system in tenant space; replaced roof lightning protection cables; replaced flooring in elevators and office; tinting of windows in elevator shaft and office areas.
- Completed the continued roadway repairs and replacement of 500 reflective pavement markers.
- Implemented cost reduction plan in landscaping by using city staff, saving \$31,000.
- Connected parking garages to an optical fiber cable network to enable credit card transactions, telecommunication and LAN system.
- Expanded the PARKSMART marketing program, including website redesign that included additional printable forms, flyers and interactive maps.
- Added credit card processing availability to five additional garages.

## Public Works Department

---

### Future Outlook

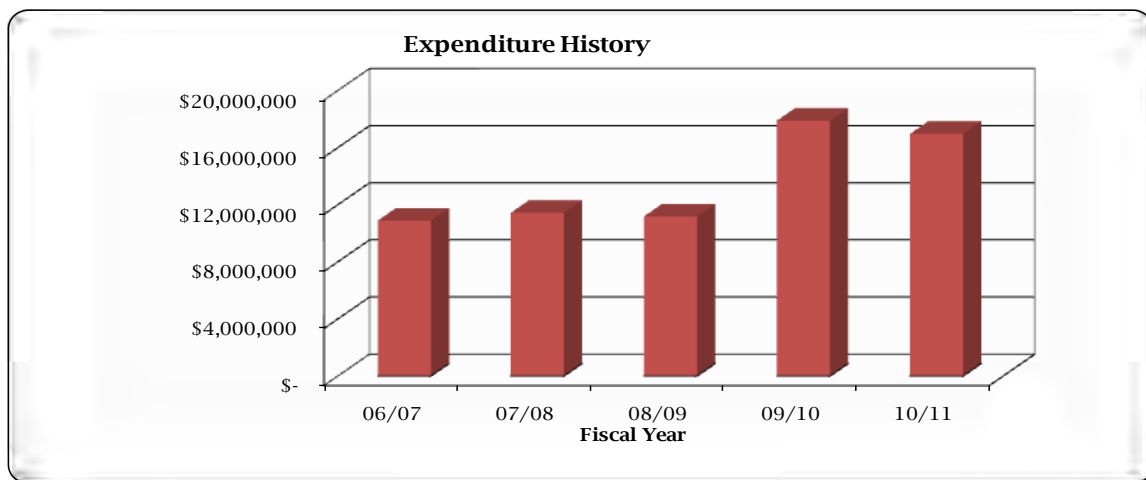
- Continue to evaluate ways to reduce electrical cost while increasing lighting for security and productivity.
- Continue to train staff to recognize signs of structural deterioration and to provide a solution for the proper prevention and repair to reduce cost.
- Continually move toward “green cleaning” in our garages to reduce the negative effects on the environment and reduce cleaning cost.
- Determine the appropriate scope to weigh whether elevators in our facilities need full modernization or partial upgrades and repairs.
- Emphasize the maintenance and beautification of existing garages to meet downtown goals and objectives for increasing the number of visitors to the downtown area.
- Continue to evaluate and redesign the Internet web site to provide citizens more information and better payment options.
- Coordinate an online reservation system for event parking for the new Amway Center.
- Continue and expand marketing efforts to maximize occupancy and utilization in garages. Focus on cost controls and quality of service to remain competitive with other municipalities and private providers.
- Continue with strategic plan and long range parking plan including future demands, site acquisition needs, financing and scheduling.
- Continue to evaluate and explore new web-based revenue control systems.
- Continue to explore and evaluate automated operational methods and alternatives in facilities not requiring human interaction.
- Continue to explore and evaluate improvements in security to include a web based system.



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2008/09 Actual Expenditures	2009/10 Revised Budget	2010/11 Adopted Budget	Change Adopted to Revised	% Change
<b>TRANSPORTATION GRANT FUND #399</b>					
Parking Division					
771 Centroplex Garage I Operations	\$ 213,517	\$ 197,701	\$ 100,460	\$ (97,241)	(49.19%)
772 Centroplex Garage II Operations	391,935	396,191	617,555	221,364	55.87%
978 Nondepartmental - Centroplex Garages	1,499,416	1,866,672	1,444,986	(421,686)	(22.59%)
Projects	-	-	-	-	N/A
<b>TOTAL -- TRANSPORTATION GRANT FUND</b>	<b>\$ 2,104,868</b>	<b>\$ 2,460,564</b>	<b>\$ 2,163,001</b>	<b>\$ (297,563)</b>	<b>(12.09%)</b>
<b>DOWNTOWN TRANSIT FUND #400</b>					
Parking Division					
060 Downtown Transit	\$ -	\$ 265,000	\$ 907,234	\$ 642,234	242.35%
<b>TOTAL -- DOWNTOWN TRANSIT FUND</b>	<b>\$ -</b>	<b>\$ 265,000</b>	<b>\$ 907,234</b>	<b>\$ 642,234</b>	<b>242.35%</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>					
Parking Division					
760 Jefferson Street Garage	\$ 276,386	\$ 254,353	\$ 482,516	\$ 228,163	89.70%
761 Parking System Admin/Fiscal Mgmt.	891,259	871,855	842,734	(29,121)	(3.34%)
763 Surface Parking	339,185	354,366	435,622	81,256	22.93%
764 Parking Violations	399,260	422,524	471,918	49,394	11.69%
765 Central Boulevard Garage Operations	992,116	930,967	1,103,096	172,129	18.49%
766 Church Street Garage Operations	503,695	559,624	738,809	179,185	32.02%
767 Market Garage Operations	380,828	654,070	800,827	146,757	22.44%
768 O.C. Administration Garage Operations	406,485	422,335	522,878	100,543	23.81%
769 O.C. Courthouse Garage Operations	750,299	754,336	779,523	25,187	3.34%
770 Library Garage Operations	705,471	768,774	951,910	183,136	23.82%
773 Centroplex Parking	728,050	710,958	-	(710,958)	(100.00%)
774 Event Parking	353,565	320,935	41,450	(279,485)	(87.08%)
775 Parking Operations	70,737	-	-	-	N/A
776 Parking Enforcement	414,995	460,549	527,717	67,168	14.58%
979 Nondepartmental - Parking	1,775,387	5,875,872	6,195,556	319,684	5.44%
Projects	86,918	1,802,312	-	(1,802,312)	(100.00%)
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 9,074,636</b>	<b>\$ 15,163,830</b>	<b>\$ 13,894,556</b>	<b>(\$1,269,274)</b>	<b>(8.37%)</b>
<b>TOTAL -- PARKING DIVISION</b>	<b>\$ 11,179,504</b>	<b>\$ 17,889,394</b>	<b>\$ 16,964,791</b>	<b>(\$924,603)</b>	<b>(5.17%)</b>



## Public Works Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	3	3	3
TOTAL -- TRANSPORTATION GRANT FUND	3	3	3
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Administration/Fiscal Mgmt	12	10	10
763 Surface Parking	4	4	4
764 Parking Violations	6	5	5
775 Parking Operations	75	67	69
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	107	96	98
TOTAL -- PARKING DIVISION	110	99	101

## Public Works Department

---

### Environmental Services Solid Waste Management Division

#### Mission Statement

To provide the citizens, businesses, and visitors of Orlando with efficient, cost effective solid waste collection and recycling services supporting the infrastructure demands of our growing, diverse community. To deliver high quality services with an emphasis on employee safety, environmental sustainability, public health, and the City Beautiful image.

#### Overview of Services/Programs

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

#### Major Accomplishments

- Provided 52,265 residential and 6,433 commercial customers with quality collection and transportation services at a competitive price.
- Provided 95% of the City with automated garbage collection.
- Collected 91,040 tons of commercial waste, 59,832 tons of residential garbage, 12,767 tons of residential yard waste, and 4,576 tons of residential recycling in FY 08-09.
- Renewed contracts for emergency debris management with four (4) national companies to provide emergency services to the City in the event of any natural disasters.
- Conducted training exercises on hurricane recovery procedures with disaster contractors.
- Prepared and passed an amended Chapter 28 Ordinance to reflect current conditions.
- Expanded drop-off Recycling program throughout the City and participated in event recycling in various venues.

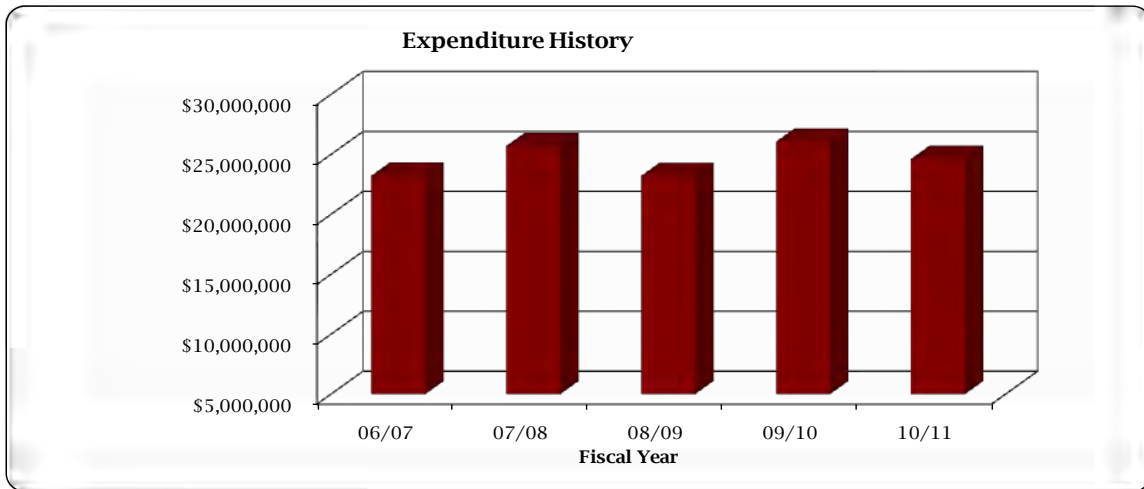
#### Future Outlook

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program.
- The Division will pursue additional opportunities to improve collection service and reduce operating expenses by implementing automated single cart recycling collection Citywide to residential customers this year. This should result in increased diversion of waste from the landfill and reduce the cost of disposal of waste for these homes.
- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills. A demonstration scale waste gasification project will be developed to determine the viability of gasification of the entire waste stream and generating electricity and possibly fuel as a result.
- Plan and prepare initiatives to meet the proposed State mandated 75% recycling diversion rate goal.
- Expand distribution of the Solid Waste Division E-Newsletter to a broader customer base.

Public Works Department

EXPENDITURE SUMMARY

Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>SOLID WASTE FUND #426</b>					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,108,436	\$ 1,157,319	\$ 1,179,618	\$ 22,299	1.93%
365 Commercial Collection	7,174,970	7,100,084	7,960,616	860,532	12.12%
366 Residential & Recycling	10,183,728	10,998,101	10,573,349	(424,752)	(3.86%)
977 Nondepartmental - Solid Waste Projects	4,061,289	5,173,462	4,918,009	(255,453)	(4.94%)
	3,465	1,643,624	-	(1,643,624)	(100.00%)
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 22,531,888</b>	<b>\$ 26,072,590</b>	<b>\$ 24,631,592</b>	<b>\$ (1,440,998)</b>	<b>(5.53%)</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>					
Environmental Services/Solid Waste Management Division					
715 City Supplemental Staff	\$ 688,621	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>\$ 23,220,509</b>	<b>\$ 26,072,590</b>	<b>\$ 24,631,592</b>	<b>\$ (1,440,998)</b>	<b>(5.53%)</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>SOLID WASTE FUND #426</b>			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	33	33	32
366 Residential & Recycling	56	58	54
<b>TOTAL -- SOLID WASTE FUND</b>	<b>103</b>	<b>105</b>	<b>100</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>			
Environmental Services/Solid Waste Management Division			
715 Rapid Assistance Program	19	-	-
<b>TOTAL -- SUPPLEMENTAL STAFF FUND</b>	<b>19</b>	<b>-</b>	<b>-</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>122</b>	<b>105</b>	<b>100</b>

## Public Works Department

---

### Environmental Services Wastewater Division

#### Mission Statement

**Engineering/Maintenance** - to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process, and reuse wastewater generated within the city's service area.

**Process/Operations** - to protect human health and our environment through safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

#### Overview of Services/Programs

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

**Engineering and Maintenance Services:** provides wastewater capital facilities planning, operation and maintenance of over 783 miles of sanitary sewers and force mains in the wastewater collection system, and customer service related to sewer billing and over 200 lift stations located throughout the City.

**Process and Operations Services** manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (40 mgd), the Water Conserv I Water Reclamation Facility (7.5 mgd), the Water Conserv II Water Reclamation Facility (25 mgd), the Orlando Easterly Wetlands, the Environmental Laboratory and the Industrial Automation group. The Environmental Control program regulates and monitors industrial discharges and oversees the oil and grease program, environmental studies, evaluations and remediation projects within the City's limits.

#### Major Accomplishments

- In preparation for major service expansion in the southeast area, the Division is proceeding with three significant projects: the re-rating and expansion of treatment capacity at the Iron Bridge facility, the development of collection system improvements to allow for the conveyance of future flow to Iron Bridge, and the implementation of a regional reclaimed water system in east Orlando to return reclaimed water from Iron Bridge to the southeast expansion areas as well as other communities. Together, these projects will enable the City to meet its wastewater and reclaimed water capacity needs beyond the year 2025.
- In order to provide enhanced reclaimed water service to the City's eastern service area, three major reclaimed water construction projects, Contract 1B, Woodbury Road Extension Reclaimed Water Main and the In-Line Booster Pump Station are anticipated to be completed prior to the end of September 2010. The successful completion of the Phase II Eastern Regional Reclaimed Water Distribution System (ERRWDS) projects will greatly improve/increase the service capabilities of the existing Eastern Reclaimed Water System by providing final connection of the existing Eastern Service Area to the City's Iron Bridge Regional Water Reclamation Facility's reclaimed water storage and pumping system. This increased supply of approximately 25 million gallons per day of reclaimed water is anticipated to meet the reclaimed water capacity needs of the Eastern Regional System beyond the year 2025. In addition, their completion will allow existing residential irrigation systems, such as those in Baldwin Park, that are now being served by potable water to be switched over to reclaimed water service. The ERRWDS system represents a significant positive water resource impact on the Floridan Aquifer which is currently the sole potable water supply source for the City of Orlando as well as the East Central Florida Region. The Division has also advanced design of future ERRWDS projects intended to optimize the use of the available supply of reclaimed water in the Eastern Service Area.
- In the area of sewer maintenance, the Division continues to focus on ways to improve the cost and time efficiency associated with making point repairs to the collection system. The Divisions' implementation of a system for performing internal lateral repairs using resin-impregnated materials enables City crews to double their productivity in repairing damaged or leaking lateral services.
- All single wall underground fuel tanks were removed so the City is in compliance with applicable State and Federal regulations.
- To realize schedule and cost efficiency objectives, City crews are routinely performing repair work in the wastewater collection system instead of using contractors. As an example, crews from Sewer Evaluation & Maintenance (SEM) have been performing difficult internal repairs to the 78-inch pipe on Dean Road in North-East Orange County. Their work has allowed the postponement of the use of capital funds for renovating the Dean Road pipeline during challenging economic times.

## Public Works Department

---

- The Division solicited proposals from outside contractors to provide line locate services. The proposals received by the City demonstrated that the Division's personnel are providing line locate services at a significantly lower cost as compared to the outside contractors.
- To achieve better treatment efficiency at a lower cost, the Division is evaluating odor control measures in the wastewater collection system including lift stations.
- The Division's facilities conveyed, treated to high standards and reused over 14 billion gallons of wastewater.
- The Orlando Easterly Wetlands continues to treat over 5 billion gallons annually removing 48% of the nitrogen and 68% of the phosphorus entering the Wetlands.
- Completed Improvements at the Iron Bridge facility has increased the permit capacity of the BNR process from 24 mgd initial design capacity to 40 mgd re-rated capacity. This represents an estimated capital savings of 24 million dollars. Completed projects include the replacement of the pumps, motors and electrical controls at the Master Pump Station, the installation of odor control facilities and the construction of six additional Deep Bed Filters to double the filtration capacity.
- The Industrial Automation Group has completed the reconfiguration of the SCADA system at the Iron Bridge facility and is proceeding with similar projects at the other facilities to improve operations and process control. They have also been instrumental in developing the automation for the Super Critical Water Oxidation Project.
- The Division is working with the Orlando Utilities Commission (OUC) to implement Project RENEW, which potentially involves the reuse of 9.2 mgd of reclaimed water to satisfy the requirements of OUC's Consumptive Use Permit. Ongoing Improvements at the Water Conserv II facility, will accommodate additional flows that may result from project RENEW.
- The division has started two major construction projects at the Water Conserv II facility. The electrical and power generation project will replace all of the electrical infrastructure and emergency generators at the facility. The Master Pump Station and Equalization project constructs a new master pumping station to accommodate the deep gravity lines that are currently surcharged. This project will also equalize the influent flows to the treatment plant which will dramatically lower our peaking factor and improve hydraulic and treatment efficiencies throughout the facility.
- The Division submitted a Facilities Plan to the State Revolving Fund (SRF) program that included nearly \$75 million in proposed projects. A project that includes aeration system and clarifier improvements was designed for the Water Conserv II facility and was submitted for SRF funding.
- The Division has implemented the operation of the Water Conserv I facility with an unattended midnight and evening shift which has resulted in a \$500,000 a year savings. All critical process performance data and effluent quality information are continuously transmitted to the staffed Water Conserv II facility via SCADA system for monitoring and remote-controlled response.
- The Environmental Control section regulates over 1,000 businesses and over 100 private collection systems through an oil and grease management program, which has resulted in a 75% reduction in sewer system overflows caused by the grease blockages.
- The Environmental Control section regulates over 1,335 businesses that discharge waste that contain oil and grease to the collection system. This also includes 250 private sanitary sewer collection systems that discharge to the collection system. Implementation of the oil and grease management program has resulted in a 75% reduction in sewer system overflows caused by grease blockages. The main objectives of the oil and grease management program are to minimize the introduction of fat-soluble waste to the collection system and to reduce maintenance costs. The oil and grease program is self funded with a monthly administrative fee of \$20.00 per account to cover the cost of inspections and monitoring. The Surcharge Program recovers the cost of treating abnormally high strength wastewater generated by significant commercial users. The Surcharge Program has generated revenues of \$524,653.01 through the end of the third quarter of FY 2010.

## Public Works Department

---

### Future Outlook

#### Engineering & Maintenance

- Wastewater Division—Engineering/Maintenance staff is working closely with OUC to implement a residential reclaimed water program in new developments. Because of concerns with limited availability of groundwater supplies, OUC will be required to maximize the use of alternative water sources to decrease the demand on the aquifer as part of their Consumptive Use Permit.
- From a regional perspective, the City has secured funding from the St. Johns River Water Management District (SJRWMD) for implementation of the Eastern Regional Reclaimed Water Distribution project which will provide interconnection between the Iron Bridge reclaimed water network and other systems in need of additional reclaimed water supplies.
- The Division will be implementing capital improvement projects to address needs for renewal and replacement within the collection system including lift stations, while continuing to operate and maintain the system in a cost effective manner.
- Staff will be identifying and prioritizing drainage basins within the service area that need repairs to control infiltration/inflow.
- Staff will continue to evaluate new means of performing system repairs in an effort to boost productivity.
- The Division is currently drafting an agreement with Dioko Energy Company to explore the possibility of harvesting cattails from the Orlando Easterly Wetlands and converting them to ethanol for use in City Vehicles.
- Environmental Control staff continues to contact owners of private wastewater collection systems and lift stations to educate them on the maintenance of those facilities to prevent sewer system overflows.

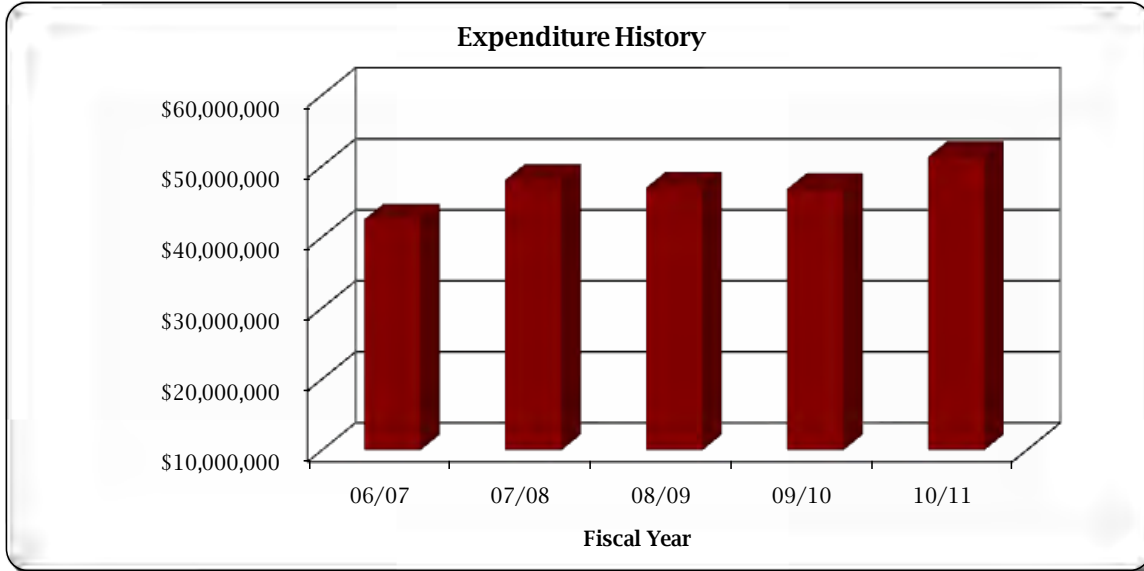
#### Process/Operations

- Wastewater Division—Process/Operations staff will continue to evaluate methods to modify the Water Conserv II dewatering process in an effort to increase cake solids from 12% to 14%. If successful, the estimated savings are \$75,000 annually, recurring after a 1 to 2 year payback period.
- Staff will continue to work with its consultants on the Iron Bridge Re-rate Improvements to seek modification of traditional operating protocols, thus allowing for incremental increases in treatment capacity without construction of expanded facilities.
- Staff will continue to work with its consultant on the Water Conserv II WRF to prepare for stricter regulation of total nitrogen in the reclaimed water.
- Division staff will pursue alternative methods and options for biosolids treatment and beneficial use. The most favorable alternative treatment method that is being developed involves a process of supercritical water oxidation.
- Staff has contracted with a consulting firm that will assess the Division's facilities and infrastructure to identify opportunities to implement energy conservation and operational savings through facility improvements.
- Staff will continue to undertake annual large scale renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby, ensuring future nutrient removal capabilities. Work will be performed with City staff in an effort to save over \$500,000.

Public Works Department

EXPENDITURE SUMMARY

Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>WASTEWATER REVENUE FUND #441</b>					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 2,795,249	\$ 3,023,372	\$ 3,128,592	\$ 105,220	3.48%
343 Wastewater Asset Management	833,026	559,865	611,710	51,845	9.26%
344 System Evaluation & Maintenance	5,059,123	5,280,216	5,349,560	69,344	1.31%
Wastewater Process/Operations Section					
351 Water Conserv I	2,802,982	2,833,556	2,708,944	(124,612)	(4.40%)
352 Water Conserv II	7,369,789	7,916,993	8,574,561	657,568	8.31%
353 Iron Bridge	9,586,494	9,688,996	10,136,948	447,952	4.62%
354 Lift Station Operations	3,683,940	3,695,143	3,892,153	197,010	5.33%
355 Environmental Control	1,348,549	1,256,048	1,336,567	80,519	6.41%
357 Industrial Automation Group	1,672,525	1,785,897	2,224,188	438,291	24.54%
358 Environmental Lab Services	929,958	793,284	795,433	2,149	0.27%
359 Easterly Wetlands	442,985	400,921	1,546,898	1,145,977	285.84%
975 Nondepartmental - Wastewater Projects	9,319,236	9,120,488	9,521,138	400,650	4.39%
	1,135,275	437,779	1,500,000	1,062,221	242.64%
<b>TOTAL -- WASTEWATER REVENUE FUND</b>	<b>\$ 46,979,131</b>	<b>\$ 46,792,558</b>	<b>\$ 51,326,692</b>	<b>\$ 4,534,134</b>	<b>9.69%</b>





## Public Works Department

## STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	16	16
343 Wastewater Asset Management	12	8	8
344 System Evaluation & Maintenance	50	50	49
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	12	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	15	15
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	8	7	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	<u>229</u>	<u>221</u>	<u>218</u>

## Public Works Department

---

### CIP/Infrastructure Division

#### Mission Statement

Manage the design, construction and inspection for City of Orlando capital improvement projects.

#### Overview of Services/Programs

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house Project Management/Engineering, Design, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. The Division also processes pay applications, invoices, and change orders for City construction projects, helps ensure compliance with grant requirements, State Statutes and City Policies, and monitors the fiscal health of the Public Works Department and its major enterprise funds.

Projects include building construction and renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are forty-two capital projects either in the design/ engineering phase or under construction that are managed by the Division. The combined multi-year budgets for these projects amount to around \$180 million.

#### Major Accomplishments

- Managed the design and construction of Venues infrastructure and parking garage projects, totaling around \$40 million.
- Delivered fifteen construction projects totaling over \$85 million within budget, including the following: Fire Station 1, the Events Center Parking Garage, various infrastructure projects tied to the Events Center, Lift Station 37 Improvements, the ERRWDS Inline Booster Pump Station, Pine Bluff Avenue Drainage, and Malibu Shores Underdrain Improvements.
- Delivered a number of CDBG funded projects for both the Housing and Families, Parks and Recreation departments.
- Managed and delivered the first LEED certified Gold Fire Station in the country.
- The Division has implemented an Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials. In FY09/10 ODP tax savings on the Geico Parking Garage amounted to \$228 thousand.
- Assisted Economic Development in construction and fiscal management of various Downtown Developments.
- Favorably negotiated numerous design-build and professional services contracts saving the City well over \$500 thousand.
- Completed implementation of a Project Management Software System (IPM) to improve the efficiency and effectiveness of project management and tracking.

