

ANNUAL BUDGET

2006/2007

CITY OF ORLANDO



CITY OF ORLANDO

ELECTED OFFICIALS



Buddy Dyer
Mayor



Phil Diamond
Commissioner District 1



Betty T. Wyman
Commissioner District 2



Robert F. Stuart
Commissioner District 3



Patty Sheehan
Commissioner District 4



Daisy W. Lynum
Commissioner District 5



Samuel B. Ings
Commissioner District 6

Introduction



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, 2005. 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.



Leaders at the Core of Better Communities

This
Certificate of Achievement
is presented to the
City of Orlando
Florida

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

Presented at the 92nd ICMA Annual Conference
San Antonio/Bexar County, Texas
10 September 2006

A handwritten signature in black ink, appearing to read "Robert J. O'Neill Jr.", written over a horizontal line.

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

A handwritten signature in black ink, appearing to read "Michael Willis", written over a horizontal line.

Michael Willis, ICMA President

A handwritten signature in black ink, appearing to read "Michael Lawson", written over a horizontal line.

Michael Lawson, Director,
ICMA Center for Performance Measurement

ACKNOWLEDGEMENTS

**COMPILED BY THE STAFF OF THE FINANCE DEPARTMENT and
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Cover photograph and photograph appearing on page 16 by Joel Mann

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TRANSMITTAL LETTER

November 1, 2006

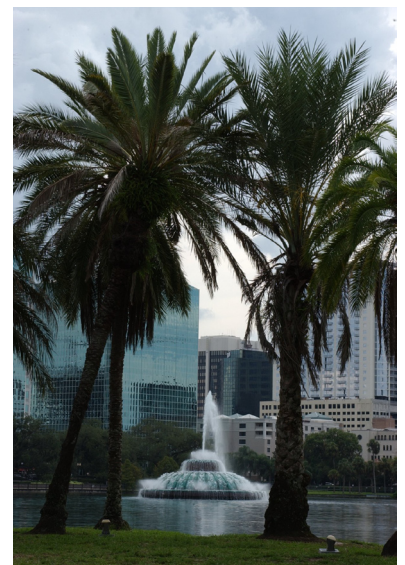
To the Citizens of the City of Orlando:

I am pleased to present the Fiscal Year 2006/2007 Annual Budget for the City of Orlando, and am proud to report that the City's property tax rate will remain unchanged for the sixth straight year.

Over the last three years, though faced with recurring financial gaps, we were able to balance the budget without raising the property tax rate. We implemented new forecasting processes that help us plan for the future and our City managers remain vigilant to ensure compliance with the budget and to not tolerate unjustified spending or inefficient service delivery. We have also sought and received expert financial guidance from the City's Finance Committee comprised of local business and community members. By making difficult decisions and exercising restraint, we have righted the City's financial ship and we are now positioned to build on the solid foundation we have created.

The initiatives funded in this year's budget reflect my belief that the core responsibility of City government is to serve our citizens through provision of the most critical services that affect their daily lives. A comprehensive, public safety initiative is funded that will add 75 new police officers to patrol our neighborhoods, three new fire stations requiring 45 additional personnel to address our continued growth, a state-of-the-art public safety radio system and a police training facility, and additional staffing in our communications center to ensure the City is prepared to respond when our citizens are in need.

We will also continue our efforts to improve the quality of life in all of the City's unique neighborhoods. This year, through the addition of seven code enforcement officers, we will implement a task force to address violations and concerns arising from multi-family housing complexes. We will also add five new planner positions that will allow our Planning Division to focus on developing a long-term vision for our City.





TRANSMITTAL LETTER

We are experiencing an expansion of our tax base since employers have realized the City of Orlando possesses quality of life amenities their employees deserve. We are increasing staffing in our permitting operation to handle the volume of permitting activity, and we are investing in our existing communities to enhance retail and shopping areas in every district. We are able to do this while maintaining our commitment to revitalize one of City's most historic communities, the Parramore Heritage area.

Finally, I would like to thank the members of the City Council and the City's Finance Department for their hard work this budget year. Our partnership has produced a world-class City with a municipal government that is poised to serve the needs of our residents, businesses and visitors. The future of our City is bright and I am excited by the limitless possibilities we can achieve.

Sincerely,

A handwritten signature in black ink that reads "Buddy Dyer". The signature is written in a cursive, flowing style.

Mayor Buddy Dyer



CHIEF FINANCIAL OFFICER LETTER



November 1, 2006
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) 2006/07, which totals \$802,037,194. This budget was prepared as a collaborative effort of City departments under the leadership of Mayor Buddy Dyer. The Council provided valuable input through the Budget Camp workshops and after the Mayor's Budget Address on July 24, 2006. Our citizens had the opportunity to provide input throughout the preparation process and during the two formal public hearings in September.

As the Mayor has stated, the City remains committed to providing the most critical services that affect the daily lives of our citizens and visitors. In recent years the City had to make difficult budgetary decisions due to the prevailing economic conditions. By making those decisions and exercising fiscal restraint we are now ready to move forward in light of the current expansion of our tax base. The City of Orlando has developed a prudent fiscal plan for FY 2006/2007 and I am confident that this budget will further the City's efforts to improve the quality of life for our citizens and enhance the economic opportunities for our businesses.



CHIEF FINANCIAL OFFICER LETTER

The General Fund budget for FY 2006/2007 totals \$342,427,021. Although General Fund reserves (\$3.0 million) were utilized in the budget, the City is well within the limits established by its' reserve policy. The following are brief highlights and changes that are included in the approved budget:

Salaries and Benefits

The City has successfully negotiated agreements with all of our bargaining groups. This budget contains a three percent cost of living adjustment for all employees. In addition, the City will start implementing pay plan studies to ensure our employees are paid at rates that are competitive in our market. There is \$5 million in personal services contingency (General Fund non-departmental/capital and non-operating) that will be reallocated to Departments when the salary studies are complete and implemented.

Executive Offices

A total of seven new positions are being added. Among the positions is a Hispanic Office of Local Assistance (HOLA) Coordinator. This position is being added to staff the HOLA Office that was established by the Mayor during the prior fiscal year to help meet the needs of the Hispanic community. Also being added is an additional Community Outreach Coordinator to compliment two existing positions. These positions provide outreach and personal contact to community organizations and neighborhood associations.

Centroplex

A Development Director position is being added at the H.P. Leu Botanical Gardens. This position will be charged with securing grant funding for the Arts and Gardens Division. The grant funding will be leveraged with City funding to enhance the cultural opportunities available to our citizens and visitors. A total of \$1.4 million has been allocated in the Capital Improvement Program for venue repair, improvement and enhancement. The \$225,000 allocated to H.P. Leu Gardens will enable its facilities to be competitive with comparable entities and will increase its revenue generating potential.

Economic Development

The City Planning Division is adding five new positions to meet the continuing demand for addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Code Enforcement Division is adding seven positions that will concentrate on multi-family properties. This type of property accounts for 65% of the housing stock within the City and this effort will provide the positive benefit of maintaining property value through dedicated code enforcement. A total of 82 positions are being transferred from the Permitting Division to establish the new Building Code Enforcement Fund. This new



CHIEF FINANCIAL OFFICER LETTER

Fund is being created in accordance with Florida Statutes through a collaborative effort with the Home Builder's Association.

Families, Parks, and Recreation

A Parks Service Specialist position is being added to help safeguard and maintain valuable City assets, our parks. Chief among these is Lake Eola. This position will become a "Park Ranger", which will provide more authority to carry out the Department's mission of providing safe and clean park facilities. Three positions are being added to staff the Primrose Building. These positions will initially supplement the Department and Recreation Division staff that is transferring from the Downtown Recreation Center. The Primrose Building will provide additional community recreation services at a later date.

Finance

Prudent Departmental management of liabilities has resulted in the inclusion in the budget of a rebate of Risk Management fees. The total rebate is budgeted at \$3 million, with the funding slated to return to the General Fund. Two additional positions are also being added within the Department to further the Chief Financial Officer's objective of providing high quality customer service to the community and other City Departments.

Fire

The Mayor's Budget Address outlined a multitude of enhancements that will be made within the Department. In addition to those enhancements two Fire Prevention Inspectors will be added. These positions will help meet the demand for enforcement of fire safety codes, laws, and ordinances and inspection of commercial buildings to insure compliance. A total of \$650,000 is also included in the Capital Improvement Program to help the Department manage its' annual need for equipment replacement.

General Administration

The City will implement a Disadvantaged Business Enterprise (DBE) program to go along with its' current Minority/Women Business Enterprise Program. In addition, the City has committed to pursue State and Federal grant opportunities. The Transportation Department has indicated that they will be seeking over \$20 million in funding and the addition of a Contract Compliance Investigator in the Purchasing and Materials Management Division is integral to the implementation of this program. A total of \$1,135,000 has also been allocated toward personal computer replacement. This funding will be managed by the Technology Management Division and represents the first year of a three-year replacement program.



CHIEF FINANCIAL OFFICER LETTER

Housing

Community Development Block Grant funding has been included for the Center for Independent Living Home Modifications, the Seniors First HEART Program, Frontline Outreach facility improvements, Health Care for the Homeless facility improvements and the Williams Monroe Wells House rehabilitation. Federal Emergency Shelter Grant funding will be passed through the City to the Coalition for the Homeless and Lakeside Alternatives. The total budget for the four Federal programs (Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for Persons With Aids and Emergency Shelter Grant) is \$6,640,670.

Police

Public safety is a core priority of the City. As with the Fire Department, the Mayor's Budget Address outlined a multitude of enhancements that will be made within the Police Department. The Department budget stands at slightly over \$109 million, which represents 32% of the General Fund budget. In addition to the sworn positions outlined by the Mayor, the budget includes the addition of two Community Service Officers. These positions will provide enhanced security for all City parks, particularly those with a high rate of vandalism and other safety concerns.

Public Works

What could be termed a construction boom is taking place within the Wastewater Division. A significant number and dollar value of projects is being undertaken in this area. Among the largest projects for the current fiscal year are the continued expansion of the Eastern Regional Reclaimed Water System, Water





CHIEF FINANCIAL OFFICER LETTER

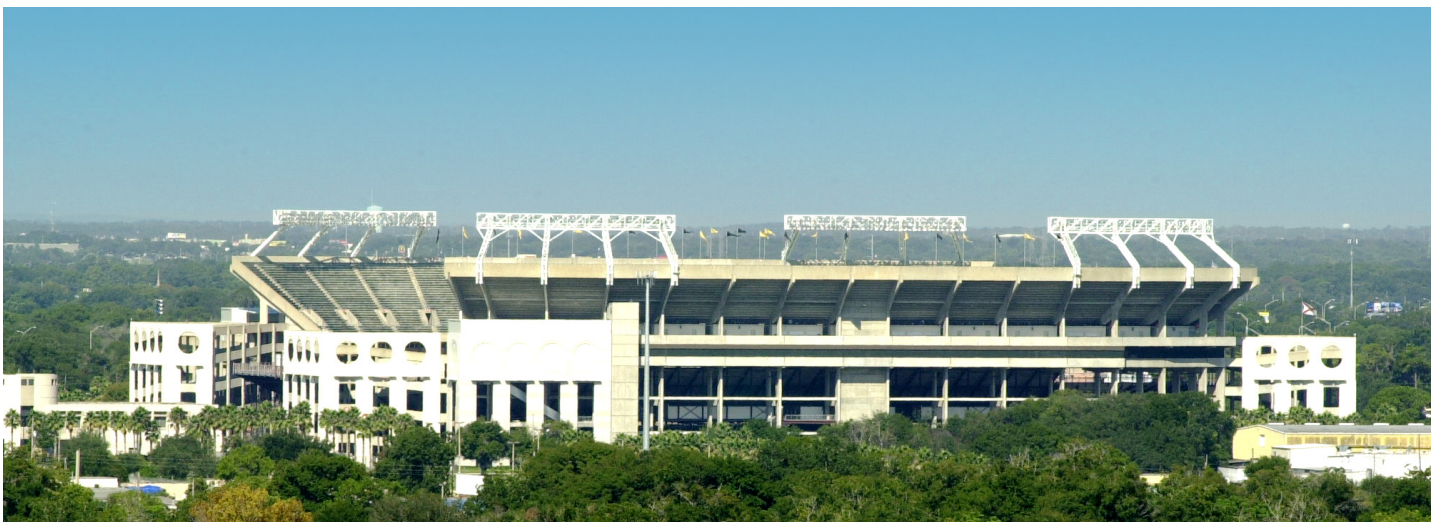
Conserv I Diversion, Water Conserv II Master Pump Station Improvements and Water Conserv I Lift Stations Upgrade. Along with the construction boom, nine additional positions are being added in the Wastewater Division, primarily to increase the City's capacity to implement technological enhancements and expand remote monitoring capabilities.

Transportation

The most significant expenditure within the Department General Fund budget is the cost of street lighting. This expenditure is budgeted at \$5 million for FY 2006/2007. That amount is 1.5% of the total General Fund budget and over 40% of the Department budget. The Department is also responsible for managing the relationship with the City's mass transit provider, LYNX. The contribution to LYNX totals \$4,524,659. This amount includes a one time supplemental payment of \$356,304 and is paid from Gas Tax funds.

Community Venues

The City of Orlando will continue to lead the process to enhance the availability and quality of our community venues (performing arts center, event center, Citrus Bowl). A total of \$2.4 million has been budgeted to continue the planning process and to provide expert financial and legal assistance during this process. Since this is a collaborative effort involving the City, Orange County and the private sector, no related capital projects are included in the budget at this time.





CHIEF FINANCIAL OFFICER LETTER

Enterprise Funds

As alluded to in the Public Works Department discussion, Enterprise Funds continue to experience the need for improvements to existing infrastructure and additions to accommodate growth. Stormwater Utility Fees are undergoing a graduated rate increase process. Although no rate increase is scheduled for FY 2006/2007, there will be a 10% rate increase in both FY 2007/2008 and FY 2008/2009. A total of \$6,845,663 of Stormwater Utility funded projects are included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$22,497,462 includes an automatic annual service charge fee increase of 2.5%. The Wastewater Revenue Fund budget of \$47,139,736 includes the same automatic increase for commodity charges only.

Debt Service

The budget for debt service will increase \$4 million in FY 2006/2007. The primary reason for this is the debt associated with the Public Safety Initiative.

Non-Departmental/Non-Operating

The General Fund transfers to the four Community Redevelopment Districts will be increasing by \$2.6 million. This is the result of assessment growth in these districts.

Ad Valorem Tax revenue will increase by 25%. In addition, the City will continue to 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, will be 80% of net income. The dividend will decline to 75% next fiscal year and then to 70% thereafter. Net revenue of approximately \$1.2 million was lost from the General Fund due to the creation of the Building Code Enforcement Fund, which was part of the Economic Development Department discussion. This loss was more than offset by the expansion of the tax base noted earlier in this paragraph. It should be noted that an attrition allowance was used to balance the budget for the third year in a row. The allowance is one percent of budgeted salaries and benefits, which is the same percentage as that utilized in the FY 2005/2006 budget. Actual attrition realized has been closer to five percent so this should not be a difficult mark for managers to reach.

To maintain the City's historically healthy financial condition we must continue to strengthen our budget and fiscal management practices. We are currently evaluating and revising our policies and procedures to do just that, and we are committed to this process. Mayor Dyer, when first elected, brought with him a keen focus on budget monitoring and control, and ushered in the forecasting of future revenues and expenses. These



CHIEF FINANCIAL OFFICER LETTER

practices serve the City well, have helped to address structural imbalances, and to maintain and improve a strong foundation upon which we can build.

As was done in the prior fiscal year, we must again note 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 well above the current "pay as you go method." The City is currently working with the various Unions on this matter and is engaged in ongoing high-level discussions among City management. Included in the budget for the second year, is the prorating of current retiree healthcare 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 \$1.2 million. Although not considered an OPEB, and already included in the budget, pension costs continue to be monitored as well.

I would like to take this opportunity to thank the Mayor, City Commissioners and Department Directors for their support and cooperation during the budget development process. I look forward to continue working to ensure that the City of Orlando remains one of America's greatest cities.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rebecca W. Sutton".

Rebecca W. Sutton, CPA
Chief Financial Officer

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. The airport serves more than 34 million passengers a year.

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.
- 2002** Florida A&M University College of Law opens in downtown Orlando.
- 2006** Burnham Institute for Medical Research announces plans to open a facility at Lake Nona.
Mayor Dyer announces plans for a \$1 billion investment in public facilities, including renovation of the Citrus Bowl, a new event center to replace the TD Waterhouse Center, and a brand new Performing Arts Center to be located in the heart of downtown.

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 45,000 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.

The 2000s have seen the City of Orlando continue to grow, reaching a population of over 200,000. In 2002 Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City's second accredited law school joining Barry University College of Law. The development of the Lake Nona area sparked the addition of the Burnham Institute for Medical Research, a partner University of Florida research facility, the UCF Medical School, and a veterans hospital.

City of Orlando

Orlando MSA

The City of Orlando is also recognized as the core of a four county Metropolitan Statistical Area (MSA) named the “Orlando MSA.” The four county Orlando MSA includes Orlando’s home county, 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 217,567 persons, Orlando is the largest city in both Orange County and the larger four-county “Orlando MSA.” Orange County has a population of approximately 1,050,000 persons, while the four-county Orlando MSA has a population of over 1,900,000 persons.

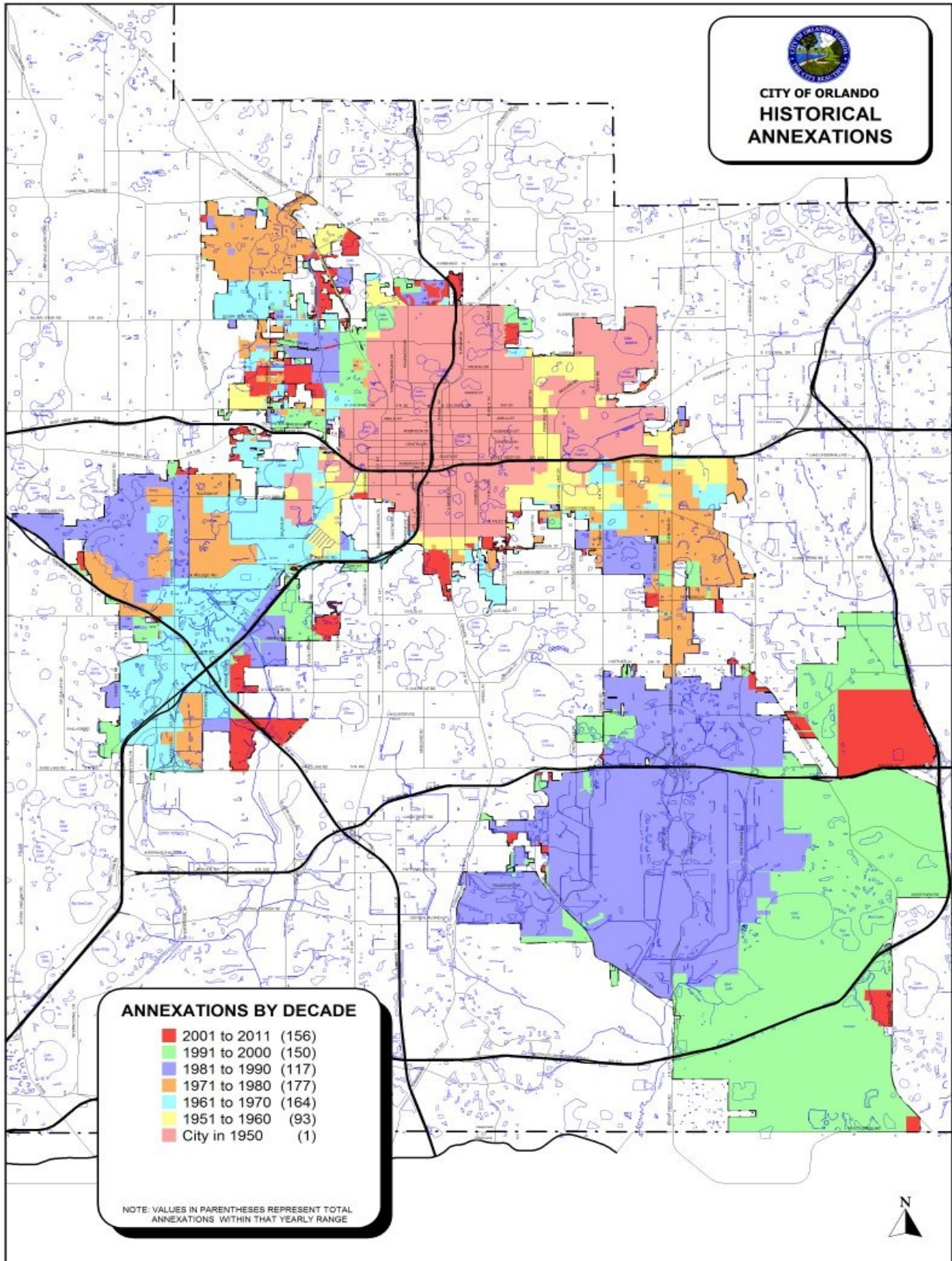
POPULATION

<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
2005	217,567	1,043,437	1,948,847

Source: Bureau of Economic and Business Research, University of Florida. 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

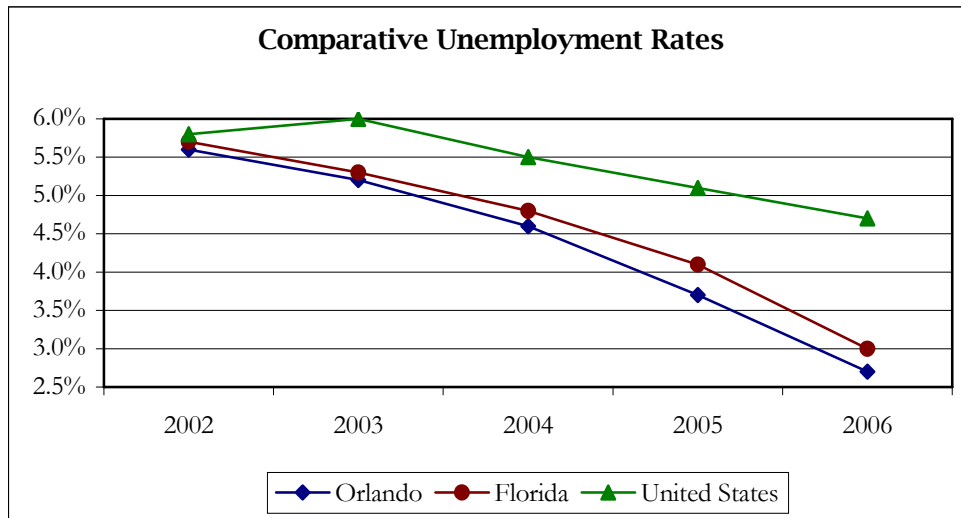


City of Orlando

While only twenty percent of the county's population lives in the City of Orlando, more than thirty percent 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>
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%
2006	2.7%	2.9%	2.9%	3.0%	4.7%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2006 is as of July. 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

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	24,862
2.	Florida Hospital	General medical & surgical hospitals	19,270
3.	Universal Orlando	Motion picture & video production, entertainment and tourism	12,500
4.	Orlando Regional Healthcare	General medical & surgical hospitals	11,093
5.	Orange County Government	General government	7,970
6.	Central Florida Investments	Subdividers and developers	7,500
7.	Lockheed Martin Corporation	Aerospace	7,300
8.	Suntrust Banks of Florida Inc.	Bank holding companies	4,105
9.	City of Orlando	General government	3,566
10.	Mears Transportation Group	Local and suburban transit	2,000

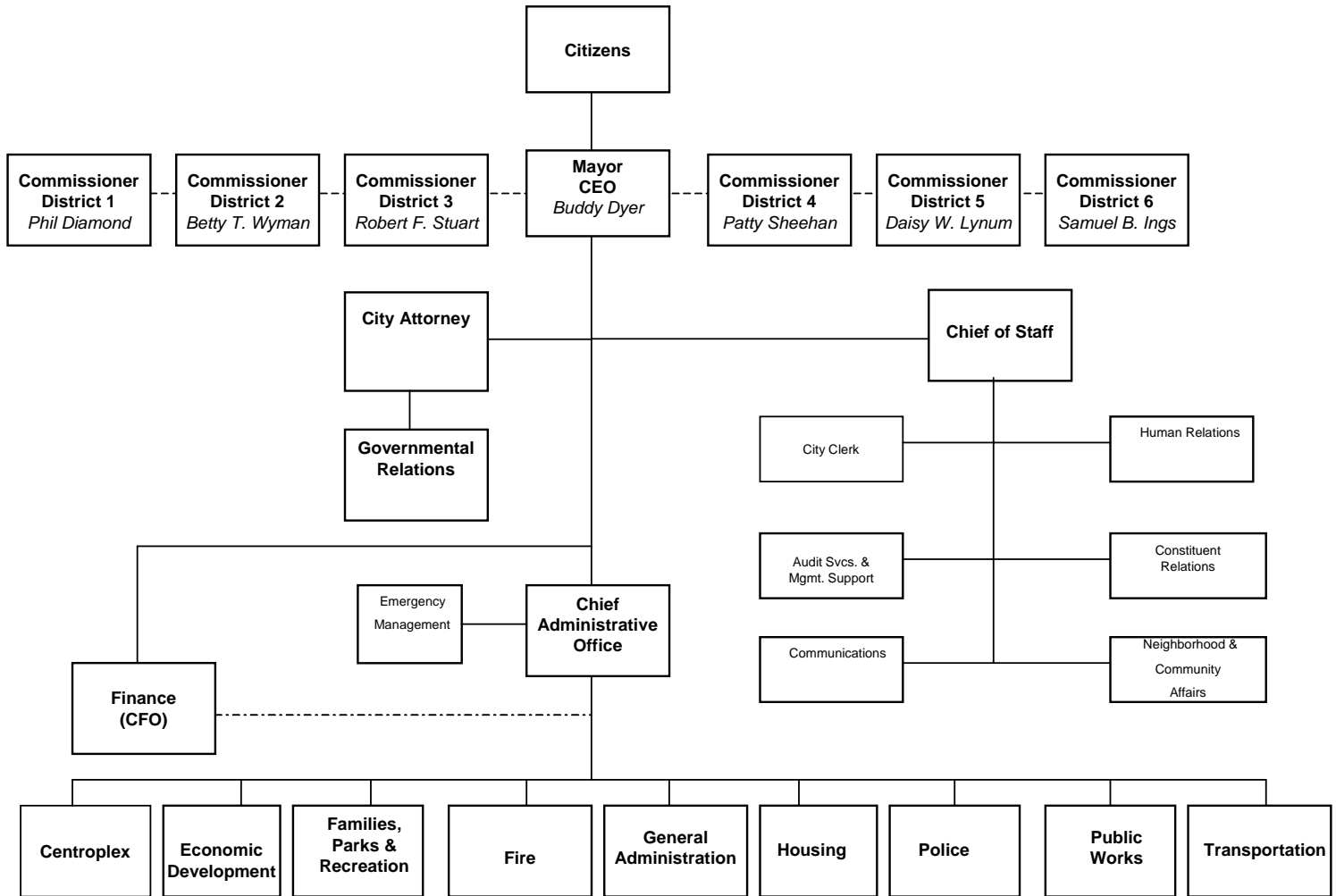
Source: Metro Orlando Economic Development Commission
Employers with headquarters or substantial operations within City limits.

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

<u>Rank</u>	<u>Industry</u>	<u>Employees</u>
1.	Professional & Business Services	198,700
2.	Leisure & Hospitality	189,900
3.	Retail Trade	121,400
4.	Government	116,000
5.	Education & Health Services	106,500
6.	Construction	85,300
7.	Wholesale Trade	47,200
8.	Manufacturing	46,300
9.	Finance and Insurance	37,900
10.	Real Estate, Rental, and Leasing	28,200
11.	Transportation, Warehousing, & Utilities	27,800
12.	Information	27,400

Source: Florida Agency for Workforce Innovation
Labor Market Statistics released October 20, 2006

Organization Chart



City of Orlando

City of Orlando Government

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

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through a cabinet consisting of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), and nine department directors. The CAO and CFO report directly to the Mayor, while the department heads report through the CAO. The Chief of Staff and City Attorney serve as advisors to the cabinet. In addition, there are six staff offices that report to the Chief of Staff. The Citywide organization chart on the previous page displays the relationships between organizational units of the City.

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

Other activities and functions in the City include:

- A **public utility** run by the Orlando Utilities Commission. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish the Orlando Utilities Commission to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,620-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- On September 27, 1976, the City entered into an agreement with the **Greater Orlando Aviation Authority (GOAA)** to use and operate the Orlando Executive Airport and Orlando International Airport (OIA) for a term of 50 years. GOAA is governed by a seven-member board: the mayor of the City of Orlando, the Chairman of the Board of County Commissioners, and five other members who are appointed by the Governor of the State of Florida, subject to confirmation of the senate. GOAA is considered a related party for financial classification purposes and their operations are not reflected in the City budget or annual financial report, except for security services provided by the Police Department.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County. The Lynx board of directors consists of representatives from each of those counties plus the Mayor of the City of Orlando and the Florida Department of Transportation District Secretary for this region. In addition to fares charged to riders, each partner provides operating support to Lynx. The City also provides funding to Lynx (through the CRA) to operate a downtown circulator route that is free of charge to riders.

Information on funding levels for these services is provided in the ensuing sections. A comparison of employee-to-population ratios across several municipalities is shown in the table on the following page.

City of Orlando

City of Orlando Government

Employee/Population Ratio Comparison
Select Florida Municipalities

Municipality	Population Estimate ⁽¹⁾	Total City Employees ⁽²⁾	City Employees Per 1,000 Population
Clearwater	110,602	1,954	17.67
Tallahassee	181,200	3,008	16.60
Boca Raton	85,488	1,365	15.97
Tampa	330,886	5,048	15.26
Fort Lauderdale	175,836	2,682	15.25
Orlando	223,875	3,338	14.91
St. Petersburg	253,548	2,985	11.77
Gainseville	119,916	1,330	11.09
Hollywood	142,574	1,553	10.89

(1)Source: Bureau of Economic & Business Research, University of Florida.

(2)Source: Obtained from most recent information -- Council Agendas and Budget Documents -- located on municipality websites as of October 2, 2006.

Employee/Population Ratio Comparison
Counties within the Orlando MSA

County	Population Estimate ⁽¹⁾	Total County Employees ⁽²⁾	County Employees Per 1,000 Population
Orange	1,079,303	10,040	9.30
Lake	261,930	1,912	7.30
Seminole	411,490	2,962	7.20
Osceola	278,968	1,752	6.28

(1)Source: Bureau of Economic & Business Research, University of Florida and latest information on county websites.

(2)Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of October 27, 2006.

City of Orlando

City of Orlando Government

Buddy Dyer is the 32nd Mayor of the City of Orlando. In 2003, he was elected Mayor in a special election to complete the last year of an existing term. In 2004, the citizens of Orlando re-elected him to his first, full four-year term.

Upon taking office, Mayor Dyer outlined a bold list of initiatives to accomplish during his tenure in office: solve the City's budget crisis; revitalize downtown with job, entertainment and cultural opportunities; restore the Parramore Heritage Community to its original vibrancy; create top-rated educational facilities; enhance neighborhood amenities such as parks and community centers; and diversify the economy /create a living wage for families.

Mayor Dyer's vision for Orlando as a world-class city is fast becoming a reality. During his three years in office he has:

- Orchestrated one of the most remarkable resurgences of a downtown anywhere in the country with over \$2 billion in a wide array of development including 7,000 new residential units and 1 million square feet of retail space including a movie theatre and grocery store;
- Established public safety as a top priority by putting 75 additional police officers on the street, adding 45 new fire personnel, building two new police substations and three new fire stations;
- Created a vision to develop world-class regional community venues including: a performing arts center, an events center and a renovated stadium;
- Initiated Pathways for Parramore, a five-part action plan designed to revitalize the Parramore Heritage neighborhood and transform Church Street into a major east-west thoroughfare and establish the Parramore Kidz Zone to provide after school programming and social services to children;
- Launched a pre-kindergarten initiative and doubled the number of high quality pre-kindergarten classrooms in the city;
- Opened the downtown campuses of the Florida A&M College of Law, UCF's School of Film and Digital Media and championed getting a medical school for UCF in east Orlando;
- Invested \$25 million in neighborhood amenities including 11 new or improved parks and playgrounds, 27 ball fields, 6 community centers and 2 swimming pools;
- Balanced the budget, making up a \$23 million budget shortfall in his first thirty days in office and has continued to do so each year thereafter.

A successful attorney in private practice, Mayor Dyer was first elected to public office in 1992. He served Orlando in the Florida Senate for twelve years, being reelected twice. During that time, his colleagues, recognizing his outstanding leadership skills, elected him as their Senate Democratic Leader, a position he held for three years.

Prior to his public service, Mayor Dyer worked as an environmental engineer and practiced law. He earned a B.S. degree in Civil Engineering from Brown University and his Juris Doctor degree from the University of Florida College of Law, where he was Editor-In-Chief of the University of Florida Law Review and a member of Florida Blue Key. He graduated with honors and received the highest score on the Florida Bar Exam that year.

Mayor Dyer was born in Orlando and raised in nearby Kissimmee. He and his wife Karen, an attorney, have two sons, Trey and Drew who both attend public schools in Orlando.



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

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

Commissioner Diamond has been a tireless advocate for neighborhoods. He has supported efforts to reduce traffic congestion and improve the safety of our roads. He has been instrumental in improving and expanding our park system.

Commissioner Diamond has worked to diversify our economy and bring high paying jobs to Orlando. He is known as a staunch fiscal conservative.

His government/civic service/professional activities include:

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

He is married with one daughter and lives in Delaney Park. He was the founding president of the Delaney Park Neighborhood Association. He is a practicing attorney who is of counsel to the Carlton Fields law firm.



City of Orlando

District 2

Commissioner Betty T. Wyman

Betty T. Wyman was elected in 1992 and re-elected in 1996, 2000, and 2004. She has served on the Council longer than any woman, having been elected for 4 terms in District 2 for the City of Orlando.

During her years of service she has served as:

- Mayor Pro-tem for 1995, 1996, 1997, and 1999
- On the American Red Cross Board of Directors
- As Executive Director for the USO Council of Central Florida
- As Director on the Orlando Sister City Committee
- Director of the Florida Citrus Sports Association
- Board Member of the World Trade Center
- Member of the East Central Florida Regional Planning Council
- Member of the Hispanic Chamber of Commerce
- Project Coordinator for the Cady Way Trail
- Chairman of After School All Stars Program



She has resided in District 2 since 1975, with strong community ties, improving the quality of life in all neighborhoods in District 2. Her first priority is seeking solutions for further reduction of crime and drugs in our neighborhoods and in District 2.

Commissioner Wyman has been instrumental in the implementation of a special Police Department Task Force in the Southeast Sector of the City. In 1996, the Task Force successfully decreased crime by 40%. In 2006, the task force has already created a big impact in our community.

Since joining the Orlando After-School All-Stars, Commissioner Wyman has been the driving force behind the scene. As Chairman of the Board of Directors, she has increased cash resources from approximately \$10,000 to \$500,000. She increased in-kind donations from the City of Orlando, Orange County and other sources.

The annual budget is now approximately \$3,000,000. Orlando After-School currently serves 1200 disadvantaged inner-city children and employs four full-time staff, and sixty part-time staff. Commissioner Wyman is clearly a special individual with a vast knowledge and the initiative to accomplish many jobs.

During the 2004 hurricane season, Commissioner Wyman's active involvement with the neighbors and City departments made a difference in the immediate recovery of hurricane damage sustained.

City of Orlando

District 3

Commissioner Robert F. Stuart

Robert Stuart was elected to the Orlando City Council, representing the citizens of District 3, on April 11, 2006 and took the oath of office on June 1, 2006. He serves a four-year term that will expire in 2010.

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

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

Commissioner Stuart continues to serve our community through his involvement with the Ardsley Manor/Radclyffe Terrace Neighborhood Association, the College Park Neighborhood Association, and HFUW Council of Agency Executives. Commissioner Stuart also continues to umpire youth baseball throughout Central Florida, and in 2005 was selected to umpire in the Little League World Series.

Commissioner Stuart is a graduate of the University of Florida, is married to his college sweetheart, Ann, for 30 years and has two grown children, Maribeth and Robert, Jr. He is also active at College Park Baptist Church.



City of Orlando

District 4

Commissioner Patty Sheehan

In April of 2000, Commissioner Patty Sheehan was first elected to the Orlando City Council to represent District 4. She was subsequently re-elected to a second, four-year term on March 9, 2004. District 4 includes the neighborhoods of Colonialtown North, Colonialtown South, Coytown, East Central Park, Lake Underhill, Dover Shores West, Lake Como, Lake Davis/Greenwood, Lawsona/Ferncreek, the Lake Lawson Historic Neighborhood Association, Thornton Park, South Eola, Lake Eola Heights, Lake Cherokee, Lake Copeland, Albert Shores, Hampton Park, Lake Holden Terrace, Millenia and Camellia Gardens. Also included are the Central business district, Colonialtown Center and South Orange and Division commercial business areas.



Commissioner Sheehan attended the University of Central Florida and earned her BA in Art. A former administrator with the Florida Department of Agriculture and Consumer Services, Commissioner Sheehan serves her constituents full-time. She has been a Central Florida resident for 32 years, and has lived in her quaint, Colonialtown bungalow for over a decade.

Commissioner Sheehan's efforts have been recognized by many organizations. For two consecutive years, she was recognized by the State of Florida's Davis Productivity Award for measurably increasing performance and state services to Florida taxpayers. She was the District 4 Volunteer of the Year, Colonialtown Volunteer of the Year and Block Captain of the Year for District 7 Neighborhood Watch and also served as President of the Colonialtown North Neighborhood Association. She is a volunteer for Green-Up Orlando and Keep Orlando Beautiful. She has been recognized in an [Orlando Weekly](#) and [Orlando Magazine](#) poll as one of Orlando's Best Politicians. Additionally, she received the Spectrum Awards for Community Activism, Role Model and Lifetime Achievement.

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

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

Patty Sheehan's hobbies include gardening, photography, home improvement, bicycling and tooling around Orlando on her Vespa. She shares her home with Maxine, her Chinese Crested dog and Lui, her cat.

City of Orlando

District 5

Commissioner Daisy W. Lynum

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

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

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

After more than 30 years of employment, first as a 5th grade teacher, followed by a career as a social worker and administrator for the Department of Health & Rehabilitative Services, and a Special Services Social Worker for Orange County Public Schools, Commissioner Lynum retired in 2002. Simultaneously, her community and civic involvement have included: Metro Orlando Urban League Board; UCF-MSW School of Social Work Advisory Board; National Black Social Workers Association; Orlando Science Center's Diversity Committee; USTA Diversity Committee; USTA Florida Section Schools Coordinator, Community Service Center Board; Coordinator, Mercy Drive/Pine Hills Children & Youth Taskforce; City of Orlando's Municipal Planning and Human Relations Boards; Black Business Investment Fund, Inc.; Florida League of Cities urban administration, resolution and policy committees and the Board of Directors; and, currently she is 2nd Vice President of the National League of Cities National Black Caucus of Local Elected Officials; Past-president of the Florida Black Caucus of Local Elected Officials; Metro Plan Orlando Transportation Board; Vice Chair BBIF; Orange County Voter's League; Life Member NAACP; and, 2005 Onxy Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.

Commissioner Lynum's primary focus is quality of life through sustainable neighborhoods for residents in District 5 and the City of Orlando.

City of Orlando

District 6

Commissioner Samuel B. Ings

Samuel B. Ings was elected to the City Council in May 9, 2006 to serve as Commissioner of District 6. His district encompasses Metro West to Kirkman South to International Drive to John Young Parkway, South of Columbia St., Orange Center Blvd., and portions of Gore Street. District 6 include neighborhoods of Wellington Forest, Palma Vista, Metro West, Fairway Cove, Ashley Place, Vista Royale, Westchester, Carver Shores, Johnson Village, Richmond Estates, Richmond Heights, Lake Richmond Estates, Isle of Catalina, Roosevelt Park, Pinecrest, Roseboro, Washington Shores, Rio Grand Park, and Holden Heights. Also included are internationally known attractions, Universal Studios Theme Parks, Wet'n Wild, Fun Spot Action Park, and Festival Bay.

He was born and raised in Orlando, Florida and he has one son, Craig, and five daughters, Yolanda (Terriell), Candice (Santonio), Samantha, Alexandria, and Marsia; four grandchildren, Santonio, Jr., Cameese, Terri, and Samaria; and two god-daughters, Dionne and Cherisha.

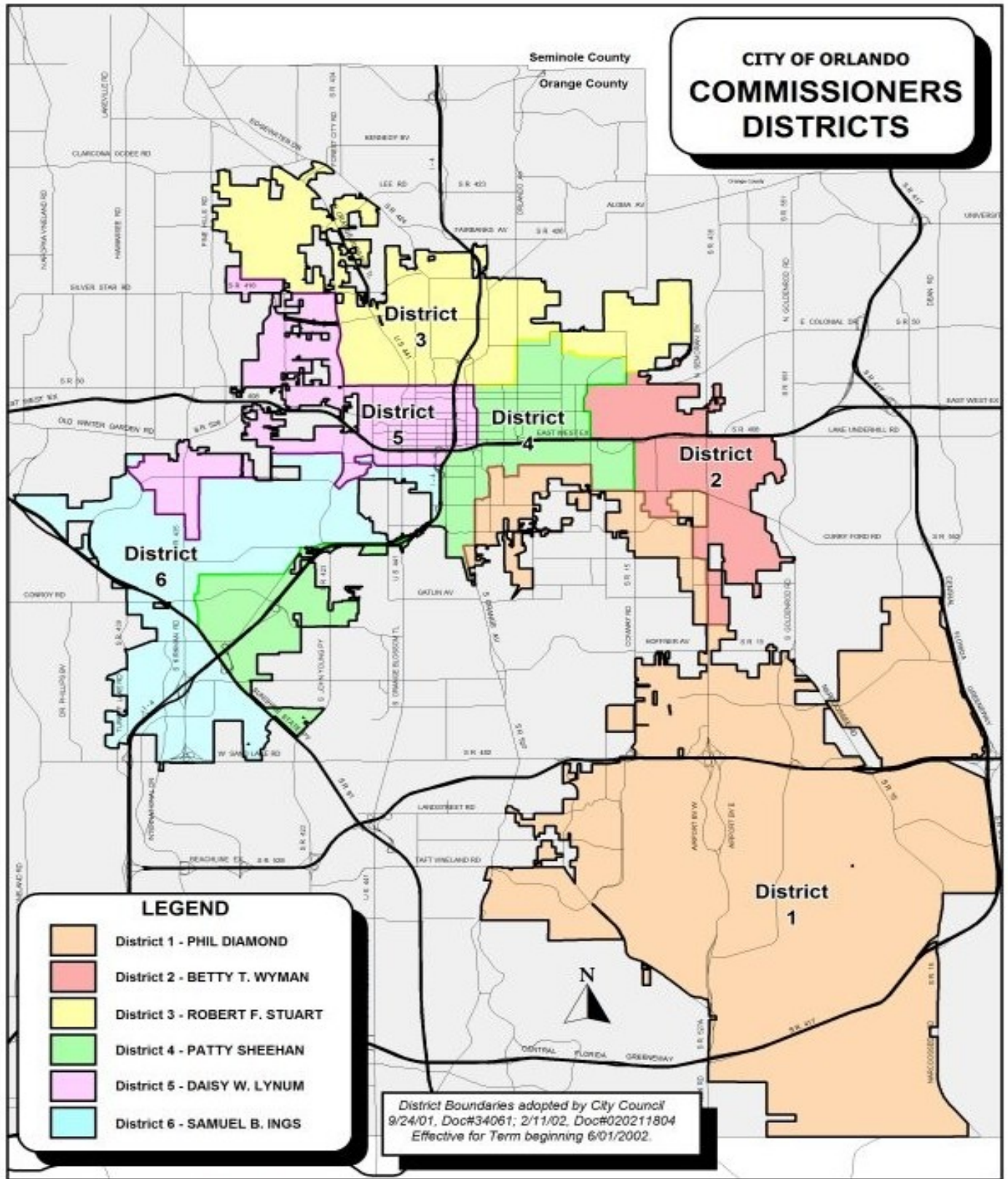
Commissioner Ings served thirty years with the Orlando Police Department and retired at a rank of Captain. He served as Commander of the Problem Oriented Policing Division, and served two consecutive terms as the Commander of the Criminal Investigation Division. He is a graduate of the FBI National Academy (Quantico, Virginia) for Global Law Enforcement Executives, 171st Session.

Commissioner Ings attended Orlando College where he earned his Masters degree in Business Administration; and he attended Rollins College, where he earned his Masters degrees in Management and Criminal Justice.

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

Commissioner Ings is committed to enhance the safety and quality of life for the benefit of all residing in our great community.

City of Orlando



City of Orlando

PROFILE (as of September 30, 2006)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	110.91 square miles
Population (projected 2006/2007)	223,875
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	623.78 miles
Streets - brick	54.61 miles
Sidewalks	578.02 miles
Off Road Bicycle Facilities	13.22 miles
On Street Bicycle Lanes	178.39 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	22
Swimming Pools	11
Tennis Courts	43
Basketball Courts (Exterior)	54
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	66
Gymnasiums	6
Parks	110
Golf Greens	2
Lakes	89
Boat Ramps	5
Playgrounds	48
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Fire Protection:	
Stations	14
Engine Companies	15
Tower Ladder Companies	6
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	485
- patrol cars	87
- unmarked cars	35
- motorcycles	184
- other vehicles	80
- bicycles	

City of Orlando

OVERVIEW OF THE BUDGET PROCESS

The Management and Budget Division of the Finance 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 "base" budget. A base budget is defined as that level of funding which will allow for continuation of current programs. Proposed increments to that base budget are then outlined via separate forms. These increments may be known commitments, service level improvements or other items. Increments are further subdivided into: new personnel, new programs, program expansions, new facility coming on line, full year funding of current year new programs. Increment requests are then reviewed with the Mayor.
- Base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's citywide priorities. The use of new technologies that increase productivity and reduce costs will also be a factor.
- 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

- 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 2006/2007 budget is presented on the following page. 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 Office of Audit Services and Management Support 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

FY 2006/2007 Budget Calendar

December 2005						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2006						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2006						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2006						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2006						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2006						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2006						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 2006						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2006						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2006						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2006						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2006						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December
14 Distribution of project request packets for CIP requests

January
30 Distribution of instructions and forms for revenue budgets, revenue manual revisions and new personnel requests

February
3 CIP project request input due to Management and Budget (M & B)
10 New Personnel requests and Revenue Manual revisions due in M & B
15 Distribution of instructions and forms for Technology Management equipment requests and Performance Management information

March
3 Revenue budgets and Technology Management equipment requests due in M & B
13 Distribution of instructions and forms for expenditure requests

April
21 Expenditure requests due in M & B

May
1 CIP status reports distributed to departments
15 CIP status reports due in M & B

June
16 Performance management information due to Audit Services

July
1 Certification of property values by Orange County Property Appraiser
10-11 City Council Budget Camp
24 Mayor presents budget to City Council

September
11 First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
18 First public hearing to adopt proposed millage rate, budget and Capital Improvement Program

October
1 Implementation of adopted budget

November-September
Monitoring of all budgets

City of Orlando

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 the base budget is addressed (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. 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-20 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. FY2005/2006 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 August (August 31st) in all charts in this book.

Therefore, all financial information in this document that is identified as "FY2005/2006 Revised Budget" is as of August 31, 2006. 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).

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 Office of Audit Services and Management Support 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

2006/2007 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 24
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 26
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 11
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 14
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 18
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 20
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 26
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			September 28
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	September 29

City of Orlando

BUDGET REVISIONS

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

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

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

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

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

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

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

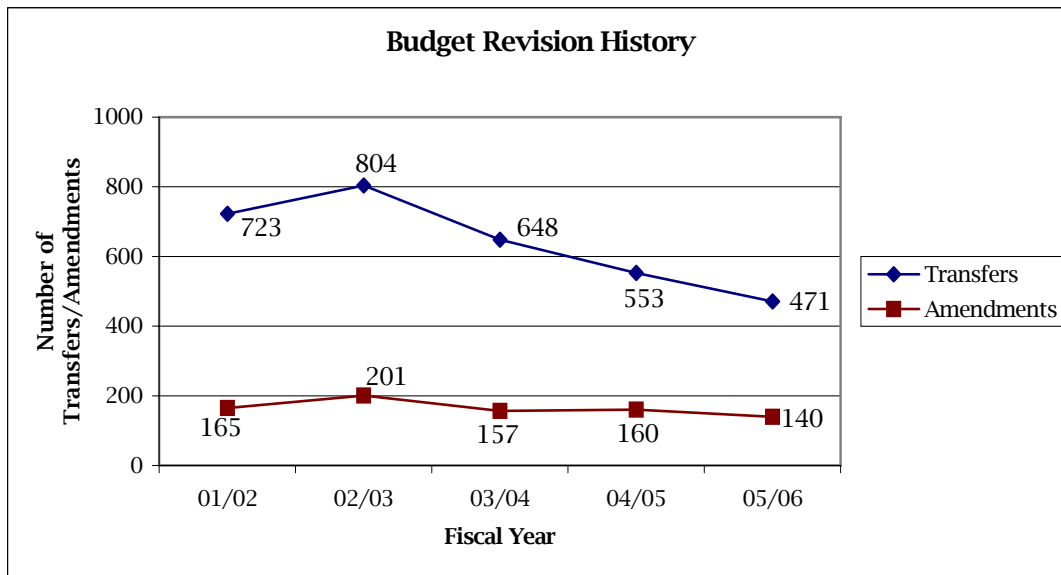
The **BUDGET REVIEW COMMITTEE** has approval of:

- 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 the Appendix. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section for major revenue sources and the City's Revenue Manual for all revenue sources (www.cityoforlando.net).

City of Orlando

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 Lift Station Operations in the Wastewater Division.

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

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDS

GENERAL FUNDS

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

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

SPECIAL REVENUE FUNDS

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

Fines collected by the County Court.

The **Community Development Block Grant Fund** represents housing rehabilitation and community development in low and moderate income neighborhoods

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

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

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

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

HOME Investment Partnership Program Grant funds received from HUD.

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

HOPWA Grant funds received from HUD.

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

Emergency Shelter Grant funds received from HUD.

The **Transportation Impact Fee Funds** provides 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** provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.

Parking fine surcharge.

The **Transportation Grant Fund** is for the operation of the two parking garage facilities at the Centroplex constructed using grant funding.

Parking fees.

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

Gas Tax is six cents per gallon of gasoline sold. The City will receive 20.60 percent of the revenues collected in Orange County in FY 2006/2007.

City of Orlando

FUND STRUCTURE
Purpose
Source of Funds
GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

<p>The Building Code Fund is used to segregate funds associated with the enforcement of the building code. This new Fund was created in accordance with Florida Statutes through a collaborative effort with the Homebuilders Association.</p>	<p>Permitting and inspection fees.</p>
<p>The Community Redevelopment Agency Fund reflects the activity within the Downtown District.</p>	<p>Tax increment financing.</p>
<p>The CEB Lien Assessment Fund results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.</p>	<p>Fines assessed for non-compliance with City codes and ordinances.</p>
<p>The H.P. Leu Gardens Fund accounts for garden operations.</p>	<p>Contribution from the General Fund and charges for services.</p>
<p>The Mennello Museum Fund accounts for the operations of the Mennello Museum of American Folk Art.</p>	<p>Contribution from the General Fund and charges for services.</p>
<p>The Dubsdread Golf Course Fund accounts for the operations of the golf course. A private contractor manages the course.</p>	<p>Fees and contribution from the General Fund.</p>
<p>The Contraband Forfeiture Trust Fund is used to provide law enforcement activities.</p>	<p>Receipts of money or property confiscated during illegal activities.</p>
<p>The Cemetery Trust Fund accounts for Greenwood Cemetery operations</p>	<p>Cemetery plot sales and interment fees.</p>
<p>The CRA Trust Funds account for debt service and operating obligations for the City's four Community Redevelopment Areas (CRA's). The CRA Revenue Bond Funds are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.</p>	<p>Tax increment financing collected in the four districts.</p>
<p>The 911 Emergency Phone System Fund provides funding to offset some expenses of Police and Fire emergency communications.</p>	<p>9-1-1 fee imposed on telephone bills.</p>
<p>The Special Assessments Fund is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.</p>	<p>Assessment payments.</p>

CAPITAL PROJECT FUNDS

<p>The Capital Improvement Project Fund accounts for capital projects not accounted for elsewhere.</p>	<p>Capital grants, operating transfers from other funds, property tax.</p>
<p>The Public Safety Construction Fund accounts for the public safety capital projects.</p>	<p>Bond revenue.</p>

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDS

ENTERPRISE FUNDS

The **Parking System Fund** is for operation of the City's on-street and parking garage facilities, including enforcement. The **Parking Facility Revenue Bond** is a part of the City's debt service. The **CNL R&R Fund** accounts for the City contribution to the repair and rehabilitation fund established for the shared garage located behind City Hall. Contribution is per the agreement with CNL.

Parking fees for the Parking System Fund. The CNL R&R Fund Comes from a contribution from the General Fund.

The **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. 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.

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDS

INTERNAL SERVICE FUNDS

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

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

The **Supplemental City Staff Fund**, also known as the Rapid Assistance Program, is comprised of employees that will be used to supplement existing City staff when and where needed. Fees assessed to other funds.

The **Pension Participant Services Fund** assists current and former employees with their deferred compensation and defined contribution pension programs. Sponsor rebate from the plan administrator.

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

Purpose

Source of Funds

COMPONENT UNIT FUNDS

The **Downtown Development Board Fund** promotes development and redevelopment in the downtown area. One mill tax levy collected within the established downtown area.

The **Civic Facilities Authority Fund** and **Sports Complex Concessions** operates the Florida Citrus Bowl and Tinker Field Sports complex. Debt Service for the Civic facility is provided with the Civic Facilities Authority Sinking Fund. Orange County contribution, charges for the use of the facilities, including a portion of concession sales.

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.



BUDGET ADDRESS



Good morning, Commissioners. I am here to present you, the Orlando City Council, a balanced budget for fiscal year 2006-2007, which begins on October 1, 2006, and runs through September 30, 2007.

To our residents and constituents who have joined us here this morning and those watching at home ... thank you. The subject of finances and policies is not always the most exciting topic, but it is definitely one of the most important. We appreciate that you are involved in this budgetary process through your presence here today.

Commissioners, each year you are asked to spend considerable time reviewing information related to our City's budget. In the past few weeks, we've participated in numerous presentations that were open to the public. I want to applaud you for tackling that project head on.

Getting us to this point where I can present you with this budget, would not be possible without considerable work by our dedicated City employees. Representing every office and department, they act as our frontline...gathering information we need to make sound financial decisions, exemplifying good customer service, and making recommendations that benefit a world-class city. Their work does not go unnoticed and I want to thank them for their commitment.

Please note ... this budget includes the pay and benefit increases from three-year contracts that we have negotiated with the various unions that represent our City staff.

I want to specifically thank our City's Chief Financial Officer, Rebecca Sutton; Deputy Chief Financial Officer, Ray Elwell; and their team for working through the details of this year's budget. This is a huge task and I appreciate the dedication they have shown through this process.



BUDGET ADDRESS

It is hard to believe that this is the fourth time I've presented City Council with an annual budget. Over the past few weeks we've seen that our financial outlook is very different this year than when I took office in 2003. It has not been an easy road; however we have met and overcome challenges such as rising healthcare and labor costs, hurricane damage and rising fuel costs.

For the past three years, though faced with recurring financial gaps, we were able to balance the budget without raising taxes thanks to a new forecasting process that helps us plan for the future. Our City managers' are dedicated to managing their budgets to remain "in the black", ensuring that we get the best return on our investment from city assets. And, the creation and guidance of a Finance Committee has provided us with valuable financial oversight and advice.

By making some difficult decisions and with City Council's dedication to that process, we have righted the City's financial ship, and put our financial future back on track. And, we have done so after making a deliberate and careful decision not to raise our millage rate.

Through all of this, our City Council and City staff have established an environment where we will not tolerate unjustified spending or inefficient services. We've recognized that our citizens deserve better and we have given it to them. I commit to you today – now that our budget is back on track – we will remain on this course as long as I hold this office.

We get to build on the solid foundation we have laid. We are not going to talk about financial deficits or filling gaps, but ... thanks to a growing tax base ... we are focused on finding the best way to invest an unexpected increase in ad valorem revenue.

I want to point out, that this budget also includes a dividend from OUC in the amount of \$45,700,000, which represents 80 percent of their projected net income. Traditionally, OUC has provided the City with 60 percent of its net earnings, and I want to thank them for this additional commitment.

We are moving ahead, but we are doing so cautiously and with careful consideration. The recommendations I'm making today, are not done lightly. It is our responsibility to ensure that revenue is used to make sure that the most critical services that affect our citizens daily lives are enhanced.

The budget presented is about learning from our past, securing our future and preparing for our City's continued growth. Therefore, I am asking for your approval to fund projects in key areas.



First...Public Safety

From the day I took office, public safety has been my number one priority. This City Council has been supportive of that goal time and time again. In my first budget address, when we reduced the size of our City government by 7 percent we remained committed to public safety by adding personnel. Last year, when budgets were tight, we provided \$1.7 million for tools, technology and training needed by our police and fire departments. With this year's fortunate growth in ad valorem revenue, we need to maintain our commitment to public safety.

Our community continues to experience tremendous growth, and we must enhance the strength and force of our City police and fire departments in order to meet and respond to the challenges the City faces today, and will face in the future.

Therefore, I am proposing a three-year, comprehensive Public Safety initiative to increase the effective strength of our police officers and fire personnel by 11 percent.

This multi-year program will also dedicate bondable revenue to capital improvements resulting in more than \$65 million in public safety projects.



BUDGET ADDRESS

Specifically, I am asking that we devote \$12.1 million dollars this year and \$17.9 million dollars each year thereafter to protect our citizens and visitors by funding:

- 75 additional police officers to patrol our neighborhoods and protect our children and seniors;
- Two detectives in the violent crimes section of our Investigative Bureau;
- Three new fire stations with 45 new fire personnel;
- The addition of two police sub-stations to serve the southeast and southwest parts of our City;
- Construction of a state-of-the-art, OPD training center that would ensure our officers get the most up-to-date training;
- Installation of a new high-tech, digital communication system that will soon be the standard around Orange County and will allow all of our region's public safety departments to communicate;
- And, 13 new communication specialists who are the first people our citizens talk to in an emergency situation.

This safety initiative also includes money to help safeguard our community's legacy of investing in families, parks and recreation. Over the past two years, a long list of new recreation centers and park beautification projects have been completed across every district in this City.

First, I am proposing that we protect these valuable assets by funding two OPD community service officers dedicated to patrolling our parks. These funds would also be used to add part-time security guards at three of our recreational facilities where they could assist residents and maintain the quality of those centers.

Second, I am asking for your approval of funding to help safeguard our City's "crown jewel" ... Lake Eola. This money would allow us to upgrade our staff to "Park Rangers" giving them more authority to do their job and maintain the quality of that park.

And, third... something that has been discussed more than once on this Council... graffiti. Graffiti attracts other forms of crime and street delinquency to our City neighborhoods.



BUDGET ADDRESS

I am proposing that we expand the Keep Orlando Beautiful program by dedicating a staff member to establish a graffiti reduction initiative. The goal of that initiative would be to educate youth and adults about preventing and reducing graffiti and provide tools and resources, such as graffiti removal kits, to businesses and residents.

Together, these public safety projects will allow us to continue to offer our residents the highest quality urban services. In fact, they will help our Orlando Fire Department attain its first-ever ISO rating of “1” and allow our OPD officers to become more integrated into the neighborhoods they serve.

The next area we need to focus on is Economic Development.

We have taken a hard look at the increasing demand being placed on the Economic Development Department due to the growth happening across our City. We want to ensure that we provide the highest-level of customer service, so a homeowner doing a renovation or business owner opening a new store is served quickly and efficiently.



I am proposing close to a million dollars be dedicated from this budget to add seven new code-enforcement officers, making up a task force to address violations in apartments and condominium complexes as we see more of these projects come online...five new city planners, allowing that department to refocus on sustainable, long range activities rather than just meeting short term needs...and eight new permitting staff, assuring our level of customer service remains high as our City continues to grow.

The budget also includes funding for important business development projects such as a Neighborhood Commercial District Revitalization Program that would enhance retail and shopping areas in every commissioner’s district.



BUDGET ADDRESS

I am also proposing we fund an Enterprise Center in Commissioner Wyman’s district that would help young companies grow and prosper.

Finally, a new program we’ve discussed that will assist minority and woman owned for-profit small businesses is being launched. Called the Minority/Women Entrepreneurs Business Assistance program or MEBA, this initiative is starting with a pilot program in Parramore this year and will be funded through our downtown CRA.

The third area we want to focus on is Public Works.



Public Works is certainly not the most glamorous subject or the area of City government that garners the most headlines. Although, it certainly houses those services that directly impact the day-to-day lives of our citizens ... from providing well-maintained roads; to constructing new parks and green spaces; to ensuring that systems are in place to reduce flooding in our neighborhoods.

Today, I am proposing several projects that are critical to the long-term sustainability of our City and the core infrastructure on which it is built.

First, 32 Wastewater Capital Projects have been submitted for the 06/07 fiscal year. These projects represent a five year cost of \$140 million. As was discussed during our recent “budget camp”, these funds will be paid through our Wastewater Enterprise Fund and will not be paid out of the general fund.

Examples include updating our downtown sewer system, some of which was built in the 1920s and



BUDGET ADDRESS

30s and needs to be upgraded to handle the significant development happening downtown. We will also install sewers in some of our neighborhoods still served by septic tanks and provide those areas with a more reliable, environmentally friendly means of wastewater service.

Our public works department will complete construction of the Parramore Stormwater Treatment Facility at a cost of \$1.5 million. This will allow a million dollars worth of work to begin on the first phase of the Parramore Heritage Central Park and lead to our downtown having a new jewel...a park to enhance the Parramore neighborhood's quality of life and help attract new economic development investment to the west side of I-4.

Work will also begin on developing the City green spaces in Baldwin Park. This includes extension of the Blue Jacket Park, construction of the Harbor Park and extending the trail system around Lake Baldwin and Lake Susannah. These projects will be done in three phases and will cost a total of \$4 million.

In the world of transportation, I am proposing continued support of METROPLAN ORLANDO, our region's metropolitan planning organization. I am also proposing that we contribute \$4.5 million to LYNX, our nationally-recognized transportation authority, as well as \$1.6 million to the continued operation of the downtown Lymmo service. Our region's continued growth relies on our commitment to supporting these valuable mass transit options.

Conclusion

Commissioners, this budget represents a defining moment. For the past several years, we have been faced with significant budget constraints. Now that we stabilized our financial condition, we have the opportunity to consider enhancements to our services.

Over the coming year, there will be other monetary decisions that we will need to make for projects like the community venues and commuter rail. I cannot express to you how important these projects would be for the City of Orlando and our region. These are decisions that will benefit our citizens for generations and will help define who we are as a community.



BUDGET ADDRESS

A region's quality of life, transportation infrastructure, public safety organizations, education system and economic vitality are what make it a great place to live, work, play and learn.

Left neglected, they can erode a city and region's foundation if its leaders don't prioritize maintaining and strengthening these assets.

I look forward to working on these important initiatives with you over the coming year.

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 \$801,856,319 (eight hundred one million eight hundred fifty six thousand three hundred nineteen). I repeat ... for the fourth year, this budget does NOT include an increase in the millage rate which is currently 5.6916.

On September 11th and 18th, 2006, 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.



Budget in Brief



Once approved, the adopted budget will be online for the new fiscal year that starts this October. This budget address will also be posted on our Web site immediately.

Commissioners, thank you for your service to our residents and for maintaining your commitment to fiscal responsibility. I look forward to the year ahead, and the great things we will accomplish as a City.



Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2004/2005 Actual Revenues	FY 2005/2006 Revised Budget	FY 2006/2007 Adopted Budget
General Fund	\$ 293,661,051	\$ 318,228,151	\$ 342,427,021
SPECIAL REVENUE			
911 Emergency Telephone System	577,309	394,236	379,408
Building Code Enforcement	-	-	9,767,120
Capital Improvement Fund	13,841,420	34,173,864	9,220,000
CEB Lien Assessment Fund	606,901	690,696	540,000
Cemetery Trust Fund	444,440	512,437	628,746
Community Development Block Grant	2,999,914	5,567,832	2,282,595
Community Redevelopment Agency Fund	10,352,606	13,253,708	12,474,343
Contraband Forfeiture Trust Funds	328,680	1,066,076	20,000
CRA Trust Funds	20,642,552	23,115,721	28,620,164
Dubsdread Golf Course	1,424,973	1,195,927	831,831
Gas Tax Fund	14,354,130	24,474,339	10,765,232
Harry P. Leu Gardens Trust Fund	2,164,742	2,256,411	2,228,706
HOME Investment Partnership Fund	764,701	5,250,938	1,354,870
HOPWA Grant Fund	1,956,982	8,784,195	2,906,000
HUD Homeless Grant Fund	87,861	111,547	97,205
Law Enforcement Training Fund	242,725	246,240	243,700
Local Housing Assistance Trust Fund	1,228,243	1,504,416	1,976,049
Mennello Museum Fund	537,958	490,918	481,266
OCPS - Crossing Guard Fund	305,137	387,683	456,614
Public Safety Construction Fund	-	-	67,000,000
Special Assessment Funds	1,094,103	1,678,391	1,664,657
Transportation Grant Fund	1,948,863	2,084,600	2,335,445
Transportation Impact Fee Funds	6,413,347	10,285,571	7,091,997
Utility Services Tax Fund	39,662,940	37,860,906	40,276,628
DEBT SERVICE			
CRA Debt Service - Internal Loan Fund	2,674,399	3,067,296	3,032,202
CRA Debt Service Refunding	2,665,091	2,741,954	2,671,074
CRA Debt Service-Conroy Road	2,317,711	2,560,900	2,505,346
CRA Debt Service-Republic Drive	352,403	3,316,619	3,314,650
Jefferson Garage Debt	-	612,304	1,862,006
Parking Facility Revenue Bonds Fund	3,488,460	3,486,260	3,488,460
Taxable Series H Debt	676,195	1,128,426	1,095,036
Wastewater Revenue Bond Funds	14,935,632	41,398,457	17,404,062
ENTERPRISE			
Arena Concessionaire Fund	6,699,305	6,722,368	5,986,578
Center for Arts & Education	144,315	133,103	140,603
CNL R&R	104,116	30,000	30,000
Orlando Centroplex Fund	11,362,230	12,574,306	14,429,931
Parking System Revenue Fund	9,831,245	33,364,600	13,300,591
Solid Waste Fund	19,482,531	25,221,341	22,497,462
Sports Complex Concession Fund	1,920,480	1,793,023	1,547,400
Stormwater Utility Fund	17,241,768	28,259,925	18,122,033
Wastewater Construction Funds	14,162,227	59,197,712	6,100,000
Wastewater Impact Fee Reserve Fund	13,853,842	17,556,264	12,513,520
Wastewater R & R Fund	2,596,708	14,710,782	1,764,952
Wastewater Revenue Fund	43,232,382	49,689,579	47,139,736
INTERNAL SERVICE			
Fleet Management Fund	13,694,263	10,638,530	14,749,342
Fleet Replacement Funds	10,078,972	13,194,389	11,181,746
Internal Loan Fund	7,011,392	26,192,874	21,994,334
Pension Participant Services	159,179	100,000	100,000
Risk Management Fund	15,272,736	18,475,914	20,625,643
Supplemental City Staff	1,547,647	1,062,940	1,379,182
COMPONENT UNIT			
Civic Facilities Authority Revenue Fund	2,733,562	4,055,596	3,906,894
Civic Facilities Authority Sinking Fund	322,628	308,744	307,375
Downtown Development Board Fund	1,886,741	2,093,896	2,250,785
PENSION TRUST			
City Pension Funds	108,412,914	505,346	526,654
TOTAL CITY OF ORLANDO	\$ 744,502,652	\$ 877,808,251	\$ 802,037,194

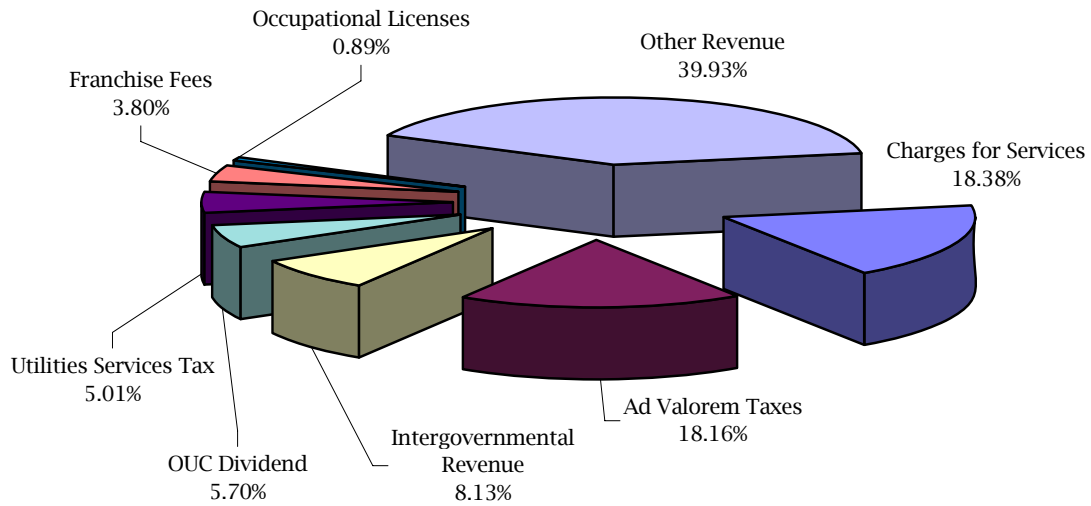
Budget in Brief

Fund Expenditure Comparison By Fiscal Year

	FY 2004/2005 Actual Expenditures	FY 2005/2006 Revised Budget	FY 2006/2007 Adopted Budget
General Fund	\$ 294,660,910	\$ 318,228,151	\$ 342,427,021
SPECIAL REVENUE			
911 Emergency Telephone System	577,626	394,236	379,408
Building Code Enforcement	-	-	9,767,120
Capital Improvement Fund	12,565,217	34,173,864	9,220,000
CEB Lien Assessment Fund	209,790	690,696	540,000
Cemetery Trust Fund	625,861	512,437	628,746
Community Development Block Grant	2,405,851	5,567,832	2,282,595
Community Redevelopment Agency Fund	8,721,731	13,253,708	12,474,343
Contraband Forfeiture Trust Funds	492,564	1,066,076	20,000
CRA Trust Funds	20,650,337	23,115,721	28,620,164
Dubsdread Golf Course	1,160,718	1,195,927	831,831
Gas Tax Fund	16,190,477	24,474,339	10,765,232
Harry P. Leu Gardens Trust Fund	2,138,186	2,256,411	2,228,706
HOME Investment Partnership Fund	761,869	5,250,938	1,354,870
HOPWA Grant Fund	1,956,982	8,784,195	2,906,000
HUD Homeless Grant Fund	87,861	111,547	97,205
Law Enforcement Training Fund	274,130	246,240	243,700
Local Housing Assistance Trust Fund	1,522,875	1,504,416	1,976,049
Mennello Museum Fund	540,963	490,918	481,266
OPCS - Crossing Guard Fund	375,883	387,683	456,614
Public Safety Construction Fund	-	-	67,000,000
Special Assessment Funds	15,437,132	1,678,391	1,664,657
Transportation Grant Fund	2,346,205	2,084,600	2,335,445
Transportation Impact Fee Funds	4,088,706	10,285,571	7,091,997
Utility Services Tax Fund	37,003,704	37,860,906	40,276,628
DEBT SERVICE			
CRA Debt Service - Internal Loan Fund	2,354,673	3,067,296	3,032,202
CRA Debt Service Refunding	2,743,975	2,741,954	2,671,074
CRA Debt Service-Conroy Road	2,282,232	2,560,900	2,505,346
CRA Debt Service-Republic Drive	3,428,453	3,316,619	3,314,650
Jefferson Garage Debt	-	612,304	1,862,006
Parking Facility Revenue Bonds Fund	1,878,460	3,486,260	3,488,460
Taxable Series H Debt	676,195	1,128,426	1,095,036
Wastewater Revenue Bond Funds	4,730,606	41,398,457	17,404,062
ENTERPRISE			
Arena Concessionaire Fund	6,934,968	6,722,368	5,986,578
Center for Arts & Education	150,723	133,103	140,603
CNL R&R	-	30,000	30,000
Orlando Centroplex Fund	12,987,507	12,574,306	14,429,931
Parking System Revenue Fund	12,081,378	33,364,600	13,300,591
Solid Waste Fund	20,250,435	25,221,341	22,497,462
Sports Complex Concession Fund	1,831,662	1,793,023	1,547,400
Stormwater Utility Fund	13,309,524	28,259,925	18,122,033
Wastewater Construction Funds	2,904,204	59,197,712	6,100,000
Wastewater Impact Fee Reserve Fund	11,216,444	17,556,264	12,513,520
Wastewater R & R Fund	2,115,368	14,710,782	1,764,952
Wastewater Revenue Fund	56,863,367	49,689,579	47,139,736
INTERNAL SERVICE			
Fleet Management Fund	10,372,564	10,638,530	14,749,342
Fleet Replacement Funds	9,802,288	13,194,389	11,181,746
Internal Loan Fund	7,011,392	26,192,874	21,994,334
Pension Participant Services	49,836	100,000	100,000
Risk Management Fund	12,501,291	18,475,914	20,625,643
Supplemental City Staff	1,107,799	1,062,940	1,379,182
COMPONENT UNIT			
Civic Facilities Authority Revenue Fund	5,575,079	4,055,596	3,906,894
Civic Facilities Authority Sinking Fund	89,100	308,744	307,375
Downtown Development Board Fund	1,642,008	2,093,896	2,250,785
PENSION TRUST			
City Pension Funds	46,897,950	505,346	526,654
TOTAL CITY OF ORLANDO	\$ 678,585,059	\$ 877,808,251	\$ 802,037,194

Budget in Brief

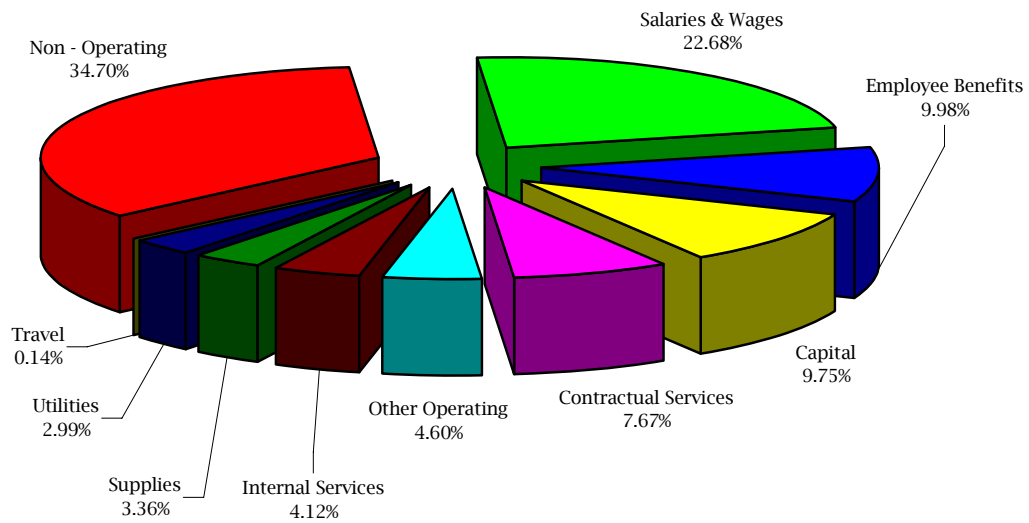
**Total Adopted Budget
Revenue Summary by Source
FY 2006/2007**



Revenue Source	Adopted Budget FY 2006/2007	% of Total
Charges for Services	\$ 147,396,582	18.38%
Ad Valorem Taxes	145,605,890	18.16%
Intergovernmental Revenue	65,210,774	8.13%
OUC Dividend	45,700,000	5.70%
Utilities Services Tax	40,206,628	5.01%
Franchise Fees	30,487,528	3.80%
Occupational Licenses	7,160,000	0.89%
Other Revenue	320,269,792	39.93%
Total	\$ 802,037,194	100.00%

Budget in Brief

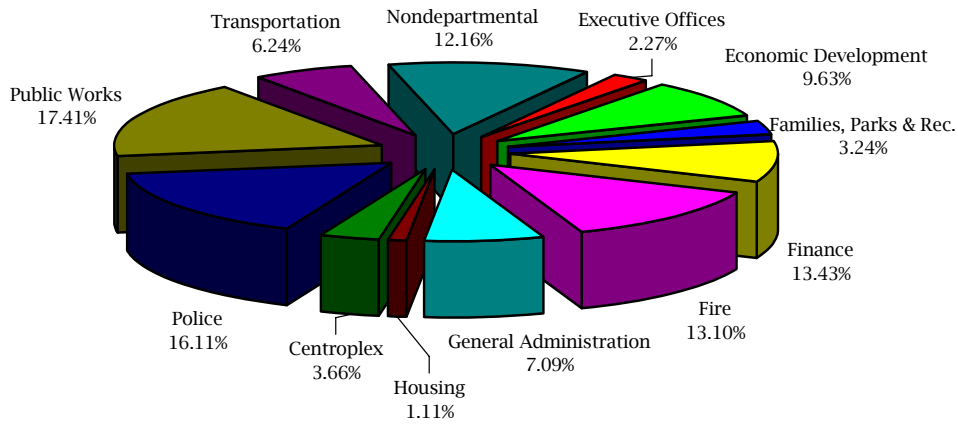
**Total Adopted Budget
Appropriation Summary by Object Code
FY 2006/2007**



Appropriation Source	Adopted Budget FY 2006/2007	% of Total
Non - Operating	\$ 278,336,784	34.70%
Salaries & Wages	181,902,077	22.68%
Employee Benefits	80,058,209	9.98%
Capital	78,244,838	9.76%
Contractual Services	61,515,509	7.67%
Other Operating	36,902,338	4.60%
Internal Services	33,068,159	4.12%
Supplies	26,900,998	3.36%
Utilities	23,999,811	2.99%
Travel	1,108,471	0.14%
Total	\$ 802,037,194	100.00%

Budget in Brief

**Total Adopted Budget
Appropriation Summary by Department
FY 2006/2007**



Appropriation Source	Adopted Budget FY 2006/2007	% of Total
Public Works	\$ 139,599,296	17.41%
Police	129,229,129	16.11%
Fire	105,041,117	13.10%
Nondepartmental	97,554,637	12.16%
Finance	72,934,581	9.09%
Economic Development	69,573,258	8.68%
General Administration	56,884,445	7.09%
Transportation	50,075,748	6.24%
Centroplex	29,325,002	3.66%
Families, Parks & Recreation	25,956,847	3.24%
Executive Offices	16,924,770	2.11%
Housing	8,938,364	1.11%
Total	\$ 802,037,194	100.00%

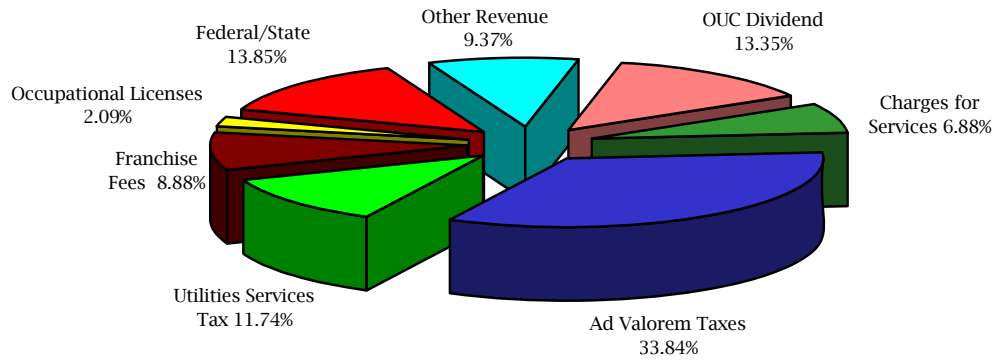
Budget in Brief

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

	ADOPTED	REVISED	ADOPTED	2006/2007	NET	%
	Fy 2005/2006	Fy 2005/2006	Fy 2006/2007	% TOTAL	CHANGE	CHANGE
REVENUES						
Ad Valorem Taxes	\$ 92,656,628	\$ 92,931,714	\$ 115,865,623	33.83%	\$ 22,933,909	24.68%
Utilities Services Tax	37,808,139	37,808,139	40,206,628	11.74%	2,398,489	6.34%
Charges for Services	30,016,813	33,946,963	23,543,179	6.88%	(10,403,784)	(30.65%)
Occupational Licenses	6,785,000	6,785,000	7,160,000	2.09%	375,000	5.53%
Franchise Fees	27,165,440	27,165,440	30,412,528	8.88%	3,247,088	11.95%
Federal/State Revenue	43,444,036	46,645,937	47,447,268	13.86%	801,331	1.72%
OUC Dividend	47,800,000	47,800,000	45,700,000	13.35%	(2,100,000)	(4.39%)
Other Revenue	27,502,297	25,144,958	32,091,795	9.37%	6,946,837	27.63%
	<u>\$ 313,178,353</u>	<u>\$ 318,228,151</u>	<u>\$ 342,427,021</u>	<u>100.00%</u>	<u>\$ 24,198,870</u>	<u>7.60%</u>
APPROPRIATIONS						
By Department						
Executive Offices	\$ 15,328,547	\$ 17,102,072	\$ 16,301,024	4.76%	(\$801,048)	(4.68%)
Centroplex	164,875	168,603	436,852	0.13%	268,249	159.10%
Economic Development	14,160,872	15,713,512	12,888,644	3.76%	(2,824,868)	(17.98%)
Families, Parks & Rec.	23,490,050	23,914,026	25,125,016	7.34%	1,210,990	5.06%
Finance	4,978,582	4,894,231	5,437,672	1.59%	543,441	11.10%
Fire	60,357,769	61,541,261	64,229,432	18.76%	2,688,171	4.37%
General Administration	28,898,895	28,803,890	29,997,008	8.76%	1,193,118	4.14%
Housing	292,106	297,456	321,645	0.10%	24,189	8.13%
Police	101,316,155	105,100,908	109,141,092	31.87%	4,040,184	3.84%
Public Works	11,693,487	11,883,137	12,678,349	3.70%	795,212	6.69%
Transportation	9,839,694	10,109,304	11,232,017	3.28%	1,122,713	11.11%
Debt Service	9,695,650	9,961,253	13,815,261	4.03%	3,854,008	38.69%
Nondepartmental	32,961,671	28,738,498	40,823,009	11.92%	12,084,511	42.05%
	<u>\$ 313,178,353</u>	<u>\$ 318,228,151</u>	<u>\$ 342,427,021</u>	<u>100.00%</u>	<u>\$ 24,198,870</u>	<u>7.60%</u>
By Major Category						
Salaries & Benefits	\$ 203,984,351	\$ 208,741,155	\$ 213,038,883	62.22%	\$ 4,297,728	2.06%
Operating Costs	42,722,497	45,000,538	49,835,552	14.55%	4,835,014	10.74%
Internal Services	21,366,635	21,471,122	22,196,377	6.48%	725,255	3.38%
Capital & Nonoperating	35,409,220	33,054,083	43,540,948	12.72%	10,486,865	31.73%
Debt Service	9,695,650	9,961,253	13,815,261	4.03%	3,854,008	38.69%
	<u>\$ 313,178,353</u>	<u>\$ 318,228,151</u>	<u>\$ 342,427,021</u>	<u>100.00%</u>	<u>\$ 24,198,870</u>	<u>7.60%</u>

Budget in Brief

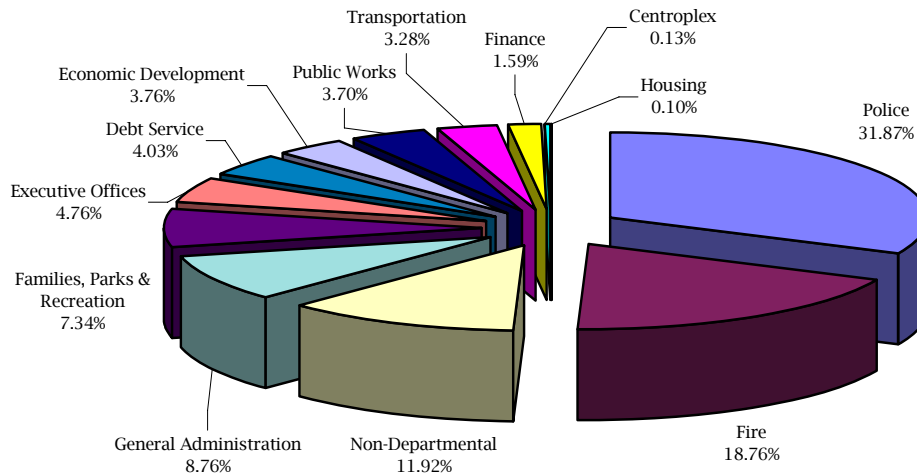
General Fund Revenues by Source
FY 2006/2007



Source of General Revenue	Adopted Budget FY 2006/2007	% of Total
Ad Valorem Taxes	\$ 115,865,623	33.84%
Federal/State Revenue	47,447,268	13.85%
OUC Dividend	45,700,000	13.35%
Utilities Services Tax	40,206,628	11.74%
Other Revenue	32,091,795	9.37%
Franchise Fees	30,412,528	8.88%
Charges for Services	23,543,179	6.88%
Occupational Licenses	7,160,000	2.09%
Total	\$ 342,427,021	100.00%

Budget in Brief

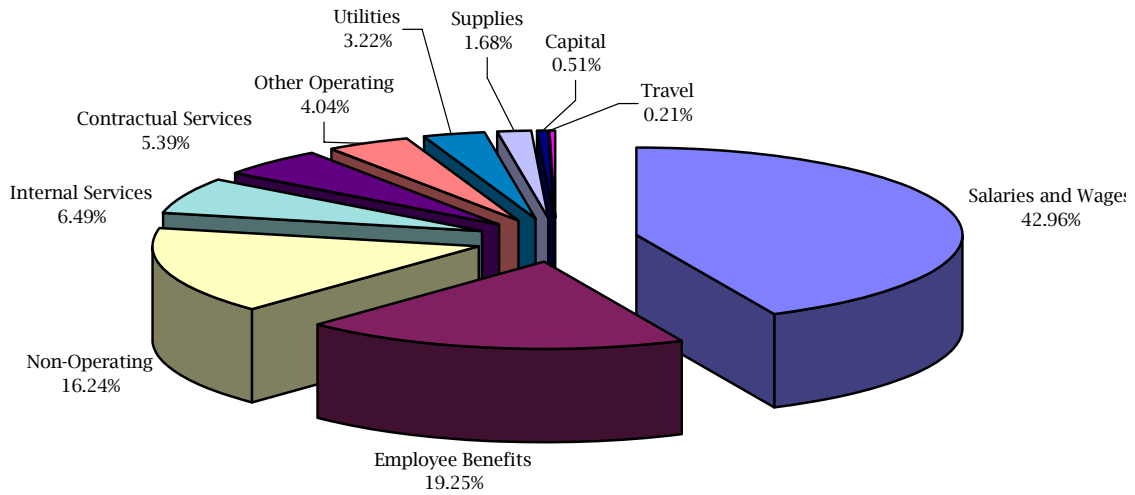
General Fund Uses by Department
FY 2006/2007



Department	Adopted Budget FY 2006/2007	% of Total
Police	\$ 109,141,092	31.87%
Fire	64,229,432	18.76%
Non-Departmental	40,823,009	11.92%
General Administration	29,997,008	8.76%
Families, Parks & Recreation	25,125,016	7.34%
Executive Offices	16,301,024	4.76%
Debt Service	13,815,261	4.03%
Economic Development	12,888,644	3.76%
Public Works	12,678,349	3.70%
Transportation	11,232,017	3.28%
Finance	5,437,672	1.59%
Centroplex	436,852	0.13%
Housing	321,645	0.10%
Total	\$ 342,427,021	100.00%

Budget in Brief

General Fund Uses by Object Code
FY 2006/2007



Object Code	Adopted Budget FY 2006/2007	% of Total
Salaries and Wages	\$ 147,125,688	42.97%
Employee Benefits	65,913,195	19.25%
Non-Operating	55,607,472	16.24%
Internal Services	22,230,430	6.49%
Contractual Services	18,444,176	5.39%
Other Operating	13,851,104	4.04%
Utilities	11,037,737	3.22%
Supplies	5,737,472	1.68%
Capital	1,743,737	0.51%
Travel	736,010	0.21%
Total	\$ 342,427,021	100.00%

Budget in Brief

Comprehensive Public Safety Initiative

Operating Cost in Millions

	FY2006/2007		Next Two Years		Annualized Ongoing	
	Positions	Cost	Positions	Cost	Positions	Cost
Police Department						
Patrol Officers	24	\$ 1.95	51	\$ 4.14	75	\$ 6.09
Detectives	2	0.16			2	0.16
Emergency Communication Specialists	10	0.37			10	0.37
Department Total	36	\$ 2.48	51	\$ 4.14	87	\$ 6.62
Fire Department						
Firefighters	30	\$ 3.40	15	\$ 1.70	45	\$ 5.10
Emergency Communication Specialists	3	0.11			3	0.11
Fire Inspectors	2	0.11			2	0.11
Department Total	35	\$ 3.62	15	\$ 1.70	50	\$ 5.32
Families Parks and Recreation						
Community Service Officers	2	\$ 0.09			2	\$ 0.09
Contract Security		0.04				0.04
Park Services Specialist	1	0.05			1	0.05
Department Total	3	\$ 0.18			3	\$ 0.18
Economic Development						
Multi-Family Inspection Program	7	\$ 0.79			7	\$ 0.79
Department Total	7	\$ 0.79			7	\$ 0.79
Debt Service* (Estimated Annual Cost)						
Police Capital Projects		\$ 2.30				\$ 2.30
Fire Capital Projects		3.50				3.50
Department Total		\$ 5.80				\$ 5.80
Grand Total	81	\$ 12.85	66	\$ 5.84	147	\$ 18.71

* Proposed Capital Projects Totaling \$67 Million

Fire Department:

- #1A and #1B Relocation
- #5 - South Orange Avenue Relocation
- #6 - Executive Airport Renovation
- #7 - Washington Shores Relocation
- #11 - East Side (Curry Ford) Renovation
- #13 - Southport Relocation
- #14 - Vista East Renovation / Replacement
- #15 - Savannah Park New Station
- #16 - Lake Nona - Mudd Lake New Station
- #17 - Millenia New Station

Police Department:

- Radio System Upgrade
- Police Training Facility
- Southeast Sub-Station
- Southwest Sub-Station

Budget in Brief

STAFFING TABLE
CITY OF ORLANDO
FY 2006/2007

	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted FY 2006/2007	Percent of Total
SUMMARY BY DEPARTMENT				
Executive Offices	117	119	126	3.77%
Centroplex	95	92	93	2.79%
Economic Development	161	194	216	6.47%
Families, Parks & Recreation	267	270	274	8.21%
Finance	48	54	56	1.68%
Fire	509	514	549	16.45%
General Administration	251	251	254	7.61%
Housing	18	17	17	0.51%
Police	983	1,000	1,037	31.06%
Public Works	537	546	559	16.75%
Transportation	149	157	157	4.70%
TOTAL CITY OF ORLANDO	<u>3,135</u>	<u>3,214</u>	<u>3,338</u>	<u>100.00%</u>

	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted FY 2006/2007	Percent of Total
SUMMARY BY FUND				
General	2,484	2,522	2,545	76.23%
Wastewater Revenue	214	222	230	6.89%
Solid Waste	118	118	118	3.53%
Parking System Revenue	88	88	88	2.64%
Building Code Enforcement	-	-	90	2.70%
Orlando Centroplex	59	56	56	1.68%
Stormwater Utility	22	52	55	1.65%
Fleet Management	45	45	45	1.35%
Leu Gardens Trust	24	24	25	0.75%
Supplemental Staff (RAP Team)	20	20	20	0.60%
Community Redevelopment Agency	9	15	16	0.48%
Risk Management	11	13	13	0.39%
Community Development Block Grant	12	11	11	0.33%
Civic Facilities Authority Revenue	8	9	9	0.27%
Downtown Development Board	6	4	3	0.09%
Cemetery Trust	4	4	4	0.12%
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%
Fire Pension	1	1	1	0.03%
Law Enforcement Trust	1	1	-	N/A
TOTAL CITY OF ORLANDO	<u>3,135</u>	<u>3,214</u>	<u>3,338</u>	<u>100.00%</u>

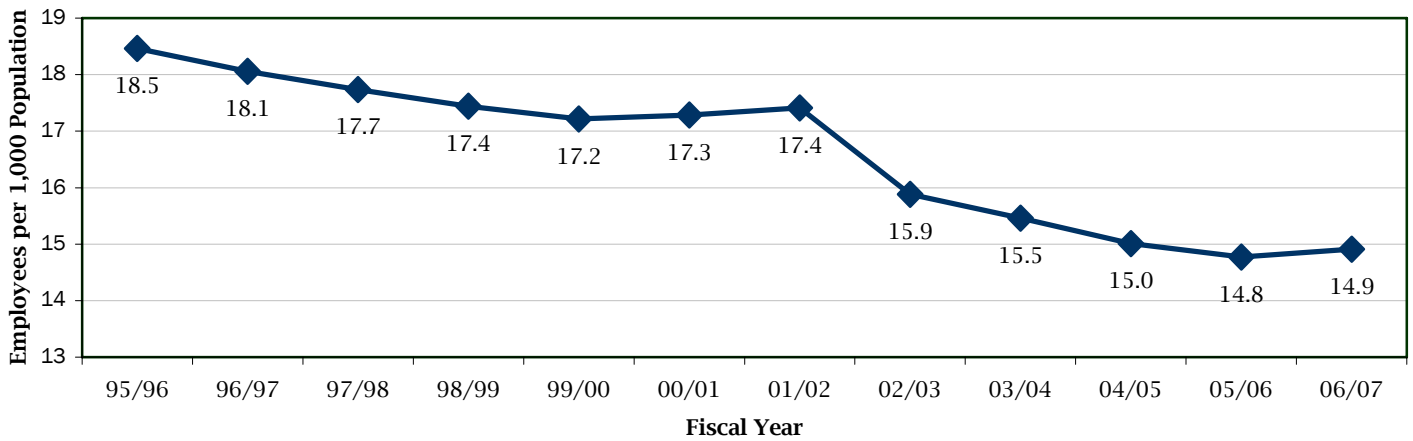
CITYWIDE SUMMARY

Revised Staffing FY 2005/2006	3,214
Proposed Additional Personnel	126
Proposed Personnel Deletions	(2)
TOTAL CITY OF ORLANDO	<u>3,338</u>

Please refer to the Appendix, pages 400 through 404, for the following schedules: approved additional personnel, approved personnel deletions, approved position changes contract to permanent.

