

ANNUAL
BUDGET
2004 / 2005





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2003

President

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, 2003. 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
Certificate of Achievement
is presented to the
City of Orlando

in recognition of its use of performance measurement
in local government management,
including training, verification,
and public reporting.

Presented at ICMA's 90th Annual Conference
San Diego/San Diego County, California
October 17, 2004

David J. Krings, ICMA President

Robert J. O'Neill Jr., ICMA Executive Director

Michael Lawson, Director,
ICMA Center for Performance Measurement





CITY OF ORLANDO
ELECTED CITY OFFICIALS

400 SOUTH ORANGE AVENUE ORLANDO, FLORIDA 32801



Buddy Dyer
Mayor



Phil Diamond
Commissioner District 1



Betty T. Wyman
Commissioner District 2



Vicki Vargo
Commissioner District 3



Patty Sheehan
Commissioner District 4



Daisy W. Lynum
Commissioner District 5



Ernest Page
Commissioner District 6

Introduction

CITY OF ORLANDO, FLORIDA

OPERATING AND CAPITAL IMPROVEMENT BUDGETS

FY 2004/2005

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Buddy Dyer	Mayor-Commissioner*
Phil Diamond	Commissioner, District 1**
Betty T. Wyman	Commissioner, District 2*
Vicki Vargo	Commissioner, District 3**
Patty Sheehan	Commissioner, District 4*
Daisy W. Lynum	Commissioner, District 5**
Ernest Page	Commissioner, District 6*

*Term expires May 31, 2008

**Term expires May 31, 2006

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction



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Department Identifier:

- Executive Offices
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- General Administration
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ACKNOWLEDGEMENTS

COMPILED BY THE STAFF OF THE MANAGEMENT, BUDGET & ACCOUNTING DEPARTMENT and THE GENERAL ADMINISTRATION DEPARTMENT

MANAGEMENT AND BUDGET

Deborah D. Girard, CPA, CGFO	Mgmt., Budget & Accounting Director
Raymond Elwell	Mgmt., Budget & Accounting Deputy Director
Michael Stieber	Budget Manager
Barbara E. Muzeni	Budget Analyst Senior
Joseph Hinely	Budget Analyst III
Richard Grzelewski	Budget Analyst II
James Callahan	Budget Analyst II
Karen Smith	Executive Assistant

GENERAL ADMINISTRATION—PERFORMANCE OPTIMIZATION PROGRAM

Kevin Edmonds	General Administration Director
Linda Jennings	General Administration Deputy Director
Maryann Bonk	Performance Optimization Manager

Introduction

TABLE OF CONTENTS

INTRODUCTION	I
Distinguished Budget Presentation Award	1
ICMA Certificate of Achievement	2
Elected Officials	3
Acknowledgements	5
Table of Contents	6
Mayor's Transmittal Letter	13
Director's Letter	14
CITY OF ORLANDO	II
City of Orlando History	2
Orlando MSA/Demographics	4
Historical Annexations Map	5
Employment	6
City Organization Chart	8
Government/Mayor and Commissioner Profiles	9
City Profile	13
City Staffing Table	14
Employee Population per Thousand City Population	15
Employee Population Ratio Comparison Select Florida Municipalities	16
Approved Personnel Additions	17
Approved Personnel Deletions	18
Budget Process Overview	19
Accounting Structure and Method of Budgeting	26
Organizational Structure	26
POLICY DOCUMENT	III
Policy Overview	2
City Policy for Growth Management	4
Budget Policies	11
City Policy for Capital Improvements	12
Debt Management Policy	32
Reserve Policy Summary	43

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction

TABLE OF CONTENTS

MAYOR'S BUDGET ADDRESS	IV
Mayor's Budget Address	2
BUDGET OVERVIEW	V
City Revenue Summary by Source Graph	2
City Appropriation Summary by Object Code Graph	3
Graph of General Fund Revenues by Source	4
Graph of General Fund Uses by Department	5
Fund Summaries—Purpose and Principal Revenues	6
Fund Revenue Comparison by Fiscal Year	16
Fund Expenditure Comparison by Fiscal Year	17
Changes in Fund Balances	18
Reserve Level Status	20
REVENUE DETAIL	VI
Major Funds FY 2004/2005	3
Major Funds Revenue History	4
Major Revenue Sources—General Fund	5
Major Revenue Sources—Non General Funds	10

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction

TABLE OF CONTENTS

OPERATING DEPARTMENTS:

Executive Offices **VII**

 Organization Chart 2

 Department Expenditure Summary 3

 Department Expenditure History Compared to Budget 4

 Department Staffing Summary 5

 Office of The Mayor Expenditures and Staffing 6

 Arts and Entertainment Expenditures and Staffing 7

 City Commissioners Expenditures and Staffing 8

 Audit and Evaluation Service Efforts/Accomplishments and Expenditures 9

 Audit and Evaluation Expenditure History Compared to Budget and Staffing 10

 Human Relations Service Efforts/Accomplishments and Expenditures 11

 Human Relations Expenditure History Compared to Budget and Staffing 12

 Communications/Neighborhood Enhancement Service Efforts 13

 Communications/Neighborhood Enhancement Expenditures and Staffing 14

 Chief Administrative Officer Expenditures and Staffing 15

 City Clerk Service Efforts/Accomplishments and Expenditures 16

 City Clerk Expenditure History Compared to Budget and Staffing 17

 Legal Affairs Service Efforts/Accomplishments and Expenditures 18

 Legal Affairs Expenditure History Compared to Budget and Staffing 19

Economic Development **VIII**

 Organization Chart 2

 Department Expenditure Summary 3

 Department Expenditure History Compared to Budget 4

 Department Staffing Summary 5

 Director’s Office Expenditures and Staffing 6

 Business Development Division Service Efforts/Accomplishments 7

 Business Development Division Expenditure Summary and Staffing 8

 Permitting Division Service Efforts/Accomplishments 9

 Permitting Division Expenditure Summary and Staffing 10

 Code Enforcement Division Service Efforts/Accomplishments 11

 Code Enforcement Division Expenditure Summary and Staffing 12

 City Planning Division Service Efforts/Accomplishments 13

 City Planning Division Expenditure Summary and Staffing 15

 Centroplex Division Service Efforts/Accomplishments 16

 Centroplex Division Expenditure Summary 17

 Centroplex Division Staffing 18

 Downtown Development Board Service Efforts/Accomplishments 19

 Downtown Development Board Expenditure Summary and Staffing 20

 Community Redevelopment Agency Service Efforts/Accomplishments 21

 Community Redevelopment Agency Expenditure Summary and Staffing 22

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

TABLE OF CONTENTS

Families, Parks and Recreation	IX
Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Director’s Office Expenditures & Staffing	6
Recreation Division Service Efforts/Accomplishments	7
Recreation Division Expenditures	9
Recreation Division Staffing	10
Parks Division Service Efforts/Accomplishments	11
Parks Division Expenditures	12
Parks Division Staffing	13
After School All Stars Service Efforts/Accomplishments	14
After School All Stars Expenditures and Staffing	15
Harry P. Leu Gardens Service Efforts Accomplishments	16
Harry P. Leu Gardens Expenditures and Staffing	18
Dubsdread Golf Course Service Efforts/Accomplishments/ Expenditures	19
Finance	X
Organization Chart	2
Department Expenditure Summary	3
Department Staffing Summary	4
Financial Management Division Service Efforts/Accomplishments	5
Financial Management Expenditure Summary and Staffing	6
Risk Management Division Service Efforts/ Accomplishments	7
Risk Management Division Expenditure Summary and Staffing	8
Real Estate Management Division Service Efforts/ Accomplishments	9
Risk Management Division Expenditure Summary and Staffing	10
Fire	XI
Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing	5
Fire Administration Service Efforts/Accomplishments	6
Fire Administration Expenditures and Staffing	7
Fire Support Services Bureau Service Efforts/Accomplishments	8
Fire Support Services Bureau Expenditures and Staffing	10
Fire Rescue Operations Bureau Service Efforts/Accomplishments	11
Fire Rescue Operations Bureau Expenditure Summary	12
Fire Rescue Operations Bureau Staffing	13

Introduction

TABLE OF CONTENTS

General Administration	XII
Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Director’s Office Expenditures and Staffing	6
Performance Optimization Service Efforts/Accomplishments	7
Performance Optimization Expenditure Summary and Staffing	8
Purchasing & Materials Mgmt. Division Service Efforts/Accomplishments	9
Purchasing & Materials Mgmt. Division Expenditure Summary and Staffing	10
Technology Management Division Service Efforts/Accomplishments	11
Technology Management Division Expenditure Summary and Staffing	12
Human Resources Division Service Efforts/Accomplishments	13
Human Resources Division Expenditure Summary	14
Human Resources Division Staffing	15
Facilities Management Division Service Efforts/Accomplishments	16
Facilities Management Division Expenditure Summary and Staffing	17
Fleet Management Division Service Efforts/Accomplishments	18
Fleet Management Division Expenditure Summary and Staffing	19
Housing	XIII
Organization Chart	2
Expenditure Summary	3
Expenditure History Compared to Budget	4
Staffing Summary	5
Service Efforts/Accomplishments	6
Performance Measurement	7
Management, Budget and Accounting	XIV
Organization Chart	2
Department Expenditure Summary	3
Department Staffing Summary	4
Accounting and Control Service Efforts/Accomplishments	5
Accounting and Control Expenditures & Staffing	6
Management and Budget Service Efforts/Accomplishments	7
Management and Budget Expenditure & Staffing	8

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction

TABLE OF CONTENTS

Police	XV
Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Police Administration Service Efforts/Accomplishments	6
Police Administration Expenditure Summary and Staffing	8
Administrative Services Bureau Service Efforts/Accomplishments	9
Administrative Services Bureau Expenditure Summary and Staffing	12
Special Services Bureau Service Efforts/Accomplishments	13
Special Services Bureau Expenditure Summary and Staffing	15
Patrol Services Bureau Service Efforts/Accomplishments	16
Patrol Services Bureau Expenditure Summary and Staffing	17
Public Works	XVI
Organization Chart	2
Department Expenditure Summary	4
Department Expenditure History Compared to Budget	6
Department Staffing Summary	7
Director's Office Expenditures and Staffing	9
Engineering/Streets & Drainage Division Service Efforts/Accomplishments	10
Engineering/Streets & Drainage Division Expenditure Summary & Staffing	12
Transportation Engineering Division Service Efforts/Accomplishments	13
Transportation Engineering Division Expenditure Summary and Staffing	14
Parking Division Service Efforts/Accomplishments	15
Parking Division Expenditure Summary	17
Parking Division Staffing	18
Solid Waste Management Division Service Efforts/Accomplishments	19
Solid Waste Management Division Expenditure Summary	20
Solid Waste Management Division Staffing	21
Stormwater Utility Division Service Efforts/Accomplishments	22
Stormwater Utility Division Expenditure Summary and Staffing	24
Wastewater Division Service Efforts/Accomplishments	25
Wastewater Division Expenditure Summary	29
Wastewater Division Staffing	30
DEBT	XVII
Debt Service Overview	2
Rating Agency Analysis	3
Description of Debt Outstanding	5
Bond Issues and Loans Outstanding	8
Summary of Debt Service Requirements to Maturity	10

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction

TABLE OF CONTENTS

CAPITAL BUDGET SUMMARY	XVIII
Capital Improvement Program Procedure	2
Definition of a Capital Improvement	3
Capital Improvement Program by Fund 2004/2005	4
Capital Improvement Program by Fund 2004-2009	9
Capital Improvement Budget by Project Type	19
Description of Major Funded, Nonroutine Projects	29
Est. Operating Budget Impacts Funded, Nonroutine Capital Projects	30
Est. Operating Budget Impacts Unfunded, Nonroutine Capital Projects	31
SUPPLEMENTAL INFORMATION	XIX
Revenue by Major Source	2
Appropriation by Major Object Code	4
General Governmental Revenues and Other Financing Sources	6
Tax Revenue by Source	8
Ad Valorem Revenue Historical Comparison	9
Graph of Community Service Organization Funding by Focus Care	10
Community Service Organizations	11
Assessed and Estimated Value of Taxable Property	13
Property Value and Construction Last 10 Fiscal Years	14
Schedule Ten Largest Taxpayers	15
Property Tax Rates and Tax Levies	16
Property Tax Levies and Collections	17
Chart of Accounts	18
GLOSSARY	XX

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Introduction

MAYOR'S TRANSMITTAL LETTER

December 1, 2004

To the Citizens of the City of Orlando:

I am pleased to present the Fiscal Year 2004/2005 Annual Budget for the City of Orlando. When I took office in February of 2003 and immediately faced a record budget deficit, my administration took the difficult step of reorganizing and reducing our workforce. Those actions, along with the implementation of new, fiscally responsible policies and controls, have helped the City operate more efficiently, and have helped to ensure that no Mayor or Commissioner is faced with similar unexpected deficits.

During the budget process, we worked in the most prudent fashion possible to develop a budget that balanced the preservation of quality services with the amount of taxes levied upon our taxpayers. I have promised that at no time during the course of our administration here at City Hall will we waiver in our commitment to our public safety budgets, including police and fire. I am pleased to report that without an increase in the property tax rate, our budget includes eight new sworn police officers and one new lieutenant, in addition to two new code enforcement positions. These positions were added to directly support one of the City's most important initiatives, the revitalization of the Parramore neighborhood.

We have also maintained a commitment to our communities through opening new centers in Rosemont and College Park, a new pool at the Smith Center, an addition for the Dover Shores Community Center, and improvements at Barker Park. There were additional projects approved in the last budget when we made the decision to take advantage of market conditions and create a two-year capital construction improvement package for our neighborhoods.

As we look to the future, continued economic development will provide an expanded tax base that will generate revenue for the City, and we will identify new revenue sources to meet our obligations while remaining focused on cost saving measures.

I would like to thank the members of the Orlando City Council and the staff of the Management, Budget and Accounting department for their hard work and support in preparing this budget. I pledge to the citizens of the City of Orlando that your City government will act responsibly and in your best interest. We will continue to balance our budget while providing quality services to the residents, businesses, and visitors.

Sincerely,



Mayor Buddy Dyer

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Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Introduction

DIRECTOR'S LETTER

December 1, 2004

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

I am pleased to present my first budget as Management, Budget and Accounting (MB&A) Director. The following balanced budget for the City of Orlando for Fiscal Year 2004/2005 totals \$604,139,779. It was prepared through a collaborative effort of the MB&A and other City Departments under the leadership of Mayor Buddy Dyer. The Council provided valuable input through the Budget Camp workshops and after presentations to the Council made by the Mayor and myself. Our citizens provided input throughout the entire preparation process, especially during the two formal public hearings held in September.

The fundamental objective of the City is to provide high quality services in the most cost-effective manner. However, as the Mayor stated in his budget address to Council, we face many challenges. One of these challenges is that our built-in expenditures are growing faster than the growth of our revenues. Although Orlando is not alone in this challenge, it does not make our situation any easier. Nonetheless, core priorities such as public safety will be maintained. As an example, eight new police officers, one lieutenant and two new code enforcement officers have been funded in this budget.

The total General Fund budget for Fiscal Year 2004/2005 is \$283,008,619. The millage rate was maintained at 5.6916 mills. The City raised Occupational License and administrative fees paid by businesses that operate in the City to generate an estimated \$450,000 in additional revenue, and the Communications Services Tax (CST) was raised from 5% to the statutory maximum of 5.22%. While the CST rate was increased, the total amount of CST revenue received by the City will decline due to structural changes in the communications industry. The General Fund will also be receiving payments from the Solid Waste, Wastewater, Parking and Stormwater Utility Funds as reimbursement for the use of City assets and right of ways in the delivery of their services.

During the decade of the 90's, the City built significant General Fund reserves. Last fiscal year, the City Council adopted a comprehensive Reserve Policy designed to ensure the City's long-term financial stability through the maintenance of targeted reserve levels (see Section III). As allowed by this policy, \$7 million of reserves are used as a revenue source in the Fiscal Year 2004/2005 budget.

I should also point out that management made a strategic budgetary decision to fund employee salaries and benefits at 97% of the actual projected cost. Department managers have been charged with developing an operating plan that incorporates this reduction. This is a challenge that we hope produces more efficient service delivery models; however, like the use of non-recurring revenue to fund ongoing expenses, it is not a practice that we can rely upon in the future to balance the budget.

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Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

Introduction

DIRECTOR'S LETTER

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

Executive Offices

In addition to overseeing the City Council agenda and the operation of the City's cemetery, the Office of the City Clerk provides accountability and stewardship for the City's public records, documents and ordinances. In order to better meet this responsibility, a new business unit has been established for Records Management. Four positions have been transferred from the City Clerk program to form this unit and a separate budget has been established. The Office will now be comprised of three distinct programs: City Clerk, Records Management, and Greenwood Cemetery.

Economic Development

The Department seeks to stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando's citizens. Wherever possible, alternative sources were examined and utilized to fund various economic incentive and partnership agreements. For example, the City's Business Development Division will enhance the University of Central Florida Downtown Technology Incubator through a continuing partnership agreement. We were able to use Community Redevelopment Agency (CRA) funding of \$100,000 for this endeavor. The CRA is also funding other budgeted items such as \$100,000 for the Black Business Investment Fund Incubator.

Families, Parks, and Recreation

The mission of the Families, Parks, and Recreation Department is to support and strengthen livable neighborhoods through the provision of quality recreational, cultural, and educational facilities and programs. To that end, the Fiscal Year 2003/2004 Construction Bond funded the construction of three new Community Recreation Centers: Rock Lake, College Park and Rosemont. In the Fiscal Year 2004/2005 budget, the City has added 11 new positions to operate these centers, including center supervisors and maintenance personnel.

Finance

Resulting from prudent management of liabilities, the City was able to recognize a non-recurring budget rebate/dividend from the Risk Management Internal Service and Long Term Disability Trust Funds. The total rebate from Risk Management is budgeted at \$3 million, with \$2,355,225 slated to return to the General Fund. The rebate from the Long Term Disability Fund is budgeted at \$319,000, with \$250,439 recognized in the General Fund.

Fire

Protecting the lives and property of the citizens of Orlando is an essential responsibility of City government and this budget recognizes our commitment to this purpose. The approved budget for the Fire Department is \$55 million, which is an increase of \$5.3 million, or almost 9% over the prior year.

General Administration

The major change in the General Administration Department's budget is the assumption of responsibility for managing City Hall. Previously this was managed by the Public Works Department. General Administration also oversees technology management, and the City has maintained its commitment to technology through the addition of approximately \$1.4 million in new projects.

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Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Introduction

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices

Economic Development

Families, Parks & Recreation

Finance

Fire

General Administration

Housing

Mgmt., Budget & Accounting

Police

Public Works

DIRECTOR'S LETTER

Housing

The Department has included funding in its budget to provide assistance for very low, low, and moderate income persons. Community Development Block Grant funding has been included to support local not-for-profit organizations, while other grant funds will be used to create public/private partnerships for the development of housing units.

Management, Budget & Accounting

The Department has reorganized and added positions to redesign and bolster the accounts payable function, and to provide additional accounting support in targeted areas. Through a national recruitment we were able to fill vacant budget positions with candidates possessing a variety of experience and education that will benefit the City as we develop new budget policies and implement sound fiscal controls.

Police

As indicated earlier, protecting our citizens is a core priority of the City. The Department budget, at slightly over \$90 million, represents 32% of the General Fund budget. The addition of nine new positions brings the authorized staffing for the Department to an even 1,000. This represents 32% of the total City authorized staffing and 40% of the total General Fund staffing.

Public Works

The Department has responsibility for overseeing the use of \$2.8 million of General Fund revenues allocated in the budget towards repair and replacement of the City's infrastructure. Among the projects budgeted are pavement rehabilitation, neighborhood traffic management, brick street rehabilitation and sidewalk repair.

Enterprise Funds

Enterprise Funds have experienced the same challenges that affect the governmental operating funds. Rising operating costs, principally personnel costs, and flat or slightly rising revenue streams, have placed a burden on these funds. Further, the need for improvements to existing infrastructure and additions to accommodate growth have made rate increases unavoidable.

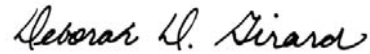
Difficult economic times caused a culture shift at the City of Orlando beginning on Mayor Dyer's first day in office. To maintain the City's historically strong financial condition we have, and will continue to implement, sound budget and fiscal management practices. These practices include the continuing use of the Fiscal Impact Statement for all financial items presented to the City Council for action. The focus on budget monitoring and control will intensify, as will the forecasting of future revenues and expenses. These practices will serve the City well and must be maintained even during good economic conditions.

Introduction

DIRECTOR'S LETTER

I would like to take this opportunity to thank the Mayor, City Commissioners and each Department Director for their support, willingness, and cooperation in the budget process. I look forward to working with all of them as we make positive changes for the City of Orlando.

Respectfully Submitted,



Deborah D. Girard, CPA, CGFO
Management, Budget and Accounting Director

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Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

Introduction



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Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

City of Orlando



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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Table of Contents

City of Orlando History	2
Orlando MSA/Demographics	4
Historical Annexations Map	5
Employment	6
City Organization Chart	8
Government/Mayor and Commissioner Profiles	9
City Profile	13
City Staffing Table	14
Employee Population per Thousand City Population	15
Employee/Population Ratio Comparison Select Florida Municipalities	16
Approved Personnel Additions	17
Approved Personnel Deletions	18
Budget Process Overview	19
Accounting Structure and Method of Budgeting	26
Organizational Structure	26

City of Orlando

Mission Statement:

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Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Orlando History

In 1856 Orlando became the county seat of Orange County, Florida. The "Town of Orlando" was incorporated on July 31, 1875 with an area of 4 square miles. Orlando incorporated as a city, in 1885. Today, the City of Orlando, as a result of numerous annexations has an area of over 100 square miles, but is still located entirely within Orange County. The arrival of railroads, during 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. The United States as a whole entered the Great Depression. Orlando residents endured the Depression through agriculture, private charity and employment provided through numerous public works projects. The Works Progress Administration (WPA), in addition to constructing post offices and courthouses, built canals and improved parks, but most importantly, for Orlando, the WPA 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.

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 Martin plant, which is still in operation, brought scientists and engineers to Orlando. For years, the area behind the 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 Orange County Convention Center and the International Drive tourist corridor.

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Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Caught up in the spirit of the 1960's technological revolution, Orlando's civic leaders secured a state university, Florida Technological University to be built between Orlando and the Kennedy Space Center. Today, renamed the University of Central Florida (UCF), the University has an enrollment of over 42,000 students, offering Bachelors, Masters and PhD degree programs. During the same era, Orlando's civic leaders founded what is today known as Valencia Community College (VCC) to provide workforce training, two-year degrees and an additional entry-point to UCF. Today, VCC has four campuses and serves over 50,000 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) steered by civic leaders 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." The Walt Disney Company amassed tens of thousands of acres, mostly citrus groves along I-4, but more than 10 miles southwest of the "remote area" behind the Martin company plant. 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. Then 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 is located in 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.

City of Orlando



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
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- Public Works

Orlando MSA

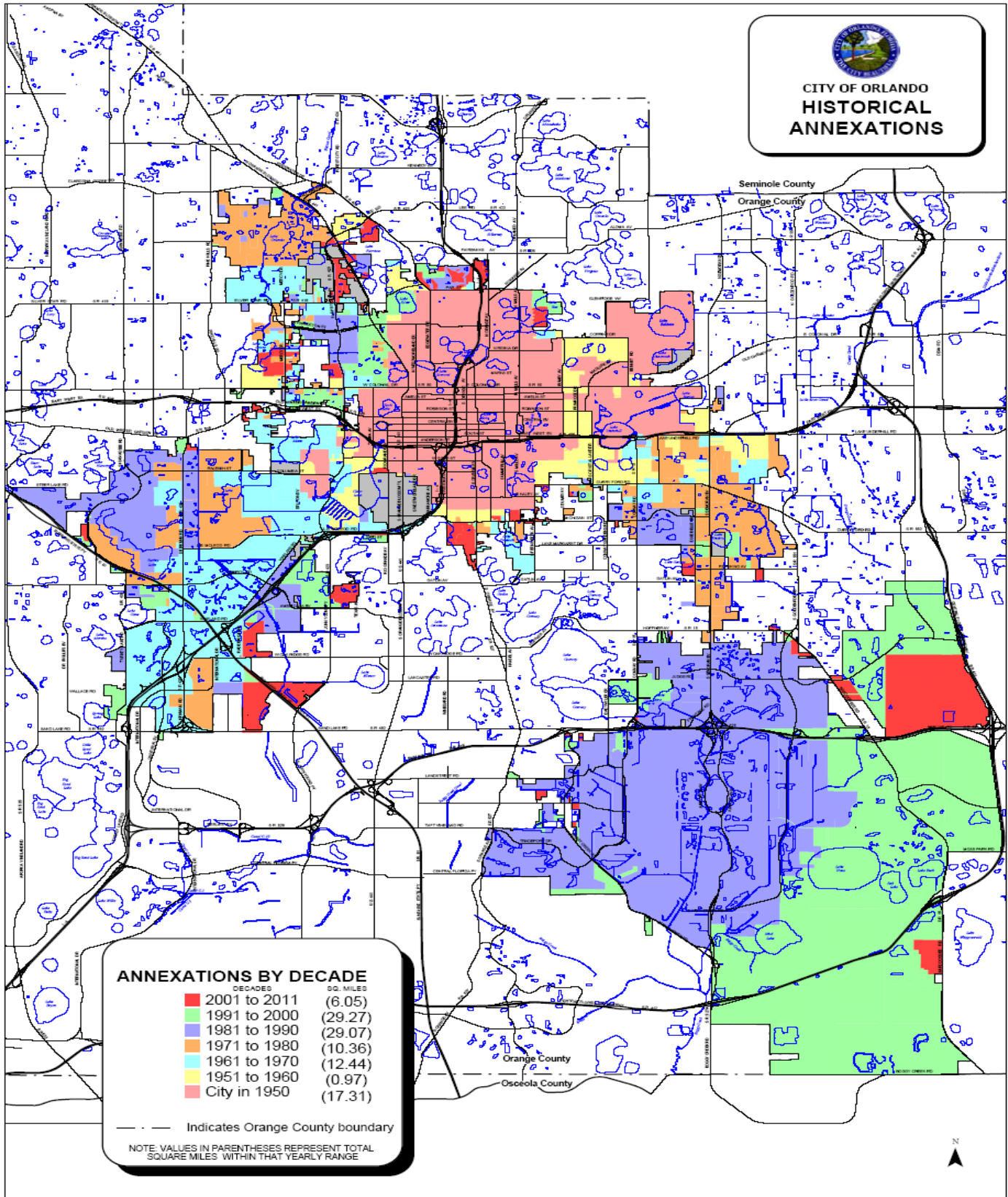
The City of Orlando is also recognized as the core of a four county Metropolitan Statistical Area (MSA) - named the "Orlando MSA." The four county Orlando MSA includes Orlando's home county, which is Orange County, as well as three adjacent counties: Seminole, Lake and Osceola. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. At 200,000 persons, Orlando is the largest city in both Orange County and the larger four-county "Orlando MSA." Orange County has a population of approximately 1,000,000 persons, while the four-county Orlando MSA has a population of more than 1,800,000 persons.

POPULATION

Year	City of Orlando	Orange County	Orlando MSA
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
2003	202,718	993,165	1,800,000

The accompanying historical annexations 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 falls as large undeveloped areas with relatively little population are annexed into the City. Future annexations are constrained by the Orange County border. In addition, there is a Joint Planning Agreement between the City and Orange County.

City of Orlando



Prepared by City GIS, City of Orlando - TMD

91899-Oct-2004

City of Orlando



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- Public Works

While only twenty percent of the county's population lives in the City of Orlando, more than thirty percent (31.4%) of all Orange County jobs are within the City limits. The chart below is the unemployment data for the City and regional, State and national comparatives.

**UNEMPLOYMENT
Not Seasonally Adjusted**

<u>Sept.</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
2003	5.3%	4.9%	4.9%	5.3%	5.8%
2004	4.6%	4.2%	4.2%	4.7%	5.1%

Source: HUD State of the Cities Data System (SOCDS), Current Labor Force Data

Today, Orlando remains the county seat of Orange County, the most visible symbol of which is a 23 story Orange County Courthouse complex constructed in downtown Orlando in 2000. A new federal courthouse is under construction, and as a regional center, Orlando hosts major healthcare and education facilities.

**Major Employers
Within City Limits of Orlando**

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	22,807
2.	Florida Hospital	General medical & surgical hospitals	14,225
3.	Orlando Regional Healthcare	General medical & surgical hospitals	12,754
4.	Universal Orlando	Motion picture & video production	12,000
5.	Orange County Government	General government	7,426
6.	Central Florida Investments	Subdividers and developers	6,200
7.	Suntrust Banks of Florida Inc.	Bank holding companies	3,555
8.	City of Orlando	General government	3,272
9.	Mears Transportation Group	Local and suburban transit	1,800
10.	Hughes Supply	Electrical apparatus and equipment	1,133

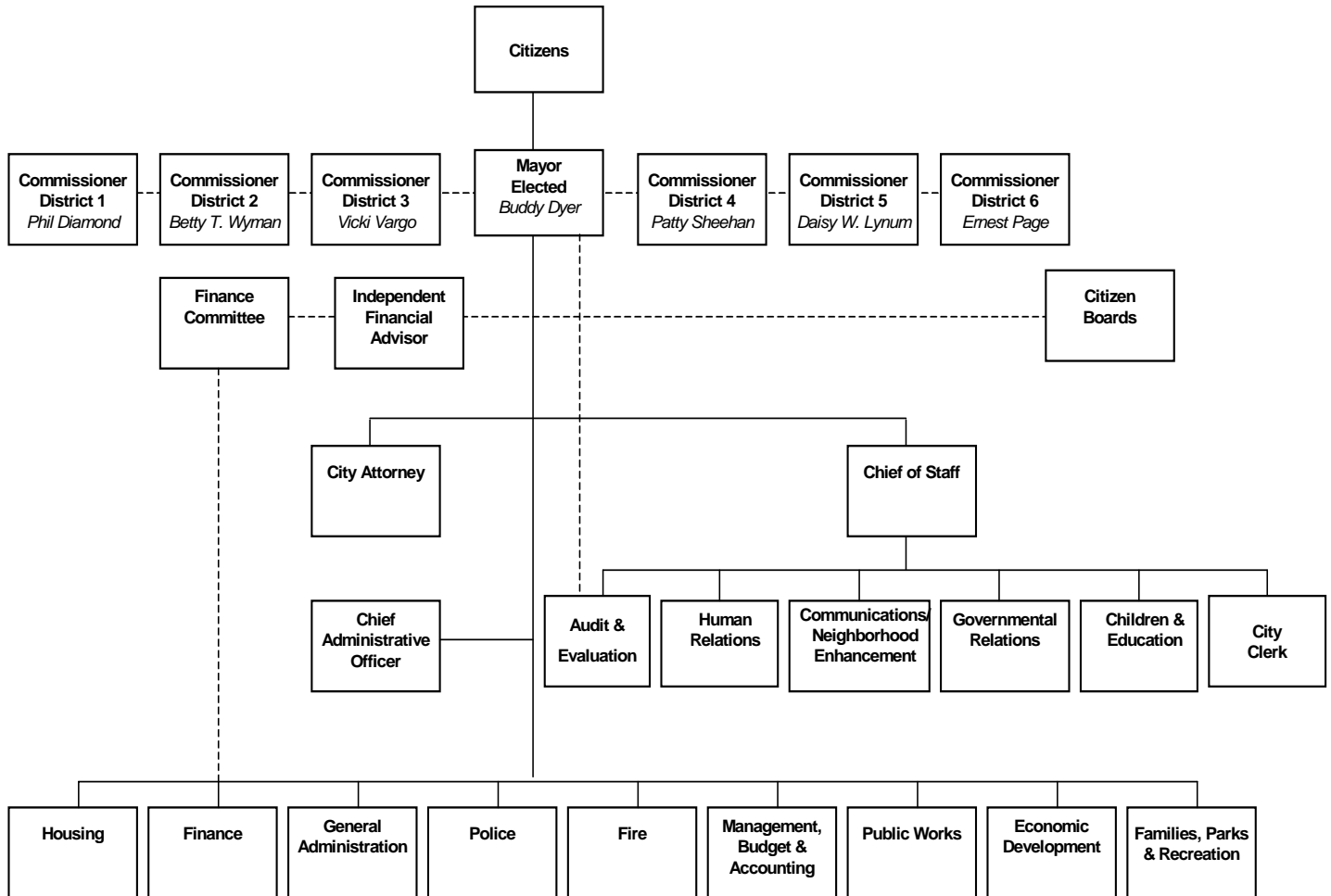
Source: Metro Orlando Economic Development Commission
Employers with headquarters or substantial operations within City limits.

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CITY OF ORLANDO

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 serves as the Chief Executive Officer and oversees the daily administration of City operations and implementation of City policy through a nine member cabinet. The nine cabinet members are the department directors. The Chief of Staff and City Attorney serve as advisors to the cabinet. In addition to the nine operating departments, there are six staff offices that report to the Chief of Staff. The Citywide organization chart on page II-8 displays the relationships between organizational units of the City.

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Orlando Mayor Buddy Dyer was born in Orlando and raised in nearby Kissimmee. He graduated from Osceola High School, in the top 10 percent of his class, and was the captain of the baseball team, MVP of the football team and vice-president of his class.

He was awarded a scholarship to Brown University in Providence, Rhode Island. As an undergraduate, Dyer studied civil engineering and was vice-captain of the rugby team.

After graduation, Dyer returned to Florida to work as an environmental engineer. He later enrolled at the University of Florida Law School, where he was named Editor-In-Chief of the University of Florida Law Review. He was honored with membership in the Order of the Coif, an honor reserved for the top 10 percent of the graduating class, and became a member of Phi Delta Phi, a society that promotes high standards of professional ethics. Dyer also earned membership in the prestigious Florida Blue Key for exemplary service and leadership. He graduated with honors in 1987 and received the highest score on the Florida Bar Exam that year.

In 1992, Dyer ran for the Florida State Senate and won; he was re-elected by the people of Central Florida in 1996 and 2000. Dyer's outstanding service was recognized by his colleagues who elected him to serve as the State Senate Democratic Leader for three years.

When Governor Jeb Bush announced his appointment of three-term Mayor Glenda Hood as Florida's Secretary of State in December 2003, Dyer geared up against seven other candidates for the special mayoral election in February 2003. The field was eventually narrowed to two candidates, with Dyer winning the February 25 run-off. He was sworn in on February 26, 2003.

Mayor Dyer has asked the citizens of Orlando to "Imagine a Great City." The goals of his administration are:

- To diversify the economy - shaping a high-tech future
- To revitalize downtown - including a downtown performing arts center
- To restore Parramore - developing plans to rebuild this proud neighborhood
- To fix transportation problems - lessening the commute for all Central Floridians
- To prioritize education -- making Orlando's public schools the best they can be

Department Identifier:

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City of Orlando



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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. Below are brief resumes of each Commissioner.

City Commissioners

District 1

Commissioner Phil Diamond

First elected in 2002

Government/Civic Service

- Founding President, Delaney Park Neighborhood Association
- Former Vice President, Blankner School Foundation
- 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
- Past President, Central Florida Employee Benefit Council
- Member, America's Promise
- Member, First United Methodist Church of Orlando
- Past President and Member, Orlando Rotary Breakfast Club
- Former Chair, Orlando's Community and Youth Services Board
- Former Chair, Trotter's Park Equestrian Facilities Committee.

District 2

Commissioner Betty T. Wyman

First elected in 1992, re-elected in 1996, 2000, and 2004.

Government/Civic Service

- Mayor Pro Tem 1995, 1996, 1997, 1999
- American Red Cross Board of Directors
- Executive Director, USO Council of Central Florida
- Director, Orlando Sister City Committee
- Director, Florida Citrus Sports Association
- Board Member, World Trade Center
- Member, East Central Florida Regional Planning Council
- Member, Hispanic Chamber of Commerce
- Member, Asian American Chamber of Commerce
- Project Coordinator, Cady Way Trail

City of Orlando



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- Families, Parks & Recreation
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- General Administration
- Housing
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District 3

Commissioner Vicki Vargo

First elected in 2000, re-elected in 2002.

Government/Civic Service

- Tri-County League of Cities Board of Directors
- Central Florida Fair Board of Directors
- Florida Citrus Sports Foundation Board of Directors
- Freedom Ride Board of Directors (2002 -)
- Miracle League Board of Directors (2004 -)
- Member, Florida Bar
- Member, National League of Cities, Finance, Administration and Intergovernmental Relations Policy Committee
- Member, Florida League of Cities, Intergovernmental Relations Legislative Committee (subcommittee on Municipal Service Delivery Management and Land Use/Annexation) 2002-2004
- Member, Florida League of Cities Advocacy Committee
- Member, Tri-County League of Cities
- Member, Urban Land Institute
- Multi-Family Design Committee, 1998
- Citizen Review Panel, 1998
- Visual Advisory Council, 1997

District 4

Commissioner Patty Sheehan

First elected in 2000, re-elected in 2004

Government/Civic Service

- Past President, Colonialtown Neighborhood Association
- District 4 Neighborhood Volunteer of the Year
- Neighborhood Watch Block Captain
- Volunteer, Green Up Orlando
- Volunteer, Neighborhood Matching Grants
- Orange County Library Governing Board
- East Central Florida Regional Planning Council
- National League of Cities Public Safety and Crime Prevention Policy Committee

City of Orlando



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- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

District 5
 Commissioner Daisy W. Lynum
 First elected in 1998, re-elected in 2002
 Government/Civic Service

- Metro Plan Orlando Urban League Board
- Black Business Investment Fund Board
- Black Caucus of Local Elected Officials
- Orlando Municipal Planning Board - Past Member
- Florida League of Cities, Vice-Chair, Administration Committee

District 6
 Commissioner Ernest Page
 Elected in 1996, re-elected in 2000 and 2004.
 Government/Civic Service

- Florida Black Caucus of Local Elected Officials
- Orlando Leadership Council
- Land Use Advisory Committee, Regional Planning Council
- Orlando Human Relations Commission
- Valencia Community College Advisory Committee

City of Orlando



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- Families, Parks & Recreation
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PROFILE (as of September 30, 2004)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	110.45 square miles
Population (projected 2004/2005)	208,900
Streets, Sidewalks and Bicycle Facilities	
Streets - paved	606.02 miles
Streets - unpaved	2.27 miles
Streets - brick	54.49 miles
Sidewalks	540.36 miles
Off Road Bicycle Facilities	10.52 miles
On Street Bicycle Lanes	150.29 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	20
Swimming Pools	9
Tennis Courts	36
Basketball Courts (Exterior)	50
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	51
Beach	1
Gymnasiums	5
Parks	103
Golf Greens	2
Lawn Bowl	1
Lakes	89
Boat Ramps	5
Playgrounds	43
Volleyball Courts-sand	5
Nature Parks	2
Fire Protection:	
Stations	14
Engine Companies	15
Tower Ladder Companies	5
Heavy Rescue	1
Rescue Companies	8
Urban Search & Rescue Unit	1
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	3
Air & Light Unit	1
Command Vehicles	5
Boats/Jet Skis	2
Police Protection:	
Stations, Substations and Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	415
- unmarked cars	133
- motorcycles	35
- other vehicles	35
- bicycles	96

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- Fire
- General Administration
- Housing
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- Police
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STAFFING TABLE
CITY OF ORLANDO
FY 2004/2005

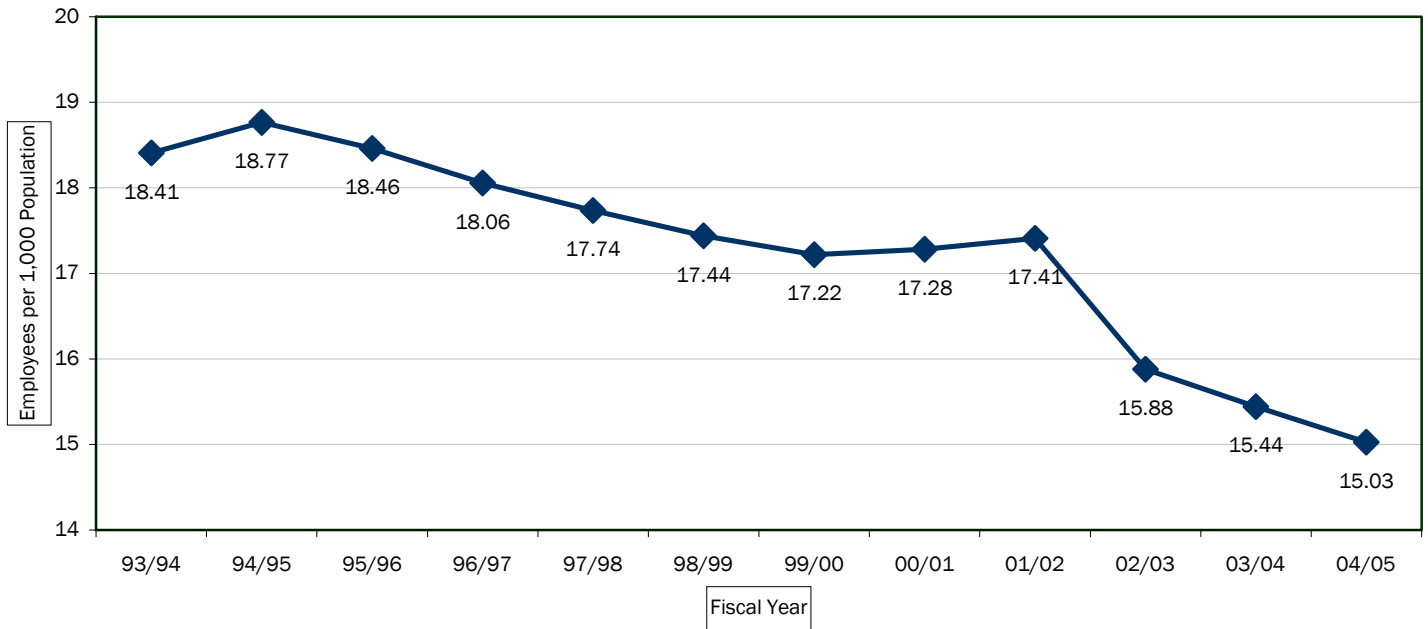
	Actual FY 2002/03	Revised Budget FY 2003/2004	Proposed FY 2004/2005	Percent of Total
SUMMARY BY DEPARTMENT				
Executive Offices	113	115	115	3.66%
Economic Development	223	220	222	7.07%
Families, Parks & Recreation	255	280	291	9.27%
Finance	18	18	18	0.57%
Fire	498	511	511	16.28%
General Administration	261	251	251	8.00%
Housing	18	18	18	0.57%
Management, Budget & Accounting	33	32	34	1.08%
Police	986	992	1,000	31.87%
Public Works	690	680	679	21.63%
TOTAL CITY OF ORLANDO	<u>3,095</u>	<u>3,117</u>	<u>3,139</u>	<u>100.00%</u>

	Actual FY 2002/03	Revised Budget FY 2003/2004	Proposed FY 2004/2005	Percent of Total
SUMMARY BY FUND				
General	2,311	2,453	2,475	78.85%
Wastewater Revenue	212	219	219	7.00%
Solid Waste	118	118	118	3.76%
Parking System Revenue	88	88	88	2.80%
Orlando Centroplex	68	67	67	2.13%
Fleet Management	49	45	45	1.43%
Leu Gardens Trust	24	24	24	0.76%
Stormwater Utility	51	22	22	0.70%
Supplemental Staff (RAP Team)	20	20	20	0.64%
Community Development Block Grant	13	12	12	0.38%
Risk Management	10	11	11	0.35%
Community Redevelopment Agency	9	8	8	0.25%
Civic Facilities Authority Revenue	8	7	7	0.22%
Downtown Development Board	6	6	6	0.19%
Cemetery Trust	2	4	4	0.13%
Transportation Grant	3	3	3	0.10%
After School All Stars	2	2	2	0.06%
Local Housing Assistance Trust	2	2	2	0.06%
Mennello Museum	1	2	2	0.06%
Home Investment Partnership Program	1	1	1	0.03%
Pension Participant Services	1	1	1	0.03%
Law Enforcement Trust	1	1	1	0.03%
Fire Pension	1	1	1	0.03%
Facilities Management	68	0	0	0.00%
Construction Management	26	0	0	0.00%
TOTAL CITY OF ORLANDO	<u>3,095</u>	<u>3,117</u>	<u>3,139</u>	<u>100.00%</u>

CITYWIDE SUMMARY	
Revised Staffing FY 2003/2004	3,117
Recommended Additional Personnel	24
Recommended Personnel Deletions	(2)
TOTAL CITY OF ORLANDO	<u>3,139</u>

City of Orlando

Employee Population per Thousand City Population



Fiscal Year	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05
Employees	3,144	3,196	3,196	3,185	3,187	3,191	3,179	3,214	3,282	3,095	3,117	3,139
City Population	170,780	170,307	173,122	176,373	179,698	182,986	184,639	185,951	188,494	194,913	201,851	208,900

City of Orlando

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Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Employee/Population Ratio Comparison
 Select Florida Municipalities

Municipality	2004 Estimate Population (1)	Total City Employees (2)	City Employees Per 1,000 Population
City of Tallahassee	169,136	2,920	17.26
City of Clearwater	110,325	1,851	16.78
City of Boca Raton	79,838	1,279	16.02
City of Fort Lauderdale	170,297	2,621	15.39
City of Tampa	323,663	4,935	15.25
City of Orlando	208,900	3,139	15.03
City of Gainseville	117,754	1,295	11.00
City of Hollywood	142,998	1,553	10.86
City of Miami	379,550	3,713	9.78

(1)Source: Bureau of Economic & Business Research, University of Florida as of 4/1/2004 - Population for Counties and Municipalities for Revenue Sharing

(2)Source: Obtained from most recent financial/budget publications located on municipality websites as of 12/15/04.

City of Orlando



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- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
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- Public Works

APPROVED ADDITIONAL PERSONNEL
 FY 2004/2005

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
<u>ECONOMIC DEVELOPMENT DEPARTMENT</u>				
811 Code Enforcement	<u>2</u>	Code Enforcement Officer I	16	\$ 73,756
TOTAL DEPARTMENT	2			\$ 73,756
<u>FAMILIES, PARKS & RECREATION DEPARTMENT</u>				
281 FPR Area 1	1	Community Center Supervisor (A)	15	\$ 36,170
282 FPR Area 2	1	Regional Center Supervisor (B)	14	21,112
282 FPR Area 2	1	Regional Recreation Specialist (B)	18	16,110
282 FPR Area 2	1	Regional Recreation Specialist (C)	18	13,425
282 FPR Area 2	2	Maintenance Worker (C)	D21	14,993
283 FPR Area 3	1	Regional Center Supervisor (D)	14	10,556
283 FPR Area 3	1	Regional Recreation Specialist (D)	18	8,055
283 FPR Area 3	1	Regional Recreation Specialist (E)	18	5,370
283 FPR Area 3	<u>2</u>	Maintenance Worker (E)	D21	<u>5,997</u>
TOTAL DEPARTMENT	11			\$ 131,788
<u>MANAGEMENT, BUDGET & ACCOUNTING DEPARTMENT</u>				
183 Accounting Operations	1	Accounts Payable Specialist III (A)	18	\$ 29,534
183 Accounting Operations	<u>1</u>	Fiscal Manager	11	<u>51,730</u>
TOTAL DEPARTMENT	2			\$ 81,264
<u>POLICE DEPARTMENT</u>				
678 Community Policing	1	Lieutenant	8	\$ 50,918
678 Community Policing	<u>8</u>	Police Officer	FPO	<u>289,600</u>
TOTAL DEPARTMENT	9			\$ 340,518
TOTAL GENERAL FUND	24			\$ 627,326

Continued on next page

City of Orlando



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- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
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- Public Works

APPROVED PERSONNEL DELETIONS
FY 2004/2005

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
PUBLIC WORKS DEPARTMENT				
701 Director of Public Works	<u>1</u>	Accounting Specialist Senior (A)	16	<u>\$ 33,805</u>
TOTAL DEPARTMENT	1			\$ 33,805
POLICE DEPARTMENT				
693 Police - West Patrol	<u>1</u>	Crime Prevention Specialist	16	<u>\$ 36,878</u>
TOTAL DEPARTMENT	1			\$ 36,878
TOTAL GENERAL FUND	2			\$ 70,683

- (A) Effective 11/1/04
- (B) Effective 4/1/05
- (C) Effective 5/1/05
- (D) Effective 7/1/05
- (E) Effective 8/1/05

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 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
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OVERVIEW OF THE BUDGET PROCESS

The Management and Budget Division of the Management, Budget and Accounting Department 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 development of the budget is 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 "current services," and an "expanded services" budget. The sum of the two categories reflects the total requested budget. A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year that is currently being provided. An expanded services budget includes funding requests associated with a new service or additional personnel, along with expenditures that are specific to one budget year and will not be a recurring cost or revenue to subsequent years. Examples include capital requests or one-time fees or charges.
- Current services budget requests may not always be funded prior to consideration of expanded services requests. In evaluating both current services and expanded services, funding priority will be given to the use of new technologies that increase productivity and reduce costs.
- 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).
 As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An 8.5 percent administrative service fee will be assessed by the General Fund against all Enterprise and Internal Service funds of the City. This assessment will be based on operating appropriations of the fund and will be used to reimburse the General Fund for the administrative and support services provided to these funds. The fee to be charged is calculated by determining the cumulative budget of all the administrative programs within the General Fund, such as Technology Management, Payroll and other

City of Orlando

Mission Statement:

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- administrative functions. That total is then divided by the total budget of all City Funds, excluding the General Fund itself, the various Debt Service Funds and the CRA Trust Funds.
- 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 could 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 2004/2005 budget is presented as Exhibit II-A. The process of developing the operating budget begins officially in February of 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.

The Performance Optimization Program works closely with Management and Budget and City departments to formulate performance measures for the upcoming fiscal year. Management and Budget is also available to assist with new personnel requests (deadlines for submission are reflected in the budget calendar).

In March 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.

Exhibit II-A

December 8	Distribution of project request packets for CIP requests.
January 28	CIP project request input due to Management, Budget & Accounting.
February 2	Distribution of instructions and forms for revenue budgets, revenue manual revisions and new personnel requests.
February 13	New personnel requests and Revenue Manual revisions due in Management, Budget & Accounting.

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Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

February 18	Distribution of instructions and forms for Technology Management requests along with Performance Management information.
March 12	Technology Management equipment requests and revenue budgets due to Management, Budget and Accounting.
March 17	Distribute instructions & forms for expenditure requests.
April 23	Expenditure requests due in Management, Budget & Accounting.
April 30	Performance management information due to the Performance Optimization Program.
June 7	CIP status reports distributed to departments.
June 25	CIP status reports due in Management, Budget & Accounting.
July 1	Certification of property values by County Property Appraiser.
July 12-14	Budget Camp between Departments, Mayor and City Council.
July 19	Mayor presents budget to City Council.
Sept 13	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
Sept 27	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.

C. BUDGET REVIEW

During the budget review phase, Management and Budget analyzes new positions, operating and capital budget requests, reviews service level and departmental revenue estimates, and recommends funding levels. 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 current services are budgeted (funding levels required to maintain the status quo). Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors.

D. BUDGET ADOPTION

The formal adoption process begins with the Mayor's budget presentation to City Council in July, followed by a presentation by the Management, Budget & Accounting Director. The presentation, along with the Budget Camp, provides Council members an opportunity to review the budget submission and Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens.

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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, if the millage rate to be adopted is higher, the percent difference from the rolled-back rate is announced at this time.

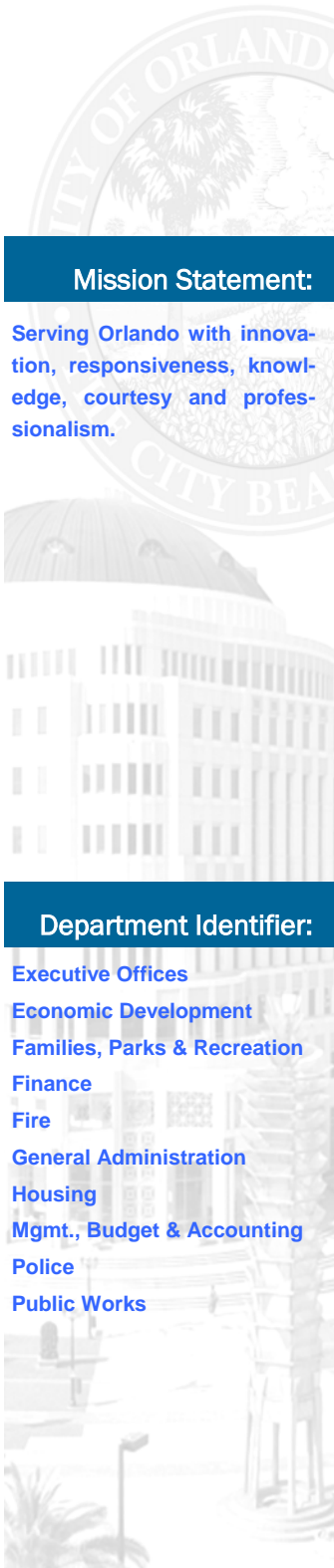
Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing which must be held not less than two days or more than five days after the day the advertisement is first published. Exhibit II-B 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. 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. 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 submit quarterly reports to the Performance Optimization Program showing the status of performance, goals and accomplishments, and explaining variances from targets established during the budget process. Mission statements and service efforts and accomplishments are presented in the departmental sections of this document.

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- Economic Development
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- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Exhibit II-B 2004/2005 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	
Mayor submits tentative budget to City Council.			July 19
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	Aug. 4	July 21
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	Sept. 13
Public advertisement of hearing on final millage and budget.	95	Sept. 18 - Oct. 3	Sept. 23
Public hearing to adopt the final millage and budget.	97-100	Sept. 20 - Oct. 8	Sept. 27
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector.	103	Sept. 23 - Oct. 11	Sept. 30
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			Sept. 27
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			Sept. 30
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue.	130	Oct. 23 - Nov. 10	Sept. 30

City of Orlando

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 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

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 & ACCOUNTING DIRECTOR** has final approval of:

- Budget transfers involving \$2,500 or less.
- All expenditures from the Law Enforcement Trust Fund including all capital outlay redesignations.
- 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.
- 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 consists of three 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 \$5,000 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.

City of Orlando

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

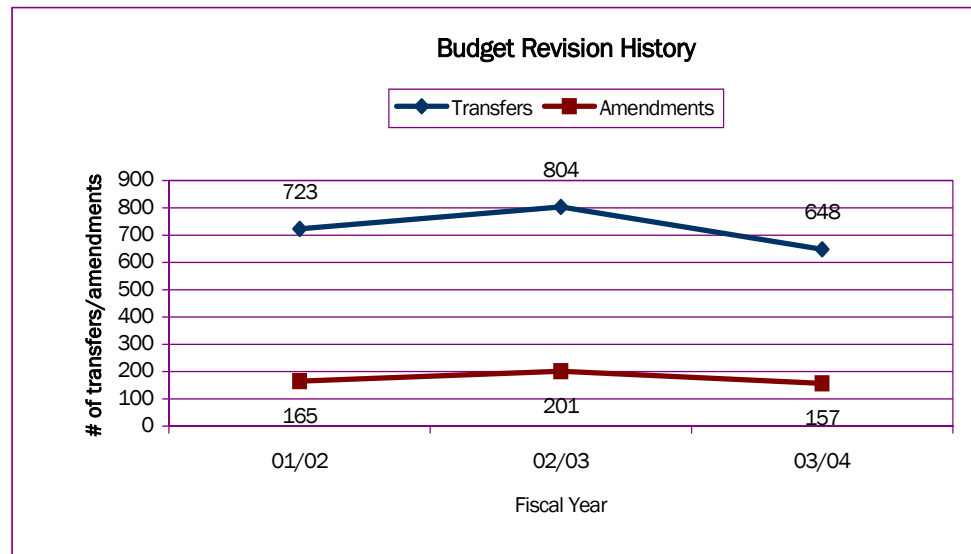
- The creation of a new position.
- All General Contingency requests in all funds.
- Departmental reorganization requests.
- Administrative Amendments (approval of BRC minutes will amend the fund totals for items described in City Code Section 2.70 such as grants, donations, gifts, reimbursements and 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.

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- Fire
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City of Orlando

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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 it is both measurable and available, and expenditures are recognized when the related liability is incurred.

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 and account groups. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). Identification of funds, their purpose, and principal revenue sources received by the City are displayed in Section V. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section (VI) for major revenue sources and the City's Revenue Manual for all revenue sources (www.cityoforlando.net).

METHOD OF BUDGETING

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.

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function. Housing 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/Streets and Drainage, Transportation Engineering, Parking, Stormwater Utility, Solid Waste 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 Library Garage Operations in the Parking Division and Sign and Pavement Markings in the Transportation Engineering Division.

Policy Document

Table of Contents

Policy Overview	2
City Policy for Growth Management	4
Budget Policies	11
City Policy for Capital Improvements	12
Debt Management Policy	32
Reserve Policy Summary	43

Mission Statement:

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Policy Document

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 two years in developing formal policies and implementing fundamental budgetary controls. While this task is not complete, the Fiscal Year 2004/2005 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 document contain the following polices that are linked to the development of the annual operating budget and capital improvement plan:

- City Policy for Growth Management - The Growth Management Plan is a comprehensive plan that communicates the vision of the City. This document establishes standards that have a direct connection to the level of services the City is to provide and the capital infrastructure that will be required.
- City Policy for Capital Improvements - This is a component of the Growth Management Plan. This policy creates level of service requirements and establishes priorities and timelines for the construction of capital improvements.
- Debt 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.
- Reserve Policy - A new policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level.

These policies, in conjunction with the short-term objectives that are outlined in the Director's letter and the Mayor's Budget Address, provide the backdrop against which the FY2004/2005 budget was developed.

Policy Document

Strategic Management

The mission statement of the City of Orlando is “serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism”. In each of the detail sections presented later in this document, departmental mission statements are included to show the unit’s role in fulfilling the mission of service to the citizens and businesses in this community.

Key to assessing the success of City operations is the use of performance indicators. The International City/County Management Association has recognized the City of Orlando for “its use of performance measurement in local government management”. See certificate of achievement in Section I of this document. Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

During the last year, Management, Budget and Accounting has improved the reporting of financial performance by submitting a monthly financial report to the City Council. In addition, a Fiscal Impact Statement is now prepared for all items submitted to the Council for action.

Policy Document

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 excerpt below is from the Vision section of the City's GMP. While this section has not been updated since 1991 and some of the references and statistical data are out of date, the vision of the plan is still valid and can be seen in many elements of the transformation of the City since 1990.

For instance, it was lamented in the Vision that the "homogeneity of new developments" prior to 1990 had not "resulted in a better lifestyle for its residents," and called for the preservation of neighborhoods around the downtown district. Furthermore, the Plan called for the preservation and reutilization of existing homes by creating mixed-use urban activity centers. Supported by the City Council, the Mayor has put forth a revitalization plan for the Parramore community that contains many of the goals and objectives contained in the GMP.

Baldwin Park, another City redevelopment project, received the 2004 Award of Excellence from the Urban Land Institute, the development industry's preeminent research and professional organization. Located on the site of a former naval training center, this community has a housing component (3,600 homes), 400 acres of parks, and 950,000 square feet of retail and office space. Upon completion there will be 8,000 City residents living in Baldwin Park. This neighborhood serves as a model for future military reuse projects, and is an example of the mixed-use activity center envisioned in the GMP.

THE CITY BEAUTIFUL OF THE FUTURE - AN OVERVIEW OF THE 1990 GROWTH MANGEMENT PLAN

As Orlando moves forward into the future, it is fortunate to be able to look back for inspiration to its rich history - particularly to its more than 50-year history of community planning. The City has long sought to protect the natural beauty and man-made amenities that attracted people in the first place, from Aaron Jernigan in the 1880's to the "tin-can tourists" of the 1920's, to Disney in the 1960's and on to the strong broad based population expansion of the 1980's.

From the beginning, the City's history has been marked by a concern for blending growth into a beautiful natural setting, for building around lakes and, whenever possible, keeping shores and other natural areas open for public viewing and appreciation. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition in the late 19th century of a strong City-directed landscaping program, including the planting of countless hundreds of trees.

Protecting the lakes, planting more diversified, flowering foliage and promoting high quality, diversified development have always made Orlando a truly unique 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 into the 21st century.

The City is at a crucial crossroads. Orlando must now define the key components that, blended together, will make "The City Beautiful" an even better place to live in the year 2010. This requires an understanding not only of Orlando's historical role, but also of the City's role within the Central Florida region.

According to current studies and projections, the Central Florida region will continue to be one of the fastest-growing areas in the nation. By the year 2010, the population of Florida will increase from its current 12,797,300 to 18,089,200, with Orlando itself growing from 165,423 to 196,290 during the same period. The City intends to reaffirm its role as the focal point

Policy Document

of the region, a position it has held for more than a century.

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 just for transportation. Similar communities have sacrificed their environment to “progress” and have thus destroyed many of the qualities that made them unique and desirable.

This Plan 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 of the past ten years. Rather the policies and actions established through the adoption of this plan further refine and expand on the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 Orlando Growth Management Plan 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.

The 1991 Growth Management Plan, Orlando will clearly define its vision for the future, a vision that is based on a community consensus. This vision, embodied in the Plan, 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 into the 21st century. The vision outlined herein will be both proactive and build upon the strong public and private interest in making the Orlando region a true world showcase. The elements below will outline the physical, economic and social framework within which the Orlando area will grow and the quality of life for present and future residents will be enhanced.

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 homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes. 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 the plan’s intent to preserve neighborhoods, particularly the neighborhoods around the downtown business district that form an encircling “emerald necklace”. This unique, beautiful setting helps make the heart of downtown the regional focus for the entire metropolitan area. Further, this plan encourages diversified infill development that is sensitive in character and compatible in scale with traditional neighborhood design. This approach will enable all Orlando residents access to the housing and support systems they need in order to be productive citizens of the local economy.

Policy Document

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, one that will 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 or 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 available 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 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 mixed-use urban activity 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. Diversified and stimulating new neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

Policy Document

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 is in a very good situation with regard to the potential for continued economic development. 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, if not the 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, and space technology. The City must fully utilize the potential of the Orlando International Airport, encouraging Orlando to become a gateway to Central and South America as well as to Europe. Such a focus would provide the greatest opportunity for diversified economic health and growth into the 21st century.

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. Orlando's economic growth is therefore integrally tied to the amenity framework and to the education and well being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The vision of the close ties between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the Growth Management Plan. 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. 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, recreational facilities and various amenities.

While the downtown will remain the predominant regional activity center, activity cores 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 cores 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, nonmixed-use developments, which will result in inefficiently used roadways, unnecessary infrastructure and the destruction of the natural environment.

Policy Document

The City will involve itself in the review process of unnecessary, inappropriately or prematurely located 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, Orange County and other nearby municipalities. Proposals for development that are premature, poorly located and cause or contribute to the destruction of sensitive natural or environmental resources in the Orlando metropolitan area will not be supported.

ORLANDO'S TRANSPORTATION FRAMEWORK

To work properly, the activity-center land-use pattern must be supported by a strong transportation system that responds to the City's specific needs. It is urgent that transportation be improved in Orlando. However, the City's policies require that transportation improvements must clearly support the overall goals and objectives for future development. The transportation system should not dictate the land-use pattern, it should further the desired land-use objectives.

While older established metropolitan areas will continue to grow, their basic shape and identity is set. It is virtually impossible to take a large, mature urban area and transform it wholesale into something better. Orlando, on the other hand, is still young enough to design its own shape and identity. Many older Sunbelt cities continue to struggle with urban development and their transportation systems. Orlando can take advantage of the lessons from these areas - or Orlando can repeat their mistakes.

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multimodal 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 - not the only, or even the most important objective, but an important and achievable objective.

While rail transit is not economically feasible today, to conclude that rail transit will not be feasible in the future would be a self-fulfilling prophecy. 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 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 included 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, the freight services of the existing CSX rail line could be used for potential future commuters.

Policy Document

Developing the international airport also is crucial for Orlando's evolution into the 21st century. Orlando's strategic location and the ability of the airport to expand 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 the lead 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 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.

Environmentally sound sewer services will be located so as to enhance activity-center development and will be ecologically sound. The activity center basis 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.

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 level of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

As Orlando grows, 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 arts, parks and recreational facilities, particularly in relation to Orlando's keynote parks and clean lakes.

Opportunities must be provided for a broad range of family situations. As lifestyles change dramatically, 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, especially the economically disadvantaged, is critical if Orlando is to reach its full potential for economic development and preserve its social fabric. Developing educational opportunities is not directly within the City's prerogative, but it is a critical factor in Orlando's growth and evolution and cannot be neglected in a 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.

SUMMARY

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 1991 Growth Management Plan. Through the Plan, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic and current role as Central

Policy Document

Florida's hub and focus.

This plan acknowledges that competition among the regions' various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. Such a situation would be due to lack of coordination and the failure to establish and coordinate a county or metropolitan-wide planning organization.

It is within this lack of regional coordination that Orlando will establish the policies it believes are appropriate from a regional perspective. 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.

The GMP is divided into fourteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fourteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	Solid Waste
Historic Preservation	Intergovernmental Coordination
Conservation	Capital Improvements
Recreation	Wastewater

The full GMP is available through the Planning Division or on the City's website at:

<http://www.cityoforlando.net/planning/cityplanning/cpforms.htm>

Policy Document

BUDGET POLICIES

The development of the budget is guided by the following budget policies:

- 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 "current services," and an "expanded services" budget. The sum of the two categories reflects the total requested budget. A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year that is currently being provided. An expanded services budget includes funding requests associated with a new service or additional personnel, along with expenditures that are specific to one budget year and will not be a recurring cost or revenue to subsequent years. Examples include capital requests or one-time fees or charges.
- Current services budget requests may not always be funded prior to consideration of expanded services requests. In evaluating both current services and expanded services, funding priority will be given to the use of new technologies that increase productivity and reduce costs.
- 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). As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An 8.5 percent administrative service fee will be assessed by the General Fund against all enterprise and internal service funds of the City. This assessment will be based on operating appropriations of the fund and will be used to reimburse the General Fund for the administrative and support services provided to these funds.
- 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 (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.

Policy Document

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 policies have been approved by the City Council:

GOAL 1 To provide and maintain, in an efficient and balanced manner, public facilities and services which protect the public health, safety, and welfare of its citizens, concurrent with the impacts of new development, are environmentally sensitive, are consistent with the desired urban form, achieve acceptable levels of service, maintain the existing infrastructure, and minimize public costs.

Objective 1.1 Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.

Policy 1.1.1 The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five-years of capital needs, shall be financially feasible, and shall be reviewed and updated annually. The five-year capital improvements schedule 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, 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:
 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.

Policy Document

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, and amended twice, if required, through GMP plan amendment process. In the event of an emergency, the Capital Improvements Element may be amended more often than twice a year.

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 Element and all other capital improvements identified in the Capital Improvement Program.

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, wastewater, parks, stormwater, potable water, 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 in order to promote infill development and encourage use of alternative transportation modes.

Policy Document

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%
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Policy 1.2.6 The following wastewater LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit of Measure</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 Document

Policy 1.2.7 The following parks and recreation LOS standards shall be applied to new and existing residential development:

Combined Community/ Neighborhood Park	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 following solid waste LOS standards shall be applied to new and existing development::

Land Use	Pounds Per Day	Unit	Minimum Pickup
Residential	4.54	Unit	Twice a Week
Non-Residential	0.009	Square Feet	Twice a Week
Hotel	5.70	Room	Twice a Week

Policy 1.2.9 The following stormwater LOS standards shall be applied to new development:

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 to curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance Retention Ponds	400 feet to first inlet - Retain the greater of: - first 1/2 inch of runoff, or - runoff from the first 1 inch of rain; separate from detention system.
Detention Ponds	Design Storm: 25 year / 24 hour Detain the volume necessary to restrict post-development peak runoff to pre-development peak runoff.

Policy Document

Detention Ponds	Same as above plus storage (landlocked basins) on-site for the 100 year / 24 hour storm.
Flood Prone Areas	Development allowed in 100-year floodplain with compensatory storage loss and flood stage increases less than one foot from the base elevation.

Note: The above LOS standard is consistent with the Orlando Urban Stormwater Management Manual (OUSWMM) that contains the requirements presently imposed on all new development within the City.

Policy 1.2.10 The City shall accept existing conditions as the pre-OUSWMM LOS standard until the City is granted a National Pollution Discharge Elimination System (NPDES) permit in the spring of 1993. Conditions to receiving a NPDES permit include a capacity analysis of the entire stormwater system for Orlando. Once the permit is issued the City shall amend to GMP to adopt a pre-OUSWMM LOS standard to outline deficiencies, to include needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 17-40 F.A.C. as applied FDER and the Water Management District.

Policy 1.2.11 The following potable water LOS standards shall be applied to new and existing development:

Land Use	Gallons Per Day	Unit of Measure
Residential	360	Dwelling Unit
Multi Family	259	Dwelling unit
Hotel	187	Room
Commercial	0.13	Square Feet
Office	0.15	Square Feet
Industrial	0.22	Square Feet
Government	0.15	Square Feet
Hospital	0.22	Square Feet

Minimum Line Pressure	Demand Condition
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

A peak factor of 1.5 shall be utilized for raw water (wells and treatment) capacity. Also, a peak rate factor of 2.1 shall be utilized for high service pumping capacity

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 by 2005.

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 Document

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)

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 Capital Improvements Element shall be financially feasible and based on revenue sources that are under the control of the City. The Capital Improvements Element shall contain a balanced program that 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.

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 Document

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 Fund</u>	<u>Subsidized Proprietary Fund</u>
Wastewater System	Centroplex (Arena, Performing Arts)
Stormwater System	Center Exhibit Hall
Solid Waste Management	Civic Facilities Authority
Parking System	(Football and Baseball Stadium)
Dubsdread Golf Course	
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Fund
Transportation Impact Fee Funds	Capital Projects Fund

Policy 1.4.6 For self-sufficient proprietary funds, the annual debt service requirements (both principle and interest) shall be structured to maximize the inter-period equity* consistent with existing State and Federal laws and investment banking norms.

**With regard to debt service, inter-period equity assumes that each 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 that can be utilized to support debt service in a manner to provide sufficient available recurring revenues for related operating and maintenance expenses and for the portion of the capital projects to be provided for on a pay as you go basis.

Policy 1.4.8 Debt obligations of governmental funds, other than special purpose, and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.

Policy 1.4.9 "pledgable" revenue sources for debt obligation shall be considered a scarce consumable resource and will be managed selectively to meet the present and future needs of the City.

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 "pledgable" 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 "pledgable" revenue source for subsequent redeployment when the primary revenue is able to demonstrate market sufficient coverage factors.

Policy 1.4.12 The City shall employ an active debt management strategy to minimize the impact on tax or ratepayers 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 Document

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 general government revenues. (Subsidized proprietary or other government funds)

Policy 1.4.17 The City shall develop an internal banking system that allows for the interim or long-term financing of capital projects in a manner designed to facilitate the timing and efficiency for access and entry into various capital markets.

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, (i.e., sales taxes, gas taxes, utility service taxes, etc.), 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 designation for debt service repayment purposes.

Policy 1.4.22 The City shall set aside, at a minimum, ½ mill 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 nonproprietary 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 Document

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 that improve ridership, accessibility and travel time.

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 Document

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 As a reasonable alternative for the establishment, power, operation, and duration of independent districts to manage and finance basic community development services, the City may approve the establishment of one or more community development districts (CDD's) in the City limits, provided that any approved CDD petition is consistent with the requirements of Chapter 190, Florida Statutes. The City shall consider the following factors and make a determination to grant or deny a petition for the establishment of a CDD:

1. Whether all statements contained within the petition have been found to be true and correct.
2. Whether the establishment of the CDD is inconsistent with any applicable element or portion of the state comprehensive plan or of the City's adopted Growth Management Plan.
3. Whether the area of land within the proposed CDD is of sufficient size, is sufficiently compact, and is sufficiently contiguous to be developable as one functional interrelated community.
4. Whether the CDD is the best alternative available for delivering community development services and facilities to the area that will be served by the CDD.
5. Whether the community development services and facilities of the CDD will be incompatible with the capacity and uses of existing local and regional community development services and facilities.
6. Whether the area that will be served by the CDD is amenable to separate special-district government.

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2 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, 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 Document

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, 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.

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.

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 Figure CI-3 shows the available trips through 2015 according to the Trip Allocation Program. The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of the Transportation Area. 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 Document

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 semi-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 semi 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 Figure CI-3 shows the available trip ends through 2015 according to the Trip Allocation Program. 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 semi-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

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 semi-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

Policy Document

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 semiannual updates of the city's travel demand model that will add data reflecting development permit issued and trip allocation reservations. Level of service conditions on roads inside the Transportation Concurrency Exception Area shall also be monitored through semiannual 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.

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:

1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.

Policy Document

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; and
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.

Policy 2.2.21 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:

1. Adequate truck fleet capacity is available at the time a development permit is issued, or
2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.

Policy 2.2.22 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:

1. The necessary improvements are in place at the time a development permit is issued; or
2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.

Policy 2.2.23 The City shall monitor level of service conditions for public transit through semi-annual evaluations of transit route headways, based on standards established under Policy 1.2.12.

Policy Document

**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
Conway Road	Judge Road	Beeline Expressway	F
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
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
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

Policy Document

Roadway Segment	From	To	LOS Standard
Hiawassee Road	Old Winter Garden Road	Raleigh Street	E
Hiawassee Road	Raleigh Street	Metrowest Boulevard	F
Hiawassee Road	Metrowest Boulevard	Westpointe Boulevard	E
Hiawassee Road	Westpointe Boulevard	Florida's Turnpike Bridge	E
Hoffner Avenue	Commander Drive	Semorán Boulevard	E
Hoffner Avenue	Semorán Boulevard	Commander Drive	F
Hollywood Way	Turkey Lake Road	Universal Boulevard	E
International Drive	Oakridge Road	Grand National Drive	E
International Drive	Grand National Drive	Kirkman Road	E
International Drive	Kirkman Road	Universal Boulevard	F
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
Interstate 4 (WB)	Florida's Turnpike	Kirkman Road	F
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
Kirkman Road	Raleigh Street	Metrowest Boulevard	E
Kirkman Road	Metrowest Boulevard	L.B. Mcleod Road	F
Kirkman Road	L.B. Mcleod Road	Conroy Road	F
Kirkman Road	Conroy Road	Orlando-Vineland Road	F
Kirkman Road	Orlando-Vineland Road	Major Boulevard	F
Kirkman Road	Major Boulevard	Interstate 4	F
Kirkman Road	Interstate 4	International Drive	F
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
L.B. Mcleod Road	John Young Parkway	Rio Grande Avenue	F
Landstreet Road	Orange Avenue (CR 527)	Boggy Creek Road	E
Lee Vista Boulevard	Conway Road	Shadowridge Drive	F
Lee Vista Boulevard	Shadowridge Drive	Semorán Boulevard	E
Lee Vista Boulevard	Semorán 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	Greenway Expressway	E
Major Boulevard	Orlando-Vineland Road	Kirkman Road	F
Metrowest Boulevard	Hiawassee Road	Kirkman Road	F
Mission Road (Pine Hills Extension)	L.B. Mcleod Road	Conroy Road	E

Policy Document

Roadway Segment	From	To	LOS Standard
Narcoossee Road	Goldenrod Road	Lee Vista Boulevard	F
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
Orlando-Vineland Road	L.B. Mcleod Road	Conroy Road	F
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
Radebaugh Road	Tropical Trail	Oak Ridge Road	E
Raleigh Street	Hiawasse Road	Kirkman Road	E
Sand Lake Road	Canada Avenue	Kirkman Road	F
Sand Lake Road	Kirkman Road	Mandarin Drive	E
Semoran Boulevard	Pershing Avenue	Hoffner Avenue	F
Semoran Boulevard	Hoffner Avenue	Lee Vista Boulevard	F
Semoran Boulevard	Lee Vista Boulevard	T.G. Lee Boulevard	F
Semoran Boulevard	T.G. Lee Boulevard	Beeline Expressway	F
Semoran Boulevard (HOV)	Michigan Street/Lake Margaret	Hoffner Avenue/Lee Vista Boulevard	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
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
Turkey Lake Road	Orlando-Vineland Road	Hollywood Way	E
Turkey Lake Road	Hollywood Way	Wallace Road	E
Universal Boulevard	Kirkman Road	Hollywood Way	F
Universal Boulevard	Hollywood Way	International Drive	F
Universal Boulevard	International Drive	Sand Lake Road	E
Wetherbee Road Extension	Airport South Exit Road	Narcoossee Road	E

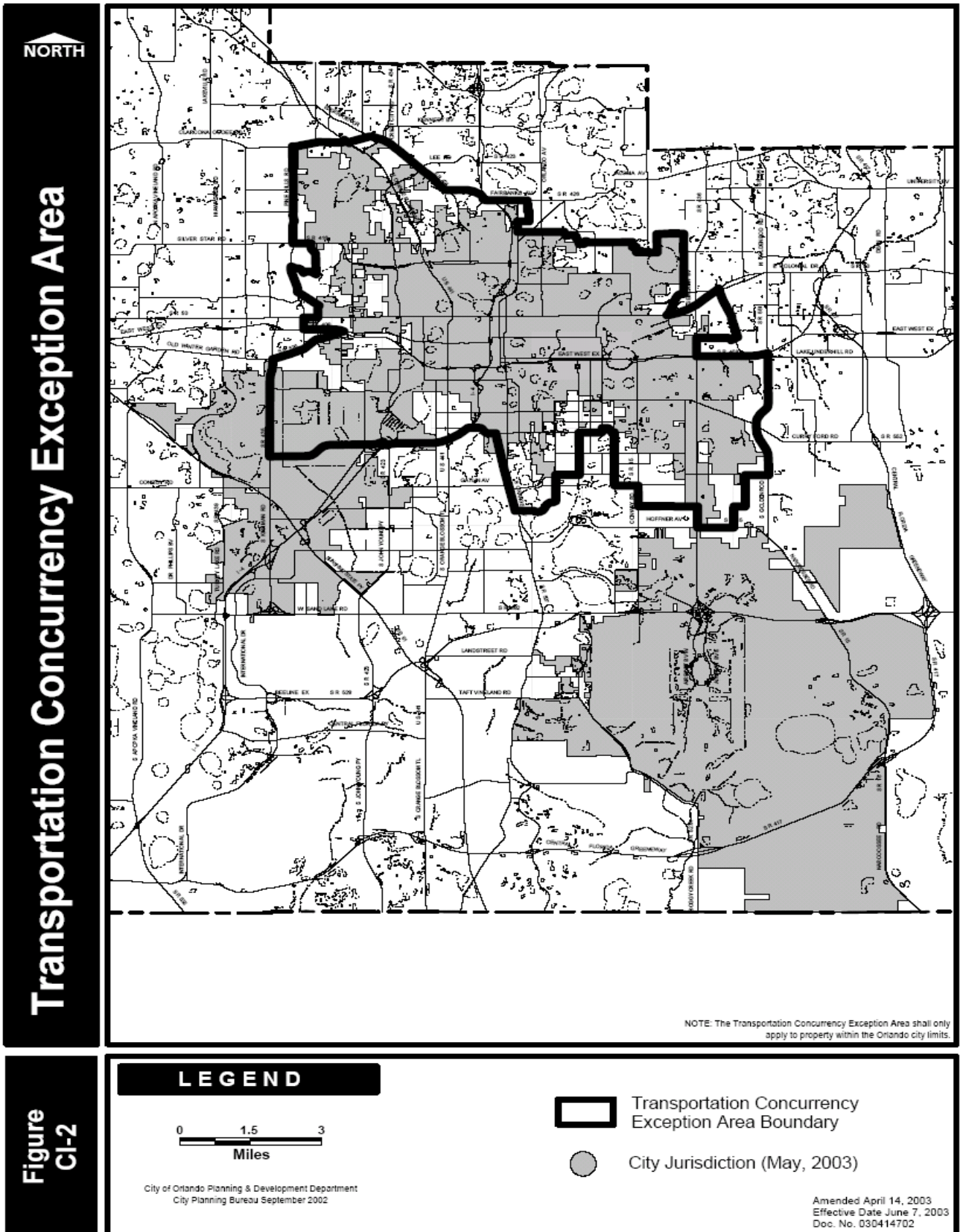


Figure
CI-2

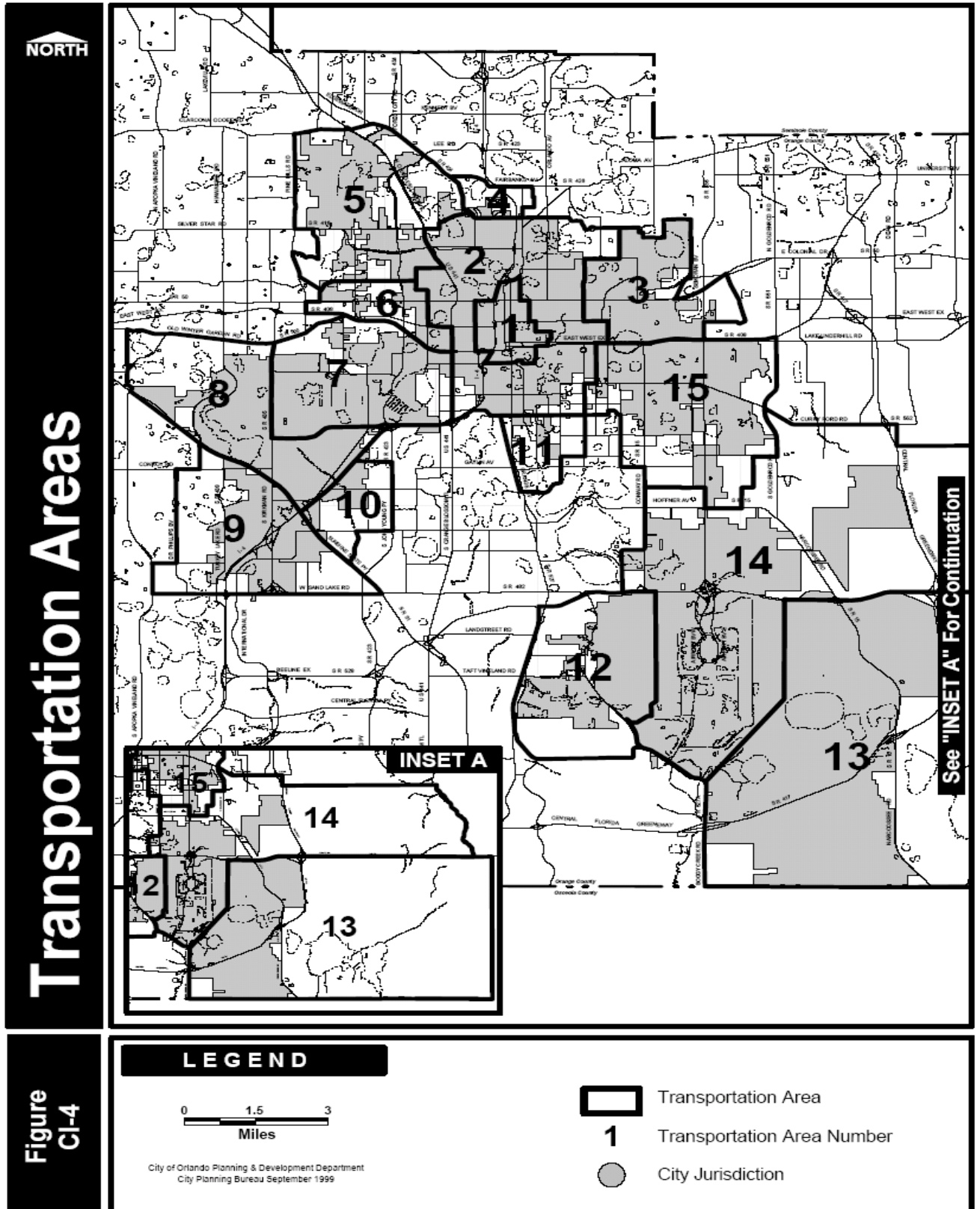
Policy Document

**Figure CI-3
Trip Allocation Program by Transportation Area**

Transportation Area	1998	1999	2000	2001	2002	2003	2004	2005	Later Allocation 2006-2015
1				(Transportation Concurrency Exception)					
2				(Transportation Concurrency Exception)					
3				(Transportation Concurrency Exception)					
4				(Transportation Concurrency Exception)					
5				(Transportation Concurrency Exception)					
6				(Transportation Concurrency Exception)					
7				(Transportation Concurrency Exception)					
8	19,805	26,406	33,008	39,609	46,211	52,812	59,414	66,015	92,140
9	61,346	81,794	102,243	122,691	143,140	163,588	184,037	204,485	251,876
10	14,440	19,253	24,067	28,880	33,693	38,506	43,320	48,133	54,919
11				(Transportation Concurrency Exception)					
12	10,325	13,767	17,209	20,650	24,092	27,534	30,975	34,417	50,667
13	25,575	34,100	42,626	51,151	59,676	68,201	76,726	85,251	170,682
14	17,297	23,062	28,828	34,594	40,359	46,125	51,890	57,656	109,426
11				(Transportation Concurrency Exception)					
Total	148,788	198,382	247,981	297,575	347,171	396,766	446,362	495,957	729,710
Annual Increase		49,594	49,599	49,594	49,596	49,595	49,596	49,595	23,375

Notes: Trip allocation is cumulative by year.
Allocation for 1998 through 2005 is based on 1995-2005 growth.
Allocation for 2006-2015 is based on 2005-2015 growth.

Source: City of Orlando, Planning and Development Department, Transportation Planning Bureau, October 23, 1997



Policy Document

DEBT MANAGEMENT POLICY

INTRODUCTION

The vitality and economic potential of a City can be measured by the service delivery potential of its infrastructure. A significant portion of a City's capacity to influence and/or encourage economic development can be measured by the adequacy of its infrastructure and its capacity to support growth.

It is the responsibility of the Mayor, City Council, and appointed staff as trustees, for the City's:

- Infrastructure (roads, bridges, parks, collector system, etc.),
- Physical plant (buildings, structures, pumping stations, etc.), and
- Related service delivery potential, thereof

to:

- Maintain the bedrock (the current systems, structures and facilities and their service delivery potential) and to add building blocks (additions, modifications and expansions) as needed and, when possible, in reasonable anticipation of change;
- Ensure that the costs of this effort are borne equitably by each generation of taxpayers, rate payers, users, and other beneficiaries and, thus, by each period of time;
- Employ the use of debt to complement, and not in lieu of, significant recurring commitments of annual appropriations for capital purposes;
- Act as fiduciaries, for their time as responsible officials, to ensure that each transfers to their successor(s) a City in at least as good shape (financial, physical, service delivery potential, etc.) as they received from their predecessor(s); and
- Maintain the City's sound financial position, reasonable reserve and attractive debt posture and thereby enhance the City's corporate image, credit worthiness, flexibility and the related ability to meet the challenges of each new day, decade or generation.

GOAL STATEMENTS

BALANCE MULTIPLE OBJECTIVES

As the City addresses issues/elements of the City's Debt Management Program, each of the following goals must be weighed in an effort to maintain a balanced approach:

CREATIVITY - To examine new or different means to achieve established objectives at the lowest possible cost.

INNOVATION - To 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.

FLEXIBILITY - To retain or maintain the City's current and future elective choice of financing options to meet the challenges of each new day, decade or generation.

RESPONSIBILITY - To be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries (those who have raised their children and grandchildren in this community, those who will arrive to-day and tomorrow and those yet to be born) when distributing the debt burden or costs of government.

CORPORATE IMAGE - To 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.

DUE CARE - To 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 current and/or to be developed Debt Management Program(s).

Policy Document

The City must strive to maintain a reasonable equilibrium between these requirements and the desires when addressing each of the elements of the overall Debt Management Program.

CATEGORIZE DEBT PROGRAM(S)

The City will periodically, through its Debt Management Policy's objective/strategy statement, establish standards for and classify each of the City's debt programs into one of the following:

- **Self-supporting:**
 - Proprietary operations
 - Governmental revenues (Non-General Fund revenues)
- **Non Self-supporting:**
 - Proprietary operations
 - Other Governmental revenues (including the General Fund)

Having made these classifications, the Mayor and City Council commit to:

- 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.
- Limit with regard to self-supporting governmental revenues, 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 requirement on a pay-as-you-go basis.
- Annually, with regard to non self-supporting proprietary operations, set initial targets for the level of subsidy required and ultimately compare the target to actual performance as part of an on-going monitoring program of operations.
- Establish with regard to all non self-supporting debt, debt limits thereon and further to establish short-term goals/targets, within the debt limits, to ensure current and future flexibility.

MANAGE THE USE/COMMITMENT OF PLEDGABLE RESOURCES

- Recognizing that the pledgable revenue sources are limited, the City will treat the use of each as a deployment of a scarce resource.
- Careful attention must 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:
 - Limited to specific dollar amounts, and
 - Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.
- The Mayor, or his/her designee, should report periodically to the City Council on the inventory of pledgable revenue sources, the use thereof and the future capacity available.

BLENDING THE TRADITIONAL GOVERNMENT AND ESTABLISHED CORPORATE DEBT MANAGEMENT STYLES

The City will strive to utilize the best of both the traditional government and corporate debt management styles and integrate and utilize, if and when appropriate, proven effective private sector techniques. The pricing or interest rate advantage of a corporate debt alternative must be measured and balanced against new and different inherent risks. The manageability of these new risks related to these alternative strategies must be addressed before initiating implementation of any alternative strategy (ies).

Policy Document

OBJECTIVES

The following objectives are established to more clearly define the long-range goals and set the stage for actions to be taken within the one to five-year time frame.

