



ANNUAL BUDGET

2007/2008



CITY OF ORLANDO

ACKNOWLEDGEMENTS

**COMPILED BY THE STAFF OF THE FINANCE DEPARTMENT and
THE OFFICE OF AUDIT SERVICES & MANAGEMENT SUPPORT**

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CITY OF ORLANDO

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Guide to Readers

About the Budget

The Fiscal Year 2007/2008 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, 2007 through September 30, 2008. The department budget sections provide 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 2 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.
-



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2006

A handwritten signature in cursive script, likely belonging to the President of the GFOA.

President

A handwritten signature in cursive script, likely belonging to the Executive Director of the GFOA.

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, 2006. 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.

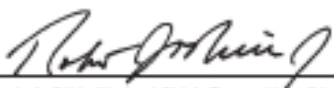


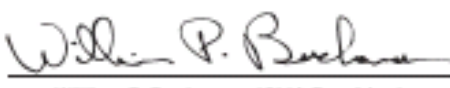
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This
Certificate of Achievement
is presented to
**Orlando
Florida**

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

Presented at the 93rd ICMA Annual Conference
Pittsburgh/Allegheny County, Pennsylvania
7 October 2007


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


William P. Buchanan, ICMA President


Michael Lawson, Director,
ICMA Center for Performance Measurement

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TRANSMITTAL LETTER

October 1, 2007

To the Citizens of the City of Orlando:

I am pleased to present the Fiscal Year 2007/2008 Annual Budget for the City of Orlando. Although the process of developing a budget for this year differed slightly from previous years, we never strayed from our objective of providing quality core services at a cost that is affordable to residents and businesses.

Property Tax reform initiatives consumed much of the State Legislature's regular session and even necessitated a special session. Over the last four years we have solidified the City's financial position and focused our limited resources on essential core services. I am pleased to report that the State's mandate for Property Tax reform has not forced us to reverse that progress.

For Fiscal Year 2007/2008, the State is requiring cities and counties to reduce their millage rates by 3% to 9% below the constant yield rate, depending on how each city and county's ad-valorem taxes have grown per capita since 2001. Because of our prudent financial management and strong economic development, the City of Orlando was assigned the lowest millage rate reduction percentage (3%). The millage rate for next year (4.9307) complies with the State mandate for property tax reform and is a 13% reduction from the previous year's millage rate (5.6916).

Public safety remains job one. Even though our revenue will be flat year-to-year, we have been able to fulfill the commitment to add 25 police officers each year for three years and to open three new fire stations necessary to serve the southeast and southwest portions of the City. This budget fully funds 25 new police officers and the final 15 firefighters necessary to staff the new fire stations. We are also adding 15 new firefighter positions to place an additional tower truck in service. With this addition, it is my belief that we will be able to achieve an Insurance Services Organization (ISO) rating of 1, which will result in lower insurance costs





TRANSMITTAL LETTER

for property owners and will be another step in demonstrating that the City of Orlando is committed to providing top-notch services.

Increasing spending on public safety in a year when revenues are essentially flat means we need to be prudent in how we allocate and spend money in other areas of the budget. I have challenged each of the department directors to find efficiencies in their budgets to achieve overall savings of \$5 million. I believe our creativity and ingenuity will generate savings in excess of that amount. In addition, I have energized City staff to develop environmentally friendly initiatives so that your government will be the leader in making Orlando a “green” city.

This is a very exciting time to be in the City of Orlando. With approval of the financing plans for a new performing arts center and events center, plus the renovation of the Citrus Bowl, Orlando is poised to become a world-class city. I encourage you to read through this document to see the many things that your government is doing to achieve that status. Our future is bright and I am excited by the limitless possibilities we can achieve.

Sincerely,

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

Mayor Buddy Dyer



CHIEF FINANCIAL OFFICER LETTER



October 1, 2007

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) 2007/08, which totals \$820,313,902. This budget was prepared in the aftermath of Property Tax reform legislation that was enacted by the State Legislature in June. It was a collaborative effort of City departments utilizing the guiding parameters and priorities outlined by Mayor Buddy Dyer. It was formulated within the constraints placed upon the City by the required millage rate reduction. The Council provided sage insight during our Budget workshops and following the Mayor's Budget Guidelines presented on July 16, 2007. Our citizens had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two formal public hearings held in September.

As the Mayor stated on July 16, this budget is about sustaining and advancing the success we've worked hard to achieve. Also, as stated by the Mayor, the City remains committed to public safety, economic opportunity and quality job growth, efficient and accountable core City services, a culture of conservation and providing leadership in environmental protection. The Mayor and this City Council have also continuously demonstrated a commitment to making fiscally responsible decisions. Those decisions have helped place Orlando in the lowest tier of State mandated Property Tax reductions. Although this was welcome news, we still must exercise sound judgment when developing a plan to deliver quality urban services, while at the same time ensuring the City's future economic health. In this challenging environment, the City of Orlando has developed a prudent and well thought out fiscal plan for FY 2007/2008. I am confident that this budget addresses our commitments, is fiscally responsible and meets the high standards the City has set for itself.



CHIEF FINANCIAL OFFICER LETTER

The General Fund budget for FY 2007/2008 totals \$346,128,532. This is essentially flat when compared to the revised budget for the prior fiscal year. The no growth scenario primarily results from a few select factors. Those factors are the aforementioned Property Tax reform, where the State has essentially determined our millage rate; a slight dip in Sales Tax revenue; and the fact that, as they were in the prior year, no reserves were used to balance the budget.

As discussed, the budget was developed utilizing guiding parameters and priorities outlined by the Mayor. The parameters and priorities were: maintain a commitment to public safety, focus on core City services, find efficiencies and go green. The following are brief highlights and changes that are included in the approved budget:

Salaries and Benefits

This is the final year of negotiated agreements with all of our bargaining groups and the City will fulfill all obligations. The budget contains a three percent cost of living adjustment for all employees. In addition, it includes funding to conduct 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

Contributions to community service organizations remain at the same level as FY 2006/2007, including the mid-year increase that was approved, with funding of \$2.2 million. Although the Mayor has directed City staff to find efficiencies and trim costs, this was an area where it was determined that a continuation budget should be maintained. In addition, the funding levels for the Mayor's Grants program and the Orlando Science Center have also been maintained. Funding has been included in the budget to expand the After School All Stars program to three new locations: Callahan Recreation Center, the Villages of SouthPort and Rosemont Recreation Center.

Economic Development

The Building Code Enforcement Fund was established in the FY 2006/2007 budget. The Fund was created in accordance with Florida Statutes through a collaborative effort with the Home Builder's Association. The budget for FY 2007/2008 is \$10.2 million and includes 92 positions to provide a one-stop permitting office and ensure that development is built in compliance with life safety and Building Code standards. The City will continue to focus on job creation and economic diversification. The General Fund portion of the Economic Development Department budget includes \$639,000 for previously approved Qualified Target Industry payments.



CHIEF FINANCIAL OFFICER LETTER

Families, Parks, and Recreation

Seasonal and temporary assistance is utilized at recreation facilities for all recreation programs. Funding this assistance at the appropriate level is necessary to allow the Department to properly plan programming for the year. It also allows the City to meet the need and demand for youth, senior and other programs and activities. The FY 2007/2008 budget includes an additional \$381,470 to help staff these types of positions. Funding also is in place to continue to staff, operate and maintain the four recreation centers, two pools and numerous parks that have opened in recent years.

Finance

Prudent Departmental management of liabilities has resulted in the inclusion in the budget of a rebate of Risk Management fees for the third straight year. 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

A total of 15 positions are being added to staff the new Mudd Lake Station (#16). This completes the staffing required to open three new stations over two years, as part of the Mayor's Public Safety Initiative. Stations 15 (Savannah Park) and 17 (Millenia) were opened, and staffing added, in FY 2006/2007. In addition, one Deputy Chief and one District Chief position are being added to the authorized staffing level. These positions were previously funded and filled, but had been classified as "overhires". We are also able to fund 15 new positions in order to place an additional tower in service. This unit will provide critical coverage and enable the City to move to the highest Insurance Services Organization rating, which is the measure of our ability to protect property from fire damage.





CHIEF FINANCIAL OFFICER LETTER

General Administration

A total of \$1,135,000 has been allocated toward personal computer replacement. This funding will be managed by the Technology Management Division and represents the second year of a three-year replacement program. A total of \$6.7 million has been included to continue funding for pensioner health insurance.

Housing and Community Development

As part of the overall \$2,290,212 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 land and building acquisition and Hispanic Resource Link land and building acquisition. Federal Emergency Shelter Grant funding of \$98,443 will be passed through the City to the Coalition for the Homeless. State Housing Initiatives Partnership funding totals \$2,013,407.

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. A new Amway Arena tenant for this fiscal year will be the Orlando Sharks of the Major Indoor Soccer League (MISL). Orlando joins the League for the 2007/2008 season, along with two other teams. Revenues and expenditures for 15 MISL games are included in the budget.





CHIEF FINANCIAL OFFICER LETTER

Police

The Mayor's Budget Guidelines stressed that public safety is priority number one. The Department budget stands at slightly over \$111 million, which represents 32% of the General Fund budget. Continuing with year two of the Public Safety Initiative, that budget includes the addition of 25 Police Officers, vehicles and all necessary equipment. In addition, two Background Investigator positions are being added to assist in the processing of new recruits, so that the Department's "on the street" strength can be maintained.

Public Works

A construction boom within the Wastewater Division continues for FY 2007/2008. Sewers are being constructed and/or improved in the Downtown District, Lake Fairview area, Merritt Park Neighborhood and along Narcoossee Road. The Water Conserv I Diversion project continues. The treatment plant is being closed and the flow diverted to the Iron Bridge Plant.

Transportation

Fourteen positions are being added in the Parking Division. A total of 13 of these positions become effective May 1, 2008 and will staff the new Market Garage. The remaining position is being added for the Jefferson St. Garage, which opened during FY 2006/2007. The most significant expenditure within the Department General Fund budget is the cost of street lighting. This expenditure is budgeted at \$5.8 million for FY 2007/2008. The Department is also responsible for managing the relationship with the City's mass transit provider, LYNX. The contribution to LYNX totals \$4,525,000 and is paid from Gas Tax funds.

Interlocal Agreement - Community Venues

The Orlando City Council and the Orange County Commission have approved an Interlocal Agreement related to financing of construction, expansion and renovation of a new Events Center, Performing Arts Center and the Citrus Bowl. A total of \$3.1 million has been budgeted to continue the planning process and to provide expert financial, legal and project management assistance during this process. In addition, \$1,875,000 has been budgeted for debt service on a \$50 million loan previously issued for these projects. This is a collaborative effort involving the City, Orange County and the private sector. No additional capital projects, related financing or debt service are included in the budget at this time. Budget revisions will occur as necessary utilizing appropriate procedure.



CHIEF FINANCIAL OFFICER LETTER

Enterprise Funds

As discussed in the Public Works Department section, Enterprise Funds continue to experience the need for improvements to existing infrastructure and additions to accommodate growth. Stormwater Utility Fees are undergoing a graduated rate increase process. A 10% rate increase is included for FY 2007/2008, with an additional 10% increase slated for FY 2008/2009. A total of \$7,345,416 of Stormwater Utility funded projects are included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$22,714,510 includes an automatic annual service charge fee increase of 2.5%. The Wastewater Revenue Fund budget of \$52,303,175 includes the same automatic increase for commodity charges only. Changes in the Parking Fund were discussed in the Transportation Department section.

Debt Service

The General Fund budget for debt service amounts to \$14,319,135 in FY 2007/2008. 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.

Non-Departmental/Non-Operating

The General Fund transfers to the four Community Redevelopment Districts will increase by slightly under \$1 million over FY 2006/2007. The increase is the result of assessment growth in these districts. However, the increase in assessment growth was mitigated by the reduction in the City millage rate due to Property Tax reform. If the FY 2006/2007 millage rate had remained, transfers to the Redevelopment Districts would have increased by \$2.8 million.

Other Post-Employment Benefits

The City will be required to implement GASB Statement No. 45/ *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB)*, for the fiscal year ending September 30, 2008. We have contracted for an actuarial study of our OPEB liability during each of the last two fiscal years. Our current estimate of the Unfunded Actuarial Accrued Liability is \$205 million and our Annual Required Contribution (ARC) is \$19.9 million. The goal of the City is to fully fund the ARC; however, that desire has been tempered by Property Tax reform and the demand for increases in public safety. While the City has not implemented GASB 45 in previous years, it has been "setting aside" funds that will be used to meet the ARC in fiscal year 2008. Decisions on future year contributions for OPEB can only be made after the State Constitutional referendum on homestead exemptions being held next January.



Capital Improvement Program

Funding for General Fund capital improvement projects remains constant at \$9.2 million. Given the uncertainty of Property Tax reform and the potential for additional revenue loss next year, funding has been allocated strictly to repair and renovation projects. Increases in funding were made to sidewalk renovation, road refurbishment and playground renovations. By that action we will now be spending \$1 million on sidewalks, \$2 million on pavement rehabilitation, and \$.5 million on playground renovations. We have also allocated \$.5 million to continue our efforts to explore new opportunities for “green” buildings. This will serve as the catalyst to challenge the private sector to join in our efforts to make Orlando an environmentally friendly City. Finally, we have reserved \$.27 million as a contingency for potential cost increases and/or emergency projects that may occur in the upcoming fiscal year.

The City millage rate was lowered 13.4% due to Property Tax reform. This provided much needed relief to the citizens of Orlando. Ad Valorem Tax revenue did manage to increase by slightly less than two percent. This was due to assessment growth and revenue from new property. Although a small increase has occurred, revenue is \$18.3 million less than it would have been if the millage rate had remained the same as the prior year.

An additional dividend payment will be received again from the Orlando Utilities Commission (OUC). OUC was created by a special act of the State legislature to manage and operate the City’s electric light and water works plants. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC’s net income, will be 75% of net income. The FY 2007/2008 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.





CHIEF FINANCIAL OFFICER LETTER

An attrition allowance was used to balance the budget for the fourth year in a row. The allowance is 3.94% of budgeted salaries and benefits. That is the highest percentage of the four-year period. Nonetheless, the amount is achievable. Actual attrition realized during the period has been approximately five percent. Therefore, prudent decisions should allow managers to reach the budgeted level.

The City takes pride in its financial management. Our debt ratings are top tier and reflective of market recognition of high quality. The City's budget and Comprehensive Annual Report annually receive Government Finance Officer's Association awards. During this past year, Finance Department policies and procedures were strengthened and added to. We are committed to undertaking best budget and fiscal management practices going forward, in order to continue the City's historically healthy financial condition. Since his first day in office, Mayor Dyer has had a keen focus on budget monitoring and control. The City will continue to move forward with its Strategic Plan process in order to help determine where efforts should be focused. All of these factors are of critical importance. This is especially true in light of the reduction in resources previously discussed and the need to continue to meet the demands placed upon the City by its desired growth and maturation. Also, let us not forget that Property Tax reform legislation has dictated the maximum ad valorem tax levy for the future as well. In addition, it is expected that the State will persist in its' attempts to refine the Property Tax system through referendum, new legislation, or both. Although the State Supreme Court negated the initial proposed January 2008 referendum on homestead exemptions, efforts will continue. Those efforts, dependent upon their final form, could have a significant negative impact on the City's tax base.

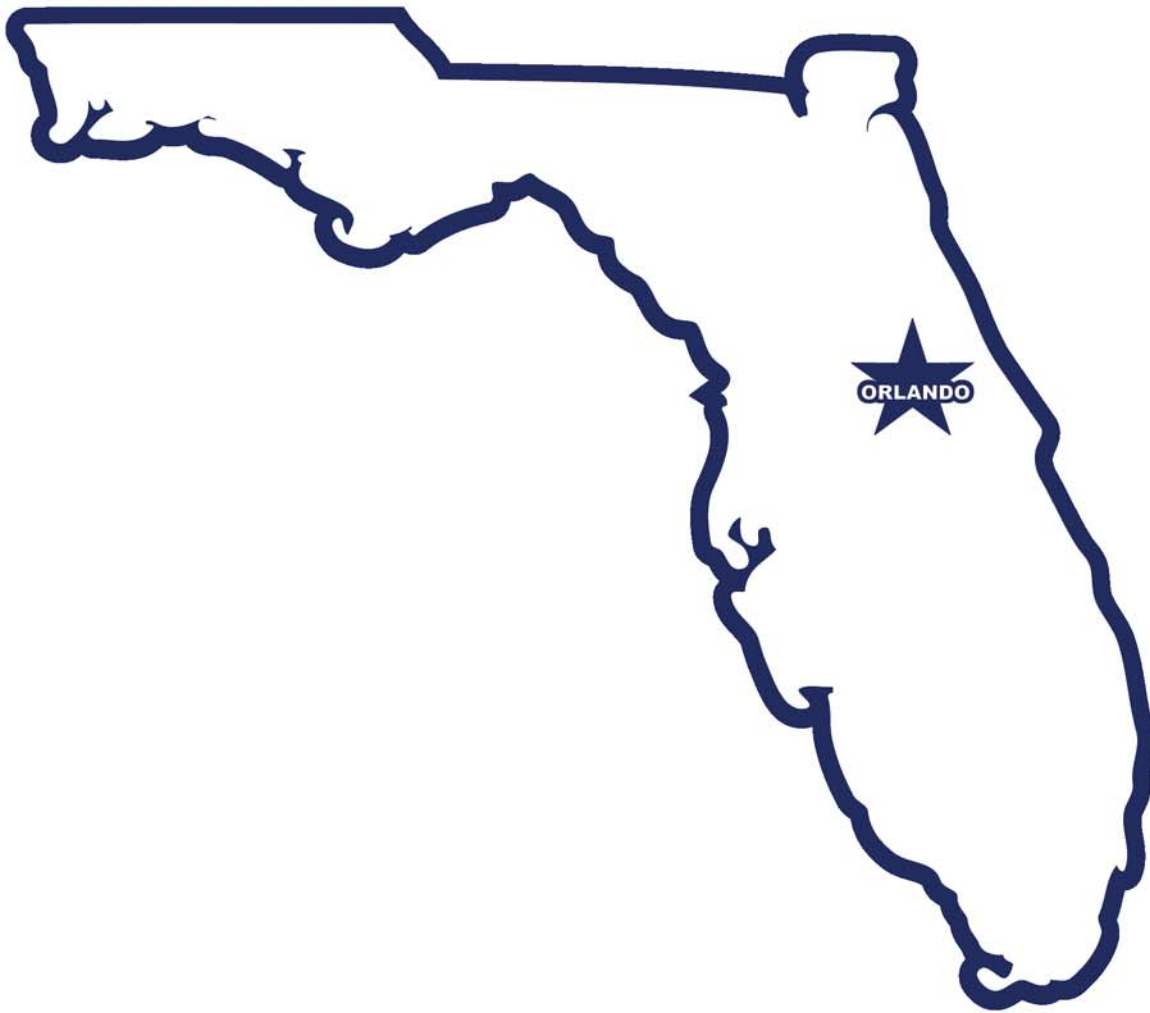
I would like to take this opportunity to thank the Mayor, City Commissioners and Department Directors for their support, cooperation and patience during the budget development process. It truly took a citywide team effort to develop the budget in the face of Property Tax reform. I look forward to the challenge and opportunity of making the future we all envision for the City of Orlando a reality.

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:

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

Orlando History

In 1856 what was then known as the village of Orlando became the county seat of Orange County, Florida. On July 31st, 1875 the Town of Orlando was officially incorporated with an area of approximately 4 square miles, and incorporation as a city followed in 1885. Today, the City of Orlando, as a result of numerous annexations, has an area of over 110 square miles.

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

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

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

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

City of Orlando

Timeline:

- 1960s** University of Central Florida is established. Valencia Community College is established. Interstate 4 (I-4) is built through downtown Orlando. Walt Disney amasses tens of thousands of acres.
- 1971** Disney World opens, sparking rapid growth in Central Florida.
- 1974** McCoy Air Force Base begins the conversion to what is now Orlando International Airport (OIA).
- 1982** OIA annexes into the City of Orlando.
- 1990s** Universal Studios Florida opens. Orlando Naval Training Center and Annex (Navy base) is closed and redeveloped as the residential communities of Baldwin Park and Southport. Universal Studios Islands of Adventure opens.
- 2002** Florida A&M University College of Law opens in downtown Orlando.
- 2006** Burnham Institute for Medical Research announces plans to open a facility at Lake Nona. UCF Medical School receives

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 46,900 students, offering Bachelors, Masters and PhD degree programs. In 2006 the State approved the creation of a medical school at UCF and the campus for that program will be located in the City of Orlando. During the same era, Valencia Community College (VCC) was founded to provide workforce training, two-year degrees and an additional entry-point to UCF. Today, VCC has four campuses and serves over 51,000 students a year.

