



# ANNUAL BUDGET

2008/2009



CITY OF ORLANDO



# CITY OF ORLANDO

## ELECTED CITY OFFICIALS

400 SOUTH ORANGE AVENUE • ORLANDO, FLORIDA 32801



**Buddy Dyer**  
*Mayor*



**Phil Diamond**  
*Commissioner District 1*



**Tony Ortiz**  
*Commissioner District 2*



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



**Patty Sheehan**  
*Commissioner District 4*



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



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

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## Guide to Readers

### About the Budget

The Fiscal Year 2008/2009 Budget for the City of Orlando serves four fundamental purposes:

- 1) **Policy Guide** – as a policy document, the Budget serves to inform the reader about the Municipality and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the annual budget. This budget document details the services that the City of Orlando will provide during the twelve-month period from October 1, 2008 through September 30, 2009. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance measures for each department.
  - 2) **Financial Plan** – as a financial plan, the Budget details the costs associated with providing municipal services and how the services will be funded. The Budget includes a summary and detailed description of all revenues and expenditures including the General and Non-General Funds. The Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. The sources and uses of funds for two prior and the new budget years are summarized, changes in fund balance are discussed and an explanation of capital expenditures is provided included debt obligations. In addition, the City of Orlando section discusses the City's budget process and fund structure.
  - 3) **Operations Guide** – as an operations guide, the Budget details how departments and the funds are organized. The Budget informs the reader of all the activities, services and functions carried out by each department. In addition, the Budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its goals and accomplishments, performance indicators, authorized positions within the organizational structure, budget highlights, and budgetary appropriation.
  - 4) **Communications Guide** – as a communications device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included to consolidate the information as much as possible. The budget document also includes a table of contents and a glossary of terms to make it easier to locate and understand its contents. Finally, the budget includes the Chief Financial Officer's Letter and Mayor's Budget Address that provides readers with a narrative of the fiscal plans of the City of Orlando for the upcoming fiscal year.
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Orlando  
Florida**

For the Fiscal Year Beginning

**October 1, 2007**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Orlando, Florida for its annual budget for the fiscal year beginning October 1, 2007. 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.





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This  
**CERTIFICATE OF ACHIEVEMENT**

is presented to

*Orlando, Florida*

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

Presented at the 94<sup>th</sup> ICMA Annual Conference  
Richmond, Virginia  
21 September 2008

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

EDWIN C. DALEY  
ICMA PRESIDENT

MICHAEL LAWSON  
ICMA CENTER FOR PERFORMANCE MEASUREMENT

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# TRANSMITTAL LETTER

To the Citizens of the City of Orlando:

The Orlando City Charter charges the Mayor and City Council with the responsibility of setting guidelines for the development of a balanced budget. As is the case for the families in our community and across the country, the budget process was challenging this year because of a slumping national economy and the rising costs of energy and healthcare. In Orlando, we are also feeling the sting of a decrease in sales tax and a state-mandated revenue reduction due to property tax reform.

The City was faced with a \$30 million gap between our projected revenue and the cost to continue the level of service we were providing to our citizens. In order to bridge that gap, we advocated a sensible and strategic plan composed of four major components:

1. Permanent reductions to City services that reflect the changing economic environment in which we operate;
2. Continued emphasis on operational efficiency;
3. Judicious use of reserves (savings);
4. Modest adjustment to the millage rate.

The decisions we made will be evident. A variety of programs and services will be reduced or eliminated. More than fifty positions will be permanently deleted from the City workforce, and another 50 authorized positions are not funded. However, governments are operating in the same economic environment as our residents and businesses and we cannot continue to operate without recognizing that constraint.





## TRANSMITTAL LETTER

Despite those reductions, the City did not sacrifice public safety. We fully funded the third year of our public safety initiative, which added 25 more police officers in our neighborhoods (total of 75 new officers). At a time when crime is growing nationally, governments cannot ignore their primary duty to protect their residents.

We were fortunate last year that we were able to reduce our millage rate to comply with property tax reform, but that rate cannot be sustained. The City Commission decided that the most prudent course of action was to restore the millage rate to slightly below the FY2007 rate, along with the above-referenced cuts. The Commission felt this balanced approach was the most prudent way to make up the deficit. Even with this millage rate adjustment, 70 percent of our residents will be paying less in property taxes than they did last year and 80 percent will be paying less than they did two years ago, primarily because the State doubled the homestead exemption.

Throughout the budget process we went to great lengths to communicate our issues to residents and business owners. In July the City Council dedicated three days for a public budget workshop to discuss all of our alternatives. In addition to the public notice provided by the Property Appraiser's office, we developed a tax calculator for our website so property owners could see their tax bill in advance of the City Council vote on the millage rate. We also initiated community forums where a representative from every City department was available to meet, individually, with residents to discuss the impact of our budget decisions.

The final part of the communication process is this budget document. I encourage everyone to read through the information we have provided here and to engage your government in discussions about our future. Despite the difficult economic conditions we face today, the future remains bright for the City of Orlando.

Sincerely,

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

Mayor Buddy Dyer





# CHIEF FINANCIAL OFFICER LETTER



October 1, 2008

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) 2008/09, which totals \$926,090,108. This budget was prepared in the aftermath of Property Tax reform through legislation that was enacted by the State which prescribed limits on ad valorem tax revenue increases and voter approval of Amendment 1 which created a second \$25,000 homestead exemption. It was a collaborative effort of City departments utilizing the guiding parameters and priorities outlined by Mayor Buddy Dyer. It was formulated within the structure outlined by State formula. The Council provided helpful insight during Budget Camp and following the Mayor's Budget Presentation on July 21, 2008. Our citizens took the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two formal public hearings held in September.

As the Mayor stated on July 21, this was an extremely difficult budget year that presented many challenges. The goal was to meet these challenges while focusing on public safety, including the final year of the three year public safety initiative; maintaining the City's high quality of life; and creating opportunities for Orlando's families to succeed. The Mayor and this City Council have historically demonstrated a commitment to making difficult, yet fiscally responsible decisions. Those decisions have helped Orlando maintain a balanced budget without raising taxes. We are now at a critical juncture. Current conditions are difficult. Energy, healthcare and other costs are increasing, yet the legislation enacted by the State and voter approval of Amendment 1 are limiting revenue growth. Nonetheless, as the Mayor stated, we have long term goals to accomplish. A delicate balance must be achieved between developing a prudent budget for today, while still investing for the future. I believe that the City of Orlando has developed a well thought out fiscal plan for FY 2008/2009 that will allow it to, in the words of the Mayor, "stay on track for a better and more prosperous tomorrow". I am confident that this budget is fiscally responsible, meets the current high standards the City has set for itself and will help propel us toward achieving the goals of tomorrow.

The General Fund budget for FY 2008/2009 totals \$371,238,169. This is an increase of \$30,216,480 when compared to the revised budget for the prior fiscal year. The growth scenario results from a



## CHIEF FINANCIAL OFFICER LETTER

few select items. Those items are the addition of 25 Police Officers, increases in employee compensation to keep pace with market conditions and increases in employee benefit costs due primarily to new accounting requirements regarding Other Post employment Benefits (OPEB). The budget does include an increase to the millage rate, from 4.9307 to 5.6500. Although the rate has increased, it is lower than the rate the City had prior to statutory property tax reform (\$5.6917) and is still the second lowest rate of the last twenty years. Reserves of \$9.7 million were also used to balance the budget. Although sufficient reserves are available and the City is still well within the benchmarks established by its' reserve policy, the goal is to minimize the actual use of reserves through the achievement of various efficiencies throughout the fiscal year.

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

### Citywide Staffing/Salaries and Benefits

In order to help address our budget challenges, Departments undertook a detailed analysis of their staffing requirements. A total of 52 vacant positions Citywide are being eliminated. Over 50 additional positions are being frozen and are not funded in the budget. These actions will save over \$3.5 million in the General Fund. This will be the first year of negotiated agreements with all of our bargaining groups. Although all negotiations are not complete at this time, the budget does contain a three percent cost of living adjustment for all employees. In addition, it includes funding to implement a Service Employees International Union market pay study. There also is funding to continue the previously established level of medical insurance and other benefits for all employees.

### Executive Offices

The Human Resources Division and the Minority/Women Business Enterprise Program will now be aligned as part of the Office of the Chief Administrative Officer. Audit Services and Management Support will become part of the City Attorney's Office. A total of six positions are being deleted within the Executive Offices. There will be four positions deleted within Audit Services and Management Support and two positions deleted within the Office of Human Relations. The six deletions amount to a salary and benefit savings of over \$430,000.

### Economic Development

The Red Light Camera Enforcement Program is fully funded in the FY 2008/2009 General Fund budget. Red Light citation revenue is budgeted at \$2,287,500. Due to a decline in building activity, the Building Code Enforcement Fund is budgeted at a lower level than the prior fiscal year. The Fund total is \$8.4 million, as opposed to \$10.2 million in the FY 2007/2008 budget. A total of 13 positions are being deleted within the Fund. As an investment for the future, the City will continue to focus on job creation and economic diversification. Although reduced by a half million dollars, the General Fund portion of the Economic Development Department



## CHIEF FINANCIAL OFFICER LETTER

budget does include over \$2 million for Qualified Target Industry payments, tax rebates, business assistance and main street programs, along with annexation fee incentives.

### Families, Parks, and Recreation

The Department's \$27.9 million General Fund budget will allow the City to meet the need and demand for youth, senior and other programs and activities, along with providing for high quality parks and open spaces. However, budget constraints have resulted in reduced landscaping and mowing schedules in the Parks Division and, in the Recreation Division, the Saturday closing of community centers with low usage. The reduced landscaping and mowing schedules will result in \$154,000 of savings. The community center Saturday closings will save \$30,000. In addition, the Department will be freezing a total of 19 positions, resulting in savings of slightly over \$850,000. The FY 2008/2009 budget does provide \$200,000 for the continuation of the Parramore Child Care Executive Partnership Program.

### Finance

The Purchasing and Materials Management Division, the Technology Management Division, the Facilities Management Division and the Fleet Management Division will now become part of the Finance Department and its name will be changed to the Office of Business and Financial Services. These organizational changes will help the City achieve cost savings while helping to ensure that government is as effective as possible. The organizational changes also result in the elimination of a Department Director level position, which will allow the City to realize salary and benefit savings of approximately \$180,000. Two additional positions will also be eliminated. Among the Department's frozen positions will be two upper level management positions, generating savings of over \$200,000. The budget again includes a rebate of Risk Management fees. The total rebate is budgeted at \$3 million, with the funding slated to return to the General Fund. The rebate is possible due to available funding exceeding the reserves necessary for actual claims and the actuarially determined reserve for incurred, but not reported claims.

### Fire

The City's focus on public safety and the fact that the City has achieved, and desires to maintain, the highest Insurance Services Organization rating (the measure of our ability to protect property from fire damage) allows for limited opportunities to achieve budgetary savings without impacting established service levels and ratings.







## CHIEF FINANCIAL OFFICER LETTER

Three new Fire Stations have also recently opened to meet public needs and those Stations are all fully funded for the first time. Nonetheless, some budget reductions have been achieved. One non-sworn civilian position has been eliminated and another has been frozen. This results in savings of \$100,000. In addition, public outreach programs have been scaled back generating savings of over \$185,000.

### Housing and Community Development

As part of the overall \$2,219,193 Community Development Block Grant budget, funding has been included for the Center for Drug Free Living Nueva Vida Program, the Seniors First HEART Program, Center for Multicultural Wellness & Prevention youth center, Coalition for the Homeless renovations and the Quest vocational facility rehabilitation. Federal Emergency Shelter Grant funding of \$98,677 will be passed through the City to the Coalition for the Homeless. State Housing Initiatives Partnership funding totals \$2,021,617.

### Orlando Venues

The budget includes revenue and expenditures associated with various events. These events include Orlando Magic National Basketball Association games, Orlando Predators Arena Football League games, concerts, and family and community events. Four positions within the Orlando Venues department are being deleted. Three positions will be eliminated within the Arena/Theatre operations and one position will be eliminated at the Citrus Bowl. In addition, a total of 12 positions throughout the Department will be



frozen for the fiscal year. The Venues Department also includes the operations of the Harry P. Leu Botanical Gardens. The FY 2008/2009 budget for the Gardens is \$2,597,212.

### Police

The final phase of the Public Safety Initiative will be implemented with the addition of 25 Police Officers, associated vehicles and all necessary equipment. This continues the City's focus on public safety and fulfills the Mayor's commitment of adding 75 Officers over a three year period. The Department is still being called upon though to contribute toward achieving budgetary savings. With that goal in mind, two non-sworn positions will be eliminated for a savings of \$111,000. In addition, the freezing of additional non-sworn positions will save \$202,000. Four sworn positions are also being transferred to the GOAA Police Fund. This transference of cost will save the General Fund over \$400,000.



## CHIEF FINANCIAL OFFICER LETTER

### Public Works

The General Fund portion of the Department budget totals \$10.1 million. The operating budget has been lessened by almost \$700,000. In response to the City's budget challenges the Department has reduced the landscape, mowing and litter removal budget by that amount. A position deletion and position freezes will net another \$345,000 in savings. During FY 2007/2008, the CIP/Infrastructure Division was moved from the General Fund and made an Internal Service Fund. The Fund was titled the Construction Management Fund. The FY 2008/2009 Fund budget is \$2,997,481.

### Transportation

The Department consists of three Divisions. The Transportation Planning and Engineering Divisions are in the General Fund and the Parking Division is an Enterprise operation. The Parking Division includes full year funding for the Market Garage, which opened during FY 2007/2008. The most significant expenditure within the Department General Fund budget is the cost of street lighting. This expenditure is budgeted at \$5.4 million for FY 2008/2009. Two General Fund positions will be deleted within the Department, resulting in savings of \$100,000. One position will be deleted within each Division. The Department is also responsible for managing the relationship with the City's mass transit provider, LYNX. The contribution to LYNX totals \$4,255,000 and is paid from Gas Tax funds. This contribution belies the importance the City places on mass transit as an integral community component.

### Community Venues – Interlocal Agreement

The Orlando City Council and the Orange County Commission approved an Interlocal Agreement related to financing of construction, expansion and renovation of a new Events Center, Performing Arts Center and the Citrus Bowl in 2007. A total of \$3.7 million has been included in the FY 2008/2009 budget for the planning process and to provide expert financial, legal and project management assistance. A total of \$14.7 million has been budgeted for debt service for these projects. The majority of that debt service, \$10.3 million, will be funded via the pass through of County Tourist Development Tax revenue.

An additional \$2 million will be funded from State Sales Tax Rebate proceeds pursuant to Section 288 Florida Statutes. The Community Venues endeavor is a collaborative effort involving the City, Orange County and the private sector. Budget revisions for construction and/or debt service will occur as necessary utilizing appropriate procedure.





# CHIEF FINANCIAL OFFICER LETTER

## Enterprise Funds

Stormwater Utility Fees have been undergoing a graduated rate increase process, with FY 2008/2009 being the last year. A 10% increase is slated. A total of \$8,624,354 of Stormwater Utility funded projects are included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$24,935,758 includes an automatic annual service charge fee increase of 2.5%. A total of 15 Refuse Collector positions are being eliminated. This is the result of efficiencies achieved through an ongoing collection methodology change and will not result in any reductions in service. The Wastewater Revenue Fund budget of \$45,119,543 includes the same automatic 2.5% increase for commodity charges only. While no positions are proposed for elimination in the Wastewater Fund, a total of five positions will be frozen. That action will generate \$274,000 in savings. The Parking Fund was discussed in the Transportation Department section.

## Debt Service

The General Fund budget for debt service amounts to \$14,709,409 in FY 2008/2009. The total includes debt associated with the Public Safety Initiative, the Parks Initiative, the construction of City Hall, the FY 2003/2004 construction initiative and real estate acquisitions. The City Hall debt ends in FY 2011/2012. All the others extend beyond that date. Community Venues debt service has been previously discussed. Additional debt service is budgeted for Community Redevelopment Agency loans, parking facility construction and Wastewater system improvements.

## Non-Departmental/Non-Operating

The General Fund tax increment payments to the Community Redevelopment Districts will increase by slightly over \$4.3 million for FY 2008/2009. The increase is the result of assessment growth in these districts, along with the millage rate change. The combined CRA assessment growth rate was over 14%, whereas the overall City assessment growth rate was three percent.

## Other Post-Employment Benefits

The City is now required to implement GASB Statement No. 45/ Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB). The FY 2008/2009 budget does include an OPEB Trust Fund. The Fund is budgeted at \$22,190,218, which is an estimate of our Annual Required Contribution (ARC). The components of the ARC are an employer contribution, an implicit rate subsidy and a pay-as-you-go portion. The goal of the City is to fully fund the ARC each year and that has been done for the current year. The ability to continue to do this in the future will be predicated upon the demand for increases in public safety and additional, anticipated efforts at Property Tax reform. Decisions on future year contributions for OPEB can only be made after assessing these impacts.

## Capital Improvement Program

Funding for General Fund capital improvement projects remains constant at \$9.2 million. Due





## CHIEF FINANCIAL OFFICER LETTER

to limited availability, funding has been allocated strictly to repair and renovation projects. An increase in funding was made to the Fire Equipment Replacement project. An additional \$175,000 has been allocated, bringing the annual allotment to \$1 million. The goal is to keep annual funding at that level. A total of \$1 million has also been allocated for pavement rehabilitation. That funding will be combined with the \$1,250,000 of Gas Tax funding budgeted for the same purpose. A total of \$1,050,000 of Parks and Recreation projects, originally anticipated to be part of the \$9.2 million, will now be funded via a reallocation of existing funding. This has helped to establish a reserve of \$2,270,000 as a contingency for additional projects as prioritized, potential cost increases and/or emergency projects that may occur in the upcoming fiscal year.

The millage rate increase outlined earlier, along with the discussed position deletions and freezes, cuts to services and the use of available reserves are all part of a blended approach toward meeting the General Fund budget gap. This is a strategic solution meant to spread the burden and close the gap, while still maintaining the City's commitment to public safety and superior core services. A majority of homestead property owners will still be paying less in City taxes than they did last year. Unfortunately, a decrease in two other major revenue sources, Sales Tax and Revenue Sharing, has helped necessitate this blended approach. Those revenues have declined over seven percent from their FY 2005/2006 peak.

A dividend payment will again be received 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, However, the FY 2008/2009 amount is part of a consensus reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount of revenue to be received from both the dividend payment and franchise fees. That total amount for FY 2008/2009 is \$73.2 million.





## CHIEF FINANCIAL OFFICER LETTER

A General Fund attrition allowance has been included in the Fire and Police Departments to balance the budget. These Departments are unable to contribute their share to hard reduction targets without definitive service reductions. Service reductions would entail taking a step backward in the major strides we have made in meeting our public safety needs. Natural attrition normally occurs through retirements and resignations, making a significant portion of the \$7 million allowance amount achievable. As a backup, a like amount of the reserve allocation has been set aside should the attrition allowance not be met. Achievement of Fire and Police vacancy savings, as well as the realization of additional vacancy savings and efficiencies in other Departments, will help lessen the need to utilize reserves.

In light of the continuing array of challenges being presented, it should be noted that the City takes pride in its financial management. Debt ratings from the three rating agencies (Moody's, S&P, Fitch) continue to remain top tier and are reflective of market recognition of high quality. The City's budget and Comprehensive Annual Report annually receive Government Finance Officers Association awards. The City's use of performance measures in decision making has earned Certificates of Achievement from the International City Management Association. The Finance Department continually seeks to strengthen and add to policies and procedures, and we are committed to undertaking best budget and fiscal management practices going forward, in order to continue the City's historically healthy financial condition. Mayor Dyer has a keen focus on budget monitoring and control. The City has also recently developed a Strategic Plan to help focus its efforts on core services. Astute financial management is critical and necessary to meet the City's continuing challenge of providing the infrastructure and services needed to maintain the quality of life that makes Orlando the great community it is. In addition, it is expected that efforts will persist to refine the Property Tax system and/or governmental budgeting. Those efforts, dependent upon their final form, could have a significant negative impact on the City's revenue base.

As I do each year, I would like to take this opportunity to thank the Mayor, City Commissioners and Department Directors for their support, cooperation and patience during the budget development process. Considering all the challenges we are facing, this budget could not have been developed and formulated without a concerted team effort. In closing, I look forward to helping guide the City of Orlando toward "a better and more prosperous tomorrow".

Respectfully Submitted,

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

Rebecca W. Sutton, CPA  
Chief Financial Officer



# CITY OF ORLANDO



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

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

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

City of Orlando

**Timeline:**

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

**Orlando History**

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

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

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

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

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

## City of Orlando

## Timeline:

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

Caught up in the spirit of the 1960's technological revolution, Orlando's civic leaders secured a state university. Florida Technological University was built in Orange County between Orlando and the Kennedy Space Center. Today, renamed the University of Central Florida (UCF), the University has an enrollment of over 48,600 students, offering Bachelors, Masters and PhD degree programs. During the same era, Valencia Community College (VCC) was founded to provide workforce training, two-year degrees and an additional entry-point to UCF. Today, VCC has four campuses and serves over 51,000 students a year.

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

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

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

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

The year of 2007 secured its place in history with the approval of two landmark initia-

City of Orlando

**Timeline:**

- 2007** The City of Orlando approves Community Venues and Commuter Rail agreements. The City launches its first comprehensive environmental action agenda.
- 2009** The Burnham Institute for Medical Research facility opens in Lake Nona.
- 2010** The 18,500 seat Events Center will host concerts, sports and other community events in addition to being the new home of the Orlando Magic and Orlando Predators. The UCF Medical School opens in Lake Nona. Phase 1 of the Commuter Rail project will be completed creating service from Downtown Orlando to Volusia County.
- 2011** Citrus Bowl renovations complete adding 4,000 seats and updated amenities for college bowl games, neutral site college and professional football games as well as other touring entertainment shows.
- 2012** The 5,000 seat Performing Arts Center will host opera, ballet, dance and civic events as well as touring Broadway shows and comedy acts.

tives, and the launching of the City's first comprehensive environmental action agenda - Green Works Orlando.

In the first landmark initiative, the City joined with Orange County for one of the most significant public/private partnerships in the region's history - The Community Venues. These three venues will further revitalize downtown Orlando and bring additional economic stability and opportunity to the area. The \$1.08 billion dollar investment includes a \$425 million new Performing Arts Center, a \$480 million new Events Center and \$175 million of renovations to the Citrus Bowl. These public buildings represent a once-in-a-generation opportunity to shape the future of Central Florida for the better.

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

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

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

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

The City of Orlando is committed to these large scale projects that will leave a lasting impression on both residents and visitors for years to come. The economic resilience of the Central Florida region is a reflection of the City of Orlando's rich history, and heritage that contributes to the region's world-class quality of life.

## City of Orlando

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### Orlando MSA

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

### POPULATION

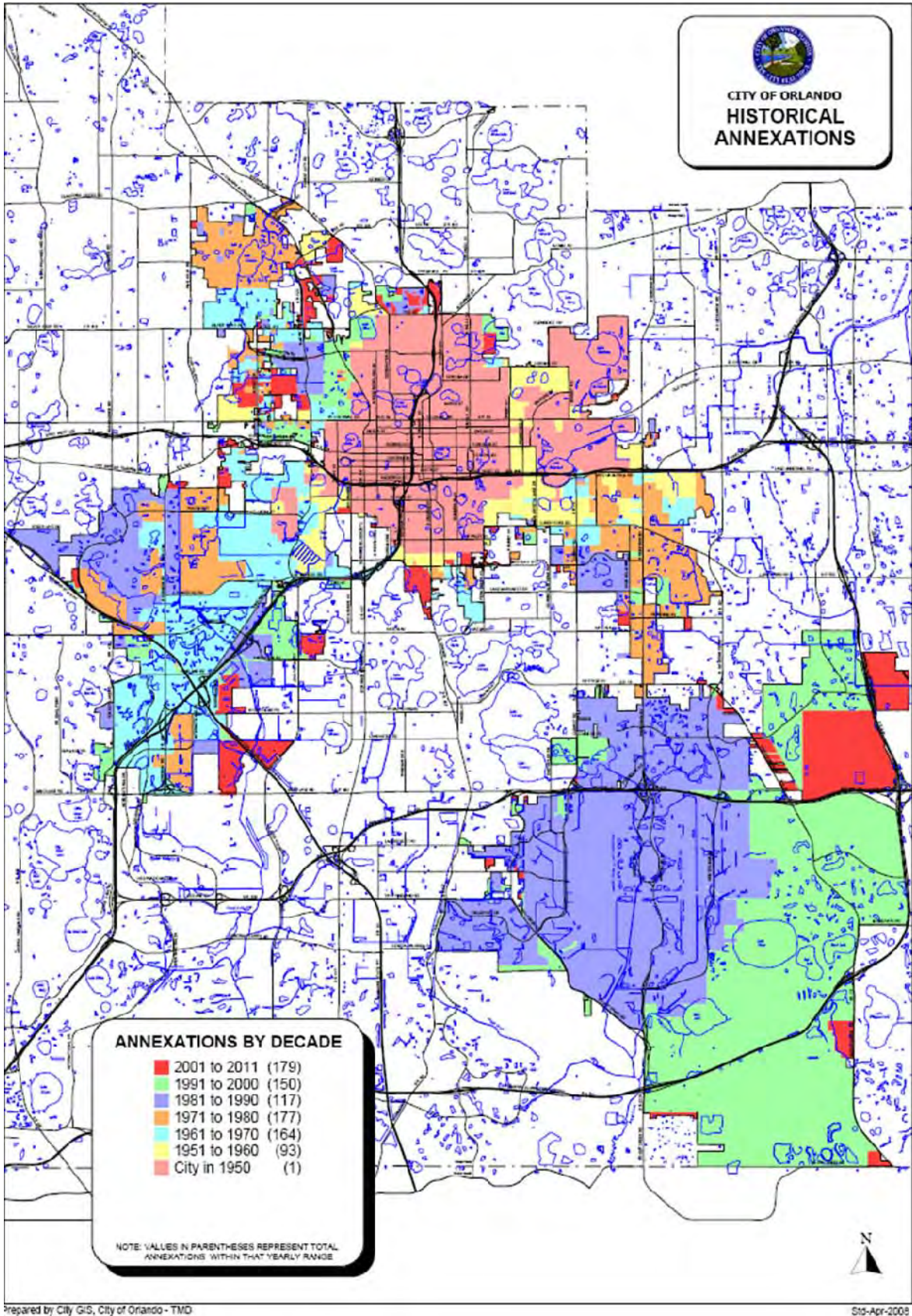
<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2008	235,823	1,079,524	2,046,971

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

The accompanying map shows the patterns of annexation. Specifically, the 1950’s borders are known as the “traditional city.” The area that is now Universal Studios was annexed during the 1960’s, while the large southeastern annexation during the 1980’s is the annexation of Orlando International Airport (OIA). One byproduct of annexation is that the City of Orlando’s population per square mile fell as large undeveloped areas with relatively little population were annexed into the City. Future annexations are constrained by 1) Orange County line and 2) a 1994 Joint Planning Area (JPA) Agreement between the City of Orlando and Orange County. See Map.



City of Orlando

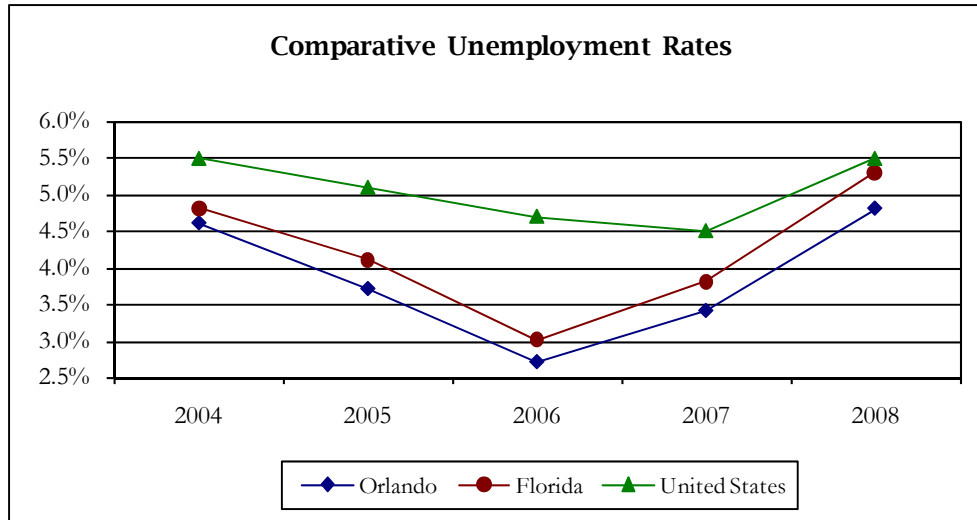




Orlando's unemployment rate is lower than the national rate.

**AVERAGE ANNUAL UNEMPLOYMENT RATE**

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
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%
2007	3.4%	3.5%	3.6%	3.8%	4.5%
2008	4.8%	4.9%	5.0%	5.3%	5.5%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2008 is as of May. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics as of May.

## City of Orlando

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### Major Employers Within City Limits of Orlando

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	25,869
2.	Florida Hospital	General medical & surgical hospitals	16,002
3.	Universal Orlando	Motion picture & video production, entertainment and tourism	13,000
4.	Orlando Regional Healthcare	General medical & surgical hospitals	10,000
5.	Orange County Government	General government	8,080
7.	Lockheed Martin Corporation	Aerospace	7,200
6.	Central Florida Investments	Subdividers and developers	6,155
8.	Suntrust Banks of Florida Inc.	Bank holding companies	4,105
9.	City of Orlando	General government	3,441
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.  
Released February 2008

### 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	201,600
2.	Leisure & Hospitality	197,300
3.	Retail Trade	122,800
4.	Education & Health Services	114,100
5.	Government	90,700
6.	Construction	75,200
7.	Finance and Insurance	67,200
8.	Wholesale Trade	47,800
9.	Manufacturing	42,100
10.	Transportation, Warehousing, & Utilities	32,700
11.	Information	26,900
12.	Other Services	59,000

Source: Florida Agency for Workforce Innovation  
Labor Market Statistics released March 2008.

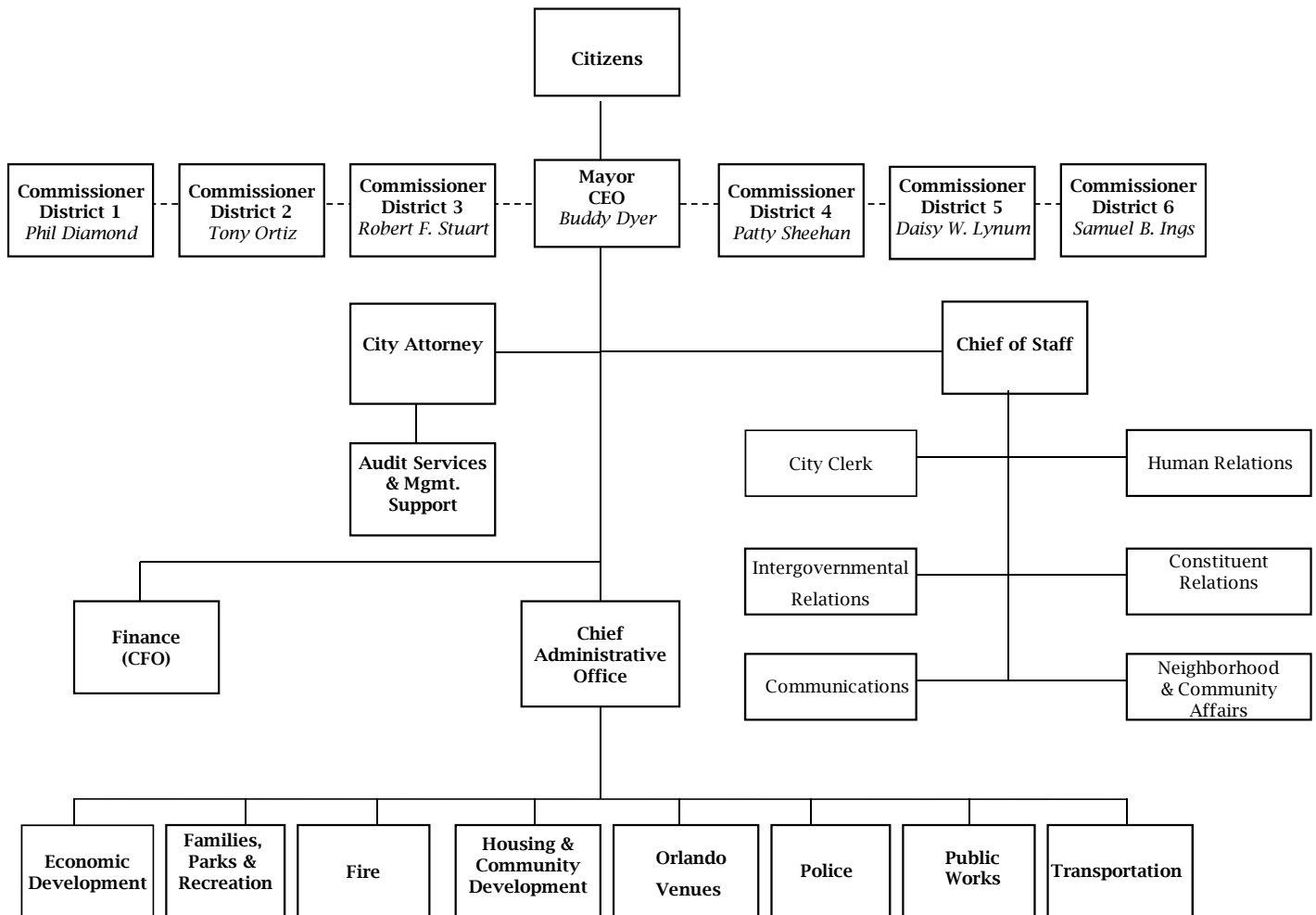
## City of Orlando

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### Economic Development Milestones

- **1968 University of Central Florida (UCF)** opens as “Florida Technological University.” Name changed to University of Central Florida in 1978.
- **1968 Orlando Naval Training Center (NTC)** opens within the City limits.
- **1971 Walt Disney World / Magic Kingdom** opens outside the City limits.
- **1982 Walt Disney World / Epcot** opens outside the City limits.
- **1989 Walt Disney World / MGM Studios** opens outside the City limits.
- **1990 Universal Studios Florida** opens within the City limits. Universal Studios becomes the City’s largest property tax payer and one of the City’s largest electric and water customers.
- **1991 Orlando Regional Healthcare** partners with **University of Texas, M. D. Anderson** cancer center to offer advanced, multi-disciplinary treatment.
- **1998 Orlando Naval Training Center (NTC) and Annex** closes. Bases are redeveloped as the residential communities of Baldwin Park and Southport.
- **1999 Universal Studios / Islands of Adventure** opens within the City limits.
- **2002 Florida A&M University, College of Law** opens in downtown Orlando becoming the City’s second accredited law school after **Barry University College of Law**.
- **2004 General Electric’s NBC** subsidiary acquires **Universal Studios** - including Universal Studios Florida theme park. General Electric becomes the City’s largest property tax payer and one of the City’s largest electric and water customers.
- **2004 University of Central Florida** discusses plans to open a medical college, and announces immediate plans to open the Florida Interactive Entertainment Academy, as part of the School of Film and Digital Media in downtown Orlando.
- **2006 Burnham Institute for Medical Research** announces plan to locate a research facility in Orlando at the same time the State awards the **University of Central Florida** a medical school, setting the stage for the creation of a medical cluster within the City.

# Organization Chart



## City of Orlando

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### 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 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- On September 27, 1976, the City entered into an agreement with the **Greater Orlando Aviation Authority (GOAA)** to use and operate the Orlando Executive Airport and Orlando International Airport (OIA) for a term of 50 years. GOAA is governed by a seven-member board: the mayor of the City of Orlando, the Chairman of the Board of County Commissioners, and five other members who are appointed by the Governor of the State of Florida, subject to confirmation by the Florida Senate. GOAA is considered a related party for financial classification purposes and their operations are not reflected in the City budget or annual financial report, except for security services provided by the Police Department.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County. 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.
- The **Central Florida Commuter Rail Transit (CFCRT)** project is a passenger rail service operating along 61.5 miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which four are within City jurisdiction. Each station will be pedestrian accessible and have convenient connections for bus and other transportation services. The first phase of this system is expected to be operational in 2010.

## City of Orlando

## City of Orlando Government

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

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Clearwater	110,831	1,954	17.63
Tallahassee	176,336	2,981	16.91
Boca Raton	86,600	1,298	14.99
<b>Orlando</b>	<b>234,130</b>	<b>3,412</b>	<b>14.57</b>
Fort Lauderdale	187,160	2,647	14.14
Tampa	334,550	4,525	13.53
St. Petersburg	254,225	2,914	11.46
Gainesville	122,671	1,343	10.95
Hollywood	144,092	1,510	10.48

**Source:** Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of June 11, 2008.

**Employee/Population Ratio Comparison  
Counties within the Orlando MSA**

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Orange	1,043,437	10,328	9.90
Osceola	255,903	1,771	6.92
Lake	303,449	1,992	6.56
Seminole	420,667	1,486	3.53

**Source:** Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of June 11, 2008.

## City of Orlando Government

Mayor

Buddy Dyer is the 32nd Mayor of the City of Orlando. He has been Mayor since 2003 when he was elected 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. In January 2008, Orlando residents overwhelmingly re-elected him for a second full 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 jobs, 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 time in office he has:

- Orchestrated one of the most remarkable resurgences of a downtown anywhere in the country with nearly \$3 billion dollars worth of development either underway or planned from residential to commercial and retail.
- Strengthened commitment to public safety by putting 75 additional police officers on the street, adding 45 new fire personnel, building two new police substations and three new fire stations.
- Invested resources to ensure neighborhood improvement projects including: Parramore Heritage Park and Pond, Dover Shores Community Center, Dubsdread Sewer Improvements, Lake Eola Park renovation and Primrose Building Improvements.
- Worked to create a Central Florida Commuter Rail system with the aim of increasing multi-modal transit options for the entire Central Florida region.
- Approved the vision and plan to develop world-class regional Community Venues including a performing arts center, an events center and renovated Citrus Bowl.
- Continued "Pathways for Parramore" initiative to bring new homes on line, transform Church Street into a major east/west thoroughfare and expand the "Parramore Kidz Zone" to provide after school activities, access to health care and social services to children and families.
- Developed unprecedented public/private partnership to lay the foundation for a Medical City at Lake Nona. The Burnham Institute and UCF Medical School will serve as anchors to this biomedical and health sciences cluster, along with Nemours proposed children's health care campus and the VA Hospital.



## City of Orlando

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- Recruited House of Moves, the world's largest motion capture service bureau, to co-locate an east coast operation in the Downtown Orlando Creative Village at the Florida Interactive Entertainment Academy. Also secured commitment from Canyon-Johnson Urban Fund to bring a \$70 million investment to the Parramore Heritage neighborhood, providing opportunities for affordable housing, new jobs and retail development.
- 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.
- Launched the City's first-ever sustainability and environmental initiative called "Green Works Orlando." The program's aim is to make Orlando one of the most environmentally-friendly cities in America.
- Balanced the budget and placed public safety as a top priority, making up a \$23 million budget shortfall in Mayor Dyer's 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 ten years, being re-elected 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.

## City of Orlando

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### City Commissioners

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

#### District 1

#### Commissioner Phil Diamond



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

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

His government/civic service/professional activities include:

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

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

## City of Orlando

## District 2

## Commissioner Tony Ortiz



Commissioner Antonio “Tony” Ortiz was born in Manati, Puerto Rico. He is the oldest son in a close knit family with two brothers and two sisters. Commissioner Ortiz’s father served and retired as a Lieutenant Colonel of the Puerto Rico Police Department and his mother worked as a librarian. Commissioner Antonio “Tony” Ortiz has been a resident of Florida since 1984, and has lived in the City of Orlando since 1989. Commissioner Ortiz was a highly respected law enforcement officer with the passion and duty to protect and serve. He is also the proud father of an 11 year-old daughter.

His career began in public service when he enlisted in the United States Marine Corps in 1984. He served his country nine years (between active and reserve) and is a Persian Gulf War Veteran. He also worked in accounting and in banking for four years. Work was a necessary and valuable part of Commissioner Ortiz’s experience.

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

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

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

He is a member of the Working Together Coalition, a City partnering organization; a UCF Alumni, State of Florida Crime Prevention Organization and a member of Good Shepherd Catholic Church. Currently, he volunteers as the President for the National Latino Peace Officer Association. He is a member of the Hispanic Chamber of Commerce, and influential in organizing the Three Kings Day celebration, an event held every January. This event provides gifts to under privileged kids in the community.

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 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<sup>st</sup> of that year. He serves a four-year term that will expire in 2010. District 3 is made up of some of Orlando's oldest and finest neighborhoods: Audubon Park, Baldwin Park, College Park, Dubsdread, Lake Fairview, Lake Formosa, Orwin Manor, Palomar, Park Lake Highland, Rose Isle, Rosemont, Rowena Park, Signal Hill, and Spring Lake. Besides these wonderful neighborhoods, District 3 has some of Orlando's best amenities including Dubsdread Golf Course, Loch Haven Arts and Science District, Trotter's Park/Fairview Park, Blue Jacket Park and community centers/pools in College Park and Rosemont. In addition, there are dozens of other small neighborhood parks and lakes for everyone to enjoy.

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

In 2007, Commissioner Stuart was instrumental in the organization of the Central Florida Regional Commission on Homelessness, a partnership between Orlando, Orange County, Seminole County, and Osceola County, to create a community plan that will address this pressing issue in our region. The Ten to End plan was finalized and the permanent commission is in place, co-chaired by Mayors Dyer and Crotty.

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 32 years and has two grown children. He is also active at College Park Baptist Church.

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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 has subsequently been re-elected in 2004 and 2008. District 4 includes the neighborhoods of Colonialtown North, Colonialtown South, Coytown, East Central Park, Lake Underhill, Dover Shores West, Lake Como, Lake Davis/Greenwood, Lawsona/Ferncreek, the Lake Lawson Historic Neighborhood Association, Thornton Park, South Eola, Lake Eola Heights, Lake Cherokee, Lake Copeland, Albert Shores, Hampton Park, Lake Holden Terrace, Millenia and Camellia Gardens. Also included are the Central business district, Colonialtown Center and South Orange and Division commercial business areas.

Commissioner Sheehan attended the University of Central Florida and earned her BA in Art. She worked full-time at a construction company to pay for her education. A former administrator with the Florida Department of Agriculture and Consumer Services, Commissioner Sheehan serves her constituents full-time. She has been a Central Florida resident for 36 years, and has lived in her quaint, Colonialtown bungalow for 15 years.

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

Patty Sheehan has served her community through many organizations including The Nominating Committee and The Public Safety Advisory Committee of the National League of Cities, The Ripple Effect, MetroPlan, Seniors First, Orlando NOW, Central Floridians Against Discrimination, Joy Metropolitan Community Church and the Seminole County School's Dividends Program. She is the founder and Chairperson for the Wheels for Kids program, which provides bicycles 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, painting and tooling around Orlando on her Vespa. She shares her home with her partner, Jocelynn, their Chinese Crested dog, Maxine, and Lui, their cat, as well as an assortment of tropical fish.

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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; Vice Chair BBIF Board; Florida League of Cities urban administration, resolution and policy committees and the Board of Directors; and, currently she serves on the Board of Directors for the National League of Cities; she is President-Elect of the National League of Cities National Black Caucus of Local Elected Officials; Second Vice President for Women Elected to Municipal Government; Past-president of the Florida Black Caucus of Local Elected Officials; Metro Plan Orlando Transportation Board; Orange County Voter's League; Life Member NAACP, was recently appointed to the Nemours Council; and, a 2005 Onyx Magazine Poll named 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 on May 9, 2006 to serve as Commissioner of District 6 and re-elected in 2007 and 2008. Commissioner Ings was born and raised in Orlando, Florida and is a thirty-year retired veteran Captain with the Orlando Police Department. He served as Commander of the Problem Oriented Policing Division, and served two consecutive terms as the Commander of the Criminal Investigation Division. He is a graduate of the FBI National Academy (Quantico, Virginia) for Global Law Enforcement Executives, 171<sup>st</sup> Session.

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

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

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

#### Projects

District 6 Neighborhood Street Improvements and Traffic Calming

EggCellent Health Fair and Easter Egg Hunt at Sylvester I. Hankins Park

Crime Prevention and Awareness Week for the Communities of District 6

Dr. James R. Smith Neighborhood Center's "Orlando Magic Computer Lab"

Reading w/Commissioner Samuel B. Ings' "Accelerated Reading Mini-Parade and Rally" at Sylvester I. Hankins Park (Five District 6 Public Elementary Schools)

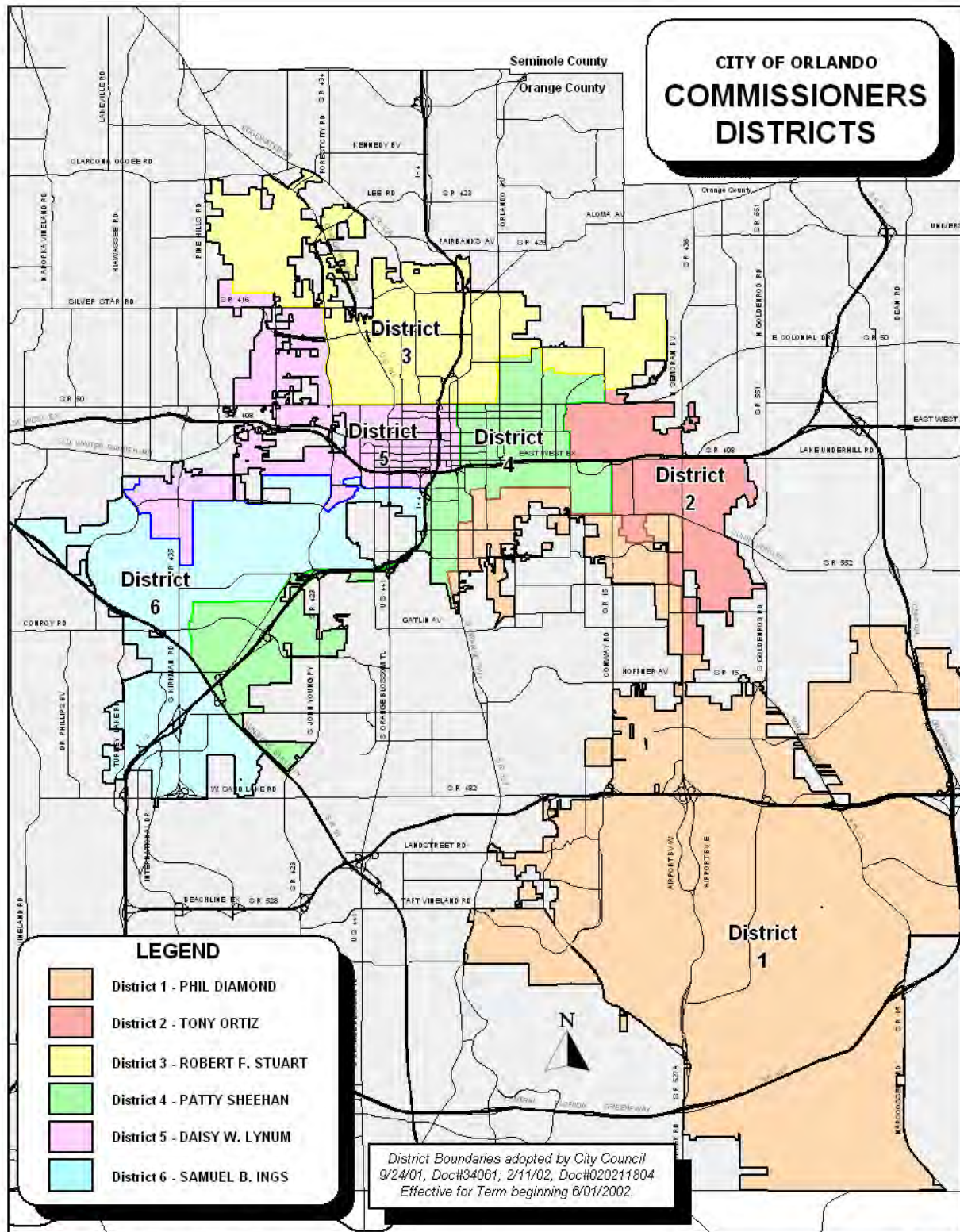
Neighborhood and Displaced Families Christmas Toy Giveaways

Seniors' Thanksgiving Luncheon at L. Claudia Allen Center

Flavor of Orlando at Veranda Park, a MetroWest Community

Community Black History Celebration Activities at Dr. James R. Smith Community Center

City of Orlando



Prepared by City GIS, City of Orlando - TMD

Std-May-2008

## City of Orlando

### PROFILE (as of September 30, 2008)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.25 square miles
Population (projected 2008/2009)	234,130

#### Streets, Sidewalks and Bicycle Facilities:

Streets - paved	626.50 miles
Streets - brick	55.39 miles
Sidewalks	597.50 miles
Off Road Bicycle Facilities	20.55 miles
On Street Bicycle Lanes	184.58 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	36
Basketball Courts (Exterior)	50
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	76
Gymnasiums	6
Parks	110
Golf Greens	2
Lakes	111
Boat Ramps	5
Playgrounds	47
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1

#### Fire Protection:

Stations	17
Engine Companies	17
Tower Ladder Companies	8
Heavy Rescue	1
Rescue Companies	8
Urban Search & Rescue Unit	1
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	4
Air & Light Unit	1
Command Vehicles	6
Boats/Jet Skis	2

#### Police Protection:

Stations, Substations and Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	491
- unmarked cars	113
- motorcycles	35
- other vehicles	215
- bicycles	74

## City of Orlando

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

The development of the budget is also guided by the following laws and objectives:

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. 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 or capital requests (not Capital Improvement Projects). Increment requests are reviewed with the CAO and Mayor. Requests from all departments were solicited and submitted this fiscal year. However, Property Tax Reform, as a result of State mandates and a voter approved State Constitutional Amendment, resulted in only one increment being funded. That increment was the addition of 25 Police Officers as the final phase of the Mayor's three year Public Safety Initiative. This maintains the City's commitment to providing services in this area.
- As a consequence of Property Tax Reform and economic conditions, Departments were also required to submit reduction packages outlining three and five percent budget cuts to their General Fund operations. These packages outlined service reductions and/or eliminations, along with their resultant impact.
- Base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to:
  - structure budget choices and information in terms of divisions and their related program work activities;
  - provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures).
 As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.

## City of Orlando

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- 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).
- 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 2008/2009 budget is presented on the following page. The process of developing the operating budget begins officially in December each year. The budget preparation process provides department and division directors an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods, and to outline requirements for capital outlay items. Management and Budget is also available to assist with new personnel requests (deadlines for submission are reflected in the budget calendar).

Management and Budget works closely with City departments to formulate performance measures for the upcoming fiscal year. The City developed a Strategic Plan for the 2007—2012 period. Seven keys to success, or Strategic Focus Areas (SFA), have been identified to achieve the City's vision of being an international city which uses its diversity, amenities and economy to provide a high quality of life. Specific initiatives have been developed within each of the SFAs. In total, there are over 40 initiatives. The initiatives will produce services, programs and facilities needed for the vision to be realized. Performance measures have been, and will be, developed to determine the level of success or achievement in regard to these initiatives. The performance measures should align with the Plan and help link funding decisions to that Plan. In April 2008, via a Request for Proposal process, the City selected a firm to provide and implement an enterprise wide performance management system. The City is currently working with the firm on the implementation. Many of the measures contained in this document were previously formulated. The measures that fit with the Plan are being retained. New measures have been, and will continue to be, developed. With the expected implementation of the new performance management system, the FY 2009/2010 document will show how the chosen measures link to the Strategic Plan and will help demonstrate the progress toward achieving the initiatives outlined in the Plan.

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 2008/2009 Budget Calendar

December 2007						
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 2008						
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 2008						
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	

March 2008						
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 2008						
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 2008						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**December**  
 3 Distribution of instructions and forms for revenue budgets, revenue manual revisions and new personnel requests

3 Distribution of project request packets for CIP requests

**February**  
 4 New Personnel requests and Revenue Manual revisions due in M & B

4 CIP project request input due to Management and Budget (M & B)

13 Distribution of instructions and forms for Technology Management equipment requests and Performance Management information

15 CAO and Management and Budget preliminary review of personnel and CIP requests with Departments

**March**  
 3 Revenue budgets and Technology Management equipment requests due in M & B

3 Distribution of instructions and forms for expenditure requests

**April**  
 14 Expenditure requests due in M & B

**June**  
 23 Departments submit efficiency accomplishments

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

14-15 City Council Budget Camp

21 Performance management information due to Audit Services

21 Proposed millage rate vote

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

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

22 CIP status reports distributed to departments

**October**  
 1 Implementation of adopted budget

10 CIP status reports due in M & B

**November-September**  
 Monitoring of all budgets

June 2008						
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 2008						
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 2008						
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					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 2008						
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 2008						
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 2008						
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						



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## City of Orlando

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### C. BUDGET REVIEW

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

### D. BUDGET ADOPTION

The process for this fiscal year was as dictated by Property Tax Reform legislation enacted by the State of Florida in 2007. Prior to FY 2007/2008, the City created a budget and then set a millage rate to reflect that budget. As begun in FY 2007/2008, the State essentially sets the millage rate via established formula. There are options available to adopt alternative millage rates. The City chose to adopt an alternative millage rate that is an increase from the prior year. The rate was within the parameters established by State formula, but required a two-thirds vote of City Council, as opposed to a majority vote. With the millage rate being set as outlined, the process then proceeded as follows.

The formal adoption process proceeded with presentations by the Finance Department at a “Budget Camp” held in July. That was followed a week later with a presentation by the Mayor to City Council, along with a recap by the Finance Department. The various presentations, along with related material, provided Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

The final step before budget adoption is to hold two public hearings to present the proposed millage rate and budget. The two public hearings were each preceded by a budget “open house”. 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 39 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. FY2007/2008 REVISED BUDGET

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

Therefore, all financial information in this document that is identified as “FY2007/2008 Revised Budget” is as of June 30, 2008. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City’s webpage ([www.cityoforlando.net](http://www.cityoforlando.net)).

## City of Orlando

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### F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year run from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process (see discussion on page 35). 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

2008/2009 LOCAL GOVERNMENT TRIM TIMETABLE			
Milestone	TRIM Day	TRIM Date	City Completion Date
Property Appraiser certifies roll (Taxable Value).	1	July 1	
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	August 4	July 24
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 8
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 11
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 15
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 17
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 30
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 3
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 3

## City of Orlando

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### BUDGET REVISIONS

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

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

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

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

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

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

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

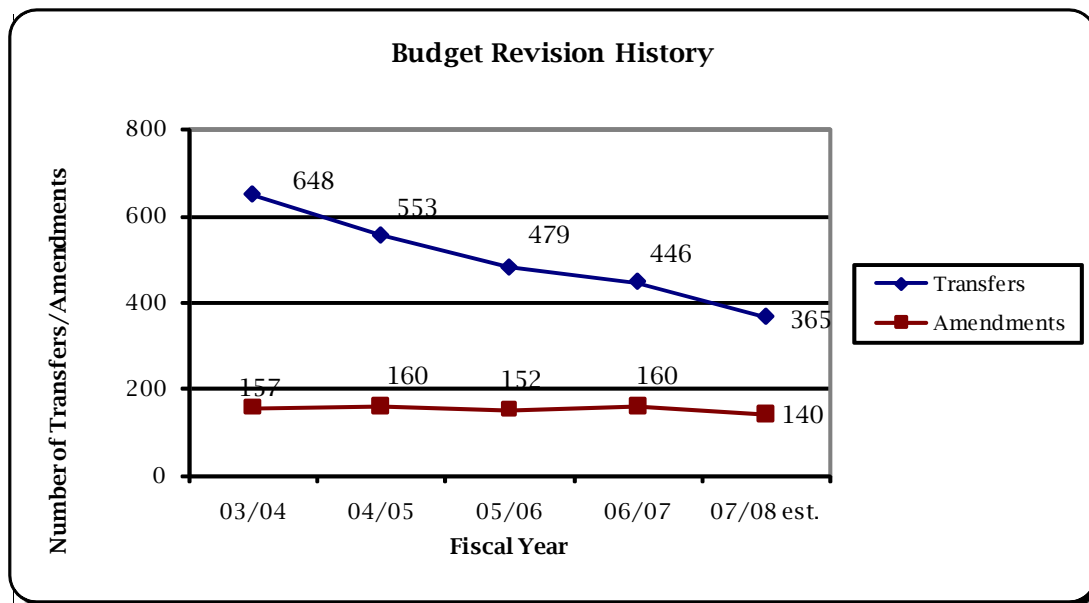
The **BUDGET REVIEW COMMITTEE** has approval of:

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

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

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

## City of Orlando

**ACCOUNTING STRUCTURE**

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

The City uses the modified accrual basis of accounting for governmental funds. Under the modified accrual basis, revenue is recorded when susceptible to accrual; i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due.

Proprietary, fiduciary, and component unit funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). Identification of funds, their purpose, and principal revenue sources received by the City are displayed beginning on page 43. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section for major revenue sources and the City's Revenue Manual for all revenue sources.

## City of Orlando

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### METHOD OF BUDGETING

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

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

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

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

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

### DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

### ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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



## FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDSGENERAL FUNDS

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

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

SPECIAL REVENUE FUNDS

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

Fines collected by the County Court.

The **Community Development Block Grant Fund** 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 and SW).

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

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

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

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

Parking fine surcharge.

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

Parking fees.

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

Gas Tax is six cents per gallon of gasoline sold. The City will receive 20.75 percent of the revenues collected in Orange County in FY 2008/2009.

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**FUND STRUCTURE**

Purpose

Source of Funds

**GOVERNMENTAL FUNDS****SPECIAL REVENUE FUNDS**

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

**CAPITAL PROJECT FUNDS**

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

Purpose

Source of Funds

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

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

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

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

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

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

Contribution from the General Fund.

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

Service charges.

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

Utility fees.

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

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

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

Contribution from the Parking System Fund.

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

Parking fees from several surface lots.

## City of Orlando

## FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDSINTERNAL 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.

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

Fees assessed to other funds.

COMPONENT UNIT FUNDS

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

One mill tax levy collected within the established downtown area.

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

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

FIDUCIARY FUNDSPENSION TRUST FUNDS

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

Employer and employee contributions.

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

Employer and retiree contributions.



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## INTRODUCTION



Good Morning Commissioners,

For the last five years we've struggled to maintain a balanced budget without raising taxes.

We've done so by making extremely difficult decisions.

This year brings additional challenges.

We are facing an extremely difficult budget year as a result of a decrease in sales tax, an increase in energy costs, an increase in the cost of employee healthcare and state-imposed revenue reductions because of amendment one.

So, we are essentially proposing a continuation budget with the exception of our public safety initiative.

Even so, we face a 30 million dollar gap we must still overcome.

Commissioners, with your input and guidance, we are recommending a plan to meet our budget challenge.

It's a sensible and strategic solution that will:

- Keep us safe
- Maintain our high quality of life
- Create opportunities for our families to succeed ...
- And still give the vast majority of our residents a reduction in their property tax bill... even in these challenging economic times.

The focus of our budget recommendation is Orlando's families.





As our national economy slumps, Orlando's families struggle with the rising cost of gas, food, healthcare and daily expenses.

When families budget during trying times, they look for creative ways to save a buck wherever they can.

But, at the same time, our families also have projects they've started... and long term goals to accomplish.

Our families know that they must balance the needs of today with the goals of tomorrow.

The same holds true for our City.

Just like local families, our City government must make sacrifices and tough choices to bring our budget in-line *today* ... while still investing in the future and ensuring Orlando stays on track for a better and more prosperous *tomorrow*.

That's precisely what our plan accomplishes.

### **THE PLAN**

The strategy I am recommending today includes a combination of the following:

1. Cuts to City services
2. Efficiency measures
3. A withdrawal from our reserves
4. And, a modest adjustment of the millage rate resulting in a rate lower than any year for the last two decades except for last year.

The first part of our plan is a top to bottom review of all our city services and programs to find areas where we can save money by making strategic cuts and budget reductions.

This is NOT "cutting the fat," as the saying goes.



Since 2002, our City has cut costs at nearly every opportunity.

We eliminated more than 250 jobs in 2003.

Every year since then, we have increased our service levels... and decreased the cost to residents for those services.

Today we have fewer employees per citizen than we did 10 years ago.

We are doing more with less.

But, the short version is – there wasn't much to cut.

Our plan includes some difficult choices:



- Eliminating all holiday bonuses for City employees.
- Reducing landscaping and mowing schedules city-wide.
- Cutting our training and travel budget for all city employees by 15 percent.
- Closing community and recreation centers with low usage on Saturdays.
- Reducing all holiday decorations by half.
- Reducing the Fire Department's public outreach budget by 50 percent. This means cutting health checks for seniors, health fairs, school presentations and smoke detector checks.
- The Mayor's office is not exempt. At the highest level of the organization, I am eliminating a director level position from my cabinet and another management position.



## MAYOR DYER'S BUDGET ADDRESS

These are just some of the savings measures we have identified.

When you look at these cuts you understand the difficult decisions we must make.

All of these items we have targeted are important – and the absence of each will be felt both here at City Hall among our staff and in our community.

The second part of our plan involves continuing to use the efficiency packages we identified last year – with the inclusion of new efficiency measures developed this year.

- This includes a challenge to departments to reduce our fuel consumption citywide by 10 percent.
- We are examining what we outsource to more efficiently serve residents.
- Also, all vacancies will be re-examined before being filled.

These department-wide service cuts and efficiencies will help bridge about 14 million dollars of our gap.

That still leaves a sizeable amount of money to generate.

This is revenue that the City would have, if not for amendment 1 and property tax reform.

To cut any further would mean we would have no choice but to make cuts to our Police and Fire budgets.

Commissioners, you've indicated this is not an option and I could not agree more.





Keeping Orlando's residents and visitors safe is the number one priority of our City government.

We cannot sacrifice our safety no matter how great the savings might be.

To go any further would also mean slashing the core city services that people depend on every day.

We owe it to our residents to continue to give them superior service even in tough times.

So, the third and fourth pieces of the plan I am advocating are a blended approach of a reasonable withdrawal from our reserves... and a measured adjustment of the millage rate.

Tapping into our reserves is not an action we take casually.

Just like the families in our community who make careful withdrawals from their savings accounts in order to make it through tough economic times... our strategy is the right move to help get our budget in-line today... and help us stay on track for a better tomorrow.

Finally, part 4 of our plan restores the millage to slightly below the rate we had until 2007.

This modest adjustment means our rate will be lower than any year for the past two decades, except last year.

Even more importantly, at the rate of 5.65, a vast majority, over 70 percent, of our residents will be paying less in City taxes than they did last year.

And – more than 80 percent will be paying less in taxes than they did two years ago.

Our finance team has real world examples of homeowners and businesses in Orlando and what their likely City taxes will be under this plan.

Before I hand the podium over, I want to publicly thank our entire finance team, City CFO Rebecca Sutton and Deputy CFO Ray Elwell.

They have worked many long hours in helping to craft these guidelines.



I also want to thank all of our department directors for their willingness to make difficult choices in order to help our residents get through these tough times.

Some of the important projects that will remain on track because of our budget prudence this year.



- Continuing year three of the public safety initiative putting 25 additional police officers in our neighborhoods
- Ensuring our streets are maintained and our children are safe on their way to and from school – by funding our school safety sidewalk program
- Helping to maintain livable neighborhoods with dedicated traffic-calming funds in each district
- Giving our firefighters the replacement gear necessary to perform their jobs at the highest level
- Making sure families on the edge have a safety net. During tough economic times we remain committed to our regional plan to end homelessness. We are directing housing dollars for rental, utility assistance and transitional housing.

### **WHAT DOES THIS MEAN FOR ME?**

As we prepare to make our plan a reality, the question our residents have is, “What does this mean for me?”

In our effort to be as open and transparent as possible – we want to provide residents with





the most accurate estimate of what their city taxes will look like under our plan.

Beginning this week, home owners will be able to go to the City's web site and do this calculation for their individual properties.

They'll also be able to access a fact sheet with clear, easy to understand answers to other questions they might have about this year's budget process.

Our technology management staff has worked tirelessly to get this calculator on the web.

I can't thank them enough for their hard work.

Commissioners, I know this City Council does not take the decisions we are making today lightly.

To put it bluntly, finding a solution to our budget challenge in this new, post-Amendment One era ... comes down to two choices:

We can be the City Beautiful...

Or, we can be the City Ordinary.

We can make tough, smart choices that sting in the short term... but keep us on track for the long run.

Or, we can surrender and be a city that lays off police officers and firefighters, that closes parks and community centers... a city where quality of life plummets and no one wants to visit.



I believe we've crafted the best solution possible to overcome these challenging economic times and deliver a balanced budget.

It's a plan that serves our families and gives a majority of home owners a reduction in their





MAYOR DYER'S  
BUDGET  
ADDRESS

property tax bill while keeping our core city services intact.

It's a plan that keeps our City on a path toward becoming the next great city of this century.

Later today, during our regular City Council meeting, we will vote on the proposed millage to be sent out with the TRIM notices for fiscal year 2008/2009

In September, we will hold our public budget hearings and formally adopt our budget.

Thank you.



Budget in Brief

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## Budget in Brief

## Fund Revenue Comparison By Fiscal Year

	FY 2006/2007 Actual Revenues	FY 2007/2008 Revised Budget	FY 2008/2009 Adopted Budget
General Fund	\$ 345,597,118	\$ 341,021,689	\$ 371,238,169
<u>SPECIAL REVENUE</u>			
911 Emergency Telephone System	435,839	249,501	325,387
Building Code Enforcement	11,939,213	10,292,120	8,376,818
Capital Improvement Fund	21,066,488	50,930,679	25,112,137
CEB Lien Assessment Fund	1,536,042	764,613	401,365
Cemetery Trust Fund	615,777	693,025	725,769
Community Development Block Grant	2,552,658	5,895,171	2,219,193
Community Redevelopment Agency Fund	13,529,228	26,306,921	21,415,238
Contraband Forfeiture Trust Funds	760,355	851,725	65,000
CRA Trust Funds	29,141,395	31,549,024	39,380,260
Dubsdread Golf Course Funds	800,629	1,623,230	1,830,188
Gas Tax Fund	15,555,588	47,368,292	10,365,346
GOAA Police Fund	7,973,390	8,074,623	9,174,994
Grant Fund	763,770	3,113,573	3,009,600
Harry P. Leu Gardens Trust Fund	2,370,857	2,428,127	2,597,212
HOME Investment Partnership Fund	3,166,879	4,472,259	1,280,320
HOPWA Grant Fund	4,988,069	4,502,484	3,234,000
HUD Homeless Grant Fund	95,732	99,844	98,677
Law Enforcement Training Fund	243,010	241,320	270,000
Local Housing Assistance Trust Funds	1,802,570	2,458,594	3,841,072
Mennello Museum Fund	502,044	551,173	573,931
OCPS - Crossing Guard Fund	464,435	456,614	590,545
Special Assessment Funds	21,368,252	1,923,108	1,000,233
Street Tree Trust	219,686	450,000	700,000
Transportation Grant Fund	2,064,959	2,622,325	2,675,504
Transportation Impact Fee Funds	9,953,314	21,776,708	17,082,732
Utility Services Tax Fund	43,788,235	41,755,548	45,558,404
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	-	-	10,299,964
Capital Improvement Series 2007B	-	-	3,643,313
Citrus Bowl CP Debt	-	10,000,000	419,600
CRA Debt Service - Internal Loan Fund	3,173,588	3,269,396	3,339,538
CRA Debt Service Refunding	2,901,548	2,661,324	2,664,386
CRA Debt Service - Conroy Road	2,703,527	2,266,496	2,262,130
CRA Debt Service - Republic Drive	3,389,956	3,298,431	3,304,944
Events Center Master and CP	338,515	27,203,703	3,225,000
Jefferson Garage Debt	981,085	1,862,106	1,861,232
PAC CP Debt	-	18,000,000	755,400
Parking Facility Revenue Bonds Fund	3,569,035	3,488,210	3,485,085
Sales Tax Rebate Debt	-	-	2,000,000
Taxable Series H Debt	604,295	441,798	502,443
Wastewater Revenue Bond Funds	44,594,575	43,642,253	18,180,504

Continued on Page 60

## Budget in Brief

## Fund Expenditure Comparison By Fiscal Year

FY 2006/2007 Actual Expenses	FY 2007/2008 Revised Budget	FY 2008/2009 Adopted Budget	
\$ 339,593,670	\$ 341,021,689	\$ 371,238,169	General Fund
			<u>SPECIAL REVENUE</u>
380,665	249,501	325,387	911 Emergency Telephone System
8,008,487	10,292,120	8,376,818	Building Code Enforcement
19,076,381	50,930,679	25,112,137	Capital Improvement Fund
830,439	764,613	401,365	CEB Lien Assessment Fund
862,529	693,025	725,769	Cemetery Trust Fund
2,436,796	5,895,171	2,219,193	Community Development Block Grant
5,473,828	26,306,921	21,415,238	Community Redevelopment Agency Fund
422,256	851,725	65,000	Contraband Forfeiture Trust Funds
28,952,322	31,549,024	39,380,260	CRA Trust Funds
843,793	1,623,230	1,830,188	Dubsdread Golf Course Funds
13,224,282	47,368,292	10,365,346	Gas Tax Fund
7,660,092	8,074,623	9,174,994	GOAA Police Fund
889,776	3,113,573	3,009,600	Grant Fund
2,332,941	2,428,127	2,597,212	Harry P. Leu Gardens Trust Fund
3,155,120	4,472,259	1,280,320	HOME Investment Partnership Fund
5,190,819	4,502,484	3,234,000	HOPWA Grant Fund
97,406	99,844	98,677	HUD Homeless Grant Fund
312,857	241,320	270,000	Law Enforcement Training Fund
3,103,242	2,458,594	3,841,072	Local Housing Assistance Trust Funds
492,406	551,173	573,931	Mennello Museum Fund
456,614	456,614	590,545	OCPS - Crossing Guard Fund
25,693,919	1,923,108	1,000,233	Special Assessment Funds
66,002	450,000	700,000	Street Tree Trust
2,370,235	2,622,325	2,675,504	Transportation Grant Fund
9,399,259	21,776,708	17,082,732	Transportation Impact Fee Funds
40,323,709	41,755,548	45,558,404	Utility Services Tax Fund
			<u>DEBT SERVICE</u>
-	-	10,299,964	6th Cent TDT Debt
-	-	3,643,313	Capital Improvement Series 2007B
-	10,000,000	419,600	Citrus Bowl CP Debt
2,871,259	3,269,396	3,339,538	CRA Debt Service - Internal Loan Fund
2,841,548	2,661,324	2,664,386	CRA Debt Service Refunding
2,639,458	2,266,496	2,262,130	CRA Debt Service - Conroy Road
3,372,831	3,298,431	3,304,944	CRA Debt Service - Republic Drive
1,166,968	27,203,703	3,225,000	Events Center Master and CP
981,085	1,862,106	1,861,232	Jefferson Garage Debt
-	18,000,000	755,400	PAC CP Debt
1,813,460	3,488,210	3,485,085	Parking Facility Revenue Bonds Fund
-	-	2,000,000	Sales Tax Rebate Debt
604,295	441,798	502,443	Taxable Series H Debt
17,787,760	43,642,253	18,180,504	Wastewater Revenue Bond Funds

Continued on Page 61

## Budget in Brief

## Fund Revenue Comparison By Fiscal Year- continued

	FY 2006/2007 Actual Revenues	FY 2007/2008 Revised Budget	FY 2008/2009 Adopted Budget
<u>ENTERPRISE</u>			
Center for Arts & Education	\$ 141,319	\$ 153,603	\$ 175,480
CNL R&R	91,429	330,000	30,000
Downtown Transit Fund	-	-	370,000
Market Garage R&R Fund	-	-	32,490
Orlando Venues Fund	20,896,875	30,814,467	18,429,884
Parking System Revenue Fund	12,236,785	15,699,411	16,296,390
Solid Waste Fund	22,431,229	24,892,532	24,935,758
Stormwater Utility Fund	24,372,634	36,502,877	23,204,891
Wastewater Construction Funds	32,429,015	98,348,363	48,605,697
Wastewater Impact Fee Reserve Fund	13,779,871	26,900,808	3,235,053
Wastewater R & R Fund	7,780,174	8,676,209	4,176,387
Wastewater Revenue Fund	53,363,524	50,208,356	45,119,543
<u>INTERNAL SERVICE</u>			
Construction Management Fund	2,601,711	2,657,800	2,997,481
Fleet Management Funds	31,860,706	27,650,717	29,219,367
Internal Loan Fund	7,921,811	41,535,588	28,001,846
Pension Participant Services	127,280	100,000	100,000
Risk Management Fund	19,086,677	21,201,683	19,732,800
Supplemental City Staff	1,065,519	1,285,389	1,117,194
<u>COMPONENT UNIT</u>			
Civic Facilities Authority Revenue Fund	3,812,421	4,851,103	3,608,030
Civic Facilities Authority Sinking Fund	338,761	304,994	301,600
Downtown Development Board Fund	2,525,926	3,668,514	4,584,383
<u>PENSION TRUST</u>			
City Pension Funds	137,280,592	529,886	539,983
OPEB Trust Fund	-	-	22,190,218
TOTAL CITY OF ORLANDO	\$ 999,695,915	\$ 1,124,918,307	\$ 926,090,108

## Budget in Brief

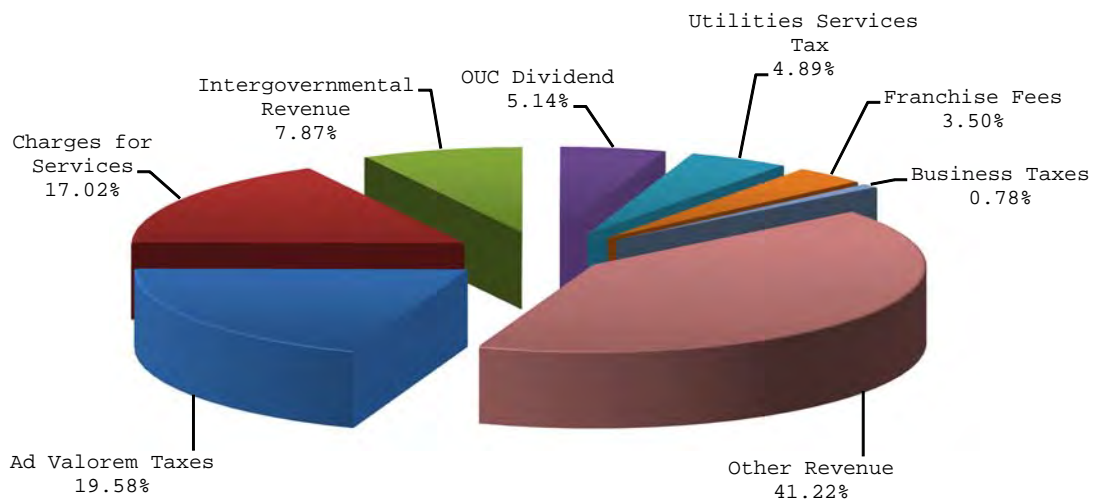
## Fund Expenditure Comparison By Fiscal Year- continued

FY 2006/2007 Actual Expenses	FY 2007/2008 Revised Budget	FY 2008/2009 Adopted Budget	
\$ 152,028	\$ 153,603	\$ 175,480	<u>ENTERPRISE</u>
-	330,000	30,000	Center for Arts & Education
-	-	370,000	CNL R&R
-	-	32,490	Downtown Transit Fund
14,057,384	30,814,467	18,429,884	Market Garage R&R Fund
12,905,355	15,699,411	16,296,390	Orlando Venues Fund
22,258,244	24,892,532	24,935,758	Parking System Revenue Fund
14,999,130	36,502,877	23,204,891	Solid Waste Fund
15,827,254	98,348,363	48,605,697	Stormwater Utility Fund
34,742,169	26,900,808	3,235,053	Wastewater Construction Funds
1,000,271	8,676,209	4,176,387	Wastewater Impact Fee Reserve Fund
65,491,641	50,208,356	45,119,543	Wastewater R & R Fund
			Wastewater Revenue Fund
			<u>INTERNAL SERVICE</u>
2,542,118	2,657,800	2,997,481	Construction Management Fund
21,945,347	27,650,717	29,219,367	Fleet Management Funds
7,921,811	41,535,588	28,001,846	Internal Loan Fund
58,719	100,000	100,000	Pension Participant Services
16,227,378	21,201,683	19,732,800	Risk Management Fund
1,435,743	1,285,389	1,117,194	Supplemental City Staff
			<u>COMPONENT UNIT</u>
4,080,140	4,851,103	3,608,030	Civic Facilities Authority Revenue Fund
57,376	304,994	301,600	Civic Facilities Authority Sinking Fund
2,036,328	3,668,514	4,584,383	Downtown Development Board Fund
			<u>PENSION TRUST</u>
54,240,806	529,886	539,983	City Pension Funds
-	-	22,190,218	OPEB Trust Fund
<u>\$ 847,707,751</u>	<u>\$ 1,124,918,307</u>	<u>\$ 926,090,108</u>	TOTAL CITY OF ORLANDO



Budget in Brief

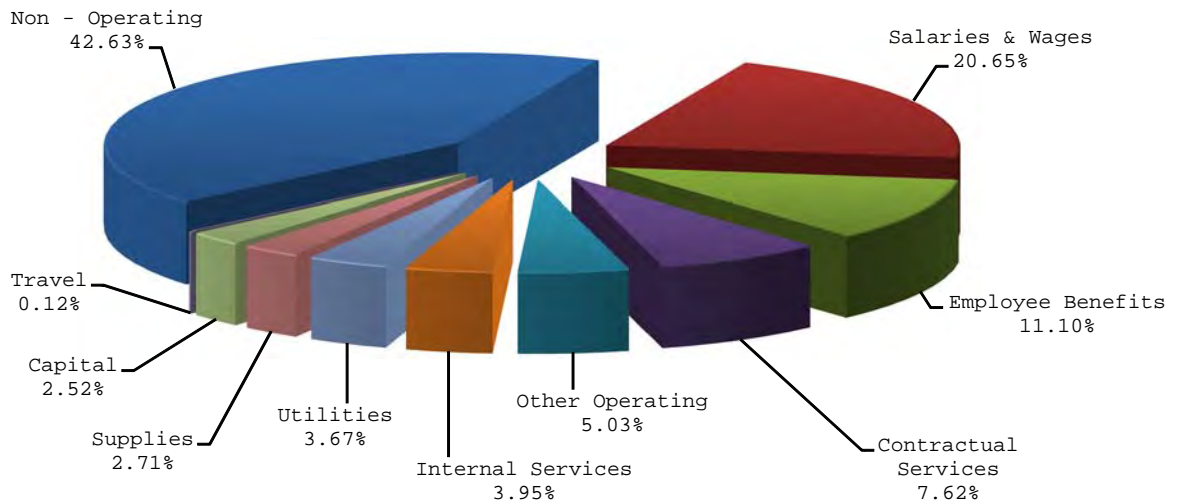
**Total Adopted Budget  
Revenue Summary by Source  
FY 2008/2009**



Revenue Source	Adopted Budget FY 2008/2009	% of Total
Ad Valorem Taxes	\$ 181,327,286	19.58%
Charges for Services	157,584,410	17.02%
Intergovernmental Revenue	72,842,493	7.87%
OUC Dividend	47,580,000	5.14%
Utilities Services Tax	45,308,404	4.89%
Franchise Fees	32,386,585	3.50%
Business Taxes	7,180,000	0.78%
Other Revenue	381,880,930	41.22%
<b>Total</b>	<b>\$ 926,090,108</b>	<b>100.00%</b>

Budget in Brief

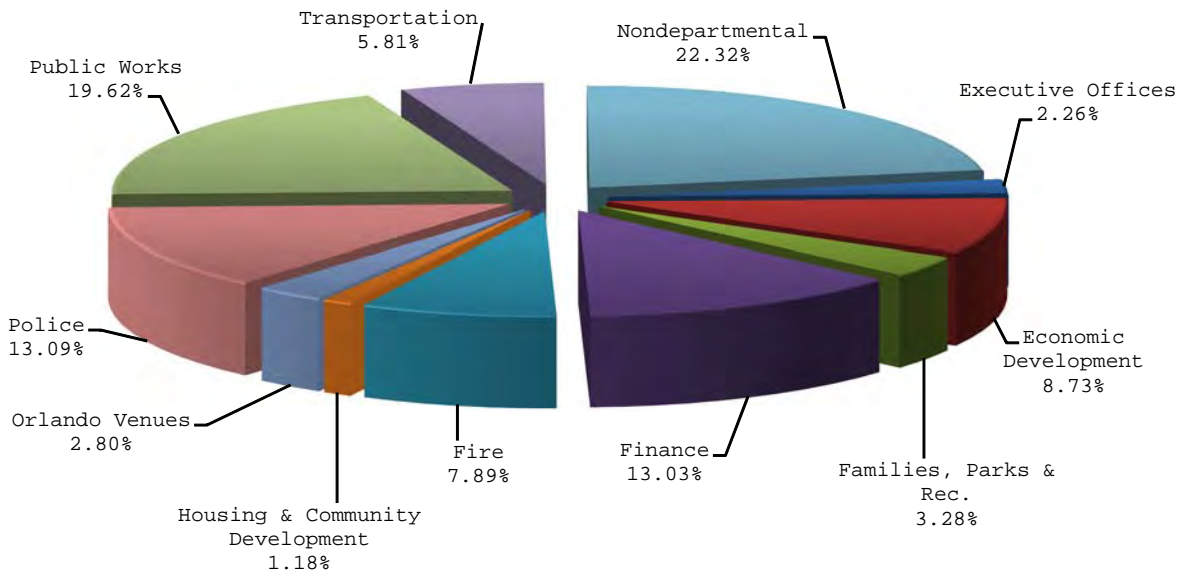
**Total Adopted Budget  
Appropriation Summary by Object Code  
FY 2008/2009**



Appropriation Source	Adopted Budget FY 2008/2009	% of Total
Non - Operating	\$ 394,747,009	42.63%
Salaries & Wages	191,211,859	20.65%
Employee Benefits	102,724,326	11.10%
Contractual Services	70,593,064	7.62%
Other Operating	46,628,540	5.03%
Internal Services	36,614,886	3.95%
Capital	34,005,708	3.67%
Utilities	25,057,795	2.71%
Supplies	23,382,811	2.52%
Travel	1,124,110	0.12%
<b>Total</b>	<b>\$ 926,090,108</b>	<b>100.00%</b>

Budget in Brief

**Total Budget Request  
Appropriation Summary by Department  
FY 2008/2009**



Appropriation Source	Adopted Budget FY 2008/2009	% of Total
Nondepartmental	\$ 206,684,478	22.32%
Public Works	181,713,384	19.62%
Police	121,095,101	13.09%
Finance	120,644,203	13.03%
Economic Development	80,819,887	8.73%
Fire	73,028,763	7.89%
Transportation	53,828,010	5.81%
Families, Parks & Recreation	30,413,824	3.28%
Orlando Venues	25,930,082	2.80%
Executive Offices	20,964,110	2.26%
Housing & Community Dev.	10,968,266	1.18%
<b>Total</b>	<b>\$ 926,090,108</b>	<b>100.00%</b>

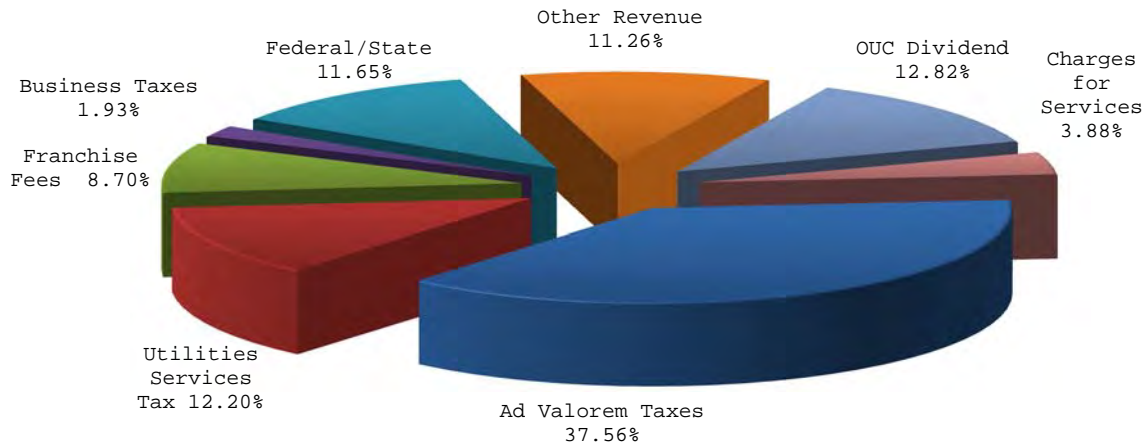
## Budget in Brief

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

REVENUES	ADOPTED	REVISED	ADOPTED	2008/2009	NET	%
	Fy 2007/2008	Fy 2007/2008	Fy 2008/2009	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 118,356,803	\$ 118,775,759	\$ 139,426,581	37.56%	\$ 20,650,822	17.39%
Utilities Services Tax	41,605,548	41,605,548	45,308,404	12.20%	3,702,856	8.90%
Charges for Services	13,657,827	15,347,827	14,418,880	3.88%	(928,947)	(6.05%)
Business Taxes	7,180,000	7,180,000	7,180,000	1.93%	-	0.00%
Franchise Fees	31,381,493	31,381,493	32,306,585	8.70%	925,092	2.95%
Federal/State Revenue	46,779,362	46,779,362	43,213,988	11.65%	(3,565,374)	(7.62%)
OUC Dividend	45,952,144	45,952,144	47,580,000	12.82%	1,627,856	3.54%
Other Revenue	30,482,932	33,999,556	41,803,731	11.26%	7,804,175	22.95%
	<u>\$ 335,396,109</u>	<u>\$ 341,021,689</u>	<u>\$ 371,238,169</u>	<u>100.00%</u>	<u>\$ 30,216,480</u>	<u>8.86%</u>
<b>APPROPRIATIONS</b>	<b>ADOPTED</b>	<b>REVISED</b>	<b>ADOPTED</b>	<b>2008/2009</b>	<b>NET</b>	<b>%</b>
By Department	Fy 2007/2008	Fy 2007/2008	Fy 2008/2009	% TOTAL	CHANGE	CHANGE
Executive Offices	\$ 25,960,098	\$ 25,873,577	\$ 20,136,441	5.42%	(\$5,737,136)	(22.17%)
Economic Development	13,235,618	13,421,298	14,362,819	3.87%	941,521	7.02%
Families, Parks & Rec.	26,919,639	26,686,288	27,883,636	7.51%	1,197,348	4.49%
Finance	28,159,267	28,028,003	28,442,698	7.66%	414,695	1.48%
Fire	69,095,672	68,556,750	73,001,761	19.66%	4,445,011	6.48%
Housing & Community Dev.	279,115	276,849	295,004	0.08%	18,155	6.56%
Orlando Venues	434,553	433,345	419,425	0.11%	(13,920)	(3.21%)
Police	103,096,250	102,019,955	110,696,177	29.82%	8,676,222	8.50%
Public Works	10,158,715	10,058,942	10,140,876	2.75%	81,934	0.81%
Transportation	12,231,912	12,233,673	11,994,577	3.23%	(239,096)	(1.95%)
Debt Service	14,319,135	14,319,135	14,709,409	3.96%	390,274	2.73%
Nondepartmental	31,506,135	39,113,874	59,155,346	15.93%	20,041,472	51.24%
	<u>\$ 335,396,109</u>	<u>\$ 341,021,689</u>	<u>\$ 371,238,169</u>	<u>100.00%</u>	<u>\$ 30,216,480</u>	<u>8.86%</u>
By Major Category	ADOPTED	REVISED	ADOPTED	2008/2009	NET	%
	Fy 2007/2008	Fy 2007/2008	Fy 2008/2009	% TOTAL	CHANGE	CHANGE
Salaries & Benefits	\$ 212,469,526	\$ 209,879,071	\$ 228,463,190	61.55%	\$ 18,584,119	8.85%
Operating Costs	51,809,417	53,905,420	55,241,477	14.88%	1,336,057	2.48%
Internal Services	22,174,325	22,185,423	22,840,924	6.15%	655,501	2.95%
Capital & Nonoperating	34,623,706	40,732,640	49,983,169	13.46%	9,250,529	22.71%
Debt Service	14,319,135	14,319,135	14,709,409	3.96%	390,274	2.73%
	<u>\$ 335,396,109</u>	<u>\$ 341,021,689</u>	<u>\$ 371,238,169</u>	<u>100.00%</u>	<u>\$ 30,216,480</u>	<u>8.86%</u>

Budget in Brief

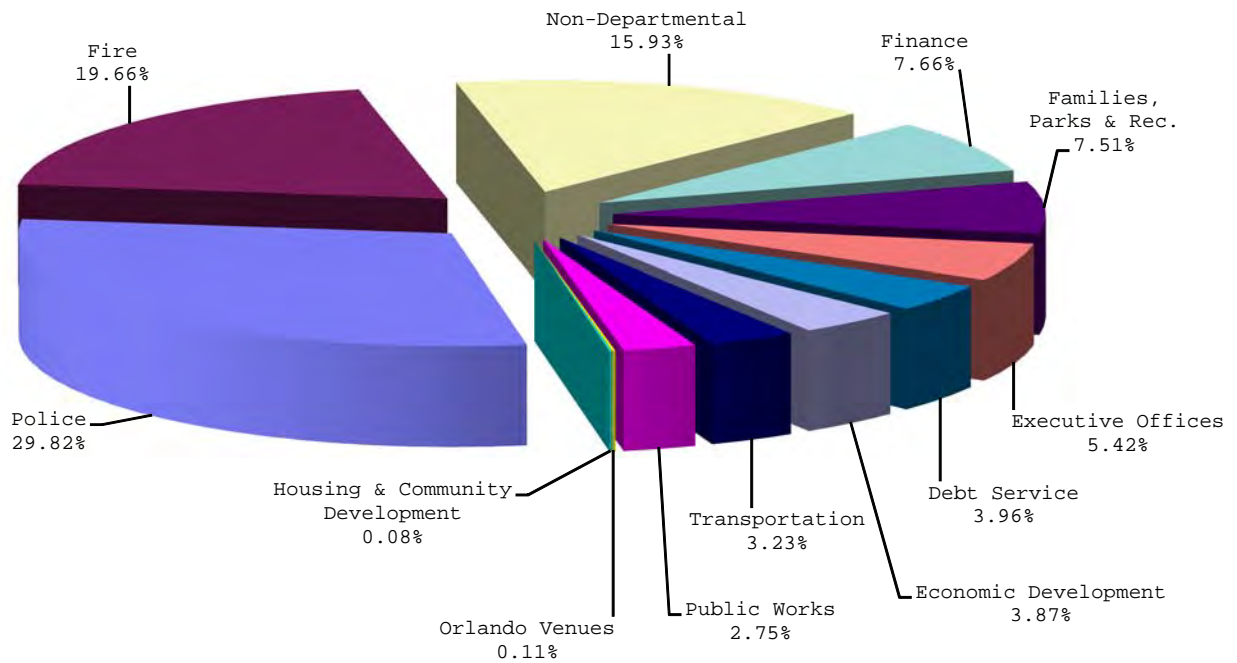
**General Fund Revenues by Source  
FY 2008/2009**



Source of General Revenue	Adopted Budget FY 2008/2009	% of Total
Ad Valorem Taxes	\$ 139,426,581	37.56%
OUC Dividend	47,580,000	12.82%
Utilities Services Tax	45,308,404	12.20%
Federal/State Revenue	43,213,988	11.65%
Other Revenue	41,803,731	11.26%
Franchise Fees	32,306,585	8.70%
Charges for Services	14,418,880	3.88%
Business Taxes	7,180,000	1.93%
<b>Total</b>	<b>\$ 371,238,169</b>	<b>100.00%</b>

Budget in Brief

General Fund Uses by Department  
FY 2008/2009

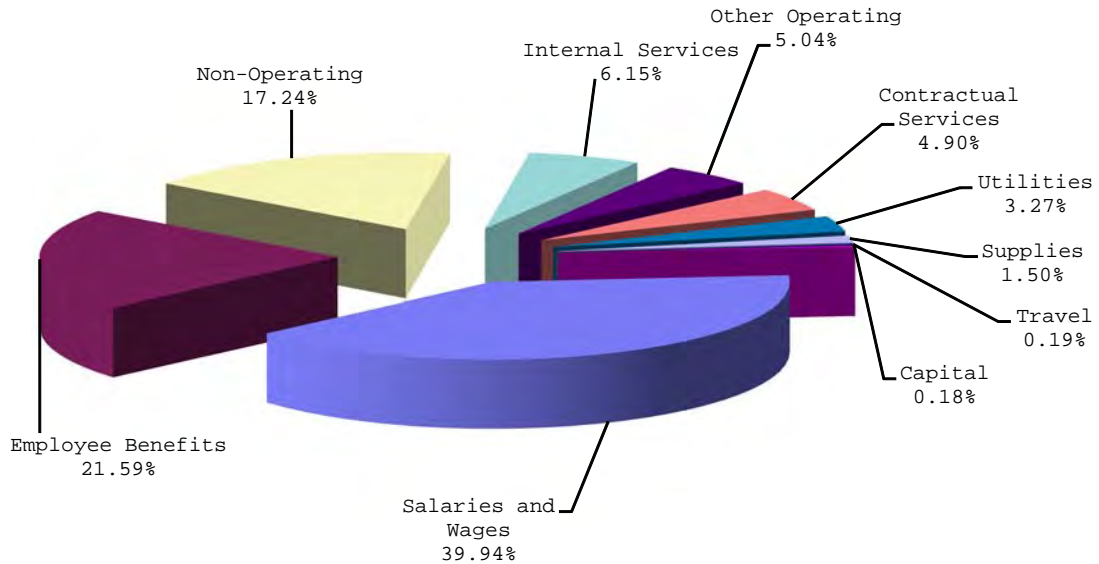


Department	Adopted Budget FY 2008/2009	% of Total
Police	\$ 110,696,177	29.82%
Fire	73,001,761	19.66%
Non-Departmental	59,155,346	15.93%
Finance	28,442,698	7.66%
Families, Parks & Recreation	27,883,636	7.51%
Executive Offices	20,136,441	5.42%
Debt Service	14,709,409	3.96%
Economic Development	14,362,819	3.87%
Transportation	11,994,577	3.23%
Public Works	10,140,876	2.75%
Orlando Venues	419,425	0.11%
Housing & Community Dev.	295,004	0.08%
<b>Total</b>	<b>\$ 371,238,169</b>	<b>100.00%</b>



Budget in Brief

General Fund Uses by Object Code  
FY 2008/2009



Object Code	Adopted Budget FY 2008/2009	% of Total
Salaries and Wages	\$ 148,261,239	39.94%
Employee Benefits	80,139,939	21.59%
Non-Operating	63,996,713	17.24%
Internal Services	22,840,924	6.15%
Other Operating	18,714,770	5.04%
Contractual Services	18,190,332	4.90%
Utilities	12,132,495	3.27%
Supplies	5,565,269	1.50%
Travel	700,623	0.19%
Capital	695,865	0.18%
<b>Total</b>	<b>\$ 371,238,169</b>	<b>100.00%</b>

## Budget in Brief

CITYWIDE STAFFING SUMMARY  
CITY OF ORLANDO  
FY 2008/2009

	Actual FY2006/2007	Revised Budget FY2007/2008	Approved New Positions	Approved Position Deletions	Approved Position Transfers	Approved FY2008/2009	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	157	158	-	(8)	-	150	4.40%
Economic Development	216	221	-	(14)	-	207	6.07%
Families, Parks & Recreation	273	274	-	(2)	-	272	7.97%
Finance	282	282	-	(3)	-	279	8.18%
Fire	555	589	-	(1)	-	588	17.23%
Housing & Community Dev.	20	19	-	-	-	19	0.56%
Orlando Venues	95	98	-	(4)	-	94	2.75%
Police	1,038	1,066	25	(2)	-	1,089	31.91%
Public Works	558	558	-	(16)	-	542	15.89%
Transportation	156	174	-	(2)	-	172	5.04%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,350</b>	<b>3,439</b>	<b>25</b>	<b>(52)</b>	<b>-</b>	<b>3,412</b>	<b>100.00%</b>

SUMMARY BY FUND							
General	2,452	2,520	25	(18)	(4)	2,523	73.92%
Wastewater Revenue	229	229	-	-	-	229	6.71%
Parking System Revenue	87	105	-	-	-	105	3.08%
Solid Waste	118	118	-	(15)	-	103	3.02%
Building Code Enforcement	92	91	-	(13)	-	78	2.29%
GOAA Police	70	70	-	-	4	74	2.17%
Orlando Venues	58	60	-	(3)	-	57	1.67%
Stormwater Utility	55	55	-	-	-	55	1.61%
Fleet Management	45	45	-	-	-	45	1.32%
Construction Management	27	27	-	-	-	27	0.79%
Leu Gardens Trust	25	25	-	-	-	25	0.73%
Supplemental Staff (RAP Team)	20	20	-	-	-	20	0.59%
Community Redevelopment Agency	16	16	-	-	-	16	0.47%
Risk Management	14	14	-	-	-	14	0.41%
Community Dev. Block Grant	13	12	-	-	-	12	0.35%
Civic Facilities Authority	9	9	-	(1)	-	8	0.23%
Downtown Development Board	5	5	-	-	-	5	0.15%
Mennello Museum	2	3	-	-	-	3	0.09%
Transportation Grant	3	3	-	-	-	3	0.09%
Local Housing Assistance Trust	3	3	-	-	-	3	0.09%
Cemetery Trust	4	4	-	(2)	-	2	0.06%
Crossing Guard	-	2	-	-	-	2	0.06%
Home Investment Partnership	1	1	-	-	-	1	0.03%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,350</b>	<b>3,439</b>	<b>25</b>	<b>(52)</b>	<b>-</b>	<b>3,412</b>	<b>100.00%</b>

## Budget in Brief

APPROVED ADDITIONAL PERSONNEL  
FY 2008/2009

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b>GENERAL FUND #100</b>				
<b><u>POLICE DEPARTMENT</u></b>				
676 Drug Enforcement	12	Police Officer	FPO	\$ 470,076
691 North Patrol	4	Police Officer	FPO	156,692
692 East Patrol	3	Police Officer	FPO	117,519
693 West Patrol	6	Police Officer	FPO	235,038
<b>TOTAL DEPARTMENT</b>	<b>25</b>			<b>\$ 979,325</b>
<b>TOTAL GENERAL FUND</b>	<b>25</b>			<b>\$ 979,325</b>
<b>TOTAL ALL FUNDS</b>	<b>25</b>			<b>\$ 979,325</b>

ADOPTED PERSONNEL DELETIONS  
FY 2008/2009

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b>GENERAL FUND #100</b>				
<b><u>EXECUTIVE OFFICES</u></b>				
104 Audit Services & Mgmt. Support	1	Audit Program Manager	NB114	\$ 78,541
104 Audit Services & Mgmt. Support	1	Management Analyst II	S12	47,486
104 Audit Services & Mgmt. Support	2	Auditor III	S12	96,616
106 Equal Employment Opportunity	1	Compliance/Training Spec.	NB111	63,295
106 Equal Employment Opportunity	1	EEO Compliance Specialist	S13	46,072
<b>TOTAL DEPARTMENT</b>	<b>6</b>			<b>\$ 332,010</b>
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
139 General Permitting Services	1	Permit Tech Supervisor	S15	\$ 40,248
<b>TOTAL DEPARTMENT</b>	<b>1</b>			<b>\$ 40,248</b>
<b><u>FAMILIES, PARKS &amp; RECREATION DEPARTMENT</u></b>				
731 Parks Administration	1	Staff Assistant	S20	\$ 28,704
733 Production & Grounds Maintenance	1	Maintenance Worker	L01	24,700
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 53,404</b>
<b><u>FINANCE DEPARTMENT</u></b>				
184 Treasury Administration	1	Staff Assistant	S20	\$ 28,704
186 Real Estate Management	1	Real Estate Agent I	S14	43,077
201 Director of General Administration	1	General Admin. Director	NB122	\$ 137,051
<b>TOTAL DEPARTMENT</b>	<b>3</b>			<b>\$ 208,832</b>
<b><u>FIRE DEPARTMENT</u></b>				
616 OFD Public Education	1	Staff Assistant - Contract	20	\$ 29,037
<b>TOTAL DEPARTMENT</b>	<b>1</b>			<b>\$ 29,037</b>

Continued on next page

## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2008/2009

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<b><u>POLICE DEPARTMENT</u></b>				
668 Police Recruiting	1	Background Investigator	S18	\$ 32,864
675 Criminal Investigations Division	1	CID Administrator	S15	40,248
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 73,112</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
726 Right-of-Way Management	1	Maintenance Worker	L01	\$ 24,700
<b>TOTAL DEPARTMENT</b>	<b>1</b>			<b>\$ 24,700</b>
<b><u>TRANSPORTATION DEPARTMENT</u></b>				
756 Sign & Pavement Markings	1	Traffic Maintenance II	L04	\$ 34,653
815 Transportation Planning	1	Accounting Specialist I	S19	30,701
<b>TOTAL DEPARTMENT</b>	<b>2</b>			<b>\$ 65,354</b>
<b>TOTAL GENERAL FUND</b>	<b>18</b>			<b>\$ 826,697</b>
<b><u>BUILDING CODE ENFORCEMENT FUND #200</u></b>				
<b><u>ECONOMIC DEVELOPMENT DEPARTMENT</u></b>				
297 Customer Service & Logistical Support	1	Permit Tech I - Contract	S15	\$ 40,248
298 Plans Review	2	Plans Examiner P/T	S13	46,072
298 Plans Review	2	Fire Safety Examiner I	S12	98,592
299 Field Inspection & Review	5	Construction Inspector I	S14	215,385
299 Field Inspection & Review	1	Construction Inspector II	S13	46,072
299 Field Inspection & Review	2	Fire Prevention Insp. II	S13	92,144
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>13</b>			<b>\$ 538,513</b>
<b><u>ORLANDO VENUES FUND #411</u></b>				
<b><u>ORLANDO VENUES DEPARTMENT</u></b>				
574 Venues Box Office	1	Ticket Seller - Lead	S17	\$ 35,152
577 Venues Technical Services	2	Venues Systems Tech I	S15	80,496
<b>TOTAL ORLANDO VENUES FUND</b>	<b>3</b>			<b>\$ 115,648</b>

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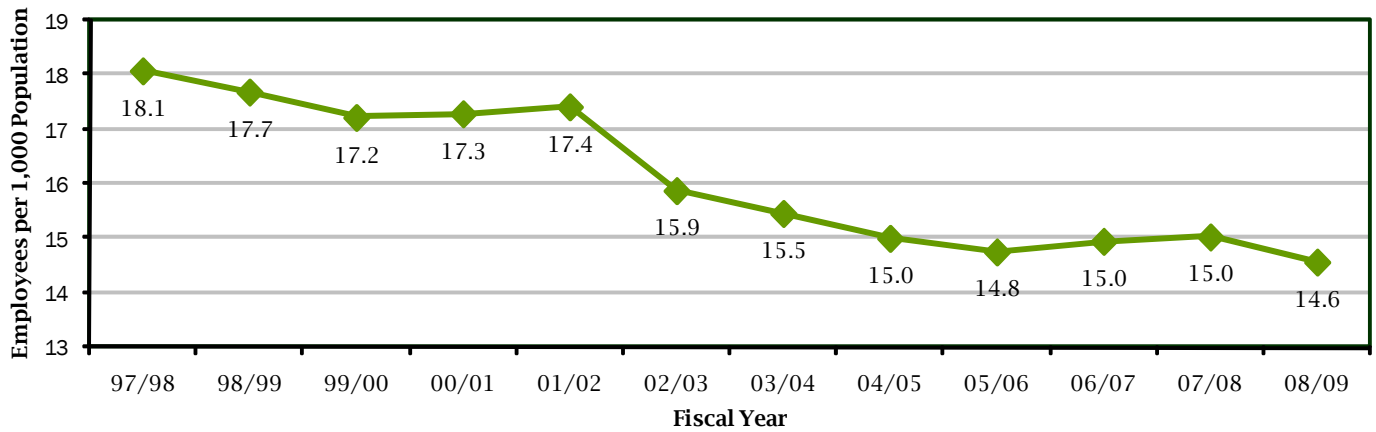
## Budget in Brief

ADOPTED PERSONNEL DELETIONS  
FY 2008/2009

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>SOLID WASTE FUND #426</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
366 Residential & Recycling	<u>15</u>	Refuse Collector	L02	\$ 411,840
<b>TOTAL SOLID WASTE FUND</b>	<b>15</b>			<b>\$ 411,840</b>
<u>CIVIC FACILITIES AUTHORITY FUND #470</u>				
<u>ORLANDO VENUES DEPARTMENT</u>				
593 Citrus Bowl	<u>1</u>	Maintenance Worker	L01	\$ 24,700
<b>TOTAL CIVIC FACILITIES FUND</b>	<b>1</b>			<b>\$ 24,700</b>
<u>GREENWOOD CEMETERY FUND #631</u>				
<u>EXECUTIVE OFFICES</u>				
154 Greenwood Cemetery	<u>2</u>	Records Specialist	S18	\$ 75,525
<b>TOTAL GREENWOOD CEMETERY FUND</b>	<b>2</b>			<b>\$ 75,525</b>
<b>TOTAL ALL FUNDS</b>	<b><u>52</u></b>			<b><u>\$ 1,992,923</u></b>

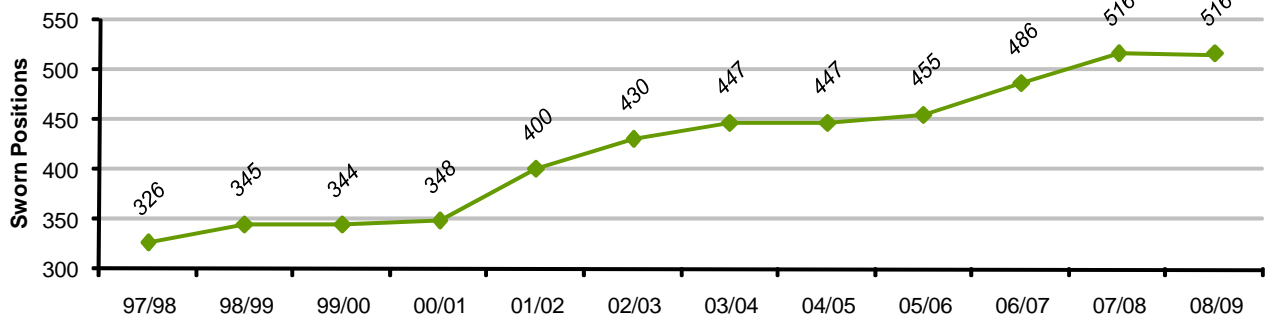
Budget in Brief

Employees per Thousand City Population

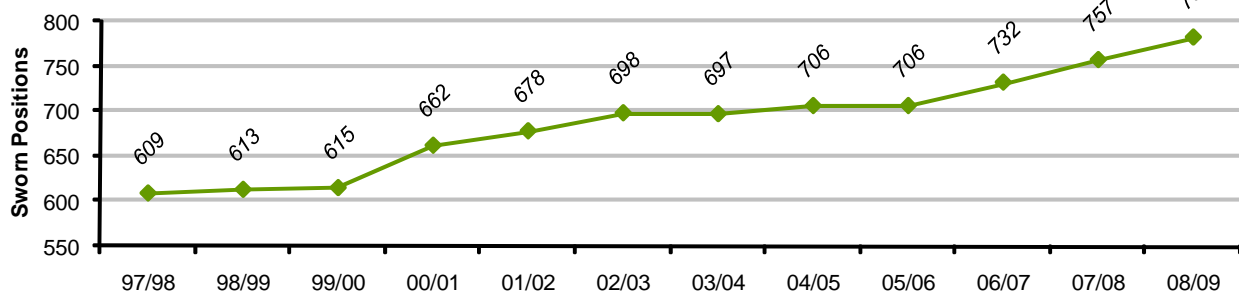


FY	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09
Employees	3,187	3,191	3,179	3,214	3,282	3,095	3,121	3,135	3,211	3,350	3,439	3,412
Population	176,373	180,462	184,639	185,951	188,494	194,913	201,851	208,900	217,567	224,055	228,765	234,130
per 1,000	18.1	17.7	17.2	17.3	17.4	15.9	15.5	15.0	14.8	15.0	15.0	14.6

Orlando Fire Department Sworn Positions



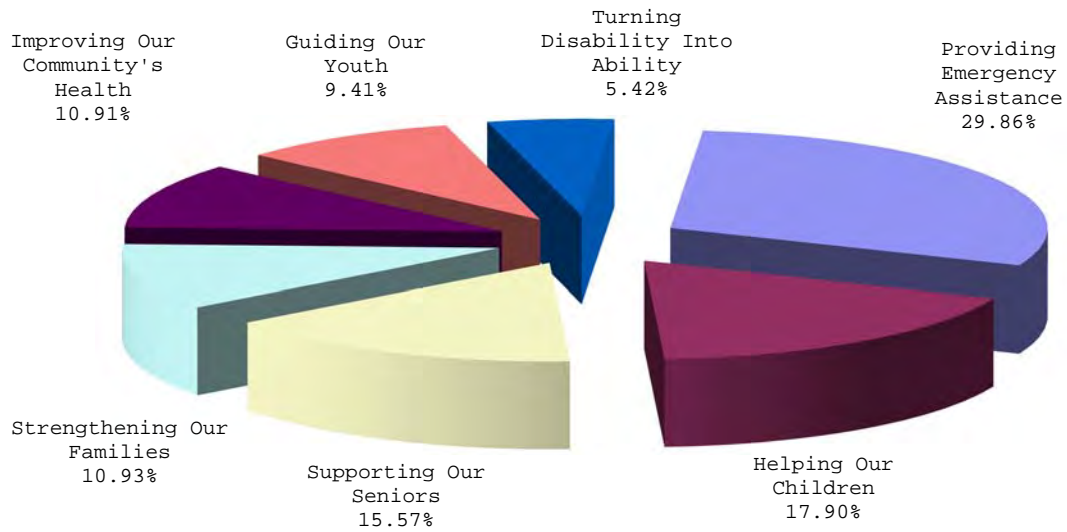
Orlando Police Department Sworn Positions





Budget in Brief

**Community Service Organization Funding by Area of Focus  
BUDGET FY 2008/2009**



Focus Care Area	City Funding	% of Total
Providing Emergency Assistance	\$ 643,108	29.86%
Helping Our Children	385,286	17.90%
Supporting Our Seniors	335,252	15.57%
Strengthening Our Families	235,402	10.93%
Improving Our Community's Health	234,916	10.91%
Guiding Our Youth	202,704	9.41%
Turning Disability Into Ability	116,813	5.42%
<b>Total:</b>	<b>\$ 2,153,481</b>	<b>100.00%</b>

## Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS  
RECOMMENDATIONS

	Revised FY 2007/2008	Adopted FY 2008/2009
Boys and Girls Club of Central Florida	\$ 47,704	\$ 47,704
Center for Drug Free Living	134,848	132,522
Central Florida Police Athletic League	50,000	50,000
Children's Home Society	34,700	34,700
Christian Service Center	29,733	29,733
Coalition for the Homeless	361,450	361,450
Community Coordinated Care for Children	385,286	385,286
Orlando/Orange Compact	105,000	105,000
Consumer Credit Counseling Service	8,597	8,597
Devereux Foundation, Inc.	21,607	21,607
Guardian Care	49,877	49,877
Harbor House	174,524	174,524
Howard Phillips Center for Children & Families (ORHS)	102,394	102,394
Legal Aid Society	32,702	32,702
Lighthouse Central Florida (formerly CITE)	56,107	56,107
Metropolitan Orlando Urban League	119,020	119,020
Orlando Day Nursery Association, Inc.	18,776	18,776
Quest	60,706	60,706
Retired & Senior Volunteer Program	7,582	7,582
Salvation Army	48,429	48,429
Senior Resource Alliance	12,000	-
Seniors First, Inc.	277,793	277,793
Share the Care	28,972	28,972
Subtotal - Community Service Organizations	<u>\$ 2,167,807</u>	<u>\$ 2,153,481</u>

## OTHER AGENCIES

Black Business Investment Fund	\$ 142,500		\$ 142,500
Citrus Sports	82,500	(1)	82,500
Channel 24	20,000		20,000
Digital Media Alliance Florida	25,000		25,000
Disney/SBA National Entrepreneur Center	105,000	(2)	105,000
Downtown Arts District	250,000	(3)	250,000
Dr. Phillips Performing Arts Center	20,000		20,000
Economic Development Commission	448,110		457,530
Heart of Florida United Way/Community Services Network	111,202		111,202
Hispanic Business Initiative Fund	79,500		79,500
Impact Fee Assistance Program	50,000		50,000
M/WBE Alliance	75,000		75,000
MetroPlan	146,858		146,858
Mayor's Grants	165,000		165,000
MyRegion.org	50,000	(4)	50,000
National Center for Simulation	20,000		20,000
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		200,000
Regional Commission on Homelessness	-		100,000
UCF Technology Incubator	200,000	(5)	200,000
United Arts of Central Florida	560,138		571,912
Subtotal - Other Agencies	<u>\$ 3,467,532</u>		<u>\$ 3,588,726</u>

Funding provided by the General Fund unless otherwise noted.