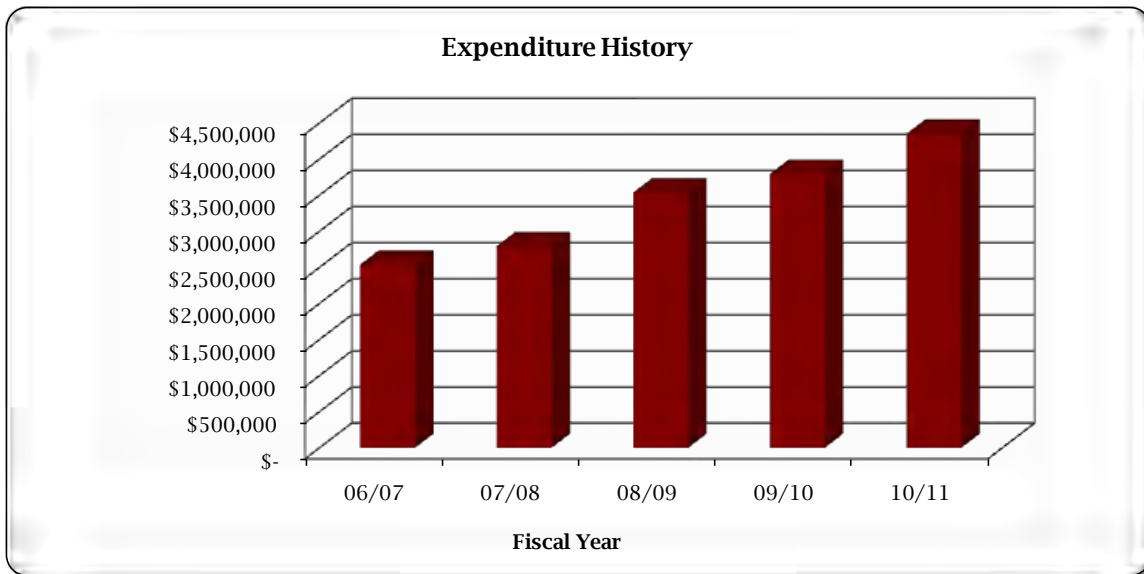
#### Future Outlook

- 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.
- Manage and implement projects under the Mayor’s Green Works Initiative, including continuing to attain LEED certification on all new or relocated Fire Stations.

Public Works Department

EXPENDITURE SUMMARY

Fund	2008/09	2009/10	2010/11	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>CONSTRUCTION MANAGEMENT FUND #533</b>					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 500,438	\$ 508,832	\$ 608,592	\$ 99,760	19.61%
712 Project Engineering	675,090	704,421	878,346	173,925	24.69%
713 Construction Services	1,162,416	1,692,784	1,860,634	167,850	9.92%
714 Design Services	431,946	462,051	495,993	33,942	7.35%
964 NonDept.-Proj./Const.Mgmt.	771,137	428,473	510,448	81,975	19.13%
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 3,541,027</b>	<b>\$ 3,796,561</b>	<b>\$ 4,354,013</b>	<b>\$ 557,452</b>	<b>14.68%</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>\$ 3,541,027</b>	<b>\$ 3,796,561</b>	<b>\$ 4,354,013</b>	<b>\$ 557,452</b>	<b>14.68%</b>



STAFFING SUMMARY

	Actual 2008/2009	Revised Budget 2009/2010	Adopted Budget 2010/2011
<b>CONSTRUCTION MANAGEMENT FUND #533</b>			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	7
712 Project Engineering	6	6	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>27</b>	<b>27</b>	<b>29</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>27</b>	<b>27</b>	<b>29</b>

## Public Works Department

## Public Works Department Operational Performance

## Balanced Scorecard Report

## Customer

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Parking Division	Percent of tickets contested	0.21%	0.15%	1%
Solid Waste Management Division	Average Number of Residential and Commercial Complaints received	2,672	2,063	2,300

## Fiscal

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Public Works Department	Public Works Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Streets & Stormwater Services Division	Number of volunteer hours	9,068	7,287	7,000
Streets & Stormwater Services Division	Average cost per curb mile for street sweeping	\$6.74	\$9.05	\$36.50
Streets & Stormwater Services Division	Average cost of litter removal per acre	\$2.94	\$3.98	\$6.10
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$47.81	\$49.01	\$39.53
Streets & Stormwater Services Division	Average annual cost per acre to maintain lake water quality.	\$170.75	\$137.00	\$160.00
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected (in million \$)	\$21,908,000.00	\$27,600,000	\$22,879,000.00
Streets & Stormwater Services Division	Annual administrative cost as a percentage of revenue collected.	21.42%	4%	7%
Solid Waste Management Division	Revenues from the residential collection	\$9,264,338.00	\$9,511,090.67	\$9,924,478.00
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$23.45	\$23.96	\$22.25
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.55	\$17.20	\$16.85
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$5.57	\$5.79	\$5.75
Solid Waste Management Division	Average Revenue per Month From Recycled Newsprint	\$4,195.42	\$4,017.08	\$1,000.00
Solid Waste Management Division	Revenues from the commercial collection	\$13,826,061.00	\$13,924,158.67	\$14,624,464.00
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$4.48	\$4.92	\$4.38
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$5,148.42	\$3,702.67	\$1,900.00
Wastewater Division	Average O&M cost per 1,000 gallons of wastewater treated	\$0.98	\$1.00	\$1.00

## Public Works Department

## Public Works Department Operational Performance

## Balanced Scorecard Report

## Internal Processes

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Public Works Department	Percent of Plat & Survey Document Reviews Completed Within 1 Week	65.5%	75.08%	75%
Public Works Department	Percent Addressing, Plat & Legal Description Reviews Completed Within 2 Working Days	96.25%	97.25%	96%
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	94.9%	96.85%	97%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	7.25	26.56	17
Streets & Stormwater Services Division	Percent of hazardous street conditions (potholes) repaired within one day	100%	100%	95%
Streets & Stormwater Services Division	Volume (in cubic yards) of trash and debris collected from lakes and stormlines	474	1,030	247
Transportation Engineering Division	Linear feet of cable replaced (Program 757)	15,900	72,229	30,000
Transportation Engineering Division	Percentage of locate requests investigated within 48 hours (Program 757)	99%	98%	99%
Transportation Engineering Division	Percentage of repairs/replacement requests completed within 24 hours (Programs 757)	97.75%	93%	99%
Transportation Engineering Division	Number of intersections analyzed out of 442 (Program 755)	88	177	152
Solid Waste Management Division	Tons of Residential MSW collection	61,716	61,313	71,728
Solid Waste Management Division	Tons of recycled materials	4,183	4,973	5,333
Solid Waste Management Division	Tons of Commercial MSW collection	94,680	81,105	88,429
Wastewater Division	Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	88.06%	94.55%	95%
Wastewater Division	Percent completion of scheduled Lift Station inspections	74.88%	73.83%	90%
Wastewater Division	Percent completion of scheduled Lift Station Preventive Maintenance tasks	97.12%	92.67%	95%
Wastewater Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	100%	75.68%	95%
Wastewater Division	Percent of damaged laterals with service out of order restored to service within 24 hours	100%	100%	100%
Wastewater Division	Percent of damaged main lines restored to service within 24 hours	100%	100%	100%
Wastewater Division	Percent of failed force mains repaired to service within 24 hours	100%	97.22%	100%
Wastewater Division	Average footage of cleaned sewer lines per month	1,530,274	1,737,249	150,000

## Public Works Department

---

### Public Works Department Operational Performance

#### Balanced Scorecard Report

#### Outcome & Mission

Organizational Unit	Performance Indicator	2008/2009	2009/2010	2010/2011
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality.	3.2%	3.75%	4.4%
Transportation Engineering Division	Number of Intersection Safety Studies completed (Program 755)	56	33	52
Wastewater Division	Percent compliance with Federal & State permit standards for wastewater process performance	100%	100%	100%
Wastewater Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%



**C  
A  
P  
I  
T  
A  
L  
  
I  
M  
P  
R  
O  
V  
E  
M  
E  
N  
T  
S  
  
&  
  
D  
E  
B  
T**

## 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 for the expenditure of funds to acquire or construct capital facilities concurrent with development in order to maintain established levels of service. 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 financially feasible five-year schedule of capital improvements. Corrections and modifications concerning costs, revenue sources, or acceptance of facilities pursuant to dedications which are consistent with the Growth Management Plan are not deemed to be Growth Management Plan amendments and may be accomplished by ordinance. Annual amendments and amendments that eliminate, defer or delay the construction of any facility listed in the five year schedule are considered to be Growth Management Plan amendments, but are exempt from the twice-per-year limitation on amendments and must be adopted by December 1 each year. The City may not adopt future land use map amendments after December 1st of each year unless the annual CIE update has been adopted and transmitted to the State planning agency.

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

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



## Capital Improvements and Debt

---

### DEFINITION OF CAPITAL IMPROVEMENTS

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

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

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

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

The majority of the projects in the Capital Budget are described on pages 383 to 387. The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled **2010-2015 Capital Improvement Program**.

The 2010/2011 Adopted Capital Budget by Fund schedule starting on page 369 indicates if the project is part of the CIE and indicates what function the project serves. The functions/types of projects are abbreviated as follows:

ECD	Economic Development
GEN	General Government
PSF	Public Safety
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Wastewater

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

Capital Improvements and Debt

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go on-line 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: Wastewater		PROJECT NUMBER: 07-344-003	PROJECT NAME: Yucatan Drive Sewer Replacement	FINANCIAL PROJECT #	PAGE				
DEPARTMENT: PUBLIC WORKS DEPARTMENT				6268	0				
DIVISION: WASTEWATER		PRIORITY: Repair / Replacement							
<b>PROBLEM IDENTIFICATION OR NEED:</b> The gravity sewer collection system, on Yucatan Drive, upstream of Lift Station #12 is undersized and currently experiences surcharged conditions during periods of high flows. Future wastewater flow increases could cause the 10-inch diameter sewer line to surcharge and possibly overflow. Future flow projections indicate that the capacity of the sewer line could be exceeded within the next five to ten years.				<b>PROJECT RANKING</b> Department Rating: 2.8 CIE Requirement: N					
<b>RECOMMENDED SOLUTION (PROJECT DESCRIPTION):</b> The 10-inch diameter sewer line, on Yucatan Drive, will be replaced with larger diameter pipe to accommodate the expected future wastewater flows and present overflows that could result in fines from the Department of Environmental Protection.				CONTACT: Robert Rutter x2573 REMARKS					
<b>PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR</b>									
<b>FUND</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>FIVE YR</b>	<b>LATER</b>	<b>PRIOR</b>	<b>Total</b>
SC	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0	\$1,200,000	\$1,700,000
<b>ALL</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$1,700,000</b>
<b>PROJECT COST BY PHASE</b>						<b>IMPACT ON OPERATING COST (+/-)</b>			
Project Phasing		Estimated Time		Estimated Cost		Salaries, Wages, Benefits Operating Costs Other Capital Costs Total Annual Operating Costs:  SOURCE: Total Annual Income			
Description		From To							
SERVICE AREA ENGELWOOD PARK LOCATION									

Capital Improvements and Debt

**FY 2010/2011 Capital Budget Calendar**

December 2009						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January 2010						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April 2010						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

May 2010						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**December**  
7 Distribution of project request packets for CIP requests.

**December - February**  
Project request input with approval and prioritization by Department Directors. Requests must also be reviewed by the Public Works Department and/or Facilities Management to ensure accurate cost information.

**February**  
1 Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.

**1-28** Project request review with Departments, the Office of the CAO and the Office of Business and Financial Services.

**March - June**  
Project review and analysis.

**July - August**  
Recommended CIP schedule for review with Mayor.

**August**  
Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.

**September**  
13 First public hearing to adopt proposed millage rate, operating budget and Capital Budget.

**20** Second public hearing to adopt proposed millage rate, operating budget and Capital Budget.

**October**  
1 Implementation of adopted budget

**November-December**  
CIP document published.

June 2010						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July 2010						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August 2010						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September 2010						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

October 2010						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## Capital Improvements and Debt

---

### FUNDING SOURCES FOR CAPITAL PROJECTS

#### Property (Ad Valorem) Tax Revenue - CIP

Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Orlando's millage rate is 5.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. A specified portion of property tax revenue may be set aside each year for capital improvements. For FY 2010/11 the City Council set aside \$4.7 million of property tax revenue for CIP funding.

#### Federal Aid - Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

#### Six Cent Local Option Gas Tax Funds

Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando's portion of the total net revenue is equal to its percentage of the total population of Orange County. Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

#### Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

#### Sewer Service Charges

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

#### Sewer Capacity Charges

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

#### Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

## Capital Improvements and Debt

---

### FUNDING SOURCES FOR CAPITAL PROJECTS

#### Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds. No projects are anticipated to be funded from Tax Increment Financing in FY 2010/2011.

#### 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 that development pays its fair share of the cost of new and/or expanded transportation facilities necessary to accommodate that growth. Chapter 56 created the City's three benefit areas: North, Southeast, and Southwest. Transportation Impact Fees must be properly earmarked so that the money collected is spent within the proper benefit area or on a specific road project. Impact fee revenue can only be used for growth and development related road capacity improvements.

## Capital Improvements and Debt

### FY 2010/2011 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2010/2011 Budget Resolution and is considered the approved capital budget.

	<u>2010/11</u>	<u>Function</u>	<u>CIE</u>
<b>Capital Improvement Fund</b>			
Community Capital	\$ 420,000	GEN	N
Fire Equipment Replacement	1,000,000	PSF	N
Hazardous Sidewalk Repair	300,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
School Safety Sidewalk Program	400,000	TRA	Y
Technology Enhancement Projects	1,500,000	GEN	N
Unallocated/Reserved for Future Projects	100,000	GEN	N
<b>Capital Improvement Fund Total</b>	<b>\$ 4,720,000</b>		
<b>Gas Tax</b>			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Car Sharing Program	120,000	TRA	N
Developer Signals-Matching Funds	150,000	TRA	N
FDOT Design Guidelines- Orange, Semoran & Colonial	100,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
Lee Vista Blvd. Debt Service	536,365	TRA	N
LYMMO East/West Extension	170,000	TRA	N
LYNX Annual Contribution	3,482,292	TRA	Y
Miscellaneous Transportation Enhancements	100,000	TRA	N
Narcoossee Rd Debt Service - SR 528 to SR 417	561,740	TRA	N
New Traffic Signal Locations	370,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,250,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
<b>Gas Tax Total</b>	<b>\$ 7,940,397</b>		
<b>Other Funds</b>			
Citrus Bowl Improvements	\$ 90,432	REC	N
Grand National Dr. I-4 Overpass	1,887,434	TRA	Y
Iron Bridge Equipment Replacement	288,590	WAS	N
Iron Bridge Low Voltage Improvements	966,800	WAS	N
Narcoossee Rd Debt Service - SR 528 to SR 417	938,260	TRA	N
Super Critical Water Oxidation	725,100	WAS	N
<b>Other Funds Total</b>	<b>\$ 4,896,616</b>		

Continued on next page

## Capital Improvements and Debt

### FY 2010/2011 Adopted Capital Budget by Fund

	<u>2010/11</u>	<u>Function</u>	<u>CIF</u>
<b>Service Charges</b>			
Dean Road Slipline	\$ 500,000	WAS	N
Gertrudes Walk - Downtown Pedestrian Circulation	100,000	TRA	N
Iron Bridge Equipment Replacement	308,410	WAS	N
Iron Bridge Low Voltage Improvements	1,033,200	WAS	N
Ivanhoe Blvd. Wastewater Improvements	500,000	WAS	N
Lift Station Rehabilitation	1,500,000	WAS	N
Lift Station Telemetry Replacement	100,000	WAS	N
Lift Stations - Underground Rehabilitation	650,000	WAS	N
Rapid Response Construction	500,000	WAS	N
Reline Concrete Sewers	500,000	WAS	N
Super Critical Water Oxidation	774,900	WAS	N
Water Conserv I Flow Equalization Rehab	500,000	WAS	N
Water Conserv I Headworks Replacement	1,000,000	WAS	N
Water Conserv I Pump Station	1,250,000	WAS	N
Water Conserv II Aeration, Process Upgrades	10,300,000	WAS	N
Water Conserv II RIB Upgrades	300,000	WAS	N
Yucatan Drive Sewer Replacement	500,000	WAS	N
<b>Service Charges Total</b>	<b>\$ 20,316,510</b>		
<b>Sewer Capacity Charges</b>			
Dahlia Drive Sewer Replacement	\$ 75,000	WAS	N
Silver Star Road Force main	500,000	WAS	N
<b>Sewer Capacity Charges Total</b>	<b>\$ 575,000</b>		
<b>State Aid</b>			
Church St. Streetscape - Terry to Tampa	\$ 11,961,467	TRA	N
Dinky Line (Orlando Urban Trail)	816,000	TRA	Y
<b>State Aid Total</b>	<b>\$ 12,777,467</b>		

Continued on next page

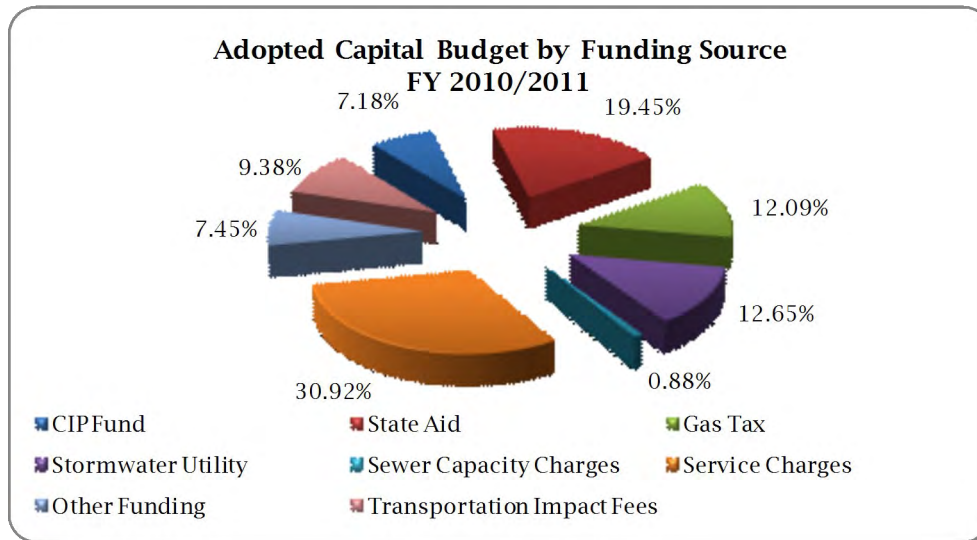
## Capital Improvements and Debt

### FY 2010/2011 Adopted Capital Budget by Fund

	<u>2010/11</u>	<u>Function</u>	<u>CIE</u>
<b>Stormwater Utility Fee</b>			
Bumby Ave. Drainage Improvements	\$ 550,000	STR	N
Caravan Court Drainage Improvements	400,000	STR	N
Clay/Minnesota Drainage Improvements	550,000	STR	N
Dove Dr./Pelican Dr. Drainage Improvements	300,000	STR	N
Drainage Well Enhancement	250,000	STR	Y
Drainwell Repair and Rehabilitation	250,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Flood Studies	150,000	STR	N
Gore Street/Essex Place Drainage Improvements	500,000	STR	N
Ivanhoe Boulevard Drainage	550,000	STR	N
Lake Enhancement Improvements	200,000	STR	Y
Lake Lucerne-Cherokee-Davis-Lancaster Interconnect	500,000	STR	N
Lake Notasulga/Haralson Estates	213,534	STR	N
Mitigation Area Maintenance	200,000	STR	N
Par Street Drainage Improvements	500,000	STR	N
Rapid Response Construction	320,000	STR	N
Richmond Street Drainage Improvements	300,000	STR	N
Sandbar Removal	100,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	250,000	STR	N
Stormwater System Evaluation	500,000	STR	N
System Repair and Rehabilitation	625,000	STR	Y
TMDL Implementation	600,000	STR	N
Underdrain Construction	200,000	STR	N
West Lake Fairview Drainage Improvements	200,000	STR	N
<b>Stormwater Utility Total</b>	<b>\$ 8,308,534</b>		
<b>Transportation Impact Fees</b>			
Boone Extension: Anderson St. to Sylvia Lane	\$ 1,384,000	TRA	Y
Crystal Lk./Maguire Blvd. Debt Service	788,090	TRA	N
Gertrudes Walk - Downtown Pedestrian Circulation	50,000	TRA	N
Grand National Dr. I-4 Overpass	2,200,000	TRA	Y
John Young Parkway Debt Service	396,508	TRA	N
LYMMO East/West Extension	410,000	TRA	N
Narcoossee Rd Debt Service - SR 528 to SR 417	291,264	TRA	N
President Barack Obama Parkway	400,000	TRA	Y
Trail Projects	145,000	TRA	N
Transportation Studies/Professional Services	100,000	TRA	N
<b>Transportation Impact Fees Total</b>	<b>\$ 6,164,862</b>		
<b>CIP Total</b>	<b>\$ 65,699,386</b>		



Capital Improvements and Debt



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT</u> <u>FY 2010/2011</u>	<u>% of TOTAL</u>
Service Charges	\$ 20,316,510	30.92%
State Aid	12,777,467	19.45%
Stormwater Utility	8,308,534	12.65%
Gas Tax	7,940,397	12.09%
Transportation Impact Fees	6,164,862	9.38%
Other Funding	4,896,616	7.45%
CIP Fund	4,720,000	7.18%
Sewer Capacity Charges	575,000	0.88%
<b>Total</b>	<b>\$ 65,699,386</b>	<b>100.00%</b>

Sewer Service Charges make up the majority of the total indicated. Monthly service charges are assessed for the use of services and facilities of the City’s sanitary sewer system. This source will fund 16 projects in FY 2010/2011 totaling \$20,216,510. The remaining \$100,000 is for one project funded from Parking Service Charges.

State grants will fund two projects totaling \$12,777,467 in FY 2010/11. The majority of this funding, \$11,961,467, will be allocated toward streetscape improvements.

The Stormwater Utility Fee is expected to generate \$22.5 million in FY 2010/2011. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2010/2011 will include 25 projects at a cost of \$8.3 million.

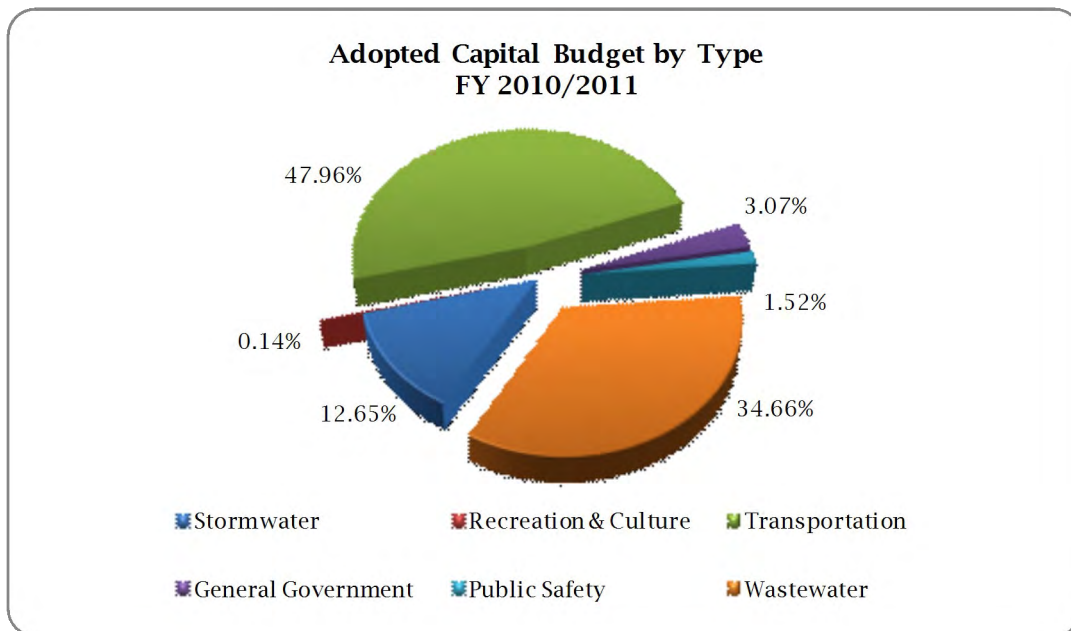
Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando’s portion of the total net revenue is 21%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 15 projects, debt service on two completed projects and a contribution to the local bus system in FY 2010/11.

Capital Improvements and Debt

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

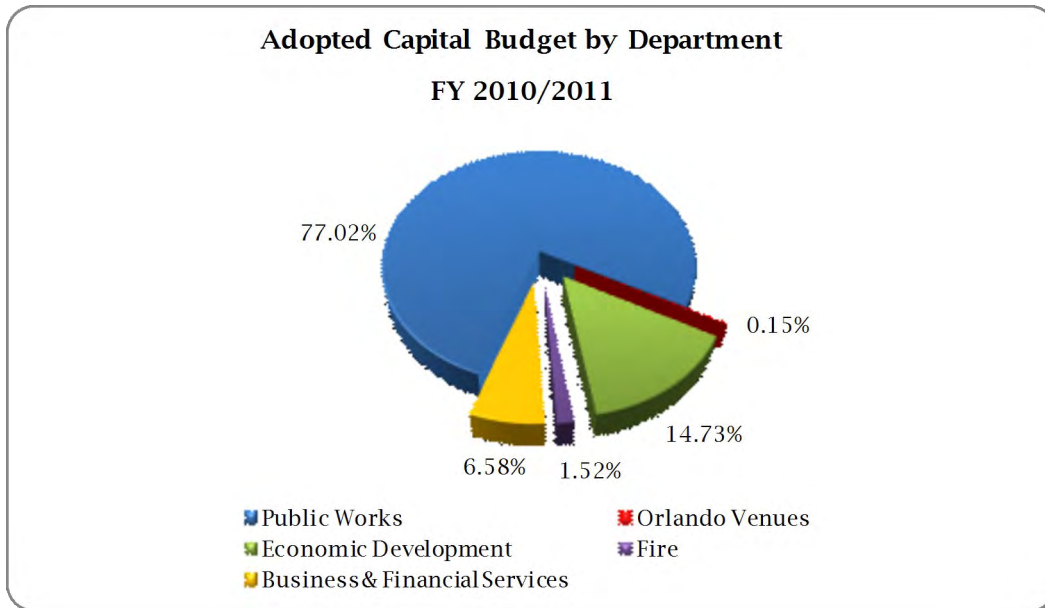
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



<u>TYPE</u>	<u>FUNDING AMOUNT</u> <u>FY 2010/2011</u>	<u>% of TOTAL</u>
Transportation	\$ 31,508,420	47.96%
Wastewater	22,772,000	34.66%
Stormwater	8,308,534	12.65%
General Government	2,020,000	3.07%
Public Safety	1,000,000	1.52%
Recreation & Culture	90,432	0.14%
Total	<u>\$ 65,699,386</u>	<u>100.00%</u>

Transportation projects capture 48 percent of funding, wastewater projects account for 35 percent and stormwater 13 percent of the total expenditures, for a combined total of 96 percent. Public Safety, Recreation and Culture and General Government account for the remainder. Stormwater, Wastewater and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

Capital Improvements and Debt

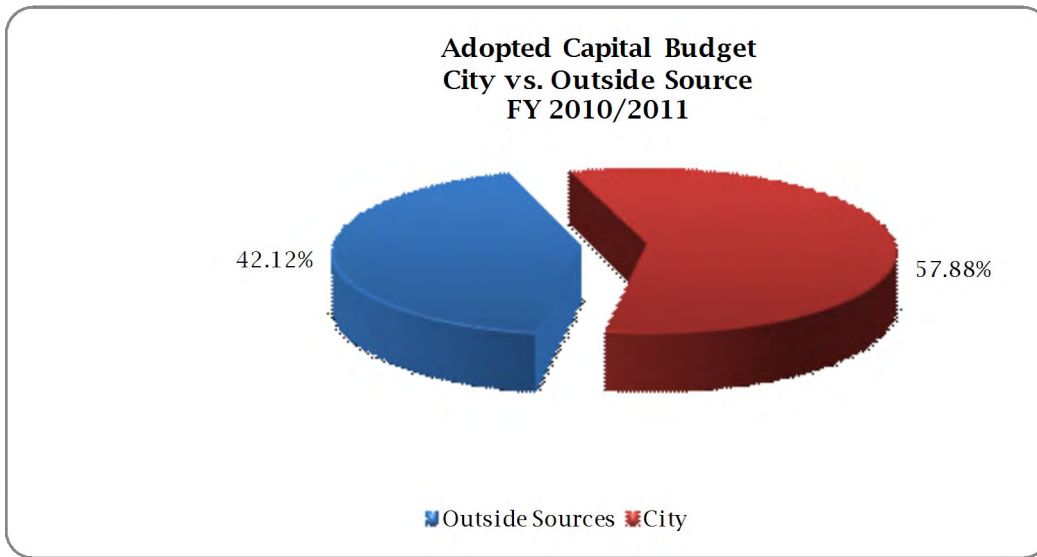


<u>DEPARTMENT</u>	<u>FUNDING AMOUNT FY 2010/2011</u>	<u>% of TOTAL</u>
Public Works	\$ 50,604,091	77.02%
Economic Development	9,680,726	14.73%
Business & Financial Svcs.	4,324,137	6.58%
Fire	1,000,000	1.52%
Orlando Venues	90,432	0.15%
<b>Total</b>	<b>\$ 65,699,386</b>	<b>100.00%</b>

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

Capital Improvements and Debt



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT</u> <u>FY 2010/2011</u>	<u>% of TOTAL</u>
City	\$ 38,025,303	57.88%
Outside Sources	27,674,083	42.12%
Total	<u>\$ 65,699,386</u>	<u>100.00%</u>

The Capital Budget must be financially feasible, and should be based to the largest extent possible on revenue sources that are under the control of the City. Outside sources may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation, including State and Federal aid. State aid primarily consists of funding for transportation improvements. Recreation and other projects may also be recipients of State aid.