DEFINITION OF SELF-SUPPORTING DEBT PROGRAMS

To be considered self-supporting, a proprietary or governmental debt program will:

- Be payable exclusively from non-general fund revenues; or be paid primarily from non-general fund revenues and secondarily from a pledge of general fund revenues, if the general fund revenues have not been used to pay any portion of such indebtedness for three fiscal years preceding the date of determination; and
- Be secured by a revenue source which has been in effect for at least three fiscal years, and would have provided coverage of at least 125% of the average annual debt service on such obligations; or if the revenue source has not been in existence for at least three fiscal years, be secured by a revenue source that would have provided coverage of at least 150% of the average annual debt service on such obligation for at least the last full fiscal year preceding the issuance of such obligations and is projected to provide at least 150% debt service coverage for each of the next two fiscal years; and
- In any such case, for three preceding fiscal years, no debt service has actually been provided by interfund contributions made from the general fund to the specific proprietary or governmental debt programs.

For the purpose of calculating the coverage requirements proposed in this definition, historical and projected receipts of a particular revenue source will be adjusted retroactively to the initial date of the calculation period to reflect changes in rates or levies enacted prior to the date of the calculation. Additionally, it should be noted that the statutorily required General Fund payment to the Community Redevelopment Agency (CRA), for purposes of this program, is not considered an interfund transfer (contribution). Further, any transfer of general fund revenue to the debt program's operating fund (except the tax increment payment to the CRA) will be deemed to have been used to pay debt service unless it can be specifically tied to a particular capital project for which it was used.

Self-supporting, as well as non-self-supporting (all other) programs can be categorized as either proprietary or governmental in nature. The following list indicates the appropriate classification of existing bond or loan (borrowing) programs.

Policy Document

**ANALYSIS OF DEBT OUTSTANDING
AS OF SEPTEMBER 30, 2003
(in Thousands)**

	<u>Bonds</u>	<u>Loans</u>	<u>Total Debt</u>	<u>Weighted Average Maturity</u>
SELF-SUPPORTING:				
Proprietary:				
Wastewater	\$ 146,865	\$ -	\$ 146,865	6.2
Parking	17,365	12,304	29,669	6.3
Total Proprietary	<u>164,230</u>	<u>12,304</u>	<u>176,534</u>	6.2
Governmental:				
Community Redevelopment Agency (CRA)	22,490	24,366	46,856	7.1
Republic Drive Interchange	44,840	-	44,840	12.3
Special Assessment:				
Historic District	-	616	616	3.7
Downtown Hotels	-	4,126	4,126	9.9
Conroy Road Interchange	29,210	1,245	30,455	12.6
Total Governmental	<u>96,540</u>	<u>30,353</u>	<u>126,893</u>	10.3
Total Self-Supporting Debt	<u>260,770</u>	<u>42,657</u>	<u>303,427</u>	7.9
NON SELF-SUPPORTING:				
Governmental:				
City Hall	-	18,088	18,088	3.8
Narcoossee Road	-	16,291	16,291	6.1
City Hall Garage	-	7,495	7,495	5.1
Lee Vista Project	-	4,796	4,796	6.3
John Young Parkway	-	2,796	2,796	4.4
Lymmo Project	-	1,247	1,247	1.6
Dubsdread	-	2,498	2,498	5.2
Parks Initiative	-	30,500	30,500	7.5
Other	-	438	438	0.5
Total Governmental	<u>-0-</u>	<u>84,149</u>	<u>84,149</u>	5.9
Proprietary:				
Arena	-	9,478	9,478	2.7
Citrus Bowl (CFA)	2,210	2,609	4,819	3.7
Total Proprietary	<u>2,210</u>	<u>12,087</u>	<u>14,297</u>	3.0
Total Non Self-Supporting Debt	<u>2,210</u>	<u>96,236</u>	<u>98,446</u>	5.5
Total City Debt	<u>\$ 262,980</u>	<u>\$ 138,893</u>	<u>\$ 401,873</u>	7.3

Loans made from the Internal Loan (Banking) Fund are reflected against either the pledge revenue or, in the case of non-self-supporting debt, to reflect the applied purpose of the loan.

For the purpose of measuring the **general government** debt capacity, the City has categorized all existing non self-supporting debt programs to be part of this definition of general government debt. These are the programs whose expenditures for debt service are in direct competition with other General Fund expenditures (salaries, utilities, supplies, etc.). Additionally, the City has categorized **all tax-supported debt** to include the general government debt programs (or the non self-supporting debt programs), as well as the self-supporting governmental debt programs. This creates two categories of debt which place direct or indirect burden on the taxpayers of the City.

This distinction recognizes that self-supporting proprietary programs should be measured by comparing the user rates of comparable governmental providers, and that such 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.

Policy Document

EXPLANATION OF EXISTING AND FUTURE DEBT PROGRAMS

The City's debt programs at 9/30/03, under which new debt is anticipated, are:

Wastewater System Debt - This program currently has \$146,865,000 in outstanding bonds and is anticipated to be a Major Program indefinitely.

Covenant (Banking Fund) Debt - This program currently has \$163,711,338 (\$50,300,000 fixed rate medium term bonds, \$51,340,000 fixed rate long-term bonds and \$62,071,338 variable rate loans) in debt outstanding with a validation for up to \$150,000,000. The Covenant Program is intended to alleviate the need for small, inefficient or untimely borrowing.

Community Redevelopment Agency (CRA) Debt - Designed for the use of tax increment financing to address the downtown development needs (currently \$22,490,000 of bonds are outstanding).

Republic Drive Interchange Redevelopment District - Tax Increment Revenue Refunding Bonds were issued to refund the previously issued special assessment bonds (currently \$44,840,000 of bonds are outstanding).

Special Assessment Debt - Designed to provide interim funding of Conroy Road/I-4 Interchange for the CRA District until tax increment collections are sufficient to refund the district related CRA Debt. (Currently, \$29,210,000 of Special Assessments Bonds are outstanding.) Within the operations of the CRA are separate community redevelopment areas: Downtown District, Republic Drive Interchange Redevelopment District and the Conroy Road Interchange Redevelopment District.

Parking System Debt - Designed for the specific use of meeting downtown parking system needs (currently there is \$17,365,000 outstanding).

New Prospective or Alternative Programs are:

General Obligation (Property Tax) Debt - Although the City does not have, and does not anticipate the issuance of any, general obligation (G.O.) debt, this continues to be the principal borrowing method of local governments nationwide. This alternative requires referendum approval by the City's voters.

Gas Tax Debt - The City may elect to borrow against locally available gas tax revenues.

Sales Tax Debt - The City may elect to borrow against local option sales tax revenue, if and/or when available.

The City has other existing bond programs outstanding but currently does not anticipate any further borrowing thereunder. To the extent a reasonable opportunity was to arise, additional programs would be developed to meet specific or general needs.

MEASURING INTERPERIOD EQUITY

When measuring its commitment to its infrastructure and related service delivery potential, the City must address both its capital and operating and maintenance requirements. For purposes of this policy, the City will 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 establish a "level percentage of budget" strategy as a means to equalize the burden of its capital requirement. The City will measure both its commitment to pay-as-you-go capital funding and capital related debt service (both principal and interest) toward meeting this objective. The expenditure of bond proceeds will not be considered in this evaluation so as to eliminate the double counting which would otherwise occur.

The City must measure the impact for both a single year and five, ten and twenty year forward forecasts. This future capacity analysis will have to consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary capital allocation.

MAINTAINING/IMPROVING CREDIT RATINGS

Because the City has no outstanding general obligation (G.O.) debt, it presently does not have a G.O. rating. The G.O. (or full faith and credit) rating is a basic credit rating benchmark from which the City and its various credit obligations can be measured. The City will continue to work with the rating agencies to achieve a G.O. rating even though it does not anticipate the issuance of any G.O. debt.

Policy Document

If the current G.O. rating would be at least double A, the City will strive to maintain this rating and enhance the overall credit standing of not only its general credit but each of its specific programs. When addressing efforts to enhance its current (assumed double A) rating, the City will have to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required by efforts to seek a rating enhancement. 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 need for two 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) equally in the perspective of the City's overall programs.

EVALUATING ALTERNATIVE MATURITY STRATEGIES

Different maturity strategies can materially affect (a) interperiod equity (how the burden of debt is borne by multiple fiscal years or distributed to benefiting generations), (b) future borrowing capacity (the flexibility that future generations of elected officials have to address their then present capital requirements) and (c) the total cost incurred (the future or present value of the cumulative payments required). The principal amortization strategies have typically been either **level debt service** (which produces a level payment obligation over the life of the debt with increasing principal and decreasing interest components) or **level principal** (which produces a decreasing total debt service and interest expense cost and which provides a level principal payment for each year of the term).

Based on a 25-year example, several conclusions can be reached:

- The level debt service alternative produces a level and lower annual debt service.
- The level debt service alternative produces a significantly higher (approximately 25%) total cost.
- The level principal alternative produces an annually decreasing debt service cost (which normally after 10 years will be less than the level debt service alternative).
- The level principal alternative produces (by definition) a level principal amortization, while the level debt service alternative is rear-end weighted (after 15 years either 50% or less than 30% of the principal respectively, would be retired).
- The level principal alternative, if the City can afford the temporarily increased debt service cost, will produce greater future (beyond 10 years) and less near term (less than 10 years) flexibility to meet the City's borrowing requirements.
- Assuming that maintenance costs will typically increase over time and, thus, is less in the early years, a life cycle cost analysis might tend to favor the level principal alternative.
- Given the decreasing purchasing power of the dollar, the level debt service alternative allows for a significant portion of the debt service to be paid in the latter 15 years of the 30 year term and, thus, with cheaper dollars or, given the then present purchasing power of dollars, for pennies on the dollar.

Considering the different objectives being addressed, changing market circumstances may produce different conclusions as to the appropriate course of action. An additional alternative to be considered (as with an individual and their home mortgage) may be to shorten the life or maturity of the debt.

The City must consider not only the amortization pattern of a particular issue but equally its implications or impact on the aggregate debt burden by program. The individual bond issue must be considered as part of the whole program.

USE OF OPTIONAL MARKETS

Traditionally, local governments have issued long term fixed rate debt at or about the time the bond proceeds were needed to initiate project construction. Over time, this practice has led local governments to issue debt in less than favorable markets. An unnecessary number of refundings have resulted as market circumstances changed.

Policy Document

With the enactment of the 1986 Tax Reform Act, significant changes occurred which made this traditional pattern of borrowing inefficient and, at times, very costly to the issuer. The current rules encourage (a) multiple borrowings for individual projects (expected to take longer than 24 months to complete), (b) potential use (like in the private sector) of construction period financing and (c) discourages the use of advanced refunding by placing a limit on the number of advanced refundings which can be undertaken.

Separate from the changes to the Internal Revenue Code and following the lead of the private corporate market, municipal markets began using a variety of short-term variable rate debt options. Traditional long term fixed rate bond issues are dominated by interest rates related to the 20, 25, or 30-year term bonds. Short term variable rate markets (typically involving repricing increments for less than one year), focus 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 have typically ranged from 150-350 basis points (or 1.5% to 3.5%). A potential detriment to the variable rate strategy is the uncertainty of the direction and magnitude of future market changes. With fixed rate bonds there is reasonable certainty as to what payments will be over the life of the debt issue. In the variable rate program, the issuer is subject to the risk of interest rate volatility or, in other words, the risk of the natural cyclical movement in the marketplace over time. When the City elects a variable rate program, it may experience considerable periods of very attractive rates on average, but is equally subject to the risk of those rates rising higher than what the alternative fixed rates would have been and staying at these higher rates for more than a temporary period. The use of variable rate alternatives, over the long run, may or may not prove profitable or efficient from a cost savings perspective (the history in this market only dates back to 1983-84).

Variable rate debt should be used for two purposes (1) as an interim financing device (during construction Periods) under some circumstances and (2) as an integral portion of a long-term strategy. Given that projects start at various points in time and the lack of correlation between attractive markets and the need to start a project, having a variable rate program to allow for the timely initiation of projects appears to be not only practical but prudent. At project initiation, the current long term fixed rate market, individual project size and/or the intermediate term forecast for the direction of interest rates may individually or collectively indicate that a long term borrowing is not efficient. The development of an interim variable rate program will allow the City to avoid the inefficiency of borrowing for small projects and could allow for an aggregation of small projects and, thus, a more cost effective debt management program. Separately maintaining a portion of the bonds over the long term in either the short-term variable rate market or the intermediate term market (where bonds are repriced incrementally for periods of one to fifteen year terms) may assist in lowering the City's specific program or overall debt service requirements.

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) all or a portion of the then outstanding variable rate debt to take advantage of the attractive long term fixed rates. Within the Debt Management Program, target interest rate levels should be set at which the City will be willing to fix all or a portion of its variable rate debt with the understanding that in doing so, the City expands its future ability to use the same or similar variable rate tools as either an interim measure or as part of an expanded blended cost of money program.

OBJECTIVES OF THE BANKING 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. Initial objectives of this program were and are to:

- Alleviate the need for small inefficient borrowing;
- Provide a blended cost of money with a variety of interest rates and interest rate methodology resulting in lower debt service requirement than would be present in a long-term fixed rate program;
- Provide a revolving device, which would allow for the loan repayments to be available for loans for new projects.
- Expand the potential use of the covenant (a private sector styled promise to pay) pledge, and
- Provide flexibility of loan terms to meet the needs of the borrower.

Policy Document

Since the original introduction in 1986-87, the program has been expanded to \$163,711,338 . The City has validated a revised covenant strategy for approximately \$150,000,000 of the current debt outstanding.

The primary goals for the Internal Loan Fund in addition to its other benefits, should be (a) to create an alternative pledge to be used for a variety of purposes and (b) to provide a measurable interest rate advantage over alternative long term fixed rates. This advantage can be achieved by either maintaining a major portion of the program in the variable rate mode or, in an effort to reduce the related interest rate volatility risk, by taking advantage of various intermediate and long-term rate opportunities (during the market cycle) to develop a blend of short, intermediate and long-term debt. Similar to how a bank would use pass book savings rates, short to intermediate CD rates, short, intermediate and long term debt rates and its equity return on capital rates to develop a blended cost of money, a local government can use a similar blended cost of money strategy to reduce its effective costs and financing risk.

An illustrative example of the potential cost advantage follows:

	<u>% of</u> <u>Portfolio</u>	<u>Estimated</u> <u>Rates</u>
Long-term fixed rate	31.0%	5.00%
Medium term (1-15 years)	31.0%	4.00%
Variable rate	<u>38.0%</u>	3.25%
Total	<u>100.0%</u>	
Blended Rate		4.00%

While the actual performance will vary with the interest rates obtained and percentage allocations made, the resultant blended cost should produce cost savings to the tax and/or ratepayers. Because the use of variable rate debt exposes the City to interest rate risk and uncertainty as to future debt service requirements, the blended cost of money approach must incorporate guidelines and methods regarding the management of this risk.

RISK MANAGEMENT TECHNIQUES

In addition to the option to fix a variable rate program for either intermediate or longer-term periods, the City will need to consider the potential use of various tools available in the derivatives marketplace. Similar to how the variable rate markets emerged from 1983-85, the City has now seen the emergence of derivative products (swaps, CAPs, collars, etc.), which could have potential market advantages over time. If the City were looking to take advantage of current intermediate term rates (in the one to five year range) by fixing a portion of its current variable rate over that period, it would be faced with a number of options. The first would be to fix the rate to maturity; secondly, fix the rate in the traditional markets for the intermediate term period; third, use one of several derivative options to either fix the rate or limit the downside (rising interest rate) risk on the program over the same period of time. The election to (a) use variable rate debt, (b) convert all or a portion of the City's variable rate debt to either intermediate or fixed rate debt, or (c) hedge the market risk through one of several derivative products is a function of a changing marketplace and must be addressed at any decision point in a manner designed to achieve the best economic advantage available to the City.

The use of derivative products can provide the City with cost effective alternatives to traditional market choices. The derivatives market place, although new to traditional municipal markets, is well defined, tested and has become a major alternative in the private sector.

When addressing derivative products, there are several structuring concerns, which must be taken into consideration. A major risk involves the credit quality of the counterparty (the entity with which the City is exchanging commitments) and, thus, the likelihood of their continued ability to honor their obligations. Additionally, the City should consider diversifying its remarketing risk by varying the types of products used and the amount which may mature in any fiscal quarter. Some of these products exchange payment obligations, others limit the downside (or rising interest rate) risk while still others trade off a limit on the upside (or falling interest rate) opportunity in exchange for a lower cost of providing the downside risk protection. Each of these products must be evaluated as alternatives to traditional, intermediate, or long term options, considering their comparable cost, ease of entry and exit provisions, degree of potential risk exposure (quantified to the greatest extent possible), and the option's aggregate fit into the City's then present strategy.

Policy Document

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 or arbitrary 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 City Council is establishing the following interim targets or limits to ensure future flexibility.

CRITERIA FOR EVALUATING ALTERNATIVES

Within the criteria established by the Goals and Objectives/Strategies Sections of the Debt Management Policy, the City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of elective 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 alternatives has been established:

Maturity Analysis

For self-supporting proprietary operations, it is anticipated that the basic decision alternative will be to use a long-term level debt service strategy. 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 rate impacts involved.

For non-revenue specific debt (typically general governmental obligations), the opportunity to either shorten maturities or alter amortization structures is more likely. The incremental impact of electing level principal versus level debt service on the maximum annual debt service (MADS) should be limited to 25%. Additionally, in light of interperiod equity concerns and the impact on future flexibility, the City should maintain a preference for the level principal strategy over a comparable shorter maturity when comparing similar MADS numbers.

Market Options: Election to Fix (for the term of the maturity)

Actions should be based upon a consideration of the following factors: (a) rates being at or near market lows versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates to be trending upwards, (c) 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.

Banking Fund Targets

The following targets are established for the Banking Fund operations:

	<u>Targets</u>	<u>Actual 9/30/03</u>
· Fixed rate component	40-50% minimum	62%
· Unhedged variable rate:		
· Goal	25-35%	38%
· Maximum	50%	
· Composite rate advantage when compared to Bond Buyer's Revenue Bond Index (measured as an average of available rates over the last three years) of at least:	50-75 b.p.	195 b.p.

Policy Document

Hedging Election

The following criteria will be used in considering the hedging election:

	<u>Targets</u>		<u>Actual</u>
	<u>Long Term</u>	<u>Short-Term</u>	<u>9/30/03</u>
Counter party risk:			
· Minimum credit quality:			
· Term (3 years or less)	AA-/Aa3	A1+/P1/F1+	
· Term (between 3 & 10 years)	AA/Aa	A1+/P1/F1+	Aaa
· Term (over 10 years)	AAA/Aaa	A1+/P1/F1+	
· % of variable rate (to a single provider)	50% maximum		100%*
· Range of maturities	1-20 years		4 year
· Diversity maturities	By limiting the portion which can mature in any one year or quarter thereof.		
· Target rate	Advantage over average of an established index (JJ Kenny, TENR or PSA) rates for a period of, at least 3 years.		

*Reflects a variable to variable hedge exchanging from the Muni-CPI rate (a new product at the time of issue) to a BMA index rate less 9 basis points.

Refunding Options

Targets for a fixed rate to fixed rate advanced refunding should establish criteria for:

- Maximum true interest cost
- Minimum economic present value, and
- Minimum annual average debt service savings

Additionally, the minimum should be considered as either an economic present value cost savings of at least 5% of the re-funded bonds or an annual average debt service savings of at least \$100,000.

Refunding variable rate to fixed rate cannot provide for the similar measurable benchmarks and should be based on the aforementioned Election to Fix criteria.

Refunding of variable rate to variable rate should be based primarily on the economic or structured advantages of the new program.

Requirements for the Issuance of New Debt

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.

Debt Program Targets

In addition to the aforementioned targets for the Internal Loan Fund, specific targets regarding the limits on unhedged variable rate exposure for each separate borrowing program (a combination of separate debt and banking fund loans) should be established. Borrowing programs may be established through pledges of separate specific revenue streams, loans from the Internal Loan Fund or a combination thereof. The percentage limits by borrowing program should be related to the portion of the debt service, which is subject to interest rate (volatility) risk. For example, if a borrowing program had a loan from the Internal Loan Fund which was 30% fixed, 40% hedged and 30% unhedged, only the 30% unhedged would be measured against the unhedged variable rate exposure limit.

Policy Document

Programs	Maximum Unhedged Variable Rate Exposure %	Actual Variable Rate 9/30/03	
		Total %	Unhedge d %
Wastewater	35	25.7	25.7
Parking (1)	25	15.7	15.7
CRA (Downtown District)	25	19.7	19.7
General Government (category) (1)	40	37.9	37.9
Other:	50	N/A	N/A
Interest Only(2)	40	N/A	N/A
Other			

(1) Represents the Internal Loan Fund only exposures.

(2) Related to borrowings where non-City sources are being relied upon for scheduled principal repayments not to exceed seven years.

While loans from the Internal Loan Fund will normally be based on a blended cost of money, specific loans may be made from any combination of the components (unhedged variable rate only, fixed rate only, hedged variable rate only, etc.).

AMENDMENTS AND/OR EXCEPTIONS

The goals/policies and objectives/strategies sections of the Debt Management Policy Statement, while having been designed with some foresight, constitute a dynamic or living document and as such will be subject to periodic review and/or amendments. Additionally, 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 will become effective only after approved by the City Council.

As is established in the policy governing the Finance Committee, within the guidelines established by the goals/policies and objectives/strategies, the Finance Committee can establish and amend, where necessary, the target benchmarks which further define the aggregate guidelines within which the Chief Financial Officer operates.

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 will consider a reasonable time-line(s) to bring the then current debt program in line with amendments to the Policy statement.

Policy Document

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)

Policy Document

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.

Policy Document

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 both the Chief Financial Officer and the Director of Management, Budget and Accounting, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein. Current policy was affirmed by the City Council on June 21, 2004.

Policy Document



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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Mayor's Budget Address

TABLE OF CONTENTS

Mayor's Budget Address

2

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

Mayor's Budget Address

MAYOR'S BUDGET ADDRESS

July 19, 2004

City Commissioners:

As required by statute, I present to the Orlando City Council a budget for fiscal year 2004/2005, which begins on October 1, 2004, and runs through September 30, 2005.

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This marks my second budget presentation and follows, as it did last year, on the heels of a week we like to call budget camp, which is a series of hearings and presentations by each of the City departments to the City Council. This budget camp gives our Council the opportunity to examine spending levels by each Department and to provide the fiscal oversight mandated by their selection as your representative on this City Council.

These hearings and presentations were done in our City Council Chambers, and they were open to the public and rebroadcast on Orange TV.

This marks the second budget in which our City Council members have had the opportunity to quiz the Executive Offices which report to the Mayor on their spending habits, and to question whether or not each Department is making progress on their mission or charge. This process will remain in place as long as I am your Mayor. Both the City Council and citizens should always have the opportunity to examine and question how tax dollars are being spent.

Over the last 16 months, I am grateful that at different junctures, when given the opportunity, this City Council has implemented a series of recommendations and City policy changes that have brought to bear many of the financial rules and policies that exist in the private sector.

Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

We have created a Finance Committee, which is providing financial oversight and advice to ensure that the City's finances are properly managed. This committee is made up of one Commissioner, Commissioner Diamond, your Mayor and three citizens from our community. **We have implemented a policy setting requirements for the reserves the City could maintain, and we have outlined why that policy is needed to keep our great City in good financial stead both here and on Wall Street.** We require all managers to examine their budgets on a monthly basis and require that they stay within budget and make the necessary adjustments to do just that. And for the first time in our City's history, we are doing budget projections far out in the future to plan what our City can afford today and tomorrow.

I would like to be able to report to you today that all these new policies will produce new revenue, but as you all know the adjustments we have made simply allow us to manage the revenue we receive in the most prudent fashion possible. And we are doing just that.

With all the new policies and procedures, with all the belt tightening and staff reductions that we have made, we still face challenges. Past reductions have changed our ratio of employees from 19

Mayor's Budget Address

MAYOR'S BUDGET ADDRESS

City staff per 1,000 residents in 1994 to 15 City staff per 1,000 residents in 2005. That's the good news.

However, last week if you had sharpened your pencils and kept score as each department reported their budgets, expenditures and our projected revenues, you would have reached the alarming conclusion that our expected expenditures exceed our expected revenues by almost \$27 million.

After months of examination and budget cutting, our City faces the same challenges that all cities across America and our state are facing.

*Fifteen percent increases in health care costs.

*Poor market performance driving our pension costs up.

*Labor contracts negotiated during the boom years of the 90's but coming due during this economic downturn.

*Homeland Security expenditures required as a result of the times we live in.

As I mentioned, Orlando is not alone in facing this challenge. Miami recently announced a projected budget shortfall of \$59 million. New Port Richey announced a budget shortfall of \$6.7 million, Apopka is considering a property tax increase for the first time in a decade in order to meet their needs, and the list goes on and on. News from the around the country isn't any better as it relates to cities, as Los Angeles recently announced that they were facing a \$300 million deficit.

All of these cities face the same challenges we do...a health care system with double-digit increases, pensions that need to be maintained and managed in a prudent fashion during a period of poor market performance...and the cost of living in a world that has changed drastically since September 11, 2001.

Because of the difficult decisions that we made last year, Orlando is ahead of most cities that are now facing tax increases and a reduction in services.

We have made every effort to trim and cut, to do more with less, in order to provide the services our citizens deserve.

Today I submit to you a balanced budget that represents almost six months of work and creative thinking on how to restructure our City services and finances in order to meet our obligations and close the projected budget gap for next year.

For a second straight year, I have rejected the siren calls to raise property taxes in order to balance this budget. Many have suggested that given the economic times we live in we should at least

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Mayor's Budget Address

MAYOR'S BUDGET ADDRESS

increase the millage rate to the level it was at prior to the reduction proposed by Mayor Hood in 2001 and adopted by this Council.

But I believe, through continued implementation of sound management practices, we can achieve a balanced budget for 2004/2005 without raising property taxes. I will caution this Council and our citizens that if market conditions do not improve, if we as a nation do not come to grips with the spiraling costs of our health care system, if at the federal level we do not recognize that in order to protect the homeland our cities need the resources to operate as the front line of defense in our war on terror, I cannot promise that I will return to this City Council chamber and submit a balanced budget to you next July for 2005/2006 without new revenue sources being identified in order to meet our obligations.

Recently, Fort Lauderdale announced that they would eliminate 42 sworn police officers in an effort to cure their budget woes.

I can promise this Council that at no time during the course of our administration here at City Hall we will waiver in our commitment to our public safety budgets, our Police Officers and our Firefighters, nor will I ask you to cut these budgets in an effort to balance our City's budget.

Last year we were able to add 13 new firefighters to your Fire Department. As you heard from Chief Bowman this past week, our City will need new firehouses in the new neighborhoods of our growing City like Lake Nona and Baldwin Park. We are taking the approach that new growth in our City should pay for itself. With that in mind, I can report to you that I will be bring to this Council in the coming months commitments to not only provide land for new stations, but through developer agreements a commitment on the behalf of developers to build the new stations we need.

Working within existing budgets we will staff these new facilities and provide the fire services that these neighborhoods deserve.

This year, while additions to our budget are few and far between, I am happy to report to you today that contained in our budget is the addition of eight new sworn police officers and one new lieutenant for our Parramore neighborhood. With Commissioner Lynum leading the way, we will provide her with the tools she needs to make Parramore the shining star in our galaxy of neighborhoods. What we will not do is listen to those who would suggest that Parramore isn't as bad as it used to be...because it is clear to all us that Parramore isn't as great as it can be.

When adopted, this budget and City Council will send a clear message to those who would sell drugs and destroy lives in this neighborhood...your days are numbered if you are operating in the Parramore neighborhood.

And we will increase our vigilance as it relates to code enforcement issues in this neighborhood.

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Mayor's Budget Address

MAYOR'S BUDGET ADDRESS

Today I am asking you for two additional code enforcement officers for Parramore in order to root out and prosecute code violators in this neighborhood...if this were a basketball game, I can tell you here today that my charge to Mike Rhodes, our Code Enforcement Division Manager, is to put a full court press on code violations and code violators in Parramore. These new code enforcement officers will be vigilant, persistent, and their presence will create a more livable Parramore neighborhood.

We, as a city, will not tolerate buildings in disrepair and families facing lives in rental units that are inadequate by any standard of decency. If you operate a rental unit and it is in disrepair, fix it...or face the consequences. I am committed to making The City Beautiful just that...for all of our neighborhoods.

Today I am submitting to you a budget that maintains our commitment to our new community centers in Rosemont and College Park, the new pool at the Smith Center, an addition for Dover Park, improvements at Barker Park and the additional projects that we approved in the last budget when we made the decision to take advantage of market conditions and create a two-year capital construction improvement package for our neighborhoods.

As I submit this budget to you today I want to again, as I did last year, thank our City employees and point out the incredible job they do for our citizens...they love their jobs and this City. Even in these difficult economic times we cannot ask our City employees to go year-to-year without a salary increase and so **again this year my budget recommendation is for a two percent increase across the board for our City employees.**

As contracts run their course, all employees need to know and understand that **it is at my direction that all wage increases must mirror the two percent that we are providing for our employees across the board whether you are in a collective bargaining unit or not.**

In an effort to balance our budget without raising property taxes, **we have restructured our utility enterprise funds so they will provide our City General Fund with a dividend from time-to-time, much like the dividend we receive annually from OUC. This year the dividend from utility Enterprise Funds is \$6.3 million dollars that we will use to close the budget gap and still maintain the reserves we need in each of these funds.**

This year our Risk Management Fund will produce dividends of \$2.6 million as a result of the prudent management of our liabilities.

In an effort to further close the gap, **I have asked our Cabinet members and day-to-day managers to manage their personnel budgets with extreme acuity and to spend only 97 percent of those budgets in the upcoming fiscal year.** At any given time this past fiscal year we had between 150-300 positions unfilled as a result of normal staff attrition and with prudent management our managers will be able to maintain service levels, fill open positions in a timely manner and keep the City budget balanced.

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Mayor's Budget Address

MAYOR'S BUDGET ADDRESS

Finally, with the adoption of our fiscal management polices relating to our General Fund reserves, I am comfortable in including in this budget a recommendation to allocate \$7 million from our reserves, leaving our City with a General Fund reserve balance of \$47 million.

Florida Statue Section 166.241 requires that I present you with a balanced budget, which for FY 2004/2005 is \$604,139,779. I am proud to do just that.

Sincerely,



Buddy Dyer

Mayor

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Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Budget Overview

Table of Contents

City Revenue Summary by Source Graph	2
City Appropriation Summary by Object Code Graph	3
Graph of General Fund Revenues by Source	4
Graph of General Fund Uses by Department	5
Fund Summaries—Purpose and Principal Revenues	6
Fund Revenue Comparison by Fiscal Year	16
Fund Expenditure Comparison by Fiscal Year	17
Changes in Fund Balances	18
Reserve Level Status	20

Mission Statement:

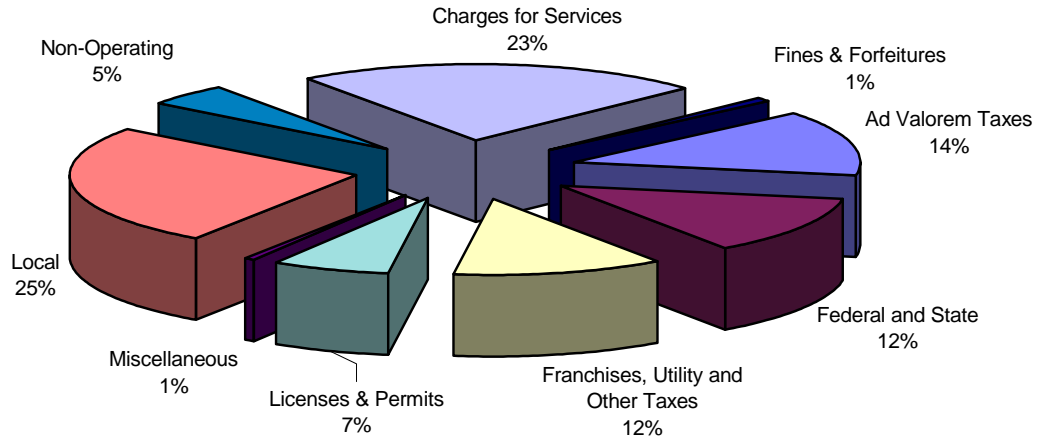
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- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Budget Overview

**Adopted Budget
Revenue Summary by Source
FY 2004/2005**



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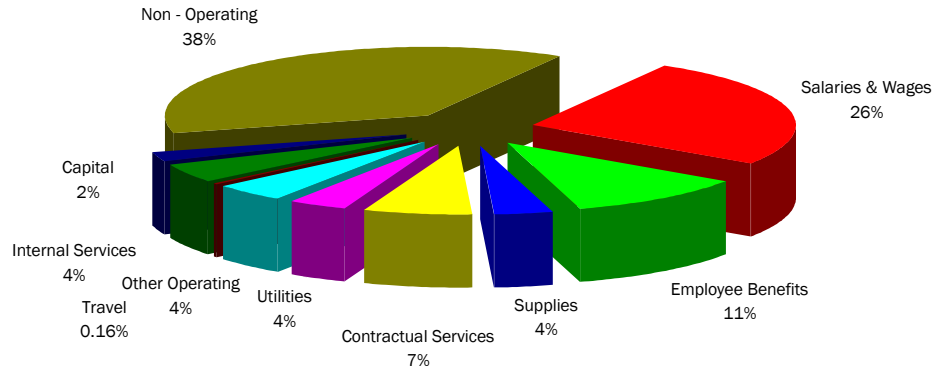
Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Revenue Source	Adopted Budget FY 2004/2005	% of Total
Local	\$ 155,810,459	25.80%
Charges for Services	136,982,318	22.67%
Ad Valorem Taxes	83,984,906	13.90%
Federal and State	75,544,605	12.50%
Franchises, Utility and Other Taxes	72,542,896	12.01%
Licenses & Permits	39,962,584	6.61%
Non-Operating	29,401,640	4.87%
Fines & Forfeitures	5,582,250	0.92%
Miscellaneous	4,328,121	0.72%
Total	\$ 604,139,779	100.00%

Budget Overview

**Adopted Budget
Appropriation Summary by Object Code
FY 2004/2005**



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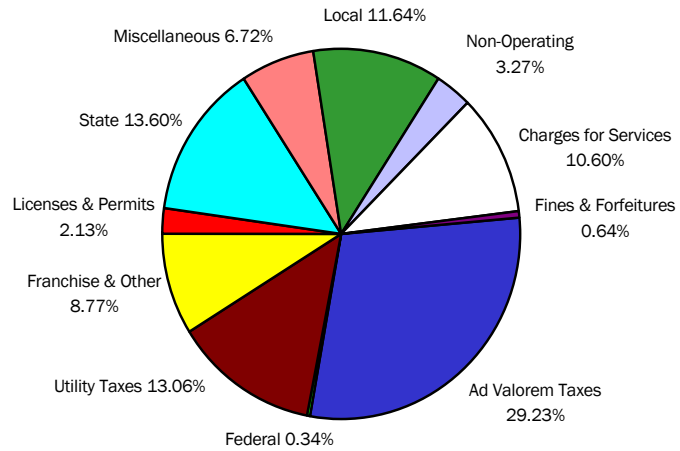
Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Appropriation Source	Adopted Budget FY 2004/2005	% of Total
Non - Operating	\$ 227,383,703	37.64%
Salaries & Wages	157,156,725	26.01%
Employee Benefits	68,589,362	11.35%
Contractual Services	39,069,567	6.47%
Other Operating	26,801,804	4.44%
Internal Services	26,641,080	4.41%
Utilities	22,792,794	3.77%
Supplies	21,589,779	3.57%
Capital	13,171,040	2.18%
Travel	943,925	0.16%
Total	\$ 604,139,779	100.00%

Budget Overview

**GENERAL FUND REVENUES BY SOURCE
FY 2004/2005**



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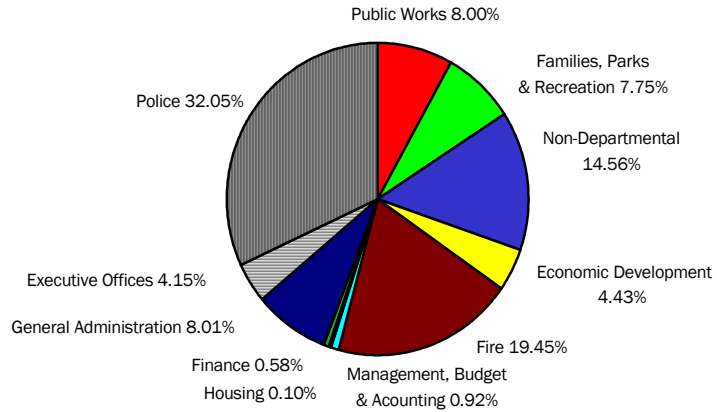
Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Source of General Revenue	Adopted Budget FY 2004/2005	% of Total
Ad Valorem Taxes	\$ 82,718,713	29.23%
State	38,478,588	13.60%
Utility Taxes	36,954,707	13.06%
Local	32,944,000	11.64%
Charges for Services	29,993,739	10.60%
Franchise & Other	24,830,234	8.77%
Miscellaneous	19,005,012	6.72%
Non-Operating	9,267,385	3.27%
Licenses & Permits	6,026,000	2.13%
Fines & Forfeitures	1,825,000	0.64%
Federal	965,241	0.34%
Total	\$ 283,008,619	100.00%

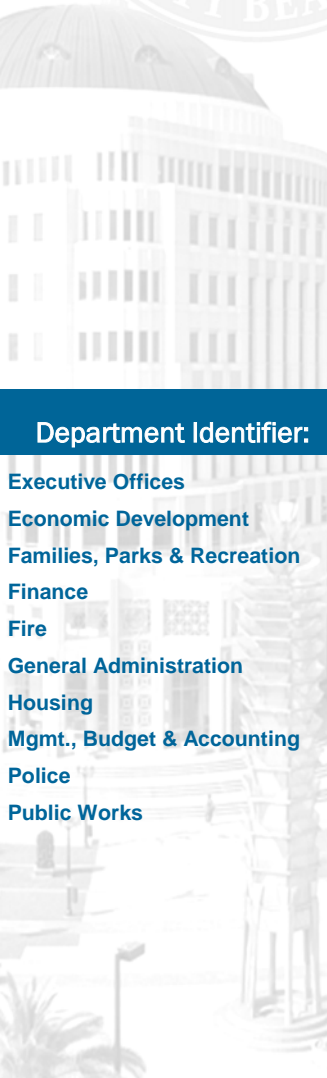
Budget Overview

**GENERAL FUND USES BY DEPARTMENT
FY 2004/2005**



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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Department	Adopted Budget FY 2004/2005	% of Total
Police	\$ 90,728,600	32.05%
Fire	55,047,932	19.45%
Non-Departmental	41,195,915	14.56%
General Administration	22,655,664	8.01%
Public Works	22,645,624	8.00%
Families, Parks & Recreation	21,926,545	7.75%
Economic Development	12,528,443	4.43%
Executive Offices	11,757,336	4.15%
Mgmt., Budget & Accounting	2,609,258	0.92%
Finance	1,640,986	0.58%
Housing	272,316	0.10%
Total	\$ 283,008,619	100.00%

Budget Overview



Mission Statement:
Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:
Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

FUND SUMMARY		
PURPOSE	GOVERNMENTAL FUNDS	PRINCIPAL REVENUES
General Fund		
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 represents 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 provide capital projects in respective collection districts (N, SE, SW and I-4/Republic Drive).		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 (Orange County Public School 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.

Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

FUND SUMMARY

PURPOSE

The **Gas Tax Fund** is for receipt of State gas tax revenues and disbursement for transportation improvements.

The **Community Redevelopment Agency Fund** reflects the activity within the Downtown District.

The **CEB Lien Assessment Fund** represents Code Enforcement Board liens placed on property primarily used for housing rehabilitation.

The **H.P. Leu Gardens Fund** accounts for garden operations.

The **Mennello Museum Fund** accounts for the operations of the Mennello Museum of American Folk Art.

The **Dubsdread Golf Course Fund** accounts for the operations of the golf course. A private contractor manages the course.

The **Contraband Forfeiture Trust Fund** is used to provide law enforcement activities.

The **Cemetery Trust Fund** accounts for Greenwood Cemetery operations.

The **CRA Trust Funds** for debt service and operating obligations for the City's four Community Redevelopment Areas (CRA's). The **CRA Revenue Bonds Funds** are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.

The **After School All Stars Fund** provides opportunities for Inner city youth to participate in sports, educational, cultural and community enrichment programs.

The **911 Emergency Phone System Fund** provides funding to offset some expenses of Police and Fire emergency communications.

The **Special Assessments Fund** is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.

Capital Project Fund

The **Capital Improvement Project Fund** for capital projects not accounted for elsewhere.

PRINCIPAL REVENUES

Gas Tax is six cents per gallon of gasoline sold. The City will receive 20.27 percent of the revenues collected in Orange County in FY 2004/2005.

Tax increment financing.

Fines assessed for non-compliance with City codes and ordinances.

Contribution from the General Fund and charges for services.

Contribution from the General Fund and charges for services.

Fees.

Receipts of money or property confiscated during illegal activities.

Proceeds from trust fund.

Tax increment financing collected in the four districts.

Contribution from the National Foundation, fund raising activities, contribution from the General Fund.

9-1-1 fee imposed on telephone bills.

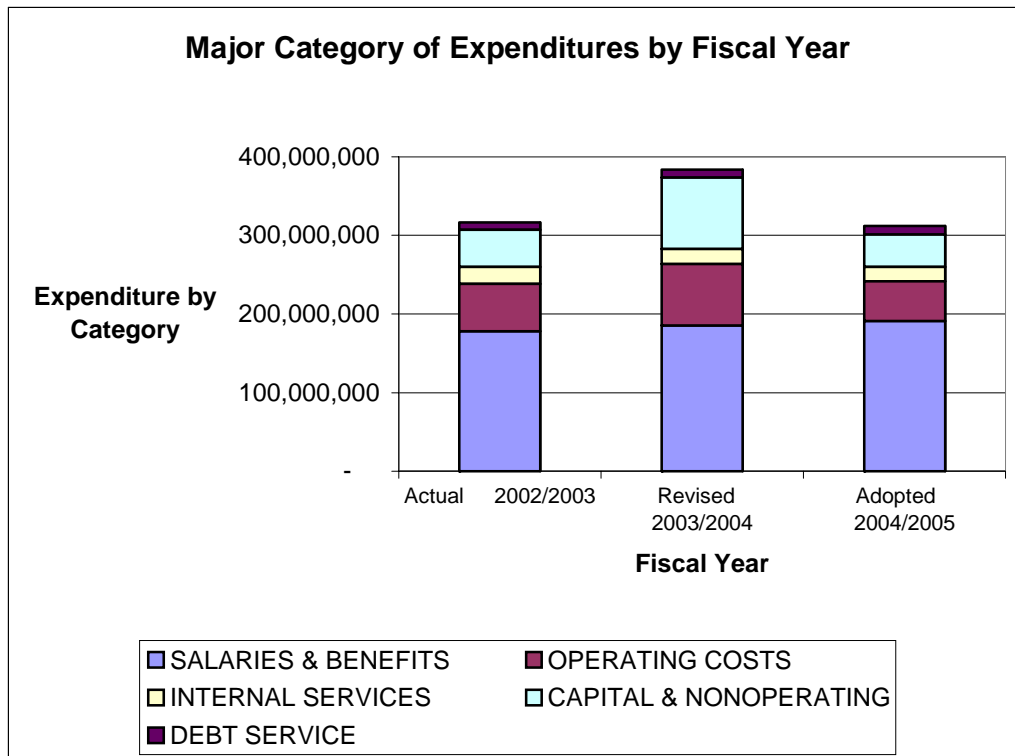
Assessment payments.

Capital grants, operating transfers from other funds, property tax.

Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Governmental Funds	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 178,125,538	\$ 185,279,939	\$ 190,993,519	\$ 5,713,580	3.08%
OPERATING COSTS	60,042,952	78,099,234	50,546,295	(27,552,939)	(35.28%)
INTERNAL SERVICES	21,767,731	19,373,513	18,439,811	(933,702)	(4.82%)
CAPITAL & NONOPERATING	47,200,239	90,724,166	40,897,660	(49,826,506)	(54.92%)
DEBT SERVICE	9,336,620	10,066,744	10,993,752	927,008	9.21%
TOTAL	\$316,473,081	\$ 383,543,596	\$311,871,037	\$ (71,672,559)	(18.69%)



Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

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Department Identifier:

Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

FUND SUMMARY

PURPOSE

PRINCIPAL REVENUES

PROPRIETARY FUNDS

Enterprise Funds

The **Parking System Fund** is for operation of the City's on-street, off-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 **Centroplex Fund** and **Arena Concessionaire Fund** is for the operation of the Expo Centre, Performing Arts Centre and TD Waterhouse 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 may be utilized in the future for facility construction.

Lease income and 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:

Wastewater System user fees.

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

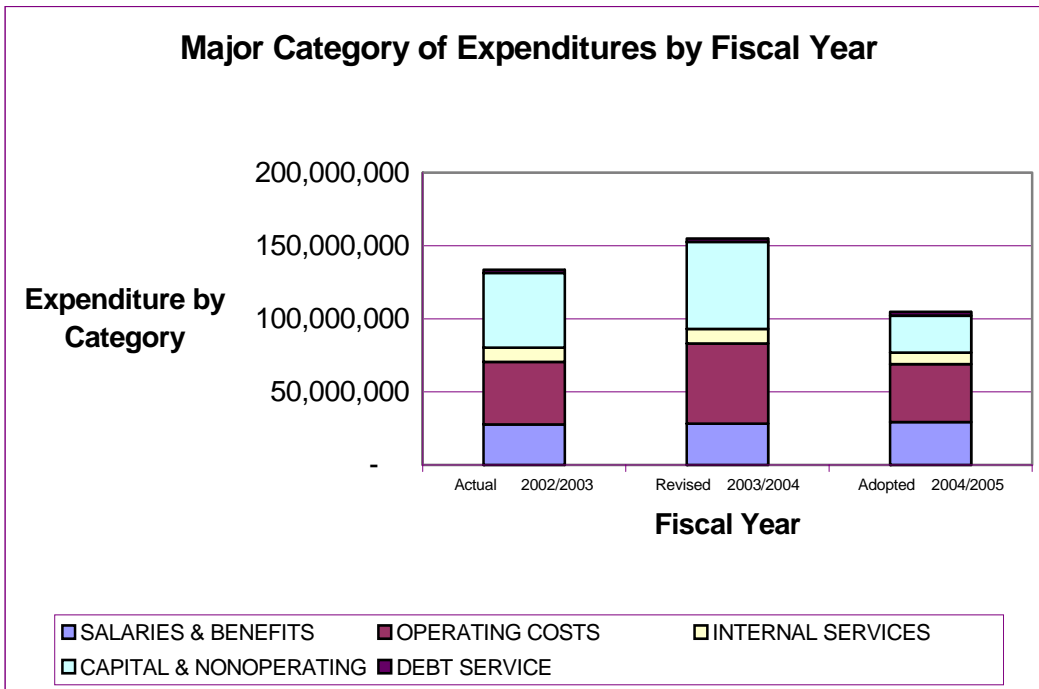
Debt service is funded through: Impact fees, capacity charges (service charges), and in the case of the Wastewater R&R from a contribution from the Wastewater Revenue Fund

Wastewater R&R Fund provides for the repair/ replacement of wastewater infrastructure and equipment and 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.

Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Proprietary Funds Enterprise Funds	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 27,818,206	\$ 28,218,715	\$ 29,393,122	\$ 1,174,407	4.16%
OPERATING COSTS	42,729,161	54,915,484	39,608,614	(15,306,870)	(27.87%)
INTERNAL SERVICES	9,692,244	9,995,527	7,723,509	(2,272,018)	(22.73%)
CAPITAL & NONOPERATING	51,108,110	59,256,937	25,347,047	(33,909,890)	(57.23%)
DEBT SERVICE	2,191,852	2,647,337	2,705,256	57,919	2.19%
TOTAL	\$133,539,573	\$ 155,034,000	\$104,777,548	\$ (50,256,452)	(32.42%)



Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.



Department Identifier:

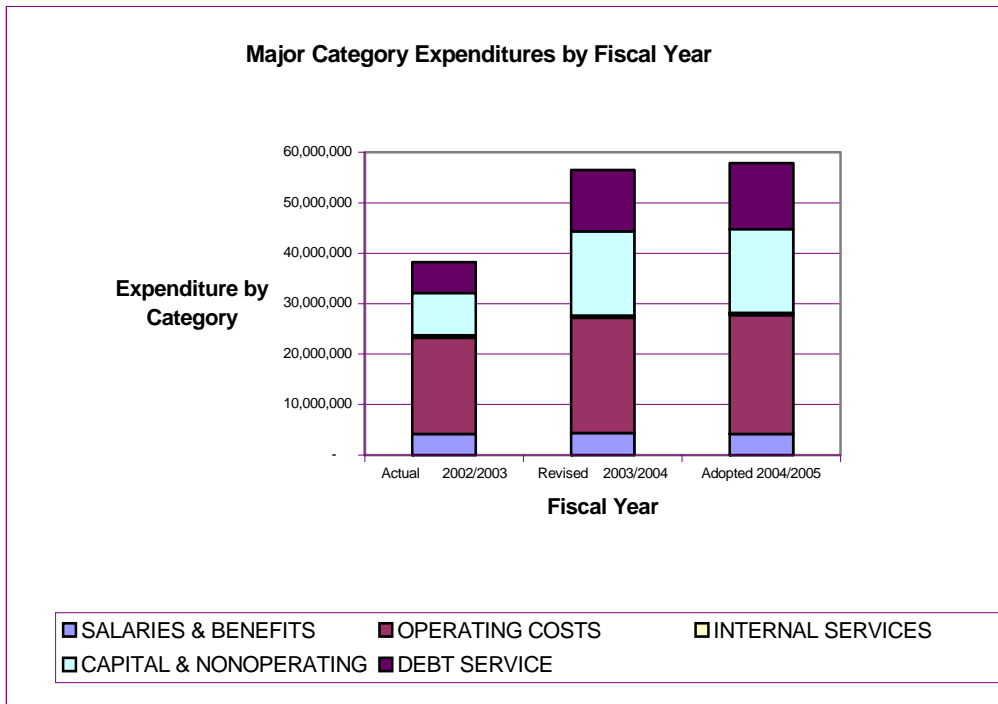
- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

PURPOSE	FUND SUMMARY	PRINCIPAL REVENUES
<u>Internal Service Funds</u>		
<p>The Fleet Management Fund operates and maintains all City owned vehicles. The Fleet Replacement Fund provides for the replacement of all City owned vehicles and related equipment.</p>		Fees assessed to other funds.
<p>The Risk Management Fund oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.</p>		Fees assessed to other funds.
<p>The Supplemental City Staff Fund, also known as the Rapid Assistance Program, is comprised of employees that will be used to supplement existing City staff when and where needed.</p>		Fees assessed to other funds.
<p>The Pension Participant Services Fund assists current and former employees with their deferred compensation and defined contribution pension programs.</p>		Sponsor rebate from ICMA.
<p>The Long Term Disability Fund oversees the administration of payments for those employees qualifying for long-term disability.</p>		Fees assessed to other funds.
<p>The Internal Loan Fund redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.</p>		Loans from the Sunshine State Governmental Financing Commission and other bond issues.

Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Proprietary Funds Internal Service Funds	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 4,183,185	\$ 4,349,253	\$ 4,139,042	\$ (210,211)	(4.83%)
OPERATING COSTS	19,058,436	22,818,368	23,593,922	775,554	3.40%
INTERNAL SERVICES	472,820	495,182	430,750	(64,432)	(13.01%)
CAPITAL & NONOPERATING	8,348,282	16,616,374	16,563,672	(52,702)	(0.32%)
DEBT SERVICE	6,140,760	12,238,543	13,128,011	889,468	7.27%
TOTAL	\$ 38,203,482	\$ 56,517,720	\$ 57,855,397	\$ 1,337,677	2.37%



Budget Overview

FUND SUMMARY

PURPOSE

PRINCIPAL REVENUES

Component Unit

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

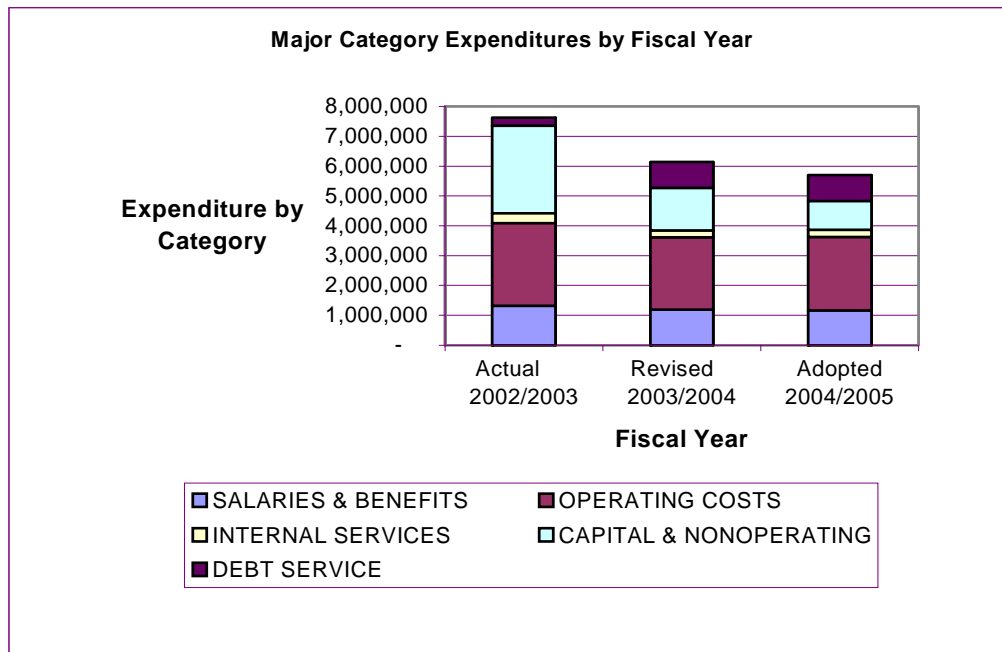
One mill tax levy collected within the established downtown area.

The **Civic Facilities Authority Fund** and **Sports Complex Concessions** operates the Florida Citrus Bowl and Tinker Field Sports complex. Debt Service for the Civic facility is provided with the **Sports Complex Facility Revenue Fund, the Civic Facilities Authority Sinking Fund and the 1976 Guar. Entitlement Sinking Fund.**

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

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Component Unit	2002/03	2003/04	2004/05	Change	% Change
	Actual	Revised	Adopted	Adopted	Adopted
	Expenditures	Budget	Budget	to Revised	to Revised
By Major Category					
SALARIES & BENEFITS	\$ 1,324,524	\$ 1,187,705	\$ 1,170,611	\$ (17,094)	(1.44%)
OPERATING COSTS	2,766,033	2,429,093	2,460,115	31,022	1.28%
INTERNAL SERVICES	323,896	223,610	235,860	12,250	5.48%
CAPITAL & NONOPERATING	2,942,242	1,428,744	956,041	(472,703)	(33.09%)
DEBT SERVICE	273,659	875,127	872,816	(2,311)	(0.26%)
TOTAL	\$ 7,630,354	\$ 6,144,279	\$ 5,695,443	\$ (448,836)	(7.30%)



Budget Overview

FUND SUMMARY

PURPOSE

PRINCIPAL REVENUES

FIDUCIARY FUNDS

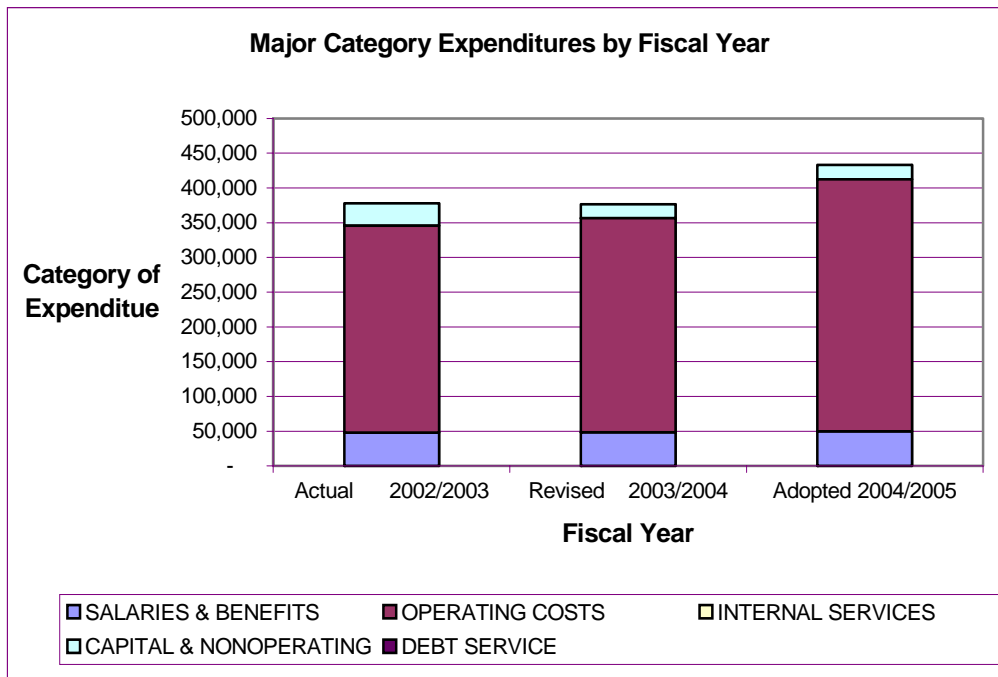
Pension Trust Funds

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

Transfers from other funds.

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Fiduciary Funds	2002/03	2003/04	2004/05	Change	% Change
Pension	Actual	Revised	Adopted	Adopted	Adopted
	Expenditures	Budget	Budget	to Revised	to Revised
By Major Category					
SALARIES & BENEFITS	\$ 47,775	\$ 48,392	\$ 49,793	\$ 1,401	2.90%
OPERATING COSTS	297,875	307,935	362,435	54,500	17.70%
INTERNAL SERVICES	87	111	150	39	35.14%
CAPITAL & NONOPERATING	31,909	20,000	20,952	952	4.76%
DEBT SERVICE				-	
TOTAL	\$ 377,646	\$ 376,438	\$ 433,330	\$ 56,892	15.11%



Budget Overview

Fund Revenue Comparison By Fiscal Year

	FY 2002/2003 Actual Revenues	FY 2003/2004 Revised Budget	FY 2004/2005 Adopted Budget
General Fund	\$ 259,455,544	\$ 264,684,277	\$ 283,008,619
SPECIAL REVENUE			
Law Enforcement Training Fund	282,427	501,625	259,200
Community Development Block Grant	4,082,458	5,521,725	2,657,000
Local Housing Assistance Trust Fund	397,638	1,487,142	1,487,142
HOME Investment Partnership Fund	2,308,753	2,959,362	2,147,564
HOPWA Grant Fund	2,086,142	6,098,761	3,190,000
HUD Homeless Grant Fund	133,161	90,798	99,167
Transportation Impact Fee Funds	5,969,704	7,511,029	1,392,129
Utility Services Tax Fund	38,462,398	42,500,000	36,954,707
OCPs - Crossing Guard Fund	391,288	455,000	379,500
Transportation Grant Fund	1,967,460	1,915,597	1,927,490
Gas Tax Fund	18,324,139	26,012,835	8,866,383
Community Redevelopment Agency Fund	6,490,598	10,938,763	6,003,270
CEB Lien Assessment Fund	140,799	445,946	254,831
Harry P. Leu Gardens Trust Fund	2,190,020	2,398,467	2,117,808
Mennello Museum Fund	522,954	555,901	525,889
Dubsdread Golf Course		1,228,175	1,346,739
Contraband Forfeiture Trust Funds	133,669	215,464	165,492
Cemetery Trust Fund	333,698	536,925	537,587
CRA Trust Funds	17,428,736	20,640,343	21,034,248
After School All Stars	600,734	348,368	353,899
911 Emergency Telephone System	389,590	425,349	390,404
Special Assessments Fund	631,309	1,778,534	521,350
Capital Improvement Fund	16,399,310	34,687,859	6,820,000
DEBT SERVICE			
CRA Debt Service-Republic Drive	3,040,326	3,321,244	3,318,444
CRA Debt Service-Conroy Road	1,610,690	2,416,037	2,280,690
CRA Debt Service Refunding	1,139,574	12,732,033	2,765,092
Parking Facility Revenue Bonds Fund		1,321,224	3,488,460
Wastewater Revenue Bond Funds	10,018,845	11,733,714	15,565,953
CRA Debt Service - Internal Loan Fund	2,046,085	2,432,114	2,396,604
ENTERPRISE			
Parking System Revenue Fund	10,625,765	11,317,847	10,364,441
CNL R&R	78,492	30,000	30,000
Orlando Centroplex Fund	12,365,154	12,234,316	12,009,425
Arena Concessionaire Fund	7,698,542	8,544,892	6,209,820
Sports Complex Concession Fund	2,092,262	1,438,650	1,396,635
Center for Arts & Education	156,294	172,777	175,000
Solid Waste Fund	16,370,761	18,246,814	20,168,081
Stormwater Utility Fund	17,250,612	22,467,270	14,548,240
Wastewater Revenue Fund	37,005,127	38,488,495	42,438,129
Wastewater Impact Fee Reserve Fund	9,670,402	25,887,086	11,191,920
Wastewater Construction Funds	34,291,400	41,299,323	7,000,000
Wastewater R & R Fund	6,117,914	21,575,119	1,277,922
INTERNAL SERVICE			
Fleet Management Fund	14,844,968	11,868,967	10,695,743
Fleet Replacement Funds	9,466,869	11,293,917	9,689,067
Risk Management Fund	17,108,505	15,909,678	17,870,768
Supplemental City Staff	8	890,301	1,049,911
Pension Participant Services	203,276	57,815	150,000
Long Term Disability	694,593		319,000
Internal Loan Fund	6,268,131	16,892,929	18,425,878
COMPONENT UNIT			
Downtown Development Board Fund	2,256,432	2,142,109	1,890,393
Civic Facilities Authority Revenue Fund	3,478,754	4,002,170	3,805,050
Sports Complex Facility Revenue Fund	202,777	202,424	201,500
1976 Guaranteed Entitlement Sinking Fund	232,587	202,424	201,500
Civic Facilities Authority Sinking Fund	341,130	313,613	309,101
PENSION TRUST			
City Pension Funds	80,523,505	408,774	466,594
TOTAL CITY OF ORLANDO	\$ 686,322,309	\$ 733,782,321	\$ 604,139,779

Budget Overview

Fund Expenditure Comparison By Fiscal Year

	FY 2002/2003 Actual Expenditures	FY 2003/2004 Revised Budget	FY 2004/2005 Adopted Budget
General Fund	\$ 255,954,353	\$ 264,684,277	\$ 283,008,619
SPECIAL REVENUE			
Law Enforcement Training Fund	182,159	501,625	259,200
Community Development Block Grant	3,946,864	5,521,725	2,657,000
Local Housing Assistance Trust Fund	1,850,831	1,487,142	1,487,142
HOME Investment Partnership Fund	2,252,898	2,959,362	2,147,564
HOPWA Grant Fund	2,086,142	6,098,761	3,190,000
HUD Homeless Grant Fund	133,161	90,798	99,167
Transportation Impact Fee Funds	9,461,213	7,511,029	1,392,129
Utility Services Tax Fund	37,692,100	42,500,000	36,954,707
OCPS - Crossing Guard Fund	407,658	455,000	379,500
Transportation Grant Fund	2,184,638	1,915,597	1,927,490
Gas Tax Fund	19,153,032	26,012,835	8,866,383
Community Redevelopment Agency Fund	10,161,805	10,938,763	6,003,270
CEB Lien Assessment Fund	284,191	445,946	254,831
Harry P. Leu Gardens Trust Fund	2,363,272	2,398,467	2,117,808
Mennello Museum Fund	486,334	555,901	525,889
Dubsdread Golf Course		1,228,175	1,346,739
Contraband Forfeiture Trust Funds	157,939	215,464	165,492
Cemetery Trust Fund	493,948	536,925	537,587
CRA Trust Funds	18,739,999	20,640,343	21,034,248
After School All Stars	557,665	348,368	353,899
911 Emergency Telephone System	430,925	425,349	390,404
Special Assessments Fund	750,037	1,778,534	521,350
Capital Improvement Fund	32,005,730	34,687,859	6,820,000
DEBT SERVICE			
CRA Debt Service-Republic Drive	3,004,054	3,321,244	3,318,444
CRA Debt Service-Conroy Road	1,610,690	2,416,037	2,280,690
CRA Debt Service Refunding	967,191	12,732,033	2,765,092
Parking Facility Revenue Bonds Fund		1,321,224	3,488,460
Wastewater Revenue Bond Funds	3,763,871	11,733,714	15,565,953
CRA Debt Service - Internal Loan Fund	1,700,107	2,432,114	2,396,604
ENTERPRISE			
Parking System Revenue Fund	11,723,190	11,317,847	10,364,441
CNL R&R		30,000	30,000
Orlando Centroplex Fund	14,872,656	12,234,316	12,009,425
Arena Concessionaire Fund	7,459,644	8,544,892	6,209,820
Sports Complex Concession Fund	2,018,850	1,438,650	1,396,635
Center for Arts & Education	164,644	172,777	175,000
Solid Waste Fund	16,771,787	18,246,814	20,168,081
Stormwater Utility Fund	10,565,042	22,467,270	14,548,240
Wastewater Revenue Fund	58,036,161	38,488,495	42,438,129
Wastewater Impact Fee Reserve Fund	36,451,588	25,887,086	11,191,920
Wastewater Construction Funds	10,454,191	41,299,323	7,000,000
Wastewater R & R Fund	581,622	21,575,119	1,277,922
INTERNAL SERVICE			
Fleet Management Fund	15,815,126	11,868,967	10,695,743
Fleet Replacement Funds	5,347,709	11,293,917	9,689,067
Risk Management Fund	12,299,759	15,909,678	17,870,768
Supplemental City Staff	(13,482)	890,301	1,049,911
Pension Participant Services	35,961	57,815	150,000
Long Term Disability	453,791		319,000
Internal Loan Fund	6,268,131	16,892,929	18,425,878
COMPONENT UNIT			
Downtown Development Board Fund	2,047,989	2,142,109	1,890,393
Civic Facilities Authority Revenue Fund	6,043,052	4,002,170	3,805,050
Sports Complex Facility Revenue Fund	203,085	202,424	201,500
1976 Guaranteed Entitlement Sinking Fund	882,775	202,424	201,500
Civic Facilities Authority Sinking Fund	807,971	313,613	309,101
PENSION TRUST			
City Pension Funds	34,060,443	408,774	466,594
TOTAL CITY OF ORLANDO	<u>\$ 666,134,491</u>	<u>\$ 733,782,321</u>	<u>\$ 604,139,779</u>

Budget Overview

Budgeted Changes in Fund Balance
FY 2004/2005

Fund	Reason for Draw Down (1)	Estimated Available Balance at 9/30/2004	FY 2004/2005 Budgeted Fund Balance Draw Down	Estimated Available Balance at 9/30/2005 (2)	Percentage Change
GOVERNMENTAL FUNDS					
General Fund	Non-recurring to provide operational funding as needed. Refer to Fund Balance Policy and Director's Letter.	70,555,612	7,000,000	63,555,612	(9.92%)
Law Enforcement Training Fund	Non-recurring action to provide for a transfer to the General Fund to provide Police training	506,612	40,925	465,687	(8.08%)
Community Development Block Grant		48	-	48	
Local Housing Assistance Trust Fund		(1,806,024)	-	(1,806,024)	(3)
HOME Investment Partnership Fund		(208,865)	-	(208,865)	(3)
HOPWA Grant Fund		(33,520)	-	(33,520)	(3)
HUD Homeless Grant Fund		-	-	-	
Transportation Impact Fee Funds	Recurring draw down of previously collected funds to provide for a transfer to the Gas Tax Fund to provide Narcosee Road construction debt service.	21,346,620	778,655	20,567,965	(3.65%)
Utility Services Tax Fund		6,603,659	-	6,603,659	
OCPS - Crossing Guard Fund		151,695	-	151,695	
Transportation Grant Fund		441,767	-	441,767	
Gas Tax Fund		11,836,823	-	11,836,823	
Community Redevelopment Agency Fund		10,919,496	-	10,919,496	
Downtown Development Board Fund		433,573	-	433,573	
CEB Lien Assessment Fund	Non-recurring action to provide for a transfer to the General Fund to provide for the expenditures of the Code Enforcement program.	955,022	130,534	824,488	(13.67%)
Harry P. Leu Gardens Trust Fund		35,094	-	35,094	
Mennello Museum Fund		74,305	-	74,305	
Contraband Forfeiture Trust Funds	Recurring draw down of previously collected funds to provide for the services of one attorney and related expenditures.	1,811,479	157,599	1,653,880	(8.70%)
Cemetery Trust Fund	Non-recurring to provide operational funding as needed pending development of revised operational plan to be put in place FY 2005/2006.	646,562	178,087	468,475	(27.54%)
CRA Trust Funds		16,154	-	16,154	
After School All Stars		312,458	-	312,458	
911 Emergency Telephone System		495,534	-	495,534	
Special Assessments Fund		164,355	-	164,355	

Continued on next page

Budget Overview

Fund	Reason for Draw Down (1)	FY 2004/2005		Estimated Available Balance at 9/30/2005 (2)	Percentage Change
		Estimated Available Balance at 9/30/2004	FY 2004/2005 Budgeted Fund Balance Draw Down		
OTHER FUNDS					
DEBT SERVICE					
CRA Debt Service Refunding	Recurring draw down of existing funds to provide for debt repayment.	2,490,149	100,000	2,390,149	(4.02%)
ENTERPRISE					
Parking System Revenue Fund	Non-recurring to provide operational funding as needed pending future rate studies.	13,234,233	874,579	12,359,654	(6.61%)
Solid Waste Fund	Non-recurring action to provide operational funding as needed.	4,205,106	1,054,901	3,150,205	(25.09%)
INTERNAL SERVICE					
Risk Management Fund	Resulting from prudent management of liabilities, the City was able to recognize a non recurring budget rebate/dividend.	47,884,008	3,000,000	44,884,008	(6.27%)
Long Term Disability	Resulting from prudent management of liabilities, the City was able to recognize a non recurring budget rebate/dividend.	5,811,189	319,000	5,492,189	(5.49%)
TOTAL ALL FUNDS		\$ 198,883,145	\$ 13,634,280	\$ 185,248,865	(6.86%)

(1) Draw downs are indicated as recurring or non-recurring. As shown, significant resources are available for the non-recurring items and will not effect future operations. Sufficient resources are also available in FY 2004/2005 for the recurring items, although the availability of future funding will have to be monitored.

(2) Section 166.241 of Florida Statutes require that all budgets be balanced. Total anticipated revenues must equal total estimated expenditures for each fund. Therefore, if budgets are met, each fund can be assumed to maintain its beginning available balance, with the exception of those funds budgeting the use of reserves. The City's Reserve Policy is in Section III of this document.

(3) Housing funds are utilized on a reimbursement basis therefore at the end of the FY 2003/2004, expenditures had been made but reimbursement had not been received.

Changes in Fund Balances of More than 10%

CEB Lien Assessment Fund - 13.67% This non-recurring action provides funding to cover expenditures of the Code Enforcement program. The revenue stream for the Code Enforcement program depends primarily on fee collection. Based on revenue estimates, fee collections for the current fiscal year will not cover expenditures. This fund has been excluded from the City of Orlando's Reserve Policy. Using Reserve Policy guidelines, the Fund Balance will be 35.66% of budgeted expenditures after this transfer.

Cemetery Trust Fund - 27.54% This non-recurring action provides funding to cover the expenditures at the Greenwood Cemetary. A business plan is in the development stages and will address the cemetery's expenditures and possible additional sources of revenue. Using Reserve Policy guidelines, the Fund Balance will be 85.39% of budgeted expenditures after this transfer.

Solid Waste Fund - 25.09% This non-recurring action provides operational funding to the Solid Waste program based on budgeted expenditures. There is a business plan in place to further automate the program and streamline operations. The reserve policy for this Enterprise Fund is set between 10% and 20%. Using Reserve Policy guidelines, the Fund Balance will be 15.62% of budgeted expenditures after this transfer, well within reserve limits.

Budget Overview

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 in Section III.

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2003
(\$'s in millions)

Funds	2003/2004 Budget	Reserve Policy				Actual
		Minimum		Maximum		
General Fund						\$ 58.80
Utilities Services Tax						15.70
Total General Fund	\$ 264.40	\$ 39.70	15%	\$ 66.10	25%	\$ 74.50 ⁽¹⁾ 28%
Enterprise Funds						
Self Supporting						
Wastewater System	\$ 37.40	\$ 3.70	10%	\$ 7.50	20%	\$ 13.50 36%
Parking System	\$ 9.80	\$ 1.00	10%	\$ 2.00	20%	\$ 2.00 20%
Stormwater System	\$ 11.50	\$ 1.15	10%	\$ 2.30	20%	\$ 2.30 20%
Solid Waste Management	\$ 17.80	\$ 1.80	10%	\$ 3.60	20%	\$ 3.60 20%
Enterprise Funds						
Non-Self Supporting						
Centrolplex	\$ 12.10	\$ -	0%	\$ 1.20	10%	\$ (0.90) -7%
CFA	\$ 3.80	\$ -	0%	\$ 0.38	10%	\$ - 0%

(1) The year-end balance has been diminished by an original budget \$5.0 million use and a \$3.5 million new year re-appropriation for a total of \$8.5 million, which represents an estimated current reserve balance of \$66 million, or 25% of the 2003/2004 Budget

Continued on next page

Budget Overview

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2003
(\$'s in millions)

<u>Funds</u>	<u>2003/2004 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Capital Project Funds						
Capital Improvement Fund	\$ 5.00	\$ -	0%	\$ 0.50	10%	\$ 0.50 10%
Internal Service Funds						
Fleet Management Fund	\$ 11.50 ⁽²⁾	\$ 0.58	5%	\$ 1.15	10%	\$ 1.00 9%
Risk Management Fund	\$ 34.50 ⁽³⁾	\$ 3.40	10%	\$ 5.20	15%	\$ 7.00 20%

(2) Reflects only the operating (and not vehicle replacement) budget.

(3) Reflects the outstanding liability for claims as of September 30, 2003.

Budget Overview

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2003
(\$'s in millions)

<u>Funds</u>	<u>Unrestricted</u>	<u>Restricted</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>	<u>R&R</u>	<u>Other</u>	
Enterprise Funds				
Self Supporting				
Wastewater System	\$ 47.10	\$ 4.70	\$ 16.20 ⁽¹⁾	\$ 68.00
Parking System	\$ 10.90	\$ 2.40	\$ -	\$ 13.30
Stormwater System	\$ 5.40	\$ -	\$ -	\$ 5.40
Solid Waste Management	\$ 0.50	\$ -	\$ -	\$ 0.50
Capital Project Funds				
Capital Improvement Fund	\$ 1.50	\$ -	\$ -	\$ 1.50
Internal Service Funds				
Fleet Management Fund	\$ -	\$ -	\$ 11.00 ⁽²⁾	\$ 11.00
Risk Management Fund	\$ -	\$ -	\$ -	\$ -

(1) Reflects excess impact fees, over debt service,

(2) Reflects the vehicle replacement reserve

Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Reserve History for General and Utilities Services Tax Funds

Fiscal Year	Combined Ending Fund Balance	Subsequent Year's Budgeted Expenditures	Fund Balance as % of Expenditures
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%
1985	\$ 31,122,911	\$ 76,778,254	40.54%
1984	\$ 32,226,389	\$ 71,620,959	45.00%

Budget Overview



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

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Department Identifier:



Executive Offices
Economic Development
Families, Parks & Recreation
Finance
Fire
General Administration
Housing
Mgmt., Budget & Accounting
Police
Public Works

Revenue Detail

Table of Contents

Major Funds FY 2004/2005	3
Major Funds Revenue History	4
Major Revenue Sources—General Fund	5
Major Revenue Sources—Non General Funds	10

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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 at all, require specific approvals.

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Enterprise funds, such as the wastewater utility, match revenues and expenditures 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. Although less restricted, the General Fund is used to meet essential needs. Unrestricted revenues, such as funds that are not pledged to meet specific debts, are deposited into the General Fund.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works
 Special Funds

Revenue Detail

MAJOR FUNDS
GREATER THAN \$10 MILLION IN ANNUAL REVENUE

Rank	Major Fund (more than \$10 million)	Adopted FY 2004/2005	2004/2005 % Total	Cumulative %
1.	General Fund	\$283,008,619	46.8%	46.8%
2.	Wastewater Revenue Fund	42,438,129	7.0%	53.9%
3.	Utilities Services Tax Fund	36,954,707	6.1%	60.0%
4.	Solid Waste Fund	20,168,081	3.3%	63.3%
5.	Internal Loan Fund	18,425,878	3.0%	66.4%
6.	Risk Management Fund	17,870,768	3.0%	69.3%
7.	Stormwater Utility Fund	14,548,240	2.4%	71.7%
8.	Orlando Centroplex Fund	12,009,425	2.0%	73.7%
9.	Wastewater Impact Fee Reserve Fund	11,191,920	1.9%	75.6%
10.	Fleet Mangement Fund	10,695,743	1.8%	77.4%
11.	Parking System Revenue Fund	10,364,441	1.7%	79.1%
12.	CRA Trust Fund	10,031,458	1.7%	80.7%
13.	All other Funds	<u>116,432,370</u>	19.3%	100.0%
	TOTAL	\$604,139,779	100.0%	

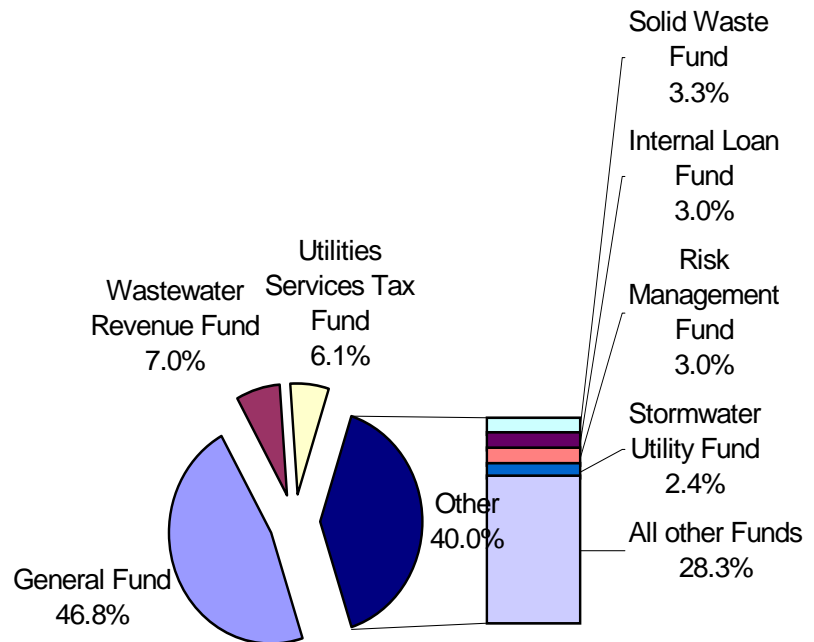
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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Major Funds - More than 2%



Revenue Detail

MAJOR FUNDS
ANNUAL REVENUE HISTORY

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget FY 2003/2004	Budget FY 2004/2005
General Fund	\$ 238,145,382	\$ 233,303,594	\$ 259,455,714	\$ 264,563,533	\$ 283,008,619
Wastewater Revenue Fund	35,261,283	31,716,322	37,005,127	38,488,495	42,438,129
Utilities Services Tax Fund	32,497,671	39,830,613	38,273,231	42,500,000	36,954,707
Solid Waste Fund	15,842,538	16,034,158	16,370,761	18,246,814	20,168,081
Internal Loan Fund	6,337,800	5,569,901	6,268,131	16,892,929	18,425,878
Risk Management Fund	13,021,938	13,839,686	17,108,505	15,909,678	17,870,768
Stormwater Utility Fund	13,626,899	14,855,736	17,250,612	22,467,270	14,548,240
Orlando Centroplex Fund	12,363,098	11,239,946	12,365,154	12,234,316	12,009,425
Wastewater Impact Fee Reserve	14,245,286	12,099,426	9,670,402	25,887,086	11,191,920
Fleet Management Fund	12,022,743	15,661,643	14,844,968	11,868,967	10,695,743
Parking System Revenue Fund	10,933,066	9,883,031	10,625,765	10,527,877	10,364,441
CRA I/II Trust Fund - Downtown	8,862,714	8,971,158	9,455,284	9,989,894	10,868,428
Total	\$ 413,160,418	\$ 413,005,214	\$ 448,693,654	\$ 489,576,859	\$ 488,544,379

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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 2004/2005, are shown in the table below.

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Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Real Property Taxes	\$ 56,699,036	\$ 58,859,651	\$ 62,851,408	\$ 68,285,591	\$ 73,994,680
Contribution-Utilities Svcs.Tax Fund	29,439,221	35,612,730	36,500,000	37,500,000	36,954,707
O U C Contribution ("dividend")	32,091,000	28,203,772	32,992,766	31,660,000	32,700,000
State Sales Tax ("Half-Cent")	25,117,291	24,043,656	24,413,099	25,183,128	25,077,538
Franchise Fee - Electric (OUC)	15,941,900	16,357,524	17,320,966	17,660,000	19,725,000
Business Personal Property Taxes	12,491,875	12,426,077	11,352,866	12,050,398	12,045,646
State Revenue Sharing	5,736,579	5,825,646	5,827,786	6,229,984	8,272,549
Fund Balance Allocation	-	-	-	-	7,000,000
Fees-GOAA Police	5,808,405	7,082,356	6,771,460	6,725,391	6,864,660
Occupational Licenses	4,062,940	4,263,664	4,526,050	4,950,000	5,626,000
Fees-Building Permits	3,747,552	3,581,915	4,109,811	4,872,018	5,000,000
Items less than \$5 million	70,576,819	89,706,104	68,421,034	49,567,767	49,747,839
Total	\$ 261,712,618	\$ 285,963,095	\$ 275,087,246	\$ 264,684,277	\$ 283,008,619

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Revenue Detail

Mission Statement:

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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 5.6916 mills. Ad Valorem Property taxes were originally forecasted in January as part of a five-year forecast with a regression equation using estimated City of Orlando population and CPI, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1st and become delinquent on April 1st or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

Revenue Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Revised Budget FY 2003/2004	Adopted Budget FY 2004/2005
Real Property Taxes	\$ 56,699,036	\$ 58,859,651	\$ 62,851,408	\$ 68,285,591	\$ 73,994,680
Less: Discount for Real Taxes	(1,986,703)	(2,060,082)	(2,216,646)	(2,731,424)	(2,959,787)
Bus. Pers. Property Taxes	12,491,875	12,426,077	11,352,886	12,050,398	12,045,646
Less: Discount Bus. Pers. Taxes	(457,884)	(429,519)	(386,545)	(482,016)	(481,826)
Tax Recovery Prior Yr Write-offs	2,078,534	291,954	64,190	-	-
Interest-Delinquent Taxes	159,293	116,325	139,861	120,000	120,000
TOTAL Property Tax Revenue	\$ 68,984,151	\$ 69,204,406	\$ 71,805,154	\$ 77,242,549	\$ 82,718,713

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 dividend payment to the City is based on a written agreement that provides for annual payment to the City of 60% of the annual net income of the OUC. The OUC provides an estimate of the payments to be made to the City.

Revenue Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Revised Budget FY 2003/2004	Adopted Budget FY 2004/2005
O U C Contribution ("dividend")	\$ 32,091,000	\$ 28,203,772	\$ 32,992,766	\$ 31,660,000	\$ 32,700,000
Franchise Fee - Electric (OUC)	15,941,900	16,357,524	17,320,966	17,660,000	19,725,000

Revenue Detail

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 a regression equation. See non General Fund revenues on page VI-10 for additional discussion.

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Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Contribution-Utilities Services Tax Fund	\$ 29,439,221	\$ 35,612,730	\$ 36,500,000	\$ 37,500,000	\$ 36,954,707

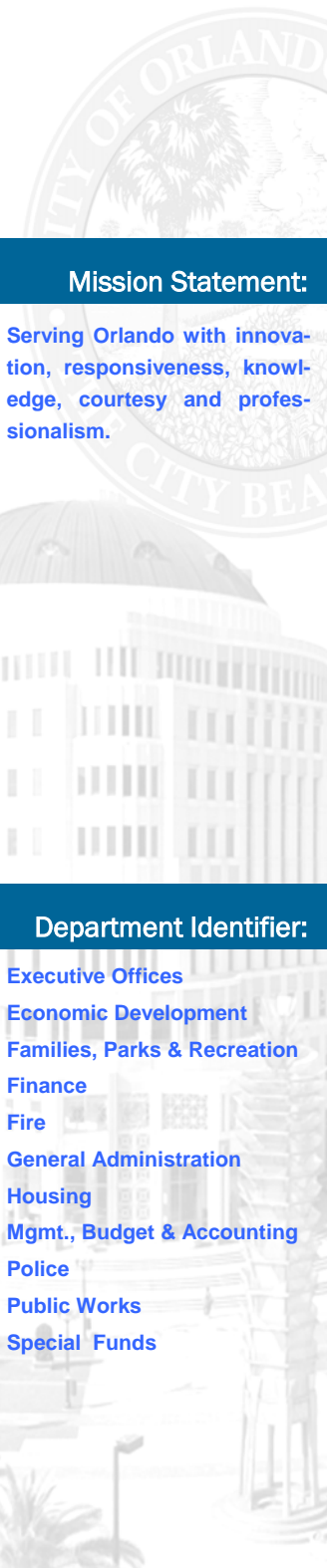
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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 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 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 in January as part of a five-year forecast with a regression equation using Orange County employment 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.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Revenue Detail



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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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.”

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
State Sales Tax (“Half-cent”)	\$ 25,117,291	\$ 24,043,656	\$ 24,413,099	\$ 25,183,128	\$ 25,077,538
State Revenue Sharing	5,736,579	5,825,646	5,827,786	6,229,984	8,272,549

Fund Balance Allocation

Under Fund Accounting, budgeting the use of cash balances (reserves) is treated as revenue. During the budget process, a decision may be made to close a portion of a budget gap by making a fund balance allocation instead of or in addition to other revenue enhancements or expenditure reductions. Refer to the Director’s Letter in Section I for additional comments.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Fund Balance Allocation	-	-	-	-	\$ 7,000,000

Fees-GOAA Police

Security at Orlando International Airport (OIA) is the responsibility of the Airport’s governing body, the Greater Orlando Aviation Authority (GOAA). The City of Orlando receives revenue from GOAA for providing law enforcement support on OIA property. The City of Orlando also receives revenue from GOAA for management of a public safety radio system used by GOAA. The estimated revenue budget is based upon a dollar for dollar reimbursement of the expenditures expected to be incurred.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Fees-GOAA Police	\$ 5,808,405	\$ 7,082,356	\$ 6,771,460	\$ 6,725,391	\$ 6,864,660
Fees-800 MHz Maintenance.	59,600	59,534	72,718	70,669	74,172

Revenue Detail

Occupational Licenses

The City of Orlando levies a fee on all businesses, trades and professions operating within the City or transacting business in interstate commerce where Sec. 8, Article 1 of the United States Constitution, does not prohibit such tax. The Occupational License fee schedule is adopted by City Council in City Code Section 36.35. The Permitting Division provides budget estimates.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget FY 2003/2004	Budget FY 2004/2005
Occupational Licenses	\$ 4,062,940	\$ 4,263,664	\$ 4,526,050	\$ 4,950,000	\$ 5,626,000

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Fees-Building Permits

The City of Orlando levies a fee on construction activity for all buildings, structures or alterations, which require a building permit. Fees are paid when the permit is issued. Florida Statute 553.80(1) (f) authorizes building Permit Fees. The Permitting Division also provides budget estimates for this revenue source.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget FY 2003/2004	Budget FY 2004/2005
Fees-Building Permits	\$ 3,747,552	\$ 3,581,915	\$ 4,109,811	\$ 4,872,018	\$ 5,000,000

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Revenue Detail

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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 or other types of buildings or activities producing sewage or liquid waste. Wholesale rates are negotiated and specified in interlocal agreements with various governmental agencies and collection systems. The Wastewater Division provides budget estimates.

Fund Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Revised Budget FY 2003/2004	Adopted Budget FY 2004/2005
Wastewater Revenue Fund	\$ 35,261,283	\$ 31,716,322	\$ 37,005,127	\$ 38,488,495	\$ 42,438,129

UTILITY SERVICES TAX FUND

The Utility Services Tax 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 Utility Services Tax Fund will be needed for backup, none will be transferred to the CIP Fund, and there will not be a Fund Balance Allocation. Therefore, for FY 2004/2005, the transfer to the General Fund should equal Utility Services Tax Fund revenues.

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).

Revenue Detail

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Utilities Services Tax Fund	\$ 32,497,671	\$ 39,830,613	\$ 38,273,231	\$ 42,500,000	\$ 36,954,707

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Solid Waste Fund	\$ 15,842,538	\$ 16,034,158	\$ 16,370,761	\$ 18,246,814	\$ 20,168,081

INTERNAL LOAN FUND

The Internal Loan Fund is an Internal Service Fund which provides interim or longer term financing to other 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 Chief Financial Officer supplies Internal Loan fund estimates.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Internal Loan Fund	\$ 6,337,800	\$ 5,569,901	\$ 6,268,131	\$ 16,892,929	\$ 18,425,878

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Risk Management Fund	\$ 13,021,938	\$ 13,839,686	\$ 17,108,505	\$ 15,909,678	\$ 17,870,768

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Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Revenue Detail



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- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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. 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.

	Actual	Actual	Actual	Revised	Adopted
Fund Description	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Stormwater Utility Fund	\$ 13,626,899	\$ 14,855,736	\$ 17,250,612	\$ 22,467,270	\$ 14,548,240

ORLANDO CENTROPLEX FUND

The Orlando Centroplex Fund is an Enterprise Fund which receives fees for the use of the 17,000-seat arena (TD Waterhouse Centre) and the 2,500-seat performing arts center (Bob Carr Performing Arts Centre). Centroplex fiscal personnel estimate the revenues for the budget based on anticipated bookings.