- (1) \$57,500 General Fund; \$25,000 CRA
- (2) \$100,000 General Fund; \$5,000 CRA
- (3) \$175,000 General Fund; \$75,000 CRA
- (4) \$25,000 General Fund; \$25,000 CRA
- (5) \$100,000 General Fund; \$100,000 CRA

Continued on next page

## Budget in Brief

**COMMUNITY SERVICE ORGANIZATIONS  
RECOMMENDATIONS  
GRANT FUNDING**

	Revised FY 2007/2008	Adopted FY 2008/2009
<u>Community Development Block Grant</u>		
Center for Drug Free Living Gore St. Facility Improvements	\$ -	\$ 35,589
Center for Drug Free Living Nueva Vida Program	110,000	105,208
Center for Multicultural Wellness & Prevention Land/Bldg.	350,000	-
Center for Multicultural Wellness & Prevention Youth Ctr.	-	245,500
Coalition for the Homeless Bathroom Facilities Renovation	-	274,197
Coalition for the Homeless Early Childhood Development	-	39,750
Community Concept Services, Inc. Life skills Program	38,532	-
H.A.N.D.S.	125,000	125,000
Hispanic Resource Link Land & Bldg. Acquisition	228,638	-
Hispanic Resource Link Operating Costs	70,000	-
Quest Vocational Facility Rehabilitation	-	124,898
Seniors First H.E.A.R.T. Program	150,000	112,293
X-Tending Hands Land & Building Acquisition	150,000	-
Subtotal - Community Development Block Grant	<u>1,222,170</u>	<u>1,062,435</u>
<u>Emergency Shelter Grant</u>		
Coalition for the Homeless	98,443	98,677
Subtotal - Emergency Shelter Grant	<u>98,443</u>	<u>98,677</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	405,300	932,377
Permanent housing placement assistance	110,000	75,284
Short term rental, mortgage and utility assistance	787,450	730,000
Supportive services	607,950	562,076
Tenant based rental assistance	694,800	627,744
Subtotal - HOPWA Grant	<u>2,605,500</u>	<u>2,927,481</u>
Total Grant Funding	<u>\$ 3,926,113</u>	<u>\$ 4,088,593</u>
TOTAL - ALL FUNDING	<u>\$ 9,549,452</u>	<u>\$ 9,745,126</u>

HOPWA providers are selected through a Request for Proposal process. Providers include Center for Drug Free Living, Center for Multicultural Wellness & Prevention, Miracle of Love, N.E.E.D., St. Francis House, The Transition House, X-Tending Hands, The Place of Comfort and Spotlight Outreach Ministries.

## Budget in Brief

## Capital Improvement Projects 2008/09

	<u>2008/2009</u>
<b>Capital Improvement Fund</b>	
Brick Street Restoration	\$ 200,000
City Building Driveways and Parking Lots Upgrades	100,000
Community Capital	600,000
Curb Ramp Construction and Curb Repair	150,000
Ferguson Drive Improvements	475,000
Fire Equipment Replacement	1,000,000
Hazardous Sidewalk Repair	300,000
Hurricane Tree Replacement	200,000
Misc. Trans. Enhancements (Decorative Lighting)	25,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	1,000,000
Pole and Mast Arm Painting	100,000
ROW Beautification & Median Improvement	100,000
School Safety Sidewalk Program	400,000
Technology Enhancement Projects	2,000,000
Traffic Signal Refurbishing Program	200,000
Unallocated/Future Needs	2,270,000
<b>Capital Improvement Fund Total</b>	<b>\$ 9,220,000</b>
<b>Community Development Block Grant</b>	
Z. L. Riley Park Expansion	\$ 200,000
<b>Community Development Block Grant Total</b>	<b>\$ 200,000</b>
<b>FY 03/04 Parks and Recreation Funding Initiative Reallocation</b>	
Athletic Field Shade Structures and Safety Netting	\$ 100,000
Ballfield Renovation Project	250,000
Filtration Conversion/ Pool Resurfacing Project	100,000
Playground Renovation Project	500,000
Tennis/Basketball Court/Parking Lot Resurfacing	100,000
<b>FY 03/04 Initiative Reallocation Total</b>	<b>\$ 1,050,000</b>
<b>Gas Tax</b>	
Area Wide Signal System Fiber Interconnect	\$ 100,000
Hazardous Sidewalk Repair	200,000
Intersection Safety Improvements	200,000
John Young Parkway Debt Service	390,417
Lee Vista Blvd. Debt Service	525,224
LYNX Annual Contribution	4,255,000
Miscellaneous Transportation Enhancements	100,000
New Traffic Signal Locations	370,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	1,250,000
Pine Street/Orange to Hughey	100,000
Railroad Grade Crossing Rehabilitation	100,000
School Safety Sidewalk Program	100,000
Shingle Creek Trail	100,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
<b>Gas Tax Total</b>	<b>\$ 8,190,641</b>

Continued on next page

## Budget in Brief

## Capital Improvement Projects 2008/09

2008/2009

**Other Funds**

Central Florida Commuter Rail	\$ 10,615,000
Citrus Bowl Improvements	84,624
<b>Other Funds Total</b>	<b>\$ 10,699,624</b>

**Revenue Bonds - Wastewater**

GOAA Hangar Fire Pumps	\$ 3,000,000
Iron Bridge Grit Treatment System Rehab	300,000
Iron Bridge Low Voltage Improvements	2,000,000
Iron Bridge MPS Inlet Structure Repair	3,000,000
LS 37 Improvements	2,000,000
Silver Star Rd Forcemain	1,000,000
Super Critical Water Oxidation (SCWO)	5,000,000
Water Conserv I Headworks Replacement	1,000,000
Water Conserv II Bar Screen Replacement	300,000
Water Conserv II Electrical System Upgrades	6,400,000
<b>Revenue Bonds Total</b>	<b>\$ 24,000,000</b>

**Service Charges**

Administration Center Garage Repair/Maintenance	\$ 120,000
Carver Shores Wastewater Improvements	350,000
Central Blvd Garage Repair and Maintenance	500,000
Centroplex I and II Repair and Maintenance	120,000
Church Street Repair and Maintenance	100,000
CMMS Linear Assets	300,000
Courthouse Garage Repair and Maintenance	120,000
Gaston Foster Wastewater Improvements	400,000
Iron Bridge Bardenpho Improvements	1,500,000
Iron Bridge Rerating and Expansion	250,000
Lift Station Rehab - Phase I	500,000
Lift Stations - Replace Underground Fuel Tanks	750,000
Lift Stations - Underground Rehabilitation	500,000
Oakley Street Wastewater Improvements	100,000
Orlando Easterly Wetlands Restoration	500,000
Rapid Response Construction - Wastewater	500,000
Residential Single Stream Recycling	720,000
Residential/Recycling Collection Vehicles	214,000
SWMD Compactor Conversions	110,000
Water Conserv I Reclaimed Water Storage	500,000
Water Conserv II Master Pump Station Improvements	1,400,000
Water Conserv II RIB Upgrades	300,000
Yucatan Drive Sewer Replacement	200,000
<b>Service Charges Total</b>	<b>\$ 10,054,000</b>

Continued on next page

## Budget in Brief

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### Capital Improvement Projects 2008/09

	<u>2008/2009</u>
<b>State Aid</b>	
Howell Branch Lakes Stormwater Retrofit	\$ 350,000
International Drive Congestion Management	307,007
LYMMO East/West Extension	926,000
Parramore Central Park	200,000
<b>State Aid Total</b>	<b>\$ 1,783,007</b>
<b>Stormwater Utility Fee</b>	
Albert Shores Storm Drainage Improvements	\$ 650,000
Carver Shores Drainage Improvements	650,000
Drainage Well Enhancement	250,000
Drainwell Repair and Rehabilitation	350,000
Dubsdread Drainage Improvements	1,095,000
Emergency Spill Cleanup	50,000
Fairview Shores Stormwater Improvements	975,000
Flood Studies	150,000
Gaston Foster/Lake C Drainage Improvements	750,000
Lake Enhancement Improvements	350,000
Rapid Response Construction - Stormwater	500,000
Roseboro Drainage Improvements	254,354
Sandbar Removal	200,000
Stormwater Monitoring	50,000
Stormwater System Construction	300,000
Stormwater System Evaluation	450,000
System Repair and Rehabilitation	500,000
TMDL Implementation	900,000
Underdrain Construction	200,000
<b>Stormwater Utility Fee Total</b>	<b>\$ 8,624,354</b>

Continued on next page



## Budget in Brief

### Capital Improvement Projects 2008/09

	<u>2008/2009</u>
<b>Tax Increment Financing</b>	
Downtown Infrastructure	\$ 1,750,000
Downtown Lighting	1,500,000
Downtown Mast Arms	260,000
Downtown Transp. Plan - Commuter Rail Debt Svc	750,000
<b>Tax Increment Financing Total</b>	<b>\$ 4,260,000</b>
<b>Transportation Impact Fees</b>	
Augusta National Extension to Hoffner Ave	\$ 2,000,000
Boggy Creek: Jetport Dr to Greenway(SR417)	150,000
Boone Extension: Anderson St. to Slyvia Lane	1,000,000
Crystal Lk./Maguire Blvd. Debt Service	788,090
Developer Signals-Matching Funds	150,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	800,000
Hazeltine National Dr.:Goldenrod to Narcoossee Rd.	150,000
International Drive Congestion Management	1,600,000
ITS Downtown Masterplan	100,000
LYMMO East/West Extension	600,000
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowes	4,623,000
Narcoossee Rd Debt Service - SR 528 to SR 417	1,790,642
Narcoossee Rd. 6 laning: Osceola County to SR 417	600,000
Pine Street/Orange to Hughey	800,000
Raleigh Street Intersection Improvements	300,000
Reserve for Future Needs	240,000
Southwest Intersection Improvements	500,000
Terry Avenue from Washington to Colonial (SR 50)	200,000
<b>Transportation Impact Fees Total</b>	<b>\$ 16,391,732</b>
<b>CIP Total</b>	<b>\$ 94,473,358</b>

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



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## Revenue Detail

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“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*

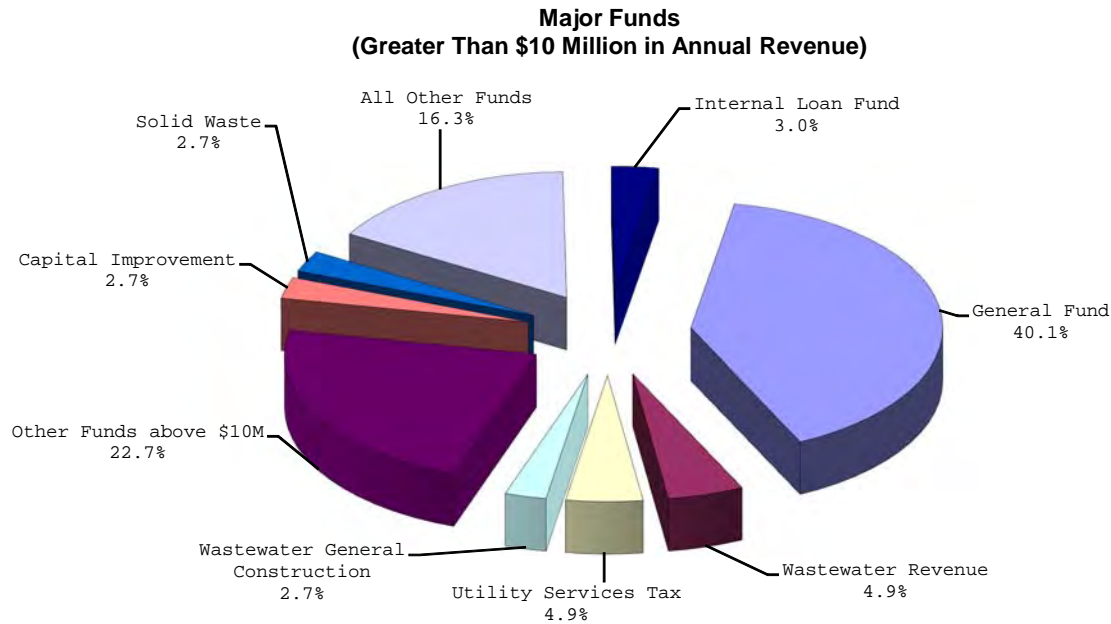
Government and not-for-profit accounting, by using Fund Accounting, focuses on the sources, uses and balances of funds as opposed to the private sector focus on net income as the bottom line. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure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

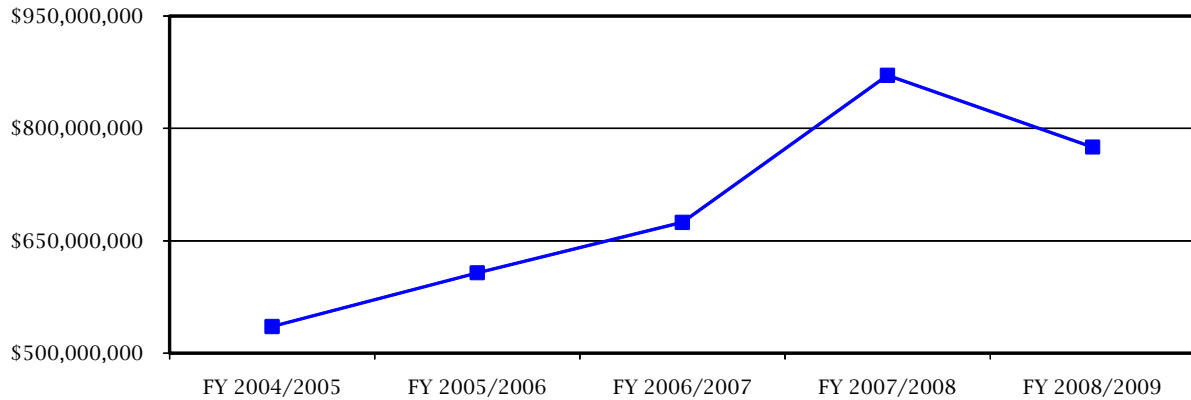
Revenue Detail



Rank	Major Fund (more than \$10 million)	Adopted FY 2008/2009	2008/2009 % Total	Cumulative %
1.	General Fund	\$371,238,169	40.09%	40.09%
2.	Utility Services Tax Fund	45,558,404	4.92%	45.01%
3.	Wastewater Revenue Fund	45,119,543	4.87%	49.88%
4.	Internal Loan Fund	28,001,846	3.02%	52.90%
5.	CRA Trust Fund	25,675,340	2.77%	55.67%
6.	Capital Improvement Fund	25,112,137	2.71%	58.39%
7.	Solid Waste Fund	24,935,758	2.69%	61.08%
8.	Wastewater General Construction Fund	24,605,697	2.66%	63.74%
9.	Wastewater Revenue Bonds FY 08/09	24,000,000	2.59%	66.33%
10.	Stormwater Utility Fund	23,204,891	2.51%	68.83%
11.	OPEB Trust Fund	22,190,218	2.40%	71.23%
12.	Community Redevelopment Agency	21,415,238	2.31%	73.54%
13.	Risk Management Fund	19,732,800	2.13%	75.67%
14.	Orlando Venues Fund	18,429,884	1.99%	77.66%
15.	Fleet Management Fund	16,703,076	1.80%	79.47%
16.	Parking System Revenue Fund	16,296,390	1.76%	81.23%
17.	Fleet Replacement Fund	12,516,291	1.35%	82.58%
18.	Gas Tax Fund	10,365,346	1.12%	83.70%
	All Other Funds	150,989,080	16.30%	100.00%
	<b>TOTAL</b>	<b>\$926,090,108</b>	<b>100.00%</b>	

Revenue Detail

Major Funds  
Annual Revenue History

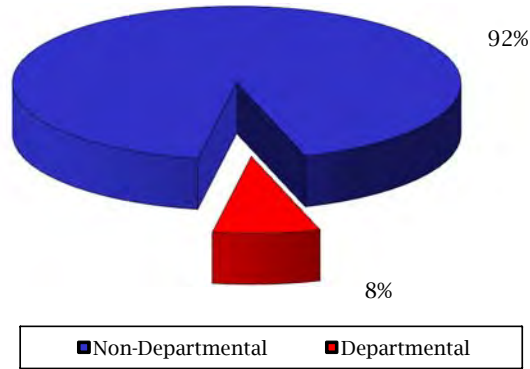


Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
General Fund	\$284,268,736	\$322,834,250	\$345,597,117	\$341,021,689	\$371,238,169
Utility Services Tax Fund	39,662,940	41,512,135	43,788,235	41,755,548	45,558,404
Wastewater Revenue Fund	43,232,382	44,675,368	53,363,525	50,208,356	45,119,543
Internal Loan Fund	7,011,392	7,835,842	7,921,811	41,535,588	28,001,846
CRA I/II Trust Fund - Downtown	10,707,104	12,847,436	17,543,982	26,306,921	25,675,340
Capital Improvement Fund	13,841,420	14,172,349	21,066,488	50,930,679	25,112,137
Solid Waste Fund	19,482,531	21,077,092	22,431,229	24,892,532	24,935,758
Wastewater General Construction	14,162,227	22,084,282	25,194,632	90,003,942	24,605,697
Wastewater Revenue Bonds FY08/09	-	-	-	-	24,000,000
Stormwater Utility Fund	17,241,768	22,334,432	24,372,634	36,502,877	23,204,891
OPEB Trust Fund	-	-	-	-	22,190,218
CRA Operating Fund	6,152,606	8,320,628	13,529,228	26,306,921	21,415,238
Risk Management Fund	15,272,736	16,667,172	19,086,677	21,201,683	19,732,800
Orlando Venues Fund	16,031,017	15,096,677	20,896,875	29,514,467	18,429,884
Fleet Management Fund	13,694,263	14,870,833	18,490,850	14,319,798	16,703,076
Parking System Revenue Fund	9,831,245	16,001,436	12,236,785	15,699,411	16,296,390
Fleet Replacement Fund	10,078,972	12,605,831	13,639,856	13,330,919	12,516,291
Gas Tax Fund	14,810,130	14,287,708	15,555,588	47,368,292	10,365,346
<b>Total</b>	<b>\$535,481,469</b>	<b>\$607,223,471</b>	<b>\$674,715,514</b>	<b>\$870,899,623</b>	<b>\$775,101,028</b>

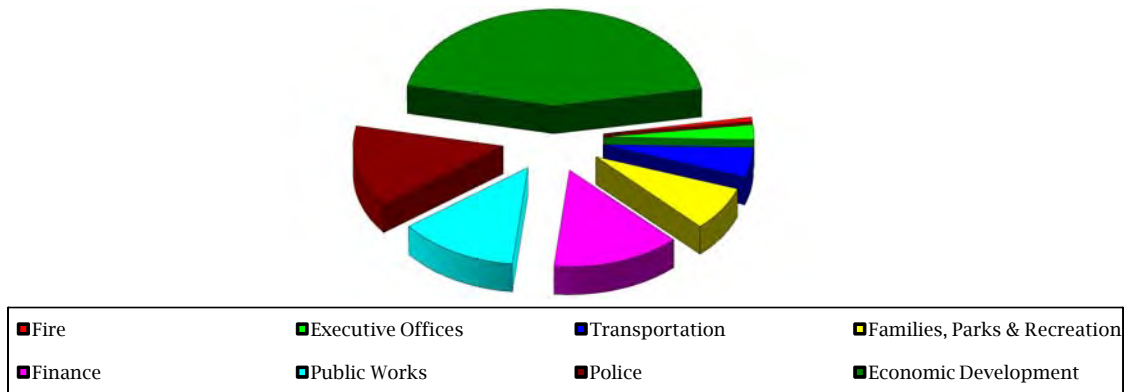
The large variation in FY 2007/2008 is the result of project funding carry forwards in the Capital Improvement, Gas Tax, Wastewater General Construction and Stormwater Utility Funds.

Revenue Detail

**General Fund Revenues By Department  
Non-Departmental vs. Departmental  
FY 2008/2009**



**General Fund Revenues By Department  
FY 2008/2009**



Department	Revised	Adopted	% of Total
	Budget	Budget	
	FY 2007/2008	FY 2008/2009	
Non-Departmental	\$ 313,215,201	\$ 342,570,436	92.28%
Police	3,431,262	3,936,420	1.06%
Economic Development	10,038,139	12,576,667	3.39%
Public Works	3,784,800	3,714,799	1.00%
Finance	4,508,179	3,971,437	1.07%
Families, Parks & Recreation	2,213,861	2,120,458	0.57%
Transportation	1,491,577	1,431,219	0.39%
Executive Offices	2,022,731	712,167	0.19%
Fire	315,939	204,566	0.06%
<b>Total</b>	<b>\$ 341,021,689</b>	<b>\$ 371,238,169</b>	<b>100.00%</b>

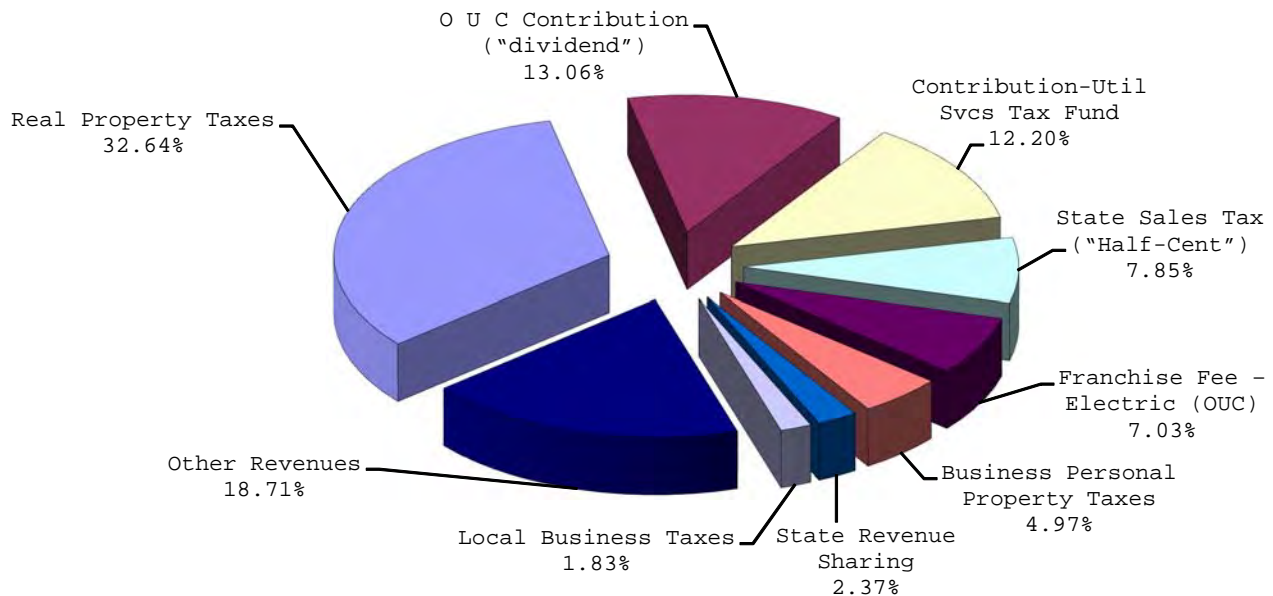


Revenue Detail

MAJOR REVENUE SOURCES  
GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the revenue streams, those budgeted at more than \$5 million for FY 2008/2009, are shown in the table below.

Adopted Budget FY 2008/2009



Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
Real Property Taxes	\$ 71,654,720	\$ 81,630,582	\$103,385,643	\$103,213,110	\$121,179,325
O U C Contribution (Dividend)	34,034,545	47,800,007	45,700,008	45,952,144	47,580,000
Contribution-Util Svcs Tax Fund	36,954,707	37,808,139	40,206,628	41,605,548	45,308,404
State Sales Tax (Half-Cent)	29,312,751	30,225,412	30,163,973	30,952,422	28,400,147
Franchise Fee - Electric (OUC)	20,187,365	23,657,524	24,128,018	25,147,856	25,620,000
Business Personal Property Taxes	10,826,724	11,082,155	12,207,018	15,422,649	18,107,256
State Revenue Sharing	9,408,292	9,840,775	9,763,097	9,707,879	8,800,000
Local Business Taxes	5,167,564	5,968,769	6,477,065	6,750,000	6,780,000
Other Revenues	66,722,068	74,820,888	73,565,668	62,270,081	69,463,037
<b>Total</b>	<b>\$284,268,735</b>	<b>\$322,834,249</b>	<b>\$345,597,117</b>	<b>\$341,021,689</b>	<b>\$371,238,169</b>

## Revenue Detail

### MAJOR REVENUE SOURCES GENERAL FUND

#### Ad Valorem Property Taxes

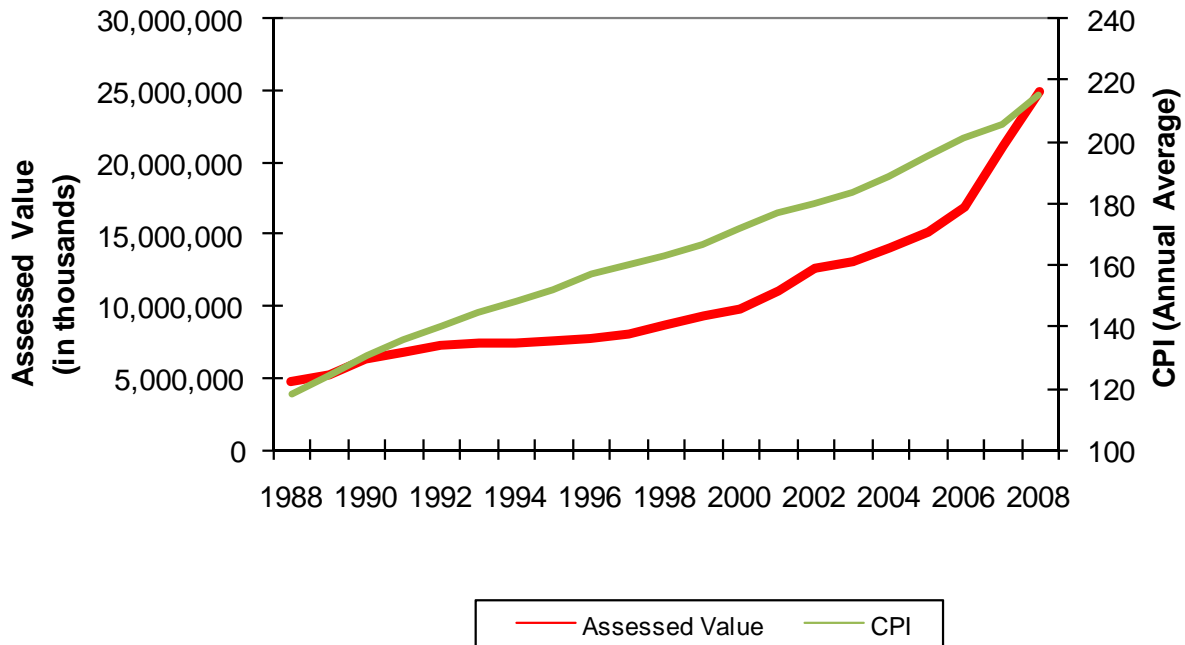
Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 5.65 mills. Ad Valorem Property taxes were originally forecasted in January as part of a ten-year forecast using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1<sup>st</sup> and become delinquent on April 1<sup>st</sup> or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

In January 2008, the voters of the State of Florida passed a Constitutional amendment pertaining to property tax reform. Please refer to page 90 for a more detailed discussion of the new requirements.

<u>Revenue Description</u>	<u>Actual</u> FY 2004/2005	<u>Actual</u> FY 2005/2006	<u>Actual</u> FY 2006/2007	<u>Revised</u> Budget FY 2007/2008	<u>Adopted</u> Budget FY 2008/2009
Real Property Taxes	\$ 74,292,937	\$ 84,603,470	\$107,053,794	\$107,513,656	\$126,228,464
Less: Discount for Real Taxes	(2,638,217)	(2,972,889)	(3,668,151)	(4,300,546)	(5,049,139)
Bus. Pers. Property Taxes	11,234,756	11,494,771	12,643,506	16,065,259	18,861,725
Less: Discount Bus. Pers. Taxes	(408,032)	(412,616)	(436,488)	(642,610)	(754,469)
Tax Recovery - Prior Yr Write-offs	319,199	(120,227)	155,206	-	-
Interest-Delinquent Taxes	193,355	140,207	363,901	140,000	140,000
<b>TOTAL Property Tax Revenue</b>	<b>\$ 82,993,998</b>	<b>\$ 92,732,716</b>	<b>\$116,111,767</b>	<b>\$118,775,759</b>	<b>\$139,426,581</b>

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
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	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387

Source: Orange County Property Appraiser

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

## Revenue Detail

### Millage Rate Property Tax Reform Guidelines

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

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

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

In order to bridge the resulting estimated \$31 million dollar budget gap, the Mayor and finance team proposed a millage rate adjustment for fiscal year 2008/2009, along with cuts to services and the use of a portion of the City's strategic reserves. Based on directives issued by Mayor Buddy Dyer, the City's finance team crafted a budget proposal that focused on maintaining the quality services citizens have come to expect, while achieving efficiencies and cost savings wherever possible without sacrificing Police and Fire funding.

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

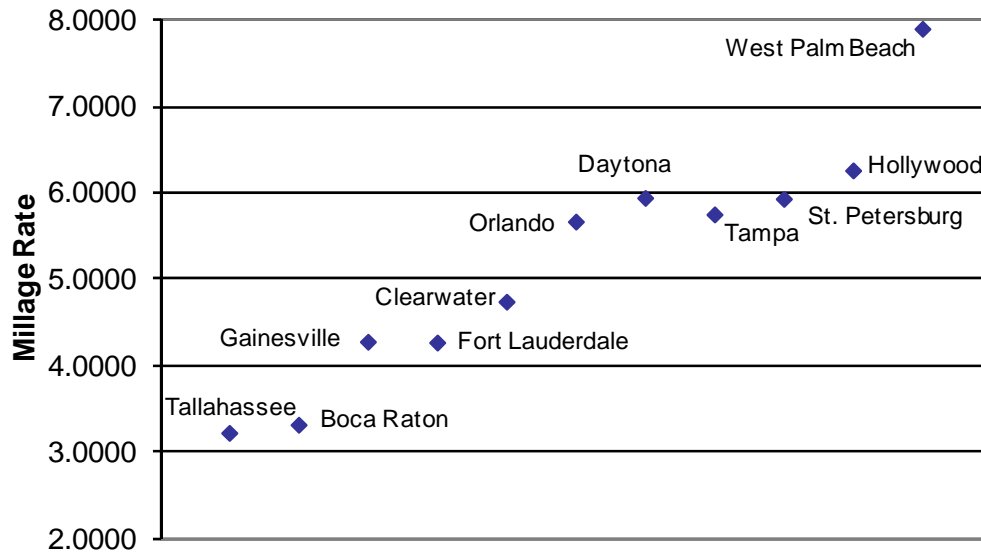
Fiscal Year	City of Orlando		
	Operations	Debt	Total
1995	6.0666	-	6.0666
1996	6.0666	-	6.0666
1997	6.0666	-	6.0666
1998	6.0666	-	6.0666
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916
2005	5.6916	-	5.6916
2006	5.6916	-	5.6916
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500

Revenue Detail

Operating Millage Rate Comparison  
Select Florida Municipalities

Municipality	Operating Millage FY 2008/2009	Debt Service Millage FY 2008/2009	Total Millage FY 2008/2009	General Fund Budget FY 2008/2009*
Tallahassee	3.2115	0.0000	3.2115	\$ 134,000,000
Boca Raton	3.3057	0.0000	3.3057	167,807,000
Fort Lauderdale	4.1193	0.1440	4.2633	348,600,000
Gainesville	4.2544	0.0000	4.2544	98,002,000
Clearwater	4.7254	0.0000	4.7254	120,000,000
<b>Orlando</b>	<b>5.6500</b>	<b>0.0000</b>	<b>5.6500</b>	<b>371,238,000</b>
Daytona	5.6147	0.3087	5.9234	73,259,000
Tampa	5.7326	0.0000	5.7326	340,600,000
St. Petersburg	5.9125	0.0000	5.9125	218,000,000
Hollywood	5.9987	0.2417	6.2404	165,000,000
West Palm Beach	7.5500	0.3248	7.8748	191,100,000

\* numbers are rounded to the nearest thousand

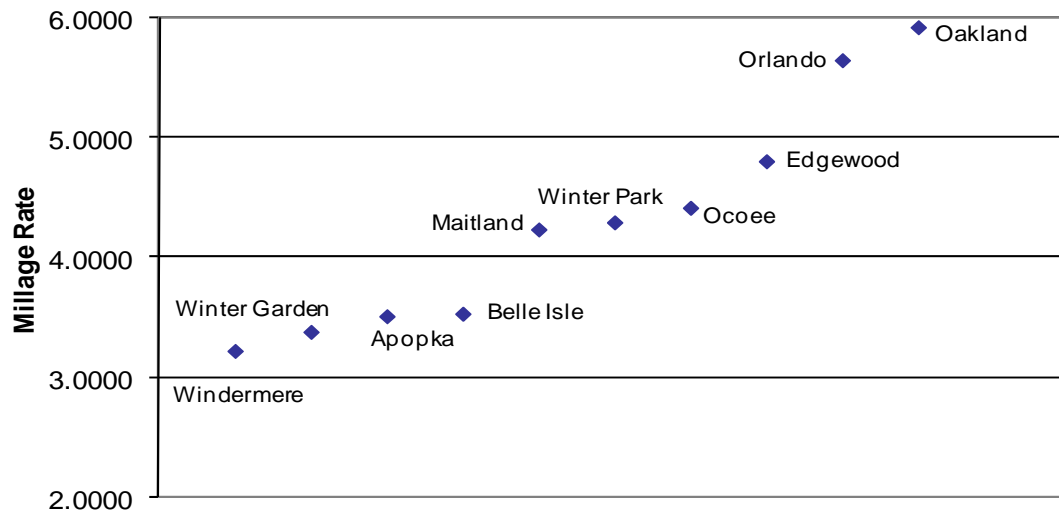


Revenue Detail

Operating Millage Rate Comparison  
Select Orange County Municipalities

Municipality	Operating Millage FY 2008/2009	Debt Service Millage FY 2008/2009	Total Millage FY 2008/2009	General Fund Budget FY 2008/2009*
Windermere	3.2280	0.0000	3.2280	\$ 3,358,000
Winter Garden	3.3866	0.0000	3.3866	29,378,000
Apopka	3.5168	0.0000	3.5168	31,000,000
Belle Isle	3.5378	0.0000	3.5378	5,100,000
Maitland	3.8800	0.3600	4.2400	23,575,000
Winter Park	4.0923	0.2066	4.2989	47,000,000
Ocoee	4.4202	0.0000	4.4202	32,290,000
Edgewood	4.8080	0.0000	4.8080	3,000,000
<b>Orlando</b>	<b>5.6500</b>	<b>0.0000</b>	<b>5.6500</b>	<b>371,238,000</b>
Oakland	5.9245	0.0000	5.9245	2,500,000

\*numbers are rounded to the nearest thousand



Revenue Detail

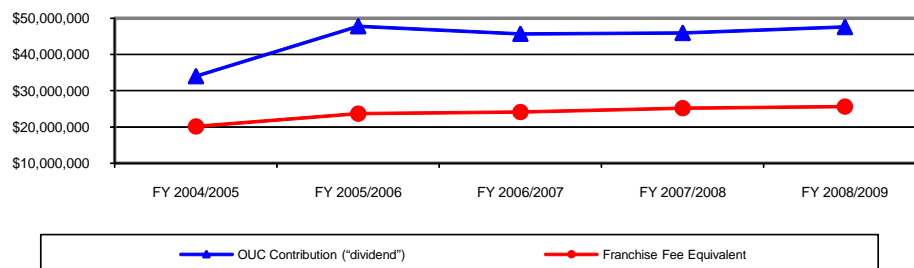
MAJOR REVENUE SOURCES  
GENERAL FUND

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s rights of way. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC’s net income, will be 73% of net income for FY08/09. The FY 2008/2009 amount is part of a consensus reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
OUC Contribution (“dividend”)	\$34,034,545	\$47,800,007	\$45,700,008	\$45,952,144	\$47,580,000
Percent Change	-	40.45%	-4.39%	0.55%	3.54%
Franchise Fee Equiv. - Electric (OUC)	\$20,187,365	\$23,657,524	\$24,128,018	\$25,147,856	\$25,620,000
Percent Change	-	17.19%	1.99%	4.23%	1.88%

OUC History





Revenue Detail

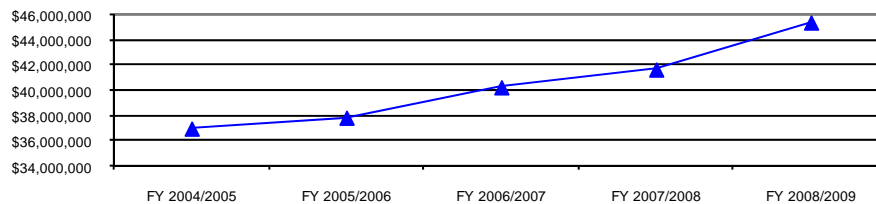
MAJOR REVENUE SOURCES  
GENERAL FUND

**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 97 for additional discussion. The transfers for FY 2005/2006, FY 2006/2007, FY 2007/2008 and FY 2008/2009 include interest earnings, which are not shown on the Utility Tax Collections chart below.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget	Budget
Contribution-Utilities Srvcs. Tax Fund	\$36,954,707	\$37,808,139	\$40,206,628	\$41,605,548	\$45,308,404
Percent Change	-	2.31%	6.34%	3.48%	8.90%

Contribution - Utility Services Tax Fund



Utility Tax Collections	Actual	Actual	Actual	revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget	Budget
Communications svcs.	\$17,133,231	\$17,784,876	\$17,435,873	\$17,487,020	\$17,435,873
Electric/water	21,043,531	21,787,408	23,980,781	23,151,449	26,960,512
Natural gas	395,059	392,919	391,437	390,000	390,000
Propane	280,807	318,392	417,930	320,000	415,000
Fuel oil	3,032	2,531	5,313	3,000	3,000
<b>Total</b>	<b>\$38,852,627</b>	<b>\$40,283,596</b>	<b>\$42,226,020</b>	<b>\$41,348,469</b>	<b>\$45,201,385</b>

Revenue Detail

MAJOR REVENUE SOURCES  
GENERAL FUND

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

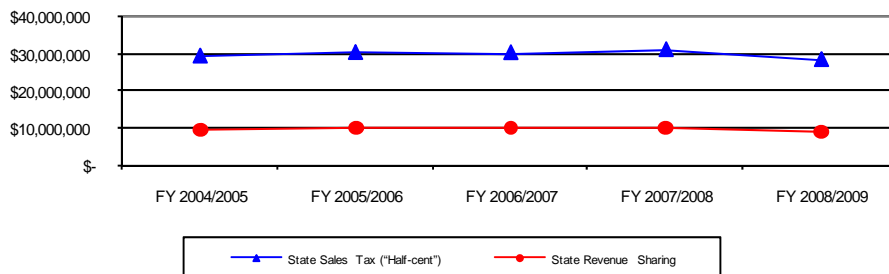
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local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

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
State Sales Tax (“Half-cent”)	\$29,312,751	\$30,225,412	\$30,163,973	\$30,952,422	\$28,400,147
Percent Change	-	3.11%	-0.20%	2.61%	-8.25%
State Revenue Sharing	\$ 9,408,292	\$ 9,840,775	\$ 9,763,097	\$ 9,707,879	\$ 8,800,000
Percent Change		4.60%	-0.79%	-0.57%	-9.35%

Intergovernmental Revenues



Revenue Detail

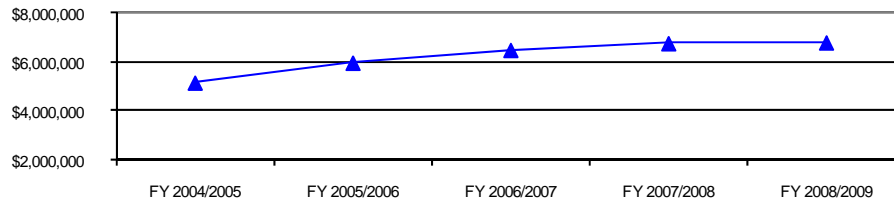
MAJOR REVENUE SOURCES  
GENERAL FUND

**Local Business Taxes**

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

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
Local Business Taxes	\$ 5,167,564	\$ 5,968,769	\$ 6,477,065	\$ 6,750,000	\$ 6,780,000
Percent Change		15.50%	8.52%	4.21%	0.44%

**Local Business Taxes**



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
# of Local Business Tax Receipts Issued	22,151	23,032	21,009	21,517	22,000

Revenue Detail

MAJOR REVENUE SOURCES  
NON GENERAL FUNDS

**Utility Services Tax Fund**

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

Although pledged as backup revenue to the wastewater system expansion bonds, to date the fund has not been called upon to make any bond payments. In prior years, some of the revenue was split between the General Fund and Capital Improvement Program (CIP) Fund. For the current Fiscal Year it is assumed that none of the UST Fund revenues will be needed for backup, none will be transferred to the CIP Fund, and there will not be a Fund Balance Allocation. For FY 2008/2009, the only amount of revenues that will not be transferred to the General Fund will be a \$250,000 payment to Orange County to cover what would have been 50% of the County's Public Services Tax in the Lake Nona DRI area, per the annexation agreement with the County.

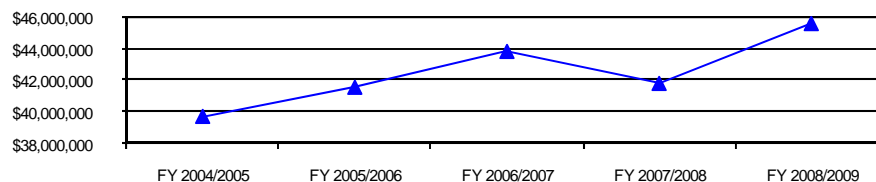
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department 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 2004/2005	FY 2005/2006	FY 2006/2007	Budget FY 2007/2008	Budget FY 2008/2009
Utilities Services Tax Fund	\$39,662,940	\$41,512,135	\$43,788,235	\$41,755,548	\$45,558,404
Percent Change	-	4.66%	5.48%	-4.64%	9.11%

Utility Services Tax Fund History



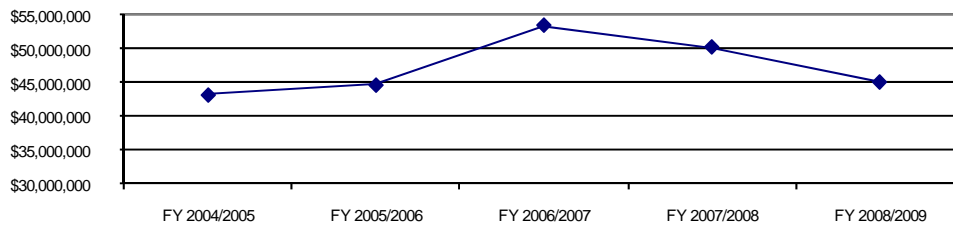
Revenue Detail

**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.

<u>Fund Description</u>	Actual <u>FY 2004/2005</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Revised Budget <u>FY 2007/2008</u>	Adopted Budget <u>FY 2008/2009</u>
Wastewater Revenue Fund	\$43,232,382	\$44,675,368	\$53,363,525	\$50,208,356	\$45,119,543
Percent Change	-	3.34%	19.45%	-5.91%	-10.14%

**Wastewater Revenue Fund History**



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

<u>Description</u>	Actual <u>FY 2004/2005</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Revised Budget <u>FY 2007/2008</u>	Adopted Budget <u>FY 2008/2009</u>
Millions of gallons treated	15,884	15,155	13,077	15,900	15,000
# of customers	71,902	72,564	73,300	74,000	74,500
<u>Commodity Charge</u>					
Residential	\$ 15,666,409	\$ 16,514,078	\$ 14,625,905	\$ 17,315,000	\$ 13,100,000
Commercial	\$ 12,299,302	\$ 12,615,197	\$ 15,027,044	\$ 13,250,000	\$ 17,100,000

Source: City of Orlando Wastewater Division

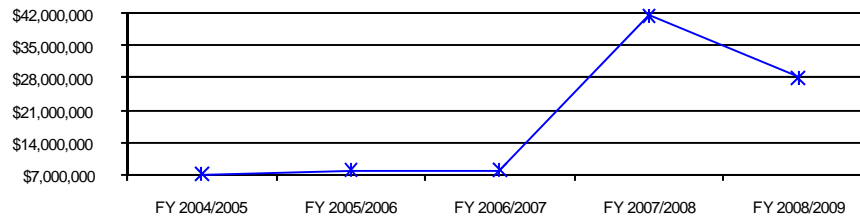
Revenue Detail

**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 FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Internal Loan Fund	\$ 7,011,392	\$ 7,835,842	\$ 7,921,811	\$41,535,588	\$28,001,846
Percent Change	-	11.76%	1.10%	424.32%	-32.58%

**Internal Loan Fund History**



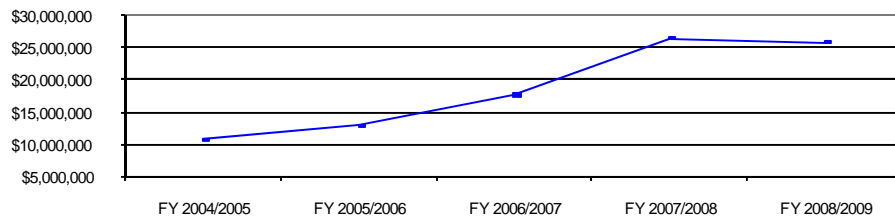
Revenue Detail

**CRA Trust Fund**

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

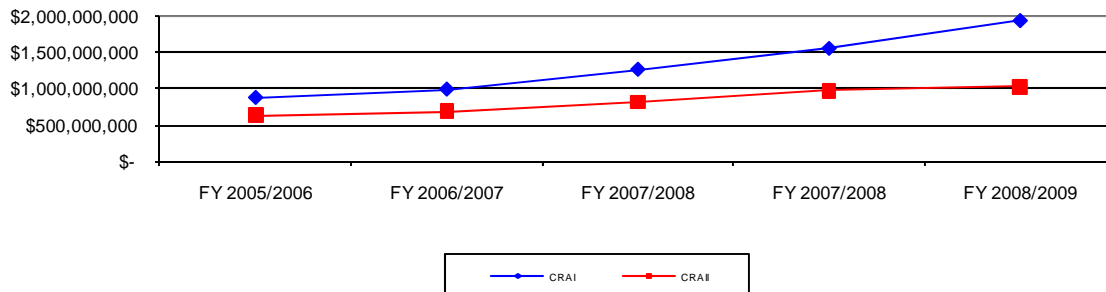
<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>
CRA I/II Trust Fund	\$10,707,104	\$12,847,436	\$17,543,982	\$26,306,921	\$25,675,340
Percent Change	-	19.99%	36.56%	49.95%	-2.40%

**CRA I/II Trust Fund History**



<u>District/Assessed Value</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>
CRA I	\$ 873,372,531	\$ 991,683,806	\$1,270,262,779	\$1,564,614,113	\$1,956,161,967
CRA II	\$ 633,439,618	\$ 701,390,937	\$ 829,051,502	\$ 974,859,183	\$1,042,459,765

**CRA I/II Assessed Value**





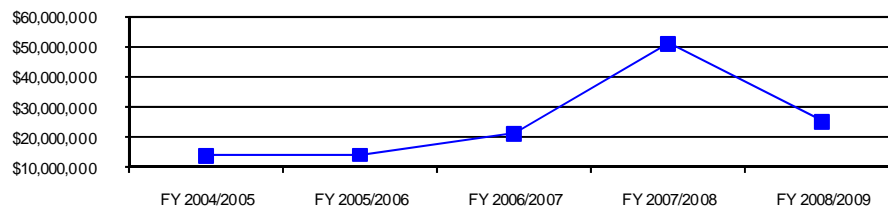
## Revenue Detail

### Capital Improvement Fund

Annually, the City of Orlando prepares a five-year Capital Improvement Program. This process, among other things, provides a means of coordinating departmental requests, examining and prioritizing City needs under limited resources, and identifying the most effective financing, implementation, and design strategies available. Capital projects are funded through a variety of funds and revenue sources. The Capital Improvement Fund is used to account for the majority of the City's smaller capital projects. Revenues for this fund are received primarily from the General Fund. The Management and Budget Division makes the determination of the resources available for this Fund.

<u>Fund Description</u>	<u>Actual FY 2004/2005</u>	<u>Actual FY 2005/2006</u>	<u>Actual FY 2006/2007</u>	<u>Revised Budget FY 2007/2008</u>	<u>Adopted Budget FY 2008/2009</u>
Capital Improvement Fund	\$13,841,420	\$14,172,349	\$21,066,488	\$50,930,679	\$25,112,137
Percent Change	-	2.39%	48.64%	141.76%	-50.69%

Capital Improvement Fund



**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.

<u>Fund Description</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Solid Waste Fund	\$19,482,531	\$21,077,092	\$22,431,229	\$24,892,532	\$24,935,758
Percent Change	-	8.18%	6.42%	10.97%	0.17%

**Solid Waste Fund History**



<u>Revenue</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Residential collections	\$ 7,837,004	\$ 8,409,175	\$ 8,835,735	\$ 8,996,913	\$ 10,551,208
Commercial collections	\$ 10,932,371	\$ 12,342,561	\$ 13,383,056	\$ 13,458,624	\$ 14,159,193

<u>Customers</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Residential	50,878	52,745	53,048	56,529	57,659
Commercial	6,937	7,845	8,998	9,370	9,557
Total	57,815	60,590	62,046	65,899	67,216

<u>Tons Collected</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Residential	60,218	69,152	85,357	88,367	90,134
Commercial	89,298	91,135	98,834	106,324	108,450
Total	149,516	160,287	184,191	194,691	198,584

<u>Collection Fee</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Residential per household	\$ 13.26	\$ 13.52	\$ 14.71	\$ 15.01	\$ 15.39
Commercial base rate per cubic yard	\$ 4.87	\$ 4.99	\$ 5.46	\$ 5.57	\$ 5.71

Source: City of Orlando Solid Waste Management Division

## Revenue Detail

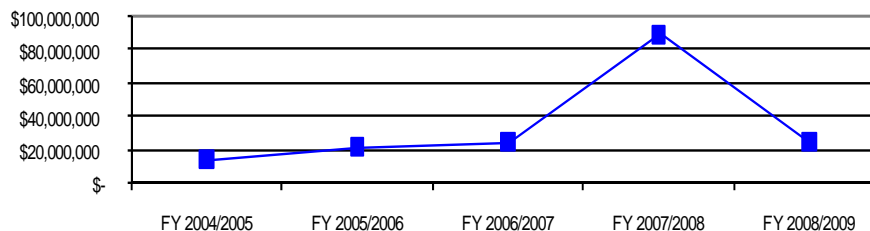
### Wastewater General Construction Fund

The Wastewater General Construction Fund is the primary capital projects fund for wastewater operations. Projects are funded through both ongoing and one-time sources. Capacity charges are deposited annually into this fund to support existing infrastructure and new growth of the wastewater system. In recent years, additional funding to support capital projects has included Federal Grants as well as contributions from the Water Management Districts, Northerly Entities (neighboring jurisdictions, including Seminole County, who partner with the City on the Iron Bridge Water Reclamation Facility), OUC and the Expressway Authority. The Finance Department, in cooperation with the Wastewater Division, provides budget estimates for this Fund. Funding for the following projects is included in the FY09 Budget:

- Carver Shores Wastewater Improvements
- CMMS Linear Assets
- Gaston Foster Wastewater Improvements
- Iron Bridge Bardenpho Improvements
- Iron Bridge Rerating and Expansion
- Lift Station Rehab Phase I
- Lift Stations—Replace Underground Fuel Tanks
- Lift Stations Underground Rehab
- Oakley Street Wastewater Improvements
- Orlando Easterly Wetlands Restoration
- Rapid Response Construction
- Water Conserv I Reclaimed Water Storage
- Water Conserv II Master Pump Station Improvements
- Water Conserv II RIB Upgrades
- Yucatan Drive Sewer Replacement

<u>Fund Description</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Revised</u> <u>Budget</u> <u>FY 2007/2008</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2008/2009</u>
Wastewater General Const.	\$14,162,227	\$22,084,282	\$25,194,632	\$90,003,942	\$24,605,697
Percent Change	-	55.94%	14.08%	257.23%	-72.66%

**Wastewater General Construction Fund History**



## Revenue Detail

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### Wastewater Revenue Bonds FY 08/09 Fund

The Wastewater System consists of a network of approximately 760 miles of gravity sewers, over 200 lift stations, approximately 170 miles of force mains and three wastewater treatment plants. As determined through the development of the current Wastewater Master Plan, system projects that need to be undertaken exceed the currently available funding. As a result, it is anticipated that a bond issue will occur during FY 2008/2009 to provide funding for these needs. The amount of the anticipated bond issue has been included in the adopted budget, but the projects will not go forward until the bond issuance has actually taken place. The timing of the issue depends upon market conditions. No graph is presented as this Fund appears in the budget for the first time.

<u>Fund Description</u>	Actual		Revised		Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget</u> <u>FY 2007/2008</u>	<u>Budget</u> <u>FY 2008/2009</u>
WW Revenue Bonds FY 08/09	\$ -	\$ -	\$ -	\$ -	\$24,000,000

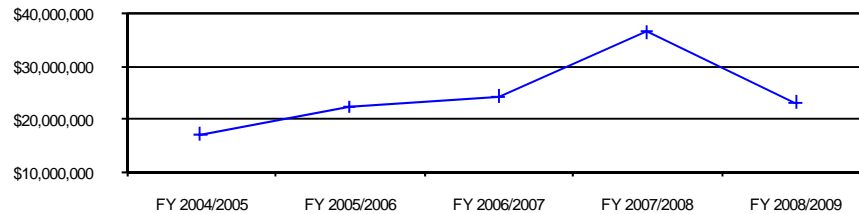
Revenue Detail

**Stormwater Utility Fund**

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

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
Stormwater Utility Fund	\$17,241,768	\$22,334,432	\$24,372,634	\$36,502,877	\$23,204,891
Percent Change	-	29.54%	9.13%	49.77%	-36.43%

**Stormwater Utility Fund History**



<u>Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
# of parcels (customers)	66,341	68,968	82,059	86,749	87,848
annual rate per ERU	\$ 82.56	\$ 99.00	\$ 99.00	\$ 108.96	\$ 119.88

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

Source: City of Orlando Streets and Stormwater Services Division

Revenue Detail

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

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2008/2009 represents an estimate of the City's annual required contribution (ARC), which will be actuarially determined. The ARC is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution. Of the total Fund amount shown below, \$12,152,197 is the pay-as-you-go portion and \$10,038,021 is the employer pre-funding contribution. No graph is presented as this Fund appears in the budget for the first time.

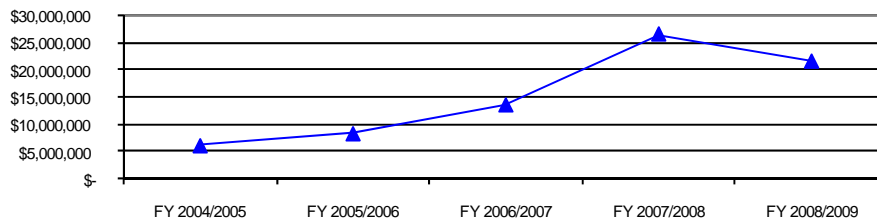
<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
OPEB Trust Fund	\$ -	\$ -	\$ -	\$ -	\$22,190,218

**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 100.

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
CRA Operating Fund	\$ 6,152,606	\$ 8,320,628	\$13,529,228	\$26,306,921	\$21,415,238
Percent Change	-	35.24%	62.60%	94.45%	-18.59%

CRA Operating Fund History



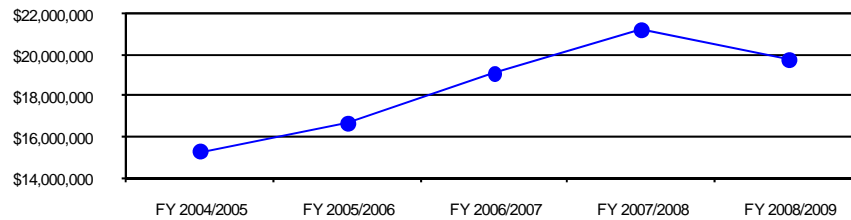
Revenue Detail

**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	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
Risk Management Fund	\$15,272,736	\$16,667,172	\$19,086,677	\$21,201,683	\$19,732,800
Percent Change	-	9.13%	14.52%	11.08%	-6.93%

**Risk Management Fund History**





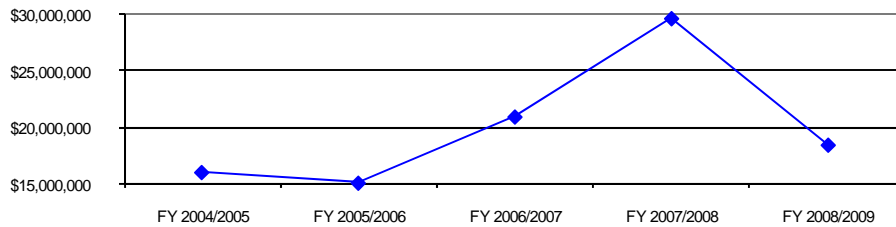
Revenue Detail

**Orlando Venues Fund**

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

<u>Fund Description</u>	<u>Actual FY 2004/2005</u>	<u>Actual FY 2005/2006</u>	<u>Actual FY 2006/2007</u>	<u>Revised Budget FY 2007/2008</u>	<u>Adopted Budget FY 2008/2009</u>
Orlando Venues Fund	\$16,031,017	\$15,096,677	\$20,896,875	\$29,514,467	\$18,429,884
Percent Change	-	-5.83%	38.42%	41.24%	-37.56%

Orlando Venues Fund History



<u>Venue</u>	<u>Actual FY 2004/2005</u>	<u>Actual FY 2005/2006</u>	<u>Actual FY 2006/2007</u>	<u>Revised Budget FY 2007/2008</u>	<u>Adopted Budget FY 2008/2009</u>
<u>Amway Arena</u>					
Total events	136	147	155	144	139
Total attendance	1,126,418	1,117,772	1,275,655	1,237,000	1,157,000
<u>Bob Carr Centre</u>					
Total events	210	212	221	219	227
Total attendance	308,790	364,383	337,300	322,000	338,000

Source: City of Orlando Venues Department

Events held at the Amway Arena 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**

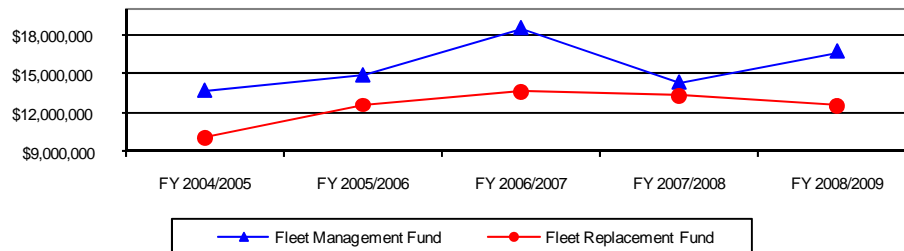
**Fleet Management and Replacement Funds**

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 Fleet Management Division prepares estimates of revenue as part of the annual budget.

<u>Fund Description</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Fleet Management Fund	\$13,694,263	\$14,870,833	\$18,490,850	\$14,319,798	\$16,703,076
Percent Change	-	8.59%	24.34%	-22.56%	16.64%

<u>Fund Description</u>	Actual FY 2004/2005	Actual FY 2005/2006	Actual FY 2006/2007	Revised Budget FY 2007/2008	Adopted Budget FY 2008/2009
Fleet Replacement Fund	\$10,078,972	\$12,605,831	\$13,639,856	\$13,330,919	\$12,516,291
Percent Change	-	25.07%	8.20%	-2.26%	-6.11%

**Fleet Funds History**



**Active Vehicles as of 9/30/08**

Type	Count
Police marked vehicles	588
Fire marked vehicles	110
Public Works vehicles	317
Other	1,168
<b>Total</b>	<b>2,183</b>

**FY 2008/2009 Fuel Usage by Department**

Department	Gallons	Cost
Economic Dev.	55,402	\$ 188,560
Executive Offices	1,477	5,060
Families, Parks & Rec	100,060	358,991
Finance	29,225	111,225
Fire	183,021	682,722
Housing	1,076	3,779
Orlando Venues	5,678	18,611
Police	950,698	3,205,941
Public Works	735,012	2,751,271
Transportation	28,380	100,371
<b>Total</b>	<b>2,090,029</b>	<b>\$ 7,426,531</b>

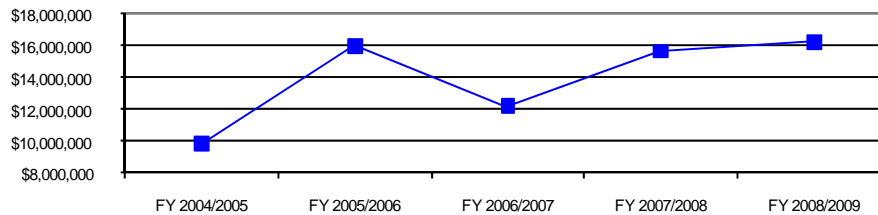
## Revenue Detail

### Parking System Revenue Fund

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Revised</u> <u>Budget</u> <u>FY 2007/2008</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2008/2009</u>
Parking System Revenue	\$ 9,831,245	\$16,001,436	\$12,236,785	\$15,699,411	\$16,296,390
Percent Change	-	62.76%	-23.53%	28.30%	3.80%

**Parking System Revenue Fund History**



<u>Description</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Revised</u> <u>Budget</u> <u>FY 2007/2008</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2008/2009</u>
# of garage spaces	6,262	6,262	7,267	7,267	7,747
# of surface lot/street spaces	2,226	1,719	1,893	1,401	1,331
Parking ticket revenue	\$ 1,630,591	\$ 1,914,658	\$ 1,665,795	\$ 1,700,000	\$ 1,805,000
# of parking tickets	70,857	80,710	69,662	75,000	80,000

Source: City of Orlando Parking Division

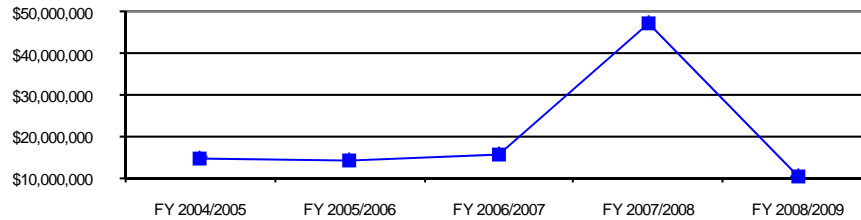
**Revenue Detail**

**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.

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>Budget FY 2007/2008</u>	<u>Budget FY 2008/2009</u>
Gas Tax Fund	\$14,810,130	\$14,287,708	\$15,555,588	\$47,368,292	\$10,365,346
Percent Change	-	-3.53%	8.87%	204.51%	-78.12%

**Gas Tax Fund History**



**FY 2008/2009 Interlocal Distribution**

<u>Government</u>	<u>Percentage</u>	<u>Distribution</u>
Apopka	3.45	\$ 1,377,477
Belle Isle	0.55	219,598
Eatonville	0.24	95,824
Edgewood	0.2	79,854
Maitland	1.49	594,910
Oakland	0.18	71,868
Ocoee	2.98	1,189,821
Orange County	64.63	25,804,734
Orlando	20.75	8,284,825
Windermere	0.25	99,817
Winter Garden	2.63	1,050,077
Winter Park	2.65	1,058,062
<b>Total</b>	<b>100.00</b>	<b>\$ 39,926,866</b>

Source: Florida Legislative Committee on Intergovernmental Relations

Revenue Detail

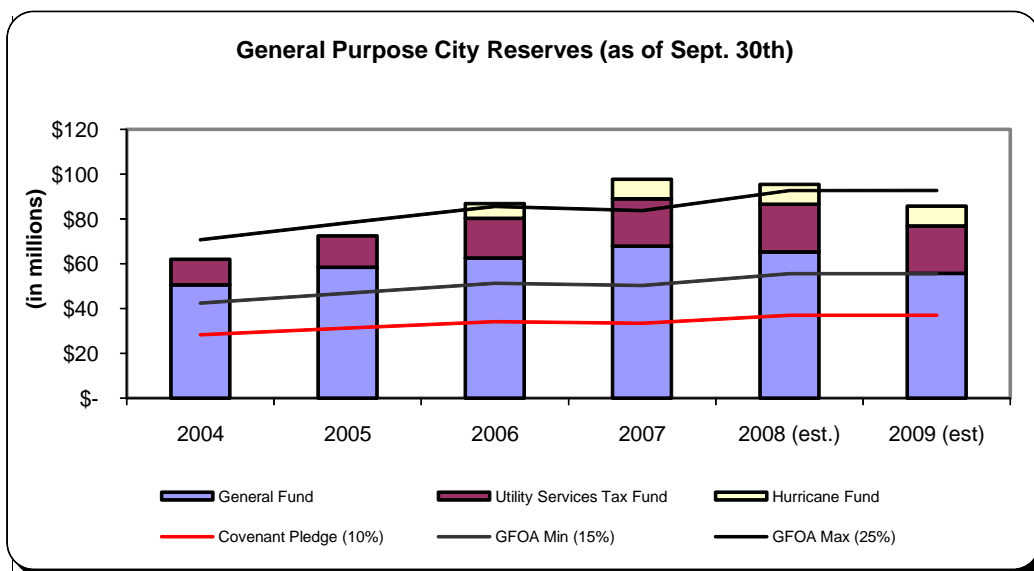
Fund Balance

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.

A major indicator of the City’s fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size. Current City Council policy sets the overall General Fund reserve at twenty-five percent. This reserve is based on the combination of the General Fund, Utility Service Tax Fund and Hurricane Fund (established in response to three hurricanes in the summer of 2004 to account for FEMA and State revenues and related recovery work; since 2006 a reserve has been maintained for possible future disasters). The twenty-five percent target consists of a ten percent covenant pledge for debt plus conformity to GFOA guidance, which the City currently sets at fifteen percent. The chart below reflects reserve levels since 2004 compared to the GFOA recommendation.



## Revenue Detail

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### Fund Balance (continued)

The table on page 114 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 FY2007/2008” 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 (1)	Fund Balance Status					
	Fund Balance 09/30/2007	Expected Change FY07/08 (2)	Estimated Balance 09/30/2008	Budgeted Change FY08/09 (3)	Projected Balance 09/30/2009	Percent Change FY08/09
General Fund	\$ 67,849,853	\$ (2,500,000)	\$ 65,349,853	\$ (9,700,000)	\$ 55,649,853	(14.84%)
911 Emergency Telephone System	403,598	-	403,598	-	403,598	-
Building Code Enforcement	6,930,725	-	6,930,725	(1,198,848)	5,731,877	(17.30%)
Capital Improvement Fund	21,310,549	(228,000)	21,082,549	-	21,082,549	-
CEB Lien Assessment	2,463,393	(419,857)	2,043,536	(148,614)	1,894,922	(7.27%)
Cemetery Trust Fund	621,356	(65,000)	556,356	-	556,356	-
Community Redevelopment Agency	20,219,558	(3,150,814)	17,068,744	(3,176,740)	13,892,004	(18.61%)
Construction Management Fund	-	84,131	84,131	-	84,131	-
Contraband Forfeiture Trust	2,510,785	(457,438)	2,053,347	(50,000)	2,003,347	(2.44%)
CNL Garage R&R Fund	718,394	(353,292)	365,102	-	365,102	-
Fleet Management Funds	31,603,061	(1,507,023)	30,096,038	-	30,096,038	-
Gas Tax Fund	16,909,991	(65,210)	16,844,781	-	16,844,781	-
GOAA Police Fund	313,298	-	313,298	-	313,298	-
Housing & Urban Dev. Grants	1,708,757	(996,919)	711,838	-	711,838	-
Law Enforcement Training	365,197	(178,192)	187,005	(73,537)	113,468	(39.32%)
Local Housing Assistance Trust	857,236	(711,960)	145,276	-	145,276	-
Orlando Venues Fund	2,229,979	(887,636)	1,342,343	(923,303)	419,040	(68.78%)
Parking System Revenues	17,678,072	(3,382,139)	14,295,933	(4,450,760)	9,845,173	(31.13%)
Risk Management	19,199,030	(3,000,000)	16,199,030	(3,000,000)	13,199,030	(18.52%)
Special Assessment Funds	3,495,518	(1,895,871)	1,599,647	(864,673)	734,974	(54.05%)
Street Tree Trust Fund	653,684	-	653,684	(350,000)	303,684	(53.54%)
Supplemental City Staff	274,051	-	274,051	-	274,051	-
Transportation Impact Fee	37,651,576	(21,025,980)	16,625,596	(13,791,432)	2,834,164	(82.95%)
Utility Services Tax	21,201,537	-	21,201,537	-	21,201,537	-
Wastewater Funds	78,698,948	(26,239,881)	52,459,067	(8,897,048)	43,562,019	(16.96%)
<b>Total All Funds</b>	<b>\$355,868,146</b>	<b>\$(66,981,081)</b>	<b>\$288,887,065</b>	<b>\$(46,624,955)</b>	<b>\$242,262,110</b>	<b>(16.14%)</b>

Notes:

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

(2) Since FY2007/2008 is under audit at publication date, amounts shown as a draw on fund balance in FY2007/2008 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 budgets be balanced; that is, total anticipated revenues must equal total estimated expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in this column are the budgeted reserves that will be used in FY2008/2009.



## Revenue Detail

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### Changes in Fund Balance

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

Fund Balance will be utilized in FY 2008/2009 primarily as a contingent revenue source should the attrition/efficiency allowances budgeted in the Police and Fire Departments not be attained to their full extent. This accounts for \$7.1 million of the total budget of \$9.7 million. It is expected that a portion of the \$7.1 million will not need to be drawn upon. In addition, the remaining \$2.6 million of the Fund Balance allocation may also not need to be drawn upon to the fullest extent. The Mayor has tasked Departments with achieving cost savings in the use of fuel and other areas. However, given the uncertainties in today's economy, it was determined that budgeting the use of Fund Balance was a prudent action should sufficient cost savings not be achieved. The City will remain within its Reserve Policy requirements even if the full \$9.7 million is utilized.

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

At the time of the establishment of this Fund it was known that it would be cyclical in nature. The Fund Balance would be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The City of Orlando, as is the nation as a whole, is in such a period. Fund Managers have taken steps to address the construction slow down, such as freezing positions. Therefore, as with the General Fund, it is hoped that Fund Balance will not need to be drawn down the budgeted amount.

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

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. The FY2008/2009 Fund Balance allocation will be used to support various code enforcement activities such as legal services to enforce and research CEB actions.

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

On September 29, 2006, the Mayors of Orlando and Orange County unveiled a \$1.1 million proposal to build three state of the art venues in the downtown area: a new performing arts center; a new community events center; and a renovation of the existing Citrus Bowl Stadium. The property tax increment received by the CRA on property within the redevelopment area is one of the designated funding sources. Fund Balance is being used for project management and planning activities.

#### **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.

## Revenue Detail

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### Changes in Fund Balance

#### **Law Enforcement Training Fund** (Recurring)

Fines collected by the Circuit Court are used to provide supplemental police training. Fund balance is used due to a timing difference between when sufficient revenue is collected and the undertaking of training exercises.

#### **Orlando Venues Fund** (Non-Recurring)

The Community Redevelopment Agency funding being used for Community Venues project management and planning activities is transferred to the Orlando Venues Fund, where the expenditures are incurred. A portion of the prior year transfer was not utilized and that portion is being reappropriated in FY 2008/2009.

#### **Parking System Revenue Funds** (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 the parking system trends toward more usage of garage spaces over on-street parking (increasing operating costs), the City is in a position where it needs to consider options to stabilize the finances of the parking system. The FY2008/2009 budgeted draw on Fund Balance is significant, but the remaining balance of the Fund will remain within the guidelines of the Reserve Policy (minimum balance required is 15% of operating expenses; this amount is 52% of operating expenses). Ongoing discussion and analysis is taking place regarding changes to the parking fee structure.

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

As a result of prudent management of liabilities, the City has been able to recognize a General Fund rebate from the Risk Management Fund for the last four fiscal years. The amount shown on the Fund Balance Status table as Fund Balance is the net assets above reserves for actual claims and the actuarially determined reserve for incurred, but not reported claims. At the close of FY2006/2007, the City had reserved \$36 million for those purposes. Even though the City has recognized a rebate in four consecutive fiscal years, this is classified as a non-recurring event since future rebates are not guaranteed.

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

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

## Revenue Detail

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### Changes in Fund Balance

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

The City has a requirement for street trees as outlined in the City Code. A Trust Fund has been established to provide a funding source to purchase and install street trees and to install properly the correct type of tree. The City shall install the trees and the developer shall contribute the appropriate amount of funds to the Trust Fund. Payment to the Trust Fund shall be made by the developer/builder prior to issuance of a building permit. The FY2008/2009 Fund Balance allocation will be used to purchase and install trees.

#### **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.

#### **Wastewater Funds** (Non-Recurring)

The City has an ongoing wastewater construction program. The program is outlined in the Wastewater Master Plan and funded via the Capital Improvement Program. The ongoing construction program involves, among other things, expanding the reclaimed water system; improving the integrity of existing facilities and expanding the capacity of the system's collector network; decommissioning of one treatment facility and rerouting flow; and continued expansion to the system's distribution network. The primary funding sources for capital projects include capacity charges and impact fees. Accumulated charges and, primarily, fees are being utilized to help fund the projects included in the FY 2008/2009 Wastewater Master Plan.

Revenue Detail

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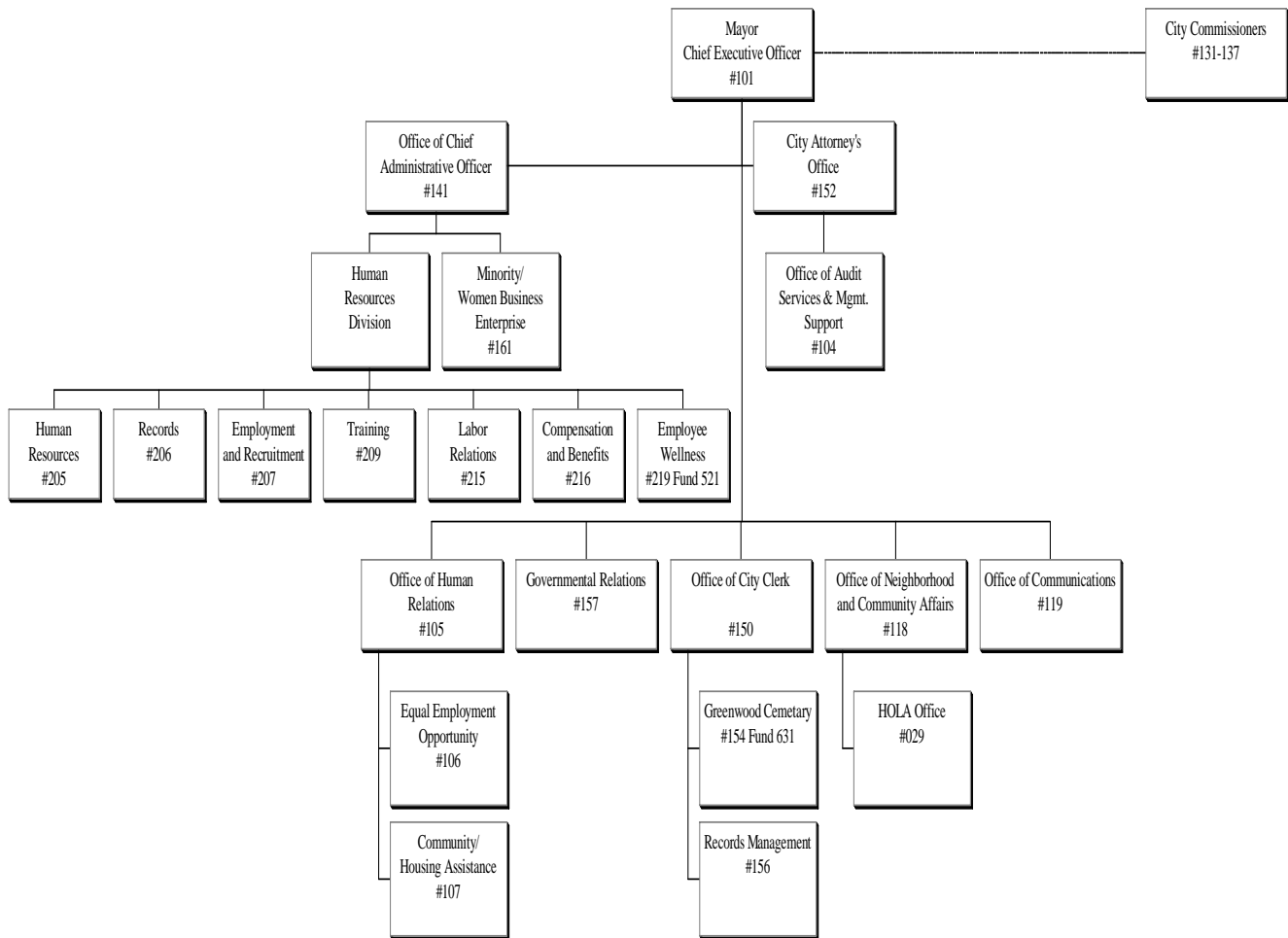


EXECUTIVE OFFICES



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

Executive Offices





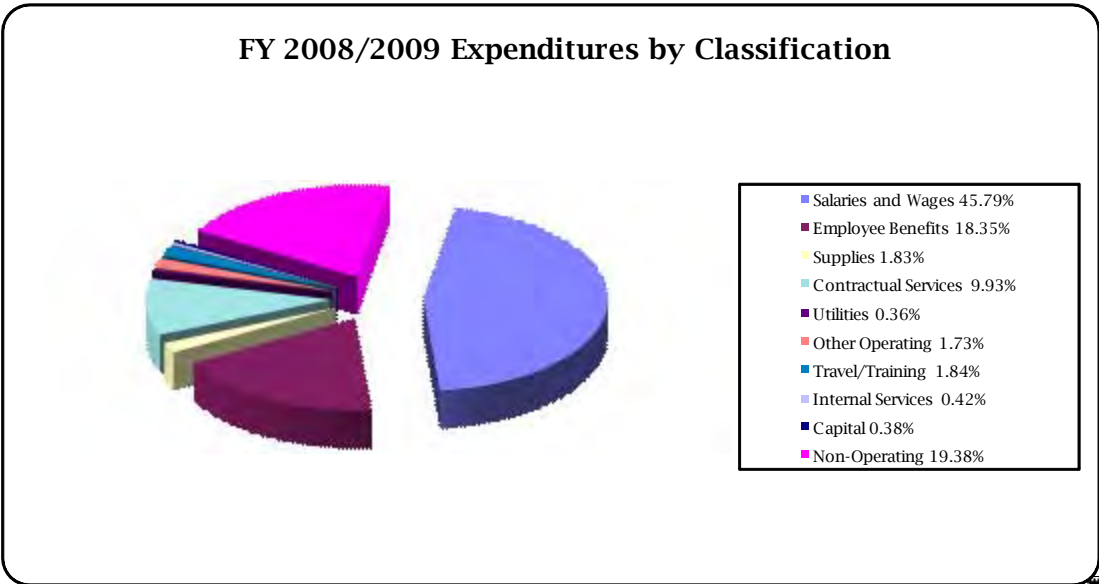
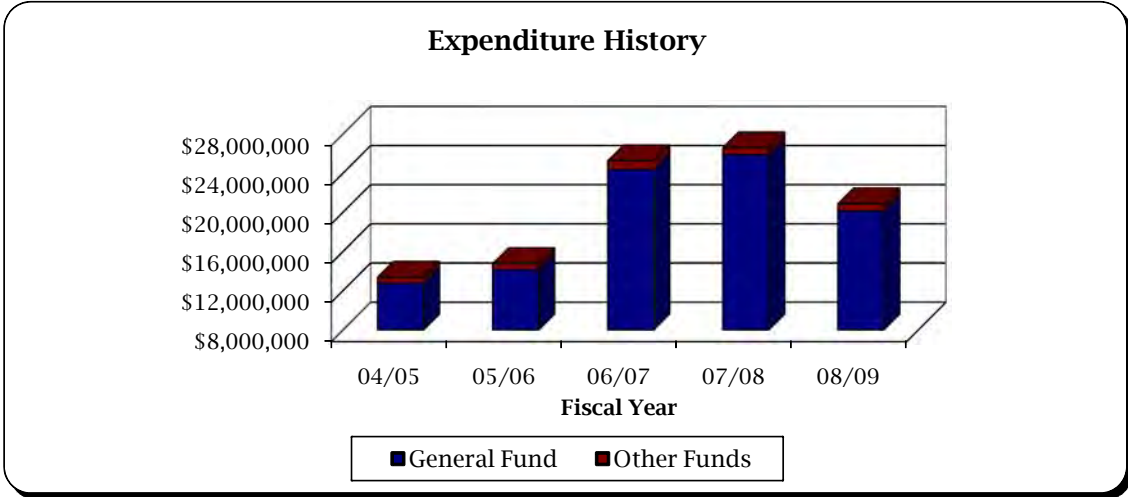
## Executive Offices

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
Office of the Mayor					
101 Office of the Mayor	\$ 1,079,032	\$ 1,066,659	\$ 1,063,557	\$ (3,102)	(0.29%)
157 Governmental Relations	398,916	392,376	396,538	4,162	1.06%
Office of Human Relations					
105 Human Relations	183,835	154,807	191,931	37,124	23.98%
106 Equal Employment Opportunity (EEOC)	656,410	713,026	586,135	(126,891)	(17.80%)
107 Community/Housing Assistance	29,632	26,500	24,150	(2,350)	(8.87%)
Office of Neighborhood and Community Affairs					
118 Neighborhood & Community Affairs	992,458	950,037	936,657	(13,380)	(1.41%)
029 HOLA Office	162,793	174,533	177,306	2,773	1.59%
996 Nondepartmental - Neighborhood Grant	173,408	183,300	187,300	4,000	2.18%
Office of Communications					
119 Communications	831,909	934,250	988,147	53,897	5.77%
Office of the City Clerk					
150 City Clerk	545,310	534,103	571,197	37,094	6.95%
156 Records Management	326,287	318,464	302,981	(15,483)	(4.86%)
024 Workplace Giving	38,698	38,764	38,764	-	0.00%
997 Nondepartmental - Executive Offices	3,948,048	3,923,440	4,477,034	553,594	14.11%
TOTAL -- MAYOR	\$9,366,736	\$9,410,259	\$ 9,941,697	\$ 531,438	
Office of City Commissioners					
131 City Commissioner-District 1	\$ 148,601	\$ 161,071	\$ 157,324	\$ (3,747)	(2.33%)
132 City Commissioner-District 2	147,711	166,781	154,074	(12,707)	(7.62%)
133 City Commissioner-District 3	136,281	147,187	153,881	6,694	4.55%
134 City Commissioner-District 4	157,453	151,419	153,987	2,568	1.70%
135 City Commissioner-District 5	156,031	170,178	170,078	(100)	(0.06%)
136 City Commissioner-District 6	167,940	182,989	195,724	12,735	6.96%
TOTAL -- COMMISSIONERS	\$ 914,017	\$ 979,625	\$ 985,068	\$ 5,443	
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 805,311	\$ 877,997	\$ 926,403	\$ 48,406	5.51%
161 Minority/Women Business Enterprise	256,336	309,214	307,909	(1,305)	(0.42%)
Human Resources Division					
021 Merits Program	53,639	89,622	92,164	2,542	2.84%
205 Human Resources	197,465	195,799	368,629	172,830	88.27%
206 Records	189,863	179,470	181,253	1,783	0.99%
207 Employment and Recruitment	663,266	732,948	708,220	(24,728)	(3.37%)
209 Training	313,057	364,442	402,339	37,897	10.40%
210 Civil Service/Testing	359	-	-	-	N/A
215 Labor Relations	263,900	261,049	257,310	(3,739)	(1.43%)
216 Compensation and Benefits	638,512	731,191	736,066	4,875	0.67%
993 Non Dept.- Human Resources	6,153,257	6,594,550	226,162	(6,368,388)	(96.57%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 9,534,965	\$10,336,282	\$ 4,206,455	\$ (6,129,827)	
City Attorney's Office					
152 City Attorney	\$ 3,453,318	\$ 3,802,949	\$ 4,094,535	\$ 291,586	7.67%
104 Office of Audit Services and Management Support	995,797	1,075,005	796,084	(278,921)	(25.95%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,449,116	\$ 4,877,954	\$ 4,890,619	\$ 12,665	
Projects	120,133	269,457	112,602	(156,855)	(58.21%)
TOTAL -- GENERAL FUND	\$24,384,965	\$25,873,577	\$20,136,441	\$ (5,737,136)	(22.17%)
<b>RISK MANAGEMENT FUND #521</b>					
Human Resources Division					
219 Employee Wellness	\$ 91,377	\$ 102,451	\$ 101,900	\$ (551)	(0.54%)
TOTAL -- RISK MANAGEMENT FUND	\$ 91,377	\$ 102,451	\$ 101,900	\$ (551)	
<b>GREENWOOD CEMETERY FUND #631</b>					
Office of the City Clerk					
154 Greenwood Cemetery	\$ 862,528	\$ 693,025	\$ 725,769	\$ 32,744	4.72%
TOTAL -- GREENWOOD CEMETERY FUND	\$ 862,528	\$ 693,025	\$ 725,769	\$ 32,744	
TOTAL -- EXECUTIVE OFFICES	\$25,338,870	\$26,669,053	\$20,964,110	\$ (5,704,943)	(21.39%)

Executive Offices

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>Expenditure by Classification</b>					
Salaries and Wages	\$ 9,164,362	\$ 8,854,781	\$ 9,598,596	\$ 743,815	8.40%
Employee Benefits	2,756,659	3,056,706	3,847,563	790,857	25.87%
Supplies	429,655	398,966	384,409	(14,557)	(3.65%)
Contractual Services	1,632,072	2,328,255	2,082,589	(245,666)	(10.55%)
Utilities	61,939	70,679	74,791	4,112	5.82%
Other Operating	300,485	393,957	361,985	(31,972)	(8.12%)
Travel/Training	366,426	368,529	385,767	17,238	4.68%
Internal Services	89,059	130,801	88,293	(42,508)	(32.50%)
Capital	321,450	106,000	80,000	(26,000)	(24.53%)
Non-Operating	10,216,763	10,960,379	4,060,117	(6,900,262)	(62.96%)
<b>TOTAL -- EXECUTIVE OFFICES</b>	<b>\$25,338,870</b>	<b>\$26,669,053</b>	<b>\$20,964,110</b>	<b>\$ (5,704,943)</b>	<b>(21.39%)</b>



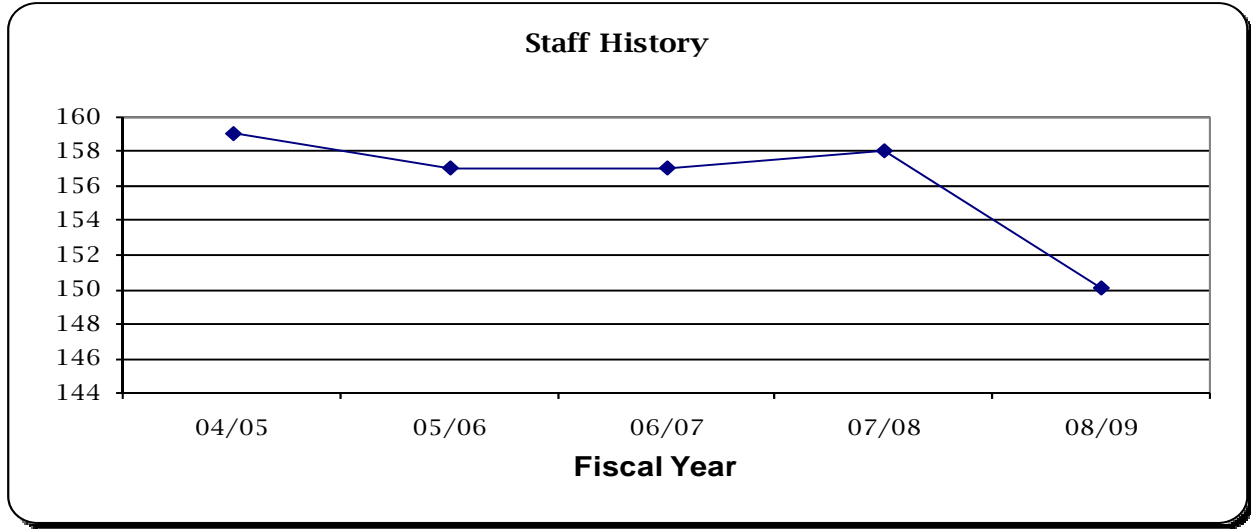


## Executive Offices

## DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Office of the Mayor			
101 Office of the Mayor	10	9	9
157 Governmental Relations	1	1	1
Office of Human Relations			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	10	10	8
Office of Neighborhood and Community Affairs			
118 Neighborhood & Community Affairs	10	9	9
029 HOLA Office	1	2	2
Office of Communications			
119 Communications	11	13	13
Office of the City Clerk			
150 City Clerk	7	7	7
156 Records Management	5	5	5
TOTAL -- MAYOR	57	58	56
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer			
141 Chief Administrative Officer	6	6	6
161 Minority/Women Business Enterprise	5	5	5
Human Resources Division			
205 Human Resources	4	4	4
206 Records	3	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation and Benefits	10	10	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	40	40	40
City Attorney's Office			
152 City Attorney	34	34	34
104 Office of Audit Services and Management Support	9	9	5
TOTAL -- CITY ATTORNEY'S OFFICE	43	43	39
TOTAL -- GENERAL FUND	152	153	147
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
<u>GREENWOOD CEMETERY FUND #631</u>			
Office of the City Clerk			
154 Greenwood Cemetery	4	4	2
TOTAL -- GREENWOOD CEMETERY FUND	4	4	2
TOTAL -- EXECUTIVE OFFICES	157	158	150

Executive Offices



## Executive Offices

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### Office of The Mayor

#### Mission Statement

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

#### Overview of Services/Programs

The Mayor's Executive Offices includes the Office of Human Relations, Office of the City Clerk, Office of Government Relations, Constituent Services, Office of Communications and Office of Neighborhood & Community Affairs.

#### Major Accomplishments

- Bolstered the City's commitment to public safety by putting 75 additional police officers on the street and building two new police substations.
- Added 45 new fire personnel and built three new fire stations. Additionally, achieved an ISO Ranking of "1." This nationally-recognized designation of excellence placed the Orlando Fire Department in a group of only 55 (out of more than 45,000 departments nationwide) fire departments to achieve this level of excellence.
- Invested resources to ensure neighborhood improvement projects including: Renovation of Orlando's historic Barker Park; Opening the final section in the 175-acre public park system in Baldwin Park (Which includes Harbor Park, Blue Jacket Park, Lake Baldwin Trail and the Central Florida Veteran's Memorial Park).
- Completed the renovation of the City's public golf course at Dubsdread. This project was done in coordination with two other public projects and the unique collaboration allowed the projects to be completed in a more cost-efficient manner.
- Continued unprecedented growth in the downtown core with nearly \$3 billion dollars worth of development either underway or planned from residential to commercial and retail.
- Served as only municipality to fund Commuter Rail effort increasing multi-modal transit option for Central Florida and worked with local, state and federal partners to safeguard the \$490 million in state funding designated for Central Florida Commuter Rail.
- Began implementation of design and construction for world-class regional Community Venues including a performing arts center, an events center and renovated Citrus Bowl.
- Continued "Pathways for Paramore" initiative to build new, affordable homes, transform Church Street into a major east/west thoroughfare and expand the "Paramore Kidz Zone" to provide after school activities, access to health care and social services to children and families.
- Enhanced the public/private partnership to develop Medical City at Lake Nona with the Burnham Institute, UCF Medical School, Nemours Children's Health Care campus and the VA Hospital.
- Launched an environmental action agenda/sustainability program called "Green Works Orlando" to transform Orlando into a leading "Florida Green City."
- Balanced the budget and placed public safety as a top priority, making up a \$23 million budget shortfall in Mayor Dyer's first thirty days in office and has continued to do so each year thereafter.