For purposes of this chart, \$10 million of the project total listed under Service Charges is considered State Aid. That dollar amount is anticipated to be funded by the State Revolving Loan Fund (SRF) in FY 2010/11. The specific projects to be funded remain to be determined. Sewer Service Charges would then provide funding for the resulting debt service.

## 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 at 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 time-frame 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 on pages 390 through 404. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and wastewater infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City and other required standards. There are 988 miles of streets within the City, with the City responsible for maintaining over 686 miles. There are also over 800 miles of sidewalk that need to be maintained. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order 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 included in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility Fees accounted for 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 at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff or equipment is being added this fiscal year.

Wastewater—many of the City's wastewater Lift Stations, along with some of its other infrastructure, are over 20 years old and are deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown.

The estimated impacts of capital projects on the operating budget are outlined on the following pages.

Continued on next page

## Capital Improvements and Debt

	Estimated Annual Operating Cost	Estimated Annual Total Cost	Comments
<b>Capital Improvement Fund</b>			
Community Capital	\$ 11,000	\$ 11,000	maintenance
Fire Equipment Replacement	-	-	no new costs expected
Hazardous Sidewalk Repair	-	-	rehab of existing assets
Pavement Rehabilitation	-	-	rehab of existing assets
School Safety Sidewalk Program	-	-	no new costs expected
Technology Management Equip. Replacement	-	-	no new costs expected
<b>Capital Improvement Fund Total</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>	
<b>Gas Tax</b>			
Area Wide Signal System Fiber Interconnect	\$ 101,200	\$ 101,200	supplies/software support
Car Sharing Program	-	-	accumulation of funding
Developer Signals-Matching Funds	-	-	accumulation of funding
FDOT Design Guidelines	-	-	design only
Hazardous Sidewalk Repair	-	-	rehab of existing assets
Intersection Safety Improvements	-	-	no new costs expected
Lee Vista Blvd. Debt Service	-	-	accounting transaction
LYMMO East/West Extension	-	-	design/study only
LYNX Annual Contribution	-	-	transit agency bears costs
Miscellaneous Transportation Enhancements	-	-	no new costs expected
Narcoossee Rd. Debt - SR528 to SR417	-	-	accounting transaction
New Traffic Signal Locations	44,418	44,418	supplies/replace parts
Pavement Marking Maintenance	-	-	rehab of existing assets
Pavement Rehabilitation	-	-	rehab of existing assets
Railroad Grade Crossing Rehabilitation	-	-	rehab of existing assets
School Safety Sidewalk Program	-	-	no new costs expected
Traffic Counts and Travel Time Studies	-	-	study only
Traffic Signal Refurbishing Program	-	-	rehab of existing assets
<b>Gas Tax Total</b>	<b>\$ 145,618</b>	<b>\$ 145,618</b>	
<b>Other Funds</b>			
Citrus Bowl Improvements	\$ -	\$ -	no new costs expected
Grand National Dr. I-4 Overpass	-	-	design/study only
Iron Bridge Equipment Replacement	-	-	no new costs expected
Iron Bridge Low Voltage Improvements	-	-	rehab of existing assets
Narcoossee Rd. Debt - SR528 to SR417	-	-	accounting transaction
Super Critical Water Oxidation (SCWO)	-	-	no new costs expected
<b>Other Funds Total</b>	<b>\$ -</b>	<b>\$ -</b>	

Continued on next page

## Capital Improvements and Debt

	Estimated Annual Operating Cost	Estimated Annual Total Cost	<u>Comments</u>
<b>Service Charges</b>			
Dean Road Slipline	\$ -	\$ -	rehab of existing assets
Gertrude s Walk - DT Pe de str ian Circulation	-	-	absorbed in existing budget
Iron Bridge Equipment Replacement	-	-	no new costs expected
Iron Bridge Low Voltage Improvements	-	-	rehab of existing assets
Ivanhoe Blvd. Wastewater Improvements	-	-	rehab of existing assets
Lift Station Rehabilitation	-	-	rehab of existing assets
Lift Station Telemetry Replacement	-	-	rehab of existing assets
Lift Stations - Underground Rehabilitation	-	-	rehab of existing assets
Rapid Response Construction	-	-	rehab of existing assets
Reline Concrete Sewers	-	-	rehab of existing assets
Super Critical Water Oxidation (SCWO)	-	-	no new costs expected
Water Conserv I Flow Equalization Rehab	-	-	rehab of existing assets
Water Conserv I Headworks Replacement	-	-	rehab of existing assets
Water Conserv I Pump Station	-	-	rehab of existing assets
Water Conserv II Aeration, Process Upgrades	-	-	rehab of existing assets
Water Conserv II RIB Upgrades	-	-	rehab of existing assets
Yucatan Drive Sewer Replacement	-	-	rehab of existing assets
<b>Service Charges Total</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Sewer Capacity Charges</b>			
Dahlia Drive Sewer Replacement	\$ -	\$ -	no new costs expected
Silver Star Road Force main	-	-	no new costs expected
<b>Sewer Capacity Charges Total</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>State Aid</b>			
Church St. Streetscape - Terry to Tampa	\$ -	\$ -	absorbed in existing budget
Dinky Line ( Orlando Urban Trail O.U.T.)	-	-	absorbed in existing budget
<b>State Aid Total</b>	<b>\$ -</b>	<b>\$ -</b>	

Continued on next page

## Capital Improvements and Debt

	Estimated Annual Operating Cost	Estimated Annual Total Cost	Comments
<b>Stormwater Utility Fee</b>			
Bumby Ave. Drainage Improvements	\$ -	\$ -	rehab of existing assets
Caravan Court Drainage Improvements	-	-	rehab of existing assets
Clay/Minnesota Drainage Improvements	-	-	rehab of existing assets
Dove Dr/Pelican Dr Drainage Improvements	-	-	rehab of existing assets
Drainage Well Enhancement	-	-	rehab of existing assets
Drainwell Repair and Rehabilitation	-	-	rehab of existing assets
Emergency Spill Cleanup	-	-	one time event
Flood Studies	-	-	study only
Gore Street/Essex Place Drainage	-	-	rehab of existing assets
Ivanhoe Boulevard Drainage	-	-	rehab of existing assets
Lake Enhancement Improvements	3,000	3,000	replace parts
Lake Lucerne-Cherokee-Davis-Lancaster	-	-	no new costs expected
Lake Notasulga/Haralson Estates	-	-	rehab of existing assets
Mitigation Area Maintenance	-	-	rehab of existing assets
Par Street Drainage Improvements	-	-	rehab of existing assets
Rapid Response Construction	-	-	rehab of existing assets
Richmond Street Drainage Improvements	-	-	rehab of existing assets
Sandbar Removal	-	-	rehab of existing assets
Stormwater Monitoring	-	-	study only
Stormwater System Construction	-	-	rehab of existing assets
Stormwater System Evaluation	-	-	design/study only
System Repair and Rehabilitation	2,000	2,000	repairs
TMDL Implementation	-	-	no new costs expected
Underdrain Construction	-	-	rehab of existing assets
West Lake Fairview Drainage Improvements	-	-	rehab of existing assets
<b>Stormwater Utility Total</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	
<b>Transportation Impact Fees</b>			
Boone Extension: Anderson St. to Sylvia Lane	\$ -	\$ -	design/study only
Crystal Lk./Maguire Blvd. Debt Service	-	-	accounting transaction
Gertrudes Walk - DT Pedestrian Circulation	-	-	absorbed in existing budget
Grand National Dr. I-4 Overpass	-	-	design/study only
John Young Parkway Debt Service	-	-	accounting transaction
LYMMO East/West Extension	-	-	design/study only
Narcoossee Rd. Debt - SR528 to SR417	-	-	accounting transaction
President Barack Obama Parkway	50,000	50,000	landscaping
Trail Projects	-	-	absorbed in existing budget
Transportation Studies/Professional Services	-	-	study only
<b>Transportation Impact Fees Total</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	
<b>Operating Cost Impact Total</b>	<b>\$ 211,618</b>	<b>\$ 211,618</b>	



## 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 2010/2011 Capital Budget are these type of projects, the impact on the FY 2010/2011 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents almost 20% of the Capital Budget total.

	<u>2010/11</u>
Dahlia Drive Sewer Replacement	\$ 75,000
Drainwell Repair and Rehabilitation	250,000
Fire Equipment Replacement	1,000,000
Hazardous Sidewalk Repair	500,000
Iron Bridge Equipment Replacement	597,000
Iron Bridge Low Voltage Improvements	2,000,000
Ivanhoe Blvd. Wastewater Improvements	500,000
Lift Station Rehab	1,500,000
Lift Station Telemetry Replacement	100,000
Lift Stations Underground Rehabilitation	650,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	2,250,000
Railroad Grade Crossing Rehabilitation	100,000
Reline Concrete Sewers	500,000
System Repair and Rehabilitation	625,000
Traffic Signal Refurbishing Program	200,000
Water Conserv I Flow Equalization Rehab	500,000
Water Conserv I Headworks Replacement	1,000,000
Yucatan Drive Sewer Replacement	500,000
	<u>\$ 12,872,000</u>

## Capital Improvements and Debt

### Operating Cost Impact — Additional Debt Service to be Incurred

As discussed earlier, any applicable debt service on debt issued for capital projects is also included in the operating budget. In order to take advantage of low interest rates, the City has entered into agreements with the State of Florida to participate in the State Revolving Loan Program. The proceeds from the loan program will be used to finance wastewater capital projects. Currently the City has five loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State at the date of closing. The liability due to the State is the original loan amount plus accrued capitalized interest plus service fee charges. The net revenues of the wastewater funds will be used to make the debt service payments.

The first loan authorized in FY 2006 was originally for \$19,201,291 and was later amended to \$29,512,463. It carries an interest rate of 2.6% and provides for semi-annual principal and interest payments of \$935,660 that began in June 2007.

The second loan authorized in FY 2006 was for \$1,467,889, carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$51,144 that began in February 2009.

The third loan authorized in FY 2006 was for \$1,468,043, carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$49,700 that began in September 2010.

The fourth loan authorized in FY 2006 was originally for \$6,330,000 and was later amended to \$9,030,360. It carries an interest rate of 2.5% and provides for semi-annual principal and interest payments of \$313,501 that began in September 2010.

The fifth loan authorized in FY 2008 was for \$22,300,000, carries an interest rate of 2.49% and provides for semi-annual principal and interest payments of \$553,071 that began in February 2009.

The \$10 million in FY 2010/2011 as discussed on page 375 is anticipated to be funded from this source once the requisite materials are approved by the State. Adding this additional loan amount will increase semi-annual principal and interest payments by approximately \$340,000 based upon a 2.5% interest rate.

#### **Debt Service Requirements to Maturity Principal and Interest Requirements Wastewater State Revolving Fund**

<u>Fiscal Year</u>	
2010	\$ 1,990,722
2011	2,072,163
2012	2,125,575
2013	2,180,364
2014	2,236,564
2015-2019	12,077,917
2020-2024	13,716,998
2025-2029	9,549,223
2030-2034	49,447
	<u>\$ 45,998,973</u>

## Capital Improvements and Debt

---

### Anticipated Savings, Revenues and Other Benefits of Capital Projects

Although not quantifiable at this time, a number of projects may have future savings, additional revenue or positive environmental impacts. The applicable projects are discussed below.

**Car Sharing Program**—greenhouse gas emissions and particulates are reduced, reduces traffic congestion, assists Orlando's Clean Air certification by reducing the number of vehicles and the number of vehicle miles traveled.

**Lift Stations—Underground Rehabilitation**—this type of lift station is considered a permit-required confined space. Per safety regulations, in order to enter confined space permitted areas, a two-man crew, fall protection and gas monitor are required. Lift Station employees must enter these areas for inspections and maintenance. The new equipment will eliminate the safety hazard and liability associated with entering confined spaces.

**Super Critical Water Oxidation**— the Wastewater Division spends in excess of \$800,000 for land application of wastewater sludge generated at the Iron Bridge and Water Conserv II Water Reclamation Facilities. Costs continue to escalate due to competition for rapidly diminishing land application sites and site permitting fees. Land application is being phased out throughout Central Florida due to residential encroachment into previously agricultural areas. Super Critical Water Oxidation presents significant potential for capital and operational cost savings. There are projected environmental benefits as well. The resultant products of this process are carbon dioxide, water and small amounts of inert substances.

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

The following is a listing and detailed description of projects included in the FY 2010/2011 adopted capital budget that are funded at \$1 million or more. These projects account for 61% 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>2010/11</u>
Church St. Streetscape - Terry to Tampa	\$ 11,961,467
Water Conserv II Aeration, Process Upgrades	10,300,000
Grand National Dr. I-4 Overpass	4,087,434
LYNX Annual Contribution	3,482,292
Pavement Rehabilitation	2,250,000
Iron Bridge Low Voltage Improvements	2,000,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,791,264
Lift Station Rehabilitation	1,500,000
Super Critical Water Oxidation	1,500,000
Technology Enhancement Projects	1,500,000
Boone Extension: Anderson St. to Sylvia Lane	1,384,000
Water Conserv I Pump Station	1,250,000
Fire Equipment Replacement	1,000,000
Water Conserv I Headworks Replacement	1,000,000
	<u>\$ 45,006,457</u>

Continued on next page

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

**Church St. Streetscape**—Church Street serves as the main east-west street in the Parramore section of Downtown and serves as the main pedestrian connection between the Citrus Bowl and Downtown. The infrastructure of the roadway is deteriorating and is not aesthetically pleasing. This situation discourages investment and revitalization. Streetscape improvements will be constructed that will include street trees, improved sidewalks and pedestrian crossings, room for a dedicated LYMMO lane for an east-west route and undergrounding of utilities. A grant was sought and received for these improvements.

**Water Conserv II Aeration, Process Upgrades**—Several of the treatment systems at the Water Conserv II Water Reclamation Facility, including the aeration and clarification equipment, are over 20 years old. As these systems age, their efficiency and reliability decrease and maintenance requirements increase. The aeration blowers and diffusers, clarifier drives, return activated sludge pumps and related control equipment at the facility will be replaced to increase process efficiency and reliability.

**Grand National Drive I-4 Overpass**—Interstate 4 (I-4) serves as a barrier in the City's tourist oriented activity center. It separates the International Drive corridor from the Major Boulevard area and Universal Studios Resort. Trips interacting between the different areas have few connectors to make use of. The lack of a grid network of roadways across I-4 also limits the number of access points to the tourist area and congestion occurs at the International Drive & Kirkman Road Intersection. An additional four lane connection across I-4 will be completed by extending Grand National Drive from Oak Ridge Road to the east half of Caravan Court near Major Boulevard.

**Lynx Annual Contribution**—the Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and paratransit requirements. Annually allocate a portion of the City's Gas Tax revenue to contribute to the mass transit provider.

**Pavement Rehabilitation**—A continuing program of pavement rehabilitation is required to maintain pavement within the City of Orlando. Pavement surfaces have a life expectancy of approximately 15 years depending upon traffic loading, environment and drainage conditions. Deferring maintenance costs will result in a significant backlog of needs. Specific locations and strategies are identified annually based on condition assessments. A mix of pavement rehabilitation techniques are used to maximize pavement conditions and extend usable life.

**Iron Bridge Low Voltage Improvements**—The existing low voltage electrical system at the Iron Bridge Water Reclamation Facility is reaching the end of its useful life. The existing low voltage switch gear, transformers and motor control centers will be replaced.

**Narcoossee Road Debt Service**—the Narcoossee Road-Beeline to the GreeneWay project was necessary due to the southeast annexation and the terms of the joint planning agreement between the City and Orange County. Insufficient funding was available for this project among the traditional transportation sources. This necessitated that alternative funding be found. A total of \$22,650,000 was borrowed to finance this project. Funds must be set aside to meet the debt service requirements.

**Lift Station Rehab**—many of the City's wastewater lift stations are over 20 years old and are deteriorating and declining in reliability and efficiency. The lift stations are essential to the transportation of wastewater to treatment facilities. They must be periodically upgraded to replace deteriorating equipment and structures or to accommodate increased wastewater flows. In most cases, the rehabilitation involves the replacement of pumps, motors and controls, but in some cases new wet wells or other structures are required. The first phase of the lift station rehabilitation program will address lift station #'s 1, 2, 3, 7, 30, 83, 181, 182, 183, 184, and 185.

Continued on next page

## Capital Improvements and Debt

---

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

**Super Critical Water Oxidation**—The Wastewater Division identified and developed cost estimates for three options intended to replace the current land application of wastewater sludge program. Super Critical Water Oxidation (SCWO) was identified as the least cost option. SCWO is a proven approach to oxidize organic matter contained in an aqueous mixture. The technology has been successfully applied to the destruction of hazardous waste and military ordnance worldwide. Although highly applicable to the oxidation of organics contained in wastewater sludge, the technology to date has not been utilized within the wastewater industry beyond laboratory bench testing and small scale projects. Given the significant potential for capital and operational cost savings, the Wastewater Division committed to a SCWO Demonstration Project to select and test auxiliary support equipment required to adapt SCWO to a large scale wastewater application. SCWO oxidizes organics by subjecting them to high temperature and high pressure in an enclosed vessel. The resultant products of this process are carbon dioxide, water and small amounts of inert substances.

**Technology Enhancement Projects**—Funding to provide for organization-wide and strategic departmental technology initiatives. Implement technology within the City that ultimately reduces operating costs and/or improves service to citizens.

**Boone Extension: Anderson St. to Sylvia Lane**—Growth and development continues to occur in Downtown Orlando and around the Orlando Regional Healthcare Campus. The number of north-south corridors connecting them to each other and to the external network is limited. Boone Avenue is an existing street providing access to several Downtown parking structures. The redevelopment of Orlando Utilities Commission Headquarters and reconfiguration of the I-4/SR 408 Interchange creates the opportunity to develop a collector roadway that would provide for an additional access to/from Downtown while connecting the two activity centers. The first phase includes the extension of Boone Ave to Sylvia Lane. Future segments will extend to the Orlando Health campus.

**Water Conserv I Pump Station**—The Water Conserv I Water Reclamation Facility will be decommissioned within the two years. However, some areas of the facility will continue to operate. One of the process areas that will have to be improved is the pump station that pumps raw sewage out of the flow equalization tank. The current pumps will have to be upgraded to enable them to pump into the wastewater forcemain that will transport the wastewater to the Iron Bridge Water Reclamation Facility. The flow equalization pump station will be upgraded with new pumps and piping to accommodate the pumping of wastewater to Iron Bridge.

**Fire Equipment Replacement**—A fire hose has to carry water at high pressure and has a usable life of 10 years plus. EMS defibrillators require regular replacement. Extrication equipment must be replaced on an ongoing basis. Self contained breathing apparatus has a useful life, after which it must be replaced. Regular replacement of Structural Firefighting Gear is necessary. Funding is necessary for replacement of Opticom Systems at intersections and to upgrade the current system Citywide. Provide an annual source of funding to accomplish these replacements. Items to be replaced each year within budgeted allotment to be determined by the Fire Chief.

**Water Conserv I Headworks Replacement**—The Water Conserv I Water Reclamation Facility will be decommissioned within two years. However, some areas of the facility will continue to operate. One of the process areas that will remain in service is the headworks, which consists of bar screen and grit removal equipment. Some of that equipment is over 20 years old, and is in need of replacement. The automatic bar screens and the grit removal equipment will be replaced to ensure that preliminary treatment of the wastewater entering the Water Conserv I Water Reclamation Facility will continue to operate effectively.

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$500,000 to \$1 million)

The following is a listing and brief description of projects included in the FY 2010/2011 adopted capital budget that are funded between \$500,000 and \$1 million. These projects account for 20% of the Capital Budget. Combined with the more detailed project descriptions on the preceding three pages, over 80% of the Capital Budget has been accounted for. Further information on these and projects under \$500,000 can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2010/11</u>	<u>Project Description</u>
Dinky Line (Orlando Urban Trail O.U.T.)	\$ 816,000	Construction of multi-use trail from Virginia Avenue to Magnolia Avenue.
Crystal Lake/Maguire Blvd. Debt Service	788,090	City reimbursement to the Orlando Orange County Expressway Authority for funding advance.
Lift Stations - Underground Rehabilitation	650,000	Install guide rail mounted submersible pumps in the existing wet wells and install accessible valve vaults.
System Repair and Rehabilitation	625,000	Traditional repairs involving excavation and complete pipe replacement.
TMDL Implementation	600,000	Make water quality improvements to water bodies for which total maximum daily loads (TMDLs) exceed authorized levels.
Iron Bridge Equipment Replacement	597,000	Replacing aging equipment at the Iron Bridge Plant that is critical to operations.
LYMMO East/West Extension	580,000	Expansion of the LYMMO route, working as collector/distributor for commuter rail and as a transportation circulator.
Bumby Ave. Drainage Improvements	550,000	Expand system discharge from Chelsea Street into Lake Druid.
Clay/Minnesota Drainage Improvements	550,000	Enter into an agreement with Orange County and the City of Winter Park to address stormwater deficiencies in this area.
Ivanhoe Boulevard Drainage	550,000	Upgrade the system along Ivanhoe Boulevard between Poinsettia Avenue and Gerda Terrace.
Lee Vista Blvd. Debt Service	536,365	Set aside funds for debt service.
Dean Road Slipline	500,000	The condition of the pipe joints must be addressed to prevent future failures.
Gore Street/Essex Place Drainage Improvements	500,000	Extension of an existing system that drains to Lake Weldon.
Hazardous Sidewalk Repair	500,000	Quickly respond to hazardous locations and make the area safer.
Ivanhoe Blvd. Wastewater Improvements	500,000	Accommodate the repair or replacement of sanitary sewer lines as part of the drainage improvement project.

## Capital Improvements and Debt

---

	<u>2010/11</u>	<u>Project Description</u>
Lake Lucerne-Cherokee-Davis-Lancaster Interconnect	500,000	Improve connections between these lakes and a new connection to Lake Lancaster.
Par Street Drainage Improvements	500,000	A storm sewer must be designed and constructed to address flooding.
Rapid Response Construction-Wastewater	\$ 500,000	Repair or replacement of wastewater infrastructure required to be performed on an emergency basis.
Reline Concrete Sewers	500,000	Reline concrete sewers to address misaligned pipe, deteriorated pipe or leaking joints.
School Safety Sidewalk Program	500,000	Program to construct sidewalks/bike paths along collector/arterial streets at identified locations.
Silver Star Road Forcemain	500,000	Construct a new forcemain to serve Lift Station 37.
Stormwater System Evaluation	500,000	Field investigation, mapping, water quality monitoring relative to the City's entire stormwater system.
Water Conserv I Flow Equalization Rehab	500,000	The flow equalization tank will be taken out of service, accumulated solids will be removed, the walls will be recoated and the mixer equipment will be replaced.
Yucatan Drive Sewer Replacement	500,000	The 10 inch diameter sewer line will be replaced with larger diameter pipe to accommodate the expected future wastewater flows.
	\$ 13,342,455	



## 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.

A brief description of each project follows:

**Performing Arts Center**—the proposed state of the art \$425 million facility will contain three concert halls, education space and an outdoor theater that will host free public concerts.

**Events Center (Amway Center)**—the \$480 million facility is home to the NBA's Orlando Magic and will also host a variety of concerts, other entertainment productions and civic, political, community and not-for-profit events. Completion of the Amway Center occurred in 2010 prior to the start of the Orlando Magic season.

**Florida Citrus Bowl**—the proposed \$175 million renovation will upgrade the existing facility in order to attract future events as well as retain existing events, including two college football bowl games and the Florida Classic football game.

## Capital Improvements and Debt

### COMMUNITY VENUES FINANCING PLANS

<u>Funding Source</u>	<u>Amount in Millions</u>		
	<u>Performing Arts Center</u>	<u>Amway Center</u>	<u>Citrus Bowl</u>
City issued Tourist Development Tax (TDT) Revenue Bonds secured by TDT revenues to be received from Orange County per the interlocal agreement.	\$ 130	\$ 270	\$ 140
CRA issued Tax Increment Bonds, secured by tax increment revenues.	129	-	21
Private contributions.	81	-	-
Orlando Magic contribution.	-	50	-
City contributed land.	27	-	-
City proceeds from sale of existing Centroplex site.	18	62	10
State Grant.	15	-	-
City issued covenant bonds, secured by non-ad valorem revenues in the General Fund.	14	37	-
City issued internal loan, secured by future year lease payments from the Orlando Magic for use of the facility.	-	12	-
City issued State Sales Tax Revenue Bonds, secured by sales tax payments received from the State of Florida.	-	31	-
Investment earnings.	11	18	4
	<u>\$ 425</u>	<u>\$ 480</u>	<u>\$ 175</u>

## 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.

	<u>Target</u>	<u>9/30/07</u>	<u>9/30/08</u>	<u>9/30/09</u>
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures				
Debt Limit (within the covenant program limitation)	20% max	14.4%	7.00%	6.80%
Goal / Target	10% max			
Weighted Average Maturity of Debt Program(s):				
Self Supporting	15 yr max	6	15.4	16.6
Non-Self Supporting	20 yr max	10	13.8	14.5
General Government Direct Debt per Capita	\$850 max	\$707	\$1,158	\$1,342
Net Direct Debt as a Percentage of Ad Valorem Property Values				
General Government	2.5% max	0.8%	1.1%	1.2%
Total Tax Supported	3.5% max	1.3%	1.5%	1.9%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	28.10%	25.90%	29.30%

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 of the agencies 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
Predominant 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.