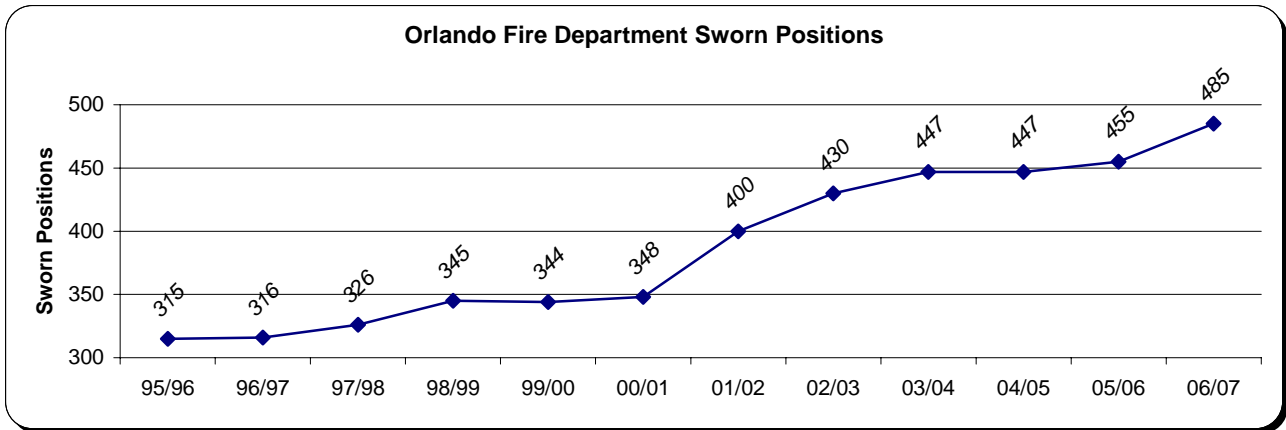
Budget in Brief

Employees per Thousand City Population

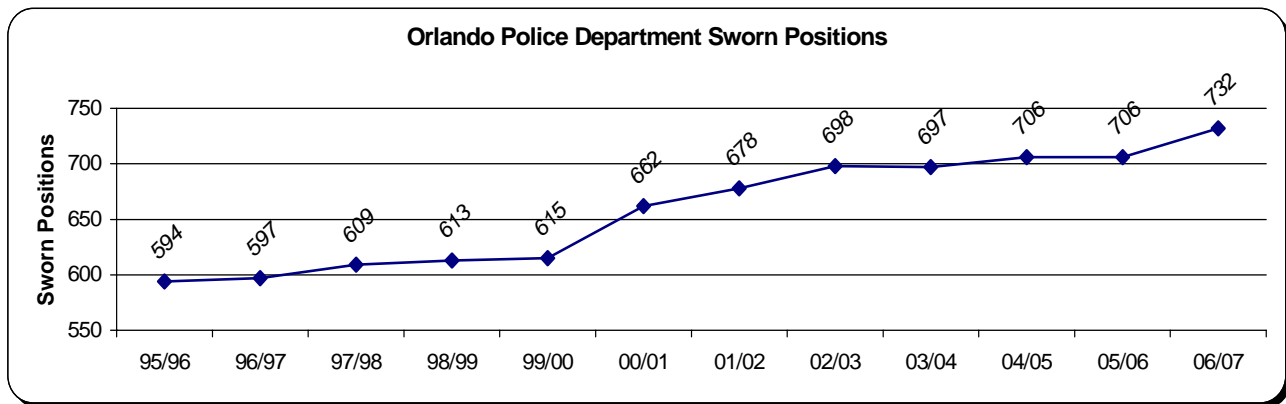


Fiscal Year	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
Employees	3,196	3,185	3,187	3,191	3,179	3,214	3,282	3,095	3,121	3,135	3,214	3,338
City Population	173,122	176,373	179,698	182,986	184,639	185,951	188,494	194,913	201,851	208,900	217,567	223,875
per 1,000	18.5	18.1	17.7	17.4	17.2	17.3	17.4	15.9	15.5	15.0	14.8	14.9

Orlando Fire Department Sworn Positions

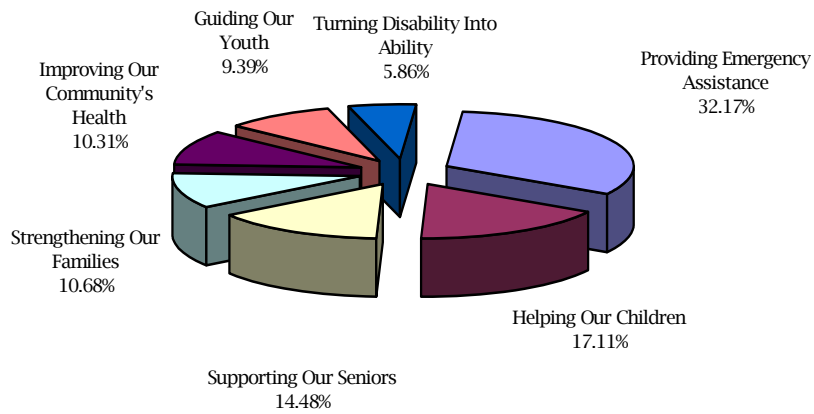


Orlando Police Department Sworn Positions



Budget in Brief

Community Service Organization Funding by Area of Focus
BUDGET FY 2006/2007



Focus Care Area	City Funding	% of Total
Providing Emergency Assistance	\$ 674,647	32.17%
Helping Our Children	358,867	17.11%
Supporting Our Seniors	303,745	14.48%
Strengthening Our Families	223,920	10.68%
Improving Our Community's Health	216,233	10.31%
Guiding Our Youth	197,000	9.39%
Turning Disability Into Ability	123,013	5.86%
Total:	\$ 2,097,425	100.00%

Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Adopted FY 2005/2006	Adopted FY 2006/2007
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
Orlando/Orange Compact	95,000	105,000
Consumer Credit Counseling Service	7,500	7,500
Devereux Foundation, Inc.	20,700	20,700
Freedom Ride	11,788	11,788
Guardian Care	49,877	49,877
Harbor House	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 Day Nursery Association, Inc.	-	10,000
Orlando Korean Senior Center	5,000	-
Quest	59,225	59,225
Retired Senior Volunteer Program	3,212	3,212
Salvation Army	47,200	47,200
Seniors First, Inc.	234,500	250,656
Share the Care	28,128	28,972
Stepping Stone Foundation, Inc.	74,000	-
Subtotal - Community Service Organizations	<u>\$ 2,139,425</u>	<u>\$ 2,097,425</u>

OTHER AGENCIES

	Adopted FY 2005/2006	Adopted FY 2006/2007
Black Business Investment Fund	\$ 142,500	\$ 142,500
Citrus Sports	55,000	(1) 82,500
City Kidz	200,000	-
Channel 24	40,000	20,000
Downtown Arts District	150,000	175,000
Dr. Phillips Performing Arts Center	20,000	20,000
Economic Development Commission	420,000	434,654
Heart of Florida United Way	15,730	15,730
Hispanic Business Initiative Fund	79,500	79,500
Impact Fee Assistance Program	19,000	50,000
M/WBE Alliance	75,000	75,000
MetroPlan	156,675	163,175
Mayor's Grants	165,000	165,000
Orange Blossom Trail Development Board	42,000	21,000
Orlando Area Sports Commission	96,724	96,724
Orlando Humane Society	20,000	20,000
Orlando Science Center	600,000	600,000
Parramore Child Care Executive Partnership	-	200,000
United Arts of Central Florida	541,937	557,835
Subtotal - Other Agencies	<u>\$ 2,839,066</u>	<u>\$ 2,918,618</u>

Funding provided by the General Fund unless otherwise noted.

(1) FY 2005/2006 - \$30,000 General Fund, \$25,000 CRA
FY 2006/2007 - \$57,500 General Fund, \$25,000 CRA

Continued on next page

Budget in Brief

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Adopted FY 2005/2006	Adopted FY 2006/2007
<u>Community Development Block Grant</u>		
Center for Independent Living - Home Modifications	\$ 25,000	\$ 25,000
Frontline Outreach Facility Improvements	-	638,884
Health Care for the Homeless Facility Improvements	-	329,258
Seniors First H.E.A.R.T. Program	150,000	150,000
William Monroe Wells House Rehabilitation	-	260,594
Subtotal - Community Development Block Grant	<u>175,000</u>	<u>1,403,736</u>
<u>Emergency Shelter Grant</u>		
Coalition for the Homeless	65,927	83,705
Lakeside Alternatives	12,821	13,500
Salvation Army	18,432	-
Subtotal - Emergency Shelter Grant	<u>97,180</u>	<u>97,205</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Short term rental, mortgage and utility assistance	970,000	900,000
Tenant based rental assistance	510,000	700,000
Supportive services	517,986	615,400
Facility based housing	591,944	400,000
Subtotal - HOPWA Grant	<u>2,589,930</u>	<u>2,615,400</u>
Total Grant Funding	<u>\$ 2,862,110</u>	<u>\$ 4,116,341</u>
TOTAL - ALL FUNDING	<u>\$ 7,840,601</u>	<u>\$ 9,132,384</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.

Budget in Brief

Capital Improvement Projects 2006/07

	<u>Amount</u>
CAPITAL IMPROVEMENT FUND	
Arena Repairs and Improvements	\$ 515,000
Bob Carr Repairs and Improvements	160,000
Citrus Bowl Repairs and Improvements	500,000
Equipment - Fire Station #15 (Savannah Park)	500,000
Equipment - Fire Station #17 (Millenia)	500,000
Ferguson Drive Improvements	50,000
Leu Gardens Enhancements	225,000
Primrose Building Furnishings	170,000
Records Storage Warehouse	115,000
Streets and Stormwater Yard	200,000
Technology Enhancement Projects	2,000,000
W. Gore St. - South OBT to I-4 On Ramp	235,000
 Repair and Replacement:	
Athletic Field Shade Covers and Safety Netting	100,000
Brick Street Rehabilitation	200,000
City Building Driveways and Parking Lots Upgrade	100,000
Citywide Ball Field Renovation	250,000
Citywide Tennis Court Resurfacing	100,000
Curb Replacement and Ramp Rehabilitation	150,000
Decorative Lighting	25,000
Fire Equipment Replacement Program	650,000
Hazardous Sidewalk Repair	100,000
Hurricane Tree Replacement	100,000
Neighborhood Playground Renovation	250,000
Neighborhood Traffic Management/Traffic Calming	600,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	500,000
Pole and Mast Arm R&R	100,000
ROW Beautification And Median Improvements	125,000
School Safety Sidewalk Program	400,000
Traffic Signal Refurbishing	<u>200,000</u>
CAPITAL IMPROVEMENT FUND TOTAL	\$ 9,220,000

Pages 81 through 83 of this section outline projects to be started this fiscal year. More information on capital projects can be found in the Debt/Capital Improvements section, pages 349 through 368.

Continued on next page

Budget in Brief

Capital Improvement Projects 2006/07

	<u>Amount</u>
GAS TAX	
Area Wide Signal System Fiber Interconnect	\$ 100,000
Bicycle Plan Implementation	25,000
Developer Signals-Matching Funds	150,000
Hazardous Sidewalk Repair	200,000
I-4/John Young Parkway Interchange Landscaping	50,000
International Drive - North Improvements	625,000
Intersection Safety Improvements	200,000
John Young Parkway Debt Service	380,057
Lymmo Debt Service	359,384
LYNX Annual Contribution	4,524,659
New Traffic Signal Locations	284,600
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	1,000,000
Railroad Grade Crossing Rehabilitation	100,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	<u>200,000</u>
GAS TAX TOTAL	\$ 8,498,700

PUBLIC SAFETY CONSTRUCTION FUND

Projects to include:

Public Safety:

Radio System Upgrades

Police Department:

Southwest Substation

Southeast Substation

Training Facility

Fire Department:

Station #1A and #1B Relocation (Downtown)

Station #5 Relocation (S. Orange Ave.)

Station #6 Renovation (Executive Airport)

Station #7 Relocation (Washington Shores)

Station #11 Renovation (Curry Ford Rd.)

Station #13 Relocation (Southport)

Station #14 Replacement (Vista East)

Station #15 New Station (Savannah Park)

Station #16 New Station (Mudd Lake/Lake Nona)

Station #17 New Station (Millenia)

PUBLIC SAFETY CONSTRUCTION FUND TOTAL

\$ 67,000,000

Continued on next page

Budget in Brief

Capital Improvement Projects 2006/07

	<u>Amount</u>
STORMWATER UTILITY	
Andora Street Drainage Improvements	\$ 350,000
Drainage Well Enhancement	250,000
Drainwell Repair and Rehabilitation	300,000
Emergency Spill Cleanup	50,000
Engelwood Park Drainage	250,000
Lake Angel/Conroy Basin Drainage Improvements	350,000
Lake Enhancement Improvements	300,000
Lake Notasulga	200,000
Little Lake Fairview Stormwater Treatment System	1,100,000
Oakley Street Drainage Improvements	250,000
Overbrook Retrofit	200,000
Rapid Response Construction	325,155
Sandbar Removal	350,000
Southport Drainage Improvements	195,508
Stormwater Monitoring	50,000
Stormwater System Construction	300,000
Stormwater System Evaluation	150,000
Streets and Stormwater Yard	200,000
System Repair and Rehabilitation	500,000
Thornton Ave. Drainage Improvements	350,000
TMDL Implementation	300,000
Underdrain Construction	<u>525,000</u>
STORMWATER UTILITY TOTAL	\$ 6,845,663
TRANSPORTATION IMPACT FEE	
Crystal Lk./Maguire Blvd. Debt Service	\$ 800,000
ITS Downtown Masterplan	1,000,000
Lee Vista Blvd. Debt Service	503,241
Mission Road: Conroy to OWG/Pine Hills Rd.	1,000,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,751,256
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	1,789,000
Summerlin Ave. - Anderson to South St.	<u>75,000</u>
TRANSPORTATION IMPACT FEE TOTAL	\$ 6,918,497

Budget in Brief

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Revenue Detail

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

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

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

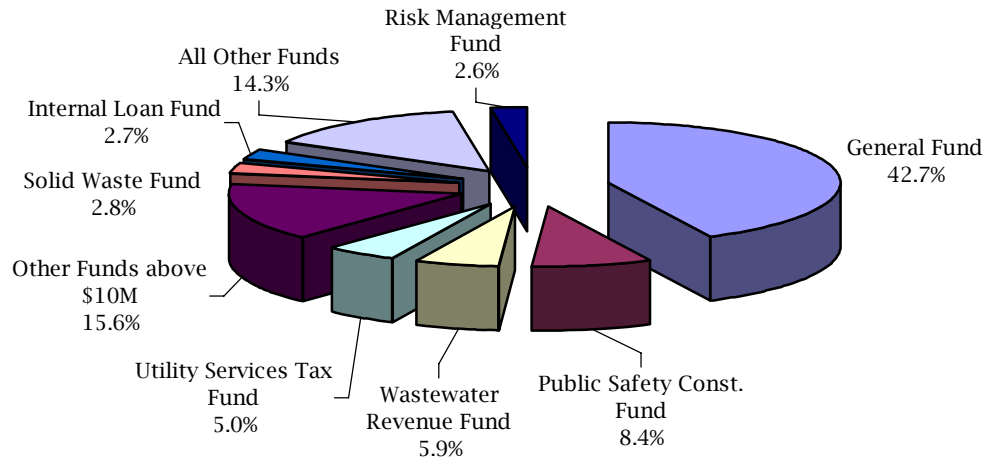
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds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

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

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

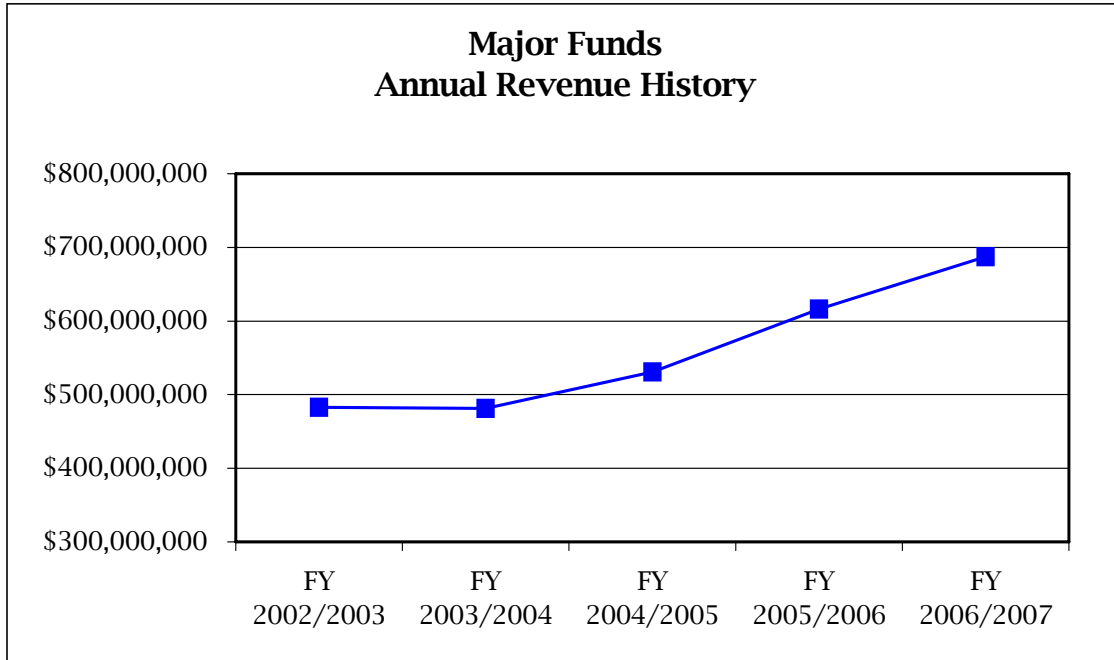
Revenue Detail

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



Rank	Major Fund (more than \$10 million)	Adopted FY 2006/2007	2006/2007 % Total	Cumulative %
1.	General Fund	\$342,427,021	42.69%	42.69%
2.	Public Safety Construction Fund	67,000,000	8.35%	51.04%
3.	Wastewater Revenue Fund	47,139,736	5.88%	56.92%
4.	Utility Services Tax Fund	40,276,628	5.02%	61.94%
5.	Solid Waste Fund	22,497,462	2.81%	64.75%
6.	Internal Loan Fund	21,994,334	2.74%	67.49%
7.	Risk Management Fund	20,625,643	2.57%	70.06%
8.	Stormwater Utility Fund	18,122,033	2.26%	72.32%
9.	CRA Trust Fund	17,867,966	2.23%	74.55%
10.	Fleet Management Fund	14,749,342	1.84%	76.39%
11.	Centroplex Fund	14,429,931	1.80%	78.19%
12.	Parking System Revenue Fund	13,300,591	1.66%	79.85%
13.	Wastewater Impact Fee Reserve	12,513,520	1.56%	81.41%
14.	Community Redevelopment Agency	12,474,343	1.56%	82.97%
15.	Fleet Replacement Fund	11,181,746	1.39%	84.36%
16.	Gas Tax Fund	10,765,232	1.34%	85.70%
17.	All Other Funds	114,671,666	14.30%	100.00%
	TOTAL	\$802,037,194	100.00%	

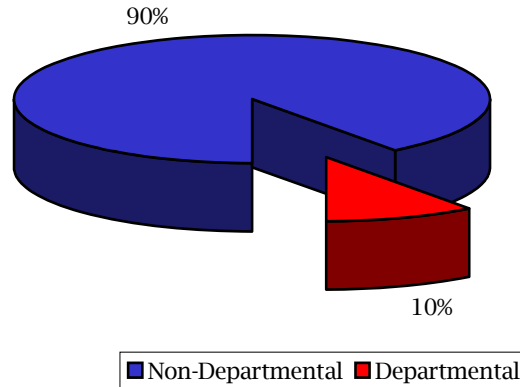
Revenue Detail



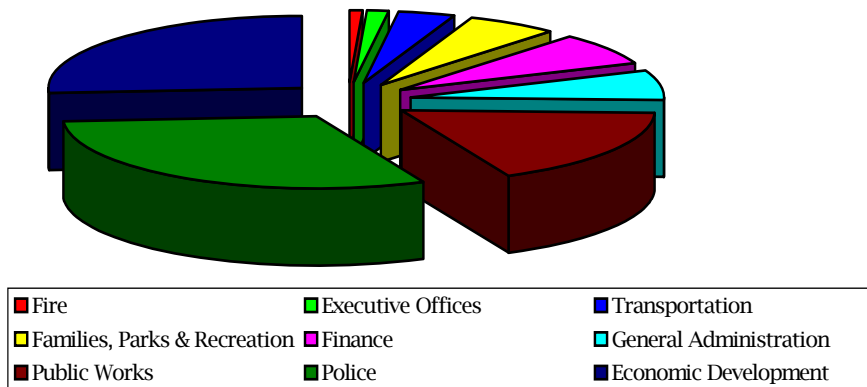
Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
General Fund	\$ 259,455,714	\$ 265,964,657	\$ 293,661,051	\$ 318,228,151	\$ 342,427,021
Public Safety Construction Fund	-	-	-	-	67,000,000
Wastewater Revenue Fund	37,005,127	37,416,459	43,232,382	49,689,579	47,139,736
Utilities Services Tax Fund	38,273,231	38,305,547	39,662,940	37,860,906	40,276,628
Solid Waste Fund	16,370,761	17,297,556	19,482,531	25,221,341	22,497,462
Internal Loan Fund	6,268,131	6,118,649	7,011,392	21,192,874	21,994,334
Risk Management Fund	17,108,505	16,345,347	15,272,736	18,475,914	20,625,643
Stormwater Utility Fund	17,250,612	18,275,324	17,241,768	28,259,925	18,122,033
CRA I/II Trust Fund - Downtown	9,455,284	9,890,863	10,707,104	12,882,728	17,867,966
Fleet Management Fund	14,844,968	12,544,798	13,694,263	10,638,530	14,749,342
Orlando Centroplex Fund	12,365,154	11,236,012	16,031,017	12,574,306	14,429,931
Parking System Revenue Fund	10,625,765	10,865,119	9,831,245	12,840,194	13,300,591
Wastewater Impact Fee Reserve	9,670,402	10,608,783	13,853,842	17,556,264	12,513,520
CRA Operating Fund	6,490,598	5,954,503	6,152,606	13,253,708	12,474,343
Fleet Replacement Fund	9,466,869	9,413,916	10,078,972	13,194,389	11,181,746
Gas Tax Fund	18,324,139	11,132,619	14,810,130	24,474,339	10,765,232
Total	\$ 482,975,260	\$ 481,370,152	\$ 530,723,979	\$ 616,343,148	\$ 687,365,528

Revenue Detail

**General Fund Revenues By Department
Non-Departmental vs. Departmental
FY 2006/2007**



**General Fund Revenues By Department
FY 2006/2007**



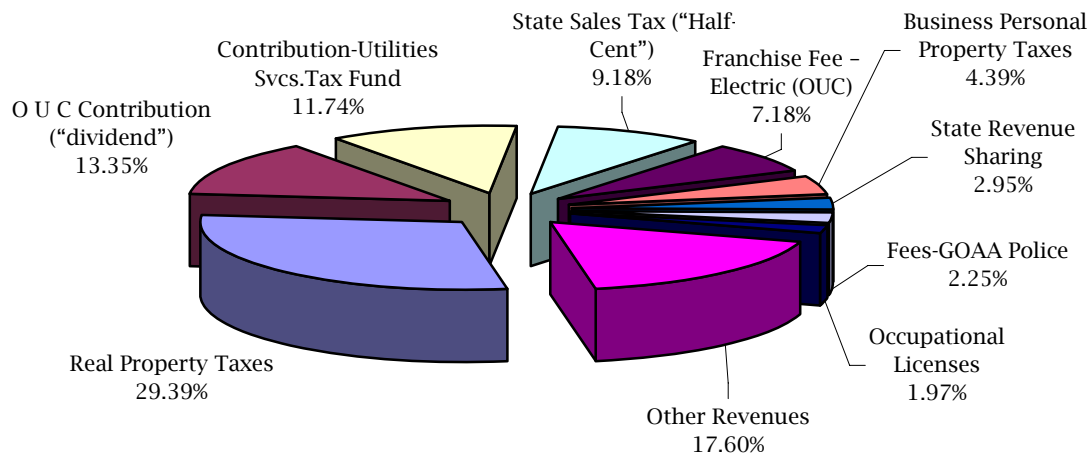
Department	Revised Budget		Adopted Budget		% of Total
		FY 2005/2006		FY 2006/2007	
Non-Departmental	\$	268,668,943	\$	306,900,743	89.62%
Police		12,826,446		11,027,881	3.22%
Economic Development		19,516,811		9,248,758	2.70%
Public Works		6,090,352		6,185,157	1.80%
Finance		2,380,270		2,608,834	0.76%
General Administration		2,492,988		2,351,592	0.69%
Families, Parks & Recreation		2,096,279		2,033,898	0.59%
Transportation		1,080,052		1,275,333	0.37%
Executive Offices		2,078,709		498,104	0.15%
Fire		949,101		296,721	0.10%
Housing		48,200		-	0.00%
Total	\$	318,228,151	\$	342,427,021	100.00%

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 2006/2007, are shown in the table below.

Adopted Budget FY 2006/2007



Revenue Description	Actual FY 2002/2003	Actual FY 2003/2004	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted Budget FY 2006/2007
Real Property Taxes	\$ 60,634,762	\$ 66,135,130	\$ 71,654,720	\$ 79,800,874	\$ 100,637,792
O U C Contribution ("dividend")	32,992,766	31,657,845	34,034,545	47,800,000	45,700,000
Contribution-Utilities Svcs. Tax Fund	36,500,000	37,500,000	36,954,707	37,808,139	40,206,628
State Sales Tax ("Half-Cent")	24,413,099	25,935,004	29,312,751	28,019,807	31,425,987
Franchise Fee - Electric (OUC)	17,320,966	18,033,352	20,187,365	22,000,000	24,600,000
Business Personal Property Taxes	10,966,320	10,947,178	10,826,724	12,990,840	15,037,831
State Revenue Sharing	5,827,786	7,129,345	9,408,292	9,320,073	10,085,873
Fees-GOAA Police	6,771,460	6,690,415	6,954,792	7,688,994	7,720,375
Occupational Licenses	4,526,050	4,595,276	5,167,564	6,375,000	6,750,000
Other Revenues	59,502,505	57,341,112	69,159,591	66,424,424	60,262,535
Total	\$ 259,455,714	\$ 265,964,657	\$ 293,661,051	\$ 318,228,151	\$ 342,427,021

Revenue Detail

MAJOR REVENUE SOURCES GENERAL FUND

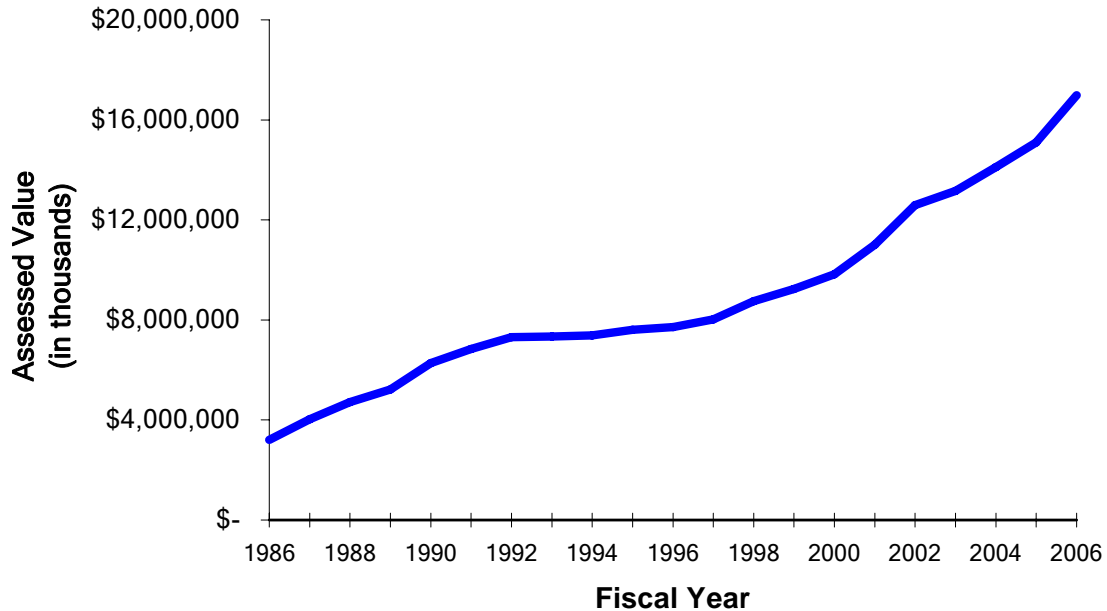
Ad Valorem Property Taxes

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 using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1st and become delinquent on April 1st or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>Budget</u>	<u>Budget</u>
Real Property Taxes	\$ 62,851,408	\$ 68,560,262	\$ 74,292,937	\$ 83,125,910	\$ 104,831,033
Less: Discount for Real Taxes	(2,216,646)	(2,425,132)	(2,638,217)	(3,325,036)	(4,193,241)
Bus. Pers. Property Taxes	11,352,886	11,341,401	11,234,756	13,532,125	15,664,407
Less: Discount Bus. Pers. Taxes	(386,545)	(394,223)	(408,032)	(541,285)	(626,576)
Tax Recovery - Prior Yr Write-offs	(64,190)	(239,186)	319,199	-	-
Interest-Delinquent Taxes	139,861	142,755	193,355	140,000	190,000
TOTAL Property Tax Revenue	\$ 71,676,774	\$ 76,985,877	\$ 82,993,998	\$ 92,931,714	\$ 115,865,623

Revenue Detail

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



Fiscal Year (1)	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
1997	10,601,447,769	2,581,991,474	2,239,370	5,162,852,036	8,022,826,577
1998	11,311,342,292	3,007,626,409	3,564,328	5,567,750,427	8,754,782,602
1999	12,053,757,506	3,135,169,083	2,914,184	5,951,840,472	9,240,000,301
2000	12,741,622,579	3,566,868,911	3,115,000	6,492,573,550	9,819,032,940
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,391,635,294	3,993,160,585	3,105,583	8,405,324,426	16,982,577,036

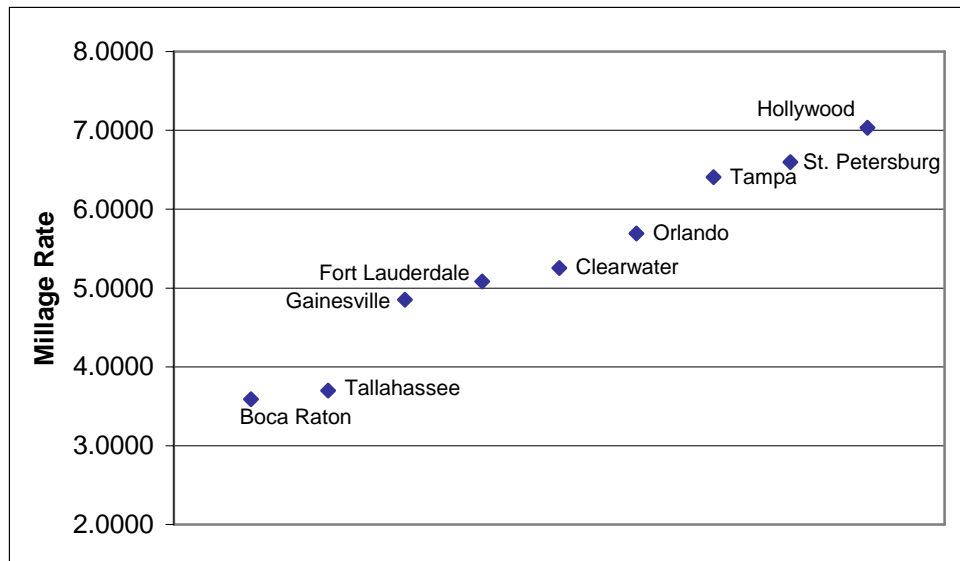
Source: Orange County Property Appraiser

- (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 2006/2007	Debt Service Millage FY 2006/2007	Total Millage FY 2006/2007	General Fund Budget FY 2005/2006
Boca Raton	3.3000	0.2886	3.5886	\$ 117,178,300
Tallahassee	3.7000	0.0000	3.7000	134,598,806
Gainesville	4.8509	0.0000	4.8509	92,183,664
Fort Lauderdale	4.8066	0.2760	5.0826	307,419,408
Clearwater	5.2530	0.0000	5.2530	122,355,010
Orlando	5.6916	0.0000	5.6916	342,427,021
Tampa	6.4080	0.0000	6.4080	330,409,564
St. Petersburg	6.6000	0.0000	6.6000	223,657,000
Hollywood	6.8051	0.2293	7.0344	170,644,472



Millage Rates History (\$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
2005	5.6916	-	5.6916

Revenue Detail

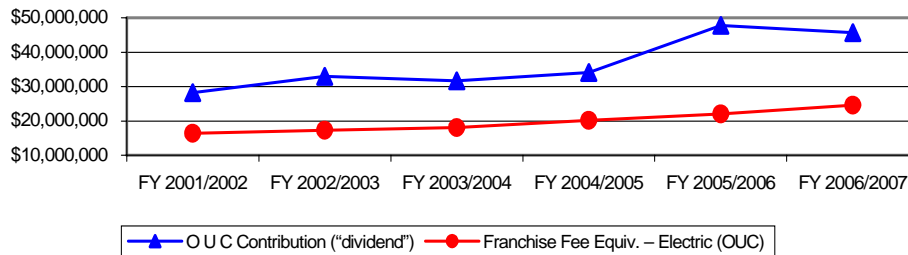
MAJOR REVENUE SOURCES
GENERAL FUND

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s rights of way. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC’s net income, will be 80% of net income for FY06/07. The dividend will decline to 75% the following fiscal year and then to 70% thereafter.

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
O U C Contribution (“dividend”)	\$ 28,203,772	\$ 32,992,766	\$ 31,657,845	\$ 34,034,545	\$ 47,800,000	\$ 45,700,000
Percent Change	-	16.98%	-4.05%	7.51%	40.45%	-4.39%
Franchise Fee Equiv. – Electric (OUC)	\$ 16,357,524	\$ 17,320,966	\$ 18,033,352	\$ 20,187,365	\$ 22,000,000	\$ 24,600,000
Percent Change	-	5.89%	4.11%	11.94%	8.98%	11.82%

OUC History



Revenue Detail

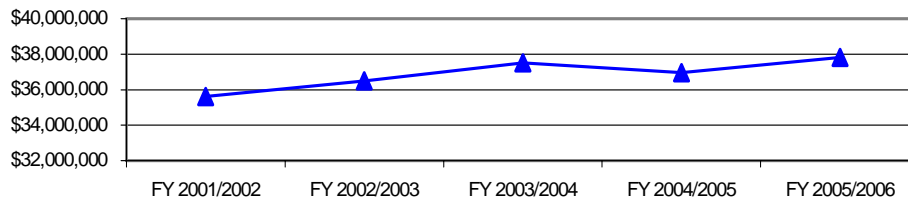
MAJOR REVENUE SOURCES
GENERAL FUND

Contribution—Utilities Services Tax Fund

The Utilities Services Tax Fund receives proceeds from various utilities, including electric, water, natural gas, and communications. The Fund is pledged as a backup revenue source for repayment of debt, but if not utilized as such, the proceeds of the Fund are transferred into the General Fund. The amount of the transfer into the General Fund is reported in the General Fund as Contribution – Utilities Services Tax Fund. The OUC provides an estimate of their utility tax payment. Other utility tax payments are forecast using historical data. See non General Fund revenues on page V-17 for additional discussion. The budgeted transfers for FY 2005/2006 and FY 2006/2007 include interest earnings, which are not shown on the Utility Tax Collections chart below.

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget	Budget
Contribution-Utilities Services Tax Fund	\$ 35,612,730	\$ 36,500,000	\$ 37,500,000	\$ 36,954,707	\$ 37,808,139	\$ 40,206,628
Percent Change	-	2.49%	2.74%	-1.45%	2.31%	6.34%

Contribution - Utilities Services Tax Fund



Utility Tax Collections	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget	Budget
Communications svcs.	\$ 16,963,228	\$ 16,844,739	\$ 17,133,231	\$ 16,464,006	\$ 17,230,184
Electric/water	20,175,624	20,648,347	21,043,531	20,500,514	22,040,527
Natural gas	390,292	393,794	395,059	390,000	390,000
Propane	189,167	210,825	280,807	230,000	280,000
Fuel oil	6,954	9,183	3,032	9,000	3,000
Total	\$ 37,725,265	\$ 38,106,888	\$ 38,855,660	\$ 37,593,520	\$ 39,943,711

Revenue Detail

MAJOR REVENUE SOURCES
GENERAL FUND

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

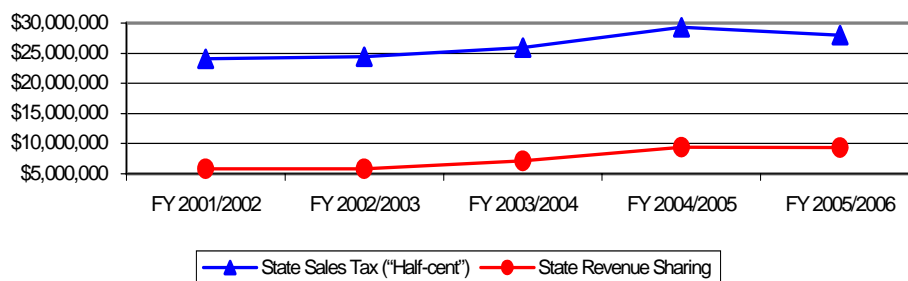
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund shall be earmarked for distribution to the governing body of that county and of each municipality within that county.” Such moneys shall be known as the “local government half-cent sales tax.” Florida Statute 212.20(5)(d)3 provides that “8.814 percent of the amount remitted by a sales tax dealer located within a participating county pursuant to F.S. 218.61 shall be transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund.” State Sales Taxes (“Half-Cent Sales Tax Clearing Trust Fund”) were originally forecasted in January based upon growth scenario discussions with the Florida Department of Revenue 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 2001/2002	Actual FY 2002/2003	Actual FY 2003/2004	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted Budget FY 2006/2007
State Sales Tax (“Half-cent”)	\$ 24,043,656	\$ 24,413,099	\$ 25,935,004	\$ 29,312,751	\$ 28,019,807	\$ 31,425,987
Percent Change	-	1.54%	6.23%	13.02%	-4.41%	12.16%
State Revenue Sharing	\$ 5,825,646	\$ 5,827,786	\$ 7,129,345	\$ 9,408,292	\$ 9,320,073	\$ 10,085,873
Percent Change	-	0.04%	22.33%	31.97%	-0.94%	8.22%

Intergovernmental Revenues



Revenue Detail

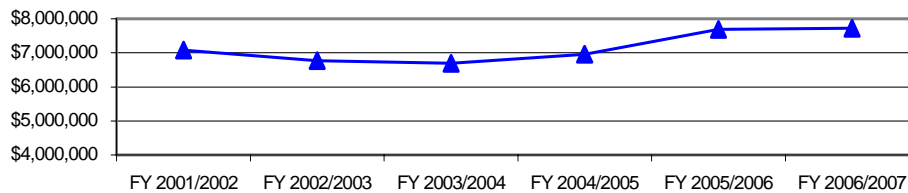
MAJOR REVENUE SOURCES
GENERAL FUND

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	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Fees-GOAA Police	\$ 7,082,356	\$ 6,771,460	\$ 6,690,415	\$ 6,954,792	\$ 7,688,994	\$ 7,720,375
Percent Change	-	-4.39%	-1.20%	3.95%	10.56%	0.41%
Fees-800 MHz Maintenance	\$ 59,534	\$ 72,718	\$ 59,174	\$ 72,774	\$ 69,174	\$ 86,722
Percent Change	-	22.15%	-18.63%	22.98%	-4.95%	25.37%

Fees - GOAA Police



Staffing	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Airport Police Program	75	75	71	71	70

Revenue Detail

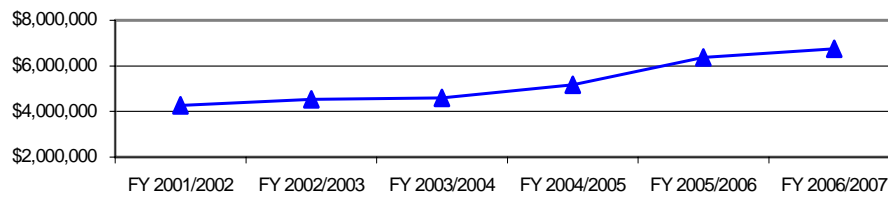
MAJOR REVENUE SOURCES
GENERAL FUND

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 estimates.

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Occupational Licenses	\$ 4,263,664	\$ 4,526,050	\$ 4,595,276	\$ 5,167,564	\$ 6,375,000	\$ 6,750,000
Percent Change	-	6.15%	1.53%	12.45%	23.37%	5.88%

Occupational Licenses



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
# of Occupational Licenses issued	20,600	22,828	22,151	23,032	22,996

Revenue Detail

MAJOR REVENUE SOURCES
NON GENERAL FUNDS

PUBLIC SAFETY CONSTRUCTION FUND

The Public Safety Construction Fund is a Capital Projects Fund related to the City’s capital improvements program for police, fire and government radio system improvements. Capital Improvement Bonds will be issued and the proceeds will be utilized for a variety of public safety projects, including:

- Radio System Upgrades
- OPD Southwest Substation
- OPD Southeast Substation
- Police Training Facility
- Relocation of Fire Stations 1A, 1B, 5, 7 and 13
- Renovation of Fire Stations 6 and 11
- Replacement of Fire Station 14
- Construction of 3 new Fire Stations — 15 (Savannah Park), 16 (Mudd Lake/Lake Nona), and 17 (Millenia)

These projects will be part of a three-year comprehensive initiative that the City is undertaking to maintain its commitment to protecting its citizens and visitors. For additional information on these projects please refer to the Capital Improvement/Debt section of this document.

<u>Fund Description</u>	Actual <u>FY 2002/2003</u>	Actual <u>FY 2003/2004</u>	Actual <u>FY 2004/2005</u>	Revised Budget <u>FY 2005/2006</u>	Adopted Budget <u>FY 2006/2007</u>
Public Safety Const. Fund	\$ -	\$ -	\$ -	\$ -	\$ 67,000,000

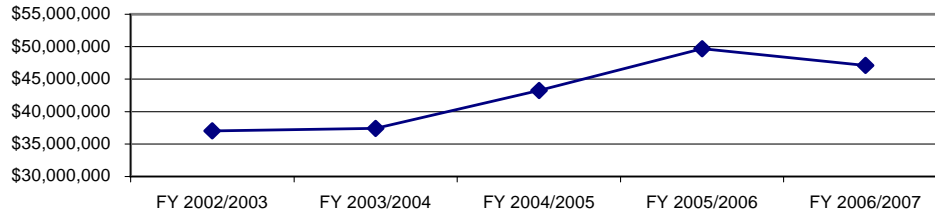
Revenue Detail

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	Actual	Actual	Revised Budget	Adopted Budget
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
Wastewater Revenue Fund	\$ 37,005,127	\$ 37,416,459	\$ 43,232,382	\$ 49,689,579	\$ 47,139,736
Percent Change	-	1.11%	15.54%	14.94%	-5.13%

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.

Description	Actual	Actual	Actual	Revised Budget	Adopted Budget
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
Millions of gallons treated	16,544	15,950	15,884	14,956	15,000
# of customers	69,416	70,786	73,041	75,232	77,489
Commodity Charge					
Residential	\$ 10,944,067	\$ 11,303,359	\$ 15,666,409	\$ 16,345,080	\$ 17,431,176
Commercial	\$ 8,430,597	\$ 8,770,600	\$ 12,299,302	\$ 12,605,693	\$ 13,838,055

Source: City of Orlando Wastewater Division

Revenue Detail

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 2006/2007, the transfer to the General Fund should equal Utility Services Tax Fund revenues.

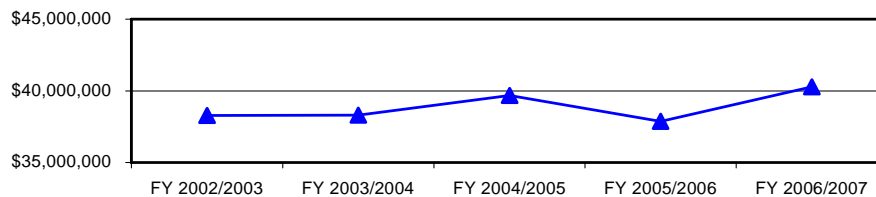
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department 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	Actual	Actual	Revised	Adopted	
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007	
Utilities Services Tax Fund	\$ 38,273,231	\$ 38,305,547	\$ 39,662,940	\$ 37,860,906	\$ 40,276,628	
Percent Change		-	0.08%	3.54%	-4.54%	6.38%

Utilities Services Tax Fund History



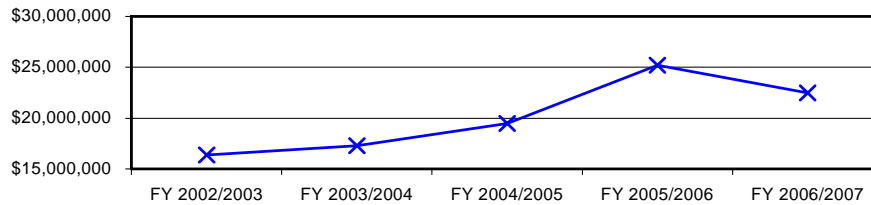
Revenue Detail

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	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Solid Waste Fund	\$ 16,370,761	\$ 17,297,556	\$ 19,482,531	\$ 25,221,341	\$ 22,497,462
Percent Change	-	5.66%	12.63%	29.46%	-10.80%

Solid Waste Fund History



Revenue	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Residential collections	\$ 6,866,252	\$ 7,201,851	\$ 7,837,004	\$ 9,104,404	\$ 8,835,735
Commercial collections	\$ 9,121,534	\$ 9,761,215	\$ 10,932,371	\$ 12,879,093	\$ 13,383,056

Customers	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Residential	46,391	48,026	50,878	52,008	53,048
Commercial	6,326	6,548	6,937	7,024	7,165
Total	52,717	54,574	57,815	59,032	60,213

Tons Collected	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Residential	61,522	49,447	60,218	66,710	69,152
Commercial	86,859	86,866	89,298	88,053	91,135
Total	148,381	136,313	149,516	154,763	160,287

Collection Fee	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Residential per household	\$ 13.00	\$ 13.00	\$ 13.26	\$ 13.52	\$ 13.79
Commercial base rate per cubic yard	\$ 4.75	\$ 4.75	\$ 4.87	\$ 5.47	\$ 5.60

Source: City of Orlando Solid Waste Management Division

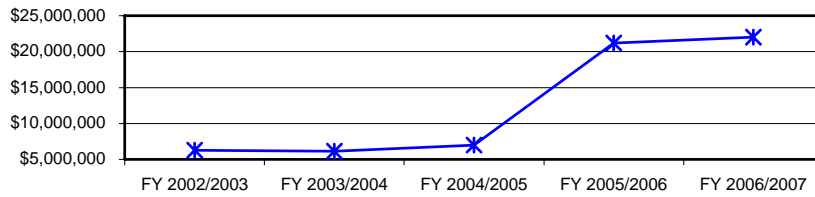
Revenue Detail

INTERNAL LOAN FUND

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

<u>Fund Description</u>	Actual <u>FY 2002/2003</u>	Actual <u>FY 2003/2004</u>	Actual <u>FY 2004/2005</u>	Revised Budget <u>FY 2005/2006</u>	Adopted Budget <u>FY 2006/2007</u>	
Internal Loan Fund	\$ 6,268,131	\$ 6,118,649	\$ 7,011,392	\$ 21,192,874	\$ 21,994,334	
Percent Change		-	-2.38%	14.59%	202.26%	3.78%

Internal Loan Fund History



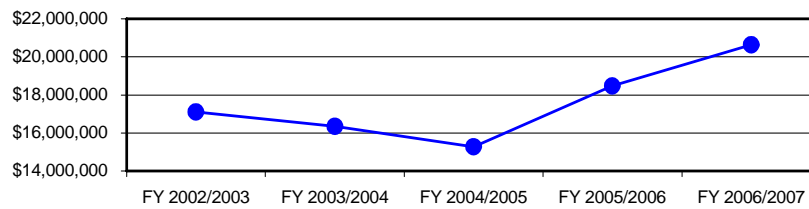
Revenue Detail

RISK MANAGEMENT FUND

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

<u>Fund Description</u>	Actual <u>FY 2002/2003</u>	Actual <u>FY 2003/2004</u>	Actual <u>FY 2004/2005</u>	Revised Budget <u>FY 2005/2006</u>	Adopted Budget <u>FY 2006/2007</u>
Risk Management Fund	\$ 17,108,505	\$ 16,345,347	\$ 15,272,736	\$ 18,475,914	\$ 20,625,643
Percent Change	-	-4.46%	-6.56%	20.97%	11.64%

Risk Management Fund History



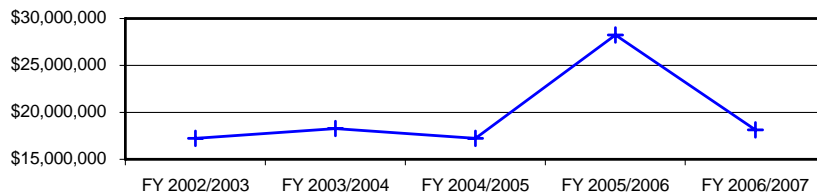
Revenue Detail

STORMWATER UTILITY FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted	
	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>Budget FY 2005/2006</u>	<u>Budget FY 2006/2007</u>	
Stormwater Utility Fund	\$ 17,250,612	\$ 18,275,324	\$ 17,241,768	\$ 28,259,925	\$ 18,122,033	
Percent Change		-	5.94%	-5.66%	63.90%	-35.87%

Stormwater Utility Fund History



Description	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>Budget FY 2005/2006</u>	<u>Budget FY 2006/2007</u>
# of parcels (customers)	59,329	60,905	64,214	68,968	81,089
annual rate per ERU	\$ 66.00	\$ 66.00	\$ 82.56	\$ 99.00	\$ 99.00

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

Source: City of Orlando Streets and Stormwater Services Division

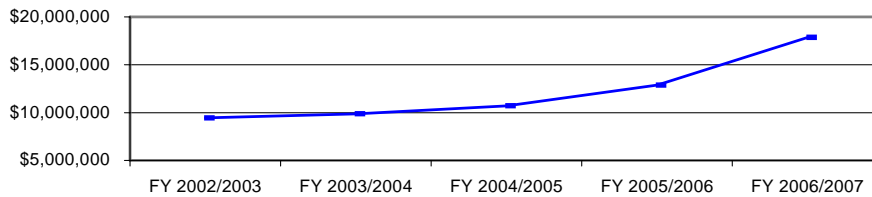
Revenue Detail

CRA TRUST FUND

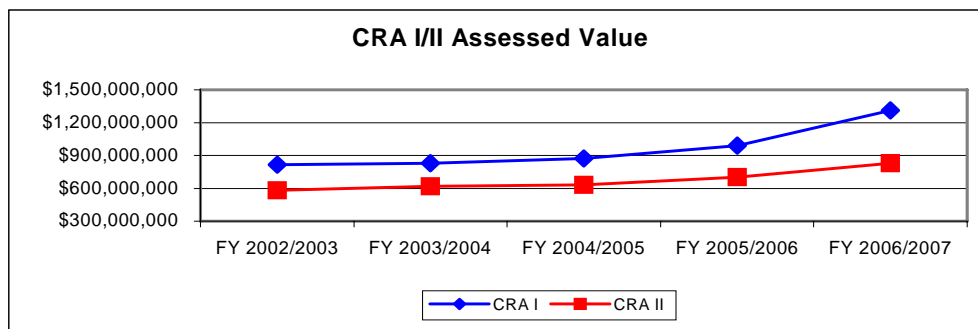
The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for two Downtown districts (CRA I and CRA II). The tax increment is calculated as follows: current fiscal year assessed value of property in district less base year assessed value of 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.

Fund Description	Actual FY 2002/2003	Actual FY 2003/2004	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted Budget FY 2006/2007
CRA I/II Trust Fund	\$ 9,455,284	\$ 9,890,863	\$ 10,707,104	\$ 12,882,728	\$ 17,867,966
Percent Change	-	4.61%	8.25%	20.32%	38.70%

CRA I/II Trust Fund History



District/Assessed Value	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
CRA I	\$ 816,230,192	\$ 829,329,714	\$ 873,372,531	\$ 991,683,806	#####
CRA II	\$ 582,595,221	\$ 617,680,390	\$ 633,439,618	\$ 701,390,937	\$ 830,984,698



Revenue Detail

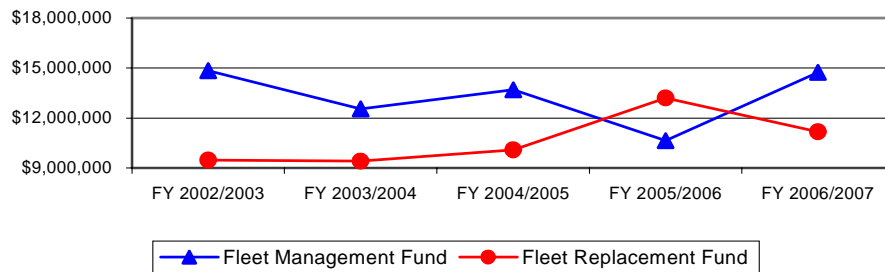
FLEET MANAGEMENT AND REPLACEMENT FUNDS

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 General Administration Department Fiscal Manager prepares estimates of revenue as part of the annual budget.

Fund Description	Actual FY 2002/2003	Actual FY 2003/2004	Actual FY 2004/2005	Revised Budget FY 2005/2006	Adopted Budget FY 2006/2007
Fleet Management Fund	\$ 14,844,968	\$ 12,544,798	\$ 13,694,263	\$ 10,638,530	\$ 14,749,342
Percent Change	-	-15.49%	9.16%	-22.31%	38.64%

Fund Description	Actual FY 2002/2003	Actual FY 2003/2004	Actual FY 2004/2005	Budget FY 2005/2006	Budget FY 2006/2007
Fleet Replacement Fund	\$ 9,466,869	\$ 9,413,916	\$ 10,078,972	\$ 13,194,389	\$ 11,181,746
Percent Change	-	-0.56%	7.06%	30.91%	-15.25%

Fleet Funds History



Active Vehicles as of 9/30/06

Type	Count
Police marked vehicles	518
Fire marked vehicles	65
Public Works vehicles	324
Other	1,195
Total	2,102

FY 2006/2007 Fuel Usage by Department

Department	Gallons	Cost
Centroplex Dev.	4,356.011	\$ 10,519.15
Economic Dev.	50,230.380	\$ 124,789.64
Executive Offices	1,059.869	\$ 2,543.01
Families, Parks & Rec	99,063.702	\$ 254,187.53
General Administration	30,129.272	\$ 76,610.14
Housing	771.720	\$ 1,895.15
Fire	198,095.121	\$ 484,622.67
Police	788,859.868	\$ 1,936,953.99
Public Works	629,244.261	\$ 1,649,988.38
Transportation	22,638.435	\$ 57,858.99
Total	1,824,449	\$ 4,599,969

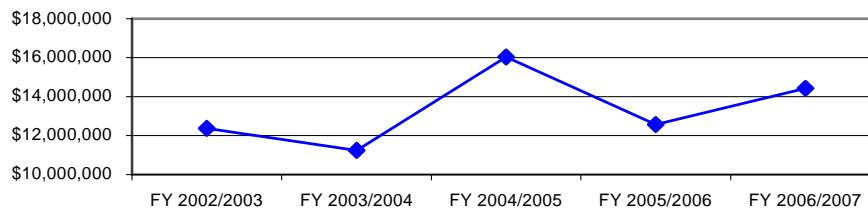
Revenue Detail

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.

<u>Fund Description</u>	Actual <u>FY 2002/2003</u>	Actual <u>FY 2003/2004</u>	Actual <u>FY 2004/2005</u>	Revised Budget <u>FY 2005/2006</u>	Adopted Budget <u>FY 2006/2007</u>
Orlando Centroplex Fund	\$ 12,365,154	\$ 11,236,012	\$ 16,031,017	\$ 12,574,306	\$ 14,429,931
Percent Change		-9.13%	42.68%	-21.56%	14.76%

Centroplex Fund History



<u>Venue</u>	Actual <u>FY 2002/2003</u>	Actual <u>FY 2003/2004</u>	Actual <u>FY 2004/2005</u>	Revised Budget <u>FY 2005/2006</u>	Adopted Budget <u>FY 2006/2007</u>
<u>TD Waterhouse Centre</u>					
Total events	162	152	136	139	139
Total attendance	1,249,063	1,088,191	1,126,418	1,100,000	1,100,000
<u>Bob Carr Centre</u>					
Total events	204	214	210	231	230
Total attendance	333,190	388,651	308,790	345,000	340,000

Source: City of Orlando Centroplex Department

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.

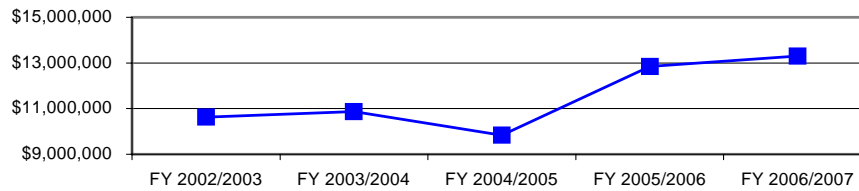
Revenue Detail

PARKING SYSTEM REVENUE FUND

The Parking System Revenue Fund is an Enterprise Fund which operates the City's on street, off-street and parking garage facilities. As such, the Parking System Revenue Fund receives fees and fines for use of the City's Parking System, including Parking Fine revenue. Parking fees are established by City Council in Chapter 39 of the Orlando City Code. The Parking Division provides budget estimates.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget	Budget
Parking System Revenue	\$ 10,625,765	\$ 10,865,119	\$ 9,831,245	\$ 12,840,194	\$ 13,300,591
Percent Change	-	2.25%	-9.52%	30.61%	3.59%

Parking System Revenue Fund History



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget	Budget
# of garage spaces	7,286	7,286	6,262	6,262	6,262
# of surface lot/street spaces	2,226	2,226	2,226	2,232	2,232
Parking ticket revenue	\$ 2,206,008	\$ 1,676,466	\$ 1,630,591	\$ 1,750,000	\$ 1,800,000
# of parking tickets	170,000	141,818	133,912	140,000	145,000

Source: City of Orlando Parking Division

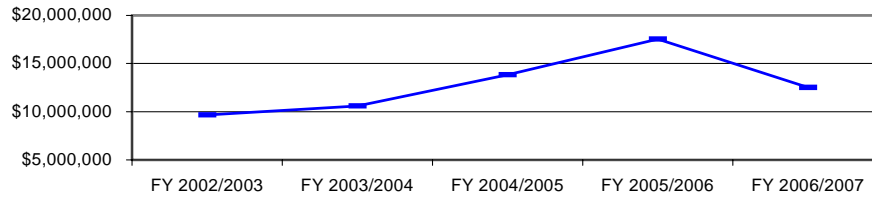
Revenue Detail

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	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	Budget	Budget
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
Wastewater Impact Fee Res.	\$ 9,670,402	\$ 10,608,783	\$ 13,853,842	\$ 17,556,264	\$ 12,513,520
Percent Change	-	9.70%	30.59%	26.72%	-28.72%

Wastewater Impact Fee Reserve Fund History

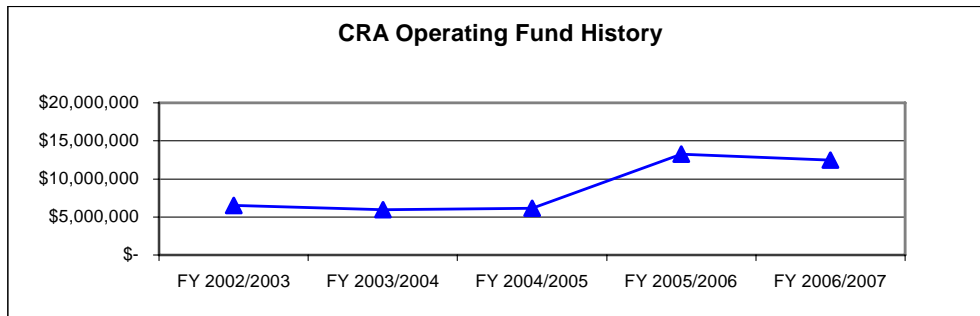


Revenue Detail

COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND

The Community Redevelopment Agency Fund is a Special Revenue Fund that accounts for the operational expenditures of the Downtown Community Redevelopment District including salaries, benefits, operating expenses and economic development incentives. This Fund receives the remainder of the Tax Increment Revenues after debt service is accounted for on the District's outstanding bonds and internal loans. For additional information please refer to the CRA Trust Fund description on page 107.

Fund Description	Actual	Actual	Actual	Budget	Budget
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
CRA Operating Fund	\$ 6,490,598	\$ 5,954,503	\$ 6,152,606	\$ 13,253,708	\$ 12,474,343
Percent Change	-	-8.26%	3.33%	115.42%	-5.88%



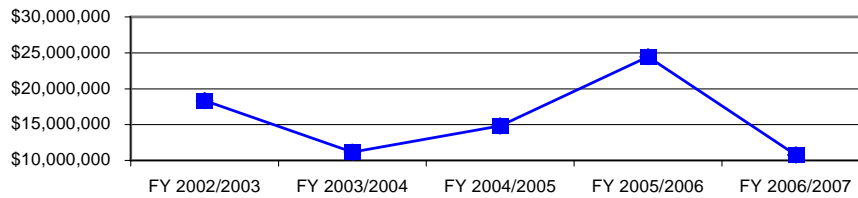
Revenue Detail

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	Actual	Actual	Budget	Budget
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007
Gas Tax Fund	\$ 18,324,139	\$ 11,132,619	\$ 14,810,130	\$ 24,474,339	\$ 10,765,232
Percent Change	-	-39.25%	33.03%	65.25%	-56.01%

Gas Tax Fund History



FY 2006/2007 Interlocal Distribution

Government	Percentage	Distribution
Apopka	3.25	\$ 1,315,258
Belle Isle	0.6	242,817
Eatonville	0.24	97,127
Edgewood	0.21	84,986
Maitland	1.63	659,652
Oakland	0.17	68,798
Ocoee	2.88	1,165,520
Orange County	65.35	26,446,793
Orlando	20.6	8,336,709
Windermere	0.23	93,080
Winter Garden	2.19	886,281
Winter Park	2.65	1,072,441
Total	100.00	\$ 40,469,462

Source: Florida Legislative Committee on Intergovernmental Relations

Revenue Detail

Fund Balance

In 2004 the City adopted a formal policy to establish reserve targets for significant and self-supporting funds (entire Reserve Policy can be found in the Appendix of this document). The factors considered when assessing the adequacy of reserves included the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of revenue sources, and the amount of discretion the City has to raise or lower rates to adjust revenues received by each fund. The policy contains guidelines for the use and replenishment of funds as well as a requirement to publish an annual report on the status of reserve levels.

Section 166.241 of Florida Statutes requires budgets to be balanced, meaning total revenues must equal total estimated expenditures for each fund. Therefore, if anticipated revenues equal estimated expenses, it can be assumed that the beginning fund balance will be maintained.

Under the City's Reserve Policy, fund balance may be used as a source of revenue if there is an imbalance between revenues and expenditures. Since reserves are created over time, drawing down on reserves should be done in measured amounts and for specific purposes. Structural imbalances (revenue insufficient to support ongoing expenditure requirements) cannot be sustained through the use of reserves and must be appropriately addressed.

The table on the following page contains a list of all City funds that have a fund balance, the expected draw on fund balance in the current year, and the use of fund balance in the approved budget. The amount shown as "Expected Change FY2005/2006" is the budgeted use of fund balance since this fiscal year is under audit at the time of publication. There is no expectation that final year end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

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

Revenue Detail

Fund Balance Status

Fund (1)	Fund Balance 9/30/2005	Expected Change (2) FY2005/2006	Estimated Balance 09/30/2006	Budgeted Change (3) FY2006/2007	Projected Balance 09/30/2007	Percent Change FY2006/2007
General Fund	\$ 58,149,308	\$ -	\$ 58,149,308	\$ (3,000,000)	\$ 55,149,308	(5.16%)
911 Emergency Telephone System	495,217	-	495,217	-	495,217	--
CEB Lien Assessment	1,362,065	(173,516)	1,188,549	(295,429)	893,120	(24.86%)
Cemetery Trust Fund	473,806	(207,244)	266,562	-	266,562	--
Community Development Block Grant	109,422	-	109,422	-	109,422	--
Community Redevelopment Agency	8,950,513	-	8,950,513	-	8,950,513	--
Contraband Forfeiture Trust Funds	1,651,498	(145,915)	1,505,583	(16,250)	1,489,333	(1.08%)
Dubsdread Golf Course	23,975	-	23,975	-	23,975	--
Gas Tax Fund	8,468,439	-	8,468,439	-	8,468,439	--
Harry P. Leu Gardens Trust Fund	56,121	-	56,121	-	56,121	--
HOPWA Grant	58,833	-	58,833	-	58,833	--
Law Enforcement Training	481,738	(24,740)	456,998	(37,563)	419,435	(8.22%)
Local Housing Assistance Trust	3,657,816	-	3,657,816	-	3,657,816	--
Special Assessment Funds	10,846,427	(1,128,426)	9,718,001	(1,236,920)	8,481,081	(12.73%)
Transportation Grant	360,269	-	360,269	-	360,269	--
Transportation Impact Fee Funds	23,642,342	(7,638,822)	16,003,520	(6,400,408)	9,603,112	(39.99%)
Utility Services Tax	8,877,789	-	8,877,789	-	8,877,789	--
Parking System Revenue	9,195,795	(780,886)	8,414,909	(3,000,000)	5,414,909	(35.65%)
Risk Management	12,995,336	(2,500,000)	10,495,336	(3,000,000)	7,495,336	(28.58%)
Total All Funds	\$ 149,856,709	\$ (12,599,549)	\$ 137,257,160	\$ (16,986,570)	\$ 120,270,590	(12.38%)

Notes:

(1) Funds with incidental fund balances (less than \$10,000) are not shown in this schedule.

(2) Since FY2005/2006 is under audit at publication date, amounts shown as a draw on fund balance in FY2005/2006 represent the budgeted fund balance change. There is no expectation that final year end results will show a draw on fund balance greater than the amount contained in this schedule.

(3) Section 166.241 of Florida Statutes requires that all budget be balanced; that is, total anticipated revenues must equal total estimated expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in this column are the budgeted reserves that will be used in FY2006/2007.

Revenue Detail

Changes in Fund Balance

General Fund (Non-Recurring)

Fund balance will be recognized in FY 2006/2007 as a revenue source to fund one-time expenditures related to the City's public safety and community venue initiatives. The opening of two fire stations (Savannah Park and Millenia) will necessitate the acquisition of two fire engines (\$1 million). There are also repairs planned for the arena (\$.5 million), Bob Carr Center for the Performing Arts (\$.2 million), and the Citrus Bowl (\$.5 million) in order to extend their useful life until their replacement or renovation are completed. The balance of the fund balance used (\$.8 million) is designated for the acquisition of police cars and equipment for the 28 new police officers and community service officers, and station equipment and gear for the 30 new firefighters.

CEB Lien Assessment Fund (Non-Recurring)

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. In FY2005/2006 revenue was used to acquire mobile computers and equipment. The FY2006/2007 fund balance allocation will be used to acquire vehicles, computers, and equipment for the seven new authorized positions for the multi-family code enforcement program.

Cemetery Trust Fund (Non-Recurring)

Fund balance was programmed in FY2005/2006 to conduct an aerial survey of Greenwood Cemetery to assess available capacity. The results of this study provided a map of additional space that can be sold that will recover the amount of fund balance utilized.

Contraband Forfeiture Trust Funds (Recurring)

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

Law Enforcement Training Fund (Recurring)

Fines collected by the Circuit Court are used to provide supplemental police training. Fund balance is used because there is a timing difference between when sufficient revenue is collected to undertake the training exercise.

Special Assessment Funds (Recurring)

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

Revenue Detail

Changes in Fund Balance

Transportation Impact Fee Funds (Recurring)

The City is divided into three transportation impact fee zones, each with a separate sub-fund. Those funds are used to account for the collection of impact fees and the allocation of those fees to capital projects within their zone. Since funds are collected at the time a building permit is issued, the City has impact fee revenue that it holds pending the construction of capacity-related transportation projects. The use of impact fee fund balance indicates there are capital project to be undertaken that will increase road capacity in the City using funds generated by previous new construction.

Parking System Revenue Fund (Non-Recurring)

Fund balance has been used to cover operating expenditures of the City's parking system. As parking garages are constructed (creating debt service demands) and on-street parking spaces decline, the City is in a position where it needs to consider options to stabilize the finances of the parking system. Even though the FY2006/2007 budgeted draw on fund balance is significant, the remaining balance of the fund is within the guidelines of the Reserve Policy (minimum balance required is 15% of operating expenses; this amount is 40% of operating expenses).

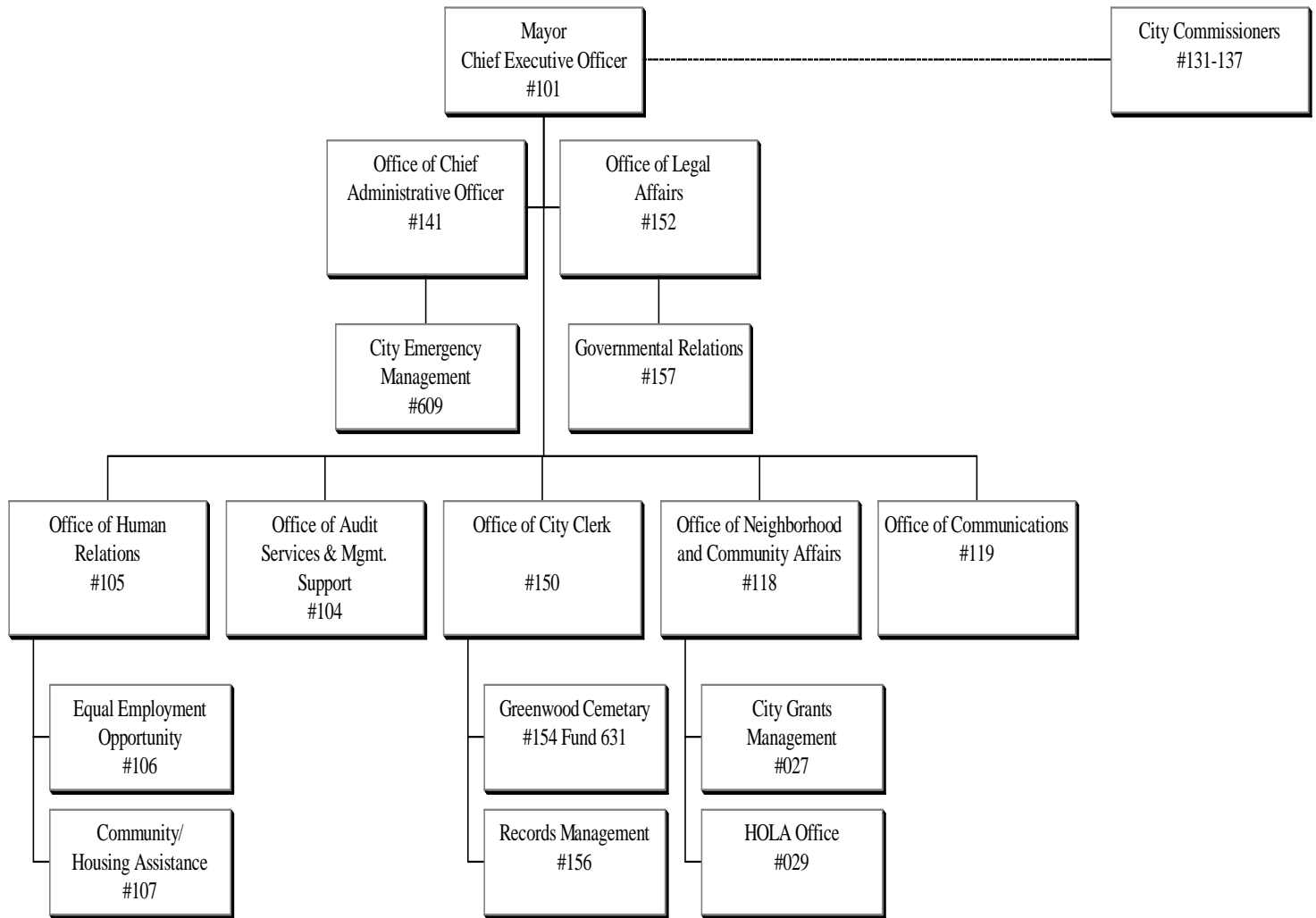
Risk Management Fund (Non-Recurring)

As a result of prudent management of liabilities, the City was able to recognize a General Fund rebate from the Risk Management Fund in both FY2005/2006 and FY2006/2007. The amount shown on the Fund Balance Status table as fund balance is the net assets above reserves for actual claims and the actuarially determined reserve for incurred but not reported claims. At the close of FY2004/2005, the City had reserved \$35.9 million for those purposes. Even though the City has recognized a rebate in two consecutive fiscal years, this is classified as a non-recurring event since future rebates are not guaranteed.

Revenue Detail

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Executive Offices

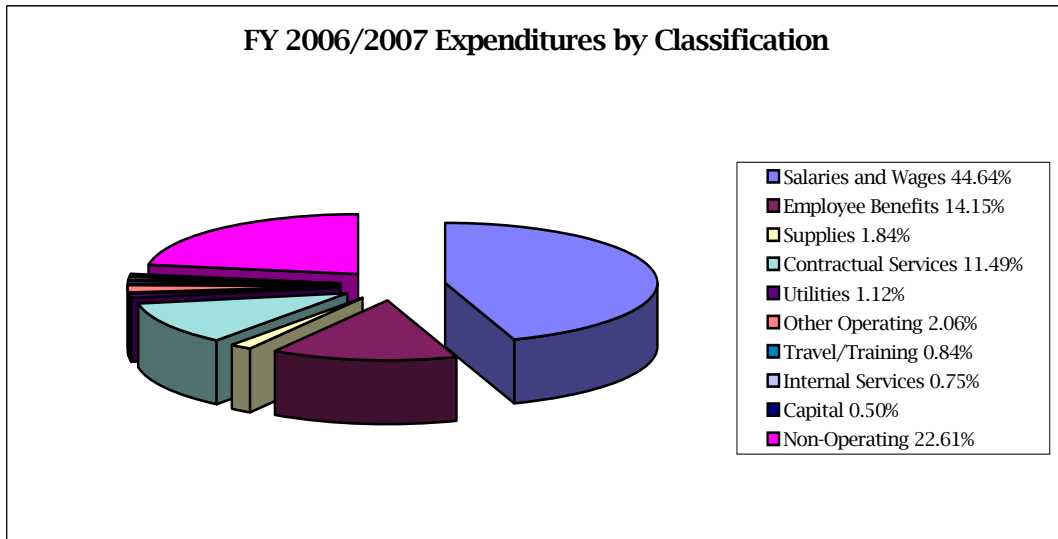
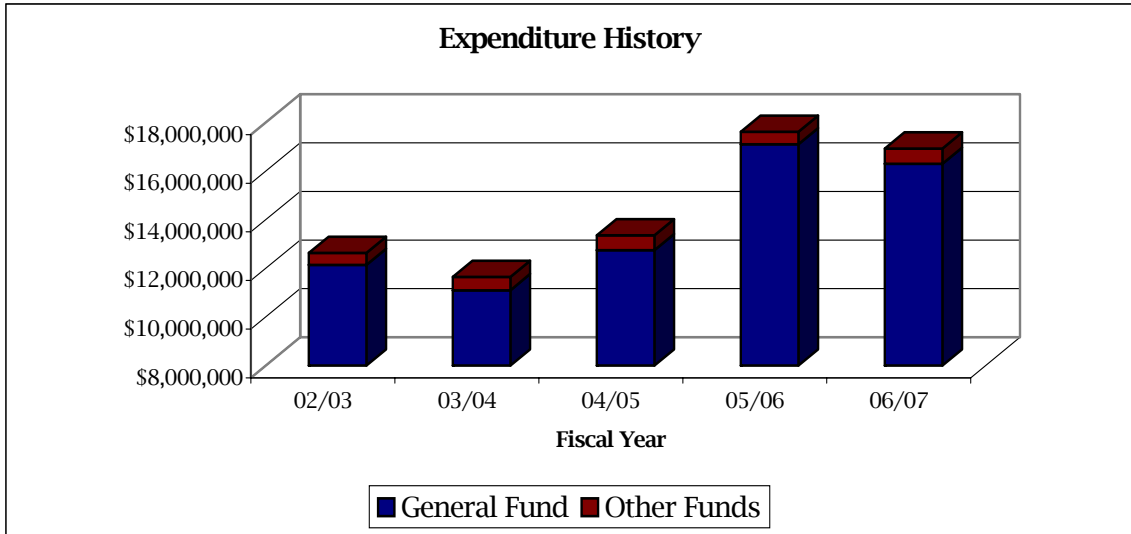


Executive Offices

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,635,801	\$ 1,284,625	\$ 896,022	\$ (388,603)	(30.25%)
Office of City Commissioners					
131 City Commissioner-District 1	61,900	74,442	139,590	65,148	87.52%
132 City Commissioner-District 2	77,386	76,551	131,637	55,086	71.96%
133 City Commissioner-District 3	80,097	99,254	139,031	39,777	40.08%
134 City Commissioner-District 4	78,796	74,928	133,146	58,218	77.70%
135 City Commissioner-District 5	68,136	75,526	136,357	60,831	89.54%
136 City Commissioner-District 6	71,068	90,830	144,554	53,724	59.15%
137 City Commissioner's Administration	419,836	430,837	-	(430,837)	(100.00%)
Office of Audit Services and Management Support					
104 Office of Audit Services and Management Support	763,624	933,175	1,014,463	81,288	8.71%
Office of Human Relations:					
105 Human Relations	166,691	161,942	167,876	5,934	3.66%
106 Equal Employment Opportunity (EEOC)	589,148	622,541	711,235	88,694	14.25%
107 Community/Housing Assistance	12,046	16,150	24,100	7,950	49.23%
3019 Housing Study Grant	-	325,000	-	(325,000)	(100.00%)
Office of Neighborhood and Community Affairs					
118 Neighborhood & Community Affairs	319,498	774,044	1,110,519	336,475	43.47%
027 City Grants Management	-	45,507	146,230	100,723	221.34%
029 HOLA Office	-	-	175,355	175,355	N/A
996 Nondepartmental - Neighborhood Grant	258,277	207,072	183,300	(23,772)	(11.48%)
Office of Communications					
119 Communications	1,195,592	871,022	874,146	3,124	0.36%
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	544,083	565,048	947,437	382,389	67.67%
609 City Emergency Management	142,391	278,754	335,331	56,577	20.30%
026 Non Departmental-Op Center	270,973	270,930	286,017	15,087	5.57%
Office of Legal Affairs:					
152 Office of Legal Affairs	3,057,919	3,361,663	3,549,940	188,277	5.60%
157 Governmental Relations	929	364,169	366,399	2,230	0.61%
Office of the City Clerk:					
150 City Clerk	502,697	526,340	578,971	52,631	10.00%
156 Records Management	311,725	391,461	309,964	(81,497)	(20.82%)
024 Workplace Giving	19,498	38,764	38,764	-	0.00%
997 Nondepartmental - Executive Offices Projects	1,467,492	3,825,505	3,760,640	(64,865)	(1.70%)
	631,962	1,315,992	-	(1,315,992)	(100.00%)
TOTAL - GENERAL FUND	\$ 12,747,565	\$ 17,102,072	\$ 16,301,024	\$ (801,048)	(4.68%)
GREENWOOD CEMETERY FUND #631					
Office of the City Clerk:					
154 Greenwood Cemetery	\$ 610,717	\$ 512,437	\$ 628,746	\$ 116,309	22.70%
TOTAL - GREENWOOD CEMETERY FUND	\$ 610,717	\$ 512,437	\$ 628,746	\$ 116,309	
TOTAL - EXECUTIVE OFFICES	\$ 13,358,282	\$ 17,614,509	\$ 16,929,770	\$ (684,739)	(3.89%)
Expenditure by Classification					
Salaries and Wages	\$ 6,838,689	\$ 7,036,890	\$ 7,558,040	\$ 521,150	7.41%
Employee Benefits	1,940,681	2,263,186	2,396,190	133,004	5.88%
Supplies	323,471	626,521	310,942	(315,579)	(50.37%)
Contractual Services	1,726,304	2,481,298	1,945,121	(536,177)	(21.61%)
Utilities	166,619	184,035	189,665	5,630	3.06%
Other Operating	279,491	378,212	348,709	(29,503)	(7.80%)
Travel/Training	88,848	207,929	142,964	(64,965)	(31.24%)
Internal Services	77,886	83,447	127,059	43,612	52.26%
Capital	174,651	454,008	82,509	(371,499)	(81.83%)
Non-Operating	1,741,642	3,898,983	3,828,571	(70,412)	(1.81%)
TOTAL - EXECUTIVE OFFICES	\$ 13,358,282	\$ 17,614,509	\$ 16,929,770	\$ (684,739)	(3.89%)

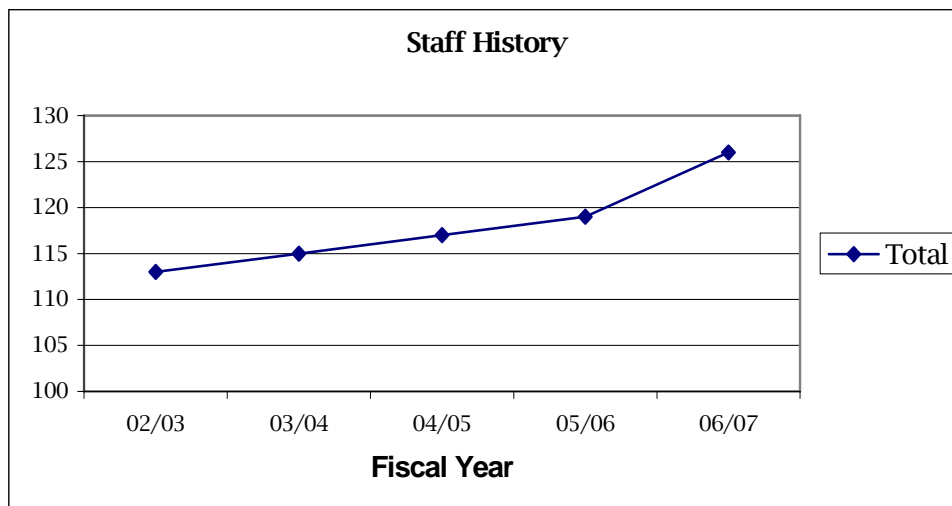
Executive Offices



Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
101 Office of the Mayor	14	9	9
Office of City Commissioners:			
131 City Commissioner-District 1	1	1	2
132 City Commissioner-District 2	1	1	2
133 City Commissioner-District 3	1	1	2
134 City Commissioner-District 4	1	1	2
135 City Commissioner-District 5	1	1	2
136 City Commissioner-District 6	1	1	2
137 City Commissioner's Administration	7	7	-
104 Office of Audit Services and Management Support	7	8	9
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	9	10	10
107 Community/Housing Assistance			
Office of Neighborhood & Community Affairs:			
118 Neighborhood & Community Affairs	4	11	11
027 City Grants Management	-	-	1
029 HOLA Office	-	-	1
119 Office of Communications	17	10	11
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	4	4	6
609 City Emergency Management	4	4	4
Office of Legal Affairs:			
152 Office of Legal Affairs	28	32	33
157 Governmental Relations	-	1	1
Office of the City Clerk:			
150 City Clerk	6	6	7
156 Records Management	5	5	5
TOTAL – GENERAL FUND	113	115	122
<u>GREENWOOD CEMETERY FUND #631</u>			
Office of the City Clerk:			
154 Greenwood Cemetery	4	4	4
TOTAL – GREENWOOD CEMETERY FUND	4	4	4
TOTAL – EXECUTIVE OFFICES	117	119	126



Executive Offices

Office of The Mayor

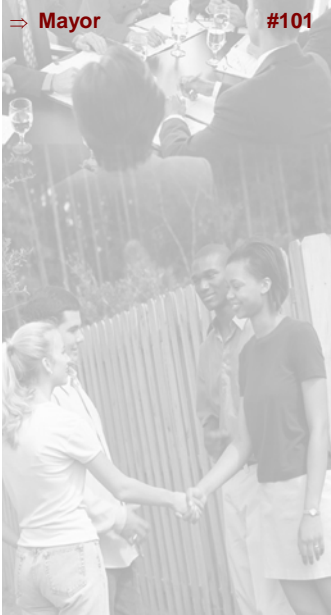


Mission Statement:

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



Program Identifier:



Overview of Services/Programs

Departments within the Mayor's office include Office of Human Relations, Office of City Clerk, Office of Audit Services and Management Support, Constituent Services, Office of Communications and Office of Neighborhood & Community Affairs.