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

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

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

The 2000s have seen the City of Orlando continue to grow, reaching a population of over 228,000. In 2002 Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City’s second accredited law school joining Barry University College of Law. The development of the Lake Nona area sparked the addition of the Burnham Institute for Medical Research, a partner University of Florida research facility, the UCF Medical School, and a veterans hospital.

City of Orlando

Timeline:

- 2007 The City of Orlando approves Community Venues and Commuter Rail agreements.
- 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. Phase 1 of the Commuter Rail project will be completed creating service from Downtown Orlando to Volusia County.
- 2011 Citrus Bowl renovations will replace entire lower bowl 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 Performing Arts Center consisting of three theaters and almost 5,000 seats will host opera, ballet, dance and civic events as well as touring Broadway shows and comedy acts.
- 2013 Phase 2 of Commuter Rail project will be completed adding service from Orlando to Osceola County.

The year of 2007 secured its place in history with the approval of two landmark initiatives by the City of Orlando and its Central Florida partners.

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 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.

The approval was a culmination of more than two years of exacting research, careful planning and thorough public input. Coupled with the City of Orlando's history of success with owning and operating public venues, the proposed framework makes certain the Community Venues will be built cost effectively and operated efficiently. These public buildings represent a once-in-a-generation opportunity to shape the future of Central Florida for the better.

Through the "Blueprint for a Sustainable Economic Impact," the projects will provide 10,000 construction jobs for local residents with on the job training and apprenticeships for previously disadvantaged and unskilled workers. Once completed, their operations will generate approximately \$619.4 million in total annual output and support approximately 7,500 jobs per year. Community Venues will leave a lasting legacy of improvement and empowerment for area residents.

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.

The total project cost of \$615 million will be shared by federal, state and local government. The local partner's commitment of 25% is based on percentage of track miles within each jurisdiction. The City of Orlando's capital share is \$13.7 million (8.9%).

The CFCRT project will be a vital transportation component to residents, business owners and employees in Downtown Orlando during the upcoming construction phases for Interstate 4 and the East-West Expressway and will become an integral part of a Central Florida balanced transportation system greatly enhancing the mobility of the traveling public including Orlando International Airport mobility.

The City of Orlando has committed to these large scale infrastructure projects that will leave a lasting impression on both residents and visitors for years to come. Downtown Orlando serves as the economic hub of Central Florida and improving its gathering places and mobility not only benefits surrounding neighborhoods, but also contributes to the region's quality of life.

City of Orlando

Orlando MSA

The City of Orlando is also recognized as the core of a four county Metropolitan Statistical Area (MSA) named the "Orlando MSA." The four county Orlando MSA includes Orlando's home county of Orange, as well as three adjacent counties: Seminole, Lake and Osceola Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area (MSA) is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 200,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of approximately 1,000,000 persons, while the four-county MSA has a population of more than 1,900,000 persons.

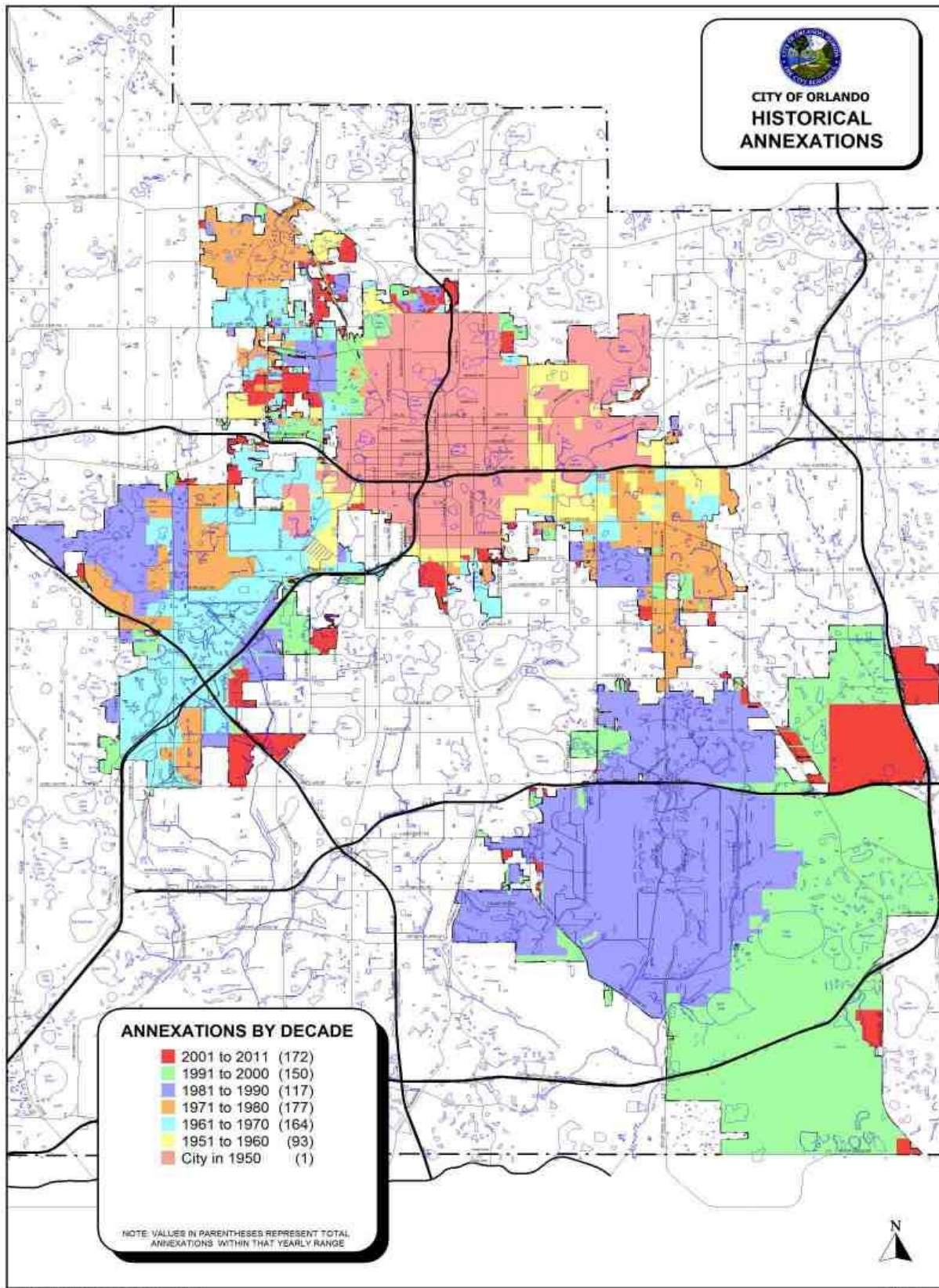
POPULATION

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2005	217,567	1,043,437	1,948,847

Source: Bureau of Economic and Business Research, University of Florida. Data for prior decades from the United States Census Bureau.

The accompanying 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

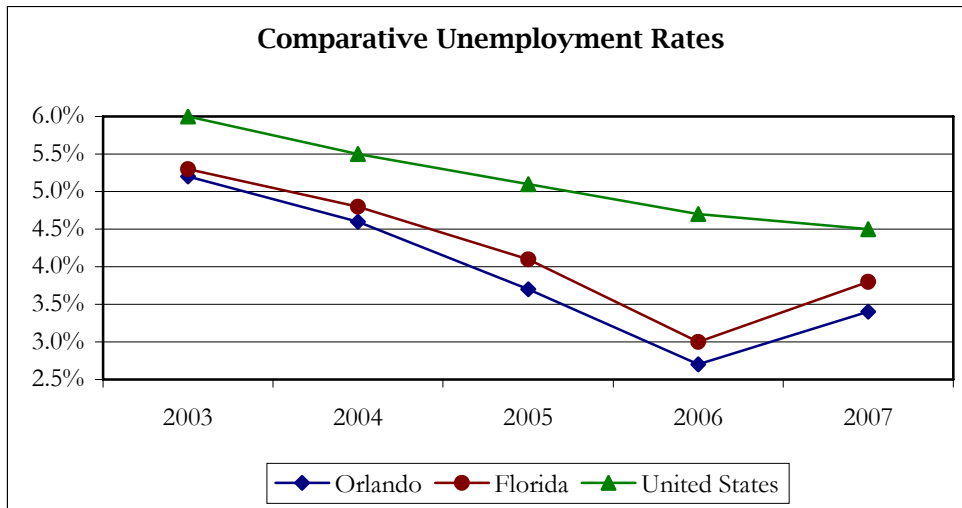


City of Orlando

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>
2003	5.2%	5.2%	5.2%	5.3%	6.0%
2004	4.6%	4.6%	4.5%	4.8%	5.5%
2005	3.7%	3.9%	3.9%	4.1%	5.1%
2006	2.7%	2.9%	2.9%	3.0%	4.7%
2007	3.4%	3.5%	3.6%	3.8%	4.5%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2007 is as of June. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics.

Today, Orlando remains the county seat of Orange County, the most visible symbol of which is a 23 story Orange County Courthouse complex constructed in downtown Orlando in 2000. The George C. Young U.S. Courthouse and Federal Building has opened on North Hughey Avenue and as a regional center, Orlando hosts major healthcare and education facilities.

City of Orlando

Major Employers Within City Limits of Orlando

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	24,862
2.	Florida Hospital	General medical & surgical hospitals	19,270
3.	Universal Orlando	Motion picture & video production, entertainment and tourism	12,500
4.	Orlando Regional Healthcare	General medical & surgical hospitals	11,093
5.	Orange County Government	General government	7,970
6.	Central Florida Investments	Subdividers and developers	7,500
7.	Lockheed Martin Corporation	Aerospace	7,300
8.	Suntrust Banks of Florida Inc.	Bank holding companies	4,105
9.	City of Orlando	General government	3,423
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 June 2006. Figures for 2007 not yet available.

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	196,300
2.	Leisure & Hospitality	195,200
3.	Retail Trade	125,200
4.	Education & Health Services	109,300
5.	Government	108,800
6.	Construction	87,300
7.	Wholesale Trade	47,100
8.	Manufacturing	44,200
9.	Finance and Insurance	38,000
10.	Transportation, Warehousing, & Utilities	30,200
11.	Information	27,900
12.	Real Estate, Rental, and Leasing	27,900

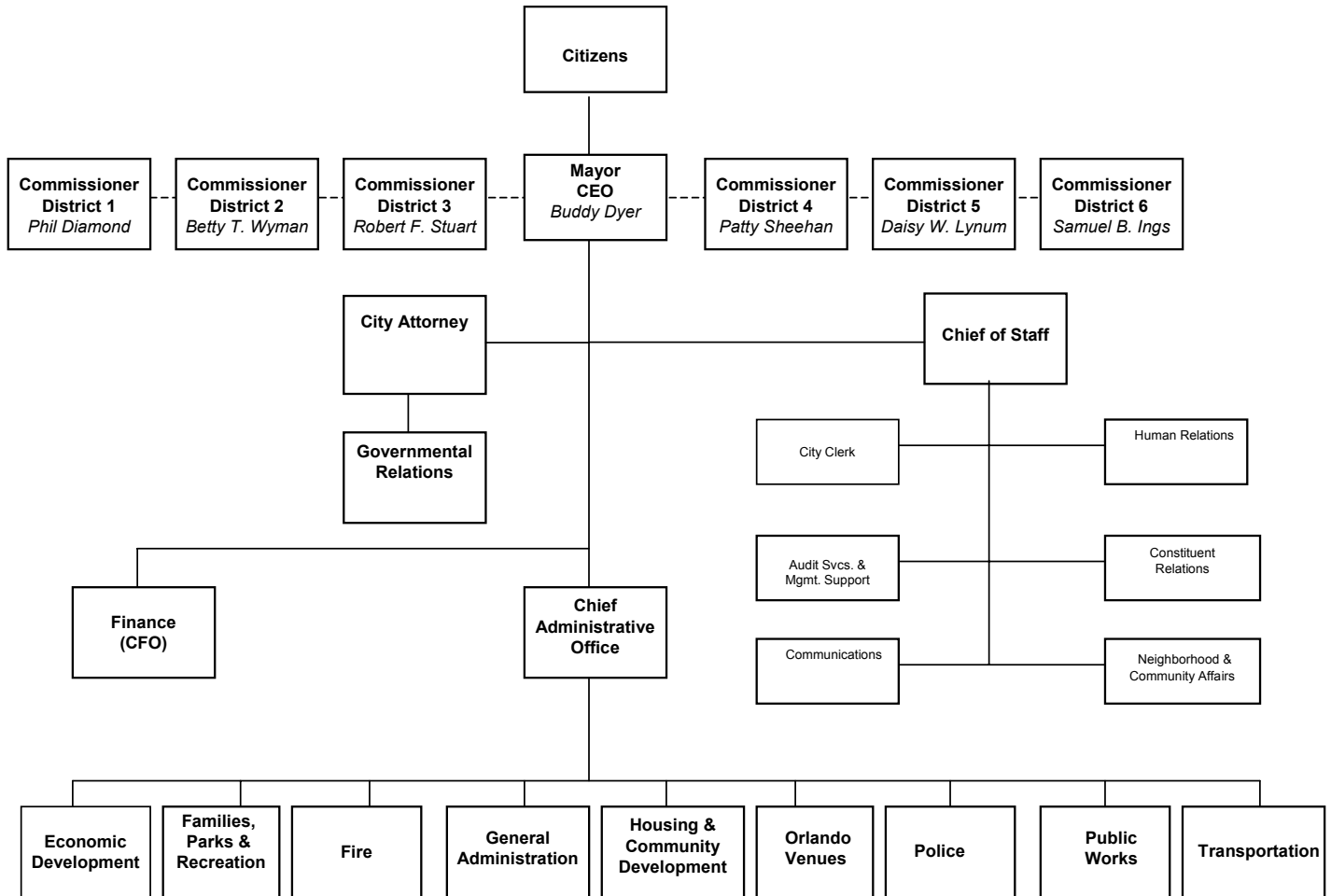
Source: Florida Agency for Workforce Innovation
Labor Market Statistics released July 20, 2007

City of Orlando

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 Adventures** 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

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, 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 will 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	109,831	1,985	18.07
Boca Raton	85,488	1,647	19.27
Tallahassee	176,336	2,975	16.87
Fort Lauderdale	175,270	2,649	15.11
Orlando	228,765	3,423	14.96
Tampa	334,550	4,767	14.25
St. Petersburg	253,548	2,910	11.48
Gainesville	120,834	1,330	11.01
Hollywood	143,700	1,508	10.49

Source: Obtained from most recent information -- Commission Agendas, Budget Documents and direct contact of municipalities -- as of August 13, 2007.

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 August 13, 2007.

City of Orlando

City of Orlando Government

Mayor

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

Upon taking office, Mayor Dyer outlined a bold list of initiatives to accomplish during his tenure in office: solve the City's budget crisis; revitalize downtown with jobs, and 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 four years in office he has:

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



City of Orlando

Mayor Continued

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 reelected twice. During that time, his colleagues, recognizing his outstanding leadership skills, elected him as their Senate Democratic Leader, a position he held for three years.

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

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

City of Orlando

City Commissioners

Members of the Orlando City Council are the Mayor who is elected at-large, and six City Commissioners who are elected from respective districts. All are elected for four-year terms. 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 Betty T. Wyman

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

During her years of service she has served as:

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



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

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

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

The annual budget is now approximately \$3,000,000. Orlando After-School currently serves around 1000 disadvantaged inner-city children and employs four full-time staff, and sixty part-time staff. Commissioner Wyman is clearly a special individual with a vast knowledge and the initiative to accomplish many jobs.

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

City of Orlando

District 3

Commissioner Robert F. Stuart

Robert Stuart was elected to the Orlando City Council, representing the citizens of District 3, on April 11, 2006 and took the oath of office on June 1, 2006. He serves a four-year term that will expire in 2010. District 3 is made up of some of Orlando's oldest and finest neighborhoods: Rosemont, Signal Hill, College Park, Palomar, Lake Fairview, Dubsdread, Spring Lake, Orwin Manor, Lake Formosa, Park Lake Highland, Rowena Park, Rose Isle, Merritt Park, Audubon Park and Baldwin Park. Besides these wonderful neighborhoods, District 3 has some of Orlando's best amenities: Dubsdread Golf and Country Club, Loch Haven Arts and Science District, Menello Museum of American Art, Orlando Fire Department Museum, Trotter's Park/Fairview Park, Blue Jacket Park (Baldwin), and community centers/pool in College Park and Rosemont. In addition, there are dozens of other small neighborhood parks 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 also served on the initial task force for Orange County's Council on Aging.

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. A preliminary report is due out in 2008 with our long range goal of ending chronic homelessness within 10 years.

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

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

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



City of Orlando

District 4

Commissioner Patty Sheehan

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

Commissioner Sheehan attended the University of Central Florida and earned her BA in Art. 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 lives in a quaint, Colonialtown bungalow.

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

Patty Sheehan has served her community through many organizations including The Nominating Committee and the Public Safety Advisory Committee of the National League of Cities, The Ripple Effect, Metroplan, Seniors First, Orlando NOW, Central Floridians United 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 also works with downtown businesses to provide school supplies for underprivileged children. 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 riding around Orlando on her Vespa. She shares her home with Jocelynn, her life partner, Maxine, her Chinese Crested dog and Lui, her cat, as well as an assortment of tropical fish.



City of Orlando

District 5

Commissioner Daisy W. Lynum

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

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

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

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 1st Vice President of the National League of Cities National Black Caucus of Local Elected Officials; Communications Officer 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, 2005 Onxy Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.