## Capital Improvements and Debt

### RATING AGENCY ANALYSIS

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>Standard</u>		
	<u>Moody's</u>	<u>and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2009B	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2008B	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2008A	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2007B	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2007A	Aa3	AA-	AA

In addition to long-term debt, the rating agencies also evaluate short-term debt issuances, such as commercial paper programs. The City uses this type of borrowing as a cash-flow mechanism until long-term debt is issued, or to fund projects when there is a short payback period on the debt. The table below compares their rating systems:

#### Explanation of Short-Term Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Highest Credit Quality	VMIG1	A1	F1
Good Credit Quality	VMIG2; VMIG3	A2	F2
Fair Credit Quality	VMIG4	A3	F3
Speculative	SG	B	B
High Default		C	C
Default		D	D

The City of Orlando's short-term debt has historically been rated similarly to its long-term debt as high quality.

Additional information on the debt rating process can be obtained from the each of the rating agencies at:

Moody's	<a href="http://www.moody.com">www.moody.com</a>
Standard and Poor's	<a href="http://www.standardandpoors.com">www.standardandpoors.com</a>
Fitch	<a href="http://www.fitchibca.com">www.fitchibca.com</a>

## 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, 2008.

#### PRIMARY GOVERNMENT:

##### **Proprietary Funds:**

##### **Wastewater System Revenue Bonds**

The Senior Bonds provided for an independent determination of the Expansion and Improvement portion of the construction, which was financed from impact fees (including the debt service component of the new customer capacity charges and present customer capacity charges, respectively). The revenue stream order of pledge and backup support is (1) system revenues backup the impact fees (related to the expansion portion of any series of bonds) and (2) the utilities services tax revenues backup the system revenues. The flow of funds provide for a repayment of any backup draws required if and when the related revenues become available.

The following four rate covenant commitments are required with regard to the senior bonds:

- (a) The sum of the Gross Revenues and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement;
- (b) The sum of the Gross Revenues and Available Impact Fees to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance in such Bond Year plus the Maximum Bond Debt Service Requirement;
- (c) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus one hundred twenty-five percent (125%) of the Maximum Bond Debt Service Requirement; and
- (d) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operations and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement, plus the amounts required to be deposited in such Bond Year into the Reserve Account and the Renewal and Replacement Account, all in accordance with the Senior Bond Ordinance.

The parity test requires a historic year of meeting the rate covenant after giving consideration to the debt service on the bonds to be issued and approved rate increases.

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

During 2003-2004, the City received authorization for up to \$55.8 million in low-interest loans through the Florida State Revolving Fund Loan program. The obligation is junior and subordinate to the Wastewater Bonds Program.

#### **Parking System Revenue Bonds:**

The City operates 9,524 parking spaces as either system spaces, non-system spaces or City spaces. The non-system spaces are when a third party (a business, another government, a church, etc.) has provided for the initial capital related to their spaces and pays a proportionate share of the annual operating cost. The City spaces were partially funded with federal grants and any profit derived from their operation must be used for downtown transportation purposes. The Parking System also has a junior lien obligation to provide a partial subsidy for the Lymmo system.

The City pledges the net parking system revenue (after eliminating the non-system space and City space activity) and the net parking fine revenue to the parking system bonds. Additionally, the City has a limited, secondary commitment of \$1,500,000 from local business tax revenue.

The Parking bond covenants require that two separate debt service coverage tests be met. While the second coverage test was met (inclusive of the secondary revenue), the first coverage test fell short (revenues from operations). Any non-compliance on the first coverage test requires that a parking rate study be conducted, which the City performed via use of a consultant. The rate study recommended a rate increase that was approved by City Council in December 2008.

#### **Orlando Venues Revenue Bonds:**

In March 2008, the City issued Senior, Second Lien, and Third Lien Tourist Development Tax (TDT) Revenue Bonds, 6<sup>th</sup> Cent Contract Payments, Series 2008, in the amount of \$310,885,000 for the purpose of acquiring, constructing, and equipping a new community events center designed to accommodate amateur and professional sports events, family shows, political conventions, and other not-for-profit and community events.

Principal payments are not due until May 2010. For the fiscal year ended September 30, 2008, the total interest paid was \$8.9 million, which was funded from a portion of the bond proceeds. Total principal and interest remaining on bonds as September 30, 2009 is \$858 million, with annual requirements ranging from \$20.1 million in FY 2010, to \$108.4 million in FY 2039, near maturity.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute 6<sup>th</sup> Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. The first monthly 6<sup>th</sup> Cent TDT pledged revenue installment payment totaling \$1,252,400 was remitted to the City in December 2008, for the May and November 2009 debt service payments.

In March 2008, the City issued State Sales Tax Payments Revenue Bonds, Series 2008, in the amount of \$31,820,000. The proceeds from these bonds will be used to finance a portion of the cost of the acquisition, construction, and equipping of the new community events center.

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

For the fiscal year ended September 30, 2008, the total principal and interest paid was \$1,244,593, and State sales tax revenue distributions received totaled \$1,333,336. Total principal and interest remaining on the bonds as of September 30, 2008 is \$60 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 on November 30, 2007.

#### **Internal Loan Fund**

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. Neither the variable rate loans nor the medium term bonds require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

#### **Capital Improvement Special Revenue Bonds (Fixed Rate)**

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed, rolling medium-term, and variable rate debt to produce a lower blended cost of money and other advantages to the City.

#### **Medium-Term Notes**

The 2002, 2004, 2005B, 2006B, 2007A, 2008A, 2008B, and 2009B rolling medium-term notes were designed to target the 1-15 year segment of the yield curve which is traditionally under-utilized in the tax-exempt market place. The anticipated amortization for both the medium-term notes and variable rate debt (level primarily over the last ten years of a nominal 30-year term) adds elasticity and interest rate savings to the internal loan program. Additionally, matching 10, 15 or 20-year amortizing loans with non-amortizing bonds provides significant relending opportunities.



## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

#### Variable Rate Notes/Loans

##### Sunshine State Governmental Financing Commission (SSGFC) Loan (Series 1986)

The outstanding tax-exempt loans totaling \$41,271,338 provide for amortizations of ten years (starting in 2007) for the \$35,271,338 loans and four years (starting in 2012) for the \$6,000,000 loan.

##### 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, AMT (Alternative Minimum Tax), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans of which \$14,400,000 was repaid on December 6, 2006. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the planned Events Center. In FY 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of the three Community Venues.

The current rating of the Internal Loan Fund's Covenant Program is Aa3/AA-/AA long term and VMIG1/A1+/F1+ short term from Moody's, S&P and Fitch respectively.

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

#### General Long-Term Debt Bonds:

##### **Downtown CRA District**

##### **CRA Revenue Bonds**

The property tax increment received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating cost of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the new year. Additionally, the CRA has incurred three subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

##### **Republic Drive CRA District**

##### **Republic Drive Tax Increment Financing Revenue Bonds (Series 2002)**

The \$45,620,000 Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds financed an I-4 interchange. During 2001/2002 the CRA refinanced the Republic Drive Special Assessment Bonds as contemplated in the Cooperative Agreement with the Developer. The fixed rate bonds mature in 2025 and no additional bonds are contemplated.

##### **Conroy Road CRA District**

##### **Conroy Road Special Assessment Bonds (Series 1998)**

The \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds were retired on November 1, 2003. If and/or when the tax increment revenue available within the district meets historic coverage levels of 160% for three years, the City may elect to either release the special assessment obligation portion of the pledge or refund the Series A bonds with tax increment revenue bonds. In either circumstance, the special assessment lien on the property would be released.

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

#### Component Unit:

##### **Civic Facilities Authority (CFA):**

##### **CFA Revenue Bonds (Series 1973)**

This issue, dated April 1, 1973, totaled \$4,200,000 and was used to finance the expansion and renovation of the Tangerine Bowl (now called the Florida Citrus Bowl). The gross revenues resulting from the operation of the CFA's facilities are pledged to secure these outstanding bonds. The County has agreed to fund a portion (\$200,000 annually) of the CFA's debt service requirements. In addition, the City has agreed to fund the difference between the CFA's revenues and total debt service and operating requirements. While these bonds are outstanding, the CFA must maintain rates, fees and rentals so as to provide sufficient revenues (along with the pledged revenues from the City and the County) to fund all costs of operations, 115% of each year's debt service requirement and 100% of all reserve or other payments provided for in the bond resolution. In addition, the CFA cannot grant any franchise or permit any entity to establish similar services within the County.

#### Internal Loan Fund:

During 1986/1987, the City created the Internal Loan Fund to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, medium-term notes, and the Covenant Commercial Paper Program.

Most of the amortizing loans are structured assuming a seven percent level debt service principal repayment. The effective interest rate paid by participating funds was 3.79% for 2006-2007. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

##### **Arena Loans**

The original \$25,200,000 loan represents the City contribution to the \$100,000,000 project and is repaid from Orlando Venues operations and annual contributions, if required, from the General Fund.

##### **City Hall Loans**

The \$36,000,000 City Hall officially opened in April 1992.

##### **City Hall Garage Loans**

The \$9,576,692 loan provides for the City's share of the construction of the original 1,700 space joint City/CNL garage (the City owns 40% or 680 spaces).

##### **CRA Market-Rate Housing**

Provided up to \$13,000,000 in incentives for five Downtown market-rate housing projects.

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

#### **CRA Parramore Housing/Office Complex**

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

#### **CRA Plaza Cornerstone Project**

The \$3,500,000 loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

#### **CRA Expo Centre Renovation**

The \$4,200,000 loan financed the CRA's contribution to convert the Expo Centre building into a downtown site for UCF's School of Film and Digital Media and the Florida Interactive Entertainment Academy.

#### **55 West Special Assessment**

The \$7,000,000 loan financed a Special Assessment loan which will be repaid "Due on Sale" as related residential and office units are sold.

#### **FY 03-04 Capital Projects**

The loan was used to finance the \$26,000,000 Capital Project Initiative.

#### **Jefferson St. Garage**

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

#### **Lee Vista Road Extension**

The \$5,500,000 loan was used to finance the City's participation in a road project.

#### **Narcoossee Road**

The \$20,222,361 loan providing funding for a 4.5-mile, 4-lane urban section was part of the Southeast Area annexation agreement (10,204 acres). The repayment plan uses related transportation impact fees (derived from the annexed property), if available, and gas tax as a backup pledge.

#### **Parking System Loans**

The loans provided the Parking System's share in the original and expanded Courthouse (\$4,536,500 and \$6,000,000 respectively) and County Administration (\$5,400,000) garages.

#### **Parks/Open Space Initiative Loan**

In 2002 the City issued \$33,690,000 covenant bond to finance the \$35,500,000 1999 parks initiative (which also reimbursed \$9,100,000 in interim internal banking fund loans).

## Capital Improvements and Debt

---

### DESCRIPTION OF DEBT OUTSTANDING

**Real Estate Acquisition**

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

**Public Safety Projects**

In October 2007, the City issued \$58,905,000 covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

## Capital Improvements and Debt

### CITY OF ORLANDO

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2009:

	Purpose of Issue	Amount Issued	Amount Outstanding
<b>PRIMARY GOVERNMENT:</b>			
<b>Governmental Activities</b>			
<b>State Infrastructure Bank (SIB) Loan</b>	Commuter Rail	\$ 772,000	\$ 772,000
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002 Conroy Road, Series 1998A	Refunding	45,620,000	36,330,000
Downtown District, Series 2009B	Conroy Rd. Interchange	28,010,000	24,260,000
Downtown District, Series 2009C	Refunding	12,500,000	5,975,000
Downtown District, Series 2009A	Refunding	50,955,000	50,955,000
	Refunding	14,475,000	14,475,000
<b>Total</b>		<u>152,332,000</u>	<u>132,767,000</u>
<b>Internal Loan Fund --</b>			
Sunshine State Governmental Financing Commission Loans (SSGFC)	Provides Interfund Loanable Proceeds	47,371,338	41,271,338
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000
SSGFC Tax-exempt Series H	Refunding	18,510,000	18,510,000
Capital Improvement Special Revenue Bonds:			
Series 1998A	Refunding	51,780,000	19,825,000
Series 2002	Parks, etc. construction	33,690,000	13,690,000
Series 2004	Parks, etc. construction	15,070,000	5,000,000
Series 2005A	Capital Prjs., Expo Centre	23,335,000	20,445,000
Series 2005B	Refunding	4,920,000	2,460,000
Series 2006A	Jefferson St. Garage	24,495,000	22,625,000
Series 2006B	Refunding	5,010,000	2,500,000
Series 2007A	Refunding	4,780,000	4,780,000
Series 2007B	Public Safety Projects	58,905,000	57,980,000
Series 2008B	Refunding	14,510,000	7,645,000
Series 2008A	Refunding	14,510,000	14,510,000
Series 2009B	Refunding	15,965,000	15,965,000
<b>Total</b>		<u>354,481,338</u>	<u>254,436,338</u>
<b>Total Governmental Activities</b>		<u>\$ 506,813,338</u>	<u>\$ 387,203,338</u>

## Capital Improvements and Debt

### CITY OF ORLANDO

**Description of Individual Bond Issues and Loans Outstanding** - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2009:

	<b>Purpose of Issue</b>	<b>Amount Issued</b>	<b>Amount Outstanding</b>
<b>Business-Type Activities</b>			
Wastewater Revenue Bonds --	Wastewater Treatment and Distribution		
Senior Debt Issues:			
2002A		\$ 46,970,000	\$ 30,630,000
2003A		26,450,000	10,610,000
2006A	18,240,000	18,240,000	
Total Wastewater Senior Debt Issues		91,660,000	59,480,000
Wastewater State Revolving Fund	Wastewater projects	45,998,973	45,998,973
<b>Total</b>		<u>137,658,973</u>	<u>105,478,973</u>
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	7,345,000
Orlando Venues -- SSGFC Venue Loan	Events Center projects	110,000,000	110,000,000
State Sales Tax Revenue Bonds	Events Center projects	31,820,000	30,895,000
Senior Tourist Development Tx. Bonds	Events Center projects	310,885,000	310,885,000
<b>Total Business-Type Activities</b>		<u>\$ 605,403,973</u>	<u>\$ 564,603,973</u>

## Capital Improvements and Debt

**CITY OF ORLANDO, FLORIDA**  
**SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY**  
**ALL SERIES**  
**2010-2040**

Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Special Assessment Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2010	\$ 4,939,241	\$ 2,284,440	\$ 3,333,081	\$ 12,412,364
2011	6,291,835	2,281,040	3,330,444	12,390,533
2012	6,295,385	2,282,390	3,333,756	12,088,074
2013	6,300,035	2,280,550	3,335,356	11,849,292
2014	6,299,660	2,280,520	3,334,156	11,775,914
2015	6,298,810	2,282,010	3,334,344	10,104,250
2016	6,295,810	2,279,730	3,334,662	10,084,792
2017	6,298,010	2,283,680	3,334,856	13,295,545
2018	6,299,810	2,283,280	3,334,669	14,834,286
2019	6,296,623	2,283,530	3,333,844	14,840,544
2020	6,298,710	2,284,140	3,332,125	14,823,463
2021	6,295,547	2,284,820	3,334,256	15,539,910
2022	6,297,135	2,280,280	3,334,725	15,522,894
2023	6,298,385	2,280,520	3,333,625	16,442,285
2024	6,297,010	2,279,960	3,332,737	17,855,160
2025	6,237,885	2,283,310	3,335,025	7,821,523
2026	6,174,385	2,279,990	-	7,554,560
2027	6,106,135	-	-	8,492,055
2028	6,032,760	-	-	8,379,201
2029	5,958,885	-	-	8,261,844
2030	5,883,760	-	-	8,139,988
2031	5,796,865	-	-	8,023,406
2032	5,705,390	-	-	7,566,764
2033	5,608,525	-	-	5,069,115
2034	5,500,460	-	-	3,536,200
2035	5,395,790	-	-	3,533,225
2036	5,277,895	-	-	3,529,288
2037	5,156,370	-	-	3,524,162
2038	-	-	-	3,522,513
2039	-	-	-	-
2040	-	-	-	-
	<u>\$ 167,937,111</u>	<u>\$ 38,794,190</u>	<u>\$ 53,341,661</u>	<u>\$ 290,813,150</u>



## Capital Improvements and Debt

**CITY OF ORLANDO, FLORIDA**  
**SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY**  
**ALL SERIES**  
**2010-2040**

Business-type	Activities	Component Unit					Fiscal Year
		Parking Revenue Bonds	Total Principal & Interest Primary Government	Civic Facilities Authority Bonds (1)	Total Principal & Interest Reporting Entity (2)		
Wastewater Revenue Bonds	Orlando Venues Bonds						
\$ 11,447,433	\$ 20,044,191	\$ 1,963,905	\$ 56,424,655	\$ 192,150	\$ 56,616,805	2010	
11,328,779	24,015,908	1,963,969	61,602,508	-	61,602,508	2011	
11,229,519	24,163,138	1,953,638	61,345,900	-	61,345,900	2012	
11,308,531	24,616,758	1,948,531	61,639,053	-	61,639,053	2013	
11,196,663	24,900,557	-	59,787,470	-	59,787,470	2014	
11,118,000	26,367,621	-	59,505,035	-	59,505,035	2015	
-	26,655,670	-	48,650,664	-	48,650,664	2016	
-	26,685,635	-	51,897,726	-	51,897,726	2017	
-	26,677,892	-	53,429,937	-	53,429,937	2018	
-	26,638,520	-	53,393,061	-	53,393,061	2019	
-	25,429,990	-	52,168,428	-	52,168,428	2020	
-	25,559,011	-	53,013,544	-	53,013,544	2021	
-	25,892,917	-	53,327,951	-	53,327,951	2022	
-	26,208,490	-	54,563,305	-	54,563,305	2023	
-	26,438,793	-	56,203,660	-	56,203,660	2024	
-	26,535,477	-	46,213,220	-	46,213,220	2025	
-	26,477,258	-	42,486,193	-	42,486,193	2026	
-	26,421,917	-	41,020,107	-	41,020,107	2027	
-	26,376,993	-	40,788,954	-	40,788,954	2028	
-	26,307,964	-	40,528,693	-	40,528,693	2029	
-	26,240,169	-	40,263,917	-	40,263,917	2030	
-	26,170,063	-	39,990,334	-	39,990,334	2031	
-	26,095,441	-	39,367,595	-	39,367,595	2032	
-	26,026,678	-	36,704,318	-	36,704,318	2033	
-	25,946,836	-	34,983,496	-	34,983,496	2034	
-	25,863,905	-	34,792,920	-	34,792,920	2035	
-	25,775,676	-	34,582,859	-	34,582,859	2036	
-	25,684,948	-	34,365,480	-	34,365,480	2037	
-	25,594,099	-	29,116,612	-	29,116,612	2038	
-	108,355,299	-	108,355,299	-	108,355,299	2039	
-	3,406,795	-	3,406,795	-	3,406,795	2040	
<u>\$ 67,628,925</u>	<u>\$ 857,574,609</u>	<u>\$ 7,830,043</u>	<u>\$ 1,483,919,689</u>	<u>\$ 192,150</u>	<u>\$ 1,484,111,839</u>		

**Notes:**

- (1) Orange County Civic Facilities Authority Fund.
- (2) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) and the Wastewater State Revolving Fund loans are not included in this schedule. For information regarding the SSGFC and the State Revolving Fund loans, see pages 76 and 78.



**S  
U  
P  
P  
L  
E  
M  
E  
N  
T  
A  
L  
  
I  
N  
F  
O  
R  
M  
A  
T  
I  
O  
N**

Supplemental Information

---

THIS PAGE LEFT INTENTIONALLY BLANK.

## Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2010/2011

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$150,840,469	\$90,196,811	\$5,014,225	\$19,531,123	\$12,271,623	\$14,254,296
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	372,524	2,799	12,589	-	-	2,000
Building Code Enforcement	3,306,029	2,035,011	48,500	223,497	53,160	13,626
Capital Improvement Fund	-	-	-	-	-	-
Narcossee Road Construction Fund	-	-	-	-	-	-
CEB Lien Assessment Fund	-	-	6,200	396,396	-	-
Cemetery Trust Fund	123,803	51,900	15,000	300,000	37,000	500
Community Development Block Grants	567,015	255,782	15,604	1,366,724	2,297	8,000
Community Redevelopment Agency Fund	1,056,430	494,603	129,200	181,000	23,018	9,300
Contraband Forfeiture Trust Funds	-	-	20,000	15,000	-	-
CRA Trust Funds	-	-	-	-	-	5,157,822
Dubsdread Golf Course Funds	682,221	181,759	73,067	408,921	64,612	68,555
After School All Stars Fund	1,140,198	276,858	9,967	9,531	4,559	-
Gas Tax Fund	-	-	-	-	-	-
GOAA Police Fund	5,209,811	3,193,948	98,045	160,527	29,568	3,140
EMS Transport Fund	150,016	65,358	600	-	-	-
Grant Fund	3,309,829	1,822,224	-	-	-	-
Harry P. Leu Gardens Trust Fund	1,004,732	628,613	175,800	168,000	145,000	17,000
HOME Investment Partnership Funds	26,581	100,740	1,000	1,286,205	-	3,000
HOPWA Grant Funds	73,723	-	200	3,247,125	-	284
HUD Homeless Grant Fund	-	-	-	99,214	-	-
Law Enforcement Training Fund	-	-	90,000	-	-	-
Mennello Museum Fund	222,684	94,318	24,786	100,903	3,000	15,654
Neighborhood Stabilization Fund	249,144	22,686	-	-	-	-
OCPs - Crossing Guard Fund	351,450	73,041	11,000	-	-	-
Special Assessment Funds	-	-	-	-	-	-
Street Tree Trust	50,000	-	170,000	-	-	-
Transportation Grant Fund	274,344	144,138	28,750	1,461,965	54,800	400
Transportation Impact Fee Funds	-	-	-	1,708,490	-	2,000
Utility Services Tax Fund	-	-	-	-	-	-
<u>DEBT SERVICE</u>						
6th Cent TDT Debt	-	-	-	-	-	-
Capital Improvement Series 2007B	-	-	-	-	-	-
Citrus Bowl CP Debt	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	1,060	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
Events Center Debt 2009A	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Events Center City Debt 2009C	-	-	-	-	-	-
Events Center Master and CP	-	-	-	-	-	-
Jefferson Garage Debt	-	-	-	-	-	-
PAC CP Debt	-	-	-	-	-	-
CRA PAC 2010A DS	-	-	-	-	-	-
CRA PAC 2010B DS	-	-	-	-	-	-
Parking Facility Revenue Bonds Fund	-	-	-	-	-	-
Sales Tax Rebate Debt	-	-	-	-	-	-
Internal Loan Equity Fund	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

Supplemental Information

APPROPRIATION SUMMARY - BY MAJOR OBJECT CODE  
BUDGET FY 2010/2011

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 328,770	\$18,985,522	\$ 84,890	\$44,927,142	\$356,434,871	General Fund
					<u>SPECIAL REVENUE</u>
-	1,243	-	3,124	\$394,279	911 Emergency Telephone System
18,165	308,112	-	1,992,446	\$7,998,546	Building Code Enforcement
-	-	46,000	6,862,098	\$6,908,098	Capital Improvement Fund
-	-	-	938,260	\$938,260	Narcoossee Road Construction Fund
-	-	-	442,513	\$845,109	CEB Lien Assessment Fund
-	14,722	50,000	238,776	\$831,701	Cemetery Trust Fund
5,000	22,148	-	614,819	\$2,857,389	Community Development Block Grants
-	82,164	56,040	5,031,892	\$7,063,647	Community Redevelopment Agency Fund
-	-	-	34,325	\$69,325	Contraband Forfeiture Trust Funds
-	-	-	26,081,609	\$31,239,431	CRA Trust Funds
-	-	-	535,167	\$2,014,302	Dubsread Golf Course Funds
-	39,786	-	11,378	\$1,492,277	After School All Stars Fund
-	-	-	9,882,926	\$9,882,926	Gas Tax Fund
16,080	292,671	-	-	\$9,003,790	GOAA Police Fund
-	540	6,000	-	\$222,514	EMS Transport Fund
-	151,145	-	12,823,067	\$18,106,265	Grant Fund
-	98,702	-	454,176	\$2,692,023	Harry P. Leu Gardens Trust Fund
1,500	783	-	250,321	\$1,670,130	HOME Investment Partnership Funds
200	-	-	329,463	\$3,650,995	HOPWA Grant Funds
-	-	-	18,448	\$117,662	HUD Homeless Grant Fund
60,000	-	-	14,479	\$164,479	Law Enforcement Training Fund
-	31,013	-	109,325	\$601,683	Mennello Museum Fund
-	169	-	13,550	\$285,549	Neighborhood Stabilization Fund
-	17,764	-	57,736	\$510,991	OCPS - Crossing Guard Fund
-	-	-	1,867,188	\$1,867,188	Special Assessment Funds
-	-	-	-	\$220,000	Street Tree Trust
-	35,792	-	276,746	\$2,276,935	Transportation Grant Fund
-	51,000	5,383,034	2,231,141	\$9,375,665	Transportation Impact Fee Funds
-	-	-	47,159,241	\$47,159,241	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	18,671,434	\$18,671,434	6th Cent TDT Debt
-	-	-	3,665,986	\$3,665,986	Capital Improvement Series 2007B
-	-	-	209,800	\$209,800	Citrus Bowl CP Debt
-	-	-	5,188,285	\$5,188,285	CRA Debt Service - 2009
-	-	-	3,051,384	\$3,051,384	CRA Debt Service - Internal Loan
-	-	-	1,103,550	\$1,103,550	CRA Debt Service Refunding
-	-	-	2,258,686	\$2,259,746	CRA Debt Service - Conroy Road
-	-	-	3,299,600	\$3,299,600	CRA Debt Service - Republic Drive
-	-	-	498,088	\$498,088	Events Center Debt 2009A
-	-	-	1,039,353	\$1,039,353	Events Center Debt Other
-	-	-	2,807,675	\$2,807,675	Events Center City Debt 2009C
-	-	-	1,612,500	\$1,612,500	Events Center Master and CP
-	-	-	1,862,428	\$1,862,428	Jefferson Garage Debt
-	-	-	377,700	\$377,700	PAC CP Debt
-	-	-	185,400	\$185,400	CRA PAC 2010A DS
-	-	-	5,416,943	\$5,416,943	CRA PAC 2010B DS
-	-	-	3,440,213	\$3,440,213	Parking Facility Revenue Bonds Fund
-	-	-	2,233,340	\$2,233,340	Sales Tax Rebate Debt
-	-	-	5,158,917	\$5,158,917	Internal Loan Equity Fund
-	-	-	423,029	\$423,029	Taxable Series H Debt
-	-	-	24,318,449	\$24,318,449	Wastewater Revenue Bond Funds