Major Accomplishments

- Orchestrated one of the most remarkable resurgences of a downtown anywhere in the country including \$2.4 billion dollars worth of development either underway or planned.
- Created a vision to develop world-class regional community venues for a world-class city including a performing arts center, an events center and a renovated stadium.
- Initiating Pathways for Parramore, a five-part action plan to bring 2,000 new homes on line, transform Church Street into a major east/west thoroughfare and establish the Parramore Kidz Zone to provide after school activities, access to health care and social services to children.
- Opened the downtown campuses of the Florida A&M College of Law, University of Central Florida's (UCF) School of Film and Digital Media and championed getting a medical school for UCF in east Orlando.
- Invested \$25 million dollars in neighborhood amenities including 11 new or improved parks and playgrounds, 27 ball fields, six community centers and two swimming pools.
- Balanced the budget, making up a \$23 million budget shortfall in his first thirty days in office and has continued to do so each year thereafter.

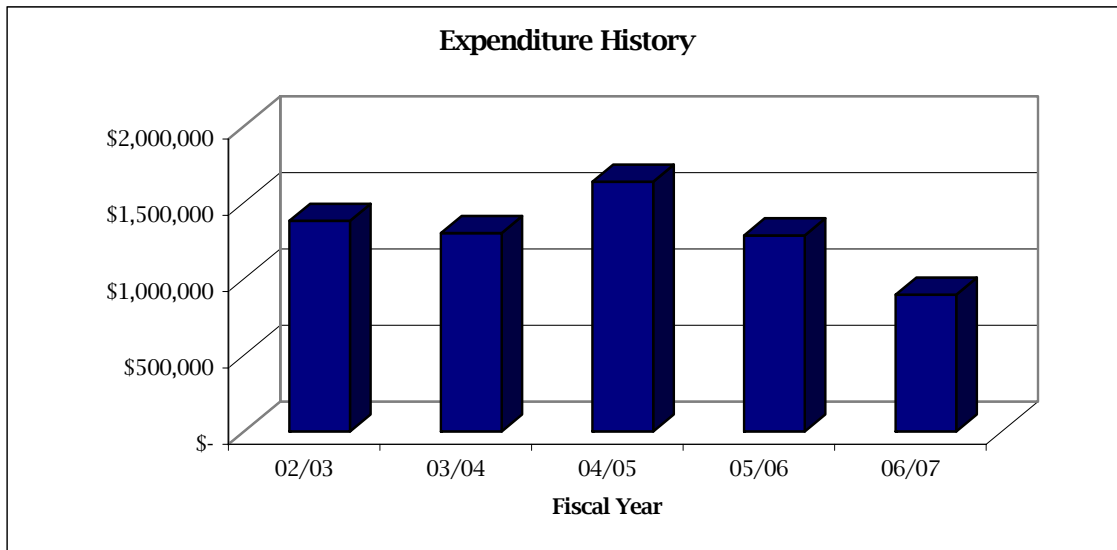
Future Outlook

- Continue to revitalize the downtown area.
- Focus City resources on public safety as a top priority by putting 75 additional police officers on the street, adding 45 new fire personnel, building two new police substations and three new fire stations.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,635,801	\$ 1,284,625	\$ 896,022	\$ (388,603)	(30.25%)
TOTAL – GENERAL FUND	\$ 1,635,801	\$ 1,284,625	\$ 896,022	\$ (388,603)	
TOTAL – OFFICE OF THE MAYOR	\$ 1,635,801	\$ 1,284,625	\$ 896,022	\$ (388,603)	(30.25%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
101 Office of the Mayor	14	9	9
TOTAL – GENERAL FUND	14	9	9
TOTAL – OFFICE OF THE MAYOR	14	9	9

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.

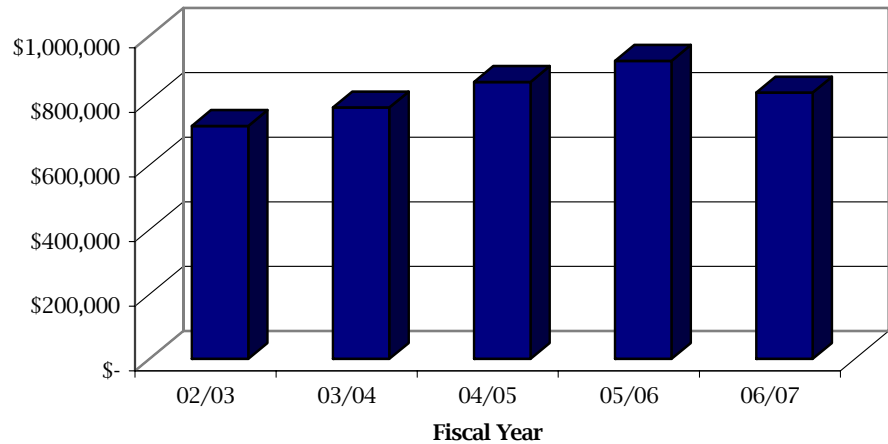
Program Identifier:

- ⇒ 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

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 61,900	\$ 74,442	\$ 139,590	\$ 65,148	87.52%
132 City Commissioner-District 2	77,386	76,551	131,637	55,086	71.96%
133 City Commissioner-District 3	80,097	99,254	139,031	39,777	40.08%
134 City Commissioner-District 4	78,796	74,928	133,146	58,218	77.70%
135 City Commissioner-District 5	68,136	75,526	136,357	60,831	80.54%
136 City Commissioner-District 6	71,068	90,830	144,554	53,724	59.15%
137 City Commissioner's Administration	419,836	430,837	-	(430,837)	(100.00%)
TOTAL - GENERAL FUND	\$ 857,219	\$ 922,368	\$ 824,315	\$ (98,053)	(10.63%)
TOTAL - CITY COMMISSIONERS	\$ 857,219	\$ 922,368	\$ 824,315	\$ (98,053)	(10.63%)

Expenditure History



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of City Commissioners			
131 City Commissioner-District 1		1	2
132 City Commissioner-District 2		1	2
133 City Commissioner-District 3		1	2
134 City Commissioner-District 4		1	2
135 City Commissioner-District 5		1	2
136 City Commissioner-District 6		1	2
137 City Commissioner's Administration	7	7	-
TOTAL - GENERAL FUND	13	13	12
TOTAL - CITY COMMISSIONERS	13	13	12

Executive Offices

Office of Audit Services and Management Support

Overview of Services/Programs

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

Major Accomplishments

- Collected over \$250,000 of new revenues through identification of unlicensed businesses, enforcing collection of delinquent business license revenue and audits of roll-off franchises.
- Completed over 20 projects, including: Audits or Reviews of Fire Equipment and Supplies, Facilities Management Work Order Processing, Permitting Services Inspector Staffing, Fleet Management Division, Payment Card Personal Information Security, and Smith Center Facility Rental Contracts.
- Made over 50 recommendations for improving City government operations.
- Completed 10 Follow-up Audits and reported 100% of recommendations as implemented, partially implemented or planned for implementation.

Future Outlook

- Continue to provide management with practical and innovative recommendations that add value to City government.
- Oversee and complete effort to create a Strategic Plan for the City.
- Summarize and report results and accomplishments in an Annual Report.
- 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.

Mission Statement:

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

Program Identifier:

⇒ Audit Services and Management Support #104

Executive Offices



Office of Audit Services and Management Support

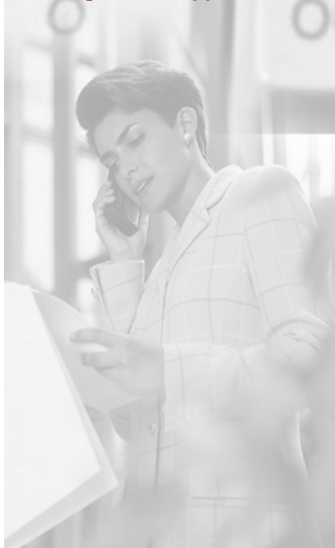
Mission Statement:

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



Program Identifier:

⇒ Audit Services and Management Support #104



Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Management concurrence rate with audit and other project recommendations	100%	90%	90%
Implementation rate of audit and other project recommendations	100%	85%	85%
Complete "follow ups" within 12 months	75%	70%	70%

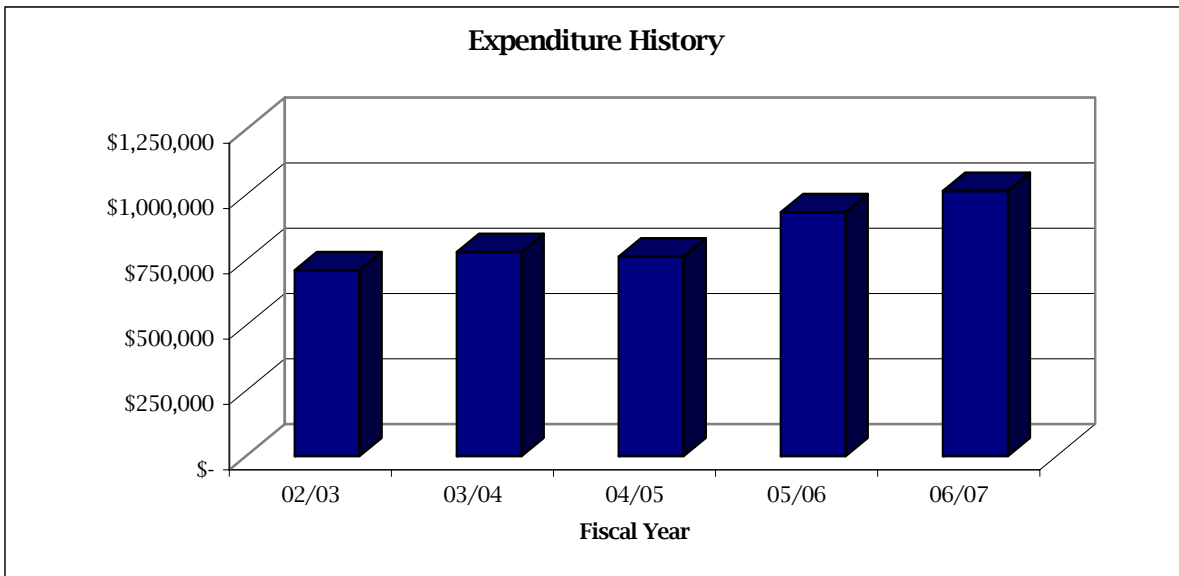
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percentage of projects completed by the estimated completion date	75%	70%	70%
Percentage of projects completed within budgeted hours	75%	70%	70%
Ratio of revenues collected to related audit costs	4:1	3:1	3:1

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of reports issued	30	28	28
Annual benefits from revenue audits (in thousands)	\$413	\$270	\$272

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
104 Office of Audit Services & Management Support	\$ 763,624	\$ 933,175	\$ 1,014,463	\$ 81,288	8.71%
TOTAL – GENERAL FUND	\$ 763,624	\$ 933,175	\$ 1,014,463	\$ 81,288	
TOTAL – OFFICE OF AUDIT SVCS. AND MGMT. SUPPORT	\$ 763,624	\$ 933,175	\$ 1,014,463	\$ 81,288	8.71%



	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
104 Office of Audit Services & Management Support	7	8	9
TOTAL – GENERAL FUND	7	8	9
TOTAL – OFFICE OF AUDIT SVCS. AND MGMT. SUPPORT	7	8	9

Executive Offices

Office of Human Relations

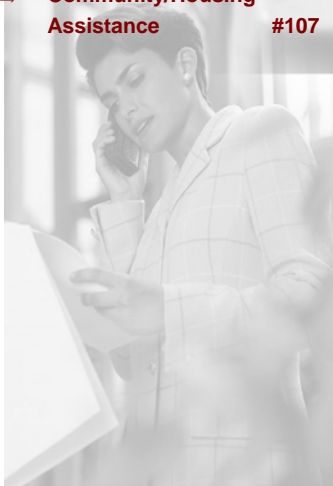


Mission Statement:

Ensure equality of opportunity by enforcing 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 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 than 495 employment discrimination complaints, forwarding 378 to the EEOC, five to the Florida Commission on Human Relations (FCHR) and retaining 112 for OHR processing. (The processing office is determined by jurisdictional rules and regulations per Worksharing Agreement with the EEOC.) Also, five public accommodation complaints were received for processing.
- Closed 110 employment discrimination cases.
- Received 18 housing discrimination complaints, forwarding 10 to HUD and retaining eight for OHR processing. (The processing office is determined by jurisdictional rules and regulations per Memorandum of Understanding with HUD.)
- Closed six housing discrimination cases.
- Responded to more than 1,700 inquiries, including directing inquirers to appropriate source, as applicable.

Education and Outreach/Community Relations

- Presented Fair Housing Training for Century 21 Realtors (Century 21 Professional Group, Inc.), Nov. 2005.
- Education and outreach presentation to citizens in November 2005.
- Co-sponsored with Alliance for Fair Housing, a workshop, Domestic Violence and Its Impact on Fair Housing, April 2006.
- Conducted a technical assistance workshop for supervisors and managers of Total Comfort, Inc., Ormond Beach, FL, July 2006.
- Participated in the information briefing session at the Mayor's Neighborhood and Community Summit, May 2006.
- Education and outreach community fair, presented September 2006.

Executive Offices

Office of Human Relations

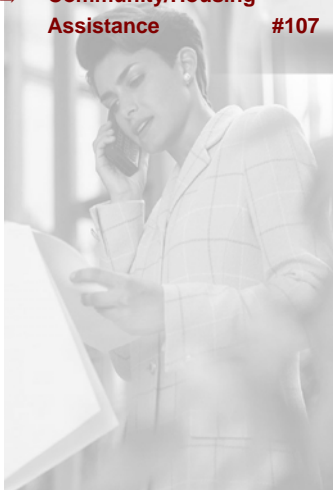


Mission Statement:

Ensure equality of opportunity by enforcing 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., posters, 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.

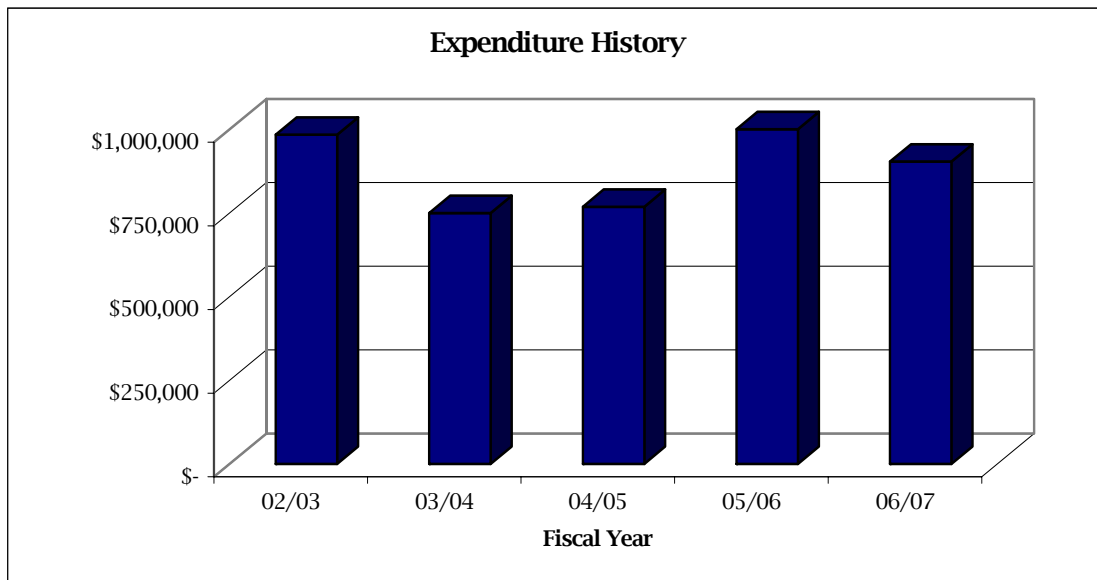
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average number of days to resolve EEOC case	210	200	180
Average number of days to resolve HUD case	100	100	100

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of educational sessions conducted	9	12	24
Number of partnerships formed	3	5	7
Number of EEOC cases closed	103	107	115
Number of HUD cases closed	4	5	11
Number of inquiries - walk-in & telephone calls	2,000	2,600	2,600

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Human Relations:					
105 Human Relations	\$ 166,691	\$ 161,942	\$ 167,876	\$ 5,934	3.66%
106 Equal Employment Opportunity (EEOC)	589,148	622,541	711,235	88,694	14.25%
107 Community/Housing Assistance	12,046	16,150	24,100	7,950	49.23%
3019 Housing Study Grant	-	325,000	-	(325,000)	(100.00%)
TOTAL – GENERAL FUND	\$ 767,885	\$ 1,125,633	\$ 903,211	\$ (222,422)	(19.76%)
TOTAL – OFFICE OF HUMAN RELATIONS	\$ 767,885	\$ 1,125,633	\$ 903,211	\$ (222,422)	(19.76%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	9	10	10
TOTAL – GENERAL FUND	11	12	12
TOTAL – OFFICE OF HUMAN RELATIONS	11	12	12

Executive Offices

Office of Neighborhood & Community Affairs

Overview of Services/Programs

The **Office of Neighborhood and Community Affairs (NCA)** informs, engages and connects with all sectors of the public in an effort to raise awareness, acquire resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service. NCA assists community, arts/cultural and neighborhood groups, and individuals in using City services and other community resources to enhance the quality of life in Orlando. NCA is a team of 11 full time and 1 part time employees. It includes five primary programs that are focused on delivering exceptional customer service and accomplishing the listed outcomes and objectives. These programs are Community Outreach, Arts/Cultural and Community Affairs, Grants, Hispanic Office of Local Assistance (H.O.L.A.), and the Volunteer Program. The Community Outreach team plans, develops and implements external and internal outreach, including the production of informational materials resources and training. The Grants team manages the Mayor's Matching Grants Program and coordinates the City's initiatives to identify, apply for and receive grants from state, federal and private sources. The HOLA team connects individuals and families new to the area with the information, resources and tools necessary for a successful transition to living in Orlando. The Volunteer team recruits, places, and recognizes citizen volunteers who assist in various City departments and employee volunteers who support a number of community-based organizations and special events.

Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Through effective external and internal outreach and engagement by NCA: 1) Orlando residents, neighborhood/community-based organizations, and arts and cultural organizations will be engaged in and informed about Orlando government programs, services and priorities; 2) partnerships will be formed with community-based and arts and cultural organizations and businesses to ensure resources, programs and services are available to enhance the livability and sustainability of a strong quality of life in the City ; 3) the City will seek external funding to expand and improve City services and programs; 4) citizen and employee volunteers will be provided to support community betterment and assist with the delivery of City services and programs, and; 5) the City's funding of non-profit social service provider agencies and arts/cultural organizations will result in the greatest benefit to our residents.

Neighborhood/Community Outreach

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Overview of Services/Programs

The Neighborhood/Community Outreach 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 NCA'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, NCA engages a cross section of the community in partnerships that improve the City's quality of life. This team provides technical assistance, training, 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 departments conducting public outreach.

Executive Offices

Office of
Neighborhood &
Community Affairs

Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Major Accomplishments

- Co-sponsored with Orange County 12 Community Connection Workshops for neighborhood leaders and volunteers.
- Maintained an association contact list consisting of 252 associations and routinely communicated with all these associations through personal contact, emails and mailings.
- Produced and distributed weekly association meetings and event calendars to City elected and appointed officials and City departments with public outreach initiatives.
- Helped implement first annual Mayor Buddy Dyer's Neighborhood and Community Summit (May 13, 2006) with more than 200 neighborhood and community based organization leaders and volunteers participating. The summit consisted of two workshop sessions with six workshops per session and a general session conducted by Mayor Dyer on community venues.
- Participated as an exhibitor at a number of community and neighborhood events.
- Co-sponsored with OUC nine Hurricane Preparedness community meetings conducted throughout the City.
- Facilitated meeting and community outreach for nine Community Venue Neighborhood Update meetings designed to inform and engage Orlando citizens in the community venues projects.
- Continued to promote City services and programs in the community and assisted other City departments in marketing their services to the community.
- Assisted with implementing the Pathways to Parramore plan designed to enhance the Parramore Heritage neighborhood and facilitated the production and distribution of two Pathways for Parramore newsletters and one Pathways for Parramore Year in Review.
- Helped to plan and implement the first Fourth of July Fireworks at the Fountain Mayor's reception for neighborhood leaders and City board volunteers.
- Facilitated eight Coffee Chats that were hosted by citizens in their homes or businesses, which enabled Mayor Buddy Dyer to share City priorities with residents in small group settings.

Future Outlook

- Help to implement the 2nd annual Mayor Buddy Dyer's Neighborhood and Community Summit.
- Engage citizens and community based organizations in the Mayor's Public Safety initiative to promote crime prevention.
- Produce ten Neighborhood Tune-Up Sheets that focus on topics and best practices for sustaining neighborhood and homeowner associations.
- Co-sponsor with Orange County 12 Community Connections training workshops for neighborhood leaders and volunteers.
- 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 association database.
- Participate in at least 12 community events or special meetings to showcase city services and programs.
- Host the Fourth of July Fireworks at the Fountain Mayor's Reception for association presidents and City advisory boards.
- Facilitate Coffee Chats with Mayor Dyer and City residents.

Executive Offices

Office of Neighborhood & Community Affairs



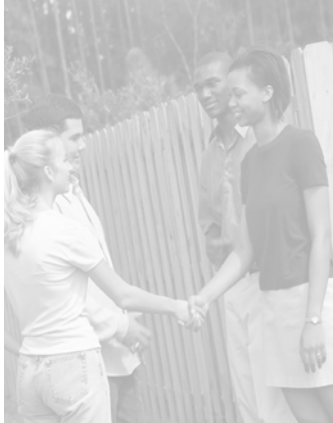
Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.



Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Arts/Cultural and Community Affairs

Overview of Services/Programs

The Arts/Cultural and Community Affairs team serves as a liaison with arts/cultural and community based organizations. The NCA director represents the City on several arts/cultural organization boards of directors. This team manages the funding distribution to and oversight of human service and arts and cultural organizations that provide resources and services to the citizens of the City of Orlando.

Major Accomplishments

- Managed the distribution of \$2,044,425 through the Citizens Review Panel (CRP) to 24 501 (c)(3) organizations providing services to City of Orlando residents.
- Managed the distribution of \$1,331,937 to five arts/cultural organizations.
- Produced and monitored the contracts for services provided by 24 501(c)(3) organizations and the five arts/cultural organizations that received funding from the City of Orlando.
- Served as the City's liaison in the oversight and management of the FY 06/07 Citizens Review Panel (CRP) Advisory Committee and fund distribution in partnership with Orange County and the Heart of Florida United.
- Designed new quarterly report for CRP groups.

Future Outlook

- Monitor the contracts with 501 (c)(3) organizations that receive FY 06/07 funding for compliance and service outcomes.
- Solicit feedback regarding unmet community needs from other City departments and neighborhood and community organizations as a part of the FY 07/08 funding cycle.
- Manage the City's role in distributing City funding to 501 (c)(3) organizations approved by the FY 07/08 Citizens Review Panel.
- Facilitate the flat or increased funding of the community based and arts/cultural organizations for FY 07/08.
- Continue to serve as City's liaison with arts/cultural organizations.
- Continue to represent the Mayor and City on six arts/cultural boards.

City Grants Program

Overview of Services/Programs

The City Grants Program oversees data collection and analyses for grant seeking and reporting to the Mayor's Office, senior staff, outside constituents, internal & external auditors. Recommendations are made to senior staff and departments on possible grant funding opportunities. This area acts as supervisor of the Grants Oversight Committee to engage Department/Office grant personnel through coordinating, coaching, and training on grant related topics, to insure receipt of the maximum amount of grant funding.

Major Accomplishments

- Created and organized a city wide Grants Oversight Committee consisting of 18 members, representing 15 areas of service, which has met five times since January 2006.
- Redesigned a database to capture information for reporting purposes and to streamline information flow across departments.

Executive Offices

**Office of
Neighborhood &
Community Affairs**



Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.



Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Future Outlook

- Develop Citywide policies and procedures to ensure consistency and successful results in the City's grant process.
- Implement and manage eCivis grant program that identifies potential government grants.
- Manage the City's grant consultant's activities for maximum funding outcomes.
- Plan and implement training for grant oversight committee members.

Mayor's Matching Grants Program

Overview of Services/Programs

The Mayor's Matching Grant Program has provided resources for neighborhood associations, schools, and non-profit organizations to plan and implement projects that address neighborhood needs, improve education, and build neighborhood pride.

Major Accomplishments

- Implemented an on-line application for the Mayor's Faith Based & Community Matching Grant.
- Secured \$10,000 in outside funding from a community business partner to enhance a Mayor's Matching Grant project.
- Organizations implementing 2005/2006 Mayor's Matching Grant projects donated volunteer hours, in-kind and cash contributions totaling more than \$200,000.
- Grant funds awarded total \$167,000.
- Awarded and monitored performance of 31 Mayor's Matching Grants.
- Helped staff Mayor Dyer's Neighborhood & Community Summit.

Future Outlook

- Continue to find funding for growing demand for youth-oriented matching grants.
- Expand marketing efforts to ensure quality projects and programs are being considered for funding.
- Award Mayor's Matching Grants to address community needs, such as public safety and civic engagement.

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

Overview of Services/Programs

The Hispanic Office for Local Assistance (H.O.L.A.) team refers, informs, trains, and connects newcomers to Orlando with valuable information, resources, and tools important to help them have a successful transition. H.O.L.A. became an official part of the City of Orlando on April 3, 2006. The success of H.O.L.A. is based on its partnerships with the Hispanic Chamber of Commerce, Latino Leadership, Orange County Public Schools, the Puerto Rico Federal Affairs Administration, and the Working Together Coalition. The partnership with the Hispanic Chamber of Commerce provides an interactive bi-lingual website called HOLA Orlando Jobs, where newcomers can job search. It also offers once a year the Business and Consumer Expo where individuals and families are linked with community services, and the job market. Latino Leadership offers the Central Florida Community and Information Fair once a year (before the school year starts) providing individuals and families with information and school resources. The Orange County School Board continues to provide language acquisition programs. The Puerto Rico Federal Affairs Administration has a satellite office at the H.O.L.A. Center with the mission to advance the social and economic development of the Puerto Rican community, and the Working Together Coalition, a connected network of over 40 social services agencies, houses a distribution and information center at the H.O.L.A. Center.

Executive Offices

Office of
Neighborhood &
Community Affairs

Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Major Accomplishments

- Participated in the Hispanic Chamber Business and Consumer Expo, at the Orange County Convention Center, where close to 25,000 persons attended searching for information and services.
- Helped staff Mayor Dyer’s Neighborhood & Community Summit.
- Participated in the Hispanic Healthy Initiative Annual Health Fair, held at the Central Florida Fair Grounds.
- Participated in the Central Florida Information & Community Fair, held at Oakridge High School, where close to 5,000 residents searched for back to school information and resources.
- Participated in the Engelwood Neighborhood Center for Families-Family Fun Day, at Stonewall Jackson Middle School.
- Coordinated and executed the first bi-lingual Hurricane Preparedness Training for community based organizations, in partnership with the Emergency Management Office.
- Participated in the 23rd National Night Out.
- Responded to over 2,000 requests for information and referral from citizens and neighborhood leaders, (from April 2006 to July 2006).
- Produced and distributed the H.O.L.A. brochure through personal contact, e-mail, and mailings.
- Created a database of community based/non for profit organizations for the Hispanic community.

Future Outlook

- Produce and distribute the H.O.L.A. brochure through personal contact, e-mail, and mailings.
- Maintain and increase the community based/not for profit organization database.
- Participate in at least eight community events, and/or special meetings to showcase the H.O.L.A. Center services.
- Facilitate community meetings, workshops, seminars, and trainings, in collaboration with the *Community Partners*, with respect to informing, training, and communicating their services and programs.
- Facilitate the launch of H.O.L.A. web pages on the NCA section of cityoforlando.net.
- Facilitate the H.O.L.A. center’s move to its permanent headquarters at the new Primrose Center.

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 Program has three primary focus areas: 1) Citizen volunteers who are recruited to work in various departments and offices throughout the City. They serve as clerical/administrative help, work at Leu Gardens and Mennello Museum, serve on citizen boards, work with 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 V.O.I.C.E. Employee Volunteer Committee and coordinate over 30 Volunteer Team Events per year, involving hundreds of employee volunteers, such as Freedom Ride Equestrian Games, A Gift For Teaching school supply drive and warehouse stocking, American Heart Association’s Heart Walk, Habitat for Humanity house building, Florida Coastal Cleanup, Toys For Tots collection, and many more opportunities.

Executive Offices

**Office of
Neighborhood &
Community Affairs**



Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Those hours are reported 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 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 sometimes recognized for their volunteerism. 3) 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 the 2004 hurricane activation of the EOC.

Major Accomplishments

- Over 65,000 volunteer hours have been contributed to the City of Orlando by citizens and employees through three quarters of FY 05/06.
- Over \$1,170,000 has been saved by the City of Orlando by using volunteer services through three quarters of FY 05/06.
- Changed the name of the Employee Volunteer Program to V.O.I.C.E. (Volunteer Organization of Involved City Employees) to better reflect who we are and what we do.
- Hosted two Volunteer Fairs with multiple non-profit agencies to allow employees to learn about available volunteer opportunities.
- Secured 100 volunteers to work at the Emergency Operations Center (EOC) during hurricane activation-working at the Emergency Information Center.
- Conducted comprehensive, advanced training for Emergency Information Center (EIC) volunteers.
- Won industry award from the Junior Achievement Bowl-A-Thon for the third year in a row for collecting over \$3,000 in pledges.
- Helped staff Mayor Dyer’s Neighborhood & Community Summit.
- Partnered with the Orlando Citizen Corps, Orange County Citizen Corps, American Red Cross of Central Florida and UCF-Downtown to conducted “Mission Possible” event to train individuals and families in hurricane and disaster preparedness.

Future Outlook

- Generate an annual total of 120,000 hours donated by City volunteers and a cost savings to the City of more than \$2 million.
- Conduct a Volunteer Survey to find out what volunteer opportunities are preferred by staff.
- Encourage more volunteering, and more reporting of volunteer hours among staff.
- Increase employee participation in Apple CORE.
- Conduct “Mission Possible” events in English and Spanish.

Marketing

Overview of Services/Programs

Marketing and promoting City services, programs and events is an integral part of the mission of NCA. The marketing staff provides technical assistance for all NCA outreach initiatives, and upon request, to other City depts. This staff works in conjunction with the Office of Communications to design brochures, flyers, logos, web site and other promotional materials for NCA. The marketing staff manages the Mayor’s Speakers’ Bureau.

Executive Offices

**Office of
Neighborhood &
Community Affairs**

Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Major Accomplishments

- Designed NCA Web site.
- Designed and distributed collateral materials, i.e. Community Resource Guide of City Services, Mayor's Grants Brochure.
- Organized the Mayor's Speakers' Bureau, including identifying City appointed officials and senior staff as speakers and compiling a database of local community organizations who may want speakers.
- Developed access database pulling together all contacts for arts & cultural, non profit, community, faith-based and H.O.L.A. organizations.
- Provided technical assistance in producing marketing and communications plans for senior citizen outreach, Human Relations Office, Community Venues Neighborhood Update meetings, Neighborhood Briefings, Fourth of July Mayor's Reception.
- Designed new Neighborhood Briefing that is mailed monthly to more than 250 associations and organizations.
- Designed newsletter templates for use by the SeniorLinks Program and neighborhood associations.
- Worked with Communications to design a new logo for VOICE.
- Helped staff Mayor Dyer's Neighborhood & Community Summit.

Future Outlook

- Promote the Mayor's Public Safety initiative.
- Continue to update NCA web site, making it more user friendly.
- Activate and manage the Mayor's Speakers' Bureau.
- Provide marketing support and materials for all City outreach initiatives.
- Create and produce a Community Briefing to inform community based organizations and the general public about city programs, services and events.
- Manage the installation of kiosks, bulletin boards and brochure racks for each of the City's community centers and ensure City information posted or displayed is current.
- Work with Technology Management to get Neighborhood Association contacts up and running in an Access database.
- Design NCA brochure to market services and programs.

Executive Offices



**Office of
Neighborhood &
Community Affairs**

Mission Statement:

To inform, engage and connect with all sectors of the public in an effort to raise awareness, acquire and provide resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service.

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ City Grants Mgmt. #027
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percent of available funds awarded to eligible arts and cultural organizations	N/A	N/A	100%
Percent of available funds awarded to eligible nonprofit organizations that provide an array of coordinated human services	100%	100%	100%
Percent of grant funds awarded through the Mayor's Matching Grants Program	100%	100%	100%
Value of citizen and employee volunteer hours @ \$18 per hour (national average)	\$2,350,165	\$2,210,000	\$2,160,000
Cost savings to City provided by citizen volunteers	\$2,159,000	\$2,297,465	\$2,106,000

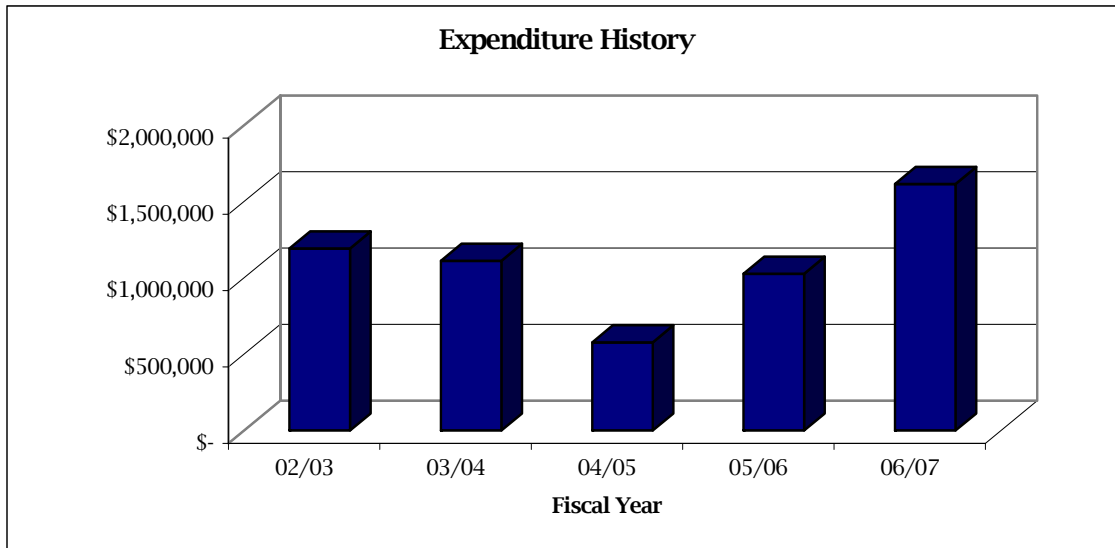
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Annual cost per neighborhood leadership development seminar	\$270	\$350	\$250

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of direct, unduplicated contacts with associations and neighborhood based groups	150	197	197
Number of community events and special meetings participation by NCA staff, excluding HOLA	20	12	12
Number of community events and special meetings participation by the HOLA staff	N/A	N/A	12
Number of new partners for HOLA	N/A	N/A	25
Number of unduplicated partnerships with arts and cultural organizations established and maintained	N/A	N/A	24
Total amount of funds awarded to eligible nonprofit organizations that provide an array of coordinated human services	\$2,071,425	\$2,044,425	\$2,044,425
Number of grant applications prepared	N/A	N/A	10
Number of neighborhood workshops conducted	7	12	12
Annual number of volunteer hours	138,245	130,000	120,000

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Neighborhood & Comm. Affairs:					
118 Neighborhood & Comm. Affairs	\$ 319,498	\$ 774,044	\$ 1,110,519	\$ 336,475	43.47%
027 City Grants Management	-	45,507	146,230	100,723	221.34%
029 HOLA Office	-	-	175,355	175,355	N/A
996 Nondept. - Neighborhood Grant	258,277	207,072	183,300	(23,772)	(11.48%)
TOTAL - GENERAL FUND	\$ 577,775	\$ 1,026,623	\$ 1,615,404	\$ 588,781	
TOTAL - OFFICE OF NEIGHBORHOOD & COMMUNITY AFFAIRS	\$ 577,775	\$ 1,026,623	\$ 1,615,404	\$ 588,781	57.35%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of Neighborhood & Comm. Affairs:			
118 Neighborhood & Comm. Affairs	4	11	11
027 City Grants Management	-	-	1
029 HOLA Office	-	-	1
TOTAL - GENERAL FUND	4	11	13
TOTAL - OFFICE OF NEIGHBORHOOD & COMMUNITY AFFAIRS	4	11	13

Executive Offices

Office of
Communications**Overview of Services/Programs**

The Office of Communications effectively communicates City services, programs and events to citizens, employees and visitors through communication mediums such as website, television broadcast, special events and print.

Constituent Communications**Overview of Services/Programs**

The Constituent Communications Team provides publications for employees, citizens and community leaders. There are three publications regularly distributed with the purpose of keeping all constituents up to date and informed about City business, events, accomplishments and happenings with a clear and consistent message.

Mission Statement:

To effectively communicate, increase understanding and promote participation in City services, programs and events.

Major Accomplishments

- Produced City News, a weekly Mayor's E-Mail newsletter, which is sent to citizens, local businesses and community leaders.
- Produced City Vision, the Mayor's E-Mail newsletter to employees.
- Produced Mayor's Newsboard, a bulletin board posting, which is posted in City employee workrooms, break rooms and other common areas.
- Produced the Communications Tool Box, a resource document for City employees to assist them with maximizing their community outreach efforts.

Future Outlook

- Continue to expand distribution of existing publications to increase communications with constituents and City employees.
- Create additional communication resource tools for employees to utilize.

Creative Services**Overview of Services/Programs**

As the source of all graphic services for the City of Orlando, the Creative Services 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 2006 and Inside Orlando. As a one-stop shop, we provide many other services including lamination, foam board mounting and plotting.

Major Accomplishments

- Cost savings to the City by producing the graphic jobs in-house instead of outsourcing the jobs to a PR or graphics firm.
- Produced several brochures/marketing materials for City services and events. These promotional materials had a direct effect on increasing awareness for citizens and event attendance.
- Produced an interactive flash web page for Holiday Lights Orlando and an animated opening for the broadcast of the State of the City address.

Program Identifier:

⇒ **Communications** #119

Executive Offices

Office of
Communications**Future Outlook**

- Maintain the quantity of jobs produced at 700 and with an anticipated savings of \$200,000 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 ensure all City publications and printed materials contain the same key elements that brand the printed pieces as City of Orlando publications and information.
- Ensure City's branding guidelines are incorporated into all print and graphic design jobs generated by Creative Services.

Mission Statement:

To effectively communicate, increase understanding and promote participation in City services, programs and events.

Multi-Media/Broadcast

Overview of Services/Programs

The Multi-Media/Broadcast Team 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 Public Television. Additionally, this team provides on-location audio/visual support for City of Orlando events and press conferences. 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 350 hours of television programming.
- 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.
- 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.
- Created an "In-House Studio" for TV production and live press conferences.

Program Identifier:

⇒ Communications #119

Future Outlook

- Produce over 350 hours of television programming.
- 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 and Public Television.

Executive Offices

Office of
Communications

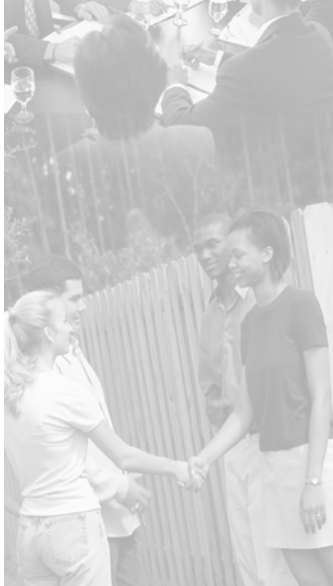
Mission Statement:

To effectively communicate, increase understanding and promote participation in City services, programs and events.



Program Identifier:

⇒ Communications #119



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 Holiday Lights Orlando at City Hall Plaza. 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.
- CityKidz- Mayor's Pre-K fundraiser: raised over \$650,000 to support the Parramore Kidz Zone initiative.
- Coordinated Mayor's Veteran Advisory Council special events: Veterans Day Parade, POW-MIA event and Memorial Day.
- 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.
- Received a Golden Brick honorable mention for Holiday Lights Orlando at City Hall Plaza.

Future Outlook

- Attract more than 330,750 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.
- Create and implement a forth large annual event during the Spring.

Web Services

Overview of Services/Programs

The Web Team connects employees and citizens to City offices, 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.

Executive Offices

Office of Communications



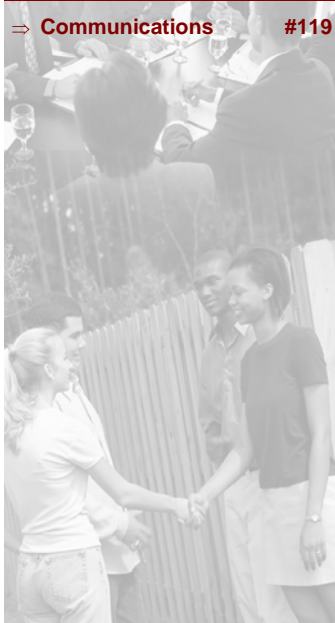
Mission Statement:

To effectively communicate, increase understanding and promote participation in City services, programs and events.



Program Identifier:

⇒ Communications #119



Major Accomplishments

- CityofOrlando.net: The City’s web site was viewed by 4,250,000 visitors.
- The Orlando en Espanol web site attracted more than 100,000 visits.
- In partnership with the Creative Services team, a new web page was created for the City’s Public Art program.
- Expanding Web Content: Assisted with adding a media hurricane guide, the Pathways for Parramore initiative, and CityVision, the city employee monthly newsletter.

Future Outlook

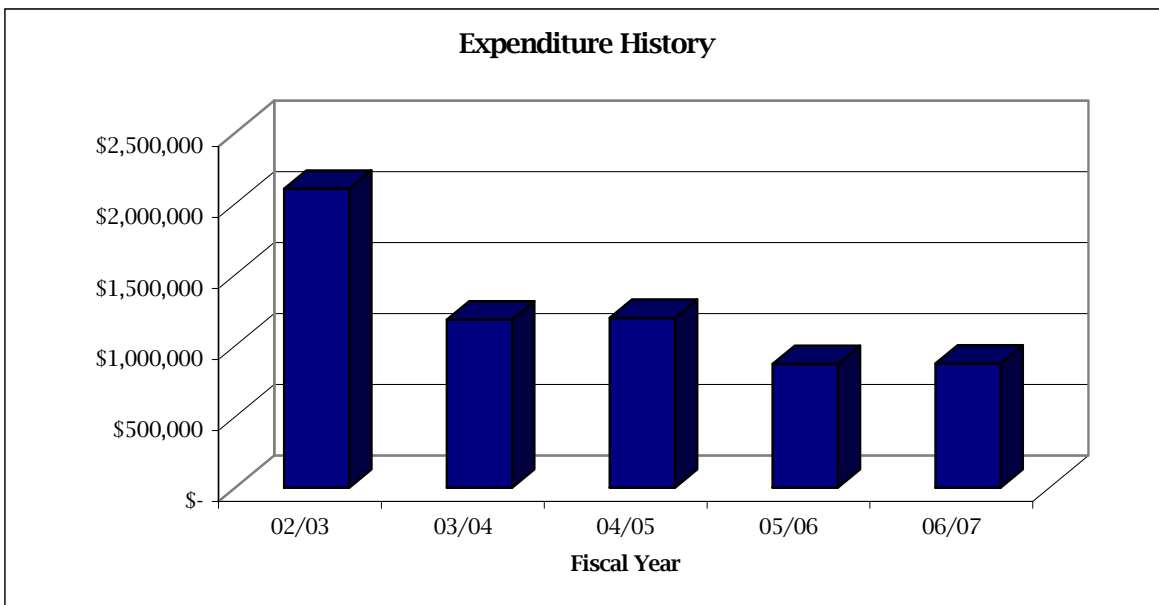
- Maintain an up-to-date and user friendly City web site.
- In partnership with the Creative Services Team, complete a new website for the City’s Public Art program.
- Attract 4,250,000 visitors to CityofOrlando.net during FY 06/07.
- Attract 150,000 visitors to Orlando en Español during FY 06/07.

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of web visits attracted to <i>City of Orlando.net</i>	3,250,000	4,250,000	4,250,000
Number of web visits to <i>Orlando en Espanol</i>	120,000	140,000	150,000
Number of broadcast hours	320	450	450
Annual attendance at City hosted special events	315,000	330,750	350,000
Annual cost savings to City provided by Creative Services team	\$300,000	\$325,000	\$325,000

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
119 Office of Communications	\$ 1,195,592	\$ 871,022	\$ 874,146	\$ 3,124	0.36%
TOTAL – GENERAL FUND	\$ 1,195,592	\$ 871,022	\$ 874,146	\$ 3,124	0.36%
TOTAL – OFFICE OF COMMUNICATIONS	\$ 1,195,592	\$ 871,022	\$ 874,146	\$ 3,124	0.36%



	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
119 Office of Communications	17	10	11
TOTAL – GENERAL FUND	17	10	11
TOTAL – OFFICE OF COMMUNICATIONS	17	10	11

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.

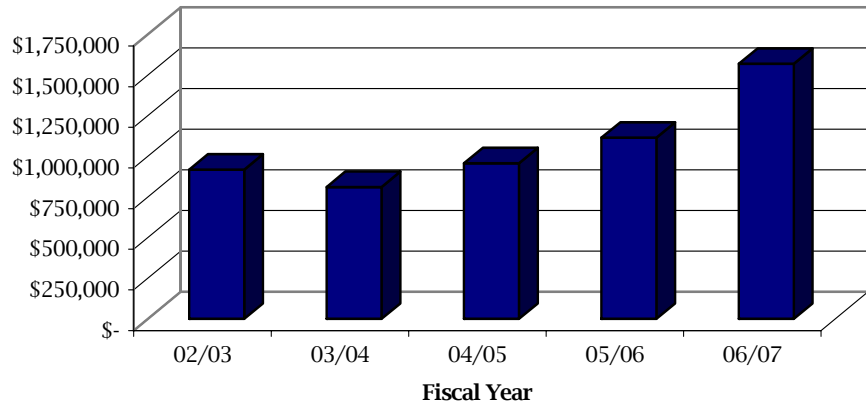
Program Identifier:

- ⇒ Chief Administrative Officer #141
- ⇒ City Emergency Management #609
- ⇒ Operations Center #026

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	\$ 544,083	\$ 565,048	\$ 947,437	\$ 382,389	67.67%
609 City Emergency Management	142,391	278,754	335,331	56,577	20.30%
026 Non Departmental-Op Center	270,973	270,930	286,017	15,087	5.57%
TOTAL – GENERAL FUND	\$ 957,447	\$ 1,114,732	\$ 1,568,785	\$ 454,053	40.73%
TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER					
	\$ 957,447	\$ 1,114,732	\$ 1,568,785	\$ 454,053	40.73%

Expenditure History



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	4	4	6
609 City Emergency Management	4	4	4
TOTAL – GENERAL FUND	8	8	10
TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER			
	8	8	10

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.

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.

Major Accomplishments

- Improved the City's Calendar and Events Program by going "live", providing immediate information to the public and City staff and saving staff time by eliminating double entry. In addition, the meeting minutes from the posted meetings are now accessible immediately through the Calendar and Events Program, an additional convenience for the public.
- Conducted three elections as follows: March 14, 2006 (General Election), April 11, 2006 (Run-Off for Dist. 3 and Special Election for Dist. 6), and May 9, 2006 (Run-Off for Dist. 6).
- Working with the Nominating Board, continued to coordinate appointments to City Advisory Boards that better reflect the demographics of the City of Orlando.
- Reorganized the Internet page by making it more user friendly, and by making more candidate information available on the election website in a timely manner.
- Through the cooperative efforts of Technology Management, the Nominating Board and Clerk's office staff, a Citizen Advisory Board database has been created which will provide a more efficient manner for the Citizen Board Coordinator and Nominating Board to maintain and update data for all Citizen Boards.

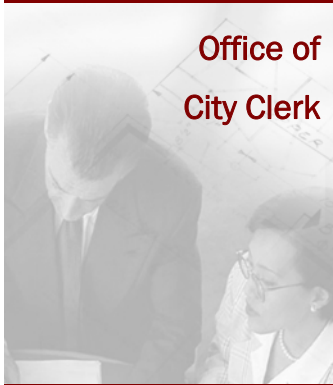
Future Outlook

- 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 marketing materials (with the help of the Office of Communications) for use in recruiting additional City Advisory Board members in some of the less represented districts.
 - Setting up quarterly meetings for the Mayor and newly appointed and re-appointed Advisory Board members to allow more citizen input and communication on relevant City issues.

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

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.

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.

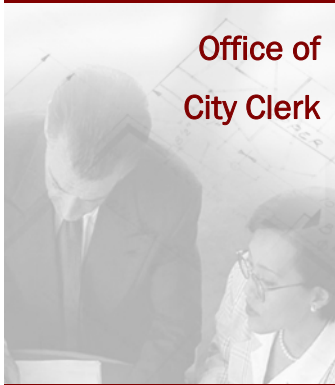
Major Accomplishments

- Coordinated the completion of a digital interactive survey of Greenwood Cemetery, which allowed for the discovery of already-existing but unmarked spaces which were then marketed using a new Greenwood Cemetery website and a regular series of historic tours.
- Opened two new burial sections in the Cemetery.
- Promoted the Cemetery on a national level by speaking at trade conferences and publishing articles on managing a cemetery.

Future Outlook

- Greenwood Cemetery will continue to plat and open additional sections 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
- ⇒ Records Management #156

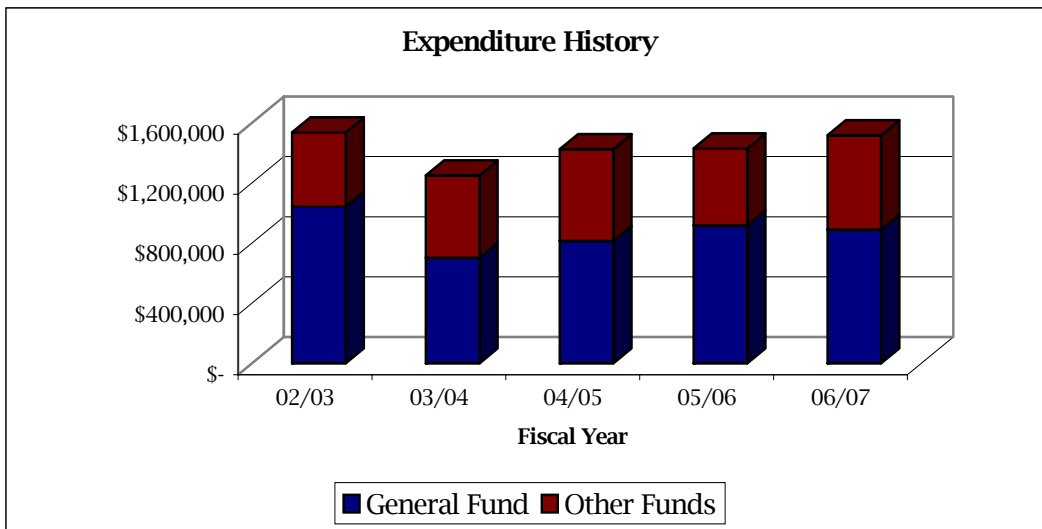


Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percent of Council books distributed to Commissioners within 3 business days	98%	98%	99%
Percent of Council minutes on the web within 5 business days of City Council meeting	99%	99%	99%
Percent of changes to agenda on website within 2 business days of Council meeting	10%	15%	15%
Percent of policies updated within 5 business days of Council approval	99%	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	98%	98%	98%
Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	95%	95%	90%
Percent of City-required election information on web within 24 hours	95%	98%	98%

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Clerk:					
150 City Clerk	\$ 502,697	\$ 526,340	\$ 578,971	\$ 52,631	10.00%
156 Records Management	311,725	391,461	309,964	(81,497)	(20.82%)
TOTAL – GENERAL FUND	\$ 814,422	\$ 917,801	\$ 888,935	\$ (28,866)	(3.15%)
GREENWOOD CEMETERY FUND #631					
154 Greenwood Cemetery	\$ 610,717	\$ 512,437	\$ 628,746	\$ 116,309	22.70%
TOTAL – OFFICE OF CITY CLERK	\$ 1,425,139	\$ 1,430,238	\$ 1,517,681	\$ 87,443	6.11%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of City Clerk:			
150 City Clerk	11	6	7
156 Records Management	-	5	5
TOTAL – GENERAL FUND	11	11	12
GREENWOOD CEMETERY FUND #631			
154 Greenwood Cemetery	4	4	4
TOTAL – GREENWOOD FUND	4	4	4
TOTAL – OFFICE OF CITY CLERK	15	15	16

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, one Deputy City Attorney, four Chief Assistant City Attorneys, ten full-time and two part-time Assistant City Attorneys who provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

Mission Statement:

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

Major Accomplishments

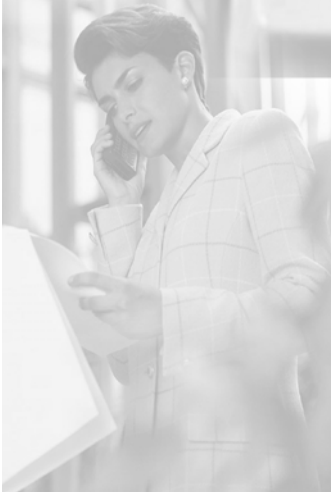
- Completed condemnation and acquisition necessary for redevelopment of Parramore Village.
- Successfully concluded several cases involving multi-year litigation, including Kaimowitz, qui tam, and the Sun Charm wetlands hunting rights.
- Drafted documents and provided advice on downtown redevelopment and capital projects.
- Provided on-going training for employees and board members in the areas of ethics, Sunshine Law, public records, sexual harassment, and police procedures.
- Continued a “lunch and learn” series for attorneys and other professional staff on a monthly basis to provide in-house instruction on pertinent topics at no cost to the City.
- Completed negotiations on renewal of the TECO/Peoples Gas franchise.
- Successfully handled issues regarding elections, special elections, and continuity of government.
- Provided counsel and support in the increasingly complex area of labor relations.

Future Outlook

- 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 Florida Power/Progress Energy, and Bright House franchises.
- Continue to provide legal services relative to Community Venues, Parramore revitalization, and other capital projects.
- Negotiate a contract to provide free wi-fi services to downtown Orlando.
- Develop a new multi-party interlocal agreement for funding of Iron Bridge as the 20-year funding currently in place expires in 2007.
- 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

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Annual retention rate of top-quality staff	93%	100%	100%
Actual expenditures as a percent of office budget	98%	100%	100%
Percentage of Risk Management cases handled in-house	26%	26%	26%
Percentage of ordinance violations successfully prosecuted	98%	98%	98%

Mission Statement:

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

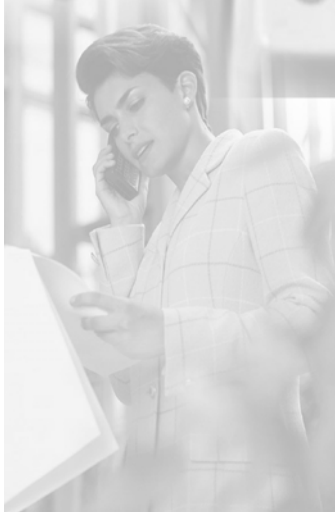


Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Annual office FTE's per 1,000 resident population	0.14	0.13	0.13

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of successful challenges for ethics, public records, sunshine violations	0	0	0
Number of bids successfully challenged	0	0	0

Program Identifier:

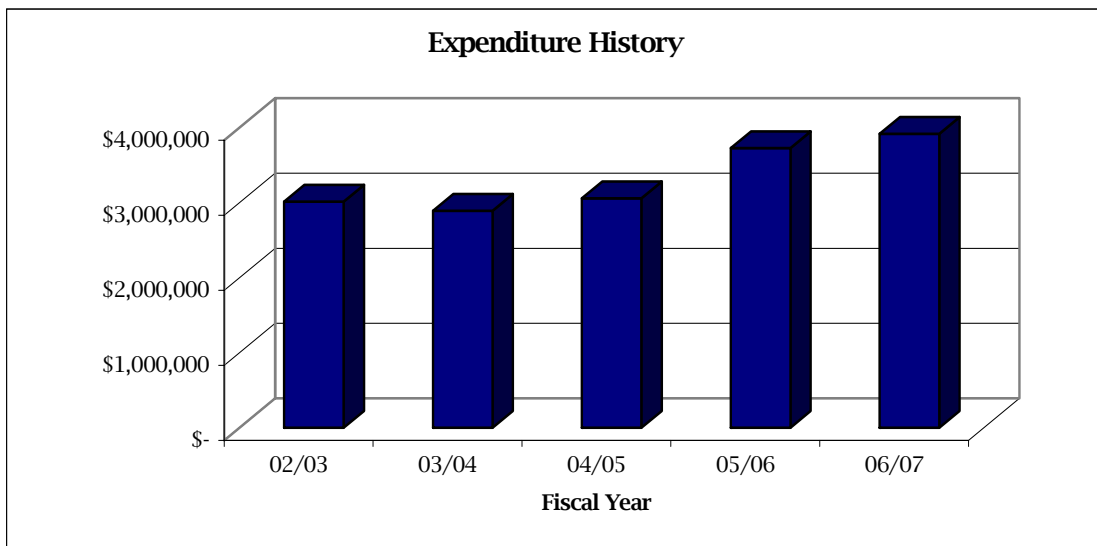
- ⇒ Legal Affairs #152
- ⇒ Governmental Relations #157



Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Legal Affairs:					
152 Office of Legal Affairs	\$ 3,057,919	\$ 3,361,663	\$ 3,549,940	\$ 188,277	5.60%
157 Governmental Relations	-	364,169	366,399	2,230	0.61%
TOTAL - GENERAL FUND	\$ 3,057,919	\$ 3,725,832	\$ 3,916,339	\$ 190,507	5.11%
TOTAL - OFFICE OF LEGAL AFFAIRS	\$ 3,057,919	\$ 3,725,832	\$ 3,916,339	\$ 190,507	5.11%



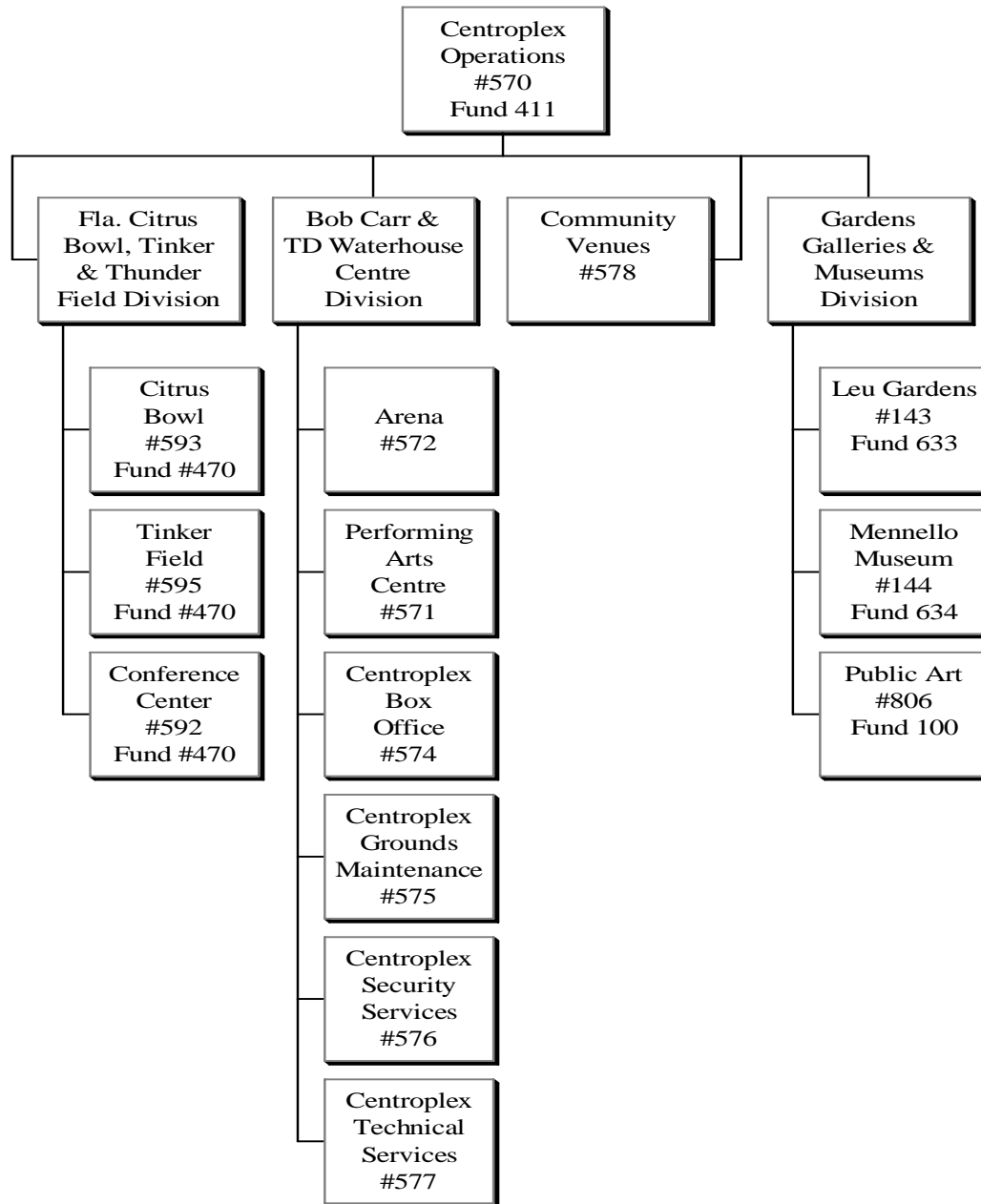
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Office of Legal Affairs:			
152 Office of Legal Affairs	28	32	33
157 Governmental Relations	-	1	1
TOTAL - GENERAL FUND	28	33	34
TOTAL - OFFICE OF LEGAL AFFAIRS	28	33	34

Executive Offices

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Centroplex Department

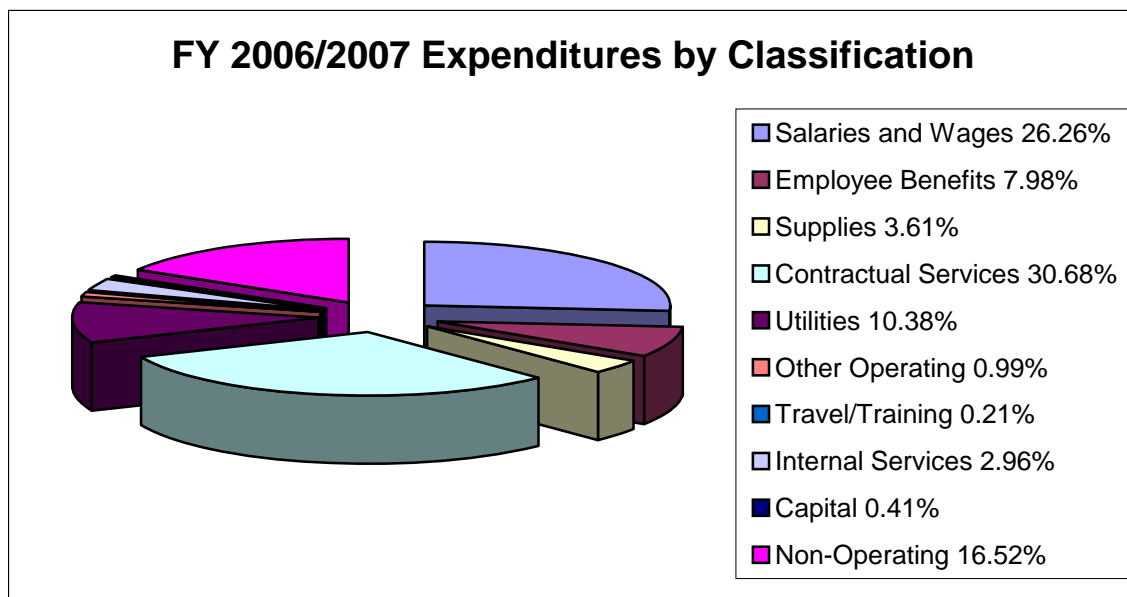
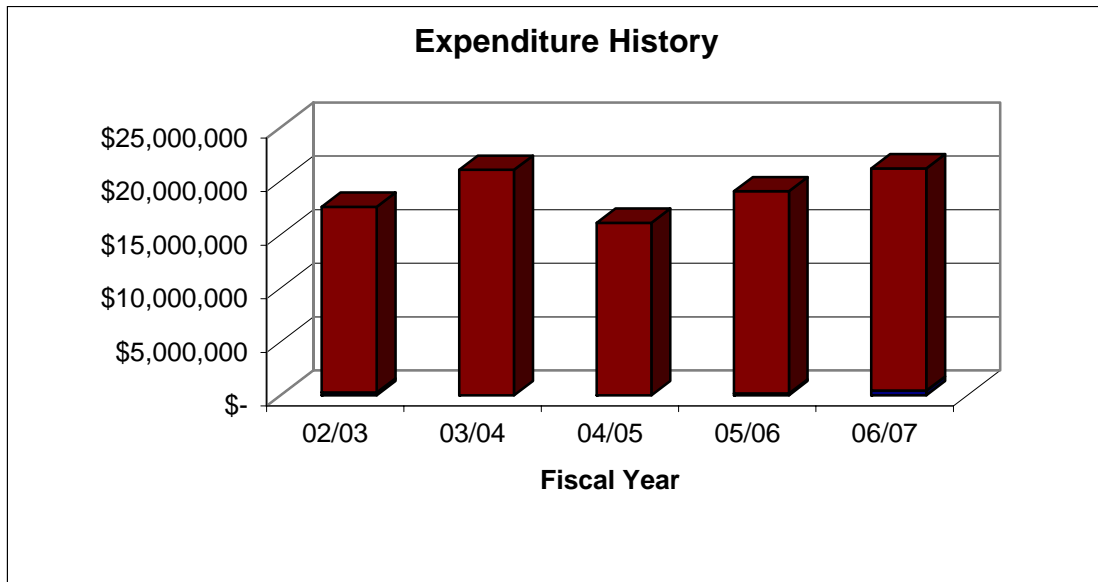


Centroplex Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Gardens, Galleries & Museums Division:					
806 Public Art	\$ 751	\$ 168,603	\$ 174,352	\$ 5,749	3.41%
082 Nondepartmental Centroplex	-	-	262,500	262,500	N/A
TOTAL – GENERAL FUND	\$ 751	\$ 168,603	\$ 436,852	\$ 268,249	159.10%
CENTROPLEX FUND #411					
Bob Carr (PAC) & TD Waterhouse Centre Division:					
570 Centroplex Operations	\$ 265,976	\$ 50,138	\$ 104,556	\$ 54,418	108.54%
571 Performing Arts Centre	1,087,265	1,298,801	1,387,398	88,597	6.82%
572 Arena	7,122,003	7,432,819	7,568,943	136,124	1.83%
573 Expo Centre	819,671	435,252	177,962	(257,290)	(59.11%)
574 Centroplex Box Office	7,663	(15,000)	(43,367)	(28,367)	189.11%
575 Centroplex Grounds Maintenance	25,000	39,937	25,000	(14,937)	(37.40%)
576 Centroplex Security Services	3,288	11,055	(42,856)	(53,911)	(487.66%)
577 Centroplex Technical Services	5,940	10,343	-	(10,343)	(100.00%)
578 Community Venues	-	1,140,150	2,430,000	1,289,850	113.13%
985 Nondepartmental - Orlando Centroplex	957,157	1,906,534	2,822,295	915,761	48.03%
Projects	225,542	264,277	-	(264,277)	(100.00%)
TOTAL – CENTROPLEX FUND	\$ 10,519,505	\$ 12,574,306	\$ 14,429,931	\$ 1,855,625	14.76%
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Florida Citrus Bowl, Tinker & Thunder Field Division:					
592 Conference Center	\$ 57,294	\$ 56,360	\$ 61,760	\$ 5,400	9.58%
593 Citrus Bowl	2,218,713	2,504,429	2,453,816	(50,613)	(2.02%)
595 Tinker Field	367,703	388,299	494,171	105,872	27.27%
974 Nondepartmental - CFA	225,191	504,595	507,272	2,677	0.53%
Projects	77,019	93,169	82,500	(10,669)	(11.45%)
TOTAL – CIVIC FACILITIES AUTHORITY FUND	\$ 2,945,920	\$ 3,546,852	\$ 3,599,519	\$ 52,667	1.48%
H.P. LEU GARDENS TRUST FUND #633					
Gardens, Galleries & Museums Division:					
143 H.P. Leu Gardens	\$ 1,971,972	\$ 2,054,125	\$ 2,148,706	\$ 94,581	4.60%
9402 H.P. Leu Gardens Sales Shop	58,104	74,950	80,000	5,050	6.74%
Projects	68,236	127,336	-	(127,336)	(100.00%)
TOTAL – H.P. LEU GARDENS TRUST FUND	\$ 2,098,312	\$ 2,256,411	\$ 2,228,706	\$ (27,705)	(1.23%)
MENNELLO MUSEUM FUND #634					
Gardens, Galleries & Museums Division:					
144 Mennello Museum of American Art	\$ 540,962	\$ 490,918	\$ 481,266	\$ (9,652)	(1.97%)
TOTAL – MENNELLO MUSEUM FUND	\$ 540,962	\$ 490,918	\$ 481,266	\$ (9,652)	(1.97%)
TOTAL – CENTROPLEX	\$ 16,105,450	\$ 19,037,090	\$ 21,176,274	\$ 2,139,184	11.24%
	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 5,054,965	\$ 5,270,657	\$ 5,561,672	\$ 291,015	5.52%
Employee Benefits	1,486,645	1,591,212	1,690,540	99,328	6.24%
Supplies	844,311	858,024	763,470	(94,554)	(11.02%)
Contractual Services	4,115,482	5,500,533	6,496,952	996,419	18.11%
Utilities	2,095,020	2,009,941	2,197,627	187,686	9.34%
Other Operating	209,117	187,081	209,201	22,120	11.82%
Travel/Training	19,218	39,200	43,862	4,662	11.89%
Internal Services	599,537	680,059	626,176	(53,883)	(7.92%)
Capital	538,736	348,051	88,000	(260,051)	(74.72%)
Non-Operating	1,142,419	2,552,332	3,498,774	946,442	37.08%
TOTAL – CENTROPLEX	\$ 16,105,450	\$ 19,037,090	\$ 21,176,274	\$ 2,139,184	11.24%

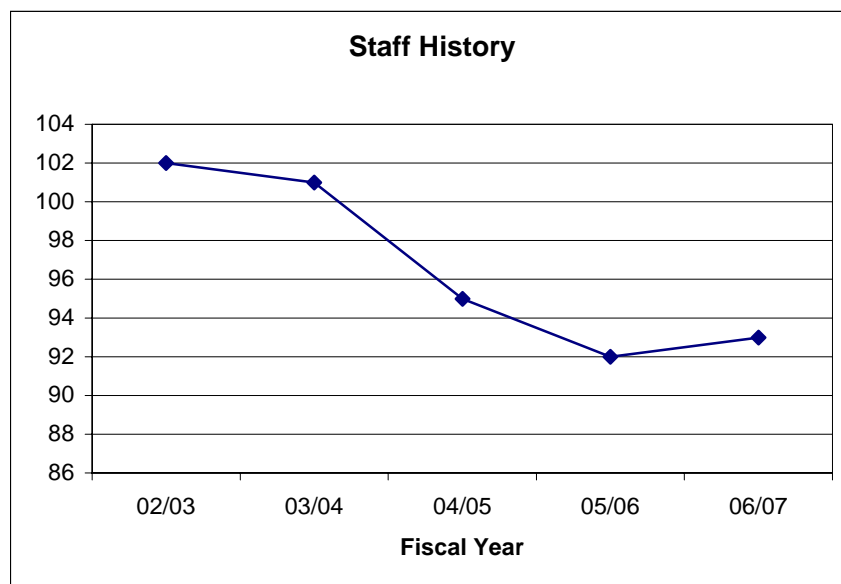
Centroplex Department



Centroplex Department

DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
Gardens, Galleries & Museums Division:			
806 Public Art	2	1	1
TOTAL -- GENERAL FUND	2	1	1
<u>CENTROPLEX FUND #411</u>			
Bob Carr (PAC) & TD Waterhouse Centre Division:			
570 Centroplex Operations	13	13	13
571 Performing Arts Centre	4	4	4
572 Arena	13	13	13
573 Expo Centre	1	-	-
574 Centroplex Box Office	11	10	10
576 Centroplex Security Services	10	9	9
577 Centroplex Technical Services	7	7	7
TOTAL CENTROPLEX FUND	59	56	56
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Florida Citrus Bowl, Tinker & Thunder Field Division:			
593 Citrus Bowl	6	7	7
595 Tinker Field	2	2	2
TOTAL CIVIC FACILITIES AUTHORITY REVENUE FUND	8	9	9
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division:			
143 H.P. Leu Gardens	24	24	25
TOTAL -- H.P. LEU GARDENS TRUST FUND	24	24	25
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division:			
144 Mennello Museum of American Art	2	2	2
TOTAL -- MENNELLO MUSEUM FUND	2	2	2
TOTAL -- CENTROPLEX	95	92	93



Centroplex Department

Bob Carr (PAC) & TD Waterhouse Centre/ Florida Citrus Bowl, Tinker & Thunder Field Divisions

Mission Statement:

To embrace new ideas and implement practices that will enable us to exceed the expectations of our patrons and clients. We continue to explore new avenues that will create a positive experience within our community by hosting dynamic entertainment, sports, and cultural arts events.

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 Services/Programs

The **Centroplex** manages and operates community venues including the TD Waterhouse Centre, Bob Carr Performing Arts Centre, Florida Citrus Bowl and Tinker Field. Our mission is to become one of the country's most progressive sports and live entertainment complexes offering events that will enhance the lives of our citizens and community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

Major Accomplishments

TD Waterhouse

- Hosted a record-breaking twenty-three (23) concerts including: Neil Diamond, Aerosmith, Gaither Homecoming, Keith Urban, Coldplay, Rascal Flatts, Faith Hill and Tim McGraw, Dave Chappelle, and Shakira.
- The sold out Tim McGraw and Faith Hill Soul2Soul concert set a record with \$1,107,425.00 in ticket sales in June 2006.
- Four new events were held utilizing the new state of the art curtaining system. Clients were delighted with our ability to meet the demands of new shows, while offering more versatility and options as a venue.
- Due to Hurricane Katrina, the Microsoft annual convention was moved from New Orleans to Orlando, Florida. This was the largest food and beverage event ever held at this venue. Breakfast and lunch was served to over 11,800 convention attendees. Over 40,000 bottled waters were served along with 70,000 snack items.

Bob Carr Performing Arts Centre

- Radio City Music Hall's famous Rockettes played 48 sold out shows during a three-week period to over 100,000 patrons.
- The Broadway season also included Lord of the Dance and Mamma Mia! Other sold out shows for the year included Bill Maher, the return of David Copperfield with three (3) performances, Ricky Martin and Melissa Etheridge.

Citrus Bowl

- The Citrus Bowl hosted UCF's inaugural conference game with attendance exceeding 42,000 football fans.
- The Monster Truck show was sold out for the second year in a row.
- The Supercross returned to the Citrus Bowl to a roaring crowd of 35,000 fans.
- The two-day Luis Palau Rally had over 38,000 in attendance.

Tinker Field

- By the end of the fiscal year, Tinker Field will have hosted a record breaking ten (10) concerts including Taste of Chaos, Earthday/Birthday, Cinco de Mayo, and the Van's Warped Tour.

Future Outlook

Events:

- The TD Waterhouse will again host the Dew Action Sports Tour, an extreme sports and music festival. This four (4) day tour scheduled for October 12 - 15, 2006 will again attract the very best and brightest from throughout the world of extreme sports. Orlando is one of five host cities including Louisville, KY; Denver, CO; Portland, OR; and San Jose CA.
- The Bob Carr Performing Arts Centre is proud to host 46 shows of Disney's The Lion King.
- The Supercross will be returning to the Citrus Bowl for a third year in addition to the annual sold out Motorsports event.

Centroplex Department

Bob Carr (PAC) & TD Waterhouse Centre/ Florida Citrus Bowl, Tinker & Thunder Field Divisions

Mission Statement:

To embrace new ideas and implement practices that will enable us to exceed the expectations of our patrons and clients. We continue to explore new avenues that will create a positive experience within our community by hosting dynamic entertainment, sports, and cultural arts events.

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

Capital Improvements:

The Bob Carr will be completing two Capital Improvement projects.

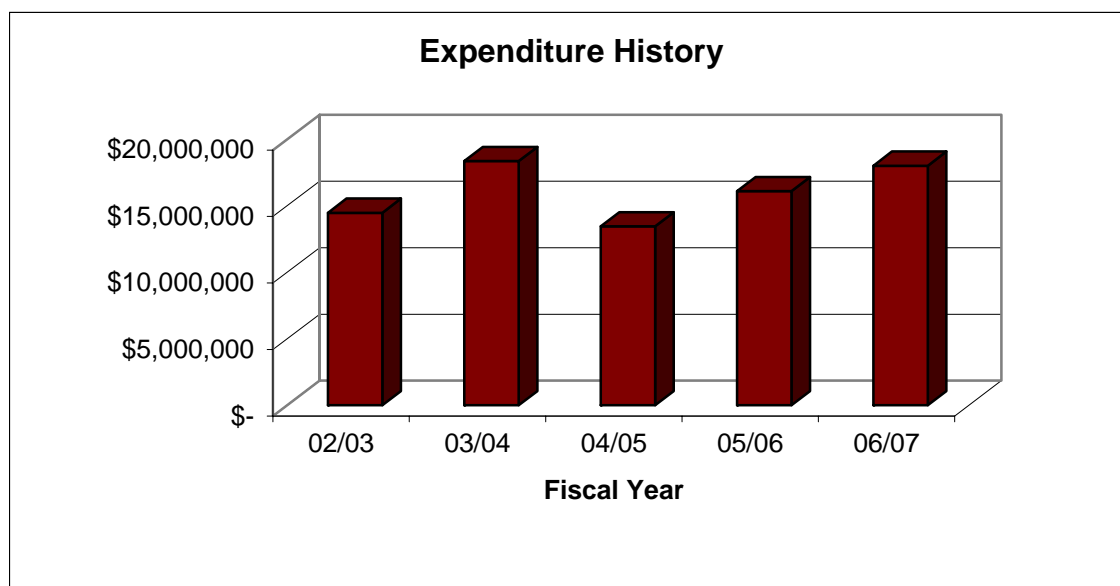
- The air-conditioning renovation project will increase airflow to the lobby and second floor balcony area. The total project cost will be \$160,000.
- The second floor ladies restroom and the main lobby concession area project will enhance the venue. Orange County Government, through their Arts and Cultural Affairs Facilities Program, has awarded a grant of \$91,435 toward this project with a total cost of \$283,168.
- The Capital Improvements to the TD Waterhouse include the replacement of the cooling tower fill, partial replacement of retractable seating, replacement of the surveillance camera system, window tinting and ceiling tile replacement. The total cost for these projects is \$515,000.
- The Citrus Bowl and Tinker Field's \$500,000 Capital Improvement will include caulking and sealing of concrete surfaces at the Citrus Bowl. The Citrus Bowl will have partial seating repairs and the replacement of five hundred (500) seats at Tinker Field. The hydraulic irrigation system and timer clocks will also be replaced at Tinker. The balance of this capital improvement project will be to re-rod and re-grade Tinker Field.

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of events held (TD Waterhouse Centre)	136	139	139
Attendance	1,126,418	1,100,000	1,100,000
Gross ticket sales	\$41,645,000	\$42,300,000	\$42,300,000
Operational profit/(loss)	\$594,296	\$675,090	\$272,440
Number of events held (Bob Carr Performing Arts Centre)	210	231	230
Attendance	308,790	345,000	340,000
Gross ticket sales	\$8,885,000	\$12,900,000	\$13,000,000
Operational profit/(loss)	\$96,205	\$247,015	\$416,094
Number of events held (Florida Citrus Bowl) Major/minor	10/362	13/350	9/350
Attendance	377,325	422,000	315,000
Gross ticket sales	\$9,631,589	\$10,935,000	\$9,750,000
Operational profit/(loss)	(\$307,230)	(\$644,935)	(\$564,434)
Number of events held (Tinker Field) Major/minor	5/254	18/200	10/200
Attendance	99,883	100,000	100,000
Operational Profit/(Loss)	(\$195,077)	(\$251,799)	(\$314,171)

Centroplex Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
CENTROPLEX FUND #411					
Bob Carr (PAC) & TD Waterhouse Centre Division:					
570 Centroplex Operations	\$ 265,976	\$ 50,138	\$ 104,556	\$ 54,418	108.54%
571 Performing Arts Centre	1,087,265	1,298,801	1,387,398	88,597	6.82%
572 Arena	7,122,003	7,432,819	7,568,943	136,124	1.83%
573 Expo Centre	819,671	435,252	177,962	(257,290)	(59.11%)
574 Centroplex Box Office	7,663	(15,000)	(43,367)	(28,367)	189.11%
575 Centroplex Grounds Maintenance	25,000	39,937	25,000	(14,937)	(37.40%)
576 Centroplex Security Services	3,288	11,055	(42,856)	(53,911)	(487.66%)
577 Centroplex Technical Services	5,940	10,343	-	(10,343)	(100.00%)
578 Community Venues	-	1,140,150	2,430,000	1,289,850	113.13%
985 Nondepartmental - Centroplex	957,157	1,906,534	2,822,295	915,761	48.03%
Projects	225,542	264,277	-	(264,277)	(100.00%)
TOTAL – CENTROPLEX FUND	\$ 10,519,505	\$ 12,574,306	\$ 14,429,931	\$ 1,855,625	14.76%
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Florida Citrus Bowl, Tinker & Thunder Field Division:					
592 Conference Center	\$ 57,294	\$ 56,360	\$ 61,760	\$ 5,400	9.58%
593 Citrus Bowl	2,218,713	2,504,429	2,453,816	(50,613)	(2.02%)
595 Tinker Field	367,703	388,299	494,171	105,872	27.27%
974 Nondepartmental - CFA	225,191	504,595	507,272	2,677	0.53%
Projects	77,019	93,169	82,500	(10,669)	(11.45%)
TOTAL – CIVIC FACILITIES AUTHORITY FUND	\$ 2,945,920	\$ 3,546,852	\$ 3,599,519	\$ 52,667	1.48%
TOTAL – BOB CARR (PAC) & TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER & THUNDER FIELD DIVISIONS	\$ 13,465,425	\$ 16,121,158	\$ 18,029,450	\$ 1,908,292	11.84%



Centroplex Department

STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>CENTROPLEX FUND #411</u>			
Bob Carr (PAC) & TD Waterhouse Centre Division:			
570 Centroplex Operations	13	13	13
571 Performing Arts Centre	4	4	4
572 Arena	13	13	13
573 Expo Centre	1	-	-
574 Centroplex Box Office	11	10	10
576 Centroplex Security Services	10	9	9
577 Centroplex Technical Services	7	7	7
TOTAL CENTROPLEX FUND	59	56	56
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Florida Citrus Bowl, Tinker & Thunder Field Division:			
593 Citrus Bowl	6	7	7
595 Tinker Field	2	2	2
TOTAL CIVIL FACILITIES AUTHORITY REVENUE FUND	8	9	9
TOTAL – BOB CARR (PAC) & TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER & THUNDER FIELD DIVISIONS	67	65	65

Centroplex Department



Gardens, Galleries & Museums Division- Harry P. Leu Gardens

Mission Statement:

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

Program Identifier:

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

GARDENS, GALLERIES & MUSEUMS

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 4,436 members thru August 21, 2006. Membership income reached \$116,101 thru July 2006.
- Volunteer hours totaled 8,450 thru June 2006 providing service in all areas.
- Total attendance reached 123,678 thru July 2006. More than 8,277 guests enjoyed "Free Monday Mornings."
- Special and Marketing events income reached \$124,485 with over 20,000 guests attending thru July 2006. 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 Date Night movie event with a large 32-foot screen began April 2006.
- More than 11,931 guests thru July 2006 attended weddings at the Gardens and in turn produced \$109,889 in income thru July 2006.
- A total of 35,543 guests thru July 2006 attended meetings and receptions within Garden House and produced \$142,221 in income thru July 2006.
- More than 131 horticulture and fine art classes were held and 2,115 guests thru July 2006 attended. Education income reached \$41,788 thru July 2006.

Future Outlook

- The strategic goal for Booking and Facility Rental is to make Leu Gardens the rental place of choice in Central Florida by:
 - o increasing the capacity utilization of the buildings
 - o maintaining the highest level of customer service
 - o 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:
 - o publishing the Leu Gardens Quarterly
 - o 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:
 - o increasing the number of students reached with educational services
 - o 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:
 - o increasing the level of maintenance
 - o creating a new conservatory

Centroplex Department

**Gardens, Galleries & Museums Division-
Harry P. Leu Gardens**

Mission Statement:

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

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

Program Identifier:

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

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of visitors to Leu Gardens	135,000	142,000	142,000
Revenue from user fees	\$888,000	\$905,072	\$904,091
Number of Volunteer hours	12,000	12,240	12,000
Number of outreach visits by Leu staff	50,000	30,000	4,000

Centroplex Department


**Gardens, Galleries & Museums Division-
Mennello Museum of American Art**
Mission Statement:

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

Program Identifier:


⇒ Mennello Museum of American Art #144

The Mennello Museum of American Art features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$3.5 million.

Major Accomplishments

- Four exhibitions of outstanding quality were shown in the 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
 - A Foreign Affair and Small Treasures, Collections from the Norton Museum of Art
- Received programming grants from Orange County, United Arts, Brighthouse Networks and Darden Restaurant Foundation totaling \$130,150.
- The 5th Annual Orlando Folk Festival was held in March 2006, over 3500 visitors attended the two day festival.
- GO! Airtran's magazine identified the Museum as one of the top twenty art destinations in the United States.
- The New York Times featured the Museum in a Travel Section article on Orlando for adults.
- Hosted the Orlando Sentinel Children's Holiday Art Contest.

Future Outlook:

Three exhibitions of outstanding quality are scheduled for the 06/07 fiscal year:

- Cassatt to Wyeth: American Masterworks from the Mitchell Museum
- Michael Eastman: Horses/The American Landscape
- The Flying Horse Press: Fine Art Printing from the University of Central Florida
- Development of a folk art slide presentation for Orange County public Schools will increase our impact on the local schools and increase interest and awareness in the Museum.
- Three versions of the Earl Cunningham school trunk are ready to be utilized by local schools.
- Increased programming is planned to coincide with the exhibitions. A series of lectures will be presented, two painting workshops will be taught and there will be several 'hands-on' projects for children. A major focus for the Cassatt to Wyeth exhibit will be an extensive outreach to the senior community.
- The 6th Annual Orlando Folk Festival will be held the first weekend of March 2007. Projected attendance is 5,000.
- The 1st Annual Heroes and Hellions art auction and costume party will be held on October 14, 2006.
- The Friends of the Mennello Museum continues to raise funds and will assist with the costs of the Cassatt to Wyeth Exhibit.
- The 4th annual Gala hosted by the Friends of the Mennello Museum will be held on February 3, 2007.
- The Earl Cunningham's America tour will open at the Smithsonian American Art Museum in August 2007.
- Until we can expand and staff and building size, we cannot fully realize our potential as a rental facility.