## Executive Offices

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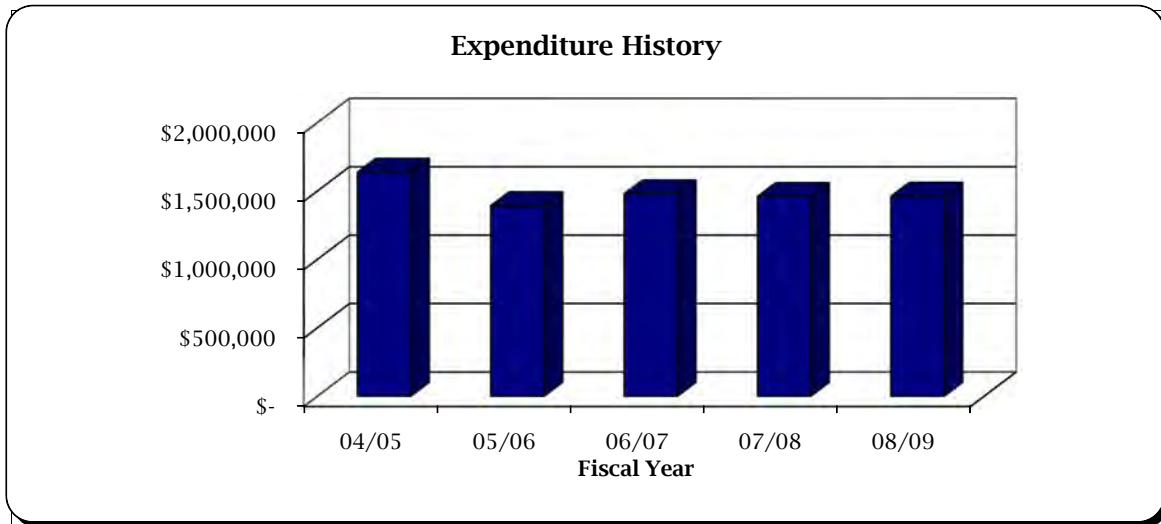
### Future Outlook

- Sustain the City's financial stability and invest additional resources for neighborhood safety while faced with state-mandated budget cuts, decreasing revenues and a significant increase in expenses.
- Fund year three of the public safety initiative putting 25 additional police officers in our neighborhoods.
- Deliver quality urban services to residents and operate in a knowledgeable, responsive and financially responsible manner.
- Ensure Orlando's at-risk families have a safety net by continuing to provide economic opportunity, quality job growth and housing options throughout the City.
- Continue implementation of the largest single public/private partnership in Central Florida's history by overseeing construction of a new performing art center, event center and renovated Citrus Bowl.

Executive Offices

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<u>GENERAL FUND #100</u>					
101 Office of the Mayor	\$1,079,032	\$1,066,659	\$1,063,557	\$ (3,102)	(0.29%)
157 Governmental Relations	398,916	392,376	396,538	4,162	1.06%
TOTAL -- GENERAL FUND	\$1,477,948	\$1,459,035	\$1,460,095	\$ 1,060	0.07%
TOTAL -- OFFICE OF THE MAYOR	\$1,477,948	\$1,459,035	\$1,460,095	\$ 1,060	0.07%



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
101 Office of the Mayor	10	9	9
157 Governmental Relations	1	1	1
TOTAL -- GENERAL FUND	11	10	10
TOTAL -- OFFICE OF THE MAYOR	11	10	10

## Executive Offices

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### Office of Human Relations

#### Mission Statement

The mission of the **Office of Human Relations (OHR)** is to promote equality of opportunity for the citizens of Orlando by advocating policies of nondiscrimination and administering City and Federal laws that prohibit discrimination in employment, housing and public accommodation.

#### Overview of Services/Programs

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

1. **The Discrimination Unit:** This unit processes complaints of discrimination via mediation, investigation or conciliation, in an impartial manner and seeks appropriate corrective measures; conducts education and outreach programs for citizens, informing them of their rights and remedies available to them; and, provides technical assistance to business and industry, housing providers and places of public accommodation regarding their compliance with discrimination laws.
2. **The Education and Outreach/Community Relations Unit:** This unit promotes the attitude of inclusiveness and fairness, of and for all people, regardless of their socio-economic status, thereby ensuring equality for all citizens of Orlando. Additionally, contact information is maintained for the many agencies and organizations that provide social services for people in need. An OHR staff member works a portion of each week from the Hispanic Office of Local Assistance (HOLA), providing resource information and discrimination complaint intake, along with other outreach services.

#### Major Accomplishments

##### Discrimination

- Fiscal year-to-date: processed more than 450 cases which include 56 closed cases.
- Fiscal year-to-date: responded to more than 800 inquiries.

##### Education and Outreach/Community Relations

- Education and outreach activities are ongoing and include sponsoring and/or presenting workshops, seminars, conferences, forums, expos, community fairs, etc.
- Two of this year's highlighted activities include:
  - An Accessibility First workshop in May 2008. This is a comprehensive and detailed HUD-approved program that promotes compliance with the Fair Housing Act design and construction requirements for multi-family housing with emphasis on accessibility for disabled individuals.
  - Education Day in schools began in April 2008 and will continue into the new school year beginning in August 2008. This is a HUD-sponsored national education project. Its goal is to educate middle and high school aged children about "being treated differently because.....".

## Executive Offices

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### Future Outlook

- Ensure that the OHR is positioned to increase its EEOC contract should federal funds become available at the end of the 3rd quarter of FY 08-09.
- Continue reducing case processing time for housing complaints.
- Pursue local agreements to enhance the OHR's efforts in providing outreach services to citizens.
- Partner with the EEOC and HUD to conduct more awareness campaigns. The OHR is currently partnering with the EEOC on its E-RACE initiative. A forum was held on September 24, 2008, in Orlando.
- Partner with the Fair Housing Continuum to conduct no less than two major events per year regarding housing discrimination.
- Partner with the City's Housing and Community Development Department to assist citizens affected by predatory loans and foreclosures.

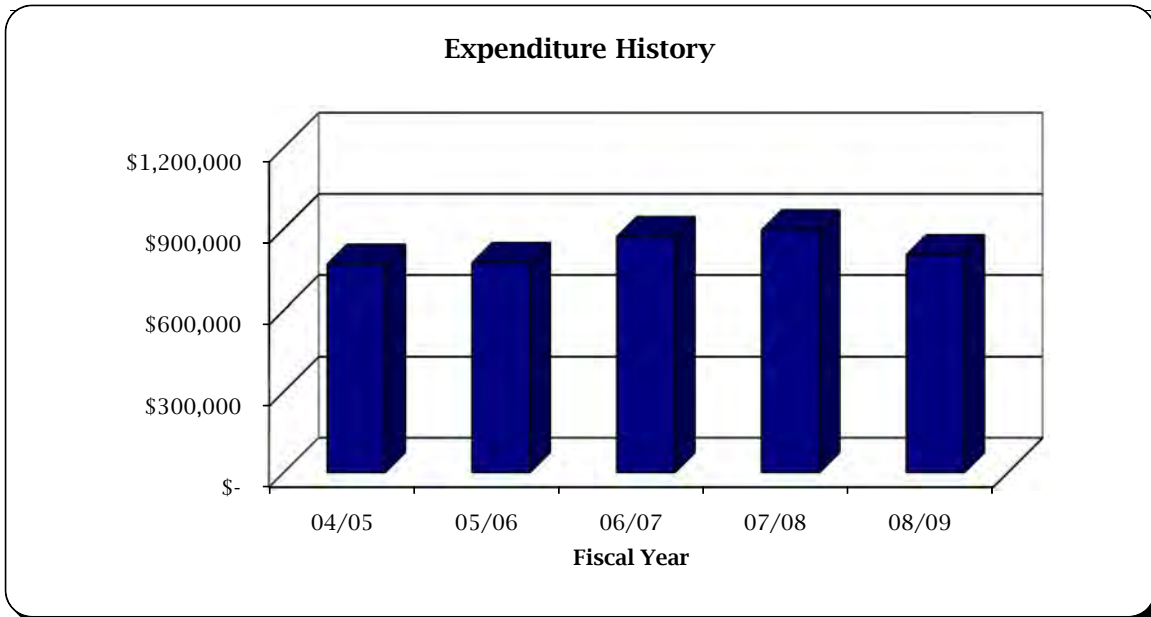
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average number of days to resolve EEOC case	180	110	180
Average number of days to resolve HUD case	100	211	100
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of educational sessions conducted	8	12	24
Number of partnerships formed	6	8	7
Number of EEOC cases closed	105	65	81
Number of HUD cases closed	6	7	11



Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of Human Relations:					
105 Human Relations	\$ 183,835	\$154,807	\$191,931	\$ 37,124	23.98%
106 Equal Employment Opportunity (EEOC)	656,410	713,026	586,135	(126,891)	(17.80%)
107 Community/Housing Assistance	29,632	26,500	24,150	(2,350)	(8.87%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 869,877</b>	<b>\$894,333</b>	<b>\$802,216</b>	<b>\$(92,117)</b>	<b>(10.30%)</b>
<b>TOTAL -- OFFICE OF HUMAN RELATIONS</b>	<b>\$ 869,877</b>	<b>\$894,333</b>	<b>\$802,216</b>	<b>\$(92,117)</b>	<b>(10.30%)</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	10	10	8
<b>TOTAL -- GENERAL FUND</b>	<b>12</b>	<b>12</b>	<b>10</b>
<b>TOTAL -- OFFICE OF HUMAN RELATIONS</b>	<b>12</b>	<b>12</b>	<b>10</b>

## Executive Offices

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### 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.

#### Overview of Services/Programs

The **Office of Neighborhood and Community Affairs (NCA)** informs, engages and connects with all sectors of the public to raise awareness of City priorities, programs and services and creates linkages between citizens and City government. NCA connects community, arts/cultural and neighborhood groups with City services and other community resources to enhance the quality of life in Orlando. NCA is a team of 10 full time and 1 part time employees, with 5 focus areas:

- Neighborhood and Community Outreach
- Arts/Cultural and Community Affairs
- Mayor's Matching Grant Programs
- Hispanic Office of Local Assistance (H.O.L.A)
- Volunteer Program

#### Neighborhood /Community Outreach

The Neighborhood/Community Outreach team is the City's liaison to its neighborhoods and community groups. NCA engages the community in partnerships that improve the City's quality of life. This team provides technical assistance, training, resources and guidance for establishing and maintaining neighborhood associations. NCA also provides technical assistance, resources and guidance to City departments conducting public outreach.

#### Major Accomplishments

- In partnership with Orange County, the office sponsored a dozen *Community Connection* workshops for neighborhood leaders where more than 300 leaders were trained.
- Maintained an association contact database of 240 associations and more than 330 neighborhoods.
- Supported and/or attended more than 80 community meetings.
- Produced the 3<sup>rd</sup> annual Mayor's Neighborhood & Community Summit, consisting of 12 workshops and training more than 200 community leaders through public-private partnerships.
- Produced and distributed a monthly neighborhood briefing to 300 neighborhood leaders.
- Facilitated community meetings (hosted by the Mayor) to introduce the new Police Chief Val Demings to Orlando residents.
- Co-produced the Mayor's City Academy and recruited 45 participants for the event.
- Provided outreach and technical assistance to Commissioners and City departments.
  - Produced ten *Neighborhood Tune-Up Sheets* offering best practices for neighborhood improvement.

## Executive Offices

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### Future Outlook

- Plan, implement and expand the 4<sup>th</sup> annual Mayor's Neighborhood and Community Summit.
- Expand NCA's web pages by adding links to other City departments, best practices, agenda and meeting notice templates and neighborhood organization manual, etc.
- Produce 12 *Community Connections* training workshops, in partnership with Orange County.
- Develop a series of community meetings hosted by the Mayor to address key City initiatives and priorities.
- Expand email contact and communication with neighborhood organization leadership, including attending at least 4 association meetings a month.
- Participate in at least 50 community events/meetings to showcase city services.
- Produce the *Mayor's City Academy*.

### Arts/Cultural and Community Affairs

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

### Major Accomplishments

- Distributed \$3,674,146 to human service and arts/cultural organizations, including monitoring organizations' compliance and performance.
- Produced and monitored the contracts for services provided by 29, 501(c) (3) human service and arts/cultural organizations.
- Managed the FY 08/09 Citizen Review Panel (CRP) advisory committee/funding process.
- Represented the City on the United Arts of Central Florida's Standards and Allocations Committee, which reviews and recommends UA funding of arts/cultural organizations.
- Provided funding support and promotion of six arts/cultural events, giving more than 17,500 citizens free access to cultural events/programs.

### Future Outlook

- Review community organization funding to ensure City funding and resources align with community needs.
- Manage City funding of human service and arts/cultural organizations for FY 09/10 to insure performance and compliance.
- Represent the Mayor and City on seven arts/cultural boards.
- Partner with arts and cultural organizations for free arts/cultural experiences.
- Serve as City's lead in coordinating efforts with the Downtown Arts District.
- Solicit feedback on unmet community needs from City departments for FY 09/10.
- Manage City's partnership with Heart of Florida United Way to address human service needs.

## Executive Offices

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### **Mayor's Matching Grant programs**

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

(Strategic Focus Area: Civic Engagement, Leadership Development Initiative, Caring & Pride/Citizen Participation/Sustainable Neighborhoods; Strategic Focus Area: Character, Culture and Place/Livable, Workable and Sustainable Community; Strategic Focus Area: Safe Community/Citizen & community Engagement in Crime Prevention)

### **Major Accomplishments**

- Awarded 16 Mayor's Matching Grants, distributing \$98,000 in funding.
- Successfully closed out 29 Mayor's Matching Grants totaling \$160,000.
- 2007-2008 Mayor's Matching Grantees donated volunteer hours, in-kind and cash contributions totaling more than \$181,850 YTD.
- Conducted 45 technical assistance sessions, fielded over 150 technical assistance telephone calls and conducted 24 site visits.
- Revised the Mayor's Faith Based Community Matching Grant (MFBCMG) program to support the Mayor's Public Safety Initiative, making grants available for youth crime prevention and anti-violence.
- Conducted 30 MMG Application Workshops.
- Conducted 9 MMG orientation sessions.
- Produced and published 2004-2007 MMG Souvenir books.
- Sustained SunTrust and Disney as major community partners.
- Planned, coordinated and successfully managed the Mayor's Matching Grants celebration event for 2004-2007 grantees.

### **Future Outlook**

- Award more Mayor's Matching Grants to address community needs, such as youth crime prevention, public safety and neighborhood improvement.
- Host 30+ Application Workshops for the three MMG programs.
- Expand the MFBCMG Youth Crime Prevention initiative into more city neighborhoods.
- Develop additional community and business partners for the Mayor's Matching Grants program.
- Produce the 2008 MMG Souvenir Book and primarily distribute electronic copies.
- Expand marketing efforts to increase the number of quality projects and programs funded.
- Conduct year-round workshops on project planning and budgeting.

## Executive Offices

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

The Hispanic Office for Local Assistance (H.O.L.A.) team refers, informs, trains and connects individuals and families new to the Orlando community with the resources and tools necessary for a successful transition into the community.

#### **Major Accomplishments**

- Responded to more than 2,000 citizens visiting it's the H.O.L.A Outreach Center.
- Assisted 1,200 residents using H.O.L.A.'s Job Resource Center.
- Provided more than 5,000 citizens with information and referrals to City services and community based organizations.
- Partnered with more than 200 community-based organizations.
- Added 17 new partners in FY 07/08.
- Coordinated Orlando's first Hispanic Heritage Month event.
- Coordinated activities and hosted two meetings of Mayor's H.O.L.A. Advisory Committee.
- Planned and coordinated the City's exhibit at the Hispanic Chamber of Commerce's Business Expo.
- Maintained a database of more than 200 Central Florida organizations serving the Hispanic community and conducted 36 information sharing meetings.
- Participated in more than 10 community events to promote H.O.L.A. City services.
- Recruited and trained 12 volunteers to assist in HOLA and the Job Resource Center.
- Provided advice and outreach to the Community Venues Blueprint initiative.

#### **Future Outlook**

- Provide information and referral services to a target goal of 3,000 individuals.
- Ensure H.O.L.A.'s community partners are engaged and recruit a minimum of 10 new community based organizations.
- Facilitate the City's exhibit for the 2008 Hispanic Chamber of Commerce Business Expo.
- Collaborate with the Orlando Venues Blue Print project by providing advice and outreach to the Hispanic community.
- Participate in Mayor Dyer's Hispanic Advisory Network.
- Participate in at least 10 community events, annual meetings, trainings, seminars, and/or workshops and business expos.
- Facilitate the Mayor's H.O.L.A. Advisory Committee's support of City priorities and initiatives.

## Executive Offices

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### Volunteer Program

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

- 1) Citizen volunteers who are recruited to work in various departments and offices throughout the city.
- 2) Employee volunteers representing most city departments and offices, serve on the V.O.I.C.E. Employee Volunteer Committee and coordinate more than 30 Volunteer Team Events, annually.
- 3) Emergency Support Function (ESF) 15, which is the “Volunteers and Donated Goods” support function during a city emergency or disaster.

(Strategic Focus Areas: Character, Culture & Place/Livable, Workable and Sustainable Community; Civic Engagement/ Citizen Participation, Sustainable Neighborhoods, Citizen Access & External Communication; Governance & Public Productivity/ Citizen Task Forces, Healthy, Natural Environment/ Parks, Recreation & Open Spaces, “Greening” of Orlando; Safe Community/ Citizen & Community Engagement in Crime Prevention, Emergency Management; Strong Economy/ Self-Sufficiency & Human Services, Downtown, Education).

### **Major Accomplishments**

- More than 100,000 volunteer hours were contributed to the City of Orlando by citizens and employees in 2007.
- Saved more than \$2,000,000 by using volunteers.
- Secured two Experience Works “volunteers” to answer the city’s main phone lines 40 hours per week.
- Secured one Experience Works “volunteer” for HOLA and another Experience Works “volunteer” for the Downtown Information Center, saving the city more than \$60,000 YTD.
- Created and facilitated seven Desserts & Discussions forums for Mayor Dyer to inform seniors.
- Helped more than 12,000 volunteers (both employees and citizens) donate their time.
- Acquired Communities for a Lifetime state grant to partner with St. Mark AME church to create a transportation program for homebound seniors.
- Conducted comprehensive advance training for Emergency Information Center volunteers.
- Top citizen, employee, and youth volunteers received Jefferson Awards at Mayor’s Annual Volunteer Appreciation Reception.
- Provided critical information to 70 SeniorLinks neighborhood partners with nearly 2,000 identified homebound or isolated seniors; recruited and trained 160 SeniorLinks volunteers.
- Helped recruit 45 mentors for the Parramore Kidz Zone (PKZ) Mentors program.
- Collected 750 used cell phones which were reconditioned as 911 phones and distributed to seniors and domestic abuse victims.
- SeniorLinks created "Meal Time" in partnership with Second Harvest Food Bank. Volunteers participating in this program provided 100 ten pound bags of food to low-income seniors, monthly.
- Registered and trained more than 150 ESF volunteers.

## Executive Offices

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### Future Outlook

- Develop partnerships to help manage ESF 15, including non-profit donations management and corporate volunteer groups.
- Work with Families, Parks, & Recreation to develop job descriptions and a process for using court-mandated community service workers.
- Work with Family, Parks, & Recreation to help recruit volunteers/mentors for Parramore Kidz Zone summer mentoring.
- Partner with 12 additional neighborhoods for SeniorLinks, identifying 250 more homebound and/or isolated seniors.
- Add 20 new SeniorLinks volunteers.
- Recruit volunteers for fall/winter Project Homeless Connect events (approx. 200-700 volunteers per event).

## Executive Offices

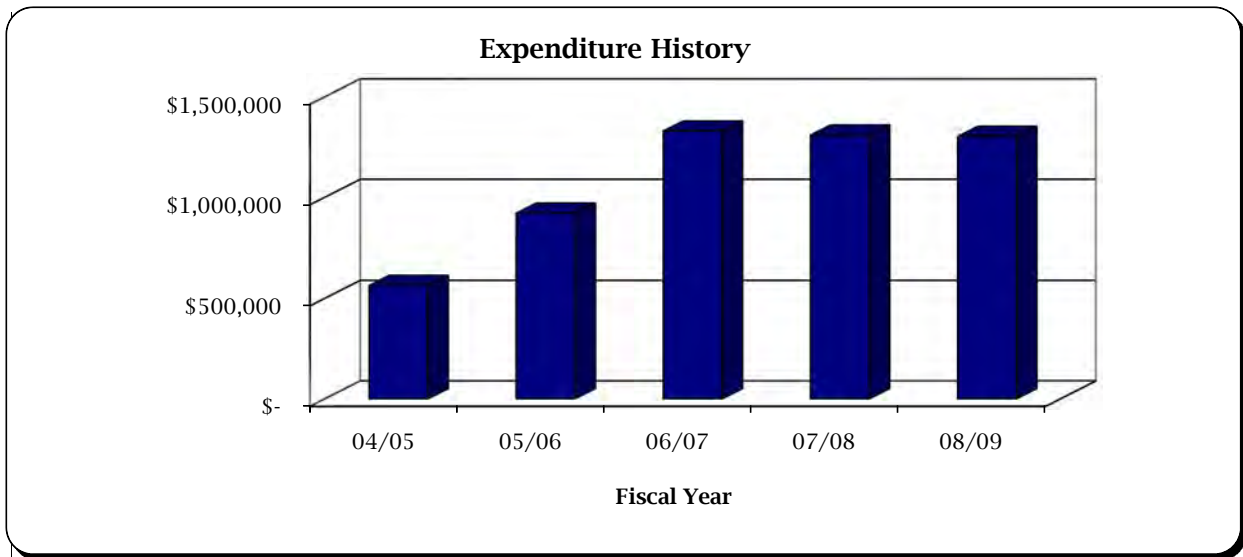
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of available funds awarded – human service funding	100%	100%	100%
Percent of grant funds awarded	100%	80%	100%
Number of applications submitted to MMG programs	44	24	48
Value of citizen and employee volunteer hours @\$18 per hour (national average)	\$1,759,122	\$1,619,496	\$2,220,000
Cost savings to city provided by citizen volunteers	\$1,730,986	\$1,581,024	\$2,164,500
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Annual cost per neighborhood leadership development seminar	\$284.49	\$221.92	\$300
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of direct, unduplicated contacts with neighborhood associations and community-based groups	192	331	200
Number of community events and special meetings participation by NCA staff, excluding HOLA	36	112	12
Number of community events and special meetings participation by the HOLA staff	28	28	12
Number of new partners for HOLA	41	33	25
Percentage of available funds awarded – cultural and arts funding	87%	69%	100%
Number of unduplicated partnerships established and maintained	17	15	20
Total amount of funds awarded	\$2,263,067	\$2,167,807	\$2,167,807
Total dollar amount of grant funds awarded	\$189,000	\$130,667	\$165,000
Number of workshops conducted annually	12	28	14
Annual number of volunteer hours	98,727	183,416	120,000



Executive Offices

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
Office of Neighborhood & Comm. Affairs					
118 Neighborhood & Comm. Affairs	\$ 992,458	\$ 950,037	\$ 936,657	\$(13,380)	(1.41%)
029 HOLA Office	162,793	174,533	177,306	2,773	1.59%
996 Nondept. - Neighborhood Grant	173,408	183,300	187,300	4,000	2.18%
<b>TOTAL -- GENERAL FUND</b>	<b>\$1,328,659</b>	<b>\$1,307,870</b>	<b>\$1,301,263</b>	<b>\$ (6,607)</b>	<b>(0.51%)</b>
<b>TOTAL -- OFFICE OF NEIGHBORHOOD &amp; COMMUNITY AFFAIRS</b>	<b>\$1,328,659</b>	<b>\$1,307,870</b>	<b>\$1,301,263</b>	<b>\$ (6,607)</b>	<b>(0.51%)</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Office of Neighborhood & Comm. Affairs			
118 Neighborhood & Comm. Affairs	10	9	9
029 HOLA Office	1	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL -- OFFICE OF NEIGHBORHOOD &amp; COMMUNITY AFFAIRS</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Executive Offices

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### Office of Communications

#### **Mission Statement**

The mission of the **Office of Communications** is to effectively communicate the goals, priorities and policies of the City of Orlando and promote participation in City services, programs and events.

#### **Overview of Services/Programs**

Organized by teams, the Office of Communications provides support to the Mayor's Office and City departments and Executive Offices. Teams include:

- Constituent Communications
- Creative Services
- Multi-Media
- Special Events/Marketing
- Web

#### **Constituent Communications**

The Constituent Communications team provides information about City business, events, accomplishments and happenings to employees, citizens and community leaders through regular publications and outreach.

(Supports Strategic Focus Area: Civic Engagement, Caring and Pride/ Safe Community/ Healthy Natural Environment.)

#### **Major Accomplishments**

- Produced *City News*, a weekly Mayor's E-Mail newsletter, which is sent to citizens, local businesses, community leaders and employees.
- Produced the "communications tool box," a resource document for City employees to assist them with maximizing their community outreach efforts.
- Supported Mayor's key initiatives including: Pathways for Parramore, Public Safety, Green Works Orlando and Community Venues.
- Assisted media team with more than 25 press conferences supporting City initiatives and services.
- Assisted the Orlando Police Department and the Orlando Fire Department in developing recruitment campaigns.

#### **Future Outlook**

- Continue to expand distribution of existing publications to increase communication with constituents and City employees.
- Create additional communication resource tools for employees to utilize.
- Research and implement a forum for employees to provide input on a variety of city-related topics.
- Implement a Communications "think tank" with community leaders.

## Executive Offices

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### Creative Services

As the source of all graphics services for the City, the Creative Services team strives to provide and maintain a consistent look and feel for all City materials including Web, audio-visual, broadcast, events and print. The Creative Services Team creates all the visual promotional materials for all City events, initiatives and services including programs, banners, booklets, bookmarks, brochures, certificates, door hangers, envelopes, event displays, flyers, invitations, letterhead, logo designs, newsletters, posters, programs, ads, signs, sticker sets and tickets.

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 2007*, *Inside Orlando*, *Orlando 360* and special documentaries. As a one-stop shop, we provide many other services including lamination, foam board mounting and plotting.

(Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.)

### **Major Accomplishments**

- Produced graphics “in-house” resulting in a cost saving of \$100,000 annually.
- Produced several brochures/marketing materials for City services and events.
- Redesigned several marketing plans including City Boards, Economic Development, Downtown Development Board and Families, Parks and Recreation.

### **Future Outlook**

- Maintain the quantity of jobs produced with an anticipated savings of \$100,000 annually for the City.
- Market our graphic design and production services internally to other departments to ensure compliance with City branding and print guidelines and assist departments with their branding/marketing efforts.
- 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.
- Ensure City’s branding guidelines are incorporated into all print and graphic design jobs.
- Continue to support the Multi-Media team as they produce television shows.

### Multi-Media

The Multi-Media team creates video and photography for the City. This team produces original television programming including *Decisions 2007* (City Council workshops and meetings), *Inside Orlando* and *Orlando 360*. Additionally, this team provides on-location audio/visual support for City events and press conferences. The department keeps citizens and visitors informed about public safety, community events and other topics through public affairs programs that can be seen on Orange TV, Public Broadcast Station- WMFE and other local television stations.

The Multi-Media team provides electronic imagery for the City website, the City News newsletter and presentations for City Council meetings. Additionally, the team provides audio and video duplications and daily news clippings for all City departments.

(Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.)

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## Executive Offices

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### Major Accomplishments

- Introduced *THE LOOP*- the City's new digital information network.
- Produced three *Orlando 360* shows, highlighting Mayor's State of the City address, Public Safety and Green Works Orlando.
- Produced six *Inside Orlando* shows and 24 *Decisions 2008* shows.
- Produced a City promotional video that was shown at the National League of Cities conference in New Orleans.
- Produced a "what's your downtown story" video for Mayor's State of Downtown event.
- Clipped over 6,000 hours of news and captured more than 1,000 illustrations used by the Creative Services Team in marketing materials.
- Supported more than 52 events with multimedia services.
- Updated aging equipment in Orlando City Council Chamber (sound and LCD monitors).

### Future Outlook

- 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 marketing video for CityKidz program.
- Research the production of other TV programs showcasing City services and programs that would be aired on Orange TV, public television and other local television stations.
- Expand community partnerships with local television affiliates.
- Expand our partnerships with UCF and Full Sail.
- Expand *THE LOOP* to include other City facilities (senior and youth centers).

### Special Events/Marketing

The Special Events/Marketing team coordinates, plans and implements City events. 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 Special Events Team, include:

- Fireworks at the Fountain,
- Veterans Day Parade
- Holiday Lights Orlando at City Hall Plaza
- Blues BQ.

In addition to the large events, the Special Events/Marketing Team also coordinates smaller events that include grand openings, dedication ceremonies and media announcements.

(Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.)

## Executive Offices

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### Major Accomplishments

- Coordinated the filming of the *Stunt Junkies* program, in partnership with the Discovery Channel. The show highlighted a world record breaking stunt performed on Lake Eola.
- Attracted more than 400,000 people to City sponsored events that promote City of Orlando amenities and economic development. This includes four signature events.
- Generated more than \$100,000 in revenue/sponsorships to offset event production costs.
- Implemented Mayor's Women's Leadership Series.
- Served as a resource for City departments which resulted in 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.
- Coordinated with local news station to carry Mayor's Oath of Office, Veterans Day Parade and State of Downtown live.

### Future Outlook

- Attract more than 450,000 people to City hosted special events that promote City of Orlando amenities and economic development.
- Provide technical assistance for event planning to other City departments hosting special events.
- Coordinate Community Venues milestone events.
- Continue to cultivate community partnerships/sponsorships and their involvement with special events.

### Web Services

The Web Services Team connects employees and citizens to City office, services, and programs through an easy-to-use, convenient portal on the World Wide Web. Our award-winning English and Spanish Web sites ensure all information is up-to-date and easily accessible to the public and City employees through daily maintenance.

Through visible, quick-reference links, the Office showcases upcoming events and initiatives. In addition, the office trains and supports City departments to manage their own pages to ensure a consistent look throughout the entire site. We also work as a liaison between departments and Technology Management when departments need an application developed for their site.

(Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.)

### Major Accomplishments

- Attracted more than 5 million visitors to cityoforlando.net (750,000 more than last year).
- Attracted more than 150,000 visits to *Orlando En Espanol* web site.
- Implemented a search engine on City of Orlando web site.
- Expanded Web Content including Green Works Orlando web page, Transportation Department web page expansion and added video to promote police recruiting.
- Added Orlando Police Department's current calls and online reporting to site.
- Conducted training for department web authors in various City departments.

## Executive Offices

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### Future Outlook

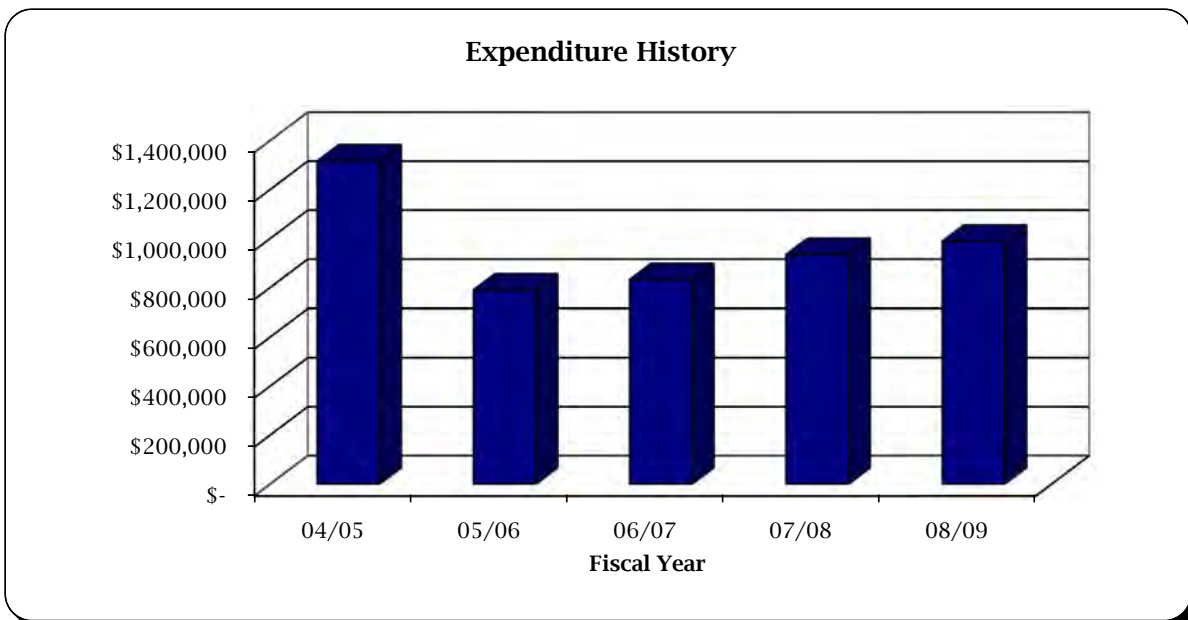
- Explore new technology, such as steaming video and pod casting to further promote City services and events.
- Explore the use of Google Maps or similar technology to promote City information.
- Explore new technology for the web to increase staff efficiencies.
- Promote online services.
- Assist other department web authors to ensure they are updating content.

<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of web visits attracted to <i>City of Orlando.net</i>	4,725,000	5,250,000	5,775,000
Number of web visits to <i>Orlando en Espanol</i>	202,500	225,000	247,500
Number of broadcast hours	8,100	9,000	9,900
Annual attendance at City hosted special events	360,000	400,000	440,000
Annual cost savings to City provided by Creative Services team	\$292,500	\$325,000	\$357,500

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
119 Office of Communications	\$ 831,909	\$934,250	\$988,147	\$ 53,897	5.77%
TOTAL -- GENERAL FUND	\$ 831,909	\$934,250	\$988,147	\$ 53,897	5.77%
TOTAL -- OFFICE OF COMMUNICATIONS	\$ 831,909	\$934,250	\$988,147	\$ 53,897	5.77%



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
119 Office of Communications	11	13	13
TOTAL -- GENERAL FUND	11	13	13
TOTAL -- OFFICE OF COMMUNICATIONS	11	13	13

## Executive Offices

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### Office of City Clerk

#### Mission

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

### City Clerks Office

#### Overview of Services/Programs

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

#### Major Accomplishments

- The City Clerk's Office conducted a General Election for Mayor and District 2 Commissioner and District 6 Commissioner on January 29, 2008. The election was held in conjunction with the Presidential Preference Primary election date and in cooperation with the Orange County Supervisor of Elections, which was a cost savings to the City of Orlando. The City Clerk's Office also conducted a Run-Off Election on February 26, 2008, for District 2, in cooperation with the Orange County Supervisor of Elections.
- The City Clerk's Office, along with the Office of Communications, reorganized the City Clerk's webpage making it more "user-friendly" for the public by providing easier access to more information.
- The City Clerk's Office conducted an annual review of City Boards, as required by City Code. As a result of input from citizen volunteers and City staff and with the approval of City Council, the City clerk's Office, along with the City Attorney's Office and Chief Administrator's Office, implemented some important changes to the City Code to improve operation of the City's citizen boards, including the elimination of a board and changes to board terms and composition.
- In an effort to promote the City's "Green Works" initiative, the City Clerk's Office continues to work toward a paperless agenda and has reduced the printing of City Council books by 40% thus saving time, money, and paper and ensuring better accuracy.

#### Future Outlook

- The City Clerk's Office will continue to update the paperless agenda program to more efficiently submit council agenda items and draft the minutes of Council meetings and to make as much information as possible available electronically.
- Other specific projects planned include the following:
  - Working with the City Attorney's Office to create a better system for tracking of documents routed for signature after Council approval.



## Executive Offices

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- Working with the Office of Communications to enhance the City Clerk webpage to provide an index of City Council workshops and a central location online for all City Board min-

## Records and Archive Management

### Overview of Services/Programs

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

### Major Accomplishments

- Continued fine-tuning of public records process to better clarify requests, monitor and follow-up on open requests, and establish efficient procedure to recover the City's costs of retrieving requested documents when possible.
- Offered additional training to senior City staff and managers in order to produce appropriate responses to public records requests more efficiently and economically.

### Future Outlook

- Records and Archive Management will continue to attempt to locate and obtain a permanent storage facility for City records.
- Records and Archive Management will continue to provide training to staff on the public record process and to improve response times to public record requests through the use of technology and better coordination among departments.

## Executive Offices

### Greenwood Cemetery

#### Overview of Services/Programs

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

#### Major Accomplishments

- Continued to gather community support by hosting a variety of community relations projects that included: monthly history tours, community/church cleanups and tree plantings.
- Continued to open new cemetery spaces and sections to fulfill the burial needs of the community.
- Continued to work in concert with various City departments in the coordination of designing, building and implementing a new road within the cemetery.

#### Future Outlook

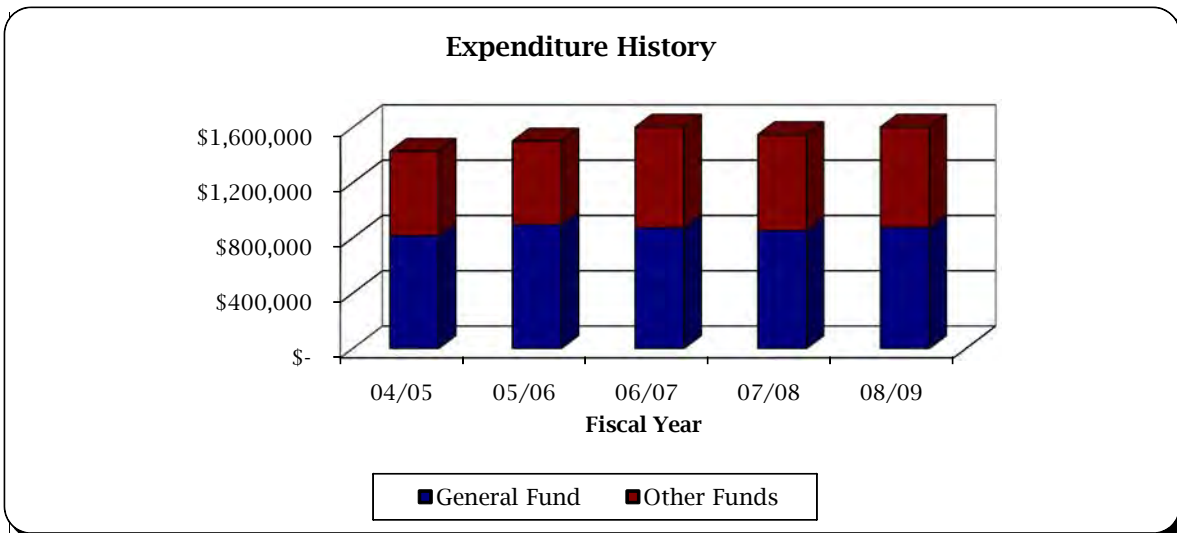
- Greenwood Cemetery will open a new 1,500-space section within six months. With the opening of new sections, the cemetery will continue to generate revenue to sustain its future operation and maintenance.

Performance Measures Effectiveness	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
Percent of Council books distributed to Commissioners within 3 business days	98%	99%	99%
Percent of Council minutes on the web within 5 business days of City Council meeting	99%	99%	99%
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 two business days	98%	98%	98%
Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	95%	98%	95%
Percent of City-required election information on web within 24 hours	98%	99%	98%

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Office of City Clerk					
150 City Clerk	\$ 545,310	\$ 534,103	\$ 571,197	\$ 37,094	6.95%
156 Records Management	326,287	318,464	302,981	(15,483)	(4.86%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 871,596</b>	<b>\$ 852,567</b>	<b>\$ 874,178</b>	<b>\$ 21,611</b>	<b>2.53%</b>
<b>GREENWOOD CEMETERY FUND #631</b>					
154 Greenwood Cemetery	\$ 862,528	\$ 693,025	\$ 725,769	\$ 32,744	4.72%
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>\$1,734,124</b>	<b>\$1,545,592</b>	<b>\$1,599,947</b>	<b>\$ 54,355</b>	<b>3.52%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Office of City Clerk			
150 City Clerk	7	7	7
156 Records Management	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>GREENWOOD CEMETERY FUND #631</b>			
154 Greenwood Cemetery	4	4	2
<b>TOTAL -- GREENWOOD FUND</b>	<b>4</b>	<b>4</b>	<b>2</b>
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>16</b>	<b>16</b>	<b>14</b>

Executive Offices

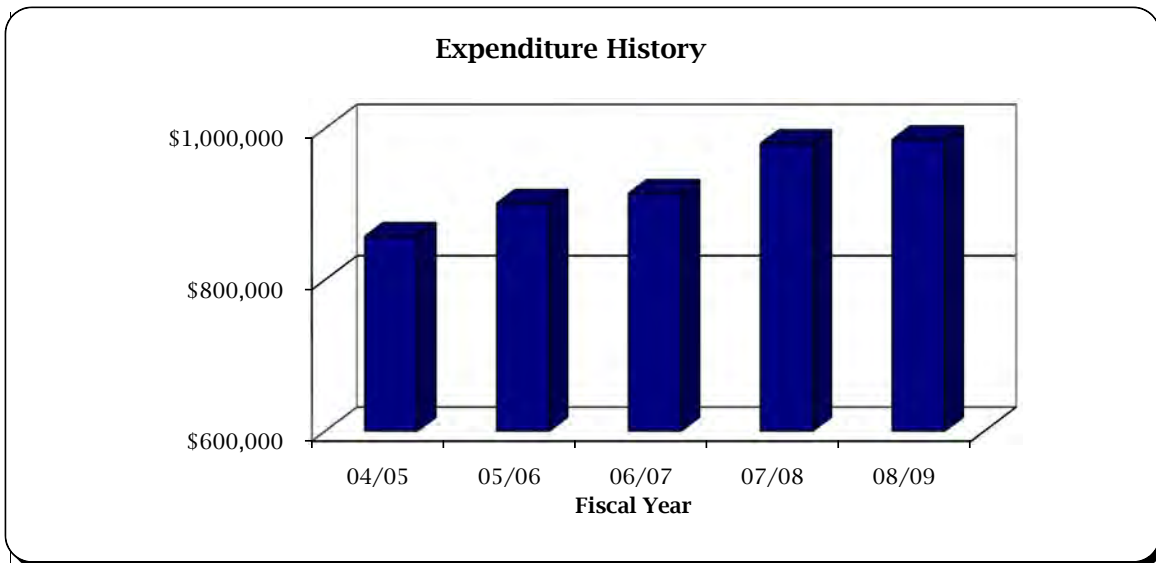
Office of City Commissioners

Mission

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

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 148,601	\$161,071	\$157,324	\$ (3,747)	(2.33%)
132 City Commissioner-District 2	147,711	166,781	154,074	(12,707)	(7.62%)
133 City Commissioner-District 3	136,281	147,187	153,881	6,694	4.55%
134 City Commissioner-District 4	157,453	151,419	153,987	2,568	1.70%
135 City Commissioner-District 5	156,031	170,178	170,078	(100)	(0.06%)
136 City Commissioner-District 6	167,940	182,989	195,724	12,735	6.96%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 914,017</b>	<b>\$979,625</b>	<b>\$985,068</b>	<b>\$ 5,443</b>	<b>0.56%</b>
<b>TOTAL -- CITY COMMISSIONERS</b>	<b>\$ 914,017</b>	<b>\$979,625</b>	<b>\$985,068</b>	<b>\$ 5,443</b>	<b>0.56%</b>



## Executive Offices

## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- GENERAL FUND	<u>12</u>	<u>12</u>	<u>12</u>
 TOTAL -- CITY COMMISSIONERS	 <u>12</u>	 <u>12</u>	 <u>12</u>

Executive Offices

Office of Chief Administrative Officer

Mission

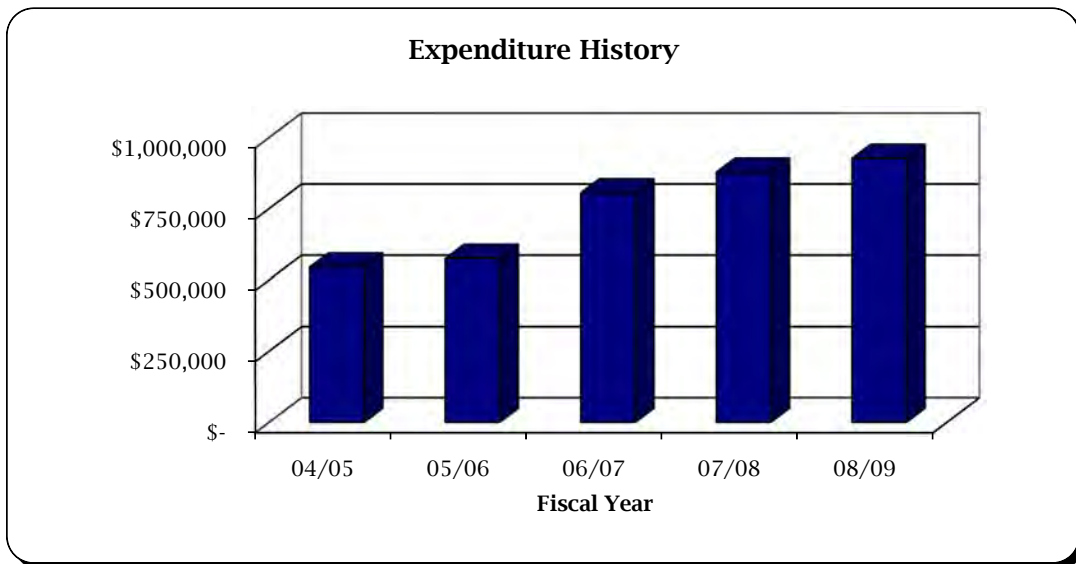
Implement the policy directives of the Mayor and Orlando City Council, while ensuring the provision of high quality and cost effective City services.

Overview of Services/Programs

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

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 805,311	\$877,997	\$926,403	\$ 48,406	5.51%
TOTAL -- GENERAL FUND	\$ 805,311	\$877,997	\$926,403	\$ 48,406	5.51%
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>					
	\$ 805,311	\$877,997	\$926,403	\$ 48,406	5.51%



## Executive Offices

## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	6	6	6
TOTAL -- GENERAL FUND	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL -- OFFICE OF			
CHIEF ADMINISTRATIVE OFFICER	<u>6</u>	<u>6</u>	<u>6</u>

## Executive Offices

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### Minority/Women Business Enterprise

#### Mission

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

#### Overview of Services/Program

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

#### Major Accomplishments

- As a result of the implementation of the new automated M/WBE data tracking software, the M/WBE program's reporting features have been streamlined. This has increased staff productivity and provided for more accurate and timely reporting of M/WBE data.
- Ensuring M/WBE participation on public/private construction projects in the downtown area, the M/WBE program is directly responsible for a total of 11% MBE participation and 7% WBE participation of the total allocated construction dollars.
- Three of the prime contractors participating on these projects met or exceeded the M/WBE project goals. The Paramount project had over 57% overall participation, the Plaza project had 29% participation, and the Camden Orange Court had 24% overall participation.
- Development and implementation of a Disadvantaged Business Enterprise (DBE) program: The City has adopted FDOT's race neutral program, and the MBE program currently monitors nine (9) contracts for DBE and Non-DBE participation.

#### Future Outlook

- The M/WBE program continues to work closely with the remaining active projects to ensure M/WBE participation efforts continue to be made.



## Executive Offices

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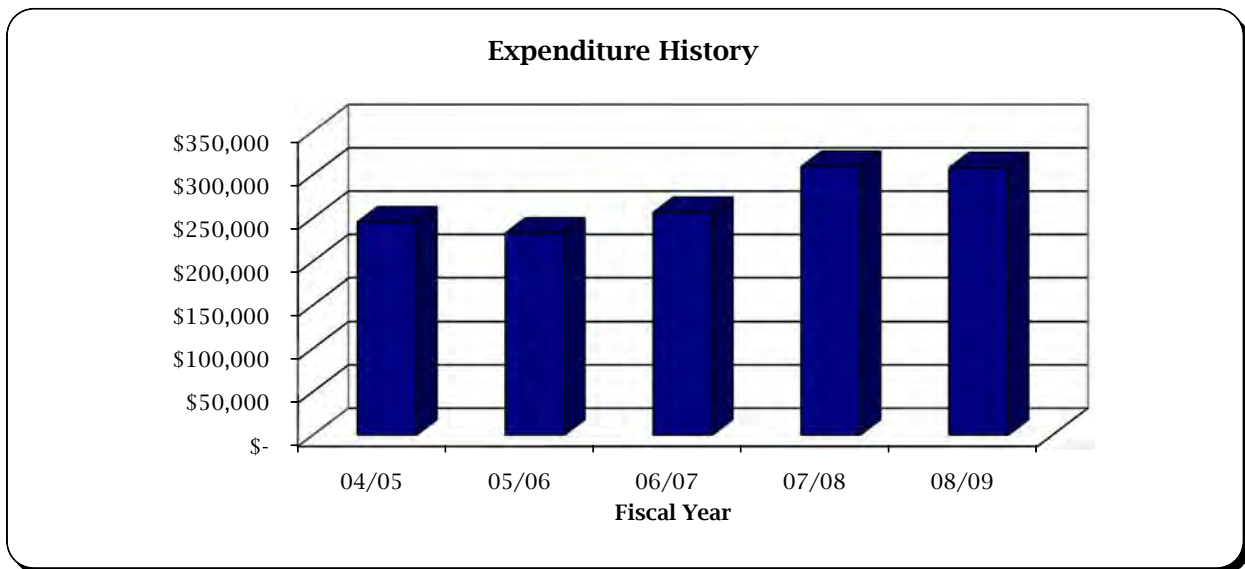
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percent of contract compliance of MBE WBE goals, in the construction/procurement contracts	100%	100%	100%

<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Cost to process One Contract Management Transaction	\$13.65	\$12.00	\$13.40
Cost to Certify an MBE/WBE	\$72.50	\$76.00	\$75.13
Cost to Process One Public Works Award	\$68.98	\$100.00	\$91.65

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
161 Minority/Women Business Enterprise	\$ 256,336	\$309,214	\$307,909	\$(278,921)	(0.42%)
TOTAL -- GENERAL FUND	\$ 256,336	\$309,214	\$307,909	\$(278,921)	(0.42%)
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 256,336	\$309,214	\$307,909	\$(278,921)	(0.42%)



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
161 Minority/Women Business Enterprise	5	5	5
TOTAL -- GENERAL FUND	5	5	5
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	5	5	5

## Executive Offices

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### Human Resources Division

#### Mission

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Completed pay plan study for SEIU bargaining unit.
- Successfully negotiated various union contracts.
- Facilitated seamless implementation of seven bargaining unit wage increases.
- Negotiated IAFF Pension Plan changes.
- In support of the Strategic Plan, over 200 of the city's appointed officials and management staff received training in "Shaping Orlando's Future/Customer Service" and over 40 city staff members completed a "Training-the-Trainer" course to train their respective departments.
- Employment applications for non-civil service positions increased by 25% and tests administered increased by 12% while HR staffing remained the same.
- Conducted customized training for the entire Transportation Engineering Staff on "Techniques of Highly Effective People", the Wastewater Management Staff received "Retaining Quality Employees" training, and the entire Economic Development Management Staff received "Presentation Skills" training.
- Civil Service handled more Police and Fire applicants and conducted promotional exams for more candidates due to the Public Safety Initiative while HR staffing remained the same.
- A new performance appraisal system was developed for appointed officials for implementation in 2008/2009. Training was held in August.
- Identification of City Wellness needs through verification using City's occupational health physicals and further verification through City health benefit provider.
- Currently programs are being developed to provide wellness initiatives to reduce chronic medical conditions in the Public Works department.
- Wellness Initiative Pilot Program for Public Works employees.

## Executive Offices

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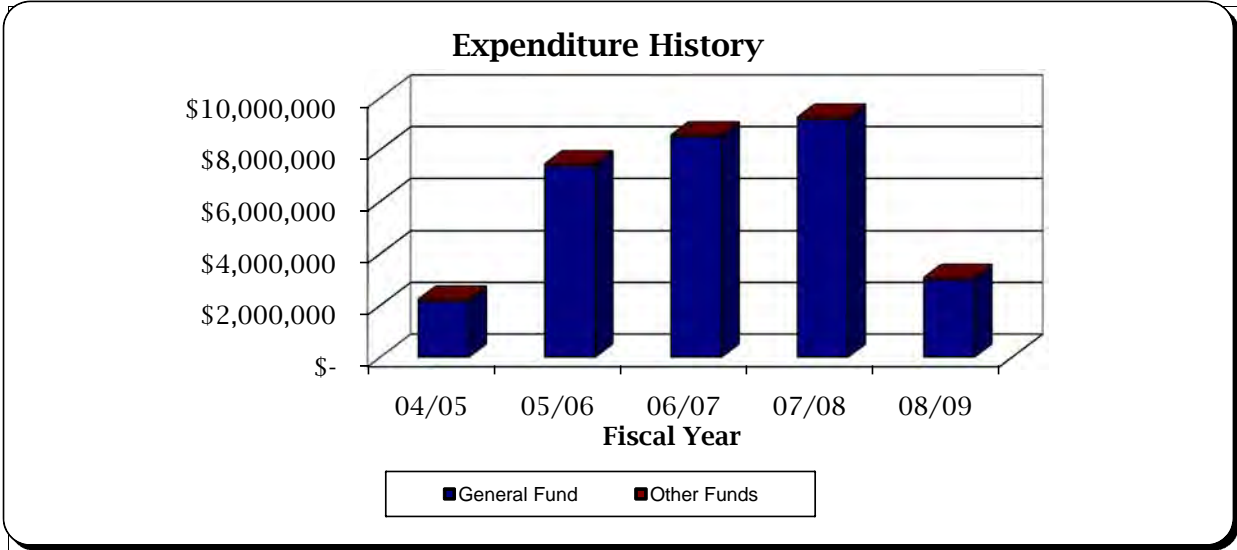
### Future Outlook

- 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.
- Labor Relations will renegotiate all Union contract bargaining agreements which will be a significant undertaking. A Pay Plan Study was completed for the SEIU bargaining unit.
- The Division will continue to emphasize Health and Wellness throughout the City workforce utilizing increased training, awareness and Wellness initiatives. Human Resources will also work to enhance labor and management relations through cooperative communications processes and problem solving approaches to issues.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Human Resources Division					
021 Merits Program	\$ 53,639	\$ 89,622	\$ 92,164	\$ 2,542	2.84%
205 Human Resources	197,465	195,799	368,629	172,830	88.27%
206 Records	189,863	179,470	181,253	1,783	0.99%
207 Employment and Recruitment	663,266	732,948	708,220	(24,728)	(3.37%)
209 Training	313,057	364,442	402,339	37,897	10.40%
210 Civil Service/Testing	359	-	-	-	N/A
215 Labor Relations	263,900	261,049	257,310	(3,739)	(1.43%)
216 Compensation & Benefits	638,512	731,191	736,066	4,875	0.67%
993 Non. Dept. - Human Resources	6,153,257	6,594,550	226,162	(6,368,388)	(96.57%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$8,473,318</b>	<b>\$9,149,071</b>	<b>\$2,972,143</b>	<b>\$(6,176,928)</b>	<b>(67.51%)</b>
<b>Risk Management Fund #521</b>					
Human Resources Division					
219 Employee Wellness	\$ 91,377	\$ 102,451	\$ 101,900	\$ (551)	(0.54%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 91,377</b>	<b>\$ 102,451</b>	<b>\$ 101,900</b>	<b>\$ (551)</b>	<b>(0.54%)</b>
<b>TOTAL -- HUMAN RESOURCES DIVISION</b>	<b>\$8,564,695</b>	<b>\$9,251,522</b>	<b>\$3,074,043</b>	<b>\$(6,177,479)</b>	<b>(66.77%)</b>



## Executive Offices

## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Human Resources Division			
205 Human Resources	4	4	4
206 Classification and Pay	3	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	10	10	10
TOTAL -- GENERAL FUND	<u>29</u>	<u>29</u>	<u>29</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL - RISK MANAGEMENT FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- HUMAN RESOURCES DIVISION	<u><u>30</u></u>	<u><u>30</u></u>	<u><u>30</u></u>

## Executive Offices

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### City Attorney's Office

#### Mission Statement

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

#### Overview of Service/Programs

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

#### Major Accomplishments

- Successfully negotiated and drafted new Events Center Use Agreement, Events Center Project Construction Agreement, and an Agreement for the renovation of the Florida Citrus Bowl.
- Drafted several significant public safety ordinances including an immobilization (booting) ordinance and an ordinance prohibiting panhandling after dark.
- Negotiated a new chilled-water agreement with OUC.
- Acquired numerous parcels for venues projects and Narcoossee Road projects.
- Negotiated a new multi-party interlocal agreement with Winter Park, Casselberry and Orange County for funding of Iron Bridge operations.
- Developed and implemented training on ethics and conflict prevention for City employees and boards.
- Negotiated contracts for installation and maintenance of the red-light enforcement system hardware and software.
- Negotiated and drafted the School Facilities Element of the GMP and School Concurrency Interlocal between the City, Orange County, the Orange County School Board and various municipalities.
- 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.

#### Future Outlook

- Draft major revisions to the Land Development Code.
- Complete negotiations on renewal of Florida Power/Progress Energy franchises.
- Continue to provide legal services relative to community venues, Parramore revitalization, and other capital projects.
- Assist with the renegotiation of collective bargaining agreements covering all employee groups.
- Negotiate necessary agreements with major tenants as a result of new or renovated venue projects.

## Executive Offices

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- Draft transit shelter ordinance revisions.
- Implement office-wide case management system.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City departments.

## Audit Services and Management Support

### **Mission Statement**

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

### **Major Accomplishments**

- Collected or accrued \$500,000 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: OPD and OFD Communications, Information Technology General Controls, City Contracts, Police Evidence, Leu Gardens Administrative Staff and Code Enforcement.
- Made over 70 recommendations for improving City government operations.
- Completed 7 Follow-up Audits and reported 97% of recommendations as implemented, partially implemented or planned for implementation.
- Continued to enhance the tracking and reporting of departmental performance measures.

### **Future Outlook**

- Provide management with recommendations to improve contract administration, identify new revenue opportunities, and enhance current revenue streams.



## Executive Offices

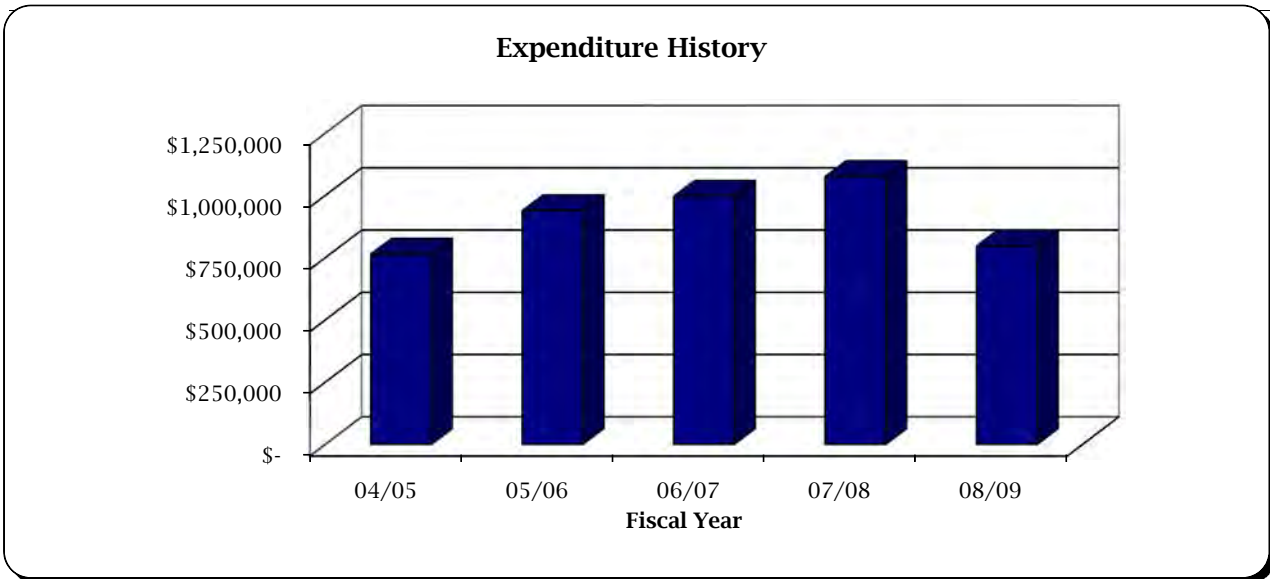
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<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Implementation rate of audit and other project recommendations	85%	98%	85%
Annual Retention rate of top-quality staff	100%	100%	100%
Percentage of Risk Management cases handled by in-house	26%	26%	26%
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of projects completed by the estimated completion date	70%	66%	70%
Percentage of projects completed within budgeted hours	70%	100%	70%
Ratio of revenues collected to related audit costs	3:01	4:01	3:01
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of reports issued	28	25	26
Annual benefits from revenue audits (in thousands)	\$520	\$384	\$300
Percentage of ordinance violations successfully prosecuted	98%	99%	98%

Executive Offices

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
City Attorney's Office					
152 City Attorney	\$3,453,318	\$3,802,949	\$4,094,535	\$291,586	7.67%
104 Audit Services & Mgmt. Support	995,797	1,075,005	796,084	(278,921)	(25.95%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$4,449,116</b>	<b>\$4,877,954</b>	<b>\$4,890,619</b>	<b>\$ 12,665</b>	<b>0.26%</b>
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>\$4,449,116</b>	<b>\$4,877,954</b>	<b>\$4,890,619</b>	<b>\$ 12,665</b>	<b>0.26%</b>



STAFFING SUMMARY

	Actual	Revised	Adopted
	2006/2007	Budget	Budget
		2007/2008	2008/2009
<b>GENERAL FUND #100</b>			
City Attorney's Office			
152 City Attorney	34	34	34
104 Audit Services & Mgmt. Support	9	9	5
<b>TOTAL -- GENERAL FUND</b>	<b>43</b>	<b>43</b>	<b>39</b>
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>43</b>	<b>43</b>	<b>39</b>



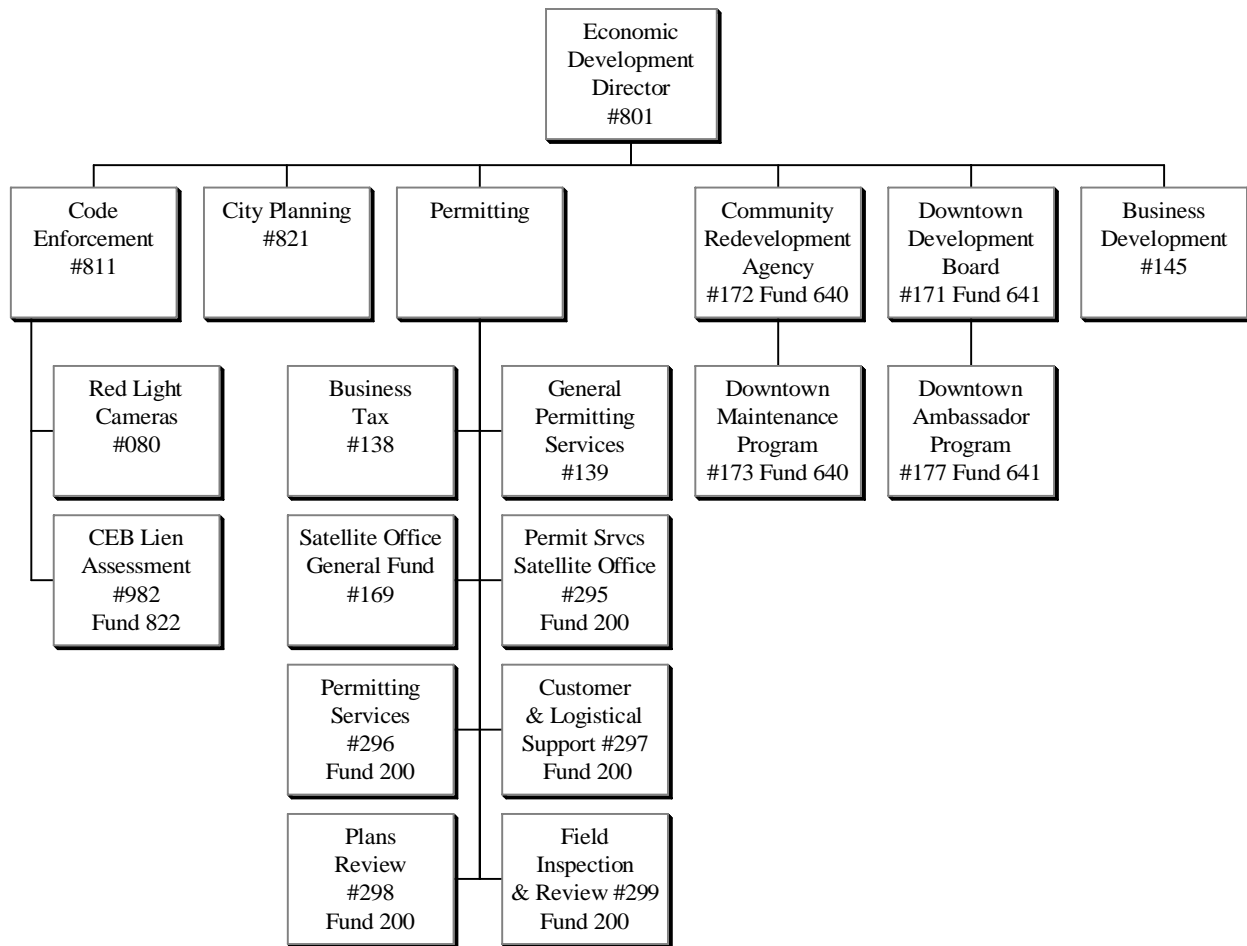


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*To stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando's citizens, businesses and visitors.*



Economic Development Department



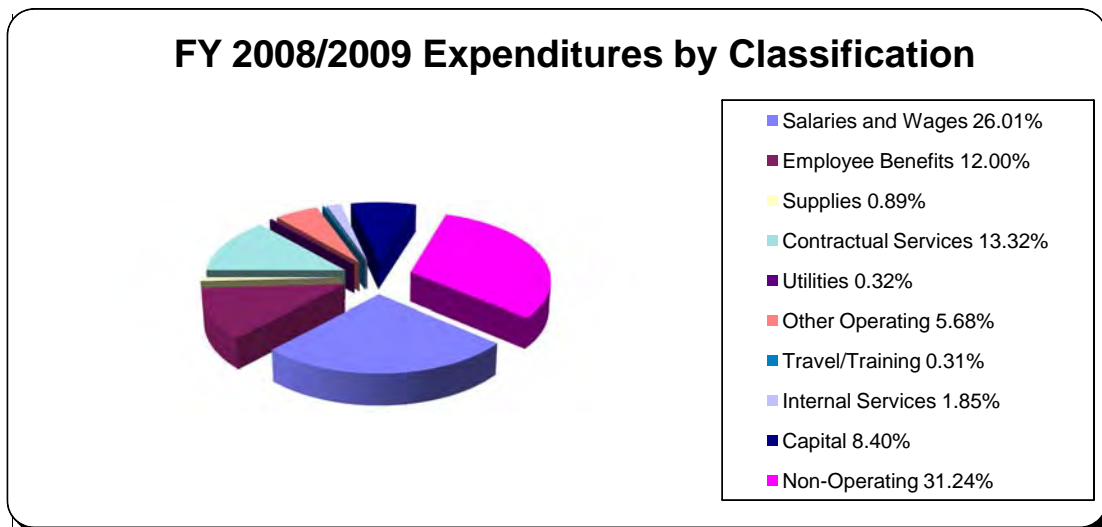
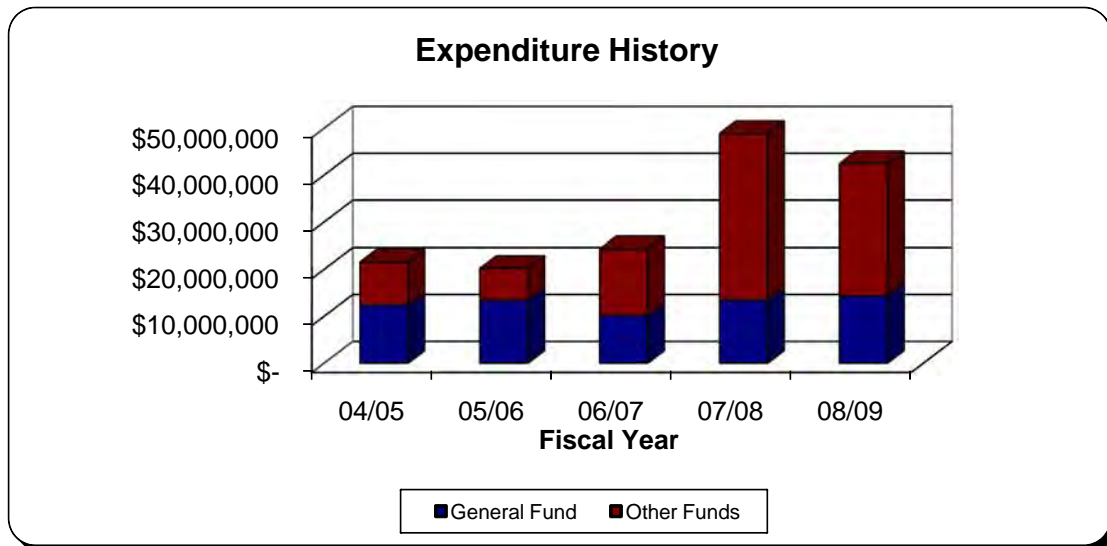
## Economic Development Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
<b>GENERAL FUND #100</b>					
801 Director of Economic Development	\$ 823,920	\$ 1,031,826	\$ 955,955	\$ (75,871)	(7.35%)
Business Development Division					
145 Business Development	273,529	414,039	426,694	12,655	3.06%
Permitting Division					
138 Business Tax	242,541	243,268	230,015	(13,253)	(5.45%)
139 General Permitting Services	1,342,820	1,327,255	1,247,053	(80,202)	(6.04%)
146 Permitting Services	1,219	-	-	-	N/A
147 Customer Svc & Logistical Support	14,619	-	-	-	N/A
148 Plans Review	71	-	-	-	N/A
149 Field Inspection and Review	494	-	-	-	N/A
169 Permitting Satellite Office GF	-	55,273	129,604	74,331	134.48%
Code Enforcement Division					
080 Red Light Camera	-	270,059	1,146,551	876,492	324.56%
811 Code Enforcement	3,016,847	3,179,003	3,102,521	(76,482)	(2.41%)
City Planning Division					
821 City Planning	2,115,510	2,581,762	2,502,183	(79,579)	(3.08%)
984 Nondepartmental - EDV	2,284,400	4,318,813	4,622,243	303,430	7.03%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 10,115,971</b>	<b>\$ 13,421,298</b>	<b>\$ 14,362,819</b>	<b>\$ 941,521</b>	<b>7.02%</b>
<b>BUILDING CODE ENFORCEMENT FUND #200</b>					
Permitting Division					
295 Permit Svcs-Satellite Office	\$ -	\$ 541,695	\$ 975,872	434,177	80.15%
296 Permitting Services	2,324,327	3,453,984	2,709,952	(744,032)	(21.54%)
297 Customer Svc & Logistical Support	869,602	990,921	804,015	(186,906)	(18.86%)
298 Plans Review	1,002,427	1,486,528	1,038,083	(448,445)	(30.17%)
299 Field Inspection and Review	3,612,206	3,626,193	2,536,554	(1,089,639)	(30.05%)
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$ 7,808,561</b>	<b>\$ 10,099,321</b>	<b>\$ 8,064,476</b>	<b>\$ (2,034,845)</b>	<b>(20.15%)</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 753,364	\$ 833,066	\$ 781,606	\$ (51,460)	(6.18%)
173 Downtown Maintenance Program	821,748	898,641	974,637	75,996	8.46%
960 Nondepartmental - CRA	1,537,069	8,626,648	8,356,628	(270,020)	(3.13%)
Projects	1,229,197	11,252,021	5,320,000	(5,932,021)	(52.72%)
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 4,341,378</b>	<b>\$ 21,610,376</b>	<b>\$ 15,432,871</b>	<b>\$ (6,177,505)</b>	<b>(28.59%)</b>
<b>DOWNTOWN DEVELOPMENT BOARD FUND #641</b>					
171 Downtown Development Board	\$ 243,833	\$ 338,139	\$ 349,278	\$ 11,139	3.29%
177 Downtown Ambassadors	47,505	413,380	482,713	69,333	16.77%
959 Nondepartmental - DDB	1,245,459	1,743,110	3,144,613	1,401,503	80.40%
Projects	187,487	1,077,075	525,000	(552,075)	(51.26%)
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 1,724,284</b>	<b>\$ 3,571,704</b>	<b>\$ 4,501,604</b>	<b>\$ 929,900</b>	<b>26.04%</b>
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 315,107	\$ 86,000	\$ 66,200	\$ (19,800)	(23.02%)
2472 CEB Housing Rehab	3,057	86,280	-	(86,280)	(100.00%)
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>\$ 318,165</b>	<b>\$ 172,280</b>	<b>\$ 66,200</b>	<b>\$ (106,080)</b>	<b>(61.57%)</b>
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 24,308,359</b>	<b>\$ 48,874,979</b>	<b>\$ 42,427,970</b>	<b>\$ (6,447,009)</b>	<b>(13.19%)</b>

Economic Development Department

Expenditure by Classification	2006/07	2007/08	2008/09	Change	% Change
	Actual Budget	Revised Budget	Adopted Budget	Adopted to Revised	Adopted to Revised
Salaries and Wages	\$ 9,552,678	\$ 11,370,514	\$ 11,036,909	\$ (333,605)	(2.93%)
Employee Benefits	3,339,326	4,131,030	5,090,223	959,193	23.22%
Supplies	553,185	391,607	376,799	(14,808)	(3.78%)
Contractual Services	2,362,702	11,840,859	5,647,245	(6,193,614)	(52.31%)
Utilities	82,465	131,021	133,227	2,206	1.68%
Other Operating	1,407,577	1,788,423	2,410,182	621,759	34.77%
Travel/Training	63,298	148,839	131,841	(16,998)	(11.42%)
Internal Services	907,109	1,055,689	783,554	(272,135)	(25.78%)
Capital	1,523,535	3,598,314	3,563,040	(35,274)	(0.98%)
Non-Operating	4,516,483	14,418,683	13,254,950	(1,163,733)	(8.07%)
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 24,308,359</b>	<b>\$ 48,874,979</b>	<b>\$ 42,427,970</b>	<b>\$ (6,447,009)</b>	<b>(13.19%)</b>



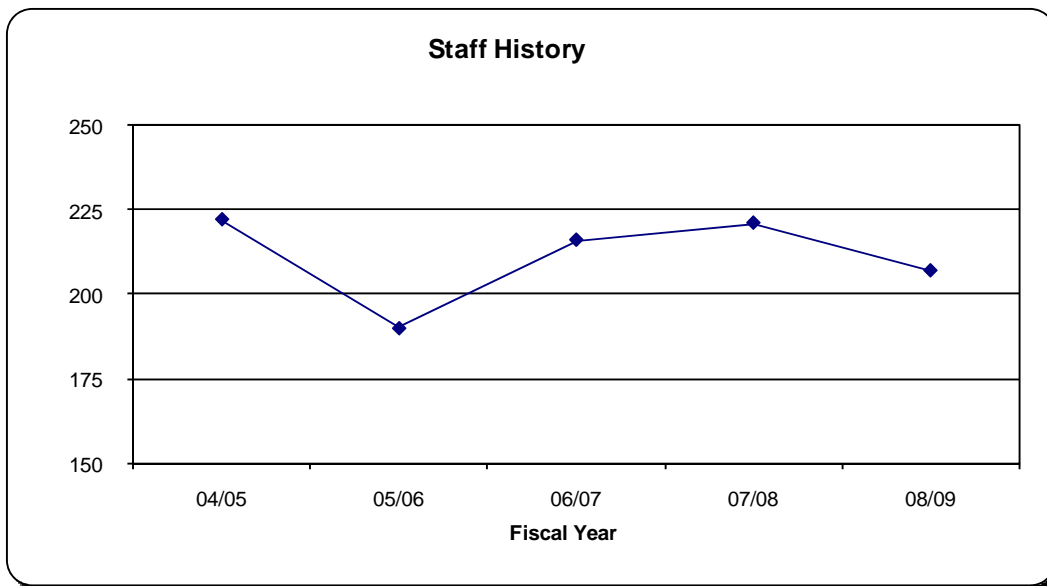
## Economic Development Department

## DEPARTMENT STAFFING SUMMARY

	Actual Budget 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	9	9	9
Business Development Division			
145 Business Development	5	5	5
Permitting Division			
138 Business Taxes	4	4	4
139 General Permitting Services	18	17	16
146 Permitting Services	-	-	-
147 Customer Service	-	-	-
148 Development Plans Review	-	-	-
149 Field Inspection Services	-	-	-
169 Permitting Satellite Office GF	-	2	2
Code Enforcement Division			
080 Red Light Camera	-	5	5
811 Code Enforcement	36	36	36
City Planning Division			
821 City Planning	31	31	31
TOTAL GENERAL FUND	103	109	108
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
295 Permit Svcs-Satellite Office	-	13	13
296 Permitting Services	9	9	9
297 Customer Service & Logistical Sup.	18	16	15
298 Plans Review	21	18	14
299 Field Inspection and Review	44	35	27
TOTAL BUILDING CODE ENFORCEMENT FUND	92	91	78
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	7	7	7
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	16	16	16
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	3	3	3
177 Downtown Ambassadors	2	2	2
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	5	5
TOTAL -- ECONOMIC DEVELOPMENT	216	221	207

Economic Development Department

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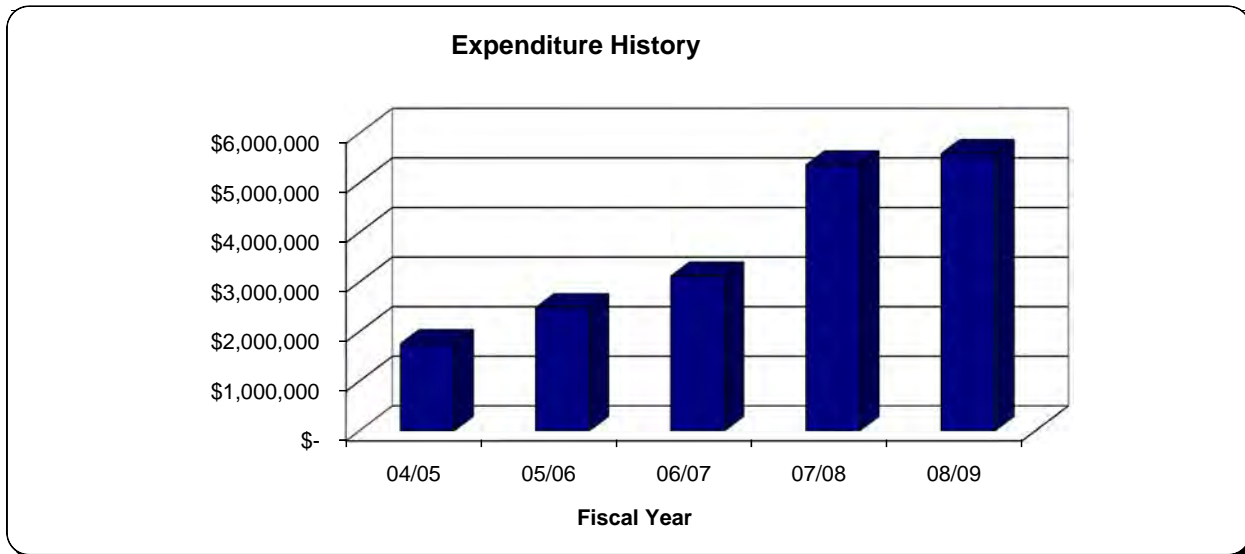




Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
801 Director of Economic Development	\$ 823,920	\$ 1,031,826	\$ 955,955	\$ (75,871)	(7.35%)
984 Nondepartmental - EDV	2,284,400	4,318,813	4,622,243	303,430	7.03%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,108,320</b>	<b>\$ 5,350,639</b>	<b>\$ 5,578,198</b>	<b>\$ 227,559</b>	<b>4.25%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 3,108,320</b>	<b>\$ 5,350,639</b>	<b>\$ 5,578,198</b>	<b>\$ 227,559</b>	<b>4.25%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
801 Director of Economic Development	9	9	9
<b>TOTAL GENERAL FUND</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>TOTAL -- DIRECTOR</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Economic Development Department

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### 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.

#### 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 600 small and large business inquiries, resulting in approving 20 business assistance program grants.
- Created the Orlando Main Street Program. A Nationally recognized program that brings local business districts together and forms a partnership with The City and the individual districts.
- Opened the District 2 Orlando Business Development Center (Mixed Use Incubator) phase one and will begin phase two construction as interest in locating within the center continues.
- Created a "How to Start a Business in Orlando"/Small Business Resource Guide.

#### 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 through heightened awareness of available business development programs.
- Encourage the redevelopment of targeted neighborhood business districts.

## Economic Development Department

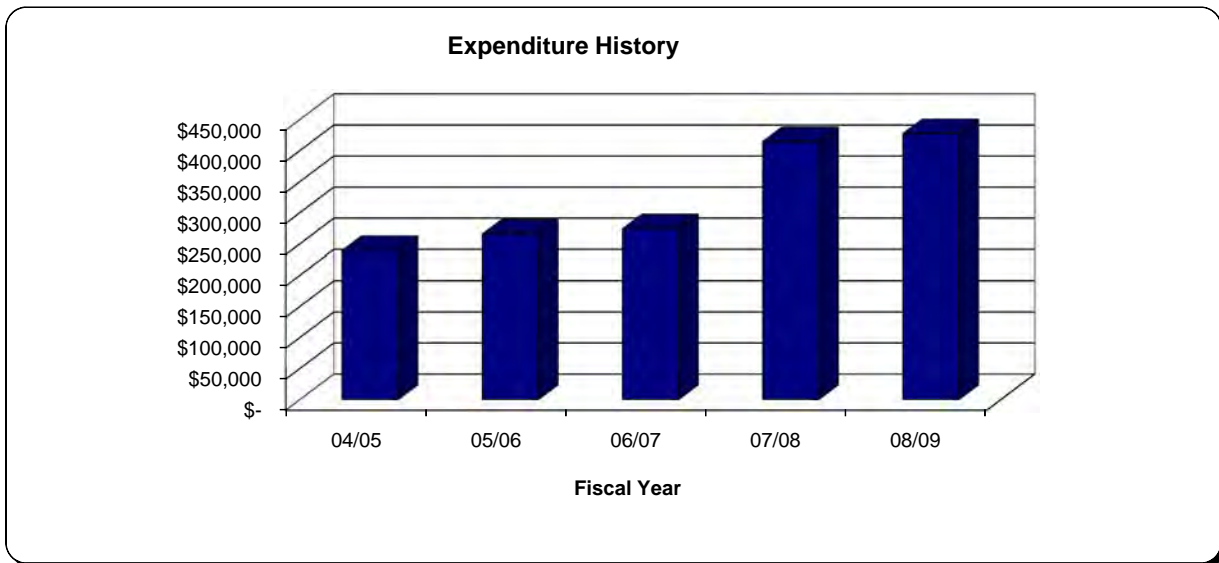
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<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Total jobs generated/retained	600	600	600
Average salary of jobs created/retained	N/A	N/A	\$45,000
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
GF Revenues generated per dollar expended	\$2.50	\$2.50	\$2.50
Amount of State/Federal incentive dollars leveraged	\$3M	\$3M	\$3M
Amount of City incentive dollars leveraged	N/A	\$265,669	\$150,000
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of business/organizations assisted	650	551	487.5
Number of initial Orlando Main Street Districts	N/A	N/A	2
Number of additional Orlando Main Street Districts	N/A	N/A	2
Number of Orlando Main Street training sessions carried out	N/A	45	12

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
145 Business Development	\$ 273,529	\$ 414,039	\$ 426,694	\$ 12,655	3.06%
TOTAL -- GENERAL FUND	\$ 273,529	\$ 414,039	\$ 426,694	\$ 12,655	3.06%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 273,529	\$ 414,039	\$ 426,694	\$ 12,655	3.06%



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Business Development Division			
145 Business Development	5	5	5
TOTAL GENERAL FUND	5	5	5
TOTAL -- BUSINESS DEVELOPMENT DIVISION	5	5	5

## Economic Development Department

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### Permitting Services Division

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Permitting Services launched a new Permitting Advisory Committee, which will be focused upon improving the permitting process, simplifying the process and streamlining the issuance of permits. This committee is comprised of 16 members of the community that are involved in permitting through their daily business. This committee is tasked with delivering recommendations that will have positive results and cause noticeable changes to our process. We will also be looking at the electronic plans review process and investigating ways to implement this into our process with the intent of making plan submission and review simpler and more expedient.
- The Permitting Services Division will continue to fill vacant positions with qualified staff that are focused upon customer service.
- We have identified a location for our future Southeast Permitting Office, which is designed to assist with the expansion of our city and to reduce the travel time for our customers as well as staff working in this area. All of our preplanning and logistical work has taken place so that now we can move forward on implementing the renovation of the space and begin the operations at this new location.
- We are continuing to expand the use of the Interactive Voice Response system with a daily volume that continues to increase as customers use it 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 usage to continue to increase in the coming year.

#### Future Outlook

- Increased Customer Service Measures to meet Industry demands.
- Implementation of recommendations from the Permitting Advisory Committee.
- Establish a plan tag system to authenticate reviewed plans and permits.
- Replace Computers with new units to improve performance.
- Investigate the migration to Electronic Plan review and Submittal.

## Economic Development Department

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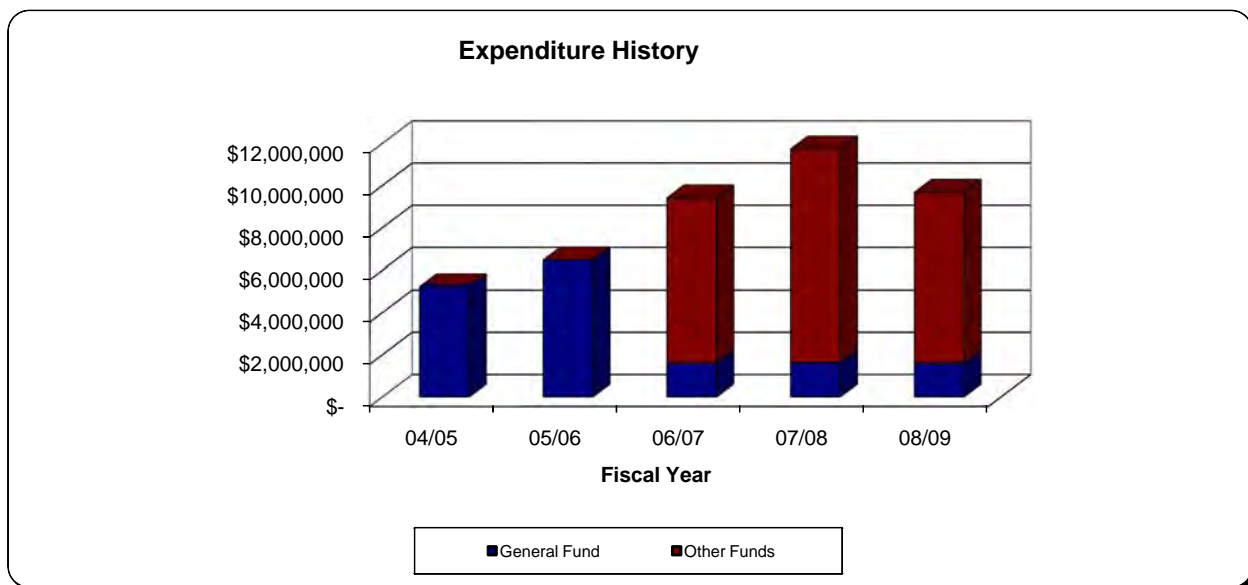
- Establishment of the Building Code Enforcement Fund in accordance with State Statues.
- Improve and expand Interactive Voice Response system usage.
- Increase the number of pre-development meetings so that the project permitting process is smoother and more concise. This will result in more problems 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 to the southernmost region of our city.
- Reduce Plan review turn around time.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of inspections performed by requested date	97%	98%	97%
Percentage of all ELE, MEC, PLM, and BLD RES-1 permits issued within 2 business days	82%	79%	N/A
Percentage of all ELE, MEC, PLM, and BLD RES-1 permits issued within 5 business days	N/A	81%	95%
Percentage of all ROW, FIR, and COMM BLD plan reviews performed within 10 business days	74%	88%	85%
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average number of business days to review construction plans	9	6.77	10
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Revenue collected for business tax receipts	\$7,873,983	\$12,219,423	\$6,300,000
Revenue collected for permits & fees	\$14,455,436	\$17,599,543	\$14,000,000
Number of business tax receipts	22,000	27,812	22,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Permitting Division					
138 Business Tax	\$ 242,541	\$ 243,268	\$ 230,015	\$ (13,253)	(5.45%)
139 General Permitting Services	1,342,820	1,327,255	1,247,053	(80,202)	(6.04%)
146 Permitting Services	1,219	-	-	-	N/A
147 Customer Svc & Logistical Support	14,619	-	-	-	N/A
148 Plans Review	71	-	-	-	N/A
149 Field Inspection and Review	494	-	-	-	N/A
169 Permitting Satellite Office GF	-	55,273	129,604	74,331	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,601,765</b>	<b>\$ 1,625,796</b>	<b>\$ 1,606,672</b>	<b>\$ (19,124)</b>	<b>(1.18%)</b>
<b>BUILDING CODE ENFORCEMENT FUND #200</b>					
Permitting Division					
295 Permit Svcs-Satellite Office	\$ -	\$ 541,695	\$ 975,872	\$ 434,177	80.15%
296 Permitting Services	2,324,327	3,453,984	2,709,952	(744,032)	(21.54%)
297 Customer Svc & Logistical Support	869,602	990,921	804,015	(186,906)	(18.86%)
298 Plans Review	1,002,427	1,486,528	1,038,083	(448,445)	(30.17%)
299 Field Inspection and Review	3,612,206	3,626,193	2,536,554	(1,089,639)	(30.05%)
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$ 7,808,561</b>	<b>\$10,099,321</b>	<b>\$ 8,064,476</b>	<b>\$ (2,034,845)</b>	<b>(20.15%)</b>
<b>TOTAL -- PERMITTING DIVISION</b>	<b>\$ 9,410,326</b>	<b>\$11,725,117</b>	<b>\$ 9,671,148</b>	<b>\$ (2,053,969)</b>	<b>(17.52%)</b>



## Economic Development Department

### STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Permitting Division			
138 Business Tax	4	4	4
139 General Permitting Services	18	17	16
146 Permitting Services	-	-	-
147 Customer Service	-	-	-
148 Development Plans Review	-	-	-
149 Field Inspection Services	-	-	-
169 Permitting Satellite Office GF	-	2	2
TOTAL GENERAL FUND	22	23	22
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Division			
295 Permitting Services-Satellite Ofc.	-	13	13
296 Permitting Services	9	9	9
297 Customer Service & Logistical Sup.	18	16	15
298 Plans Review	21	18	14
299 Field Inspection and Review	44	35	27
TOTAL BUILDING CODE ENFORCEMENT FUND	92	91	78
TOTAL -- PERMITTING DIVISION	114	114	100



## Economic Development Department

### Code Enforcement Division

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Initiated a multi-family inspection program targeting substandard apartment and condominium properties.
- Web-based complaint and case tracking interface introduced.
- Provide lien payoff information via the internet.
- Increased number of inspections for minimum housing standards by 24%.

#### Future Outlook

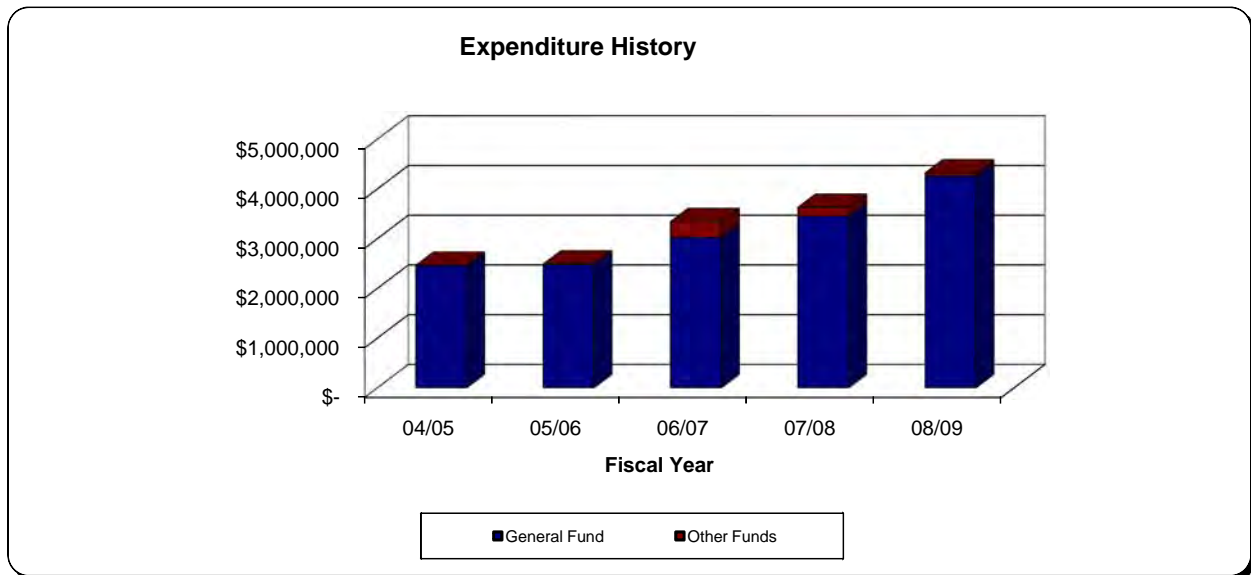
- Initiate “red light” ordinance enforcement.
- Continue increased attention to multi-family properties.
- Continue to identify and eliminate blighting influences.
- Continue to target habitual offenders.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average response time in hours to citizen complaints	25	107	24
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average number of inspections per hour per officer	1.5	6	1.5
Average number of days for case resolution	17.3	46	15
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of properties inspected	34,109	37,107	36,000
Number of neighborhood meeting presentations	72	116	75

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
Code Enforcement Division					
080 Red Light Camera	\$ -	\$ 270,059	\$ 1,146,551	\$ 876,492	324.56%
811 Code Enforcement	3,016,847	3,179,003	3,102,521	(76,482)	(2.41%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,016,847</b>	<b>\$ 3,449,062</b>	<b>\$ 4,249,072</b>	<b>\$ 800,010</b>	<b>23.20%</b>
<b>CEB LIEN ASSESSMENT FUND #822</b>					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 315,107	\$ 86,000	\$ 66,200	\$ (19,800)	(23.02%)
2472 CEB Housing Rehab	\$ 3,057	\$ 86,280	\$ -	\$ (86,280)	(100.00%)
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>\$ 318,165</b>	<b>\$ 172,280</b>	<b>\$ 66,200</b>	<b>\$ (106,080)</b>	<b>(61.57%)</b>
<b>TOTAL -- CODE ENFORCEMENT DIVISION</b>	<b>\$ 3,335,012</b>	<b>\$ 3,621,342</b>	<b>\$ 4,315,272</b>	<b>\$ 693,930</b>	<b>19.16%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Code Enforcement Division			
080 Red Light Camera	-	5	5
811 Code Enforcement	36	36	36
<b>TOTAL GENERAL FUND</b>	<b>36</b>	<b>41</b>	<b>41</b>
<b>TOTAL -- CODE ENFORCEMENT DIVISION</b>	<b>36</b>	<b>41</b>	<b>41</b>

## Economic Development Department

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### 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.

#### Over view of Service/Program

The **City Planning Division** guides and facilitates the physical development of the City in a manner that preserves and enhances the quality of life for Orlando's citizens by ensuring that all development complies with the City's Smart Growth Objectives. The Division plans for a livable and economically viable community by proactively addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Division advises the City Council on matters concerning current and future development within the City and provides staff support for the Board of Zoning Adjustment, Municipal Planning Board and the Historic Preservation Board. In addition, the City Planning Division routinely prepares analyses and reports dealing with planning matters such as demographic projections, annexations, neighborhood horizon strategies and special projects.

#### Major Accomplishments

- Successfully completed third 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 the Burnham Institute at Lake Nona; also approved significant projects both downtown and elsewhere, including the Capital Plaza III, 205/215 E. Central hotel project, and the Current-LeeVista commercial center.
- Initiated the Southport RFQ/RFP Process.
- Submitted a draft Evaluation and Appraisal Report (EAR) to the Florida Department of Community Affairs concerning the City's Growth Management Plan.

#### Future Outlook

- Prepare amendments to the Land Development Code to address changing conditions and needs.
- Continue the Active Living by Design project.
- Initiate neighborhood planning projects in the Edgewater Drive/College Park and International Drive areas.
- Prepare Growth Management Plan amendments as necessary to implement the recommendations of the Evaluation and Appraisal Report.
- Prepare a Public School Facilities Element and adopt Public School Facilities Level of Service Standards as required by State law.
- Coordinate with Business Development Division with targeted neighborhood revitalization.

## Economic Development Department

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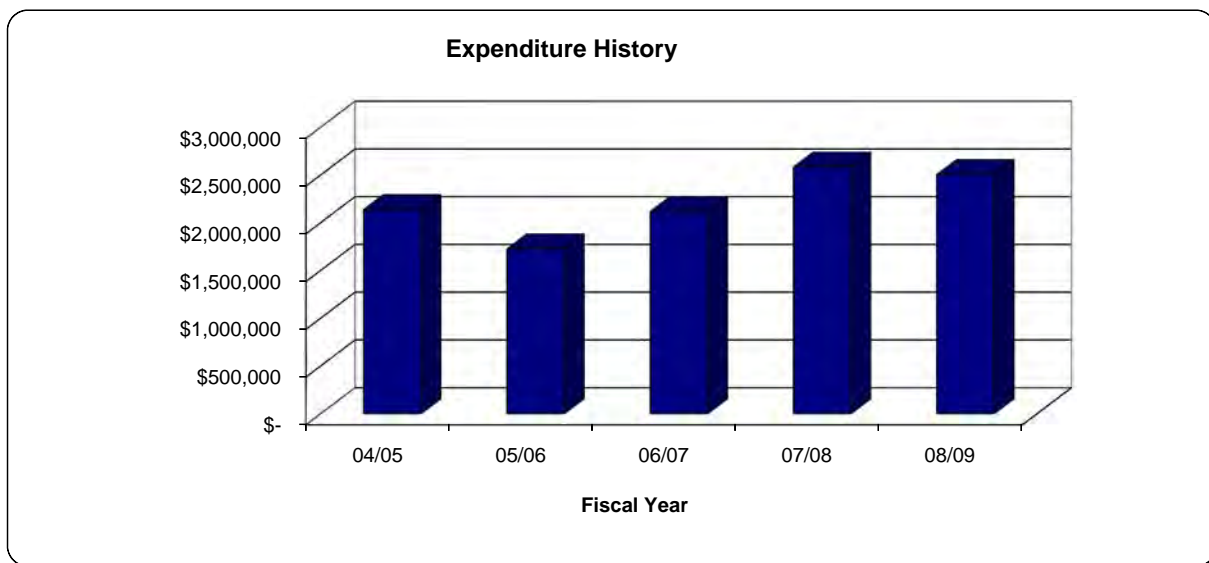
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of State Growth Management requirements found in compliance	100%	100%	100%
Percentage of certification agreement requirements found in compliance	100%	100%	100%
Percentage of recommendations accepted by advisory boards	96%	91%	85%

<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of Municipal Planning Board Cases	350	208	350
Number of Board of Zoning Adjustment Cases	90	67	90
Number of Historic Preservation Board Cases	250	97	250

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>GENERAL FUND #100</b>					
City Planning Division					
821 City Planning	\$ 2,115,510	\$ 2,581,762	\$ 2,502,183	\$ (79,579)	(3.08%)
TOTAL -- GENERAL FUND	\$ 2,115,510	\$ 2,581,762	\$ 2,502,183	\$ (79,579)	(3.08%)
TOTAL -- CITY PLANNING DIVISION	\$ 2,115,510	\$ 2,581,762	\$ 2,502,183	\$ (79,579)	(3.08%)



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
City Planning Division			
821 City Planning	31	31	31
TOTAL GENERAL FUND	31	31	31
TOTAL -- CITY PLANNING DIVISION	31	31	31

## Economic Development Department

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### 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.

#### 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

- Downtown Ambassador Program operational.
- Coordinated and co-sponsored numerous special events bringing over 400,000 attendees to Downtown.
- Developed Downtown Information Center launched with private sector support.
- Created/Revised Major Concert Program.
- Launched major retail and entertainment study.
- Launched re-design and deployment of website.

#### Future Outlook

- Renew commitment and focus on business recruitment (corporate and retail).
- Strengthen alliances with key professional organizations (ULI, ICSC, BOMA, NAOIP, etc.)
- Establish clearinghouse for downtown research, data, and market trends.
- Implement joint marketing, advertising, sponsorship, and partnership opportunities.
- Develop and support programs that celebrate Orlando's cultural diversity and international stature.
- Promote Downtown awareness through Ambassador Program, Information Center & Marketing Materials.
- Enhance Sunday Eola Market by increasing number & variety of vendors.