## Supplemental Information

APPROPRIATION SUMMARY - BY MAJOR OBJECT CODE  
BUDGET FY 2010/2011

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
<u>ENTERPRISE</u>						
CNL R&R	-	-	-	-	-	-
Community Venues Construction Admin	731,294	273,527	31,200	1,747,130	16,423	25,072
Downtown Transit Fund	271,609	54,547	17,550	61,900	15,500	-
Market Garage R&R Fund	-	-	-	-	-	-
Orlando Venues Fund	4,600,005	1,736,918	631,600	6,951,641	4,517,060	146,170
Amway Center R&R Fund	-	-	-	-	-	-
Parking System Revenue Fund	3,092,912	2,263,958	223,900	1,499,235	633,740	47,500
Solid Waste Fund	4,181,565	3,232,340	716,218	1,131,698	5,129,993	18,428
Stormwater Utility Fund	2,910,347	2,044,138	389,672	2,788,958	212,759	30,639
Wastewater Construction Funds	-	-	-	1,322,000	-	-
Wastewater Impact Fee Reserve Fund	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	10,889,954	6,637,117	4,148,525	10,217,690	6,160,741	86,432
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,514,328	1,248,914	28,100	4,250	15,664	4,200
Fleet Management Funds	1,649,484	1,157,085	8,347,115	1,735,976	150,682	2,174,000
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	38,498	26,733	500	33,724	-	1,000
Health Care Fund	75,447	33,965	-	30,379,272	-	-
Risk Management Fund	604,212	432,924	25,881	1,117,621	5,897	15,937,460
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue	723,907	161,556	94,000	822,862	543,810	8,300
Downtown Development Board Fund	168,093	94,456	7,500	657,720	2,900	1,516,486
<u>PENSION TRUST</u>						
City Pension Funds	46,306	26,201	4,100	560,000	-	4,500
OPEB Trust Fund	-	-	-	-	-	-
<b>TOTAL CITY OF ORLANDO</b>	<b>\$ 201,508,964</b>	<b>\$ 119,064,968</b>	<b>\$ 20,610,394</b>	<b>\$ 91,697,358</b>	<b>\$ 30,093,806</b>	<b>\$ 39,555,764</b>

## Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2010/2011

Travel	Internal Services	Capital	Non-Operating	Total	
-	-	-	30,000	\$30,000	<u>ENTERPRISE</u>
-	2,346	-	121,538	\$2,948,530	CNL R&R
-	13,979	-	1,368,755	\$1,803,840	Community Venues Construction Admin
-	-	-	32,490	\$32,490	Downtown Transit Fund
23,400	173,410	-	3,680,261	\$22,460,465	Market Garage R&R Fund
-	-	-	600,000	\$600,000	Orlando Venues Fund
-	341,433	3,000	7,761,581	\$15,867,259	Amway Center R&R Fund
-	5,566,414	96,028	4,593,750	\$24,666,434	Parking System Revenue Fund
4,306	1,984,271	-	12,561,927	\$22,927,017	Solid Waste Fund
-	900,000	6,800,000	1,950,000	\$10,972,000	Stormwater Utility Fund
-	-	-	2,911,008	\$2,911,008	Wastewater Construction Funds
-	-	1,726,339	1,950,000	\$3,676,339	Wastewater Impact Fee Reserve Fund
35,562	3,062,543	294,700	26,308,494	\$67,841,758	Wastewater R & R Fund
					Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
7,900	142,486	-	437,493	\$4,403,335	Construction Management Fund
-	230,019	4,566,396	5,979,131	\$25,989,888	Fleet Management Funds
-	-	-	33,182,548	\$33,182,548	Internal Loan Fund
1,360	142	-	50,246	\$152,203	Pension Participant Services
-	279	-	2,355	\$30,491,318	Health Care Fund
-	4,042	-	1,542,016	\$19,670,053	Risk Management Fund
					<u>COMPONENT UNIT</u>
-	92,460	50,000	1,232,549	\$3,729,444	Civic Facilities Authority Revenue
25,000	2,919	-	281,192	\$2,756,266	Downtown Development Board Fund
					<u>PENSION TRUST</u>
34,500	168	-	330,709	\$1,006,484	City Pension Funds
-	-	-	20,890,421	\$20,890,421	OPEB Trust Fund
<u>\$ 561,743</u>	<u>\$ 32,650,187</u>	<u>\$ 19,162,427</u>	<u>\$ 377,822,580</u>	<u>\$ 932,728,191</u>	TOTAL CITY OF ORLANDO

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
 GOVERNMENTAL FUND REVENUES  
 LAST FIVE FISCAL YEARS  
*(modified accrual basis of accounting)*  
*(in thousands of dollars)*

	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>Revenues</b>					
Property Taxes	\$ 137,236	\$ 119,387	\$ 116,112	\$ 92,733	\$ 82,994
Intergovernmental:					
OUC Contribution	45,900	45,952	45,700	47,800	34,035
State Sales Tax	26,744	29,635	30,164	30,225	29,313
Other Intergovernmental	88,833	81,792	74,316	71,345	71,482
Business Taxes and franchises fees	41,190	39,805	38,303	37,022	32,148
Utilities services tax	45,380	45,015	42,899	40,945	39,376
Licenses, permits and fees	37,266	43,388	50,319	48,751	44,662
Fines and forfeitures	4,841	3,494	3,809	2,858	2,651
Investment earnings	30,879	8,544	15,074	11,358	5,640
Securities lending income	-	5,423	6,771	2,969	2,147
Special assessments	941	408	20,088	1,262	482
Other revenue	33,452	40,814	26,338	22,632	19,053
Total revenue	<u>\$ 492,662</u>	<u>\$ 463,657</u>	<u>\$ 469,893</u>	<u>\$ 409,900</u>	<u>\$ 363,983</u>



## Supplemental Information

**CITY OF ORLANDO, FLORIDA**  
**ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY**  
**LAST TEN FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,035,799	25,275,856,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103

**Source:** Orange County Property Appraiser (Recapitulation of the Ad Valorem Assessment Rolls, DR-403)

**Note:**

Assessed values are determined as of January 1 for each fiscal year.

Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%.

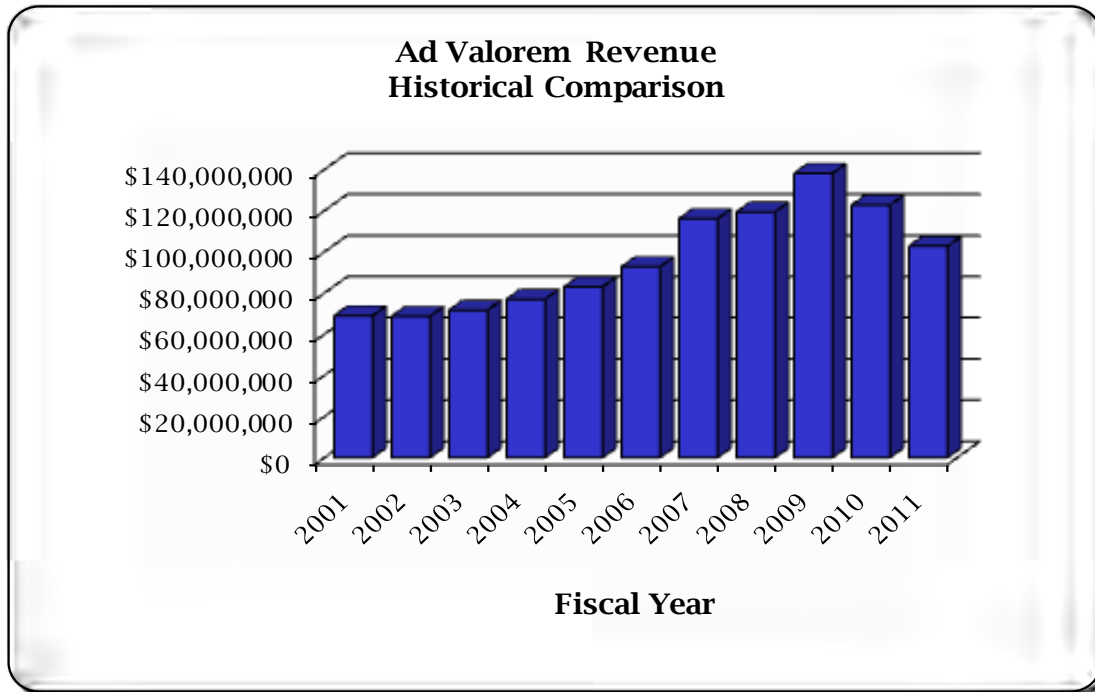
Estimated actual taxable value is calculated by dividing assessed value by those percentages.

Centrally assessed property consists of the railroad lines which are assessed by the State of Florida.

Centrally assessed property value went to litigation in 2008.

Tax rates are per \$1,000 of assessed value.

## Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 6.0666 through FY 2001/02. It was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remains 5.6500 for FY 2009/2010 and again in FY 2010/2011 amid the 2008-2010 economic recession, which contributes to the first decrease in ad valorem revenue since 2002.

## Supplemental Information

**CITY OF ORLANDO, FLORIDA**  
**DIRECT AND OVERLAPPING PROPERTY TAX RATES**  
**LAST TEN FISCAL YEARS**  
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30,	Direct		Overlapping				Total
	City	Orange County	Orange County School Board	Downtown Development Board (1)	Orange County Library	Water Management District (2)	
2000	6.0666	5.2264	8.6120	1.0000	0.4412	0.4820	21.8282
2001	6.0666	5.1639	8.5770	1.0000	0.4412	0.4720	21.7207
2002	5.6916	5.1639	8.4320	1.0000	0.4383	0.4620	21.1878
2003	5.6916	5.1639	7.8780	1.0000	0.4371	0.4620	20.6326
2004	5.6916	5.1639	7.8880	1.0000	0.4365	0.4620	20.6420
2005	5.6916	5.1639	7.5400	1.0000	0.4352	0.4620	20.2927
2006	5.6916	5.1639	7.7610	1.0000	0.4325	0.4620	20.5110
2007	5.6916	5.1639	7.1690	1.0000	0.4325	0.4620	19.9190
2008	4.9307	4.4347	7.1210	1.0000	0.3748	0.4158	18.2770
2009	5.6500	4.4347	7.1500 (3)	1.0000	0.3748	0.4158	19.0253

**Source:** Orange County Property Appraiser

**Note:** (1) The rate for the Downtown Development Board (DDB) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB's geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.1500 millage rate consists of 5.6500 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
2000	59,906,060	59,036,080	98.55	188,991	59,225,071	98.86
2001	69,355,446	68,693,549	99.05	205,408	68,898,957	99.34
2002	71,720,658	70,950,391	98.93	271,753	71,222,144	99.30
2003	74,980,894	73,648,337	98.22	295,557	73,943,894	98.62
2004	80,409,382	79,599,244	98.99	643,734	80,242,978	99.79
2005	86,045,219	85,231,122	99.05	177,437	85,408,559	99.26
2006	96,733,542	95,791,866	99.03	463,227	96,255,093	99.51
2007	121,040,740	119,631,421	98.84	388,912	120,020,333	99.16
2008	123,718,200	122,548,139	99.05	547,445	123,095,584	99.50
2009	143,816,532	141,332,685	98.27	-	141,332,685	98.27

Source: Orange Co. Tax Collector and City of Orlando Finance Dept.

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 4 to 1%).

## Supplemental Information

**CITY OF ORLANDO, FLORIDA  
PRINCIPAL PROPERTY TAX PAYERS  
CURRENT YEAR AND NINE YEARS AGO**

Taxpayer	Type of Business	2009			2000		
		Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Universal City Fla. Partners	Entertainment	\$ 1,166,609,169	1	4.62 %	\$ 1,356,917,122	1	9.92 %
HIW-KC Orlando LLC	Developer	207,132,430	2	0.82	-	-	0.00
Forbes Taubman Orlando	Developer	131,557,801	3	0.52	-	-	0.00
ZML-Sun Center, LLP	Developer	135,450,857	4	0.54	101,141,574	5	0.74
MMM Lakewood, Ltd.	Developer	94,306,613	5	0.37	102,537,091	4	0.75
Lake Nona Land Co. LLC	Developer	82,722,874	6	0.33	-	-	0.00
ACP/UTAH Orange Ave, LLC	Developer	82,425,652	7	0.33	-	-	0.00
B T Orlando, LP	Commercial	78,518,886	8	0.31	-	-	0.00
Orlando Outlet Owner LLC	Commercial	78,057,569	9	0.31	59,346,146	8	0.43
OOC Owner LLC	Commercial	74,546,117	10	0.29	-	-	0.00
Southern Bell Telephone	Communications	-	-	0.00	250,534,314	2	1.83
AT&T Communications	Communications	-	-	0.00	71,010,364	7	0.52
Sentinel Communications	Communications	-	-	0.00	72,509,882	6	0.53
Highwood/Florida Holdings LP	Developer	-	-	0.00	133,186,229	3	0.97
US Gaedeke Associates LP	Developer	-	-	0.00	57,885,707	10	0.42
CNL APF Partnership LP	Developer	-	-	0.00	57,946,931	9	0.42
Other Taxpayers		23,144,478,822		91.57	11,414,521,373		83.45
<b>Total</b>		<u>\$ 25,275,806,790</u>		<u>100.00 %</u>	<u>\$ 13,677,536,733</u>		<u>100.00 %</u>

Source: Orange County Tax Collector's Office

## Supplemental Information

**CITY OF ORLANDO, FLORIDA**  
**SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST**  
**LAST TEN FISCAL YEARS**

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
2000	135,127,826	33,478,429	168,606,255	4,035,000	6,317,357	10,352,357	6.14
2001	145,792,157	32,689,117	178,481,274	4,165,000	5,667,950	9,832,950	5.51
2002	130,714,036	40,004,796	170,718,832	4,295,000	4,757,555	9,052,555	5.30
2003	152,143,469	38,462,398	190,605,867	4,445,000	5,583,130	10,028,130	5.26
2004	152,515,648	38,305,546	190,821,194	10,505,000	5,567,538	16,072,538	8.42
2005	174,669,849	39,662,940	214,332,789	15,660,000	7,779,849	23,439,849	10.94
2006	203,424,627	41,512,136	244,936,763	31,420,000	9,256,740	40,676,740	16.61
2007	192,593,506 (3)	43,788,235	236,381,741	25,270,000	9,760,743	35,030,743	14.82
2008	197,532,020	45,220,301	242,752,321	27,920,000	13,119,092	41,039,092	16.91
2009	187,482,735	47,930,491	235,413,226	24,315,000	10,787,697	35,102,697	14.91

(1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.

(2) New borrowing are subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

(3) In FY 2007, two separate funds were created apart from the General Fund; one to report Police Fee revenues and the other to report Building Code fees for inspections and permits. In years prior to 2007, these revenues were reported within the General Fund.

## Supplemental Information

**CITY OF ORLANDO, FLORIDA  
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT  
TAX INCREMENT REVENUE BONDS COVERAGE  
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2000	6,969,843	1,245,000	1,503,975	2,748,975	2.54
2001	7,990,792	1,305,000	1,433,714	2,738,714	2.92
2002	8,971,158	1,375,000	1,310,012	2,685,012	3.34
2003	9,455,284	1,505,000	1,088,361	2,593,361	3.65
2004	9,890,863	1,745,000	829,794	2,574,794	3.84
2005	10,707,104	2,135,000	605,091	2,740,091	3.91
2006	12,847,436	2,060,000	561,954	2,621,954	4.90
2007	17,543,982	2,100,000	511,074	2,611,074	6.72
2008	19,357,076	2,160,000	456,324	2,616,324	7.40
2009	24,584,519	2,205,000	608,998	2,813,998	8.74

(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%.

## Supplemental Information

**CITY OF ORLANDO, FLORIDA  
COMMUNITY REDEVELOPMENT AGENCY  
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT  
TAX INCREMENT REVENUE BONDS COVERAGE  
LAST SEVEN FISCAL YEARS (1)**

Fiscal Year	Tax Increment Revenue (2)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2003	\$ 6,984,001	\$ 780,000	\$ 2,202,354	\$ 2,982,354	2.34
2004	7,273,945	1,335,000	1,986,244	3,321,244	2.19
2005	6,971,238	1,360,000	1,958,444	3,318,444	2.10
2006	6,926,829	1,390,000	1,926,619	3,316,619	2.09
2007	7,654,533	1,425,000	1,889,366	3,314,366	2.31
2008	8,255,798	1,465,000	1,833,431	3,298,431	2.50
2009	9,128,483	1,535,000	1,769,944	3,304,944	2.76

(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

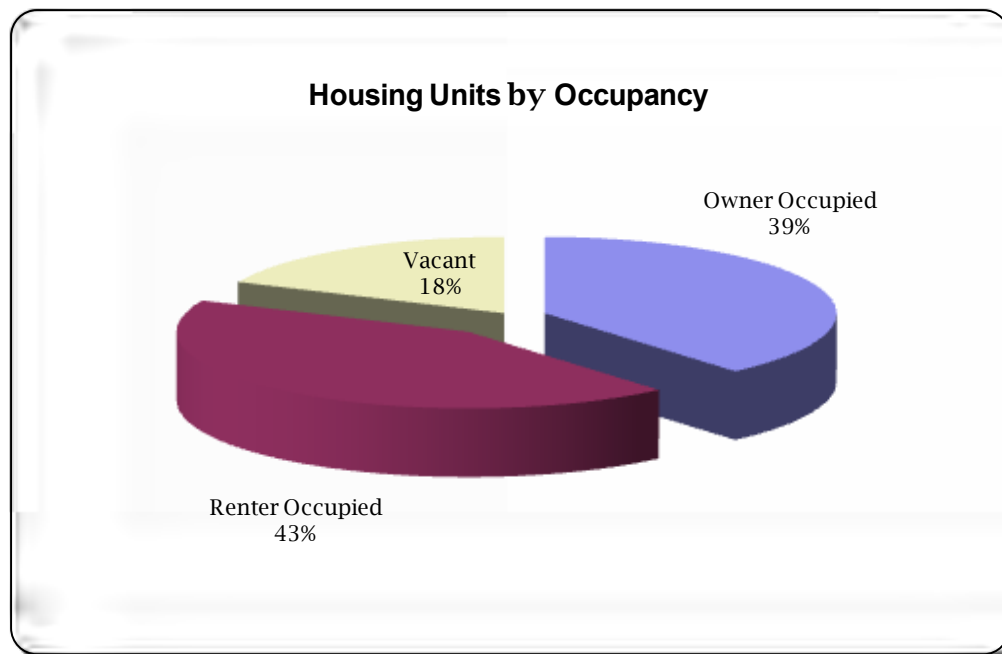
(2) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.



## Supplemental Information

## CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	45,586
Per Capita Income	\$	26,752
Median Age		35.7
Housing Units		108,349
Owner Occupied		38.7%
Renter Occupied		43.0%
Vacant		18.3%



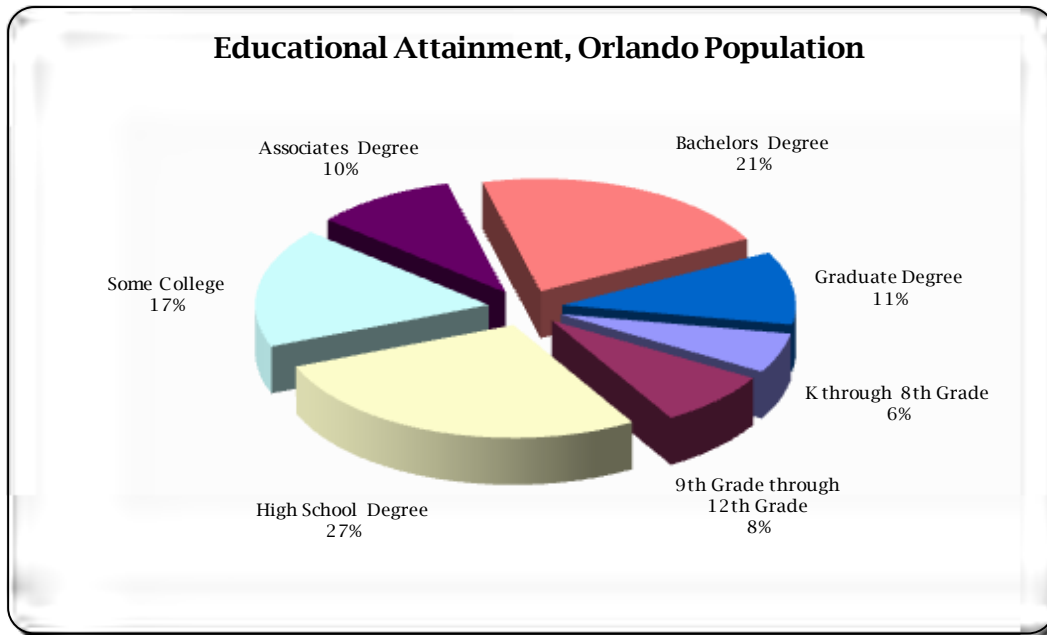
Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	5.7%
9th Grade through 12th Grade	8.0%
High School Degree	27.5%
Some College	17.2%
Associates Degree	9.8%
Bachelors Degree	21.3%
Graduate Degree	10.5%

Source for Demographic Data: Metro Orlando Economic Development Commission



Supplemental Information

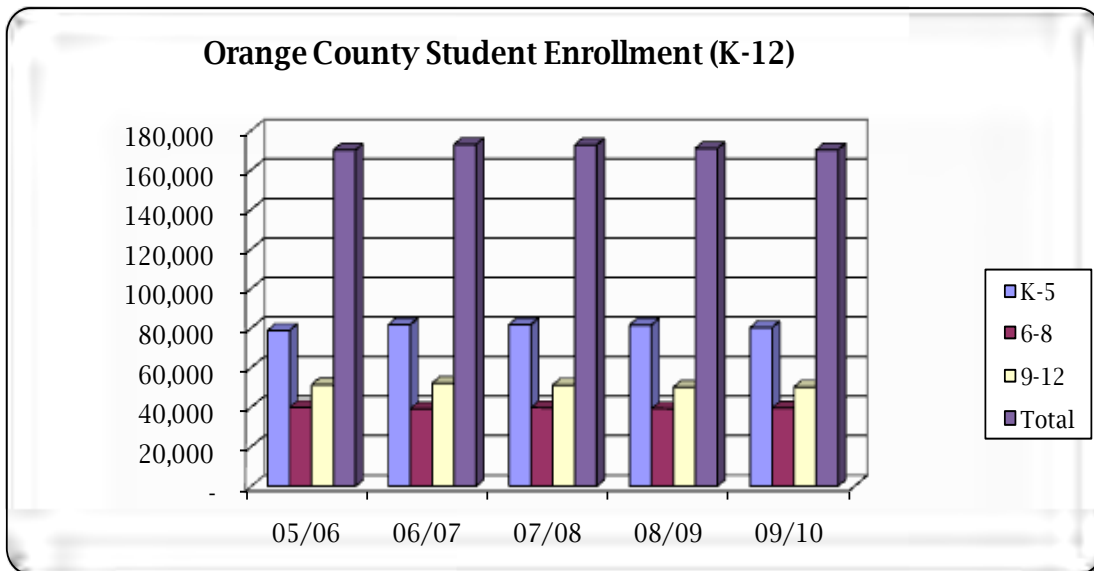
SCHOOL ENROLLMENT 2009/2010, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	120	34	19
City of Orlando	25	7	5

\*Includes those listed as "regular" schools by the Orange Co. School Board.

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	1,490
K	13,218
1	13,362
2	13,391
3	14,205
4	13,234
5	13,372
6	12,965
7	13,330
8	13,105
9	14,333
10	13,356
11	12,532
12	11,096
Total	172,989
Orlando Or	34,713



Note: Data obtained from the Orange County School Board Website. School Districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County Schools.

Supplemental Information

---

THIS PAGE LEFT INTENTIONALLY BLANK.



# A P P E N D I X

## Appendix

---

### Policy Overview

There are two planning components that are used to guide the development of the annual operating budget and the capital improvement program. Financial and non-financial policies and procedures are used to guide the decision-making process, while strategic management tools are employed to evaluate compliance with previously stated operating objectives and budgetary controls.

The National Advisory Council on State and Local Budgeting (NACSLB) has provided a framework for describing the overall budget process and that is centered on four principles:

- Establish Broad Goals to Guide Government Decision Making
- Develop Approaches to Achieve Goals
- Develop a Budget Consistent with Approaches to Achieve Goals
- Evaluate Performance and Make Adjustments

The City of Orlando has made tremendous strides over the past four years in developing formal policies and implementing fundamental budgetary controls. While this task is not complete, the Fiscal Year 2010/2011 budget reflects the influence of those policies and controls. Since resources are constrained and demands are growing, the City has committed itself to continued improvement in the area of financial planning and budgetary control.

#### Financial and Non-Financial Policies

This section contains the major policies that are linked to the development of the annual operating budget and capital improvement plan:

- Budget Policies - These policies formally establish guides for the development of the City's budget. Elements of these policies include requirements laid out in state statutes, City code, and best practices. (Page 429)
- City Policy for Growth Management - The Growth Management Plan is a comprehensive plan that communicates the vision of the City. This document establishes standards that have a direct connection to the level of services the City is to provide and the capital infrastructure that will be required. (Page 444)
- City Policy for Capital Improvements - This is a component of the Growth Management Plan. This policy creates level of service requirements and establishes priorities and timelines for the construction of capital improvements. (Page 450)
- Debt Policy - The Debt Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 474)
- Reserve Policy - A policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level. (Page 482)

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 FY2010/2011 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 Division. The Division has re-launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

Key to assessing the success of City operations is the use of performance indicators. The International City/County Management Association has previously recognized the City of Orlando for "its use of performance measurement in local government management." Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive performance-driven appropriation process. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

## Appendix

---

### BUDGET POLICIES

The development of the budget is guided by the following budget policies which are contained in state and local laws and policies approved by the City Council.

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).
- The enterprise operations of the City are to be self-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 on all Florida municipalities).
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.



## Appendix

---

### BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 27, 2007, the City Council approved five new comprehensive policies that guided the development of this budget. This was a milestone event in the City's efforts to formalize best practices in financial management. Realizing the importance of the financial policies that guide the City's financial integrity and posture, the Office of Business and Financial Services will continue to review and evaluate these policies for improvements.