Centroplex Department

**Gardens, Galleries & Museums Division-
Mennello Museum of American Art**

Mission Statement:

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

Program Identifier:

⇒ Mennello Museum of American Art #144

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Annual cost per capita	\$2.52	\$2.15	\$2.01
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Total revenue	\$58,093	\$59,725	\$62,000
Annual change in total revenue	10%	4%	4%
Annual Attendance	13,315	15,000	16,000
Annual change in overall attendance	48%	13%	7%
Number of General memberships	77	100	140
Annual change in number of general memberships	16%	30%	40%
Number of <i>Friends</i> memberships	79	100	120
Annual change in number of <i>Friends</i> memberships	1%	27%	20%
Total funds raised by the Friends; includes endowments, fundraising events and Friends memberships	\$261,616	\$287,778	\$562,000
Value of grants awarded	\$51,500	\$65,000	\$177,000

Centroplex Department

Gardens, Galleries & Museums Division- Public Art

Mission Statement:

Enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints. The Public Art Program is responsible for maintaining and exhibiting the City of Orlando's extensive art collection. 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 744 fine art pieces worth \$5.7 million. Its mission is "designed to enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints". A nine (9) member Public Art Advisory Board appointed by the Mayor, oversees the program. Purchase of artwork is supported by a 1% for the arts ordinance.

Major Accomplishments

- The Terrace gallery is visited by 250 people per day.
- Exhibitions of note: Rigoberto Torres: Solo Exhibition, The African Connection: art by Dr. Charles Smith and traditional African work from the U.C.F. Collection, Dynamic Relationships: Crealde Mentors and Students, Third Annual City ArtWorks Exhibition: Art by city employees, spouses and children, Symbiotic Relationships: Art work by foreign-born artists.
- Installed the mosaic: Serenity in the Park at the Rosemont Community Center.
- Developed business plan for the Public Art Program.
- Received reviews from the Orlando Sentinel for Rigoberto Torres: Solo Exhibition, The African American Experience: art by Dr Charles Smith and traditional African work from the U.C.F. Collection, Dedication of Celestial Joy by Dorothy Gillespie.
- Supplied art work for exhibition: Of Southern Origin at the Mennello Museum of American Art.
- Facilitated casting demonstration by Rigoberto Torres at Rock Lake Park Community Center.
- Facilitated and installed Celestial Joy at The City of Orlando Administration Parking Garage.

Future Outlook

- Facilitate cleaning of outdoor sculpture.
- 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: Symbiotic Relationships, The African American Experience, Fourth Annual City ArtWorks Exhibition, Tools as Art.
- Develop a more active educational program by providing lectures and gallery tours.
- Facilitate artwork for the Community in parks, community centers, and public buildings.
- Re-install Family of Acrobats at the Bob Carr Performing Arts Center.
- Initiate a Master Plan for the Public Art Program.
- Develop Policies and Procedures governing the Public Art Program.

Centroplex Department

Gardens, Galleries & Museums Division- Public Art

Mission Statement:

Enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints. The Public Art Program is responsible for maintaining and exhibiting the City of Orlando's extensive art collection. Seek to increase awareness in the visual arts by staging exhibitions in the three public venues.

Program Identifier:

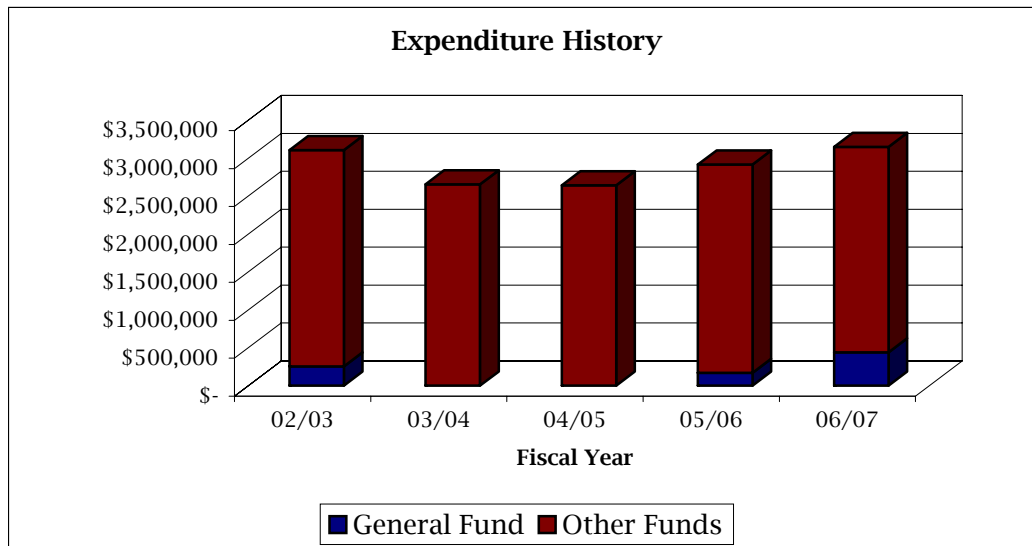
⇒ Public Art #806

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of entries in annual City Artworks program	139	139	150
Number of projects approved by board	3	3	3
C.I.P. (2yr. Bond)	\$220,925	\$134,415	\$60,000
Number of pieces in collection	980	985	990
Number of large outdoor pieces of art maintained or repaired.	2	4	4
Number of smaller pieces maintained or repaired	4	10	10
Percentage of collection " on view"	95%	95%	95%
Number of public Venues	3	3	3
Number of exhibitions at all venues	12	12	12
Attendance at art receptions	800	1,000	1,000
Actual expenditure for Public Art Board purchases, commissions and restoration	\$86,510	\$134,415	\$60,000
Number of pieces approved by the board	3	6	6

Centroplex Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
806 Public Art	\$ 751	\$ 168,603	\$ 174,352	\$ 5,749	3.41%
082 Nondepartmental Centroplex	-	-	262,500	262,500	N/A
TOTAL – GENERAL FUND	\$ 751	\$ 168,603	\$ 436,852	\$ 268,249	159.10%
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 1,971,972	\$ 2,054,125	\$ 2,148,706	\$ 94,581	4.60%
9402 H.P. Leu Gardens Sales Shop	58,104	74,950	80,000	5,050	6.74%
Projects	68,236	127,336	-	(127,336)	(100.00%)
TOTAL – H.P. LEU GARDENS TRUST FUND	\$ 2,098,312	\$ 2,256,411	\$ 2,228,706	\$ (27,705)	(1.23%)
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Art	\$ 540,962	\$ 490,918	\$ 481,266	\$ (9,652)	(1.97%)
TOTAL – MENNELLO MUSEUM FUND	\$ 540,962	\$ 490,918	\$ 481,266	\$ (9,652)	(1.97%)
TOTAL – GARDENS, GALLERIES & MUSEUMS	\$ 2,640,025	\$ 2,915,932	\$ 3,146,824	\$ 230,892	7.92%



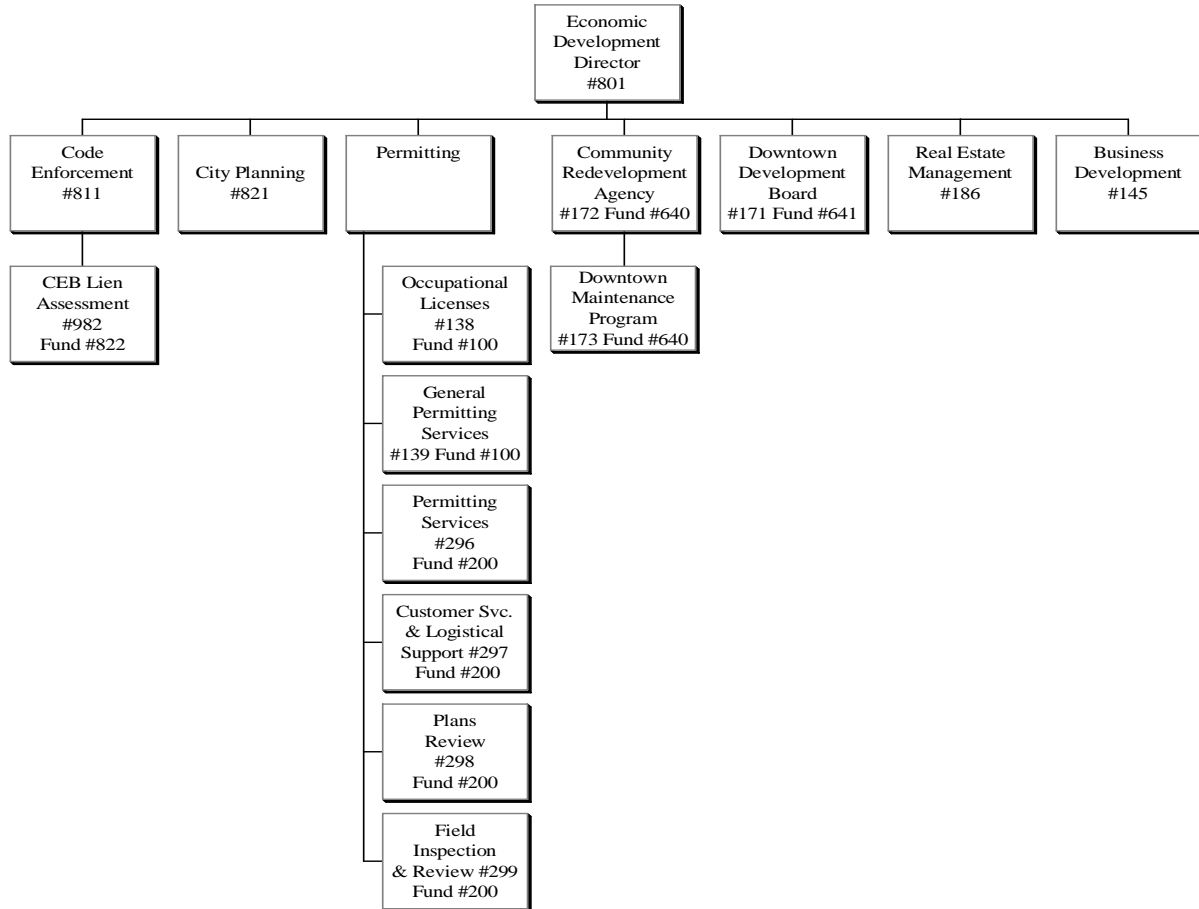
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
806 Public Art	2	1	1
TOTAL – GENERAL FUND	2	1	1
H.P. LEU GARDENS TRUST FUND #633			
143 H.P. Leu Gardens	24	24	25
TOTAL – H.P. LEU GARDENS TRUST FUND	24	24	25
MENNELLO MUSEUM FUND #634			
144 Mennello Museum of American Art	2	2	2
TOTAL – MENNELLO MUSEUM FUND	2	2	2
TOTAL – GARDENS, GALLERIES & MUSEUMS	28	27	28

Centroplex Department

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Economic Development Department



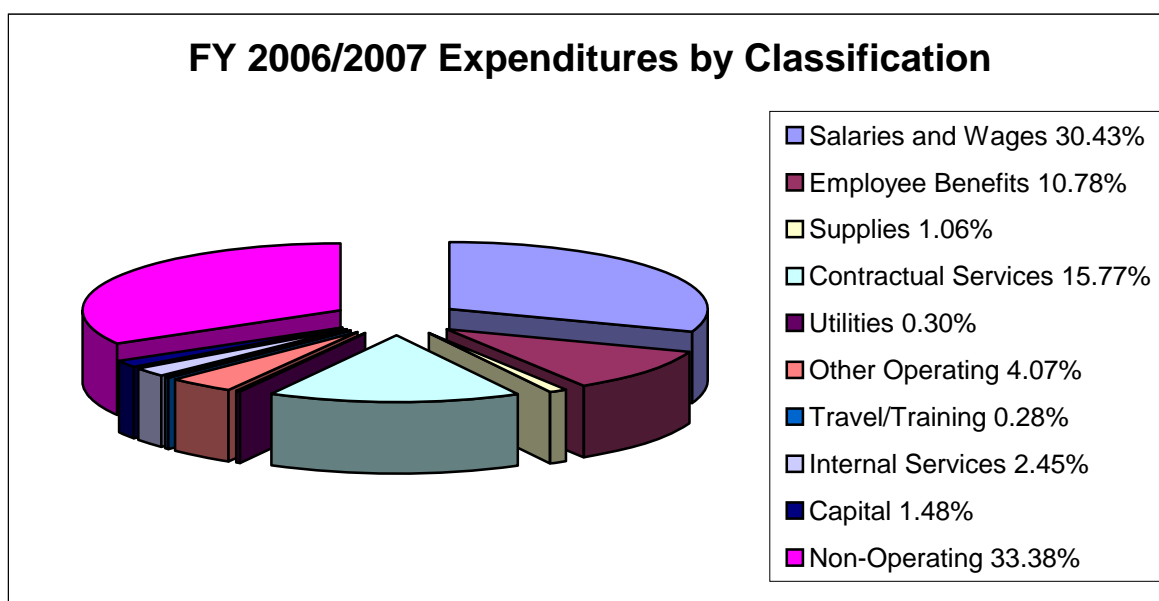
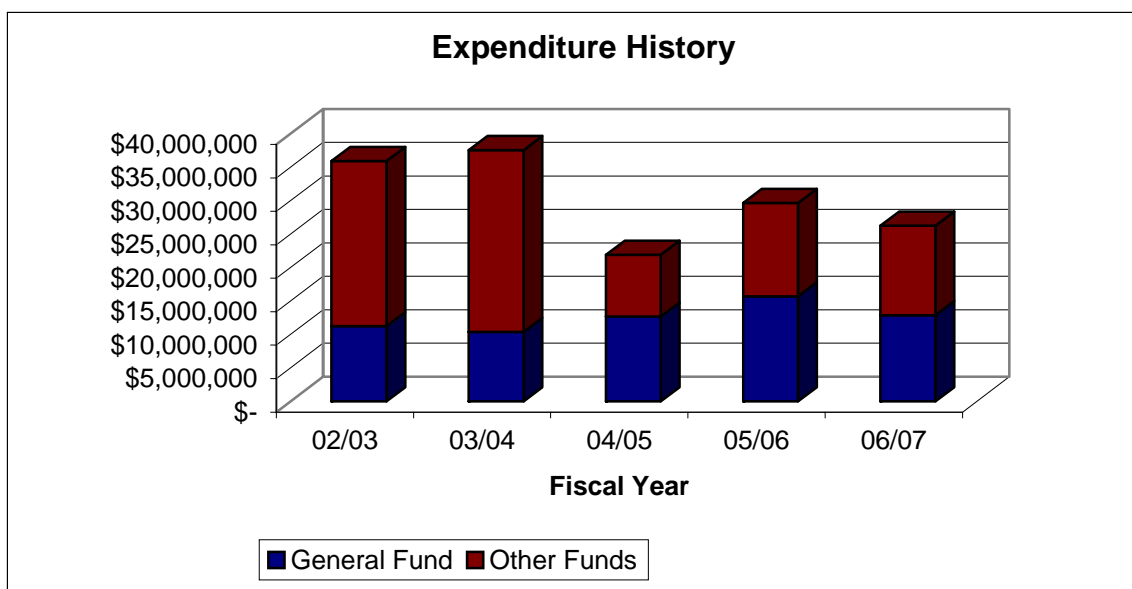
Economic Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 412,052	\$ 617,365	\$ 877,923	\$ 260,558	42.20%
Business Development Division:					
145 Business Development	238,529	253,585	371,884	118,299	46.65%
Permitting Division:					
138 Occupational License	-	-	231,178	231,178	N/A
139 General Permitting Services	-	-	1,350,863	1,350,863	N/A
146 Permitting Services	345,096	604,126	-	(604,126)	(100.00%)
147 Customer Service & Logistical Support	1,124,883	1,253,475	-	(1,253,475)	(100.00%)
148 Plans Review	1,305,234	1,845,811	-	(1,845,811)	(100.00%)
149 Field Inspection and Review	2,443,420	3,284,109	-	(3,284,109)	(100.00%)
Code Enforcement Division:					
811 Code Enforcement	2,450,928	2,372,470	3,113,276	740,806	31.23%
City Planning Division:					
821 City Planning	2,136,148	2,066,846	2,468,022	401,176	19.41%
Real Estate Division:					
186 Real Estate Management	324,532	366,519	673,879	307,360	83.86%
984 Nondepartmental - Economic Development	1,333,919	2,895,403	3,801,619	906,216	31.30%
Projects	565,895	153,803	-	(153,803)	(100.00%)
TOTAL – GENERAL FUND	\$ 12,680,636	\$ 15,713,512	\$ 12,888,644	\$ (2,824,868)	(17.98%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division:					
296 Permitting Services	\$ -	\$ -	\$ 3,332,345	\$ 3,332,345	N/A
297 Customer Service & Logistical Support	-	-	1,141,679	1,141,679	N/A
298 Plans Review	-	-	1,401,541	1,401,541	N/A
299 Field Inspection and Review	-	-	3,722,627	3,722,627	N/A
TOTAL – BUILDING CODE ENFORCEMENT FUND	\$ -	\$ -	\$ 9,598,192	\$ 9,598,192	N/A
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 323,650	\$ 598,902	\$ 718,567	\$ 119,665	19.98%
173 Downtown Maintenance Program	715,273	748,841	847,762	98,921	13.21%
960 Nondepartmental - CRA	2,155,301	2,379,352	6,354,385	3,975,033	167.06%
Projects	4,385,070	8,088,479	3,265,000	(4,823,479)	(59.63%)
TOTAL – COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 7,579,294	\$ 11,815,574	\$ 11,185,714	\$ (629,860)	(5.33%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Dntown Development Board	\$ 633,930	\$ 568,422	\$ 341,159	\$ (227,263)	(39.98%)
959 Nondepartmental - DDB	914,092	1,089,895	1,449,626	359,731	33.01%
Projects	93,986	435,579	360,000	(75,579)	(17.35%)
TOTAL – DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,642,008	\$ 2,093,896	\$ 2,150,785	\$ 56,889	2.72%
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 2,351	\$ 52,726	\$ 52,726	\$ -	0.00%
2472 CEB Housing Rehab	3,905	65,696	25,000	(40,696)	(61.95%)
TOTAL – CEB LIEN ASSESSMENT FUND	\$ 6,256	\$ 118,422	\$ 77,726	\$ (40,696)	(34.37%)
TOTAL – ECONOMIC DEVELOPMENT	\$ 21,908,194	\$ 29,741,404	\$ 35,901,061	\$ 6,159,657	20.71%

Economic Development Department

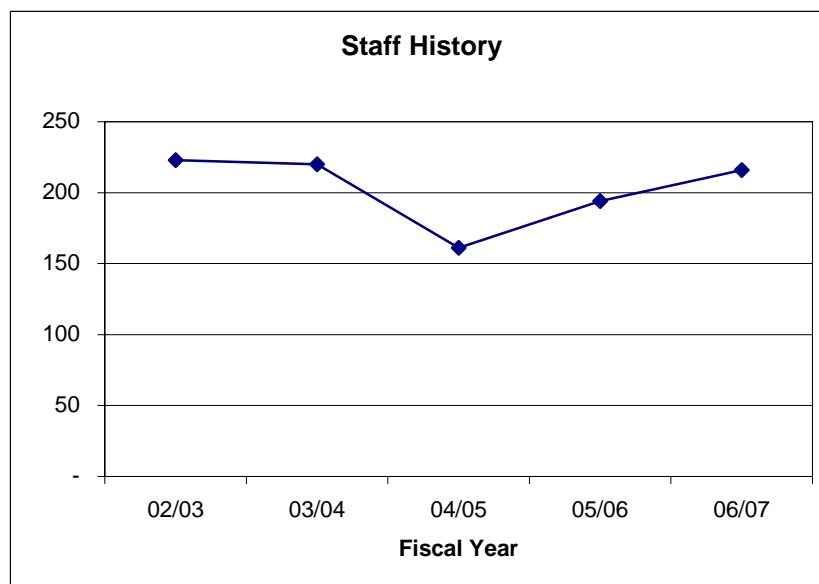
Expenditure by Classification	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 7,667,905	\$ 8,904,919	\$ 10,924,543	\$ 2,019,624	22.68%
Employee Benefits	2,701,168	3,277,907	3,871,688	593,781	18.11%
Supplies	275,770	344,526	380,562	36,036	10.46%
Contractual Services	1,256,018	5,472,267	5,657,685	185,418	3.39%
Utilities	65,479	60,988	105,806	44,818	73.49%
Other Operating	961,571	1,265,224	1,462,539	197,315	15.60%
Travel/Training	39,922	57,742	101,204	43,462	75.27%
Internal Services	555,043	771,673	879,958	108,285	14.03%
Capital	4,284,785	3,873,827	531,845	(3,341,982)	(86.27%)
Non-Operating	4,100,533	5,712,331	11,985,231	6,272,900	109.81%
TOTAL – ECONOMIC DEVELOPMENT	\$ 21,908,194	\$ 29,741,404	\$ 35,901,061	\$ 6,159,657	20.71%



Economic Development Department

DEPARTMENT STAFFING SUMMARY

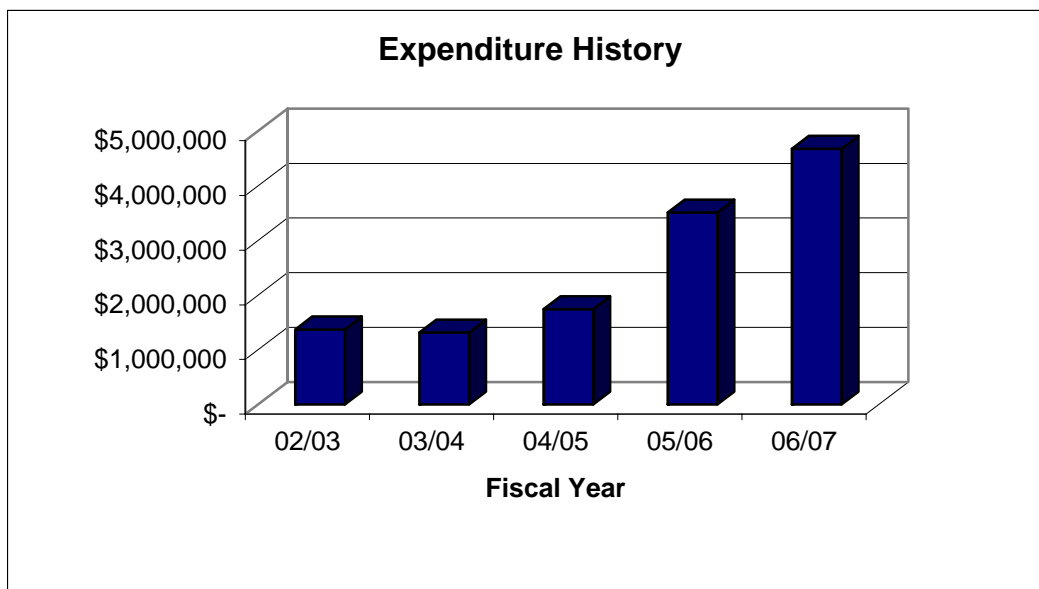
	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	6	7	8
Business Development Division:			
145 Business Development	4	4	5
Permitting Division:			
138 Occupational Licenses	-	-	4
139 General Permitting Services	-	-	18
146 Permitting Services	6	7	-
147 Customer Service	20	23	-
148 Development Plans Review	22	34	-
149 Field Inspection Services	33	41	-
Code Enforcement Division:			
811 Code Enforcement	27	29	36
City Planning Division:			
821 City Planning	24	26	31
Real Estate Division:			
186 Real Estate Management	4	4	5
TOTAL GENERAL FUND	146	175	107
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
296 Permitting Services	-	-	8
297 Customer Service & Logistical Support	-	-	19
298 Plans Review	-	-	23
299 Field Inspection and Review	-	-	40
TOTAL BUILDING CODE ENFORCEMENT FUND	-	-	90
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	2	6	7
173 Downtown Maintenance Proram	7	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	9	15	16
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	6	4	3
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	6	4	3
TOTAL – ECONOMIC DEVELOPMENT	161	194	216



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 412,052	\$ 617,365	\$ 877,923	\$ 260,558	42.20%
984 Nondepartmental - Economic Development	1,333,919	2,895,403	3,801,619	906,216	31.30%
TOTAL – GENERAL FUND	\$ 1,745,972	\$ 3,512,768	\$ 4,679,542	\$ 1,166,774	33.22%
TOTAL – DIRECTOR	\$ 1,745,972	\$ 3,512,768	\$ 4,679,542	\$ 1,166,774	33.22%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
801 Director of Economic Development	6	7	8
TOTAL GENERAL FUND	6	7	8
TOTAL – DIRECTOR	6	7	8

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 high wage jobs, the redevelopment of City business districts, and the creation of an entrepreneurial environment.

Major Accomplishments

- Assisted over 1,000 business through the Mayor's Business Assistance Team.
- Leveraged over \$4.7 million in state economic incentive dollars to assist companies locating or expanding in the City.

Future Outlook

- Leverage partnerships and resources to develop high wage jobs to the City
- Expand the biomedical, digital media and aviation simulation industry clusters in the City.
- Assist our small business community.
- Encourage the redevelopment of targeted neighborhood business districts.

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of Board cases	900	891	900
Average response time in hours for citizens complaints	24	24	24

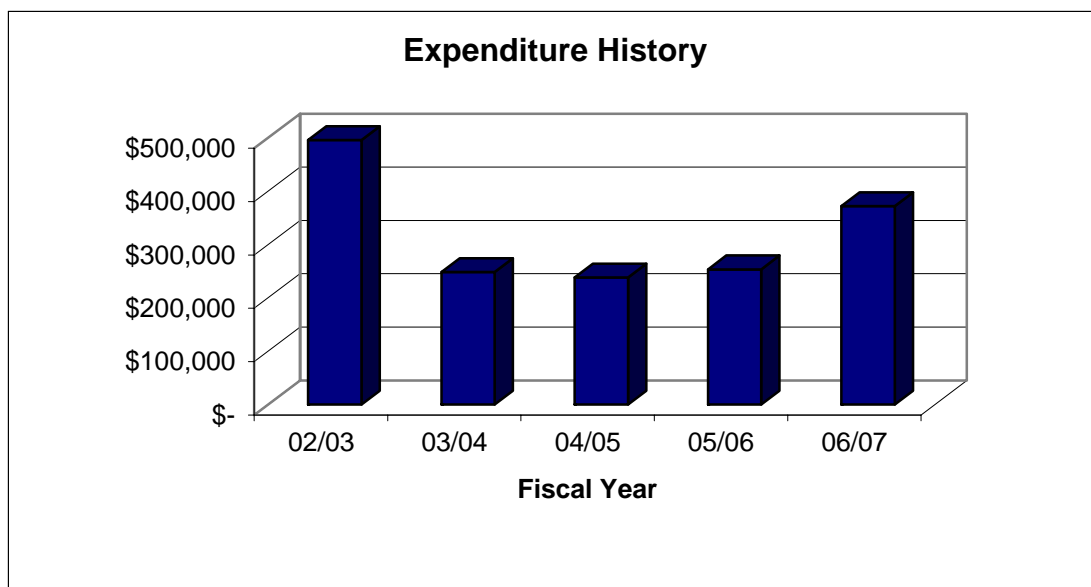
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average number of inspections per hour per officer	1.5	1.5	1.5
Average number of days for case resolution	30	15	25

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of properties inspected	21,000	34,173	38,000
Number of neighborhood meeting presentations	50	38	45
Number of training classes conducted	4	4	8
Number of citizen complaint calls managed	6,220	7,140	8,000
Number of lien search inquiries	N/A	619	800
Number of times city-owned lots cleaned	1,600	1,462	1,600

Economic Development Department

EXPENDITURE SUMMARY

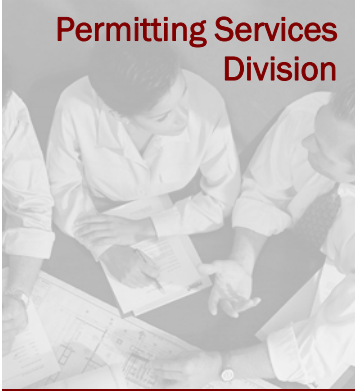
Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
145 Business Development	\$ 238,529	\$ 253,585	\$ 371,884	\$ 118,299	46.65%
TOTAL – GENERAL FUND	\$ 238,529	\$ 253,585	\$ 371,884	\$ 118,299	46.65%
TOTAL – BUSINESS DEVELOPMENT DIVISION	\$ 238,529	\$ 253,585	\$ 371,884	\$ 118,299	46.65%



	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Business Development Division:			
145 Business Development	4	4	5
TOTAL GENERAL FUND	4	4	5
TOTAL – BUSINESS DEVELOPMENT DIVISION	4	4	5

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:

- ⇒ Occupational License #138
- ⇒ General Permitting Services #139
- ⇒ Permitting Services #296
- ⇒ Customer Service & Logistical Support #297
- ⇒ Plans Review #298
- ⇒ Field Inspection and Review #299



Overview of Service/Program

The **Permitting Services Division** is a customer service oriented agency, which ensures development is built in compliance with life-safety and Building Code standards. The Division provides a one-stop permitting office that enables customers to research and obtain information and apply for residential/commercial permits and business licenses. Permitting staff examines plans and conducts inspections for code compliance for both residential and commercial permitted projects. Customers can expect clear consistent code application to ensure Orlando's Economic Competitiveness.

Major Accomplishments

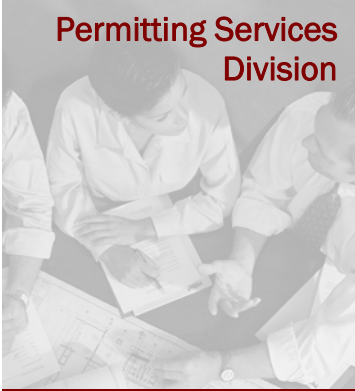
- Successfully completed a Cost Allocation Study to review Development Related Fees across the entire City in response to the Home Builders and other Industry groups
- The Permitting Services Division will continue to add new positions, which consisted of permitting technicians, plans examiners and inspectors 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

- Increased Customer Service Measures to meet Industry demands
- Establish a plan tag system to authenticate review, plans and permits.
- Replace Computers with new units to improve performance.
- Investigate the migration to Electronic Plan review and Submittal.
- Establishment of the Building Code Enforcement Fund in accordance with State Statues.
- 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.
- Establishment of a Southeast Office, to provide services in our southern most region of our city.
- Successful integration of the 2004 Florida Building Code.

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:

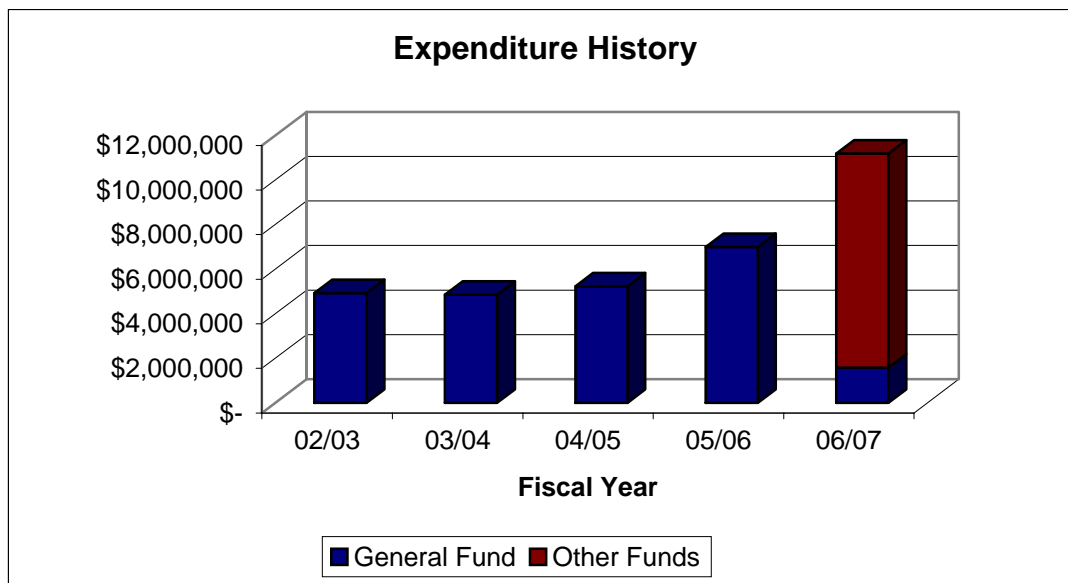
- ⇒ Occupational License #138
- ⇒ General Permitting Services #139
- ⇒ Permitting Services #296
- ⇒ Customer Service & Logistical Support #297
- ⇒ Plans Review #298
- ⇒ Field Inspection and Review #299

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
% of all ELE,MEC,PLM, and BLD RES-1 issued within 2 calendar days	85%	80%	90%
Percent of all ROW, FIR, and COMM BLD plan reviews performed within 10 working days	90%	22%	90%
Percent of inspections performed by requested date	91%	90%	100%
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Average cost to issue business license	\$10.00	\$23.25	\$18.00
Average cost to issue permit	\$23.15	\$21.29	\$20.00
Average cost per plan review	\$30.00	\$41.63	\$35.00
Average number of days to review	9	12	10
Average cost per inspection	\$16.19	\$18.14	\$16.00
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Revenue collected for business license	\$5,000,000	\$6,973,709	\$7,500,000
Number of licenses issued	22,000	17,866	22,000
Number of permits issued	34,934	38,985	40,000
Estimated construction cost of permits issued	\$1,500,000,000	\$1,835,607,549	\$1,900,000,000
Revenue collected for permits & fees	\$12,000,000	\$15,707,950	\$16,000,000
Number of inspections performed	95,000	118,424	120,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Permitting Division:					
138 Occupational License	\$ -	\$ -	\$ 231,178	\$ 231,178	N/A
139 General Permitting Services	-	-	1,350,863	1,350,863	N/A
146 Permitting Services	345,096	604,126	-	(604,126)	(100.00%)
147 Customer Service & Logistical Support	1,124,883	1,253,475	-	(1,253,475)	(100.00%)
148 Plans Review	1,305,234	1,845,811	-	(1,845,811)	(100.00%)
149 Field Inspection and Review	2,443,420	3,284,109	-	(3,284,109)	(100.00%)
TOTAL – GENERAL FUND	\$ 5,218,633	\$ 6,987,521	\$ 1,582,041	\$ (5,405,480)	(77.36%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division:					
296 Permitting Services	\$ -	\$ -	\$ 3,332,345	\$ 3,332,345	N/A
297 Customer Service & Logistical Support	-	-	1,141,679	\$ 1,141,679	N/A
298 Plans Review	-	-	1,401,541	\$ 1,401,541	N/A
299 Field Inspection and Review	-	-	3,722,627	3,722,627	N/A
TOTAL – BUILDING CODE ENFORCEMENT FUND	\$ -	\$ -	\$ 9,598,192	\$ 9,598,192	N/A

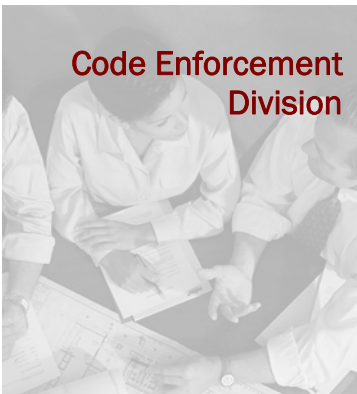


Economic Development Department

STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
Permitting Division:			
138 Occupational Licenses	-	-	4
139 General Permitting Services	-	-	18
146 Permitting Services	6	7	-
147 Customer Service	20	23	-
148 Development Plans Review	22	34	-
149 Field Inspection Services	33	41	-
TOTAL GENERAL FUND	<u>81</u>	<u>105</u>	<u>22</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Division:			
296 Permitting Services	-	-	8
297 Customer Service & Logistical Support	-	-	19
298 Plans Review	-	-	23
299 Field Inspection and Review	-	-	40
TOTAL – BUILDING CODE ENFORCEMENT FUND	<u>-</u>	<u>-</u>	<u>90</u>
TOTAL – PERMITTING DIVISION	<u><u>81</u></u>	<u><u>105</u></u>	<u><u>112</u></u>

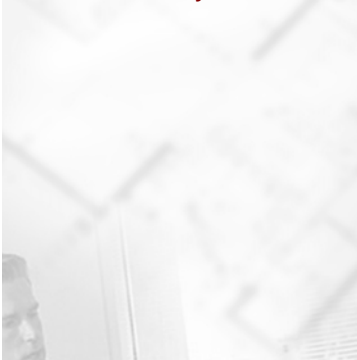
Economic Development Department



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 18% increase in citizen complaints over previous year.
- Phone-based lien payoff system handled more than 600 inquiries.
- Forced renovation of more than 1,000 apartment units in the Rosemont neighborhood
- Developed condominium conversion monitoring program

Future Outlook

- Initiate multi-family housing enforcement program.
- Continue to strengthen enforcement in Southeast area.
- Continue to identify and eliminate blighting influences
- Continue to 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

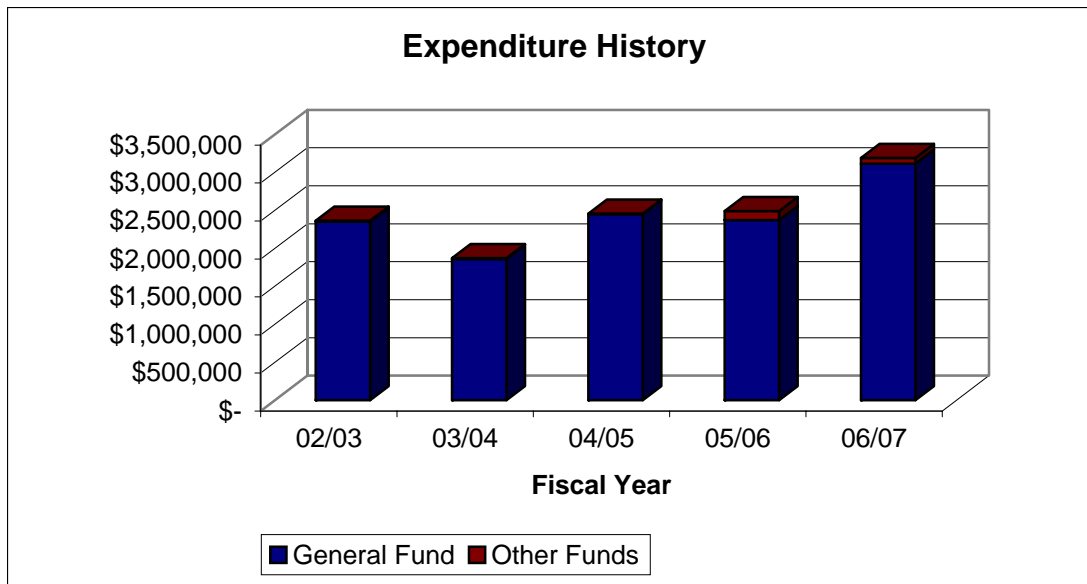
Performance Measures Efficiency	2003/2004	2004/2005	2005/2006
	Actual	Estimated	Proposed
Average number of inspections per hour per officer	1.6	1.5	1.5
Average number of days for case resolution	17.4	30	30

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

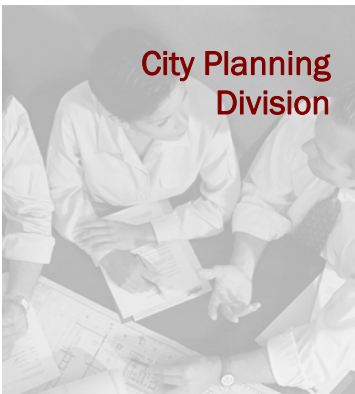
Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Code Enforcement Division:					
811 Code Enforcement	\$ 2,450,928	\$ 2,372,470	\$ 3,113,276	\$ 740,806	31.23%
TOTAL – GENERAL FUND	\$ 2,450,928	\$ 2,372,470	\$ 3,113,276	\$ 740,806	31.23%
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 2,351	\$ 52,726	\$ 52,726	\$ -	0.00%
2472 CEB Housing Rehab	3,905	65,696	25,000	(40,696)	(61.95%)
TOTAL – CEB LIEN ASSESSMENT FUND	\$ 6,256	\$ 118,422	\$ 77,726	\$ (40,696)	(34.37%)
TOTAL – CODE ENFORCEMENT DIVISION	\$ 2,457,184	\$ 2,490,892	\$ 3,191,002	\$ 700,110	28.11%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Code Enforcement Division:			
811 Code Enforcement	27	29	36
TOTAL GENERAL FUND	27	29	36
TOTAL – CODE ENFORCEMENT DIVISION	27	29	36

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

- Completion of the South Eola, Conway Road and Parramore Town Center Plans.
- Successfully completed second 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 and Randall Park; also approved significant projects including the Mills/Nebraska and SoDo mixed use developments, Tradition Towers, Downtown Plaza, IKEA, the Dolive, Princeton Village, 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
- Further the Evaluation and Appraisal Report (EAR) process of the City's Growth Management Plan
- Continue the Active Living by Design project

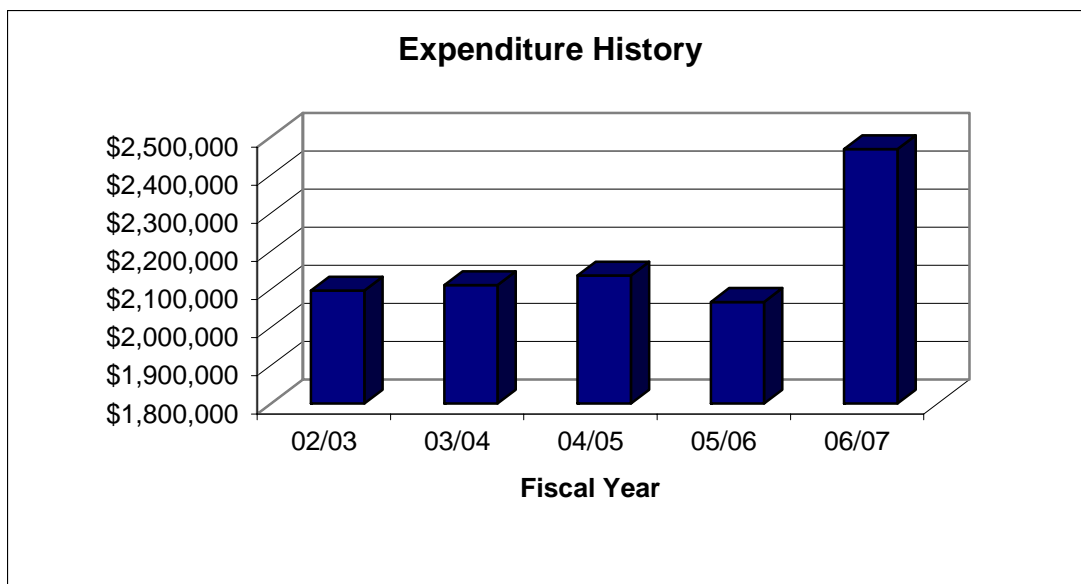
Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percentage of State Growth Management requirements found in compliance	100%	100%	100%
Percentage of certification agreement requirements found in compliance	100%	100%	100%
Percentage of recommendations accepted by advisory boards	85%	85%	85%

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of Municipal Planning Board Cases	334	350	350
Number of Board of Zoning Adjustment Cases	88	90	90
Number of Historic Preservation Board Cases	239	250	250

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
City Planning Division:					
821 City Planning	\$ 2,136,148	\$ 2,066,846	\$ 2,468,022	\$ 401,176	19.41%
TOTAL – GENERAL FUND	\$ 2,136,148	\$ 2,066,846	\$ 2,468,022	\$ 401,176	19.41%
TOTAL – CITY PLANNING DIVISION	\$ 2,136,148	\$ 2,066,846	\$ 2,468,022	\$ 401,176	19.41%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
City Planning Division:			
821 City Planning	24	26	31
TOTAL GENERAL FUND	24	26	31
TOTAL – CITY PLANNING DIVISION	24	26	31

Economic Development Department



Real Estate Management Division

Mission Statement:

To utilize corporate approaches to professionally and responsibly manage the real estate affairs of the City and strategically acquire real estate for future expansion of City services.



Program Identifier:

⇒ Real Estate Management #186



Overview of Services/Programs

The **Real Estate Management Division** strives to acquire real property at the best possible price and terms; to identify and sell surplus property in order to reduce maintenance costs and 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 for the expansion of Crystal Lake Drive and Conway Road.
- Audited TRIM notices for all City-owned property.
- Acquired additional property in downtown Orlando for future parking.
- Obtained 100% occupancy of all city-owned properties available for rent.
- Leased space for the Orlando Police Department in downtown at favorable terms and conditions.
- Acquired property for three new Orlando Fire Department sites in southwest and southeast Orlando.

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.

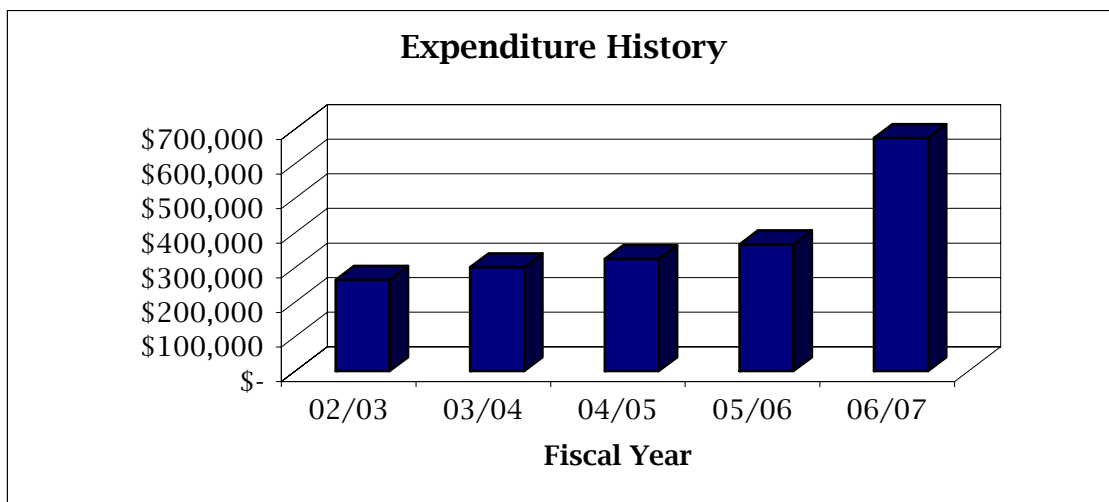
Performance Measures Effectiveness

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Measure by occupancy rate on downtown property reported by recognized real estate market reporting sources	90%	100%	100%
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%	90%	85%

Economic Development Department

EXPENDITURE SUMMARY

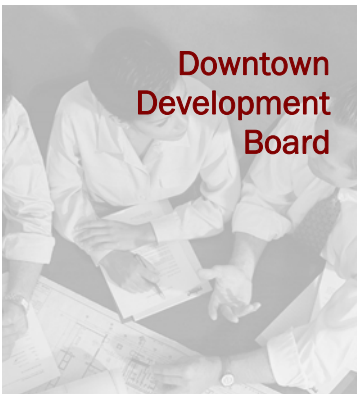
Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
186 Real Estate Management	\$ 324,532	\$ 366,519	\$ 673,879	\$ 307,360	83.86%
TOTAL -- GENERAL FUND	\$ 324,532	\$ 366,519	\$ 673,879	\$ 307,360	83.86%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 324,532	\$ 366,519	\$ 673,879	\$ 307,360	83.86%



STAFFING HISTORY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
186 Real Estate Management	4	4	5
TOTAL -- GENERAL FUND	4	4	5
TOTAL -- REAL ESTATE MANAGEMENT	4	4	5

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 (DDB)** was created by a special act of the legislature in 1971. Under the guidance of a five-member board, the DDB plans and implements projects designed to stimulate private investment are implemented.

Major Accomplishments

- Published the Downtown User's Guide
- Coordinated and co-sponsored numerous special events
- Relocated the Farmer's Market to Lae Eola
- Successfully implemented Paint-Up Downtown

Future Outlook

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

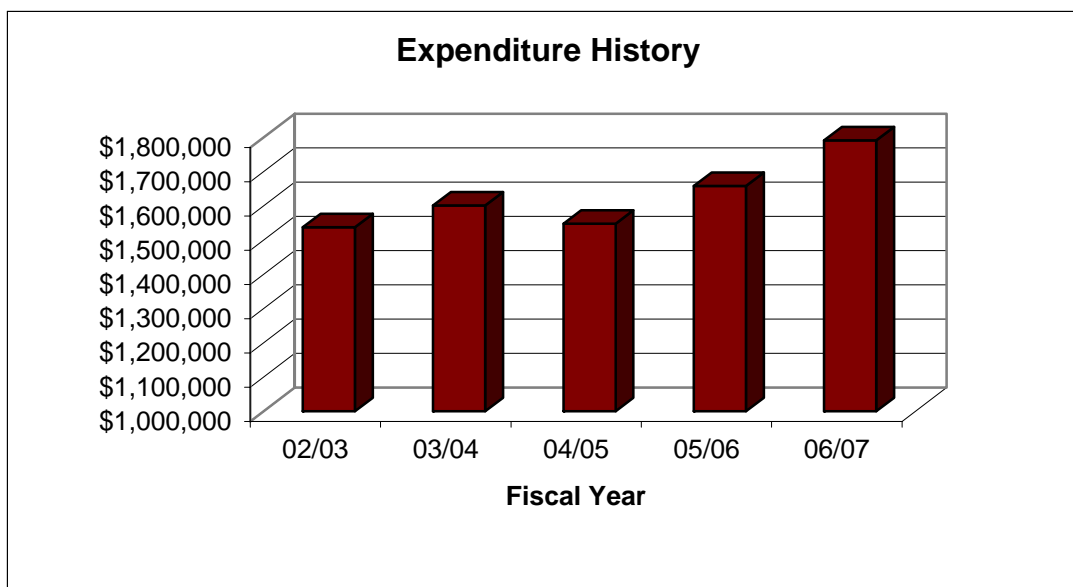
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Annual increase in DDB tax roll	5%	6%	4%

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of Website visits	300,000	350,000	400,000

Economic Development Department

EXPENDITURE SUMMARY

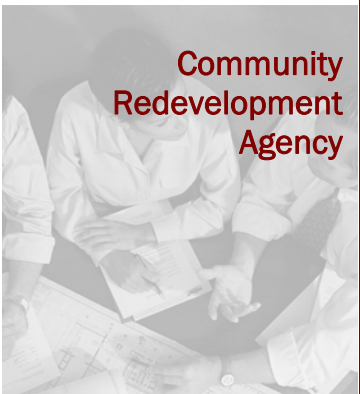
Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 633,930	\$ 568,422	\$ 341,159	\$ (227,263)	(39.98%)
959 Nondepartmental - DDB	914,092	1,089,895	1,449,626	359,731	33.01%
TOTAL – DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,548,022	\$ 1,658,317	\$ 1,790,785	\$ 132,468	7.99%
TOTAL – DOWNTOWN DEVELOPMENT BOARD	\$ 1,548,022	\$ 1,658,317	\$ 1,790,785	\$ 132,468	7.99%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	6	4	3
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	6	4	3
TOTAL – DOWNTOWN DEVELOPMENT BOARD	6	4	3

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-CRA #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

- Selected a development team for the development of the Otey Place property
- Initiated the design and bid process for the Division Avenue Streetscape project
- Initiated the design and bid process for Parramore Heritage Central Park
- Relocated seven (7) mature Date Palms from I-4 off ramps to other landscape beds throughout Downtown
- Installed new rubberized surface treatment in Heritage Square to prevent erosion
- 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
- Implement Orlando's Downtown Outlook Vision Plan
- Encourage development of housing, including workforce housing
- Increase emphasis on retention and recruitment of jobs.

Performance Measures Efficiency

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Annual increase in CRA taxable value	4%	12%	4%

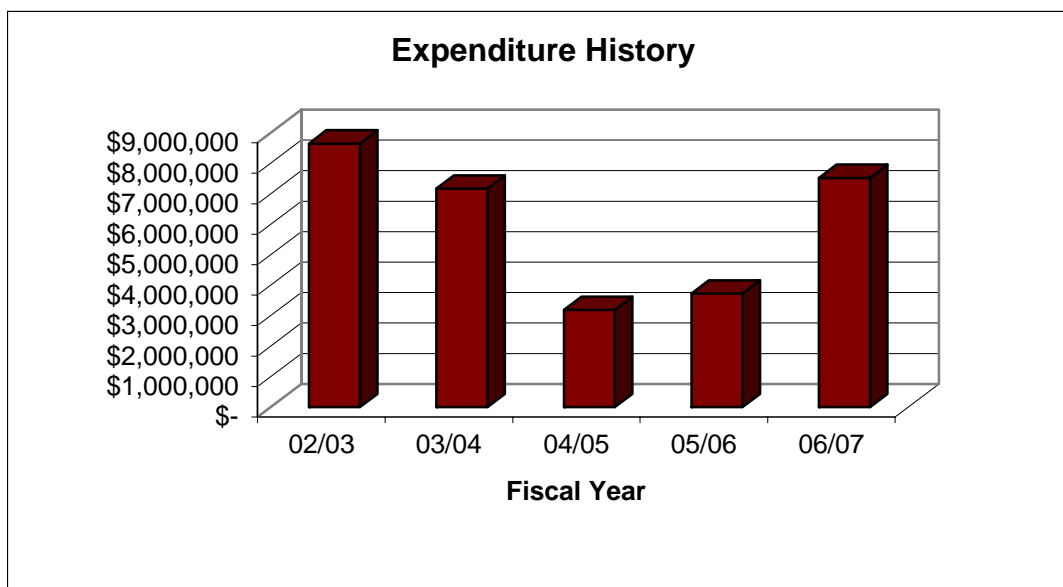
Performance Measures Service Indicator

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Replace 102 trees destroyed by summer 2004 hurricanes	69	16	4
Annual number of additional residential units	355	55	426
Number of construction projects initiated	N/A	1	1

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 323,650	\$ 598,902	\$ 323,650	\$ 119,665	(45.96%)
173 Downtown Maintenance Program	715,273	748,841	847,762	98,921	13.21%
960 Nondepartmental - CRA	<u>2,155,301</u>	<u>2,379,352</u>	<u>6,354,385</u>	<u>3,975,033</u>	<u>167.06%</u>
TOTAL – COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 3,194,224	\$ 3,727,095	\$ 7,525,797	\$ 4,193,619	101.92%
TOTAL – COMMUNITY REDEVELOPMENT AGENCY	<u>\$ 3,194,224</u>	<u>\$ 3,727,095</u>	<u>\$ 7,525,797</u>	<u>\$ 4,193,619</u>	101.92%



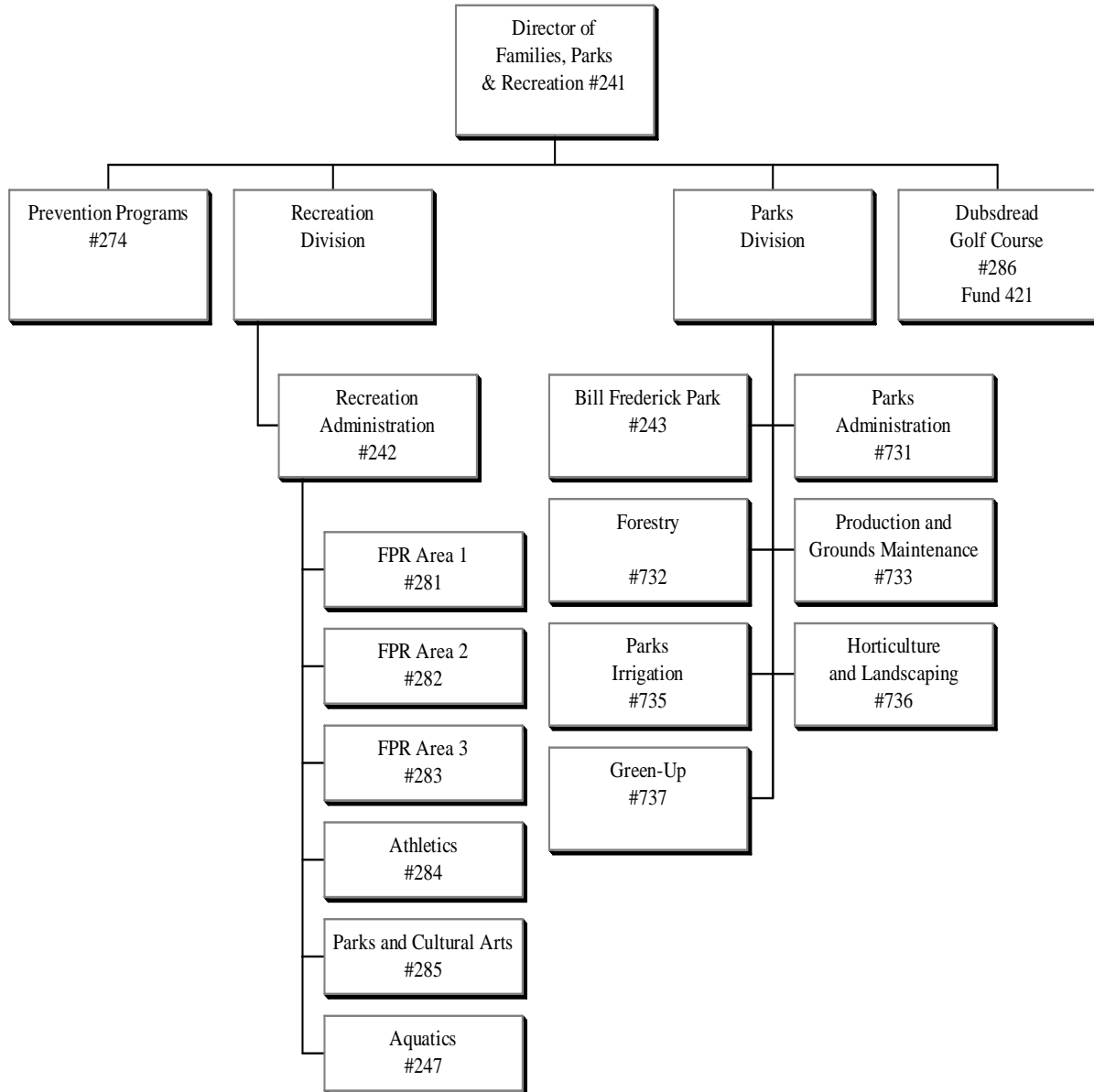
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	2	6	7
173 Downtown Maintenance Program	7	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	<u>9</u>	<u>15</u>	<u>16</u>
TOTAL – COMMUNITY REDEVELOPMENT AGENCY	<u>9</u>	<u>15</u>	<u>16</u>

Economic Development Department

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Families, Parks and Recreation Department



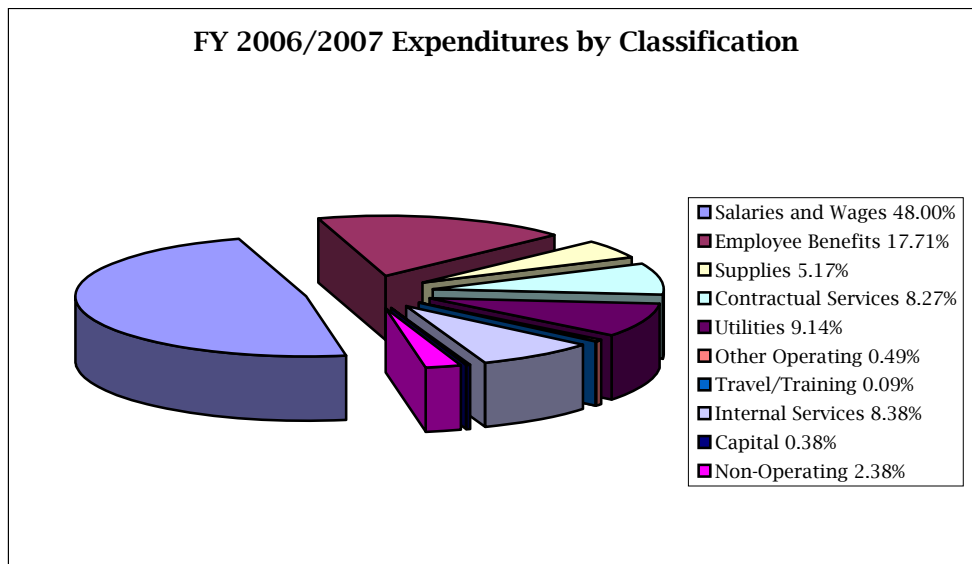
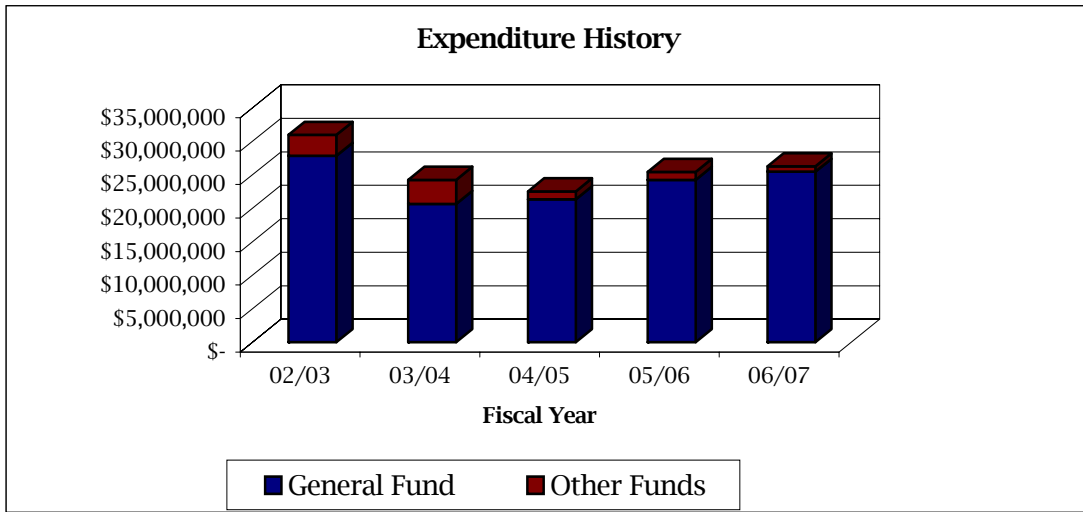
Families, Parks and Recreation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 566,221	\$ 718,064	\$ 846,159	\$ 128,095	17.84%
274 Prevention Programs	833,492	828,498	954,320	125,822	15.19%
158 Children and Education	4	185,993	200,000	14,007	(185,993)
Recreation Division:					
242 Recreation Administration	651,800	641,457	701,331	59,874	9.33%
247 Aquatics	-	-	1,444,939	1,444,939	*
281 FPR Area 1	1,495,258	1,657,265	1,690,910	33,645	2.03%
282 FPR Area 2	1,520,538	2,077,172	2,013,424	(63,748)	(3.07%)
283 FPR Area 3	1,583,902	2,050,290	2,192,085	141,795	6.92%
284 Athletics	2,938,151	3,098,047	3,119,174	21,127	0.68%
285 Parks and Cultural Arts	923,697	982,417	1,047,985	65,568	6.67%
Parks Division:					
731 Parks Administration	1,076,798	1,352,310	1,356,459	4,149	0.31%
243 Bill Frederick Park	788,648	850,800	847,412	(3,388)	(0.40%)
732 Forestry	1,338,793	1,476,759	1,440,429	(36,330)	(2.46%)
733 Production/Grounds Maintenance	4,413,217	4,865,933	4,098,125	(767,808)	(15.78%)
735 Parks Irrigation	1,071,924	1,104,517	1,117,771	13,254	1.20%
736 Horticulture and Landscaping	1,539,483	1,727,418	1,702,044	(25,374)	(1.47%)
737 Green Up Orlando	258,530	262,236	301,797	39,561	15.09%
987 Non Departmental Dubsdread	321,091	318,660	312,434	(6,226)	(1.95%)
990 Non Departmental FPR	11,154	30,650	46,349	15,699	51.22%
Projects	18,509	-	-	-	N/A
TOTAL – GENERAL FUND	\$ 21,351,210	\$ 24,228,486	\$ 25,433,147	\$ 1,204,661	4.97%
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,160,718	\$ 1,195,927	\$ 831,831	\$ (364,096)	(30.44%)
TOTAL – DUBSDREAD GOLF COURSE FUND	\$ 1,160,718	\$ 1,195,927	\$ 831,831	\$ (364,096)	(30.44%)
TOTAL – FAMILIES, PARKS AND RECREATION	\$ 22,511,928	\$ 25,424,413	\$ 26,264,978	\$ 840,565	3.31%
Expenditure by Classification					
Salaries and Wages	\$ 10,908,191	\$ 12,287,243	\$ 12,603,338	\$ 316,095	2.57%
Employee Benefits	3,954,996	4,794,416	4,651,294	(143,122)	(2.99%)
Supplies	1,255,124	1,180,888	1,359,116	178,228	15.09%
Contractual Services	2,044,592	2,016,616	2,173,030	156,414	7.76%
Utilities	2,011,869	2,412,691	2,401,107	(11,584)	(0.48%)
Other Operating	121,343	126,433	128,437	2,004	1.59%
Travel/Training	10,948	19,280	24,510	5,230	27.13%
Internal Services	1,685,111	1,920,791	2,199,863	279,072	14.53%
Capital	133,990	56,389	100,000	43,611	77.34%
Non-Operating	385,764	609,666	624,283	14,617	2.40%
TOTAL – FAMILIES, PARKS AND RECREATION	\$ 22,511,928	\$ 25,424,413	\$ 26,264,978	\$ 840,565	3.31%

* Aquatics was part of Athletics (program 284) until FY 2006/2007

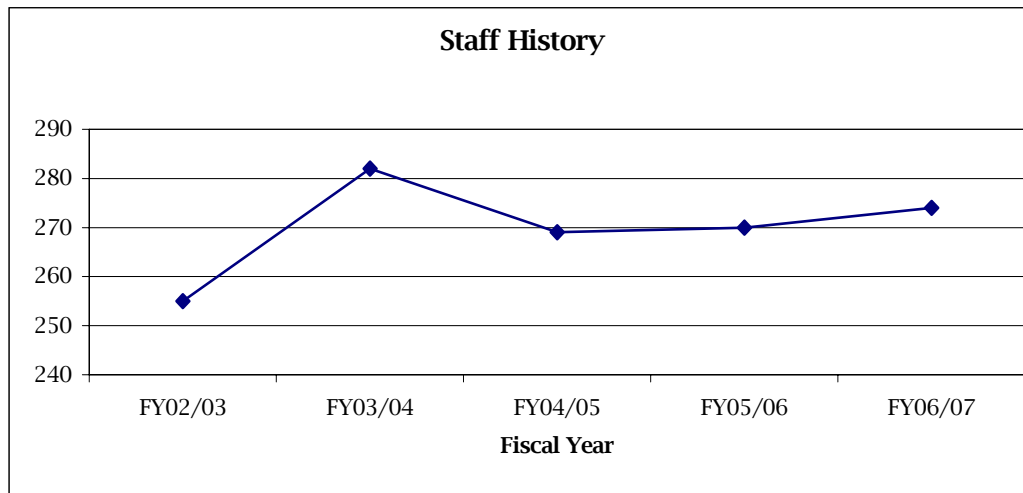
Families, Parks and Recreation Department



Families, Parks and Recreation Department

DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
241 Director's Office	8	11	11
274 Prevention Programs	4	4	4
Recreation Division:			
242 Recreation Administration	5	6	6
247 Aquatics	-	-	6
281 FPR Area 1	22	22	22
282 FPR Area 2	21	20	20
283 FPR Area 3	21	20	23
284 Athletics	24	26	38
285 Parks and Cultural Arts	11	11	12
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	72	55
735 Parks Irrigation	16	16	16
736 Horticulture and Landscaping	25	25	24
737 Green-Up	3	3	3
TOTAL -- GENERAL FUND	267	270	274
TOTAL -- FAMILIES, PARKS AND RECREATION	267	270	274



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
- ⇒ Children & Education #158
- ⇒ Non-Department #990



Overview of Services/Programs

The Director's Office at the Families, Parks and Recreation Department is developing a model to "move the needle" on indicators of child well being in Orlando. Examples of indicators include: child abuse rates, school performance, teen pregnancy and juvenile crime rates. An initial Orlando neighborhood, Parramore, is being targeted. The initiative, called **Parramore Kidz Zone**, aims to dramatically increase participation of the neighborhood's children in positive opportunities (e.g. pre-k, health care, after school activities, mentoring).

Major Accomplishments - October 2005 through June 2006

- Orlando Mayor Buddy Dyer and the Orlando City Council established a special fund at the Community Foundation of Central Florida to engage public and private funders to partner with the City to develop a model that "moves the needle" on indicators of child well-being in Orlando.
- The following funders pledged financial support for the project: Robert Wood Johnson Foundation (\$499,000); Dr. Phillips Charities (\$225,000); Edyth Bush Charitable Foundation (\$100,000) and Kiwanis of Orlando (\$100,000).
- Mayor Buddy Dyer hosted the 2nd annual CityKidz! Buddy's Benefit for Children fundraising event, which raised \$615,000, from live and silent auctions and corporate sponsors such as Mirabilis Ventures, Universal Orlando, Walt Disney World, SmartCity Telecom, and Florida Hospital.
- An Advisory Committee was appointed to advise on distributions from the Legacy Trust for Orlando Children.
- Over 400 Parramore youth were engaged in summer camp programs during June - August 2006, via the second annual CityTeenz summer program.

Future Outlook

- The Legacy Trust will issue grants to deploy a grassroots outreach team to the neighborhood and to initiate the project evaluation.
- The Director's Office will recruit and train "Children's Champions" from the Parramore neighborhood, forming the framework for block-by-block engagement of a critical mass of community residents. "Children's Champions" will host neighborhood meetings to obtain feedback from neighbors about project services and marketing strategies, disseminate information about child well being and project partners, plan project activities, and build neighborhood ownership of the project.
- The Childcare Executive Partnership Program will be continued and expanded, and strategies developed to increase the number of Parramore children, birth to age five, in high quality childcare/early learning settings.
- The CityTeenz Summer initiative will take place for the third year in a row during summer 2007.
- A mentoring initiative will be launched to recruit, train and support mentors, and match them to Parramore children who could benefit.
- Strategies will be developed in collaboration with safety healthcare providers in and around the Parramore neighborhood to better meet the healthcare needs of Parramore's children.

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
- ⇒ Children & Education #158
- ⇒ Non-Department #990



Overview of Services/Programs

The **Orlando After School All Stars in partnership with the City of Orlando** offers a 36 week structured before and after school programming at six 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 instructional classes in tennis, golf, sailing, rowing, horseback riding and music/ dance. In addition, incentive field trips to local theme parks and sporting events.

Major Accomplishments

- After-School All-Stars provides five-day/week comprehensive after-school programs to six middle schools.
- A daily average of 1,000 children participated in the morning and afternoon program at six Orange County Public Middle Schools in the City of Orlando.
- More than 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 \$225,000 was provided through in-kind donations.
- More than \$193,000 was raised through sponsorships, grants, and special events.
- A new National Spokesperson Dwayne “the Rock” Johnson was selected to replace Governor Arnold Schwarzenegger.

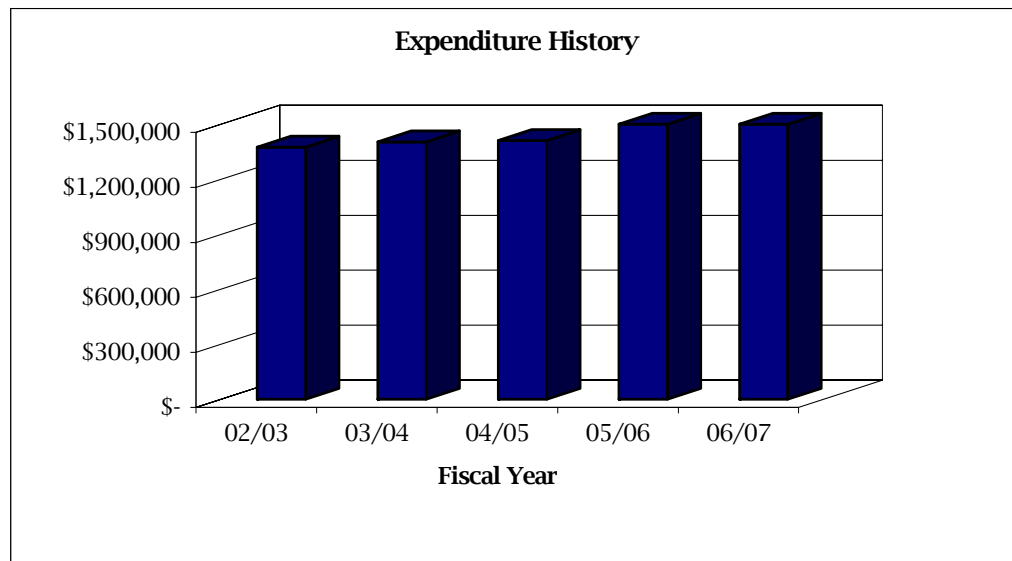
Future Outlook

- Focus on the development of obesity programs (i.e. Fire-Fit Program) for overweight youth, culinary program and increase participation fine arts for middle school youth.
- Increase all program participation.
- Develop, promote and maintain quality prevention programs for the six 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 to include summer programs.
- Continue to evaluate GPA, referral and attendance of participants in middle school program for evaluation.
- Provide a better and updated training of staff that work directly with the middle age children.
- Increase the number of volunteers by 20%, especially for tutoring.
- Provide better marketing and public relations of program for increase program sponsorship.
- Utilize all available local college interns.
- Develop and identify new partnerships with local businesses, community-based and civic Organizations, and arts and cultural institutions. Also maintain current effective partnerships.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 566,221	\$ 718,064	\$ 846,159	\$ 128,095	17.84%
274 Prevention Programs	833,492	828,498	954,320	125,822	15.19%
158 Children and Education	4	185,993	200,000	14,007	7.53%
990 Non Departmental FPR	11,154	30,650	46,349	15,699	51.22%
TOTAL – GENERAL FUND	\$ 1,410,871	\$ 1,763,205	\$ 2,046,828	\$ 283,623	16.09%
TOTAL – DIRECTOR	\$ 1,410,871	\$ 1,763,205	\$ 2,046,828	\$ 283,623	16.09%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
241 Director's Office	8	11	11
274 Prevention Programs	4	4	4
158 Children and Education	-	-	-
TOTAL – GENERAL FUND	12	15	15
TOTAL – DIRECTOR	12	15	15

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
- ⇒ Aquatics #247
- ⇒ FPR Area I #281
- ⇒ FPR Area II #282
- ⇒ FPR Area III #283
- ⇒ Athletics #284
- ⇒ Parks & Cultural Arts #285

Overview of Services/Programs

The **Recreation Division** is comprised of Athletics, Aquatics, Cultural Arts, Lake Eola Park, the Orlando Skate Park, Festival Park, and 17 recreation centers. Two centers offer programs specifically 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

Major Accomplishments

- 19 Community Centers provided 161 recreational programs that have produced a total of 2,397,464 contacts last year. Programs vary from instructional classes, field trips to after school activities.
- Orlando's 10-week summer camp program served approximately 2,350 youth per day for youth ages 5-14 at 16 locations, including programs for young people with disabilities
- Athletic softball, baseball, volleyball, flag football, and sand volleyball leagues have hosted over 41,000 participants. The new facility at Airport Lakes opened on April 2, 2005 to provide additional programming.
- The West 50 soccer fields were dedicated in memory of Emery Hamilton on August 20, 2005. The facility is now known as the Emery Hamilton Sports Complex. Four new scoreboards were added in August 2006.
- The first annual girls high school Basketball Summer League took place in May 2006, with 6 High School Teams participating.
- A field at Eaglesnest Park was renovated in June 2006 to accommodate the sport of Cricket. There are currently 3 groups that utilize this Park.
- On March 24 & 25, 2006 the Recreation Division sent three teams to participate in the Florida Youth Basketball Association's annual tournament. City youth ages 11 and under took 4th Place; youth ages 13 and under took 3rd Place; and our 15 & under team finished 1st in the State to become the State Champions.
- Aquatics expanded services by adding two new pools and offered water aerobics at the Dr. James R. Smith Pool. The Aquatics section offers swim lessons, public swim, adult fitness, club, recreation and high school swim teams, water aerobics and synchronized swimming. The Aquatics section now has 11 outdoor pools serving over 90,090 participants
- Affiliated with National Pro-Am City leagues & obtained sanctions from the NBA & NCAA for the Pro-Am Summer League held at the Smith Center and the Orlando Downtown Recreation Complex
- Special needs programs at Loch Haven Park Neighborhood Center are being administered by United Cerebral Palsy
- The new Ivey Lane facility opened on 10/6/05. This is a partnership between Orange County Public Schools, Orange County and the City of Orlando.
- The grand opening of the Rosemont Pool was held in May 2006. The facility has a 6-lane lap pool, zero depth entry, water feature and water slide.

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:

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- The Recreation Division currently partners with over 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 34,633, which equates to \$519,974.00. Volunteers assist staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- Rock Lake Community Center added a summer camp program and an after-school program to compliment a strong first year of senior programs and numerous community rentals.
- Langford Park Neighborhood Center had a 10% increase in attendance (50,861) as a direct result of it's conversion into an urban environmental learning center.
- Over 600 children performed in this summer's Grand Finale at Bob Carr Performing Arts Center. This *Tribute to the Grammys* will air on Orange TV.
- The Pottery Studio conducted a special 12-week children's workshop for middle and high school students in partnership with the Coalition for the Homeless.
- The Pottery Studio held four 2-3 day workshops featuring ceramic artists from across the county. They included *Joe Battiato* from San Jose, California; *Sandi Pierantozzi* from Philadelphia, Pennsylvania; *Debra Frits* traveled from Atlanta, Georgia and *Vincent Sansone* a local legend. Each of these workshops attracted participants from across the state.
- Over 300 students from Lake Eola Charter School and Nap Ford Community School attended the Pottery Studio, and Langford Park participated in puppetry and visual arts.
- Orange TV/Vision Cable airs an average of 16 City of Orlando Puppetroupe performances per month with a yearly viewer ship of 379,500. We completed the taping of the new puppet show-*The Mangrove Tree Hotel*. The Creative Arts Series provided an opportunity for 2,963 children in Orange County Schools to see a variety of puppeteers from across the country.
- Puppetry and Storytelling programs reached 2,401 Head Start children from September 2005 through July 2006.
- November 2005- College Park opened a new 17,224 square foot facility includes a gym, fitness center, kitchen, and activity rooms. New leagues and programs are benefiting the citizens of the community.
- November 2005-the Dover Shores Community Center added another 4000 square feet of space for new programs. A new 25,000 square foot golf complex was also built to meet the needs of the community.
- Dover Shores started a new High School girls league this past year. Along with the current boy's league, over 30 teams participated in the summer league.
- The Parramore Kidz Zone received funding from the Robert Wood Johnson Foundation for programs and activities at the Callahan Neighborhood Center.
- Grant funding was received from Track Shack to begin a walking program at Bear-dall Senior Center to promote health and fitness for older citizens.
- Program participation increased at the Citrus Square recreation site by over 100% for the after school and summer camp programs.
- Playgrounds at Reeves Terrace and Citrus Square were refurbished this past year, promoting safe play for youth in those areas.
- The Rosemont pool was 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 CLASS Sports Scheduling Module will be fully implemented and will allow teams to view game results and tournament standings online.

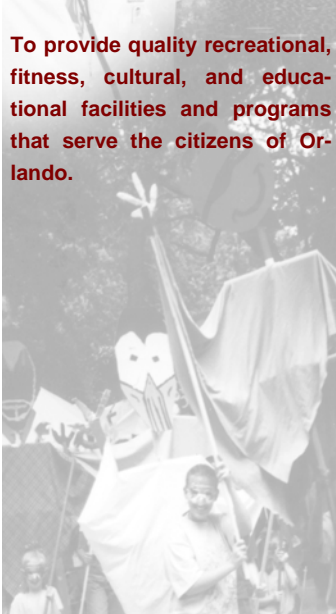
Families, Parks and Recreation Department

Recreation Division



Mission Statement:

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



Program Identifier:

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- ⇒ Athletics #284
- ⇒ Parks & Cultural Arts #285



Future Outlook

- 18 Parks Maintenance staff will transfer to the Athletics section in FY 06-07 to maintain the City's athletic fields.
- 8 shade structures will be installed at the Emery Hamilton Sports Complex along with 1 covered pavilion.
- Safety Netting is scheduled to be installed at Trotters Park, Audubon Park, and Metrowest
- 4 Tennis Courts are scheduled for resurfacing in 06-07: Reeves Terrace, Orlando Sports Campus, Lorna Doone, and Hankins Park
- The Recreation Division Administration is scheduled to move to the Primrose building October 2006.
- Lake Fairview Park is scheduled for renovation in 2007. Upgrades include facility repairs, parking lot resurfacing, resizing the ball fields, and fence replacement.
- We are researching possibilities for matching funds to house a new Cultural Arts Facility with a focus on the ceramic arts
- The Recreation Division will continue to pursue alternative funding sources through corporate support and grants to offset programs and project expenses.
- The Puppetroupe has partnered with Orange TV to tape 6 episodes for a half hour cable TV show based on *The Mangrove Tree Hotel*. This show will promote the variety of programs that the Recreation Division offers.
- The Recreation Division partnered with Walt Disney World's Animal Kingdom and Boone High School to provide an opportunity for 20 high school juniors or seniors to attend Langford's Environmental Learning Lab for a free educational program to inspire the students to choose an environmental career path.

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percent increase of number of programs available	N/A	10%	18%
Percent of operational budget supported by user fees	15%	15%	20%
Percentage of citizens who rate their recreation experience as good to excellent	N/A	75%	75%

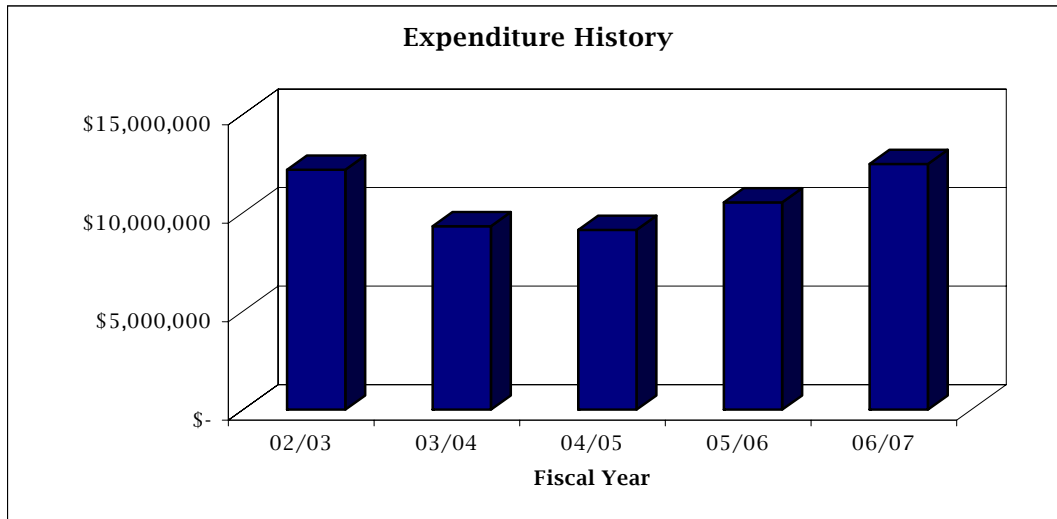
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Overall program capacity	75%	85%	85%
Percent increase in attendance at all facilities	10%	35%	35%
Annual expenditures per capita	\$47.66	\$40.49	\$54.28

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Recreation Division:					
242 Recreation Administration	\$ 651,800	\$ 641,457	\$ 701,331	\$ 59,874	9.33%
247 Aquatics	-	-	1,690,910	1,690,910	N/A
281 FPR Area 1	1,495,258	1,657,265	1,690,910	33,645	2.03%
282 FPR Area 2	1,520,538	2,077,172	2,013,424	(63,748)	(3.07%)
283 FPR Area 3	1,583,902	2,050,290	2,192,085	141,795	6.92%
284 Athletics	2,938,151	3,098,047	3,119,174	21,127	0.68%
285 Parks and Cultural Arts	923,697	982,417	1,047,985	65,568	6.67%
TOTAL – GENERAL FUND	\$ 9,113,346	\$ 10,506,648	\$ 12,455,819	\$ 1,949,171	18.55%
TOTAL – RECREATION	\$ 9,113,346	\$ 10,506,648	\$ 12,455,819	\$ 1,949,171	18.55%

Aquatics was part of Athletics (program 284) until FY 2006/2007



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Recreation Division:			
242 Recreation Administration	5	6	6
247 Aquatics	-	-	6
281 FPR Area 1	22	22	22
282 FPR Area 2	21	20	20
283 FPR Area 3	21	20	23
284 Athletics and Aquatics	24	26	38
285 Parks and Cultural Arts	11	11	12
TOTAL – GENERAL FUND	104	105	127
TOTAL – RECREATION	104	105	127

Families, Parks and Recreation Department

Parks Division



Mission Statement:

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



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 20-25% of the City trees (approximately 1,700 trees) in this fiscal year to date. Tree work requests were completed within 4 months.
- The Division planted 26,460 square feet of annuals 3 times during the year. 438 Street Trees were planted (30+ gallon), 256 Street Tree Trust trees were planted (65 gallon), 169 project trees were planted, and 97 Street Tree Maintenance tickets were completed.
- Landscape projects completed in-house include Hankins Park, Beth Johnson, City Hall, Lake Lancaster lift station, Catalina Isles, Rosemont Community Center, Lake Como, Lake Underhill (parking lot), Willie Mays median, Orlando Police Department (Hughey), Loch Haven (Edith Bush near Mennello), Eagles Nest Park and Callahan Neighborhood Center.
- Projects in progress include Lake Eola Phase II, Princeton Park, Ivanhoe Plaza Park, Princeton Medians, Colonialtown Neighborhood Center and George Barker Park Phase II. Completed projects include Guernsey Park, Barker Park Phase I, and Wade-view Park playground renovations. Also the Expressway Authority agreement is complete for the relocation of Z.L.Riley Park.
- Green-Up Orlando completed 47 projects utilizing citizens, 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 continues to work with volunteers in an effort to replant the 10,000 trees lost during the 2004 hurricanes. To date 1,500 trees have been planted within the City.

Families, Parks and Recreation Department

Parks Division



Mission Statement:

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



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

Future Outlook

- The Parks Division will continue obtaining citizen feedback on the services provided through the use of surveys.
- Operation of athletic field maintenance will transfer from the Parks Division back to the Recreation Division effective October 1, 2006.
- The Parks Division will begin utilizing the CLASS software system for park rentals.
- 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.
- A pond will be developed at Park of the Americas through an agreement with Expressway Authority.
- Princeton Park Playground and Colonialtown Playground will be renovated.
- Redevelopment of Kittinger Park by the Expressway Authority will take place FY 2006/2007.
- Implementation of a tree inventory will be completed in FY 2006/2007 utilizing funds received from a hurricane grant through the Florida Division of Forestry.
- The Parks Division will continue its efforts to plant 10,000 trees by 2010 as part of the 10,000 Trees Initiative using volunteers and City staff.

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Average number of days to complete tree work requested	134 days	90 days	90 days
Percentage of scheduled maintenance completed	50%	80%	85%
Total Park acres per 1,000 citizens as reported by the Concurrency Office of the Planning Department	5.4	5.4	5.4
Percent of citizens rating overall satisfaction at or above target	96%	90%	90%
Receive annual "Tree City USA" award	Yes	Yes	Yes

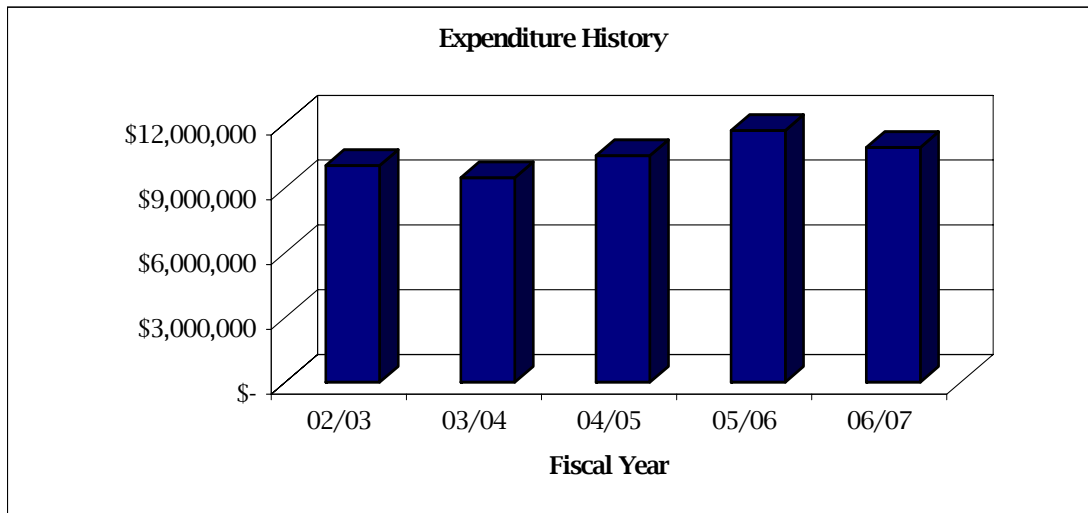
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Total Park acres Maintained per FTE	6.8	7.6	7.0
Total annual expenditures per Park acre <i>(Parks Budget minus Forestry Budget divided by Park acres maintained)</i>	\$8,935	\$9,161	\$9,161

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Total square feet of annual beds	25,760	26,460	25,000
Number of trees planted	N/A	2,000	2,000

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Parks Division:					
731 Parks Administration	\$ 1,076,798	\$ 1,352,310	\$ 1,356,459	\$ 4,149	0.31%
243 Bill Frederick Park	788,648	850,800	847,412	(3,388)	(0.40%)
732 Forestry	1,338,793	1,476,759	1,440,429	(36,330)	(2.46%)
733 Production/Grounds Maintenance	4,413,217	4,865,933	4,098,125	(767,808)	(15.78%)
735 Parks Irrigation	1,071,924	1,104,517	1,117,771	13,254	1.20%
736 Horticulture and Landscaping	1,539,483	1,727,418	1,702,044	(25,374)	(1.47%)
737 Green Up Orlando	258,530	262,236	301,797	39,561	15.09%
TOTAL – GENERAL FUND	\$ 10,487,394	\$ 11,639,973	\$ 10,864,037	\$ (775,936)	(6.67%)
TOTAL – PARKS	\$ 10,487,394	\$ 11,639,973	\$ 10,864,037	\$ (775,936)	(6.67%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
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	72	55
735 Parks Irrigation	16	16	16
736 Horticulture and Landscaping	25	25	24
737 Green-Up	3	3	3
TOTAL – GENERAL FUND	151	150	132
TOTAL – PARKS	151	150	132

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, located in the College Park neighborhood, is Orlando's historic golf course since 1923, and features the oldest public layout in the area. This classic course has plenty of history attached to it as the former site of the Orlando Open. 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 - October 2005 through June 2006

- Increased YTD Rounds by 5,000 over prior year.
- Increased YTD Green Fees & Cart Fees by \$67,111 over prior year.
- Increased YTD Membership Revenue by \$29,000 over prior year.
- Increased YTD Instruction Revenue by \$24,000 over prior year.
- Exceeded Event Revenue (Budget) by \$40,000 with 3 months left in the fiscal year.
- Increased YTD Total Revenue by \$144,000 over prior year, expenses reduced by \$1,000.
- Voted #1 public course by *Orlando Magazine* readers.
- *Glow Ball* events have become a major event. *Orlando Sentinel* featured Dubsdread Golf Course in the sports section highlighting the popularity of *Glow Ball* evening events.
- Voted the best public course in Orlando by *Orlando Weekly* readers.
- *Golfweek's Golf Life Orlando* magazine featured the Orlando Minority Youth Golf Association (OMYGA) at Dubsdread Golf Course.
- Course conditions are the best in years.

