

The seal of the City of Orlando, Florida, is a circular emblem. It features a central scene with a palm tree on the left, a large tree on the right, and a body of water with a bridge in the foreground. The words "CITY OF ORLANDO, FLORIDA" are inscribed around the perimeter of the seal.

# BUDGET IN BRIEF



# CITY OF ORLANDO

**2005/2006**  
MAYOR BUDDY DYER



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Orlando  
Florida**

For the Fiscal Year Beginning

**October 1, 2004**

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, 2004. 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 Distinction**  
is presented to the  
**City of Orlando**

for exceeding the standards established by the  
ICMA Center for Performance Measurement  
in the application of performance data to local government management,  
including training, verification, public reporting, planning and decision-making,  
networking, and accountability.

Presented at ICMA's 91st Annual Conference  
Minneapolis/Hennepin County, Minnesota  
September 25, 2005

Handwritten signature of J. Thomas Lundy Jr.

J. Thomas Lundy Jr., ICMA President

Handwritten signature of Robert J. O'Neill Jr.

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

Handwritten signature of Michael Lawson.

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

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CITY OF ORLANDO, FLORIDA

OPERATING AND CAPITAL IMPROVEMENT BUDGETS

FY 2005/2006

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. Lynam	Commissioner, District 5**
Mayor Ernest Page	Commissioner, District 6*

\*Term expires May 31, 2008

\*\*Term expires May 31, 2006

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### ACKNOWLEDGEMENTS

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

**MANAGEMENT AND BUDGET**

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Raymond Elwell	Mgmt., Budget & Accounting Deputy Director
Michael Stieber	Budget Manager
Barbara E. Muzeni	Senior Budget Analyst
Christopher McCullion	Budget Analyst III
Susan Hancock	Budget Fiscal Specialist

**GENERAL ADMINISTRATION—PERFORMANCE OPTIMIZATION PROGRAM**

Kevin Edmonds	General Administration Director
Maryann Bonk	Performance Optimization Manager

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## Introduction



December 1, 2005

To the Citizens of the City of Orlando:

I am pleased to present the Fiscal Year 2005/2006 Annual Budget for the City of Orlando. This budget remains consistent with my financial objective of delivering quality services while remaining fiscally responsible to our citizens. The tools, training and technology in this budget reflect our priorities for the City of Orlando, and will build community pride, strengthen confidence in our public safety entities, and enhance the quality of life in all of our distinctive neighborhoods.

Through the reallocation of resources and prioritization of new spending, we will be adding new positions to the Economic Development Department to improve the City's planning process. These positions, along with the creation of a Cabinet-level Transportation Department that occurred during the current fiscal year within existing resources, underscore my desire to put City government in a position to lead the most exciting period of growth our community has ever experienced.

The public safety of our citizens remains at the forefront of our priorities. Last year, we added new positions to the Police Department and Code Enforcement Division to support revitalization of neighborhoods in Parramore. This year, we will continue to enhance our public safety departments in a variety of ways, including replacing police body armor and service weapons, and heavy equipment used by the Fire Department

# TRANSMITTAL LETTER

## Introduction

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such as fire fighting gear, thermal imaging cameras and onboard computers for fire trucks. We will expand the police fleet so that all officers will be provided with a take-home car, and funding for mobile data terminals in those vehicles. The budget also includes funding for the design of a new fire station in Savannah Park.

Orlando residents will also notice quality of life improvements throughout the City's unique neighborhoods, including new traffic signals to improve the flow of traffic, pedestrian safety projects such as a school safety sidewalk program, amenity upgrades at the Bob Carr Performing Arts Center, and neighborhood playground improvements. The City will also provide nearly \$8 million to community service organizations that make Orlando a premiere place to live, work, and participate in cultural and recreational opportunities.

I am also proud to report that the City of Orlando's property tax rate remains unchanged for Fiscal Year 2005/2006, and that due to the growth and development in our City we will experience an expansion of our tax base. I will also continue my commitment to identify new revenue sources to meet the City's obligations and commitments.

Finally, I want to thank the members of our City Council and the staff of the City's Office of Management, Budget and Accounting for their hard work this budget year as we remain dedicated to maximizing resources to ensure City services remain at the level citizens deserve and have come to expect. Once again we have been able to balance our budget while preserving quality services for residents, businesses and visitors.

Sincerely,



Mayor Buddy Dyer



TRANSMITTAL LETTER



## Introduction



December 1, 2005

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

I am pleased to present to you a balanced budget for the City of Orlando for Fiscal Year (FY) 2005/2006, which totals \$681,415,629. This represents my second budget as Management, Budget and Accounting (MB&A) Director. It was prepared by the MB&A Department in a collaborative effort with other City departments under the leadership of Mayor Buddy Dyer. The Council again provided valuable input through Budget Camp workshops and after presentations made by the Mayor and myself on July 25, 2005. Our citizens provided input throughout the preparation process and during the two formal public hearings in September.

The City remains committed to the fundamental objective of providing high quality, cost-effective services relied upon by our citizens and visitors. As the Mayor stated in his budget address, because of current economic conditions, many cities have been forced to make difficult decisions such as decreasing services or eliminating staff posi

# DIRECTOR'S LETTER

## Introduction

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tions. The City of Orlando has found other solutions for FY 2005/2006 and I am confident that this well developed budget will provide the appropriate level of services to citizens and visitors of our City.

The General Fund budget for FY 2005/2006 totals \$313,178,353. I am pleased to indicate that it was not necessary to use General Fund reserves to balance this year's budget. The following are brief highlights and changes that are included in the approved budget:

### **Executive Offices**

The Office of Legal Affairs provides timely, efficient and cost effective in-house legal services to the City of Orlando. In order to better meet this responsibility, a new business unit (program) has been established in the current budget for Governmental Relations. The Director of Intergovernmental Relations position is being transferred from the Mayor's Office to form the new program and a separate budget has been established. This budget also includes funding for all of the City's lobbying efforts.

### **Economic Development**

The City Planning 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. Toward this end, the Division is adding two new positions this fiscal year. In addition, the Code Enforcement Division is also adding two positions to aid in their mission of protecting the health, safety and welfare of the citizens, and preserving and enhancing the aesthetic character of the City through the enforcement of State and City codes.

### **Families, Parks, and Recreation**

Three new Community Recreation Centers (Rock Lake, College Park and Rosemont) opened on various dates during FY2004/2005. The FY 2005/2006 budget includes the funding to operate these centers for a full fiscal year since the budget for the prior year was prorated based upon the anticipated completion and opening date. The Dover Shores Center and grounds were expanded and refurbished, and Wadeview Park was completely renovated. This budget includes full year funding for those facilities as well as the maintenance and operating cost of new parks that opened during FY 2004/2005. Those new parks include Rock Lake, Airport Lakes, Leroy Hoequist, Ivey Lane and Clear Lake.

### **Finance**

Prudent Departmental management of liabilities has again resulted in the inclusion in the budget of a rebate of Risk Management fees. The total rebate is budgeted at \$2.5 million,



## Introduction



with the funding slated to return to the General Fund. In accordance with Article 26.8 of the contract with the Service Employees International Union, Risk Management is adding two positions. Temporary and contracted workers formerly performed the duties of these positions. The addition of the two positions will result in a minimal cost increase.

### **Fire**

The Capital Improvement Program (CIP) budget includes \$300,000 for the design of the Savannah Park Fire Station in the Southeast area of the City. Further demonstrating the City's commitment to Public Safety, the CIP budget includes \$30,000 to purchase thermal imaging cameras; \$66,000 for defibrillator replacement; \$60,000 for hose replacement; \$76,000 for extrication equipment and \$25,000 for structural firefighting gear.

### **General Administration**

The contractual services budget for the Department totals \$4.8 million. This accounts for over thirty percent of General Fund contractual services. The majority of this budget

# DIRECTOR'S LETTER

## Introduction

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is for computer hardware and software and is managed by the Technology Management Division. The current budget for these items reflects only a small increase over the prior year. This is one example, of many, where Departments are succeeding in providing high quality, cost-effective services.

### **Housing**

Community Development Block Grant funding has been included for the Center for Independent Living Home Modifications and the Seniors First HEART Program. Federal Emergency Shelter Grant funding will be passed through the City to the Coalition for the Homeless, Lakeside Alternatives and the Salvation Army. Unfortunately, all federally funded programs experienced a funding reduction from the prior fiscal year. The total reduction for the four programs (Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for Persons With AIDS, and Emergency Shelter Grant) is \$1,159,329.

### **Management, Budget & Accounting**

The Department is adding an Accounting Clerk to function as a Permitting Cashier. This position is being added at the request of the Economic Development Department to enhance customer service provided in the first floor Permitting area. The Department is also adding a Budget Analyst position. This position will focus on the City's capital budget and will provide additional input to the City's forecasting process.

### **Police**

As has been often stated, public safety is a core priority of the City. The Department budget now stands at slightly over \$101 million. This represents 32% of the General Fund budget. The \$101 million budget includes \$468,800 to retain 48 police vehicles that are being replaced. Instead of turning in these vehicles after replacement, the 48 vehicles will be retained to complete the vehicle take home program for Police Officers. A total of \$829,864 is also included for recruiting costs. This will help increase the Department's effective strength of Officers on the street.

### **Public Works**

The Stormwater Management Program is moving from the General Fund to the Stormwater Utility Fund. This program has a \$2.4 million budget and 29 authorized positions. The Program had been 100% funded from Stormwater Utility Fees via a transfer of funding from the Stormwater Utility to the General Fund. Therefore, it was determined to be more efficient to have the Program reside directly in the Stormwater Utility Fund instead of making these interfund transfers.

DIRECTOR'S LETTER



## Introduction



### Transportation

Mayor Dyer formed this Department late in Fiscal Year 2004/2005. To further the establishment of the Department two additional positions are being added. The positions are an Administrative Assistant and an Accountant III. The Accountant will be utilized mainly to upgrade and enhance tracking of, and accounting for, Transportation Impact Fees (TIF). The budget includes \$6,618,250 of TIF funded projects. In addition, \$1,829,349 of TIF funding will go toward debt service.

### Enterprise Funds

Enterprise Funds continue to experience the need for improvements to existing infrastructure and additions to accommodate growth. Stormwater Utility Fees are being increased 20% this fiscal year as part of a graduated rate increase process. No rate increase is scheduled for FY 2006/2007. There will then be a 10% rate increase in both FY 2007/2008 and FY 2008/2009. A total of \$7,422,823 of Stormwater Utility funded projects are included in this year's Capital Improvement Program.

# DIRECTOR'S LETTER



## Introduction

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Although Ad Valorem revenue increased 12%, difficult budgetary times persist as expenditures continue to outpace revenues. This structural imbalance must continue to be addressed. Fortunately, the City will receive an additional dividend payment from the Orlando Utilities Commission (OUC). OUC was created by a special act of the State legislature to manage and operate the City's electric light and water works plants. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC's net income, is \$13 million above what it would have been under that previously negotiated arrangement. The additional dividend is an extraordinary payment and was a critical factor in closing our budgetary gap. Future dividend payments from OUC are currently under negotiation. Another major budget balancing item was the use of an attrition allowance for the second year in a row. While budgeting an attrition allowance results in a decrease to total departmental funding, we were able to reduce the previous fiscal year allowance from three percent of budgeted salaries to one percent of budgeted salaries in the current FY 2005/2006 budget.

To maintain the City's historically strong financial condition we must continue to expand our sound budget and fiscal management practices. Rising labor costs are at the core of the structural imbalance. The City has taken a firm stance regarding Union contract negotiations to better manage these costs, while still working with the Unions in a positive manner. The City also remains committed to identifying and developing new revenue sources. Since the beginning of Mayor Dyer's administration, there has been a focus on budget monitoring and on forecasting future revenues and expenses. All of these practices serve the City well and will be maintained even after the structural imbalance has been addressed.

One significant item to note for the future is the Governmental Accounting Standards Board pronouncement regarding guidelines for the accounting of Other Post Employment Benefits (OPEB). These benefits include healthcare and life insurance. Due to the fact that this obligation is unfunded, this new accounting pronouncement will have a significant impact on the City's budget beginning with FY 2007/2008. The preliminary estimated annual impact to the budget is \$8.7 million above the current "pay as you go method." The City has started to address this issue by evaluating where the costs are recorded and how much can be funded. The City is currently working with the various Unions on this matter. Currently under negotiation is the retiree health benefit that will be offered to new hires. Specifically, health insurance savings account alternatives are being evaluated in lieu of the current City-funded retiree health insurance benefit. Further, included in the budget for the first time this year, is the prorating of current retiree health-care costs between the General Fund and other Funds where personnel are located. Historically, this cost had been entirely funded in the General Fund. The total cost shift for this fiscal year was \$1.1 million. Although not considered an OPEB, and already included in the budget, pension costs have a significant budgetary impact. These costs continue to be monitored and an actuarial plan review is anticipated in the coming year.

# DIRECTOR'S LETTER

## Introduction



Before closing, I would like to add a short note on hurricane recovery efforts. As I'm sure no one can forget, the Central Florida area was hit by three hurricanes during August and September of 2004. The expected cost to the City for recovery from those events is estimated to be \$40 million. Expenditures incurred as of the end of FY 2004/2005 totaled \$33.4 million. As you are aware, FEMA and the State of Florida are reimbursing the City for 95% of eligible costs. Reimbursements received as of the end of FY 2004/2005 totaled \$19.5 million. The effect of the recovery efforts on the current and future budgets is continuously being analyzed and appropriate fiscal actions will be taken as necessary. Already, the borrowing of \$25 million has taken place to cover cash flow issues related to the timing between when the City pays its vendors and when the City receives reimbursement from FEMA and the State. A total of \$5 million has been paid back as of the end of FY 2004/2005 and a \$10 million payment is included in the FY 2005/2006 budget.

I would like to take this opportunity to thank the Mayor, City Commissioners and Department Directors for their support, willingness and cooperation in the budget process. I look forward to working with each of them to continue addressing the challenges we face as we strive to ensure that Orlando remains a great city in which to live, work, and play.

Respectfully Submitted,

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

DIRECTOR'S LETTER

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City of Orlando

**Historical Timeline:**

- 1856** Orlando becomes County Seat.
- 1875** "Town of Orlando" incorporated.
- 1885** "City of Orlando" incorporated
- 1880s** Arrival of railroads. Orlando begins to export large quantities of citrus fruit.
- 1920s** Orlando's main streets paved with bricks. Population crossed the 10,000 threshold.
- 1930s** Orlando endures Great Depression. WPA built canals, improved parks, expanded the City's airport.
- 1940s** Municipal airport became an Army Air Corps training facility. McCoy Air Force Base was built.
- 1950s** Florida turnpike routed through Orlando.
- 1956** Lockheed-Martin purchased 10 square miles for a plant southwest of downtown Orlando.
- 1960s** University of Central Florida was established. Valencia Community College established. Interstate 4 (I-4) built through downtown Orlando. Walt Disney amassed tens of thousands of acres.
- 1971** Disney World opens, sparking rapid growth in Central Florida.

**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 and 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.

## City of Orlando

## Historical Timeline:

- 1974** McCoy Air Force Base began the conversion to what is now Orlando International Airport (OIA).
- 1982** OIA annexed into the City of Orlando.
- 1990s** Universal Studios Florida opens.  
Orlando Naval Training Center and Annex (Navy base) was closed and redeveloped as the residential communities of Baldwin Park and Southport.  
Universal Studios Islands of Adventure opened.

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

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### 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 208,900 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 almost 1,900,000 persons.

### POPULATION

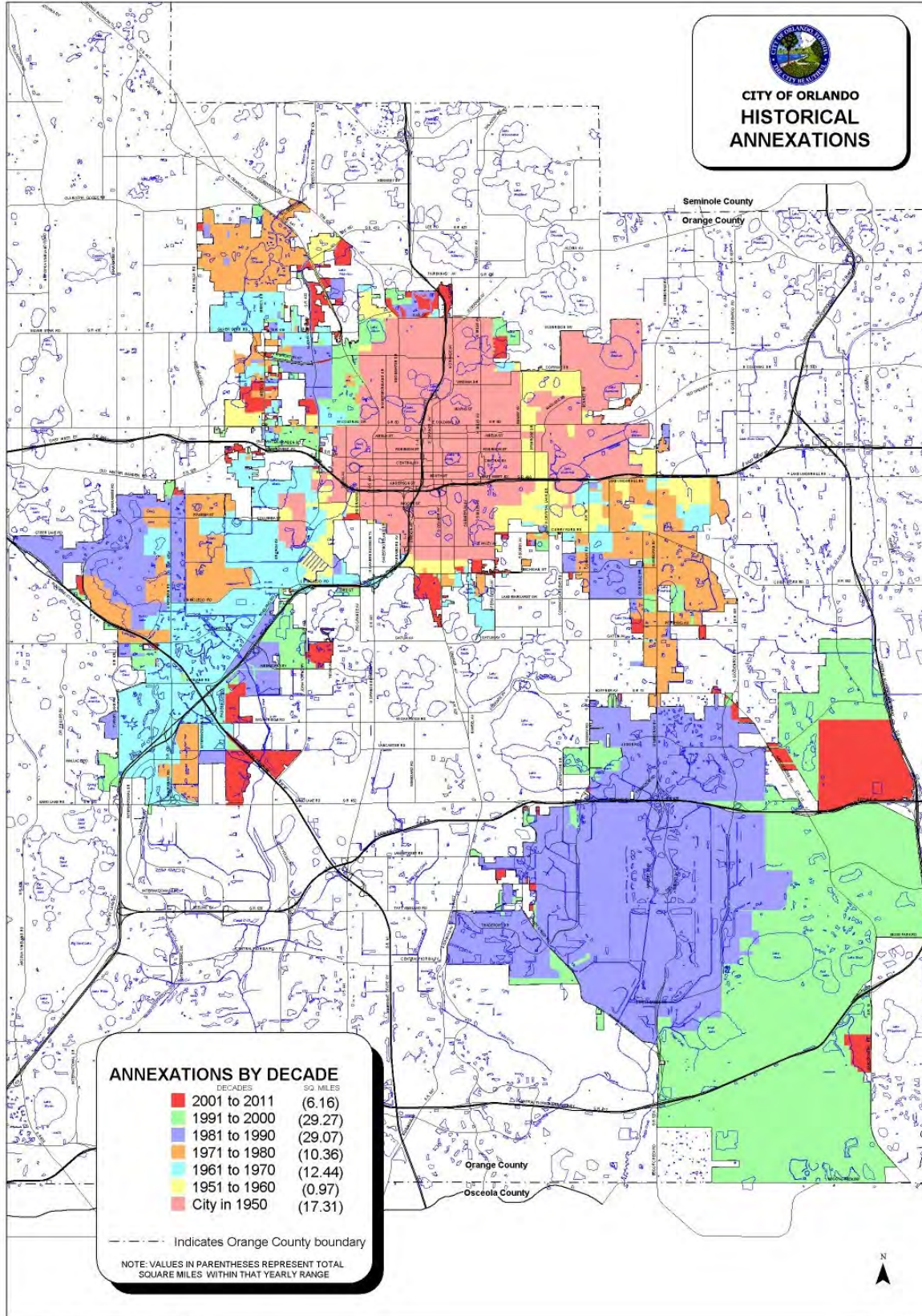
<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2004	208,900	1,013,937	1,894,992

Source: Bureau of Economic and Business Research, University of Florida - Estimates of Population by County and Municipality in Florida: April 1, 2004. Data for prior decades from the United States Census Bureau.

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.



City of Orlando



Prepared by City GIS, City of Orlando - TMD

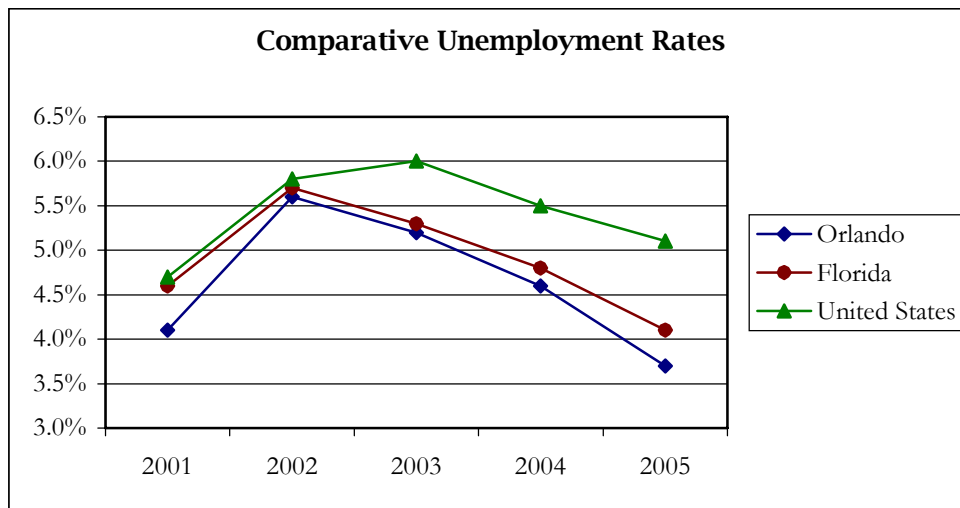
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City of Orlando

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.

AVERAGE ANNUAL UNEMPLOYMENT RATE

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
2001	4.1%	4.2%	4.2%	4.6%	4.7%
2002	5.6%	5.7%	5.7%	5.7%	5.8%
2003	5.2%	5.2%	5.2%	5.3%	6.0%
2004	4.6%	4.6%	4.5%	4.8%	5.5%
2005	3.7%	3.9%	3.9%	4.1%	5.1%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2005 is as of August. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics.

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.

## City of Orlando

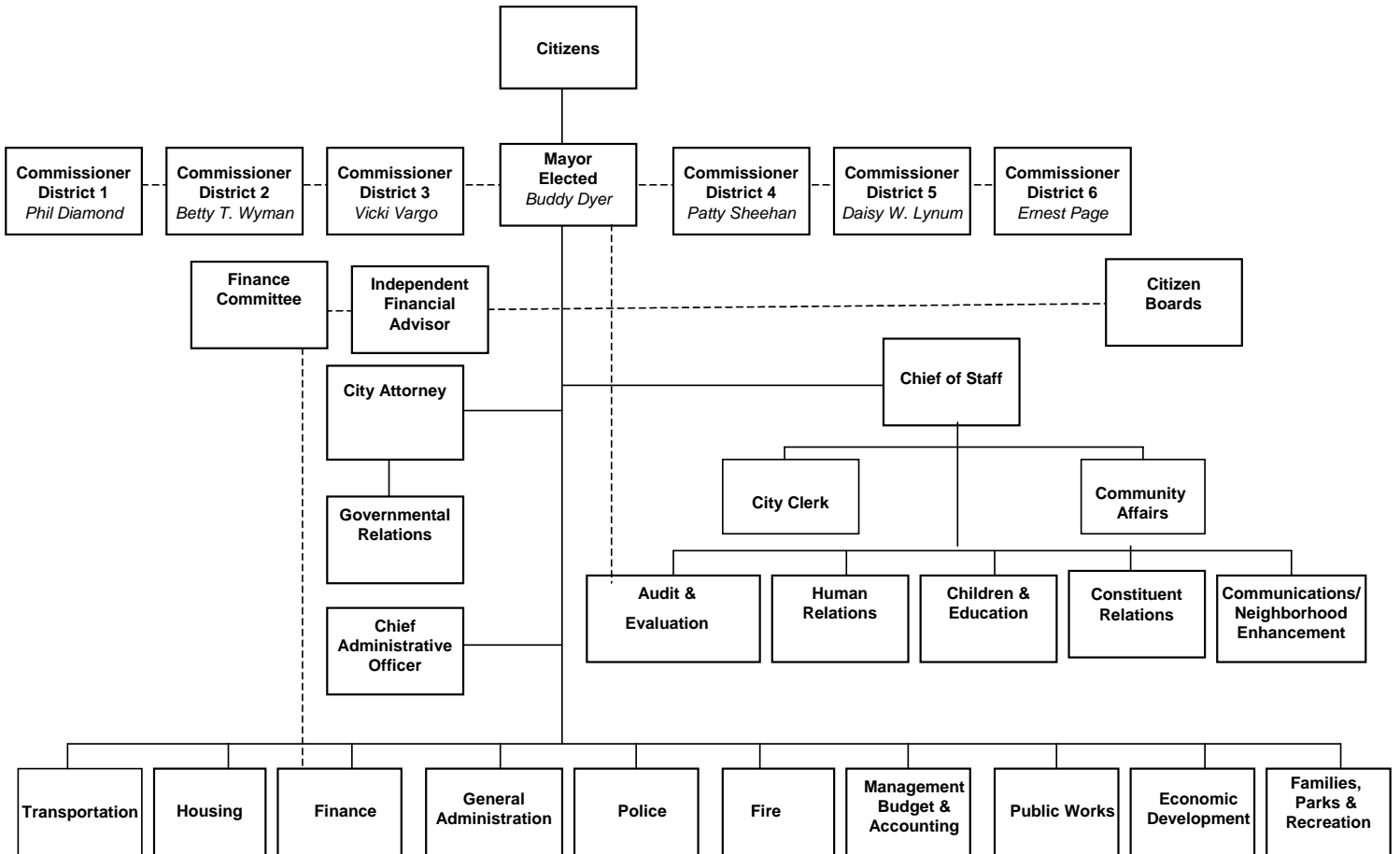
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### Major Employers Within City Limits of Orlando

<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, entertainment and tourism	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.

# 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 ten member cabinet. The ten cabinet members are the department directors. The Chief of Staff and City Attorney serve as advisors to the cabinet. In addition to the ten operating departments, there are seven 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.

**Mayor**

Orlando Mayor Buddy Dyer was born in Orlando and raised in nearby Kissimmee. He graduated from Osceola High School, 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 House and won; he was elected to the Florida State Senate by the people of Central Florida in 1994 and 1998. 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 2002, 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

## City of Orlando

**City Commissioners**

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

**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



## District 3

Commissioner Vicki Vargo

First elected in 2000, re-elected in 2002.

Government/Civic Service

- Tri-County League of Cities Board of Directors (2000—2004)
- Central Florida Fair Board of Directors
- Florida Citrus Sports Foundation Board of Directors
- Freedom Ride Board of Directors
- 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 Executive Committee
- 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
- President, Gay Lesbian Bisexual Local Officials





## City of Orlando



## District 5

Commissioner Daisy W. Lynum

First elected in 1998, re-elected in 2002

## Government/Civic Service

- Vice Chairman, Black Business Investment Fund Board
- Past President, Black Caucus of Local Elected Officials
- Past Member, Orlando Human Relations Board
- Past Member, Florida League of Cities, Board of Directors
- Florida League of Cities Advocacy Committee
- Vice Chairman, Florida League of Cities, Administration Committee, Past Member
- Board of Directors, Guardian Care Nursing and Rehabilitation Center
- Past Member, American Cancer Society Board of Directors
- Board of Directors, National Black Caucus of Local Elected Officials
- National League of Cities International Council
- National League of Cities Transportation & Infrastructure Policy and Advocacy Committee
- NAACP Life Member
- Delta Sigma Theta Sorority, Inc., 1966
- Former President, Community Service Center

## District 6

Mayor Ernest Page

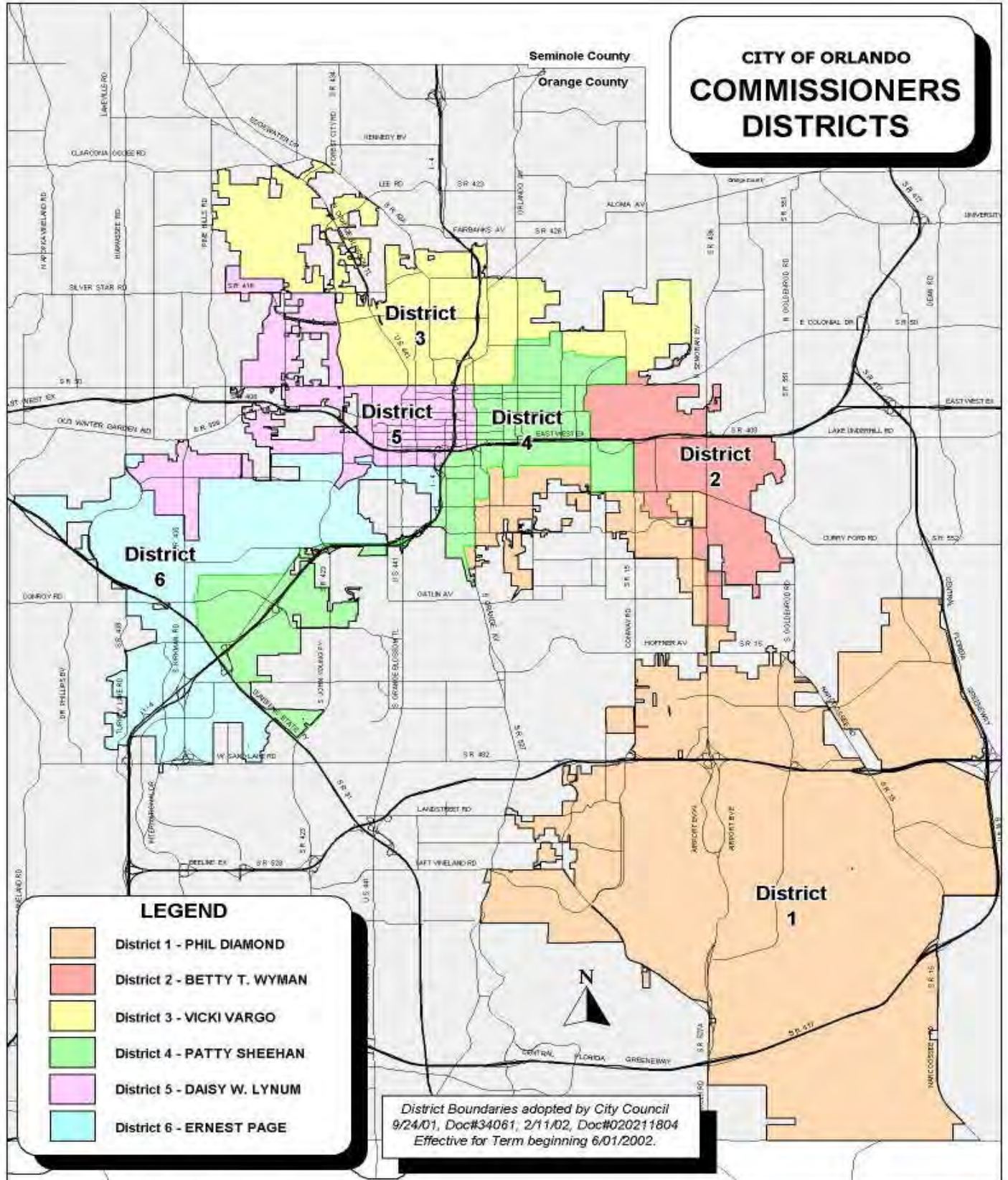
Elected in 1996, re-elected in 2000 and 2004.

Served as Mayor for 40 days in 2005

## 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



Prepared by City GIS, City of Orlando - TMD

Std-Sep-2005

## City of Orlando

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### PROFILE (as of September 30, 2005)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	109.7 square miles
Population (projected 2005/2006)	208,900
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	614.29 miles
Streets - unpaved	2.27 miles
Streets - brick	54.49 miles
Sidewalks	560.42 miles
Off Road Bicycle Facilities	13.08 miles
On Street Bicycle Lanes	167.39 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	20
Swimming Pools	11
Tennis Courts	36
Basketball Courts (Exterior)	50
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	51
Beach	1
Gymnasiums	5
Parks	106
Golf Greens	3
Lakes	89
Boat Ramps	5
Playgrounds	46
Volleyball Courts-sand	19
Nature Parks	2
Pottery Studio	1
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	4
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	517
- patrol cars	
- unmarked cars	55
- motorcycles	35
- other vehicles	174
- bicycles	94

## City of Orlando

STAFFING TABLE  
CITY OF ORLANDO  
FY 2005/2006

	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted FY 2005/2006	Percent of Total
SUMMARY BY DEPARTMENT				
Executive Offices	115	113	110	3.48%
Economic Development	220	222	226	7.16%
Families, Parks & Recreation	282	293	296	9.37%
Finance	18	18	20	0.63%
Fire	512	510	510	16.15%
General Administration	252	254	254	8.04%
Housing	18	18	18	0.57%
Management, Budget & Accounting	33	34	37	1.17%
Police	991	1,000	1,000	31.67%
Public Works	680	534	536	16.97%
Transportation	0	149	151	4.78%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,121</b>	<b>3,145</b>	<b>3,158</b>	<b>100.00%</b>

SUMMARY BY FUND				
General	2,458	2,498	2,478	78.46%
Wastewater Revenue	219	211	212	6.71%
Solid Waste	118	118	118	3.74%
Parking System Revenue	88	88	88	2.79%
Orlando Centroplex	67	58	58	1.84%
Stormwater Utility	22	22	52	1.65%
Fleet Management	45	45	45	1.42%
Leu Gardens Trust	24	24	24	0.76%
Supplemental Staff (RAP Team)	20	20	20	0.63%
Risk Management	11	11	13	0.41%
Community Development Block Grant	12	12	12	0.38%
Community Redevelopment Agency	8	9	9	0.28%
Civic Facilities Authority Revenue	8	8	8	0.25%
Downtown Development Board	6	6	6	0.19%
Cemetery Trust	4	4	4	0.13%
Transportation Grant	3	3	3	0.09%
Local Housing Assistance Trust	2	2	2	0.06%
Mennello Museum	2	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%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,121</b>	<b>3,145</b>	<b>3,158</b>	<b>100.00%</b>

CITYWIDE SUMMARY		
Revised Staffing FY 2004/2005		3,145
Adopted Additional Personnel		15
Adopted Personnel Deletions		(2)
<b>TOTAL CITY OF ORLANDO</b>		<b>3,158</b>

## City of Orlando

ADOPTED ADDITIONAL PERSONNEL  
FY 2005/2006

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b>GENERAL FUND #100</b>				
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
811 Code Enforcement	1	Staff Assistant	S20	\$ 22,963
811 Code Enforcement	1	Code Enforcement Officer I	S16	29,494
821 City Planning	1	Planner I	S14	34,445
821 City Planning	<u>1</u>	Planning Manager - Contract	10	<u>57,762</u>
<b>TOTAL DEPARTMENT</b>	<b>4</b>			<b>\$ 144,664</b>
<b><u>FAMILIES, PARKS &amp; RECREATION DEPARTMENT</u></b>				
284 Athletics & Aquatics	1	Recreation Specialist	S19	\$ 24,565
737 Green Up	<u>1</u>	Landscape Technician	D31	<u>20,426</u>
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 44,991</b>
<b><u>MANAGEMENT, BUDGET &amp; ACCOUNTING DEPARTMENT</u></b>				
153 Management & Budget	1	Division Manager	5	\$ 64,480
153 Management & Budget	1	Budget Analyst III (CIP)	12	49,296
183 Accounting Operations	<u>1</u>	Accounting Clerk (Permitting Cashier)	S20	<u>22,963</u>
<b>TOTAL DEPARTMENT</b>	<b>3</b>			<b>\$ 136,739</b>
<b><u>TRANSPORTATION DEPARTMENT</u></b>				
815 Transportation Planning	1	Administrative Assistant	S19	\$ 24,565
815 Transportation Planning	<u>1</u>	Accountant III (Impact Fees)	S12	<u>39,437</u>
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 64,002</b>
<b>TOTAL GENERAL FUND</b>	<b>11</b>			<b>\$ 390,396</b>

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## City of Orlando

ADOPTED ADDITIONAL PERSONNEL  
FY 2005/2006

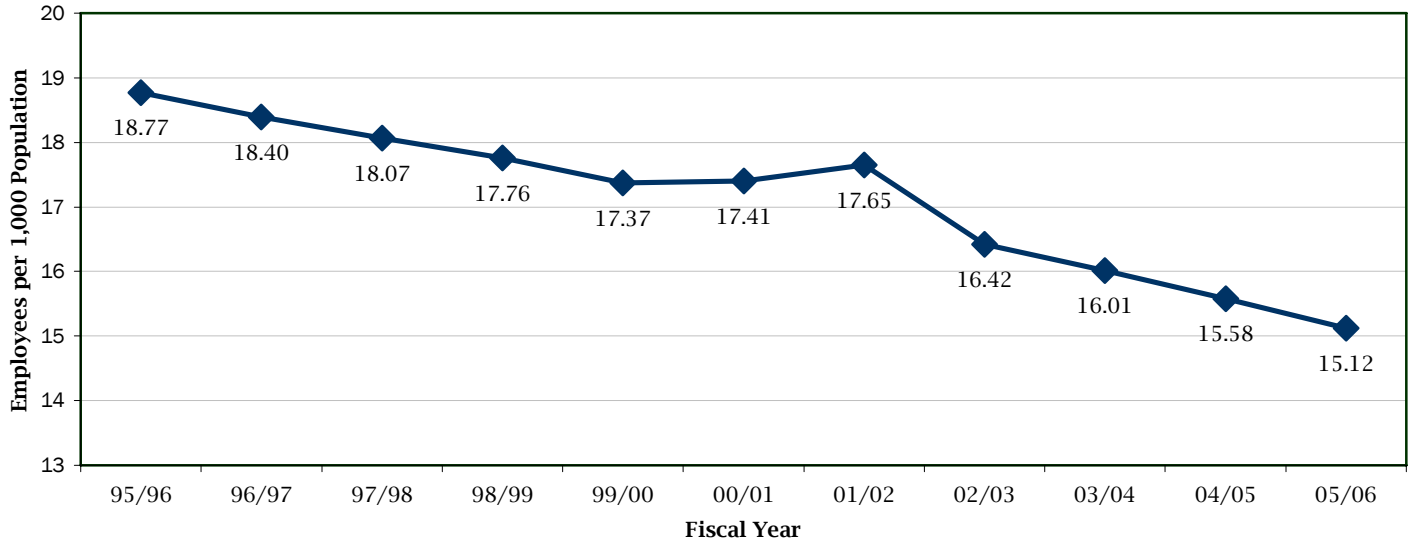
Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>STORMWATER UTILITY FUND #428</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
708 Stormwater Compliance	<u>1</u>	Environmental Specialist	S16	\$ 30,077
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>1</b>			<b>\$ 30,077</b>
<b><u>WASTEWATER REVENUE FUND #441</u></b>				
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
357 Industrial Automation Group	<u>1</u>	Generator Technician I	S16	\$ 30,077
<b>TOTAL WASTEWATER REVENUE FUND</b>	<b>1</b>			<b>\$ 30,077</b>
<b><u>RISK MANAGEMENT FUND #521</u></b>				
<b><u>FINANCE DEPARTMENT</u></b>				
217 Risk Management Administration	1	Office Assistant	S21	\$ 21,445
217 Risk Management Administration	<u>1</u>	Claims Adjuster I - Contract	S13	46,072
<b>TOTAL RISK MANAGEMENT FUND</b>	<b>2</b>			<b>\$ 67,517</b>
<b>TOTAL ALL FUNDS</b>	<b>15</b>			<b>\$ 518,067</b>

ADOPTED PERSONNEL DELETIONS  
FY 2005/2006

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>GENERAL FUND #100</u></b>				
<b><u>EXECUTIVE OFFICES</u></b>				
119 Communications/Neighborhood Enhancement	<u>1</u>	Volunteer Program Coordinator-Contract*	12	\$ 36,972
<b>TOTAL DEPARTMENT</b>	<b>1</b>			<b>\$ 36,972</b>
* Effective 1/1/06				
<b><u>FAMILIES, PARKS &amp; RECREATION DEPARTMENT</u></b>				
737 Green Up	<u>1</u>	Landscape Technician P/T	D31	\$ 10,213
<b>TOTAL DEPARTMENT</b>	<b>1</b>			<b>\$ 10,213</b>
<b>TOTAL GENERAL FUND</b>	<b>2</b>			<b>\$ 47,185</b>



Employees per Thousand City Population



Fiscal Year	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06
Employees	3,196	3,185	3,187	3,191	3,179	3,214	3,282	3,095	3,121	3,145	3,158
City Population	170,307	173,122	176,373	179,698	182,986	184,639	185,951	188,494	194,913	201,851	208,900

**Employee/Population Ratio Comparison  
Select Florida Municipalities**

Municipality	Population Estimate <sup>(1)</sup>	Total City Employees <sup>(2)</sup>	City Employees Per 1,000 Population
City of Clearwater	110,325	1,955	17.72
City of Tallahassee	169,136	2,941	17.39
City of Boca Raton	79,838	1,357	17.00
City of Fort Lauderdale	170,297	2,640	15.50
City of Tampa	323,663	4,958	15.32
City of Orlando	208,900	3,158	15.12
City of Gainseville	117,754	1,295	11.00
City of Hollywood	142,998	1,558	10.90
City of Miami	379,550	3,462	9.12

**(1)Source:** Bureau of Economic & Business Research, University of Florida as of April 1, 2004 - Population for Counties and Municipalities for Revenue Sharing. These population estimates were used to determine State Revenue Sharing distributions for FY 2005/2006. Population estimates for 2005 were not available at the time of publication.

**(2)Source:** Obtained from most recent financial/budget publications located on municipality websites as of October 18, 2005.

## City of Orlando

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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 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 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).

## City of Orlando

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- 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 2005/2006 budget is presented on page II-22. The process of developing the operating budget begins officially at the end of January or beginning of February 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.

City of Orlando

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**FY 2005/2006 Budget Calendar**

December 8	Distribution of project request packets for CIP requests.
January 28	CIP project request input due to Management, Budget & Accounting.
January 31	Distribution of instructions and forms for revenue budgets, Revenue Manual revisions and new personnel requests.
February 11	New personnel requests and Revenue Manual revisions due in Management, Budget & Accounting.
February 16	Distribution of instructions and forms for Technology Management equipment requests along with performance management information.
March 11	Technology Management equipment requests and revenue budgets due to Management, Budget and Accounting.
March 16	Distribute instructions & forms for expenditure requests.
April 22	Expenditure requests due in Management, Budget & Accounting.
June 15	Performance management information due to the Performance Optimization Program.
July 1	Certification of property values by County Property Appraiser.
July 11-13	Budget Camp.
July 20	CIP status reports distributed to departments.
July 25	Mayor presents budget to City Council.
August 12	CIP status reports due in Management, Budget & Accounting
Sept 12	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
Sept 19	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.

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## City of Orlando

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### C. BUDGET REVIEW

During the budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after 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 and then with City Administration.

### 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.

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

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing which must be held not less than two days or more than five days after the day the advertisement is first published. The schedule on page II-24 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. FY2004/2005 REVISED BUDGET

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

Therefore, all financial information in this document that is identified as "FY2004/2005 Revised Budget" is as of September 30, 2005. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City's webpage ([www.cityoforlando.net](http://www.cityoforlando.net)).

### F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year run from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process. 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.



## City of Orlando

2005/2006 LOCAL GOVERNMENT TRIM TIMETABLE			
<u>Milestone</u>	<u>TRIM Day</u>	<u>TRIM Date</u>	<u>City Completion Date</u>
Property Appraiser certifies roll (Taxable Value).	1	July 1	
Mayor submits tentative budget to City Council.			July 25
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	August 4	July 27
Property Appraiser mails notice of proposed property taxes.	55		
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 12
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 15
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 6 - Oct. 8	September 19
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 9 - Oct. 11	September 21
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 28
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			September 30
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 3

## City of Orlando

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

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

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

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

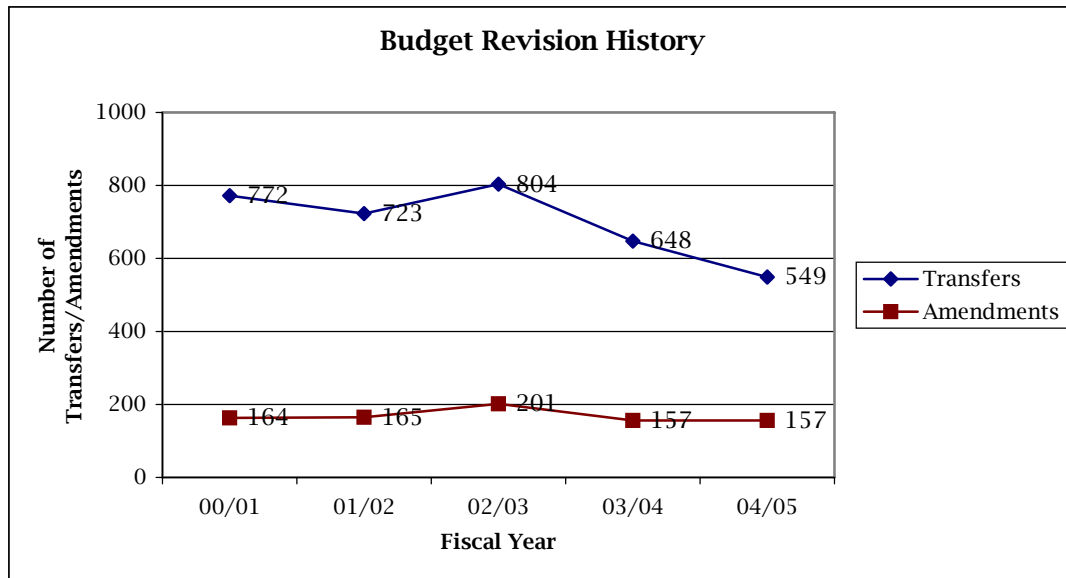
The **BUDGET REVIEW COMMITTEE** has approval of:

- 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 \$1,000 when funds are requested from accounts other than existing "Travel Expense and Training" groups within the same department and fund.
- All requests for transfers from salary group accounts to operating or capital group accounts.

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

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

## City of Orlando

**ACCOUNTING STRUCTURE**

The financial statements of the City are prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units.

The City uses the modified accrual basis of accounting for governmental funds. Under the modified accrual basis, revenue is recorded when 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 VI. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section (V) for major revenue sources and the City's Revenue Manual for all revenue sources ([www.cityoforlando.net](http://www.cityoforlando.net)).

## City of Orlando

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### 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 Services, Streets and Stormwater Services, CIP/Infrastructure, Solid Waste Management and Wastewater.

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

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

### ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

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Policy Document



**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
- Transportation

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## Policy Document

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### Policy Overview

There are two planning components that are used to guide the development of the annual operating budget and the capital improvement program. Financial and non-financial policies and procedures are used to guide the decision-making process, while strategic management tools are employed to evaluate compliance with previously stated operating objectives and budgetary controls.

The National Advisory Council on State and Local Budgeting (NACSLB) has provided a framework for describing the overall budget process and that is centered on four principles:

- Establish Broad Goals to Guide Government Decision Making
- Develop Approaches to Achieve Goals
- Develop a Budget Consistent with Approaches to Achieve Goals
- Evaluate Performance and Make Adjustments

The City of Orlando has made tremendous strides over the past three years in developing formal policies and implementing fundamental budgetary controls. While this task is not complete, the Fiscal Year 2005/2006 budget reflects the influence of those policies and controls. Since resources are constrained and demands are growing, the City has committed itself to continued improvement in the area of financial planning and budgetary control.

### Financial and Non-Financial Policies

This section contains the major policies that are linked to the development of the annual operating budget and capital improvement plan:

- 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 FY2005/2006 budget was developed.

## Policy Document

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### 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.

Management, Budget and Accounting has improved the reporting of financial performance through submission of monthly financial report to the City Council. These statements are made available to the public through the City Council or they can be accessed through the City’s internet site. In addition, a Fiscal Impact Statement is prepared for all items submitted to the Council for action so that an informed decision can be made.

## Policy Document

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### BUDGET POLICIES

The development of the budget is guided by the following budget policies which are contained in state and local laws and policies approved by the City Council.

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced.)
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "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

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### 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

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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

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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

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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.

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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.

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Developing the international airport also is crucial for Orlando's evolution into the 21<sup>st</sup> 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



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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>

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### 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.

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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.

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**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:

Land Use	Gallons Per Day	Unit of Measure
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.

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**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.



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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.

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**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.

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**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.

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**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.

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**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.

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**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.



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**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.

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**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

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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.

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**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.

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**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

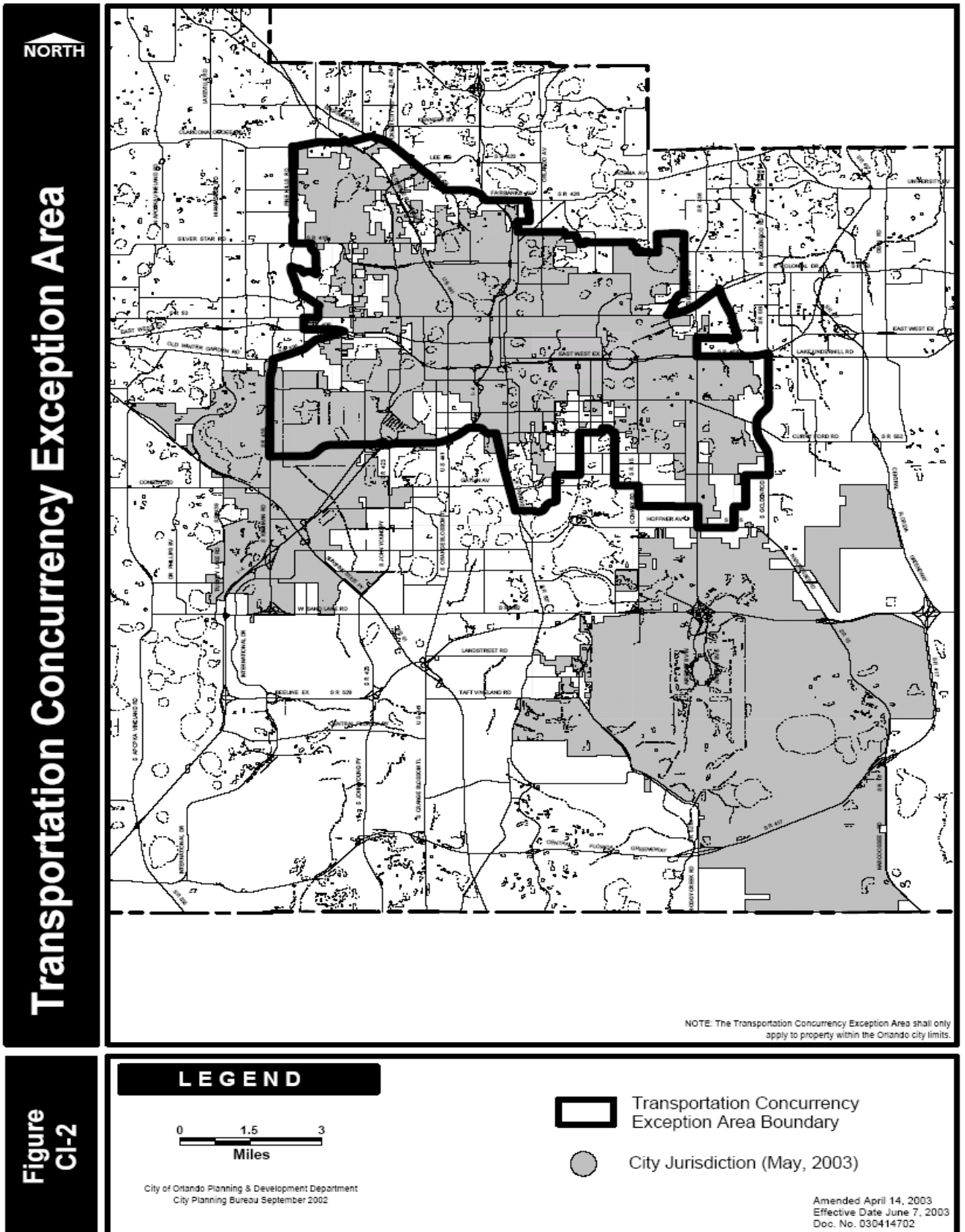
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Roadway Segment	From	To	LOS Standard
Hiawassee Road	Old Winter Garden Road	Raleigh Street	E
Hiawassee Road	Raleigh Street	Metrowest Boulevard	F
Hiawassee Road	Metrowest Boulevard	Westpointe Boulevard	E
Hiawassee Road	Westpointe Boulevard	Florida's 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



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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



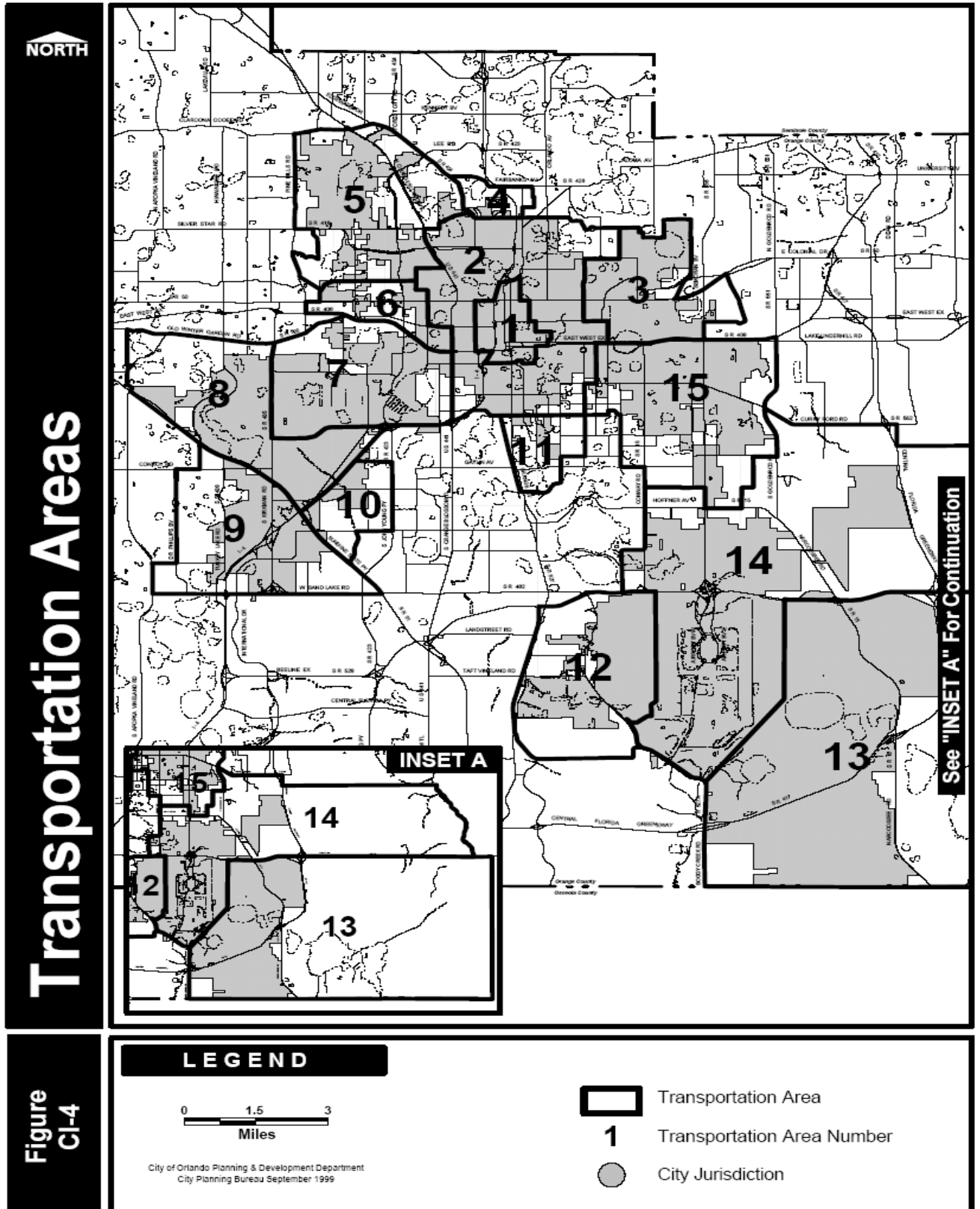
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Figure CI-3  
Trip Allocation Program by Transportation Area

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)					
<b>Total</b>	148,788	198,382	247,981	297,575	347,171	396,766	446,362	495,957	729,710
<b>Annual Increase</b>		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

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### 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).

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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).



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### 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.

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ANALYSIS OF DEBT OUTSTANDING  
AS OF SEPTEMBER 30, 2004  
(in Thousands)

	BONDS	LOANS	TOTAL DEBT	WEIGHTED AVERAGE MATURITY (in years)
<b>SELF-SUPPORTING:</b>				
<b>Proprietary:</b>				
Wastewater	\$ 138,495	\$ -	\$ 138,495	5.6
Parking	15,040	11,925	26,965	5.7
Total Proprietary	<u>153,535</u>	<u>11,925</u>	<u>165,460</u>	5.6
<b>Governmental:</b>				
Community Redevelopment Agency (CRA)	21,190	28,722	49,912	6.7
Republic Drive Interchange	43,505	-	43,505	11.6
Special Assessment:				
Historic District	-	691	691	5.6
Church St. Station	-	1,630	1,630	8.5
Downtown Hotels	-	4,126	4,126	8.9
Premiere Trade Plaza	-	14,000	14,000	4.0
55 West - Parking Garage	-	7,000	7,000	10.0
55 West - Public Plaza	-	2,000	2,000	8.5
Conroy Road Interchange	28,010	1,200	29,210	12.2
Total Governmental	<u>92,705</u>	<u>59,369</u>	<u>152,074</u>	9.2
Total Self-Supporting Debt	<u>246,240</u>	<u>71,294</u>	<u>317,534</u>	7.3
<b>NON SELF-SUPPORTING:</b>				
<b>Governmental:</b>				
City Hall	-	16,264	16,264	3.2
Narcoossee Road	-	15,297	15,297	5.5
City Hall Garage	-	6,952	6,952	4.5
Lee Vista Project	-	4,528	4,528	5.7
John Young Parkway	-	2,551	2,551	3.8
Lymmo Project	-	966	966	1.1
Dubsdread	-	2,322	2,322	4.6
Parks Initiative	-	29,484	29,484	6.8
2003/04 Construction Initiative	-	10,000	10,000	10.5
Other	-	226	226	0.0
Total Governmental	<u>-0-</u>	<u>88,590</u>	<u>88,590</u>	5.9
<b>Proprietary:</b>				
Arena	-	8,153	8,153	2.1
Citrus Bowl (CFA)	1,820	2,389	4,209	3.2
Total Proprietary	<u>1,820</u>	<u>10,542</u>	<u>12,362</u>	2.5
Total Non Self-Supporting Debt	<u>1,820</u>	<u>99,132</u>	<u>100,952</u>	5.5
<b>Total City Debt</b>	<u>\$ 248,060</u>	<u>\$ 170,426</u>	<u>\$ 418,486</u>	6.9

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.

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### EXPLANATION OF EXISTING AND FUTURE DEBT PROGRAMS

The City's debt programs at 9/30/04, under which new debt is anticipated, are:

**Wastewater System Debt** - This program currently has \$138,495,000 in outstanding bonds and is anticipated to be a Major Program indefinitely.

**Covenant (Banking Fund) Debt** - This program currently has \$190,296,338 (\$58,860,000 fixed rate medium term bonds, \$48,635,000 fixed rate long-term bonds and \$82,801,338 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) Downtown District Debt** - Designed for the use of tax increment financing to address the downtown development needs (currently \$21,190,000 of 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.

**Republic Drive Interchange Redevelopment District** - Tax Increment Revenue Refunding Bonds were issued in 2002 to refund the previously issued special assessment bonds (currently \$43,505,000 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, \$28,010,000 of Special Assessments Bonds are outstanding.)

**Parking System Debt** - Designed for the specific use of meeting downtown parking system needs (currently there is \$15,040,000 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.

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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.

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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.

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Since the original introduction in 1986-87, the program has been expanded to \$190,296,338 . 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	25.6%	5.00%
Medium term (1-15 years)	30.9%	4.00%
Variable rate	<u>43.5%</u>	3.25%
Total	<u>100.0%</u>	
Blended Rate		3.93%

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.



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### 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 9/30/04</u>
· Fixed rate component	40-50% minimum	56%
· Unhedged variable rate:		
· Goal	25-35%	44%
· 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.	181 b.p.

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**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>9/30/04</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		3 years
· 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.

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Programs	Maximum Unhedged Variable Rate Exposure %	Actual Variable Rate 9/30/04	
		Total %	Unhedged %
Wastewater	35	26.0	26.0
Parking (1)	25	19.2	19.2
CRA (Downtown District)	25	25.0	25.0
General Government (category) (1)	40	43.5	43.5
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.

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### 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

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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

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### 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

### 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, 2004

(\$'s in millions)

<u>Funds</u>	<u>2004/2005 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>		
		<u>Minimum</u>		<u>Maximum</u>				
<b>General Fund</b>						\$	58.80	
Utilities Services Tax							11.40	
Total General Fund	\$ 283.01	\$ 42.45	15%	\$ 70.75	25%	\$	70.20	(1) 25%
<b>Enterprise Funds</b>								
<b>Self Supporting</b>								
Wastewater System	\$ 42.44	\$ 4.24	10%	\$ 8.49	20%	\$	9.50	22%
Parking System	\$ 10.36	\$ 1.04	10%	\$ 2.07	20%	\$	2.10	20%
Stormwater System	\$ 14.55	\$ 1.46	10%	\$ 2.91	20%	\$	2.90	20%
Solid Waste Management	\$ 20.17	\$ 2.02	10%	\$ 4.03	20%	\$	4.00	20%
<b>Enterprise Funds</b>								
<b>Non-Self Supporting</b>								
Centroplex	\$ 12.08	\$ -	0%	\$ 1.20	10%	\$	(1.40)	-12%
CFA	\$ 3.80	\$ -	0%	\$ 0.38	10%	\$	-	0%

(1) The year-end balance is expected to be further diminished by a expected drawdown on reserves of \$7.0 million and a \$1.2 million new year re-appropriation for a total reduction of \$8.2 million. This results in an estimated current reserve balance of \$62 million, which represents 22% of the 2004/2005 Budget amount.

Continued on next page

## Policy Document

City of Orlando  
 Operating Reserve Level Status  
 Presented as of September 30, 2004  
 (\$'s in millions)

<u>Funds</u>	<u>2004/2005 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
<b>Capital Project Funds</b>						
Capital Improvement Fund	\$ 6.82	\$ -	0%	\$ 0.68	10%	\$ 0.70 10%
<b>Internal Service Funds</b>						
Fleet Management Fund	\$ 10.70 (2)	\$ 0.54	5%	\$ 1.07	10%	\$ 0.70 7%
Risk Management Fund	\$ 37.20 (3)	\$ 3.72	10%	\$ 5.58	15%	\$ 10.20 27%

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

(3) Reflects the outstanding liability for claims as of September 30, 2004 (see pages 13-14 of the Reserve Policy).

## Policy Document

City of Orlando  
 Capital Reserve Level Status  
 Presented as of September 30, 2004  
 (\$'s in millions)

<u>Funds</u>	<u>Unrestricted</u>	<u>Restricted</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>	<u>R&amp;R</u>	<u>Other</u>	
<b>Enterprise Funds</b>				
<b>Self Supporting</b>				
Wastewater System	\$ 61.20	\$ 7.30	\$ 2.60 (4)	\$ 71.10
Parking System	\$ 11.40	\$ 2.50	\$ -	\$ 13.90
Stormwater System	\$ 1.40	\$ -	\$ -	\$ 1.40
Solid Waste Management	\$ 0.20	\$ -	\$ -	\$ 0.20
<b>Capital Project Funds</b>				
Capital Improvement Fund	\$ 9.40	\$ -	\$ -	\$ 9.40
<b>Internal Service Funds</b>				
Fleet Management Fund	\$ -	\$ -	\$ 16.40 (5)	\$ 16.40
Risk Management Fund	\$ -	\$ -	\$ -	\$ -

(4) Reflects excess impact fees, over debt service (see page 8 of the Reserve Policy).

(5) Reflects the vehicle replacement reserve (see page 13 of the Reserve Policy).

### 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
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%
1985	\$ 31,122,911	\$ 76,778,254	40.54%
1984	\$ 32,226,389	\$ 71,620,959	45.00%

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## Mayor's Budget Address

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Mayor's Budget Address

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#### 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



Good morning Commissioners. I am here to present to you, the Orlando City Council a budget for Fiscal Year 2005-2006, which begins on October 1, 2005, and runs through September 30, 2006.

I want to thank and recognize all of the people in the audience and watching at home today for taking the time to be a part of this very important process. Your participation and concern is key to helping us, your elected officials, lead, and manage our City in the best interest of all our citizens.

I would also like to thank our City Commissioners who have spent numerous hours over the past several weeks participating in budget hearings and reviewing volumes of information to ensure the City is maximizing our resources. This administration and this City Council have strived to provide citizens with an unprecedented level of access to our budgetary and fiscal information. These hearings were open to the public and broadcast live on Orange TV. In addition, this budget address will be posted on our Web site immediately, and the 2005-2006 adopted budget will be available online for the start of the fiscal year, in October.

# BUDGET ADDRESS



## Mayor's Budget Address

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Before I address the budget, there is one more group of people that I must recognize for their efforts. They are our frontline City employees... the people that interact with our citizens everyday. They are the face of our City, the men and women who I believe provide the highest level of public services in all of Florida.

They are our accountants and fiscal managers, who work tirelessly to ensure we are the best stewards of citizen tax dollars. They are our public works employees, who keep our streets clean, our water potable, and our City beautiful. They are our permitting employees, who ensure the ease of process when homeowners or developers apply for permits to repair or construct. They are our employees in the Families, Parks and Recreation Department, who maintain our City's parks, offer after-school programming for our youth, and manage our 116 parks and recreation facilities. They are our police and fire employees, who ensure safe streets, safe homes and secure futures for our children.

Our City departments strategically allocate their resources to ensure every interaction with our citizens exemplifies the pride we have in our work. Every department leader, every employee, is continuously analyzing and seeking efficiencies in City services, and each has played a critical role in presenting you a balanced budget today.

This is the third time I've had the opportunity to stand before this Council to propose the City's budget, and it marks the third year we've had to face budget constraints and gaps similar to those of our neighboring cities and cities throughout the nation. As we began this process, growing expenses, including increased healthcare and labor costs, had us facing a potential budget gap of \$27 million based on the projected cost to continue services matched with anticipated revenue. Our Office of Management, Budget and Accounting staff has spent months working with City department heads during our budget preparation process to close that gap.

That process includes forecasting expenditures forward at restricted growth rates, forecasting revenues based upon the State of Florida estimates and conducting a 10-year historic analysis of property tax collections. Forecasting is just one of the tools implemented by this administration and Council in January 2004, to better manage our fiscal resources. We have also created a Finance Committee, which Commissioner Diamond is a member of, and which is providing financial oversight and advice. We have implemented a reserve policy setting requirements for the reserves the City should maintain to keep our great city in good financial stead both here and on Wall Street. Most importantly, we require and hold accountable all City managers to examine their budgets on a monthly basis, to

# BUDGET ADDRESS

## Mayor's Budget Address



stay within budget and to make the necessary adjustments to do just that.

Though we have these tools in place, we still face ongoing challenges that contribute to difficulty in balancing city budgets. For our City, as well as for our residents, we have the increased burden of the aftermath of a very active hurricane season last year, and consistently rising fuel costs. Fortunately, even after the devastating damage left by the storms, I am proud to say that through strong solid fiscal management we were able to maintain our day to day operations, cover the hurricane expenses not reimbursed by the state or FEMA and rebuild our City without further impacting our reserves.

Though there is much work to be done to overcome our challenges, there is also much for this City Council and our citizens to be proud of. Many cities face the threat of businesses leaving their downtown core because of the lack of services, yet we are experiencing an explosive renaissance of business activity and job growth in our downtown

# BUDGET ADDRESS

## Mayor's Budget Address

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and throughout our City. Over the past year the greater Orlando area has lead the state in job growth. In our downtown, nearly \$2 billion has been invested in projects proposed or underway. This includes 5,400 multi-family units, nearly a half-million square feet in retail space, and 1.3 million square feet in office space.

While cities such as San Jose, Indianapolis and Jacksonville have been forced to make difficult decisions to decrease services or eliminate staff positions, the City of Orlando has sought better solutions ... and thanks to the hard work of our staff and commitment of our revenue partners, we have found better solutions for the 2005-2006 budget year.

We have closed the projected gap of \$27 million dollars, without raising taxes, without cutting services or reducing our workforce, and without dipping into reserves. I submit to you a balanced budget that is a reflection of our efforts to control expenses, while actively seeking to increase revenue.

Growth was a part of the solution ... with increased growth comes increased property value and revenues. Projections for the 2005-2006 fiscal year show an increase in property tax revenue of approximately \$10 million.

We also recognized a greater return from the City's largest financial asset and partner, the Orlando Utilities Commission (OUC). OUC has agreed to increase its dividend to the City this year from 60% to 85% of net income, which represents \$13.6 million in additional revenues ... a major step in closing the projected gap for the 2005-2006 fiscal year. I want to thank our partners, especially Ken Ksionek and the OUC board for their willingness to increase OUC's return to the citizens of Orlando. I also want to thank them for their commitment to work with the City to identify a formula for a multi-year dividend agreement that will benefit our citizens for years to come.

While this is great news, it must be tempered with the understanding we still have a difficult road ahead of us in identifying additional reoccurring revenue. Projections show that spiraling benefit costs and economic conditions will still cause our ongoing expenditures to outpace current revenue.

As traditional revenue streams become stagnant, we will seek out innovative revenue sources for the new economy. These include cutting-edge telecommunications, WiFi and broadband initiatives intended to leverage CRA money to generate general revenue

BUDGET ADDRESS



## Mayor's Budget Address



funds that can be used for improvement projects and City services throughout all of our neighborhoods, not just within the CRA.

Furthermore, we are reviewing fees in the Economic Development Department, including permitting, planning and code enforcement. These fees must be assessed appropriately to ensure the City's processing costs are adequately covered. At the same time, this study will help us ensure we are offering the most effective and efficient services to both citizens and businesses.

Commissioners, this City is dedicated to maximizing resources to ensure the services that touch our citizens' lives will remain at the level they have come to expect. This year's budget requests are focused on providing the tools, the technology, and the training that give citizens a sense of pride and place in the unique and distinctive neighborhoods in which they live.

Even in this lean budget year, the public safety of our citizens remains at the forefront of this Council's priorities. I am asking for your approval of these vital elements for our public safety professionals:

# BUDGET ADDRESS

## Mayor's Budget Address

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- 1) Approximately \$800,000 for new recruit training that will help increase our effective strength, officers on the street, by 15 positions.
- 2) Approximately \$500,000 for the maintenance of 48 additional police vehicles, and this will complete the implementation of the vehicle take-home program for police officers.
- 3) Funding for replacement body armor, service weapons, and for new computers in police cars.
- 4) \$300,000 for the design of the Savannah Park Fire Station in the South East part of our City.
- 5) \$350,000 for extrication equipment, fire hose replacements, fire fighting gear, thermal imaging cameras, and onboard computer replacements for our fire trucks.
- 6) In the area of Emergency Management, we've included a request of \$100,000 to be used to match FEMA mitigation funds specifically to retrofit buildings used during hurricane emergencies.

To improve our neighborhoods, I'm recommending that each commissioner have increased flexibility to use their traffic-calming funds totaling \$600,000 on projects that extend beyond roadways to include sidewalks, stormwater and green space. Commissioners know their neighborhoods' immediate needs and should have the ability to immediately address those needs ... it's all about customer service. I'm also asking you to approve:

- 7) \$2.6 million in the proposed budget for pedestrian safety projects, including a school safety sidewalk program, sidewalk repair throughout the City and funding for pavement rehabilitation.
- 8) \$2 million for new traffic signals to improve the flow of traffic on our City's busy roads.

As we focus on improving City services and quality of life amenities, I'm asking for the approval of:

- 9) Four additional positions in our economic development department to expedite plan review and to assist with code enforcement administration.
- 10) And, one that will bring a smile to all of your faces is a proposal for full funding of operations and maintenance for the recently opened Airport Lakes Park and Rock Lake Neighborhood Center. Additionally, funding of operations is allocated for Rosemont Community Center opening in September, Ivey Lane Park in October and the College Park Community Center, which will open in December.

# BUDGET ADDRESS

## Mayor's Budget Address

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The tools, the training and the technology requested in this budget, reflect our priorities for the City of Orlando; and with no doubt, these proposed additions will build community pride, strengthen confidence in our public safety entities, and enhance the quality of life in all of our distinctive neighborhoods.

Fellow City Council members, Florida Statute Section 166.241 requires that I present you with a balanced budget, and I give that to you in the amount of \$681,415,629.00 (six hundred eighty-one million, four hundred fifteen thousand, six hundred twenty-nine dollars). Today, I am proud to do just that and at this time I will ask Deborah Girard, our Director of Management, Budget and Accounting, to take you through the specifics of the budget.

On September 12th and September 19th, 2005, the City Council will conduct public hearings on the budget starting at 5:01 p.m. on both days and those hearings will be held here in City Council Chambers.

Commissioners, once again, I'd like to thank you for your commitment to fiscal responsibility and your dedication to the citizens of Orlando.



## Revenue Detail

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### Mission Statement:

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





## 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*

### Mission Statement:

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

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

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

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

All revenues and expenditures are appropriated either through the budget or through a special appropriation resolution. Some revenue sources require an audit trail to show that the earmarked funds have only been expended for specifically authorized activities. Under Fund Accounting, the General Fund is used to pool unrestricted funds. 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.

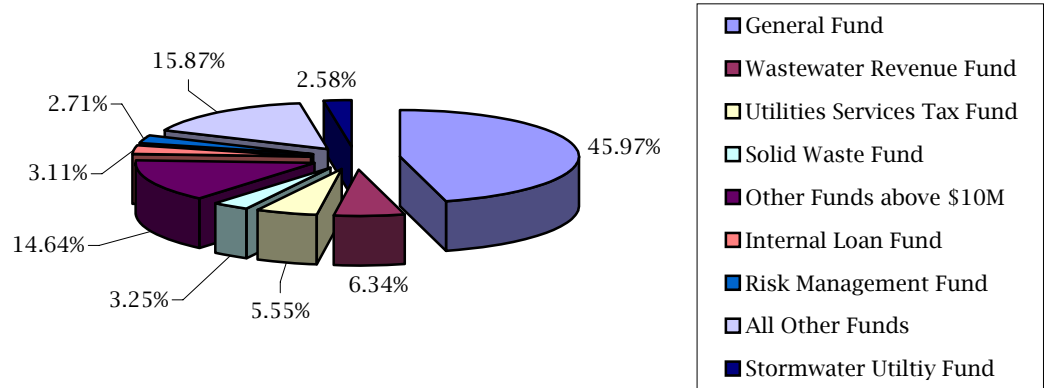
Revenue Detail



Mission Statement:

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

Major Funds  
Greater Than \$10 Million in Annual Revenue



Rank	Major Fund (more than \$10 million)	Adopted FY 2005/2006	2005/2006 % Total	Cumulative %
1.	General Fund	\$313,178,353	45.97%	45.97%
2.	Wastewater Revenue Fund	43,183,473	6.34%	52.31%
3.	Utilities Services Tax Fund	37,808,139	5.55%	57.86%
4.	Solid Waste Fund	22,150,960	3.25%	61.11%
5.	Internal Loan Fund	21,192,874	3.11%	64.22%
6.	Risk Management Fund	18,471,128	2.71%	66.93%
7.	Stormwater Utility Fund	17,606,174	2.58%	69.51%
8.	CRA Trust Fund	12,892,936	1.89%	71.40%
9.	Wastewater Impact Fee Reserve Fund	11,739,224	1.70%	73.10%
10.	Orlando Centroplex Fund	11,507,795	1.69%	74.79%
11.	Parking System Revenue Fund	10,912,101	1.60%	76.39%
12.	Hurricane Fund	10,866,603	1.59%	77.99%
13.	FEMA Working Capital Fund	10,866,603	1.59%	79.58%
14.	Fleet Mangement Fund	10,638,530	1.56%	81.14%
15.	Fleet Replacement Fund	10,209,935	1.50%	82.64%
16.	Gas Tax Fund	10,148,843	1.49%	84.13%
17.	All Other Funds	108,041,958	15.87%	100.00%
	TOTAL	\$681,415,629	100.00%	

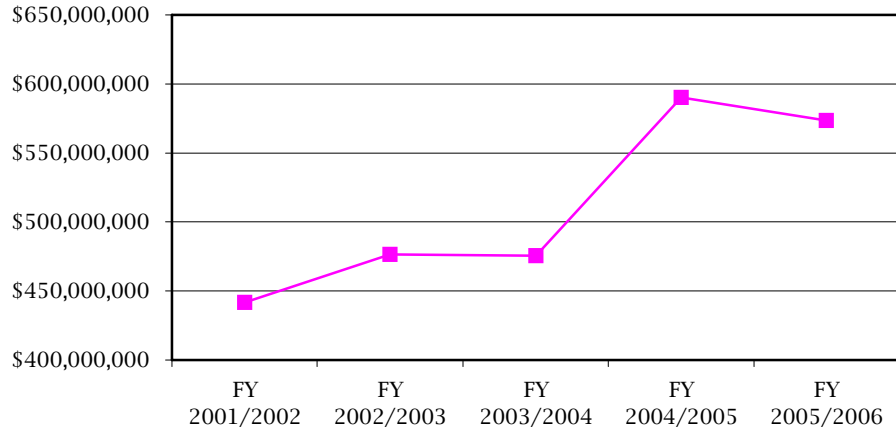
Revenue Detail



**Mission Statement:**

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**Major Funds  
Annual Revenue History**



Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	Budget FY 2004/2005	Budget FY 2005/2006
General Fund	\$ 233,303,594	\$ 259,455,714	\$ 265,964,657	\$ 289,073,288	\$ 313,178,353
Wastewater Revenue Fund	31,716,322	37,005,127	37,416,459	44,013,790	43,183,473
Utilities Services Tax Fund	39,830,613	38,273,231	38,305,547	36,954,707	37,808,139
Solid Waste Fund	16,034,158	16,370,761	17,297,556	21,101,873	22,150,960
Internal Loan Fund	5,569,901	6,268,131	6,118,649	23,968,280	21,192,874
Risk Management Fund	13,839,686	17,108,505	16,345,347	18,221,058	18,471,128
Stormwater Utility Fund	14,855,736	17,250,612	18,275,324	21,210,168	17,606,174
CRA I/II Trust Fund - Downtown	8,971,158	9,455,284	9,890,863	10,826,967	12,892,936
Wastewater Impact Fee Reserve	12,099,426	9,670,402	10,608,783	11,675,920	11,739,224
Orlando Centroplex Fund	11,239,946	12,365,154	11,236,012	11,862,747	11,507,795
Parking System Revenue Fund	9,883,031	10,625,765	10,865,119	16,253,126	10,912,101
Hurricane Fund	-	-	-	25,000,000	10,866,603
FEMA Working Capital Fund	-	-	-	6,077,148	10,866,603
Fleet Management Fund	15,661,643	14,844,968	12,544,798	11,128,493	10,638,530
Fleet Replacement Fund	9,989,868	9,466,869	9,413,916	13,604,522	10,209,935
Gas Tax Fund	18,674,984	18,324,139	11,132,619	29,381,988	10,148,843
<b>Total</b>	<b>\$ 441,670,066</b>	<b>\$ 476,484,662</b>	<b>\$ 475,415,649</b>	<b>\$ 590,354,075</b>	<b>\$ 573,373,671</b>

Revenue Detail

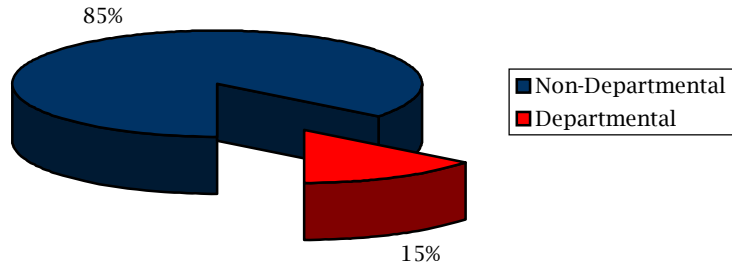


**Mission Statement:**

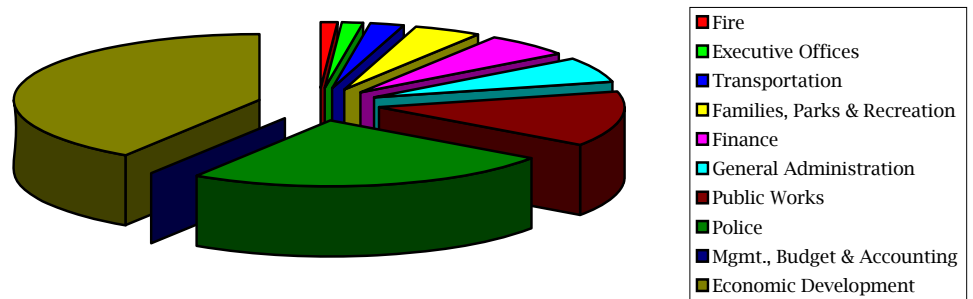
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**General Fund Revenues By Department  
Non-Departmental vs. Departmental  
FY 2005/2006**



**General Fund Revenues By Department  
Departmental Breakdown  
FY 2005/2006**



Department	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006	% of Total
Non-Departmental	\$ 242,377,146	\$ 267,525,611	85.42%
Economic Development	15,929,033	18,643,937	5.95%
Police	11,585,371	11,126,590	3.55%
Public Works	8,382,253	6,235,352	1.99%
General Administration	1,533,605	2,812,007	0.90%
Finance	2,780,284	2,587,169	0.83%
Families, Parks & Recreation	2,239,416	2,096,279	0.67%
Transportation	1,157,591	907,052	0.29%
Executive Offices	1,421,221	725,181	0.23%
Fire	1,514,075	474,175	0.16%
Mgmt., Budget & Accounting	58,936	45,000	0.01%
Housing	94,357	-	0.00%
<b>Total</b>	<b>\$ 289,073,288</b>	<b>\$ 313,178,353</b>	<b>100.00%</b>

Revenue Detail

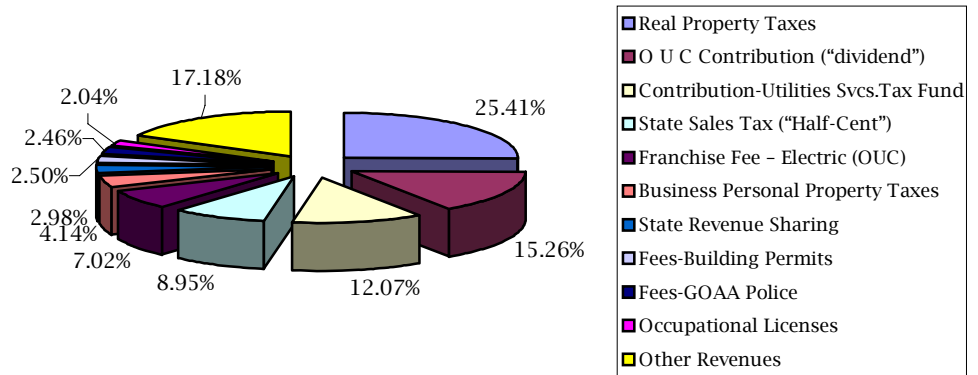
MAJOR REVENUE SOURCES  
GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the revenue streams, those budgeted at more than \$5 million for FY 2005/2006, are shown in the table below.