	Actual	Actual	Actual	Revised	Adopted
Fund Description	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Orlando Centroplex Fund	\$ 12,363,098	\$ 11,239,946	\$ 12,365,154	\$ 12,234,316	\$ 12,009,425

WASTEWATER IMPACT FEE RESERVE FUND

The Wastewater Impact Fee Reserve Fund receives impact fees paid by developers at the time permits are issued. Impact Fees, including Wastewater Impact Fees, must be used for meeting the cost of capital expansion resulting from local population growth. The Accounting and Control Division provides budget estimates.

	Actual	Actual	Actual	Revised	Adopted
Fund Description	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Wastewater Impact Fee Res.	\$ 14,245,286	\$ 12,099,426	\$ 9,670,402	\$ 25,887,086	\$ 11,191,920

FLEET MANAGEMENT FUND

The Fleet Management Fund is an Internal Service Fund which operates and maintains 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. Funds are billed monthly. The Fleet Management Fiscal Manager prepares estimates of revenue as part of the annual budget.

	Actual	Actual	Actual	Revised	Adopted
Fund Description	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget	Budget
Fleet Management Fund	\$ 12,022,743	\$ 15,661,643	\$ 14,844,968	\$ 11,868,967	\$ 10,695,743

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget FY 2003/2004	Budget FY 2004/2005
Parking System Revenue	\$ 10,933,066	\$ 9,883,031	\$ 10,625,765	\$ 10,527,877	\$ 10,364,441

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 (Florida Statute 192.042). The Property Appraiser certifies the assessment roll and provides an estimate of revenue each June on a Florida Department of Revenue form DR-420. Florida Statutes require budgeting at 95% of the taxable value.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2000/2001	FY 2001/2002	FY 2002/2003	Budget FY 2003/2004	Budget FY 2004/2005
CRA I/II Trust Fund	\$ 8,862,714	\$ 8,971,158	\$ 9,455,284	\$ 9,989,894	\$ 10,868,428

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

Revenue Detail

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.



Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works
- Special Funds

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Executive Offices



Office Identifier:

- ⇒ Mayor
- ⇒ City Commissioners
- ⇒ Audit and Evaluation
- ⇒ Human Relations
- ⇒ Communications/
Neighborhood Enhancement
- ⇒ Chief Administrative
Officer
- ⇒ City Clerk
- ⇒ Legal Affairs



Table of Contents

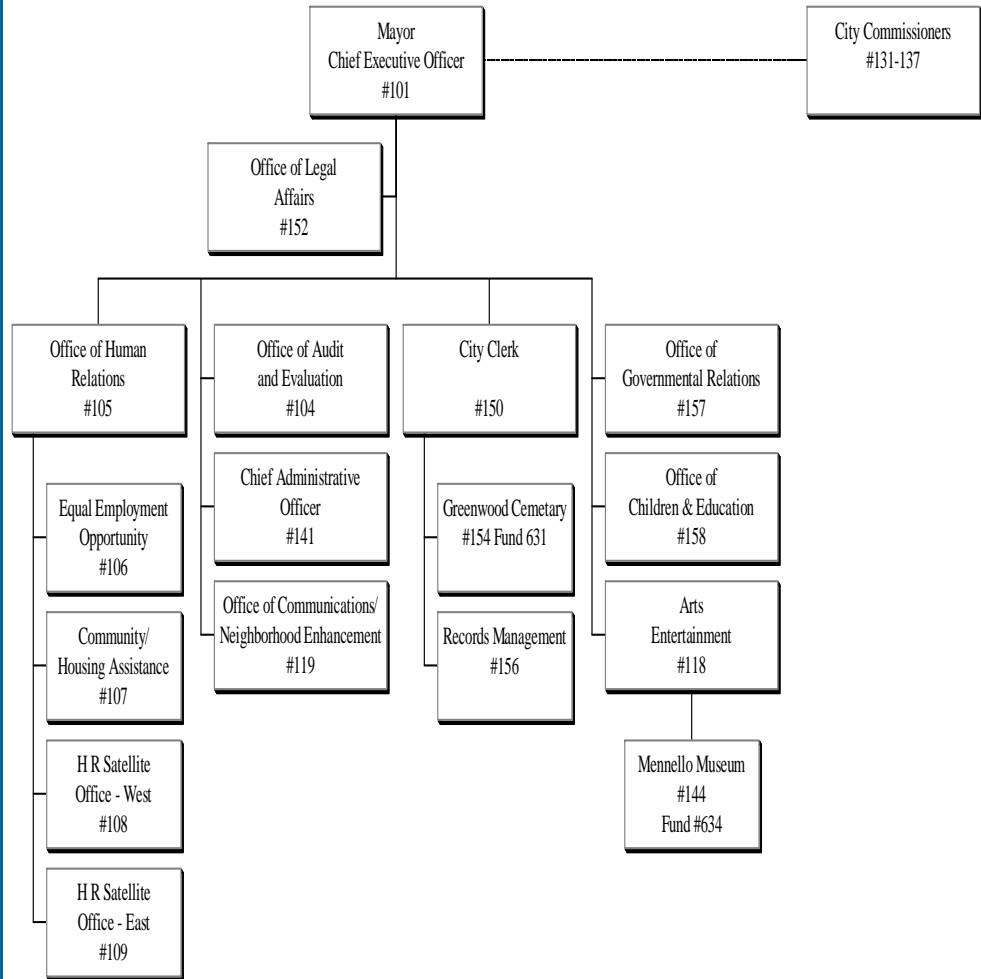
Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Office of The Mayor Expenditures and Staffing	6
Arts and Entertainment Expenditures and Staffing	7
Office of City Commissioners Expenditures and Staffing	8
Office of Audit and Evaluation Service Efforts/Accomplishments and Expenditures	9
Office of Audit and Evaluation Expenditure History Compared to Budget and Staffing	10
Office of Human Relations Service Efforts/Accomplishments and Expenditures	11
Office of Human Relations Expenditure History Compared to Budget and Staffing	12
Office of Communications/Neighborhood Enhancement Service Efforts/Accomplishments	13
Office of Communications/Neighborhood Enhancement Expenditures and Staffing	14
Office of Chief Administrative Officer Expenditures and Staffing	15
Office of City Clerk Service Efforts/Accomplishments and Expenditures	16
Office of City Clerk Expenditure History Compared to Budget and Staffing	17
Office of Legal Affairs Service Efforts/Accomplishments and Expenditures	18
Office of Legal Affairs Expenditure History Compared to Budget and Staffing	19

Executive Offices



Office Identifier:

- ⇒ Mayor
- ⇒ City Commissioners
- ⇒ Audit and Evaluation
- ⇒ Human Relations
- ⇒ Communications/
Neighborhood Enhancement
- ⇒ Chief Administrative
Officer
- ⇒ City Clerk
- ⇒ Legal Affairs

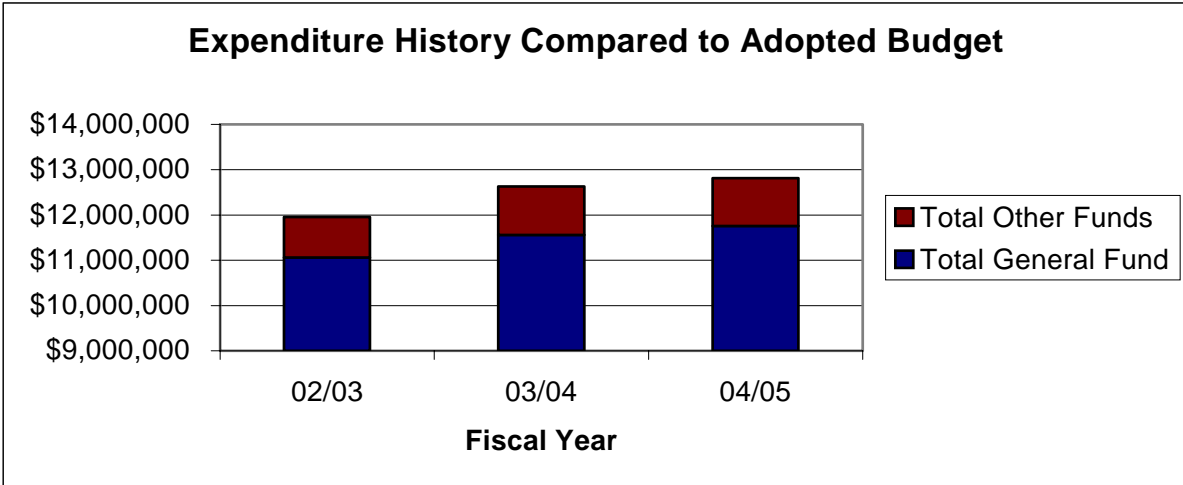


Executive Offices

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,332,775	\$ 1,172,655	\$ 1,288,019	\$ 115,364	9.84%
Arts and Entertainment:					
118 Arts and Entertainment	539,244	477,529	484,353	6,824	1.43%
806 Public Art	238,498				
131 City Commissioner-District 1	52,714	59,455	71,615	12,160	20.45%
132 City Commissioner-District 2	61,235	68,107	73,782	5,675	8.33%
133 City Commissioner-District 3	65,412	73,574	71,765	(1,809)	(2.46%)
134 City Commissioner-District 4	56,496	65,955	71,615	5,660	8.58%
135 City Commissioner-District 5	63,023	67,042	72,710	5,668	8.45%
136 City Commissioner-District 6	56,197	67,356	73,028	5,672	8.42%
137 City Commissioner's Administration	365,963	359,727	397,852	38,125	10.60%
Office of Audit and Evaluation:					
104 Audit and Evaluation	711,168	869,447	811,306	(58,141)	(6.69%)
Office of Human Relations:					
105 Human Relations	156,678	186,421	143,063	(43,358)	(23.26%)
106 Equal Employment Opportunity (EEOC)	613,803	597,279	658,629	61,350	10.27%
107 Community/Housing Assistance	72,723	27,680	24,000	(3,680)	(13.29%)
108 Human Relations Satellite Office-West	87,769	4,275		(4,275)	(100.00%)
109 Human Relations Satellite Office-East	52,485	1,650		(1,650)	(100.00%)
Office of Communications/Neighborhood Enhancement:					
119 Office of Communications/Neighborhood Enhancement	1,257,632	2,012,402	1,862,477	(149,925)	(7.45%)
996 Nondepartmental - Neighborhood Grant	266,063	220,325	264,250	43,925	19.94%
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	514,499	445,411	432,135	(13,276)	(2.98%)
997 Nondepartmental - Executive Offices	442,192	1,085,149	1,478,833	393,684	36.28%
Office of Legal Affairs:					
152 Office of Legal Affairs	3,012,978	2,908,667	2,815,361	(93,306)	(3.21%)
Office of the City Clerk:					
150 City Clerk	1,043,310	790,192	426,960	(363,232)	(45.97%)
156 Records Management			235,583	235,583	
TOTAL -- GENERAL FUND	\$ 11,062,857	\$ 11,560,298	\$ 11,757,336	\$ 197,038	1.70%
GREENWOOD CEMETERY FUND #631					
Office of the City Clerk:					
154 Greenwood Cemetery	\$ 404,677	\$ 513,745	\$ 530,944	\$ 17,199	3.35%
MENNELLO MUSEUM FUND #634					
Arts and Entertainment:					
144 Mennello Museum of American Folk Art	\$ 486,335	\$ 555,901	\$ 525,889	(\$30,012)	(5.40%)
TOTAL -- EXECUTIVE OFFICES	\$ 11,953,869	\$ 12,629,944	\$ 12,814,169	\$ 184,225	1.46%
Expenditure by Classification					
Salaries and Wages	\$ 7,263,677	\$ 6,532,710	\$ 6,782,045	\$ 249,335	3.82%
Employee Benefits	1,753,745	2,010,333	2,093,488	83,155	4.14%
Supplies	446,435	412,324	405,524	(6,800)	(1.65%)
Contractual Services	1,461,087	1,893,810	1,408,809	(485,001)	(25.61%)
Utilities	62,468	74,247	76,840	2,593	3.49%
Other Operating	440,002	355,567	375,660	20,093	5.65%
Travel/Training	80,154	115,752	143,219	27,467	23.73%
Internal Services	111,825	117,780	111,081	(6,699)	(5.69%)
Capital	82,472	157,186	89,262	(67,924)	(43.21%)
Non-Operating	252,004	960,235	1,328,241	368,006	38.32%
TOTAL -- EXECUTIVE OFFICES	\$ 11,953,869	\$ 12,629,944	\$ 12,814,169	\$ 184,225	1.46%

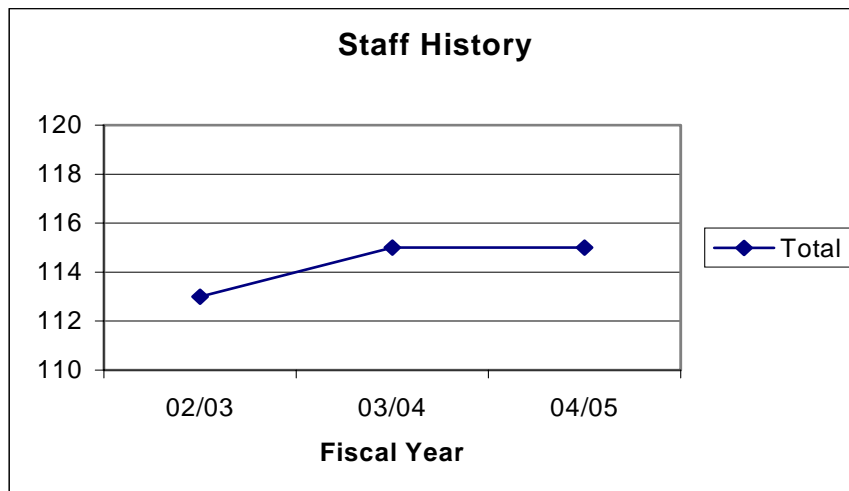
Executive Offices



Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
101 Office of the Mayor	11	13	12
Arts and Entertainment:			
118 Arts and Entertainment	2	4	4
806 Public Art	3	0	0
131 City Commissioner-District 1	1	1	1
132 City Commissioner-District 2	1	1	1
133 City Commissioner-District 3	1	1	1
134 City Commissioner-District 4	1	1	1
135 City Commissioner-District 5	1	1	1
136 City Commissioner-District 6	1	1	1
137 City Commissioner's Administration	7	7	7
104 Office of Audit and Evaluation	7	7	7
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	9	9	9
119 Office of Communications/Neighborhood Enhancement	21	19	19
141 Office of Chief Administrative Officer	4	3	4
Office of the City Clerk:			
150 City Clerk	11	10	6
156 Records Management	0	0	4
152 Office of Legal Affairs	27	29	29
TOTAL -- GENERAL FUND	110	109	109
CEMETERY TRUST FUND #631			
Office of the City Clerk:			
154 Greenwood Cemetery	2	4	4
TOTAL -- CEMETERY TRUST FUND	2	4	4
MENNELLO MUSEUM FUND #634			
Arts and Entertainment:			
144 Mennello Museum of American Folk Art	1	2	2
TOTAL -- EXECUTIVE OFFICES	113	115	115



Executive Offices

Office of The Mayor

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

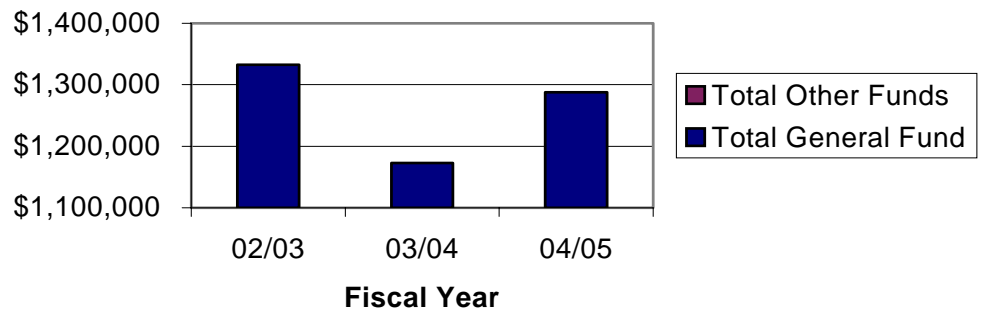
Program Identifier:

⇒ Mayor #101

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,332,775	\$ 1,172,655	\$ 1,288,019	\$ 115,364	9.84%
TOTAL -- GENERAL FUND	\$ 1,332,775	\$ 1,172,655	\$ 1,288,019	\$ 115,364	
TOTAL -- OFFICE OF THE MAYOR	\$ 1,332,775	\$ 1,172,655	\$ 1,288,019	\$ 115,364	9.84%

Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
101 Office of the Mayor	11	13	12
TOTAL -- GENERAL FUND	11	13	12
TOTAL -- OFFICE OF THE MAYOR	11	13	12

Executive Offices

Arts and Entertainment



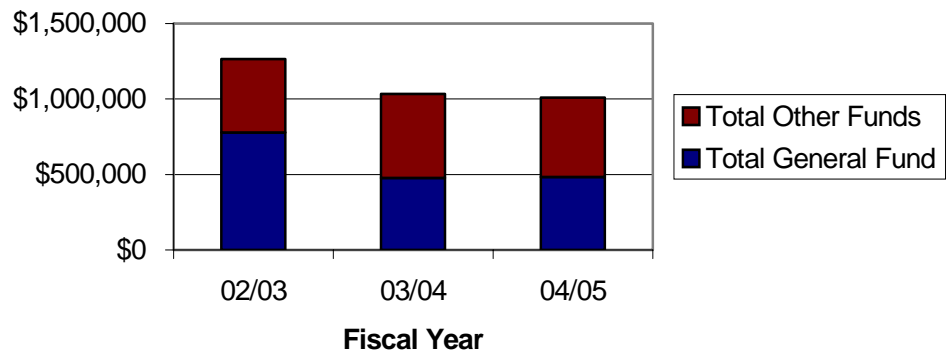
Program Identifier:

- ⇒ Arts & Entertainment #118
- ⇒ Public Art #806
- ⇒ Mennello Museum #144

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Arts and Entertainment:					
118 Arts and Entertainment	\$ 539,244	\$ 477,529	\$ 484,353	\$ 6,824	1.43%
806 Public Art	238,498				
TOTAL -- GENERAL FUND	\$ 777,742	\$ 477,529	\$ 484,353	\$ 6,824	1.43%
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Folk Art	\$ 486,335	\$ 555,901	\$ 525,889	\$ (30,012)	(5.40%)
TOTAL -- ARTS AND ENTERTAINMENT	\$ 1,264,077	\$ 1,033,430	\$ 1,010,242	\$ (23,188)	(2.24%)

Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
118 Arts and Entertainment	2	4	4
806 Public Art	3	0	0
TOTAL -- GENERAL FUND	5	4	4
MENNELLO MUSEUM FUND #634			
144 Mennello Museum of American Folk Art	1	2	2
TOTAL -- ARTS AND ENTERTAINMENT	6	6	6

Executive Offices

Office of
City Commissioners



Mission Statement:

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

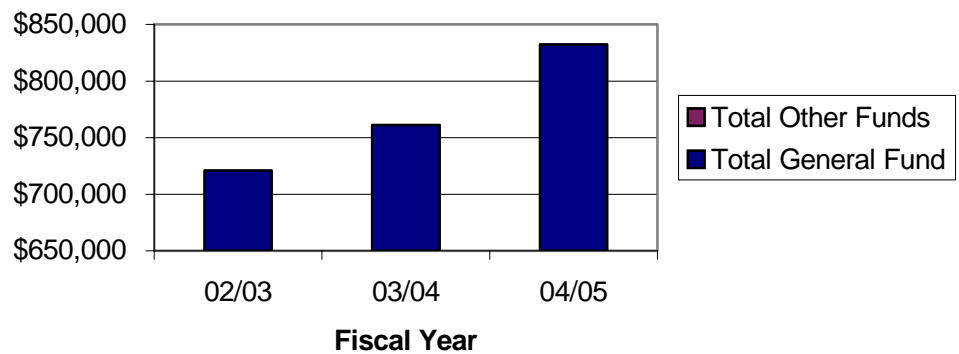
Program Identifier:

- ⇒ City Commissioner District 1 #131
- ⇒ City Commissioner District 2 #132
- ⇒ City Commissioner District 3 #133
- ⇒ City Commissioner District 4 #134
- ⇒ City Commissioner District 5 #135
- ⇒ City Commissioner District 6 #136
- ⇒ City Commissioners Administration #137

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
131 City Commissioner-District 1	\$ 52,714	\$ 59,455	\$ 71,615	\$ 12,160	20.45%
132 City Commissioner-District 2	61,235	68,107	73,782	5,675	8.33%
133 City Commissioner-District 3	65,412	73,574	71,765	(1,809)	(2.46%)
134 City Commissioner-District 4	56,496	65,955	71,615	5,660	8.58%
135 City Commissioner-District 5	63,023	67,042	72,710	5,668	8.45%
136 City Commissioner-District 6	56,197	67,356	73,028	5,672	8.42%
137 City Commissioner's Administration	365,963	359,727	397,852	38,125	10.60%
TOTAL – GENERAL FUND	\$ 721,040	\$ 761,216	\$ 832,367	\$ 71,151	9.35%
TOTAL – CITY COMMISSIONERS	\$ 721,040	\$ 761,216	\$ 832,367	\$ 71,151	9.35%

Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
131 City Commissioner-District 1	1	1	1
132 City Commissioner-District 2	1	1	1
133 City Commissioner-District 3	1	1	1
134 City Commissioner-District 4	1	1	1
135 City Commissioner-District 5	1	1	1
136 City Commissioner-District 6	1	1	1
137 City Commissioner's Administration	7	7	7
TOTAL – GENERAL FUND	13	13	13
TOTAL – CITY COMMISSIONERS	13	13	13

Executive Offices

Office of Audit and Evaluation



Mission Statement:

To provide meaningful, independent and objective assurance and consulting services by examining and evaluating City operations, contractors and related agencies in order to safeguard City assets and promote maximum accountability, efficiency and effectiveness.

Program Identifier:

⇒ Audit and Evaluation #104



Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Reports Issued.	26	38	24
Annual Benefits from Revenue Audits.	\$1,028,000	\$601,000	\$320,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Concurrence Rate For Audit and Other Project Recommendations.	97%	98%	90%
Implementation Rate For Audit and other Project Recommendations.	85%	91%	85%
Percentage of "Follow-Ups" Completed Within 12 Months.	NA	NA	70%

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of Projects Completed by the Estimated Completion Date.	76%	78%	70%
Percentage of Projects Completed within Budgeted Hours.	76%	97%	70%
Ratio of Revenues Collected to Related Audit Costs.	10:1	6:1	3:1

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Audit and Evaluation:					
104 Audit and Evaluation	\$ 711,168	\$ 869,447	\$811,306	\$ (58,141)	(6.69%)
TOTAL -- GENERAL FUND	\$ 711,168	\$ 869,447	\$811,306	\$ (58,141)	
TOTAL -- OFFICE OF AUDIT & EVALUATION	\$ 711,168	\$ 869,447	\$811,306	\$ (58,141)	(6.69%)

Executive Offices

Office of Audit and Evaluation



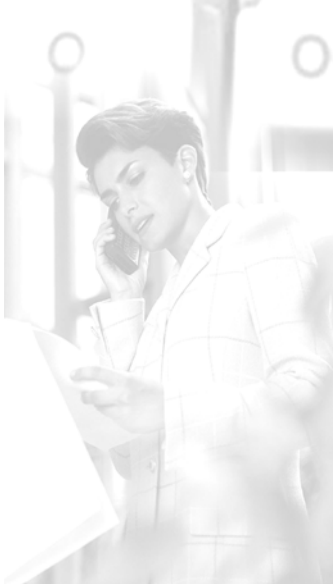
Mission Statement:

To provide meaningful, independent and objective assurance and consulting services by examining and evaluating City operations, contractors and related agencies in order to safeguard City assets and promote maximum accountability, efficiency and effectiveness.

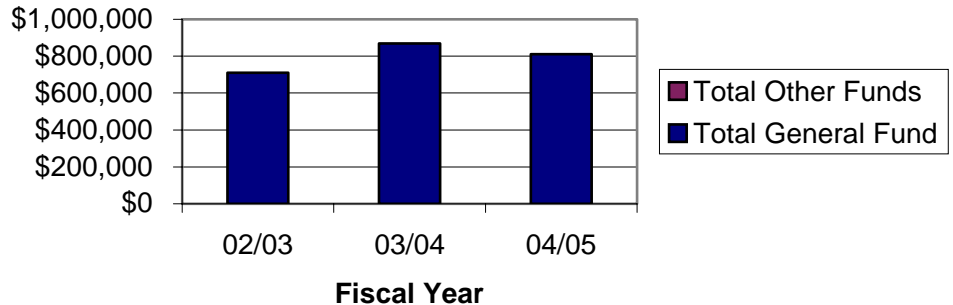


Program Identifier:

⇒ Audit and Evaluation #104



Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
104 Office of Audit and Evaluation	7	7	7
TOTAL – GENERAL FUND	7	7	7
TOTAL – AUDIT AND EVALUATION	7	7	7

Executive Offices

Office of Human Relations



Mission Statement:

Ensure equality of opportunity by administering City and Federal laws that prohibit discrimination in employment, housing and public accommodations; facilitate citizen participation in services provided by the social service delivery system and other groups; promote a positive image of City government to the community.

Program Identifier:

- ⇒ Human Relations #105
- ⇒ Equal Employment Opportunity #106
- ⇒ Community/Housing Assistance #107
- ⇒ Satellite Office-West #108
- ⇒ Satellite Office-East #109

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of EEOC Cases Closed.	124	104	112
Number of HUD Cases Closed.	2	0	10
Number of inquiries.	NA	1,824	1,200
Number of Educational Sessions Conducted.	6	6	12
Number of Staff Contacts with Businesses and Community-based Organizations to Eliminate Racial, Cultural and Inter-group Tensions.	NA	0	20

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Number of Days to Resolve an EEOC Case.	283	237	200
Average Number of Days to Resolve a HUD Case.	600	0	100

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Human Relations:					
105 Human Relations	\$ 156,678	\$ 186,421	\$ 143,063	\$ (43,358)	(23.26%)
106 Equal Employment Opportunity (EEOC)	613,803	597,279	658,629	61,350	10.27%
107 Community/Housing Assistance	72,723	27,680	24,000	(3,680)	(13.29%)
108 Human Relations Satellite Office-West	87,769	4,275		(4,275)	(100.00%)
109 Human Relations Satellite Office-East	52,485	1,650		(1,650)	(100.00%)
TOTAL -- GENERAL FUND	\$ 983,458	\$ 817,305	\$ 825,692	\$ 8,387	1.03%
TOTAL -- OFFICE OF HUMAN RELATIONS	\$ 983,458	\$ 817,305	\$ 825,692	\$ 8,387	1.03%

Executive Offices

Office of Human Relations

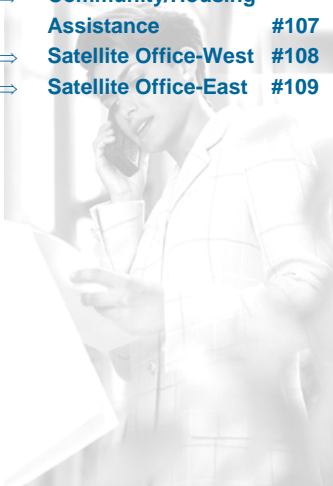


Mission Statement:

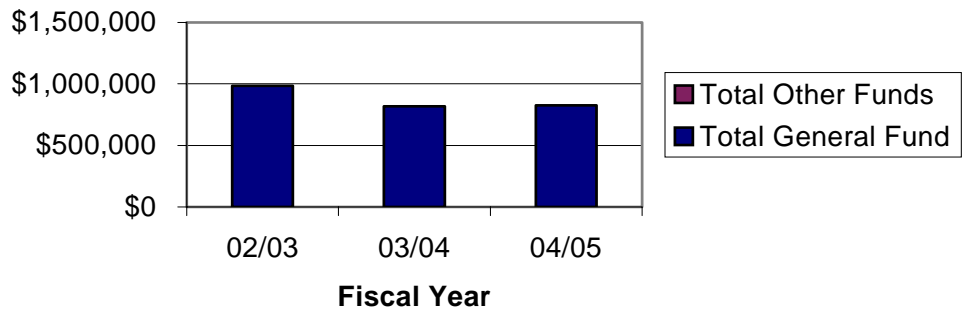
Ensure equality of opportunity by administering City and Federal laws that prohibit discrimination in employment, housing and public accommodations; facilitate citizen participation in services provided by the social service delivery system and other groups; promote a positive image of City government to the community.

Program Identifier:

- ⇒ Human Relations #105
- ⇒ Equal Employment Opportunity #106
- ⇒ Community/Housing Assistance #107
- ⇒ Satellite Office-West #108
- ⇒ Satellite Office-East #109



Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	9	9	9
TOTAL – GENERAL FUND	11	11	11
TOTAL – OFFICE OF HUMAN RELATIONS	11	11	11

Executive Offices

Office of Communications/
Neighborhood Enhancement

Mission Statement:

To preserve and enhance the quality of life in Orlando through effective communication, special events, citizen outreach and involvement.

Program Identifier:

- ⇒ Communications/ Neighborhood Enhancement #119
- ⇒ Non Departmental Neighborhood Grant #996

Selected Service Indicators/Service Trends

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of City of Orlando Website Visitors.	2,880,000	3,168,166	2,000,000
Number of <i>Orlando en Espanol</i> Website Visitors.	96,051	119,063	120,000
Attendance at City-hosted Special Events.	299,400	337,000	300,000
Number of Government TV Hours Produced.	480.0	137.5	150.0
Number of Government TV Broadcast Hours Presented.	819	381	450
Number of Associations and Neighborhood Based Groups Receiving Information and Services.	167	177	197
Number of Neighborhood Emergency Response Plans Developed & Implemented.	Not Tracked	Not Tracked	20
Total Value of Grants Funds Awarded by the End of the Fiscal Year.	\$306,000	\$246,000	\$157,000
Number of Neighborhood Leadership Development Seminars Conducted.	3	4	4
Number of Community Events and Meetings Attended by CNE Staff.	3	3	12
Number of Citizens Trained & Engaged in Citizen Corps Program as Required by Homeland Security Grant.	NA	NA	1,305
Total Number of Annual Volunteer Hours.	169,644	157,551	134,842

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Value of Citizen and Employee Volunteer Hours per Year.	\$2,420,615	\$2,660,155	\$2,310,000
Overall Performance Rating of Office by all Internal Customers on a Scale of 1 to 10.	8.52	8.36	80%
Overall Performance Rating of Creative Services' Customers.	4.56	4.47	90%

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Cost-savings to City Provided by In-House Creative Services Staff.	\$228,684	\$229,000	\$229,000
Percent of Mayor's Matching Grant Funds Successfully Awarded.	91%	146%	100%
Average cost per Neighborhood Leadership Development Seminar.	\$656	\$266	\$500
Cost-Savings to City Provided by Citizen Volunteers.	\$2,395,496	\$2,603,171	\$2,224,893

Executive Offices



Office of Communications/ Neighborhood Enhancement

Mission Statement:

To preserve and enhance the quality of life in Orlando through effective communication, special events, citizen outreach and involvement.



Program Identifier:

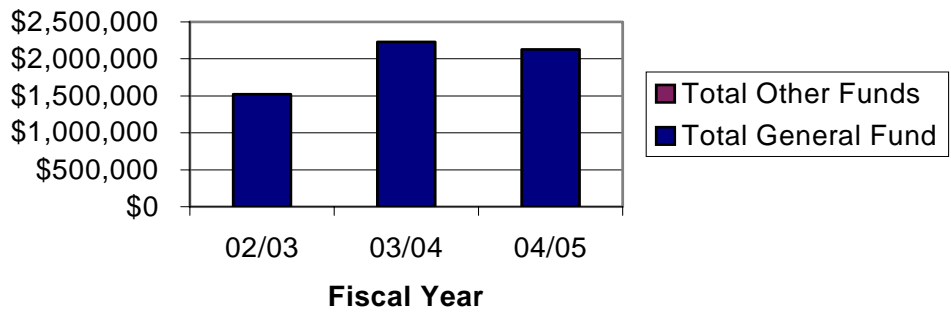
- ⇒ Communications/ Neighborhood Enhancement #119
- ⇒ Non Departmental Neighborhood Grant #996



EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Communications/Neighborhood Enhancement:					
119 Communications/Neighborhood Enhancement	\$ 1,257,632	\$ 2,012,402	\$ 1,862,477	\$ (149,925)	(7.45%)
996 Nondepartmental - Neighborhood Grant	266,063	220,325	264,250	43,925	19.94%
TOTAL -- GENERAL FUND	\$ 1,523,695	\$ 2,232,727	\$ 2,126,727	\$ (106,000)	(4.75%)
TOTAL -- NEIGHBORHOOD ENHANCEMENT	\$ 1,523,695	\$ 2,232,727	\$ 2,126,727	\$ (106,000)	(4.75%)

Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
119 Office of Communications/Neighborhood Enhancement	21	19	19
TOTAL -- GENERAL FUND	21	19	19
TOTAL -- NEIGHBORHOOD ENHANCEMENT	21	19	19

Executive Offices

Office of Chief Administrative Officer



Mission Statement:

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

Program Identifier:

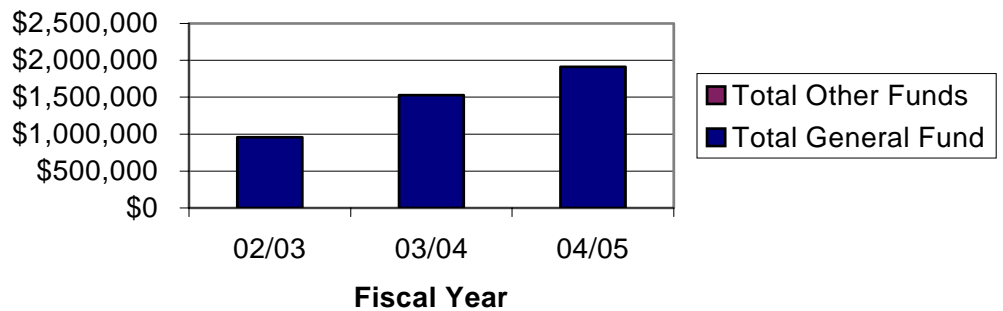
- ⇒ Chief Administrative Officer #141
- ⇒ Non-Departmental Executive Offices #997



EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	\$ 514,499	\$ 445,411	\$ 432,135	\$ (13,276)	(2.98%)
997 Nondepartmental - Executive Offices	442,192	1,085,149	1,478,833	393,684	36.28%
TOTAL -- GENERAL FUND	\$ 956,691	\$1,530,560	\$1,910,968	\$ 380,408	24.85%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER					
	\$ 956,691	\$1,530,560	\$1,910,968	\$ 380,408	24.85%

Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
141 Office of Chief Administrative Officer	4	3	4
TOTAL -- GENERAL FUND	4	3	4
TOTAL -- CHIEF ADMIN. OFFICER			
	4	3	4

Executive Offices

Office of
City Clerk



Mission Statement:

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

Program Identifier:

- ⇒ City Clerk #150
- ⇒ Greenwood Cemetery #154
- ⇒ Records Management #156



Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Acres of Greenwood Cemetery	NA	82	85
Number of Historical Tours of Greenwood Cemetery.	NA	15	12
Number of Visits to Greenwood Website.	NA	NA	12,000

Selected Effectiveness Indicators and Outcome Targets

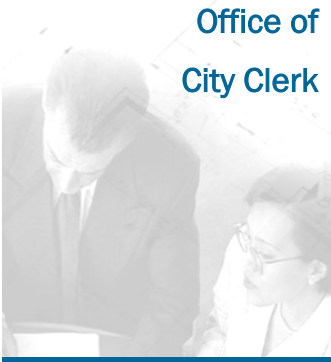
	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Requests for Retrieval of Records and/or Information Filled Within One Business Day.	96%	98%	98%
Percent of Sunshine Meetings Posted Within 48 Hours.	94%	95%	98%
Percent of Council Books Distributed to Commissioners Within 3 Business Days.	NA	NA	95%
Percent of Council Minutes on the Web Within 5 Business Days of City council Meeting.	NA	98%	98%
Percent of City-required Election Information on Web Within 24 Hours.	90%	97%	99%
Percent of Cemetery Plots "Bought & Resold" Within One Week.	NA	95%	90%
Percent of All Requests for Burials	NA	95%	90%

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of the City Clerk:					
150 City Clerk	\$ 1,043,310	\$ 790,192	\$ 426,960	\$ (363,232)	(45.97%)
156 Records Management			235,583	235,583	
TOTAL -- GENERAL FUND	\$ 1,043,310	\$ 790,192	\$ 662,543	\$ (127,649)	(16.15%)
GREENWOOD CEMETERY FUND #631					
154 Greenwood Cemetery	\$ 404,677	\$ 513,745	\$ 530,944	\$ 17,199	3.35%
TOTAL -- CITY CLERK	\$ 1,447,987	\$ 1,303,937	\$ 1,193,487	\$ (110,450)	(8.47%)

Executive Offices

Office of
City Clerk



Mission Statement:

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

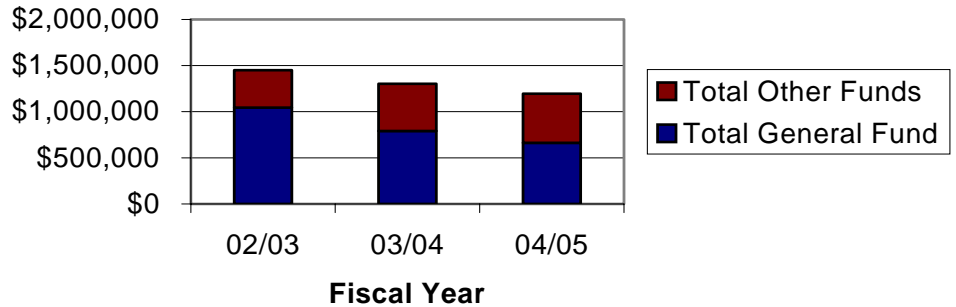


Program Identifier:

- ⇒ City Clerk #150
- ⇒ Greenwood Cemetery #154
- ⇒ Records Management #156



Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
150 City Clerk	11	10	6
156 Records Management	0	0	4
TOTAL – GENERAL FUND	11	10	10
<u>CEMETERY TRUST FUND #631</u>			
City Clerk:			
154 Greenwood Cemetery	2	4	4
TOTAL – CEMETERY TRUST	2	4	4
TOTAL – CITY CLERK	13	14	14

Executive Offices

Office of Legal Affairs



Mission Statement:

To provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

Program Identifier:

⇒ Legal Affairs #152



Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Successful Challenges for Ethics, Public Records and/or Sunshine Violations	0	0	0

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Retention Rate of Top-Quality Staff	89%	93%	93%
Actual Expenditures as a Percent of Office Budget	104%	98%	100%
Percentage of Risk Management Cases Handled In-House	18%	26%	26%
Percentage of Bids Successfully Challenged	0	0	0
Percentage of Ordinance Violations Successfully Prosecuted	97%	96%	98%
Internal Customer Satisfaction Rating	NA	8.53	9.00

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Defense Cost per Risk Management Case	\$4,813	\$4,400	\$4,500
Budgeted Positions per 1000 Resident Population	0.152	0.138	0.134

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Legal Affairs:					
152 Office of Legal Affairs	\$ 3,012,978	\$ 2,908,667	\$ 2,815,361	\$ (93,306)	(3.21%)
TOTAL -- GENERAL FUND	\$ 3,012,978	\$ 2,908,667	\$ 2,815,361	\$ (93,306)	
TOTAL -- OFFICE OF LEGAL AFFAIRS	\$ 3,012,978	\$ 2,908,667	\$ 2,815,361	\$ (93,306)	(3.21%)

Executive Offices

Office of Legal Affairs



Mission Statement:

To provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

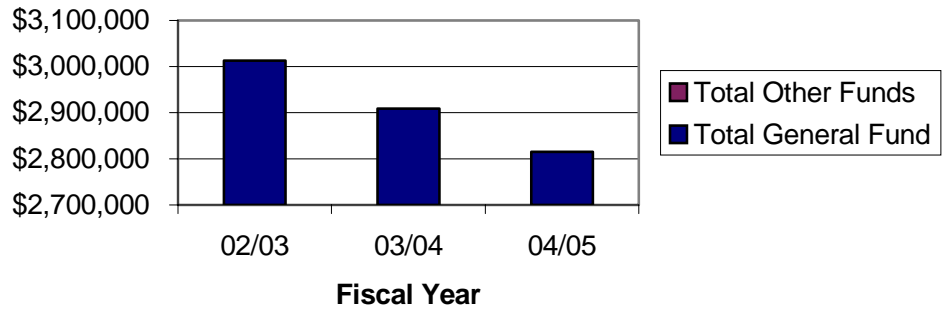


Program Identifier:

⇒ Legal Affairs #152



Expenditure History Compared to Adopted Budget



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
152 Office of Legal Affairs	27	29	29
TOTAL – GENERAL FUND	27	29	29
TOTAL – OFFICE OF LEGAL AFFAIRS	27	29	29

Executive Offices



Office Identifier:

- ⇒ Mayor
- ⇒ City Commissioners
- ⇒ Audit and Evaluation
- ⇒ Human Relations
- ⇒ Communications/
Neighborhood Enhancement
- ⇒ Chief Administrative
Officer
- ⇒ City Clerk
- ⇒ Legal Affairs

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Economic Development Department

Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Director's Office Expenditures and Staffing	6
Business Development Division Service Efforts/Accomplishments	7
Business Development Division Expenditure Summary and Staffing	8
Permitting Division Service Efforts/Accomplishments	9
Permitting Division Expenditure Summary and Staffing	10
Code Enforcement Division Service Efforts/Accomplishments	11
Code Enforcement Division Expenditure Summary and Staffing	12
City Planning Division Service Efforts/Accomplishments	13
City Planning Division Expenditure Summary and Staffing	15
Centroplex Division Service Efforts/Accomplishments	16
Centroplex Division Expenditure Summary	17
Centroplex Division Staffing	18
Downtown Development Board Service Efforts/Accomplishments	19
Downtown Development Board Expenditure Summary and Staffing	20
Community Redevelopment Agency Service Efforts/Accomplishments	21
Community Redevelopment Agency Expenditure Summary and Staffing	22

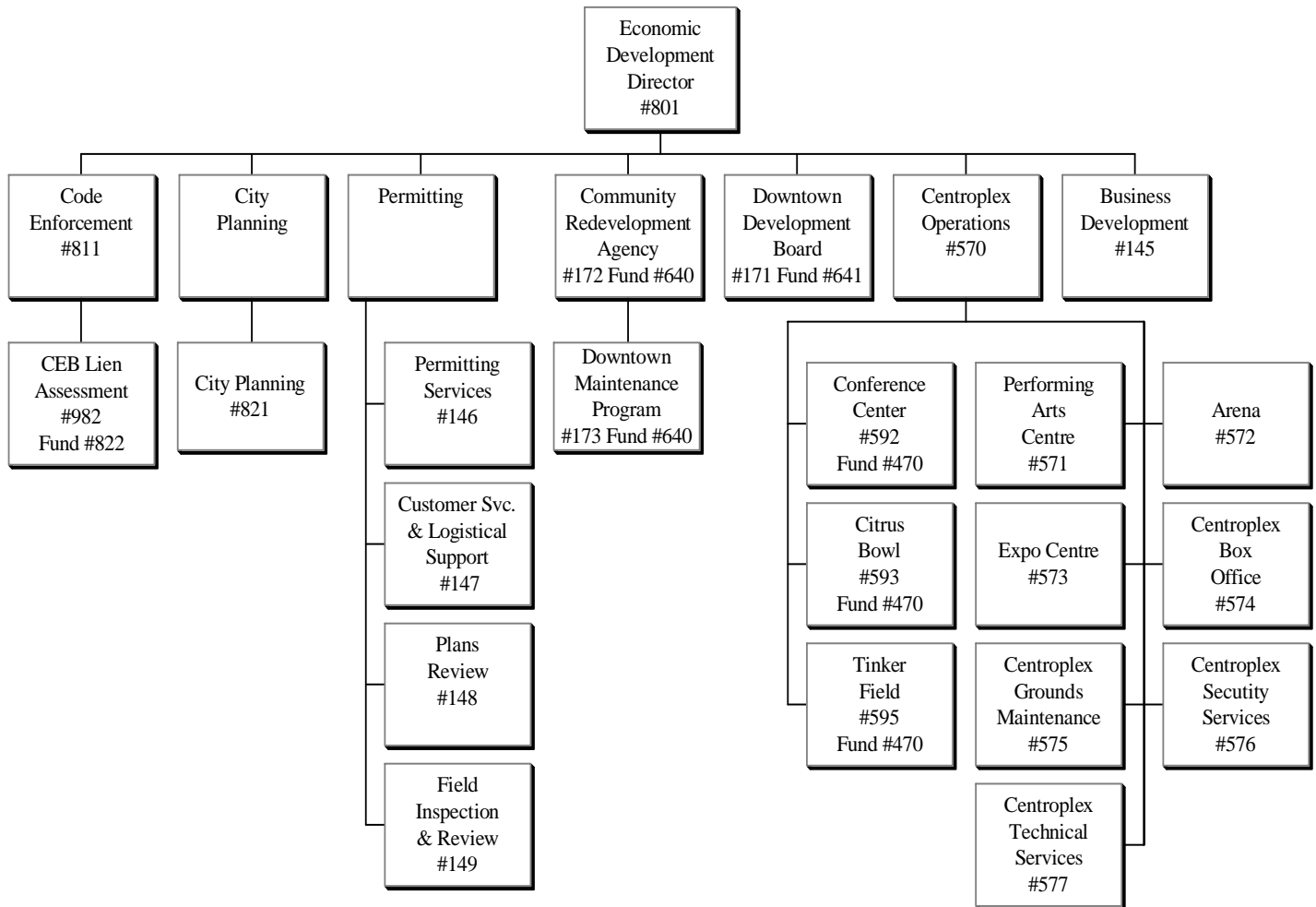
Mission Statement:

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

Division Identifier:

- ⇒ Business Development
- ⇒ Permitting
- ⇒ Code Enforcement
- ⇒ City Planning
- ⇒ Centroplex
- ⇒ Downtown Development Board
- ⇒ Community Redevelopment Agency

Economic Development Department



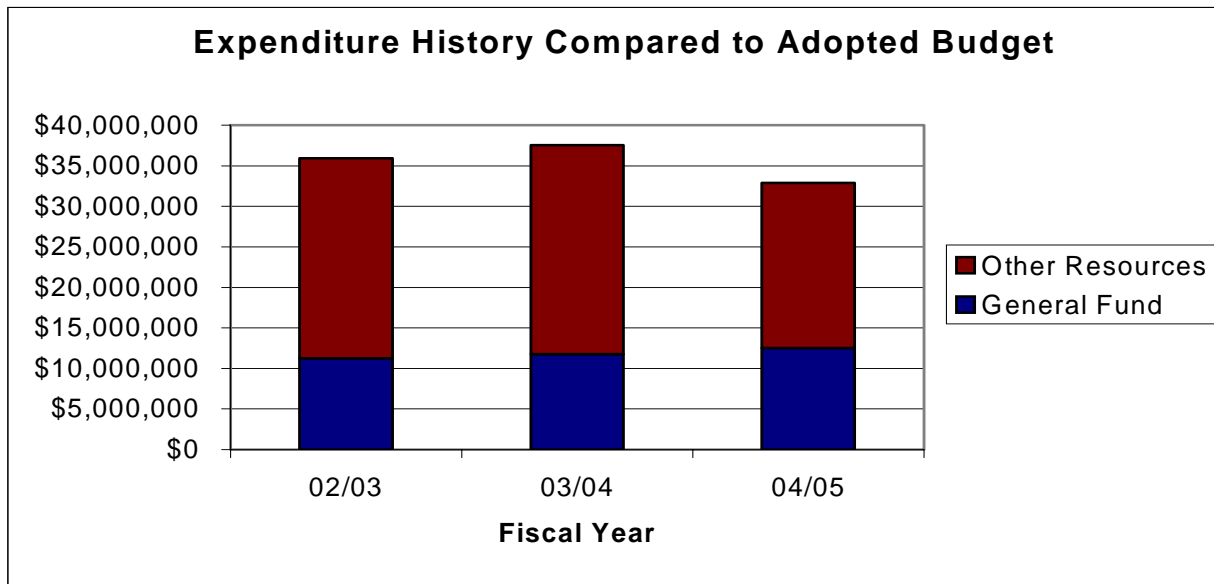
Economic Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 566,484	\$ 235,365	\$ 283,845	\$ 48,480	20.60%
Business Development Division:					
145 Business Development	495,933	274,940	283,537	8,597	3.13%
Permitting Division:					
146 Permitting Services	648,294	145,438	170,034	24,596	16.91%
147 Customer Service & Logistical Support	1,175,502	1,486,260	1,252,800	(233,460)	(15.71%)
148 Plans Review	1,162,729	1,173,815	1,322,586	148,771	12.67%
149 Field Inspection and Review	1,934,276	2,083,043	2,216,485	133,442	6.41%
Code Enforcement Division:					
811 Code Enforcement	2,350,936	1,919,901	2,255,716	335,815	17.49%
City Planning Division:					
821 City Planning	2,096,343	2,238,191	2,124,254	(113,937)	(5.09%)
984 Nondepartmental - Economic Development	806,220	2,211,158	2,619,186	408,028	18.45%
TOTAL -- GENERAL FUND	\$ 11,236,717	\$ 11,768,111	\$ 12,528,443	\$ 760,332	6.46%
CENTROPLEX FUND #411					
Centroplex Division:					
570 Centroplex Operations	\$ 332,326	\$ 307,733	\$ 263,338	\$ (44,395)	(14.43%)
571 Performing Arts Centre	1,092,089	1,122,190	920,790	(201,400)	(17.95%)
572 Arena	7,754,799	7,113,139	7,057,787	(55,352)	(0.78%)
573 Expo Centre	1,284,772	1,178,718	1,151,329	(27,389)	(2.32%)
574 Centroplex Box Office	232	(21,550)	527	22,077	(102.45%)
575 Centroplex Grounds Maintenance	41,000	71,000	(14,200)	(85,200)	(120.00%)
576 Centroplex Security Services	2	(69,261)	7,640	76,901	(111.03%)
577 Centroplex Technical Services	27,043	(54,170)	335	54,505	(100.62%)
985 Nondepartmental - Centroplex	693,427	2,357,796	2,486,879	129,083	5.47%
TOTAL -- CENTROPLEX FUND	\$ 11,225,690	\$ 12,005,595	\$ 11,874,425	\$ (131,170)	(1.09%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Centroplex Division:					
592 Conference Center	\$ 71,986	\$ 60,800	\$ 53,610	\$ (7,190)	(11.83%)
593 Citrus Bowl	2,674,198	2,242,135	2,355,488	113,353	5.06%
595 Tinker Field	294,106	287,046	308,640	21,594	7.52%
974 Nondepartmental - CFA	224,680	474,476	498,945	24,469	5.16%
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 3,264,970	\$ 3,064,457	\$ 3,216,683	\$ 152,226	4.97%
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 422,871	\$ 260,090	\$ 216,340	\$ (43,750)	(16.82%)
173 Downtown Maintenance Program	679,865	666,662	770,367	103,705	15.56%
960 Nondepartmental - CRA	7,546,770	7,886,792	2,526,903	(5,359,889)	(67.96%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 8,649,506	\$ 8,813,544	\$ 3,513,610	\$ (5,299,934)	(60.13%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 706,749	\$ 641,237	\$ 651,263	\$ 10,026	1.56%
959 Nondepartmental - DDB	830,640	1,200,541	1,043,130	(157,411)	(13.11%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,537,389	\$ 1,841,778	\$ 1,694,393	\$ (147,385)	(8.00%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 13,691	\$ 44,005	\$ 56,297	\$ 12,292	27.93%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 35,927,963	\$ 37,537,490	\$ 32,883,851	\$ (4,653,639)	(12.40%)

Economic Development Department

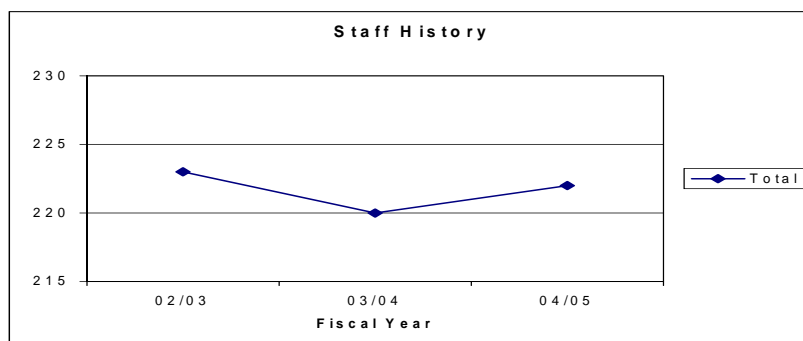
Expenditure by Classification	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 12,464,484	\$ 11,402,919	\$ 11,594,838	\$ 191,919	1.68%
Employee Benefits	3,778,943	3,848,348	3,851,852	3,504	0.09%
Supplies	733,045	603,167	590,889	(12,278)	(2.04%)
Contractual Services	5,499,472	4,933,385	4,834,736	(98,649)	(2.00%)
Utilities	1,977,015	1,979,547	2,029,205	49,658	2.51%
Other Operating	952,297	1,030,699	997,903	(32,796)	(3.18%)
Travel/Training	39,692	61,079	64,724	3,645	5.97%
Internal Services	1,086,280	845,293	1,036,097	190,804	22.57%
Capital	70,265	63,000	50,000	(13,000)	(20.63%)
Non-Operating	9,326,470	12,770,053	7,833,607	(4,936,446)	(38.66%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 35,927,963	\$ 37,537,490	\$ 32,883,851	\$ (4,653,639)	(12.40%)



Economic Development Department

DEPARTMENT STAFFING SUMMARY

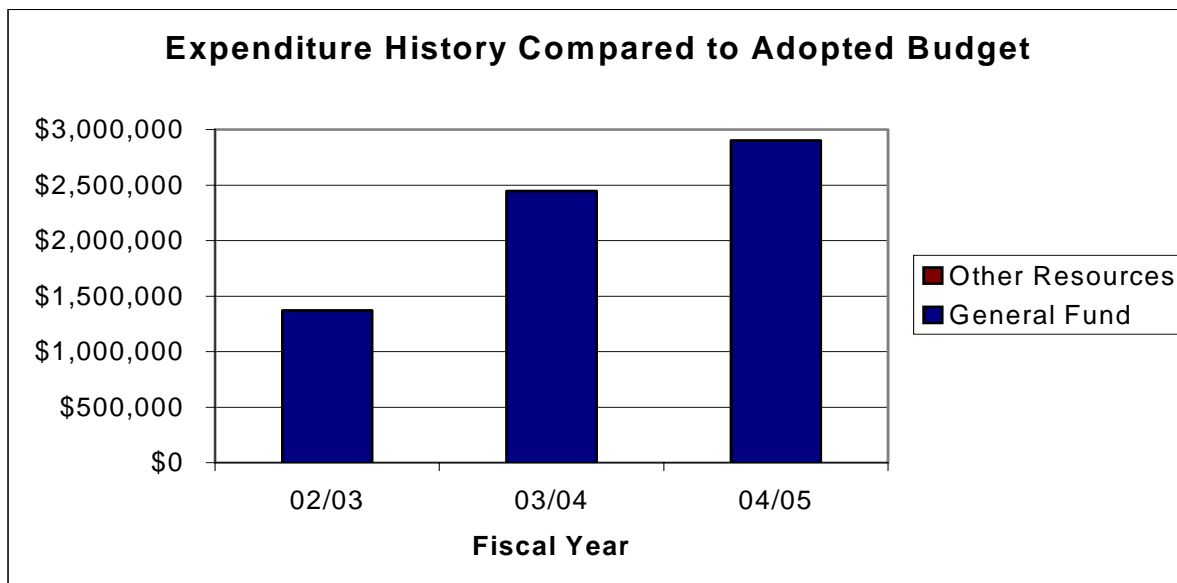
	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
801 Director of Economic Development	5	4	4
Business Development Division:			
145 Business Development	6	4	4
Permitting Division:			
146 Permitting Services	7	1	2
147 Customer Service	19	26	22
148 Development Plans Review	15	17	17
149 Field Inspection Services	28	28	28
Code Enforcement Division:			
811 Code Enforcement	27	22	27
City Planning Division:			
812 Transportation Planning Administration	2	0	0
815 Transportation Planning	4	0	0
821 City Planning	1	30	30
824 Land Development	10	0	0
825 Growth Management	6	0	0
827 Urban Design	2	0	0
TOTAL GENERAL FUND	132	132	134
CENTROPLEX FUND #411			
Centroplex Division:			
570 Centroplex Operations	14	13	13
571 Performing Arts Centre	3	3	3
572 Arena	13	13	13
573 Expo Centre	10	10	10
574 Centroplex Box Office	11	11	11
576 Centroplex Security Services	10	10	10
577 Centroplex Technical Services	7	7	7
TOTAL CENTROPLEX FUND	68	67	67
CIVIC FACILITIES AUTHORITY REVENUE FUND #470			
Centroplex Division:			
593 Citrus Bowl	6	5	5
595 Tinker Field	2	2	2
TOTAL CIVIC FACILITIES AUTHORITY REVENUE FUND	8	7	7
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	2	1	1
173 Downtown Maintenance Proram	7	7	7
TOTAL COMMUNITY REDEVELOPMENT AGENCY	9	8	8
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	6	6	6
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	6	6	6
TOTAL -- ECONOMIC DEVELOPMENT	223	220	222



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 566,484	\$ 235,365	\$ 283,845	\$ 48,480	20.60%
984 Nondepartmental - Economic Development	806,220	2,211,158	2,619,186	408,028	18.45%
TOTAL -- GENERAL FUND	\$ 1,372,704	\$ 2,446,523	\$ 2,903,031	\$ 456,508	18.66%
TOTAL -- DIRECTOR	\$ 1,372,704	\$ 2,446,523	\$ 2,903,031	\$ 456,508	18.66%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
801 Director of Economic Development	5	4	4
TOTAL GENERAL FUND	5	4	4
TOTAL -- DIRECTOR	5	4	4

Economic Development Department

Business Development Division

Mission Statement:

To build strategic partnerships that nurture a unique and diverse international City marked by a strong and diversified economy.

Program Identifier:

⇒ Business Development #145

Overview of Service/Program

The **Business Development Division** is responsible for building strategic partnerships with organizations and businesses, expanding the City's tax base and diversifying its economy, and providing regional leadership to the Metro Orlando community in growing Orlando's economy. The Division administers programs that encourage the creation of family wage jobs and an entrepreneurial environment that caters to the new economy.

Major Accomplishments

- Negotiated incentive package to encourage the expansion of CNL.
- Partnered with Orange County in negotiating incentive package for the expansion of JetBlue.
- Networked Community CD Project in partnership with Orange County.
- Created and implemented the due diligence checklist for evaluating economic investments.
- Completed the Economic Impact Study and Cluster Analysis of the Interactive Entertainment Industry in Digital Media for Metro Orlando and the State of Florida.

Future Outlook

- Enhance UCF Downtown Technology Incubator through continued partnership with UCF
- Expand the Digital Media industry cluster.
- Assist our small business community.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Organizations/Businesses Assisted.	445	515	585
Number of Business Development Projects Opened.	NA	NA	36
Number of Jobs Created/Retained.	2,086	750	1,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Annual Increase in City Tax Roll.	\$192.3 M	\$100 M	\$103 M
Annual Increase in Businesses/Organizations Assisted.	3%	3%	3%

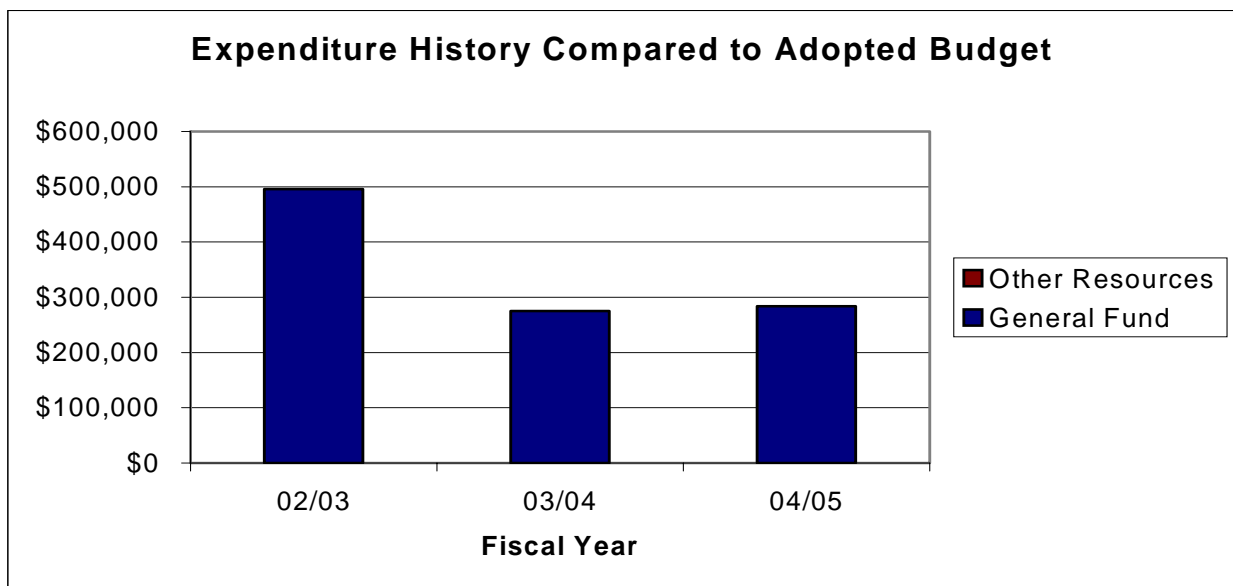
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average BDD Cost per Job Created/Retained.	\$300	\$367	\$288
General Fund Revenue Generated per Dollar Expended.	\$4.00	\$2.50	\$2.50
Amount of State/Federal Incentive Dollars Leveraged.	NA	NA	\$500,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
145 Business Development	\$ 495,933	\$ 274,940	\$ 283,537	\$ 8,597	3.13%
TOTAL – GENERAL FUND	\$ 495,933	\$ 274,940	\$ 283,537	\$ 8,597	
TOTAL – BUSINESS DEVELOPMENT DIVISION	\$ 495,933	\$ 274,940	\$ 283,537	\$ 8,597	3.13%

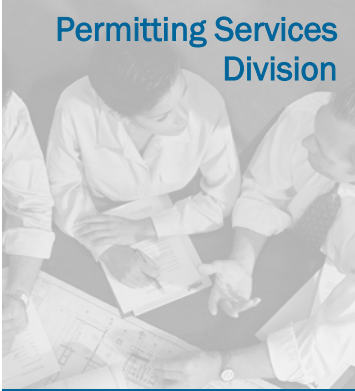


STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Business Development Division:			
145 Business Development	6	4	4
TOTAL GENERAL FUND	6	4	4
TOTAL – BUSINESS DEVELOPMENT DIVISION	6	4	4

Economic Development Department

Permitting Services Division



Mission Statement:

To protect the health, safety, and welfare of our citizens, and reserve and enhance the aesthetic character of Orlando through timely, thorough review of applications for permits and licenses.

Program Identifier:

- Permitting #146
- Customer Service & Logistical Support #147
- Plans Review #148
- Field Inspection and Review #149

Overview of Service/Program

The **Permitting Services Division** 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.

Major Accomplishments

- Streamlined the field inspection process through the use of wireless technology, transmitting information directly from the field. This accomplishment has greatly reduced the time for reporting inspection results and finalization of the permit.
- Integrated the Business License process into the Tidemark Permitting System resulting in a more efficient and user-friendly process.
- Enhanced record retention and efficiency of the plans review process by expanding the Plans Room.
- Increased the number of inspections and plans reviewed while maintaining the level of service provided to the customer.

Future Outlook

- Automate concurrency management system and the sewer benefit fee process.
- Improve and expand Interactive Voice Response (IVR) system.
- Continue to cross train staff to improve customer relations.
- Continue to improve customer service and response times.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Revenue Collected from Business Licenses.	\$5,152,125	\$4,950,000	\$5,176,000
Number of Licenses Issued.	20,600	21,500	22,000
Number of Permits Issued.	25,977	31,000	32,000
Estimated Construction Cost of Permits Issued.	\$790.078 M	\$1.2 Billion	\$1 Billion
Revenue Collected for Permits & Fees.	\$6,815,393	\$6,942,049	\$7,678,500
Number of Building Inspections Performed.	78,336	90,000	90,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of all ELE, MEC, PLM & BLD RES-1 Issued within 2 Calendar Days.	83%	86%	90%
within 10 Working Days.	93%	90%	90%
Average Number of Days to Complete Construction Plan Review.	5	6	6
Percent of Building Inspections Performed by Requested Date.	88%	92%	95%

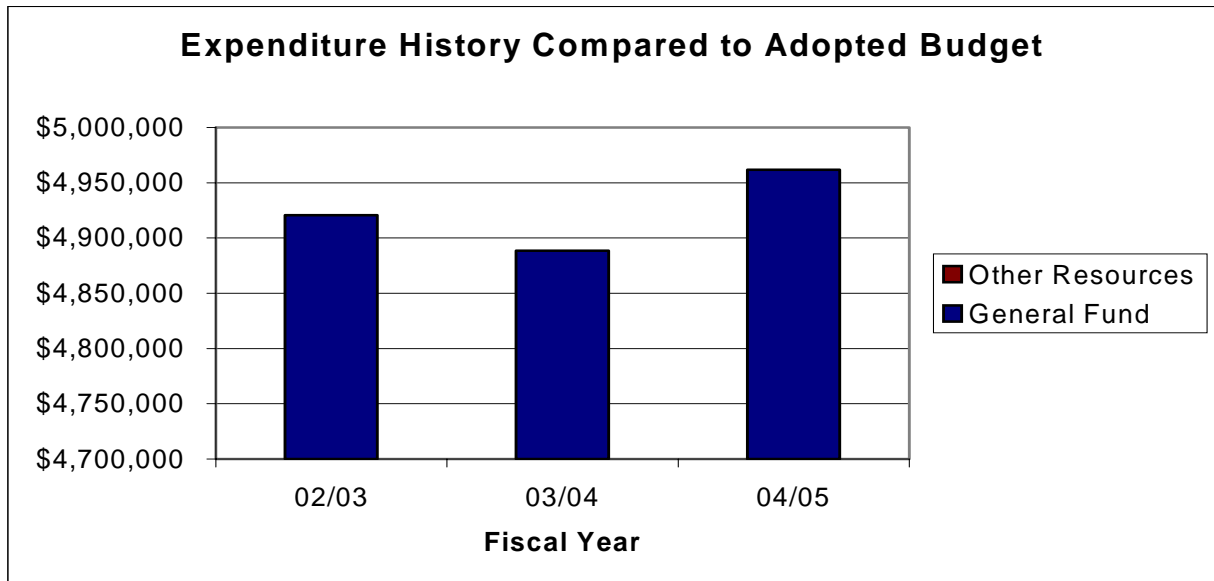
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Cost to Issue a Business License.	\$13.73	\$11.61	\$12.00
Average Cost to Issue a Permit.	\$42.53	\$38.02	\$30.00
Average Cost per Construction Plan Review.	\$34.66	\$35.68	\$35.17
Average Cost per Building Inspection.	\$25.55	\$28.10	\$25.00

Economic Development Department

EXPENDITURE SUMMARY

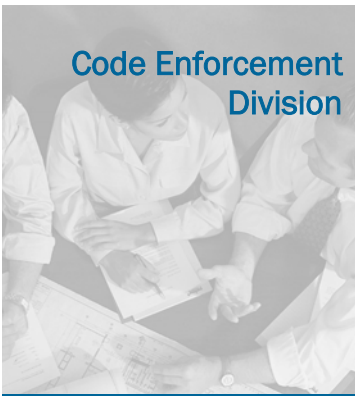
Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Permitting Division					
146 Permitting Services	\$ 648,294	\$ 145,438	\$ 170,034	\$ 24,596	16.91%
147 Customer Service & Logistical Support	1,175,502	1,486,260	1,252,800	(233,460)	(15.71%)
148 Plans Review	1,162,729	1,173,815	1,322,586	148,771	12.67%
149 Field Inspection and Review	1,934,276	2,083,043	2,216,485	133,442	6.41%
TOTAL -- GENERAL FUND	\$ 4,920,801	\$ 4,888,556	\$ 4,961,905	\$ 73,349	1.50%
TOTAL -- PERMITTING DIVISION	\$ 4,920,801	\$ 4,888,556	\$ 4,961,905	\$ 73,349	1.50%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Permitting Division:			
146 Permitting Services	7	1	2
147 Customer Service	19	26	22
148 Development Plans Review	15	17	17
149 Field Inspection Services	28	28	28
TOTAL GENERAL FUND	69	72	69
TOTAL -- PERMITTING DIVISION	69	72	69

Economic Development Department



Code Enforcement Division

Mission Statement:

To protect the health, safety, and welfare of the citizens, and reserve and enhance the aesthetic character of Orlando through the enforcement of State and City codes.

Program Identifier:

- ⇒ Code Enforcement #811
- ⇒ CEB Lien Assessment #982

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 Section 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

- Increased collection of fines by 350%
- Established E*Connect, a phone and web-based permitting and payment system. Citizens can now pay for their permits and review permit status by phone or by visiting the City’s website.
- Established an interactive complaint and lien tracking system to provide expedited service.
- Improved enforcement of housing maintenance resulting in a 141% increase in the number of housing citations issued.
- Improved case resolution rate by 19%.

Future Outlook

- Strengthen enforcement in Parramore.
- Increase foreclosure and fine initiatives.
- Continue to improve case resolution rate.
- Target habitual offenders.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Properties Inspected.	NA	NA	55,000
Number of Civic Association Presentations.	NA	NA	50
Number of Training & Continuing Education Hours for Inspectors Conducted.	NA	NA	270
Number of Citizen Complaints Processed.	5,145	5,148	5,000
Number of Lots Cleared.	NA	NA	240
Number of Lien Search Inquiries.	NA	NA	3,360
Total Collection of Monies Owed.	NA	NA	\$600,000
Number of Cases Closed.	NA	NA	15,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Response Time in Hours for Citizen Complaints.	24.0	24.0	24.0
Average Number of Days per Code Enforcement Case Resolution.	30.0	30.0	30.0
Percentage of Properties Brought into Compliance.	NA	NA	94%

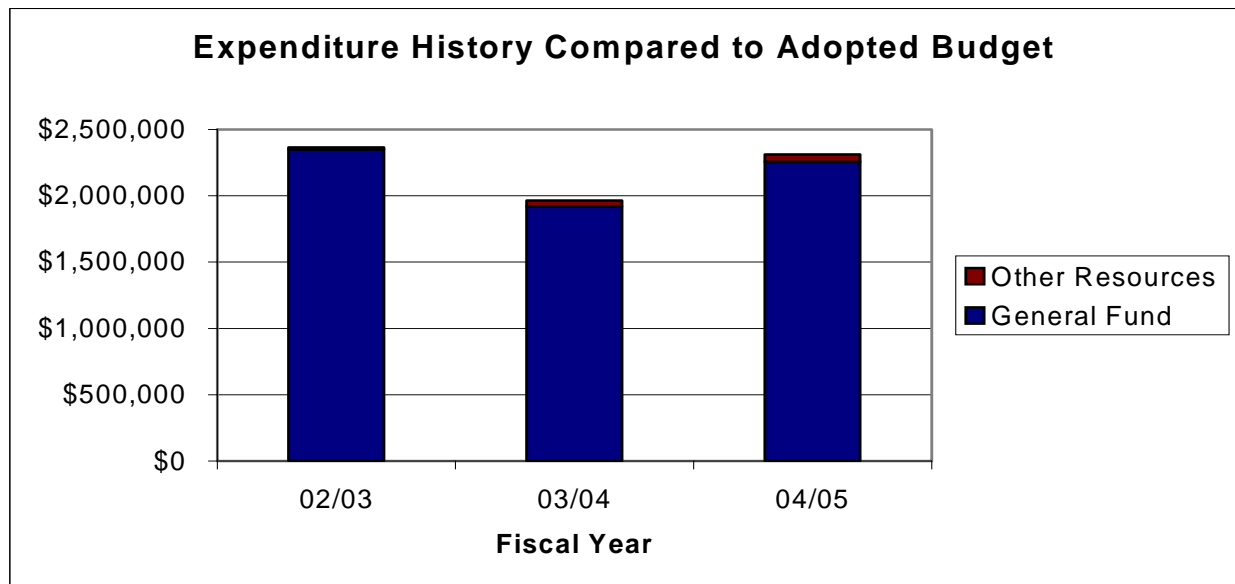
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Number of Inspections per Hour per Officer.	1.7	1.7	1.5

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Code Enforcement Division:					
811 Code Enforcement	\$ 2,350,936	\$ 1,919,901	\$ 2,255,716	\$ 335,815	17.49%
TOTAL -- GENERAL FUND	\$ 2,350,936	\$ 1,919,901	\$ 2,255,716	\$ 335,815	
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 13,691	\$ 44,005	\$ 56,297	\$ 12,292	27.93%
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 2,364,627	\$ 1,963,906	\$ 2,312,013	\$ 348,107	17.73%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Code Enforcement Division:			
811 Code Enforcement	27	22	27
TOTAL GENERAL FUND	27	22	27
TOTAL -- CODE ENFORCEMENT DIVISION	27	22	27

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.

Program Identifier:

⇒ City Planning

#821

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 its citizens by ensuring that all development complies with the City's Smart Growth Objectives. The Division plans for a livable and economically viable community by proactively addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Division advises the City Council on matters concerning current and future development 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 horizon strategies and special projects.

Major Accomplishments

- Awarded the Active Living by Design Grant by the Robert Wood Johnson Foundation and began the process of developing an Active Living strategy for Downtown Orlando, focusing on the elderly and low-income residents; the City is partnering with Healthy Community Initiative (HCI) of Greater Orlando to manage this five year project.
- Accomplished major roadway systems planning by updating the Major Thoroughfare Plan for the City, and revising the Federal Highway Functional Classification Plan based on the 2,000 census; also significantly modified the urban design of future Interstate 4 improvements to ensure good downtown access, human scale features, enhanced street-level appearance, and incorporate city-street type amenities through-out the downtown at no cost to the City.
- Negotiated an agreement to become the first community in Florida to receive certification from the Florida Department of Community Affairs under the Local Government Comprehensive Planning Certification Program, thereby paving the way for a streamlined growth management process.
- Prepared Growth Management Plan 2002-2030 Growth Projections Report (population and employment projections) and a companion Demographic Survey & Comparison of Orlando City Commission Districts based on 2000 U.S. Census Data.
- Approved of significant specific parcel and neighborhood master plans for Baldwin Park and Lake Nona, in addition to approval of design guidelines. Completed master plan and appearance review of several major downtown projects, such as The Vue at Lake Eola, The Plaza, 55 West at the Esplanade, the Sanctuary and Church Street Station renovations.
- Published a Historic Walking Tour brochure for the Downtown Historic District.

Future Outlook

- Continue focus on annexation initiative
- Initiate the Southport RFQ/RFP process
- Develop Downtown Transportation Plan
- Participate on Interlocal School Planning Committee created under the Interlocal Agreement for Public School Facility Planning
- Continue the Active Living by Design project.

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.

Program Identifier:

⇒ City Planning #821

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Neighborhoods Annexed.	3	3	3
Number of Miles of Bike Lanes/Paths (Cumulative.)	170.50	201.61	216.61
Number of Municipal Planning Board Cases.	272	334	350
Number of Board of Zoning Adjustment Cases.	85	88	90
Number of Historic Preservation Board Cases.	219	239	250

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of State Growth Management Requirements Found in Compliance.	100%	100%	100%
Percentage of Certification Agreement Requirements Found in Compliance.	100%	100%	100%
Annual Percent Change in Number of Miles of Bikeways Added to the City's Bikeway Network.	7.4%	6.9%	6.9%
Percent of Roadways Meeting City of Orlando Transportation Concurrency Requirements.	100%	100%	100%
Percentage of Recommendations Accepted by Advisory Boards.	85%	85%	85%
Percent Change in Number of Neighborhoods Annexed each Fiscal Year.	2.7%	2.6%	2.6%
Percent of Traffic Impact Studies (TIS) approved within 60 days of submittal.	NA	NA	95%

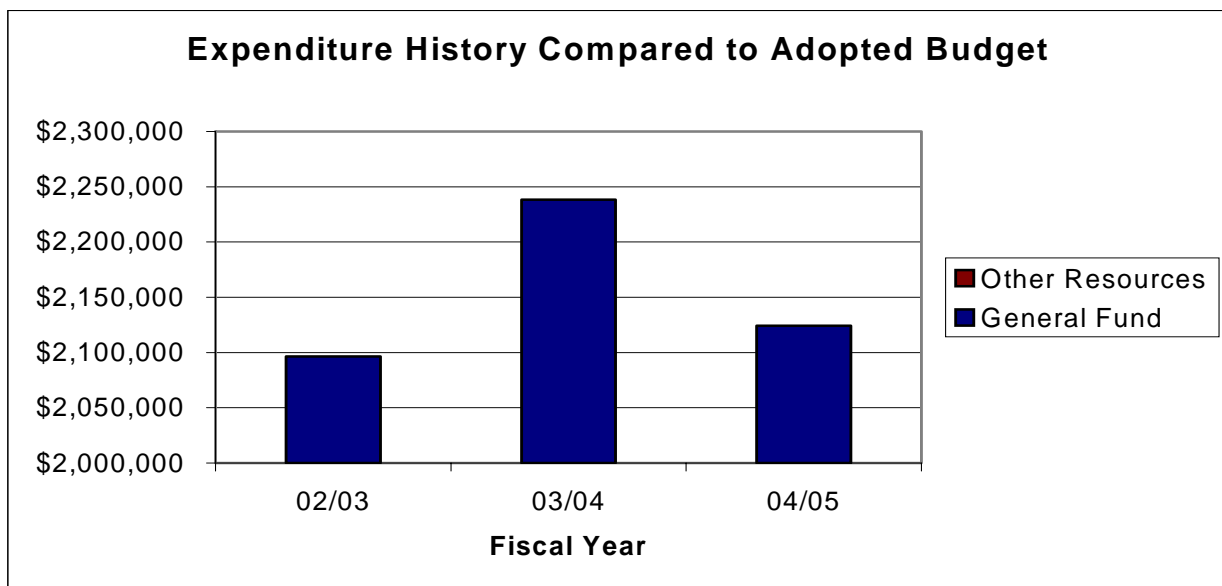
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Expenditures per Capita.	\$12.60	\$10.75	\$10.75

Economic Development Department

EXPENDITURE SUMMARY

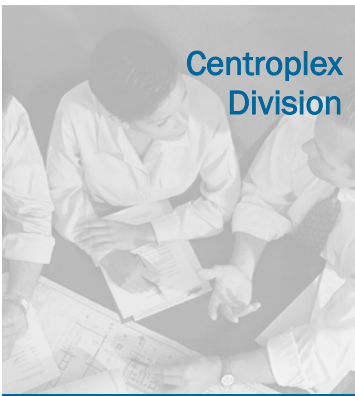
Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
City Planning Division:					
821 City Planning	\$ 2,096,343	\$ 2,238,191	\$ 2,124,254	\$ (113,937)	(5.09%)
TOTAL – GENERAL FUND	\$ 2,096,343	\$ 2,238,191	\$ 2,124,254	\$ (113,937)	
TOTAL – CITY PLANNING DIVISION	\$ 2,096,343	\$ 2,238,191	\$ 2,124,254	\$ (113,937)	(5.09%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
City Planning Division:			
812 Transportation Planning Administration	2	0	0
815 Transportation Planning	4	0	0
821 City Planning	1	30	30
824 Land Development	10	0	0
825 Growth Management	6	0	0
827 Urban Design	2	0	0
TOTAL GENERAL FUND	25	30	30
TOTAL – CITY PLANNING DIVISION	25	30	30

Economic Development Department



Centroplex Division

Mission Statement:

To provide the highest quality entertainment, sports, cultural, and meeting facilities and services to the public and clients.

Program Identifier:

- ⇒ Centroplex Operations #570
- ⇒ Performing Arts Centre #571
- ⇒ Arena #572
- ⇒ Expo Centre #573
- ⇒ Centroplex Box Office #574
- ⇒ Centroplex Grounds Maintenance #575
- ⇒ Centroplex Security Services #576
- ⇒ Centroplex Technical Services #577
- ⇒ Conference Center #592
- ⇒ Citrus Bowl #593
- ⇒ Tinker Field #595
- ⇒ Non-Departmental CFA #974
- ⇒ Non-Departmental Centroplex #985

Overview of Service/Program

The **Centroplex** manages and operates the Florida Citrus Bowl, Tinker Field, TD Waterhouse Centre, Bob Carr Performing Arts Centre, and the Expo Centre. The Centroplex provides the community with a wide variety of events that stimulate economic activity in the Downtown Area. Each facility serves a specific purpose and acts as Central Florida's home for the very best in entertainment, sports, expositions, and the arts.

Major Accomplishments

- Hosted the first and second round of the NCAA Tournament for Men's College basketball held at TD Waterhouse Centre in March 2004. The tournament was a phenomenal success resulting in over 33,000 basketball fans attending the sessions over the two-day period.
- Hosted 32 performances of the Phantom of the Opera, with 70,000 people in attendance, at the Bob Carr Performing Arts Centre during the second quarter of Fiscal Year Ending 2004. The gross ticket sales were over four million dollars (\$4,000,000.00).
- Replaced the Dimmer Lighting System at the Arena. The new equipment provides energy cost saving features, enhanced safety features, and security emergency features.
- Completed the Citrus Bowl Master Plan.

Future Outlook

- Continue negotiations to host an extended run Broadway Show for 5 weeks during the 2005 Season and a different Broadway show for an extended six-week run in 2006.
- Enhance Centroplex concession and catering by, upgrading the Point of Sale system at TD Waterhouse Centre, replacing kitchen equipment, and promoting a Visiting Chef program in the Arena Club.
- Replace and upgrade the Centroplex Phone System.
- Continue discussions with the Orlando Magic on future needs.
- Continue to pursue opportunities for hockey at TD Waterhouse Centre.
- Implement plans for alternative use of the Expo Centre.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Number of Events Held at All Venues.	873	919	852
Advertising Related Revenue from the Orlando Magic.	\$277,589	\$237,880	\$225,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Achieve Successful Group Sales Program of 10% of Total Tickets Sold for an Event.	7.8%	7.6%	6.8%

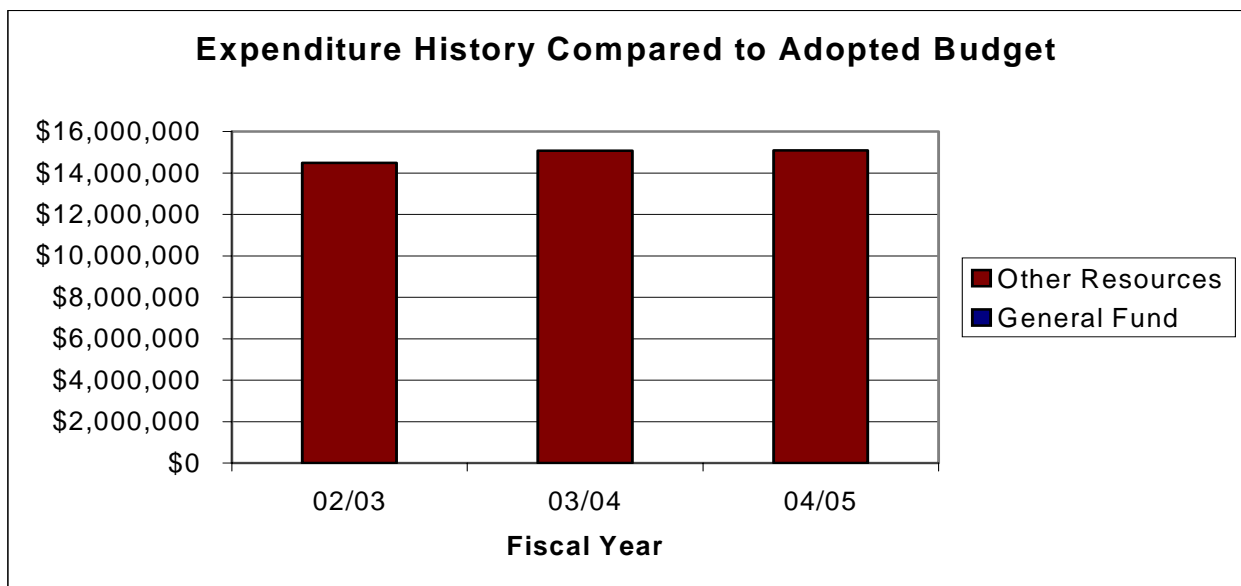
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Profit/Loss on Parking.	\$766,019	\$757,200	\$745,000
Orlando Magic Concessions per Capita Spending.	\$8.57	\$8.47	\$8.50
Gross Dollars Spent on Advertising Produced by Centroplex Marketing Staff as a Percent of Budget.	\$305,781	\$200,000	\$150,000

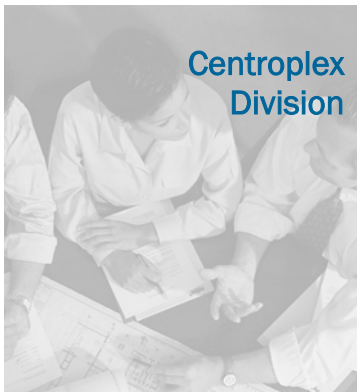
Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
CENTROPLEX FUND #411					
Centroplex Division:					
570 Centroplex Operations	\$ 332,326	\$ 307,733	\$ 263,338	\$ (44,395)	(14.43%)
571 Performing Arts Centre	1,092,089	1,122,190	920,790	(201,400)	(17.95%)
572 Arena	7,754,799	7,113,139	7,057,787	(55,352)	(0.78%)
573 Expo Centre	1,284,772	1,178,718	1,151,329	(27,389)	(2.32%)
574 Centroplex Box Office	232	(21,550)	527	22,077	(102.45%)
575 Centroplex Grounds Maintenance	41,000	71,000	(14,200)	(85,200)	(120.00%)
576 Centroplex Security Services	2	(69,261)	7,640	76,901	(111.03%)
577 Centroplex Technical Services	27,043	(54,170)	335	54,505	(100.62%)
985 Nondepartmental - Centroplex	693,427	2,357,796	2,486,879	129,083	5.47%
TOTAL -- CENTROPLEX FUND	\$ 11,225,690	\$ 12,005,595	\$ 11,874,425	\$ (131,170)	(1.09%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Centroplex Division:					
592 Conference Center	\$ 71,986	\$ 60,800	\$ 53,610	\$ (7,190)	(11.83%)
593 Citrus Bowl	2,674,198	2,242,135	2,355,488	113,353	5.06%
595 Tinker Field	294,106	287,046	308,640	21,594	7.52%
974 Nondepartmental - CFA	224,680	474,476	498,945	24,469	5.16%
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 3,264,970	\$ 3,064,457	\$ 3,216,683	\$ 152,226	4.97%
TOTAL -- CENTROPLEX DIVISION	\$ 14,490,660	\$ 15,070,052	\$ 15,091,108	\$ 21,056	0.14%



Economic Development Department



Centroplex Division

Mission Statement:

To provide the highest quality entertainment, sports, cultural, and meeting facilities and services to the public and clients.

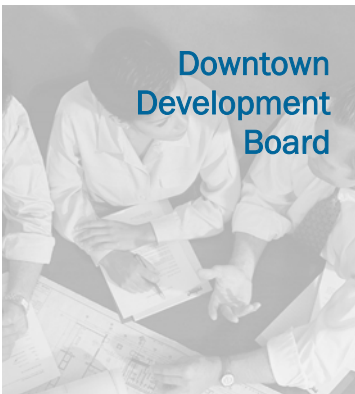
Program Identifier:

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- ⇒ Tinker Field #595
- ⇒ Non-Departmental CFA #974
- ⇒ Non-Departmental Centroplex #985

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>CENTROPLEX FUND #411</u>			
Centroplex Division:			
570 Centroplex Operations	14	13	13
571 Performing Arts Centre	3	3	3
572 Arena	13	13	13
573 Expo Centre	10	10	10
574 Centroplex Box Office	11	11	11
576 Centroplex Security Services	10	10	10
577 Centroplex Technical Services	7	7	7
TOTAL CENTROPLEX FUND	68	67	67
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Centroplex Division:			
593 Citrus Bowl	6	5	5
595 Tinker Field	2	2	2
TOTAL CIVIL FACILITIES AUTHORITY REVENUE FUND	8	7	7
TOTAL – CENTROPLEX DIVISION	76	74	74

Economic Development Department



Downtown Development Board

Mission Statement:

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.



Program Identifier:

- ⇒ Downtown Development Board #171
- ⇒ Non-Departmental DDB #959



Overview of Service/Program

The **Downtown Development Board** 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.

Major Accomplishments

- Implemented the Consortium of Downtown Orlando Schools' projects.
- Created the Downtown Marketing Advisory Group to implement the Mayor's Downtown Strategic Transition Team Plan.
- Co-sponsored Light Up Orlando with proceeds benefiting the Downtown Orlando Merchants Authority.