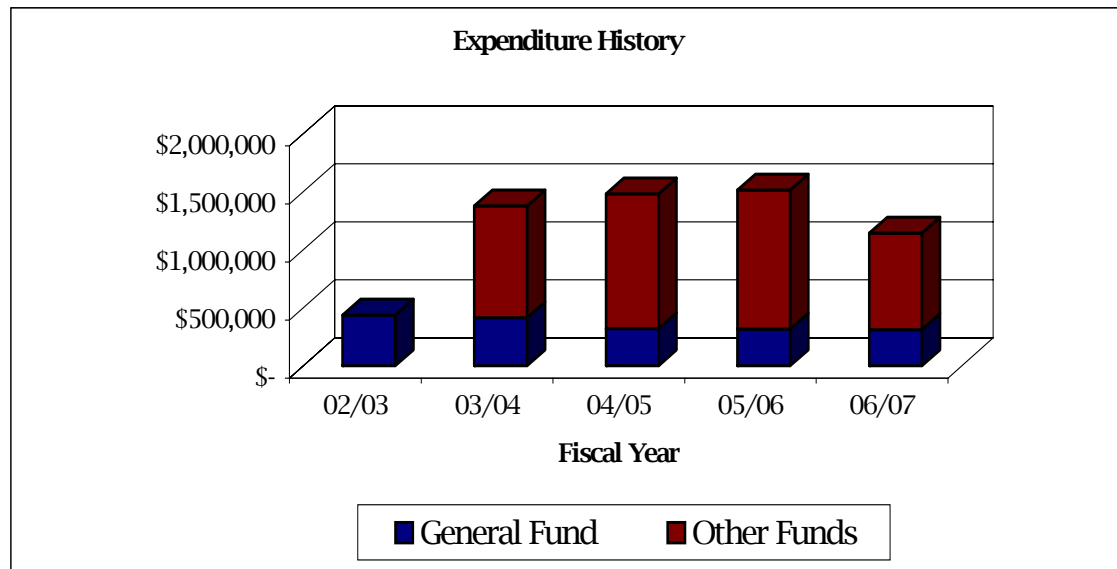
Future Outlook

- Renovations of golf course scheduled spring 2007 which will consist of redoing the greens, tees and fairways, installing new stormwater management system, new driving range and refurbishing existing restrooms.
- To continue 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.
- Continued growth of corporate and charity group outings through an aggressive cold calling campaign and on-sight marketing to our current customer base.

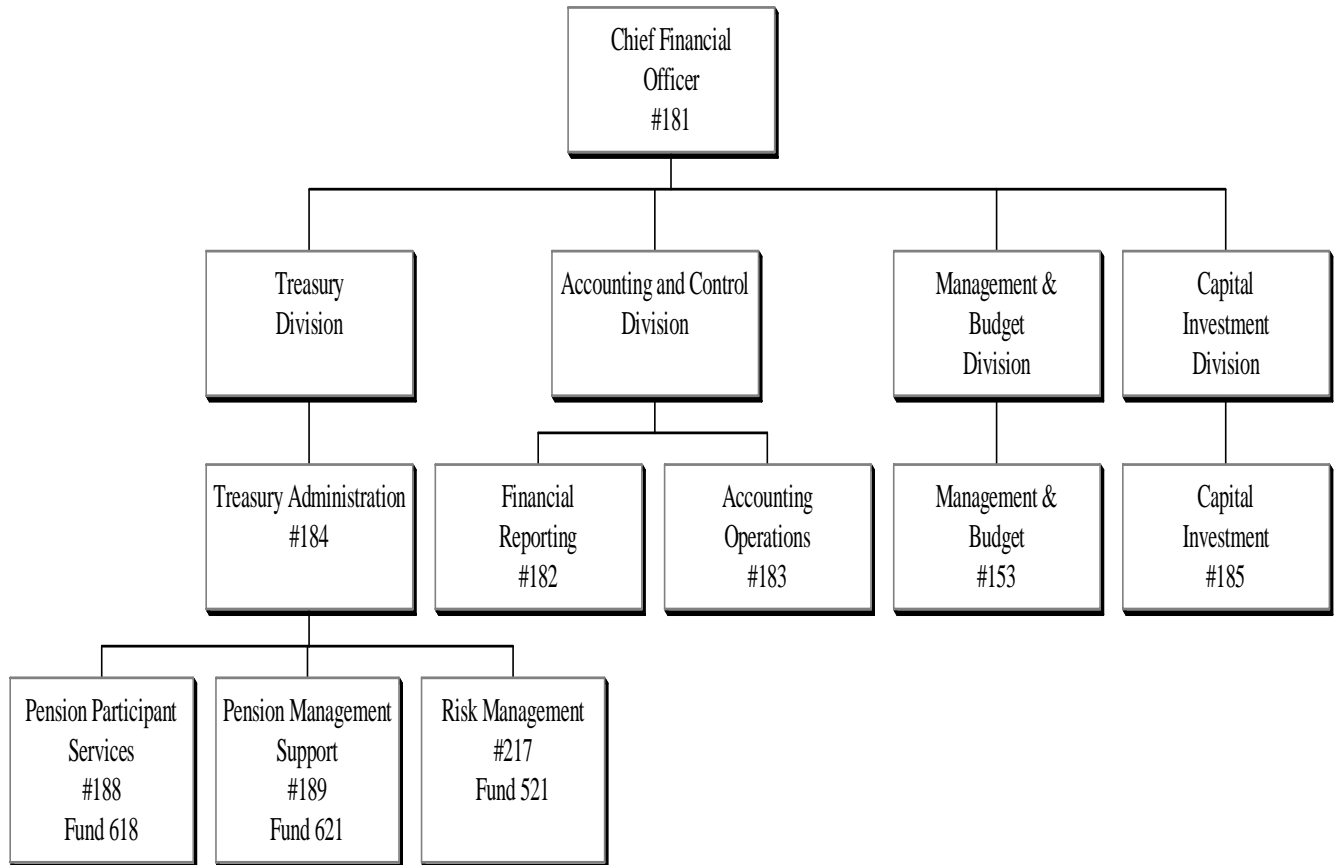
Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
987 Non Departmental Dubsdread	\$ 321,091	\$ 318,660	\$ 312,434	\$ (6,226)	(1.95%)
TOTAL - GENERAL FUND	\$ 321,091	\$ 318,660	\$ 312,434	\$ (6,226)	(1.95%)
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,160,718	\$ 1,195,927	\$ 831,831	\$ (364,096)	(30.44%)
TOTAL - DUBSDREAD GOLF COURSE FUND	\$ 1,160,718	\$ 1,195,927	\$ 831,831	\$ (364,096)	(30.44%)
TOTAL - DUBSDREAD	\$ 1,481,809	\$ 1,514,587	\$ 1,144,265	\$ (370,322)	(24.45%)



Finance Department



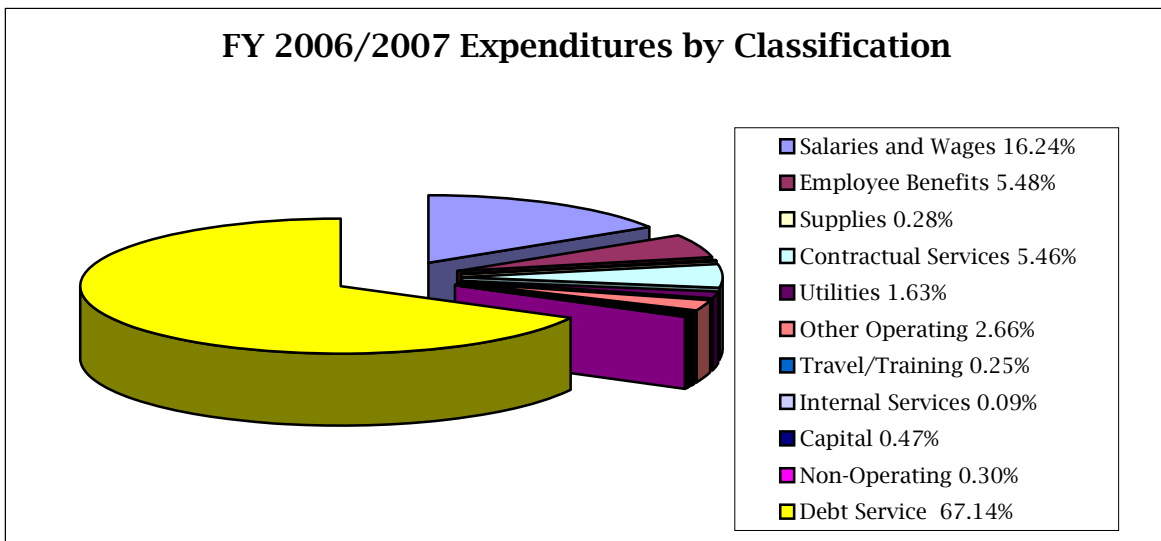
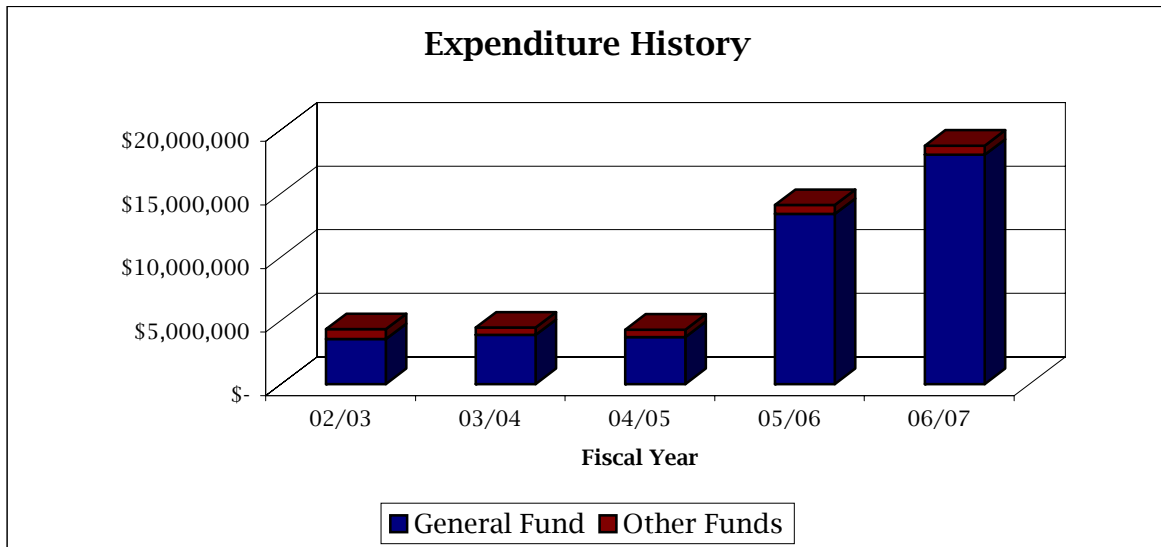
Finance Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 265,906	\$ 369,386	\$ 471,044	\$ 101,658	27.52%
994 Nondepartmental - CFO	943,487	1,430,576	1,696,653	266,077	18.60%
Treasury Division:					
184 Treasury Administration	259,660	340,243	358,999	18,756	5.51%
190 General Fund Debt Service	-	8,481,617	12,587,201	4,105,584	48.41%
Management and Budget Division:					
153 Management and Budget	325,286	556,041	627,691	71,650	12.89%
Accounting and Control Division:					
182 Financial Reporting	976,580	852,207	768,146	(84,061)	(9.86%)
183 Accounting Operations	929,968	1,167,578	1,186,469	18,891	1.62%
Capital Investment Division:					
185 Capital Investment	-	178,200	328,670	150,470	84.44%
TOTAL – GENERAL FUND	\$ 3,700,887	\$ 13,375,848	\$18,024,873	\$ 4,649,025	34.76%
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 471,487	\$ 545,851	\$ 567,006	\$ 21,155	3.88%
TOTAL – RISK MANAGEMENT FUND	\$ 471,487	\$ 545,851	\$ 567,006	\$ 21,155	
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 49,836	\$ 100,000	\$ 100,000	\$ -	0.00%
TOTAL – PENSION PARTICIPANT SERVICES FUND	\$ 49,836	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 50,793	\$ 53,127	\$ 54,995	\$ 1,868	3.52%
TOTAL – FIRE PENSION FUND	\$ 50,793	\$ 53,127	\$ 54,995	\$ 1,868	
TOTAL – FINANCE	\$ 4,273,003	\$ 14,074,826	\$18,746,874	\$ 4,672,048	33.19%
Expenditure by Classification					
Salaries and Wages	\$ 2,360,250	\$ 2,787,606	\$ 3,043,731	\$ 256,125	9.19%
Employee Benefits	740,263	995,701	1,026,957	31,256	3.14%
Supplies	45,716	50,439	52,495	2,056	4.08%
Contractual Services	580,092	833,344	1,023,942	190,598	22.87%
Utilities	244,041	338,000	304,900	(33,100)	(9.79%)
Other Operating	260,895	395,212	498,353	103,141	26.10%
Travel/Training	20,509	38,950	47,390	8,440	21.67%
Internal Services	5,809	16,360	16,953	593	3.62%
Capital	8,749	81,800	89,000	7,200	8.80%
Non-Operating	6,679	55,797	55,952	155	0.28%
Debt Service	-	8,481,617	12,587,201	4,105,584	48.41%
TOTAL – FINANCE	\$ 4,273,003	\$ 14,074,826	\$ 18,746,874	\$ 4,672,048	33.19%

Note: In prior years debt services was budgeted as a non-departmental expense. The increase between 2005/2006 and 2006/2007 is due to the debt service for the Public Safety initiative.

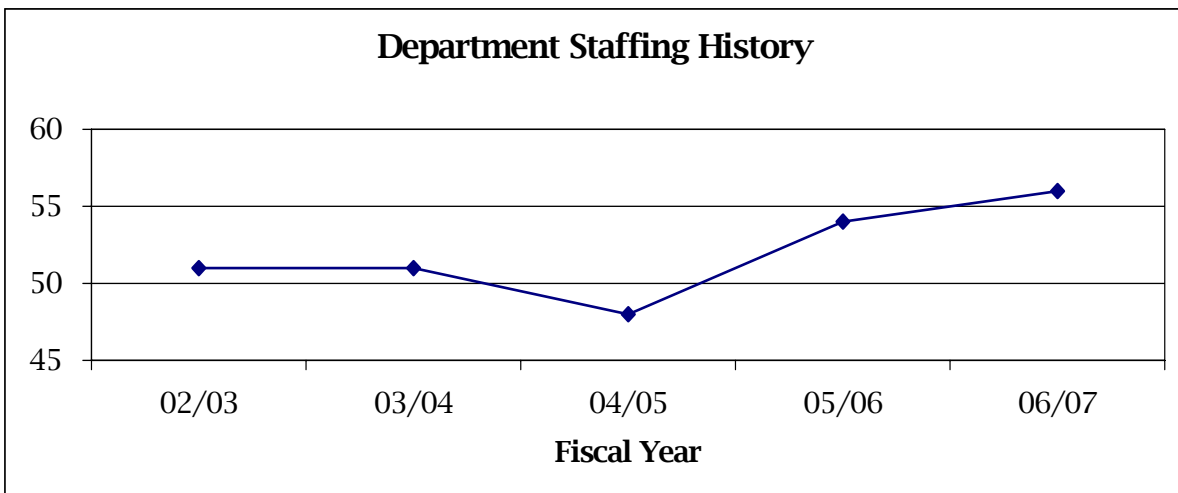
Finance Department



Finance Department

DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
Office of Chief Financial Officer:			
181 Chief Financial Officer	2	3	4
Treasury Division:			
184 Treasury Administration	4	3	4
Management and Budget Division:			
153 Management and Budget	5	8	7
Accounting and Control Division:			
182 Financial Reporting	11	8	8
183 Accounting Operations	18	19	19
Capital Investment Division:			
185 Capital Investment	-	3	4
TOTAL – GENERAL FUND	<u>40</u>	<u>44</u>	<u>46</u>
<u>RISK MANAGEMENT FUND #521</u>			
217 Risk Management Administration	<u>6</u>	<u>8</u>	<u>8</u>
TOTAL – RISK MANAGEMENT FUND	<u>6</u>	<u>8</u>	<u>8</u>
<u>PENSION PARTICIPANT SERVICES FUND #618</u>			
188 Pension Participant Services	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL – PENSION PARTICIPANT SERVICES FUND	<u>1</u>	<u>1</u>	<u>1</u>
<u>FIRE PENSION FUND #621</u>			
189 Pension Management Support	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL – FIRE PENSION FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL – FINANCE	<u><u>48</u></u>	<u><u>54</u></u>	<u><u>56</u></u>



Finance Department

Office of Chief Financial Officer

Overview of Services/Programs

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

Major Accomplishments

- Implemented reorganization plan to consolidate all City financial operations under the control of the Chief Financial Officer;
- Provided extensive ongoing financial guidance and direction for the community venues project.

Future Outlook

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer;
- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, such as the introduction of commuter rail to Central Florida and the expansion of reclaimed water service;
- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, and the Greater Orlando Aviation Authority;
- Work in partnership with Economic Development on formulating economic incentive agreements to attract businesses to the City of Orlando;
- Provide leadership for the Finance Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.

Mission Statement:

The mission of the Office of the Chief Financial Officer is to provide competent and timely financial expertise to the Mayor, City Council, and operating departments. The Office of the Chief Financial Officer also provides direct managerial oversight of all financial operations in the City.

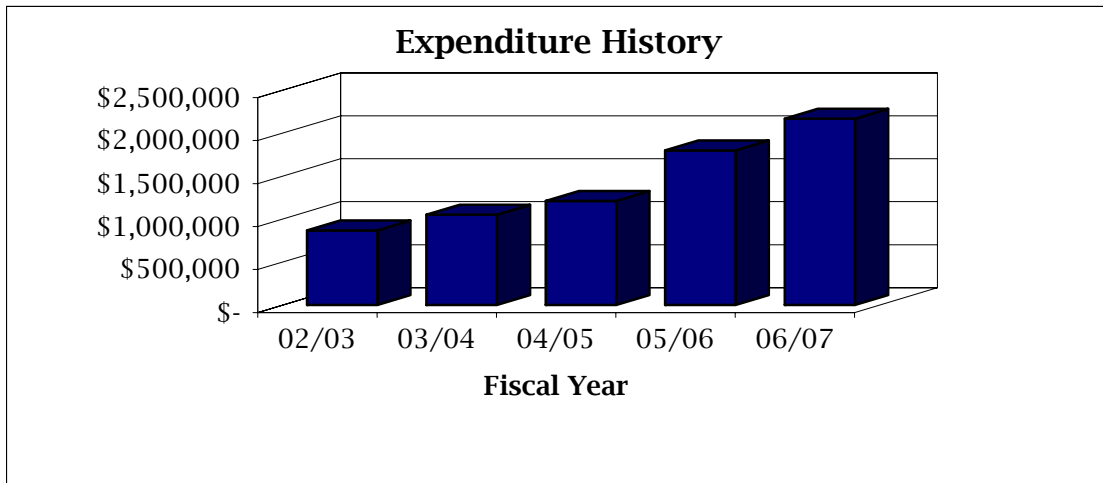
Program Identifier:

- ⇒ Chief Financial Officer #181
- ⇒ Non-departmental—CFO #994

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 265,906	\$ 369,386	\$ 471,044	\$ 101,658	27.52%
994 Nondepartmental - CFO	943,487	1,430,576	1,696,653	266,077	18.60%
TOTAL - GENERAL FUND	\$ 1,209,393	\$ 1,799,962	\$ 2,167,697	\$ 367,735	20.43%
TOTAL - CHIEF FINANCIAL OFFICER	\$ 1,209,393	\$ 1,799,962	\$ 2,167,697	\$ 367,735	20.43%



STAFFING HISTORY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
181 Chief Financial Officer	2	3	4
TOTAL - GENERAL FUND	2	3	4
TOTAL - CHIEF FINANCIAL OFFICER	2	3	4

Finance Department



Treasury

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:

- ⇒ Treasury Administration #184
- ⇒ General Fund Debt Svc #190
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189



Overview of Services/Programs

The **Treasury Management** function includes: Investment Management, Debt Management, Pension Administration and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Pension Administration administers, monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighters' and General Employees'), one Defined Contribution Plan (401a) 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.

Major Accomplishments

- Saved an average of \$277,000 annually by refunding the City's 1997C Wastewater Bonds.
- Issued \$24.5 million in bonds to fund the construction of the Jefferson Street Garage.
- Restructured the City's operating funds investment portfolio following an efficient frontier analysis of investment options.

Future Outlook

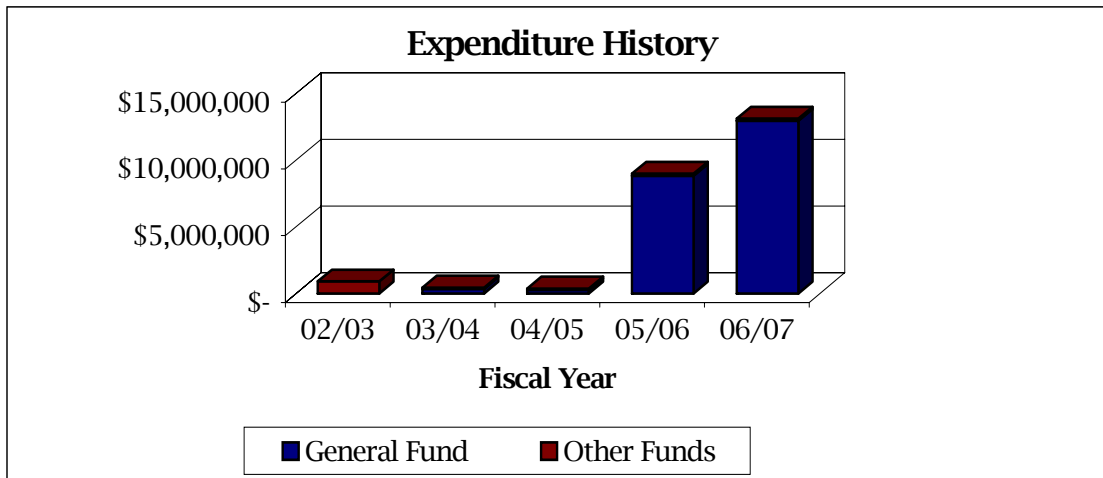
- Investment Management will analyze opportunities to enhance the performance of our short-term investments within acceptable risk parameters.
- Debt Management will focus on refunding opportunities as well as to prepare a financing plan for Public Safety-related and other capital improvements.
- Pension Administration will seek to expand the educational opportunities that are provided to the employee participants in the City's Defined Contribution Pension Plan (401a) and Deferred Compensation Plan (457) as well as to improve services to our employees covered by a Defined Benefit Plan.
- Investor Relations will seek to expand the Investor Relations section on the City's website to provide useful information regarding the City's debt programs for investors of the City's bonds as well as for those analyzing the City's debt position.

	2004/2005	2005/2006	2006/2007
Performance Measures Effectiveness	Actual	Estimated	Proposed
Active Portfolio investment return over the Lehman Aggregate Index (in percentage terms)	N/A	N/A	.10%
Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index (in percentage terms) (Measured since 12/27/00, inception of outsourcing)	.39%	.50%	.50%
Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA (in percentage terms) (Measured since 12/27/00, inception of outsourcing)	2.30%	1.5%	1.75%
The percentage that the Banking Fund composite rate, over a rolling three-year period, is less than the Bond Buyer's Revenue Bond Index	1.61%	.50%	.50%

Finance Department

EXPENDITURE SUMMARY

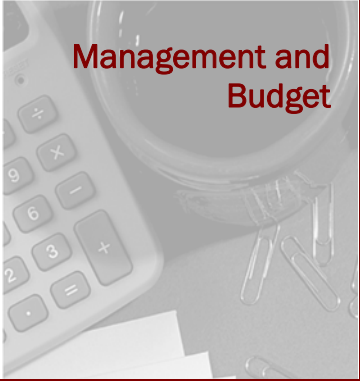
Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Treasury Division					
184 Treasury Administration	\$ 259,660	\$ 340,243	\$ 358,999	\$ 18,756	5.51%
190 General Fund Debt Service	-	8,481,617	12,587,201	4,105,584	48.41%
TOTAL – GENERAL FUND	\$ 259,660	\$ 8,821,860	\$12,946,200	\$ 4,124,340	46.75%
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	49,836	100,000	100,000	\$ -	0.00%
TOTAL – PENSION PARTICIPANT SERVICES FUND	\$ 49,836	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 50,793	\$ 53,127	\$ 54,995	\$ 1,868	3.52%
TOTAL – FIRE PENSION FUND	\$ 50,793	\$ 53,127	\$ 54,995	\$ 1,868	
TOTAL – TREASURY	\$ 360,289	\$ 8,974,987	\$13,101,195	\$ 4,126,208	45.97%



STAFFING HISTORY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
184 Treasury Administration	4	3	4
TOTAL – GENERAL FUND	4	3	4
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL – PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL – FIRE PENSION FUND	1	1	1
TOTAL – TREASURY DIVISION	6	5	6

Finance Department



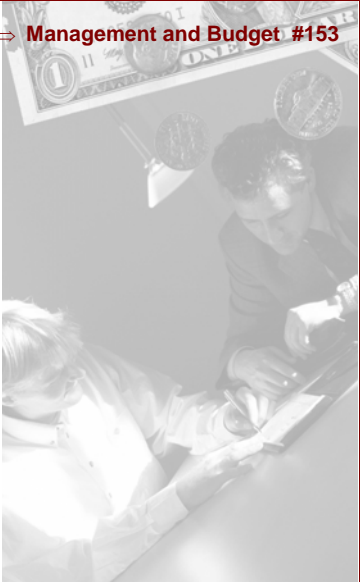
Management and Budget

Mission Statement:

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

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. Prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. For FY 2006/2007 and prior years, Management and Budget coordinated, organized and prepared a five-year Capital Improvement Program and provided oversight and training in the development and implementation of the Program. Management and Budget also prepares a five-year financial forecast for the General Fund. In addition, revenues and expenditures are compared to budget on an on-going basis. Monthly reports and graphical representations are prepared for Elected and Appointed Officials and City residents. This information is also posted to the Internet.

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the third consecutive year.
- Implemented a budget development framework for allocating resources that included the submission of a base budget that allows for continuation of current programs and outlines proposed increments to the base budget that are then evaluated by Executive Management based upon available funding and established priorities.
- As part of the Chief Financial Officer's goal of providing better financial information for decision makers, implemented new tables and charts to assess, evaluate and monitor budget status and spending patterns.

Future Outlook

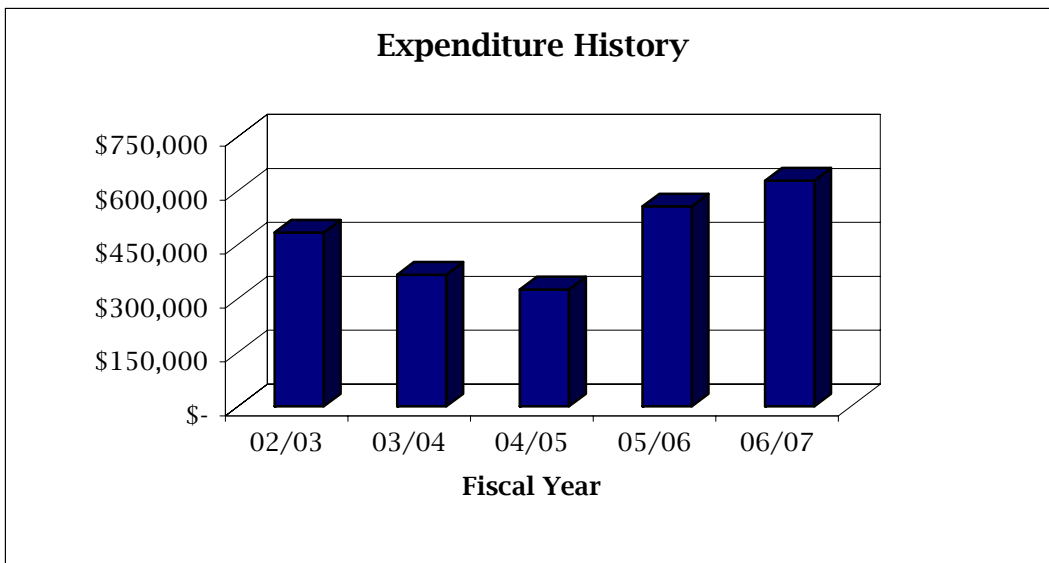
- Management and Budget will continue to update and create financial policies and procedures that strengthen the long-range financial stability of the City and will continue to incorporate budgetary best practices.
- Management and Budget will continue to enhance the General Fund five-year forecast model and will work on the development of appropriate forecast models for other funds.
- Management and Budget will transition the Capital Improvement Program preparation process to the Capital Investment Division and will work with that Division to enhance the capital budgeting process in order to improve the amount and quality of information available to decision-makers.
- Management and Budget will continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program and will strive to improve the budget document through response to reviewer's comments and additional research.

Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Total cost to formulate and monitor the City Budget	\$439,316	\$460,000	\$625,219
Budget transfer error posting rate	2.91%	2.5%	2.5%
Average transaction cost per budget transfer (will increase as number of transfers decreases)	\$9.60	\$12.44	\$15.01
Cost to prepare CIP	\$45,567	\$62,000	\$99,138
Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of Departments falling within the "normal" range as evidenced by monthly budget comparisons and quarterly reports	100%	100%	100%
Number of Budget Revision Requests processed (should decrease)	553	500	500
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of Budget Transfers Processed within five working days	55%	40%	40%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
153 Management and Budget	\$ 325,286	\$ 556,041	\$ 627,691	\$ 71,650	12.89%
TOTAL - GENERAL FUND	\$ 325,286	\$ 556,041	\$ 627,691	\$ 71,650	
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 325,286	\$ 556,041	\$ 627,691	\$ 71,650	12.89%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
153 Management and Budget	5	8	7
TOTAL - MANAGEMENT AND BUDGET DIVISION	5	8	7

Finance Department

Accounting and Control

Mission Statement:

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

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.
- Successfully collected funds due from FEMA on various project worksheets that were created during the hurricanes of 2004.
- 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.
- Rewrote policy and procedures for Revenue, Accounts Receivable and Travel.
- Finance, in conjunction with Technology Management has automated the travel request and reconciliation form.
- Finance, in conjunction with Technology Management is implementing a new cashiering system for Revenue and implemented a new check writing system for Accounts Payable.
- Accounting Operations has participated in the City's Supervisor training course.
- Created and deployed a City Intranet website including information on disaster recovery.
- Completed the Fixed Asset project in conjunction with Real Estate, Facilities Management, and Risk Management to verify and cross-reference fixed asset records.
- Early Implemented the GASB 44 Statement into the FYE05/06 CAFR; this Statement was titled "Economic Condition Reporting, the Statistical Section".
- Assisted with the preparation of various Bond Offerings, in particular with the financial data included within the Official Statements.
- Greatly increased involvement with the first-year External Auditors (Ernst & Young), with audit schedules, financial analysis, and the providing of financial records and documents.

Future Outlook

- Finance will implement new requirements of the Governmental Accounting Standards Board and will monitor new pronouncements to determine their impact on the City, specifically the two new OPEB Statements, GASB #43 and #45.
- Finance will enhance modeling tools for use in projecting the long-term financing requirements of the City and the Community Redevelopment Agency.
- Finance, in conjunction with Technology Management, will continue to evaluate upgrades and enhancements to automated support systems (i.e. revenue collection, payroll and additional fixed asset reports).
- Finance will implement a new web based program for Procurement Card purchases to enable Departments to review real time transactions to enhance compliance with policies and procedures.
- Continue to updating and enhancing policies and procedures for Financial Reporting and Accounting Operations.

Finance Department

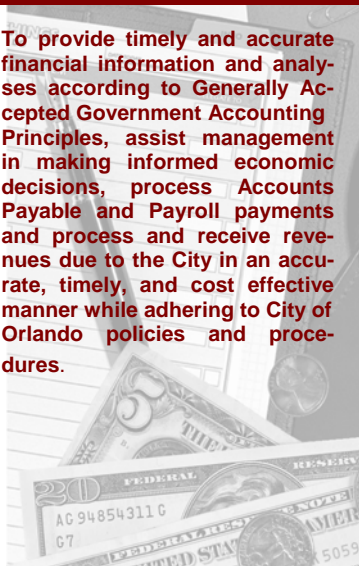


Accounting and Control

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of checks voided in Accounts Payable.	2.67%	1.85%	2.00%
Percent of AP checks undone before processing	2.82%	2.40%	4.50%
Percent of violation and late letters issued to users of Pro-card.	6.37%	8.00%	9.50%
Percent of AP and Payroll checks demanded	1.61%	2.00%	2.00%
Percent of payroll checks voided.	.31%	.35%	.45%

Mission Statement:

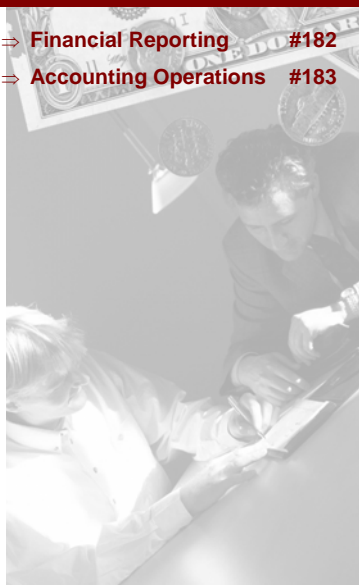
To provide timely and accurate financial information and analyses according to Generally Accepted Government Accounting Principles, assist management in making informed economic decisions, process Accounts Payable and Payroll payments and process and receive revenues due to the City in an accurate, timely,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



Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Average direct & indirect labor costs to process a check in Accounts Payable	\$19.63	\$19.00	\$22.00
Average cost to process a ProCard Transaction.	\$1.87	\$1.70	\$2.73
Average cost to process an Accounts Receivable Transaction	\$12.18	\$15.00	\$15.45
Average cost to process a Revenue Collection Transaction	\$2.83	\$2.50	\$4.12
Average cost to process a payroll payment	\$1.16	\$1.35	\$1.39

Program Identifier:

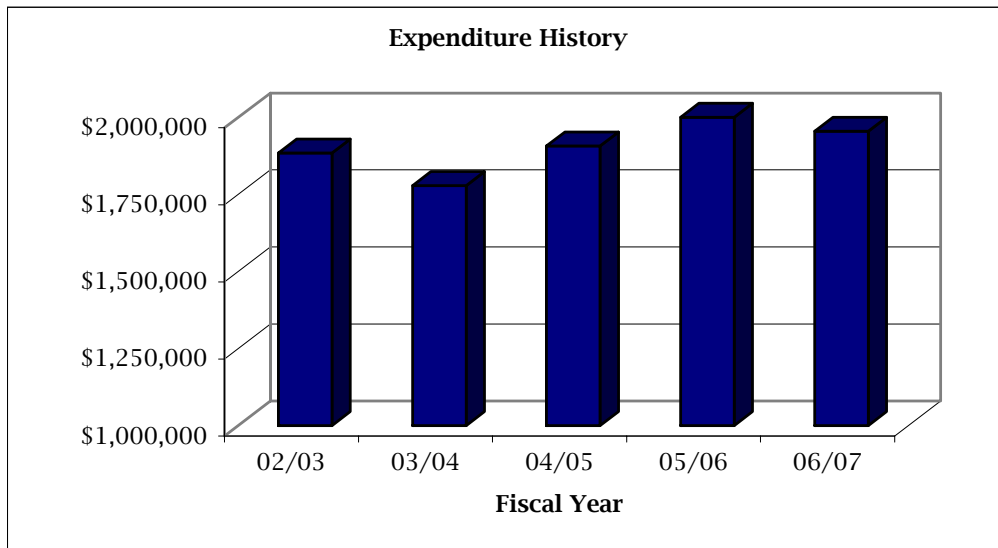
- ⇒ Financial Reporting #182
- ⇒ Accounting Operations #183



Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division:					
182 Financial Reporting	\$ 976,580	\$ 852,207	\$ 768,146	\$ (84,061)	(9.86%)
183 Accounting Operations	929,968	1,167,578	1,186,469	18,891	1.62%
TOTAL - GENERAL FUND	\$ 1,906,548	\$ 2,019,785	\$ 1,954,615	\$ (65,170)	(3.23%)
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 1,906,548	\$ 2,019,785	\$ 1,954,615	\$ (65,170)	(3.23%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Accounting and Control Division:			
182 Financial Reporting	11	8	8
183 Accounting Operations	18	19	19
TOTAL - ACCOUNTING & CONTROL DIVISION	29	27	27

Finance Department



Capital Investment

Overview of Services/Programs

Capital Investment Division was created when the Management, Budget and Accounting Department was merged into the Finance Department. The creation of this division provides dedicated resources necessary to monitor and evaluate outstanding debt issues as well as formulate new capital strategies to meet the needs of the City.

Major Accomplishments

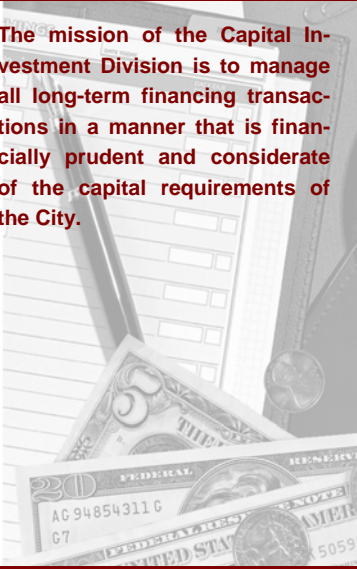
- This division was created in FY2005/2006. Recruitment is underway to fill the Capital Investment Division Manager and staff positions.

Future Outlook

- The Capital Investment Division will be intimately involved in the development of financing strategies for community venue projects;
- The Capital Investment Division will coordinate debt issues necessary to complete the Public Safety Initiative in a timely and cost effective fashion;
- The Capital Investment Division will be working to prioritize long-term debt requirements with alternative financing opportunities;
- The Capital Investment Division will be evaluating alternative funding sources for capital projects, including impact fees, developer contributions, and grants.

Mission Statement:

The mission of the Capital Investment Division is to manage all long-term financing transactions in a manner that is financially prudent and considerate of the capital requirements of the City.



Program Identifier:

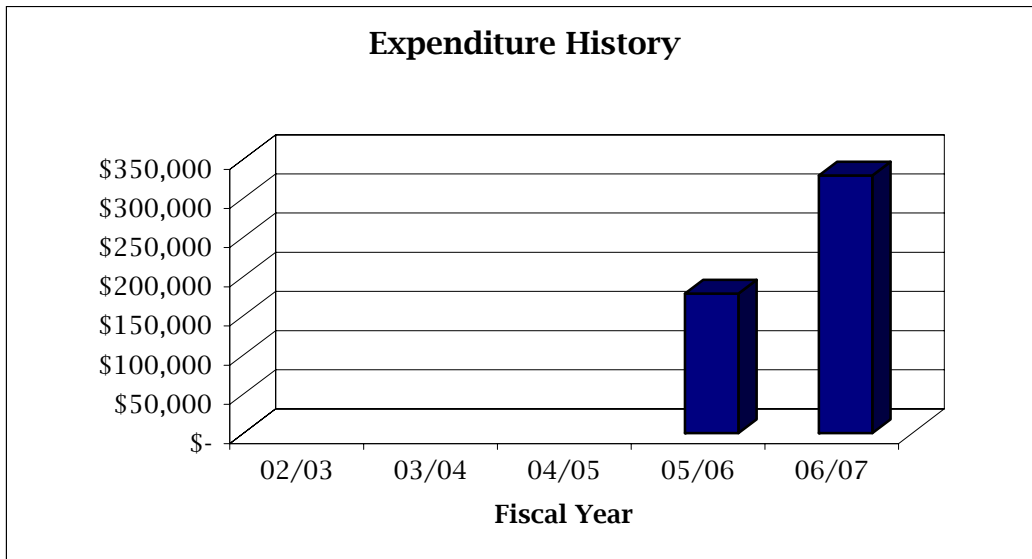


⇒ Capital Investment #185

Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Capital Investment Division:					
185 Capital Investment	\$ -	\$ 178,200	\$ 328,670	\$ 150,470	84.44%
TOTAL - GENERAL FUND	\$ -	\$ 178,200	\$ 328,670	\$ 150,470	
TOTAL - CAPITAL INVESTMENT DIVISION	\$ -	\$ 178,200	\$ 328,670	\$ 150,470	84.44%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Capital Investment Division:			
185 Capital Investment	-	3	4
TOTAL - CAPITAL INVESTMENT DIVISION	-	3	4

Finance Department



Risk Management

Overview of Services/Programs

Risk Management strives to insure the City's assets at the best price, terms and conditions, manage the City's Workers' Compensation, General and Automobile Liability loss exposure programs and interact with the Health and Safety Program staff (in the General Administration Department) to avoid and reduce injury and damages to the City's citizens, employees or assets.

Major Accomplishments

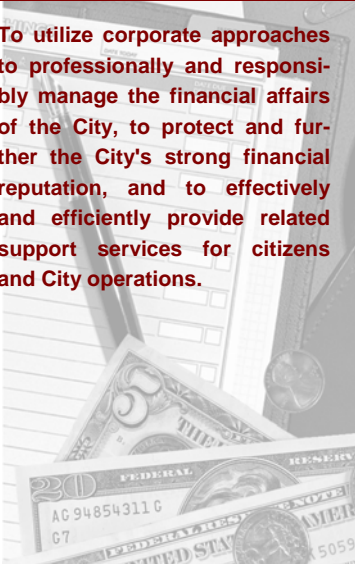
- Renewed the City's property insurance at a rate 56% lower than the statewide average of other governmental agencies.
- Eliminated State assessed medical billing penalties while achieving a 100% timeliness goal.
- Saved \$4,000 in reduced vendor fees by issuing an RFP for Actuarial services.
- Automated provider bill payments through software upgrades, which reduced payment entry errors by 98%.

Future Outlook

- Risk Management will continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Insurance coverage will be enhanced to meet the changing risk climate.
- Loss reports will continue to be provided to Department heads, Division managers and Program supervisors so that individual business units can see their history in a quantitative form.
- All City buildings will be appraised to reflect current insurable asset value.

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:



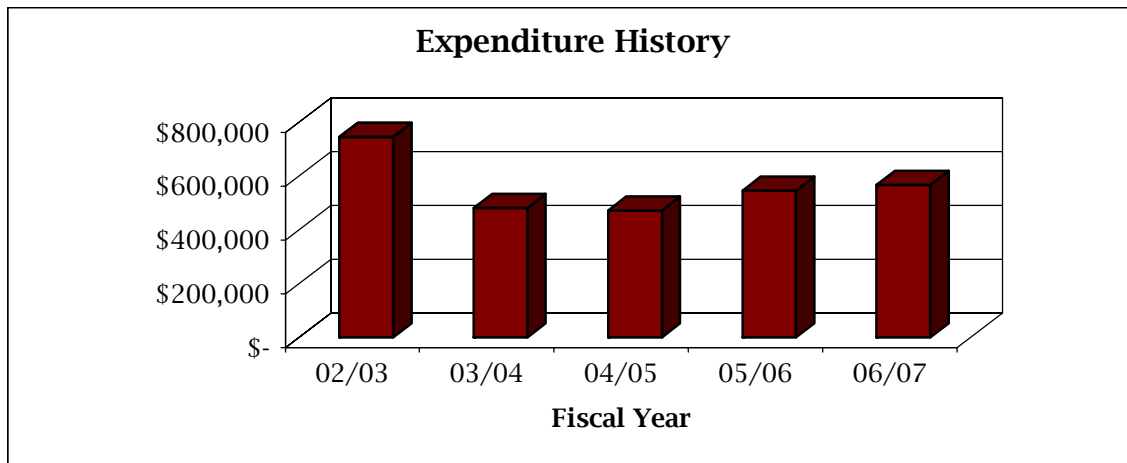
⇒ Risk Management #217

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Performance Measures Efficiency			
Measure cost of Automobile Liability program against citizen population	\$5.81	\$6.16	\$6.40
Measure cost of Worker's Compensation program against number of FTE's	\$1,666.00	\$1,961.00	\$2,037.00
Measure cost of General Liability program against citizen population	\$13.38	\$13.62	\$13.98

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 471,487	\$ 545,851	\$ 567,006	\$ 21,155	3.88%
TOTAL – RISK MANAGEMENT FUND	\$ 471,487	\$ 545,851	\$ 567,006	\$ 21,155	
TOTAL – RISK MANAGEMENT	<u>\$ 471,487</u>	<u>\$ 545,851</u>	<u>\$ 567,006</u>	<u>\$ 21,155</u>	3.88%

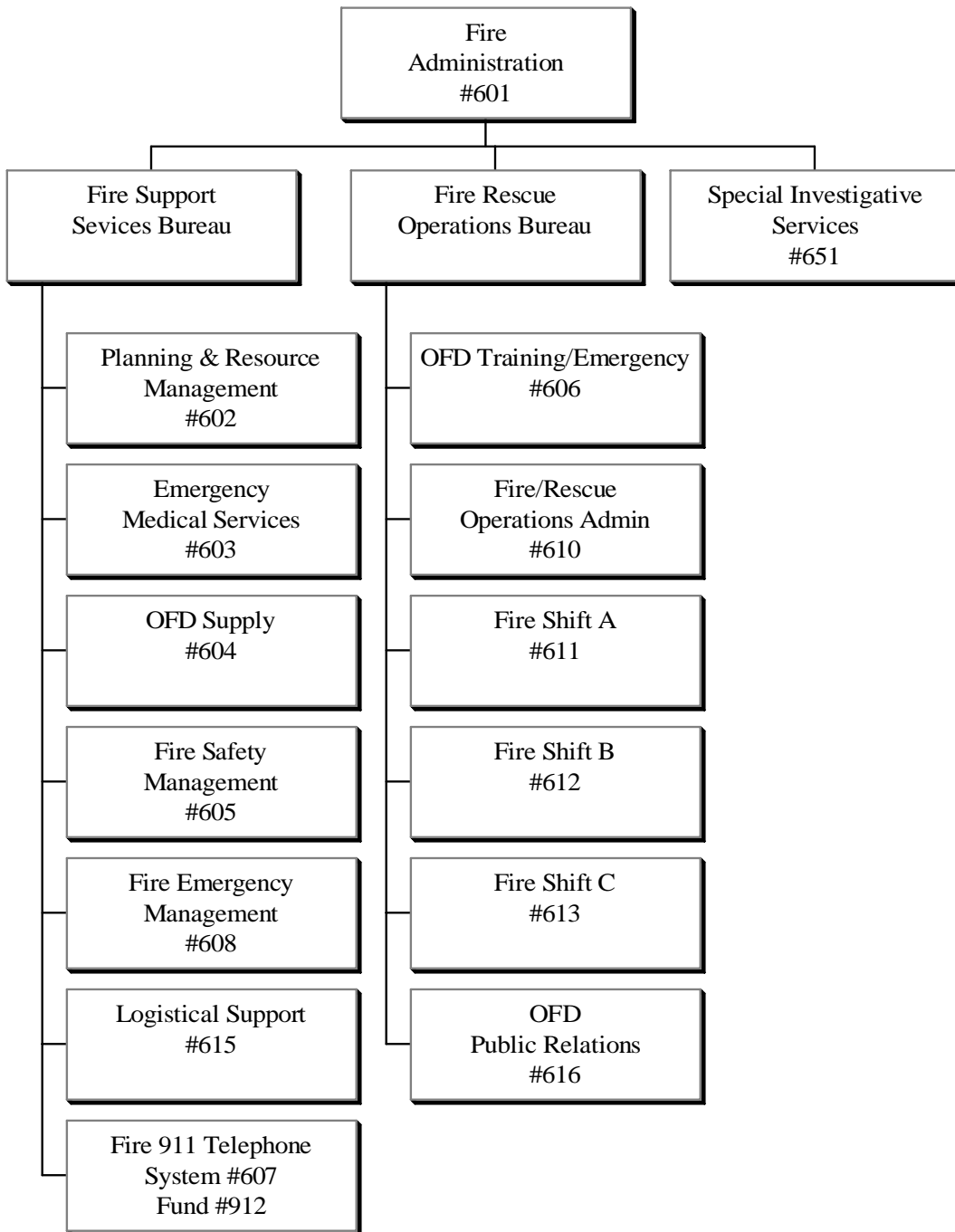


STAFFING HISTORY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	6	8	8
TOTAL – RISK MANAGEMENT FUND	6	8	8
TOTAL – RISK MANAGEMENT	<u>6</u>	<u>8</u>	<u>8</u>

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Fire Department

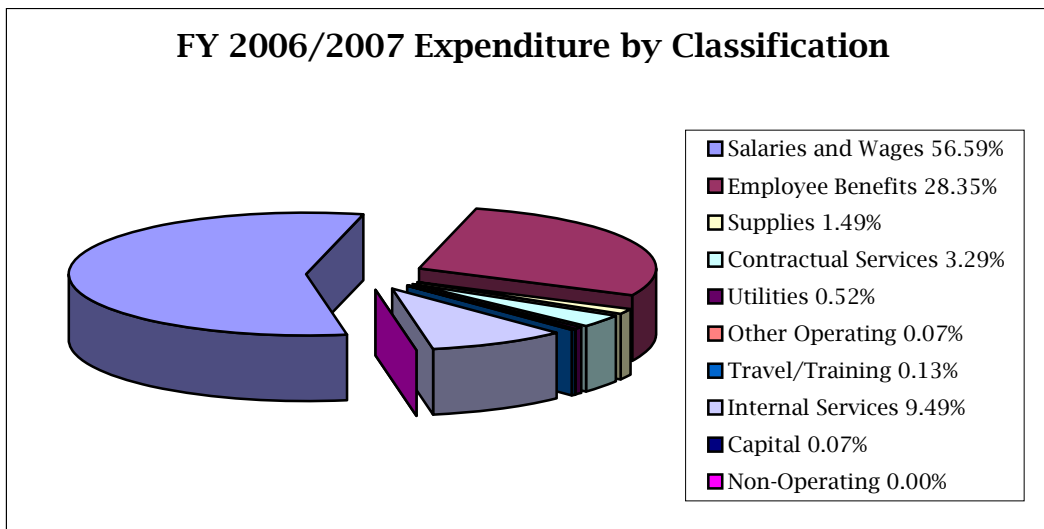
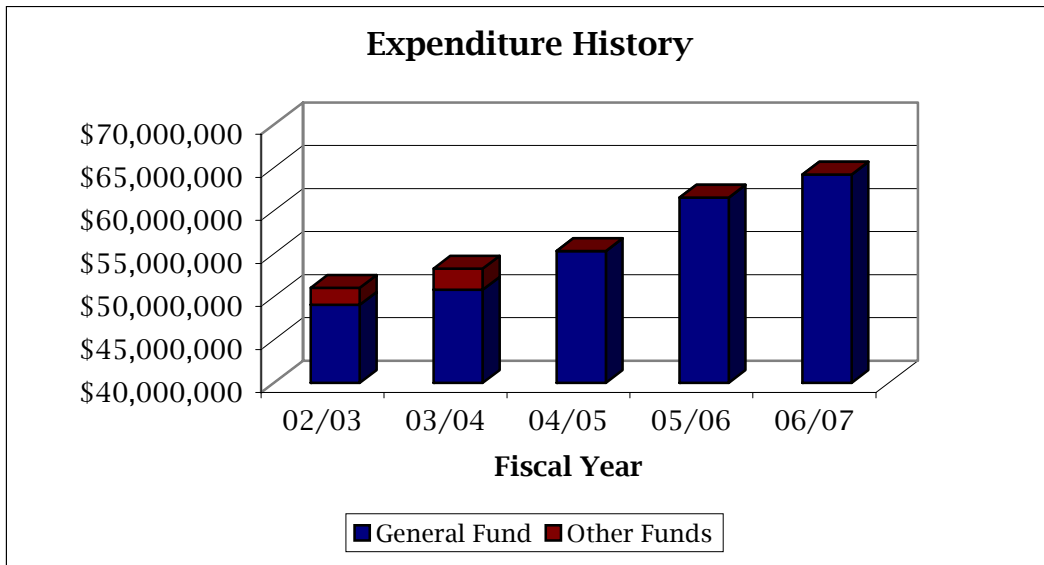


Fire Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,446,898	\$ 1,798,749	\$ 2,611,975	\$ 813,226	45.21%
651 Special Investigative Services	547,925	784,569	807,313	22,744	2.90%
Fire-Support Services Bureau:					
602 Planning & Resource Management	489,302	483,397	395,054	(88,343)	(18.28%)
603 Emergency Medical Services	952,069	1,135,156	987,652	(147,504)	(12.99%)
604 OFD Supply	408,470	418,279	566,736	148,457	35.49%
605 Fire Safety Management	646,034	648,469	877,673	229,204	35.35%
608 Fire Emergency Management	1,810,087	1,836,592	1,984,050	147,458	8.03%
615 Logistical Support	319,668	566,738	724,284	157,546	27.80%
Fire-Rescue Operations Bureau:					
606 OFD Training	910,514	984,259	1,173,856	189,597	19.26%
610 Fire Rescue Operations Administration	412,975	709,152	392,276	(316,876)	(44.68%)
611 Fire Shift A	16,344,795	17,514,346	17,687,875	173,529	0.99%
612 Fire Shift B	15,397,405	17,156,997	17,259,153	102,156	0.60%
613 Fire Shift C	15,063,361	16,841,524	16,989,088	147,564	0.88%
616 OFD Public Relations	190,338	228,301	240,260	11,959	5.24%
Projects	264,037	46,551	-	(46,551)	(100.00%)
989 Non Departmental-Fire	132,812	388,182	1,532,187	1,144,005	294.71%
TOTAL - GENERAL FUND	\$ 55,336,691	\$ 61,541,261	\$ 64,229,432	\$ 2,688,171	4.37%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 58,050	\$ 14,721	\$ 11,685	\$ (3,036)	(20.62%)
TOTAL - EMERGENCY TELEPHONE SYSTEM	\$ 58,050	\$ 14,721	\$ 11,685	\$ (3,036)	
TOTAL - FIRE DEPARTMENT	\$ 55,394,741	\$ 61,555,982	\$ 64,241,117	\$ 2,685,135	4.36%
Expenditure by Classification					
Salaries and Wages	\$ 32,989,710	\$ 34,056,828	\$ 36,356,800	\$ 2,299,972	6.75%
Employee Benefits	15,910,228	19,118,890	18,209,674	(909,216)	(4.76%)
Supplies	1,137,001	993,947	954,351	(39,596)	(3.98%)
Contractual Services	2,153,106	1,178,714	2,113,805	935,091	79.33%
Utilities	334,072	183,283	333,283	150,000	81.84%
Other Operating	82,328	47,182	46,322	(860)	(1.82%)
Travel/Training	63,947	86,228	84,228	(2,000)	(2.32%)
Internal Services	2,317,398	5,663,616	6,096,154	432,538	7.64%
Capital	146,804	226,502	46,500	(180,002)	(79.47%)
Non-Operating	260,147	792	-	(792)	(100.00%)
TOTAL - FIRE DEPARTMENT	\$ 55,394,741	\$ 61,555,982	\$ 64,241,117	\$ 2,685,135	4.36%

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:

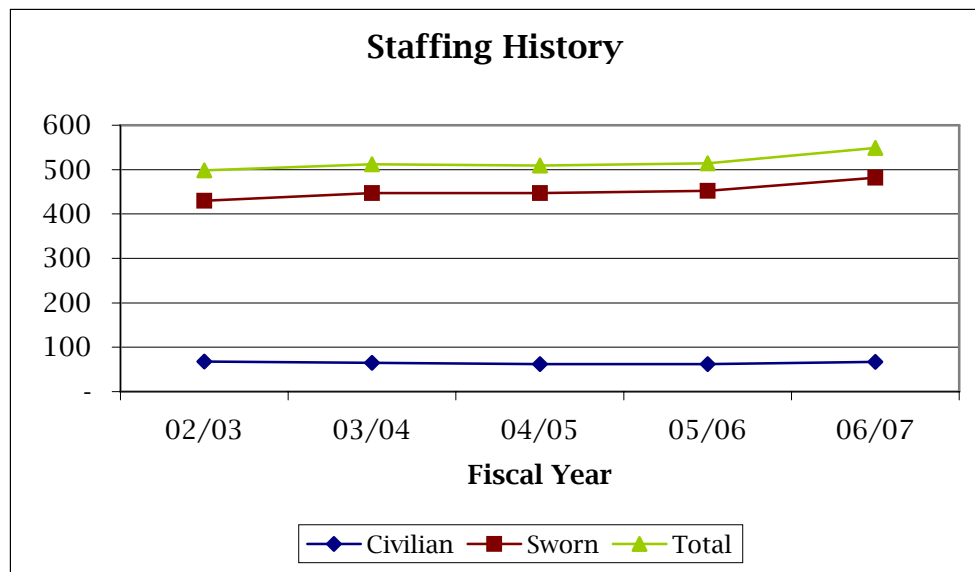
- ⇒ Fire Administration
- ⇒ Support Services
- ⇒ Rescue Operations



DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
601 Fire Administration	9	9	9
651 Special Investigative Services	5	5	5
Fire-Support Services Bureau:			
602 Planning & Resource Management	4	4	4
603 Emergency Medical Services	7	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	9	10	12
608 Fire Emergency Management	29	29	32
615 Logistical Support	2	2	2
Fire-Rescue Operations Bureau:			
606 OFD Training	10	9	9
610 Fire Rescue Operations Administration	1	-	-
611 Fire Shift A	144	147	157
612 Fire Shift B	144	146	156
613 Fire Shift C	142	144	154
616 Public Relations	2	2	2
TOTAL - GENERAL FUND	509	514	549
TOTAL - FIRE	509	514	549

Staffing History



Fire Department

Fire Administration



Mission Statement:

To manage the life safety and property consequences of fire, sudden illness or injury and disaster, through swift emergency response, appropriate interventions, as well as through prevention and public education activities to the citizens and visitors to Orlando.

Program Identifier:

- ⇒ 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

- Established candidacy for Accreditation through the Commission on Fire Accreditation International.
- Participated with State and Federal agencies to coordinate Homeland Security training and preparedness.
- The City of Orlando is the lead agency for the coordination of regional disaster information management system effort.
 - Participated in Consolidation of Services Commission Review of County and City Fire Services.
 - Reduced the number of false alarms through education.
 - Conducted an estimated 24,814 inspection related activities.

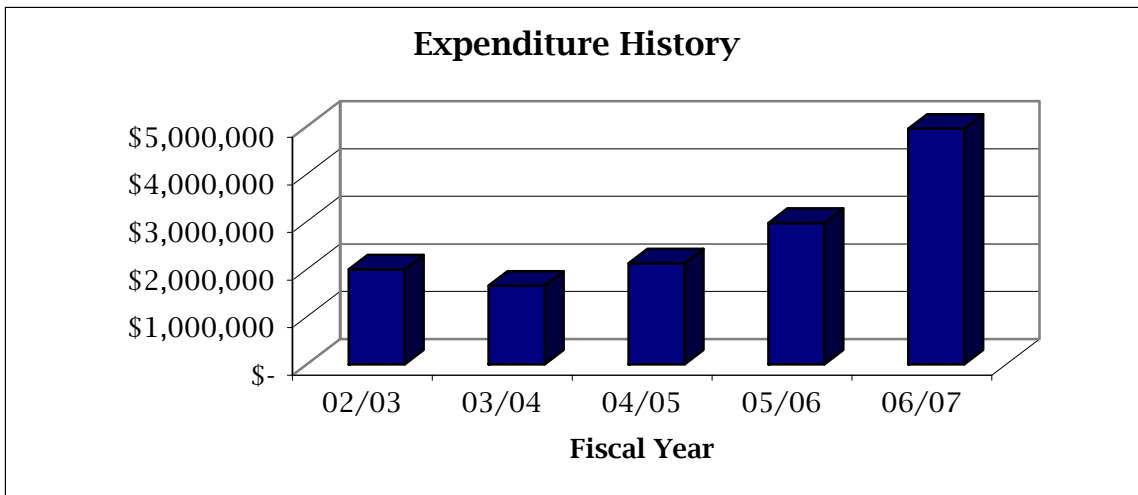
Performance Measures Efficiency

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percentage of fire department programs (15) with spending at approved budget or with savings over forecast	70%	80%	90%
Percentage of the city's built upon landmass with in a 2 mile radius of a fire station	41%	41%	42%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,446,898	\$ 1,798,749	\$ 2,611,975	\$ 813,226	45.21%
651 Special Investigative Services	547,925	784,569	807,313	22,744	2.90%
989 Non Departmental-Fire	132,812	388,182	1,532,187	1,144,005	294.71%
TOTAL – GENERAL FUND	\$ 2,127,635	\$ 2,971,500	\$ 4,951,475	\$ 1,979,975	66.63%
TOTAL – FIRE ADMINISTRATION	\$ 2,127,635	\$ 2,971,500	\$ 4,951,475	\$ 1,979,975	66.63%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
601 Fire Administration	9	9	9
651 Special Investigative Services	5	5	5
TOTAL – GENERAL FUND	14	14	14
TOTAL – FIRE ADMINISTRATION	14	14	14

Fire Department

Fire Support Services Bureau

Mission Statement:

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

Program Identifier:

- ⇒ Planning and Resource Management #602
- ⇒ Emergency Medical Ser. #603
- ⇒ OFD Supply #604
- ⇒ Fire Safety Mgmt. #605
- ⇒ Fire 911 Phone System #607
- ⇒ Fire Emergency Mgmt. #608
- ⇒ 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 EMS Office is responsible for the acquisition, maintenance and distribution of all EMS related supplies and equipment.

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 supplies, and office supplies. The supply section officer is also the department's property custodian, responsible for maintaining the department's inventory control program, specification of personnel protective equipment, self contained apparatus and firefighting equipment.

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 program. 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 **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.

Fire Department

Fire Support Services Bureau

Mission Statement:

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

Program Identifier:

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

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

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Limit call handling time to 60 seconds or less 90% of the time	93%	90%	90%
Maintain emergency response apparatus reliability (in service time) to 95%	95%	95%	95%
Inspect 100% of all occupancies required by state law to be inspected annually	98%	100%	100%

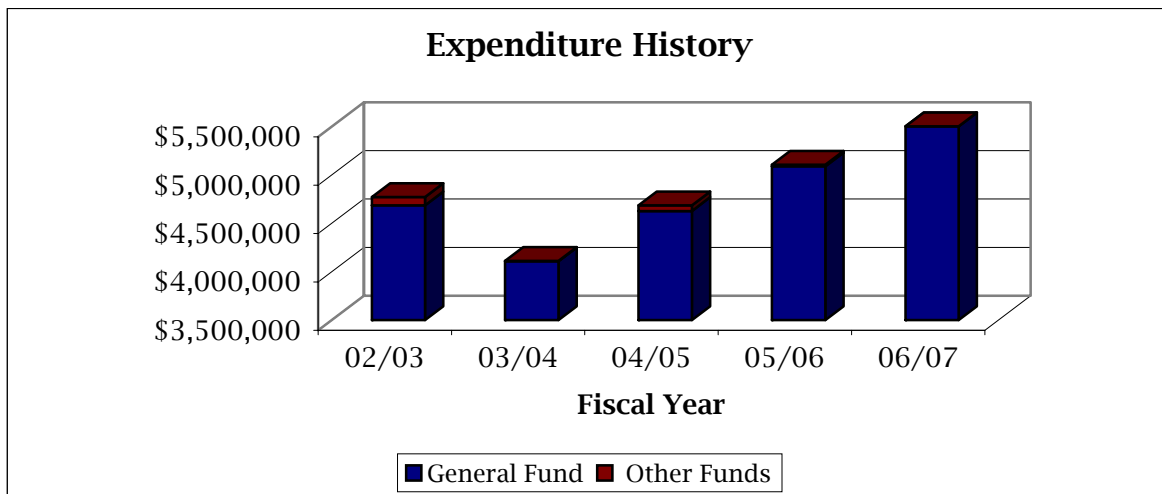
Performance Measures Service Indicators

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Clean all bunker gear twice annually	100%	100%	100%
Provide at least 16 hours of EMS re-certification training	16 hours	16 hours	16 hours

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Support Services Bureau:					
602 Planning & Resource Management	\$ 489,302	\$ 483,397	\$ 395,054	\$ (88,343)	(18.28%)
603 Emergency Medical Services	952,069	1,135,156	987,652	(147,504)	(12.99%)
604 OFD Supply	408,470	418,279	566,736	148,457	35.49%
605 Fire Safety Management	646,034	648,469	877,673	229,204	35.35%
608 Fire Emergency Management	1,810,087	1,836,592	1,984,050	147,458	8.03%
615 Logistical Support	319,668	566,738	724,284	157,546	27.80%
TOTAL – GENERAL FUND	\$ 4,625,630	\$ 5,088,631	\$ 5,535,449	\$ 446,818	8.78%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 58,050	\$ 14,721	\$ 11,685	\$ (3,036)	(20.62%)
TOTAL – EMERGENCY TELEPHONE SYSTEM	\$ 58,050	\$ 14,721	\$ 11,685	\$ (3,036)	
TOTAL – FIRE SUPPORT SERVICES BUREAU	\$ 4,683,680	\$ 5,103,352	\$ 5,547,134	\$ 443,782	8.70%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Fire-Support Services Bureau:			
602 Planning & Resource Management	4	4	4
603 Emergency Medical Services	7	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	9	10	12
608 Fire Emergency Management	29	29	32
615 Logistical Support	2	2	2
TOTAL – GENERAL FUND	52	52	57
TOTAL – FIRE SUPPORT SERVICES BUREAU	52	52	57

Fire Department

Fire Rescue Operations Bureau

Mission Statement:

To respond to and manage the consequences of fire, sudden illness or injury and disaster, through swift response, 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 service 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 445 sworn personnel. The Fire Department operates 37 staffed frontline units including 15 fire engines, 6 tower trucks, 8 rescue trucks, 4 district chief vehicles and 1 shift commander. Services are provided 24/7/365.

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

Major Accomplishments/Service Efforts

- In the fiscal year 2005 (October 1, 2005-September 2006) the Orlando Fire Department responded to 47,537 emergency alarms, 31,602 of which were emergency medical alarms.
- Serviced 837 hydrants.
- Completed 38,949 hours of company training (includes ISO training).
- Performed 38,949 hours of company inspections and 254 life safety exit checks and school inspections.
- Public and School demonstrations, totaling 3,900 hours, 437 events.

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



**Fire Rescue
Operations
Bureau**

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

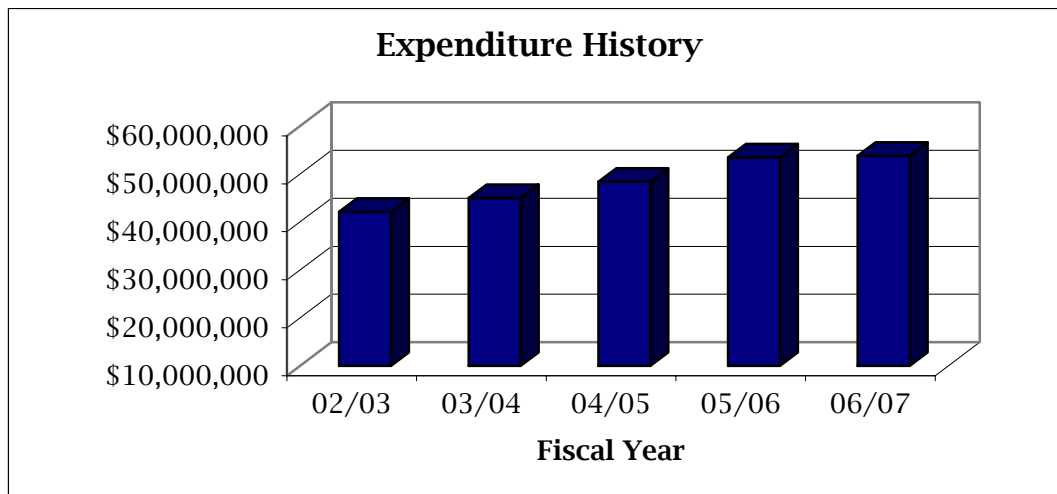


Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Maintain a total response time of 6 minutes or less 90% of the time for emergency alarms. (From time caller information verified to arrival on scene)	68%	70%	75%
The degree of compliance with the response objective (3 distinct tasks comprise objective)	62%	65%	70%
In building fires, save more of the building's value than the dollar value lost to the fire	95%	95%	90%
Provide 200 hours of ISO, OSHA and other required field training per year	200 hours	200 hours	200 hours
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	65%	70%
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Complete 100% of inspections, exit checks, pre fire plans and hydrant testing activities assigned per month	99%	98%	98%
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	90%	90%
The degree of compliance with the response objective (based upon the individual patient presentation)	87%	90%	90%

Fire Department

EXPENDITURE SUMMARY

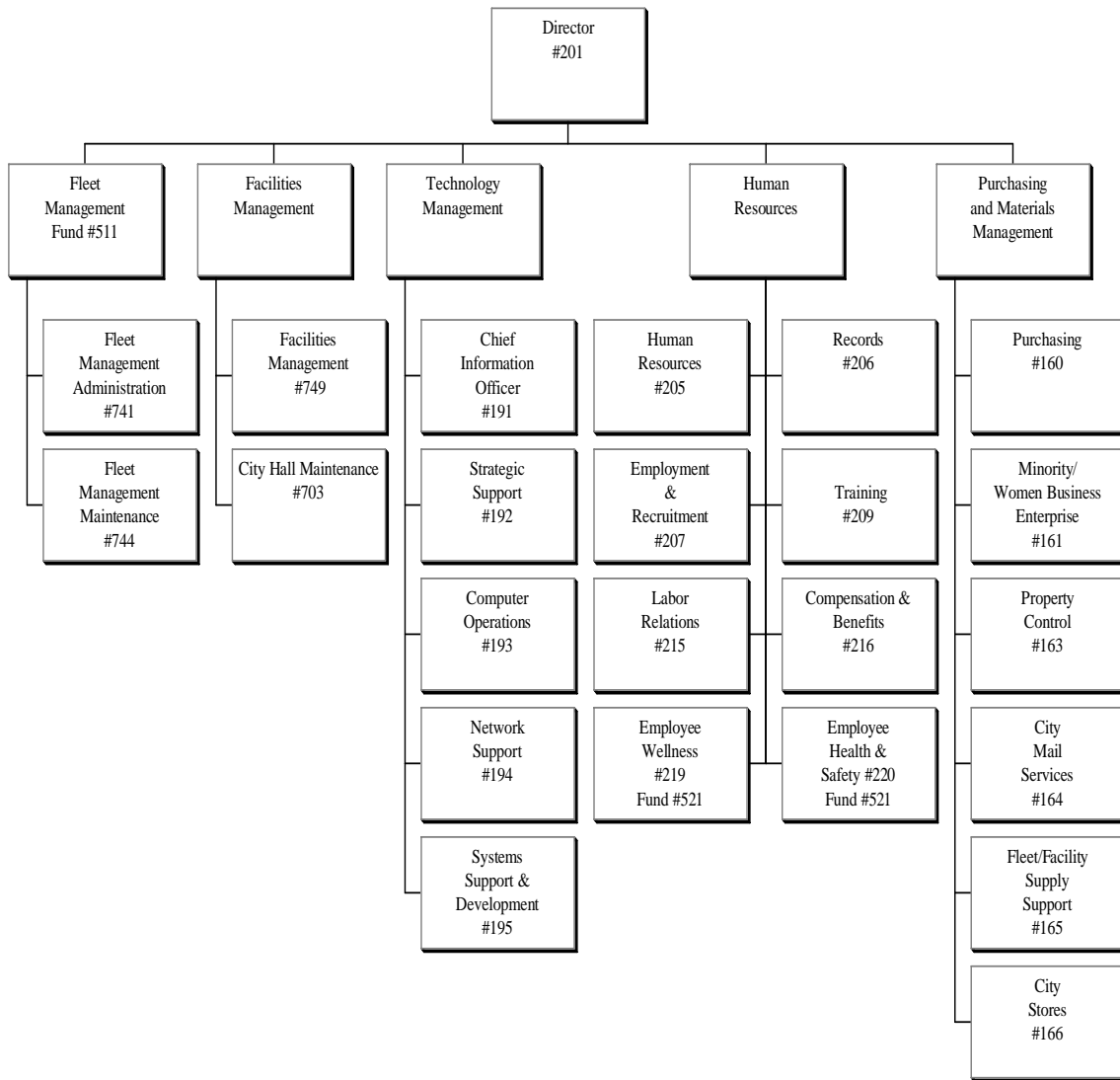
Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau:					
606 OFD Training	\$ 910,514	\$ 984,259	\$ 1,173,856	\$ 189,597	19.26%
610 Fire Rescue Operations Administration	412,975	709,152	392,276	(316,876)	(44.68%)
611 Fire Shift A	16,344,795	17,514,346	17,687,875	173,529	0.99%
612 Fire Shift B	15,397,405	17,156,997	17,259,153	102,156	0.60%
613 Fire Shift C	15,063,361	16,841,524	16,989,088	147,564	0.88%
616 OFD Public Relations	190,338	228,301	240,260	11,959	5.24%
TOTAL - GENERAL FUND	\$ 48,319,388	\$ 53,434,579	\$ 53,742,508	\$ 307,929	0.58%
TOTAL - FIRE RESCUE OPERATIONS BUREAU	\$ 48,319,388	\$ 53,434,579	\$ 53,742,508	\$ 307,929	0.58%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Fire-Rescue Operations Bureau:			
606 OFD Training	10	9	9
610 Fire Rescue Operations Administration	1	-	-
611 Fire Shift A	144	147	157
612 Fire Shift B	144	146	156
613 Fire Shift C	142	144	154
616 Public Relations	2	2	2
TOTAL - GENERAL FUND	443	448	478
TOTAL - FIRE RESCUE OPERATIONS BUREAU	443	448	478

General Administration Department



General Administration Department

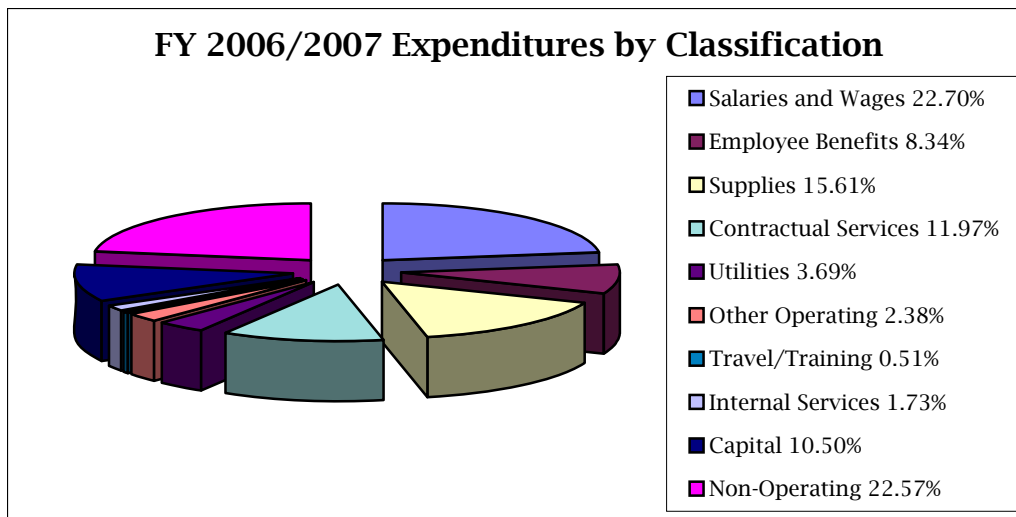
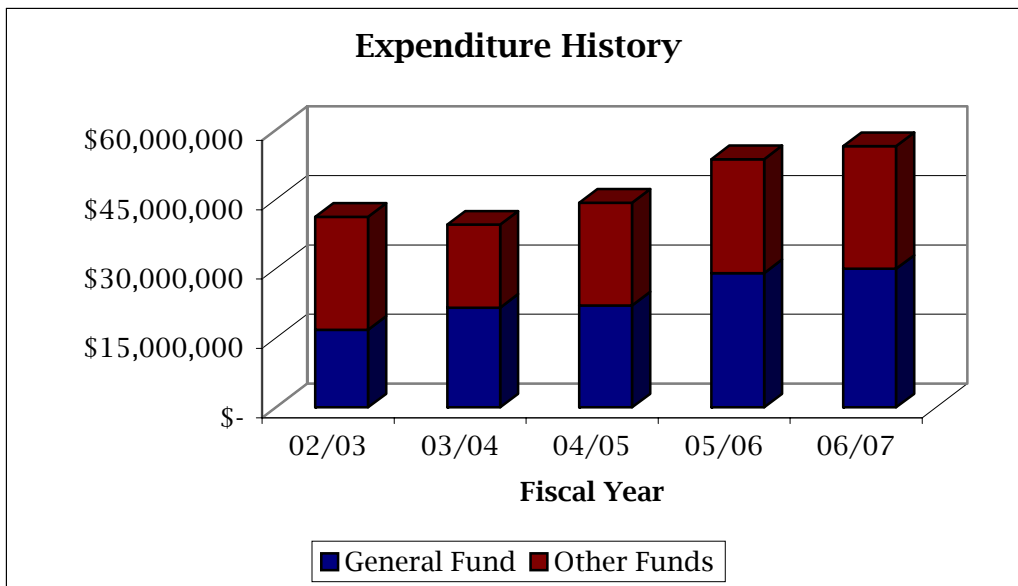
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 345,165	\$ 385,208	\$ 440,864	\$ 55,656	14.45%
Purchasing and Materials Management Division:					
160 Purchasing	1,198,112	1,226,259	1,228,238	1,979	0.16%
161 Minority/Women Business Enterprise	245,248	260,550	293,900	33,350	12.80%
163 Property Control	160,858	170,164	167,856	(2,308)	(1.36%)
164 City Mail Service	214,917	218,837	251,129	32,292	14.76%
165 Fleet/Facility Supply/Support	463,871	494,352	524,435	30,083	6.09%
166 City Stores	208,650	217,626	211,985	(5,641)	(2.59%)
995 Non Dept.-Purchasing Auctions	19,596	24,316	24,316	-	0.00%
Technology Management Division:					
191 Chief Information Officer	203,582	204,824	216,046	11,222	5.48%
192 Strategic Support	1,805,218	1,796,354	1,782,239	(14,115)	(0.79%)
193 Computer Operations	1,120,922	1,111,875	1,166,719	54,844	4.93%
194 Network Support	1,475,075	1,738,007	1,624,581	(113,426)	(6.53%)
195 Systems Support and Development	2,130,105	2,209,373	2,285,748	76,375	3.46%
991 Non Dept.-PC Maintenance	135,853	155,040	155,040	-	0.00%
992 Non Dept.-Technology Management	3,235,734	3,821,126	4,002,660	181,534	4.75%
Human Resources Division:					
021 Merits Program	94,577	85,810	110,391	24,581	28.65%
205 Human Resources	172,834	179,037	165,424	(13,613)	(7.60%)
206 Records	408,506	429,809	171,672	(258,137)	(60.06%)
207 Employment and Recruitment	484,362	688,545	765,878	77,333	11.23%
208 Employee Services	70,367	-	-	-	N/A
209 Training	80,226	289,777	355,760	65,983	22.77%
210 Civil Service/Testing	(43)	-	-	-	N/A
215 Labor Relations	183,330	261,296	249,419	(11,877)	(4.55%)
216 Compensation and Benefits	372,128	402,241	697,628	295,387	73.44%
Facilities Management Division:					
749 Facilities Management	4,873,716	5,282,008	5,183,973	(98,035)	(1.86%)
703 City Hall Maintenance	1,753,293	1,693,249	1,776,167	82,918	4.90%
993 Non Dept.-General Administration Projects	274,746 326,465	5,555,764 168,046	6,144,940 -	589,176 (168,046)	10.60% (100.00%)
TOTAL - GENERAL FUND	\$ 22,057,413	\$ 29,069,493	\$ 29,997,008	\$ 927,515	3.19%
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet Management Admin.	\$ 451,555	\$ 617,293	\$ 671,529	\$ 54,236	8.79%
744 Fleet Management Maintenance	10,405,341	8,773,899	12,086,083	3,312,184	37.75%
963 Non Dept.-Fleet Management	734,090	924,179	1,645,901	721,722	78.09%
TOTAL - FLEET MANAGEMENT FUND	\$ 11,590,986	\$ 10,315,371	\$ 14,403,513	\$ 4,088,142	39.63%
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 9,602,288	\$ 13,194,389	\$ 11,181,746	\$ (2,012,643)	(15.25%)
TOTAL - FLEET REPLACEMENT FUND	\$ 9,602,288	\$ 13,194,389	\$ 11,181,746	\$ (2,012,643)	(15.25%)
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ 94,842	\$ 86,088	\$ 96,311	\$ 10,223	11.88%
220 Employee Health and Safety	974,936	1,046,633	860,038	(186,595)	(17.83%)
TOTAL - RISK MANAGEMENT FUND	\$ 1,069,778	\$ 1,132,721	\$ 956,349	\$ (176,372)	(15.57%)
TOTAL- GENERAL ADMINISTRATION	\$ 44,320,465	\$ 53,711,974	\$ 56,538,616	\$ 2,826,642	5.26%

* Health Insurance costs for Pensioners moved into Human Resources Division from Non Departmental in FY 2005/2006

General Administration Department

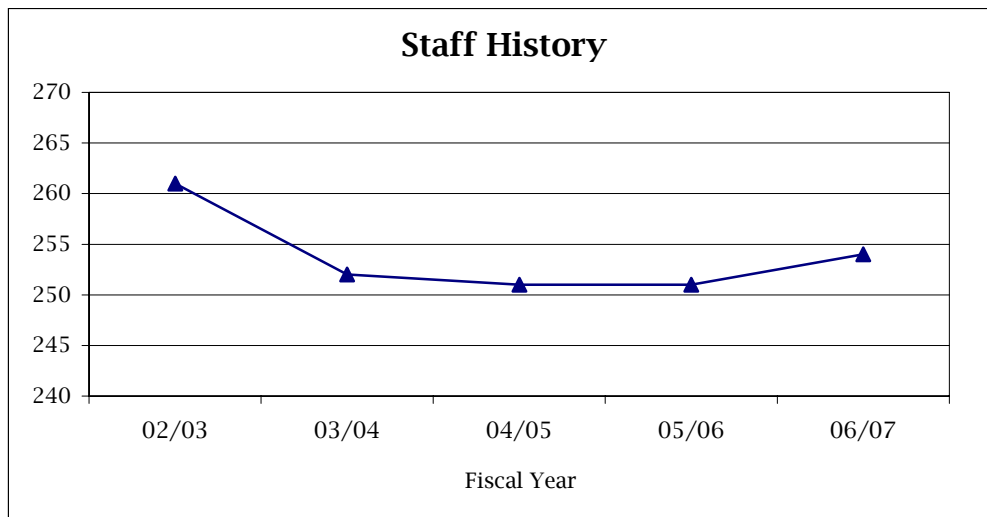
Expenditure by Classification	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	Adopted to Revised
Salaries and Wages	\$ 12,223,290	\$ 12,564,380	\$ 12,836,225	\$ 271,845	2.16%
Employee Benefits	4,268,164	4,854,807	4,715,894	(138,913)	(2.86%)
Supplies	7,827,999	5,974,830	8,823,857	2,849,027	47.68%
Contractual Services	5,216,058	5,939,351	6,767,200	827,849	13.94%
Utilities	1,967,843	2,034,200	2,088,065	53,865	2.65%
Other Operating	946,549	1,281,154	1,343,951	62,797	4.90%
Travel/Training	236,516	279,899	286,900	7,001	2.50%
Internal Services	835,953	924,181	977,173	52,992	5.73%
Capital	9,127,626	9,888,846	5,935,404	(3,953,442)	(39.98%)
Non-Operating	1,670,467	9,970,326	12,763,947	2,793,621	28.02%
TOTAL - GENERAL ADMINISTRATION	\$ 44,320,465	\$ 53,711,974	\$ 56,538,616	\$ 2,826,642	5.26%



General Administration Department

Department Staffing Summary

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<u>GENERAL FUND #100</u>			
201 Director of General Administration	4	5	5
Purchasing and Materials Management Division:			
160 Purchasing	16	16	16
161 Minority/Women Business Enterprise	4	4	5
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	9	9	10
166 City Stores	4	4	4
Technology Management Division:			
191 Chief Information Officer	2	2	2
192 Strategic Support	23	21	21
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	23	25	25
Human Resources Division:			
205 Human Resources	2	2	2
206 Records	7	7	3
207 Employment and Recruitment	7	8	8
208 Employee Services	1	-	-
209 Training	1	1	1
215 Labor Relations	4	3	3
216 Compensation & Benefits	6	6	10
Facilities Management Division:			
749 Facilities Management	48	48	49
TOTAL – GENERAL FUND	201	201	204
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
TOTAL – FLEET MANAGEMENT FUND	45	45	45
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
219 Wellness Program	1	1	1
220 Occupational Health and Safety	4	4	4
TOTAL - RISK MANAGEMENT FUND	5	5	5
TOTAL – GENERAL ADMINISTRATION	251	251	254



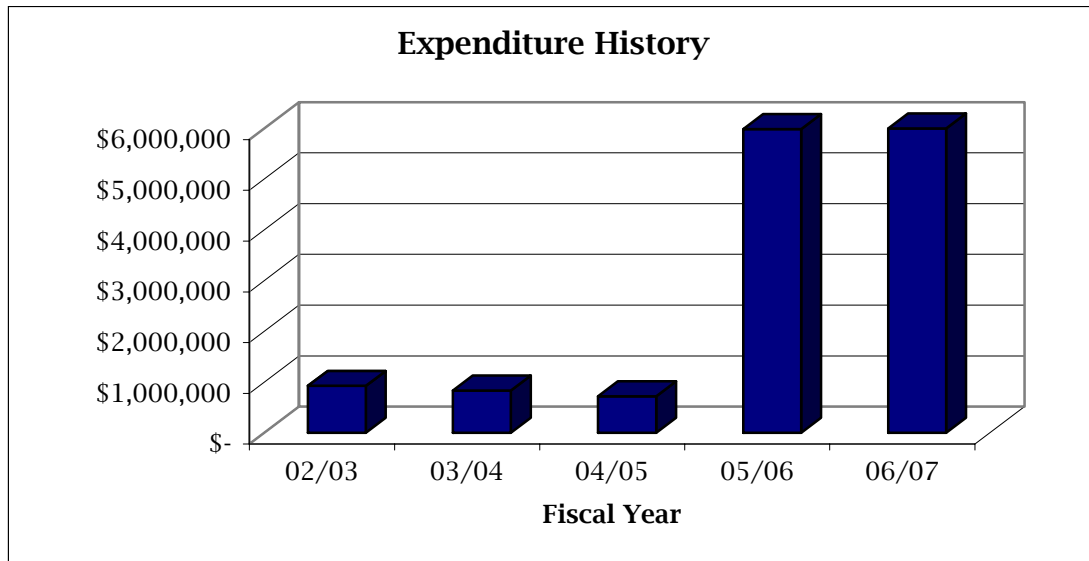
General Administration Department

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 five divisions: Fleet Management, Facilities Management, Human Resources, Purchasing & Materials Management, and Technology Management.