**Economic Development Department**

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<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Annual increase in DDB tax roll	23%	20%	23%

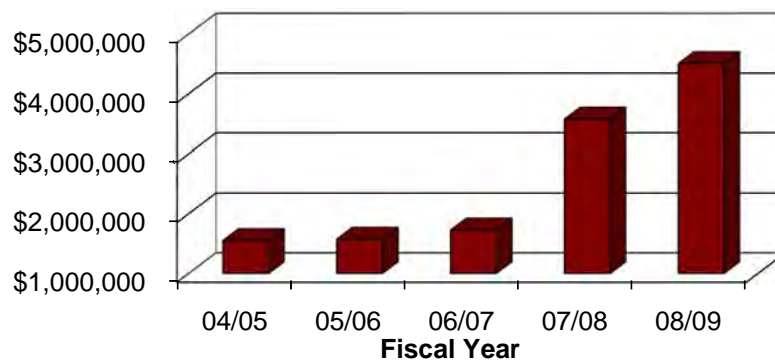
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of Website visits	350,000	276,409	350,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>					
171 Downtown Development Board	\$ 243,833	\$ 338,139	\$ 349,278	\$ 11,139	3.29%
177 Downtown Ambassadors	47,505	413,380	482,713	69,333	16.77%
959 Nondepartmental - DDB	1,245,459	1,743,110	3,144,613	1,401,503	80.40%
Projects	187,487	1,077,075	525,000	(552,075)	(51.26%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,724,284	\$ 3,571,704	\$ 4,501,604	\$ 929,900	26.04%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 1,724,284	\$ 3,571,704	\$ 4,501,604	\$ 929,900	26.04%

Expenditure History



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	3	3	3
177 Downtown Ambassadors	2	2	2
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	5	5
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	5	5	5



## Economic Development Department

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### 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.

#### Overview of Service/Program

The **Community Redevelopment Agency** was created in 1980. A tax increment trust fund was established which serves as a revenue source for project and program activities plus maintenance of the streetscape infrastructure in the 1,641.9-acre redevelopment area located within the traditional city. The Community Redevelopment Agency aggressively pursues redevelopment and revitalization activities with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging redevelopment.

#### Major Accomplishments

- Leveraged approximately \$5 million dollars to generate \$175 million in private investment.
- Orchestrated the delivery of 1359 new residential units within Downtown.
- \$2.1 million Division Avenue streetscape underway.
- Maintain 60 blocks of Downtown streetscape.
- Installed over 4,000 plants and trees in Downtown streetscape projects.
- Maintained 60 blocks of Downtown streetscape.
- Minority/Women Entrepreneur Business Assistance (MEBA) Grant Program operational.

#### Future Outlook

- Continue to implement Mayor's Pathway for Parramore Plan.
- Implement Mayor's Downtown Strategic Transportation Team Plan with Commuter rail infrastructure improvements.
- Implement Downtown lighting plan.
- Initiate and prepare the Outlook Part III Plan Amendment.
- Encourage development of housing, including workforce housing.
- Increase emphasis on retention and recruitment of jobs.

## Economic Development Department

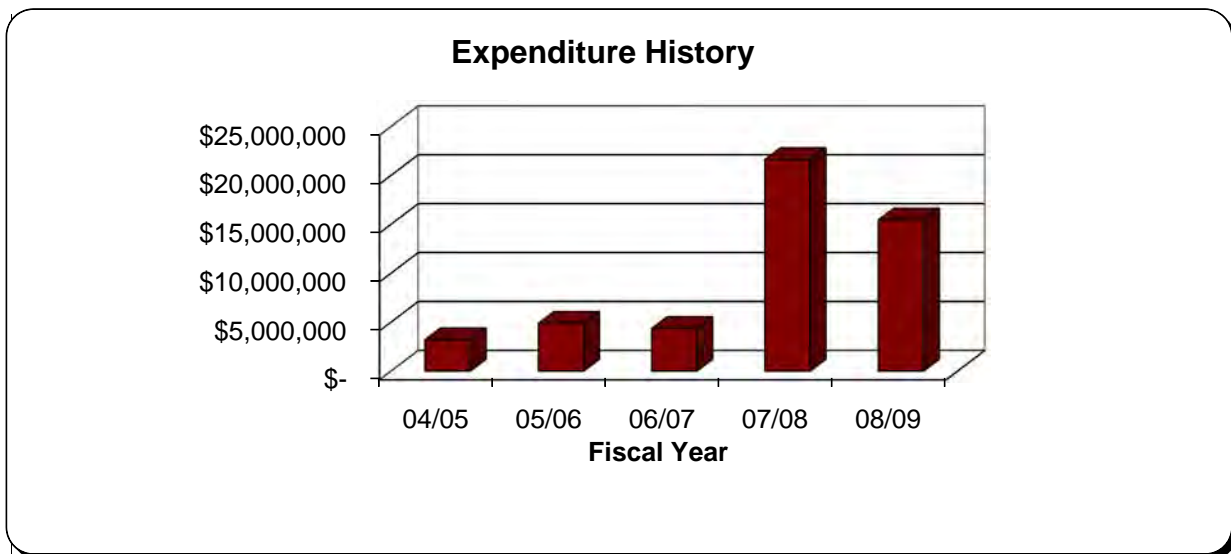
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<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Annual increase in CRA taxable value	25%	20%	25%
Annual number of additional residential units	475	1,812	1,489
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of plants, annuals and trees installed in streetscape and Plaza area	4,000	7,321	5,000

Economic Development Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>					
172 Redevelopment Agency	\$ 753,364	\$ 833,066	\$ 781,606	\$ (51,460)	(6.18%)
173 Downtown Maintenance Program	821,748	898,641	974,637	75,996	8.46%
960 Nondepartmental - CRA	1,537,069	8,626,648	8,356,628	(270,020)	(3.13%)
Projects	1,229,197	11,252,021	5,320,000	(5,932,021)	(52.72%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$4,341,378	\$21,610,376	\$15,432,871	\$ (245,484)	(28.59%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$4,341,378	\$21,610,376	\$15,432,871	\$ (245,484)	(28.59%)



STAFFING SUMMARY

	Actual	Revised	Adopted
	2006/2007	2007/2008	2008/2009
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #640</b>			
172 Redevelopment Agency	7	7	7
173 Downtown Maintenance Proram	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	16	16	16
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	16	16	16



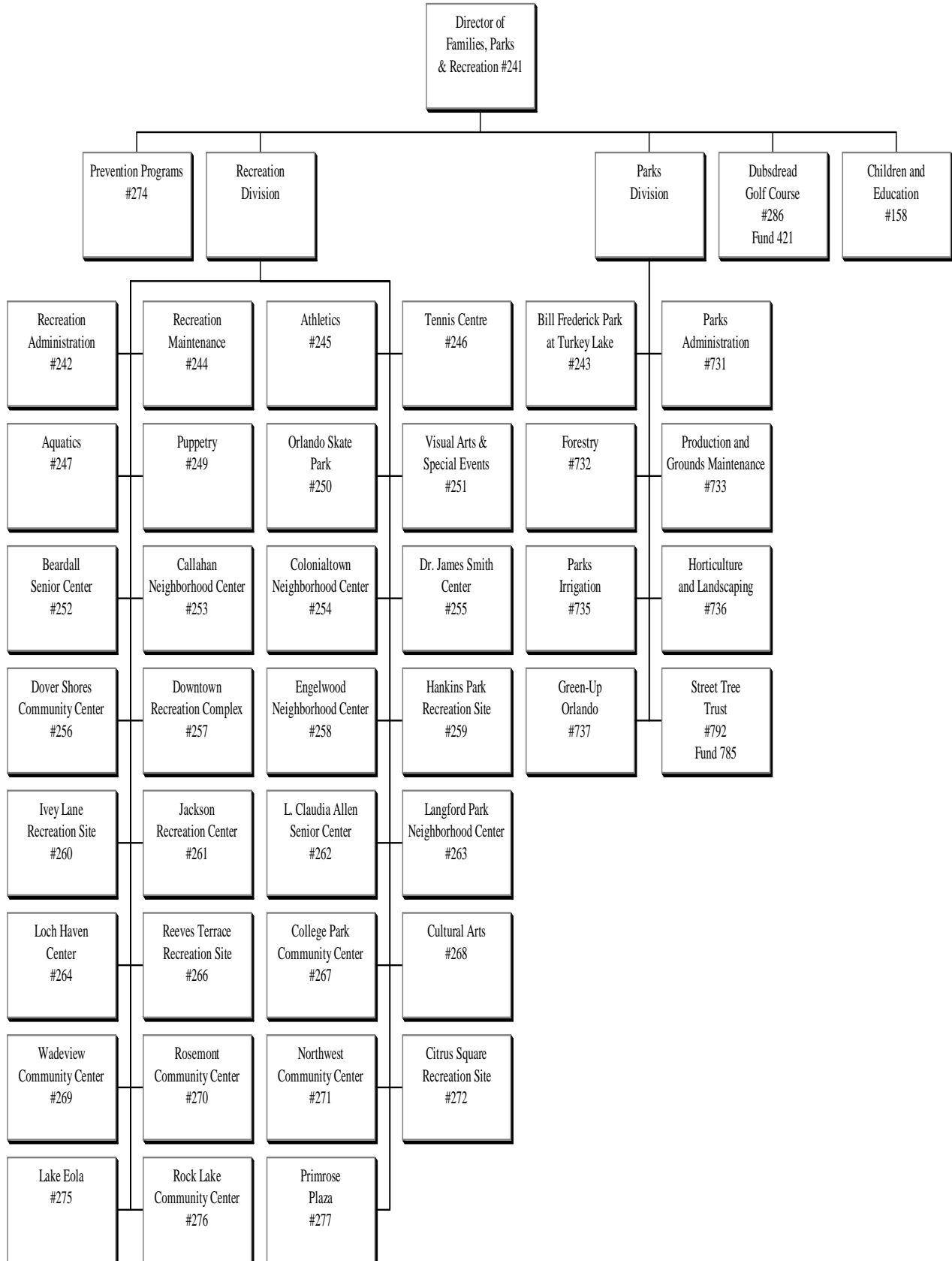


FAMILIES  
PARKS  
&  
RECREATION

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



Families, Parks and Recreation Department



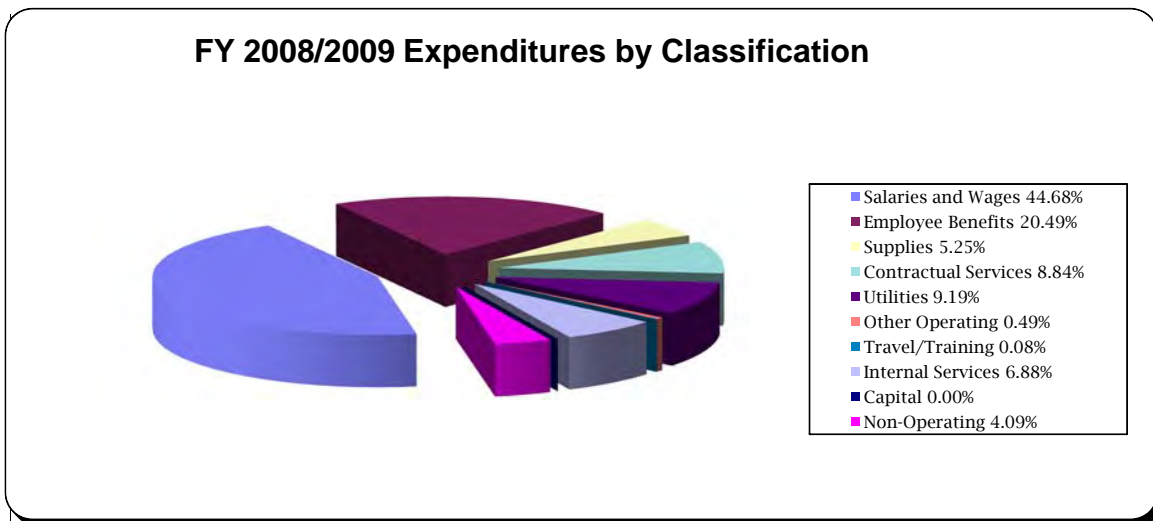
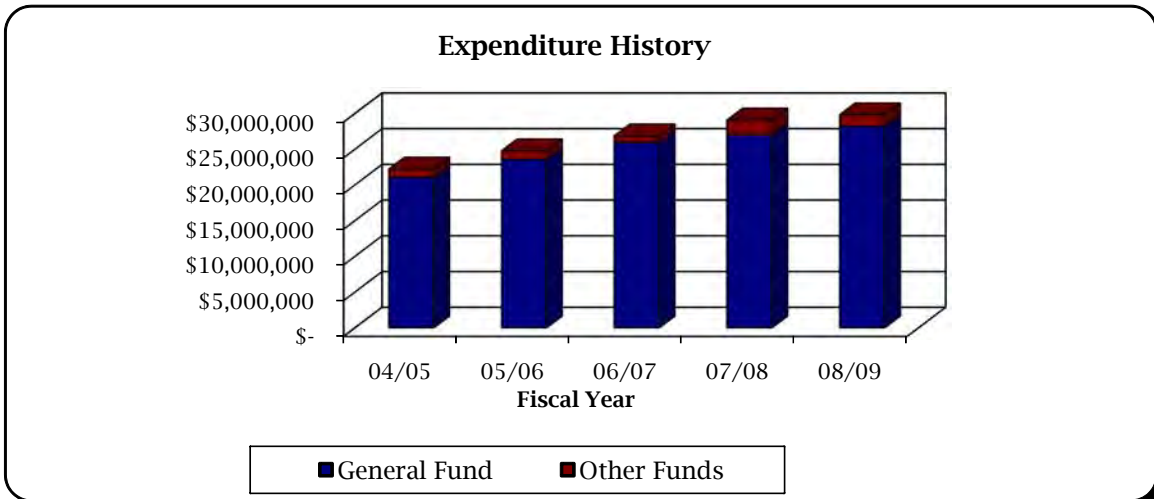
## Families, Parks and Recreation Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 799,382	\$ 760,148	\$ 853,874	\$ 93,726	12.33%
274 Prevention Programs	979,850	1,156,450	1,144,896	(11,554)	(1.00%)
158 Children and Education	200,000	275,000	275,000	-	N/A
Recreation Division					
242 Recreation Administration	772,463	1,301,460	1,107,375	(194,085)	(14.91%)
244 Recreation Maintenance	-	1,682,906	1,785,255	102,349	6.08%
245 Athletics	-	1,047,830	1,040,250	(7,580)	(0.72%)
246 Tennis Centre	-	277,750	300,719	22,969	8.27%
247 Aquatics	1,274,240	1,396,383	1,383,758	(12,625)	(0.90%)
249 Puppetry	-	121,668	126,952	5,284	4.34%
250 Orlando Skate Park	-	9,483	-	(9,483)	N/A
251 Visual Arts & Special Events	-	61,144	61,367	223	0.36%
252 Beardall Senior Center	-	351,090	354,565	3,475	0.99%
253 Callahan Neighborhood Center	-	366,756	386,652	19,896	5.42%
254 Colonialtown Neighborhood Center	-	217,758	219,731	1,973	0.91%
255 Dr. James Smith Center	-	525,959	507,287	(18,672)	(3.55%)
256 Dover Shores Community Center	-	478,988	486,628	7,640	1.60%
257 Downtown Recreation Complex	-	351,905	261,945	(89,960)	(25.56%)
258 Engelwood Neighborhood Center	-	594,253	592,917	(1,336)	(0.22%)
259 Hankins Park Recreation Site	-	113,668	117,358	3,690	3.25%
260 Ivey Lane Recreation Site	-	140,994	138,358	(2,636)	(1.87%)
261 Jackson Recreation Center	-	340,816	322,836	(17,980)	(5.28%)
262 L. Claudia Allen Senior Center	-	252,111	262,609	10,498	4.16%
263 Langford Park Neighborhood Center	-	211,818	219,546	7,728	3.65%
264 Loch Haven Center	-	216,436	218,572	2,136	0.99%
266 Reeves Terrace Recreation Site	-	120,344	122,152	1,808	1.50%
267 College Park Community Center	-	562,226	529,457	(32,769)	(5.83%)
268 Cultural Arts	-	158,447	163,659	5,212	3.29%
269 Wadeview Community Center	-	259,064	269,165	10,101	3.90%
270 Rosemont Community Center	-	570,372	540,231	(30,141)	(5.28%)
271 Northwest Community Center	-	577,926	514,782	(63,144)	(10.93%)
272 Citrus Square Recreation Site	-	101,688	105,867	4,179	4.11%
275 Lake Eola	-	419,680	521,662	101,982	24.30%
276 Rock Lake Community Center	-	151,201	161,335	10,134	6.70%
277 Primrose Plaza	-	179,113	181,691	2,578	1.44%
281 FPR Area 1	1,696,509	-	-	-	N/A
282 FPR Area 2	2,293,915	-	-	-	N/A
283 FPR Area 3	2,378,432	-	-	-	N/A
284 Athletics	3,552,880	-	-	-	N/A
285 Parks and Cultural Arts	1,137,130	-	-	-	N/A
Parks Division					
731 Parks Administration	1,392,002	1,399,783	1,449,061	49,278	3.52%
243 Bill Frederick Park at Turkey Lake	833,747	844,926	804,606	(40,320)	(4.77%)
732 Forestry	1,321,457	1,452,103	1,353,504	(98,599)	(6.79%)
733 Production/Grounds Maintenance	3,916,393	4,028,894	3,927,469	(101,425)	(2.52%)
735 Parks Irrigation	1,143,969	1,086,726	1,046,640	(40,086)	(3.69%)
736 Horticulture and Landscaping	1,630,825	1,737,965	1,704,171	(33,794)	(1.94%)
737 Green Up Orlando	302,431	304,621	308,064	3,443	1.13%
987 Non Departmental Dubsdread	306,146	315,168	301,137	(14,031)	(4.45%)
990 Non Departmental FPR	8,241	462,435	1,809,922	1,347,487	291.39%
Projects	-	-	195,000	195,000	N/A
TOTAL -- GENERAL FUND	\$25,940,010	\$26,985,456	\$28,178,025	\$ 1,192,569	4.42%
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 834,793	\$ 1,623,230	\$ 1,630,188	\$ 6,958	0.43%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 834,793	\$ 1,623,230	\$ 1,630,188	\$ 6,958	0.43%
<b>STREET TREE TRUST FUND #785</b>					
792 Street Tree Trust	\$ 66,002	\$ 450,000	\$ 700,000	\$ 250,000	55.56%
TOTAL -- STREET TREE TRUST FUND	\$ 66,002	\$ 450,000	\$ 700,000	\$ 250,000	55.56%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$26,840,805	\$29,058,686	\$30,508,213	\$ 1,449,527	4.99%

Families, Parks and Recreation Department

Expenditure by Classification	2006/07	2007/08	2008/09	Change	%
	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	Change
Salaries and Wages	\$12,600,158	\$13,423,271	\$13,630,734	\$ 207,463	1.55%
Employee Benefits	4,507,917	5,054,216	6,252,272	1,198,056	23.70%
Supplies	1,350,193	1,655,661	1,601,656	(54,005)	(3.26%)
Contractual Services	2,431,573	2,372,568	2,697,732	325,164	13.71%
Utilities	2,795,198	2,730,720	2,804,679	73,959	2.71%
Other Operating	146,041	168,610	150,477	(18,133)	(10.75%)
Travel/Training	15,863	28,493	25,068	(3,425)	(12.02%)
Internal Services	2,268,951	2,240,149	2,097,898	(142,251)	(6.35%)
Capital	103,465	535,490	-	(535,490)	(100.00%)
Non-Operating	621,447	849,508	1,247,697	398,189	46.87%
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$26,840,805</b>	<b>\$29,058,686</b>	<b>\$30,508,213</b>	<b>\$ 1,449,527</b>	<b>4.99%</b>



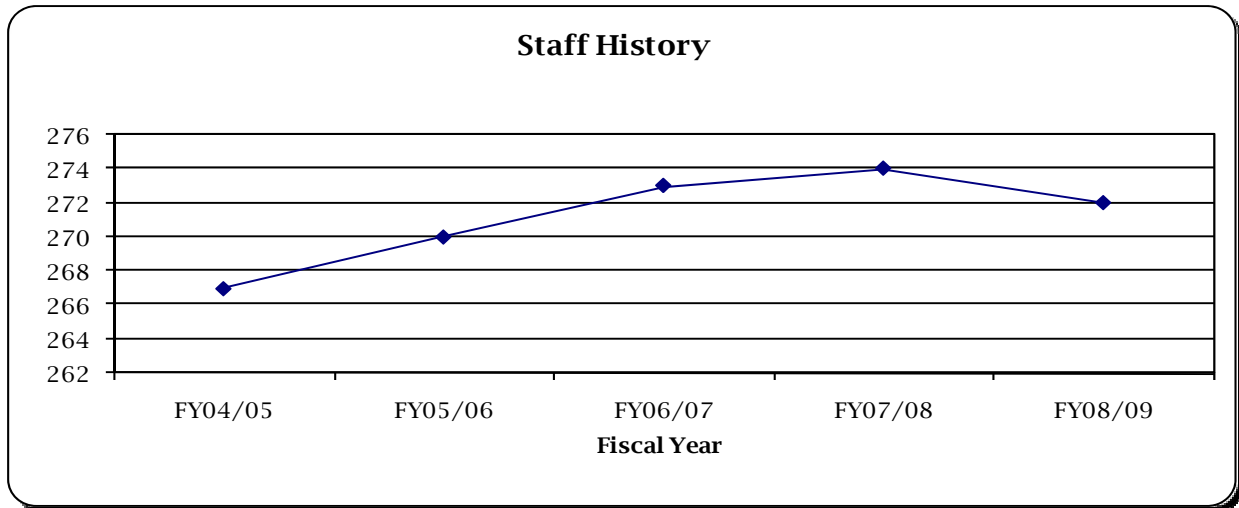
## Families, Parks and Recreation Department

## DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
241 Director's Office	10	11	11
274 Prevention Programs	4	4	4
Recreation Division			
242 Recreation Administration	7	13	13
244 Recreation Maintenance	-	21	22
245 Athletics	-	6	6
246 Tennis Centre	-	5	5
247 Aquatics	7	7	7
249 Puppetry	-	1	1
250 Orlando Skate Park	-	-	-
251 Visual Arts & Special Events	-	-	-
252 Beardall Senior Center	-	5	5
253 Callahan Neighborhood Center	-	4	4
254 Colonialtown Neighborhood Center	-	3	3
255 Dr. James Smith Center	-	5	5
256 Dover Shores Community Center	-	4	4
257 Downtown Recreation Complex	-	5	5
258 Engelwood Neighborhood Center	-	5	5
259 Hankins Park Recreation Site	-	1	1
260 Ivey Lane Recreation Site	-	1	1
261 Jackson Recreation Center	-	4	4
262 L. Claudia Allen Senior Center	-	3	3
263 Langford Park Neighborhood Center	-	3	3
264 Loch Haven Center	-	1	1
266 Reeves Terrace Recreation Site	-	1	1
267 College Park Community Center	-	5	5
268 Cultural Arts	-	1	1
269 Wadeview Community Center	-	3	3
270 Rosemont Community Center	-	5	5
271 Northwest Community Center	-	5	5
272 Citrus Square Recreation Site	-	1	1
275 Lake Eola	-	6	6
276 Rock Lake Community Center	-	1	1
277 Primrose Plaza	-	3	3
281 FPR Area 1	18	-	-
282 FPR Area 2	20	-	-
283 FPR Area 3	23	-	-
284 Athletics	41	-	-
285 Parks and Cultural Arts	12	-	-
Parks Division			
731 Parks Administration	6	9	8
243 Bill Frederick Park at Turkey Lake	11	11	11
732 Forestry	17	17	17
733 Production/Grounds Maintenance	55	52	51
735 Parks Irrigation	15	14	13
736 Horticulture and Landscaping	24	25	25
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	<u>273</u>	<u>274</u>	<u>272</u>
TOTAL -- FAMILIES, PARKS AND RECREATION	<u>273</u>	<u>274</u>	<u>272</u>



Families, Parks and Recreation Department



## Families, Parks and Recreation Department

### Director's Office

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

##### Fiscal Management

- Despite continued economic pressures during 2007-08 the Department was able to maintain its fiscal responsibility while providing needed services to the City of Orlando. This was accomplished in part by identifying and implementing operational efficiencies including: a full roll out of CLASS software to all departmental sites thereby better ensuring the accuracy and completeness of all revenue generating activity; and encouraging an internal review of our CLASS practices and policies to ensure the greatest efficiencies were delivered.

##### Planning

- During 2007-08, the Department created the position of Planning Manager, hired the City's first Parks and Recreation Planning Manager, identified funding to develop a Parks and Recreation Master Plan, and issued a request for proposals to contract out development of the plan.

##### Grant Writing and Fundraising

- In 2007-08, the Families, Parks and Recreation Department secured \$1,190,796 in grant funding to support City operations, as follows:

STRATUM Grant to City of Orlando - Urban Forestry	\$ 35,792
CDBG Grant to City of Orlando - ZL Riley Park	\$ 200,000
CDBG Grant to City of Orlando - Tutoring during After School Programs	\$ 62,920
Target Foundation Grant to City of Orlando - PKZ Early Learning Initiatives	\$ 7,000
Food Service Program Grant to City of Orlando - Summer Food Program	\$ 344,191
FRDAP Grant to City of Orlando- ZL Riley Park	\$ 135,611
OCPS Grant to City of Orlando- Youth Intervention Specialist	\$ 131,680
Target Grant to Community & Youth Trust (C&YT)- Cultural Arts Program	\$ 3,000
Staples Foundation Grant to C&YT - PKZ Education Initiatives	\$ 10,000
Best Buy Foundation Grant to C&YT - PKZ Education Initiatives	\$ 5,000
Track Shack Foundation Grant to C&YT- PKZ Athletics	\$ 5,000
Publix Foundation Grant to C&Y T - Englewood Afterschool Program	\$ 2,000

## Families, Parks and Recreation Department

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AT&T Foundation Grant to Community Foundation - PKZ programs	\$ 75,000
PBS&J Grant to Community Foundation- PKZ programs	\$ 50,000
Walt Disney World Grant to Community Foundation - PKZ programs	\$ 7,000
Bank of America Grant to Community Foundation - PKZ programs	\$ 25,000
Donations and Other Grant to CY&T for various programs	\$ 91,602

In addition, the FPR Department operated the Orlando Community and Youth Trust, which raised \$128,000 this year in corporate, individual and philanthropic support for FPR programs. In addition to funds raised, the Trust created its own website this year, revamped its By-Laws, conducted its first annual audit, and for the first time recruited at-large community volunteers to serve as Board Members.

### **Parramore Kidz Zone (PKZ)**

- PKZ celebrated the completion of its second year, having enrolled 1,337 of the neighborhood's children in programs. Accomplishments this year include:
  - Enrollment of more than 750 children in summer camps largely at the following sites: Dr. J.B. Callahan Neighborhood Center, John H. Jackson Community Center, Hurst Chapel AME Church, Bridge to Independence, Hi-Tech Tutoring Center, and New Image Youth Center.
  - Linked 50 children to mentors.
  - Enrolled hundreds of youth in sports programs, including covering the cost of uniforms and athletic shoes, refreshments, trophies, sports physicals and transportation.
  - In partnership with the University of Central Florida, offered more than 100 Parramore teens the opportunity to create personal videos about their lives, hopes, neighborhood, families, and experiences.
  - Hired and deployed a full time Youth Intervention Specialist to the John H. Jackson Community Center, to perform street outreach targeting neighborhood teenagers, engaging them in positive programming and connecting them to positive adult influences, with the goal of preventing juvenile crime and high school drop out.
  - Provided emergency economic assistance to families in crisis, preventing dozens of evictions and electrical shut offs, repaired broken cars, filled empty refrigerators, and gave backpacks and school clothes to hundreds of children.

### **Future Outlook**

- Complete a Parks and Recreation Master Plan.
- Operate Dubsdread Golf Course as a self-sustaining financial operation.
- Raise \$500,000 in grants and philanthropic contributions, to benefit Families, Parks and Recreation Department and Parramore Kidz Zone over the coming year.
- Reach target revenue goals while controlling operating expenses to meet or exceed the Fiscal 2009 plan.

## Families, Parks and Recreation Department

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### Overview of Services/Programs

In partnership with the City of Orlando, **Orlando After School All Stars** offers a 36-week structured before and after school program at six Orange County Public Middle Schools in the City of Orlando, as well as a nine week summer camp program at five Orange County Public Middle Schools and one City of Orlando recreation center. In addition instructional classes are offered in tennis, golf, sailing, rowing and horse-back riding. Field trips to local theme parks and sporting events are other highlights.

### Major Accomplishments

- Orlando After-School All-Stars provides five-day/week comprehensive after-school programs at six middle schools and the Dr. J.B. Callahan Neighborhood Center.
- A daily average of 1,000 children participated in the morning and afternoon program at six Orange County Public Middle Schools in the City of Orlando.
- More than 500 children have participated in the athletic outreach programs.
- During the school year and summer weeks 1,800 children have participated in our incentive field trips.
- More than 75 citizens volunteered their time to athletics, academics programs and fundraising events.
- More than \$200,000 was provided through in-kind donations.
- More than \$180,000 was raised through sponsorships, grants, and special events.

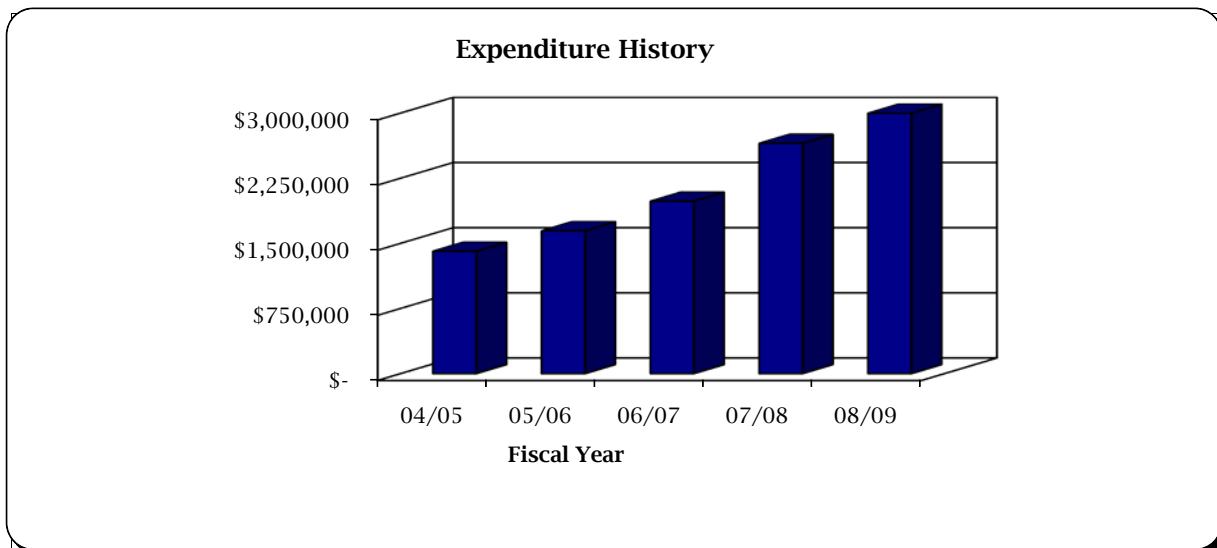
### Future Outlook

- Provide tutors (math, science, language arts) at all after school sites pre and post test will be conducted as a measure of students progress.
- Develop, promote and maintain quality middle teen prevention programs for the six middle school population and three recreation centers located within the city limits of Orlando.
- Increase funding sources through grants, sponsorships and fundraisers.
- Continue to develop and maintain a quality database of participants.
- Continue to evaluate GPA, referral and attendance of participants in middle school program for evaluation.
- Provide better marketing and public relations of program for increase program sponsorship.
- Develop and identify new partnerships with local businesses, community-based and civic organizations, and arts and cultural institutions. Also maintain current effective partnerships.
- University of Central Florida Digital Media Program - Students will learn the latest techniques in digital media. Software applications, audio mixing and digital video are among the areas that will be covered.

**Families, Parks and Recreation Department**

**EXPENDITURE SUMMARY**

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
241 Director's Office	\$ 799,382	\$ 760,148	\$ 853,874	\$ 93,726	12.33%
274 Prevention Programs	979,850	1,156,450	1,144,896	(11,554)	(1.00%)
158 Children and Education	200,000	275,000	275,000	-	N/A
990 Non Departmental FPR	8,241	462,435	1,809,922	1,347,487	291.39%
<b>TOTAL -- GENERAL FUND</b>	<b>\$1,987,473</b>	<b>\$2,654,033</b>	<b>\$4,083,692</b>	<b>\$ 1,429,659</b>	<b>53.87%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$1,987,473</b>	<b>\$2,654,033</b>	<b>\$4,083,692</b>	<b>\$ 1,429,659</b>	<b>53.87%</b>



**STAFFING SUMMARY**

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
241 Director's Office	10	11	11
274 Prevention Programs	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>14</b>	<b>15</b>	<b>15</b>
<b>TOTAL -- DIRECTOR</b>	<b>14</b>	<b>15</b>	<b>15</b>

## Families, Parks and Recreation Department

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### Recreation Division

#### Mission Statement

To provide a safe, clean and professional environment to the citizens of Orlando for diverse recreational, cultural, and leisure activities.

#### Overview of Services/Programs

The **Recreation Division** is comprised of five sections: Athletics, Aquatics, Community Centers, Recreation Facility Maintenance, and Cultural Arts. The Division strives to provide a safe, drug-free environment for citizens of Orlando in order to promote educational, recreational, cultural and leisure activities.

#### Major Accomplishments

##### Division Accomplishments

- The Recreation Division partnered with over 140 agencies, community groups, corporations, and faith-based and non-profit organizations, enhancing recreational opportunities for Orlando's citizens.
- Through a partnership with Orange County's "The Club," children ages 5-14 enrolled in City of Orlando Recreation programs received bus passes, free participation in Club-sponsored activities and the opportunity to obtain scholarships for City of Orlando camps and swimming pools.
- Annualized volunteer hours in the Recreation Division totaled 44,627 which equates to \$800,000 of value. Volunteers assisted staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- The CLASS Registration module was utilized by Recreation Division this year with the following results: .8% of parents registered by e-connect for ages 11-14; .4% e-connect registration for ages 5-10, 99.2% walk-in registration for ages 11-14 and 99.6% walk-in registration for ages 5-10.
- The Recreation Division spearheaded a successful Golf Tournament, raising over \$17,000 to support the Division's programs and operations.

##### Athletics

- The City partnered with Little League Baseball, offering facilities and support for over 2,300 youth players and hosting district and regional tournaments.
- The City's contracted soccer leagues provided facilities and support for 2,500 youth soccer players.
- Softball, Baseball, Volleyball, Flag Football, and Sand Volleyball leagues have hosted over 61,000 participants.
- New Adult and Youth Flag Football leagues were introduced in fall sessions of 2007.
- The number of Athletic programs increased including a 40+ men's basketball league and a volleyball academy.

## Families, Parks and Recreation Department

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### Aquatics

- In addition to regular services which include swimming lessons, recreational swim team, junior lifeguarding and water aerobics, 200 adults enrolled as fitness members, allowing them to swim at 3 sites on a year-round basis.
- Summer swim meets were held in competition with the Oviedo youth. Our own Fun Finale meet held in July for participants from all pools.
- During Summer 2008, over 7,196 patrons were served at Turkey Lake Pool at Bill Frederick Park.
- The City's Aquatics Manager, Tyrone Walker, became one of eight Water Safety Instructor (WSI) certified in the State of Florida. He then trained additional WSI to teach appropriate classes.
- The City's Aquatics Section conducted CPR classes for all Center Managers and selected staff within the Division and will conduct free swim lessons for city employees during the month of September.

### Community Centers

- 17 Community Centers provided 165 recreational programs that produced a total of 2,398,574 contacts last year. Programs vary from instructional classes and field trips to after school activities.
- Orlando's 10-week "Camp Orlando" summer program served approximately 2,350 youth per day, ages 5-14, at 15 locations.
- Hispanic Heritage Month was celebrated at Engelwood Neighborhood Center with 600 attendees.
- The Division offered special needs programs at Loch Haven Park Neighborhood Center through an agreement with United Cerebral Palsy.
- The Orlando Magic Youth Foundation donated \$44,664 to the City to refurbish the computer lab at the Dr. James R. Smith Neighborhood Center. The refurbishment included the purchase and installation of 21 state-of-the-art computers, furniture, projector and screen, new hardwood flooring and basketball hoop ... keeping up with the Orlando Magic's motto of "[The Time is now ... be Bold be Blue!](#)"
- City Recreation Centers celebrated Lights On After School on October 18, 2007, promoting the importance of quality afterschool programs in the lives of children, families and communities.

### Cultural Arts

- The Pottery Studio held three 2-3 day workshops featuring ceramic artists from around the world. They included *Joe Battiato* from San Jose, California; *Silvie Granatelli* from Virginia, and *Carol Wedemeyer* from California. Each of these workshops attracted participants from across the state.
- The Pottery Studio held its annual fundraiser at Lake Eola Park, which raised over \$2,400 for studio equipment.
- The Pottery Studio completed renovations adding over 1,000 square feet of space utilizing the space vacated by Athletics and Aquatics when the offices moved to the Primrose Plaza. Senior clay programming was offered in the new classroom to Callahan and Rosemont seniors.

## Families, Parks and Recreation Department

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- Orange TV/Vision Cable airs an average of 16 City of Orlando Puppetroupe performances per month with a yearly viewership of 379,500. The Creative Arts Series provided an opportunity for over 3,000 children in Orange County Public Schools to see a variety of puppeteers from across the country. By partnering with Ibex, Inc the Puppetroupe was also able to provide monthly performances by these visiting puppeteers to the public at Beardall Senior Center.
- The 5th Annual Employee Arts Exhibit was featured at Orlando City Hall in June and July. Last year \$3,000 was awarded by the National Arts Program as well as matching scholarships.
- Puppetry and Storytelling programs reached over 1,600 Orange County Head Start children and other preschoolers attending story time at Leu Gardens.

### Future Outlook

- The Recreation Division will continue to pursue alternative funding sources through corporate support and grants to offset programs and project expenses.
- In October, Lake Eola Park will hold a Swan Soiree in celebration of becoming just the fourth site in the world that has all eight species of swans.
- The Division will host the 2nd Annual Golf Tournament creating another alternative funding source.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of programs and events for the citizens of Orlando	N/A	87	N/A
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Utilized program capacity	85%	37%	85%

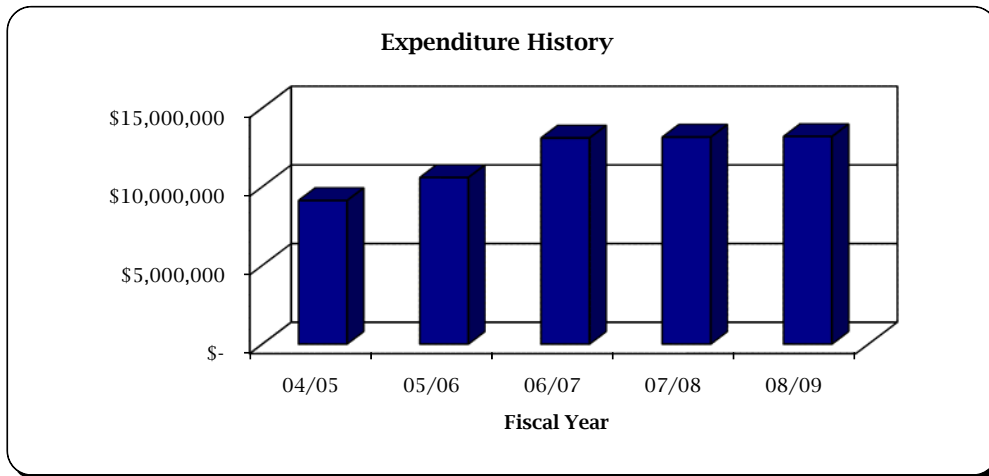


## Families, Parks and Recreation Department

## EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Recreation Division					
242 Recreation Administration	\$ 772,463	\$ 1,301,460	\$ 1,107,375	\$ (194,085)	(14.91%)
244 Recreation Maintenance	-	1,682,906	1,785,255	102,349	6.08%
245 Athletics	-	1,047,830	1,040,250	(7,580)	(0.72%)
246 Tennis Centre	-	277,750	300,719	22,969	8.27%
247 Aquatics	1,274,240	1,396,383	1,383,758	(12,625)	(0.90%)
249 Puppetry	-	121,668	126,952	5,284	4.34%
250 Orlando Skate Park	-	9,483	-	(9,483)	N/A
251 Visual Arts & Special Events	-	61,144	61,367	223	0.36%
252 Beardall Senior Center	-	351,090	354,565	3,475	0.99%
253 Callahan Neighborhood Center	-	366,756	386,652	19,896	5.42%
254 Colonialtown Neighborhood Center	-	217,758	219,731	1,973	0.91%
255 Dr. James Smith Center	-	525,959	507,287	(18,672)	(3.55%)
256 Dover Shores Community Center	-	478,988	486,628	7,640	1.60%
257 Downtown Recreation Complex	-	351,905	261,945	(89,960)	(25.56%)
258 Engelwood Neighborhood Center	-	594,253	592,917	(1,336)	(0.22%)
259 Hankins Park Recreation Site	-	113,668	117,358	3,690	3.25%
260 Ivey Lane Recreation Site	-	140,994	138,358	(2,636)	(1.87%)
261 Jackson Recreation Center	-	340,816	322,836	(17,980)	(5.28%)
262 L. Claudia Allen Senior Center	-	252,111	262,609	10,498	4.16%
263 Langford Park Neighborhood Center	-	211,818	219,546	7,728	3.65%
264 Loch Haven Center	-	216,436	218,572	2,136	0.99%
266 Reeves Terrace Recreation Site	-	120,344	122,152	1,808	1.50%
267 College Park Community Center	-	562,226	529,457	(32,769)	(5.83%)
268 Cultural Arts	-	158,447	163,659	5,212	3.29%
269 Wadeview Community Center	-	259,064	269,165	10,101	3.90%
270 Rosemont Community Center	-	570,372	540,231	(30,141)	(5.28%)
271 Northwest Community Center	-	577,926	514,782	(63,144)	(10.93%)
272 Citrus Square Recreation Site	-	101,688	105,867	4,179	4.11%
275 Lake Eola	-	419,680	521,662	101,982	24.30%
276 Rock Lake Community Center	-	151,201	161,335	10,134	6.70%
277 Primrose Plaza	-	179,113	181,691	2,578	1.44%
281 FPR Area 1	1,696,509	-	-	-	N/A
282 FPR Area 2	2,293,915	-	-	-	N/A
283 FPR Area 3	2,378,432	-	-	-	N/A
284 Athletics	3,552,880	-	-	-	N/A
285 Parks and Cultural Arts	1,137,130	-	-	-	N/A
Projects	-	-	195,000	195,000	N/A
TOTAL -- GENERAL FUND	\$13,105,568	\$13,161,237	\$13,199,681	\$ 38,444	0.29%
TOTAL -- RECREATION	\$13,105,568	\$13,161,237	\$13,199,681	\$ 38,444	0.29%

Families, Parks and Recreation Department



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Recreation Division			
242 Recreation Administration	7	13	13
244 Recreation Maintenance	-	21	22
245 Athletics	-	6	6
246 Tennis Centre	-	5	5
247 Aquatics	7	7	7
249 Puppetry	-	1	1
252 Beardall Senior Center	-	5	5
253 Callahan Neighborhood Center	-	4	4
254 Colonialtown Neighborhood Center	-	3	3
255 Dr. James Smith Center	-	5	5
256 Dover Shores Community Center	-	4	4
257 Downtown Recreation Complex	-	5	5
258 Engelwood Neighborhood Center	-	5	5
259 Hankins Park Recreation Site	-	1	1
260 Ivey Lane Recreation Site	-	1	1
261 Jackson Recreation Center	-	4	4
262 L. Claudia Allen Senior Center	-	3	3
263 Langford Park Neighborhood Center	-	3	3
264 Loch Haven Center	-	1	1
266 Reeves Terrace Recreation Site	-	1	1
267 College Park Center	-	5	5
268 Cultural Arts	-	1	1
269 Wadeview Community Center	-	3	3
270 Rosemont Community Center	-	5	5
271 Northwest Community Center	-	5	5
272 Citrus Square Recreation Site	-	1	1
275 Lake Eola	-	6	6
276 Rock Lake Center	-	1	1
277 Primrose Center	-	3	3
281 FPR Area 1	18	-	-
282 FPR Area 2	20	-	-
283 FPR Area 3	23	-	-
284 Athletics	41	-	-
285 Parks and Cultural Arts	12	-	-
TOTAL -- GENERAL FUND	128	128	129
TOTAL -- RECREATION	128	128	129

## Families, Parks and Recreation Department

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### Parks Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Parks Division** maintains parks, street tree canopy and open spaces; administers and enforces the City's Tree Protection Ordinance; removes hazardous trees on City property and rights-of-way; maintains restrooms and equipment 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; administers several tree planting programs; renovates existing parks and playgrounds; designs and oversees construction of park improvements and beautification projects; administers the Green Up Orlando program in an effort to improve and beautify neighborhoods and public spaces through volunteer efforts; and provides a unique natural setting at Bill Frederick Park including camping, trails, boat rentals, children's farm, horse boarding, and picnicking.

#### Major Accomplishments

- The Parks Division planted 16,834 square feet of annuals 3 times during the year. 823 Street Tree Trust trees were planted (65 gallon), 104 project trees were planted, 377 Green Up trees were planted and 544 project trees were planted.
- Projects in progress include construction drawing for Z.L. Riley Park, Barker Park gating, Colonial-town playground renovation, Smith Center playground, and Ivey Lane playground.
- Orlando Cultural Park Renovation. The new entrance to the Loch Haven area, this 3 ½ acres of open green space received its Phase II renovation this year, which included grading, sodding and perimeter sidewalk, so that the space can now be utilized by the public.
- Green-Up Orlando completed 48 projects between October and June 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 over 6,000 trees have been planted within the City.
- The Parks Division has received the Tree City USA award for the 31<sup>st</sup> consecutive year and the Growth Award for the 17<sup>th</sup> consecutive year.
- The Parks Division received a grant from the State of Florida Department of Agriculture and Consumer Services Division of Forestry for a STRATUM study. 896 foliage samples have been taken from a random selection of street trees. The USDA Forest Service will be analyzing the foliage samples and develop a report for the Central Florida Climate Zone regarding the benefits of street trees relating to CO2 reduction, storm water control, energy conservation, air quality improvement, and property value increase.

## Families, Parks and Recreation Department

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### Future Outlook

- 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.
- The Parks Division will continue to work with Permitting to revise land development codes and implement the UFORE study. UFORE looks at the City's entire urban forest (both public and private trees).

Performance Measures Effectiveness	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Average number of days to complete tree work requested	90 days	90 days	90 days
Percentage of scheduled maintenance completed	95%	85%	90%
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	92%	94%	90%
Receive annual "Tree City USA" award	Yes	Yes	Yes

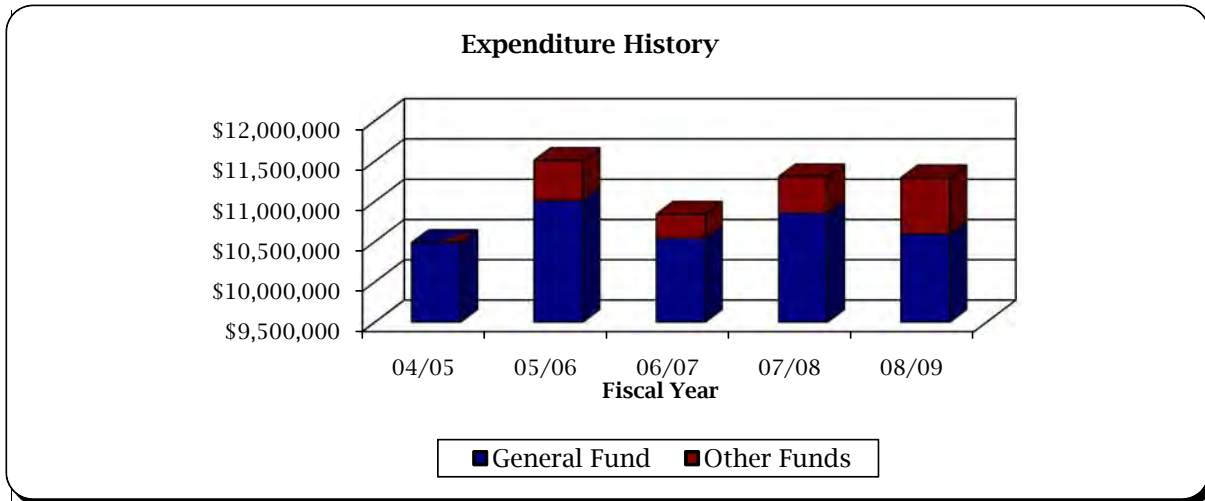
Performance Measures Efficiency	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Total Park acres Maintained per FTE	7.5	7.7	7.5
Total annual expenditures per Park acre <i>(Parks Budget minus Forestry Budget divided by Park acres maintained)</i>	\$7,991	\$8,500	\$8,000

Performance Measures Service Indicator	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Total square feet of annual beds	27,110	25,000	87,000
Number of trees planted	2,166	2,100	2,000

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Parks Division					
731 Parks Administration	\$ 1,392,002	\$ 1,399,783	\$ 1,449,061	\$ 49,278	3.52%
243 Bill Frederick Park at Turkey Lake	833,747	844,926	804,606	(40,320)	(4.77%)
732 Forestry	1,321,457	1,452,103	1,353,504	(98,599)	(6.79%)
733 Production/Grounds Maintenance	3,916,393	4,028,894	3,927,469	(101,425)	(2.52%)
735 Parks Irrigation	1,143,969	1,086,726	1,046,640	(40,086)	(3.69%)
736 Horticulture and Landscaping	1,630,825	1,737,965	1,704,171	(33,794)	(1.94%)
737 Green Up Orlando	302,431	304,621	308,064	3,443	1.13%
<b>TOTAL -- GENERAL FUND</b>	<b>\$10,540,824</b>	<b>\$10,855,018</b>	<b>\$10,593,515</b>	<b>\$ (261,503)</b>	<b>(2.41%)</b>
<b>STREET TREE TRUST FUND #785</b>					
792 Street Tree Trust	\$ 66,002	\$ 450,000	\$ 700,000	\$ 250,000	55.56%
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 66,002</b>	<b>\$ 450,000</b>	<b>\$ 700,000</b>	<b>\$ 250,000</b>	<b>55.56%</b>
<b>TOTAL -- PARKS</b>	<b>\$10,606,826</b>	<b>\$11,305,018</b>	<b>\$11,293,515</b>	<b>\$ (11,503)</b>	<b>(0.10%)</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Parks Division			
731 Parks Administration	6	9	8
243 Bill Frederick Park at Turkey Lake	11	11	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	55	52	51
735 Parks Irrigation	15	14	13
736 Horticulture and Landscaping	24	25	25
737 Green-Up Orlando	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>131</b>	<b>131</b>	<b>128</b>
<b>TOTAL -- PARKS</b>	<b>131</b>	<b>131</b>	<b>128</b>

## Families, Parks and Recreation Department

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### Dubsdread Golf Course

#### Mission Statement

To sustain and continually improve a quality, market superior recreational facility for the use of the City of Orlando residents, and to create an exceptional golf experience that both residents and visitors of Orlando can enjoy.

#### Overview of Services/Programs

**Dubsdread Golf Course**, located in the College Park neighborhood, 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

- The course underwent a massive renovation this year, including the complete renovation of the greens, tees and fairways, installation of a new storm water management system, new driving range, new on-course restroom facilities, and a complete renovation of the Club House.
- The facility re-opened for public use on July 11, 2008.
- Dubsdread was voted #1 public course by Orlando Magazine readers and was also voted the best public course in Orlando by Orlando Weekly readers.

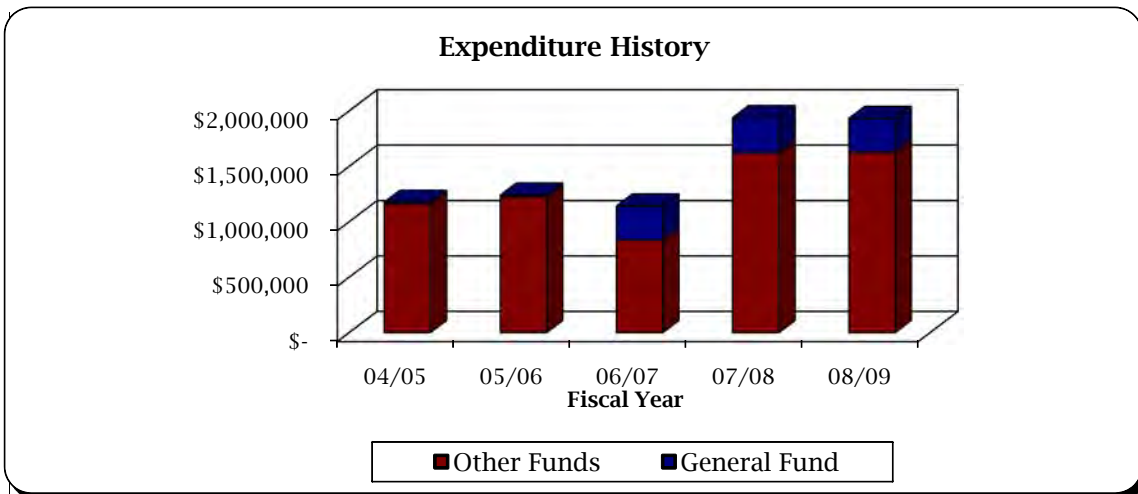
#### Future Outlook

- Continue to make Dubsdread the leading standards in golf course management, and quality for the citizens of Orlando.
- Operate Dubsdread Golf Course as a self-sustaining financial operation.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
987 Non Departmental Dubsdread	\$ 306,146	\$ 315,168	\$ 301,137	\$ (14,031)	(4.45%)
TOTAL -- GENERAL FUND	\$ 306,146	\$ 315,168	\$ 301,137	\$ (14,031)	(4.45%)
<b>DUBSDREAD GOLF COURSE FUND #421</b>					
286 Dubsdread Golf Course	\$ 834,793	\$1,623,230	\$1,630,188	\$ 6,958	0.43%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 834,793	\$1,623,230	\$1,630,188	\$ 6,958	0.43%
TOTAL -- DUBSDREAD	\$1,140,939	\$1,938,398	\$1,931,325	\$ (7,073)	(0.36%)



Families, Parks and Recreation Department

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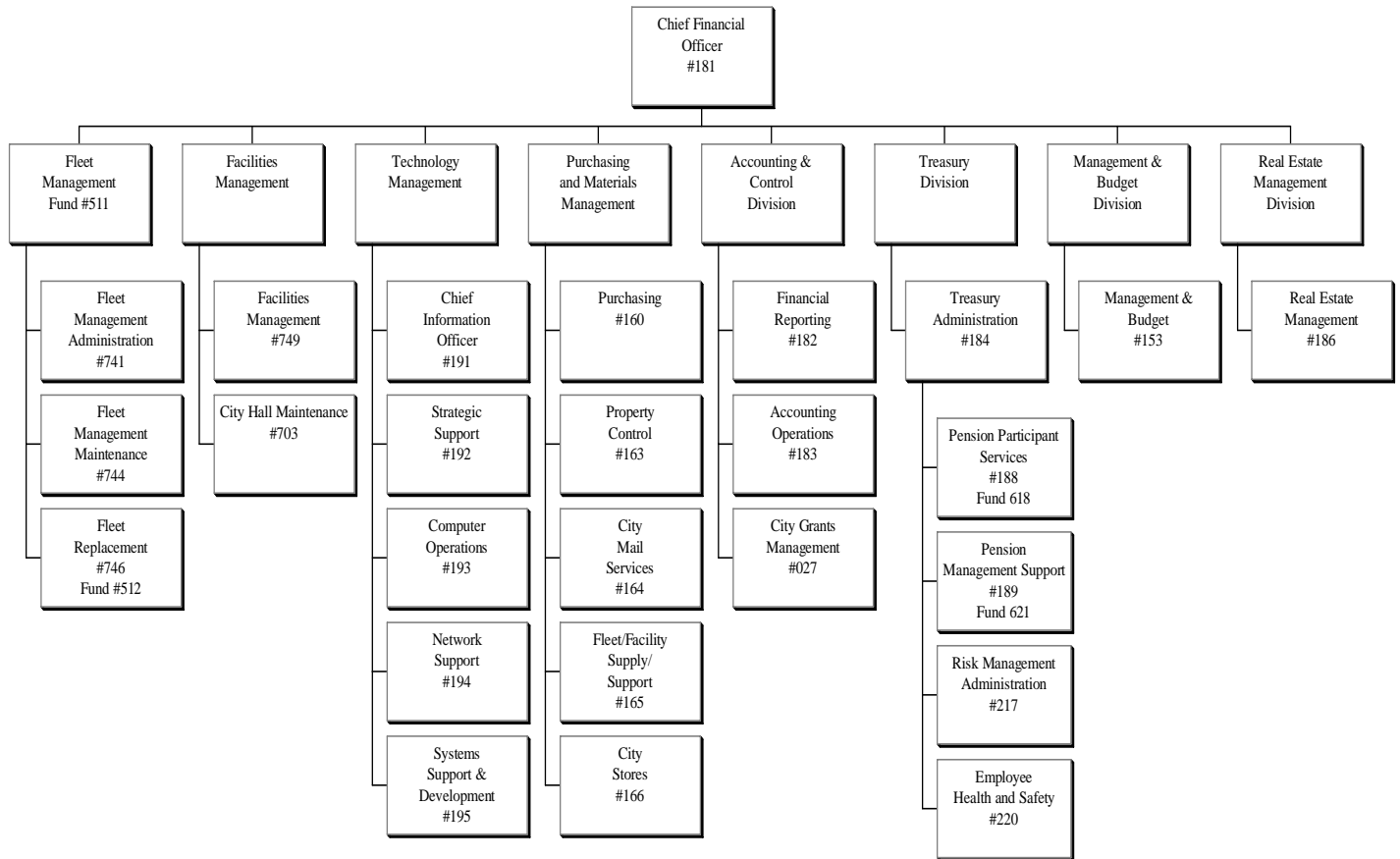


F I N A N C E



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

Finance Department



## Finance Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
<u>GENERAL FUND #100</u>					
Chief Financial Officer					
181 Chief Financial Officer	\$ 899,145	\$ 941,896	\$ 628,695	\$ (313,201)	(33.25%)
994 Nondepartmental - CFO	1,447,572	1,384,406	2,806,671	1,422,265	102.73%
Treasury Division					
184 Treasury Administration	507,922	627,622	487,274	(140,348)	(22.36%)
190 General Fund Debt Service	8,515,278	13,086,576	13,127,004	40,428	0.31%
Management and Budget Division					
153 Management and Budget	409,046	662,128	478,579	(183,549)	(27.72%)
Accounting and Control Division					
027 City Grants Management	145,369	169,919	253,546	83,627	49.22%
182 Financial Reporting	692,284	898,305	1,015,816	117,511	13.08%
183 Accounting Operations	1,115,752	1,197,049	1,203,300	6,251	0.52%
Real Estate Management Division:					
186 Real Estate Management	495,519	587,708	498,871	(88,837)	(15.12%)
Purchasing and Materials Management Division					
160 Purchasing	1,277,029	1,291,352	1,298,173	6,821	0.53%
163 Property Control	178,454	179,909	184,191	4,282	2.38%
164 City Mail Service	251,259	252,489	270,111	17,622	6.98%
165 Fleet/Facility Supply/Support	497,834	531,539	553,006	21,467	4.04%
166 City Stores	199,993	212,918	241,310	28,392	13.33%
995 Non Dept.-Purchasing Auctions	57,900	51,716	46,966	(4,750)	(9.18%)
Technology Management Division					
191 Chief Information Officer	542,943	607,446	616,943	9,497	1.56%
192 Strategic Support	1,322,589	1,411,464	1,129,248	(282,216)	(19.99%)
193 Computer Operations	1,145,640	1,228,927	1,300,119	71,192	5.79%
194 Network Support	1,592,871	1,685,215	1,690,725	5,510	0.33%
195 Systems Support and Development	2,352,325	2,366,363	2,332,430	(33,933)	(1.43%)
991 IT Service and Repair	157,573	281,882	72,840	(209,042)	(74.16%)
992 Technology Management Contracts	3,779,831	3,900,464	3,900,464	-	0.00%
Facilities Management Division:					
749 Facilities Management	5,289,827	5,687,036	5,345,775	(341,261)	(6.00%)
703 City Hall Maintenance	1,833,200	2,054,292	2,087,645	33,353	1.62%
TOTAL -- GENERAL FUND	\$34,707,155	\$41,298,621	\$41,569,702	\$ 271,081	0.66%
<u>FLEET MANAGEMENT FUND #511</u>					
Fleet Management Division					
741 Fleet Management Admin.	\$ 880,436	\$ 656,611	\$ 652,690	\$ (3,921)	(0.60%)
744 Fleet Management Maintenance	12,327,251	12,128,557	13,962,082	1,833,525	15.12%
963 Non Dept.-Fleet Management	1,082,729	1,174,055	1,687,519	513,464	43.73%
TOTAL -- FLEET MANAGEMENT FUND	\$14,290,416	\$13,959,223	\$16,302,291	\$ 2,343,068	16.79%
<u>FLEET REPLACEMENT FUND #512</u>					
Fleet Management Division					
746 Fleet Replacement Program	\$ 6,925,995	\$12,353,202	\$12,516,291	\$ 163,089	1.32%
TOTAL -- FLEET REPLACEMENT FUND	\$ 6,925,995	\$12,353,202	\$12,516,291	\$ 163,089	1.32%

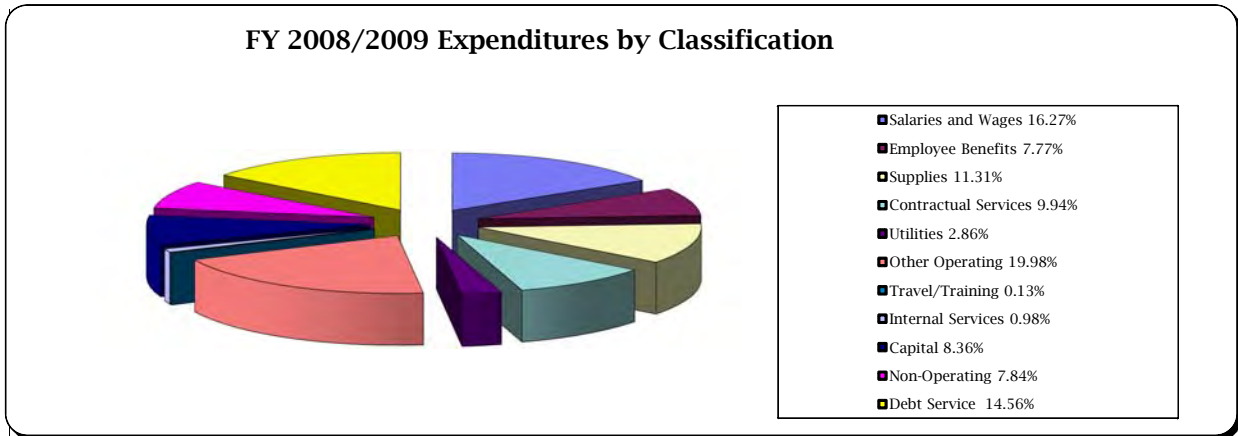
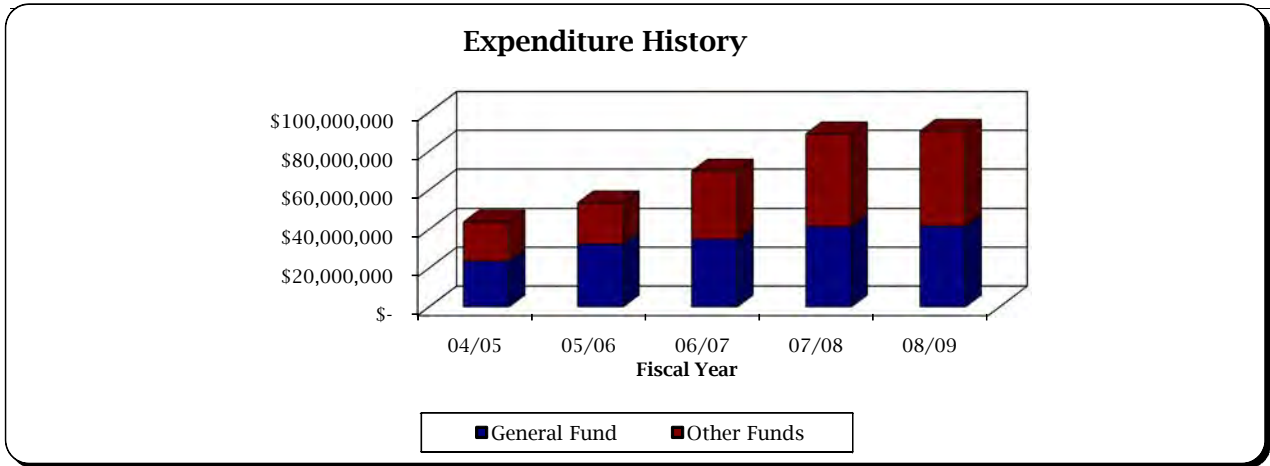


## Finance Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
<u>RISK MANAGEMENT FUND #521</u>					
Treasury Division					
217 Risk Management Administration	\$ 521,171	\$ 589,706	\$ 585,773	\$ (3,933)	(0.67%)
218 Risk Management Non-Departmental	11,971,066	18,725,185	17,328,511	(1,396,674)	(7.46%)
220 Employee Health and Safety	281,663	380,142	400,911	20,769	5.46%
Projects	792,961	1,317,499	1,315,705	(1,794)	(0.14%)
TOTAL -- RISK MANAGEMENT FUND	\$13,566,861	\$21,012,532	\$19,630,900	\$(1,381,632)	(6.58%)
<u>PENSION PARTICIPANT SERVICES FUND #618</u>					
Treasury Division					
188 Pension Participant Services	\$ 58,719	\$ 100,000	\$ 100,000	\$ -	0.00%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 58,719	\$ 100,000	\$ 100,000	\$ -	
<u>FIRE PENSION FUND #621</u>					
Treasury Division					
189 Pension Management Support	\$ 53,700	\$ 56,491	\$ 61,403	\$ 4,912	8.70%
TOTAL -- FIRE PENSION FUND	\$ 53,700	\$ 56,491	\$ 61,403	\$ 4,912	
TOTAL -- FINANCE	\$69,602,846	\$88,780,069	\$90,180,587	\$ 1,400,518	1.58%
Expenditure by Classification					
Salaries and Wages	\$13,859,631	\$15,123,759	\$14,672,798	\$ (450,961)	(2.98%)
Employee Benefits	4,884,240	5,544,094	7,009,204	1,465,110	26.43%
Supplies	9,187,376	8,479,389	10,202,586	1,723,197	20.32%
Contractual Services	7,493,129	8,770,692	8,966,910	196,218	2.24%
Utilities	2,380,967	2,550,408	2,582,610	32,202	1.26%
Other Operating	12,773,727	18,541,924	18,015,878	(526,046)	(2.84%)
Travel/Training	103,496	133,426	113,944	(19,482)	(14.60%)
Internal Services	849,254	967,797	879,391	(88,406)	(9.13%)
Capital	56,637	8,432,446	7,535,770	(896,676)	(10.63%)
Non-Operating	9,499,111	7,149,558	7,074,492	(75,066)	(1.05%)
Debt Service	8,515,278	13,086,576	13,127,004	40,428	0.31%
TOTAL -- FINANCE	\$ 69,602,846	\$ 88,780,069	\$ 90,180,587	\$ 1,400,518	1.58%

Finance Department



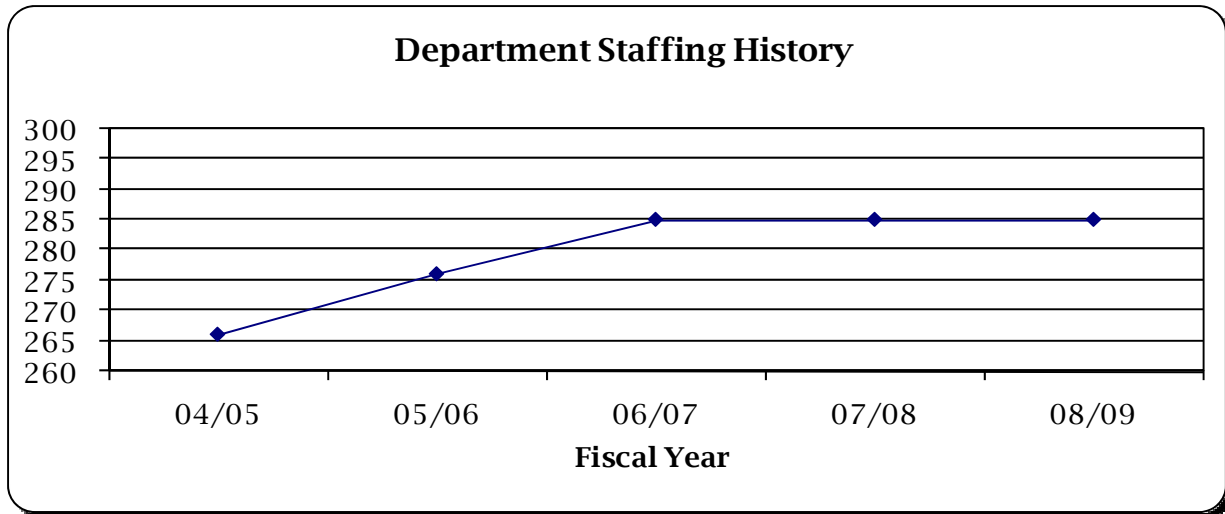
## Finance Department

## DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
GENERAL FUND #100			
Chief Financial Officer			
181 Chief Financial Officer	7	5	5
Treasury Division			
184 Treasury Administration	8	7	6
Management and Budget Division			
153 Management and Budget	7	7	6
Accounting and Control Division			
027 City Grants Management	1	1	1
182 Financial Reporting	8	11	11
183 Accounting Operations	19	19	19
Real Estate Management Division			
186 Real Estate Management	5	5	4
Purchasing and Materials Management Division			
160 Purchasing	16	16	16
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	10	10	10
166 City Stores	4	4	4
Technology Management Division			
191 Chief Information Officer	6	6	6
192 Strategic Support	16	15	15
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	26	27	27
Facilities Management Division			
749 Facilities Management	49	49	49
TOTAL -- GENERAL FUND	<u>222</u>	<u>222</u>	<u>219</u>
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	<u>45</u>	<u>45</u>	<u>45</u>
RISK MANAGEMENT FUND #521			
Treasury Division			
217 Risk Management Administration	8	8	8
220 Occupational Health and Safety	5	5	5
TOTAL -- RISK MANAGEMENT FUND	<u>13</u>	<u>13</u>	<u>13</u>
PENSION PARTICIPANT SERVICES FUND #618			
Treasury Division			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	<u>1</u>	<u>1</u>	<u>1</u>
FIRE PENSION FUND #621			
Treasury Division			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- FINANCE	<u><u>282</u></u>	<u><u>282</u></u>	<u><u>279</u></u>

Finance Department

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## Finance Department

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### Chief Financial Officer

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

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

#### Future Outlook

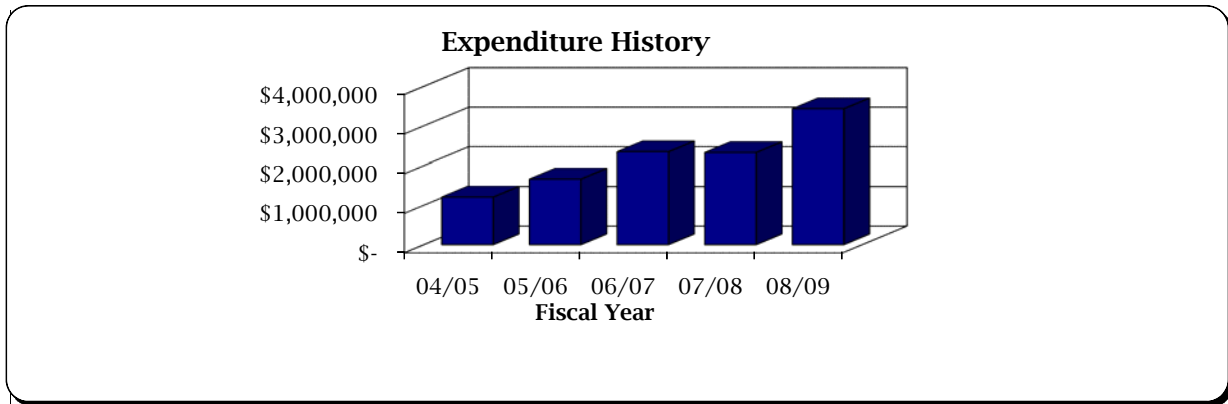
- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, such as the introduction of commuter rail to Central Florida and the expansion 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.
- Integrate business support functions into the Finance Department, including Fleet, Facilities Management, Technology Management and Purchasing.



Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Chief Financial Officer					
181 Chief Financial Officer	\$ 899,145	\$ 941,896	\$ 628,695	\$ (313,201)	(33.25%)
994 Nondepartmental - CFO	1,447,572	1,384,406	2,806,671	1,422,265	102.73%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,346,717</b>	<b>\$ 2,326,302</b>	<b>\$ 3,435,366</b>	<b>\$1,109,064</b>	<b>47.67%</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>\$ 2,346,717</b>	<b>\$ 2,326,302</b>	<b>\$ 3,435,366</b>	<b>\$1,109,064</b>	<b>47.67%</b>



STAFFING HISTORY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
181 Chief Financial Officer	7	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>7</b>	<b>5</b>	<b>5</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>7</b>	<b>5</b>	<b>5</b>

## Finance Department

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### Treasury Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Treasury Management** function includes: Investment Management, Debt Management, Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Capital Investment works with City departments to develop workable financing plans for acquisition and construction of capital project and works closely with the Management and Budget Division to develop the City's five-year Capital Improvement Plan. 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

- Refunded the 2008 and 2009 maturities of the City's Series 2002 and 2004 Capital Improvement Special Revenue Bonds as part of the City's medium-term note financing program and advance refunded the City's outstanding Capital Improvement Special Revenue Bonds, Series 1998B, to generate debt service savings.
- Issued \$60 million in commercial paper to fund the acquisition of land for the new Events Center and other land acquisitions related to the Community Venues projects. Issued approximately \$300 million in 6th Cent Tourist Development Tax Revenue Bonds and \$30 million in State Sales Tax Payments Revenue Bonds to fund the construction of the new Events Center. Provided the Orlando Performing Arts Center Corporation with access to \$80 million in tax exempt financing through issuance of conduit debt for the new performing arts center.
- Issued approximately \$60 million in bonds to finance the construction of several capital projects related to the Mayor's Public Safety Initiative, including several new fire stations and a police training facility.
- Established an irrevocable trust fund to begin advance-funding the City's Other Post-Employment Benefit (OPEB) liability as required by GASB Statement 45.
- Utilized the City's municipal leasing program, which allows the City to take advantage of lower costs of issuance and attractive tax exempt borrowing rates, to finance several capital expenditures.
- Enhanced the City's Investment Policy to allow our active investment managers to take advantage of changes in the yield curve and generate additional return over their performance benchmarks.
- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.
- Continued the employee education program to educate employees about the importance of planning for their financial future. Seminars focused on retirement planning and personal financial management.

## Finance Department

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### Future Outlook

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

## 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 to avoid and reduce injury and damages to the City's citizens, employee's or assets.

### Major Accomplishments

- Loss exposure limited by aggressively pursuing subrogation. This process resulted in a net recovery of over \$1,200,000.
- Reduced the City's loss exposure by coordinating with the property appraiser, individual departments and facilities to ensure that all City owned properties were identified and properly insured.
- As a result of all City property renewal Risk Management was successful in lowering the cost per thousand for insurance by 30%.
- Coordinated and paid for the replacement of all the portable defibrillators, and added an additional thirty-eight, so key city facilities and buildings used by the public are now protected.
- Implemented an electronic transfer of workers compensation data, between the City and State of Florida.

### Future Outlook

Risk Management will continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations. Will work more effectively with Health and Safety to strengthen and enhance both departments as well as provide a more proactive safe environment.

## Finance Department

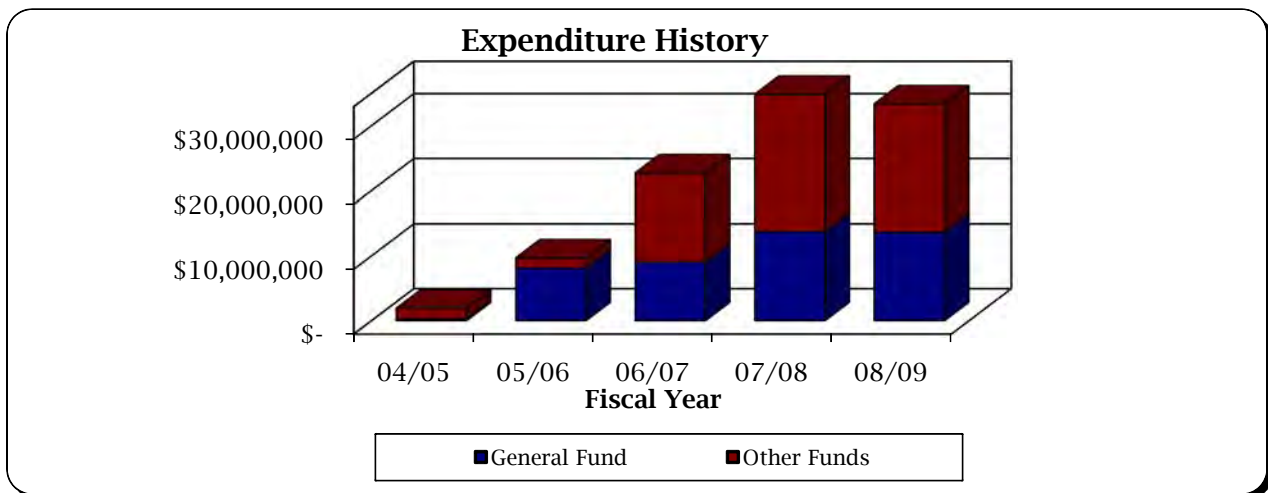
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	2006/2007	2007/2008	2008/2009
Performance Measures Effectiveness	Actual	Estimated	Proposed
Active Portfolio investment return over the Lehman Aggregate Index (in percentage terms)	.15%	.33%	.10%
Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index (in percentage terms) (Measured since 12/27/00, inception of outsourcing)	.35%	-.18%	.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)	1.00%	.50%	1.50%
The percentage that the Banking Fund composite rate, over a rolling three- year period, is less than the Bond Buyer's Revenue Bond Index	.97%	1.10%	.50%
Per capita auto liability claims	\$6.40	\$6.50	\$6.40
Workers' compensation claims per FTE (annualized)	\$800	\$730	\$800
Per capita general liability claims (annualized)	\$8.50	\$8.00	\$8.50

Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Treasury Division					
184 Treasury Administration	\$ 507,922	\$ 627,622	\$ 487,274	\$ (140,348)	(22.36%)
190 General Fund Debt Service	8,515,278	13,086,576	13,127,004	40,428	0.31%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 9,023,200</b>	<b>\$ 13,714,198</b>	<b>\$ 13,614,278</b>	<b>\$ (99,920)</b>	<b>(0.73%)</b>
<b>RISK MANAGEMENT FUND #521</b>					
Treasury Division					
217 Risk Management Administration	\$ 521,171	\$ 589,706	\$ 585,773	\$ (3,933)	(0.67%)
218 Risk Management Non-Departmental	11,971,066	18,725,185	17,328,511	(1,396,674)	(7.46%)
220 Employee Health and Safety	281,663	380,142	400,911	20,769	5.46%
Projects	792,961	1,317,499	1,315,705	(1,794)	(0.14%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 13,566,861</b>	<b>\$ 21,012,532</b>	<b>\$ 19,630,900</b>	<b>\$ (1,381,632)</b>	
<b>PENSION PARTICIPANT SERVICES FUND #618</b>					
188 Pension Participant Services	\$ 58,719	\$ 100,000	\$ 100,000	\$ -	0.00%
<b>TOTAL -- PENSION PARTICIPANT SERVICES FUND</b>	<b>\$ 58,719</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	
<b>FIRE PENSION FUND #621</b>					
189 Pension Management Support	\$ 53,700	\$ 56,491	\$ 61,403	\$ 4,912	8.70%
<b>TOTAL -- FIRE PENSION FUND</b>	<b>\$ 53,700</b>	<b>\$ 56,491</b>	<b>\$ 61,403</b>	<b>\$ 4,912</b>	
<b>TOTAL -- TREASURY</b>	<b>\$ 22,702,480</b>	<b>\$ 34,883,221</b>	<b>\$ 33,406,581</b>	<b>\$ (1,476,640)</b>	<b>(4.23%)</b>



## Finance Department

## STAFFING HISTORY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
184 Treasury Administration	8	7	6
TOTAL -- GENERAL FUND	8	7	6
<u>RISK MANAGEMENT FUND #521</u>			
Treasury Division			
217 Risk Management Administration	8	8	8
220 Occupational Health and Safety	4	5	5
TOTAL -- RISK MANAGEMENT FUND	12	13	13
<u>PENSION PARTICIPANT SERVICES FUND #618</u>			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
<u>FIRE PENSION FUND #621</u>			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	22	22	21

## Finance Department

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### Management and Budget Division

#### Mission Statement

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

#### Overview of Services/Programs

**Management and Budget** prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. For FY 2007/2008 and prior years, 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 ten-year financial forecast for the General Fund. In addition, revenues and expenditures are compared to budget on an on-going basis. Monthly reports and graphical representations are prepared for Elected and Appointed Officials, the Audit Board and City residents. This information is also posted to the Internet.

#### Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the fifth consecutive year.
- Developed the FY 2008/2009 budget in the aftermath of Property Tax reform through legislation that has been enacted by the State and voter approval of Amendment 1. Analyzed the impacts of the legislation and amendment and kept the Mayor and Executive Management informed.
- Meeting the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, continued to provide the monthly financial report, including detailed General and Enterprise Fund information.
- Created for internal use a detailed monthly General Fund salary expense status report, as salaries and benefits comprise 63% of the budget.

#### Future Outlook

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Continue to work on and refine appropriate forecast models for non-General Funds.
- Enhance the capital improvement planning, budgeting and financing process, along with the Capital Improvement Program preparation process, toward the goal of improving the amount and quality of information available to decision-makers.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program and strive to improve the budget document through response to reviewer's comments and additional research.
- Continue to work on aligning the City's performance measures with the Strategic Plan and incorporate them into future budget documents.

## Finance Department

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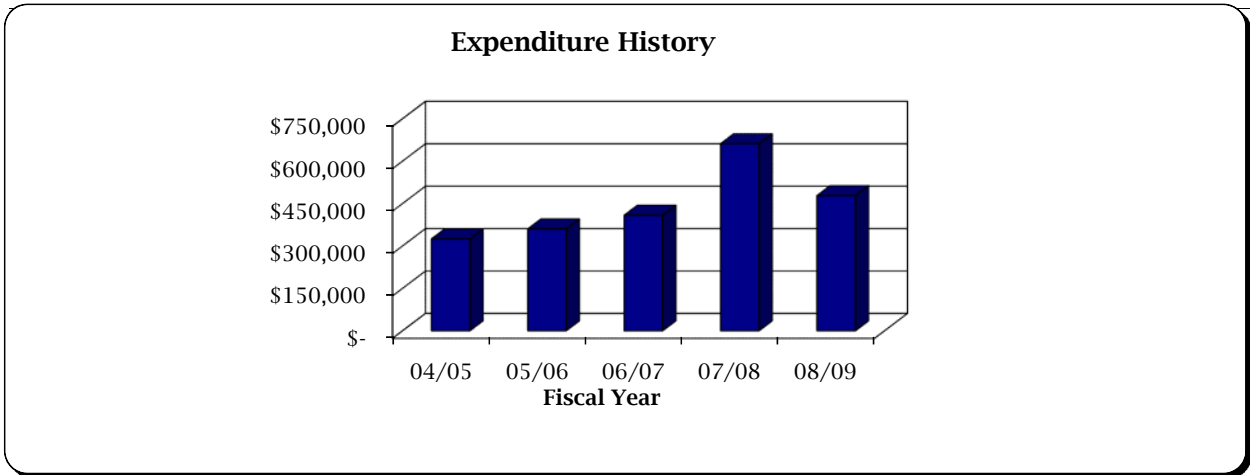
	2006/2007	2007/2008	2008/2009
<b>Performance Measures Effectiveness</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Percent of Departments falling within the "normal" range as evidenced by monthly budget financial status reports.	91%	100%	100%
Number of Budget Revision Requests processed (should decrease).	445	325	325
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percent of Budget Transfers Processed within five working days	37%	30%	30%
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Budget transfer error posting rate	2.80%	2.6%	2.50%



Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>GENERAL FUND #100</b>					
Management and Budget Division					
153 Management and Budget	\$ 409,046	\$ 662,128	\$ 478,579	\$ (183,549)	(27.72%)
TOTAL -- GENERAL FUND	\$ 409,046	\$ 662,128	\$ 478,579	\$ (183,549)	
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 554,415	\$ 832,047	\$ 478,579	\$ (183,549)	(42.48%)



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Management and Budget Division			
153 Management and Budget	7	7	6
TOTAL -- GENERAL FUND	7	7	6
TOTAL -- MANAGEMENT AND BUDGET DIVISION	7	7	6

## Finance Department

### Accounting and Control Division

#### Accounting Operations and Financial Reporting

##### Mission Statement

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

##### Overview of Services/Programs

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

##### Major Accomplishments

- 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, which has continued to be used for future disasters.
- Continues to successfully close out FEMA project worksheets on various projects incurred during the hurricanes of 2004.
- 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 for our fiscal year ended 09/30/06 CAFR.
- Reviewed the requirements of GASB 45, 48 and 50 to ensure that they are effectively implemented by 09/30/08.
  - GASB 45 - "Accounting & Financial Reporting by Employers for Postemployment Benefits Other Than Pensions" - established the accounting treatment and account structure to comply with the provisions of GASB 45 as well as the required financial statement schedules and note disclosures.
  - GASB 48 - "Sales and Pledges of Receivables and Future Revenues" - determined that the impact of this pronouncement will be limited to a note disclosure within the City's financial statements identifying specific revenue pledged for issued debt, the approximate amount of the pledge and the general purpose of the related debt. This will be addressed as part of the FYE 09/30/08 CAFR.
  - GASB 50 - "Pension Disclosures-an amendment of GASB 25 and 27" - this statement amends the disclosure requirements of GASB 25 and 27 and requires certain information to be disclosed within the notes to the financial statements instead of as required supplemental information. This will be addressed as part of the FYE 09/30/08 CAFR.
- Established the account structure and accounting processes necessary to clearly account for and identify the various debt issues and constructions costs for the three Community Venue projects approved by City Council.
- Implemented additional positive pay (fraud) controls on several other City bank accounts.
- Currently in the process of testing and implementing an upgrade to the City's electronic time and attendance system utilizing a bi-directional interface with the payroll system.
- Accounting and Control, in conjunction with Technology Management has automated the ProCard findings letter and reconciliation form.
- Accounting and Control, in conjunction with Technology Management, has created an automated MERIT Award voucher system.
- Accounting and Control, in conjunction with Technology Management, has implemented the Orlando Fire Department onto the City's Electronic Timekeeping System.

## Finance Department

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- Prepared Request for Proposal (RFP) for General Banking Services, Procurement/Travel Card Services and Merchant Card Processing Services.
- Updated Finance Department forms to include new regulations on the collection of social security numbers.
- Revised City policies and procedures for Accounts Payable, Revenue Collection, Accounts Receivable, and Procurement Card.
- Created a City Petty Cash policy that includes forms and detailed instructions on what petty cash should be used for.
- Performed audits of all petty cash and change funds throughout the City.

### Future Outlook

- Will work with Real Estate, Facilities Management, and Risk Management, on a project to verify and cross-reference fixed asset records.
- Will implement new requirements of the Governmental Accounting Standards Board and will monitor new pronouncements to determine their impact on the City.
- Will enhance modeling tools for use in projecting the long-term financing requirements of the City and the Community Redevelopment Agency.
- Accounting and Control with Technology Management will continue to evaluate upgrades and enhancements to automated support systems (i.e. revenue collection, payroll).
- Implementing a new web based program for Procurement/Travel Card purchases to enable Departments to review real time transactions to enhance compliance with policy and procedures.
- Accounting and Control along with Technology Management is creating an automated FEMA Forced Labor and Equipment report to be used in the event of future disasters. The report will automate the transfer of employees' work-time and payroll from time and attendance and payroll systems for the purpose of documenting FEMA reimbursable worked hours as a result of the disaster.
- Currently working to develop an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- As participants in FEMA's newly introduced pilot program; Accounting will work with the Public Works Department in the development of a pre-event Debris Plan, so as to facilitate recovery and minimize eligibility issues for future disasters endured by the City.
- Investigate new banking programs such as Remote Deposit and Cash Vault Services to explore ways to improve our revenue collection process and improve transaction security and timeliness.
- Investigate the advantages and disadvantages of making cash disbursements via ACH as opposed to paper checks and closely examine the accounts payable processes that might need to change to ensure a proper audit trail is maintained.

## Finance Department

### Accounting and Control Division

#### City Grants Program

##### Overview of Services/Programs

The City Grants Program, through the Finance Grants Unit, oversees and facilitates the City's grant seeking and management activities to maintain and build internal capacity to secure and manage grant funding. Guidance, technical assistance and recommendations are made to senior staff and departments regarding possible grant funding opportunities and leading practices in grants management. The Grants Development Supervisor chairs the Grants Oversight Committee (GOC), an internal committee of Grants Oversight Committee Liaisons who represent each Department/Office in the City and regularly receive coaching and training on grant related topics.

##### Major Accomplishments

- City of Orlando Grants Management Goals were approved.
- Policy and Procedure *Grant Management & Administration 460.2* was adopted by City Council on October 15, 2007. The first revision to that policy was also completed.
- Developed Citywide grants manual to accompany City of Orlando Policies and Procedures.
- Developed Citywide intranet site to support grant activities, and share knowledge and best practices among City leadership, staff and grantwriters.
- The Grants Oversight Committee (GOC) met monthly and continued its focus on GOC capacity building, training and City of Orlando grant business:
  - Continued five task forces to address the following grant related needs: Policies and Procedures, Goal Setting, Reporting, Best Practices & Knowledge Sharing and Education.
  - Hosted Several Guest Speakers to address a number of worthwhile topics:
    - The City's Budget Manager, presented a Budget Review.
    - The City's Controller, presented a review of the City's A-133 Audit and *Schedule of Expenditures of Federal Awards and State Financial Assistance*.
    - The City's Procurement Manager, presented a review of the City's Purchasing Policies and Procedures.
    - The City's Facilities Division Manager presented a review on the City's Facilities Management and Alterations and Improvements Schedule.
    - The City's Director of Inter-government Relations for the City of Orlando presented a review on earmarks and lobbying.
    - Langton Associates, the City's grant consultants presented a Grants Forecast for 2008.
- Grants training was provided on a variety of topics to City of Orlando staff, including seminars, webinars, *Grant Rap!*, a facilitated discussion for City employees about a variety of grants topics; and eCivis Research & Prospecting and Policy and Procedure Training which were held monthly.
- Addressed the majority of recommendations Audit Report No. 04-24, and reported quarterly on progress.
- Strengthened internal controls related to grants including an update to the Paperless Agenda system that involved grants received by the City; grant reporting, and informal grant training at fiscal manager meetings.
- A new accountant was hired in the Finance Grants Unit to work with City staff on grant reporting and compliance monitoring.
- A temporary grant researcher was hired in June, 2008 to conduct research and assist in the development of a Citywide grants calendar, which will assist departments develop strategic grants objectives in keeping with the City's overall strategic plan.
- The Grants Development Supervisor is pursuing a federal grants training certification through Management Concepts. The Grants Management Certificate Program™ is a comprehensive training program designed to help candidates develop a solid foundation in federal grants management.

## Finance Department

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- Worked with City staff on a variety of grant initiatives such as:
  - Assisted City staff with submitting the Solar Cities Initiative grant, which the City won in through a partnership with OUC and Orange County.
  - Attended various workshops such as Florida Communities Trust Grant Application Workshop and Brownfields Workshops.

### Future Outlook

- Continue to develop strategic grants objectives consistent with the City's strategic plan.
- Continue to utilize grant support technology and resources to full potential.
- Develop internal and external strategies to build partnerships to better leverage grant opportunities.
- Create internal communications strategy (intranet, newsletters, etc.).
- Grants Development Supervisor will complete federal grants training certification through Management Concepts.
- Develop mandatory federal grants compliance training for all City staff.
- Determine best reporting tool/software to ensure accurate grant reporting.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average cost to process an Accounts Receivable Transaction	\$15.45	\$15.46	\$16.00

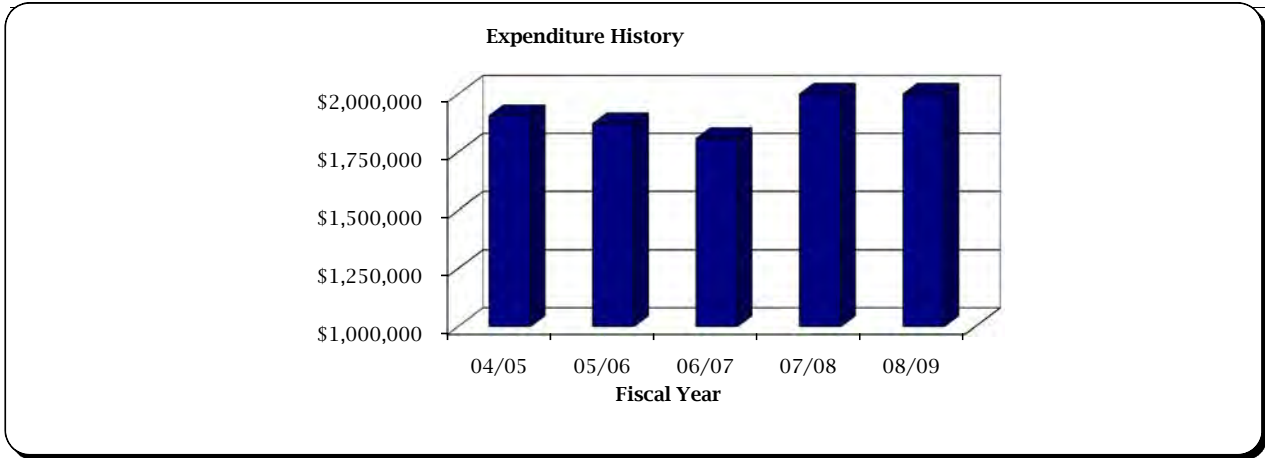
  

<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Average cost to process a ProCard Transaction.	\$2.73	\$2.35	\$2.50
Average cost to process a Revenue Collection Transaction	\$4.12	\$5.74	\$5.00
Average cost to process a payroll payment	\$1.29	\$1.32	\$1.39

Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>GENERAL FUND #100</b>					
Accounting and Control Division					
027 City Grants Management	\$ 145,369	\$ 169,919	\$ 253,546	\$ 83,627	49.22%
182 Financial Reporting	692,284	898,305	1,015,816	117,511	13.08%
183 Accounting Operations	1,115,752	1,197,049	1,203,300	6,251	0.52%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,808,036</b>	<b>\$2,095,354</b>	<b>\$2,472,662</b>	<b>\$207,389</b>	<b>18.01%</b>
<b>TOTAL - ACCOUNTING &amp; CONTROL DIVISION</b>	<b>\$ 1,808,036</b>	<b>\$2,095,354</b>	<b>\$2,472,662</b>	<b>\$207,389</b>	<b>18.01%</b>



STAFFING SUMMARY

	Actual	Revised	Adopted
	2006/2007	Budget	Budget
		2007/2008	2008/2009
<b>GENERAL FUND #100</b>			
Accounting and Control Division			
027 City Grants Management	1	1	1
182 Financial Reporting	8	11	11
183 Accounting Operations	19	19	19
<b>TOTAL -- GENERAL FUND</b>	<b>28</b>	<b>31</b>	<b>31</b>
<b>TOTAL - ACCOUNTING &amp; CONTROL DIVISION</b>	<b>28</b>	<b>31</b>	<b>31</b>

## Finance Department

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### Real Estate Management Division

#### Mission Statement

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

#### Overview of Services/Programs

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

#### Major Accomplishments

- Disposition of 7 lots to assist funding of the Dubsdread Golf Course renovation.
- Real estate transaction completed for the joint stormwater management system project with FDOT at Dubsdread Golf Course.
- Audited TRIM notices for all City-owned property.
- Acquired property for use as Affordable Housing.
- Acquired additional property in downtown Orlando for future parking.
- Maintained 95% occupancy of all City-owned properties available for rent.
- Completed land sales to FDOT in support of the ultimate expansion of I-4 corridor through downtown Orlando.
- Demolition of the old Navy apartments at McCoy Annex.
- Completed exchange of land with GOAA at McCoy Annex.
- Acquired land and vacated right-of-way for the construction of the new Fire Station #7 in Washington Shores.
- Secured the site of the new Police Training Facility.
- Leased office space for the Venues Offices in downtown Orlando.
- Leased and secured proper development rights for OUC to construct the new Chilled Water plant supporting the Events Center.
- Leased space for the City's Blueprint Training Office in support of the work force training efforts for the Venues.
- Leased office space for the new Southeast Permitting Office.

## Finance Department

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### Future Outlook

- Acquire property utilizing private sector strategies and tools through negotiation, where possible and within 105% of established value.
- Maintain a high occupancy rate for City owned property available for lease.
- Identify, market, and dispose of surplus property to secure the best price and terms and return the property to the tax rolls.
- Initiate and prepare a strategy for the redevelopment of property at the Centroplex for the future development of the Creative Village.
- Complete the RFI/FRP process for the redevelopment of the McCoy Annex property.
- Market and lease the two new retail units that will be located outside the new Events Center.
- Complete acquisition of property for the new Mission Road extension.
- Support Transportation and FDOT efforts on I-4 and commuter rail projects.
- Generate additional revenues from cell tower leases on appropriate City property.
- Acquire property for the new West Church Streetscape project.
- Acquire property and easements for Public Works and Transportation projects.
- Coordinate acquisition of property with Orange County Government on the expansion of the Eastern Regional Reclaimed Water Distribution System.
- Implement the new Archibus software program to more efficiently maintain property records and leases and facilitate coordination of repairs and maintenance with Facilities Management.

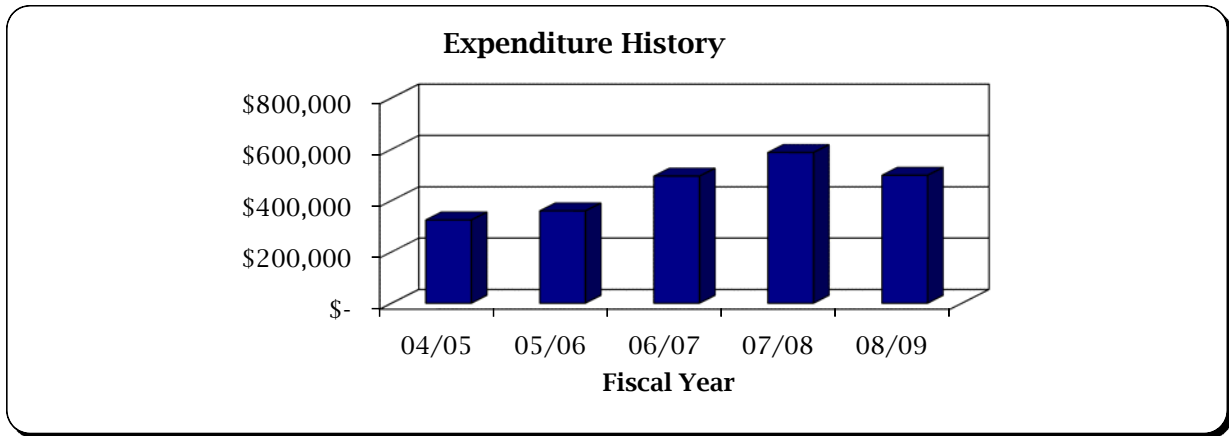
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Occupancy rate for City property available for rent	N/A	99%	90%
Properties acquired within the established value	N/A	90%	90%



Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
<b>GENERAL FUND #100</b>					
Real Estate Management Division					
186 Real Estate Management	\$ 495,519	\$ 587,708	\$ 498,871	\$ (88,837)	(15.12%)
TOTAL -- GENERAL FUND	\$ 495,519	\$ 587,708	\$ 498,871	\$ (88,837)	(15.12%)
TOTAL -- REAL ESTATE MANAGEMENT	\$ 495,519	\$ 587,708	\$ 498,871	\$ (88,837)	(15.12%)



STAFFING HISTORY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Real Estate Management Division			
186 Real Estate Management	5	5	4
TOTAL -- GENERAL FUND	5	5	4
TOTAL -- REAL ESTATE MANAGEMENT	5	5	4

## Finance Department

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### Purchasing & Materials Management Division

#### Mission Statement

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

#### Overview of Service/Program

The **Purchasing & Materials Management Division** 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

- PMD recently received the Achievement of Excellence in Procurement Award from the National Purchasing Institute and was one of the top five (5) cities out of over 2,100 for total points achieved. The program is designed to measure innovation, professionalism, e-procurement, productivity and leadership attributes of the procurement function.
- The most effective new procedure implemented by the Purchasing Division has been the internet auctions of surplus items including vehicles. With the effort and expertise of our internet vendor, we have been able to identify and prepare unusual items and find buyers worldwide that would never have been available to buy at the local level. This past year, the City received \$1,424,912 in revenue from sale of surplus property.
- Purchasing Division has completed transition from a paper-driven process to a fully capable e-procurement environment. This environment is characterized by the progressive use of the following e-procurement tools and business processes:
  - Electronic transmittal of all solicitation notices and documents (both formal and informal) via e-mail to suppliers.
  - Electronic receipt of solicitation responses via e-mail from suppliers.
  - Electronic posting of all solicitations on web site for public viewing, printing, and distribution.
- Utilizing automation for production mail, folding/inserting equipment, address management/ mailing software and inkjet printing capability, Mail Services has reduced the burden of mass mailings on clerical staff and assisted offices in reducing overall postage costs.
- A series of requirements contracts were put in place for all City Stores warehouse stock. Using the electronic purchasing system, the warehouse enters a purchase requisition against a contract, and a purchase order is sent to the vendor within hours, rather than weeks that had been the norm. Stock availability went from an average of eighty percent (80%) on hand, to ninety-five (95%) on hand. Order to receipt time went from an average of more than two weeks to less than two days.
- The Purchasing Division administers over Seven Hundred (700) annual contracts; covering everything from nuts and bolts to janitorial, landscaping, alarm monitoring and professional services. The greatly expanded use of annual contracts has reduced costs significantly, reduced order time and simplified the processing of acquiring services and commodities. The amount of expenditures for annual contract items was over \$99.1 Million during the past twelve (12) months.
- As a direct result of Automotive Service Excellence (ASE) Certification and training, vehicle parts staff successfully impacted our operating expenses by lowering inventories of obsolete parts for the fiscal year with a cost savings of \$172,000.00 in recovered costs for obsolete parts.