Mission Statement:

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

Adopted Budget FY 2005/2006



Revenue Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Real Property Taxes	\$ 56,799,569	\$ 60,634,762	\$ 66,135,130	\$ 70,984,951	\$ 79,564,300
O U C Contribution ("dividend")	28,203,772	32,992,766	31,657,845	32,700,000	47,800,000
Contribution-Utilities Svcs. Tax Fund	35,612,730	36,500,000	37,500,000	36,594,707	37,808,139
State Sales Tax ("Half-Cent")	24,043,656	24,413,099	25,935,004	25,077,538	28,019,807
Franchise Fee - Electric (OUC)	16,357,524	17,320,966	18,033,352	19,725,000	22,000,000
Business Personal Property Taxes	11,996,558	10,966,320	10,947,178	11,555,689	12,952,328
State Revenue Sharing	5,825,646	5,827,786	7,129,345	8,272,549	9,320,073
Fees-Building Permits	3,581,915	4,109,811	7,434,943	5,664,340	7,834,969
Fees-GOAA Police	7,082,356	6,771,460	6,690,415	6,873,160	7,688,994
Occupational Licenses	4,263,664	4,526,050	4,595,276	5,626,000	6,375,000
Other Revenues	39,536,204	55,392,694	49,906,169	65,999,354	53,814,743
<b>Total</b>	<b>\$ 233,303,594</b>	<b>\$ 259,455,714</b>	<b>\$ 265,964,657</b>	<b>\$ 289,073,288</b>	<b>\$ 313,178,353</b>

Revenue Detail



MAJOR REVENUE SOURCES  
GENERAL FUND

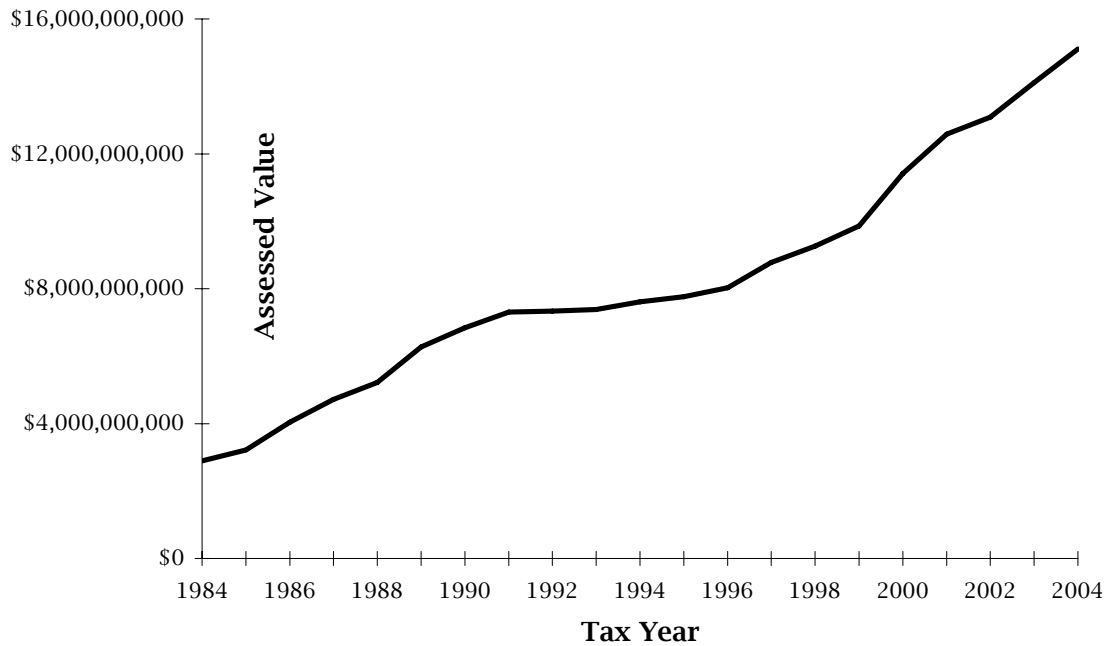
**Ad Valorem Property Taxes**

Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 5.6916 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 1<sup>st</sup> and become delinquent on April 1<sup>st</sup> or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	Budget	Budget
Real Property Taxes	\$ 58,859,651	\$ 62,851,408	\$ 68,560,262	\$ 73,942,657	\$ 82,879,479
Less: Discount for Real Taxes	(2,060,082)	(2,216,646)	(2,425,132)	(2,957,706)	(3,315,179)
Bus. Pers. Property Taxes	12,426,077	11,352,886	11,341,401	12,037,177	13,492,008
Less: Discount Bus. Pers. Taxes	(429,519)	(386,545)	(394,223)	(481,488)	(539,680)
Tax Recovery - Prior Yr Write-offs	(291,954)	(64,190)	(239,186)	-	-
Interest-Delinquent Taxes	116,325	139,861	142,755	120,000	140,000
<b>TOTAL Property Tax Revenue</b>	<b>\$ 69,204,406</b>	<b>\$ 71,805,154</b>	<b>\$ 76,985,877</b>	<b>\$ 82,660,640</b>	<b>\$ 92,656,628</b>

Revenue Detail

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
1995	\$ 6,402,373,781	\$ 7,532,204,448	\$ 1,361,552,611	\$ 2,475,550,202	\$ 7,763,926,392	\$ 10,007,754,650
1996	6,609,441,679	7,775,813,740	1,423,718,337	2,588,578,795	8,033,160,016	10,364,392,535
1997	7,228,749,511	8,504,411,189	1,548,308,496	2,815,106,356	8,777,058,007	11,319,517,545
1998	7,681,067,592	9,036,550,108	1,582,582,525	2,877,422,773	9,263,650,117	11,913,972,881
1999	8,246,105,113	9,701,300,133	1,614,560,062	2,935,563,749	9,860,665,175	12,636,863,882
2000	9,406,864,847	11,066,899,820	2,007,656,526	3,650,284,593	11,414,521,373	14,717,184,413
2001	10,401,534,347	12,237,099,232	2,181,941,004	3,967,165,462	12,583,475,351	16,204,264,694
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
2004	13,123,185,185	15,439,041,394	1,983,258,308	3,605,924,196	15,106,443,493	19,044,965,590

Source: Orange County Property Appraiser

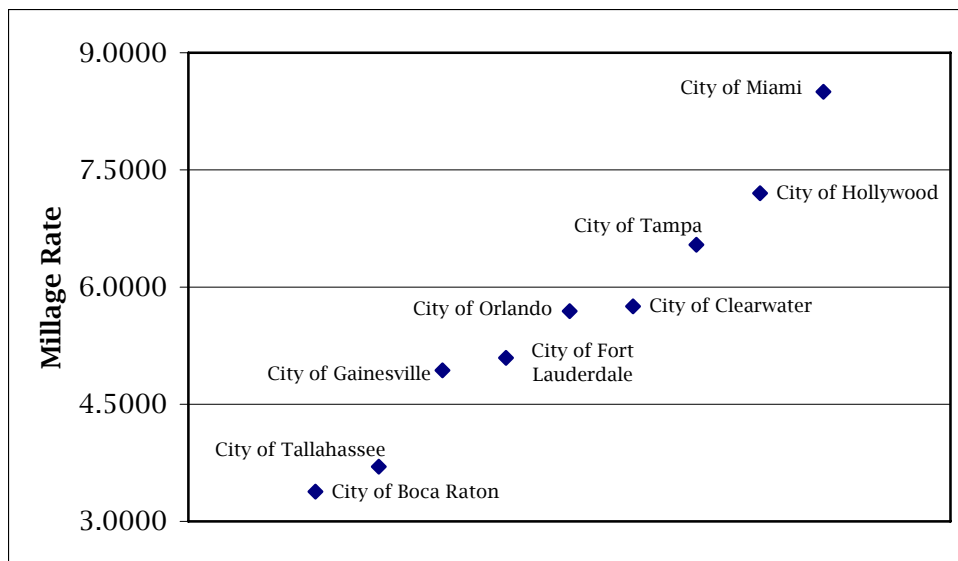
- (1) Assessed values are determined as of January 1 for each fiscal year.
- (2) Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%.



Revenue Detail

Operating Millage Rate Comparison  
Select Florida Municipalities

Municipality	Operating Millage FY 2005/2006	General Fund Budget FY 2005/2006
City of Boca Raton	3.3800	\$ 128,657,000
City of Tallahassee	3.7000	128,044,547
City of Gainesville	4.9355	84,940,847
City of Fort Lauderdale	5.0924	268,611,453
<b>City of Orlando</b>	<b>5.6916</b>	<b>313,178,353</b>
City of Clearwater	5.7530	111,399,910
City of Tampa	6.5390	305,577,968
City of Hollywood	7.1993	157,230,490
City of Miami	8.4995	491,765,000



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

Fiscal Year	City of Orlando		
	Operations	Debt	Total
1995	6.0666	-	6.0666
1996	6.0666	-	6.0666
1997	6.0666	-	6.0666
1998	6.0666	-	6.0666
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916

Revenue Detail



Mission Statement:

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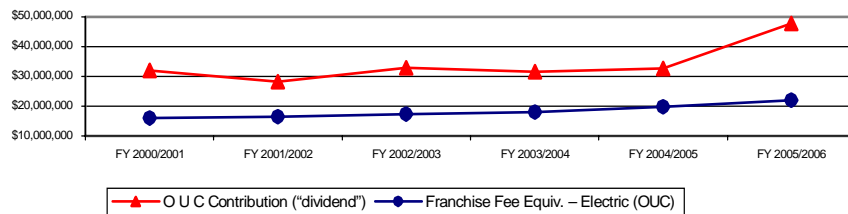
MAJOR REVENUE SOURCES  
GENERAL FUND

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando's electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC's gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City's rights of way. The 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. The OUC dividend shown for FY 2005/2006 is approximately \$13 million above what it would have been under the previously negotiated arrangement. The additional dividend was an extraordinary payment for this year only. Future dividend payments are currently under negotiation.

Revenue Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
O U C Contribution ("dividend")	\$ 32,091,000	\$ 28,203,772	\$ 32,992,766	\$ 31,657,845	\$ 32,700,000	\$ 47,800,000
Franchise Fee Equiv. - Electric (OUC)	15,941,900	16,357,524	17,320,966	18,033,352	19,725,000	22,000,000

OUC History



Revenue Detail



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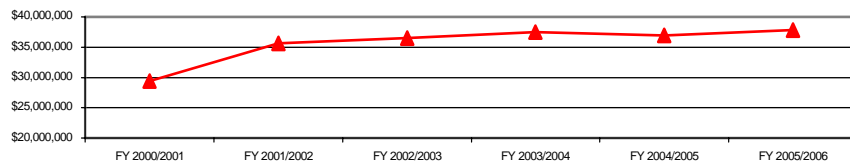
**MAJOR REVENUE SOURCES  
GENERAL FUND**

**Contribution—Utilities Services Tax Fund**

The Utilities Services Tax Fund receives proceeds from various utilities, including electric, water, natural gas, and communications. The Fund is pledged as a backup revenue source for repayment of debt, but if not utilized as such, the proceeds of the Fund are transferred into the General Fund. The amount of the transfer into the General Fund is reported in the General Fund as Contribution - Utilities Services Tax Fund. The OUC provides an estimate of their utility tax payment. Other utility tax payments are forecast using historical data. See non General Fund revenues on page V-16 for additional discussion. The budgeted transfers for FY 2004/2005 and FY 2005/2006 include interest earnings, which are not shown on the Utility Tax Collections chart below.

	Actual	Actual	Actual	Actual	Revised Budget	Adopted Budget
<u>Revenue Description</u>	<u>FY 2000/2001</u>	<u>FY 2001/2002</u>	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>
Contribution-Utilities Services Tax Fund	\$ 29,439,221	\$ 35,612,730	\$ 36,500,000	\$ 37,500,000	\$ 36,954,707	\$ 37,808,139

**Contribution - Utilities Services Tax Fund**



	Actual	Actual	Actual	Revised Budget	Adopted Budget
<u>Utility Tax Collections</u>	<u>FY 2001/2002</u>	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>
Communications svcs.	\$ 21,041,741	\$ 16,963,228	\$ 16,844,739	\$ 17,634,346	\$ 16,464,006
Electric/water	17,773,889	20,175,624	20,648,347	18,440,514	20,500,514
Natural gas	349,952	390,292	393,794	350,000	390,000
Propane	174,183	189,167	210,825	190,000	230,000
Fuel oil	6,744	6,954	9,183	7,000	9,000
<b>Total</b>	<b>\$ 39,346,509</b>	<b>\$ 37,725,265</b>	<b>\$ 38,106,888</b>	<b>\$ 36,621,860</b>	<b>\$ 37,593,520</b>

Revenue Detail



**Mission Statement:**

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**MAJOR REVENUE SOURCES  
GENERAL FUND**

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

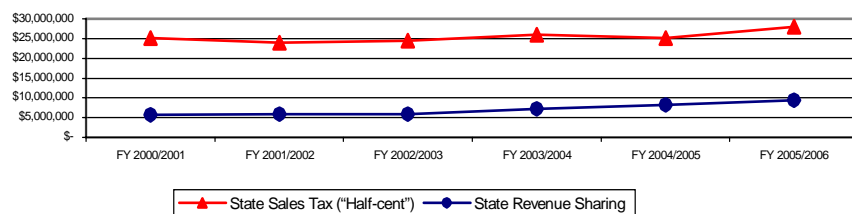
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund shall be earmarked for distribution to the governing body of that county and of each municipality within that county.” Such moneys shall be known as the “local government half-cent sales tax.” Florida Statute 212.20(5)(d)3 provides that “8.814 percent of the amount remitted by a sales tax dealer located within a participating county pursuant to F.S. 218.61 shall be transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund.” State Sales Taxes (“Half-Cent Sales Tax Clearing Trust Fund”) were originally forecasted 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.

**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 FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
State Sales Tax (“Half-cent”)	\$ 25,117,291	\$ 24,043,656	\$ 24,413,099	\$ 25,935,004	\$ 25,077,538	\$ 28,019,807
State Revenue Sharing	5,736,579	5,825,646	5,827,786	7,129,345	8,272,549	9,320,073

**Intergovernmental Revenues**



Revenue Detail



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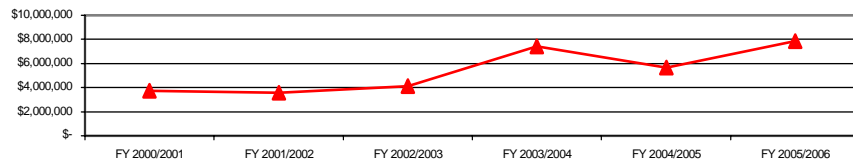
MAJOR REVENUE SOURCES  
GENERAL FUND

**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 provides budget estimates for this revenue source.

Revenue Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Fees-Building Permits	\$ 3,747,552	\$ 3,581,915	\$ 4,109,811	\$ 7,434,943	\$ 5,664,340	\$ 7,834,969

Fees - Building Permits



Revenue Detail



**Mission Statement:**

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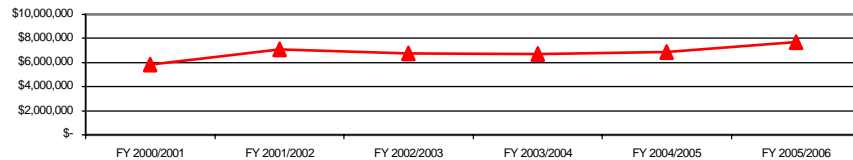
**MAJOR REVENUE SOURCES  
GENERAL FUND**

**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 FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Fees-GOAA Police	\$ 5,808,405	\$ 7,082,356	\$ 6,771,460	\$ 6,690,415	\$ 6,873,160	\$ 7,688,994
Fees-800 MHz Maintenance	59,600	59,534	72,718	59,174	74,172	69,174

**Fees - GOAA Police**



Staffing	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Airport Police Program	75	75	75	71	71

Revenue Detail



Mission Statement:

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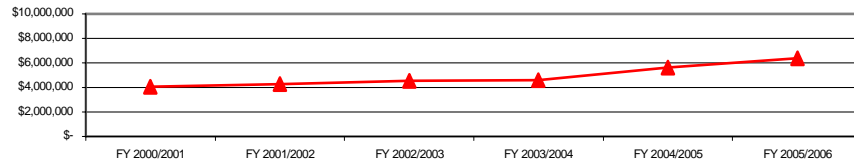
MAJOR REVENUE SOURCES  
GENERAL FUND

**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 Section 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

Revenue Description	Actual FY 2000/2001	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Occupational Licenses	\$ 4,062,940	\$ 4,263,664	\$ 4,526,050	\$ 4,595,276	\$ 5,626,000	\$ 6,375,000

**Occupational Licenses**





Revenue Detail



**Mission Statement:**

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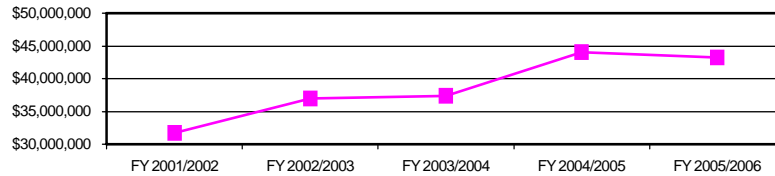
**MAJOR REVENUE SOURCES  
NON GENERAL FUNDS**

WASTEWATER REVENUE FUND

The Wastewater Revenue Fund is an Enterprise Fund which receives retail and wholesale revenue for the use of facilities and services of the sanitary sewer system. There are separate retail rate classes for types of dwellings, businesses, churches, hospitals and other types of buildings and activities producing sewage and liquid waste. Wholesale rates are negotiated and specified in interlocal agreements with various governmental agencies and collection systems. The Wastewater Division provides budget estimates.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Wastewater Revenue Fund	\$ 31,716,322	\$ 37,005,127	\$ 37,416,459	\$ 44,013,790	\$ 43,183,473

**Wastewater Revenue Fund History**



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

Commodity Charge	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Residential	\$ 11,161,671	\$ 10,944,067	\$ 11,303,359	\$ 15,724,873	\$ 16,345,080
Commercial	\$ 7,948,217	\$ 8,430,597	\$ 8,770,600	\$ 11,709,164	\$ 12,605,693

Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Millions of gallons treated	15,535	16,544	15,950	17,046	17,979
# of customers	69,008	69,416	70,786	71,047	72,000

Source: City of Orlando Wastewater Division

Revenue Detail



Mission Statement:

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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 2005/2006, the transfer to the General Fund should equal Utility Services Tax Fund revenues.

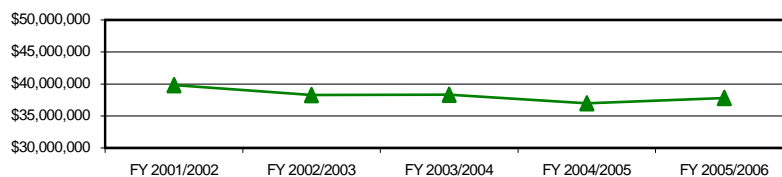
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department 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).

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 FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Utilities Services Tax Fund	\$ 39,830,613	\$ 38,273,231	\$ 38,305,547	\$ 36,954,707	\$ 37,808,139

Utilities Services Tax Fund History



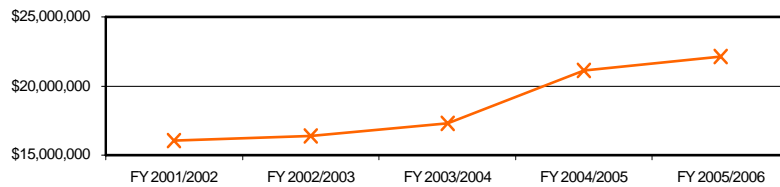
Revenue Detail

**SOLID WASTE MANAGEMENT FUND**

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

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Solid Waste Fund	\$ 16,034,158	\$ 16,370,761	\$ 17,297,556	\$ 21,101,873	\$ 22,150,960

**Solid Waste Fund History**



**Mission Statement:**

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

Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Residential collections	\$ 6,799,454	\$ 6,866,252	\$ 7,201,851	\$ 7,580,562	\$ 9,104,404
Commercial collections	\$ 8,845,435	\$ 9,121,534	\$ 9,761,215	\$ 11,214,071	\$ 12,597,950

Customers	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Residential	45,867	46,391	48,026	48,814	51,888
Commercial	6,254	6,326	6,548	6,656	6,393
Total	52,121	52,717	54,574	55,470	58,281

Tons Collected	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Residential	62,821	61,522	49,447	53,440	54,509
Commercial	87,376	86,859	86,866	89,298	91,084
Total	150,197	148,381	136,313	142,738	145,593

Collection Fee	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Residential per household	\$ 13.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.35
Commercial base rate per cubic yard	\$ 4.75	\$ 4.75	\$ 4.75	\$ 5.20	\$ 5.33

Source: City of Orlando Solid Waste Management Division

Revenue Detail



**Mission Statement:**

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

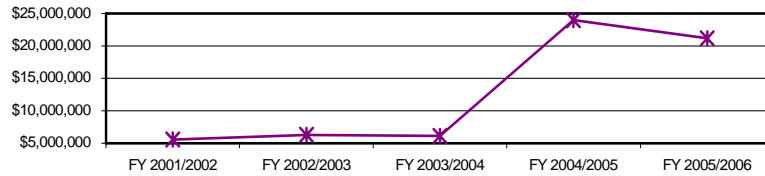


INTERNAL LOAN FUND

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

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Internal Loan Fund	\$ 5,569,901	\$ 6,268,131	\$ 6,118,649	\$ 23,968,280	\$ 21,192,874

**Internal Loan Fund History**



Revenue Detail



**Mission Statement:**

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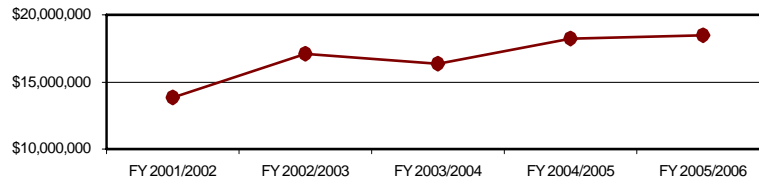


RISK MANAGEMENT FUND

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

<u>Fund Description</u>	<u>Actual FY 2001/2002</u>	<u>Actual FY 2002/2003</u>	<u>Actual FY 2003/2004</u>	<u>Revised Budget FY 2004/2005</u>	<u>Adopted Budget FY 2005/2006</u>
Risk Management Fund	\$ 13,839,686	\$ 17,108,505	\$ 16,345,347	\$ 18,221,058	\$ 18,471,128

**Risk Management Fund History**



Revenue Detail



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STORMWATER UTILITY FUND

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

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Stormwater Utility Fund	\$ 14,855,736	\$ 17,250,612	\$ 18,275,324	\$ 21,210,168	\$ 17,606,174

**Stormwater Utility Fund History**



Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
# of parcels (customers)	55,745	59,329	60,905	64,214	68,968
annual rate per ERU	\$ 66.00	\$ 66.00	\$ 66.00	\$ 82.56	\$ 99.00

Source: City of Orlando Streets and Stormwater Services Division

ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the basis for computing monthly charges on residential and non-residential properties.

Revenue Detail

CRA TRUST FUND

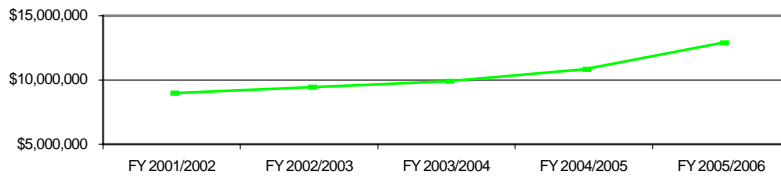
The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for two Downtown districts (CRA I and CRA II). The tax increment is calculated as follows: current fiscal year assessed value of property in district less base year assessed value of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

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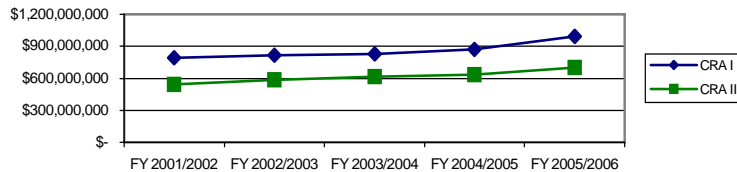
Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
CRA I/II Trust Fund	\$ 8,971,158	\$ 9,455,284	\$ 9,890,863	\$ 10,826,967	\$ 12,892,936

**CRA I/II Trust Fund History**



District/Assessed Value	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006
CRA I	\$ 793,929,541	\$ 816,230,192	\$ 829,329,714	\$ 873,372,531	\$ 991,810,488
CRA II	\$ 544,001,128	\$ 582,595,221	\$ 617,680,390	\$ 633,439,618	\$ 701,718,007

**CRA I/II Assessed Value**





Revenue Detail



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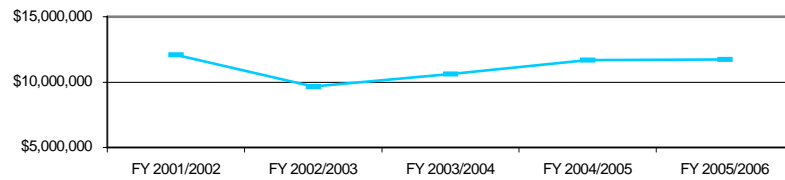


WASTEWATER IMPACT FEE RESERVE FUND

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.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Wastewater Impact Fee Res.	\$ 12,099,426	\$ 9,670,402	\$ 10,608,783	\$ 11,675,920	\$ 11,739,224

Wastewater Impact Fee Reserve Fund History



Revenue Detail

ORLANDO CENTROPLEX FUND

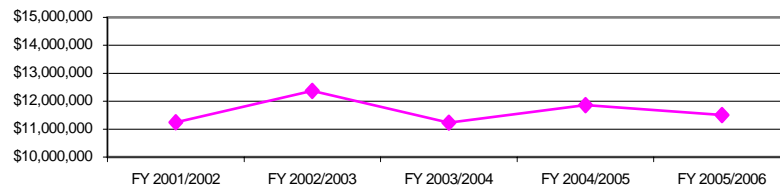
The Orlando Centroplex Fund is an Enterprise Fund which receives fees for the use of the 17,000-seat arena (TD Waterhouse Centre) and the 2,500-seat performing arts center (Bob Carr Performing Arts Centre). Centroplex fiscal personnel estimate the revenues for the budget based on anticipated bookings.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Orlando Centroplex Fund	\$ 11,239,946	\$ 12,365,154	\$ 11,236,012	\$ 11,862,747	\$ 11,507,795

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Centroplex Fund History



Venue	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
<u>TD Waterhouse Centre</u>					
Total events	144	162	152	136	120
Total attendance	1,096,458	1,249,063	1,088,191	1,126,418	N/A
<u>Bob Carr Centre</u>					
Total events	187	204	214	210	200
Total attendance	305,472	333,190	388,651	308,790	N/A

Source: City of Orlando Centroplex Division

Events held at the TD Waterhouse Centre include concerts, family/ice shows, basketball games, arena football, hockey and community events. Current tenants include the Orlando Magic of the National Basketball Association and the Orlando Predators of the Arena Football League. Former tenants include a Women's National Basketball Association team and hockey teams in two separate professional minor leagues.

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

Revenue Detail



Mission Statement:

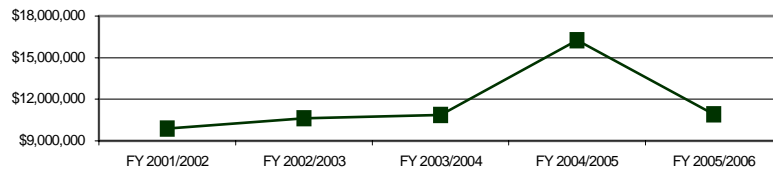
Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

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 FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Parking System Revenue	\$ 9,883,031	\$ 10,625,765	\$ 10,865,119	\$ 16,253,126	\$ 10,912,101

Parking System Revenue Fund History



Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
# of garage spaces	5,847	7,286	7,286	7,286	6,901
# of surface lot/street spaces	2,533	2,226	2,226	2,226	1,801
Parking ticket revenue	\$ 2,037,787	\$ 2,206,008	\$ 1,676,466	\$ 1,800,000	\$ 1,750,000

Source: City of Orlando Parking Division

Revenue Detail



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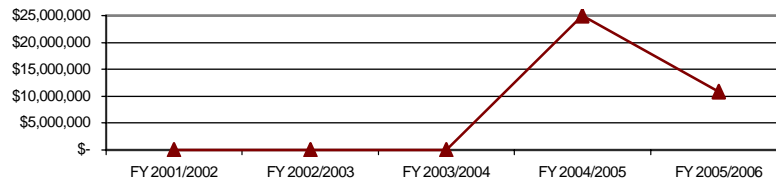
HURRICANE FUND

The Hurricane Fund is a Special Revenue Fund created to specifically track and account for expenditures related to hurricane recovery and related revenues, primarily from FEMA and the State of Florida. The Fund will also provide for an audit record for the inevitable FEMA selective post-event re-examination. All requests for reimbursement to FEMA and the State are submitted on FEMA project worksheets. The City creates and submits the forms to FEMA. A FEMA project worksheet provides a description of the damage, the scope of work to be completed, a cost estimate and any special considerations for the project. Each project is categorized into one of five FEMA identified categories, and similar projects are then grouped together in each category. It is from these project worksheets that reimbursements are determined.

The City borrowed \$25 million to cover cash flow issues related to the time between the City paying its vendors and receiving reimbursement from FEMA and the State. A \$5 million principal payment had been made as of the end of FY 2004/2005 and a \$10 million principal payment is included in the FY 2005/2006 budget. The Accounting and Control Division provides budget estimates.

Fund Description	Actual	Actual	Actual	Revised Budget	Adopted Budget
	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006
Hurricane Fund	\$ -	\$ -	\$ -	\$ 25,000,000	\$ 10,866,603

**Hurricane Fund History**



Hurricane	Project Worksheets Written
Charley	229
Frances	55
Jeanne	54
	<hr/>
	338
Worksheet Category	
A - Debris removal	83
B - Emergency protection	97
C - Road systems	10
E - Buildings & Equipment	39
F - Utilities	11
G - Other (Parks & Rec)	98
	<hr/>
	338

Revenue Detail



Mission Statement:

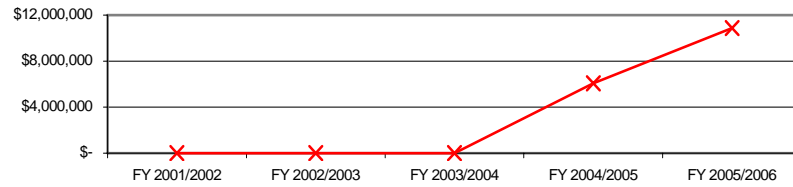
Serving Orlando with innovation, responsiveness, knowledge, courtesy and professionalism.

**FEMA WORKING CAPITAL FUND**

The FEMA Working Capital Fund is a Debt Service Fund used to account for the \$25 million borrowing discussed under the Hurricane Fund on the previous page. The City anticipates this loan will cover the majority of the related hurricane expenses until FEMA and State reimbursements are received. The Accounting and Control Division provides budget estimates.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
FEMA Working Capital Fund	\$ -	\$ -	\$ -	\$ 6,077,148	\$ 10,866,603

**FEMA Working Capital Fund History**



**Hurricane Activity thru 9/30/05**

	Amount
Federal Reimbursement	\$ 18,614,803
State Reimbursement	859,273
Insurance Proceeds	555,983
General Fund	5,000,000
Interest earnings	252,671
	<u>\$ 25,282,730</u>
Expenditures	<u>\$ 33,361,602</u>
Excess of expenditures over revenues - covered by loan proceeds	\$ 8,078,872

Revenue Detail



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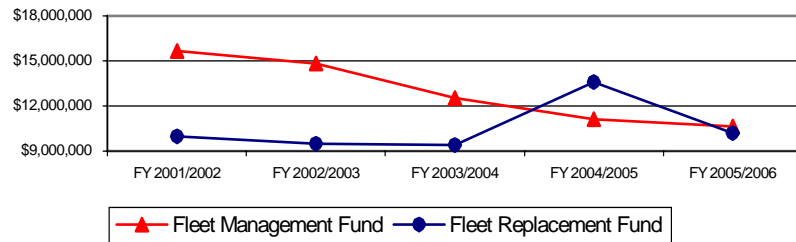
**FLEET MANAGEMENT FUNDS**

The Fleet Management Funds are Internal Service Funds which operate, maintain and replace all City owned vehicles. As such, the Fleet Management Fund collects fees from other Funds as reimbursement for providing services such as welding, vehicle repair and maintenance. Fees are usually direct reimbursement for labor/material provided by the Fleet Management unit. The Fleet Replacement Fund collects a depreciation/replacement charge based upon a vehicle's estimated life. Funds are billed monthly. The Fleet Management Fiscal Manager prepares estimates of revenue as part of the annual budget.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Fleet Management Fund	\$ 15,661,643	\$ 14,844,968	\$ 12,544,798	\$ 11,128,493	\$ 10,638,530

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Fleet Replacement Fund	\$ 9,989,868	\$ 9,466,869	\$ 9,413,916	\$ 13,604,522	\$ 10,209,935

**Fleet Funds History**



**Active Vehicles as of 9/30/05**

Type	Count
Police marked vehicles	583
Fire marked vehicles	61
Public Works vehicles	604
Other	730
<b>Total</b>	<b>1,978</b>

**FY 2004/2005 Fuel Usage by Department**

Department	Gallons	Cost
Economic Dev.	48,362	\$ 104,750
Executive Offices	869	1,849
Families, Parks & Rec	108,950	239,876
General Administration	43,874	96,497
Housing	671	1,435
Fire	179,223	407,297
Police	698,858	1,515,205
Public Works	619,422	1,390,287
Transportation	27,044	59,064
<b>Total</b>	<b>1,727,273</b>	<b>\$ 3,816,260</b>

Source: City of Orlando Fleet Management Division

Revenue Detail



**Mission Statement:**

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GAS TAX FUND

The Gas Tax Fund is a Governmental Fund that accounts for the receipt and disbursement of the Local Option Gas Tax. These revenues are used to build/repair roads, cover road related operating costs or to contribute to the local transit authority. Proceeds are distributed by the State Department of Revenue based upon interlocal agreement between a county and the municipalities within the county's boundaries. Each June the LCIR provides a forecast of the estimated distribution. The Gas Tax Fund also receives resources from other City revenues.

Fund Description	Actual FY 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
Gas Tax Fund	\$ 18,674,984	\$ 18,324,139	\$ 11,132,619	\$ 29,381,988	\$ 10,148,843

**Gas Tax Fund History**



**FY 2005/2006 Interlocal Distribution**

Government	Percentage	Distribution
Apopka	3.19	\$ 1,249,788
Belle Isle	0.62	242,906
Eatonville	0.25	97,946
Edgewood	0.21	82,274
Maitland	1.56	611,182
Oakland	0.17	66,603
Ocoee	2.86	1,120,500
Orange County	65.62	25,708,810
Orlando	20.53	8,043,308
Windermere	0.23	90,110
Winter Garden	2.07	810,991
Winter Park	2.69	1,053,897
<b>Total</b>	<b>100.00</b>	<b>\$ 39,178,315</b>

Source: Florida Legislative Committee on Intergovernmental Relations



Revenue Detail

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## Budget Overview

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## Budget Overview

## Fund Revenue Comparison By Fiscal Year

	FY 2003/2004 Actual Revenues	FY 2004/2005 Revised Budget	FY 2005/2006 Adopted Budget
General	\$265,964,677	\$289,005,042	\$313,178,353
<u>SPECIAL REVENUE</u>			
Law Enforcement Training	238,413	271,200	246,240
Community Dev. Block Grant	2,978,281	5,133,833	2,527,059
Local Housing Assistance Trust	1,178,333	1,549,678	1,504,416
HOME Investment Partnership	461,412	4,628,336	1,439,163
HOPWA Grant	1,634,206	7,506,724	2,871,000
HUD Homeless Grant	87,737	102,228	97,180
Transportation Impact Fee	6,580,210	5,146,256	8,447,599
Utility Services Tax	38,305,547	36,954,707	37,808,139
OCPS - Crossing Guard	311,799	379,750	387,683
Transportation Grant	1,774,773	1,927,490	2,084,600
Gas Tax	11,132,619	29,336,158	10,148,843
Comm. Redevelopment Agency	5,954,503	12,604,076	7,486,937
CEB Lien Assessment	708,726	274,432	400,000
Harry P. Leu Gardens Trust	2,145,796	2,317,262	2,130,625
Mennello Museum	541,385	544,382	469,493
Dubsdread	772,504	1,365,830	900,578
Contraband Forfeiture Trust	98,811	166,391	150,865
Cemetery Trust	358,618	537,587	512,437
CRA Trust	20,379,569	20,629,348	23,291,681
911 Emergency Phone System	699,242	406,337	391,200
Special Assessments	577,508	1,371,775	1,678,391
Capital Improvement	18,517,733	26,240,957	8,643,843
<u>DEBT SERVICE</u>			
CRA Debt Service-Republic Drive	3,427,979	3,318,444	3,316,619
CRA Debt Service-Conroy Road	2,431,413	2,280,690	2,283,840
CRA Debt Service Refunding	3,242,127	2,765,092	2,661,954
Parking Facility Revenue Bond	2,849,774	3,488,460	3,486,260
Wastewater Revenue Bonds	14,484,587	15,565,953	16,327,154
CRA Debt Service - Internal Loan	1,889,503	2,509,381	3,067,296
Hurricane Fund		6,077,148	10,866,603
<u>ENTERPRISE</u>			
Parking System Revenue	10,865,119	16,120,071	10,912,101
CNL R&R	139,286	30,000	30,000
Orlando Centroplex	11,236,013	12,122,747	11,507,795
Arena Concessionaire	6,337,861	7,736,492	6,162,368
Sports Complex Concession	1,462,112	1,554,123	1,285,535
Center for Arts & Education	179,127	175,000	133,103
Solid Waste	17,297,556	21,014,588	22,150,960
Stormwater Utility	18,275,324	21,210,168	17,606,174
Wastewater Revenue	37,416,459	43,884,542	43,183,473
Wastewater Impact Fee Reserve	10,608,783	11,675,920	11,739,224
Wastewater Construction	21,374,542	26,637,275	6,100,000
Wastewater R & R	8,529,838	17,467,341	1,369,675
<u>INTERNAL SERVICE</u>			
Fleet Management	12,544,798	10,695,743	10,638,530
Fleet Replacement	9,413,916	13,547,722	10,209,935
Risk Management	16,345,347	17,951,058	18,471,128
Supplemental Staff	1,145,822	1,049,911	1,062,940
Pension Participant Services	194,303	150,000	100,000
Internal Loan Funds	6,137,749	18,968,280	22,321,300
FEMA Working Capital		6,077,148	10,866,603
<u>COMPONENT UNIT</u>			
Downtown Development Board	2,035,971	2,025,052	1,852,118
Civic Facilities Authority	2,733,644	3,828,404	3,692,526
Sports Complex Facilities Rev.	202,425	201,500	200,000
1976 Guar. Entitlement Sinking	201,311	201,500	200,000
Civic Facilities Authority Sinking	320,394	309,101	308,744
<u>PENSION TRUST</u>			
City Pension	78,156,799	466,594	505,346
<b>TOTAL CITY OF ORLANDO</b>	<b>\$682,882,284</b>	<b>\$739,505,227</b>	<b>\$681,415,629</b>

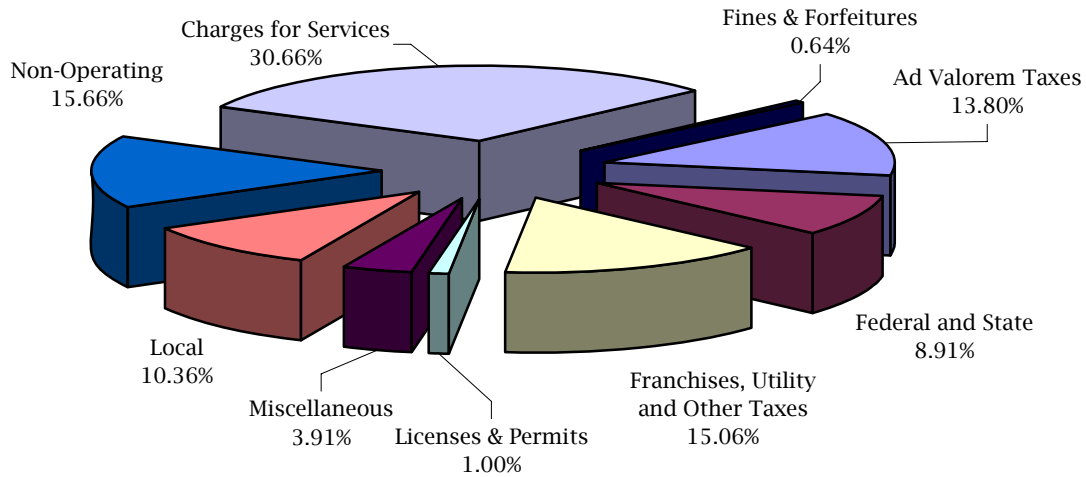
## Budget Overview

## Fund Expenditure Comparison By Fiscal Year

	FY 2003/2004 Actual Expenditures	FY 2004/2005 Revised Budget	FY 2005/2006 Adopted Budget
General	\$265,715,213	\$289,005,042	\$313,178,353
<u>SPECIAL REVENUE</u>			
Law Enforcement Training	434,666	271,200	246,240
Community Dev. Block Grant	2,867,072	5,133,833	2,527,059
Local Housing Assistance Trust	1,435,951	1,549,678	1,504,416
HOME Investment Partnership	405,113	4,628,336	1,439,163
HOPWA Grant	1,634,206	7,506,724	2,871,000
HUD Homeless Grant	87,737	102,228	97,180
Transportation Impact Fee	5,463,347	5,146,256	8,447,599
Utility Services Tax	42,500,000	36,954,707	37,808,139
OCPS - Crossing Guard	379,705	379,750	387,683
Transportation Grant	2,100,359	1,927,490	2,084,600
Gas Tax	11,656,687	29,336,158	10,148,843
Comm. Redevelopment Agency	8,802,806	12,604,076	7,486,937
CEB Lien Assessment	75,912	274,432	400,000
Harry P. Leu Gardens Trust	2,109,049	2,317,262	2,130,625
Mennello Museum	541,774	544,382	469,493
Dubsdread	965,990	1,365,830	900,578
Contraband Forfeiture Trust	195,774	166,391	150,865
Cemetery Trust	565,992	537,587	512,437
CRA Trust	20,564,426	20,629,348	23,291,681
911 Emergency Phone System	340,130	406,337	391,200
Special Assessments	289,008	1,371,775	1,678,391
Capital Improvement	13,732,642	26,240,957	8,643,843
<u>DEBT SERVICE</u>			
CRA Debt Service-Republic Drive	3,321,244	3,318,444	3,316,619
CRA Debt Service-Conroy Road	1,610,690	2,280,690	2,283,840
CRA Debt Service Refunding	1,483,642	2,765,092	2,661,954
Parking Facility Revenue Bond	276,562	3,488,460	3,486,260
Wastewater Revenue Bonds	4,559,587	15,565,953	16,327,154
CRA Debt Service - Internal Loan	2,108,058	2,509,381	3,067,296
Hurricane Fund		6,077,148	10,866,603
<u>ENTERPRISE</u>			
Parking System Revenue	12,706,098	16,120,071	10,912,101
CNL R&R		30,000	30,000
Orlando Centroplex	13,791,229	12,122,747	11,507,795
Arena Concessionaire	6,168,194	7,736,492	6,162,368
Sports Complex Concession	1,441,541	1,554,123	1,285,535
Center for Arts & Education	136,876	175,000	133,103
Solid Waste	17,216,378	21,014,588	22,150,960
Stormwater Utility	11,547,869	21,210,168	17,606,174
Wastewater Revenue	56,009,044	43,884,542	43,183,473
Wastewater Impact Fee Reserve	25,105,260	11,675,920	11,739,224
Wastewater Construction	10,088,794	26,637,275	6,100,000
Wastewater R & R	1,145,213	17,467,341	1,369,675
<u>INTERNAL SERVICE</u>			
Fleet Management	13,922,568	10,695,743	10,638,530
Fleet Replacement	4,422,797	13,547,722	10,209,935
Risk Management	13,092,011	17,951,058	18,471,128
Supplemental Staff	845,960	1,049,911	1,062,940
Pension Participant Services	42,248	150,000	100,000
Internal Loan Funds	6,137,749	18,968,280	22,321,300
FEMA Working Capital		6,077,148	10,866,603
<u>COMPONENT UNIT</u>			
Downtown Development Board	1,795,020	2,025,052	1,852,118
Civic Facilities Authority	5,669,286	3,828,404	3,692,526
Sports Complex Facilities Rev.	202,424	201,500	200,000
1976 Guar. Entitlement Sinking	22,425	201,500	200,000
Civic Facilities Authority Sinking	103,613	309,101	308,744
<u>PENSION TRUST</u>			
City Pension	38,808,675	466,594	505,346
TOTAL CITY OF ORLANDO	<u>\$636,644,614</u>	<u>\$739,505,227</u>	<u>\$681,415,629</u>

Budget Overview

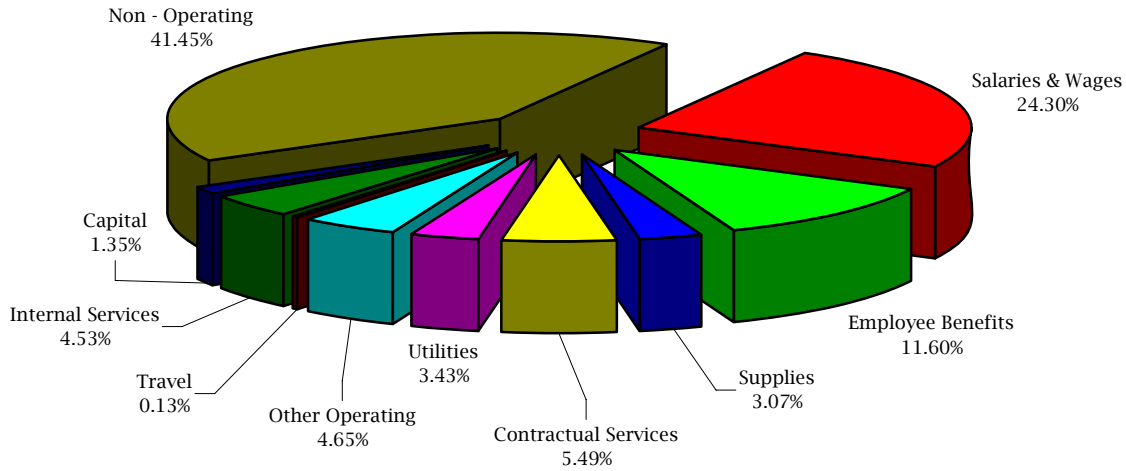
**Total Adopted Budget  
Revenue Summary by Source  
FY 2005/2006**



Revenue Source	Adopted Budget FY 2005/2006	% of Total
Charges for Services	\$ 208,919,453	30.66%
Non-Operating	106,678,455	15.66%
Franchises, Utility and Other Taxes	102,642,099	15.06%
Ad Valorem Taxes	94,048,191	13.80%
Local	70,570,409	10.36%
Federal and State	60,746,362	8.91%
Miscellaneous	26,658,295	3.91%
Licenses & Permits	6,785,000	1.00%
Fines & Forfeitures	4,367,365	0.64%
<b>Total</b>	<b>\$ 681,415,629</b>	<b>100.00%</b>

Budget Overview

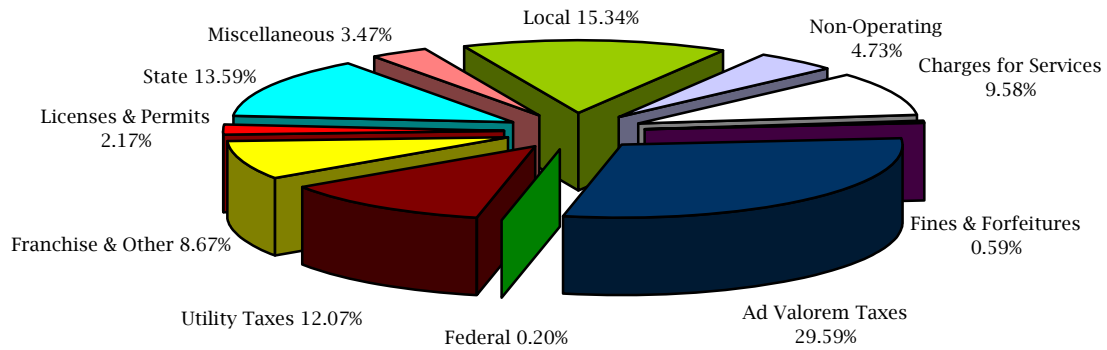
**Total Adopted Budget  
Appropriation Summary by Object Code  
FY 2005/2006**



Appropriation Source	Adopted Budget FY 2005/2006	% of Total
Non - Operating	\$ 282,462,604	41.45%
Salaries & Wages	165,520,169	24.30%
Employee Benefits	79,004,459	11.60%
Contractual Services	37,425,720	5.49%
Other Operating	31,712,421	4.65%
Internal Services	30,898,732	4.53%
Utilities	23,397,823	3.43%
Supplies	20,946,372	3.07%
Capital	9,175,271	1.35%
Travel	872,058	0.13%
<b>Total</b>	<b>\$ 681,415,629</b>	<b>100.00%</b>

Budget Overview

**General Fund Revenues by Source  
FY 2005/2006**

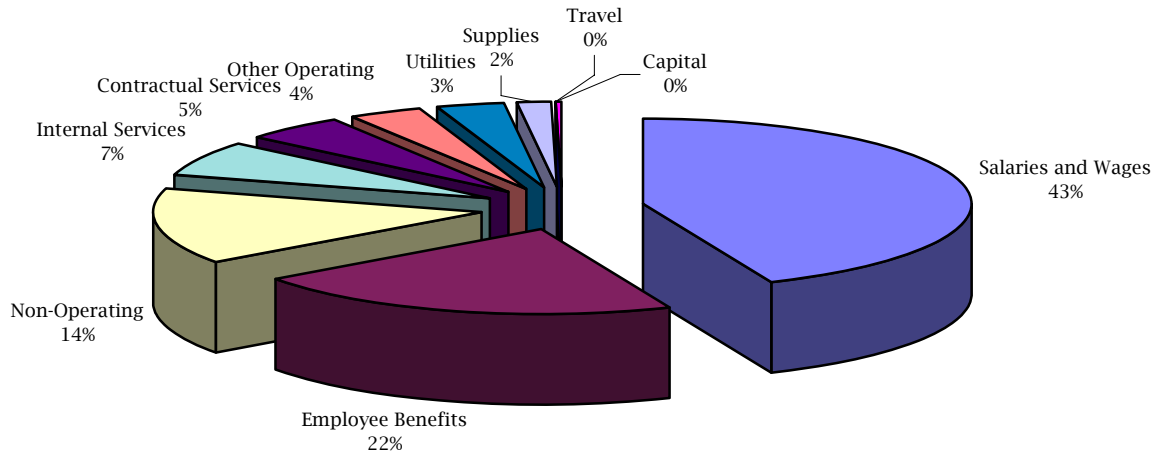


Source of General Revenue	Adopted Budget FY 2005/2006	% of Total
Ad Valorem Taxes	\$ 92,656,628	29.59%
Local	48,052,000	15.34%
State	42,560,209	13.59%
Utility Taxes	37,808,139	12.07%
Charges for Services	30,016,813	9.58%
Franchise & Other	27,165,440	8.67%
Non-Operating	14,805,796	4.73%
Miscellaneous	10,872,501	3.47%
Licenses & Permits	6,785,000	2.17%
Fines & Forfeitures	1,824,000	0.59%
Federal	631,827	0.20%
<b>Total</b>	<b>\$ 313,178,353</b>	<b>100.00%</b>



Budget Overview

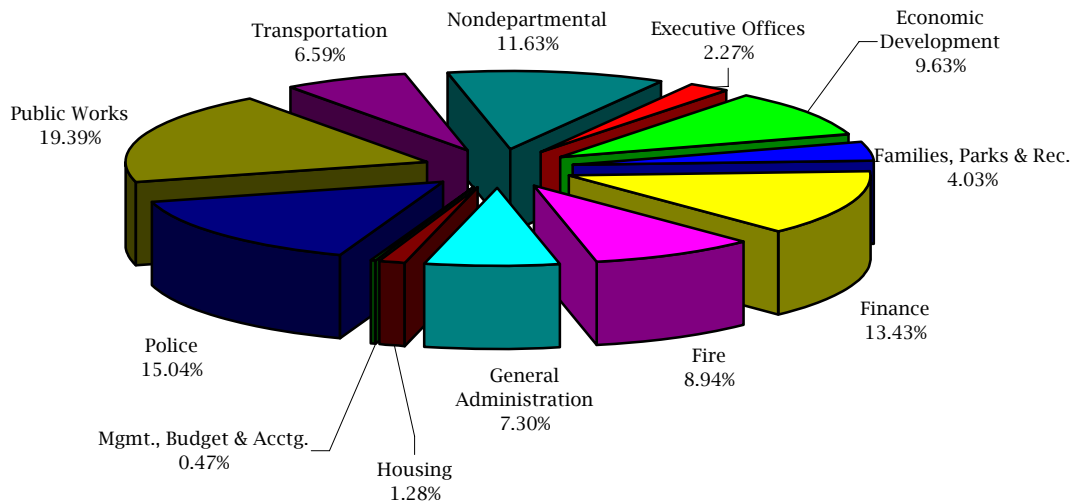
General Fund Uses by Object Code  
FY 2005/2006



Object Code	Adopted Budget FY 2005/2006	% of Total
Salaries and Wages	\$ 136,625,233	43.62%
Employee Benefits	67,359,118	21.51%
Non-Operating	44,544,272	14.22%
Internal Services	21,366,635	6.82%
Contractual Services	15,438,331	4.93%
Other Operating	10,994,987	3.51%
Utilities	10,481,102	3.35%
Supplies	5,154,219	1.65%
Travel	653,858	0.21%
Capital	560,598	0.18%
<b>Total</b>	<b>\$ 313,178,353</b>	<b>100.00%</b>

Budget Overview

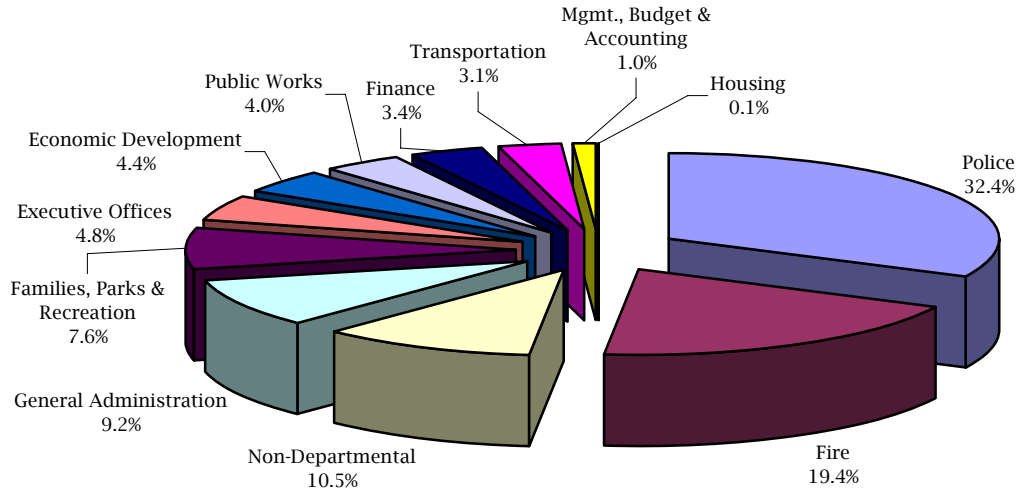
**Total Adopted Budget  
Appropriation Summary by Department  
FY 2005/2006**



Appropriation Source	Adopted Budget FY 2005/2006	% of Total
Public Works	\$ 132,132,660	19.39%
Police	102,492,143	15.04%
Finance	91,534,786	13.43%
Nondepartmental	79,278,778	11.63%
Economic Development	65,547,099	9.63%
Fire	60,900,433	8.94%
General Administration	49,747,360	7.30%
Transportation	44,919,097	6.59%
Families, Parks & Recreation	27,434,956	4.03%
Executive Offices	15,498,320	2.27%
Housing	8,730,924	1.28%
Management, Budget & Acctg.	3,199,073	0.47%
<b>Total</b>	<b>\$ 681,415,629</b>	<b>100.00%</b>

Budget Overview

**General Fund Uses by Department  
FY 2005/2006**



Department	Adopted Budget FY 2005/2006	% of Total
Police	\$ 101,316,155	32.35%
Fire	60,900,433	19.45%
Non-Departmental	32,796,796	10.47%
General Administration	28,898,895	9.23%
Families, Parks & Recreation	23,934,260	7.64%
Executive Offices	14,985,883	4.79%
Economic Development	13,828,890	4.42%
Public Works	12,593,060	4.02%
Finance	10,593,108	3.38%
Transportation	9,839,694	3.14%
Mgmt., Budget & Accounting	3,199,073	1.02%
Housing	292,106	0.09%
<b>Total</b>	<b>\$ 313,178,353</b>	<b>100.00%</b>

## Budget Overview

### FUND SUMMARY

#### PURPOSE

#### SOURCE OF FUNDS

#### GOVERNMENTAL FUNDS

#### **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** provides funds for 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 for 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 Centroplex constructed using grant funding.

Parking fees.

## Budget Overview

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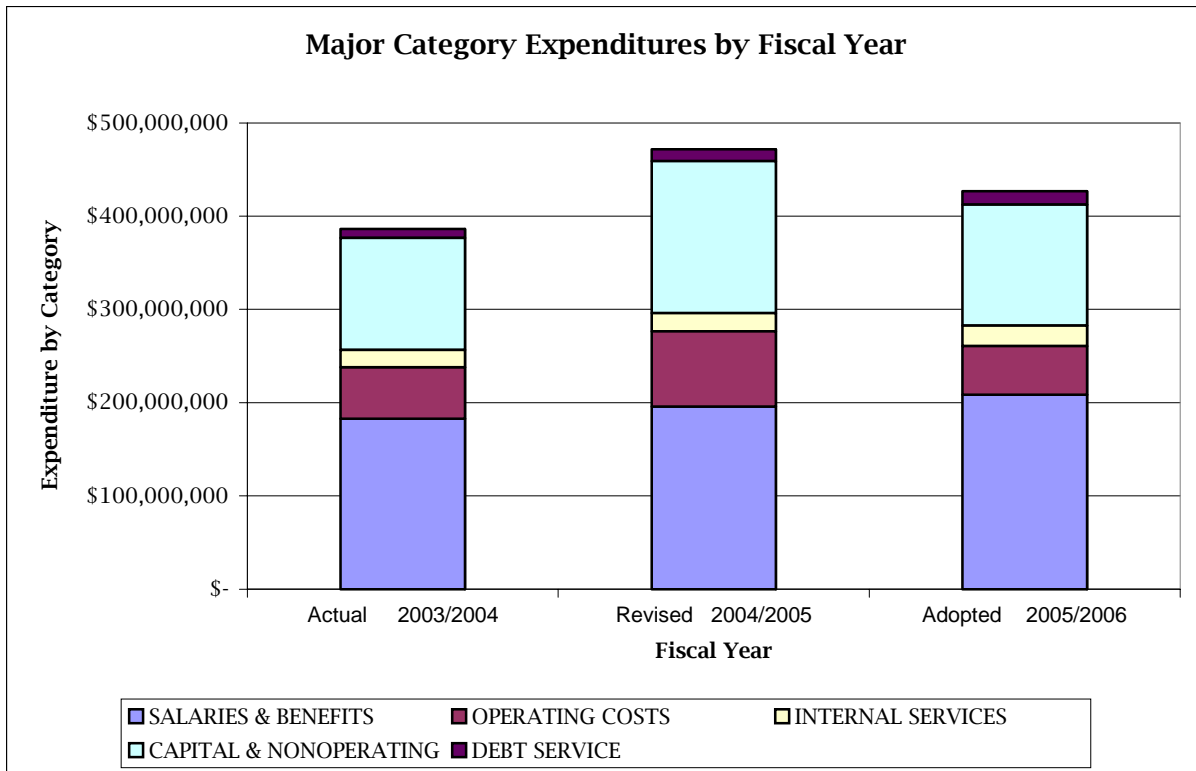
### FUND SUMMARY

<u>PURPOSE</u>	<u>SOURCE OF FUNDS</u>
The <b>Gas Tax Fund</b> is for receipt of State gas tax revenues and disbursement for transportation improvements.	Gas Tax is six cents per gallon of gasoline sold. The City will receive 20.53 percent of the revenues collected in Orange County in FY 2005/2006.
The <b>Community Redevelopment Agency Fund</b> reflects the activity within the Downtown District.	Tax increment financing.
The <b>CEB Lien Assessment Fund</b> derives from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.
The <b>H.P. Leu Gardens Fund</b> accounts for garden operations.	Contribution from the General Fund and charges for services.
The <b>Mennello Museum Fund</b> accounts for the operations of the Mennello Museum of American Folk Art.	Contribution from the General Fund and charges for services.
<b>Dubsdread Golf Course Fund</b> accounts for the operations of the golf course. A private contractor manages the course.	Fees and contribution from the General Fund..
The <b>Contraband Forfeiture Trust Fund</b> is used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.
The <b>Cemetery Trust Fund</b> accounts for Greenwood Cemetery operations.	Proceeds from trust fund.
The <b>CRA Trust Funds</b> account for debt service and operating obligations for the City's four Community Redevelopment Areas (CRA's). The <b>CRA Revenue Bonds Funds</b> are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	Tax increment financing collected in the four districts.
The <b>911 Emergency Phone System Fund</b> provides funding to offset some expenses of Police and Fire emergency communications.	9-1-1 fee imposed on telephone bills.
The <b>Special Assessments Funds</b> are for the receipt of payments from citizens/developers for specially approved items such as special street lighting and streetscape.	Assessment payments.
<b><u>Capital Project Fund</u></b>	
The <b>Capital Improvement Project Fund</b> accounts for capital projects not accounted for elsewhere.	Capital grants, operating transfers from other funds, property tax.

Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Governmental Funds	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$182,745,084	\$195,634,016	\$208,455,129	\$12,821,113	6.55%
OPERATING COSTS	55,162,758	80,785,318	52,264,694	(28,520,624)	(35.30%)
INTERNAL SERVICES	18,518,663	19,627,858	21,789,076	2,161,218	11.01%
CAPITAL & NONOPERATING	120,268,402	163,058,940	129,893,117	(33,165,823)	(20.34%)
DEBT SERVICE	9,452,728	12,741,618	14,394,309	1,652,691	12.97%
TOTAL	\$386,147,635	\$471,847,750	\$426,796,325	\$ (45,051,425)	(9.55%)



## Budget Overview

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### FUND SUMMARY

#### PURPOSE

#### SOURCE OF FUNDS

#### 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** are 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.

Contribution from the General Fund.

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

Service charges.

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

Utility fees.

The **Wastewater Revenue Fund** is for operation of wastewater collection and treatment plants including construction. There are a number of debt service accounts associated with Wastewater. The **Wastewater Construction Fund** is used to account for capacity charges assessed for the use of services and facilities of the municipal sanitary sewer system. The **Wastewater R&R Fund** provides for the repair/replacement of wastewater infrastructure and equipment 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.

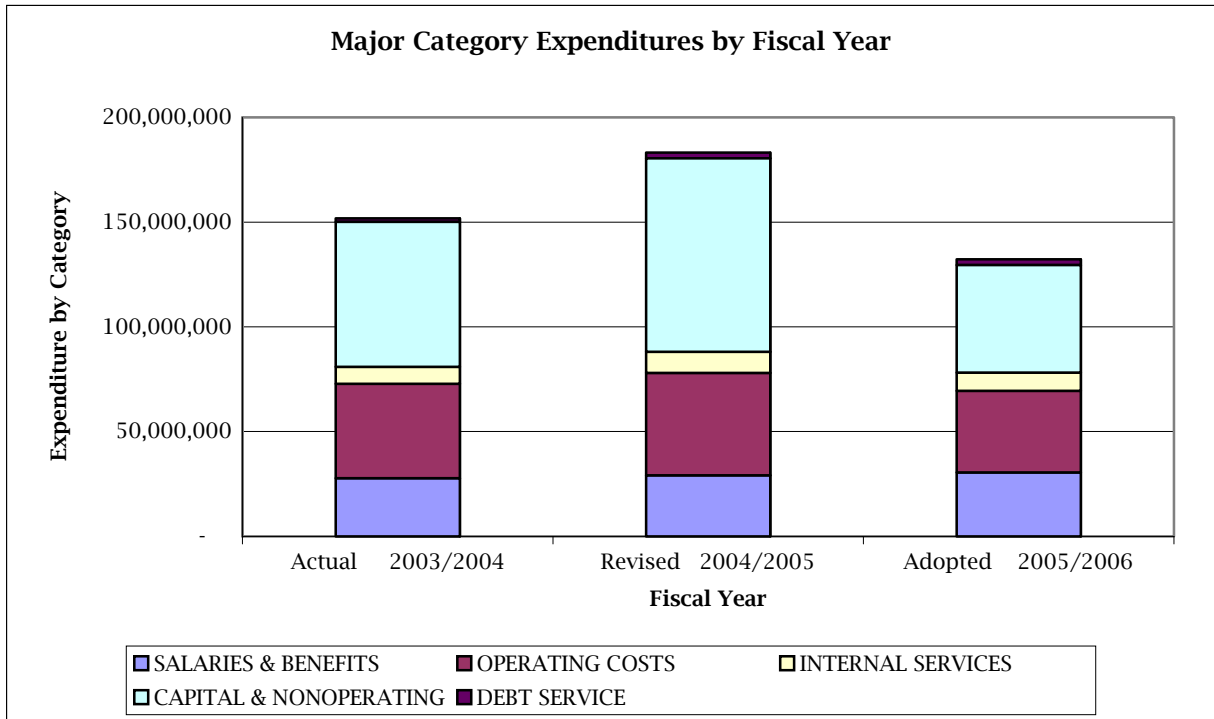
Wastewater System user fees.  
Debt service is funded through: Impact fees, capacity charges (service charges), and in the case of the Wastewater R&R from a contribution from the Wastewater Revenue Fund.



Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Proprietary Funds Enterprise Funds	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 27,765,865	\$ 29,056,835	\$ 30,506,475	\$ 1,449,640	4.99%
OPERATING COSTS	44,997,489	48,976,689	38,916,922	(10,059,767)	(20.54%)
INTERNAL SERVICES	8,088,919	10,021,058	8,683,328	(1,337,730)	(13.35%)
CAPITAL & NONOPERATING	69,196,521	92,357,140	51,324,581	(41,032,559)	(44.43%)
DEBT SERVICE	1,693,125	2,705,256	2,749,102	43,846	1.62%
<b>TOTAL</b>	<b>\$ 151,741,919</b>	<b>\$ 183,116,978</b>	<b>\$ 132,180,408</b>	<b>\$ (50,936,570)</b>	<b>(27.82%)</b>



## Budget Overview

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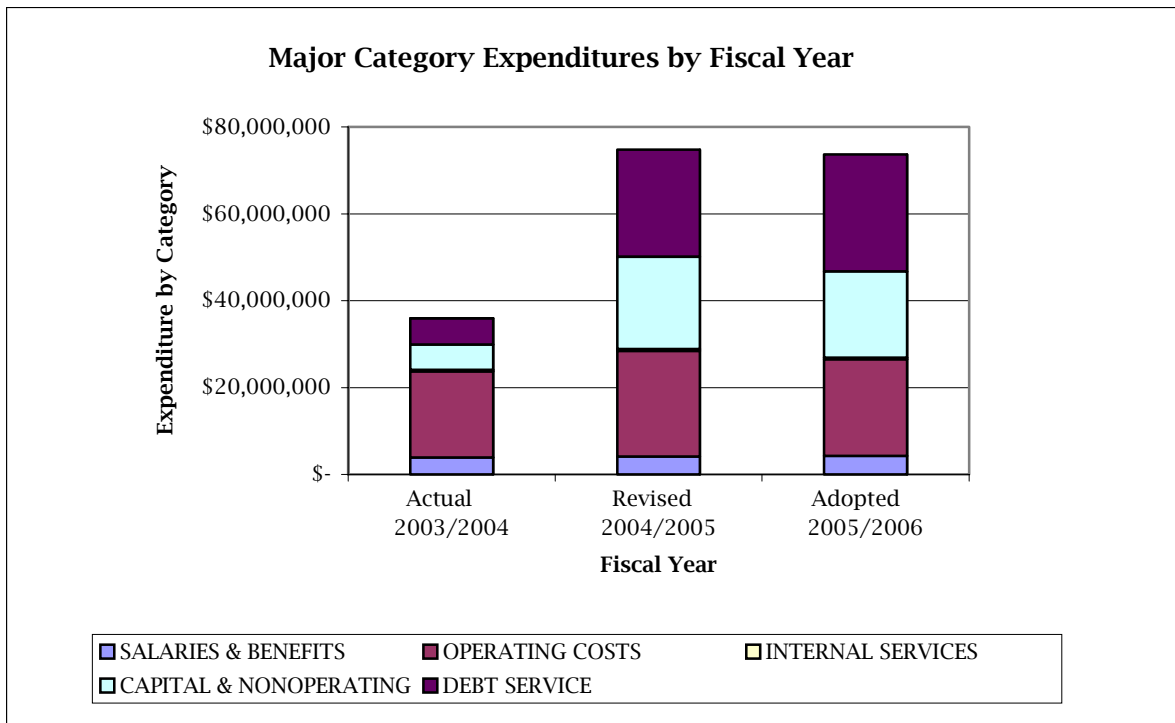
### FUND SUMMARY

<u>PURPOSE</u>	<u>SOURCE OF FUNDS</u>
<b><u>Internal Service Funds</u></b>	
The <b>Fleet Management Fund</b> operates and maintains all City owned vehicles. The <b>Fleet Replacement Fund</b> provides for the replacement of all City owned vehicles and related equipment.	Fees assessed to other funds.
The <b>Risk Management Fund</b> oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.	Fees assessed to other funds.
The <b>Supplemental City Staff Fund</b> , also known as the Rapid Assistance Program, is comprised of employees that will be used to supplement existing City staff when and where needed.	Fees assessed to other funds.
The <b>Pension Participant Services Fund</b> assists current and former employees with their deferred compensation and defined contribution pension programs.	Sponsor rebate from the plan administrator.
The <b>Internal Loan Fund</b> redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.	Loans from the Sunshine State Governmental Financing Commission and other bond issues.
The <b>FEMA Working Capital Fund</b> , along with the <b>Hurricane Fund</b> , account for the items related to hurricane recovery, including the \$25 million borrowing to cover cash flow issues.	Payments from FEMA, the State of Florida and various operating Funds of the City.

Budget Overview

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Proprietary Funds Internal Service Funds	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 3,928,983	\$ 4,139,042	\$ 4,273,861	\$ 134,819	3.26%
OPERATING COSTS	19,816,090	24,317,269	22,230,051	(2,087,218)	(8.58%)
INTERNAL SERVICES	366,946	430,750	353,638	(77,112)	(17.90%)
CAPITAL & NONOPERATING	5,783,910	21,183,385	19,878,029	(1,305,356)	(6.16%)
DEBT SERVICE	6,042,965	24,728,966	26,934,857	2,205,891	8.92%
TOTAL	\$ 35,938,894	\$ 74,799,412	\$ 73,670,436	\$ (1,128,976)	(1.51%)



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.

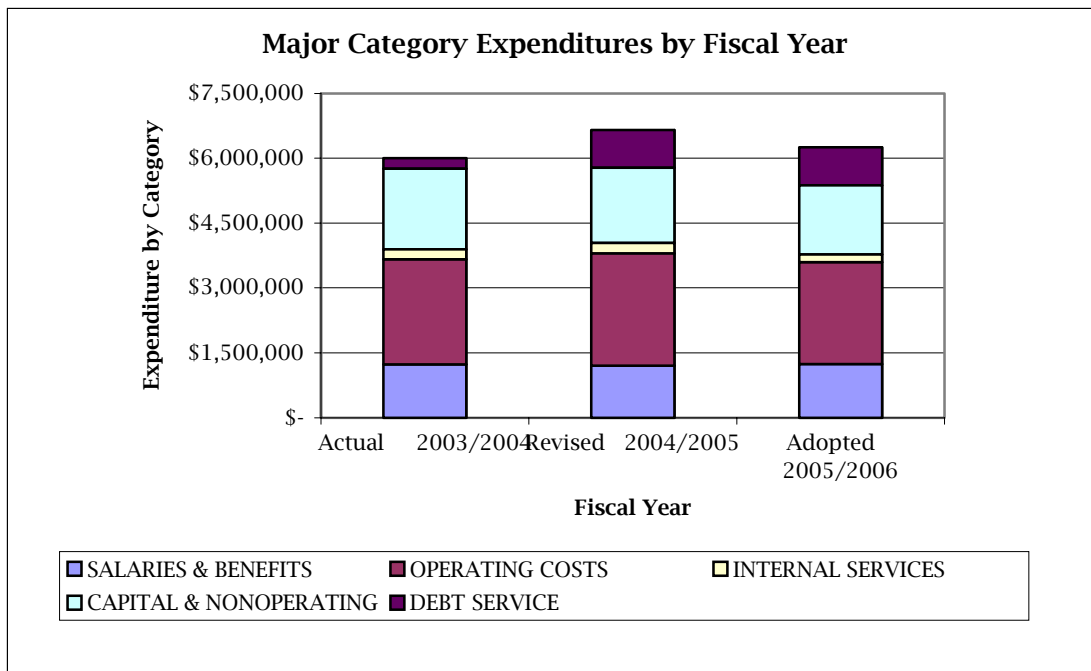
The **Civic Facilities Authority Fund** and **Sports Complex Concessions** operates the Florida Citrus Bowl and

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

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 Guaranteed Entitlement Sinking Fund.**

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Component Unit	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
By Major Category					
SALARIES & BENEFITS	\$ 1,230,257	\$ 1,201,611	\$ 1,237,163	\$ 35,552	2.96%
OPERATING COSTS	2,434,182	2,595,743	2,354,192	(241,551)	(9.31%)
INTERNAL SERVICES	222,976	244,268	182,515	(61,753)	(25.28%)
CAPITAL & NONOPERATING	1,868,735	1,739,119	1,600,865	(138,254)	(7.95%)
DEBT SERVICE	241,104	872,816	878,653	5,837	0.67%
TOTAL	\$ 5,997,254	\$ 6,653,557	\$ 6,253,388	\$ (400,169)	(6.01%)



Budget Overview

FUND SUMMARY

PURPOSE

SOURCE OF FUNDS

FIDUCIARY FUNDS

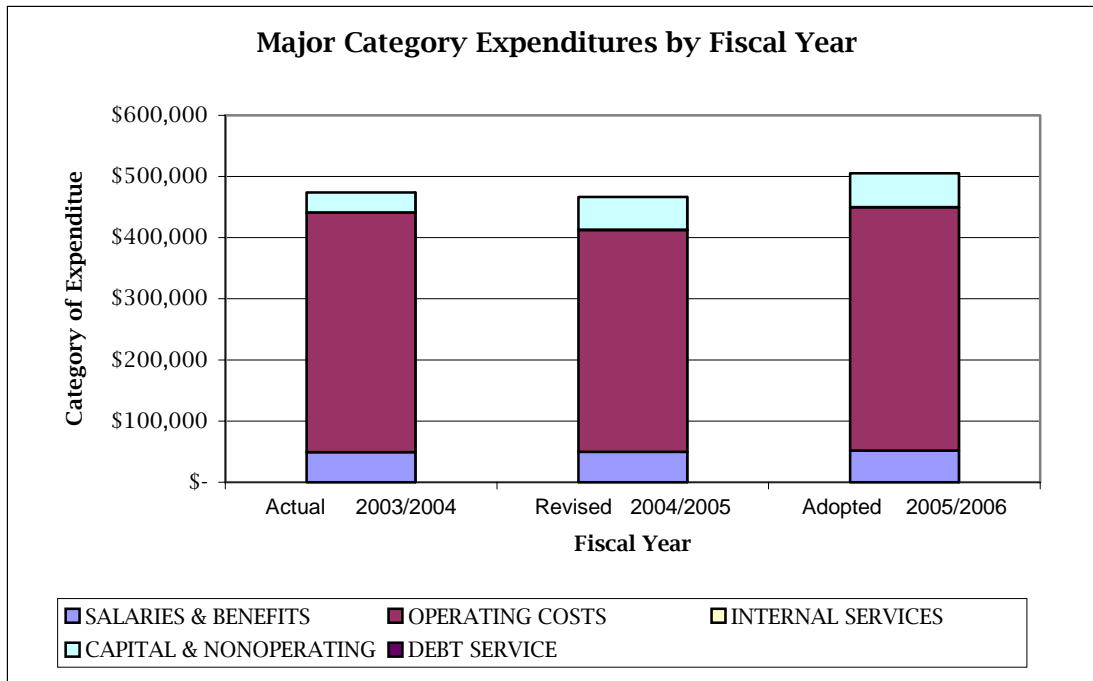
**Pension Trust Funds**

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

Employer and employee contributions.

MAJOR CATEGORIES OF EXPENDITURE BY FUND SOURCE

Fiduciary Funds	2003/04	2004/05	2005/06	Change	% Change
Pension	Actual	Revised	Adopted	Adopted	Adopted
	Expenditures	Budget	Budget	to Revised	to Revised
<b>By Major Category</b>					
SALARIES & BENEFITS	\$ 49,413	\$ 49,793	\$ 52,000	\$ 2,207	4.43%
OPERATING COSTS	391,249	362,435	397,435	35,000	9.66%
INTERNAL SERVICES	110	150	175	25	16.67%
CAPITAL & NONOPERATING	33,016	54,216	55,736	1,520	2.80%
DEBT SERVICE	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 473,788</b>	<b>\$ 466,594</b>	<b>\$ 505,346</b>	<b>\$ 38,752</b>	<b>8.31%</b>



## Budget Overview

Budgeted Changes in Fund Balance					
FY 2005/2006					
Fund	Reason for Draw Down (1)	Estimated Available Balance at 9/30/2005	FY 2005/2006 Budgeted Fund Balance Draw Down	Estimated Available Balance at 9/30/2006 (2)	Percentage Change
<b>GOVERNMENTAL FUNDS</b>					
General Fund		78,739,865		78,739,865	
Law Enforcement Training Fund		471,132	24,740	446,392	(5.25%)
	Non-recurring action to provide for a transfer to the General Fund to provide Police training.				
Community Development Block Grant		(412,183)	-	(412,183)	(3)
Local Housing Assistance Trust Fund		3,299,322	-	3,299,322	
HOME Investment Partnership Fund		(103,177)	-	(103,177)	(3)
HOPWA Grant Fund		105,216	-	105,216	
HUD Homeless Grant Fund		(61,114)	-	(61,114)	(3)
Transportation Impact Fee Funds		23,112,948	7,638,822	15,474,126	(33.05%)
	Recurring and non-recurring draw down of previously collected funds to provide for transfers for debt service payments and capital projects related to additional transportation capacity.				
Utility Services Tax Fund		7,309,458	-	7,309,458	
OCPS - Crossing Guard Fund		(88,486)	-	(88,486)	(4)
Transportation Grant Fund		309,328	-	309,328	
Gas Tax Fund		7,945,428	-	7,945,428	
Community Redevelopment Agency Fund		9,081,259	-	9,081,259	
CEB Lien Assessment Fund		1,337,908	173,516	1,164,392	(12.97%)
	Non-recurring action to provide for a transfer to the General Fund to assist in covering the expenditures of the Code Enforcement program.				
Harry P. Leu Gardens Trust Fund		124,383	-	124,383	
Mennello Museum Fund		33,779	-	33,779	
Dubsdread Golf Course		38,333	-	38,333	
Contraband Forfeiture Trust Funds		1,728,305	145,915	1,582,390	(8.44%)
	Recurring draw down of previously collected funds to provide for the services of one attorney and related expenditures.				
Cemetery Trust Fund		518,349	207,244	311,105	(39.98%)
	Non-recurring to provide operational funding as needed pending the sale of additional plots that have recently been added.				
CRA Trust Funds		8,331	-	8,331	
911 Emergency Telephone System		693,744	-	693,744	
Special Assessment Funds		9,036,839	1,128,426	7,908,413	(12.49%)
	Recurring draw down to provide for payments on loans utilized as economic incentives for residential/office condominium projects.				

Continued on next page

## Budget Overview

### Budgeted Changes in Fund Balance FY 2005/2006

Fund	Reason for Draw Down (1)	Estimated Available Balance at 9/30/2005	FY 2005/2006 Budgeted Fund Balance Draw Down	Estimated Available Balance at 9/30/2006 (2)	Percentage Change
<b>OTHER FUNDS</b>					
<b>DEBT SERVICE</b>					
Hurricane Fund	Recurring draw down of existing funds to provide for debt repayment.	24,891,082	10,866,603	14,024,479	(43.66%)
<b>ENTERPRISE</b>					
Parking System Revenue Fund	Non-recurring to provide operational funding as needed pending future rate studies.	8,859,186	780,886	8,078,300	(8.81%)
<b>INTERNAL SERVICE</b>					
Risk Management Fund	Resulting from prudent management of liabilities, the City was able to recognize a non recurring budget rebate/dividend.	48,684,195	2,500,000	46,184,195	(5.14%)
<b>TOTAL ALL FUNDS</b>		<b>\$ 225,663,430</b>	<b>\$ 23,466,152</b>	<b>\$ 202,197,278</b>	<b>(10.40%)</b>

(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 2005/2006 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 2004/2005, expenditures had been made, but reimbursement had not been received.

(4) Parking fine surcharges are used to fund school crossing guards. Any difference between surcharge collections and crossing guard expenditures are expected to be covered in the General Fund through anticipated savings in the Police Department budget. Accordingly, the fund balance deficit will be eliminated in next years FY 2006/2007 budget.

Continued on next page



## Budget Overview

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### Budgeted Changes in Fund Balance FY 2005/2006

#### Changes in Fund Balances of More than 10%

Transportation Impact Fee Funds - 33.05%	The City is divided into three Transportation Impact Fee areas, with a separate Fund for each area. Each Fund is used to account for the receipt and disbursement of impact fees that are to be used in the specific area exclusively for additional transportation capacity related capital projects, or related debt service. Funds are collected and then allocated to specific projects at a later date. This action will provide funding from prior collections for new projects included in the current Capital Improvement Program, and for debt service on roads that have been previously constructed.
CEB Lien Assessment Fund - 12.97%	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 49.72% of budgeted expenditures after this transfer.
Cemetery Trust Fund - 39.98%	This non-recurring action provides funding to cover expenditures at the Greenwood Cemetery. A land survey was conducted and additional plots are being added, which will be an additional source of revenue. Using Reserve Policy guidelines, the Fund Balance will be 60.71% of budgeted expenditures after this transfer.
Special Assessment Funds - 12.49%	Special Assessment loans have been provided for two projects as part of an economic incentive package to provide for redevelopment in the City's downtown core. These redevelopment projects consist of residential/office condominiums, retail space, parking structures and plaza areas. One project was provided a \$9 million Special Assessment loan and the other project was provided a \$14 million loan. These loans are to be paid "Due on Sale" as the office and/or residential condominium units are sold. This action provides funding to cover interest charges currently being incurred. These charges will subsequently be paid in arrears by the developers.
Hurricane Fund - 43.66%	The City experienced three hurricanes in a six-week period at the end of FY 2003/2004. The disaster recovery is estimated to cost \$40 million. The Federal and State governments will offset 95% of the eligible costs. \$25.6 million was borrowed to cover cash flow issues related to the timing between the City paying its vendors and receiving reimbursement from the Federal and State governments. A total of \$5 million had been paid back as of the end of FY 2004/2005 and a \$10 million principal payment is included in the FY 2005/2006 budget.