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



City of Orlando

District 6

Commissioner Samuel B. Ings

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

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

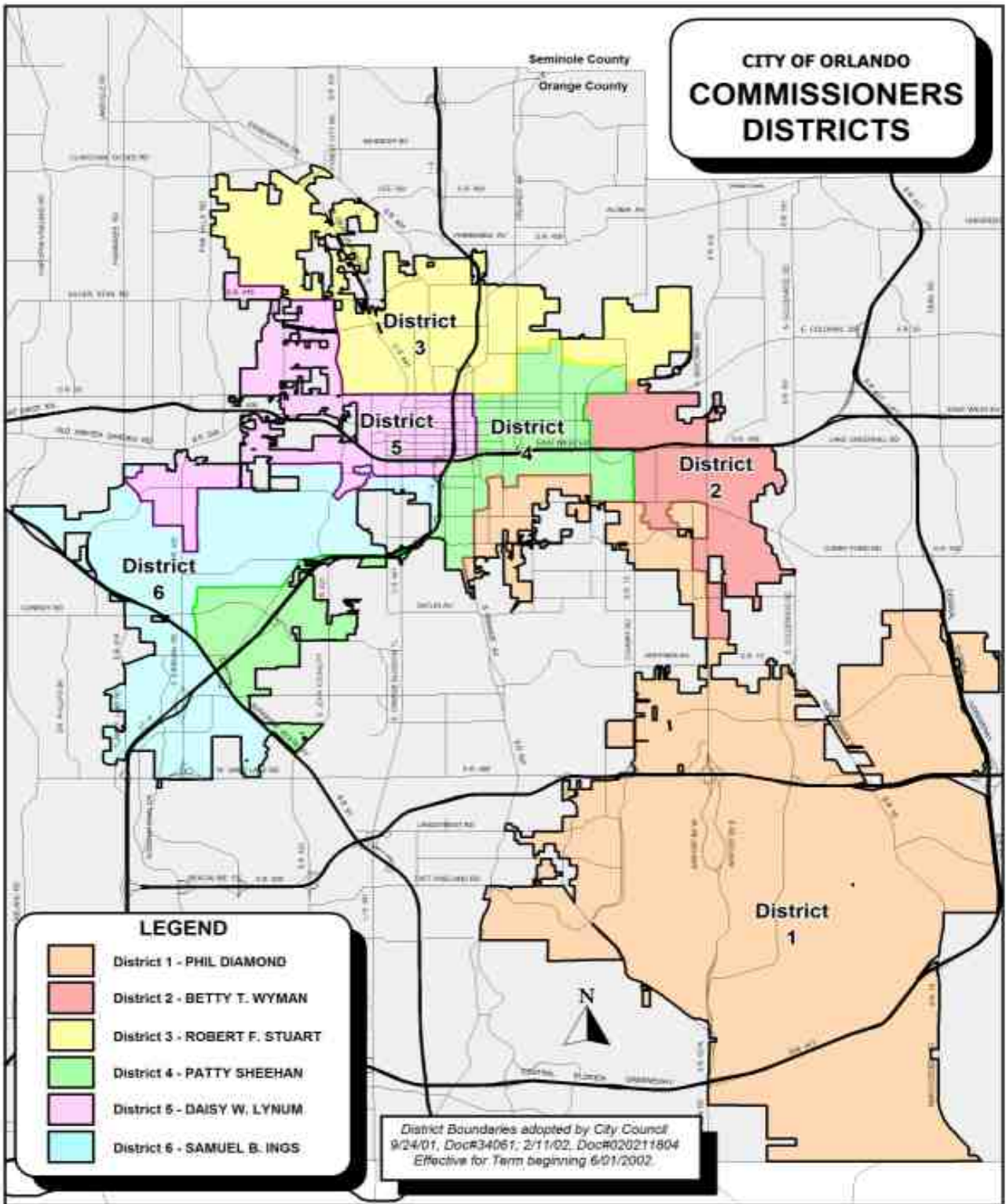
Commissioner Ings served thirty years with the Orlando Police Department and retired at a rank of Captain. He served as Commander of the Problem Oriented Policing Division, and served two consecutive terms as the Commander of the Criminal Investigation Division. He is a graduate of the FBI National Academy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

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

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

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

City of Orlando



City of Orlando

PROFILE (as of September 30, 2007)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.17 square miles
Population (projected 2007/2008)	228,765
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	625.05 miles
Streets - brick	55.39 miles
Sidewalks	592.48 miles
Off Road Bicycle Facilities	13.22 miles
On Street Bicycle Lanes	178.39 miles
Local Street Bike Routes	49.79 miles
Families, Parks and Recreation:	
Neighborhood Recreation Centers, Special Facilities & Senior Centers	22
Swimming Pools	11
Tennis Courts	43
Basketball Courts (Exterior)	49
Racquetball Courts	6
Baseball, Softball and Soccer/Rugby Fields	66
Gymnasiums	7
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	15
Tower Ladder Companies	6
Heavy Rescue	1
Rescue Companies	8
Urban Search & Rescue Unit	1
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	4
Air & Light Unit	1
Command Vehicles	5
Boats/Jet Skis	2
Police Protection:	
Stations, Substations and Special Team Offices	16
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	505
- unmarked cars	102
- motorcycles	35
- other vehicles	214
- bicycles	78

City of Orlando

OVERVIEW OF THE BUDGET PROCESS

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

A. BUDGET GUIDES

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" 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, as the budget cycle began before the impact of Property Tax Reform on the FY 2007/2008 budget was known. Once the impact was revealed, it was determined that only public safety related increments would be considered for funding, in keeping with the City's commitment to providing services in this area.
- Base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's citywide priorities. The use of new technologies that increase productivity and reduce costs will also be a factor.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to:
 - structure budget choices and information in terms of divisions and their related program work activities;
 - provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures).
 As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An 8.5 percent administrative service fee will be assessed by the General Fund against all Enterprise and Internal Service funds of the City. This assessment will be based on operating appropriations of the fund and will be used to reimburse the General Fund for administrative and support services provided to these funds. The fee to be charged is calculated by determining the cumulative budget of all the administrative programs within the General Fund, such as Technology Management, Payroll and other administrative functions. That total is then divided by the total budget of all City Funds, excluding the General Fund itself, the various Debt Service Funds and the CRA Trust Funds.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies (Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.)

City of Orlando

- 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 2007/2008 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).

The Office of Audit Services and Management Support works closely with Management and Budget and City departments to formulate performance measures for the upcoming fiscal year. The City has recently developed a Strategic Plan and is in the process of implementing that Plan. Seven keys to success, or Strategic Focus Areas (SFA), have been identified to achieve the Plan's vision. 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 City's 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. As the City is in the process of implementing the Plan, the measures contained in this document are predominantly those that were formulated prior to development of the Plan. Some of the measures fit with the Plan and will be retained. New measures will also be developed. The FY 2008/2009 document will include the new measures, linkages to the Plan and will help chart 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.

During 2006 and 2007, the City adopted several new policies that are designed to guide budget preparation. A copy of those policies is contained in the Appendix, pages 401 through 415.

City of Orlando

FY 2007/2008 Budget Calendar

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

January 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			

February 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			

March 2007						
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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 2007						
S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 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		

June 2007						
S	M	T	W	T	F	S
					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2007						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2007						
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19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2007						
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						1
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 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			

November 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	

December
 12 Distribution of project request packets for CIP requests

12 Instructions for new personnel requests, reclassifications and reorganizations sent out

February
 5 CIP project request input and new personnel requests, reclassifications and reorganizations due to Management and Budget (M & B)
 5 Distribution of instructions and forms for revenue budgets and Revenue Manual revisions

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

19 Revenue Manual revisions due to M & B
 1-28 CAO and M & B review of personnel and CIP requests

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

April
 16 Expenditure requests due in M & B

June
 22 Performance management information due to Audit Services

July
 1 Certification of property values by Orange County Property Appraiser
 16 Mayor's Budget Address, Revenue presentation to Council, and vote on proposed millage rate

August
 20 Budget Workshop

September
 10 First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
 17 Second public hearing to adopt proposed millage rate, budget and Capital Improvement Program

October
 1 Implementation of adopted budget

November-September
 Monitoring of all budgets

City of Orlando

C. BUDGET REVIEW

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

D. BUDGET ADOPTION

The process for this fiscal year was altered by the Property Tax Reform legislation enacted by the State of Florida. In the past, the City created a budget and then set a millage rate to reflect that budget. This fiscal year, the State essentially set the millage rate via the formula they established. Although there were options available to adopt alternative millage rates, the City has utilized the State mandated formula for the computation. With the millage rate being set as outlined, the process then proceeded as follows.

The formal adoption process proceeded with a presentation by the Mayor to City Council in July. That presentation, presentations by the Finance Department and the Budget Camp (held in August for this fiscal year), provide Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

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

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing which must be held not less than two days or more than five days after the day the advertisement is first published. The schedule on page 24 illustrates the timetable required in the legal process of adopting and implementing the millage rate. The dates the City of Orlando completed the requirements are also indicated. As can be seen, the City met all the necessary deadlines.

E. FY2006/2007 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 "FY2006/2007 Revised Budget" is as of June 30, 2007. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City's web-page (www.cityoforlando.net).

City of Orlando

F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year run from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process (see discussion on page 20). 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

2007/2008 LOCAL GOVERNMENT TRIM TIMETABLE			
<u>Milestone</u>	<u>TRIM Day</u>	<u>TRIM Date</u>	<u>City Completion Date</u>
Property Appraiser certifies roll (Taxable Value).	1	July 1	
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	August 1
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 10
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 13
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 17
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 19
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			October 2
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 4
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 4

City of Orlando

BUDGET REVISIONS

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

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

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

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

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

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

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

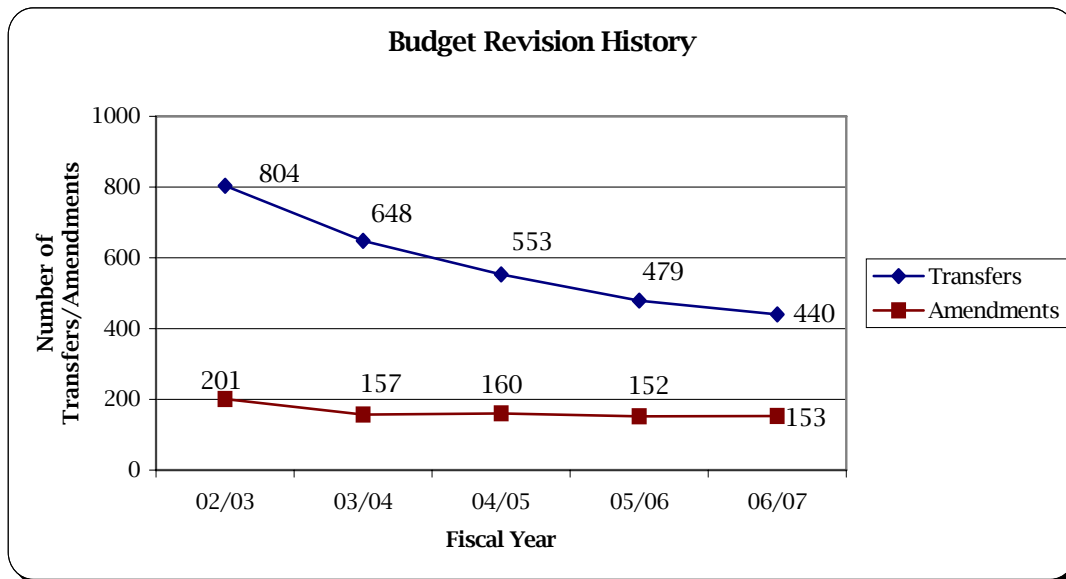
The **BUDGET REVIEW COMMITTEE** has approval of:

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

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

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

City of Orlando

**ACCOUNTING STRUCTURE**

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

The City uses the modified accrual basis of accounting for governmental funds. Under the modified accrual basis, revenue is recorded when it is both measurable and available, and expenditures are recognized when the related liability is incurred.

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

The financial transactions of the City are recorded in individual funds and account groups. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). Identification of funds, their purpose, and principal revenue sources received by the City are displayed beginning on page 28. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section for major revenue sources and the City's Revenue Manual for all revenue sources.

City of Orlando

METHOD OF BUDGETING

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

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

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

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

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

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

City of Orlando

FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<u>GOVERNMENTAL FUNDS</u>	
<u>GENERAL FUNDS</u>	
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.
<u>SPECIAL REVENUE FUNDS</u>	
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 20.85 percent of the revenues collected in Orange County in FY 2007/2008.

City of Orlando

FUND STRUCTURE
Purpose
Source of Funds
GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

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

CAPITAL PROJECT FUNDS

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

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDS

ENTERPRISE FUNDS

<p>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.</p>	<p>Parking fees for the Parking System Fund. The CNL R&R Fund Comes from a contribution from the General Fund.</p>
<p>The Orlando Venues Fund is for the operation of the Performing Arts Centre and Amway Arena.</p>	<p>Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales.</p>
<p>The Center for Arts and Education Fund provides for the revenues and expenditures associated with property owned by the City that may be utilized in the future for facility construction.</p>	<p>Contribution from the General Fund.</p>
<p>The Solid Waste Fund is for collection and disposal of commercial and residential garbage which is disposed of at a County landfill.</p>	<p>Service charges.</p>
<p>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.</p>	<p>Utility fees.</p>
<p>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.</p>	<p>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.</p>

City of Orlando
FUND STRUCTUREPurposeSource of Funds**PROPRIETARY FUNDS****INTERNAL SERVICE FUNDS**

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

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

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

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

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

COMPONENT UNIT FUNDS

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

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

FIDUCIARY FUNDS**PENSION TRUST FUNDS**

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



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I am here today to present the guidelines for our balanced budget for 2007-2008.

Today's workshop is an overview of our priorities in developing a budget that will mirror the bold and ambitious budget course you approved last year...

Our budget will ensure our City remains committed:

- To Public safety
- To Economic Opportunity and quality job growth
- To Efficient and accountable core City services
- To Promoting a "culture of conservation"; and
- To Providing leadership in the effort to protect the environment

Last year's budget was a "defining moment" for our City.

This year's budget is about sustaining and advancing the success we've worked so hard to achieve... even as we face new challenges.

Commissioners, I'd like to thank you for your continued commitment to making fiscally responsible decisions.

I'd also like to thank our dedicated City employees. This year, their input will be essential as we find ways to be more efficient.

I want to recognize our City's CFO, Rebecca Sutton, Deputy CFO Ray Elwell and the entire Finance department for their efforts in this process. Our budget team made sure we were well-informed and extremely well-prepared for the budgetary challenges resulting from state-mandated property tax reform.

This is the fifth time I've presented the City Council with an annual budget.

It's vital that I recognize this milestone. Our current financial picture is a *direct* result of the prudent decisions we've made together in the last four years.





MAYOR DYER'S BUDGET ADDRESS

In 2003, this administration inherited a mid-year, 23 million dollar budget shortfall. In the face of this record deficit, we were forced to take difficult, but necessary, steps to streamline City operations and downsize our workforce. In the first 30 days of our administration, we balanced the budget and placed public safety as our top priority.

In 2004 and 2005 we, again, faced budget constraints along with the majority of cities in Florida. We closed gaps while rejecting calls to raise taxes and cut core city services. We sought better solutions and looked for ways to increase revenue by bolstering growth and investment in our City.

We reaffirmed our commitment to public safety by devoting new revenue for tools, technology and training for police and fire.

Last year, rather than talk about filling gaps, we enhanced our core City services. We unveiled creative programs and initiatives.

- Our first job was to boost our investment in public safety. We approved a three-year initiative to increase the strength of police and fire with 75 police officers and 45 fire personnel. We initiated our plan to build a state of the art police training center and 3 new fire stations.
- We enhanced our core public works services and City infrastructure by updating our aging downtown sewer system, targeting graffiti and building new roads and sidewalks.
- We added permitting and planning staff, further strengthening our commitment to smart growth.



These initiatives were the culmination of four years of hard work and careful planning by this City Council. It represented a hard-won financial victory.



Our belt tightening and forward-thinking approach paid dividends.

This year, we will maintain our financial stability in the face of a new challenge: state-mandated budget cuts.

In June, the state legislature delivered much needed property tax relief to our residents.

That action places Orlando in what's being called "Tier One" status, representing the lowest level of property tax revenue reduction mandated among cities and counties.

Tier one status calls for a three percent rollback in property tax revenue.

The State's formula recognizes our prudent financial decision making.

We are *not* one of those cities facing a 7 or 9 percent reduction in revenue, left with little or *no* choice but to slash jobs and city services.

But, it doesn't mean we are free from the impacts of state-mandated revenue reduction; so we must carefully budget to ensure our City's future economic health.

Coupled with property tax reform and a dip in our sales tax revenue, our income picture is essentially flat from last year to this year.

The question we will begin to answer today is – how do we meet this new budget challenge while maintaining our commitment to public safety and continuing to deliver quality urban services?

We'll start by laying out a budget process in a different manner than in the past.

Typically, the City creates its budget and then sets the millage rate to reflect that budget.

This year, the state has essentially set our millage rate for us – meaning – we now have to work backwards.

Today I will ask you to approve a preliminary millage rate that reflects the stated-mandated formula.

Our budget office has accurate revenue estimates right up to this week and they will review those numbers in a few minutes.



I have asked staff to craft our final budget using a set of carefully considered guiding principles.

The four guiding parameters and priorities are:

First, maintain our commitment to public safety

Second, focus on our core City services

Third, find efficiencies

Fourth, Go Green, use our City's new green initiative as a way to save money and the environment.

While we're essentially proposing a continuation budget, we will fully fund our commitment to growth in public safety without a reduction in the level of City services.

Public Safety continues to be job one.

We will keep our City safe, no matter what it takes – using every resource available to combat crime in our community.

The first tenet of this budget is to ensure that year two of our multi-year, multimillion dollar public safety initiative is fully funded.

Last year we dedicated 66 million dollars toward projects that put additional police on the streets, substations in our neighborhoods, more fire and rescue units on our roads and more fire stations in our districts.

We must hold true to our commitment.





We're already seeing the results of our investment:

- Our illegal gun bounty program is taking illegal guns off the street.
- "Operation All Hands on Deck" puts police managers, men and women who do not typically work on the street on patrol in targeted high crime areas.
- And, we're implementing key recommendations from our SAFE Orlando Task Force

Keeping people safe is our mission. We will not fail.

Our second major budget priority is the delivery of quality urban services and dedication to accessible, accountable and transparent government.

With a continuation budget, we are maintaining our focus on what we do best: deliver core services that enhance the lives of our citizens

These aren't always the flashiest areas – but they are the backbone of effective local government:

- Paving Roads, filling potholes and building sidewalks
- Installing and maintaining street lights
- Providing top notch sewer service, picking up garbage and sweeping streets

My pledge today is that Orlando will not falter in its commitment to providing excellence in these services areas.

Our third budget priority is to find efficiencies and trim our costs to bring our budget in-line with the growth we will experience.

We performed a similar process during our 2003 budget program. This year, we will build upon proven strategies to help sharpen our "culture of conservation" in all City departments.

Our plan is not to capture savings through cutting one or two notable expenditures. Our plan will utilize a multifaceted approach focusing on: Efficiency, innovation and attrition to meet our budget challenges.

Our plan will require daily action. Our most important asset, our employees, will find simple yet effective ways to increase savings.



We are already seeing suggestions that will be considered as part of our plan. They include everything from allowing employees to voluntarily shift their schedules... to cutting out paper in favor of electronic communication.

Since 2003, we've made strides in reinventing the way we serve citizens, making it faster and more convenient to do business online.

We continue to use technology to make our government run more efficiently and cost effectively.

The final efficiency measure is attrition. At any given time we have 150 to 200 unfilled positions as a result of normal attrition.

With continued prudent personnel management, we will maintain City services by keeping some of these positions open. And, this efficiency provides a cost savings to the City.

Fourth and finally, we will launch our environmental action agenda to transform Orlando into a leading "Florida Green City."

It's not only the right thing to do, but a sound decision for our citizens' well-being and our financial future.

This is immediate and dramatic action.

We're already converting our stop lights and street signals from incandescent bulbs to LED's. LED's use 80 percent less energy. When complete, it will mean a savings of more than 27-thousand dollars a month.

By the end of next year, our entire City fleet will "go green". We've already implemented a policy that all new automobiles and light trucks will be flex-fuel vehicles. In 2008, all heavy trucks and off-road equipment that we purchase, *the vehicles with the biggest engines that pollute the most*, must meet the highest emission standards.

Most people think cars are the biggest contributors to pollution and global warming.

They're not, ***buildings are***, because of the tremendous amount of energy they require.



We will provide the leadership and expertise necessary to engage developers and businesses in acquiring the national standard of green ... what's known as "LEED or Leadership in Energy and Environmental Design certification."

We will be the spark for a sustainable building trend in Orlando. OUC's new administration building will be one of downtown's "greenest" developments with the latest in high tech conservation and energy efficient features.

Together with OUC and Orange County, we are also studying the feasibility of using municipal solid waste as a renewable energy source.

Last week, our City participated in the State summit on global climate change. The message from that event is clear: We're on the front lines. We must use our leadership position in central Florida to further the green effort.

I'm excited to announce today that Orlando will sign the United States Conference of Mayors Climate protection agreement as part of our green package. We will join with other cities nationwide who have pledged to do their part in helping our environment.

These are just a few facets of a sweeping plan that will help save our environment and save money.

We've talked about our budget history and how far we've come in just a few years.

I'd like to close today, by talking about the future.

Earlier this month, I had the opportunity to showcase Orlando to a national TV audience on the CBS early show. It was about where we're headed as a city... our theme parks, our downtown and the people and the places that make our home so special.

I told all of America that Orlando is a great place to visit... but it's an even better place to live.





MAYOR DYER'S BUDGET ADDRESS

Fulfilling that promise of greatness begins with the process of putting together a balanced budget. It's more than just addition and subtraction. It's a map for our future highlighting our priorities and promises.

I'm proud to present a budget directive today that:

- Makes careful and balanced choices
- Maintains our commitment to public safety and core city services
- And, keeps Orlando on course to becoming the next great American city of this new century

Thank you.