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 345,165	\$ 385,208	\$ 440,864	\$ 55,656	14.45%
993 Non Dept.-General Administration Projects	274,746 102,622	5,555,764 41,950	6,144,940 -	589,176 (41,950)	10.60% (100.00%)
TOTAL -- GENERAL FUND	\$ 722,533	\$ 5,982,922	\$ 6,585,804	\$ 602,882	10.08%
TOTAL -- DIRECTOR	\$ 722,533	\$ 5,982,922	\$ 6,585,804	\$ 602,882	10.08%



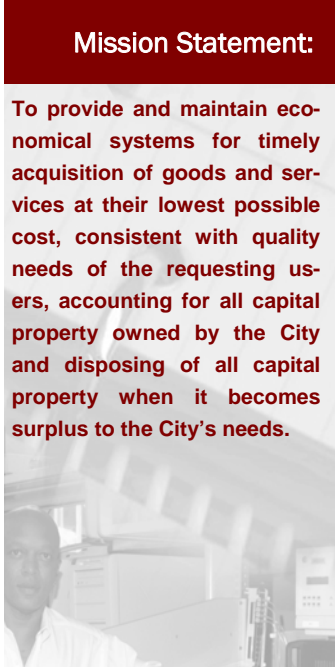
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
201 Director of General Administration	4	5	5
TOTAL -- GENERAL FUND	4	5	5
TOTAL - DIRECTOR	4	5	5

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 needs of the requesting users, accounting for all capital property owned by the City and disposing of all capital property when it becomes surplus to the City's needs.

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-Departmental Purchasing Auctions #995

Overview of Services/Programs

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

	2004/2005 Actual	2005/2006 Estimated	2006/2007 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	15%	24%	20%
Percent of stocked item requests filled within four (4) hours (Fleet Supply)	94%	91%	95%
Inventory turn-over ratio	1:4	1:4	1:4

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 needs of the requesting users, accounting for all capital property owned by the City and disposing of all capital property when it becomes surplus to the City's needs.



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-Departmental
- ⇒ Purchasing Auctions #995

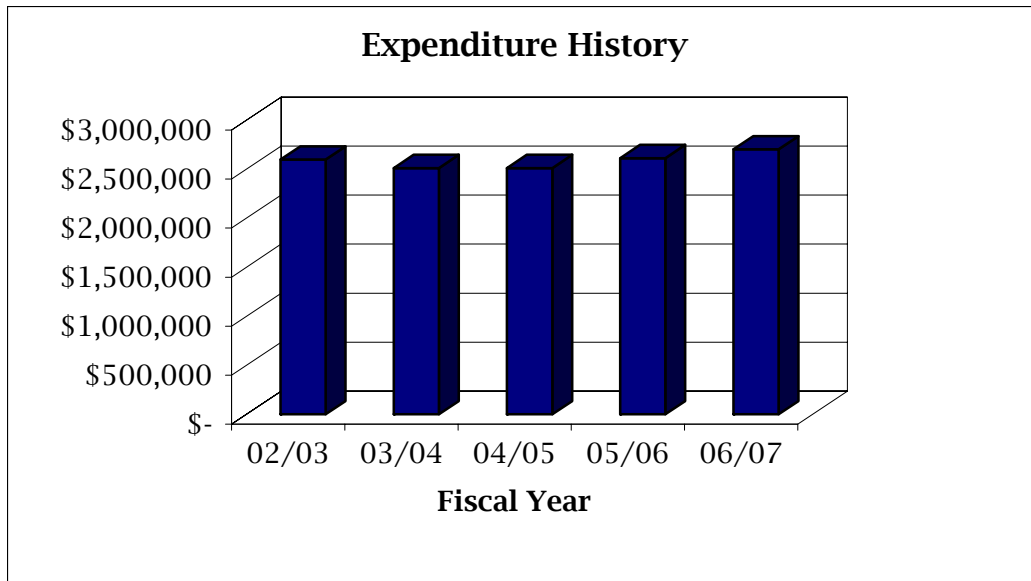


Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Dollar amount of purchases per Program full time employees (FTE's).	\$6,988,120	\$7,726,736	\$7,500,000
Cost to process One Commodity/Services Purchase Transaction	\$30.15	\$28.41	\$30.00
Cost to process One Contract Management Transaction	\$13.15	\$13.13	\$13.65
Cost to Certify an MBE/WBE	\$69.38	\$61.29	\$72.50
Average Cost to process Requisition/ ProCard / P.O.Transaction (City Stores)	\$11.04	\$12.60	\$12.50
Average Cost to Receive, Inspect, & deliver City Stores Materials	\$22.06	\$27.70	\$28.25
Average Cost to add a capital asset to the system	\$22.92	\$31.26	\$27.75
Average Cost to process One Piece of U.S. Mail	\$0.07	\$0.045	\$0.055
Average Cost to process PO/Req./ProCard Order Trans. (Fleet Support)	\$3.21	\$1.37	\$2.37
Average Cost to process Work Order (Fleet Supply)	\$0.53	\$0.61	\$0.60
Average Cost to process PO/ProCard/Req. Order Trans. (Facilities Support)	\$23.55	\$19.59	\$22.75
Average Cost to Expedite Orders--- Pickup & Deliver. (Facility Support)	\$10.85	\$12.46	\$13.00
Cost to Process One Public Works Award	\$78.83	\$46.84	\$68.98

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Purchasing and Materials Management Division:					
160 Purchasing	\$ 1,198,112	\$ 1,226,259	\$ 1,228,238	\$ 1,979	0.16%
161 Minority/Women Business Enterprise	245,248	260,550	293,900	33,350	12.80%
163 Property Control	160,858	170,164	167,856	(2,308)	(1.36%)
164 City Mail Service	214,917	218,837	251,129	32,292	14.76%
165 Fleet/Facility Supply/Support	463,871	494,352	524,435	30,083	6.09%
166 City Stores	208,650	217,626	211,985	(5,641)	(2.59%)
995 Non Dept.-Purchasing Auctions	19,596	24,316	24,316	-	0.00%
TOTAL – GENERAL FUND	\$ 2,511,252	\$ 2,612,104	\$ 2,701,859	\$ 89,755	3.44%
TOTAL – PURCHASING & MATERIALS MGMT. DIVISION	\$ 2,511,252	\$ 2,612,104	\$ 2,701,859	\$ 89,755	3.44%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Purchasing & Materials Management Division:			
160 Purchasing	16	16	16
161 Minority/Women Business Enterprise	4	4	5
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	9	9	10
166 City Stores	4	4	4
TOTAL – GENERAL FUND	38	38	40
TOTAL - PURCHASING & MATERIALS MANAGEMENT DIVISION	38	38	40

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 Services/Programs

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

	2004/2005 Actual	2005/2006 Estimated	2006/2007 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%

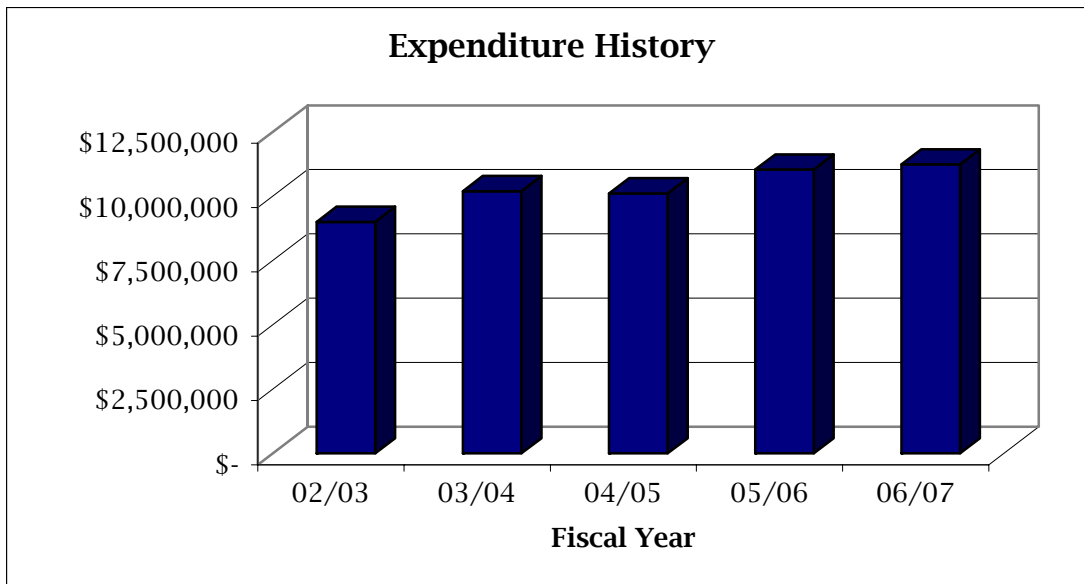
Performance Measures Service Indicator

	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of Calls taken by Call Center	25,059	24,000	22,000
Total Service Requests Received	3,470	3,500	3,600
Number of GIS Projects Completed	1,538	1,000	1,500

General Administration Department

EXPENDITURE SUMMARY

Fund	2004/05	2005/06	2006/07	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
Technology Management Division:					
191 Chief Information Officer	\$ 203,582	\$ 204,824	\$ 216,046	\$ 11,222	5.48%
192 Strategic Support	1,805,218	1,796,354	1,782,239	(14,115)	(0.79%)
193 Computer Operations	1,120,922	1,111,875	1,166,719	54,844	4.93%
194 Network Support	1,475,075	1,738,007	1,624,581	(113,426)	(6.53%)
195 Systems Support and Development	2,130,105	2,209,373	2,285,748	76,375	3.46%
991 Non Dept.-PC Maintenance	135,853	155,040	155,040	-	0.00%
992 Non Dept.-Technology Management	3,235,734	3,821,126	4,002,660	181,534	4.75%
TOTAL – GENERAL FUND	\$10,106,489	\$ 11,036,599	\$ 11,233,033	\$ 196,434	1.78%
TOTAL – TECHNOLOGY MANAGEMENT DIVISION	\$10,106,489	\$ 11,036,599	\$ 11,233,033	\$ 196,434	1.78%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Technology Management Division:			
191 Chief Information Officer	2	2	2
192 Strategic Support	23	21	21
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	23	25	25
TOTAL – GENERAL FUND	83	83	83
TOTAL – TECHNOLOGY MANAGEMENT DIVISION	83	83	83

General Administration Department



Human Resources Division

Mission Statement:

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
- ⇒ Records #206
- ⇒ Employment and Recruitment #207
- ⇒ Training #209
- ⇒ Labor Relations #215
- ⇒ Compensation & Benefits #216
- ⇒ Employee Wellness #219
- ⇒ Employee Health and Safety #220

Overview of Services/Programs

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. (#7)
- Implemented on-site computer training resulting in a cost savings.
- Implemented an in-house pay plan study for all LIUNA covered positions.
- Implemented a Short-Term Disability Insurance Plan.
- Continue to negotiate reasonable control of rising Health Insurance Premiums.
- Negotiated 3 year collective bargaining agreements with all Unions.
- Wellness initiative for Commercial Drivers Licensee Holders.

Future Outlook

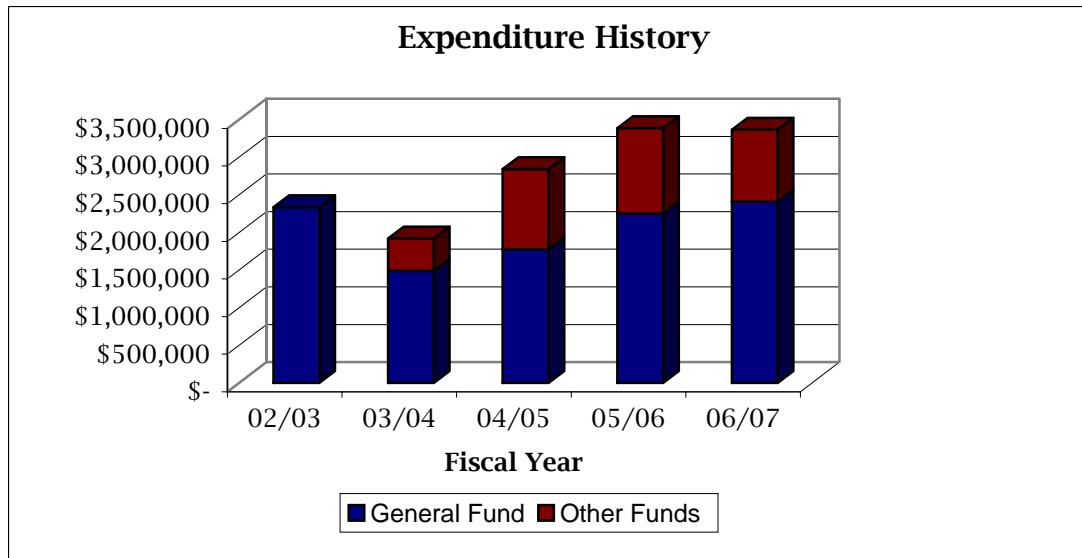
Human Resources will continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce. The Division will continue E-Government initiatives to automate and streamline all aspects of Human 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	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed Place in Top 100
Ranking within the "Top 100 Family Friendly Companies in Central Florida"	21	12	
Total annual organizational turnover	5%	5%	6%
A minimum of 75% of formalized complaints are resolved to the City's satisfaction	90%	80%	75%
Annual Division Expenditures/ Authorized FT Employee	N/A	\$783	\$826
Complete all targeted focus groups each fiscal year	N/A	33%	100%
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Total Authorized FT Employee per Human Resources FT Employee	N/A	93	93

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Human Resources Division:					
205 Human Resources	\$ 172,834	\$ 179,037	\$ 165,424	\$ (13,613)	(7.60%)
206 Records	408,506	429,809	171,672	(258,137)	(60.06%)
207 Employment and Recruitment	484,362	688,545	765,878	77,333	11.23%
208 Employee Services	70,367	-	-	-	N/A
209 Training	80,226	289,777	355,760	65,983	22.77%
210 Civil Service/Testing	(43)	-	-	-	N/A
215 Labor Relations	183,330	261,296	249,419	(11,877)	(4.55%)
216 Compensation & Benefits	372,128	402,241	697,628	295,387	73.44%
TOTAL – GENERAL FUND	\$ 1,771,710	\$ 2,250,705	\$ 2,405,781	\$ 155,076	6.89%
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ 94,842	\$ 86,088	\$ 96,311	\$ 10,223	11.88%
220 Employee Health and Safety	974,936	1,046,633	860,038	(186,595)	(17.83%)
TOTAL – RISK MANAGEMENT FUND	\$ 1,069,778	\$ 1,132,721	\$ 956,349	\$ (176,372)	(15.57%)
TOTAL – HUMAN RESOURCES DIVISION	\$ 2,841,488	\$ 3,383,426	\$ 3,362,130	\$ (21,296)	(0.63%)



General Administration Department

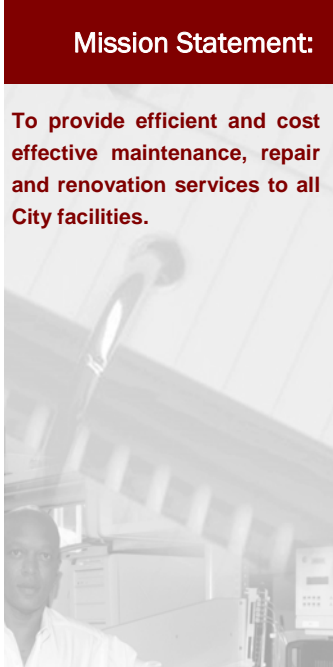
STAFFING SUMMARY

	Actual <u>2004/2005</u>	Revised Budget <u>2005/2006</u>	Adopted Budget <u>2006/2007</u>
<u>GENERAL FUND #100</u>			
Human Resources Division:			
205 Human Resources	2	2	2
206 Records	7	7	3
207 Employment and Recruitment	7	7	8
208 Employee Services	1	1	-
209 Training	1	1	1
215 Labor Relations	4	4	3
216 Compensation & Benefits	6	6	10
TOTAL - GENERAL FUND	<u>28</u>	<u>28</u>	<u>27</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
219 Wellness Program	1	1	1
220 Occupational Health and Safety	4	4	4
TOTAL - RISK MANAGEMENT FUND	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL - HUMAN RESOURCES DIVISION	<u><u>33</u></u>	<u><u>33</u></u>	<u><u>32</u></u>

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

Overview of Services/Programs

The **Facilities Management Division** is an internal support function. The primary duties are to maintain and repair City of Orlando own facilities, parks and special structures. Facilities Management also provides support for City events and oversees Alteration and Improvement projects.

Major Accomplishments

- Completed 13,900 work requests.
- Assumed maintenance and repair of seven (7) new recreation centers (47,031 gsf) and 20 new parks. No additional funding or staffing was provided.
- Completed 219 requested projects, totaling \$2,055,000
- Completed 47 FEMA repair projects, totaling \$518,000
- Relocated trade shop space, allowing City Records Management Services to move into temporary quarters and continue operation. This temporary arrangement allows City Records Management sufficient time to development a capital building plan for a permanent facility.

Future Outlook

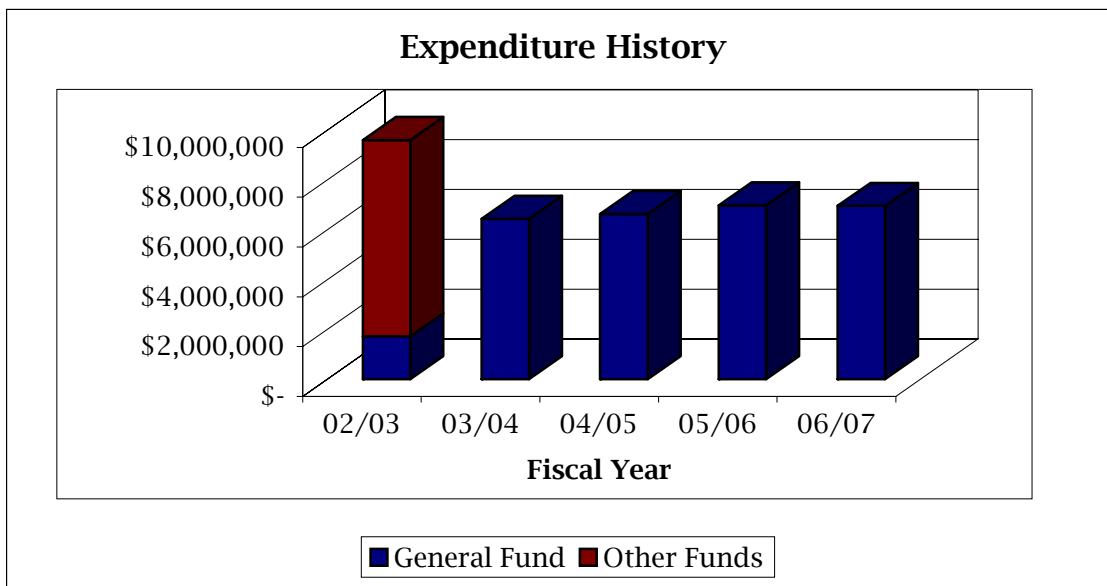
- Re-evaluating planned and preventive maintenance programs to shift Division resources to increase service effectiveness and efficiency to primary areas.
- Continue efforts towards completing the facilities strategic plan.
- Explore the opportunity of decentralizing of the maintenance and repairs operations.
- Develop building design standards, to decrease operating and maintenance costs.
- Development and implementation Memoranda of Understanding (MOU) or Service Level agreement with City programs. MOU's will clarify responsibility of specific facilities operating costs.
- Obtain LEEB-EB Certification for the City Hall Building.
- Continue to seek resources to diminish the deferred maintenance budget.
- Mitigate current computerized maintenance management system (CMMS) to a Total Infrastructure and Facilities Management program (TIFM). This integration will provide the opportunity to improve the tracking of facilities asset costs and update City programs the status of their requested services.

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
PM work completed as a % of total work completed	20%	20%	20%
% of total hours charged to emergencies	11.70%	11.50%	11.50%
% of Work Orders backlogged (over 90 days) to Total Work Orders	4.75%	4.50%	4.50%
Overall performance rating from Internal Assessment Survey	2.81 out of 4.00	3.25 out of 4.00	3.25 out of 4.00
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
% of work requests completed to total work requests	82.00%	83.00%	83.00%
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Annual value of all billable work requests	\$816,535	\$1,130,460	\$1,113,460

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Facilities Management Division:					
749 Facilities Management	\$ 4,873,716	\$ 5,282,008	\$ 5,183,973	\$ (98,035)	(1.86%)
703 City Hall Maintenance	<u>1,753,293</u>	<u>1,693,249</u>	<u>1,776,167</u>	<u>82,918</u>	4.90%
TOTAL -- GENERAL FUND	\$ 6,627,009	\$ 6,975,257	\$ 6,960,140	\$ (15,117)	(0.22%)
TOTAL -- FACILITIES MANAGEMENT DIVISION	<u>\$ 6,627,009</u>	<u>\$ 6,975,257</u>	<u>\$ 6,960,140</u>	<u>\$ (15,117)</u>	(0.22%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Facilities Management Division:			
749 Facilities Management	<u>48</u>	<u>48</u>	<u>49</u>
TOTAL -- GENERAL FUND	48	48	49
TOTAL -- FACILITIES MANAGEMENT DIVISION	<u>48</u>	<u>48</u>	<u>49</u>

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 costs with minimum amount of downtime.



Program Identifier:

- ⇒ Administration #741
- ⇒ Fleet Maintenance #744
- ⇒ Fleet Replacement #746
- ⇒ Non-Departmental Fleet Management #963



Overview of Services/Programs

The **Fleet Management Division** maintains and repairs of over 2,250 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

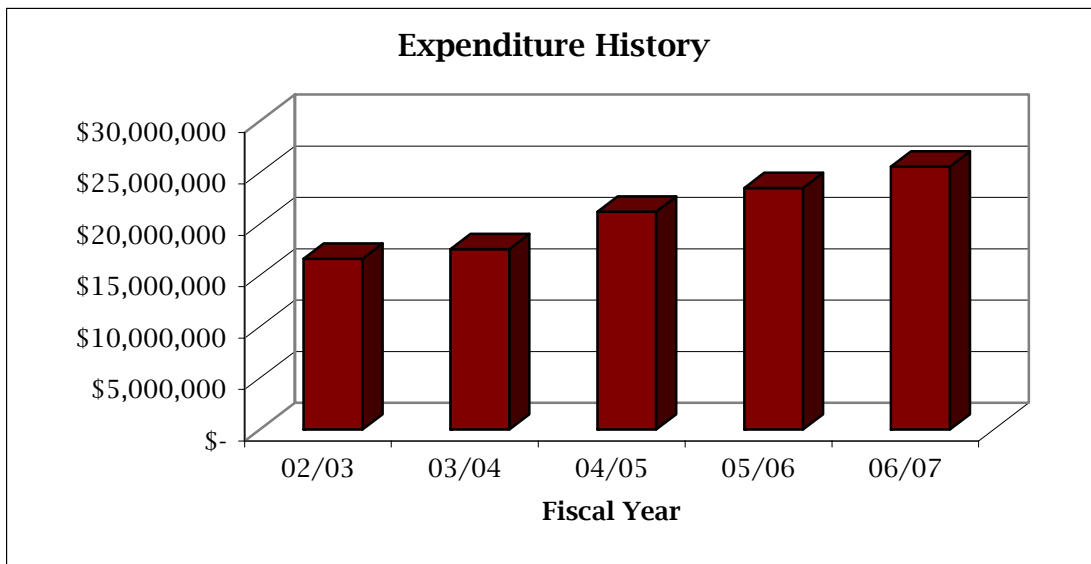
Fleet Management will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will provide a 24-hour turn around time for repairs by working two shifts and increase overall customer satisfaction by maintaining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

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	14%	15%	15%
Percentage of outside contractor work	34%	46%	473%
Overall Customer Satisfaction Rating from Internal Assessment Survey	2.6 out of 4	2.8 out of 4	3.0 out of 4
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of vehicles/FTE	50	52	52
Fleet Division expenditures/vehicle	5,836	6,500	6,000
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Rolling stock maintained	2,089	2,130	2,125

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 451,555	\$ 617,293	\$ 671,529	\$ 54,236	8.79%
744 Fleet Management Maintenance	10,405,341	8,773,899	12,086,083	3,312,184	37.75%
963 Non Dept.-Fleet Management	734,090	924,179	1,645,901	721,722	78.09%
TOTAL – FLEET MANAGEMENT FUND	\$ 11,590,986	\$ 10,315,371	\$14,403,513	\$ 4,088,142	39.63%
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 9,602,288	\$ 13,194,389	\$11,181,746	\$ (2,012,643)	(15.25%)
TOTAL – FLEET REPLACEMENT FUND	\$ 9,602,288	\$ 13,194,389	\$11,181,746	\$ (2,012,643)	(15.25%)
TOTAL – FLEET MANAGEMENT DIVISION	\$ 21,193,274	\$ 23,509,760	\$25,585,259	\$ 2,075,499	8.83%



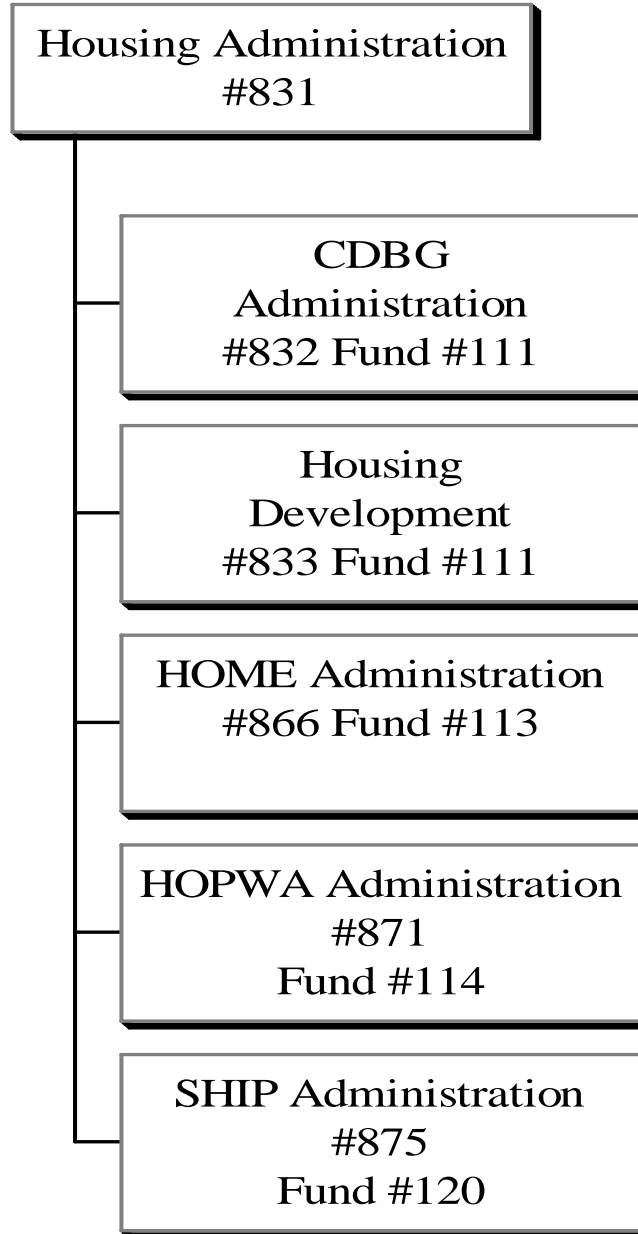
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
FLEET MANAGEMENT FUND #511			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
TOTAL – FLEET MANAGEMENT FUND	45	45	45
TOTAL – FLEET MANAGEMENT DIVISION	45	45	45

General Administration Department

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Housing Department

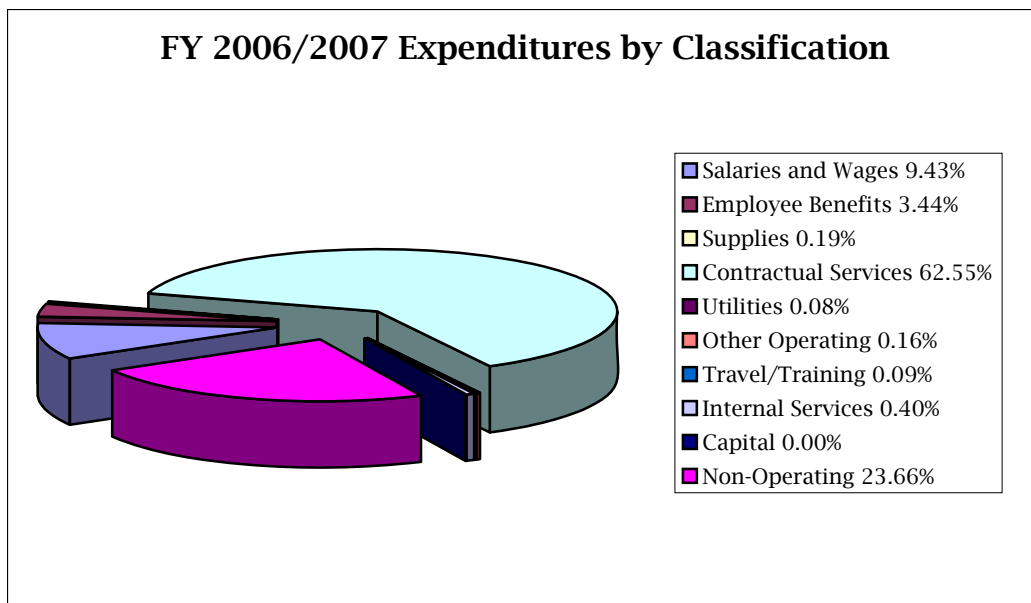
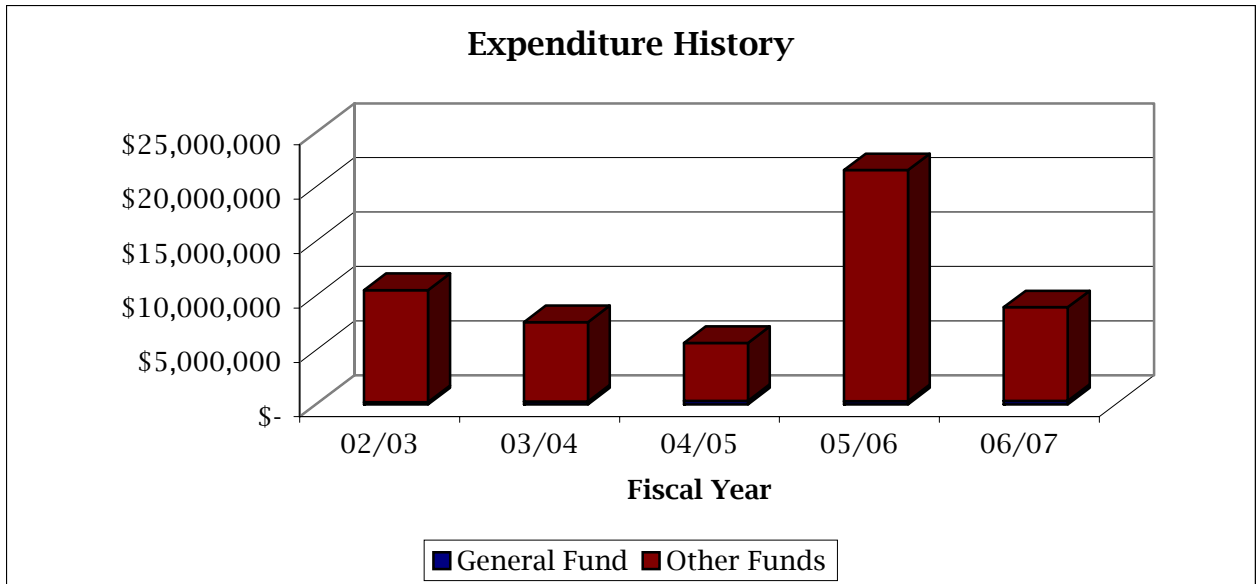


Housing Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 312,569	\$ 297,456	\$ 321,645	\$ 24,189	8.13%
TOTAL – GENERAL FUND	\$ 312,569	\$ 297,456	\$ 321,645	\$ 24,189	
COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111					
Housing and Community Development Division:					
832 CDBG Administration	\$ 2,021,627	\$ 5,290,108	\$ 1,859,682	\$ (3,430,426)	(64.85%)
833 Housing Development	384,224	277,724	412,903	135,179	48.67%
TOTAL – CDBG FUND	\$ 2,405,851	\$ 5,567,832	\$ 2,272,585	\$ (3,295,247)	(59.18%)
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113					
Housing and Community Development Division:					
866 HOME	\$ 761,869	\$ 5,250,938	\$ 1,354,870	\$ (3,896,068)	(74.20%)
TOTAL – HOME FUND	\$ 761,869	\$ 5,250,938	\$ 1,354,870	\$ (3,896,068)	
HOPWA GRANT FUND #114					
Housing and Community Development Division:					
871 HOPWA	\$ 1,956,982	\$ 8,784,195	\$ 2,906,000	\$ (5,878,195)	(66.92%)
TOTAL – HOPWA GRANT FUND	\$ 1,956,982	\$ 8,784,195	\$ 2,906,000	\$ (5,878,195)	
ESG GRANT FUND #116					
Housing and Community Development Division:					
3291006 ESG 2006/07 Grant	\$ 87,861	\$ 111,547	\$ 97,205	\$ (14,342)	(12.86%)
TOTAL – ESG GRANT FUND	\$ 87,861	\$ 111,547	\$ 97,205	\$ (14,342)	
LOCAL HOUSING ASSISTANCE TRUST FUND #120					
Housing and Community Development Division:					
875 SHIP	\$ 130,164	\$ 1,504,416	\$ 1,976,049	\$ 471,633	31.35%
TOTAL – LOCAL HOUSING ASSISTANCE FUND	\$ 130,164	\$ 1,504,416	\$ 1,976,049	\$ 471,633	
TOTAL – HOUSING DEPARTMENT	\$ 5,655,296	\$ 21,516,384	\$ 8,928,354	\$ (12,588,030)	(58.50%)
Expenditure by Classification					
Salaries and Wages	\$ 831,710	\$ 876,333	\$ 841,332	\$ (35,001)	(3.99%)
Employee Benefits	254,471	308,531	306,789	(1,742)	(0.56%)
Supplies	19,625	22,427	17,283	(5,144)	(22.94%)
Contractual Services	4,273,611	14,190,148	5,584,929	(8,605,219)	(60.64%)
Utilities	4,932	9,496	7,000	(2,496)	(26.28%)
Other Operating	24,659	15,289	14,000	(1,289)	(8.43%)
Travel/Training	3,886	12,253	7,893	(4,360)	(35.58%)
Internal Services	24,005	36,428	35,492	(936)	(2.57%)
Capital	218,397	471,615	-	(471,615)	(100.00%)
Non-Operating	-	5,573,864	2,113,636	(3,460,228)	(62.08%)
TOTAL – HOUSING DEPARTMENT	\$ 5,655,296	\$ 21,516,384	\$ 8,928,354	\$ (12,588,030)	(58.50%)

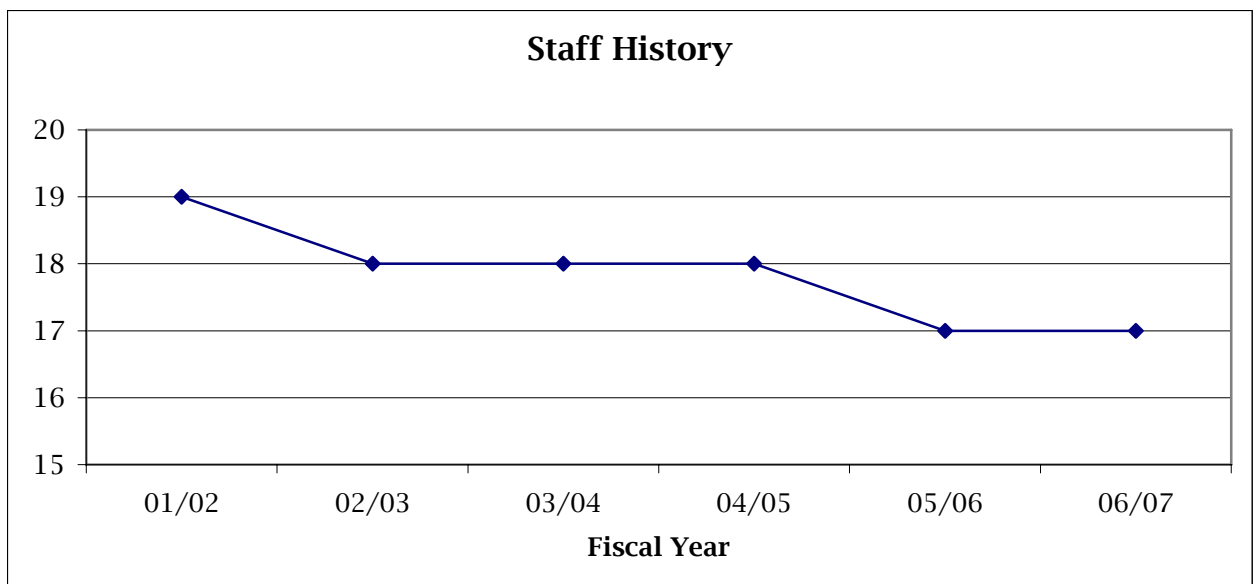
Housing Department



Housing Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2004/2005</u>	Revised Budget <u>2005/2006</u>	Adopted Budget <u>2006/2007</u>
GENERAL FUND #100			
Housing and Community Development Division:			
831 Housing and Community Development	3	3	3
TOTAL – GENERAL FUND	<u>3</u>	<u>3</u>	<u>3</u>
COMMUNITY DEVELOPMENT BLOCK GRANT FUND#111			
Housing and Community Development Division:			
832 CDBG Administration	5	5	5
833 Housing Development	7	6	6
TOTAL – CDBG FUND	<u>12</u>	<u>11</u>	<u>11</u>
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113			
Housing and Community Development Division:			
866 HOME Personnel	1	1	1
TOTAL – HOME FUND	<u>1</u>	<u>1</u>	<u>1</u>
LOCAL HOUSING ASSISTANCE TRUST FUND #120			
Housing and Community Development Division:			
875 SHIP Personnel	2	2	2
TOTAL – LOCAL HOUSING ASSISTANCE FUND	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL – HOUSING	<u><u>18</u></u>	<u><u>17</u></u>	<u><u>17</u></u>



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

- Launched Otey Place and Parramore Redevelopment Project.
- Created City of Orlando Housing Task Force.

Future Enhancements

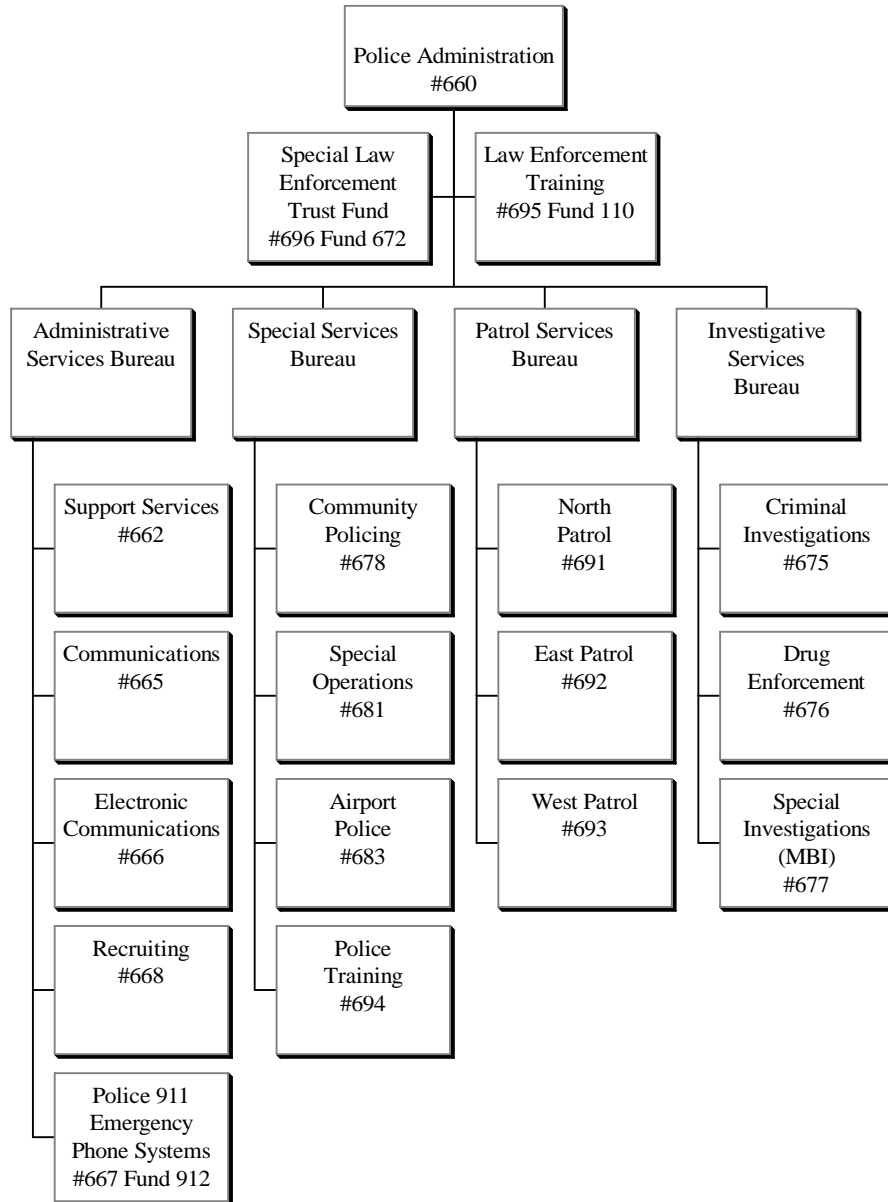
- Implementation of Store Front Improvement Program.
- Implementation of Predatory Lending Counseling.

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program	27	30	30
Number of people on the Housing Rehabilitation Program Waiting List	12	15	15
Number of very low, low and moderate income households receiving assistance through the Downpayment Assistance Program	62	75	75
Number of citizens assisted through our partnership with Community Service Organizations	17,750	20,000	20,000

Housing Department

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Police Department

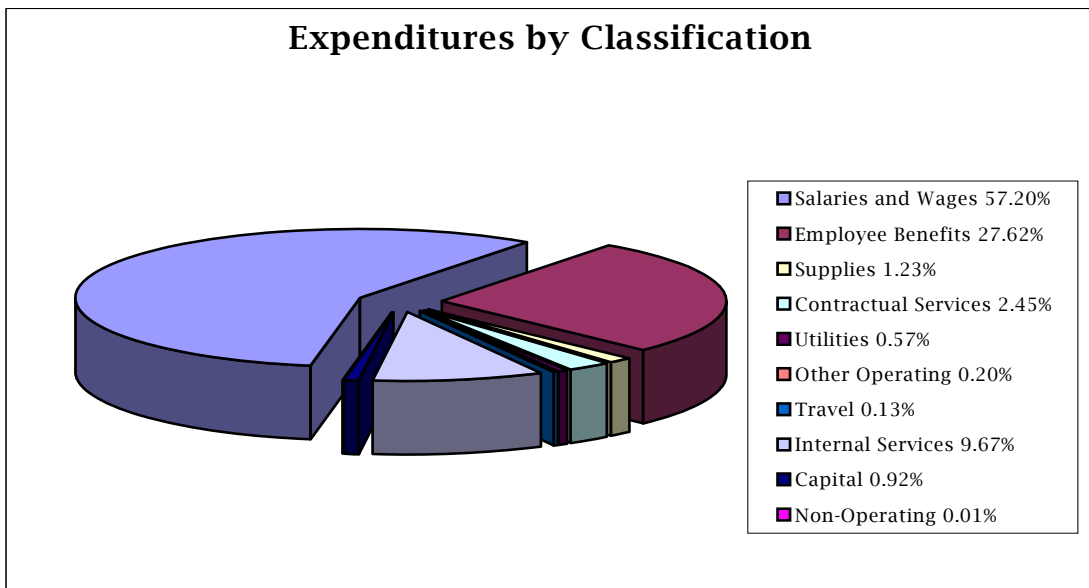
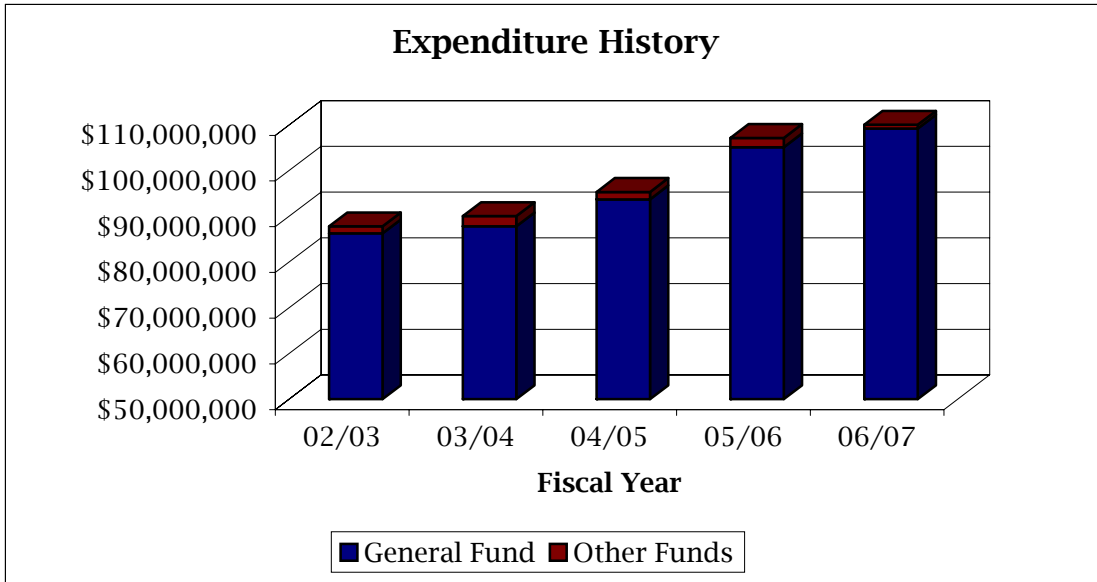


Police Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,664,187	\$ 4,699,800	\$ 4,726,929	\$ 27,129	0.58%
Police-Administrative Services Bureau:					
662 Police Support Services	5,885,839	6,831,013	6,857,973	26,960	0.39%
665 Communications	3,932,645	4,724,909	5,019,321	294,412	6.23%
666 Electronic Communication Systems	144,399	153,320	162,584	9,264	6.04%
668 Police Recruiting	396,708	440,707	462,402	21,695	4.92%
Police-Investigative Services Bureau					
675 Investigative Services Administration	14,222,461	15,836,705	15,914,783	78,078	0.49%
676 Drug Enforcement Division	3,763,371	3,910,804	3,951,441	40,637	1.04%
677 Special Investigations	1,650,976	1,714,356	1,627,235	(87,121)	(5.08%)
Police-Special Services Bureau:					
678 Community Policing	5,907,603	6,428,890	6,452,226	23,336	0.36%
681 Special Operations	5,904,264	6,475,533	6,607,261	131,728	2.03%
683 Airport Police	7,092,826	7,893,757	7,711,875	(181,882)	(2.30%)
694 Police Training	2,680,520	2,063,632	2,713,621	649,989	31.50%
057 COPS Universal Hiring 2002	86,170	-	-	-	N/A
Patrol Services Bureau:					
691 North Patrol	14,310,483	16,497,894	17,864,091	1,366,197	8.28%
692 East Patrol	10,959,763	11,164,086	11,995,446	831,360	7.45%
693 West Patrol	10,565,891	12,099,442	13,011,585	912,143	7.54%
056 COPS Universal Hiring 2003	1,250,808	1,296,915	-	(1,296,915)	(100.00%)
058 COPS Universal Hiring 2001	4,556	-	-	-	N/A
028 Primrose Building	-	96,000	237,852	141,852	N/A
Projects	293,420	1,481,777	-	(1,481,777)	N/A
988 Non-Departmental Police	-	1,291,368	3,824,467	2,533,099	196.16%
TOTAL – GENERAL FUND	\$ 93,716,891	\$ 105,100,908	\$109,141,092	\$ 4,040,184	3.84%
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 224,130	\$ 196,240	\$ 243,700	\$ 47,460	24.18%
TOTAL – LAW ENFORCEMENT TRAINING FUND	\$ 224,130	\$ 196,240	\$ 243,700	\$ 47,460	
OCPS CROSSING GUARD FUND #395					
074 School Crossing Guard	\$ 375,883	\$ 387,683	\$ 456,614	\$ 68,931	17.78%
TOTAL – OCPS CROSSING GUARD FUND	\$ 375,883	\$ 387,683	\$ 456,614	\$ 68,931	
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 158,246	\$ 150,865	\$ 20,000	\$ (130,865)	(86.74%)
TOTAL – CONTRABAND FORFEITURE TRUST	\$ 158,246	\$ 150,865	\$ 20,000	\$ (130,865)	
JUSTICE FORFEITURE SHARING FUND #673					
697 Justice Forfeiture Sharing	\$ 271,620	\$ 721,463	\$ -	\$ (721,463)	(100.00%)
TOTAL – JUSTICE FORFEITURE SHARING FUND	\$ 271,620	\$ 721,463	\$ -	\$ (721,463)	
TREASURY FORFEITURE SHARING FUND #674					
698 Justice Forfeiture Sharing	\$ 62,698	\$ 193,748	\$ -	\$ (193,748)	(100.00%)
TOTAL – TREASURY FORFEITURE SHARING FUND	\$ 62,698	\$ 193,748	\$ -	\$ (193,748)	
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 519,576	\$ 379,515	\$ 367,723	\$ (11,792)	(3.11%)
TOTAL – EMERGENCY TELEPHONE SYS. FUND	\$ 519,576	\$ 379,515	\$ 367,723	\$ (11,792)	
TOTAL – POLICE DEPARTMENT	\$ 95,329,043	\$ 107,130,422	\$110,229,129	\$ 3,098,707	2.89%
Expenditure by Classification					
Salaries and Wages	\$ 55,187,913	\$ 58,558,745	\$ 63,052,009	\$ 4,493,264	7.67%
Employee Benefits	27,069,449	31,282,646	30,449,815	(832,831)	(2.66%)
Supplies	1,540,351	1,987,555	1,354,759	(632,796)	(31.84%)
Contractual Services	2,440,411	3,034,354	2,704,081	(330,273)	(10.88%)
Utilities	340,275	587,852	625,258	37,406	6.36%
Other Operating	230,839	196,985	219,107	22,122	11.23%
Travel	161,492	164,107	141,650	(22,457)	(13.68%)
Internal Services	7,731,892	10,292,241	10,654,585	362,344	3.52%
Capital	592,422	940,929	1,017,865	76,936	8.18%
Non-Operating	34,000	85,008	10,000	(75,008)	(88.24%)
TOTAL – POLICE DEPARTMENT	\$ 95,329,044	\$ 107,130,422	\$110,229,129	\$ 3,098,707	2.89%

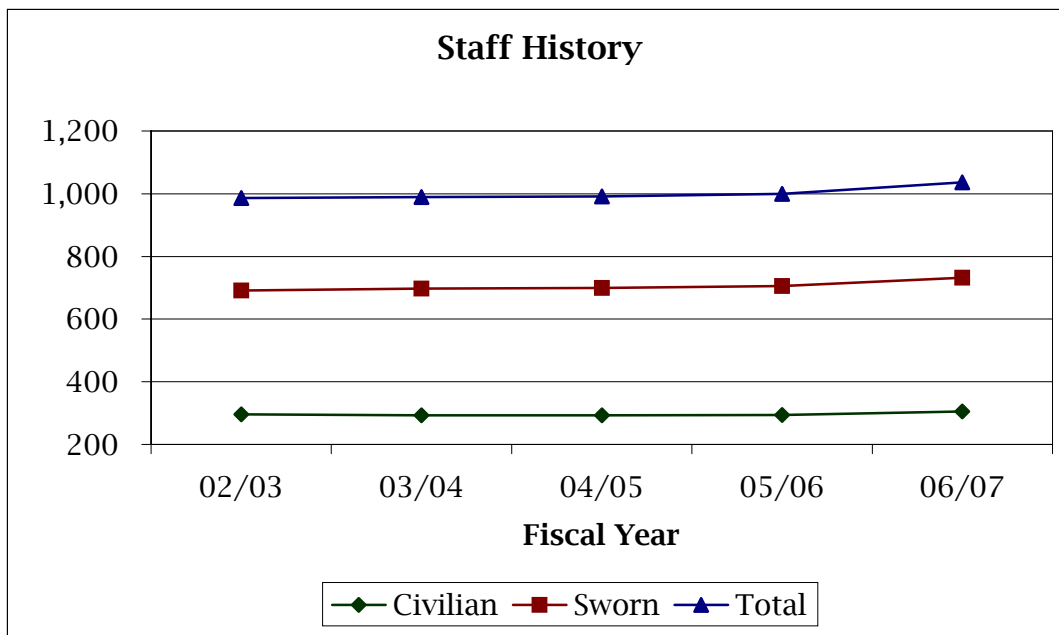
Police Department



Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
660 Police Administration	37	37	38
Police-Administrative Services Bureau:			
662 Police Support Services	124	125	125
665 Communications	73	73	83
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	5
Police-Investigative Services Bureau			
675 Criminal Investigations Division	139	138	140
676 Drug Enforcement	35	35	35
677 Special Investigations	13	13	13
Police-Special Services Bureau:			
678 Community Policing	61	61	61
681 Special Operations	56	56	58
683 Airport Police	71	71	70
694 Police Training	11	11	11
057 COPS in School Grant	-	1	1
Police-Patrol Services Bureau:			
691 North Patrol	117	117	130
692 East Patrol	112	112	126
693 West Patrol	127	127	140
056 COPS Universal Hiring 2003	-	16	-
TOTAL – GENERAL FUND	<u>982</u>	<u>999</u>	<u>1,037</u>
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	<u>1</u>	<u>1</u>	-
TOTAL – LAW ENFORCEMENT TRUST FUND	<u>1</u>	<u>1</u>	-
TOTAL – POLICE	<u><u>983</u></u>	<u><u>1,000</u></u>	<u><u>1,037</u></u>



Police Department



Mission Statement:

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



Bureau Identifier:

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



Overview of Services/Programs

The Orlando **Police Department** is organized into the Chief's Staff (Police Administration) and four bureaus: Administrative Services, Special Services, Investigative Services, and Patrol Services. In FY 05/06, staffing for the Police Department consisted of 706 sworn officers and 294 civilian employees totaling 1,000 employees; for FY06/07, the Police Department will increase to 1,037 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/Community Liaison Officer assigned to the Mayor's Office. Professional Standards consists of the Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs, and Fiscal Management Sections.

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, and the Department's Recruiting Unit. The Support Services Division is composed of Records Management, Property and Evidence, Supply, Technical Services, Paperless Automated Computer Entry (PACE), and Polygraph Sections. The Communications Division consists of the Operations, Technical Support, and Administration Sections.

The **Special Services Bureau** encompasses the International Airport Division, Community Policing Division, and Special Operations Division. The Airport Division consists of the Administrative, Investigations, Training and Patrol Sections. The Community Policing Division includes Parramore and Downtown Bikes, Community Relations, Citizens for Neighborhood Watch, and the Department's Training Unit. The Special Operations Division consists of the Vehicles for Hire Unit, Traffic Enforcement, Mounted Patrol, K-9, and the Reserve and Auxiliary Units.

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement 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 **Patrol Services Bureau** contains the East, West, and North Uniformed Patrol Divisions, the I-Drive Bike Unit, the Lake Nona Unit, the West Neighborhood Patrol Unit, and the civilian Community Service Officer Units.

Major Accomplishments

- Completed State of Florida Law Enforcement Re-Accreditation in July 2006.
- Secured capital improvement funding for citywide radio system upgrade, de-centralization of patrol operations, and a new police training facility.
- Continued to expand the Chaplains Program and enlisted Chaplains' support for the Violent Crime Reduction Initiative.
- Created the public information and outreach television series "Behind the Badge", which is a segment of the City's "Inside Orlando" that airs on Orange TV.

Police Department



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- Directed the operational efforts surrounding two large demonstrations in the City of Orlando. Both events required support from local, state, and federal agencies, as well as, affected community groups. The demonstrations received media attention on the national level, and the operational strategies were considered an overwhelming success. On February 25, 2006, the National Socialist Movement (NSM) organized a march through Downtown Orlando ending with a rally in front of our Federal Building. Previous events organized by the NSM throughout the country have resulted in violent confrontations with counter-protest groups and members of the local community. Aside from the traditional police response (Emergency Response, SWAT, and Mounted Teams), the Police Department solicited Church members, City Officials, and Leaders within the African American Community to develop "Be Cool" Teams in an effort to maintain public order within the intended parade route. The overall operational plan has become a model for police agencies across the nation. On May 1, 2006, Central Florida Immigration Advocacy Groups organized a march and rally through Downtown Orlando. The focus of the event was to persuade Congress to pass pro-immigration legislation. The groups organized approximately 20,000 persons to participate in the rally. This was the single largest protest in the history of Orlando, Florida.
- Traffic Citation Unit upgraded the citation entry and tracking program, which enhanced global search capabilities in the department's main computer system.
- Record's Unit installed a computer program which gave the unit the capability to search, view, and print O.C.S.O. imaged charging affidavits.
- Supply Unit worked with Technology Management and other stakeholders to complete enhancements to the Permanent Issued Equipment and Inventory Tracking System.
- Photo Lab and Audio/Video Units combined to form the Forensic Imaging Unit which allowed two similar units to more easily share resources and manpower.
- Latent Print Unit became fully operational as a new Latent Print Examiner was trained by FDLE and a part-time contracted examiner was hired. As of 7/31/06, the Latent Print Unit had positively identified 386 criminal suspects and processed 2,755 latent print requests for evaluation and comparison.
- Crime Scene Unit obtained a new computerized crime scene sketching program, which provides an improved and accurate crime scene sketch.
- Property and Evidence Unit initiated a download to the Department's common drive, which allows Police Supervisors to more readily ensure that Officers are staying current with evidence purging guidelines.
- Communications answered 93% of 9-1-1 calls within three rings (State mandates 90%). To date, answered 245,385 9-1-1 calls and 581,389 non-emergency calls for a total of 826,774 calls (excluding August and September).
- Upgraded the Computer Aided Dispatch system to allow enhanced functionality.
- Implemented upgrades to the 800 MHZ radio system to accommodate future digital enhancements.
- Updated the Department's Call Handling Guide.
- Issued 7,775 False Alarm Warning letters and invoiced \$199,550 in False Alarm fees (August and September not included).
- Upgraded two radio channels to dual digital/analog mode for secure encrypted capabilities.
- Hired 47 officers.
- Upgraded the OPD Recruiting website to better recruit female candidates.

Police Department



Mission Statement:

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



Bureau Identifier:

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



- Due to continuing terrorist threats to the aviation industry, the Airport Division 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 ensure 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 hosted 10 "Airport Watch" meetings covering topics such as criminal activity at Orlando International Airport, drug awareness, identity theft, and global terrorism trends and weapons of mass destruction.
- 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.
- Airport Division reorganized its sworn staff, adopting the 12-8 shift deployment, in order to increase the number of available staff, while reducing overtime.
- Airport Division established the Special Projects, Intelligence, and Training office (SPIT) to better serve the intelligence needs of Orlando International Airport and the aviation industry.
- Airport Division partnered with TSA and FBI to develop mitigation plans to a ManPADS attack on commercial aircraft in central Florida.
- Airport Division received approval to order ten shotguns to provide the officers with a choice of firearm power that mirrors the officers assigned to downtown.
- Airport Division developed and is ready to deploy a "code orange" trailer, capable of responding quickly to increased security levels as needed.
- Hosted 6 Citizen's Police Academies with 113 participants.
- Citizen Observer Program and Police Volunteers donated 8,474 hours.
- Kicks for Guns program resulted in 130 guns being collected.
- Parramore Unit moved into a new police office at City View Apartments.
- 75 new Neighborhood Watch areas representing over 600 streets and 13,000 homes.
- 2005 National Night Out in Orlando was ranked 3rd nationally.
- Traffic Enforcement Section increased its enforcement of traffic laws across all major categories: Traffic Stops up 9%, Citations issued up 8%, Speeding Citations issued up 209%.
- Traffic Enforcement Section expanded the Let's Eliminate Aggressive Driving Program to target traffic issues across the City and was also awarded a Florida D.O.T. grant for more vehicles and equipment.
- Traffic Enforcement Section continued programs targeting red light runners (using both cameras and confirmation lights), pedestrian violations, and high-incidence crash intersections.
- Traffic Enforcement Section was recognized for its overall traffic safety program as the recipient of both the Florida Law Enforcement Challenge Award (first place) and the IACP Chief's Challenge Award (second place). Approximately \$20,000 in free equipment was awarded.
- Two Mounted Unit Officers completed the State Certified Instructors Course.
- Mounted Unit is currently a member of a national group assembled to standardize the training necessary to be a certified Police Mounted Officer and to establish a protocol for responding to mutual aid requests for natural disasters and civil disturbances.
- K-9 Unit established an enhanced training regimen that will allow for 52 training days annually.

Police Department



Mission Statement:

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



Bureau Identifier:

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



- In the Property Crimes Section, personnel were shifted to impact crime areas; sector areas were reconfigured to redistribute workload; quarterly training was mandated for Property Crimes detectives; case management methods were evaluated with emphasis on supervisors assigning cases; clearance rates were impacted through aggressive case review, case management and prosecution; the Latent Ribbon Proposal was implemented to improve crime scene processing in the Patrol divisions; the Database Consortium was promoted in-house and become a partner with UCF and other agencies; CID form letters were redesigned with emphasis on victim participation; Detective Orientation books were updated, and the Section partnered with OCSO and other agencies to share crime information on a monthly basis.
- The Superkids program graduated 2,900 students last year.
- The G.R.E.A.T. program graduated 2,015 total students as follows:
 - Middle School - 889
 - Elementary (4th grade GREAT program) - 926
 - Summer program - 200
- Homeland Security Section finalized one State Homeland Security Grant to purchase computer equipment for the Intelligence Unit and tactical communications gear for SWAT; finalized another State Homeland Security Grant that purchased Night Vision for several Special Teams and SCBA's (Self-Contained Breathing Apparatus) for SWAT; closed out the 2004 UASI Grant, \$8.7 million regionally; is managing the initial strategy for the 2006 UASI Grant, awarded \$9 million, regionally; is managing the Buffer Zone Grant for \$350,000 for critical infrastructure protection; conducted threat assessments of City assets that will be included in FDLE's regional database; conducted ICS-300 and 400 training for management staff; and conducted ICS 100, 200, and 800 training for all employees, supervisors, and managers.
- Tactical Units made over two hundred arrests to include numerous violent felons and worked with Homicide and Robbery Units to apprehend identified suspects.
- Drug Enforcement Division conducted a major investigation, which is still ongoing, into Methamphetamine trafficking in the city.
- Seizures of the following drugs are up in the fiscal year to date:

Crack Cocaine	155%
Marijuana	874%
Hydrocodone	167%
Methamphetamine	761%
GHB	2,577%
- Patrol played a critical role in the revitalization of the Parramore area. Patrol planned, developed, and implemented operational initiatives, including increased staffing that have assisted in making Parramore a great place to live and work.
- Patrol officers actively enforced DUI, red light running, speeding, and other aggressive driving violations through special and joint details with the Traffic Enforcement Section.
- Patrol developed special task forces in each patrol division to target drugs, violent crimes and other criminal activity citywide. The impact has been significant.

Police Department



Mission Statement:

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



Bureau Identifier:

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



Future Outlook

- Recruit, hire, and train qualified applicants for new police officer positions over next three budget years. Plan to hire 73 new police officers in the coming fiscal year.
- Establish and implement a comprehensive initiative to reduce violent crime and juvenile crime in Orlando.
- Internal Risk Management assessment of department-wide policies, practices, and procedures.
- Continue to seek out and implement technological advancements to improve effectiveness and efficiency of services provided by the Department.
- Replace current 800 MHZ radio system with new digital system that offers enhanced encryption and improved interoperability.
- 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 one thousand dollars.
- Recruiting Unit will begin to implement changes as recommended by the Community Recruiting Panel and approved by City Council.
- Airport Division will secure four mobile computer terminals (MCT's) for the (4) 4x4 equipped vehicles to increase the ability to obtain immediate criminal intelligence information and verify the validity of motor vehicle driver's license/vehicle registration on airport property.
- Airport Division will again attempt to secure radar/laser equipment through the budget process in order to enhance our ability address traffic violators, and reduce the number of traffic crashes and deaths.
- Airport Division Commander will continue to work with GOAA and City leaders to draft an updated and comprehensive service agreement.
- 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.
- Train 75 newly hired officers over the next 3 years.
- Build a Firearms Training Facility.
- Reduce violent crimes in the Parramore Area.
- Reduce transient-related crime in Downtown Area.
- Reorganize Patrol districts to improve service delivery in a more efficient and effective manner. Redistricting will likely occur in specific sectors due to annexation and growth.
- Continue to decentralize Patrol Services with a focus on the Southwest and Southeast areas. The Primrose Community Policing Office is scheduled to open during the 2006-2007 fiscal year. Personnel from the Orlando Fire Department and Parks and Recreation will also occupy the building.
- Conduct a study of the need for a Central Patrol Division to handle the service needs of persons living and working downtown, as a result of the exciting increase in the number of residents in the downtown area.

Police Department



Mission Statement:

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



Bureau Identifier:

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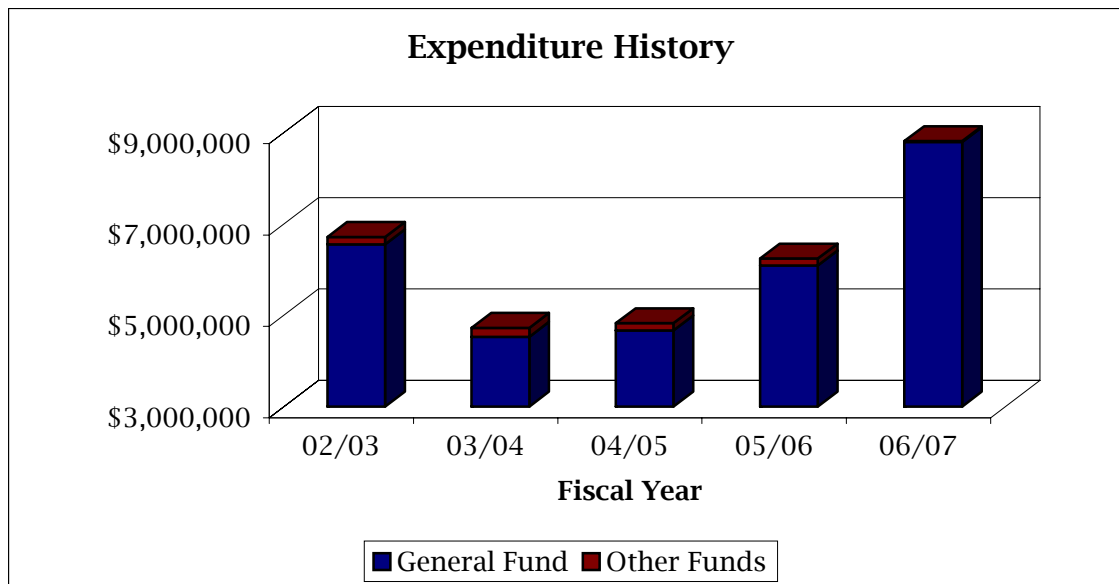
- Continue to build a positive relationship between Patrol officers and the citizens and business owners through the integration of community policing initiatives. Patrol personnel will regularly attend business, neighborhood, and other community meetings to keep the public informed and engaged.
- Patrol Officers will receive daily training in high liability areas.

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimate	2006/2007 Proposed
Percent of 9-1-1 calls answered within 10 seconds	93%	93%	90%
Average Code 2 call queue time in minutes (excludes airport)	4.1	4.0	4.0
Percentage of Formal Investigations completed in 45 calendar days or less	75%	50%	50%
Percentage of Part 1 cases solved (cleared by arrest or ECLOP)	83%	85%	75%
Average response time for Code 2 calls for service-excludes airport calls (Communications queue + travel in minutes)	13.9	14.0	14.0
Average response time for Code 3 calls for service-excludes airport (Communications queue + travel in minutes)	31.6	32.0	32.0
Performance Measure Service Indicators	2004/2005 Actual	2005/2006 Estimate	2006/2007 Proposed
Number of calls for service received (excludes airport)	992,545	1,012,000	1,015,000
Number of calls for service dispatched	180,622	185,000	190,000
Number of IA Formal Complaints investigated	56	53	65
Number of Code 2 calls (excludes airport)	132,443	135,000	137,000
Number of Code 3 calls (excludes airport)	45,058	46,000	47,500
Number of Part 1 Crimes	21,387	21,500	21,500

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,664,187	\$ 4,699,800	\$ 4,726,929	\$ 27,129	0.58%
028 Primrose Building	-	96,000	237,852	141,852	147.76%
988 Non-Departmental Police	-	1,291,368	3,824,467	2,533,099	196.16%
TOTAL - GENERAL FUND	\$ 4,664,187	\$ 6,087,168	\$ 8,789,248	\$ 2,702,080	44.39%
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 158,246	\$ 150,865	\$ 20,000	\$ (130,865)	(86.74%)
TOTAL - LAW ENFORCEMENT TRUST FUND	\$ 158,246	\$ 150,865	\$ 20,000	\$ (130,865)	(86.74%)
TOTAL - POLICE ADMINISTRATION	\$ 4,822,433	\$ 6,238,033	\$ 8,809,248	\$ 2,571,215	41.22%



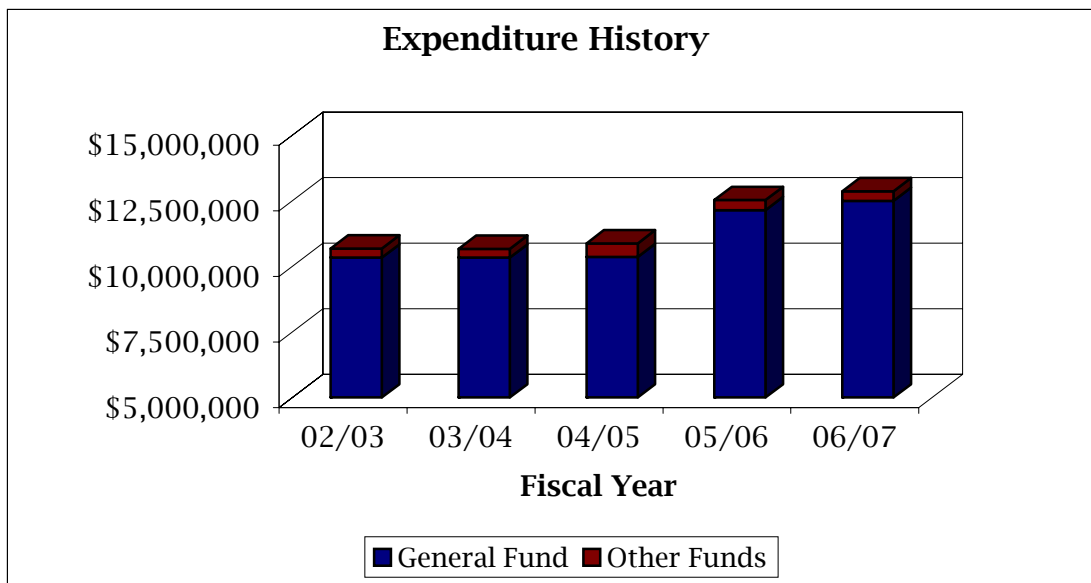
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
660 Police Administration	37	37	38
TOTAL - GENERAL FUND	37	37	38
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	1	1	-
TOTAL - LAW ENFORCEMENT TRUST FUND	1	1	-
TOTAL - POLICE ADMINISTRATION	38	38	38

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau:					
662 Police Support Services	\$ 5,885,839	\$ 6,831,013	\$ 6,857,973	\$ 26,960	0.39%
665 Communications	3,932,645	4,724,909	5,019,321	294,412	6.23%
666 Electronic Communication Systems	144,399	153,320	162,584	9,264	6.04%
668 Police Recruiting	396,708	440,707	462,402	21,695	4.92%
TOTAL – GENERAL FUND	\$ 10,359,591	\$ 12,149,949	\$ 12,502,280	\$ 352,331	2.90%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 519,576	\$ 379,515	\$ 367,723	\$ (11,792)	(3.11%)
TOTAL – EMERGENCY TELEPHONE SYS. FUND	\$ 519,576	\$ 379,515	\$ 367,723	\$ (11,792)	(3.11%)
TOTAL – ADMINISTRATIVE SERVICES BUREAU	\$ 10,879,167	\$ 12,529,464	\$ 12,870,003	\$ 340,539	2.72%



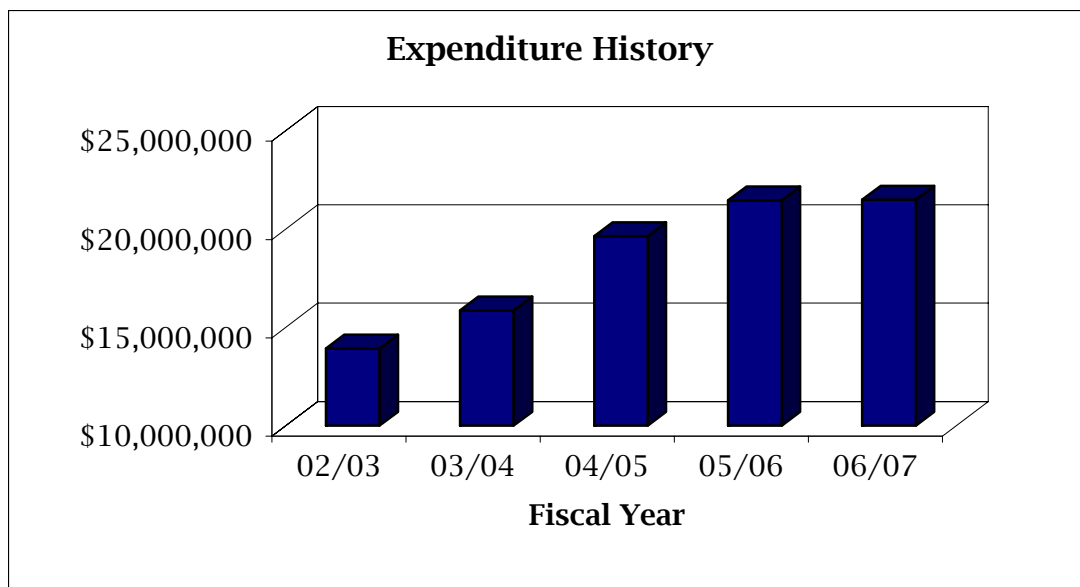
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Police-Administrative Services Bureau:			
662 Police Support Services	124	125	125
665 Communications	73	73	83
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	5
TOTAL – ADMINISTRATIVE SERVICES BUREAU	203	204	214

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Investigative Services Bureau:					
675 Criminal Investigative Services	\$ 14,222,461	\$ 15,836,705	\$ 15,914,783	\$ 78,078	0.49%
676 Drug Enforcement Division	3,763,371	3,910,804	3,951,441	40,637	1.04%
677 Special Investigations	1,650,976	1,714,356	1,627,235	(87,121)	(5.08%)
TOTAL – GENERAL FUND	\$ 19,636,807	\$ 21,461,865	\$ 21,493,459	\$ 31,594	0.15%
TOTAL – INVESTIGATIVE SERVICES BUREAU	\$ 19,636,807	\$ 21,461,865	\$ 21,493,459	\$ 31,594	0.15%



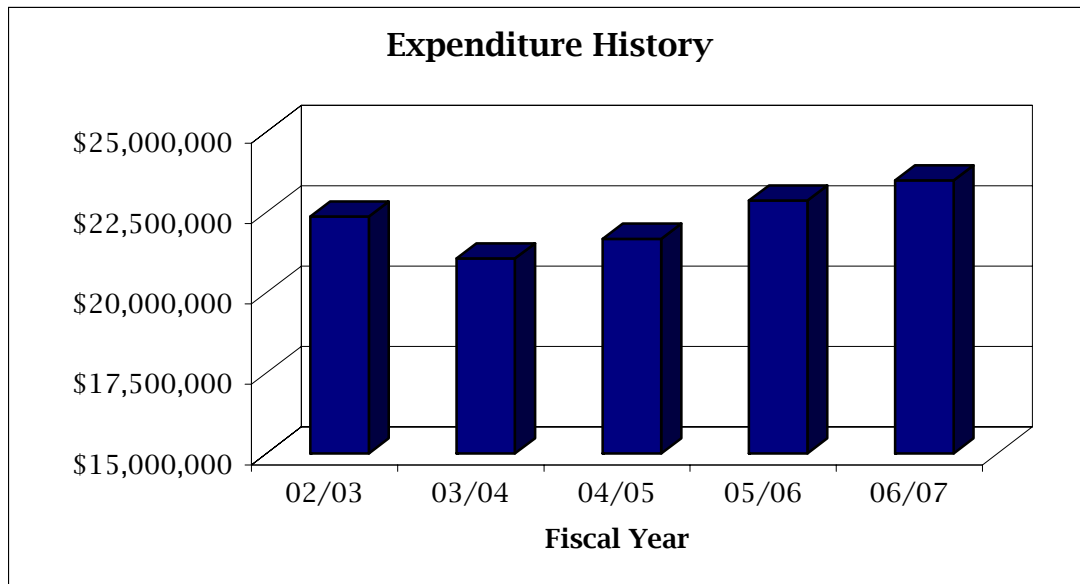
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Police-Investigative Services Bureau:			
675 Criminal Investigative Services	139	138	140
676 Drug Enforcement Division	35	35	35
677 Special Investigations	13	13	13
TOTAL – INVESTIGATIVE SERVICES BUREAU	187	186	188

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau:					
678 Community Policing	\$ 7,092,826	\$ 7,893,757	\$ 7,711,875	\$ (181,882)	(2.30%)
681 Special Operations	5,907,603	6,428,890	6,452,226	23,336	0.36%
683 Airport Police	2,680,520	2,063,632	2,713,621	649,989	31.50%
694 Police Training	86,170	-	-	-	N/A
057 COPS in School Grant 01/02	5,904,264	6,475,533	6,607,261	131,728	2.03%
TOTAL – GENERAL FUND	\$ 21,671,384	\$ 22,861,812	\$ 23,484,983	\$ 491,443	2.73%
TOTAL – SPECIAL SERVICES BUREAU	\$ 21,671,384	\$ 22,861,812	\$ 23,484,983	\$ 491,443	2.73%



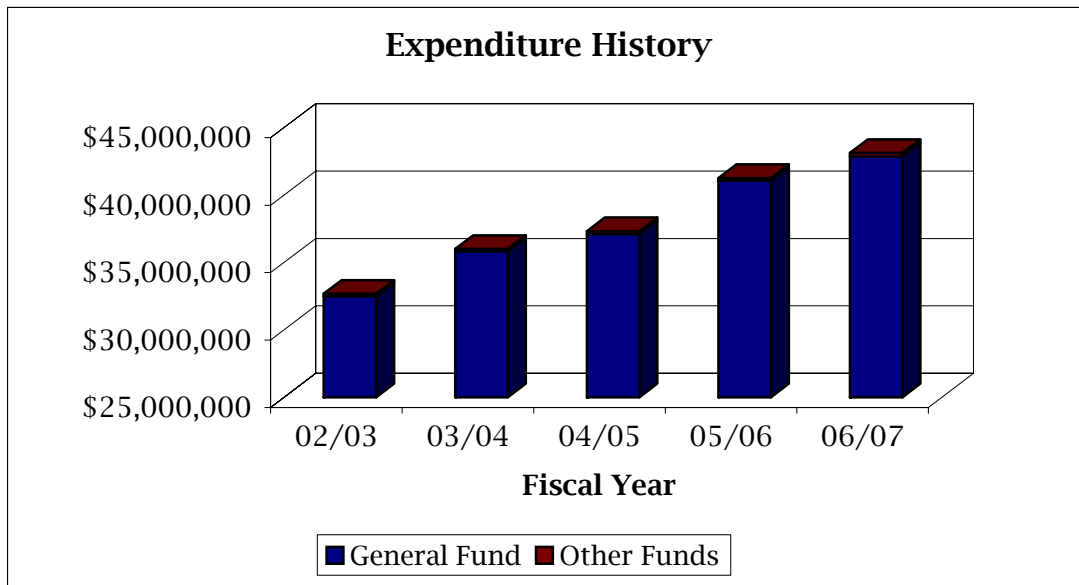
STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Police-Special Services Bureau:			
678 Community Policing	61	61	61
681 Special Operations	56	56	58
683 Airport Police	71	71	70
694 Police Training	11	11	11
057 COPS in School Grant	-	1	1
TOTAL – SPECIAL SERVICES BUREAU	199	200	201
TOTAL – SPECIAL SERVICES BUREAU	199	200	201

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Patrol Services Bureau:					
691 North Patrol	\$ 14,310,483	\$ 16,497,894	\$ 17,864,091	\$ 1,366,197	8.28%
692 East Patrol	10,959,763	11,164,086	11,995,446	831,360	7.45%
693 West Patrol	10,565,891	12,099,442	13,011,585	912,143	7.54%
056 COPS Universal Hiring 2003	1,250,808	1,296,915	-	(1,296,915)	(100.00%)
058 COPS Universal Hiring 2001	4,556	-	-	-	N/A
TOTAL - GENERAL FUND	\$ 37,091,502	\$ 41,058,337	\$ 42,871,122	\$ 1,812,785	4.42%
LAW ENFORCEMENT TRAINING FUND #110					
695 Law Enforcement Training	\$ 224,130	\$ 196,240	\$ 243,700	\$ 47,460	24.18%
TOTAL - LAW ENFORCEMENT TRAINING FUND	\$ 224,130	\$ 196,240	\$ 243,700	\$ 47,460	
TOTAL - PATROL SERVICES BUREAU	\$ 37,315,631	\$ 41,254,577	\$ 43,114,822	\$ 1,860,245	4.51%

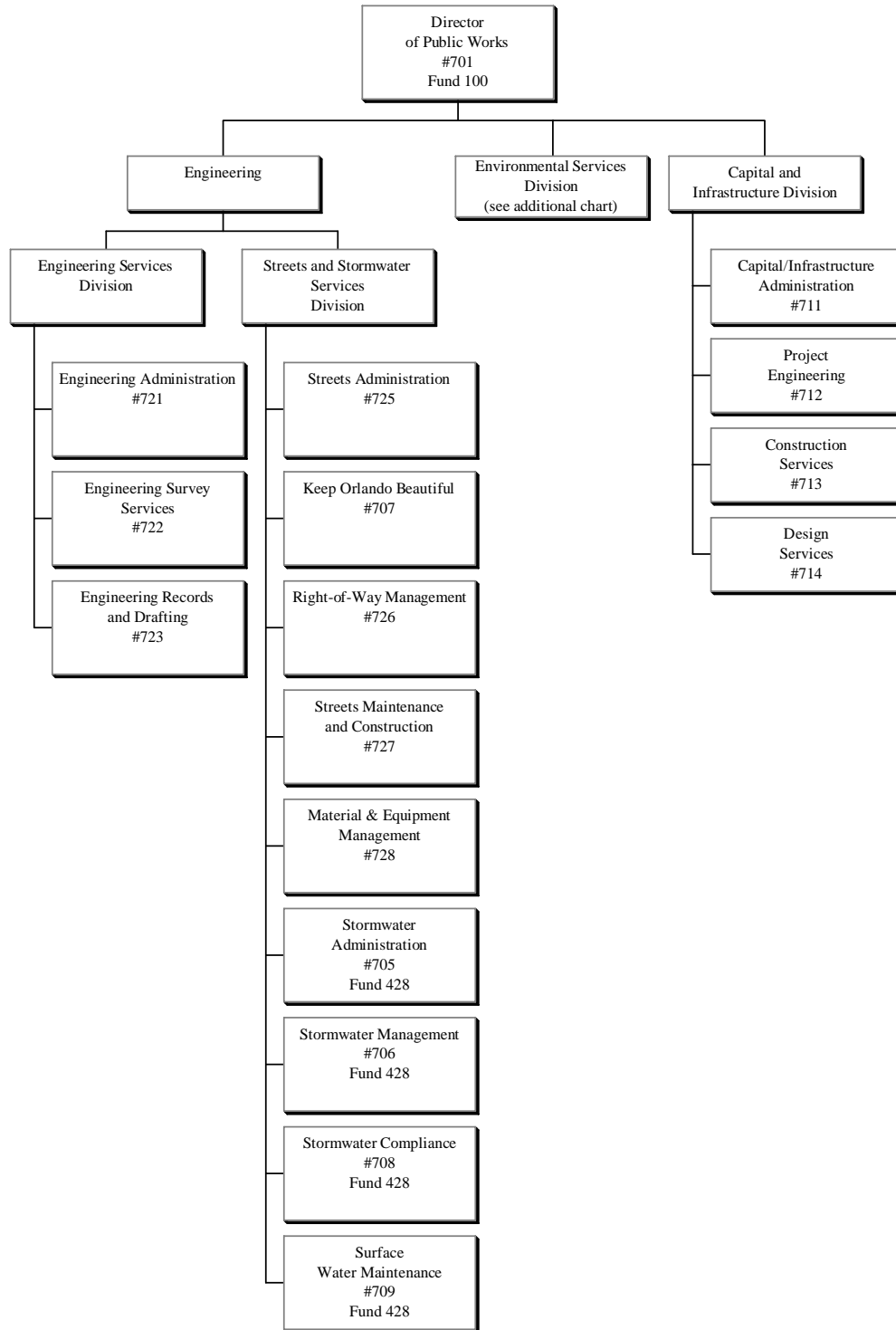


STAFFING SUMMARY

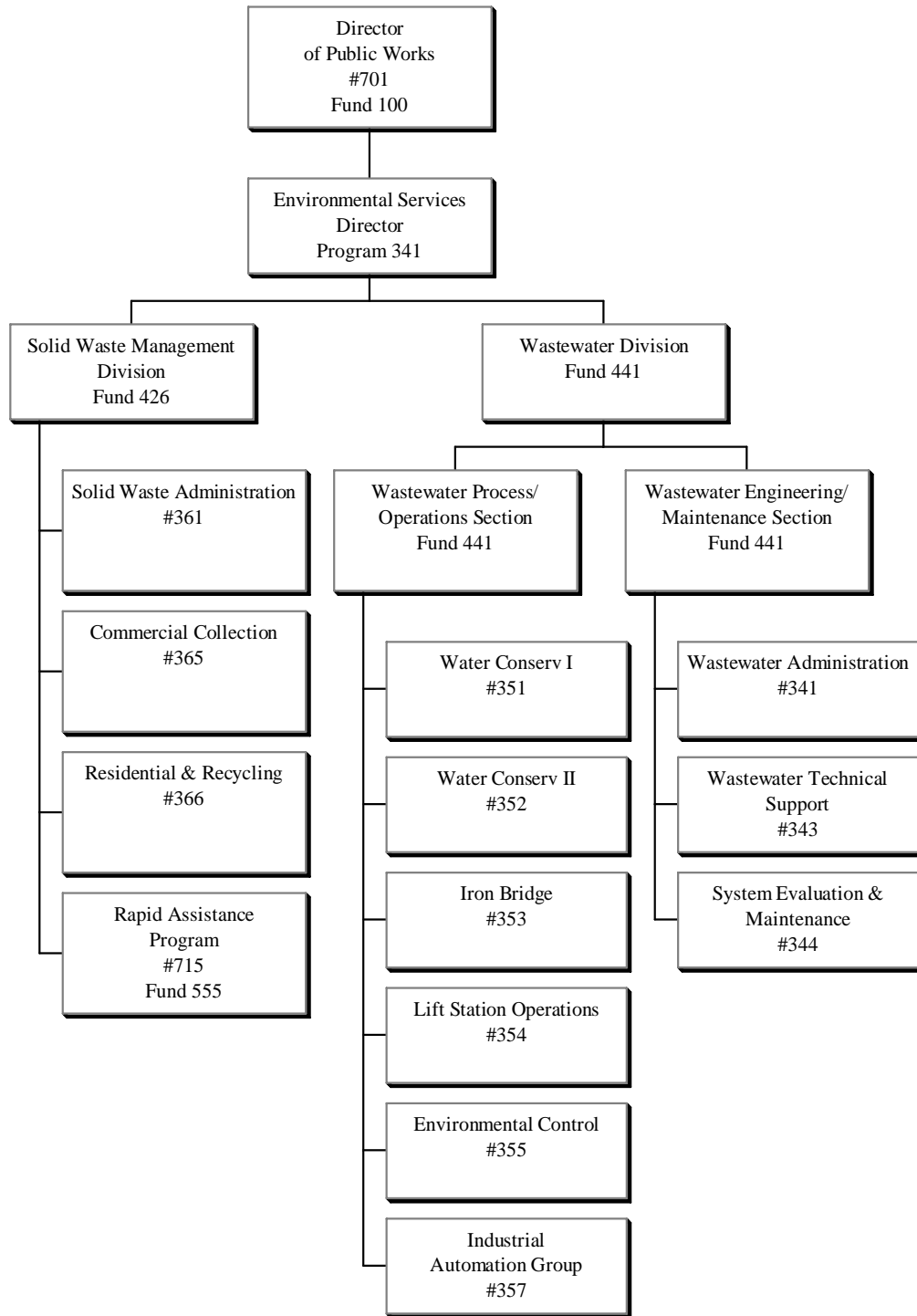
	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Police-Patrol Services Bureau:			
691 North Patrol	117	117	130
692 East Patrol	112	112	126
693 West Patrol	127	127	140
056 COPS Universal Hiring 2003	-	16	-
TOTAL - GENERAL FUND	356	372	396
TOTAL - PATROL SERVICES BUREAU	356	372	396