The following is a summary of the five adopted policies. Because of the significance of these policies, the full text version appears on subsequent pages.

#### **450.1 Organization and Policy – Budget** (Page 431)

This policy details the role of the Chief Financial Officer (CFO) in regards to the development of the City's annual budget. The CFO is an appointed official that serves at the pleasure of the Mayor and oversees the Finance Department. In addition to the annual budget, the CFO is also responsible for the capital improvement plan and financial forecast.

#### **450.2 Financial Policies Guiding the Budget** (Page 433)

Adopting high-level policies to guide the development of the budget is vital to the City of Orlando's stability. The guidelines set forth in this policy range from defining a fund, to ensuring that a budgetary control system is in place. By clearly and comprehensively stating its financial policies, the City will be able to better communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

#### **450.3 Revenue Policy** (Page 435)

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.

#### **450.4 Expenditure Policy** (Page 439)

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.

#### **450.5 Operating Budget Appropriation for Prior-Year Encumbrances** (Page 442)

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures laid forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.

## Appendix

---

### Department of Finance

### Management and Budget Section 450.1

#### 450.1 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

##### :2 AUTHORITY:

This procedure amended by City Council 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:

The Chief Financial Officer and their designee(s) shall perform the following functions to facilitate an efficient and effective budget development process.

#### A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

#### B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with schedule of workshops and budget hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.

## Appendix

---

### Department of Finance

#### Management and Budget Section 450.1

5. Assist the Office of Audit Services and Management Support in the review of departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests . Summarizes budget requests for review by the Mayor and Council.
7. Prepare budget summaries for distribution at the budget hearings.
8. Create and publish a comprehensive budget document and revenue manual for public use.

#### C. Five Year Capital Improvement Program (CIP) Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure uniform budget development process and presentation format for use by City departments and other agencies.
2. Develop and revise forms and other material used in the CIP budget development process.
3. Prepare an annual calendar of CIP budget activities, workshops and hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical and other related data for use by City departments and other agencies involved in preparing the CIP budget.
5. Summarize CIP budget requests for review by Mayor, City Council, and the Economic Development Department in their role as liaison with the Municipal Planning Board (MPB).
6. Prepare the final CIP budget document for public use.

#### D. Forecasting and Fiscal Matters

1. Analyze and summarize all Budget Revision Requests for the Budget Review Committee.
2. Review Fiscal Impact Statement on all items submitted to the City Council that have a current or future financial impact on the City.
3. Review activity reports and summarizes information for the Mayor, City Commissioners and Cabinet.
4. Serve as a resource for information on comparative costs for similar services provided by other governments.
5. Confer with representatives of other governments concerning their budgetary policies and systems.
6. Conduct other special projects as requested by the Mayor or the Mayor's designee.

## Appendix

---

Department of Finance  
Management and Budget Section 450.2

### 450.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy is adopted by the City Council 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. 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 to be accounted for in another fund.

## Appendix

---

### Department of Finance

#### Management and Budget Section 450.2

- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

## Appendix

---

Department of Finance

Management and Budget Section 450.3

### 450.3 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 is adopted by the City Council 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

---

### Department of Finance

#### Management and Budget Section 450.3

- 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

---

### Department of Finance

#### Management and Budget Section 450.3

3. The impact of normal cost increases and expenditure growth on the fee to be charged in the future
  4. The impact of users opting not to use the service because of the fee
  5. The cost of administering the user fee
  6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received
  7. Other policy considerations specific to the proposed fee
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service
  2. Indirect costs, or support costs, which are general in nature but are necessary for the delivery of the service
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service
    - a. Proprietary services shall be self-supporting
    - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide
  2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee)
  3. The level of demand for the service
  4. Ease of collection
  - e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.



## Appendix

---

### Department of Finance

#### Management and Budget Section 450.3

- 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

---

### Department of Finance

### Management and Budget Section 450.4

#### 450.4 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 is adopted by the City Council 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

---

### Department of Finance

#### Management and Budget Section 450.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

#### C. Policies

##### 1) Appropriation and Control

- a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

- b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

- c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

- d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

##### 2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

##### 3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

The following actions shall not be used to balance the budget when an operating deficit is identified:

## Appendix

---

### Department of Finance

#### Management and Budget Section 450.4

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

#### 4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

#### 5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater efficiency or effectiveness can be achieved.
- c. The City will develop and use technology and productivity enhancements to avoid increases in personnel costs.

#### 6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

#### 7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

## Appendix

---

Department of Finance

Management and Budget Section 450.5

### 450.5 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 is adopted by the City Council February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

C. Prohibitions, Restrictions and Exceptions

## Appendix

---

### Department of Finance

#### Management and Budget Section 450.5

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

#### D. Responsibilities

##### 1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

##### 2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

##### 3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

## Appendix

### City Policy for Growth Management

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

The GMP is divided into fifteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fifteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	Wastewater
Historic Preservation	Solid Waste
Conservation	Intergovernmental Coordination
Recreation & Open Space	Capital Improvements
	Public School Facilities

The GMP was updated in 1998 and again in 2009 through a comprehensive planning process. Between major updates, the City amends the Plan twice per year in accordance with State law. Small scale amendments, responses to new legislation and amendments related to a Development of Regional Impact may be exempt from the twice per year limitation.

#### 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 near the end of the first decade of the twenty-first century.

From the beginning, the City's history has been marked by a concern for blending growth with natural amenities, for building around lakes and, whenever possible, keeping shores and other natural areas open to the public. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition of a strong City-directed landscaping program in the late 19<sup>th</sup> 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 21<sup>st</sup> century.

## Appendix

---

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make “The City Beautiful” an even better place to live in the year 2030. This requires an understanding not only of Orlando’s historical role, but also the City’s role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2030, the population of the Orlando MSA will increase from its current 2,083,923 (April 1, 2007) to 3,283,776, with the City of Orlando proper growing from 228,765 to 332,982 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

Given the volume of growth expected over the next 20+ years, Metropolitan Orlando could follow the pattern of other, larger Sunbelt cities. It could easily develop into a sprawling metropolis requiring tremendous amounts of energy and financial resources for transportation alone. Similar communities have sacrificed their environment to “progress” and have thus destroyed many of the qualities that made them unique and desirable.

This Growth Management Plan (GMP) establishes a different agenda for Orlando, one that will ensure the preservation of its natural and man-made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources and nurture its human assets. However, this plan is not a radical departure from the growth management policies established in the early 1980’s. Rather the policies and actions established in this plan further refine and expand on the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 GMP established the basic growth management framework necessary for Orlando to evolve into a vibrant and diversified regional center. In 1985, the City further detailed the actions needed to achieve this regional center while also protecting neighborhoods and enhancing the quality of life. Specific actions, including development of a coordinated land development code, were evidence of the city’s commitment to accommodate the growth coming to the region while also protecting the unique character of the area. With the adoption of this GMP in 1991, Orlando clearly defined its vision for the future, a vision based on community consensus and shared values. That consensus was further refined through the Evaluation and Appraisal Report (EAR) processes conducted in 1998 and 2007.

Orlando’s vision, embodied in this GMP, will build on the planning, social and economic policies of the past and will remain the major focus and guiding principle for Orlando’s growth well into the 21<sup>st</sup> century. The vision outlined herein will be both proactive and build upon the strong public and private interest in making the Orlando region a true world showcase. The following elements outline the physical, economic and social framework within which the Orlando area will grow over the next twenty or so years leading to an enhanced quality of life for present and future residents.

### ORLANDO’S AMENITY FRAMEWORK

As “The City Beautiful”, Orlando’s vision is defined by a focus on its amenities. Key elements of that vision are strong urban design; historic preservation; the availability and maintenance of parks, recreation and open space; strong cultural arts facilities; and an outstanding library system. It is largely the presence of such amenities, in combination with the unusually lovely natural landscaping and water features of Central Florida, that will dictate the future quality of life in the community.

The unique urban design of Orlando is one of the strongest and most pronounced elements that must be preserved and enhanced as growth continues. For Orlando to flourish, there must be a balance between the natural and man-made environments. The City must care for that which already exists, and provide for what will come during the next 20 years.

Orlando is blessed with vital, vibrant neighborhoods, which are characterized by their old brick streets, variety of housing styles and sizes, access to lakes and parks and mixtures of their residents’ ethnic and economic backgrounds. As new neighborhoods develop in the region, programs and regulations should not preclude their development in the same time-honored Orlando tradition. While acknowledging the advances of modern times, new neighborhoods must incorporate the best of the past and emphasize amenities, graciousness and diversity.

The physical homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes by clustering people with similar socio-economic backgrounds. It has closed much of the city’s housing stock and neighborhoods to broad segments of the population, precluding the very process by which Orlando’s community has grown and evolved. It is Orlando’s intent, through the GMP, to preserve neighborhoods, particularly the neighborhoods that form an encircling “emerald necklace” around the downtown business district. This unique, beautiful setting helps make the heart of downtown the focus for the entire metropolitan area. Further, this plan encourages diversified infill development and redevelopment that is sensitive in character and compatible in scale with traditional neighborhood design.



## Appendix

---

This approach will enable all Orlando residents to access the housing and support systems they need in order to be productive citizens of the local economy.

Preservation of historic sites, buildings and neighborhoods is a proven way of protecting the tangible aspects of Orlando's history. In addition, historic preservation can assure that the old and new will be blended into a pleasing, meaningful urban fabric - one that will be enjoyed and appreciated by longtime residents and, at the same time, show newcomers Orlando's history and provide them with an immediate sense of place. Such preservation, sensitively blending past and present, also makes Orlando truly unique as a venerable, high-quality urban environment for people and families of all ages.

Development regulations and incentives must be implemented that are sensitive to traditional neighborhood design practices where possible or appropriate. Flexibility for new development to proceed in ways that even better accommodate new lifestyles must also be incorporated. Similarly, architectural or other review processes are needed to ensure infill development and redevelopment is appropriate and sensitive to the traditional design of a neighborhood.

Strong urban design also includes a commitment for the City to outstanding civic architecture, which sets a standard of excellence for the private sector. Such a clear, readily visible statement of expectations should result in a much more humane and long-lasting pattern of development.

Attention to urban design will also allow the City to integrate infrastructure, such as roads and drainage facilities, into the amenity framework. Highways, for example, must do more than simply move traffic from one place to another. As in the 1920's, when snowbirds and tourists rolled happily down a grove-lined, brick-paved Orange Avenue on their return to a favorite winter paradise, the highway system must create a sense of place. This system must set the stage for the beauty of city neighborhoods and frame the direction of community development. To implement this plan, policies and regulations that deal with all segments of Orlando's infrastructure and natural features will be developed and designed.

A key element in the City's amenity framework is its water resources, including its lakes and the related amenity of landscaping. This plan encourages a more active use of city water features, of the many parks and lakes that dot the region, through a return to the old availability and appreciation of the lakes, beaches and, generally, lovely vistas they provided. This plan proposes to make the lakes more public, fronting development on them as was the custom at the turn of the century, as opposed to the more recent practice of creating private or walled lakes that can be seen only from the air.

In addition to its obvious physical amenities, Orlando will continue to be enhanced by a strong, diverse and supportive cultural, performing and visual arts community. Thanks to the City's involvement, United Arts and its approach to cultural arts funding have put in place a foundation that will nourish Orlando's major arts groups in the future, protecting yet another of Orlando's important amenities.

### ORLANDO'S HOUSING FRAMEWORK

A strong and comprehensive amenities package can accomplish very little if adequate housing for a community's citizens is not available. Orlando, through its long-time protection of downtown residential communities, is particularly fortunate to have a diversity of housing types and opportunities. A comprehensive approach to make more housing attainable and affordable is a key component of the vision that animates this plan. Today, as in the past, a range of housing types, locations and prices, will help maintain Orlando's long-time ethnic, economic and social diversity.

To succeed in this objective, Orlando must ensure that the stock of existing homes will be preserved and reutilized - partly because it will contribute to the valuable mixture of old and new and partly because of the practical consideration that such an approach is the most cost-effective and environmentally sustainable way of using services and facilities already on hand. Moreover, existing housing stock tends to be located closer to the urban center, making possible a reduction in reliance on cars as a primary mode of transportation.

At the same time, new housing can be provided in activity centers through requirements, as well as by incentives, to create pedestrian friendly mixed-use centers. As has occurred spontaneously in Orlando's past, infill housing is to be encouraged and supported in order to take advantage of existing infrastructure. Diversification within neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

## Appendix

---

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 21<sup>st</sup> 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.

## Appendix

### ORLANDO'S TRANSPORTATION FRAMEWORK

To work properly, the activity center land use pattern must be supported by a strong transportation system that responds to the City's specific needs. It is urgent that transportation be improved in Orlando. However, the City's policies require that transportation improvements must clearly support the overall goals and objectives for future development. The transportation system should not dictate the land use pattern, it should further the desired land use objectives.

While older established metropolitan areas will continue to grow, their basic shape and identity is set. It is virtually impossible to take a large, mature urban area and transform it wholesale into something better. Orlando, on the other hand, is still young enough to design its own shape and identity. Many older Sunbelt cities continue to struggle with urban development and their transportation systems. Orlando can take advantage of the lessons from these areas - or Orlando can repeat their mistakes.

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit as a specific objective. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must not be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the City in the first place. To avoid this impact, the City has developed an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core and adjoining medical districts, the City advocates using the CSX rail corridor to support commuter rail.

Developing the Orlando International Airport is also crucial for Orlando's evolution as we continue into the 21<sup>st</sup> 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, users fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the levels of service desired by the City.

### ORLANDO'S SOCIAL FRAMEWORK

Orlando's population is more diverse today than ever before in its history. Residents come from many economic, social and cultural backgrounds. Recognizing diversity and incorporating it into the physical environment includes considerations for universal design and access by people with disabilities, multi-lingual or universal signage, variety in housing to accommodate diverse family types, and variety in transportation choices.

As Orlando grows and changes demographically, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the cultural arts, parks and recreational facilities, particularly in relation to Orlando's signature parks and lakes.

Opportunities must be provided for a broad range of family situations, keeping in mind the importance of cultural diversity. As lifestyles change, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages and backgrounds, especially the economically disadvantaged, are critical if Orlando is to reach its full potential for economic development and preserve its social fabric. While developing educational opportunities is not directly within the City's prerogative, it is a critical factor in Orlando's growth and evolution and must be included in its vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

The City's vision will be implemented not only by government employees and elected officials. Citizens are the key. Orlando's vision will be implemented in great part by many non-profit and community-based organizations. Their successes have grown as their capacity increases. Local partnerships and creative projects are critically important to providing innovative choices in housing, social services, the arts, and environmental awareness. The City will continue to look for ways to foster positive community development.

### CLOSING THOUGHTS

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the GMP. Through the GMP, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic, current and future role as the Central Florida regions' employment and cultural core.

This plan acknowledges that competition among the region's various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. The City is dedicated to advocating for a more rational and sustainable urban form, and will work closely with its regional partners through such organizations as myregion.org to ensure that we provide future generations with a high quality of life. The City of Orlando challenges other local jurisdictions, the East Central Florida Regional Planning Council and the State of Florida to ensure that the proper coordination will be maintained so that Central Florida can grow in a manner that is as efficient and sensitive to the environment as possible.

## Appendix

### CITY POLICY FOR CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and polices have been approved by the City Council.

#### GOAL 1

To provide and maintain, in an efficient and balanced manner, public facilities and services which protect the public health, safety, and welfare of its citizens, concurrent with the impacts of new development, are environmentally sensitive, are consistent with the desired urban form, achieve acceptable levels of service, maintain the existing infrastructure, and minimize public costs.

- Objective 1.1** Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.
- Policy 1.1.1** The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five years of capital needs, shall be financially feasible, 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.
- 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, wastewater, potable water, solid waste, stormwater, and recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element.
- Policy 1.1.4** Recommended public facilities and services identified in the Housing, Historic Preservation, Downtown or Urban Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element.
- Policy 1.1.5** Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.
- Policy 1.1.6** Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:
- A. The timing of capital improvements shall be based on the following priorities:

## Appendix

---

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.

Policy 1.1.7 The Capital Improvements Element shall be a five year program that is updated annually after a single adoption hearing. A copy of the ordinance shall be transmitted to the Florida Department of Community Affairs following adoption.

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. Years 2 through 5 of the Capital Improvements Fund Schedule shall be included in the Capital Improvements Program, with committed funding sources identified for years 2 and 3.

Appendix

- Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
- Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, wastewater, parks, stormwater, potable water, solid waste and public transit.
- Policy 1.2.2 Figure CI-1 shall be the Traffic Circulation Level of Service standards by planning period for every major thoroughfare outside the Transportation Concurrency Exception Area (TCEA) and within city boundaries. Assessment of the level of service for major thoroughfares outside the TCEA and within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.
- Policy 1.2.3 The City shall exempt the area shown in Figure CI-2 from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.
- 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.
- Policy 1.2.5 Major thoroughfares outside the Transportation Concurrency Exception Area with an adopted Level of Service Standard of “F” shall not be significantly degraded. Significant degradation means traffic increases exceeding the following percentages over the adopted vehicles per hour per lane (vphpl) standards:

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%
--------------	-----

## Appendix

Policy 1.2.6 The following wastewater LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit</u>
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

*Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.*

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

Policy 1.2.8 The City shall have trucks available to collect solid waste at the following Level of Service Standards at the time of building permit issuance:

Residential	8.29 lb/unit/d
Commercial	3.96 lb/1,000 sqft/d

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

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:



## Appendix

Facility	LOS Standard
City Primary	Design Storm: 25 year / 24 hour Max Flood Stage: 100 yr / 3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max. HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year /6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Minor Road	Roadway Section and Inlet Design: 3 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face of curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance	400 feet to first inlet
Retention Ponds	Per Water Management District criteria
Detention Ponds	Per Water Management District criteria
Detention Ponds (landlocked basins)	Per Water Management District criteria
Floodprone Areas	Development allowed in 100 year floodplain with compensatory storage loss for floodplain and no development in the floodway.

## 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.

## 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
Minimum Line Pressure		Demand Condition
50 psi		Average Day
40 psi		Peak Day
25 psi		Peak Day + Fire Flow

These LOS shall be based on the average day demand.

Policy 1.2.12 Fifty-nine percent (59%) of the designated transit service corridors within the Transportation Concurrency Exception Area (TCEA) shall maintain or improve a 30 minute weighted average headway through the planning period.

Policy 1.2.13 Transit corridors within the Transportation Concurrency Exception Area shall be given high priority for transit frequency increases to provide additional capacity to the transportation system.

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.

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)

## Appendix

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
K Through 8	110%	K Through 8 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, K Through 8, and Middle school types. Permanent FISH, not to exceed Core Capacity for High 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.*

**Objective 1.3** The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.

Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.

**Objective 1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.

Policy 1.4.1 The City shall demonstrate that the Capital Improvements Element is financially feasible by ensuring that sufficient revenues are currently available or will be available from committed funding sources for the first three years of the Capital Improvements Fund Schedule (CI-14). Financial feasibility for years 4 and 5 of the Capital Improvements Fund Schedule shall be demonstrated by ensuring that funds are committed or planned. Revenue sources that may be used to demonstrate financial feasibility 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.

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.

## Appendix

- Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.
- Policy 1.4.5 The City's capital program funding shall be categorized as either governmental (special purpose or other) or proprietary (self-sufficient or subsidized). The following table indicates the present categorization of City operating funds:

<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Wastewater System	Orlando Venues (Arena, Performing
Stormwater System	Arts Center)
Solid Waste Management	Civic Facilities Authority
Parking System	(Football & Baseball Stadium)
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

- 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.*

- 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.

## Appendix

---

- Policy 1.4.8 Debt obligations of governmental funds, other than special purpose and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.
- Policy 1.4.9 Pledgeable revenue sources for debt obligation are limited. Use shall be treated as an allocation of a scarce resource and will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources should be thoughtfully addressed, used strategically, and, wherever possible, be limited to specific dollar amounts and subject to recapture.
- 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.
- 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)
- 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.
- 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.
- 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.

## Appendix

---

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.
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 the Transportation Element.
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 road 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.
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.
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.
Policy 1.4.30	Impact fee assessments to individual developments shall not exceed that development’s share of anticipated roadway improvements within the Transportation Benefit Area.
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, including within the Transportation Concurrency Exception Area.
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.
Policy 1.4.33	The City shall appropriate funds on an annual basis sufficient to meet the commitment stated in Policy 1.4.32.
Policy 1.4.34	The City shall actively support the establishment of dedicated revenue sources for public transit.
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.

## 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.
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 and remove the trip capacity from the Trip Allocation Program shall be required. The developer's project and committed trip allocation shall be revised/reassessed based on amendment to the Fund Schedule and Trip Allocation Program that directly impact the project..
Policy 1.4.41	<p>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:</p> <ol style="list-style-type: none"> <li>1. Whether all statements contained within the petition have been found to be true and correct.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>6. Whether the area that will be served by the CDD is amenable to separate special-district government.</li> </ol>
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.

## Appendix

---

### 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.
- Policy 2.1.1 The City's Concurrency Management System shall include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for roads, schools public transit, potable water, wastewater, solid waste, stormwater, and recreation and open space shall not be lowered by development below adopted LOS standards and that needed public facilities to serve the development shall be provided concurrent with development.
- Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy 2.1.3 The City shall deny the approval and issuance of development permits and development orders for development which would reduce the level of service standards for roads, schools, wastewater, potable water, solid waste, stormwater, and recreation and open space, as set forth in this plan. For recreation and open space, the level of service standards shall be deemed to be met for development if the required land for such facilities is available at the time a Certificate of Occupancy is issued and necessary facilities are developed on such land within one year of Certificate of Occupancy issuance.
- 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.
- 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.
- 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 Policies 1.2.2 and 1.2.5 shall establish level of service standards by planning period for major thoroughfares outside the Transportation Concurrency Exception Area and within City boundaries.



## Appendix

---

- Policy 2.2.2 The City shall permit development outside the Transportation Concurrency Exception Areas by allocating average daily trip ends annually by traffic zone, according to the Trip Allocation Program, in order to achieve and maintain Level of Service Standards over the planning periods.
- Policy 2.2.3 The City shall require developers of projects outside the Transportation Concurrency Exception Area to comply with the concurrency management system to assess trip availability within the traffic zone.
- 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. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system.
- Policy 2.2.5 The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of the Transportation Area. Trips shall be allocated annually by ordinance. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The trip allocation program shall be applied to development in Transportation Areas outside the Transportation Concurrency Exception Area.
- Policy 2.2.6 Transportation Areas 8, 9, 10, 12, 13, and 14 as shown in Figure CI-4 shall maintain the LOS standards described in Policy 1.2.2 and 1.2.5 based on the road segment LOS standards and the Trip Allocation Program described in Policies 2.2.7 through 2.2.11.
- Policy 2.2.7 Development shall not be permitted in Transportation Areas 8, 9, 10, 12, 13, and 14, where an impacted road segment would be degraded below the adopted level of service standards based on the Trip Allocation Program and the annual monitoring and modeling of the City's Travel Demand Model.
- Policy 2.2.8 Primary Impact Areas will be designated when the results of the annual Travel Demand Model show that a road segment(s) falls below the adopted LOS standards described in Policies 1.2.2 and 1.2.5. The implementation of Primary Impact Areas shall insure that road segments are not further degraded below adopted LOS standards.
- Policy 2.2.9 The City shall achieve the LOS standards described in policies 1.2.2 and 1.2.5 through the application of a Trip Allocation Program which is based on the five year Capital Improvements Schedule and the growth projections found in the Future Land Use Element.
- Policy 2.2.10 The City shall permit development by allocating average daily trip ends by Transportation Areas outside the Transportation Concurrency Exception Area and within City boundaries, according to the Trip Allocation Program in order to achieve and maintain LOS standards over the planning period.
- Policy 2.2.11 The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of individual roadway segments outside the Transportation Concurrency Exception Area and within City boundaries. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The Trip Allocation Program shall be applied to Transportation Areas 8, 9, 10, 12, 13, and 14 in the following manner:
- Threshold One - Less than 50% of the trip ends for the calendar year have been allocated within the Transportation Area. Development shall be found concurrent for roads that meet the following criteria:
1. There are adequate trip ends available to service the proposed development in the applicable Transportation Areas and
  2. The annual monitoring and modeling of the City's travel demand model indicates that 85 percent or greater of the lane miles in the Transportation Area are achieving the roadway segment LOS standards shown in Policies 1.2.2 and 1.2.3

## Appendix

---

Threshold Two - Over 50% of the trip ends for the calendar year have been allocated, not to exceed 90%, within the Transportation Area. Development shall be found concurrent for roads within Transportation Areas that meet the following criteria:

1. There are adequate trip ends available in the Traffic Analysis Zone(s) to serve the proposed development, or in the adjacent Traffic Analysis Zone(s) served by the same roadway facility; or

Threshold Three - The trip allocation for the calendar year is over 50%, not to exceed 100% of the Transportation Area, and adequate trip ends are not available in the Traffic Analysis Zone(s) or adjacent Traffic Analysis Zone(s). Development shall be found concurrent for roads within Transportation Areas that meet the following criteria:

1. The Transportation Area shall not exceed 100% of the trip allocation for the calendar year; and
2. The annual monitoring and modeling of the City's Travel Demand Model indicates that 85% or greater of the lane miles in the district are maintaining the roadway segment LOS standards shown in Policies 1.2.2 and 1.2.5.
3. The necessary road improvements shall be in place when the impacts of development occur; or
4. The necessary improvements are under construction at the time a permit is issued; or
5. The necessary improvements are guaranteed in an enforceable development agreement ensuring that the necessary improvements shall be completed within three years of issuance of the development permit.

Policy 2.2.12	Each calendar year, a new trip allocation shall be assigned for each Transportation Area based on the results from the Travel Demand Model ensuring that the City is achieving the adopted LOS standards described in policies 1.2.2 and 1.2.5. Unused capacity from the previous year shall be rolled over to subsequent years. Reserved, encumbered and vested capacity shall also be taken into account in assigning the trip allocation for the calendar year.
Policy 2.2.13	The City shall monitor level of service conditions for roads outside the Transportation Areas through annual updates of the city's travel demand model that will add data reflecting development permit issued and trip allocation reservations. Level of service conditions or roads inside the Transportation Concurrency Exception Area shall also be monitored through annual updates of the City's travel demand model.
Policy 2.2.14	The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by establishing in the Land Development Code, Monitoring Level of Service for every major thoroughfare within the TCEA.
Policy 2.2.15	The City shall validate its transportation model every two years, and more often as conditions change, based on traffic count information obtained from the City's Public Works Department, Orange County, and the Florida Department of Transportation.
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.