Budget in Brief

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Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2005/2006 Actual Revenues	FY 2006/2007 Revised Budget	FY 2007/2008 Adopted Budget
General Fund	\$ 333,342,276	\$ 346,423,445	\$ 346,128,532
SPECIAL REVENUE			
911 Emergency Telephone System	390,504	402,025	249,501
Building Code Enforcement	3,000,000	9,842,120	10,217,120
Capital Improvement Fund	22,672,349	35,946,310	23,888,000
CEB Lien Assessment Fund	725,396	904,337	408,274
Cemetery Trust Fund	604,159	842,746	693,025
Community Development Block Grant	3,252,949	4,724,441	2,290,212
Community Redevelopment Agency Fund	8,320,628	19,206,749	17,045,259
Community Venues -Event Center	-	-	1,875,000
Contraband Forfeiture Trust Funds	385,704	923,145	50,000
CRA Trust Funds	22,998,685	29,307,375	30,910,616
Dubsdread Golf Course	1,203,513	831,831	1,123,230
Gas Tax Fund	14,287,708	41,366,467	10,751,060
Harry P. Leu Gardens Trust Fund	2,216,454	2,334,521	2,391,830
HOME Investment Partnership Fund	845,811	5,611,667	1,347,149
HOPWA Grant Fund	5,114,784	5,939,672	2,895,000
HUD Homeless Grant Fund	111,298	98,855	98,443
Law Enforcement Training Fund	229,502	243,700	241,320
Local Housing Assistance Trust Fund	2,640,941	5,415,705	2,013,407
Mennello Museum Fund	492,615	481,266	492,971
OCPs - Crossing Guard Fund	480,173	456,614	456,614
Special Assessment Funds	5,617,760	1,664,657	937,406
Street Tree Trust	-	300,000	450,000
Transportation Grant Fund	2,323,012	2,705,445	2,439,200
Transportation Impact Fee Funds	8,952,952	13,575,680	15,443,784
Utility Services Tax Fund	37,860,905	40,276,628	41,755,548
DEBT SERVICE			
CRA Debt Service - Internal Loan Fund	2,822,052	3,032,202	3,269,396
CRA Debt Service Refunding	2,808,782	2,799,122	2,661,324
CRA Debt Service-Conroy Road	2,549,377	2,505,346	2,266,496
CRA Debt Service-Republic Drive	3,373,942	3,314,650	3,298,431
Jefferson Garage Debt	637,103	1,862,006	1,862,106
Parking Facility Revenue Bonds Fund	3,558,580	3,488,460	3,488,210
Taxable Series H Debt	1,097,245	1,095,036	441,798
Wastewater Revenue Bond Funds	15,345,992	61,673,097	17,761,199
ENTERPRISE			
Center for Arts & Education	134,731	140,603	153,603
CNL R&R	116,765	30,000	330,000
Orlando Venues Fund	15,096,677	17,224,748	16,069,364
Parking System Revenue Fund	16,001,436	14,396,532	13,818,285
Solid Waste Fund	21,077,092	25,491,804	22,714,510
Stormwater Utility Fund	22,334,432	36,234,984	20,213,657
Wastewater Construction Funds	23,079,078	148,389,119	24,939,828
Wastewater Impact Fee Reserve Fund	12,770,098	20,067,420	35,612,104
Wastewater R & R Fund	10,099,410	9,485,087	3,553,330
Wastewater Revenue Fund	44,675,368	51,421,913	52,303,175
INTERNAL SERVICE			
Fleet Management Fund	13,791,130	14,749,342	13,967,798
Fleet Replacement Funds	6,907,799	13,369,132	12,175,896
Internal Loan Fund	7,835,842	21,994,334	22,357,660
Pension Participant Services	54,293	100,000	100,000
Risk Management Fund	13,348,348	20,630,004	21,199,889
Supplemental City Staff	1,698,875	1,379,182	1,285,389
COMPONENT UNIT			
Civic Facilities Authority Revenue Fund	3,103,318	3,996,630	4,092,182
Civic Facilities Authority Sinking Fund	334,624	307,375	304,994
Downtown Development Board Fund	1,909,392	2,766,374	2,950,891
PENSION TRUST			
City Pension Funds	53,322,267	526,654	529,886
TOTAL CITY OF ORLANDO	\$ 777,954,126	\$ 1,052,296,557	\$ 820,313,902

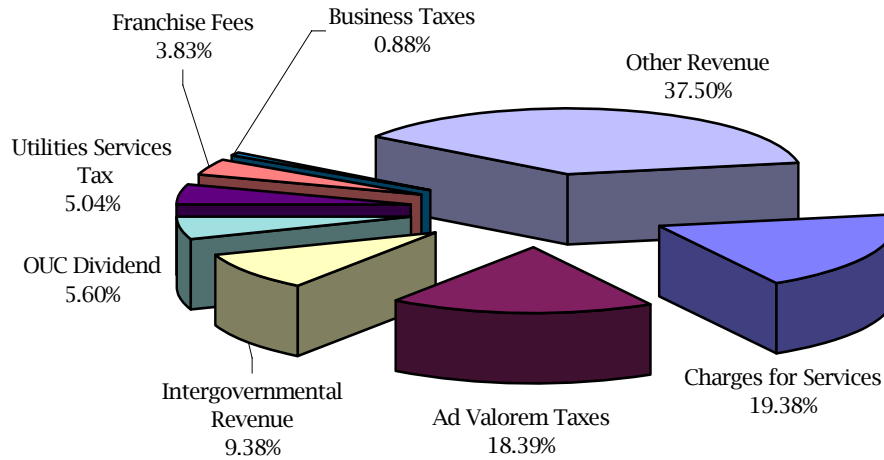
Budget in Brief

Fund Expenditure Comparison By Fiscal Year

	FY 2005/2006 Actual Expenditures	FY 2006/2007 Revised Budget	FY 2007/2008 Adopted Budget
General Fund	\$ 326,188,307	\$ 346,423,445	\$ 346,128,532
SPECIAL REVENUE			
911. Emergency Telephone System	243,711	402,025	249,501
Building Code Enforcement	-	9,842,120	10,217,120
Capital Improvement Fund	18,184,294	35,946,310	23,888,000
CEB Lien Assessment Fund	330,781	904,337	408,274
Cemetery Trust Fund	1,001,584	842,746	693,025
Community Development Block Grant	3,024,169	4,724,441	2,290,212
Community Redevelopment Agency Fund	4,864,360	19,206,749	17,045,259
Community Venues -Event Center	-	-	1,875,000
Contraband Forfeiture Trust Funds	916,331	923,145	50,000
CRA Trust Funds	23,007,022	29,307,375	30,910,616
Dubsread Golf Course	1,223,301	831,831	1,123,230
Gas Tax Fund	13,396,219	41,366,467	10,751,060
Harry P. Leu Gardens Trust Fund	2,239,874	2,334,521	2,391,830
HOME Investment Partnership Fund	838,111	5,611,667	1,347,149
HOPWA Grant Fund	5,114,784	5,939,672	2,895,000
HUD Homeless Grant Fund	111,298	98,855	98,443
Law Enforcement Training Fund	299,621	243,700	241,320
Local Housing Assistance Trust Fund	2,188,159	5,415,705	2,013,407
Mennello Museum Fund	550,443	481,266	492,971
OCPS - Crossing Guard Fund	376,178	456,614	456,614
Special Assessment Funds	3,718,045	1,664,657	937,406
Street Tree Trust	500,000	300,000	450,000
Transportation Grant Fund	2,073,550	2,705,445	2,439,200
Transportation Impact Fee Funds	5,315,706	13,575,680	15,443,784
Utility Services Tax Fund	41,512,135	40,276,628	41,755,548
DEBT SERVICE			
CRA Debt Service - Internal Loan Fund	3,247,397	3,032,202	3,269,396
CRA Debt Service Refunding	2,792,651	2,799,122	2,661,324
CRA Debt Service-Conroy Road	2,491,891	2,505,346	2,266,496
CRA Debt Service-Republic Drive	3,338,895	3,314,650	3,298,431
Jefferson Garage Debt	637,103	1,862,006	1,862,106
Parking Facility Revenue Bonds Fund	1,846,260	3,488,460	3,488,210
Taxable Series H Debt	1,097,245	1,095,036	441,798
Wastewater Revenue Bond Funds	15,900,865	61,673,097	17,761,199
ENTERPRISE			
Center for Arts & Education	131,634	140,603	153,603
CNL R&R	-	30,000	330,000
Orlando Venues Fund	11,017,827	17,224,748	16,069,364
Parking System Revenue Fund	33,402,411	14,396,532	13,818,285
Solid Waste Fund	23,684,981	25,491,804	22,714,510
Stormwater Utility Fund	17,489,010	36,234,984	20,213,657
Wastewater Construction Funds	36,739,584	148,389,119	24,939,828
Wastewater Impact Fee Reserve Fund	16,829,578	20,067,420	35,612,104
Wastewater R & R Fund	9,973,270	9,485,087	3,553,330
Wastewater Revenue Fund	48,085,190	51,421,913	52,303,175
INTERNAL SERVICE			
Fleet Management Fund	13,545,345	14,749,342	13,967,798
Fleet Replacement Funds	6,907,799	13,369,132	12,175,896
Internal Loan Fund	7,835,842	21,994,334	22,357,660
Pension Participant Services	133,856	100,000	100,000
Risk Management Fund	16,667,172	20,630,004	21,199,889
Supplemental City Staff	1,589,951	1,379,182	1,285,389
COMPONENT UNIT			
Civic Facilities Authority Revenue Fund	3,714,802	3,996,630	4,092,182
Civic Facilities Authority Sinking Fund	73,744	307,375	304,994
Downtown Development Board Fund	1,571,461	2,766,374	2,950,891
PENSION TRUST			
City Pension Funds	103,837,640	526,654	529,886
TOTAL CITY OF ORLANDO	<u>\$ 841,801,387</u>	<u>\$ 1,052,296,557</u>	<u>\$ 820,313,902</u>

Budget in Brief

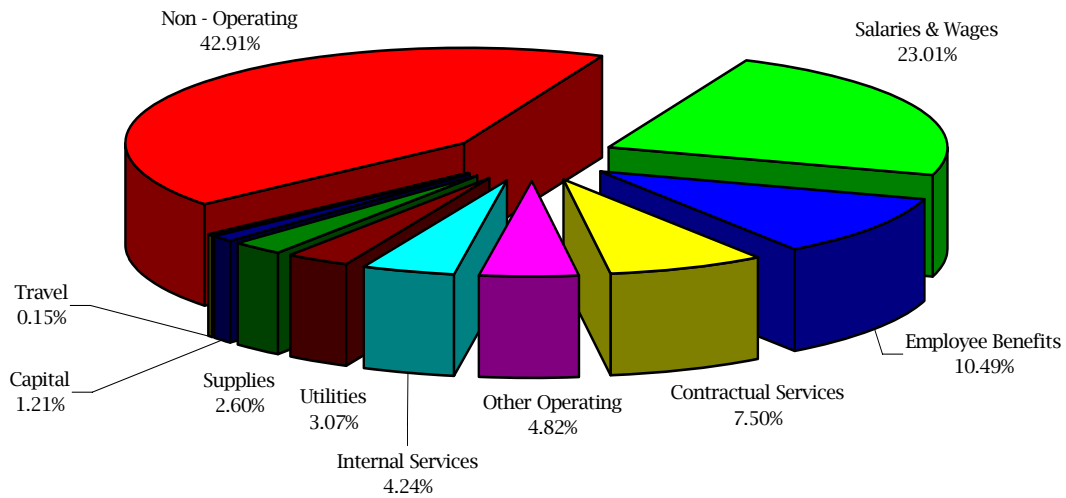
**Total Adopted Budget
Revenue Summary by Source
FY 2007/2008**



Revenue Source	Adopted Budget FY 2007/2008	% of Total
Charges for Services	\$ 158,959,448	19.38%
Ad Valorem Taxes	150,863,462	18.39%
Intergovernmental Revenue	76,943,257	9.38%
OUC Dividend	45,952,144	5.60%
Utilities Services Tax	41,351,469	5.04%
Franchise Fees	31,461,493	3.83%
Business Taxes	7,180,000	0.88%
Other Revenue	<u>307,602,629</u>	<u>37.50%</u>
Total	<u><u>\$ 820,313,902</u></u>	<u><u>100.00%</u></u>

Budget in Brief

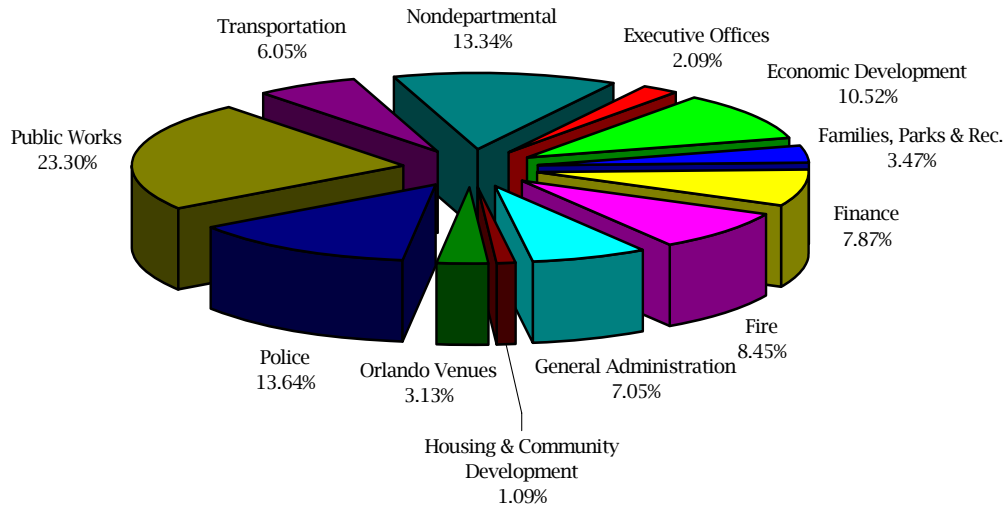
**Total Adopted Budget
Appropriation Summary by Object Code
FY 2007/2008**



Appropriation Source	Adopted Budget FY 2007/2008	% of Total
Non - Operating	\$ 351,968,398	42.91%
Salaries & Wages	188,745,277	23.01%
Employee Benefits	86,014,481	10.49%
Contractual Services	61,684,101	7.50%
Other Operating	39,530,127	4.82%
Internal Services	34,781,047	4.24%
Utilities	25,166,128	3.07%
Supplies	21,297,825	2.60%
Capital	9,896,146	1.21%
Travel	1,230,372	0.15%
Total	\$ 820,313,902	100.00%

Budget in Brief

**Total Budget Request
Appropriation Summary by Department
FY 2007/2008**



Appropriation Source	Adopted Budget FY 2007/2008	% of Total
Public Works	\$ 191,199,707	23.30%
Police	111,918,807	13.64%
Nondepartmental	109,433,550	13.34%
Economic Development	86,263,425	10.52%
Fire	69,345,173	8.45%
Finance	64,529,526	7.87%
General Administration	57,792,215	7.05%
Transportation	49,613,497	6.05%
Families, Parks & Recreation	28,492,869	3.47%
Orlando Venues	25,660,894	3.13%
Executive Offices	17,140,913	2.09%
Housing & Community Dev.	<u>8,923,326</u>	<u>1.09%</u>
Total	<u>\$ 820,313,902</u>	<u>100.00%</u>

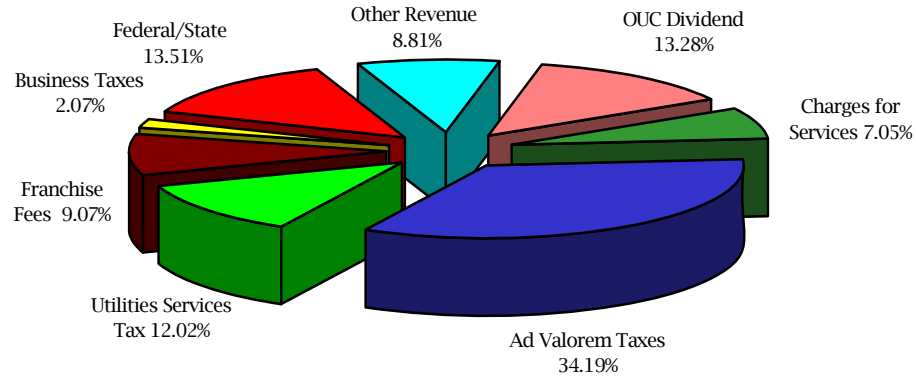
Budget in Brief

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

	ADOPTED	REVISED	ADOPTED	2007/2008	NET	%
	Fy 2006/2007	Fy 2006/2007	Fy 2007/2008	% TOTAL	CHANGE	CHANGE
REVENUES						
Ad Valorem Taxes	\$ 115,865,623	\$ 116,291,765	\$ 118,356,803	34.18%	\$ 2,065,038	1.78%
Utilities Services Tax	40,206,628	40,206,628	41,605,548	12.02%	1,398,920	3.48%
Charges for Services	23,543,179	23,748,458	24,390,250	7.05%	641,792	2.70%
Business Taxes	7,160,000	7,160,000	7,180,000	2.07%	20,000	0.28%
Franchise Fees	30,412,528	30,412,528	31,381,493	9.07%	968,965	3.19%
Federal/State Revenue	47,447,268	50,310,647	46,779,362	13.52%	(3,531,285)	(7.02%)
OUC Dividend	45,700,000	45,700,000	45,952,144	13.28%	252,144	0.55%
Other Revenue	32,091,795	32,593,419	30,482,932	8.81%	(2,110,487)	(6.48%)
	<u>\$ 342,427,021</u>	<u>\$ 346,423,445</u>	<u>\$ 346,128,532</u>	<u>100.00%</u>	<u>(\$294,913)</u>	<u>(0.09%)</u>
APPROPRIATIONS						
By Department						
Executive Offices	\$ 15,533,446	\$ 16,821,361	\$ 16,447,888	4.75%	(\$373,473)	(2.22%)
Economic Development	12,214,765	12,447,101	13,235,618	3.82%	788,517	6.33%
Families, Parks & Rec.	25,125,016	25,633,292	26,919,639	7.78%	1,286,347	5.02%
Finance	6,257,781	6,309,684	6,022,956	1.74%	(286,728)	(4.54%)
Fire	64,850,780	66,342,543	69,095,672	19.96%	2,753,129	4.15%
General Administration	29,997,008	30,283,263	31,648,521	9.14%	1,365,258	4.51%
Housing & Community Dev.	321,645	343,467	279,115	0.09%	(64,352)	(18.74%)
Orlando Venues	436,852	442,972	434,553	0.13%	(8,419)	(1.90%)
Police	109,141,092	110,692,366	111,170,873	32.12%	478,507	0.43%
Public Works	12,678,349	12,774,012	12,816,515	3.70%	42,503	0.33%
Transportation	11,232,017	11,230,219	12,231,912	3.53%	1,001,693	8.92%
Debt Service	13,815,261	14,465,315	14,319,135	4.14%	(146,180)	(1.01%)
Nondepartmental	40,823,009	38,637,850	31,506,135	9.10%	(7,131,715)	(18.46%)
	<u>\$ 342,427,021</u>	<u>\$ 346,423,445</u>	<u>\$ 346,128,532</u>	<u>100.00%</u>	<u>(\$294,913)</u>	<u>(0.09%)</u>
By Major Category						
Salaries & Benefits	\$ 213,038,883	\$ 214,727,789	\$ 222,556,680	64.29%	\$ 7,828,891	3.65%
Operating Costs	49,835,552	51,270,117	51,949,765	15.01%	679,648	1.33%
Internal Services	22,196,377	22,296,667	22,679,246	6.55%	382,579	1.72%
Capital & Nonoperating	43,540,948	43,663,557	34,623,706	10.00%	(9,039,851)	(20.70%)
Debt Service	13,815,261	14,465,315	14,319,135	4.14%	(146,180)	(1.01%)
	<u>\$ 342,427,021</u>	<u>\$ 346,423,445</u>	<u>\$ 346,128,532</u>	<u>100.00%</u>	<u>(\$294,913)</u>	<u>(0.09%)</u>

Budget in Brief

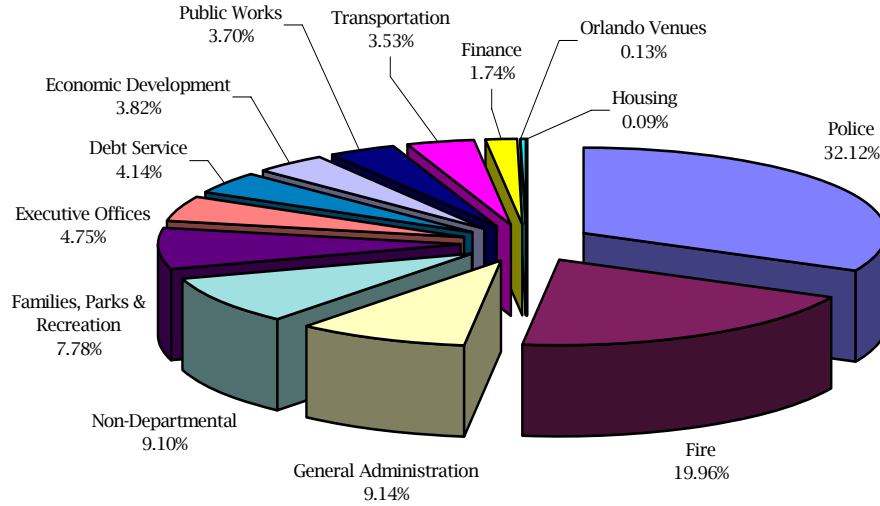
General Fund Revenues by Source
FY 2007/2008