Budget Overview

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Executive Offices



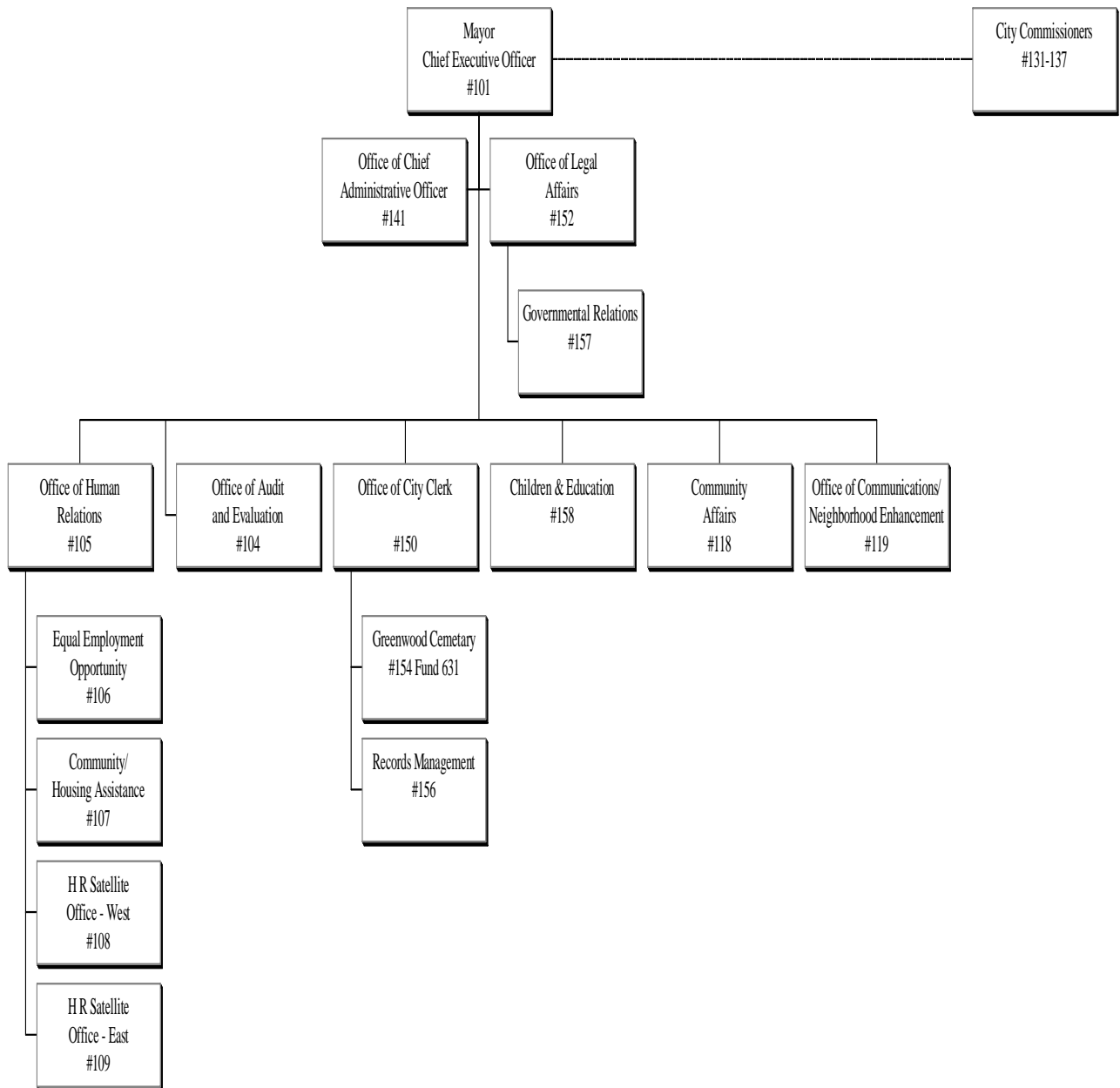
**Office Identifier:**

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

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Executive Offices

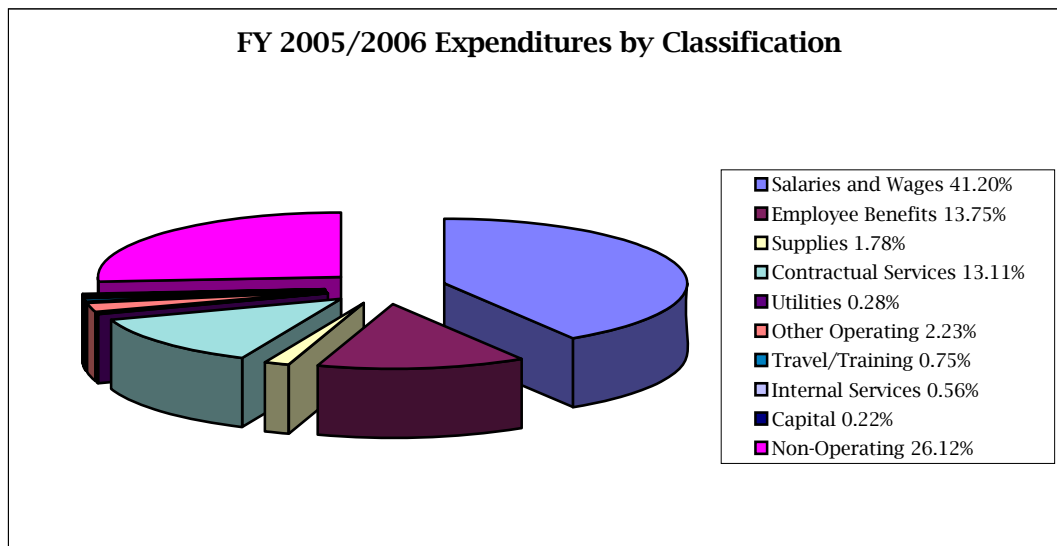
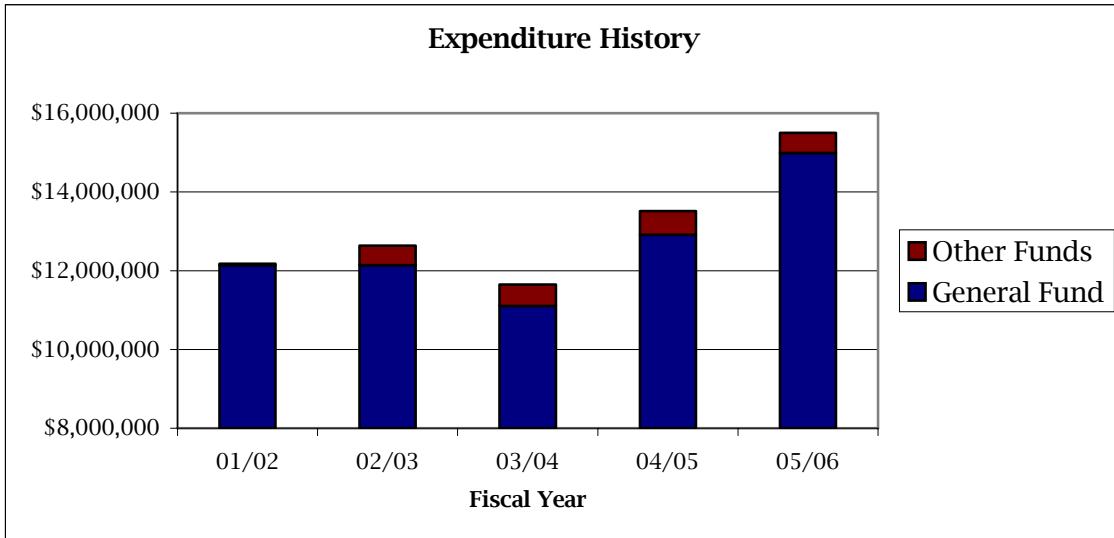


## Executive Offices

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
101 Office of the Mayor	\$ 1,299,727	\$ 1,577,000	\$ 1,400,159	\$ (176,841)	(11.21%)
118 Community Affairs	428,572	429,174	248,514	(180,660)	(42.09%)
158 Children and Education	-	-	200,000	200,000	
131 City Commissioner-District 1	58,847	72,542	73,504	962	1.33%
132 City Commissioner-District 2	67,288	74,709	75,613	904	1.21%
133 City Commissioner-District 3	73,031	81,157	83,316	2,159	2.66%
134 City Commissioner-District 4	64,405	73,400	73,990	590	0.80%
135 City Commissioner-District 5	67,508	73,637	74,588	951	1.29%
136 City Commissioner-District 6	64,157	73,955	74,892	937	1.27%
137 City Commissioner's Administration	381,765	403,257	426,921	23,664	5.87%
Office of Audit and Evaluation:					
104 Audit and Evaluation	780,679	781,777	844,131	62,354	7.98%
Office of Human Relations:					
105 Human Relations	165,182	146,001	160,987	14,986	10.26%
106 Equal Employment Opportunity (EEOC)	573,900	670,104	594,385	(75,719)	(11.30%)
107 Community/Housing Assistance	10,198	24,000	20,650	(3,350)	(13.96%)
3019 Housing Study Grant	-	-	325,000	325,000	
Office of Communications/Neighborhood Enhancement:					
119 Office of Communications/Neighborhood Enhancement	1,559,189	1,857,249	1,303,804	(553,445)	(29.80%)
996 Nondepartmental - Neighborhood Grant	288,628	258,427	216,300	(42,127)	(16.30%)
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	458,534	436,105	410,701	(25,404)	(5.83%)
Office of Legal Affairs:					
152 Office of Legal Affairs	2,891,844	3,110,222	3,267,833	157,611	5.07%
157 Governmental Relations	-	-	361,863	361,863	
Office of the City Clerk:					
150 City Clerk	702,531	470,351	510,979	40,628	8.64%
156 Records Management	-	296,227	386,684	90,457	30.54%
024 Workplace Giving	16,277	20,150	38,764	18,614	92.38%
997 Nondepartmental - Executive Offices	962,289	1,774,068	3,812,305	2,038,237	114.89%
Projects	187,193	209,649	-	(209,649)	(100.00%)
<b>TOTAL - GENERAL FUND</b>	<b>\$ 11,101,744</b>	<b>\$ 12,913,161</b>	<b>\$ 14,985,883</b>	<b>\$ 2,072,722</b>	<b>16.05%</b>
<b>GREENWOOD CEMETERY FUND #631</b>					
Office of the City Clerk:					
154 Greenwood Cemetery	\$ 548,613	\$ 600,737	\$ 512,437	(\$88,300)	(14.70%)
<b>TOTAL - GREENWOOD CEMETERY FUND</b>	<b>\$ 548,613</b>	<b>\$ 600,737</b>	<b>\$ 512,437</b>	<b>(\$88,300)</b>	
<b>TOTAL - EXECUTIVE OFFICES</b>	<b>\$ 11,650,357</b>	<b>\$ 13,513,898</b>	<b>\$ 15,498,320</b>	<b>\$ 1,984,422</b>	<b>14.68%</b>
Expenditure by Classification					
Salaries and Wages	\$ 6,383,830	\$ 6,732,087	\$ 6,384,720	\$ (347,367)	(5.16%)
Employee Benefits	1,708,489	2,095,316	2,128,006	32,690	1.56%
Supplies	297,109	432,116	276,073	(156,043)	(36.11%)
Contractual Services	1,369,542	1,715,732	2,032,346	316,614	18.45%
Utilities	56,134	51,529	43,995	(7,534)	(14.62%)
Other Operating	275,363	299,212	346,338	47,126	15.75%
Travel/Training	88,138	134,104	116,743	(17,361)	(12.95%)
Internal Services	89,316	89,582	87,105	(2,477)	(2.77%)
Capital	118,973	213,996	34,637	(179,359)	(83.81%)
Non-Operating	1,263,463	1,750,224	4,048,357	2,298,133	131.31%
<b>TOTAL - EXECUTIVE OFFICES</b>	<b>\$ 11,650,357</b>	<b>\$ 13,513,898</b>	<b>\$ 15,498,320</b>	<b>\$ 1,984,422</b>	<b>14.68%</b>

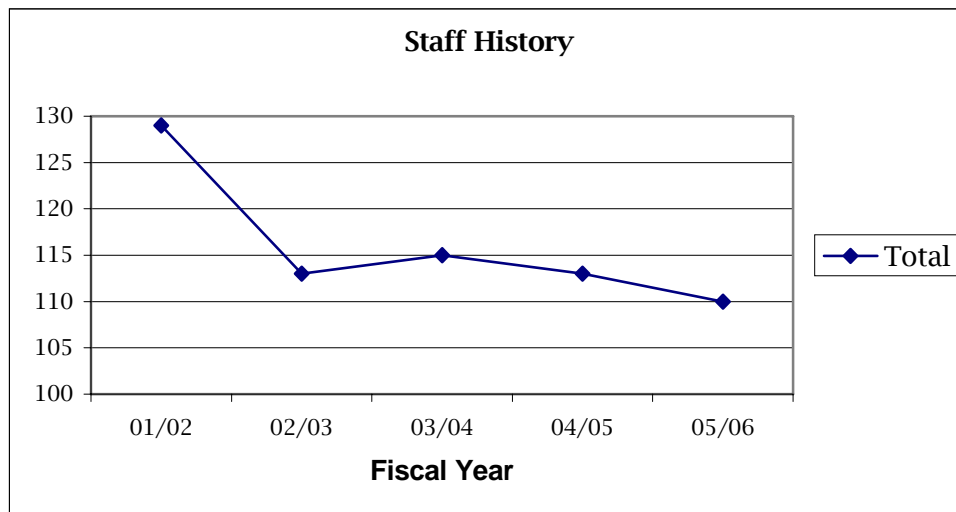
Executive Offices



Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
101 Office of the Mayor	12	14	13
118 Community Affairs	4	4	2
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	19	17	16
Office of City Clerk:			
150 City Clerk	6	6	6
156 Records Management	5	5	5
141 Office of Chief Administrative Officer	5	4	4
Office of Legal Affairs:			
152 Legal Affairs	29	28	28
157 Governmental Relations	0	0	1
<b>TOTAL – GENERAL FUND</b>	<b>111</b>	<b>109</b>	<b>106</b>
<b>GREENWOOD CEMETERY FUND #631</b>			
City Clerk:			
154 Greenwood Cemetery	4	4	4
<b>TOTAL – GREENWOOD CEMETERY FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL – EXECUTIVE OFFICES</b>	<b>115</b>	<b>113</b>	<b>110</b>





## Executive Offices

## Office of The Mayor



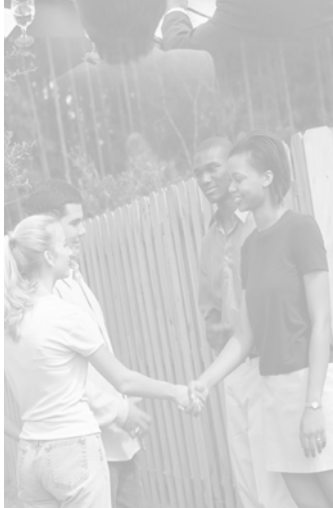
## Mission Statement:

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



## Program Identifier:

- ⇒ Mayor #101
- ⇒ Community Affairs #118
- ⇒ Children & Education #158



## Overview of Services/Programs

Departments within the Mayor's office include Children & Education whose goal is to improve the well being of Orlando's children and the quality of education in City schools; Constituent Services who is a liaison between the Mayor's office and the citizens of Orlando, and Community Affairs whose mission is to promote and facilitate community well-being and engagement through funding support, partnerships, and activities of community-based, cultural arts and civic organizations.

## Major Accomplishments

- Facilitated largest revitalization of downtown Orlando in the history of the City of Orlando.
- Provided twice the number of Pre-K classrooms for children attending OCPS inside the City limits.
- Created a 5 step "Pathways to Parramore" plan to continue the renewal of this blighted downtown neighborhood with a strong emphasis on home ownership and affordable housing.
- Balanced the budget without using reserves in the second year of a structural imbalance in the City's General Fund revenue.
- Consolidated the management of the community service organizations, Mayor's Matching Grants and arts organization funding programs.
- Monitored services provided by 25 community service organizations.
- Developed and awarded Hurricane Assistance Grants to homeowners' associations.
- Completed successful 2005 Citizen Review Panel process with expanded city volunteer participation.
- Implemented an on-line application for the Mayor's Faith Based & Community Matching Grants.
- Organizations implementing 2004-2005 Mayor's Matching Grant projects donated volunteer hours, in-kind and cash contributions totaling \$198,000 YTD. Grant funds awarded total \$172,000.

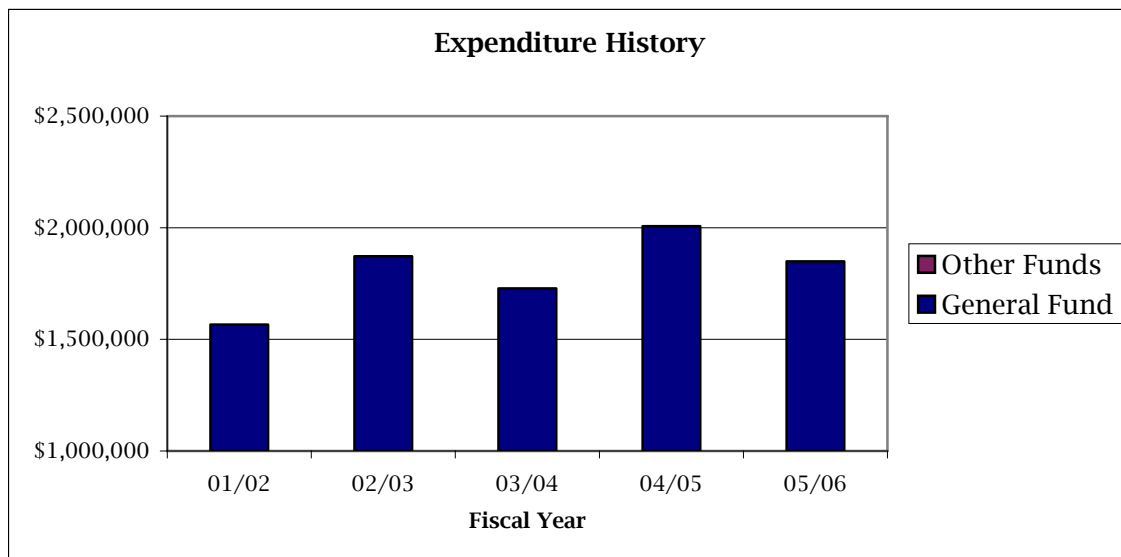
## Future Outlook

- Continue to develop Pathways for Parramore Children and Education initiatives including expanding access to childcare subsidies, expanding access to after school/summer programs, expanding access to tax credits and development of a site and financial plan for the Nap Ford School expansion.
- Expanding social service needs and flat funding for community service organizations
- Find funding for growing demand for youth-oriented matching grants and arts/cultural funding.
- Implementation of the decisions rendered as a result of the Orlando/Orange County Consolidation of Services Study Commission.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
101 Office of the Mayor	\$ 1,299,727	\$ 1,577,000	\$ 1,400,159	\$ (176,841)	(11.21%)
118 Community Affairs	428,572	429,174	248,514	(180,660)	(42.09%)
158 Children and Education	-	-	200,000	200,000	
TOTAL – GENERAL FUND	<u>\$ 1,728,299</u>	<u>\$ 2,006,174</u>	<u>\$ 1,848,673</u>	<u>\$ (157,501)</u>	
TOTAL – OFFICE OF THE MAYOR	<u>\$ 1,728,299</u>	<u>\$ 2,006,174</u>	<u>\$ 1,848,673</u>	<u>\$ (157,501)</u>	(7.85%)



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
101 Office of the Mayor	12	14	13
118 Community Affairs	4	4	2
TOTAL – GENERAL FUND	<u>16</u>	<u>18</u>	<u>15</u>
TOTAL – OFFICE OF THE MAYOR	<u>16</u>	<u>18</u>	<u>15</u>

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.

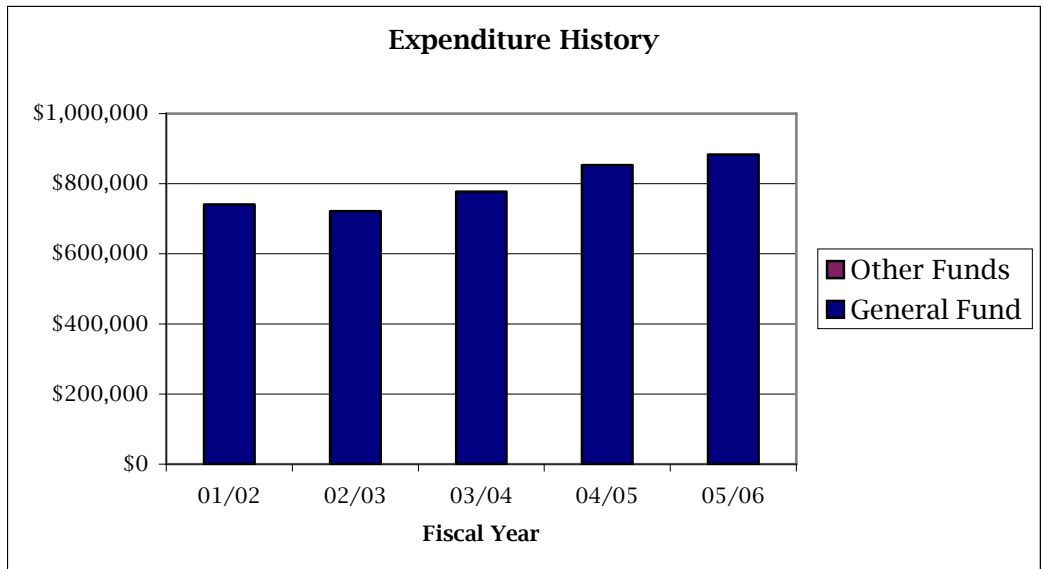
Program Identifier:

- ⇒ 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	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
131 City Commissioner-District 1	\$ 58,847	\$ 72,542	\$ 73,504	\$ 962	1.33%
132 City Commissioner-District 2	67,288	74,709	75,613	904	1.21%
133 City Commissioner-District 3	73,031	81,157	83,316	2,159	2.66%
134 City Commissioner-District 4	64,405	73,400	73,990	590	0.80%
135 City Commissioner-District 5	67,508	73,637	74,588	951	1.29%
136 City Commissioner-District 6	64,157	73,955	74,892	937	1.27%
137 City Commissioner's Administration	381,765	403,257	426,921	23,664	5.87%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 777,001</b>	<b>\$ 852,657</b>	<b>\$ 882,824</b>	<b>\$ 30,167</b>	<b>3.54%</b>
<b>TOTAL – CITY COMMISSIONERS</b>	<b>\$ 777,001</b>	<b>\$ 852,657</b>	<b>\$ 882,824</b>	<b>\$ 30,167</b>	<b>3.54%</b>

Expenditure History



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
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
<b>TOTAL – GENERAL FUND</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>TOTAL – CITY COMMISSIONERS</b>	<b>13</b>	<b>13</b>	<b>13</b>

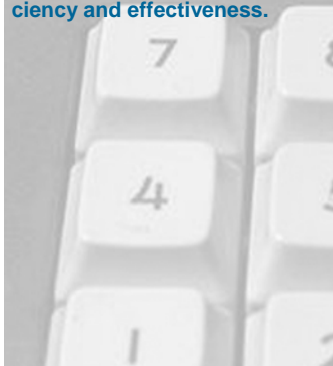
## Executive Offices

### Office of Audit and Evaluation



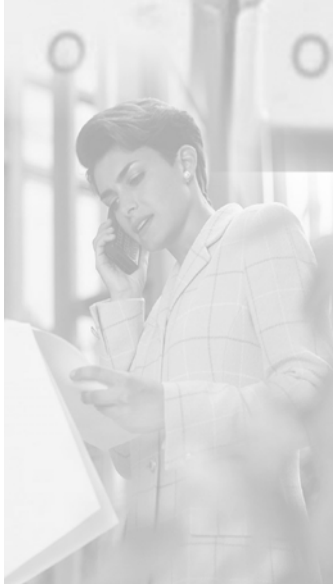
#### Mission Statement:

To provide meaningful, independent and objective audit and non-audit services by examining and evaluating City operations, contractors and related accountability, efficiency and effectiveness.



#### Program Identifier:

⇒ Audit and Evaluation #104



#### Overview of Services/Programs

The Office of Audit and Evaluation provides meaningful, independent and objective audit and non-audit services by examining and evaluating City operations, contractors and related agencies in order to safeguard City assets and promote maximum accountability, efficiency and effectiveness.

#### Major Accomplishments

- Exceeded revenue goal by collecting over \$413,000 of new revenues through identification of unlicensed businesses, enforcing collection of delinquent business license revenue and audits of roll-off and electric franchises.
- Completed 30 projects, including: Audits or Reviews of Homeland Security, Housing Department Fiscal Responsibilities, Economic Incentive Agreement Process, Project Management and After-School All-Stars Administrative Practices. Also performed a Control Self Assessment of Recreation Division Cash Collections.
- Made over 80 recommendations for improving City government operations.
- Completed 10 Follow-up Audits and reported 93% of recommendations were either implemented, partially implemented or planned for implementation.
- Received external quality control review (i.e., "peer review"), receiving commendations for our professional staff and our concise and comprehensive Audit Manual.

#### Future Outlook

- Continue to provide management with practical and innovative recommendations that add value to City government.
- Summarize and report results and accomplishments in an Annual Report.
- Revise Audit Manual to establish standards for the performance and documentation of non-audit services.
- Innovate to provide needed services with existing staff and resources by partnering with departments and leading process improvement efforts.
- Determine and report to management and the Audit Board on the status of open recommendations.

Executive Offices



**Office of Audit and Evaluation**

**Mission Statement:**

To provide meaningful, independent and objective audit and non-audit services by examining and evaluating City operations, contractors and related accountability, efficiency and effectiveness.



**Program Identifier:**

⇒ Audit and Evaluation #104

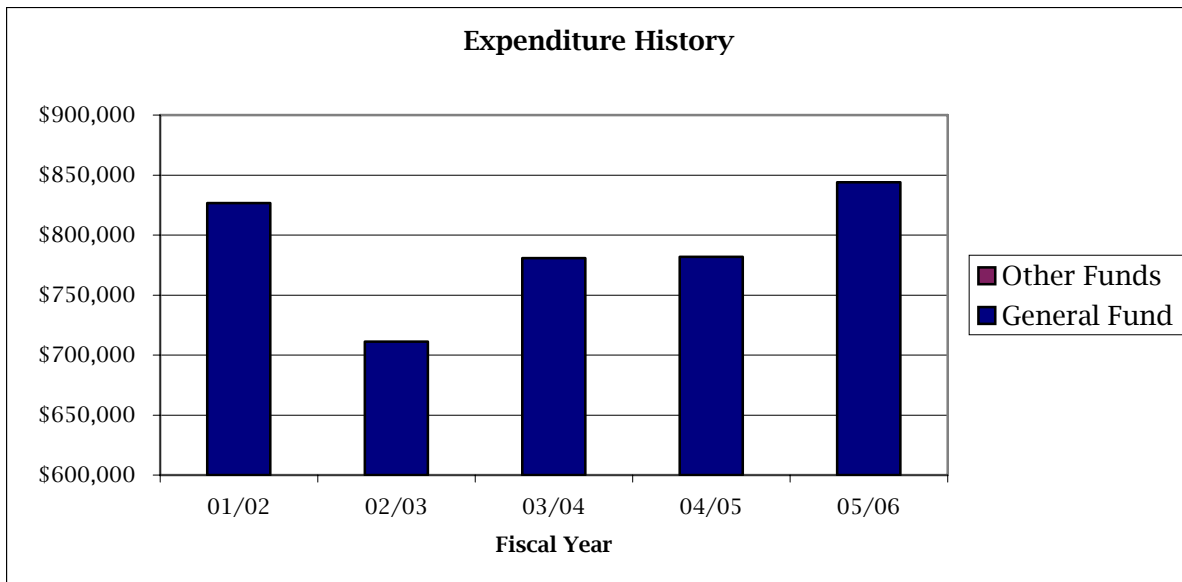


<b>Performance Measures Effectiveness</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Management concurrence rate with audit and other project recommendations.	98%	95%	90%
Implementation rate of audit and other project recommendations.	85%	90%	85%
Complete "follow ups" within 12 months.	70%	70%	70%
<b>Performance Measures Efficiency</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Percentage of projects completed by the estimated completion date.	78%	70%	70%
Percentage of projects completed within budgeted hours.	97%	70%	70%
Ratio of revenues collected to related audit costs.	6:1	2:1	3:1
<b>Performance Measures Service Indicator</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Number of reports issued.	24	30	28
Annual benefits from revenue audits (in thousands).	\$601	\$320	\$270

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Audit and Evaluation:					
104 Audit and Evaluation	\$ 780,679	\$ 781,777	\$844,131	\$ 62,354	7.98%
TOTAL – GENERAL FUND	\$ 780,679	\$ 781,777	\$844,131	\$ 62,354	
TOTAL – OFFICE OF AUDIT & EVALUATION	\$ 780,679	\$ 781,777	\$844,131	\$ 62,354	7.98%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
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

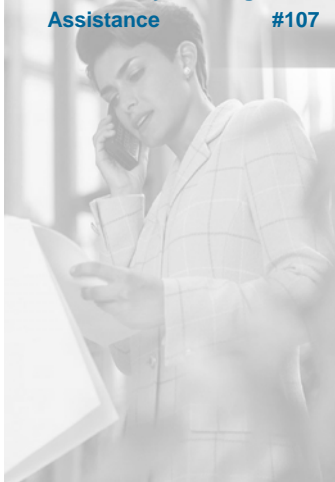


Mission Statement:

Ensure equality of opportunity by administering City and Federal laws that prohibit discrimination in employment, housing and public accommodations; to conduct training and awareness programs for the public on the rights provided them under these laws via community relations activities.

Program Identifier:

- ⇒ Human Relations #105
- ⇒ Equal Employment Opportunity #106
- ⇒ Community/Housing Assistance #107



Overview of Services/Programs

The **Office of Human Relations (OHR)** is an agent of the Equal Employment Opportunity Commission (EEOC) and the U. S. Department of Housing and Urban Development (HUD), and is charged with administering federal, as well as local and state laws that prohibit discrimination in employment, housing and public accommodations. The OHR is comprised of two major units as described below.

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

The **Community Relations Unit** promotes the attitude of inclusiveness and fairness, of and for all people, regardless of their socio-economic status, thereby presenting a positive image of the City.

Major Accomplishments

Discrimination

- Completed the intake of more 525 employment discrimination complaints, forwarding 385 to the EEOC, 6 to the Florida Commission on Human Relations (FCHR) and retaining 134 for OHR processing. (The processing office is determined by jurisdictional rules and regulations per Worksharing Agreement with the EEOC.) Also, 1 public accommodation complaint was received for processing.
- Closed 93 employment discrimination cases.
- Completed the intake of 18 housing discrimination complaints, forwarding 5 to HUD and retaining 13 for OHR processing. (The processing office is determined by jurisdictional rules and regulations per Memorandum of Understanding with HUD.)
- Closed 6 housing discrimination cases. (This segment of the OHR is still in the developmental stage, about 80 % complete.)
- Responded to more than 2,200 inquiries, including directing inquirers to appropriate source, as applicable.

Community Relations

- Presented workshop on **Public Accommodation** to the Jacksonville Human Rights Commission.
- Co-sponsored with the FCHR, a **Predatory Lending** workshop, presented at City Hall.
- Co-sponsored with the Fair Housing Continuum, an **Accessibility First** workshop, presented at City Hall.
- Conducted an awareness session for the members of the Catholic Charities working group.
- Participated as an exhibitor at the Hispanic Expo.



Executive Offices

Office of Human Relations

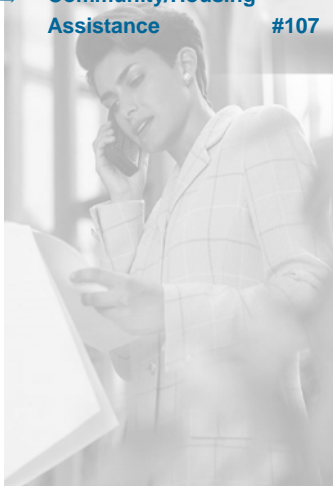


Mission Statement:

Ensure equality of opportunity by administering City and Federal laws that prohibit discrimination in employment, housing and public accommodations; to conduct training and awareness programs for the public on the rights provided them under these laws via community relations activities.

Program Identifier:

- ⇒ Human Relations #105
- ⇒ Equal Employment Opportunity #106
- ⇒ Community/Housing Assistance #107



Future Outlook

- Meet 100% of the annual contractual agreement with EEOC.
- Reduce the case processing time for both employment and housing complaints to 180 days and 100 days, respectively, which will all but eliminate aged cases, ensuring the OHR is in compliance with EEOC and HUD standards. This also means increased revenue from HUD for maintaining standard processing time.
- Develop and present an increased number of educational and outreach functions, e.g., conferences, training workshops and seminars.
- Produce videos, PSA's, news releases, etc.
- Print and disseminate written materials, e.g., brochures, pamphlets, flyers, calendars, etc.
- Form partnerships with businesses and organizations to further educate the public, with the goal of eliminating racial, cultural and inter-group tensions.
- Participate in various community functions to raise awareness of the OHR and its mission.

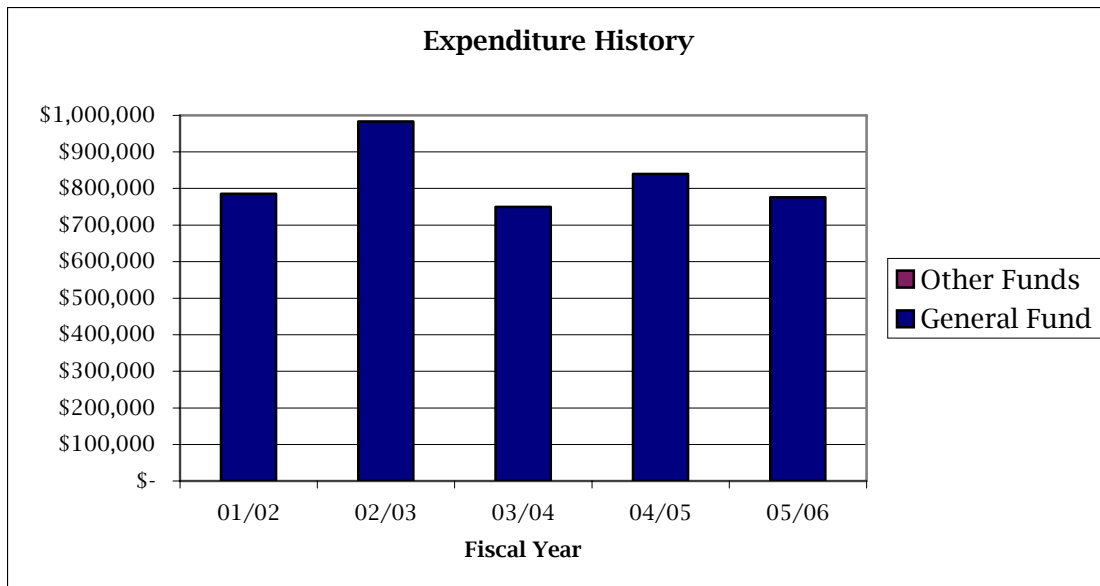
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Average number of days to resolve EEOC case.	237	200	180
Average number of days to resolve HUD case.	0	100	100

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of educational sessions conducted.	6	30	24
Number of partnerships formed.	0	5	7
Number of EEOC cases closed.	104	111	115
Number of HUD cases closed.	0	9	15
Number of inquiries - walk-in & telephone calls.	1,824	2,600	2,600

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Human Relations:					
105 Human Relations	\$ 165,182	\$ 146,001	\$ 160,987	\$ 14,986	10.26%
106 Equal Employment Opportunity (EEOC)	573,900	670,104	594,385	(75,719)	(11.30%)
107 Community/Housing Assistance	10,198	24,000	20,650	(3,350)	(13.96%)
3019 Housing Study Grant	-	-	325,000	325,000	
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 749,280</b>	<b>\$ 840,105</b>	<b>\$ 776,022</b>	<b>\$ (64,083)</b>	<b>(7.63%)</b>
<b>TOTAL -- OFFICE OF HUMAN RELATIONS</b>	<b>\$ 749,280</b>	<b>\$ 840,105</b>	<b>\$ 776,022</b>	<b>\$ (64,083)</b>	<b>(7.63%)</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	9	9	9
<b>TOTAL -- GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL -- OFFICE OF HUMAN RELATIONS</b>	<b>11</b>	<b>11</b>	<b>11</b>

Executive Offices

Office of Communications/ Neighborhood Enhancement

Overview of Services/Programs

The **Office of Communications and Neighborhood Enhancement (CNE)** provides internal and external services designed to inform, promote and engage citizens in utilizing and understanding City of Orlando programs and services. CNE assists community, business and neighborhood groups, and individuals in using City services and other community resources to enhance the quality of life in Orlando's neighborhoods. Internally, CNE offers a variety of professional services and resources designed to enhance the City's communication and visibility with the City residents and the general public. CNE is comprised of six teams: 2) Creative Services; 2) Multi-Media/Broadcast; 3) Neighborhood Enhancement/Community Outreach; 4) Special Events; 5) Volunteer Program, and; 6) Web Design.

Mission Statement:

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

Through CNE, Orlando residents, neighborhood/homeowners associations and groups will: 1) be well informed about City business, services, programs, life-saving information, and events through TV broadcasts, media coverage, City's website, publications and mailings; 2) have opportunities to participate in special events and celebrations; 3) have access to tools and training to implement ideas for supporting neighborhood youth and families and addressing concerns impacting neighborhoods; 4) volunteer time and expertise to support City programs and services; 5) have opportunities to be trained in emergency preparedness, and; 6) be able to access timely life saving messages during major emergencies.

Creative Services

Overview of Services/Programs

As the source of all graphic services for the City of Orlando, the Creative Team strives to provide and maintain a consistent look and feel for all City materials including Web, audio-visual, broadcast and print. This team provides recognizable branding and visual promotion for all City events and initiatives to insure accurate public information. It has experience with print materials including programs, banners, booklets, bookmarks, brochures, certificates, door hangers, envelopes, event displays, flyers, invitations, letterhead, logo designs, newsletters, posters, programs, ads, signs, sticker sets, tickets, and more. This team also creates a wide variety of materials for the Web including banners, site design, PDF conversions and Flash animation, and provides assistance with broadcast graphics for the Multimedia Team, handling animation for shows including Decisions 2005, Inside Orlando and S-Files. As a one-stop shop, we provide many other services including lamination, foam board mounting and plotting.

Major Accomplishments

- Completed more than 1,373 design jobs saving the City \$331,979. This cost savings is a result of these graphic jobs being done in-house instead of outsourcing the jobs to a PR or graphics firm.
- 90% of internal customers surveyed were "very satisfied" with the overall performance of creative services.
- Completed research and contacting other municipal governments about standards and branding initiatives for printed materials. This research will be the basis of establishing a branding initiative for the City of Orlando.

Program Identifier:

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

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

Future Outlook

- Increase the quantity of jobs produced to 1,500 and with an anticipated savings of \$350,000 for the City.
- Market our graphic design and production services internally to other departments to increase our production volume and ensure compliance with City branding and print guidelines.
- Implement printing and branding standards that ensures all City publications and printed materials contain the same key elements that brand the printed pieces as City of Orlando publications and information.
- Maintain a 90% internal customer rating of “very satisfied” with the overall performance of the Creative Team.
- Ensure City’s branding guidelines are incorporated into all print and graphic design jobs generated by Creative Services.

Multi-Media/Broadcast

Overview of Services/Programs

The **Multi-Media/Broadcast** creates award-winning video and photography, writes and produces television programs, produces and broadcasts all City of Orlando government programs on Orange TV, which is the local government access television, and provides on-location audio/visual support for City of Orlando events. It produces and directs the live broadcasts of City Council meetings and workshops. It keeps citizens and visitors informed about public safety, community events and other topics through public affairs programs that can be seen on Orange TV (channel 9 on Brighthouse Network Cable), with shows, such as “Inside Orlando”. It provides state-of-the-art digital photography and video production to city departments. The Multimedia/Broadcast team also provides audio and video duplications services for the City of Orlando departments.

Major Accomplishments

- Produced over 100 hours of television programming, which has aired more than 300 hours of actual viewing and replays on Orange TV.
- Won five “Telly Awards” for video/broadcast productions: 1) “Restore Orlando, Episode 6”/Planning Dept.; 2) “Accidental or Arson”/Fire Dept.; 3) “Skate Park”/Skate Park; 4) “If I Were King”/ Parks and Recreation, which won First Place, and; 5) “Orlando Wetlands Park”/Public Works.
- Hundreds of thousands of photographs are shot each year, producing over 1,000 illustrations used by our Creative Services team in their booklets, brochures, newsletters, posters, etc. Some of the most notable images range from the “Current Events Camera” that is featured on our City of Orlando Website, Florida Trend Magazine’s insert entitled “The New Blend Of Economy and Environment”, The National Association of Industrial and Office Properties 9<sup>th</sup> Annual “Awards of Excellence” Poster, the cover of the national program of the “After-School All Stars” newsletter called “Big Star-Issue 2” featuring some kids surrounding WWE’s Superstar Dwayne Johnson aka.”The Rock”, and also Walt Disney World/ PGA poster for the Funai Classic @ Disney with background images of the City of Orlando.
- Produced and directed the live broadcast of Orlando City Council on Orange TV, which also was rebroadcast on Orange TV on the following Wednesdays and Sundays.

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

**Future Outlook**

- Produced 150 hours of television programming showcasing City Council and other meetings, and City programs, services and events.
- Produce and broadcast Public Service Announcements via the City of Orlando’s new AM Radio frequency of 1650/ WQDC from the Orlando Operations Center (OOC).
- Produce “Inside Orlando” TV segments monthly that keep citizens informed about services, programs and events in the City of Orlando.
- Research the production of other TV programs showcasing City services and programs that would be aired on Orange TV.
- Upgrade the TV broadcast and production facilities at City Hall to ensure higher quality and digital broadcast capabilities.
- Research possibilities of creating an “In-House Studio” for TV production.

**Neighborhood Enhancement/Community Outreach**

**Overview of Services/Programs**

The Neighborhood Enhancement team facilitates community and neighborhood outreach and serves as the City’s liaison to its citizens and neighborhoods. Encouraging the tradition of “self help” and partnerships is the foundation of CNE’s community outreach efforts. The outreach team provides services to individuals and neighborhood, civic, professional and community organizations, helping them successfully use City services and community development techniques to enhance neighborhoods and support community initiatives. By making residents aware of City programs and services, CNE engages a cross section of the community in partnerships that improve the City’s quality of life. This team provides technical assistance, resources and guidance in best practices and approaches for establishing and maintaining neighborhood or homeowner associations, it maintains direct contact with association leadership, distributes information and materials about City services and programs to neighborhood and community organizations, and provides technical assistance, resources and guidance to City dept. conducting public outreach.

**Major Accomplishments**

- Contacted all 197 associations in the CNE association database through personal contact, emails and mailings.
- Produced and distributed monthly and weekly association meetings and event calendars to City elected and appointed officials and City depts. with public outreach initiatives.
- Co-sponsored with Orange County eight (8) Community Connection Workshops for neighborhood leaders and volunteers.
- Facilitated sixteen Hurricane Prep community meetings in conjunction with the Orlando Utilities Commission.
- Responded to more than 100 requests for information and assistance from citizens and neighborhood leaders.
- Participated as an exhibitor at a number of community and neighborhood events.



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

Future Outlook

- Host the annual Neighborhood Summit in April that consists of workshops on the best practices, trends.
- Produce twelve (12) Neighborhood Tune-Up Sheets that focus on topics and best practices for sustaining neighborhood and homeowner associations.
- Co-sponsor with Orange County a minimum of 8 training workshops for neighborhood leaders and volunteers.
- Assist with implementing the Pathways to Parramore plan designed to enhance the Parramore Heritage neighborhood.
- Facilitate community meetings hosted by the Mayor to communicate City priorities, services and programs.
- Maintain a database of association leadership and contacts.
- Maintain routine contact and communication with association contacts in the CNE database.
- Participate in at least 12 community events or special meetings to showcase city services and programs.

Special Events

Overview of Services/Programs

The Special Events team coordinates, plans and implements City hosted events that promote City of Orlando amenities and economic development. This team works closely with City departments/offices, businesses, media, and community groups to host nationally recognized events attracting thousands of people. Some of the large annual events, coordinated by the events team, include Fireworks at the Fountain, the Veterans Day Parade and Festival of Speed. In addition to the large events, the Special Events team also coordinates smaller events that include grand openings, dedication ceremonies and media announcements.

Major Accomplishments

- Attracted more than 318,000 people to City sponsored events that promote City of Orlando amenities and economic development. 2005 was the largest Fireworks at the Fountain event.
- CityKidz- Mayor's Pre-K fundraiser: raised over \$450,000 to support pre-k programming and summer programs for children in the Parramore Heritage area.
- Coordinated Mayor's Veteran Advisory Council special events: Veterans Day Parade, MIA-POW event, Memorial Day and Battle of the Bulge Anniversary.
- Served as a resource for City Departments who were hosting special events. Results included: coordinated calendars to minimize multiple events occurring on same day, cost saving for the City, increased marketing and public awareness and better City branding efforts.

Future Outlook

- Attract more than 330,000 people to City hosted special events that promote City of Orlando amenities and economic development.
- Provide technical assistance for event planning to other City departments hosting special events.

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

Volunteer Program

Overview of Services/Programs

The Volunteer Team recruits, places, and recognizes citizen and employee volunteers who assist with various projects and events. This team provides a number of opportunities, including volunteer events, community drives, and initiatives. The Volunteer has four primary focus areas: 1) **Citizen volunteers** who are recruited and to work in various departments and offices throughout the city. They serve as clerical/administrative help, work throughout Leu Gardens and Mennello Museum, serve on citizen boards, work with our youth and adult athletics areas, participate in Citizen Corps activities, and many more functions; 2) **Employee volunteers**, approximately 30 city employees, representing most city departments and offices, serve on the MERITS Employee Volunteer Committee and coordinate over 30 Volunteer Team Events per year, involve hundreds of employee volunteers, such as Boys Scouts, Girls Scouts, mentoring and school volunteer programs, Meals on Wheels, Angel Flight, COPs, etc. Those hours are reported to and tracked by the city's Volunteer Program. City staff is also encouraged to participate in the Apple CORE mentoring/tutoring program. This program serves specific city schools in support of raising their FCAT scores and generally benefiting the schools and the students. There is an incentive program for staff to participate in volunteerism. They are rewarded and in some cases recognized for their volunteerism; 3) **Citizen Corps Council**, consisting approximately 40 community leaders, representing 18 sectors of the community, make up the Citizen Corps Council. They serve in an advisory and informational capacity to spread the word about disaster and emergency preparedness. There are approximately 50 Hometown Security Volunteers, citizens who have participated in at least four Citizen Corps training courses and who have expressed a strong interest in disaster and emergency preparedness. This group meets quarterly and participates regularly in disaster and emergency preparedness volunteer opportunities. There are several hundred citizens who qualify as Citizen Corps Volunteers, based on the their participation in Citizen Corps training courses and /or volunteer opportunities. The Citizen Corps entities are Citizen Police Academy, Citizens for Neighborhood Watch, Citizen Observer Patrol, Citizen Fire Academy, CERT, Medical Reserve Corps, SeniorLinks, Hometown Security Volunteers, American Red Cross, Volunteers in Police Service, Keeping Involved Through Service (KITS)-OFD's volunteer program, and; 4) **Emergency Support Function (ESF) 15**, which is the "Volunteers and Donation" support function during a city emergency or disaster. There are over 150 volunteers registered as ESF 15 volunteers. They are ready to be mobilized in the event of a local disaster or emergency. Approximately 100 of them were deployed as Emergency Information Line volunteers during last year's hurricane activation of the EOC.

Major Accomplishments

- Over 106,000 volunteer hours have been contributed to the City of Orlando by citizens and employees through three quarters of FY 04/05.
- Over \$1,800,000 has been saved by the City of Orlando by using volunteer services through three quarters of FY 04/05.
- The Volunteers For Homeland Security grant, provided by the Corporation for National and Community Service, has been extended from September to December 2005.
- Securing a Citizen Corps grant (\$16,624) from the State of Florida for the third year.
- Securing 100 volunteers to work at the EOC during hurricane activation-working at the Emergency Information Center.
- Conducting comprehensive, advance training for nearly 100 Emergency Information Center volunteers.



## 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

## Future Outlook

- Generate 130,000 as an annual total of hours donated by City volunteers and a cost savings to the City of more than \$2 million.
- Continued Citizen Corps efforts to fulfill state grant requirements even after the end of the CNCS grant.
- Encouraging more volunteering, and more reporting of volunteer hours among staff
- Increasing Apple CORE participation.
- Surveying staff and leadership for volunteer priorities.

## Web Services

## Overview of Services/Programs

The web team connects employees and citizens to City office, services, and programs through an easy-to-use, convenient portal on the World Wide Web. Our award-winning English and Spanish Web sites ensure all information is up-to-date and easily accessible to the public and City employees through daily maintenance. Through visible, quick-reference links, we showcase upcoming events and initiatives, as well as train and support City departments to manage their own pages to ensure a consistent look throughout the entire site. Our staff is always ready to provide guidance and technical support with developing new web pages, services and surveys. We also work as a liaison between departments and Technology Management when departments need an application developed for their site. Other services we provide citywide are Web banners and text advertisements for programs and events, web page development, web planning and web promotion.

## Major Accomplishments

- CityofOrlando.net: The City's web site served 10% more visitors in fiscal year 2004-2005 than the previous year, with an average of 10,000 visitors using the site each day. The CityofOrlando.net website attracted more than 2.7 million visits.
- The Orlando en Espanol web site attracted more than 100,000 visits.
- MennelloMuseum.org: With Creative Services and the Mennello Museum staff, created a city web site for the Mennello Museum of American Art to allow them to promote shows, events and the permanent collection.
- Expanding Web Content: Assisted with adding a media hurricane guide, the Pathways for Parramore initiative, and CityVision, the city employee monthly newsletter.
- Change Over to New Servers (Phase 2): Worked with Technology Management to move development and production web sites for CityofOrlando.net to redundant Windows 2003 servers.

## Future Outlook

- Maintain an up-to-date and user friendly City web site.
- Attract 4,250,000 visitors to CityofOrlando.net during 05-06.
- Attract 140,000 visitors to Orlando en Español during 05-06.

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

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of internal customers rating the overall performance of Creative Services as "Very Satisfied."	89%	93%	95%

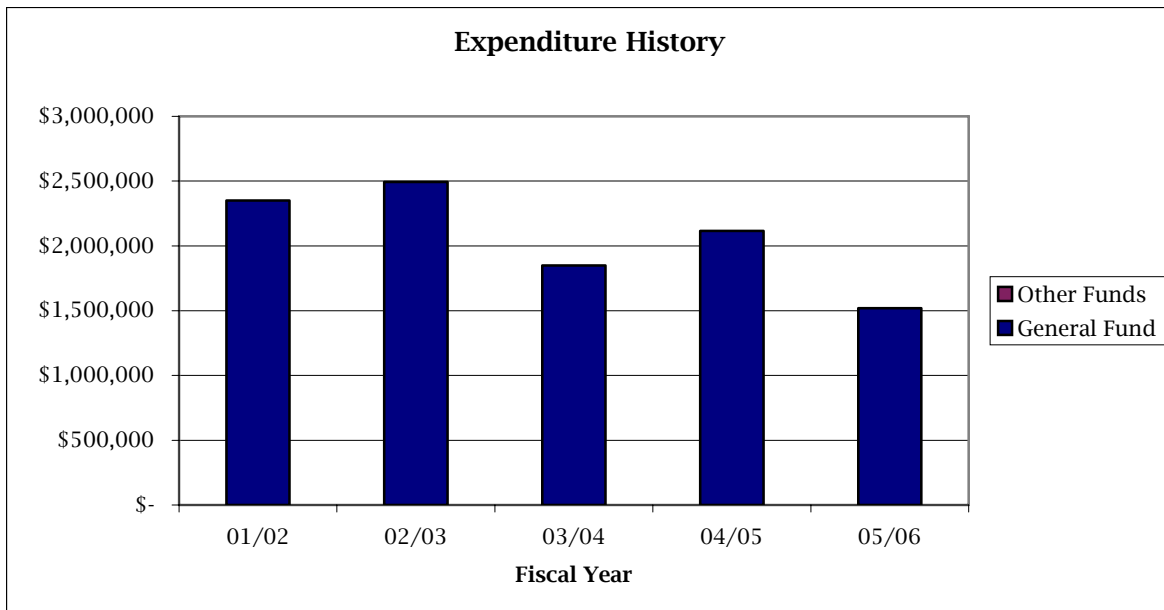
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Annual cost per neighborhood leadership development seminar.	\$266	\$270	\$350

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of direct, unduplicated contacts with associations and neighborhood based groups.	177	150	197
Number of community events and special meetings participation by CNE staff.	3	20	12
Number of web visits attracted to <i>City of Orlando.net</i> .	2,000,000	3,250,000	4,250,000
Number of web visits to <i>Orlando en Espanol</i> .	120,000	120,000	140,000
Number of government TV hours produced.	137.5	150	150
Number of broadcast hours.	381	320	450
Annual attendance at City special events.	337,000	315,000	330,750
Number of workshops conducted YTD.	4	7	6
Value of citizen and employee volunteer hours.	2,660,155	2,350,165	2,210,000
Cost savings to City provided by citizen volunteers.	\$2,603,171	\$2,159,000	\$2,297,465
Annual number of volunteer hours.	157,551	138,245	130,000
Number of creative jobs produced.	1,228	1,300	1,400
Annual cost savings to City provided by in-house Creative Services staff.	\$319,012	\$300,000	\$325,000
Number of citizens trained and engaged in Citizen Corps programs.	1,685	1,250	650

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Communications/Neighborhood Enhancement:					
119 Communications/Neighborhood Enhancement	\$ 1,559,189	\$ 1,857,249	\$ 1,303,804	\$ (553,445)	(29.80%)
996 Nondepartmental - Neighborhood Grant	<u>288,628</u>	<u>258,427</u>	<u>216,300</u>	<u>(42,127)</u>	(16.30%)
TOTAL - GENERAL FUND	<u>\$ 1,847,817</u>	<u>\$ 2,115,676</u>	<u>\$ 1,520,104</u>	<u>\$ (595,572)</u>	(28.15%)
TOTAL - NEIGHBORHOOD ENHANCEMENT	<u>\$ 1,847,817</u>	<u>\$ 2,115,676</u>	<u>\$ 1,520,104</u>	<u>\$ (595,572)</u>	(28.15%)



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
119 Office of Communications/Neigh. Enhancement	<u>19</u>	<u>17</u>	<u>16</u>
TOTAL - GENERAL FUND	<u>19</u>	<u>17</u>	<u>16</u>
TOTAL - NEIGHBORHOOD ENHANCEMENT	<u>19</u>	<u>17</u>	<u>16</u>

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.

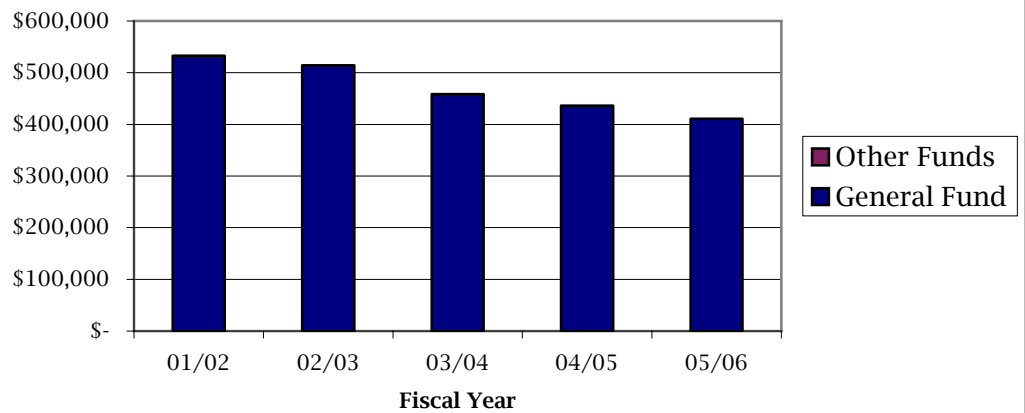
Program Identifier:

⇒ Chief Administrative Officer #141

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	\$ 458,534	\$ 436,105	\$ 410,701	\$ (25,404)	(5.83%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 458,534</b>	<b>\$ 436,105</b>	<b>\$ 410,701</b>	<b>\$ (25,404)</b>	<b>(5.83%)</b>
<b>TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>					
	<b>\$ 458,534</b>	<b>\$ 436,105</b>	<b>\$ 410,701</b>	<b>\$ (25,404)</b>	<b>(5.83%)</b>

Expenditure History



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
141 Office of Chief Administrative Officer	5	4	4
<b>TOTAL – GENERAL FUND</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>			
	<b>5</b>	<b>4</b>	<b>4</b>

## Executive Offices

### Office of City Clerk

The Office of City Clerk consists of the City Clerk's Office, Records and Archive Management and the Greenwood Cemetery.

#### CITY CLERK'S OFFICE

##### Overview of Services/Programs

The **City Clerk's Office** is responsible for preparing City Council Agendas and Minutes, available both internally and on the Internet. The office maintains and updates City Policy and Procedures, as well as any changes to the City Code. The City Clerk manages City elections in cooperation with the Supervisor of Elections, serves as liaison to the Office of City Commissioners regarding administrative functions, and coordinates the Citizen Advisory Board Appointment process with the Mayor's Office. Finally, the office provides resource information to the public regarding City and County services.

##### Major Accomplishments

- In an effort to make city government more accessible, the City Clerk's Office continued to make consumer friendly improvements to the City website by making more candidate information available on the election website and by providing easier access to Citizen Advisory Board information.
- To improve efficiency, staff instructed various City departments on the use of Paper-  
vision for research.
- The City Clerk's Office also conducted a mail ballot annexation referendum in the Tangelo Park and the Formosa Street/Par Avenue neighborhoods.
- Finally, the City Clerk's Office, working with the Nominating Board, coordinated appointments to City Advisory Boards that better reflect the demographics of the City of Orlando.

##### Future Outlook

- The City Clerk's Office will work to improve the overall coordination and communication among all City departments. It will continue the ongoing effort to reduce the amount of paper used in the "paperless agenda" process.
- Other specific projects planned are:
  - Implementation of an online Policy and Procedure document management system with search engine capability;
  - Creation of a relational database for Citizen Advisory Board information.

#### RECORDS AND ARCHIVE MANAGEMENT

##### Overview of Services/Programs

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

#### Mission Statement:

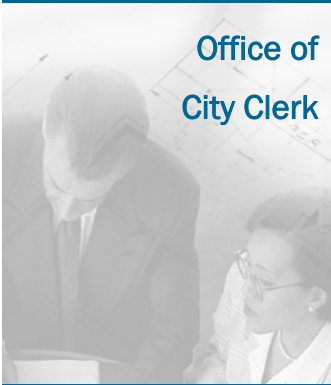
To provide a centralized resource at City Hall to allow the City government process to work efficiently, effectively and economically for citizens, elected officials and City staff.

#### Program Identifier:

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

Executive Offices

Office of  
City Clerk



Mission Statement:

To provide a centralized resource at City Hall to allow the City government process to work efficiently, effectively and economically for citizens, elected officials and City staff.



Program Identifier:

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



Major Accomplishments

- Working with the City Clerk and Office of Legal Affairs, Records and Archive Management fine-tuned the Public Records process to better clarify requests, monitor and follow-up on open requests, and establish a procedure to recover the City's costs of retrieving the requested documents when possible.

Future Outlook

- Records and Archive Management will continue to attempt to locate and obtain a permanent storage facility for City records.
- Offer additional training to City staff in order to produce appropriate responses to public records requests more efficiently and economically.

GREENWOOD CEMETERY

Overview of Services/Programs

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

Major Accomplishments

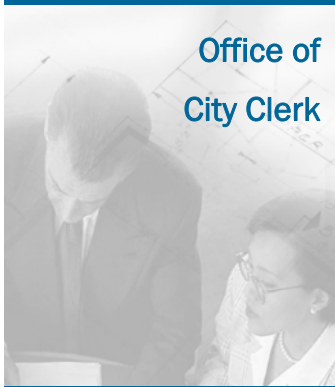
- The Sexton's major accomplishment was the coordination of recovery and cleanup efforts after the three hurricanes last year. Through his efforts, he was able to generate community and volunteer support for clean up and beautification projects.
- Coordinated the completion of a digital interactive survey of Greenwood Cemetery, which allowed for the discovery of already-existing but unmarked spaces which he then marketed using a new Greenwood Cemetery website and a regular series of historic tours.

Future Outlook

- Greenwood Cemetery will open the first new section in fifteen years generating additional revenue for its operation and maintenance.



Executive Offices



Office of  
City Clerk

**Mission Statement:**

To provide a centralized resource at City Hall to allow the City government process to work efficiently, effectively and economically for citizens, elected officials and City staff.

**Program Identifier:**

- ⇒ City Clerk #150
- ⇒ Greenwood Cemetery #154
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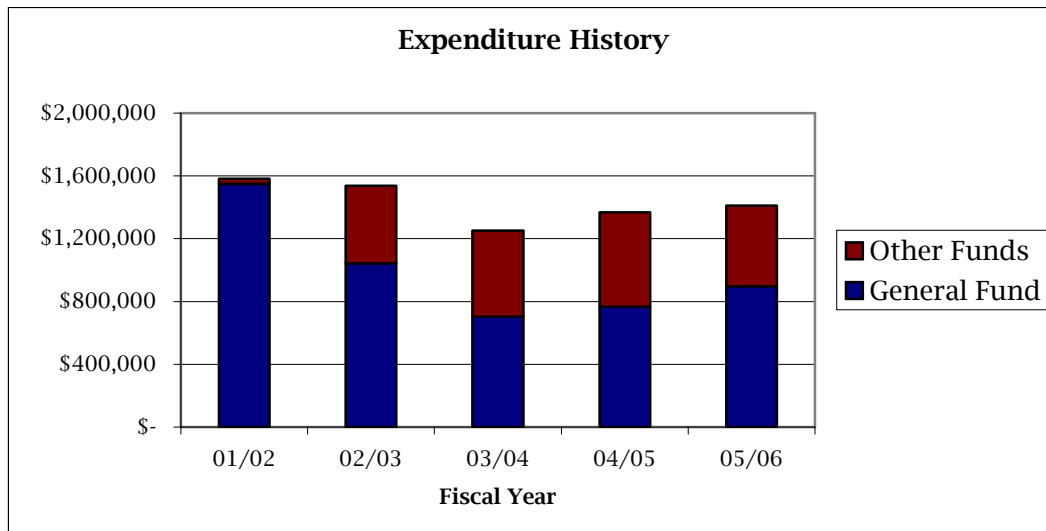
Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of Council books distributed to Commissioners within 3 business days.	N/A	98%	98%
Percent of Council minutes on the web within 5 business days of City Council meeting	99%	99%	99%
Percent of changes to agenda on website within 2 business days of Council meeting.	N/A	10%	15%
Percent of policies updated within 5 business days of Council approval	94%	99%	99%
Percent of requests for retrieval of records and/or information filled within one business day	98%	98%	98%
Percent of Sunshine meetings posted within 48 hours	95%	98%	98%
Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	90%	95%	90%
Percent of City-required election information on web within 24 hours	97%	95%	95%



Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of the City Clerk:					
150 City Clerk	\$ 702,531	\$ 470,351	\$ 510,979	\$ 40,628	8.64%
156 Records Management	-	296,227	386,684	90,457	
<b>TOTAL – GENERAL FUND</b>	<b>\$ 702,531</b>	<b>\$ 766,578</b>	<b>\$ 897,663</b>	<b>\$ 131,085</b>	<b>17.10%</b>
<b>GREENWOOD CEMETERY FUND #631</b>					
154 Greenwood Cemetery	\$ 548,613	\$ 600,737	\$ 512,437	(\$88,300)	(14.70%)
<b>TOTAL – CITY CLERK</b>	<b>\$ 1,251,144</b>	<b>\$ 1,367,315</b>	<b>\$ 1,410,100</b>	<b>\$ 42,785</b>	<b>3.13%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
150 City Clerk	11	6	6
156 Records Management	0	5	5
<b>TOTAL – GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>GREENWOOD CEMETERY FUND #631</b>			
City Clerk:			
154 Greenwood Cemetery	4	4	4
<b>TOTAL – GREENWOOD FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL – CITY CLERK</b>	<b>15</b>	<b>15</b>	<b>15</b>

Executive Offices

Office of Legal Affairs



Overview of Service/Programs

The Office of Legal Affairs is divided into four sections: Planning & Zoning/Economic Development; Public Works/Environmental Services; Criminal Justice; and Labor/Employment/Civil. The office is staffed by a City Attorney, two Deputy City Attorneys, four Chief Assistant City Attorneys, and ten Assistant City Attorneys who provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

Major Accomplishments

- Coordinated legal matters related to hurricanes, including emergency declarations and FEMA issues.
- Successfully handled unique issues regarding elections, special elections, and continuity of government.
- Provided counsel and support in the increasingly complex area of labor relations.
- Drafted documents and provided advice on downtown redevelopment and capital projects.
- Completed acquisition of all property at the Naval Training Center main base.
- Provided on-going training for employees and board members in the areas of ethics, Sunshine Law, public records, sexual harassment, and police procedures.
- Initiated an attorneys' "lunch and learn" series on a monthly basis to provide in-house instruction on pertinent topics at no cost to the City.

Mission Statement:

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

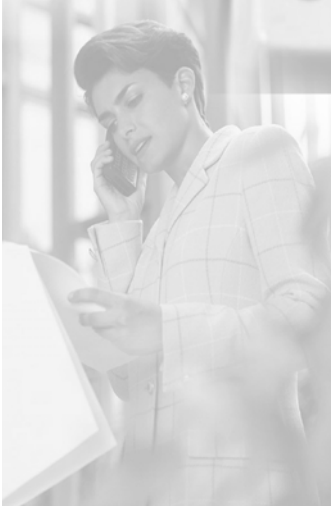


Future Outlook

- Assist in the restructuring of the Joint Planning Agreement with Orange County, implementation of Growth Management legislation, and the Consolidation of Services Study Commission.
- Revise and streamline the land use appeals process.
- Restructure the services necessary to meet the increasing legal demands in the area of labor relations.
- Complete negotiations on renewal of TECO/Peoples Gas, Florida Power/Progress Energy, and Bright House franchises.
- Continue to provide legal services relative to the Area redevelopment, the Performing Arts Center, Parramore revitalization, and other capital projects.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City departments.

Program Identifier:

- ⇒ Legal Affairs #152
- ⇒ Governmental Relations #157



Executive Offices



**Office of Legal Affairs**

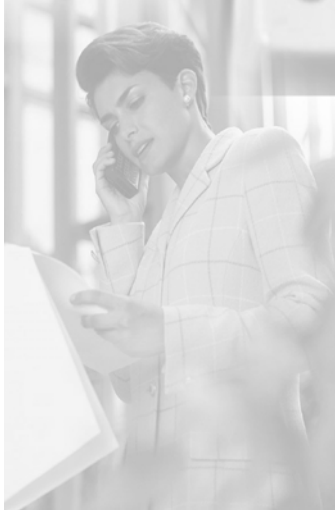
**Mission Statement:**

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
- ⇒ Governmental Relations #157



Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Annual Retention rate of top-quality staff	93%	93%	93%
Actual expenditures as a percent of office budget	98%	100%	100%
Percentage of Risk Management cases handled by in-house	26%	26%	26%
Percentage of ordinance violations successfully prosecuted	96%	98%	98%

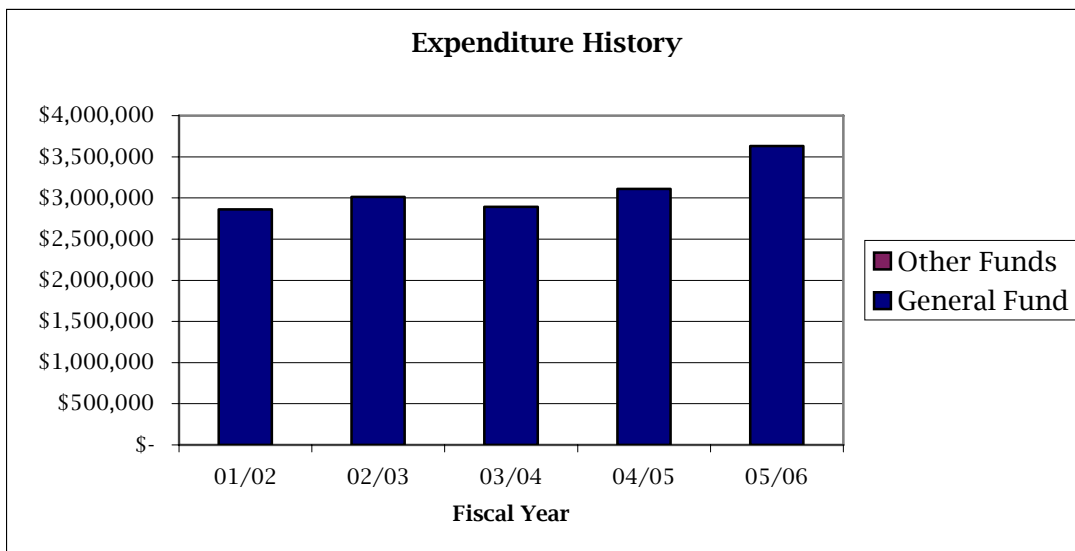
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Annual department FTEs per 1000 resident population	0.14	0.13	0.13
Average defense cost per Risk Management case	\$4,400	\$4,500	\$4,500

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of successful challenges for ethics, public records, sunshine violations	0	0	0
Number of bids successfully challenged	0	0	0

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Legal Affairs:					
152 Office of Legal Affairs	\$ 2,891,844	\$ 3,110,222	\$ 3,267,833	\$ 157,611	5.07%
157 Governmental Relations	-	-	361,863	361,863	
<b>TOTAL – GENERAL FUND</b>	<b>\$ 2,891,844</b>	<b>\$ 3,110,222</b>	<b>\$ 3,629,696</b>	<b>\$ 519,474</b>	<b>16.70%</b>
<b>TOTAL – OFFICE OF LEGAL AFFAIRS</b>	<b>\$ 2,891,844</b>	<b>\$ 3,110,222</b>	<b>\$ 3,629,696</b>	<b>\$ 519,474</b>	<b>16.70%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
152 Office of Legal Affairs	29	28	28
157 Governmental Relations	0	0	1
<b>TOTAL – GENERAL FUND</b>	<b>29</b>	<b>28</b>	<b>29</b>
<b>TOTAL – OFFICE OF LEGAL AFFAIRS</b>	<b>29</b>	<b>28</b>	<b>29</b>

Economic Development Department

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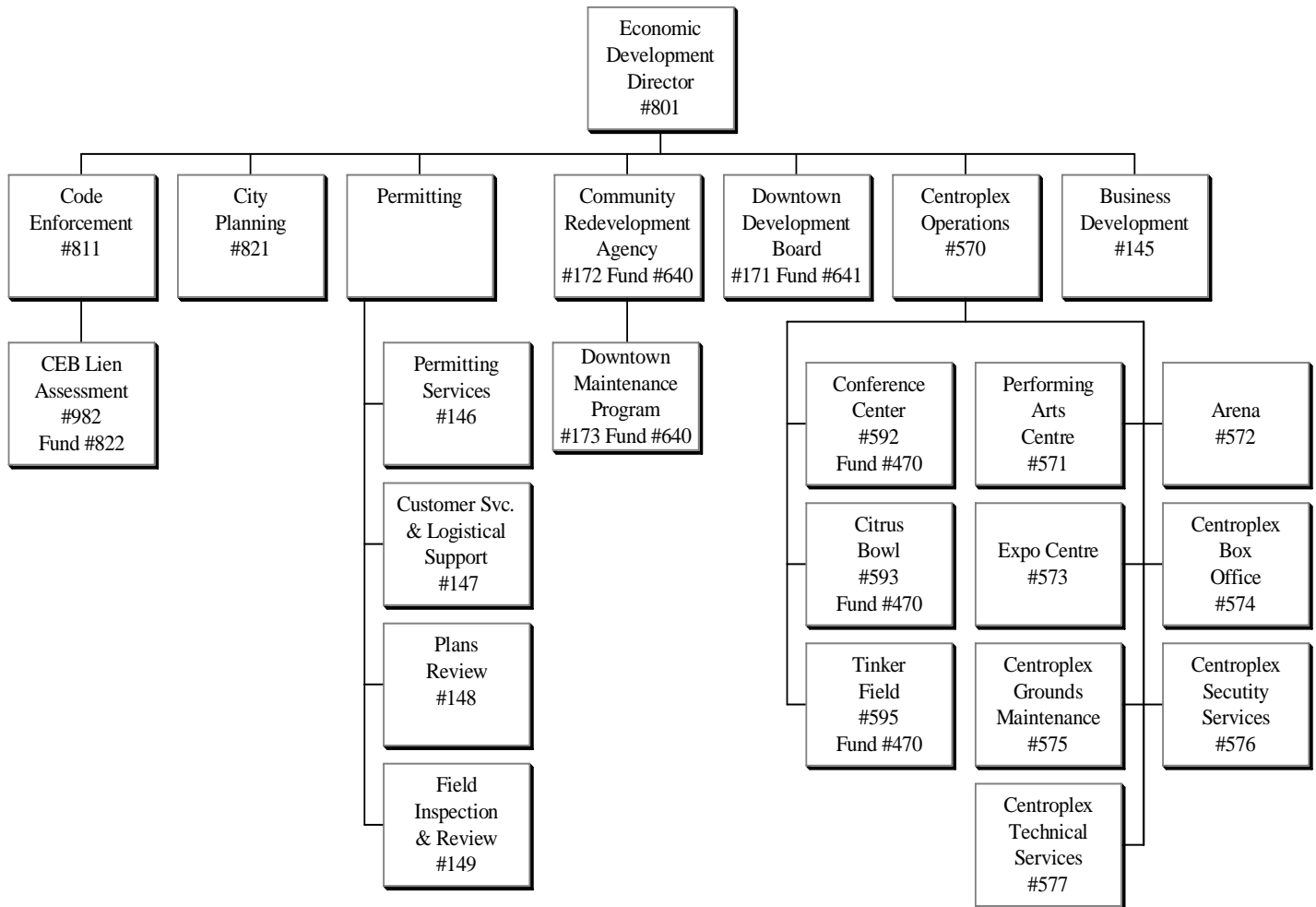
**Mission Statement:**

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

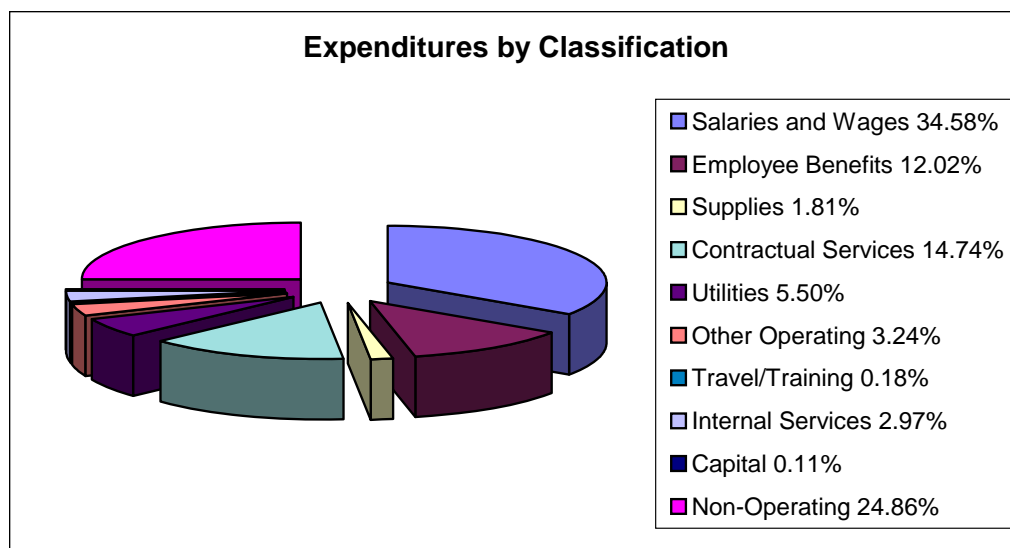
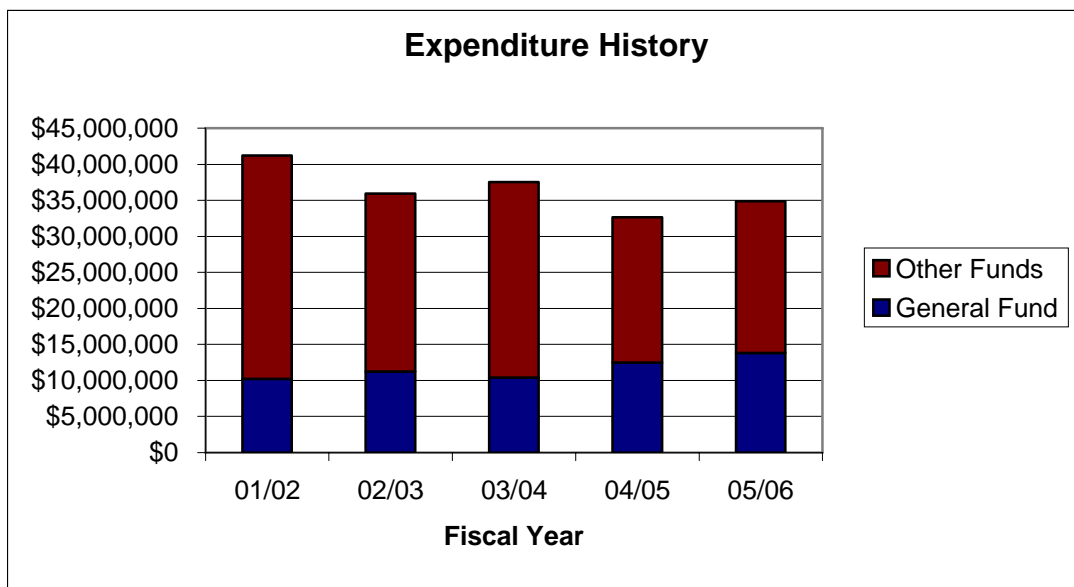
## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
801 Director of Economic Development	\$ 233,152	\$ 398,444	\$ 523,868	\$ 125,424	31.48%
Business Development Division:					
145 Business Development	248,753	288,181	248,549	(39,632)	(13.75%)
Permitting Division:					
146 Permitting Services	140,428	347,749	501,308	153,559	44.16%
147 Customer Service & Logistical Support	1,402,879	1,146,849	1,209,203	62,354	5.44%
148 Plans Review	1,180,233	1,558,378	1,698,504	140,126	8.99%
149 Field Inspection and Review	2,125,239	2,612,989	2,692,542	79,553	3.04%
Code Enforcement Division:					
811 Code Enforcement	1,861,887	2,314,588	2,341,843	27,255	1.18%
City Planning Division:					
821 City Planning	2,110,992	2,126,337	1,949,670	(176,667)	(8.31%)
984 Nondepartmental - Economic Development	1,082,558	1,705,954	2,663,403	957,449	56.12%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 10,386,121</b>	<b>\$ 12,499,469</b>	<b>\$ 13,828,890</b>	<b>\$ 1,329,421</b>	<b>10.64%</b>
<b>CENTROPLEX FUND #411</b>					
Centroplex Division:					
570 Centroplex Operations	\$ 279,024	\$ 281,338	\$ 315,538	\$ 34,200	12.16%
571 Performing Arts Centre	1,038,640	964,790	1,151,856	187,066	19.39%
572 Arena	7,008,726	6,973,959	6,863,419	(110,540)	(1.59%)
573 Expo Centre	1,190,251	859,329	435,252	(424,077)	(49.35%)
574 Centroplex Box Office	228	3,527	-	(3,527)	(100.00%)
575 Centroplex Grounds Maintenance	30,723	(25,200)	(5,063)	20,137	(79.91%)
576 Centroplex Security Services	-	16,640	-	(16,640)	(100.00%)
577 Centroplex Technical Services	606	9,335	71,343	62,008	664.25%
985 Nondepartmental - Centroplex	4,088,459	2,423,879	2,540,450	116,571	4.81%
<b>TOTAL – CENTROPLEX FUND</b>	<b>\$ 13,636,657</b>	<b>\$ 11,507,597</b>	<b>\$ 11,372,795</b>	<b>\$ (134,802)</b>	<b>(1.17%)</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>					
Centroplex Division:					
592 Conference Center	\$ 49,216	\$ 57,610	\$ 56,360	\$ (1,250)	(2.17%)
593 Citrus Bowl	2,351,520	2,353,683	2,145,611	(208,072)	(8.84%)
595 Tinker Field	317,478	415,140	388,299	(26,841)	(6.47%)
974 Nondepartmental - CFA	2,029,018	485,945	513,413	27,468	5.65%
<b>TOTAL – CIVIC FACILITIES AUTHORITY FUND</b>	<b>\$ 4,747,232</b>	<b>\$ 3,312,378</b>	<b>\$ 3,103,683</b>	<b>\$ (208,695)</b>	<b>(6.30%)</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 234,056	\$ 352,154	\$ 381,042	\$ 28,888	8.20%
173 Downtown Maintenance Program	633,687	782,951	693,272	(89,679)	(11.45%)
960 Nondepartmental - CRA	6,308,250	2,457,069	3,787,889	1,330,820	54.16%
<b>TOTAL – COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 7,175,993</b>	<b>\$ 3,592,174</b>	<b>\$ 4,862,203</b>	<b>\$ 1,270,029</b>	<b>35.36%</b>
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>					
171 Downtown Development Board	\$ 632,545	\$ 651,263	\$ 568,422	\$ (82,841)	(12.72%)
959 Nondepartmental - DDB	968,709	1,034,224	1,093,696	59,472	5.75%
<b>TOTAL – DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 1,601,254</b>	<b>\$ 1,685,487</b>	<b>\$ 1,662,118</b>	<b>\$ (23,369)</b>	<b>(1.39%)</b>
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 8,653	\$ 56,297	\$ 52,726	\$ (3,571)	(6.34%)
	\$ 8,653	\$ 56,297	\$ 52,726	\$ (3,571)	(6.34%)
<b>TOTAL – ECONOMIC DEVELOPMENT</b>	<b>\$ 37,555,908</b>	<b>\$ 32,653,402</b>	<b>\$ 34,882,415</b>	<b>\$ 2,229,013</b>	<b>6.83%</b>



Economic Development Department

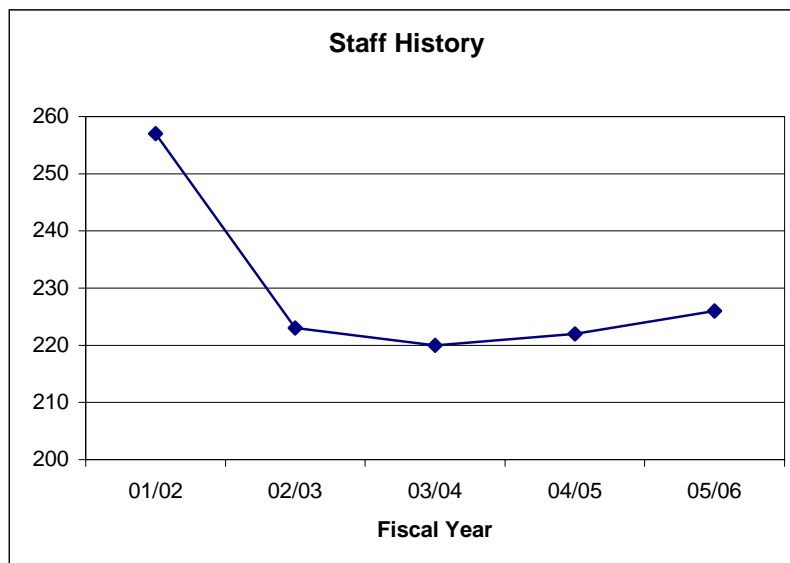
Expenditure by Classification	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 11,408,237	\$ 11,926,240	\$ 12,061,362	\$ 135,122	1.13%
Employee Benefits	3,552,311	3,982,678	4,193,176	210,498	5.29%
Supplies	556,371	667,006	631,236	(35,770)	(5.36%)
Contractual Services	4,608,088	4,723,493	5,142,733	419,240	8.88%
Utilities	1,883,498	1,973,085	1,918,533	(54,552)	(2.76%)
Other Operating	979,071	985,822	1,128,694	142,872	14.49%
Travel/Training	40,512	54,624	61,900	7,276	13.32%
Internal Services	895,226	1,046,460	1,034,801	(11,659)	(1.11%)
Capital	(598,269)	476,755	37,030	(439,725)	(92.23%)
Non-Operating	14,230,863	6,817,239	8,672,950	1,855,711	27.22%
<b>TOTAL – ECONOMIC DEVELOPMENT</b>	<b>\$ 37,555,908</b>	<b>\$ 32,653,402</b>	<b>\$ 34,882,415</b>	<b>\$ 2,229,013</b>	<b>6.83%</b>



Economic Development Department

DEPARTMENT STAFFING SUMMARY

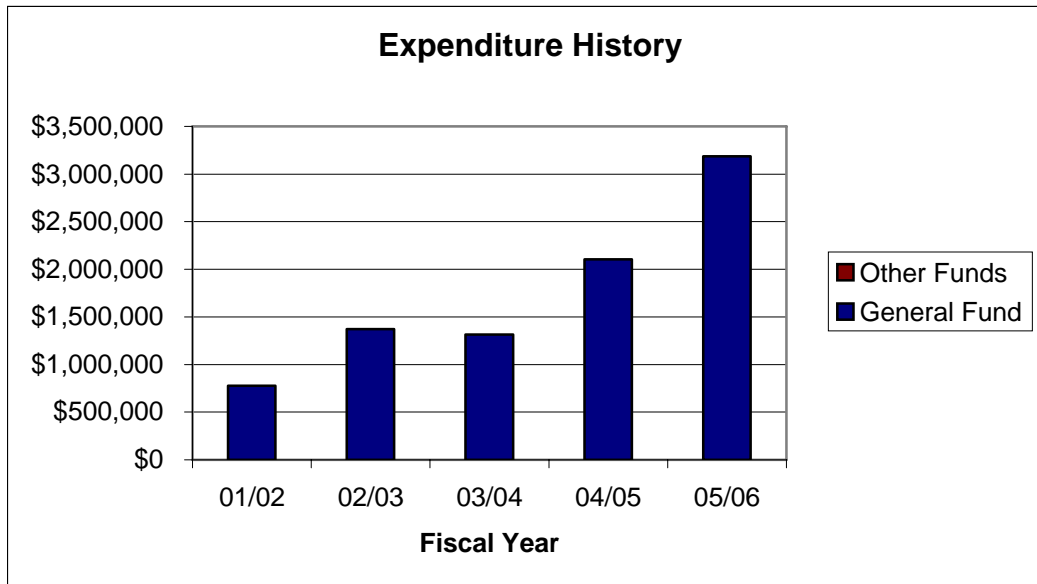
	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
801 Director of Economic Development	3	6	5
Business Development Division:			
145 Business Development	4	4	4
Permitting Division:			
146 Permitting Services	2	5	5
147 Customer Service	22	20	21
148 Development Plans Review	17	22	22
149 Field Inspection Services	28	33	33
Code Enforcement Division:			
811 Code Enforcement	25	27	29
City Planning Division:			
821 City Planning	30	24	26
<b>TOTAL GENERAL FUND</b>	<b>131</b>	<b>141</b>	<b>145</b>
<b>CENTROPLEX FUND #411</b>			
Centroplex Division:			
570 Centroplex Operations	13	13	13
571 Performing Arts Centre	3	4	4
572 Arena	13	13	13
573 Expo Centre	10	0	0
574 Centroplex Box Office	11	11	11
576 Centroplex Security Services	10	10	10
577 Centroplex Technical Services	7	7	7
<b>TOTAL CENTROPLEX FUND</b>	<b>67</b>	<b>58</b>	<b>58</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>			
Centroplex Division:			
593 Citrus Bowl	6	6	6
595 Tinker Field	2	2	2
<b>TOTAL CIVIC FACILITIES AUTHORITY REVENUE FUND</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>			
172 Redevelopment Agency	1	2	2
173 Downtown Maintenance Proram	7	7	7
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>			
171 Downtown Development Board	6	6	6
<b>TOTAL DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL - ECONOMIC DEVELOPMENT</b>	<b>220</b>	<b>222</b>	<b>226</b>



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
801 Director of Economic Development	\$ 233,152	\$ 398,444	\$ 523,868	\$ 125,424	31.48%
984 Nondepartmental - Economic Development	<u>1,082,558</u>	<u>1,705,954</u>	<u>2,663,403</u>	<u>957,449</u>	56.12%
TOTAL -- GENERAL FUND	\$ 1,315,710	\$ 2,104,398	\$ 3,187,271	\$ 1,082,873	51.46%
TOTAL -- DIRECTOR	<u>\$ 1,315,710</u>	<u>\$ 2,104,398</u>	<u>\$ 3,187,271</u>	<u>\$ 1,082,873</u>	51.46%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
801 Director of Economic Development	3	6	5
TOTAL GENERAL FUND	<u>3</u>	<u>6</u>	<u>5</u>
TOTAL -- DIRECTOR	<u>3</u>	<u>6</u>	<u>5</u>

Economic Development Department

**Business Development Division**

**Mission Statement:**

The Business Development Division is a leadership team, building 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**

- Expanded the City's Enterprise Zone five square miles. This expansion will allow property owners and business owners located within the Enterprise zone to take advantage of State Incentives and tax credit programs.
- Spearheaded the establishment of Florida Interactive Entertainment Academy (FIEA) and School of Film and Digital Media (SFDM) in Downtown Orlando. FIEA and SFDM will be home to over 1,600 students by 2009 and over 3,100 students by 2014.

**Future Outlook**

- Leverage partnerships to develop high wage jobs within the City
- Expand the digital media and aviation simulation industry cluster.
- Assist our small business community.