## Appendix

---

- Policy 2.2.17 Amendments to the Trip Allocation Program that exceed the 100% annual trip allocation for any given year shall require a plan amendment. Monitoring and modeling shall be required and must include anticipated capital improvements, growth projections, and all vested, reserved and encumbered capacity. Development shall be found concurrent for roads within Transportation Areas when additional capacity to the impacted major thoroughfare network is provided by the developer beyond what is programmed in the Capital Improvements Element and the Growth Management Plan and that meet the following criteria:
1. The necessary road improvements shall be in place when the impacts of development occur; or
  2. The necessary improvements are under construction at the time a permit is issued; or
  3. The necessary improvements are guaranteed in an enforceable development agreement ensuring that the necessary improvements shall be completed within three years of issuance of the development permit.
- Policy 2.2.18 The wastewater LOS standard shall be applied, through the application of the following performance standards to ensure that wastewater public facilities are in place when the impacts of development occur:
- Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
- Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- 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
  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.
- Policy 2.2.20 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure that potable water public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued;
  2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line; and
  3. Adequate permitted capacity is available (through the CUP) from the water provider.
- 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:

## Appendix

---

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.

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:
	<ol style="list-style-type: none"> <li>4. The necessary improvements are in place at the time a development permit is issued; or</li> <li>5. 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.</li> </ol>
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.
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.
Policy 2.2.25	Prior to June 1 <sup>st</sup> 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.
Policy 2.2.27	The City shall review and update OCPS' adopted CSAs, adopted LOS 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..
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.
Policy 2.2.29	The City shall include the ten (10) year DCOP in the annual update of the CIE.
Policy 2.2.30	The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2009-2010, adopted by the Orange County School Board on September 8, 2009, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
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.
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:

Appendix

- a. Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
- b. K through 8: 110% of Adjusted FISH Capacity using K through 8 School Attendance Zones as CSAs
- c. Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- d. 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.)

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 period of 2007/2008 - 2017/2018 for areas where significant backlogs exist.

Policy 2.2.34 Consistent with Section 13 of the Interlocal Agreement, the LOS standards shall be applied consistently by all of the local governments within Orange County and by the School Board to all schools of the same type. However, within backlogged CSAs, the ratio of student enrollment to school capacity may not increase beyond its interim level of service of April 1, 2008. During the period covered by the 10-year schedule of capital improvements the backlogged CSAs will be improved to the adopted LOS standard. The LOS standards are initially set as follows:

School Type	Adopted LOS
Elementary & K through 8	<p>110% of Adjusted FISH Capacity by 2011</p> <p>The interim LOS for backlogged facilities is shown in Figure 13 of the Data, Inventory and Analysis.</p> <p>The following elementary school CSAs are designated as backlogged facilities: A, DD, U, and Arbor Ridge.</p> <p>The utilization of these CSAs may not increase beyond its level of April 1, 2008, as designated in Figure 6 of the Data, Inventory and Analysis, and must achieve a LOS of 110% by 2017.</p>
Middle	<p>100% of Adjusted FISH Capacity by 2011.</p> <p>The interim LOS for backlogged facilities is shown in Figure 14 of the Data, Inventory and Analysis.</p> <p>The following middle school CSAs are designated as backlogged facilities: Apopka MS, Chain of Lakes MS, Gotha MS, Meadow Woods MS and Walker MS.</p> <p>The utilization of these CSAs may not increase beyond its level of April 1, 2008, as designated in Figure 8 of the Data, Inventory and Analysis, and must achieve a LOS of 100% by 2017.</p>
High	<p>100% of Adjusted FISH Capacity by 2011.</p> <p>The interim LOS for backlogged facilities is shown in Figure 15 of the Data, Inventory and Analysis.</p> <p>The following high school CSAs are designated as backlogged facilities: Freedom HS and University HS.</p> <p>The utilization of these CSAs may not increase beyond their level of April 1, 2008 as designated in Figure 10 of the Data, Inventory and Analysis, and must achieve a LOS of 100% by 2017.</p>

Policy 2.2.35 The City shall annually review compliance and appropriateness of the adopted LOS standard.

## Appendix

**Figure CI-1**  
**Capital Improvements Element**  
**Level of Service Standards for Roadways**

Roadway Segment	From	To	LOS Standard
Americana Boulevard	Tropical Trail	Conroy Road	E
Americana Boulevard	Conroy Road	Moonglow Boulevard	E
Augusta National Drive	T.G. Lee Boulevard	Hazeltine National Drive	E
Augusta National Drive	Hazeltine National Drive	Hoffner Avenue	E
Bee Line Expressway (EB)	Goldenrod Road Extension	Narcoossee Road	E
Bee Line Expressway (WB)	Narcoossee Road	Goldenrod Road Extension	E
Bee Line Expressway (EB)	Semoran Boulevard	Goldenrod Road Extension	E
Bee Line Expressway (WB)	Goldenrod Road Extension	Semoran Boulevard	E
Bee Line Expressway (EB)	Tradeport Drive	Semoran Boulevard	E
Bee Line Expressway (WB)	Semoran Boulevard	Tradeport Drive	E
Bee Line Expressway (EB)	Boggy Creek Road	Tradeport Drive	E
Bee Line Expressway (WB)	Tradeport Drive	Boggy Creek Road	E
Bent Pine Drive	Semoran Boulevard	Corporate Centre Boulevard	E
Boggy Creek Road	Jetport Drive	Fourth Street	E
Boggy Creek Road	Fourth Street	Tradeport Drive	E
Boggy Creek Road	Tradeport Drive	Wetherbee Road	E
Boggy Creek Road	Wetherbee Road	Airport Southern Extension	E
Boggy Creek Road	Airport Southern Extension	Greeneway Expressway	E
Bumby Avenue	Grant Avenue	Michigan Street	E
Clarcona - Ocoee Road	Pine Hills Road	Lee Ann Drive	E
Commander Drive	Hoffner Avenue	Turnbull Drive	E
Commander Drive	Turnbull Drive	Pershing Avenue	E
Conroy Road	Turkey Lake Road	Kirkman Road	E
Conroy Road	Kirkman Road	Mission Road	E
Conroy Road	Mission Road	Orlando-Vineland Road	E
Conroy Road	Orlando-Vineland Road	I-4 Interchange	E
Conway Road	Hoffner Avenue	Judge Road	F (1,619.3 vplph)
Conway Road	Judge Road	Beeline Expressway	F (1,293.2 vplph)
E-W Expressway (EB)	Semoran Boulevard	Goldenrod Road	E
E-W Expressway (WB)	Goldenrod Road	Semoran Boulevard	E
Edgewater Drive	Clarcona-Ocoee Road	Forest City Road	F (1,083.3 vplph)
Florida's Turnpike (NB)	Interstate 4	E-W Expressway	E
Florida's Turnpike (SB)	E-W Expressway	Interstate 4	E
Florida's Turnpike (NB)	Orange Blossom Trail	Interstate 4	E
Florida's Turnpike (SB)	Interstate 4	Orange Blossom Trail	E
Frontage Road	Forbes Place	Semoran Boulevard	F (1,173.6 vplph)
Goldenrod Road Extension	Hoffner Avenue	Lee Vista Boulevard	E
Goldenrod Road Extension	Lee Vista Boulevard	Beeline Expressway	E
Grand National Drive	Oak Ridge Road	International Drive	E
Greeneway Expressway (NB)	Boggy Creek Road	Narcoossee Road	E
Greeneway Expressway (SB)	Narcoossee Road	Boggy Creek Road	E
Greeneway Expressway (NB)	Narcoossee Road	Moss Park Road	E
Greeneway Expressway (SB)	Moss Park Road	Narcoossee Road	E
Greeneway Expressway (NB)	Moss Park Road	Beeline Expressway	E
Greeneway Expressway (SB)	Beeline Expressway	Moss Park Road	E
Hazeltine National Drive	Shadowridge Drive	Semoran Boulevard	E
Hazeltine National Drive	Semoran Boulevard	Goldenrod Road Extension	E
Hiawassee Road	Old Winter Garden Road	Raleigh Street	E
Hiawassee Road	Raleigh Street	Metrowest Boulevard	F (1,123.8 vplph)
Hiawassee Road	Metrowest Boulevard	Westpointe Boulevard	E
Hiawassee Road	Westpointe Boulevard	Florida's Turnpike Bridge	E
Hoffner Avenue	Commander Drive	Semoran Boulevard	E
Hoffner Avenue	Semoran Boulevard	Commander Drive	F (1,038.1 vplph)
Hollywood Way	Turkey Lake Road	Universal Boulevard	E

## Appendix

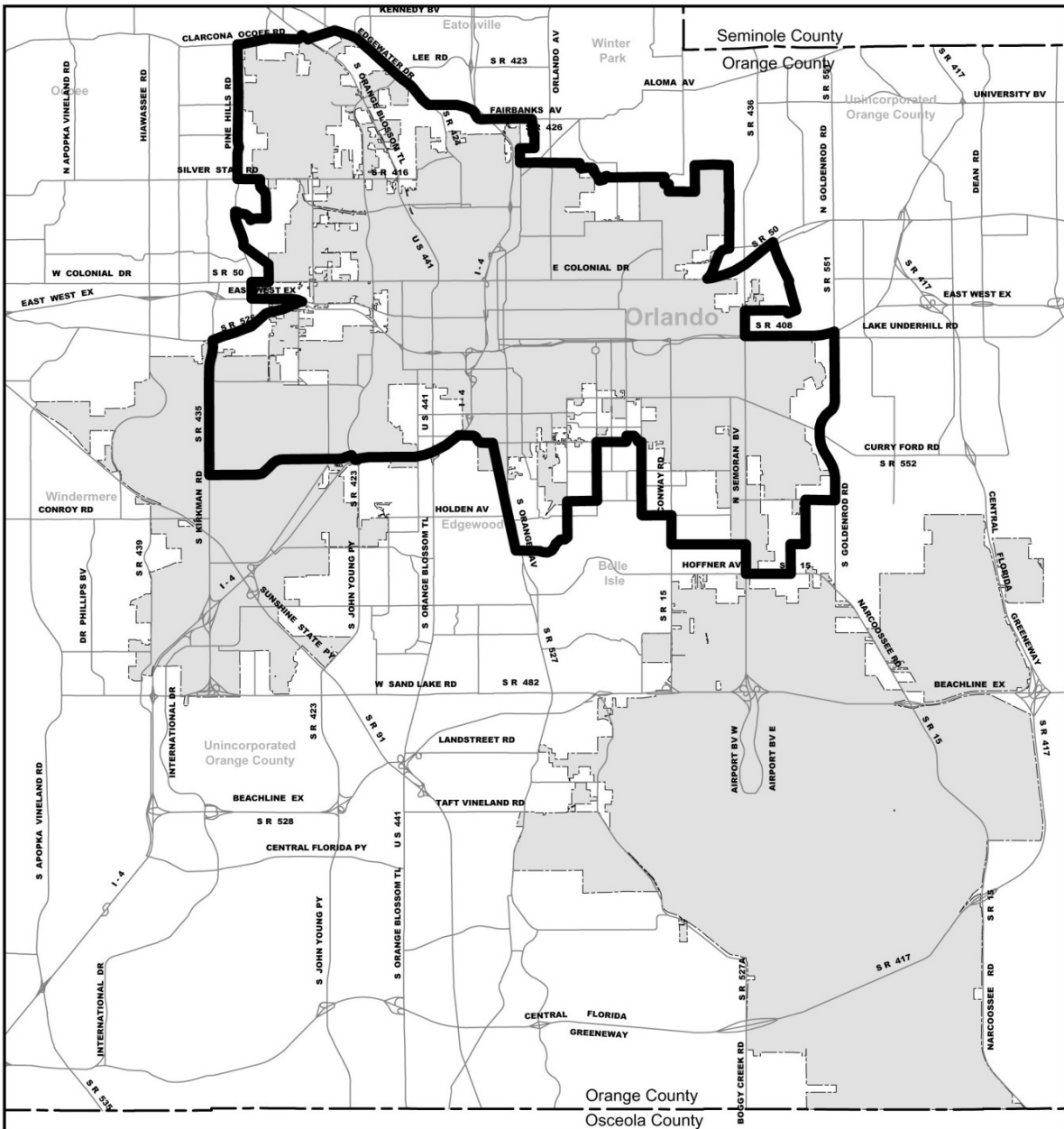
Roadway Segment	From	To	LOS Standard
International Drive	Oakridge Road	Grand National Drive	E
International Drive	Grand National Drive	Kirkman Road	E
International Drive	Kirkman Road	Universal Boulevard	F (956.6 vplph)
International Drive	Universal Boulevard	Carrier Drive	E
Interstate 4 (EB)	Sand Lake Road	Kirkman Road	E
Interstate 4 (WB)	Kirkman Road	Sand Lake Road	E
Interstate 4 (EB)	Kirkman Road	Florida's Turnpike	F (2,062.8 vplph)
Interstate 4 (WB)	Florida's Turnpike	Kirkman Road	F (2,177.4 vplph)
Interstate 4 (EB)	Florida's Turnpike	Conroy Road Interchange	E
Interstate 4 (WB)	Conroy Road Interchange	Florida's Turnpike	E
Interstate 4 (EB)	Conroy Road Interchange	John Young Parkway	E
Interstate 4 (WB)	John Young Parkway	Conroy Road Interchange	E
Interstate 4 (EB/HOV)	Florida's Turnpike	John Young Parkway	E
Interstate 4 (WB/HOV)	John Young Parkway	Florida's Turnpike	E
Interstate 4 (EB/HOV)	Kirkman Road	Florida's Turnpike	E
Interstate 4 (WB/HOV)	Florida's Turnpike	Kirkman Road	E
Interstate 4 (EB/HOV)	International Drive	Kirkman Road	E
Interstate 4 (WB/HOV)	Kirkman Road	Sand Lake Road	E
Kirkman Road	Old Winter Garden Road	Raleigh Street	F (1,007.8 vplph)
Kirkman Road	Raleigh Street	Metrowest Boulevard	E
Kirkman Road	Metrowest Boulevard	L.B. Mcleod Road	F (1,295.0 vplph)
Kirkman Road	L.B. Mcleod Road	Conroy Road	F (1,270.0 vplph)
Kirkman Road	Conroy Road	Orlando-Vineland Road	F (1,279.9 vplph)
Kirkman Road	Orlando-Vineland Road	Major Boulevard	F (1,167.4 vplph)
Kirkman Road	Major Boulevard	Interstate 4	F (1,259.0 vplph)
Kirkman Road	Interstate 4	International Drive	F (1,162.9 vplph)
Kirkman Road	International Drive	Sand Lake Road	E
L.B. Mcleod Road	Kirkman Road	Mission Road	E
L.B. Mcleod Road	Mission Road	Bruton Boulevard	E
L.B. Mcleod Road	Bruton Boulevard	John Young Parkway	F (930.6 vplph)
L.B. Mcleod Road	John Young Parkway	Rio Grande Avenue	F (1,124.1 vplph)
Landstreet Road	Orange Avenue (CR 527)	Boggy Creek Road	E
Lee Vista Boulevard	Conway Road	Shadowridge Drive	F (997.4 vplph)
Lee Vista Boulevard	Shadowridge Drive	Semoran Boulevard	E
Lee Vista Boulevard	Semoran Boulevard	TPC Drive/Patch Road	E
Lee Vista Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
Lee Vista Boulevard	Goldenrod Road Extension	Narcoossee Road	E
Lee Vista Boulevard	Narcoossee Road	Econlockhatchee Trail	E
Lee Vista Boulevard	Econlockhatchee Trail	Greeneway Expressway	E
Major Boulevard	Orlando-Vineland Road	Kirkman Road	F (1,436.2 vplph)
Metrowest Boulevard	Hiwassee Road	Kirkman Road	F (1,038.7 vplph)
Mission Road (Pine Hills Extension)	L.B. Mcleod Road	Conroy Road	E
Narcoossee Road	Goldenrod Road	Lee Vista Boulevard	F (1,051.4 vplph)
Narcoossee Road	Lee Vista Boulevard	Beeline Expressway	E
Narcoossee Road	Beeline Expressway	Moss Park Road	E
Narcoossee Road	Moss Park Road	Greeneway Expressway	E
Oakridge Road	Grand National Drive	International Drive	E
Oakridge Road	International Drive	Radebaugh Road	E
Oakridge Road	Radebaugh Road	Susie Way	E
Orange Avenue (CR 527)	Tradeport Drive	South Avenue	E
Orange Blossom Trail	29th Street	35th Street	F (1,813.1 vplph)
Orlando-Vineland Road	L.B. Mcleod Road	Conroy Road	F (864.4 vplph)
Orlando-Vineland Road	Conroy Road	Tropical Trail	E
Orlando-Vineland Road	Tropical Trail	Major Boulevard	E
Orlando-Vineland Road	Major Boulevard	Kirkman Road	E
Orlando-Vineland Road	Kirkman Road	Turkey Lake Road	E
Pershing Avenue	Dixie Belle Drive	Semoran Boulevard	E
Pershing Avenue	Semoran Boulevard	Hector Court	E
Pine Hills Road	Liming Avenue	Fir Drive	E

## Appendix

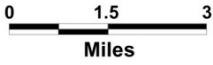
Roadway Segment	From	To	LOS Standard
Radebaugh Road	Tropical Trail	Oak Ridge Road	E
Raleigh Street	Hiwassee Road	Kirkman Road	E
Sand Lake Road	Canada Avenue	Kirkman Road	F (951.4 vplph)
Sand Lake Road	Kirkman Road	Mandarin Drive	E
Semoran Boulevard	Pershing Avenue	Hoffner Avenue	F (1,100.7 vplph)
Semoran Boulevard	Hoffner Avenue	Lee Vista Boulevard	F (1,387.1 vplph)
Semoran Boulevard	Lee Vista Boulevard	T.G. Lee Boulevard	F (1,247.4 vplph)
Semoran Boulevard	T.G. Lee Boulevard	Beeline Expressway	F (1,008.2 vplph)
Semoran Boulevard (HOV)	Michigan Street/Lake Margaret Dr.	Hoffner Avenue/Lee Vista Blvd.	E
Semoran Boulevard (HOV)	Hoffner Avenue/Lee Vista Boulevard	Beeline Expressway	E
Shadowridge Drive	Hoffner Avenue	Lee Vista Boulevard	E
Shadowridge Drive	Lee Vista Boulevard	Frontage Road	E
T.G. Lee Boulevard	Semoran Boulevard	Augusta National Drive	E
T.G. Lee Boulevard	Augusta National Drive	Tpc/Patch Road	E
T.G. Lee Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
TPC Drive/Patch Road	Hoffner Avenue	T.G. Lee Boulevard	E
Tradeport Drive	Beeline Expressway	Jetport Drive	F (1,097.6 vplph)
Tradeport Drive	Boggy Creek Road	Orange Avenue (CR 527)	E
Tropical Trail	Orlando-Vineland Road	Americana Boulevard	E
Turkey Lake Road	Conroy Road	Orlando-Vineland Road	F (800.4 vplph)
Turkey Lake Road	Orlando-Vineland Road	Hollywood Way	E
Turkey Lake Road	Hollywood Way	Wallace Road	E
Universal Boulevard	Kirkman Road	Hollywood Way	F (946.2 vplph)
Universal Boulevard	Hollywood Way	International Drive	F (1,183.4 vplph)
Universal Boulevard	International Drive	Sand Lake Road	E
Wetherbee Road Extension	Airport South Exit Road	Narcoossee Road	E





**Figure CI-2 Transportation Concurrency Exception Area**



**LEGEND**



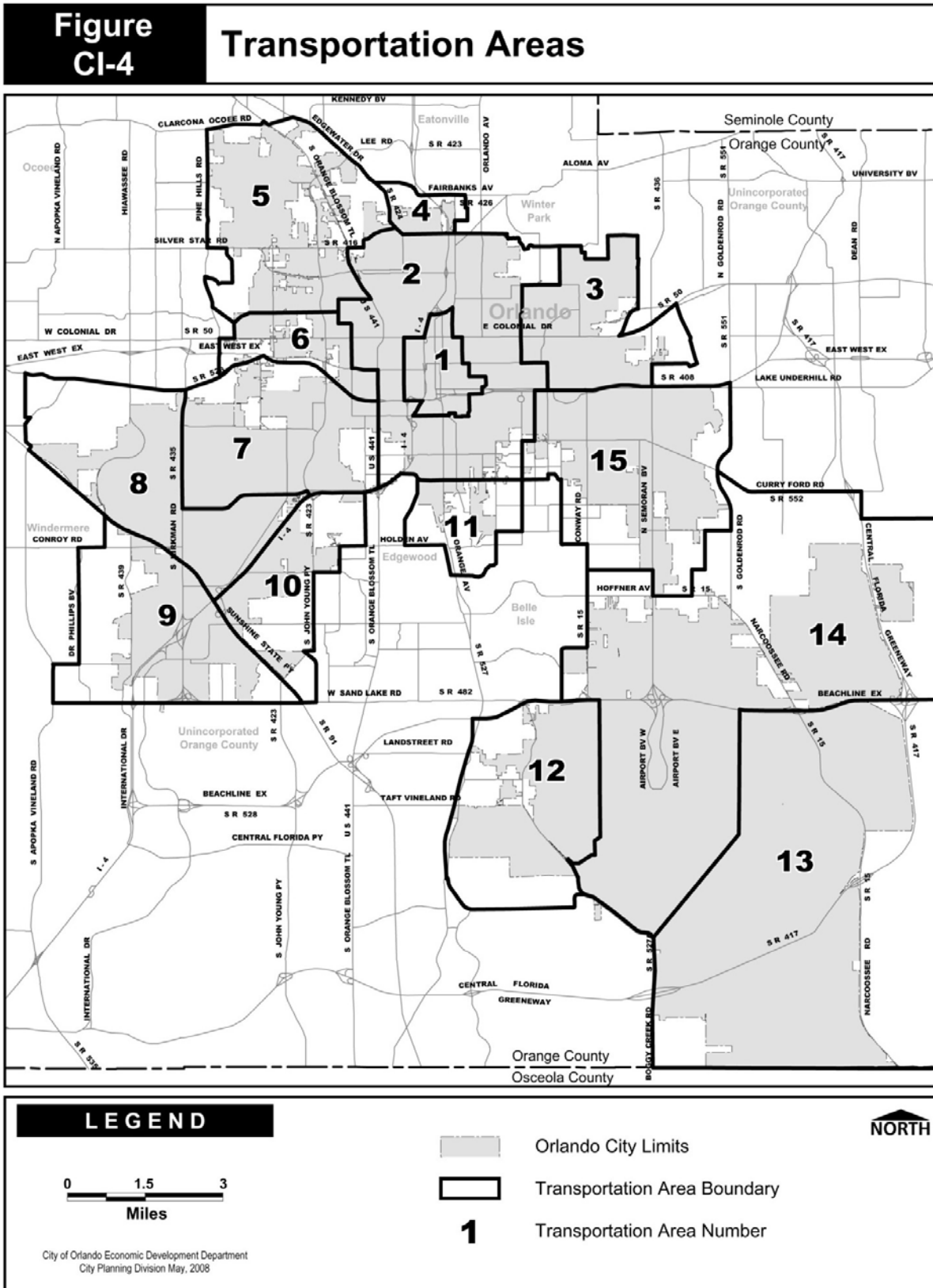
-  Transportation Concurrency Exception Area Boundary
-  City Jurisdiction (May, 2008)



City of Orlando Economic Development Department  
City Planning Division May, 2008

Amended April 14, 2003  
Effective Date June 7, 2003  
Doc. No. 030414702

Appendix



## Appendix

**FIGURE CI-14  
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT  
CAPITAL IMPROVEMENTS FUND SCHEDULE**

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>FIVE YEAR</u>
<b>Capital Improvement Fund</b>						
<b>Bicycle and Pedestrian Facilities</b>						
School Safety Sidewalk Program	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
<b>Capital Improvement Fund Total</b>	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
<b>Gas Tax</b>						
<b>Mass Transit</b>						
LYNX Annual Contribution	\$ 3,482,292	\$ 4,255,000	\$ 4,255,000	\$ 4,255,000	\$ 4,255,000	\$ 20,502,292
<b>Roadways</b>						
Area Wide Signal System Fiber Interconnect	100,000	100,000	100,000	100,000	100,000	500,000
<b>Bicycle and Pedestrian Facilities</b>						
School Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
<b>Gas Tax Total</b>	\$ 3,682,292	\$ 4,455,000	\$ 4,455,000	\$ 4,455,000	\$ 4,455,000	\$ 21,502,292
<b>Other Funds</b>						
<b>Roadways</b>						
Grand National Dr. I-4 Overpass	\$ 1,887,434	\$ -	\$ -	\$ -	\$ -	\$ 1,887,434
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	3,000,000	-	3,000,000
<b>Other Funds Total</b>	\$ 1,887,434	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 4,887,434
<b>Service Charges</b>						
<b>Solid Waste Collection</b>						
Commercial Collection Vehicles	\$ -	\$ -	\$ -	\$ 248,000	\$ -	\$ 248,000
Residential/Recycling Collection Vehicles	-	-	254,000	-	-	254,000
<b>Wastewater</b>						
West Lake Fairview Sanitary Sewer	-	-	-	3,000,000	-	3,000,000
<b>Service Charges Total</b>	\$ -	\$ -	\$ 254,000	\$ 3,248,000	\$ -	\$ 3,502,000
<b>State Aid</b>						
<b>Bicycle and Pedestrian Facilities</b>						
Dinky Line (Orlando Urban Trail O.U.T.)	\$ 816,000	\$ -	\$ -	\$ -	\$ -	\$ 816,000
<b>Roadways</b>						
Colonial Dr. & Summerlin Avenue Intersection	-	200,000	-	-	-	200,000
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	3,000,000	-	3,000,000
<b>State Aid Total</b>	\$ 816,000	\$ 200,000	\$ -	\$ 3,000,000	\$ -	\$ 4,016,000
<b>Stormwater Utility Fee</b>						
<b>Stormwater</b>						
Drainage Well Enhancement	\$ 250,000	\$ 375,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,525,000
Lake Enhancement Improvements	200,000	300,000	400,000	400,000	400,000	1,700,000
System Repair and Rehabilitation	625,000	500,000	500,000	500,000	500,000	2,625,000
<b>Stormwater Utility Fee Total</b>	\$ 1,075,000	\$ 1,175,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,850,000
<b>Transportation Impact Fees</b>						
<b>Roadways</b>						
Boone Extension: Anderson St. to Sylvia Lane	\$ 1,384,000	\$ -	\$ -	\$ -	\$ -	\$ 1,384,000
Grand National Dr. I-4 Overpass	2,200,000	-	-	-	-	2,200,000
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	6,000,000	-	6,000,000
President Barack Obama Parkway	400,000	-	-	-	-	400,000
<b>Transportation Impact Fees Total</b>	\$ 3,984,000	\$ -	\$ -	\$ 6,000,000	\$ -	\$ 9,984,000
<b>Total</b>	\$ 11,844,726	\$ 6,230,000	\$ 6,309,000	\$ 21,303,000	\$ 6,055,000	\$ 51,741,726

THIS PAGE LEFT INTENTIONALLY BLANK

## Appendix

## CITY OF ORLANDO

## DEBT MANAGEMENT POLICY

**I. Introduction**

This Debt Management Policy is intended to (a) set forth guidelines under which the City's debt management program shall be administered, (b) set appropriate targets and boundaries for the City's current debt program, and (c) ensure that future generations of elected officials have reasonable latitude to address the financial circumstances of their tenure. This Debt Management Policy, as amended and adopted by City Council annually, sets forth the goals and objectives of the program and authorizes the City's Finance Committee to further define targets and benchmarks within these parameters. The City's original Debt Management policy was adopted by City Council on October 4, 1994.