Source of General Revenue	Adopted Budget FY 2007/2008	% of Total
Ad Valorem Taxes	\$ 118,356,803	34.19%
Federal/State Revenue	46,779,362	13.51%
OUC Dividend	45,952,144	13.28%
Utilities Services Tax	41,605,548	12.02%
Franchise Fees	31,381,493	9.07%
Other Revenue	30,482,932	8.81%
Charges for Services	24,390,250	7.05%
Business Taxes	7,180,000	2.07%
Total	\$ 346,128,532	100.00%

Budget in Brief

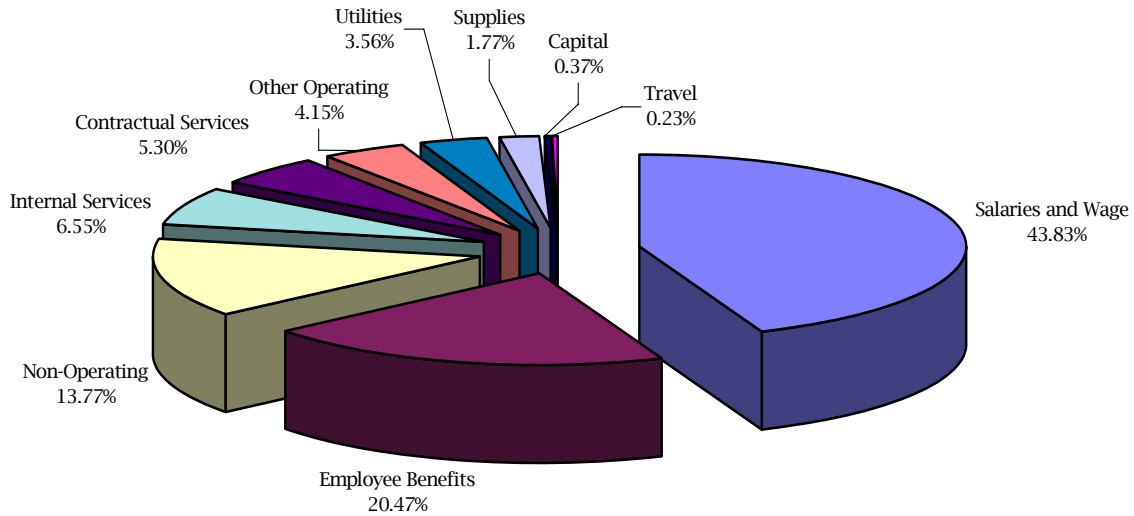
General Fund Uses by Department
FY 2007/2008



Department	Adopted Budget FY 2007/2008	% of Total
Police	\$ 111,170,873	32.12%
Fire	69,095,672	19.96%
General Administration	31,648,521	9.14%
Non-Departmental	31,506,135	9.10%
Families, Parks & Recreation	26,919,639	7.78%
Executive Offices	16,447,888	4.75%
Debt Service	14,319,135	4.14%
Economic Development	13,235,618	3.82%
Public Works	12,816,515	3.70%
Transportation	12,231,912	3.53%
Finance	6,022,956	1.74%
Orlando Venues	434,553	0.13%
Housing & Community Dev.	279,115	0.09%
Total	\$ 346,128,532	100.00%

Budget in Brief

**General Fund Uses by Object Code
FY 2007/2008**



Object Code	Adopted Budget FY 2007/2008	% of Total
Salaries and Wages	\$ 151,717,355	43.83%
Employee Benefits	70,839,325	20.47%
Non-Operating	47,665,816	13.77%
Internal Services	22,679,246	6.55%
Contractual Services	18,333,053	5.30%
Other Operating	14,400,023	4.15%
Utilities	12,319,589	3.56%
Supplies	6,116,131	1.77%
Capital	1,277,025	0.37%
Travel	780,969	0.23%
Total	\$ 346,128,532	100.00%

Budget in Brief

CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2007/2008

	Actual FY 2005/2006	Revised Budget FY 2006/2007	Approved New Positions	Approved Position Deletions	Approved Position Transfers	Approved FY 2007/2008	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	115	123	-	-	(1)	122	3.56%
Economic Development	194	221	-	-	(5)	216	6.31%
Families, Parks & Recreation	270	273	-	-	-	273	7.98%
Finance	51	56	-	-	6	62	1.81%
Fire	518	555	32	-	-	587	17.15%
General Administration	251	255	-	-	-	255	7.45%
Housing & Community Development	17	20	-	-	-	20	0.58%
Orlando Venues	92	95	-	-	-	95	2.78%
Police	1,000	1,038	27	-	-	1,065	31.10%
Public Works	546	558	-	-	-	558	16.30%
Transportation	157	156	14	-	-	170	4.97%
TOTAL CITY OF ORLANDO	3,211	3,350	73	-	-	3,423	100.00%
SUMMARY BY FUND							
General	2,521	2,549	59	-	-	2,608	76.18%
Wastewater Revenue	222	229	-	-	-	229	6.69%
Solid Waste	118	118	-	-	-	118	3.44%
Parking System Revenue	88	87	14	-	-	101	2.95%
Building Code Enforcement	-	92	-	-	-	92	2.69%
Orlando Venues	56	58	-	-	-	58	1.69%
Stormwater Utility	52	55	-	-	-	55	1.61%
Fleet Management	45	45	-	-	-	45	1.31%
Leu Gardens Trust	24	25	-	-	-	25	0.73%
Supplemental Staff (RAP Team)	20	20	-	-	-	20	0.58%
Community Redevelopment Agency	15	16	-	-	-	16	0.47%
Risk Management	11	14	-	-	-	14	0.41%
Community Development Block Grant	11	13	-	-	-	13	0.38%
Civic Facilities Authority Revenue	9	9	-	-	-	9	0.26%
Downtown Development Board	4	5	-	-	-	5	0.15%
Cemetery Trust	4	4	-	-	-	4	0.12%
Transportation Grant	3	3	-	-	-	3	0.09%
Local Housing Assistance Trust	2	3	-	-	-	3	0.09%
Mennello Museum	2	2	-	-	-	2	0.06%
Home Investment Partnership Program	1	1	-	-	-	1	0.03%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Law Enforcement Trust	1	-	-	-	-	-	0.00%
TOTAL CITY OF ORLANDO	3,211	3,350	73	-	-	3,423	100.00%

The approved position transfers are summarized below:

The Grants Development Supervisor is being transferred from the Executive Offices to the Finance Department in order to establish a cohesive grant application, reporting and monitoring function.

The Real Estate Management Division is being transferred from the Economic Development Department to the Finance Department in order to align the Division's responsibilities under the Chief Financial Officer.

Budget in Brief

ADOPTED ADDITIONAL PERSONNEL
FY 2007/2008

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
FIRE DEPARTMENT				
601 Fire Administration	1	Deputy Chief	5	\$ 108,410
610 Special Operations	1	District Chief	8	87,838
611 Fire Shift A	2	Fire Lieutenant	JLTX	116,960
611 Fire Shift A	2	Fire Engineer	JENPX	106,656
611 Fire Shift A	6	Firefighter	JFFX	246,444
612 Fire Shift B	2	Fire Lieutenant	JLTX	116,960
612 Fire Shift B	2	Fire Engineer	JENPX	106,656
612 Fire Shift B	6	Firefighter	JFFX	246,444
613 Fire Shift C	2	Fire Lieutenant	JLTX	106,656
613 Fire Shift C	2	Fire Engineer	JENPX	106,656
613 Fire Shift C	6	Firefighter	JFFX	246,444
TOTAL DEPARTMENT	32			\$ 1,596,124
POLICE DEPARTMENT				
668 Police Recruiting	2	Background Investigator	S18	\$ 52,582
678 Central Policing	21	Police Officer	FPO	822,633
693 West Patrol	4	Police Officer	FPO	156,692
TOTAL DEPARTMENT	27			\$ 1,031,907
TOTAL GENERAL FUND	59			\$ 2,628,031

Continued on next page

Budget in Brief

ADOPTED ADDITIONAL PERSONNEL
FY 2007/2008

Program	#	Position Title	Pay Plan/ Level	Salary Amount
PARKING SYSTEM FUND #401				
TRANSPORTATION DEPARTMENT				
775 Parking Operations	1	Assistant Facility Supervisor	S17	\$ 28,142
775 Parking Operations	1	Parking Facility Supervisor*	S15	32,178
775 Parking Operations	1	Assistant Facility Supervisor*	S17	28,142
775 Parking Operations	6	Gate Attendant*	L01	113,940
775 Parking Operations	4	Gate Attendant P/T*	L01	37,980
775 Parking Operations	1	Maintenance Worker*	L01	18,990
TOTAL PARKING FUND	14			\$ 259,373
* Effective 5/1/08				
TOTAL ALL FUNDS	73			\$ 2,887,404

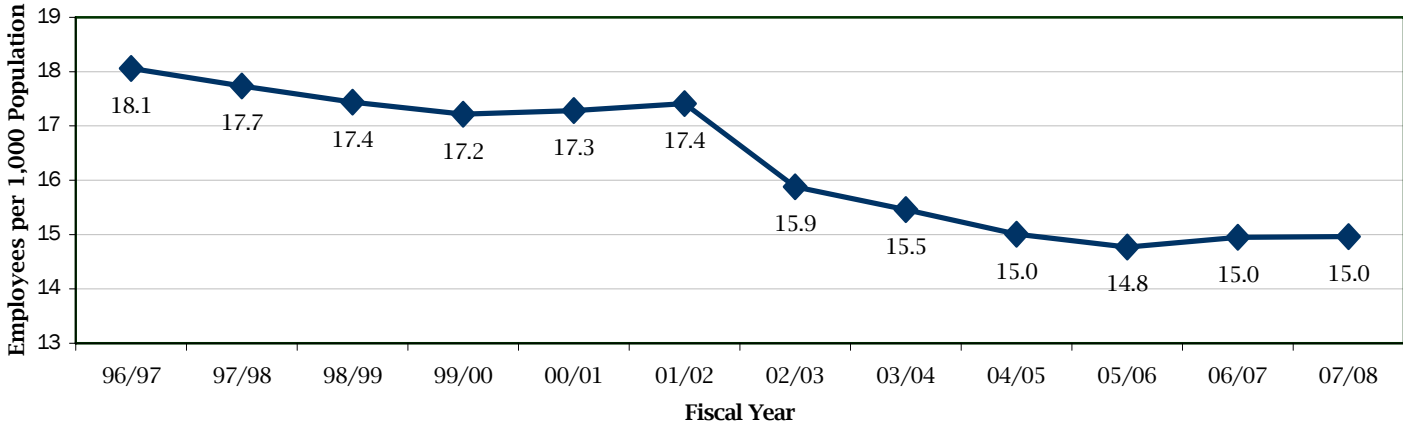
ADOPTED POSITION CHANGES
CONTRACT TO PERMANENT *
FY 2007/2008

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
GENERAL ADMINISTRATION				
201 Director	1	Special Projects Manager	UNC	\$ 77,168
TOTAL DEPARTMENT	1			\$ 77,168
TOTAL GENERAL FUND	1			\$ 77,168
COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND #640				
ECONOMIC DEVELOPMENT DEPARTMENT				
173 Downtown Maintenance	1	CRA Tech P/T	NB101	\$ 21,320
TOTAL CRA FUND	1			\$ 21,320

* Contract positions are included in the total authorized position count. Therefore, conversion of a contract position to permanent will not change the total number of authorized positions in a department.

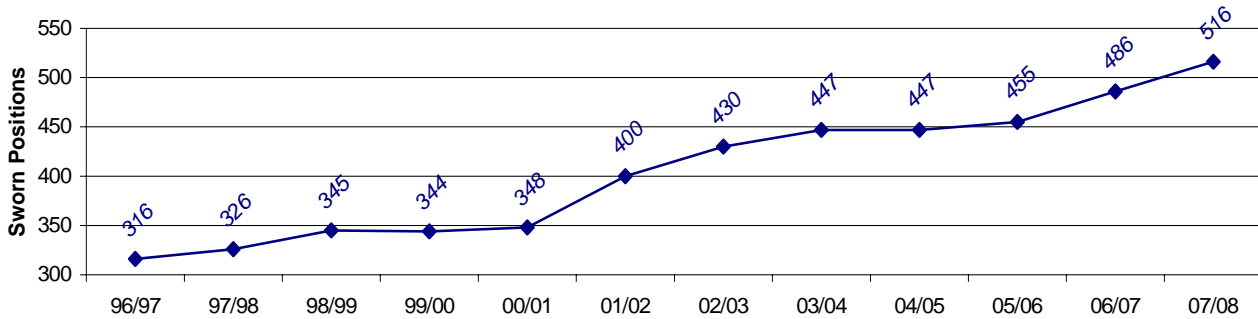
Budget in Brief

Employees per Thousand City Population

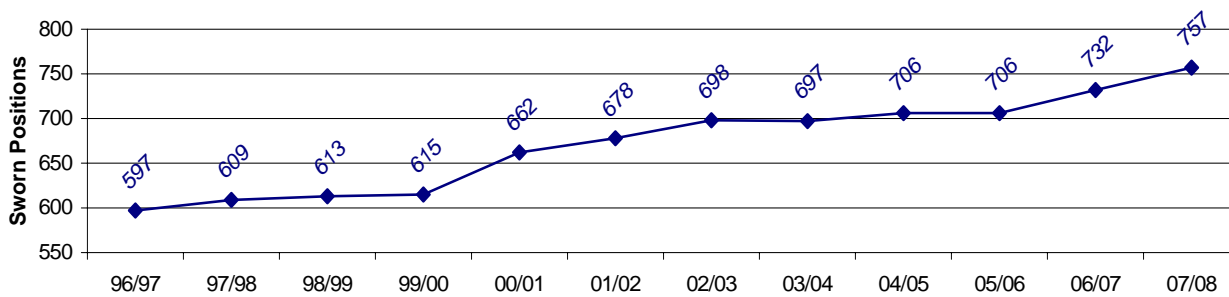


Fiscal Year	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
Employees	3,185	3,187	3,191	3,179	3,214	3,282	3,095	3,121	3,135	3,214	3,350	3,423
City Population	176,373	179,698	182,986	184,639	185,951	188,494	194,913	201,851	208,900	217,567	224,055	228,765
per 1,000	18.1	17.7	17.4	17.2	17.3	17.4	15.9	15.5	15.0	14.8	15.0	15.0

Orlando Fire Department Sworn Positions

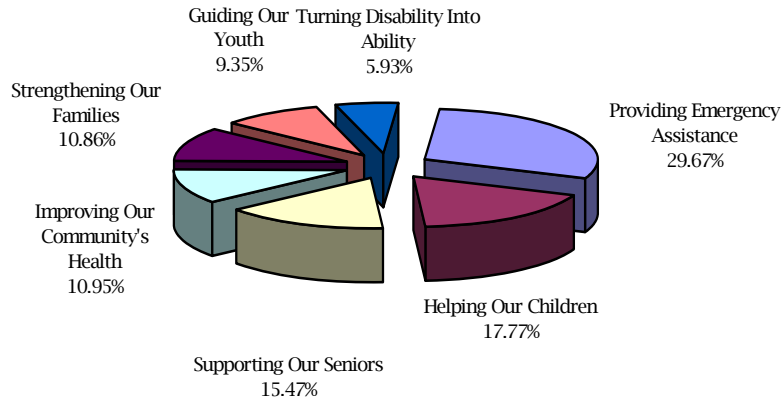


Orlando Police Department Sworn Positions



Budget in Brief

**Community Service Organization Funding by Area of Focus
BUDGET FY 2007/2008**



<u>Focus Care Area</u>	<u>City Funding</u>	<u>% of Total</u>
Providing Emergency Assistance	\$ 643,108	29.67%
Helping Our Children	385,286	17.77%
Supporting Our Seniors	335,252	15.47%
Improving Our Community's Health	237,242	10.95%
Strengthening Our Families	235,402	10.86%
Guiding Our Youth	202,704	9.35%
Turning Disability Into Ability	128,601	5.93%
Total:	\$ 2,167,595	100.00%

Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Revised FY 2006/2007	Adopted FY 2007/2008
Boys and Girls Club of Central Florida	\$ 47,704	\$ 47,704
Center for Drug Free Living	134,848	134,848
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
Freedom Ride	11,788	-
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
Seniors First, Inc.	277,793	277,793
Share the Care	28,972	28,972
Subtotal - Community Service Organizations	<u>\$ 2,167,595</u>	<u>\$ 2,155,807</u>

OTHER AGENCIES

	Revised FY 2006/2007		Adopted FY 2007/2008
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	35,000	(2)	105,000
Downtown Arts District	250,000	(3)	250,000
Dr. Phillips Performing Arts Center	20,000		20,000
Economic Development Commission	434,654		448,110
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	163,175		151,237
Mayor's Grants	165,000		165,000
MyRegion.org	50,000	(4)	50,000
National Center for Simulation	20,000		20,000
Orange Blossom Trail Development Board	21,000		-
Orlando Area Sports Commission	96,724		96,724
Orlando Humane Society	20,000		20,000
Orlando Science Center	600,000		600,000
Parramore Child Care Executive Partnership	200,000		200,000
UCF Technology Incubator	100,000	(5)	200,000
United Arts of Central Florida	557,835		560,138
Subtotal - Other Agencies	<u>\$ 3,319,090</u>		<u>\$ 3,471,911</u>

Funding provided by the General Fund unless otherwise noted.

(1) \$57,500 General Fund; \$25,000 CRA

(2) \$30,000 FY 06/07, \$100,000 FY 07/08 General Fund; \$5,000 CRA both years

(3) \$175,000 General Fund; \$75,000 CRA

(4) \$25,000 General Fund; \$25,000 CRA

(5) \$100,000 FY 07/08 General Fund; \$100,000 CRA both years

Continued on next page

Budget in Brief

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Revised FY 2006/2007	Adopted FY 2007/2008
<u>Community Development Block Grant</u>		
Center for Drug Free Living Nueva Vida Program	\$ -	\$ 110,000
Center for Independent Living - Home Modifications	25,000	-
Center for Multicultural Wellness & Prevention - Land & Bldg. Acquisition	-	350,000
Community Concept Services, Inc. Life skills Program	-	38,532
Frontline Outreach Facility Improvements	638,884	-
H.A.N.D.S.	-	125,000
Health Care for the Homeless Facility Improvements	329,258	-
Hispanic Resource Link - Land & Bldg. Acquisition	-	228,638
Hispanic Resource Link - Operating Costs	-	70,000
Seniors First H.E.A.R.T. Program	150,000	150,000
William Monroe Wells House Rehabilitation	260,594	-
X-Tending Hands - Land & Building Acquisition	-	150,000
Subtotal - Community Development Block Grant	<u>1,403,736</u>	<u>1,222,170</u>
<u>Emergency Shelter Grant</u>		
Coalition for the Homeless	83,705	98,443
Lakeside Alternatives	13,500	-
Subtotal - Emergency Shelter Grant	<u>97,205</u>	<u>98,443</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	400,000	405,300
Permanent housing placement assistance	-	110,000
Short term rental, mortgage and utility assistance	900,000	787,450
Supportive services	615,400	607,950
Tenant based rental assistance	700,000	694,800
Subtotal - HOPWA Grant	<u>2,615,400</u>	<u>2,605,500</u>
Total Grant Funding	<u>\$ 4,116,341</u>	<u>\$ 3,926,113</u>
TOTAL - ALL FUNDING	<u>\$ 9,603,026</u>	<u>\$ 9,553,831</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.