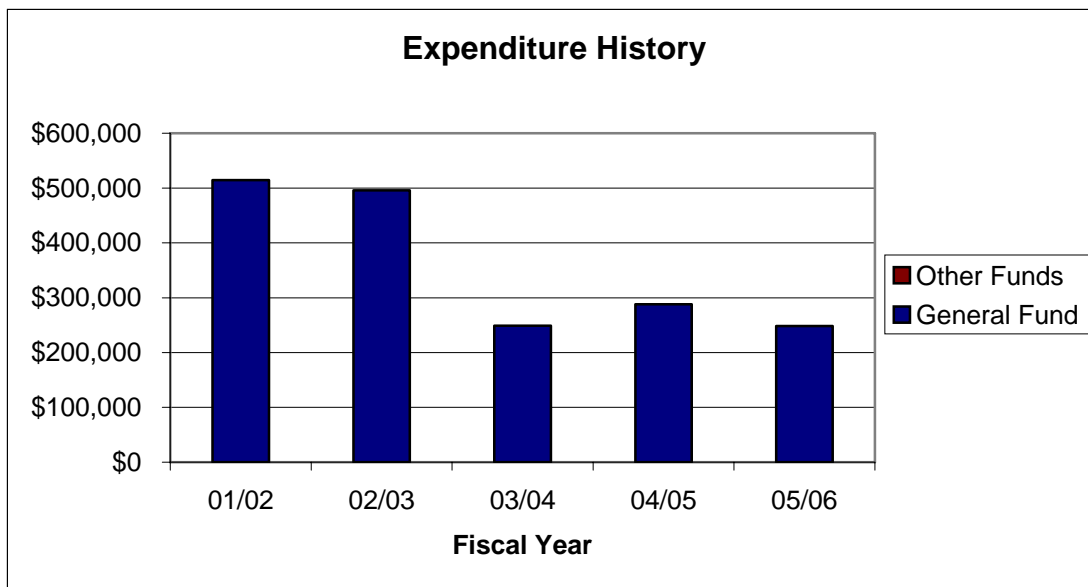
Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimate	Proposed
Increase in total jobs generated/retained.	500	515	530
Annual increase in businesses/ organizations assisted.	3%	3%	3%

Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimate	Proposed
Annual increase in City tax roll.	\$100m	\$103m	\$100m
GF Revenues generated per dollar expended	\$2.50	\$2.50	\$2.50
Amount of State/Federal incentive dollars leveraged	n/a	n/a	n/a

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
145 Business Development	\$ 248,753	\$ 288,181	\$ 248,549	\$ (39,632)	(13.75%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 248,753</b>	<b>\$ 288,181</b>	<b>\$ 248,549</b>	<b>\$ (39,632)</b>	
<b>TOTAL – BUSINESS DEVELOPMENT DIVISION</b>	<b>\$ 248,753</b>	<b>\$ 288,181</b>	<b>\$ 248,549</b>	<b>\$ (39,632)</b>	<b>(13.75%)</b>

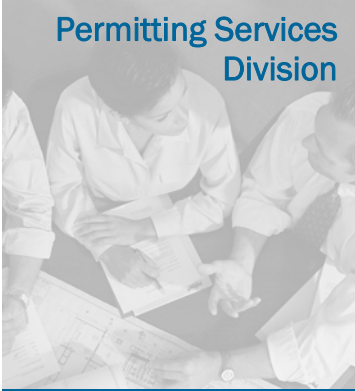


STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Business Development Division:			
145 Business Development	4	4	4
<b>TOTAL GENERAL FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- BUSINESS DEVELOPMENT DIVISION</b>	<b>4</b>	<b>4</b>	<b>4</b>

Economic Development Department

Permitting Services Division



Mission Statement:

Protect the health, safety, and welfare of the citizens, while preserving and enhancing the aesthetic character of Orlando through timely inspections, 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

- Permitting activities continued to increase. The number of permits and inspections issued increased by more than 15% with the amount of development fees increasing by 7.0%.
- The full integration of business license into the Tidemark system has resulted in an increased number of business licenses being paid on time or ahead of the deadline.
- The Permitting Services Division was successful in adding thirteen new positions, which consisted of permitting technicians, plans examiners and inspectors to assist with the increased permitting activity.
- With more than 3,000 walk-in customers per month, we have been able to successfully limit the customer waiting time to 15-20 minutes per visitor.
- The use of the Interactive Voice Response system has increased significantly with more than 100 customers per day using the system to pay for permits and normal permitting activity fees. This results in fewer numbers of persons visiting the office and reduces the customer wait time. We expect this increase to continue in the coming years.

Future Outlook:

- Establish a plan tag system to authenticate review, plans and permits.
- Improve and expand Interactive Voice Response system usage.
- Increase the number of pre-development meetings so that the project permitting process is smoother and more concise. This will result in more problems being solved in advance of permitting review.
- Continue to cross train staff to improve customer relations.
- Continue to improve customer service and response time.
- Successful integration of the 2004 Florida Building Code.

Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Average cost to issue business license	\$9.40	\$10.00	\$10.00
Average cost to issue permit	\$23.15	\$20.02	\$20.00
Average cost per plan review	\$33.72	\$30.00	\$30.00
Average number of days to review	8	9	10
Average cost per inspection	\$20.53	\$16.19	\$15.00

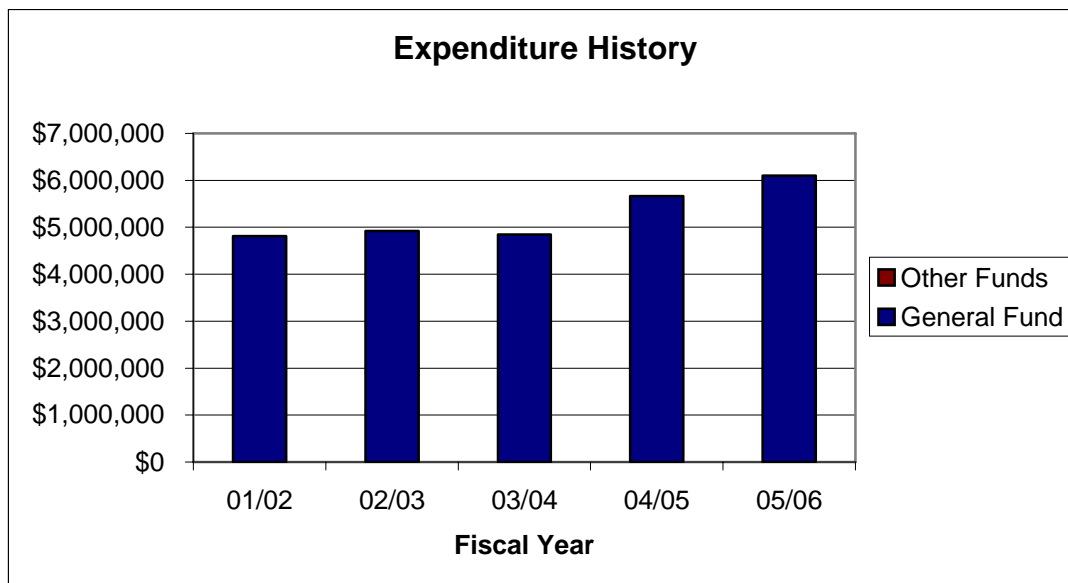
Performance Measures Service Indicators	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Revenue collected for business license	\$5,096,469	\$5,000,000	\$5,500,000
Number of licenses issued	22,828	22,000	24,000
Number of permits issued	34,934	35,000	35,000
Est. construction cost of permits issued	\$1.3B	\$1.5B	\$1.5B
Revenue collected for permits & fees	\$11,890,472	\$12,000,000	\$13,000,000
Number Of inspections performed	92,252	95,000	100,000

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
% of all ELE,MEC,PLM, and BLD RES-1 issued within 2 calendar days	78%	85%	90%
Percent of all ROW,FIR, and COMM BLD plan reviews performed within 10 working days	89%	90%	90%
Percent of inspections performed by requested date	91%	91%	91%

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Permitting Division					
146 Permitting Services	\$ 140,428	\$ 347,749	\$ 501,308	\$ 153,559	44.16%
147 Customer Service & Logistical Support	1,402,879	1,146,849	1,209,203	62,354	5.44%
148 Plans Review	1,180,233	1,558,378	1,698,504	140,126	8.99%
149 Field Inspection and Review	2,125,239	2,612,989	2,692,542	79,553	3.04%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 4,848,779</b>	<b>\$ 5,665,965</b>	<b>\$ 6,101,557</b>	<b>\$ 435,592</b>	<b>7.69%</b>
<b>TOTAL – PERMITTING DIVISION</b>	<b>\$ 4,848,779</b>	<b>\$ 5,665,965</b>	<b>\$ 6,101,557</b>	<b>\$ 435,592</b>	<b>7.69%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Permitting Division:			
146 Permitting Services	2	5	5
147 Customer Service	22	20	21
148 Development Plans Review	17	22	22
149 Field Inspection Services	28	33	33
<b>TOTAL GENERAL FUND</b>	<b>69</b>	<b>80</b>	<b>81</b>
<b>TOTAL – PERMITTING DIVISION</b>	<b>69</b>	<b>80</b>	<b>81</b>



Economic Development Department

Code Enforcement Division

Mission Statement:

To protect the public health, safety, and welfare, and to improve the aesthetic character of the City of Orlando, through the enforcement of city codes.

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

- Managed a 26% increase in citizen complaints.
- Launched phone-based lien payoff system.
- Increased staffing to respond to citizen complaints.
- Provided damage assessment following hurricanes Charley, Frances and Jeanne. The division identified more than 6,000 properties damaged by these storms.

Future Outlook

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

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of Board cases	778	900	900
Average response time in hours for citizens complaints	24	24	24

Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Average number of inspections per hour per officer	1.6	1.5	1.5
Average number of days for case resolution	17.4	30	30

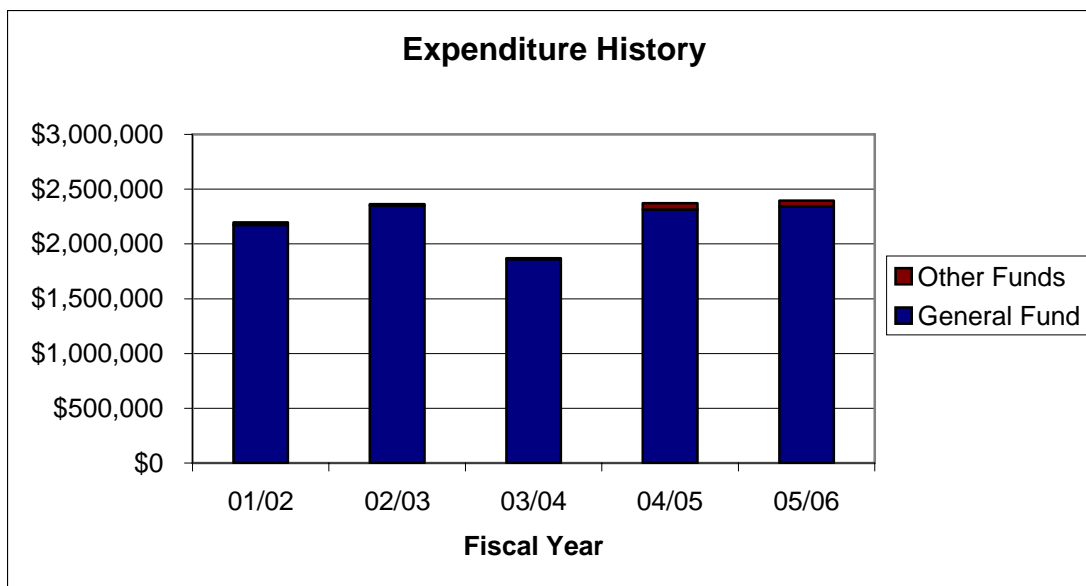
  

Performance Measures Service Indicators	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of properties inspected	19,192	21,000	21,000
Number of neighborhood meeting presentations.	n/a	50	50
Number of training classes conducted	n/a	4	6
Number of citizen complaint calls managed	5,148	6,220	7,000
Number of lien search inquiries	n/a	n/a	1,000
Number of times city-owned lots cleaned	656	1,600	1,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Code Enforcement Division:					
811 Code Enforcement	\$ 1,861,887	\$ 2,314,588	\$ 2,341,843	\$ 27,255	1.18%
TOTAL – GENERAL FUND	\$ 1,861,887	\$ 2,314,588	\$ 2,341,843	\$ 27,255	
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 8,653	\$ 56,297	\$ 52,726	\$ (3,571)	(6.34%)
TOTAL – CODE ENFORCEMENT DIVISION	\$ 1,870,540	\$ 2,370,885	\$ 2,394,569	\$ 23,684	1.00%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Code Enforcement Division:			
811 Code Enforcement	25	27	29
TOTAL GENERAL FUND	25	27	29
TOTAL – CODE ENFORCEMENT DIVISION	25	27	29

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

- Activate Orlando! (the Active Living by Design program funded by the Robert Wood Johnson Foundation) completed a full assessment of downtown pedestrian and bicycle levels of service for all sidewalks, bike lanes and streets within the CRA District, evaluating everything from condition of pavement and shade provided by trees to perceptions of safety and aesthetic appearance. The findings of this assessment are being used in the preparation for the Downtown Transportation Master Plan.
- Successfully completed first year as a Certified Community, as designated by the Florida Department of Community Affairs; this designation allowed for a streamlined growth management amendment approval process.
- Approved significant specific parcel and neighborhood plans for Baldwin Park and the Southeast Area of the city, including Lake Nona; also approved significant projects including the Mills/Nebraska mixed use development, Cypress Creek, the Paramount, Tradition Towers, the Presidential, the Palace, the Blue Rose Resort and many more.

Future Outlook

- Initiate the Southport RFQ/RFP Process
- Prepare amendments to the Land Development Code to address changing conditions and needs
- Commence the Evaluation and Appraisal Report (EAR) process of the City's Growth Management Plan
- Continue the Active Living by Design project

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percentage of State Growth Management requirements found in compliance.	100%	100%	100%
Percentage of certification agreement requirements found in compliance.	100%	100%	100%
Percentage of recommendations accepted by advisory boards.	85%	85%	85%

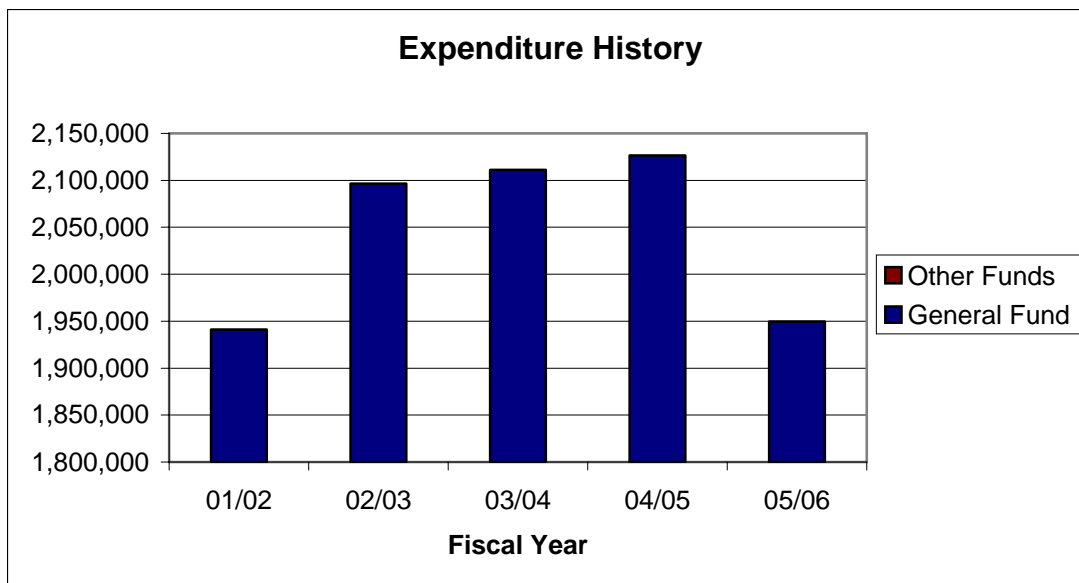
  

Performance Measures Service Indicators	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of Municipal Planning Board Cases	272	334	350
Number of Board of Zoning Adjustment Cases	85	88	90
Number of Historic Preservation Board Cases	219	239	250

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
City Planning Division:					
821 City Planning	\$ 2,110,992	\$ 2,126,337	\$ 1,949,670	\$ (176,667)	(8.31%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,110,992</b>	<b>\$ 2,126,337</b>	<b>\$ 1,949,670</b>	<b>\$ (176,667)</b>	
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>\$ 2,110,992</b>	<b>\$ 2,126,337</b>	<b>\$ 1,949,670</b>	<b>\$ (176,667)</b>	<b>(8.31%)</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
City Planning Division:			
821 City Planning	30	24	26
<b>TOTAL GENERAL FUND</b>	<b>30</b>	<b>24</b>	<b>26</b>
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>30</b>	<b>24</b>	<b>26</b>

## 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 Programs

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

**Major Accomplishments**

- Hosted 18 major concerts, a 29% increase over the past three year average.
- Sold Out Shows at all Centroplex Facilities:
  - TD Waterhouse Centre: Vote for Change Tour featuring Bruce Springsteen; Jimmy Buffett; Josh Groban; Elton John; Green Day; Women of Faith; Benny Hinn Ministries; George Strait; Juan Gabriel; Battle of the Bands; Marc Anthony, Chayanne, and Alejandro Fernandez.
  - Bob Carr Performing Arts Centre: Eight (8) performances of SunTrust Broadway's presentation of Chicago; George Carlin; Alanis Morissette; Michael Buble; Tori Amos, and two (2) Jerry Seinfeld shows.
  - Florida Citrus Bowl: Capital One Bowl, Monster Truck Jam, and the Florida Classic.
- The TD Waterhouse Centre now has the ability to accommodate a vast array of seating configurations ranging from 3,000 to 17,000 for seating capacity. Through the acquisition of a state of the art curtaining system, we have the ability to provide an intimate setting to host a wider variety of events.
- After 70 years as Downtown Orlando's premier location for conventions and meeting space, the City of Orlando and the University of Central Florida have teamed together to revitalize the Expo Centre and transform it into the new home of UCF's video game program, known as the Florida Interactive Entertainment Academy. This program is the foundation of the growth in Electronic Arts, which will train students for jobs in the video game industry and other interactive entertainment.

**Future Outlook**

- The Bob Carr Performing Arts Centre is proud to present 47 performances of the Radio City Christmas Spectacular from December 9 through 31st, 2005, starring the world-famous Rockettes. The live production has dazzling lighting, scenery and costumes as well as a cast and crew of nearly 100 members, including Santa Claus himself. In addition to eye-popping contemporary scenes such as "Christmas in New York" and "Santa's Gonna Rock-N-Roll", the show features such family favorites as the legendary "Parade of the Wooden Soldiers" and the inspiring "Living Nativity".
- The Dew Action Sports Tour will be family friendly festival at the TD Waterhouse Centre that will have something for people of all ages to enjoy. The tour will have already made four stops before reaching Orlando for it's final destination. The tour is scheduled for October 13-15, 2005 and will attract the very best and brightest from throughout the emerging world of Action Sports.
- A major enhancement to the Sports Complex is the conversion of McCracken Field to a multi-purpose field. This project includes stripping of sod and clay, leveling grades, upgrading the irrigation system, and new sod for a complete playing field. Its use will include an additional practice football field for college teams during major events held at the Florida Citrus Bowl. Its use will also include soccer, rugby, and finally the potential to convert the field back to baseball in the spring.

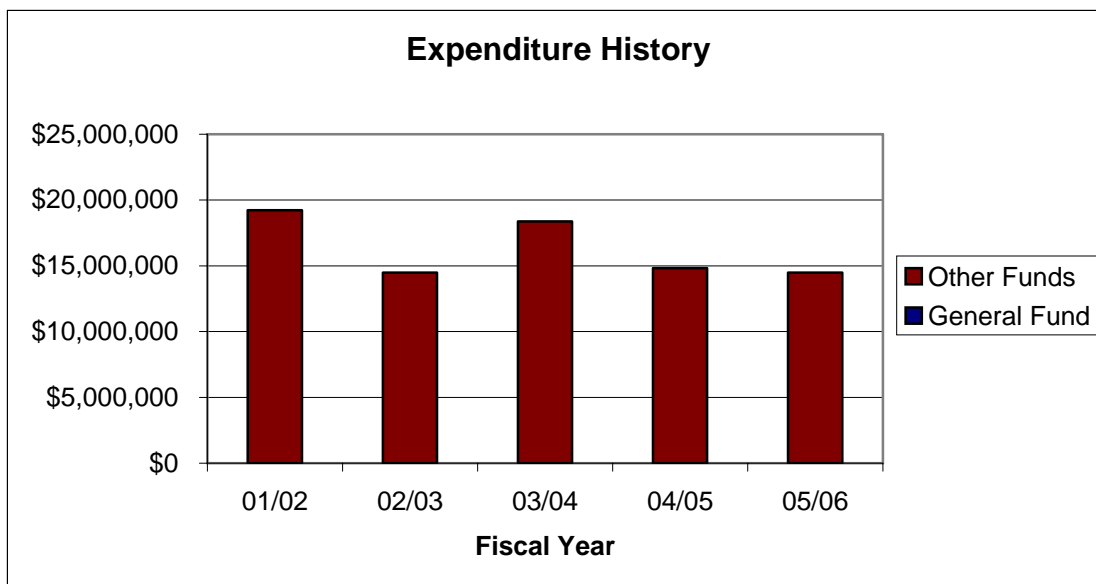
## Economic Development Department

<b>Performance Measures Efficiency</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Comparison of advertising-related revenue received by Centroplex from the Orlando Magic.	\$223,494	\$225,000	\$220,000
Profit/Loss on Parking	\$683,340	\$680,000	\$680,000
Orlando Magic concessions per capita spending	\$8.52	\$8.50	\$8.75
Gross dollars spent on Advertising produced by Centroplex Marketing staff.	\$155,662	\$150,000	\$175,000
<b>Performance Measures Effectiveness</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Successful Group Sales Program is to achieve 10% of total tickets sold for the event. A 10% market share is considered far above industry standards.	8.21%	6.80%	6.00%
<b>Performance Measures Service Indicators</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Number of events held at TD Waterhouse Centre	152	117	120
Number of events held at Bob Carr Performing Arts Centre	214	186	200
Number of events held at the Florida Citrus Bowl	247	239	240
Number of events held at Tinker Field	306	300	300

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>CENTROPLEX FUND #411</b>					
Centroplex Division:					
570 Centroplex Operations	\$ 279,024	\$ 281,338	\$ 315,538	\$ 34,200	12.16%
571 Performing Arts Centre	1,038,640	964,790	1,151,856	187,066	19.39%
572 Arena	7,008,726	6,973,959	6,863,419	(110,540)	(1.59%)
573 Expo Centre	1,190,251	859,329	435,252	(424,077)	(49.35%)
574 Centroplex Box Office	228	3,527	-	(3,527)	(100.00%)
575 Centroplex Grounds Maintenance	30,723	(25,200)	(5,063)	20,137	(79.91%)
576 Centroplex Security Services	-	16,640	-	(16,640)	(100.00%)
577 Centroplex Technical Services	606	9,335	71,343	62,008	664.25%
985 Nondepartmental - Centroplex	4,088,459	2,423,879	2,540,450	116,571	4.81%
<b>TOTAL - CENTROPLEX FUND</b>	<b>\$ 13,636,657</b>	<b>\$ 11,507,597</b>	<b>\$ 11,372,795</b>	<b>\$ (134,802)</b>	<b>(1.17%)</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>					
Centroplex Division:					
592 Conference Center	\$ 49,216	\$ 57,610	\$ 56,360	\$ (1,250)	(2.17%)
593 Citrus Bowl	2,351,520	2,353,683	2,145,611	(208,072)	(8.84%)
595 Tinker Field	317,478	415,140	388,299	(26,841)	(6.47%)
974 Nondepartmental - CFA	2,029,018	485,945	513,413	27,468	5.65%
<b>TOTAL - CIVIC FACILITIES AUTHORITY FUND</b>	<b>\$ 4,747,232</b>	<b>\$ 3,312,378</b>	<b>\$ 3,103,683</b>	<b>\$ (208,695)</b>	<b>(6.30%)</b>
<b>TOTAL - CENTROPLEX DIVISION</b>	<b>\$ 18,383,889</b>	<b>\$ 14,819,975</b>	<b>\$ 14,476,478</b>	<b>\$ (343,497)</b>	<b>(2.32%)</b>





## Economic Development Department

## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>CENTROPLEX FUND #411</u>			
Centroplex Division:			
570 Centroplex Operations	13	13	13
571 Performing Arts Centre	3	4	4
572 Arena	13	13	13
573 Expo Centre	10	0	0
574 Centroplex Box Office	11	11	11
576 Centroplex Security Services	10	10	10
577 Centroplex Technical Services	7	7	7
TOTAL CENTROPLEX FUND	<u>67</u>	<u>58</u>	<u>58</u>
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Centroplex Division:			
593 Citrus Bowl	6	6	6
595 Tinker Field	2	2	2
TOTAL CIVIL FACILITIES AUTHORITY REVENUE FUND	<u>8</u>	<u>8</u>	<u>8</u>
TOTAL -- CENTROPLEX DIVISION	<u><u>75</u></u>	<u><u>66</u></u>	<u><u>66</u></u>

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**

- Developed a Downtown Marketing Program to be implemented in partnership with Downtown Orlando Partners
- Published Downtown Orlando promotional magazine in partnership with the Florida Real Estate Journal
- Created a new event, Downtown Orlando Lifestyle Expo at Lake Eola

**Future Outlook**

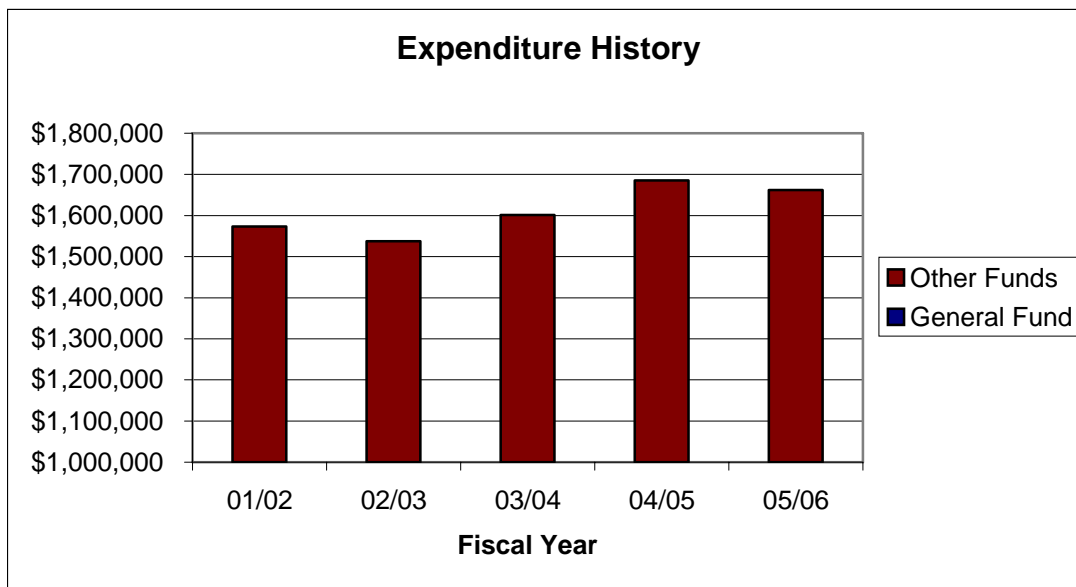
- Implement joint marketing, advertising, sponsorship, and partnership opportunities through the Downtown marketing Advisory Group
- Promote Downtown awareness.
- Reinvent Saturday Market.
- Increase community outreach.

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
<b>Performance Measures Efficiency</b>			
Annual increase in DDB tax roll	4%	5%	6%
<b>Performance Measures Service Indicators</b>			
Number of new jobs created through business recruitment/expansion	536	1,000	1,100
Annual private sector \$ contribution collected for marketing	\$0	\$100,000	\$200,000
Number of website visits	n/a	300,000	400,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>					
171 Downtown Development Board	\$ 632,545	\$ 651,263	\$ 568,422	\$ (82,841)	(12.72%)
959 Nondepartmental - DDB	968,709	1,034,224	1,093,696	59,472	5.75%
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 1,601,254</b>	<b>\$ 1,685,487</b>	<b>\$ 1,662,118</b>	<b>\$ (23,369)</b>	<b>(1.39%)</b>
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD</b>	<b>\$ 1,601,254</b>	<b>\$ 1,685,487</b>	<b>\$ 1,662,118</b>	<b>\$ (23,369)</b>	<b>(1.39%)</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>			
171 Downtown Development Board	6	6	6
<b>TOTAL DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD</b>	<b>6</b>	<b>6</b>	<b>6</b>

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

- Approved Incentive Agreement with UCF to facilitate the creation of the UCF Technology Incubator downtown facility.
- Approved development incentive for Camden At Orange Court mixed-use project providing 253 multi-family residential units and 7,200 square feet of retail space.
- Approved development incentive for Thornton Park mixed-use project providing a full-service grocery store, 314 residential units with office and retail space.
- Completed air quality testing for Downtown Orlando.
- Hired new Director of Urban Development to accomplish goals and action items recommended from the Mayor's Parramore Task Force Report.
- Provided transit service for seniors
- Maintained 45 blocks of downtown streetscape
- Submitted to the East Central Florida Regional Planning Council and Department of Community Affairs the Downtown Development of Regional Impact (DRI)
- Contributed funding toward the Downtown Transportation Plan

Future Outlook

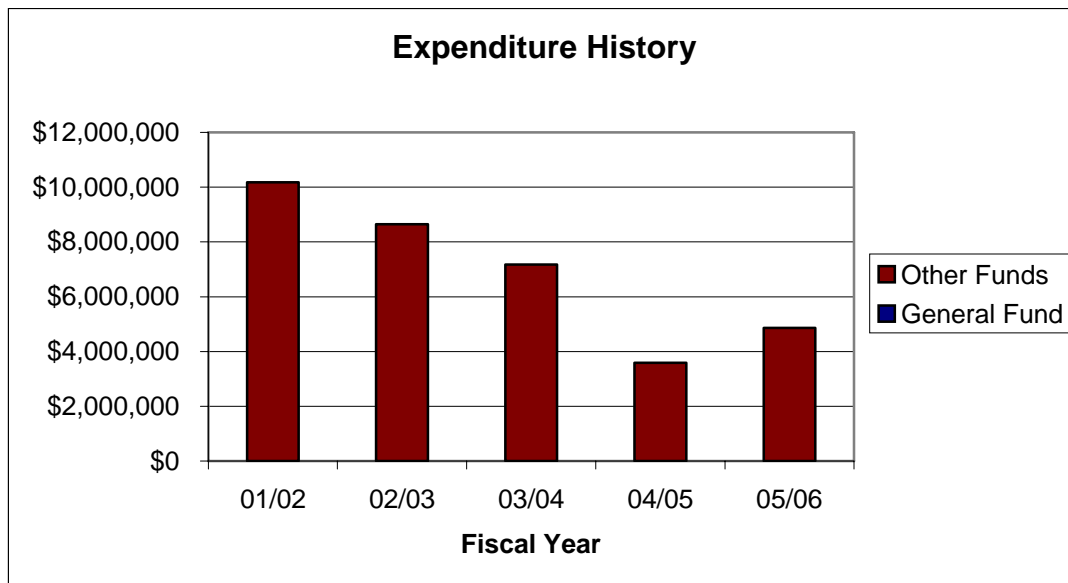
- Implement Mayor's Pathway for Parramore Plan
- Implement Mayor's Downtown Strategic Transportation Team Plan
- Encourage development of housing, including workforce housing
- Increase emphasis on retention and recruitment of jobs.

	2003/2004	2004/2005	2005/2006
<b>Performance Measures Effectiveness</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Annual increase in CRA taxable value	n/a	4%	12%
<b>Performance Measures Service Indicators</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Replace 102 trees destroyed by summer 2004 hurricanes	n/a	69	33
Annual number of additional residential units	n/a	400	300
Number of construction projects initiated	n/a	n/a	2

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 234,056	\$ 352,154	\$ 381,042	\$ 28,888	8.20%
173 Downtown Maintenance Program	633,687	782,951	693,272	(89,679)	(11.45%)
960 Nondepartmental - CRA	6,308,250	2,457,069	3,787,889	1,330,820	54.16%
<b>TOTAL - COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 7,175,993</b>	<b>\$ 3,592,174</b>	<b>\$ 4,862,203</b>	<b>\$ 1,270,029</b>	<b>35.36%</b>
<b>TOTAL - COMMUNITY REDEVELOPMENT AGENCY</b>	<b>\$ 7,175,993</b>	<b>\$ 3,592,174</b>	<b>\$ 4,862,203</b>	<b>\$ 1,270,029</b>	<b>35.36%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>			
172 Redevelopment Agency	1	2	2
173 Downtown Maintenance Proram	7	7	7
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>TOTAL - COMMUNITY REDEVELOPMENT AGENCY</b>	<b>8</b>	<b>9</b>	<b>9</b>

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:**

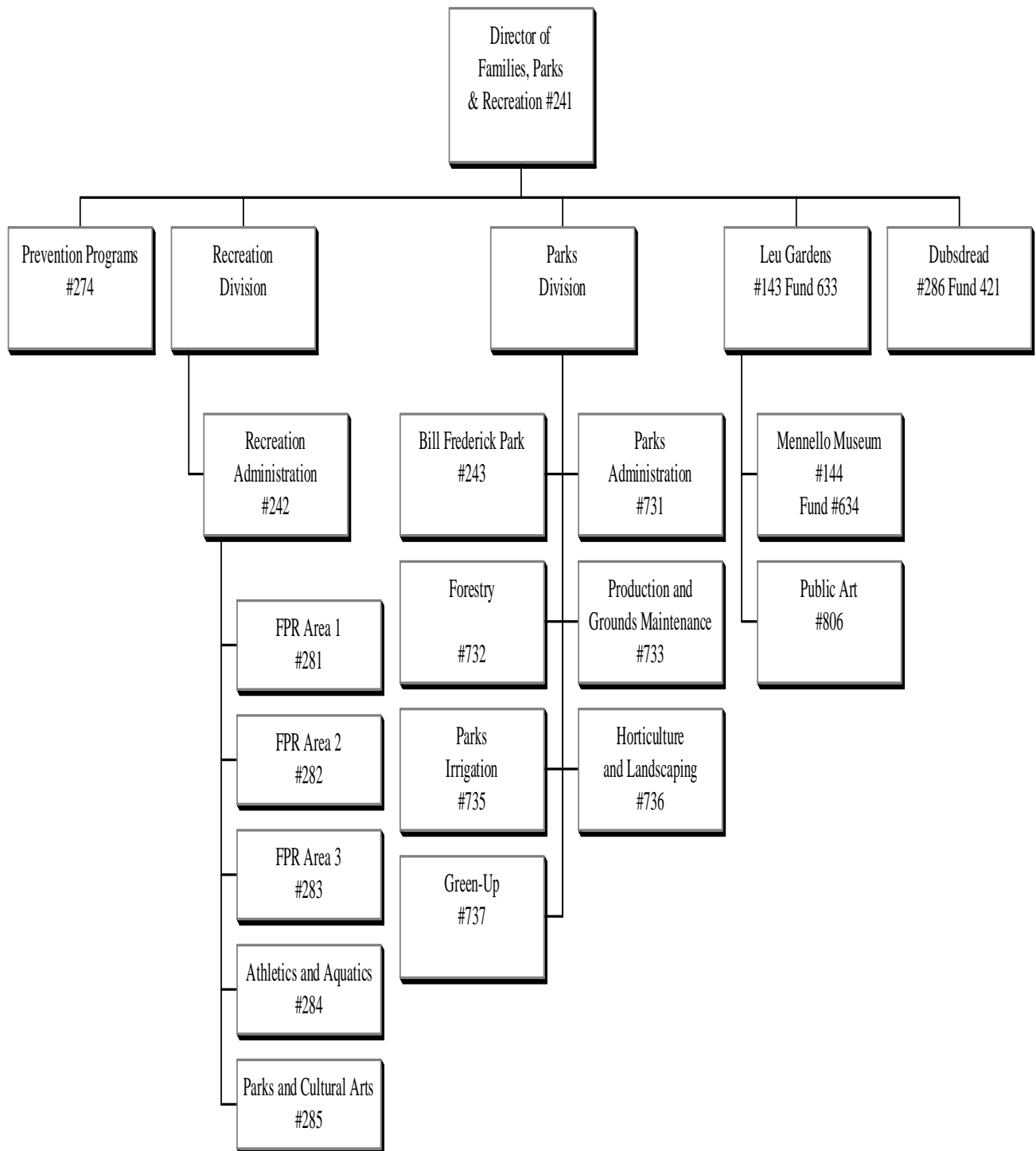
- ⇒ Recreation
- ⇒ Parks
- ⇒ H.P. Leu Gardens
- ⇒ Dubsdread Golf Course



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Families, Parks and Recreation Department





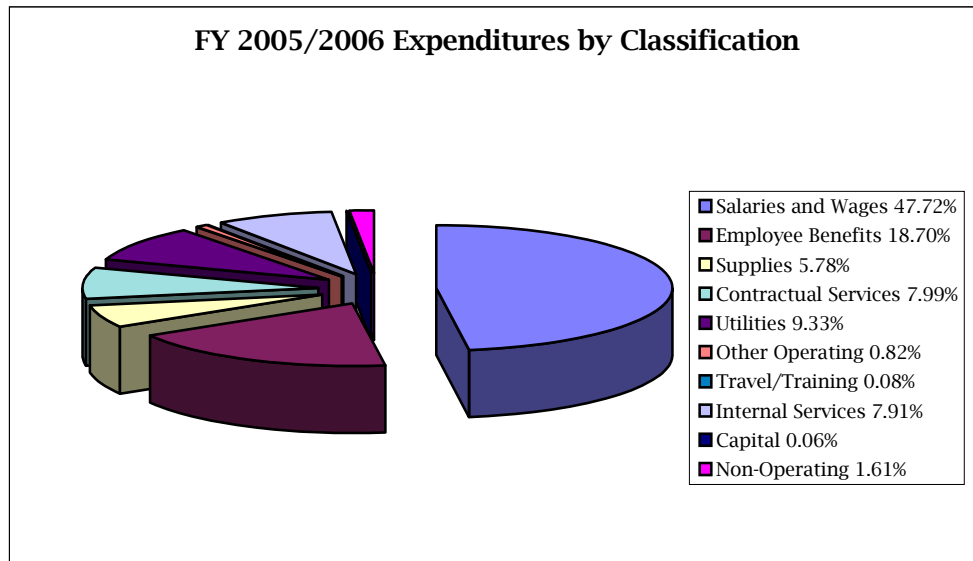
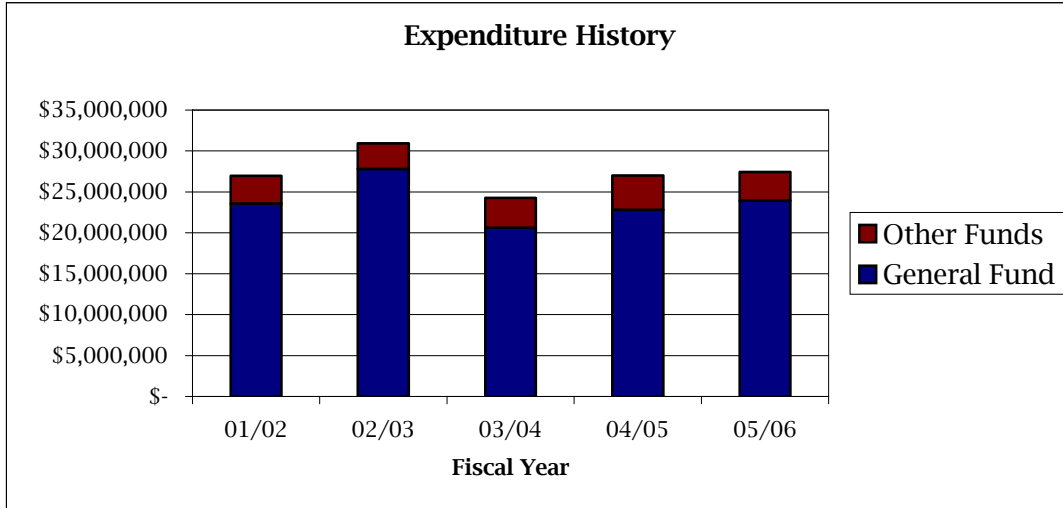
## Families, Parks and Recreation Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 464,655	\$ 529,771	\$ 604,317	\$ 74,546	14.07%
274 Prevention Programs	925,075	805,455	825,320	19,865	2.47%
Recreation Division:					
242 Recreation Administration	539,279	588,158	636,937	48,779	8.29%
281 FPR Area 1	1,601,692	1,647,073	1,640,079	(6,994)	(0.42%)
282 FPR Area 2	1,444,810	1,764,412	2,076,799	312,387	17.70%
283 FPR Area 3	1,653,844	1,734,046	2,033,121	299,075	17.25%
284 Athletics and Aquatics	2,522,008	3,080,754	3,104,102	23,348	0.76%
285 Parks and Cultural Arts (A)	1,545,168	979,362	972,313	(7,049)	(0.72%)
Parks Division:					
731 Parks Administration	1,137,243	1,347,221	1,344,584	(2,637)	(0.20%)
243 Bill Frederick Park (A)	2,488	826,852	852,158	25,306	3.06%
732 Forestry	1,390,938	1,391,063	1,461,209	70,146	5.04%
733 Production/Grounds Maintenance	4,301,473	4,630,432	4,812,965	182,533	3.94%
735 Parks Irrigation	1,031,766	1,040,286	1,089,087	48,801	4.69%
736 Horticulture and Landscaping	1,598,535	1,647,240	1,707,552	60,312	3.66%
737 Green Up Orlando	-	275,150	259,526	(15,624)	(5.68%)
Leu Gardens Division:					
806 Public Art	50	-	164,875	164,875	
987 Non Departmental Dubsdread	413,617	322,631	318,666	(3,965)	(1.23%)
990 Non Departmental FPR	13,628	32,207	30,650	(1,557)	(4.83%)
Projects	41,919	184,118	-	(184,118)	
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 20,628,188</b>	<b>\$22,826,231</b>	<b>\$23,934,260</b>	<b>\$1,108,029</b>	<b>4.85%</b>
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 965,990	\$ 1,365,830	\$ 900,578	\$ (465,252)	(34.06%)
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 965,990</b>	<b>\$ 1,365,830</b>	<b>\$ 900,578</b>	<b>\$ (465,252)</b>	<b>(34.06%)</b>
<b>H.P. LEU GARDENS TRUST FUND #633</b>					
143 H.P. Leu Gardens	\$ 1,994,137	\$ 2,038,033	\$ 2,054,125	\$ 16,092	0.79%
9402 H.P. Leu Gardens Sales Shop	82,275	80,000	76,500	(3,500)	(4.38%)
Projects	32,637	159,354	-	(159,354)	(100.00%)
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>\$ 2,109,049</b>	<b>\$ 2,277,387</b>	<b>\$ 2,130,625</b>	<b>\$ (146,762)</b>	<b>(6.44%)</b>
<b>MENNELLO MUSEUM FUND #634</b>					
Leu Gardens Division:					
144 Mennello Museum of American Folk Art	\$ 541,774	\$ 544,382	\$ 469,493	(\$74,889)	(13.76%)
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 541,774</b>	<b>\$ 544,382</b>	<b>\$ 469,493</b>	<b>(\$74,889)</b>	<b>(13.76%)</b>
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 24,245,001</b>	<b>\$27,013,830</b>	<b>\$27,434,956</b>	<b>\$ 421,126</b>	<b>1.56%</b>
Expenditure by Classification					
Salaries and Wages	\$ 11,662,570	\$12,577,677	\$13,089,435	\$ 511,758	4.07%
Employee Benefits	4,193,357	4,717,036	5,130,456	413,420	8.76%
Supplies	1,433,436	1,790,899	1,584,792	(206,107)	(11.51%)
Contractual Services	2,095,185	2,355,091	2,192,902	(162,189)	(6.89%)
Utilities	1,863,060	2,444,427	2,559,969	115,542	4.73%
Other Operating	283,874	315,676	225,266	(90,410)	(28.64%)
Travel/Training	18,547	22,989	22,780	(209)	(0.91%)
Internal Services	2,007,219	2,086,630	2,170,353	83,723	4.01%
Capital	390,363	247,952	16,043	(231,909)	(93.53%)
Non-Operating	297,390	455,453	442,960	(12,493)	(2.74%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 24,245,001</b>	<b>\$27,013,830</b>	<b>\$27,434,956</b>	<b>\$ 421,126</b>	<b>1.56%</b>

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

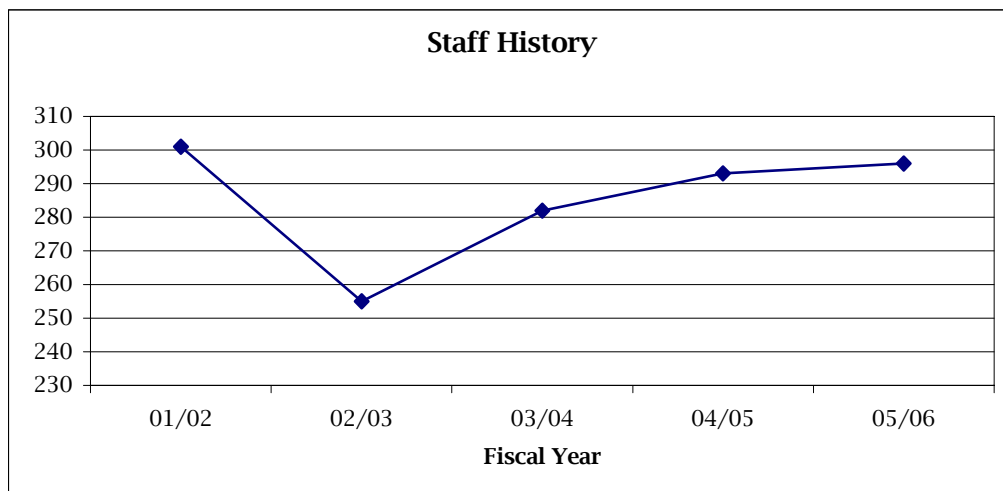
Families, Parks and Recreation Department



Families, Parks and Recreation Department

DEPARTMENT STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
241 Director's Office	7	8	8
274 Prevention Programs	4	4	4
Recreation Division:			
242 Recreation Administration	5	5	5
281 FPR Area 1	21	22	22
282 FPR Area 2	17	21	21
283 FPR Area 3	17	21	21
284 Athletics and Aquatics	23	24	25
285 Parks and Cultural Arts	11	11	11
Parks Division:			
731 Parks Administration	6	6	6
243 Turkey Lake Park	11	11	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	73	73	73
735 Parks Irrigation	16	16	16
736 Horticulture and Landscaping	25	25	25
737 Green-Up	3	3	3
Leu Gardens Division:			
806 Public Art	0	0	2
<b>TOTAL – GENERAL FUND</b>	<b>256</b>	<b>267</b>	<b>270</b>
<b>H.P. LEU GARDENS TRUST FUND #633</b>			
143 H.P. Leu Gardens	24	24	24
<b>TOTAL – H.P. LEU GARDENS TRUST FUND</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>MENNELLO MUSEUM FUND #634</b>			
144 Mennello Museum of American Folk Art	2	2	2
<b>TOTAL – MENNELLO MUSEUM FUND</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL – FAMILIES, PARKS AND RECREATION</b>	<b>282</b>	<b>293</b>	<b>296</b>



## Families, Parks and Recreation Department

### Director

#### 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.

#### Program Identifier:

⇒ Director #241  
⇒ Prevention Programs #274

#### Overview of Services/Programs

The **Orlando After School All Stars in partnership with the City of Orlando** offers structured before and after school programming at seven Orange County Public Middle Schools in the City of Orlando, a seven-week summer camp program at five Orange County Public Middle Schools in the City of Orlando, and additional after school programs such as tennis, golf, sailing, rowing, incentive field trips and a music and dance outreach program.

#### Major Accomplishments

- After-School All-Stars provides five-day/week comprehensive after-school programs to seven middle schools.
- An average of 1,200 children participated in the morning and afternoon program at seven Orange County Public Middle Schools in the City of Orlando.
- More than 800 children have participated in the athletic outreach programs.
- During the school year 3,500 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.

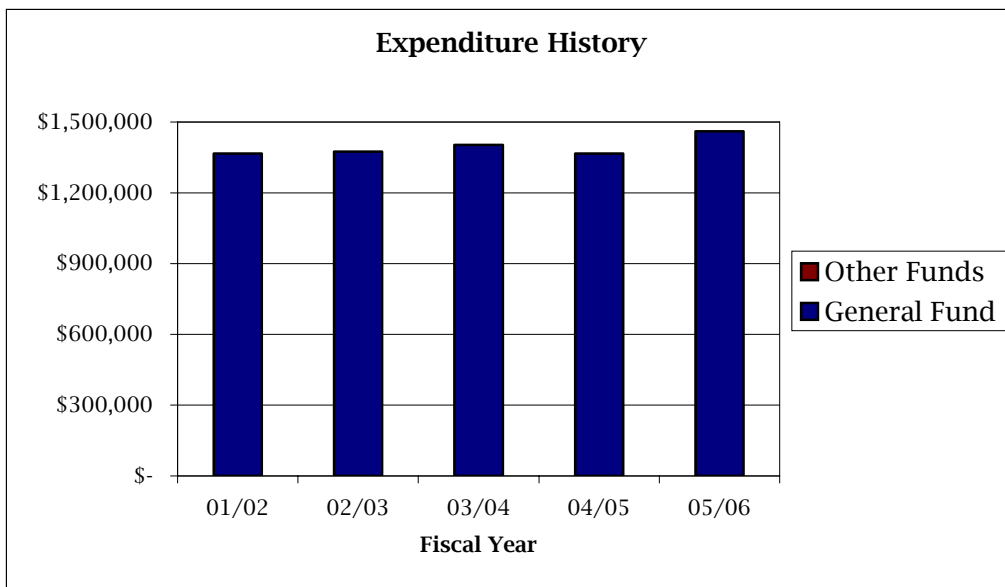
#### Future Outlook

- 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	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 464,655	\$ 529,771	\$ 604,317	\$ 74,546	14.07%
274 Prevention Programs	925,075	805,455	825,320	19,865	2.47%
990 Non Departmental FPR	13,628	32,207	30,650	(1,557)	(4.83%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 1,403,358</b>	<b>\$ 1,367,433</b>	<b>\$ 1,460,287</b>	<b>\$ 92,854</b>	<b>6.79%</b>
<b>TOTAL – DIRECTOR</b>	<b>\$ 1,403,358</b>	<b>\$ 1,367,433</b>	<b>\$ 1,460,287</b>	<b>\$ 92,854</b>	<b>6.79%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
241 Director's Office	7	8	8
274 Prevention Programs	4	4	4
<b>TOTAL – GENERAL FUND</b>	<b>11</b>	<b>12</b>	<b>12</b>
<b>TOTAL – DIRECTOR</b>	<b>11</b>	<b>12</b>	<b>12</b>

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 Recreation Division provides quality recreational, fitness, Cultural and educational programs in superior facilities to serve the citizens of Orlando.

Major Accomplishments

- 17 Community Centers provide 147 recreational programs that have produced a total of 585,000 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 39,000 participants in this fiscal year-to-date. Also, opened new facility at Airport Lakes to provide additional programming and rededicated the West 50 Soccer Fields to the Emery Hamilton Sports Complex.
- Orlando's 10-week summer camp program serves approximately 2,000 youth per day for youth ages 5-14 at 14 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 28,156 participants with a total attendance of 70,254 in the FY 2004-05 (excluding September), providing swim lessons, public swim, adult fitness, club, recreation and high school swim teams, water aerobics and synchronized swimming.
- Dr. James Smith Pool was completed in the spring of 2005. The grand opening was held on Friday, May 6 from 5-7:00 p.m. The facility has a 6-lane lap pool, zero depth entry, water feature and water slide.
- 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 124,000, which equates to 1.9 million dollars or 57 additional staff. Volunteers assist staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- Rock Lake Community Center opened to the public May 2005, 4500 square feet facility with basketball courts, tennis, courts, playground, multi purpose field, and walking area.
- The meeting room at Langford Park Neighborhood Center has been transformed into an urban environmental learning center. Custom cabinetry has been installed and 15 different nature stations have been created.
- Nature programs were successfully booked to capacity during the 2004-2005 school year. With the renovation and reallocation of resources attendance is expected to increase 20%.
- Creative Arts Series was provided to 2,500 elementary age students and 800 Headstart students.
- Filmed *Alice in Wonderland* and completed editing. It will air on Orange TV's new channel.
- Partnership with Orange TV continues with work in progress production of *Mangrove Tree Hotel*, a cable show for Headstart age children.

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



- Over 600 children performed in this summer's Grand Finale at Bob Carr Performing Arts Center. This tribute to Hip Hop aired four times on Orange TV.
- Conducted a special children's workshop in partnership with the Coalition of the Homeless. It was an 8-week program creating clay projects with middle and high school aged students. The students came to the studio from the Coalition one night a week. The event ended with an art exhibit in the City Hall Terrace Gallery.
- Over 300 students from Lake Eola and Nap Ford Charter Schools attended the pottery studio to make clay projects to receive art credit.

Future Outlook

- The following construction projects will be completed and available for community use in fiscal year 2005/2006: Ivey Lane, Dover Shores, Rosemont and College Park
- The Recreation Division Administration is scheduled to move to the Primrose building May 2006.
- The Rosemont pool will be completed in the Fall of 2005. The facility is the same design and layout of Dr. James Smith pool: 6-lane lap pool, zero depth entry, water feature and a water slide.
- The Recreation Division will continue to pursue alternative funding to offset programs and project expenses through corporate support and grants.
- The CLASS Sports Scheduling Module will be fully implemented and will allow teams to view game results and tournament standings online.

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent increase of number of programs available.	N/A	10%	15%
Percent of operational budget supported by user fees.	19%	18%	20%
Percentage of citizens who rate their recreation experience as good to excellent.	N/A	75%	75%

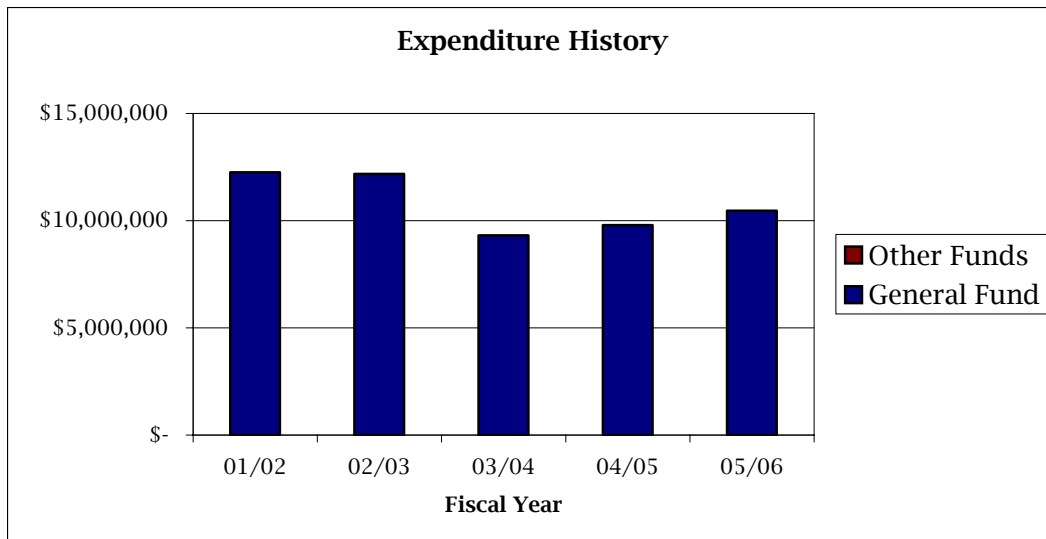
Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Overall program capacity.	75%	85%	85%
Percent increase in attendance at all facilities.	N/A	10%	35%
Annual expenditures per capita.	\$49.97	\$47.66	\$40.49



Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Recreation Division:					
242 Recreation Administration	\$ 539,279	\$ 588,158	\$ 636,937	\$ 48,779	8.29%
281 FPR Area 1	1,601,692	1,647,073	1,640,079	(6,994)	(0.42%)
282 FPR Area 2	1,444,810	1,764,412	2,076,799	312,387	17.70%
283 FPR Area 3	1,653,844	1,734,046	2,033,121	299,075	17.25%
284 Athletics and Aquatics	2,522,008	3,080,754	3,104,102	23,348	0.76%
285 Parks and Cultural Arts	1,545,168	979,362	972,313	(7,049)	(0.72%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 9,306,801</b>	<b>\$ 9,793,805</b>	<b>\$ 10,463,351</b>	<b>\$ 669,546</b>	<b>6.84%</b>
<b>TOTAL – RECREATION</b>	<b>\$ 9,306,801</b>	<b>\$ 9,793,805</b>	<b>\$ 10,463,351</b>	<b>\$ 669,546</b>	<b>6.84%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Recreation Division:			
242 Recreation Administration	5	5	5
281 FPR Area 1	21	22	22
282 FPR Area 2	17	21	21
283 FPR Area 3	17	21	21
284 Athletics and Aquatics	23	24	25
285 Parks and Cultural Arts	11	11	11
<b>TOTAL – GENERAL FUND</b>	<b>94</b>	<b>104</b>	<b>105</b>
<b>TOTAL – RECREATION</b>	<b>94</b>	<b>104</b>	<b>105</b>

Families, Parks and Recreation Department

Parks Division



Mission Statement:

To provide the highest quality parks, street tree canopy and open spaces to the citizens and visitors of Orlando at a competitive rate through excellence in design, construction and maintenance.



Program Identifier:

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

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. Maintains restrooms and equipment, sports athletic fields, and provides mowing, edging, trimming, trash removal, mulching, sod/seeding, weeding, parking lot cleaning, pesticide application, and fertilization. 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. Renovates existing parks and playgrounds in-house. Designs and oversees construction of park improvements and beautification projects. Administers the Green Up Orlando program in an effort to improve and beautify neighborhoods through citizens’ volunteer efforts.

Major Accomplishments

- The Parks Division and contractors trimmed approximately 70-80% of the City trees (approximately 75,000 trees) in this fiscal year to date. Tree work requests were completed within 4 months. Ongoing work to remove hurricane damaged trees and broken limbs continued for months and was essentially complete by August 1, 2005.
- The Division planted 28,020 square feet of annuals 3 times during the year. 368 Street Trees were planted (30+ gallon), 92 Street Tree Trust trees were planted (65 gallon), and 140 Street Tree Maintenance tickets were completed.
- Landscape projects completed in-house include City Hall, Delaney Park, Edgewater Drive, Edgewater Court, Loch Haven Park, Trotters Park, Callahan Neighborhood Center, Smith Center, and medians throughout the City (Barcelona, Gaston Foster, Summerlin, Delaney, to name a few).
- Projects in progress included FEMA work throughout the City, Conway Road, Guernsey, Lake Eola, Barker, Langford Playground, Wadeview, Lake Breeze Roundabout, Airport Lakes, Hoequist, Ivey Lane Recreation, Dinky Bike Trail, Rosemont Community Center, Dover Shores, Eagle Nest Ballfield, College Park Recreation, Matthews, and Parramore Heritage Pond.
- Green-Up Orlando completed 52 projects utilizing citizen, students, corporate and other 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. Green-Up teamed with Keep Orlando Beautiful to launch the 10,000 Trees Initiative as a way to create a funding and volunteer base to replace the 10,000 trees lost during last year’s hurricanes.
- The Division has received 2 hurricane grants through the Florida Division of Forestry, as well as assisting Keep Orlando Beautiful in planting \$10,000 worth of trees via a Florida Department of Transportation Grant.

Future Outlook

- The Parks Division will continue obtaining citizen feedback on the services provided through the use of surveys.
- 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 Parks Division in conjunction with Keep Orlando Beautiful will plant 10,000 trees in five years through the 10,000 Trees Initiative.

Families, Parks and Recreation Department

Parks Division



Mission Statement:

To provide the highest quality parks, street tree canopy and open spaces to the citizens and visitors of Orlando at a competitive rate through excellence in design, construction and maintenance.



Program Identifier:

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

Performance Measures Effectiveness

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Average number of days to complete tree work requested.	54.5 days	90 days	90 days
Percentage of scheduled maintenance completed.	92%	80%	85%
Total Park acres per 1,000 citizens as reported by the Economic Development Dept.	5.0	5.0	5.4
Percent of citizens rating overall satisfaction at or above target	N/A	96%	95%
Receive annual "Tree City USA" award	Yes	Yes	Yes

Performance Measures Efficiency

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Total Park acres Maintained per FTE	9.04.	6.8	7.6
Total annual expenditures per Park acre. <i>(Parks Budget minus Forestry Budget divided by Park acres maintained).</i>	7,778.	9,476	9,161

Performance Measures Service Indicator

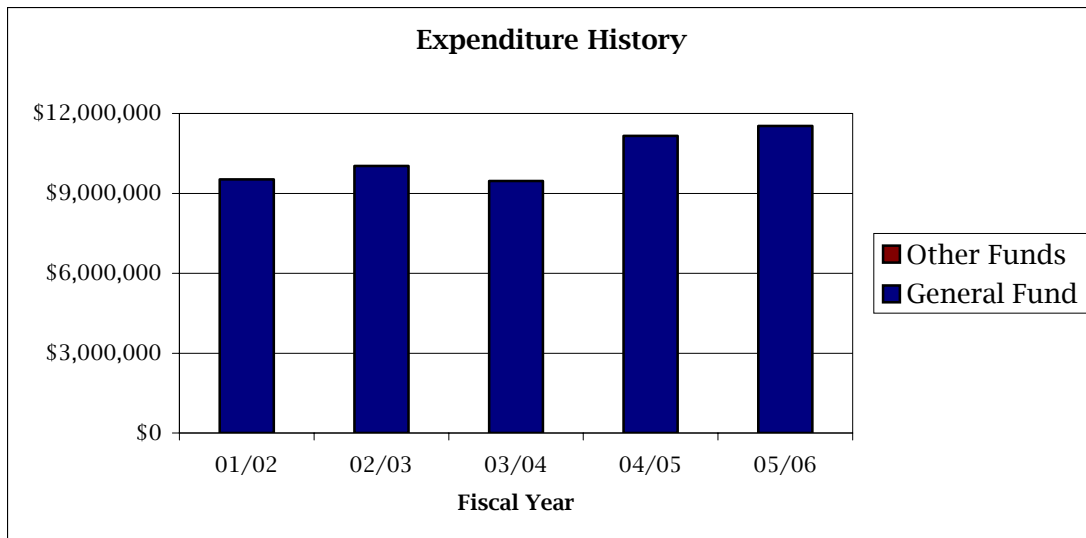
	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Total square feet of annual beds	30,970	30,970	24,000
Number of trees planted.	N/A	2,000	2,000

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Parks Division:					
731 Parks Administration	\$ 1,137,243	\$ 1,347,221	\$ 1,344,584	\$ (2,637)	(0.20%)
243 Bill Frederick Park (A)	2,488	826,852	852,158	25,306	3.06%
732 Forestry	1,390,938	1,391,063	1,461,209	70,146	5.04%
733 Production/Grounds Maintenance	4,301,473	4,630,432	4,812,965	182,533	3.94%
735 Parks Irrigation	1,031,766	1,040,286	1,089,087	48,801	4.69%
736 Horticulture and Landscaping	1,598,535	1,647,240	1,707,552	60,312	3.66%
737 Green Up Orlando	-	275,150	259,526	(15,624)	(5.68%)
<b>TOTAL - GENERAL FUND</b>	<b>\$ 9,462,443</b>	<b>\$ 11,158,244</b>	<b>\$ 11,527,081</b>	<b>\$ 368,837</b>	<b>3.31%</b>
<b>TOTAL - PARKS</b>	<b>\$ 9,462,443</b>	<b>\$ 11,158,244</b>	<b>\$ 11,527,081</b>	<b>\$ 368,837</b>	<b>3.31%</b>

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

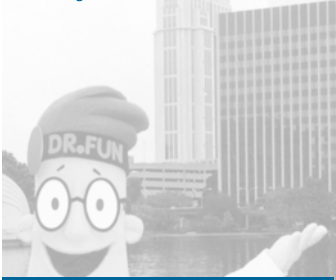


STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Parks Division:			
731 Parks Administration	6	6	6
243 Bill Frederick Park	11	11	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	73	73	73
735 Parks Irrigation	16	16	16
736 Horticulture and Landscaping	25	25	25
737 Green-Up	3	3	3
<b>TOTAL - GENERAL FUND</b>	<b>151</b>	<b>151</b>	<b>151</b>
<b>TOTAL - PARKS</b>	<b>151</b>	<b>151</b>	<b>151</b>

## 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 reached 4,200 members thru August 2005. Membership income reached \$121,193 thru July 2005.
- Volunteer hours totaled 8,236 thru June 2005 providing service in all divisions.
- Total attendance reached 121,432 thru August 2005. More than 7,400 guests enjoyed "free Monday mornings."
- Special and Marketing events income reached \$122,918 with nearly 18,000 guests attending thru August 2005. Over twenty concerts, including Central Florida Folk and the Orlando Philharmonic, were offered during the year. Four art exhibits were displayed in the gallery located with the Garden House. The new Storytime event free to the community began July 2005. This once-a-month event was attended by 246 guests thru August 2005.
- More than 15,000 guests thru August 2005 attended weddings at the Gardens and in turn produced \$119,218 in income thru July 2005.
- A total of 37,668 guests thru August 2005 attended meetings or receptions within Garden House and produced \$132,382 in income thru July 2005.
- More than 129 horticulture and fine art classes were held and 2,107 guests thru August 2005 attended. Education income reached \$34,042 thru July 2005.

#### 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.

Performance Measures Service Indicator	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of visitors to Leu Gardens	124,005	135,000	142,000
Revenue from user fees	\$859,416	\$888,000	\$941,280
Number of Volunteer hours	10,122	12,000	12,240
Number of outreach visits by Leu staff	204,359	100,000	110,000



## Families, Parks and Recreation Department

### Mennello Museum



#### Mission Statement:

Endeavor to preserve, exhibit and interpret the Museum's outstanding permanent collection of paintings by Earl Cunningham. Seek to enrich the public through special exhibitions, publications, and programs that celebrate other outstanding traditional and contemporary American artists.



#### Program Identifier:

⇒ Mennello Museum #144



The **Mennello Museum** features 3,500 square feet of exhibition space and a permanent collection containing 337 objects valued at \$3.2 million.

#### Major Accomplishments

- Exhibitions of note: Navajo Saddle Blankets: Textile to Ride in the American West, A Stirring Story: Navajo Silver Trade Spoons, and I Am A Warrior: Ledger Art from the Collection ISK and Sara Reeves.
- Held the 4<sup>th</sup> Annual Orlando Folk Festival attended by over 3,200 visitors a 105% increase over last years attendance.
- Conducted 38 guided tours of the Museum for 1,313 visitors
- Received programming grants from United Arts, the State of Florida, Cultural Affairs, and Orange County in the amount of \$21,344 for the Native American Art Exhibitions and the Orlando Folk Festival.
- Developed Earl Cunningham School Trunk with funds received from TECO Energy Corporation. Trunk has been used by over 2,400 students in 5 schools in Orange County.
- Developed an American Folk Art Trunk which has been used by 6 schools, impacting over 425 students in 2004.
- An exhibition of the Museum's permanent collection traveled to Naples Florida where 9,600 guests viewed the exhibit.
- Host the exhibit of *Orlando Sentinel* Children's Holiday Art Contest winners.
- Gift shop sales year to date are \$35,855.37 a 71% increase over last year

#### Future Outlook

- Three exhibitions of outstanding quality are scheduled for the 05/06 fiscal year
  - John James Audubon: American Artist and Naturalist
  - The Hudson River School
  - A Deaf Artist in Early America: The Worlds of John Brewster
- Development of a folk art slide presentation for Orange County Public Schools will increase our impact on the local schools and increase interest in the Museum and the Permanent Collection of Contemporary American Folk Art.
- Three copies of the Earl Cunningham school trunk are ready to be utilized by Orange County Public Schools, and staff plans to expand our outreach programming to Seminole County Schools this year. This should double our outreach audience.
- Increased programming is planned including two sets of lecture series and extensive programming with VSA arts for the Brewster exhibition, offering guided tours in American Sign Language.
- With added support from the Friends of the Mennello Museum staff we expect to double our membership.
- The 5th Annual Orlando Folk Festival will be held the first weekend of March 2006. Projected attendance for this program is 5,000 visitors.
- We are expected to receive a donation of Highwaymen paintings valued at \$140,000, adding another dimension to our superior collection of American Self Taught Art.
- Until we expand our staff we cannot fully realize our potential as a rental facility.



Families, Parks and Recreation Department

Mennello Museum



Mission Statement:

Endeavor to preserve, exhibit and interpret the Museum's outstanding permanent collection of paintings by Earl Cunningham. Seek to enrich the public through special exhibitions, publications, and programs that celebrate other outstanding traditional and contemporary American artists.

Program Identifier:

⇒ Mennello Museum #144



Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Annual cost per capita	\$2.75	\$2.52	2.15

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Total revenue	\$51,106	\$57,310	\$59,725
Annual change in total revenue.	43%	10%	4%
Annual Attendance	10,811	16029	19,235
Annual change in overall attendance.	-13%	48%	20%
Number of General memberships.	66	77	100
Annual change in number of general memberships.	-4%	16%	30%
Number of <i>Friends</i> memberships.	78	79	100
Annual change in number of <i>Friends</i> memberships.	-1%	1%	27%
Total funds raised by the Friends; includes endowments, fundraising events and Friends memberships.	\$236,402	\$261,616	\$287,778
Value of grants awarded.	\$26,950	\$51,500	\$65,000

## Families, Parks and Recreation Department

### Public Art



#### Mission Statement:

Enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints. Maintain and exhibit the City's extensive art collection. Seek to increase awareness in the visual arts by staging exhibitions in the three public venues.



#### Program Identifier:

⇒ Public Art #806



**Public Art** features three gallery spaces totaling 5,000 square feet and an inventory of 698 fine art pieces worth \$5.7 million.

#### Major Accomplishments

- The Terrace gallery is visited by 250 people per day
- Exhibitions of note: Tupperware corporation Collection, ABC Art by Coalition Children, African Americans in the permanent collection, Journey through Obstacles, Stage One Student Exhibit, City ArtWorks art by City employees, Rigoberto Torres Sculpture.
- Installed Sam Stoltz frescos in College Park Community Center.
- Hosted lecture by Professor Kristen Congdon "The Folkloric Root of African American Art".
- Facilitated sculpture program for NorthLake Park Community.
- Supplied artwork for Senator Mel Martinez's Washington Office.
- Facilitated casting demonstration by Rigoberto Torres at Rock Lake Park Community Center.

#### Future Outlook

- Facilitate artwork for Rosemont Community Center.
- Facilitate artwork for Rock Lake Community Center.
- Develop a more effective website for easier public access.
- Increase public awareness of the Public Art Program by a more aggressive public relations campaign.
- Exhibitions planned: U.C.F. African Collection and Recent Acquisitions, Dynamic Relationships: Crealde Mentors and Students, Intimate Portraits: work by Don Sontag Jr., Symbiotic Relationships, City ArtWorks: art by city employees, Architectural Perspectives: the work of Sy Rosefelt and Luke Andrews, A Passion for Plants: Two Artistic Views.
- Develop a more active educational program by providing lectures and gallery tours.
- Facilitate artwork for the Orange County Administration Parking Garage.

Families, Parks and Recreation Department

Public Art



Mission Statement:

Enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints. Maintain and exhibit the City's extensive art collection. Seek to increase awareness in the visual arts by staging exhibitions in the three public venues.

Program Identifier:

⇒ Public Art #806

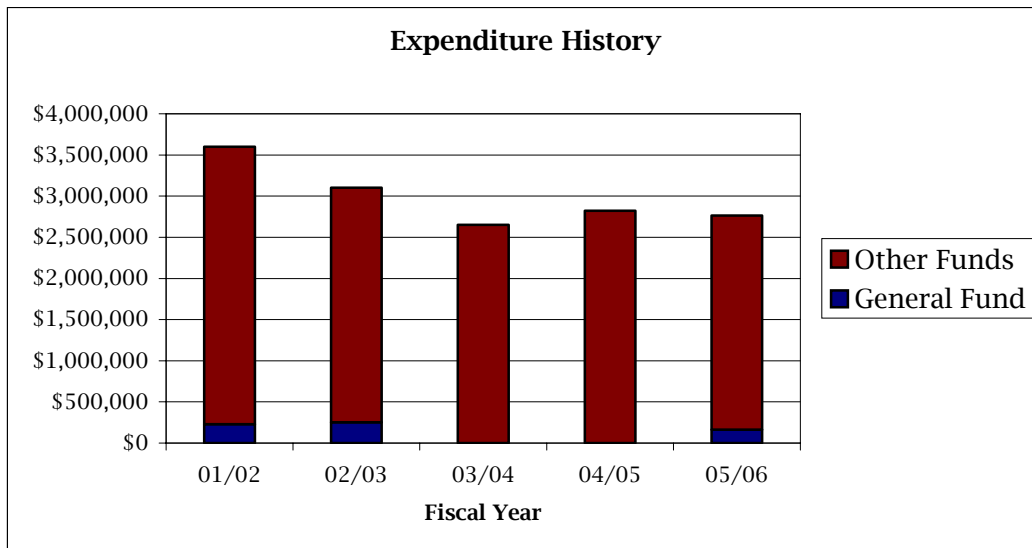


Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of entries in annual City Artworks program	80	139	139
Number of projects approved by board	5	3	2
C.I.P. (2yr. Bond)	\$250,000	\$220,925	\$134,415
Number of pieces in collection	970	980	985
Number of large outdoor pieces of art maintained or repaired.	1	2	4
Number of smaller pieces maintained or repaired	20	4	8
Percentage of collection " on view"	90%	95%	95%
Number of public Venues	3	3	3
Number of exhibitions at all venues	12	12	12
Attendance at art receptions	800	800	1000
Actual expenditure for Public Art Board purchases, commissions and restoration	\$29,575	\$86,510	134,415
Number of pieces approved by the board	2	3	2

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
806 Public Art	\$ 50	\$ 0	\$ 164,875	\$ 164,875	
TOTAL – GENERAL FUND	\$ 50	\$ 0	\$ 164,875	\$ 164,875	
<b>H.P. LEU GARDENS TRUST FUND #633</b>					
143 H.P. Leu Gardens	\$ 1,994,137	\$ 2,038,033	\$ 2,054,125	\$ 16,092	0.79%
9402 H.P. Leu Gardens Sales Shop	82,275	80,000	76,500	(3,500)	(4.38%)
Projects	32,637	159,354	-	(159,354)	(100.00%)
TOTAL – H.P. LEU GARDENS TRUST FUND	\$ 2,109,049	\$ 2,277,387	\$ 2,130,625	\$ (146,762)	(6.44%)
<b>MENNELLO MUSEUM FUND #634</b>					
Leu Gardens Division:					
144 Mennello Museum of American Folk Art	\$ 541,774	\$ 544,382	\$ 469,493	(\$74,889)	(13.76%)
TOTAL – MENNELLO MUSEUM FUND	\$ 541,774	\$ 544,382	\$ 469,493	(\$74,889)	(13.76%)
TOTAL – LEU GARDENS	\$ 2,650,873	\$ 2,821,769	\$ 2,764,993	(\$56,776)	(2.01%)



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
806 Public Art	0	0	2
TOTAL – GENERAL FUND	0	0	2
<b>H.P. LEU GARDENS TRUST FUND #633</b>			
143 H.P. Leu Gardens	24	24	24
TOTAL – H.P. LEU GARDENS TRUST FUND	24	24	24
<b>MENNELLO MUSEUM FUND #634</b>			
144 Mennello Museum of American Folk Art	2	2	2
TOTAL – MENNELLO MUSEUM FUND	2	2	2
TOTAL – LEU GARDENS	26	26	28

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
- ⇒ Non Departmental - Dubsdread #987



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, practice facilities complete the ultimate golfing experience.

Major Accomplishments

- Held Dubsdread's 80<sup>th</sup> Anniversary Birthday Bash Golf Outing in celebration of Orlando's historic home course.
- Installed new carpeting throughout the Clubhouse.
- Redesigned Golf Pro Shop with new counter.
- Implemented the new point of sale computer system.
- Launched a new web site along with increased database to market promotional golfing specials.
- 127 juniors attended and completed our summer golf camp programs.

Future Outlook

- Renovations of golf course scheduled spring 2007.
- To expand the game of golf to more children, beginners, women, and adults in the Orlando area through affordable Player Development Programs, Group Lessons, Junior Camps, and Specialized Clinics.
- Growth of corporate and charity group outings through an aggressive cold calling campaign and on-sight marketing to our current customer base.

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:

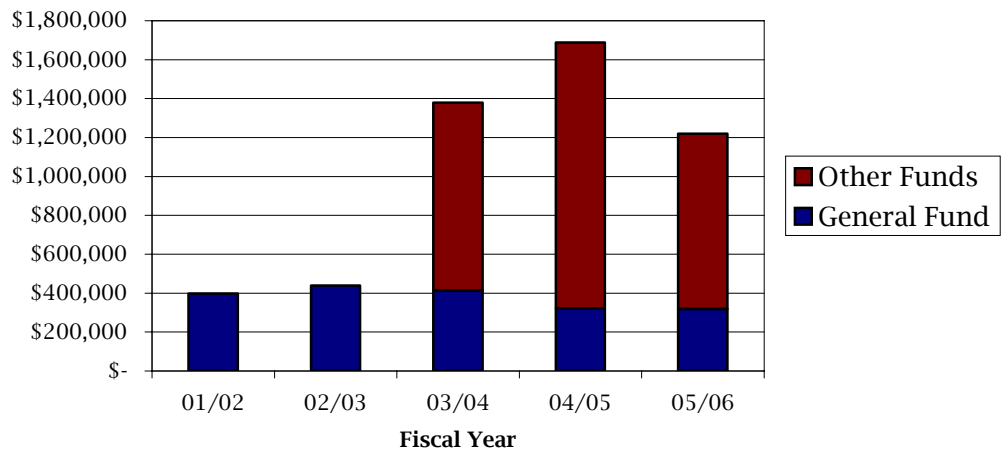
- ⇒ Dubdread Golf Course #286
- ⇒ Non Departmental - Dubsdread #987



EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
987 Non Departmental Dubsdread	\$ 413,617	\$ 322,631	\$ 318,666	(\$3,965)	(1.23%)
TOTAL - GENERAL FUND	\$ 413,617	\$ 322,631	\$ 318,666	(\$3,965)	(1.23%)
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 965,990	\$ 1,365,830	\$ 900,578	(\$465,252)	(34.06%)
TOTAL - DUBSDREAD GOLF COURSE FUND	\$ 965,990	\$ 1,365,830	\$ 900,578	(\$465,252)	(34.06%)
<b>TOTAL - DUBSDREAD</b>	<b>\$ 1,379,607</b>	<b>\$ 1,688,461</b>	<b>\$ 1,219,244</b>	<b>\$ (469,217)</b>	<b>(27.79%)</b>

Expenditure History





## Finance Department

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#### Mission Statement:

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

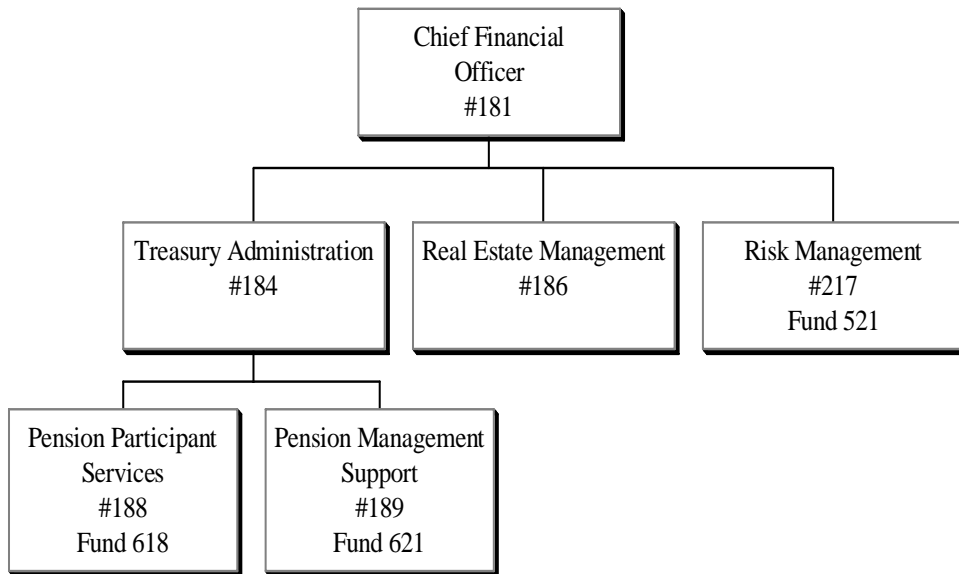
#### Program Identifier:

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



Finance Department

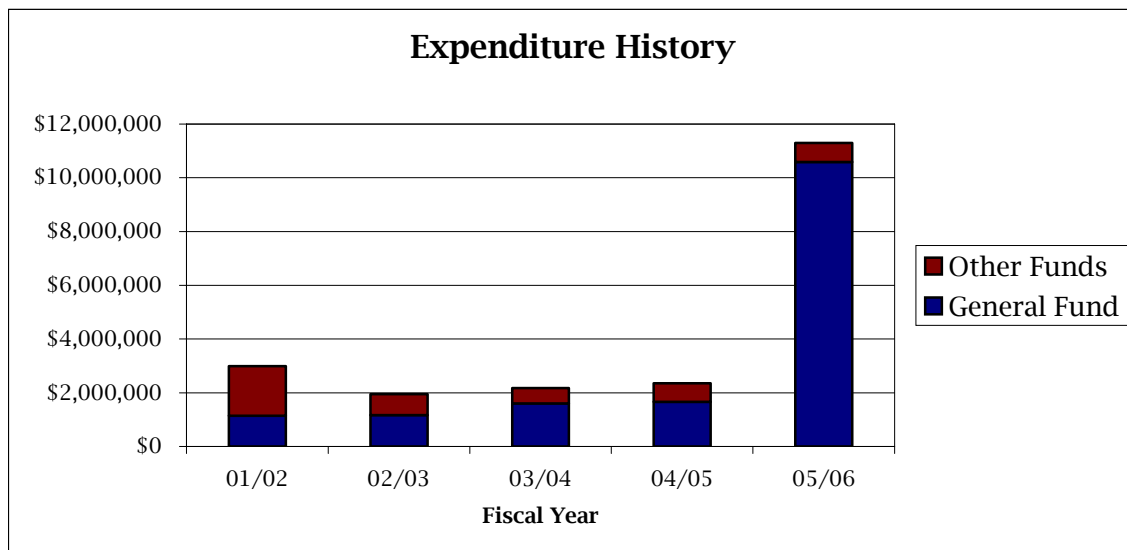
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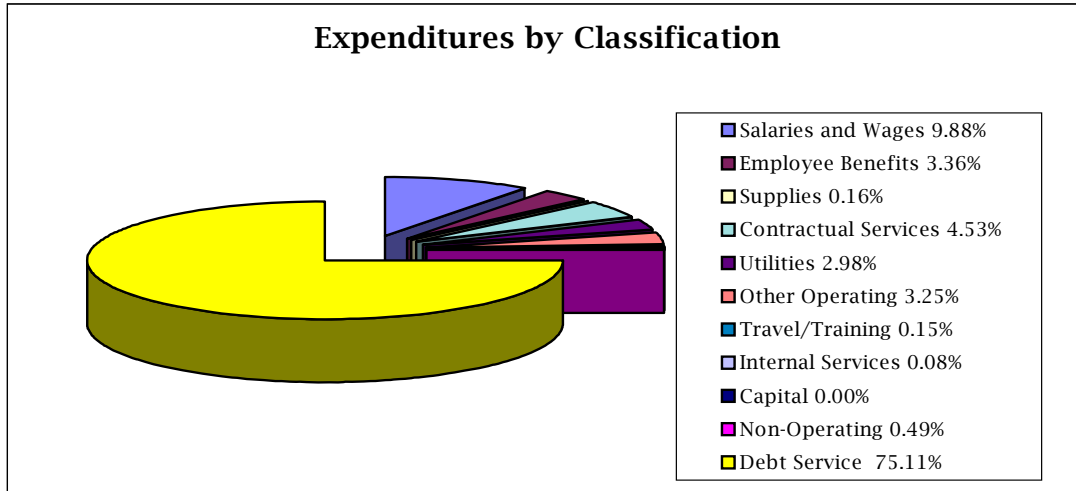
Finance Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 273,747	\$ 276,164	\$ 251,612	\$ (24,552)	(8.89%)
184 Treasury Administration	343,904	268,635	417,025	148,390	55.24%
186 Real Estate Management	322,405	318,043	331,982	13,939	4.38%
190 General Fund Debt Service	-	-	8,481,617	8,481,617	N/A
994 Nondepartmental - CFO	656,223	792,987	1,110,872	317,885	40.09%
<b>TOTAL - GENERAL FUND</b>	<b>\$ 1,596,280</b>	<b>\$ 1,655,829</b>	<b>\$10,593,108</b>	<b>\$ 8,937,279</b>	<b>539.75%</b>
<b>RISK MANAGEMENT FUND #521</b>					
217 Risk Management Administration	\$ 481,816	\$ 496,926	\$ 545,851	\$ 48,925	9.85%
<b>TOTAL - RISK MANAGEMENT FUND</b>	<b>\$ 481,816</b>	<b>\$ 496,926</b>	<b>\$ 545,851</b>	<b>\$ 48,925</b>	
<b>PENSION PARTICIPANT SERVICES FUND #618</b>					
188 Pension Participant Services	\$ 42,248	\$ 150,000	\$ 100,000	\$ (50,000)	(33.33%)
<b>TOTAL - PENSION PARTICIPANT SERVICES FUND</b>	<b>\$ 42,248</b>	<b>\$ 150,000</b>	<b>\$ 100,000</b>	<b>\$ (50,000)</b>	
<b>FIRE PENSION FUND #621</b>					
189 Pension Management Support	\$ 49,524	\$ 50,895	\$ 53,127	\$ 2,232	4.39%
<b>TOTAL - FIRE PENSION FUND</b>	<b>\$ 49,524</b>	<b>\$ 50,895</b>	<b>\$ 53,127</b>	<b>\$ 2,232</b>	
<b>TOTAL - FINANCE</b>	<b>\$ 2,169,868</b>	<b>\$ 2,353,650</b>	<b>\$11,292,086</b>	<b>\$ 8,938,436</b>	<b>379.77%</b>
Expenditure by Classification					
Salaries and Wages	\$ 1,033,313	\$ 945,848	\$ 1,115,812	\$ 169,964	17.97%
Employee Benefits	298,664	307,619	379,149	71,530	23.25%
Supplies	14,656	20,066	17,600	(2,466)	(12.29%)
Contractual Services	385,997	444,217	512,024	67,807	15.26%
Utilities	196,731	211,000	337,000	126,000	59.72%
Other Operating	18,053	251,481	367,520	116,039	46.14%
Travel/Training	12,540	18,105	16,950	(1,155)	(6.38%)
Internal Services	2,998	6,295	8,617	2,322	36.89%
Capital	200,125	3,153	-	(3,153)	(100.00%)
Non-Operating	6,791	145,866	55,797	(90,069)	(61.75%)
Debt Service	-	-	8,481,617	8,481,617	N/A
<b>TOTAL - FINANCE</b>	<b>\$ 2,169,868</b>	<b>\$ 2,353,650</b>	<b>\$ 11,292,086</b>	<b>\$ 8,938,436</b>	<b>379.77%</b>

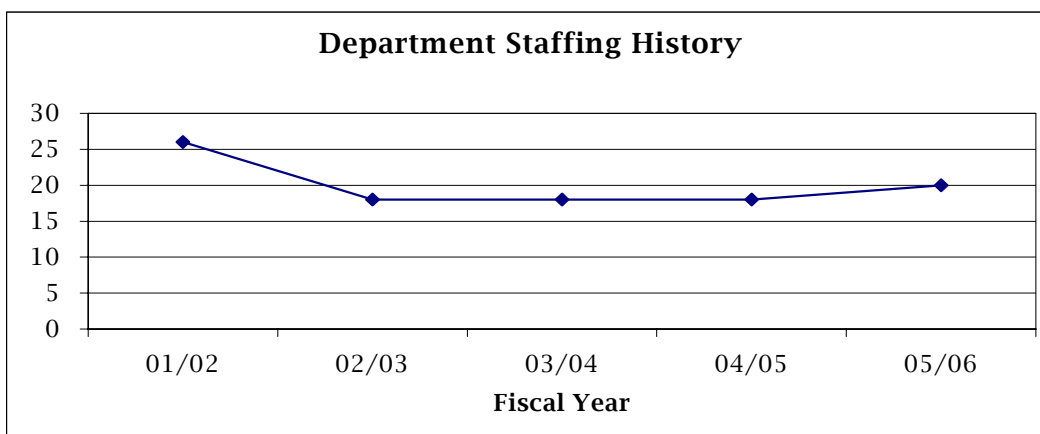


Finance Department



DEPARTMENT STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
181 Chief Financial Officer	2	2	2
184 Treasury Administration	4	4	4
186 Real Estate Management	4	4	4
<b>TOTAL – GENERAL FUND</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>RISK MANAGEMENT FUND #521</b>			
217 Risk Management Administration	6	6	8
<b>TOTAL – RISK MANAGEMENT FUND</b>	<b>6</b>	<b>6</b>	<b>8</b>
<b>PENSION PARTICIPANT SERVICES FUND #618</b>			
188 Pension Participant Services	1	1	1
<b>TOTAL – PARTICIPANT SERVICES FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FIRE PENSION FUND #621</b>			
189 Pension Management Support	1	1	1
970 Special-Fire Pension Fund	0	0	0
<b>TOTAL – FIRE PENSION FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL – FINANCE</b>	<b>18</b>	<b>18</b>	<b>20</b>



Finance Department

Financial Management

Mission Statement:

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

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, Investor 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). Investor 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

- Conducted the first pure rollover in the medium-term notes program at a minimal cost.
- Issued \$23 million in bonds to fund renovations at the Expo Center and complete the funding of the FY2004 Capital Improvements Program.
- Created the Investor Relations website to enhance communications with City bondholders and municipal bond analysts.
- Updated the City's 401(a) and 457 Plans to comply with Internal Revenue Service guidelines.
- Obtained short-term funding to ease cash flow problems due to cleanup costs from three hurricanes.