**II. Scope**

This Debt Management Policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers and taxpayers of the City of Orlando.

**III. Objectives**

The objectives of this Debt Management Policy are as follows:

- A. Balance multiple financial management objectives, including:
  - 1. Creativity: examine new or different means to achieve established objectives at the lowest possible cost;
  - 2. Innovation: address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets;
  - 3. Flexibility: retain the City's current and future options to meet the financing challenges of the City;
  - 4. Responsibility: be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden or costs of government;
  - 5. Corporate Image: act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
  - 6. Due Care: pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- 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:

## Appendix

---

1. Appropriate final maturity (1 to 30 years);
  2. Principal Amortization pattern (e.g., level principal, level debt service, etc.);
  3. Use of long-term fixed, intermediate term fixed or variable rate debt pricing options, and
  4. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.
- F. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- G. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
- H. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
- I. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

#### IV. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
1. Proprietary operations
    - i) Wastewater
    - ii) Parking
  2. Other Governmental (Non-General Fund revenues)
    - i) Community Redevelopment Agency (CRA)
    - ii) Special Assessment and Tax-Increment
    - iii) State Sales Tax Payments Revenues Bonds
    - iv) Contract Tourist Development Tax Payments Revenue Bonds
- B. Non Self-supporting Debt:
1. Proprietary operations
  2. General Governmental (including the General Fund)
    - i) Covenant Program
    - ii) General Obligation

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.

## Appendix

---

- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

### V. **Manage the Use/Commitment of Pledgable Resources**

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:
  1. Limited to specific dollar amounts, and
  2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

### VI. **Measuring Interperiod Equity**

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital finding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis shall consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

### VII. **Maintaining/Improving Credit Ratings**

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. 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



## Appendix

---

variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

### IX. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

#### A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative impacts on user rates and charges.

For all other categories of debt, the City may consider opportunities to either shorten maturities or alter amortization structures. A level principal structure may be considered versus level debt service generally as long as the structure does not increase the maximum annual debt service by more than 25%. Additionally, the City should consider a level principal maturity structure compared to shorter maturity level debt service structure when maximum annual debt service is similar.

#### B. Market Options

##### (i). Election to Issue Fixed Rate Debt

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and Medium Term Notes. Fixed Rate Debt is the traditional way municipalities have issued debt-- debt is offered to investors with a fixed maturity schedule at rates fixed in a single offering. Long-term Fixed Rate Debt issuance should be based upon a consideration of the following factors: (a) the level of long-term rates at the time of issuance versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates to be trending upwards, (c) the ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of Variable Rate Debt outstanding by program.

The City issued its first series of Medium Term Notes in 2002. This issue of Medium Term Notes was sold to investors with an initial amortization schedule of 2 to 12 years. As the individual principal amounts come due, the City re-offers the debt on a 1 to 15 year maturity basis until the designated final maturity. The benefit of the Medium Term Note structure is that the City prices its debt in the lower interest rate portion of the yield curve. The risk to the City of this structure is primarily the risk that interest rates will rise in successive re-offerings at a level sufficient to offset the initial interest savings. Including Medium Term Notes in the City's overall debt profile is part of the goal to achieve a balanced portfolio, and the City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1<sup>st</sup>, and (b) not to exceed \$12 million. In addition, this limit may be raise up



## Appendix

to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

### (ii). Election to Issue Variable Rate

Issuing Variable Rate Debt permits the City access rates on the very short end of the yield curve. The difference in short versus long-term rates varies with the shape of the yield curve and has typically ranged from 100-350 basis points (or 1.0% to 3.5%). By issuing Variable Rate Debt, the issuer is subject to interest rate risk. However, Variable Rate Debt has historically been at lower interest rate levels than recognized fixed rate indices, and is generally able to create a natural hedge against changes in the City's Short-Term Investment portfolio.

Variable Rate Debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2), subject to limitations, as an integral portion of a long-term strategy to lower the City's effective cost of capital. The City's interim variable rate program allows the City to avoid the inefficiency of borrowing for small projects and allows for an aggregation of small projects and, thus, a more cost effective debt management program. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) a portion of the then outstanding Variable Rate Debt to take advantage of the attractive long-term fixed rates.

### (iii). Hedging Election

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging the City's Variable Rate Debt exposure.

### (iv). Debt Program Targets

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest.

In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

#### Overall City and CRA Debt

<u>Overall City and CRA</u>	<u>Targets</u>
<ul style="list-style-type: none"> <li>• Fixed Rate               <ul style="list-style-type: none"> <li>• Goal</li> </ul> </li> </ul>	50-60%
<ul style="list-style-type: none"> <li>• Unhedged or Net Variable Rate:               <ul style="list-style-type: none"> <li>• Goal</li> <li>• Maximum</li> </ul> </li> </ul>	25-35% 40%

## Appendix

### Covenant Program

The following targets are established for the Covenant Program:

<u>Covenant Program</u>	<u>Targets</u>
<ul style="list-style-type: none"> <li>• Fixed Rate               <ul style="list-style-type: none"> <li>• Goal</li> </ul> </li> </ul>	40-50%
<ul style="list-style-type: none"> <li>• Unhedged or Net Variable Rate:               <ul style="list-style-type: none"> <li>• Goal</li> <li>• Maximum</li> </ul> </li> </ul>	25-35% 50%
<ul style="list-style-type: none"> <li>• Composite rate advantage when compared to Bond Buyer's Revenue Bond Index (measured as an average of available rates over the last three years) of at least:</li> </ul>	50-75 b.p.

### Other Debt Program Targets

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

<u>Other Debt Programs</u>	<u>Target Maximum Net Variable Rate Debt (1) Exposure</u>
Wastewater	35%
Parking	15%
CRA (Downtown District)	15%
Special Assessment	N/A
State Sales Tax Payments	N/A
Contract TDT Payments	N/A
New Debt Programs:	TBD.

(1) The maximum Net Variable Rate Debt exposure limits have been established in recognition of each program's variable rate exposure associated with the Internal Loan Fund exposure. The City's Wastewater program does not currently have Internal Loan Fund exposure and therefore, a higher maximum is more appropriate compared to the Parking and the CRA (Downtown District) Programs which have Internal Loan Fund (subordinate lien) variable rate exposure.

#### (v). Refunding Options

Targets for a Fixed Rate Debt to Fixed Rate Debt refunding should include the following criteria:

1. Maximum true interest cost
2. Minimum economic present value of at least 5% of refunded bonds,
3. Minimum annual average debt service savings of at least \$100,000.

Lower net present value cost savings and annual average debt service savings criteria may be appropriate for shorter term or smaller fixed rate refunding issues.

Refunding Variable Rate Debt to Fixed Rate Debt cannot provide for the similar measurable benchmarks and should be based on the aforementioned Election to Issue Fixed Rate Debt criteria.

Refunding of Variable Rate Debt to Variable Rate Debt should be based primarily on the economic or structured advantages of the new program.

## Appendix

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 G.O. 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.

<b>Description</b>	<b>Targets</b>
General Government Debt Service as a percentage of non-ad valorem General Fund expenditures:	
• Debt Limit (within the covenant program limitation)	20% max.
• Goal/Target	10% max.
Weighted Average Maturity of Debt Program(s):	
• Self-supporting Proprietary Operations	15 year max.
• Self-supporting Other Governmental	25 year max.
• Non self-supporting	20 year max.
Weighted Average Maturity of Internal Loan Program	12 year max.
General Government Direct Debt per capita	\$850 max.
Net Direct Tax Supported Debt as a percentage of ad valorem property values:	
• General Government	2.5% max.
• Total Tax Supported	3.5% max.
Debt Service requirement as a percentage of a new governmental revenue stream that is dedicated for capital and operations	50% max.
General Fund reserve, (as a percentage of the current year's operating budget)(a)	15% to 25%

(a) Includes City's Utility Services Tax reserves.

While the City currently operates well within these targets/goals, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the overall City's Debt Management Program.

### XI. Monitoring, Reporting, Amendments and/or Exceptions

The Chief Financial Officer shall monitor the actual results against the targets presented in this policy and shall publish a comparison of the targets against the fiscal year end numbers in the City's Bond Disclosure Supplement. The report will include the following information, to the extent applicable:

- A. Debt Program Targets, and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and shall become effective only after approved by the City Council.

## Appendix

---

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. 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 1<sup>st</sup> of each year. The authority to effect any change, modification or amendment of this Debt Management Policy shall rest solely with the City Council. The Finance Committee and staff recommendations for policy changes may be submitted in conjunction with the annual ratification or more often as deemed necessary. Policy changes initiated by City Council may be made as deemed appropriate. Policy changes will become effective on the date stipulated by City Council.

### **XIII. Time-Line for Implementation of Amendments**

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City shall consider a reasonable time-line(s) to bring the then current debt program in line with amendments to this Debt Management Policy.

### **XIV. Effective Date**

The City's Debt Management Policy was ratified and approved by the City Council on the 24th day of May, 2010.

## Appendix

---

### Reserve Policy Summary

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self-Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

#### Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures  
(Self-Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures  
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures  
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

#### SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

## Appendix

---

CRA Funds and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

### FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

#### Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of Budgeted Expenditures.

#### Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

#### Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

#### Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

#### Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the wastewater system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

## Appendix

---

### USE AND REPLENISHMENT OF RESERVES:

#### Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as Budgeted Expenditures increase.

#### Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

#### Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

#### Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

1. If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.
2. If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.
3. If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

#### Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein.

## Appendix

## RESERVE LEVEL STATUS

The following schedule is designed to present the annual end-of-year actual status to the Reserve Policy. The dollar ranges and percentages shown below equate to of the subsequent year's Budgeted Expenditures. In the case of the Risk Management Fund, the ranges are based upon the percentage of the outstanding liability. For further explanation of minimums and maximums, see the Reserve Policy narrative in this section.

## City of Orlando

## Operating Reserve Level Status

Presented as of September 30, 2009

(\$'s in millions)

Funds	2009/2010 Budget	Reserve Policy				Actual		
		Minimum		Maximum				
<b>General Fund</b>							\$	51.7
Utilities Services Tax							\$	27.6
Disaster Recovery Fund							\$	10.2
Total General Fund	\$ 360.4	\$ 54.1	15%	\$ 90.1	25%	\$	89.5	25%
<b>Enterprise Funds</b>								
<b>Self Supporting</b>								
Wastewater System	\$ 70.5	\$ 7.1	10%	\$ 14.1	20%	\$	-	0%
Parking System	\$ 14.8	\$ 1.5	10%	\$ 3.0	20%	\$	3.0	20%
Stormwater System	\$ 22.5	\$ 2.3	10%	\$ 4.5	20%	\$	4.5	20%
Solid Waste Management	\$ 24.6	\$ 2.5	10%	\$ 4.9	20%	\$	1.4	6%
<b>Enterprise Funds</b>								
<b>Non-Self Supporting</b>								
Centroplex	\$ 12.5	\$ -	0%	\$ 1.3	10%	\$	1.3	10%
CFA	\$ 3.5	\$ -	0%	\$ 0.4	10%	\$	-	0%

Continued on next page



## Appendix

City of Orlando  
 Operating Reserve Level Status  
 Presented as of September 30, 2009  
 (\$'s in millions)

<u>Funds</u>	<u>2009/2010 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
<b>Capital Project Funds</b>						
Capital Improvement Fund	\$ 9.6	\$ -	0%	\$ 1.0	10%	\$ 1.0 10%
<b>Internal Service Funds</b>						
Fleet Management Fund	\$ 27.0 (1)	\$ 1.4	5%	\$ 2.7	10%	\$ 2.7 10%
Risk Management Fund	\$ 20.3 (2)	\$ 2.0	10%	\$ 3.0	15%	\$ 11.7 58%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2009.

## Appendix

City of Orlando  
 Capital Reserve Level Status  
 Presented as of September 30, 2009  
 (\$'s in millions)

<u>Funds</u>	<u>Unrestricted</u>		<u>Restricted</u>		<u>Total</u>
	<u>Capital Projects</u>	<u>Reserve</u>	<u>R&amp;R</u>	<u>Other</u>	
<b>Enterprise Funds</b>					
<b>Self Supporting</b>					
Wastewater System	\$	52.7	4.1	8.5	65.3
Parking System	\$	11.0	2.9	-	13.9
Stormwater System	\$	14.0	-	-	14.0
Solid Waste Management	\$	-	-	-	-
<b>Capital Project Funds</b>					
Capital Improvement Fund	\$	46.2	-	-	46.2
<b>Internal Service Funds</b>					
Fleet Management Fund	\$	-	-	43.5 (3)	43.5
Risk Management Fund	\$	-	-	-	-

(3) Reflects the vehicle replacement reserve (see page 13 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>
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%



# G L O S S A R Y

## GLOSSARY

**ACCOUNT GROUP** - A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level (see "line item").

**ACCRUAL** - The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

**ACTIVITY** - A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

**ADOPTED BUDGET** - The original budget as approved by the City Council at the beginning of the fiscal year.

**AD VALOREM TAX** - A tax levied on the assessed value of real property (also known as "property tax").

**AGENDA ITEM (Council)** - Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

**AMENDED BUDGET** - The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

**APPROPRIATION** - An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

**AS-BUILTS** - Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

**ASSESSED VALUE** - A valuation set upon real estate or other property by the County Property Appraiser as a basis for levying taxes.

**ATTRITION ALLOWANCE** - Salaries and benefits budgeted at a fraction of the projected personnel cost.

**BALANCED BUDGET** - A budget in which estimated revenues equal estimated appropriations.

**BALANCED SCORECARD** - A multi-dimensional framework for managing organizational performance across key operational perspectives. The Balanced Scorecard aims to achieve a balanced set of performance measures and targets that allow managers to track progress in key areas.

**BASE BUDGET** - Projected cost of continuing the existing levels of service in the current budget year.

**BASIC FINANCIAL STATEMENTS** - Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

**BOND** - A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

**BOND REFINANCING** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BUDGET** - A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets -- the "Operating" budget and the "Capital Improvement" budget.

**BUDGET AMENDMENT** - Per City policy, any budgetary transaction that causes an increase or decrease in a fund's total.

**BUDGET REVIEW COMMITTEE (BRC)** - A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

**BUDGETARY ACCOUNTS** - Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

## Glossary

---

**BUDGETARY CONTROL** - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

**BUREAU** - An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

**CAPITAL EQUIPMENT** - Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

**CAPITAL IMPROVEMENT BUDGET** - A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

**CAPITAL IMPROVEMENTS** - Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

**CAPITAL IMPROVEMENTS ELEMENT (CIE)** - That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** - A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

**CAPITAL OUTLAY** - Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

**CAPITAL PROJECT FUND** - A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

**CASH BASIS** - A basis of accounting that recognizes transactions only when cash is increased or decreased.

**CASH-CARRY FORWARDS** - Fund balance, which is transferred to the next fiscal year.

**CASH FLOW** - The net cash balance at any given point and how that cash balance changes.

**CHART OF ACCOUNTS** - A systematic structure for classifying similar financial transactions of the City.

**CHARGE(S) FOR SERVICES** - Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service. See Also User Charges.

**COLLECTIVE BARGAINING AGREEMENT** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**COMMUNITY DEVELOPMENT BLOCK GRANT** - A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

**COMMUNITY REDEVELOPMENT AGENCY** - A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

**COMPONENT UNIT** - A legally separate organization for which the elected officials of the primary government are financially accountable.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - A report that summarizes financial data for the previous fiscal year in a standardized format.

**CONSUMER PRICE INDEX (CPI)** - Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

**CONTINGENCY** - Funds accumulated for future purposes, or unplanned expenditures.

## Glossary

---

**CONTRACT ORDER SYSTEM** - A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

**CONTRACTUAL SERVICES** - Services rendered to a government by private firms, individuals, or other governmental agencies.

**DEBT SERVICE** - Annual or periodic principal and interest payments on debt.

**DEBT SERVICE FUND** - One or more funds established to account for expenditures used to repay the principal and interest on debt.

**DEFICIT** - The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

**DEPARTMENT** - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

**DEPRECIATION** - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

**DESIGNATIONS** - A portion of fund balance earmarked for specific appropriations.

**DIVISION** - An operating level of government within a department which manages the resources of related program activities.

**ENCUMBRANCE** - Commitments reserved for contracts to provide goods or services.

**ENTERPRISE FUND** - A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

**ENTITLEMENTS** - A government program that guarantees and provides benefits to a particular group.

**EXPENDITURES** - Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

**EXPENSES** - Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**FIDUCIARY FUND** - A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

**FISCAL YEAR (FY)** - Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

**FIXED ASSETS** - Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

**FRANCHISE FEE** - A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

**FRINGE BENEFITS** - Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

**FULL FAITH AND CREDIT** - A pledge of the general taxing power for the payment of debt obligations.

**FUND** - An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

**FUND ACCOUNTING** - A government accounting system, which is organized and operated on a fund basis.

## Glossary

---

**FUND BALANCE** - The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report.*

**GENERAL FUND** - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND** - Bonds for which the full faith and credit of the issuing government are pledged.

**GOALS** - General aims of the organization, departments, and divisions (based on vision).

**GOVERNMENTAL FUNDS** - Funds generally used to account for tax-supported activities.

**GRANT** - A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

**GROWTH MANAGEMENT PLAN** - Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

**HOME** - The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

**HOMESTEAD EXEMPTION** - A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

**IMPACT FEE** - Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**INCOME** - A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

**INCREMENTAL BUDGETING** - A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

**INTERFUND TRANSFER** - Payment from one fund to another fund primarily for services provided.

**INTERGOVERNMENTAL REVENUE** - Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**INVESTMENTS** - Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

**INTERNAL SERVICE FUND** - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.



## Glossary

---

**LINE ITEM** - A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

**LOCAL OPTION** - Voted by local referendum, e.g., Local Option Sales Tax.

**MANDATE** - A requirement from a higher level of government that a lower level of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

**MATCHING FUNDS** - A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

**METROPOLITAN STATISTICAL AREA (MSA)** - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

**MILL** - A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

**MILLAGE RATE** - The rate established each year by City Council action which is used in the calculation of property taxes.

**MISSION STATEMENT** - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

**MODIFIED ACCRUAL ACCOUNTING** - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

**NON-OPERATING EXPENDITURE** - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

**NON-OPERATING REVENUE** - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

**OBJECT CODE** - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

**OBJECTIVE** - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

**OBLIGATIONS** - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPERATING BUDGET** - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

**OPERATING EXPENSES** - Expenses which are directly related to service activities.

**OPERATING REVENUES** - Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

**ORDINANCE** - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**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.

## Glossary

---

**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 performance management software.

**PERFORMANCE INDICATOR** - A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

**PERSONAL SERVICES** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**PLEDGEABLE REVENUE** - Revenues which can be used as a pledge to pay off debt; a form of collateral.

**PROGRAM** - A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

**PROGRAM BUDGET** - A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A program budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

**PROJECT** - A singular, specific work activity within a departmental program.

**PROPRIETARY ACCOUNT** - An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

**PROPRIETARY FUND** - Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

**PROPERTY TAX** - A tax levied on the assessed value of real property, i.e., ad valorem tax.

**REQUIREMENT** - A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

**RESERVES** - An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

**RESOLUTION** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RETAINED EARNINGS** - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**REVENUE** - Funds received by the City from external sources; income.

**REVENUE BOND** - A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

**REVISED APPROPRIATION** - The approved budget plus or minus any budget amendments or internal transfers.

**REVISED BUDGET** - See amended budget.

**ROLL-BACK MILLAGE RATE** - The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

**SAVE OUR HOMES** - State Constitutional Amendment that limits annual growth in homestead exempted property value for tax relief purposes.

**SPECIAL ASSESSMENTS** - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

## Glossary

---

**SPECIAL REVENUE FUND** - A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

**STATE HOUSING INITIATIVES PARTNERSHIP (SHIP)** - A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

**STATUTE** - A written law enacted by a duly organized and constituted legislative body.

**SURPLUS** - The amount of remaining funding from a budget appropriation after all liabilities have been paid.

**TAX BASE** - The total taxable value of property within the local government's legal boundaries.

**TAXES** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

**TAX INCREMENT FINANCING** - Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

**TRANSFER (of appropriation)** - A transaction which reallocates all or part of any item in an approved budget to another line item.

**TRANSPORTATION IMPACT FEE** - A charge based on projected trips that will be generated by development or redevelopment of a property.

**TRUST AND AGENCY FUND** - A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**UNRESERVED FUND BALANCE** - The portion of a fund's balance that is not legally restricted for a specific purpose.

**USER CHARGES** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**UTILITY TAX** - A tax levied by the City on the customers of various utilities such as electric, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

## Glossary

---

### ACRONYMS

<b>ADA</b> - Americans with Disabilities Act
<b>ARRA</b> - American Recovery and Reinvestment Act
<b>BRC</b> - Budget Review Committee
<b>BTR</b> - Business Tax Receipts
<b>BZA</b> - Board of Zoning Adjustment
<b>CAFR</b> - Comprehensive Annual Financial Report
<b>CAD</b> - Computer Aided Dispatch
<b>CAO</b> - Chief Administrative Officer
<b>CDBG</b> - Community Development Block Grant
<b>CDD</b> - Community Development District
<b>CEB</b> - Code Enforcement Board
<b>CERT</b> - Citizen's Emergency Response Team
<b>CFA</b> - Civic Facilities Authority
<b>CFCRT</b> - Central Florida Commuter Rail Transit
<b>CFFA</b> - Central Florida Fire Academy
<b>CFO</b> - Chief Financial Officer
<b>CIE</b> - Capital Improvements Element (of the Growth Management Plan)
<b>CIP</b> - Capital Improvement Program
<b>CMS</b> - Concurrency Management System
<b>CNL</b> - CNL Financial Group, Inc.
<b>CNW</b> - Citizens for Neighborhood Watch
<b>COP</b> - Community Oriented Policing
<b>CPI</b> - Consumer Price Index
<b>CRA</b> - Community Redevelopment Agency
<b>CSO</b> - Community Service Officer (non-sworn)
<b>CST</b> - Communications Service Tax
<b>CTX</b> - Orlando Venues Department
<b>DARE</b> - Drug Awareness & Resistance Education
<b>DDB</b> - Downtown Development Board
<b>DRC</b> - Development Review Committee
<b>DRI</b> - Development of Regional Impact
<b>ECD</b> - Economic Development

## Glossary

---

**EDV** - Economic Development Department

**EEOC** - Equal Employment Opportunity Commission

**ERT** - Emergency Response Team

**EXO** - Executive Offices Department

**FAM** - Federal Air Marshall

**FAMU** - Florida A&M University

**FDER** - Florida Department of Environmental Regulation

**FDLE** - Florida Department of Law Enforcement

**FDOT** - Florida Department of Transportation

**FEMA** - Federal Emergency Management Agency

**FM** - Facilities Management

**FMLA** - Family Medical Leave Act

**FPR** - Families, Parks, and Recreation Department

**FTE** - Full Time Equivalent

**GAAP** - Generally Accepted Accounting Principles

**GASB** - Governmental Accounting Standards Board

**GEN** - General Government

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**GMP** - Growth Management Plan

**GOAA** - Greater Orlando Aviation Authority

**GPR** - Grantee Performance Report

**GREAT** - Gang Resistance Education & Training

**HOME** - Home Investment Partnership Act

**HOPWA** - Housing Opportunities for Persons with Aids

**HSG** - Housing and Community Development Department

**HUD** - Housing and Urban Development, a federal agency

**ICMA** - International City/County Management Association and ICMA Retirement Corp.

**ISO** - Insurance Services Office (Nationally recognized fire service rating)

**JPA** - Joint Planning Area

**LCIR** - Legislative Committee on Intergovernmental Relations

**LDC** - Land Development Code

**LOS** - Level of Service

## Glossary

---

**LTD** - Long Term Disability

**MADS** - Maximum Annual Debt Service

**M.E.R.I.T.S.** - My Efforts Result in Total Service (Employee Recognition Program)

**MF** - Multi Family

**MGD** - Million gallons per day

**MPB** - Municipal Planning Board

**MSA** - Metropolitan Statistical Area

**M/WBE** - Minority and Women Business Enterprise

**NACSLB** - National Advisory Council on State and Local Budgeting

**NCIC** - National Crime Information Center

**NPDES** - National Pollution Discharge Elimination System

**OBFS** - Office of Business and Financial Services

**OCPS** - Orange County Public Schools

**OEM** - Office of Emergency Management

**OFD** - Orlando Fire Department

**OIA** - Orlando International Airport

**OMB** - (Office of) Management and Budget

**OPEB** - Other Post Employment Benefits

**OPD** - Orlando Police Department

**OPH** - Orlando Police Headquarters Building

**OUC** - Orlando Utilities Commission

**OUSWMM** - Orlando Urban Stormwater Management Manual

**PACE** - Paperless Automated Call Entry

**PMD** - Purchasing and Materials Management Division

**PSF** - Public Safety

**PWK** - Public Works Department

**R & R** - Repair and Replacement

**REC** - Recreation and Culture

**RFQ/RFP** - Request for Qualifications/Request for Proposal

**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

## Glossary

---

**SIS** – Special Investigative Services Division

**SOL** - Solid Waste

**SSGFC** - Sunshine State Governmental Financing Commission

**STR** – Stormwater

**TCEA** – Transportation Concurrency Exception Area

**TDT** – Tourist Development Tax

**TIF** - Tax Increment Financing

**TIGER** – Transportation Investment Generating Economic Recovery Grant

**TIS** – Traffic Impact Study

**TM** – Technology Management

**TMDL** – Total Maximum Daily Load (A Stormwater Contaminants Measure)

**TRA** – Transportation

**TSA** – Transportation Safety Administration

**TRIM** - Truth in Millage

**UCF** – University of Central Florida

**VCC** – Valencia Community College

**WAS** – Wastewater

**WPA** – Works Progress Administration



**Green Works Orlando** is an environmental action agenda designed to transform Orlando into one of the most environmentally-conscious cities in America. In order to achieve this ambitious goal, our plan focuses on immediate and dramatic actions to:

- ☛ Conserve natural resources and protect the environment
- ☛ Invest in green buildings, vehicles and materials
- ☛ Foster alternative transportation options
- ☛ Increase the amount of trees and green spaces in the City
- ☛ Provide tools and information residents need to become more environmentally responsible
- ☛ Work together as a community to combat the urgent threat of global climate threat

For more information, please see our website at <http://www.cityoforlando.net/elected/greenworks/index.htm>.

---