Budget in Brief

Capital Improvement Projects 2007/08

2007/2008

Capital Improvement Fund

Arena Repairs and Improvements	\$	175,000
Ballfield Renovation Project		250,000
Bob Carr Repairs and Improvements		175,000
Brick Street Restoration		200,000
Citrus Bowl Repairs and Improvements		375,000
City Building Driveways and Parking Lots Upgrades		100,000
Community Capital		600,000
Contingency		270,000
Curb Ramps		75,000
Curb Replacement		75,000
Decorative Lighting		25,000
Equipment- Fire Station #16 (Lake Nona - Mud Lake)		500,000
Ferguson Drive Improvements		50,000
Filtration Conversion/ Pool Resurfacing Project		100,000
Fire Equipment Replacement		825,000
Green Initiatives		500,000
Hazardous Sidewalk Repair		300,000
Pavement Marking Maintenance		100,000
Pavement Rehabilitation		1,000,000
Playground Renovation Project		500,000
Pole and Mast Arm Painting		100,000
ROW Beautification & Median Improvement		125,000
School Safety Sidewalk Program		400,000
Shade Structures, Safety Netting and Lighting		100,000
Technology Enhancement Projects		2,000,000
Tennis/Basketball Court/Parking Lot Resurfacing		100,000
Traffic Signal Refurbishing Program		200,000
Capital Improvement Fund Total	\$	9,220,000

Gas Tax

Area Wide Signal System Fiber Interconnect	\$	100,000
Bicycle Plan Implementation		25,000
Developer Signals-Matching Funds		150,000
Hazardous Sidewalk Repair		200,000
International Drive - North Improvements		102,262
Intersection Safety Improvements		200,000
John Young Parkway Debt Service		382,917
Lee Vista Blvd. Debt Service		509,136
LYNX Annual Contribution		4,525,000
New Traffic Signal Locations		284,600
Pavement Marking Maintenance		100,000
Pavement Rehabilitation		1,000,000
Railroad Grade Crossing Rehabilitation		100,000
Raleigh St/Kirkman Rd Intersection Improvements		179,640
School Safety Sidewalk Program		100,000
Traffic Counts and Travel Time Studies		100,000
Traffic Signal Refurbishing Program		200,000
Gas Tax Total	\$	8,258,555

More information on capital projects can be found in the Debt/Capital Improvements section, pages 345 through 364.

Continued on next page

Budget in Brief

Capital Improvement Projects 2007/08

2007/2008

Other Funds

Administration Center Garage Repair/Maintenance	\$	150,000
Centroplex I and II Repair and Maintenance		60,000
Citrus Bowl Improvements		84,624
City Commons Garage - Ramp to Anderson St		300,000
Eastern Regional Reclaimed Water System		464,346
Florida Hospital LYNX Contribution		25,000
Grand National Dr. I-4 Overpass		1,300,000
LYNX Annual Contribution		25,000
ORHS LYNX Contribution		18,000
Orlando Easterly Wetlands Restoration		241,700
Summerlin Ave - Anderson to South St		400,000
Other Funds Total	\$	3,068,670

Service Charges

Lift Stations - Replace Underground Fuel Tanks	\$	350,000
Lift Stations - Underground Rehabilitation		300,000
Orlando Easterly Wetlands Restoration		258,300
Water Conserv II Master Pump Station Improvements		711,447
Water Conserv II RIB Improvements		300,000
Service Charges Total	\$	1,919,747

Sewer Capacity Charges

Downtown District Sewer Implementation	\$	2,000,000
Eastern Regional Reclaimed Water System		6,991,802
Enhanced Telemetry for all Facilities		1,000,000
Lake Fairview Area Sewers		5,750,000
Lift Station #69 - VFD's		462,500
Lift Station #85 - VFD's		300,000
LS 37 Improvements		636,000
Merritt Park Neighborhood Sewer - Sanitary Sewer		2,000,000
Narcoossee Road Sewers		5,000,000
Remote Control Devices for all Facilities		300,000
Super Critical Water Oxidation (SCWO)		2,000,000
Video Security and Monitoring System Wastewater		250,000
Water Conserv I Diversion		2,700,000
Water Conserv II Additional Clarifiers		550,000
Water Conserv II Electrical System Upgrade and R&R		1,150,000
Sewer Capacity Charges Total	\$	31,090,302

State Aid

Central Florida Commuter Rail	\$	5,725,000
Church St. Streetscape - Terry to Tampa		1,000,000
Dinky Line (Orlando Urban Trail O.U.T.)		135,000
International Drive - North Improvements		400,000
State Aid Total	\$	7,260,000

Continued on next page

Budget in Brief

Capital Improvement Projects 2007/08

2007/2008**Stormwater Utility Fee**

Al Coith/Euclid/Gore Drainage Improvements	\$	650,000
Drainage Well Enhancement		300,000
Drainwell Repair and Rehabilitation		300,000
Emergency Spill Cleanup		50,000
Flood Studies		150,000
Lake Angel/Conroy Basin Drainage Improvements		900,000
Lake Enhancement Improvements		400,000
Langford Park Drainage Improvements		300,000
Little Lake Fairview Stormwater Treatment System		400,000
Lucerne-Cherokee-Davis-Lancaster Interconnection		915,532
Oakley Street Drainage Improvements		500,000
Rapid Response Construction		79,884
Sandbar Removal		300,000
Stormwater Monitoring		50,000
Stormwater System Construction		250,000
Stormwater System Evaluation		150,000
System Repair and Rehabilitation		350,000
TMDL Implementation		400,000
Vineland Road Drainage Improvements		900,000
Stormwater Utility Fee Total	\$	7,345,416

Transportation Impact Fees

Conway Road-Hoffner Rd to Beachline Expressway	\$	600,000
Crystal Lake./Maguire Blvd. Debt Service		800,000
Grand National Dr. I-4 Overpass		1,900,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.		400,000
ITS Downtown Masterplan		200,000
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowest		7,900,000
Narcoossee Rd Debt Service - SR 528 to SR 417		1,755,284
Transportation Impact Fees Total	\$	13,555,284

Total \$ 81,717,974



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Revenue Detail

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

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

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

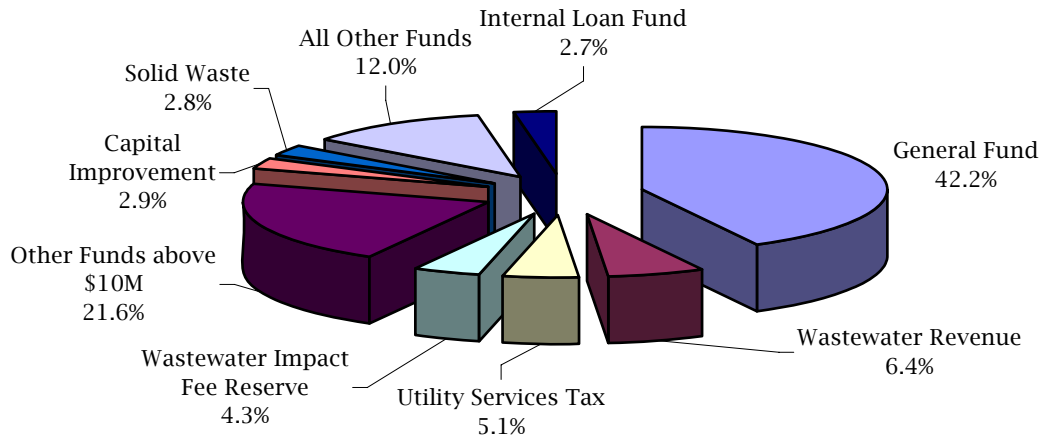
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds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

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

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

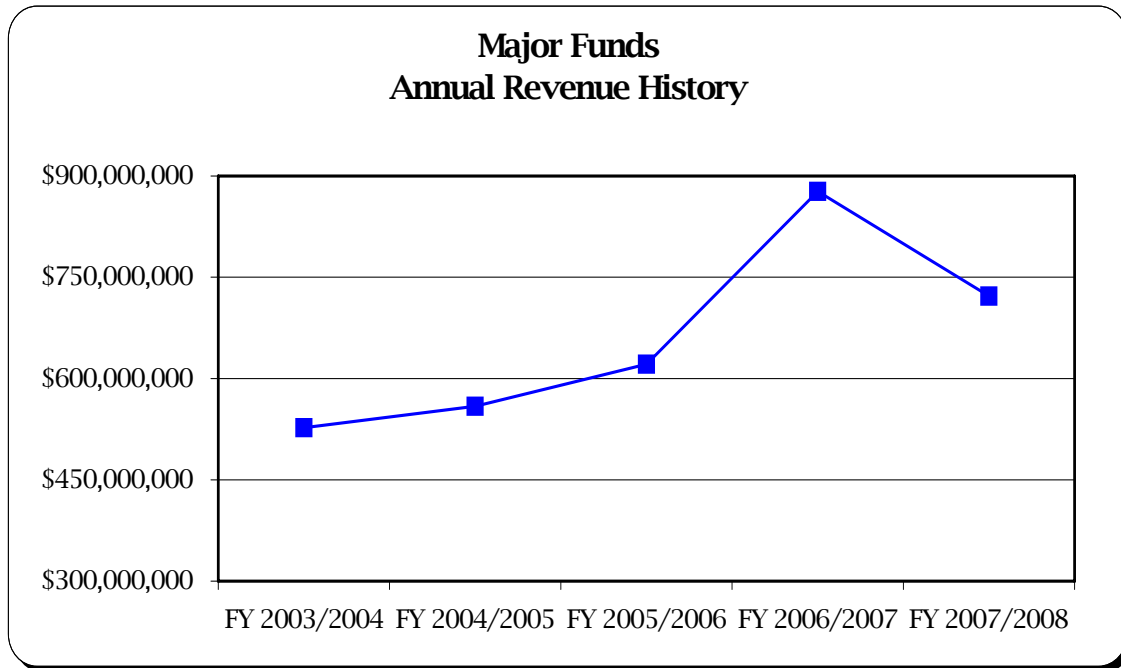
Revenue Detail

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



Rank	Major Fund (more than \$10 million)	Adopted FY 2007/2008	2007/2008 % Total	Cumulative %
1.	General Fund	\$ 346,128,532	42.19%	42.19%
2.	Wastewater Revenue Fund	52,303,175	6.38%	48.57%
3.	Utility Services Tax Fund	41,755,548	5.09%	53.66%
4.	Wastewater Impact Fee Reserve	35,612,104	4.34%	58.00%
5.	Capital Improvement Fund	23,888,000	2.91%	60.91%
6.	Solid Waste Fund	22,714,510	2.77%	63.68%
7.	Internal Loan Fund	22,357,660	2.73%	66.41%
8.	Risk Management Fund	21,199,889	2.58%	68.99%
9.	Stormwater Utility Fund	20,213,657	2.46%	71.46%
10.	CRA Trust Fund	19,319,947	2.36%	73.81%
11.	Community Redevelopment Agency	17,045,259	2.08%	79.55%
12.	Orlando Venues Fund	16,069,364	1.96%	75.77%
13.	Fleet Management Fund	13,967,798	1.70%	77.47%
14.	Parking System Revenue Fund	13,818,285	1.68%	81.24%
15.	Wastewater General Construction Fund	12,483,680	1.52%	82.76%
16.	Fleet Replacement Fund	12,175,896	1.48%	84.24%
17.	Gas Tax Fund	10,751,060	1.31%	85.55%
18.	Building Code Enforcement Fund	10,217,120	1.25%	86.80%
19.	Conserv I Construction Fund	10,156,148	1.24%	88.04%
	All Other Funds	98,136,270	11.96%	100.00%
	TOTAL	\$ 820,313,902	100.00%	

Revenue Detail

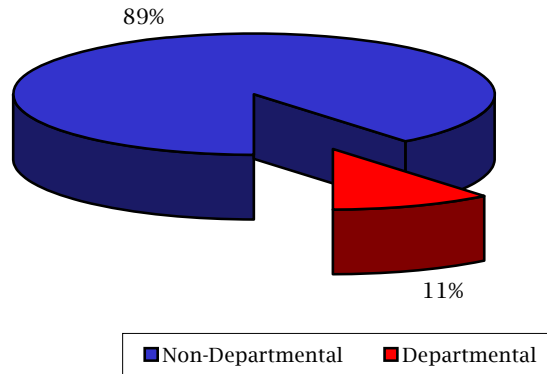


Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
General Fund	\$ 265,964,657	\$ 293,661,051	\$ 306,094,226	\$ 346,423,445	\$ 346,128,532
Wastewater Revenue Fund	37,416,459	43,232,382	44,675,368	51,421,913	52,303,175
Utilities Services Tax Fund	38,305,547	39,662,940	41,512,135	40,276,628	41,755,548
Wastewater Impact Fee Reserve	10,608,783	13,853,842	12,770,098	20,067,420	35,612,104
Capital Improvement Fund	18,517,733	13,372,986	14,172,349	35,946,310	23,888,000
Solid Waste Fund	17,297,556	19,482,531	21,077,092	23,991,804	22,714,510
Internal Loan Fund	6,118,649	7,011,392	7,835,842	21,994,334	22,357,660
Risk Management Fund	16,345,347	15,272,736	16,667,172	20,630,004	21,199,889
Stormwater Utility Fund	18,275,324	17,241,768	22,334,432	36,234,984	20,213,657
CRA I/II Trust Fund - Downtown	9,890,863	10,707,104	12,847,436	17,548,851	19,319,947
CRA Operating Fund	5,954,503	6,152,606	8,320,628	19,206,749	17,045,259
Orlando Venues Fund	11,236,012	16,031,017	15,096,677	15,369,692	16,069,364
Fleet Management Fund	12,544,798	13,694,263	14,870,833	14,749,342	13,967,798
Parking System Revenue Fund	10,865,119	9,831,245	16,001,436	14,396,352	13,818,285
Wastewater General Construction Fund	21,374,542	14,162,227	22,084,282	92,226,976	12,483,680
Fleet Replacement Fund	9,413,916	10,078,972	12,605,841	13,369,132	12,175,896
Gas Tax Fund	11,132,619	14,810,130	14,287,708	41,366,467	10,751,060
Building Code Enforcement Fund	-	-	3,000,000	9,842,120	10,217,120
Conserv I Construction Fund	6,039,183	689,265	14,796,588	42,192,596	10,156,148
Total	\$ 527,301,610	\$ 558,948,457	\$ 621,050,143	\$ 877,255,119	\$ 722,177,632

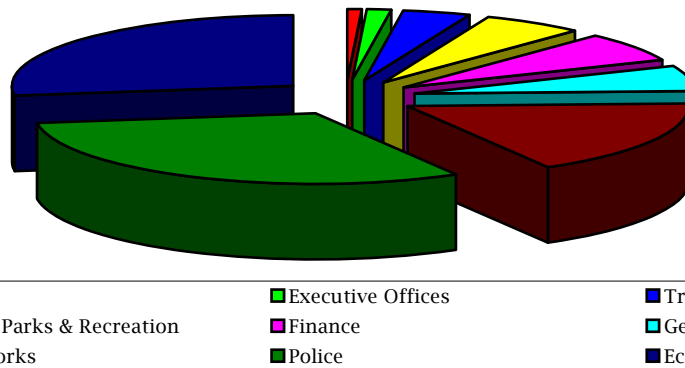
The large variation in FY 2006/2007 is the result of large projects in the Gas Tax Fund, Conserv I Construction Fund and the Wastewater General Construction Fund.

Revenue Detail

**General Fund Revenues By Department
Non-Departmental vs. Departmental
FY 2007/2008**



**General Fund Revenues By Department
FY 2007/2008**



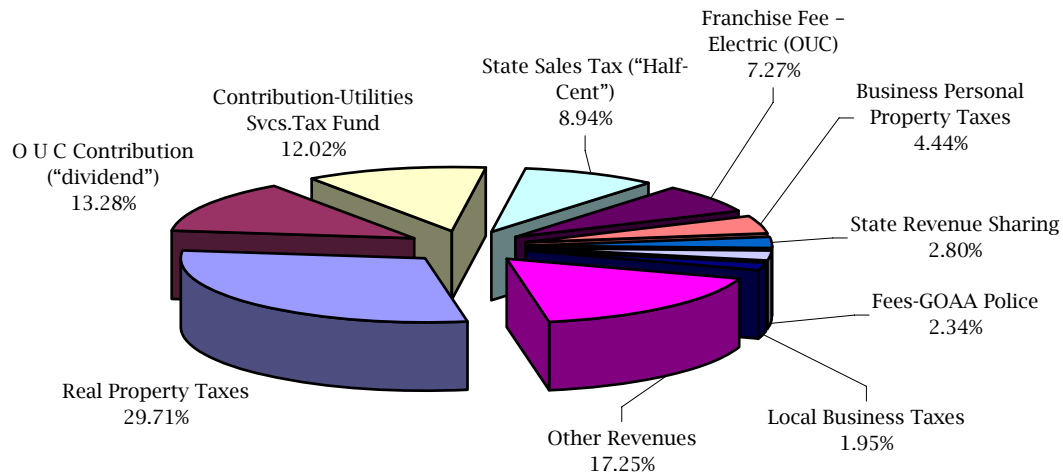
Department	Revised Budget	Adopted Budget	% of Total
	FY 2006/2007	FY 2007/2008	
Non-Departmental	\$ 307,338,586	\$ 308,990,810	89.27%
Police	12,363,685	11,505,885	3.32%
Economic Development	10,002,290	10,146,260	2.93%
Public Works	6,305,157	6,444,300	1.86%
Finance	2,608,834	2,459,518	0.71%
General Administration	1,732,284	2,098,767	0.61%
Families, Parks & Recreation	2,096,458	2,203,346	0.64%
Transportation	1,281,333	1,428,527	0.41%
Executive Offices	953,591	535,180	0.61%
Fire	1,741,227	315,939	0.09%
Total	\$ 346,423,445	\$ 346,128,532	100.00%

Revenue Detail

MAJOR REVENUE SOURCES
GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the revenue streams, those budgeted at more than \$5 million for FY 2007/2008, are shown in the table below.

Adopted Budget FY 2007/2008



Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Real Property Taxes	\$ 66,135,130	\$ 71,654,720	\$ 84,603,470	\$ 101,008,536	\$102,848,619
O U C Contribution ("dividend")	31,657,845	34,034,545	47,800,007	45,700,000	45,952,144
Contribution-Utilities Svcs.Tax Fund	37,500,000	36,954,707	37,808,139	40,206,628	41,605,548
State Sales Tax ("Half-Cent")	25,935,004	29,312,751	30,225,412	31,425,987	30,952,422
Franchise Fee - Electric (OUC)	18,033,352	20,187,365	23,657,524	24,600,000	25,147,856
Business Personal Property Taxes	10,947,178	10,826,724	11,494,771	15,093,229	15,368,187
State Revenue Sharing	7,129,345	9,408,292	9,840,775	10,085,873	9,707,879
Fees-GOAA Police	6,690,415	6,954,792	7,364,055	7,720,375	8,083,123
Local Business Taxes	4,595,276	5,167,564	5,968,769	6,750,000	6,750,000
Other Revenues	57,341,112	69,159,591	74,579,355	63,832,817	59,712,754
Total	\$ 265,964,657	\$ 293,661,051	\$ 333,342,276	\$ 346,423,445	\$346,128,532

Revenue Detail

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

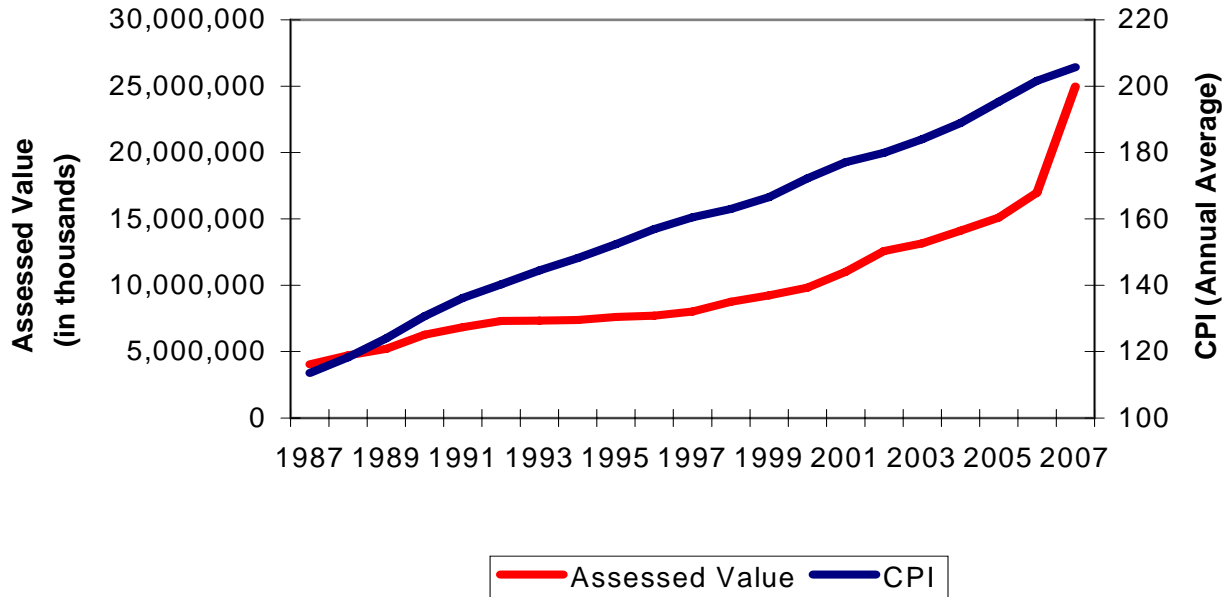
Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 4.9307 mills. Ad Valorem Property taxes were originally forecasted 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 1st and become delinquent on April 1st or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

During the June of 2007 Special Legislative Session the Florida Legislature reformed property tax guidelines. Please refer to page 86 for a more detailed discussion of the new requirements.