## Finance Department

### Future Outlook

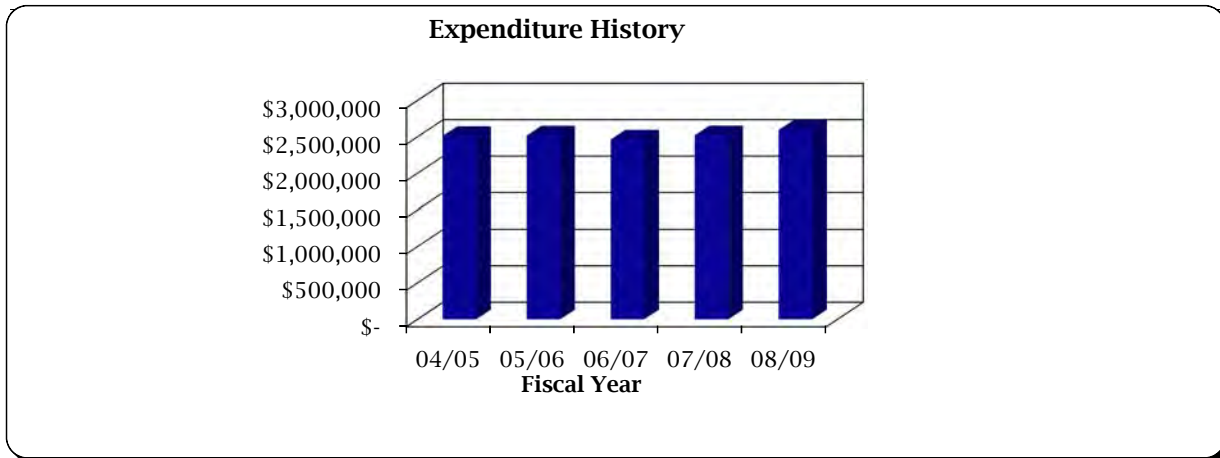
- All of the City's twenty-three (23) fuel centers will be upgraded with the latest state-of-the-art electronic fuel pumps and this will reduce downtime and provide enhanced communications with the recently upgraded fuel management system.
- A new car wash will be installed at the Orlando Police Department fuel center with a water recycling system and a improved wash/dry system; the latest "Green" technology will be incorporated and significant savings in energy and water costs will be achieved.
- The Purchasing Division will be providing "Owner Direct" purchase of materials for the Events Center in the total estimated amount of \$50 Million, which will result in a sales tax savings of over \$3 Million.
- The Purchasing Division will continue upgrading electronic applications to enable Division to successfully manage increasing and more complex workloads with the limited resources available.
- A new electronic system is currently being implemented to allow Property Control and all City programs to perform transfer and disposal functions in an accountable but paper-less system.

Performance Measures Effectiveness	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Percent of original purchase price of vehicles recovered in sale.	20%	21%	20%
Percent of stocked item requests filled within four (4) hours. (Fleet Supp)	92%	95%	95%
Inventory turn-over ratio.	1:04	1:04	1:04
Performance Measures Efficiency	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Dollar amount of purchases per Program full time employees (FTE's).	\$7,555,680	\$9,458,517	\$7,950,000
Cost to process One Commodity/Services Purchase Transaction	\$30.55	\$21.00	\$30.00
Cost to process One Contract Management Transaction	\$13.65	\$12.00	\$13.40
Ave. Cost to add a capital asset to the system	\$23.75	\$9.81	\$18.66
Ave. Cost to process One Piece of U.S. Mail	\$0.06	\$0.05	\$0.05
Ave. Cost to process PO/Req./ProCard Order Trans. (Fleet Support)	\$2.37	\$2.72	\$2.85
Ave. Cost to process Work Order (Fleet Sup)	\$0.60	\$0.46	\$0.58
Ave. Cost to process PO/ProCard/Req. Order Trans. (Facilities Support)	\$22.75	\$21.33	\$23.50
Ave. Cost to Expedite Orders--- Pickup & Deliver.(Fac. Support)	\$13.00	\$16.67	\$12.25
Ave. Cost to process Requisition/ProCard / P.O. Transaction (City Stores)	\$12.50	\$11.52	\$11.90
Performance Measures Service Indicator	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Number of sole source requisitions researched to save the City money	n/a	8	8

Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>GENERAL FUND #100</b>					
Purchasing and Materials Management Division					
160 Purchasing	\$ 1,277,029	\$ 1,291,352	\$1,298,173	\$ 6,821	0.53%
163 Property Control	178,454	179,909	184,191	4,282	2.38%
164 City Mail Service	251,259	252,489	270,111	17,622	6.98%
165 Fleet/Facility Supply/Support	497,834	531,539	553,006	21,467	4.04%
166 City Stores	199,993	212,918	241,310	28,392	13.33%
995 Non Dept.-Purchasing Auctions	57,900	51,716	46,966	(4,750)	(9.18%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,462,469</b>	<b>\$ 2,519,923</b>	<b>\$2,593,757</b>	<b>\$73,834</b>	<b>2.93%</b>
<b>TOTAL -- PURCHASING &amp; MATERIALS MGMT. DIVISION</b>	<b>\$ 2,462,469</b>	<b>\$ 2,519,923</b>	<b>\$2,593,757</b>	<b>\$73,834</b>	<b>2.93%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Purchasing & Materials Management Division			
160 Purchasing	16	16	16
163 Property Control	3	3	3
164 City Mail Service	2	2	2
165 Fleet/Facility Supply/Support	9	10	10
166 City Stores	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>34</b>	<b>35</b>	<b>35</b>
<b>TOTAL -- PURCHASING &amp; MATERIALS MGMT. DIVISION</b>	<b>34</b>	<b>35</b>	<b>35</b>

## Finance Department

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### 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.

#### Overview of Service/Program

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

#### Major Accomplishments

- Established virtual server technology as a means to increase availability and time-to-deliver improvements to City computer systems and applications
- Implemented the Technology plan for Re-districting of the Orlando Police Department.
- Integrated tiered storage technology to improve capacity, availability, and efficiency of accessing data retained and managed by the City of Orlando.
- Administered a 30 percent growth in mobile access to public safety/services applications and information via personal computers and personal communication devices.
- Upgraded public safety/services communications by implementing Voice over Internet Protocol (VoIP) technologies at Orlando Police Headquarters, and facilitating improvements to the public-facing Planning/Permitting Call Center operation.
- Completed 75% implementation of the City's phone system upgrade with newer Voice over Internet Protocol (VoIP) technologies.
- Created and implemented public/safety web applications - including the Orlando Property Tax Calculator, Neighborhood matching Grant Applications, and Police Active Dispatch Display.

#### 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.
- Increase the deployment of mobile technology that will allow for knowledge workers and others to increase their overall productivity.
- Provide more solutions to continue to decrease the City's communications cost while providing more functionality to the users of the systems.
- Continued enhancement and build out of the City's fiber optic network infrastructure to increase productivity.

## Finance Department

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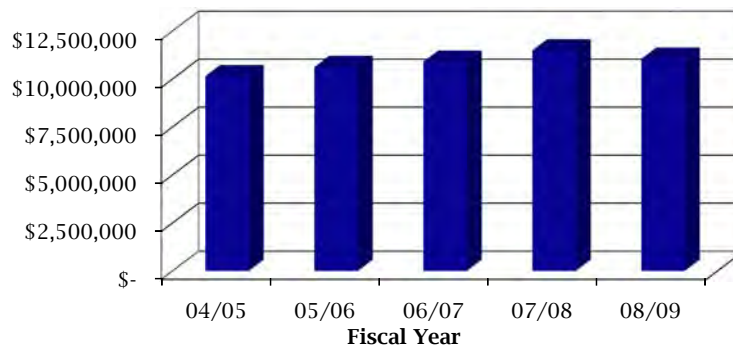
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percent of Service Level Agreements met or exceeded	95%	96%	95%
Percent response to software support calls initiated by customers to Call Center within 24 hours	85%	89%	85%
Percent of virus outbreaks contained/resolved in less than 2 hours	95%	100%	95%
Percentage of service requests entered into system within 24 hours	95%	92%	95%
Percent of GIS errors corrected within the same day that they were found or reported	100%	99%	100%
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percent of IT security requests for account termination that are handled within 1 hour of receipt	N/A	99%	98%

Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>GENERAL FUND #100</b>					
Technology Management Division					
191 Chief Information Officer	\$ 542,943	\$ 607,446	\$ 616,943	\$ 9,497	1.56%
192 Strategic Support	1,322,589	1,411,464	1,129,248	(282,216)	(19.99%)
193 Computer Operations	1,145,640	1,228,927	1,300,119	71,192	5.79%
194 Network Support	1,592,871	1,685,215	1,690,725	5,510	0.33%
195 Systems Support and Development	2,352,325	2,366,363	2,332,430	(33,933)	(1.43%)
991 IT Service and Repair	157,573	281,882	72,840	(209,042)	(74.16%)
992 Technology Management Contracts	3,779,831	3,900,464	3,900,464	-	0.00%
<b>TOTAL -- GENERAL FUND</b>	<b>\$10,893,772</b>	<b>\$ 11,481,761</b>	<b>\$11,042,769</b>	<b>\$ (438,992)</b>	<b>(3.82%)</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>\$10,893,772</b>	<b>\$ 11,481,761</b>	<b>\$11,042,769</b>	<b>\$ (438,992)</b>	<b>(3.82%)</b>

Expenditure History



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Technology Management Division			
191 Chief Information Officer	6	6	6
192 Strategic Support	16	15	15
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	26	27	27
<b>TOTAL -- GENERAL FUND</b>	<b>83</b>	<b>83</b>	<b>83</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>83</b>	<b>83</b>	<b>83</b>

## Finance Department

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### Facilities Management Division

#### Mission Statement

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

#### Overview of Service/Program

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

#### Major Accomplishments

- Completed over 9,800 work requests.
- Completed requested projects, totaling \$828,984.
- Award new contract for City Hall facilities management. Contract specifications were revised to allow City Hall to operate as a Green Building.
- Upgraded Archibus, current computerized maintenance management system (CMMS), by adding new real estate and conditions assessment modules. The new modules complete the first phase towards the Total Infrastructure and Facilities Management program (TIFM). The new modules combine Real Estate and Risk Management information with facilities operating and maintenance data.

#### Future Outlook

- Continue efforts reviewing preventive maintenance programs to shift Division resources to meet increased service effectiveness and efficiency.
- Continue efforts towards completing the facilities green initiatives strategic plan and to obtain LEED Certification for City Hall; pending resource allocation (not yet funded).
- Complete building design standards, to decrease operating and maintenance costs; 90% complete as of August 4, 2008.
- Implemented new program for means to handle work requests covering graffiti; over 100 requests as of August 2008.
- Continue to seek resources to diminish the deferred maintenance budget.
- Continued efforts to upgrade the computerized maintenance management system (CMMS) towards a Total Infrastructure and Facilities Management program (TIFM).



## Finance Department

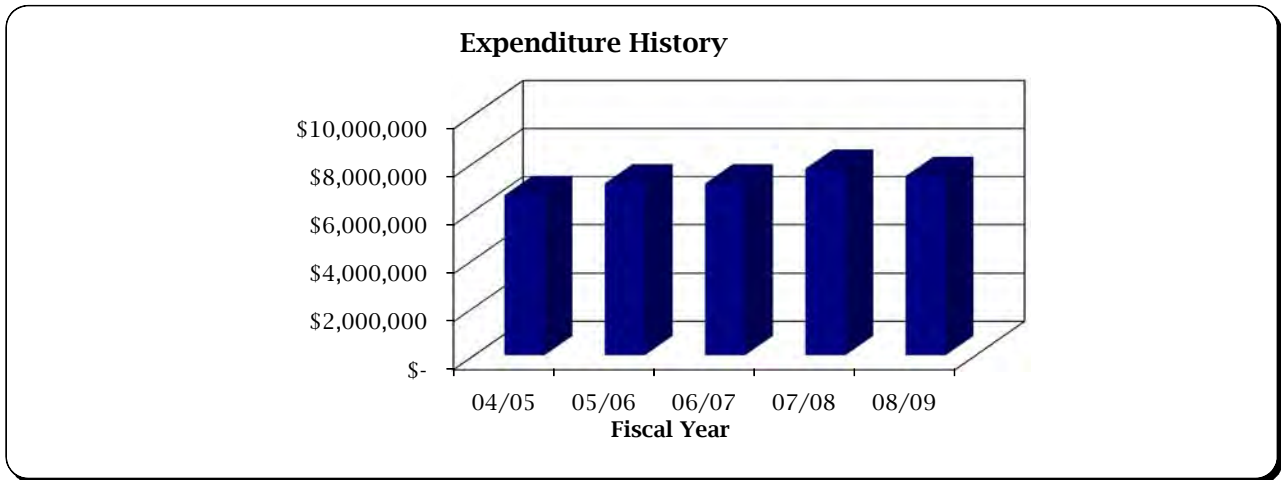
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	2006/2007	2007/2008	2008/2009
<b>Performance Measures Effectiveness</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Completed scheduled PMs (%)	N/A	114%	>90%
Overall performance rating from Internal Assessment Survey	3.25 out of 4.0	3.25 out of 4.0	3.25 out of 4.0
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Work requests completed (%)	83%	90%	>85%
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of trades staff needed to reduce back log >46 days	N/A	3	<6

Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Facilities Management Division					
749 Facilities Management	\$ 5,289,827	\$ 5,687,036	\$5,345,775	\$(341,261)	(6.00%)
703 City Hall Maintenance	1,833,200	2,054,292	2,087,645	33,353	1.62%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 7,123,027</b>	<b>\$ 7,741,328</b>	<b>\$7,433,420</b>	<b>\$(307,908)</b>	<b>(3.98%)</b>
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>\$ 7,123,027</b>	<b>\$ 7,741,328</b>	<b>\$7,433,420</b>	<b>\$(307,908)</b>	<b>(3.98%)</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Facilities Management Division			
749 Facilities Management	48	49	49
<b>TOTAL -- GENERAL FUND</b>	<b>48</b>	<b>49</b>	<b>49</b>
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>48</b>	<b>49</b>	<b>49</b>

## Finance 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.

#### Overview of Service/Program

The **Fleet Management Division** maintains and repairs over 2,000 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

#### Major Accomplishments

- Enhanced the Preventive Maintenance scheduling of vehicles, thereby reducing costs, controlling vehicle downtime, and maximizing shop resources.
- Reduced outsourcing by establishing an evaluation program for assessing repairs Fleet.
- Continues to strive for a 24-hour turnaround for vehicles repairs.
- The "Green Fleet Purchasing" policy supports the Mayor's commitment to transform Orlando into a leading "Florida Green City." All new light trucks, sports utility vehicles and automobiles purchased are Flex fuel or Hybrid, and all new Heavy trucks have the latest in engine and exhaust technology to meet all Federal EPA standards and utilize the B-20 Biodiesel fuel.

#### Future Outlook

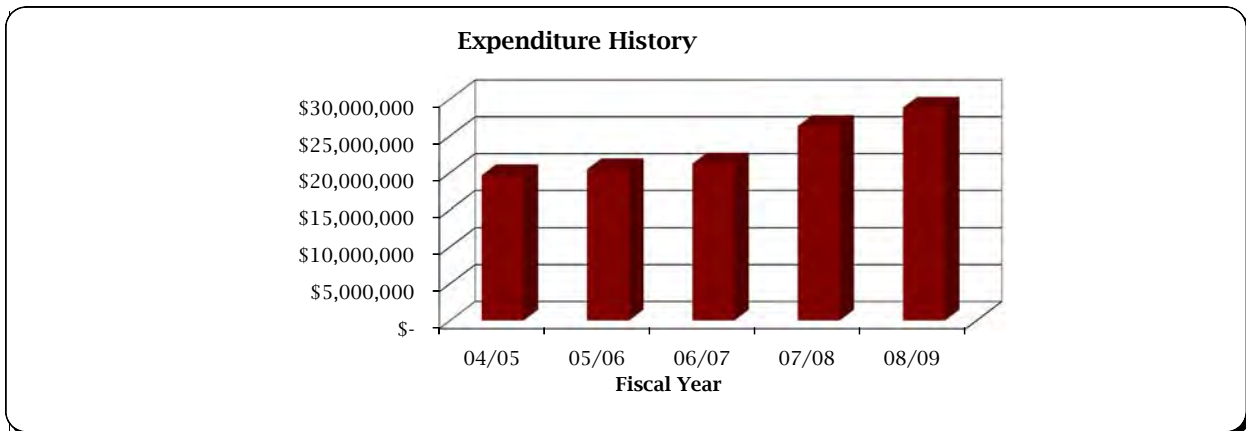
Fleet Management will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will provide a 24-hour turn around time for repairs by working two shifts and increase overall customer satisfaction by maintaining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

Performance Measures Effectiveness	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	16%	18%	18%
Percentage of outside contractor work.	35%	32%	35%
Overall Customer Satisfaction Rating from Internal Assessment Survey.	3	3	3
Performance Measures Efficiency	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Number of vehicles/FTE	53	55	52
Fleet Division expenditures/vehicle	6000	1726	6000

Finance Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
<b>FLEET MANAGEMENT FUND #511</b>					
Fleet Management Division					
741 Fleet/Facilities Management Admin.	\$ 880,436	\$ 656,611	\$ 652,690	\$ (3,921)	(0.60%)
744 Fleet Management Maintenance	12,327,251	12,128,557	13,962,082	1,833,525	15.12%
963 Non Dept.-Fleet Management	1,082,729	1,174,055	1,687,519	513,464	43.73%
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$14,290,416</b>	<b>\$ 13,959,223</b>	<b>\$16,302,291</b>	<b>\$ 2,343,068</b>	<b>16.79%</b>
<b>FLEET REPLACEMENT FUND #512</b>					
Fleet Management Division					
746 Fleet Replacement Program	\$ 6,925,995	\$ 12,353,202	\$12,516,291	\$ 163,089	1.32%
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$ 6,925,995</b>	<b>\$ 12,353,202</b>	<b>\$12,516,291</b>	<b>\$ 163,089</b>	<b>1.32%</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>\$21,216,411</b>	<b>\$ 26,312,425</b>	<b>\$28,818,582</b>	<b>\$ 2,506,157</b>	<b>9.52%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>FLEET MANAGEMENT FUND #511</b>			
Fleet Management Division			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>45</b>	<b>45</b>	<b>45</b>

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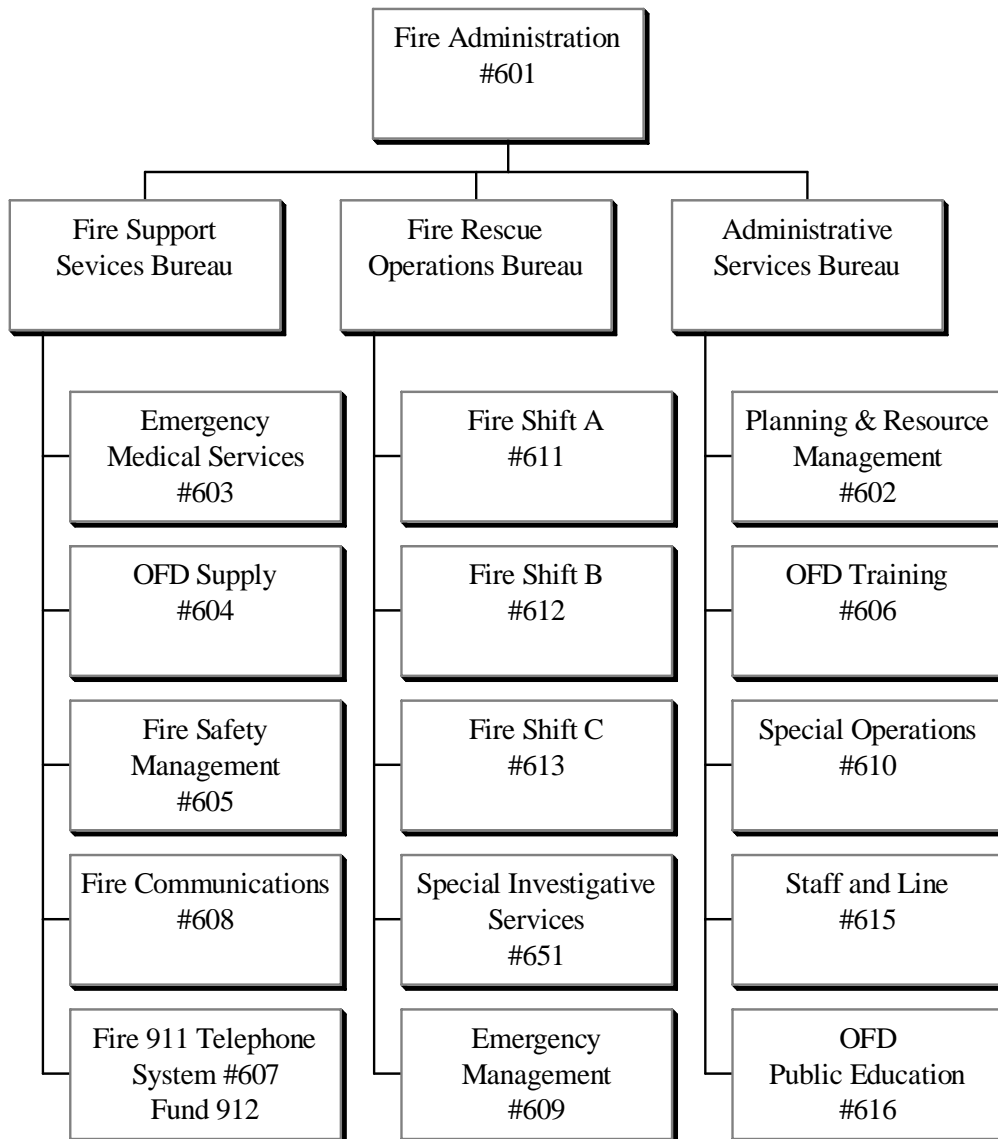


# FIRE



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

Fire Department





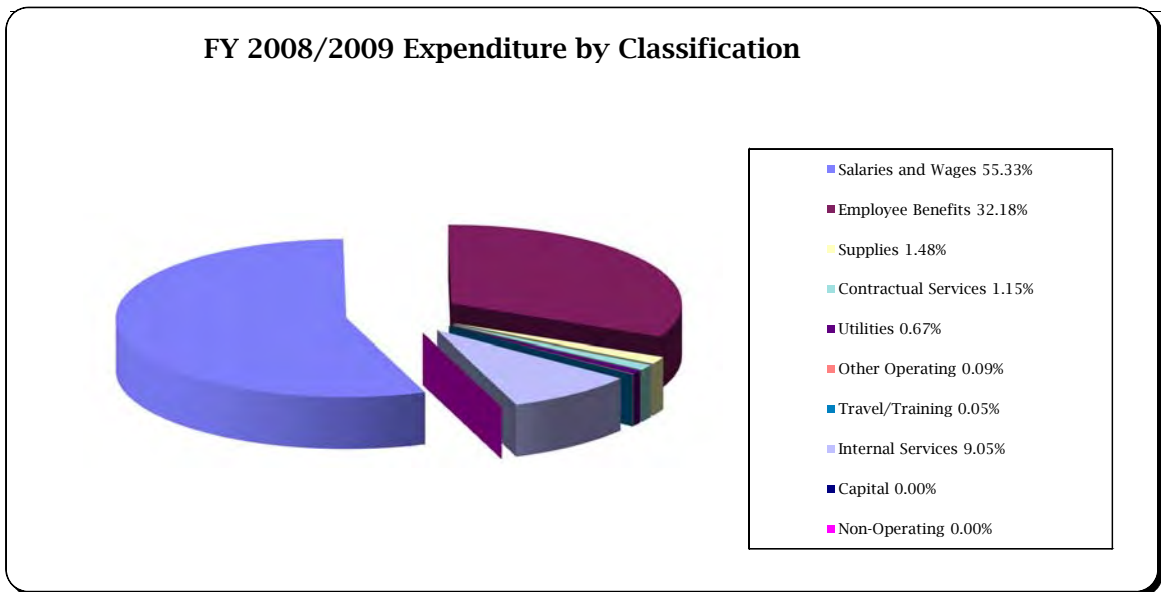
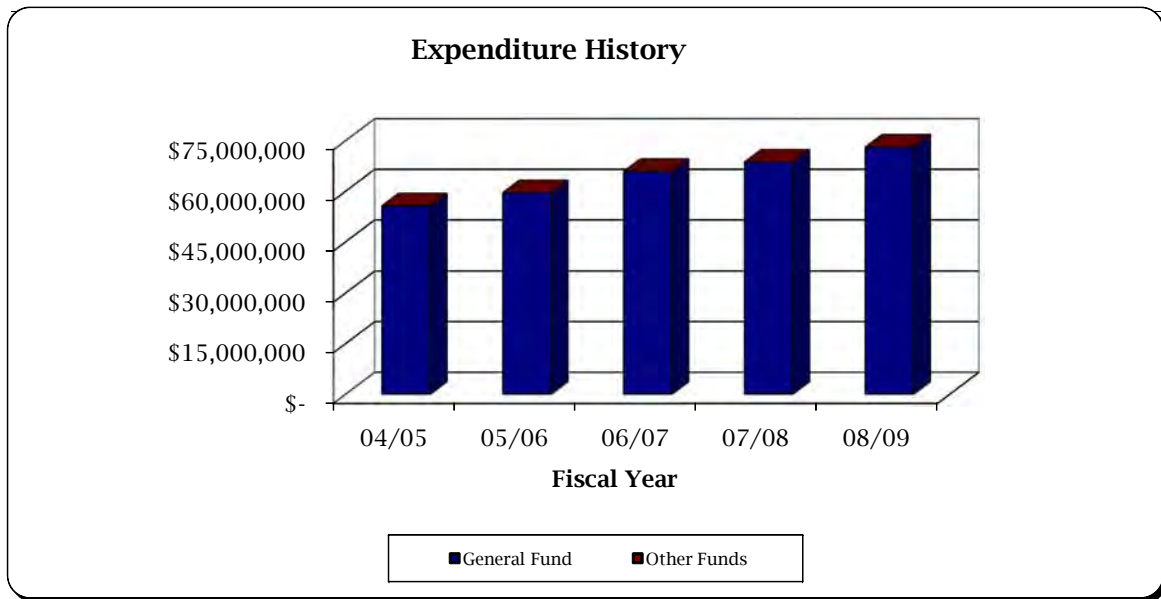
## Fire Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 3,198,291	\$ 1,491,443	\$ 1,384,943	\$ (106,500)	(7.14%)
Administrative Services Bureau					
602 Planning & Resource Management	426,759	450,583	452,211	1,628	0.36%
606 OFD Training	1,271,104	1,375,685	1,275,578	(100,107)	(7.28%)
610 Special Operations	499,722	495,709	548,916	53,207	10.73%
615 Staff and Line	952,625	759,572	701,688	(57,884)	(7.62%)
616 OFD Public Education	313,812	332,351	134,943	(197,408)	(59.40%)
Fire-Support Services Bureau					
603 Emergency Medical Services	1,031,883	1,017,051	1,003,202	(13,849)	(1.36%)
604 OFD Supply	689,835	611,666	583,929	(27,737)	(4.53%)
605 Fire Safety Management	828,342	892,855	913,465	20,610	2.31%
608 Fire Communications	1,856,965	2,079,090	2,119,992	40,902	1.97%
Fire-Rescue Operations Bureau					
609 City Emergency Management	298,302	326,226	368,820	42,594	13.06%
611 Fire Shift A	18,117,451	20,170,885	21,175,432	1,004,547	4.98%
612 Fire Shift B	17,618,211	19,534,095	20,507,235	973,140	4.98%
613 Fire Shift C	17,452,148	19,250,193	20,452,056	1,201,863	6.24%
651 Special Investigative Services	643,935	878,694	803,107	(75,587)	(8.60%)
026 Non Departmental Op Center	298,183	286,017	286,017	-	0.00%
989 Non Departmental-Fire	290,376	(1,395,365)	290,227	1,685,592	N/A
TOTAL -- GENERAL FUND	\$65,787,944	\$68,556,750	\$73,001,761	\$ 4,445,011	6.48%
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Fire-Support Services Bureau					
607 Fire 911 Emergency Phone System	\$ 12,942	\$ 27,002	\$ 27,002	\$ -	0.00%
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 12,942	\$ 27,002	\$ 27,002	\$ -	0.00%
TOTAL -- FIRE DEPARTMENT	\$65,800,886	\$68,583,752	\$73,028,763	\$ 4,445,011	6.48%
Expenditure by Classification					
Salaries and Wages	\$37,181,430	\$39,302,432	\$40,409,386	\$ 1,106,954	2.82%
Employee Benefits	17,311,767	19,645,210	23,499,387	3,854,177	19.62%
Supplies	1,362,992	1,370,808	1,082,131	(288,677)	(21.06%)
Contractual Services	2,689,542	806,485	838,585	32,100	3.98%
Utilities	467,567	486,283	486,283	-	0.00%
Other Operating	48,839	66,546	65,175	(1,371)	(2.06%)
Travel/Training	78,746	96,728	34,085	(62,643)	(64.76%)
Internal Services	6,362,982	6,537,029	6,612,606	75,577	1.16%
Capital	296,233	272,231	-	(272,231)	(100.00%)
Non-Operating	788	-	1,125	1,125	N/A
TOTAL -- FIRE DEPARTMENT	\$65,800,886	\$68,583,752	\$73,028,763	\$ 4,445,011	6.48%



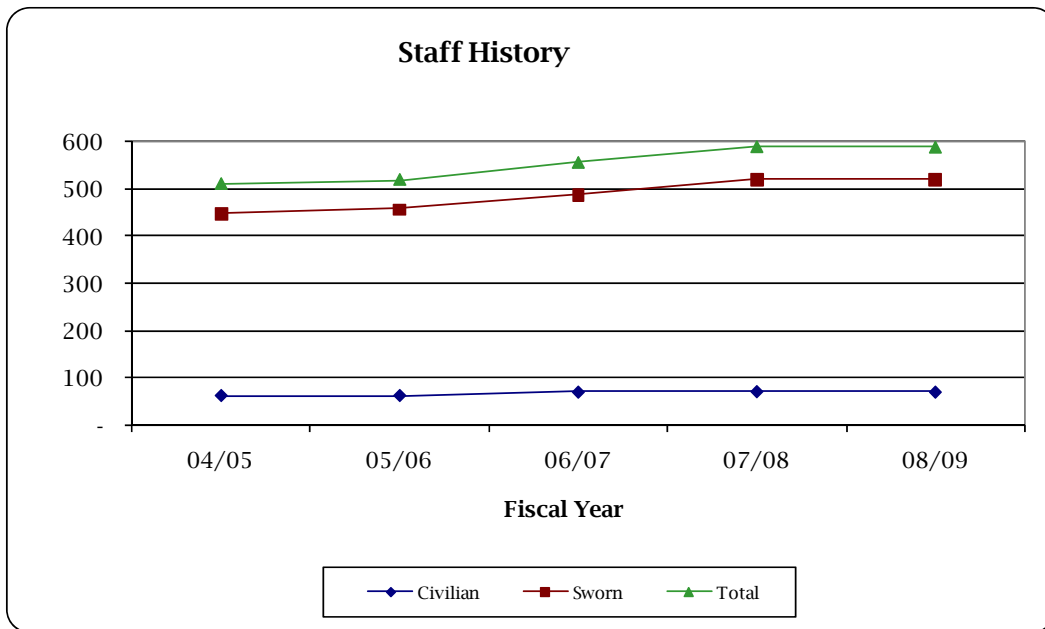
Fire Department



Fire Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2006/2007</u>	Revised Budget <u>2007/2008</u>	Adopted Budget <u>2008/2009</u>
<u>GENERAL FUND #100</u>			
601 Fire Administration	9	10	10
Administrative Services Bureau			
602 Planning & Resource Management	4	4	4
606 OFD Training	9	9	9
610 Special Operations	-	1	1
615 Staff and Line	3	3	3
616 Public Education	2	2	1
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
Fire-Rescue Operations Bureau			
609 City Emergency Management	5	4	4
611 Fire Shift A	157	168	168
612 Fire Shift B	156	167	167
613 Fire Shift C	154	165	165
651 Special Investigative Services	5	5	5
TOTAL -- GENERAL FUND	<u>555</u>	<u>589</u>	<u>588</u>
TOTAL -- FIRE	<u>555</u>	<u>589</u>	<u>588</u>



## Fire Department

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### Administrative Services Bureau

#### Mission Statement

To provide and maintain the highest standard of Fire/Rescue equipment, facilities, fire training, special operations and community risk reduction programs to the citizens and visitors to Orlando.

#### Overview of Services/Program

The **Planning and Resource Management Division** manages fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus and station construction. 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.

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 **Training Division/Special Operations** is responsible for the development and delivery of all fire suppression, ISO and special operations (High Angle, HazMat, Trench, Collapse, Vehicle Machinery, Confined Space and Dive Team) regulatory and required training for field operations personnel. The Training Division is also responsible for career development training and supervisor/management training. The Training Division works collaboratively with the City of Orlando Personnel Bureau and Civil Service in the development and implementation of hiring and promotional processes.

#### Major Accomplishments

- Completed ISO review in 2007, receiving an ISO PPC rating of 1 effective March 2008.
- Began construction of Fire Stations 14, 15, 16 & 17.
- Completed construction of Fire Stations 15, 16, & 17.
- Acquired property and began design for Fire Station 1.
- Placed in service new Mobile Education Unit—complete smoke house and severe weather features.
- Hosted 4 CERT classes.
- Hosted 2 Citizens Fire Academies.
- Facilitated 35 CPR classes.
- Facilitated 5 First Aid classes.
- Facilitated 51 Fire Extinguisher Training classes.
- Processed 895 equipment repairs.
- Completed 1,280 apparatus work orders.

## Fire Department

### Administrative Services Bureau

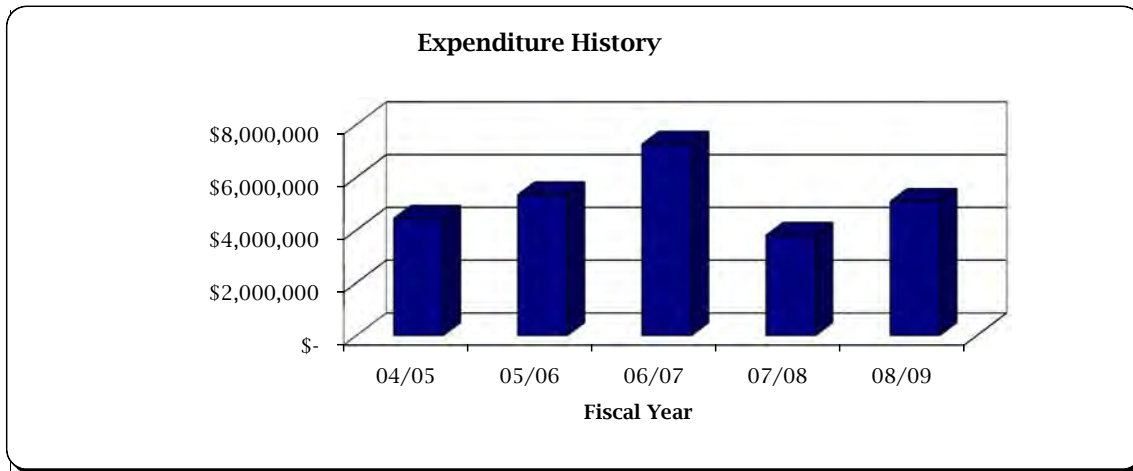
<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Maintain apparatus reliability (in-service time to 95%)	97%	94%	95%
Provide 200 hours of ISO, OSHA and other required fire training per year	200 hours	391 hours	200 hours

<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of fire departments programs (15) with spending at approved budget or with savings over forecast	85%	70%	90%
Percentage of the City's built upon landmass within a two mile radius of a City fire station	63%	68%	42%
Provide 45 hours of ISO and other required department level facility fire training per year	43	85	43
Provide 12 hours of Officer Development level fire training per year	11	21	11
Hazmat - Provide 96 hours of standard driven competencies as outlined in NFPA 472 and State of Florida SERC competencies	86	695	86
Technical Rescue - Provide 96 hours of standard driven competencies as outlined in NFPA 1710 and State of Florida SUSAR competencies	86	769	86
Provide 3,000 citizen contact hours per year of community education	2,700	5,277	2,700

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
601 Fire Administration	\$ 3,198,291	\$ 1,491,443	\$ 1,384,943	\$ (106,500)	(7.14%)
Administrative Services Bureau					
602 Planning & Resource Management	426,759	450,583	452,211	1,628	0.36%
606 OFD Training	1,271,104	1,375,685	1,275,578	(100,107)	(7.28%)
610 Special Operations	499,722	495,709	548,916	53,207	10.73%
615 Staff and Line	952,625	759,572	701,688	(57,884)	(7.62%)
616 Public Education	313,812	332,351	134,943	(197,408)	(59.40%)
026 Non Departmental-Op Center	298,183	286,017	286,017	-	0.00%
989 Non Departmental-Fire	290,376	(1,395,365)	290,227	1,685,592	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 7,250,872</b>	<b>\$ 3,795,995</b>	<b>\$ 5,074,523</b>	<b>\$ 1,278,528</b>	<b>33.68%</b>
<b>TOTAL -- FIRE ADMINISTRATION</b>	<b>\$ 7,250,872</b>	<b>\$ 3,795,995</b>	<b>\$ 5,074,523</b>	<b>\$ 1,278,528</b>	<b>33.68%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
601 Fire Administration	9	10	10
Administrative Services Bureau			
602 Planning & Resource Management	4	4	4
606 OFD Training	9	9	9
610 Special Operations	-	1	1
615 Staff and Line	3	3	3
616 Public Education	2	2	1
<b>TOTAL -- GENERAL FUND</b>	<b>27</b>	<b>29</b>	<b>28</b>
<b>TOTAL -- FIRE ADMINISTRATION</b>	<b>27</b>	<b>29</b>	<b>28</b>

## Fire Department

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### Fire Support Services Bureau

#### Mission Statement

To provide the highest standard of pre-hospital care to citizens and visitors, community risk reduction through inspections, effective and efficient emergency 911 communications and resources for field operations personnel.

#### Overview of Services/Programs

The **Emergency Medical Services Division** manages all quality management issues related to emergency medical patient care and interfaces with the Orange County Medical Directors Office and the Orange County EMS Advisory Council to set or change policies or procedures related to emergency medical services delivery. The EMS office is responsible for compliance issues both individual and department wide from the State of Florida Department of Health. The EMS office is also responsible for the Fire Department's Infection Control program, EMS re-certification and in service training, as well as bi-annual license renewal. The EMS Office is responsible for the acquisition, maintenance and distribution of all EMS related supplies and equipment.

The **Supply 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.

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.

The **Records Section** handles record management, data collection and analysis and GIS mapping functions. 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.

## Fire Department

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### Fire Support Services Bureau

#### MAJOR ACCOMPLISHMENTS

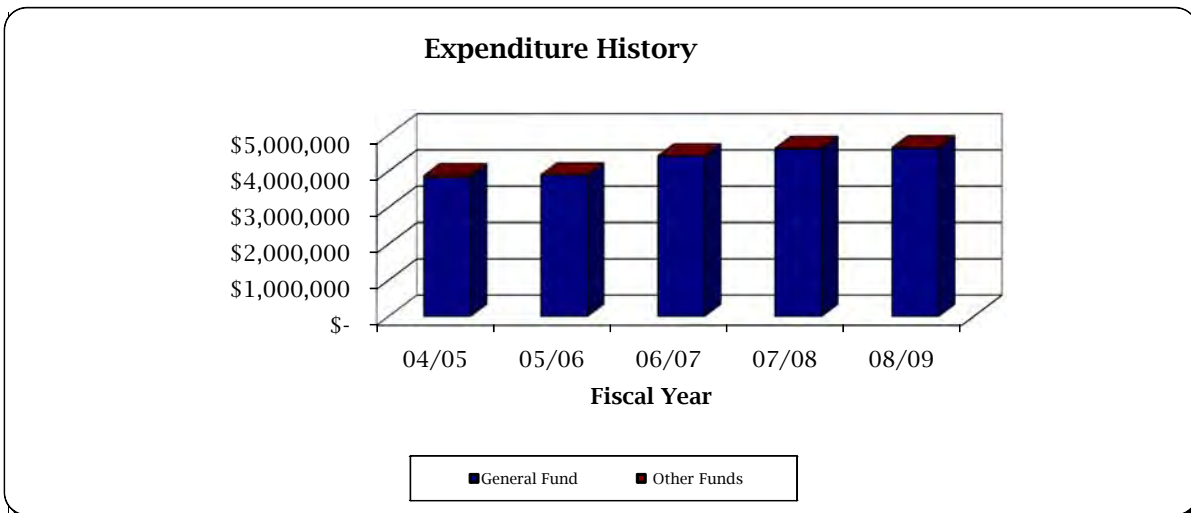
- Performed 5,950 Company Surveys and 4,386 Full Fire Inspections.
- Certified 250 Paramedics in Pediatric Advance Life Support.
- Provided in excess of 8,076 hours of emergency medical continuing education training to personnel.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Limit call handling time to 60 seconds or less 90 % of the time	95%	91%	90%
Inspect 100% of all occupancies required by state law to be inspected annually	100%	90%	100%
The degree of compliance with the response objective (based upon the individual patient presentation)	85%	66%	90%
<b>Performance Measures Service Indicators</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Wash all Bunker Gear twice a year	100%	96%	100%
Provide at least 16 hours of EMS recertification training	16 hours	21 hours	16 hours

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Support Services Bureau					
603 Emergency Medical Services	\$ 1,031,883	\$ 1,017,051	\$ 1,003,202	\$ (13,849)	(1.36%)
604 OFD Supply	689,835	611,666	583,929	(27,737)	(4.53%)
605 Fire Safety Management	828,342	892,855	913,465	20,610	2.31%
608 Fire Communications	1,856,965	2,079,090	2,119,992	40,902	1.97%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,407,025</b>	<b>\$ 4,600,662</b>	<b>\$ 4,620,588</b>	<b>\$ 19,926</b>	<b>0.43%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
607 Fire 911 Emergency Phone System	\$ 12,942	\$ 27,002	\$ 27,002	\$ -	0.00%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEM</b>	<b>\$ 12,942</b>	<b>\$ 27,002</b>	<b>\$ 27,002</b>	<b>\$ -</b>	<b>0.00%</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>\$ 4,419,967</b>	<b>\$ 4,627,664</b>	<b>\$ 4,647,590</b>	<b>\$ 19,926</b>	<b>0.43%</b>



	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
<b>TOTAL -- GENERAL FUND</b>	<b>51</b>	<b>51</b>	<b>51</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>51</b>	<b>51</b>	<b>51</b>



## Fire Department

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### Fire Rescue Operations Bureau

#### Mission Statement

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

#### Overview of Services/Programs

The **Field Operations Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are cross-trained firefighter/emergency medical service providers that respond to fires, hazardous material releases, technical rescue incidents 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 521 sworn personnel. The Fire Department operates 41-staffed frontline units including 18 fire engines, 7 tower trucks, 8 rescue trucks, 1 hazardous materials unit, 1 heavy rescue, 5 district chief vehicles and 1 shift commander. Services are provided 24/7/365.

#### Major Accomplishments

- In the calendar year 2007 the Orlando Fire Department responded to 49,207 emergency alarms, 33,067 of which were emergency medical alarms.
- Hire and trained 59 firefighters to cover new Engine Companies 15 & 17 and Tower 6.
- Placed Tower 6 in service.
- Placed Engines 15 & 17 in service.
- Serviced 8,000 hydrants which included private hydrants and GPS all hydrants.
- Completed 25,648 hours of company training (includes ISO training) and managed 97,584 hours within the Educational Development Program.
- Attended over 500 community events providing outreach education and community service.
- Replaced Dive Van.

## Fire Department

### Fire Rescue Operations Bureau

#### Future Outlook

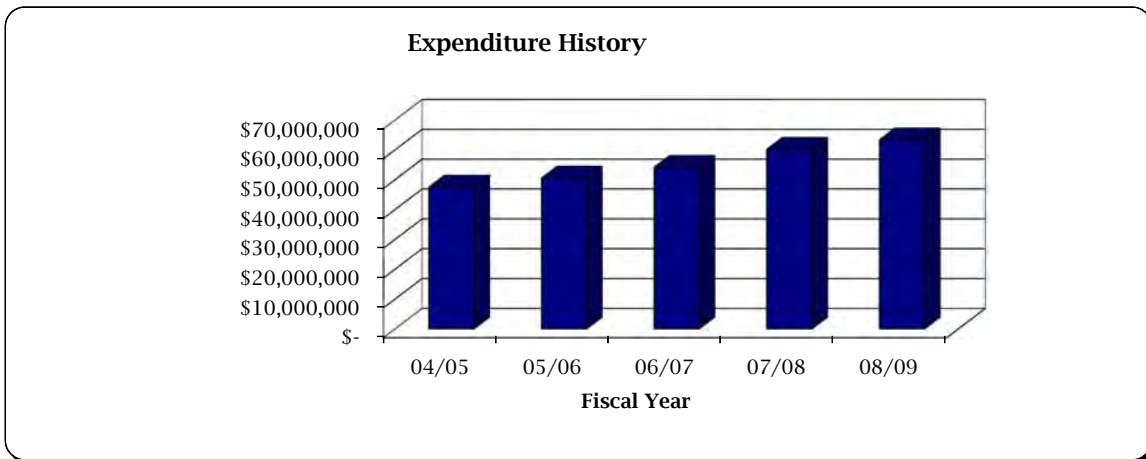
The upcoming year will be one of planning for future growth with the department's strategic plan which has been revised and updated. At least two new stations must be constructed over next year. One of the stations to be constructed will be Station 1. The relocation and construction of Station 1 is mandated by the City of Orlando due to the construction of the new venues. We will also continue to monitor call volumes in the Baldwin Park Community and address potential Fire/Rescue service delivery impacts. This could result in expanding services and building a new station in the upcoming years. OFD will continue to monitor the growth in the southeast Lake Nona area of the city and make necessary adjustments to emergency services. OFD has designated a third fire station location for the south Lake Nona area and will plan for future growth/annexations. Emergency Medical Services (EMS) transport continues to pose significant challenges for OFD. We will monitor and continue to study cost/benefits and the possibility of OFD becoming transport provider for citizens/visitors of Orlando. The department also seeks to be Accredited by March of 2009.

Performance Measures Effectiveness	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Maintain a total response time of 6 minutes or less 90% of the time for emergency alarms. Time from caller information verified to arrival on scene. This will be measured against fire and medical alarms only	64%	63%	75%
The degree of compliance with the response objective (three distinct tasks compromise objectives)	62%	63%	70%
In building fires, save more of the building's value than the dollar value lost to the fire	99%	97%	90%
Effective firefighting force on the scene of a structure fire in eight (8) minutes within the City limits from "responding" 90% of the time	60%	53%	90%
Performance Measures Efficiency	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Complete 100% of inspections, exit checks, pre fire plans and hydrant testing activities assigned per month	83%	88%	98%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Fire-Rescue Operations Bureau					
609 Emergency Management	\$ 298,302	\$ 326,226	\$ 368,820	\$ 42,594	13.06%
611 Fire Shift A	\$18,117,451	20,170,885	21,175,432	1,004,547	4.98%
612 Fire Shift B	\$17,618,211	19,534,095	20,507,235	973,140	4.98%
613 Fire Shift C	\$17,452,148	19,250,193	20,452,056	1,201,863	6.24%
651 Special Investigative Services	\$ 643,935	878,694	803,107	(75,587)	(8.60%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$54,130,047</b>	<b>\$60,160,093</b>	<b>\$63,306,650</b>	<b>\$ 3,146,557</b>	<b>5.23%</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>\$54,130,047</b>	<b>\$60,160,093</b>	<b>\$63,306,650</b>	<b>\$ 3,146,557</b>	<b>5.23%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Fire-Rescue Operations Bureau			
609 Emergency Management	5	4	4
611 Fire Shift A	157	168	168
612 Fire Shift B	156	167	167
613 Fire Shift C	154	165	165
651 Special Investigative Services	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>477</b>	<b>509</b>	<b>509</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>477</b>	<b>509</b>	<b>509</b>

Fire Department

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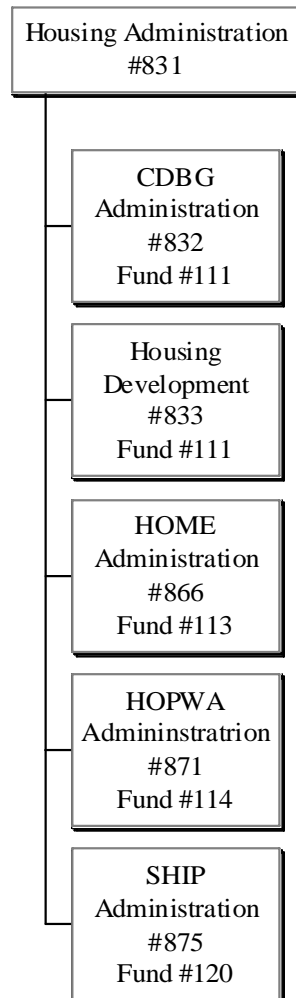
H O U S I N G & C O M M U N I T Y D E V E L O P M E N T

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



Housing and Community Development Department

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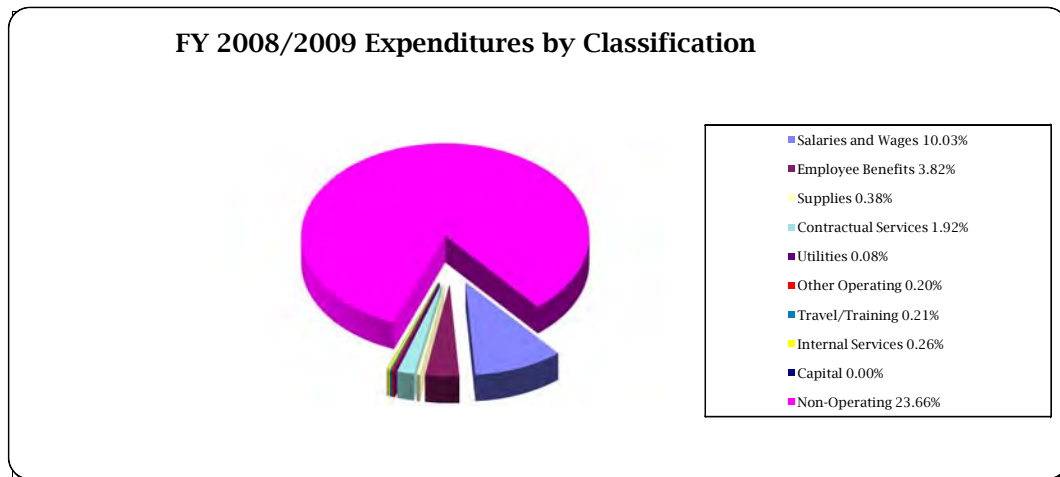
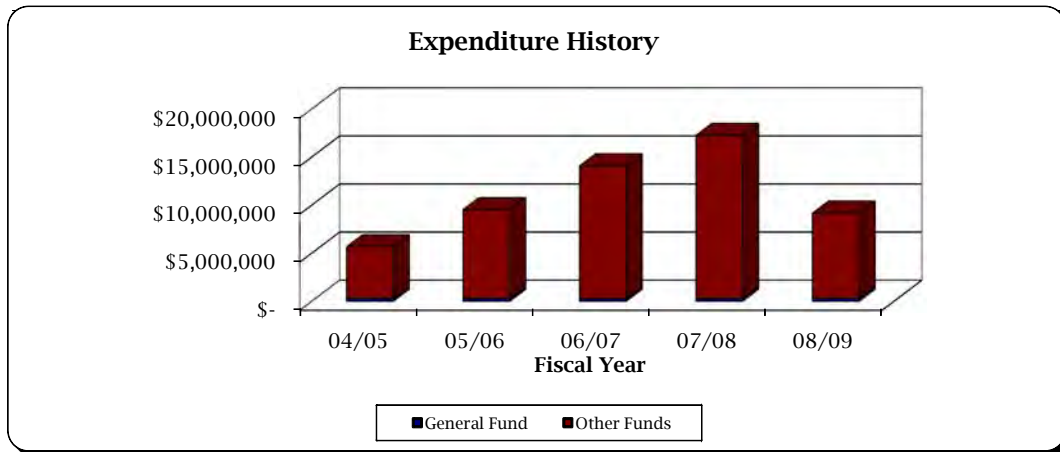


## Housing and Community Development Department

### DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
831 Housing and Community Development	\$ 269,830	\$ 276,849	\$ 295,004	\$ 18,155	6.56%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 269,830</b>	<b>\$ 276,849</b>	<b>\$ 295,004</b>	<b>\$ 18,155</b>	<b>6.56%</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111</b>					
Housing and Community Development Division					
832 CDBG Administration	\$ 2,199,419	\$ 5,424,927	\$1,769,193	\$ (3,655,734)	(67.39%)
833 Housing Development	237,377	470,244	450,000	(20,244)	(4.30%)
<b>TOTAL -- CDBG FUND</b>	<b>\$ 2,436,796</b>	<b>\$ 5,895,171</b>	<b>\$2,219,193</b>	<b>\$ (3,675,978)</b>	<b>(62.36%)</b>
<b>HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113</b>					
Housing and Community Development Division					
866 HOME	\$ 3,155,120	\$ 4,472,259	\$1,280,320	\$ (3,191,939)	(71.37%)
<b>TOTAL -- HOME FUND</b>	<b>\$ 3,155,120</b>	<b>\$ 4,472,259</b>	<b>\$1,280,320</b>	<b>\$ (3,191,939)</b>	<b>(71.37%)</b>
<b>HOPWA GRANT FUND #114</b>					
Housing and Community Development Division					
871 HOPWA	\$ 5,190,819	\$ 4,502,484	\$3,234,000	\$ (1,268,484)	(28.17%)
<b>TOTAL -- HOPWA GRANT FUND</b>	<b>\$ 5,190,819</b>	<b>\$ 4,502,484</b>	<b>\$3,234,000</b>	<b>\$ (1,268,484)</b>	<b>(28.17%)</b>
<b>ESG GRANT FUND #116</b>					
Housing and Community Development Division					
3291008 ESG 2008/09 Grant	\$ 97,406	\$ 99,844	\$ 98,677	\$ (1,167)	(1.17%)
<b>TOTAL -- ESG GRANT FUND</b>	<b>\$ 97,406</b>	<b>\$ 99,844</b>	<b>\$ 98,677</b>	<b>\$ (1,167)</b>	<b>(1.17%)</b>
<b>LOCAL HOUSING ASSISTANCE TRUST FUND #120</b>					
Housing and Community Development Division					
875 SHIP	\$ 2,923,267	\$ 2,002,559	\$2,021,617	\$ 19,058	0.95%
<b>TOTAL -- LOCAL HOUSING ASSISTANCE FUND</b>	<b>\$ 2,923,267</b>	<b>\$ 2,002,559</b>	<b>\$2,021,617</b>	<b>\$ 19,058</b>	<b>0.95%</b>
<b>TOTAL - HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT</b>	<b>\$ 14,073,238</b>	<b>\$17,249,166</b>	<b>\$9,148,811</b>	<b>\$ (8,100,355)</b>	<b>(46.96%)</b>
<b>Expenditure by Classification</b>					
Salaries and Wages	\$ 765,931	\$ 2,312,742	\$ 916,792	\$ (1,395,950)	(60.36%)
Employee Benefits	248,588	360,771	349,743	(11,028)	(3.06%)
Supplies	28,145	17,629	34,572	16,943	96.11%
Contractual Services	12,516,225	12,786,224	175,705	(12,610,519)	(98.63%)
Utilities	5,923	6,500	6,985	485	7.46%
Other Operating	10,986	12,000	18,000	6,000	50.00%
Travel/Training	18,706	9,393	19,000	9,607	102.28%
Internal Services	27,962	34,728	24,020	(10,708)	(30.83%)
Capital	440,748	335,281.0	-	(335,281)	(100.00%)
Non-Operating	10,025	1,373,898	7,603,994	6,230,096	453.46%
<b>TOTAL - HOUSING &amp; COMMUNITY DEVELOPMENT DEPARTMENT</b>	<b>\$ 14,073,238</b>	<b>\$17,249,166</b>	<b>\$9,148,811</b>	<b>\$ (8,100,355)</b>	<b>(46.96%)</b>

Housing and Community Development Department

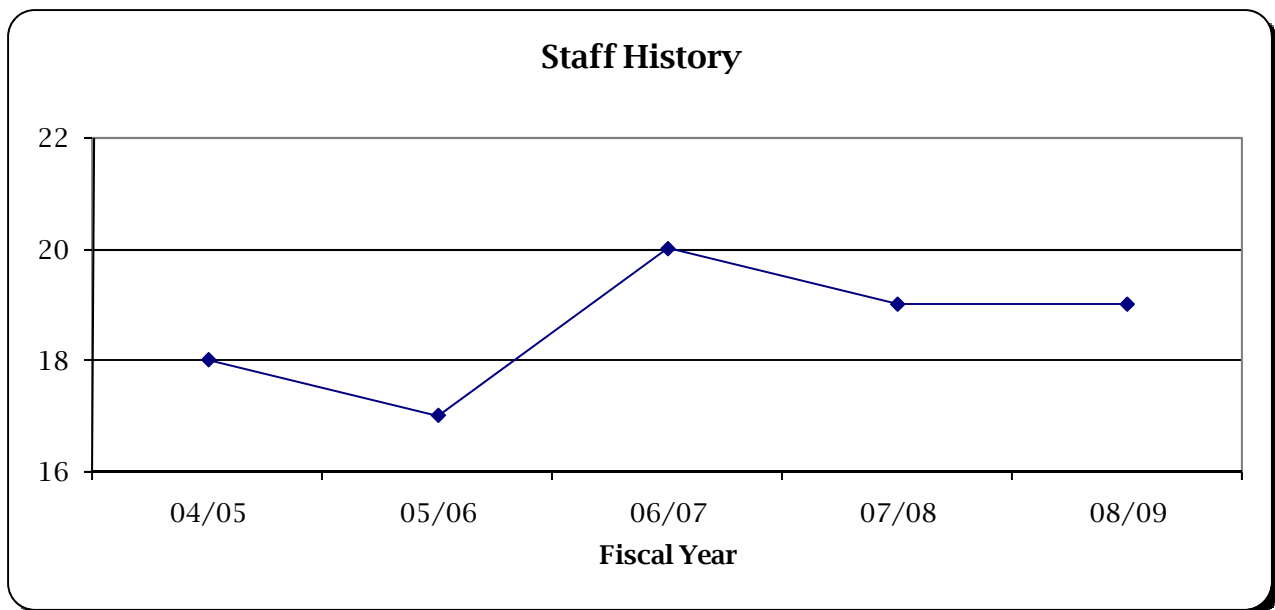




Housing and Community Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
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	6	6	6
833 Housing Development	7	6	6
TOTAL -- CDBG FUND	<u>13</u>	<u>12</u>	<u>12</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	3	3	3
TOTAL -- LOCAL HOUSING ASSISTANCE FUND	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL -- HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	<u><u>20</u></u>	<u><u>19</u></u>	<u><u>19</u></u>



## Housing and Community Development Department

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### Mission Statement:

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

### Overview of Services/Program

The **Housing and Community Development Department** administers local, state and federal funds designated for housing and community development. The department identifies, plans, develops and implements programs and activities to meet identified needs in housing and community development, such as home ownership, rental and owner occupied housing rehabilitation, public facilities and improvement and assistance to the homeless population and persons with HIV/AIDS.

Expand the amount of affordable and attainable housing within the City for households at 120% or below the area median income.

### Major Accomplishments

- The establishment of the Parramore Homebuyers Club, which provides a comprehensive program of education and peer support to prepare potential buyers for homeownership

### Future Outlooks

- Obtain City Council approval for the establishment of a Community Land Trust.
- Adopt housing incentives for affordable and attainable housing
- Work with the Affordable Housing Advisory Board and the CRA Advisory Boards to obtain input on recommended comprehensive plan changes, policies, ordinances, etc. that impact the development of affordable and attainable housing

Performance Measures Service Indicator	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program	30	51	30
Number of very low, low and moderate income households receiving assistance through the Downpayment Assistance Program	75	43	78
Number of citizens assisted through our partnership with Community Service Organizations	20,000	14,665	15,000

Housing and Community Development Department

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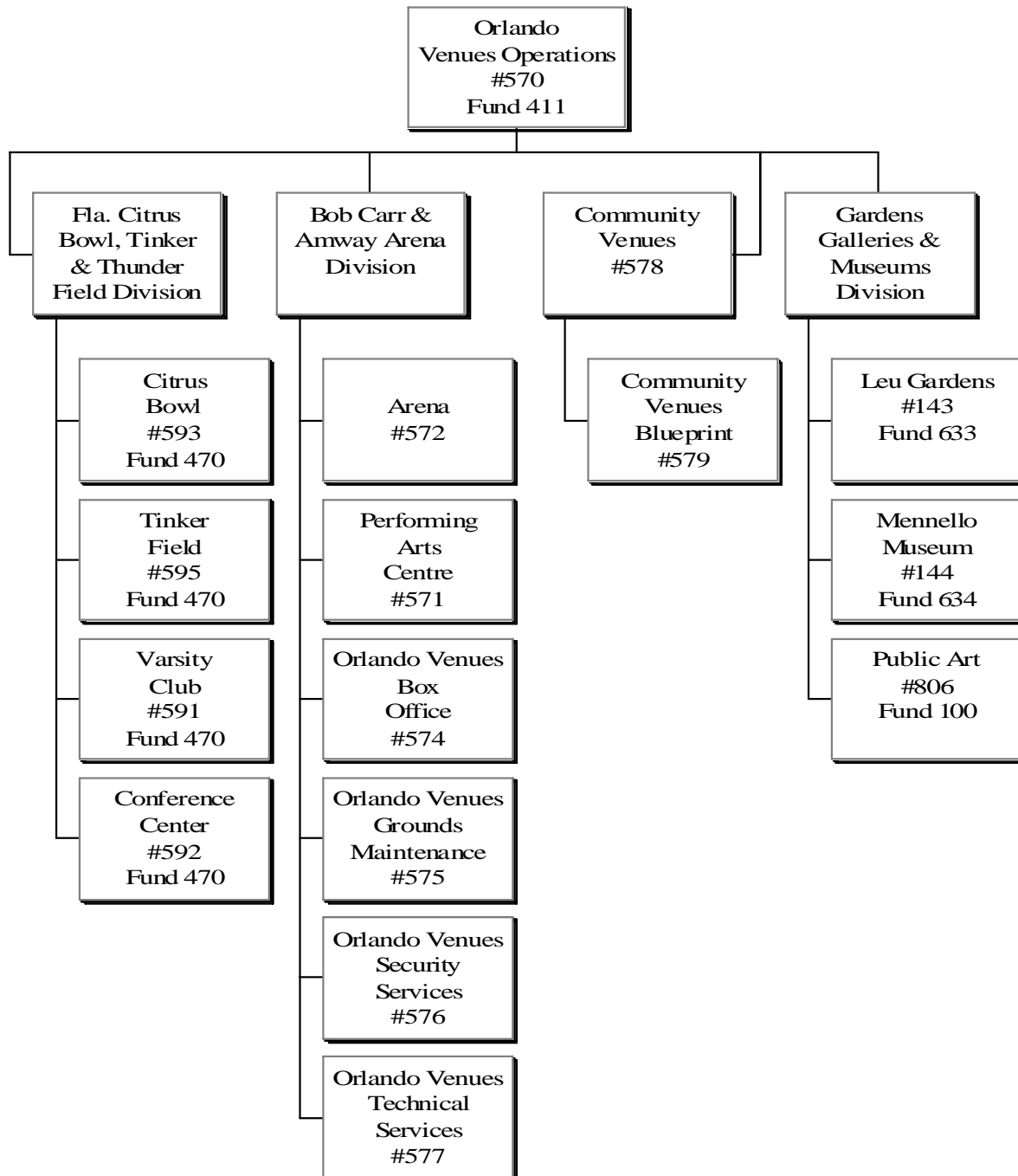


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*To provide the highest quality entertainment, sports, cultural, and meeting facilities and services to the public and clients.*



Orlando Venues Department



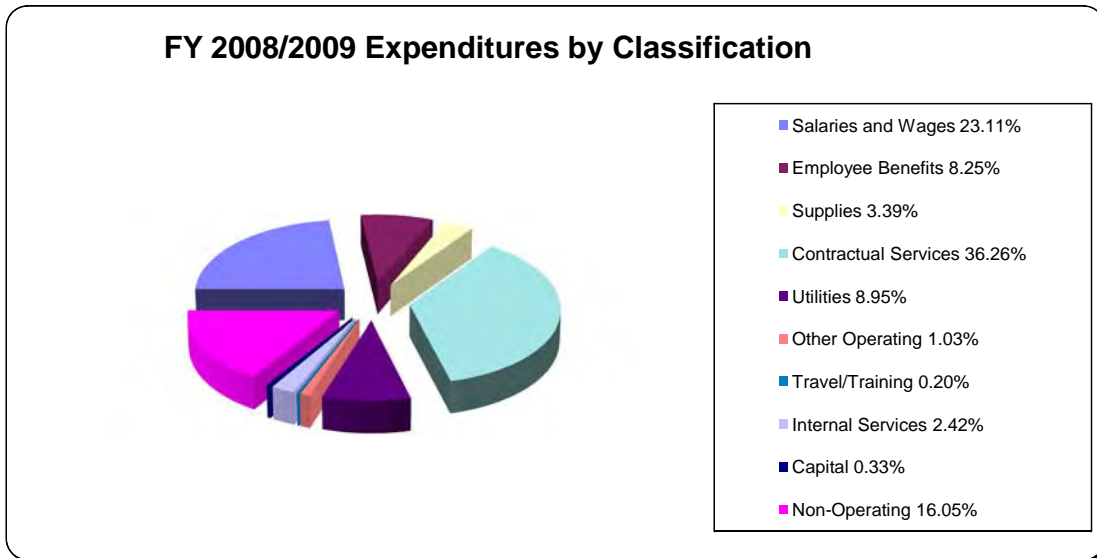
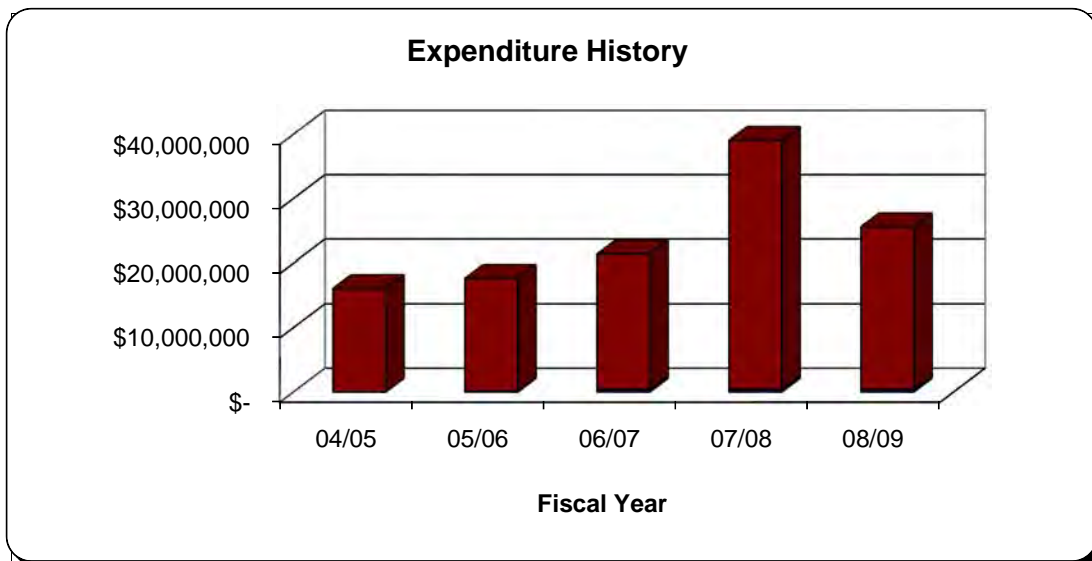
## Orlando Venues Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>GENERAL FUND #100</u>					
Gardens, Galleries & Museums Division					
806 Public Art	\$ 166,037	\$ 170,263	\$ 151,741	\$ (18,522)	(10.88%)
082 Nondepartmental Orlando Venues	257,106	263,082	267,684	4,602	1.75%
TOTAL -- GENERAL FUND	\$ 423,143	\$ 433,345	\$ 419,425	\$ (13,920)	(3.21%)
<u>ORLANDO VENUES FUND #411</u>					
Bob Carr & TD Waterhouse Centre Division					
570 Orlando Venues Operations	\$ 86,428	\$ 85,500	\$ 85,000	\$ (500)	(0.58%)
571 Performing Arts Centre	1,481,791	1,625,646	1,558,922	(66,724)	(4.10%)
572 Arena	9,838,416	10,041,310	9,510,203	(531,107)	(5.29%)
573 Expo Centre	160,265	-	-	-	N/A
574 Orlando Venues Box Office	(1,261)	-	-	-	N/A
575 Orlando Venues Grounds Maintenance	25,000	20,000	-	(20,000)	(100.00%)
576 Orlando Venues Security Services	-	(10,000)	-	10,000	(100.00%)
577 Orlando Venues Technical Services	1	(10,000)	-	10,000	N/A
578 Community Venues	1,513,276	3,929,067	2,990,725	(938,342)	(23.88%)
579 Community Venues Blueprint	-	600,250	743,482	143,232	23.86%
985 Nondepartmental - Orlando Venues	953,470	14,532,694	3,541,552	(10,991,142)	(75.63%)
TOTAL -- ORLANDO VENUES FUND	\$ 14,057,385	\$ 30,814,467	\$ 18,429,884	\$ (12,384,583)	(40.19%)
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>					
Citrus Bowl, Tinker & Thunder Field Division					
591 Varsity Club	\$ -	\$ 60,000	\$ 27,699	\$ (32,301)	N/A
592 Conference Center	83,567	72,121	63,600	(8,521)	(11.81%)
593 Citrus Bowl	2,889,917	3,174,957	2,404,281	(770,676)	(24.27%)
595 Tinker Field	485,168	509,129	450,297	(58,832)	(11.56%)
974 Nondepartmental - CFA	573,174	826,351	574,201	(252,150)	(30.51%)
Projects	48,315	208,545	87,952	(120,593)	(57.83%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 4,080,140	\$ 4,851,103	\$ 3,608,030	\$ (1,243,073)	(25.62%)
<u>H.P. LEU GARDENS TRUST FUND #633</u>					
Gardens, Galleries & Museums Division					
143 H.P. Leu Gardens	\$ 2,196,584	\$ 2,256,830	\$ 2,465,212	\$ 208,382	9.23%
9402 H.P. Leu Gardens Sales Shop	79,498	80,000	80,000	-	0.00%
Projects	56,859	91,297	52,000	(39,297)	(43.04%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,332,941	\$ 2,428,127	\$ 2,597,212	\$ 169,085	6.96%
<u>MENNELLO MUSEUM FUND #634</u>					
Gardens, Galleries & Museums Division					
144 Mennello Museum of American Art	\$ 492,406	\$ 551,173	\$ 573,931	\$ 22,758	4.13%
TOTAL -- MENNELLO MUSEUM FUND	\$ 492,406	\$ 551,173	\$ 573,931	\$ 22,758	4.13%
TOTAL -- ORLANDO VENUES	\$ 21,386,015	\$ 39,078,215	\$ 25,628,482	\$ (13,449,733)	(34.42%)

Orlando Venues Department

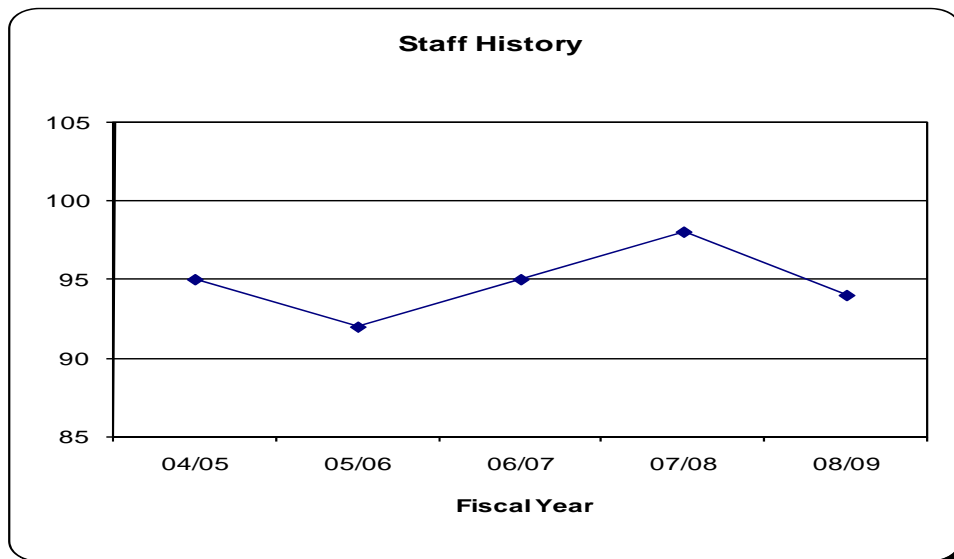
	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>Expenditure by Classification</b>					
Salaries and Wages	\$ 5,525,083	\$ 6,363,831	\$ 5,923,335	\$ (440,496)	(6.92%)
Employee Benefits	1,574,990	1,852,328	2,115,280	262,952	14.20%
Supplies	987,178	1,036,456	868,361	(168,095)	(16.22%)
Contractual Services	7,936,633	10,620,931	9,293,658	(1,327,273)	(12.50%)
Utilities	2,513,955	2,428,182	2,293,357	(134,825)	(5.55%)
Other Operating	247,061	256,369	262,773	6,404	2.50%
Travel/Training	45,985	62,785	50,830	(11,955)	(19.04%)
Internal Services	714,035	638,703	619,578	(19,125)	(2.99%)
Capital	86,643	232,235	87,952	(144,283)	(62.13%)
Non-Operating	1,754,451	15,586,395	4,113,358	(11,473,037)	(73.61%)
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$ 21,386,015</b>	<b>\$ 39,078,215</b>	<b>\$ 25,628,482</b>	<b>\$(13,449,733)</b>	<b>(34.42%)</b>



Orlando Venues Department

DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Gardens, Galleries & Museums Division			
806 Public Art	1	1	1
TOTAL -- GENERAL FUND	1	1	1
<u>Orlando Venues FUND #411</u>			
Bob Carr & TD Waterhouse Centre Division			
570 Orlando Venues Operations	13	13	13
571 Performing Arts Centre	4	5	5
572 Arena	13	12	12
574 Orlando Venues Box Office	10	10	9
576 Orlando Venues Security Services	9	8	8
577 Orlando Venues Technical Services	7	7	5
578 Community Venues	2	2	2
579 Community Venues Blueprint	-	3	3
TOTAL -- Orlando Venues FUND	58	60	57
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Citrus Bowl, Tinker & Thunder Field Division			
593 Citrus Bowl	7	7	6
595 Tinker Field	2	2	2
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	9	9	8
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division			
143 H.P. Leu Gardens	25	25	25
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	25	25
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division			
144 Mennello Museum of American Art	2	3	3
TOTAL -- MENNELLO MUSEUM FUND	2	3	3
TOTAL -- Orlando Venues	95	98	94





## Orlando Venues Department

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### Bob Carr (PAC) & Amway Arena/Florida Citrus Bowl, Tinker & Thunder Field Divisions

#### Mission Statement

To enhance audience development and enjoyment by continually listening and seeking to act upon the needs of our patrons and clients.

#### Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Arena, Bob Carr Performing Arts Centre, Florida Citrus Bowl and Tinker Field. We strive to be one of the country's most progressive sports and live entertainment complexes, offering events that will enhance the lives of our citizens and community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

#### Major Accomplishments

##### Amway Arena

- Hosted inaugural season of MISL team, the Orlando Sharks. (October 2007 - April 2008)
- Record-breaking gross ticket sales for two consecutive *Hannah Montana: Best of Both Worlds* performances. Total of \$1,513,945 in gross tickets sales, making it the new highest grossing event in the arena's history, and beating last year's highest grossing Jimmy Buffett & the Coral Reefer Band record. (January 28 & 29, 2008)
- Posted record attendance in second quarter with 6 major concerts and the WWE Hall of Fame Induction Ceremony, all reporting attendance over 10,000. (January 2008 - March 2008)
- In 2007, the Amway Arena hosted 2 first round playoff games for the Orlando Magic with average attendance of 14,876. In 2008, the Orlando Magic advanced to the second round playoffs for a total of 5 games with average attendance of 15,848. (April 2008)
- The Orlando Magic playoff game held on April 22 set a new record for food and beverage sales at the Amway Arena with \$208,156 in total gross sales. This record marks the first time any event has done over two hundred thousand dollars in food and beverage sales. (April 2008)
- Reported as second highest grossing arena in Florida. (*Venues Today*, December 2007)
- Reported as 19<sup>th</sup> highest grossing arena in the world. (*Venues Today*, December 2007)
- Hosted 14 Canon Club pre-event dinners; 11 of the 14 dinners were sold out.

##### Bob Carr Performing Arts Centre

- Reported as fourth highest grossing performing arts centre in Florida. (*Venues Today*, Dec 2007)
- Reported as 11<sup>th</sup> highest grossing PAC in the United States. (*Venues Today*, Dec 2007)
- Presented three sold out events and eight sold out Broadway performances: Kathy Griffin, George Carlin, Joshua Bell and *Spamalot*. (January 2008 - March 2008)
- Presented 16 sold out performances of *Wicked* for a total gross of \$2,759,132 in ticket sales. (April 23 - May 4, 2008)
- Two sold out Jerry Seinfeld performances. (July 25, 2008)

## Orlando Venues Department

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### Florida Citrus Bowl Stadium

- Presented the 28<sup>th</sup> Annual Florida Classic, continuing historic state rivalry between Florida A&M University and Bethune-Cookman University. (November 17, 2007)
- Reported as 19<sup>th</sup> highest grossing stadium in the world. (*Venues Today*, December 2007)
- Once again presented the Champs Sports Bowl and Capital One Bowl, with 3 day turn-around between games. (December 28, 2007 & January 1, 2008)
- Monster Jam 2008 sold out for a total of \$833,640 in gross ticket sales. (January 26, 2008)
- Hosted WrestleMania 24 and recorded \$5,854,590 in gross ticket sales, \$719,881.56 in concessions sales, \$1,251,330 in merchandise sales and the highest event attendance in the history of the Florida Citrus Bowl with 74,635 patrons. (March 30, 2008)
- Third year hosting Annual Charity Challenge fundraising event. Teams from the Hospitality Industry raised \$300,000 for 80 Central Florida charities by competing in various sporting events.

### Tinker Field

- Presented the inaugural WJRR BBQ. (November 2007)
- Presented WJRR Earthday Birthday concert, with \$561,630 in gross ticket sales. (May 10, 2008)
- Hosted Florida Collegiate Summer League Baseball. (June 2008 - July 2008)

### Improvements:

- Installation of programmable LED marquee signage and software at Amway Arena and Bob Carr Performing Arts Centre.
- Installation of permanent Amway Arena signage on the north, south and east upper facades of Amway Arena.
- Completed renovations to Bob Carr Performing Arts Centre concessions and restrooms. Renovations funded jointly by capital improvement and an Orange County Arts & Cultural Affairs grant.
- Installation of additional exterior security cameras at Amway Arena and Florida Citrus Bowl Stadium.
- Purchase of wireless communication headsets for Bob Carr Performing Arts Centre and Florida Citrus Bowl Stadium.
- Improvements to Varsity Club aesthetics at Florida Citrus Bowl Stadium.
- Escalator repairs to Florida Citrus Bowl Stadium.
- Installation of exterior lighting system at Tinker Field.
- Partial replacement of retractable seating at Amway Arena.
- Initiated valet parking services at Amway Arena.
- Began presenting pre-concert dinners in the Canon Club at the Amway Arena. Hosted 14 dinners since inception of program.

## Orlando Venues Department

### Future Outlook

- Friday, July 25, 2008 marked the ground breaking of the new Orlando Events Center and cemented downtown Orlando as a leader in community development and LEED certified venue design. In addition to serving as an arts and culture core for the citizens of Central Florida, the Orlando Events Center will be innovative in its relationships with local and minority-owned partners.
- With the selection of HNTB & Rhodes Brito as architects for the Florida Citrus Bowl renovations, Orlando Venues looks to announce a construction manager in early 2009.
- Groundbreaking and construction for innovative and multi-purpose Dr. P. Phillips Orlando Performing Arts Center scheduled to begin in 2009.

### Events:

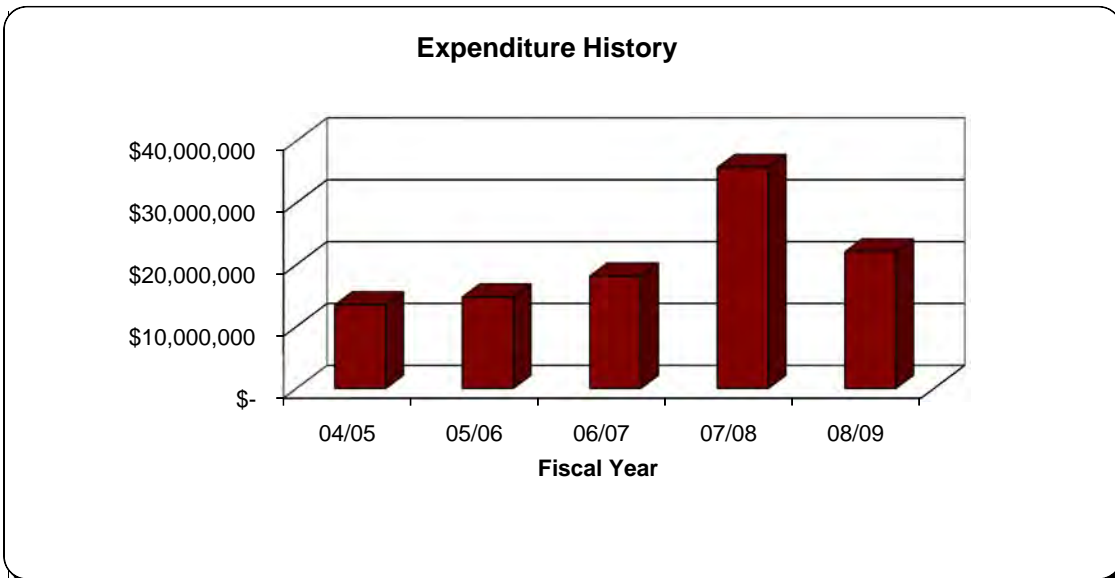
- Walking With Dinosaurs: The Live Experience will be presented at the Amway Arena in November 2008. This multiple day engagement has played all over Australia and North America, grossing over \$50 million dollars in ticket sales.
- Gator Jam brings University of Florida Basketball to the Amway Arena in November 2008 and opens the door to feature collegiate basketball tournaments at the Amway Arena.
- Bob Carr Performing Arts Centre will host a multi-week engagement of the hit Broadway musical *Jersey Boys* in May 2009. *Jersey Boys* is the 2006 Tony Award winner for Best Musical.

Performance Measures Service Indicator	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
Number of Events Held (Amway Arena)	155	155	136
Attendance	1,275,655	1,226,443	1,125,000
Gross Ticket Sales	\$54,667,421	\$56,000,000	\$50,000,000
Operational Profit/(Loss)	\$1,493,570	\$512,025	\$661,458
Number of Events Held (Bob Carr Performing Arts Centre)	221	226	220
Attendance	337,300	330,158	300,000
Gross Ticket Sales	\$12,491,770	\$10,850,000	\$10,000,000
Operational Profit/(Loss)	\$383,106	\$126,594	\$6,671
Number of Events Held (Florida Citrus Bowl) Major/Minor	17/295	14/243	5/200
Attendance	407,237	390,562	300,000
Gross Ticket Sales	\$10,473,983	\$16,700,000	\$11,100,000
Operational Profit/(Loss)	(\$575,038)	(\$316,461)	(\$570,532)
Number of Events Held (Tinker Field) Major/Minor	11/193	1/222	1/220
Attendance	82,780	62,838	60,000
Operational Profit/(Loss)	(\$234,366)	(\$318,629)	(\$259,797)

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<b>ORLANDO VENUES FUND #411</b>					
Bob Carr & TD Waterhouse Centre Division					
570 Orlando Venues Operations	\$ 86,428	\$ 85,500	\$ 85,000	\$ (500)	(0.58%)
571 Performing Arts Centre	1,481,791	1,625,646	1,558,922	(66,724)	(4.10%)
572 Arena	9,838,416	10,041,310	9,510,203	(531,107)	(5.29%)
573 Expo Centre	160,265	-	-	-	N/A
574 Orlando Venues Box Office	(1,261)	-	-	-	N/A
575 Orlando Venues Grounds Maintenance	25,000	20,000	-	(20,000)	(100.00%)
576 Orlando Venues Security Services	-	(10,000)	-	10,000	(100.00%)
577 Orlando Venues Technical Services	1	(10,000)	-	10,000	N/A
578 Community Venues	1,513,276	3,929,067	2,990,725	(938,342)	(23.88%)
579 Community Venues Blueprint	-	600,250	743,482	143,232	23.86%
985 Nondepartmental - Orlando Venues	953,470	14,532,694	3,541,552	(10,991,142)	(75.63%)
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$ 14,057,385</b>	<b>\$ 30,814,467</b>	<b>\$ 18,429,884</b>	<b>\$(12,384,583)</b>	<b>(40.19%)</b>
<b>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</b>					
Citrus Bowl, Tinker & Thunder Field Division					
591 Varsity Club	\$ -	\$ 60,000	\$ 27,699	\$ (32,301)	N/A
592 Conference Center	83,567	72,121	63,600	(8,521)	(11.81%)
593 Citrus Bowl	2,889,917	3,174,957	2,404,281	(770,676)	(24.27%)
595 Tinker Field	485,168	509,129	450,297	(58,832)	(11.56%)
974 Nondepartmental - CFA	573,174	826,351	574,201	(252,150)	(30.51%)
Projects	48,315	208,545	87,952	(120,593)	(57.83%)
<b>TOTAL -- CIVIC FACILITIES AUTHORITY FUND</b>	<b>\$ 4,080,140</b>	<b>\$ 4,851,103</b>	<b>\$ 3,608,030</b>	<b>\$ (1,210,772)</b>	<b>(25.62%)</b>
<b>TOTAL -- BOB CARR (PAC) &amp; TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER &amp; THUNDER FIELD DIVISIONS</b>	<b>\$ 18,137,525</b>	<b>\$ 35,665,570</b>	<b>\$ 22,037,914</b>	<b>\$(13,595,355)</b>	<b>(38.21%)</b>



## Orlando Venues Department

## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>Orlando Venues FUND #411</u>			
Bob Carr & TD Waterhouse Centre Division			
570 Orlando Venues Operations	13	13	13
571 Performing Arts Centre	4	5	5
572 Arena	13	12	12
574 Orlando Venues Box Office	10	10	9
576 Orlando Venues Security Services	9	8	8
577 Orlando Venues Technical Services	7	7	5
578 Community Venues	2	2	2
579 Community Venues Blueprint	-	3	3
TOTAL -- ORLANDO VENUES FUND	58	60	57
 <u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Citrus Bowl, Tinker & Thunder Field Division			
593 Citrus Bowl	7	7	6
595 Tinker Field	2	2	2
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	9	9	8
 TOTAL -- BOB CARR (PAC) & TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER & THUNDER FIELD DIVISIONS			
	67	69	65

## Orlando Venues Department

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

#### Mission Statement

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

#### Overview of Services/Programs

**Harry P. Leu Gardens** is a fifty acre botanical garden dedicated to its mission: "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 the Gardens and activities are regulated by deed restrictions of December 1961, overseen by the Harry P. Leu Foundation.

#### Major Accomplishments

- Leu Gardens worked side by side with the children of Nap Ford Community School and planted vegetable and herb gardens at their school. Children learned about the benefits of growing and eating fresh vegetables and herbs in a high flavor, low calorie diet. The fruits and vegetables were harvested and used in the children's lunches prepared at the school.
- At the request of our business meeting guests, the meeting facilities within Garden House were updated with new audio/visual technology including: Wi-Fi access, high-definition LCD televisions, improved sound systems, high-resolution LCD projectors, electronic event marquee and cable television.
- Identified as a critical need in the 1993 Conservation Assessment Program report (Institute of Museum and Library Services, American Association of Museums) the front porch of the Leu House Museum was repaired. Working closely with the National Register of Historic Places and the City of Orlando's Historic Preservation Board, the second floor porch of the 120 year-old home was restored to its original condition.
- In association with the Orlando Police Department, Active Living by Design, and Office of Neighborhood and Community Affairs, Leu Gardens helped create the first City of Orlando coordinated community vegetable garden. Located in the Parramore Heritage District, eighteen individual gardening plots were prepared with the help of the residents of the Arlington Concord Neighborhood Association and other interested Parramore residents.
- Record participation in Garden tours - nearly 6,500 guests, up 65% from the year before.
- Several rare plants (many previously thought to be extinct) were planted in the Garden. Working closely with noted botanical gardens and arboreta all over the world, Leu Gardens continues to act as an *ex situ* germ plasm repository for rare and or endangered plants from both temperate and tropical climates.
- Membership in the Gardens reached 4,688 members thru June 2008. Membership income was \$112,524 thru June 2008.
- Volunteer hours totaled 7,860 thru June 2008 providing service in the Leu House Museum, the

## Orlando Venues Department

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Gardens and Garden House. Twenty-two new volunteers were recruited in 2008.

- A record breaking 13,548 guests enjoyed “Free Monday Mornings” and should exceed all attendance records by year end.
- Special Events income reached \$114,369 with nearly 21,000 guests attending 21 events, through June 2008. Six art exhibits were displayed in the Garden House gallery.
- Wedding attendance was 14,449 and produced \$123,728 in income thru June 2008.
- A total of 31,402 guests attended meetings and receptions within Garden House and produced \$138,464 in income through June 2008.
- A total of 127 horticulture and fine art classes were held and 1,709 guests attended thru June 2008. Education income reached \$37,548 thru June 2007.

### **As part of the Mayor’s “Green Works!” initiative:**

- Worked in collaboration with the award winning landscape architecture firm of Glatting Jackson, and planted nearly one acre of native plants adjacent to Lake Rowena. The use of native plants will help “...provide residents the tools and information they need to become more environmentally responsible.”
- Replaced inefficient air conditioning units, heating units and controls with more efficient Energy Star components.
- Converted irrigation system in the plant nursery to 98% efficient and environmentally sensitive drip watering system
- Converted fertilizer application program to utilize only slow release nitrogen and zero phosphates; purchased new fertilizer application equipment to prevent runoff into streams and lakes.
- Planted more than 100 trees.
- Removed Rose Garden arbor to reduce disease infestations and need for pesticides.
- Conducted more than twenty classes and/or symposia encouraging homeowners and green industry professionals to reduce their carbon footprint.
- Applied foam insulation to roof interior of Garden House to reduce heat load and cooling costs.
- Converted all light sources to energy saving fluorescent bulbs.

### **As part of an innovative Public Safety Initiative established at Leu Gardens in October 2007:**

- Enhanced lighting along interior roads and walkways for public safety.
- Installed touch-less hand sanitizer dispensers throughout the gardens for public health.
- Purchased three (3) automatic external defibrillators (AED).
- Installed automatic touch-less-soap dispensers in restrooms for public health.
- Installed security cameras at Front Desk Reception and Gift Shop areas.
- Partnered with Davey Trees to trim and remove dangerous tree hangers.

### **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

## Orlando Venues Department

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- 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
- 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.

Performance Measures Service Indicator	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Number of Visitors to Leu Gardens	153,666	166,713	145,000
Revenue from User Fees	\$1,023,758	\$1,184,241	\$992,987
Number of Volunteer Hours	8,927	10,480	10,000
Number of Participants at the Outreach Events	2,348	3,853	4,000



## Orlando Venues Department

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

#### Mission Statement

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

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

#### Major Accomplishments

- Four exhibitions of outstanding quality were shown in the 07/08 fiscal year:
  - o The Powerful Hand of George Bellows
  - o The Paintings of George Bellows
  - o Donald DeLue: American Sculptor
  - o A Treasury of American Prints
- Received programming grants from Orange County, United Arts, Brighthouse Networks and Darden Restaurant Foundation totaling \$128,425.
- The Earl Cunningham's America tour opened at the Smithsonian American Art Museum in August 2007 and has continued on to the American Folk Art Museum. Attendance reports from New York indicate that weekly attendance at the exhibit is in excess of over 1,000 visitors weekly.
- The Friends of the Mennello Museum held the 5<sup>th</sup> Annual Gala at the Ritz Carlton Grande Lakes.
- The Friends of the Mennello Museum provided full funding for a Development Officer, a full time position with benefits.
- The Friends of the Mennello Museum funded a feasibility study designed help to plan and manage the future growth of the museum. The board is presently working on the first phase of the plan.

## Orlando Venues Department

### Future Outlook:

- Exhibitions of outstanding quality scheduled for the 08/09 fiscal year:
  - o The World of John Sloan
  - o Paintings of American Life: The Eight
- The traveling exhibition “Earl Cunningham’s America”, will open at the Fenimore Museum, in Cooperstown New York and end its national tour at the Museum, opening in March 2009. We are planning festivities commemorating our 10<sup>th</sup> year anniversary to coincide with the exhibit.
- The Friends of the Mennello Museum will hold the 6<sup>th</sup> Annual Gala at the Ritz Carlton Grande Lakes on February 27, 2009.
- The Friends of the Mennello Museum continues to raise funds and will assist with the costs of the “Paintings of American Life: The Eight” exhibition.
- The 7<sup>th</sup> Annual Orlando Folk Festival is scheduled for February 14<sup>th</sup> and 15<sup>th</sup>, 2009.

### Development and membership

- Increase attendance 20%.
- Develop a volunteer group to assist with programming at the Museum.
- Increase collaborative programming with Loch Haven Park entities.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Annual Cost per Capita	\$2.01	N/A	\$2.01
<b>Performance Measures Service Indicator</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Total Revenue	\$61,710	\$46,604	\$61,710
Annual Change in Total Revenue	4%	-24%	0%
Annual Attendance	16,000	16,000	16,000
Annual Change in Overall Attendance per Quarter	14%	-12%	0%
Number of General Memberships	140	140	140
Annual Change in Number of General Memberships	40%	17%	0%
Total Funds Raised by the Friends; includes Endowments, Fundraising Events and Friends Memberships	\$562,000	\$683,889	\$562,000
Value of Grants Awarded	\$177,000	\$184,855	\$177,000

## Orlando Venues Department

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### 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 three public venues.

**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: The African American Perspective: Perez 28, Everett Spruill and Douglas Nesbitt, Paint the Town: In cooperation with Orlando Magazine, City ArtWorks Four: art work by city employees, Vision of Life: Art work by Alberto Gomez.
- Installed artwork by Rogeberto Torres at Rock Lake Community Center.
- Developed Policies and Procedures governing the Public Art Program.
- Received reviews from the Orlando Magazine for "Paint the Town" a collaboration with Orlando Magazine.
- Supplied artwork for exhibition: Art in the Chambers at the Orange County Administration Building.
- Facilitated development of Public Art brochure.
- Facilitated development of new Public Art website.
- Facilitated cleaning of 4 major bronze artworks.

## Orlando Venues Department

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### Future Outlook

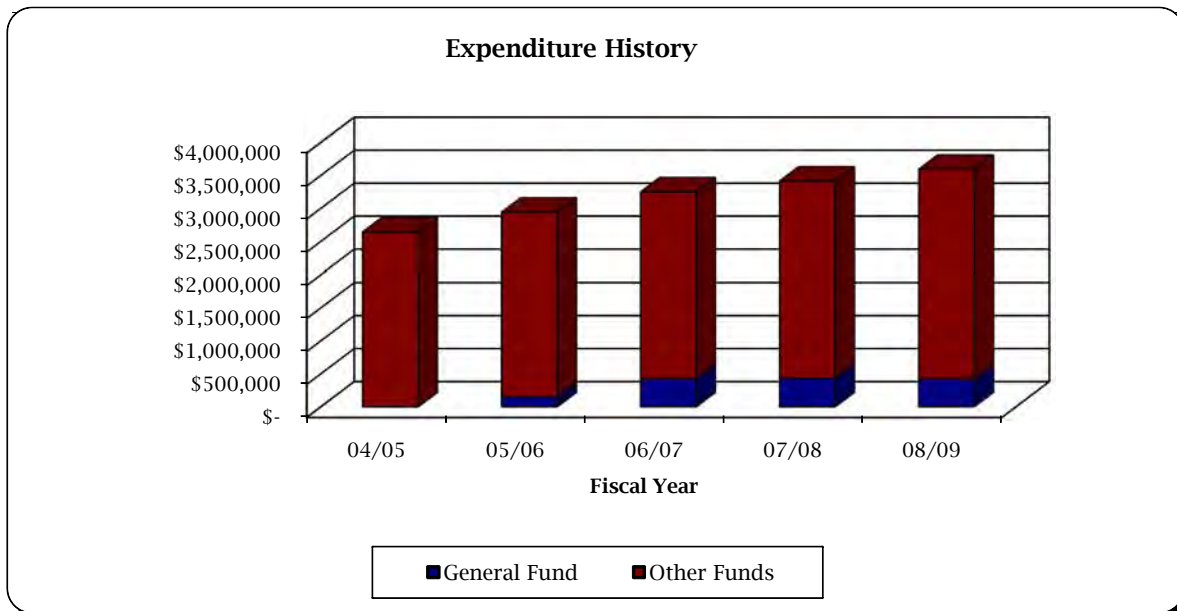
- Facilitate cleaning of outdoor sculpture.
- Continue to develop a more effective website for easier public access.
- Increase public awareness of the Public Art Program by a more aggressive public relations campaign.
- Exhibitions planned: Tools as Art: The Hechinger Collection, L.I.F.E. Love is for Everyone, the 5<sup>th</sup> Annual City ArtWorks Exhibition: Art work by city employees.
- 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.