Future Outlook

- Investment Management will analyze opportunities to enhance the performance of our short-term investments within acceptable risk parameters.
- Debt Management will focus on updating the City's Debt Management Policy, as well as to prepare a financing plan for 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).
- Investor Relations will seek to maintain and expand the Investor Relations section on the City's website to provide useful information regarding the City's debt programs for investors of 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.

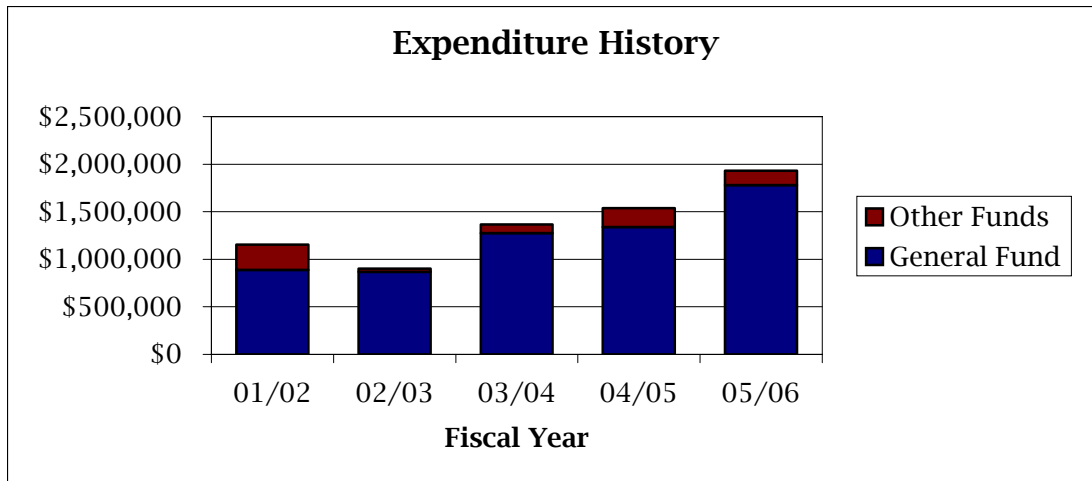
Performance Measures Effectiveness

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Three-year Active Portfolio investment return over the 1 to 3 year Treasury Index	.70%	.50%	.50%
Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	.40%	.50%	.50%
Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	2.35%	1.5%	1.5%
The percentage that the Banking Fund composite rate, over a rolling three year period, is less than the Bond Buyer's Revenue Bond Index	.65%	.50%	.50%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 273,747	\$ 276,164	\$ 251,612	\$ (24,552)	(8.89%)
184 Treasury Administration	343,904	268,635	417,025	148,390	55.24%
994 Nondepartmental - CFO	656,223	792,987	1,110,872	317,885	40.09%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,273,875</b>	<b>\$ 1,337,786</b>	<b>\$ 1,779,509</b>	<b>\$ 441,723</b>	<b>33.02%</b>
<b>PENSION PARTICIPANT SERVICES FUND #618</b>					
188 Pension Participant Services	\$ 42,248	\$ 150,000	\$ 100,000	\$ (50,000)	(33.33%)
<b>TOTAL -- PENSION PARTICIPANT SERVICES FUND</b>	<b>\$ 42,248</b>	<b>\$ 150,000</b>	<b>\$ 100,000</b>	<b>\$ (50,000)</b>	
<b>FIRE PENSION FUND #621</b>					
189 Pension Management Support	\$ 49,524	\$ 50,895	\$ 53,127	\$ 2,232	4.39%
<b>TOTAL -- FIRE PENSION FUND</b>	<b>\$ 49,524</b>	<b>\$ 50,895</b>	<b>\$ 53,127</b>	<b>\$ 2,232</b>	
<b>TOTAL -- FINANCIAL MANAGEMENT</b>	<b>\$ 1,365,646</b>	<b>\$ 1,538,681</b>	<b>\$ 1,932,636</b>	<b>\$ 393,955</b>	<b>25.60%</b>



STAFFING HISTORY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
181 Chief Financial Officer	2	2	2
184 Treasury Administration	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>PENSION PARTICIPANT SERVICES FUND #618</b>			
188 Pension Participant Services	1	1	1
<b>TOTAL -- PARTICIPANT SERVICES FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FIRE PENSION FUND #621</b>			
189 Pension Management Support	1	1	1
970 Special-Fire Pension Fund	0	0	0
<b>TOTAL -- FIRE PENSION FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- FINANCIAL MANAGEMENT</b>	<b>8</b>	<b>8</b>	<b>8</b>

Finance Department

Risk Management

Mission Statement:

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

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 14.61% reduction in insurance/reinsurance premiums saving \$335,812.
- Reduced provider bill review fees by 4.4% while achieving a 100% timeliness goal.
- Managed 225 unexpected claims, due to damage from three major hurricanes, recovering \$515,082.93 from property insurance to date.

Future Outlook

Risk Management will continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations. Provider bill payments will be automated through software upgrades, which should streamline payments and provide a more thorough system of checks and balances. Insurance coverage will be enhanced to meet the changing risk climate. Loss reports will be provided to Department heads, Division managers and program supervisors so that individual business units can see their loss history in a more quantitative format.

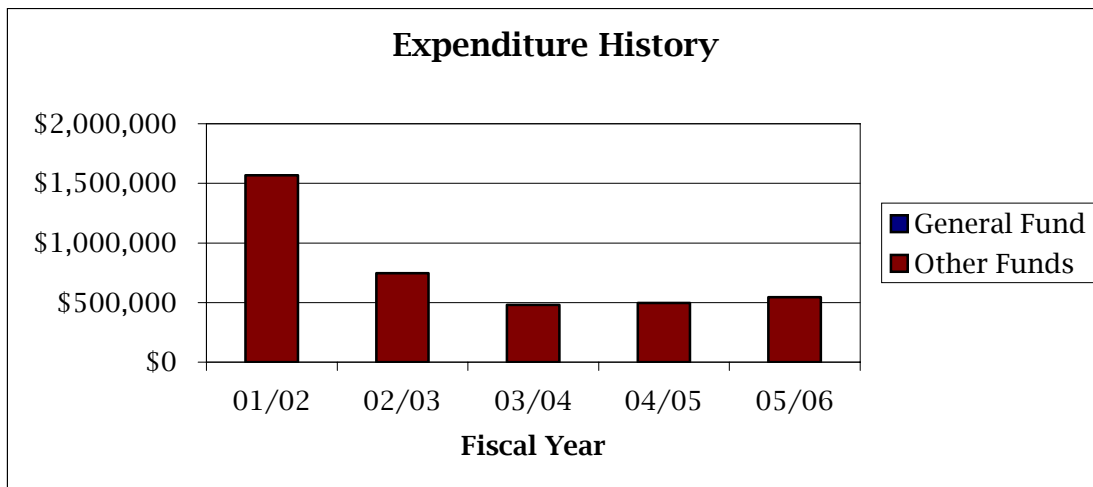
Performance Measures Efficiency

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Measure cost of risk (COR) against citizen population.	\$5.59	\$5.33	\$6.16
Measure cost of risk (COR) against number of FTE's.	\$2,049	\$2,070	\$1,961
Measure cost of risk (COR) against citizen population.	\$16.16	\$14.83	\$13.62

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>RISK MANAGEMENT FUND #521</b>					
217 Risk Management Administration	\$ 481,816	\$ 496,926	\$ 545,851	\$ 48,925	9.85%
TOTAL -- RISK MANAGEMENT FUND	\$ 481,816	\$ 496,926	\$ 545,851	\$ 48,925	
TOTAL -- RISK MANAGEMENT	\$ 481,816	\$ 496,926	\$ 545,851	\$ 48,925	9.85%



STAFFING HISTORY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>RISK MANAGEMENT FUND #521</b>			
217 Risk Management Administration	6	6	8
TOTAL -- RISK MANAGEMENT FUND	6	6	8
TOTAL -- RISK MANAGEMENT	6	6	8



Finance Department

Real Estate Management

Mission Statement:

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

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; to identify and sell surplus property in order to reduce maintenance costs and to put properties back on the tax roll; and to manage City owned real property in order to control costs of ownership.

Major Accomplishments

- Completed acquisition of property and relocation of the residents for the Parramore Village redevelopment in the heart of the Parramore neighborhood.
- Completed acquisition of property for the expansion of Humphries Avenue at East Colonial Drive.
- Coordinated acquisition of 36-acre parcel with Orange County government at Lake George for future park expansion.
- Obtained 100% occupancy of all city-owned properties available for rent.
- Initiated a new program to collect tenants leasehold taxes monthly with their rent in order to ensure taxes are paid in a timely manner.

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.

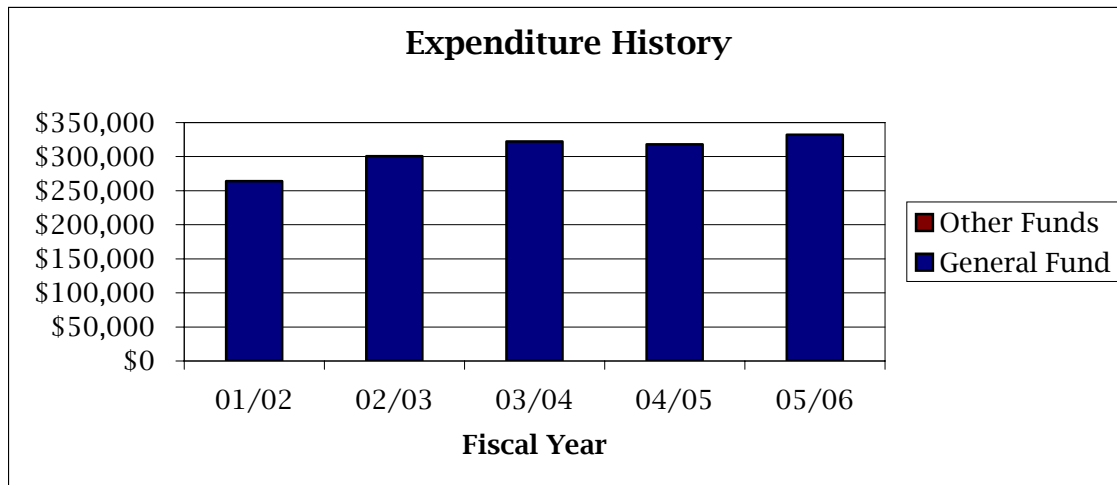
Performance Measures Effectiveness

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Measure by occupancy rate on downtown property reported by recognized real estate market reporting sources.	95%	90%	90%
Establish value of property to be acquired utilizing market estimates, appraisals, and appropriate valuation methods	90%	90%	90%
Work with property owners to determine appropriate method of acquisition	85%	85%	85%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
186 Real Estate Management	\$ 322,405	\$ 318,043	\$ 331,982	\$ 13,939	4.38%
TOTAL – GENERAL FUND	\$ 322,405	\$ 318,043	\$ 331,982	\$ 13,939	4.38%
TOTAL – REAL ESTATE MANAGEMENT	\$ 322,405	\$ 318,043	\$ 331,982	\$ 13,939	4.38%



STAFFING HISTORY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
186 Real Estate Management	4	4	4
TOTAL – GENERAL FUND	4	4	4
TOTAL – REAL ESTATE MANAGEMENT	4	4	4

# Fire Department

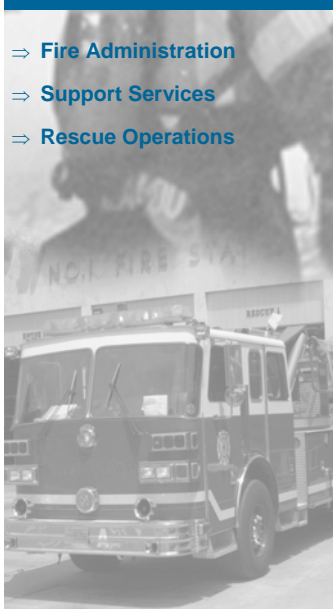


## Mission Statement:

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:

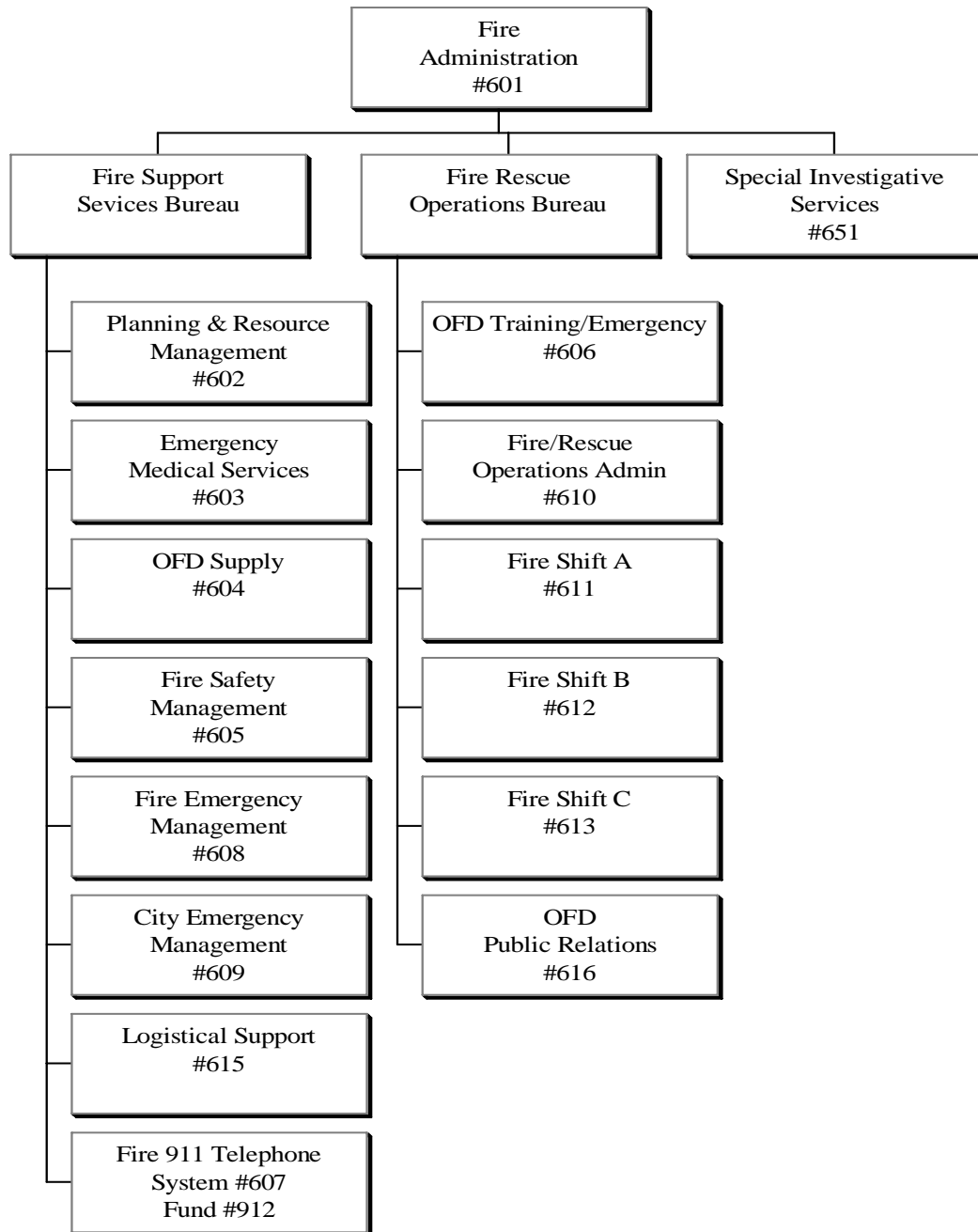
- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



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Fire Department



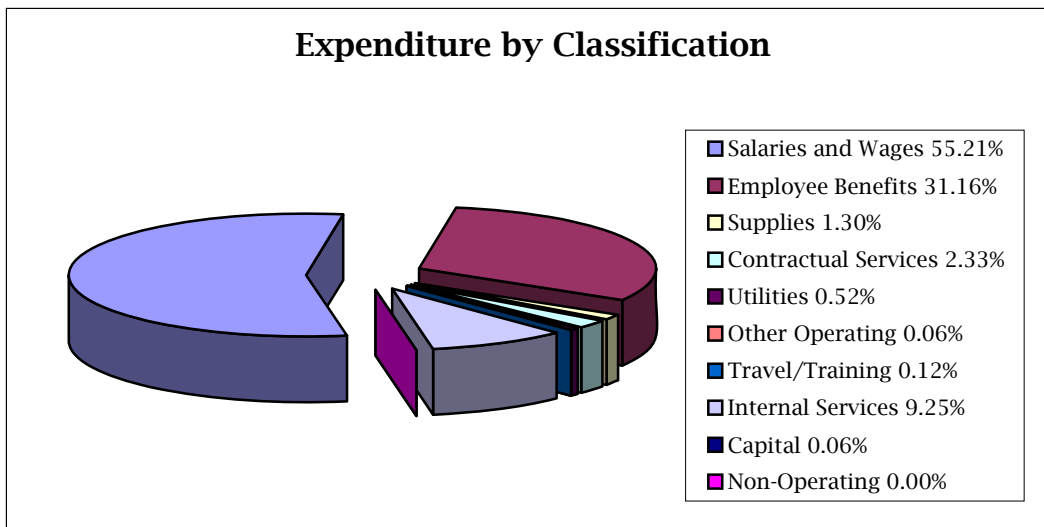
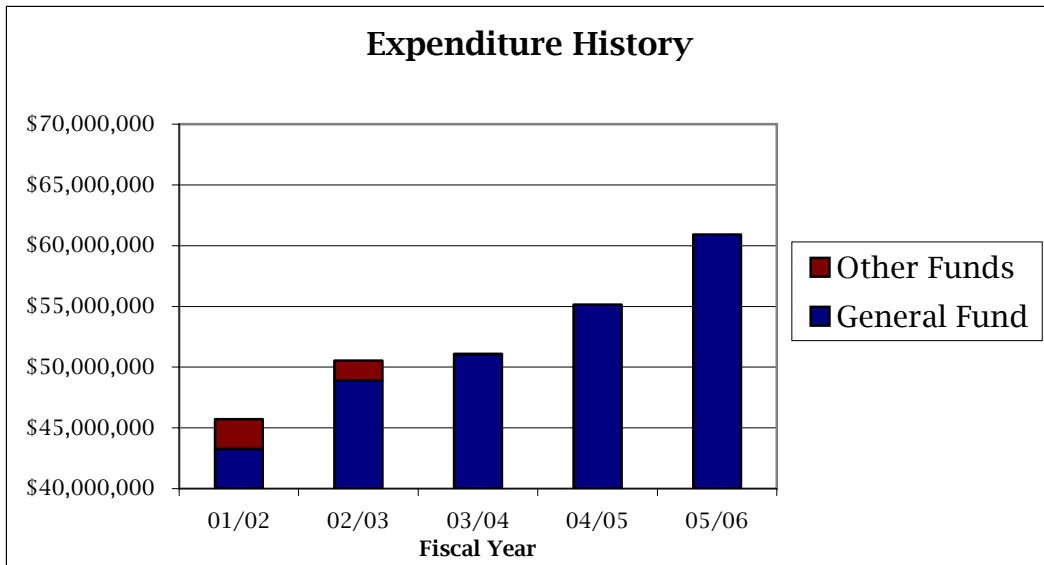
## Fire Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 1,521,260	\$ 1,531,347	\$ 1,769,913	\$ 238,566	15.58%
651 Special Investigative Services	-	1,124,485	776,532	(347,953)	(30.94%)
Fire-Support Services Bureau:					
602 Planning & Resource Management	501,672	509,619	365,939	(143,680)	(28.19%)
603 Emergency Medical Services	561,860	1,070,120	1,124,734	54,614	5.10%
604 OFD Supply	412,420	407,154	417,541	10,387	2.55%
605 Fire Safety Management	666,741	627,726	639,348	11,622	1.85%
608 Fire Emergency Management	1,676,351	1,826,799	1,808,943	(17,856)	(0.98%)
609 City Emergency Management	95,405	308,979	271,734	(37,245)	(12.05%)
615 Logistical Support	289,763	367,531	795,131	427,600	116.34%
Fire-Rescue Operations Bureau:					
606 OFD Training	1,157,298	880,040	972,778	92,738	10.54%
610 Fire Rescue Operations Administration	747,544	413,386	272,179	(141,207)	(34.16%)
611 Fire Shift A	15,083,508	15,461,241	17,265,325	1,804,084	11.67%
612 Fire Shift B	14,151,157	14,743,383	16,913,709	2,170,326	14.72%
613 Fire Shift C	13,615,703	14,275,502	16,622,397	2,346,895	16.44%
616 OFD Public Relations	205,701	207,146	225,118	17,972	8.68%
026 Non Departmental-Op Center	250,289	394,780	270,930	(123,850)	(31.37%)
989 Non Departmental-Fire	131,952	990,304	388,182	(602,122)	(60.80%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 51,068,624</b>	<b>\$ 55,139,542</b>	<b>\$ 60,900,433</b>	<b>\$ 5,760,891</b>	<b>10.45%</b>
<b>CENTRAL FLORIDA FIRE ACADEMY (CFFA) FUND #642</b>					
	*				
645 Central Florida Fire Academy	\$ 2,448,715	\$ 1,598,428	-	\$ (1,598,428)	(100.00%)
<b>TOTAL – CFFA FUND</b>	<b>\$ 2,448,715</b>	<b>\$ 1,598,428</b>	<b>\$ -</b>	<b>\$ (1,598,428)</b>	<b>(100.00%)</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 1,231	\$ 40,933	\$ 11,685	\$ (29,248)	(71.45%)
<b>TOTAL – EMERGENCY TELEPHONE SYSTEM</b>	<b>\$ 1,231</b>	<b>\$ 40,933</b>	<b>\$ 11,685</b>	<b>\$ (29,248)</b>	
<b>TOTAL – FIRE DEPARTMENT</b>	<b>\$ 53,518,570</b>	<b>\$ 56,778,903</b>	<b>\$ 60,912,118</b>	<b>\$ 4,133,215</b>	<b>7.28%</b>
Expenditure by Classification					
Salaries and Wages	\$ 31,413,359	\$ 31,932,223	\$ 33,628,134	\$ 1,695,911	5.31%
Employee Benefits	13,566,221	15,934,780	18,980,387	3,045,607	19.11%
Supplies	1,056,017	1,141,375	789,387	(351,988)	(30.84%)
Contractual Services	1,999,990	1,646,973	1,418,076	(228,897)	(13.90%)
Utilities	357,094	434,530	318,283	(116,247)	(26.75%)
Other Operating	34,801	90,819	34,566	(56,253)	(61.94%)
Travel/Training	72,629	92,897	70,828	(22,069)	(23.76%)
Internal Services	4,585,842	5,073,468	5,635,457	561,989	11.08%
Capital	188,752	261,656	37,000	(224,656)	(85.86%)
Non-Operating	243,865	170,182	-	(170,182)	
<b>TOTAL – FIRE DEPARTMENT</b>	<b>\$ 53,518,570</b>	<b>\$ 56,778,903</b>	<b>\$ 60,912,118</b>	<b>\$ 4,133,215</b>	<b>7.28%</b>

\* Central Florida Fire Academy was removed from the City of Orlando accounting system as of FY 2005/2006.

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:

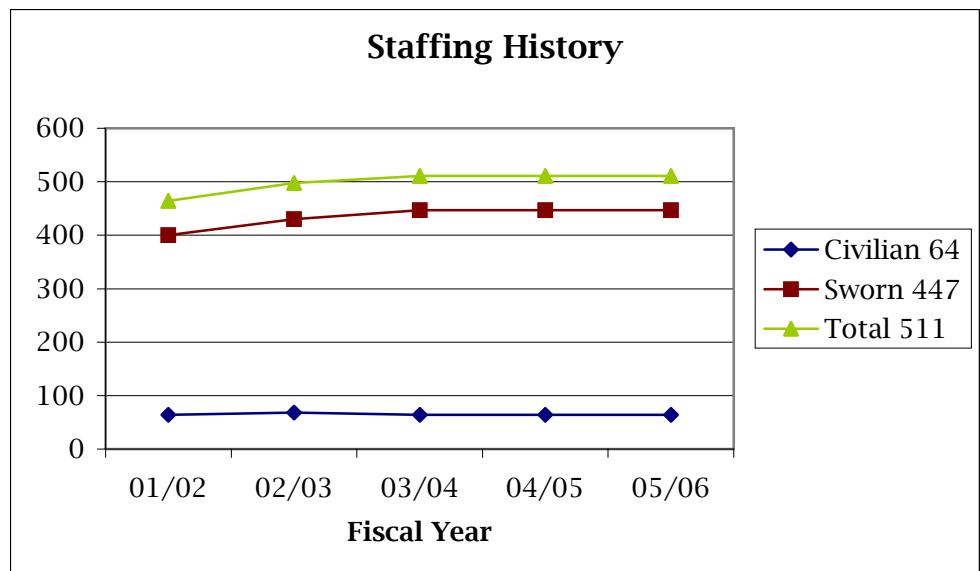
- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



### DEPARTMENT STAFFING SUMMARY

	Actual FY 2003/2004	Revised Budget FY 2004/2005	Adopted Budget FY 2005/2006
<b>GENERAL FUND #100</b>			
601 Fire Administration	9	9	9
651 Special Investigative Services	5	5	5
Fire-Support Services Bureau:			
602 Planning & Resource Management	3	4	4
603 Emergency Medical Services	4	7	7
604 Fire Supply	1	1	1
605 Fire Safety Management	10	9	9
608 Fire Emergency Management	28	29	29
609 City Emergency Management	4	4	4
615 Logistical Support	3	2	2
Fire-Rescue Operations Bureau:			
606 OFD Training	13	8	8
610 Fire Rescue Operations Administration	1	1	1
611 Fire Shift A	143	143	143
612 Fire Shift B	144	144	144
613 Fire Shift C	142	142	142
616 Public Relations	2	2	2
<b>TOTAL – GENERAL FUND</b>	<b>512</b>	<b>510</b>	<b>510</b>
<b>TOTAL – FIRE</b>	<b>512</b>	<b>510</b>	<b>510</b>

### Staffing History





## 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.

### Program Identifier:

- ⇒ Non- Departmental Op Center #026
- ⇒ 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

- Obtained 4 grants totaling \$484,544
- Established candidacy for Accreditation through the Commission on Fire Accreditation International
- Participated with State and Federal agencies to coordinate Homeland Security training and preparedness
- Responded with Florida Urban Search and Rescue Task Force 4 to assist Mississippi in search and rescue activities following Hurricane Katrina
- Received the National Weather Service "StormReady" designation for the City of Orlando. Orlando is the first municipality in Central Florida and the third statewide to achieve this designation.
- Acquired an AM radio station to improve dissemination of information in preparation and response to disasters
- The City of Orlando is the lead agency for the coordination of regional disaster information management system effort

Conducted six City- level hurricane/disaster preparedness tabletop exercises

### Performance Measures Effectiveness

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percentage of the city's built upon landmass with in a 2 mile radius of a fire station	41%	40%	41%
Percentage of commercial occupancies inspected.	51%	50%	80%

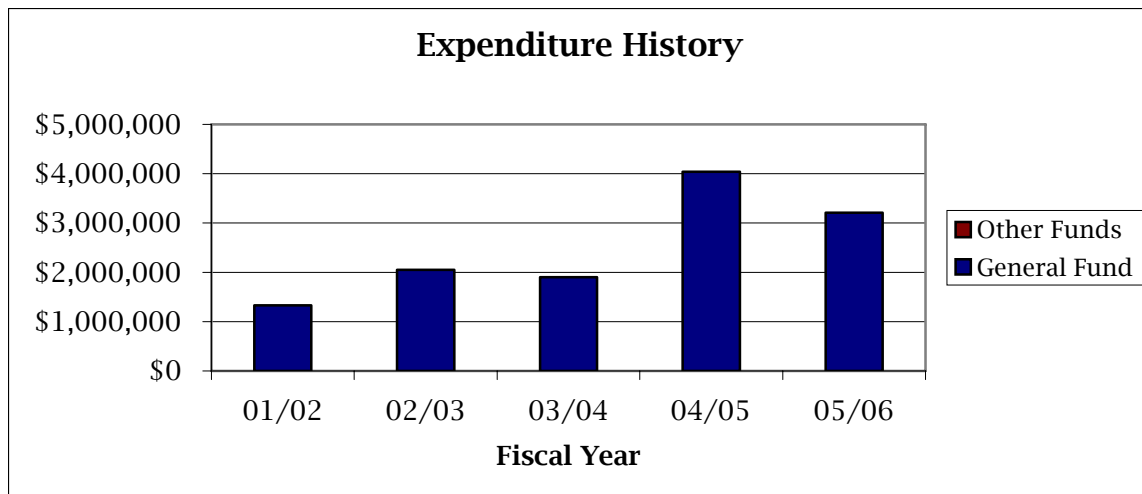
### Performance Measures Efficiency

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percentage of fire department programs (15) with spending at approved budget or with savings over forecast	76%	70%	80%
Per residential capita cost for fire/EMS services	251.40	262.25	264

# Fire Department

## EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 1,521,260	\$ 1,531,347	\$ 1,769,913	\$ 238,566	15.58%
651 Special Investigative Services	-	1,124,485	776,532	(347,953)	(30.94%)
026 Non Departmental-Op Center	250,289	394,780	270,930	(123,850)	(31.37%)
989 Non Departmental-Fire	131,952	990,304	388,182	(602,122)	(60.80%)
<b>TOTAL - GENERAL FUND</b>	<b>\$ 1,903,501</b>	<b>\$ 4,040,916</b>	<b>\$ 3,205,557</b>	<b>\$ (835,359)</b>	<b>(20.67%)</b>
<b>TOTAL - FIRE ADMINISTRATION</b>	<b>\$ 1,903,501</b>	<b>\$ 4,040,916</b>	<b>\$ 3,205,557</b>	<b>\$ (835,359)</b>	<b>(20.67%)</b>



## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
601 Fire Administration	9	9	9
651 Special Investigative Services	5	5	5
<b>TOTAL - GENERAL FUND</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>TOTAL - FIRE ADMINISTRATION</b>	<b>14</b>	<b>14</b>	<b>14</b>

## 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 re-certification 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



### 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

- Re-certified 250 Paramedics in Advance Cardiac Life Support
- Provided in excess of 8,076 hours of emergency medical continuing education training to personnel
- Completed the procurement and distribution of new bunker gear to Field operations personnel
- Maintained a 93% readiness level for all emergency response apparatus
- Processed 686 equipment repairs
- Completed 984 apparatus work orders
- Completed planning studies for 267 projects with potential impact to fire service delivery

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
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Limit call handling time to 60 seconds or less 90% of the time	92%	93%	95%
Maintain emergency response apparatus reliability (in service time) to 95%	93%	95%	95%
Percentage of mandatory EMS recertification training completed	100%	100%	100%

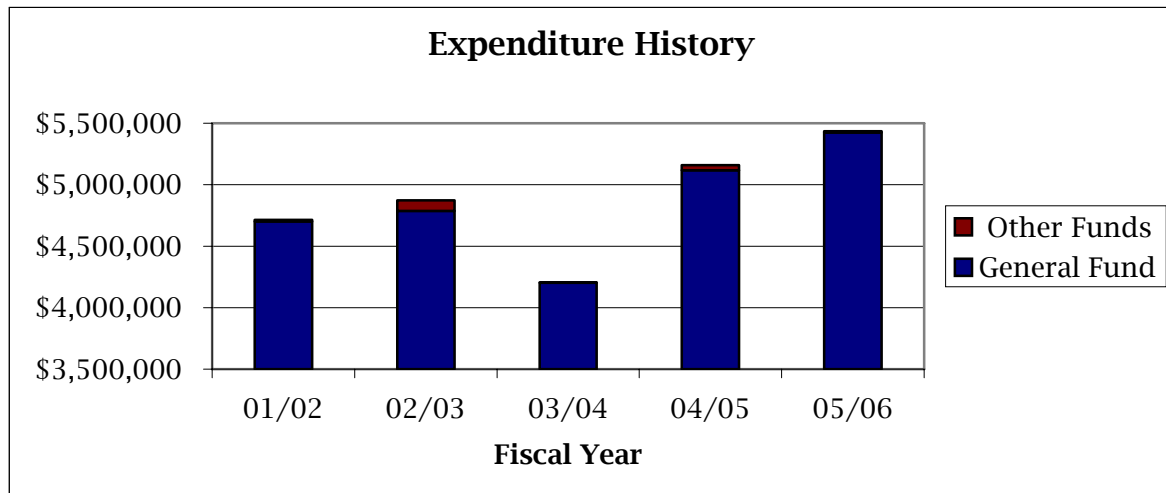
Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
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Clean all bunker gear twice annually	100%	100%	100%
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# Fire Department

## EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Support Services Bureau:					
602 Planning & Resource Management	\$ 501,672	\$ 509,619	\$ 365,939	\$ (143,680)	(28.19%)
603 Emergency Medical Services	561,860	1,070,120	1,124,734	54,614	5.10%
604 OFD Supply	412,420	407,154	417,541	10,387	2.55%
605 Fire Safety Management	666,741	627,726	639,348	11,622	1.85%
608 Fire Emergency Management	1,676,351	1,826,799	1,808,943	(17,856)	(0.98%)
609 City Emergency Management	95,405	308,979	271,734	(37,245)	(12.05%)
615 Logistical Support	289,763	367,531	795,131	427,600	116.34%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 4,204,212</b>	<b>\$ 5,117,928</b>	<b>\$ 5,423,370</b>	<b>\$ 305,442</b>	<b>5.97%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 1,231	\$ 40,933	\$ 11,685	\$ (29,248)	(71.45%)
<b>TOTAL – EMERGENCY TELEPHONE SYSTEM</b>	<b>\$ 1,231</b>	<b>\$ 40,933</b>	<b>\$ 11,685</b>	<b>\$ (29,248)</b>	
<b>TOTAL – FIRE SUPPORT SERVICES BUREAU</b>	<b>\$ 4,205,442</b>	<b>\$ 5,158,861</b>	<b>\$ 5,435,055</b>	<b>\$ 276,194</b>	<b>5.35%</b>



## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Fire-Support Services Bureau:			
602 Planning & Resource Management	3	4	4
603 Emergency Medical Services	4	7	7
604 Fire Supply	1	1	1
605 Fire Safety Management	10	9	9
608 Fire Emergency Management	28	29	29
609 City Emergency Management	4	4	4
615 Logistical Support	3	2	2
<b>TOTAL – GENERAL FUND</b>	<b>53</b>	<b>56</b>	<b>56</b>
<b>TOTAL – FIRE SUPPORT SERVICES BUREAU</b>	<b>53</b>	<b>56</b>	<b>56</b>

## 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

- In fiscal year 2005 (October 1, 2004-September 2005) the Orlando Fire Department responded to 46,714 emergency alarms, 31,170 of which were emergency medical alarms.
- Obtained a \$126,318 Homeland Security Grant for Public Education
- 13,875 company inspections
- 38,949 hours of training both formal and company level (Includes ISO required training)
- 3,900 hours at 437 public and school demonstrations
- Implemented Officer Development program with monthly training sessions.
- Completed Phase I NIMS compliance

### 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

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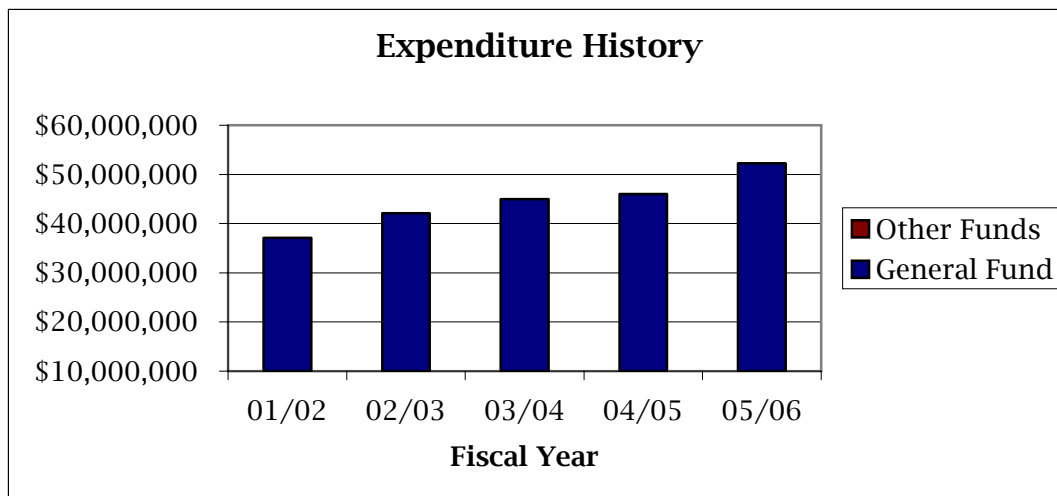
Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Maintain a total response time of 6 minutes or less 90% of the time for emergency alarms. (from time caller information verified to arrival on scene)	54%	71%	75%
The degree of compliance with the response objective (3 distinct tasks comprise objective).	73%	60%	75%
In building fires, save more of the building's value than the dollar value lost to the fire.	98%	98%	95%
Maintain a 95% attendance rate for field personnel	80%	90%	90%
Maintain 8940 hours of station level training per month	n/a	8200	8400
Complete 100% of inspections, exit checks, pre fire plans and hydrant testing activities assigned per month	90%	n/a	90%
Effective firefighting force on scene of a structure fire in the City Limits in 8 minutes or less from time en route, 90% of the time	n/a	78%	75%
First arriving Engine company on the scene of a structure fire in 4 minutes or less from time en route, 90% of the time	69%	71%	75%
Arrival of Advanced life support care on the scene of a medical emergency in 8 minutes or less from en route, 90% of the time	n/a	97%	95%
The degree of compliance with the response objective (based upon the individual patient presentation).	87%	86%	90%



Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Rescue Operations Bureau:					
606 OFD Training	\$ 1,157,298	\$ 880,040	\$ 972,778	\$ 92,738	10.54%
610 Fire Rescue Operations Administration	747,544	413,386	272,179	(141,207)	(34.16%)
611 Fire Shift A	15,083,508	15,461,241	17,265,325	1,804,084	11.67%
612 Fire Shift B	14,151,157	14,743,383	16,913,709	2,170,326	14.72%
613 Fire Shift C	13,615,703	14,275,502	16,622,397	2,346,895	16.44%
616 OFD Public Relations	205,701	207,146	225,118	17,972	8.68%
TOTAL – GENERAL FUND	\$ 44,960,911	\$ 45,980,698	\$ 52,271,506	\$ 6,290,808	13.68%
TOTAL – FIRE RESCUE OPERATIONS BUREAU	\$ 44,960,911	\$ 45,980,698	\$ 52,271,506	\$ 6,290,808	13.68%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Fire-Rescue Operations Bureau:			
606 OFD Training	13	8	8
610 Fire Rescue Operations Administration	1	1	1
611 Fire Shift A	143	143	143
612 Fire Shift B	144	144	144
613 Fire Shift C	142	142	142
616 Public Relations	2	2	2
TOTAL – GENERAL FUND	445	440	440
TOTAL – FIRE RESCUE OPERATIONS BUREAU	445	440	440

Fire Department

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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:**

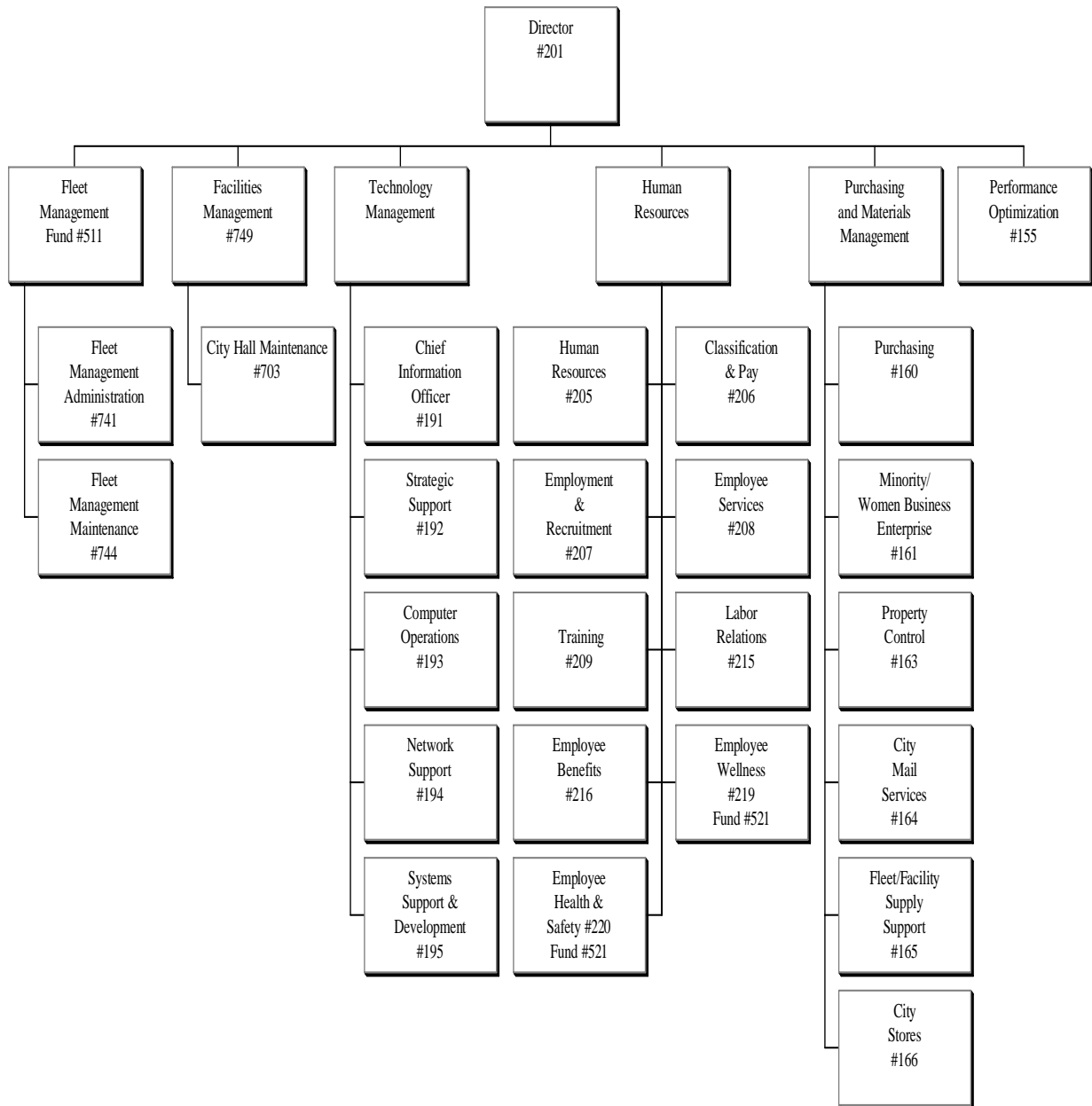
- ⇒ Performance Optimization
- ⇒ Purchasing and Materials Management
- ⇒ Technology Management
- ⇒ Human Resources
- ⇒ Facilities Management
- ⇒ Fleet Management



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General Administration Department



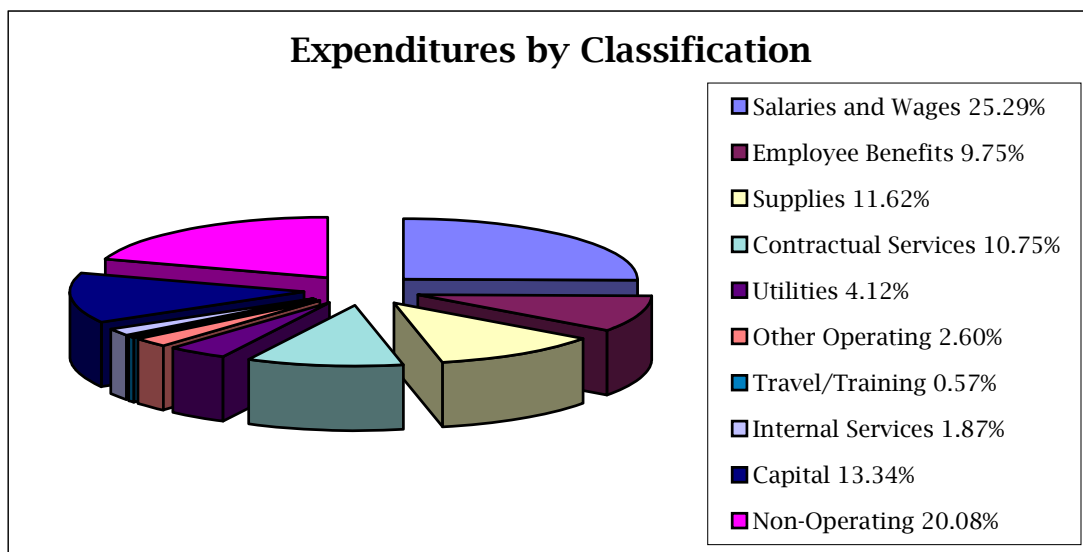
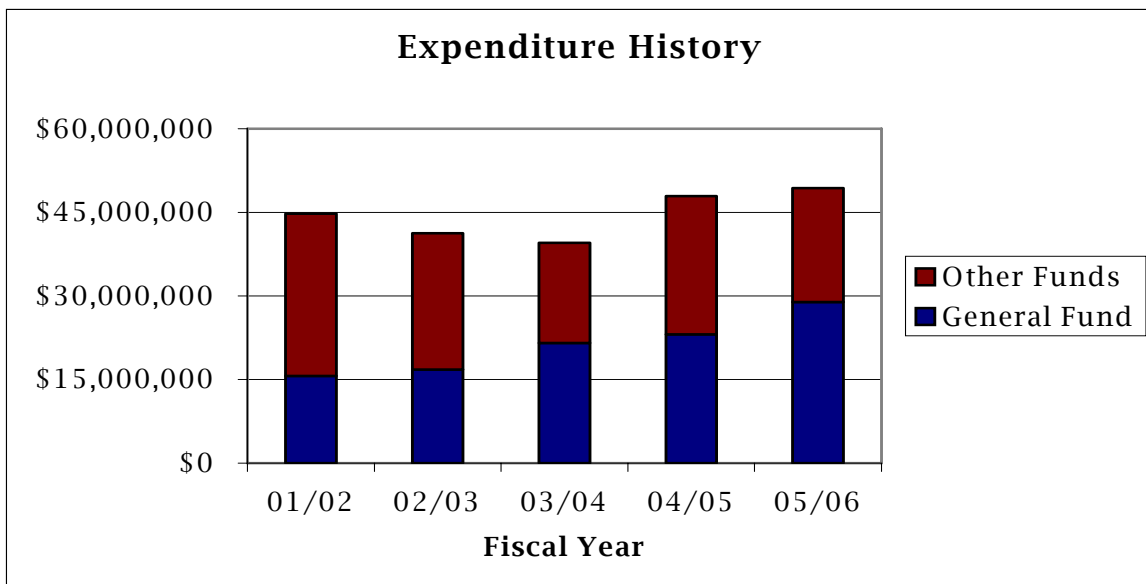
## General Administration Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
201 Director of General Administration	\$ 405,064	\$ 360,885	\$ 371,439	\$ 10,554	2.92%
155 Performance Optimization	144,734	361,267	354,567	(6,700)	(1.85%)
Purchasing and Materials Management Division:					
160 Purchasing	1,155,474	1,167,250	1,204,778	37,528	3.22%
161 Minority/Women Business Enterprise	235,831	248,448	256,518	8,070	3.25%
163 Property Control	157,232	155,435	167,468	12,033	7.74%
164 City Mail Service	236,734	219,346	216,904	(2,442)	(1.11%)
165 Fleet/Facility Supply/Support	512,749	469,798	476,181	6,383	1.36%
166 City Stores	196,140	202,778	214,491	11,713	5.78%
995 Non Dept.-Purchasing Auctions	17,155	21,300	24,385	3,085	14.48%
Technology Management Division:					
191 Chief Information Officer	205,190	198,492	201,072	2,580	1.30%
192 Strategic Support	1,701,057	1,728,447	1,815,546	87,099	5.04%
193 Computer Operations	1,054,434	1,175,127	1,092,945	(82,182)	(6.99%)
194 Network Support	1,324,097	1,536,501	1,708,320	171,819	11.18%
195 Systems Support and Development	2,122,667	2,104,558	2,117,959	13,401	0.64%
991 Non Dept.-PC Maintenance	100,879	163,440	155,040	(8,400)	(5.14%)
992 Non Dept.-Technology Management	3,683,977	3,907,752	3,820,046	(87,706)	(2.24%)
Human Resources Division:					
021 Merits Program	78,403	87,515	99,110	11,595	13.25%
205 Human Resources	364,788	166,050	176,057	10,007	6.03%
206 Classification and Pay	228,416	406,651	422,313	15,662	3.85%
207 Employment and Recruitment	222,578	557,303	676,984	119,681	21.48%
208 Employee Services	73,202	75,754	(75,754)	(100.00%)	
209 Training	76,119	83,446	288,622	205,176	245.88%
210 Civil Service/Testing					
215 Labor Relations	176,381	278,097	269,615	(8,482)	(3.05%)
216 Employee Benefits	346,809	369,369	395,271	25,902	7.01%
273 Employee Wellness				-	
Facilities Management Division:					
749 Facilities Management	4,778,999	4,915,549	5,154,251	238,702	4.86%
703 City Hall Maintenance	1,654,986	1,755,777	1,693,249	(62,528)	(3.56%)
993 Non Dept.-General Administration Projects	324,310	400,607	5,525,764	5,125,157	1279.35%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 21,578,405</b>	<b>\$ 23,116,942</b>	<b>\$ 28,898,895</b>	<b>\$ 5,781,953</b>	<b>25.01%</b>
<b>FLEET MANAGEMENT FUND #511</b>					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 3,141,968	\$ 643,782	\$ 617,293	\$ (26,489)	(4.11%)
744 Fleet Management Maintenance	9,571,623	9,874,986	8,559,309	(1,315,677)	(13.32%)
963 Non Dept.-Fleet Management	813,090	864,755	1,138,769	274,014	31.69%
<b>TOTAL – FLEET MANAGEMENT FUND</b>	<b>\$ 13,526,681</b>	<b>\$ 11,383,523</b>	<b>\$ 10,315,371</b>	<b>\$ (1,068,152)</b>	<b>(9.38%)</b>
<b>FLEET REPLACEMENT FUND #512</b>					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 4,032,816	\$ 12,998,850	\$ 9,709,935	\$ (3,288,915)	(25.30%)
<b>TOTAL – FLEET REPLACEMENT FUND</b>	<b>\$ 4,032,816</b>	<b>\$ 12,998,850</b>	<b>\$ 9,709,935</b>	<b>\$ (3,288,915)</b>	<b>(25.30%)</b>
<b>RISK MANAGEMENT FUND #521</b>					
Human Resources Division:					
219 Employee Wellness	\$ 95,035	\$ 87,141	\$ 86,088	\$ (1,053)	(1.21%)
220 Employee Health and Safety	334,158	328,236	385,491	57,255	17.44%
<b>TOTAL – RISK MANAGEMENT FUND</b>	<b>\$ 429,193</b>	<b>\$ 415,377</b>	<b>\$ 471,579</b>	<b>\$ 56,202</b>	<b>13.53%</b>
<b>TOTAL: GENERAL ADMINISTRATION</b>	<b>\$ 39,567,095</b>	<b>\$ 47,914,692</b>	<b>\$ 49,395,780</b>	<b>\$ 1,481,088</b>	<b>3.09%</b>

General Administration Department

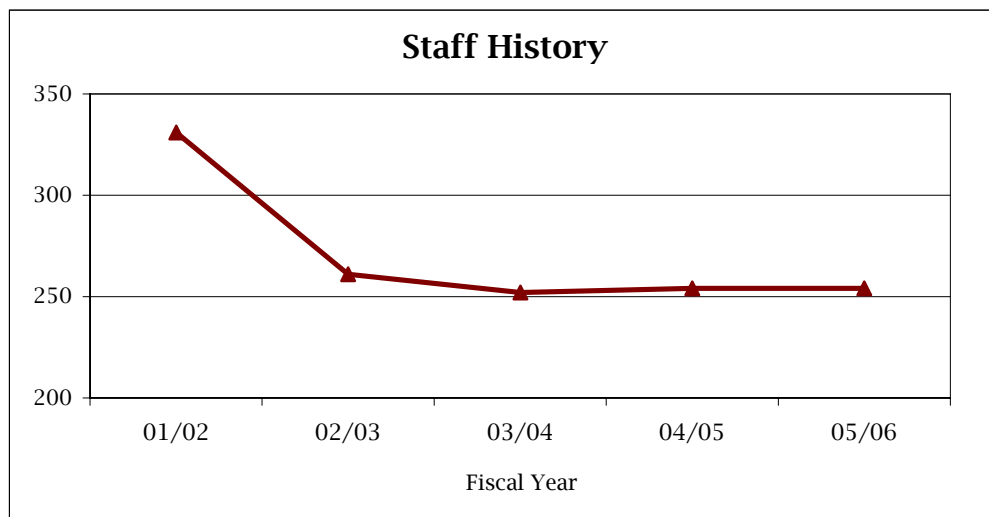
	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	11,899,446	12,360,612	12,492,515	131,903	1.07%
Employee Benefits	3,959,477	4,486,773	4,818,538	331,765	7.39%
Supplies	7,055,530	7,355,355	5,738,531	(1,616,824)	(21.98%)
Contractual Services	5,066,219	5,380,994	5,308,139	(72,855)	(1.35%)
Utilities	1,960,197	2,117,053	2,036,174	(80,879)	(3.82%)
Other Operating	1,057,076	976,323	1,286,222	309,899	31.74%
Travel/Training	241,272	284,272	279,749	(4,523)	(1.59%)
Internal Services	854,968	907,597	925,716	18,119	2.00%
Capital	11,471	12,071,770	6,590,883	(5,480,887)	(45.40%)
Non-Operating	7,461,438	1,973,943	9,919,313	7,945,370	402.51%
<b>TOTAL: GENERAL ADMINISTRATION</b>	<b>\$ 39,567,095</b>	<b>\$ 47,914,692</b>	<b>\$ 49,395,780</b>	<b>\$ 1,481,088</b>	<b>3.09%</b>



General Administration Department

Department Staffing Summary

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>GENERAL FUND #100</u>			
201 Director of General Administration	5	4	4
155 Performance Optimization	3	3	3
Purchasing and Materials Management Division:			
160 Purchasing	16	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	2	2	2
192 Strategic Support	23	23	23
193 Computer Operations	17	18	18
194 Network Support	15	17	17
195 Systems Support and Development	24	23	23
Human Resources Division:			
205 Human Resources	2	2	2
206 Classification and Pay	7	7	7
207 Employment and Recruitment	6	7	8
208 Employee Services	1	1	0
209 Training	1	1	1
215 Labor Relations	4	4	4
216 Employee Benefits	6	6	6
Facilities Management Division:			
749 Facilities Management	48	48	48
<b>TOTAL – GENERAL FUND</b>	<b>202</b>	<b>204</b>	<b>204</b>
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
<b>TOTAL – FLEET MANAGEMENT FUND</b>	<b>45</b>	<b>45</b>	<b>45</b>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
220 Occupational Health and Safety	1	1	1
219 Wellness Program	4	4	4
<b>TOTAL - RISK MANAGEMENT FUND</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL – GENERAL ADMINISTRATION</b>	<b>252</b>	<b>254</b>	<b>254</b>





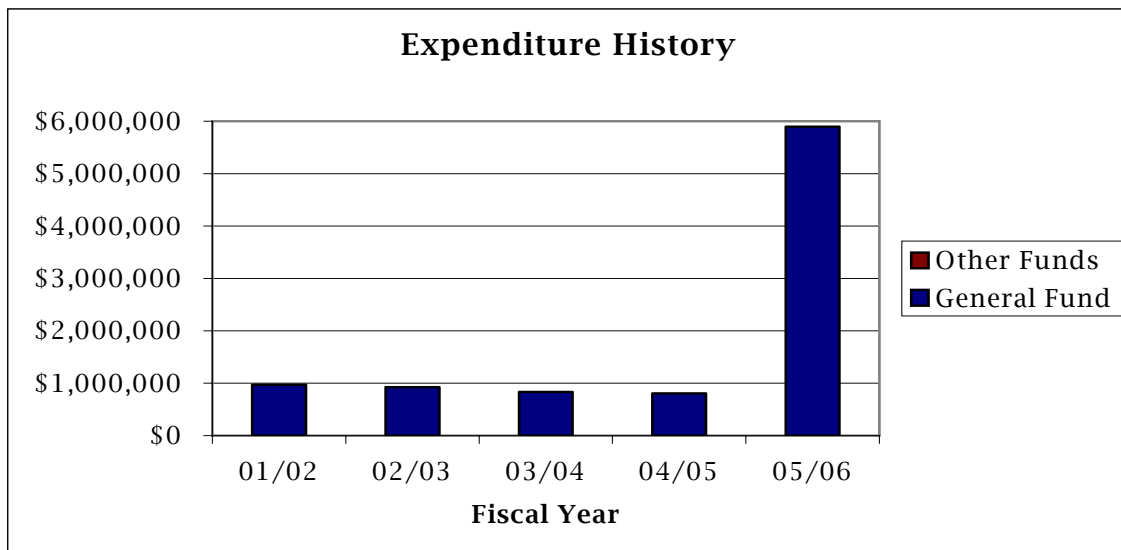
General Administration Department

Overview of Services/Programs

The **General Administration Department** effectively manages the provision of administrative services within City government to allow other departments to focus on their core businesses. The Department consists of six divisions or programs: Fleet Management, Facilities Management, Human Resources, Purchasing & Materials Management, Technology Management, and Performance Optimization.

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
201 Director of General Administration	\$ 405,064	\$ 360,885	\$ 371,439	\$ 10,554	2.92%
993 Non Dept.-General Administration	324,310	400,607	5,525,764	5,125,157	1279.35%
Projects	102,622	41,950			
<b>TOTAL – GENERAL FUND</b>	<b>\$ 831,996</b>	<b>\$ 803,442</b>	<b>\$ 5,897,203</b>	<b>\$ 5,135,711</b>	<b>633.99%</b>
<b>TOTAL – DIRECTOR</b>	<b>\$ 831,996</b>	<b>\$ 803,442</b>	<b>\$ 5,897,203</b>	<b>\$ 5,135,711</b>	<b>633.99%</b>



STAFFING SUMMARY

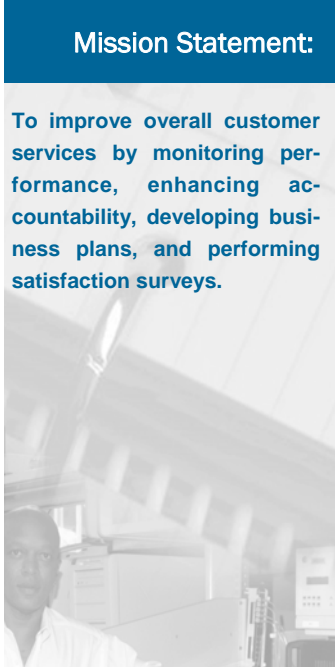
	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
201 Director of General Administration	5	4	4
<b>TOTAL – GENERAL FUND</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>TOTAL – GENERAL ADMINISTRATION</b>	<b>5</b>	<b>4</b>	<b>4</b>

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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

- Received ICMA's 2004 Achievement Award for the use of performance data in strategic and management decision making for local governments.
- Developed intra and internet survey capabilities in-house for collecting information on the delivery of City services.
- Implemented Phase I of Florida Benchmarking Consortium's study with UCF by developing performance measures of government services for Statewide comparison.
- Coordinated FEMA Mitigation needs and participated as a member of Orange County's Local Mitigation Strategy for various drainage, shelter and wind retrofit needs within the area.

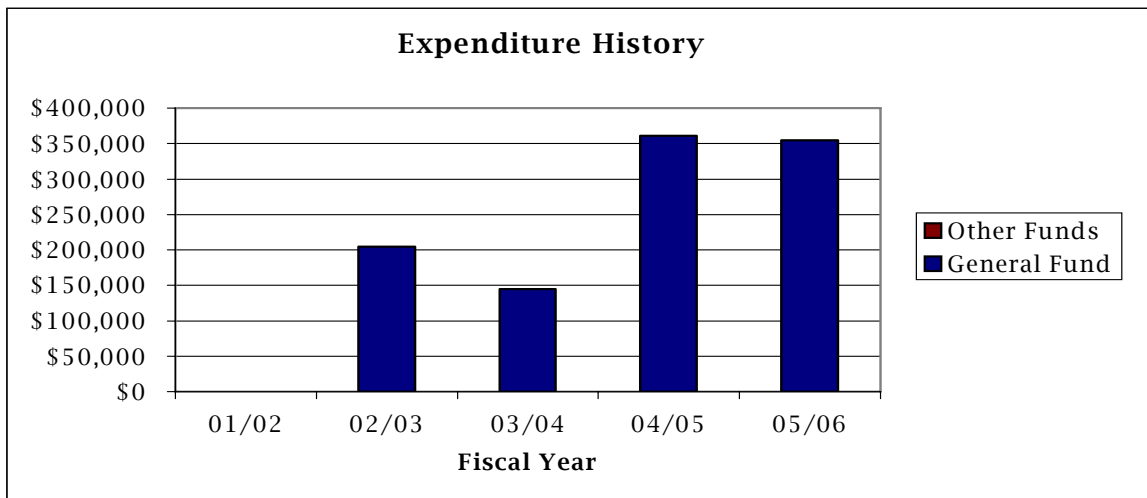
Future Outlook

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	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
155 Performance Optimization	\$ 144,734	\$ 361,267	\$ 354,567	\$ (6,700)	(1.85%)
TOTAL - GENERAL FUND	\$ 144,734	\$ 361,267	\$ 354,567	\$ (6,700)	
TOTAL - PERFORMANCE OPTIMIZATION	\$ 144,734	\$ 361,267	\$ 354,567	\$ (6,700)	(1.85%)



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
155 Performance Optimization	3	3	3
TOTAL - GENERAL FUND	3	3	3
TOTAL - GENERAL ADMINISTRATION	3	3	3

General Administration Department



**Purchasing & Materials Management Division**

**Mission Statement:**

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



**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**

- Received the prestigious “Achievement of excellence in Procurement Award” from the Institute of Supply Management. Only 61 of 2000 agencies have received this accreditation three times.
- Enhanced efficiency by implementation of additional web-based electronic bidding capabilities.
- Continued decentralization of authority to purchase goods and services by establishing new annual contracts and pro cards - allowing Purchasing to focus on complex, high risk / dollar transactions.
- Worked closely with Public Works managers to maintain minority participation in Continuing Professional Services.
- Worked with the City Redevelopment to capture M/WBE dollars spent on projects where the City has awarded incentives to developers.
- Generated over \$1,000,000 in revenue from the sale of surplus city property via on-line sales and live auctions. (Highest ever revenue from surplus sales.)
- City Stores decreased order-to-receipt time from an average of over two weeks to less than two days.

**Future Outlook**

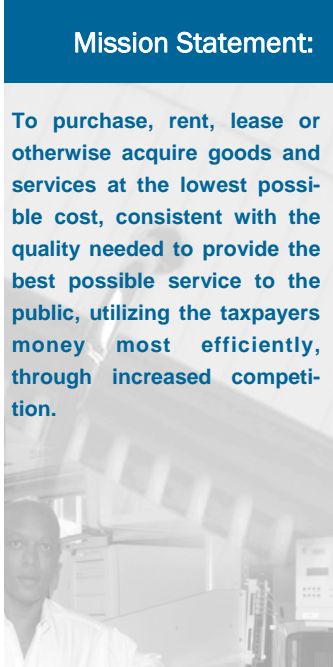
- PMD will upgrade electronic applications to enable Division to successfully manage increasing and more complex workloads with the limited resources available.
- PMD will collaborate with Disney/SBA National Entrepreneur Center (NEC) to increase the number of certified Minority and Women-Owned firms registered with the City.

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of contract compliance of MBE WBE goals, in the construction/procurement contracts	100%	100%	100%
Percent of original purchase price of vehicles recovered in sale.	23.0%	15.0%	15.0%
Percent of stocked item requests filled within four (4) hours. (Fleet Supp)	92%	94%	95%
Inventory turn-over ratio.	1:4	1:4	1:4

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

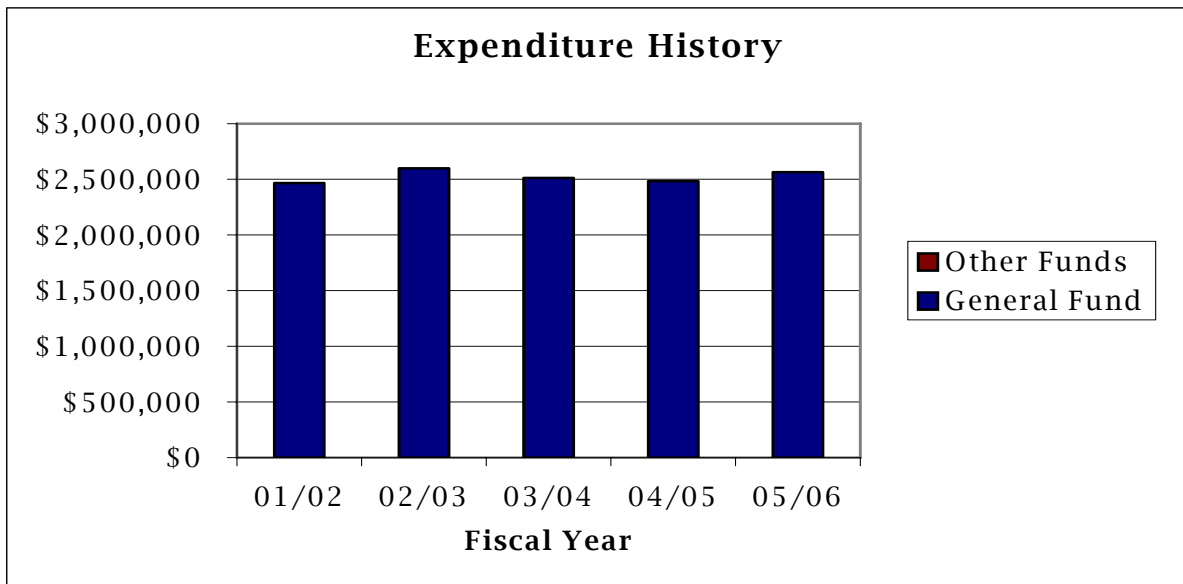


Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Dollar amount of purchases per Program full time employees (FTE's).	\$6,109,228	\$6,988,120	\$6,988,120
Cost to process One Commodity/Services Purchase Transaction	\$30.25	\$30.15	\$31.00
Cost to process One Contract Management Transaction	\$10.56	\$13.05	\$13.50
Cost to Certify an MBE/WBE	\$68.98	\$69.38	\$64.00
Ave.Cost to process Requisition/ProCard / P.O.Transaction (City Stores)	\$12.85	\$11.04	\$12.25
Ave. Cost to Receive, Inspect, & Deliver City Stores Materials	\$33.95	\$22.06	\$22.70
Ave. Cost to add a capital asset to the system	\$20.72	\$22.92	\$23.50
Ave. Cost to process One Piece of U.S. Mail	\$0.08	\$0.07	\$0.07
Ave.Cost to process PO/ReQ./ProCard Order Trans. (Fleet Support)	\$2.22	\$3.21	\$2.96
Ave.Cost to process Work Order (Fleet Sup)	\$0.60	\$0.53	\$0.55
Ave.Cost to process PO/ProCard/Req. Order Trans. (Facilities Support)	\$19.74	\$23.55	\$21.50
Ave.Cost to Expedite Orders--- PickUp & Deliver.(Fac. Support)	\$10.01	\$10.85	\$10.50

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Purchasing and Materials Management Division:					
160 Purchasing	\$ 1,155,474	\$ 1,167,250	\$ 1,204,778	\$ 37,528	3.22%
161 Minority/Women Business Enterprise	235,831	248,448	256,518	8,070	3.25%
163 Property Control	157,232	155,435	167,468	12,033	7.74%
164 City Mail Service	236,734	219,346	216,904	(2,442)	(1.11%)
165 Fleet/Facility Supply/Support	512,749	469,798	476,181	6,383	1.36%
166 City Stores	196,140	202,778	214,491	11,713	5.78%
995 Non Dept.-Purchasing Auctions	17,155	21,300	24,385	3,085	14.48%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 2,511,315</b>	<b>\$ 2,484,355</b>	<b>\$ 2,560,725</b>	<b>\$ 76,370</b>	<b>3.07%</b>
<b>TOTAL – PURCHASING &amp; MATERIALS MGMT. DIVISION</b>	<b>\$ 2,511,315</b>	<b>\$ 2,484,355</b>	<b>\$ 2,560,725</b>	<b>\$ 76,370</b>	<b>3.07%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Purchasing & Materials Management Division:			
160 Purchasing	16	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
<b>TOTAL – GENERAL FUND</b>	<b>38</b>	<b>38</b>	<b>38</b>
<b>TOTAL – PMD</b>	<b>38</b>	<b>38</b>	<b>38</b>

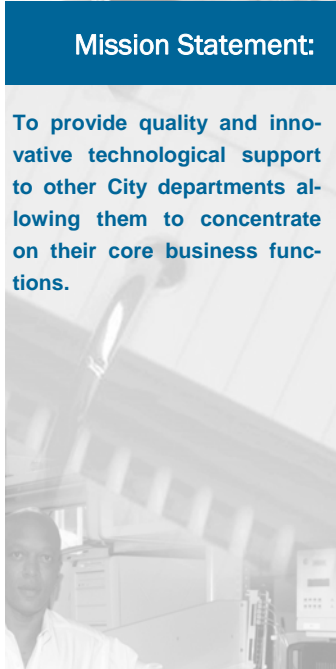


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General Administration Department



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** 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

- Implemented Phase 2 SQL/Web Infrastructure, which reduces the City's overall cost of developing and supporting applications.
- Acquired and installed network infrastructure upgrades to Public Works Campus ensuring that their systems did not become obsolete.
- Completed CDPD to EDGE migration for mobile data services, which provides public safety and other City personnel with faster access to on-line facilities, making creating efficiencies and enhancing the provision of services.
- Built consensus for voice systems and networks upgrades including voice over IP (VOIP) initiative
- Enhanced email spam blocking and virus prevention through the implementation of Brightmail product.

Future Outlook

The Technology Management Division will continue the implementation of the following goals:

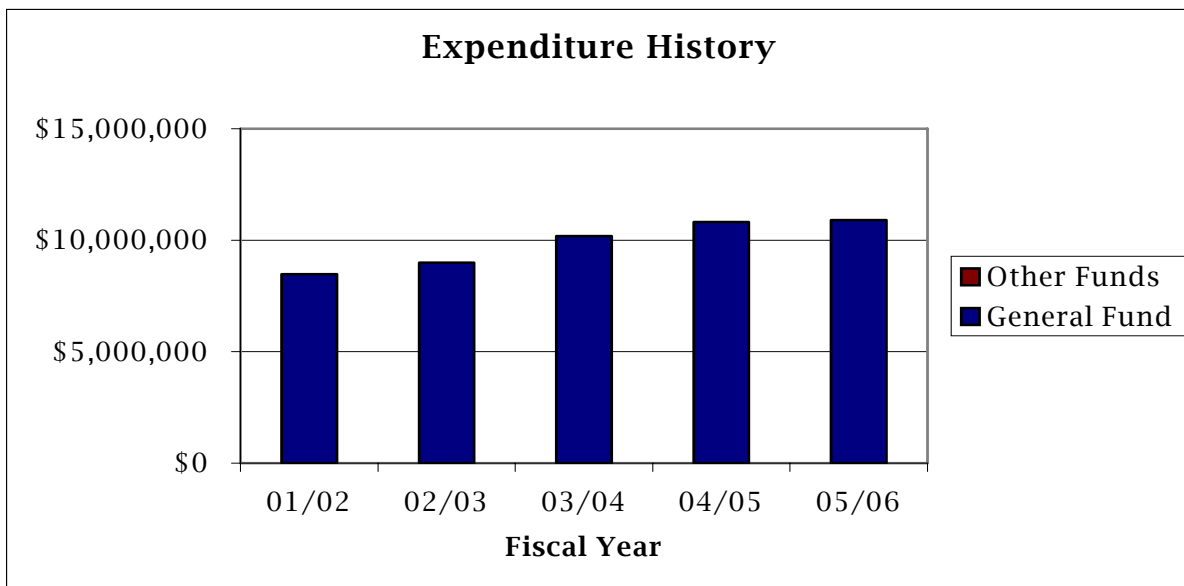
- Implementation of more e-government initiatives to enhance internal efficiencies as well as enhance the end-user experience for our citizens and constituents.
- Enhance the enterprise voice systems infrastructure to promote internal efficiencies and lower long term cost of ownership with newer Voice over Internet Protocol technology
- Continued enhancement and build out of the City's network infrastructure to increase productivity.

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of Service Level Agreements met or exceeded	98%	95%	95%
Obtain a customer satisfaction survey overall mean rating of 8 or > on a 10 scale	8.00	8.00	8.00
Percent response to software support calls initiated by customers to Call Center within 24 hours	80%	85%	85%
Percent of virus outbreaks contained/resolved in less than 2 hours	94%	95%	95%
Percentage of service requests entered into system within 24 hours	93%	95%	95%
Percent of GIS errors corrected within the same day that they were found or reported	100%	100%	100%
Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of Calls taken by Call Center	28,936	30,000	30,000
Total Service Requests Received	3,254	3,000	2,700
Number of GIS Projects Completed	1,538	1,600	1,500

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Technology Management Division:					
191 Chief Information Officer	\$ 205,190	\$ 198,492	\$ 201,072	\$ 2,580	1.30%
192 Strategic Support	1,701,057	1,728,447	1,815,546	87,099	5.04%
193 Computer Operations	1,054,434	1,175,127	1,092,945	(82,182)	(6.99%)
194 Network Support	1,324,097	1,536,501	1,708,320	171,819	11.18%
195 Systems Support and Development	2,122,667	2,104,558	2,117,959	13,401	0.64%
991 Non Dept.-PC Maintenance	100,879	163,440	155,040	(8,400)	(5.14%)
992 Non Dept.-Technology Management	3,683,977	3,907,752	3,820,046	(87,706)	(2.24%)
<b>TOTAL – GENERAL FUND</b>	<b>\$10,192,301</b>	<b>\$ 10,814,317</b>	<b>\$ 10,910,928</b>	<b>\$ 96,611</b>	<b>0.89%</b>
<b>TOTAL – TECHNOLOGY MANAGEMENT DIVISION</b>	<b>\$10,192,301</b>	<b>\$ 10,814,317</b>	<b>\$ 10,910,928</b>	<b>\$ 96,611</b>	<b>0.89%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Technology Management Division:			
191 Chief Information Officer	2	2	2
192 Strategic Support	23	23	23
193 Computer Operations	17	18	18
194 Network Support	15	17	17
195 Systems Support and Development	24	23	23
<b>TOTAL – GENERAL FUND</b>	<b>81</b>	<b>83</b>	<b>83</b>
<b>TOTAL – TECHNOLOGY MANAGEMENT DIVISION</b>	<b>81</b>	<b>83</b>	<b>83</b>

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

- City of Orlando recognized as a Top 100 Company for Working Families.
- Implemented new and improved web based Applicant Management system that has improved customer service and increased the volume of on-line employment applications.
- Implemented on-site computer training resulting in a cost savings.
- Completed an indoor air quality audit of Orlando Police Headquarters as well as a Chemical Safety Audit in Parks Division.
- Assisted in the development and implementation of the Fire Fit Kid Programs as well as the 100% certification of OFD Fitness Coordinators in support of a Fire Department Fitness Initiative.
- Conducted an in-house pay plan study for all LIUNA covered positions.
- Staffed 3 new and 7 existing collective bargaining agreements (92% of employees).

Future Outlook

Human Resources will continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce. The 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.

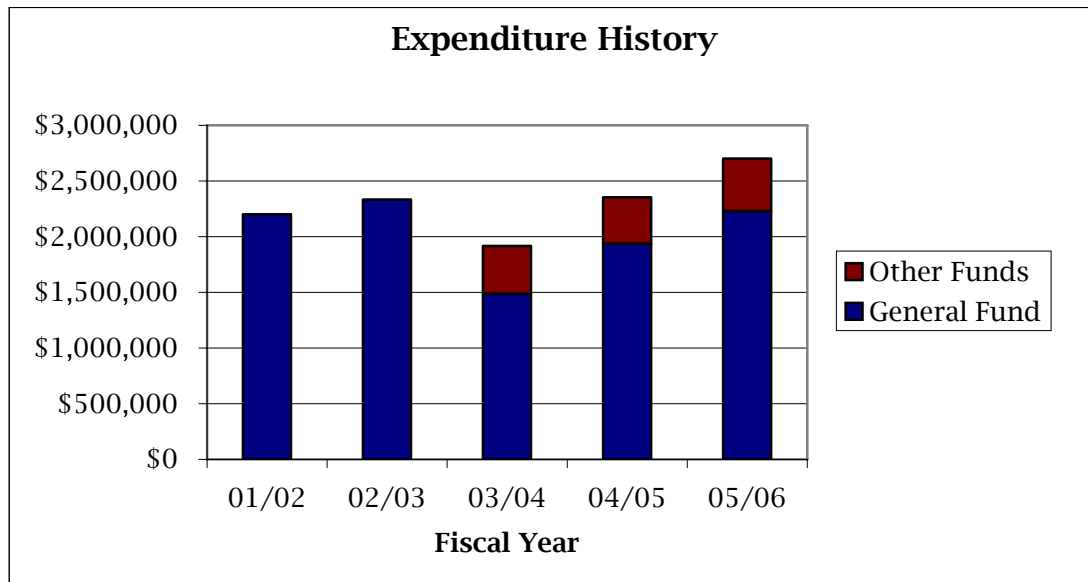
Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Ranking within the "Top 100 Family Friendly Companies in Central Florida."	21	Top 100	Top 100
Total annual turnover in line with ICMA data for similarly situated cities.	4%	5%	5%
A minimum of 75% of formalized complaints are resolved to the City's satisfaction.	82%	90%	75%
Annual Division Expenditures/ Employee	\$588	\$596	\$732

Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Total City Employees per Human Resources FTE.	117.73	117	112
A minimum of 70% good to excellent ratings on customer service survey.	92%	70%	70%
Complete all targeted focus groups each fiscal year.	0%	33%	100%

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Human Resources Division:					
205 Human Resources	\$ 364,788	\$ 166,050	\$ 176,057	\$ 10,007	6.03%
206 Classification and Pay	228,416	406,651	422,313	15,662	3.85%
207 Employment and Recruitment	222,578	557,303	676,984	119,681	21.48%
208 Employee Services	73,202	75,754	(75,754)	(75,754)	(100.00%)
209 Training	76,119	83,446	288,622	205,176	245.88%
210 Civil Service/Testing					
215 Labor Relations	176,381	278,097	269,615	(8,482)	(3.05%)
216 Employee Benefits	346,809	369,369	395,271	25,902	7.01%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 1,488,293</b>	<b>\$ 1,936,670</b>	<b>\$ 2,228,862</b>	<b>\$ 292,192</b>	<b>15.09%</b>
<b>RISK MANAGEMENT FUND #521</b>					
Human Resources Division:					
219 Employee Wellness	\$ 95,035	\$ 87,141	\$ 86,088	\$ (1,053)	(1.21%)
220 Employee Health and Safety	334,158	328,236	385,491	57,255	17.44%
<b>TOTAL – RISK MANAGEMENT FUND</b>	<b>\$ 429,193</b>	<b>\$ 415,377</b>	<b>\$ 471,579</b>	<b>\$ 56,202</b>	<b>13.53%</b>
<b>TOTAL – HUMAN RESOURCES DIVISION</b>	<b>\$ 1,917,486</b>	<b>\$ 2,352,047</b>	<b>\$ 2,700,441</b>	<b>\$ 348,394</b>	<b>14.81%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>GENERAL FUND #100</u>			
Human Resources Division:			
205 Human Resources	2	2	2
206 Classification and Pay	7	7	7
207 Employment and Recruitment	6	6	8
208 Employee Services	1	1	0
209 Training	1	1	1
215 Labor Relations	4	4	4
216 Employee Benefits	6	6	6
TOTAL - GENERAL FUND	<u>27</u>	<u>27</u>	<u>28</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
220 Occupational Health and Safety	4	4	4
219 Wellness Program	1	1	1
TOTAL - RISK MANAGEMENT FUND	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL - HUMAN RESOURCES DIVISION	<u><u>32</u></u>	<u><u>32</u></u>	<u><u>33</u></u>

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General Administration Department



Facilities Management Division

Mission Statement:

To provide efficient and cost effective maintenance, repair and renovation services to all City facilities.