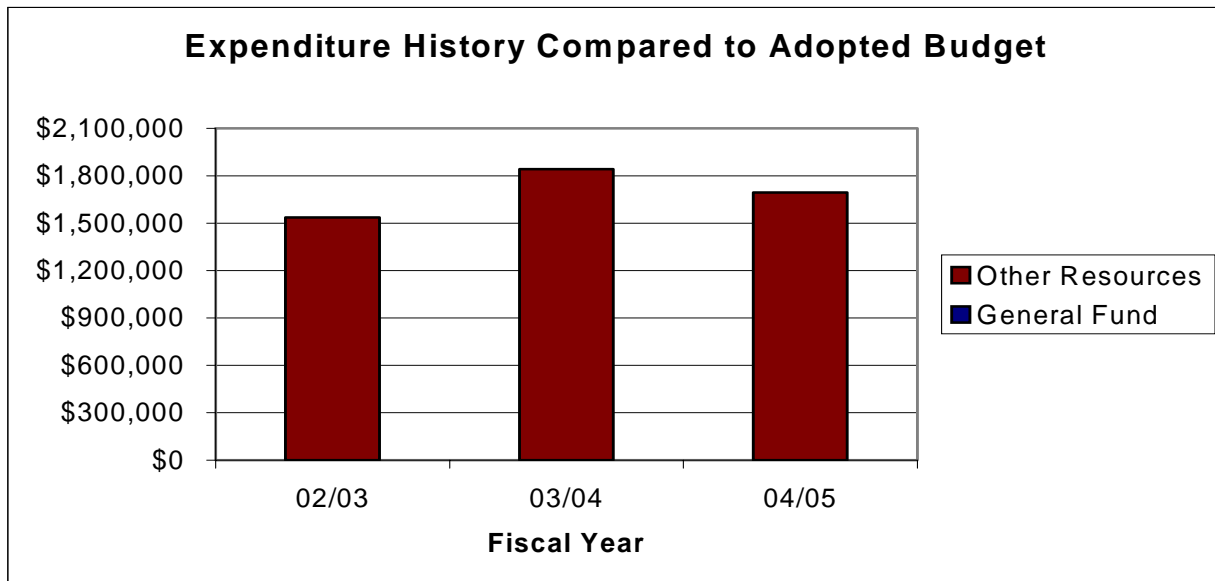
Future Outlook

- Implement joint marketing, advertising, sponsorship, and partnership opportunities through the Downtown marketing Advisory Group
- Expand Downtown awareness.
- Increase community outreach.
- Improve data/information resources.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 706,749	\$ 641,237	\$ 651,263	\$ 10,026	1.56%
959 Nondepartmental - DDB	830,640	1,200,541	1,043,130	(157,411)	(13.11%)
TOTAL - DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,537,389	\$ 1,841,778	\$ 1,694,393	\$ (147,385)	(8.00%)
TOTAL - DOWNTOWN DEVELOPMENT BOARD	\$ 1,537,389	\$ 1,841,778	\$ 1,694,393	\$ (147,385)	(8.00%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	6	6	6
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	6	6	6
TOTAL - DOWNTOWN DEVELOPMENT BOARD	6	6	6

Economic Development Department



Community Redevelopment Agency

Mission Statement:

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.

Program Identifier:

- ⇒ Community Redevelopment Agency #172
- ⇒ Downtown Maintenance Program #173
- ⇒ Non-Departmental #960

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 1,620 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

- Provided transit service for seniors.
- Hired a new architect to oversee the development review functions, and other urban design related responsibilities.
- Approved development incentives for the 55 West and Plaza developments.
- Submitted to the Department of Community Affairs and the East Central Florida Regional Planning Council the Downtown DRI status report.
- Revised the Residential Catalyst Program.
- Provided staff support to Mayor's Initiatives including, Mayor's Downtown Strategic Transition Team, Mayor's Parramore Task Force, and the FAMU Law School and Federal Courthouse Annex projects.

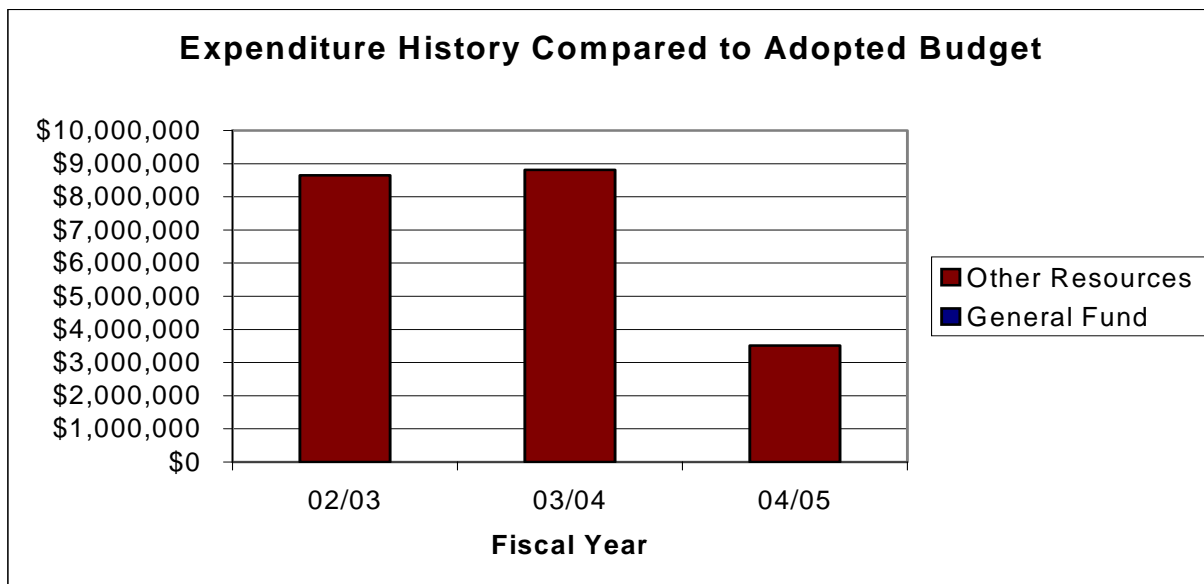
Future Outlook

- Encourage development of housing, including workforce housing
- Construction of Parramore Stormwater Park.
- Continue DRI air quality monitoring
- Increase emphasis on retention and recruitment of jobs.
- Implement Mayor's Parramore Task Force Plan.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 422,871	\$ 260,090	\$ 216,340	\$ (43,750)	(16.82%)
173 Downtown Maintenance Program	679,865	666,662	770,367	103,705	15.56%
960 Nondepartmental - CRA	7,546,770	7,886,792	2,526,903	(5,359,889)	(67.96%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 8,649,506	\$ 8,813,544	\$ 3,513,610	\$ (5,299,934)	(60.13%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 8,649,506	\$ 8,813,544	\$ 3,513,610	\$ (5,299,934)	(60.13%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	2	1	1
173 Downtown Maintenance Proram	7	7	7
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	9	8	8
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	9	8	8

Families, Parks and Recreation Department

Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Director's Office Expenditures and Staffing	6
Recreation Division Service Efforts/Accomplishments	7
Recreation Division Expenditures	9
Recreation Division Staffing	10
Parks Division Service Efforts/Accomplishments	11
Parks Division Expenditures	12
Parks Division Staffing	13
After School All Stars Service Efforts/Accomplishments	14
After School All Stars Expenditures and Staffing	15
Harry P. Leu Gardens Service Efforts Accomplishments	16
Harry P. Leu Gardens Expenditures and Staffing	18
Dubsdread Golf Course Service Efforts/Accomplishments and Expenditures	19

Mission Statement:

Support and strengthen livable neighborhoods through the provision of: quality recreational, cultural and educational facilities and programs, well-maintained and inviting open spaces, and inspire people to appreciate and understand plants and the environment of Central Florida.

Division Identifier:

- ⇒ Recreation
- ⇒ Parks
- ⇒ After School All Stars
- ⇒ H.P. Leu Gardens
- ⇒ Dubsdread Golf Course

Families, Parks and Recreation Department

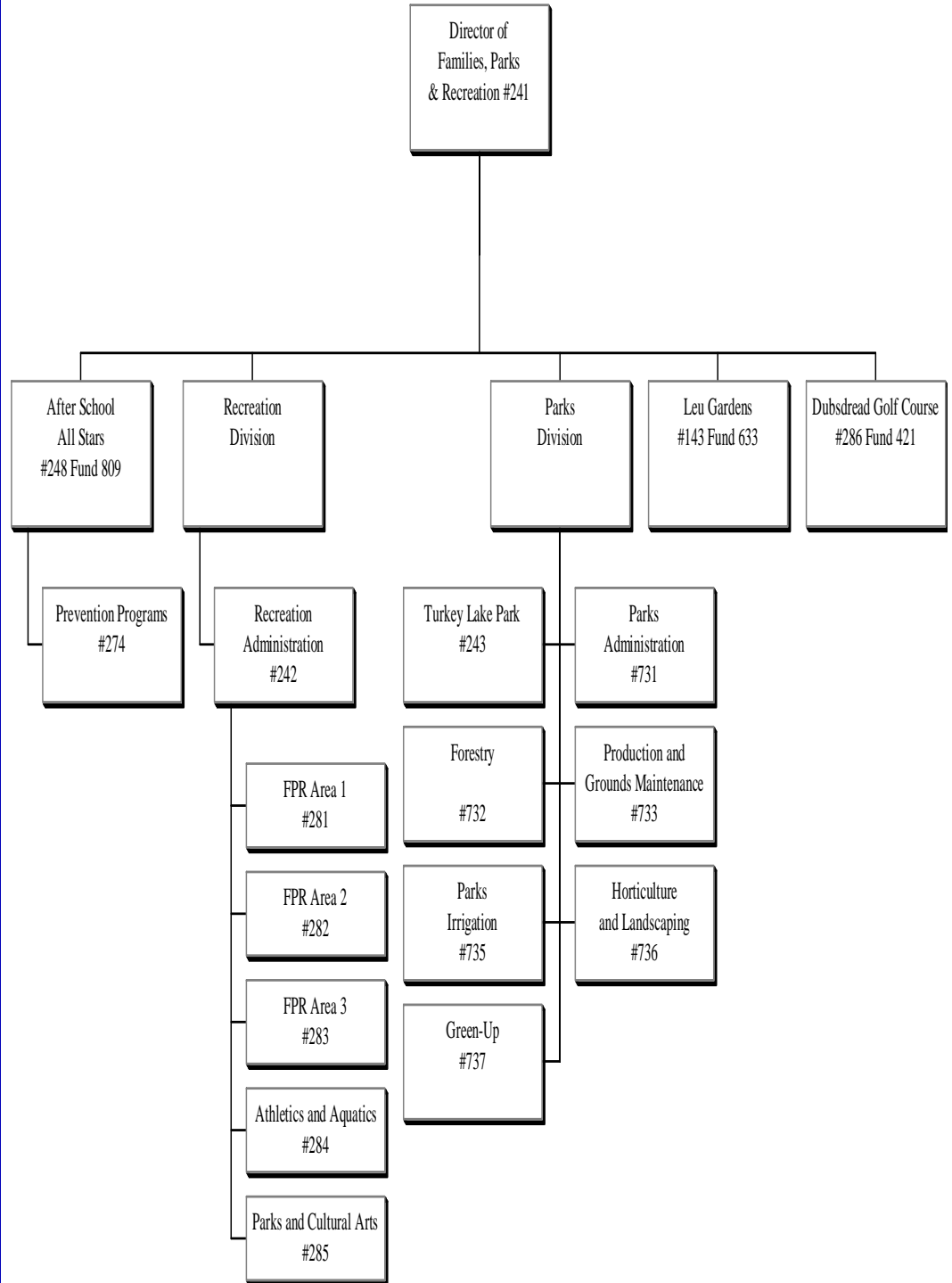


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Families, Parks and Recreation Department

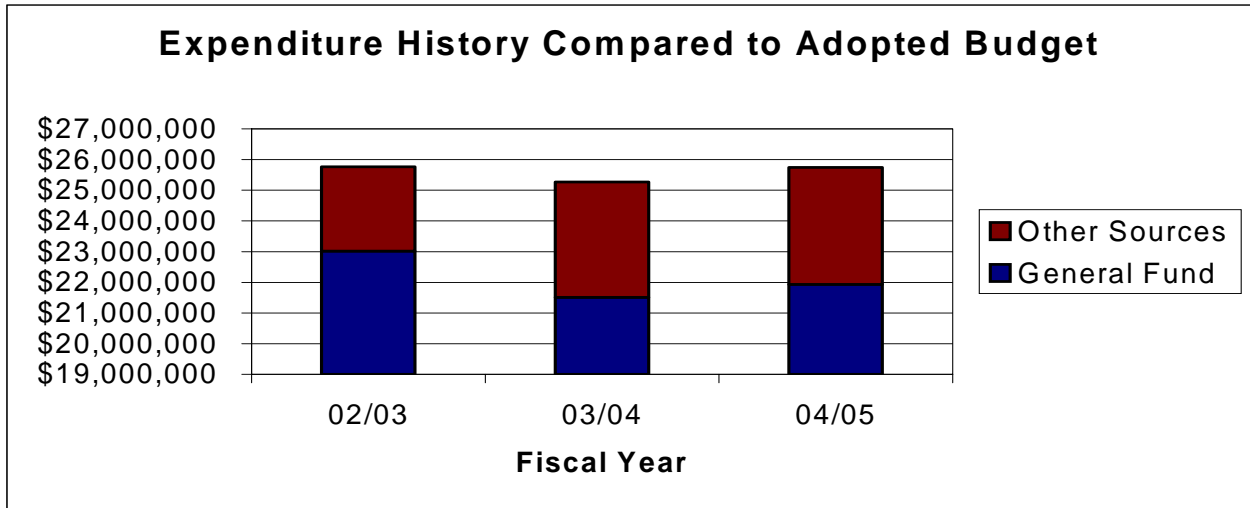
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 470,508	\$ 500,855	\$ 491,582	\$ (9,273)	(1.85%)
274 Prevention Programs	636,160	637,531	653,312	15,781	2.48%
Recreation Division:					
242 Recreation Administration	1,188,595	623,522	574,023	(49,499)	(7.94%)
281 FPR Area 1	1,862,992	1,545,219	1,617,486	72,267	4.68%
282 FPR Area 2	1,769,429	1,574,071	1,769,435	195,364	12.41%
283 FPR Area 3	1,895,776	1,583,686	1,746,385	162,699	10.27%
284 Athletics and Aquatics	4,283,493	2,758,725	3,001,229	242,504	8.79%
285 Parks and Cultural Arts	971,743	1,672,630	958,559	(714,071)	(42.69%)
Parks Division:					
731 Parks Administration	1,301,765	1,279,224	1,339,803	60,579	4.74%
243 Turkey Lake Park	964,244	3,123	819,073	815,950	(A)
732 Forestry	1,387,747	1,440,501	1,377,767	(62,734)	(4.36%)
733 Production/Grounds Maintenance	3,051,692	5,047,078	4,588,785	(458,293)	(9.08%)
735 Parks Irrigation	968,147	940,494	1,026,694	86,200	9.17%
736 Horticulture and Landscaping	1,413,604	1,698,207	1,629,263	(68,944)	(4.06%)
737 Green Up Orlando			300,942	300,942	N/A
748 Park Facilities Maintenance	761,628	816		(816)	(100.00%)
990 Non Departmental FPR	86,179	201,634	32,207	(169,427)	(84.03%)
TOTAL -- GENERAL FUND	\$23,013,701	\$ 21,507,316	\$ 21,926,545	\$ 419,229	1.95%
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	(B)	\$ 1,228,175	\$ 1,346,739	\$ 118,564	9.65%
TOTAL -- DUBSDREAD GOLF COURSE FUND		\$ 1,228,175	\$ 1,346,739	\$ 118,564	
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 2,127,010	\$ 2,096,442	\$ 2,037,808	\$ (58,634)	(2.80%)
9402 H.P. Leu Gardens Sales Shop	64,776	100,000	80,000	(20,000)	(20.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,191,785	\$ 2,196,442	\$ 2,117,808	\$ (78,634)	(3.58%)
AFTER SCHOOL ALL STARS FUND #809					
248 After School All Stars	\$ 557,665	\$ 339,378	\$ 353,899	\$ 14,521	4.28%
TOTAL -- AFTER SCHOOL ALL STARS FUND	\$ 557,665	\$ 339,378	\$ 353,899	\$ 14,521	
TOTAL -- FAMILIES, PARKS AND RECREATION	\$25,763,151	\$ 25,271,311	\$ 25,744,991	\$ 473,680	1.87%
Expenditure by Classification					
Salaries and Wages	\$11,626,183	\$ 12,020,239	\$ 12,282,768	\$ 262,529	2.18%
Employee Benefits	4,040,379	4,219,360	4,652,828	433,468	10.27%
Supplies	1,152,238	1,640,335	1,584,378	(55,957)	(3.41%)
Contractual Services	1,948,312	2,226,897	2,248,347	21,450	0.96%
Utilities	1,717,943	2,227,577	2,467,401	239,824	10.77%
Other Operating	88,497	182,061	179,697	(2,364)	(1.30%)
Travel/Training	9,696	30,627	28,875	(1,752)	(5.72%)
Internal Services	4,986,712	1,989,713	2,037,975	48,262	2.43%
Capital	147,228	465,857	131,813	(334,044)	(71.71%)
Non-Operating	45,964	268,645	130,909	(137,736)	(51.27%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$25,763,151	\$ 25,271,311	\$ 25,744,991	\$ 473,680	1.87%

(A) Turkey Lake Park's budget and expenditures for FY2003/2004 were included in program 285 Parks and Cultural Arts

(B) Dubsdread did not appear as a separate line item, expenses were paid to a private contractor from the General Fund.

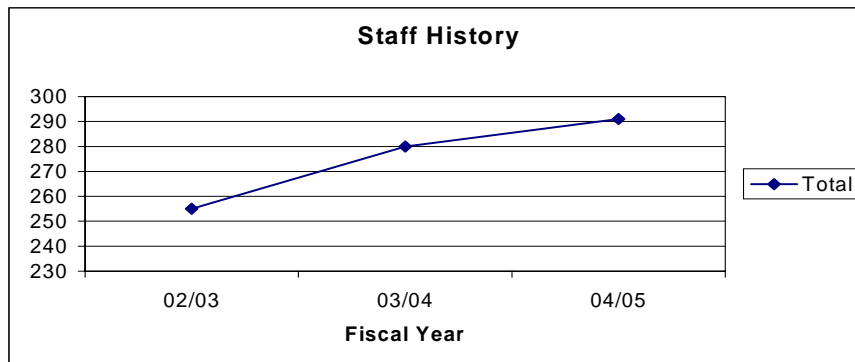
Families, Parks and Recreation Department



Families, Parks and Recreation Department

DEPARTMENT STAFFING SUMMARY

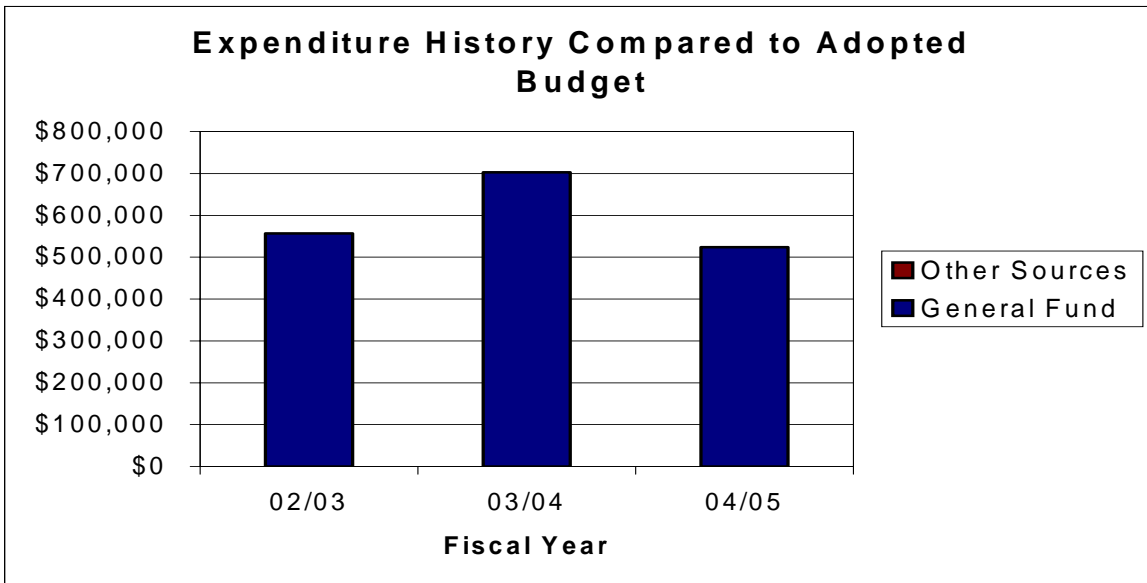
	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
241 Director's Office	2	7	7
274 Prevention Programs	1	1	2
Recreation Division:			
242 Recreation Administration	11	6	5
281 FPR Area 1	0	22	22
282 FPR Area 2	0	16	22
283 FPR Area 3	0	19	22
252 Beardall Senior Center	3	0	0
253 Callahan Neighborhood Center	2	0	0
254 Colonialtown Neighborhood Center	2	0	0
255 Dr. James R. Smith Center	2	0	0
256 Dover Shores Community Center	3	0	0
257 Downtown Recreation Complex	2	0	0
258 Engelwood Neighborhood Center	3	0	0
259 Hankins Park Recreation Site	2	0	0
260 Ivey Lane Recreation Site	1	0	0
261 John Jackson Recreation Center	2	0	0
262 L. Claudia Allen Senior Center	2	0	0
264 Exceptional Recreation	3	0	0
266 Reeves Terrace Recreation Site	1	0	0
269 Wadeview Pool and Community Center	2	0	0
271 The Northwest Community Center	3	0	0
272 Citrus Square Recreation Site	1	0	0
284 Athletics and Aquatics	0	23	23
285 Parks and Cultural Arts	0	20	11
244 Recreation Maintenance	25	0	0
245 Athletics	4	0	0
246 Tennis/Racquetball Center	5	0	0
247 Aquatics	6	0	0
263 Langford Park Neighborhood Center	2	0	0
268 Cultural Arts and Education	2	0	0
275 Lake Eola Park	6	0	0
Parks Division:			
731 Parks Administration	9	7	6
243 Turkey Lake Park	11	0	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	55	73	73
735 Parks Irrigation	15	16	16
736 Horticulture and Landscaping	24	27	25
737 Green-Up	0	0	3
TOTAL - GENERAL FUND	229	254	265
H.P. LEU GARDENS TRUST FUND #633			
143 H.P. Leu Gardens	24	24	24
TOTAL - H.P. LEU GARDENS TRUST FUND	24	24	24
AFTER SCHOOL ALL STARS FUND #809			
248 After School All Stars	2	2	2
TOTAL - AFTER SCHOOL ALL STARS FUND	2	2	2
TOTAL - FAMILIES, PARKS AND RECREATION	255	280	291



Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 470,508	\$ 500,855	\$ 491,582	\$ (9,273)	(1.85%)
990 Non Departmental FPR	86,179	201,634	32,207	(169,427)	(84.03%)
TOTAL -- GENERAL FUND	\$ 556,687	\$ 702,489	\$ 523,789	\$ (178,700)	(25.44%)
TOTAL -- DIRECTOR	\$ 556,687	\$ 702,489	\$ 523,789	\$ (178,700)	(25.44%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2006
GENERAL FUND #100			
241 Director's Office	2	7	7
TOTAL -- GENERAL FUND	2	7	7
TOTAL -- DIRECTOR	2	7	7

Families, Parks and Recreation Department

Recreation Division



Mission Statement:

To provide quality recreational, fitness, cultural, and educational facilities and programs that serve the citizens of Orlando.



Program Identifier:

- ⇒ Recreation Administration #242
- ⇒ FPR Area I #281
- ⇒ FPR Area II #282
- ⇒ FPR Area III #283
- ⇒ Athletics & Aquatics #284
- ⇒ Parks & Cultural Arts #285



Overview of Services/Programs

The **Recreation Division** is comprised of Athletics, Aquatics, Cultural Arts, Lake Eola Park, Park of the Americas, the Orlando Skateboard Park, Festival Park, 15 recreation centers, and 2 centers for older adults. The desired outcome of the Recreation Division is to provide the citizens of Orlando with safe and drug free environments with professionally managed services and facilities that promote a variety of education, cultural, and leisure time activities. The Division's goal is to partner with community organizations to increase the size and scope of recreation resources available.

Major Accomplishments

- 17 Community Centers provide 147 recreational programs that have produced a total of 758,052 contacts in the last 10 months. Programs vary from instructional classes, field trips to after school activities.
- Athletic softball, baseball, volleyball, flag football, and sand volleyball leagues have hosted over 33,000 participants in this fiscal.
- Orlando's 10-week summer camp program serves approximately 1,800 youth per day for youth ages 5-14 at 16 locations, including programs for young people with disabilities. Of these weekly campers, an average of 1,194 attended the camp at a reduced fee or free.
- The Aquatics program has served 26,610 participants in FY 2003-04, providing swim lessons, open swim, practice time and meets for local teams.
- Addition and dedication of a new, permanent building at the Hankins Park Recreation Site realizes a dream for new programming space for the community.
- The Department received \$ 100,180.00 in grant funding. Projects included funds from the Florida Department of Education for expanded programs for the computer lab at Callahan, and funding provided opportunities to enhance life skills, adult basic education and literacy at the Callahan center. UCF students provided fitness and nutrition classes to youth at all 15 locations.
- The Recreation Division currently partners with 103 local agencies, community groups, churches, corporations, and non-profit organizations. The goal is to increase the number of partnerships to enhance recreation opportunities for all of Orlando's citizens.
- Volunteer hours totaled 121,802, which equates to 2,093,776 million dollars or 58 additional staff. Volunteers assist staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- Opened new facilities to provide additional programming for Orlando's citizens: Trotter's Park, Southport, Orlando Skate park, and Rosemont Park.
- Implemented CLASS software in the Community Centers to promote online and phone registration, increase data collection, streamline reporting systems and provide a tool to uniformly track facility rentals and programs.
- Increased funding to support programs and activities for disadvantaged youth by receiving donations from a local golf tournament and a tennis tournament to the Orlando Community and Youth Trust, Inc. (\$14,000.00).

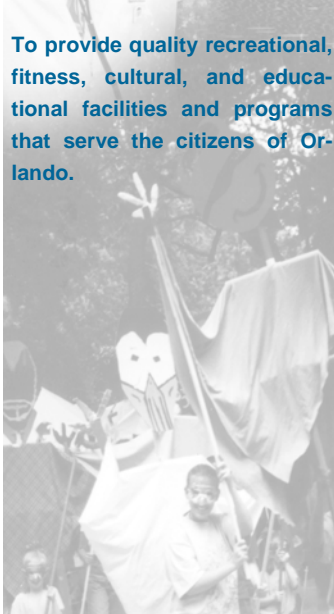
Families, Parks and Recreation Department

Recreation Division



Mission Statement:

To provide quality recreational, fitness, cultural, and educational facilities and programs that serve the citizens of Orlando.



Program Identifier:

- Recreation Administration #242
- FPR Area I #281
- FPR Area II #282
- FPR Area III #283
- Athletics & Aquatics #284
- Parks & Cultural Arts #285



Future Outlook

- The Recreation Division will fully implement the CLASS software program. This will enable citizens to register online and by telephone for programs, gym memberships, and facility rentals.
- The Recreation Division will continue to pursue alternative funding to offset programs and project expenses through corporate support and grants.
- The Cultural Arts section projects continued demand for their services and programs including art, clay, and puppetry.
- Completed renovation of the Orlando Tennis Centre is expected to increase court reservations and revenue.
- The goal of the Recreation Division is to provide additional programs to increase participation for senior citizens and females.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Recreation Centers.	17	17	20
Number of Swimming Pools.	9	9	10
Total Attendance at all Facilities.	NA	1,353,606	1,488,966

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent Increase in Number of Available Programs, Activities and Events.	NA	NA	10%
Overall Program Capacity.	NA	75%	85%
Percent of Operational Budget Supported by User Fees.	12%	19%	18%
Percent Increase in Attendance at All Facilities.	NA	NA	10%
Percent of Citizens Who Rate Their Recreation Experience as Good to Excellent.	NA	NA	75%

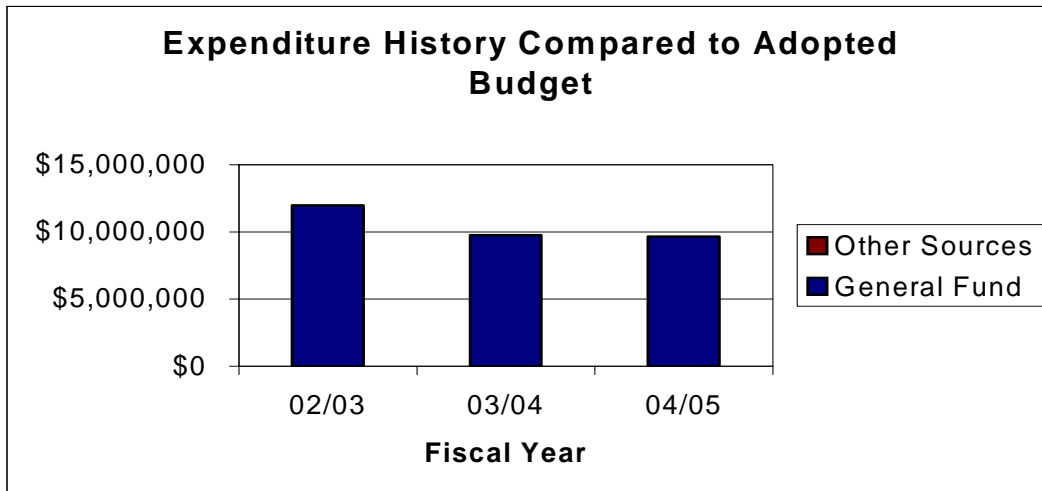
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Division Expenditures/Capita	\$69.02	\$49.97	\$47.66

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Recreation Division:					
242 Recreation Administration	\$ 1,188,595	\$ 623,522	\$ 574,023	\$ (49,499)	(7.94%)
281 FPR Area 1	1,862,992	1,545,219	1,617,486	72,267	4.68%
282 FPR Area 2	1,769,429	1,574,071	1,769,435	195,364	12.41%
283 FPR Area 3	1,895,776	1,583,686	1,746,385	162,699	10.27%
284 Athletics and Aquatics	4,283,493	2,758,725	3,001,229	242,504	8.79%
285 Parks and Cultural Arts	971,743	1,672,630	958,559	(714,071)	(42.69%)
TOTAL -- GENERAL FUND	\$ 11,972,028	\$ 9,757,853	\$ 9,667,117	\$ (90,736)	(0.93%)
TOTAL -- RECREATION	\$ 11,972,028	\$ 9,757,853	\$ 9,667,117	\$ (90,736)	(0.93%)



Families, Parks and Recreation Department

Recreation Division



Mission Statement:

To provide quality recreational, fitness, cultural, and educational facilities and programs that serve the citizens of Orlando.

Program Identifier:

- ⇒ Recreation Administration #242
- ⇒ FPR Area I #281
- ⇒ FPR Area II #282
- ⇒ FPR Area III #283
- ⇒ Athletics & Aquatics #284
- ⇒ Parks & Cultural Arts #285

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Recreation Division:			
242 Recreation Administration	11	6	5
281 FPR Area 1	0	22	22
282 FPR Area 2	0	16	22
283 FPR Area 3	0	19	22
252 Beardall Senior Center	3	0	0
253 Callahan Neighborhood Center	2	0	0
254 Colonialtown Neighborhood Center	2	0	0
255 Dr. James R. Smith Center	2	0	0
256 Dover Shores Community Center	3	0	0
257 Downtown Recreation Complex	2	0	0
258 Engelwood Neighborhood Center	3	0	0
259 Hankins Park Recreation Site	2	0	0
260 Ivey Lane Recreation Site	1	0	0
261 John Jackson Recreation Center	2	0	0
262 L. Claudia Allen Senior Center	2	0	0
264 Exceptional Recreation	3	0	0
266 Reeves Terrace Recreation Site	1	0	0
269 Wadeview Pool and Community Center	2	0	0
271 The Northwest Community Center	3	0	0
272 Citrus Square Recreation Site	1	0	0
284 Athletics and Aquatics	0	23	23
285 Parks and Cultural Arts	0	20	11
244 Recreation Maintenance	25	0	0
245 Athletics	4	0	0
246 Tennis/Racquetball Center	5	0	0
247 Aquatics	6	0	0
263 Langford Park Neighborhood Center	2	0	0
268 Cultural Arts and Education	2	0	0
275 Lake Eola Park	6	0	0
TOTAL -- GENERAL FUND	95	106	105
TOTAL -- RECREATION	95	106	105

Families, Parks and Recreation Department

Parks Division



Mission Statement:

To preserve and improve the City park system, street tree canopy, and open spaces in an efficient and environmentally responsible manner through excellence in design, construction and maintenance.



Program Identifier:

- ⇒ Parks Administration #731
- ⇒ Turkey Lake Park #243
- ⇒ Forestry #732
- ⇒ Production and Grounds Maintenance #733
- ⇒ Parks Irrigation #735
- ⇒ Horticulture and Landscaping #736
- ⇒ Green Up #737

Overview of Services/Programs

The Parks Division maintains parks, street tree canopy, and open spaces; administers and enforces the City’s Tree Protection Ordinance, removes hazardous trees on City property and rights-of-way, and maintains the City’s trees and street canopies. The division maintains rest-rooms and equipment, sports athletic fields, and provides mowing, edging, trimming, trash removal, mulching, sod/seeding, weeding, parking lot cleaning, pesticide application, and fertilization. Parks installs and maintains watering systems for landscape and turf areas; produces, maintains, and stores landscape material for planting and replacement in parks, public spaces, and rights-of-way, and administers several tree planting programs. The division renovates existing parks and playgrounds in-house; designs and oversees construction of park improvements and beautification projects. Parks also, administers the Green Up Orlando program in an effort to improve and beautify neighborhoods through citizens’ volunteer efforts.

Major Accomplishments

- The Parks Division trimmed approximately 2,416 trees and removed 629 dead/hazardous trees in this fiscal year. Trimming requests were completed within two (2) months and take downs were completed within three (3) months. Between June 1 and August 12, 88 trees were downed by summer storms before Hurricane Charley. These same summer storms generated 780 completed trim requests.
- Response time for emergency tree service was within one day. Hurricane Charley increased this response time to up to 7 days. Ongoing work to remove hurricane damaged trees and broken limbs will continue for months.
- The Division planted 85,000+ annuals and 743 trees, of which 536 were street trees. The Street Tree planting program maintained a 95% survival rate.
- Green-Up Orlando completed 38 projects utilizing citizen, high school, corporate and outside volunteers. The program goals to beautify neighborhoods and educate citizens were accomplished with new designs, plantings, renovation of existing projects, as well as teaching the most modern maintenance techniques. Projects in progress are Ivey Lane Park Playground, Dr. James R. Smith Community Center, Rock Lake Park Playground, Rosemont Community Center, Dover Shores Community Center and Leroy Hoequist Park.
- The Division will maintain City Hall and Festival Park with City staff after several years of contractor’s maintaining these sites.
- The Division assisted with the Mayor’s Parks Initiative projects including Baldwin Park, Airport Lakes, Leroy Hoequist, Eagles Nest Park, and Clear Lake/Rock Lake.
- Other projects included Beverly Shores, Dickson Azalea, Metro West, Skateboard Park, Hankins Park, Claudia Allen, Mercy Dr., and two round-a-bouts, Seminole and Gaston Foster.

Future Outlook

- The Parks Division will continue obtaining citizen feedback on the services provided through the use of surveys.
- When the Mayor’s Parks Initiative Program is complete, the Parks Division will maintain eight (8) new parks and sixteen (16) renovated parks.
- The City of Orlando has a successful history of receiving grants for park and right-of-way beautification projects. The Division staff will continue to pursue supplemental grant funding, as well as implement new volunteer programs to provide increased services at reduced costs.
- The Division is looking at several different ways to return some existing contracted areas to in-house staff.

Families, Parks and Recreation Department

Selected Service Indicators

	FY02/03	FY03/04	FY04/05
Number of parks.	103	103	103
Number of park acres maintained.	991.39	991.39	991.39
Total Square Feet of Annual Beds.	30,150	28,310	30,970
Number of Completed Requests for Tree Maintenance.	1,962	1,784	1,850

Selected Effectiveness Indicators and Outcome Targets

	FY02/03	FY03/04	FY04/05
Average Number of Days to Complete Requested Tree Maintenance Work.	48	90	90
Percentage of Overall Scheduled Maintenance Schedules Completed.	95%	92%	95%
Percent of Citizens Rating Overall Satisfaction with City Parks, Urban Forests, Landscaped Areas, Medians, and Open Spaces at or Above Target.	NA	90%	80%
Receive annual "Tree City USA" award.	Yes	Yes	Yes

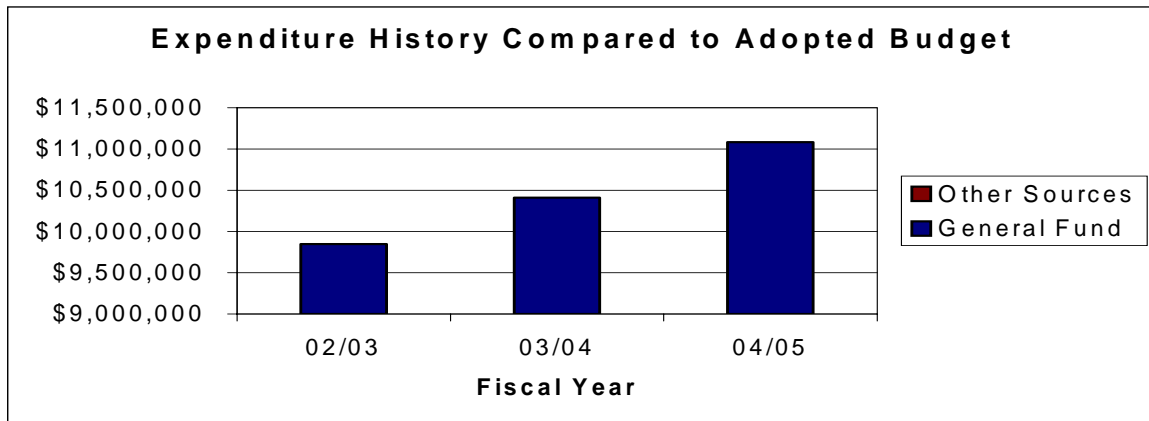
Selected Activities and Efficiency of Service Level

	FY02/03	FY03/04	FY04/05
Total Division Expenditures per Park Acre.	\$8,287	\$7,778	\$9,476
Total Acres Maintained/FTE	9.23	9.04	6.80

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Parks Division:					
731 Parks Administration	\$ 1,301,765	\$ 1,279,224	\$ 1,339,803	\$ 60,579	4.74%
243 Turkey Lake Park	964,244	3,123	819,073	815,950	*1
732 Forestry	1,387,747	1,440,501	1,377,767	(62,734)	(4.36%)
733 Production/Grounds Maintenance	3,051,692	5,047,078	4,588,785	(458,293)	(9.08%)
735 Parks Irrigation	968,147	940,494	1,026,694	86,200	9.17%
736 Horticulture and Landscaping	1,413,604	1,698,207	1,629,263	(68,944)	(4.06%)
737 Green Up Orlando			300,942	300,942	N/A
748 Park Facilities Maintenance	761,628	816		(816)	(100.00%)
TOTAL -- GENERAL FUND	\$ 9,848,827	\$ 10,409,443	\$ 11,082,327	\$ 672,884	6.46%
TOTAL -- PARKS	\$ 9,848,827	\$ 10,409,443	\$ 11,082,327	\$ 672,884	6.46%

*1 Turkey Lake Park's budget and expenditures for FY2003/2004 were included in program 285 Parks and Cultural Arts



Families, Parks and Recreation Department

Parks Division



Mission Statement:

To preserve and improve the City park system, street tree canopy, and open spaces in an efficient and environmentally responsible manner through excellence in design, construction and maintenance.

Program Identifier:

- ⇒ Parks Administration #731
- ⇒ Turkey Lake Park #243
- ⇒ Forestry #732
- ⇒ Production and Grounds Maintenance #733
- ⇒ Parks Irrigation #735
- ⇒ Horticulture and Landscaping #736
- ⇒ Green Up #737

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Parks Division:			
731 Parks Administration	9	7	6
243 Turkey Lake Park	11	0	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	55	73	73
735 Parks Irrigation	15	16	16
736 Horticulture and Landscaping	24	27	25
737 Green-Up	0	0	3
TOTAL – GENERAL FUND	131	140	151
TOTAL – PARKS	131	140	151

Families, Parks and Recreation Department

After School All Stars



Mission Statement:

To provide comprehensive out-of-school programs that keep children safe and help them achieve in school and life.



Program Identifier:

⇒ After School All Stars #248

⇒ Prevention Programs #274



Overview of Services/Programs

The **After School All Stars** offers structured before and after-school programming at seven City of Orlando middle schools, an eight-week summer camp program at five City of Orlando middle schools and additional after-school programs such as tennis, golf, ice hockey, incentive field trips and a music and dance outreach program.

Major Accomplishments

- After-School All-Stars provides a five-day/week comprehensive after-school programs to seven middle schools.
- An average of 1,300 children participated in the morning and afternoon program at seven City of Orlando middle schools.
- More than 800 children have participated in the athletic outreach programs.
- We completed our 2nd year of the youth ice hockey program in partnership with the City of Orlando's Fire Fighters.
- More than 2,313 children have participated in our incentive field trips.
- More than 125 citizens volunteered their time to athletics and academics programs.
- More than \$190,000 was provided through in-kind donations.
- More than \$231,000 was raised through sponsorships, grants, and special events.
- A new National Chairman Dwayne "the Rock" Johnson was selected to replace Governor Arnold Schwarzenegger.

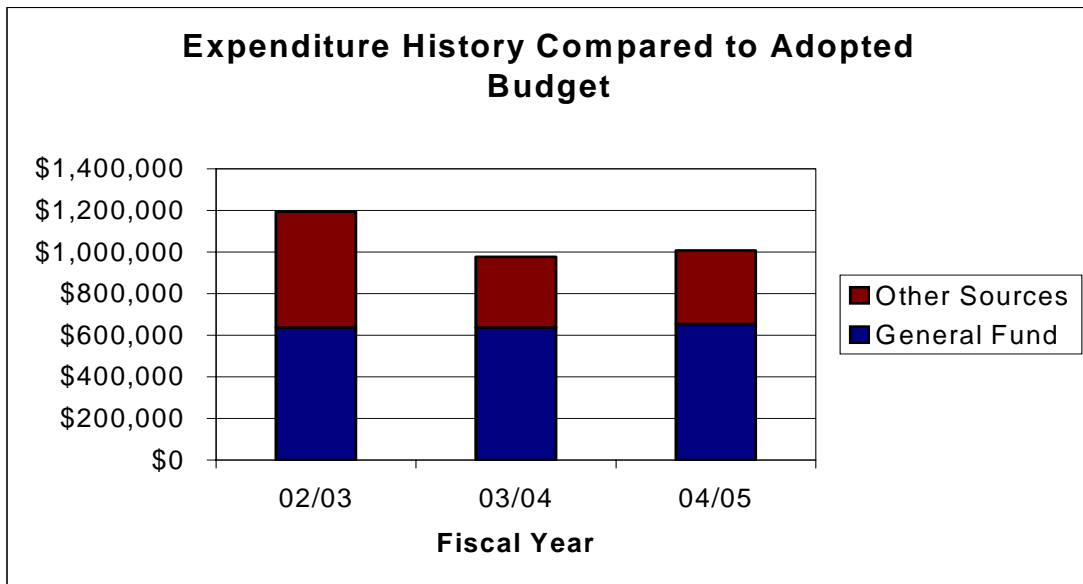
Future Outlook

- Focus on the development of obesity programs (i.e. FireFit Program) for overweight youth.
- Increase participation in programs.
- Develop, promote and maintain quality prevention programs for the middle school population located within the city limits of Orlando.
- Increase funding sources through grants, sponsorships and fundraisers.
- Develop and maintain a quality database of participants and their activities within the before and after-school programs.
- Continue to evaluate GPA, referral and attendance of participants in middle school program for evaluation.
- Provide better and updated training of staff that work directly with the children.
- Increase volunteer base, especially for tutoring.
- Provide better marketing and public relations of program.
- Utilize interns.
- Develop new partnerships with the local business Community, community-based and civic Organizations, local colleges, and arts and cultural institutions. Also maintain current effective partnerships.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
274 Prevention Programs	636,160	637,531	653,312	15,781	2.48%
TOTAL -- GENERAL FUND	\$ 636,160	\$ 637,531	\$ 653,312	\$ 15,781	2.48%
AFTER SCHOOL ALL STARS FUND #809					
248 After School All Stars	\$ 557,665	\$ 339,378	\$ 353,899	\$ 14,521	4.28%
TOTAL -- AFTER SCHOOL ALL STARS FUND	\$ 557,665	\$ 339,378	\$ 353,899	\$ 14,521	
TOTAL -- AFTER SCHOOL ALL STARS	\$ 1,193,825	\$ 976,909	\$ 1,007,211	\$ 30,302	3.10%

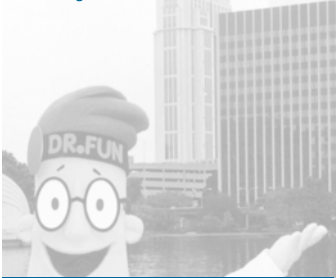


STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
274 Prevention Programs	1	1	2
TOTAL -- GENERAL FUND	1	1	2
AFTER SCHOOL ALL STARS FUND #809			
248 After School All Stars	2	2	2
TOTAL -- AFTER SCHOOL ALL STARS FUND	2	2	2
TOTAL -- AFTER SCHOOL ALL STARS	3	3	4

Families, Parks and Recreation Department

Harry P. Leu Gardens



Mission Statement:

To inspire people to appreciate and understand plants, the environment of Central Florida, and the Gardens' historic significance.



Program Identifier:

- ⇒ Leu Gardens #143
- ⇒ Leu Gardens Shop #9402



Overview of Services/Programs

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to its mission: “to inspire people to appreciate and understand plants, the environment of Central Florida and Gardens’ historic significance.” 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 Harry P. Leu Gardens and activities are regulated by deed restrictions of December 1961, overseen by the Harry P. Leu Foundation.

Major Accomplishments

- Membership in the Gardens increased to 4,400 members. Membership income reached \$120,000. Two additional “members-only” events were added to the long list of offered benefits.
- Volunteer hours totaled nearly 10,000, providing service in all divisions.
- Total attendance reached 129,000. More than 6,000 guests enjoyed “free Monday mornings” offered by the Gardens.
- Special events income reached \$140,000 (an increase of 18%). Nearly thirty concerts, including Friends of Florida Folk and the Orlando Philharmonic, were offered during the year. Ten art exhibits were displayed in the gallery located within the Garden House.
- More than 15,000 guests attended weddings at the Gardens and in turn produced \$115,000 in income.
- A total of 32,000 guests attended meetings or receptions within Garden House and produced \$120,000 of income.
- More than 175 horticulture and fine art classes were held and nearly 3,400 guests attended. Education income reached nearly \$35,000. More than 100 new volumes were added to the collection within the horticultural library.

Future Outlook

- The strategic goal for Booking and Facility Rental is to make Leu Gardens the rental place of choice in Central Florida by:
 - increasing the 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 it is the Gardens’ goal to present the Gardens as an important cultural, horticultural and education institution by:
 - publishing the Leu Gardens Quarterly
 - increasing additional mailing to the citizens of Orlando promoting the Gardens activities.
- The goal for the education department is to become the resource for horticultural and environmental information for students and the public by:
 - increasing the number of students reached with educational services
 - to increase the content diversity in adult education offerings.
- The Horticulture Department plans to implement their goal of making the Gardens an exemplary horticultural display by:
 - increasing the level of maintenance
 - creating a new conservatory.

Families, Parks and Recreation Department

Harry P. Leu Gardens



Mission Statement:

To inspire people to appreciate and understand plants, the environment of Central Florida, and the Gardens' historic significance.



Program Identifier:

- ⇒ Leu Gardens #143
- ⇒ Leu Gardens Shop #9402



- The Leu House Museum plans to show the importance of the Leu Museum and other Leu properties in the history of Central Florida by:
 - updating the Leu House Museum Handbook
 - properly storing and preserving non-display items in the new archives building
 - making the Leu House collections and history available to a wider audience.
- The Marketing Department plans to position the Gardens as a cultural, horticultural, education resource and cultural destination by:
 - attracting more Central Florida residents to the Gardens
 - attracting more tourist to the Gardens
 - attracting more media attention for the horticultural resource center
 - marketing the Gardens and its activities on the web site
 - increasing the usage of Garden House and the Gardens as rental space
 - developing a good neighbor program.
- The Membership department hopes to make being a member of Leu Gardens attractive and desirable by:
 - increasing membership through more acquisitions
 - developing a strong renewal program
 - increasing revenue from current members
 - continuing membership program of activities.
- The Special Events Department will present the Gardens as an important cultural and education institution by:
 - holding additional special events that reinforce the Gardens' institutional goals
 - holding special events for targeted audiences.
- The Volunteer Resources program plans to make the Gardens' volunteer program the volunteer program of choice in the Central Florida area by recruiting and training more volunteers.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Property Acres.	50	50	50
Total Number of Visitors.	122,884	124,005	135,000
Number of Volunteer Hours.	10,395	10,122	11,000

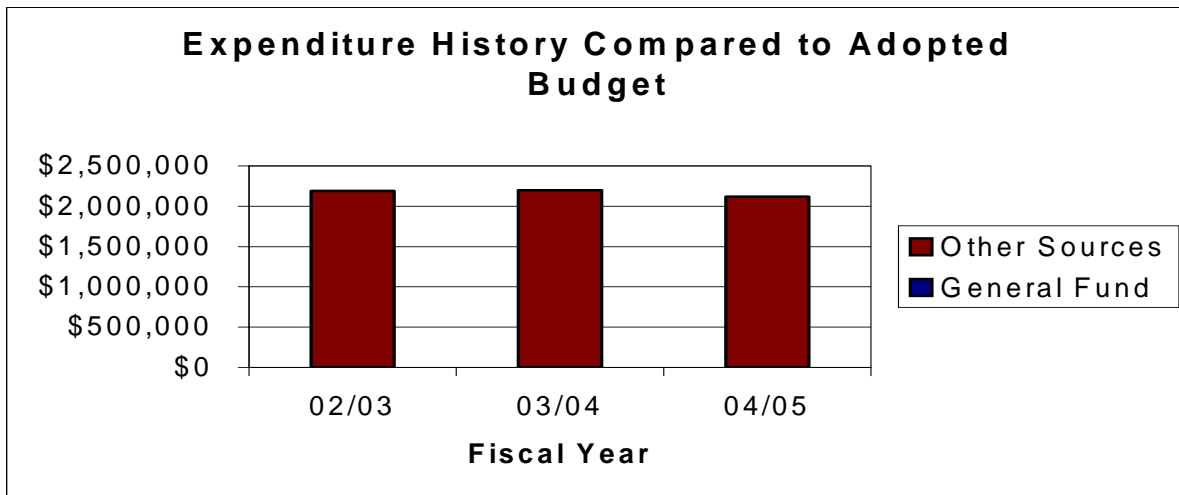
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent Change in Overall Attendance.	4%	1%	5%
Percent Change in the Amount of Revenue from User Fees.	15%	4%	6%
Percent Change in Volunteer Hours.	4%	-16%	4%
Percent Change in Outreach Opportunities.	51%	3607%	20%

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 2,127,010	\$ 2,096,442	\$ 2,037,808	\$ (58,634)	(2.80%)
9402 H.P. Leu Gardens Sales Shop	64,776	100,000	80,000	(20,000)	(20.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,191,785	\$ 2,196,442	\$ 2,117,808	\$ (78,634)	(3.58%)
TOTAL -- LEU GARDENS	\$ 2,191,785	\$ 2,196,442	\$ 2,117,808	\$ (78,634)	(3.58%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
H.P. LEU GARDENS TRUST FUND #633			
143 H.P. Leu Gardens	24	24	24
TOTAL -- H.P. LEU GARDENS TRUST FUND	24	24	24
TOTAL -- LEU GARDENS	24	24	24

Families, Parks and Recreation Department

Dubsdread Golf Course



Mission Statement:

To maintain and continually improve a quality, reasonably priced recreational facility for the use of the City of Orlando residents, and to create a golf experience that both residents and visitors to Orlando will enjoy and recommend to others.

Program Identifier:

⇒ Dubsdread Golf Course #286



Overview of Services/Programs

Dubsdread Golf Course features the oldest public layout in the area, originally designed in 1923. This classic course has plenty of history attached to it as the former site of the Orlando Open. Golfers are treated to the same beautiful scenery and challenges of the original course, including narrow fairways and heavily bunkered greens. A full restaurant and bar, pro shop, and practice facilities complete the ultimate golfing experience.

Major Accomplishments

- Under new management contract with Kitson & Partners, Inc.
- Received new fleet of golf carts.
- Received new equipment including range ball washer, range mats, spray rig, fairway mower, and rough mower.
- Promotional event “Your Opinion Matters” was successful in recruiting more than 600 guests to obtain feedback in planning renovations for the course.

Future Outlook

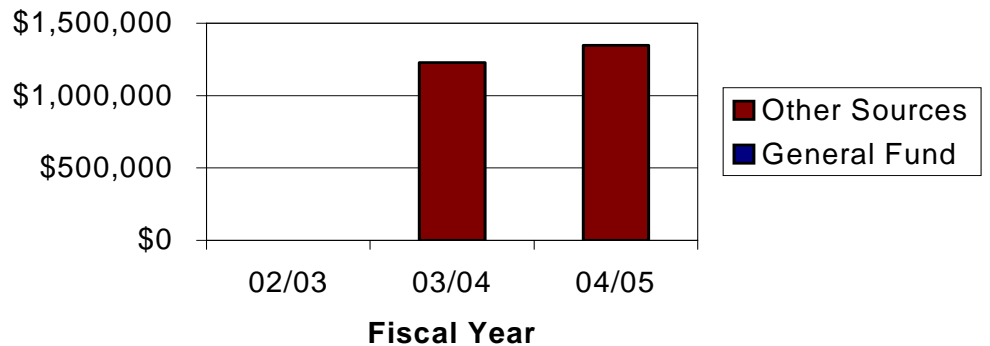
- A new point of sale system
- Renovations of the greens are scheduled for next summer.

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	(B)	\$ 1,228,175	\$1,346,739	\$ 118,564	9.65%
TOTAL -- DUBSDREAD GOLF COURSE FUND		\$ 1,228,175	\$1,346,739	\$ 118,564	
TOTAL -- DUBSDREAD	\$ -	\$ 1,228,175	\$1,346,739	\$ 118,564	9.65%

(B) Dubsdread did not appear as a separate line item, expenses were paid to a private contractor

Expenditure History Compared to Adopted Budget

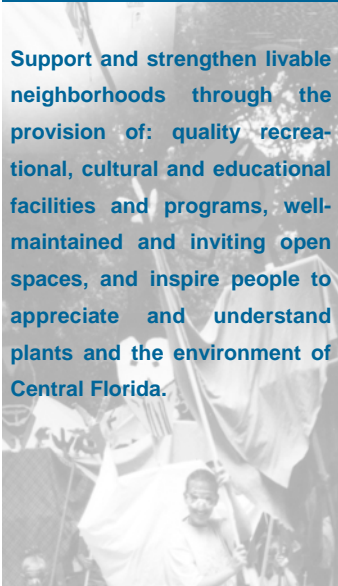


Families, Parks and Recreation Department



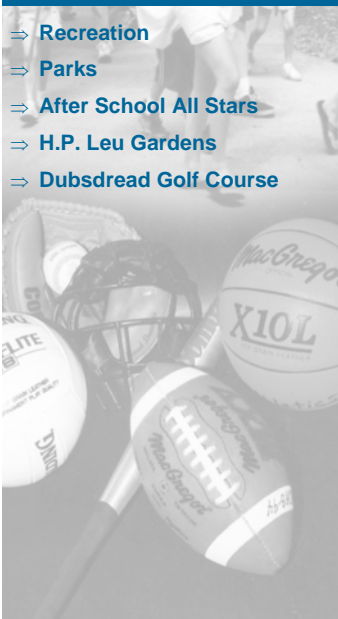
Mission Statement:

Support and strengthen livable neighborhoods through the provision of: quality recreational, cultural and educational facilities and programs, well-maintained and inviting open spaces, and inspire people to appreciate and understand plants and the environment of Central Florida.



Division Identifier:

- ⇒ Recreation
- ⇒ Parks
- ⇒ After School All Stars
- ⇒ H.P. Leu Gardens
- ⇒ Dubsdread Golf Course



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Finance Department



Mission Statement:

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 to citizens and other City Departments and offices.

Program Identifier:

- ⇒ Chief Financial Officer #181
- ⇒ Treasury Administration #184
- ⇒ Real Estate Management #186
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189
- ⇒ Risk Management #217



Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Staffing Summary	4
Financial Management Division Service Efforts/Accomplishments	5
Financial Management Expenditure Summary and Staffing	6
Risk Management Division Service Efforts/ Accomplishments	7
Risk Management Division Expenditure Summary and Staffing	8
Real Estate Management Division Service Efforts/ Accomplishments	9
Risk Management Division Expenditure Summary and Staffing	10

Finance Department



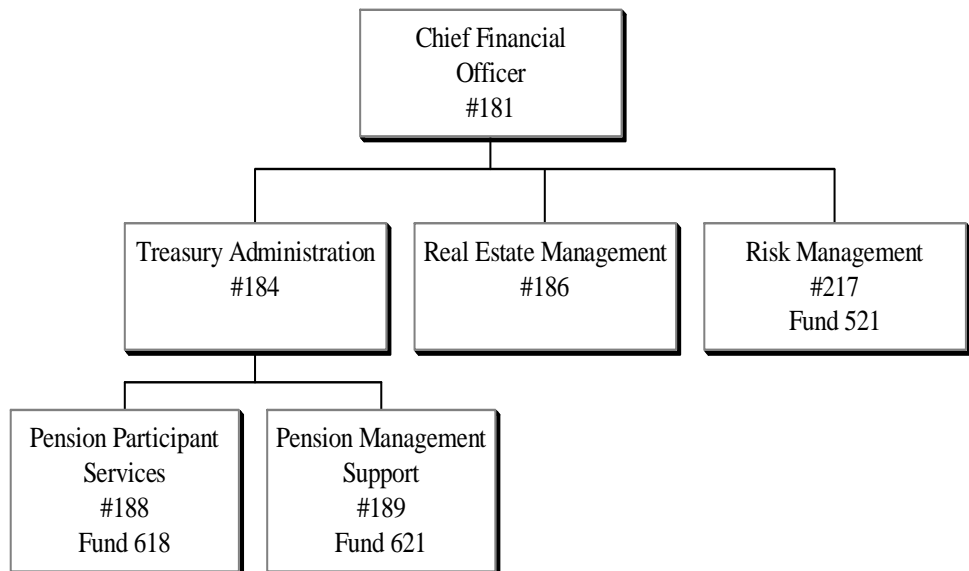
Mission Statement:

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 to citizens and other City Departments and offices.



Program Identifier:

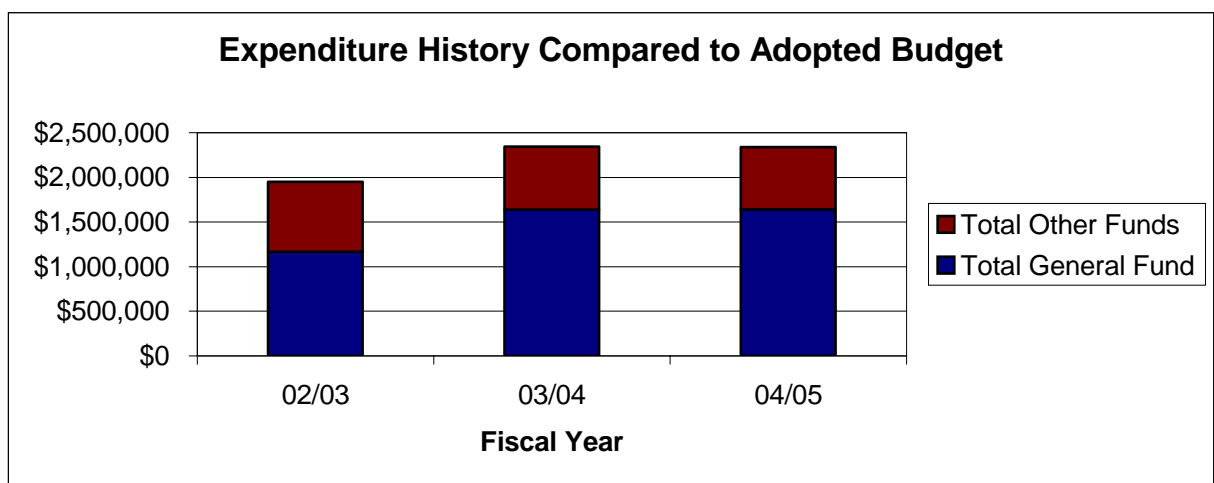
- ⇒ Chief Financial Officer #181
- ⇒ Treasury Administration #184
- ⇒ Real Estate Management #186
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189
- ⇒ Risk Management #217



Finance Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 700,178	\$ 280,610	\$ 271,182	\$ (9,428)	(3.36%)
184 Treasury Administration		395,145	263,910	(131,235)	(33.21%)
186 Real Estate Management	300,580	310,670	312,907	2,237	0.72%
994 Nondepartmental - CFO	167,003	652,326	792,987	140,661	21.56%
TOTAL -- GENERAL FUND	\$ 1,167,761	\$ 1,638,751	\$ 1,640,986	\$ 2,235	0.14%
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)
TOTAL -- RISK MANAGEMENT FUND	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	159.45%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	4.93%
TOTAL -- FIRE PENSION FUND	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	
TOTAL -- FINANCE	\$ 1,949,518	\$ 2,343,803	\$ 2,338,807	\$ (4,996)	(0.21%)
Expenditure by Classification					
Salaries and Wages	\$ 1,285,883	\$ 1,134,315	\$ 933,794	\$ (200,521)	(17.68%)
Employee Benefits	347,132	315,940	305,048	(10,892)	(3.45%)
Supplies	25,119	22,641	20,017	(2,624)	(11.59%)
Contractual Services	249,303	360,600	441,900	81,300	22.55%
Utilities	89	202,000	211,000	9,000	4.46%
Other Operating	21,618	21,300	252,581	231,281	1085.83%
Travel/Training	14,978	20,200	18,475	(1,725)	(8.54%)
Internal Services	3,487	4,657	6,126	1,469	31.54%
Capital	(5,443)	200,000		(200,000)	(100.00%)
Non-Operating	7,352	62,150	149,866	87,716	141.14%
TOTAL -- FINANCE	\$ 1,949,518	\$ 2,343,803	\$ 2,338,807	\$ (4,996)	(0.21%)



Finance Department

DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
181 Chief Financial Officer	6	2	2
184 Treasury Administration	0	4	4
186 Real Estate Management	4	4	4
TOTAL – GENERAL FUND	10	10	10
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	6	6	6
TOTAL – RISK MANAGEMENT FUND	6	6	6
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL – PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	0	1	1
970 Special-Fire Pension Fund	1	0	0
TOTAL – FIRE PENSION FUND	1	1	1
TOTAL – FINANCE	18	18	18

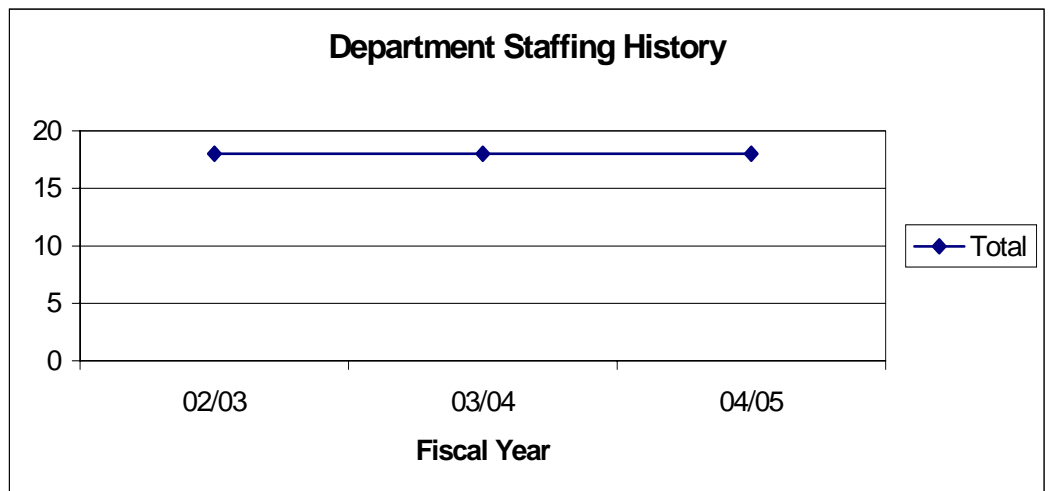
Mission Statement:

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 to citizens and other City Departments and offices.

Program Identifier:

- Chief Financial Officer #181
- Treasury Administration #184
- Real Estate Management #186
- Pension Participant Services #188
- Pension Management Support #189
- Risk Management #217

Department Staffing History



Finance Department

Financial Management

Mission Statement:

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 to citizens and other City Departments and offices.

Program Identifier:

- ⇒ Chief Financial Officer #181
- ⇒ Treasury Administration #184
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189

Overview of Services/Programs

The **Financial Management** function includes: Investment Management, Debt Management, Pension Administration, Financial Market Relations and Financial Support to City Business Units. 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. Pension Administration administers, monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighter and General Employee), one Defined Contribution Plan (401a) and the voluntary Deferred Compensation Plan (457). Financial Market Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, as well as municipal bond analysts and municipal bond investors. Financial Support to City Business Units assists other departments in developing and analyzing financial options to meet short or intermediate term business strategies and forging public/private partnerships.

Major Accomplishments

- Expanded the medium-term note program by issuing an additional \$15 million in notes to partially fund the FY2004 Capital Improvements Program.
- Refunded the 1993 Community Redevelopment Agency bonds, resulting in an annual savings of \$160,511.
- Refunded the 1994 Parking System bonds, resulting in an annual savings of \$251,561.
- Refunded the 1993B Wastewater System bonds, resulting in an annual savings of \$299,123.
- Achieved Investment Performance in excess of the State Board of Administration returns by 1.85% for the ten months ending July 31, 2004.

Future Outlook

- Investment Management will focus on opportunity and use new investment products that may be utilized to enhance the performance of our short-term investments.
- Debt Management will continue to analyze potential refunding opportunities for the City's outstanding bonds, as well as to prepare a financing plan for the 2004-2005 Capital Improvement initiative, the Public Safety Complex and other capital improvements.
- Pension Administration will seek to enhance and 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).
- Financial Market Relations will create and maintain an Investor Relations section on the City's website to provide both historical and timely information regarding the City's debt programs for investors in the City's bonds as well as for those analyzing the City's debt position.
- Financial Support to City Business Units will continue to assist other departments with financial analyses and developing beneficial public/private partnerships.

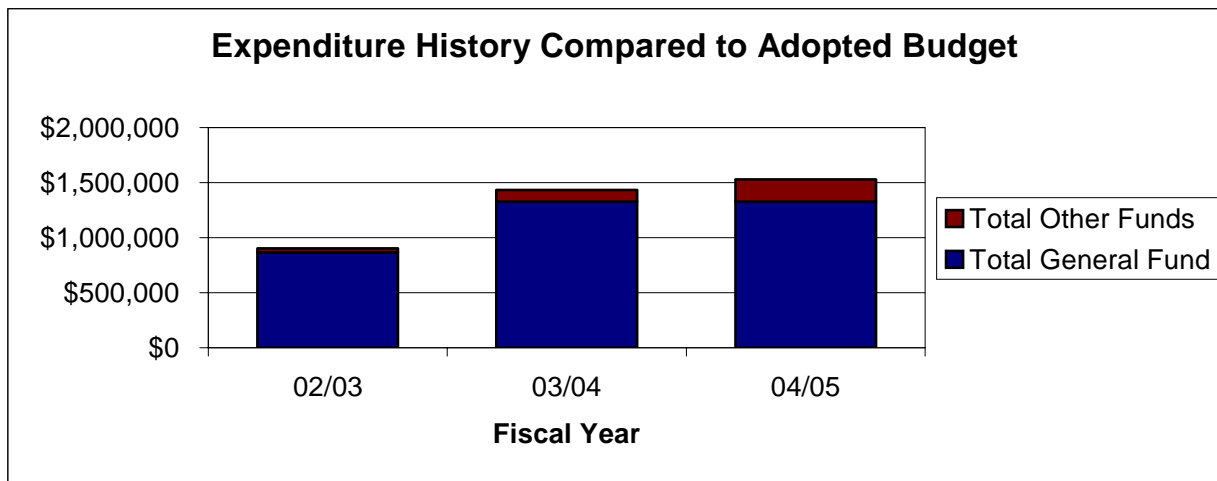
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Three-Year Active Portfolio Investment Return Over the 1 to 3 Year Treasury Index	0.97%	0.70%	0.50%
Net Rate of Return on the Liquidity Portfolio Over the 6 Month Treasury Bill Index	0.44%	0.40%	0.50%
Net Rate of Return on the Aggregate Portfolio Over the Weighted Average Return of the SBA	3.57%	2.35%	1.50%
The Percentage that the Banking Fund Composite Rate, Over a Rolling Three Year Period, is Less than the Bond Buyer's Revenue Bond	0.75%	0.65%	0.50%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 700,178	\$ 280,610	\$ 271,182	\$ (9,428)	(3.36%)
184 Treasury Administration		395,145	263,910	(131,235)	(33.21%)
994 Nondepartmental - CFO	167,003	652,326	792,987	140,661	21.56%
TOTAL -- GENERAL FUND	\$ 867,181	\$ 1,328,081	\$ 1,328,079	\$ (2)	(0.00%)
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	159.45%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	4.93%
TOTAL -- FIRE PENSION FUND	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	
TOTAL -- FINANCIAL MANAGEMENT	\$ 903,142	\$ 1,434,399	\$ 1,528,974	\$ 94,575	6.59%



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
181 Chief Financial Officer	6	2	2
184 Treasury Administration	0	4	4
TOTAL -- GENERAL FUND	6	6	6
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	0	1	1
970 Special-Fire Pension Fund	1	0	0
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- FINANCIAL MANAGEMENT	8	8	8

Finance Department

Risk Management

Mission Statement:

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 to citizens and other City Departments and offices.

Program Identifier:

⇒ Risk Management #217

Overview of Services/Programs

The Risk Management function strives to insure all City assets at the best possible price and terms, manages the City's Workers' Compensation, General and Automobile Liability loss exposure programs and interacts with the Safety and Training Program staff (in the General Government Department) to avoid and reduce injury and damage to the City's citizens, employees or assets.

Major Accomplishments

- Achieved an overall 19% reduction in insurance/reinsurance premiums saving \$317,550.
- Restructured policy renewal effective date (Commercial property) to April 1st, which avoids storm season fluctuations. Immeasurably beneficial during this year's unusual hurricane activity.
- Issued an RFP that resulted in a new Broker Services contract that will generate \$130,000 in annual savings over the next 3 to 5 years.

Future Outlook

- Risk Management will continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations. Check processing will be integrated with the financial system allowing easier account reporting. Internal charges will be integrated with the financial system allowing easier account reporting. Internal charges will be equitably allocated to the various departments.

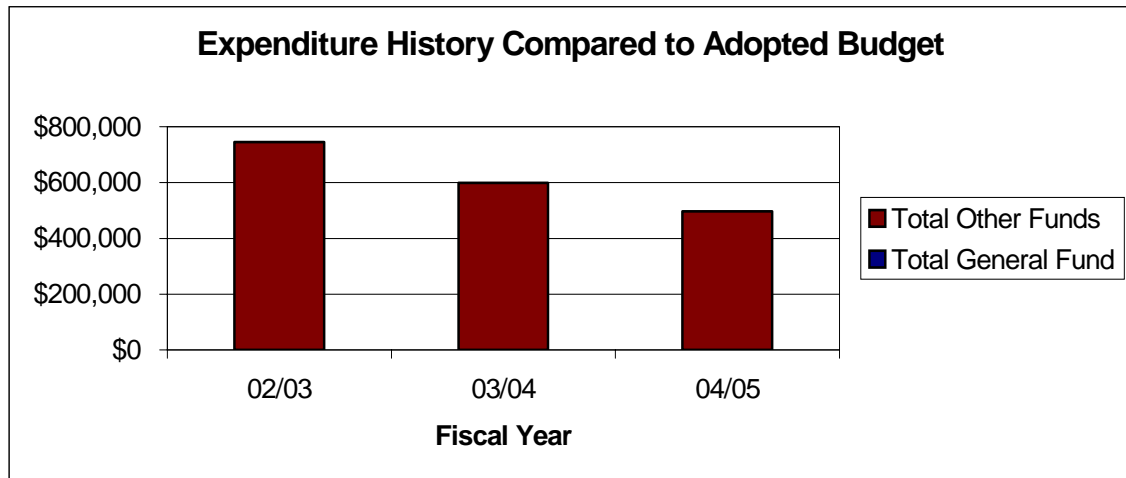
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Cost of Auto Liability Claims per Citizen.	\$3.86	\$5.59	\$5.33
Cost of Industrial Accidents per FTE.	\$2,043	\$2,049	\$2,070
Cost of General Liability Claims per Citizen.	\$15.13	\$16.16	\$14.83

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)
TOTAL -- RISK MANAGEMENT FUND	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	
TOTAL -- RISK MANAGEMENT	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	6	6	6
TOTAL -- RISK MANAGEMENT FUND	6	6	6
TOTAL -- RISK MANAGEMENT	6	6	6

Finance Department

Real Estate Management

Mission Statement:

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 to citizens and other City Departments and offices.

Program Identifier:

⇒ Real Estate Management #186

Overview of Services/Programs

The **Real Estate Management** function strives to acquire real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and puts properties back on tax roll and manages City owned real property in order to control costs of ownership.

Major Accomplishments

- Completed acquisition of property for the City's new Central Park stormwater/park project. This 5.5-acre project in the heart of the Parramore neighborhood provides a central storm-water collection site along with neighborhood park amenities.
- Completed acquisition of the 3-1/2 acre Parramore Village redevelopment project including relocation of tenants and homeowners. Final relocation of remaining tenants and owners will be completed by December 2004.
- Coordinated the return of the City owned property at 595 N. Primrose formerly used by the Naval/Marine Corps Reserve Center. The building is planned to be renovated for use as the Orlando Police Department Northeast Police office and training facility, the Orlando fire Department training facility, and the Families, Parks and Recreation Department offices and Teen Youth Activity Center.
- Disposed of excess City property on Orange Center Boulevard for redevelopment by a non-profit organization for low-income Senior Housing.
- Completed acquisition of property for the expansion of the Eastern Regional Reclaimed Water Distribution system. This project will provide reclaimed water to the University of Central Florida and others.

Future Outlook

- Real Estate Management will continue to acquire property utilizing private sector strategies and tools through negotiation, where possible and within 105% of established value. In addition, Real Estate management will strive to maintain a high occupancy rate for city owned property available for lease and identify, market, and dispose of surplus property to secure the best price and terms in order to return the property to the tax rolls.

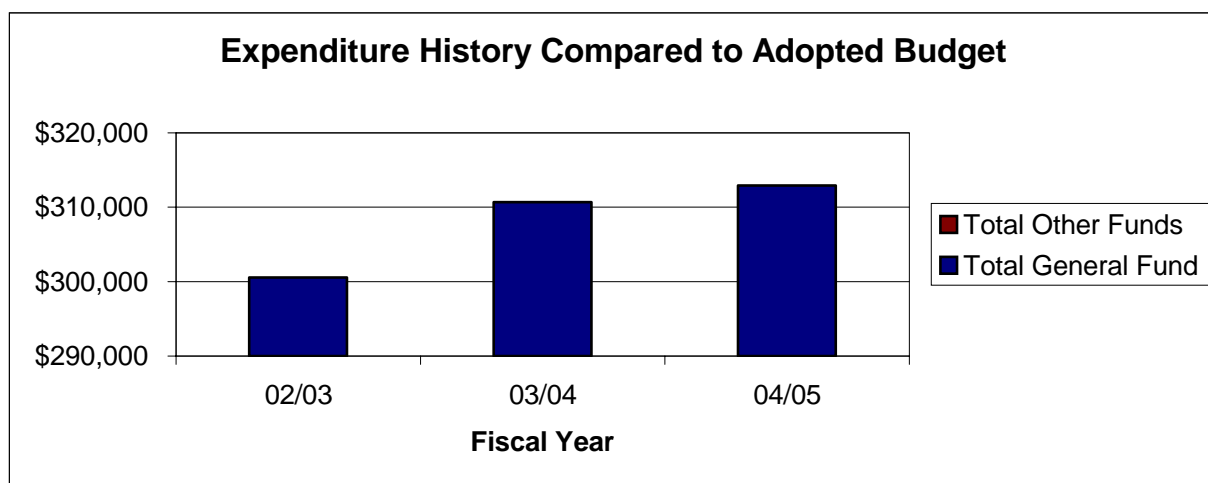
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Measure by Occupancy Rate on Downtown Property Reported by Recognized Real Estate Market Reporting Sources	95%	95%	90%
Establish Value of Property to be Acquired Utilizing Market Estimates, Appraisals, and Appropriate Valuation Methods	95%	90%	105%
Work with Property Owners to Determine Appropriate Method of Acquisition	85%	85%	85%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
186 Real Estate Management	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%
TOTAL -- GENERAL FUND	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
186 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

Fire Department



Mission Statement:

To manage the life 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 to Orlando.

Bureau Identifier:

- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing	5
Fire Administration Service Efforts/Accomplishments	6
Fire Administration Expenditures and Staffing	7
Fire Support Services Bureau Service Efforts/Accomplishments	8
Fire Support Services Bureau Expenditures and Staffing	10
Fire Rescue Operations Bureau Service Efforts/Accomplishments	11
Fire Rescue Operations Bureau Expenditure Summary	12
Fire Rescue Operations Bureau Staffing	13

Fire Department

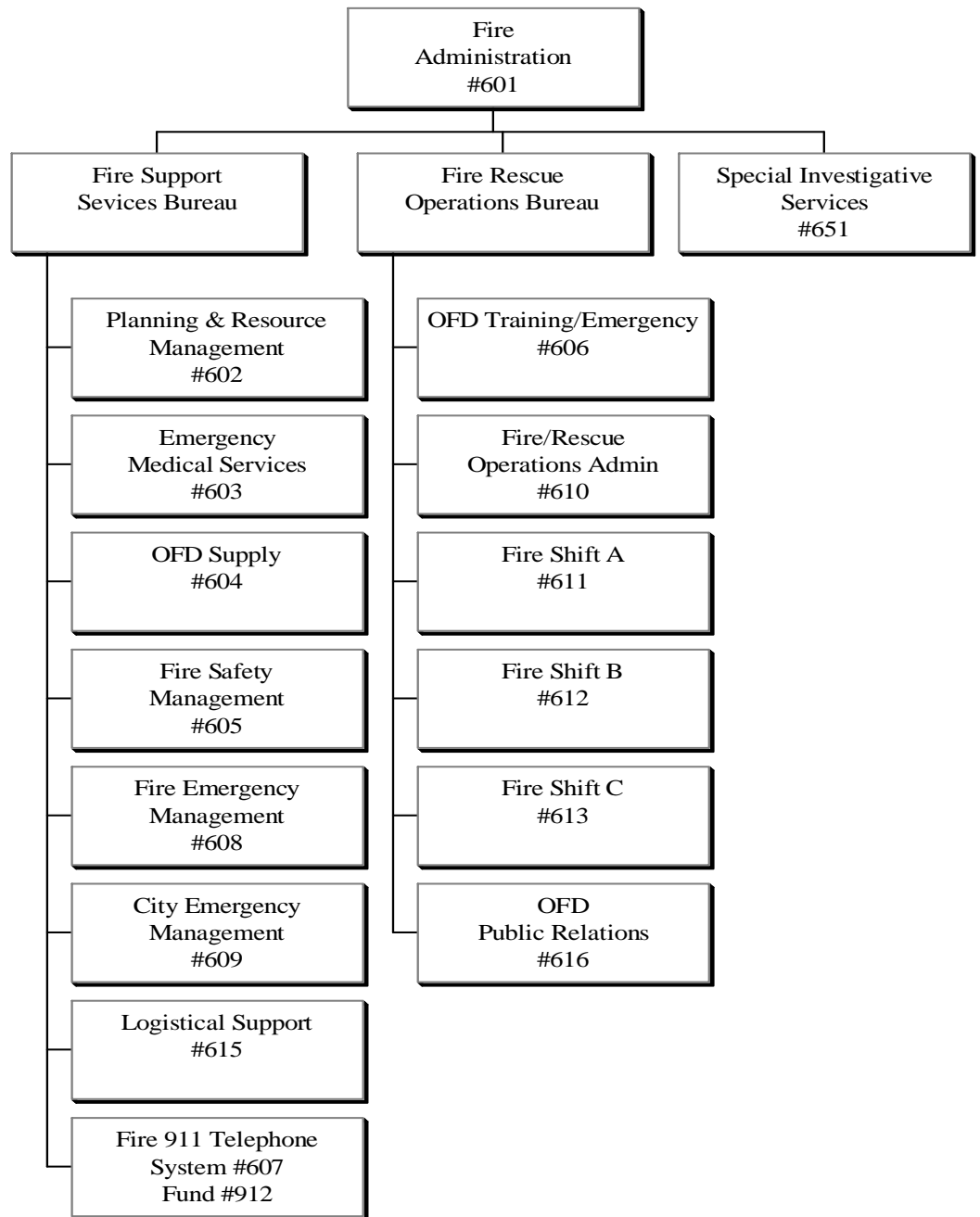


Mission Statement:

To manage the life 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 to Orlando.

Bureau Identifier:

- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations

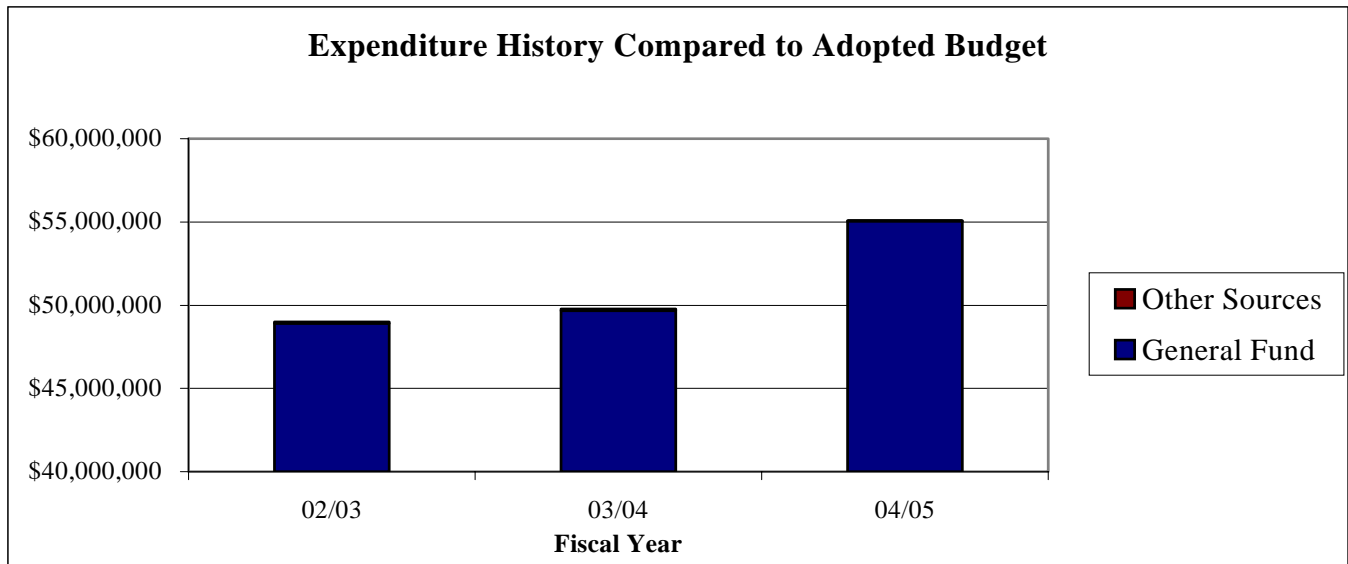


Fire Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,736,870	\$ 1,546,861	\$ 1,430,621	\$ (116,240)	(7.51%)
651 Special Investigative Services		14,952	1,418,162	1,403,210	9384.76%
Fire-Support Services Bureau:					
602 Planning & Resource Management	2,036,103	521,901	252,817	(269,084)	(51.56%)
603 Emergency Medical Services		694,869	842,061	147,192	21.18%
604 OFD Supply		488,104	436,644	(51,460)	(10.54%)
605 Fire Safety Management	734,163	664,627	650,722	(13,905)	(2.09%)
608 Fire Emergency Management	1,912,684	1,720,439	1,801,047	80,608	4.69%
609 City Emergency Management	104,290	111,593	256,403	144,810	129.77%
615 Logistical Support		356,341	732,017	375,676	105.43%
Fire-Rescue Operations Bureau:					
606 OFD Training	2,492,949	1,043,574	884,624	(158,950)	(15.23%)
610 Fire Rescue Operations Administration	748,364	1,032,941	233,652	(799,289)	(77.38%)
611 Fire Shift A	15,328,048	14,024,878	14,092,160	67,282	0.48%
612 Fire Shift B	10,897,392	13,322,855	14,011,942	689,087	5.17%
613 Fire Shift C	10,418,745	12,773,408	13,446,485	673,077	5.27%
614 Fire District 4	2,179,142				
616 OFD Public Relations		235,184	204,959	(30,225)	(12.85%)
2476 Fire R&R Project	52,751	129,269	551,986	422,717	327.01%
989 Non Departmental-Fire	262,326	997,721	3,801,630	2,803,909	281.03%
TOTAL -- GENERAL FUND	\$ 48,903,827	\$ 49,679,517	\$ 55,047,932	\$ 5,368,415	10.81%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 86,167	\$ 86,350	\$ 25,000	\$ (61,350)	(71.05%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 86,167	\$ 86,350	\$ 25,000	\$ (61,350)	
TOTAL -- FIRE DEPARTMENT	\$ 48,989,994	\$ 49,765,867	\$ 55,072,932	\$ 5,307,065	10.66%
Expenditure by Classification					
Salaries and Wages	\$ 30,462,844	\$ 30,305,183	\$ 31,570,246	\$ 1,265,063	4.17%
Employee Benefits	11,293,779	12,622,413	15,825,743	3,203,330	25.38%
Supplies	1,014,699	1,018,336	853,795	(164,541)	(16.16%)
Contractual Services	766,898	745,294	910,775	165,481	22.20%
Utilities	216,978	214,600	192,930	(21,670)	(10.10%)
Other Operating	70,829	36,949	53,691	16,742	45.31%
Travel/Training	78,457	106,272	87,897	(18,375)	(17.29%)
Internal Services	4,828,085	4,439,350	5,072,200	632,850	14.26%
Capital	257,425	277,470	505,655	228,185	82.24%
Non-Operating					
TOTAL -- FIRE DEPARTMENT	\$ 48,989,994	\$ 49,765,867	\$ 55,072,932	\$ 5,307,065	10.66%

Fire Department



Fire Department



Mission Statement:

To manage the life 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 to Orlando.

Bureau Identifier:

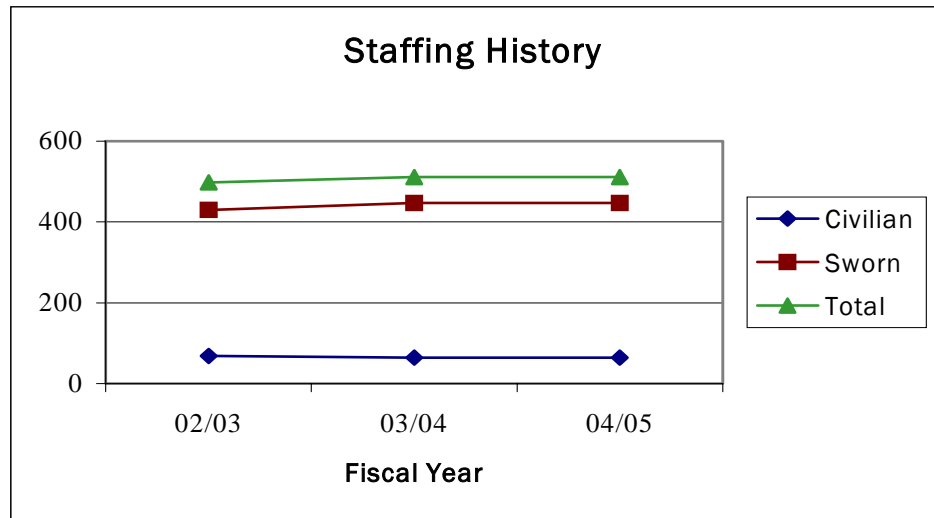
- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
601 Fire Administration	13	13	8
651 Special Investigative Services	0	0	5
Fire-Support Services Bureau:			
602 Planning & Resource Management	11	5	5
603 Emergency Medical Services	0	2	2
604 Fire Supply	0	1	1
605 Fire Safety Management	9	10	10
608 Fire Emergency Management	29	27	27
609 City Emergency Management	2	4	4
615 Logistical Support	0	3	3
Fire-Rescue Operations Bureau:			
606 OFD Training	12	9	9
610 Fire Rescue Operations Administration	1	1	1
611 Fire Shift A	166	143	143
612 Fire Shift B	116	144	144
613 Fire Shift C	80	143	143
614 Fire District 4	55	0	0
616 Public Relations	0	2	2
645 Staffing at Fire Academy	4	4	4
TOTAL – GENERAL FUND	498	511	511

Staffing History



Fire Department



Fire Administration

Mission Statement:

To manage the life 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 to Orlando.

Program Identifier:

- ⇒ Fire Administration #601
- ⇒ Special Investigative Services #651
- ⇒ Non-Departmental #989



Overview of Services/Program

The Fire Chief directly manages the Fiscal Management Section, Special Investigative Services, the Office of the Emergency Manager, and Fire Safety Management.