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>Budget</u>	<u>Budget</u>
Real Property Taxes	\$ 68,560,262	\$ 74,292,937	\$ 84,603,470	\$ 105,217,225	\$ 107,133,978
Less: Discount for Real Taxes	(2,425,132)	(2,638,217)	(2,972,889)	(4,208,689)	(4,285,359)
Bus. Pers. Property Taxes	11,341,401	11,234,756	11,494,771	15,722,114	16,008,525
Less: Discount Bus. Pers. Taxes	(394,223)	(408,032)	(412,616)	(628,885)	(640,341)
Tax Recovery - Prior Yr Write-offs	(239,186)	(319,199)	(120,227)	-	-
Interest-Delinquent Taxes	142,755	193,355	140,207	190,000	140,000
TOTAL Property Tax Revenue	\$ 76,985,877	\$ 82,355,600	\$ 92,732,716	\$ 116,291,765	\$ 118,356,803

Revenue Detail

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



Fiscal Year (1)	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
1997	10,601,447,769	2,581,991,474	2,239,370	5,162,852,036	8,022,826,577
1998	11,311,342,292	3,007,626,409	3,564,328	5,567,750,427	8,754,782,602
1999	12,053,757,506	3,135,169,083	2,914,184	5,951,840,472	9,240,000,301
2000	12,741,622,579	3,566,868,911	3,115,000	6,492,573,550	9,819,032,940
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	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

Source: Orange County Property Appraiser

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

Revenue Detail

Millage Rate Property Tax Reform Guidelines

The Florida Legislature met in special session on June 12-14, 2007, to address Property Tax reform legislation. The Florida Legislature passed two components in this session. The first is the statutory component, which has an immediate effect on the 2007/2008 fiscal year. This component required The City of Orlando to calculate its roll-back millage rate to the 2006/2007 fiscal year, using a prescribed calculation, and further reducing the roll-back rate by an additional 3%, determined by a State designated formula, which analyzed taxing performance on a per capita basis over the past five years. As a direct result of the mandate, the City's millage rate was reduced to 4.9307, for fiscal year 2007/2008. The total fiscal impact of the mandated rollback is \$18,243,082 million in lost revenue for the City.

The second component involves a referendum on a constitutional amendment on what is being referred to as a "super exemption" that will be voted on by Florida citizens. The referendum was to be included in the Presidential preference primary election, scheduled for January 29, 2008. As proposed, the constitutional amendments changed the current homestead exemption process and, if approved, replace it with the super homestead exemption as follows:

The new super-homestead exemption would cover 75% of the first \$200,000 of market value and 15% of the next \$300,000, for a maximum exemption of \$195,000. All homesteads would receive at least a \$50,000 exemption. Eligible low-income seniors would receive at least a \$100,000 exemption. Homeowners will have to make a one time irrevocable choice whether to maintain their current exemption or switch to the new exemption.

In October of 2007, after cities and counties in Florida had adopted their budgets, the State Supreme Court ruled the proposed constitutional amendment was unclear and removed it from the ballot. The Legislature has gone into Special Session to deal with this event, and a revised constitutional amendment is expected to result. At the time of publication of this document, it is unclear what the new amendment will be or the potential fiscal impact it will have.

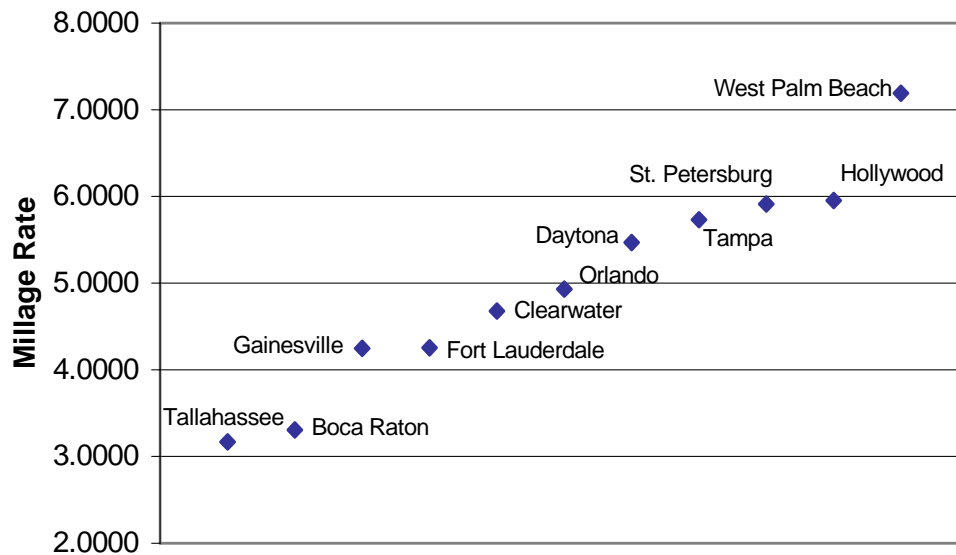
Millage Rates History (\$1 per \$1,000 of taxable value)

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

Revenue Detail

Operating Millage Rate Comparison
Select Florida Municipalities

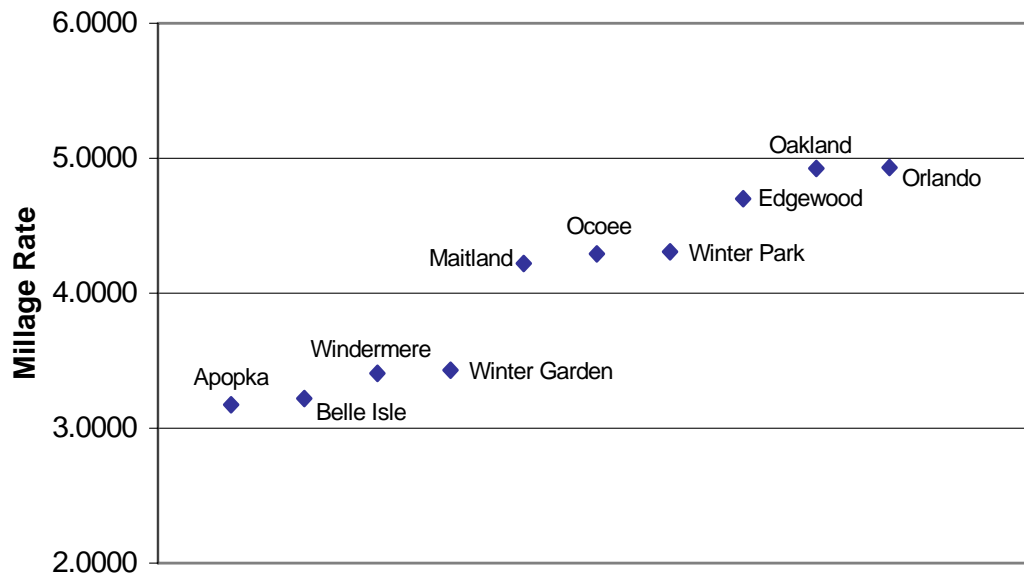
Municipality	Operating Millage FY 2007/2008	Debt Service Millage FY 2007/2008	Total Millage FY 2007/2008	General Fund Budget FY 2007/2008
Tallahassee	3.1686	0.0000	3.1686	\$ 134,507,004
Boca Raton	3.0200	0.2857	3.3057	111,793,600
Fort Lauderdale	4.1193	0.1289	4.2482	320,108,689
Gainesville	4.2544	0.0000	4.2544	94,933,930
Clearwater	4.6777	0.0000	4.6777	123,177,630
Orlando	4.9307	0.0000	4.9307	346,128,532
Daytona	5.1749	0.2946	5.4695	72,874,824
Tampa	5.7326	0.0000	5.7326	327,002,585
St. Petersburg	5.9125	0.0000	5.9125	223,870,000
Hollywood	5.7380	0.2165	5.9545	171,586,343
West Palm Beach	7.1916	0.0000	7.1916	186,367,840



Revenue Detail

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2007/2008	Debt Service Millage FY 2007/2008	Total Millage FY 2007/2008	General Fund Budget FY 2007/2008
Apopka	3.1738	0.0000	3.1738	\$ 31,487,800
Windermere	3.2196	0.0000	3.2196	3,371,525
Belle Isle	3.4068	0.0000	3.4068	7,223,208
Winter Garden	3.4296	0.0000	3.4296	29,822,841
Maitland	3.8800	0.3400	4.2200	20,715,000
Ocoee	4.2919	0.0000	4.2919	33,372,765
Winter Park	3.9950	0.3123	4.3073	46,000,000
Edgewood	4.7000	0.0000	4.7000	3,076,405
Oakland	4.9245	0.0000	4.9245	2,679,395
Orlando	4.9307	0.0000	4.9307	346,128,532



Revenue Detail

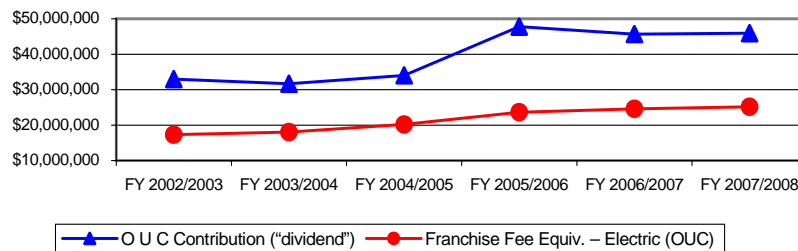
MAJOR REVENUE SOURCES
GENERAL FUND

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 75% of net income for FY07/08. The dividend will decline to 70% the following fiscal year and then to 65% thereafter.

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget
O U C Contribution ("dividend")	\$ 32,992,766	\$ 31,657,845	\$ 34,034,545	\$ 47,800,007	\$ 45,700,000	\$ 45,952,144
Percent Change	-	-4.05%	7.51%	40.45%	-4.39%	0.55%
Franchise Fee Equiv. – Electric (OUC)	\$ 17,320,966	\$ 18,033,352	\$ 20,187,365	\$ 23,657,524	\$ 24,600,000	\$ 25,147,856
Percent Change	-	4.11%	11.94%	17.19%	3.98%	2.23%

OUC History



Revenue Detail

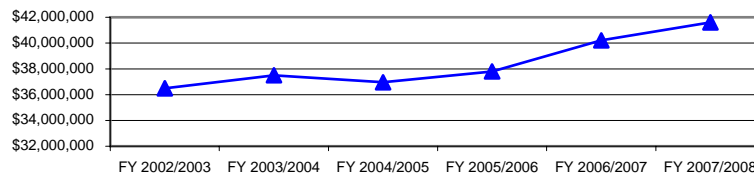
MAJOR REVENUE SOURCES
GENERAL FUND

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

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget
Contribution-Utilities Services Tax Fund	\$ 36,500,000	\$ 37,500,000	\$ 36,954,707	\$ 37,808,139	\$ 40,206,628	\$ 41,605,548
Percent Change	-	2.74%	-1.45%	2.31%	6.34%	3.48%

Contribution - Utilities Services Tax Fund



Utility Tax Collections	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget
Communications svcs.	\$ 16,844,739	\$ 17,133,231	\$ 17,784,876	\$ 17,230,184	\$ 17,487,020
Electric/water	20,648,347	21,043,531	21,787,408	22,040,527	23,959,607
Natural gas	393,794	395,059	392,919	390,000	390,000
Propane	210,825	280,807	318,392	280,000	320,000
Fuel oil	9,183	3,032	2,531	3,000	3,000
Total	\$ 38,106,888	\$ 38,855,660	\$ 40,286,127	\$ 39,943,711	\$ 42,159,627

Revenue Detail

MAJOR REVENUE SOURCES
GENERAL FUND

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

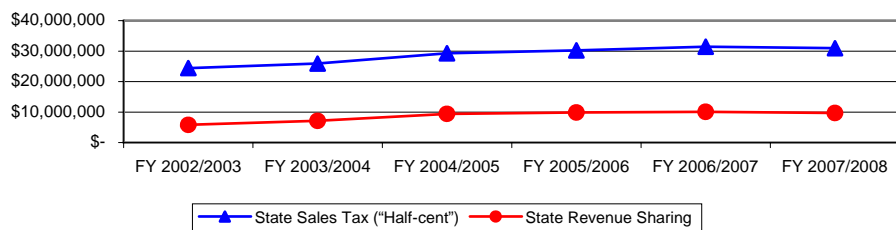
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local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

Intergovernmental Revenues – State Revenue Sharing

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

Revenue Description	Actual	Actual	Actual	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
State Sales Tax (“Half-cent”)	\$ 24,413,099	\$ 25,935,004	\$ 29,312,751	\$ 30,225,412	\$ 31,425,987	\$ 30,952,422
Percent Change	-	6.23%	13.02%	3.11%	3.97%	-1.51%
State Revenue Sharing	\$ 5,827,786	\$ 7,129,345	\$ 9,408,292	\$ 9,840,775	\$ 10,085,873	\$ 9,707,879
Percent Change	-	22.33%	31.97%	4.60%	2.49%	-3.75%

Intergovernmental Revenues



Revenue Detail

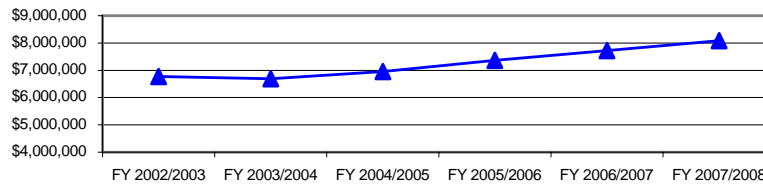
MAJOR REVENUE SOURCES
GENERAL FUND

Fees—GOAA Police

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

<u>Revenue Description</u>	Actual	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2002/2003</u>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>
Fees-GOAA Police	\$ 6,771,460	\$ 6,690,415	\$ 6,954,792	\$ 7,364,055	\$ 7,720,375	\$ 8,083,123
Percent Change	-	-1.20%	3.95%	5.88%	4.84%	4.70%
Fees-800 MHz Maintenance	\$ 72,718	\$ 59,174	\$ 72,774	\$ 88,665	\$ 86,722	\$ 93,189
Percent Change	-	-18.63%	22.98%	21.84%	-2.19%	7.46%

Fees - GOAA Police



<u>Staffing</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>
Airport Police Program	75	71	71	70	70

Revenue Detail

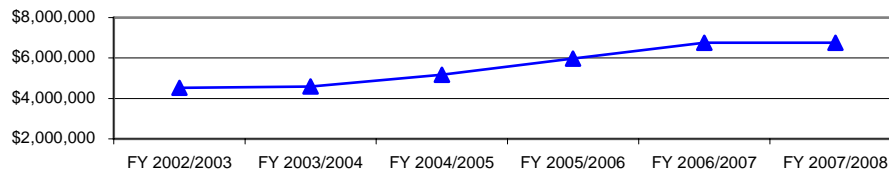
MAJOR REVENUE SOURCES
GENERAL FUND

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	Actual	Revised	Adopted
	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget
Local Business Taxes	\$ 4,526,050	\$ 4,595,276	\$ 5,167,564	\$ 5,968,769	\$ 6,750,000	\$ 6,750,000
Percent Change	-	1.53%	12.45%	15.50%	13.09%	0.00%

Local Business Taxes



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget
# of Local Business Tax Receipts Issued	22,828	22,151	23,032	25,201	25,201

Revenue Detail

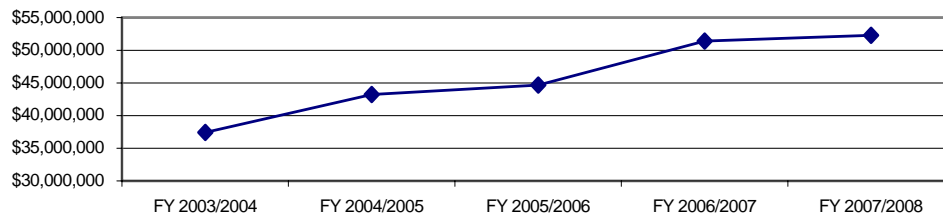
MAJOR REVENUE SOURCES
NON GENERAL FUNDS

WASTEWATER REVENUE FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Wastewater Revenue Fund	\$ 37,416,459	\$ 43,232,382	\$ 44,675,368	\$ 51,421,913	\$ 52,303,175
Percent Change	-	15.54%	3.34%	15.10%	1.71%

Wastewater Revenue Fund History



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

Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Millions of gallons treated	15,950	15,884	15,155	15,700	15,900
# of customers	70,904	71,902	72,564	73,300	74,000
<u>Commodity Charge</u>					
Residential	\$ 11,303,359	\$ 15,666,409	\$ 16,514,078	\$ 17,431,176	\$ 17,315,000
Commercial	\$ 8,770,600	\$ 12,299,302	\$ 12,615,197	\$ 13,838,055	\$ 13,250,000

Source: City of Orlando Wastewater Division

Revenue Detail

UTILITY SERVICES TAX FUND

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

Although pledged as backup revenue to the wastewater system expansion bonds, to date the fund has not been called upon to make any bond payments. In prior years, some of the revenue was split between the General Fund and Capital Improvement Program (CIP) Fund. For the current Fiscal Year it is assumed that none of the UST Fund revenues will be needed for backup, none will be transferred to the CIP Fund, and there will not be a Fund Balance Allocation. For FY 2007/2008, the only amount of revenues that will not be transferred to the General Fund will be a \$150,000 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.