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of Entries in Annual City Artworks Program	119	660	119
Number of Pieces in Collection	972	986	974
Number of Large Outdoor Pieces of Art Maintained or Repaired.	4	0	6
Number of Smaller Pieces Maintained or Repaired	6	0	6
Number of Visits to Public Art Website	70000	48951	70000
<b>Performance Measures Efficiency</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percentage of Collection "On View"	95%	95%	100%
Attendance at Art Receptions	200	1200	300

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
806 Public Art	\$ 166,037	\$ 170,263	\$ 151,741	\$ (18,522)	(10.88%)
082 Nondepartmental Centroplex	257,106	263,082	267,684	4,602	1.75%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 423,143</b>	<b>\$ 433,345</b>	<b>\$ 419,425</b>	<b>\$ (13,920)</b>	<b>(3.21%)</b>
<b>H.P. LEU GARDENS TRUST FUND #633</b>					
143 H.P. Leu Gardens	\$2,196,584	\$2,256,830	\$2,465,212	\$ 208,382	9.23%
9402 H.P. Leu Gardens Sales Shop	79,498	80,000	80,000	-	0.00%
Projects	56,859	91,297	52,000	(39,297)	(43.04%)
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>\$2,332,941</b>	<b>\$2,428,127</b>	<b>\$2,597,212</b>	<b>\$ 169,085</b>	<b>6.96%</b>
<b>MENNELLO MUSEUM FUND #634</b>					
144 Mennello Museum of American Art	\$ 492,406	\$ 551,173	\$ 573,931	\$ 22,758	4.13%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 492,406</b>	<b>\$ 551,173</b>	<b>\$ 573,931</b>	<b>\$ 22,758</b>	<b>4.13%</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>\$3,248,490</b>	<b>\$3,412,645</b>	<b>\$3,590,568</b>	<b>\$ 177,923</b>	<b>5.21%</b>



## Orlando Venues Department

## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
806 Public Art	1	1	1
TOTAL -- GENERAL FUND	1	1	1
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
143 H.P. Leu Gardens	25	25	25
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	25	25
<u>MENNELLO MUSEUM FUND #634</u>			
144 Mennello Museum of American Art	2	3	3
TOTAL -- MENNELLO MUSEUM FUND	2	3	3
TOTAL -- GARDENS, GALLERIES & MUSEUMS	28	29	29

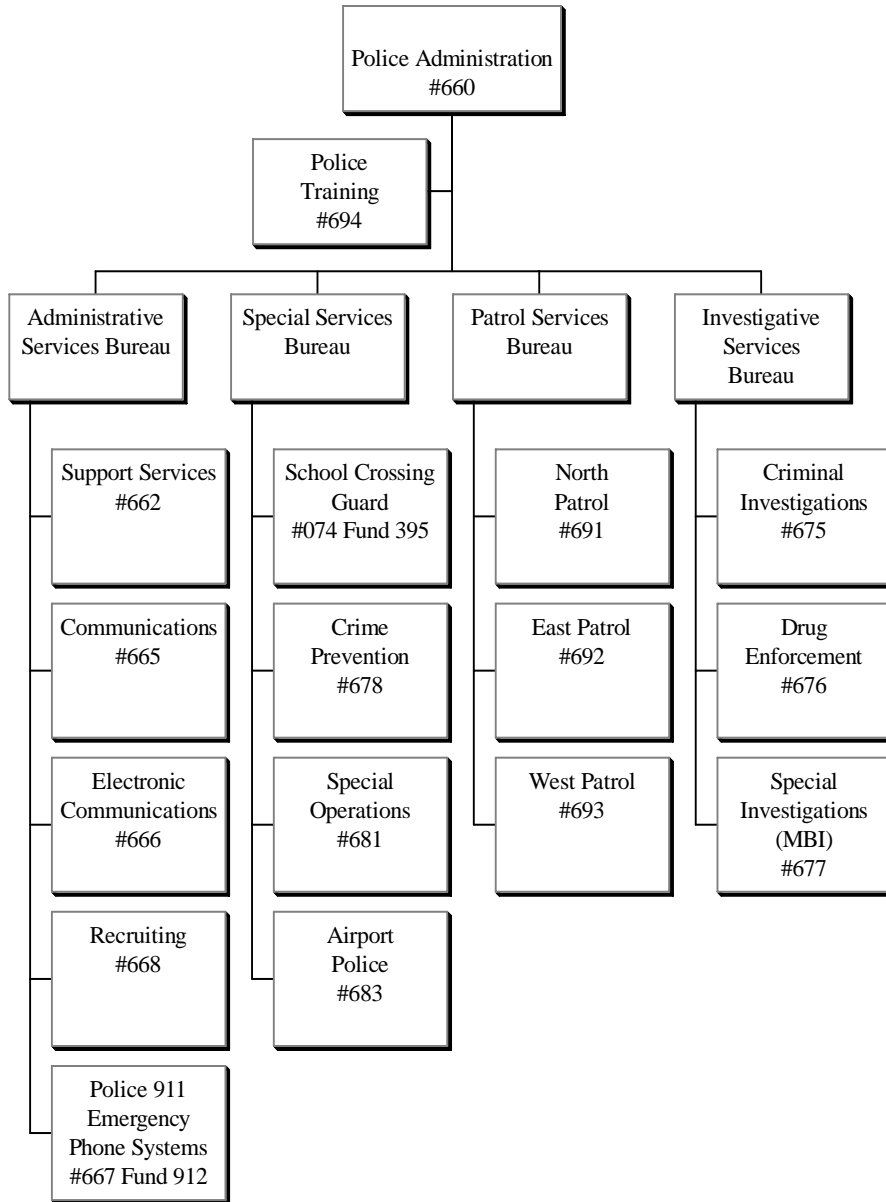


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*Keep Orlando a safe city by reducing crime and engaging residents to invest in their neighborhoods.*

Police Department





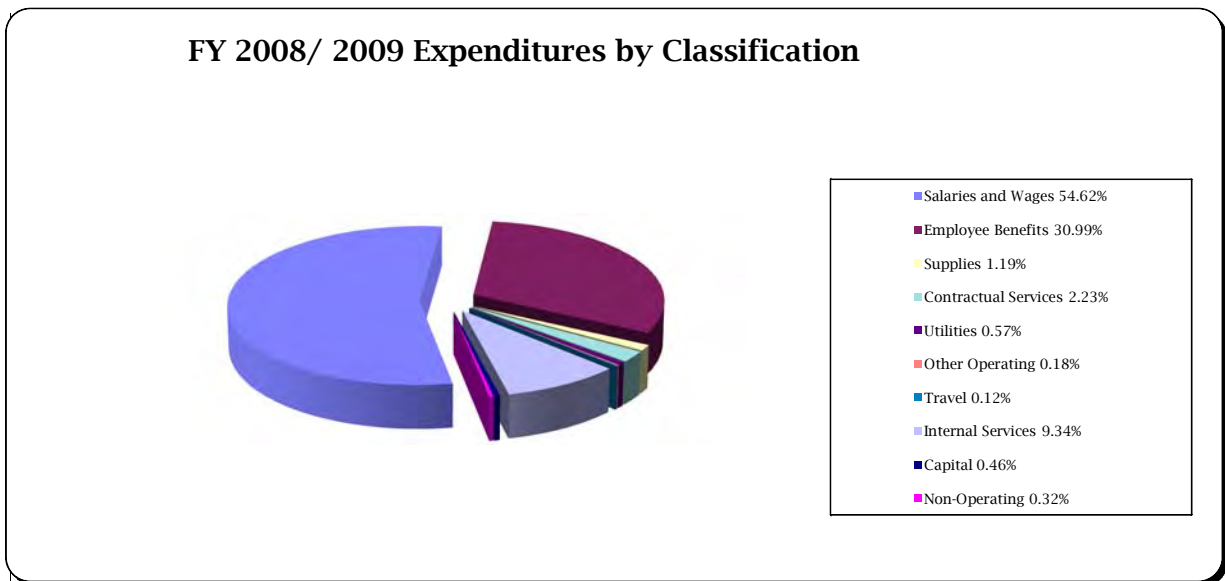
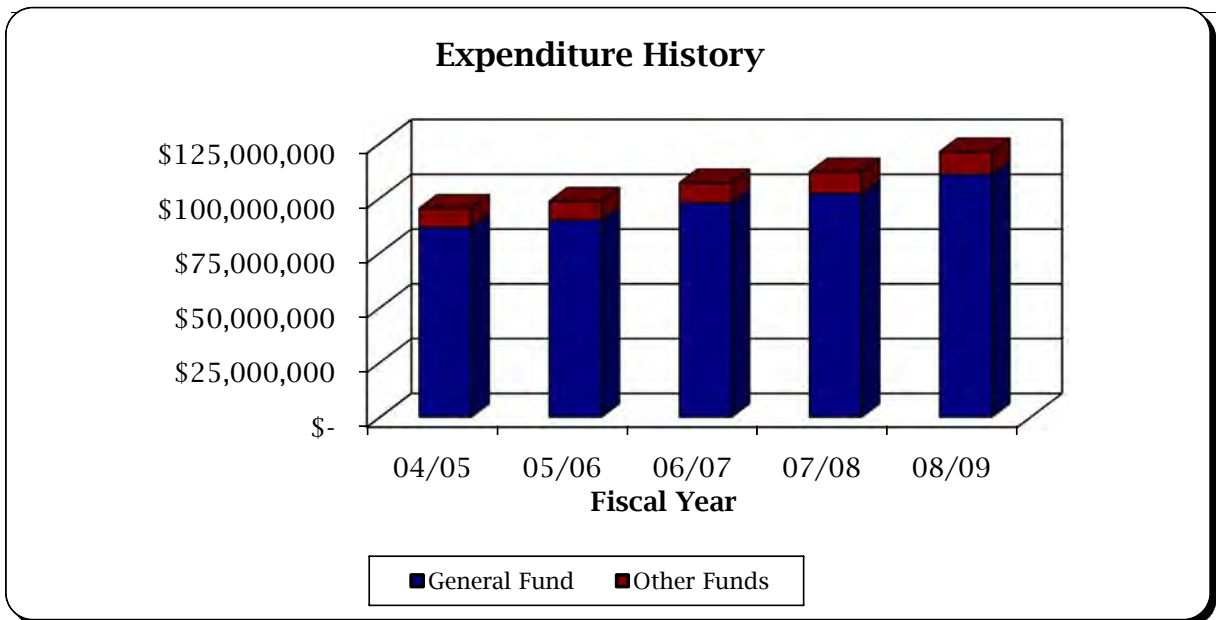
## Police Department

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	%
Office/Bureau	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 5,154,559	\$ 5,100,701	\$ 5,288,439	\$ 187,738	3.68%
694 Police Training	4,336,314	1,676,255	1,724,126	47,871	2.86%
Police-Administrative Services Bureau					
662 Police Support Services	6,282,478	7,083,203	5,390,418	(1,692,785)	(23.90%)
665 Communications	4,716,820	5,376,257	5,322,643	(53,614)	(1.00%)
666 Electronic Communication Systems	145,325	167,676	171,272	3,596	2.14%
668 Police Recruiting	394,186	609,920	532,292	(77,628)	(12.73%)
Police-Investigative Services Bureau					
675 Criminal Investigations Division	15,879,793	15,983,279	16,377,416	394,137	2.47%
676 Drug Enforcement Division	3,939,887	3,694,316	3,593,316	(101,000)	(2.73%)
677 Special Investigations	1,833,040	1,718,163	1,737,086	18,923	1.10%
Police-Special Services Bureau					
678 Crime Prevention	4,037,804	7,257,658	6,190,881	(1,066,777)	(14.70%)
681 Special Operations	6,980,454	7,244,875	6,931,994	(312,881)	(4.32%)
Police-Patrol Services Bureau					
691 North Patrol	18,425,570	17,239,307	21,337,954	4,098,647	23.78%
692 East Patrol	12,084,791	14,097,275	14,703,825	606,550	4.30%
693 West Patrol	13,292,954	14,784,171	15,957,658	1,173,487	7.94%
028 Primrose Building	131,650	149,312	148,712	(600)	(0.40%)
Projects	41,615	-	-	-	N/A
988 Non-Departmental Police	216	(162,413)	5,288,145	5,450,558	N/A
TOTAL -- GENERAL FUND	\$ 97,677,457	\$102,019,955	\$110,696,177	\$ 8,676,222	8.50%
<b>LAW ENFORCEMENT TRAINING FUND #110</b>					
Police-Patrol Services Bureau					
695 Law Enforcement Training	\$ 312,857	\$ 241,320	\$ 270,000	\$ 28,680	11.88%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 312,857	\$ 241,320	\$ 270,000	\$ 28,680	11.88%
<b>GOAA POLICE FUND #300</b>					
Police-Special Services Bureau					
683 Airport Police	\$ 7,660,092	\$ 8,074,623	\$ 9,174,994	\$ 1,100,371	13.63%
TOTAL -- GOAA POLICE FUND	\$ 7,660,092	\$ 8,074,623	\$ 9,174,994	\$ 1,100,371	13.63%
<b>OCPS CROSSING GUARD FUND #395</b>					
Police-Special Services Bureau					
074 School Crossing Guard	\$ 456,614	\$ 456,614	\$ 590,545	\$ 133,931	29.33%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 456,614	\$ 456,614	\$ 590,545	\$ 133,931	29.33%
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 58,013	\$ 94,820	\$ 65,000	\$ (29,820)	(31.45%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 58,013	\$ 94,820	\$ 65,000	\$ (29,820)	(31.45%)
<b>JUSTICE FORFEITURE SHARING FUND #673</b>					
697 Justice Forfeiture Sharing	\$ 276,663	\$ 680,288	\$ -	\$ (680,288)	(100.00%)
TOTAL -- JUSTICE FORFEITURE SHARING FUND	\$ 276,663	\$ 680,288	\$ -	\$ (680,288)	(100.00%)
<b>TREASURY FORFEITURE SHARING FUND #674</b>					
698 Justice Forfeiture Sharing	\$ 87,580	\$ 76,617	\$ -	\$ (76,617)	(100.00%)
TOTAL -- TREASURY FORFEITURE SHARING FUND	\$ 87,580	\$ 76,617	\$ -	\$ (76,617)	(100.00%)
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
Police-Administrative Services Bureau					
667 Police 911 Emergency Phone System	\$ 367,723	\$ 222,499	\$ 298,385	\$ 75,886	34.11%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 367,723	\$ 222,499	\$ 298,385	\$ 75,886	34.11%
TOTAL -- POLICE DEPARTMENT	\$106,897,000	\$111,866,736	\$121,095,101	\$ 9,228,365	8.25%

Police Department

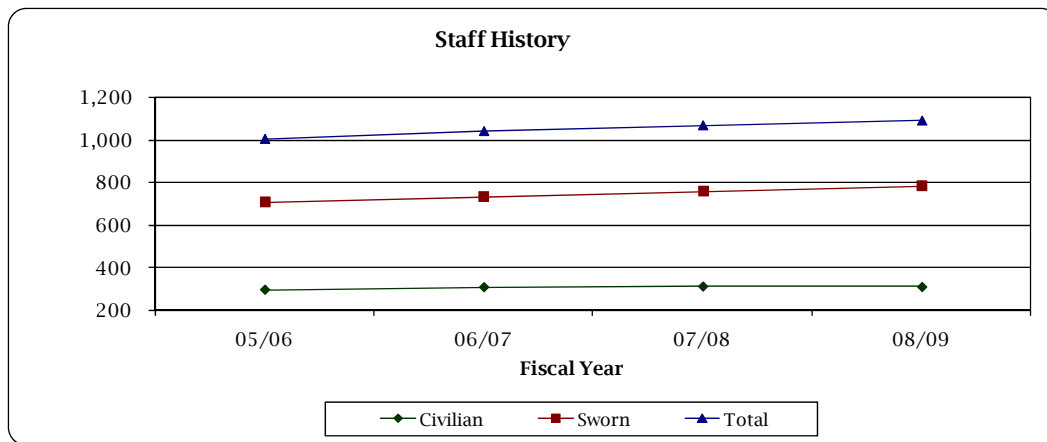
Expenditure by Classification	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 62,359,818	\$ 63,808,158	\$ 66,147,277	\$ 2,339,119	3.67%
Employee Benefits	26,899,695	30,299,481	37,526,540	7,227,059	23.85%
Supplies	1,859,299	1,793,156	1,435,977	(357,179)	(19.92%)
Contractual Services	2,843,365	3,095,096	2,694,373	(400,723)	(12.95%)
Utilities	573,358	701,648	686,888	(14,760)	(2.10%)
Other Operating	241,410	213,535	216,910	3,375	1.58%
Travel	189,831	145,160	146,050	890	0.61%
Internal Services	10,571,151	10,618,181	11,304,339	686,158	6.46%
Capital	1,344,409	1,148,509	554,865	(593,644)	(51.69%)
Non-Operating	14,665	43,812	381,882	338,070	771.64%
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$106,897,000</b>	<b>\$111,866,736</b>	<b>\$121,095,101</b>	<b>\$ 9,228,365</b>	<b>8.25%</b>



Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
660 Police Administration	37	37	37
694 Police Training	13	11	11
Police-Administrative Services Bureau			
662 Police Support Services	127	126	105
665 Communications	84	85	85
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	7	6
Police-Investigative Services Bureau			
675 Criminal Investigations Division	134	134	149
676 Drug Enforcement	35	22	34
677 Special Investigations	13	13	13
Police-Special Services Bureau			
678 Crime Prevention	40	61	62
681 Special Operations	63	64	64
Police-Patrol Services Bureau			
691 North Patrol	135	128	132
692 East Patrol	129	138	141
693 West Patrol	152	167	173
TOTAL -- GENERAL FUND	968	994	1,013
<u>GOAA POLICE FUND #300</u>			
Police-Special Services Bureau			
683 Airport Police	70	70	74
TOTAL -- GOAA POLICE FUND	70	70	74
<u>OCPS CROSSING GUARD FUND #395</u>			
Police-Special Services Bureau			
074 School Crossing Guard	-	2	2
TOTAL -- OCPS CROSSING GUARD FUND	-	2	2
TOTAL -- POLICE	1,038	1,066	1,089



## Police Department

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### Mission Statement

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

### OPD Overview of Services/Programs FY 08/09

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 08/09, the total staffing for the Police Department consists of 757 authorized sworn positions, 305 civilian employees and four contract employees, totaling 1,066 employees.

The **Chief's Staff (Police Administration)** is comprised of a Staff Director, a Public Information Officer, Police Chaplains, 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 Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs, Training, and Fiscal Management Sections.

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

The **Special Services Bureau** encompasses the International Airport Division, Crime Prevention Division and Special Operations Division. The Airport Division consists of the Administrative, Investigations, and Patrol Sections of the Orlando International Airport. The Crime Prevention Division includes the Downtown Patrol Unit, the Parramore Heritage Unit, Community Relations/Commissioner Liaison Unit, Volunteer Coordinator and Neighborhood Watch Unit. The Special Operations Division consists of the Vehicles for Hire Unit, Traffic Enforcement, and the Special Patrol Sections.

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division, and the Intelligence Unit. The Criminal Investigations Division includes Youth Services Section (Crimes Against Children, School Resource, Super Kids Units), Violent Crimes Section (Homicide, Robbery, Assault & Battery and Sex Crimes Units), Property Crimes Section, Crimeline, and the Crime Scene Unit. The Drug Enforcement Division includes the Uniform Drug Section, and officers assigned to Metropolitan Bureau of Investigation (MBI).

The **Patrol Services Bureau** contains the East, West, and North Uniformed Patrol Divisions. The North Patrol Division includes Patrol Units as well as three Community Service Officer (CSO) Units. The West Patrol Division has the Patrol Units, Tactical Squads (TAC), the Neighborhood Patrol Units (NPU), and the International Drive Team Units. These units are working out of six police offices strategically located throughout the City of Orlando.

## Police Department

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### Major Accomplishments

- The Drug Enforcement Division made 565 arrests in 2008, 307 of which were felony drug arrests.
- The Crime Prevention Division, Citizens for Neighborhood Watch (CNW) established 62 new Neighborhood Watch Groups. Seven new neighborhood watch programs were established in the Parramore Community.
- The Crime Prevention Division, representing the City of Orlando, placed second in the nation for participation in National Night Out.
- The Crime Prevention Division graduated 52 participants from the Citizen's Police Academies.
- The Crime Prevention Division graduated 58 participants from the Hispanic Citizen's Police Academies.
- The Crime Prevention Division graduated 47 participants from newly established Teen Police Academies.
- \*The Special Services Bureau reestablished the Parramore Heritage Bike Unit and implemented the Downtown Patrol District. This unit conducted Operation Cessation, a major initiative aimed at reducing violent crime.
- The Special Operations Division members have issued 6,032 traffic citations since January 2008.
- \*The Patrol Services Bureau opened the Lake Nona police substation in the Southeast sector of Orlando.
- \*The Patrol Services Bureau opened a temporary substation in the Southwest sector of Orlando, on Raleigh Street.
- In order to better serve the community, the Patrol Services Bureau redesigned the patrol districts. The redistricting provides better area coverage and allows for quicker response times to calls for service.
- The Patrol Services Bureau, Patrol TAC squads made over 1,700 arrests, 645 of which were felony arrests. They also seized \$33,000, 1,400 grams of cocaine and 92 firearms.
- \*The Patrol Services Bureau is planning a permanent Southwest substation.
- The Investigative Services Bureau, Crimeline Unit received 858 tips involving guns in the Orange County area.
- The Investigative Services Bureau, Crimeline Unit, seized 125 firearms through the Gun Bounty Program.
- The Investigative Services Bureau, Criminal Investigations Division dedicated a full time detective to the forensic lab.
- The Investigative Services Bureau, School Resource Officer Unit, instructed 1,500 students in the Gang Resistance Education and Training (GREAT) curriculum.
- The Administrative Services Bureau, Technology Management, established an "Active Calls for Service" website for public viewing.
- The Administrative Services Bureau implemented a new service that allows City of Orlando residents to report non-emergency incidents on-line. The on-line reporting service has received over 500 incident reports since its implementation in March of 2008.

## Police Department

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- \*The Communications Division successfully transitioned the analog radio system to the digital platform.
- \*The Recruiting Section of the Administrative Services Bureau hired an additional 25 officers based on the Mayor's public safety funding effort.
- Chief Demings created "Operation Positive Direction," a youth mentoring program.

### Future Outlook

- The Crime Prevention Division, Parramore Bikes Unit will expand by an additional two officers.
- The Crime Prevention Division, Citizens for Neighborhood Watch (CNW) will establish four additional new Neighborhood Watch Groups in the Parramore Community.
- The Crime Prevention Unit will hold the Kicks for Guns event on August 14, 2008.
- \*The Training Division is continuing progress on the construction of their new gun range; construction is expected to be complete in the spring of 2009.
- During FY 08/09, the Recruiting Section of the Administrative Services Bureau will hire an additional 25 officers.
- \*The Patrol Services Bureau has identified the location of the permanent Southwest Substation at Mission Rd. and Old Winter Garden Road, construction to begin at the end of 2009 or beginning of 2010.
- The Investigative Services Bureau, School Resource Officer Unit will continue the Gang Resistance, Education, and Training (GREAT) in-school and summer programs due to the awarding of the 2008 GREAT Grant.

\* Corresponds directly to the OPD Strategic Plan.

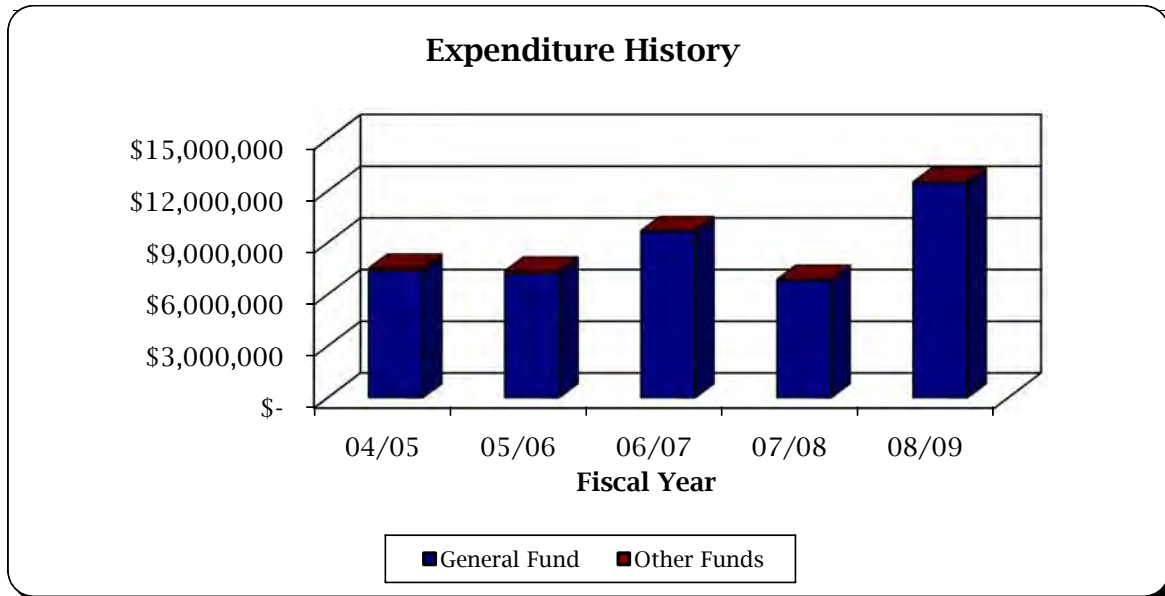
## Police Department

<b>Performance Measures Effectiveness</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Percent of 9-1-1 calls answered within 10 seconds (excludes Airport)	95.90%	96%	95%
Average Code 2 call queue time in minutes (excludes Airport)	3.5 min	3.6	3.7 min
Percentage of formal investigations completed in 90 calendar days or less	81%	60%	75%
Percentage of Park 1 cases solved (cleared by arrest or ECLOP)	68%	72%	67%
Average response time for Code 2 calls for service (excludes Airport). (Communications queue + travel in minutes)	13.2 min	13.2 min	13.5 min
Average response time for Code 3 calls for service (excludes Airport). (Communications queue + travel in minutes) (reported YTD)	35.4 min	38.1 min	36 min
<b>Performance Measures Service Indicators</b>	<b>2006/2007 Actual</b>	<b>2007/2008 Estimated</b>	<b>2008/2009 Proposed</b>
Number of phone calls for service received (excludes Airport)	970,147	991,173	995,000
Number of calls for service dispatched (excludes Airport)	179,737	174,136	193,800
Number of IA formal complaints investigated	58	107	80
Number of Code 2 Calls (Excludes Airport)	130,491	126,799	134,640
Number of Code 3 Calls (excludes Airport)	49,971	44,241	46,500
Number of Part 1 Crimes	23,039	27,560	22,000

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
660 Police Administration	\$ 5,154,559	\$ 5,100,701	\$ 5,288,439	\$ 187,738	3.68%
694 Police Training	4,336,314	1,676,255	1,724,126	47,871	2.86%
028 Primrose Building	131,650	149,312	148,712	(600)	(0.40%)
988 Non-Departmental Police	216	(162,413)	5,288,145	5,450,558	(3355.99%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 9,622,739</b>	<b>\$ 6,763,855</b>	<b>\$12,449,422</b>	<b>\$ 5,685,567</b>	<b>84.06%</b>
<b>CONTRABAND FORFEITURE TRUST FUND #672</b>					
696 Law Enforcement Trust Fund	\$ 58,013	\$ 94,820	\$ 65,000	\$ (29,820)	(31.45%)
<b>TOTAL -- LAW ENFORCEMENT TRUST FUND</b>	<b>\$ 58,013</b>	<b>\$ 94,820</b>	<b>\$ 65,000</b>	<b>\$ (29,820)</b>	<b>(31.45%)</b>
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>\$ 9,680,752</b>	<b>\$ 6,858,675</b>	<b>\$12,514,422</b>	<b>\$ 5,655,747</b>	<b>82.46%</b>



STAFFING SUMMARY

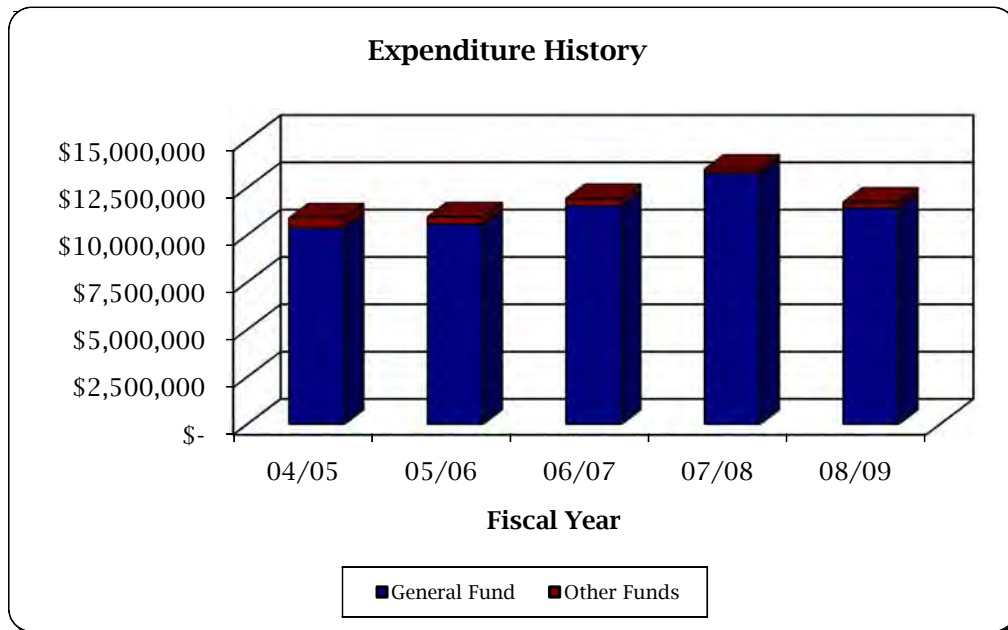
	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
660 Police Administration	37	37	37
694 Police Training	13	11	11
<b>TOTAL -- GENERAL FUND</b>	<b>50</b>	<b>48</b>	<b>48</b>
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>50</b>	<b>48</b>	<b>48</b>



Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Administrative Services Bureau					
662 Police Support Services	\$ 6,282,478	\$ 7,083,203	\$ 5,390,418	\$(1,692,785)	(23.90%)
665 Communications	4,716,820	5,376,257	5,322,643	(53,614)	(1.00%)
666 Electronic Communication Systems	145,325	167,676	171,272	3,596	2.14%
668 Police Recruiting	394,186	609,920	532,292	(77,628)	(12.73%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$11,538,809</b>	<b>\$13,237,056</b>	<b>\$11,416,625</b>	<b>\$(1,820,431)</b>	<b>(13.75%)</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #912</b>					
667 Police 911 Emergency Phone System	\$ 367,723	\$ 222,499	\$ 298,385	\$ 75,886	34.11%
<b>TOTAL -- EMERGENCY TELEPHONE SYS. FUND</b>	<b>\$ 367,723</b>	<b>\$ 222,499</b>	<b>\$ 298,385</b>	<b>\$ 75,886</b>	<b>34.11%</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>\$11,906,532</b>	<b>\$13,459,555</b>	<b>\$11,715,010</b>	<b>\$(1,744,545)</b>	<b>(12.96%)</b>



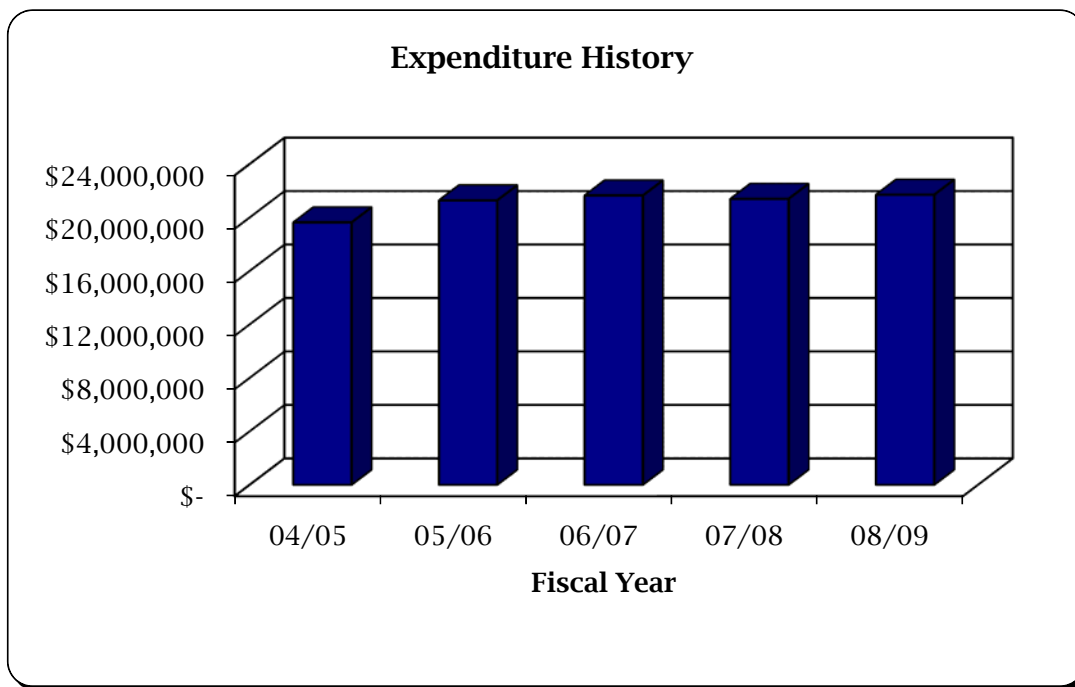
STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Police-Administrative Services Bureau			
662 Police Support Services	127	126	105
665 Communications	84	85	85
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	7	6
<b>TOTAL -- GENERAL FUND</b>	<b>217</b>	<b>219</b>	<b>197</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>217</b>	<b>219</b>	<b>197</b>

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Investigative Services Bureau					
675 Criminal Investigative Services	\$15,879,793	\$15,983,279	\$16,377,416	\$ 394,137	2.47%
676 Drug Enforcement Division	3,939,887	3,694,316	3,593,316	(101,000)	(2.73%)
677 Special Investigations	1,833,040	1,718,163	1,737,086	18,923	1.10%
<b>TOTAL -- GENERAL FUND</b>	<b>\$21,652,720</b>	<b>\$21,395,758</b>	<b>\$21,707,818</b>	<b>\$ 312,060</b>	<b>1.46%</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>\$21,652,720</b>	<b>\$21,395,758</b>	<b>\$21,707,818</b>	<b>\$ 312,060</b>	<b>1.46%</b>



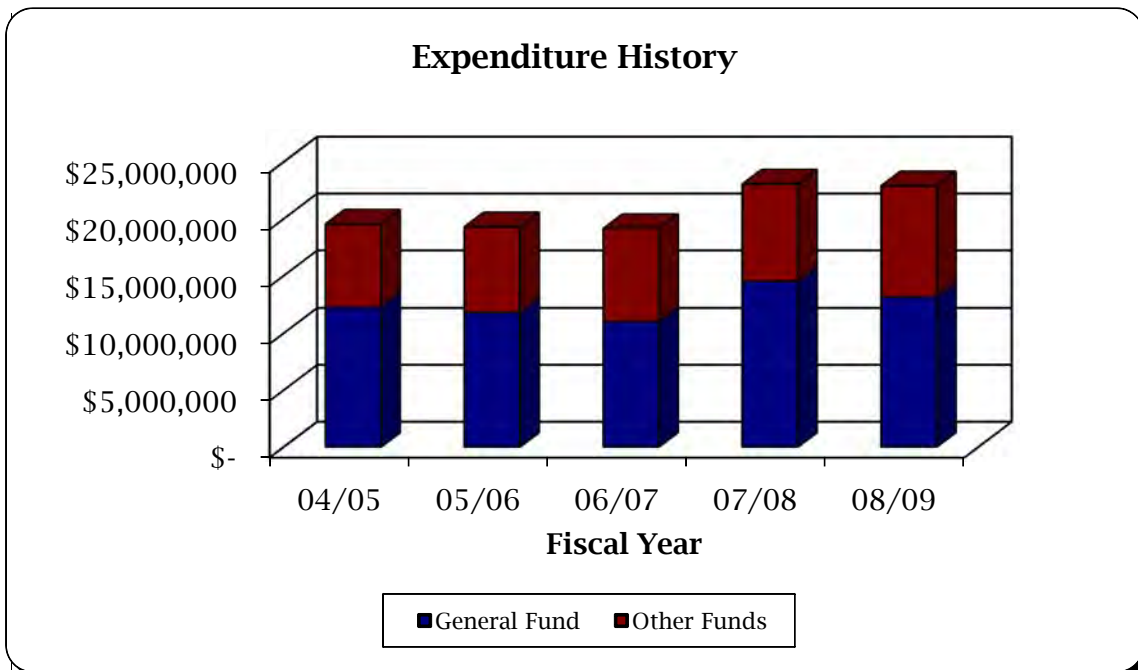
STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Police-Investigative Services Bureau			
675 Criminal Investigative Services	134	134	149
676 Drug Enforcement Division	35	22	34
677 Special Investigations	13	13	13
<b>TOTAL -- GENERAL FUND</b>	<b>182</b>	<b>169</b>	<b>196</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>182</b>	<b>169</b>	<b>196</b>

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<b>GENERAL FUND #100</b>					
Police-Special Services Bureau					
678 Crime Prevention	\$ 4,037,804	\$ 7,257,658	\$ 6,190,881	\$(1,066,777)	(14.70%)
681 Special Operations	6,980,454	7,244,875	6,931,994	(312,881)	(4.32%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$11,018,259</b>	<b>\$14,502,533</b>	<b>\$13,122,875</b>	<b>\$(1,379,658)</b>	<b>(9.51%)</b>
<b>GOAA POLICE FUND #300</b>					
683 Airport Police	\$ 7,660,092	\$ 8,074,623	\$ 9,174,994	\$ 1,100,371	13.63%
<b>TOTAL -- GOAA POLICE FUND</b>	<b>\$ 7,660,092</b>	<b>\$ 8,074,623</b>	<b>\$ 9,174,994</b>	<b>\$ 1,100,371</b>	<b>13.63%</b>
<b>OCPS CROSSING GUARD FUND #395</b>					
074 School Crossing Guard	\$ 456,614	\$ 456,614	\$ 590,545	\$ 133,931	29.33%
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>\$ 456,614</b>	<b>\$ 456,614</b>	<b>\$ 590,545</b>	<b>\$ 133,931</b>	<b>29.33%</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>\$19,134,965</b>	<b>\$23,033,770</b>	<b>\$22,888,414</b>	<b>\$ (145,356)</b>	<b>(0.63%)</b>



## Police Department

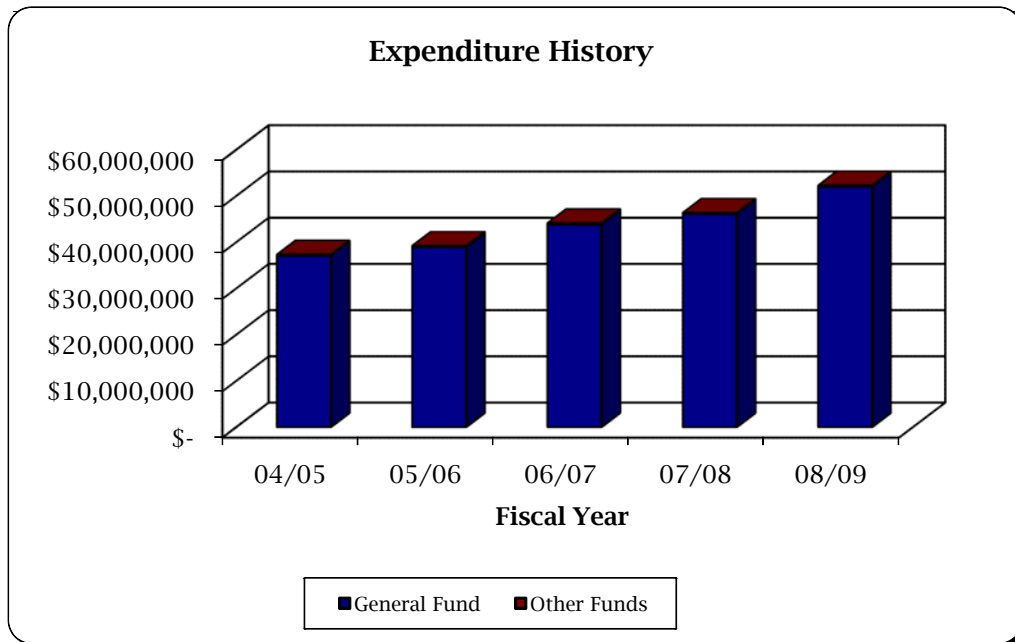
## STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Police-Special Services Bureau			
678 Crime Prevention	40	61	62
681 Special Operations	63	64	64
TOTAL -- GENERAL FUND	<u>103</u>	<u>125</u>	<u>126</u>
<u>GOAA POLICE FUND #300</u>			
683 Airport Police	70	70	74
TOTAL -- GOAA POLICE FUND	<u>70</u>	<u>70</u>	<u>74</u>
<u>OCPS CROSSING GUARD FUND #395</u>			
074 School Crossing Guard	-	2	2
TOTAL -- OCPS CROSSING GUARD FUND	<u>-</u>	<u>2</u>	<u>2</u>
TOTAL -- SPECIAL SERVICES BUREAU	<u>70</u>	<u>197</u>	<u>202</u>

Police Department

EXPENDITURE SUMMARY

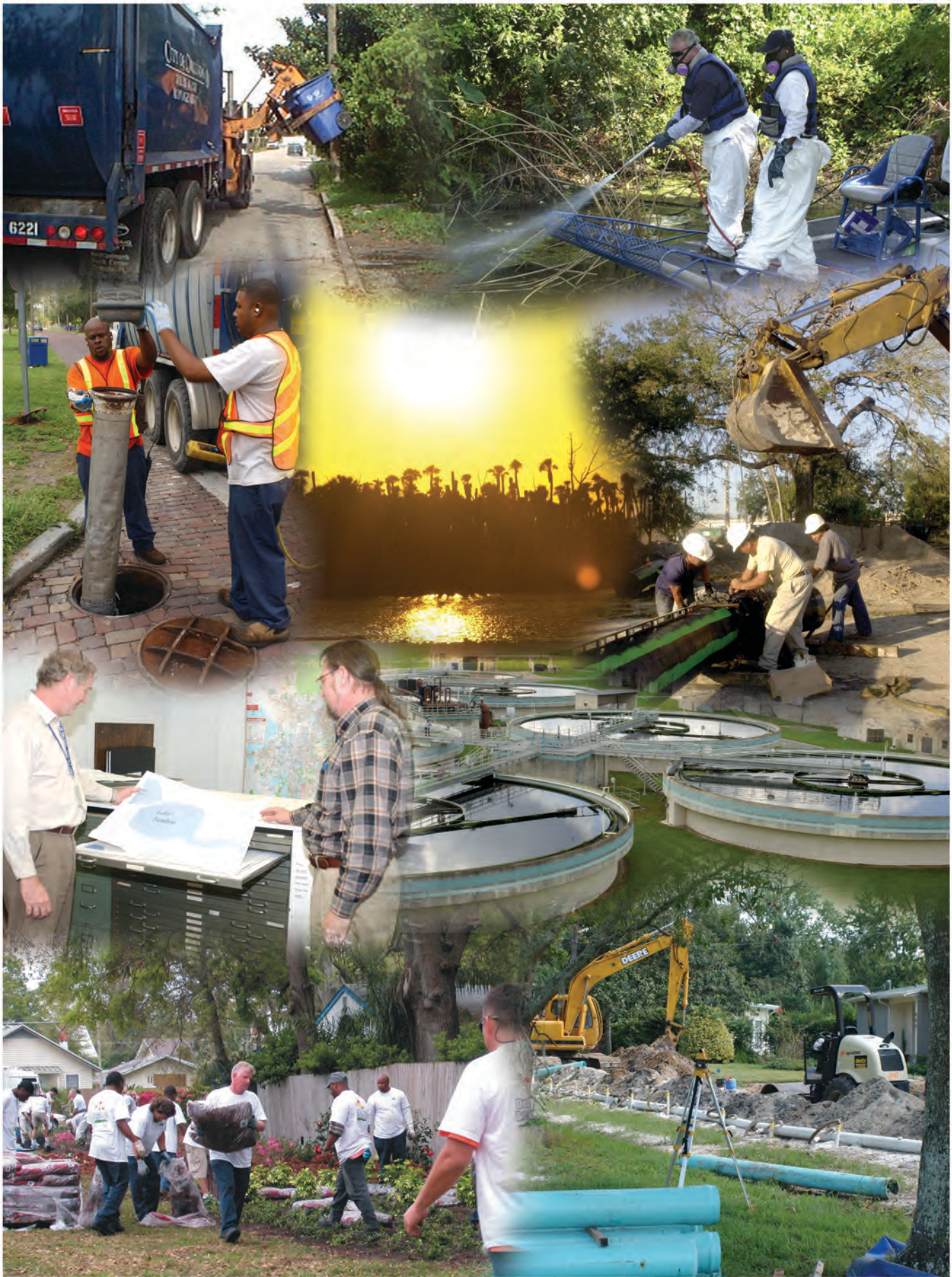
Fund Office/Bureau Program Number and Name	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Police-Patrol Services Bureau					
691 North Patrol	\$18,425,570	\$17,239,307	\$21,337,954	\$ 4,098,647	23.78%
692 East Patrol	12,084,791	14,097,275	14,703,825	606,550	4.30%
693 West Patrol	13,292,954	14,784,171	15,957,658	1,173,487	7.94%
TOTAL -- GENERAL FUND	\$43,803,316	\$46,120,753	\$51,999,437	\$ 5,878,684	12.75%
<u>LAW ENFORCEMENT TRAINING FUND #110</u>					
695 Law Enforcement Training	\$ 312,857	\$ 241,320	\$ 270,000	\$ 28,680	11.88%
TOTAL -- LAW ENF. TRAINING FUND	\$ 312,857	\$ 241,320	\$ 270,000	\$ 28,680	11.88%
TOTAL -- PATROL SERVICES BUREAU	\$44,116,173	\$46,362,073	\$52,269,437	\$ 5,907,364	12.74%



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
Police-Patrol Services Bureau			
691 North Patrol	135	128	132
692 East Patrol	129	138	141
693 West Patrol	152	167	173
TOTAL -- GENERAL FUND	416	433	446
TOTAL -- PATROL SERVICES BUREAU	416	433	446



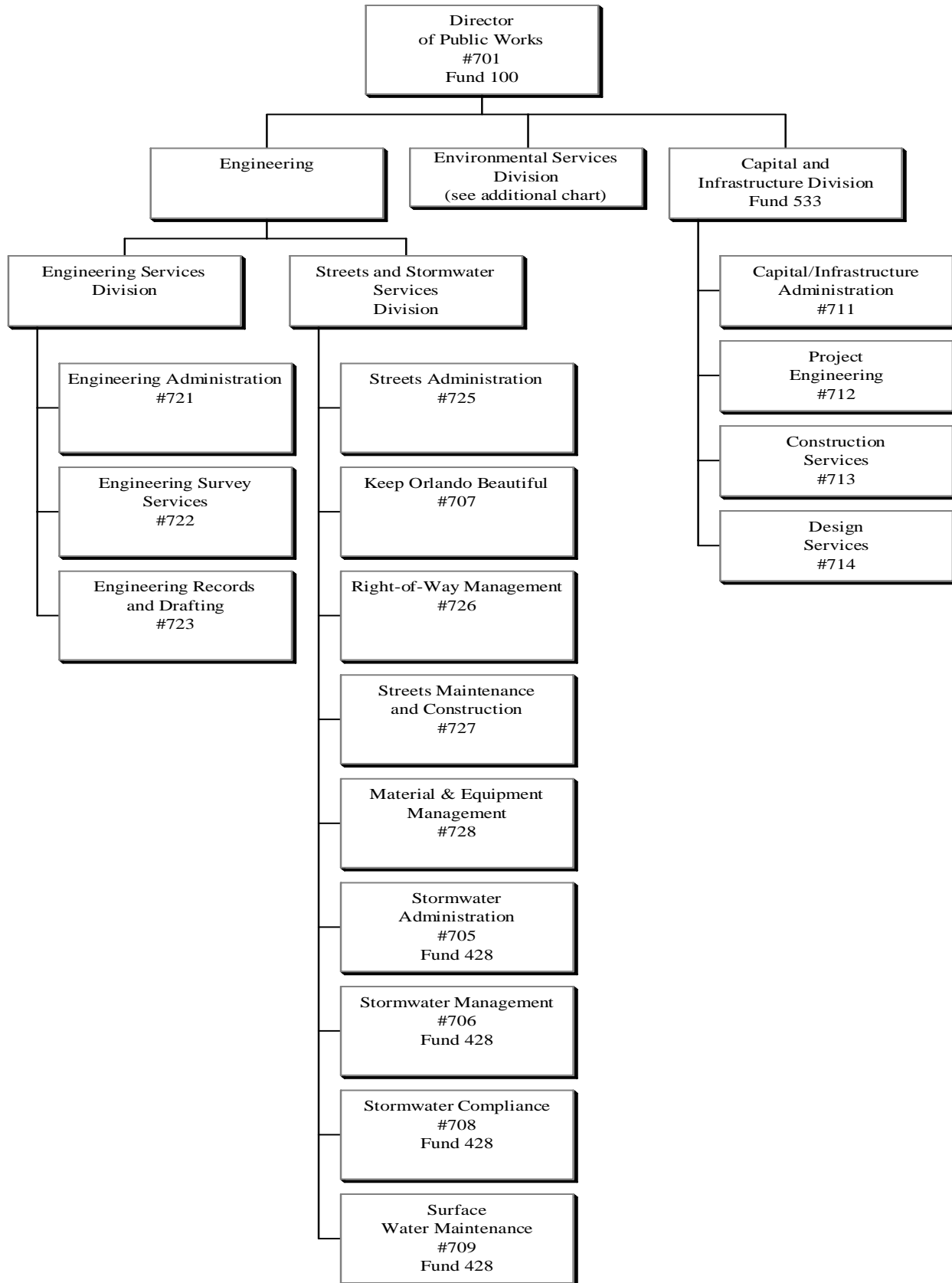


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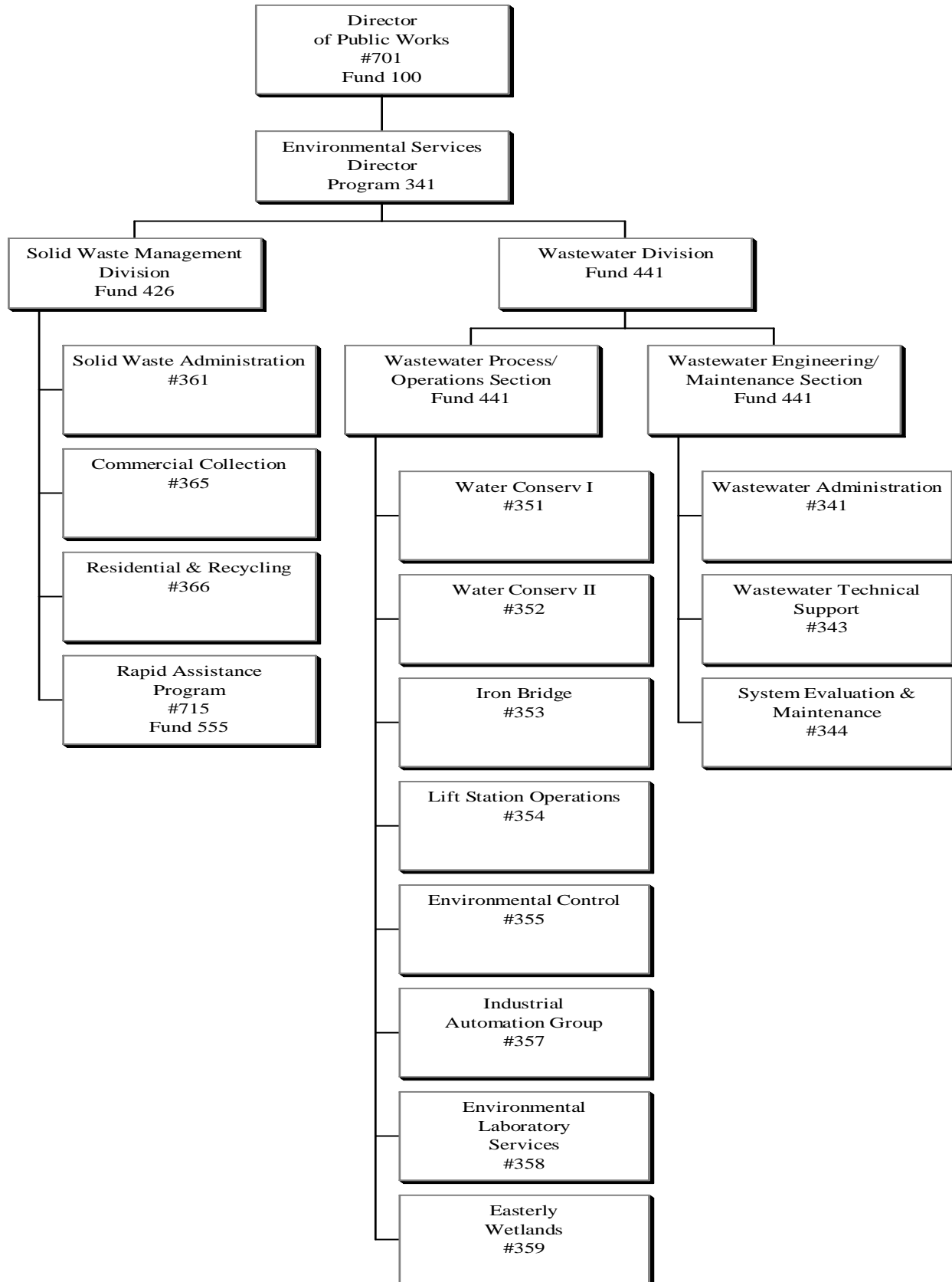
*To enhance Orlando's quality of life through the construction and operation of a safe, effective, physical environment; and to provide our visitors, our neighbors, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.*



Public Works Department



Public Works Department





## Public Works Department

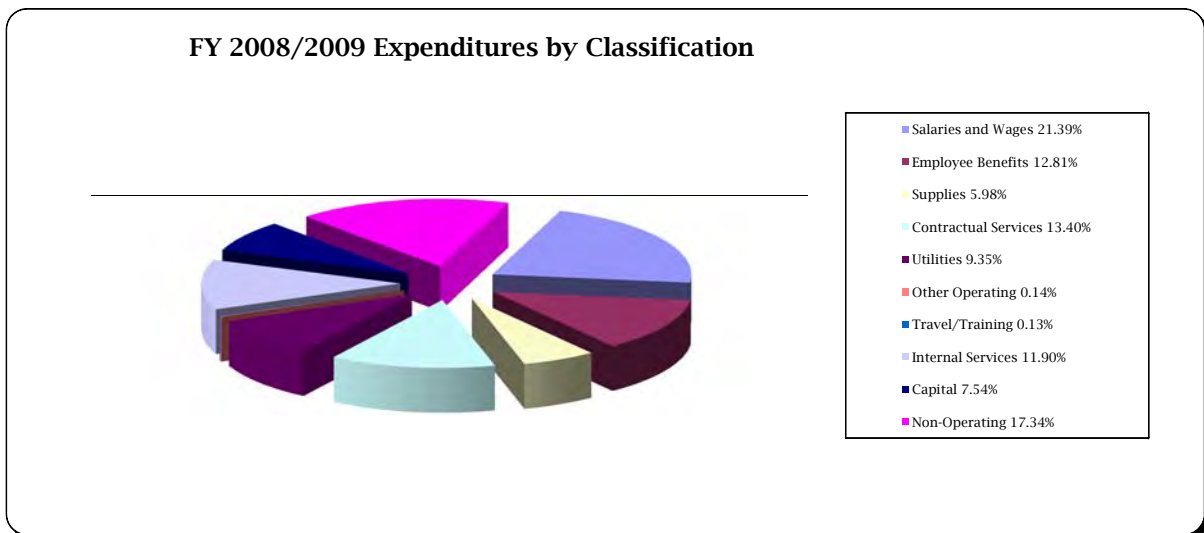
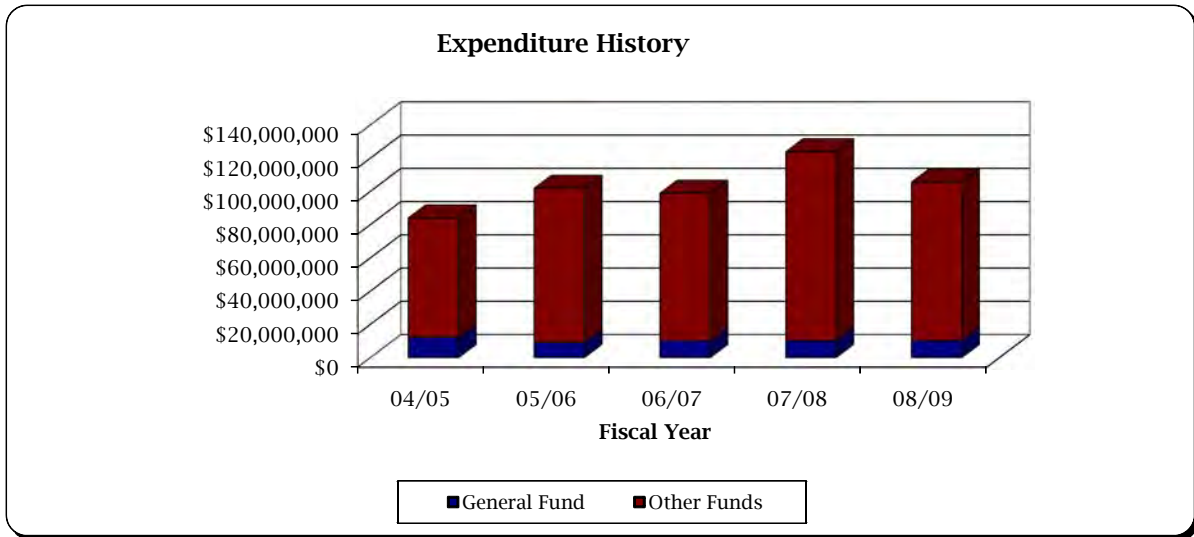
## DEPARTMENT EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
701 Director of Public Works	\$ 339,953	\$ 347,661	\$ 344,055	\$ (3,606)	(1.04%)
Engineering/Engineering Services Division					
721 Engineering Administration	555,316	579,830	586,305	6,475	1.12%
722 Engineering Survey Services	726,301	862,082	882,429	20,347	2.36%
723 Engineering Records and Drafting	309,387	317,288	321,880	4,592	1.45%
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	65,394	120,865	107,371	(13,494)	(11.16%)
725 Streets Administration	413,356	371,756	369,599	(2,157)	(0.58%)
726 Right of Way Management	4,870,306	4,907,527	4,159,446	(748,081)	(15.24%)
727 Street Maintenance & Construction	1,822,484	1,969,267	1,883,078	(86,189)	(4.38%)
728 Material & Equipment Management	807,363	811,986	796,733	(15,253)	(1.88%)
986 Nondepartmental - Public Works	33,859	(229,320)	689,980	919,300	(400.88%)
TOTAL -- GENERAL FUND	\$ 9,943,719	\$ 10,058,942	\$ 10,140,876	\$ 81,934	0.81%
<b>SOLID WASTE FUND #426</b>					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,038,815	\$ 992,003	\$ 1,110,981	\$ 118,978	11.99%
365 Commercial Collection and Transportation	7,484,264	7,181,361	7,171,783	(9,578)	(0.13%)
366 Residential & Recycling	9,946,184	10,969,837	11,290,929	321,092	2.93%
977 Nondepartmental - Solid Waste	3,343,158	3,476,309	4,235,244	758,935	21.83%
Projects	366,971	2,273,022	1,094,000	(1,179,022)	(51.87%)
TOTAL -- SOLID WASTE FUND	\$22,179,392	\$ 24,892,532	\$ 24,902,937	\$ 10,405	0.04%
<b>STORMWATER UTILITY FUND #428</b>					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 450,901	\$ 478,842	\$ 490,891	\$ 12,049	2.52%
706 Stormwater Management	1,971,200	1,860,796	1,926,756	65,960	3.54%
708 Stormwater Compliance	524,079	627,097	579,514	(47,583)	(7.59%)
709 Surface Water Maintenance	2,558,401	3,587,131	2,853,795	(733,336)	(20.44%)
965 Nondepartmental - Stormwater	5,146,410	6,314,375	7,837,633	1,523,258	24.12%
Projects	9,765,395	23,634,636	9,474,354	(14,160,282)	(59.91%)
TOTAL -- STORMWATER UTILITY FUND	\$20,416,386	\$ 36,502,877	\$ 23,162,943	\$ (13,339,934)	(36.54%)

## Public Works Department

DEPARTMENT EXPENDITURE SUMMARY						
Fund	2006/07	2007/08	2008/09	Change		
Office/Division	Actual	Revised	Adopted	to Adopted		%
Program Number and Name	Expenditures	Budget	Budget	Revised		Change
<b>WASTEWATER REVENUE FUND #441</b>						
Environmental Services/Wastewater Division						
Wastewater Engineering/Maintenance Section						
341 Wastewater Administration	\$ 1,659,070	\$ 1,861,905	\$ 1,651,927	\$ (209,978)		(11.28%)
343 Wastewater Technical Support	679,794	808,959	760,355	(48,604)		(6.01%)
344 System Evaluation & Maintenance	4,772,688	4,703,269	4,982,884	279,615		5.95%
Wastewater Process/Operations Section						
351 Water Conserv I	2,846,709	2,571,454	2,781,472	210,018		8.17%
352 Water Conserv II	6,669,314	6,884,475	7,048,814	164,339		2.39%
353 Iron Bridge	10,681,940	9,313,826	9,432,252	118,426		1.27%
354 Lift Station Operations	3,292,304	3,327,854	3,345,582	17,728		0.53%
355 Environmental Control	1,356,941	1,288,954	1,270,181	(18,773)		(1.46%)
357 Industrial Automation Group	1,430,804	1,778,149	1,627,716	(150,433)		(8.46%)
358 Environmental Lab Services	16,114	808,562	819,221	10,659		1.32%
359 Easterly Wetlands	(166)	887,635	784,172	(103,463)		(11.66%)
975 Nondepartmental - Wastewater	8,017,318	8,093,906	8,590,426	496,520		6.13%
Projects	1,087,592	5,896,078	-	(5,896,078)		(100.00%)
TOTAL -- WASTEWATER REVENUE FUND	\$42,510,423	\$ 48,225,026	\$ 43,095,002	\$ (5,130,024)		(10.64%)
<b>CONSTRUCTION MANAGEMENT FUND #533</b>						
CIP/Infrastructure Division						
711 CIP/Infrastructure Admin.	\$ 484,295	\$ 496,644	\$ 499,044	\$ 2,400		0.48%
712 Project Engineering	657,776	684,834	638,798	(46,036)		(6.72%)
713 Construction Services	1,003,679	1,061,364	1,035,936	(25,428)		(2.40%)
714 Design Services	396,368	414,958	412,725	(2,233)		(0.54%)
964 NonDept.-Proj./Const.Mgmt.	-	-	369,030	369,030		N/A
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 2,542,117	\$ 2,657,800	\$ 2,955,533	\$ 297,733		11.20%
<b>SUPPLEMENTAL STAFF FUND #555</b>						
Environmental Services/Solid Waste Management Division						
715 City Supplemental Staff	\$ 1,056,524	\$ 1,285,389	\$ 1,117,194	\$ (168,195)		(13.09%)
TOTAL -- PUBLIC WORKS	\$98,648,562	\$123,622,566	\$105,374,485	\$ (18,248,081)		(14.76%)
Expenditure by Classification						
Salaries and Wages	\$22,128,072	\$ 23,710,665	\$ 22,565,400	\$ (1,145,265)		(4.83%)
Employee Benefits	9,053,912	10,862,350	13,496,173	2,633,823		24.25%
Supplies	6,632,952	8,945,970	6,297,600	(2,648,370)		(29.60%)
Contractual Services	14,950,482	20,892,649	14,119,058	(6,773,591)		(32.42%)
Utilities	11,471,999	9,844,185	9,854,657	10,472		0.11%
Other Operating	154,959	182,162	149,317	(32,845)		(18.03%)
Travel/Training	79,653	184,178	137,949	(46,229)		(25.10%)
Internal Services	11,932,528	12,628,184	12,542,344	(85,840)		(0.68%)
Capital	8,493,132	21,382,148	7,939,983	(13,442,165)		(62.87%)
Non-Operating	13,750,875	14,990,075	18,272,004	3,281,929		21.89%
TOTAL -- PUBLIC WORKS	\$98,648,562	\$123,622,566	\$105,374,485	\$ (18,248,081)		(14.76%)

Public Works Department



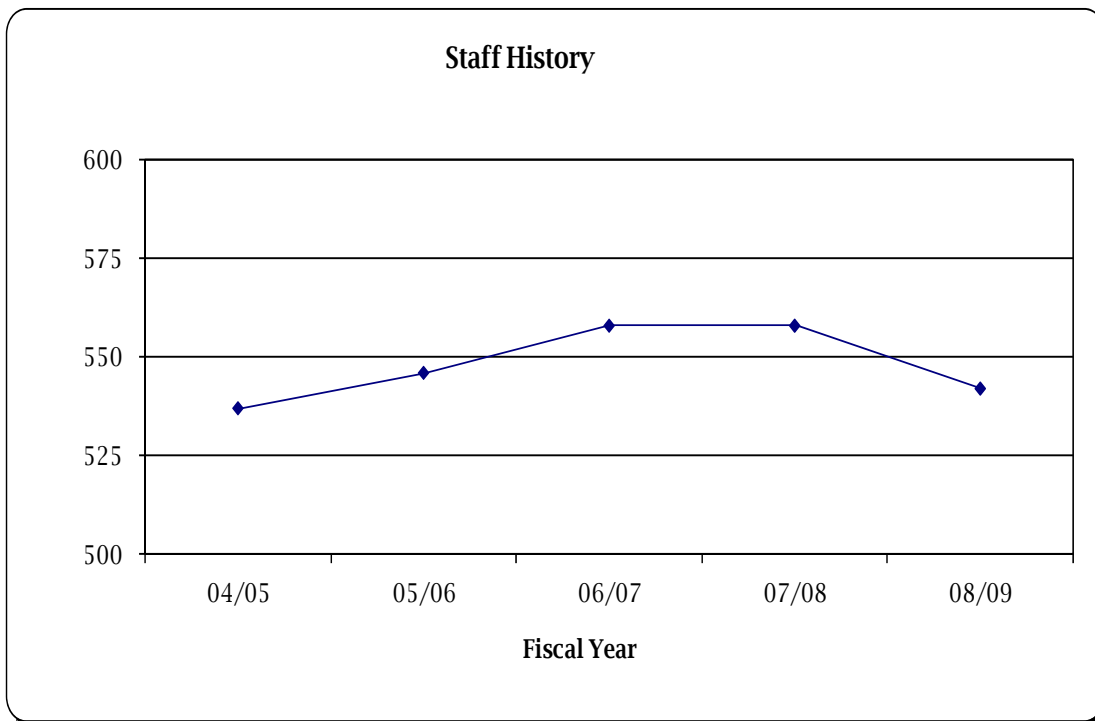
## Public Works Department

## DEPARTMENT STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
GENERAL FUND #100			
701 Director of Public Works	3	3	4
Engineering/Engineering Services Division			
721 Engineering Administration	6	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	38
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
729 Stormwater Management	-	-	-
TOTAL -- GENERAL FUND	109	109	108
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	34	34	33
366 Residential & Recycling	70	70	56
TOTAL -- SOLID WASTE FUND	118	118	103
STORMWATER UTILITY FUND #428			
Engineering/Streets and Stormwater Services Division			
705 Stormwater Administration	5	5	5
706 Stormwater Management	17	16	16
708 Stormwater Compliance	6	6	6
709 Surface Water Maintenance	27	28	28
TOTAL -- STORMWATER UTILITY FUND	55	55	55
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	17	14	14
342 Wastewater Billing	-	-	-
343 Wastewater Technical Support	9	12	12
344 System Evaluation & Maintenance Section	50	50	50
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	16	16
352 Water Conserv II	28	27	27
353 Iron Bridge	49	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	16	16
357 Industrial Automation Group	20	22	22
358 Environmental Lab Services	-	8	8
359 Easterly Wetlands	-	3	3
TOTAL -- WASTEWATER REVENUE FUND	229	229	229

Public Works Department

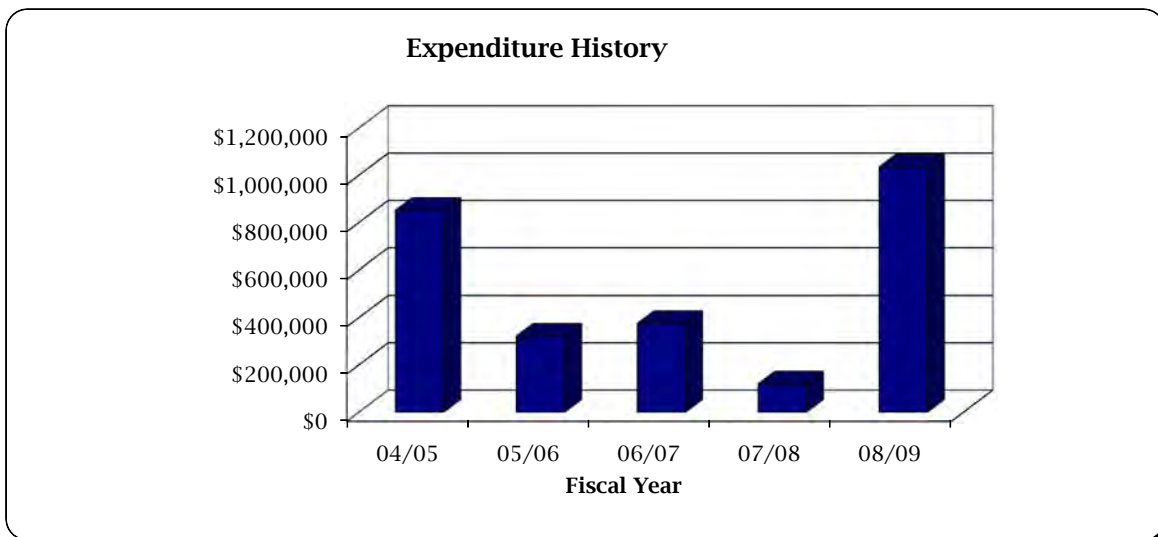
	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
CONSTRUCTION MANAGEMENT FUND #533			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	27	27	27
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 -- PUBLIC WORKS	558	558	542



Public Works Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<u>GENERAL FUND #100</u>					
701 Director of Public Works	\$ 339,953	\$ 347,661	\$ 344,055	\$ (3,606)	(1.04%)
986 Nondepartmental - Public Works	33,859	(229,320)	689,980	919,300	(400.88%)
TOTAL -- GENERAL FUND	<u>\$ 373,812</u>	<u>\$ 118,341</u>	<u>\$ 1,034,035</u>	<u>\$ 915,694</u>	<u>773.78%</u>
TOTAL -- DIRECTOR	<u>\$ 373,812</u>	<u>\$ 118,341</u>	<u>\$ 1,034,035</u>	<u>\$ 915,694</u>	<u>773.78%</u>



STAFFING SUMMARY

	2006/07	2007/08	2008/09
	Actual	Revised Budget	Adopted Budget
<u>GENERAL FUND #100</u>			
701 Director of Public Works	3	3	4
TOTAL -- GENERAL FUND	<u>3</u>	<u>3</u>	<u>4</u>
TOTAL -- DIRECTOR	<u>3</u>	<u>3</u>	<u>4</u>

## Public Works Department

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### Engineering Services Division

#### Mission Statement

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

#### Overview of Services/Programs

The **Engineering Services Division** ensures that City streets are properly constructed and maintained; coordinates street pavement surface rehabilitation, sidewalk construction and re-bricking programs; manages stormwater control and conveyance and associated infrastructure; and develops strategies to improve water quality in the City's lakes, canals and outfalls. Survey Services provides surveying and mapping services for City users. This division administers consultant surveying and mapping contracts, as well as contractor re-paving and pavement rehabilitation contracts. Review and approve all new subdivision plats. Maintains & provides horizontal & vertical control networks for publication and use by private consultants The Engineering Records section develops and maintains records related to the collection, storage, retrieval and distribution of engineering-related documents.

#### Major Accomplishments

- Managed the street pavement surface rehabilitation for over 28 miles of City streets.
- Coordinated study, design and construction projects co-funded by South Florida Water Management District and St. Johns River Water Management District.
- Designed and constructed Grant Street drainage improvement project.
- Designed and constructed Dubsdread drainage improvement project.
- Completed the asphalt removal project of the underlying brick street on Delaney Avenue in Delaney Park.
- Improved the City's overall flood risk rating by two full points resulting in significant flood insurance premium reductions for our citizens.
- Coordinated with St Johns River Water Management District in the Little Wekiva River Basin and Howell Creek Basin Master Stormwater Management Plan Study.
- Issued 1,654 addresses in FY 2007-2008 compared to 2,200 addresses in FY 2006-2007, 2,664 in FY 2005-2006 addresses in FY 2004-2005, 3004 in FY 2003-2004, 1,876 in FY 2002-2003, 1,398 in 2001-2002 and 743 in 2000-2001.
- Reviewed and approved many large single-family subdivision plats.
- Initiated a sidewalk inventory and condition assessment project.
- Implemented Real-time Kinematic Geographic Positioning Systems into our survey services deliverables increasing the amount and type of data provided to the public.

#### Future Outlook

- Survey Services will continue to utilize the latest Reflectorless Total Station technology; increasing the amount and type of data available to the public through the City's Internet site; and the streamlining of the plat review process through the creation of a self-guided checklist for consultants preparing subdivision plats.
- Engineering Records will continue to check legal descriptions, review plats to ensure street names meet requirements, develop revisions to the City's Engineering Standard Details, further develop the database and retrieval system for as-built drawings, and continue development of a database of scanned drawings which document locations of underground utilities.

**Public Works Department**

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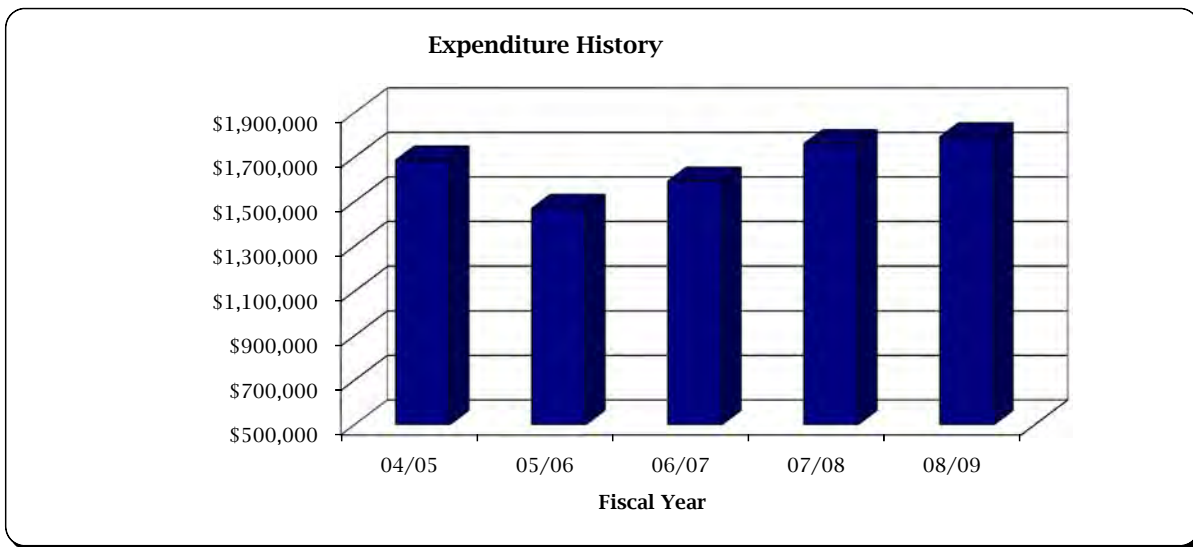
<b>Performance Measures Effectiveness</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Percent of plat & survey document reviews completed within 1 week	75%	65%	75%
Percent addressing, plat & legal description reviews completed within 2 working days	99%	94%	96%



Public Works Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Engineering/Engineering Services Division					
721 Engineering Administration	\$ 555,316	\$ 579,830	\$ 586,305	\$ 6,475	1.12%
722 Engineering Survey Services	726,301	862,082	882,429	20,347	2.36%
723 Engineering Records and Drafting	309,387	317,288	321,880	4,592	1.45%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,591,004</b>	<b>\$ 1,759,200</b>	<b>\$ 1,790,614</b>	<b>\$ 31,414</b>	<b>1.79%</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>\$ 1,591,004</b>	<b>\$ 1,759,200</b>	<b>\$ 1,790,614</b>	<b>\$ 31,414</b>	<b>1.79%</b>



STAFFING SUMMARY

	2006/07	2007/08	2008/09
	Actual	Revised Budget	Adopted Budget
<b>GENERAL FUND #100</b>			
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	12	12	12
723 Engineering Records and Drafting	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>23</b>	<b>23</b>	<b>23</b>

## Public Works Department

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### Streets and Stormwater Services Division

#### Mission Statement

To produce accurate and cost effective engineering survey and design; to provide project management services; to provide efficient access to engineering documents; to maintain and operate the City of Orlando's transportation infrastructure and stormwater facilities in order to achieve maximum design life; and to preserve water quality in the City's lake system.

#### Overview of Services/Programs

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

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

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

#### Major Accomplishments

- Developed and implemented programs to meet the City's National Pollutant Discharge Elimination System (NPDES) and Total Maximum Daily Load (TMDL) permit requirements.
- Managing an annual \$760,000 stormwater area maintenance contract.
- Applied for \$2,000,000 of grant money to construct stormwater pollution abatement projects needed to meet regulatory mandates.
- Managed three major watershed studies to identify projects to meet TMDL regulations.
- Implemented a service charge rate study to ensure funding will be available for the stormwater management needs of the City. City Council approved planned increases through FY 2008/2009.
- Managed Stormwater Utility Fee billing program that is currently generating \$22,000,000 in revenue.
- Collected ambient lake water samples and field data from 93 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.
- Maintained 90 lakes with over 19 miles of shoreline, 95 retention ponds, and 70 miles of swales, ditches, and canals. Also treated 1100 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 161,164 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 thirteen 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 66,000 curb miles swept.
- Removed approximately 15,000 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 \$42,000 in landfill disposal fees and \$137,931 in landscape mulch purchases.

## Public Works Department

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- Repaired or replaced over 185,000 square feet of damaged sidewalk, reducing our repair backlog wait time from over two months to two weeks or less.
- Added remote lake level sensing for fifty lakes to our rainfall data collection system, which improves our ability to have advance warning of flooding and aids in evaluation of the performance of our drainage infrastructure.

### Future Outlook

- The Division will be instrumental in the implementation of the actions necessary to meet the requirements of the second 5-year NPDES stormwater permit issued in February 2003, and is working toward renewal in 2008.
- 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, enforcement and education.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors. The Division will also actively participate in the development of Basin Management Action Plans (BMAPs) for impaired water bodies within our jurisdiction.
- 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 will finish a sidewalk inventory and condition assessment started in FY 2007/2008 to determine future sidewalk repairs, replacement workload and budget requirements.
- The Division continues to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.
- The Division will complete a plan to convert existing irrigated roadside landscaping and St. Augustine turf - which are expensive to maintain and require a tremendous amount of water and chemicals to survive in Florida - to a more environmentally friendly streetscape, using Bahia turf, and Florida-native trees and shrubs.
- The Division will develop a plan to reduce the brick street repair backlog, if funded, by forming a repair crew dedicated exclusively to this task. Funds saved by reducing the cost and frequency of landscape maintenance can be used to address the needs of the brick street inventory, which represents over 8% of the City's total street mileage.
- The Division will initiate an inventory and condition assessment of the City's stormwater management system, which will be used to determine capacity and repair deficiencies in the system.

## Public Works Department

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Effectiveness</b>			
Percent of inspection of worksites and barricade locations completed per shift	97%	98%	98%
Percent of hazardous street conditions (potholes) repaired within one day	95%	100%	95%
Percent of lakes with degrading water quality	4.40%	3.93%	<7%
Percent of stormwater treatment system sites inspected	80%	93%	75%
Percent of revenue allocated to capital projects	41%	40%	40%
Annual administrative cost as a percentage of revenue collected	7%	25%	7%

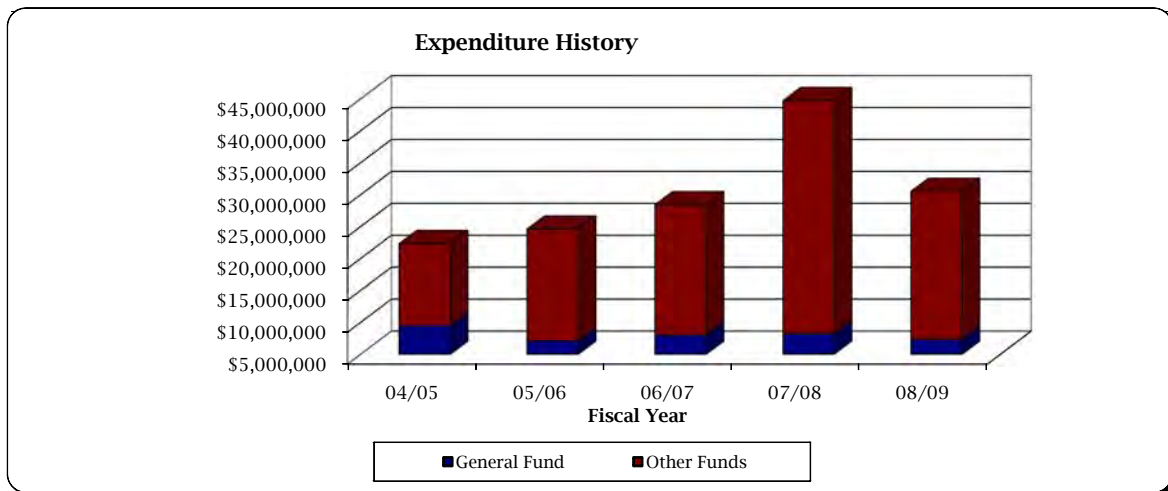
	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Efficiency</b>			
Average cycle time in working days to clean residential streets	16	16	14
Average cost per curb mile for street sweeping	\$35.99	\$24.50	\$34.34
Average cost of litter removal per acre	\$5.01	\$4.41	\$5.00
Average cost of asphalt repair per square yard	\$38.75	\$40.27	\$53.06
Average annual cost per acre to maintain lake water quality	\$91.00	\$99.00	\$360.00

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Service Indicator</b>			
Number of volunteer hours	n/a	4,098	7,000
Volume (in cubic yards) of trash and debris collected from lakes and stormlines	247	913	1,200
Dollar amount of stormwater revenue collected (in millions)	\$8.10	\$6.00	\$18.30

Public Works Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	\$ 65,394	\$ 120,865	\$ 107,371	\$ (13,494)	(11.16%)
725 Streets Administration	413,356	371,756	369,599	(2,157)	(0.58%)
726 Right of Way Management	4,870,306	4,907,527	4,159,446	(748,081)	(15.24%)
727 Street Maintenance & Construction	1,822,484	1,969,267	1,883,078	(86,189)	(4.38%)
728 Material & Equipment Management	807,363	811,986	796,733	(15,253)	(1.88%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 7,978,902</b>	<b>\$ 8,181,401</b>	<b>\$ 7,316,227</b>	<b>\$ (865,174)</b>	<b>(10.57%)</b>
<b>STORMWATER UTILITY FUND #428</b>					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 450,901	\$ 478,842	\$ 490,891	\$ 12,049	2.52%
706 Stormwater Management	1,971,200	1,860,796	1,926,756	65,960	3.54%
708 Stormwater Compliance	524,079	627,097	579,514	(47,583)	(7.59%)
709 Surface Water Maintenance	2,558,401	3,587,131	2,853,795	(733,336)	(20.44%)
965 Nondepartmental - Stormwater Projects	5,146,410	6,314,375	7,837,633	1,523,258	24.12%
	9,765,395	23,634,636	9,474,354	(14,160,282)	(59.91%)
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 20,416,386</b>	<b>\$ 36,502,877</b>	<b>\$ 23,162,943</b>	<b>\$ (13,339,934)</b>	<b>(36.54%)</b>
<b>TOTAL -- STREETS &amp; STORMWATER SERVICES</b>	<b>\$28,395,288</b>	<b>\$44,684,278</b>	<b>\$30,479,170</b>	<b>\$ (14,205,108)</b>	<b>(31.79%)</b>



## Public Works Department

## STAFFING SUMMARY

	2005/06 Actual	2006/07 Revised Budget	2007/08 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	38
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
TOTAL -- GENERAL FUND	83	83	81
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division			
705 Stormwater Administration	5	5	5
706 Stormwater Management	17	16	16
708 Stormwater Compliance	6	6	6
709 Surface Water Maintenance	27	28	28
TOTAL -- STORMWATER UTILITY FUND	55	55	55
TOTAL -- STREETS & STORMWATER SERVICES	138	138	136

## Public Works Department

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### CIP/Infrastructure Division

#### Mission Statement

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

#### Overview of Services/Programs

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house Project Management / Engineering, Design, and Construction Inspection for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. The Division processes all pay applications, invoices, and change orders for the projects. Further, the Division monitors the fiscal status of the Public Works Department and its major enterprise funds.

Projects include building renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are thirty-nine (39) capital projects either in the design/engineering phase or under construction that are managed by the Division. The combined multi-year budgets for these projects amount to over \$180 million.

#### 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 totaling nearly \$30 million within budget, including the following facilities and locations: Fire Stations 14, 15, 16, and 17; Villages of Southport Drainage; Reclaimed Water Distribution Expansion to Baldwin Park; Barker Park Improvements; Rockledge Road Sewer and Stormwater Construction; Orlando Cultural Park; Lake Angel, Conroy Basin, and Division Avenue Sewer and Stormwater Construction; I-Drive and Universal Turn Lanes; and Raleigh Street and Kirkman Road Intersection Improvements.
- Assisted Economic Development in construction and fiscal management of various Downtown Developments.

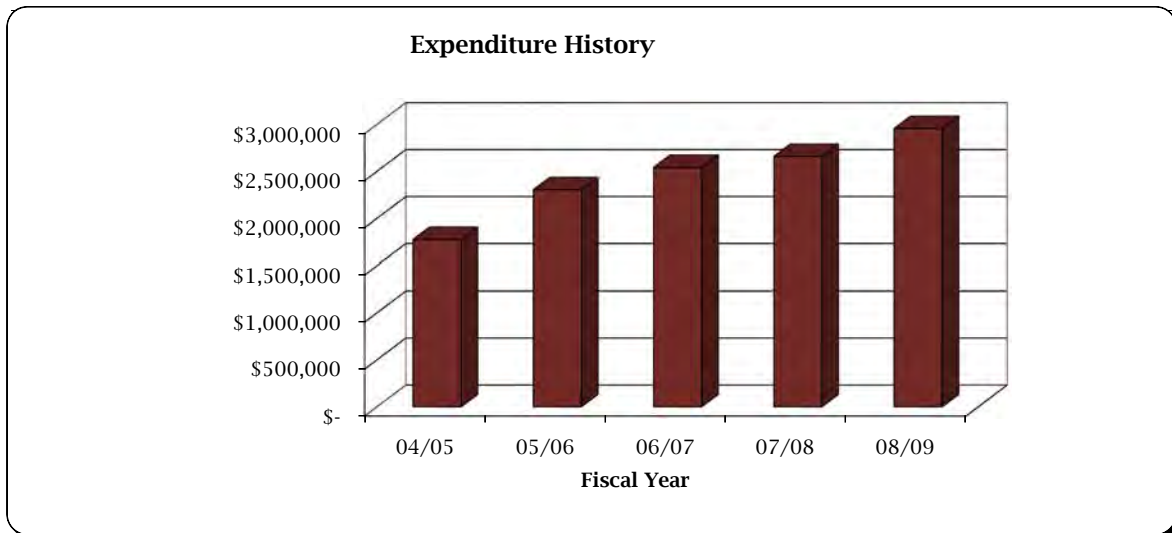
#### Future Outlook

- 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.
- Implement a Project Management Software system to improve the efficiency and effectiveness of project management and tracking.
- Continue to provide project management support to Community Venues projects.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain Leed certification on all new or relocated Fire Stations.

Public Works Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>CONSTRUCTION MANAGEMENT FUND #533</b>					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 484,295	\$ 496,644	\$ 499,044	\$ 2,400	0.48%
712 Project Engineering	657,776	684,834	638,798	(46,036)	(6.72%)
713 Construction Services	1,003,679	1,061,364	1,035,936	(25,428)	(2.40%)
714 Design Services	396,368	414,958	412,725	(2,233)	(0.54%)
964 NonDept.-Proj./Const.Mgmt.	-	-	369,030	369,030	N/A
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 2,542,117</b>	<b>\$ 2,657,800</b>	<b>\$ 2,955,533</b>	<b>\$ 297,733</b>	<b>11.20%</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>\$ 2,542,117</b>	<b>\$ 2,657,800</b>	<b>\$ 2,955,533</b>	<b>\$ 297,733</b>	<b>11.20%</b>



STAFFING SUMMARY

	2006/07	2007/08	2008/09
	Actual	Revised	Adopted
	Expenditures	Budget	Budget
<b>CONSTRUCTION MANAGEMENT FUND #533</b>			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>27</b>	<b>27</b>	<b>27</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>27</b>	<b>27</b>	<b>27</b>



## Public Works Department

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### Environmental Services Solid Waste Management Division

#### Mission Statement

To provide the citizens, businesses, and visitors of Orlando with efficient, cost effective solid waste collection and recycling services supporting the infrastructure demands of our growing, diverse community. To deliver high quality services with an emphasis on employee safety, environmental sustainability, public health, and the City Beautiful image.

#### Overview of Services/Programs

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

#### Major Accomplishments

- Provided 52,465 residential and 6,633 commercial customers with quality collection and transportation services at a competitive price
- Converted 95% of the City to automated garbage collection.
- Collected 91,021 tons of commercial waste, 39,859 tons of residential garbage, 9,104 tons of residential yard waste, and 3,843 tons of residential recycling in FY 07-08.
- Renewed contracts for emergency debris management with four (4) national companies to provide emergency services to the City in the event of any natural disasters
- Conducted training exercises on hurricane recovery procedures with disaster contractors.
- Implemented a GIS based work order system to improve the handling of customer requests and concerns.
- Converted 2,500 residential customers to single cart recycling collection on a bi-weekly schedule.

#### Future Outlook

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by continuing and expanding the pilot program for single stream recycling.
- The Division will pursue additional opportunities to improve collection service and reduce operating expenses by implementing automated single cart recycling collection to another 8,000 residential customers this year. This should result in increased diversion of waste from the landfill and reduce the cost of disposal of waste for these homes.
- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills. A demonstration scale waste gasification project will be developed to determine the viability of gasification of the entire waste stream and generating electricity and possibly fuel as a result.

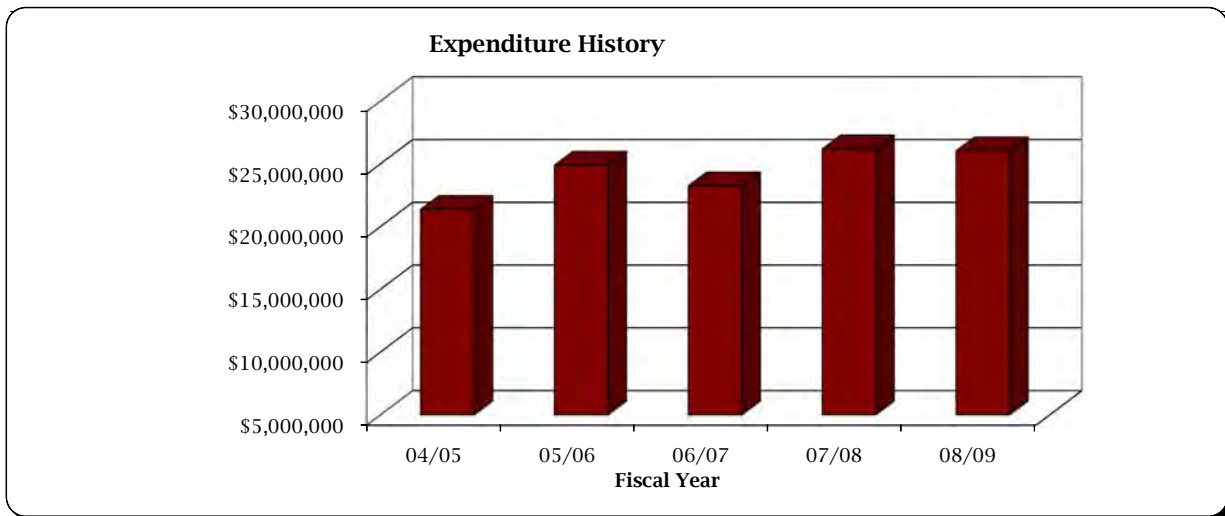
## Public Works Department

	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
<b>Performance Measures Efficiency</b>			
Average cost per month per household for residential solid waste (garbage, yard waste, and recycling) pick up	\$21.40	\$20.73	\$19.95
Average cost per month per household for garbage collection and disposal (excludes recycling and yard waste)	\$15.65	\$15.99	\$14.90
Average cost per month per household for recycling collection	\$5.75	\$4.75	\$5.05
Average revenue per month from recycled newsprint	\$4,850	\$5,720	\$5,125
Average full cost per cubic yard of commercial garbage collected per month	\$4.20	\$4.26	\$4.10
Average revenue per month from on-call claw truck service	\$4,395	\$5,320	\$5,275
Percent decrease in the average number of residential and commercial complaints received from the current 200/month	25%	43%	20%
<b>Performance Measures Service Indicator</b>			
Tons of commercial MSW collection	150,960	161,391	156,096
Tons of recycled materials	3,810	4,164	4,191

Public Works Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>SOLID WASTE FUND #426</b>					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,038,815	\$ 992,003	\$ 1,110,981	\$ 118,978	11.99%
365 Commercial Collection	7,484,264	7,181,361	7,171,783	(9,578)	(0.13%)
366 Residential & Recycling	9,946,184	10,969,837	11,290,929	321,092	2.93%
977 Nondepartmental - Solid Waste	3,343,158	3,476,309	4,235,244	758,935	21.83%
Projects	366,971	2,273,022	1,094,000	(1,179,022)	(51.87%)
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$22,179,392</b>	<b>\$24,892,532</b>	<b>\$24,902,937</b>	<b>\$ 10,405</b>	<b>0.04%</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>					
Environmental Services/Solid Waste Management Division					
715 City Supplemental Staff	\$ 1,056,524	\$ 1,285,389	\$ 1,117,194	\$ (168,195)	(13.09%)
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>\$23,235,917</b>	<b>\$26,177,921</b>	<b>\$26,020,131</b>	<b>\$ (157,790)</b>	<b>(0.60%)</b>



STAFFING SUMMARY

	2006/07	2007/08	2008/09
	Actual	Revised Budget	Adopted Budget
<b>SOLID WASTE FUND #426</b>			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	34	34	33
366 Residential & Recycling	70	70	56
<b>TOTAL -- SOLID WASTE FUND</b>	<b>118</b>	<b>118</b>	<b>103</b>
<b>SUPPLEMENTAL STAFF FUND #555</b>			
Environmental Services/Solid Waste Management Division			
715 Rapid Assistance Program	20	20	20
<b>TOTAL -- SUPPLEMENTAL STAFF FUND</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>138</b>	<b>138</b>	<b>123</b>

## Public Works Department

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### Environmental Services Wastewater Division

#### Mission Statement

**Engineering/Maintenance** - to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process, and reuse wastewater generated within the city's service area.

**Process/Operations** - to protect human health and our environment through safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

#### Overview of Services/Programs

The **Wastewater Division** is divided into two main areas of responsibility, Engineering and Maintenance Services and Process and Operation Services:

**Engineering and Maintenance Services:** provides wastewater capital facilities planning, operation and maintenance of over 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 over 14 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 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.

## Public Works Department

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- 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.
- The Environmental Control section regulates over 1,000 businesses and over 100 private collection systems through an oil and grease management program, which has resulted in a 75% reduction in sewer system overflows caused by the grease blockages.

### 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.
- Environmental Control staff continues to contact owners of private wastewater collection systems and lift stations to educate them on the maintenance of those facilities to prevent sewer system overflows.

#### Process/Operations

- Wastewater Division—Process/Operations staff will continue to evaluate methods to modify the Water Conserv II dewatering process in an effort to increase cake solids from 12% to 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.
- Staff has contracted with a consulting firm that will assess the Division's facilities and infrastructure to identify opportunities to implement energy conservation and operational savings through facility improvements.