Program Identifier:

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



Overview of Service/Program

The **Facilities Management Division** 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

- Re-keyed entire Family Parks and Recreation buildings including Lake Eola, Bill Frederick Park and Leu Gardens.
- Completed transition of staff to manage and oversee City Hall Maintenance operations.
- Responded to over six hundred (600) work request6s related to hurricane damage to City property & facilities.
- Complete an average of 1.4 work requests per day per trade. An average work request completed per month is 1,037.
- 12% of total hours are emergency related compared 14.03% from FY 03/04.

Future Outlook

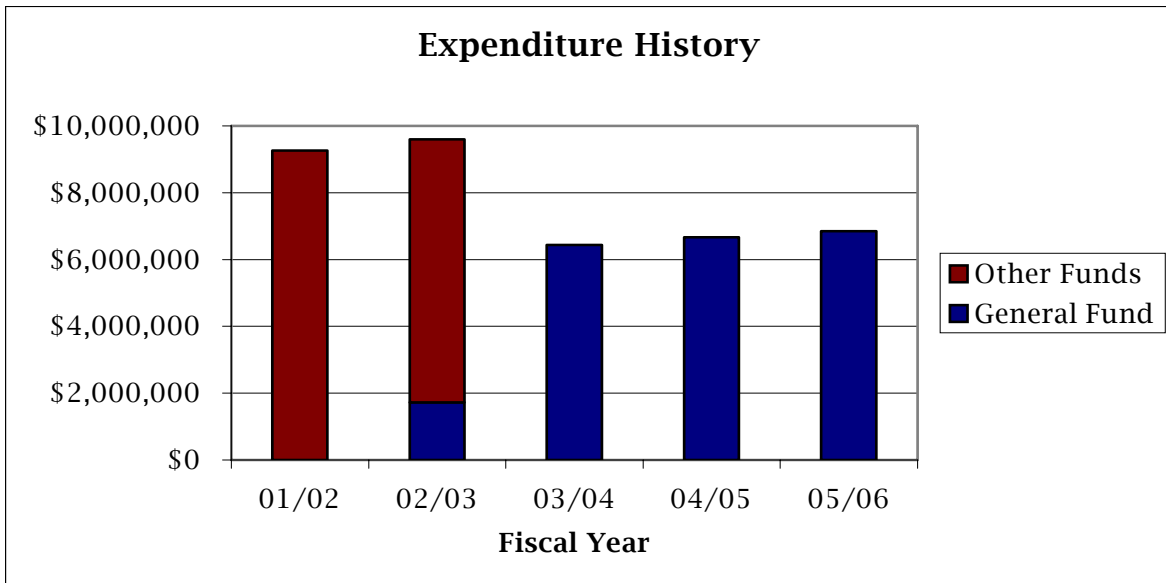
Facilities Management will develop a strategic plan that will help identify and anticipate financial requirements and investment goals to determine the many functions and condition of a specific facility over time, such as the workforce size, occupancy, space requirements, and restructuring. This plan 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.

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
PM work completed as a % of total work completed.	25%	20%	20%
% of total hours charged to emergencies.	14.03%	11.70%	11.5%
% of Work Orders backlogged (over 90 days) to Total Work Orders	5.00%	4.75%	4.50%
Overall performance rating from Internal Assessment Survey	7.01 out of 10.00	2.81 out of 4.00	3.25 out of 4.00
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
% of work requests completed to total work requests	80.00%	82.00%	83.00%
Annual average cost per gross square foot to maintain city facilities	1.23	1.17	1.14
Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Annual value of all billable work requests	\$992,026	\$816,535	\$1,130,460

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Facilities Management Division:					
749 Facilities Management	\$ 4,778,999	\$ 4,915,549	\$ 5,154,251	\$ 238,702	4.86%
703 City Hall Maintenance	1,654,986	1,755,777	1,693,249	(62,528)	(3.56%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 6,433,985</b>	<b>\$ 6,671,326</b>	<b>\$ 6,847,500</b>	<b>\$ 176,174</b>	<b>2.64%</b>
<b>TOTAL – FACILITIES MANAGEMENT DIVISION</b>	<b>\$ 6,433,985</b>	<b>\$ 6,671,326</b>	<b>\$ 6,847,500</b>	<b>\$ 176,174</b>	<b>2.64%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Facilities Management Division:			
749 Facilities Management	48	48	48
<b>TOTAL – GENERAL FUND</b>	<b>48</b>	<b>48</b>	<b>48</b>
<b>TOTAL – FACILITIES MANAGEMENT DIVISION</b>	<b>48</b>	<b>48</b>	<b>48</b>

General Administration Department



Fleet Management Division

Mission Statement:

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



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 2,216 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- Enhanced the Preventive Maintenance scheduling of vehicles, thereby reducing costs, controlling vehicle downtime, and maximizing shop resources.
- Reduced outsourcing by establishing an evaluation program for assessing repairs Fleet.
- Continues to strive for a 24-hour turnaround for vehicles repairs.

Future Outlook

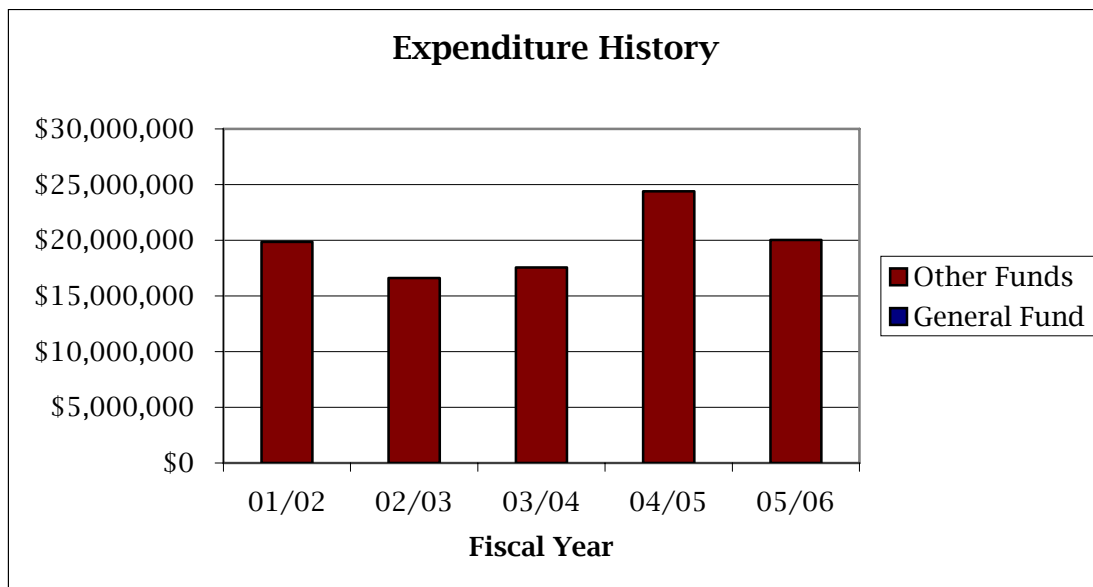
Fleet Management will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will provide a 24-hour turn around time for repairs by working two shifts and increase overall customer satisfaction by maintaining and serving the customer's needs through an aggressive fleet maintenance program.

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	15%	15%	15%
Percentage of outside contractor work	38%	35%	33%
Overall Customer Satisfaction Rating from Internal Assessment Survey.	6.8 out of 10	2.6 out of 4	2.8 out of 4
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of vehicles/FTE	48	49	48
Fleet Division expenditures/vehicle	5,286	4,630	4,500
Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Rolling stock maintained	2,218	2,050	2,075

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>FLEET MANAGEMENT FUND #511</b>					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 3,141,968	\$ 643,782	\$ 617,293	\$ (26,489)	(4.11%)
744 Fleet Management Maintenance	9,571,623	9,874,986	8,559,309	(1,315,677)	(13.32%)
963 Non Dept.-Fleet Management	813,090	864,755	1,138,769	274,014	31.69%
<b>TOTAL – FLEET MANAGEMENT FUND</b>	<b>\$ 13,526,681</b>	<b>\$ 11,383,523</b>	<b>\$10,315,371</b>	<b>\$ (1,068,152)</b>	<b>(9.38%)</b>
<b>FLEET REPLACEMENT FUND #512</b>					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 4,032,816	\$ 12,998,850	\$ 9,709,935	\$ (3,288,915)	(25.30%)
<b>TOTAL – FLEET REPLACEMENT FUND</b>	<b>\$ 4,032,816</b>	<b>\$ 12,998,850</b>	<b>\$ 9,709,935</b>	<b>\$ (3,288,915)</b>	<b>(25.30%)</b>
<b>TOTAL – FLEET MANAGEMENT DIVISION</b>	<b>\$ 17,559,497</b>	<b>\$ 24,382,373</b>	<b>\$20,025,306</b>	<b>\$ (4,357,067)</b>	<b>(17.87%)</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>FLEET MANAGEMENT FUND #511</b>			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
<b>TOTAL – FLEET MANAGEMENT FUND</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>TOTAL – FLEET MANAGEMENT DIVISION</b>	<b>45</b>	<b>45</b>	<b>45</b>

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## Housing Department

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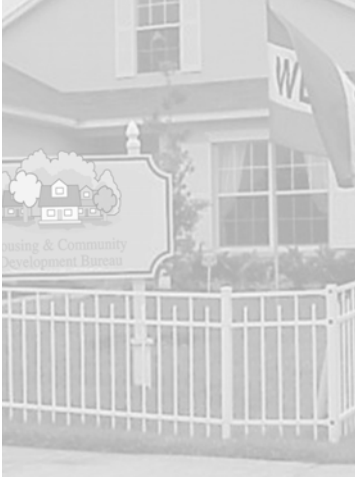
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### Mission Statement:

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

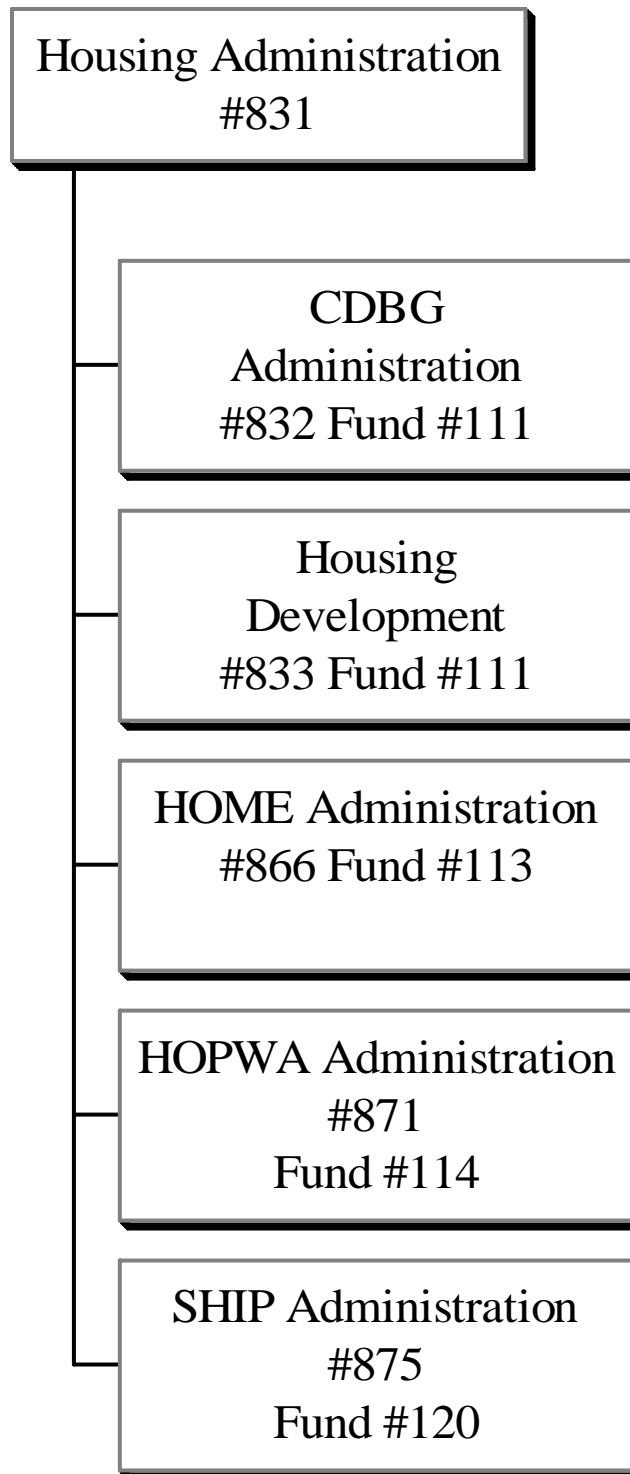
### Division Identifier:

⇒ Housing and Community Development



Housing Department

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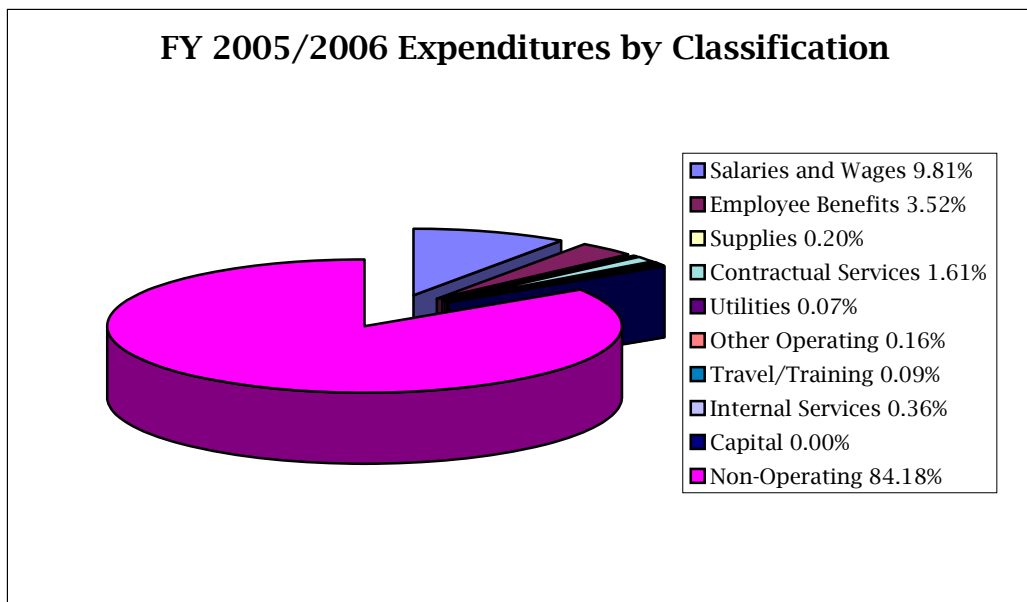
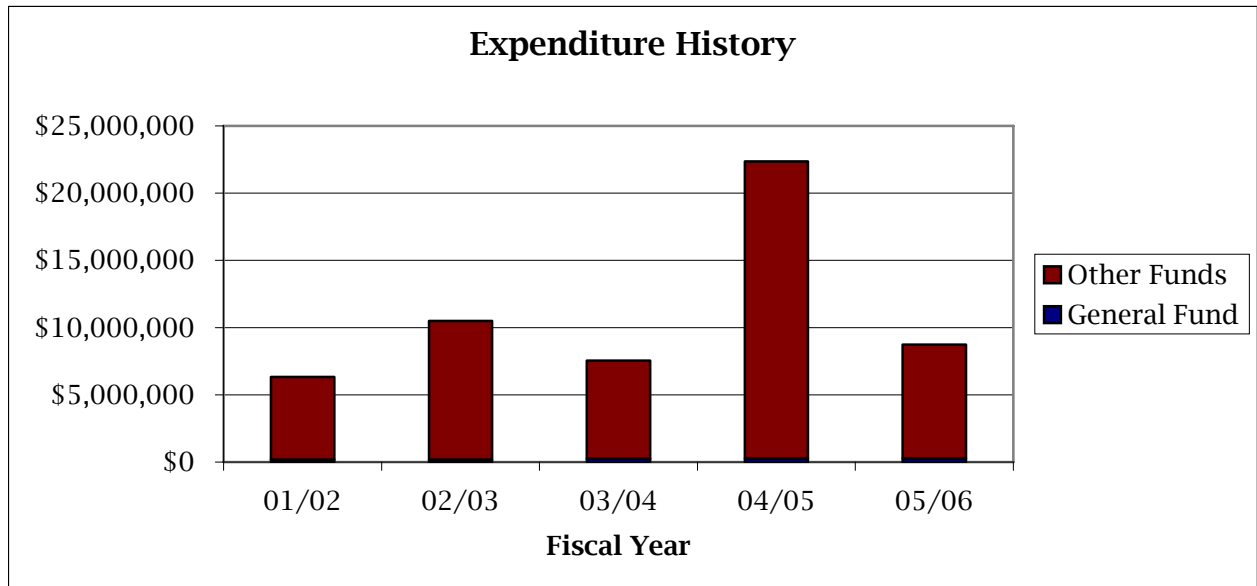


## Housing Department

### DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
831 Housing and Community Development	\$ 271,142	\$ 277,478	\$ 292,106	\$ 14,628	5.27%
TOTAL – GENERAL FUND	\$ 271,142	\$ 277,478	\$ 292,106	\$ 14,628	
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111</b>					
Housing and Community Development Division:					
832 CDBG Administration	\$ 2,498,936	\$ 4,705,948	\$ 2,093,580	\$ (2,612,368)	(55.51%)
833 Housing Development	368,136	427,885	433,479	5,594	1.31%
TOTAL – CDBG FUND	\$ 2,867,072	\$ 5,133,833	\$ 2,527,059	\$ (2,606,774)	(50.78%)
<b>HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113</b>					
Housing and Community Development Division:					
866 HOME	\$ 405,113	\$ 4,628,336	\$ 1,439,163	\$ (3,189,173)	(68.91%)
TOTAL – HOME FUND	\$ 405,113	\$ 4,628,336	\$ 1,439,163	\$ (3,189,173)	
<b>HOPWA GRANT FUND #114</b>					
Housing and Community Development Division:					
871 HOPWA	\$ 1,634,206	\$ 7,506,724	\$ 2,871,000	\$ (4,635,724)	(61.75%)
TOTAL – HOPWA GRANT FUND	\$ 1,634,206	\$ 7,506,724	\$ 2,871,000	\$ (4,635,724)	
<b>ESG GRANT FUND #116</b>					
Housing and Community Development Division:					
3291005 ESG 2005/06 Grant	\$ 87,737	\$ 102,228	\$ 97,180	\$ (5,048)	(4.94%)
TOTAL – ESG GRANT FUND	\$ 87,737	\$ 102,228	\$ 97,180	\$ (5,048)	
<b>LOCAL HOUSING ASSISTANCE TRUST FUND #120</b>					
Housing and Community Development Division:					
875 SHIP	\$ 2,290,136	\$ 4,705,378	\$ 1,504,416	\$ (3,200,962)	(68.03%)
TOTAL – LOCAL HOUSING ASSISTANCE FUND	\$ 2,290,136	\$ 4,705,378	\$ 1,504,416	\$ (3,200,962)	
TOTAL – HOUSING DEPARTMENT	<u>\$ 7,555,406</u>	<u>\$ 22,353,977</u>	<u>\$ 8,730,924</u>	<u>\$ (13,623,053)</u>	(60.94%)
Expenditure by Classification					
Salaries and Wages	\$ 781,045	\$ 1,117,950	\$ 855,234	\$ (262,716)	(23.50%)
Employee Benefits	231,021	311,547	307,510	(4,037)	(1.30%)
Supplies	18,419	32,859	17,200	(15,659)	(47.66%)
Contractual Services	6,458,566	18,819,306	140,680	(18,678,626)	(99.25%)
Utilities	5,920	9,896	6,500	(3,396)	(34.32%)
Other Operating	22,239	21,541	14,000	(7,541)	(35.01%)
Travel/Training	7,035	37,318	7,893	(29,425)	(78.85%)
Internal Services	24,754	38,218	31,809	(6,409)	(16.77%)
Capital	6,407	160,463	-	(160,463)	(100.00%)
Non-Operating	-	1,804,879	7,350,098	5,545,219	307.23%
TOTAL – HOUSING DEPARTMENT	<u>\$ 7,555,406</u>	<u>\$ 22,353,977</u>	<u>\$ 8,730,924</u>	<u>\$ (13,623,053)</u>	(60.94%)

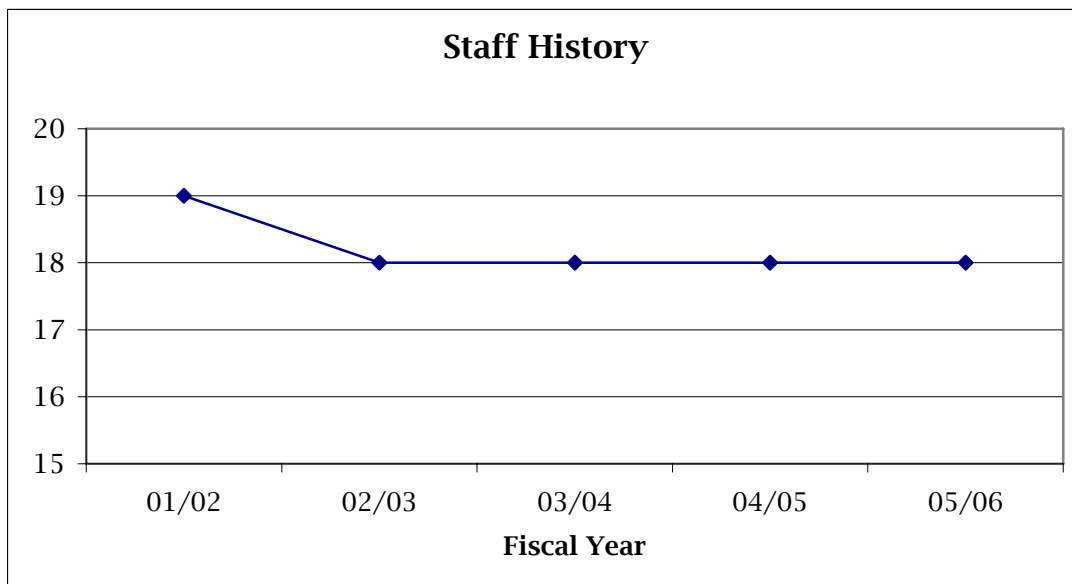
Housing Department



## Housing Department

### Department Staffing Summary

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Housing and Community Development Division:			
831 Housing and Community Development	3	3	3
<b>TOTAL – GENERAL FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND#111</b>			
Housing and Community Development Division:			
832 CDBG Administration	5	5	5
833 Housing Development	7	7	7
<b>TOTAL – CDBG FUND</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113</b>			
Housing and Community Development Division:			
866 HOME Personnel	1	1	1
<b>TOTAL – HOME FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>LOCAL HOUSING ASSISTANCE TRUST FUND #120</b>			
Housing and Community Development Division:			
875 SHIP Personnel	2	2	2
<b>TOTAL – LOCAL HOUSING ASSISTANCE FUND</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL – HOUSING</b>	<b>18</b>	<b>18</b>	<b>18</b>



## 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

- Parramore Village - acquisition, demolition and relocation.
- Implementation of Hurricane Post Disaster Recovery Grant Program.

#### Future Enhancements

- Implementation of Residential Retrofit and Energy Efficiency Grant.
- Implementation of Economic Development Initiative Grant.
- Implementation of Housing Hurricane Recovery Grant.
- Parramore Village redevelopment.
- Establish a Community Land Trust to preserve the City's affordable housing stock.

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	55	27	30
Average number of people on the Housing Rehabilitation Program Waiting List.	N/A	114	208
Number of very low, low and moderate income households receiving assistance through the Downpayment Assistance Program.	92	125	75
Number of citizens assisted through our partnership with Community Service Organizations.	N/A	5,000	5,000

Management, Budget and Accounting Department



**Mission Statement:**

To establish fiscal 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

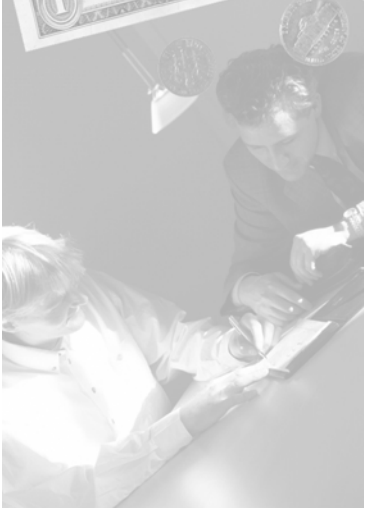
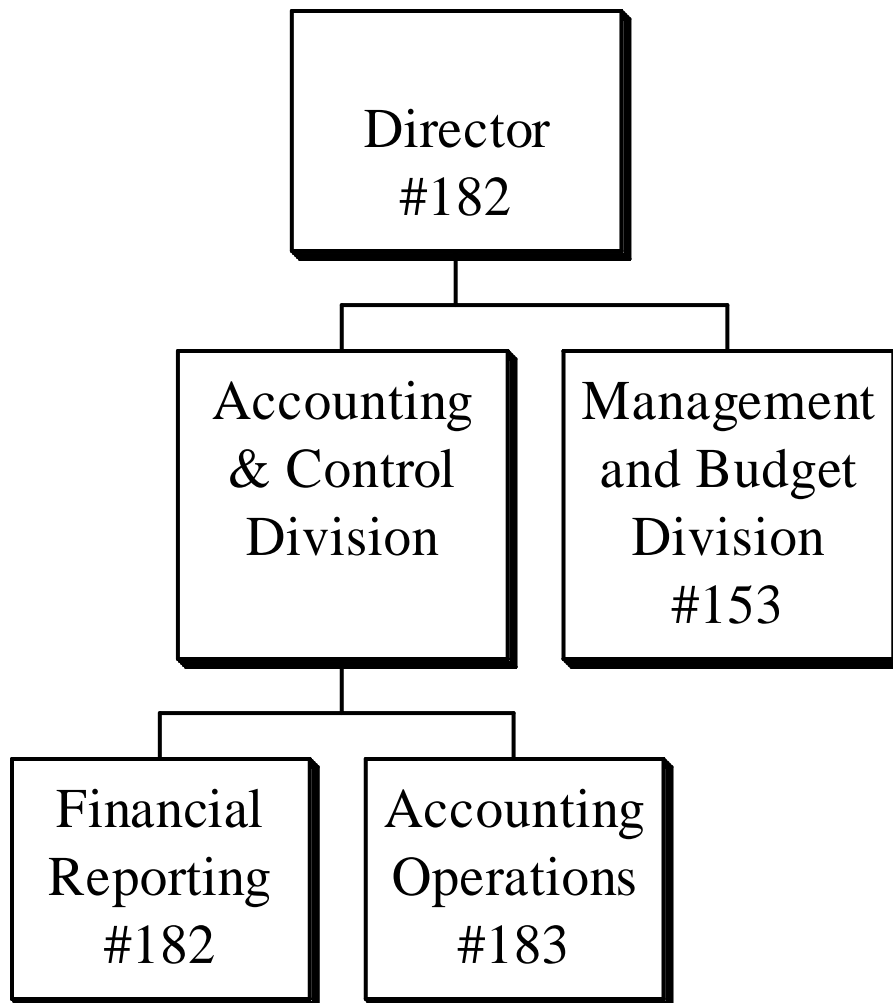


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Management, Budget and Accounting Department

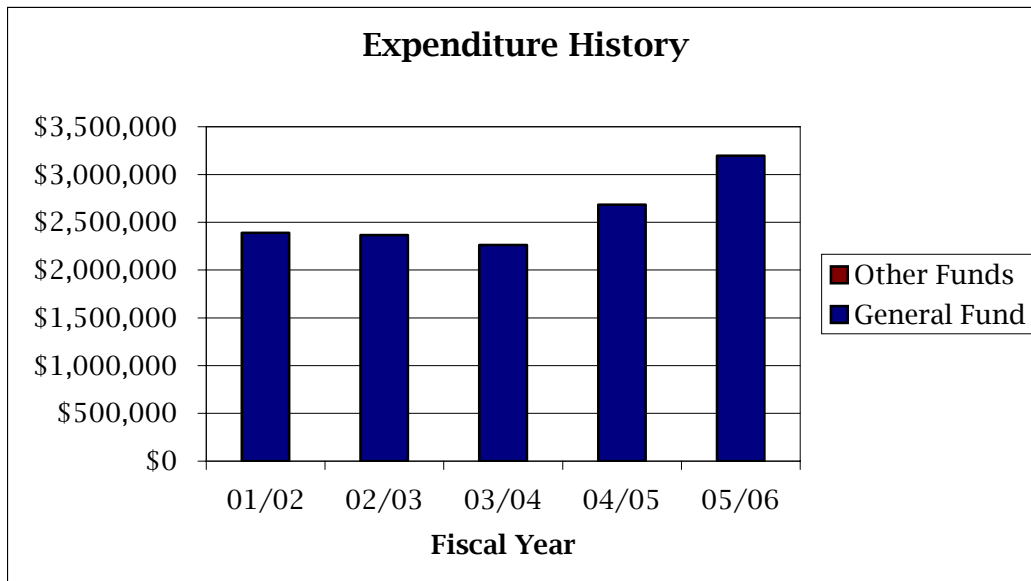
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Management, Budget and Accounting Department

DEPARTMENT EXPENDITURE SUMMARY

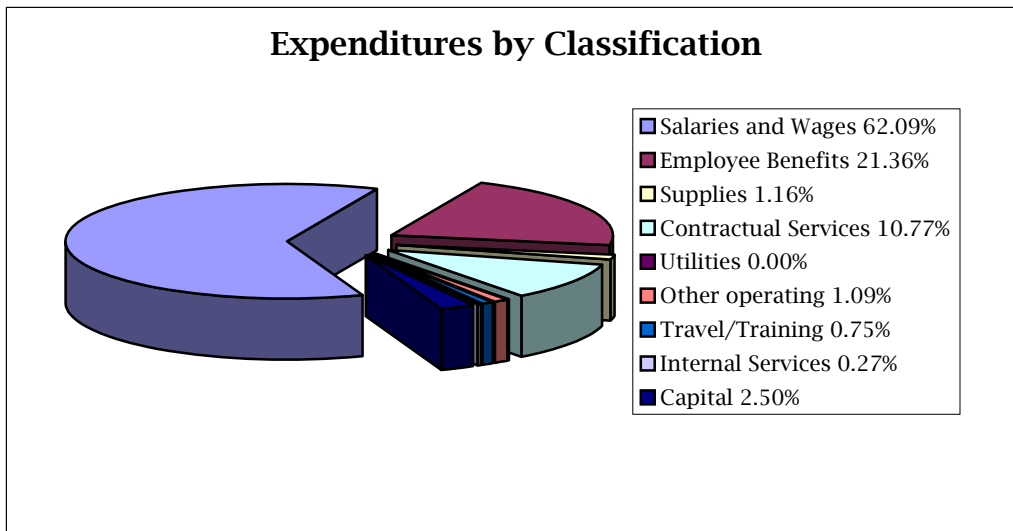
Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
153 Management and Budget	\$ 366,311	\$ 407,351	\$ 635,125	\$ 227,774	55.92%
Accounting and Control Division:					
182 Financial Reporting	934,816	987,316	1,078,341	91,025	9.22%
183 Accounting Operations	843,275	1,064,012	1,166,907	102,895	9.67%
895 Nondepartmental - Accounting	120,000	225,078	318,700	93,622	41.60%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 2,264,402</b>	<b>\$ 2,683,757</b>	<b>\$ 3,199,073</b>	<b>\$ 515,316</b>	<b>19.20%</b>
<b>TOTAL – MGMT., BUDGET &amp; ACCOUNTING</b>	<b>\$ 2,264,402</b>	<b>\$ 2,683,757</b>	<b>\$ 3,199,073</b>	<b>\$ 515,316</b>	<b>19.20%</b>
Expenditure by Classification					
Salaries and Wages	\$ 1,534,278	\$ 1,695,058	\$ 1,986,355	\$ 291,297	17.19%
Employee Benefits	461,167	592,668	683,348	90,680	15.30%
Supplies	39,521	38,114	37,114	(1,000)	(2.62%)
Contractual Services	163,754	273,544	344,620	71,076	25.98%
Utilities	294	-	-	-	-
Other operating	28,095	36,978	34,888	(2,090)	(5.65%)
Travel/Training	6,384	26,475	24,000	(2,475)	(9.35%)
Internal Services	4,112	7,232	8,748	1,516	20.96%
Capital	26,799	13,688	80,000	66,312	484.45%
<b>TOTAL – MGMT., BUDGET &amp; ACCOUNTING</b>	<b>\$ 2,264,402</b>	<b>\$ 2,683,757</b>	<b>\$ 3,199,073</b>	<b>\$ 515,316</b>	<b>19.20%</b>





Management, Budget and Accounting Department

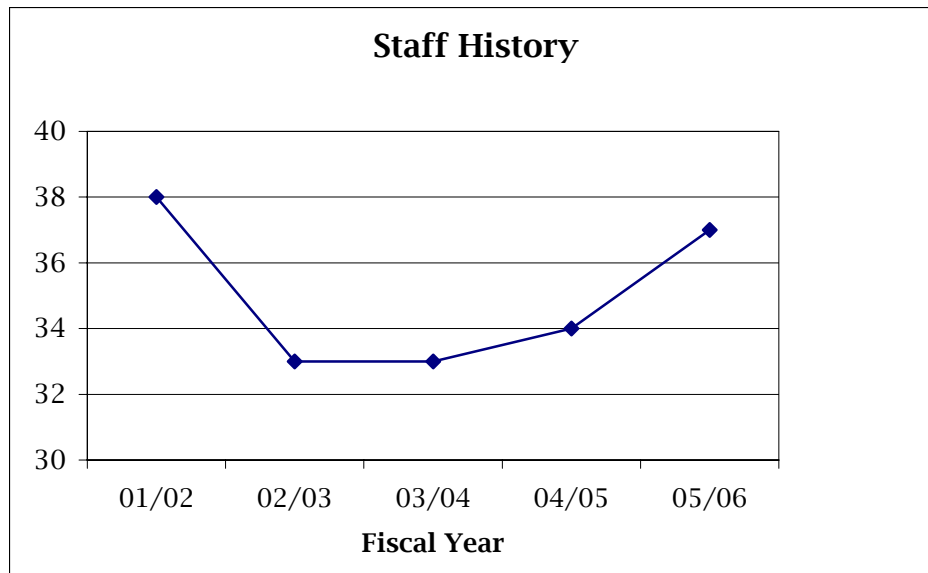
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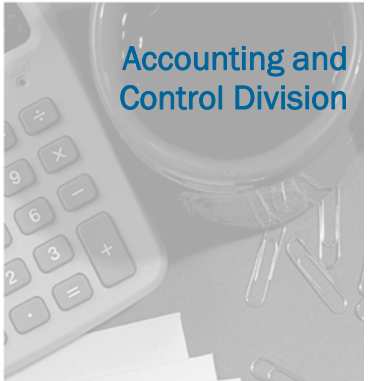
Management, Budget and Accounting Department

DEPARTMENT STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>GENERAL FUND #100</u>			
Accounting and Control Division:			
182 Financial Reporting	11	11	11
183 Accounting Operations	17	18	19
153 Management and Budget	<u>5</u>	<u>5</u>	<u>7</u>
TOTAL – MANAGEMENT, BUDGET & ACCOUNTING	<u><u>33</u></u>	<u><u>34</u></u>	<u><u>37</u></u>

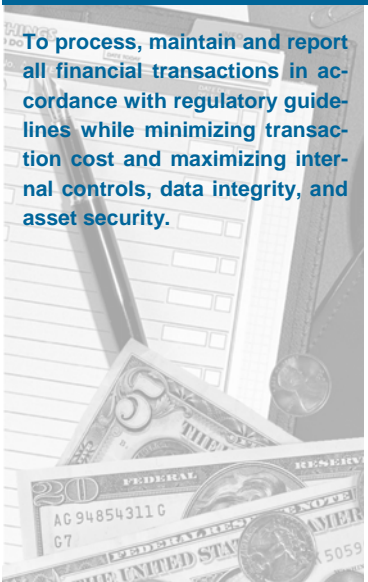


Management, Budget and Accounting Department



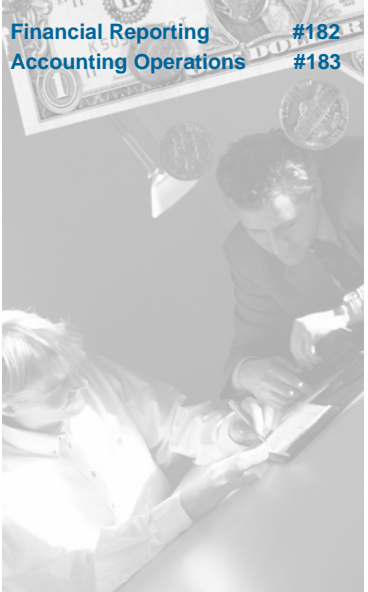
Accounting and Control Division

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

- Developed, organized and provided training and direction to Departmental managers on FEMA financial activities to ensure the integrity of data and to maximize the allowable reimbursement for hurricane damage costs incurred by the City.
- Participated in the successful migration from JD Edwards OneWorld XE to PeopleSoft Enterprise One 8.10 financial management information system.
- Completed a competitive procurement process for selecting the City’s external auditor.
- Implemented a web based program for Procurement Card purchases to enable Departments to review real time transactions to enhance compliance with policy and procedures.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- 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 participate with Real Estate, Facilities Management, and Risk Management on a project to verify and cross-reference fixed asset records.
- Management, Budget and Accounting will implement new requirements of the Governmental Accounting Standards Board and will monitor new pronouncements to determine their impact on the City.
- Management, Budget and Accounting will enhance modeling tools for use in projecting the long-term financing requirements of the City and the Community Redevelopment Agency.
- Management, Budget and Accounting, in conjunction with Technology Management, will continue to evaluate upgrades and enhancements to automated support systems (i.e. revenue collection, payroll).

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of checks voided in Accounts Payable.	2.16%	2.67%	1.85%
Percent of AP checks undone before processing	2.38%	2.82%	2.40%
Percent of violation and late letters issued to users of Pro-card.	8.04%	6.37%	8.00%
Percent of AP and Payroll checks demanded	1.60%	1.61%	2.00%
Percent of payroll checks voided.	.33%	.31%	.35%

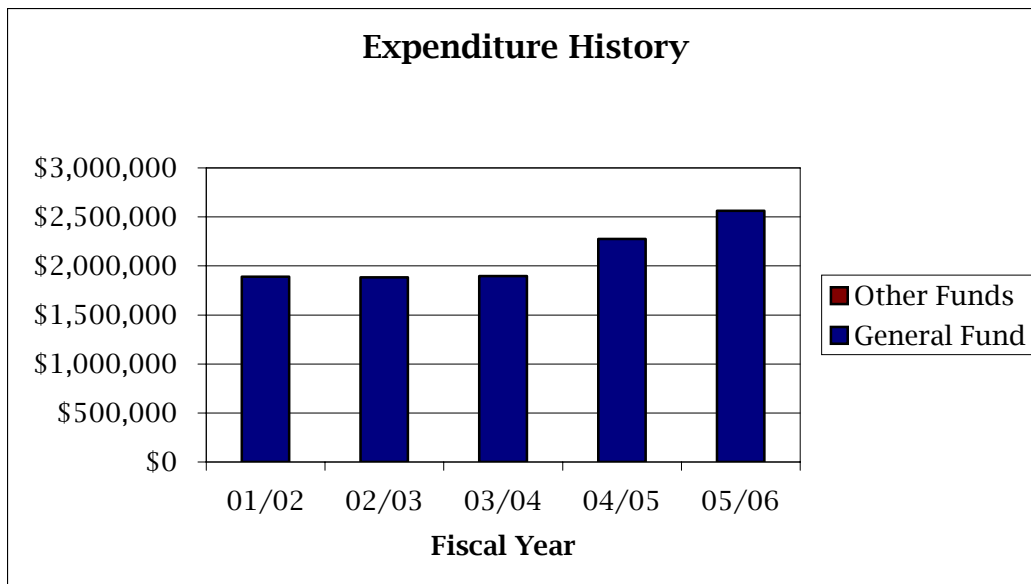
  

Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Average direct & indirect labor costs to process a check in Accounts Payable	\$18.42	\$19.63	\$19.00
Average cost to process a ProCard Transaction.	\$1.62	\$1.87	\$1.70
Average cost to process an Accounts Receivable Transaction	\$12.14	\$12.18	\$15.00
Average cost to process a Revenue Collection Transaction	\$2.63	\$2.83	\$2.50
Average cost to process a payroll payment	\$1.24	\$1.16	\$1.35

Management, Budget and Accounting Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Accounting and Control Division:					
182 Financial Reporting	\$ 934,816	\$ 987,316	\$ 1,078,341	\$ 91,025	9.22%
183 Accounting Operations	843,275	1,064,012	1,166,907	102,895	9.67%
895 Nondepartmental - Accounting	120,000	225,078	318,700	93,622	41.60%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 1,898,091</b>	<b>\$ 2,276,406</b>	<b>\$ 2,563,948</b>	<b>\$ 287,542</b>	<b>12.63%</b>
<b>TOTAL – ACCOUNTING &amp; CONTROL DIVISION</b>	<b>\$ 1,898,091</b>	<b>\$ 2,276,406</b>	<b>\$ 2,563,948</b>	<b>\$ 287,542</b>	<b>12.63%</b>



STAFFING SUMMARY

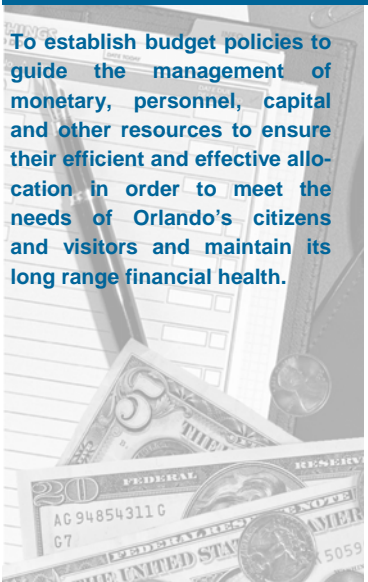
	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Accounting and Control Division:			
182 Financial Reporting	11	11	11
183 Accounting Operations	17	18	19
<b>TOTAL – ACCOUNTING &amp; CONTROL DIVISION</b>	<b>28</b>	<b>29</b>	<b>30</b>

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

- Systematically assigned major costs formerly classified as “non-departmental” to an appropriate department to enable these costs to be monitored and evaluated for operational effectiveness.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the second consecutive year.
- Implemented a Fiscal Impact Statement that is used to disclose and discuss the current and future year financial impact of all items submitted to the City Council for action.
- Initiated development of an indirect cost allocation plan.

Future Outlook

- Management, Budget and Accounting will update, revise and create financial policies and procedures 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 General Fund five-year forecast model and will develop forecast models for other funds.
- Management, Budget and Accounting will enhance the capital budgeting process to improve the amount and quality of information available to decision-makers.

Performance Measures Service Indicator	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent of Budget Transfers Processed within five working days	63%	70%	70%

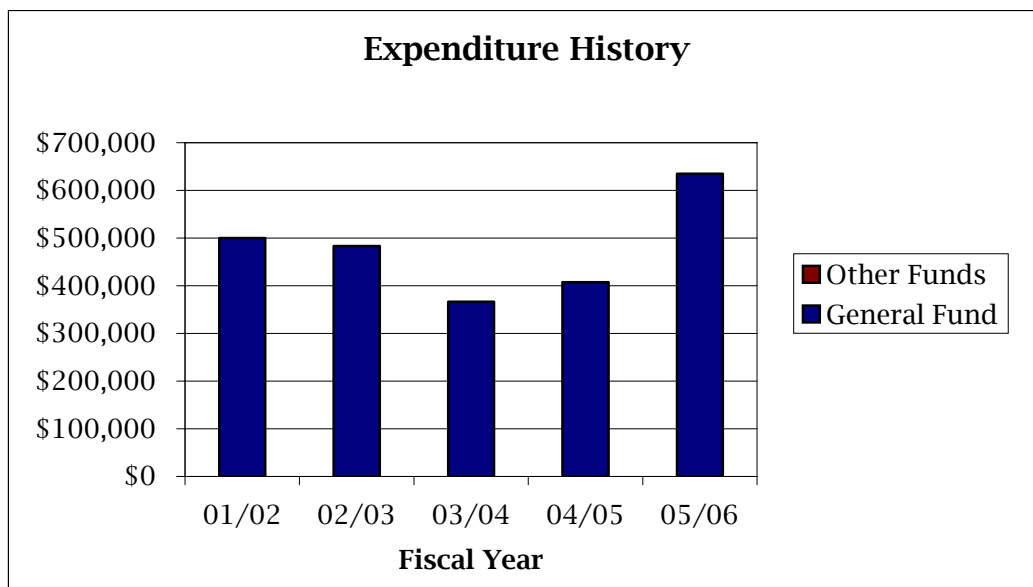
Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent of Departments falling within the "normal" range as evidenced by monthly budget comparisons and quarterly reports.	90%	100%	100%
Number of Budget Revision Requests processed (should decrease).	645	550	550

Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Total cost to formulate and monitor the City Budget	\$435,401	\$436,851	-
Budget transfer error posting rate	2.61%	2.67%	2.5%
Average transaction cost per budget transfer (will increase as number of transfers decreases)	\$8.10	\$8.06	-
Cost to prepare CIP	\$53,012	\$52,669	-

Management, Budget and Accounting Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
153 Management and Budget	\$ 366,311	\$ 407,351	\$ 635,125	\$ 227,774	55.92%
TOTAL – GENERAL FUND	\$ 366,311	\$ 407,351	\$ 635,125	\$ 227,774	
TOTAL – MANAGEMENT & BUDGET	\$ 366,311	\$ 407,351	\$ 635,125	\$ 227,774	55.92%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
153 Management and Budget	5	5	7
TOTAL – MANAGEMENT AND BUDGET DIVISION	5	5	7

Management, Budget and Accounting Department

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**Mission Statement:**

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



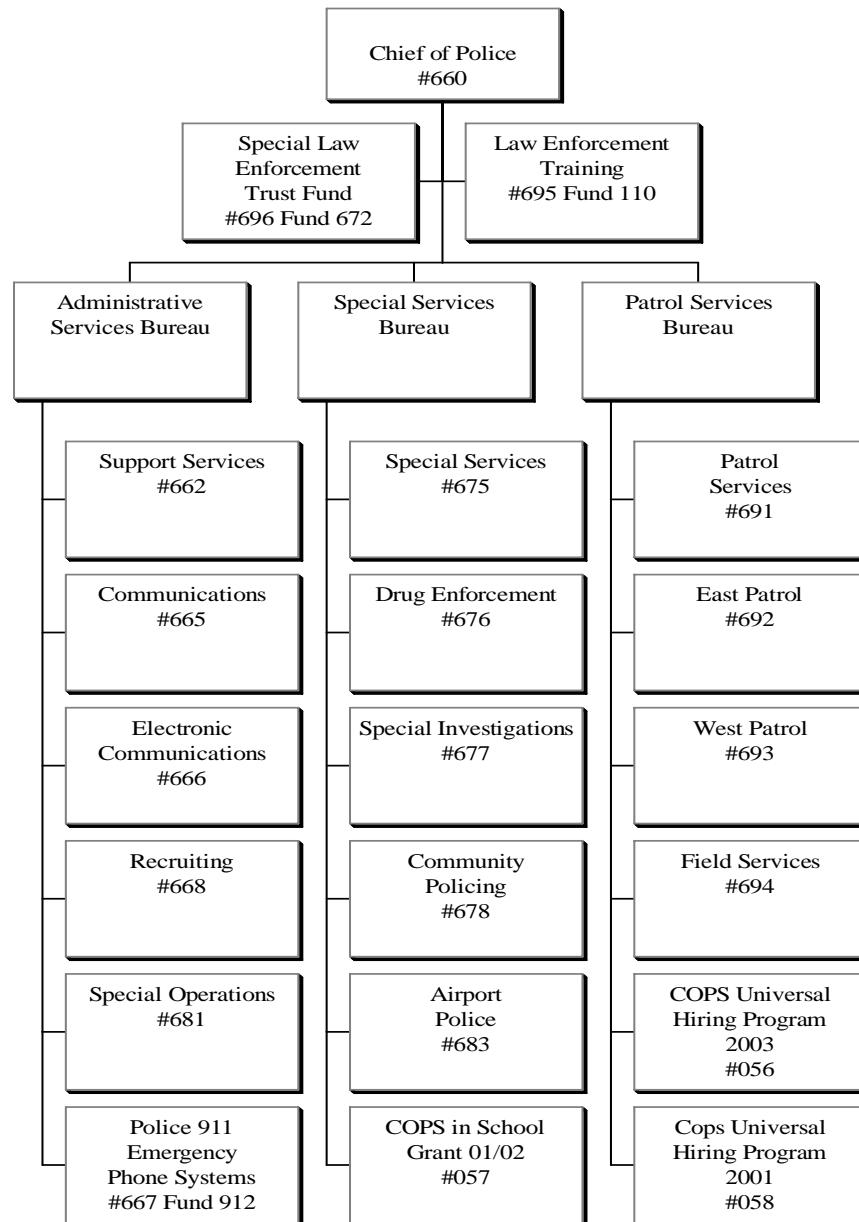
**Bureau Identifier:**

- ⇒ Administration
- ⇒ Administrative Services
- ⇒ Special Services
- ⇒ Patrol Services



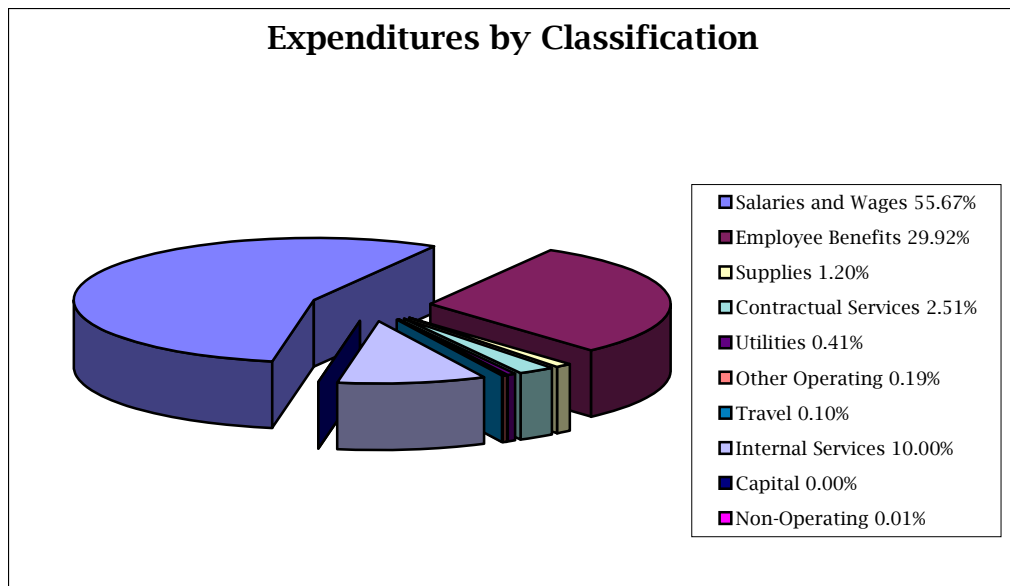
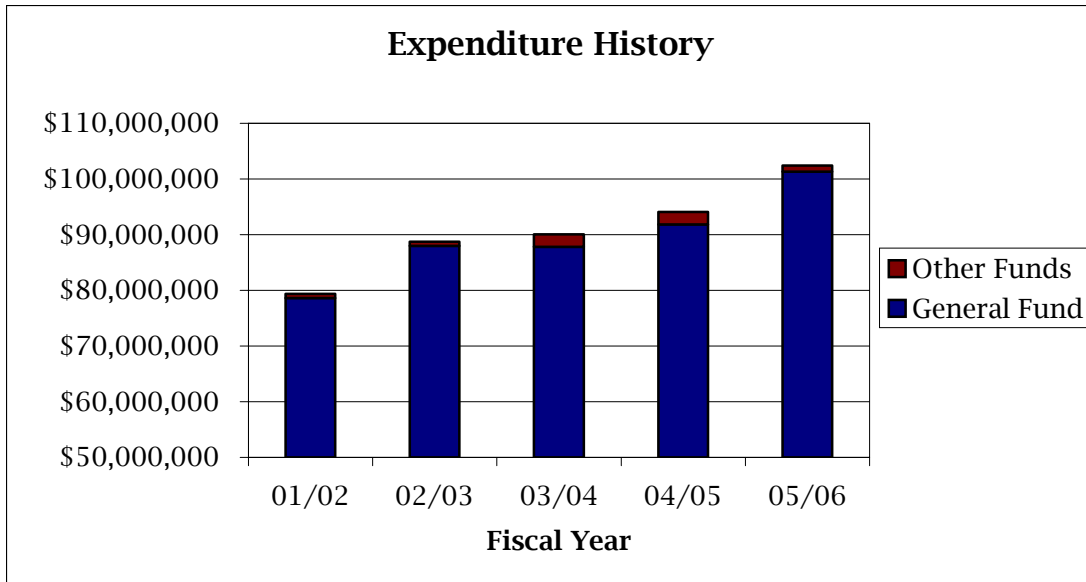
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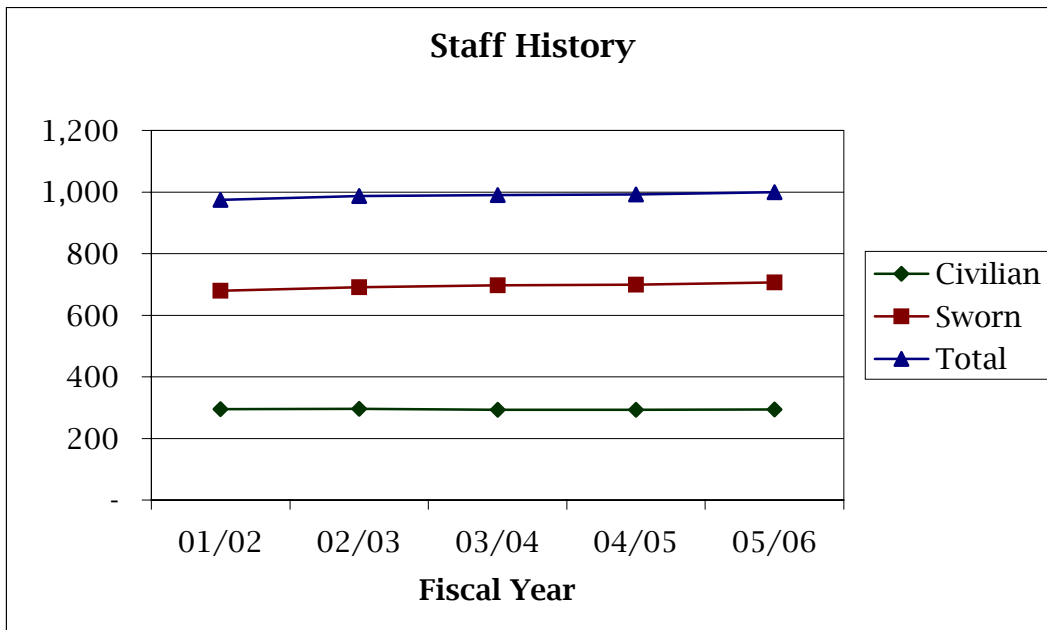
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 4,440,994	\$ 5,272,222	\$ 4,712,116	\$ (560,106)	(10.62%)
Police-Administrative Services Bureau:					
662 Police Support Services	5,875,473	6,732,626	6,725,284	(7,342)	(0.11%)
665 Communications	3,912,354	4,379,713	4,651,868	272,155	6.21%
666 Electronic Communication Systems	150,202	147,285	152,299	5,014	3.40%
668 Police Recruiting	394,181	421,295	431,780	10,485	2.49%
681 Special Operations	5,650,819	5,741,580	6,041,382	299,802	5.22%
Police-Special Services Bureau:					
675 Investigative Services Administration	10,529,830	12,995,958	15,317,170	2,321,212	17.86%
683 Airport Police	6,864,540	7,073,601	7,663,704	590,103	8.34%
676 Drug Enforcement Division	3,819,139	3,839,366	3,826,770	(12,596)	(0.33%)
677 Special Investigations	1,516,938	1,531,214	1,671,422	140,208	9.16%
678 Community Policing	6,759,015	6,638,486	6,289,499	(348,987)	(5.26%)
057 COPS Universal Hiring 2002	74,007	81,075	-	(81,075)	(100.00%)
Patrol Services Bureau:					
691 Patrol Services Administration	12,873,448	13,709,099	16,366,550	2,657,451	19.38%
692 East Patrol	11,902,240	10,693,790	10,908,507	214,717	2.01%
693 West Patrol	8,932,504	10,683,219	11,788,012	1,104,793	10.34%
694 Field Services	1,838,162	1,222,602	2,107,910	885,308	72.41%
056 COPS Universal Hiring 2003	1,076,806	1,121,150	1,274,505	153,355	13.68%
058 COPS Universal Hiring 2001	1,024,175	-	-	-	N/A
028 Primrose Building	-	-	96,000	96,000	N/A
988 Non-Departmental Police	169,187	(423,135)	1,291,377	1,714,512	(405.19%)
<b>TOTAL - GENERAL FUND</b>	<b>\$ 87,804,014</b>	<b>\$ 91,861,146</b>	<b>\$ 101,316,155</b>	<b>\$ 9,455,009</b>	<b>10.29%</b>
<b>LAW ENFORCEMENT TRAINING FUND #110</b>					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 184,666	\$ 221,200	\$ 196,240	\$ (24,960)	(11.28%)
<b>TOTAL - LAW ENFORCEMENT TRAINING FUND</b>	<b>\$ 184,666</b>	<b>\$ 221,200</b>	<b>\$ 196,240</b>	<b>\$ (24,960)</b>	
<b>OCPS CROSSING GUARD FUND #395</b>					
074 School Crossing Guard	\$ 379,705	\$ 379,750	\$ 387,683	\$ 7,933	2.09%
<b>TOTAL - OCPS CROSSING GUARD FUND</b>	<b>\$ 379,705</b>	<b>\$ 379,750</b>	<b>\$ 387,683</b>	<b>\$ 7,933</b>	
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 195,774	\$ 166,391	\$ 150,865	\$ (15,526)	(9.33%)
<b>TOTAL - CONTRABAND FORFEITURE TRUST</b>	<b>\$ 195,774</b>	<b>\$ 166,391</b>	<b>\$ 150,865</b>	<b>\$ (15,526)</b>	
<b>JUSTICE FORFEITURE SHARING FUND #673</b>					
697 Justice Forfeiture Sharing	\$ 196,646	\$ 801,723	\$ -	\$ (801,723)	(100.00%)
<b>TOTAL - JUSTICE FORFEITURE SHARING FUND</b>	<b>\$ 196,646</b>	<b>\$ 801,723</b>	<b>\$ -</b>	<b>\$ (801,723)</b>	
<b>TREASURY FORFEITURE SHARING FUND #674</b>					
698 Justice Forfeiture Sharing	\$ 972,647	\$ 256,446	\$ -	\$ (256,446)	(100.00%)
<b>TOTAL - TREASURY FORFEITURE SHARING FUND</b>	<b>\$ 972,647</b>	<b>\$ 256,446</b>	<b>\$ -</b>	<b>\$ (256,446)</b>	
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
667 Police 911 Emergency Phone System	\$ 338,899	\$ 365,404	\$ 379,515	\$ 14,111	3.86%
<b>TOTAL - EMERGENCY TELEPHONE SYS. FUND</b>	<b>\$ 338,899</b>	<b>\$ 365,404</b>	<b>\$ 379,515</b>	<b>\$ 14,111</b>	
<b>TOTAL - POLICE DEPARTMENT</b>	<b>\$ 90,072,351</b>	<b>\$ 94,052,060</b>	<b>\$ 102,430,458</b>	<b>\$ 8,378,398</b>	<b>8.91%</b>
Expenditure by Classification					
Salaries and Wages	\$ 53,403,396	\$ 53,754,688	\$ 57,022,540	\$ 3,267,852	6.08%
Employee Benefits	24,058,385	25,907,850	30,642,404	4,734,554	18.27%
Supplies	1,176,929	2,153,255	1,231,500	(921,755)	(42.81%)
Contractual Services	2,087,225	2,810,502	2,566,761	(243,741)	(8.67%)
Utilities	315,869	537,289	419,755	(117,534)	(21.88%)
Other Operating	191,326	234,450	196,985	(37,465)	(15.98%)
Travel	136,919	180,201	101,650	(78,551)	(43.59%)
Internal Services	7,608,036	7,444,677	10,238,863	2,794,186	37.53%
Capital	188,104	958,491	-	(958,491)	(100.00%)
Non-Operating	906,162	70,657	10,000	(60,657)	(85.85%)
<b>TOTAL - POLICE DEPARTMENT</b>	<b>\$ 90,072,351</b>	<b>\$ 94,052,060</b>	<b>\$ 102,430,458</b>	<b>\$ 8,378,398</b>	<b>8.91%</b>



DEPARTMENT STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
660 Police Administration	37	37	37
Police-Administrative Services Bureau:			
662 Police Support Services	124	124	124
665 Communications	73	73	73
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	5
681 Special Operations	56	56	56
Police-Special Services Bureau:			
675 Special Services	100	139	139
676 Drug Enforcement Division	36	35	35
677 Special Investigations	12	13	13
678 Community Policing	77	61	61
683 Airport Police	75	71	71
057 COPS in School Grant	1	1	1
Police-Patrol Services Bureau:			
691 Patrol Services Administration	116	117	117
692 East Patrol	133	112	112
693 West Patrol	117	127	127
694 Field Services	11	11	11
056 COPS Universal Hiring 2003	16	16	16
058 COPS Universal Hiring 2001	-	-	-
TOTAL -- GENERAL FUND	990	999	999
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>			
696 Law Enforcement Trust Fund	1	1	1
TOTAL -- LAW ENFORCEMENT TRUST FUND	1	1	1
TOTAL -- POLICE DEPARTMENT	991	1000	1,000





**Police Administration**

**Mission Statement:**

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



**Program Identifier :**

- ⇒ Primrose Building #028
- ⇒ 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 04/05, the total staffing for the Police Department consisted of 706 sworn officers and 294 civilian employees totaling 1,000 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 Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs, and Fiscal Management Sections.

**Major Accomplishments**

- Changes to the Police Vehicle Pursuit Policy resulted in a 59% reduction in its 1<sup>st</sup> year. It has been touted as a model policy by a national police pursuit expert.
- Enhanced the Homeland Security Section by increasing staffing and conducting seven risk assessments of vulnerable facilities as designated by Department of Homeland Security. These assessments may result in federal funding for the department's Homeland Security initiatives.
- Established and equipped a new Emergency Services Unit for more effective response during and after natural disasters or other catastrophic events.
- Continued emphasis on the Mayor's Parramore Initiatives.
- Received a glowing appraisal from the Department of Justice's Community Oriented Policing Services (COPS) Office at the conclusion of a site visit to assess our compliance with federal grant terms and conditions.

**Future Outlook**

- Recruit, hire, and train qualified applicants for the 30 current civilian vacancies.
- The establishment of a community panel to review recruiting and hiring practices.
- Florida Law Enforcement re-accreditation inspection in July 2006.
- Internal Risk Management assessment of department-wide policies, practices, and procedures.
- Continued efforts towards pedestrian/traffic safety issues, which include the Red Light Camera Project and a Patrol Aggressive Driving Project.
- The reorganization of Patrol districts to improve service delivery in a more efficient and effective manner.



**Police Administration**

**Mission Statement:**

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



**Program Identifier :**

- ⇒ Primrose Building #028
- ⇒ Administration #660
- ⇒ Law Enforcement Trust Fund #696
- ⇒ Non-Departmental Police #988



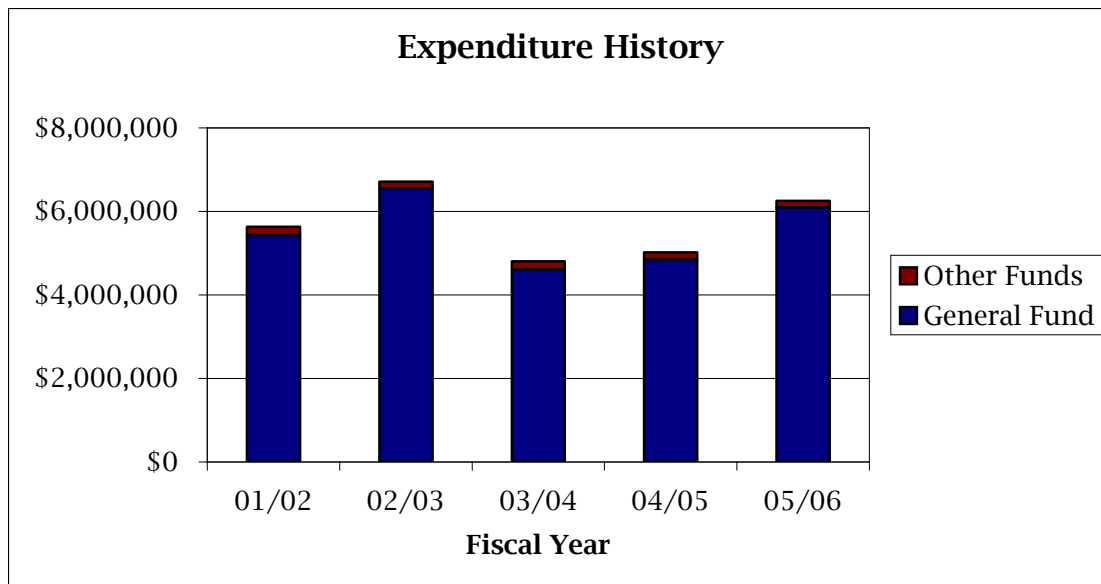
Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
	Percentage of Formal Investigations completed in 45 calendar days or less	62%	75%
New grant dollars received.	\$1,578,805	\$1,085,454	NA

Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
	Total Operating & Maintenance Expenditures Per 1,000 Residents	\$417,229	\$425,000
Budgeted Sworn Officers Per 1,000 Residents	3.3	3.4	3.4
Budgeted Civilian Employees Per 1,000 Residents	1.4	1.4	1.4
Sworn and Civilian FTEs per 1,000 Residents	4.8	4.8	4.8

Performance Measure Service Indicators	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
	Number of IA Formal Complaints Investigated	82	56
Number of cases submitted to the State Attorney's Office	14,294	14,500	14,500

**EXPENDITURE SUMMARY**

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 4,440,994	\$ 5,272,222	\$ 4,712,116	\$ (560,106) 0	(10.62%)
'028 Primrose Building	-	-	96,000	\$ 96,000	N/A
988 Non-Departmental Police	169,187	(423,135)	1,291,377	1,714,512 0	(405.19%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 4,610,181</b>	<b>\$ 4,849,087</b>	<b>\$ 6,099,493</b>	<b>\$ 1,250,406</b>	<b>25.79%</b>
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 195,774	\$ 166,391	\$ 150,865	\$ (15,526)	(9.33%)
<b>TOTAL – LAW ENFORCEMENT TRUST FUND</b>	<b>\$ 195,774</b>	<b>\$ 166,391</b>	<b>\$ 150,865</b>	<b>\$ (15,526)</b>	<b>(9.33%)</b>
<b>TOTAL – POLICE ADMINISTRATION</b>	<b>\$ 4,805,955</b>	<b>\$ 5,015,478</b>	<b>\$ 6,250,358</b>	<b>\$ 1,234,880</b>	<b>24.62%</b>



**STAFFING SUMMARY**

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
660 Police Administration	37	37	37
<b>TOTAL – GENERAL FUND</b>	<b>37</b>	<b>37</b>	<b>37</b>
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>			
696 Law Enforcement Trust Fund	1	1	1
<b>TOTAL – LAW ENFORCEMENT TRUST FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL – POLICE ADMINISTRATION</b>	<b>38</b>	<b>38</b>	<b>38</b>



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**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

**Administrative Services Bureau**

**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**

Police Support Services

- The Records/ID Unit completed a project for the design of identification cards for the purpose of carrying concealed firearms by OPD retirees. The cards are in compliance with the new federal law and are ready for issuance.
- The Record's Unit completed another upgrade to the department's Imaging System. The unit now has the ability to scan final court dispositions received from the State Attorney's Office on OPD cases. This upgrade assists the unit in its release of department reports to the public and other entities.
- The Supply Unit reorganized the filing system for all purchase orders and purchase requisitions to better track and process paperwork for items ordered.
- The Photo Lab and Crime Scene Unit converted from film to digital photography.
- Expanded the capabilities of the Video Tape Unit by implementing a new digital recording system.

Police Communications

- Answered 94% of emergency 9-1-1 calls within three rings (state mandates 90%). To date, received 210,837 emergency 9-1-1 calls and 510,648 non-emergency telephone calls (August & September not included).
- Initiated 8,628 False Alarm Warning letters and invoiced \$188,250 in false alarm fees (August, September not included). To date, the City has received \$177,066 in false alarm fees this fiscal year.
- Attended 7 local jobs fairs, i.e. Mayor, President, Governors, Blacks in Government, Hispanic and Central Florida Workforce. Hired 9 Emergency Communications Specialists.
- Participated in Association of Public-Safety Officials (APCO) Project Retains (Staffing, Recruiting and Retention Study). Our contribution was incorporated into APCO's Effective Practices Guide and presented at the 2005 APCO national conference in Denver.
- Upgraded the 9-1-1 Interact Telephone System to enhance supervisory and management information systems functionalities.
- Installed MotoBridge™ Radio System (State Interoperable Network) to provide secure interagency communications across jurisdiction and geographic boundaries. The system will enable public safety users of disparate systems to have interoperability between various jurisdictions.
- Upgraded the Motorola 800 MHz Radio System (4.1 Version) to enhance status message capabilities, allow the network of the Zone Manager Terminals and the assistance of the Motorola Support Platform.
- Received \$600,000 from the UASI Grant that funded a Bi-Directional Amplifying System, Video Camera for Radio Towers, 400 Battery Chargers and Incident Commander Radio Interface Devices and Mobile Repeaters.
- Implemented new dispositions to better track K-9 and Marine Patrol activity.
- Implemented new CAD tracking and reporting capability to increase awareness and management of calls holding.
- Successfully completed the Microwave upgrade and MOSCAD alarm monitoring system (Goal #1 in Strategic Plan).
- Successfully completed the installation and implementation of the New Gold Elite Radio Consoles for both Dispatch and Teletype.
- Repaired/troubleshoot 117 MCT's, replaced/issued 380 pagers, programmed 568 radios and repaired 378 radios.

**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

Police Special Operations

- The Traffic Enforcement Section increased its enforcement of traffic laws by approximately 20% 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 Aggressive Driving Program has now expanded to target traffic issues across the city, with application made to Florida D.O.T. for more vehicles and equipment as part of a Selective Traffic Enforcement Program.
- The Traffic Enforcement Section also implemented enforcement programs targeting red light runners, pedestrian violations, and high-incidence crash intersections.
- The Mounted Unit created a "Mounted Posse" comprised of up to fifteen civilian volunteers who supply their own equipment (horses and trailers). The first seven members recently completed training. Posse members will volunteer at least 8 hours each quarter for training and routine patrol as citizen observers in areas such as malls and International Drive to report criminal/suspicious activity as well as quality of life issues. They will also participate in large special events such as the Citrus Bowl, etc. The group is outfitted in polo shirts, ball caps, and blue uniform pants which is funded by SOD.
- 

Police Recruiting Unit

- The Recruiting Unit hired 34 new police officers during the past fiscal year.

**Future Outlook**

Police Support Services

- Continue to upgrade the department's Imaging system to provide additional functionality.
- Complete implementation of system upgrades and enhancements in Property and Evidence Section.
- Complete implementation of new inventory control system for items valued at less than \$1,000.
- Complete the upgrade of the citation software program to enhance entry procedures and provide a wider and much needed search capability for citations issued by members of the department.

Police Communications

- Upgrade the New World Computer Aided Dispatch System (7.0 Version scheduled for October 2005) to enhance dispatch and call taker functionalities.
- Implement CriteCall Pre-Employment Testing Software to improve the selection/hiring process for Emergency Communications Specialist.
- Implement scheduling software to enhance scheduling capabilities and maintain staffing efficiently in the Communications Center.
- Implement new shift configuration to optimize staff utilization and new in-service training plan.
- Work with Operations Committee and Orlando Fire Department to revise, refresh and streamline department's Call Handling Guide.
- Upgrade the 9-1-1 InterAct Telephone System to enhance capabilities and remain in compliance with FCC Regulations.
- Upgrade two radio channels to dual mode (analog/digital) for secure encrypted capabilities.
- Research and install new audio recording equipment and management information system.
- Install and implement the simulcasting of the State Mutual Aid channels to include 1 VHF channel.

**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
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- ⇒ Police Recruiting #668
- ⇒ Special Operations #681

- Establish operating procedures for the State Inter-Operable Network (SION).
- Pursue additional UASI grant funding for communications interoperability.
- Assist with and implement a City-owned fiber network citywide.
- Establish an ordinance for developers to install bi-directional amplifier systems in high-density buildings for public safety systems.
- Begin process for the upcoming 800 MHz re-banding for Nextel.
- Start preparing for APCO International Conference 2006 to be hosted in Orlando.
- Continue to request funding for a new southeast radio tower to improve City's radio coverage.

Police Recruiting Unit

- The Recruiting Unit expects to hire 53 new officers in FY 05/06, depending on attrition.
- The Recruiting Unit will debut a new female officer website, which will provide profiles on a diverse group of female officers and have links to other sites of interest.

**Performance Measures Effectiveness**

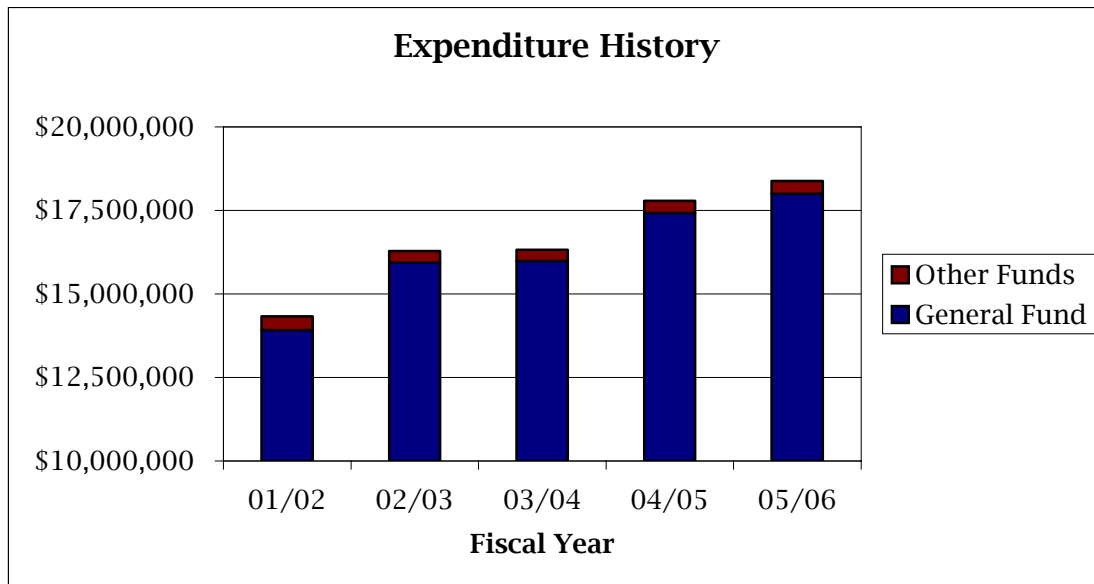
	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of 9-1-1 calls answered within 10 seconds.	95	93	93
Average Code 2 call queue time in minutes	5	4	4
Percent increase in K-9 activity over previous year total.	5%	5%	5%
Reduction in vehicle accidents from previous year	5%	5%	5%
Percent increase of taxi-meters checked, vehicles inspected, citations issued, and Notices of Violations issued (work units) over previous year.	3%	3%	3%

**Performance Measure Service Indicators**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of calls for service received.	973,084	992,545	1,012,396
Number of calls for service dispatched	167,530	169,000	173,380
Revenue generated by Vehicles for Hire program.	435,370	465,180	474,483
Number of citations issued.	58,334	58,334	59,500
Number of PACE reports completed.	38,303	42,151	43,000

**EXPENDITURE SUMMARY**

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Administrative Services Bureau:					
662 Police Support Services	\$ 5,875,473	\$ 6,732,626	\$ 6,725,284	\$ (7,342)	(0.11%)
665 Communications	3,912,354	4,379,713	4,651,868	272,155	6.21%
666 Electronic Communication Systems	150,202	147,285	152,299	5,014	3.40%
668 Police Recruiting	394,181	421,295	431,780	10,485	2.49%
681 Special Operations	5,650,819	5,741,580	6,041,382	299,802	5.22%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 15,983,029</b>	<b>\$ 17,422,499</b>	<b>\$ 18,002,613</b>	<b>\$ 580,114</b>	<b>3.33%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
667 Police 911 Emergency Phone System	\$ 338,899	\$ 365,404	\$ 379,515	\$ 14,111	3.86%
<b>TOTAL – EMERGENCY TELEPHONE SYS. FUND</b>	<b>\$ 338,899</b>	<b>\$ 365,404</b>	<b>\$ 379,515</b>	<b>\$ 14,111</b>	<b>3.86%</b>
<b>TOTAL – ADMINISTRATIVE SERVICES BUREAU</b>	<b>\$ 16,321,928</b>	<b>\$ 17,787,903</b>	<b>\$ 18,382,128</b>	<b>\$ 594,225</b>	<b>3.34%</b>



**STAFFING SUMMARY**

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Police-Administrative Services Bureau:			
662 Police Support Services	124	124	124
665 Communications	73	73	73
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	5
681 Special Operations	56	56	56
<b>TOTAL – ADMINISTRATIVE SERVICES BUREAU</b>	<b>259</b>	<b>259</b>	<b>259</b>



**Police Special Services Bureau**



**Mission Statement:**

To keep Orlando residents and visitors safe by providing proactive enforcement and quality relentless investigative efforts to focus on the reduction of crime throughout the City and the 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 Intelligence Unit. The Criminal Investigations Division includes Youth Services (Crimes Against Children, School Resource, Super Kids), Violent Crimes (Homicide, Robbery, Assault & Battery, Sex Crimes), Property Crimes, and Tactical Operations (Homeland Security, Gangs, Crimeline). 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 and Downtown Bikes, Community Relations, and Citizens for Neighborhood Watch.

**Major Accomplishments**

Youth Services Section

- School Resource Units ran three summer camps for 120 at risk children (ages 11 – 13).
- The School Resource Officers graduated 2100 middle school students from the GREAT Program.
- The School Resource Officers graduated 2500 elementary students from the Super Kids Program.

Violent Crimes Section

- Sex Crimes assigned a full time detective to the Central Florida Sexual Predator/Offender Task Force.
- Assault & Battery Unit secured over \$25,000 worth of technological/electronic equipment to assist in their investigations.
- The Domestic Violence Response Team’s membership increased by 15% and conducted three training days over the past year.
- Assault & Battery Unit created pamphlets on Stalking and Teen Dating Violence.
- From January 2004 to present, the Homicide Unit cleared 15 of 24 cases for a clearance rate of 63%.

Property Section

- The Property Crimes Section received a \$43,360 grant from the Florida Department of Law Enforcement for a Property Crimes Reduction Initiative for 2005/2006.
- The clearance rate for the Property Crimes Section during the first 2 quarters of 2005 was 85%.

Tactical Operations/Homeland Security Section

- TAC Units made over 200 felony arrests to include numerous assists with CID locating subjects of investigations.
- TAC Units assisted with several operations assisting the Patrol Bureau with directed patrol areas.
- Homeland Security Section finalized 2004 Law Enforcement Terrorism Prevention Grant (LETP) Grant acquiring \$54,912 to purchase WMD Response Trailers.
- Homeland Security Section finalized the Liberty Shield Grant that provided \$38,250 for reimbursement of overtime salaries for the 2004 presidential elections.
- Homeland Security Section continued to manage \$1.2 million received by the City of Orlando for the Urban Area Security Initiative (UASI) grant, as well as assisting with the management of the overall \$8.7 million for Central Florida.
- Threat assessments were conducted in accordance with the Buffer Zone Protection Plan grant allowing the Department to apply for \$350,000 in funding.
- Completed the initial National Incident Management System (NIMS) training for the Department in accordance with Federal requirements for future grant awards.

**Police Special Services Bureau**



**Mission Statement:**

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Drug Enforcement Division

- The Vice Unit went to a more flexible schedule resulting in a significant increase in prostitution-related arrests.
- The Drug Units put a priority on citizen and Crimeline complaints reducing the response time to the complainants.

Airport Police

- Due to continuing terrorist threats to the aviation industry, the Airport Division has coordinated with the federal Transportation Safety Administration (TSA) to staff mandatory law enforcement checkpoints at the main security screening checkpoints as well as vehicle access points into the main airport terminal to insure the safety of the 32,000,000 visitors and passengers to the Orlando International Airport.
- As part of the Airport Division's commitment to community policing, the division continues to host 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.
- The Airport Division has reorganized its sworn staff, adopting the 12-8 shift deployment, in order to increase the number of available staff, while reducing overtime.
- The Airport Division has established the Special Projects, Intelligence, and Training office to better serve the intelligence needs of Orlando International Airport and the aviation industry.
- The Airport Division partnered with TSA and FBI to develop mitigation plans for commercial aircraft safety.

Community Policing Division

- The Community Relations Unit 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 continued to provide security surveys to businesses and residents. Crime prevention seminars and presentations were offered to various groups upon request. Citizens were notified about crime trends through neighborhood meetings, fliers and the Crime Alert program.
- 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 have continued to grow.
- The Parramore Heritage Bike Unit 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.
- The Downtown Bike Unit continued their efforts to police the thousands of visitors/patrons that frequent Downtown Orlando through enforcement of various laws and codes. Additionally, they have worked to build relationships with the downtown business owners and employees.
- The Citizens for Neighborhood Watch program has continued to grow. During the past year over 100 new watch areas were added. There are now 630 active Block Captains representing over 500 streets and 12,000 homes. The 2004 National Night Out in Orlando was ranked 4<sup>th</sup> nationally, the highest ranking ever achieved by Orlando. National Night Out in 2005 set new records for participation and an even higher ranking is anticipated.



**Police Special Services Bureau**

**Mission Statement:**

To keep Orlando residents and visitors safe by providing proactive enforcement and quality relentless investigative efforts to focus on the reduction of crime throughout the City and the International Airport.

**Program Identifier:**

- ⇒ Investigative Services
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- ⇒ Cops in School Grant #063



**Future Outlook**

Youth Services Section

- The School Resource Officers will strive to increase participation in the GREAT Program and Super Kids Program by 5% next year.

Tactical Operations/Homeland Security Section

- The Homeland Security Section will reprioritize the critical infrastructure threat assessment lists citywide.
- The Homeland Security Section will continue to implement Department-wide training on all required NIMS standards.
- The Homeland Security Section will work to secure upcoming UASI and Buffer Zone Grants for the Department.

Airport Police

- To increase our ability to patrol remote sites of the airport property, the Airport Division will secure four 4x4-equipped vehicles.
- The Airport Division will again attempt to secure radar/laser equipment through the budget process to enhance our ability to address traffic violators and reduce the number of traffic crashes and deaths.
- The Airport Division Commander will continue to work with GOAA and City leaders to draft an updated and comprehensive service agreement.
- The Airport Division will develop and deploy a “code orange” trailer, capable of responding quickly to increased security levels as needed.
- As the Federal Air Marshal program moves to the Transportation Security Administration, the Airport Division will build on the already well-established relationship the Airport Division and the FAM now enjoy.