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Public Works Department



Public Works Department



Public Works Department

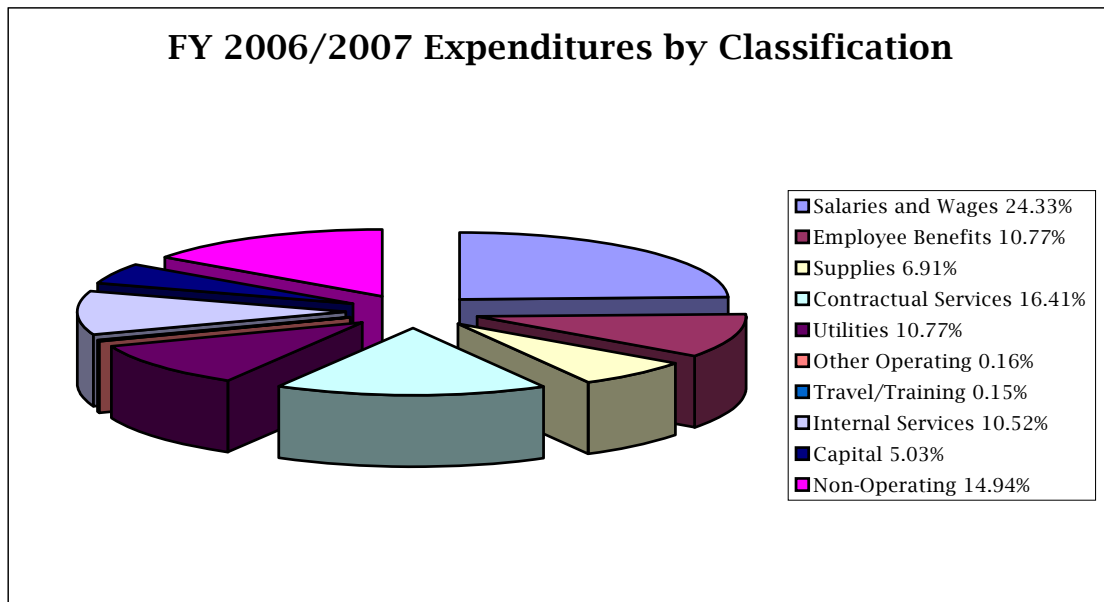
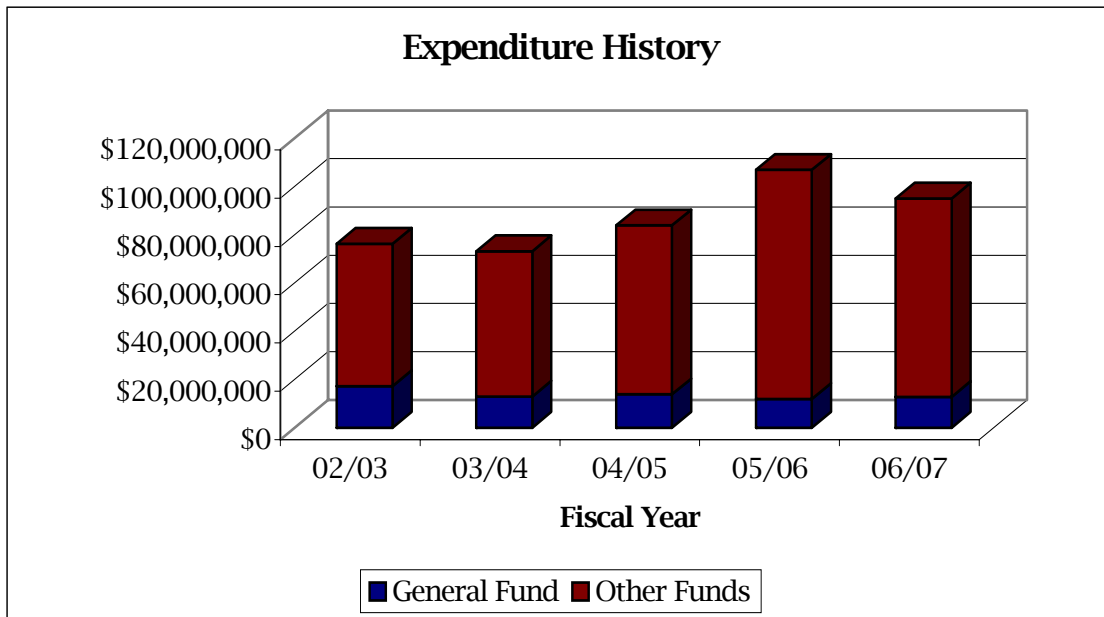
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 530,224	\$ 311,756	\$ 308,451	\$ (3,305)	(1.06%)
Engineering/Engineering Services Division:					
718 Engineering Design Services	127,579	-	-	-	N/A
719 Engineering Projects and Construction	251,852	-	-	-	N/A
721 Engineering Administration	301,355	450,917	562,903	111,986	24.84%
722 Engineering Survey Services	700,520	808,534	810,951	2,417	0.30%
723 Engineering Records and Drafting	304,645	317,814	319,693	1,879	0.59%
Engineering/Streets & Stormwater Services Division:					
707 Keep Orlando Beautiful	112,254	96,853	127,098	30,245	31.23%
725 Streets Administration	326,322	353,109	413,486	60,377	17.10%
726 Right of Way Management	4,277,666	4,289,674	4,949,635	659,961	15.38%
727 Street Maintenance & Construction	1,642,451	1,792,091	1,747,909	(44,182)	(2.47%)
728 Material & Equipment Management	775,437	867,377	810,794	(56,583)	(6.52%)
729 Stormwater Management	2,295,434	-	-	-	N/A
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	244,630	439,219	469,362	30,143	6.86%
712 Project Engineering	336,959	603,861	678,495	74,634	12.36%
713 Construction Services	960,964	1,109,120	1,041,250	(67,870)	(6.12%)
714 Design Services	232,409	396,080	400,066	3,986	1.01%
986 Nondepartmental - Public Works	320,163	46,732	38,256	(8,476)	(18.14%)
TOTAL - GENERAL FUND	\$ 13,740,867	\$ 11,883,137	\$ 12,678,349	\$ 795,212	6.69%
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 1,030,602	\$ 938,915	\$ 957,926	\$ 19,011	2.02%
365 Commercial Collection and Transportation	7,458,886	8,029,359	7,518,453	(510,906)	(6.36%)
366 Residential & Recycling	8,765,453	9,210,723	9,938,195	727,472	7.90%
977 Nondepartmental - Solid Waste Projects	2,693,685 305,693	3,829,932 3,212,412	4,082,888 -	252,956 (3,212,412)	6.60% (100.00%)
TOTAL - SOLID WASTE FUND	\$ 20,254,319	\$ 25,221,341	\$ 22,497,462	\$ (2,723,879)	(10.80%)
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 596,763	\$ 455,672	\$ 470,660	\$ 14,988	3.29%
706 Stormwater Management	80,915	2,401,901	2,071,418	(330,483)	(13.76%)
708 Stormwater Compliance	2,011,868	534,869	621,924	87,055	16.28%
709 Surface Water Maintenance	819	1,580,736	2,246,916	666,180	42.14%
965 Nondepartmental - Stormwater Projects	6,712,512 3,467,812	5,202,504 17,957,033	6,065,452 6,645,663	862,948 (11,311,370)	16.59% (62.99%)
TOTAL - STORMWATER UTILITY FUND	\$ 12,870,689	\$ 28,132,715	\$ 18,122,033	\$ (10,010,682)	(35.58%)

Public Works Department

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,404,617	\$ 1,524,808	\$ 2,355,602	\$ 830,794	54.49%
342 Wastewater Billing	306,845	318,371		(318,371)	(100.00%)
343 Wastewater Technical Support	496,024	550,509	705,977	155,468	28.24%
344 System Evaluation & Maintenance	4,301,254	4,342,972	4,514,062	171,090	3.94%
347 Wastewater PM/CM Services	386,166	-		-	N/A
Wastewater Process/Operations Section					
351 Water Conserv I	2,484,377	2,569,750	2,567,711	(2,039)	(0.08%)
352 Water Conserv II	6,401,625	6,527,004	6,708,986	181,982	2.79%
353 Iron Bridge	9,104,323	9,483,691	9,680,658	196,967	2.08%
354 Lift Station Operations	3,094,477	3,153,230	3,278,236	125,006	3.96%
355 Environmental Control	749,776	1,077,047	1,119,695	42,648	3.96%
357 Industrial Automation Group	580,419	1,169,000	1,635,480	466,480	39.90%
975 Nondepartmental - Wastewater Projects	6,139,728 400,409	6,989,689 2,777,972	7,737,835 -	748,146 (2,777,972)	10.70% (100.00%)
TOTAL - WASTEWATER REVENUE FUND	\$ 35,850,039	\$ 40,484,043	\$ 40,304,242	\$ (179,801)	(0.44%)
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 1,107,799	\$ 1,062,940	\$ 1,379,182	\$ 316,242	29.75%
TOTAL - PUBLIC WORKS	\$ 83,823,713	\$ 106,784,176	\$ 94,981,268	\$ (11,802,908)	(11.05%)
Expenditure by Classification					
Salaries and Wages	\$ 19,772,769	\$ 21,816,611	\$ 23,125,893	\$ 1,309,282	6.00%
Employee Benefits	8,266,387	9,503,926	10,225,566	721,640	7.59%
Supplies	5,890,197	7,946,551	6,559,969	(1,386,582)	(17.45%)
Contractual Services	16,630,481	17,914,729	15,587,311	(2,327,418)	(12.99%)
Utilities	10,754,401	10,434,471	10,225,717	(208,754)	(2.00%)
Other Operating	141,397	168,145	152,423	(15,722)	(9.35%)
Travel/Training	59,733	128,219	141,319	13,100	10.22%
Internal Services	9,417,976	10,746,882	9,994,045	(752,837)	(7.01%)
Capital	1,973,068	15,318,824	4,777,785	(10,541,039)	(68.81%)
Non-Operating	10,917,304	12,805,818	14,191,240	1,385,422	10.82%
TOTAL - PUBLIC WORKS	\$ 83,823,713	\$ 106,784,176	\$ 94,981,268	\$ (11,802,908)	(11.05%)

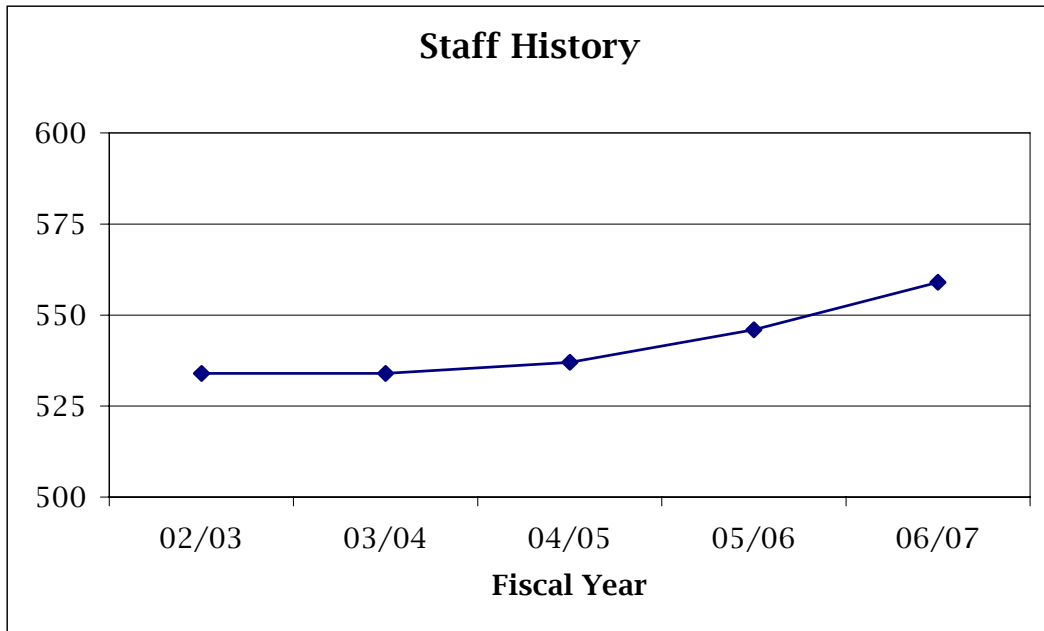
Public Works Department



Public Works Department

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
701 Director of Public Works	2	2	3
Engineering/Engineering Services Division:			
719 Engineering Projects & Construction	3	-	-
721 Engineering Administration	3	6	6
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	5	5	5
Engineering/Streets and Stormwater Services Division:			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	5	5
726 Right of Way Management	40	40	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
729 Stormwater Management	29	-	-
CIP/Infrastructure Division:			
711 CIP/Infrastructure Administration	5	5	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL – GENERAL FUND	<u>163</u>	<u>134</u>	<u>136</u>
SOLID WASTE FUND #426			
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	<u>118</u>	<u>118</u>	<u>118</u>
STORMWATER UTILITY FUND #428			
Engineering/Streets and Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	-	29	29
708 Stormwater Compliance	17	6	6
709 Surface Water Maintenance	-	12	15
TOTAL – STORMWATER UTILITY FUND	<u>22</u>	<u>52</u>	<u>55</u>
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	12	15	17
342 Wastewater Billing	5	5	-
343 Wastewater Technical Support	8	6	9
344 System Evaluation & Maintenance Section	46	48	50
347 Wastewater PM/CM Services	2	-	-
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	17	16	16
352 Water Conserv II	28	28	28
353 Iron Bridge	48	49	49
354 Lift Station Operations	24	24	25
355 Environmental Control	9	15	16
357 Industrial Automation Group	15	16	20
TOTAL – WASTEWATER REVENUE FUND	<u>214</u>	<u>222</u>	<u>230</u>
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 Rapid Assistance Program	20	20	20
TOTAL – SUPPLEMENTAL STAFF FUND	<u>20</u>	<u>20</u>	<u>20</u>
TOTAL – PUBLIC WORKS	<u><u>537</u></u>	<u><u>546</u></u>	<u><u>559</u></u>

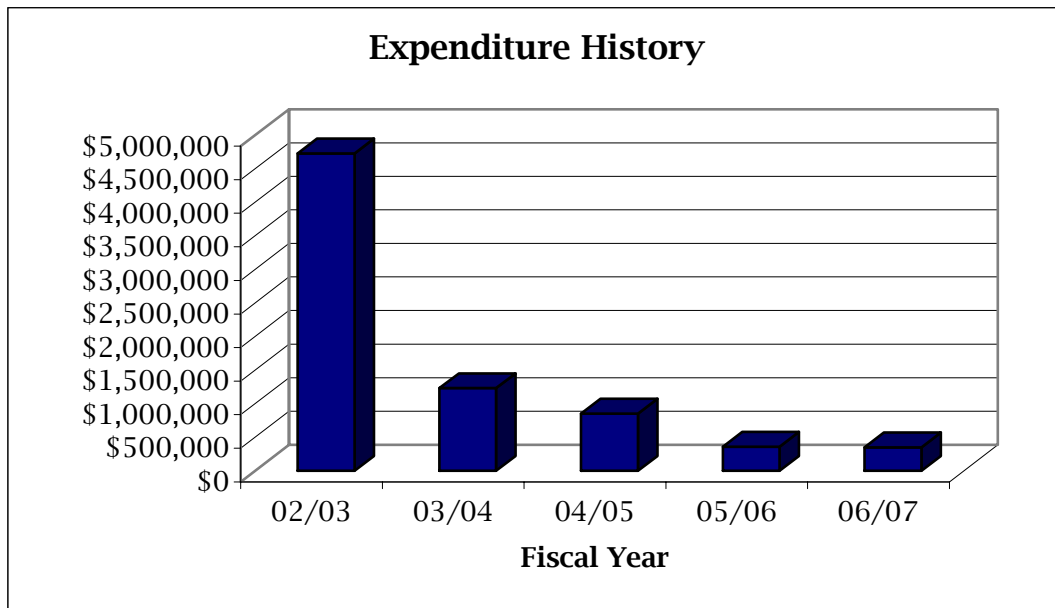
Public Works Department



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 530,224	\$ 311,756	\$ 308,451	\$ (3,305)	(1.06%)
986 Nondepartmental - Public Works	320,163	46,732	38,256	(8,476)	(18.14%)
TOTAL -- GENERAL FUND	\$ 850,388	\$ 358,488	\$ 346,707	\$ (11,781)	(3.29%)
TOTAL -- DIRECTOR	<u>\$ 850,388</u>	<u>\$ 358,488</u>	<u>\$ 346,707</u>	<u>\$ (11,781)</u>	(3.29%)



STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
GENERAL FUND #100			
701 Director of Public Works	2	2	3
TOTAL -- GENERAL FUND	<u>2</u>	<u>2</u>	<u>3</u>
TOTAL -- DIRECTOR	<u>2</u>	<u>2</u>	<u>3</u>

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; reviews and approves all new subdivision plats; and 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 28 miles of City streets.
- Managed seven study, design, construction projects co-funded by South Florida Water Management District and St. Johns River Water Management District.
- Designed and constructed two local street drainage improvement projects.
- Coordinated with FEMA's contractors in their effort to update flood insurance rate maps for Orange County. The preliminary map will be available this year.
- Coordinated with St Johns River Water Management District in the Little Wekiva River Basin and Howell Creek Basin Master Stormwater Management Plan Study.
- Issued approximately 3,107 addresses in FY 2004/2005, compared to 3,004 in FY 2003/2004, 1,876 in FY 2002/2003; 1,398 in 2001/2002 and 743 in 2000/2001.
- Reviewed and approved many large single-family subdivision plats including Baldwin Park, Village Walk at Lake Nona, Lake Nona Preserve, and Crowntree Lakes.
- Updated City Vertical Control Network.

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 continue to check legal descriptions, review plats to ensure street names meet requirements, develop revisions to the City's Engineering Standard Details, further develop the database and retrieval system for as-built drawings, and continue development of a database of scanned drawings which document locations of underground utilities.

Public Works Department



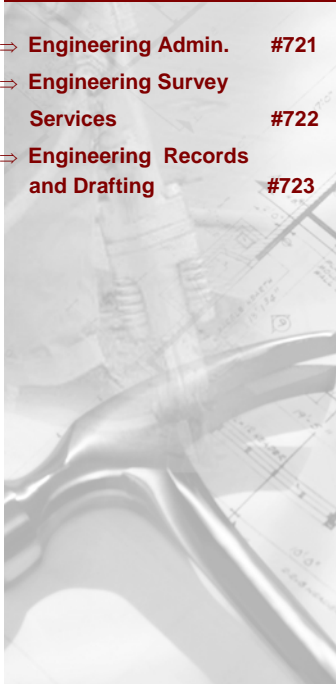
Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of plat & survey document reviews completed within 1 week	75%	75%	75%
Percent addressing, plat & legal description reviews completed within 2 working days	98%	99%	98%

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:

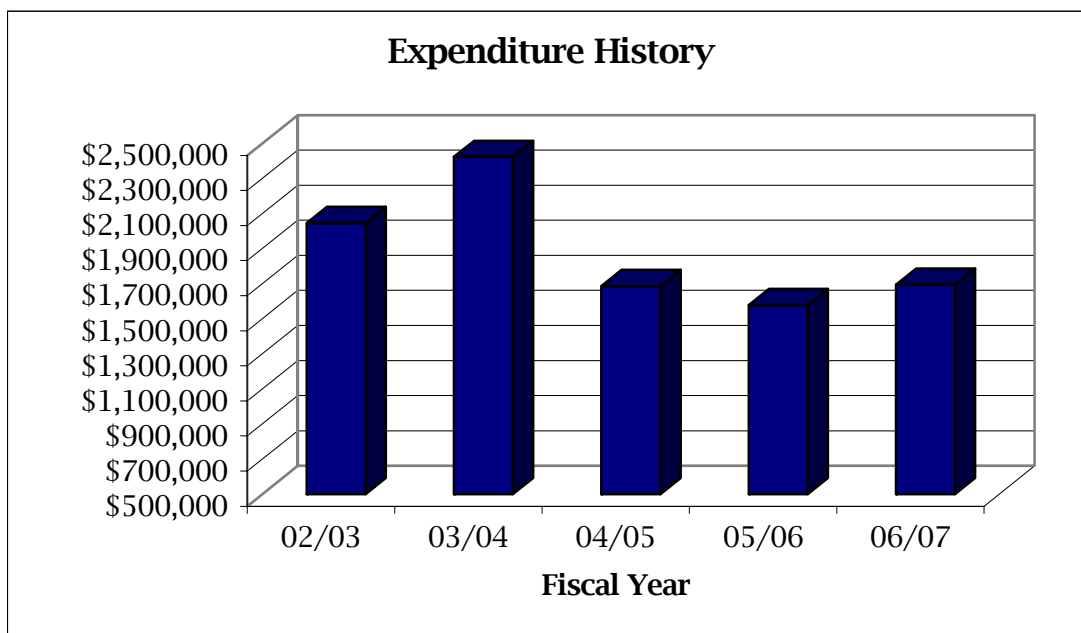
- ⇒ Engineering Admin. #721
- ⇒ Engineering Survey Services #722
- ⇒ Engineering Records and Drafting #723



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Engineering Services Division:					
718 Engineering Design Services	\$ 127,579	\$ -	\$ -	\$ -	N/A
719 Engineering Projects and Construction	251,852	-	-	-	N/A
721 Engineering Administration	301,355	450,917	562,903	111,986	24.84%
722 Engineering Survey Services	700,520	808,534	810,951	2,417	0.30%
723 Engineering Records and Drafting	304,645	317,814	319,693	1,879	0.59%
TOTAL – GENERAL FUND	\$ 1,685,952	\$ 1,577,265	\$ 1,693,547	\$ 116,282	7.37%
TOTAL – ENGINEERING SERVICES	\$ 1,685,952	\$ 1,577,265	\$ 1,693,547	\$ 116,282	7.37%



STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
GENERAL FUND #100			
Engineering/Engineering Services Division:			
719 Engineering Projects & Construction	3	-	-
721 Engineering Administration	3	6	6
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	5	5	5
TOTAL – GENERAL FUND	23	23	23
TOTAL – ENGINEERING SERVICES	23	23	23

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
- ⇒ Streets Administration #725
- ⇒ Right-of-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

Overview of Services/Programs

The **Streets and Stormwater Services Division** is responsible for street and right-of-way maintenance, maintenance of open and closed drainage systems, stormwater utility administration, and environmental compliance.

More specifically, the Division preserves the quality of Orlando's lakes by ensuring compliance with the City Stormwater Utility Code and by identifying, and eliminating, illicit discharges to the stormwater collection system, surface waters and drainwells. The Division manages the database used for annual stormwater billings. The funds collected as a result of these billings are used to fund the stormwater management programs of the City.

The Division also operates and maintains the City's roadways, rights-of-way, drainage facilities and lakes. Specific responsibilities include street cleaning, street repairs and maintenance, sidewalk and curb repairs, litter control, right-of-way landscape maintenance and litter removal, and stormwater system cleaning, repair and maintenance.

Major Accomplishments

- Developed and implemented programs to meet the City's NPDES permit requirements.
- Accepted responsibility for managing an annual \$640,000 stormwater area maintenance contract.
- Conducted a service charge rate study to insure funding will be available for the stormwater management needs of the City. City Council approved planned increases 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 to 129,510 citizens.
- Successfully developed and implemented the Orlando Green Business Program with the goal being to reach out to local businesses through incentives and education, ensuring pollution prevention and water quality protection of the lakes within the City of Orlando.
- 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 4,000 cubic yards of oak leaves by using them as landscape bed mulching, which saved over \$42,500 in landfill disposal fees and \$120,000 in landscape mulch pur-

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
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- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

chases.

- Eliminated the concrete backlog with over 1,300 locations repaired consisting of sidewalks, driveway aprons, curbs and wheelchair ramps.
- Paved the remaining 0.81 miles of dirt streets within the city limits.

Future Outlook

- The Division will be instrumental in the implementation of the actions necessary to meet the requirements of the second 5-year NPDES stormwater permit issued in February 2003.
- The Division will continue with its quarterly ambient lake water quality monitoring within 93 City lakes, as well as monitoring sediments from the major drainage basins at locations where these basins drain away from the City, to determine water quality trends (improving water quality or degrading water quality).
- The Division will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system through inspections, ordinances, and enforcement.
- The Division will continue to implement a program to reduce the discharge of pollutants from construction sites (erosion and sediment controls), through better inspection and enforcement.
- The Division will increasingly 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.
- The Division will become increasingly involved in the management of various stormwater projects.
- The Division will continue to develop new and different techniques to further educate the local community on how to reduce pollutant loads to our City's lakes.
- The Division is developing a policy that will address repairs and maintenance to the City's sidewalks and curbs, as well as its roadway surfaces (asphalt and bricks.) The policy will enable Streets' staff to remain consistent in how repair work is addressed and reduce the backlog of repair locations and the time needed to complete repairs.
- The Division continues to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.

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
- ⇒ Streets Administration #725
- ⇒ Right-of-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material and Equipment Management #728

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percent of lakes with degrading water quality	4.4%	4.4%	< 7%
Percent of stormwater treatment system sites inspected	85%	80%	75%
Percent of inspection of worksites and barricade locations completed per shift	95%	97%	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	7%	7%	7%
Percent of revenue allocated to capital projects	31%	41%	40%

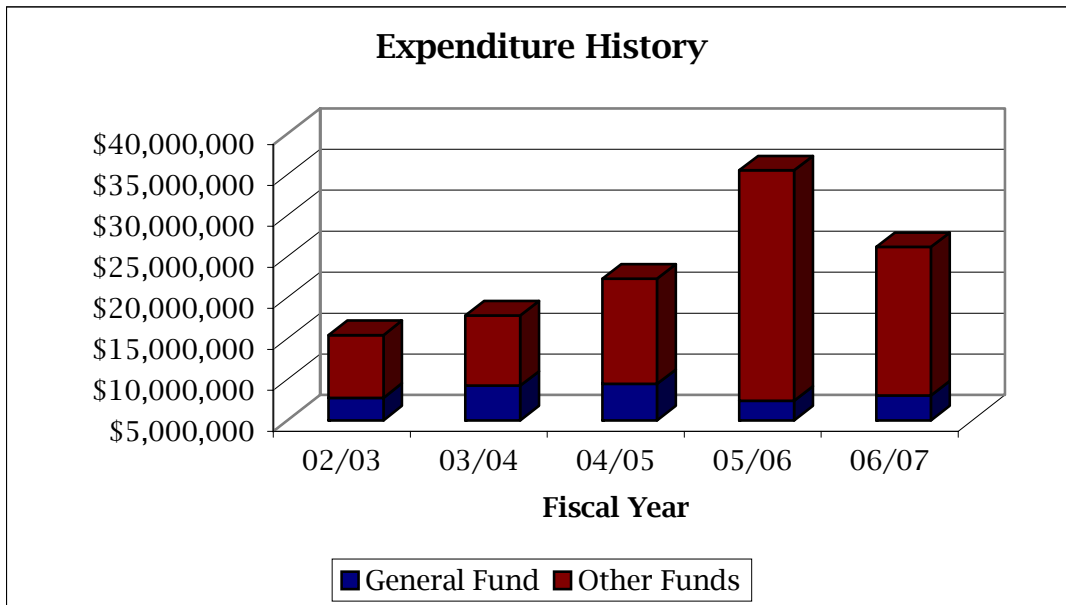
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average annual cost per acre to maintain lake water quality	\$350	\$91	\$360
Average cycle time in working days to clean residential streets	14 days	16 days	14 days
Average cost per curb mile for street sweeping	\$31.90	\$35.99	\$34.34
Average cost of litter removal per acre	\$4.55	\$5.01	\$5.00
Average cost of concrete repair per square yard	\$81.68	\$38.75	\$53.06

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of Keep Orlando Beautiful volunteer hours	6,803	N/A	7,000
Volume (in cubic yards) of trash and debris collected from lakes and stormlines	1,014	247	1,200
Amount of stormwater revenue collected (in millions)	\$14.50	\$8.10	\$18.30

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Streets & Stormwater Services Division:					
707 Keep Orlando Beautiful	\$ 112,254	\$ 96,853	\$ 127,098	\$ 30,245	31.23%
725 Streets Administration	326,322	353,109	413,486	60,377	17.10%
726 Right of Way Management	4,277,666	4,289,674	4,949,635	659,961	15.38%
727 Street Maintenance & Construction	1,642,451	1,792,091	1,747,909	(44,182)	(2.47%)
728 Material & Equipment Management	775,437	867,377	810,794	(56,583)	(6.52%)
729 Stormwater Management	2,295,434	-	-	-	N/A
TOTAL - GENERAL FUND	\$ 9,429,564	\$ 7,399,104	\$ 8,048,922	\$ 649,818	8.78%
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 596,763	\$ 455,672	\$ 470,660	\$ 14,988	3.29%
706 Stormwater Management	80,915	2,401,901	2,071,418	(330,483)	(13.76%)
708 Stormwater Compliance	2,011,868	534,869	621,924	87,055	16.28%
709 Surface Water Maintenance	819	1,580,736	2,246,916	666,180	42.14%
965 Nondepartmental - Stormwater Projects	6,712,512	5,202,504	6,065,452	862,948	16.59%
	3,467,812	17,957,033	6,645,663	(11,311,370)	(62.99%)
TOTAL - STORMWATER UTILITY FUND	\$ 12,870,689	\$ 28,132,715	\$ 18,122,033	\$ (10,010,682)	(35.58%)
TOTAL - STREETS & STORMWATER SERVICES	\$ 22,300,253	\$ 35,531,819	\$ 26,170,955	\$ (9,360,864)	(26.35%)



Public Works Department

STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
<u>GENERAL FUND #100</u>			
Engineering/Streets & Stormwater Services Division:			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	5	5
726 Right of Way Management	40	40	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
729 Stormwater Management	29	-	-
TOTAL -- GENERAL FUND	<u>112</u>	<u>83</u>	<u>83</u>
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	-	29	29
708 Stormwater Compliance	17	6	6
709 Surface Water Maintenance	-	12	15
TOTAL -- STORMWATER UTILITY FUND	<u>22</u>	<u>52</u>	<u>55</u>
TOTAL -- STREETS & STORMWATER SERVICES	<u>134</u>	<u>135</u>	<u>138</u>

Public Works Department



CIP/Infrastructure Division



Mission Statement:

To provide in-house project management/engineering, design and manage the 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

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house project management / engineering, design, 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 thirty-four (34) capital projects either in the design / engineering phase or under construction that are managed by the Division.

Major Accomplishments

- The Division has implemented an Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials.
- Delivered fifteen construction projects within budget including the following facilities: Smith Center, College Park Community Center, Rosemont Community Center, Dover Shores Community Center Improvements, Michigan Brown Sewer Project, Dubsdread West Project, Boggy Creek Project, Dinky Line Bicycle Trail, Vineland Road Improvements, Carver Shores Slipline Project.
- Assisted Economic Development in construction and fiscal management of the UCF School of Digital Media. The project was delivered on schedule and under budget through a partnership with UCF.

Future Outlook

- The Division will continue to emphasize the cost effective delivery of Capital Improvement Projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs through “open book” project deliveries.
- 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 manage the construction inspection for City of Orlando capital improvement projects.

Program Identifier:

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

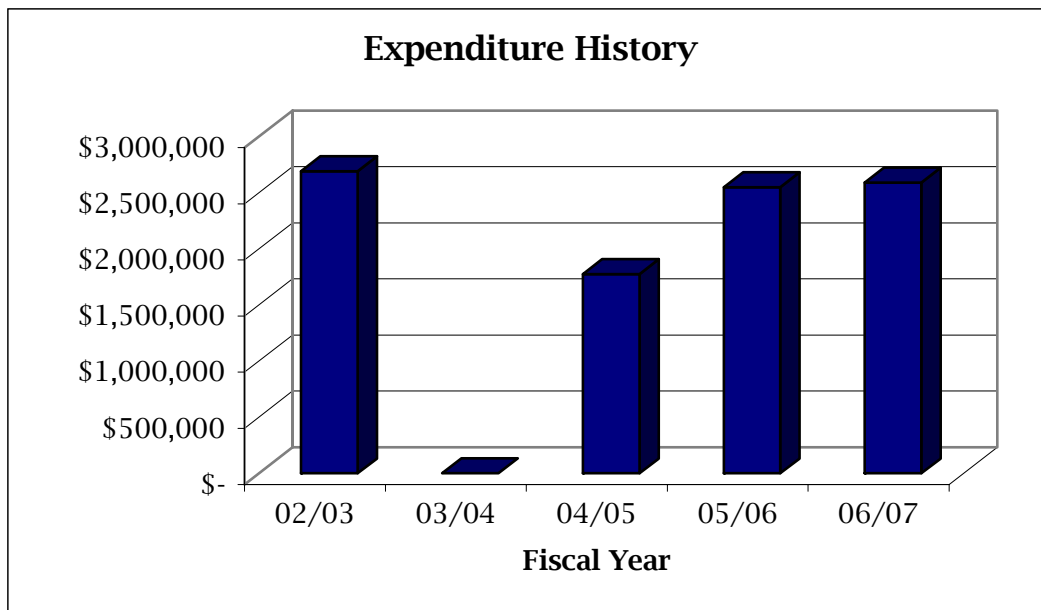
Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of projects completed within budget	N/A	N/A	100%
Percent of projects at substantial completion on schedule	N/A	N/A	100%
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of projects closed within 120 days	N/A	N/A	100%
Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of projects with management / inspection costs of less than 10% of construction cost	N/A	N/A	100%

*These measures were established in FY05/06, therefore no data is available for FY04/05. Estimates for FY05/06 were not available at the time the budget document was prepared.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	\$ 244,630	\$ 439,219	\$ 469,362	\$ 30,143	6.86%
712 Project Engineering	336,959	603,861	678,495	74,634	12.36%
713 Construction Services	960,964	1,109,120	1,041,250	(67,870)	(6.12%)
714 Design Services	232,409	396,080	400,066	3,986	1.01%
TOTAL – GENERAL FUND	\$ 1,774,962	\$ 2,548,280	\$ 2,589,173	\$ 40,893	1.60%
TOTAL – CIP/INFRASTRUCTURE	\$ 1,774,962	\$ 2,548,280	\$ 2,589,173	\$ 40,893	1.60%



*In FY03/04, CIP was decentralized and not a separate division.

STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
GENERAL FUND #100			
CIP/Infrastructure Division:			
711 CIP/Infrastructure Administration	5	5	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL – GENERAL FUND	26	26	27
TOTAL – CIP/INFRASTRUCTURE	26	26	27

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 52,465 residential and 6,633 commercial customers with quality collection and transportation services at a competitive price
- Attained a 39 percent diversion rate of all solid waste by developing partnerships with private recyclers.
- Converted 75% of the City to automated garbage collection.
- Collected 94,622 tons of commercial waste, 54,821 tons of residential garbage, 10,481 tons of residential yard waste, and 3,961 tons of residential recycling in FY 05-06.
- Expanded the Division's roll-off service by 25% over previous FY.
- Automated recycling collection for 2000 residents in the City on a bi-monthly pilot program.
- Reduced workforce by 18 % with implementation of automated collection of garbage.
- 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 12 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 Easy Streets customer service work order 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 encompass the entire City of Orlando 53,000 residential 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.

Program Identifier:

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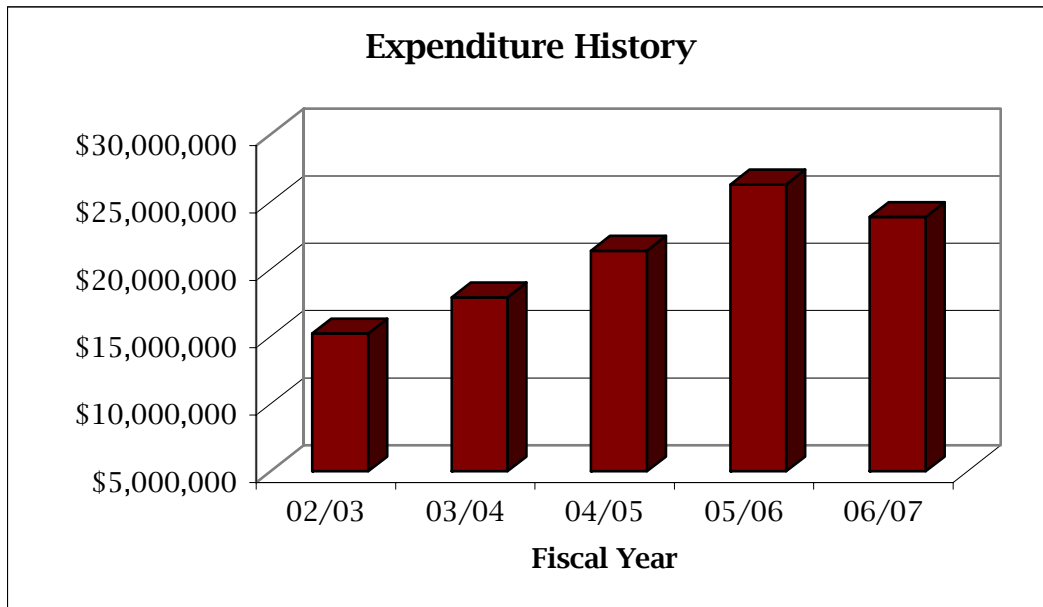
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$14.83	\$15.83	\$15.40
Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$11.11	\$12.03	\$11.05
Average Cost per Month per Household for Recycling Collection	\$3.72	\$4.47	\$4.35
Average Revenue per Month From Recycled Newsprint	\$4,674	\$4,625	\$4,850
Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$3.95	\$3.88	\$3.85
Average Revenue per Month From On-Call Claw Truck Service	\$4,250	\$4,395	\$5,275
Percent Decrease in the Average Number of Residential and Commercial Complaints received from the current 200 per Month	-9%	-10%	-5%

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Number of Customers	42,103	48,336	57,622
Tons of MSW Collected	145,474	150,960	156,096
Recycled Tons Collected	4,042	3,810	4,191

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 1,030,602	\$ 938,915	\$ 957,926	\$ 19,011	2.02%
365 Commercial Collection	7,458,886	8,029,359	7,518,453	(510,906)	(6.36%)
366 Residential & Recycling	8,765,453	9,210,723	9,938,195	727,472	7.90%
977 Nondepartmental - Solid Waste Projects	2,693,685	3,829,932	4,082,888	252,956	6.60%
	305,693	3,212,412	-	(3,212,412)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 20,254,319	\$ 25,221,341	\$ 22,497,462	\$ (2,723,879)	(10.80%)
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 1,107,799	\$ 1,062,940	\$ 1,379,182	\$ 316,242	29.75%
TOTAL -- SOLID WASTE MANAGEMENT	\$ 21,362,118	\$ 26,284,281	\$ 23,876,644	\$ (2,407,637)	(9.16%)



STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
SOLID WASTE FUND #426			
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
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 Rapid Assistance Program	20	20	20
TOTAL -- SUPPLEMENTAL STAFF FUND	20	20	20
TOTAL -- SOLID WASTE MANAGEMENT	138	138	138

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 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. The Environmental Control program regulates and monitors industrial discharges and oversees environmental studies, evaluations and remediation projects within the City's limits.

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.

Major Accomplishments

- In preparation for major service expansion in the southeast area, the Division is proceeding with three significant projects: the re-rating and expansion of treatment capacity at the Iron Bridge facility, the development of collection system improvements to allow for the conveyance of future flow to Iron Bridge, and the implementation of a regional reclaimed water system in east Orlando to return reclaimed water from Iron Bridge to the southeast expansion areas as well as other communities. Together, these projects will enable the City to meet its wastewater and reclaimed water capacity needs beyond the year 2025.
- 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.
- The Division's facilities conveyed, treated to high standards and reused approximately 16 billion gallons of wastewater.
- Ongoing Re-rate Improvements at the Iron Bridge facility will increase the permit capacity of the BNR process from 24 mgd initial design capacity to 40 mgd re-rated capacity. This represents an estimated capital savings of 24 million dollars. Completed projects include the replacement of the pumps, motors and electrical controls at the Master Pump Station, the installation of odor control facilities and the construction of six additional Deep Bed Filters to double the filtration capacity.
- The newly formed Industrial Automation Group has completed the reconfiguration of the SCADA system at the Iron Bridge facility and is proceeding with similar projects at the

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 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

other facilities to improve operations and process control.

- 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 reclaimed 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.
- Staff will continue to work with its consultants on the Iron Bridge Re-rate Improvements to seek modification of traditional operating protocols, thus allowing for incremental increases in treatment capacity without construction of expanded facilities.
- Division staff will pursue alternative methods and options for biosolids treatment and beneficial use. The most favorable alternative treatment method that is being developed involves a process of supercritical water oxidation.

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:

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- ⇒ Non-Departmental Wastewater #975

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	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%

Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average office cost per stop sewer call in \$'s (includes call out/report/follow up)	\$24.16	\$24.00	\$24.00
Average field response cost per stop sewer call in \$'s (includes all travel & investigation time)	\$585	\$200	\$200
Average cost to repair & return a main line to service	\$4,366	\$2,500	\$2,500
Average cost to repair a force main	\$8,517	\$8,800	\$8,800
Average cost to respond to a sewer overflow	\$208	\$275	\$275
Average cost per foot to construct new gravity sewer lines	\$64.95	\$60.00	\$60.00
Average cost per foot to TV line	\$1.31	\$1.55	\$1.55
Average cost to test & seal one (1) sewerline joint	\$22.26	\$30.00	\$30.00
Average cost per foot to clean sewer line	\$0.52	\$0.60	\$0.60
Average cost per Sunshine Tickets	\$2.08	\$3.20	\$3.20
Average cost to locate a Sunshine line	\$27.76	\$41.00	\$41.00
Average cost per foot to smoke test sewer lines	N/A	\$2.75	\$2.75

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:

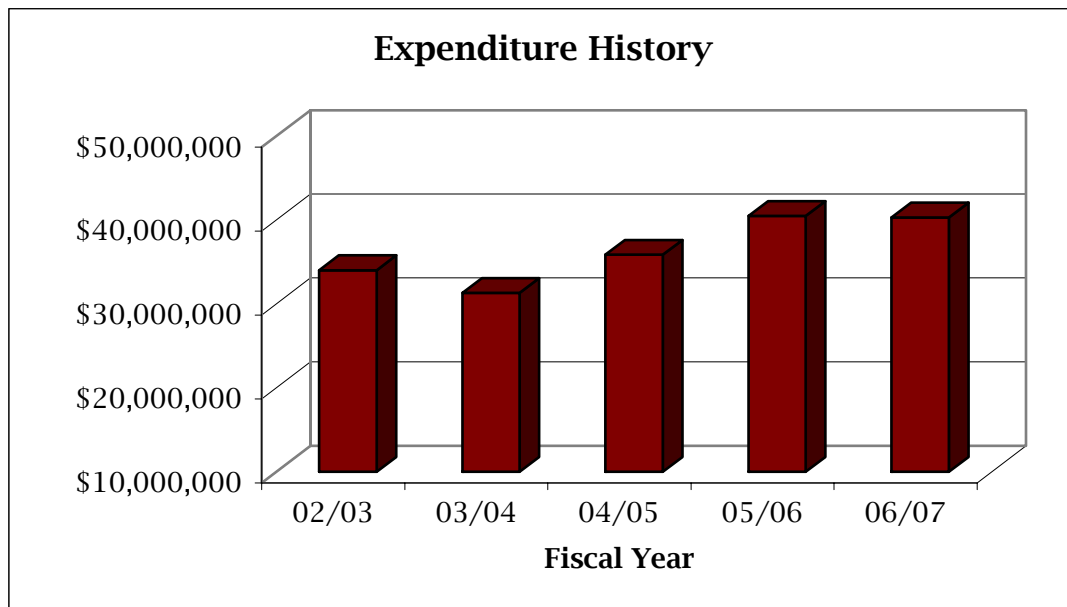
- ⇒ Wastewater Admin. #341
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- ⇒ Environmental Control #355
- ⇒ Non-Departmental Wastewater #975

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percent compliance with Federal & State permit standards for wastewater process performance	99.96%	100%	100%
Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	93.1%	95%	95%
Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%
Percent completion of scheduled Lift Station inspections	89%	90%	90%
Percent completion of scheduled Lift Station Preventive Maintenance tasks	86%	95%	95%
Percent compliance with Federal and State permit standards regarding industrial contamination	100%	100%	100%
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Average O&M cost per 1,000 gallons of wastewater treated	\$1.01	\$1.00	\$1.00
Cost of plant O&M staff per million gallon treated	\$332	\$375	\$375
Cost of O&M staff per million gallons pumped	\$97.91	\$110	\$110
Revenue generated per dollar of staff time	\$12.34	\$15.00	\$15.00
Revenue to Budget Ratio	1.9%	1.9%	1.9%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change to Adopted Revised	% Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,404,617	\$ 1,524,808	\$ 2,355,602	\$ 830,794	54.49%
342 Wastewater Billing	306,845	318,371	-	(318,371)	(100.00%)
343 Wastewater Technical Support	496,024	550,509	705,977	155,468	28.24%
344 System Evaluation & Maintenance	4,301,254	4,342,972	4,514,062	171,090	3.94%
347 Wastewater PM/CM Services	386,166	-	-	-	N/A
Wastewater Process/Operations Section					
351 Water Conserv I	2,484,377	2,569,750	2,567,711	(2,039)	(0.08%)
352 Water Conserv II	6,401,625	6,527,004	6,708,986	181,982	2.79%
353 Iron Bridge	9,104,323	9,483,691	9,680,658	196,967	2.08%
354 Lift Station Operations	3,094,477	3,153,230	3,278,236	125,006	3.96%
355 Environmental Control	749,776	1,077,047	1,119,695	42,648	3.96%
357 Industrial Automation Group	580,419	1,169,000	1,635,480	466,480	39.90%
975 Nondepartmental - Wastewater Projects	6,139,728	6,989,689	7,737,835	748,146	10.70%
	400,409	2,777,972	-	(2,777,972)	(100.00%)
TOTAL - WASTEWATER REVENUE FUND	\$ 35,850,039	\$ 40,484,043	\$40,304,242	\$ (179,801)	(0.44%)

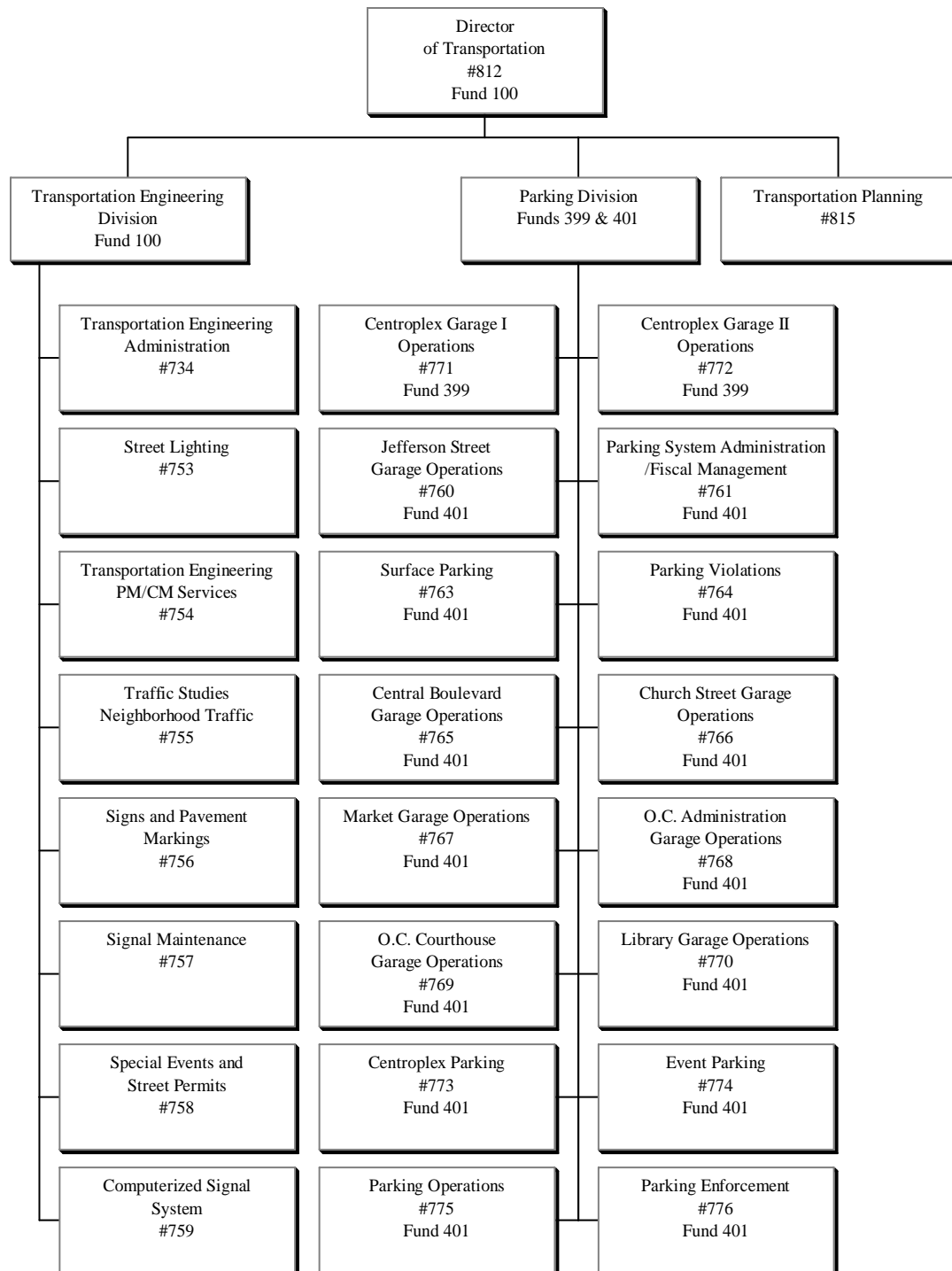


Public Works Department

STAFFING SUMMARY

	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	12	15	17
342 Wastewater Billing	5	5	-
343 Wastewater Technical Support	8	6	9
344 System Evaluation & Maintenance Section	46	48	50
347 Wastewater PM/CM Services	2	-	-
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	-	15	16
TOTAL – WASTEWATER REVENUE FUND	<u>208</u>	<u>213</u>	<u>216</u>

Transportation Department

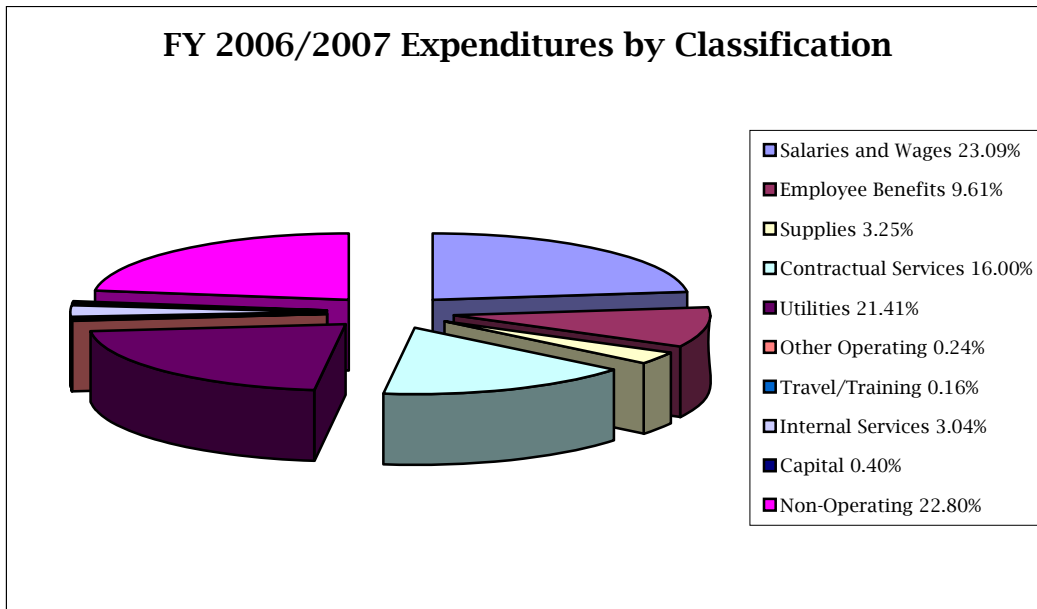
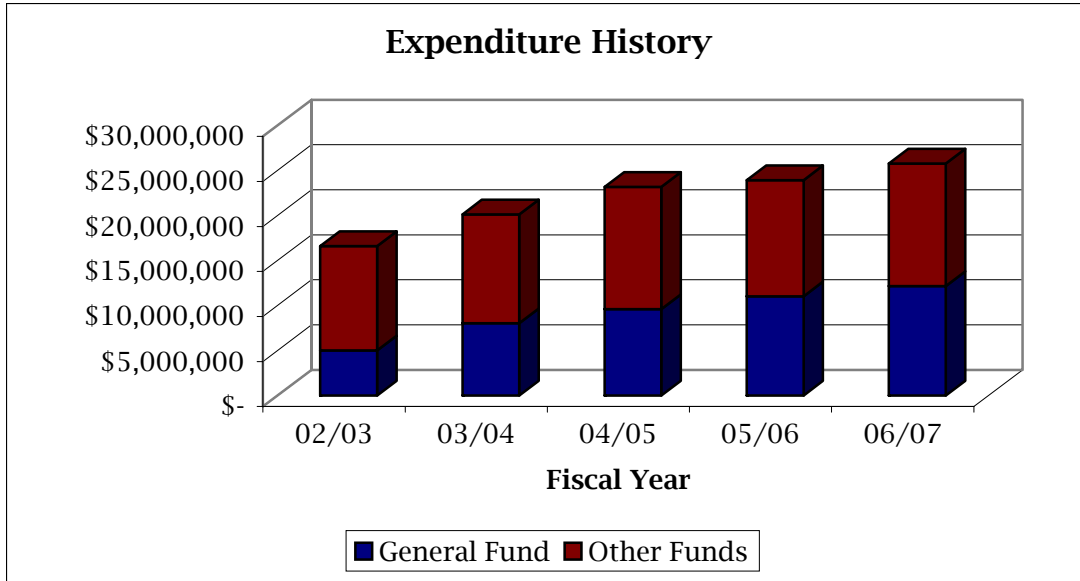


Transportation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
812 Director of Transportation	\$ 51,871	\$ 288,148	\$ 241,397	\$ (46,751)	(16.22%)
Transportation Planning Division:					
815 Transportation Planning	34,030	619,187	878,924	259,737	41.95%
Transportation Engineering Division:					
734 Transportation Engineering Administration	339,700	417,628	328,154	(89,474)	(21.42%)
753 Street Lighting	4,750,220	4,800,000	5,000,000	200,000	4.17%
754 Transportation Engineering PM/CM Services	20,403	-	275,504	275,504	N/A
755 Traffic Studies/N'hood Traffic Management	608,485	731,407	665,569	(65,838)	(9.00%)
756 Signs and Pavement Markings	1,016,417	1,064,447	1,122,374	57,927	5.44%
757 Signal Maintenance	1,089,273	1,134,853	1,252,964	118,111	10.41%
758 Special Events and Street Permits	245,297	302,367	323,510	21,143	6.99%
759 Computerized Signal System	468,828	567,140	659,393	92,253	16.27%
893 Non Departmental Transportation	-	184,127	198,228	14,101	7.66%
025 Non Departmental City Commons Garage	964,680	899,573	1,205,929	306,356	34.06%
TOTAL – GENERAL FUND	\$ 9,589,204	\$ 11,008,877	\$ 12,151,946	\$ 1,143,069	10.38%
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 161,979	\$ 168,970	\$ 245,472	\$ 76,502	45.28%
772 Centroplex Garage II Operations	316,546	393,636	349,180	(44,456)	(11.29%)
978 Nondepartmental - Centroplex Garages	1,462,031	1,521,994	1,740,793	218,799	14.38%
TOTAL – TRANSPORTATION GRANT FUND	\$ 1,940,556	\$ 2,084,600	\$ 2,335,445	\$ 250,845	12.03%
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
760 Jefferson Street Garage	\$ -	\$ -	\$ 182,911	\$ 182,911	N/A
761 Parking System Admin/Fiscal Mgmt.	687,495	771,798	901,636	129,838	16.82%
763 Surface Parking	304,183	367,742	408,756	41,014	11.15%
764 Parking Violations	375,473	381,617	409,515	27,898	7.31%
765 Central Boulevard Garage Operations	858,802	1,051,031	1,060,719	9,688	0.92%
766 Church Street Garage Operations	396,315	543,180	659,372	116,192	21.39%
767 Market Garage Operations	461,805	-	-	-	N/A
768 O.C. Administration Garage Operations	288,334	378,836	375,061	(3,775)	(1.00%)
769 O.C. Courthouse Garage Operations	606,812	750,442	846,270	95,828	12.77%
770 Library Garage Operations	611,216	725,080	812,465	87,385	12.05%
773 Centroplex Parking	362,753	429,038	432,650	3,612	0.84%
774 Event Parking	272,550	62,900	82,583	19,683	31.29%
775 Parking Operations	7,462	-	-	-	N/A
776 Parking Enforcement	297,278	408,627	395,597	(13,030)	(3.19%)
979 Nondepartmental - Parking Projects	5,996,509 122,140	3,653,300 1,315,789	4,730,042 -	1,076,742 (1,315,789)	29.47% (100.00%)
TOTAL – PARKING SYSTEM REVENUE FUND	\$ 11,649,127	\$ 10,839,380	\$ 11,297,577	\$ 458,197	4.23%
TOTAL – TRANSPORTATION	\$ 23,178,887	\$ 23,932,857	\$ 25,784,968	\$ 1,852,111	7.74%
Expenditure by Classification					
Salaries and Wages	\$ 4,544,442	\$ 5,501,035	\$ 5,954,494	\$ 453,459	8.24%
Employee Benefits	1,763,685	2,331,211	2,478,802	147,591	6.33%
Supplies	546,114	693,457	838,947	145,490	20.98%
Contractual Services	3,507,651	3,998,241	4,124,922	126,681	3.17%
Utilities	5,270,164	5,295,819	5,519,299	223,480	4.22%
Other Operating	45,462	54,040	61,099	7,059	13.06%
Travel/Training	11,330	26,200	40,951	14,751	56.30%
Internal Services	599,782	731,059	784,421	53,362	7.30%
Capital	3,881,906	262,377	103,878	(158,499)	(60.41%)
Non-Operating	3,008,351	5,039,418	5,878,155	838,737	16.64%
TOTAL – TRANSPORTATION	\$ 23,178,887	\$ 23,932,857	\$ 25,784,968	\$ 1,852,111	7.74%

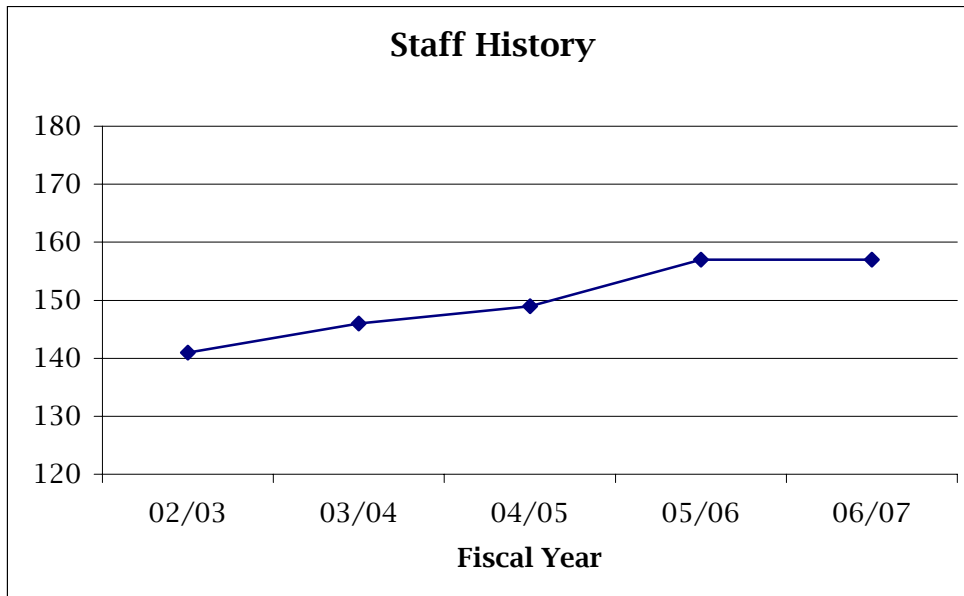
Transportation Department



Transportation Department

DEPARTMENT STAFFING SUMMARY

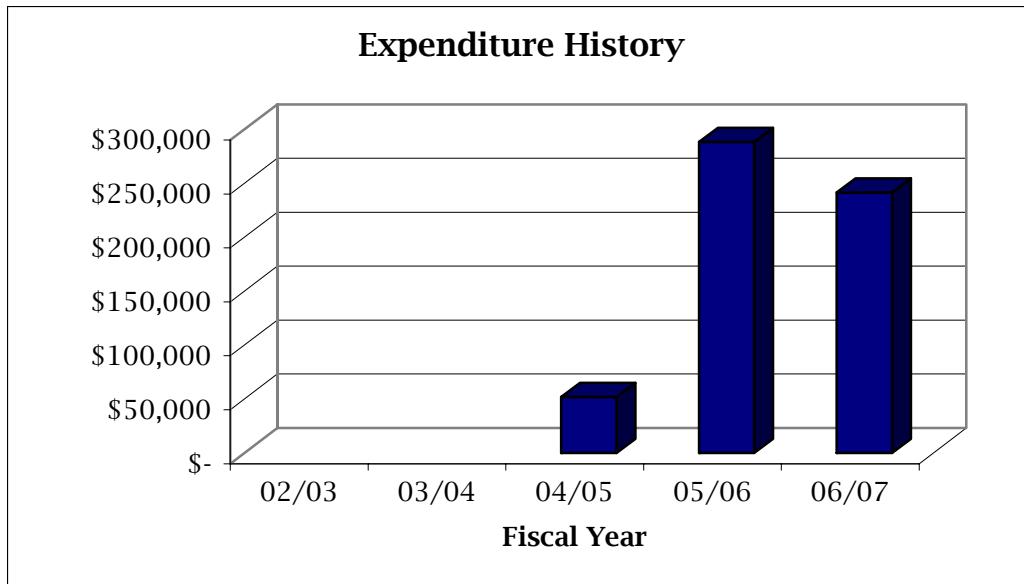
	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
812 Director of Transportation	2	2	2
Transportation Planning Division:			
815 Transportation Planning	5	11	11
Transportation Engineering Division:			
734 Transportation Engineering Administration	4	5	4
754 Transportation Engineering PM/CM Services	-	-	3
755 Traffic Studies/N'hood Traffic Management	11	11	10
756 Signs and Pavement Markings	13	14	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL – GENERAL FUND	58	66	66
TRANSPORTATION GRANT FUND #399			
Parking Division:			
772 Centroplex Garage II Operations	3	3	3
TOTAL – TRANSPORTATION GRANT FUND	3	3	3
PARKING SYSTEM REVENUE FUND #401			
Parking Division:			
761 Parking System Administration	11	12	12
763 Surface Parking	5	5	5
764 Parking Violations	6	6	6
775 Parking Operations	58	56	56
776 Parking Enforcement	8	9	9
TOTAL – PARKING SYSTEM REVENUE FUND	88	88	88
TOTAL – TRANSPORTATION	149	157	157



Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
812 Director of Transportation	\$ 51,871	\$ 288,148	\$ 241,397	\$ (46,751)	(16.22%)
TOTAL - DIRECTOR	<u>\$ 51,871</u>	<u>\$ 288,148</u>	<u>\$ 241,397</u>	<u>\$ (46,751)</u>	(16.22%)



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
812 Director of Transportation	2	2	2
TOTAL - GENERAL FUND	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL - DIRECTOR	<u>2</u>	<u>2</u>	<u>2</u>

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, 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

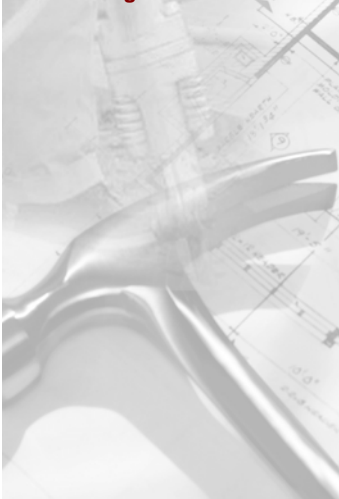
Mission Statement:

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.
- Update the City's Transportation Impact Fees on development.

Future Outlook

- Continue to develop a transportation network to support Downtown growth (Downtown Transportation Plan).
- 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.
- Review and recommend changes to the Transportation Element of the City's Growth Management Plan to comply with the Evaluation and Appraisal Process as required by the State of Florida's Department of Community Affairs.

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percentage of development projects required to complete sidewalk network	100%	100%	95%
Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Annual percent of roadways meeting Transportation Concurrency requirements	100%	100%	100%

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:

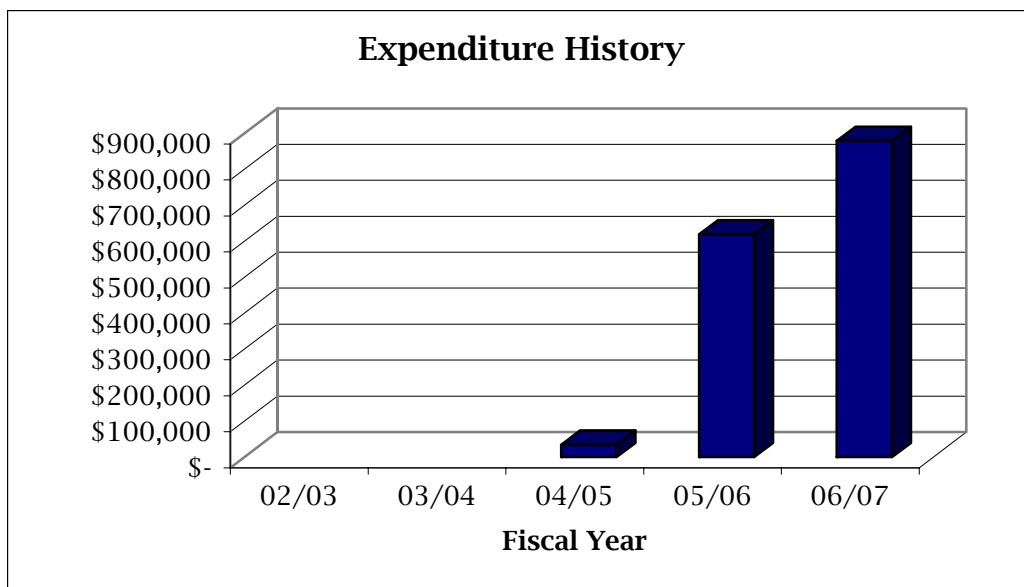
⇒ Transportation Planning #815

	2004/2005	2005/2006	2006/2007
Performance Measures Efficiency			
Percent of applications and submittals resulting in funding	Actual 50%	Estimated 50%	Proposed 100%
Semi-annual Capacity Availability Report completed, adopted and issued to the State DCA	1	1	2
Performance Measures Service Indicator			
Number of Miles of Bike Lanes/Paths	Actual 230	Estimated 241	Proposed 252
Total number of lane miles for the downtown circulator system	241	250	260
Number of applications or submittals for outside funding of transportation needs	3	3	4
Percentage of Alternative Impact Fee Students, Traffic Students, and MPB Cases reviewed within the established time frame	95%	95%	95%
Number of employees serving as members of committees at Metroplan Orlando, LYNX and the ECFRPC	4	4	5

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Planning Division: 815 Transportation Planning	\$ 34,030.00	\$ 619,187	\$ 878,924	\$ 259,737	41.95%
TOTAL – TRANSPORTATION PLANNING	\$ 34,030.00	\$ 619,187	\$ 878,924	\$ 259,737	41.95%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Transportation Planning Division: 815 Transportation Planning	5	11	11
TOTAL – GENERAL FUND	5	11	11
TOTAL – TRANSPORTATION PLANNING	5	11	11

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
- ⇒ Transportation Engineering PM/CM Services #754
- ⇒ Traffic Studies and Neighborhood Traffic Management #755
- ⇒ Sign and Pavement Markings #756
- ⇒ Signal Maintenance #757
- ⇒ Special Events/Street Permits #758
- ⇒ Computerized Signal 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.

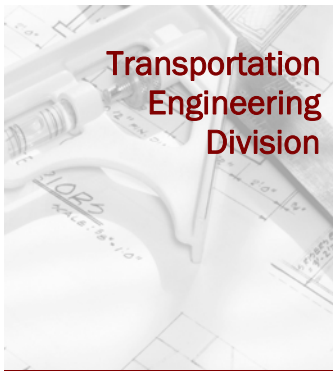
Major Accomplishments

- Investigated over 544 traffic problems.
- Processed 2,949 Work Orders for traffic signal improvements and repairs.
- Replaced and serviced 8,723 traffic signs.
- Installed 8,050 linear feet of pavement marking tape and applied 125 gallons of pavement marking paint.
- Installed new traffic signals at 3 intersections.
- Rebuilt traffic signals at 13 intersections.
- Completed design of the Crystal Lake/Maguire improvements.
- Studied designed and reviewed 31 traffic calming projects.
- Constructed 18 traffic calming projects in neighborhoods throughout the City.
- Implemented 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."

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.
- 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.
- Coordinate with FDOT and Orange County to begin implementation of a six lane-widening project on Narcoossee Road from SR 417 to the Osceola County line.
- Continue to push forward to achieve a fully funded four lane-widening project on Conway Road from Hoffner Avenue to SR 528.
- Coordinate with Public Works to implement a major sidewalk initiative focused on access to schools and parks.

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
- ⇒ Transportation Engineering
 - PM/CM Services #754
- ⇒ Traffic Studies and Neighborhood Traffic Management #755
- ⇒ Sign and Pavement Markings #756
- ⇒ Signal Maintenance #757
- ⇒ Special Events/Street Permits #758
- ⇒ Computerized Signal System #759

Performance Measures Effectiveness	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Percentage of locate requests investigated within 48 hours	99%	99%	99%
Number of intersections analyzed out of 425 (2006)	N/A	25	100
Identify, chart and evaluate locations for potential "No Turn on Red" signs	N/A	50%	50%

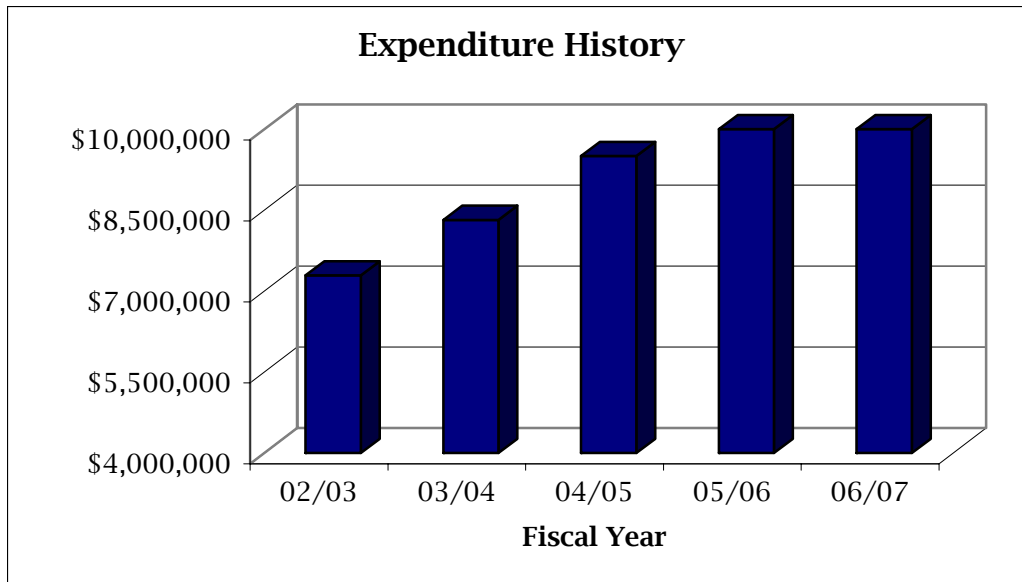
Performance Measures Efficiency	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Traffic investigations completed	N/A	N/A	90%
Percentage of signal systems inventory (12,000 light units) containing LED lenses	7.5%	32%	100%

Performance Measures Service Indicator	2004/2005	2005/2006	2006/2007
	Actual	Estimated	Proposed
Linear feet of cable replaced	N/A	23,000	5,000
Number of intersection safety studies completed	N/A	N/A	12
Number of traffic calming studies	N/A	N/A	18
Number of traffic calming studies converted into construction projects	N/A	N/A	15
Number of locate requests received	3,315	4,008	4,089

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Engineering Division:					
734 Transportation Engineering Administration	\$ 339,700	\$ 417,628	\$ 328,154	\$ (89,474)	(21.42%)
753 Street Lighting	4,750,220	4,800,000	5,000,000	200,000	4.17%
754 Transportation Engineering PM/CM Services	20,403	-	275,504	275,504	N/A
755 Traffic Studies/N'hood Traffic Management	608,485	731,407	665,569	(65,838)	(9.00%)
756 Signs and Pavement Markings	1,016,417	1,064,447	1,122,374	57,927	5.44%
757 Signal Maintenance	1,089,273	1,134,853	1,252,964	118,111	10.41%
758 Special Events and Street Permits	245,297	302,367	323,510	21,143	6.99%
759 Computerized Signal System	468,828	567,140	659,393	92,253	16.27%
893 Non Departmental Transportation	-	184,127	198,228	14,101	7.66%
025 Non Departmental City Commons Garage	964,680	899,573	1,205,929	306,356	34.06%
TOTAL – GENERAL FUND	\$ 9,503,303	\$ 10,101,542	\$11,031,625	\$ 609,626	9.21%
TOTAL – TRANSPORTATION ENGINEERING	\$ 9,503,303	\$ 10,101,542	\$11,031,625	\$ 609,626	9.21%



STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
GENERAL FUND #100			
Transportation Engineering Division:			
734 Transportation Engineering Administration	4	5	4
754 Transportation Engineering PM/CM Services	-	-	3
755 Traffic Studies/N'hood Traffic Management	11	11	10
756 Signs and Pavement Markings	13	14	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL – GENERAL FUND	51	53	53
TOTAL – TRANSPORTATION ENGINEERING	51	53	53

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:

- ⇒ Jefferson St Garage #760
- ⇒ 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
- ⇒ 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 5,768 parking spaces, 1,040 surface lot spaces, 1,192 metered spaces, and over 8,000 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 major repairs to the LYMMO Route Concrete Roadway.
- At Administration Garage, completed the painting and sealing of the exterior walls. Installed aluminum covers over the concrete facade wall caps around the perimeter of each floor. This repair will maximize the service life of the structure.
- Completed the lighting upgrade at Church St. Garage. The new lighting fixtures will decrease electrical cost by 50% annually, and are less expensive to maintain.
- Completed phase II of the expansion of the Garland Parking Lot adding 36 spaces.
- Expanded the PARKSMART marketing program, including website redesign that included printable forms and flyers to reduce costs.
- Overhauled the Customer Service Tracking System. New database provides more details and long-term tracking. Logs customer questions and complaints and significantly reduces reporting time.
- Began Construction of the Jefferson Street Garage with tentative grand opening scheduled for June 2007, adding 1045 spaces.
- Completed provision and coordination of parking services for hundreds of events at Centroplex and Downtown venues.
- Assisted Centroplex in development and completion of "Phase I" on implementation of online parking reservations system for Centroplex events.
- Coordinated redevelopment of new maps and signage for parking locations, advertisements and purchase of event parking receipts and web content for changes in venue parking information.
- Worked with community to complete a sign made of hand-painted tiles, which won a 2005 Golden Brick Award based on contribution to downtown, excellence in design and economic development contribution to the City of Orlando.
- Assisted in developing the parking element of the Downtown Transportation Plan.

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:

- ⇒ Jefferson St Garage #760
- ⇒ 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
- ⇒ 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 evaluate and redesign the Internet web site to provide citizens more information and better payment options.
- Continue to work with Centroplex in finishing and maintaining a successful online reservation system for event parking.
- Continue to recognize signs of common types of structural deterioration and deal appropriately to minimize overall repair cost.
- Continue to evaluate ways to reduce electrical cost, and increase light for security and productivity.
- Replacement of 1500 parking meter mechanisms. The new mechanism will allow the user to be able to use a debit card, smart card or US coins, and incorporate the latest integrated management information system.
- 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 and implement parking recommendations forthcoming from consultant report.
- Develop a new meter database to quickly identify location of meters, identify broken meters, log maintenance issues & planning, generate usage statistics and an assortment of other report.
- Connect City's parking garages with the fiber optic communications link to set the stage for tie in to the Intelligent Transportation System (ITS) including Downtown message boards and enabling credit transactions.
- Develop a mid-range parking strategic plan and long range parking plan including future demands, site acquisition needs, financing and scheduling.

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.

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- ⇒ Event Parking #774
- ⇒ Parking Operations #775
- ⇒ Parking Enforcement #776
- ⇒ Non-Departmental Centroplex Garages #978
- ⇒ Non-Departmental Parking #979

Performance Measures Effectiveness	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Profit/Loss	\$635,895	\$20,000	Balanced
Percent change in the level of vandalism per quarter	5%	5%	5%
City owned garage spaces available	3,361	3,361	4,406

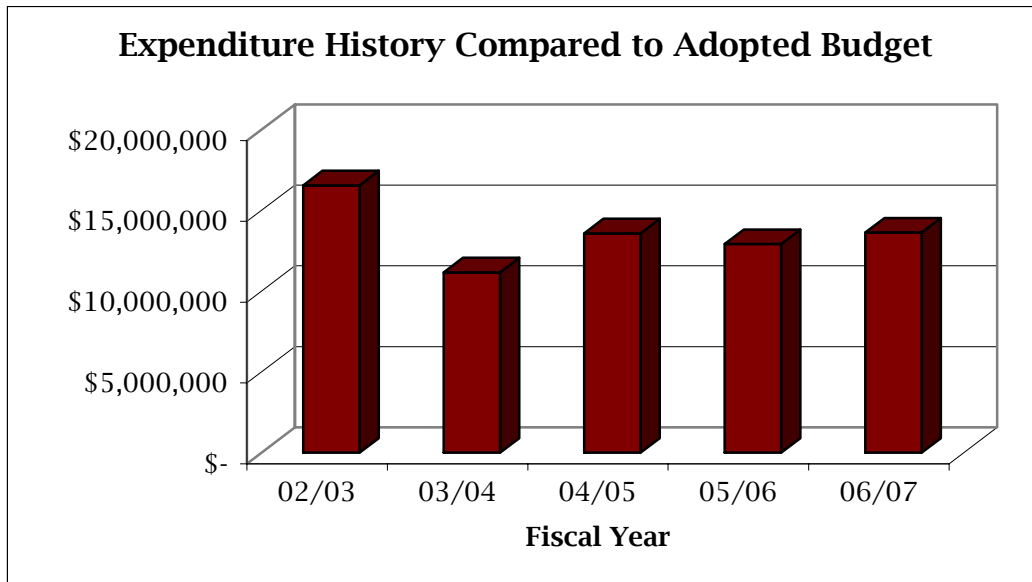
Performance Measures Efficiency	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Percent of tickets processed compared to those written	83%	80%	80%

Performance Measures Service Indicator	2004/2005 Actual	2005/2006 Estimated	2006/2007 Proposed
Parking Utilization Rate	95%	85%	95%
Percent of Customer Indicating a Good to Excellent Satisfaction Level with Parking Facilities (Customer Survey)	90%	90%	90%
Number of inquiries received	786	1,000	1,000
Percent decrease in the number of complaints over previous year	N/A	10%	5%

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2004/05 Actual Expenditures	2005/06 Revised Budget	2006/07 Adopted Budget	Change Adopted to Revised	% Change
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 161,979	\$ 168,970	\$ 245,472	\$ 76,502	45.28%
772 Centroplex Garage II Operations	316,546	393,636	349,180	(44,456)	(11.29%)
978 Nondepartmental - Centroplex Garages	<u>1,462,031</u>	<u>1,521,994</u>	<u>1,740,793</u>	<u>218,799</u>	14.38%
TOTAL – TRANSPORTATION GRANT FUND	\$ 1,940,556	\$ 2,084,600	\$ 2,335,445	\$ 250,845	12.03%
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
760 Jefferson Street Garage	\$ -	\$ -	\$ 182,911	\$ 182,911	N/A
761 Parking System Admin/Fiscal Mgmt.	687,495	771,798	901,636	129,838	16.82%
763 Surface Parking	304,183	367,742	408,756	41,014	11.15%
764 Parking Violations	375,473	381,617	409,515	27,898	7.31%
765 Central Boulevard Garage Operations	858,802	1,051,031	1,060,719	9,688	0.92%
766 Church Street Garage Operations	396,315	543,180	659,372	116,192	21.39%
767 Market Garage Operations	461,805	-	-	-	N/A
768 O.C. Administration Garage Operations	288,334	378,836	375,061	(3,775)	(1.00%)
769 O.C. Courthouse Garage Operations	606,812	750,442	846,270	95,828	12.77%
770 Library Garage Operations	611,216	725,080	812,465	87,385	12.05%
773 Centroplex Parking	362,753	429,038	432,650	3,612	0.84%
774 Event Parking	272,550	62,900	82,583	19,683	31.29%
775 Parking Operations	7,462	-	-	-	N/A
776 Parking Enforcement	297,278	408,627	395,597	(13,030)	(3.19%)
979 Nondepartmental - Parking	5,996,509	3,653,300	4,730,042	1,076,742	29.47%
Projects	<u>122,140</u>	<u>1,315,789</u>	<u>-</u>	<u>(1,315,789)</u>	(100.00%)
TOTAL – PARKING SYSTEM REVENUE FUND	\$ 11,649,127	\$ 10,839,380	\$11,297,577	\$ 458,197	4.23%
TOTAL – PARKING DIVISION	<u>\$ 13,589,683</u>	<u>\$ 12,923,980</u>	<u>\$13,633,022</u>	<u>\$ 709,042</u>	5.49%



Transportation Department

STAFFING SUMMARY

	Actual 2004/2005	Revised Budget 2005/2006	Adopted Budget 2006/2007
<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	12	12
763 Surface Parking	5	5	5
764 Parking Violations	6	6	6
775 Garage Operations	58	56	56
776 Parking Enforcement	8	9	9
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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Capital Improvements and Debt

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. The five-year Capital Improvement Program process was initiated in 1966, following a Municipal Planning Board recommendation and City Council approval.

The City published its first program in March 1969. On an annual basis thereafter, the City has published, revised and updated capital programs for each subsequent five-year period.

PROCEDURE

Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget, and implementation schedule. Concurrently, with the preparation of the project requests, information concerning financial resources is obtained by the Finance Department.

After compilation of the requests, projects are reviewed by staff members from Finance 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. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Growth Management Plan. CIE projects are required projects. Projects which are part of the CIE have been designated as such on the following pages. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by Finance. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

The City is required to review the CIE of the Growth Management Plan on an annual basis and modify the CIE as necessary to maintain a financially feasible 5-year schedule of capital improvements. Corrections and modifications concerning costs, revenue sources, or acceptance of facilities pursuant to dedications which are consistent with the Growth Management Plan are not deemed to be Growth Management Plan amendments and may be accomplished by ordinance. Annual amendments and amendments that eliminate, defer, or delay the construction of any facility listed in the five year schedule are considered to be Growth Management Plan amendments and must be adopted by December 1 each year. The City may not adopt future land use map amendments after December 1 each year unless the annual CIE update has been adopted and transmitted to the State planning agency

The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program, except for those improvements included in the CIE.

General capital improvements are normally funded in the Capital Improvement Program Fund with a annual contribution from the General Fund.

Capital Improvements and Debt

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Major pieces of equipment which have a relatively long period of usefulness.
- d. Equipment for any public facility or improvement when first erected or acquired.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc.

Normal replacement of vehicles or equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$100,000 are generally excluded from the Capital Improvement Program. One exception to this provision is the Technology Enhancement project where the City will be implementing a personal computer replacement program over multiple years.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Decorative Lighting, Emergency Spill Cleanup), the project contains multiple phases (i.e. Bicycle Plan Implementation, Citrus Bowl Repairs, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project (i.e. Ferguson Drive Improvements, I-4/John Young Parkway, Summerlin Avenue).

Details of the entire financing plan along with project details can be found in the companion City publication entitled *2006-2011 Capital Improvement Program*.

The 2006/2007 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

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

Capital Improvements and Debt

FY 2006/2007 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2006/2007 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, including those funded through the Internal Loan Fund 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.