## Public Works Department

## Wastewater - Engineering/Maintenance Section

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Effectiveness</b>			
Percent of calls responded to within one hour of notice during regular schedule work hours	98%	99%	98%
Percent of damaged lateral restored to service within 24 hours	95%	97%	95%
Percent of damaged main lines restored to service within three days	98%	99%	98%

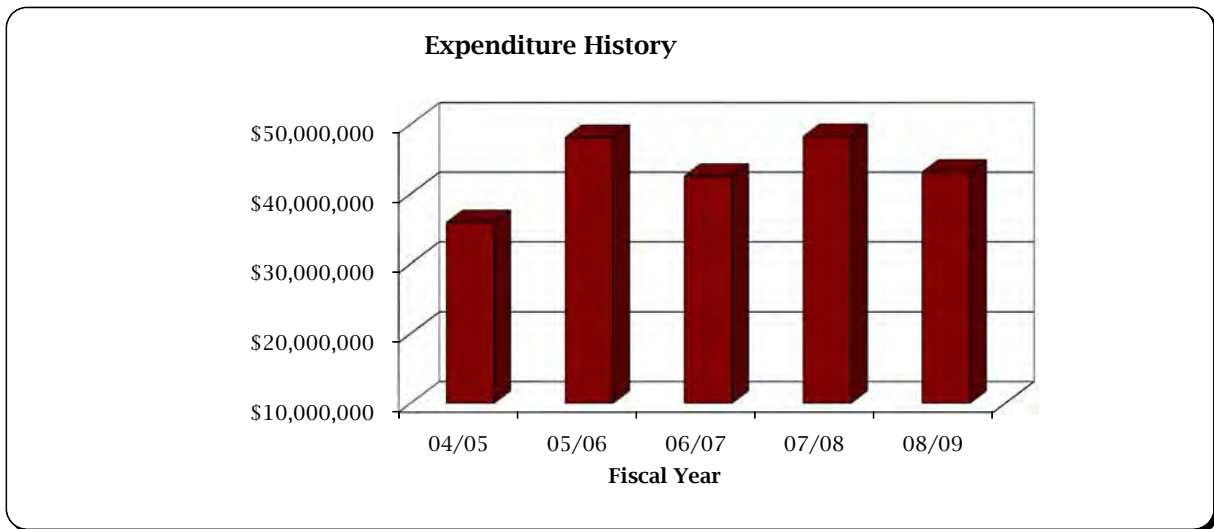
	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Efficiency</b>			
Average field response cost per stop sewer call in \$'s (includes all travel and investigation time)	\$237	\$145	\$213
Average cost to repair & return a main line to service - lateral	\$3,028	\$4,742	\$3,187
Percent of dropped force main restored to service within 24 hours	100%	100%	100%
Average footage per year TV	266,268	66,891	270,000
Average footage of cleaned sewer lines	1,080,267	319,085	1,100,000
Average number of sunshine tickets	15,326	3,763	15,250

## Wastewater - Process/Operations Section

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Effectiveness</b>			
Percent compliance with Federal & State permit standards for wastewater process performance	99.88%	99.96%	100.00%
Percent completion of scheduled Reclamation Facility preventive maintenance tasks	95%	85%	95%
Percent completion of scheduled lift station inspections	90%	95%	90%
Percent completion of scheduled lift station preventive maintenance tasks	92%	88%	95%
Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

Public Works Department

EXPENDITURE SUMMARY					
Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>WASTEWATER REVENUE FUND #441</b>					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,659,070	\$ 1,861,905	\$ 1,651,927	\$ (209,978)	(11.28%)
343 Wastewater Technical Support	679,794	808,959	760,355	(48,604)	(6.01%)
344 System Evaluation & Maintenance	4,772,688	4,703,269	4,982,884	279,615	5.95%
Wastewater Process/Operations Section					
351 Water Conserv I	2,846,709	2,571,454	2,781,472	210,018	8.17%
352 Water Conserv II	6,669,314	6,884,475	7,048,814	164,339	2.39%
353 Iron Bridge	10,681,940	9,313,826	9,432,252	118,426	1.27%
354 Lift Station Operations	3,292,304	3,327,854	3,345,582	17,728	0.53%
355 Environmental Control	1,356,941	1,288,954	1,270,181	(18,773)	(1.46%)
357 Industrial Automation Group	1,430,804	1,778,149	1,627,716	(150,433)	(8.46%)
358 Environmental Lab Services	16,114	808,562	819,221	10,659	N/A
359 Easterly Wetlands	(166)	887,635	784,172	(103,463)	N/A
975 Nondepartmental - Wastewater	8,017,318	8,093,906	8,590,426	496,520	6.13%
Projects	1,087,592	5,896,078	-	(5,896,078)	(100.00%)
<b>TOTAL -- WASTEWATER REVENUE FUND</b>	<b>\$42,510,423</b>	<b>\$48,225,026</b>	<b>\$43,095,002</b>	<b>\$ (5,130,024)</b>	<b>(10.64%)</b>



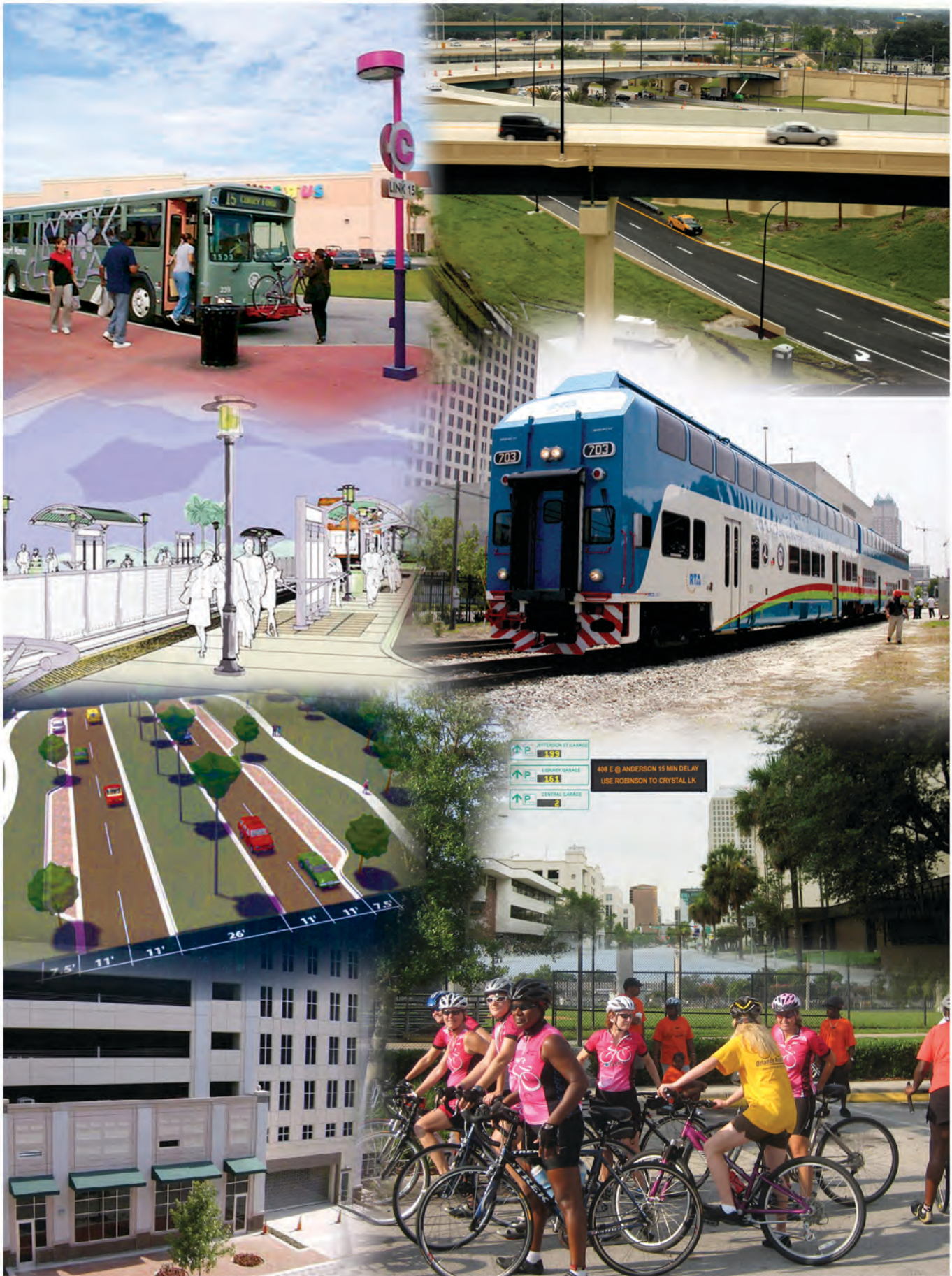
## Public Works Department

## STAFFING SUMMARY

	2006/07 Actual	2007/08 Revised Budget	2008/09 Adopted Budget
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	17	14	14
342 Wastewater Billing	-	-	-
343 Wastewater Technical Support	9	12	12
344 System Evaluation & Maintenance Sect	50	50	50
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	16	16
352 Water Conserv II	28	27	27
353 Iron Bridge	49	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	16	16
357 Industrial Automation Group	20	22	22
358 Environmental Lab Services	-	8	8
359 Easterly Wetlands	-	3	3
TOTAL -- WASTEWATER REVENUE FUND	229	229	229

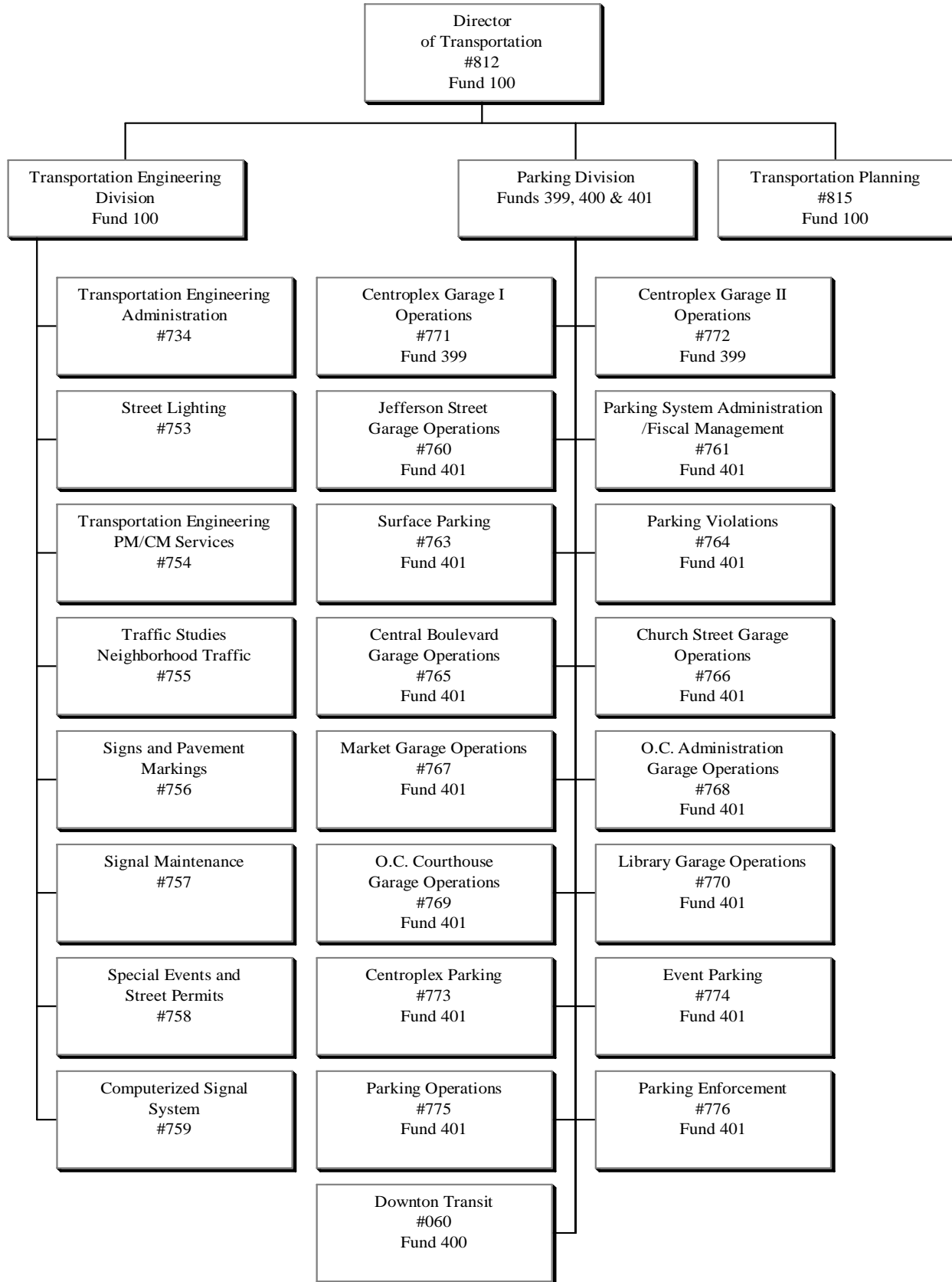


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*To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through enhancement of roads, public transit, parking, bicycle and pedestrian systems, intermodal facilities,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

Transportation Department



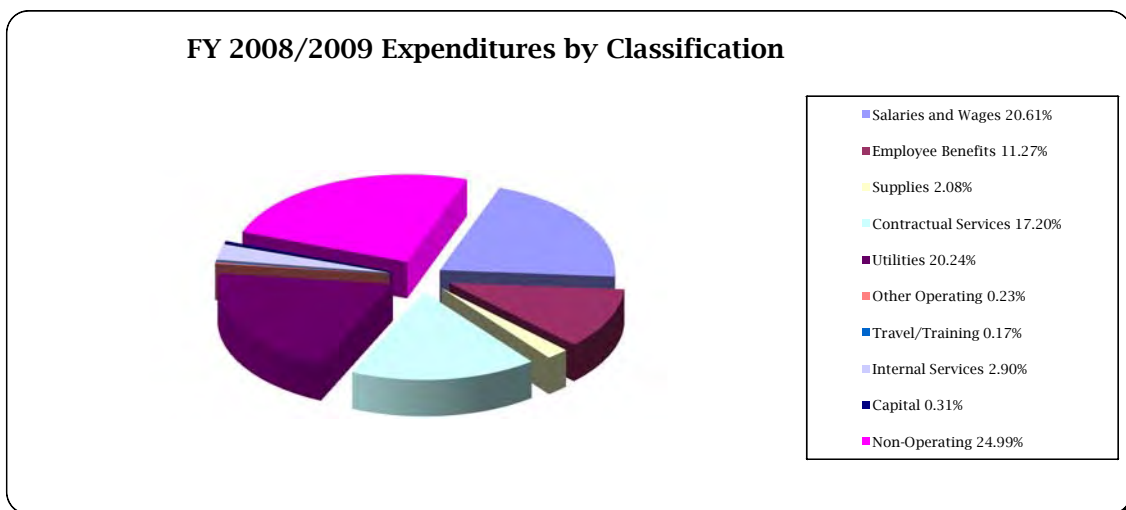
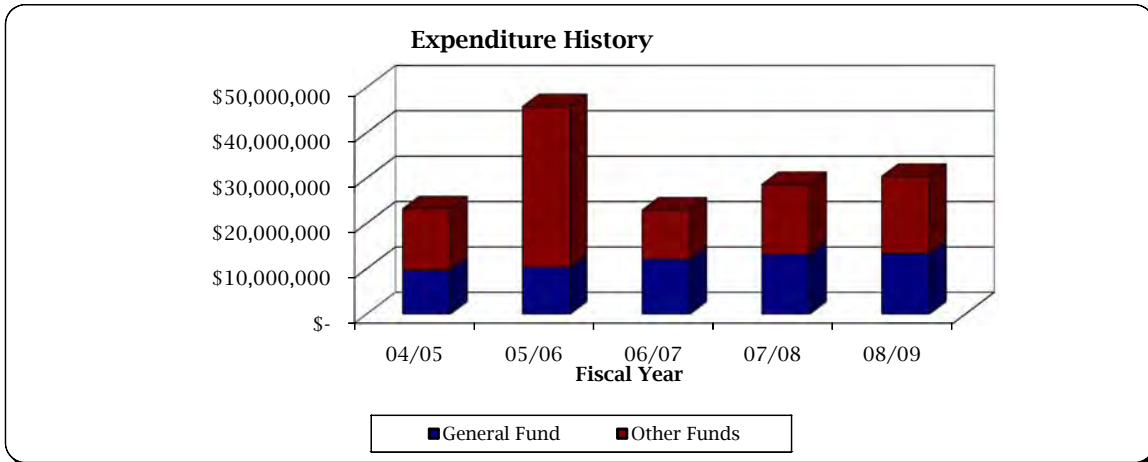


## Transportation Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
812 Director of Transportation	\$ 261,584	\$ 377,490	\$ 380,609	\$ 3,119	0.83%
Transportation Planning Division					
815 Transportation Planning	749,507	911,940	855,845	(56,095)	(6.15%)
Transportation Engineering Division					
734 Transportation Engineering Administration	384,722	336,103	281,409	(54,694)	(16.27%)
753 Street Lighting	5,308,848	5,750,000	5,750,000	-	0.00%
754 Transportation Engineering PM/CM Services	245,018	305,021	382,154	77,133	25.29%
755 Traffic Studies/N'hood Traffic Management	540,564	686,348	525,485	(160,863)	(23.44%)
756 Signs and Pavement Markings	1,075,882	1,154,976	1,061,068	(93,908)	(8.13%)
757 Signal Maintenance	1,280,832	1,350,735	1,205,054	(145,681)	(10.79%)
758 Special Events and Street Permits	342,988	344,721	342,089	(2,632)	(0.76%)
759 Computerized Signal System	531,200	680,891	669,981	(10,910)	(1.60%)
893 Non Departmental Transportation	188,788	15,448	553,083	537,635	3480.29%
025 Non Departmental City Commons Garage	1,116,149	1,253,391	1,275,816	22,425	1.79%
<b>TOTAL -- GENERAL FUND</b>	<b>\$12,026,083</b>	<b>\$13,167,064</b>	<b>\$13,282,593</b>	<b>\$ 115,529</b>	<b>0.88%</b>
<b>TRANSPORTATION GRANT FUND #399</b>					
Parking Division					
771 Centroplex Garage I Operations	\$ 213,096	\$ 188,339	\$ 205,343	\$ 17,004	9.03%
772 Centroplex Garage II Operations	341,272	417,260	394,653	(22,607)	(5.42%)
978 Nondepartmental - Centroplex Garages	1,439,101	2,016,726	1,955,508	(61,218)	(3.04%)
Projects	-	-	120,000	120,000	N/A
<b>TOTAL -- TRANSPORTATION GRANT FUND</b>	<b>\$ 1,993,469</b>	<b>\$ 2,622,325</b>	<b>\$ 2,675,504</b>	<b>\$ 53,179</b>	<b>2.03%</b>
<b>DOWNTOWN TRANSIT FUND #400</b>					
Parking Division					
060 Downtown Transit	\$ -	\$ -	\$ 90,698	\$ 90,698	N/A
<b>TOTAL -- DOWNTOWN TRANSIT FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,698</b>	<b>\$ 90,698</b>	<b>N/A</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>					
Parking Division					
760 Jefferson Street Garage	\$ 62,601	\$ 433,622	\$ 406,374	\$ (27,248)	(6.28%)
761 Parking System Admin/Fiscal Mgmt.	677,007	986,966	992,303	5,337	0.54%
763 Surface Parking	335,731	486,552	432,044	(54,508)	(11.20%)
764 Parking Violations	392,505	420,674	428,825	8,151	1.94%
765 Central Boulevard Garage Operations	961,644	881,161	1,049,663	168,502	19.12%
766 Church Street Garage Operations	552,746	432,863	533,569	100,706	23.27%
767 Market Garage Operations	-	295,270	730,740	435,470	147.48%
768 O.C. Administration Garage Operations	281,981	460,326	360,923	(99,403)	(21.59%)
769 O.C. Courthouse Garage Operations	631,352	800,732	757,973	(42,759)	(5.34%)
770 Library Garage Operations	515,915	1,058,769	972,027	(86,742)	(8.19%)
773 Centroplex Parking	611,130	438,225	508,632	70,407	16.07%
774 Event Parking	408,563	82,583	520,900	438,317	530.76%
775 Parking Operations	266,120	-	-	-	N/A
776 Parking Enforcement	286,540	447,786	424,096	(23,690)	(5.29%)
979 Nondepartmental - Parking	2,770,352	4,795,120	5,306,192	511,072	10.66%
Projects	140,915	742,998	840,000	97,002	13.06%
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 8,895,103</b>	<b>\$12,763,647</b>	<b>\$14,264,261</b>	<b>\$ 1,500,614</b>	<b>11.76%</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>\$22,914,654</b>	<b>\$28,553,036</b>	<b>\$30,313,056</b>	<b>\$ 1,760,020</b>	<b>6.16%</b>

Transportation Department

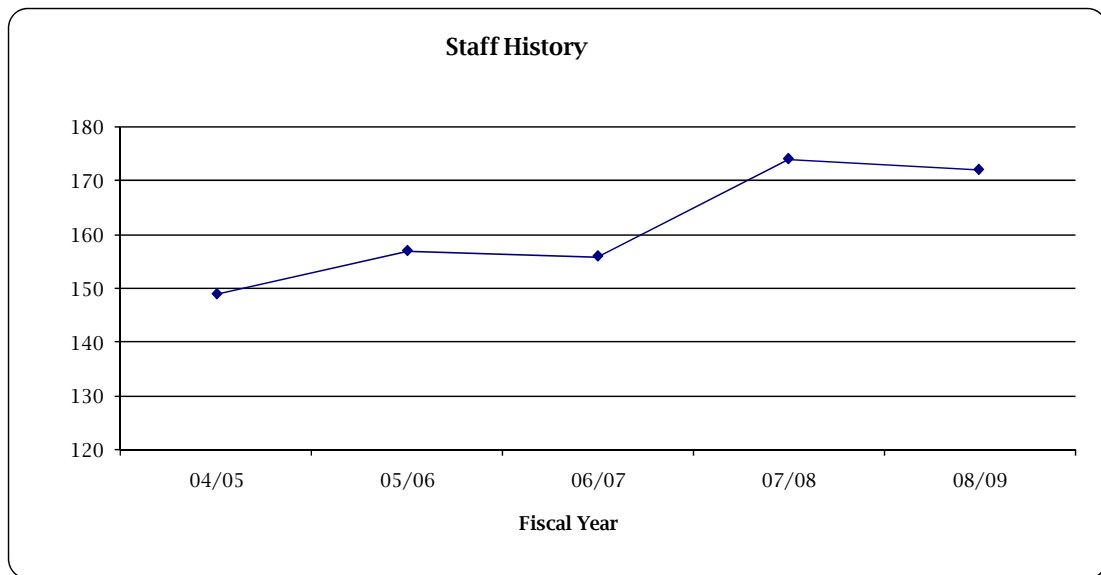
	2006/07 Actual Expenditures	2007/08 Revised Budget	2008/09 Adopted Budget	Change Adopted to Revised	% Change
Expenditure by Classification					
Salaries and Wages	\$ 5,193,348	\$ 6,265,464	\$ 6,248,620	\$ (16,844)	(0.27%)
Employee Benefits	2,136,216	2,692,815	3,417,105	724,290	26.90%
Supplies	563,042	656,656	630,270	(26,386)	(4.02%)
Contractual Services	4,029,190	4,820,812	5,213,510	392,698	8.15%
Utilities	5,843,341	6,320,270	6,134,318	(185,952)	(2.94%)
Other Operating	56,425	67,506	69,003	1,497	2.22%
Travel/Training	22,766	54,284	51,526	(2,758)	(5.08%)
Internal Services	916,133	1,222,635	878,863	(343,772)	(28.12%)
Capital	320,813	314,834	95,000	(219,834)	(69.83%)
Non-Operating	3,833,379	6,137,760	7,574,841	1,437,081	23.41%
<b>TOTAL -- TRANSPORTATION</b>	<b>\$22,914,654</b>	<b>\$28,553,036</b>	<b>\$30,313,056</b>	<b>\$ 1,760,020</b>	<b>6.16%</b>



Transportation Department

DEPARTMENT STAFFING SUMMARY

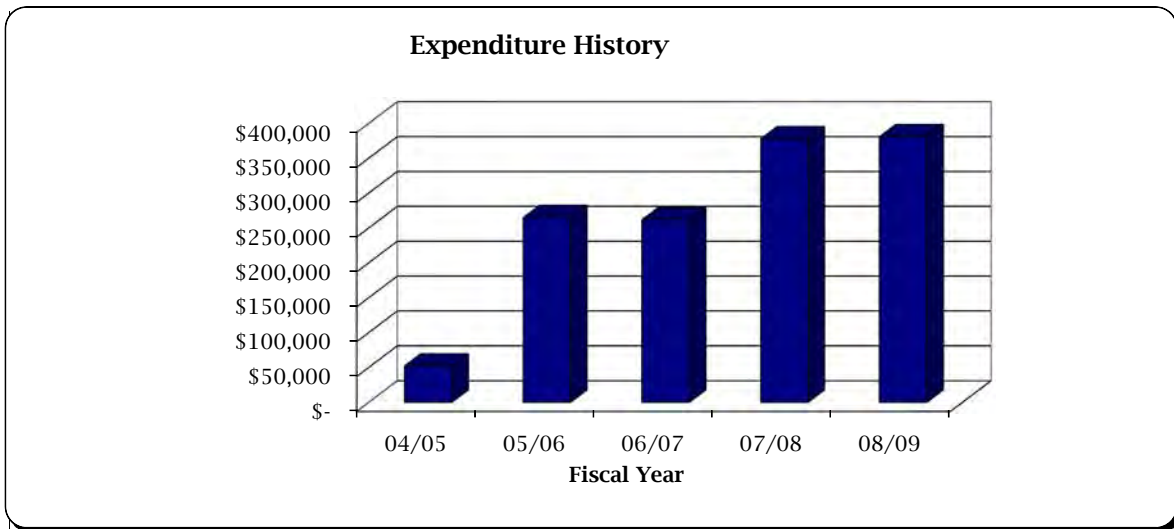
	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<u>GENERAL FUND #100</u>			
812 Director of Transportation	3	3	3
Transportation Planning Division			
815 Transportation Planning	11	11	10
Transportation Engineering Division			
734 Transportation Engineering Administration	4	4	3
754 Transportation Engineering PM/CM Services	3	3	4
755 Traffic Studies/N'hood Traffic Management	9	8	8
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	66	66	64
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	3	3	3
TOTAL -- TRANSPORTATION GRANT FUND	3	3	3
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Administration	12	12	12
763 Surface Parking	5	4	4
764 Parking Violations	6	6	6
775 Parking Operations	56	75	75
776 Parking Enforcement	8	8	8
TOTAL -- PARKING SYSTEM REVENUE FUND	87	105	105
TOTAL -- TRANSPORTATION	156	174	172



Transportation Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
812 Director of Transportation	\$ 261,584	\$ 377,490	\$ 380,609	\$ 3,119	0.83%
<b>TOTAL -- DIRECTOR</b>	<b>\$ 261,584</b>	<b>\$ 377,490</b>	<b>\$ 380,609</b>	<b>\$ 3,119</b>	<b>0.83%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
812 Director of Transportation	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL -- DIRECTOR</b>	<b>3</b>	<b>3</b>	<b>3</b>

## 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

#### Overview of Services/Programs

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

#### Major Accomplishments

- Secured funding for Downtown Bus Rapid Transit Alternative Analysis (\$1.5M project to begin Fall 2008).
- Successfully negotiated with Orange County and FDOT to secure \$5.7M in TRIP funding along with ROW dedication for Narcoossee Road 6-lane project between the Greenway and Osceola County line.
- City lead for Commuter Rail Station Design and Implementation.
- Has partnered with development community to secure \$1.14M in signal and transit improvements since 2007.
- Negotiated agreement with Orange County developer to mitigate impacts on Dowden Road (\$1M).
- Negotiated and developed DRI mitigation agreements for Lee Vista DRI (First Amended and Restated) and Lake Nona DRI (Fourth Amended and Restated).
- Secured \$4M in grant funding for Shingle Creek Trail.
- Taken the lead role in developing the City's Long Range Downtown Transportation Plan.
- Secured financing for the City's portion of the Central Florida Commuter Rail system.
- Led City's review of Commuter Rail Interlocal Agreement.
- Lead Department for commuter rail station design and implementation.
- Provided funding for Narcoossee Road six-laning from the Greenway to the Osceola County Line.
- Provided funding for initial phases of the Mission Road project.
- Secured proportionate fair share funding for the Grand National Drive Overpass.
- Secured funding for Conway Road four-laning between Hoffner Road and Frontage Road.
- Evaluated I-4 Ultimate Improvement impacts on Orlando resulting in positive changes in aesthetics benefiting the City.
- 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.

## Transportation Department

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- 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 Avenue.
- 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.
- Updated the City's Transportation Impact Fees.
- Adopted the Downtown Transportation Plan after 18 months of study.
- Completed additional Transit Circulator Expansion Study as recommended in the Downtown Transportation Plan.
- Initiated Land Development Code changes for enhancing walkability of the Downtown street network, designating primary and secondary corridors for future development.
- Coordinated with the Economic Development Department to implement Downtown Transportation Plan pedestrian recommendations through revised Streetscape Guidelines.
- Completed updates to the Bicycle Parking Code for new development.
- Received the national "Snowball Effect" award from Active Living by Design for creating bicycle/pedestrian from the Levels of Service to walking audits to the Downtown Transportation Plan to implementation of walking programs, bike giveaways and additional bicycle parking.
- Added bike racks to the downtown core to significantly increase bicycle parking availability.
- Work with Orange County, the Turnpike Authority, the Trust for Public Land, CSX, FDOT and various developers to refine and finalize the Shingle Creek and Orlando Urban Trail corridors.
- Installed 70 bike racks throughout the downtown purchased for the City by the Florida Planning and Zoning Association.
- Gave away 25 reconditioned bicycles recovered from the Orlando Police Department and LYNX to adults and children.
- Completed 15 additional miles of bike lanes and trails for a total 250 miles of bikeways within the City Limits.

### Future Outlook

- Continue to develop a transportation network to support Downtown growth (Downtown Transportation Plan), including expanded transit circulator.
- Continue to work with FDOT to advance the level of I-4 aesthetic treatments throughout the City's section.
- 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 proportionate fair share and 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.
- Coordinate with FDOT and Orange County on the implementation of the six lane widening project on Narcoossee Road from SR 417 to the Osceola County Line.



## Transportation Department

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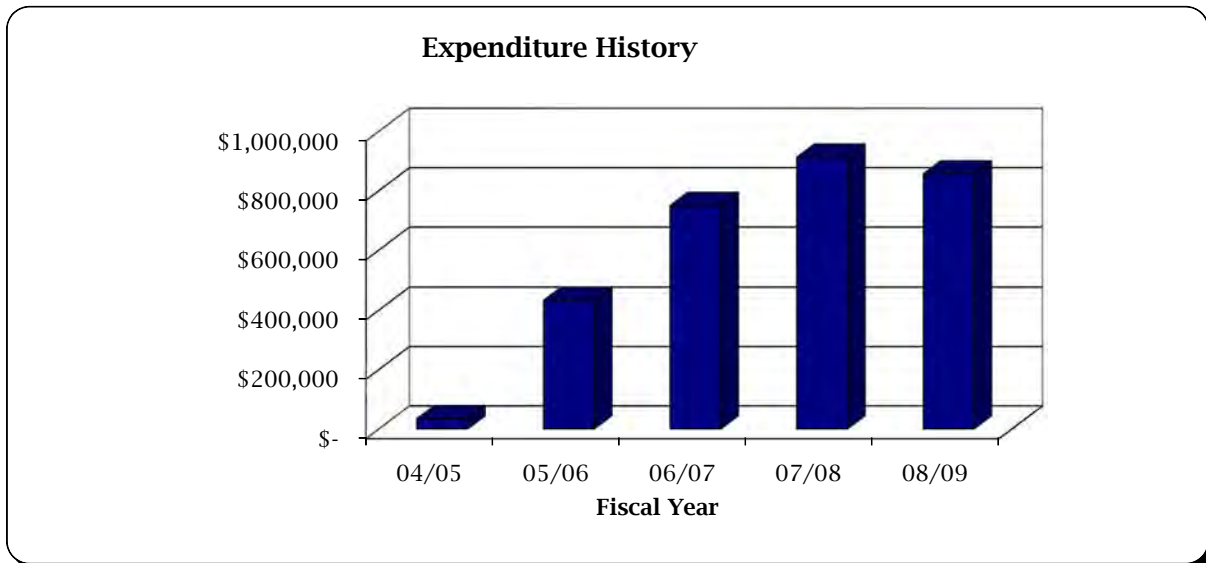
	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Effectiveness</b>			
Annual Percentage of Transportation Element Amendments found in compliance	100%	0%	100%
Annual Percent of roadways meeting Transportation Concurency Requirements	100%	0%	95%
Number of Chapter Ordinance Updates found in compliance with State regulations as they pertain to Impact Fees, Concurency Management, and Roadway Design and Access Management	2	0	3

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Efficiency</b>			
Annual percentage of applications and submittals approved or resulting in funding	80%	0%	100%
Semi-annual Capacity Availability Report completed, adopted, and issued to the State DCA	1	0	1
Percentage of MPB cases reviewed within the established time frame	38.60%	57.00%	60.00%

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Service Indicator</b>			
Total number of miles of Lanes/Paths	4%	5%	4%
Total number of ridership	1,164,177	1,205,726	1,164,777
Number of applications or submittals	5	4	4

Transportation Department

EXPENDITURE SUMMARY					
Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Transportation Planning Division					
815 Transportation Planning	\$ 749,507	\$ 911,940	\$ 855,845	(\$56,095)	(6.15%)
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>\$ 749,507</b>	<b>\$ 911,940</b>	<b>\$ 855,845</b>	<b>(\$56,095)</b>	<b>(6.15%)</b>



STAFFING SUMMARY			
	Actual	Revised	Adopted
	2006/2007	Budget	Budget
		2007/2008	2008/2009
<b>GENERAL FUND #100</b>			
Transportation Planning Division			
815 Transportation Planning	11	11	10
<b>TOTAL -- GENERAL FUND</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>11</b>	<b>11</b>	<b>10</b>

## Transportation Department

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### 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.

#### Overview of Services/Programs

The **Transportation Engineering Division** manages the City's efforts for providing safe, efficient and balanced movement of people, vehicles, goods, pedestrians, and bicyclists by efficiently and effectively permitting, designing, constructing, operating, and maintaining the City's transportation infrastructure.

To accomplish its mission, the Division maintains and operates the City's Traffic System infrastructure to facilitate the safe and effective movement of traffic on City streets, provides for traffic control during street closures and special events, and provides project management services associated with major transportation related capital projects.

#### Major Accomplishments

- Secured \$10.4 Million in additional State Funds for Conway Road Construction.
- Secured \$20.0 Million in State Funds for building improvements to Narcoossee Road between the Beachline Expressway and Leevista Boulevard.
- Awarded \$3 million in State Funds for Narcoossee Road Right-of-Way Acquisition between Goldenrod Road and Lee Vista Boulevard.
- Secured \$307,007 in Federal Funds for International Drive Congestion Management Project Design.
- Secured funding and equipment for State Grant to change Pedestrian Signals to Countdown Signals throughout the City.
- Negotiated with FDOT for them to include bike lanes on resurfaced state roads including Mills Avenue, Princeton Street, Orange Avenue, Magnolia Avenue, and Washington Street.
- Managed Narcoossee Road Project through Design and Right-of-Way to Construction Phase.
- Managed Crystal Lake Drive Widening through Design and Construction.
- Managing Mission Road Project through the planning phase, including extensive public involvement.
- Managed International Drive and Kirkman Road Project through Design to Construction.
- Shingle Creek Trail Project Management - Project Construction Complete.
- Managed Raleigh Street Turn Lane Extension @ Kirkman Road through Construction.
- Managed International Drive Turn Lanes @ Universal Boulevard through Construction.
- Investigated over 547 traffic problems.
- Completed 11 decorative street light upgrade projects.
- Studied designed and reviewed 26 traffic calming projects.
- Constructed 12 traffic calming projects.
- Initiated development of an automated inventory system for the Sign Shop.
- Fabricated 1,021 signs for special projects.
- Installed 38,000 linear feet of pavement markings.
- Developed a web application for requisition of materials and supplies, and an access database with excel sheets for inventory.
- Upgraded traffic control signs in 51 neighborhoods.
- Percentage of traffic control signs repaired or replaced within 24 hours of a report increased from 75% in FY06/07 to 100% in FY07/08.

## Transportation Department

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- Improved protection for the signal system infrastructure from damage by contractors who perform construction in or adjacent to City rights of way and easements by responding to over 1,300 locate requests within 48 hours, during the first half of FY 2006-2007.
  - Processed 2,860 work orders for traffic signal improvements and repairs.
  - Replaced 10 signal equipment cabinets.  
(6 damaged by vehicles, 4 either damaged by storms, or required maintenance).
  - Repaired 8 signals due to damage resulting from crashes or oversized vehicles.
- Improved reliability and reduced power bills due to ongoing Light Emitting Diode (LED) replacement of incandescent bulbs.
  - Converted traffic signals from incandescent to light emitting diodes at 13 locations.  
LED technology is present in 206 of the 500 locations with electronic traffic control devices.
- Converting all pedestrian signals to “countdown” signals through partnership with FDOT. This should result in a significant reduction in pedestrian-vehicle collisions and a reduced number of Risk Management cases.
  - Converted 259 locations to countdown pedestrian signals.
- Installed 15 new traffic signal assemblies ( 10 Full intersection installs, 2 mid-block pedestrian crossings, 3 special installations).
- Rebuilt or upgraded signals in 27 intersections (17 major rebuilds & 10 upgrades).
- Performed 13 system upgrades or major repairs to the communication system.
- Signalized Intersections:
  - Upgraded signal load switches, and added power transfer switches at 400 locations.
  - Installed 1 audible pedestrian crossing signal.
- Increased Number of Permits Issued In 2007:
 

◦ Right of Way Permits reviewed and approved	954
◦ Street, Lane, or Sidewalk Closure Authorizations	845
◦ Project Inspections	2678
◦ Events (18A, Block Party, Citrus Bowl and Arena)	316
◦ Banner Permits	12
◦ Film Shoot Permits	100
- Performing in-house maintenance of a portion of the communication network for monitoring the traffic signals to lower the cost of contracted work.
- Coordinated traffic signal retiming of three (3) primary corridors through the Orlando-Orange County area. This project consisted of Colonial Drive from Pete Parrish Boulevard to Summerlin Avenue (18 locations), John Young Parkway from 33 Street to Orange Blossom Trail (22 locations), and Orange Blossom Trail from Grand Street to Clarcona-Ocoee Road (18 locations).

## Transportation Department

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### Future Outlook

- Seeking \$2 Million in Federal Funds from MetroPlan Orlando for the Orlando Urban Trail (Dinky Line) Right-of-Way to purchase the rail line.
- Seeking \$1.9 Million in Federal Funds for Traffic Signal Pre-emption System to improve response times for Orlando Fire Department.
- Investigate sources for additional revenue to cover increasing demands for service:
  - Increase charges for Block Party Permits from \$10.00 to at least \$25.00. The current \$10.00 charge does not cover the actual cost of providing the service.
  - Require a 150.00 deposit to cover the cost of barricades, signs, or lights that are lost or stolen. At this time, there is no means for covering this cost. Another option is to not provide the devices, but still require a permit. The permittee would be responsible for renting the devices from a local barricade company.
  - Charge event promoters for overtime worked by City Staff during an event. Currently, if a promoter has an event downtown such as Festival Calle Orange, or Celebration of Running, City staff works to oversee the Maintenance of Traffic (MOT), without reimbursement from the promoter. Promoters should be responsible for appropriate costs as they are for OPD and other City Services.
  - Charge developers a Street usage fee for street or lane closures associated with the MOT for their projects.
- Continue work on automating the street, lane, and sidewalk closure authorization process, which will include the ability for customers to request authorization via the Internet.
- Continue development of an automated inventory system for the Sign and Signal Shops.
- Increase the number of employees capable of performing “in-house” arterial signal timing and network capacity analyses.
- Design and construct traffic signals at 11 intersections.
- Begin implementation of an Intelligent Transportation System (ITS) Plan to manage increasing congestion and special events in the Downtown.
- Continue deployment of the audible pedestrian signals.
- Initiate Construction of the Narcoossee Road Improvements between the Beachline Expressway and Leevista Boulevard.
- Coordinate with FDOT and Orange County on the implementation of the six lane widening project on Narcoossee Road from SR 417 to the Osceola County line.
- Complete construction of the four lane-widening project on Conway Road from Hoffner Avenue to SR 528.
- Complete Final Design of one to two segments of Mission Road.
- Construct the intersection improvement at Kirkman Road and Raleigh Street.
- Construct the intersection improvement at International Drive and Universal Boulevard.
- Initiate the study and design of International Drive Congestion Management Improvements including Transit Only Lanes.
- Initiate the study and design of the Grand National Drive Overpass.
- Initiate the design of the Orlando Urban Trail (Dinky Line Phase 2) from Orange Avenue to Virginia Drive.
- Initiate the design of the Boone Avenue extension.

## Transportation Department

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	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Effectiveness</b>			
Percentage of locate requests investigated within 48 hours	99%	83%	99%
Percentage of repair/replacement requests completed within 24 hours	75%	100%	80%

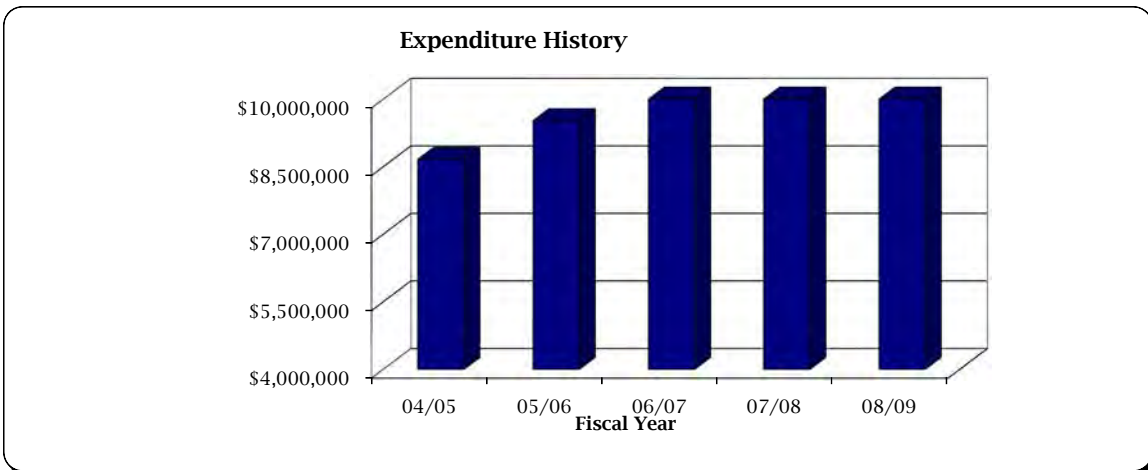
	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Efficiency</b>			
Traffic investigations completed	90%	92%	90%
Percentage of signal system inventory (12,000 light units) containing LED lenses	35%	28%	100%

	2006/2007 Actual	2007/2008 Estimated	2008/2009 Proposed
<b>Performance Measures Service Indicator</b>			
Linear feet of cable replaced	5,777	25,923	9,400
Number of intersection safety studies completed	12	0	12
Number of traffic calming studies	18	28	18
Number of traffic calming projects	15	16	15
Number of locate requests received	4,089	3,911	4,090
Number of neighborhoods completed	17	63	30

Transportation Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>GENERAL FUND #100</b>					
Transportation Engineering Division					
734 Transportation Engineering Administration	\$ 384,722	\$ 336,103	\$ 281,409	\$ (54,694)	(16.27%)
753 Street Lighting	5,308,848	5,750,000	5,750,000	-	0.00%
754 Transportation Engineering PM/CM Services	245,018	305,021	382,154	77,133	25.29%
755 Traffic Studies/N'hood Traffic Management	540,564	686,348	525,485	(160,863)	(23.44%)
756 Signs and Pavement Markings	1,075,882	1,154,976	1,061,068	(93,908)	(8.13%)
757 Signal Maintenance	1,280,832	1,350,735	1,205,054	(145,681)	(10.79%)
758 Special Events and Street Permits	342,988	344,721	342,089	(2,632)	(0.76%)
759 Computerized Signal System	531,200	680,891	669,981	(10,910)	(1.60%)
893 Non Departmental Transportation	188,788	15,448	553,083	537,635	3480.29%
025 Non Departmental City Commons Garage	1,116,149	1,253,391	1,275,816	22,425	1.79%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 11,014,991</b>	<b>\$ 11,877,634</b>	<b>\$ 12,046,139</b>	<b>(\$391,555)</b>	<b>1.42%</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>\$ 11,014,991</b>	<b>\$ 11,877,634</b>	<b>\$ 12,046,139</b>	<b>\$ (391,555)</b>	<b>1.42%</b>



STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<b>GENERAL FUND #100</b>			
Transportation Engineering Division			
734 Transportation Engineering Administration	4	4	3
754 Transportation Engineering PM/CM Services	3	3	4
755 Traffic Studies/N'hood Traffic Management	9	8	8
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
<b>TOTAL -- GENERAL FUND</b>	<b>52</b>	<b>52</b>	<b>51</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>52</b>	<b>52</b>	<b>51</b>

## Transportation Department

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### 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.

#### 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 an additional 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

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### 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

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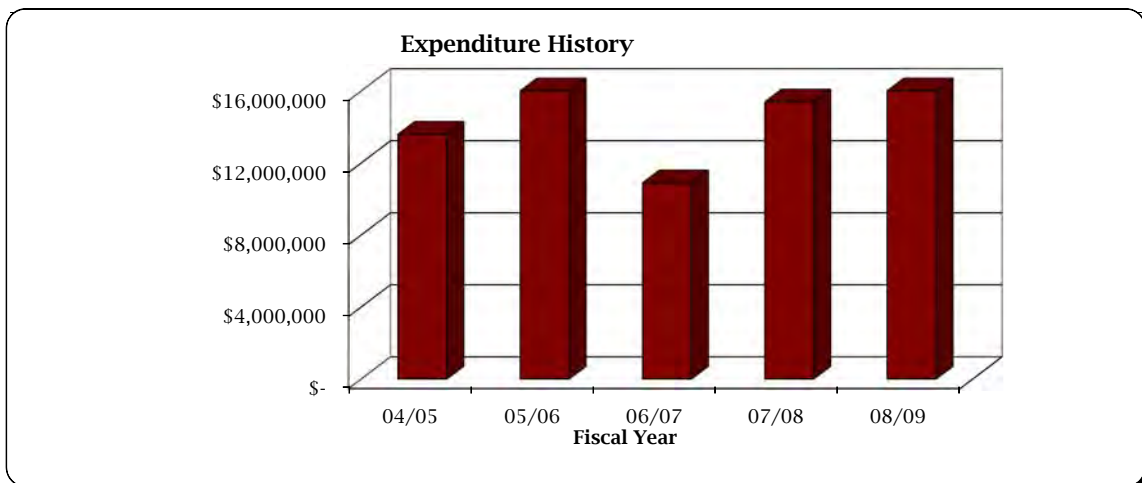
Performance Measures Service Indicator	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Structural/cosmetic repairs	N/A	N/A	90%
Line striping/zone marking	N/A	N/A	90%
Environmental/sanitary conditions	N/A	N/A	90%
Performance Measures Efficiency	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Number of citations paid to citations written	N/A	N/A	75%
Fines collected to citations issued	N/A	N/A	75%
Number of positive customer service survey responses versus negative responses	N/A	N/A	80%
Number of valid customer service complaints versus customer service inquiries	N/A	N/A	25%
Number of contest hearing summons upheld versus number of hearings	N/A	N/A	80%
Performance Measures Effectiveness	2006/2007	2007/2008	2008/2009
	Actual	Estimated	Proposed
Citations voided due to officers issuing errors	N/A	N/A	400

Note: Performance Measures are new for FY09 and no data is available for prior years.

Transportation Department

EXPENDITURE SUMMARY

Fund	2006/07	2007/08	2008/09	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
<b>TRANSPORTATION GRANT FUND #399</b>					
Parking Division					
771 Centroplex Garage I Operations	\$ 213,096	\$ 188,339	\$ 205,343	\$ 17,004	9.03%
772 Centroplex Garage II Operations	341,272	417,260	394,653	(22,607)	(5.42%)
978 Nondepartmental - Centroplex Garages	1,439,101	2,016,726	1,955,508	(61,218)	(3.04%)
Projects	-	-	120,000	120,000	N/A
<b>TOTAL -- TRANSPORTATION GRANT FUND</b>	<b>\$ 1,993,469</b>	<b>\$ 2,622,325</b>	<b>\$ 2,675,504</b>	<b>\$ 53,179</b>	<b>2.03%</b>
<b>DOWNTOWN TRANSIT FUND #400</b>					
Parking Division					
060 Downtown Transit	\$ -	\$ -	\$ 90,698	\$ 90,698	N/A
<b>TOTAL -- DOWNTOWN TRANSIT FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,698</b>	<b>\$ 90,698</b>	<b>N/A</b>
<b>PARKING SYSTEM REVENUE FUND #401</b>					
Parking Division					
760 Jefferson Street Garage	\$ 62,601.46	\$433,622.00	\$ 406,374	\$ (27,248)	(6.28%)
761 Parking System Admin/Fiscal Mgmt.	677,007	986,966	992,303	5,337	0.54%
763 Surface Parking	335,731	486,552	432,044	(54,508)	(11.20%)
764 Parking Violations	392,505	420,674	428,825	8,151	1.94%
765 Central Boulevard Garage Operations	961,644	881,161	1,049,663	168,502	19.12%
766 Church Street Garage Operations	552,746	432,863	533,569	100,706	23.27%
767 Market Garage Operations	-	295,270	730,740	435,470	147.48%
768 O.C. Administration Garage Operations	281,981	460,326	360,923	(99,403)	(21.59%)
769 O.C. Courthouse Garage Operations	631,352	800,732	757,973	(42,759)	(5.34%)
770 Library Garage Operations	515,915	1,058,769	972,027	(86,742)	(8.19%)
773 Centroplex Parking	611,130	438,225	508,632	70,407	16.07%
774 Event Parking	408,563	82,583	520,900	438,317	530.76%
775 Parking Operations	266,120	-	-	-	N/A
776 Parking Enforcement	286,540	447,786	424,096	(23,690)	(5.29%)
979 Nondepartmental - Parking	2,770,352	4,795,120	5,306,192	511,072	10.66%
Projects	140,915	742,998	840,000	97,002	13.06%
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 8,895,103</b>	<b>\$ 12,763,647</b>	<b>\$ 14,264,261</b>	<b>\$ 1,500,614</b>	<b>11.76%</b>
<b>TOTAL -- PARKING DIVISION</b>	<b>\$ 10,888,572</b>	<b>\$ 15,385,972</b>	<b>\$ 17,030,463</b>	<b>\$ 1,644,491</b>	<b>10.69%</b>



## Transportation Department

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### STAFFING SUMMARY

	Actual 2006/2007	Revised Budget 2007/2008	Adopted Budget 2008/2009
<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	12	12	12
763 Surface Parking	5	4	4
764 Parking Violations	6	6	6
775 Garage Operations	56	75	75
776 Parking Enforcement	8	8	8
TOTAL -- PARKING SYSTEM REVENUE FUND	<u>87</u>	<u>105</u>	<u>105</u>
TOTAL -- PARKING DIVISION	<u>90</u>	<u>108</u>	<u>108</u>

Transportation Department

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## Capital Improvements and Debt

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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, the Chief Administrative Officer and the Mayor. Details of procedures, criteria and project descriptions are available in the City's Capital Improvement Program document.

Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule for the expenditure of funds to acquire or construct capital facilities concurrent with development in order to maintain established levels of service. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Growth Management Plan. CIE projects are required projects. Projects which are part of the CIE have been designated as such on the following pages. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by 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 it 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

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### DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Major pieces of equipment which have a relatively long period of usefulness.
- d. Equipment for any public facility or improvement when first erected or acquired.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc.

Normal replacement of vehicles or equipment and normal recurring 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. Miscellaneous Transportation Enhancements, Emergency Spill Cleanup), the project contains multiple phases (i.e. Citrus Bowl Improvements, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project.

Details of the entire financing plan along with project descriptions can be found in the companion City publication entitled ***2008-2013 Capital Improvement Program***.

The 2008/2009 Adopted Capital Budget by Fund schedule starting on page 369 indicates if the project is part of the CIE and indicates what function the project serves. The functions/types of projects are abbreviated as follows:

ECD	Economic Development
GEN	General Government
PSF	Public Safety
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Wastewater

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.



Capital Improvements and Debt

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go on-line and access existing projects and create new projects. Departments can add to, modify and view the projects that were included in the previous years Program. Management and Budget is notified of any projects that can be deleted. Departments have access to this database during the project input timeframe, which generally runs from early December to the end of January.

Project information is stored in this database in an electronic format. Having this information in a database allows for the printing of reports and description forms in an easy to read format. Reports can be created by various factors such as funding source, function or division/department. The database can be modified, if necessary, to accommodate specific requests or needs.

The database is used to print the Capital Improvement Program document. Information is also often exported into a spreadsheet format .

An example of a project description form as it would appear in the Capital Improvement Program document is shown below.

TYPE OF SERVICE: Transportation		PROJECT NUMBER: 83-812-003	PROJECT NAME: Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowest	FINANCIAL PROJECT #	PAGE					
DEPARTMENT: TRANSPORTATION DEPT.		83-812-003	Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowest	2491						
DIVISION: TRANSPORTATION PLANNING		PRIORITY: Critical Deficiency								
PROBLEM IDENTIFICATION OR NEED: Based on the City's adopted Thoroughfare Plan, future growth projections, and transportation modeling, Mission Road has been identified as a future roadway deficiency and road network connectivity improvements will be needed. The overall corridor is from Old Winter Garden Road to Conroy Road.				PROJECT RANKING Department Rating 1 - 8 CIE Requirement Y						
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): An overall study of the corridor and design to the 30% level is being initiated in 2006/07. The final design and construction will occur in Segments. The segments of the roadway are as follows: Segment 1 - Conroy Rd to LB McLeod Rd - In Design Segment 2 - LB McLeod Rd to Metrowest Blvd - In Design Segment 3 - Metrowest Blvd Extension-Eagle Nest Park to Mission Road Segment 4 - Metrowest Blvd to Raleigh Segment 5 - Raleigh St to Carter St Segment 6 - Carter St to Old Winter Garden/Pine Hills Rd The roadway will be designed as a four lane divided arterial with a parallel multi-use path.				CONTACT: Charles Ramdatt 3186 REMARKS						
				SERVICE AREA						
				CLUSTER 3						
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR				LOCATION						
FUND	2008/09	2009/10	2010/11	2011/12	2012/13	FIVE YR	LATER	PRIOR	Total	
IFT	\$4,623,000	\$0	\$0	\$0	\$0	\$4,623,000	\$0	\$15,243,250	\$19,866,250	
OF	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000	
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>ALL</b>	<b>\$4,623,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,623,000</b>	<b>\$5,000,000</b>	<b>\$15,243,250</b>	<b>\$24,866,250</b>	
PROJECT COST BY PHASE				IMPACT ON OPERATING COST (+/-)						
Project Phasing	Estimated Time		Estimated Cost							
Description	From	To								
Roadway construction			\$17,000,000		Salaries, Wages, Benefits		\$0			
Geotechnical testing for Construction			\$75,000		Operating Costs		\$50,000			
Consultant Design of Signalization and TCP			\$92,000		Other Capital Costs		\$0			
City Design/PM			\$508,750		Total Annual Operating Costs:		\$50,000			
Right of Way Acquisition			\$800,000							

Capital Improvements and Debt

**FY 2008/2009 Capital Budget Calendar**

**December 2007**

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 2008**

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 2008**

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	

**March 2008**

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 2008**

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 2008**

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 2008**

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 2008**

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 2008**

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 2008**

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 2008**

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 2008**

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**

3 Distribution of project request packets for CIP requests.

**December - February**

Project request input with approval and prioritization by Department Directors. Requests must also be reviewed by the Public Works Department and/or Facilities Management to ensure accurate cost information.

**February**

4 Project request input complete and ready for review by the Office of the CAO and the Finance Department.

1-29 Project request review with Departments, the Office of the CAO and the Finance Department.

**March - June**

Project review and analysis.

**July - August**

Recommended CIP schedule for review with Mayor.

**August**

Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.

**September**

8 First public hearing to adopt proposed millage rate, operating budget and Capital Budget.

15 Second public hearing to adopt proposed millage rate, operating budget and Capital Budget.

**October**

1 Implementation of adopted budget

**November-December**

CIP document published.

## Capital Improvements and Debt

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### DESCRIPTION OF FUNDING SOURCES

#### Property (Ad Valorem) Tax Revenue - CIP

Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Orlando's millage rate is 5.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. A specified portion of property tax revenue may be set aside each year for capital improvements. For FY 2008/09 the City Council set aside \$9.2 million of property tax revenue for CIP funding.

#### Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and provision of public facilities and improvements, streets and neighborhood centers.

#### Six Cent Local Option Gas Tax Funds

Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando's portion of the total net revenue is equal to its percentage of the total population of Orange County. Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating, and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction, and maintenance of roads.

#### Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

#### Revenue Bonds—Wastewater

It is anticipated that bonds will be issued at some point during FY 2008/2009 to finance improvements to the City's Wastewater System. Funding has been placed in a contingency account and will not be allocated to specific projects until the bond is actually issued or other funding mechanisms are utilized.

#### Sewer Service Charges

Although other types of service charges are assessed, this discussion will only concern sewer service charges. Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. Service charges are used to pay for operating expenses, maintenance, construction, and debt service.

#### Sewer Capacity Charges

Sewer capacity charges are assessed to recover capital costs associated with improvements and upgrades to the system. Charges are allocated to capital projects expanding the existing wastewater system and any related debt service. No projects are anticipated to be funded from Sewer Capacity Charges in FY 2008/2009.

## Capital Improvements and Debt

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### DESCRIPTION OF FUNDING SOURCES

#### Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

#### Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds.

#### Transportation Impact Fees

In 1986, the City adopted a Transportation Impact Fee Ordinance, Chapter 56, that allows the City to charge a fee for new construction projects to ensure that development pays its fair share of the cost of new and/or expanded transportation facilities necessary to accommodate that growth. Chapter 56 created the City's three benefit areas: North, Southeast, and Southwest. Transportation Impact Fees must be properly earmarked so that the money collected is spent within the proper benefit area or on a specific road project. Impact fee revenue can only be used for growth and development related road capacity improvements.

## Capital Improvements and Debt

### FY 2008/2009 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2008/2009 Budget Resolution and is considered the approved capital budget.

	<u>2008/09</u>	<u>Function</u>	<u>CIE</u>
<b>Capital Improvement Fund</b>			
Brick Street Restoration	\$ 200,000	TRA	N
City Building Driveways and Parking Lots Upgrades	100,000	GEN	N
Community Capital	600,000	GEN	N
Curb Ramp Construction and Curb Repair	150,000	TRA	N
Ferguson Drive Improvements	475,000	TRA	N
Fire Equipment Replacement	1,000,000	PSF	N
Hazardous Sidewalk Repair	300,000	TRA	N
Hurricane Tree Replacement	200,000	REC	N
Misc. Trans. Enhancements (Decorative Lighting)	25,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Pole and Mast Arm Painting	100,000	TRA	N
ROW Beautification & Median Improvement	100,000	REC	N
School Safety Sidewalk Program	400,000	TRA	Y
Technology Enhancement Projects	2,000,000	GEN	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Unallocated/Future Needs	2,270,000	GEN	N
<b>Capital Improvement Fund Total</b>	<b>\$ 9,220,000</b>		
<b>Community Development Block Grant</b>			
Z. L. Riley Park Expansion	\$ 200,000	REC	N
<b>Community Development Block Grant Total</b>	<b>\$ 200,000</b>		
<b>FY 03/04 Parks and Recreation Funding Initiative Reallocation</b>			
Athletic Field Shade Structures and Safety Netting	\$ 100,000	REC	N
Ballfield Renovation Project	250,000	REC	N
Filtration Conversion/ Pool Resurfacing Project	100,000	REC	N
Playground Renovation Project	500,000	REC	N
Tennis/Basketball Court/Parking Lot Resurfacing	100,000	REC	N
<b>FY 03/04 Initiative Reallocation Total</b>	<b>\$ 1,050,000</b>		
<b>Gas Tax</b>			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Hazardous Sidewalk Repair	200,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
John Young Parkway Debt Service	390,417	TRA	N
Lee Vista Blvd. Debt Service	525,224	TRA	N
LYNX Annual Contribution	4,255,000	TRA	Y
Miscellaneous Transportation Enhancements	100,000	TRA	N
New Traffic Signal Locations	370,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,250,000	TRA	N
Pine Street/Orange to Hughey	100,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Shingle Creek Trail	100,000	TRA	N
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
<b>Gas Tax Total</b>	<b>\$ 8,190,641</b>		

## Capital Improvements and Debt

### FY 2008/2009 Adopted Capital Budget by Fund

	<u>2008/09</u>	<u>Function</u>	<u>CIE</u>
<b>Other Funds</b>			
Central Florida Commuter Rail	\$ 10,615,000	TRA	Y
Citrus Bowl Improvements	84,624	REC	N
<b>Other Funds Total</b>	<b>\$ 10,699,624</b>		
<b>Revenue Bonds - Wastewater</b>			
GOAA Hangar Fire Pumps	\$ 3,000,000	WAS	N
Iron Bridge Grit Treatment System Rehab	300,000	WAS	N
Iron Bridge Low Voltage Improvements	2,000,000	WAS	N
Iron Bridge MPS Inlet Structure Repair	3,000,000	WAS	N
LS 37 Improvements	2,000,000	WAS	N
Silver Star Rd Forcemain	1,000,000	WAS	N
Super Critical Water Oxidation (SCWO)	5,000,000	WAS	N
Water Conserv I Headworks Replacement	1,000,000	WAS	N
Water Conserv II Bar Screen Replacement	300,000	WAS	N
Water Conserv II Electrical System Upgrades	6,400,000	WAS	N
<b>Revenue Bonds Total</b>	<b>\$ 24,000,000</b>		
<b>Service Charges</b>			
Administration Center Garage Repair/Maintenance	\$ 120,000	TRA	N
Carver Shores Wastewater Improvements	350,000	WAS	N
Central Blvd Garage Repair and Maintenance	500,000	TRA	N
Centroplex I and II Repair and Maintenance	120,000	TRA	N
Church Street Repair and Maintenance	100,000	TRA	N
CMMS Linear Assets	300,000	WAS	N
Courthouse Garage Repair and Maintenance	120,000	TRA	N
Gaston Foster Wastewater Improvements	400,000	WAS	N
Iron Bridge Bardenpho Improvements	1,500,000	WAS	N
Iron Bridge Rerating and Expansion	250,000	WAS	N
Lift Station Rehab - Phase I	500,000	WAS	N
Lift Stations - Replace Underground Fuel Tanks	750,000	WAS	N
Lift Stations - Underground Rehabilitation	500,000	WAS	N
Oakley Street Wastewater Improvements	100,000	WAS	N
Orlando Easterly Wetlands Restoration	500,000	WAS	N
Rapid Response Construction - Wastewater	500,000	WAS	N
Residential Single Stream Recycling	720,000	SOL	N
Residential/Recycling Collection Vehicles	214,000	SOL	N
SWMD Compactor Conversions	110,000	SOL	N
Water Conserv I Reclaimed Water Storage	500,000	WAS	N
Water Conserv II Master Pump Station Improvements	1,400,000	WAS	Y
Water Conserv II RIB Upgrades	300,000	WAS	Y
Yucatan Drive Sewer Replacement	200,000	WAS	N
<b>Service Charges Total</b>	<b>\$ 10,054,000</b>		

Continued on next page

## Capital Improvements and Debt

## FY 2008/2009 Adopted Capital Budget by Fund

	<u>2008/09</u>	<u>Function</u>	<u>CIE</u>
<b>State Aid</b>			
Howell Branch Lakes Stormwater Retrofit	\$ 350,000	STR	N
International Drive Congestion Management	307,007	TRA	N
LYMMO East/West Extension	926,000	TRA	N
Parramore Central Park	200,000	REC	N
<b>State Aid Total</b>	<b>\$ 1,783,007</b>		
<b>Stormwater Utility Fee</b>			
Albert Shores Storm Drainage Improvements	\$ 650,000	STR	N
Carver Shores Drainage Improvements	650,000	STR	N
Drainage Well Enhancement	250,000	STR	Y
Drainwell Repair and Rehabilitation	350,000	STR	N
Dubsdread Drainage Improvements	1,095,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Fairview Shores Stormwater Improvements	975,000	STR	N
Flood Studies	150,000	STR	N
Gaston Foster/Lake C Drainage Improvements	750,000	STR	N
Lake Enhancement Improvements	350,000	STR	Y
Rapid Response Construction - Stormwater	500,000	STR	N
Roseboro Drainage Improvements	254,354	STR	N
Sandbar Removal	200,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	300,000	STR	N
Stormwater System Evaluation	450,000	STR	N
System Repair and Rehabilitation	500,000	STR	Y
TMDL Implementation	900,000	STR	N
Underdrain Construction	200,000	STR	N
<b>Stormwater Utility Fee Total</b>	<b>\$ 8,624,354</b>		

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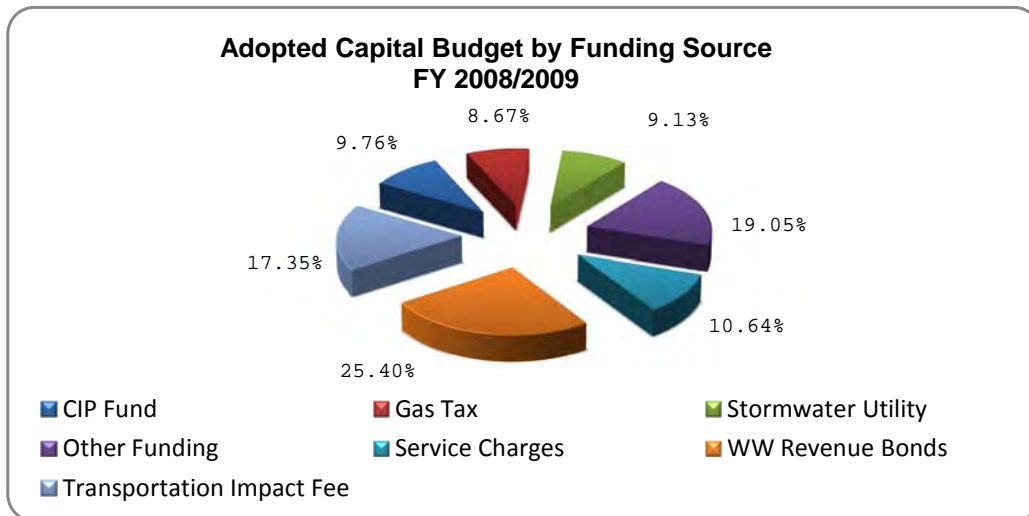
## Capital Improvements and Debt

### FY 2008/2009 Adopted Capital Budget by Fund

	<u>2008/09</u>	<u>Function</u>	<u>CIE</u>
<b>Tax Increment Financing</b>			
Downtown Infrastructure	\$ 1,750,000	TRA	N
Downtown Lighting	1,500,000	GEN	N
Downtown Mast Arms	260,000	TRA	N
Downtown Transp. Plan - Commuter Rail Debt Svc	750,000	TRA	N
<b>Tax Increment Financing Total</b>	<b>\$ 4,260,000</b>		
<b>Transportation Impact Fees</b>			
Augusta National Extension to Hoffner Ave	\$ 2,000,000	TRA	N
Boggy Creek: Jetport Dr to Greenway(SR417)	150,000	TRA	N
Boone Extension: Anderson St. to Slyvia Lane	1,000,000	TRA	N
Crystal Lk./Maguire Blvd. Debt Service	788,090	TRA	Y
Developer Signals-Matching Funds	150,000	TRA	N
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	800,000	TRA	N
Hazeltine National Dr.:Goldenrod to Narcoossee Rd.	150,000	TRA	N
International Drive Congestion Management	1,600,000	TRA	N
ITS Downtown Masterplan	100,000	TRA	N
LYMMO East/West Extension	600,000	TRA	N
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowes	4,623,000	TRA	Y
Narcoossee Rd Debt Service - SR 528 to SR 417	1,790,642	TRA	N
Narcoossee Rd. 6 laning: Osceola County to SR 417	600,000	TRA	N
Pine Street/Orange to Hughey	800,000	TRA	N
Raleigh Street Intersection Improvements	300,000	TRA	N
Reserve for Future Needs	240,000	TRA	N
Southwest Intersection Improvements	500,000	TRA	N
Terry Avenue from Washington to Colonial (SR 50)	200,000	TRA	N
<b>Transportation Impact Fees Total</b>	<b>\$ 16,391,732</b>		
<b>CIP Total</b>	<b>\$ 94,473,358</b>		



Capital Improvements and Debt



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT FY 2008/2009</u>	<u>% of TOTAL</u>
Wastewater Revenue Bonds	\$ 24,000,000	25.40%
Other Funding	17,992,631	19.05%
Transportation Impact Fee	16,391,732	17.35%
Service Charges	10,054,000	10.64%
CIP Fund	9,220,000	9.76%
Stormwater Utility	8,624,354	9.13%
Gas Tax	8,190,641	8.67%
<b>Total</b>	<b>\$ 94,473,358</b>	<b>100.00%</b>

Wastewater Revenue Bonds in the amount of \$24 million are anticipated to be issued in FY 2008/2009 dependent upon market conditions and the results of the currently ongoing Wastewater rate study. The bonds are outlined to fund ten projects.

Other Funding for purposes of this chart consists of a combination of sources: Community Development Block Grant, existing funding reallocation, State Aid, Tax Increment Financing and State Infrastructure Bank Loan proceeds.

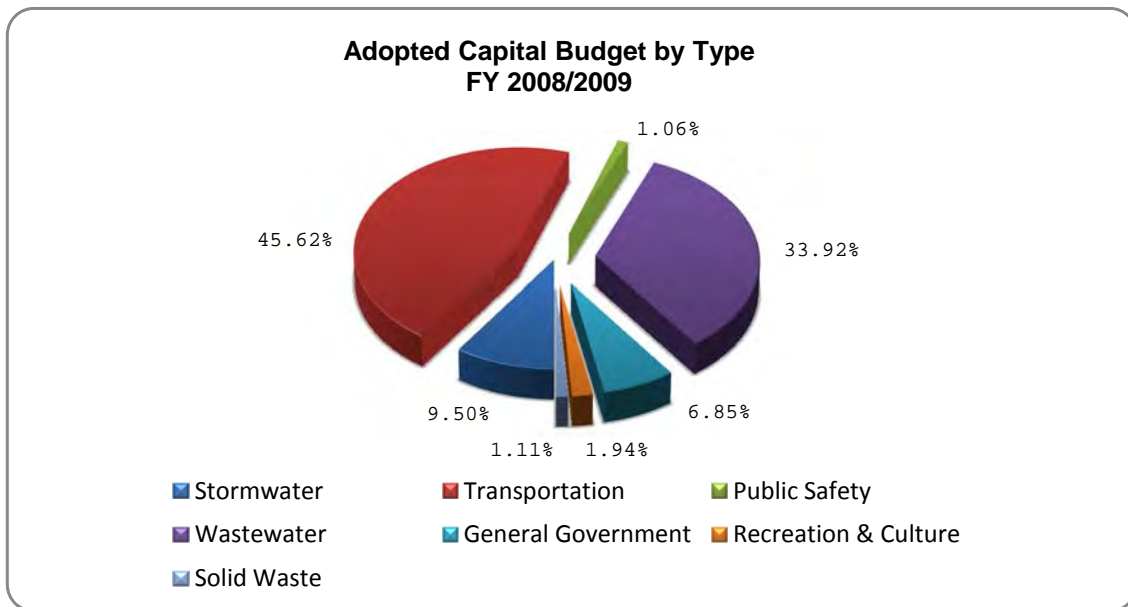
The City collects Transportation Impact Fees from new development to ensure that the new development pays its fair share of the cost of new and/or expanded transportation facilities necessary to accommodate the development. The City has three benefit areas and impact fees are earmarked so that money collected in a benefit area is spent in that area. A portion of this revenue is set aside for administrative costs and the remainder is allocated for transportation capital projects. Transportation impact fees will fund 17 projects and Narcoossee Road debt service in FY 2008/09.

## Capital Improvements and Debt

### USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

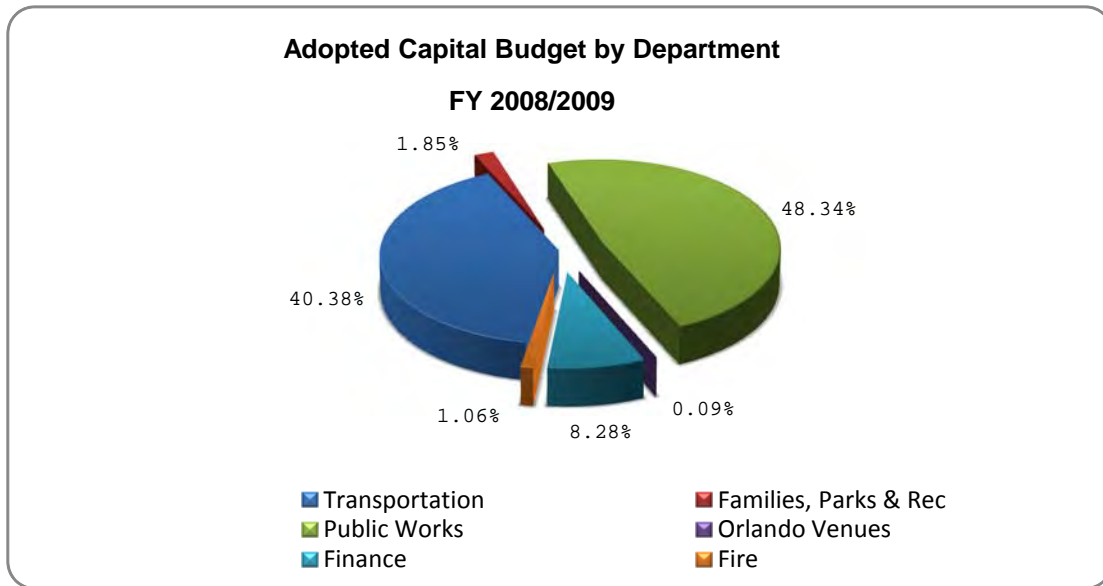
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



TYPE	FUNDING AMOUNT	
	FY 2008/2009	% of TOTAL
Transportation	\$ 43,100,380	45.62%
Wastewater	32,050,000	33.92%
Stormwater	8,974,354	9.50%
General Government	6,470,000	6.85%
Recreation & Culture	1,834,624	1.94%
Solid Waste	1,044,000	1.11%
Public Safety	1,000,000	1.06%
<b>Total</b>	<b>\$ 94,473,358</b>	<b>100.00%</b>

Transportation projects capture 46 percent of funding, wastewater projects account for 34 percent and stormwater nine percent of the total expenditures, for a combined total of 89 percent. Public Safety, Recreation and Culture, Solid Waste and General Government account for the remainder. Stormwater, Wastewater and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

Capital Improvements and Debt

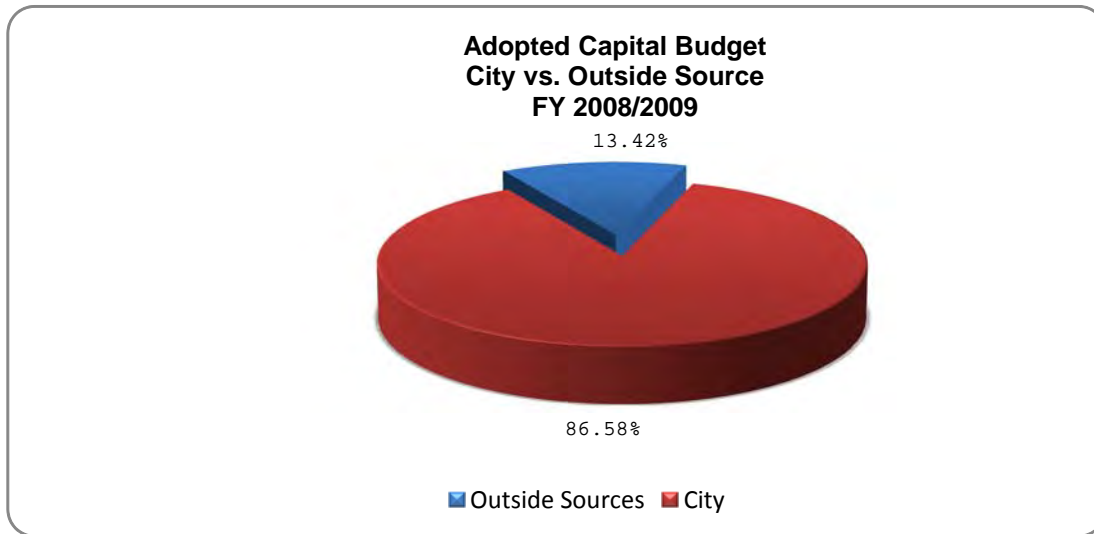


<u>DEPARTMENT</u>	<u>FUNDING AMOUNT</u> <u>FY 2008/2009</u>	<u>% of TOTAL</u>
Public Works	\$ 45,668,354	48.34%
Transportation	38,144,097	40.38%
Finance	7,826,283	8.28%
Families, Parks & Recreation	1,750,000	1.85%
Fire	1,000,000	1.06%
Orlando Venues	84,624	0.09%
<b>Total</b>	<b>\$ 94,473,358</b>	<b>100.00%</b>

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

Capital Improvements and Debt



<u>FUNDING SOURCE</u>	<u>FUNDING AMOUNT</u> <u>FY 2008/2009</u>	<u>% OF TOTAL</u>
City	\$ 81,790,727	86.58%
Outside Sources	12,682,631	13.42%
Total	<u>\$ 94,473,358</u>	<u>100.00%</u>

The Capital Budget must be financially feasible, and should be based to the largest extent possible on revenue sources that are under the control of the City. Outside sources may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation, including State aid. State aid primarily consists of funding for transportation improvements. Recreation projects may also be recipients of State aid.

## Capital Improvements and Debt

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### TECHNOLOGY ENHANCEMENT PROJECTS FY 2008/2009

<u>Project</u>	<u>Adopted FY 2008/2009</u>
Enterprise Server Replacement, Consolidation & Warranty Extensions	\$ 522,068
Enterprise Server Storage and Port Capacity	187,399
Enterprise Server Warranty Extensions	46,458
MapInfo Replacement	139,700
Personal Computer Replacement	905,474
Police MCT Replacement	198,901
	<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

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### CAPITAL PROJECTS OPERATING IMPACTS

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time at which the item becomes operational. It is possible, in certain cases, that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the time-frame for recruiting, hiring and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

Debt outstanding is described on pages 393 through 403. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and wastewater infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City and other required standards. There are 980 miles of streets within the City, with the City responsible for maintaining over 680 miles. There are also almost 600 miles of sidewalk that need to be maintained. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

Stormwater—new stormwater infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder will be used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff or equipment is being added this fiscal year.

Wastewater—the Super Critical Water Oxidation 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.

Operating impacts from capital projects are outlined on the following pages.

Continued on next page

## Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
<b>Capital Improvement Fund</b>				
Brick Street Restoration	-	\$ -	\$ -	\$ -
City Building Driveways & Parking Lots Upgrades	-	-	-	-
Community Capital	-	-	11,000	11,000
Curb Ramp Construction and Curb Repair	-	-	-	-
Ferguson Drive Improvements	-	-	-	-
Fire Equipment Replacement	-	-	-	-
Hazardous Sidewalk Repair	-	-	-	-
Hurricane Tree Replacement	-	-	-	-
Misc. Trans. Enhancements (Decorative Lighting)	-	-	-	-
Pavement Marking Maintenance	-	-	-	-
Pavement Rehabilitation	-	-	-	-
Pole and Mast Arm Painting	-	-	-	-
ROW Beautification & Median Improvement	-	-	-	-
School Safety Sidewalk Program	-	-	-	-
Technology Enhancement Projects	-	-	-	-
Traffic Signal Refurbishing Program	-	-	-	-
Unallocated/Future Needs	-	-	-	-
<b>Capital Improvement Fund Total</b>	-	\$ -	\$ 11,000	\$ 11,000
<b>Community Development Block Grant</b>				
Z. L. Riley Park Expansion	-	\$ -	\$ -	\$ -
<b>Community Development Block Grant Total</b>	-	\$ -	\$ -	\$ -
<b>FY 03/04 Parks and Recreation Funding Initiative Reallocation</b>				
Athletic Field Shade Structures & Safety Netting	-	\$ -	\$ -	\$ -
Ballfield Renovation Project	-	-	-	-
Filtration Conversion/ Pool Resurfacing Project	-	-	-	-
Playground Renovation Project	-	-	-	-
Tennis/Basketball Court/Parking Lot Resurfacing	-	-	-	-
<b>FY 03/04 Initiative Reallocation Total</b>	-	\$ -	\$ -	\$ -
<b>Gas Tax</b>				
Area Wide Signal System Fiber Interconnect	-	\$ -	\$ 101,200	\$ 101,200
Hazardous Sidewalk Repair	-	-	-	-
Intersection Safety Improvements	-	-	-	-
John Young Parkway Debt Service	-	-	-	-
Lee Vista Blvd. Debt Service	-	-	-	-
LYNX Annual Contribution	-	-	-	-
Miscellaneous Transportation Enhancements	-	-	-	-
New Traffic Signal Locations	-	-	44,418	44,418
Pavement Marking Maintenance	-	-	-	-
Pavement Rehabilitation	-	-	-	-
Pine Street/Orange to Hughey	-	-	-	-
Railroad Grade Crossing Rehabilitation	-	-	-	-
School Safety Sidewalk Program	-	-	-	-
Shingle Creek Trail	-	-	-	-
Traffic Counts and Travel Time Studies	-	-	-	-
Traffic Signal Refurbishing Program	-	-	-	-
<b>Gas Tax Total</b>	-	\$ -	\$ 145,618	\$ 145,618

Continued on next page

## Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
<b>Other Funds</b>				
Central Florida Commuter Rail	-	\$ -	\$2,045,133	\$2,045,133
Citrus Bowl Improvements	-	-	-	-
<b>Other Funds Total</b>	-	\$ -	\$2,045,133	\$2,045,133
<b>Revenue Bonds - Wastewater</b>				
GOAA Hangar Fire Pumps	-	\$ -	\$ -	\$ -
Iron Bridge Grit Treatment System Rehab	-	-	-	-
Iron Bridge Low Voltage Improvements	-	-	-	-
Iron Bridge MPS Inlet Structure Repair	-	-	-	-
LS 37 Improvements	-	-	-	-
Silver Star Rd Forcemain	-	-	-	-
Super Critical Water Oxidation (SCWO)	-	-	-	-
Water Conserv I Headworks Replacement	-	-	-	-
Water Conserv II Bar Screen Replacement	-	-	-	-
Water Conserv II Electrical System Upgrades	-	-	-	-
<b>Revenue Bonds Total</b>	-	\$ -	\$ -	\$ -
<b>Service Charges</b>				
Administration Center Garage Repair/Maintenance	-	\$ -	\$ -	\$ -
Carver Shores Wastewater Improvements	-	-	-	-
Central Blvd Garage Repair and Maintenance	-	-	-	-
Centroplex I and II Repair and Maintenance	-	-	-	-
Church Street Repair and Maintenance	-	-	-	-
CMMS Linear Assets	-	-	-	-
Courthouse Garage Repair and Maintenance	-	-	-	-
Gaston Foster Wastewater Improvements	-	-	-	-
Iron Bridge Bardenpho Improvements	-	-	-	-
Iron Bridge Rerating and Expansion	-	-	-	-
Lift Station Rehab - Phase I	-	-	-	-
Lift Stations - Replace Underground Fuel Tanks	-	-	-	-
Lift Stations - Underground Rehabilitation	-	-	-	-
Oakley Street Wastewater Improvements	-	-	-	-
Orlando Easterly Wetlands Restoration	-	-	-	-
Rapid Response Construction - Wastewater	-	-	-	-
Residential Single Stream Recycling	-	-	320,000	320,000
Residential/Recycling Collection Vehicles	-	-	126,000	126,000
SWMD Compactor Conversions	-	-	10,000	10,000
Water Conserv I Reclaimed Water Storage	-	-	-	-
Water Conserv II Master Pump Station Improvements	-	-	-	-
Water Conserv II RIB Upgrades	-	-	-	-
Yucatan Drive Sewer Replacement	-	-	-	-
<b>Service Charges Total</b>	-	\$ -	\$ 456,000	\$ 456,000
<b>State Aid</b>				
Howell Branch Lakes Stormwater Retrofit	-	\$ -	\$ -	\$ -
International Drive Congestion Management	-	-	-	-
LYMMO East/West Extension	-	-	-	-
Parramore Central Park	-	-	-	-
<b>State Aid Total</b>	-	\$ -	\$ -	\$ -

Continued on next page



## Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
<b>Stormwater Utility Fee</b>				
Albert Shores Storm Drainage Improvements	-	\$ -	\$ -	\$ -
Carver Shores Drainage Improvements	-	-	-	-
Drainage Well Enhancement	-	-	-	-
Drainwell Repair and Rehabilitation	-	-	-	-
Dubsdread Drainage Improvements	-	-	-	-
Emergency Spill Cleanup	-	-	-	-
Fairview Shores Stormwater Improvements	-	-	-	-
Flood Studies	-	-	-	-
Gaston Foster/Lake C Drainage Improvements	-	-	-	-
Lake Enhancement Improvements	-	-	3,000	3,000
Rapid Response Construction - Stormwater	-	-	-	-
Roseboro Drainage Improvements	-	-	-	-
Sandbar Removal	-	-	-	-
Stormwater Monitoring	-	-	-	-
Stormwater System Construction	-	-	-	-
Stormwater System Evaluation	-	-	-	-
System Repair and Rehabilitation	-	-	2,000	2,000
TMDL Implementation	-	-	-	-
Underdrain Construction	-	-	-	-
<b>Stormwater Utility Fee Total</b>	-	\$ -	\$ 5,000	\$ 5,000
<b>Tax Increment Financing</b>				
Downtown Infrastructure	-	\$ -	\$ -	\$ -
Downtown Lighting	-	-	-	-
Downtown Mast Arms	-	-	-	-
Downtown Transp. Plan - Commuter Rail Debt	-	-	-	-
<b>Tax Increment Financing Total</b>	-	\$ -	\$ -	\$ -
<b>Transportation Impact Fees</b>				
Augusta National Extension to Hoffner Ave	-	\$ -	\$ -	\$ -
Boggy Creek: Jetport Dr to Greenway(SR417)	-	-	-	-
Boone Extension: Anderson St. to Slyvia Lane	-	-	-	-
Crystal Lk./Maguire Blvd. Debt Service	-	-	-	-
Developer Signals-Matching Funds	-	-	-	-
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	-	-	-	-
Hazeltine National :Goldenrod to Narcoossee Rd.	-	-	-	-
International Drive Congestion Management	-	-	-	-
ITS Downtown Masterplan	-	-	48,000	48,000
LYMMO East/West Extension	-	-	-	-
Mission Rd: Conroy to OWG/Pine Hills Rd.	-	-	50,000	50,000
Narcoossee Rd Debt Service - SR 528 to SR 417	-	-	-	-
Narcoossee Rd. 6 laning: Osceola County to SR 417	-	-	-	-
Pine Street/Orange to Hughey	-	-	-	-
Raleigh Street Intersection Improvements	-	-	-	-
Reserve for Future Needs	-	-	-	-
Southwest Intersection Improvements	-	-	-	-
Terry Avenue from Washington to Colonial (SR 50)	-	-	-	-
<b>Transportation Impact Fees Total</b>	-	\$ -	\$ 98,000	\$ 98,000
<b>Operating Cost Impact Total</b>	-	\$ -	\$ 2,760,751	\$ 2,760,751

## Capital Improvements and Debt

### Repair, Renovation, Replacement and Maintenance

An examination reveals that numerous projects are for repair, renovation, replacement and maintenance. A primary component of the framework of a Capital Improvement Program is to address the repair and replacement of existing public facilities. When limited funding is available, a large portion of the allocated funds will be directed toward this, rather than construction of new facilities or infrastructure.

Repair, renovation, replacement and maintenance projects, by their nature, do not entail additional operating costs. Since a number of the projects outlined in the FY 2008/2009 Capital Budget are these type of projects, the impact on the FY 2008/2009 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents over 15% of the Capital Budget total.

	<u>2008/09</u>
Administration Center Garage Repair/Maintenance	\$ 120,000
Ballfield Renovation Project	250,000
Brick Street Restoration	200,000
Central Blvd Garage Repair and Maintenance	500,000
Centroplex I and II Repair and Maintenance	120,000
Church Street Repair and Maintenance	100,000
City Building Driveways and Parking Lots Upgrades	100,000
Courthouse Garage Repair and Maintenance	120,000
Curb Ramp Construction and Curb Repair	150,000
Drainwell Repair and Rehabilitation	350,000
Fire Equipment Replacement	1,000,000
Hazardous Sidewalk Repair	500,000
Hurricane Tree Replacement	200,000
Iron Bridge Grit Treatment System Rehab	300,000
Iron Bridge MPS Inlet Structure Repair	3,000,000
Lift Station Rehab - Phase I	500,000
Lift Stations - Replace Underground Fuel Tanks	750,000
Lift Stations - Underground Rehabilitation	500,000
Orlando Easterly Wetlands Restoration	500,000
Pavement Marking Maintenance	100,000
Pavement Rehabilitation	2,250,000
Playground Renovation Project	500,000
Pole and Mast Arm Painting	100,000
Railroad Grade Crossing Rehabilitation	100,000
System Repair and Rehabilitation	500,000
Tennis/Basketball Court/Parking Lot Resurfacing	100,000
Traffic Signal Refurbishing Program	400,000
Water Conserv I Headworks Replacement	1,000,000
Water Conserv II Bar Screen Replacement	300,000
Yucatan Drive Sewer Replacement	200,000
	<u>\$ 14,810,000</u>

Capital Improvements and Debt

**Operating Cost Impact — Additional Debt Service to be Incurred**

As discussed earlier, any applicable debt service on debt issued for capital projects is also included in the operating budget. In February 2007, the City approved a State Infrastructure Bank (SIB) Loan Agreement between the City and the State of Florida Department of Transportation, for Commuter Rail capital expenses. The purpose of the SIB loan is to provide the local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of service. The SIB loan will allow the City to finance the local share commitment that FDOT has requested in FY 2007/2008 and FY 2008/2009 at an attractive interest rate. The State approved a total loan amount of \$16.34 million at an interest rate of 2.45% per annum. The agreement pledges to budget and appropriate funding to repay the City's obligation. The terms of the City's loan repayment are shown below. Debt service payments will begin in FY 2008/2009. A description of this project can be found on page 385. The original debt service terms are shown. The debt service will be restructured based upon the actual cash draw downs.

City of Orlando Central Florida Commuter Rail									
Fiscal Year	Date	Beginning Balance	Estimated/Actual Disbursement	Interest Accrued at 2.45%	Balance Including Interest	Repayment to Principal	Repayment to Interest	Total Repayment	Ending Balance
2007/08	10/1/2007	\$0.00	\$5,725,000.00	\$0.00	\$5,725,000.00	\$0.00	\$0.00	\$0.00	\$5,725,000.00
2008/09	10/1/2008	\$5,725,000.00	\$10,615,000.00	\$140,262.50	\$16,480,262.50	\$576,285.50	\$140,262.50	\$716,548.00	\$15,763,714.50
2009/10	10/1/2009	\$15,763,714.50	\$0.00	\$386,211.01	\$16,149,925.51	\$1,658,921.99	\$386,211.01	\$2,045,133.00	\$14,104,792.51
2010/11	10/1/2010	\$14,104,792.51	\$0.00	\$345,567.42	\$14,450,359.92	\$1,699,565.58	\$345,567.42	\$2,045,133.00	\$12,405,226.92
2011/12	10/1/2011	\$12,405,226.92	\$0.00	\$303,928.06	\$12,709,154.98	\$1,741,204.94	\$303,928.06	\$2,045,133.00	\$10,664,021.98
2012/13	10/1/2012	\$10,664,021.98	\$0.00	\$261,268.54	\$10,925,290.52	\$1,783,864.46	\$261,268.54	\$2,045,133.00	\$8,880,157.52
2013/14	10/1/2013	\$8,880,157.52	\$0.00	\$217,563.86	\$9,097,721.38	\$1,827,569.14	\$217,563.86	\$2,045,133.00	\$7,052,588.38
2014/15	10/1/2014	\$7,052,588.38	\$0.00	\$172,788.42	\$7,225,376.79	\$1,872,344.58	\$172,788.42	\$2,045,133.00	\$5,180,243.79
2015/16	10/1/2015	\$5,180,243.79	\$0.00	\$126,915.97	\$5,307,159.77	\$1,918,217.03	\$126,915.97	\$2,045,133.00	\$3,262,026.77
2016/17	10/1/2016	\$3,262,026.77	\$0.00	\$79,919.66	\$3,341,946.42	\$1,965,213.34	\$79,919.66	\$2,045,133.00	\$1,296,813.42
2017/18	10/1/2017	\$1,296,813.42	\$0.00	\$31,771.93	\$1,328,585.35	\$1,296,813.42	\$31,771.93	\$1,328,585.35	\$0.00
			\$16,340,000.00	\$2,066,197.35			\$16,340,000.00	\$2,066,197.35	\$18,406,197.35

Interest begins accruing annually October 1, 2007, and will accrue and compound annually each October 1 thereafter, until loan is completely repaid.

These calculations assume the following disbursement dates:  
 FY 2007/08 \$5,725,000.00  
 FY 2008/09 \$10,615,000.00

If disbursements are made on dates other than those above, the interest calculations will be modified and this schedule updated according.

Total Loan Amount - \$16,340,000.00  
 Total Interest Accrued - \$2,066,197.35  
 Total Repayments to Loan - \$18,406,197.35

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Following is a listing and description of projects included in the FY 2008/2009 adopted capital budget that are funded at \$1 million or more. These projects account for 68% of the Capital Budget and may incorporate a mix of funding sources. Further information on these and the other projects shown on the preceding schedules can be found in the Capital Improvement Program document available from the Finance Department.

	<u>2008/09</u>
Central Florida Commuter Rail	\$ 10,615,000
Water Conserv II Electrical System Upgrades	6,400,000
Super Critical Water Oxidation (SCWO)	5,000,000
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowest	4,623,000
LYNX Annual Contribution	4,255,000
GOAA Hangar Fire Pumps	3,000,000
Iron Bridge MPS Inlet Structure Repair	3,000,000
Pavement Rehabilitation	2,250,000
Augusta National Extension to Hoffner Ave	2,000,000
Iron Bridge Low Voltage Improvements	2,000,000
LS 37 Improvements	2,000,000
Technology Enhancement Projects	2,000,000
International Drive Congestion Management	1,907,007
Narcoossee Rd Debt Service - SR 528 to SR 417	1,790,642
Downtown Infrastructure	1,750,000
LYMMO East/West Extension	1,526,000
Downtown Lighting	1,500,000
Iron Bridge Bardenpho Improvements	1,500,000
Water Conserv II Master Pump Station Improvements	1,400,000
Dubsdread Drainage Improvements	1,095,000
Boone Extension: Anderson St. to Slyvia Lane	1,000,000
Carver Shores Drainage/Wastewater Improvements	1,000,000
Fire Equipment Replacement	1,000,000
Silver Star Rd Forcemain	1,000,000
Water Conserv I Headworks Replacement	1,000,000
	<u>\$ 64,611,649</u>

Continued on next page

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

**Central Florida Commuter Rail**—The City of Orlando portion of the regional commuter rail project. Undertake station design, construction, and land use planning efforts to ensure the success of commuter rail within the City and the region as a whole. The City will finance design and construction of four commuter rail stations and prepare a long-range land use plan around each station to achieve maximum station integration into the surrounding area land uses. Tactical decisions will be made in recognition of the following background:

- In 2006, the State of Florida forged an Agreement in Principle with CSX Transportation providing for the transfer of ownership of 61.5 miles of track between Deland and Poinciana to be used for commuter rail.
- Summer 2007, agreements approved to secure local commitments to the project.
- By early 2008, the system will be designed.
- By early 2010, construction should be complete and the system should be operational.

To fund the system the City has been awarded a State Infrastructure Bank loan. Debt service will not begin until FY 2008/2009. The Florida Department of Transportation is responsible for acquiring the right-of-way, designing, constructing, maintaining and operating the system for the first seven years of operation between 2010 and 2017. The City will be responsible for their portion of the operating and maintenance costs beginning in 2017.

**Water Conserv II Electrical System Upgrades**—the electrical power system is deteriorating and outdated. Failures of any equipment would result in loss of power to parts of the treatment process with serious consequences. The project will provide a new primary power distribution system and new emergency generators to replace old equipment.

**Super Critical Water Oxidation (SCWO)**— the Wastewater Division spends in excess of \$800,000 per year for land application of wastewater sludge generated at the Iron Bridge and Water Conserv II Water Reclamation Facilities. Costs are expected to double due to competition for rapidly diminishing land application sites, increased fuel costs and site permitting fees. Land application is being phased out throughout Central Florida due to residential encroachment into previously agricultural areas. SCWO is a proven approach to oxidize organic matter contained in an aqueous mixture. In this application, organics contained in wastewater sludge. The technology has been successfully applied to the destruction of hazardous waste and military ordnance worldwide. Although highly applicable to the oxidation of organics contained in wastewater sludge, the technology to date has not been utilized within the wastewater industry beyond laboratory bench testing and small scale projects. Given the significant potential for capital and operational cost savings, the Wastewater Division has committed to a SCWO demonstration project to select and test auxiliary support equipment required to adapt SCWO to a large scale wastewater application. SCWO oxidizes organics by subjecting them to high temperature (700 F) and high pressure (3,200 psi) in an enclosed vessel. The resultant products of this process are carbon dioxide, water and small amounts of inert substances.

**Mission Road**—Based on the City's adopted Thoroughfare Plan, future growth projections and transportation modeling, Mission Road has been identified as a future roadway deficiency and road network connectivity improvements will be needed. The overall corridor is from Old Winter Garden Road to Conroy Road. An overall study of the corridor and partial design was previously initiated. The roadway will be designed as a four lane divided arterial with a parallel multi-use path. The final design and construction will occur in segments. The segments of the roadway are as follows:

Segment 1 - Conroy Rd. to LB McLeod Rd.

Segment 2 - LB McLeod Rd. to Metrowest Blvd.

Segment 3 - Metrowest Blvd. Extension-Eagle Nest Park to Mission Road

Continued on next page

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Segment 4 - Metrowest Blvd. to Raleigh  
 Segment 5 - Raleigh St. to Carter St.  
 Segment 6 - Carter St. to Old Winter Garden/Pine Hills Rd.

**Lynx Annual Contribution**—the Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and paratransit requirements. Annually allocate a portion of the City's Gas Tax revenue to contribute to the mass transit provider.

**GOAA Hangar Fire Pumps**—the Water Conserv I wastewater facility currently provides fire protection water to two Greater Orlando Aviation Authority hangars. The City desires to remove the hangars from the reclaimed water system and connect them to the Orlando Utilities Commission (OUC) potable water system to provide continued fire protection. This will improve the operation of the City's reclaimed water distribution system. The connection to the OUC water system will require the installation of an in-line booster pump station at each hangar to ensure that the water is delivered at the required pressure to accommodate the fire protection systems in the hangars.

**Iron Bridge MPS Inlet Structure Repair**—The inlet channel to the master pump station at the Iron Bridge Regional Water Reclamation Facility is deteriorating due to hydrogen sulfide corrosion. This structure receives all of the wastewater that enters the facility. The deteriorating components of the channel must be repaired or replaced to prevent a potential collapse of the channel.

**Pavement Rehabilitation**—A continuing program of pavement rehabilitation is required to maintain pavement within the City of Orlando. Pavement surfaces have a life expectancy of approximately 15 years depending upon traffic loading, environment and drainage conditions. Deferring maintenance costs will result in a significant backlog of needs. Specific locations and strategies are identified annually based on condition assessments. A mix of pavement rehabilitation techniques are used to maximize pavement conditions and extend usable life.

**Augusta National Extension**—the Transportation Planning Division's long range review of the Southeast Sector indicated a long term critical need to connect Augusta National Drive from its current terminus to Hoffner Avenue. The corridor provides an alternative to Semoran Boulevard. The improvement should be designed to align with Commander Drive to provide a parallel reliever to Semoran Boulevard.

**Iron Bridge Low Voltage Improvements**—The existing low voltage (480V) electrical system at the Iron Bridge facility is reaching the end of its useful life. Replace the existing low voltage switch-gear, transformers and motor control centers.

**Lift Station 37 Improvements**—due to the Lake Fairview Sewers project, the City increased the size of the service area contributing to Lift Station 37. The Station will need to be upgraded to accommodate the additional flow.

**Technology Enhancement Projects**—funding to provide for organization-wide and strategic departmental technology initiatives. Implement technology within the City that ultimately reduces operating costs and/or improves service to our citizens. For a project listing and additional information see page 377.

Continued on next page

## Capital Improvements and Debt

### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

**International Drive Congestion Management**—The International Drive Resort Area continues to experience an increase in traffic and vehicle congestion. Transportation concurrency issues are also emerging. Congestion management improvements along International Drive between Oak Ridge Road and 300 feet west of Universal Boulevard are necessary. The improvements address vehicular safety and capacity needs for all modes including: ITS Improvements, access management improvements, turn lane improvements, signal upgrades, improved bicycle and pedestrian facilities, and enhancements to transit including improved stops and an outside auxiliary lane for exclusive use by transit vehicles and right turning traffic.

**Narcoossee Road Debt Service**—the Narcoossee Road-Beeline to the GreeneWay project was necessary due to the southeast annexation and the terms of the joint planning agreement between the City and Orange County. Insufficient funding was available for this project among the traditional transportation sources. This necessitated that alternative funding be found. A total of \$22,650,000 was borrowed to finance this project. Funds must be set aside to meet the debt service requirements.

**Downtown Infrastructure**—repairs and improvements to the various components of the Downtown infrastructure (traffic signals, etc.) are necessary. Tax increment funding from existing Community Redevelopment Areas is being utilized as available funding sources are insufficient to address all needs Citywide.

**Lymmo East/West Extension**—In order to move people and serve the continued growth of the region responsibly, transit investment needs to be a priority. Expansion of the LYMMO, working as collector/distributor for Commuter Rail and as a circulator for downtown employees, residents and visitors is a required component of the transportation system. Running on a loop from Parramore down Church Street to Eola Drive down Central Blvd. to Parramore, the circulator could serve all community venues, works with existing LYMMO and LYNX fixed route service and would serve commuter rail passengers as well.

**Downtown Lighting**—enhancements to Downtown lighting are necessary to fill in missing sectors and improve deficient areas. Tax increment funding from existing Community Redevelopment Areas is being utilized as available funding sources are insufficient to address all needs Citywide.

**Iron Bridge Bardenpho Improvements**—expand and upgrade the treatment system at the Iron Bridge facility. Improvements and modifications to the existing Bardenpho treatment system will maximize nutrient removal. The improvements will be implemented in phases, as the plant must continue to operate in accordance with permit requirements. Additional improvements will also take place to secondary clarifiers, flow equalization, sludge and grit handling, aeration, chemical storage, instrumentation systems and other facets.

**Water Conserv II Master Pump Station Improvements**—the existing master pump station is aging and does not have sufficient capacity to handle future flow increases. This project will provide a new master pump station and a flow equalization tank to accommodate future flows.

**Dubsdread Drainage Improvements**—the City committed to providing stormwater improvements to Dubsdread within five years of annexation. However, wastewater improvements are being provided on an accelerated schedule, requiring installation of stormwater improvements at the same time.

Continued on next page

## Capital Improvements and Debt

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### DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

**Boone Extension**—growth and development continues to occur in Downtown Orlando and around the Orlando Regional Healthcare Campus (ORHS). The number of north-south corridors connecting them to each other and to the external functionally classified network is limited. The main corridor connecting them, Orange Avenue, is extremely congested. The lack of corridors also complicates emergency access to ORHS. Boone Avenue is an existing street providing access to several parking structures Downtown. The redevelopment of Orlando Utility Commission Headquarters and reconfiguration of the I-4/SR 408 Interchange creates the opportunity to develop a collector roadway that would provide for an additional access to/from Downtown while connecting the two activity centers.

**Carver Shores Improvements**—the drainage system for this neighborhood has exceeded its expected life span, is undersized and does not extend sufficiently far into the neighborhood to address flooding. High groundwater is also a problem. The system needs to be evaluated and enlargements designed and constructed. Under-drains will be necessary through much of the neighborhood to eliminate high groundwater conditions. Repair or replacement of sanitary sewer lines will also take place along with the drainage project.

**Fire Equipment Replacement**—fire hose carries water at high pressure and has a usable life of 10 years plus. EMS defibrillators require regular replacement. Extrication equipment must be replaced on an ongoing basis. Self contained breathing apparatus has a useful life, after which it must be replaced. Regular replacement of Structural Firefighting Gear is necessary. Funding is necessary for replacement of Opticom Systems at intersections and to upgrade our current system Citywide. Provide an annual source of funding to accomplish these replacements. Items to be replaced each year within budgeted allotment to be determined by the Fire Chief.

**Silver Star Road Forcemain**—Lift Station 37 is being expanded and the forcemain is not large enough to accommodate the increased flow (see page 386). Construct a new forcemain to serve Lift Station 37.

**Water Conserv I Headworks Replacement**—the Water Conserv I Water Reclamation Facility will be decommissioned within two years. However, some areas of the facility will continue to operate as it receives raw wastewater from the Water Conserv I service area, pumps raw wastewater to Iron Bridge and repumps reclaimed water into the distribution system. One of the process areas that will remain in service is the headworks, which consists of bar screen and grit removal equipment. Since some of that equipment is over 20 years old, it is in need of replacement. The automatic bar screens and the grit removal equipment will be replaced to ensure that preliminary treatment of the wastewater entering Water Conserv I will continue to operate effectively.



## Capital Improvements and Debt

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### ADDITIONAL MAJOR CAPITAL PROJECTS

On September 26, 2006, the Mayors of Orange County and the City of Orlando unveiled a \$1.1 billion proposal to build three state-of-the-art venues in the downtown area: a new performing arts center; a new community events center; and a renovation of the existing Florida Citrus Bowl Stadium (collectively called the Community Venues).

In July 2007, the Orlando City Council and Orange County Commission approved an interlocal agreement related to financing of the construction, expansion and renovation of the Community Venues. Funding will be provided by a combination of public funds from the State of Florida, Orange County, the City and the CRA, as well as private contributions.

A brief description of each project follows:

**Performing Arts Center**—the proposed \$425 million facility will contain three concert halls, education space and an outdoor theater that will host free public concerts.

**Events Center**—the proposed \$480 million facility will be home to the NBA's Orlando Magic, the Arena Football League's Orlando Predators, and will also host a variety of concerts and other entertainment productions.

**Florida Citrus Bowl**—the proposed \$175 million renovation will significantly upgrade the existing facility in order to attract future events as well as retain current events such as college football bowl games and the Florida Classic football game.

Completion of the Events Center is expected in 2010, the Performing Arts Center in 2012, and the Citrus Bowl thereafter.

## Capital Improvements and Debt

### DEBT SERVICE OVERVIEW

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

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

	<u>Target</u>	<u>9/30/05</u>	<u>9/30/06</u>	<u>9/30/07</u>
<b>General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures</b>				
<b>Debt Limit (within the covenant program limitation)</b>	<b>20% max</b>			
<b>Goal / Target</b>	<b>10% max</b>	9.4%	17.4%	14.4%
<b>Weighted Average Maturity of Debt Program(s):</b>				
<b>Self Supporting</b>	<b>15 yr max</b>	6.7	6.4	6.0
<b>Non-Self Supporting</b>	<b>20 yr max</b>	6.0	5.7	10.0
<b>General Government Direct Debt per Capita</b>	<b>\$850 max</b>	\$496	\$475	\$707
<b>Net Direct Debt as a Percentage of Ad Valorem Property Values</b>				
<b>General Government</b>	<b>2.5% max</b>	0.7%	0.6%	0.8%
<b>Total Tax Supported</b>	<b>3.5% max</b>	1.7%	1.5%	1.3%
<b>General Fund Reserve as a %age of the Current Year's Operating Budget</b>	<b>15% to 25%</b>	23.9%	25.3%	28.1%

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

## Capital Improvements and Debt

### RATING AGENCY ANALYSIS

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

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

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

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

#### Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
Pre dominanty 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.

Additional information on the debt rating process can be obtained from the each of the rating agencies at:

Moody's	<a href="http://www.moody's.com">www.moody's.com</a>
Standard and Poor's	<a href="http://www.standardandpoors.com">www.standardandpoors.com</a>
Fitch	<a href="http://www.fitchibca.com">www.fitchibca.com</a>

## Capital Improvements and Debt

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### DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2007.

#### PRIMARY GOVERNMENT:

##### **Proprietary Funds:**

##### **Wastewater System Revenue Bonds**

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

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

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

The parity test requires 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

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### DESCRIPTION OF DEBT OUTSTANDING

During 2003-2004, the City received authorization for up to \$55.8 million in low-interest loans through the Florida State Revolving Fund Loan program. The obligation is junior and subordinate to the Wastewater Bonds Program.

#### **Parking Revenue Bonds:**

##### **Parking System Revenue Bonds**

The City operates 9,432 parking spaces as either system spaces, non-system spaces or City spaces. The non-system spaces are when a third party (a business, another government, a church, etc.) has provided for the initial capital related to their spaces and pays a proportionate share of the annual operating cost. The City spaces were partially funded with federal grants and any profit derived from their operation must be used for downtown transportation purposes. The Parking System also has a junior lien obligation to provide a partial subsidy for the Lymmo system.

The City pledges the net parking system revenue (after eliminating the non-system space and City space activity) and the net parking fine revenue to the parking system bonds. Additionally, the City has a limited, secondary commitment of \$1,500,000 from local business tax revenue.

#### **Internal Loan Fund**

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

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

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

#### **Medium-Term Notes**

The 2002, 2004, 2005B, 2006B and 2007A 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

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### DESCRIPTION OF DEBT OUTSTANDING

#### **Variable Rate Notes/Loans**

##### **Sunshine State Governmental Financing Commission (SSGFC) Loan (Series 1986)**

The outstanding tax-exempt loans totaling \$41,271,338 provide for amortizations of ten years (starting in 2007) for the \$35,271,338 loans and four years (starting in 2012) for the \$6,000,000 loan.

#### **SSGFC Series H Commercial Paper Program**

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, AMT (Alternative Minimum Tax), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans of which \$14,400,000 was repaid on December 6, 2006. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994. In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the planned Events Center (see page 389).

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

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### DESCRIPTION OF DEBT OUTSTANDING

#### General Long-Term Debt Bonds:

##### **Downtown CRA District**

##### **CRA Revenue Bonds**

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

##### **Republic Drive CRA District**

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

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

##### **Conroy Road CRA District**

##### **Conroy Road Special Assessment Bonds (Series 1998)**

The \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds were retired on November 1, 2003. If and/or when the tax increment revenue available within the district meets historic coverage levels of 160% for three years, the City may elect to either release the special assessment obligation portion of the pledge or refund the Series A bonds with tax increment revenue bonds. In either circumstance, the special assessment lien on the property would be released. As of September 30, 2007 the coverage is at 136%.