**Performance Measures Effectiveness**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
The percent of criminal investigation cases cleared.	61%	70%	70%
Percent of code 2 calls responded to in less than 10 minutes.	99%	98%	99%

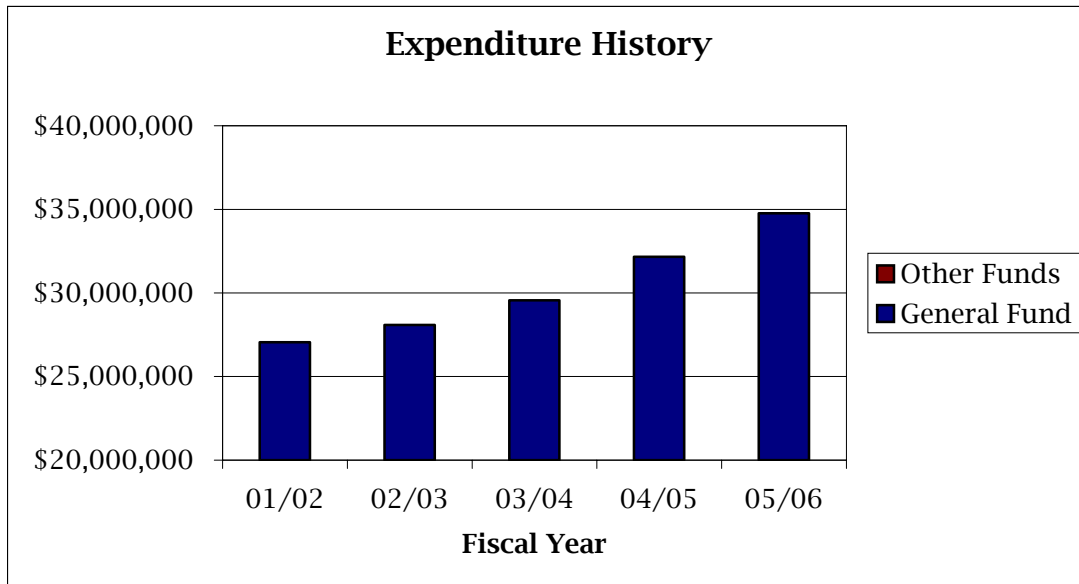
**Performance Measure Service Indicators**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of Code 2 calls at OIA	6,600	6,500	6,600
Number of cases investigated in CID.	7,604	7,700	7,700
Calls for service and self initiated calls by the Parramore and Downtown Bike Units	17,853	17,500	18,000
Number of arrest from the Uniform and Undercover drug sections.	873	900	1,000



**EXPENDITURE SUMMARY**

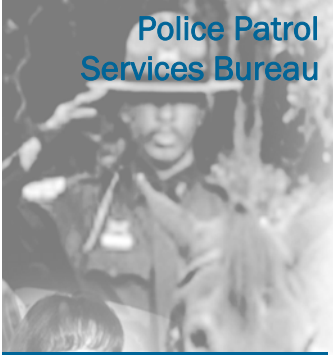
Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Special Services Bureau:					
675 Investigative Services Administration	\$ 10,529,830	\$ 12,995,958	\$ 15,317,170	\$ 2,321,212	17.86%
683 Airport Police	6,864,540	7,073,601	7,663,704	590,103	8.34%
676 Drug Enforcement Division	3,819,139	3,839,366	3,826,770	(12,596)	(0.33%)
677 Special Investigations	1,516,938	1,531,214	1,671,422	140,208	9.16%
678 Community Policing	6,759,015	6,638,486	6,289,499	(348,987)	(5.26%)
057 COPS in School Grant 01/02	74,007	81,075	-	(81,075)	(100.00%)
<b>TOTAL – GENERAL FUND</b>	<b>\$ 29,563,469</b>	<b>\$ 32,159,700</b>	<b>\$ 34,768,565</b>	<b>\$ 2,608,865</b>	<b>8.11%</b>
<b>TOTAL – SPECIAL SERVICES BUREAU</b>	<b>\$ 29,563,469</b>	<b>\$ 32,159,700</b>	<b>\$ 34,768,565</b>	<b>\$ 2,608,865</b>	<b>8.11%</b>



**STAFFING SUMMARY**

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Police-Special Services Bureau:			
675 Special Services	100	139	139
676 Drug Enforcement Division	36	35	35
677 Special Investigations	12	13	13
678 Community Policing	77	61	61
683 Airport Police	75	71	71
057 COPS in School Grant	1	1	1
<b>TOTAL – SPECIAL SERVICES BUREAU</b>	<b>301</b>	<b>320</b>	<b>320</b>
<b>TOTAL – SPECIAL SERVICES BUREAU</b>	<b>301</b>	<b>320</b>	<b>320</b>

**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

**Patrol Services Bureau**

**Overview of Services/Programs**

The **Patrol Services Bureau** contains the East, West, and North uniformed patrol divisions, the I-Drive Bike Units, the Lake Nona Unit, and the civilian Community Service Officers. The In-Service Training/Recruit Training Unit is also included in this bureau.

**Major Accomplishments**

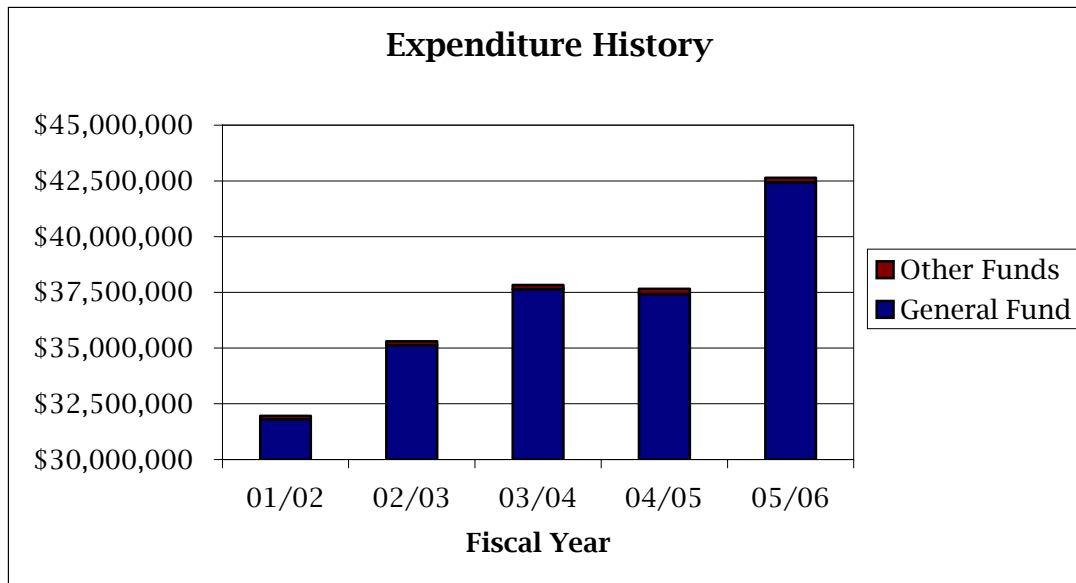
- Aggressive enforcement along with an increase in police personnel had a significant impact on crime in the Parramore community. The Parramore revitalization effort is one of the main focal points for the City of Orlando. The role of the Patrol Services Bureau is critical for the revitalization efforts. The bureau planned, developed and implemented operational efforts that have made the Parramore area a better place to work and live.
- Patrol Officers took an active role in DUI and Aggressive Driving enforcement by conducting specialized details to combat these problems.
- Patrol Officers were issued ten radars for speed enforcement. As a result, speed enforcement has increased citywide.
- A task force was implemented by the East Patrol Division to target high crime and drug areas. The unit had a noteworthy impact on these areas.

**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. Part of the Patrol North Division will move to the old Navy/Marine training center located on Primrose Street. The building will house OPD, OFD and Parks and Recreation personnel.
- Studies will be conducted to determine the possible need for a Central Division, which will include the downtown/Parramore area.
- Redistricting will likely occur in the near future due to changes associated with calls for service.
- 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.
- The Patrol Services Bureau will implement a daily (recurring) training schedule whereby officers will receive continuous training with concentration on high liability areas.

**EXPENDITURE SUMMARY**

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Patrol Services Bureau:					
691 Patrol Services Administration	\$ 12,873,448	\$ 13,709,099	\$ 16,366,550	\$ 2,657,451	19.38%
692 East Patrol	11,902,240	10,693,790	10,908,507	214,717	2.01%
693 West Patrol	8,932,504	10,683,219	11,788,012	1,104,793	10.34%
694 Field Services	1,838,162	1,222,602	2,107,910	885,308	72.41%
056 COPS Universal Hiring 2003	1,076,806	1,121,150	1,274,505	153,355	13.68%
058 COPS Universal Hiring 2001	1,024,175	-	-	-	N/A
<b>TOTAL – GENERAL FUND</b>	<b>\$ 37,647,335</b>	<b>\$ 37,429,860</b>	<b>\$ 42,445,484</b>	<b>\$ 5,015,624</b>	<b>13.40%</b>
<b>LAW ENFORCEMENT TRAINING FUND #110</b>					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 184,666	\$ 221,200	\$ 196,240	\$ (24,960)	(11.28%)
<b>TOTAL – LAW ENFORCEMENT TRAINING FUND</b>	<b>\$ 184,666</b>	<b>\$ 221,200</b>	<b>\$ 196,240</b>	<b>\$ (24,960)</b>	
<b>TOTAL – PATROL SERVICES BUREAU</b>	<b>\$ 37,832,001</b>	<b>\$ 37,651,060</b>	<b>\$ 42,641,724</b>	<b>\$ 4,990,664</b>	<b>13.26%</b>



**STAFFING SUMMARY**

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Police-Patrol Services Bureau:			
691 Patrol Services Administration	116	117	117
692 East Patrol	133	112	112
693 West Patrol	117	127	127
694 Field Services	11	11	11
056 COPS Universal Hiring 2003	16	16	16
<b>TOTAL – GENERAL FUND</b>	<b>393</b>	<b>383</b>	<b>383</b>
<b>TOTAL – PATROL SERVICES BUREAU</b>	<b>393</b>	<b>383</b>	<b>383</b>

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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.



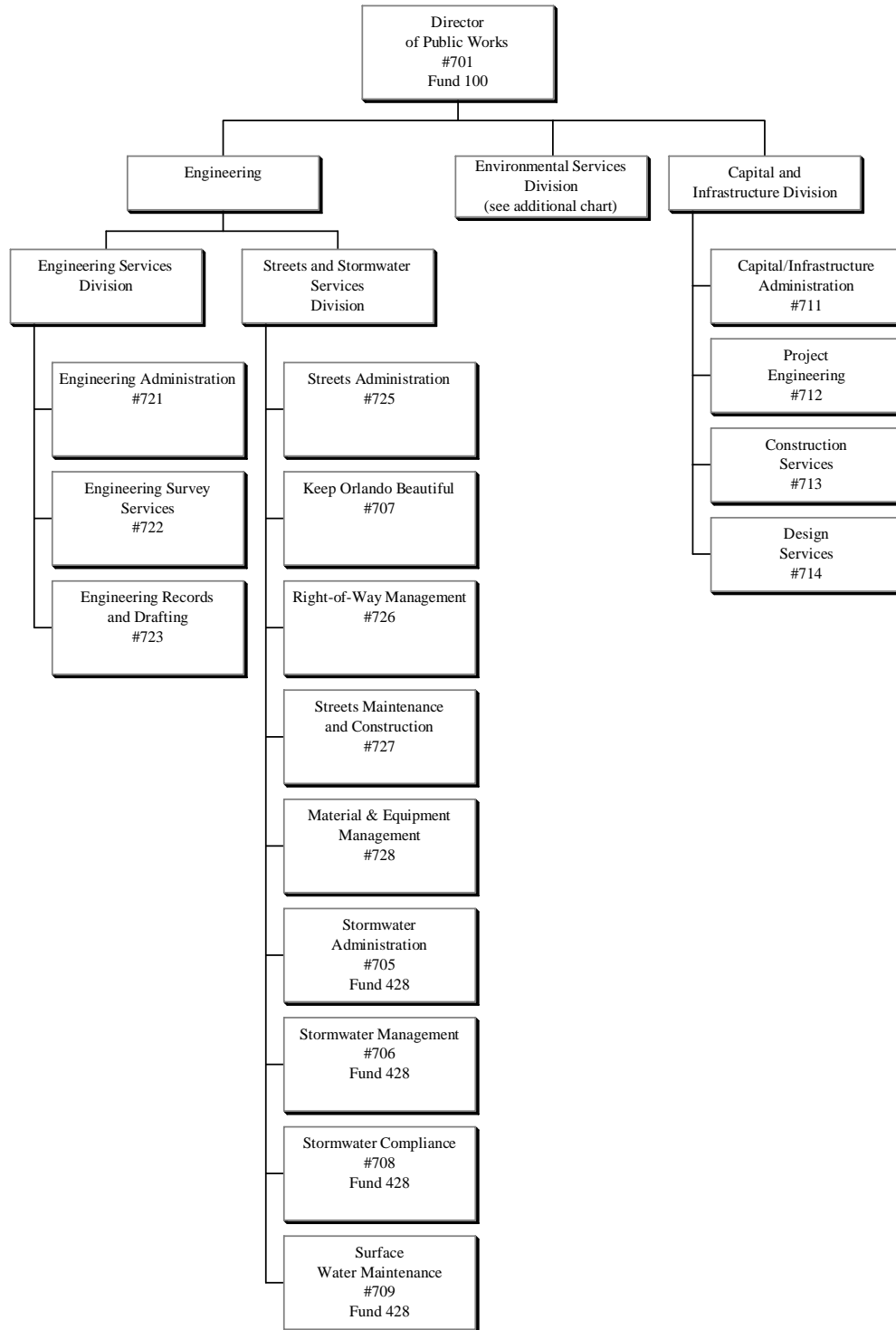
**Division Identifier:**

- ⇒ Director
- Engineering:**
- ⇒ Engineering Services
- ⇒ Streets and Stormwater Services
- ⇒ CIP/Infrastructure
- Environmental Services:**
- ⇒ Solid Waste Management
- ⇒ Wastewater

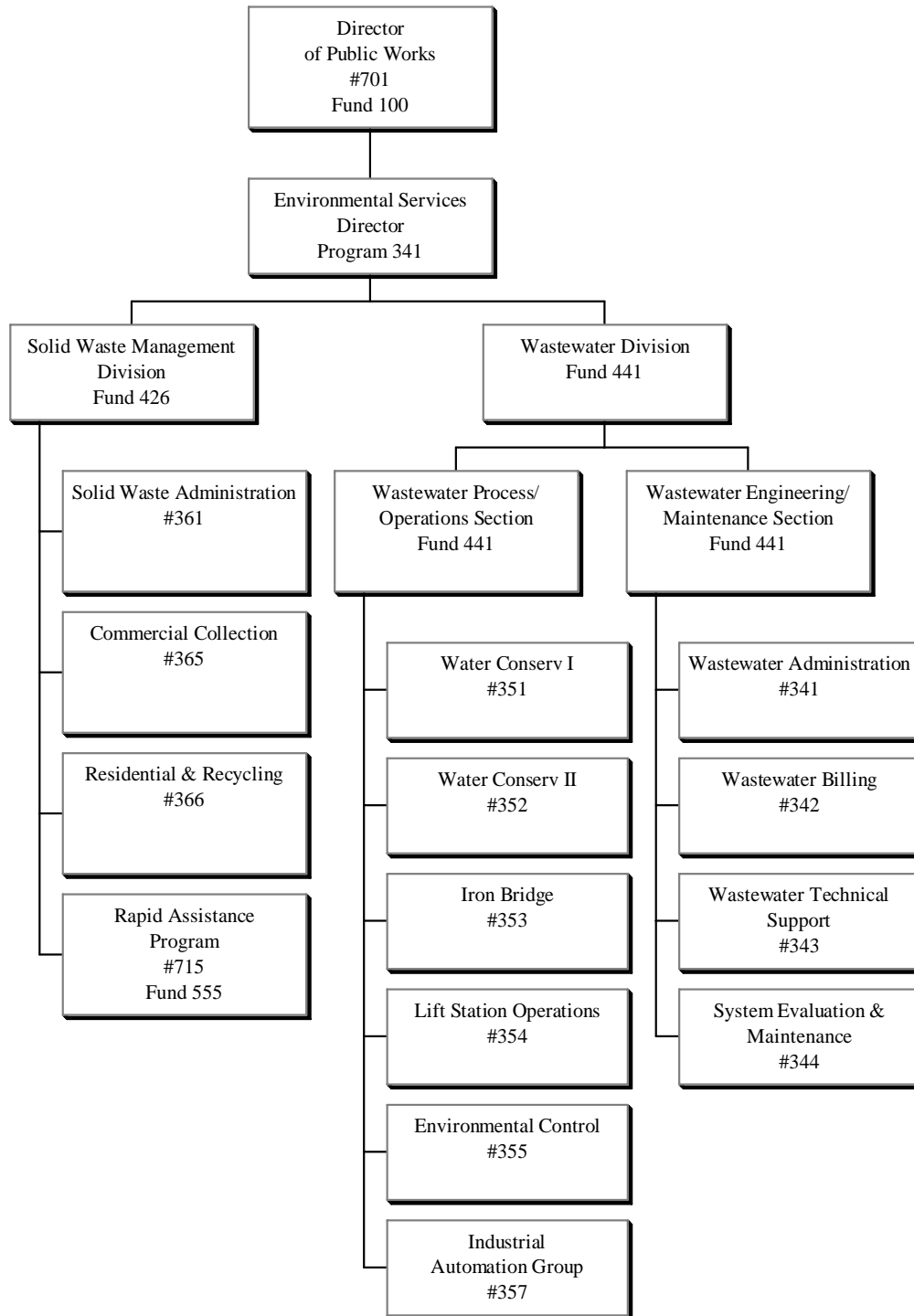
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Public Works Department



Public Works Department



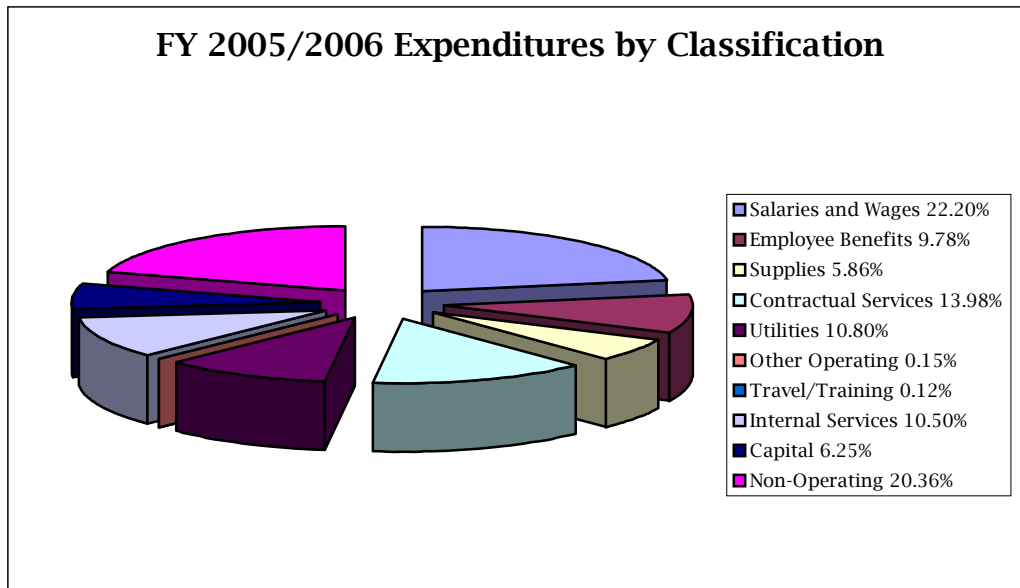
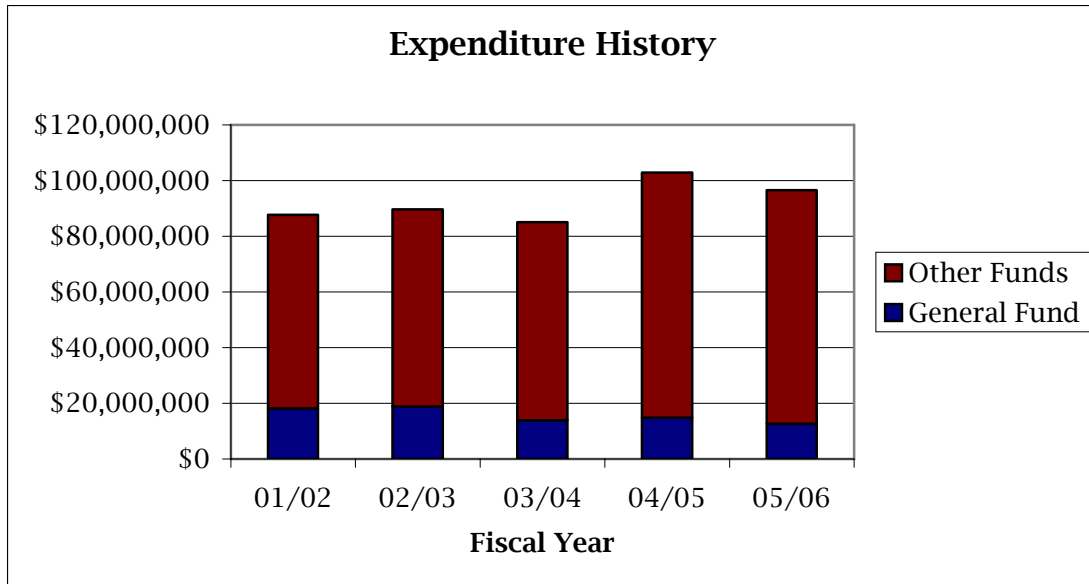


DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
701 Director of Public Works	\$ 864,556	\$ 600,343	\$ 254,955	\$ (345,388)	(57.53%)
Engineering/Engineering Services Division:					
721 Engineering Administration	341,757	229,365	445,005	215,640	94.02%
718 Engineering Design Services	359,968	127,581	-	(127,581)	(100.00%)
719 Engineering Projects and Construction	679,692	251,855	-	(251,855)	(100.00%)
722 Engineering Survey Services	772,726	797,957	796,554	(1,403)	(0.18%)
723 Engineering Records and Drafting	296,562	298,841	312,411	13,570	4.54%
Engineering/Streets & Stormwater Services Division:					
725 Streets Administration	379,135	335,841	347,605	11,764	3.50%
707 Keep Orlando Beautiful	134,265	132,226	95,607	(36,619)	(27.69%)
726 Right of Way Management	4,083,749	4,214,428	4,258,690	44,262	1.05%
727 Street Maintenance & Construction	1,592,107	1,718,821	1,770,462	51,641	3.00%
728 Material & Equipment Management	809,208	727,134	857,303	130,169	17.90%
729 Stormwater Management	2,233,374	2,269,113	-	(2,269,113)	(100.00%)
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	(339)	117,291	432,105	314,814	268.40%
712 Project Engineering	-	421,709	592,982	171,273	40.61%
713 Construction Services	-	1,044,568	1,093,767	49,199	4.71%
714 Design Services	1,100	234,744	389,309	154,565	65.84%
025 Nondepartmental - City Commons Garage	993,469	1,105,644	899,573	(206,071)	(18.64%)
986 Nondepartmental - Public Works	365,097	65,116	46,732	(18,384)	(28.23%)
Projects	28,541	134,652	-	(134,652)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 13,934,966</b>	<b>\$ 14,827,229</b>	<b>\$ 12,593,060</b>	<b>(\$2,234,169)</b>	<b>(15.07%)</b>
<b>SOLID WASTE FUND #426</b>					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 888,947	\$ 881,226	\$ 938,915	\$ 57,689	6.55%
365 Commercial Collection and Transportation	6,676,249	7,344,837	8,009,823	664,986	9.05%
366 Residential & Recycling	8,028,446	9,092,053	9,210,723	118,670	1.31%
977 Nondepartmental - Solid Waste	1,435,911	2,959,063	3,991,499	1,032,436	34.89%
Projects	74,118	824,694	-	(824,694)	(100.00%)
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 17,103,671</b>	<b>\$ 21,101,873</b>	<b>\$ 22,150,960</b>	<b>\$ 1,049,087</b>	<b>4.97%</b>
<b>STORMWATER UTILITY FUND #428</b>					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 1,089,715	\$ 673,411	\$ 455,672	\$ (217,739)	(32.33%)
706 Stormwater Management	289	-	2,388,876	2,388,876	
708 Stormwater Compliance	1,324,869	2,128,044	534,869	(1,593,175)	(74.87%)
709 Surface Water Maintenance	-	-	1,582,261	1,582,261	
965 Nondepartmental - Stormwater	6,605,344	7,222,954	12,644,496	5,421,542	75.06%
Projects	7,178,802	11,909,377	-	(11,909,377)	(100.00%)
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 16,199,019</b>	<b>\$ 21,933,786</b>	<b>\$ 17,606,174</b>	<b>(\$4,327,612)</b>	<b>(19.73%)</b>

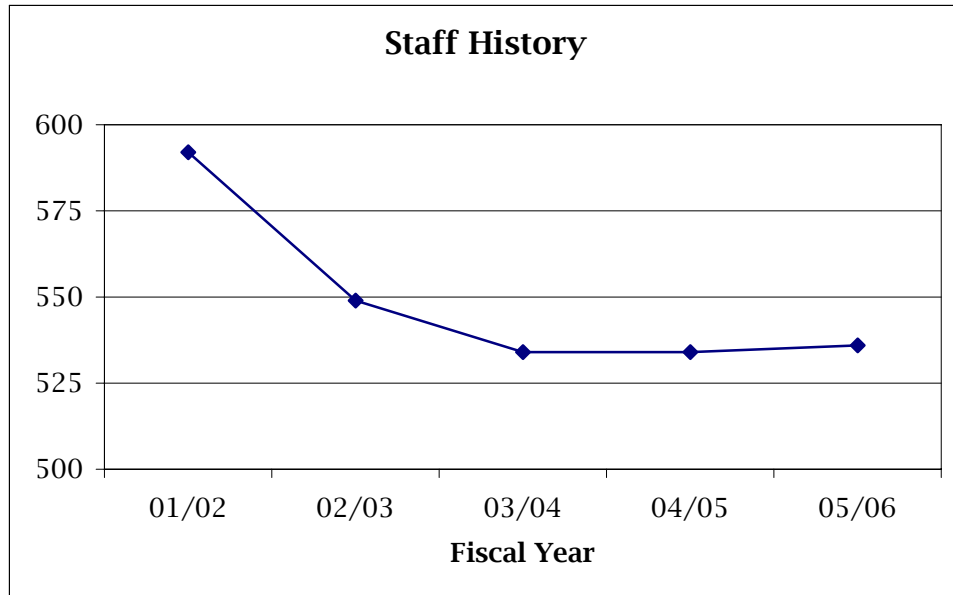
## Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2003/04	2003/04	2004/05	Change	
Office/Bureau	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>WASTEWATER REVENUE FUND #441</b>					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,326,134	\$ 1,363,054	\$ 1,431,256	\$ 68,202	5.00%
342 Wastewater Billing	297,403	297,572	318,371	20,799	6.99%
343 Wastewater Technical Support	508,591	512,798	498,868	(13,930)	(2.72%)
344 System Evaluation & Maintenance	3,955,886	4,005,020	4,203,529	198,509	4.96%
347 Wastewater PM/CM Services	920,678	387,152	-	(387,152)	(100.00%)
Wastewater Process/Operations Section					
351 Water Conserv I	2,507,754	2,331,388	2,529,540	198,152	8.50%
352 Water Conserv II	5,834,386	6,458,959	6,556,794	97,835	1.51%
353 Iron Bridge	8,437,457	8,816,853	9,532,663	715,810	8.12%
354 Lift Station Operations	3,059,393	2,903,297	3,120,220	216,923	7.47%
355 Environmental Control	658,658	663,054	786,508	123,454	18.62%
357 Industrial Automation Group	-	914,179	1,154,000	239,821	26.23%
975 Nondepartmental - Wastewater Projects	9,390,948	14,283,296	13,051,724	(1,231,572)	(8.62%)
	<u>65,234</u>	<u>1,077,168</u>	<u>-</u>	<u>(1,077,168)</u>	<u>(100.00%)</u>
TOTAL - WASTEWATER REVENUE FUND	<u>\$ 36,962,521</u>	<u>\$ 44,013,790</u>	<u>\$ 43,183,473</u>	<u>(\$830,317)</u>	<u>(1.89%)</u>
<b>SUPPLEMENTAL STAFF FUND #555</b>					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 845,960	\$ 1,049,911	\$ 1,062,940	\$ 13,029	1.24%
TOTAL - PUBLIC WORKS	<u>\$ 85,046,137</u>	<u>\$102,926,589</u>	<u>\$ 96,596,607</u>	<u>(\$6,329,982)</u>	<u>(6.15%)</u>
Expenditure by Classification					
Salaries and Wages	\$ 19,970,005	\$ 21,386,334	\$ 21,459,311	\$ 72,977	0.34%
Employee Benefits	8,078,475	8,932,291	9,450,149	517,858	5.80%
Supplies	4,945,705	5,680,380	5,660,670	(19,710)	(0.35%)
Contractual Services	15,921,838	18,003,281	13,505,942	(4,497,339)	(24.98%)
Utilities	10,095,738	10,013,378	10,432,869	419,491	4.19%
Other Operating	105,886	173,423	140,117	(33,306)	(19.21%)
Travel/Training	53,842	115,421	111,769	(3,652)	(3.16%)
Internal Services	8,946,898	9,860,923	10,139,418	278,495	2.82%
Capital	4,076,177	9,338,241	6,032,603	(3,305,638)	(35.40%)
Non-Operating	12,851,573	19,422,917	19,663,759	240,842	1.24%
TOTAL - PUBLIC WORKS	<u>\$ 85,046,137</u>	<u>\$102,926,589</u>	<u>\$ 96,596,607</u>	<u>(\$6,329,982)</u>	<u>(6.15%)</u>



DEPARTMENT STAFFING SUMMARY

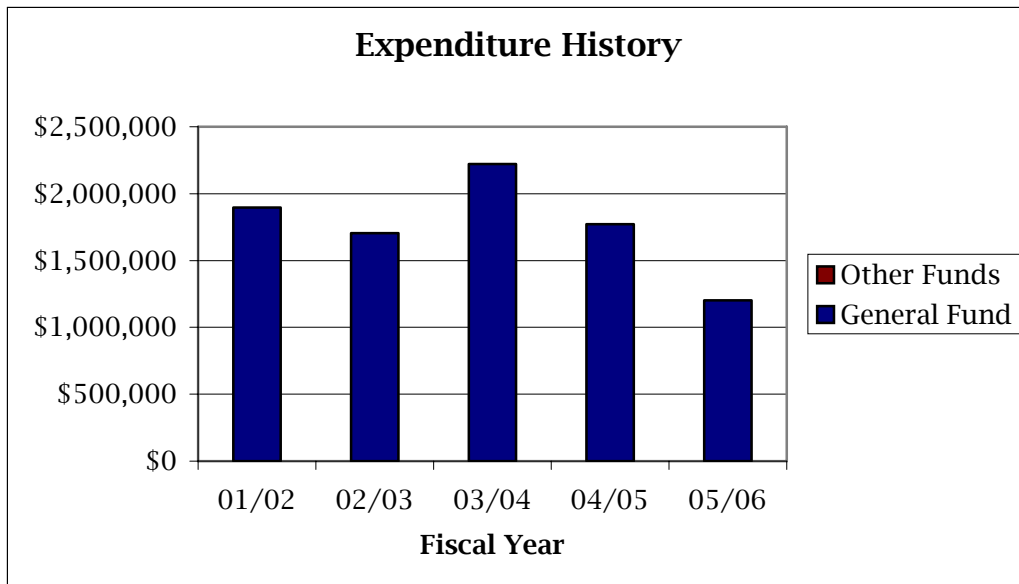
	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>GENERAL FUND #100</u>			
701 Director of Public Works	9	2	2
Engineering/Engineering Services Division:			
721 Engineering Administration	4	3	6
718 Engineering Design Services	4	0	0
719 Engineering Projects & Construction	8	3	0
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	5	5	5
Engineering/Streets and Stormwater Services Division:			
725 Streets Administration	5	5	5
707 Keep Orlando Beautiful	2	1	1
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	29	29	0
CIP/Infrastructure Division:			
711 CIP/Infrastructure Administration	0	5	5
712 Project Engineering	0	6	6
713 Construction Services	0	11	11
714 Design Services	0	4	4
TOTAL – GENERAL FUND	155	163	134
<u>SOLID WASTE FUND #426</u>			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	34	34	34
366 Residential & Recycling	70	70	70
TOTAL – SOLID WASTE FUND	118	118	118
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets and Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	0	0	29
708 Stormwater Compliance	17	17	6
709 Surface Water Maintenance	0	0	12
TOTAL – STORMWATER UTILITY FUND	22	22	52
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	17	12	14
342 Wastewater Billing	5	5	5
343 Wastewater Technical Support	7	8	8
344 System Evaluation & Maintenance Section	45	45	45
347 Wastewater PM/CM Services	10	2	0
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	20	17	17
352 Water Conserv II	29	28	28
353 Iron Bridge	54	48	48
354 Lift Station Operations	23	22	22
355 Environmental Control	9	9	9
357 Industrial Automation Group	0	15	16
TOTAL – WASTEWATER REVENUE FUND	219	211	212
<u>SUPPLEMENTAL STAFF FUND #555</u>			
Environmental Services/Solid Waste Management Division:			
715 Rapid Assistance Program	20	20	20
TOTAL – SUPPLEMENTAL STAFF FUND	20	20	20
TOTAL – PUBLIC WORKS	534	534	536



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
701 Director of Public Works	\$ 864,556	\$ 600,343	\$ 254,955	\$ (345,388)	(57.53%)
025 Nondepartmental - City Commons Garage	993,469	1,105,644	899,573	(206,071)	(18.64%)
986 Nondepartmental - Public Works	365,097	65,116	46,732	(18,384)	(28.23%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,223,122</b>	<b>\$ 1,771,103</b>	<b>\$ 1,201,260</b>	<b>\$ (569,843)</b>	<b>(32.17%)</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 2,223,122</b>	<b>\$ 1,771,103</b>	<b>\$ 1,201,260</b>	<b>\$ (569,843)</b>	<b>(32.17%)</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
701 Director of Public Works	9	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>9</b>	<b>2</b>	<b>2</b>
<b>TOTAL -- DIRECTOR</b>	<b>9</b>	<b>2</b>	<b>2</b>

Public Works Department

Engineering  
Engineering  
Services Division

Mission Statement:

Produce accurate and cost effective engineering survey and design; provide project management services; provide efficient access to engineering documents; maintain and operate the City's infrastructure to achieve its maximum design life.

Program Identifier:

- ⇒ Engineering Admin. #721
- ⇒ Engineering Survey Services #722
- ⇒ Engineering Records and Drafting #723

Overview of Services/Programs

The **Engineering Services Division** 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. Maintains & provides horizontal & vertical control networks for publication and use by private consultants The Engineering Records section develops and maintains records related to the collection, storage, retrieval and distribution of engineering-related documents.

Major Accomplishments

- Managed the street pavement surface rehabilitation for 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.

Future Outlook

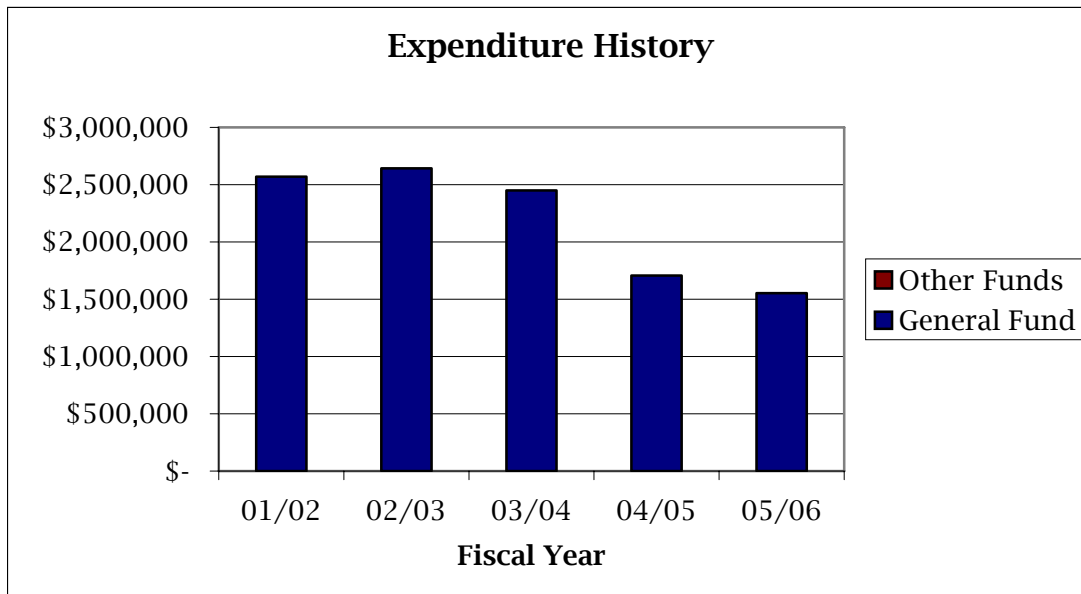
- Survey Services will make use of more efficient methods such as Real-time Kinematic Geographic Positioning Systems, the latest Reflectorless Total Station technology; increasing the amount and type of data available to the public through the City's Internet site; and the streamlining of the plat review 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.

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent of plat & survey document reviews completed within 1 week.	NA	75%	75%
Percent addressing, plat & legal description reviews completed within 2 working days	98%	98%	98%



**EXPENDITURE SUMMARY**

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
Engineering/Engineering Services Division:					
721 Engineering Administration	\$ 341,757	\$ 229,365	\$ 445,005	\$ 215,640	94.02%
718 Engineering Design Services	359,968	127,581	-	(127,581)	(100.00%)
719 Engineering Projects and Construction	679,692	251,855	-	(251,855)	(100.00%)
722 Engineering Survey Services	772,726	797,957	796,554	(1,403)	(0.18%)
723 Engineering Records and Drafting	296,562	298,841	312,411	13,570	4.54%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,450,705</b>	<b>\$ 1,705,599</b>	<b>\$ 1,553,970</b>	<b>\$ (151,629)</b>	<b>(8.89%)</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>\$ 2,450,705</b>	<b>\$ 1,705,599</b>	<b>\$ 1,553,970</b>	<b>\$ (151,629)</b>	<b>(8.89%)</b>



**STAFFING SUMMARY**

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Engineering/Engineering Services Division:			
721 Engineering Administration	4	3	6
718 Engineering Design Services	4	0	0
719 Engineering Projects & Construction	8	3	0
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>33</b>	<b>23</b>	<b>23</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>33</b>	<b>23</b>	<b>23</b>

Public Works Department

Engineering  
Streets and  
Stormwater  
Services Division

Mission Statement:

Maintain and operate the City's transportation infrastructure and stormwater facilities in order to achieve maximum design life; preserve water quality in the City's lake system.

Program Identifier:

- ⇒ Keep Orlando Beautiful #707
- ⇒ Stormwater Admin. #705
- ⇒ Stormwater Mgmt. #706
- ⇒ Stormwater Compliance #708
- ⇒ Surface Water Maintenance #709
- ⇒ Non-Departmental Stormwater #965
- ⇒ Street Administration #725
- ⇒ Right-off-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

Overview of Services/Programs

The **Streets and Stormwater Services Division** is comprised of two major sections, Stormwater Utility and Streets and Drainage. A description of responsibilities is outlined below.

**Stormwater Utility** 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. Stormwater Utility 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.

**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

Stormwater Utility

- 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 annually \$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 through FY 2008/2009.
- 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.

Public Works Department

**Engineering  
Streets and  
Stormwater  
Services Division**

**Mission Statement:**

Maintain and operate the City's transportation infrastructure and stormwater facilities in order to achieve maximum design life; preserve water quality in the City's lake system.

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- ⇒ Keep Orlando Beautiful #707
- ⇒ Stormwater Admin. #705
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- ⇒ Street Administration #725
- ⇒ Right-off-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

Streets and Drainage

- Provided street sweeping and litter control services that included sweeping residential streets every fourteen 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.

**Future Outlook**

- Stormwater Utility 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.
- Stormwater Utility 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).
- Stormwater Utility 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.
- Stormwater Utility will continue to implement a program to reduce the discharge of pollutants from construction sites (erosion and sediment controls), through better inspection and enforcement.
- Stormwater Utility will increasingly be 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.
- Stormwater Utility will become increasingly involved in the management of various stormwater projects.
- Stormwater Utility will implement the next phase of its rate increase (20%).
- Streets and Drainage 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.
- Streets and Drainage continues to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.

Public Works Department

**Engineering  
Streets and  
Stormwater  
Services Division**

**Mission Statement:**

Maintain and operate the City's transportation infrastructure and stormwater facilities in order to achieve maximum design life; preserve water quality in the City's lake system.

**Program Identifier:**

- ⇒ Keep Orlando Beautiful #707
- ⇒ Stormwater Admin. #705
- ⇒ Stormwater Mgmt. #706
- ⇒ Stormwater Compliance #708
- ⇒ Surface Water Maintenance #709
- ⇒ Non-Departmental Stormwater #965
- ⇒ Street Administration #725
- ⇒ Right-off-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent of lakes with degrading water quality.	6.8%	4.4%	< 7%
Percent of stormwater treatment system sites inspected.	85%	85%	80%
Percent of inspection of worksites and barricade locations completed per shift	90%	95%	98%
Percent of hazardous street conditions (potholes) repaired within one day	95%	95%	95%
Percent of Stormwater Utility revenue allocated to capital projects.	24%	31%	35%
Annual administrative cost as a percentage of revenue collected.	10%	7%	7%

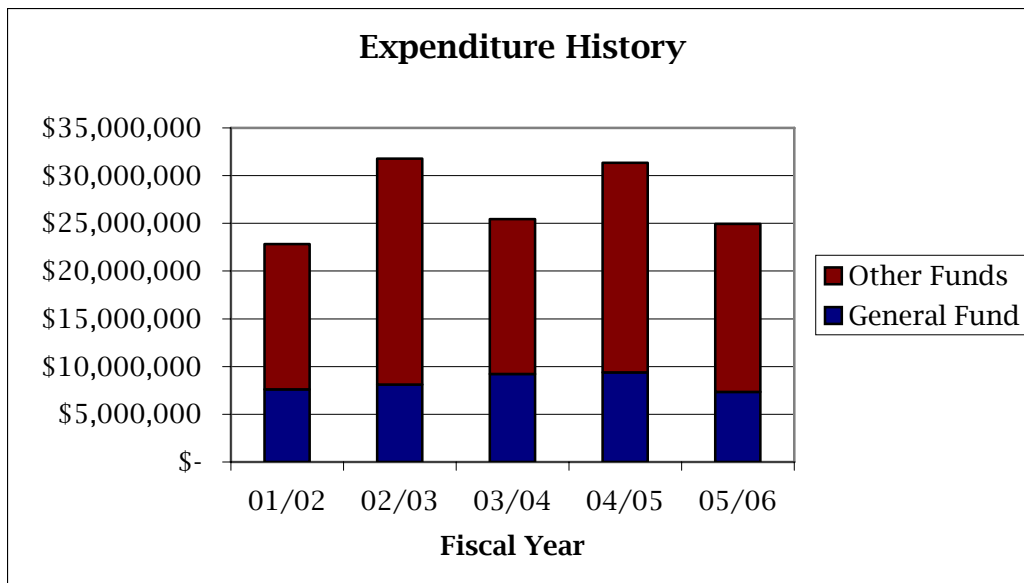
Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Average annual cost per acre to maintain lake water quality.	\$350	\$350	\$360
Average cycle time in working days to clean residential streets	11 days	14 days	14 days
Average cost per curb mile for street sweeping	\$31.05	\$31.90	\$33.49
Average cost of litter removal per acre	\$4.60	\$4.55	\$4.78
Average cost of concrete repair per square yard	\$84.54	\$81.68	\$85.76

Performance Measures Service Indicator	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of Keep Orlando Beautiful volunteer hours	9,128	6,674	7,500
Volume (in cubic yards) of trash and debris collected from lakes and stormlines.	295	1,014	1,000
Dollar amount of stormwater revenue collected (in million \$)	\$11.50	\$14.50	\$17.80

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
Engineering/Streets & Stormwater Services Division:					
725 Streets Administration	\$ 379,135	\$ 335,841	\$ 347,605	\$ 11,764	3.50%
707 Keep Orlando Beautiful	134,265	132,226	95,607	(36,619)	(27.69%)
726 Right of Way Management	4,083,749	4,214,428	4,258,690	44,262	1.05%
727 Street Maintenance & Construction	1,592,107	1,718,821	1,770,462	51,641	3.00%
728 Material & Equipment Management	809,208	727,134	857,303	130,169	17.90%
729 Stormwater Management	2,233,374	2,269,113	-	(2,269,113)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 9,231,837</b>	<b>\$ 9,397,563</b>	<b>\$ 7,329,667</b>	<b>\$ (2,067,896)</b>	<b>(22.00%)</b>
<b>STORMWATER UTILITY FUND #428</b>					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 1,089,715	\$ 673,411	\$ 455,672	\$ (217,739)	(32.33%)
706 Stormwater Management	289	-	2,388,876	2,388,876	
708 Stormwater Compliance	1,324,869	2,128,044	534,869	(1,593,175)	(74.87%)
709 Surface Water Maintenance	-	-	1,582,261	1,582,261	
965 Nondepartmental - Stormwater Projects	6,605,344	7,222,954	12,644,496	5,421,542	75.06%
	7,178,802	11,909,377	-	(11,909,377)	(100.00%)
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 16,199,019</b>	<b>\$ 21,933,786</b>	<b>\$17,606,174</b>	<b>(\$4,327,612)</b>	<b>(19.73%)</b>
<b>TOTAL -- STREETS &amp; STORMWATER SERVICES</b>	<b>\$ 25,430,856</b>	<b>\$ 31,331,349</b>	<b>\$24,935,841</b>	<b>(\$6,395,508)</b>	<b>(20.41%)</b>



## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>GENERAL FUND #100</u>			
Engineering/Streets & Stormwater Services Division:			
725 Streets Administration	5	5	5
707 Keep Orlando Beautiful	2	1	1
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	29	29	0
TOTAL -- GENERAL FUND	<u>113</u>	<u>112</u>	<u>83</u>
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	0	0	29
708 Stormwater Compliance	17	17	6
709 Surface Water Maintenance	0	0	12
TOTAL -- STORMWATER UTILITY FUND	<u>22</u>	<u>22</u>	<u>52</u>
TOTAL -- STREETS & STORMWATER SERVICES	<u><u>135</u></u>	<u><u>134</u></u>	<u><u>135</u></u>

## Public Works Department

CIP/Infrastructure  
Division

## Mission Statement:

To provide in-house project management/engineering, design and construction inspection for City of Orlando capital improvement projects.

## Program Identifier:

- ⇒ CIP/Infrastructure
- Admin. #711
- ⇒ Project Engineering #712
- ⇒ Construction Services #713
- ⇒ Design Services #714

## Overview of Services/Programs

Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house project management / engineering, design, and construction inspection for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. In addition, the Division processes all pay applications, invoices, and change orders for the projects.

Projects include building renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are forty-seven (47) capital projects either in the design / engineering phase or under construction that are managed by the Division.

## Major Accomplishments

The Capital Improvement/Infrastructure Division was established in February of 2005.

- Currently implementing an Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials.
- Delivered eight construction projects within budget including the following recreational facilities: Ivey Lane Community Center, Rock Lake Community Center, Smith Center, College Park Community Center, Rosemont Community Center and Dover Shores Community Center Improvements.

## Future Outlook

- The Division will continue to emphasize the cost effective delivery of Capital Improvement Projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs
- The Division has develop a policy that will continue to insure greater control over project cost containment by requiring the Project Managers to approve all pay applications.



Public Works Department



**CIP/Infrastructure Division**

**Mission Statement:**  
 To provide in-house project management/engineering, design and construction inspection for City of Orlando capital improvement projects.

- Program Identifier:**
- ⇒ CIP/Infrastructure
  - Admin. #711
  - ⇒ Project Engineering #712
  - ⇒ Construction Services #713
  - ⇒ Design Services #714

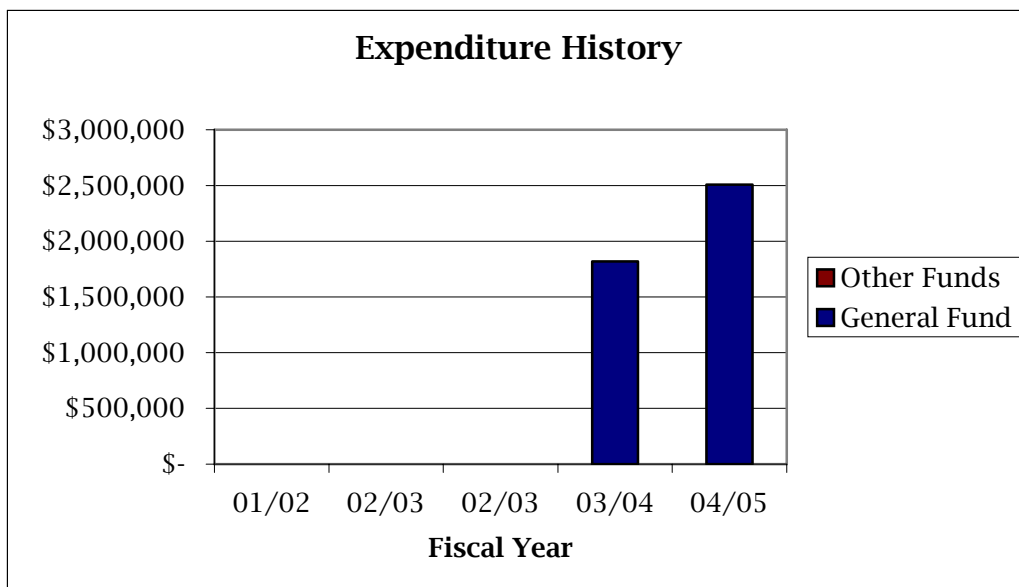
<b>Performance Measures Effectiveness</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Percent of projects completed within budget.	N/A	N/A	100%
<b>Performance Measures Efficiency</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Percent of projects closed within 120 days.	N/A	N/A	100%
<b>Performance Measures Service Indicator</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Percent of projects with management / inspection costs of less than 10% of construction cost.	N/A	N/A	100%



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>GENERAL FUND #100</b>					
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	\$ (339)	\$ 117,291	\$ 432,105	\$ 314,814	268.40%
712 Project Engineering	-	421,709	592,982	171,273	40.61%
713 Construction Services	-	1,044,568	1,093,767	49,199	4.71%
714 Design Services	1,100	234,744	389,309	154,565	65.84%
<b>TOTAL – GENERAL FUND</b>	<b>\$ 761</b>	<b>\$ 1,818,312</b>	<b>\$ 2,508,163</b>	<b>\$ 689,851</b>	<b>37.94%</b>
<b>TOTAL – CIP/INFRASTRUCTURE</b>	<b>\$ 761</b>	<b>\$ 1,818,312</b>	<b>\$ 2,508,163</b>	<b>\$ 689,851</b>	<b>37.94%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
CIP/Infrastructure Division:			
711 CIP/Infrastructure Admin.	0	5	5
712 Project Engineering	0	6	6
713 Construction Services	0	11	11
714 Design Services	0	4	4
<b>TOTAL – GENERAL FUND</b>	<b>0</b>	<b>26</b>	<b>26</b>
<b>TOTAL – CIP/INFRASTRUCTURE</b>	<b>0</b>	<b>26</b>	<b>26</b>

## 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
- ⇒ Commercial Collection #365
- ⇒ Residential & Recycling #366
- ⇒ Supplemental Staff #715

**Overview of Services/Programs**

**Solid Waste Management Division** provides curbside garbage, yard waste, and recycling collection to all single-family residences within the corporate limits. The Division provides exclusive front load container (dumpster) service for the businesses and apartments within the City. Roll-off container service is provided by non-exclusive franchisees and commercial recycling service is provided by an open market of registered recycling companies. The Division administers the roll-off franchise system and forwards the pull fees to the General Fund.

**Major Accomplishments**

- Provided 48,937 residential and 6,533 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 Vista East to automated garbage collection.
- Collected 97,318 tons of commercial waste, 52,980 tons of residential garbage, 17,163 tons of residential yard waste, and 6,297 tons of residential recycling in FY 04-05.
- Expanded the Division's roll-off service by 28% over previous FY.
- Completed emergency debris cleanup of over 1 million cubic yards of storm debris within the City and continue to aggressively pursue reimbursement from FEMA through the appeals process for collection of all expenses related to qualified events.
- Secured contracts for emergency debris management with four (4) national companies to provide emergency services to the City in the event of any natural disasters

**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 implement 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.
- The Division will expand the automated collection service to an additional 2500 customers to improve efficiencies and reduce expenses.

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.

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- ⇒ Solid Waste Admin. #361
- ⇒ Commercial Collection #365
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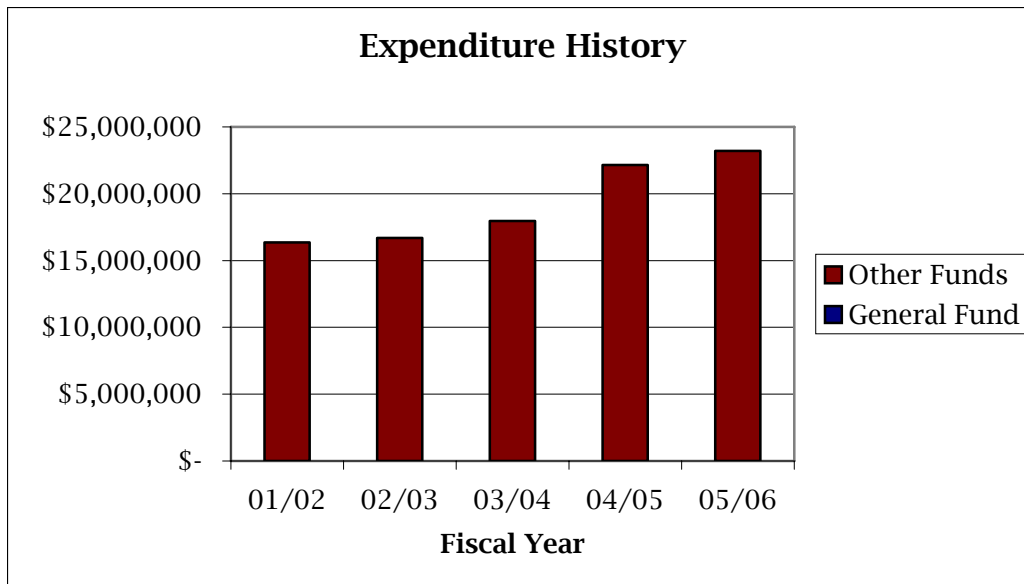
Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$14.83	\$15.83	\$16.30
Average Cost per Month per Household for garbage collection and disposal (excludes recycling and 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 Service	\$4,250	\$4,335	\$4,290
Percent Decrease in the Average Number of Residential and Commercial Complaints received from the current 200 per Month	N/A	-9%	-10%

Performance Measures Service Indicator	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Number of Customers	42,103	43,366	44,235
Tons of MSW Collected	153,985	160,144	170,570
Recycled Tons Collected	5,880	6,000	6,450

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>SOLID WASTE FUND #426</b>					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 888,947	\$ 881,226	\$ 938,915	\$ 57,689	6.55%
365 Commercial Collection	6,676,249	7,344,837	8,009,823	664,986	9.05%
366 Residential & Recycling	8,028,446	9,092,053	9,210,723	118,670	1.31%
977 Nondepartmental - Solid Waste Projects	1,435,911	2,959,063	3,991,499	1,032,436	34.89%
	74,118	824,694	-	(824,694)	(100.00%)
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 17,103,671</b>	<b>\$ 21,101,873</b>	<b>\$ 22,150,960</b>	<b>\$ 1,049,087</b>	<b>4.97%</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 845,960	\$ 1,049,911	\$ 1,062,940	\$ 13,029	1.24%
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>\$ 17,949,631</b>	<b>\$ 22,151,784</b>	<b>\$ 23,213,900</b>	<b>\$ 1,062,116</b>	<b>4.79%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>SOLID WASTE FUND #426</b>			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	14	14	14
365 Commercial Collection	34	34	34
366 Residential & Recycling	70	70	70
<b>TOTAL -- SOLID WASTE FUND</b>	<b>118</b>	<b>118</b>	<b>118</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>			
Environmental Services/Solid Waste Management Division:			
715 City Supplemental Staff	20	20	20
<b>TOTAL -- SUPPLEMENTAL STAFF FUND</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>138</b>	<b>138</b>	<b>138</b>

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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 and reuse of wastewater.

Program Identifier:

- ⇒ Wastewater Admin. #341
- ⇒ Wastewater Billing #342
- ⇒ Wastewater Technical Support #343
- ⇒ System Evaluation and Maintenance #344
- ⇒ 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, operation and maintenance of over 750 miles of sanitary sewers in 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 Water Conserv I Water Reclamation Facility (7.5 mgd), the Water Conserv II Water Reclamation Facility (25 mgd), the Orlando Wetlands Park and over 200 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

- In preparation of major service expansion in the southeast area, the Division is proceeding with three significant projects: the re-rating and expansion of treatment capacity at the Iron Bridge facility, the development of collection system improvements to allow for the conveyance of future flow to Iron Bridge, and the implementation of a regional reclaimed water system in east Orlando to return reclaimed water from Iron Bridge to the southeast expansion areas, as well as other communities. Together, these projects will enable the City to meet its wastewater and reclaimed water capacity needs beyond the year 2025.
- 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 has implemented a system for performing internal lateral repairs using resin-impregnated materials. City crews will be able to double their productivity in repairing damaged or leaking lateral services.
- Conveyed, treated to high standards and reused approximately 16 billion gallons of wastewater.
- Ongoing Re-rate Improvements at the Iron Bridge facility, 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. Completed projects include the replacement of the pumps, motors and electrical controls at the Master Pump Station, the installation of odor control facilities and the construction of six additional Deep Bed Filters to double the filtration capacity.
- The newly formed Industrial Automation Group has completed the reconfiguration of the SCADA system at Iron Bridge and is proceeding with similar projects at the other treatment plants to improve operations and process control.



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 and reuse of wastewater.

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- The Division is working with the Orlando Utilities Commission (OUC) to implement Project RENEW, which involves the reuse of 9.2 mgd of reclaimed water to satisfy the requirements of OUC's Consumptive Use Permit. Ongoing Re-rate Improvements at the Water Conserv II facility, increasing permit capacity beyond 25 mgd, will accommodate additional flows that may result from project RENEW. Completed projects include the replacement of pumps and drives at the Master Pump Station, improvements to the BNR process to increase recirculation and odor control improvements.
- The Division has implemented the operation of the Water Conserv I facility with an unattended midnight shift. All critical process performance data and effluent quality information are continuously transmitted to the staffed Water Conserv II facility via SCADA system for monitoring and remote-controlled response.

Future Outlook

Engineering & Maintenance

- Wastewater Division—Engineering/Maintenance staff is working closely with OUC to implement a residential reclaimed water program in new developments. Because of concerns with limited availability of groundwater supplies, OUC will be required to maximize the use of alternative water sources to decrease the demand on the aquifer as part of their Consumptive Use Permit.
- From a regional perspective, the City has secured funding from the St. Johns River Water Management District (SJRWMD) for implementation of the Eastern Regional Reclaimed Water Distribution project which will provide interconnection between the Iron Bridge reclaimed water network and other systems in need of additional water supplies.
- 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.
- Staff will continue to evaluate new means of performing system repairs in an effort to boost productivity.

Process/Operations

- Wastewater Division—Process/Operations staff will continue to evaluate methods to modify the Water Conserv II dewatering process in an effort to increase cake solids from 12% to 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 Improvements to seek modification of traditional operating protocols, thus allowing for incremental increases in treatment capacity without construction of expanded facilities.
- 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.
- Division staff will pursue alternative methods and options for biosolids treatment and beneficial use.

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 and reuse of wastewater.

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**Engineering/Maintenance Performance Measures Effectiveness**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of calls responded to within one hour of notice during regular schedule work hours.	98%	98%	98%
Percent of damaged lateral restored to service within 24 hours.	95%	95%	95%
Percent of damaged main lines restored to service within three days.	98%	98%	98%

**Engineering/Maintenance Performance Measures Efficiency**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Average office cost per stop sewer call in \$'s (includes call out/report/follow up)	\$13.43	\$18.40	\$19.00
Average field response cost per stop sewer call in \$'s (includes all travel & investigation time)	\$489	525	550
Average cost to repair & return a main line to service	\$5,464	\$4,000	\$4,250
Average cost to repair a force main	\$4,404	\$6,500	\$6,750
Average cost to respond to a sewer overflow	\$163	\$180	\$190
Average cost per foot to construct new gravity sewer lines	\$127	\$100	\$115
Average cost per foot to TV line	\$0.89	\$1.05	\$1.10
Average cost to test & seal one(1) sewerline joint	\$7.05	\$18.75	\$16.00
Average cost per foot to clean sewer line	\$0.45	\$0.57	\$0.60
Average cost per Sunshine Tickets	\$2.13	\$1.70	\$1.85
Average cost to locate a Sunshine line	\$35.34	\$26.50	\$27.00
Average cost per foot to smoke test sewer lines	\$0.97	\$1.00	\$1.00



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 and reuse of wastewater.

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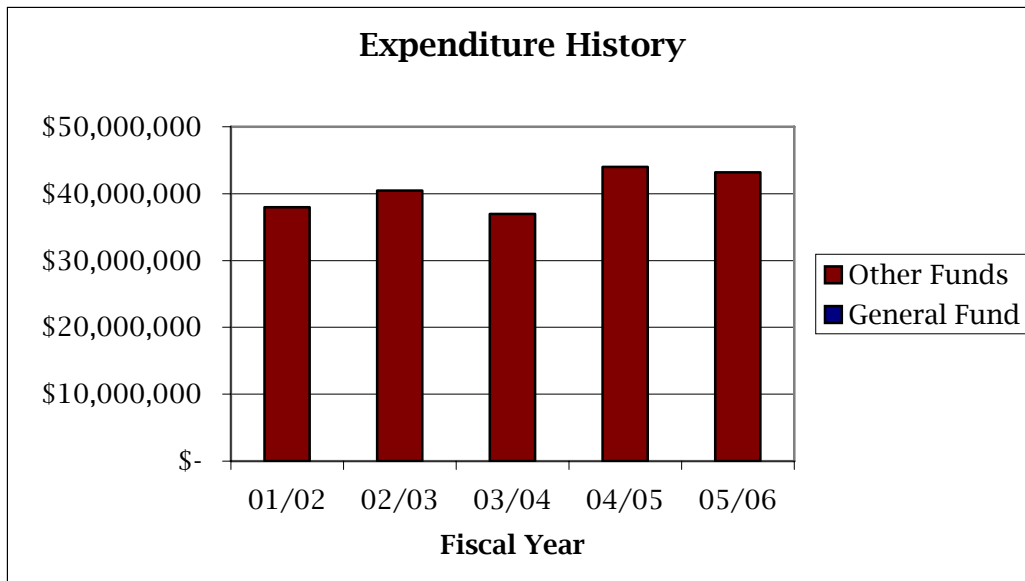
<b>Process/Operations Performance Measures Effectiveness</b>		<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Percent compliance with Federal & State permit standards for wastewater process performance		99.9%	99.9%	100%
Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks		96.1%	95%	95%
Percent compliance with Federal & State permit standards regarding industrial contamination		100%	100%	100%
Percent completion of scheduled Lift Station inspections		90%	90%	90%
Percent completion of scheduled Lift Station Preventive Maintenance tasks		93.7%	95%	95%

<b>Process/Operations Performance Measures Efficiency</b>		<b>2003/2004 Actual</b>	<b>2004/2005 Estimated</b>	<b>2005/2006 Proposed</b>
Average O&M cost per 1,000 gallons of wastewater treated		\$1.00	\$1.04	\$1.00
Cost of plant O&M staff per million gallon treated		\$389	\$375	\$375
Cost of O&M staff per million gallons pumped		\$103.15	\$110	\$110
Revenue generated per dollar of staff time		\$10.61	\$15.00	\$15.00
Revenue to Budget Ratio		1.86%	2.0%	1.9%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change to Adopted Revised	% Change
<b>WASTEWATER REVENUE FUND #441</b>					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,326,134	\$ 1,363,054	\$ 1,431,256	\$ 68,202	5.00%
342 Wastewater Billing	297,403	297,572	318,371	20,799	6.99%
343 Wastewater Technical Support	508,591	512,798	498,868	(13,930)	(2.72%)
344 System Evaluation & Maintenance	3,955,886	4,005,020	4,203,529	198,509	4.96%
347 Wastewater PM/CM Services	920,678	387,152	-	(387,152)	(100.00%)
Wastewater Process/Operations Section					
351 Water Conserv I	2,507,754	2,331,388	2,529,540	198,152	8.50%
352 Water Conserv II	5,834,386	6,458,959	6,556,794	97,835	1.51%
353 Iron Bridge	8,437,457	8,816,853	9,532,663	715,810	8.12%
354 Lift Station Operations	3,059,393	2,903,297	3,120,220	216,923	7.47%
355 Environmental Control	658,658	663,054	786,508	123,454	18.62%
357 Industrial Automation Group	-	914,179	1,154,000	239,821	26.23%
975 Nondepartmental - Wastewater Projects	9,390,948	14,283,296	13,051,724	(1,231,572)	(8.62%)
	65,234	1,077,168	-	(1,077,168)	(100.00%)
<b>TOTAL - WASTEWATER REVENUE FUND</b>	<b>\$ 36,962,521</b>	<b>\$ 44,013,790</b>	<b>\$ 43,183,473</b>	<b>\$ 246,851</b>	<b>(1.89%)</b>



## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	17	12	14
342 Wastewater Billing	5	5	5
343 Wastewater Technical Support	7	8	8
344 System Evaluation & Maintenance Section	45	45	45
347 Wastewater PM/CM Services	10	2	0
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	20	17	17
352 Water Conserv II	29	28	28
353 Iron Bridge	54	48	48
354 Lift Station Operations	23	22	22
355 Environmental Control	9	9	9
357 Industrial Automation Group	0	15	16
TOTAL -- WASTEWATER REVENUE FUND	<u>219</u>	<u>211</u>	<u>212</u>

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# Transportation Department

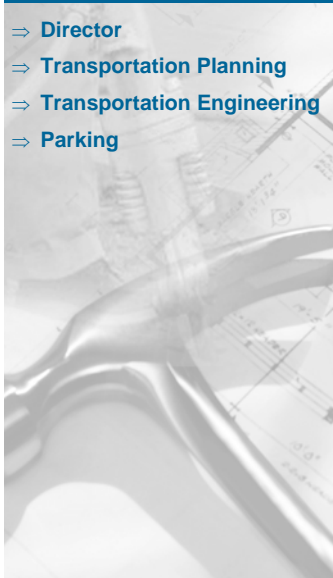


## Mission Statement:

To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through enhancement of roads, public transit, parking, bicycle and pedestrian systems, intermodal facilities, demand management programs and traffic management techniques.

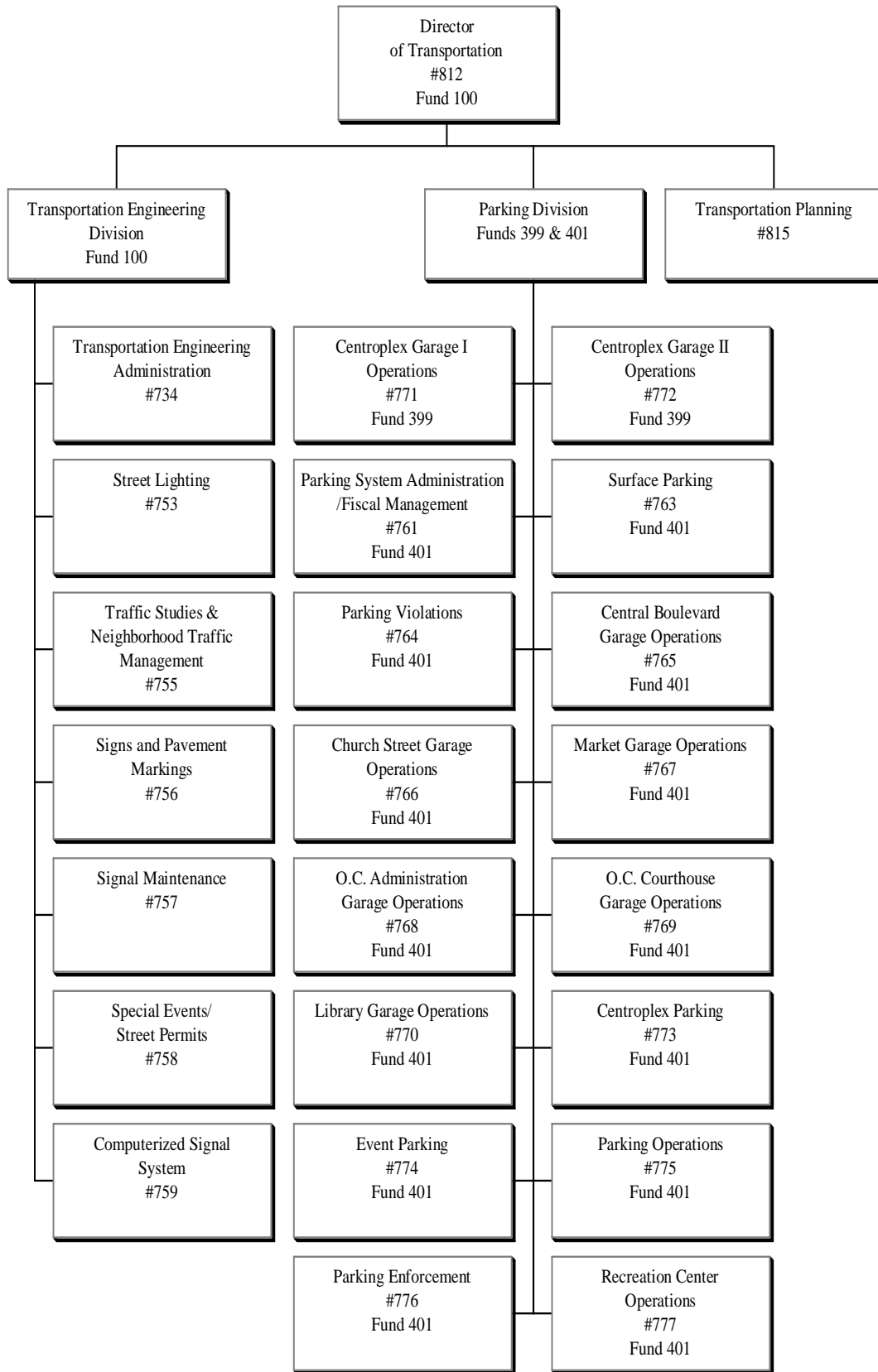
## Division Identifier:

- ⇒ Director
- ⇒ Transportation Planning
- ⇒ Transportation Engineering
- ⇒ Parking



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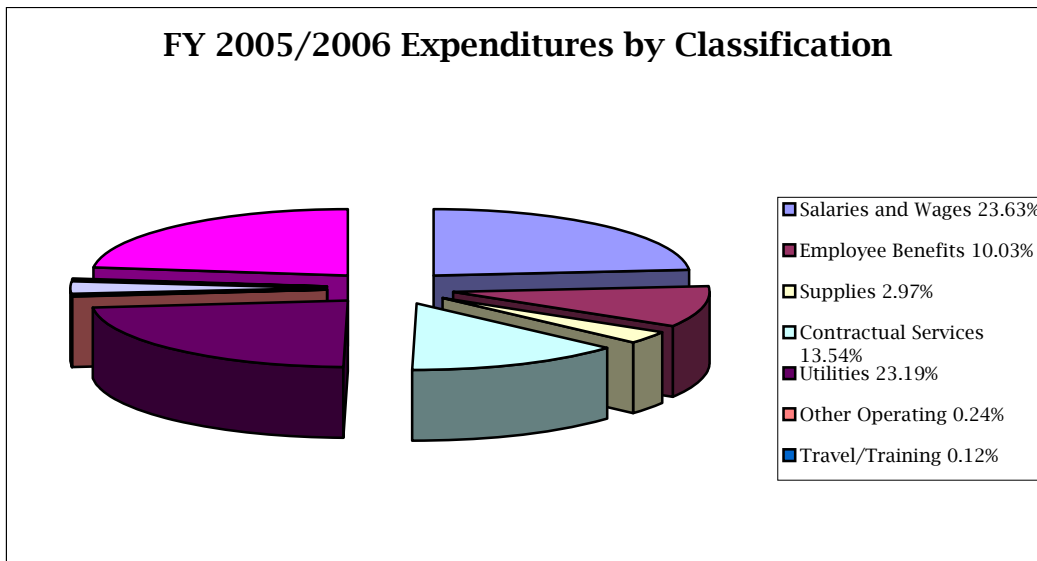
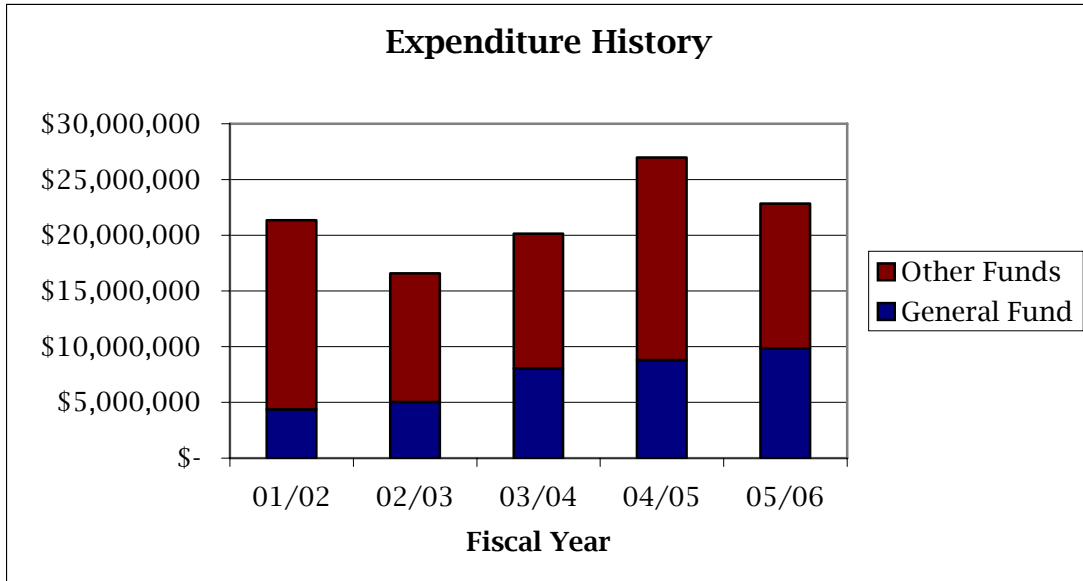


## Transportation Department

## DEPARTMENT EXPENDITURE SUMMARY

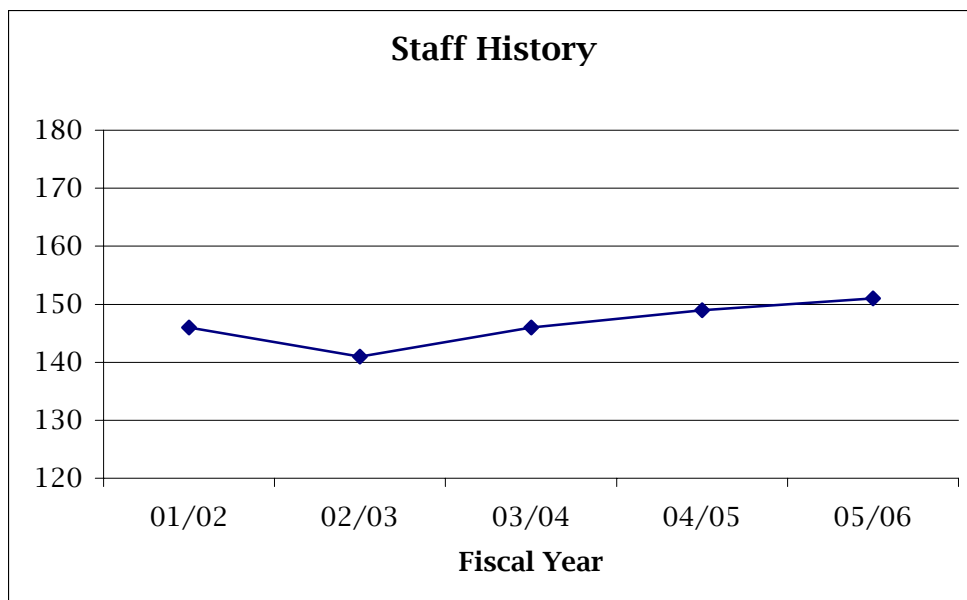
Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
812 Director of Transportation	\$ -	\$ 31,179	\$ 231,856	\$ 200,677	643.63%
Transportation Planning Division:					
815 Transportation Planning	-	30,980	547,232	516,252	1,666.40%
Transportation Engineering Division:					
734 Transportation Engineering Administration	290,335	321,835	400,789	78,954	24.53%
753 Street Lighting	3,942,335	4,633,758	4,800,000	166,242	3.59%
754 Transportation Engineering PM/CM Services	461,308	20,406	-	(20,406)	(100.00%)
755 Traffic Studies/N'hood Traffic Management	666,155	693,983	719,428	25,445	3.67%
756 Signs and Pavement Markings	986,945	1,015,411	1,040,629	25,218	2.48%
757 Signal Maintenance	887,656	1,123,011	1,124,436	1,425	0.13%
758 Special Events and Street Permits	281,655	286,602	298,223	11,621	4.05%
759 Computerized Signal System	525,241	540,182	557,974	17,792	3.29%
893 Non Departmental Transportation Projects	-	-	119,127	119,127	
	6,081	101,351	-	(101,351)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 8,047,711</b>	<b>\$ 8,798,698</b>	<b>\$ 9,839,694</b>	<b>\$ 1,040,996</b>	<b>11.83%</b>
<b>TRANSPORTATION GRANT FUND #399</b>					
Parking Division:					
771 Centroplex Garage I Operations	\$ 162,510	\$ 174,613	\$ 168,970	\$ (5,643)	(3.23%)
772 Centroplex Garage II Operations	356,748	348,517	393,636	45,119	12.95%
978 Nondepartmental - Centroplex Garages	1,175,452	1,404,360	1,521,994	117,634	8.38%
<b>TOTAL -- TRANSPORTATION GRANT FUND</b>	<b>\$ 1,694,710</b>	<b>\$ 1,927,490</b>	<b>\$ 2,084,600</b>	<b>\$ 157,110</b>	<b>8.15%</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>					
Parking Division:					
761 Parking System Admin/Fiscal Mgmt.	\$ 654,750	\$ 765,051	\$ 724,098	(\$40,953)	(5.35%)
763 Surface Parking	331,537	305,688	367,742	62,054	20.30%
764 Parking Violations	363,123	364,938	381,617	16,679	4.57%
765 Central Boulevard Garage Operations	900,354	980,156	1,051,031	70,875	7.23%
766 Church Street Garage Operations	435,272	635,370	543,180	(92,190)	(14.51%)
767 Market Garage Operations	521,972	491,600	-	(491,600)	(100.00%)
768 O.C. Administration Garage Operations	372,080	493,133	378,836	(114,297)	(23.18%)
769 O.C. Courthouse Garage Operations	454,321	513,887	750,442	236,555	46.03%
770 Library Garage Operations	549,220	741,488	725,080	(16,408)	(2.21%)
773 Centroplex Parking	376,307	422,601	429,038	6,437	1.52%
774 Event Parking	234,043	202,000	62,900	(139,100)	(68.86%)
776 Parking Enforcement	325,384	340,843	408,627	67,784	19.89%
979 Nondepartmental - Parking Projects	4,868,116	8,493,440	5,089,510	(3,403,930)	(40.08%)
	483	1,502,931	-	(1,502,931)	(100.00%)
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 10,386,962</b>	<b>\$ 16,253,126</b>	<b>\$ 10,912,101</b>	<b>(\$5,341,025)</b>	<b>(32.86%)</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 20,129,383</b>	<b>\$ 26,979,314</b>	<b>\$ 22,836,395</b>	<b>(\$4,142,919)</b>	<b>(15.36%)</b>
Expenditure by Classification					
Salaries and Wages	\$ 4,934,549	\$ 5,078,873	\$ 5,396,501	\$ 317,628	6.25%
Employee Benefits	1,717,594	1,998,339	2,291,336	292,997	14.66%
Supplies	465,141	694,250	678,559	(15,691)	(2.26%)
Contractual Services	3,054,588	4,068,475	3,091,486	(976,989)	(24.01%)
Utilities	4,406,410	5,141,360	5,295,819	154,459	3.00%
Other Operating	42,763	47,200	54,225	7,025	14.88%
Travel/Training	16,955	18,188	27,796	9,608	52.83%
Internal Services	701,274	753,484	702,845	(50,639)	(6.72%)
Capital	8,302	4,153,676	13,324	(4,140,352)	(99.68%)
Non-Operating	4,781,807	5,025,469	5,284,504	259,035	5.15%
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 20,129,383</b>	<b>\$ 26,979,314</b>	<b>\$ 22,836,395</b>	<b>(\$4,142,919)</b>	<b>(15.36%)</b>





DEPARTMENT STAFFING SUMMARY

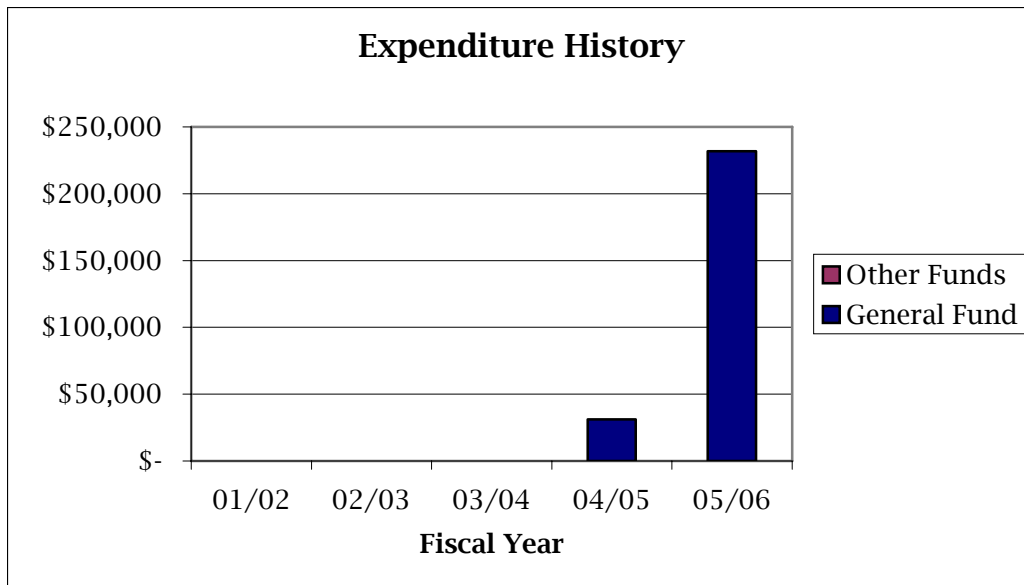
	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
812 Director of Transportation	0	2	2
Transportation Planning Division:			
815 Transportation Planning	0	5	7
Transportation Engineering Division:			
734 Transportation Engineering Administration	3	4	4
754 Transportation Engineering PM/CM Services	5	0	0
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
<b>TOTAL – GENERAL FUND</b>	<b>55</b>	<b>58</b>	<b>60</b>
<b>TRANSPORTATION GRANT FUND #399</b>			
Parking Division:			
772 Centroplex Garage II Operations	3	3	3
<b>TOTAL – TRANSPORTATION GRANT FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>			
Parking Division:			
761 Parking System Administration	11	11	11
763 Surface Parking	5	5	5
764 Parking Violations	6	6	6
775 Garage Operations	58	58	58
776 Parking Enforcement	8	8	8
<b>TOTAL – PARKING SYSTEM REVENUE FUND</b>	<b>88</b>	<b>88</b>	<b>88</b>
<b>TOTAL – TRANSPORTATION</b>	<b>146</b>	<b>149</b>	<b>151</b>



Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
812 Director of Transportation	\$ -	\$ 31,179	\$ 231,856	\$ 200,677	643.63%
<b>TOTAL - DIRECTOR</b>	<u>\$ -</u>	<u>\$ 31,179</u>	<u>\$ 231,856</u>	<u>\$ 200,677</u>	643.63%



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
812 Director of Transportation	0	2	2
<b>TOTAL - GENERAL FUND</b>	<u>0</u>	<u>2</u>	<u>2</u>
<b>TOTAL - DIRECTOR</b>	<u>0</u>	<u>2</u>	<u>2</u>

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## Transportation Department

### Transportation Planning Division

#### Mission Statement:

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

#### Program Identifier:

⇒ Transportation  
Planning

#815

#### Overview of Services/Programs

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

#### Major Accomplishments

- Taken the lead role in developing the City's Long Range Downtown Transportation Plan.
- Serves as an active member of the Orange County/City of Orlando Consolidation Commission.
- Evaluated I-4 Ultimate Improvement impacts on Orlando resulting in positive changes in aesthetics benefiting the City.
- In cooperation with Orange County developed and received \$4 million in grant funding for the acquisition of a portion of the Shingle Creek Trail.
- Successfully advanced the City's designation with the League of American Bicyclists from Honorable Mention status to the Bronze Level status. Orlando was one of 44 communities in the US to receive this designation.
- Reviewed and commented on Municipal Planning Board applications, DRI development proposals, and the Baldwin Park Town Design Review Committee and Southeast Town Design Review Committee.
- Took a leadership role at MetroPlan Orlando and Lynx and staffed several committees and Stakeholder Groups for Commuter Rail, Orlando International Airport to the Convention Center Light Rail, International Drive Circulator Study, OIA Intermodal Center Study, Sand Lake Road PD&E, and the Region's Long Range Transportation Plan Update.
- Updated the Major Thoroughfare Plan of the City's Transportation Element to better address growth and annexation activity in the Southeast.
- Assisted FDOT in advancing the following near-term FDOT projects: SR 436 Construction and Landscaping Enhancements, SR 50 Resurfacing, and SR 526 Resurfacing from Orange Blossom Trail to Mills.

Transportation Department



Transportation Planning Division

Mission Statement:

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

Program Identifier:

⇒ Transportation Planning #815

- Participated in advancing the following near-term City projects: Boggy Creek/Landstreet Intersection Improvements Construction, Alden Road Bike/Pedestrian Path Construction, Dinky Line Bridge Construction, Narcoossee Road & Beeline Interchange Design and the Mills Ave Congestion Management Phase 1 Design.

Future Outlook

- Continue to develop a transportation network to support Downtown growth (Downtown Transportation Plan).
- Update the City's Impact Fees on development, which have not changed since 1996.
- Continue to work with FDOT to determine the best level of I-4 aesthetic treatments compared to the level of funding.
- Continue to work towards implementation of Central Florida's first commuter rail project. A major component of this project is working with regional agencies to reach an interlocal funding agreement.
- Seize funding opportunities and develop a Transportation Concurrency Exception Area (TCEA) Strategy consistent with SB 360 the State's most recent Growth Management Bill.
- Remain actively involved in the regional decision-making process regarding transportation solutions and financial capabilities of proposed projects.
- In keeping with our goal of building a transportation system that promotes a livable community, the TPD will ensure that local, county and state transportation improvements develop in a manner that accommodates and fosters all modes of travel.