Major Accomplishments

- Made 25 felony arrests for arson or bomb related events.
- One of the first Bomb units in the nation to begin using a state of the art digital X-ray system.
- Upgraded response capabilities to include two (2) mission ready explosive ordinance disposal vehicles.
- Obtained 4 grants totaling \$949,000.
- Participated with State and Federal agencies to coordinate Homeland Security training and preparedness.
- Provided Emergency Operations Center oversight and management during Hurricanes Charley, Frances and Jeanne.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
ISO Rating	2	2	2
The Commission on Fire Accreditation International: Fire Department Accreditation	No	No	No
Number of Commercial Properties.	1,400	15,000	17,000
Resident Population	194,913	201,851	208,900
Service Population	NA	328,677	337,048

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Commercial Buildings Inspected Annually.	53%	51%	60%
Percentage of the City of Orlando Landmass within a 2-Mile Radius of a Fire Station.	43%	41%	47%
Percentage of Hazardous Materials Technician Level Training Completed.	NA	102%	100%
Percentage of Technical Rescue Technician Level Training Completed.	NA	75%	100%
Percentage of Arson/Bomb Investigators Training Completed.	NA	70%	100%

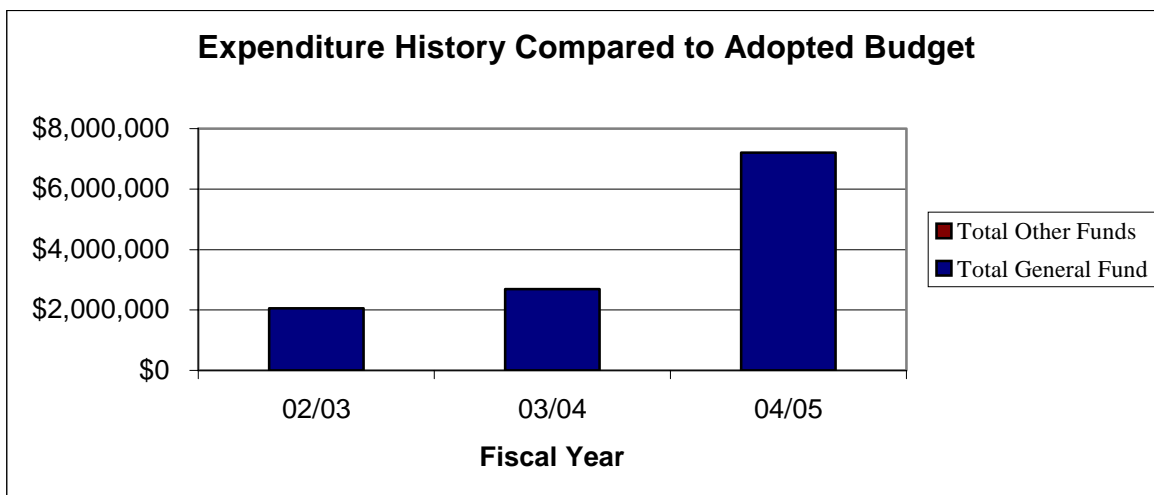
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Per Capita Cost for Fire/EVMS Services.	\$250.88	\$251.40	\$263.51
Percentage of 15 OFD Programs With Spending at Approved Budget or With Savings Over Forecast.	34%	100%	100%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,736,870	\$ 1,546,861	\$ 1,430,621	\$ (116,240)	(7.51%)
651 Special Investigative Services		14,952	1,418,162	1,403,210	9384.76%
989 Non Departmental-Fire	262,326	997,721	3,801,630	2,803,909	281.03%
2476 Fire R&R Project	52,751	129,269	551,986	422,717	
TOTAL -- GENERAL FUND	\$ 2,051,947	\$ 2,688,803	\$ 7,202,399	\$ 4,513,596	167.87%
TOTAL -- FIRE ADMINISTRATION	\$ 2,051,947	\$ 2,688,803	\$ 7,202,399	\$ 4,513,596	167.87%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
601 Fire Administration	13	13	8
651 Special Investigative Services	0	0	5
TOTAL -- GENERAL FUND	13	13	13
TOTAL -- FIRE ADMINISTRATION	13	13	13

Fire Department

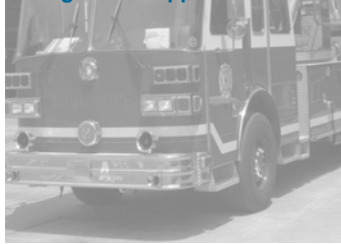


Mission Statement:

To support the delivery of emergency service to the community by maintaining departmental readiness through the planning, acquisition, and timely deployment of resources, and to provide the highest standard of pre-hospital care to the community through the coordination of EMS activities and patient care quality management activities.

Program Identifier:

- ⇒ Planning and Resource Management #602
- ⇒ Emergency Medical Ser. #603
- ⇒ OFD Supply #604
- ⇒ Fire Safety Mgmt. #605
- ⇒ Fire 911 Phone System #607
- ⇒ Fire Emergency Mgmt. #608
- ⇒ City Emergency Mgmt. #609
- ⇒ Logistical Support #615



Overview of Services/Programs

The **Emergency Medical Services 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 also 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 recertification and in service training, as well as bi-annual license renewal.

The **Planning and Resource Management Division** manages fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus and station construction. The Planning and Resource Management Division oversees the supply function of the department, providing station cleaning supplies, paper goods, emergency medical supplies and office supplies. The supply section officer is also the department's property custodian, responsible for maintaining the department's inventory control 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. Record management, data collection and analysis and GIS mapping functions are functional areas within Planning and Resource Management. This area is responsible for 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 Fire Department's Planning and Resource Management Division is also responsible for the public information function of the department as well as management and support of Fire Department related emergency management functions.

The **Fire Safety Management Division** manages the municipal fire inspector functions and the public education functions of the department. The Office of the Fire Marshall 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. The Public Education section manages a number of public education and citizen participation programs including programs at the Children's Safety Village, Citizen's Emergency Response Teams (CERT), Citizen's Fire Academy, in school programs and special safety programs for the community.

Fire Department



Fire Support Services Bureau

Mission Statement:

To support the delivery of emergency service to the community by maintaining departmental readiness through the planning, acquisition, and timely deployment of resources, and to provide the highest standard of pre-hospital care to the community through the coordination of EMS activities and patient care quality management activities.

Program Identifier:

- ⇒ Planning and Resource Management #602
- ⇒ Emergency Medical Ser. #603
- ⇒ OFD Supply #604
- ⇒ Fire Safety Mgmt. #605
- ⇒ Fire 911 Phone System #607
- ⇒ Fire Emergency Mgmt. #608
- ⇒ City Emergency Mgmt. #609
- ⇒ Logistical Support #615



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. Additionally, the Communications Division is responsible for the City's Reverse 911 notification system. Reverse 911 is a state of art communications system that provides public safety the means to communicate important messages to the public by sending pre-recorded messages to residents and/or businesses within a certain geographical location. Members of Communications represent the department on various state, local and regional committees such as Emergency Medical Dispatch (EMD), 700/800 Mhz radio and Orange County 311 planning. The Communications Division staffs three 8-hour shifts 24/7 365 days a year. Personnel assigned to communications include 21 Emergency Communications Specialists, 3 Shift Supervisors, 1 Communications Technician, 2 ASAP employees, 1 Assistant Manager, 1 Communications Manager, and 1 Division Commander.

Major Accomplishments/Service Efforts

- Completed the Public Protection self assessment and audit receiving a Public Fire Protection Classification Rating of "2".
- Completed a 20 year deployment strategy.
- Re-certified 250 Paramedics and 197 Emergency Medical Technicians.
- Provided in excess of 10,728 hours of training to personnel.
- Completed the procurement and distribution of new bunker gear to Field operations personnel.
- Distributed new fire ground personnel accountability tags.
- Provided 24-hours of Re-certification training of all communications employees.
- Implemented software to assure compliance with the Federal Wireless 9-1-1 Callers Phase Two requirements.
- Maintained a 93% readiness level for all emergency response apparatus.
- Processed 686 equipment repairs.
- Completed 962 apparatus work orders.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Calls Dispatched	47,298	51,842	54,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Limit Call Handling Time to 60 Seconds or Less 90% of the Time.	21%	92%	90%
Percent of Bunker Gear Sets Cleaned Twice Annually.	100%	101%	100%

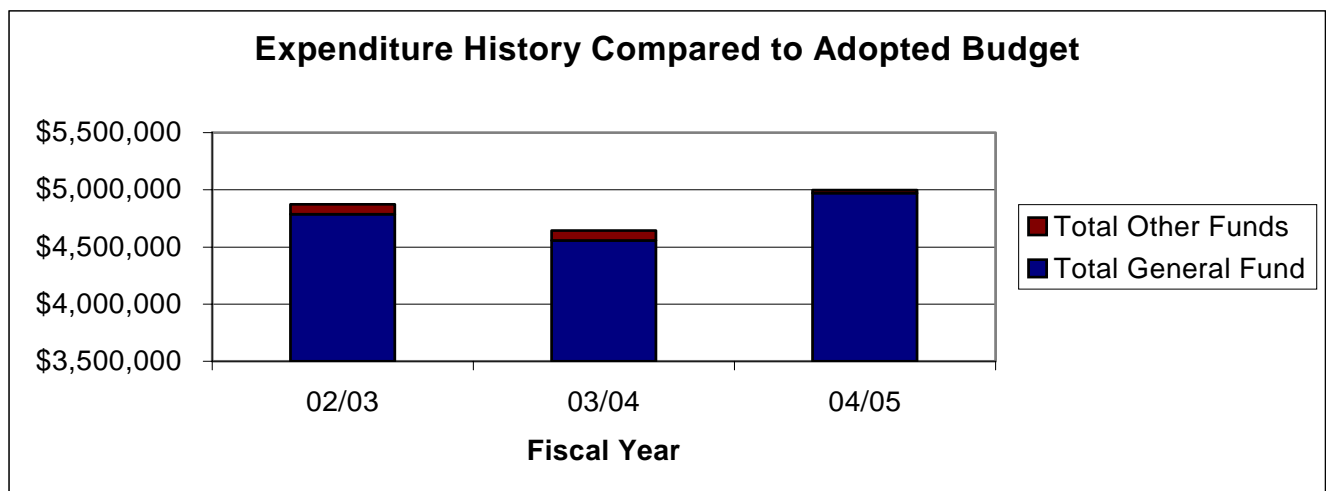
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Maintain Emergency Response Apparatus Reliability (In Service Time) to 95%.	93%	93%	95%
Percentage of Mandatory EMS Recertification Training Completed.	100%	100%	100%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Support Services Bureau:					
602 Planning & Resource Management	\$ 2,036,103	\$ 521,901	\$ 252,817	\$ (269,084)	(51.56%)
603 Emergency Medical Services		694,869	842,061	147,192	
604 OFD Supply		488,104	436,644	(51,460)	
605 Fire Safety Management	734,163	664,627	650,722	(13,905)	(2.09%)
608 Fire Emergency Management	1,912,684	1,720,439	1,801,047	80,608	4.69%
609 City Emergency Management	104,290	111,593	256,403	144,810	129.77%
615 Logistical Support		356,341	732,017	375,676	
TOTAL -- GENERAL FUND	\$ 4,787,240	\$ 4,557,874	\$ 4,971,711	\$ 413,837	9.08%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 86,167	\$ 86,350	\$ 25,000	\$ (61,350)	(71.05%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 86,167	\$ 86,350	\$ 25,000	\$ (61,350)	
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 4,873,407	\$ 4,644,224	\$ 4,996,711	\$ 352,487	7.59%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Fire-Support Services Bureau:			
602 Planning & Resource Management	11	5	5
603 Emergency Medical Services	0	2	2
604 Fire Supply	0	1	1
605 Fire Safety Management	9	10	10
608 Fire Emergency Management	29	27	27
609 City Emergency Management	2	4	4
615 Logistical Support	0	3	3
TOTAL -- GENERAL FUND	51	52	52
TOTAL -- FIRE SUPPORT SERVICES BUREAU	51	52	52

Fire Department



Mission Statement:

To respond to and manage the consequences of fire, sudden illness or injury and disaster, through swift response, fire-fighting activities, emergency medical interventions and special circumstance management; and to provide education and training opportunities to fire department personnel and the general public.

Program Identifier:

- ⇒ OFD Training #606
- ⇒ Fire/Rescue Operations Administration #610
- ⇒ Fire Shift A #611
- ⇒ Fire Shift B #612
- ⇒ Fire Shift C #613
- ⇒ OFD Public Relations #616



Overview of Services/Programs

The **Field Operations Division** executes the mission of the Fire Department by providing emergency services delivery. Field operations personnel are cross-trained firefighter/emergency medical service providers that respond to fires, hazardous material releases, technical rescue 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 447 sworn personnel. The Fire Department operates 26 pieces of emergency response apparatus including 15 fire engines, 4 tower trucks, 8 rescue trucks, 4 district chief vehicles and 1 shift commander. Services are provided 24/7/365.

The **Training Division** is responsible for the development and delivery of all fire suppression and special operations (USAR, HazMat, Confined Space and Dive Team) regulatory and required training for field operations personnel. The Training Division is also responsible for career development training, special operations training such as dive rescue and technical rescue training, and supervisor/management training. The Training Division also works collaboratively with the City of Orlando Personnel Bureau and Civil Service in the development and implementation of hiring and promotional processes.

Major Accomplishments/Service Efforts

- In fiscal year 2004 (October 1, 2003-September 2004) the Orlando Fire Department responded to 44,948 emergency alarms, 27,142 of which were emergency medical alarms.

Future Outlook

- The upcoming year will be one of planning for future growth. At least three new stations must be constructed over the next five years to meet the demand for service. Using the department's strategic plan as a guide, station construction will be prioritized and locations for optimum service identified.

Fire Department

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Responses.	47,298	51,842	54,000
Number of Fires Reported.	1,124	1,289	1,456
Number of Fire Stations.	14	14	14
Taxable Value of Property Protected		\$14.11 Billion	\$15.11 Billion

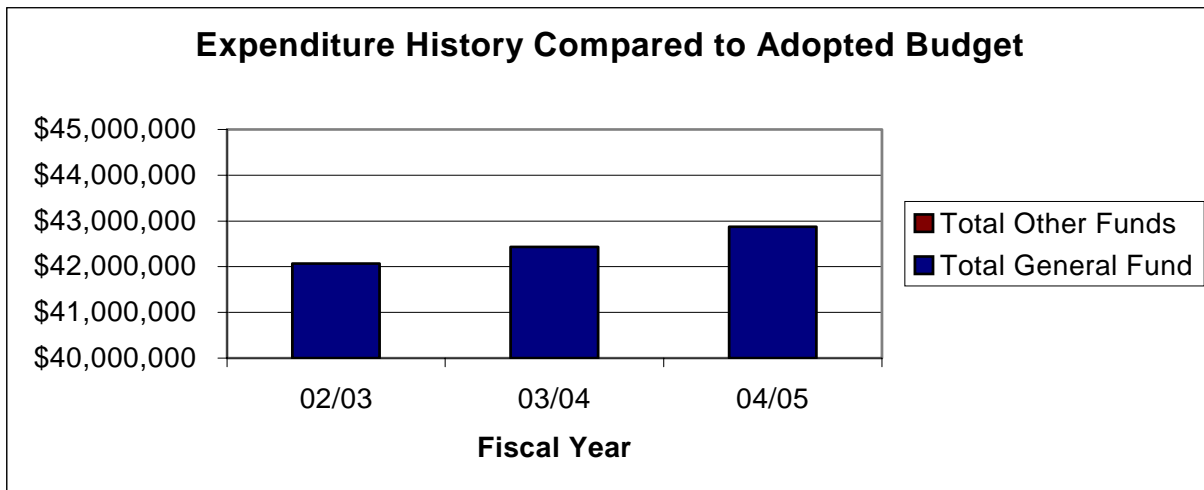
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Maintain a Total Response Time of 6 Minutes or Less 90% of the Time for Emergency Alarms (From Time Caller Information is Verified to Arrival on the Scene).	67%	54%	65%
Percent of Time 3 Fire Suppression Tasks at 1 and 2 Family Residential Fires Are Completed in Compliance with National & Internal Standards.	72%	73%	80%
Percent of Time Appropriate Patient Care Tasks Are Completed Once on Scene in Time Compliant with Local, State & Federal Guidelines.	86%	87%	90%
Percent of Building Fires Where At Least 75% of the Value of the Structure is Saved.	82%	98%	80%
Attendance Rate of Field Personnel in State & Federally Mandated Training Classes.	85%	80%	90%
Percent of Assigned Inspections, Exit Checks, Pre-Fire Plans & Hydrant Testing Activities Completed Each Quarter.	80%	90%	100%
Percentage of Annual FOB Employee Station Level Training Completed.	80%	80%	100%

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau:					
606 OFD Training	\$ 2,492,949	\$ 1,043,574	\$ 884,624	\$ (158,950)	(15.23%)
610 Fire Rescue Operations Administration	748,364	1,032,941	233,652	(799,289)	(77.38%)
611 Fire Shift A	15,328,048	14,024,878	14,092,160	67,282	0.48%
612 Fire Shift B	10,897,392	13,322,855	14,011,942	689,087	5.17%
613 Fire Shift C	10,418,745	12,773,408	13,446,485	673,077	5.27%
614 Fire District 4	2,179,142				
616 OFD Public Relations		235,184	204,959	(30,225)	(12.85%)
TOTAL -- GENERAL FUND	\$ 42,064,640	\$ 42,432,840	\$ 42,873,822	\$ 440,982	1.04%
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 42,064,640	\$ 42,432,840	\$ 42,873,822	\$ 440,982	1.04%

Fire Department



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
Fire-Rescue Operations Bureau:			
606 OFD Training	12	9	9
610 Fire Rescue Operations Administration	1	1	1
611 Fire Shift A	166	143	143
612 Fire Shift B	116	144	144
613 Fire Shift C	80	143	143
614 Fire District 4	55	0	0
616 Public Relations	0	2	2
645 Staffing at Fire Academy	4	4	4
TOTAL – GENERAL FUND	<u>434</u>	<u>446</u>	<u>446</u>
TOTAL – FIRE RESCUE OPERATIONS BUREAU	<u>434</u>	<u>446</u>	<u>446</u>

Fire Department



Mission Statement:

To manage the life 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 to Orlando.



Bureau Identifier:

- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



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General Administration Department



Mission Statement:

Effectively manage the provision of administrative and internal services within City government to allow other departments to focus on their core businesses.



Division Identifier:

- ⇒ Performance Optimization
- ⇒ Purchasing and Materials Management
- ⇒ Technology Management
- ⇒ Human Resources
- ⇒ Facilities Management
- ⇒ Fleet Management



Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Director's Office Expenditures and Staffing	6
Performance Optimization Service Efforts/Accomplishments	7
Performance Optimization Expenditure Summary and Staffing	8
Purchasing & Materials Management Division Service Efforts/Accomplishments	9
Purchasing & Materials Management Division Expenditure Summary and Staffing	10
Technology Management Division Service Efforts/Accomplishments	11
Technology Management Division Expenditure Summary and Staffing	12
Human Resources Division Service Efforts/Accomplishments	13
Human Resources Division Expenditure Summary	14
Human Resources Division Staffing	15
Facilities Management Division Service Efforts/Accomplishments	16
Facilities Management Division Expenditure Summary and Staffing	17
Fleet Management Division Service Efforts/Accomplishments	18
Fleet Management Division Expenditure Summary and Staffing	19

General Administration Department



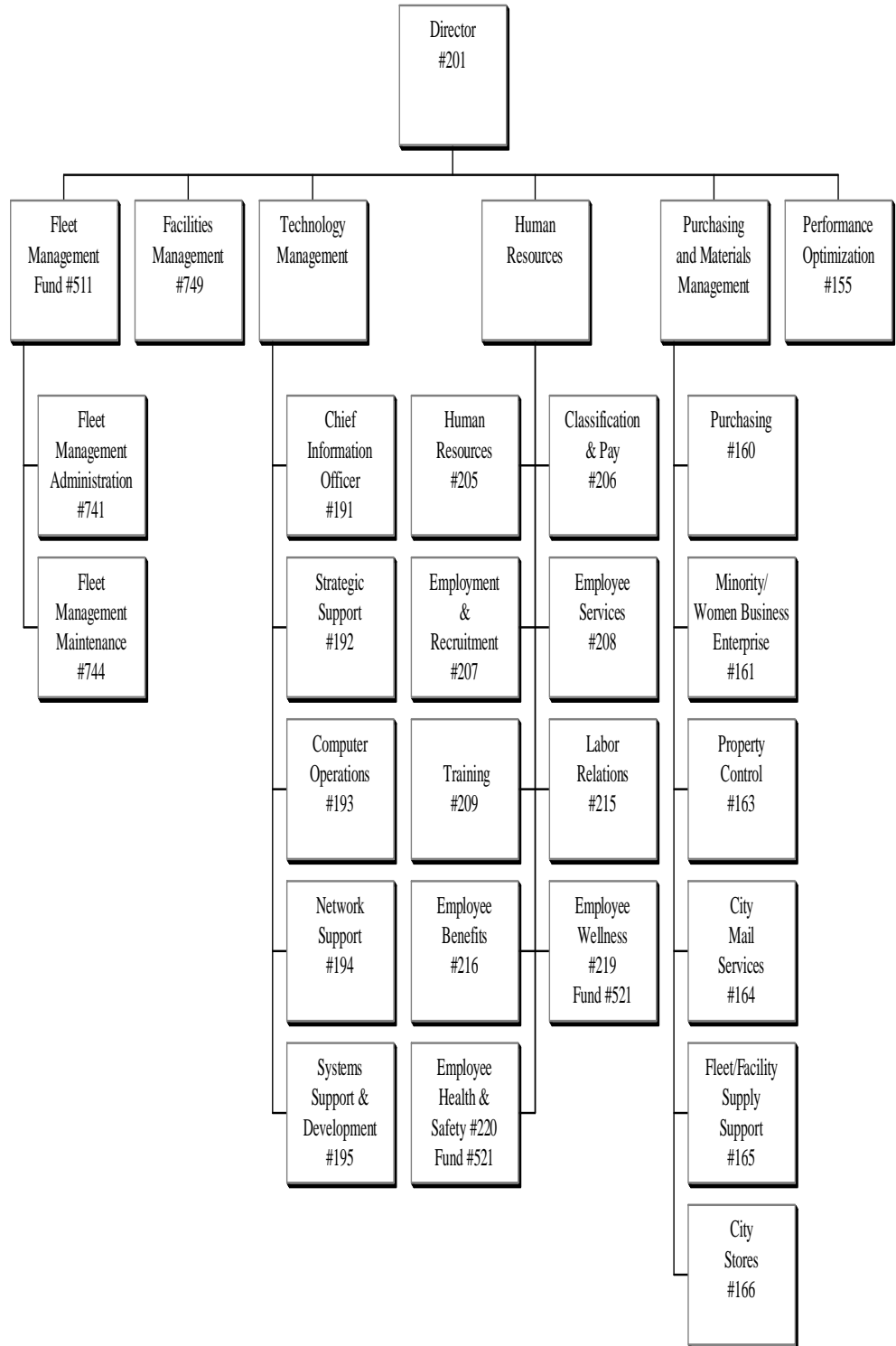
Mission Statement:

Effectively manage the provision of administrative and internal services within City government to allow other departments to focus on their core businesses.



Division Identifier:

- ⇒ Performance Optimization
- ⇒ Purchasing and Materials Management
- ⇒ Technology Management
- ⇒ Human Resources
- ⇒ Facilities Management
- ⇒ Fleet Management



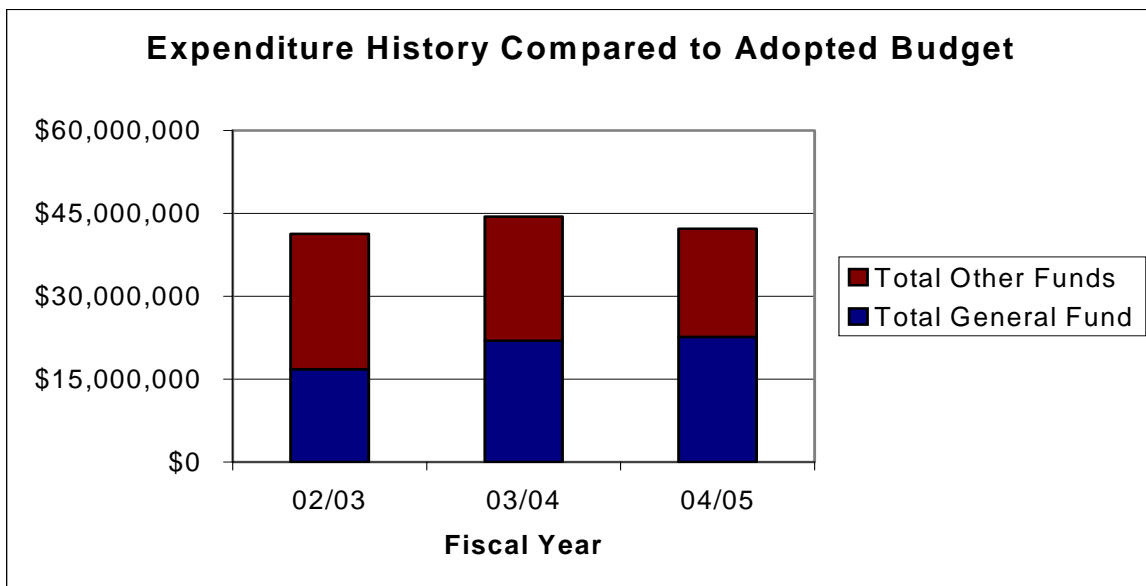
General Administration Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 584,907	\$ 380,136	\$ 353,638	\$ (26,498)	(6.97%)
155 Performance Optimization	204,802	200,535	343,505	142,970	71.29%
Purchasing and Materials Management Division:					
160 Purchasing	1,249,993	1,113,309	1,145,598	32,289	2.90%
161 Minority/Women Business Enterprise	229,688	243,311	245,943	2,632	1.08%
163 Property Control	185,863	153,004	152,942	(62)	(0.04%)
164 City Mail Service	195,262	237,722	217,513	(20,209)	(8.50%)
165 Fleet/Facility Supply/Support	501,927	512,035	455,669	(56,366)	(11.01%)
166 City Stores	226,646	197,615	199,876	2,261	1.14%
995 Non Dept.-Purchasing Auctions	8,741	24,556	28,300	3,744	15.25%
Technology Management Division:					
191 Chief Information Officer	229,016	198,883	194,278	(4,605)	(2.32%)
192 Strategic Support	1,193,570	1,658,628	1,696,555	37,927	2.29%
193 Computer Operations	1,197,023	1,066,530	1,166,446	99,916	9.37%
194 Network Support	1,375,604	1,330,175	1,386,147	55,972	4.21%
195 Systems Support and Development	2,063,970	2,066,077	2,066,637	560	0.03%
991 Non Dept.-PC Maintenance	107,056	104,700	163,440	58,740	56.10%
992 Non Dept.-Technology Management	2,833,142	3,394,371	4,000,248	605,877	17.85%
Human Resources Division:					
205 Human Resources	516,409	362,795	163,139	(199,656)	(55.03%)
206 Classification and Pay	225,296	227,941	398,877	170,936	74.99%
207 Employment and Recruitment	307,482	215,696	557,107	341,411	158.28%
208 Employee Services	70,843	74,748	74,764	16	0.02%
209 Training	84,839	82,300	82,351	51	0.06%
210 Civil Service/Testing	243,254	331,924		(331,924)	(100.00%)
215 Labor Relations	373,799	182,541	266,257	83,716	45.86%
216 Employee Benefits	352,357	358,911	363,180	4,269	1.19%
273 Employee Wellness	159,118			-	
Facilities Management Division:					
749 Facilities Management	(85)	4,874,742	4,829,124	(45,618)	(0.94%)
703 City Hall Maintenance	1,725,552	1,698,965	1,733,523	34,558	2.03%
993 Non Dept.-General Administration	340,807	655,695	370,607	(285,088)	(43.48%)
TOTAL -- GENERAL FUND	\$ 16,786,878	\$ 21,947,845	\$ 22,655,664	\$ 707,819	3.23%
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 1,021,668	\$ 887,987	\$ 718,782	\$ (169,205)	(19.05%)
742 Fleet Management Radio Communications		1,775		(1,775)	(100.00%)
744 Fleet Management Maintenance	9,939,689	9,735,788	8,767,236	(968,552)	(9.95%)
963 Non Dept.-Fleet Management	825,382	847,530	864,755	17,225	2.03%
TOTAL -- FLEET MANAGEMENT FUND	\$ 11,786,739	\$ 11,473,080	\$ 10,350,773	\$ (1,122,307)	(9.78%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 4,816,717	\$ 10,605,917	\$ 9,219,067	\$ (1,386,850)	(13.08%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 4,816,717	\$ 10,605,917	\$ 9,219,067	\$ (1,386,850)	
FLEET FACILITY REPLACEMENT FUND #513					
Fleet Management Division:					
747 Fleet Facility Replacement	\$ 13,776	\$ -	\$ -	\$ -	
TOTAL -- FLEET FACILITY REPLACEMENT FUND	\$ 13,776	\$ -	\$ -	\$ -	
FACILITIES MANAGEMENT FUND #514					
Facilities Management Division:					
751 Facilities Management	\$ 7,869,401	\$ -	\$ -	\$ -	
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 7,869,401	\$ -	\$ -	\$ -	
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ -	\$ 95,975	\$ 87,141	\$ (8,834)	(9.20%)
220 Employee Health and Safety		322,654	328,236	5,582	1.73%
TOTAL -- RISK MANAGEMENT FUND	\$ -	\$ 418,629	\$ 415,377	\$ (3,252)	(0.78%)
TOTAL: GENERAL ADMINISTRATION	\$ 41,273,513	\$ 44,445,471	\$ 42,640,881	\$ (1,804,590)	(4.06%)

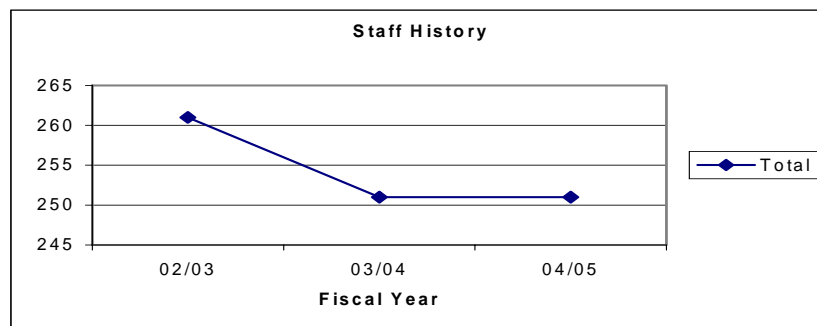
General Administration Department

	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 13,851,273	\$ 12,222,106	\$ 12,064,790	\$ (157,316)	(1.29%)
Employee Benefits	4,409,856	4,167,289	4,417,561	250,272	6.01%
Supplies	6,748,902	6,203,583	6,087,970	(115,613)	(1.86%)
Contractual Services	5,464,536	6,322,208	5,654,758	(667,450)	(10.56%)
Utilities	1,890,569	1,633,156	2,110,273	477,117	29.21%
Other Operating	965,648	1,580,660	932,543	(648,117)	(41.00%)
Travel/Training	287,853	273,872	252,036	(21,836)	(7.97%)
Internal Services	1,169,072	971,160	934,028	(37,132)	(3.82%)
Capital	4,177,414	9,462,685	8,213,209	(1,249,476)	(13.20%)
Non-Operating	2,308,390	1,608,752	1,973,713	364,961	22.69%
TOTAL -- FINANCE	\$ 41,273,513	\$ 44,445,471	\$ 42,640,881	\$ (1,804,590)	(4.06%)



DEPARTMENT STAFFING SUMMARY

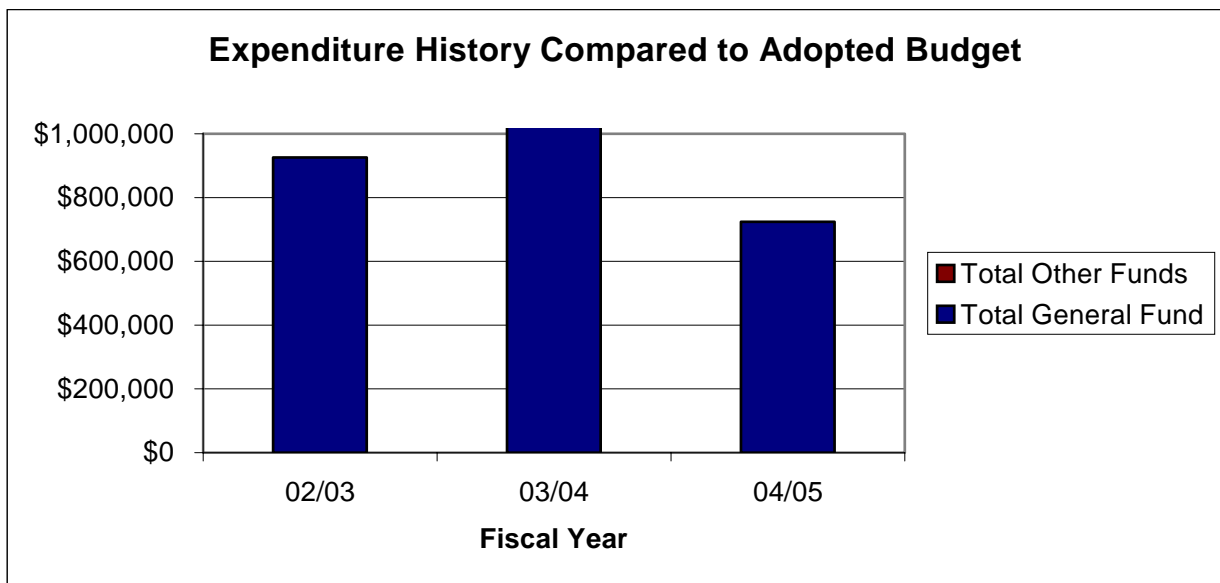
	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
201 Director of General Administration	4	4	4
155 Performance Optimization	3	3	3
Purchasing and Materials Management Division:			
160 Purchasing	17	16	16
161 Minority/Women Business Enterprise	4	4	4
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	9	9	9
166 City Stores	4	4	4
Technology Management Division:			
191 Chief Information Officer	3	2	2
192 Strategic Support	12	23	23
193 Computer Operations	18	17	18
194 Network Support	14	15	15
195 Systems Support and Development	22	24	23
Human Resources Division:			
205 Human Resources	5	5	2
206 Classification and Pay	4	4	7
207 Employment and Recruitment	3	3	6
208 Employee Services	1	1	1
209 Training	1	1	1
210 Civil Service/Testing	2	3	0
215 Labor Relations	3	4	4
216 Employee Benefits	6	6	6
Facilities Management Division:			
749 Facilities Management	0	48	48
TOTAL -- GENERAL FUND	140	201	201
FLEET MANAGEMENT FUND #511			
Fleet Management Division:			
741 Fleet Management Admin.	9	6	6
742 Fleet Management Radio Communications	1	0	0
744 Fleet Management Maintenance	39	39	39
TOTAL -- FLEET MANAGEMENT FUND	49	45	45
FACILITIES MANAGEMENT FUND #514			
Facilities Management Division:			
751 Facilities Management	68	0	0
TOTAL -- FACILITIES MANAGEMENT FUND	68	0	0
RISK MANAGEMENT FUND #521			
Human Resources Division:			
220 Occupational Health and Safety	3	4	4
219 Wellness Program	1	1	1
TOTAL - RISK MANAGEMENT FUND	4	5	5
TOTAL -- GENERAL ADMINISTRATION	261	251	251



General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 584,907	\$ 380,136	\$ 353,638	\$ (26,498)	(6.97%)
993 Non Dept.-General Administration	340,807	655,695	370,607	(285,088)	(43.48%)
TOTAL -- GENERAL FUND	\$ 925,714	\$ 1,035,831	\$ 724,245	\$ (311,586)	(30.08%)
TOTAL -- DIRECTOR	\$ 925,714	\$ 1,035,831	\$ 724,245	\$ (311,586)	(30.08%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
201 Director of General Administration	4	4	5
TOTAL -- GENERAL FUND	4	4	5
TOTAL -- DIRECTOR	4	4	5

General Administration Department



Performance Optimization

Mission Statement:

To improve overall customer services by monitoring performance, enhancing accountability, developing business plans, and performing satisfaction surveys.



Program Identifier:



⇒ Performance Optimization #155

Overview of Service/Program

The **Performance Optimization Division** strives to improve overall customer services by monitoring performance, enhancing accountability, developing business plans, and performing satisfaction surveys.

Major Accomplishments

- Successfully established Business Planning and Quarterly Performance Reporting for efficiency and effectiveness programs

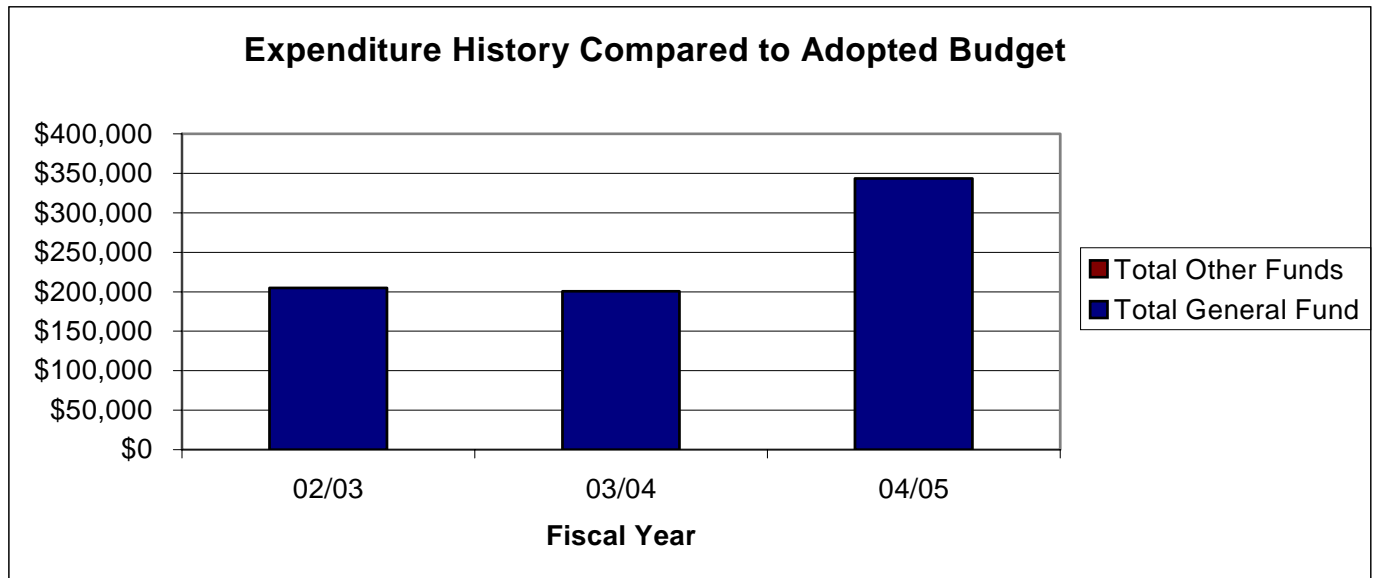
Future Outlook

The Performance Optimization Division will formalize project/relationships between Florida Benchmarking Consortium and UCF Florida Institute of Government for performance.

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
155 Performance Optimization	\$ 204,802	\$ 200,535	\$ 343,505	\$ 142,970	71.29%
TOTAL -- GENERAL FUND	\$ 204,802	\$ 200,535	\$ 343,505	\$ 142,970	
TOTAL -- PERFORMANCE OPTIMIZATION	\$ 204,802	\$ 200,535	\$ 343,505	\$ 142,970	71.29%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
155 Performance Optimization	3	3	3
TOTAL -- GENERAL FUND	3	3	3
TOTAL -- PERFORMANCE OPTIMIZATION	3	3	3

General Administration Department



Purchasing & Materials Management Division

Mission Statement:

To purchase, rent, lease or otherwise acquire goods and services at the lowest possible cost, consistent with the quality needed to provide the best possible service to the public, utilizing the taxpayers money most efficiently, through increased competition.



Program Identifier:

- ⇒ Purchasing #160
- ⇒ Minority/Women Business Enterprise #161
- ⇒ Property Control #163
- ⇒ City Mail Service #164
- ⇒ Fleet/Facility Supply/Support #165
- ⇒ City Stores #166
- ⇒ Non-Developmental Purchasing Auctions #995



Overview of Service/Program

The **Purchasing & Materials Management Division** acquires needed goods or services using the most cost effective means and ensures that the City meets its goals for contract awards to certified minority and women owned businesses. Services also include citywide mail service, property control of City fixed assets, operation of City Stores and facilities and vehicle parts supply services.

Major Accomplishments

- Enhanced Purchasing web site for development of contract terms, amendments, pricing and renewals and expanded On-Line Auction Services for advertising and selling City surplus property.
- Increase M/WBE participation 73% over 10 years and awarded \$250,000,000 in contracts.

Future Outlook

The Purchasing and Materials Management Division will enhance electronic commerce through E-bidding for vendors conducting business with the City. PMD will also finalize the transition from paper to a fully capable E-Procurement environment.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Procurements.	56,899	60,552	60,000
Total Value of Procurements.	\$79,787,527	\$100,690,705	\$67,500,000
Number of MBE/WBE Compliance Visits	1,481	1,442	1,450

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Contract Compliance Reviews/Visits Completed.	100%	100%	100%
Percent of Original Purchase Price of Vehicles Recovered in Sale.	20%	23%	18%
Percent of Stocked Item Requests Filled Within Four Hours.	95%	93%	94%

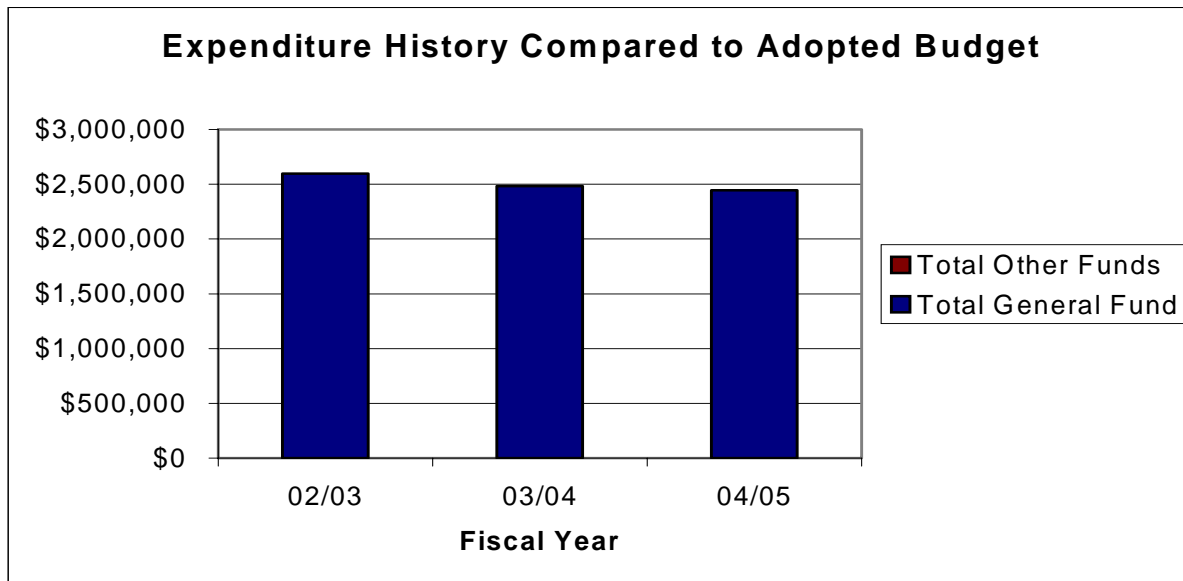
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Dollar Amount of Purchases per Division Full-time Employees (FTE).	\$5,699,109	\$7,192,193	\$4,821,458
Cost to Process One Commodity/Service Purchase per Transaction.	\$29.84	\$30.50	\$31.00
Cost to Process One Contract Management Transaction.	\$11.57	\$12.85	\$13.00
Cost to Certify a MBE/WBE Business.	\$61.59	\$63.74	\$64.00
Average Cost to Process One ProCard Order/Purchase Order/Requisition Order Transaction	\$2.55	\$2.42	\$2.40
Inventory Turn-over Ratio.	1:4	1:4	1:4

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Purchasing and Materials Management Division:					
160 Purchasing	\$ 1,249,993	\$ 1,113,309	\$ 1,145,598	\$ 32,289	2.90%
161 Minority/Women Business Enterprise	229,688	243,311	245,943	2,632	1.08%
163 Property Control	185,863	153,004	152,942	(62)	(0.04%)
164 City Mail Service	195,262	237,722	217,513	(20,209)	(8.50%)
165 Fleet/Facility Supply/Support	501,927	512,035	455,669	(56,366)	(11.01%)
166 City Stores	226,646	197,615	199,876	2,261	1.14%
995 Non Dept.-Purchasing Auctions	8,741	24,556	28,300	3,744	15.25%
TOTAL -- GENERAL FUND	\$ 2,598,119	\$ 2,481,552	\$ 2,445,841	\$ (35,711)	(1.44%)
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 2,598,119	\$ 2,481,552	\$ 2,445,841	\$ (35,711)	(1.44%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Purchasing & Materials Management Division:			
160 Purchasing	17	16	16
161 Minority/Women Business Enterprise	4	4	4
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	9	9	9
166 City Stores	4	4	4
TOTAL -- GENERAL FUND	39	38	38
TOTAL -- PMD	39	38	38

General Administration Department



Technology Management Division

Mission Statement:

To provide quality and innovative technological support to other City departments allowing them to concentrate on their core business functions.



Program Identifier:

- ⇒ Chief Information Officer #191
- ⇒ Strategic Support #192
- ⇒ Computer Operations #193
- ⇒ Network Support #194
- ⇒ Systems Support and Development #195
- ⇒ Non-Departmental PC Management #991
- ⇒ Non-Departmental Technology Mgmt #992

Overview of Service/Program

The **Technology Management Division, (TM)**, provides computer, telecommunications and Geographic Information support services to all City departments and offices. TM provides these services with an innovative and proactive approach, ensuring that the City networks, computer applications and equipment for enterprise operations are available to any authorized users at any time.

Major Accomplishments

- Established City of Orlando Downtown Wireless Internet Zone
- Successfully negotiated several major technology contracts at a savings to the City, (example: Nextel, SAN upgrade) and supported City Departments through development, upgrade and installation of applications (example: Edge and Kronos).

Future Outlook

The Technology Management Division will continue build-out of the City's Wireless Network. TM will also implement both the Websphere portal and Lotus Notes Workplace applications to increase productivity.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Calls taken by Call Center.	30,268	28,936	30,000
Number of GIS Projects Completed.	1,600	1,538	1,650
Total Service Requests Received.	2,489	3,254	3,000

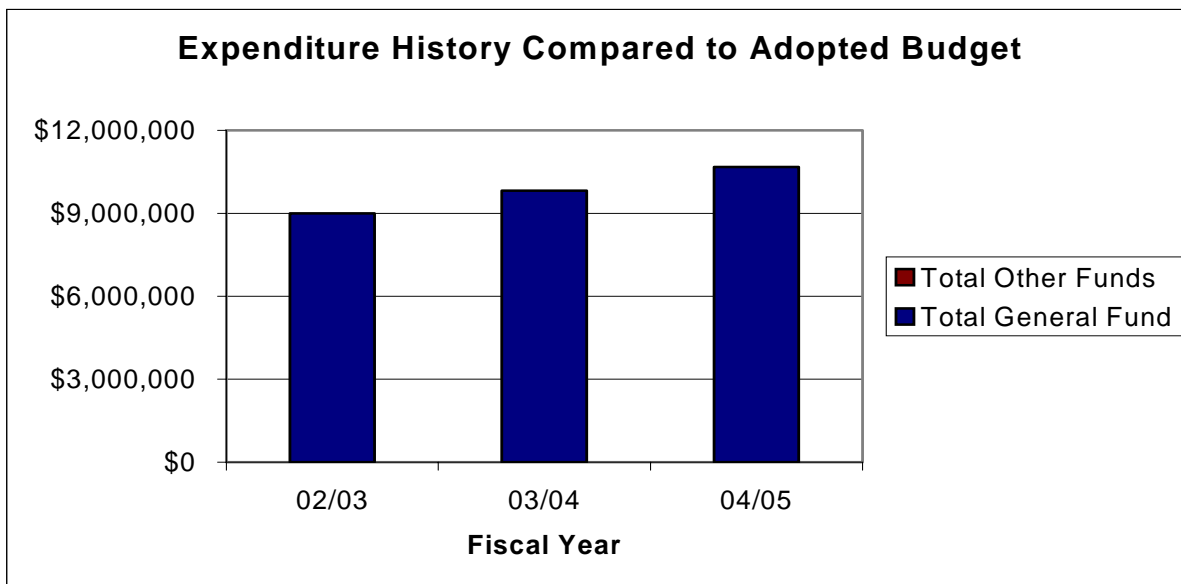
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of Service Level Agreements Met or Exceeded.	85%	98%	95%
Percent Response to Software Support Calls Initiated by Customer to Call Center Within 24 Hours.	80%	80%	85%
Percent of Virus Outbreaks Contained/Resolved in Less Than 2 hours.	88%	94%	95%
Percentage of Service Requests Entered into System with 24 Hours.	80%	93%	95%
Percent of GIS Errors Corrected Within the Same Day that They Were Found/Reported.	80%	100%	100%

General Administration Department

EXPENDITURE SUMMARY

Fund	2002/03	2003/04	2004/05	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
Technology Management Division:					
191 Chief Information Officer	\$ 229,016	\$ 198,883	\$ 194,278	\$ (4,605)	(2.32%)
192 Strategic Support	1,193,570	1,658,628	1,696,555	37,927	2.29%
193 Computer Operations	1,197,023	1,066,530	1,166,446	99,916	9.37%
194 Network Support	1,375,604	1,330,175	1,386,147	55,972	4.21%
195 Systems Support and Development	2,063,970	2,066,077	2,066,637	560	0.03%
991 Non Dept.-PC Maintenance	107,056	104,700	163,440	58,740	56.10%
992 Non Dept.-Technology Management	2,833,142	3,394,371	4,000,248	605,877	17.85%
TOTAL -- GENERAL FUND	\$ 8,999,381	\$9,819,364	\$ 10,673,751	\$ 854,387	8.70%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 8,999,381	\$9,819,364	\$ 10,673,751	\$ 854,387	8.70%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2002/2003	Budget	Budget
		2003/2004	2004/2005
GENERAL FUND #100			
Technology Management Division:			
191 Chief Information Officer	3	2	2
192 Strategic Support	12	23	23
193 Computer Operations	18	17	18
194 Network Support	14	15	15
195 Systems Support and Development	22	24	23
TOTAL -- GENERAL FUND	69	81	81
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	69	81	81

General Administration Department



Human Resources Division

Mission Statement:

To design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City's work force.



Program Identifier:

- ⇒ Human Resources #205
- ⇒ Classification & Pay #206
- ⇒ Employment and Recruitment #207
- ⇒ Employee Services #208
- ⇒ Training #209
- ⇒ Civil Service /Testing #210
- ⇒ Labor Relations #215
- ⇒ Employee Benefits #216
- ⇒ Employee Wellness #219, #273
- ⇒ Employee Health and Safety #220

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

- Human Resources has continued to develop, implement and rollout e-government solutions to include on-line benefits reenrollment, employment requisitions etc.
- A significant number of employee position reclassifications were completed as a result of extensive reorganizations City wide.
- We have merged Occupational Health, Safety and Wellness programs under one umbrella in order to take a comprehensive approach to all issues related to these areas.
- A continued intense schedule of civil service testing was provided to the Police and Fire Departments.
- The City of Orlando also received recognition as a "Family Friendly Employer" based on city benefits, policies and practices with regards to our City workforce.

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 Division will continue E-Government initiatives to automate and streamline all aspects of Human Resources administrative functions and continue to emphasize health, safety and wellness throughout the City workforce utilizing increased training, awareness and inspections. Human Resources will also work to enhance labor and management relations through cooperative communications processes and problem solving approaches to issues.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Authorized Unionized Employees.	1,763	1,842	2,870
Number of Authorized Non-bargaining Employees.	1,341	1,341	313
Number of Hires.	357	444	460
Number of Formalized Complaints.	NA	72	109

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Ranking Within the "Top 100 Family Friendly Companies in Central Florida."	Placed in top 100.	#21	Place in top 100.
Total Annual Employee Turnover Rate.	7%	4%	5%
Percentage of Formalized Complaints Resolved to the City's Satisfaction.	NA	91%	75%
Percentage of Customers Rating HR Service as Good to Excellent.	NA	92%	80%
Percentage of Focus Group Contacts Completed.	NA	0%	100%

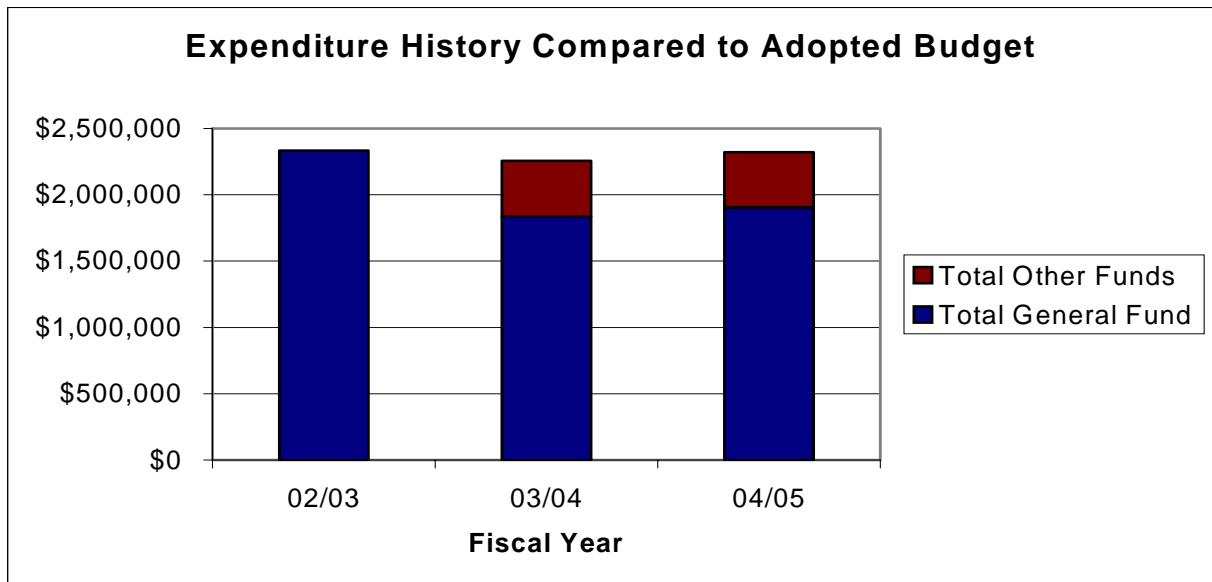
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of City-wide Employees per Human Resources FTE.	125.08	117.73	112.00
Total Division Expenditures per City-wide Employee.	\$591	\$588	\$580

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Human Resources Division:					
205 Human Resources	\$ 516,409	\$ 362,795	\$ 163,139	\$ (199,656)	(55.03%)
206 Classification and Pay	225,296	227,941	398,877	170,936	74.99%
207 Employment and Recruitment	307,482	215,696	557,107	341,411	158.28%
208 Employee Services	70,843	74,748	74,764	16	0.02%
209 Training	84,839	82,300	82,351	51	0.06%
210 Civil Service/Testing	243,254	331,924		(331,924)	(100.00%)
215 Labor Relations	373,799	182,541	266,257	83,716	45.86%
216 Employee Benefits	352,357	358,911	363,180	4,269	1.19%
273 Employee Wellness	159,118			-	
TOTAL -- GENERAL FUND	\$ 2,333,396	\$ 1,836,856	\$ 1,905,675	\$ 68,819	3.75%
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ -	\$ 95,975	\$ 87,141	\$ (8,834)	(9.20%)
220 Employee Health and Safety		322,654	328,236	5,582	1.73%
TOTAL -- RISK MANAGEMENT FUND	\$ -	\$ 418,629	\$ 415,377	\$ (3,252)	(0.78%)
TOTAL -- HUMAN RESOURCES DIVISION	\$ 2,333,396	\$ 2,255,485	\$ 2,321,052	\$ 65,567	2.91%



	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<u>GENERAL FUND #100</u>			
Human Resources Division:			
205 Human Resources	5	5	2
206 Classification and Pay	4	4	7
207 Employment and Recruitment	3	3	6
208 Employee Services	1	1	1
209 Training	1	1	1
210 Civil Service/Testing	2	3	0
215 Labor Relations	3	4	4
216 Employee Benefits	6	6	6
TOTAL – GENERAL FUND	<u>25</u>	<u>27</u>	<u>27</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
219 Wellness Program	1	1	1
220 Occupational Health and Safety	3	4	4
TOTAL - RISK MANAGEMENT FUND	<u>4</u>	<u>5</u>	<u>5</u>
TOTAL – HUMAN RESOURCES DIVISION	<u>29</u>	<u>32</u>	<u>32</u>

General Administration Department



Facilities Management Division



Mission Statement:

To provide efficient and cost effective maintenance and repair services for all vehicles, equipment, and buildings to all City Departments, Bureaus, and Offices.

Program Identifier:

- ⇒ City Hall Maintenance #703
- ⇒ Facilities Management #749
- ⇒ Facilities Management #751

Overview of Service/Program

The **Facilities Management Division, (FM)**, maintains and repairs the City of Orlando facilities and structures to achieve their maximum expected design life and to insure a safe environment for the public and the employees.

Major Accomplishments

- To streamline and enhance services, Facilities Management successfully merged the previous existing shops, plumbing, carpentry, painting, electrical and HVAC, into two shops. This restructuring has allowed FM to extend its services to customers by managing and overseeing City Hall Maintenance, effective October 1, 2004.
- FM established a deferred maintenance program that resulted in completing six (6) projects totaling \$41,000. Work requests completed increased by 21% from the previous year. Total work requests completed in FY 2004 were 13,849 compared to 11,451 completed in FY2003. The number of work requests completed in FY 2004 was achieved using a workforce that had been reduced by 40%.
- FM implemented the first citywide key and lock policy with guidelines for departments/divisions to manage their building keys.
- Facilities Management was responsive to the recent hurricanes experienced in August and September through preparatory measures taken to protect City Assets primarily through board ups.

Future Outlook

Facilities Management will develop a strategic plan that will help identify and anticipate financial requirements and investment goals to determine the many functions and condition of a specific facility over time, such as the workforce size, occupancy, space requirements, and restructuring. This plan will also embody facilities management technologies intended to increase productivity. FM will also develop a general emergency management plan to be used in response to adverse situations as a result of severe weather conditions, fire, and other possible disasters that may affect City Assets.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Work Requests Issued.	NA	14,079	13,375
Number of Work Requests Completed.	NA	13,849	13,150
Total Value of All Billable Work Requests	NA	\$992,026	\$816,535

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of Preventative Maintenance Hours Compared to Total Hours.	14.99%	25.00%	20.00%
Percentage of Emergency Hours Compared to Total Hours.	14.03%	11.70%	11.50%
Overall Performance Rating from Internal Assessment Survey Based on Scale of 1 to 10.	7.01	6.99	7.5

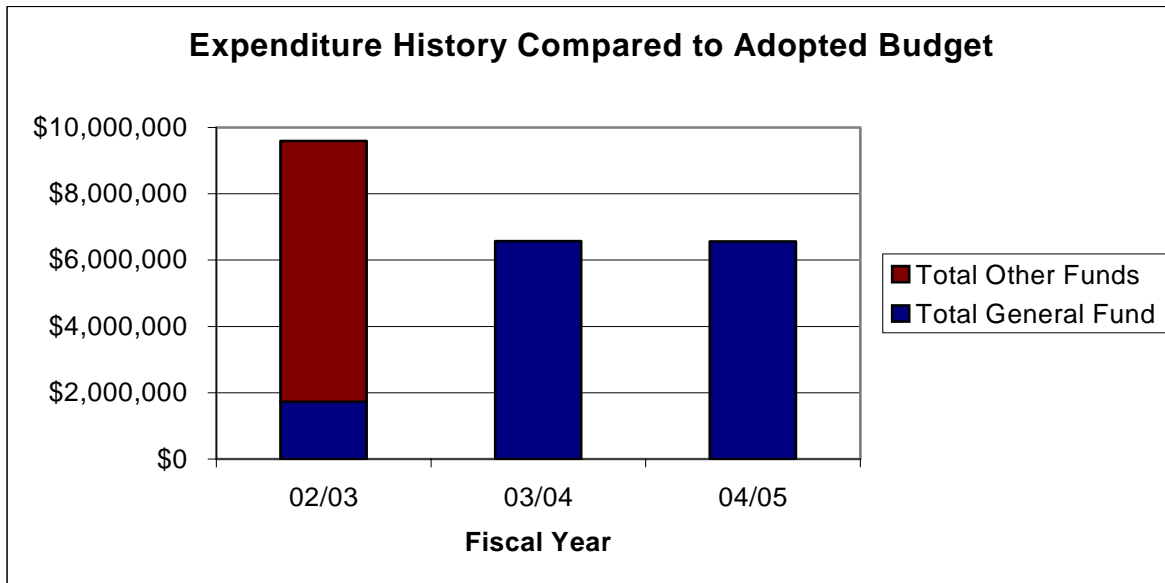
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Cost Per Gross Square Foot to Maintain City Facilities.	NA	\$1.23	\$1.17

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Facilities Management Division:					
749 Facilities Management	\$ (85)	\$ 4,874,742	\$ 4,829,124	\$ (45,618)	(0.94%)
703 City Hall Maintenance	1,725,552	1,698,965	1,733,523	34,558	2.03%
TOTAL -- GENERAL FUND	\$ 1,725,467	\$ 6,573,707	\$ 6,562,647	\$ (11,060)	(0.17%)
FACILITIES MANAGEMENT FUND #514					
751 Facilities Management	\$ 7,869,401	\$ -	\$ -	\$ -	
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 9,594,868	\$ 6,573,707	\$ 6,562,647	\$ (11,060)	(0.17%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Facilities Management Division:			
749 Facilities Management	0	48	48
TOTAL -- GENERAL FUND	0	48	48
FACILITIES MANAGEMENT FUND #514			
Facilities Management Division:			
751 Facilities Management	68	0	0
TOTAL -- FACILITIES MANAGEMENT FUND	68	0	0
TOTAL -- FACILITIES MANAGEMENT DIVISION	68	48	48

General Administration Department



Fleet Management Division

Mission Statement:

To provide efficient and cost effective maintenance and repair services for all vehicles, equipment, and buildings to all City Departments, Bureaus, and Offices.



Program Identifier:

- ⇒ Administration #741
- ⇒ Fleet Management
- Radio Communications #742
- ⇒ Fleet Maintenance #744
- ⇒ Fleet Replacement #746
- ⇒ Fleet Facility
- Replacement #747
- ⇒ Non-Departmental
- Fleet Management #963

Overview of Service/Program

The **Fleet Management Division** maintains and repairs of over 1,880 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- Fleet Management has increased vehicle turn around time by streamlining maintenance procedures. This has resulted in a more effective use of shop resources and increased customer satisfaction. Scheduling preventative maintenance and coordinating repairs at the same time reduce unnecessary vehicle down time and the amount of outside contracted work. A preventative maintenance schedule can impact the cost per mile by increasing the life cycle of the unit and reduce the repair costs by early detection of problems. By bringing the work in-house Fleet increases the Mechanic's billable hours and allows Fleet Management to reduce overall costs to the customers by achieving the maximum economic service life of equipment.

Future Outlook

Fleet Management will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will provide a 24-hour turn around time for repairs by working two shifts and increase overall customer satisfaction by maintaining and serving the customer's needs through an aggressive fleet maintenance program.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Rolling Stock Maintained.	2,217	2,218	1,880

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of Preventative Maintenance Work Completed Compared to Total General Repairs plus Preventative Maintenance Work.	15%	15%	18%
Percentage of Outside Contractor Work.	35%	38%	35%
Rating from Internal Assessment Survey Based on Scale of 1 to 10.	7.25	6.80	7.50

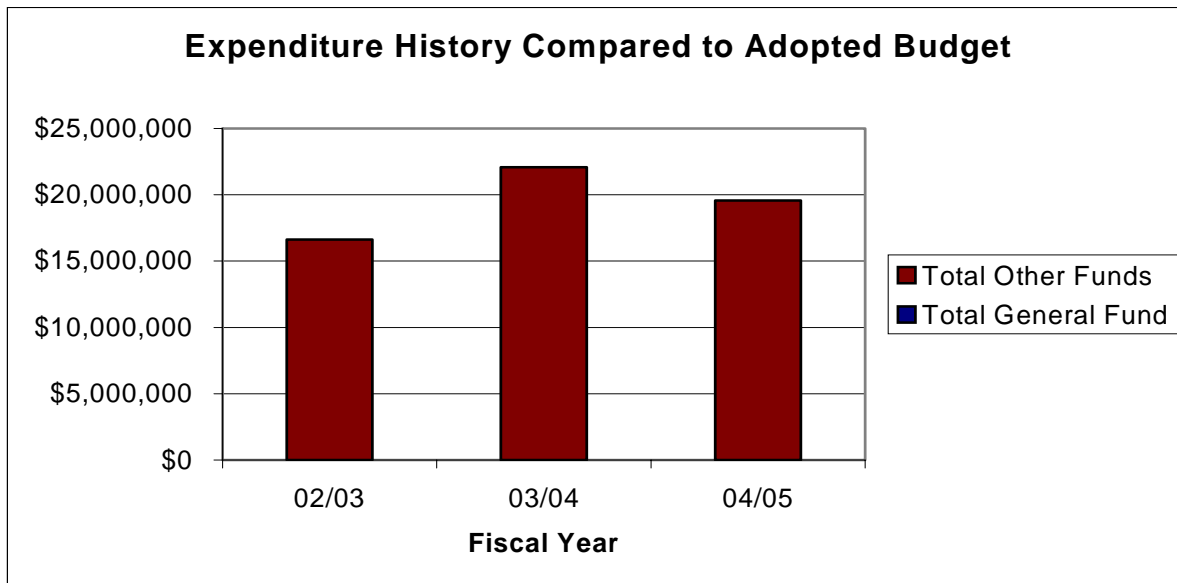
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Vehicles per FTE.	30.6	48.0	45.0
Average Total Division Expenditure per Vehicle.	\$6,054	\$5,286	\$5,000

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 1,021,668	\$ 887,987	\$ 718,782	\$ (169,205)	(19.05%)
742 Fleet Management Radio Communications		1,775		(1,775)	(100.00%)
744 Fleet Management Maintenance	9,939,689	9,735,788	8,767,236	(968,552)	(9.95%)
963 Non Dept.-Fleet Management	825,382	847,530	864,755	17,225	2.03%
TOTAL – FLEET MANAGEMENT FUND	\$ 11,786,739	\$ 11,473,080	\$ 10,350,773	\$ (1,122,307)	(9.78%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 4,816,717	\$ 10,605,917	\$ 9,219,067	\$ (1,386,850)	(13.08%)
TOTAL – FLEET REPLACEMENT FUND	\$ 4,816,717	\$ 10,605,917	\$ 9,219,067	\$ (1,386,850)	
FLEET FACILITY REPLACEMENT FUND #513					
Fleet Management Division:					
747 Fleet Facility Replacement	\$ 13,776	\$ -	\$ -	\$ -	
TOTAL – FLEET FACILITY REPLACEMENT FUND	\$ 13,776	\$ -	\$ -	\$ -	
TOTAL – FLEET MANAGEMENT DIVISION	\$ 16,617,233	\$ 22,078,997	\$ 19,569,840	\$ (2,509,157)	(11.36%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
FLEET MANAGEMENT FUND #511			
Fleet Management Division:			
741 Fleet Management Admin.	9	6	6
742 Fleet Management Radio Communications	1	0	0
744 Fleet Management Maintenance	39	39	39
TOTAL – FLEET MANAGEMENT FUND	49	45	45
TOTAL – FLEET MANAGEMENT DIVISION	49	45	45

General Administration Department



Mission Statement:

Effectively manage the provision of administrative and internal services within City government to allow other departments to focus on their core businesses.



Division Identifier:

- ⇒ Performance Optimization
- ⇒ Purchasing and Materials Management
- ⇒ Technology Management
- ⇒ Human Resources
- ⇒ Facilities Management
- ⇒ Fleet Management



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Housing Department

Table of Contents

Organization Chart	2
Expenditure Summary	3
Expenditure History Compared to Budget	4
Staffing Summary	5
Service Efforts/Accomplishments	6
Performance Measurement	7

Mission Statement:

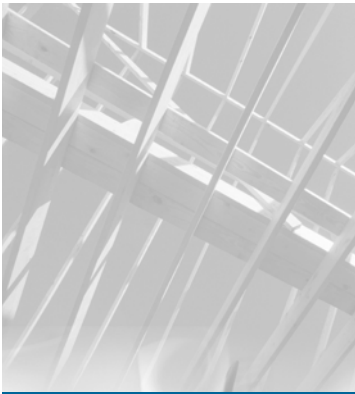
To maintain a sustainable, livable, safe community for very low, low, and moderate income persons.

Division Identifier:

⇒ **Housing and Community Development**



Housing Department



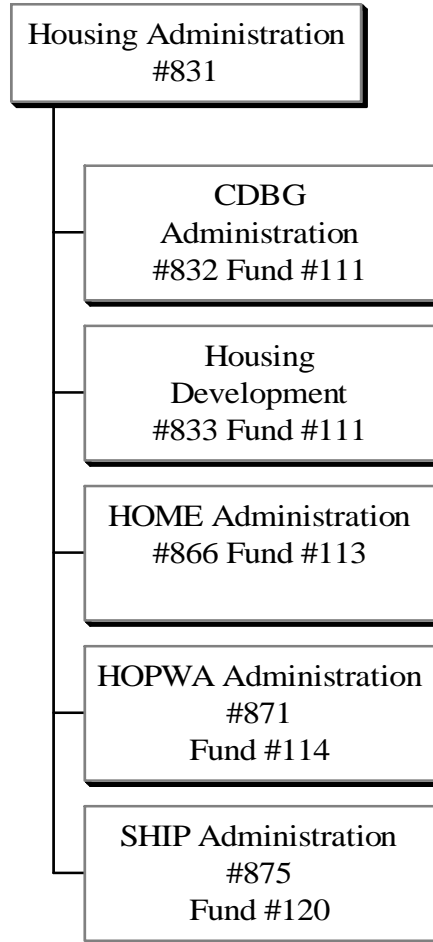
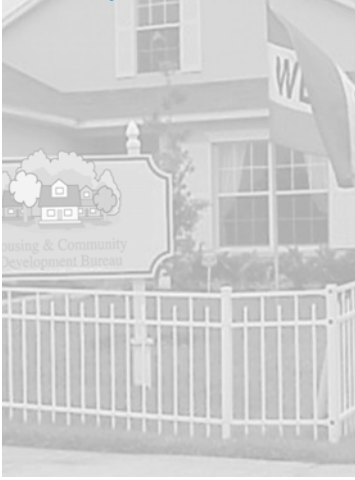
Mission Statement:

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



Division Identifier:

⇒ Housing and Community Development

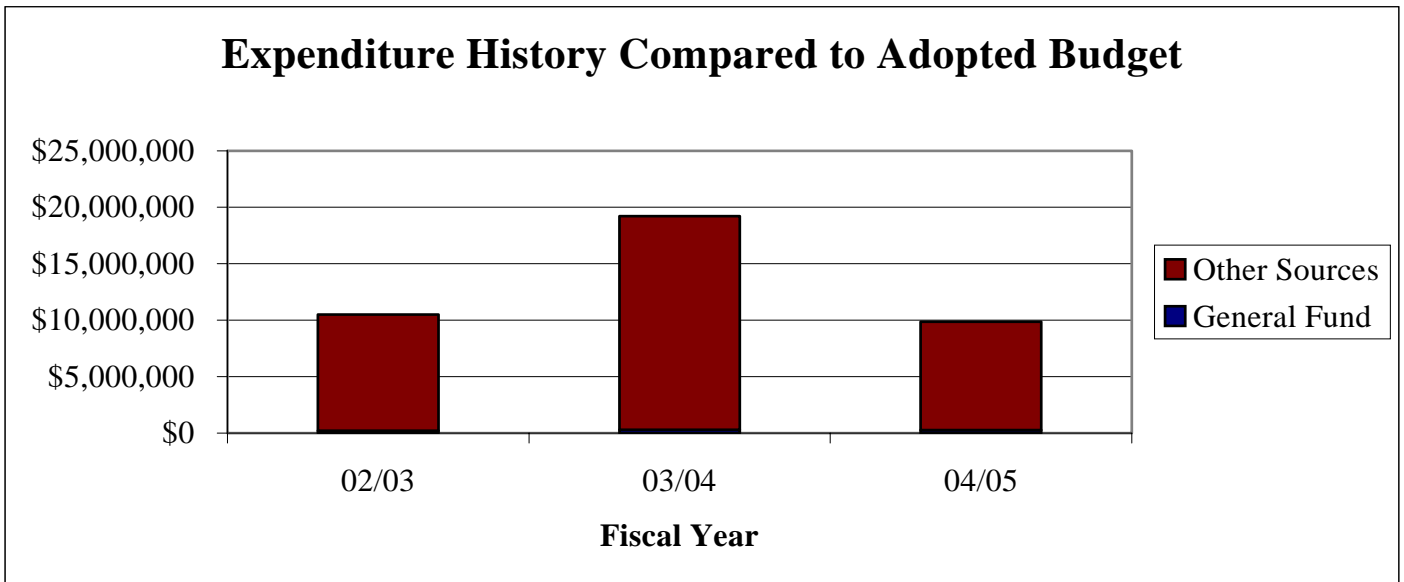


Housing Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 193,425	\$ 282,312	\$ 272,316	\$ (9,996)	(3.54%)
TOTAL – GENERAL FUND	\$ 193,425	\$ 282,312	\$ 272,316	\$ (9,996)	
COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111					
Housing and Community Development Division:					
832 CDBG Administration	\$ 3,573,840	\$ 5,088,882	\$ 2,229,115	\$ (2,859,767)	(56.20%)
833 Housing Development	373,024	432,843	427,885	(4,958)	(1.15%)
TOTAL – CDBG FUND	\$ 3,946,863	\$ 5,521,725	\$ 2,657,000	\$ (2,864,725)	(51.88%)
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113					
Housing and Community Development Division:					
866 HOME	\$ 2,252,898	\$ 2,959,362	\$ 2,147,564	\$ (811,798)	(27.43%)
TOTAL – HOME FUND	\$ 2,252,898	\$ 2,959,362	\$ 2,147,564	\$ (811,798)	
HOPWA GRANT FUND #114					
Housing and Community Development Division:					
871 HOPWA	\$ 2,086,142	\$ 6,098,761	\$ 3,190,000	\$ (2,908,761)	(47.69%)
TOTAL – HOPWA GRANT FUND	\$ 2,086,142	\$ 6,098,761	\$ 3,190,000	\$ (2,908,761)	
ESG GRANT FUND #116					
Housing and Community Development Division:					
3291004 ESG 2004/05 Grant	\$ 133,161	\$ 90,798	\$ 99,167	\$ 8,369	9.22%
TOTAL – ESG GRANT FUND	\$ 133,161	\$ 90,798	\$ 99,167	\$ 8,369	
LOCAL HOUSING ASSISTANCE TRUST FUND #120					
Housing and Community Development Division:					
875 SHIP	\$ 1,884,208	\$ 4,263,618	\$ 1,487,142	\$ (2,776,476)	(65.12%)
TOTAL – LOCAL HOUSING ASSISTANCE FUND	\$ 1,884,208	\$ 4,263,618	\$ 1,487,142	\$ (2,776,476)	
TOTAL – HOUSING DEPARTMENT	\$ 10,496,696	\$ 19,216,576	\$ 9,853,189	\$ (9,363,387)	(48.73%)
Expenditure by Classification					
Salaries and Wages	\$ 772,927	\$ 1,075,246	\$ 819,741	\$ (255,505)	(23.76%)
Employee Benefits	241,214	286,794	297,782	10,988	3.83%
Supplies	19,971	31,491	20,200	(11,291)	(35.85%)
Contractual Services	8,024,763	15,722,795	399,317	(15,323,478)	(97.46%)
Utilities	6,160	9,896	6,600	(3,296)	(33.31%)
Other Operating	17,986	24,782	16,500	(8,282)	(33.42%)
Travel/Training	9,589	38,793	16,000	(22,793)	(58.76%)
Internal Services	142,693	45,944	31,905	(14,039)	(30.56%)
Capital	1,258,584	166,963		(166,963)	(100.00%)
Non-Operating	2,810	1,813,872	8,245,143	6,431,271	354.56%
TOTAL – HOUSING DEPARTMENT	\$ 10,496,696	\$ 19,216,576	\$ 9,853,189	\$ (9,363,387)	(48.73%)

Housing Department



Housing Department

Staffing Summary

	Actual 2002/2003	Revised Budget 2003/2004	Approved Budget 2004/2005
GENERAL FUND #100			
Housing and Community Development Division:			
831 Housing and Community Development	2	3	3
TOTAL – GENERAL FUND	2	3	3
COMMUNITY DEVELOPMENT BLOCK GRANT FUND#111			
Housing and Community Development Division:			
832 CDBG Administration	6	5	5
833 Housing Development	7	7	7
TOTAL – CDBG FUND	13	12	12
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113			
Housing and Community Development Division:			
866 HOME Personnel	1	1	1
TOTAL – HOME FUND	1	1	1
LOCAL HOUSING ASSISTANCE TRUST FUND #120			
Housing and Community Development Division:			
875 SHIP Personnel	2	2	2
TOTAL – LOCAL HOUSING ASSISTANCE FUND	2	2	2
TOTAL – HOUSING	18	18	18

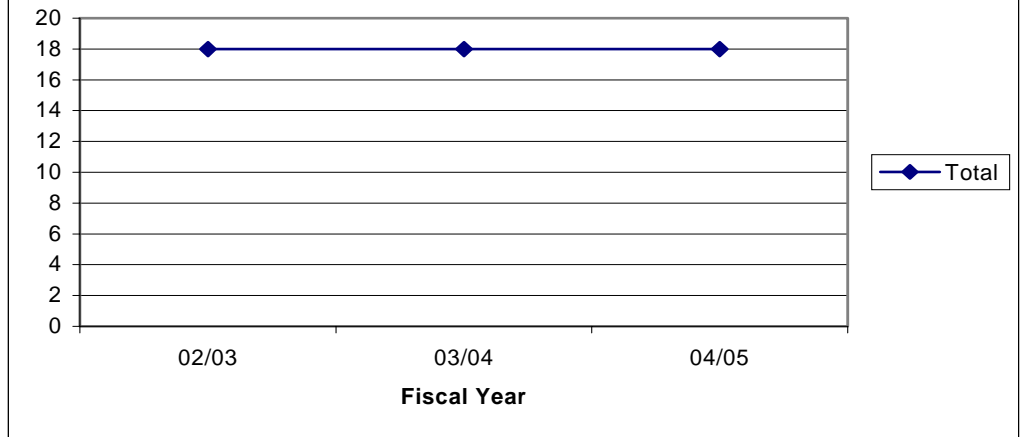
Mission Statement:

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

Division Identifier:

⇒ Housing and Community Development

Staff History



Housing Department

Service Efforts Accomplishments

Mission Statement:

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

Division Identifier:

⇒ Housing and Community
Development

Overview of Services/Program

The **Housing 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.

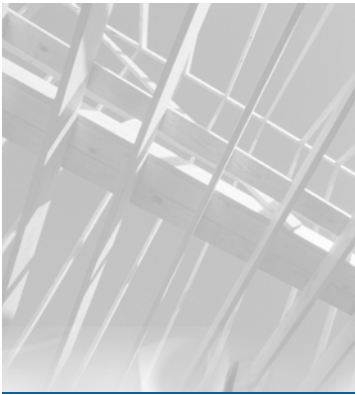
Major Accomplishments

- Completion of the Mercy Drive Corridor Road Improvement Project - improvement included: landscaping, drainage and lighting.
- Acquisition and relocation of 84% of homes and occupants at the Parramore Village site.
- Leasing and full occupancy of the City View rental units.
- Implementation of the Employer Assisted Housing Program.
- Disposition of the Orlando House, a progressive green building project that displays the latest environmentally friendly and energy efficient methods and products.

Future Enhancements

- The Housing Department intends to establish a Community Land Trust to preserve the City's affordable housing stock. Develop a detailed comprehensive plan for housing and community development needs over the next five years and contribute to the residential redevelopment of the Parramore neighborhood.

Housing Department



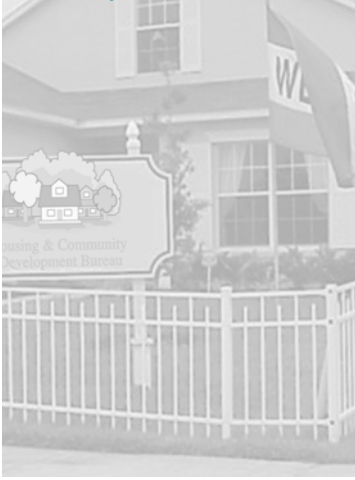
Mission Statement:

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



Division Identifier:

⇒ Housing and Community Development



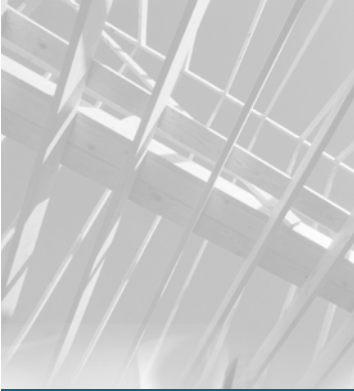
Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Very Low, Low & Moderate-Income Households Receiving Assistance Through the Housing Rehabilitation Program.	59	55	50
Number of Very Low, Low & Moderate-Income Households Receiving Assistance Through the Housing Rehabilitation Program.	70	92	125
Number of Citizens Assisted Through City of Orlando Partnership with Community Service Organizations.	NA	NA	5,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Reduction in the Number of Houses in Substandard Condition on the Housing Rehabilitation Program Waiting List.	-15%	-18%	-25%

Housing Department



Mission Statement:

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



Division Identifier:

⇒ **Housing and Community Development**



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Management, Budget and Accounting Department



Mission Statement:

To establish budget policies to guide the management of monetary, personnel, capital and other resources to ensure their efficient and effective allocation in order to meet the needs of Orlando's citizens and visitors, maintain the City's long range financial health, and to process, maintain and report all financial transactions in accordance with regulatory guidelines while minimizing transaction cost and maximizing internal controls, data integrity and asset security

Division Identifier:

- ⇒ Accounting and Control
- ⇒ Management and Budget

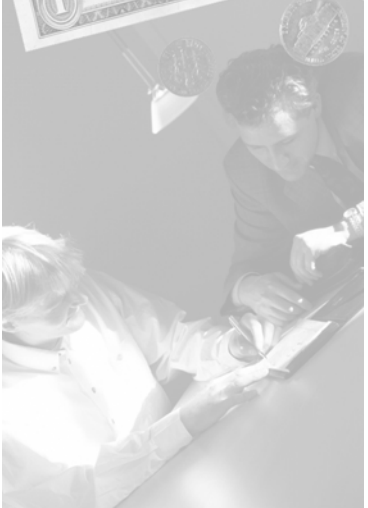


Table of Contents	
Organization Chart	2
Department Expenditure Summary	3
Department Staffing Summary	4
Accounting and Control Service Efforts/Accomplishments	5
Accounting and Control Expenditures and Staffing	6
Management and Budget Service Efforts/Accomplishments	7
Management and Budget Expenditure and Staffing	8

Management, Budget and Accounting Department

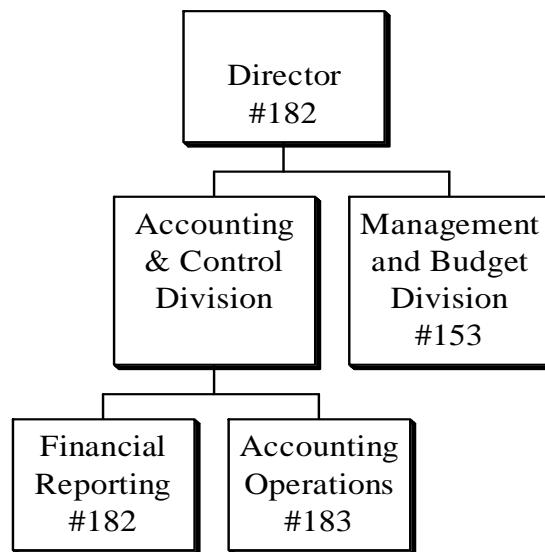


Mission Statement:

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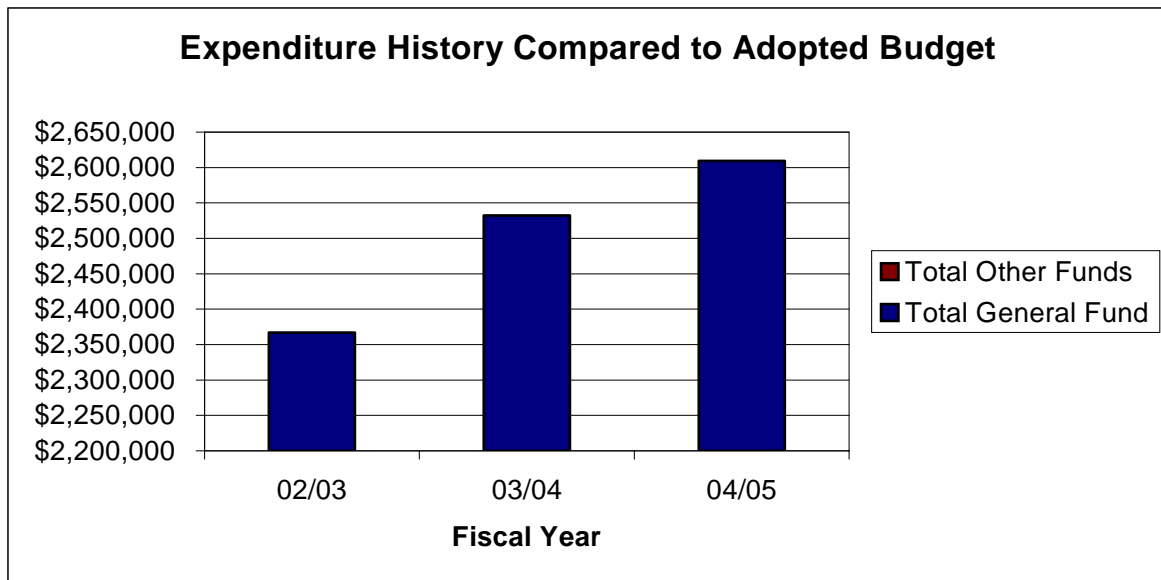
- ⇒ Accounting and Control
- ⇒ Management and Budget



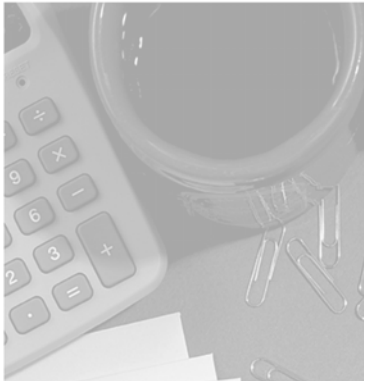
Management, Budget and Accounting Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
153 Management and Budget	\$ 483,029	\$ 413,315	\$ 400,271	\$ (13,044)	(3.16%)
Accounting and Control Division:					
182 Financial Reporting	1,093,383	997,891	965,714	(32,177)	(3.22%)
183 Accounting Operations	782,344	967,432	1,038,295	70,863	7.32%
895 Nondepartmental - Accounting	8,042	153,882	204,978	51,096	33.20%
TOTAL -- GENERAL FUND	\$ 2,366,798	\$ 2,532,520	\$ 2,609,258	\$ 76,738	3.03%
TOTAL -- MGMT., BUDGET & ACCOUNTING	\$ 2,366,798	\$ 2,532,520	\$ 2,609,258	\$ 76,738	3.03%
Expenditure by Classification					
Salaries and Wages	\$ 1,749,087	\$ 1,682,380	\$ 1,661,901	\$ (20,479)	(1.22%)
Employee Benefits	497,929	468,809	585,599	116,790	24.91%
Supplies	35,345	38,312	36,712	(1,600)	(4.18%)
Contractual Services	34,336	227,129	249,825	22,696	9.99%
Utilities	(30)				
Other operating	35,031	36,200	36,978	778	2.15%
Travel/Training	11,019	24,033	26,475	2,442	10.16%
Internal Services	4,082	4,654	6,768	2,114	45.42%
Capital		51,003	5,000	(46,003)	(90.20%)
TOTAL -- MGMT., BUDGET & ACCOUNTING	\$ 2,366,798	\$ 2,532,520	\$ 2,609,258	\$ 76,738	3.03%



Management, Budget and Accounting Department

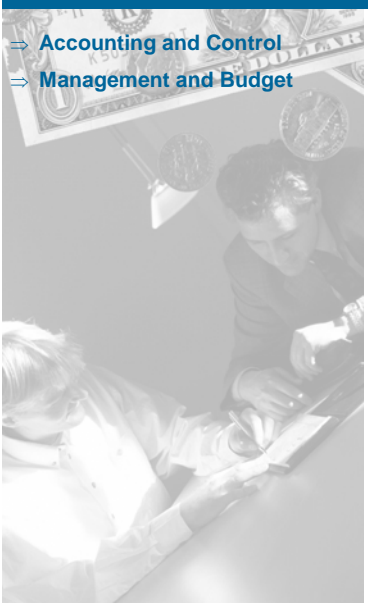


Mission Statement:

To establish budget policies to guide the management of monetary, personnel, capital and other resources to ensure their efficient and effective allocation in order to meet the needs of Orlando's citizens and visitors, maintain the City's long range financial health, and to process, maintain and report all financial transactions in accordance with regulatory guidelines while minimizing transaction cost and maximizing internal controls, data integrity and asset security

Division Identifier:

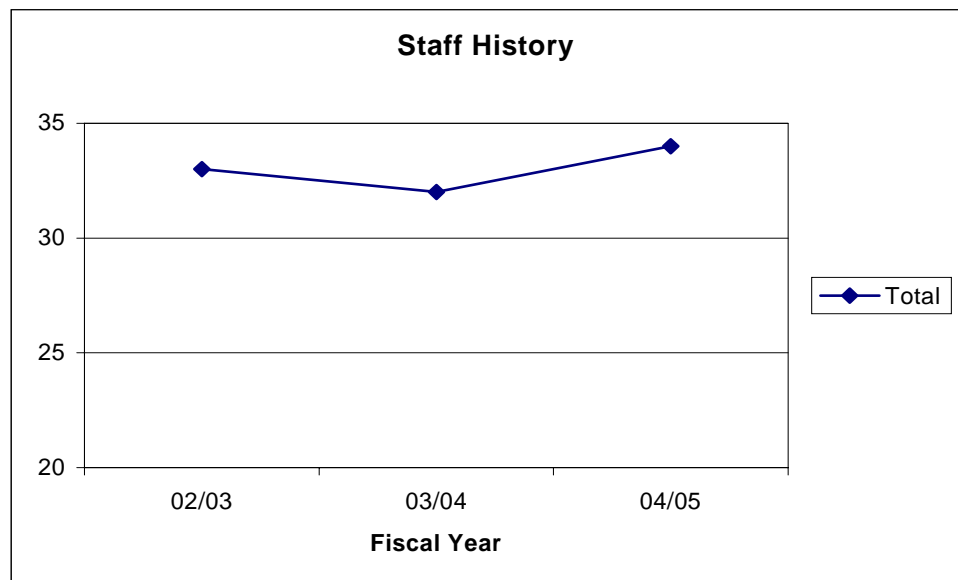
- ⇒ Accounting and Control
- ⇒ Management and Budget



DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Accounting and Control Division:			
182 Financial Reporting	13	11	11
183 Accounting Operations	14	16	18
153 Management and Budget	<u>6</u>	<u>5</u>	<u>5</u>
TOTAL – MANAGEMENT, BUDGET & ACCOUNTING	<u>33</u>	<u>32</u>	<u>34</u>

Staff History



Management, Budget and Accounting Department

Accounting and Control Division

Mission Statement:

To process, maintain and report all financial transactions in accordance with regulatory guidelines while minimizing transaction cost and maximizing internal controls, data integrity, and asset security.