## Capital Improvements and Debt

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### DESCRIPTION OF DEBT OUTSTANDING

#### Component Unit:

##### **Civic Facilities Authority (CFA):**

##### **CFA Revenue Bonds (Series 1973)**

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

#### Internal Loan Fund:

During 1986/1987, the City created the Internal Loan Fund to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, medium-term notes, and the Covenant Commercial Paper Program.

Most of the amortizing loans are structured assuming a seven percent level debt service principal repayment. The effective interest rate paid by participating funds was 3.79% for 2006-2007. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

##### **Arena Loans**

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

##### **City Hall Loans**

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

##### **City Hall Garage Loans**

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

##### **CRA Market-Rate Housing**

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

## Capital Improvements and Debt

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### DESCRIPTION OF DEBT OUTSTANDING

#### **CRA Parramore Housing/Office Complex**

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

#### **CRA Plaza Cornerstone Project**

The \$3,500,000 loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

#### **CRA Expo Centre Renovation**

The \$4,200,000 loan financed the CRA's contribution to convert the Expo Centre building into a downtown site for UCF's School of Film and Digital Media and the Florida Interactive Entertainment Academy.

#### **55 West Special Assessment**

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

#### **FY 03-04 Capital Projects**

The loan was used to finance the \$26 million Capital Project Initiative.

#### **Jefferson St. Garage**

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

#### **Lee Vista Road Extension**

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

#### **Narcoossee Road**

The \$20,222,361 loan providing funding for a 4.5-mile, 4-lane urban section was part of the Southeast Area annexation agreement (10,204 acres). The repayment plan uses related transportation impact fees (derived from the annexed property), if available, and gas tax as a backup pledge.

#### **Parking System Loans**

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

#### **Parks/Open Space Initiative Loan**

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

## Capital Improvements and Debt

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### DESCRIPTION OF DEBT OUTSTANDING

**The Plaza Special Assessment**

The \$14 million loan financed a special assessment loan, which will be repaid "Due on Sale" as related office and residential units are sold. In November 2006, the developer paid off the \$14 million special assessment obligation.

**Real Estate Acquisition**

The \$8.5 million loan was used for the acquisition of real estate for strategic planning.

**Public Safety Projects**

The \$7,000,000 loan was used as interim financing for the public safety construction initiative prior to issuance of covenant bonds.

## 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 that are outstanding at September 30, 2007:

	Purpose of Issue	Amount Issued	Amount Outstanding
<b>PRIMARY GOVERNMENT:</b>			
<b>Governmental Activities</b>			
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 39,330,000
Conroy Road, Series 1998A	Conroy Rd. Interchange	28,010,000	25,880,000
Downtown District, Series 2002	Refunding	12,500,000	9,170,000
Downtown District, Series 2004	Refunding	9,855,000	5,725,000
<b>Total</b>		<u>95,985,000</u>	<u>80,105,000</u>
<b>Internal Loan Fund --</b>			
Sunshine State Governmental Financing Commission Loans (SSGFC)	Provides Interfund Loanable Proceeds	47,371,338	41,271,338
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000
SSGFC Tax-exempt Series H	Refunding	18,510,000	18,510,000
<b>Capital Improvement Special Revenue Bonds:</b>			
Series 1998A	Refunding	51,780,000	39,635,000
Series 1998B	Narcoossee Road	22,650,000	10,570,000
Series 2002	Parks, etc. construction	33,690,000	18,690,000
Series 2004	Parks, etc. construction	15,070,000	10,070,000
Series 2005A	Capital Prjs., Expo Centre	23,335,000	22,390,000
Series 2005B	Refunding	4,920,000	4,920,000
Series 2006A	Jefferson St. Garage	24,495,000	24,495,000
Series 2006B	Refunding	5,010,000	5,010,000
Series 2007A	Refunding	4,780,000	4,780,000
<b>Total</b>		<u>273,241,338</u>	<u>207,571,338</u>
<b>Total Governmental Activities</b>		<u>\$ 369,226,338</u>	<u>\$ 287,676,338</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 that are outstanding at September 30, 2007:

	Purpose of Issue	Amount Issued	Amount Outstanding
<b>Business-Type Activities</b>			
Wastewater Revenue Bonds --	Wastewater Treatment		
Senior Debt Issues:	and Distribution		
1997A		\$ 39,430,000	\$ 29,875,000
1997C		40,135,000	5,250,000
2002A		46,970,000	36,320,000
2003A		26,450,000	17,190,000
2006A		18,240,000	18,240,000
Total Wastewater Senior Debt Issues		<u>171,225,000</u>	<u>106,875,000</u>
Wastewater State Revolving Fund	Wastewater projects	26,189,915	25,215,420
<b>Total</b>		<u><u>197,414,915</u></u>	<u><u>132,090,420</u></u>
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	10,745,000
Orlando Venues -- SSGFC Venue Loan	Events Center projects	50,000,000	50,000,000
<b>Total Business-Type Activities</b>		<u><u>\$ 262,454,915</u></u>	<u><u>\$ 192,835,420</u></u>
<b>COMPONENT UNIT:</b>			
Civic Facilities Authority	Expansion of Florida		
CFA Revenue Bonds	Citrus Bowl		
Series 1973		<u><u>\$ 4,200,000</u></u>	<u><u>\$ 725,000</u></u>

## Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA  
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY  
ALL SERIES  
2008-2033

Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Special Assessment Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2008	\$ 2,643,699	\$ 2,283,540	\$ 3,335,056	\$ 9,418,782
2009	2,632,855	2,280,090	3,331,806	9,370,403
2010	2,632,202	2,284,440	3,333,081	9,242,049
2011	2,634,418	2,281,040	3,330,444	9,194,519
2012	1,135,461	2,282,390	3,333,756	9,064,026
2013	1,127,555	2,280,550	3,335,356	8,985,181
2014	1,127,005	2,280,520	3,334,156	8,915,225
2015	1,128,393	2,282,010	3,334,344	7,361,549
2016	1,131,515	2,279,730	3,334,662	7,352,042
2017	1,126,125	2,283,680	3,334,856	10,570,944
2018	-	2,283,280	3,334,669	12,481,117
2019	-	2,283,530	3,333,844	12,480,107
2020	-	2,284,140	3,332,125	12,464,881
2021	-	2,284,820	3,334,256	12,462,679
2022	-	2,280,280	3,334,725	12,447,489
2023	-	2,280,520	3,333,625	13,371,679
2024	-	2,279,960	3,332,737	7,798,939
2025	-	2,283,310	3,335,025	9,168,659
2026	-	2,279,990	-	7,323,942
2027	-	-	-	5,333,469
2028	-	-	-	5,165,924
2029	-	-	-	4,998,380
2030	-	-	-	4,830,836
2031	-	-	-	4,663,293
2032	-	-	-	4,115,749
2033	-	-	-	1,543,064
	\$ 17,319,228	\$ 43,357,820	\$ 60,008,523	\$ 220,124,927

## Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA  
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY  
ALL SERIES  
2008-2033

<u>Business-type</u>		<u>Activities</u>	<u>Component Unit</u>			
<u>Wastewater Revenue Bonds</u>	<u>Revenue Bonds</u>	<u>Parking Revenue Bonds</u>	Total	Civic	Total	<u>Fiscal Year</u>
			Principal & Interest Primary Government	Facilities Authority Bonds (2)	Principal & Interest Reporting Entity (3)	
\$ 42,579,788	(1) \$ 1,963,335	\$ 62,224,200	\$ 313,938	\$ 62,538,138	2008	
11,584,969	1,966,647	31,166,770	311,050	31,477,820	2009	
11,447,433	1,963,905	30,903,110	192,150	31,095,260	2010	
11,328,779	1,963,969	30,733,169	-	30,733,169	2011	
11,229,519	1,953,638	28,998,790	-	28,998,790	2012	
11,308,531	1,948,531	28,985,704	-	28,985,704	2013	
11,196,663	-	26,853,569	-	26,853,569	2014	
11,118,000	-	25,224,296	-	25,224,296	2015	
-	-	14,097,949	-	14,097,949	2016	
-	-	17,315,605	-	17,315,605	2017	
-	-	18,099,066	-	18,099,066	2018	
-	-	18,097,481	-	18,097,481	2019	
-	-	18,081,146	-	18,081,146	2020	
-	-	18,081,755	-	18,081,755	2021	
-	-	18,062,494	-	18,062,494	2022	
-	-	18,985,824	-	18,985,824	2023	
-	-	13,411,636	-	13,411,636	2024	
-	-	14,786,994	-	14,786,994	2025	
-	-	9,603,932	-	9,603,932	2026	
-	-	5,333,469	-	5,333,469	2027	
-	-	5,165,924	-	5,165,924	2028	
-	-	4,998,380	-	4,998,380	2029	
-	-	4,830,836	-	4,830,836	2030	
-	-	4,663,293	-	4,663,293	2031	
-	-	4,115,749	-	4,115,749	2032	
-	-	1,543,064	-	1,543,064	2033	
<u>\$ 121,793,682</u>	<u>\$ 11,760,025</u>	<u>\$ 474,364,205</u>	<u>\$ 817,138</u>	<u>\$ 475,181,343</u>		

**Notes:**

- (1) Mandatory redemption of the term bonds on October 1, 2007
- (2) Orange County Civic Facilities Authority Fund.
- (3) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) and the Wastewater State Revolving Fund loans are not included in this schedule.

Capital Improvements and Debt

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Supplemental Information

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## Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2008/2009

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$148,261,239	\$80,139,939	\$5,565,269	\$18,190,332	\$12,132,495	\$18,714,770
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	310,070	-	5,817	-	-	2,000
Building Code Enforcement	3,730,051	1,992,148	67,341	194,323	68,340	16,161
Capital Improvement Fund	-	-	366,700	11,698,399	-	35,500
CEB Lien Assessment Fund	-	-	6,200	60,000	-	-
Cemetery Trust Fund	110,631	52,908	15,000	315,000	30,000	400
Community Development Block Grant	439,161	188,342	30,000	45,000	6,985	11,000
Community Redevelopment Agency Fund	941,019	385,136	129,200	1,991,000	23,017	9,300
Community Venues - Arts Center	-	-	-	-	-	-
Community Venues - Citrus Bowl	-	-	-	-	-	-
Contraband Forfeiture Trust Funds	-	-	20,000	15,000	-	-
CRA Trust Funds	-	-	-	-	-	-
Dubsdread Golf Course Funds	603,828	148,462	23,200	452,890	62,420	60,145
Gas Tax Fund	-	-	58,000	745,000	-	4,000
GOAA Police Fund	5,420,485	3,056,874	16,716	55,668	-	-
Grant Fund	-	-	-	-	-	-
Harry P. Leu Gardens Trust Fund	1,128,851	561,329	250,600	178,400	121,606	37,262
HOME Investment Partnership Fund	92,340	25,653	500	1,500	-	2,000
HOPWA Grant Fund	70,653	-	150	20,528	-	1,000
HUD Homeless Grant Fund	-	-	-	98,677	-	-
Law Enforcement Training Fund	-	-	150,000	-	-	-
Local Housing Assistance Trust Funds	119,854	46,379	200	8,000	-	3,000
Mennello Museum Fund	206,305	64,665	79,353	125,833	-	52,111
OCPS - Crossing Guard Fund	444,814	77,178	12,500	-	1,100	-
Special Assessment Funds	-	-	-	-	-	-
Street Tree Trust	50,000	-	300,000	5,000	-	-
Transportation Grant Fund	70,180	51,967	29,150	2,145,523	59,200	200
Transportation Impact Fee Funds	-	-	44,000	4,380,597	-	57,000
Utility Services Tax Fund	-	-	-	250,000	-	-
<u>DEBT SERVICE</u>						
6th Cent TDT Debt	-	-	-	-	-	-
Capital Improvement Series 2007B	-	-	-	-	-	-
Citrus Bowl CP Debt	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
Events Center Master and CP	-	-	-	-	-	-
Jefferson Garage Debt	-	-	-	-	-	-
PAC CP Debt	-	-	-	-	-	-
Parking Facility Revenue Bonds Fund	-	-	-	-	-	-
Sales Tax Rebate Debt	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2008/2009

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 700,623	\$22,840,924	\$ 695,865	\$63,996,713	\$371,238,169	General Fund
					<u>SPECIAL REVENUE</u>
6,375	-	-	1,125	325,387	911 Emergency Telephone System
38,986	404,148	-	1,865,320	8,376,818	Building Code Enforcement
-	184,000	8,845,326	3,982,212	25,112,137	Capital Improvement Fund
-	-	-	335,165	401,365	CEB Lien Assessment Fund
1,870	21,907	60,000	118,053	725,769	Cemetery Trust Fund
12,750	22,043	-	1,463,912	2,219,193	Community Development Block Grant
13,090	110,391	3,568,040	14,245,045	21,415,238	Community Redevelopment Agency Fund
-	-	-	-	-	Community Venues - Arts Center
-	-	-	-	-	Community Venues - Citrus Bowl
-	-	-	30,000	65,000	Contraband Forfeiture Trust Funds
-	-	-	39,380,260	39,380,260	CRA Trust Funds
-	-	-	479,243	1,830,188	Dubsdread Golf Course Funds
-	85,000	2,028,000	7,445,346	10,365,346	Gas Tax Fund
-	280,132	-	345,119	9,174,994	GOAA Police Fund
-	-	-	3,009,600	3,009,600	Grant Fund
4,250	236,859	-	78,055	2,597,212	Harry P. Leu Gardens Trust Fund
725	214	-	1,157,388	1,280,320	HOME Investment Partnership Fund
850	-	-	3,140,819	3,234,000	HOPWA Grant Fund
-	-	-	-	98,677	HUD Homeless Grant Fund
120,000	-	-	-	270,000	Law Enforcement Training Fund
1,700	609	-	3,661,330	3,841,072	Local Housing Assist. Trust Funds
-	32,945	-	12,719	573,931	Mennello Museum Fund
-	24,190	24,000	6,763	590,545	OCPS - Crossing Guard Fund
-	-	-	1,000,233	1,000,233	Special Assessment Funds
-	-	-	345,000	700,000	Street Tree Trust
-	49,401	-	269,883	2,675,504	Transportation Grant Fund
-	515,000	1,972,000	10,114,135	17,082,732	Transportation Impact Fee Funds
-	-	-	45,308,404	45,558,404	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	10,299,964	10,299,964	6th Cent TDT Debt
-	-	-	3,643,313	3,643,313	Capital Improvement Series 2007B
-	-	-	419,600	419,600	Citrus Bowl CP Debt
-	-	-	3,339,538	3,339,538	CRA Debt Service - Internal Loan
-	-	-	2,664,386	2,664,386	CRA Debt Service Refunding
-	-	-	2,262,130	2,262,130	CRA Debt Service - Conroy Road
-	-	-	3,304,944	3,304,944	CRA Debt Service - Republic Drive
-	-	-	3,225,000	3,225,000	Events Center Master and CP
-	-	-	1,861,232	1,861,232	Jefferson Garage Debt
-	-	-	755,400	755,400	PAC CP Debt
-	-	-	3,485,085	3,485,085	Parking Facility Revenue Bonds Fund
-	-	-	2,000,000	2,000,000	Sales Tax Rebate Debt
-	-	-	502,443	502,443	Taxable Series H Debt
-	-	-	18,180,504	18,180,504	Wastewater Revenue Bond Funds

## Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2008/2009

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
<u>ENTERPRISE</u>						
Center for Arts & Education	\$ -	\$ -	\$ 175,480	\$ -	\$ -	\$ -
CNL R&R	-	-	-	-	-	-
Downtown Transit Fund	-	-	-	-	-	-
Market Garage R&R Fund	-	-	-	-	-	-
Orlando Venues Fund	3,947,066	1,313,274	389,900	8,063,725	1,700,386	155,400
Parking System Revenue Fund	2,848,062	1,799,121	250,940	2,479,386	618,308	37,800
Solid Waste Fund	4,329,206	3,048,262	925,819	618,303	4,282,257	15,503
Stormwater Utility Fund	2,177,410	1,351,895	765,377	5,451,686	92,554	21,599
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater Impact Fee Reserve Fund	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	9,697,035	5,461,176	4,379,200	6,774,943	5,217,763	70,510
<u>INTERNAL SERVICE</u>						
Construction Management Fund	1,743,523	786,119	20,600	5,500	12,350	9,500
Fleet Management Funds	1,982,348	1,072,593	9,289,848	975,670	152,799	1,430,500
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	35,926	21,338	500	35,138	-	1,000
Risk Management Fund	721,630	317,211	31,481	1,917,538	4,050	15,641,130
Supplemental City Staff	444,135	357,378	10,000	155,814	-	-
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue	642,676	163,676	137,000	810,700	470,965	8,000
Civic Facilities Authority Sinking	-	-	-	-	-	-
Downtown Development Board Fund	586,215	157,780	12,500	518,288	1,200	2,098,653
<u>PENSION TRUST</u>						
City Pension Funds	41,206	20,020	2,750	397,735	-	5,250
OPEB Trust Fund	-	-	-	-	-	-
<b>TOTAL CITY OF ORLANDO</b>	<b>\$191,195,919</b>	<b>\$ 102,660,823</b>	<b>\$ 23,561,291</b>	<b>\$ 69,181,096</b>	<b>\$ 25,057,795</b>	<b>\$ 38,500,694</b>

## Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE  
BUDGET FY 2008/2009

Travel	Internal Services	Capital	Non- Operating	Total	
					<u>ENTERPRISE</u>
\$ -	\$ -	\$ -	\$ -	\$ 175,480	Center for Arts & Education
-	-	-	30,000	30,000	CNL R&R
-	-	-	370,000	370,000	Downtown Transit Fund
-	-	-	32,490	32,490	Market Garage R&R Fund
40,800	178,958	-	2,640,375	18,429,884	Orlando Venues Fund
11,257	430,001	10,000	7,811,515	16,296,390	Parking System Revenue Fund
7,246	6,090,164	353,300	5,265,698	24,935,758	Solid Waste Fund
22,518	1,259,937	7,204,354	4,857,561	23,204,891	Stormwater Utility Fund
-	-	-	48,605,697	48,605,697	Wastewater Construction Funds
-	-	-	3,235,053	3,235,053	Wastewater Impact Fee Reserve Fund
-	-	1,876,387	2,300,000	4,176,387	Wastewater R & R Fund
75,028	3,157,415	161,714	10,124,759	45,119,543	Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
15,726	133,134	-	271,029	2,997,481	Construction Management Fund
85	344,476	7,475,770	6,495,278	29,219,367	Fleet Management Funds
-	-	-	28,001,846	28,001,846	Internal Loan Fund
1,360	157	-	4,581	100,000	Pension Participant Services
7,731	3,780	-	1,088,249	19,732,800	Risk Management Fund
-	35,037	-	114,830	1,117,194	Supplemental City Staff
					<u>COMPONENT UNIT</u>
3,825	170,657	87,952	1,112,579	3,608,030	Civic Facilities Authority Revenue
-	-	-	301,600	301,600	Civic Facilities Authority Sinking
9,265	3,230	15,000	1,182,252	4,584,383	Downtown Development Board Fund
					<u>PENSION TRUST</u>
28,050	177	-	44,795	539,983	City Pension Funds
-	-	-	22,190,218	22,190,218	OPEB Trust Fund
<u>\$ 1,124,110</u>	<u>\$ 36,614,886</u>	<u>\$ 34,377,708</u>	<u>\$ 403,815,786</u>	<u>\$ 926,090,108</u>	TOTAL CITY OF ORLANDO

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
 GOVERNMENTAL FUND REVENUES  
 LAST FIVE FISCAL YEARS  
 (modified accrual basis of accounting)  
 (in thousands of dollars)

	2007	2006	2005	2004	2003
<b><u>Revenues</u></b>					
Property Taxes	\$ 116,112	\$ 92,733	\$ 82,994	\$ 76,986	\$ 71,676
Intergovernmental:					
OUC Contribution	45,700	47,800	34,035	31,658	32,993
State Sales Tax	30,164	30,225	29,313	25,935	24,413
Other Intergovernmental	74,316	71,345	71,482	73,917	59,718
Business Taxes and franchises fees	38,303	37,022	32,148	28,745	28,157
Utilities services tax	42,899	40,945	39,376	38,107	37,725
Licenses, permits and fees	50,319	48,751	44,662	40,759	29,540
Fines and forfeitures	3,809	2,858	2,651	2,939	2,179
Investment earnings	15,074	11,358	5,640	4,182	8,311
Securities lending income	6,771	2,969	2,147	1,358	1,013
Special assessments	20,088	1,262	482	531	657
Other revenue	26,338	22,632	19,053	13,566	15,795
Total revenue	<u>\$ 469,893</u>	<u>\$ 409,900</u>	<u>\$ 363,983</u>	<u>\$ 338,683</u>	<u>\$ 312,177</u>

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
 ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY  
 LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
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	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	7,014,782,520	29,091,117,736

**Source:** Orange County Property Appraiser (Recapitulation of the Ad Valorem Assessment Rolls, DR-403)

**Note:**

Assessed values are determined as of January 1 for each fiscal year.

Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%.

Estimated actual taxable value is calculated by dividing assessed value by those percentages.

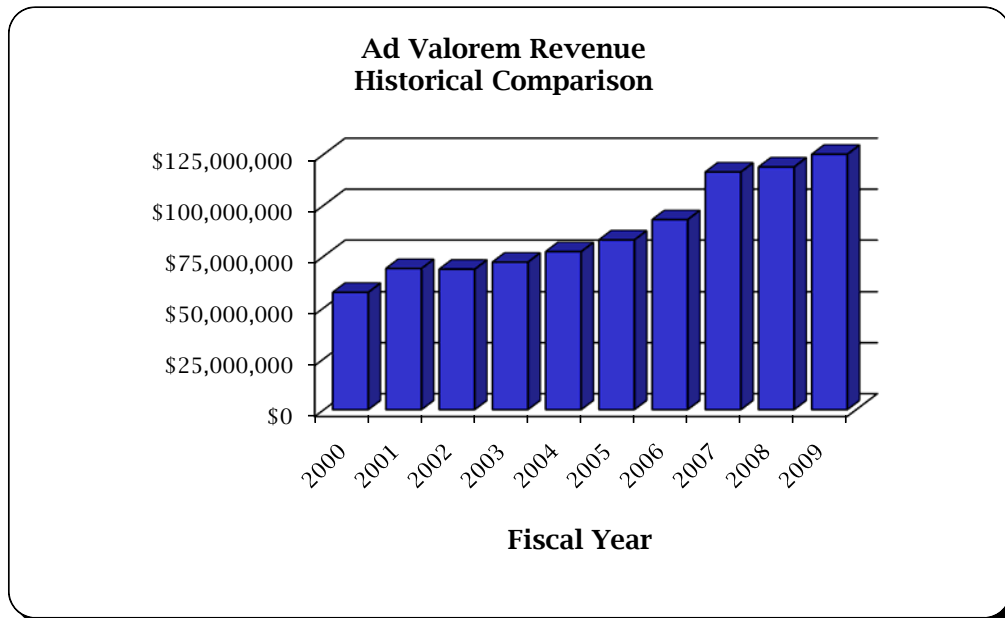
Centrally assessed property consists of the railroad lines which are assessed by the State of Florida.

Centrally assessed property value is in litigation for 2008.

Tax rates are per \$1,000 of assessed value.



## Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 6.0666 through FY 2001/02. It was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09.

## 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)	
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
2006	5.6916	5.1639	7.7610	1.0000	0.4325	0.4620	20.5110
2007	5.6916	5.1639	7.1690	1.0000	0.4325	0.4620	19.9190

**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.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
PROPERTY TAX LEVIES AND COLLECTIONS  
LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)Collections			Total Collections to Date	
		Amount	Percentage of Levy	in Subsequent Years	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	177,437	85,408,559	99.26
2006	96,733,542	95,791,866	99.03	463,227	96,255,093	99.51
2007	121,040,740	119,631,421	98.84	-	119,631,421	98.84

**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	2007			1998		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Fla. Partners	Entertainment	\$ 1,149,825,896	1	5.41 %	\$ 641,999,139	1	6.93 %
HIW-KC Orlando LLC	Developer	179,660,221	2	0.85	-	-	0.00
Forbes Taubman Orlando	Developer	126,458,078	3	0.60	-	-	0.00
ZML-Sun Center, LLP	Developer	125,344,343	4	0.59	94,817,048	4	1.02
MMM Lakewood, Ltd.	Developer	89,145,537	5	0.42	101,257,653	3	1.09
ACP/UTAH Orange Ave, LLC	Developer	78,068,373	6	0.37	-	-	0.00
B T Orlando, LP	Commercial	74,235,264	7	0.35	-	-	0.00
OCC Owner LLC	Commercial	60,763,220	8	0.29	-	-	0.00
Beach Hill Dev. Bristol LLC	Developer	59,623,534	9	0.28	-	-	0.00
DRA CRT Orlando Central FL LLC	Developer	57,562,052	10	0.27	-	-	0.00
Southern Bell Telephone	Communications	-	-	0.00	169,399,534	2	1.83
AT&T Communications	Communications	-	-	0.00	79,826,959	5	0.86
Dr. Phillips	Developer	-	-	0.00	58,435,985	6	0.63
Orlando Outlet World	Commercial	-	-	0.00	57,437,054	7	0.62
US Gaedeke Assoc.	Developer	-	-	0.00	54,338,878	8	0.59
Sentinel Communications	Communications	-	-	0.00	53,855,629	9	0.58
Magnolia Associates, Ltd.	Developer	-	-	0.00	43,881,096	10	0.47
Other Taxpayers		19,248,055,290		90.58	7,908,401,142		85.37
<b>Total</b>		<b>\$ 21,248,741,808</b>		<b>100.00 %</b>	<b>\$ 9,263,650,117</b>		<b>100.00 %</b>

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	
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
2006	203,424,627	41,512,136	244,936,763	31,420,000	9,256,740	40,676,740	16.61
2007	192,593,506	(3) 43,788,235	236,381,741	25,270,000	9,760,743	35,030,743	14.82

- (1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.
- (2) New borrowing are subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.
- (3) In FY 2007, two separate funds were created apart from the General Fund; one to report Police Fee revenues and the other to report Building Code fees for inspections and permits. In years prior to 2007, these revenues were reported within the General Fund.

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
 COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT  
 TAX INCREMENT REVENUE BONDS COVERAGE  
 LAST TEN FISCAL YEARS

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
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
2006	12,847,436	2,060,000	561,954	2,621,954	4.90
2007	17,543,982	2,100,000	511,074	2,611,074	6.72

(1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando, Orange County, and the Downtown Development Board applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

## Supplemental Information

CITY OF ORLANDO, FLORIDA  
 COMMUNITY REDEVELOPMENT AGENCY  
 REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT  
 TAX INCREMENT REVENUE BONDS COVERAGE  
 LAST FIVE FISCAL YEARS (1)

Fiscal Year	Tax Increment Revenue (2)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2003	\$ 6,984,001	\$ 780,000	\$ 2,202,354	\$2,982,354	2.34
2004	7,273,945	1,335,000	1,986,244	3,321,244	2.19
2005	6,971,238	1,360,000	1,958,444	3,318,444	2.10
2006	6,926,829	1,390,000	1,926,619	3,316,619	2.09
2007	7,654,533	1,425,000	1,889,366	3,314,366	2.31

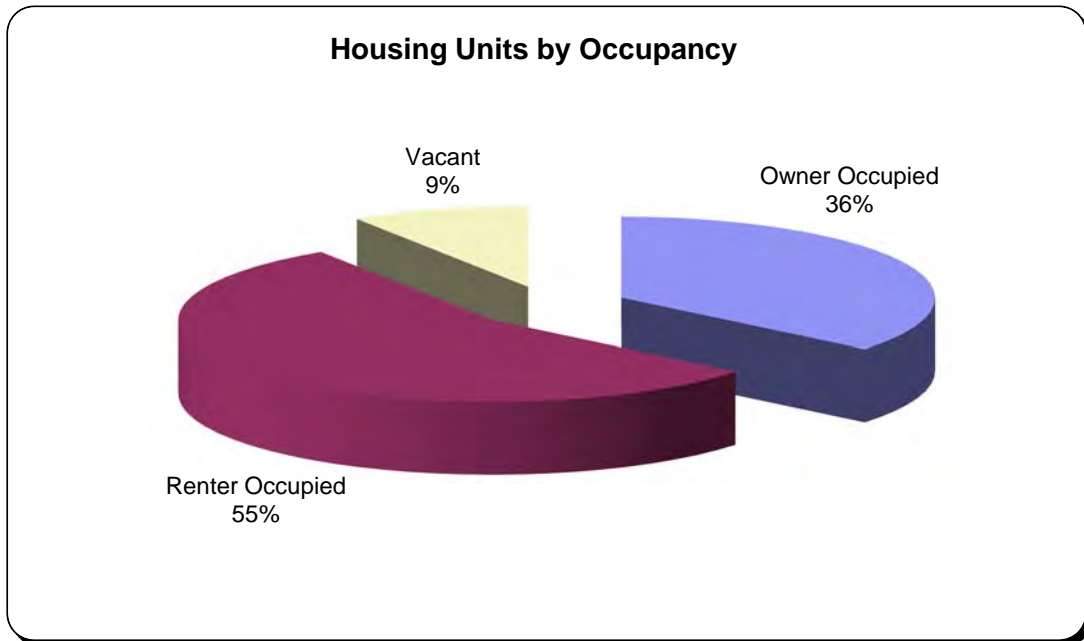
(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

(2) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%

Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$ 43,222
Per Capita Income	\$ 23,958
Median Age	34.6 years
Housing Units	100,876
Owner Occupied	35.9%
Renter Occupied	54.9%
Vacant	9.2%





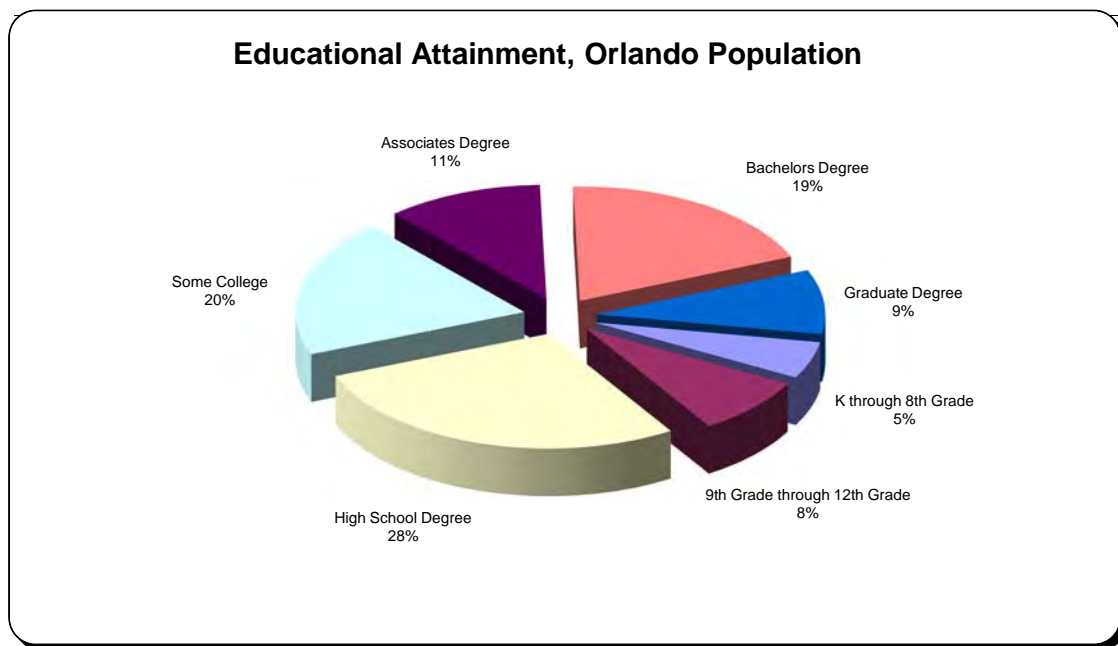
Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	5.2%
9th Grade through 12th Grade	8.1%
High School Degree	28.0%
Some College	19.5%
Associates Degree	11.1%
Bachelors Degree	19.2%
Graduate Degree	9.1%

Source for Demographic Data: Metro Orlando Economic Development Commission



Supplemental Information

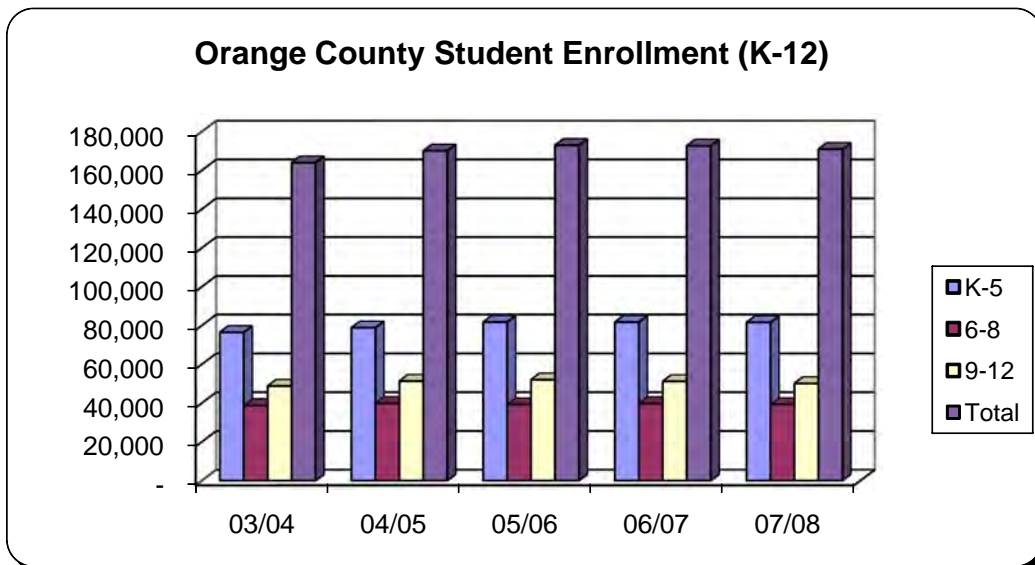
SCHOOL ENROLLMENT 2007/2008, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	120	33	18
City of Orlando	25	7	5

\*Includes those listed as "regular" schools by the Orange Co. School Board.

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	3,004
K	13,327
1	13,866
2	13,773
3	14,249
4	12,979
5	13,389
6	13,152
7	13,361
8	12,747
9	14,525
10	12,759
11	11,811
12	10,987
Total	173,929
Orlando	31,449



Note: Data obtained from the Orange County School Board Website. School Districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County Schools.

Supplemental Information

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## Appendix

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### Policy Overview

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

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

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

The City of Orlando has made tremendous strides over the past four years in developing formal policies and implementing fundamental budgetary controls. While this task is not complete, the Fiscal Year 2008/2009 budget reflects the influence of those policies and controls. Since resources are constrained and demands are growing, the City has committed itself to continued improvement in the area of financial planning and budgetary control.

#### Financial and Non-Financial Policies

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

- Budget Policies - These policies formally establish guides for the development of the City's budget. Elements of these policies include requirements laid out in state statutes, City code, and best practices. (Page 429)
- City Policy for Growth Management - The Growth Management Plan is a comprehensive plan that communicates the vision of the City. This document establishes standards that have a direct connection to the level of services the City is to provide and the capital infrastructure that will be required. (Page 444)
- City Policy for Capital Improvements - This is a component of the Growth Management Plan. This policy creates level of service requirements and establishes priorities and timelines for the construction of capital improvements. (Page 451)
- Debt Policy - The Debt Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 474)
- Reserve Policy - A policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level. (Page 481)

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 FY2008/2009 budget was developed.

## Appendix

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### Strategic Management

In 2006 the Mayor tasked the Director of Audit Services and Management Support to develop the City's first comprehensive strategic plan. This effort has resulted in a new mission statement, values statement and strategic focus areas. This is the second year that the budget was developed under the guidance of that strategic plan.

The City's new mission statement is "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner." To fulfill this mission, seven strategic focus areas have been established. Those areas are:

1. Character, Culture and Place
2. Civic Engagement, Caring and Pride
3. Governance and Public Productivity
4. Healthy Natural Environment
5. Safe Community
6. Strong Economy
7. Transportation

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.

In the last year, the City has continued to make great strides in the area of strategic management, by acquiring a state-of-the-art performance management software "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system will be utilized to integrate departmental performance indicators with the City's strategic focus areas, and drive strategic efforts. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating citizen reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery through tactical financial planning and an outcome based budgeting approach.

## Appendix

### BUDGET POLICIES

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. 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 or capital requests (not Capital Improvement Projects). Increment requests are reviewed with the CAO and 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 and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures). 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

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### BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 27, 2007, the City Council approved five new comprehensive policies that guided the development of this budget. This was a milestone event in the City's efforts to formalize best practices in financial management. There are several other policies (ex. Capital improvement process, closing of capital projects, grant management) that are integral elements of the City's financial viability that are in various stages of evaluation and will be in place for next year's budget development.

The following is a summary of the five adopted policies. Because of the significance of these policies, the full text version appears on subsequent pages.

#### **450.1 Organization and Policy – Budget** (Page 431)

This policy details the role of the Chief Financial Officer (CFO) in regards to the development of the City's annual budget. The CFO is an appointed official that serves at the pleasure of the Mayor and oversees the Finance Department. In addition to the annual budget, the CFO is also responsible for the capital improvement plan and financial forecast.

#### **450.2 Financial Policies Guiding the Budget** (Page 433)

Adopting high-level policies to guide the development of the budget is vital to the City of Orlando's stability. The guidelines set forth in this policy range from defining a fund, to ensuring that a budgetary control system is in place. By clearly and comprehensively stating its financial policies, the City will be able to better communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

#### **450.3 Revenue Policy** (page 435)

This policy guides the City's overall revenue objectives. While policy 450.2 provides an overview that guides the City's budget as a whole, this policy sets a more detailed guide for revenue. These guides include diversifying the revenue system and requiring Enterprise Funds to be self-sufficient.

#### **450.4 Expenditure Policy** (Page 439)

The expenditure policy outlines several statements that guide the City of Orlando's overall expenditure objectives. Like the revenue policy, the expenditure policy addresses details too specific to be covered in policy 450.2. These details include prioritizing essential City services in funding decisions, and striving to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

#### **450.5 Operating Budget Appropriation for Prior-Year Encumbrances** (Page 442)

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures laid forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.



## Appendix

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### Department of Finance

### Management and Budget Section 450.1

#### 450.1 SUBJECT: ORGANIZATION AND POLICY - BUDGET

:1 OBJECTIVE:

To detail the role of the Chief Financial Officer in the development of the City's annual budget

:2 AUTHORITY:

This procedure amended by City Council February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's Designee.

:4 FUNCTIONS:

The Chief Financial Officer and their designee(s) shall perform the following functions to facilitate an efficient and effective budget development process.

#### A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

#### B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with schedule of workshops and budget hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.

## Appendix

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### Department of Finance

#### Management and Budget Section 450.1

5. Assist the Office of Audit Services and Management Support in the review of departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests . Summarizes budget requests for review by the Mayor and Council.
7. Prepare budget summaries for distribution at the budget hearings.
8. Create and publish a comprehensive budget document and revenue manual for public use.

#### C. Five Year Capital Improvement Program (CIP) Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure uniform budget development process and presentation format for use by City departments and other agencies.
2. Develop and revise forms and other material used in the CIP budget development process.
3. Prepare an annual calendar of CIP budget activities, workshops and hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical and other related data for use by City departments and other agencies involved in preparing the CIP budget.
5. Summarize CIP budget requests for review by Mayor, City Council, and the Economic Development Department in their role as liaison with the Municipal Planning Board (MPB).
6. Prepare the final CIP budget document for public use.

#### D. Forecasting and Fiscal Matters

1. Analyze and summarize all Budget Revision Requests for the Budget Review Committee.
2. Review Fiscal Impact Statement on all items submitted to the City Council that have a current or future financial impact on the City.
3. Review activity reports and summarizes information for the Mayor, City Commissioners and Cabinet.
4. Serve as a resource for information on comparative costs for similar services provided by other governments.
5. Confer with representatives of other governments concerning their budgetary policies and systems.
6. Conduct other special projects as requested by the Mayor or the Mayor's designee.

## Appendix

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Department of Finance  
Management and Budget Section 450.2

### 450.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy is adopted by the City Council February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. This policy contains the high-level policies that shall govern development of the City's budget. Detailed policy direction is provided in separate policy documents on revenues, expenditures, fund balance, and debt administration.

B. Policies

- 1) A fund is defined as a fiscal and accounting entity with a balanced set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. (National Council on Governmental Accounting, Statement 1).
- 2) The budget will be balanced for all funds. Anticipated revenues from all sources will equal estimated expenditures for all purposes.
- 3) All operating funds are subject to the annual budget process and must be reflected in the budget document.
- 4) The General Fund is the chief operating fund of the City and will be used to account for all resources except for those required to be accounted for in another fund.

## Appendix

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### Department of Finance

#### Management and Budget Section 450.2

- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

## Appendix

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### Department of Finance

### Management and Budget Section 450.3

#### 450.3 SUBJECT: REVENUE POLICY

##### :1 OBJECTIVE:

Establish policies and procedures guiding administration of City revenue sources to ensure financial stability, enhance financial planning, and promote sound financial management.

##### :2 AUTHORITY:

This policy is adopted by the City Council February 26, 2007.

##### :3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

##### :4 FUNCTIONS:

###### A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The revenue objectives and policies stated herein shall provide the framework for developing the City's budget and evaluating revenue alternatives.

###### B. Objective

The primary objective of the City of Orlando is to maintain a diversified revenue system that provides a stable base to fund ongoing operations. To that extent, the following statements shall serve as the City's overall revenue policy objectives:

- 1) A diversified, stable revenue system will be utilized to protect the City from fluctuations in any one revenue source.
- 2) Cost recovery revenue sources (user fees) will be analyzed on an annual basis and modified as necessary to ensure that revenue collections reflect the cost of providing the associated service.
- 3) The City will strictly enforce laws and regulations requiring fees for service and will aggressively pursue collection of revenue owed to the City.
- 4) Enterprise operations of the City are intended to be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.

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### Department of Finance

#### Management and Budget Section 450.3

- 5) The City will actively oppose State and/or Federal legislation which would mandate costs without providing a revenue source to offset those mandated costs. The City will be diligent to protect current revenues received from State and Federal sources.

#### C. Policies

##### 1) Diversification and Stabilization

- a. The City shall strive to diversify its revenues in order to maintain the current level of service during periods of declining economic conditions.
- b. To the extent feasible, one-time revenue will be applied to one-time expenses. Ongoing revenue should be equal to or greater than ongoing expenses.
- c. Revenue received from the sale of real property in excess of \$100,000 shall be credited to the unappropriated fund balance of the appropriate fund, and it is the City's intention to use those funds to reinvest in another capital asset.

##### 2) Estimates of Revenue

- a. The City will project its annual revenue through an analytical process and will adopt its budget using conservative estimates.
- b. Annually the City will develop a forecast of General Fund revenue for the five ensuing fiscal years.
- c. Annually the City will prepare an inventory of revenue sources (Revenue Manual) that will include legal authority, important characteristics, and historical collections.

##### 3) User Fees

- a. The City will maximize utilization of user charges that can be individually identified and where costs are directly related to the level of service.
- b. The City will regularly review the budget to identify those programs that can be funded by user fees. When developing user fee opportunities, the City will consider the following:
  1. Community acceptability
  2. Market pricing and fees charged by similar governments

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### Department of Finance

#### Management and Budget Section 450.3

3. The impact of normal cost increases and expenditure growth on the fee to be charged in the future
  4. The impact of users opting not to use the service because of the fee
  5. The cost of administering the user fee
  6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received
  7. Other policy considerations specific to the proposed fee
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service
  2. Indirect costs, or support costs, which are general in nature but are necessary for the delivery of the service
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service
    - a. Proprietary services shall be self-supporting
    - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide
  2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee)
  3. The level of demand for the service
  4. Ease of collection
  - e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

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### Department of Finance

#### Management and Budget Section 450.3

- f. Criteria for waiving, adjusting, rebating or deferring a user fee shall be approved by the City Council in the ordinance, resolution, or policy establishing or governing the fee.

#### 4) Property Taxes

- a. The City will use its resources and means to ensure a diverse and stable property tax base.
- b. The local taxing effort of other cities and unincorporated areas as well as the demand and need for local public services will be the major considerations in determining the tax rate.

#### 5) Grants

- a. The City will pursue federal, state and private grants but will strictly limit financial support of these programs to avoid commitments beyond the availability of the grant funding source.
- b. With limited exception new positions funded by grants shall only be authorized as contract positions. Existing positions that lose grant funding shall be considered new position requests if it is determined that the City will assume funding for their function.

#### 6) Designation of Funds

All revenue received shall be used to support the ongoing operation of the City and shall not be designated for a specific purpose or expenditure. The only exceptions to this policy are when the enabling legislation for the revenue specifically requires a designation or separation of funds, or if funds are received by the City by a donor and can only be used for a specific purpose.



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### Department of Finance

#### Management and Budget Section 450.4

#### 450.4 SUBJECT: EXPENDITURE POLICY

##### :1 OBJECTIVE:

Establish policies and procedures guiding administration of City expenditures practices to ensure financial stability, enhance financial planning, and promote sound financial management.

##### :2 AUTHORITY:

This policy is adopted by the City Council February 26, 2007.

##### :3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

##### :4 FUNCTIONS:

###### A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The expenditure objectives and policies stated herein shall provide the framework for developing and ensuring adherence to the City's budget.

###### B. Objective

The City of Orlando will provide the level of expenditure necessary for the ongoing health, safety, and welfare of its residents, businesses, and visitors. In order to accomplish this objective, the following statements shall guide the allocation of resources:

- 1) The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of service.
- 2) Essential City services will receive first priority in funding decisions. Essential City service refers to those activities that protect lives and property.
- 3) The City shall require that, to the extent possible, increased demand for service as a result of growth shall be paid for through taxes and fees collected as a result of that growth.

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### Department of Finance

#### Management and Budget Section 450.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

#### C. Policies

##### 1) Appropriation and Control

- a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

- b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

- c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

- d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

##### 2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

##### 3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

The following actions shall not be used to balance the budget when an operating deficit is identified:

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### Department of Finance

#### Management and Budget Section 450.4

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

#### 4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

#### 5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater efficiency or effectiveness can be achieved.
- c. The City will develop and use technology and productivity enhancements to avoid increases in personnel costs.

#### 6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

#### 7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

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Department of Finance  
Management and Budget Section 450.5

### 450.5 SUBJECT: OPERATING BUDGET APPROPRIATION FOR PRIOR-YEAR ENCUMBRANCES

:1 OBJECTIVE:

Establish procedures for the re-appropriation of operating budget encumbrances in the subsequent fiscal year.

:2 AUTHORITY:

This policy is adopted by the City Council February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

C. Prohibitions, Restrictions and Exceptions

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### Department of Finance

#### Management and Budget Section 450.5

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

#### D. Responsibilities

##### 1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

##### 2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

##### 3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

## 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.

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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 recreate. 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 multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit, as a specific objective - not the only, or even the most important objective, but an important and achievable objective.

While rail transit is not economically feasible today, to conclude that rail transit will not be feasible in the future would be a self-fulfilling prophecy. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the city in the first place. To avoid this impact, the City has included an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core, the freight services of the existing CSX rail line could be used for potential future commuters.

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Developing the international airport also is crucial for Orlando's evolution into the 21<sup>st</sup> century. Orlando's strategic location and the ability of the airport to expand enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take the lead role in implementing multi-modal transportation opportunities, and in developing a land-use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established that will contribute to a more livable environment.

### ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

Environmentally sound sewer services will be located so as to enhance activity-center development and will be ecologically sound. The activity center basis of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, users fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the level of service desired by the City.

### ORLANDO'S SOCIAL FRAMEWORK

As Orlando grows, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the arts, parks and recreational facilities, particularly in relation to Orlando's keynote parks and clean lakes.

Opportunities must be provided for a broad range of family situations. As lifestyles change dramatically, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages, especially the economically disadvantaged, is critical if Orlando is to reach its full potential for economic development and preserve its social fabric. Developing educational opportunities is not directly within the City's prerogative, but it is a critical factor in Orlando's growth and evolution and cannot be neglected in a vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

### SUMMARY

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the 1991 Growth Management Plan. Through the Plan, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic and current role as Central Florida's hub and focus.

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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 GMP was updated in 1998 through a comprehensive planning process. Since that time, the City has amended the Plan twice per year in accordance with State law. Small scale amendments, responses to new legislation and amendments related to a Development of Regional Impact may be exempt from the twice per year limitation.

The City recently completed another update of the GMP through a State mandated process called the Evaluation and Appraisal Report (EAR).

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

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

The recently completed EAR is also available through the Planning Division or on the City's website at:

[http://www.cityoforlando.net/planning/cityplanning/Final EAR Document.pdf](http://www.cityoforlando.net/planning/cityplanning/Final%20EAR%20Document.pdf)

## Appendix

### CITY POLICY FOR CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and polices have been approved by the City Council:

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

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

**Policy 1.1.1** The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five-years of capital needs, shall be financially feasible, and shall be reviewed and updated annually. The five-year capital improvements schedule 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 after a single adoption hearing. A copy of the ordinance shall be transmitted to the Florida Department of Community Affairs following adoption.

**Policy 1.1.8** The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-14) and all other capital improvements identified in the Capital Improvements Program. Years two through five of the Capital Improvements Program, with committed funding sources identified for years two and three.

**Policy 1.1.9** All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five-year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.

**Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.

**Policy 1.2.1** The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, wastewater, parks, stormwater, potable water, and public transit.

**Policy 1.2.2** Figure CI-1 shall be the Traffic Circulation Level of Service standards by planning period for every major thoroughfare outside the Transportation Concurrency Exception Area (TCEA) and within city boundaries. Assessment of the level of service for major thoroughfares outside the TCEA and within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.

**Policy 1.2.3** The City shall exempt the area shown in Figure CI-2 from Transportation Concurrency in order to promote infill development and encourage use of alternative transportation modes.

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**Policy 1.2.4** Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.

**Policy 1.2.5** Major thoroughfares outside the Transportation Concurrency Exception Area with an adopted Level of Service Standard of "F" shall not be significantly degraded. Significant degradation means traffic increases exceeding the following percentages over the adopted vehicles per hour per lane (vphpl) standards:

#### Limited Access Facilities

4 Lanes	29%
6 Lanes	18%

#### Arterials and Collectors

2 Lanes Undivided	56%
4 Lanes Undivided	34%
4 Lanes Divided	25%
6 Lanes Divided	17%

#### One-Way Roads

2 Lanes	25%
3 Lanes	17%
4 Lanes	15%

#### Constrained Facilities

4 or 6 Lanes	10%
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**Policy 1.2.6** The following wastewater LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

Land Use	Gallons Per Day	Unit of Measure
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.

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

Combined Community/ Neighborhood Park	3.25 acres/ 1,000 population
Individual Community Park Sectors	1.3 acres/ 1,000 population
Individual Neighborhood Park Service Areas	0.75 acres/ 1,000 population

**Policy 1.2.8** The following solid waste LOS standards shall be applied to new and existing development::

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

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

Facility	LOS Standard
City Primary	Design Storm: 25 year / 24 hour Max Flood Stage: 100 yr / 3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year /6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year /6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Minor Road	Roadway Section and Inlet Design: 3 year / 6 hour storm Minimum 1" between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face to curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance Retention Ponds	400 feet to first inlet - Retain the greater of: - first 1/2 inch of runoff, or - runoff from the first 1 inch of rain; separate from detention system.
Detention Ponds	Design Storm: 25 year / 24 hour Detain the volume necessary to restrict post-development peak runoff to pre-development peak runoff.



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

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

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

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

Land Use	LOS Without Reclaimed Water	LOS With Reclaimed Water
Single-Family	325 g/du/d	160 g/du/d
Multi-Family	259 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d

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

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.

**Policy 1.3.3** The City shall adopt and periodically update a 10-year Water Supply Facilities Work Plan. The Plan shall include projects consistent with the water management districts' Water Supply Plans and with OUC's capital improvements program.

**Objective 1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.

**Policy 1.4.1** The City shall demonstrate that the Capital Improvements Element is financially feasible by ensuring that sufficient revenues are currently available or will be available from committed funding sources for the first three years of the Capital Improvements Fund Schedule (Figure CI-14). Financial feasibility for years 4 and 5 of the Capital Improvements Fund Schedule shall be demonstrated by ensuring that funds are committed or planned. Revenue sources that may be used to demonstrate financial feasibility include: tax revenues, bonds, state and federal funds, impact fees, service charges and developer contributions. The Capital Improvements Element shall contain a balanced program which addresses the repair and replacement of existing public facilities, elimination of existing deficiencies, and the provision for new public facilities.

**Policy 1.4.2** Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.

**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.

**Policy 1.4.42** If long-term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

**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.

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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. The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.

**Policy 2.1.4** New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.

**Policy 2.1.5** The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.

**Policy 2.1.6** The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.

**Policy 2.1.7** The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Planning and Development Department and approved by City Council.

**Objective 2.2** Upon plan adoption, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.

**Policy 2.2.1** Policies 1.2.2 and 1.2.5 shall establish level of service standards by planning period for major thoroughfares outside the Transportation Concurrency Exception Area and within City boundaries.

**Policy 2.2.2** The City shall permit development outside the Transportation Concurrency Exception Areas by allocating average daily trip ends annually by traffic zone, according to the Trip Allocation Program, in order to achieve and maintain Level of service Standards over the planning periods.

**Policy 2.2.3** The City shall require developers of projects outside the Transportation Concurrency Exception Area to comply with the concurrency management system to assess trip availability within the traffic zone.

**Policy 2.2.4** The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system.

**Policy 2.2.5** The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of the Transportation Area. 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** 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 or roads inside the Transportation Concurrence 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 Concurrence 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.
3. Adequate permitted capacity is available (through the CUP) from the water provider.

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

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
4th Street	11th Street	Boggy Creek Road	E
Alafaya Trail Extension	Narcoossee Road	Central Florida Greenway	E
Americana Boulevard	John Young Parkway	Texas Avenue	E
Augusta National Drive	T.G. Lee Boulevard	Hazeltine National Drive	E
Augusta National Drive	Hazeltine Drive	Lee Vista Boulevard	E
Augusta National Drive	Lee Vista Boulevard	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	Augusta National Drive	E
Bent Pine Drive	Augusta National Drive	Corporate Centre Boulevard	E
Boggy Creek Road	Jetport Drive	Landstreet Road	E
Boggy Creek Road	Landstreet Road	4th Street	E
Boggy Creek Road	4th Street	Tradeport Drive	E
Boggy Creek Road	Tradeport Drive	Wetherbee Road	E
Boggy Creek Road	Wetherbee Road	Central Florida Greenway	E
Boggy Creek Road	Central Florida Greenway	Orange County Line	E
Carrier Drive	International Drive	Grand National 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	Bee Line Expressway	E
Greenway Expressway (SB)	Beeline Expressway	Moss Park Road	E
Chickasaw Trail	Red Bay Drive	Lee Vista Boulevard	E
Conroy Road	Hiawassee Road	Turkey Lake Road	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
Conroy Road	I-4 Interchange	John Young Parkway	E
Conway Road	Hoffner Avenue	Lee Vista Extension	F
Corporate Centre Boulevard	Bent Pine Drive	Lee Vista Extension	E
Dowden Road	Boggy Creek Road	Tradeport Drive	E
Dowden Road	Heinzelman Road	Narcoossee Road	E
Econlockhatchee Trail	Curry Ford Road	Lee Vista Boulevard	E
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

## Appendix

Roadway Segment	From	To	LOS Standard
Forbes Place	Shadowridge Drive	North Frontage Road	E
Grand National Drive	W. Oakridge Road	Carrier Drive	E
Hazeltine National Drive	Shadowridge Drive	Semoran Boulevard	E
Hazeltine National Drive	Semoran Boulevard	TPC Boulevard	E
Hazeltine National Drive	TPC Boulevard	New Goldenrod Road	E
Heinzelman Boulevard	New Goldenrod Road	S. Access Road	E
Hiawasse Road	Old Winter Garden Road	Raleigh Street	E
Hiawasse Road	Raleigh Street	Metrowest Boulevard	F
Hiawasse Road	Metrowest Boulevard	Florida's Turnpike Bridge	F
Hoffner Avenue	Conway Road	Shadowridge Drive	F
Hoffner Avenue	Shadowridge Drive	Semoran Boulevard	F
Hoffner Avenue	Patch Road	Goldenrod Road	F
Holden Avenue	John Young Parkway	Texas Avenue	E
Holden Avenue	Texas Avenue	Rio Grande Avenue	E
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	Sand Lake Road	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
Interstate 4 Overpass	W. Oakridge Road	Caravan Ct./Major Blvd.	E
John Young Parkway	Interstate 4	Millenia Boulevard	F
John Young Parkway	Millenia Boulevard	Conroy Rd./Americana Blvd.	F
John Young Parkway	Conroy Rd./Americana Blvd.	Oak Ridge Road	F
John Young Parkway	Oak Ridge Road	Sand Lake Road	F
Kirkman Road	E-W Expressway	Old Winter Garden 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
Lake Nona Road (A)	Boggy Creek Road	Narcoossee Road	E
Lake Nona Road (B)	Lake Nona Road (A)	Narcoossee Road	E
Landstreet Road	Sidney Hayes Road	Orange Avenue (CR 527)	E
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

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Roadway Segment	From	To	LOS Standard
Lee Vista Boulevard	Semoran Boulevard	Augusta National Drive	E
Lee Vista Boulevard	Augusta National Drive	Corporate Centre Boulevard	E
Lee Vista Boulevard	TPC Drive/Corporate Blvd.	New Goldenrod Road	E
Lee Vista Boulevard	New Goldenrod Road	Narcoossee Road	E
Lee Vista Boulevard	Narcoossee Road	Chicksaw Trail	E
Lee Vista Boulevard	Chicksaw Trail	Econlockhatchee Trail	E
Lee Vista Boulevard	Econlockhatchee Trail	Central Florida Greeneway	E
Major Boulevard	Orlando-Vineland Road	Kirkman road	F
Major Boulevard	Kirkman Road	Universal Boulevard	F
McCoy Road	Conway Road	North Frontage Road	F
Millenia Boulevard	Oakridge Road	Radebaugh Way	E
Millenia Boulevard	Radebaugh Way	Conroy Road	E
Millenia Boulevard	Conroy Road	John Young Parkway	E
Metrowest Boulevard	Hiawasse Road	Kirkman Road	F
Mission Road (Pine Hills Ext.)	L.B. McLeod Road	Conroy Road	E
Moss Park Road	Narcoossee Road	Wewahootee Road	E
Narcoossee Road	New Golden Road	Lee Vista Boulevard	F
Narcoossee Road	Lee Vista Boulevard	Bee Line Expressway	F
Narcoossee Road	Bee Line Expressway	Alafaya Trail Extension	E
Narcoossee Road	Alafaya Trail Extension	Moss Park Road	E
Narcoossee Road	Moss Park Road	Central Florida Greeneway	E
Narcoossee Road	Central Florida Greeneway	Orange County Line	E
New Goldenrod Road	Goldenrod Road	Hoffner Avenue	E
New Goldenrod Road	Hoffner Road	Lee Vista Boulevard	E
New Goldenrod Road	Lee Vista Boulevard	Bee Line Expressway	E
New Goldenrod Road	Bee Line Expressway	Heinzelman Boulevard	E
North Frontage Road	McCoy Road	Forbes Place	F
North Frontage Road	Forbes Place	Semoran Boulevard	F
Oakridge Road	Grand National Drive	International Drive	E
Oakridge Road	International Drive	Millenia Boulevard	E
Oakridge Road	Millenia Boulevard	John Young Parkway	E
Old Winter Garden Road	Hiawasse Road	Kirkman Road	E
Orange Avenue (CR 527)	Jetport Drive	Landstreet Road	E
Orange Avenue (CR 527)	Landstreet Road	4th Street	E
Orange Avenue (CR 527)	4th Street	Tradeport Dive	E
Orange Avenue (CR 527)	Tradeport Drive	Wetherbee Road	E
Orange Blossom Trail	Kaley Avenue	29th Sreet	E
Orange Blossom Trail	29th Street	35th Street	F
Orange Blossom Trail	TCEA Boundary	Holden Avenue	F
Orlando-Vineland Road	L.B. Mcleod Road	Conroy Road	F
Orlando-Vineland Road	Conroy Road	Radebaugh Way	E
Orlando-Vineland Road	Radebaugh Way	Major Boulevard	E
Orlando-Vineland Road	Major Boulevard	Kirkman Road	E
Orlando-Vineland Road	Kirkman Road	Universal Boulevard	E
Orlando-Vineland Road	Universal Boulevard	Turkey Lake Road	E
Patch Road	Hoffner Avenue	Bent Pine Drive	E
Radebaugh Way	Orlando-Vineland Road	Millenia Boulevard	E
Raleigh Street	Hiawasse Road	Kirkman Road	E
Rio Grande Avenue	Texas Avenue	TCEA Boundary	E
Sand Lake Road	International Drive	Universal Boulevard	F
Sand Lake Road	Universal Boulevard	Kirkman Road	E

## Appendix

Roadway Segment	From	To	LOS Standard
Sand Lake Road	Kirkman Road	John Young Parkway	E
Semoran Boulevard	Hoffner Avenue	Bent Pine Drive	F
Semoran Boulevard	Bent Pine Drive	Lee Vista Boulevard	F
Semoran Boulevard	Lee Vista Boulevard	Hazeltine National Drive	F
Semoran Boulevard	Hazeltine National Drive	T.G. Lee Boulevard	F
Semoran Boulevard	T.G. Lee Boulevard	Bee Line Expressway	F
Semoran Boulevard (HOV)	Michigan St./Lake Margaret Dr.	Hoffner Ave./Lee Vista Blvd.	E
Semoran Boulevard (HOV)	Hoffner Ave./Lee Vista Blvd.	Bee Line Expressway	E
Shadowridge Drive	Hoffner Avenue	Lee Vista Boulevard Extension	E
Shadowridge Drive	Lee Vista Boulevard Extension	Hazeltine National Drive	E
Shadowridge Drive	Hazeltine National Drive	Forbes Place	E
Taft Vineland Road	Orange Avenue (CR 527)	Sidney Hayes Road	E
Texas Avenue	Americana Boulevard	Holden Avenue	E
Texas Avenue	Holden Avenue	Rio Grande Avenue	E
T.G. Lee Boulevard	Semoran Boulevard	Augusta National Drive	E
T.G. Lee Boulevard	Augusta National Drive	TPC Boulevard	E
T.G. Lee Boulevard	TPC Boulevard	Goldenrod Road Extension	E
TPC Drive	Lee Vista Boulevard	Hazeltine National Drive	E
TPC Boulevard	Hazeltine National Drive	T.G. Lee Boulevard	E
Tradeport Drive	McCoy Road	Bee Line Expressway	F
Tradeport Drive	Bee Line Expressway	Jetport Drive	F
Tradeport Drive	Jetport Drive	Boggy Creek Road	E
Tradeport Drive	Boggy Creek Road	Orange Avenue (CR 527)	E
Tradeport Drive	Orange Avenue (CR 527)	Taft Vineland Road	E
Turkey Lake Road	Conroy Road	Orlando-Vineland Road	F
Turkey Lake Road	Orlando-Vineland Road	Hollywood Way	E
Turkey Lake Road	Hollywood Way	Sand Lake Road	E
Universal Boulevard	Orlando-Vineland Road	Major Boulevard	F
Universal Boulevard	Major Boulevard	Hollywood Way	F
Universal Boulevard	Hollywood Way	Interstate 4	F
Universal Boulevard	Interstate 4	International Drive	F
Universal Boulevard	International Drive	Sand Lake Road	E
Universal Boulevard	Sand Lake Road	International Drive (South)	E
Wetherbee Road Extension	Wetherbee Road	South Access Road	E

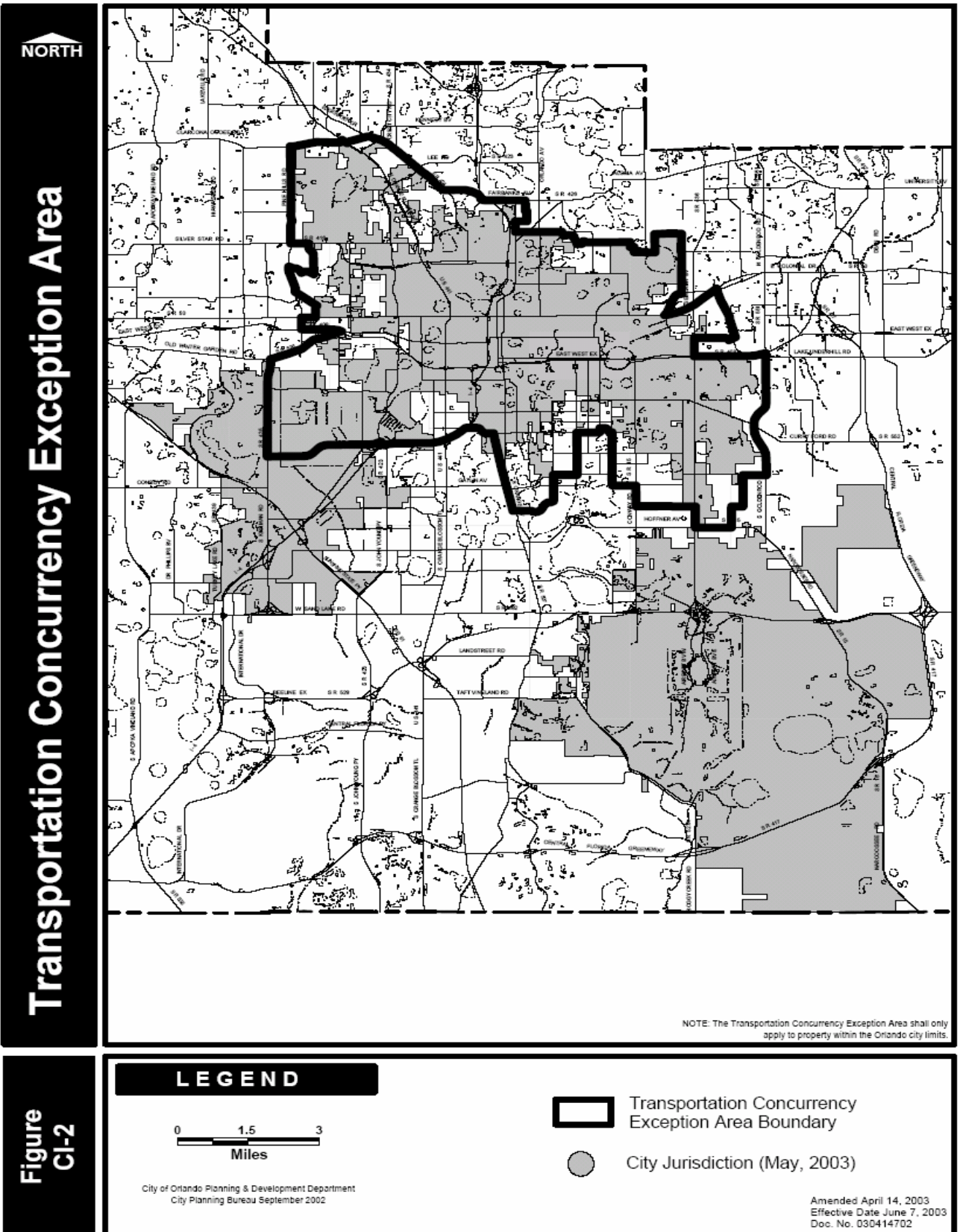
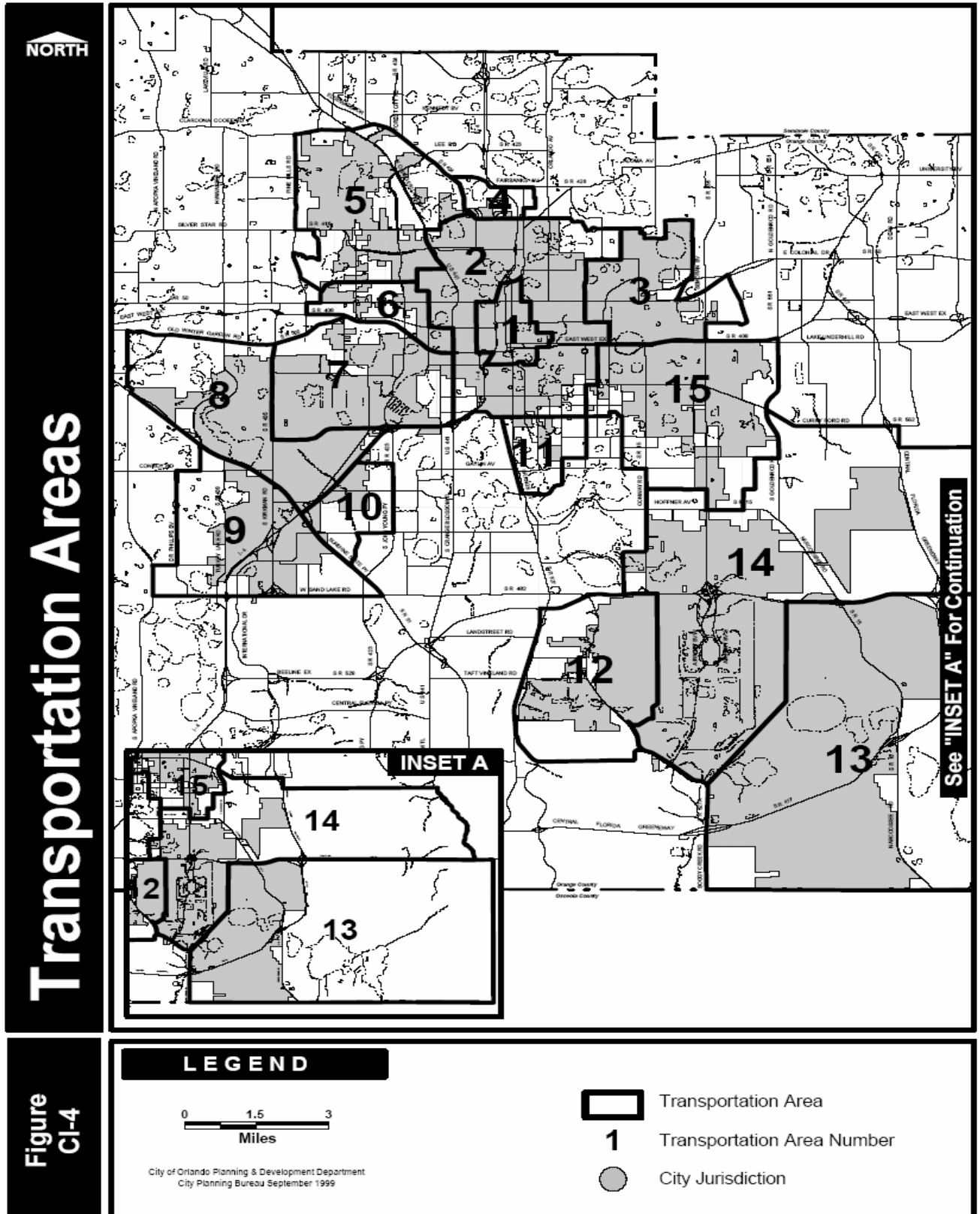


Figure  
CI-2







## Appendix

FIGURE CI-14  
CITY OF ORLANDO 2007-2012 CAPITAL IMPROVEMENT ELEMENT  
CAPITAL IMPROVEMENTS FUND SCHEDULE

Project Name	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	5 Year Total
<b>Roads</b>						
Airport-South Access Road Widening	\$ 10,458,034	\$ -	\$ -	\$ -	\$ -	\$ 10,458,034
Area Wide Signal System Upgrading	100,000	100,000	100,000	100,000	100,000	500,000
Conway Road-Hoffner to Beeline	600,000	-	-	-	-	600,000
Crystal Lake/Maguire Bv Debt Service	800,000	800,000	800,000	800,000	800,000	4,000,000
I-4 & E/W Expy Interchange Interim Improvements	12,862,242	-	-	-	-	12,862,242
I-4 Orange County Master Plan	96,884,211	40,000,000	40,000,000	-	-	176,884,211
I-4 from US 441 to Ivanhoe Bv	11,305,370	-	-	-	-	11,305,370
I-4 Auxiliary Lanes from Kirkman Rd to Turnpike	245,000	233,238	235,855	-	-	714,093
I-4 from Ivanhoe Bv to Kennedy Bv	715,811	1,200,362	100,000	-	-	2,016,173
International Drive - North Improvements	102,262	-	-	-	-	102,262
International Drive - Oak Ridge to Sand Lake	337,500	-	-	-	-	337,500
John Young Pky extension: Shader Rd to Edgewater Dr	5,693,470	-	-	-	-	5,693,470
Mission Road: Conroy to OWG/Pine Hills Rd	7,900,000	-	-	-	-	7,900,000
Narcoossee Rd/Hoffner(SR15): Beachline to Leevista	19,241,310	-	-	-	-	19,241,310
Narcoossee Rd/Hoffner(SR15) @ Beachline	18,472,000	9,236,000	-	-	-	27,708,000
Sand Lake Rd - Turkey Lake Rd to Presidents Dr	-	896,177	20,309,208	-	-	21,205,385
SR 408 from Crystal Lake to Conway - 8 lanes	36,460,000	36,460,000	19,218,000	-	-	92,138,000
SR 408 from Conway to Goldenrod - widen to 8 lanes	30,612,000	30,612,000	12,014,000	-	-	73,238,000
SR 417 from the Beachline to Curry ford - 6 lanes	744,000	6,257,000	2,319,000	-	-	9,320,000
SR 417 @ Boggy Creek Rd Interchange	9,252,492	-	-	-	-	9,252,492
Turnpike from Beulah Rd to I-4 - widen to 8 lanes	72,808,276	-	-	-	-	72,808,276
<b>TOTAL</b>	<b>\$335,593,978</b>	<b>\$125,794,777</b>	<b>\$ 95,096,063</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$558,284,818</b>
<b>Mass Transit</b>						
LYNX Annual Contribution	\$ 4,525,000	\$ 4,664,354	\$ 4,804,285	\$ 4,948,413	\$ 5,096,865	\$ 24,038,917
LYNX Annual Contribution	25,000	25,000	-	-	-	50,000
<b>TOTAL</b>	<b>\$ 10,275,000</b>	<b>\$ 15,304,354</b>	<b>\$ 4,804,285</b>	<b>\$ 4,948,413</b>	<b>\$ 5,096,865</b>	<b>\$ 40,428,917</b>
<b>Bicycle and Pedestrian Facilities</b>						
Bicycle Plan Implementation	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Dinky Line Bike/Pedestrian Trail	-	135,000	816,000	-	-	951,000
I-4 Pedestrian Bridge @ Ivanhoe Bv	1,522,195	1,000,000	-	-	-	2,522,195
School/Safety Sidewalk Program	400,000	400,000	400,000	400,000	400,000	2,000,000
School/Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
<b>TOTAL</b>	<b>\$ 2,047,195</b>	<b>\$ 1,660,000</b>	<b>\$ 1,341,000</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 6,098,195</b>
<b>Parks and Open Space</b>						
Service Area #10 Neighborhood Park	\$ -	\$ 250,000	\$ 1,750,000	\$ -	\$ -	\$ 2,000,000
Southeast Annexation-Neighborhood Parks	-	-	-	-	250,000	250,000
SE Regional Sports Complex	-	-	-	13,000,000	-	13,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 1,750,000</b>	<b>\$ 13,000,000</b>	<b>\$ 250,000</b>	<b>\$ 15,250,000</b>
<b>Solid Waste Collection</b>						
Commercial Collection Vehicles	\$ -	\$ 192,000	\$ 330,000	\$ -	\$ 192,000	\$ 714,000
Residential/Recycling Collection Vehicles	-	817,000	219,000	219,000	379,000	1,634,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,009,000</b>	<b>\$ 549,000</b>	<b>\$ 219,000</b>	<b>\$ 571,000</b>	<b>\$ 2,348,000</b>
<b>Wastewater</b>						
Lake Fairview Area Sewers	5,750,000	4,000,000	500,000	-	-	10,250,000
Narcoossee Road Sewers	5,000,000	915,145	-	-	-	5,915,145
Water Conserv I Diversion	2,700,000	4,000,000	-	-	-	6,700,000
Water Conserv II Master Pump Station	711,447	1,422,893	-	-	-	2,134,340
<b>TOTAL</b>	<b>\$ 14,161,447</b>	<b>\$ 10,338,038</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,999,485</b>
<b>Reclaimed Water</b>						
Eastern Regional Reclaimed Water System	\$ 6,991,802	\$ -	\$ -	\$ -	\$ -	\$ 6,991,802
Eastern Regional Reclaimed Water System	464,346	-	-	-	-	464,346
<b>TOTAL</b>	<b>\$ 7,456,148</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,456,148</b>

## Appendix

**FIGURE CI-14  
CITY OF ORLANDO 2007-2012 CAPITAL IMPROVEMENT ELEMENT  
CAPITAL IMPROVEMENTS FUND SCHEDULE**

Project Name	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	5 Year Total
<b>Drainage</b>						
Al Coith/Euclid/Gore Drainage Improvements	650,000	-	-	-	-	650,000
Albert Shores Storm Drainage Improvements	-	1,250,000	-	-	-	1,250,000
Drainage Well Enhancement	300,000	300,000	300,000	300,000	400,000	1,600,000
Lake Enhancement Improvements	400,000	400,000	400,000	400,000	400,000	2,000,000
Little Lake Fairview Stormwater Treatment System	400,000	-	-	-	-	400,000
Maury Rd./Edgewater Dr. Drainage	-	-	500,000	500,000	-	1,000,000
Par Street Drainage Improvements	-	-	-	-	400,000	400,000
System Repair and Rehabilitation	350,000	500,000	500,000	500,000	500,000	2,350,000
Lucerne-Cherokee-Davis-Lancaster Interconnection	915,532	-	-	-	-	915,532
<b>TOTAL</b>	<b>\$ 3,015,532</b>	<b>\$ 2,450,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 10,565,532</b>
Subtotal: City funding sources	\$ 38,746,043	\$ 20,161,392	\$ 10,728,285	\$ 21,292,413	\$ 9,042,865	\$ 99,970,998
Subtotal: Outside funding sources	333,803,257	136,644,777	95,012,063	-	-	565,460,097
<b>GRAND TOTAL 2007-2012 CIE</b>	<b>\$372,549,300</b>	<b>\$156,806,169</b>	<b>\$105,740,348</b>	<b>\$ 21,292,413</b>	<b>\$ 9,042,865</b>	<b>\$665,431,095</b>

## NOTES:

2008-2013 schedule not yet approved.

Please refer to the 2007-2012 Capital Improvements Program for detailed information on City projects.

City project costs were prepared by the submitting departments. Costs were derived using construction cost manuals, prior project costs, recent bids and contracts of similar type, size and scope.

Project costs for projects funded by other agencies were obtained from the appropriate capital improvement program

(FDOT Work Program, etc)9J-5.016 (2)(c) and 9J-5.016 (4)(a)1

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## Appendix

## CITY OF ORLANDO

## DEBT MANAGEMENT POLICY

**I. Introduction**

This Debt Management Policy is intended to (a) set forth guidelines under which the City's debt management program shall be administered, (b) set appropriate targets and boundaries for the City's current debt program, and (c) ensure that future generations of elected officials have reasonable latitude to address the financial circumstances of their tenure. This Debt Management Policy, as amended and adopted by City Council annually, sets forth the goals and objectives of the program and authorizes the City's Finance Committee to further define targets and benchmarks within these parameters. The City's original Debt Management policy was adopted by City Council on October 4, 1994 and was amended by vote of the City Council on October 26, 2005.

**II. Scope**

This Debt Management Policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers and taxpayers of the City of Orlando.

**III. Objectives**

The objectives of this Debt Management Policy are as follows:

- A. Balance multiple financial management objectives, including:
  - 1. Creativity: examine new or different means to achieve established objectives at the lowest possible cost;
  - 2. Innovation: address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets;
  - 3. Flexibility: retain the City's current and future options to meet the financing challenges of the City;
  - 4. Responsibility: be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden or costs of government;
  - 5. Corporate Image: act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
  - 6. Due Care: pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- D. Address the purpose, use and advantages of the City's Internal Loan Fund program, as it is appropriately integrated into the City's overall debt management program.
- E. Evaluate each of the following in anticipation of new borrowing initiatives:
  - 1. Appropriate final maturity (1 to 30 years);
  - 2. Principal Amortization pattern (e.g., level principal, level debt service, etc.);
  - 3. Use of long-term fixed, intermediate term fixed or variable rate debt pricing options, and
  - 4. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.

## Appendix

- Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- G. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
  - H. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
  - I. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

#### IV. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
  - 1. Proprietary operations
    - i) Wastewater
    - ii) Parking
  - 2. Other Governmental (Non-General Fund revenues)
    - i) Community Redevelopment Agency (CRA)
    - ii) Special Assessment and Tax-Increment
- B. Non Self-supporting Debt:
  - 1. Proprietary operations
    - i) Arena
    - ii) Citrus Bowl (CFA)
  - 2. General Governmental (including the General Fund)
    - i) Covenant Program
    - ii) General Obligation

This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

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

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

#### V. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:
  - 1. Limited to specific dollar amounts, and
  - 2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

## Appendix

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### Measuring Interperiod Equity

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital finding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis shall consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

### VII. Maintaining/Improving Credit Ratings

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement. The City's current ratings are regularly published by the Rating Agencies and are summarized annually in the City's Bond Disclosure Supplement.

The need for three ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) in the perspective of the City's overall programs.

### VIII. The Internal Loan Fund

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. In 1991, the City established its current Covenant Program, which is used as the primary funding source for the Internal Loan Fund and incorporated the pledge associated with the SSGFC.

The goal of the Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and a low, blended interest rate. The blended loan rate is achieved through a mix of variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

### IX. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

#### A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative impacts on user rates and charges.

For all other categories of debt, the City may consider opportunities to either shorten maturities or alter amortization structures. A level principal structure may be considered versus level debt service generally as long as the structure does not increase the maximum annual debt service by more than 25%. Additionally, the City should consider a level principal maturity structure compared to shorter maturity level debt service structure when maximum annual debt service is similar.

## Appendix

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### B. Market Options

#### (i). Election to Issue Fixed Rate Debt

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and Medium Term Notes. Fixed Rate Debt is the traditional way municipalities have issued debt-- debt is offered to investors with a fixed maturity schedule at rates fixed in a single offering. Long-term Fixed Rate Debt issuance should be based upon a consideration of the following factors: (a) the level of long-term rates at the time of issuance versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates to be trending upwards, (c) the ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of Variable Rate Debt outstanding by program.

The City issued its first series of Medium Term Notes in 2002. This issue of Medium Term Notes was sold to investors with an initial amortization schedule of 2 to 12 years. As the individual principal amounts come due, the City re-offers the debt on a 1 to 15 year maturity basis until the designated final maturity. The benefit of the Medium Term Note structure is that the City prices its debt in the lower interest rate portion of the yield curve. The risk to the City of this structure is primarily the risk that interest rates will rise in successive re-offerings at a level sufficient to offset the initial interest savings. Including Medium Term Notes in the City's overall debt profile is part of the goal to achieve a balanced portfolio, and the City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1<sup>st</sup>, and (b) not to exceed \$12 million. In addition, this limit may be raise up to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

#### (ii). Election to Issue Variable Rate

Issuing Variable Rate Debt permits the City access rates on the very short end of the yield curve. The difference in short versus long-term rates varies with the shape of the yield curve and has typically ranged from 100-350 basis points (or 1.0% to 3.5%). By issuing Variable Rate Debt, the issuer is subject to interest rate risk. However, Variable Rate Debt has historically been at lower interest rate levels than recognized fixed rate indices, and is generally able to create a natural hedge against changes in the City's Short-Term Investment portfolio.

Variable Rate Debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2), subject to limitations, as an integral portion of a long-term strategy to lower the City's effective cost of capital. The City's interim variable rate program allows the City to avoid the inefficiency of borrowing for small projects and allows for an aggregation of small projects and, thus, a more cost effective debt management program. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) a portion of the then outstanding Variable Rate Debt to take advantage of the attractive long-term fixed rates.

#### (iii). Hedging Election

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging the City's Variable Rate Debt exposure.

Appendix

(iv). **Debt Program Targets**

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest. In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

**Overall City and CRA Debt**

Overall City and CRA	Targets
· Fixed Rate	
· Goal	50-60%
· Unhedged or Net Variable Rate:	
· Goal	25-35%
· Maximum	40%

**Covenant Program**

The following targets are established for the Covenant Program:

Covenant Program	Targets
· Fixed Rate	
· Goal	40-50%
· Unhedged or Net Variable Rate:	
· Goal	25-35%
· 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.

**Other Debt Program Targets**

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

Other Debt Programs	Target Maximum Net Variable Rate Debt (1) Exposure
Wastewater	35%
Parking	15%
CRA (Downtown District)	15%
Special Assessment	N/A
New Debt Programs:	TBD.



## Appendix

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- (1) The maximum Net Variable Rate Debt exposure limits have been established in recognition of each program's variable rate exposure associated with the Internal Loan Fund exposure. The City's Wastewater program does not currently have Internal Loan Fund exposure and therefore, a higher maximum is more appropriate compared to the Parking and the CRA (Downtown District) Programs which have Internal Loan Fund (subordinate lien) variable rate exposure.

(v). **Refunding Options**

Targets for a Fixed Rate Debt to Fixed Rate Debt refunding should include the following criteria:

1. Maximum true interest cost
2. Minimum economic present value of at least 5% of refunded bonds,
3. Minimum annual average debt service savings of at least \$100,000.

Lower net present value cost savings and annual average debt service savings criteria may be appropriate for shorter term or smaller fixed rate refunding issues.

Refunding Variable Rate Debt to Fixed Rate Debt cannot provide for the similar measurable benchmarks and should be based on the aforementioned Election to Issue Fixed Rate Debt criteria.

Refunding of Variable Rate Debt to Variable Rate Debt should be based primarily on the economic or structured advantages of the new program.

Criteria and savings targets associated with Synthetic Refundings that are consistent with the provisions of the City's Interest Rate Risk Management Policy, should be established on a case-by-case basis and should generally be higher (more restrictive) than the criteria for Fixed Rate Debt refundings.

While a framework (a delegation of authority) has been established regarding the management of the City's debt portfolio, specific City Council approval is still required prior to the issuance of any new debt. Once the City Council has approved a refunding (revenue source, structure and target benchmark), the Finance Committee may act to adjust the target benchmarks, within the goals and objectives framework, to address changing market conditions.

## X. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must both be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have G.O. debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

## Appendix

Description	Targets
General Government Debt Service as a percentage of non-ad valorem General Fund expenditures:	
• Debt Limit (within the covenant program limitation)	20% max.
• Goal/Target	10% max.
Weighted Average Maturity of Debt Program(s):	
• Self-supporting	15 year max.
• Non self-supporting	20 year max.
Weighted Average Maturity of Internal Loan Program	12 year max.
General Government Direct Debt per capita	\$850 max.
Net Direct Tax Supported Debt as a percentage of ad valorem property values:	
• General Government	2.5% max.
• Total Tax Supported	3.5% max.
Debt Service requirement as a percentage of a new governmental revenue stream	50% max.
General Fund reserve, (as a percentage of the current year's operating budget)(a)	15% to 25%

(a) Includes City's Utility Services Tax reserves.

While the City currently operates well within these targets/goals, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the overall City's Debt Management Program.

#### XI. Monitoring, Reporting, Amendments and/or Exceptions

The Chief Financial Officer shall monitor the actual results against the targets presented in this policy and shall publish a comparison of the targets against the fiscal year end numbers in the City's Bond Disclosure Supplement. The report will include the following information, to the extent applicable:

- A. Debt Program Targets, and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and shall become effective only after approved by the City Council.

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

#### XII. Debt Management Policy Review and Modification

The City's Debt Management Policy will be submitted by the Finance Committee for annual ratification by the City Council by May 1<sup>st</sup> of each year. The authority to effect any change, modification or amendment of this Debt Management Policy shall rest solely with the City Council. The Finance Committee and staff recommendations for policy changes may be submitted in conjunction with the annual ratification or more often as deemed necessary. Policy changes initiated by City Council may be made as deemed appropriate. Policy changes will become effective on the date stipulated by City Council.

#### XIII. Time-Line for Implementation of Amendments

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City shall consider a reasonable time-line(s) to bring the then current debt program in line with amendments to this Debt Management Policy.

#### XIV. Effective Date

The City's Debt Management Policy was ratified and approved by City Council on the 3rd day of March, 2008.

## 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

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CRA Funds and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

### FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

#### Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of Budgeted Expenditures.

#### Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

#### Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

#### Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

#### Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the wastewater system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

## Appendix

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### USE AND REPLENISHMENT OF RESERVES:

#### Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as Budgeted Expenditures increase.

#### Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

#### Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

#### Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

1. If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.
2. If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.
3. If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

#### Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, 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, 2007

(\$'s in millions)

Funds	2007/2008 Budget	Reserve Policy				Actual	
		Minimum		Maximum			
<b>General Fund</b>						\$ 71.4	
Utilities Services Tax						\$ 21.2	
Disaster Recovery Fund						\$ 8.7	
Total General Fund	\$ 346.1	\$ 51.9	15%	\$ 86.5	25%	\$ 101.3	29%
<b>Enterprise Funds</b>							
<b>Self Supporting</b>							
Wastewater System	\$ 52.3	\$ 5.2	10%	\$ 10.5	20%	\$ 4.5	9%
Parking System	\$ 13.8	\$ 1.4	10%	\$ 2.8	20%	\$ 2.8	20%
Stormwater System	\$ 20.2	\$ 2.0	10%	\$ 4.0	20%	\$ 4.0	20%
Solid Waste Management	\$ 22.7	\$ 2.3	10%	\$ 4.5	20%	\$ 1.1	5%
<b>Enterprise Funds</b>							
<b>Non-Self Supporting</b>							
Orlando Venues	\$ 16.0	\$ -	0%	\$ 1.6	10%	\$ 2.2	14%
CFA	\$ 4.1	\$ -	0%	\$ 0.4	10%	\$ -	0%

Continued on next page

## Appendix

City of Orlando  
 Operating Reserve Level Status  
 Presented as of September 30, 2007  
 (\$'s in millions)

<u>Funds</u>	<u>2007/2008 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
<b>Capital Project Funds</b>						
Capital Improvement Fund	\$ 23.9	\$ -	0%	\$ 2.4	10%	\$ 2.4 10%
<b>Internal Service Funds</b>						
Fleet Management Fund	\$ 13.9 (1)	\$ 0.7	5%	\$ 1.4	10%	\$ 3.1 22%
Risk Management Fund	\$ 36.0 (2)	\$ 3.6	10%	\$ 5.4	15%	\$ 19.2 53%

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

(2) Reflects the outstanding liability for claims as of September 30, 2007.

## Appendix

City of Orlando  
 Capital Reserve Level Status  
 Presented as of September 30, 2007  
 (\$'s in millions)

<u>Funds</u>	Unrestricted	Restricted		Total
	Capital Projects Reserve	R&R	Other	
<b>Enterprise Funds</b>				
<b>Self Supporting</b>				
Wastewater System	\$ 59.6	5.9	-	65.5
Parking System	\$ 12.5	2.4	-	14.9
Stormwater System	\$ 7.2	-	-	7.2
Solid Waste Management	\$ -	-	-	-
<b>Capital Project Funds</b>				
Capital Improvement Fund	\$ 15.0	-	-	15.0
<b>Internal Service Funds</b>				
Fleet Management Fund	\$ -	-	28.5 (3)	28.5
Risk Management Fund	\$ -	-	-	-

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



## Appendix

Reserve History for General,  
Utilities Services Tax and  
Disaster Recovery Funds

<u>Fiscal Year</u>	<u>Combined Ending Fund Balance</u>	<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2007	\$ 101,293,088	\$ 346,128,532	29.26%
2006	\$ 86,862,356	\$ 342,427,021	25.37%
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%

Appendix

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# G L O S S A R Y

## Glossary

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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 as modified by the City Commission action.

**APPROPRIATION** - An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

**AS-BUILTS** - Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

**ASSESSED VALUE** - A valuation set upon real estate or other property by the County Property Appraiser as a basis for levying taxes.

**ATTRITION ALLOWANCE** - Salaries and benefits budgeted at a fraction of the projected personnel cost.

**BALANCED BUDGET** - A budget in which estimated revenues equal estimated appropriations.

**BASE BUDGET** - Projected cost of continuing the existing levels of service in the current budget year.

**BASIC FINANCIAL STATEMENTS** - Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

**BOND** - A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

**BOND REFINANCING** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BUDGET** - A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets -- the "Operating" budget and the "Capital Improvement" budget.

**BUDGET AMENDMENT** - Per City policy, any budgetary transaction that causes an increase or decrease in a fund's total.

**BUDGET REVIEW COMMITTEE (BRC)** - A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

**BUDGETARY ACCOUNTS** - Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

**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.

## Glossary

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**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.

**CAPITAL IMPROVEMENT BUDGET** - A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

**CAPITAL IMPROVEMENTS** - Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

**CAPITAL IMPROVEMENTS ELEMENT (CIE)** - That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** - A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

**CAPITAL OUTLAY** - Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

**CAPITAL PROJECT FUND** - A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

**CASH BASIS** - A basis of accounting that recognizes transactions only when cash is increased or decreased.

**CASH-CARRY FORWARDS** - Fund balance, which is transferred to the next fiscal year.

**CASH FLOW** - The net cash balance at any given point and how that cash balance changes.

**CHART OF ACCOUNTS** - A systematic structure for classifying similar financial transactions of the City.

**COLLECTIVE BARGAINING AGREEMENT** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**COMMUNITY DEVELOPMENT BLOCK GRANT** - A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

**COMMUNITY REDEVELOPMENT AGENCY** - A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

**COMPONENT UNIT** - A legally separate organization for which the elected officials of the primary government are financially accountable.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - A report that summarizes financial data for the previous fiscal year in a standardized format.

**CONSUMER PRICE INDEX (CPI)** - Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

**CONTINGENCY** - Funds accumulated for future purposes, or unplanned expenditures.

**CONTRACT ORDER SYSTEM** - A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

**CONTRACTUAL SERVICES** - Services rendered to a government by private firms, individuals, or other governmental agencies.

**DEBT SERVICE** - Annual or periodic principal and interest payments on debt.

**DEBT SERVICE FUND** - One or more funds established to account for expenditures used to repay the principal and interest on debt.

## Glossary

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**DEFICIT** - The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

**DEPARTMENT** - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

**DEPRECIATION** - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

**DESIGNATIONS** - A portion of fund balance earmarked for specific appropriations.

**DIVISION** - An operating level of government within a department which manages the resources of related program activities.

**ENCUMBRANCE** - Commitments reserved for contracts to provide goods or services.

**ENTERPRISE FUND** - A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

**ENTITLEMENTS** - A government program that guarantees and provides benefits to a particular group.

**EXPENDITURES** - Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

**EXPENSES** - Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**FIDUCIARY FUND** - A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

**FISCAL YEAR (FY)** - Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

**FIXED ASSETS** - Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

**FRANCHISE FEE** - A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

**FRINGE BENEFITS** - Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

**FULL FAITH AND CREDIT** - A pledge of the general taxing power for the payment of debt obligations.

**FUND** - An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

**FUND ACCOUNTING** - A government accounting system, which is organized and operated on a fund basis.

**FUND BALANCE** - The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report*.

**GENERAL FUND** - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND** - Bonds for which the full faith and credit of the issuing government are pledged.

**GOALS** - General aims of the organization, departments, and divisions (based on vision).

**GOVERNMENTAL FUNDS** - Funds generally used to account for tax-supported activities.

## Glossary

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**GRANT** - A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

**GROWTH MANAGEMENT PLAN** - Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

**HOME** - The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

**HOMESTEAD EXEMPTION** - A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

**IMPACT FEE** - Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**INCOME** - A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

**INCREMENTAL BUDGETING** - A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

**INTERFUND TRANSFER** - Payment from one fund to another fund primarily for services provided.

**INTERGOVERNMENTAL REVENUE** - Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**INVESTMENTS** - Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

**INTERNAL SERVICE FUND** - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

**LINE ITEM** - A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

**LOCAL OPTION** - Voted by local referendum, e.g., Local Option Sales Tax.

**MANDATE** - A requirement from a higher level of government that a lower of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

**MATCHING FUNDS** - A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

**METROPOLITAN STATISTICAL AREA (MSA)** - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

**MILL** - A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

**MILLAGE RATE** - The rate established each year by City Council action which is used in the calculation of property taxes.

## Glossary

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**MISSION STATEMENT** - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

**MODIFIED ACCRUAL ACCOUNTING** - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

**NON-OPERATING EXPENDITURE** - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

**NON-OPERATING REVENUE** - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

**OBJECT CODE** - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

**OBJECTIVE** - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

**OBLIGATIONS** - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPERATING BUDGET** - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

**OPERATING EXPENSES** - Expenses which are directly related to service activities.

**OPERATING REVENUES** - Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

**ORDINANCE** - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OUTSIDE AGENCIES** - Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

**PAY-AS-YOU-GO BASIS** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

**PAYMENTS IN LIEU OF TAXES** - Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

**PERFORMANCE BUDGET** - A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via 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.



## Glossary

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**PROPRIETARY ACCOUNT** - An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

**PROPRIETARY FUND** - Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

**PROPERTY TAX** - A tax levied on the assessed value of real property, i.e., ad valorem tax.

**QUARTERLY PERFORMANCE REPORT** - At the end of each fiscal quarter, divisions report activities relative to their performance measures.

**REQUIREMENT** - A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

**RESERVES** - An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

**RESOLUTION** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RETAINED EARNINGS** - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**REVENUE** - Funds received by the City from external sources; income.

**REVENUE BOND** - A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

**REVISED APPROPRIATION** - The approved budget plus or minus any budget amendments or internal transfers.

**REVISED BUDGET** - See amended budget.

**ROLL-BACK MILLAGE RATE** - The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

**SAVE OUR HOMES** - State Constitutional Amendment that limits annual growth in homestead exempted property value for tax relief purposes.

**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.

**TAX BASE** - The total taxable value of property within the local government's legal boundaries.

**TAXES** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

**TAX INCREMENT FINANCING** - Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

**TRANSFER (of appropriation)** - A transaction which reallocates all or part of any item in an approved budget to another line item.

## Glossary

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**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, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

## Glossary

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### ACRONYMS

ADA	- Americans with Disabilities Act
BRC	- Budget Review Committee
BZA	- Board of Zoning Adjustment
CAFR	- Comprehensive Annual Financial Report
CAD	- Computer Aided Dispatch
CAO	- Chief Administrative Officer
CDBG	- Community Development Block Grant
CDD	- Community Development District
CEB	- Code Enforcement Board
CERT	- Citizen's Emergency Response Team
CFA	- Civic Facilities Authority
CFCRT	- Central Florida Commuter Rail Transit
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
CRA	- Community Redevelopment Agency
CSO	- Community Service Officer (non-sworn)
CST	- Communications Service Tax
CTX	- Orlando Venues Department
DARE	- Drug Awareness & Resistance Education
DDB	- Downtown Development Board
DRC	- Development Review Committee
DRI	- Development of Regional Impact
EDV	- Economic Development Department
EEOC	- Equal Employment Opportunity Commission

## Glossary

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**ERT** - Emergency Response Team

**EXO** - Executive Offices Department

**FAM** - Federal Air Marshall

**FAMU** - Florida A&M University

**FDER** - Florida Department of Environmental Regulation

**FDLE** - Florida Department of Law Enforcement

**FDOT** - Florida Department of Transportation

**FEMA** - Federal Emergency Management Agency

**FIN** - Finance Department

**FM** - Facilities Management

**FMLA** - Family Medical Leave Act

**FPR** - Families, Parks, and Recreation Department

**FTE** - Full Time Equivalent

**GAAP** - Generally Accepted Accounting Principles

**GASB** - Governmental Accounting Standards Board

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**GMP** - Growth Management Plan

**GOAA** - Greater Orlando Aviation Authority

**GPR** - Grantee Performance Report

**GREAT** - Gang Resistance Education & Training

**HOME** - Home Investment Partnership Act

**HOPWA** - Housing Opportunities for Persons with Aids

**HSG** - Housing and Community Development Department

**HUD** - Housing and Urban Development, a federal agency

**ICMA** - International City/County Management Association and ICMA Retirement Corp.

**ISO** - Insurance Services Office (Nationally recognized fire service rating)

**JPA** - Joint Planning Area

**LCIR** - Legislative Committee on Intergovernmental Relations

**LDC** - Land Development Code

**LOS** - Level of Service

## Glossary

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**LTD** - Long Term Disability

**MADS** - Maximum Annual Debt Service

**M.E.R.I.T.S.** - My Efforts Result in Total Service (Employee Recognition Program)

**MF** - Multi Family

**MGD** - Million gallons per day

**MPB** - Municipal Planning Board

**MSA** - Metropolitan Statistical Area

**M/WBE** - Minority and Women Business Enterprise

**NACSLB** - national Advisory Council on State and Local Budgeting

**NCIC** - National Crime Information Center

**NPDES** - National Pollution Discharge Elimination System

**OCPS** - Orange County Public Schools

**OEM** - Office of Emergency Management

**OFD** - Orlando Fire Department

**OIA** - Orlando International Airport

**OMB** - (Office of) Management and Budget

**OPEB** - Other Post Employment Benefits

**OPD** - Orlando Police Department

**OPH** - Orlando Police Headquarters Building

**OUC** - Orlando Utilities Commission

**OUSWMM** - Orlando Urban Stormwater Management Manual

**PACE** - Paperless Automated Call Entry

**PMD** - Purchasing and Materials Management Division

**PWK** - Public Works Department

**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

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**TIF** - Tax Increment Financing

**TIS** - Traffic Impact Study

**TM** - Technology Management

**TMDL** - Total Maximum Daily Load (A Stormwater Contaminants Measure)

**TSA** - Transportation Safety Administration

**TRIM** - Truth in Millage

**TRN** - Transportation Department

**UCF** - University of Central Florida

**VCC** - Valencia Community College

**WPA** - Works Projects Administration



**Green Works Orlando** is an environmental action agenda designed to transform Orlando into one of the most environmentally-conscious cities in America. In order to achieve this ambitious goal, our plan focuses on immediate and dramatic actions to:

- Conserve natural resources and protect the environment
- Invest in green buildings, vehicles and materials
- Foster alternative transportation options
- Increase the amount of trees and green spaces in the City
- Provide tools and information residents need to become more environmentally responsible
- Work together as a community to combat the urgent threat of global climate threat

For more information, please see our website at <http://www.cityoforlando.net/elected/greenworks/index.htm>.

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