Performance Measures Effectiveness	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Percent change in number of annual miles of bikeways added to the City's bikeway network.	6.9%	14.0%	5.0%
Percent of roadways meeting City of Orlando transportation concurrency requirements.	100%	100%	95%

Transportation Department



**Transportation Planning Division**

**Mission Statement:**

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

**Program Identifier:**

⇒ Transportation Planning #815

**Performance Measures Efficiency**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of applications and submittals resulting in funding	66%	50%	100%
Percent of Traffic Impact Studies (TIS) approved within the established time frame versus 95% goal.	95%	95%	95%

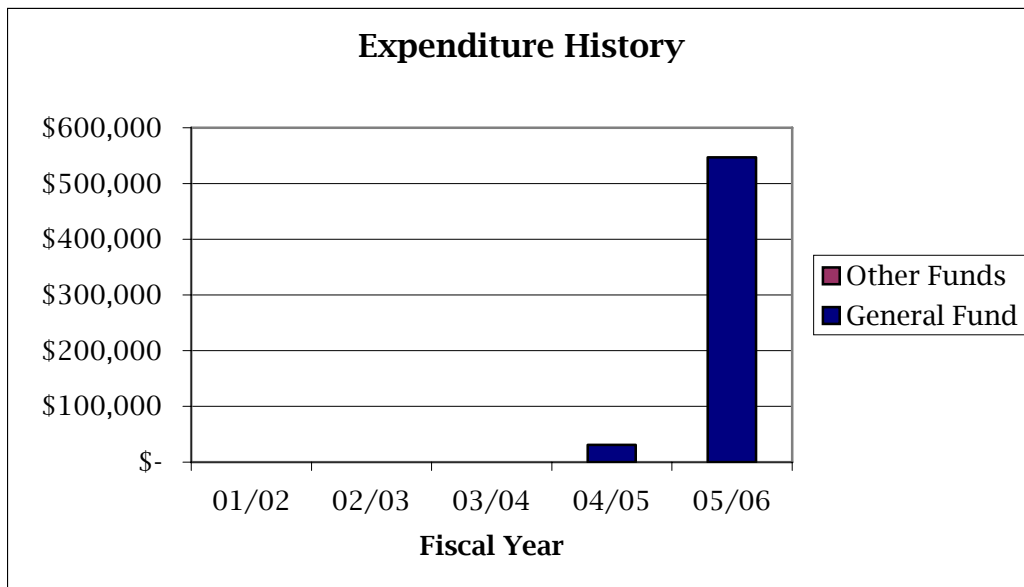
**Performance Measures Service Indicator**

	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Number of Miles of Bike Lanes/Paths	201.61	230.19	241.00
Number of applications or submittals	3	2	3

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Transportation Planning Division:					
815 Transportation Planning	\$ -	\$ 30,980	\$ 547,232	\$ 516,252	1,666.40%
<b>TOTAL – TRANSPORTATION PLANNING</b>	<b>\$ -</b>	<b>\$ 30,980</b>	<b>\$ 547,232</b>	<b>\$ 516,252</b>	<b>1,666.40%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Transportation Planning Division:			
815 Transportation Planning	0	5	7
<b>TOTAL – GENERAL FUND</b>	<b>0</b>	<b>5</b>	<b>7</b>
<b>TOTAL – TRANSPORTATION PLANNING</b>	<b>0</b>	<b>5</b>	<b>7</b>



## Transportation Department

### Transportation Engineering Division

#### Mission Statement:

To manage the City's efforts for providing safe, efficient and balanced movement of people. Permitting, designing, constructing, operating and maintaining the City's transportation infrastructure.

#### Program Identifier:

⇒ Traffic Engineering Administration	#734
⇒ Street Lighting	#753
⇒ Traffic Studies and Neighborhood Traffic Management	#755
⇒ Sign and Pavement Markings	#756
⇒ Signal Maintenance	#757
⇒ Special Events/Street Permits	#758
⇒ Computerized Signal System	#759

#### 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 also provides project management services associated with major transportation related capital projects.

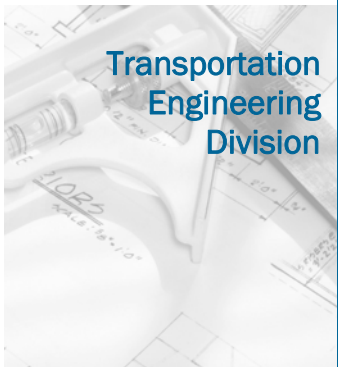
#### Major Accomplishments

- Investigated over 734 traffic problems.
- Processed 4261 Work Orders for traffic signal improvements and repairs.
- Replaced and services 6558 traffic signs.
- Installed 123,641 linear feet of pavement marking tape and applied 275 gallons of pavement marking paint.
- Installed new traffic signals at 2 intersections
- Installed 2 pedestrian crossings with in-pavement lighting.
- 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 construction of Boggy Creek/Landstreet intersection improvements.
- Completed design of the Crystal Lake/Maguire improvements.
- Studied designed and reviewed 20 traffic calming projects.
- Constructed 16 traffic calming projects in neighborhoods throughout the City.

#### Future Outlook

- Continue the installation of L.E.D. traffic signals to reduce energy consumption and minimize maintenance costs.
- Begin tracking the number of signalized intersections converted to L.E.D. traffic signals.
- 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 Vineland Road improvements.
- Begin the construction of Conway Road improvements.
- Design and construct traffic signals at 5 intersections.
- Complete the design of Narcoossee Road Phase III improvements, and begin acquisition of right-of-way.

Transportation Department



**Transportation Engineering Division**

**Mission Statement:**  
 To manage the City's efforts for providing safe, efficient and balanced movement of people. Permitting, designing, constructing, operating and maintaining the City's transportation infrastructure.

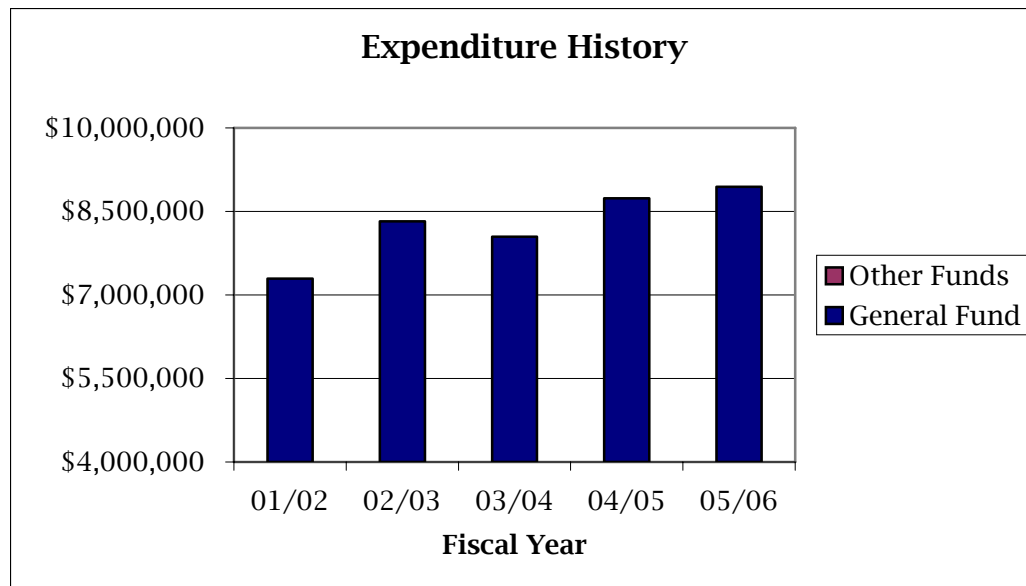
- Program Identifier:**
- ⇒ Traffic Engineering Administration #734
  - ⇒ Street Lighting #753
  - ⇒ Traffic Studies and Neighborhood Traffic Management #755
  - ⇒ Sign and Pavement Markings #756
  - ⇒ Signal Maintenance #757
  - ⇒ Special Events/Street Permits #758
  - ⇒ Computerized Signal System #759

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percentage of repairs/replacement requests completed within 24 hours	N/A	N/A	95%
Percentage of locate requests investigated within 48 hours.	N/A	90%	98%
Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percentage of traffic signals monitored remotely	93%	94%	95%
Number of neighborhoods completed	N/A	N/A	12
Percentage of signal system inventory containing LED lenses	17%	35%	75%
Number of traffic calming projects issued to contractor	10	13	15
Number of locate requests received	5,222	4,000	5,000
Number of traffic signal maintenance requests	2,722	3,000	2,750
Number of traffic investigations	675	717	700
Number of mechanical traffic counts completed	612	608	610
Number of traffic work orders issued	335	436	385
Number of miles of pavement marking material installed or replaced.	N/A	N/A	10

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Transportation Engineering Division:					
734 Transportation Engineering Administration	\$ 290,335	\$ 321,835	\$ 400,789	\$ 78,954	24.53%
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759 Computerized Signal System	525,241	540,182	557,974	17,792	3.29%
Projects	6,081	101,351	-	(101,351)	(100.00%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 8,047,711</b>	<b>\$ 8,736,539</b>	<b>\$ 8,941,479</b>	<b>\$ 204,940</b>	<b>2.35%</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>\$ 8,047,711</b>	<b>\$ 8,736,539</b>	<b>\$ 8,941,479</b>	<b>\$ 204,940</b>	<b>2.35%</b>



STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<b>GENERAL FUND #100</b>			
Transportation Engineering Division:			
734 Transportation Engineering Administration	3	4	4
754 Transportation Engineering PM/CM Services	5	0	0
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
<b>TOTAL -- GENERAL FUND</b>	<b>55</b>	<b>51</b>	<b>51</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>55</b>	<b>51</b>	<b>51</b>

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Transportation Department



Parking Division

**Mission Statement:**

To operate as a self-supporting Enterprise Fund within the City structure, to assist with downtown revitalization, support Lymmo as a pedestrian circulator and provide clean, safe, affordable and accessible parking that meets the short and long-term needs of 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 Centroplex Garages	#978
⇒ Non-Departmental Parking	#979

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City; operates nine parking garages with over 6,602 parking spaces, 1,453 surface lot spaces, 950 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. We also support LYMMO downtown transit circulator.

Major Accomplishments

- Completed the majority 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 upgrade of lighting fixtures in the Central Blvd and Library Garages. This new lighting fixture produces more light at less cost to operate.
- Completed the design of the Jefferson Street Garage with ground breaking to begin in early Nov. 2005.
- Hired parking consultant to review existing inventories, determine parking demand and future parking locations, financing and rate structure.

Transportation Department



Parking Division

Mission Statement:

To operate as a self-supporting Enterprise Fund within the City structure, to assist with downtown revitalization, support Lymmo as a pedestrian circulator and provide clean, safe, affordable and accessible parking that meets the short and long-term needs of 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 Centroplex Garages #978
- ⇒ Non-Departmental Parking #979

Future Outlook

- 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 update short-term parking plan in an attempt to meet the demand.
- 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. 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.
- Review and implement parking recommendations forthcoming from consultant report.

Performance Measures Effectiveness	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Profit/Loss	\$98,898	\$25,000	\$20,000
Percent change in the level of vandalism per quarter	N/A	5%	5%

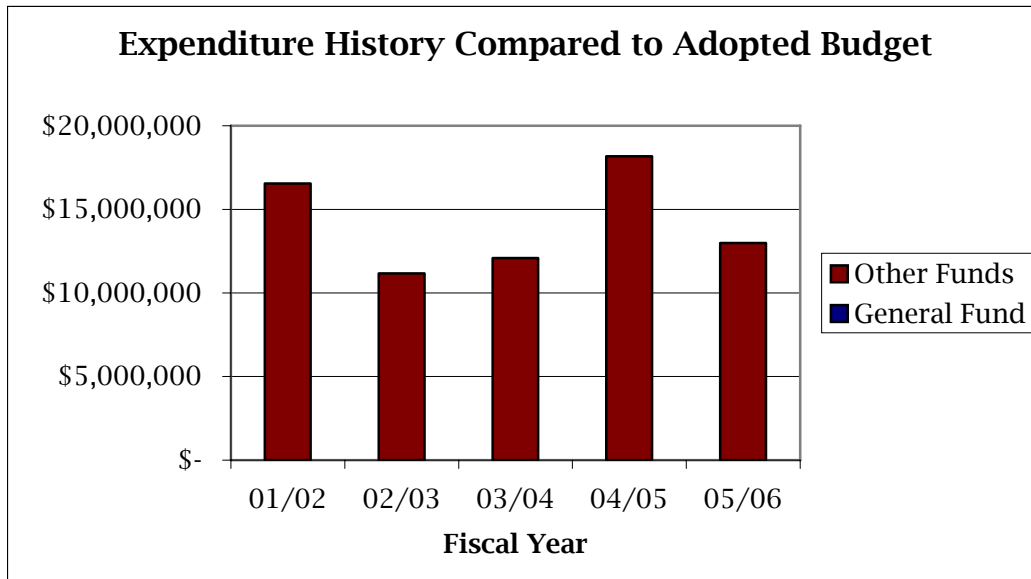
Performance Measures Efficiency	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Percent of tickets processed compared to those written	75%	80%	80%

Performance Measures Service Indicator	2003/2004 Actual	2004/2005 Estimated	2005/2006 Proposed
Parking Utilization Rate	75%	75%	85%
Percent of Customer Indicating a Good to Excellent Satisfaction Level with Parking Facilities (Customer Survey)	94%	80%	90%
Number of Parking System Garage Spaces	3,615	3,615	3,900
Number of inquiries received	N/A	1,000	1,000
Percent decrease in the number of complaints over previous year.	N/A	10%	10%

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2003/04 Actual Expenditures	2004/05 Revised Budget	2005/06 Adopted Budget	Change Adopted to Revised	% Change
<b>TRANSPORTATION GRANT FUND #399</b>					
Parking Division:					
771 Centroplex Garage I Operations	\$ 162,510	\$ 174,613	\$ 168,970	\$ (5,643)	(3.23%)
772 Centroplex Garage II Operations	356,748	348,517	393,636	45,119	12.95%
978 Nondepartmental - Centroplex Garages	1,175,452	1,404,360	1,521,994	117,634	8.38%
<b>TOTAL -- TRANSPORTATION GRANT FUND</b>	<b>\$ 1,694,710</b>	<b>\$ 1,927,490</b>	<b>\$ 2,084,600</b>	<b>\$ 157,110</b>	<b>8.15%</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>					
Parking Division:					
761 Parking System Admin/Fiscal Mgmt.	\$ 654,750	\$ 765,051	\$ 724,098	\$ (40,953)	(5.35%)
763 Surface Parking	331,537	305,688	367,742	62,054	20.30%
764 Parking Violations	363,123	364,938	381,617	16,679	4.57%
765 Central Boulevard Garage Operations	900,354	980,156	1,051,031	70,875	7.23%
766 Church Street Garage Operations	435,272	635,370	543,180	(92,190)	(14.51%)
767 Market Garage Operations	521,972	491,600	-	(491,600)	(100.00%)
768 O.C. Administration Garage Operations	372,080	493,133	378,836	(114,297)	(23.18%)
769 O.C. Courthouse Garage Operations	454,321	513,887	750,442	236,555	46.03%
770 Library Garage Operations	549,220	741,488	725,080	(16,408)	(2.21%)
773 Centroplex Parking	376,307	422,601	429,038	6,437	1.52%
774 Event Parking	234,043	202,000	62,900	(139,100)	(68.86%)
776 Parking Enforcement	325,384	340,843	408,627	67,784	19.89%
979 Nondepartmental - Parking Projects	4,868,116 483	8,493,440 1,502,931	5,089,510 -	(3,403,930) (1,502,931)	(40.08%) (100.00%)
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 10,386,962</b>	<b>\$ 16,253,126</b>	<b>\$10,912,101</b>	<b>(\$5,341,025)</b>	<b>(32.86%)</b>
<b>TOTAL -- PARKING DIVISION</b>	<b>\$ 12,081,672</b>	<b>\$ 18,180,616</b>	<b>\$12,996,701</b>	<b>\$ (5,183,915)</b>	<b>(28.51%)</b>



# Transportation Department

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## STAFFING SUMMARY

	Actual 2003/2004	Revised Budget 2004/2005	Adopted Budget 2005/2006
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division:			
772 Centroplex Garage II Operations	3	3	3
TOTAL – TRANSPORTATION GRANT FUND	<u>3</u>	<u>3</u>	<u>3</u>
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division:			
761 Parking System Administration	11	11	11
763 Surface Parking	5	5	5
764 Parking Violations	6	6	6
775 Garage Operations	58	58	58
776 Parking Enforcement	8	8	8
TOTAL – PARKING SYSTEM REVENUE FUND	<u>88</u>	<u>88</u>	<u>88</u>
TOTAL – PARKING DIVISION	<u><u>91</u></u>	<u><u>91</u></u>	<u><u>91</u></u>



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Debt



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Bond Issues and Loans Outstanding	12
Summary of Debt Service Requirements to Maturity	14

## Debt

### DEBT SERVICE OVERVIEW

A comprehensive debt plan is imperative for all jurisdictions that issue debt. The provisions of a debt plan should balance the necessity of a jurisdiction borrowing funds to provide capital facilities and infrastructure today, while being conscious of the operating impact of those borrowings on future years.

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed or arbitrary limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the City Council has approved by policy the following targets to ensure future flexibility.

	Target	9/30/02	9/30/03	9/30/04
<b>General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures</b>				
Debt Limit (within the covenant program limit)	20% max			
Goal / Target	10% max	7.4%	6.6%	9.1%
<b>Weighted Average Maturity of Debt Program(s):</b>				
Self Supporting	15 yr max	8.5	7.9	7.3
Non-Self Supporting	12 yr max	5.6	5.5	5.5
<b>General Government Direct Debt per Capita</b>	\$850 max	\$536	\$488	\$483
<b>Net Direct Debt as a Percentage of Ad Valorem Property Values</b>				
General Government	2.5% max	0.9%	0.8%	0.8%
Total Tax Supported	3.5% max	2.1%	1.9%	1.9%
<b>General Fund Reserve as a Percentage of the Current Year's Operating Budget</b>	10% min	26.9%	27.7%	23.7%

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](http://www.cityoforlando.net/admin/accounting/reports.htm).

## Debt

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### RATING AGENCY ANALYSIS

Rating agencies provide an independent assessment of the relative credit worthiness of a municipal security. These agencies provide a letter grade that conveys their assessment of the ability of the borrower to repay the debt. These ratings are also a factor that is considered by the municipal bond market when determining the cost of borrowed funds (interest rate).

There are three nationally recognized rating agencies - Moody's Investor Services, Standard and Poor's Corporation, and Fitch Ratings. There are five primary factors these agencies consider when evaluating a proposed debt offering:

- Economic Environment (trend information / revenue to support debt)
- Debt History (previous offerings and debt position)
- Administration (management qualities and organizational structure)
- Financial Performance (current operations and history)
- Debt Management (debt policies and long-term planning)

Each of the agencies use a different system to rate debt. The table below provides a comparison of their rating systems:

#### Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
Predominant Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

Note: Fitch and Standard and Poor's may use a "+" or "-" to modify ratings; Moody's may use a numerical modifier, with "1" being the highest.

**Debt**

**RATING AGENCY ANALYSIS**

The most recent debt of the City of Orlando has been rated by each of the rating agencies. The ratings assigned to this debt reflect the market's recognition of its high quality. The following table summarizes the City's most recent rating:

**City of Orlando Debt Ratings**

		<u>Standard</u>	
	<u>Moody's</u>	<u>and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2004	Aa3	AA-	AA
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	<a href="http://www.moody.com">www.moody.com</a>
Standard and Poor's	<a href="http://www.standardandpoors.com">www.standardandpoors.com</a>
Fitch	<a href="http://www.fitchibca.com">www.fitchibca.com</a>

## Debt

## DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2005.

**PRIMARY GOVERNMENT:****Proprietary Funds:****Wastewater System Revenue Bonds**

The Senior Bonds provided for the Expansion and Improvement portion of the construction, which was financed from impact fees (including the debt service component of the new customer capacity charges and present customer capacity charges, respectively). The revenue stream order of pledge and backup support is (1) system revenues backup the impact fees (related to the expansion portion of any series of bonds) and (2) the utilities services tax revenues backup the system revenues. The flow of funds provide for a repayment of any backup draws required if and when the related revenues become available.

The following four rate covenant commitments are required with regard to the senior bonds:

- (a) The sum of the Gross Revenues and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement;
- (b) The sum of the Gross Revenues and Available Impact Fees to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance in such Bond Year plus the Maximum Bond Debt Service Requirement;
- (c) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operation and Maintenance for such Bond Year plus one hundred twenty-five percent (125%) of the Maximum Bond Debt Service Requirement; and
- (d) The sum of the Gross Revenues, the Available Impact Fees and the Utilities Services Tax to be received in such Bond Year shall be at least equal to one hundred percent (100%) of the Cost of Operations and Maintenance for such Bond Year plus the Maximum Bond Debt Service Requirement, plus the amounts required to be deposited in such Bond Year into the Reserve Account and the Renewal and Replacement Account, all in accordance with the Senior Bond Ordinance.

The parity test requires an historic year of meeting the rate covenant after giving consideration to the debt service on the bonds to be issued and approved rate increases.

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## Debt

## DESCRIPTION OF DEBT OUTSTANDING

During 2003-2004, the City received authorization for up to \$50,000,000 in low-interest loans through the Florida State Revolving Fund Loan program. This program offers an interest rate at less than 3.0% with a payback period of up to 20 years. The obligation is junior and subordinate to the issued and/or to be issued City Wastewater bonds program.

**Parking Revenue Bonds:****Parking System Revenue Bonds**

The City operates 8,828 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.

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.

**Internal Loan Fund**

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. Neither the variable note nor medium term notes require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market annual disclosure supplement how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

**Capital Improvement Special Revenue Bonds (Fixed Rate)**

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed, rolling medium-term, and variable rate debt to produce a lower blended cost of money and other advantages to the City.

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## Debt

## DESCRIPTION OF DEBT OUTSTANDING

**Medium-Term Notes**

The 2002 rolling medium-term notes were designed to target the 1-15 year segment of the yield curve which is traditionally under-utilized in the tax-exempt market place. The anticipated amortization for both the medium-term notes and variable rate debt (level primarily over the last ten years of a nominal 30-year term) adds elasticity and interest rate savings to the internal loan program. Additionally, matching 10, 15 or 20-year amortizing loans with non-amortizing bonds provides significant relending opportunities.

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**Variable Rate Notes/Loans****Sunshine State Governmental Financing Commission (the Commission) Loan (Series 1986) (Variable Rate)**

The tax-exempt loan agreements totaling \$43,971,338 provide for amortizations of ten years (starting in 2004) for the \$37,971,338 loans and four years (starting in 2012) for the \$6,000,000 loan.

**Commission 2000 Commercial Paper Program**

The City created a separate (City of Orlando only) Commission Commercial Paper series, which can be accessed for tax-exempt, AMT (Alternative Minimum Tax), and taxable uses. In September 2004 the City issued \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans.

**City Commercial Paper Program**

This additional variable rate element was initiated January 18, 1994 with an \$18,100,000 offering. Although the commercial paper has a balloon 30 year principal payment, the covenant program (like the medium term notes) requires minimal level amortization over the last one third of the nominal (30 year) maturity. Subsequent to year-end, this Program was refunded on December 10, 2004 with a Commission Commercial Paper series loan.

The current rating of the Internal Loan Fund's Covenant Program (including the Sunshine loan and the Covenant Commercial Paper programs) is Aa3/AA-/AA long-term and VMIG1/A1+/F1+ short-term from Moody's, S&P, and Fitch, respectively.

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Debt

DESCRIPTION OF DEBT OUTSTANDING

**General Long-Term Debt Bonds:**

**Downtown CRA District  
CRA Revenue Bonds**

The property tax increment received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating cost of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the new year. Additionally, the CRA has incurred three subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

**Republic Drive CRA District  
Republic Drive Tax Increment Financing Revenue Bonds (Series 2002)**

The \$45,620,000 Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds financed an I-4 interchange. During 2001/2002 the CRA refinanced the Republic Drive Special Assessment Bonds as contemplated in the Cooperative Agreement with the Developer. The fixed rate bonds mature in 2025 and no additional bonds are contemplated.

**Conroy Road CRA District  
Conroy Road Special Assessment Bonds (Series 1998)**

The \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds provided three years of capitalized interest and were 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 the Series A 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. The Series B bonds were retired on November 1, 2003.

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## Debt

## DESCRIPTION OF DEBT OUTSTANDING

**Component Unit:****Civic Facilities Authority (CFA):  
CFA Revenue Bonds (Series 1973)**

This issue, dated April 1, 1973, totaled \$4,200,000 and was used to finance the expansion and renovation of the Tangerine Bowl (now called the Florida Citrus Bowl). The gross revenues resulting from the operation of the CFA's facilities are pledged to secure these outstanding bonds. The County has agreed to fund a portion (\$200,000 annually) of the CFA's debt service requirements. In addition, the City has agreed to fund the difference between the CFA's revenues and total debt service and operating requirements. While these bonds are outstanding, the CFA must maintain rates, fees and rentals so as to provide sufficient revenues (along with the pledged revenues from the City and the County) to fund all costs of operations, 115% of each year's debt service requirement and 100% of all reserve or other payments provided for in the bond resolution. In addition, the CFA cannot grant any franchise or permit any entity to establish similar services within the County.

**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, medium-term notes, and the Covenant Commercial Paper Program.

Most of the amortizing loans are structured assuming a seven percent level debt service principal repayment. The effective interest rate paid by participating funds was 3.42% for 2003-2004. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

**Arena Loans**

The original \$25,200,000 loan represents the City contribution to the \$100,000,000 project and will be repaid from operations and annual contributions, if required, from the General Fund.

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Debt



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DESCRIPTION OF DEBT OUTSTANDING

**City Hall Loans**

The \$36,000,000 City Hall officially opened in April 1992.

**City Hall Garage Loans**

The \$9,576,692 loan provides for the City's share of the construction of the 1,700 space joint City/CNL garage (the City owns 40% or 680 spaces).

**CRA Market-Rate Housing**

Provided up to \$13,000,000 in incentives for five Downtown market-rate housing projects.

**CRA Parramore Housing/Office Complex**

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

**CRA Plaza Cornerstone Project**

The loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

**55 West Special Assessment**

The \$7,000,000 loan financed a Special Assessment loan which will be repaid "Due on Sale" as related residential and office units are sold.

**FY 03-04 Capital Projects**

The first \$10,000,000 tranche of the \$25,000,000 Capital Project initiative was financed in April 2004.

**Hotel incentive-related Special Assessment Loans**

The Special Assessment debt service will be partially offset by the CRA Downtown district use of a share of related incremental revenue.

**Lee Vista Road Extension**

The \$5,500,000 loan was used to finance the City's participation in a road project.

**Narcoossee Road**

The \$20,222,361 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.

Debt

DESCRIPTION OF DEBT OUTSTANDING

**Parking System Loan**

The loans provide for the Parking System's share in the original and expanded Courthouse (\$4,536,500 and \$6,000,000 respectively) and County Administration (\$5,400,000) garages.

**Parks/Open Space Initiative Loan**

In 2002 the City issued \$33,690,000 covenant bond to finance the \$35,500,000 1999 parks initiative (which also reimbursed \$9,100,000 in interim internal banking fund loans).

**Plaza Special Assessment**

The \$14,000,000 loan financed a Special Assessment loan, which will be repaid "Due on Sale" as related office, and residential elements are sold.

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## Debt

## CITY OF ORLANDO, FLORIDA

**Description of Individual Bond Issues and Loans Outstanding** - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2005 (unaudited):

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
<b>PRIMARY GOVERNMENT:</b>			
<b>Governmental Activities</b>			
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 42,145,000
Conroy Rd. Series 1998A	Conroy Rd. Interchange	28,010,000	27,340,000
Community Redevelopment Agency Series 2002	Refunding	12,500,000	10,635,000
Community Redevelopment Agency Series 2004	Refunding	9,855,000	8,420,000
<b>Total</b>		<u>95,985,000</u>	<u>88,540,000</u>
<b>Internal Loan Fund --</b>			
Sunshine State Governmental Financing Commission Loan	Provides Interfund Loanable Proceeds	47,371,338	42,171,338
Sunshine State Governmental Financing Commission Taxable Series H	Downtown garage construction	21,630,000	21,630,000
Sunshine State Governmental Financing Commission Tax-Exempt Series H	Refinancing	18,510,000	18,510,000
Sunshine State Governmental Financing Commission Tax-Exempt Series H	Hurricane working capital	25,580,000	20,580,000
Capital Improvement Refunding Special Revenue Bonds, Series 1998A	Refunding	51,780,000	45,795,000
Capital Improvement Special Revenue Bonds, Series 1998B	Narcoossee Road Construction	22,650,000	13,590,000
Capital Improvement Special Revenue Bonds, Series 2002	Parks, etc. construction	33,690,000	23,690,000
Capital Improvement Special Revenue Bonds, Series 2004	Parks, etc. construction	15,070,000	15,070,000
Capital Improvement Special Revenue Bonds, Series 2005A	Capital projects, Expo Center	23,335,000	23,335,000
Capital Improvement Special Revenue Bonds, Series 2005B	Refunding	4,920,000	4,920,000
<b>Total</b>		<u>264,536,338</u>	<u>229,291,338</u>
<b>Total Governmental Activities</b>		<u>\$ 360,521,338</u>	<u>\$ 317,831,338</u>

## Debt

## CITY OF ORLANDO, FLORIDA

**Description of Individual Bond Issues and Loans Outstanding** - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2005 (unaudited):

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
<b>Business-Type Activities</b>			
Wastewater Revenue Bonds --	Wastewater Treatment and Distribution		
Senior Debt Issues:			
1997A		\$ 39,430,000	\$ 34,140,000
1997C		40,135,000	29,140,000
2002A		46,970,000	41,880,000
2003A		<u>26,450,000</u>	<u>23,410,000</u>
Total Wastewater Senior Debt Issues		<u>152,985,000</u>	<u>128,570,000</u>
Parking Revenue Bonds --			
Series 2004	Refunding	<u>15,040,000</u>	<u>13,995,000</u>
<b>Total Business-Type Activities</b>		<u><u>\$ 168,025,000</u></u>	<u><u>\$ 142,565,000</u></u>
<b>COMPONENT UNIT:</b>			
Civic Facilities Authority	Expansion of Florida		
CFA Revenue Bonds			
Series 1973	Citrus Bowl	\$ 4,200,000	\$ 1,210,000
Guaranteed Entitlement Revenue Bonds			
Series 1976		<u>2,800,000</u>	<u>200,000</u>
<b>Total Component Unit</b>		<u><u>\$ 7,000,000</u></u>	<u><u>\$ 1,410,000</u></u>

## 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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## Capital Improvements

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#### 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 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 compiled 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.

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.

#### Definition:

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## Capital Improvements



### Requirement:

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### 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 *2005-2010 Capital Improvement Program*.

The 2005/2006 Adopted Capital Budget 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

### FY 2005/2006 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2005/2006 Budget Resolution. Not all of the projects discussed in the remainder of this section are funded through the initial budget approved by City Council. Some projects, primarily those funded through the Internal Loan Fund, Service Charges and Sewer Capacity Charges are not appropriated until it is certain the project is ready to be undertaken. Other projects, primarily those funded through State Aid, Federal Aid and Other Funds are not appropriated until signed agreements have been approved and it is certain the funding will be received. The following schedule indicates only those projects that were included in the Budget Resolution approved by City Council and should be considered the approved capital budget.

#### 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.

	Amount	Function	CIE
<b>Capital Improvement Fund</b>			
Athletic Field Construction - Lorna Doone Soccer/Rugby	\$ 150,000	REC	N
Bob Carr Restroom Renovation	150,000	REC	N
Brick Street Rehabilitation	200,000	TRA	N
Building Repair & Rehabilitation/City Hall Surge Protection	30,000	GEN	N
Curb Ramp Rehabilitation	100,000	TRA	N
Decorative Lighting	25,000	TRA	N
FEMA Mitigation - Fixed Asset Maint./Wind Retrofit	100,000	GEN	N
Filtration Conv. and Pool Resurfacing	100,000	REC	N
Fire Department Equipment Replacement	257,000	PSF	N
Lake Baldwin Park	1,000,000	REC	Y
Miscellaneous Sidewalk Repair	400,000	TRA	N
Narcoossee Road ROW	500,000	TRA	N
Neighborhood Playground Renovation	250,000	REC	N
Neighborhood Traffic Management	600,000	TRA	N
Pavement Marking & Signage Upgrade	100,000	TRA	N
Pavement Rehabilitation	500,000	TRA	N
Pole and Mast Arm R&R	100,000	TRA	N
Savannah Park Fire Station	300,000	PSF	N
Technology Enhancement Projects	1,536,000	GEN	N
Traffic Signal Refurbishing	150,000	TRA	N
<b>Capital Improvement Fund Total</b>	<b>\$ 6,548,000</b>		

A listing of Technology Enhancement Projects is found on page XIX-11.

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 2005/2006 Adopted Capital Budget by Fund

	Amount	Function	CIE
<b>Gas Tax</b>			
Area Wide Signal System	\$ 100,000	TRA	Y
Baldwin Park Agreement	100,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
John Young Parkway Debt Service	274,581	TRA	N
Lee Vista Debt Service	492,352	TRA	N
Lymmo Debt Service	350,682	TRA	N
LYNX Annual Contribution	4,018,545	TRA	Y
LYNX Supplemental Contribution	250,000	TRA	Y
Miscellaneous Sidewalk Repair	200,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Railroad Grade Crossing Rehab	100,000	TRA	N
School/Safety Sidewalk Program	100,000	TRA	Y
Traffic Signal Refurbishing	200,000	TRA	N
<b>Gas Tax Total</b>	<b>\$ 7,386,160</b>		
<b>Other Funds</b>			
Citrus Bowl Improvements	\$ 77,760	REC	N
<b>Other Funds Total</b>	<b>\$ 77,760</b>		

Capital Improvements



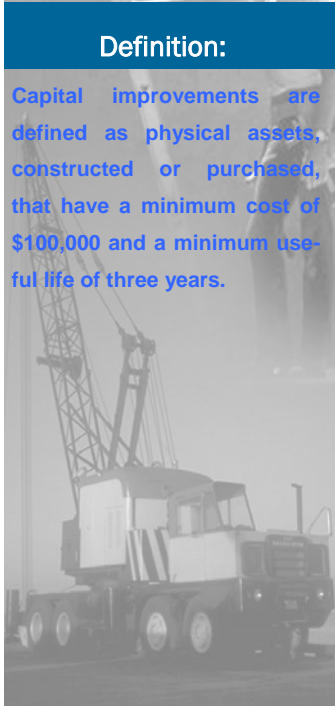
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**Definition:**

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FY 2005/2006 Adopted Capital Budget by Fund

	Amount	Function	CIE
<b>Stormwater Utility</b>			
Cheryl St. Drainage Improvements	\$ 587,321	STR	Y
Curb Replacement	100,000	STR	N
Dove Dr./Virginia Dr. Drainage	150,000	STR	N
Drainage Well Enhancement	200,000	STR	Y
Drainwell Repair and Rehab	250,000	STR	N
E. Grant St./Page St. Drainage	260,000	STR	N
Engelwood Park Drainage	300,000	STR	Y
Lake Angel/Conroy Basin Drainage	200,000	STR	N
Lake Como Drainage Well	100,000	STR	Y
Lake Enhancement Improvements	200,000	STR	Y
Lake Notasulga	200,000	STR	Y
Lucerne-Cherokee-Davis-Lancaster Interconnection	625,000	STR	Y
Orange Ave. Antique Row Drainage	150,000	STR	Y
Orange Ave./New Hampshire Drainage	250,000	STR	Y
Parramore Stormwater Treatment Facility	1,500,000	STR	Y
Rapid Response Construction	200,000	STR	N
Sandbar Removal	200,000	STR	N
Southport Drainage Improvements	300,000	STR	Y
Stormwater Monitoring	50,000	STR	N
System Evaluation	100,000	STR	N
System Repair and Rehabilitation	400,000	STR	Y
System Upgrade and Construction	250,000	STR	N
TMDL Implementation	200,000	STR	N
Underdrain Construction	450,502	STR	N
Weber St. at Lake Druid	200,000	STR	N
<b>Stormwater Utility Total</b>	<b>\$ 7,422,823</b>		



Capital Improvements



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FY 2005/2006 Adopted Capital Budget by Fund

	Amount	Function	CIE
<b>TAX INCREMENT FINANCING - CRA I</b>			
Downtown Task Force Projects	\$ 350,000	ECD	N
Façade Grant Program	35,000	ECD	N
Parramore Stormwater Park	500,000	REC	Y
Parramore Task Force Projects	<u>300,000</u>	ECD	N
<b>Tax Increment Financing Total</b>	<b>\$ 1,185,000</b>		
<b>Transportation Impact Fees</b>			
Alafaya - Narcoossee to Greenway	\$ 100,000	TRA	N
Developer Signals Matching Funds	150,000	TRA	N
ITS Downtown Master Plan	1,000,000	TRA	N
John Young Parkway Debt Service	100,000	TRA	N
Mission Road	1,368,250	TRA	Y
Narcoossee Road Debt Service	1,729,349	TRA	N
Narcoossee Widening and Improvements	2,000,000	TRA	Y
New Traffic Signal Locations	<u>2,000,000</u>	TRA	N
<b>Transportation Impact Fees Total</b>	<b>\$ 8,447,599</b>		
<b>Grand Total</b>	<b><u>\$ 31,067,342</u></b>		



Capital Improvements



**Requirement:**

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

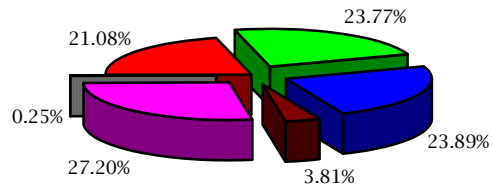


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**Adopted Capital Budget by Funding Source  
FY 2005/2006**



<span style="color: red;">■</span> CIP Fund	<span style="color: green;">■</span> Gas Tax	<span style="color: blue;">■</span> Stormwater Utility
<span style="color: brown;">■</span> Tax Increment	<span style="color: magenta;">■</span> Transportation Impact Fee	<span style="color: gray;">■</span> Other Funding

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Transportation Impact Fee	\$ 8,447,599	27.20%
Gas Tax	7,386,160	23.77%
Stormwater Utility	7,422,823	23.89%
CIP Fund	6,548,000	21.08%
Tax Increment Financing	1,185,000	3.81%
Other Funding	77,760	0.25%
<b>Total</b>	<b>\$ 31,067,342</b>	<b>100.00%</b>

Capital Improvements



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

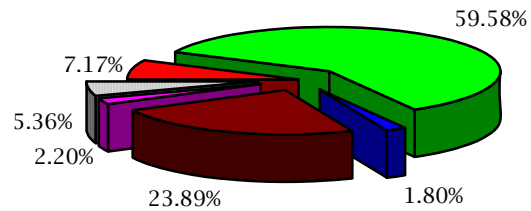


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**Adopted Capital Budget by Type  
FY 2005/2006**



<u>TYPE</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Transportation	\$ 18,508,759	59.58%
Stormwater	7,422,823	23.89%
Recreation & Culture	2,227,760	7.17%
General Government	1,666,000	5.36%
Economic Development	685,000	2.20%
Public Safety	557,000	1.80%
Total	<u>\$ 31,067,342</u>	<u>100.00%</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.

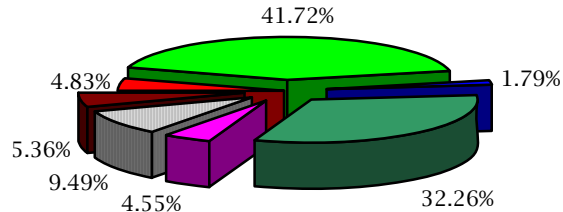


**Definition:**

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**Adopted Capital Budget by Department  
FY 2005/2006**



■ Families, Parks & Rec	■ Transportation	■ Fire	■ Public Works
■ Economic Development	■ Finance	■ General Administration	

<u>DEPARTMENT</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Transportation	\$ 12,961,795	41.72%
Public Works	10,022,823	32.26%
Finance	2,946,964	9.49%
General Administration	1,666,000	5.36%
Families, Parks & Recreation	1,500,000	4.83%
Economic Development	1,412,760	4.55%
Fire	557,000	1.79%
<b>Total</b>	<b>\$ 31,067,342</b>	<b>100.00%</b>

Capital Improvements



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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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**TECHNOLOGY ENHANCEMENT PROJECTS  
FY 2005/2006**

Project	Adopted FY 2005/2006
Envoy Mobile Computer Replacement	\$ 100,000
GIS Workstation/Plotter	48,500
Imaging - Personnel Enhancement	25,000
OPD Mobile Computer Replacement	200,000
Telephone System Upgrade	1,000,000
Windows Server Consolidation/Replacement	<u>162,500</u>
	<u><u>\$ 1,536,000</u></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.



### FY 2005/2006 Other Projects Requested by Fund

The following schedule outlines the projects that were submitted for FY 2005/2006, but were not funded through the initial budget approved by City Council. Some projects, primarily those funded through the Internal Loan Fund, Service Charges and Sewer Capacity Charges are not appropriated until it is certain the project is ready to be undertaken. Other projects, primarily those funded through State Aid, Federal Aid and Other Funds are not appropriated until signed agreements have been approved and it is certain the funding will be received. The schedule shown below indicates those projects that were not included in the Budget Resolution approved by City Council, but may be budgeted during the fiscal year as appropriate.

	Amount	Function	CIE
<b>Federal Aid</b>			
FEMA Mitigation-Fixed Asset Maint.-Wind Retrofit	\$ 300,000	GEN	N
<b>Federal Aid total</b>	<b>\$ 300,000</b>		

Capital Improvements



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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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FY 2005/2006 Other Projects Requested by Fund

	Amount	Function	CIE
<b>Other Funds</b>			
Administration Center Garage Repair/Maintenance	\$ 60,000	TRA	N
Central Blvd Garage Maintenance	100,000	TRA	N
Centroplex I and II Maintenance and Beautification	435,000	TRA	N
Church Street Maintenance/Beautification	120,000	TRA	N
Conserv II Diffuser Replacement	24,000	WAS	N
Courthouse Garage Maintenance	100,000	TRA	N
Crystal Lk./Maguire Blvd.-Anderson to Livingston	7,000,000	TRA	Y
Digital Photography Conversion	83,177	PSF	N
Eagle Nest Conservation Area Project	215,000	TRA	N
Eagle Nest Off Road Bicycle Trail Project	135,000	TRA	N
Eastern Regional Reclaimed Water System	11,605,942	WAS	Y
Facade Grant Program	35,000	ECD	N
Iron Bridge - Post Aeration Tank Covers	145,020	WAS	N
Iron Bridge - Repairs & Painting of facility	145,020	WAS	N
Iron Bridge 15KV Generator	1,672,322	WAS	N
Iron Bridge Digester Cover replacement	120,850	WAS	N
Iron Bridge RBC Replacement	6,117,437	WAS	Y
Iron Bridge Sludge Processing Modifications	2,239,463	WAS	N
Lake Nona South Park	500,000	REC	Y
Lake Notasulga	200,000	STR	Y
Library Garage Maintenance	109,000	TRA	N
LYNX Annual Contribution	25,000	TRA	N
Narcoossee Road Widening and Improvements	6,000,000	TRA	Y
Orlando Easterly Wetlands Restoration	241,700	WAS	N
The Plaza/55 West ITS, Pine St Extension	250,000	TRA	N
Traffic Counts and Travel Time Studies	100,000	TRA	N
Water Conserv II Air Supply Stream	10,000	WAS	N
Water Conserv II Effluent Filter Replacement	71,712	WAS	N
Water Conserv II Internal Recirculation of Flows	17,000	WAS	N
Water Conserv II Master Pump Station Improvements	341,494	WAS	Y
<b>Other Funds total</b>	<b>\$ 38,219,137</b>		

Capital Improvements



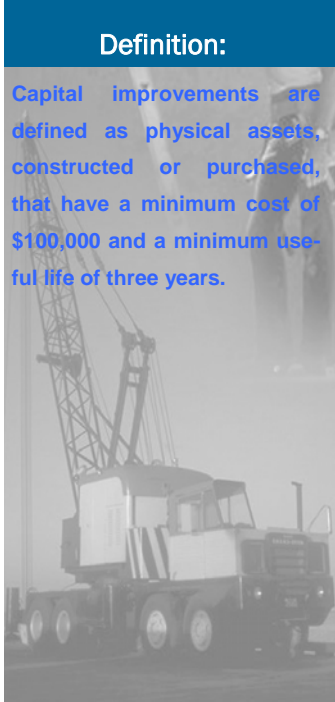
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FY 2005/2006 Other Projects Requested by Fund

	Amount	Function	CIE
<b>Service Charges</b>			
Commercial Collection Vehicles	\$ 161,124	SOL	Y
Iron Bridge Digester Cover replacement	129,150	WAS	N
Iron Bridge Post Aeration Tank Covers	154,980	WAS	N
Iron Bridge RBC Replacement	6,537,583	WAS	Y
Iron Bridge Repairs & Painting	154,980	WAS	N
Residential/Recycling Collection Vehicles	174,000	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	175,000	WAS	N
<b>Service Charges total</b>	<b>\$ 32,715,325</b>		
<b>Sewer Capacity Charges</b>			
Dubsread Area Sewers	\$ 1,306,328	WAS	Y
Eastern Regional Reclaimed Water System	21,378,082	WAS	Y
Expand Wastewater Maintenance System Hyper PM	200,000	WAS	N
Iron Bridge 15KV Generator	1,787,178	WAS	N
Iron Bridge Sludge Processing Modifications	2,393,270	WAS	N
Iron Bridge Step Screen	150,000	WAS	N
Lake Fairview Area Sewers	5,044,134	WAS	Y
LS #37 Improvements	441,702	WAS	N
Lift Station #69 - VFD's	396,750	WAS	N
Lift Station #85 - VFD's	247,250	WAS	N
Lift Stations - Underground Rehabilitation	300,000	WAS	N
Merritt Park Neighborhood Sewer - Sanitary Sewer	150,000	WAS	N
Michigan Area Sewers	1,923,692	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
Pipeline WCII to IB for Waste Activated Sludge	3,640,000	WAS	N
Remote Control Devices - All WW Facilities	100,000	WAS	N
Replacement of Lift Stations SCADA/Telemetry Equip	400,000	WAS	N
Silver Star Road Forcemain	172,028	WAS	N
South Orange Ave. Sewer Improvements	105,000	WAS	N
Upgrade SCADA System	100,000	WAS	N
Video Security and Monitoring System - Wastewater	100,000	WAS	N



Capital Improvements



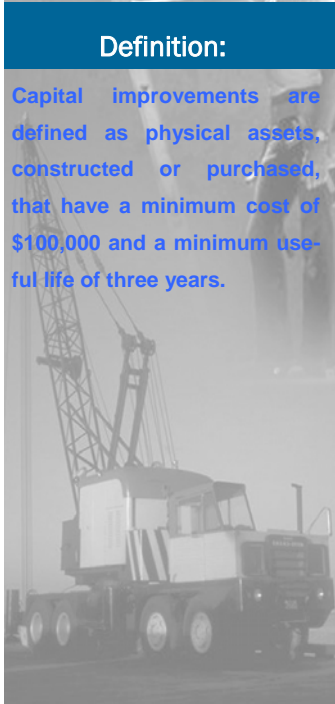
**Requirement:**

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 2005/2006 Other Projects Requested by Fund**

	Amount	Function	CIE
Water Conserv II Additional Clarifiers	550,000	WAS	N
Water Conserv II Air Supply Stream	240,000	WAS	N
Water Conserv II Diffuser Replacement	576,000	WAS	N
Water Conserv II Electrical System Upgrade	2,400,000	WAS	N
Water Conserv II Internal Recirculation of Flows	408,000	WAS	N
Water Conserv II Local Area Reclaimed Water	1,282,175	WAS	Y
Water Conserv II Remove Roof of Sand Filters	150,000	WAS	N
Windsong Estates Sewer Improvements	<u>1,068,500</u>	WAS	N
<b>Sewer Capacity Charges total</b>	<b>\$ 54,789,013</b>		

**State Aid**

Citywide Pedestrian Improvements	\$ 100,000	TRA	N
Conway Road-Hoffner to Beeline Expressway	6,935,000	TRA	Y
Downtown Transportation Plan	250,000	TRA	N
Gore Railroad Crossing	248,000	TRA	N
I-4 & E/W Expy Interchange Interim Improvements	131,815,000	TRA	Y
I-4 Auxiliary Lanes from Kirkman Rd to Turnpike	261,000	TRA	Y
I-4 From Universal Blvd. to SR 414	3,100,000	TRA	Y
iFlorida ITS Information Systems Model Deployment	200,000	TRA	N
Kaley St. & Division Ave. Intersection	359,000	TRA	N
Orange Avenue Railroad Crossing	248,000	TRA	N
Shingle Creek Trail	1,480,280	TRA	Y
SR 436 from Beeline (SR 528) to Curryford Rd.	450,000	TRA	N
SR 50 from Home Folks Rd. to OB	4,096,000	TRA	N
SR 50 from West of SR 436 to SR 417	20,476,000	TRA	N
SR 526 from Hughey Ave. to Garland Ave.	350,000	TRA	N
Tradeport Widening - BeeLine to Boggy Creek	3,673,000	TRA	N
Turnpike Widening from Beeline to I-4	6,878,000	TRA	Y
US17/92 (Mills Ave.) Congestion Mgmt Improvements	1,000,000	TRA	Y
Virginia Drive Railroad Crossing	248,000	TRA	N
Wadeview Park Renovation	<u>200,000</u>	REC	N
<b>State Aid total</b>	<b>\$ 182,367,280</b>		

**Tax Increment Financing**

Division Avenue Streetscape	<u>\$ 2,200,000</u>	TRA	N
<b>Tax Increment Financing total</b>	<b>\$ 2,200,000</b>		
<b>Grand Total</b>	<b><u>\$ 310,590,755</u></b>		



Capital Improvements



**Requirement:**

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

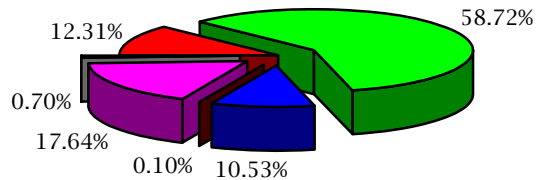


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**Other Projects Requested by Funding Source  
FY 2005/2006**



■ Other Funds ■ State Aid ■ Service Charges ■ Federal Aid ■ Sewer Capacity Charges ■ Tax Increment

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
State Aid	\$ 182,367,280	58.72%
Sewer Capacity Charges	54,789,013	17.64%
Other Funds	38,219,137	12.31%
Service Charges	32,715,325	10.53%
Tax Increment	2,200,000	0.70%
Federal Aid	300,000	0.10%
<b>Total</b>	<b>\$ 310,590,755</b>	<b>100.00%</b>

Capital Improvements



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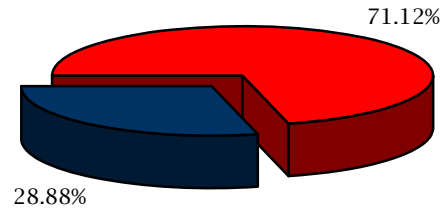


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**Other Projects Requested  
City vs. Outside Source  
FY 2005/2006**



■ Outside Sources ■ City

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Outside Sources	\$ 220,886,417	71.12%
City	89,704,338	28.88%
Total	\$ 310,590,755	100.00%

Capital Improvements



**Requirement:**

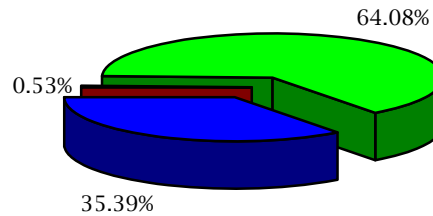
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Other Projects Requested by Type  
FY 2005/2006



■ Other ■ Transportation ■ Wastewater

<u>TYPE</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Transportation	\$ 199,016,280	64.08%
Wastewater	109,921,174	35.39%
Recreation & Culture	700,000	0.22%
Solid Waste	335,124	0.11%
General Government	300,000	0.10%
Stormwater	200,000	0.06%
Public Safety	83,177	0.03%
Economic Development	35,000	0.01%
<b>Total</b>	<b>\$ 310,590,755</b>	<b>99.99%</b>

Capital Improvements



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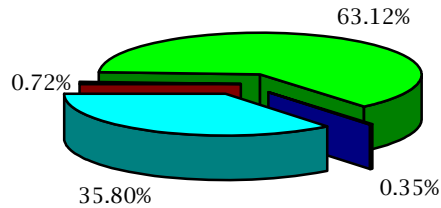


**Definition:**

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**Other Projects Requested by Department  
FY 2005/2006**



■ Economic Development ■ Transportation ■ Other ■ Public Works

<u>DEPARTMENT</u>	<u>FUNDING AMOUNT FY 2005/2006</u>	<u>% of TOTAL</u>
Transportation	\$ 196,072,280	63.12%
Public Works	111,200,298	35.80%
Economic Development	2,235,000	0.72%
Families, Parks & Recreation	700,000	0.23%
General Administration	300,000	0.10%
Police	83,177	0.03%
<b>Total</b>	<b>\$ 310,590,755</b>	<b>100.00%</b>

## 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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### ESTIMATED OPERATING BUDGET IMPACTS OF SELECTED ADOPTED CAPITAL BUDGET, 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>	<u>Estimated Additional Personnel</u>	<u>Estimated Annual Personnel Cost</u>	<u>Estimated Annual Operating Cost</u>	<u>Estimated Annual Total Cost</u>
<b>Public Safety</b>				
Savannah Park Fire Station (1)	15	\$ 1,400,000	\$ 225,000	\$ 1,625,000
<b>Transportation</b>				
New Traffic Signal Locations	1	\$ 85,000	\$ 120,418	\$ 205,418
Intelligent Trans. System Downtown Master Plan	-	-	48,000	48,000
Narcoossee Widening and Improvements	-	-	15,000	15,000
Mission Road	-	-	4,038	4,038
<b>Stormwater</b>				
Parramore Stormwater Treatment/Park (2)	-	-	-	-

(1) Fire Station currently in design phase.

(2) There will be annual operating costs associated with this project. However, the final design of the park has not yet been determined. This will be evaluated during the FY 2006/2007 budget development process.

## Capital Improvements



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### Definition:

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### ESTIMATED OPERATING BUDGET IMPACTS OF SELECTED UNFUNDED PROJECTS REQUESTED, 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>
<b>Solid Waste</b>				
Commercial Collection Vehicles (1)	1 full time	\$ 49,238	\$ 370,440	\$ 419,678
Residential/Recycling Collection Vehicles (1)	1 full time	49,238	127,946	177,184
<b>Wastewater</b>				
Eastern Regional Reclaimed Water System (2)	-	-	(700,000)	(700,000)
Iron Bridge RBC Replacement (3)	-	-	(750,000)	(750,000)
Pipeline Conserv II to Iron Bridge (4)	-	-	(2,000,000)	(2,000,000)
Water Conserv I Parallel Forcemain (5)	-	-	(2,000,000)	(2,000,000)

- (1) This project enables the City to automate collections and implement other technological advances.
- (2) This project will enable the City to sell reclaimed water that is expected to generate an annual profit of \$700,000.
- (3) This project will result in a more efficient plant that will result in the reduction of maintenance and energy costs.
- (4) This project will allow unprocessed waste sludge to be sent to the Iron Bridge facility resulting in a cost savings.
- (5) This project will enable the City to close a plant that will result in a \$2 million reduction in system operating costs.

Capital Improvements

DESCRIPTION OF MAJOR ADOPTED CAPITAL BUDGET, NONROUTINE PROJECTS

Following is a description of the five largest nonroutine projects included in the FY 2005/2006 adopted capital budget. These projects may incorporate a mix of City funding sources. Further information on these and the other projects shown on the preceding schedules can be found in the 2005-2010 Capital Improvement Program document available from the Management, Budget and Accounting Department.

Project	FY 2005/06	Description
New Traffic Signal Locations	\$ 2,000,000	Various intersections in the City have been identified as meeting the "warrants" for signalization. Traffic volumes have increased and the City now finds itself in need of expanding the system. Delay at these intersections and/or accidents have resulted in citizen requests for timely installation of traffic signals. A number of intersections have been identified. Funding for design is provided at an average cost of \$25,000 per intersection and funding for construction is provided at an average cost of \$200,000 per intersection.
Parramore Stormwater Treatment/Park	\$ 2,000,000	Within developed areas of the City, there are few opportunities to provide stormwater treatment for new development or to retrofit treatment for existing development. This is especially true of the Parramore Heritage Area in the Lake Dot and Clear Lake drainage basins. This project will provide a permitted, regional stormwater treatment pond into which future developments may buy credits from the City. The pond will provide centralized stormwater retention for the drainage basin. A park like setting will be constructed to encourage redevelopment in the Parramore area.
Narcoossee Widening and Improvements	\$ 2,000,000	The roadway network east of the Orlando International Airport is not adequate for the amount of development, both in place and planned. Narcoossee Road is a two lane rural highway with open ditches. A 2001 Florida Department of Transportation (FDOT) study found Narcoossee to be inadequate for future needs. However, funding was not available at the time. The City has undertaken the task of widening and improving Narcoossee between SR528 and Lee Vista Blvd. FDOT will finance part of the project. The roadway will be built as a four lane divided highway, with medians, curbs, bike lanes, sidewalks, an enclosed drainage system and landscaping. The design will allow expansion to six lanes at a later date. In concert with this project, Wastewater will fund the design and construction of a sanitary sewer line to serve the properties along the improved roadway.
Mission Road	\$ 1,368,250	Based upon future growth projections and transportation modeling, Mission Road has been identified as a future roadway deficiency and improvements will be needed. The transportation corridor affected is from Old Winter Garden Road to Conroy Road. There will be a phased implementation of segments of the roadway. It will be planned and designed as a four lane divided arterial with the initial construction of two lanes for several segments. The current segment will run from the Eagle Nest Park/Metrowest Blvd. extension to Conroy Road.
ITS Downtown Master Plan	\$ 1,729,349	An Intelligent Transportation System (ITS) Downtown Master Plan is necessary as planned development throughout Downtown Orlando will add to traffic congestion. ITS elements will be installed along the corridor to provide traffic incident and special event monitoring and control features. The ITS elements include variable message signs, cameras and video detection equipment.

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Supplemental Information



**Mission Statement:**

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

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## Supplemental Information

**APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE  
BUDGET FY 2005/2006**

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General	\$136,625,233	\$67,359,118	\$5,154,219	\$15,438,331	\$10,481,102	\$10,994,987
<u>SPECIAL REVENUE</u>						
Law Enforcement Training			110,040	6,200		
Community Dev. Block Grant	514,640	192,063	12,000	37,500	6,500	9,500
Local Housing Assistance Trust	83,940	29,864	2,000	2,000		2,000
HOME Investment Partnership	39,674	21,349	700	1,500		500
HOPWA Grant						
HUD Homeless Grant				97,180		
Transportation Impact Fee						
Utility Services Tax						
OCPS - Crossing Guard				387,683		
Transportation Grant	95,993	43,354	13,878	1,701,344	79,000	200
Gas Tax						
Comm. Redevelopment Agency	524,589	172,102	126,200	1,452,841	11,291	8,500
CEB Lien Assessment			6,000	50,000		3,000
Harry P. Leu Gardens Trust	979,521	387,408	229,100	170,000	126,606	20,000
Mennello Museum	131,824	35,755	67,385	108,760	22,200	55,601
Dubsdread	391,060	118,437	103,474	102,515	61,712	50,076
Contraband Forfeiture Trust	97,528	27,988	5,000	10,000		
Cemetery Trust	132,925	59,564	7,000	231,526	19,620	380
CRA Trust						
911 Emergency Phone System	391,200					
Special Assessments						
Capital Improvement				95,843		
<u>DEBT SERVICE</u>						
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						
Hurricane Fund						
<u>ENTERPRISE</u>						
Parking System Revenue	2,579,481	1,157,409	169,561	1,248,254	395,893	30,650
CNL R&R						
Orlando Centroplex	3,467,071	1,034,586	246,693	2,975,687	1,410,367	28,400
Arena Concessionaire			3,691,196	25,174	28,926	
Sports Complex Concession			644,564			
Center for Arts & Education				133,103		
Solid Waste	4,200,783	2,138,498	680,000	662,815	5,536,937	13,850
Stormwater Utility	1,882,833	930,851	368,994	3,858,572	91,827	19,701
Wastewater Revenue	9,381,597	3,733,366	4,333,000	5,902,406	4,535,835	62,617
Wastewater Impact Fee Reserve						
Wastewater Construction						
Wastewater R & R			10,000			
<u>INTERNAL SERVICE</u>						
Fleet Management	1,824,881	787,836	4,664,613	370,000	137,805	1,144,000
Fleet Replacement			150,000	150,000		
Risk Management	669,464	250,488	17,495	810,806	2,084	14,528,724
Supplemental Staff	452,168	244,288	6,550	199,000	500	500
Pension Participant Services	30,788	13,948	500	38,324		750
Internal Loan Funds						
FEMA Working Capital						
<u>COMPONENT UNIT</u>						
Downtown Development Board	376,114	117,813	8,260	167,361		969,770
Civic Facilities Authority	608,605	134,631	115,000	633,260	449,618	6,223
Sports Complex Facilities Rev.						
1976 Guar. Entitlement Sinking						
Civic Facilities Authority Sinking						
<u>PENSION TRUST</u>						
City Pension	38,257	13,743	2,950	357,735		6,750
<b>TOTAL CITY OF ORLANDO</b>	<b>\$165,520,169</b>	<b>\$79,004,459</b>	<b>\$20,946,372</b>	<b>\$37,425,720</b>	<b>\$23,397,823</b>	<b>\$27,956,679</b>

Supplemental Information

APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE  
BUDGET FY 2005/2006

Travel	Internal Services	Capital	Non-Operating	Total	General
\$653,858	\$21,366,635	\$560,598	\$44,544,272	\$313,178,353	
					<u>SPECIAL REVENUE</u>
80,000			50,000	246,240	Law Enforcement Training
4,500	30,233		1,720,123	2,527,059	Community Dev. Block Grant
	392		1,384,220	1,504,416	Local Housing Assistance Trust
500	185		1,374,755	1,439,163	HOME Investment Partnership
			2,871,000	2,871,000	HOPWA Grant
				97,180	HUD Homeless Grant
			8,447,599	8,447,599	Transportation Impact Fee
			37,808,139	37,808,139	Utility Services Tax
				387,683	OCPS - Crossing Guard
	46,337		104,494	2,084,600	Transportation Grant
			10,148,843	10,148,843	Gas Tax
3,900	35,593	37,030	5,114,891	7,486,937	Comm. Redevelopment Agency
			341,000	400,000	CEB Lien Assessment
4,000	210,364		3,626	2,130,625	Harry P. Leu Gardens Trust
	44,618		3,350	469,493	Mennello Museum
			73,304	900,578	Dubsdread
	349		10,000	150,865	Contraband Forfeiture Trust
2,100	29,370	20,000	9,952	512,437	Cemetery Trust
			23,291,681	23,291,681	CRA Trust
				391,200	911 Emergency Phone System
			1,678,391	1,678,391	Special Assessments
			8,548,000	8,643,843	Capital Improvement
					<u>DEBT SERVICE</u>
			3,316,619	3,316,619	CRA Debt Service-Republic Drive
			2,283,840	2,283,840	CRA Debt Service-Conroy Road
			2,661,954	2,661,954	CRA Debt Service Refunding
			3,486,260	3,486,260	Parking Facility Revenue Bond
			16,327,154	16,327,154	Wastewater Revenue Bonds
			3,067,296	3,067,296	CRA Debt Service - Internal Loan
			10,866,603	10,866,603	Hurricane Fund
					<u>ENTERPRISE</u>
8,435	299,083		5,023,335	10,912,101	Parking System Revenue
			30,000	30,000	CNL R&R
6,200	221,736		2,117,055	11,507,795	Orlando Centroplex
			2,417,072	6,162,368	Arena Concessionaire
			640,971	1,285,535	Sports Complex Concession
				133,103	Center for Arts & Education
8,770	4,873,481	248,100	3,787,726	22,150,960	Solid Waste
8,850	927,322	7,905	9,509,319	17,606,174	Stormwater Utility
47,845	2,276,706	144,325	12,765,776	43,183,473	Wastewater Revenue
			11,739,224	11,739,224	Wastewater Impact Fee Reserve
			6,100,000	6,100,000	Wastewater Construction
		1,359,675		1,369,675	Wastewater R & R
					<u>INTERNAL SERVICE</u>
100	309,172	12,000	1,388,123	10,638,530	Fleet Management
		6,705,539	3,204,396	10,209,935	Fleet Replacement
6,700	8,125		2,177,242	18,471,128	Risk Management
	36,196		123,738	1,062,940	Supplemental Staff
1,600	145		13,945	100,000	Pension Participant Services
			22,321,300	22,321,300	Internal Loan Funds
			10,866,603	10,866,603	FEMA Working Capital
					<u>COMPONENT UNIT</u>
4,700	1,744		206,356	1,852,118	Downtown Development Board
	180,771	80,099	1,484,319	3,692,526	Civic Facilities Authority
			200,000	200,000	Sports Complex Facilities Revenue
			200,000	200,000	1976 Guar. Entitlement Sinking
			308,744	308,744	Civic Facilities Authority Sinking
					<u>PENSION TRUST</u>
30,000	175		55,736	505,346	City Pension
<u>\$872,058</u>	<u>\$30,898,732</u>	<u>\$9,175,271</u>	<u>\$286,218,346</u>	<u>\$681,415,629</u>	TOTAL CITY OF ORLANDO

## Supplemental Information

**CITY OF ORLANDO, FLORIDA  
GENERAL GOVERNMENTAL REVENUES AND OTHER FINANCING SOURCES  
LAST TEN FISCAL YEARS (1)**

	<u>2004 (2)</u>	<u>%</u>	<u>2003</u>	<u>%</u>	<u>2002</u>	<u>%</u>	<u>2001</u>	<u>%</u>
Property Taxes	\$ 76,985,876	26.5	\$ 71,676,754	26.1	\$ 68,620,497	23.9	\$ 68,984,150	26.3
Franchise Taxes	23,239,101	7.9	22,643,185	8.2	21,725,686	7.6	20,732,223	7.9
Special Assessments	-	-	657,176	0.2	609,552	0.2	227,691	0.1
Licenses, Permits and Fees	38,376,072	13.1	28,899,263	10.5	26,702,092	9.3	32,909,193	12.6
Fines and Forfeitures	2,939,188	1.0	2,178,656	0.8	2,448,643	0.9	2,407,844	0.9
Earnings on Investments	2,731,590	0.9	5,193,503	1.9	3,749,630	1.3	12,304,595	4.7
Contributions Orlando Utilities Comm.	31,657,846	10.8	32,992,766	12.0	28,203,772	9.9	32,091,000	12.3
Intergovernmental Revenue	42,060,397	14.4	42,868,565	15.6	40,514,890	14.2	41,696,891	15.9
Miscellaneous	12,644,528	4.3	14,134,065	5.1	10,323,238	3.6	11,514,552	4.4
Transfers from Other Funds	51,543,331	17.6	52,761,514	19.2	50,484,915	17.7	36,354,415	13.9
Proceeds of Bonds and Loans	<u>10,230,592</u>	<u>3.5</u>	<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>
Total	<u>\$ 292,408,521</u>	<u>100.0</u>	<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>

**Note:**

- (1) This schedule includes revenues of the General Fund, Debt Service Funds and Capital Projects Fund after elimination of transfers between these funds.
- (2) In FY 2004, Special Assessments are now reported in a separate Special Revenue Fund.

## Supplemental Information

<u>2000</u>	<u>%</u>	<u>1999</u>	<u>%</u>	<u>1998</u>	<u>%</u>	<u>1997</u>	<u>%</u>	<u>1996</u>	<u>%</u>	<u>1995</u>	<u>%</u>
\$ 57,589,699	23.7	\$ 53,911,928	20.3	\$ 51,285,519	20.6	\$ 47,183,672	17.8	\$ 45,086,129	22.7	\$ 44,830,696	22.6
18,625,360	7.7	17,654,965	6.6	16,748,733	6.7	15,256,556	5.7	15,088,673	7.6	14,305,818	7.2
158,058	0.1	103,245	-	197,260	0.1	2,991,079	1.1	-	-	-	-
27,836,526	11.5	31,076,493	11.7	27,029,085	10.8	23,210,218	8.8	20,289,136	10.2	18,276,037	9.2
2,422,399	1.0	2,251,575	0.8	2,208,143	0.9	1,711,216	0.6	2,018,899	1.0	1,805,903	0.9
8,999,745	3.7	5,724,206	2.2	9,551,111	3.8	6,167,491	2.3	5,171,705	2.6	5,164,807	2.6
30,787,504	12.7	31,350,352	11.8	29,459,375	11.8	26,418,723	9.9	25,112,000	12.6	19,431,000	9.8
40,123,794	16.5	41,403,512	15.6	35,803,181	14.4	50,800,936	19.2	37,273,300	18.7	43,890,704	22.2
7,556,219	3.1	10,783,255	4.1	8,249,782	3.3	10,742,718	4.0	8,968,142	4.5	5,151,239	2.6
42,528,879	17.5	38,600,689	14.5	39,574,952	15.9	31,605,862	11.9	30,729,135	15.5	34,970,558	17.7
6,176,913	2.5	33,024,324	12.4	29,267,847	11.7	49,839,028	18.7	9,100,000	4.6	10,238,860	5.2
<u>\$242,805,096</u>	<u>100.0</u>	<u>\$265,884,544</u>	<u>100.0</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>

## Supplemental Information

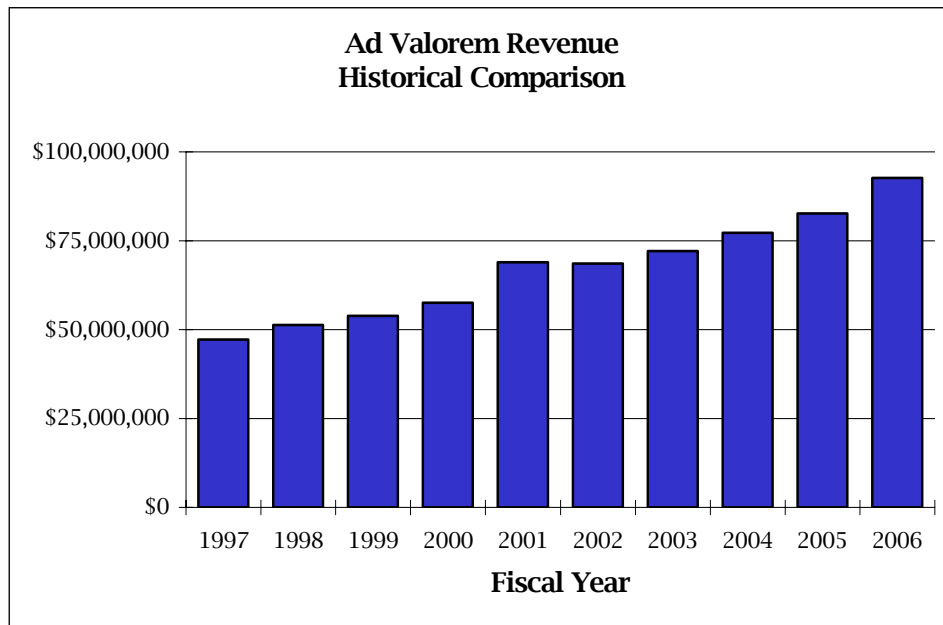
**CITY OF ORLANDO, FLORIDA  
TAX REVENUE BY SOURCE  
LAST TEN FISCAL YEARS**

Fiscal Year	Property Taxes		Franchise Taxes	Utilities Services Taxes (1)	Total Taxes
	Operations	Debt Service			
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
2004	76,985,876	-	23,239,101	38,305,546	138,530,523

**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.

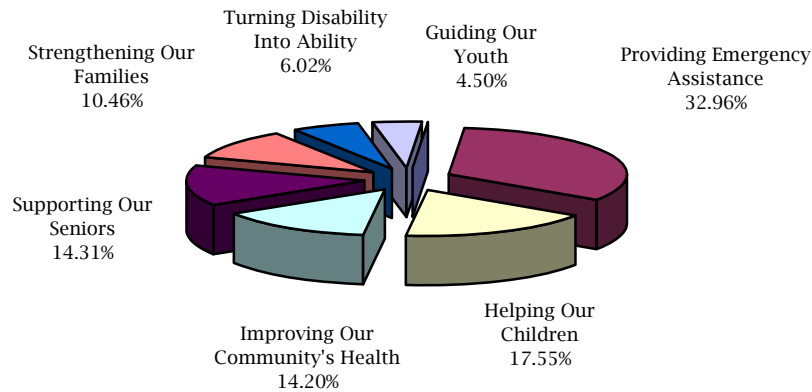
## Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 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 2005 and FY 2006 are based on budget estimates.

Supplemental Information

**Community Service Organization Funding by Area of Focus  
BUDGET FY 2005/2006**



<u>Focus Care Area</u>	<u>City Funding</u>	<u>% of Total</u>
Providing Emergency Assistance	\$ 673,803	32.96%
Helping Our Children	358,867	17.55%
Supporting Our Seniors	292,589	14.31%
Improving Our Community's Health	290,233	14.20%
Strengthening Our Families	213,920	10.46%
Turning Disability Into Ability	123,013	6.02%
Guiding Our Youth	92,000	4.50%
<b>Total:</b>	<b>\$ 2,044,425</b>	<b>100.00%</b>

## 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 2004/2005	Adopted FY 2005/2006
Boys and Girls Club of Central Florida	\$ 42,000	\$ 42,000
Center for Drug Free Living	132,522	132,522
Central Florida Police Athletic League	50,000	50,000
Children's Home Society	34,700	34,700
Christian Service Center	27,452	27,452
Coalition for the Homeless	339,759	339,759
Community Coordinated Care for Children	358,867	358,867
Community Services Network	79,397	79,397
Consumer Credit Counseling Service	7,500	7,500
Devereux Foundation, Inc.	20,700	20,700
Freedom Ride	0	11,788
Guardian Care	49,877	49,877
Harbor House (formerly Spouse Abuse)	151,867	151,867
Howard Phillips Center for Children & Families (ORHS)	83,711	83,711
Legal Aid Society	32,000	32,000
Lighthouse Central Florida (formerly CITE)	52,000	52,000
Metropolitan Orlando Urban League	119,020	119,020
Orlando Korean Senior Center	5,000	5,000
Quest	59,225	59,225
Retired Senior Volunteer Program	0	3,212
Salvation Army	47,200	47,200
Seniors First, Inc.	234,500	234,500
Share the Care	28,128	28,128
Shepherd's Hope	15,000	0
Stepping Stone Foundation, Inc.	74,000	74,000
Subtotal - Community Service Organizations	\$ 2,044,425	\$ 2,044,425

**OTHER AGENCIES**

	Approved FY 2004/2005	Adopted FY 2005/2006
Black Business Investment Fund	\$ 142,500	\$ 142,500
Black Business Investment Incubator	100,000 (1)	0
Citrus Sports	55,000 (2)	55,000
City Kidz	0	200,000
Channel 24	45,000	40,000
Downtown Arts District	150,000	150,000
Dr. Phillips Performing Arts Center	15,000	20,000
Economic Development Commission	545,000	420,000
Heart of Florida United Way	15,730	15,730
Hispanic Business Initiative Fund	79,500	79,500
Impact Fee Assistance Program	20,000	19,000
M/WBE Alliance	75,000	75,000
MetroPlan	151,388	156,675
Mayor's Grants	170,000	165,000
Orange Blossom Trail Development Board	63,000	42,000
Orlando Area Sports Commission	96,724	96,724
Orlando Humane Society	20,000	20,000
Orlando/Orange Compact	105,000	95,000
Orlando Pre K Partnership	200,000	0
Orlando Science Center	650,000	600,000
United Arts of Central Florida	522,250	541,937
Subtotal - Other Agencies	\$ 3,221,092	\$ 2,934,066

Funding provided by the General Fund unless otherwise noted.

(1) Funded via Community Redevelopment Agency (CRA)

(2) \$30,000 General Fund, \$25,000 CRA

Continued on next page



## Supplemental Information

**COMMUNITY SERVICE ORGANIZATIONS  
RECOMMENDATIONS  
GRANT FUNDING**

	Approved FY 2004/2005	Adopted FY 2005/2006
<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	-
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>710,000</u>	<u>175,000</u>
<u>Emergency Shelter Grant</u>		
Coalition for the Homeless	86,092	65,927
First Harvest Foundation, Inc.	13,075	-
Lakeside Alternatives	-	12,821
Salvation Army	-	18,432
Subtotal - Emergency Shelter Grant	<u>99,167</u>	<u>97,180</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Short term rental, mortgage and utility assistance	1,068,040	970,000
Tenant based rental assistance	724,020	510,000
Supportive services	595,359	517,986
Facility based housing	489,378	591,944
Subtotal - HOPWA Grant	<u>2,876,797</u>	<u>2,589,930</u>
Total Grant Funding	<u>\$ 3,685,964</u>	<u>\$ 2,862,110</u>
TOTAL - ALL FUNDING	<u>\$ 8,951,481</u>	<u>\$ 7,840,601</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  
PROPERTY VALUE AND CONSTRUCTION  
LAST TEN FISCAL YEARS**

<u>Year</u>	<u>Commercial Construction (1)</u>		<u>Residential Construction (1)</u>	
	<u>Number of Units</u>	<u>Value</u>	<u>Number of Units</u>	<u>Value</u>
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
2004	288	433,708,695	2,370	465,211,418

**Notes:**

(1) Figures are for fiscal year October 1 - September 30.

## Supplemental Information

**CITY OF ORLANDO, FLORIDA  
SCHEDULE OF TEN LARGEST TAXPAYERS  
SEPTEMBER 30, 2004**

	<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.	Highwood/Florida Holdings LP	Developer	143,535,847	0.95
3.	Bell South	Communications	133,464,966	0.88
4.	Forbes Taubman Orlando	Developer	120,721,345	0.80
5.	MMM Lakewood, Ltd.	Developer	106,003,235	0.70
6.	ZML-Sun Center L L P	Developer	98,935,818	0.65
7.	Sentinel Communications	Communications	64,058,985	0.43
8.	CNL Partnership LP	Developer	58,718,178	0.39
9.	Orlando Outlet World	Commercial	58,498,082	0.39
10.	B T 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><u>\$ 15,106,443,493</u></u>	<u><u>100.00 %</u></u>

## Supplemental Information

**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			
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
2004	5.6916	-	5.6916	5.1639	7.5400	18.3955

## Tax Levies

Fiscal Year	Orlando	Orange County	School Board	Total (1)
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
2004	81,584,005	347,996,681	508,122,731	937,703,417

## 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

**CITY OF ORLANDO, FLORIDA  
PROPERTY TAX LEVIES AND COLLECTIONS  
REAL AND BUSINESS TANGIBLE PERSONAL PROPERTY  
LAST TEN FISCAL YEARS**

<u>Fiscal Year</u>	<u>Total Levy</u>	<u>Distribution</u>		<u>Total Collection</u>		<u>Delinquent</u>	
		<u>Operations</u>	<u>Debt</u>	<u>Operations</u>	<u>Debt</u>	<u>Operations</u>	<u>Debt</u>
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	-
2003	76,097,392	76,097,392	-	75,096,841	-	1,000,551	-
2004	81,584,005	81,584,005	-	81,133,978	-	450,027	-

Glossary



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## Glossary

### Mission Statement:

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

**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").

**AGENDA ITEM (Council)**- Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

**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 AMENDMENT** - Per City policy, any budgetary transaction that causes an increase or decrease in a fund's total.

**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.

## Glossary

## Mission Statement:

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

**BUREAU** – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

**BUSINESS PLAN** – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

**CAPITAL EQUIPMENT** - Equipment with a value in excess of \$1,000 and an expected life of more than one year such as automobiles, 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).

**CHART OF ACCOUNTS** - A systematic structure for classifying similar financial transactions of the City.

**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.



## Glossary

## Mission Statement:

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

**DEPARTMENT** - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

**DEPRECIATION** - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

**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.

**FRINGE BENEFITS** - Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

**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.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP)** - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The Meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principals" in the Independent Auditor's Report*.

**GENERAL FUND** - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**GOALS** - General aims of the organization, departments, and divisions (based on vision).

## Glossary

### Mission Statement:

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

**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.

**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.

**MATCHING FUNDS** - A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

**METROPOLITAN STATISTICAL AREA (MSA)** - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The 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.

## Glossary

## Mission Statement:

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

**MILLAGE RATE** - The rate established each year by City Council action which is used in the calculation of property taxes.

**MISSION STATEMENT** - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

**MODIFIED ACCRUAL ACCOUNTING** - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

**NON-OPERATING EXPENDITURE** - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

**NON-OPERATING REVENUE** - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

**OBJECT CODE** - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

**OBJECTIVE** - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

**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).

## Glossary



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**PROPRIETARY ACCOUNT** - An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

**PROPRIETARY FUND** - Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

**PROPERTY TAX** - A tax levied on the assessed value of real property, i.e., ad valorem tax.

**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.

**REVISED APPROPRIATION** - The approved budget plus or minus any budget amendments or internal transfers.

**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.

**STATE HOUSING INITIATIVE PROGRAM -SHIP** - A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

**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.

**STATUTE** - A written law enacted by a duly organized and constituted legislative body.

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**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.

**TRANSFER (of appropriation)** - A transaction which reallocates all or part of any item in an approved budget to another line item .

**TRANSPORTATION IMPACT FEE** - A charge based on projected trips that will be generated by development or redevelopment of a property.

**TRUST AND AGENCY FUND** - A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**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.

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## ACRONYMS

**ADA** - Americans With Disabilities Act

**BRC**—Budget Review Committee

**BZA** - Board of Zoning Adjustment

**CAFR** - Comprehensive Annual Financial Report

**CAD** - Computer Aided Dispatch

**CAO** - Chief Administrative Officer

**CDBG** - Community Development Block Grant

**CDD** - Community Development District

**CEB** - Code Enforcement Board

**CERT** - Citizen's Emergency Response Team

**CFA** - Civic Facilities Authority

**CFFA** - Central Florida Fire Academy

**CFO** - Chief Financial Officer

**CIE** - Capital Improvements Element (of the Growth Management Plan)

**CIP** - Capital Improvement Program

**CMS** - Concurrency Management System

**CNE** - Office Of Communications/Neighborhood Enhancement

**CNL** - CNL Financial Group, Inc.

**CNW** - Citizens for Neighborhood Watch

**COP** - Community Oriented Policing

**CPI** - Consumer Price Index



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**CRA** - Community Redevelopment Agency

**CSO** - Community Service Officer (non-sworn)

**CST** - Communications Service Tax

**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

**FAM** - Federal Air Marshall

**FAMU** - Florida A&M University

**FDER** - Florida Department of Environmental Regulation

**FDLE** - Florida Department of Law Enforcement

**FDOT** - Florida Department of Transportation

**FEMA** - Federal Emergency Management Agency

**FM** - Facilities Management

**FPR** - Families, Parks and Recreation Department

**FTE** - Full Time Equivalent

**GAAP** - Generally Accepted Accounting Principals

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**GMP** - Growth Management Plan

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- GOAA** - Greater Orlando Aviation Authority
- GPR** - Grantee Performance Report
- GREAT** - Gang Resistance Education & Training
- HOME** - Home Investment Partnership Act
- HOPWA** - Housing Opportunities for Persons with Aids
- HUD** - Housing and Urban Development, a federal agency
- ICMA** - International City/County Management Association and ICMA Retirement Corp.
- ISO** - Insurance Services Office (Nationally recognized fire service rating)
- JPA** - Joint Planning Area
- LCIR** - Legislative Committee on Intergovernmental Relations
- LDC** - Land Development Code
- LOS** - Level of Service
- LTD** - Long Term Disability
- M/WBE** - Minority and Women Business Enterprise
- MADS** - Maximum Annual Debt Service
- MB&A** - Management, Budget and Accounting Department
- 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
- NACSLB** - National Advisory Council on State and Local Budgeting



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**NCIC** - National Crime Information Center

**NPDES** - National Pollution Discharge Elimination System

**OCPS** - Orange County Public Schools

**OEM** - Office of Emergency Management

**OIA** - Orlando International Airport

**OFD** - Orlando Fire Department

**OMB** - (Office of) Management and Budget

**OPD** - Orlando Police Department

**OPH** - Orlando Police Headquarters Building

**OUC** - Orlando Utilities Commission

**OUSWMM** - Orlando Urban Stormwater Management Manual

**PACE** - Paperless Automated Call Entry

**PMD** - Purchasing and Materials Management Division

**R & R** - Repair and Replacement

**RFQ/RFP** - Request for Qualifications/Request for Proposal

**R-O-W** - Right-of-way

**SBA** - State Board of Administration

**SEA** - Service Effort and Accomplishment

**SHIP** - State Housing Initiatives Partnership

**SSGFC** - Sunshine State Governmental Financing Commission

**TCEA** - Transportation Concurrency Exception Area

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**TCEA** - Transportation Concurrency Exception Area

**TIF** - Tax Increment Financing

**TIS** - Traffic Impact Study

**TM** - Technology Management

**TSA** - Transportation Safety Administration

**TRIM** - Truth in millage

**TRN** - Transportation Department

**UCF** - University of Central Florida

**VCC** - Valencia Community College

## Glossary

## 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
<b>6010</b>	<b>Salary Group</b>

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

<b>6100</b>	<b>Benefits Group</b>
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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

<b>6310</b>	<b>Supply Group</b>
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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

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**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)

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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