Program Identifier:

Financial Reporting #182
Accounting Operations #183

Overview of Services/Programs

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

Major Accomplishments

- Implemented a customized lien tracking module that is integrated with the City's general ledger and geographic information system.
- Implemented an Accounts Receivable system that is fully integrated with the City's financial management system.
- Implemented electronic transmission of child support payments for the State of Florida.
- Continued implementation of a citywide electronic time and attendance system with a bi-directional interface with the payroll system; all work has been performed internally without the use of consultants.

Future Outlook

- Management, Budget and Accounting will implement new requirements of the Governmental Accounting Standards Board, and will monitor proposed pronouncements to determine their impact on the City.
- Management, Budget and Accounting will participate in the migration from JD Edwards OneWorld XE to PeopleSoft Enterprise One 8.10.

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Checks Voided in Accounts Payable	1.88%	2.00%	2.30%
Percent of Checks Undone Before Processing	2.56%	2.50%	2.75%
Percent of Violation Letters Issued to Users for Pro-card Transactions	5.52%	10.00%	10.00%
Percent of Checks Demanded	2.21%	3.00%	2.50%
Percent of Checks Voided	1.18%	1.20%	1.15%

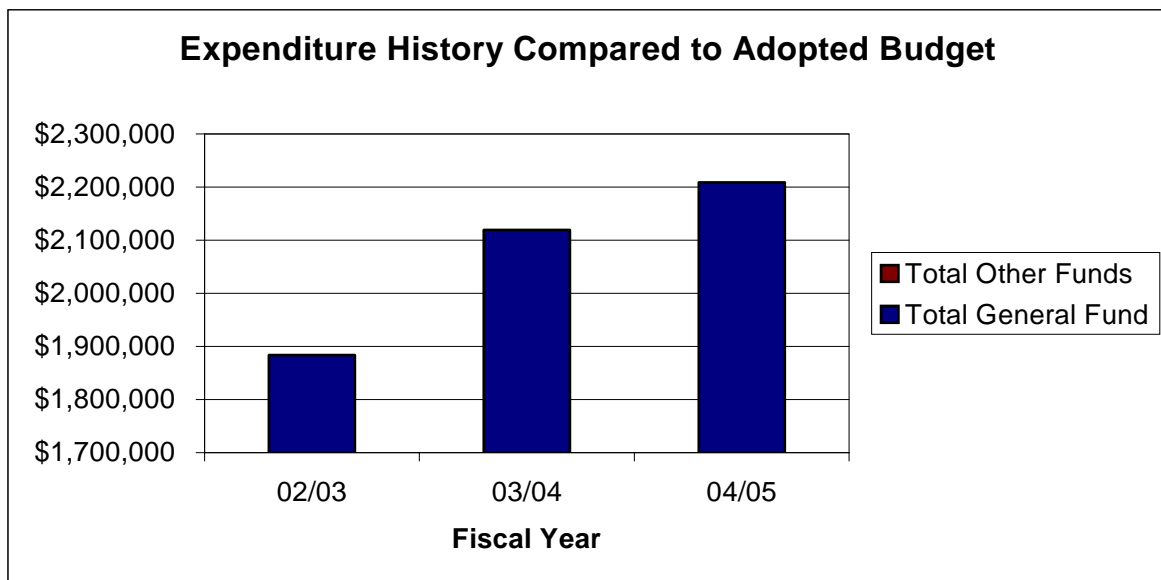
Selected Activities and Efficiency of Service Level

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Direct/Indirect Cost to Process a Check in Accounts Payable Section	\$16.39	\$18.00	\$19.25
Average Cost to Process a Procard Transaction	\$1.87	\$2.00	\$2.00
Average Cost to Process an Accounts Receivable Transaction	\$11.11	\$12.00	\$12.00
Average Cost to Process a Revenue Collection Transaction	\$3.68	\$4.50	\$4.00

Management, Budget and Accounting Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division:					
182 Financial Reporting	\$ 1,093,383	\$ 997,891	\$ 965,714	\$ (32,177)	(3.22%)
183 Accounting Operations	782,344	967,432	1,038,295	70,863	7.32%
895 Nondepartmental - Accounting	8,042	153,882	204,978	51,096	33.20%
TOTAL -- GENERAL FUND	\$ 1,883,769	\$ 2,119,205	\$ 2,208,987	\$ 89,782	4.24%
TOTAL -- ACCOUNTING & CONTROL DIVISION	\$ 1,883,769	\$ 2,119,205	\$ 2,208,987	\$ 89,782	4.24%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Accounting and Control Division:			
182 Financial Reporting	13	11	11
183 Accounting Operations	14	16	18
	<u>27</u>	<u>27</u>	<u>29</u>
TOTAL -- ACCOUNTING & CONTROL DIVISION	<u>27</u>	<u>27</u>	<u>29</u>

Management, Budget and Accounting Department

Management and Budget

Mission Statement:

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

Program Identifier:

Management and Budget #153

Overview of Services/Programs

Management and Budget establishes budget policies and guides the management of monetary, personnel, capital and other resources to ensure their efficient and effective allocation. Budget prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues; coordinates, organizes and prepares a five-year Capital Improvement Program and provides oversight and training in the development and implementation of the annual budget and capital improvement program.

The Management, Budget and Accounting Department also prepares forecasts of revenues and expenditures in comparison to budgeted activities to determine trends.

Major Accomplishments

- Received the Government Finance Officers' Association Distinguished Budget Presentation Award for the first time since the late 1980's.
- Utilizing Lotus Notes, created and implemented a Fiscal Impact Statement that is used to project the current and future year costs of local legislation.

Future Outlook

- Management, Budget and Accounting will revise and create policies that strengthen the long range financial stability of the City, and will develop a framework for allocating resources that incorporates budgetary best practices.
- Management, Budget and Accounting will enhance the capital budgeting process to improve the amount and quality of information available to decision-makers in order to ensure adequate resources are available to meet organizational objectives and priorities.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Budget Revision Requests.	804	648	650
Number of Budget Amendments	201	157	160

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Departments Falling Within the "Normal" Range as Evidenced by Monthly Budget Comparisons and Quarterly Reports	100%	90%	100%
Percent of Budget Transfers Processed Within 5 Working Days	60%	63%	70%
Budget Transfer Error Posting Rate	2.89%	2.61%	2.50%
Percent of City Staff Satisfied With the Budget	91%	82%	90%

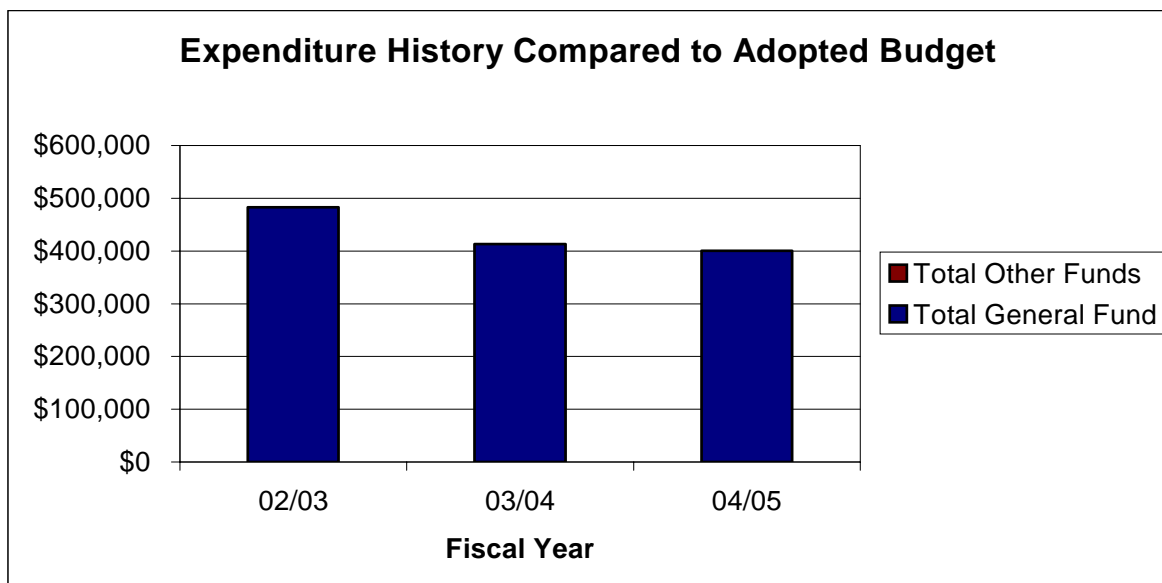
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Cost to Formulate and Monitor the City Budget	\$401,681	\$435,401	\$489,823
Average Transaction Cost per Budget Transfer	\$6.16	\$8.10	\$8.06
Cost to Prepare the Capital Improvement Plan (CIP)	\$112,052	\$53,012	\$57,601

Management, Budget and Accounting Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
153 Management and Budget	\$ 483,029	\$ 413,315	\$ 400,271	\$ (13,044)	(3.16%)
TOTAL -- GENERAL FUND	\$ 483,029	\$ 413,315	\$ 400,271	\$ (13,044)	
TOTAL -- MANAGEMENT & BUDGET	\$ 483,029	\$ 413,315	\$ 400,271	\$ (13,044)	(3.16%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
153 Management and Budget	6	5	5
TOTAL -- MANAGEMENT AND BUDGET DIVISION	6	5	5



Mission Statement:

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



Bureau Identifier:

- ⇒ Administration
- ⇒ Administrative Services
- ⇒ Special Services
- ⇒ Patrol Services



Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Expenditure History Compared to Budget	4
Department Staffing Summary	5
Police Administration Service Efforts/Accomplishments	6
Police Administration Expenditure Summary and Staffing	8
Administrative Services Bureau Service Efforts/Accomplishments	9
Administrative Services Bureau Expenditure Summary and Staffing	12
Special Services Bureau Service Efforts/Accomplishments	13
Special Services Bureau Expenditure Summary and Staffing	15
Patrol Services Bureau Service Efforts/Accomplishments	16
Patrol Services Bureau Expenditure Summary and Staffing	17



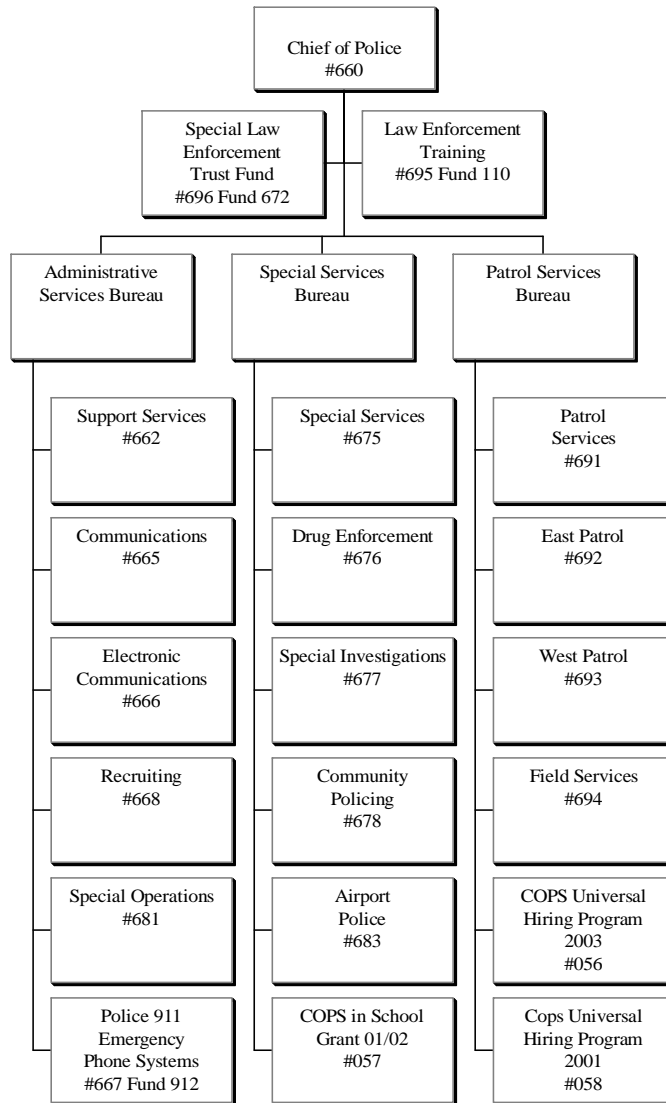
Mission Statement:

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



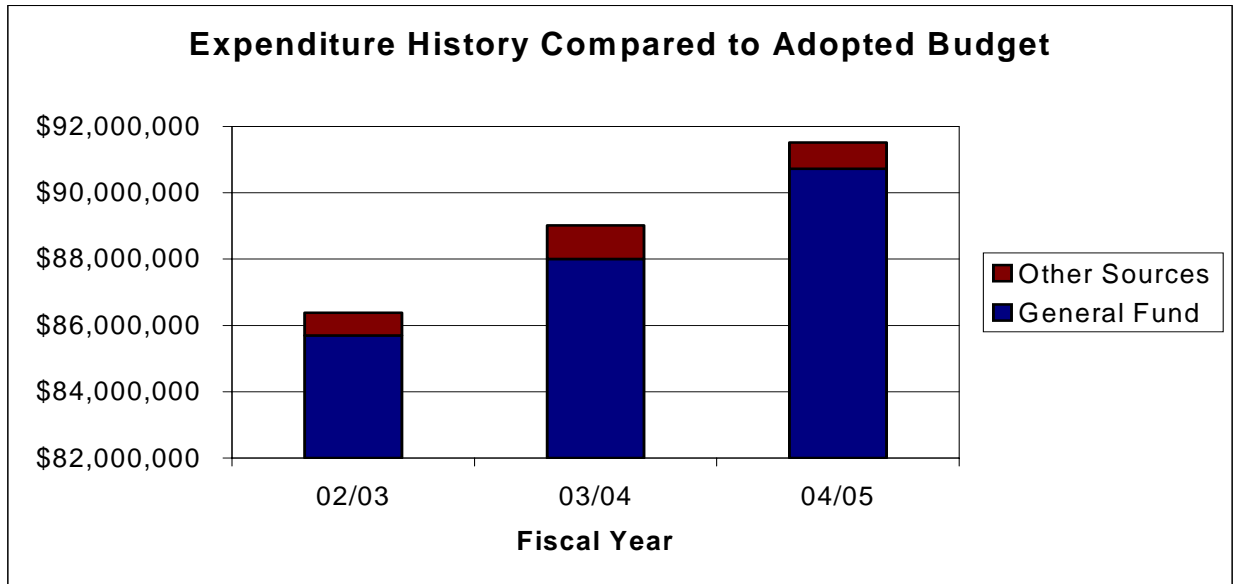
Bureau Identifier:

- ⇒ Administration
- ⇒ Administrative Services
- ⇒ Special Services
- ⇒ Patrol Services



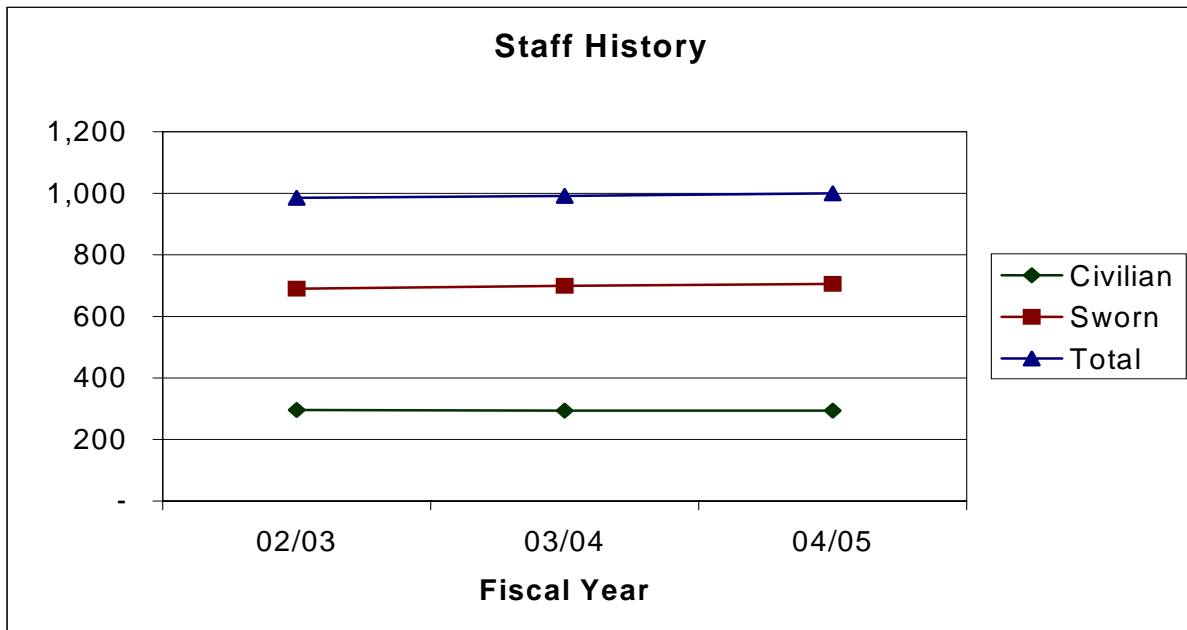
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Proposed Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,271,708	\$ 4,226,939	\$ 4,616,194	\$ 389,255	9.21%
Police-Administrative Services Bureau:					
662 Police Support Services	5,836,742	6,294,767	6,486,888	192,121	3.05%
665 Communications	4,137,240	4,290,767	4,283,615	(7,152)	(0.17%)
666 Electronic Communication Systems	171,225	159,350	146,158	(13,192)	(8.28%)
668 Police Recruiting	220,906	405,537	413,546	8,009	1.97%
681 Special Operations	5,570,018	5,547,959	5,509,004	(38,955)	(0.70%)
Police-Special Services Bureau:					
675 Investigative Services Administration	9,152,500	10,018,297	10,036,813	18,516	0.18%
683 Airport Police	7,343,669	6,902,766	6,906,774	4,008	0.06%
676 Drug Enforcement Division	3,425,554	3,716,799	3,753,070	36,271	0.98%
677 Special Investigations	1,353,264	1,444,636	1,425,238	(19,398)	(1.34%)
678 Community Policing	6,482,350	6,790,528	8,059,746	1,269,218	18.69%
057 COPS Universal Hiring 2002	64,135	69,557	74,432	4,875	7.01%
063 COPS in School Grant	268,275				
Patrol Services Bureau:					
691 Patrol Services Administration	11,508,921	12,031,433	13,442,302	1,410,869	11.73%
692 East Patrol	9,655,594	11,594,340	11,946,039	351,699	3.03%
693 West Patrol	7,201,510	9,365,470	9,651,167	285,697	3.05%
694 Field Services	2,634,199	1,316,104	1,191,022	(125,082)	(9.50%)
056 COPS Universal Hiring 2003	647,861	1,040,151	1,093,061	52,910	5.09%
058 COPS Universal Hiring 2001	906,739	981,530		(981,530)	(100.00%)
059 COPS MORE Grant	3,841				
062 COPS Universal Hiring Program	2,564,052				
988 Non-Departmental Police	2,280,785	1,806,371	1,693,531	(112,840)	(6.25%)
TOTAL -- GENERAL FUND	\$ 85,701,089	\$ 88,003,301	\$ 90,728,600	\$ 2,725,299	3.10%
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 182,159	\$ 501,625	\$ 259,200	\$ (242,425)	(48.33%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 182,159	\$ 501,625	\$ 259,200	\$ (242,425)	
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 157,940	\$ 172,464	\$ 165,492	\$ (6,972)	(4.04%)
TOTAL -- LAW ENFORCEMENT TRUST FUND	\$ 157,940	\$ 172,464	\$ 165,492	\$ (6,972)	
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 344,758	\$ 338,999	\$ 365,404	\$ 26,405	7.79%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 344,758	\$ 338,999	\$ 365,404	\$ 26,405	
TOTAL -- POLICE DEPARTMENT	\$ 86,385,946	\$ 89,016,389	\$ 91,518,696	\$ 2,502,307	2.81%
Expenditure by Classification					
Salaries and Wages	\$ 52,922,016	\$ 53,348,106	\$ 53,423,493	\$ 75,387	0.14%
Employee Benefits	22,677,854	24,987,966	25,783,104	795,138	3.18%
Supplies	998,732	1,192,795	1,341,118	148,323	12.43%
Contractual Services	1,540,057	1,617,891	2,183,944	566,053	34.99%
Utilities	277,948	367,100	335,589	(31,511)	(8.58%)
Other Operating	228,533	236,009	233,626	(2,383)	(1.01%)
Travel	71,967	131,650	107,150	(24,500)	(18.61%)
Internal Services	7,340,480	7,077,325	7,438,413	361,088	5.10%
Capital	316,185	36,160	656,486	620,326	1715.50%
Non-Operating	12,175	21,387	15,773	(5,614)	(26.25%)
TOTAL -- POLICE DEPARTMENT	\$ 86,385,946	\$ 89,016,389	\$ 91,518,696	\$ 2,502,307	2.81%



DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
660 Police Administration	37	37	37
Police-Administrative Services Bureau:			
662 Police Support Services	125	124	124
665 Communications	72	73	73
666 Electronic Communication Systems	0	1	1
668 Police Recruiting	5	5	5
681 Special Operations	55	56	56
Police-Special Services Bureau:			
675 Special Services	99	100	100
676 Drug Enforcement Division	36	36	36
677 Special Investigations	12	12	12
678 Community Policing	71	78	87
683 Airport Police	75	75	75
057 COPS in School Grant	1	1	1
063 COPS in School Grant	4	0	0
Police-Patrol Services Bureau:			
691 Patrol Services Administration	97	102	116
692 East Patrol	107	133	133
693 West Patrol	110	117	116
694 Field Services	11	11	11
056 COPS Universal Hiring 2003	16	16	16
058 COPS Universal Hiring 2001	14	14	0
062 COPS Universal Hiring Program	38	0	0
TOTAL – GENERAL FUND	985	991	999
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	1	1	1
TOTAL – LAW ENFORCEMENT TRUST FUND	1	1	1
TOTAL – POLICE DEPARTMENT	986	992	1,000



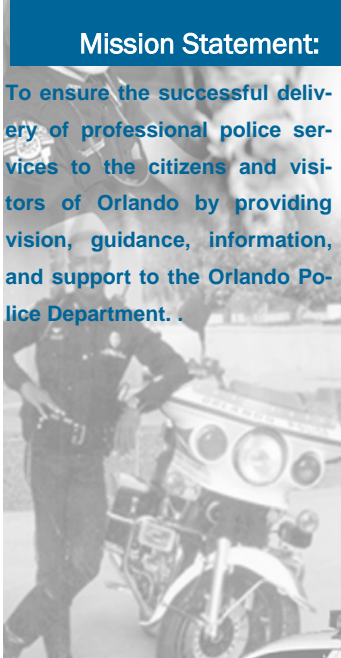
Police Department



Police Administration

Mission Statement:

To ensure the successful delivery of professional police services to the citizens and visitors of Orlando by providing vision, guidance, information, and support to the Orlando Police Department. .



Program Identifier :

⇒ Administration	#660
⇒ Law Enforcement	
⇒ Trust Fund	#696
⇒ Non-Departmental	
Police	#988

Overview of Services/Programs

The Orlando **Police Department** is organized into the Chief's Staff (Police Administration) and three bureaus: the Administrative Services Bureau, the Special Services Bureau, and the Patrol Services Bureau. In FY 03/04, the total staffing for the Police Department consisted of 697 sworn officers and 293 civilian employees totaling 990 employees.

The Chief's Staff, Police Administration, is comprised of a Staff Director, a Public Information Officer, the Professional Standards Division, the Criminal Justice Section, and a Law Enforcement and Community Liaison Officer assigned to work in the Mayor's Office. Professional Standards consists of the Planning and Evaluation, Internal Affairs, and Fiscal Management Sections.

Major Accomplishments/Service Efforts

- Crime in Orlando has been dropping since 1998, even with the increased annexations and population growth. In 2003, Part 1 Crimes dropped 3.7%. Part 1 Crimes are homicide, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft.
- The Professional Standards Division continued to work closely with other City departments in planning for the new public safety complex.
- The Internal Affairs Section implemented the Bias-Free Policing Data Collection System and the Early Intervention policy.
- A Community Vehicle Pursuit Panel reviewed the Department's pursuit policy and made recommendations for changes that were implemented in March 2004.
- An Inspections Unit was established to review Department operations to ensure compliance with policies and to recommend changes that will improve efficiency and effectiveness.
- The Planning and Evaluation Section continued to coordinate the Department's efforts to implement technological advances to improve efficiency and effectiveness. The Section is currently managing a \$710,000 grant to provide mobile devices and systems to specialized units (Investigators, Motors, Bike, SRO, SuperKids, and Mounted Patrol officers). These systems will provide wireless access to Crime Bulletins, Special Notices, Policies and Procedures, and local, state and national crime databases.

Future Outlook

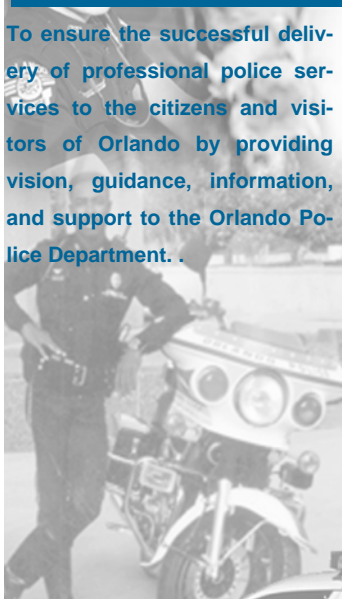
- The Orlando Police Department is looking forward to the construction of a new public safety facility in the next few years. The planning process will continue in FY 04/05.
- The Department will implement a reorganization plan to meet the challenges associated with the renaissance of downtown and the revitalization of the Parramore Community.
- The promotion of a Community Oriented Policing philosophy will continue, as it is believed that personal involvement makes great neighborhoods. The Department will maintain its involvement in community service projects that improve the quality of life for the citizens of Orlando.
- The Orlando Police Department will continue to evaluate new technology that will benefit the agency and the community it serves. The Department will also aggressively seek grant opportunities to fund new technologies and programs.



Police Administration

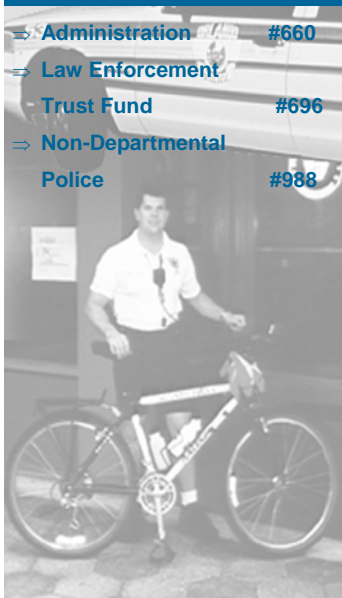
Mission Statement:

To ensure the successful delivery of professional police services to the citizens and visitors of Orlando by providing vision, guidance, information, and support to the Orlando Police Department.



Program Identifier :

- ⇒ Administration #660
- ⇒ Law Enforcement
- ⇒ Trust Fund #696
- ⇒ Non-Departmental
- Police #988



Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total New Grant Dollars Received.	\$416,917	\$1,578,000	NA
Number of IA Formal Complaints Investigated.	102	84	94
Number of Cases Submitted to the State Attorney's Office.	13,958	14,294	14,000

Selected Effectiveness Indicators and Outcome Targets

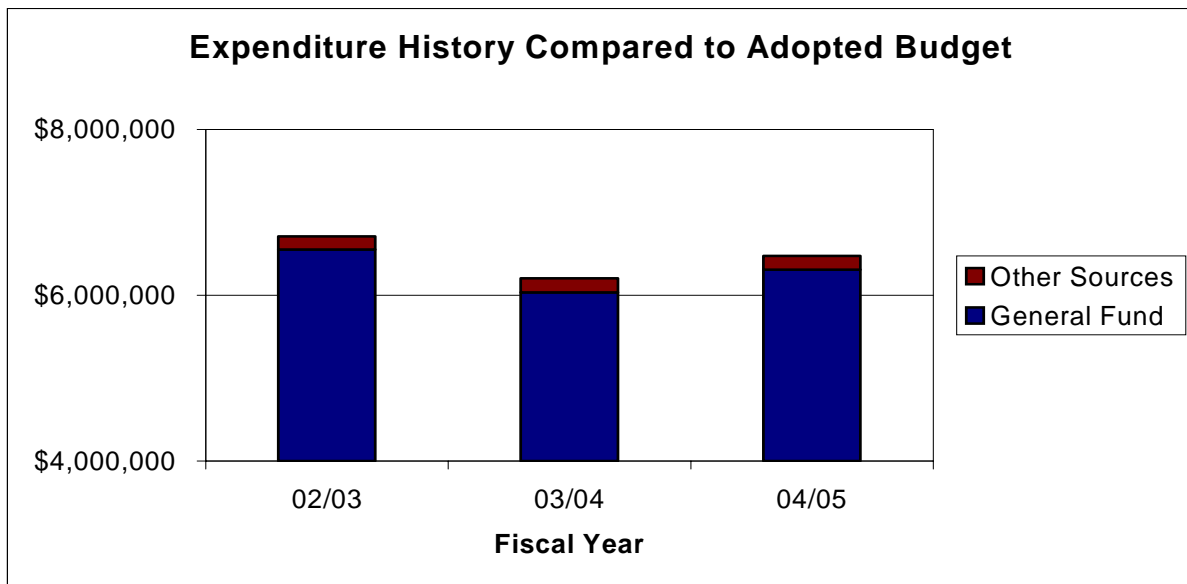
	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percentage of Formal Investigations Completed in 45 Calendar Days or Less	65%	65%	75%

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Total Operating & Maintenance Expenditures per 1,000 Residents	\$435,156	\$425,000	\$425,000
Budgeted Sworn Officers per 1,000 Residents	3.6	3.5	3.5
Budgeted Civilian Employees per 1,000 Residents	1.5	1.5	1.5
Sworn & Civilian Department FTEs per 1,000 Residents	5.5	5.0	5.0

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Proposed Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,271,708	\$ 4,226,939	\$ 4,616,194	\$ 389,255 0	9.21%
988 Non-Departmental Police	2,280,785	1,806,371	1,693,531	(112,840) 0	(6.25%)
TOTAL -- GENERAL FUND	\$ 6,552,493	\$ 6,033,310	\$ 6,309,725	\$ 276,415	4.58%
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 157,940	\$ 172,464	\$ 165,492	\$ (6,972)	(4.04%)
TOTAL -- LAW ENFORCEMENT TRUST FUND	\$ 157,940	\$ 172,464	\$ 165,492	\$ (6,972)	(4.04%)
TOTAL -- POLICE ADMINISTRATION	\$ 6,710,433	\$ 6,205,774	\$ 6,475,217	\$ 269,443	4.34%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
660 Police Administration	37	37	37
TOTAL -- GENERAL FUND	37	37	37
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	1	1	1
TOTAL -- LAW ENFORCEMENT TRUST FUND	1	1	1
TOTAL -- POLICE ADMINISTRATION	38	38	38

Administrative Services Bureau

Mission Statement:

Provide critical support services such as emergency communications, record keeping, logistical and other essential administrative support to Department members and the citizens of Orlando and provide professional special police operations to our citizens, visitors, and at special events.

Program Identifier:

- ⇒ Support Services #662
- ⇒ Communications #665
- ⇒ Electronic Communication Systems #666
- ⇒ 911 Emergency Phone System #667
- ⇒ Police Recruiting #668
- ⇒ Special Operations #681

Overview of Services/Programs

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Special Operations Division, and the Department's Recruiting Unit. The Support Services Division is composed of Records Management, Property and Evidence, Supply, Technical Services, and Paperless Automated Computer Entry (PACE) Sections. The Communications Division consists of the Operations Section, Technical Support Section and Administration Section. The Special Operations Division consists of the Vehicles For Hire Unit, Traffic Enforcement, Mounted Patrol, K-9, and the Reserve and Auxiliary Units.

Major Accomplishments/Service Efforts

Police Support Services

- The Identification Unit is currently involved with the issuance of Retired Police ID cards which not only provide a picture ID of the former employee but also specify the date that they were firearm certified to comply with the new federal law that allows retired police officers to carry a concealed firearm.
- The Teletype Unit purchased and installed the Motorola Centracom Gold Series radio system which gives Teletype the ability to patch channels together and allows them to perform multiple database checks simultaneously.
- The PACE Unit installed a new computerized recording system which allows easier monitoring access for training purposes, as well as allowing them to electronically forward recordings of calls.
- The Information Desk purchased and installed new color monitors to enhance OPD's Video Security system.
- The Records Unit upgraded the Imaging System software, which enables them to scan documents that were previously filed by hand, freeing up much needed storage space.
- The Supply Unit implemented a new function for the AS400 that lists all equipment issued to Community Service Officers and Crime Scene Technicians.
- The Crime Scene Unit has remodeled their Forensic Lab Drying Room to prevent cross contamination of evidentiary articles and increasing storage capability.
- The Photo Lab is now utilizing its Digital Imaging System to scan latent prints obtained from paper items and enhancing those for a better quality latent print.

Police Communications

- Answered 93% of 911 calls within three rings (state mandates 90%).
- Successfully implemented new Kronos payroll system.
- Initiated 9,528 False Alarm Warning Letters and invoiced \$229,650 in false alarm fees. To date, the City has received \$259,455 in false alarm fees this fiscal year.
- Co-wrote COPS Communications \$8 Million Interoperability Grant with Orange County.
- Implemented the Electronic Transfer of Audio to the State's Attorney's Office via WavMerge Software. This significantly reduced processing time of 911 Tape Requests and assisted in the successful prosecution of criminal cases.
- Upgraded Computer Aided Dispatch system to allow enhanced functionality. Implemented 800 MHZ radio system upgrades including new Gold Elite consoles to accommodate future digital technology opportunities.
- Provided Leadership Skills and Customer Service classes for the Communications supervisors to include Leadership and Commitment, Creative Leadership, (40 hour) Sergeant/Supervisor Course and Customer Service the 911 Way.

Administrative Services Bureau

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Provide critical support services such as emergency communications, record keeping, logistical and other essential administrative support to Department members and the citizens of Orlando and provide professional special police operations to our citizens, visitors, and at special events.

Program Identifier:

- ⇒ Support Services #662
- ⇒ Communications #665
- ⇒ Electronic Communication Systems #666
- ⇒ 911 Emergency Phone System #667
- ⇒ Police Recruiting #668
- ⇒ Special Operations #681

- Successfully implemented CodeRED emergency notification system and established weekly tests to ensure Supervisors are able to launch emergency broadcasts.
- Dramatically reduced employee turnover rate for the third consecutive fiscal year to an all time low of 1.5%.
- Implemented new signals and dispositions to accommodate Bias-Free Policing.
- Participated in the development of the City of Orlando Continuity of Operations Plan (COOP) that provides in-depth procedures for the Department to maintain or quickly restore its essential services, including E-911 at the time of a major emergency or disaster. The plan was approved by the State of Florida in April 2004.

Police Special Operations

- The Traffic Enforcement Section increased its enforcement of traffic laws by approximately 15% this budget year.
- The Traffic Enforcement Section implemented the Aggressive Driving program, allowing for increased enforcement of aggressive drivers on the two major roadways through the City of Orlando, I-4 and the 408. Results have been impressive and reported favorably in print and broadcast media.
- The Traffic Enforcement Section placed third (for police departments with over 250 officers) in the statewide Chief's Challenge Traffic competition, sponsored by the International Association of Chiefs of Police and the Institute of Police Technology and Management. The winning submission highlighted SOD's enforcement of Orlando's 10 most dangerous intersections, D.U. I. enforcement, Operation "Hard Hat" traffic enforcement in construction zones, and response and enforcement to neighborhood traffic. The competition awarded OPD over \$5,000 worth of free traffic enforcement equipment.
- The K-9 Unit selected and trained two additional funded teams (handler and dog) thus allowing the unit to switch to citywide coverage on a 24-hour basis.

Future Outlook

- The Communications Division will continue to work with other local agencies to develop and improve radio interoperability capabilities.
- The Communications Division will implement upgrades to our GIS capabilities to accommodate enhancements to wireless location technology.
- The Communications Division will implement various major upgrades to the City's 800 MHZ radio system including new Gold Elite consoles to provide enhanced functionality.

Administrative Services Bureau

Mission Statement:

Provide critical support services such as emergency communications, record keeping, logistical and other essential administrative support to Department members and the citizens of Orlando and provide professional special police operations to our citizens, visitors, and at special events.

Program Identifier:

- ⇒ Support Services #662
- ⇒ Communications #665
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Selected Service Indicators

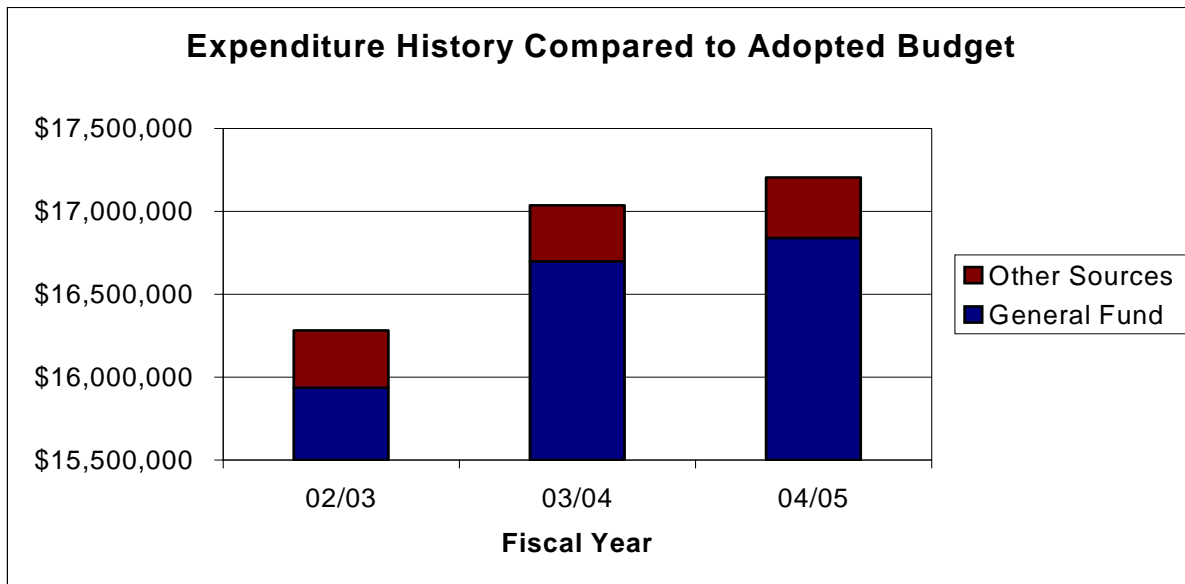
	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Calls for Service Received.	952,983	973,084	992,545
Number of Calls for Service Dispatched.	167,692	167,530	169,000
Revenue Generated by Vehicles for Hire Program.	\$388,121	\$435,370	\$465,180
Number of Citations Issued.	59,972	58,334	58,334
Number of PACE Reports Completed.	33,287	38,303	42,151

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of 9-1-1 Calls Answered Within 10 Seconds.	93%	95%	93%
Average Code 2 Call Queue Time in Minutes	5.8	5.0	4.0
Percent Increase in K-9 Activity Over Previous Year Total	13%	5%	5%
Percent Reduction in Vehicle Accidents From Previous Year Total	3%	5%	5%
Percent Increase of Taxi-Meters Checked, Vehicles Inspected, Citations and Notices of Violation Issued Over Previous Year	3%	3%	3%

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Proposed Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau:					
662 Police Support Services	\$ 5,836,742	\$ 6,294,767	\$ 6,486,888	\$ 192,121	3.05%
665 Communications	4,137,240	4,290,767	4,283,615	(7,152)	(0.17%)
666 Electronic Communication Systems	171,225	159,350	146,158	(13,192)	(8.28%)
668 Police Recruiting	220,906	405,537	413,546	8,009	1.97%
681 Special Operations	5,570,018	5,547,959	5,509,004	(38,955)	(0.70%)
TOTAL -- GENERAL FUND	\$ 15,936,132	\$ 16,698,380	\$ 16,839,211	\$ 140,831	0.84%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 344,758	\$ 338,999	\$ 365,404	\$ 26,405	7.79%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 344,758	\$ 338,999	\$ 365,404	\$ 26,405	7.79%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 16,280,890	\$ 17,037,379	\$ 17,204,615	\$ 167,236	0.98%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Police-Administrative Services Bureau:			
662 Police Support Services	125	124	124
665 Communications	72	73	73
666 Electronic Communication Systems	0	1	1
668 Police Recruiting	5	5	5
681 Special Operations	55	56	56
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	257	259	259

Police Special Services Bureau



Mission Statement:

To keep Orlando residents and visitors safe by providing proactive investigative efforts to focus on the reduction of crime throughout the City and Orlando's International Airport.



Program Identifier:

- ⇒ Investigative Services
- Administration #675
- ⇒ Airport Police #683
- ⇒ Drug Enforcement #676
- ⇒ Special Investigations #677
- ⇒ Community Policing #678
- ⇒ COPS in School Grant 01/02 #057
- ⇒ Cops in School Grant #063



Overview of Services/Programs

The **Special Services Bureau** encompasses the Criminal Investigations Division, Drug Enforcement Division, International Airport Division, Community Policing Division and the Homeland Security Section. The Criminal Investigations Division includes Special Investigations (Sex and Economic Crimes and Crimes Against Children), Violent Crimes (Homicide, Robbery, Assault & Battery), Property Crimes, and Tactical Operations. The Drug Enforcement Division includes Uniform and Undercover Drug Sections, and officers assigned to Metropolitan Bureau of Investigation (MBI), High Intensity Drug Trafficking Area (HIDTA) task force, and DEA. The Community Policing Division includes Parramore Bikes, Gang Intervention, West Neighborhood Patrol, Community Relations, School Resource, Super Kids, Citizens for Neighborhood Watch, Crimeline, Cadets, and Explorers.

Major Accomplishments/Service Efforts

Police Special Services Division

- From January 2003 to present, the Homicide Unit has cleared 25 of 32 cases for a clearance rate of 78%.
- The Sex Crimes Unit has been working cold cases and has cleared 8 cases using new extraction techniques for DNA. These cases dated back to 1991 and charges were filed on all eight.
- The Assault and Battery Unit wrote and received a \$43,000 grant for domestic violence through FDLE.
- The Economic Crimes Unit's computer lab was put on-line and is fully functional with two certified computer forensic examiners.

Drug Enforcement

- DED was allotted 22 desktop computers and 2 printers to improve and facilitate a case management system and provide electronic access to Special Notices, Crime Bulletins and e-mail. TM will also install Crime Intelligence Program on all detective computers.

Airport Police

- Due to increased security concerns since 9/11/01 and in coordination with the federal Transportation Safety Administration (TSA), the Airport Division scheduled and staffed mandatory law enforcement checkpoints at the main security screening checkpoints and at vehicle access points into the main airport terminal to insure the safety of the 30,000,000 visitors and passengers to the Orlando International Airport.
- As part of the Airport Division's commitment to community policing, the division hosted 10 "Airport Watch" meetings covering topics such as criminal activity at Orlando International Airport, drug awareness, identity theft, and global terrorism trends and weapons of mass destruction.
- The Airport Division participated and assumed a leading role in GOAA's "down aircraft exercise" with the Airport Fire Department, the Red Cross, airline representatives, and various federal authorities.

Community Policing

- The Community Relations Unit has continued to expand the Citizen Police Academy, and now offers two regular, two Hispanic, and two Senior Citizen Police Academies each year. In addition, the unit continues to provide CPTED (Crime Prevention Through Environmental Design) safety seminars and evaluations to citizens and business owners.
- A full-time Police Volunteer Coordinator continued to recruit and train citizens desiring to volunteer their time assisting with the mission of the agency. Both the Citizen Observer Program and the Volunteering in Police Services Program continue to grow.

Police Special Services Bureau

Mission Statement:

To keep Orlando residents and visitors safe by providing proactive investigative efforts to focus on the reduction of crime throughout the City and Orlando's International Airport.

Program Identifier:

- ⇒ Investigative Services
- Administration #675
- ⇒ Airport Police #683
- ⇒ Drug Enforcement #676
- ⇒ Special Investigations #677
- ⇒ Community Policing #678
- ⇒ COPS in School Grant 01/02 #057
- ⇒ Cops in School Grant #063

- The SuperKids Unit welcomed the addition of Eagles Nest Elementary School into their program.
- The Parramore Heritage Bike Unit has assigned specific geographical areas in the Parramore community to each bike officer in an effort to build relationships and reduce crime. The unit has also been involved with the Weed and Seed Program.

Homeland Security Section

- Since September 11, 2001, protecting against and reacting to acts of terrorism has been the focus of the Homeland Security Section. This section has worked cooperatively with Federal, State, and other local emergency response agencies to form a network that shares information vital to the protection of our citizens from terrorists. While working to prevent acts of terror from occurring in our City, the section has been involved in development of numerous plans that would minimize the effects of various types of terrorist attacks should they occur.
- The Homeland Security Section is the Point Of Contact for an \$8.7 million grant. The Federal Department of Homeland Security awarded the grant to the City of Orlando. This Urban Area Security Initiative grant brings the City, Orange County, Seminole County, Lake County, Brevard County and Osceola County together in a strategic security enhancement collaborative. The City of Orlando will realize \$1.2 million in training and equipment from this grant. The City and surrounding communities will also have a stronger plan for the prevention, mitigation and response to a terrorist attack.

Future Outlook

- The Homeland Security Section will continue to improve the Police Department's state of readiness in order to effectively handle man-made and natural disasters.
- To increase security effectiveness for changes in the National Terrorism Threat Level and natural disasters (such as hurricane threats), the Airport Division will create an Airport Division Intelligence Investigator's position (specific to airport threat issues) and deploy night vision technology to the division, thereby enhancing nighttime perimeter security capabilities.
- The Airport Division has eliminated one Administrative Assistant position and will, in the near future, eliminate two sworn officer positions. The two sworn officer positions will soon be replaced with a like number of Civilian Service Officers (CSO). These adjustments and realignment will lead to increased customer service while at the same time providing a savings of over \$100,000 annually to the Greater Orlando Aviation Authority.
- The Airport Division will partner with the federal Transportation Security Administration to implement security measures as necessary to meet newly identified threats that specifically target the aviation industry.

Selected Service Indicators

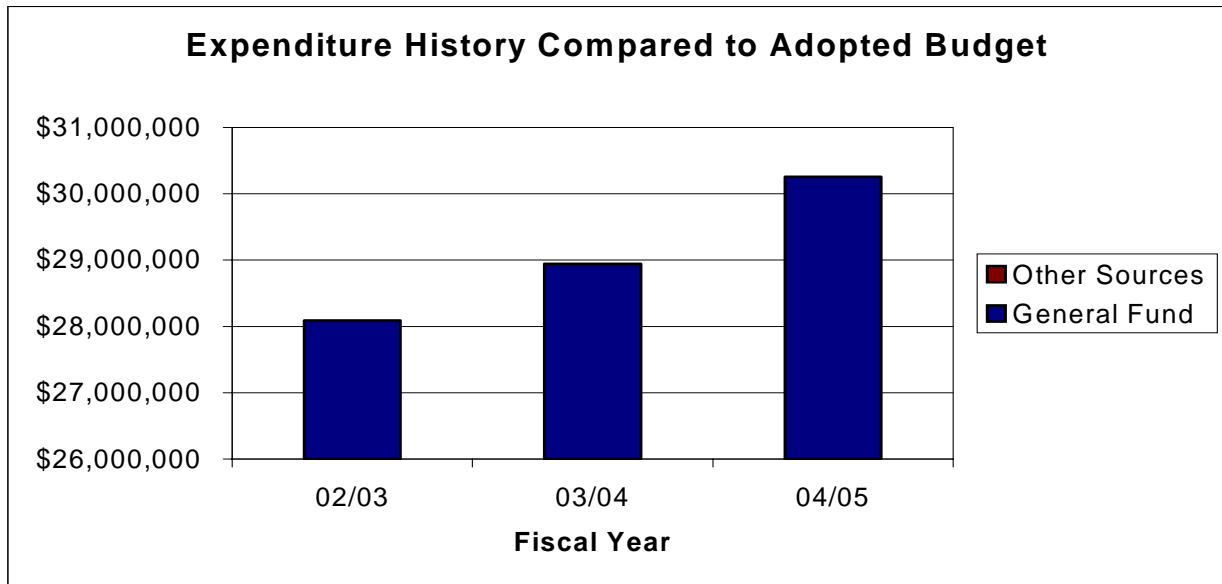
	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Cases Investigated In CID.	6,254	7,604	7,700
Number of Code 2 Calls at Orlando International Airport.	NA	6,600	6,800
Calls for Service & Self-initiated Calls by the Parramore & Downtown Bike Units.	NA	17,853	18,000
Number of Arrests from the Uniform & Undercover Drug Sections.	1,106	873	1,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Criminal Investigation Cases Cleared	62%	61%	67%
Percentage of Code 2 Calls Responded to Within Ten Minutes	97%	99%	100%

EXPENDITURE SUMMARY

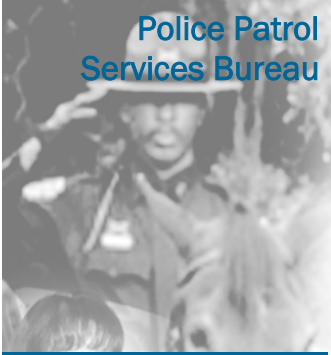
Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Proposed Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau:					
675 Investigative Services Administration	\$ 9,152,500	\$ 10,018,297	\$ 10,036,813	\$ 18,516	0.18%
683 Airport Police	7,343,669	6,902,766	6,906,774	4,008	0.06%
676 Drug Enforcement Division	3,425,554	3,716,799	3,753,070	36,271	0.98%
677 Special Investigations	1,353,264	1,444,636	1,425,238	(19,398)	(1.34%)
678 Community Policing	6,482,350	6,790,528	8,059,746	1,269,218	18.69%
057 COPS in School Grant 01/02	64,135	69,557	74,432	4,875	7.01%
063 COPS in School Grant	268,275				
TOTAL -- GENERAL FUND	\$ 28,089,748	\$ 28,942,583	\$ 30,256,073	\$ 1,313,490	4.54%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 28,089,748	\$ 28,942,583	\$ 30,256,073	\$ 1,313,490	4.54%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Police-Special Services Bureau:			
675 Special Services	99	100	100
676 Drug Enforcement Division	36	36	36
677 Special Investigations	12	12	12
678 Community Policing	71	78	87
683 Airport Police	75	75	75
057 COPS in School Grant	1	1	1
063 COPS in School Grant	4	0	0
TOTAL -- SPECIAL SERVICES BUREAU	298	302	311
TOTAL -- SPECIAL SERVICES BUREAU	298	302	311

Police Patrol Services Bureau



Mission Statement:

To preserve the peace, enforce state and local laws, deter criminal activity, reduce crime and respond to citizen calls for service in an efficient and professional manner.

Program Identifier:

- Patrol Services #691
- East Patrol #692
- West Patrol #693
- Field Services #694
- COPS Universal Hiring Program 2003 #056
- COPS Universal Hiring Program 2001 #058
- COPS More Grant #059
- COPS Universal Hiring Program #062
- Law Enforcement Training #695



Overview of Services/Programs

The **Patrol Services Bureau** contains the East, West, and North uniformed patrol divisions, the I-Drive and Downtown Bike Units, and the civilian Community Service Officers. The In-Service Training/Recruit Training Unit is also included in this bureau.

Major Accomplishments/Service Efforts

- Patrol Officers reduced the transient panhandling problem. Patrol addressed the problem by taking a “zero tolerance” in the Orange Avenue area. Officers in plain clothes worked the Orange Avenue area for illegal panhandling and also monitored solicitation-free zones to prevent illegal panhandling. As a result of these details, over 300 contacts were made in the form of FIR’s and traffic contacts. The incidences of illegal panhandling in the downtown area have significantly decreased.
- All Patrol officers were issued Stinger HP flashlights to enhance lighting conditions.

Future Outlook

- The Orlando Police Department will continue to decentralize Patrol Services to improve service delivery. The next Community Policing Office will be located in the Southwest area of the City.
- The Department will continue the process of switching the patrol fleet vehicles from Crown Victorias to Impalas to save the City approximately \$4,000 per vehicle in purchase costs.
- Current and future property annexations into the city limits will require the addition of more officers to the Patrol Services Bureau. The additional officers will ensure that the citizens of Orlando will continue to receive the high level of service enjoyed by our citizens today. Studies are currently underway to identify foreseeable areas of need to prepare us for the future.
- The Patrol Services Bureau will ensure that the Department’s mission statement is fulfilled through the integration of community policing initiatives in our day-to-day activities. Patrol personnel will attend neighborhood watch meetings with neighborhood associations and businesses to foster continued community relationships.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Code-2 Calls (Excluding Orlando International Airport).	115,321	123,468	123,000
Number of Code-3 Calls (Excluding Orlando International Airport).	41,182	41,065	41,000

Selected Effectiveness Indicators and Outcome Targets

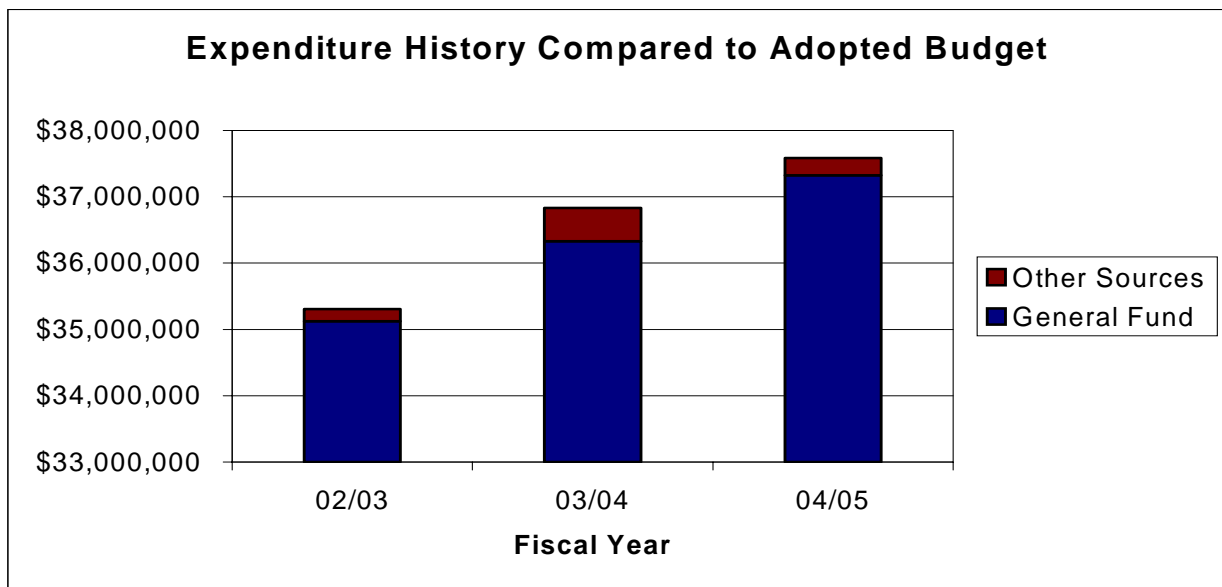
	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Response Time for Code-2 Calls for Service (Communications Queue + Travel in Minutes)	12.2	12.0	12.0
Average Response Time for Code-3 Calls for Service (Communications Queue + Travel in Minutes)	26.3	26.5	26.5

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Cost to Answer Each Call for Service by a Uniform Patrol Unit	\$58.12	\$60.44	\$60.44

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Proposed Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Patrol Services Bureau:					
691 Patrol Services Administration	\$ 11,508,921	\$ 12,031,433	\$ 13,442,302	\$ 1,410,869	11.73%
692 East Patrol	9,655,594	11,594,340	11,946,039	351,699	3.03%
693 West Patrol	7,201,510	9,365,470	9,651,167	285,697	3.05%
694 Field Services	2,634,199	1,316,104	1,191,022	(125,082)	(9.50%)
056 COPS Universal Hiring 2003	647,861	1,040,151	1,093,061	52,910	5.09%
058 COPS Universal Hiring 2001	906,739	981,530		(981,530)	(100.00%)
059 COPS MORE Grant	3,841				0.00%
062 COPS Universal Hiring Program	2,564,052				0.00%
TOTAL -- GENERAL FUND	\$ 35,122,717	\$ 36,329,028	\$ 37,323,591	\$ 994,563	2.74%
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 182,159	\$ 501,625	\$ 259,200	\$ (242,425)	(48.33%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 182,159	\$ 501,625	\$ 259,200	\$ (242,425)	
TOTAL -- PATROL SERVICES BUREAU	\$ 35,304,877	\$ 36,830,653	\$ 37,582,791	\$ 752,138	2.04%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Police-Patrol Services Bureau:			
691 Patrol Services Administration	97	102	116
692 East Patrol	107	133	133
693 West Patrol	110	117	116
694 Field Services	11	11	11
056 COPS Universal Hiring 2003	16	16	16
058 COPS Universal Hiring 2001	14	14	0
062 COPS Universal Hiring Program	38	0	0
TOTAL -- GENERAL FUND	393	393	392
TOTAL -- PATROL SERVICES BUREAU	393	393	392



Mission Statement:

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



Bureau Identifier:

- ⇒ Administration
- ⇒ Administrative Services
- ⇒ Special Services
- ⇒ Patrol Services



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Public Works Department



Mission Statement:

To enhance Orlando's quality of life through the construction and operation of a safe, effective physical environment; and to provide our visitors, our neighborhoods, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.

Division Identifier:

- ⇒ Director
- ⇒ Engineering/Streets and Drainage
- ⇒ Transportation Engineering
- ⇒ Parking

Environmental Services:

- ⇒ Solid Waste Management
- ⇒ Stormwater Utility
- ⇒ Wastewater

Table of Contents

Organization Chart	2
Department Expenditure Summary	4
Department Expenditure History Compared to Budget	6
Department Staffing Summary	7
Director's Office Expenditures and Staffing	9
Engineering/Streets and Drainage Division Service Efforts/Accomplishments	10
Engineering/Streets and Drainage Division Expenditure Summary and Staffing	12
Transportation Engineering Division Service Efforts/Accomplishments	13
Transportation Engineering Division Expenditure Summary and Staffing	14
Parking Division Service Efforts/Accomplishments	15
Parking Division Expenditure Summary	17
Parking Division Staffing	18
Solid Waste Management Division Service Efforts/Accomplishments	19
Solid Waste Management Division Expenditure Summary	20
Solid Waste Management Division Staffing	21
Stormwater Utility Division Service Efforts/Accomplishments	22
Stormwater Utility Division Expenditure Summary and Staffing	24
Wastewater Division Service Efforts/Accomplishments	25
Wastewater Division Expenditure Summary	29
Wastewater Division Staffing	30

Public Works Department



Mission Statement:

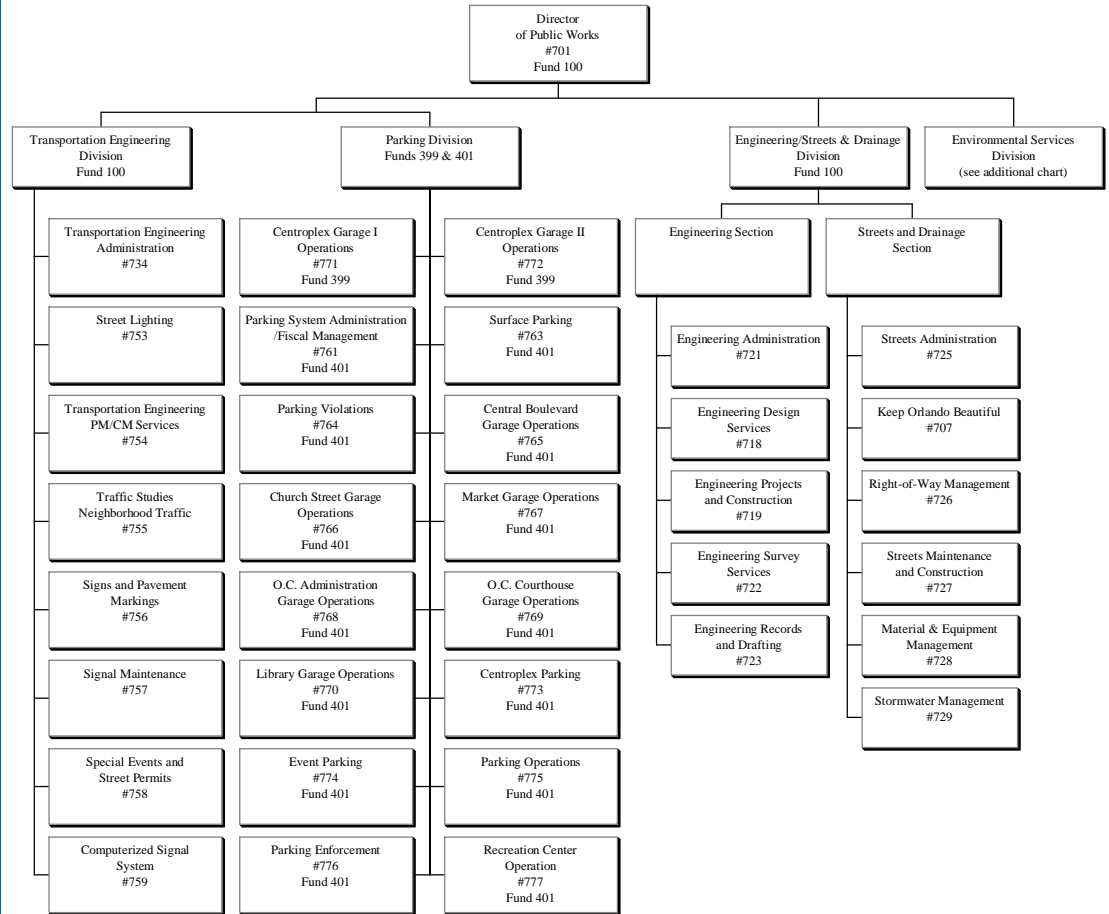
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Public Works Department



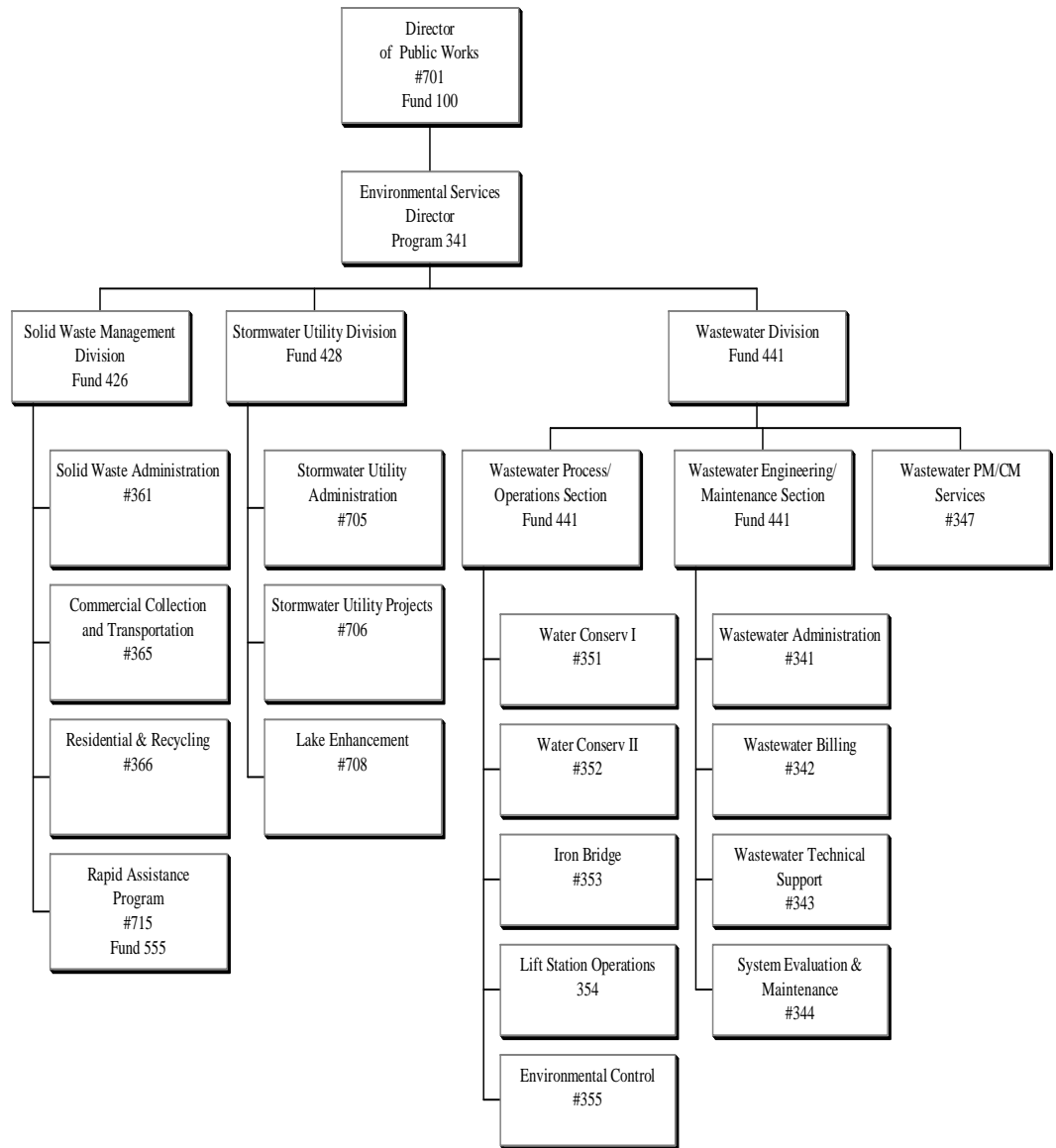
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Division Identifier:

- ⇒ Director
 - ⇒ Engineering/Streets and Drainage
 - ⇒ Transportation Engineering
 - ⇒ Parking
- Environmental Services:**
- ⇒ Solid Waste Management
 - ⇒ Stormwater Utility
 - ⇒ Wastewater



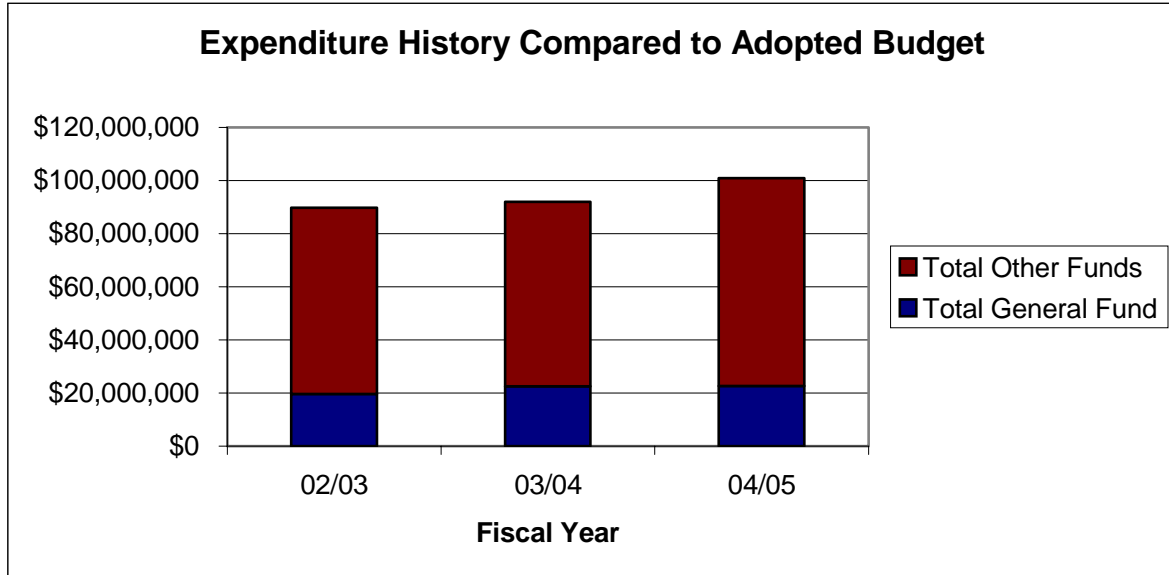
Public Works Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 753,037	\$ 873,868	\$ 808,825	\$ (65,043)	(7.44%)
Engineering/Streets and Drainage Division:					
721 Engineering Administration	690,567	359,834	291,827	(68,007)	(18.90%)
718 Engineering Design Services		359,191	355,898	(3,293)	(0.92%)
719 Engineering Projects and Construction		536,910	726,526	189,616	35.32%
722 Engineering Survey Services	951,582	752,750	786,470	33,720	4.48%
723 Engineering Records and Drafting	402,434	322,314	293,712	(28,602)	(8.87%)
725 Streets Administration	357,354	339,514	330,590	(8,924)	(2.63%)
707 Keep Orlando Beautiful	199,326	142,173	134,760	(7,413)	(5.21%)
726 Right of Way Management	4,736,549	4,155,380	4,188,567	33,187	0.80%
727 Street Maintenance & Construction	1,742,071	1,654,900	1,702,524	47,624	2.88%
728 Material & Equipment Management	722,992	726,445	713,779	(12,666)	(1.74%)
729 Stormwater Management	305	2,269,097	2,247,005	(22,092)	(0.97%)
Transportation Engineering Division:					
734 Transportation Engineering Administration	396,758	306,550	268,971	(37,579)	(12.26%)
753 Street Lighting	3,906,772	4,251,154	4,633,758	382,604	9.00%
754 Transportation Engineering PM/CM Services		463,579	461,489	(2,090)	(0.45%)
755 Traffic Studies/N'hood Traffic Management	738,052	670,606	682,486	11,880	1.77%
756 Signs and Pavement Markings	1,118,602	979,071	983,784	4,713	0.48%
757 Signal Maintenance	1,016,718	1,052,444	1,050,147	(2,297)	(0.22%)
758 Special Events and Street Permits	350,549	322,138	282,268	(39,870)	(12.38%)
759 Computerized Signal System	529,580	549,588	531,478	(18,110)	(3.30%)
025 Nondepartmental - City Commons Garage	883,637	1,133,984	1,105,644	(28,340)	(2.50%)
986 Nondepartmental - Public Works	68,184	312,825	65,116	(247,709)	(79.18%)
TOTAL -- GENERAL FUND	\$ 19,565,069	\$ 22,534,315	\$ 22,645,624	\$ 111,309	0.49%
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 180,531	\$ 200,021	\$ 174,613	\$ (25,408)	(12.70%)
772 Centroplex Garage II Operations	403,020	380,051	348,517	(31,534)	(8.30%)
978 Nondepartmental - UMTA Garages	1,192,210	1,335,525	1,404,360	68,835	5.15%
TOTAL -- TRANSPORTATION GRANT FUND	\$ 1,775,761	\$ 1,915,597	\$ 1,927,490	\$ 11,893	0.62%
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
761 Parking System Admin/Fiscal Mgmt.	\$ 770,646	\$ 691,110	\$ 715,051	\$ 23,941	3.46%
763 Surface Parking	358,138	373,163	302,708	(70,455)	(18.88%)
764 Parking Violations	770,193	363,240	364,938	1,698	0.47%
765 Central Boulevard Garage Operations	990,795	996,881	980,156	(16,725)	(1.68%)
766 Church Street Garage Operations	450,147	483,877	635,370	151,493	31.31%
767 Market Garage Operations	499,363	547,095		(547,095)	(100.00%)
768 O.C. Administration Garage Operations	367,289	419,032	493,133	74,101	17.68%
769 O.C. Courthouse Garage Operations	395,941	485,922	513,887	27,965	5.76%
770 Library Garage Operations	637,084	556,496	741,488	184,992	33.24%
773 Centroplex Parking	451,490	445,699	422,601	(23,098)	(5.18%)
774 Event Parking	270,137	242,400	127,000	(115,400)	(47.61%)
775 Parking Operations				-	
776 Parking Enforcement		380,700	340,843	(39,857)	(10.47%)
979 Nondepartmental - Parking	1,163,487	1,945,741	2,724,252	778,511	40.01%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 7,124,710	\$ 7,931,356	\$ 8,361,427	\$ 430,071	5.42%
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 312,642	\$ 850,255	\$ 881,226	\$ 30,971	3.64%
362 Solid Waste Services & Billing	265,774				
363 Container Maintenance	658,937				
364 Community Programs	213,872				
365 Commercial Collection and Transportation	6,063,349	6,902,480	7,268,967	366,487	5.31%
366 Residential & Recycling	7,681,133	8,793,411	9,058,825	265,414	3.02%
367 Customer Service & Logistics	290,065				
977 Nondepartmental - Solid Waste	1,158,839	1,514,648	2,959,063	1,444,415	95.36%
TOTAL -- SOLID WASTE FUND	\$ 16,644,612	\$ 18,060,794	\$ 20,168,081	\$ 2,107,287	11.67%

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
STORMWATER UTILITY FUND #428					
Environmental Services/Stormwater Utility Division:					
705 Streets, Drainage & Stormwater Utility Admin.	\$ 960,141	\$ 1,172,508	\$ 577,546	\$ (594,962)	(50.74%)
708 Lake Enhancement	1,381,529	1,458,318	2,151,001	692,683	47.50%
709 Stormwater Management	2,229,680				
965 Nondepartmental - Stormwater	3,075,262	6,090,337	7,280,619	1,190,282	19.54%
TOTAL -- STORMWATER UTILITY FUND	\$ 7,646,613	\$ 8,721,163	\$ 10,009,166	\$ 1,288,003	14.77%
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,606,703	\$ 1,426,162	\$ 1,653,860	\$ 227,698	15.97%
342 Wastewater Billing	313,309	282,465	292,072	9,607	3.40%
343 Wastewater Technical Support	655,278	498,600	469,195	(29,405)	(5.90%)
344 System Evaluation & Maintenance	4,176,338	3,852,181	3,948,216	96,035	2.49%
347 Wastewater PM/CM Services		922,201	805,943	(116,258)	(12.61%)
Wastewater Process/Operations Section					
351 Water Conserv I	2,402,107	2,428,491	2,464,750	36,259	1.49%
352 Water Conserv II	7,200,284	6,437,988	6,570,753	132,765	2.06%
353 Iron Bridge	9,315,755	9,183,430	9,059,742	(123,688)	(1.35%)
354 Lift Station Operations	3,342,912	2,951,764	2,958,400	6,636	0.22%
355 Environmental Control	611,689	661,664	639,054	(22,610)	(3.42%)
975 Nondepartmental - Wastewater	4,398,824	3,319,338	7,848,032	4,528,694	136.43%
TOTAL -- WASTEWATER REVENUE FUND	\$ 34,023,198	\$ 31,964,284	\$ 36,710,017	\$ 4,745,733	14.85%
CONSTRUCTION MANAGEMENT FUND #533					
Project /Construction Management Division:					
711 Project/Construction Management Admin.	\$ 389,725	\$ 0	\$ 0	\$ 0	
712 City Project Management	561,077				
713 Project Design Services	369,627				
714 City Construction Management	1,351,425				
964 Nondepartmental - Proj/Const Mgmt	295,227				
TOTAL -- CONSTRUCTION MGMT. FUND	\$ 2,967,082	\$ 0	\$ 0	\$ 0	
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 11,517	\$ 890,301	\$ 1,049,911	\$ 159,610	17.93%
TOTAL -- PUBLIC WORKS	\$ 89,758,562	\$ 92,017,810	\$ 100,871,716	\$ 8,853,906	9.62%
Expenditure by Classification					
Salaries and Wages	\$ 24,865,821	\$ 25,513,446	\$ 26,045,609	\$ 532,163	2.09%
Employee Benefits	9,593,999	10,389,619	10,737,770	348,151	3.35%
Supplies	5,695,289	5,768,119	5,865,542	97,423	1.69%
Contractual Services	15,757,939	17,468,319	16,981,313	(487,006)	(2.79%)
Utilities	13,646,239	14,448,091	15,168,627	720,536	4.99%
Other Operating	171,376	192,429	183,131	(9,298)	(4.83%)
Travel/Training	68,935	115,209	123,074	7,865	6.83%
Internal Services	10,310,989	9,726,054	9,871,486	145,432	1.50%
Capital	872,805	381,659	352,818	(28,841)	(7.56%)
Non-Operating	8,775,169	8,014,865	15,542,346	7,527,481	93.92%
TOTAL -- PUBLIC WORKS	\$ 89,758,562	\$ 92,017,810	\$ 100,871,716	\$ 8,853,906	9.62%

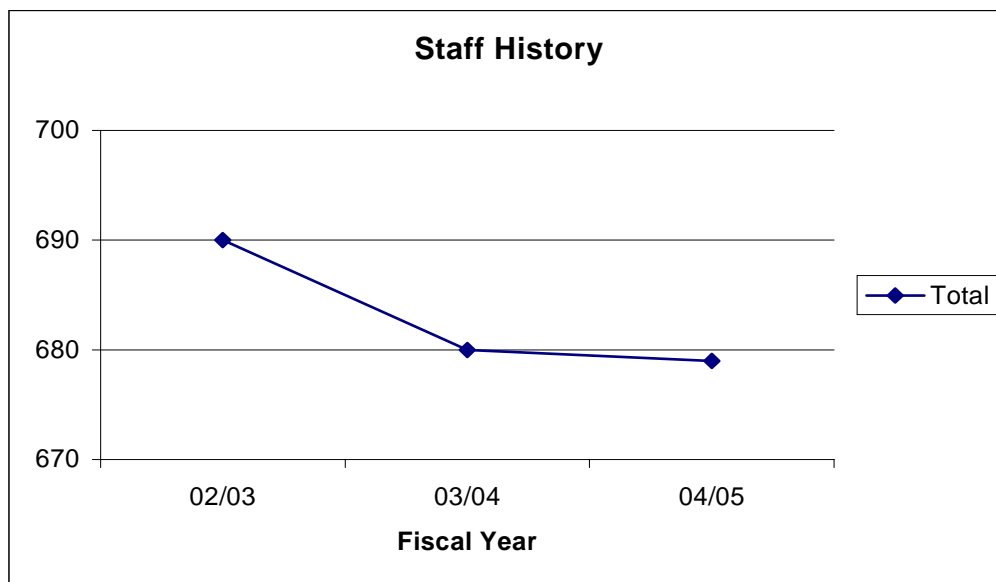


DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
701 Director of Public Works	8	9	8
Engineering/Streets & Drainage Division:			
721 Engineering Administration	6	4	4
707 Keep Orlando Beautiful	2	2	2
718 Engineering Design Services	0	4	4
719 Engineering Projects & Construction	0	8	8
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	6	5	5
724 City GIS	6	0	0
725 Streets Administration	5	5	5
726 Right of Way Management	40	40	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
729 Stormwater Management	0	29	29
Transportation Engineering Division:			
734 Transportation Engineering Administration	3	3	3
754 Transportation Engineering PM/CM Services	0	5	5
755 Traffic Studies/N'hood Traffic Management	11	11	11
756 Signs and Pavement Markings	13	13	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL – GENERAL FUND	172	210	209
TRANSPORTATION GRANT FUND #399			
Parking Division:			
772 Centroplex Garage II Operations	3	3	3
TOTAL – TRANSPORTATION GRANT FUND	3	3	3
PARKING SYSTEM REVENUE FUND #401			
Parking Division:			
761 Parking System Administration	12	11	11
763 Surface Parking	4	5	5
764 Parking Violations	15	6	6
773 Centroplex Parking	3	0	0
775 Garage Operations	54	58	58
776 Parking Enforcement	0	8	8
TOTAL – PARKING SYSTEM REVENUE FUND	88	88	88
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	3	14	14
362 Solid Waste Services and Billing	5	0	0
363 Container Maintenance	7	0	0
364 Community Programs	4	0	0
365 Commercial Collection and Transportation	27	34	34
366 Residential & Recycling	66	70	70
367 Customer Service & Logistics	6	0	0
TOTAL – SOLID WASTE FUND	118	118	118

Public Works Department

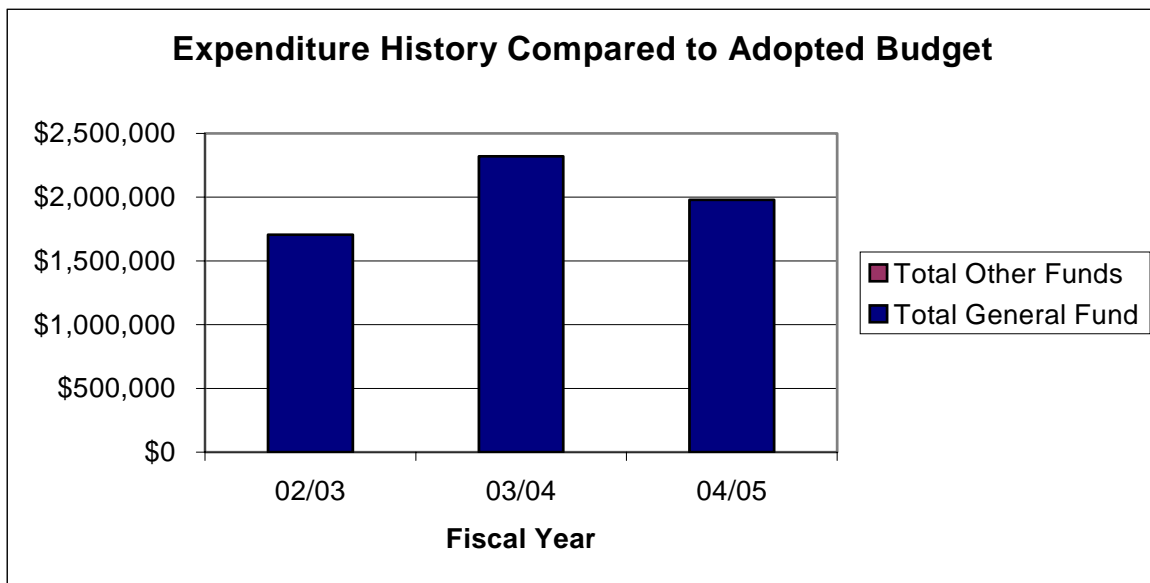
	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
STORMWATER UTILITY FUND #428			
Environmental Services/Stormwater Utility Division:			
705 Streets, Drainage & Stormwater Utility Admin.	5	5	5
708 Lake Enhancement	17	17	17
709 Stormwater Management	29	0	0
TOTAL -- STORMWATER UTILITY FUND	51	22	22
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	16	17	17
342 Wastewater Billing	5	5	5
343 Wastewater Technical Support	9	7	7
344 System Evaluation & Maintenance Section	45	45	45
347 Wastewater PM/CM Services	0	10	10
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	20	20	20
352 Water Conserv II	29	29	29
353 Iron Bridge	55	54	54
354 Lift Station Operations	23	23	23
355 Environmental Control	10	9	9
TOTAL -- WASTEWATER REVENUE FUND	212	219	219
CONSTRUCTION MANAGEMENT FUND #533			
Project/Construction Management Division:			
711 Project/Construction Mgmt. Admin.	2	0	0
712 City Project Management	6	0	0
713 Project Design Services	4	0	0
714 City Construction Management	14	0	0
TOTAL -- CONSTRUCTION MANAGEMENT FUND	26	0	0
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 City Supplemental Staff	20	20	20
TOTAL -- SUPPLEMENTAL STAFF FUND	20	20	20
TOTAL -- PUBLIC WORKS	690	680	679



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 753,037	\$ 873,868	\$ 808,825	\$ (65,043)	(7.44%)
025 Nondepartmental - City Commons Garage	883,637	1,133,984	1,105,644	(28,340)	(2.50%)
986 Nondepartmental - Public Works	68,184	312,825	65,116	(247,709)	(79.18%)
TOTAL -- GENERAL FUND	\$ 1,704,858	\$ 2,320,677	\$ 1,979,585	\$ (341,092)	(14.70%)
TOTAL -- DIRECTOR	\$ 1,704,858	\$ 2,320,677	\$ 1,979,585	\$ (341,092)	(14.70%)



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
701 Director of Public Works	8	9	8
TOTAL -- GENERAL FUND	8	9	8
TOTAL -- DIRECTOR	8	9	8

Public Works Department

Engineering/
Streets and
Drainage Division

Overview of Services/Programs

Engineering/Streets & Drainage Division is comprised of two major sections, Engineering and Streets and Drainage. A description of responsibilities is outlined below.

Engineering ensures that City streets are properly constructed and maintained; coordinates dirt street paving, 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. Administrates Consultant surveying and mapping contracts. The Division 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. Transportation and stormwater related projects are managed and constructed by the Engineering Project and Construction Management team. The Engineering Project Design program accomplishes all internal City civil engineering and design.

Streets & Drainage 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/Service Efforts

Engineering

- Managed the street pavement surface rehabilitation for over 27 miles of City streets.
- Managed the preparation of 12 FEMA un-numbered "A" zone flood mitigation studies; implemented new requirements for the establishment of flood elevations in flood plains subject to new development; and coordinated with FEMA's contractors in their effort to update flood insurance rate maps for Orange County.
- Issued approximately 3,700 addresses, compared to 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 including Baldwin Park, Vista Lakes, East Lake Park, La Vina and Deer Run.

Streets and Drainage

- Provided street sweeping and litter control services that included sweeping residential streets every eleven working days, commercial/industrial routes every nine working days, and the Downtown Entertainment District every night of the week for a cumulative production total of over 53,000 curb miles swept.
- Removed approximately 7,000 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Recycled over 5,000 cubic yards of oak leaves by using them as landscape bed mulching, which saved over \$90,000 in landfill disposal fees and \$70,000 in landscape mulch purchases.

Mission Statement:

Engineering/Streets and Drainage produces accurate and cost effective engineering survey and design; provides project and construction management services; provides efficient access to engineering documents and state-of-the-art GIS services; maintains and operates the City's infrastructure and stormwater facilities to achieve their maximum design life.

Program Identifier:

- ⇒ Keep Orlando Beautiful #707
- ⇒ Engineering Design Service #718
- ⇒ Eng. Projects and Construction #719
- ⇒ Engineering Admin. #721
- ⇒ Engineering Survey Service #722
- ⇒ Engineering Records and Drafting #723
- ⇒ Street Administration #725
- ⇒ Right-off-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728
- ⇒ Stormwater Management #729

Public Works Department

Engineering/
Streets and
Drainage Division

Mission Statement:

Engineering/Streets and Drainage produces accurate and cost effective engineering survey and design; provides project and construction management services; provides efficient access to engineering documents and state-of-the-art GIS services; maintains and operates the City's infrastructure and stormwater facilities to achieve their maximum design life.