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
CAPITAL IMPROVEMENT FUND			
Arena Repairs and Improvements	\$ 515,000	REC	N
Athletic Field Shade Covers and Safety Netting	100,000	REC	N
Bob Carr Repairs and Improvements	160,000	REC	N
Brick Street Rehabilitation	200,000	TRA	N
Citrus Bowl Repairs and Improvements	500,000	REC	N
City Building Driveways and Parking Lots Upgrade	100,000	GEN	N
Citywide Ball Field Renovation	250,000	REC	N
Citywide Tennis Court Resurfacing	100,000	REC	N
Curb Replacement and Ramp Rehabilitation	150,000	TRA	N
Decorative Lighting	25,000	TRA	N
Equipment - Fire Station #15 (Savannah Park)	500,000	PSF	N
Equipment - Fire Station #17 (Millenia)	500,000	PSF	N
Ferguson Drive Improvements	50,000	TRA	N
Fire Equipment Replacement Program	650,000	PSF	N
Hazardous Sidewalk Repair	100,000	TRA	N
Hurricane Tree Replacement	100,000	REC	N
Leu Gardens Enhancements	225,000	REC	N
Neighborhood Playground Renovation	250,000	REC	N
Neighborhood Traffic Management/Traffic Calming	600,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	500,000	TRA	N
Pole and Mast Arm R&R	100,000	TRA	N
Primrose Building Furnishings	170,000	REC	N
Records Storage Warehouse	115,000	GEN	N
ROW Beautification And Median Improvements	125,000	REC	N
School Safety Sidewalk Program	400,000	TRA	Y
Streets and Stormwater Yard	200,000	STR	N
Technology Enhancement Projects (see page 355)	2,000,000	GEN	N
Traffic Signal Refurbishing	200,000	TRA	N
W. Gore St. - South OBT to I-4 On Ramp	235,000	TRA	N
CAPITAL IMPROVEMENT FUND TOTAL	\$ 9,220,000		

Continued on next page

Capital Improvements and Debt

FY 2006/2007 Adopted Capital Budget by Fund

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
GAS TAX			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Bicycle Plan Implementation	25,000	TRA	Y
Developer Signals-Matching Funds	150,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
I-4/John Young Parkway Interchange Landscaping	50,000	TRA	N
International Drive - North Improvements	625,000	TRA	Y
Intersection Safety Improvements	200,000	TRA	N
John Young Parkway Debt Service	380,057	TRA	N
Lymmo Debt Service	359,384	TRA	N
LYNX Annual Contribution	4,524,659	TRA	Y
New Traffic Signal Locations	284,600	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	<u>200,000</u>	TRA	N
GAS TAX TOTAL	\$ 8,498,700		
OTHER FUNDS			
Citrus Bowl Repairs and Improvements	<u>\$ 80,100</u>	REC	N
OTHER FUNDS TOTAL	\$ 80,100		
PUBLIC SAFETY CONSTRUCTION FUND			
Public Safety:			
Radio System Upgrades	\$ 7,200,000	PSF	N
Contingency (all Public Safety projects)	250,000	PSF	N
Police Department:			
Decentralization	7,500,000	PSF	N
Training Facility	11,500,000	PSF	N
Fire Department:			
Station #1A and #1B Relocation (Downtown)	14,850,000	PSF	N
Station #5 Relocation (S. Orange Ave.)	2,800,000	PSF	N
Station #6 Renovation (Executive Airport)	1,200,000	PSF	N
Station #7 Relocation (Washington Shores)	3,400,000	PSF	N
Station #11 Renovation (Curry Ford Rd.)	1,200,000	PSF	N
Station #13 Relocation (Southport)	2,800,000	PSF	N
Station #14 Replacement (Vista East)	2,900,000	PSF	N
Station #15 New Station (Savannah Park)	3,400,000	PSF	N
Station #16 New Station (Mudd Lake/Lake Nona)	1,100,000	PSF	N
Station #17 New Station (Millenia)	3,400,000	PSF	N
Station Purchase	<u>3,500,000</u>	PSF	N
PUBLIC SAFETY CONSTRUCTION FUND TOTAL	\$ 67,000,000		

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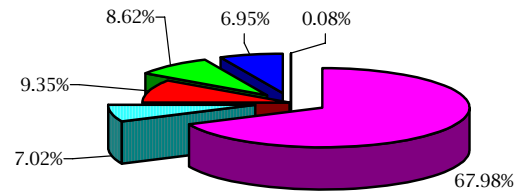
Capital Improvements and Debt

FY 2006/2007 Adopted Capital Budget by Fund

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
STORMWATER UTILITY			
Andora Street Drainage Improvements	\$ 350,000	STR	Y
Drainage Well Enhancement	250,000	STR	Y
Drainwell Repair and Rehabilitation	300,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Engelwood Park Drainage	250,000	STR	Y
Lake Angel/Conroy Basin Drainage Improvements	350,000	STR	N
Lake Enhancement Improvements	300,000	STR	Y
Lake Notasulga	200,000	STR	Y
Little Lake Fairview Stormwater Treatment System	1,100,000	STR	Y
Oakley Street Drainage Improvements	250,000	STR	N
Overbrook Retrofit	200,000	STR	N
Rapid Response Construction	325,155	STR	N
Sandbar Removal	350,000	STR	N
Southport Drainage Improvements	195,508	STR	Y
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	300,000	STR	N
Stormwater System Evaluation	150,000	STR	N
Streets and Stormwater Yard	200,000	STR	N
System Repair and Rehabilitation	500,000	STR	Y
Thornton Ave. Drainage Improvements	350,000	STR	N
TMDL Implementation	300,000	STR	N
Underdrain Construction	<u>525,000</u>	STR	N
STORMWATER UTILITY TOTAL	\$ 6,845,663		
TRANSPORTATION IMPACT FEE			
Crystal Lk./Maguire Blvd. Debt Service	\$ 800,000	TRA	Y
ITS Downtown Masterplan	1,000,000	TRA	N
Lee Vista Blvd. Debt Service	503,241	TRA	N
Mission Road: Conroy to OWG/Pine Hills Rd.	1,000,000	TRA	Y
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,751,256	TRA	N
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	1,789,000	TRA	Y
Summerlin Ave. - Anderson to South St.	<u>75,000</u>	TRA	N
TRANSPORTATION IMPACT FEE TOTAL	\$ 6,918,497		
GRAND TOTAL	<u>\$ 98,562,960</u>		

Capital Improvements and Debt

**Adopted Capital Budget by Funding Source
FY 2006/2007**

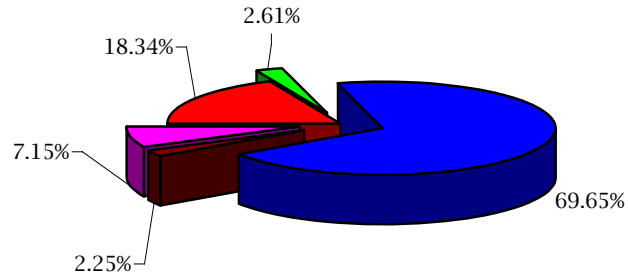


■ CIP Fund	■ Gas Tax
■ Stormwater Utility	■ Other Funding
■ Public Safety Construction Bond	■ Transportation Impact Fee

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
Public Safety Construction Bond	\$ 67,000,000	67.98%
CIP Fund	9,220,000	9.35%
Gas Tax	8,498,700	8.62%
Transportation Impact Fee	6,918,497	7.02%
Stormwater Utility	6,845,663	6.95%
Other Funding	80,100	0.08%
Total	<u>\$ 98,562,960</u>	<u>100.00%</u>

Capital Improvements and Debt

**Adopted Capital Budget by Type
FY 2006/2007**

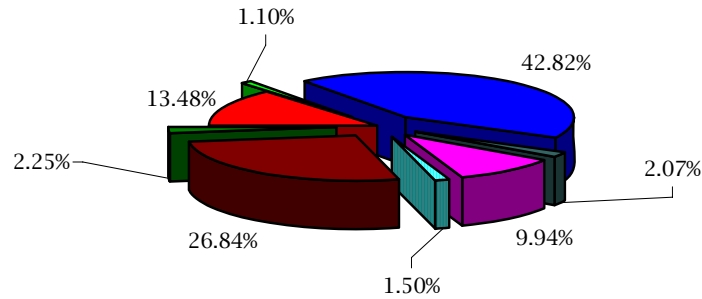


■ Transportation
 ■ Recreation & Culture
 ■ Public Safety
 ■ General Government
 ■ Stormwater

<u>TYPE</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
Public Safety	\$ 68,650,000	69.65%
Transportation	18,077,197	18.34%
Stormwater	7,045,663	7.15%
Recreation & Culture	2,575,100	2.61%
General Government	2,215,000	2.25%
Total	\$ 98,562,960	100.00%

Capital Improvements and Debt

Adopted Capital Budget by Department
FY 2006/2007



■ Transportation	■ Families, Parks & Rec	■ Fire	■ Finance
■ Public Works	■ Centroplex	■ Police	■ General Administration

DEPARTMENT	FUNDING AMOUNT FY 2006/2007	% of TOTAL
Fire	\$ 42,200,000	42.82%
Police	26,450,000	26.84%
Transportation	13,284,515	13.48%
Public Works	9,795,663	9.94%
General Administration	2,215,000	2.25%
Finance	2,042,682	2.07%
Centroplex	1,480,100	1.50%
Families, Parks & Recreation	1,095,000	1.10%
Total	\$ 98,562,960	100.00%

Capital Improvements and Debt

TECHNOLOGY ENHANCEMENT PROJECTS FY 2006/2007

Project	Adopted FY 2006/2007
Enterprise Server Replacement, Consolidation & Warranty Extensions	\$ 695,000
E-Government Interactive Mapping	170,000
Personal Computer Replacement	1,135,000
	<u>\$ 2,000,000</u>

Technology Enhancement projects are evaluated annually and ranked by the Information Technology Management Committee. That ranking then becomes a component in the determination of which projects are budgeted, along with available funding, Citywide priorities and other factors. The mission of the Information Technology Management Committee is to provide oversight to organizational-wide and strategic departmental technology initiatives. The Committee's role is to promote communication, accountability and strategic coordination in the implementation of technology within the City that ultimately reduces operating cost and/or improves service to our citizens.

The Committee includes the Chief Information Officer as the non-voting chairperson, along with eleven voting members who represent a cross section of City functions.

Capital Improvements and Debt

FY 2006/2007 Other Projects Requested by Fund

The following schedule outlines the projects that were submitted for FY 2006/2007, 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.

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
Other Funds			
Administration Center Garage Repair/Maintenance	\$ 240,000	TRA	N
Alafaya TI (Dowden Road) - Narcoossee to Greenway	8,000,000	TRA	N
Carrier Drive - (Kirkman to Universal)	200,000	TRA	N
Central Blvd. Garage Maintenance	190,000	TRA	N
Centroplex I and II Maintenance and Beautification	200,000	TRA	N
Church St - Garland to Orange	250,000	TRA	N
Church Street Maintenance/Beautification	110,000	TRA	N
Countdown LED Pedestrian Signals Upgrade	100,000	TRA	N
Courthouse Garage Maintenance	120,000	TRA	N
Eagle Nest Conservation Area Project	70,000	TRA	N
Eagle Nest Off Road Bicycle Trail Project	125,000	TRA	N
Eastern Regional Reclaimed Water System	11,234,991	WAS	Y
Facade Grant Program	40,000	ECD	N
Fire Station #14 (Vista East)	500,000	PSF	N
Fire Station #16 (Lake Nona- Mudd Lake)	2,300,000	PSF	N
Florida Hospital LYNX Contribution	25,000	TRA	N
High Crash Location Mitigation	500,000	TRA	N
Illuminated Street Name Signs and Wayfinding	100,000	TRA	N
International Drive - North Improvements	100,000	TRA	Y
Iron Bridge Digester Cover replacement	1,584,000	WAS	N
Jefferson Street Garage	17,500,000	TRA	N
Land Acquisition for Future Garage Development	2,000,000	TRA	N
LED Traffic Signal Upgrades	100,000	TRA	N
Library Garage Maintenance	125,000	TRA	N
LYNX Annual Contribution	25,000	TRA	Y
Market/Pine Street Garage	700,000	TRA	N
Narcoossee Rd/Hoffner(SR15): Beachline to Leevista	4,300,000	TRA	Y
ORHS LYNX Contribution	18,000	TRA	N
Orlando Easterly Wetlands Restoration	241,700	WAS	N
Pine St Extension ITS	250,000	TRA	N
Radio System Upgrades	1,248,000	PSF	N
School Safety Signals	200,000	TRA	N
Shingle Creek Trail	4,000,000	TRA	Y
Sidewalks - (Safe Routes to Schools)	1,400,000	TRA	N
Southeast Orlando Bicycle/Pedestrian Trail	50,000	TRA	N
Traffic Signal System Repair & Replacement	100,000	TRA	N
Transit Stop Deficiencies	600,000	TRA	Y
Other Funds Total	\$ 58,846,691		

Continued on next page

Capital Improvements and Debt

FY 2006/2007 Other Projects Requested by Fund

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
Service Charges			
Commercial Collection Vehicles	\$ 187,000	SOL	Y
Parking Meter Replacement	116,250	TRA	N
Reloacte Wastewater Facilities in turnpike SR91	500,000	WAS	N
Residential/Recycling Collection Vehicles	200,000	SOL	Y
Sewers-Misc. Repair, Replacement, Upgrade	300,000	WAS	Y
Super Critical Water Oxidation (SCWO)	1,500,000	WAS	N
Turnpike-South Kirkman Road	250,000	WAS	N
Water Conserv I Diversion	13,300,000	WAS	Y
Water Conserv I Lift Stations Upgrade	5,369,000	WAS	Y
Water Conserv II Master Pump Station Improvements	6,403,020	WAS	Y
Water Conserv II Painting	100,000	WAS	N
Service Charges Total	\$ 28,225,270		
Sewer Capacity Charges			
Downtown District Sewer Implementation	\$ 750,000	WAS	N
Eastern Regional Reclaimed Water System	22,810,436	WAS	Y
Expand Wastewater Maintenance System HiperPm	100,000	WAS	N
Lake Fairview Area Sewers	750,000	WAS	Y
LS #37 Improvements	696,500	WAS	N
Lift Station #69 - VFD's	162,500	WAS	N
Lift Station #85 - VFD's	197,250	WAS	N
Lift Stations - Underground Rehabilitation	300,000	WAS	N
Miscellaneous Neighborhood Sewers	3,500,000	WAS	N
Orlando Easterly Wetlands Restoration	258,300	WAS	N
Replacement of Lift Stations SCADA/Telemetry Equip.	300,000	WAS	N
Rockledge Area Sewer Improvement	2,000,000	WAS	N
Silver Star Road Forcemain	827,972	WAS	N
Video Security and Monitoring System-Wastewater	250,000	WAS	N
Water Conserv II Electrical System Upgrade and R&R	4,050,000	WAS	N
Sewer Capacity Charges Total	\$ 36,952,958		

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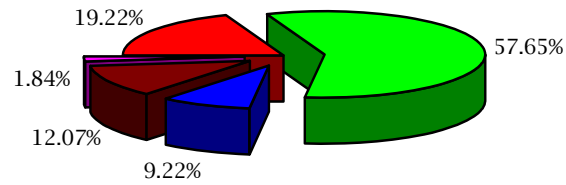
Capital Improvements and Debt

FY 2006/2007 Other Projects Requested by Fund

	<u>2006/2007</u>	<u>Function</u>	<u>CIE</u>
State Aid			
Barker Park	\$ 200,000	REC	N
Church St. Streetscape - Terry to Tampa	2,000,000	TRA	N
Citywide Pedestrian Improvements	996,000	TRA	N
Colonial Dr. & Highland Ave. Intersection	500,000	TRA	N
Colonial Dr. & Summerlin Ave. Intersection	500,000	TRA	Y
Conway Road-Hoffner Rd. to Beachline Expressway	11,650,000	TRA	Y
I-4 (Ultimate): Universal Blvd. to SR414	77,150,000	TRA	Y
I-4 Auxiliary Lanes from Kirkman Rd. to Turnpike	261,000	TRA	Y
I-4/John Young Parkway Interchange Landscaping	750,000	TRA	N
International Drive - North Improvements	737,500	TRA	Y
Narcoossee Rd./Hoffner (SR15): Leevista to Conway	4,200,000	TRA	N
Narcoossee Rd./Hoffner (SR15): Leevista to SR436	4,525,000	TRA	Y
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	10,000,000	TRA	Y
Orange - Lynx E. Colonial Corridor Improvement	2,500,000	TRA	N
Orange - Lynx W. Colonial Corridor Improvement	2,500,000	TRA	N
SR50: West of SR436 to SR417	55,664,000	TRA	N
US17/92 (Mills Ave.) Congestion Mgmt Improvements	<u>2,400,000</u>	TRA	Y
State Aid Total	\$ 176,533,500		
Tax Increment Financing			
Downtown Transportation Plan	\$ 3,900,000	TRA	N
Facade Grant Program	40,000	ECD	N
Federal Courthouse Streetscape	100,000	TRA	N
Lake Eola Amphitheater Renovation	1,500,000	REC	N
Pedestrian & Traffic Circulation Imp.-Streetscape	50,000	TRA	Y
TCE Clean-Up	<u>70,000</u>	ECD	N
Tax Increment Financing Total	\$ 5,660,000		
Total	<u>\$ 306,218,419</u>		

Capital Improvements and Debt

Other Projects Requested by Funding Source
FY 2006/2007

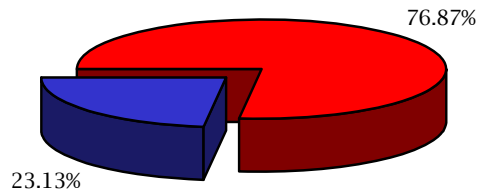


■ Other Funds ■ State Aid ■ Service Charges ■ Sewer Capacity Charges ■ Tax Increment

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
State Aid	\$ 176,533,500	57.65%
Other Funds	58,846,691	19.22%
Sewer Capacity Charges	36,952,958	12.07%
Service Charges	28,225,270	9.22%
Tax Increment	5,660,000	1.84%
Total	<u>\$ 306,218,419</u>	<u>100.00%</u>

Capital Improvements and Debt

**Other Projects Requested
City vs. Outside Source
FY 2006/2007**

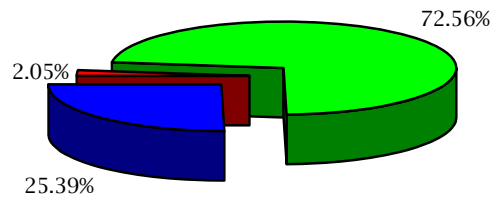


■ Outside Sources ■ City

<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
Outside Sources	\$ 235,380,191	76.87%
City	70,838,228	23.13%
Total	<u>\$ 306,218,419</u>	<u>100.00%</u>

Capital Improvements and Debt

Other Projects Requested by Type
FY 2006/2007

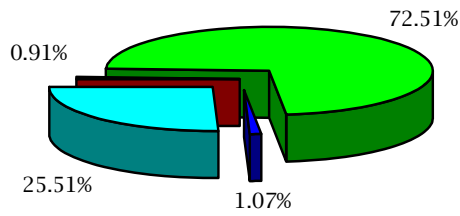


■ Other ■ Transportation ■ Wastewater

<u>TYPE</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
Transportation	\$ 222,197,750	72.56%
Wastewater	77,735,669	25.39%
Public Safety	4,048,000	1.32%
Recreation & Culture	1,700,000	0.55%
Solid Waste	387,000	0.13%
Economic Development	150,000	0.05%
Total	\$ 306,218,419	100.00%

Capital Improvements and Debt

Other Projects Requested by Department
FY 2006/2007



<u>DEPARTMENT</u>	<u>FUNDING AMOUNT FY 2006/2007</u>	<u>% of TOTAL</u>
Transportation	\$ 222,047,750	72.51%
Public Works	78,122,669	25.51%
Fire	2,800,000	0.91%
Economic Development	1,800,000	0.59%
Police	1,248,000	0.41%
Families, Parks & Recreation	200,000	0.07%
Total	\$ 306,218,419	100.00%

Capital Improvements and Debt

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.

<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>
Public Safety (1)				
Fire Station #15 - Savannah Park	15	\$1,482,315	\$ 242,050	\$ 1,724,365
Fire Station #16 - Mudd Lake	15	1,482,315	242,050	1,724,365
Fire Station #17 - Millenia	15	1,482,315	242,050	1,724,365
Police Substations	-	-	125,000	125,000
Transportation				
Area Wide Signal System Fiber Interconnect	-	\$ -	\$ 94,000	\$ 94,000
New Traffic Signal Locations	-	-	44,418	44,418
I-4/John Young Parkway Interchange Landscaping	-	-	20,000	20,000
Intelligent Trans. System Downtown Master Plan	-	-	48,000	48,000
Mission Road	-	-	50,000	50,000
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	-	-	20,000	20,000
Stormwater				
System Repair and Rehabilitation	-	\$ -	\$ 2,000	\$ 2,000

(1) Projects to be constructed as part of the Public Safety Construction Fund bond issue. Staffing for Fire Station #15 and Fire Station #17 has been included in the FY 2006/2007 budget; funding for staffing of Fire Station #16 is included in a future year of the three year initiative.

Continued on next page

Capital Improvements and Debt

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>
Solid Waste				
Commercial Collection Vehicles (1)	1 full time	\$ 50,469	\$ 332,401	\$ 382,870
Residential/Recycling Collection Vehicles (1)	1 full time	50,469	129,699	180,168
Transportation				
Jefferson Street Garage (2)	-	\$ -	\$ (605,264)	\$ (605,264)
Pine St. Extension ITS	-	-	9,076	9,076
Wastewater				
Eastern Regional Reclaimed Water System (3)	-	-	(1,000,000)	(1,000,000)
Super Critical Water Oxidation (4)				

NOTES:

(1) This project enables the City to automate collections and implement other technological advances.

(2) Net surplus from garage operations prior to depreciation.

(3) This project will enable the City to sell reclaimed water that is expected to generate an annual profit of \$1,000,000 at build out of the service area.

(4) This project will replace the current land application of wastewater sludge generated at the Iron Bridge and Water Conserv II Water Reclamation Facilities. There is significant potential for capital and operational cost savings once the initial investment is recovered. At this time the exact amount of savings is unknown.

Capital Improvements and Debt

DESCRIPTION OF MAJOR ADOPTED CAPITAL BUDGET, NONROUTINE PROJECTS

Following is a description of the five largest nonroutine projects included in the FY 2006/2007 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 2006-2011 Capital Improvement Program document available from the Finance Department.

<u>Project</u>	<u>FY 2006/07</u>	<u>Description</u>
Station #1A and #1B Relocation (Downtown)	\$ 14,850,000	The relocation of Station # 1 into two new stations is needed to maintain current service levels and to meet future service demands. The project will entail the construction of a new headquarters station near the site of the existing station. Consideration in the design must be made for the housing of Fire Department administration (currently located in City Hall), additional special teams equipment, a permanent public education display, community room, and training tower (in addition to the space requirements of the existing personnel and equipment). Another station is needed in the north end of Downtown to provide emergency service delivery due to new highrise projects and resident population to the area.
Police Training Facility	\$ 11,500,000	The training needs of the Police department continue to grow due to increases in personnel and increases in high liability tactical weapons. Adequate weapons and driver training facilities are a critical component in efforts to reduce liability costs and meet State police training and accreditation standards. Current facilities are shared with other agencies and scattered around the County, which creates waste and inefficiency. It is recommended that the City establish its' own stand alone Police Training Facility. The facility would include a indoor rifle and pistol range.
Police Decentralization	\$ 7,500,000	In the near future, the Police Department's ability to maintain its service standard will be severely constrained due to increased population, traffic congestion and other factors. Substations would provide needed office space and increase community accessibility to the department. Police operations will be decentralized by constructing patrol substations in various sections of the City. The exact locations will be determined based on calls-for-service, response times and real estate availability. The next priority is a Southwest Substation to handle new residential and commercial development in the area. A deep Southeast Substation will also be required due to the projected population growth.

Continued on next page

Capital Improvements and Debt

<u>Project</u>	<u>FY 2006/07</u>	<u>Description</u>
Radio System Upgrades	\$ 7,200,000	Key components of the existing radio system are no longer manufactured by Motorola and replacement parts are limited. The existing 800 MHz radio system is at full capacity with very limited frequencies available. This leaves no room for future growth. There are currently major problems with radio reception in areas of southeast Orlando. There currently is a lack of secured/encrypted channels needed for public safety operations. Zone controllers will be upgraded to insure a stable and reliable radio system. Migration to the new 740 MHz radio band width which has been secured for public safety use will occur. Implementation of a P25 compliant digital system to address coverage issues. Establishment of secure/encrypted digital channels for public safety operations.
Station Purchase	\$ 3,500,000	Orange County currently provides fire protection/emergency service to the deep Southeast sector of the City. The City reimburses the County for this service based on the property taxes generated by new developments in that area. At some point, it will be more cost effective for the City Fire Department to provide this coverage. This project will provide the City with the ability to acquire the existing fire station facility from the County.

Capital Improvements and Debt

DEBT SERVICE OVERVIEW

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

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

	Target	9/30/03	9/30/04	9/30/05
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures				
Debt Limit (within the covenant program limit)	20% max			
Goal / Target	10% max	6.6%	9.1%	9.4%
Weighted Average Maturity of Debt Program(s):				
Self Supporting	15 yr max	7.9	7.3	6.7
Non-Self Supporting	12 yr max	5.5	5.5	6.0
General Government Direct Debt per Capita	\$850 max	\$488	\$483	\$496
Net Direct Debt as a Percentage of Ad Valorem Property Values				
General Government	2.5% max	0.8%	0.8%	0.7%
Total Tax Supported	3.5% max	1.9%	1.9%	1.7%
General Fund Reserve as a Percentage of the Current Year's Operating Budget	10% min	27.7%	23.7%	23.9%

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 the Appendix.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Comprehensive Annual Reports located at: www.cityoforlando.net/admin/accounting/reports.htm.

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

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

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

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

Explanation of Bond Ratings

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

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

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2006	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2005	Aa3	AA-	AA

In addition to long-term debt, the rating agencies also evaluate short-term debt issuances, such as commercial paper programs. The City uses this type of borrowing as a cash-flow mechanism until long-term debt is issued, or to fund projects when there is a short payback period on the debt. The table below compares their rating systems:

Explanation of Short-Term Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Highest Credit Quality	VMIG1	A1	F1
Good Credit Quality	VMIG2; VMIG3	A2	F2
Fair Credit Quality	VMIG4	A3	F3
Speculative	SG	B	B
High Default		C	C
Default		D	D

The City of Orlando's short-term debt has historically been rated similarly to its long-term debt as high quality. The City currently has no short-term debt.

Additional information on the debt rating process can be obtained from the each of the rating agencies at:

Moody's	www.moodys.com
Standard and Poor's	www.standardandpoors.com
Fitch	www.fitchibca.com

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

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

Capital Improvements and 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 8,647 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.

Medium-Term Notes

The 2002, 2004 and 2005B rolling medium-term notes were designed to target the 1-15 year segment of the yield curve which is traditionally under-utilized in the tax-exempt market place. The anticipated amortization for both the medium-term notes and variable rate debt (level primarily over the last ten years of a nominal 30-year term) adds elasticity and interest rate savings to the internal loan program. Additionally, matching 10, 15 or 20-year amortizing loans with non-amortizing bonds provides significant relending opportunities.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Variable Rate Notes/Loans

Sunshine State Governmental Financing Commission (SSGFC) Loan (Series 1986) (Variable Rate)

The tax-exempt loan agreements totaling \$42,171,338 provide for amortizations of ten years (starting in 2007) for the \$36,171,338 loans and four years (starting in 2012) for the \$6,000,000 loan.

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, AMT (Alternative Minimum Tax), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans. In November 2004 the City borrowed \$25,580,000 in tax-exempt commercial paper to finance disaster recovery expenses. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

General Long-Term Debt Bonds:

Downtown CRA District

CRA Revenue Bonds

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

Republic Drive CRA District

Republic Drive Tax Increment Financing Revenue Bonds (Series 2002)

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

Conroy Road CRA District

Conroy Road Special Assessment Bonds (Series 1998)

The \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds 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.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Component Unit:

Civic Facilities Authority (CFA):

CFA Revenue Bonds (Series 1973)

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

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. On 10/1/05 the bonds were paid off.

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 3.46% for 2004-2005. 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.

Capital Improvements and Debt

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 \$3,500,000 loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

Expo Centre Renovation

The \$4,200,000 loan financed the CRA's contribution to convert the Expo Centre building into a downtown site for UCF's School of Film and Digital Media and the Florida Interactive Entertainment Academy.

55 West Special Assessment

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

FY 03-04 Capital Projects

The loan was used to finance the \$26 million capital project initiative.

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.

Hurricane Working Capital Loan

The \$25,000,000 loan is a two year loan to finance hurricane related expenditures. Payment of the loan comes from reimbursement by FEMA and the State for disaster related expenditures.

Lee Vista Road Extension

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

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.

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.

Capital Improvements and 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, 2006 (unaudited):

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
PRIMARY GOVERNMENT:			
Governmental Activities			
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 40,755,000
Conroy Rd. Series 1998A	Conroy Rd. Interchange	28,010,000	26,630,000
Community Redevelopment Agency Series 2002	Refunding	12,500,000	9,910,000
Community Redevelopment Agency Series 2004	Refunding	9,855,000	7,085,000
Total		<u>95,985,000</u>	<u>84,380,000</u>
Internal Loan Fund --			
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
Capital Improvement Refunding Special Revenue Bonds, Series 1998A	Refunding	51,780,000	42,800,000
Capital Improvement Special Revenue Bonds, Series 1998B	Narcoossee Road Construction	22,650,000	12,080,000
Capital Improvement Special Revenue Bonds, Series 2002	Parks, etc. construction	33,690,000	18,690,000
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
Capital Improvement Special Revenue Bonds, Series 2006A	Jefferson St. garage construction	24,495,000	24,495,000
Capital Improvement Special Revenue Bonds, Series 2006B	Refunding	5,010,000	5,010,000
Total		<u>268,461,338</u>	<u>228,711,338</u>
Total Governmental Activities		<u>\$ 364,446,338</u>	<u>\$ 313,091,338</u>

Capital Improvements and 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, 2006 (unaudited):

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
Business-Type Activities			
Wastewater Revenue Bonds --	Wastewater Treatment		
Senior Debt Issues:	and Distribution		
1997A		\$ 39,430,000	\$ 32,090,000
1997C		40,135,000	7,700,000
2002A		46,970,000	39,110,000
2003A		26,450,000	20,375,000
2006A		<u>18,240,000</u>	<u>18,240,000</u>
Total Wastewater Senior Debt Issues		<u>171,225,000</u>	<u>117,515,000</u>
Parking Revenue Bonds --			
Series 2004	Refunding	<u>15,040,000</u>	<u>12,385,000</u>
Total Business-Type Activities		<u>\$ 186,265,000</u>	<u>\$ 129,900,000</u>
COMPONENT UNIT:			
Civic Facilities Authority	Expansion of		
CFA Revenue Bonds	Florida		
Series 1973	Citrus Bowl	\$ 4,200,000	\$ 975,000
Guaranteed Entitlement			
Revenue Bonds			
Series 1976		<u>2,800,000</u>	<u>-</u>
Total Component Unit		<u>\$ 7,000,000</u>	<u>\$ 975,000</u>

Capital Improvements and 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
2006	\$ 2,643,523	\$ 2,283,840	\$ 3,333,994	\$ 9,947,940	\$ 16,043,327
2007	2,636,514	2,284,790	3,334,244	10,812,263	16,038,164
2008	2,643,699	2,283,540	3,335,056	7,641,234	15,971,111
2009	2,632,855	2,280,090	3,331,806	7,597,799	15,942,069
2010	2,632,202	2,284,440	3,333,081	7,438,722	15,883,970
2011	2,634,418	2,281,040	3,330,444	7,339,479	15,800,892
2012	1,135,461	2,282,390	3,333,756	7,205,989	15,737,772
2013	1,127,555	2,280,550	3,335,356	7,105,985	15,860,859
2014	1,127,005	2,280,520	3,334,156	7,034,704	15,790,004
2015	1,128,393	2,282,010	3,334,344	5,454,672	15,758,113
2016	1,131,515	2,279,730	3,334,662	5,449,999	4,430,000
2017	1,126,125	2,283,680	3,334,856	8,754,847	-
2018	-	2,283,280	3,334,669	10,624,376	-
2019	-	2,283,530	3,333,844	10,621,266	-
2020	-	2,284,140	3,332,125	10,606,139	-
2021	-	2,284,820	3,334,256	10,606,236	-
2022	-	2,280,280	3,334,725	10,596,493	-
2023	-	2,280,520	3,333,625	9,519,518	-
2024	-	2,279,960	3,332,737	3,227,523	-
2025	-	2,283,310	3,335,025	8,130,123	-
2026	-	2,279,990	-	6,268,894	-
2027	-	-	-	6,080,466	-
2028	-	-	-	5,892,036	-
2029	-	-	-	5,703,608	-
2030	-	-	-	5,515,180	-
2031	-	-	-	5,326,750	-
2032	-	-	-	4,748,322	-
2033	-	-	-	1,564,868	-
	<u>\$ 22,599,265</u>	<u>\$ 47,926,450</u>	<u>\$ 66,676,761</u>	<u>\$ 206,815,431</u>	<u>\$ 163,256,281</u>

Notes:

- (1) For the Series 1997A Bonds, interest was computed at 4.93%, which is the CPI-U used for October 1, 2005 payment and assumed spreads as follows: 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 rate of 6.18%.

Capital Improvements and Debt

Summary of Debt Service Requirements to Maturity

Parking Revenue Bonds	Total Principal & Interest	Civic Facilities Authority Bonds (2)	Total Principal & Interest Reporting Entity (3)	Fiscal Year
\$ 1,972,360	\$ 36,224,984	\$ 522,426	\$ 36,747,410	2006
1,969,860	37,075,835	315,812	37,391,647	2007
1,963,335	33,837,975	313,938	34,151,913	2008
1,966,647	33,751,266	311,050	34,062,316	2009
1,963,905	33,536,320	192,150	33,728,470	2010
1,963,969	33,350,242	-	33,350,242	2011
1,953,638	31,649,006	-	31,649,006	2012
1,948,531	31,658,836	-	31,658,836	2013
-	29,566,389	-	29,566,389	2014
-	27,957,532	-	27,957,532	2015
-	16,625,906	-	16,625,906	2016
-	15,499,508	-	15,499,508	2017
-	16,242,325	-	16,242,325	2018
-	16,238,640	-	16,238,640	2019
-	16,222,404	-	16,222,404	2020
-	16,225,312	-	16,225,312	2021
-	16,211,498	-	16,211,498	2022
-	15,133,663	-	15,133,663	2023
-	8,840,220	-	8,840,220	2024
-	13,748,458	-	13,748,458	2025
-	8,548,884	-	8,548,884	2026
-	6,080,466	-	6,080,466	2027
-	5,892,036	-	5,892,036	2028
-	5,703,608	-	5,703,608	2029
-	5,515,180	-	5,515,180	2030
-	5,326,750	-	5,326,750	2031
-	4,748,322	-	4,748,322	2032
-	1,564,868	-	1,564,868	2033
<u>\$ 15,702,245</u>	<u>\$ 522,976,433</u>	<u>\$ 1,655,376</u>	<u>\$ 524,631,809</u>	

Notes:

- (2) Orange County Civic Facilities Authority Fund.
(3) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission Loans (SSGFC) are not included in this schedule.

Supplemental Information

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Supplemental Information

APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2006/2007

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$147,125,688	\$65,913,195	\$5,737,472	\$18,444,176	\$11,037,737	\$13,851,104
SPECIAL REVENUE						
911 Emergency Telephone System	379,408					
Building Code Enforcement	4,115,154	1,631,300	87,077	152,546	47,757	19,463
Capital Improvement Fund			989,100	1,022,400		
CEB Lien Assessment Fund			6,000	50,000		3,000
Cemetery Trust Fund	180,689	60,310	20,000	250,000	20,000	400
Community Development Block Grant	468,615	184,845	12,000	1,440,663	6,500	9,500
Community Redevelopment Agency Fund	867,791	296,815	129,200	3,413,400	22,849	9,300
Contraband Forfeiture Trust Funds				10,000		
CRA Trust Funds						
Dubsdread Golf Course	349,275	122,178	8,100	160,732	51,356	51,258
Gas Tax Fund			50,000	1,321,035		
Harry P. Leu Gardens Trust Fund	1,063,682	401,454	227,600	174,438	126,606	20,000
HOME Investment Partnership Fund	41,664	22,757	700	1,223,741	500	500
HOPWA Grant Fund				2,818,820		
HUD Homeless Grant Fund				97,205		
Law Enforcement Training Fund			120,000	3,700		
Local Housing Assistance Trust Fund	89,462	30,488	2,000	2,000		2,000
Mennello Museum Fund	140,531	37,929	67,385	108,760	22,200	55,601
OCPS - Crossing Guard Fund				456,614		
Public Safety Construction Fund			5,000	3,850,000		13,000
Special Assessment Funds						
Transportation Grant Fund	47,475	29,624	61,050	1,972,132	48,000	200
Transportation Impact Fee Funds				211,000		
Utility Services Tax Fund				70,000		
DEBT SERVICE						
CRA Debt Service - Internal Loan Fund						
CRA Debt Service Refunding						
CRA Debt Service-Conroy Road						
CRA Debt Service-Republic Drive						
Jefferson Garage Debt						
Parking Facility Revenue Bonds Fund						
Taxable Series H Debt						
Wastewater Revenue Bond Funds						
ENTERPRISE						
Arena Concessionaire Fund			3,677,847			
Center for Arts & Education				140,603		
CNL R&R						
Orlando Centroplex Fund	3,607,299	1,066,109	322,800	5,394,544	1,593,316	117,300
Parking System Revenue Fund	2,675,503	1,236,834	223,650	1,635,890	443,439	32,775
Solid Waste Fund	4,322,928	2,259,220	950,881	1,082,142	5,107,844	9,050
Sports Complex Concession Fund			778,185			
Stormwater Utility Fund	2,087,746	1,034,388	1,008,023	5,849,850	86,103	27,931
Wastewater Construction Funds						
Wastewater Impact Fee Reserve Fund						
Wastewater R & R Fund			10,000			
Wastewater Revenue Fund	10,365,669	4,161,779	4,378,200	6,416,439	4,772,750	72,825
INTERNAL SERVICE						
Fleet Management Fund	1,892,899	820,981	7,654,000	610,499	154,965	1,203,500
Fleet Replacement Funds			200,000	304,000		
Internal Loan Fund						
Pension Participant Services	32,352	14,978	500	34,330		1,000
Risk Management Fund	656,221	239,373	24,018	867,861	2,084	16,371,865
Supplemental City Staff	436,132	246,019	4,200	499,683	1,000	
COMPONENT UNIT						
Civic Facilities Authority Revenue Fund	712,342	166,399	135,000	691,210	454,805	6,300
Civic Facilities Authority Sinking Fund						
Downtown Development Board Fund	203,409	66,609	8,260	337,361		1,309,606
PENSION TRUST						
City Pension Funds	40,143	14,625	2,750	397,735		5,250
TOTAL CITY OF ORLANDO	\$181,902,077	\$80,058,209	\$26,900,998	\$61,515,509	\$23,999,811	\$33,192,728

Supplemental Information

APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2006/2007

Travel	Internal Services	Capital	Non-Operating	Total	
\$736,010	\$22,230,430	\$1,743,737	\$55,607,472	\$342,427,021	General Fund
				379,408	<u>SPECIAL REVENUE</u>
34,140	454,828	336,720	2,888,135	9,767,120	911 Emergency Telephone System
12,000		6,216,500	980,000	9,220,000	Building Code Enforcement
			481,000	540,000	Capital Improvement Fund
2,200	55,966	30,000	9,181	628,746	CEB Lien Assessment Fund
4,500	33,360		122,612	2,282,595	Cemetery Trust Fund
5,400	47,893	37,030	7,644,665	12,474,343	Community Development Block Grant
			10,000	20,000	Community Redevelopment Agency Fund
			28,620,164	28,620,164	Contraband Forfeiture Trust Funds
			88,932	831,831	CRA Trust Funds
	60,000	1,809,600	7,524,597	10,765,232	Dubsread Golf Course
4,562	210,364			2,228,706	Gas Tax Fund
500	239		64,269	1,354,870	Harry P. Leu Gardens Trust Fund
			87,180	2,906,000	HOME Investment Partnership Fund
				97,205	HOPWA Grant Fund
120,000				243,700	HUD Homeless Grant Fund
	514		1,849,585	1,976,049	Law Enforcement Training Fund
	48,860			481,266	Local Housing Assistance Trust Fund
	614,000	54,691,000	7,827,000	67,000,000	Mennello Museum Fund
			1,664,657	1,664,657	OCPS - Crossing Guard Fund
	50,316		126,648	2,335,445	Public Safety Construction Fund
		1,000,000	5,880,997	7,091,997	Special Assessment Funds
			40,206,628	40,276,628	Transportation Grant Fund
					Transportation Impact Fee Funds
					Utility Services Tax Fund
			3,032,202	3,032,202	<u>DEBT SERVICE</u>
			2,671,074	2,671,074	CRA Debt Service - Internal Loan Fund
			2,505,346	2,505,346	CRA Debt Service Refunding
			3,314,650	3,314,650	CRA Debt Service-Conroy Road
			1,862,006	1,862,006	CRA Debt Service-Republic Drive
			3,488,460	3,488,460	Jefferson Garage Debt
			1,095,036	1,095,036	Parking Facility Revenue Bonds Fund
			17,404,062	17,404,062	Taxable Series H Debt
					Wastewater Revenue Bond Funds
			2,308,731	5,986,578	<u>ENTERPRISE</u>
		30,000		30,000	Arena Concessionaire Fund
36,000	180,920		2,111,643	14,429,931	Center for Arts & Education
8,870	362,539	9,674	6,671,417	13,300,591	CNL R&R
12,000	4,657,904	192,127	3,903,366	22,497,462	Orlando Centroplex Fund
			769,215	1,547,400	Parking System Revenue Fund
30,399	945,258	4,371,514	2,680,821	18,122,033	Solid Waste Fund
			6,100,000	6,100,000	Sports Complex Concession Fund
			12,513,520	12,513,520	Stormwater Utility Fund
		1,754,952		1,764,952	Wastewater Construction Funds
55,590	2,488,872	136,000	14,291,612	47,139,736	Wastewater Impact Fee Reserve Fund
					Wastewater R & R Fund
					Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
1,100	393,011	50,000	1,968,387	14,749,342	Fleet Management Fund
		5,783,484	4,894,262	11,181,746	Fleet Replacement Funds
			21,994,334	21,994,334	Internal Loan Fund
1,600	188		15,052	100,000	Pension Participant Services
7,600	4,385		2,452,236	20,625,643	Risk Management Fund
	41,663		150,485	1,379,182	Supplemental City Staff
					<u>COMPONENT UNIT</u>
1,300	185,032	82,500	1,472,006	3,906,894	Civic Facilities Authority Revenue Fund
			307,375	307,375	Civic Facilities Authority Sinking Fund
4,700	1,390		319,450	2,250,785	Downtown Development Board Fund
					<u>PENSION TRUST</u>
30,000	227		35,924	526,654	City Pension Funds
<u>\$1,108,471</u>	<u>\$33,068,159</u>	<u>\$78,274,838</u>	<u>\$282,016,394</u>	<u>\$802,037,194</u>	TOTAL CITY OF ORLANDO

Supplemental Information

CITY OF ORLANDO, FLORIDA
 GOVERNMENTAL FUND REVENUES
 LAST SEVEN FISCAL YEARS
 (modified accrual basis of accounting)

	2005	2004	2003 (1)	2002	2001	2000 (1)	1999
Revenues							
Property Taxes	\$ 82,993,998	\$ 76,985,876	\$ 71,676,754	\$ 68,620,497	\$ 68,984,150	\$ 57,589,699	\$ 53,911,928
Intergovernmental:							
Orlando Utilities Commission Contribution	34,034,545	31,657,846	32,992,766	28,203,772	32,091,000	30,787,504	31,350,352
State Sales Tax	29,312,751	25,935,004	24,413,099	24,043,656	25,117,291	24,968,947	22,813,038
Other Intergovernmental	71,481,501	73,916,907	59,718,037	50,849,891	49,342,276	37,494,073	45,391,008
Occupational licenses and franchise fees	32,148,332	28,744,770	28,156,910	27,199,650	25,834,029	23,305,556	22,102,594
Utilities services tax	39,376,317	38,106,887	37,725,266	39,202,567	31,827,207	32,492,805	29,176,987
Licenses, permits and fees	44,661,624	40,759,476	29,540,346	25,569,809	34,590,661	28,966,548	32,296,375
Fines and forfeitures	2,650,612	2,939,188	2,178,656	2,448,643	2,407,844	2,422,399	2,251,575
Investment earnings	5,640,411	4,181,785	8,310,851	9,830,376	18,218,309	12,897,377	7,787,487
Securities lending income	2,147,353	1,358,415	1,012,704	2,054,781	4,580,663	4,409,968	5,257,222
Special assessments	482,029	530,513	657,176	609,653	227,691	158,058	103,245
Other revenue	19,053,428	13,566,415	15,794,874	15,944,384	12,444,905	7,731,881	10,927,086
Total revenue	\$ 363,982,901	\$ 338,683,082	\$ 312,177,439	\$ 294,577,679	\$ 305,666,046	\$ 263,224,815	\$ 263,368,897

(1) In the last 7 years, two departmental reorganizations occurred in fiscal years 2003 and 2000.

Supplemental Information

CITY OF ORLANDO, FLORIDA
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value ⁽¹⁾ as a Percentage of Actual Value
1998	11,311,342,292	3,007,626,409	3,564,328	5,567,750,427	8,754,782,602	6.0666	18,779,437,501	76.267
1999	12,053,757,506	3,135,169,083	2,914,184	5,951,840,472	9,240,000,301	6.0666	19,884,112,791	76.402
2000	12,741,622,579	3,566,868,911	3,115,000	6,492,573,550	9,819,032,940	6.0666	21,478,475,412	75.944
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185	6.0666	23,699,114,932	75.775
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351	5.6916	26,072,857,827	76.084
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866	5.6916	26,964,193,392	76.599
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134	5.6916	27,860,293,818	77.591
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493	5.6916	29,359,532,714	77.655
2006	21,391,635,294	3,993,160,585	3,105,583	8,405,324,426	16,982,577,036	5.6916	32,430,027,313	78.285
2007	26,860,678,617	4,196,023,981	640,174	9,808,600,964	21,248,741,808	5.6916	39,230,573,058	79.166

(1) Includes tax exempt property.

Source: Orange County Property Appraiser (Recapitulation of the Ad Valorem Assessment Rolls, DR-403)

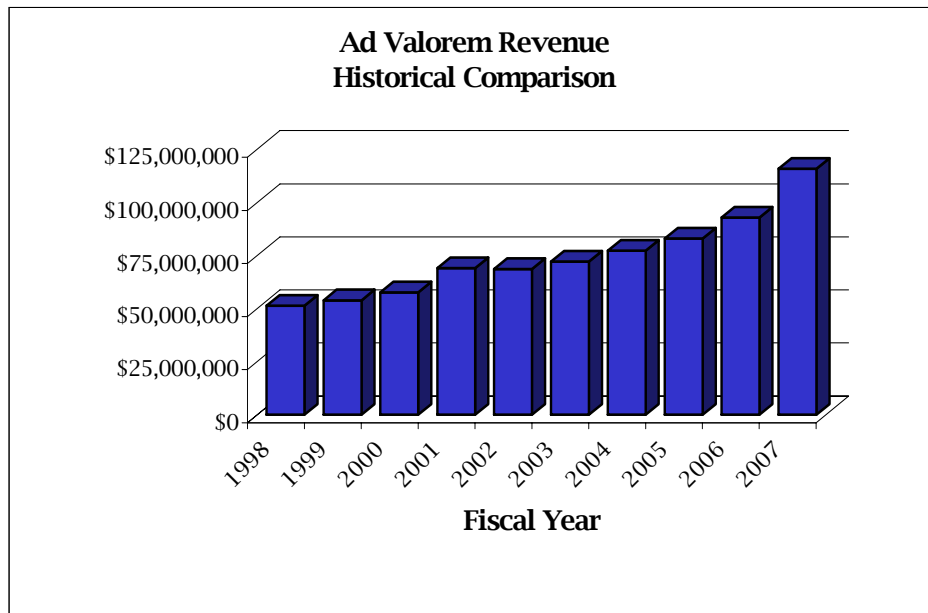
Note: Assessed values are determined as of January 1 for each fiscal year.

Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%. Estimated actual taxable value is calculated by dividing assessed value by those percentages.

Centrally assessed property consists of the railroad lines which are assessed by the State of Florida.

Tax rates are per \$1,000 of assessed value.

Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 6.0666 through FY 2001. It was reduced to the roll back rate of 5.6916 in FY 2002 and has remained at that rate. FY 2006 and FY 2007 are based on budget estimates.

Supplemental Information

CITY OF ORLANDO, FLORIDA
DIRECT AND OVERLAPPING PROPERTY TAX RATES
LAST TEN FISCAL YEARS
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30,	Direct		Overlapping				Total
	City	Orange County	Orange County School Board	Downtown Development Board (1)	Orange County Library	Water Management District (2)	
1996	\$ 6.0666	\$ 5.2889	\$ 9.3750	\$ 1.0000	\$ 0.4532	\$ 0.4820	\$ 22.6657
1997	6.0666	5.2889	9.1770	1.0000	0.4412	0.4820	22.4557
1998	6.0666	5.2889	9.0770	1.0000	0.4412	0.4820	22.3557
1999	6.0666	5.2889	9.0420	1.0000	0.4412	0.4820	22.3207
2000	6.0666	5.2264	8.6120	1.0000	0.4412	0.4820	21.8282
2001	6.0666	5.1639	8.5770	1.0000	0.4412	0.4720	21.7207
2002	5.6916	5.1639	8.4320	1.0000	0.4383	0.4620	21.1878
2003	5.6916	5.1639	7.8780	1.0000	0.4371	0.4620	20.6326
2004	5.6916	5.1639	7.8880	1.0000	0.4365	0.4620	20.6420
2005	5.6916	5.1639	7.5400	1.0000	0.4352	0.4620	20.2927

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB's geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST EIGHT FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
1998	\$ 53,319,413	\$ 52,684,734	98.81 %	\$ 130,049	\$ 52,814,783	99.05 %
1999	56,284,025	55,542,191	98.68	465,709	56,007,900	99.51
2000	59,906,060	59,036,080	98.55	188,991	59,225,071	98.86
2001	69,355,446	68,693,549	99.05	205,408	68,898,957	99.34
2002	71,720,658	70,950,391	98.93	271,753	71,222,144	99.30
2003	74,980,894	73,648,337	98.22	295,557	73,943,894	98.62
2004	80,409,382	79,599,244	98.99	643,734	80,242,978	99.79
2005	86,045,219	85,231,122	99.05	-	85,231,122	99.05

Source: Orange County Tax Collector and City of Orlando Finance Department.

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 4% to 1%).

Supplemental Information

CITY OF ORLANDO, FLORIDA
 PRINCIPAL PROPERTY TAX PAYERS
 CURRENT YEAR AND NINE YEARS AGO

Taxpayer	Type of Business	2005			1996		
		Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Universal City Fla. Partners	Entertainment	\$ 1,164,695,634	1	6.86 %	\$ 457,241,229	1	5.89 %
Highwood/Florida Holdings LP	Developer	142,120,386	2	0.84	-	-	0.00
Bell South	Communications	122,387,908	3	0.72	130,417,950	2	1.68
Forbes Taubman Orlando	Developer	120,721,345	4	0.71	-	-	0.00
ZML-Sun Center, LLP	Developer	98,935,818	5	0.58	62,075,803	4	0.80
Orlando Outlet World	Commercial	69,251,582	6	0.41	52,311,572	7	0.67
B T Orlando, LP	Commercial	67,280,352	7	0.40	-	-	0.00
Sentinel Communications	Communications	66,459,823	8	0.39	60,533,605	5	0.78
CNL Partnership, LP	Developer	58,564,174	9	0.34	-	-	0.00
U S Office Holdings LP	Commercial	55,610,292	10	0.33	-	-	0.00
MMM Lakewood, Ltd.	Developer	-	-	0.00	73,110,307	3	0.94
AT&T	Communications	-	-	0.00	56,535,011	6	0.73
TRST Orlando, Inc.	Developer	-	-	0.00	41,263,801	8	0.53
Magnolia Associates, Ltd.	Developer	-	-	0.00	40,395,065	9	0.52
SunTrust	Finance	-	-	0.00	39,008,511	10	0.50
Other Taxpayers		15,016,549,722		88.42	6,751,033,538		86.96
Total		\$ 16,982,577,036		100.00 %	\$ 7,763,926,392		100.00 %

Source: Orange County Tax Collector's Office

Supplemental Information

CITY OF ORLANDO, FLORIDA
SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST
LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
1995	\$ 91,924,239	\$ 22,606,912	\$ 114,531,151	\$ 5,335,000	\$ 6,370,093	\$ 11,705,093	10.22 %
1996	105,370,372	24,825,948	130,196,320	2,015,000	6,090,219	8,105,219	6.23
1997	110,386,406	27,975,875	138,362,281	2,100,000	6,117,777	8,217,777	5.94
1998	123,551,261	29,397,561	152,948,822	2,200,000	5,038,188	7,238,188	4.73
1999	134,880,130	29,881,899	164,762,029	2,305,000	5,940,275	8,245,275	5.00
2000	135,127,826	33,478,429	168,606,255	4,035,000	6,317,357	10,352,357	6.14
2001	145,792,157	32,689,117	178,481,274	4,165,000	5,667,950	9,832,950	5.51
2002	130,714,036	40,004,796	170,718,832	4,295,000	4,757,555	9,052,555	5.30
2003	152,143,469	38,462,398	190,605,867	4,445,000	5,583,130	10,028,130	5.26
2004	152,515,648	38,305,546	190,821,194	10,505,000	5,567,538	16,072,538	8.42
2005	174,669,849	39,662,940	214,332,789	15,660,000	7,779,849	23,439,849	10.94

Notes:

- (1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.
- (2) New borrowing are subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

<u>Fiscal Year</u>	<u>Tax Increment Revenue (1)</u>	<u>Debt Service Requirements</u>			<u>Coverage</u>
		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
1996	\$ 4,956,695	\$ 1,030,000	\$ 1,734,317	\$ 2,764,317	1.79
1997	4,986,610	1,070,000	1,684,726	2,754,726	1.81
1998	6,166,797	1,130,000	1,629,171	2,759,171	2.24
1999	6,696,256	1,185,000	1,575,567	2,760,567	2.43
2000	6,969,843	1,245,000	1,503,975	2,748,975	2.54
2001	7,990,792	1,305,000	1,433,714	2,738,714	2.92
2002	8,971,158	1,375,000	1,310,012	2,685,012	3.34
2003	9,455,284	1,505,000	1,088,361	2,593,361	3.65
2004	9,890,863	1,745,000	829,794	2,574,794	3.84
2005	10,707,104	2,135,000	605,091	2,740,091	3.91

- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST THREE FISCAL YEARS (1)**

<u>Fiscal Year</u>	<u>Tax Increment Revenue (2)</u>	<u>Debt Service Requirements</u>			<u>Coverage</u>
		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
2003	\$ 6,984,001	\$ 780,000	\$ 2,202,354	\$ 2,982,354	2.34
2004	7,273,945	1,335,000	1,986,244	3,321,244	2.19
2005	6,971,238	1,360,000	1,958,444	3,318,444	2.10

(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

(2) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

Appendix

CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2006/2007

	Actual FY 2004/2005	Revised Budget FY 2005/2006	Approved New Positions	Approved Position Deletions	Approved Position Transfers	Approved FY 2006/2007	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	117	119	7	-	-	126	3.77%
Centroplex	95	92	1	-	-	93	2.79%
Economic Development	161	194	22	-	-	216	6.47%
Families, Parks & Recreation	267	270	4	-	-	274	8.21%
Finance	48	54	2	-	-	56	1.68%
Fire	509	514	35	-	-	549	16.45%
General Administration	251	251	3	-	-	254	7.61%
Housing	18	17	-	-	-	17	0.51%
Police	983	1,000	38	(1)	-	1,037	31.06%
Public Works	537	546	14	(1)	-	559	16.75%
Transportation	149	157	-	-	-	157	4.70%
TOTAL CITY OF ORLANDO	3,135	3,214	126	(2)	-	3,338	100.00%
SUMMARY BY FUND							
General	2,484	2,522	105	(1)	(81)	2,545	76.23%
Wastewater Revenue	214	222	9	(1)	-	230	6.89%
Solid Waste	118	118	-	-	-	118	3.53%
Parking System Revenue	88	88	-	-	-	88	2.64%
Building Code Enforcement	-	-	8	-	82	90	2.70%
Orlando Centroplex	59	56	-	-	-	56	1.68%
Stormwater Utility	22	52	3	-	-	55	1.65%
Fleet Management	45	45	-	-	-	45	1.35%
Leu Gardens Trust	24	24	1	-	-	25	0.75%
Supplemental Staff (RAP Team)	20	20	-	-	-	20	0.60%
Community Redevelopment Agency	9	15	-	-	1	16	0.48%
Risk Management	11	13	-	-	-	13	0.39%
Community Development Block Grant	12	11	-	-	-	11	0.33%
Civic Facilities Authority Revenue	8	9	-	-	-	9	0.27%
Cemetery Trust	4	4	-	-	-	4	0.12%
Downtown Development Board	6	4	-	-	(1)	3	0.09%
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%
Fire Pension	1	1	-	-	-	1	0.03%
Law Enforcement Trust	1	1	-	-	(1)	-	0.00%
TOTAL CITY OF ORLANDO	3,135	3,214	126	(2)	-	3,338	100.00%

The approved position transfers are summarized below:

- 82 positions are moving from the General Fund to establish the Building Code Enforcement Fund. The new Fund is being established to segregate revenues and expenditures for Building Code enforcement activities in accordance with Florida Statute 166.222.
- A Police Legal Advisor is being moved from the Law Enforcement Trust Fund to the General Fund due to availability of funding.
- An Administrative Assistant position is being moved from the Downtown Development Board to the Community Redevelopment Agency to properly reflect work assignments.

Appendix

ADOPTED ADDITIONAL PERSONNEL
FY 2006/2007

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
EXECUTIVE OFFICES				
029 HOLA Office	1	HOLA Coordinator	S12	\$ 39,437
104 Audit Services & Management Support	1	Management Analyst I	S13	36,878
118 Neighborhood and Community Affairs	1	Community Outreach Coordinator	S13	36,878
119 Communications	1	Graphic Artist Sr.	S16	30,077
141 Chief Administrative Officer	1	Deputy Chief Administrative Officer	2	91,811
141 Chief Administrative Officer	1	Administrative Assistant	19	24,565
152 Legal Affairs	1	Assistant City Attorney II	EAll	54,074
TOTAL DEPARTMENT	7			\$ 313,720
ECONOMIC DEVELOPMENT DEPARTMENT				
186 Real Estate Management	1	Real Estate Agent I	S14	\$ 34,445
801 Director	1	Administrative Assistant	S19	24,565
811 Code Enforcement	1	Code Enforcement Supervisor	S12	39,437
811 Code Enforcement	6	Code Enforcement Officer I	S16	180,462
821 City Planning	1	Chief Planner	7	56,909
821 City Planning	2	Planner III	S11	79,124
821 City Planning	1	Planner II	S12	39,437
821 City Planning	1	Planning Technician	S17	28,142
TOTAL DEPARTMENT	14			\$ 482,521
FAMILIES, PARKS & RECREATION DEPARTMENT				
281 FPR Area 1	1	Recreation Specialist	S19	\$ 24,565
281 FPR Area 1	1	Administrative Receptionist	S21	21,445
281 FPR Area 1	1	Maintenance Worker	L01	18,990
285 Parks and Cultural Arts	1	Parks Service Specialist	S19	24,565
TOTAL DEPARTMENT	4			\$ 89,565
FINANCE DEPARTMENT				
181 Chief Financial Officer	1	Administrative Assistant	S19	\$ 24,565
185 Capital Investment	1	Administrative Assistant	S19	24,565
TOTAL DEPARTMENT	2			\$49,130

Continued on next page

Appendix

ADOPTED ADDITIONAL PERSONNEL
FY 2006/2007

<u>Program</u>	<u>#</u>	<u>Position Title</u>	<u>Pay Plan/ Level</u>	<u>Salary Amount</u>
<u>FIRE DEPARTMENT</u>				
605 Fire Safety Management	2	Fire Prevention Inspector I	S14	\$ 68,890
608 Fire Emergency Management	3	Fire Emergency Comm. Specialist I	FECO1	80,058
611 Fire Shift A	2	Fire Lieutenant	JLTX	113,554
611 Fire Shift A	2	Fire Engineer	JENPX	103,550
611 Fire Shift A	6	Firefighter	JFFX	239,262
612 Fire Shift B	2	Fire Lieutenant	JLTX	113,554
612 Fire Shift B	2	Fire Engineer	JENPX	103,550
612 Fire Shift B	6	Firefighter	JFFX	239,262
613 Fire Shift C	2	Fire Lieutenant	JLTX	113,554
613 Fire Shift C	2	Fire Engineer	JENPX	103,550
613 Fire Shift C	<u>6</u>	Firefighter	JFFX	<u>239,262</u>
TOTAL DEPARTMENT	35			\$ 1,518,046
<u>GENERAL ADMINISTRATION DEPARTMENT</u>				
161 Minority/Women Business Enterprise	1	Contract Compliance Investigator III	S12	\$ 39,437
165 Fleet/Facility Supply/Support	1	Property Clerk	S21	21,445
749 Facilities Management	<u>1</u>	Facility Engineer	TBD	<u>47,445</u>
TOTAL DEPARTMENT	3			\$ 108,327
<u>POLICE DEPARTMENT</u>				
665 Police Communications	10	Emergency Comm. Specialist I	S19	\$ 245,650
675 Criminal Investigations Division	2	Police Officer	FPO	76,064
691 North Patrol	8	Police Officer	FPO	304,256
691 North Patrol	2	Community Service Officer I	S19	49,130
692 East Patrol	8	Police Officer	FPO	304,256
693 West Patrol	<u>8</u>	Police Officer	FPO	<u>304,256</u>
TOTAL DEPARTMENT	38			\$ 1,283,612
<u>PUBLIC WORKS DEPARTMENT</u>				
701 Director	1	Administrative Receptionist	S21	\$ 21,445
711 CIP/Infrastructure Administration	<u>1</u>	Staff Assistant	S20	<u>22,963</u>
TOTAL DEPARTMENT	2			\$ 44,408
TOTAL GENERAL FUND	105			\$ 3,889,329

Continued on next page

Appendix

ADOPTED ADDITIONAL PERSONNEL
FY 2006/2007

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>BUILDING CODE ENFORCEMENT FUND #200</u>				
<u>ECONOMIC DEVELOPMENT DEPARTMENT</u>				
296 Permitting Services	1	Administrative Assistant	S19	\$ 24,565
297 Customer Service/Logistical Support	2	Permit Technician I	S20	45,926
297 Customer Service/Logistical Support	1	Economic Dev. Coordinator II	S13	36,878
298 Plans Review	1	Plans Examiner I	S14	34,445
299 Field Inspection & Review	3	Special Use Inspector	S14	103,335
TOTAL BUILDING CODE ENF. FUND	8			\$ 245,149
<u>STORMWATER UTILITY FUND #428</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
709 Surface Water Maintenance	1	TV Equipment Operator	L05	\$ 29,723
709 Surface Water Maintenance	1	Field Supervisor	S16	30,077
709 Surface Water Maintenance	1	Aquatic Chemical Technician	L04	26,811
TOTAL STORMWATER UTILITY FUND	3			\$ 86,611
<u>WASTEWATER REVENUE FUND #441</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
341 Wastewater Administration	1	Accounting Specialist I	S19	\$ 24,565
341 Wastewater Administration	1	Environmental Specialist	S16	30,077
344 System Evaluation & Maintenance	2	Wastewater Technician	L03	48,006
354 Lift Station Operations	1	Mechanic Supervisor	S14	34,445
357 Industrial Automation Group	4	Systems/Networks Administrator I	S12	157,748
TOTAL WASTEWATER REVENUE FUND	9			\$ 294,841
<u>H.P. LEU GARDENS FUND #633</u>				
<u>CENTROPLEX DEPARTMENT</u>				
633 H.P. Leu Gardens	1	Development Director	TBD	\$ 36,878
TOTAL H.P. LEU GARDENS FUND	1			\$ 36,878
TOTAL ALL FUNDS	126			\$ 4,552,808

Continued on next page

Appendix

ADOPTED PERSONNEL DELETIONS
FY 2006/2007

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>GENERAL FUND #100</u>				
<u>POLICE DEPARTMENT</u>				
683 Airport Police	<u>1</u>	Staff Assistant	S20	\$ <u>22,963</u>
TOTAL DEPARTMENT	1			\$ 22,963
TOTAL GENERAL FUND	1			\$ 22,963
<u>WASTEWATER REVENUE FUND #441</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
342 Wastewater Billing	<u>1</u>	Wastewater Billing Supervisor	S13	\$ <u>36,878</u>
TOTAL WASTEWATER REVENUE FUND	1			\$ 36,878
TOTAL ALL FUNDS	2			\$ 59,841

Continued on next page

Appendix

ADOPTED POSITION CHANGES
CONTRACT TO PERMANENT *
FY 2006/2007

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>GENERAL FUND #100</u>				
<u>EXECUTIVE OFFICES</u>				
118 Neighborhood & Community Affairs	1	Staff Assistant	20	\$ 22,963
119 Communications	1	Special Events Coordinator	16	30,846
609 City Emergency Management	<u>1</u>	Assistant Emergency Manager	10	<u>55,245</u>
TOTAL DEPARTMENT	3			\$ 109,054
<u>ECONOMIC DEVELOPMENT DEPARTMENT</u>				
821 City Planning	<u>1</u>	Planning Manager	9	<u>\$ 47,445</u>
TOTAL DEPARTMENT	1			\$ 47,445
<u>GENERAL ADMINISTRATION</u>				
749 Facilities Management	<u>1</u>	Staff Assistant	20	<u>\$ 27,456</u>
TOTAL DEPARTMENT	1			\$ 27,456
TOTAL GENERAL FUND	5			\$ 183,955

* Contract positions are included in the total authorized position count. Therefore, conversion of a contract position to permanent will not change the total number of authorized positions in a department.

Appendix

Policy Overview

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

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

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

The City of Orlando has made tremendous strides over the past three years in developing formal policies and implementing fundamental budgetary controls. While this task is not complete, the Fiscal Year 2006/2007 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 FY2006/2007 budget was developed.

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Appendix

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.

Appendix

BUDGET POLICIES

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced.)
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" budget. A base budget is defined as that level of funding which will allow for continuation of current programs. Proposed increments to that base budget are then outlined via separate forms. These increments may be known commitments, service level improvements or other items. Increments are further subdivided into: new personnel, new programs, program expansions, new facility coming on line, full year funding of current year new programs. Increment requests are then reviewed with the Mayor.
- Base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's citywide priorities. The use of new technologies that increase productivity and reduce costs will also be a factor.
- 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 limitation on all Florida municipalities.)
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.)
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

Appendix

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

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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.

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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.

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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 21st century. Orlando's strategic location and the ability of the airport to expand enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take the lead role in implementing multi-modal transportation opportunities, and in developing a land-use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established that will contribute to a more livable environment.

ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

Environmentally sound sewer services will be located so as to enhance activity-center development and will be ecologically sound. The activity center basis of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, users fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the level of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

As Orlando grows, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the arts, parks and recreational facilities, particularly in relation to Orlando's keynote parks and clean lakes.

Opportunities must be provided for a broad range of family situations. As lifestyles change dramatically, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages, especially the economically disadvantaged, is critical if Orlando is to reach its full potential for economic development and preserve its social fabric. Developing educational opportunities is not directly within the City's prerogative, but it is a critical factor in Orlando's growth and evolution and cannot be neglected in a vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

SUMMARY

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the 1991 Growth Management Plan. Through the Plan, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic and current role as Central

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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>

Appendix

CITY POLICY FOR CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and 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:

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

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
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.

Appendix

**FIGURE CI-1
CAPITAL IMPROVEMENTS ELEMENT
LEVEL OF SERVICE STANDARDS FOR ROADWAYS**

Roadway Segment	From	To	LOS Standard
Americana Boulevard	Tropical Trail	Conroy Road	E
Americana Boulevard	Conroy Road	Moonglow Boulevard	E
Augusta National Drive	T.G. Lee Boulevard	Hazeltine National Drive	E
Augusta National Drive	Hazeltine National Drive	Hoffner Avenue	E
Bee Line Expressway (EB)	Goldenrod Road Extension	Narcoossee Road	E
Bee Line Expressway (WB)	Narcoossee Road	Goldenrod Road Extension	E
Bee Line Expressway (EB)	Semoran Boulevard	Goldenrod Road Extension	E
Bee Line Expressway (WB)	Goldenrod Road Extension	Semoran Boulevard	E
Bee Line Expressway (EB)	Tradeport Drive	Semoran Boulevard	E
Bee Line Expressway (WB)	Semoran Boulevard	Tradeport Drive	E
Bee Line Expressway (EB)	Boggy Creek Road	Tradeport Drive	E
Bee Line Expressway (WB)	Tradeport Drive	Boggy Creek Road	E
Bent Pine Drive	Semoran Boulevard	Corporate Centre Boulevard	E
Boggy Creek Road	Jetport Drive	Fourth Street	E
Boggy Creek Road	Fourth Street	Tradeport Drive	E
Boggy Creek Road	Tradeport Drive	Wetherbee Road	E
Boggy Creek Road	Wetherbee Road	Airport Southern Extension	E
Boggy Creek Road	Airport Southern Extension	Greenway 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
Greenway Expressway (NB)	Boggy Creek Road	Narcoossee Road	E
Greenway Expressway (SB)	Narcoossee Road	Boggy Creek Road	E
Greenway Expressway (NB)	Narcoossee Road	Moss Park Road	E
Greenway Expressway (SB)	Moss Park Road	Narcoossee Road	E
Greenway Expressway (NB)	Moss Park Road	Beeline Expressway	E
Greenway 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

Appendix

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	Semoran Boulevard	E
Hoffner Avenue	Semoran 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	Semoran Boulevard	E
Lee Vista Boulevard	Semoran Boulevard	TPC Drive/Patch Road	E
Lee Vista Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
Lee Vista Boulevard	Goldenrod Road Extension	Narcoossee Road	E
Lee Vista Boulevard	Narcoossee Road	Econlockhatchee Trail	E
Lee Vista Boulevard	Econlockhatchee Trail	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

Appendix

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	Hiawassee Road	Kirkman Road	E
Sand Lake Road	Canada Avenue	Kirkman Road	F
Sand Lake Road	Kirkman Road	Mandarin Drive	E
Semoran Boulevard	Pershing Avenue	Hoffner Avenue	F
Semoran Boulevard	Hoffner Avenue	Lee Vista Boulevard	F
Semoran Boulevard	Lee Vista Boulevard	T.G. Lee Boulevard	F
Semoran Boulevard	T.G. Lee Boulevard	Beeline Expressway	F
Semoran Boulevard (HOV)	Michigan Street/Lake Margaret	Hoffner Avenue/Lee Vista Boulevard	E
Semoran Boulevard (HOV)	Hoffner Avenue/Lee Vista Boulevard	Beeline Expressway	E
Shadowridge Drive	Hoffner Avenue	Lee Vista Boulevard	E
Shadowridge Drive	Lee Vista Boulevard	Frontage Road	E
T.G. Lee Boulevard	Semoran Boulevard	Augusta National Drive	E
T.G. Lee Boulevard	Augusta National Drive	Tpc/Patch Road	E
T.G. Lee Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
TPC Drive/Patch Road	Hoffner Avenue	T.G. Lee Boulevard	E
Tradeport Drive	Beeline Expressway	Jetport Drive	F
Tradeport Drive	Boggy Creek Road	Orange Avenue (CR 527)	E
Tropical Trail	Orlando-Vineland Road	Americana Boulevard	E
Turkey Lake Road	Conroy Road	Orlando-Vineland Road	F
Turkey Lake Road	Orlando-Vineland Road	Hollywood Way	E
Turkey Lake Road	Hollywood Way	Wallace Road	E
Universal Boulevard	Kirkman Road	Hollywood Way	F
Universal Boulevard	Hollywood Way	International Drive	F
Universal Boulevard	International Drive	Sand Lake Road	E
Wetherbee Road Extension	Airport South Exit Road	Narcoossee Road	E

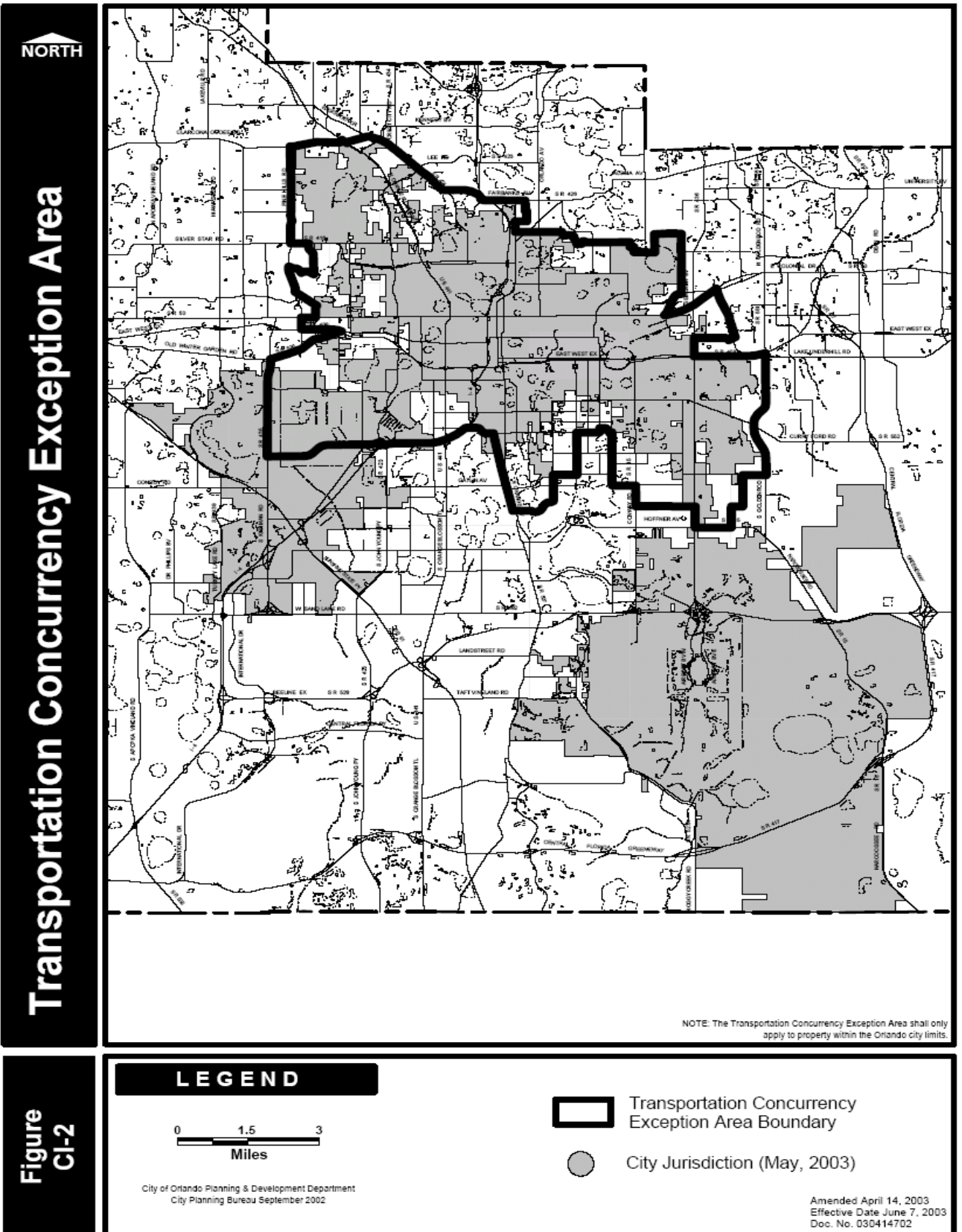


Figure
CI-2

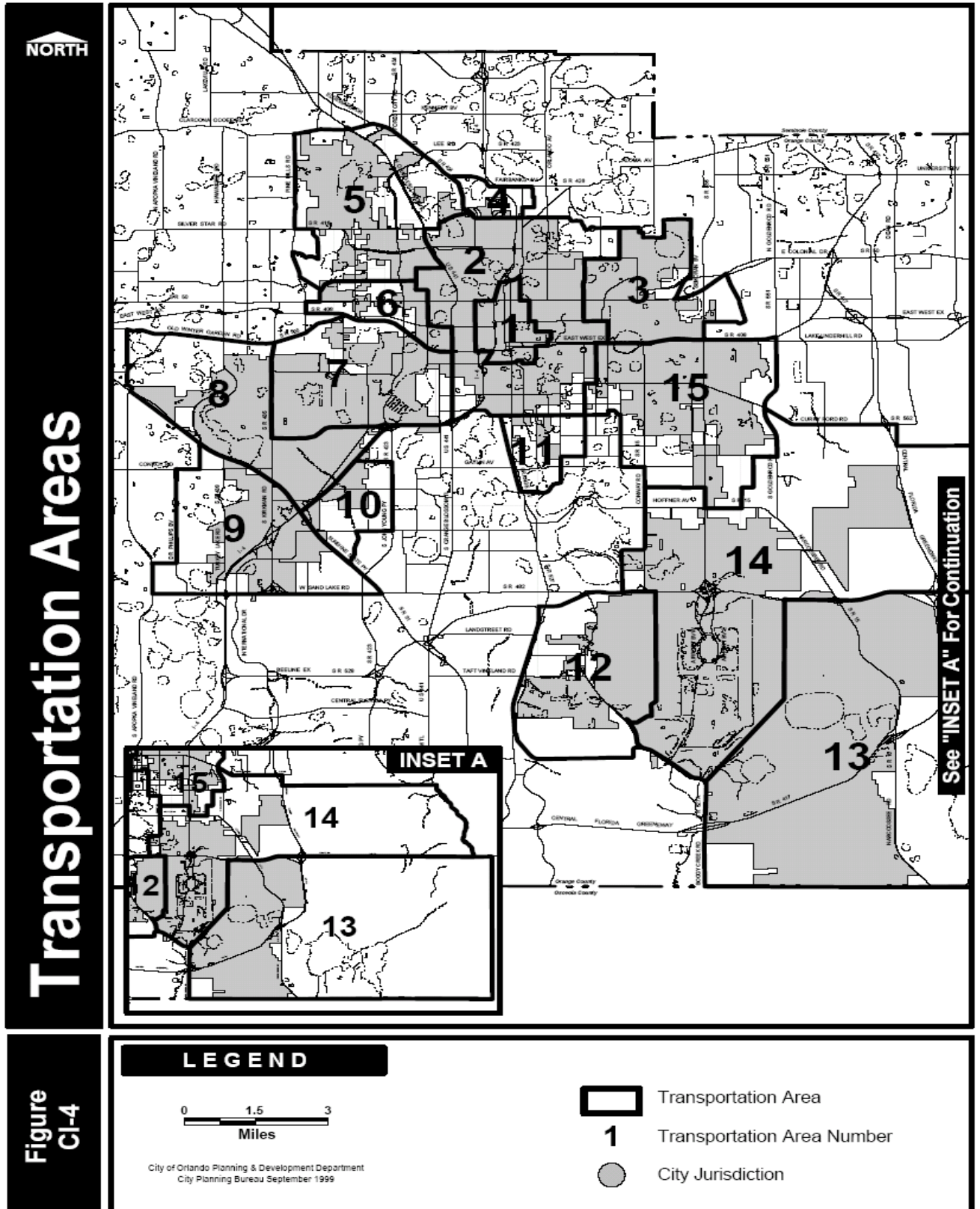
Appendix

Figure CI-3
Trip Allocation Program by Transportation Area

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

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

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



Appendix

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).

Appendix

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).

Appendix

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.

Appendix

**ANALYSIS OF DEBT OUTSTANDING
AS OF SEPTEMBER 30, 2005
(in Thousands)**

SELF-SUPPORTING:	BONDS	LOANS	TOTAL DEBT
Proprietary:			
Wastewater	\$ 128,570	\$ -	\$ 128,570
Parking	13,995	11,520	25,515
Total Proprietary	<u>142,565</u>	<u>11,520</u>	<u>154,085</u>
Governmental:			
Community Redevelopment Agency (CRA)	19,055	31,782	50,837
Republic Drive Interchange	42,145	-	42,145
Special Assessment:			
Historic District	-	595	595
Church St. Station	-	1,630	1,630
Downtown Hotels	-	3,982	3,982
Premiere Trade Plaza	-	14,000	14,000
55 West - Parking Garage	-	7,000	7,000
55 West - Public Plaza	-	2,000	2,000
Conroy Road Interchange	27,340	950	28,290
Total Governmental	<u>88,540</u>	<u>61,939</u>	<u>150,479</u>
Total Self-Supporting Debt	<u>231,105</u>	<u>73,459</u>	<u>304,564</u>
NON SELF-SUPPORTING:			
Governmental:			
City Hall	-	14,330	14,330
Narcoossee Road	-	14,248	14,248
City Hall Garage	-	6,372	6,372
Lee Vista Project	-	4,241	4,241
John Young Parkway	-	2,292	2,292
Lymmo Project	-	665	665
Dubsdread	-	2,300	2,300
Parks Initiative	-	27,450	27,450
2003/04 Construction Initiative	-	26,000	26,000
Hurricane Working Capital	-	20,000	20,000
Other	-	293	293
Total Governmental	<u>-0-</u>	<u>118,191</u>	<u>118,191</u>
Proprietary:			
Arena	-	6,737	6,737
Citrus Bowl (CFA)	1,210	2,152	3,362
Total Proprietary	<u>1,210</u>	<u>8,889</u>	<u>10,099</u>
Total Non Self-Supporting Debt	<u>1,210</u>	<u>127,080</u>	<u>128,290</u>
Total City Debt	<u>\$ 232,315</u>	<u>\$ 200,539</u>	<u>\$ 432,854</u>

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.

Appendix

EXPLANATION OF EXISTING AND FUTURE DEBT PROGRAMS

The City's debt programs at 9/30/05, under which new debt is anticipated, are:

Wastewater System Debt - This program currently has \$128,570,000 in outstanding bonds and is anticipated to be a Major Program indefinitely.

Covenant (Banking Fund) Debt - This program currently has \$229,291,338 (\$57,270,000 fixed rate medium term bonds, \$69,130,000 fixed rate long-term bonds and \$102,891,338 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 \$19,055,000 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 \$42,145,000 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, 27,340,000 of Special Assessments Bonds are outstanding.)

Parking System Debt - Designed for the specific use of meeting downtown parking system needs (currently there is \$13,995,000 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.

Appendix

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.

Appendix

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.

Appendix

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.

Appendix

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.

Appendix

Hedging Election

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging to the City's Variable Rate Debt exposure.

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 refunded 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.

Appendix

Programs	Maximum Net Variable Rate Debt Exposure	Actual Variable Rate Debt 9/30/05		
		Total	%	Unhedged %
Wastewater	35%	26%		26%
Parking	15%	0%		0%
CRA (Downtown District)	15%	0%		0%
Special Assessment	N/A	N/A		N/A

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.

Appendix

Reserve Policy Summary

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

Appendix

CRA Funds and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of Budgeted Expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the wastewater system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

Appendix

USE AND REPLENISHMENT OF RESERVES:

Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as Budgeted Expenditures increase.

Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

1. If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.
2. If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.
3. If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from 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.

Appendix

RESERVE LEVEL STATUS

The following schedule is designed to present the annual end-of-year actual status to the Reserve Policy. The dollar ranges and percentages shown below equate to of the subsequent year's Budgeted Expenditures. In the case of the Risk Management Fund, the ranges are based upon the percentage of the outstanding liability. For further explanation of minimums and maximums, see the Reserve Policy narrative in this section.

City of Orlando

Operating Reserve Level Status

Presented as of September 30, 2005

(\$'s in millions)

<u>Funds</u>	<u>2005/2006 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>		
		<u>Minimum</u>		<u>Maximum</u>				
General Fund						\$	58.41	
Utilities Services Tax							14.09	
Total General Fund	\$ 313.18	\$ 46.98	15%	\$ 78.30	25%	\$	72.50	23%
Enterprise Funds								
Self Supporting								
Wastewater System	\$ 43.18	\$ 4.32	10%	\$ 8.64	20%	\$	8.64	20%
Parking System	\$ 10.91	\$ 1.09	10%	\$ 2.18	20%	\$	2.18	20%
Stormwater System	\$ 17.61	\$ 1.76	10%	\$ 3.52	20%	\$	3.52	20%
Solid Waste Management	\$ 22.15	\$ 2.22	10%	\$ 4.43	20%	\$	4.43	20%
Enterprise Funds								
Non-Self Supporting								
Centroplex	\$ 11.51	\$ -	0%	\$ 1.20	10%	\$	(1.68)	-15%
CFA	\$ 3.69	\$ -	0%	\$ 0.38	10%	\$	-	0%

Continued on next page

Appendix

City of Orlando
 Operating Reserve Level Status
 Presented as of September 30, 2005
 (\$'s in millions)

<u>Funds</u>	<u>2005/2006 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Capital Project Funds						
Capital Improvement Fund	\$ 8.64	\$ -	0%	\$ 0.86	10%	\$ 0.86 10%
Internal Service Funds						
Fleet Management Fund	\$ 10.64 (1)	\$ 0.53	5%	\$ 1.06	10%	\$ (0.44) -4%
Risk Management Fund	\$ 35.88 (2)	\$ 3.59	10%	\$ 5.38	15%	\$ 13.00 36%

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

(2) Reflects the outstanding liability for claims as of September 30, 2005.

Appendix

Funds	Unrestricted	Restricted		Total
	Capital Projects Reserve	R&R	Other	
Enterprise Funds				
Self Supporting				
Wastewater System	\$ 60.84	\$ 2.65	\$ 4.63 (3)	\$ 68.12
Parking System	\$ 7.72	\$ 2.55	\$ -	\$ 10.27
Stormwater System	\$ 3.69	\$ -	\$ -	\$ 3.69
Solid Waste Management		\$ -	\$ -	\$ -
Capital Project Funds				
Capital Improvement Fund	\$ 7.74	\$ -	\$ -	\$ 7.74
Internal Service Funds				
Fleet Management Fund	\$ -	\$ -	\$ 17.54 (4)	\$ 17.54
Risk Management Fund	\$ -	\$ -	\$ -	\$ -

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

(4) Reflects the vehicle replacement reserve (see page 13 of the Resrve Policy).

Appendix

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
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%
1985	\$ 31,122,911	\$ 76,778,254	40.54%

Appendix

Chart of Accounts

The following provides a detailed listing of the various account codes that are rolled together for the group total. These group totals are displayed in the department sections of the document.

Account #	Account Name
6010	Salary Group

The following account codes relate to those expenditures associated with employee salaries.

6011	Executive Salaries
6012	Salaries and Wages (Regular)
6013	Salaries and Wages (Contract)
6014	Police Management
6015	Salaries and Wages (Fire Management)
6016	Salaries and Wages (LIU)
6017	Salaries and Wages (Fire Bargaining)
6018	Salaries and Wages (Police Bargaining)
6019	Salaries and Wages (Police Temporary)
6020	Salaries and Wages (Police FTO)
6021	Salaries and Wages (Blue Shirt)
6022	Overtime (Regular)
6023	Overtime (Police and Fire)
6024	Stand By Pay
6025	Incentive Pay
6026	Incentive Bonus
6027	Performance Bonus
6028	Extra Help
6029	Extra Help (Events)
6036	Longevity
6037	Holiday Bonus
6039	Salary and Benefits Reimbursements

6100	Benefits Group
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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

6310	Supply Group
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The following account codes relate to those expenditures associated with general supplies necessary to support City operations,

6311	Office Supplies
6312	Pro Card - Office Supplies
6314	Janitorial Supplies
6315	Medical, Agricultural and Chemical
6316	Food and Supplies
6317	Pro Card Food & Supplies
6318	Uniforms and Clothing
6319	Pro Card Uniforms and Clothing
6320	Recreational Supplies
6321	Other Materials and Supplies
6322	Computer Software and Accessories
6323	Pro Card Purchases
6324	Procard Support Program
6325	Gas, Lubricants and Grease
6326	Tires, Parts and Tools

Appendix

Account #	Account Name
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)
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)

Appendix

Account #	Account Name
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6611	Capital Group
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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
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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
6852	Contributions - Community Organizations
6862	Reimbursement (Employee Purchase)

6900	Contingencies
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The following account codes relate to funding allocated for unforeseen budgetary requirements.

6901	Contingency
6902	Project Contingency
6904	Personal Service Contingency
6905	Administrative Contingency

Appendix

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Glossary

ACCOUNT GROUP - A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level (see "line item").

ACCRUAL - The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY - A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

ADOPTED BUDGET - The original budget as approved by the City Council at the beginning of the fiscal year.

AD VALOREM TAX - A tax levied on the assessed value of real property (also known as "property tax").

AGENDA ITEM (Council) - Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMENDED BUDGET - The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year.

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.

BASE BUDGET - Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS - Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

BOND - A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

BOND REFINANCING - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET - A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets -- the "Operating" budget and the "Capital Improvement" budget.

Glossary

BUDGET AMENDMENT – Per City policy, any budgetary transaction that causes an increase or decrease in a fund's total.

BUDGET REVIEW COMMITTEE (BRC) - A five-member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

BUDGETARY ACCOUNTS - Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

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 OUTLAY - Expenditures which result in the acquisition of, or addition to, short-lived general fixed assets.

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).

CASH BASIS – A basis of accounting that recognizes transactions only when cash is increased or decreased.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

Glossary

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT - A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

COMMUNITY REDEVELOPMENT AGENCY - A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT - A legally separate organization for which the elected officials of the primary government are financially accountable.

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.

DEFICIT - The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

DESIGNATIONS - A portion of fund balance earmarked for specific appropriations.

DIVISION - An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE - Commitments reserved for contracts to provide goods or services.

Glossary

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.

EXPENDITURES - Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES - Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND - A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY) - Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS - Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

FRANCHISE FEE - A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, natural gas, water and roll-off service.

FRINGE BENEFITS - Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

FULL FAITH AND CREDIT - A pledge of the general taxing power for the payment of debt obligations.

FUND - An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING - A government accounting system, which is organized and operated on a fund basis.

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.

GENERAL OBLIGATION BOND - Bonds for which the full faith and credit of the issuing government are pledged.

Glossary

GOALS - General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities.

GRANT - Contributions of cash or other assets to be used for a specified purpose, activity or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

GROWTH MANAGEMENT PLAN - Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

HOME - The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION - A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000.

IMPACT FEE - Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME - A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

INDIRECT COST - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER - Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE - Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INVESTMENTS - Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

INTERNAL SERVICE FUND - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

Glossary

LINE ITEM - A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION - Voted by local referendum, e.g., Local Option Sales Tax.

MATCHING FUNDS - A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

METROPOLITAN STATISTICAL AREA (MSA) - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL - A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE - The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

OBJECT CODE - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Glossary

OPERATING EXPENSES - Expenses which are directly related to service activities.

OPERATING REVENUES - Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES - Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

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. Audit Services and Management Support monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE MEASURE - A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

PERSONAL SERVICES - Expenditures for salaries, wages, and fringe benefits of a government's employees.

PLEDGEABLE REVENUE - Revenues which can be used as a pledge to pay off debt; a form of collateral.

PROGRAM - A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

PROGRAM BUDGET - A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A program budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance measures).

PROJECT - A singular, specific work activity within a departmental program.

PROPRIETARY ACCOUNT - An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND - Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

PROPERTY TAX - A tax levied on the assessed value of real property, i.e., ad valorem tax.

Glossary

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.

RESOLUTION - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE - 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.

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.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) - A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE - A written law enacted by a duly organized and constituted legislative body.

SURPLUS - The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

Glossary

TAX INCREMENT FINANCING – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TRANSFER (of appropriation) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE - A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND - A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX - A tax levied by the City on the customers of various utilities such as electric, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

Glossary

ACRONYMS

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
CNL	CNL Financial Group, Inc.
CNW	Citizens for Neighborhood Watch
COP	Community Oriented Policing
CPI	Consumer Price Index

Glossary

CRA	Community Redevelopment Agency
CSO	Community Service Officer (non-sworn)
CST	Communications Services 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
FMLA	Family Medical Leave Act
FPR	Families, Parks and Recreation Department
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association

Glossary

GIS	Geographic Information System
GMP	Growth Management Plan
GOAA	Greater Orlando Aviation Authority
GPR	Grantee Performance Report
GREAT	Gang Resistance Education & Training
HOME	Home Investment Partnership Act
HOPWA	Housing Opportunities for Persons with Aids
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
MADS	Maximum Annual Debt Service
MERITS	My Efforts Result in Total Service (Employee Recognition Program)
MF	Multi Family
MGD	Million gallons per day
MPB	Municipal Planning Board
MSA	Metropolitan Statistical Area
M/WBE	Minority and Women Business Enterprise

Glossary

NACSLB	National Advisory Council on State and Local Budgeting
NCIC	National Crime Information Center
NPDES	National Pollution Discharge Elimination System
OCPS	Orange County Public Schools
OEM	Office of Emergency Management
OFD	Orlando Fire Department
OIA	Orlando International Airport
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

Glossary

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