Program Identifier:

- ⇒ Keep Orlando Beautiful #707
- ⇒ Engineering Design Service #718
- ⇒ Eng. Projects and Construction #719
- ⇒ Engineering Admin. #721
- ⇒ Engineering Survey Service #722
- ⇒ Engineering Records and Drafting #723
- ⇒ Street Administration #725
- ⇒ Right-off-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728
- ⇒ Stormwater Management #729

Future Outlook

- Survey Services will make use of more efficient methods such as Real-time Kinematic Geographic Positioning Systems, 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 improve on the current rate of checking legal descriptions, work toward implementing CADD-based drainage maps derived from field crew notes, develop revisions to the City's Engineering Standard Details, develop CADD-based traffic control diagrams for major sports and cultural events, and continue development of a database of scanned drawings which document locations of underground utilities.
- The Division is developing a policy that will address repairs and maintenance to the City's sidewalks and curbs, as well as its roadway surfaces (asphalt and bricks.) The policy will enable Streets staff to remain consistent in how repair work is addressed and reduce the backlog of repair locations and the time needed to complete repairs.
- The Division continues to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of "Keep Orlando Beautiful" Volunteer Hrs.	20,000	20,210	7,500
Number of Lane Miles.	924.34	936.48	948.48
Number of Pothole Repairs.	5,176	1,939	3,557
Number of Curb Miles Swept.	30,146	27,750	28,948

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent Design Cost for Engineering Projects	12%	10%	10%
Percent of Projects Completed on Schedule and Within Budget	74%	74%	80%
Percent of PM/CM Service Cost for Engineering Projects	15%	15%	13%
Percent Addressing & Plat Reviews Completed Within 2 Working Days	98%	98%	80%
Percent Legal Descriptions Analysis Completed Within 5 Working Days	85%	85%	90%
Average Cycle Time in Working Days to Clean Residential Streets	11	11	11
Percent of Hazardous Street Conditions Repaired Within One Day	95%	95%	95%
Percent of Inspections of Worksites and Barricade Locations Completed per Shift	90%	90%	90%

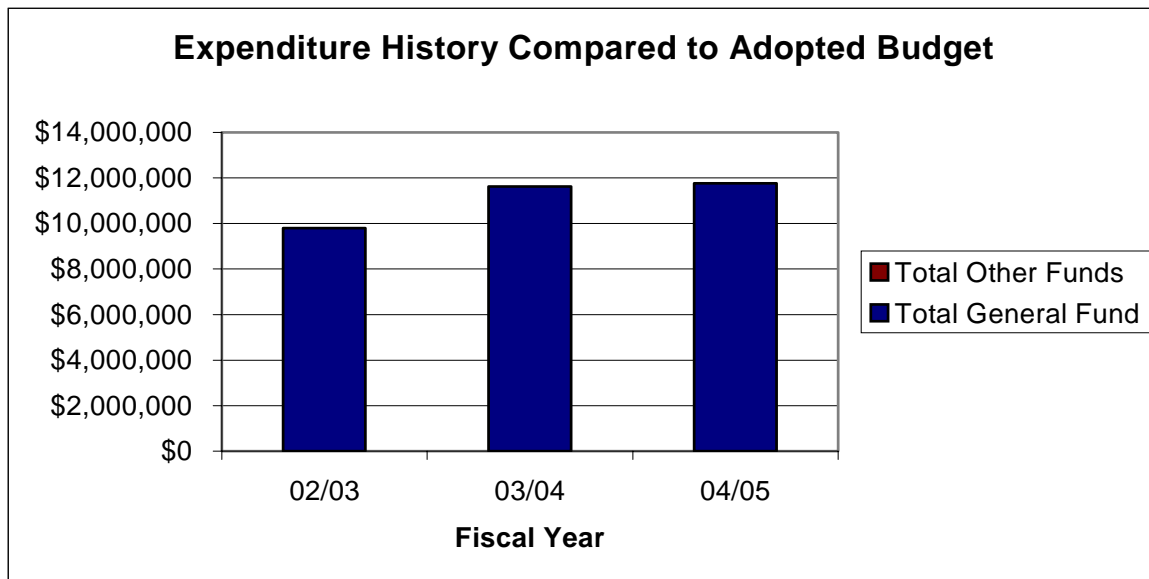
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Cost of a Survey Project	\$1,015	\$1,015	\$1,015
Average Cost of a Survey Document Review	\$135	\$135	\$135
Average Cost per Curb Mile for Street Sweeping	\$31.05	\$31.05	\$31.50
Average Cost of Litter Removal per Acre	\$4.60	\$4.60	\$4.70
Average Cost of Concrete Repair per Square Yard	\$84.54	\$84.54	\$68.31
Average Cost to Inspect Each Worksite and Barricade Location	\$27.54	\$27.54	\$5.25

Public Works Department

EXPENDITURE SUMMARY

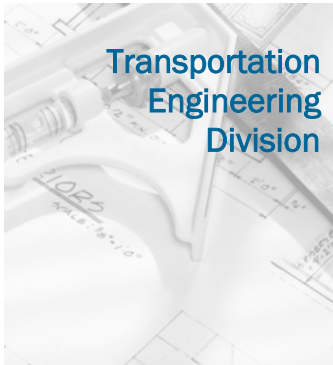
Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Streets and Drainage Division:					
721 Engineering Administration	\$ 690,567	\$ 359,834	\$ 291,827	\$ (68,007)	(18.90%)
718 Engineering Design Services		359,191	355,898	(3,293)	(0.92%)
719 Engineering Projects and Construction		536,910	726,526	189,616	35.32%
722 Engineering Survey Services	951,582	752,750	786,470	33,720	4.48%
723 Engineering Records and Drafting	402,434	322,314	293,712	(28,602)	(8.87%)
725 Streets Administration	357,354	339,514	330,590	(8,924)	(2.63%)
707 Keep Orlando Beautiful	199,326	142,173	134,760	(7,413)	(5.21%)
726 Right of Way Management	4,736,549	4,155,380	4,188,567	33,187	0.80%
727 Street Maintenance & Construction	1,742,071	1,654,900	1,702,524	47,624	2.88%
728 Material & Equipment Management	722,992	726,445	713,779	(12,666)	(1.74%)
729 Stormwater Management	305	2,269,097	2,247,005	(22,092)	(0.97%)
TOTAL -- GENERAL FUND	\$ 9,803,179	\$ 11,618,508	\$11,771,658	\$ 153,150	1.32%
TOTAL -- ENGINEERING/STREETS & DRAINAGE	\$ 9,803,179	\$ 11,618,508	\$11,771,658	\$ 153,150	1.32%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Engineering/Streets & Drainage Division:			
721 Engineering Administration	6	4	4
707 Keep Orlando Beautiful	2	2	2
718 Engineering Design Services	0	4	4
719 Engineering Projects & Construction	0	8	8
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	6	5	5
724 City GIS	6	0	0
725 Streets Administration	5	5	5
726 Right of Way Management	40	40	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
729 Stormwater Management	0	29	29
TOTAL -- ENGINEERING/STREETS & DRAINAGE	114	146	146

Public Works Department



Mission Statement:

To provide for safe and efficient movement of vehicles and pedestrians throughout the City, through the design, operation and maintenance of the traffic control infrastructure

Program Identifier:

- ⇒ Traffic Engineering Administration #734
- ⇒ Street Lighting #753
- ⇒ Trans. Eng. PM/CM Services #754
- ⇒ Traffic Studies and Neighborhood Traffic Management #755
- ⇒ Sign and Pavement Markings #756
- ⇒ Signal Maintenance #757
- ⇒ Special Events/Street Permits #758
- ⇒ Computerized Signal

Overview of Services/Programs

The **Transportation Engineering Division** maintains and operates the City’s Traffic System infrastructure to facilitate the safe and effective movement of traffic on City streets and provides for traffic control during street closures and special events. This Division is also responsible for providing project and construction management services associated with major transportation related capital projects

Major Accomplishments/Service Efforts

- Investigated over 792 traffic problems.
- Processed 3733 Work Orders for traffic improvements.
- Replaced and serviced 3132 traffic signs.
- Installed 11,615 linear feet of pavement marking tape and applied 282 gallons of pavement marking paint.
- Relocated the Computerized signal System to the new Operations Center. The collocation of traffic with Police and Fire dispatch will improve lines of communication between the different Departments for better incident management and for day-to-day operations.
- Completed design of improvements to Vineland Road, Boggy Creek/Landstreet intersection, and Conway Road.
- Completed the construction of improvements to Mercy Drive, and the Orange Avenue/Pineloch intersection.
- Studied and Designed 19 traffic calming projects and presented them to the affected neighborhoods.
- Constructed 14 traffic calming projects in neighborhoods throughout the City.
- Increased the number of high hazard intersections being studied for improvement by utilizing consulting assistance and expertise.
- Introduced “routing” as a method of sign fabrication to allow for the creation of 3-D signage.

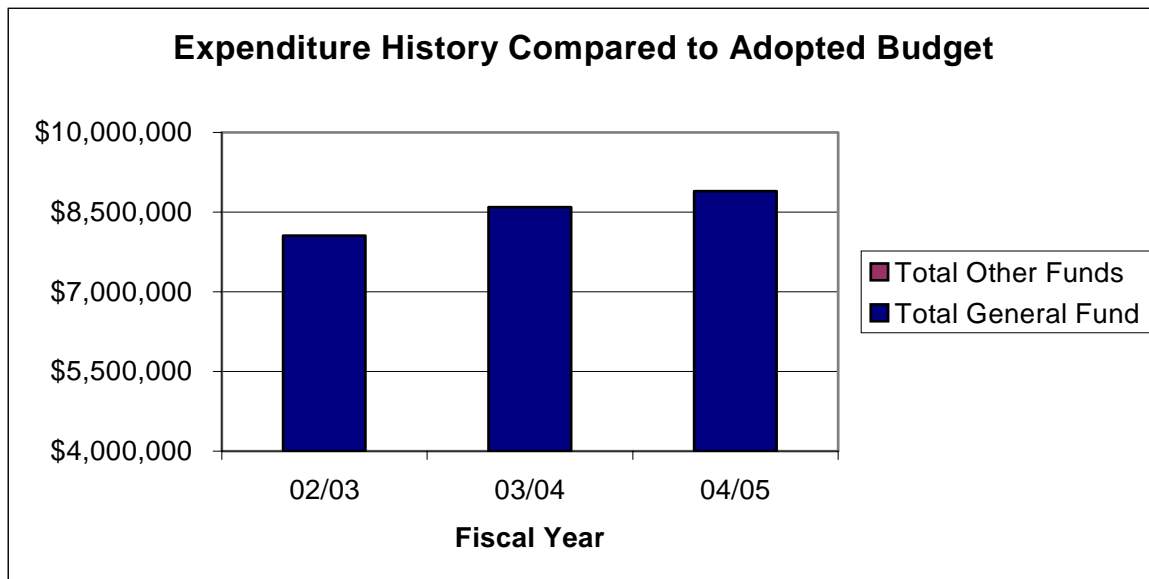
Future Outlook

- Continue the installation of L.E.D. traffic signals to reduce energy consumption and minimize maintenance costs.
- Continue automating the street, lane or sidewalk closure authorization process, which will include the ability for customers to request authorization via the Internet.
- Develop an Intelligent Transportation System (ITS) Plan to manage increasing congestion and special events in the Downtown.
- Implement an improved and automated inventory system for the Sign and Signal Shops.
- Increase the number of employees capable of performing “in-house” state of the art arterial signal timing and network capacity analyses.
- Implement a new crash analysis system to improve management of crash data, and to reduce the time needed to understand and prioritize improvement to “hot spots.”
- Complete the construction of improvements to Vineland Road, Boggy Creek Road/Landstreet Road, and Conway Road.
- Redesign the computerized records systems to allow easier storage and retrieval of scanned traffic data, documents, correspondence and digital photographs.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Transportation Engineering Division:					
734 Transportation Engineering Administration	\$ 396,758	\$ 306,550	\$ 268,971	\$ (37,579)	(12.26%)
753 Street Lighting	3,906,772	\$ 4,251,154	\$ 4,633,758	382,604	9.00%
754 Transportation Engineering PM/CM Services		463,579	461,489	(2,090)	(0.45%)
755 Traffic Studies/N'hood Traffic Management	738,052	670,606	682,486	11,880	1.77%
756 Signs and Pavement Markings	1,118,602	979,071	983,784	4,713	0.48%
757 Signal Maintenance	1,016,718	1,052,444	1,050,147	(2,297)	(0.22%)
758 Special Events and Street Permits	350,549	322,138	282,268	(39,870)	(12.38%)
759 Computerized Signal System	529,580	549,588	531,478	(18,110)	(3.30%)
TOTAL -- GENERAL FUND	\$ 8,057,032	\$ 8,595,130	\$ 8,894,381	\$ 299,251	3.48%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 8,057,032	\$ 8,595,130	\$ 8,894,381	\$ 299,251	3.48%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
Transportation Engineering Division:			
734 Transportation Engineering Administration	3	3	3
754 Transportation Engineering PM/CM Services	0	5	5
755 Traffic Studies/N'hood Traffic Management	11	11	11
756 Signs and Pavement Markings	13	13	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL -- GENERAL FUND	50	55	55
TOTAL -- TRANSPORTATION ENGINEERING	50	55	55

Public Works Department

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City, operating nine parking garages with over 5,443 parking spaces, 1,840 surface lot spaces, 986 metered spaces, and over 6,000 event parking spaces. The Division enforces Chapter 39 of the city codes, issues parking citations and impounds vehicles. The Division also processes all revenues received for garages, events, meters and violations. Surface Parking personnel perform maintenance, repair and collection of meters

Mission Statement:

To provide clean, safe, affordable, accessible parking that meets the short and long-term needs of all citizens and visitors patronizing events and the central business district through a variety of parking facilities, surface lots and on-street parking.

Major Accomplishments/Service Efforts

- Concluded the partnership in ORANGES, a federally funded grant project for the use of smart card technology. An electronic purse was on the card for use in three parking garages, LYNX buses, and the East Holland Toll Plaza.
- Completed the powder coating painting project of all individual electronic meters to give a fresh, aesthetically pleasing, uniform look for all parking meters.
- Completed the upgrade of garage access hardware and software to provide additional payment options for customers in an effort to provide easier and more convenient access to parking.
- Implemented and expanded the PARKSMART marketing program to inform the public on where and how to park at city facilities. Program also highlighted the special features of the Parking Division.
- Implemented Event Scheduler, which allows for Orlando Magic Season Ticket Holders to utilize a magnetic stripe card with a special event rate for parking at the Courthouse Garage.
- Implemented garage debit card program providing cash free means to utilize the garages. The card is linked to the user's credit card providing an easy and carefree means for parking.
- Implemented a customer service program to resolve all complaints in an expedient manner to improve the perception of the Division's image.
- Completed in-house cleaning and beautification project for the Administration Garage saving \$50,000
- Completed the pavement markings and installation of ceramic reflective marking on the LYMMO route.

Future Outlook

- The Parking Division will 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.
- Continue and expand marketing efforts to maximize occupancy and utilization in garages currently underutilized. Focus on cost controls and quality of service to remain competitive with other jurisdictions and private providers.
- Review alternate collection methods, such as automated collection, and present the practical options to Council for consideration.
- Continue with retrofitting of lighting systems in the garages providing for enhanced security and long-term cost savings.

Program Identifier:

⇒ Admin/Fiscal Mgmt.	#761
⇒ Surface Parking	#763
⇒ Parking Violations	#764
⇒ Garage Operations	#765-772
⇒ Centroplex Parking	#773
⇒ Event Parking	#774
⇒ Parking Operations	#775
⇒ Parking Enforcement	#776
⇒ Recreation Center Operations	#777
⇒ Non-Departmental UMTA Garages	#978
⇒ Non-Departmental Parking	#979

Public Works Department

Parking Division

Mission Statement:

To provide clean, safe, affordable, accessible parking that meets the short and long-term needs of all citizens and visitors patronizing events and the central business district through a variety of parking facilities, surface lots and on-street parking.

Program Identifier:

- ⇒ Admin/Fiscal Mgmt. #761
- ⇒ Surface Parking #763
- ⇒ Parking Violations #764
- ⇒ Garage Operations #765-772
- ⇒ Centroplex Parking #773
- ⇒ Event Parking #774
- ⇒ Parking Operations #775
- ⇒ Parking Enforcement #776
- ⇒ Recreation Center Operations #777
- ⇒ Non-Departmental UMTA Garages #978
- ⇒ Non-Departmental Parking #979

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of City-owned Garage Spaces Available for Monthly & Transient Parking Use.	3,010	3,615	3,615
Number of Inquiries Received Regarding Parking & Violation Issues.	NA	NA	1,000
Number of Parking Violations Written.	92,490	72,857	70,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Parking Utilization Rate	76%	70%	75%
Percent Decrease in Parking Complaints Over Previous Year	NA	NA	10%
Percent Decrease in Level of Vandalism Over Previous Year	5%	5%	5%
Percentage of Parking Violations Paid & Processed Compared to those Written.	78%	75%	80%

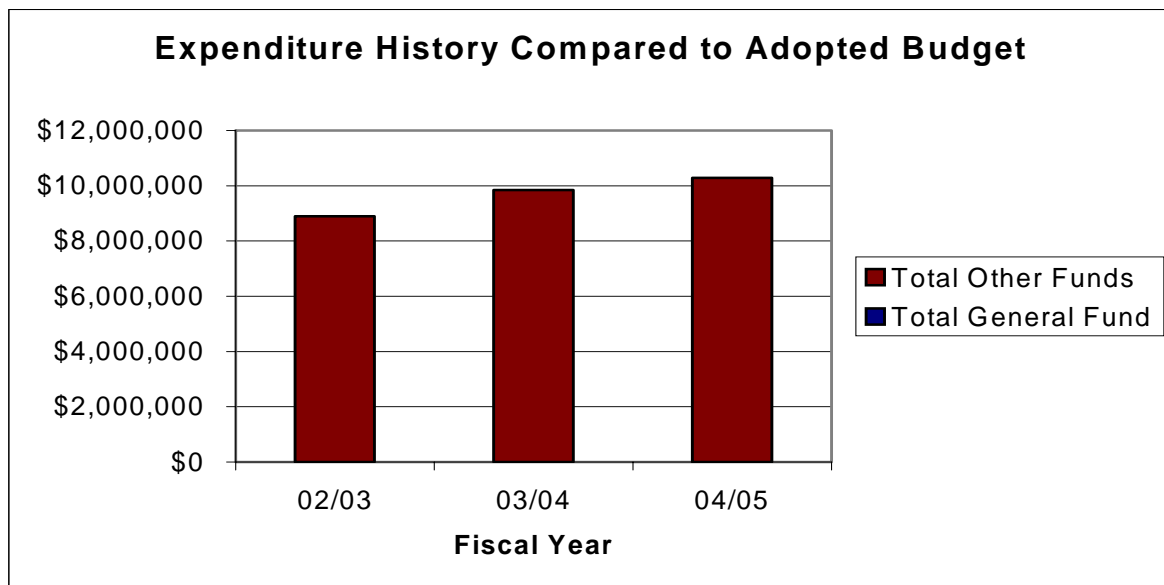
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Fund 401 Profit/Loss	\$749,665	\$25,000	\$25,000
Percent of Customers Indicating a Good to Excellent Satisfaction Level With Parking Facilities (Customer Survey)	80%	80%	80%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 180,531	\$ 200,021	\$ 174,613	\$ (25,408)	(12.70%)
772 Centroplex Garage II Operations	403,020	380,051	348,517	(31,534)	(8.30%)
978 Nondepartmental - UMTA Garages	<u>1,192,210</u>	<u>1,335,525</u>	<u>1,404,360</u>	<u>68,835</u>	5.15%
TOTAL -- TRANSPORTATION GRANT FUND	\$ 1,775,761	\$ 1,915,597	\$ 1,927,490	\$ 11,893	0.62%
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
761 Parking System Admin/Fiscal Mgmt.	\$ 770,646	\$ 691,110	\$ 715,051	\$ 23,941	3.46%
763 Surface Parking	358,138	373,163	302,708	(70,455)	(18.88%)
764 Parking Violations	770,193	363,240	364,938	1,698	0.47%
765 Central Boulevard Garage Operations	990,795	996,881	980,156	(16,725)	(1.68%)
766 Church Street Garage Operations	450,147	483,877	635,370	151,493	31.31%
767 Market Garage Operations	499,363	547,095		(547,095)	(100.00%)
768 O.C. Administration Garage Operations	367,289	419,032	493,133	74,101	17.68%
769 O.C. Courthouse Garage Operations	395,941	485,922	513,887	27,965	5.76%
770 Library Garage Operations	637,084	556,496	741,488	184,992	33.24%
773 Centroplex Parking	451,490	445,699	422,601	(23,098)	(5.18%)
774 Event Parking	270,137	242,400	127,000	(115,400)	(47.61%)
775 Parking Operations				-	
776 Parking Enforcement		380,700	340,843	(39,857)	(10.47%)
979 Nondepartmental - Parking	<u>1,163,487</u>	<u>1,945,741</u>	<u>2,724,252</u>	<u>778,511</u>	<u>40.01%</u>
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 7,124,710	\$ 7,931,356	\$ 8,361,427	\$ 430,071	5.42%
TOTAL -- PARKING DIVISION	\$ 8,900,471	\$ 9,846,953	\$10,288,917	\$ 441,964	4.49%



Public Works Department



Parking Division

Mission Statement:

To provide clean, safe, affordable, accessible parking that meets the short and long-term needs of all citizens and visitors patronizing events and the central business district through a variety of parking facilities, surface lots and on-street parking.

Program Identifier:

- ⇒ Admin/Fiscal Mgmt. #761
- ⇒ Surface Parking #763
- ⇒ Parking Violations #764
- ⇒ Garage Operations #765-772
- ⇒ Centroplex Parking #773
- ⇒ Event Parking #774
- ⇒ Parking Operations #775
- ⇒ Parking Enforcement #776
- ⇒ Recreation Center Operations #777
- ⇒ Non-Departmental UMTA Garages #978
- ⇒ Non-Departmental Parking #979

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
<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	12	11	11
763 Surface Parking	4	5	5
764 Parking Violations	15	6	6
773 Centroplex Parking	3	0	0
775 Garage Operations	54	58	58
776 Parking Enforcement	0	8	8
TOTAL -- PARKING SYSTEM REVENUE FUND	88	88	88
TOTAL -- PARKING DIVISION	91	91	91

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, public health and the City Beautiful image.

Program Identifier:

- ⇒ Solid Waste Admin. #361
- ⇒ Solid Waste Services and Billing #362
- ⇒ Container Maintenance #363
- ⇒ Community Programs #364
- ⇒ Commercial Collection #365
- ⇒ Residential & Recycling #366
- ⇒ Supplemental Staff #715

Overview of Services/Programs

The 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/Service Efforts

- Provided 46,500 residential and 8,497 commercial customers with quality collection and transportation services at a competitive price
- Attained a 40 percent diversion rate of all solid waste by developing partnerships with private recyclers.
- Converted the far southeast and Baldwin Park to automated garbage collection.
- Collected 86,746 tons of commercial waste, 47,730 tons of residential garbage, 15,462 tons of residential yard waste, and 5,673 tons of residential recycling in FY 03-04.

Future Outlook

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by conducting a pilot program for single stream recycling. The Division will pursue additional opportunities to improve collection service and reduce operating expenses through implementation of 4 automated residential garbage routes this year. This should result in improved service while eliminating the use of retained earnings to balance the annual Solid Waste budget.
- The Division will study the use of the OUC customer service tracking software in an effort to improve the response to customer requests. Our goal is to improve the efficiency in which customer service requests are processed, allow better supervisor follow-up, and provide information on service issue trends that present opportunities for improved service.

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Customers	42,103	43,366	44,667
Tons of MSW Collected	153,985	160,144	164,948
Recycled Tons Collected	5,880	6,000	6,100

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent Decrease in the Average Number of Residential and Commercial Complaints received from the current 200 per Month	NA	-10%	-10%

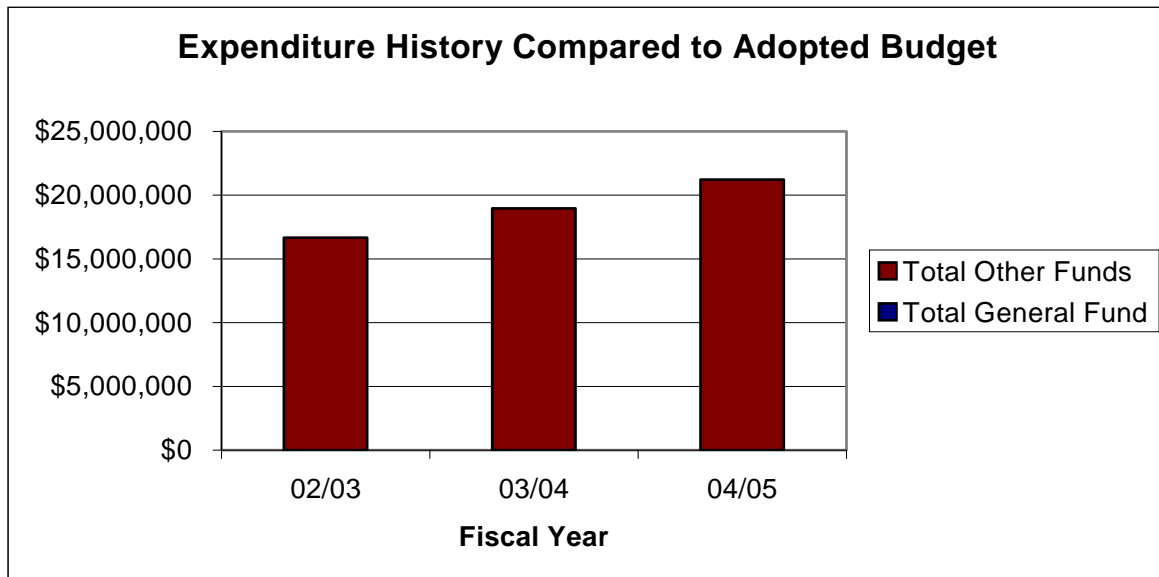
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Cost per Month per Household for Residential Solid Waste (Garbage, Yard Waste, & Recycling) Pick Up	\$14.83	\$15.13	\$16.30
Average Cost per Month per Household for Garbage Collection; Excludes Recycling & Yard Waste	\$11.11	\$12.46	\$11.80
Average Cost per Month per Household for Recycling Collection	\$3.72	\$4.47	\$4.50
Average Revenue per Month From Recycled Newsprint	\$4,674	\$4,768	\$4,695
Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$3.95	\$3.88	\$4.00
Average Revenue per Month From On-Call Claw Truck Services	\$4,250	\$4,335	\$4,290

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 312,642	\$ 850,255	\$ 881,226	\$ 30,971	3.64%
362 Solid Waste Services & Billing	265,774				
363 Container Maintenance	658,937				
364 Community Programs	213,872				
365 Commercial Collection and Transportation	6,063,349	6,902,480	7,268,967	366,487	5.31%
366 Residential & Recycling	7,681,133	8,793,411	9,058,825	265,414	3.02%
367 Customer Service & Logistics	290,065			-	
977 Nondepartmental - Solid Waste	1,158,839	1,514,648	2,959,063	1,444,415	95.36%
TOTAL -- SOLID WASTE FUND	\$ 16,644,612	\$ 18,060,794	\$20,168,081	\$ 2,107,287	11.67%
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 11,517	\$ 890,301	\$ 1,049,911	\$ 159,610	17.93%
TOTAL -- SOLID WASTE MANAGEMENT	\$ 16,656,129	\$ 18,951,095	\$21,217,992	\$ 2,266,897	11.96%



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, public health and the City Beautiful image.

Program Identifier:

- ⇒ Solid Waste Admin. #361
- ⇒ Solid Waste Services and Billing #362
- ⇒ Container Maintenance #363
- ⇒ Community Programs #364
- ⇒ Commercial Collection #365
- ⇒ Residential & Recycling #366
- ⇒ Supplemental Staff #715

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	3	14	14
362 Solid Waste Services and Billing	5	0	0
363 Container Maintenance	7	0	0
364 Community Programs	4	0	0
365 Commercial Collection and Transportation	27	34	34
366 Residential & Recycling	66	70	70
367 Customer Service & Logistics	6	0	0
TOTAL – SOLID WASTE FUND	118	118	118
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 City Supplemental Staff	20	20	20
TOTAL – SUPPLEMENTAL STAFF FUND	20	20	20
TOTAL – SOLID WASTE MANAGEMENT	138	138	138

Public Works Department

Environmental Services
Stormwater Utility Division

Mission Statement:

The Division is responsible to the citizens of Orlando for the collection and disbursement of revenues to provide funding for the construction and maintenance of stormwater related infrastructure and activities associated with preservation of the City's lakes, a valued, precious natural resource.

Program Identifier:

- ⇒ Stormwater Utility Administration #705
- ⇒ Stormwater Utility Projects #706
- ⇒ Lake Enhancement #708
- ⇒ Stormwater Management #709
- ⇒ Non-Departmental Stormwater #965

Overview of Services/Programs

The **Stormwater Utility 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 Stormwater Utility 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.

Major Accomplishments/Service Efforts

- Developed and implemented programs to meet the City's NPDES permit requirements.
- Removed 9 of 16 City lakes from the Impaired Water List thereby eliminating future regulatory requirements, by closely reviewing misapplied criteria used by the Florida Department of Environmental Protection in the implementation of the Total Maximum Daily Load (TMDL) process.
- Accepted responsibility for managing an annual \$640,000 stormwater area maintenance contract.
- Conducted a service charge rate study to insure funding will be available for the stormwater management needs of the City. City Council approved planned increases over the next five years.
- Collected ambient lake water samples and field data from 91 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.
- Maintained 90 lakes with over 17 miles of shoreline, 93 retention ponds, and 68 miles of swales, ditches and canals. Also treated 927 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.

Future Outlook

- The Stormwater Utility 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.
- The Division will continue with its quarterly ambient lake water quality monitoring within 93 City lakes, as well as monitoring sediments from the major drainage basins at locations where these basins drain away from the City, to determine water quality trends (improving water quality or degrading water quality).
- 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 and enforcement.
- The Division will increasingly involved in evaluating implementation of the TMDL process to lakes within the City to insure rules are not misapplied due to criteria or data errors.
- The Division will become increasingly involved in the management of various stormwater projects.
- The Division will implement its first rate increase since 1997 (25%). The resultant increase in revenues is expected to be approximately \$3 million.

Public Works Department

Environmental Services
Stormwater Utility Division

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Program Identifier:

- ⇒ Stormwater Utility Administration #705
- ⇒ Stormwater Utility Projects #706
- ⇒ Lake Enhancement #708
- ⇒ Stormwater Management #709
- ⇒ Non-Departmental Stormwater #965

Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Value of Stormwater Revenue Collected.	\$11.5 M	\$11.5 M	\$14.5 M
Total Number of City Lakes.	111	111	111
Total Acreage of City Lakes.	4,219	4,219	4,219
Volume (Cubic Yards) of Trash & Debris Collected from Lakes & Stormlines.	351	295	325

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Lakes With Degrading Water Quality	6.8%	6.8%	<7.0%
Percent Compliance With Standard Response Time of 1 Hour for an Illicit Discharge Report			95%
Percent Sites Inspected (Annual Inspection Rate of 80% of Available Sites)	85%	85%	85%
Percent Increase in the Number of Lakes Monitored by Lakewatch Volunteers	2.5%	11.0%	10.0%
Percent Bimonthly Inspection of all Debris Collection Devices Completed in Current Year	100%	125%	100%
Percent Revenue Allocated to Capital Projects	32%	24%	31%

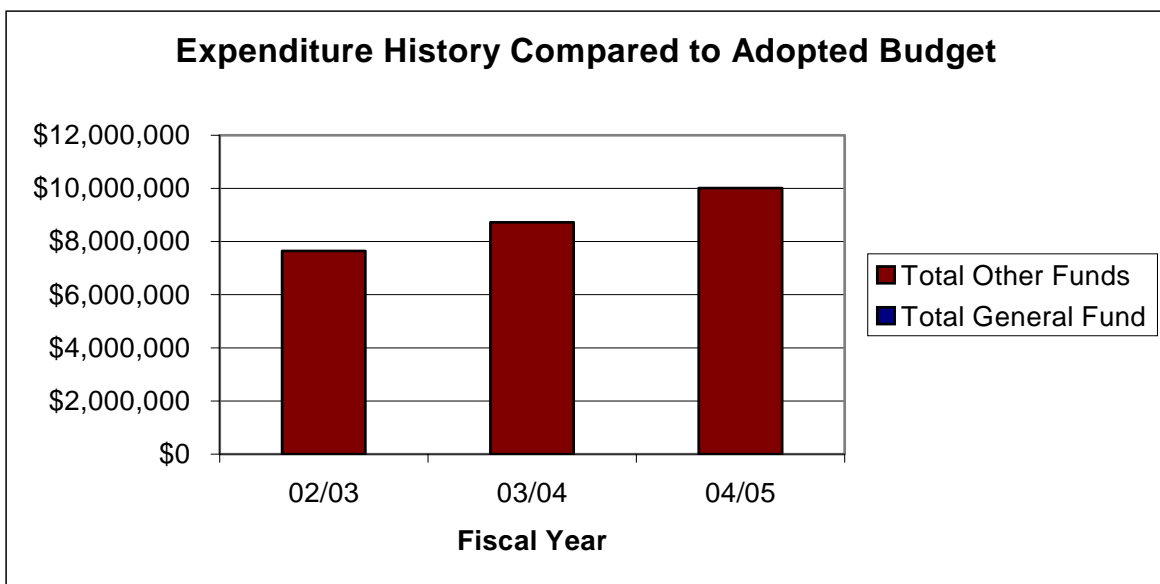
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Annual Cost per Acre to Maintain Lake Water Quality	\$352	\$350	\$350
Administrative Cost as a Percent of Revenue Collected	9.6%	10.0%	7.2%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
STORMWATER UTILITY FUND #428					
Environmental Services/Stormwater Utility Division:					
705 Streets, Drainage & Stormwater Utility Admin.	\$ 960,141	\$ 1,172,508	\$ 577,546	\$ (594,962)	(50.74%)
708 Lake Enhancement	1,381,529	1,458,318	2,151,001	692,683	47.50%
709 Stormwater Management	2,229,680				
965 Nondepartmental - Stormwater	3,075,262	6,090,337	7,280,619	1,190,282	19.54%
TOTAL -- STORMWATER UTILITY FUND	\$ 7,646,613	\$ 8,721,163	\$10,009,166	\$ 1,288,003	14.77%



STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
STORMWATER UTILITY FUND #428			
Environmental Services/Stormwater Utility Division:			
705 Streets, Drainage & Stormwater Utility Admin.	5	5	5
708 Lake Enhancement	17	17	17
709 Stormwater Management	29	0	0
TOTAL -- STORMWATER UTILITY FUND	51	22	22

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 the safe, effective, cost efficient conveyance and reclamation of wastewater and the careful design of systems additions and modifications.

Program Identifier:

⇒ Wastewater Admin.	#341
⇒ Wastewater Billing	#342
⇒ Wastewater Technical Support	#343
⇒ System Evaluation and Maintenance	#344
⇒ Wastewater PM/CM	#347
⇒ Water Conserv I	#351
⇒ Water Conserv II	#352
⇒ Iron Bridge	#353
⇒ Lift Station Operations	#354
⇒ Environmental Control	#355
⇒ Non-Departmental Wastewater	#975

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, project and construction management for capital facilities, operation and maintenance of the wastewater collection system, and customer service related to sewer billing.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (40 mgd), the Conserv I Water Reclamation Facility (7.5 mgd), the Conserv II Water Reclamation Facility (25 mgd), and 192 lift stations located throughout the City. The Environmental Control program regulates and monitors industrial discharges and oversees environmental studies, evaluations and remediation projects within the City's limits.

Major Accomplishments/Service Efforts

- In preparation of major service expansion in the southeast area, the Division proceeded 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 capacity needs beyond the year 2025.
- The Division played an integral part in the program to square off City boundaries through the annexation process. Many of the areas involved are residential and requested the extension of sewer service as a condition of annexation.
- In the area of sewer maintenance, the Division focused on ways to improve the cost and time efficiency associated with making point repairs to the collection system. The Division explored the use of trenchless repair technology, methods of repair that could be performed internal to the pipeline by using closed circuit TV equipment. Staff tested and adopted a method of repair using resin impregnated sleeves. With this process, the sleeve can be installed by a three-man crew, without excavation, in approximately one fifth the time and cost needed for traditional point repairs.
- Conveyed, treated and reused approximately 16 billion gallons of wastewater.
- Ongoing Re-rate Studies at Iron Bridge, increasing 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.
- Formed the Industrial Automation Group which has begun to reconfigure the SCADA system at the treatment plants to improve operations and process control.

Public Works Department

Environmental Services
Wastewater Division

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- ⇒ Environmental Control #355
- ⇒ Non-Departmental Wastewater #975

Future Outlook

Engineering/Maintenance

- Wastewater Division—Engineering/Maintenance staff is working closely with the Orlando Utilities Commission (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.
- From a regional perspective, the St. Johns River Water Management District (SJRWMD) is working with the City to secure funding for a possible interconnection between the Iron Bridge reclaimed water network and other systems in need of additional water supplies. Until OUC secures its own future, however, the Division will be unable to commit reclaimed water resources elsewhere.
- The City is continuing its efforts to annex adjoining, unincorporated areas to square off City boundaries and, thus, improve the efficiency of services. The Division anticipates the need to secure engineering services for additional sewer system extension design work. In a recent referendum, 5 out of 6 neighborhoods voted to annex into the City. Four of these areas will require extensions of sewers
- Staff will continue to evaluate new means of performing system repairs in an effort to boost productivity. Currently under investigation is a system for performing internal lateral repairs using resin-impregnated materials. With proper training, City crews should be able to double their productivity in repairing damaged or leaking lateral services.

Process/Operations

- Wastewater Division—Process/Operations staff will continue to evaluate methods to modify the Conserv II dewatering process in an effort to increase cake solids from 12% to 18%. If successful, the estimated savings are \$75,000 annually, recurring after a 1 to 2 year payback period.
- Continue the Iron Bridge Re-rate Studies to seek modification of traditional operating protocols, thus allowing for incremental increases in treatment capacity without construction of expanded facilities.
- Continue the Iron Bridge SCADA project development and implementation. Strong Division staff involvement is estimated to save the City nearly \$1,000,000 over the 3-year installation period of the project.
- Installation at Iron Bridge of new belt filter press dewatering equipment will save the City over \$200,000 annually in Operations & Maintenance costs by eliminating the gravity belt thickening process. New belt presses will increase cake solids from the current 16-17% to 21%, saving over \$300,000 annually in reduced lime usage for stabilization and biosolids hauling costs.
- The Division will implement the operation of the Conserv I facility with an unattended evening and/or midnight shift. All critical process performance data and effluent quality information would be continuously transmitted to the staffed Conserv II facility via SCADA system for monitoring and response. An application will be filed with FDEP to modify the facility Operating Permit to allow for the unattended operation.
- Division staff will pursue alternative methods and options for biosolids treatment and beneficial use.

Public Works Department

Environmental Services
Wastewater Division

Mission Statement:

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Wastewater Engineering/Maintenance Section
Selected Service Indicators

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Number of Miles of Main Wastewater Lines.	873	875	877
Number of Stopped Sewer Calls.	339	396	400
Number of Main Line Repairs.	65	20	60
Number of Line Locations.	15,897	17,232	18,000
Number of Feet TV'ed.	407,974	374,320	400,000
Number of Feet of Sewer Line Cleaned.	1,039,199	1,319,204	1,300,000

Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Percent of Calls Responded to Within 1 Hour of Notice During Regular Schedule Work Hours	98%	98%	98%
Percent of Damaged Lateral Restored to Service Within 24 Hours	96%	95%	95%
Percent of Damaged Main Lines Restored to Service Within Three Days	96%	98%	98%

Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Average Office Cost per Stopped Sewer Call (Includes Call Out, Report & Follow Up)	\$19.40	\$18.11	\$17.00
Average Field Response Cost per Stopped Sewer Call (Includes all Travel and Investigation Time)	\$456	\$475	\$475
Average Cost to Repair and Return a Main Line to Service	\$4,592	\$5,000	\$4,750
Average Cost to Repair a Force Main	\$4,319	\$4,500	\$4,500
Average Cost to Respond to a Sewer Overflow	\$479	\$500	\$300
Average Cost per Foot to Construct New Gravity Sewer Lines	\$105	\$90	\$100
Average Cost per Foot to TV a Line	\$0.91	\$1.00	\$0.80
Average Cost to Test and Seal One Sewer Line Joint	\$14.25	\$15.00	\$15.00
Average Cost per Foot to Clean a Sewer Line	\$0.69	\$0.73	\$0.70
Average Cost to Maintain and Copy a GIS Drawing	\$4.04	\$4.25	\$2.00
Average Cost per Sunshine Ticket	\$3.48	\$2.50	\$2.50
Average Cost to Locate a Sunshine Line	\$20.83	\$21.50	\$32.00
Average Cost per Foot to Smoke Test Sewer Lines	\$3.59	\$3.75	\$3.00

Public Works Department

Environmental Services
Wastewater Division

Mission Statement:

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- ⇒ Non-Departmental Wastewater #975

Wastewater Process/Operations Section
Selected Service Indicators

	FY02/03	FY03/04	FY04/05
	Actual	Estimated	Proposed
Millions of Gallons Treated.	16,489 M	15,966 M	16,805 M
Millions of Gallons Pumped.	11,926 M	11,306 M	11,512 M
Number of Lift Stations.	195	201	205
Number of Utility Customers.	68,996	70,123	71,525

Selected Effectiveness Indicators and Outcome Targets

	FY02/03	FY03/04	FY04/05
	Actual	Estimated	Proposed
Percent Compliance with Federal & State Permit Standards for Wastewater Process Performance	99.93%	99.99%	100%
Percent Completion of Scheduled Reclamation Facility Preventive Maintenance Tasks	98%	96%	95%
Percent Completion of Scheduled Lift Station Inspections	86%	90%	90%
Percent Completion of Scheduled Lift Station Preventive Maintenance Tasks	93%	94%	95%
Percent Compliance with Federal & State Permit Standards Regarding Industrial Contamination	100%	100%	100%

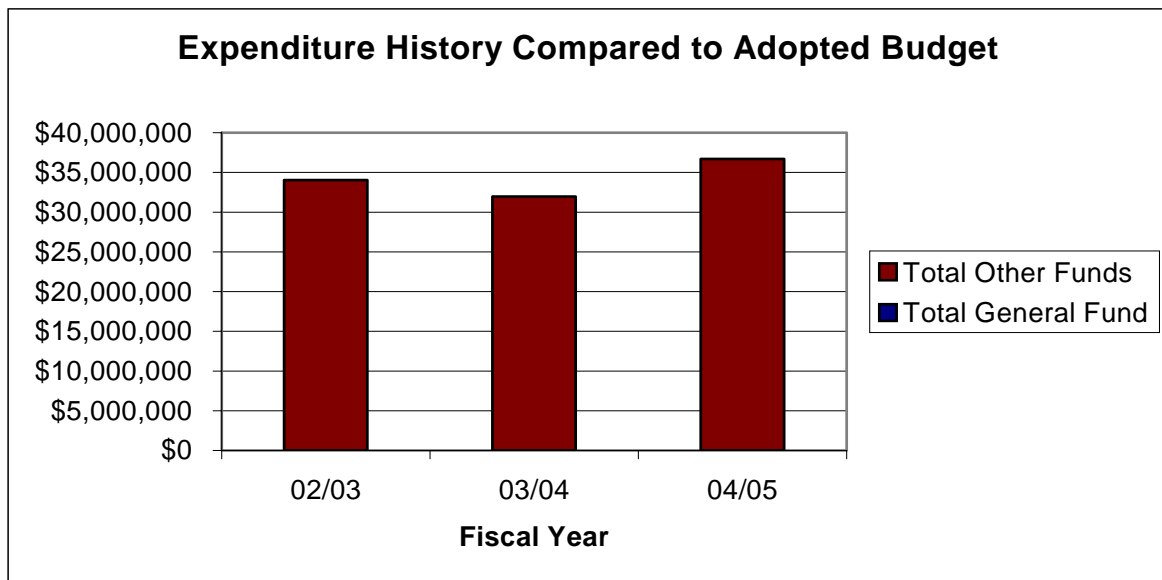
Selected Activities and Efficiency of Service Level:

	FY02/03	FY03/04	FY04/05
	Actual	Estimated	Proposed
Average O&M Cost per 1,000 Gallons of Wastewater Treated	\$1.10	\$1.00	\$1.04
Cost of Plant O&M Staff per Million Gallons of Wastewater Treated	\$328	\$389	\$375
Cost of O&M Staff per Million Gallons of Wastewater Pumped	\$113	\$103	\$112
Revenue Generated per Dollar of Staff Time	\$22.14	\$10.61	\$10.50
Revenue to Budget Ratio	1.64%	1.86%	2.03%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change to Adopted Revised	% Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,606,703	\$ 1,426,162	\$ 1,653,860	\$ 227,698	15.97%
342 Wastewater Billing	313,309	282,465	292,072	9,607	3.40%
343 Wastewater Technical Support	655,278	498,600	469,195	(29,405)	(5.90%)
344 System Evaluation & Maintenance	4,176,338	3,852,181	3,948,216	96,035	2.49%
347 Wastewater PM/CM Services		922,201	805,943	(116,258)	(12.61%)
Wastewater Process/Operations Section					
351 Water Conserv I	2,402,107	2,428,491	2,464,750	36,259	1.49%
352 Water Conserv II	7,200,284	6,437,988	6,570,753	132,765	2.06%
353 Iron Bridge	9,315,755	9,183,430	9,059,742	(123,688)	(1.35%)
354 Lift Station Operations	3,342,912	2,951,764	2,958,400	6,636	0.22%
355 Environmental Control	611,689	661,664	639,054	(22,610)	(3.42%)
975 Nondepartmental - Wastewater	4,398,824	3,319,338	7,848,032	4,528,694	136.43%
TOTAL -- WASTEWATER REVENUE FUND	\$ 34,023,198	\$ 31,964,284	\$36,710,017	\$ 4,745,733	14.85%



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 the safe, effective, cost efficient conveyance and reclamation of wastewater and the careful design of systems additions and modifications.

Program Identifier:

- ⇒ Wastewater Admin. #341
- ⇒ Wastewater Billing #342
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- ⇒ Non-Departmental Wastewater #975

STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	16	17	17
342 Wastewater Billing	5	5	5
343 Wastewater Technical Support	9	7	7
344 System Evaluation & Maintenance Section	45	45	45
347 Wastewater PM/CM Services	0	10	10
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	20	20	20
352 Water Conserv II	29	29	29
353 Iron Bridge	55	54	54
354 Lift Station Operations	23	23	23
355 Environmental Control	10	9	9
TOTAL – WASTEWATER REVENUE FUND	212	219	219

Debt



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Table of Contents

Debt Service Overview	2
Rating Agency Analysis	3
Description of Debt Outstanding	5
Bond Issues and Loans Outstanding	8
Summary of Debt Service Requirements to Maturity	10

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>9/30/2002</u>	<u>9/30/2003</u>
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures			
Debt Limit (within the covenant program limit)	20% max		
Goal / Target	10% max	7.4%	6.6%
Weighted Average Maturity of Debt Program(s):			
Self Supporting	15 yr max	8.5	7.9
Non-Self Supporting	12 yr max	5.6	5.5
General Government Direct Debt per Capita	\$850 max	\$536	\$488
Net Direct Debt as a Percentage of Ad Valorem Property Values			
General Government	2.5% max	0.9%	0.8%
Total Tax Supported	3.5% max	2.1%	1.9%
General Fund Reserve as a Percentage of the Current Year's Operating Budget	10% min	26.9%	27.7%

While the City currently operates well within these targets, 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 Section III of this document.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Comprehensive Annual Reports located at: www.cityoforlando.net/admin/accounting/reports.htm.

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
Predominantly Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

Note: Fitch and Standard and Poor's may use a "+" or "-" to modify ratings; Moody's may use a numerical modifier, with "1" being the highest.

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 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 2002	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 will use 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 been rated similarly to its long-term debt as high quality. The table below contains the most recent grades assigned to the City's short-term debt:

City of Orlando Debt Ratings

	<u>Standard</u>		
	<u>Moody's</u>	<u>and Poor's</u>	<u>Fitch</u>
Capital Improvement Commercial Paper Notes, 1994 Series A	VMIG1	A1+	F1+

Additional information on the debt rating process can be obtained from the each of the rating agencies at:

Moody's	www.moody.com
Standard and Poor's	www.standardandpoors.com
Fitch	www.fitchibca.com

Debt

DESCRIPTION OF DEBT OUTSTANDING

The following lists the City's debt obligations and commitments as of September 30, 2004.

Primary Government:**Proprietary Funds:****Wastewater System Revenue Bonds Program**

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.

Parking Revenue Bonds:**Parking System Revenue Bonds (Series 1994) Program**

The City operates 8,380 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 partial subsidy for the Lymmo project (free Downtown transit).

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 occupational license revenue. This secondary commitment can be eliminated at any time by meeting an extraordinary 150% debt service coverage test for two consecutive fiscal years.

General Long-Term Debt Bonds:**Downtown CRA District****CRA Revenue Bonds Program**

The property tax increment received by the CRA on property within the downtown Community Re-development 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. The CRA has incurred an additional junior lien obligation for the Arena projects and any additional debt incurred would have to be addressed in addition to this obligation.

Republic Drive CRA District**Republic Drive Tax Increment Financing Revenue Bonds (Series 2002)**

The \$45,620,000 Republic Drive (Universal Studios 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.

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Debt

DESCRIPTION OF DEBT OUTSTANDING

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 provide three years of capitalized interest and are expected (assuming the developer's forecasted development time line) to be repaid from either paid/or pre-paid transportation impact fees. 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 bonds. In either circumstance, the special assessment lien on the property would be released.

While the Developer has an inherent risk of having to pay debt service (by special assessment) on both the Series A and B bonds (after the 3 year capitalized interest period), the amount, and term of that risk are inversely related to the desire to encourage and accelerate development on the site.

Component Unit:

Civic Facilities Authority (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.

Guaranteed Entitlement Revenue Bonds (Series 1976)

The CFA is liable to the City for all amounts paid for principal and interest as required by this issue as a result of the operation and management agreement. The guaranteed entitlement portion of State Revenue Sharing Funds and other legally available non-ad valorem tax funds of the City are pledged to secure these outstanding bonds.

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, and the Covenant Commercial Paper Program. The loan documents, between the Internal Loan Fund and the various recipient funds, set forth expectations for project use, principal amortization, if appropriate, and revenue source(s) for repayment.

Each of the amortizing loans is structured assuming a seven percent level debt service principal repayment. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) with a brief explanation of the project:

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- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Debt

DESCRIPTION OF DEBT OUTSTANDING

Arena Loans

The original \$25,200,000 loan is being amortized over a 20-year period and will be repaid from operations and annual contributions, if required, from the General Fund.

City Hall Loans

The \$36,000,000 City Hall officially opened in April, 1992. The loan is being amortized over 20 years.

City Hall Garage Loans

The loan provides for the City's share of the construction of the joint City/CNL garage (the City owns 40%). This loan will be amortized over 15 years.

CRA Market-Rate Housing

Of the anticipated \$13,000,000 Downtown market-rate housing incentives, \$11,045,000 has been loaned to date.

CRA Parramore Housing/Office Complex

Of the anticipated \$12,500,000 Parramore area housing/office complex incentives, \$11,990,000 has been loaned to date.

Hotel Incentive Related Special Assessment Loans

The Special Assessment debt service may be partially offset by the CRA Downtown district use of a share of related incremental revenue.

John Young Parkway

Of the original \$10,027,400 loan, \$6,050,000 has been repaid and the remaining \$3,977,400 is being amortized over 15 years.

Narcoossee Road

The 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.

Lee Vista Road Extension

To finance the City's participation in a road project which will be amortized over 20 years.

Parking System Loan

The loans provide for the Parking System's share in the Courthouse (\$4,536,500) and Administration (\$5,400,000) garages, respectively. During 2001/2002 a new \$6,000,000 loan was made to finance the System's share of the Courthouse garage expansion.

Parks/Open Space Initiative Loan

In 2002 the City issued a \$33,690,000 covenant bond to finance the \$35,500,000 1999 parks initiative which also refinanced \$9,100,000 in related internal loans. The loan will be amortized over 15 years on a level principal basis.

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 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Debt

Individual Bond Issues and Loans Outstanding as of September 30, 2004

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 43,505,000	2.125-5.125%	\$ 3,335,356
Conroy Rd. Series 1998A	Conroy Rd. Interchange	28,010,000	28,010,000	5.50-5.80%	2,284,820
Community Redevelopment Agency Series 2002	Refunding	12,500,000	11,335,000	2.75-4.75%	1,144,223
Community Redevelopment Agency Series 2004	Refunding	9,855,000	9,855,000	1.65-2.50%	1,625,250
Total		<u>95,985,000</u>	<u>92,705,000</u>		
Internal Loan Fund --					
Sunshine State					
Governmental Financing Commission Loan	Provides Interfund Loanable Proceeds	47,371,338	43,071,338	(1)	(2)
Sunshine State Governmental					
Financing Commission Taxable Series H	Downtown garage Construction	21,630,000	21,630,000	(1)	(2)
Capital Improvement Commercial Paper Notes - 1994 Series A	John Young Parkway Construction	18,100,000	18,100,000	(1)	(2)
Capital Improvement Refunding Special Revenue Bonds, Series 1998A	Refunding	51,780,000	48,635,000	3.65-5.75%	7,389,125
Capital Improvement Special Revenue Bonds, Series 1998B	Narcoossee Road Construction	22,650,000	15,100,000	3.80-5.00%	2,144,578
Capital Improvement Special Revenue Bonds, Series 2002	Parks, etc. construction	33,690,000	28,690,000	3.00-4.00%	4,359,973
Capital Improvement Special Revenue Bonds, Series 2004	Parks, etc. construction	15,070,000	15,070,000	4.00-5.00%	2,046,506
Total		<u>210,291,338</u>	<u>190,296,338</u>		
Total Governmental Activities		<u>\$ 306,276,338</u>	<u>\$ 283,001,338</u>		
Business-Type Activities					
Wastewater Revenue Bonds --					
Senior Debt Issues:					
1997A	Wastewater Treatment and Distribution	39,430,000	36,040,000	(3)	
1997C		40,135,000	31,385,000	3.65-5.20%	
2002A		46,970,000	44,620,000	3.00-4.00%	
2003A		26,450,000	26,450,000	2.00-3.625%	
Total Wastewater Senior Debt Issues			<u>152,985,000</u>	<u>138,495,000</u>	
Parking Revenue Bonds --					
1994 Series A	Refunding	15,040,000	15,040,000	2.00-4.00%	1,972,360
Total Business-Type Activities		<u>\$ 168,025,000</u>	<u>\$ 153,535,000</u>		
COMPONENT UNIT:					
Civic Facilities Authority					
CFA Revenue Bonds Series 1973	Expansion of Florida Citrus Bowl	\$ 4,200,000	\$ 1,430,000	6.75%	316,676
Guaranteed Entitlement Revenue Bonds Series 1976		2,800,000	390,000	5.25-5.75%	206,962
Total Bonds Payable Component Unit		<u>\$ 7,000,000</u>	<u>\$ 1,820,000</u>		

- (1) These variable rate bonds and loans are subject to a 15% interest rate cap. The tax-exempt and taxable Commission Loans and the Commercial Paper Notes had interest rate of 1.399%, 1.646% and 1.284% respectively on September 30, 2004.
- (2) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.
- (3) Interest was computed at 4.536%, which is the CPI-Urban used for the October 1, 2004 payment and assumed Spreads as follows: 1.17% (2004); 1.21% (2005); 1.23% (2006); and 1.25% (2007). The Muni CPIs maturing on October 1, 2015 are assumed to be remarketed on October 1, 2007 at a spread of 1.25%. This resulted in estimated rates of 5.726% to 5.786%.

Debt



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- General Administration
- Housing
- Mgmt., Budget & Accounting
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- Public Works

Debt

Summary of Debt Service Requirements to Maturity

Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Special Assessment Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds	Wastewater (1) Revenue Bonds
2005	\$ 2,764,941	\$ 2,280,690	\$ 3,332,894	\$ 9,043,981	\$ 16,053,286
2006	2,643,523	2,283,840	3,333,994	9,001,176	15,916,892
2007	2,636,514	2,284,790	3,334,244	8,959,721	15,920,457
2008	2,643,699	2,283,540	3,335,056	5,780,341	15,862,820
2009	2,632,855	2,280,090	3,331,806	5,741,960	15,843,963
2010	2,632,202	2,284,440	3,333,081	5,601,880	15,796,857
2011	2,634,418	2,281,040	3,330,444	5,520,248	15,725,657
2012	1,135,461	2,282,390	3,333,756	5,376,783	15,675,362
2013	1,127,555	2,280,550	3,335,356	5,286,332	15,812,299
2014	1,127,005	2,280,520	3,334,156	5,213,686	15,756,395
2015	1,128,393	2,282,010	3,334,344	3,649,396	15,740,660
2016	1,131,515	2,279,730	3,334,662	3,648,127	4,430,000
2017	1,126,125	2,283,680	3,334,856	6,953,366	-
2018	-	2,283,280	3,334,669	8,834,653	-
2019	-	2,283,530	3,333,844	8,827,528	-
2020	-	2,284,140	3,332,125	8,815,903	-
2021	-	2,284,820	3,334,256	8,817,272	-
2022	-	2,280,280	3,334,725	8,811,529	-
2023	-	2,280,520	3,333,625	7,736,472	-
2024	-	2,279,960	3,332,737	1,445,528	-
2025	-	2,283,310	3,335,025	6,352,528	-
2026	-	2,279,990	-	6,177,198	-
2027	-	-	-	6,001,867	-
2028	-	-	-	5,826,537	-
2029	-	-	-	5,651,206	-
2030	-	-	-	5,475,875	-
2031	-	-	-	5,300,545	-
2032	-	-	-	4,815,214	-
2033	-	-	-	1,560,951	-
	<u>\$ 25,364,206</u>	<u>\$ 50,207,140</u>	<u>\$ 70,009,655</u>	<u>\$ 180,227,803</u>	<u>\$ 178,534,648</u>

(1) For the Series 1997A Bonds, interest was computed at 4.536%, which is the CPI-U used for October 1, 2004 payment and assumed spreads as follows: 1.19% (2004); 1.21% (2005); 1.23% (2006) and 1.25% (2007). The Muni CPIs maturing on October 15, 2015 are assumed to be remarketed on October 1, 2007 at a spread of 1.25%. This resulted in estimated rates of 5.726% to 5.786%.

Debt

Summary of Debt Service Requirements to Maturity

Parking Revenue Bonds	Total Principal & Interest	Civic Facilities Authority Bonds (2)	Total Principal & Interest Reporting Entity	Fiscal Year
\$ 1,433,910	\$ 34,909,702	\$ 523,488	\$ 35,433,190	2005
1,972,360	35,151,785	522,426	35,674,211	2006
1,969,860	35,105,586	315,812	35,421,398	2007
1,963,335	31,868,791	313,938	32,182,729	2008
1,966,647	31,797,321	311,050	32,108,371	2009
1,963,905	31,612,365	192,150	31,804,515	2010
1,963,969	31,455,776	-	31,455,776	2011
1,953,638	29,757,390	-	29,757,390	2012
1,948,531	29,790,623	-	29,790,623	2013
-	27,711,762	-	27,711,762	2014
-	26,134,803	-	26,134,803	2015
-	14,824,034	-	14,824,034	2016
-	13,698,027	-	13,698,027	2017
-	14,452,602	-	14,452,602	2018
-	14,444,902	-	14,444,902	2019
-	14,432,168	-	14,432,168	2020
-	14,436,348	-	14,436,348	2021
-	14,426,534	-	14,426,534	2022
-	13,350,617	-	13,350,617	2023
-	7,058,225	-	7,058,225	2024
-	11,970,863	-	11,970,863	2025
-	8,457,188	-	8,457,188	2026
-	6,001,867	-	6,001,867	2027
-	5,826,537	-	5,826,537	2028
-	5,651,206	-	5,651,206	2029
-	5,475,875	-	5,475,875	2030
-	5,300,545	-	5,300,545	2031
-	4,815,214	-	4,815,214	2032
-	1,560,951	-	1,560,951	2033
<u>\$ 17,136,155</u>	<u>\$ 521,479,607</u>	<u>\$ 2,178,864</u>	<u>\$ 523,658,471</u>	

(2) Orange County Civic Facilities Authority Fund.

Debt



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- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Capital Improvements

Table of Contents

Capital Improvement Program Procedure	2
Definition of a Capital Improvement	3
Capital Improvement Program by Fund 2004/2005	4
Capital Improvement Program by Fund 2004-2009	9
Capital Improvement Budget by Project Type	19
Description of Major Funded, Nonroutine Projects	29
Estimated Operating Budget Impacts Funded, Nonroutine Capital Projects	30
Estimated Operating Budget Impacts Unfunded, Nonroutine Capital Projects	31

Requirement:

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

Definition:

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.

Capital Improvements

In accordance with the City Charter and 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

Requirement:

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

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

After compilation of the requests, projects are reviewed by staff members from Management, Budget and Accounting and the Economic Development Department, as well as by the Mayor's Cabinet. 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. These levels of service are established in the City's Growth Management Plan. The five-year schedule is called the Capital Improvements Element (CIE), which is a part of the over-all Capital Improvement Program. 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 prepared by Management, Budget and Accounting. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

Definition:

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.

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 Capital Improvements Element. The CIE is updated annually through the CIP process and can be amended twice a year through the Growth Management Plan Amendment process.

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

Capital Improvements



Requirement:

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



Definition:

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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 renovation costing less than \$100,000 are excluded from the Capital Improvement Program.

Details of the entire financing plan along with project details can be found in the companion City publication entitled *2004-2009 Capital Improvement Program*.

The 2004/2005 Capital Improvement Program by Fund schedule found on the following pages 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

Capital Improvements



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FY 2004/2005 Capital Improvement Program by Fund

	Amount	Function	CIE
Capital Improvement Fund (project and funding budgeted)			
Brick Street Asphalt Removal	\$ 400,000	TRA	N
Building Repair and Rehabilitation	300,000	GEN	N
Curb Ramps	100,000	TRA	N
Decorative Lighting	25,000	TRA	N
Filtration Conversions and Pool Resurfacing	100,000	REC	N
Lake Baldwin Park	1,000,000	REC	Y
Miscellaneous Sidewalk Repair	300,000	TRA	N
Neighborhood Parks and Playgrounds Renovation	100,000	REC	N
Neighborhood Traffic Management/Traffic Calming	600,000	TRA	N
Park Signage	25,000	REC	N
Pavement Marking and Signage Upgrade Program	100,000	TRA	N
Pavement Rehabilitation	500,000	TRA	N
Pole and Mast Arm Repair & Replacement	100,000	TRA	N
Traffic Signal Refurbishing Program	<u>150,000</u>	TRA	N
Capital Improvement Fund Total	\$ 3,800,000		
Gas Tax (project and funding budgeted)			
Area Wide Signal System Upgrading	\$ 292,375	TRA	Y
Baldwin Park Agreement	100,000	TRA	N
LYNX Annual Contribution	3,978,375	TRA	Y
Pavement Rehabilitation	<u>1,500,000</u>	TRA	N
Gas Tax Total	\$ 5,870,750		
Internal Loan Fund (project and funding not budgeted)			
Fire Station #16 (Lake Nona)	\$ 275,000	PSF	N
Fire Station #17 (Baldwin Park)	275,000	PSF	N
Orlando Operations Center (O.O.C.)	1,651,000	PSF	N
Public Safety Building	<u>5,000,000</u>	PSF	N
Internal Loan Fund Total	\$ 7,201,000		

Capital Improvements



Requirement:

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Definition:

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.



FY 2004/2005 Capital Improvement Program by Fund

	Amount	Function	CIE
Other Funds (project and funding not budgeted)			
Central Blvd. Garage Maintenance	\$ 100,000	TRA	N
Centroplex I and II Maintenance and Beautification	550,000	TRA	N
Citrus Bowl Improvements	74,800	REC	N
Conserv II Diffuser Replacement	24,000	WAS	N
Eastern Regional Reclaimed Water System	11,605,942	WAS	Y
Facade Grant Program	40,000	ECD	N
Iron Bridge 15KV Generator	882,603	WAS	N
Iron Bridge RBC Replacement	10,531,459	WAS	Y
Iron Bridge SCADA System Replacement	291,587	WAS	Y
Iron Bridge Sludge Processing Modifications	2,239,463	WAS	N
Lake Nona South Park	500,000	REC	Y
LYNX Annual Contribution	25,000	TRA	N
Orlando Easterly Wetlands Restoration	241,700	WAS	N
Water Conserv II Air Supply Stream Separation	10,000	WAS	N
Water Conserv II Effluent Disposal Expansion	789,229	WAS	Y
Water Conserv II Effluent Filter Replacement	71,712	WAS	N
Water Conserv II Master Pump Station Improvements	<u>341,494</u>	WAS	Y

Other Funds Total \$ 28,318,989

Service Charges (project and funding not budgeted)

Commercial Collection Vehicles	\$ 161,124	SOL	Y
Iron Bridge RBC Replacement	11,254,761	WAS	Y
Iron Bridge SCADA System Replacement	311,613	WAS	Y
Residential/Recycling Collection Vehicles	165,000	SOL	Y
Sewers-Misc. Repair, Replacement, Upgrade	300,000	WAS	Y
Water Conserv I Parallel Forcemain	15,011,554	WAS	Y
Water Conserv II Effluent Filter Replacement	1,721,088	WAS	Y
Water Conserv II Master Pump Station Improvements	8,195,866	WAS	Y
Water Conserv II Painting	<u>175,000</u>	WAS	N

Service Charges Total \$ 37,296,006

Capital Improvements



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Definition:

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FY 2004/2005 Capital Improvement Program by Fund

	Amount	Function	CIE
Sewer Capacity Charges (project and funding not budgeted)			
Conserv II Diffuser Replacement	\$ 576,000	WAS	N
Dubsread Area Sewers	1,306,328	WAS	Y
Eastern Regional Reclaimed Water System	21,378,082	WAS	Y
Iron Bridge 15KV Generator	943,221	WAS	N
Iron Bridge Sludge Processing Modifications	2,393,270	WAS	N
Lake Fairview Area Sewers	5,044,134	WAS	Y
Lift Station #69 - VFD's	396,750	WAS	N
Lift Station #85 - VFD's	247,250	WAS	N
LS #37 Improvements	441,702	WAS	N
Michigan Area Sewers	815,440	WAS	Y
Miscellaneous Neighborhood Sewers	4,491,752	WAS	N
Narcoossee Road Sewers	3,028,872	WAS	Y
Orlando Easterly Wetlands Restoration	258,300	WAS	N
Replacement of Lift Stations SCADA/Telemetry	345,000	WAS	N
Silver Star Road Forcemain	172,028	WAS	N
Water Conserv II Additional Clarifiers	550,000	WAS	N
Water Conserv II Air Supply Stream Separation	240,000	WAS	N
Water Conserv II Effluent Disposal Expansion	789,229	WAS	Y
Water Conserv II Local Area Reclaimed Water	1,282,175	WAS	Y
Windsong Estates Sewer Improvements	<u>1,068,500</u>	WAS	N
Sewer Capacity Charges Total	\$ 45,768,033		
State Aid (project and funding not budgeted)			
Conway Road-Hoffner to Beeline Expressway	\$ 8,085,000	TRA	Y
Lake Ivanhoe Park Sidewalk (West side of I-4)	200,000	TRA	N
Transportation Studies	149,000	TRA	N
Wadeview Park Renovation	<u>200,000</u>	REC	N
State Aid Total	\$ 8,634,000		

Capital Improvements



Requirement:

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



Definition:

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FY 2004/2005 Capital Improvement Program by Fund

	Amount	Function	CIE
Stormwater Utility (project and funding budgeted)			
Al Coith/Euclid/Gore Drainage Improvements	\$ 400,000	STR	N
Albert Shores Storm Drainage Improvements	175,000	STR	N
Dubsdread Drainage Improvements	208,579	STR	N
Fairview Shores Stormwater Improvements	108,579	STR	N
Lake Enhancement Improvements	200,000	STR	Y
Parramore Stormwater Treatment Facility	2,059,237	STR	Y
Sandbar Removal	100,000	STR	N
Southport Drainage Improvements	100,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	150,000	STR	N
Stormwater System Evaluation	100,000	STR	N
System Repair and Rehabilitation	425,000	STR	Y
Underdrain Construction	100,000	STR	N
Vineland Road Drainage Improvements	<u>362,679</u>	STR	N
Stormwater Utility Total	\$ 4,539,074		
Tax Increment Financing (project and funding budgeted)			
FAMU Project Streetscape	\$ 100,000	TRA	N
Parramore Stormwater Park	<u>500,000</u>	REC	N
Tax Increment Financing Total	\$ 600,000		
Transportation Impact Fees (project and funding budgeted)			
Narcoossee Rd. Debt Service	<u>\$ 850,000</u>	TRA	N
Transportation Impact Fees Total	\$ 850,000		
Total	<u>\$142,877,852</u>		

Capital Improvements



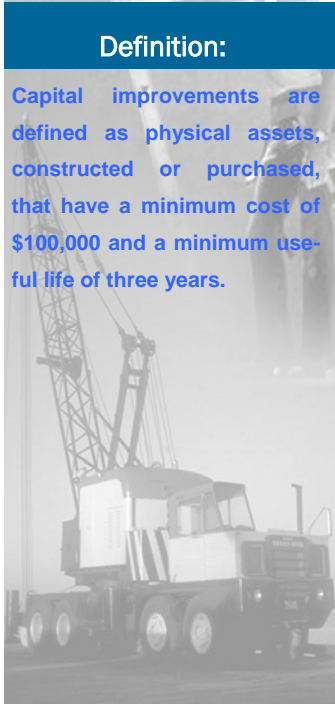
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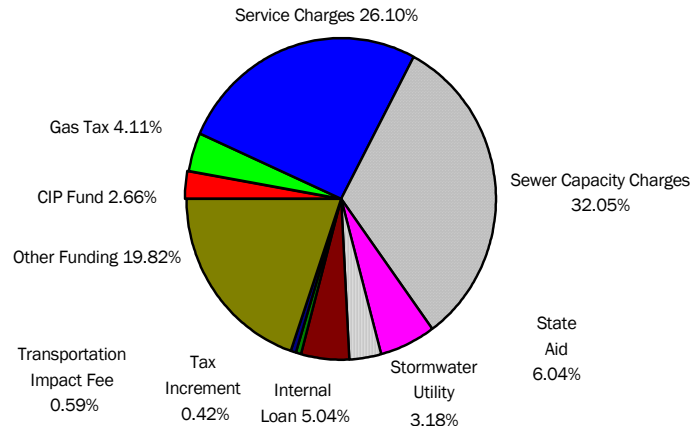


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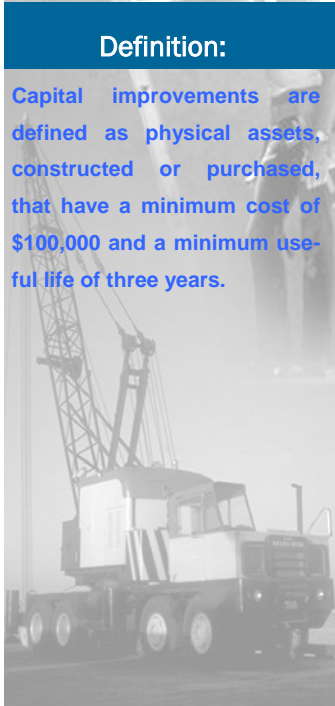


**CAPITAL IMPROVEMENT BUDGET BY FUNDING SOURCE
FY 2004/2005**



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2004/2005</u>	<u>% of TOTAL</u>
Sewer Capacity Charges	\$ 45,768,033	32.05%
Service Charges	37,296,006	26.10%
Other Funding	28,318,989	19.82%
State Aid	8,634,000	6.04%
Internal Loan	7,201,000	5.03%
Gas Tax	5,870,750	4.11%
Stormwater Utility	4,539,074	3.18%
CIP Fund	3,800,000	2.66%
Transportation Impact Fee	850,000	0.59%
Tax Increment Financing	600,000	0.42%
Total	\$ 142,877,852	100.00%

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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Capital Improvement Fund					
Arena Hockey Replacements and Improvements	REC	\$ -	\$ 850,000	\$ 850,000	N
Arena HVAC System	REC	-	150,000	150,000	N
Arena Repair/Replacement	REC	-	1,468,000	1,468,000	N
Arena Roof Replacement	REC	-	1,280,000	1,280,000	N
Arena Water/Leakage Repair Caulking	REC	-	800,000	800,000	N
Ball Field Lighting	REC	-	147,000	147,000	N
Beardall Center HVAC	REC	-	108,900	108,900	N
Beth Johnson Park Renovation	REC	-	300,000	300,000	N
Bob Carr Repairs/Replacement	REC	-	275,000	275,000	N
Brick Street Asphalt Removal	TRA	400,000	1,600,000	2,000,000	N
Broadcast of City Council Meetings	GEN	-	330,000	330,000	N
Building Repair and Rehabilitation	GEN	300,000	1,200,000	1,500,000	N
Centroplex Maintenance Project	REC	-	250,000	250,000	N
Centroplex Phone System	REC	-	140,000	140,000	N
Citrus Bowl Caulk & Sealant	REC	-	500,000	500,000	N
Citrus Bowl Concrete and Steel R & R	REC	-	300,000	300,000	N
Citrus Bowl Land Acquisition for Parking	REC	-	1,800,000	1,800,000	N
Citrus Bowl R & R Seating Area	REC	-	300,000	300,000	N
Citrus Bowl Restrooms Renovation	REC	-	100,000	100,000	N
City Hall - Replacement of Fire Safety System	GEN	-	225,000	225,000	N
City Street Tree Inventory	REC	-	350,000	350,000	N
Citywide Ball Field Renovation Project	REC	-	2,500,000	2,500,000	N
Colonel Joe Kittinger Park Renovation	REC	-	235,000	235,000	N
Curb Ramps	TRA	100,000	400,000	500,000	N
Decentralization	PSF	-	1,500,000	1,500,000	N
Decorative Lighting	TRA	25,000	400,000	425,000	N
Digital Photography Conversion	PSF	-	80,000	80,000	N
East/West Roadway	TRA	-	900,000	900,000	N
Emergency Generator	PSF	-	144,000	144,000	N
Engelwood Park Renovation	REC	-	335,000	335,000	N
Equipment- Fire Station #15 (Millenia)	PSF	-	485,000	485,000	N

Capital Improvements



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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Equipment- Fire Station #16 (Lake Nona)	PSF	-	1,210,000	1,210,000	N
Equipment- Fire Station #17 (Baldwin Park)	PSF	-	485,000	485,000	N
Expo Centre Exterior/Interior Renovation	REC	-	3,700,000	3,700,000	N
Facilities Mgmt. Parking/Security	GEN	-	215,000	215,000	N
Ferguson Drive Improvements	TRA	-	575,000	575,000	N
Festival Park Playground/Tot Lot/Volleyball	REC	-	275,000	275,000	N
Filtration Conversions and Pool Resurfacing	REC	100,000	210,000	310,000	N
Fire Station 13 Relocation	PSF	-	1,200,000	1,200,000	N
Fire Station 7 Relocation	PSF	-	1,600,000	1,600,000	N
Fire Station's Renovation/Improvements	PSF	-	377,500	377,500	N
Fitness Rooms and Equipment (FS 3, 9, 10, 11 & 13)	PSF	-	387,500	387,500	N
Florida Center for the Arts & Education	GEN	-	9,000,000	9,000,000	N
H.P. Leu Gardens-Drive Paving and Buffer Install	REC	-	100,000	100,000	N
H.P. Leu Gardens-Drive/Paving	REC	-	100,000	100,000	N
H.P. Leu Gardens-Leu House Museum	REC	-	350,000	350,000	N
H.P. Leu Gardens-Maintenance Building	REC	-	1,200,000	1,200,000	N
H.P. Leu Gardens-Perimeter Fencing	REC	-	200,000	200,000	N
Hankins Park - Parking Lot Expansion	REC	-	126,704	126,704	N
Heavy Rescue 15	PSF	-	800,000	800,000	N
John H. Jackson Computer Lab	REC	-	253,460	253,460	N
Lake Baldwin Park	REC	1,000,000	4,000,000	5,000,000	Y
Lake Eola Park Improvements	REC	-	600,000	600,000	N
Lake Eola Park Sound System	REC	-	116,900	116,900	N
Lake Ivanhoe Park Sidewalk (West side of I-4)	TRA	-	200,000	200,000	N
Lake Lorna Doone Park Renovation (West)	REC	-	285,000	285,000	N
Land Acquisition	ECD	-	3,000,000	3,000,000	N
Lorna Doone Park Playground Renovation (East)	REC	-	335,000	335,000	N
Miracle Field	REC	-	200,000	200,000	N
Miscellaneous Sidewalk Repair	TRA	300,000	800,000	1,100,000	N
Neighborhood Parks and Playgrounds Renovation	REC	100,000	2,000,000	2,100,000	N
Neighborhood Traffic Management/Traffic Calming	TRA	600,000	1,800,000	2,400,000	N
Orlando Operations Center- Backup Generator	PSF	-	320,000	320,000	N

Capital Improvements



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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Park Signage	REC	25,000	75,000	100,000	N
Pavement Marking and Signage Upgrade Program	TRA	100,000	700,000	800,000	N
Pavement Rehabilitation	TRA	500,000	4,000,000	4,500,000	N
Pleasant Valley Park Renovation	REC	-	225,000	225,000	N
Pole and Mast Arm Repair & Replacement	TRA	100,000	700,000	800,000	N
Police Training Facility	PSF	-	5,800,000	5,800,000	N
Portable and Mobile Radios	PSF	-	619,388	619,388	N
Primrose Roof	REC	-	284,050	284,050	N
R.O.W. Beautification and Median Improvements	REC	-	300,000	300,000	N
Radio System Upgrades	PSF	-	10,115,600	10,115,600	N
Records Storage Warehouse	GEN	-	751,128	751,128	N
Reeves Terrace Facility Expansion	REC	-	50,000	50,000	N
Reeves Terrace Storage Facility	REC	-	27,000	27,000	N
Reserve Rescues	PSF	-	236,900	236,900	N
Roof Replacements	GEN	-	200,000	200,000	N
School/Safety Sidewalk Program	TRA	-	800,000	800,000	Y
Service Area 10 - Neighborhood Park Development	REC	-	750,000	750,000	Y
Service Area 18 - Neighborhood Park Development	REC	-	500,000	500,000	Y
Shakespeare Roof	REC	-	204,000	204,000	N
Silver Rose Pocket Park	REC	-	235,000	235,000	N
Southeast Annexation-Community Parks	REC	-	6,100,000	6,100,000	Y
Southeast Annexation-Neighborhood Parks	REC	-	500,000	500,000	Y
Special Operations Trailers (2)	PSF	-	370,000	370,000	N
Sports Lighting - Dover Shores	REC	-	210,000	210,000	N
Sports Lighting - Dr Smith	REC	-	300,000	300,000	N
Sports Lighting - Lake Fairview	REC	-	740,000	740,000	N
Sports Lighting - Sports Campus	REC	-	550,000	550,000	N
Sports Lighting- Lorna Doone	REC	-	410,000	410,000	N
Structural Firefighting Gear Replacements	PSF	-	1,625,000	1,625,000	N
Thermal Imaging Cameras	PSF	-	210,000	210,000	N
Tower 12	PSF	-	800,000	800,000	N
Traffic Signal Refurbishing Program	TRA	150,000	1,525,000	1,675,000	N

Capital Improvements



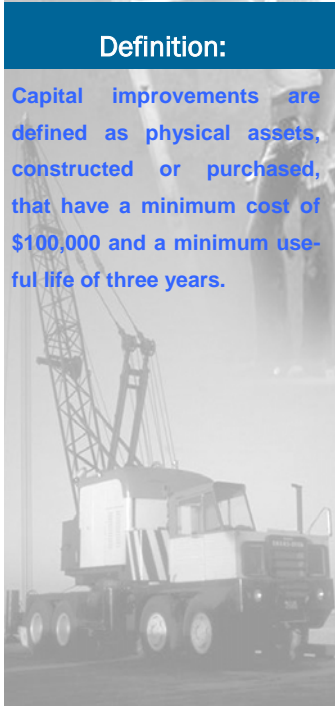
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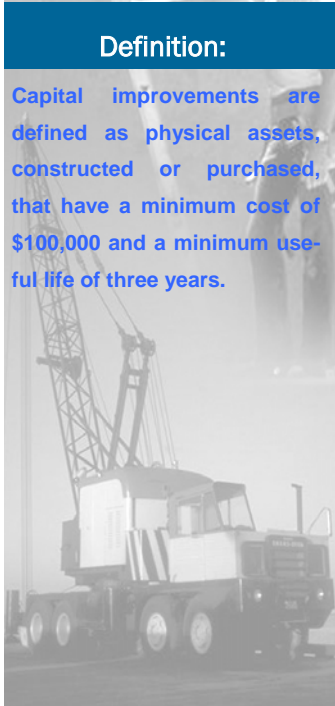
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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2005/2006 through		FIVE YEAR	CIE
		2004/2005	2008/2009		
Transit Stop Deficiencies	TRA	-	200,000	200,000	Y
Transportation Studies	TRA	-	700,000	700,000	N
Wadeview Gymnasium	REC	-	1,800,000	1,800,000	N
Wadeview Multipurpose Room	REC	-	133,600	133,600	N
Wadeview Outdoor Basketball Courts	REC	-	45,000	45,000	N
Wadeview Wading/Activity Pool	REC	-	300,000	300,000	N
West Gore Street - South OBT to I-4 On-Ramp	TRA	-	232,594	232,594	N
Capital Improvement Fund Total		\$ 3,800,000	\$ 98,799,224	\$102,599,224	
Federal Aid					
Dinky Line Bike/Pedestrian Trail	TRA	\$ -	\$ 951,000	\$ 951,000	N
Federal Aid Total		\$ -	\$ 951,000	\$ 951,000	
Gas Tax					
Alden Rd.-Orange Ave. to Rollins	TRA	\$ -	\$ 600,000	\$ 600,000	Y
Area Wide Signal System Upgrading	TRA	292,375	800,000	1,092,375	Y
Baldwin Park Agreement	TRA	100,000	100,000	200,000	N
Bicycle Plan Implementation	TRA	-	100,000	100,000	Y
Colonial & Summerlin Intersection	TRA	-	460,000	460,000	Y
Corridor Planning & Parking Studies	TRA	-	45,000	45,000	N
Curb Ramps	TRA	-	800,000	800,000	N
Developer Signals-Matching Funds	TRA	-	600,000	600,000	N
Guardrail Replacement	TRA	-	50,000	50,000	N
Intersection Safety Improvements	TRA	-	800,000	800,000	N
John Young Parkway Extension Urban Design	TRA	-	50,000	50,000	N
LYNX Annual Contribution	TRA	3,978,375	16,562,866	20,541,241	Y
Miscellaneous Sidewalk Repair	TRA	-	800,000	800,000	N
Neighborhood Horizon Transportation Initiatives	TRA	-	200,000	200,000	N
New Traffic Signal Locations	TRA	-	1,700,000	1,700,000	N
Pavement Marking and Signage Upgrade Program	TRA	-	400,000	400,000	N
Pavement Rehabilitation	TRA	1,500,000	3,200,000	4,700,000	N
School/Safety Sidewalk Program	TRA	-	400,000	400,000	Y

Capital Improvements



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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Traffic Signal Refurbishing Program	TRA	-	800,000	800,000	N
Gas Tax Total		\$ 5,870,750	\$ 28,467,866	\$ 34,338,616	
Internal Loan Fund					
Fire Station # 1A & 1B Relocation	PSF	\$ -	\$ 5,400,000	\$ 5,400,000	N
Fire Station # 5 Relocation	PSF	-	1,600,000	1,600,000	N
Fire Station #14 (Vista East)	PSF	-	1,600,000	1,600,000	N
Fire Station #15 (Millenia)	PSF	-	1,600,000	1,600,000	N
Fire Station #16 (Lake Nona)	PSF	275,000	1,600,000	1,875,000	N
Fire Station #17 (Baldwin Park)	PSF	275,000	1,200,000	1,475,000	N
Jefferson Street Garage	TRA	-	4,200,000	4,200,000	N
Orlando Operations Center (O.O.C.)	PSF	1,651,000	811,000	2,462,000	N
Public Safety Building	PSF	5,000,000	15,000,000	20,000,000	N
Internal Loan Fund Total		\$ 7,201,000	\$ 33,011,000	\$ 40,212,000	
Other Funds					
Central Blvd Garage Maintenance	TRA	\$ 100,000	\$ 560,000	\$ 660,000	N
Centroplex I and II Maintenance and Beautification	TRA	550,000	450,000	1,000,000	N
Centroplex Redevelopment	ECD	-	28,250,000	28,250,000	N
Citrus Bowl Improvements	REC	74,800	299,200	374,000	N
Eastern Regional Reclaimed Water System	WAS	11,605,942	464,346	12,070,288	Y
Facade Grant Program	ECD	40,000	160,000	200,000	N
Iron Bridge 15KV Generator	WAS	882,603	-	882,603	N
Iron Bridge RBC Replacement	WAS	10,531,459	3,096,854	13,628,313	Y
Iron Bridge SCADA System Replacement	WAS	291,587	-	291,587	Y
Iron Bridge Sludge Processing Modifications	WAS	2,239,463	-	2,239,463	N
Jefferson Street Garage	TRA	-	4,800,000	4,800,000	N
Lake Nona South Park	REC	500,000	6,000,000	6,500,000	Y
Land Acquisition for Future Garage Development	TRA	-	2,000,000	2,000,000	N
Library Garage Maintenance	TRA	-	350,000	350,000	N
LYNX Annual Contribution	TRA	25,000	75,000	100,000	N
Orlando Easterly Wetlands Restoration	WAS	241,700	725,100	966,800	N

Capital Improvements



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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Radio System Upgrades	PSF	-	3,194,400	3,194,400	N
Water Conserv II Air Supply Stream Separation	WAS	10,000	6,080	16,080	N
Water Conserv II Diffuser Replacement	WAS	24,000	-	24,000	N
Water Conserv II Effluent Disposal Expansion	WAS	789,229	-	789,229	Y
Water Conserv II Effluent Filter Replacement	WAS	71,712	-	71,712	N
Water Conserv II Master Pump Station Improvements	WAS	341,494	-	341,494	Y
Other Funds Total		\$ 28,318,989	\$ 50,430,980	\$ 78,749,969	
Service Charges					
Commercial Collection Vehicles	SOL	\$ 161,124	\$ 161,124	\$ 322,248	Y
Iron Bridge RBC Replacement	WAS	11,254,761	3,309,546	14,564,307	Y
Iron Bridge SCADA System Replacement	WAS	311,613	-	311,613	Y
Residential/Recycling Collection Vehicles	SOL	165,000	478,000	643,000	Y
Sewers-Misc. Repair, Replacement, Upgrade	WAS	300,000	900,000	1,200,000	Y
Water Conserv I Lift Stations Upgrade	WAS	-	4,423,818	4,423,818	Y
Water Conserv I Parallel Forcemain	WAS	15,011,554	3,237,950	18,249,504	Y
Water Conserv II Effluent Filter Replacement	WAS	1,721,088	-	1,721,088	Y
Water Conserv II Master Pump Station Improvements	WAS	8,195,866	-	8,195,866	Y
Water Conserv II Painting	WAS	175,000	175,000	350,000	N
Service Charges Total		\$ 37,296,006	\$ 12,685,438	\$ 49,981,444	
Sewer Capacity Charges					
Dubsdread Area Sewers	WAS	\$ 1,306,328	\$ -	\$ 1,306,328	Y
Eastern Regional Reclaimed Water System	WAS	21,378,082	6,991,802	28,369,884	Y
Iron Bridge 15KV Generator	WAS	943,221	-	943,221	N
Iron Bridge Sludge Processing Modifications	WAS	2,393,270	-	2,393,270	N
Lake Fairview Area Sewers	WAS	5,044,134	1,700,760	6,744,894	Y
Lake Hourglass Neighborhood Sewer	WAS	-	3,329,682	3,329,682	N
Lift Station #69 - VFD's	WAS	396,750	-	396,750	N
Lift Station #85 - VFD's	WAS	247,250	-	247,250	N
LS #37 Improvements	WAS	441,702	-	441,702	N
Michigan Area Sewers	WAS	815,440	1,923,692	2,739,132	Y

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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Miscellaneous Neighborhood Sewers	WAS	4,491,752	4,353,168	8,844,920	N
Narcoossee Road Sewers	WAS	3,028,872	358,370	3,387,242	Y
Orlando Easterly Wetlands Restoration	WAS	258,300	774,900	1,033,200	N
Replacement of Lift Stations SCADA/telemetry equip	WAS	345,000	345,000	690,000	N
Silver Star Road Forcemain	WAS	172,028	270,342	442,370	N
South Orange Ave. Sewer Improvements	WAS	-	1,820,000	1,820,000	N
Water Conserv II Additional Clarifiers	WAS	550,000	5,200,000	5,750,000	N
Water Conserv II Air Supply Stream Separation	WAS	240,000	145,920	385,920	N
Water Conserv II Diffuser Replacement	WAS	576,000	-	576,000	N
Water Conserv II Effluent Disposal Expansion	WAS	789,229	-	789,229	Y
Water Conserv II Local Area Reclaimed Water	WAS	1,282,175	-	1,282,175	Y
Windsong Estates Sewer Improvements	WAS	<u>1,068,500</u>	<u>-</u>	<u>1,068,500</u>	N
Sewer Capacity Charges Total		\$ 45,768,033	\$ 27,213,636	\$ 72,981,669	
State Aid					
Conway Road-Hoffner to Beeline Expressway	TRA	\$ 8,085,000	\$ -	\$ 8,085,000	Y
Lake Ivanhoe Park Sidewalk (West side of I-4)	TRA	200,000	-	200,000	N
Transportation Studies	TRA	149,000	-	149,000	N
US17/92 (Mills Avenue) Congestion Management Study	TRA	-	3,460,000	3,460,000	N
Wadeview Park Renovation	REC	<u>200,000</u>	<u>-</u>	<u>200,000</u>	N
State Aid Total		\$ 8,634,000	\$ 3,460,000	\$ 12,094,000	
Stormwater Utility					
Al Coith/Euclid/Gore Drainage Improvements	STR	\$ 400,000	\$ -	\$ 400,000	N
Albert Shores Storm Drainage Improvements	STR	175,000	470,000	645,000	N
Andora Street Drainage Improvements	STR	-	300,000	300,000	N
Annexation Projects	STR	-	3,000,000	3,000,000	N
Carver Shores Drainage Improvements	STR	-	650,000	650,000	N
Chelsea St. Drainage Improvements	STR	-	350,000	350,000	N
College Park Rear Yard Drainage	STR	-	100,000	100,000	N
Curb Replacement	STR	-	400,000	400,000	N
Drainage Well Enhancement	STR	-	1,000,000	1,000,000	Y

Capital Improvements

Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Drainwell Repair and Rehabilitation	STR	-	1,200,000	1,200,000	N
Dubsdread Drainage Improvements	STR	208,579	751,421	960,000	N
East Grant St./Page St. Drainage Improvements	STR	-	500,000	500,000	N
Emergency Spill Cleanup	STR	-	150,000	150,000	N
Engelwood Park Drainage	STR	-	550,000	550,000	Y
Fairview Shores Stormwater Improvements	STR	108,579	866,421	975,000	N
Flood Studies	STR	-	150,000	150,000	N
Jefferson Street Drainage Improvements	STR	-	300,000	300,000	N
Kaley Street Eola Drive Drainage Improvements	STR	-	400,000	400,000	N
Lake Beauty Basin Improvements	STR	-	600,000	600,000	Y
Lake Como Drainage Well	STR	-	100,000	100,000	N
Lake Enhancement Improvements	STR	200,000	1,800,000	2,000,000	Y
Lake Notasulga	STR	-	125,000	125,000	N
Lakes Lancaster & Hourglass Interconnection	STR	-	700,000	700,000	N
Little Lake Fairview Stormwater Treatment System	STR	-	1,471,415	1,471,415	N
Lucerne-Cherokee-Davis-Lancaster Interconnection	STR	-	500,000	500,000	N
Maury Rd./Edgewater Dr. Drainage	STR	-	1,000,000	1,000,000	N
Orange Ave. Antique Row Drainage Improvements	STR	-	150,000	150,000	N
Orange Ave./New Hampshire Drainage Improvements	STR	-	250,000	250,000	N
Par Street Drainage Improvements	STR	-	400,000	400,000	N
Parramore South Pond	STR	-	4,000,000	4,000,000	N
Parramore Stormwater Treatment Facility	STR	2,059,237	-	2,059,237	Y
Preston Basin	STR	-	100,000	100,000	N
Rapid Response Construction	STR	-	1,050,000	1,050,000	N
Rock Lake Drive Drainage	STR	-	200,000	200,000	N
Sandbar Removal	STR	100,000	1,050,000	1,150,000	N
Southeast Area Drainage	STR	-	1,100,000	1,100,000	N
Southport Drainage Improvements	STR	100,000	890,000	990,000	N
Stormwater Monitoring	STR	50,000	200,000	250,000	N
Stormwater System Construction	STR	150,000	1,550,000	1,700,000	N
Stormwater System Evaluation	STR	100,000	550,000	650,000	N
System Repair and Rehabilitation	STR	425,000	1,950,000	2,375,000	Y

Requirement:

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

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Capital Improvements



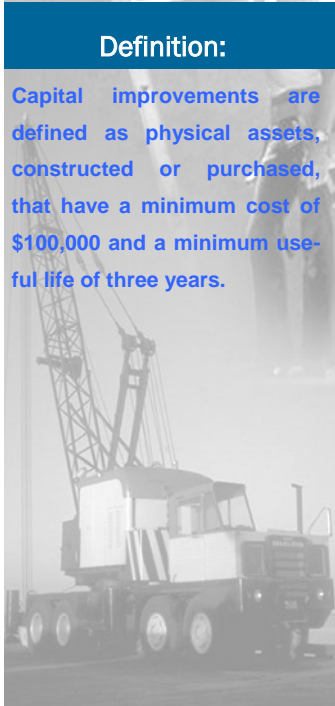
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Capital Improvement Program By Fund 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Taft Avenue Drainage	STR	-	400,000	400,000	N
Thornton Ave. Drainage Improvements	STR	-	350,000	350,000	N
TMDL Implementation	STR	-	3,400,000	3,400,000	N
Underdrain Construction	STR	100,000	900,000	1,000,000	N
Vineland Road Drainage Improvements	STR	362,679	387,321	750,000	N
West Grant Street Drainage Improvements	STR	-	300,000	300,000	N
Stormwater Utility Total		\$ 4,539,074	\$ 36,611,578	\$ 41,150,652	
Tax Increment Financing					
Cultural Corridor	REC	\$ -	\$ 300,000	\$ 300,000	N
Division Avenue Streetscape	GEN	-	2,200,000	2,200,000	N
Downtown Task Force Projects	ECD	-	1,070,500	1,070,500	N
Facade Grant Program	ECD	-	160,000	160,000	N
FAMU Project Streetscape	TRA	100,000	-	100,000	N
Federal Courthouse Streetscape	TRA	-	100,000	100,000	N
Orange Avenue Streetscape	TRA	-	2,016,000	2,016,000	N
Parramore Stormwater Park	REC	500,000	500,000	1,000,000	N
Parramore Task Force Projects	ECD	-	1,400,000	1,400,000	N
Pedestrian & Traffic Circulation Imp.-Streetscape	TRA	-	200,000	200,000	Y
Tax Increment Financing Total		\$ 600,000	\$ 7,946,500	\$ 8,546,500	
Transportation Impact Fees					
Crystal Lake/Maguire Blvd.-South St. to Colonial	TRA	\$ -	\$ 2,000,000	\$ 2,000,000	Y
Narcoossee Rd. Debt Service	TRA	850,000	2,550,000	3,400,000	N
Transportation Impact Fees Total		\$ 850,000	\$ 4,550,000	\$ 5,400,000	
Total		<u>\$142,877,852</u>	<u>\$304,127,222</u>	<u>\$447,005,074</u>	

Capital Improvements



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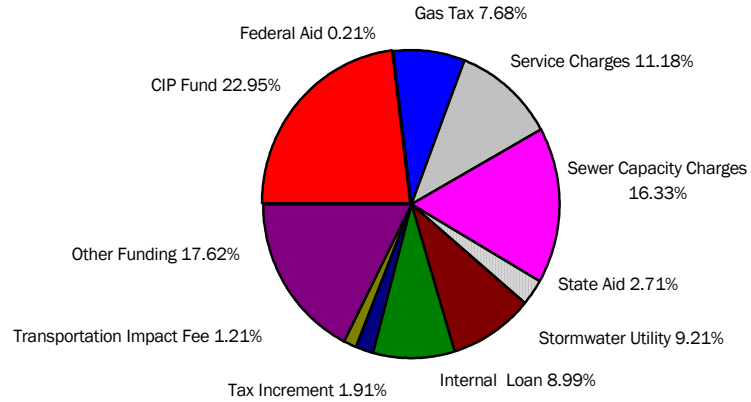


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**CAPITAL IMPROVEMENT BUDGET BY FUNDING SOURCE
2004 - 2009**



<u>FUNDING SOURCE</u>	<u>TOTAL FUNDING FY 2004- 2009</u>	<u>% of TOTAL</u>
CIP Fund	\$ 102,599,224	22.95%
Other Funding	78,749,969	17.62%
Sewer Capacity Charges	72,981,669	16.33%
Service Charges	49,981,444	11.18%
Stormwater Utility	41,150,652	9.21%
Internal Loan	40,212,000	8.99%
Gas Tax	34,338,616	7.68%
State Aid	12,094,000	2.71%
Tax Increment Financing	8,546,500	1.91%
Transportation Impact Fee	5,400,000	1.21%
Federal aid	951,000	0.21%
Total	\$ 447,005,074	100.00%

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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
<u>ECONOMIC DEVELOPMENT</u>					
Centroplex Redevelopment	ECD	\$ -	\$ 28,250,000	\$ 28,250,000	N
Downtown Task Force Projects	ECD	-	1,070,500	1,070,500	N
Facade Grant Program	ECD	40,000	320,000	360,000	N
Land Acquisition	ECD	-	3,000,000	3,000,000	N
Parramore Task Force Projects	ECD	-	1,400,000	1,400,000	N
Economic Development Total		\$ 40,000	\$ 34,040,500	\$ 34,080,500	

GENERAL GOVERNMENT

Broadcast of City Council Meetings	GEN	\$ -	\$ 330,000	\$ 330,000	N
Building Repair and Rehabilitation	GEN	300,000	1,200,000	1,500,000	N
City Hall - Replacement of Fire Safety System	GEN	-	225,000	225,000	N
Division Avenue Streetscape	GEN	-	2,200,000	2,200,000	N
Facilities Mgmt. Parking/Security	GEN	-	215,000	215,000	N
Florida Center for the Arts & Education	GEN	-	9,000,000	9,000,000	N
Records Storage Warehouse	GEN	-	751,128	751,128	N
Roof Replacements	GEN	-	200,000	200,000	N
General Government Total		\$ 300,000	\$ 14,121,128	\$ 14,421,128	

PUBLIC SAFETY

Decentralization	PSF	\$ -	\$ 1,500,000	\$ 1,500,000	N
Digital Photography Conversion	PSF	-	80,000	80,000	N
Emergency Generator	PSF	-	144,000	144,000	N
Equipment– Fire Station #15 (Millennia)	PSF	-	485,000	485,000	N
Equipment– Fire Station #16 (Lake Nona)	PSF	-	1,210,000	1,210,000	N
Equipment– Fire Station #17 (Baldwin Park)	PSF	-	485,000	485,000	N
Fire Station # 1A & 1B Relocation	PSF	-	5,400,000	5,400,000	N
Fire Station # 5 Relocation	PSF	-	1,600,000	1,600,000	N
Fire Station #7 Relocation	PSF	-	1,600,000	1,600,000	N
Fire Station #13 Relocation	PSF	-	1,200,000	1,200,000	N
Fire Station #14 (Vista East)	PSF	-	1,600,000	1,600,000	N
Fire Station #15 (Millennia)	PSF	-	1,600,000	1,600,000	N

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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Fire Station #16 (Lake Nona)	PSF	275,000	1,600,000	1,875,000	N
Fire Station #17 (Baldwin Park)	PSF	275,000	1,200,000	1,475,000	N
Fire Station's Renovation/Improvements	PSF	-	377,500	377,500	N
Fitness Rooms and Equipment (FS 3, 9, 10, 11 & 13)	PSF	-	387,500	387,500	N
Heavy Rescue 15	PSF	-	800,000	800,000	N
Orlando Operations Center (O.O.C.)	PSF	1,651,000	811,000	2,462,000	N
Orlando Operations Center- Backup Generator	PSF	-	320,000	320,000	N
Police Training Facility	PSF	-	5,800,000	5,800,000	N
Portable and Mobile Radios	PSF	-	619,388	619,388	N
Public Safety Building	PSF	5,000,000	15,000,000	20,000,000	N
Radio System Upgrades	PSF	-	13,310,000	13,310,000	N
Reserve Rescues	PSF	-	236,900	236,900	N
Special Operations Trailers (2)	PSF	-	370,000	370,000	N
Structural Firefighting Gear Replacements	PSF	-	1,625,000	1,625,000	N
Thermal Imaging Cameras	PSF	-	210,000	210,000	N
Tower 12	PSF	-	800,000	800,000	N
Public Safety Total		\$ 7,201,000	\$ 60,371,288	\$ 67,572,288	

RECREATION & CULTURE

Arena Hockey Replacements and Improvements	REC	\$ -	\$ 850,000	\$ 850,000	N
Arena HVAC System	REC	-	150,000	150,000	N
Arena Repair/Replacement	REC	-	1,468,000	1,468,000	N
Arena Roof Replacement	REC	-	1,280,000	1,280,000	N
Arena Water/Leakage Repair Caulking	REC	-	800,000	800,000	N
Ball Field Lighting	REC	-	147,000	147,000	N
Beardall Center HVAC	REC	-	108,900	108,900	N
Beth Johnson Park Renovation	REC	-	300,000	300,000	N
Bob Carr Repairs/Replacement	REC	-	275,000	275,000	N
Centroplex Maintenance Project	REC	-	250,000	250,000	N
Centroplex Phone System	REC	-	140,000	140,000	N
Citrus Bowl Caulk & Sealant	REC	-	500,000	500,000	N
Citrus Bowl Concrete and Steel R & R	REC	-	300,000	300,000	N

Capital Improvements



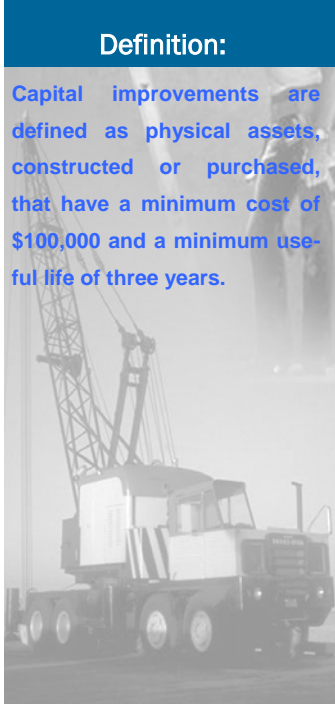
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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Citrus Bowl Improvements	REC	74,800	299,200	374,000	N
Citrus Bowl Land Acquisition for Parking	REC	-	1,800,000	1,800,000	N
Citrus Bowl R & R Seating Area	REC	-	300,000	300,000	N
Citrus Bowl Restrooms Renovation	REC	-	100,000	100,000	N
City Street Tree Inventory	REC	-	350,000	350,000	N
Citywide Ball Field Renovation Project	REC	-	2,500,000	2,500,000	N
Colonel Joe Kittinger Park Renovation	REC	-	235,000	235,000	N
Cultural Corridor	REC	-	300,000	300,000	N
Engelwood Park Renovation	REC	-	335,000	335,000	N
Expo Centre Exterior/Interior Renovation	REC	-	3,700,000	3,700,000	N
Festival Park Playground/Tot Lot/Volleyball	REC	-	275,000	275,000	N
Filtration Conversions and Pool Resurfacing	REC	100,000	210,000	310,000	N
H.P. Leu Gardens–Drive Paving and Buffer Install	REC	-	100,000	100,000	N
H.P. Leu Gardens–Drive/Paving	REC	-	100,000	100,000	N
H.P. Leu Gardens–Leu House Museum	REC	-	350,000	350,000	N
H.P. Leu Gardens–Maintenance Building	REC	-	1,200,000	1,200,000	N
H.P. Leu Gardens–Perimeter Fencing	REC	-	200,000	200,000	N
Hankins Park - Parking Lot Expansion	REC	-	126,704	126,704	N
John H. Jackson Computer Lab	REC	-	253,460	253,460	N
Lake Baldwin Park	REC	1,000,000	4,000,000	5,000,000	Y
Lake Eola Park Improvements	REC	-	600,000	600,000	N
Lake Eola Park Sound System	REC	-	116,900	116,900	N
Lake Lorna Doone Park Renovation (West)	REC	-	285,000	285,000	N
Lake Nona South Park	REC	500,000	6,000,000	6,500,000	Y
Lorna Doone Park Playground Renovation (East)	REC	-	335,000	335,000	N
Miracle Field	REC	-	200,000	200,000	N
Neighborhood Parks and Playgrounds Renovation	REC	100,000	2,000,000	2,100,000	N
Park Signage	REC	25,000	75,000	100,000	N
Parramore Stormwater Park	REC	500,000	500,000	1,000,000	N
Pleasant Valley Park Renovation	REC	-	225,000	225,000	N
Primrose Roof	REC	-	284,050	284,050	N
R.O.W. Beautification and Median Improvements	REC	-	300,000	300,000	N

Capital Improvements



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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Reeves Terrace Facility Expansion	REC	-	50,000	50,000	N
Reeves Terrace Storage Facility	REC	-	27,000	27,000	N
Service Area 10 - Neighborhood Park Development	REC	-	750,000	750,000	Y
Service Area 18 - Neighborhood Park Development	REC	-	500,000	500,000	Y
Shakespeare Roof	REC	-	204,000	204,000	N
Silver Rose Pocket Park	REC	-	235,000	235,000	N
Southeast Annexation-Community Parks	REC	-	6,100,000	6,100,000	Y
Southeast Annexation-Neighborhood Parks	REC	-	500,000	500,000	Y
Sports Lighting - Dover Shores	REC	-	210,000	210,000	N
Sports Lighting - Dr Smith	REC	-	300,000	300,000	N
Sports Lighting - Lake Fairview	REC	-	740,000	740,000	N
Sports Lighting - Sports Campus	REC	-	550,000	550,000	N
Sports Lighting- Lorna Doone	REC	-	410,000	410,000	N
Wadeview Gymnasium	REC	-	1,800,000	1,800,000	N
Wadeview Multipurpose Room	REC	-	133,600	133,600	N
Wadeview Outdoor Basketball Courts	REC	-	45,000	45,000	N
Wadeview Park Renovation	REC	200,000	-	200,000	N
Wadeview Wading/Activity Pool	REC	-	300,000	300,000	N
Recreation & Culture Total		\$ 2,499,800	\$ 47,078,814	\$ 49,578,614	
SOLID WASTE					
Commercial Collection Vehicles	SOL	\$ 161,124	\$ 161,124	\$ 322,248	Y
Residential/Recycling Collection Vehicles	SOL	165,000	478,000	643,000	Y
Solid Waste Total		\$ 326,124	\$ 639,124	\$ 965,248	
STORMWATER					
Al Coith/Euclid/Gore Drainage Improvements	STR	\$ 400,000	\$ -	\$ 400,000	N
Albert Shores Storm Drainage Improvements	STR	175,000	470,000	645,000	N
Andora Street Drainage Improvements	STR	-	300,000	300,000	N
Annexation Projects	STR	-	3,000,000	3,000,000	N
Carver Shores Drainage Improvements	STR	-	650,000	650,000	N
Chelsea St. Drainage Improvements	STR	-	350,000	350,000	N

Capital Improvements

Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
College Park Rear Yard Drainage	STR	-	100,000	100,000	N
Curb Replacement	STR	-	400,000	400,000	N
Drainage Well Enhancement	STR	-	1,000,000	1,000,000	Y
Drainwell Repair and Rehabilitation	STR	-	1,200,000	1,200,000	N
Dubsdread Drainage Improvements	STR	208,579	751,421	960,000	N
East Grant St./Page St. Drainage Improvements	STR	-	500,000	500,000	N
Emergency Spill Cleanup	STR	-	150,000	150,000	N
Engelwood Park Drainage	STR	-	550,000	550,000	Y
Fairview Shores Stormwater Improvements	STR	108,579	866,421	975,000	N
Flood Studies	STR	-	150,000	150,000	N
Jefferson Street Drainage Improvements	STR	-	300,000	300,000	N
Kaley Street Eola Drive Drainage Improvements	STR	-	400,000	400,000	N
Lake Beauty Basin Improvements	STR	-	600,000	600,000	Y
Lake Como Drainage Well	STR	-	100,000	100,000	N
Lake Enhancement Improvements	STR	200,000	1,800,000	2,000,000	Y
Lake Notasulga	STR	-	125,000	125,000	N
Lakes Lancaster & Hourglass Interconnection	STR	-	700,000	700,000	N
Little Lake Fairview Stormwater Treatment System	STR	-	1,471,415	1,471,415	N
Lucerne-Cherokee-Davis-Lancaster Interconnection	STR	-	500,000	500,000	N
Maury Rd./Edgewater Dr. Drainage	STR	-	1,000,000	1,000,000	N
Orange Ave. Antique Row Drainage Improvements	STR	-	150,000	150,000	N
Orange Ave./New Hampshire Drainage Improvements	STR	-	250,000	250,000	N
Par Street Drainage Improvements	STR	-	400,000	400,000	N
Parramore South Pond	STR	-	4,000,000	4,000,000	N
Parramore Stormwater Treatment Facility	STR	2,059,237	-	2,059,237	Y
Preston Basin	STR	-	100,000	100,000	N
Rapid Response Construction	STR	-	1,050,000	1,050,000	N
Rock Lake Drive Drainage	STR	-	200,000	200,000	N
Sandbar Removal	STR	100,000	1,050,000	1,150,000	N
Southeast Area Drainage	STR	-	1,100,000	1,100,000	N
Southport Drainage Improvements	STR	100,000	890,000	990,000	N
Stormwater Monitoring	STR	50,000	200,000	250,000	N

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Capital Improvements



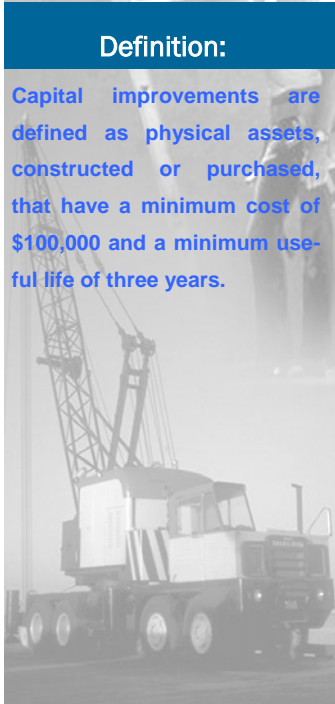
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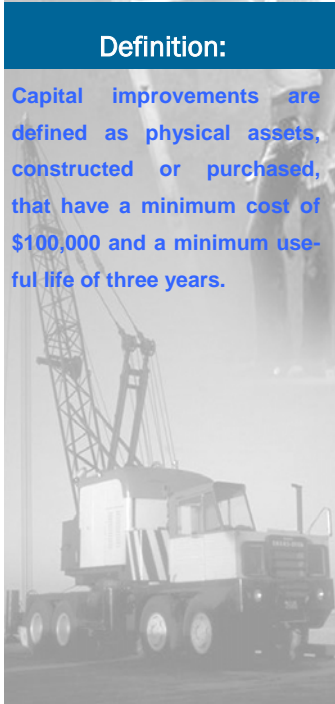
Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Stormwater System Construction	STR	150,000	1,550,000	1,700,000	N
Stormwater System Evaluation	STR	100,000	550,000	650,000	N
System Repair and Rehabilitation	STR	425,000	1,950,000	2,375,000	Y
Taft Avenue Drainage	STR	-	400,000	400,000	N
Thornton Ave. Drainage Improvements	STR	-	350,000	350,000	N
TMDL Implementation	STR	-	3,400,000	3,400,000	N
Underdrain Construction	STR	100,000	900,000	1,000,000	N
Vineland Road Drainage Improvements	STR	362,679	387,321	750,000	N
West Grant Street Drainage Improvements	STR	-	300,000	300,000	N
Stormwater Total		\$ 4,539,074	\$ 36,611,578	\$ 41,150,652	

TRANSPORTATION

Alden Rd.-Orange Ave. to Rollins	TRA	\$ -	\$ 600,000	\$ 600,000	Y
Area Wide Signal System Upgrading	TRA	292,375	800,000	1,092,375	Y
Baldwin Park Agreement	TRA	100,000	100,000	200,000	N
Bicycle Plan Implementation	TRA	-	100,000	100,000	Y
Brick Street Asphalt Removal	TRA	400,000	1,600,000	2,000,000	N
Central Blvd Garage Maintenance	TRA	100,000	560,000	660,000	N
Centroplex I and II Maintenance and Beautification	TRA	550,000	450,000	1,000,000	N
Colonial & Summerlin Intersection	TRA	-	460,000	460,000	Y
Conway Road-Hoffner to Beeline Expressway	TRA	8,085,000	-	8,085,000	Y
Corridor Planning & Parking Studies	TRA	-	45,000	45,000	N
Crystal Lake/Maguire Blvd.-South St. to Colonial	TRA	-	2,000,000	2,000,000	Y
Curb Ramps	TRA	100,000	1,200,000	1,300,000	N
Decorative Lighting	TRA	25,000	400,000	425,000	N
Developer Signals-Matching Funds	TRA	-	600,000	600,000	N
Dinky Line Bike/Pedestrian Trail	TRA	-	951,000	951,000	N
East/West Roadway	TRA	-	900,000	900,000	N
FAMU Project Streetscape	TRA	100,000	-	100,000	N
Federal Courthouse Streetscape	TRA	-	100,000	100,000	N
Ferguson Drive Improvements	TRA	-	575,000	575,000	N
Guardrail Replacement	TRA	-	50,000	50,000	N

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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Intersection Safety Improvements	TRA	-	800,000	800,000	N
Jefferson Street Garage	TRA	-	9,000,000	9,000,000	N
John Young Parkway Extension Urban Design	TRA	-	50,000	50,000	N
Lake Ivanhoe Park Sidewalk (West side of I-4)	TRA	200,000	200,000	400,000	N
Land Acquisition for Future Garage Development	TRA	-	2,000,000	2,000,000	N
Library Garage Maintenance	TRA	-	350,000	350,000	N
LYNX Annual Contribution	TRA	4,003,375	16,637,866	20,641,241	Y
Miscellaneous Sidewalk Repair	TRA	300,000	1,600,000	1,900,000	N
Narcoossee Rd. Debt Service	TRA	850,000	2,550,000	3,400,000	N
Neighborhood Horizon Transportation Initiatives	TRA	-	200,000	200,000	N
Neighborhood Traffic Management/Traffic Calming	TRA	600,000	1,800,000	2,400,000	N
New Traffic Signal Locations	TRA	-	1,700,000	1,700,000	N
Orange Avenue Streetscape	TRA	-	2,016,000	2,016,000	N
Pavement Marking and Signage Upgrade Program	TRA	100,000	1,100,000	1,200,000	N
Pavement Rehabilitation	TRA	2,000,000	7,200,000	9,200,000	N
Pedestrian & Traffic Circulation Imp.-Streetscape	TRA	-	200,000	200,000	Y
Pole and Mast Arm Repair & Replacement	TRA	100,000	700,000	800,000	N
School/Safety Sidewalk Program	TRA	-	1,200,000	1,200,000	Y
Traffic Signal Refurbishing Program	TRA	150,000	2,325,000	2,475,000	N
Transit Stop Deficiencies	TRA	-	200,000	200,000	Y
Transportation Studies	TRA	149,000	700,000	849,000	N
US17/92 (Mills Avenue) Congestion Management Study	TRA	-	3,460,000	3,460,000	N
West Gore Street - South OBT to I-4 On-Ramp	TRA	-	232,594	232,594	N
		\$ 18,204,750	\$ 67,712,460	\$ 85,917,210	

WASTEWATER

Dubsdread Area Sewers	WAS	\$ 1,306,328	\$ -	\$ 1,306,328	Y
Eastern Regional Reclaimed Water System	WAS	32,984,024	7,456,148	40,440,172	Y
Iron Bridge 15KV Generator	WAS	1,825,824	-	1,825,824	N
Iron Bridge RBC Replacement	WAS	21,786,220	6,406,400	28,192,620	Y
Iron Bridge SCADA System Replacement	WAS	603,200	-	603,200	Y

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Capital Improvement Program By Type 2004–2009

Project Name	Function	2004/2005	2005/2006 through 2008/2009	FIVE YEAR	CIE
Iron Bridge Sludge Processing Modifications	WAS	4,632,733	-	4,632,733	N
Lake Fairview Area Sewers	WAS	5,044,134	1,700,760	6,744,894	Y
Lake Hourglass Neighborhood Sewer	WAS	-	3,329,682	3,329,682	N
Lift Station #69 - VFD's	WAS	396,750	-	396,750	N
Lift Station #85 - VFD's	WAS	247,250	-	247,250	N
LS 37 Improvements	WAS	441,702	-	441,702	N
Michigan Area Sewers	WAS	815,440	1,923,692	2,739,132	Y
Miscellaneous Neighborhood Sewers	WAS	4,491,752	4,353,168	8,844,920	N
Narcoossee Road Sewers	WAS	3,028,872	358,370	3,387,242	Y
Orlando Easterly Wetlands Restoration	WAS	500,000	1,500,000	2,000,000	N
Replacement of Lift Stations SCADA/telemetry equip	WAS	345,000	345,000	690,000	N
Sewers-Misc. Repair, Replacement, Upgrade	WAS	300,000	900,000	1,200,000	Y
Silver Star Road Forcemain	WAS	172,028	270,342	442,370	N
South Orange Ave. Sewer Improvements	WAS	-	1,820,000	1,820,000	N
Water Conserv I Lift Stations Upgrade	WAS	-	4,423,818	4,423,818	Y
Water Conserv I Parallel Forcemain	WAS	15,011,554	3,237,950	18,249,504	Y
Water Conserv II Additional Clarifiers	WAS	550,000	5,200,000	5,750,000	N
Water Conserv II Air Supply Stream Separation	WAS	250,000	152,000	402,000	N
Water Conserv II Diffuser Replacement	WAS	600,000	-	600,000	N
Water Conserv II Effluent Disposal Expansion	WAS	1,578,458	-	1,578,458	Y
Water Conserv II Effluent Filter Replacement	WAS	1,792,800	-	1,792,800	N
Water Conserv II Local Area Reclaimed Water	WAS	1,282,175	-	1,282,175	Y
Water Conserv II Master Pump Station Improvements	WAS	8,537,360	-	8,537,360	Y
Water Conserv II Painting	WAS	175,000	175,000	350,000	N
Windsong Estates Sewer Improvements	WAS	1,068,500	-	1,068,500	N
		\$109,767,104	\$ 43,552,330	\$153,319,434	
		<u>\$142,877,852</u>	<u>\$304,127,222</u>	<u>\$447,005,074</u>	

Capital Improvements



Requirement:

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

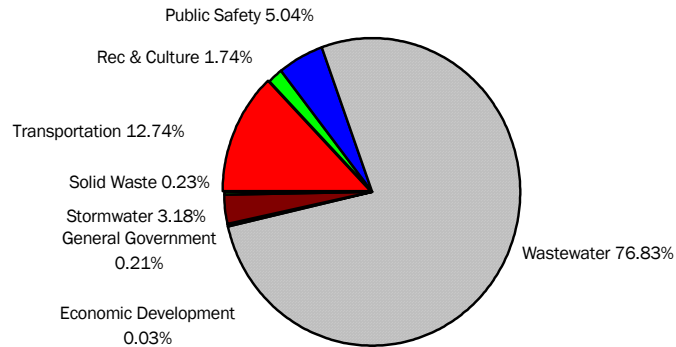


Definition:

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.



**CAPITAL IMPROVEMENT BUDGET BY TYPE
FY 2004/2005**



<u>DEPARTMENT</u>	<u>FUNDING AMOUNT FY 2004/2005</u>	<u>% of TOTAL</u>
Wastewater	\$ 109,767,104	76.83%
Transportation	18,204,750	12.74%
Public Safety	7,201,000	5.04%
Stormwater	4,539,074	3.18%
Recreation & Culture	2,499,800	1.74%
Solid Waste	326,124	0.23%
General Government	300,000	0.21%
Economic Development	40,000	0.03%
Total	\$ 142,877,852	100.00%

Capital Improvements



Requirement:

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

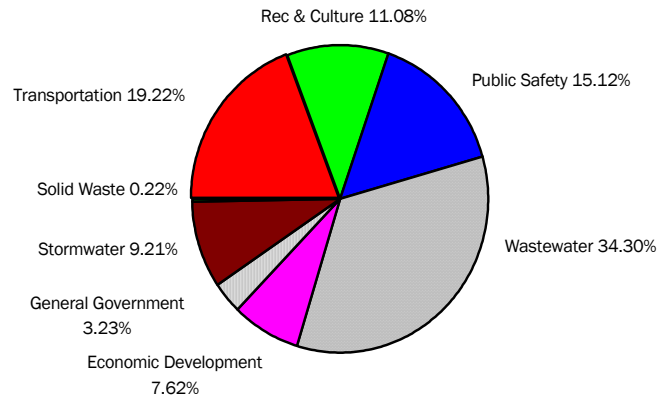


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**CAPITAL IMPROVEMENT BUDGET BY TYPE
2004 - 2009**



<u>DEPARTMENT</u>	<u>TOTAL FUNDING FY 2004/2009</u>	<u>% of TOTAL</u>
Wastewater	\$ 153,319,434	34.30%
Transportation	85,917,210	19.22%
Public Safety	67,572,288	15.12%
Recreation & Culture	49,578,614	11.08%
Stormwater	41,150,652	9.21%
Economic Development	34,080,500	7.62%
General Government	14,421,128	3.23%
Solid Waste	965,248	0.22%
Total	\$ 447,005,074	100.00%

Capital Improvements

DESCRIPTION OF MAJOR FUNDED, NONROUTINE PROJECTS

Following is a description of the five largest projects included in the FY 2004/2005 capital budget. These projects may incorporate a mix of City and other funding. Further information on these and the other projects shown on the preceding schedules can be found in the 2004-2009 Capital Improvement Program document available from the Management, Budget and Accounting Department.

Project	FY 2004/05	Description
Eastern Regional Reclaimed Water System	\$ 32,984,024	The St. Johns River Water Management District has been working with local water purveyors to identify alternative sources of water to supplement supplies from the aquifer. The Iron Bridge Treatment Plant has over 20 million gallons per day of water that could be made available to the surrounding community. The District has indicated that they may be able to bring funding to the project if it is of regional significance. Seminole County has expressed interest in participating as well. The City has proceeded with the design of a two phase system. The system will ultimately extend from Iron Bridge to the existing Conserv I Treatment Plant reclaimed system and will ultimately replace Conserv I as a source for reclaimed water as part of the flow diversion project. Seminole County will provide approximately 50% of the Phase I funding; the City will fund the balance and continue to pursue grant funding.
Iron Bridge RBC Replacement	\$ 21,786,220	The Rotating Biological Contactors (RBCs) from the original Iron Bridge Plant are approaching 20 years of service. A recent evaluation of the RBC plastic media shows that the material has significantly degraded and will need complete replacement in the near future. The cost of replacing the original system is high and the process results of RBC type systems are not comparable to newer technology. The entire system needs to be evaluated for replacement. Available technology will be reviewed and evaluated to determine how much of the existing plant can be reused. A study of alternatives will be undertaken to determine the most cost-effective approach and implement the appropriate action. Funding will be provided by the City (52%) and by its Northerly Entity partners (48%).
Water Conserv I Parallel Forcemain	\$ 15,011,554	The Conserv I service area will be generating sufficient flow in the next five years to necessitate a plant expansion. In addition, because of planned expansion at the International Airport, the current method of effluent utilization, percolation basins, will be phased out over the next 8 to 10 years. As a result, it will be necessary to find an effluent utilization system that will provide 15 million gallons per day of capacity for the Conserv I service area. Several options for plant expansion were evaluated by the Wastewater Division. The most cost effective option involves closing the Conserv I facility and diverting flow to Iron Bridge. This option will require the installation of a 36 inch forcemain to parallel the existing line from SR 436 and Curry Ford Road to the Crane Strand pumping station and the Crane Strand interceptor system. The City will fund this project in its entirety.
Water Conserv II Master Pump Station	\$ 8,537,360	Several components of the master pump station are beginning to experience problems associated with age and deterioration. In addition, the wet well is too small to allow for proper pump operation. The master pump station area has been identified as an odor source and needs to be addressed. This project also includes the flow equalization tanks. Recommended redesign of master pump station to include increasing wet well capacity, implementing odor control and potential replacement of pumps. Also includes addition of self cleaning flow equalization tanks. The City of Winter Park will pay 4% of the cost.
Conway Road-Hoffner to Beeline	\$ 8,085,000	Based on the City's adopted Thoroughfare Plan, future growth projections, and transportation modeling, Conway Road from Hoffner to the Beeline Expressway has been identified as a future roadway deficiency. Conway Road will be widened from two lanes to four lanes with bicycle lanes and sidewalks. Project length equals 3.60 lane miles. This project is part of the Fla. Dept. of Transportation adopted 5-year work program for design and ROW acquisition.

Requirement:

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Definition:

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Capital Improvements

ESTIMATED OPERATING BUDGET IMPACTS OF SELECTED FUNDED, NONROUTINE CAPITAL IMPROVEMENT PROJECTS

Operating cost impacts would be presented by the following projects. This listing is not meant to be all inclusive, but to indicate the type of projects that would have a recurring impact on future operating budgets. Information is as submitted by Departments as part of their Capital Improvement Program submissions.

<u>Project Type /Project</u>	<u>Estimated Additional Personnel</u>	<u>Estimated Annual Personnel Cost</u>	<u>Estimated Annual Operating Cost</u>	<u>Estimated Annual Total Cost</u>
Transportation				
Area Wide Signal System Upgrade	1 full time- contract	\$ 85,000	\$ 5,000	\$ 90,000
Conway Road- Hoffner to Beeline Expressway	-	-	-	-
Solid Waste				
Commercial Collection Vehicles	1 full time	\$ 49,238	\$ 366,000	\$ 415,238
Residential/Recycling Collection Vehicles	1 full time	49,238	304,169	353,407
Wastewater				
Eastern Regional Reclaimed Water System (1)	-	-	(700,000)	(700,000)
Iron Bridge RBC Replacement (2)	-	-	(750,000)	(750,000)
Water Conserv I Parallel Forcemain (3)	-	-	(2,000,000)	(2,000,000)
Water Conserv II Master Pump Station Improvements	-	-	-	-

Requirement:

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

Definition:

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- (1) This project will enable the City to sell reclaimed water that is expected to generate an annual profit of \$700,000.
- (2) This project will result in a more proficient plant that will result in a reduction of maintenance and energy costs.
- (3) This project will enable the City to close a plant that will result in a \$2 million reduction in system operating costs.

Capital Improvements



Requirement:

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Definition:

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ESTIMATED OPERATING BUDGET IMPACTS OF SELECTED UNFUNDED, NONROUTINE CAPITAL IMPROVEMENT PROJECTS

Operating cost impacts would be presented by the following projects. This listing is not meant to be all inclusive, but to indicate the type of projects that would have a recurring impact on future operating budgets. Information is as submitted by Departments as part of their Capital Improvement Program submissions.

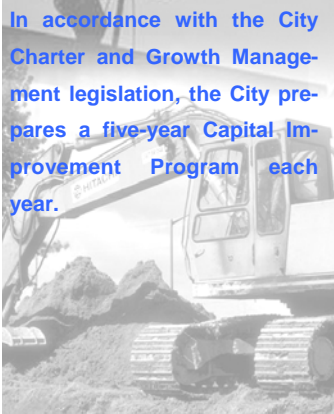
<i>Project Type/Project</i>	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
Public Safety - Police				
Decentralization	10 full time	\$ 550,868	\$ 125,000	\$ 675,868
Public Safety - New Fire Stations				
(Personnel requirement depends upon apparatus required at station.)				
Fire Station #14 (Vista East)	18 full time	\$1,117,000	\$ 92,900	\$ 1,209,900
Fire Station #15 (Millennia)	15 full time	967,304	34,710	1,002,014
Fire Station #16 (Lake Nona)	21 full time	1,359,551	40,876	1,400,427
Fire Station #17 (Baldwin Park)	15 full time	967,304	34,710	1,002,014

Capital Improvements



Requirement:

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



Definition:

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.



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Supplemental Information

Table of Contents

Revenue by Major Source	2
Appropriation by Major Object Code	4
General Governmental Revenues and Other Financing Sources	6
Tax Revenue by Source	8
Ad Valorem Revenue Historical Comparison	9
Graph of Community Service Organization Funding by Focus Care	10
Community Service Organizations	11
Assessed and Estimated Value of Taxable Property	13
Property Value and Construction Last 10 Fiscal Years	14
Schedule Ten Largest Taxpayers	15
Property Tax Rates and Tax Levies	16
Property Tax Levies and Collections	17
Chart of Accounts	18

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Supplemental Information

REVENUE SUMMARY – BY MAJOR SOURCE
BUDGET FY 2004/2005

	Ad Valorem Taxes	Franchise, Utilities & Other Taxes	Licenses & Permits	Inter- Governmental	Charge for Services
General Fund	82,718,713	35,921,036	38,892,734	36,466,793	20,586,489
<u>SPECIAL REVENUE</u>					
Law Enforcement Training Fund					
Community Development Block Grant				2,657,000	
Local Housing Assistance Trust Fund				1,487,142	
HOME Investment Partnership Fund				2,147,564	
HOPWA Grant Fund				3,190,000	
HUD Homeless Grant Fund				99,167	
Transportation Impact Fee Funds					
Utility Services Tax Fund		36,621,860			
OCPS - Crossing Guard Fund					
Transportation Grant Fund					1,101,000
Gas Tax Fund				7,496,512	
Community Redevelopment Agency Fund					
CEB Lien Assessment Fund					
Harry P. Leu Gardens Trust Fund			819,850		
Mennello Museum Fund				464,179	57,310
Dubsdread Golf Course					1,346,739
Contraband Forfeiture Trust Funds					
Cemetery Trust Fund					150,000
CRA Trust Funds				21,034,248	
After School All Stars					
911 Emergency Telephone System					
Special Assessments Fund					
Capital Improvement Fund					
FY 03/04 Construction					
<u>DEBT SERVICE</u>					
CRA Debt Service-Republic Drive					
CRA Debt Service-Conroy Road					
CRA Debt Service-2002 Refunding					
Parking Facility Revenue Bonds Fund					
Wastewater Revenue Bond Funds					
CRA Debt Service - Internal Loan Fund					
<u>ENTERPRISE</u>					
Parking System Revenue Fund					7,200,410
CNL R&R					
Orlando Centroplex Fund			250,000		6,617,085
Arena Concessionaire Fund					6,095,720
Sports Complex Concession Fund					1,396,635
Center for Arts & Education					111,658
Solid Waste Fund				75,000	18,827,893
Stormwater Utility Fund					14,210,765
Wastewater Revenue Fund				227,000	41,596,856
Wastewater Impact Fee Reserve Fund					10,191,920
Wastewater Construction Funds					6,500,000
Wastewater R & R Fund					
<u>INTERNAL SERVICE</u>					
Fleet Management Fund					25,000
Fleet Replacement Funds					
Risk Management Fund					
Supplemental Staff Fund					
Pension Participant Services					
Long Term Disability					
Internal Loan Fund					
<u>COMPONENT UNIT</u>					
Downtown Development Board Fund	1,266,193				
Civic Facilities Authority Revenue Fund				200,000	966,838
Sports Complex Facility Revenue Fund					
1976 Guaranteed Entitlement Sinking Fund					
Civic Facilities Authority Sinking Fund					
<u>PENSION TRUST</u>					
City Pension Funds					
TOTAL CITY OF ORLANDO	83,984,906	72,542,896	39,962,584	75,544,605	136,982,318

Supplemental Information

REVENUE SUMMARY – BY MAJOR SOURCE
BUDGET FY 2004/2005

Fines and Forfeitures	Misc. Revenues	Non-Operating Revenues	Intra-Governmental Services	Total Revenues	
\$ 3,195,750	\$ 631,948	\$ 15,493,115	\$ 49,102,041	\$283,008,619	General Fund
					<u>SPECIAL REVENUE</u>
205,500		53,700		259,200	Law Enforcement Training Fund
				2,657,000	Community Development Block Grant
				1,487,142	Local Housing Assistance Trust Fund
				2,147,564	HOME Investment Partnership Fund
				3,190,000	HOPWA Grant Fund
				99,167	HUD Homeless Grant Fund
		1,392,129		1,392,129	Transportation Impact Fee Funds
	332,847			36,954,707	Utility Services Tax Fund
351,000			28,500	379,500	OCPS - Crossing Guard Fund
			826,490	1,927,490	Transportation Grant Fund
		519,871	850,000	8,866,383	Gas Tax Fund
	75,000	121,538	5,806,732	6,003,270	Community Redevelopment Agency Fund
		254,831		254,831	CEB Lien Assessment Fund
	66,000	3,000	1,228,958	2,117,808	Harry P. Leu Gardens Trust Fund
		4,400		525,889	Mennello Museum Fund
				1,346,739	Dubsdread Golf Course
		165,492		165,492	Contraband Forfeiture Trust Funds
	187,000	200,587		537,587	Cemetery Trust Fund
				21,034,248	CRA Trust Funds
	248,899		105,000	353,899	After School All Stars
			390,404	390,404	911 Emergency Telephone System
		521,350		521,350	Special Assessments Fund
			6,820,000	6,820,000	Capital Improvement Fund
					FY 03/04 Construction
					<u>DEBT SERVICE</u>
			3,318,444	3,318,444	CRA Debt Service-Republic Drive
			2,280,690	2,280,690	CRA Debt Service-Conroy Road
		100,000	2,665,092	2,765,092	CRA Debt Service Refunding
			3,488,460	3,488,460	Parking Facility Revenue Bonds Fund
			15,565,953	15,565,953	Wastewater Revenue Bond Funds
			2,396,604	2,396,604	CRA Debt Service - Internal Loan Fund
					<u>ENTERPRISE</u>
1,800,000	369,452	994,579		10,364,441	Parking System Revenue Fund
			30,000	30,000	CNL R&R
	819,060	60,000	4,263,280	12,009,425	Orlando Centroplex Fund
		114,100		6,209,820	Arena Concessionaire Fund
				1,396,635	Sports Complex Concession Fund
			63,342	175,000	Center for Arts & Education
		1,265,188		20,168,081	Solid Waste Fund
		337,475		14,548,240	Stormwater Utility Fund
30,000	125,915	458,358		42,438,129	Wastewater Revenue Fund
		1,000,000		11,191,920	Wastewater Impact Fee Reserve Fund
		500,000		7,000,000	Wastewater Construction Funds
			1,277,922	1,277,922	Wastewater R & R Fund
					<u>INTERNAL SERVICE</u>
	101,000	16,718	10,553,025	10,695,743	Fleet Management Fund
	1,220,000	300,000	8,169,067	9,689,067	Fleet Replacement Funds
		4,270,773	13,599,995	17,870,768	Risk Management Fund
			1,049,911	1,049,911	Supplemental City Staff
	150,000			150,000	Pension Participant Services
		319,000		319,000	Long Term Disability
		804,632	17,621,246	18,425,878	Internal Loan Fund
					<u>COMPONENT UNIT</u>
		8,700	615,500	1,890,393	Downtown Development Board Fund
	1,000	122,104	2,515,108	3,805,050	Civic Facilities Authority Revenue Fund
			201,500	201,500	Sports Complex Facility Revenue Fund
			201,500	201,500	1976 Guaranteed Entitlement Sinking Fund
			309,101	309,101	Civic Facilities Authority Sinking Fund
					<u>PENSION TRUST</u>
			466,594	466,594	City Pension Funds
<u>\$ 5,582,250</u>	<u>\$ 4,328,121</u>	<u>\$ 29,401,640</u>	<u>\$ 155,810,459</u>	<u>\$604,139,779</u>	TOTAL CITY OF ORLANDO

Supplemental Information

**APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2004/2005**

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General	\$ 128,457,725	\$ 57,970,747	\$ 5,427,199	\$ 13,915,086	\$ 10,245,338	\$ 9,781,673
SPECIAL REVENUE						
Law Enforcement Training			120,500	6,200		
Community Dev. Block Grant	494,061	198,923	15,000	68,000	6,600	9,500
Local Housing Assistance Trust	82,287	26,956	2,500	3,500		4,000
HOME Investment Partnership	41,400	12,935	200	2,350		1,000
HOPWA Grant				223,300		
HUD Homeless Grant				99,167		
Transportation Impact Fee				199,353		
Utility Services Tax						
OCPS - Crossing Guard				379,500		
Transportation Grant	59,298	29,520	12,550	1,611,736	91,850	400
Gas Tax						
Comm. Redevelopment Agency	403,009	132,157	106,200	798,834	11,793	8,500
CEB Lien Assessment			5,000	60,000		2,500
Harry P. Leu Gardens Trust	952,158	357,555	192,883	222,384	126,606	37,183
Mennello Museum	122,613	33,300	59,654	187,358	24,198	55,976
Dubsdread	561,309	155,859	147,512	273,599	66,183	54,104
Contraband Forfeiture Trust	95,630	24,578	15,500	4,500		6,179
Cemetery Trust	170,156	59,635	5,100	231,526	19,620	380
CRA Trust						
After School All Stars	133,665	40,339	85,105	67,915		12,775
911 Emergency Phone System	377,704		5,000			2,700
Special Assessments						
Capital Improvement			289,878	222,104		
FY03/04 Construction						
DEBT SERVICE						
CRA Debt Service-Republic Drive						
CRA Debt Service-Conroy Road						
CRA Debt Service Refunding						
Parking Facility Revenue Bond						
Wastewater Revenue Bonds						
CRA Debt Service - Internal Loan						
ENTERPRISE						
Parking System Revenue	2,516,928	1,087,622	136,739	1,251,341	368,234	31,175
CNL R&R						
Orlando Centroplex	3,888,339	1,089,907	285,000	3,133,500	1,476,793	35,650
Arena Concessionaire			3,677,750	25,174	31,529	
Sports Complex Concession			705,586			
Center for Arts & Education				143,000	32,000	
Solid Waste	4,144,903	1,983,904	544,273	453,161	5,413,158	15,000
Stormwater Utility	849,869	363,459	265,615	6,141,972	59,245	14,787
Wastewater Revenue	9,859,263	3,608,928	4,154,828	5,590,864	4,187,120	63,827
Wastewater Impact Fee Reserve						
Wastewater Construction						
Wastewater R & R			10,000			
INTERNAL SERVICE						
Fleet Management	1,892,211	723,112	5,019,520	597,479	142,504	823,500
Fleet Replacement			165,000	305,000		
Risk Management	565,969	208,683	22,067	1,016,427	1,000	14,982,890
Supplemental Staff	465,347	240,108	8,910	176,800	1,675	
Pension Participant Services	30,180	13,432	500	500		750
Long Term Disability				319,000		
Internal Loan						
COMPONENT UNIT						
Downtown Development Board	368,523	109,107	8,260	347,612	3,200	844,400
Civic Facilities Authority	586,954	106,027	93,000	668,590	484,148	6,205
Sports Complex Facilities Rev.						
1976 Guar. Entitlement Sinking						
Civic Facilities Authority Sinking						
PENSION TRUST						
City Pension	37,224	12,569	2,950	322,735		6,750
TOTAL CITY OF ORLANDO	\$ 157,156,725	\$ 68,589,362	\$ 21,589,779	\$ 39,069,567	\$ 22,792,794	\$ 26,801,804

Supplemental Information

APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2004/2005

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 637,115	\$ 18,056,917	\$ 1,890,612	\$ 36,626,207	\$ 283,008,619	General
					<u>SPECIAL REVENUE</u>
82,500			50,000	259,200	Law Enforcement Training
8,000	30,557		1,826,359	2,657,000	Community Dev. Block Grant
4,000	336		1,363,563	1,487,142	Local Housing Assistance Trust
1,000	158		2,088,521	2,147,564	HOME Investment Partnership
			2,966,700	3,190,000	HOPWA Grant
				99,167	HUD Homeless Grant
			1,192,776	1,392,129	Transportation Impact Fee
			36,954,707	36,954,707	Utility Services Tax
				379,500	OCPS - Crossing Guard
	33,911		88,225	1,927,490	Transportation Grant
			8,866,383	8,866,383	Gas Tax
3,900	57,330	515,000	3,966,547	6,003,270	Comm. Redevelopment Agency
			187,331	254,831	CEB Lien Assessment
6,318	203,705	13,500	5,516	2,117,808	Harry P. Leu Gardens Trust
5,299	23,001	14,490		525,889	Mennello Museum
			88,173	1,346,739	Dubsdread
3,000	332		15,773	165,492	Contraband Forfeiture Trust
2,100	26,064	20,000	3,006	537,587	Cemetery Trust
			21,034,248	21,034,248	CRA Trust
3,300	7,500		3,300	353,899	After School All Stars
5,000				390,404	911 Emergency Phone System
			521,350	521,350	Special Assessments
46,000		1,056,109	5,205,909	6,820,000	Capital Improvement
					FY 03/04 Construction
					<u>DEBT SERVICE</u>
			3,318,444	3,318,444	CRA Debt Service-Republic Drive
			2,280,690	2,280,690	CRA Debt Service-Conroy Road
			2,765,092	2,765,092	CRA Debt Service Refunding
			3,488,460	3,488,460	Parking Facility Revenue Bond
			15,565,953	15,565,953	Wastewater Revenue Bonds
			2,396,604	2,396,604	CRA Debt Service - Internal Loan
					<u>ENTERPRISE</u>
5,543	326,568	54,232	4,586,059	10,364,441	Parking System Revenue
			30,000	30,000	CNL R&R
6,000	229,975		1,864,261	12,009,425	Orlando Centroplex
			2,475,367	6,209,820	Arena Concessionaire
			691,049	1,396,635	Sports Complex Concession
				175,000	Center for Arts & Education
10,150	4,658,301	192,300	2,752,931	20,168,081	Solid Waste
20,600	248,649	45,000	6,539,044	14,548,240	Stormwater Utility
49,000	2,071,016	10,500	12,842,783	42,438,129	Wastewater Revenue
			11,191,920	11,191,920	Wastewater Impact Fee Reserve
			7,000,000	7,000,000	Wastewater Construction
		1,267,922		1,277,922	Wastewater R & R
					<u>INTERNAL SERVICE</u>
2,100	382,542	25,000	1,087,775	10,695,743	Fleet Management
		7,988,609	1,230,458	9,689,067	Fleet Replacement
6,700	7,938		1,059,094	17,870,768	Risk Management
	40,146		116,925	1,049,911	Supplemental Staff
1,600	124		102,914	150,000	Pension Participant Services
				319,000	Long Term Disability
			18,425,878	18,425,878	Internal Loan
					<u>COMPONENT UNIT</u>
4,700	1,491		203,100	1,890,393	Downtown Development Board
	234,369	77,766	1,547,991	3,805,050	Civic Facilities Authority
			201,500	201,500	Sports Complex Facilities Revenue
			201,500	201,500	1976 Guar. Entitlement Sinking
			309,101	309,101	Civic Facilities Authority Sinking
					<u>PENSION TRUST</u>
30,000	150		54,216	466,594	City Pension
<u>\$ 943,925</u>	<u>\$ 26,641,080</u>	<u>\$ 13,171,040</u>	<u>\$ 227,383,703</u>	<u>\$ 604,139,779</u>	TOTAL CITY OF ORLANDO

Supplemental Information

**CITY OF ORLANDO, FLORIDA
GENERAL GOVERNMENTAL REVENUES AND OTHER FINANCING SOURCES
LAST TEN FISCAL YEARS (1)**

	<u>2003</u>	<u>%</u>	<u>2002</u>	<u>%</u>	<u>2001</u>	<u>%</u>	<u>2000</u>	<u>%</u>	<u>1999</u>	<u>%</u>
Property Taxes	\$ 71,676,754	26.1	\$ 68,620,497	23.9	\$ 68,984,150	26.3	\$ 57,589,699	23.7	\$ 53,911,928	20.3
Franchise Taxes	22,643,185	8.2	21,725,686	7.6	20,732,223	7.9	18,625,360	7.7	17,654,965	6.6
Special Assessments	657,176	0.2	609,552	0.2	227,691	0.1	158,058	0.1	103,245	-
Licenses, Permits and Fees	28,899,263	10.5	26,702,092	9.3	32,909,193	12.6	27,836,526	11.5	31,076,493	11.7
Fines and Forfeitures	2,178,656	0.8	2,448,643	0.9	2,407,844	0.9	2,422,399	1.0	2,251,575	0.8
Earnings on Investments	5,193,503	1.9	3,749,630	1.3	12,304,595	4.7	8,999,745	3.7	5,724,206	2.2
Contributions Orlando Utilities	32,992,766	12.0	28,203,772	9.9	32,091,000	12.3	30,787,504	12.7	31,350,352	11.8
Intergovernmental Revenue	42,868,565	15.6	40,514,890	14.2	41,696,891	15.9	40,123,794	16.5	41,403,512	15.6
Miscellaneous	14,134,065	5.1	10,323,238	3.6	11,514,552	4.4	7,556,219	3.1	10,783,255	4.1
Transfers from Other Funds	52,761,514	19.2	50,484,915	17.7	36,354,415	13.9	42,528,879	17.5	38,600,689	14.5
Proceeds of Bonds and Loans	<u>1,081,799</u>	<u>0.4</u>	<u>32,580,095</u>	<u>11.4</u>	<u>2,490,064</u>	<u>1.0</u>	<u>6,176,913</u>	<u>2.5</u>	<u>33,024,324</u>	<u>12.4</u>
Total	<u>\$ 275,087,246</u>	<u>100.0</u>	<u>\$ 285,963,010</u>	<u>100.0</u>	<u>\$ 261,712,618</u>	<u>100.0</u>	<u>\$ 242,805,096</u>	<u>100.0</u>	<u>\$ 265,884,544</u>	<u>100.0</u>

Note:

- (1) This schedule includes revenues of the General Fund, Debt Service Funds and Capital Projects Fund after elimination of transfers between these funds.

Supplemental Information

<u>1998</u>	<u>%</u>	<u>1997</u>	<u>%</u>	<u>1996</u>	<u>%</u>	<u>1995</u>	<u>%</u>	<u>1994</u>	<u>%</u>
\$ 51,285,519	20.6	\$ 47,183,672	17.8	\$ 45,086,129	22.7	\$ 44,830,696	22.6	\$ 42,770,637	21.1
16,748,733	6.7	15,256,556	5.7	15,088,673	7.6	14,305,818	7.2	13,743,111	6.8
197,260	0.1	2,991,079	1.1	-	-	-	-	-	-
27,029,085	10.8	23,210,218	8.8	20,289,136	10.2	18,276,037	9.2	17,684,099	8.7
2,208,143	0.9	1,711,216	0.6	2,018,899	1.0	1,805,903	0.9	1,605,267	0.8
9,551,111	3.8	6,167,491	2.3	5,171,705	2.6	5,164,807	2.6	3,886,980	1.9
29,459,375	11.8	26,418,723	9.9	25,112,000	12.6	19,431,000	9.8	18,215,000	9.0
35,803,181	14.4	50,800,936	19.2	37,273,300	18.7	43,890,704	22.2	33,644,922	16.6
8,249,782	3.3	10,742,718	4.0	8,968,142	4.5	5,151,239	2.6	4,555,235	2.2
39,574,952	15.9	31,605,862	11.9	30,729,135	15.5	34,970,558	17.7	29,660,101	14.6
<u>29,267,847</u>	<u>11.7</u>	<u>49,839,028</u>	<u>18.7</u>	<u>9,100,000</u>	<u>4.6</u>	<u>10,238,860</u>	<u>5.2</u>	<u>37,092,810</u>	<u>18.3</u>
<u>\$249,374,988</u>	<u>100.0</u>	<u>\$265,927,499</u>	<u>100.0</u>	<u>\$198,837,119</u>	<u>100.0</u>	<u>\$198,065,622</u>	<u>100.0</u>	<u>\$202,858,162</u>	<u>100.0</u>

Supplemental Information

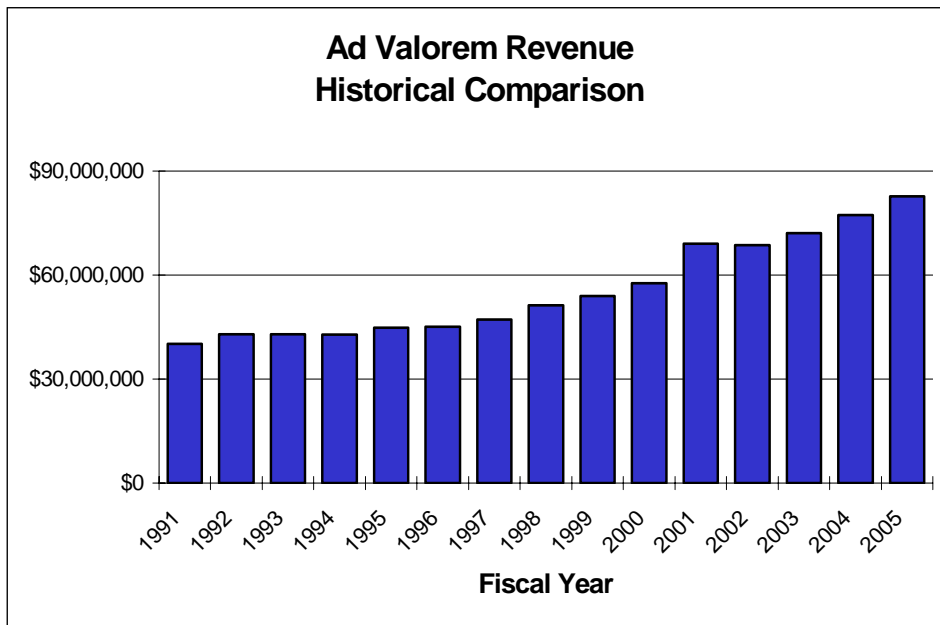
**CITY OF ORLANDO, FLORIDA
TAX REVENUE BY SOURCE
LAST TEN FISCAL YEARS**

Fiscal Year	Property Taxes		Franchise Taxes	Utilities Services Taxes (1)	Total Taxes
	Operations	Debt Service			
1994	\$ 42,770,637	\$ -	\$ 13,743,111	\$ 21,631,723	\$ 78,145,471
1995	44,830,696	-	14,305,818	22,606,912	81,743,426
1996	45,086,129	-	15,088,673	25,543,013	85,717,815
1997	47,183,672	-	15,256,556	27,975,875	90,416,103
1998	51,285,519	-	16,748,733	29,397,561	97,431,813
1999	53,911,928	-	17,654,965	29,881,899	101,448,792
2000	57,589,699	-	18,625,360	33,478,429	109,693,488
2001	68,984,150	-	20,732,223	32,689,117	122,405,490
2002	68,620,497	-	21,725,686	40,004,796	130,350,979
2003	71,676,754	-	22,643,185	38,462,398	132,782,337

Note:

- (1) Utilities Service Tax revenues are received and placed in a trust fund. This tax is pledged as collateral for the Wastewater System and Capital Improvement bonds outstanding.

Supplemental Information



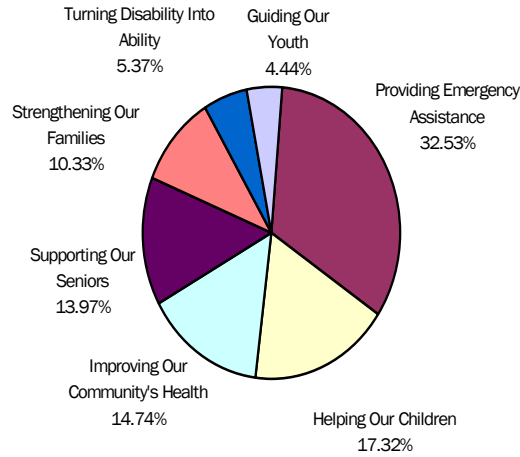
Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was reduced or held constant through FY 1988. The rate was raised by .876 in 1989 and 1 mill in 1990. The millage rate then remained at 6.0666 through FY 2001. It was reduced to the roll back rate of 5.6916 in FY 2002 and has remained at that rate. FY 2004 and FY 2005 are based on budget estimates.

Supplemental Information

Community Service Organization Funding by Focus Care
Budget FY 2004/2005

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.



Department Identifier:

- Executive Offices
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Focus Care Area	City Funding	% of Total
Providing Emergency Assistance	\$ 673,803	32.53%
Helping Our Children	358,867	17.32%
Improving Our Community's Health	305,233	14.74%
Supporting Our Seniors	289,377	13.97%
Strengthening Our Families	213,920	10.33%
Turning Disability Into Ability	111,225	5.37%
Guiding Our Youth	92,000	4.44%
Subtotal:	\$ 2,044,425	98.70%
Other (to be determined)	27,000	1.30%
Total:	\$ 2,071,425	100.00%

Supplemental Information

The following identifies agencies that receive City funding through the Citizens Review Panel (listed as Community Service Organizations); through City Council (listed as Other Agencies); or as pass-through grants (listed as Grant Funding).

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS**

	Approved FY 2003/2004		Approved FY 2004/2005
Arnold Palmer Hospital-Sexual Trauma Recovery Center	\$ 83,711	(1)	\$ 83,711
Boys and Girls Club of Central Florida	42,000	(1)	42,000
Center for Drug Free Living	132,522	(1)	132,522
Center for Independence, Technology & Education (CITE)	52,000		52,000
Central Florida Police Athletic League	50,000	(1)	50,000
Children's Home Society	34,700		34,700
Christian Service Center	27,580		27,452
Coalition for the Homeless	339,759	(1)	339,759
Community Coordinated Care for Children	358,867		358,867
Community Services Network	111,397		79,397
Consumer Credit Counseling Service	7,500		7,500
Devereux Foundation, Inc.	20,700		20,700
Guardian Care	49,877		49,877
Harbor House (formerly Spouse Abuse)	151,867	(1)	151,867
Legal Aid Society	32,000		32,000
Metropolitan Orlando Urban League	119,020	(1)	119,020
Orlando Korean Senior Center	-		5,000
Quest	59,225		59,225
Salvation Army	47,200		47,200
Seniors First, Inc.	234,500		234,500
Share the Care	28,000		28,128
Shepherd's Hope	15,000		15,000
Stepping Stone Foundation, Inc.	74,000		74,000
Other (to be determined)	0		27,000
Subtotal - Community Service Organizations	\$ 2,071,425		\$ 2,071,425

OTHER AGENCIES

	Approved FY 2003/2004		Approved FY 2004/2005
Black Business Investment Fund	\$ 150,000		\$ 142,500
Black Business Investment Incubator	-		100,000 (4)
Citrus Sports	100,000	(2)	55,000 (5)
Channel 24	45,000		45,000
Downtown Arts District	250,000	(3)	150,000
Dr. Phillips Performing Arts Center	20,000	(2)	20,000
Economic Development Commission	545,000		545,000
Heart of Florida United Way	15,730		15,730
Hispanic Business Initiative Fund	79,500		79,500
Impact Fee Assistance Program	20,000		20,000
M/WBE Alliance	75,000		75,000
MetroPlan	146,185		151,388
Mayor's Grants	168,000		170,000
Orange Blossom Trail Development Board	84,000		63,000
Orlando Area Sports Commission	96,724	(2)	96,724
Orlando Humane Society	20,000		20,000
Orlando/Orange Compact	105,000		105,000
Orlando Pre K Partnership	200,000		200,000
Orlando Science Center	300,000		300,000
United Arts of Central Florida	471,235		471,235
Subtotal - Other Agencies	\$ 2,891,374		\$ 2,825,077

Funding provided by the General Fund unless otherwise noted.

(1) Funded via Federal Asset Sharing Trust Fund in FY 2003/2004 - total \$918,879.

(2) Funded via Utilities Services Tax Fund in FY 2003/2004 - total \$216,724.

(3) FY 03/04 carryover of FY 02/03 funding.

(4) Funded via Community Redevelopment Agency (CRA)

(5) \$30,000 General Fund, \$25,000 CRA

Continued on next page

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Supplemental Information



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**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Approved	Approved
	-	-
<u>Community Development Block Grant</u>		
CITE Facility Improvements	\$ -	\$ 112,897
Center for Independent Living - Home Modifications	25,000	25,000
Latino Leadership - Healthy House, Happy Home	100,000	100,000
Planned Parenthood Facility Improvements	-	161,051
Quest, Inc. Facility Improvements	-	161,052
Seniors First H.E.A.R.T. Program	150,000	150,000
Subtotal - Community Development Block Grant	<u>275,000</u>	<u>710,000</u>
<u>Emergency Shelter Grant</u>		
Coalition for the Homeless	70,000	86,092
First Harvest Foundation, Inc.	-	13,075
Salvation Army	14,000	-
Subtotal - Emergency Shelter Grant	<u>84,000</u>	<u>99,167</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Short term rental, mortgage and utility assistance	907,200	1,068,040
Tenant based rental assistance	453,600	724,020
Supportive services	584,892	595,359
Facility based housing	327,600	489,378
Subtotal - HOPWA Grant	<u>2,273,292</u>	<u>2,876,797</u>
Total Grant Funding	<u>\$ 2,632,292</u>	<u>\$ 3,685,964</u>
TOTAL - ALL FUNDING	<u>\$ 7,595,091</u>	<u>\$ 8,582,466</u>

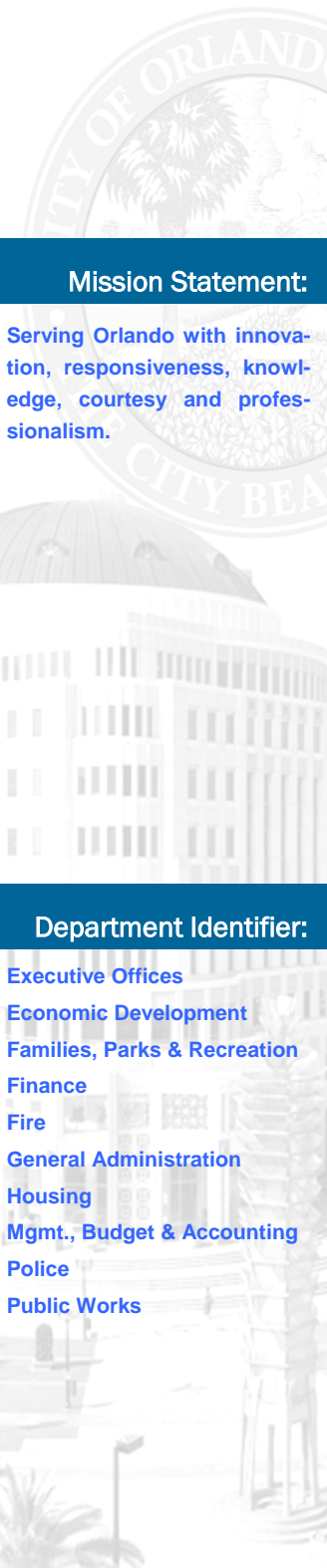
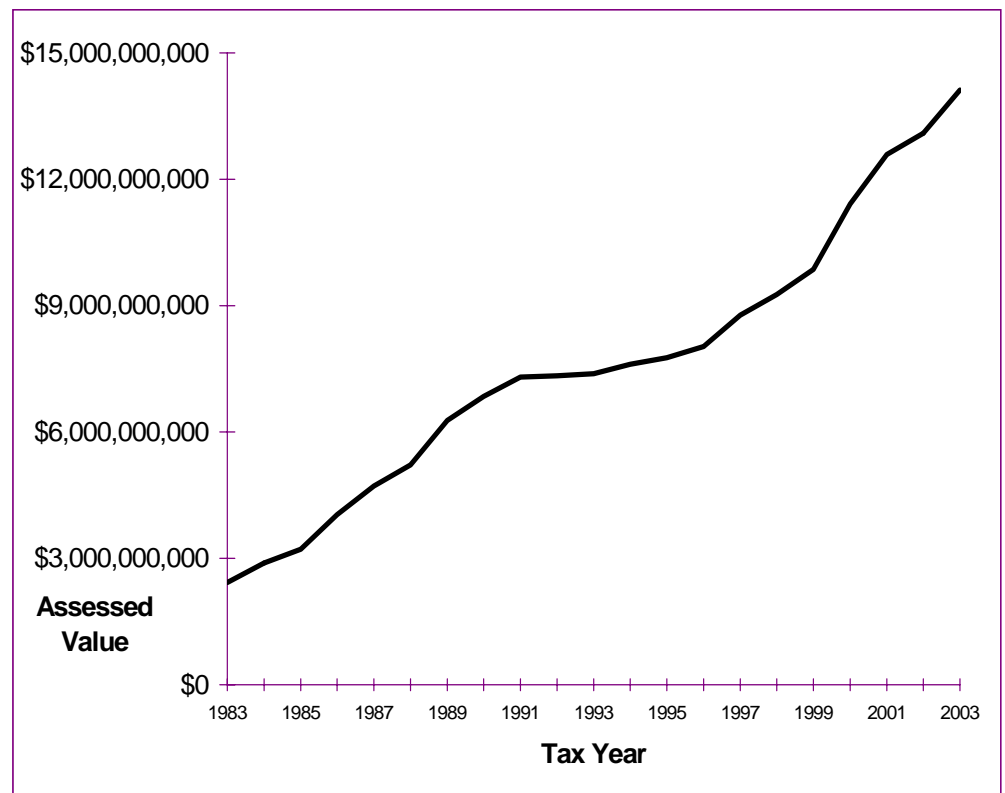
HOPWA funding is administered by the Health Council for East Central Florida, Inc. and providers are selected through a Request for Proposal process. Providers have included AIDS Resource Alliance, Center for Drug Free Living, Miracle of Love, St. Francis House and Transition House.

Supplemental Information

CITY OF ORLANDO, FLORIDA
 ASSESSED AND ESTIMATED VALUE OF TAXABLE PROPERTY
 NET OF EXEMPTIONS
 LAST TEN FISCAL YEARS

Fiscal Year (1)	Real Property		Personal Property		Totals	
	Assessed Value	Estimated (2) Actual Value	Assessed Value	Estimated (2) Actual Value	Assessed Value	Estimated Value
1994	6,303,653,388	7,416,062,809	1,304,176,981	2,371,230,711	7,607,830,369	8,606,225,741
1995	6,402,373,781	7,532,204,448	1,361,552,611	2,475,550,202	7,763,926,392	8,804,548,465
1996	6,609,441,679	7,775,813,740	1,423,718,337	2,588,578,795	8,033,160,016	9,120,851,693
1997	7,228,749,511	8,504,411,189	1,548,308,496	2,815,106,356	8,777,058,007	10,002,345,019
1998	7,681,067,592	9,036,550,108	1,582,582,525	2,877,563,749	9,263,650,117	10,477,643,886
1999	8,246,105,113	9,701,300,133	1,614,560,062	2,935,563,749	9,860,665,175	11,104,239,406
2000	9,406,864,847	11,066,899,820	2,007,656,526	3,650,284,593	11,414,521,373	12,960,868,256
2001	10,401,534,347	12,237,099,232	2,181,941,004	3,967,165,462	12,583,475,351	14,261,327,384
2002	11,106,733,091	13,066,744,813	2,053,283,775	3,733,243,227	13,160,016,866	16,799,988,040
2003	12,116,917,563	14,255,197,133	1,997,916,571	3,632,575,584	14,114,834,134	17,887,772,717

(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 are at 55%.



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Supplemental Information

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CITY OF ORLANDO, FLORIDA
PROPERTY VALUE AND CONSTRUCTION
LAST TEN FISCAL YEARS

Year	Commercial Construction (1)		Residential Construction (1)	
	Number of Units	Value	Number of Units	Value
1994	79	\$ 155,651,971	483	\$ 87,801,835
1995	126	48,560,559	563	124,726,053
1996	124	159,851,882	589	114,302,239
1997	202	381,141,048	513	124,047,529
1998	148	223,707,358	664	164,034,950
1999	208	233,950,548	606	139,665,167
2000	291	251,447,775	698	157,672,661
2001	315	312,027,682	751	169,785,251
2002	261	138,893,660	813	232,632,069
2003	143	168,197,908	1,458	305,851,751

Notes:

(1) Figures are for fiscal year October 1 - September 30.

Supplemental Information

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CITY OF ORLANDO, FLORIDA
SCHEDULE OF TEN LARGEST TAXPAYERS
SEPTEMBER 30, 2003

	<u>Taxpayer</u>	<u>Type of Business</u>	<u>Valuation</u>	<u>Percentage</u>
1.	Universal City Fla. Partners	Entertainment	\$ 1,199,464,542	7.94 %
2.	HIW-KC Orlando LLC	Developer	143,535,847	0.95
3.	Bell South/Southern Bell	Communications	133,464,966	0.88
4.	Forbes Taubman Orlando	Commercial	120,721,345	0.80
5.	MMM Lakewood, Ltd.	Commercial	106,003,235	0.70
6.	ZML-Sun Center L L P	Commercial	98,935,818	0.65
7.	Sentinel Communications	Communications	64,058,985	0.42
8.	CNL	Commercial	58,718,178	0.39
9.	Orlando Outlet World	Commercial	58,498,082	0.39
10.	BT Orlando LP	Commercial	<u>58,440,384</u>	<u>0.39</u>
	Total Taxable Assessed Value of 10 Largest Taxpayers		2,041,841,382	13.52
	Total Taxable Assessed Value of Other Taxpayers		<u>13,064,602,111</u>	<u>86.48</u>
	Total Taxable Assessed Value of All Taxpayers		<u>\$ 15,106,443,493</u>	<u>100.00 %</u>

Supplemental Information

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CITY OF ORLANDO, FLORIDA
PROPERTY TAX RATES AND TAX LEVIES
DIRECT AND OVERLAPPING GOVERNMENTS
LAST TEN FISCAL YEARS

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

Fiscal Year	City of Orlando			Orange County	School Board	Total (1)
	Operations	Debt	Total			
1994	6.0666	-	6.0666	5.2889	9.3240	20.6795
1995	6.0666	-	6.0666	5.2889	9.3750	20.7305
1996	6.0666	-	6.0666	5.2889	9.1770	20.5325
1997	6.0666	-	6.0666	5.2889	9.0770	20.4325
1998	6.0666	-	6.0666	5.2889	9.0420	20.3975
1999	6.0666	-	6.0666	5.2264	8.6120	19.9050
2000	6.0666	-	6.0666	5.1638	8.5770	19.8074
2001	6.0666	-	6.0666	5.1639	8.4320	19.6625
2002	5.6916	-	5.6916	5.1639	7.8780	18.7335
2003	5.6916	-	5.6916	5.1639	7.8880	18.7435

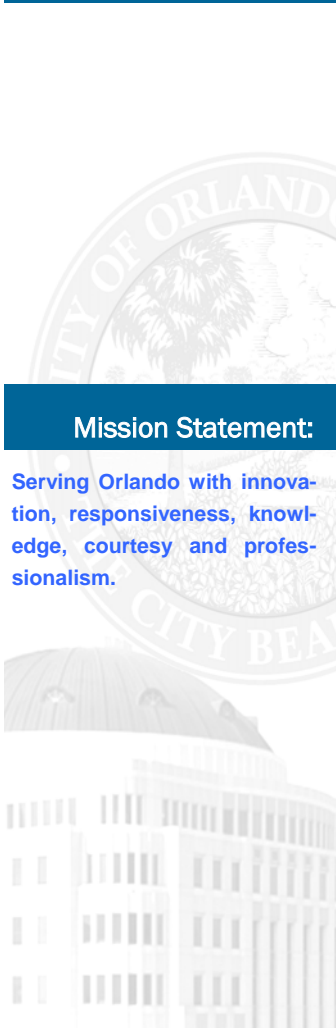
Tax Levies

Fiscal Year	Orlando	Orange County	School Board	Total (1)
1994	45,378,340	180,137,403	317,570,978	543,086,721
1995	47,182,573	186,443,169	330,485,490	564,111,232
1996	48,061,479	196,792,906	341,463,915	586,318,300
1997	49,722,008	190,489,690	366,166,520	606,378,218
1998	54,201,322	231,726,135	396,163,232	682,090,689
1999	57,160,583	244,953,979	403,632,264	705,746,826
2000	60,936,713	266,295,545	442,304,630	769,536,888
2001	70,660,149	289,554,023	472,805,346	833,019,518
2002	72,798,658	304,448,638	464,464,139	841,711,435
2003	76,097,392	322,172,903	492,128,015	890,398,310

Note:

- (1) Tax Rates and Levies of a fraction of one mill assessed in various years by other units against districts covering less than the entire City or County are omitted here. (Example: The Downtown Development Board)

Supplemental Information



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
REAL AND BUSINESS TANGIBLE PERSONAL PROPERTY
LAST TEN FISCAL YEARS

Fiscal Year	Total Levy	Distribution		Total Collection		Delinquent	
		Operations	Debt	Operations	Debt	Operations	Debt
1994	45,378,340	45,378,340	-	44,955,362	-	422,978	-
1995	47,182,573	47,182,573	-	46,698,978	-	483,595	-
1996	48,061,479	48,061,479	-	47,454,089	-	607,390	-
1997	49,722,008	49,722,008	-	49,214,383	-	507,625	-
1998	54,701,322	54,701,322	-	54,182,556	-	518,766	-
1999	57,160,583	57,160,583	-	56,460,746	-	699,837	-
2000	60,936,713	60,936,713	-	59,371,156	-	1,565,557	-
2001	70,660,149	70,660,149	-	69,899,791	-	760,358	-
2002	72,798,658	72,798,658	-	72,194,379	-	604,279	-
2,003	76,097,392	76,097,392	-	75,096,841	-	1,000,551	-

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Supplemental Information

Chart of Accounts

The following provides a detailed listing of the various account codes that are rolled together for the group total. These group totals are displayed in the department sections of the document.

Account #	Account Name
6010	Salary Group

The following account codes relate to those expenditures associated with employee salaries.

6011	Executive Salaries
6012	Salaries and Wages (Regular)
6013	Salaries and Wages (Contract)
6014	Police Management
6015	Salaries and Wages (Fire Management)
6016	Salaries and Wages (LIU)
6017	Salaries and Wages (Fire Bargaining)
6018	Salaries and Wages (Police Bargaining)
6019	Salaries and Wages (Police Temporary)
6020	Salaries and Wages (Police FTO)
6021	Salaries and Wages (Blue Shirt)
6022	Overtime (Regular)
6023	Overtime (Police and Fire)
6024	Stand By Pay
6025	Incentive Pay
6026	Incentive Bonus
6027	Performance Bonus
6028	Extra Help
6029	Extra Help (Events)
6036	Longevity
6037	Holiday Bonus
6039	Salary and Benefits Reimbursements

6100	Benefits Group
-------------	-----------------------

The following account codes relate to those expenditures associated with employee benefits.

6100 050	Pension (Regular)
6100 100	Pension (Police)
6100 150	Pension (Fire)
6100 300	Workers Compensation
6100 350	Medical
6100 450	Life Insurance
6100 500	AD & D Insurance
6100 550	LTD Insurance
6100 600	Social Security

6310	Supply Group
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The following account codes relate to those expenditures associated with general supplies necessary to support City operations,

6311	Office Supplies
6312	Pro Card - Office Supplies
6314	Janitorial Supplies
6315	Medical, Agricultural and Chemical
6316	Food and Supplies
6317	Pro Card Food & Supplies
6318	Uniforms and Clothing
6319	Pro Card Uniforms and Clothing
6320	Recreational Supplies
6321	Other Materials and Supplies
6322	Computer Software and Accessories
6323	Pro Card Purchases
6324	Procard Support Program
6325	Gas, Lubricants and Grease
6326	Tires, Parts and Tools

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

Supplemental Information

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

6350

Contractual Services Group

The following account codes relate to those expenditures associated with vendors supplying contractual services to the City.

6351	Legal Services
6353	Professional Services
6363	Rents and Leases
6365	Repairs and Maintenance
6366	Repairs and Maintenance (Radios)
6367	Janitorial Services
6369	Printing
6370	Copier Rental
6372	Other Contractual Services
6373	Pro Card (Contractual Services)

6390

Utilities Group

The following account codes relate to those expenditures associated with utilities.

6391	Electric
6393	Telephone
6395	Fuel for Heating

6410

Other Operating

The following account codes relate to those expenditures associated with other operating expenses necessary to support City operations.

6411	Postage
6414	Advertising and Legal Notices
6415	Auto Allowance
6419	Subscriptions
6420	Licenses/Certifications
6421	Pro Card Subscriptions
6435	Special Deduction (Property Loss)
6436	Mayor's Fund
6437	Commissioner's Fund

6500

Travel Group

The following account codes relate to those expenditures associated with travel and training for City employees.

6501	Travel
6502	Educational Reimbursement

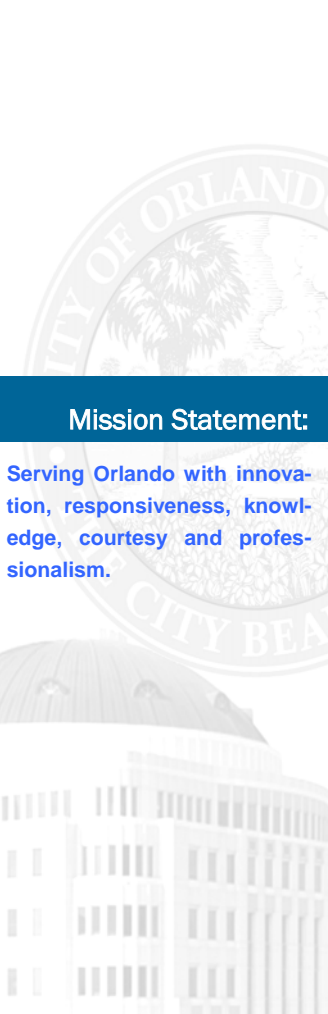
6550

Internal Services Group

The following account codes are used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

6551	Motor Transport
6552	Fleet Vehicle Replacement
6554	General Liability
6555	Facilities Maintenance Charges
6556	Inspection Services (PM)
6557	Inspection Services (CM)
6558	Inspection Services (Design)

Supplemental Information



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

The following account codes are for expenditures for equipment such as automobiles, computers, and furniture (as well as land & buildings) with a value in excess of \$1,000 and an expected life of more than one year.

6613	Land
6614	Buildings
6615.010	Equipment
6615.020	3 Year
6615.040	5 Year
6615.100	10 Year
6615.010	Equip Non Capital
6616	Improvements
6616.010	Improvements PO's
6617	Rights-of-Way
6618.010	Motor Vehicle 3 year
6618.020	Motor Vehicle 4 year
6618.025	Motor Vehicle 5 year
6618.030	Motor Vehicle 6 year
6618.035	Motor Vehicle 8 year
6618.040	Motor Vehicle 10 year

6810

Non-Operating

The following account codes relate to those expenditures associated with non-operating items including licenses, permits & taxes, administrative service fees, and reimbursements for employee purchases.

6821	Licenses, Permits and Taxes
6827	Administrative Service Fee
6862	Reimbursement (Employee Purchase)

6900

Contingencies

The following account codes relate to funding allocated for unforeseen budgetary requirements.

6901	Contingency
6902	Project Contingency
6904	Personal Service Contingency
6905	Administrative Contingency

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

ACCOUNT GROUP - A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level (see "line item").

ACCRUAL - The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY - A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

AD VALOREM TAX - A tax levied on the assessed value of real property (also known as "property tax").

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.

BALANCED BUDGET - A budget in which estimated revenues equal estimated appropriations.

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.

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 REVIEW COMMITTEE (BRC) - A seven-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.

BUREAU - An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

BUSINESS PLAN – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT - Equipment with a value in excess of \$1,000 and an expected life of more than one year such as automobiles, computers and furniture.

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 PROJECT 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).

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

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 - Money that has been set aside to cover unplanned expenditures.

CONTRACT ORDER SYSTEM - A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

DEBT SERVICE - The expenditure of principal and interest on borrowed funds.

DEBT SERVICE FUND - Used to account for the accumulation of resources for, and the payment of, Debt Service.

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 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.

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.

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.

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.

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 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.

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.

GOALS - General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities.

GRANT - Contributions of cash or other assets to be used for a specified purpose, activity or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

[Executive Offices](#)
[Economic Development](#)
[Families, Parks & Recreation](#)
[Finance](#)
[Fire](#)
[General Administration](#)
[Housing](#)
[Mgmt., Budget & Accounting](#)
[Police](#)
[Public Works](#)

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.

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.

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.

INFRASTRUCTURE - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER - Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE - Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICE FUND - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

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.

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.

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

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.

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.

PERFORMANCE BUDGET - A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of division managers in meeting their performance targets via Quarterly Performance Reports.

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 measures).

PROPRIETARY ACCOUNT - An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

PROPRIETARY FUND - Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

PROPERTY TAX - A tax levied on the assessed value of real property, i.e., ad valorem tax.

QUARTERLY PERFORMANCE REPORT - At the end of each fiscal quarter, divisions report activities relative to their performance measures.

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.

REVENUE - Money 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.

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.

SERVICE EFFORT AND ACCOMPLISHMENT MEASURES (SEA's) - Specific quantitative and qualitative measures of work performed toward meeting the mission of the department.

SPECIAL ASSESSMENTS - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND - A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

SURPLUS - The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX INCREMENT FINANCING - Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TRANSPORTATION IMPACT FEE - A charge based on projected trips that will be generated by development or redevelopment of a property.

Glossary

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.

UTILITY TAX - A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

Executive Offices
 Economic Development
 Families, Parks & Recreation
 Finance
 Fire
 General Administration
 Housing
 Mgmt., Budget & Accounting
 Police
 Public Works

Glossary



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

ACRONYMS

- ADA - Americans With Disabilities Act
- BZA - Board of Zoning Adjustment
- CAFR - Comprehensive Annual Financial Report
- CAD - Computer Aided Dispatch
- CAO - Chief Administrative Officer
- CDBG - Community Development Block Grant
- CEB - Code Enforcement Board
- CFA - Civic Facilities Authority
- CFFA - Central Florida Fire Academy
- CIE - Capital Improvements Element (of the Growth Management Plan)
- COP - Community Oriented Policing
- CNW - Citizens for Neighborhood Watch
- CPI - Consumer Price Index
- CRA - Community Redevelopment Agency
- CSO - Community Service Officer (non-sworn)
- DARE - Drug Awareness & Resistance Education
- DDB - Downtown Development Board
- DRC - Development Review Committee
- DRI - Development of Regional Impact
- EEOC - Equal Employment Opportunity Commission
- ERT - Emergency Response Team

Glossary

Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

- FDER** - Florida Department of Environmental Regulation
- FDOT** - Florida Department of Transportation
- FEMA** - Federal Emergency Management Agency
- GAAP** - Generally Accepted Accounting Principals
- 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
- HUD** - Housing and Urban Development, a federal agency
- ISO** - Insurance Services Office (Nationally recognized fire service rating)
- LCIR** - Legislative Committee on Intergovernmental Relations
- LDC** - Land Development Code
- LTD** - Long Term Disability
- MBE** - Minority Business Enterprise
- 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

Glossary



Mission Statement:

Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.



Department Identifier:

- Executive Offices
- Economic Development
- Families, Parks & Recreation
- Finance
- Fire
- General Administration
- Housing
- Mgmt., Budget & Accounting
- Police
- Public Works

- NCIC - National Crime Information Center
- OMB - (Office of) Management and Budget
- OFD - Orlando Fire Department
- OPD - Orlando Police Department
- OPH - Orlando Police Headquarters Building
- OUC - Orlando Utilities Commission
- PACE - Paperless Automated Call Entry
- R-O-W - Right-of-way
- SEA - Service Effort and Accomplishment
- SHIP - State Housing Initiatives Partnership
- SSGFC - Sunshine State Governmental Financing Commission
- TIF - Tax Increment Financing
- TRIM - Truth in millage