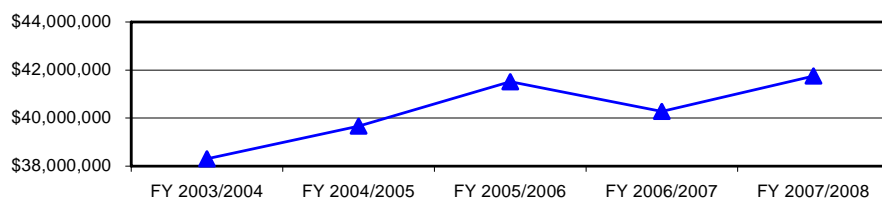
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department 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 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Utilities Services Tax Fund	\$ 38,305,547	\$ 39,662,940	\$ 41,512,135	\$ 40,276,628	\$ 41,755,548
Percent Change	-	3.54%	4.66%	-2.98%	3.67%

Utilities Services Tax Fund History



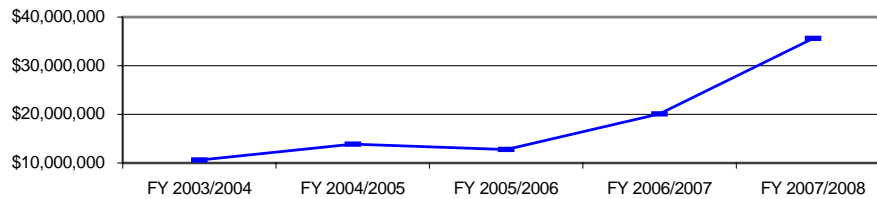
Revenue Detail

WASTEWATER IMPACT FEE RESERVE FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Wastewater Impact Fee Res.	\$ 10,608,783	\$ 13,853,842	\$ 12,770,098	\$ 20,067,420	\$ 35,612,104
Percent Change	-	30.59%	-7.82%	57.14%	77.46%

Wastewater Impact Fee Reserve Fund History



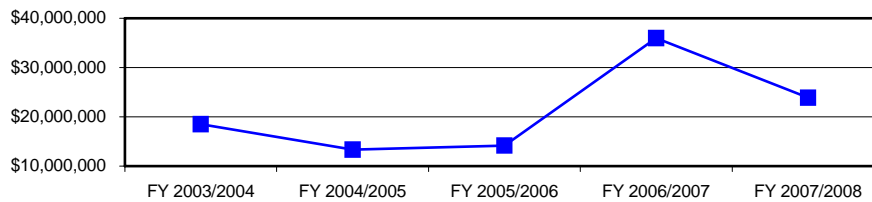
Revenue Detail

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted	
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget	Budget	
Capital Improvement Fund	\$ 18,517,733	\$ 13,372,986	\$ 14,172,349	\$ 35,946,310	\$ 23,888,000	
Percent Change		-	-27.78%	5.98%	153.64%	-33.55%

Capital Improvement Fund



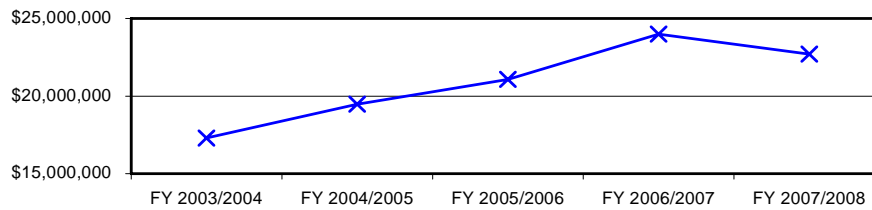
Revenue Detail

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Solid Waste Fund	\$ 17,297,556	\$ 19,482,531	\$ 21,077,092	\$ 23,991,804	\$ 22,714,510
Percent Change		- 12.63%	8.18%	13.83%	-5.32%

Solid Waste Fund History



Revenue	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Residential collections	\$ 7,201,851	\$ 7,837,004	\$ 8,409,175	\$ 8,835,735	\$ 8,996,913
Commercial collections	\$ 9,761,215	\$ 10,932,371	\$ 12,342,561	\$ 13,383,056	\$ 13,458,624

Customers	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Residential	48,026	50,878	52,745	53,048	56,529
Commercial	6,548	6,937	7,845	8,998	9,370
Total	54,574	57,815	60,590	62,046	65,899

Tons Collected	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Residential	49,447	60,218	69,152	85,357	88,367
Commercial	86,866	89,298	91,135	98,834	106,324
Total	136,313	149,516	160,287	184,191	194,691

Collection Fee	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Residential per household	\$ 13.00	\$ 13.26	\$ 13.52	\$ 14.71	\$ 15.01
Commercial base rate per cubic yard	\$ 4.75	\$ 4.87	\$ 4.99	\$ 5.46	\$ 5.57

Source: City of Orlando Solid Waste Management Division

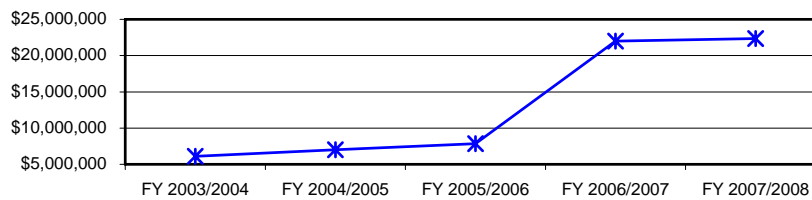
Revenue Detail

INTERNAL LOAN FUND

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

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
Internal Loan Fund	\$ 6,118,649	\$ 7,011,392	\$ 7,835,842	\$ 21,994,334	\$ 22,357,660
Percent Change	-	14.59%	11.76%	180.69%	1.65%

Internal Loan Fund History



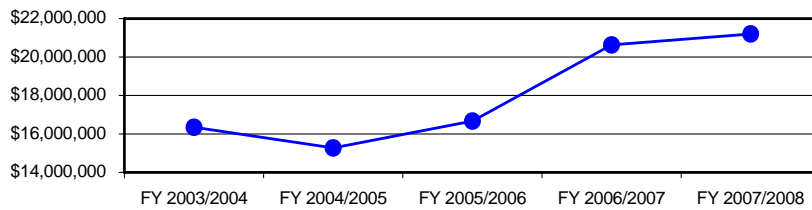
Revenue Detail

RISK MANAGEMENT FUND

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Revised</u> <u>Budget</u> <u>FY 2006/2007</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2007/2008</u>
Risk Management Fund	\$ 16,345,347	\$ 15,272,736	\$ 16,667,172	\$ 20,630,004	\$ 21,199,889
Percent Change		-	-6.56%	9.13%	23.78%

Risk Management Fund History



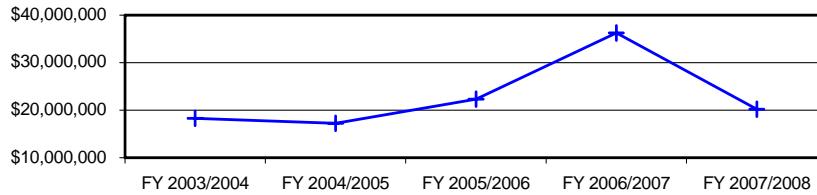
Revenue Detail

STORMWATER UTILITY FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Stormwater Utility Fund	\$ 18,275,324	\$ 17,241,768	\$ 22,334,432	\$ 36,234,984	\$ 20,213,657
Percent Change		-5.66%	29.54%	62.24%	-44.22%

Stormwater Utility Fund History



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
# of parcels (customers)	60,905	66,341	68,968	84,214	86,324
annual rate per ERU	\$ 66.00	\$ 82.56	\$ 99.00	\$ 99.00	\$ 108.96

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

Source: City of Orlando Streets and Stormwater Services Division

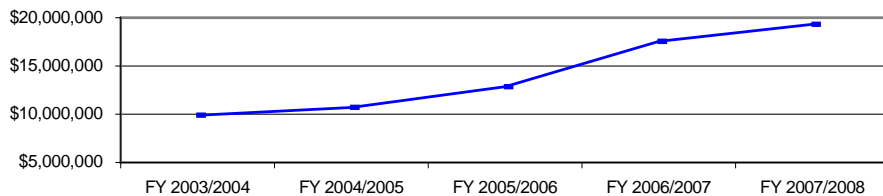
Revenue Detail

CRA TRUST FUND

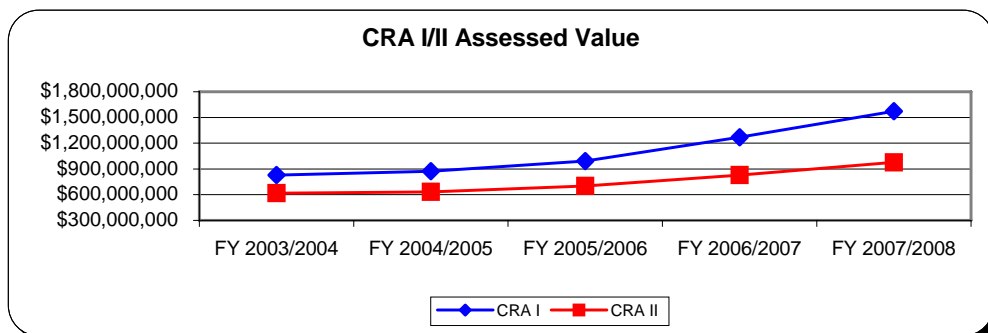
The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for two Downtown districts (CRA I and CRA II). The tax increment is calculated as follows: current fiscal year assessed value of property in district less base year assessed value of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

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
CRA I/II Trust Fund	\$ 9,890,863	\$ 10,707,104	\$ 12,847,436	\$ 17,548,851	\$ 19,319,947
Percent Change	-	8.25%	19.99%	36.59%	10.09%

CRA I/II Trust Fund History



District/Assessed Value	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
CRA I	\$ 829,329,714	\$ 873,372,531	\$ 991,683,806	\$ 1,270,262,779	\$ 1,571,414,440
CRA II	\$ 617,680,390	\$ 633,439,618	\$ 701,390,937	\$ 829,051,502	\$ 977,023,237



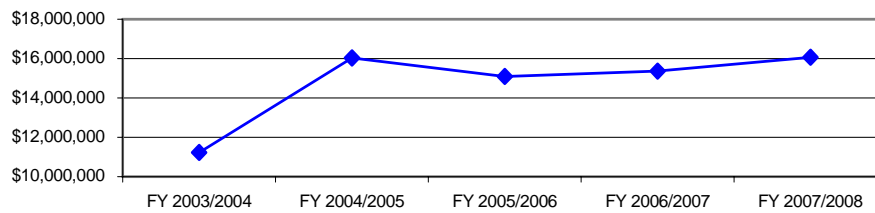
Revenue Detail

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted	
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008	
Orlando Venues Fund	\$ 11,236,012	\$ 16,031,017	\$ 15,096,677	\$ 15,369,692	\$ 16,069,364	
Percent Change		-	42.68%	-5.83%	1.81%	4.55%

Orlando Venues Fund History



Venue	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
<u>Amway Arena</u>					
Total events	152	136	147	120	136
Total attendance	1,088,191	1,126,418	1,117,772	1,120,000	1,125,000
<u>Bob Carr Centre</u>					
Total events	214	210	212	202	195
Total attendance	388,651	308,790	364,383	350,000	300,000

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, the Orlando Predators of the Arena Football League and the Orlando Sharks of the Major Indoor Soccer 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

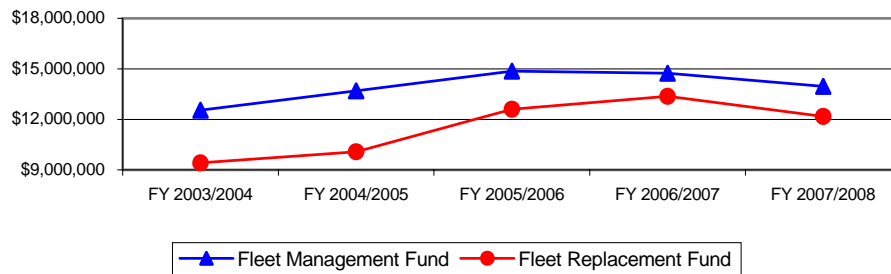
FLEET MANAGEMENT AND REPLACEMENT FUNDS

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

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
Fleet Management Fund	\$ 12,544,798	\$ 13,694,263	\$ 14,870,833	\$ 14,749,342	\$ 13,967,798
Percent Change	-	9.16%	8.59%	-0.82%	-5.30%

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
Fleet Replacement Fund	\$ 9,413,916	\$ 10,078,972	\$ 12,605,841	\$ 13,369,132	\$ 12,175,896
Percent Change	-	7.06%	25.07%	6.06%	-8.93%

Fleet Funds History



Active Vehicles as of 9/30/07

Type	Count
Police marked vehicles	575
Fire marked vehicles	114
Public Works vehicles	288
Other	1,192
Total	2,169

FY 2006/2007 Fuel Usage by Department

Department	Gallons	Cost
Centroplex Dev.	4,808.090	\$ 11,326
Economic Dev.	46,765.460	\$ 127,634
Executive Offices	759.100	\$ 1,845
Families, Parks & Rec	93,480.780	\$ 238,078
General Administration	28,481.620	\$ 71,999
Housing	970.040	\$ 2,362
Fire	220,728.870	\$ 537,015
Police	929,436.980	\$ 2,301,113
Public Works	761,815.330	\$ 1,929,753
Transportation	78,589.100	\$ 199,499
Total	2,165,835	\$ 5,420,624

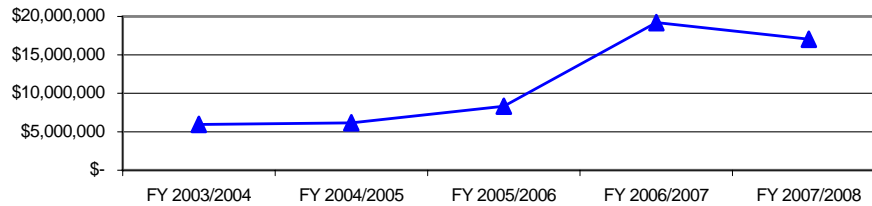
Revenue Detail

COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND

The Community Redevelopment Agency Fund is a Special Revenue Fund that accounts for the operational expenditures of the Downtown Community Redevelopment District including salaries, benefits, operating expenses and economic development incentives. This Fund receives the remainder of the Tax Increment Revenues after debt service is accounted for on the District's outstanding bonds and internal loans. For additional information please refer to the CRA Trust Fund description on page 102.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Revised</u> <u>Budget</u> <u>FY 2006/2007</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2007/2008</u>
CRA Operating Fund	\$ 5,954,503	\$ 6,152,606	\$ 8,320,628	\$ 19,206,749	\$ 17,045,259
Percent Change	-	3.33%	35.24%	130.83%	-11.25%

CRA Operating Fund History



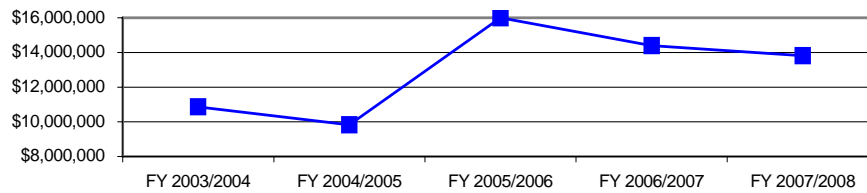
Revenue Detail

PARKING SYSTEM REVENUE FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
Parking System Revenue	\$ 10,865,119	\$ 9,831,245	\$ 16,001,436	\$ 14,396,352	\$ 13,818,285
Percent Change		-	-9.52%	62.76%	-10.03%

Parking System Revenue Fund History



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008
# of garage spaces	7,286	6,262	6,262	6,262	7,307
# of surface lot/street spaces	2,226	2,226	1,719	1,719	2,057
Parking ticket revenue	\$ 1,676,466	\$ 1,630,591	\$ 1,914,658	\$ 1,800,000	\$ 1,700,000
# of parking tickets	141,818	133,912	153,230	145,000	140,000

Source: City of Orlando Parking Division

Revenue Detail

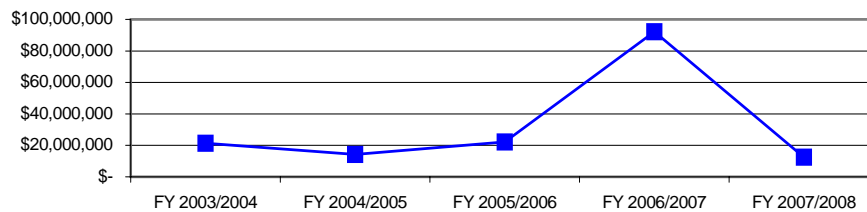
WASTEWATER GENERAL CONSTRUCTION FUND

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. Funding for the following projects is included in the FY08 Budget:

- Lake Fairview Area Sewers
- Super Critical Water Oxidation
- Master Pump and Electrical Improvements at Conserv II
- Iron Bridge Sludge Processing
- Turnpike-South Kirkman Road
- Relocation of facilities in Turnpike (SR91)
- Video and Security Monitoring System at Wastewater Facilities

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
Wastewater General Construction	\$ 21,374,542	\$ 14,162,227	\$ 22,084,282	\$ 92,226,976	\$ 12,483,680
Percent Change		-	-33.74%	55.94%	317.61%

Wastewater General Construction Fund History



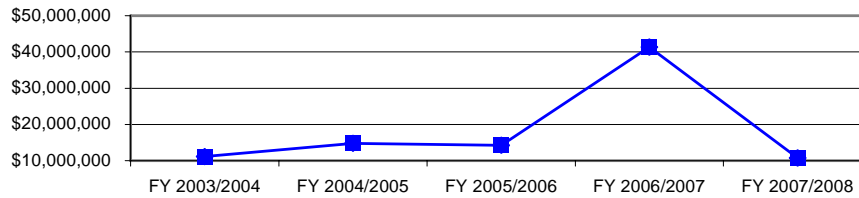
Revenue Detail

GAS TAX FUND

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

Fund Description	Actual	Actual	Actual	Revised	Adopted	
	FY 2003/2004	FY 2004/2005	FY 2005/2006	Budget FY 2006/2007	Budget FY 2007/2008	
Gas Tax Fund	\$ 11,132,619	\$ 14,810,130	\$ 14,287,708	\$ 41,366,467	\$ 10,751,060	
Percent Change		-	33.03%	-3.53%	189.52%	-74.01%

Gas Tax Fund History



FY 2007/2008 Interlocal Distribution

Government	Percentage	Distribution
Apopka	3.34	\$ 1,308,050
Belle Isle	0.57	223,230
Eatonville	0.24	93,992
Edgewood	0.21	82,243
Maitland	1.52	595,280
Oakland	0.18	70,494
Ocoee	2.93	1,147,481
Orange County	64.9	25,416,900
Orlando	20.85	8,165,522
Windermere	0.23	90,075
Winter Garden	2.36	924,251
Winter Park	2.67	1,045,657
Total	100.00	\$ 39,163,175

Source: Florida Legislative Committee on Intergovernmental Relations

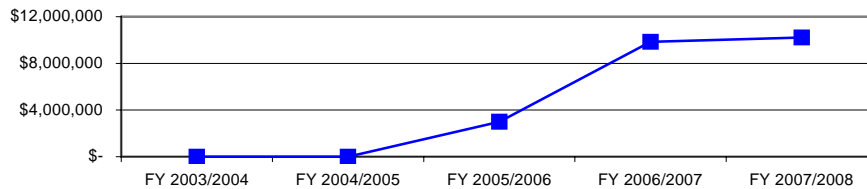
Revenue Detail

BUILDING CODE ENFORCEMENT FUND

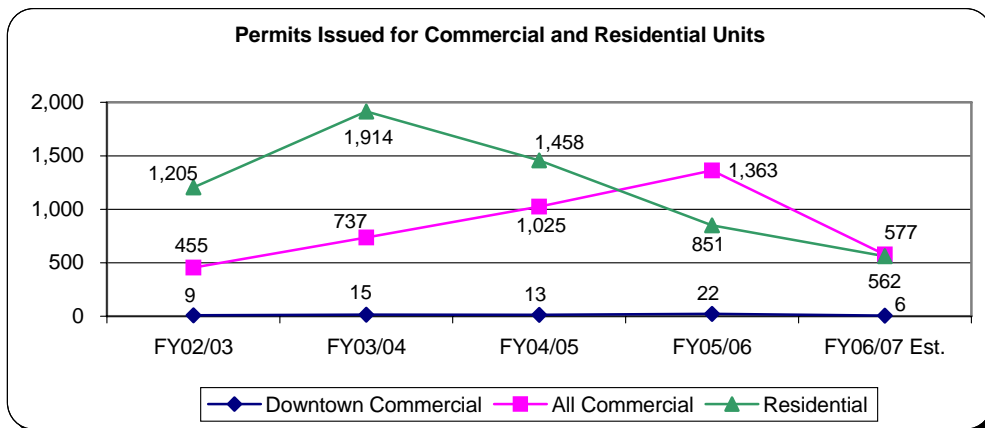
The Building Code Enforcement Fund is used to segregate funds associated with enforcement of the building code. It was created in accordance with Florida Statutes through a collaborative effort with the Homebuilders Association. It was established in FY05/06 with an initial contribution from the General Fund, and was in full operation for FY06/07. The main revenue sources for this fund are fees for building, plumbing, electrical, mechanical and fire permits.

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008
Building Code Enforcement	\$ -	\$ -	\$ 3,000,000	\$ 9,842,120	\$ 10,217,120
Percent Change	-	-	-	228.07%	3.81%

Building Code Enforcement Fund History



Permits Issued for Commercial and Residential Units



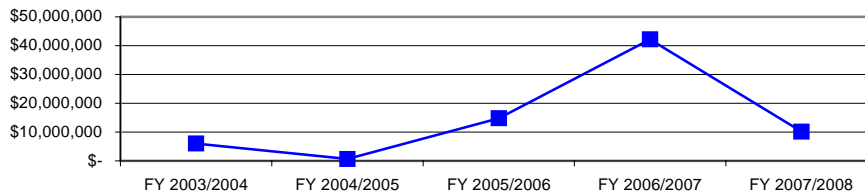
Revenue Detail

CONSERV I CONSTRUCTION FUND

This Fund was originally created for the construction of the Water Conserv I Water Reclamation Facility (WRF) and its associated treatment, effluent disposal and reclaimed water systems as well as subsequent improvements to the Water Conserv I facilities. Now, after more than twenty years of operation, the City is in the process of decommissioning the wastewater treatment systems at the Water Conserv I WRF and diverting the wastewater to the Iron Bridge Regional WRF for treatment. The other Water Conserv I facilities will remain in operation for wastewater storage and pumping to Iron Bridge and for storage and pumping of reclaimed water. Funding in the FY08 Budget is provided through a transfer from the Wastewater Impact Fee Fund (466) to facilitate this transition. Specifically, \$2.7 million is for improvements to the Water Conserv I flow equalization tank and pump station, and another \$6.9 million is included for the construction of portions of the Eastern Regional Reclaimed Water Distribution System pipeline.

Fund Description	Actual FY 2003/2004	Actual FY 2004/2005	Actual FY 2005/2006	Revised Budget FY 2006/2007	Adopted Budget FY 2007/2008	
Conserv I Construction Fund	\$ 6,039,183	\$ 689,265	\$ 14,796,588	\$ 42,192,596	\$ 10,156,148	
Percent Change		-	-88.59%	2046.72%	185.15%	-75.93%

Conserv I Construction Fund History



Revenue Detail

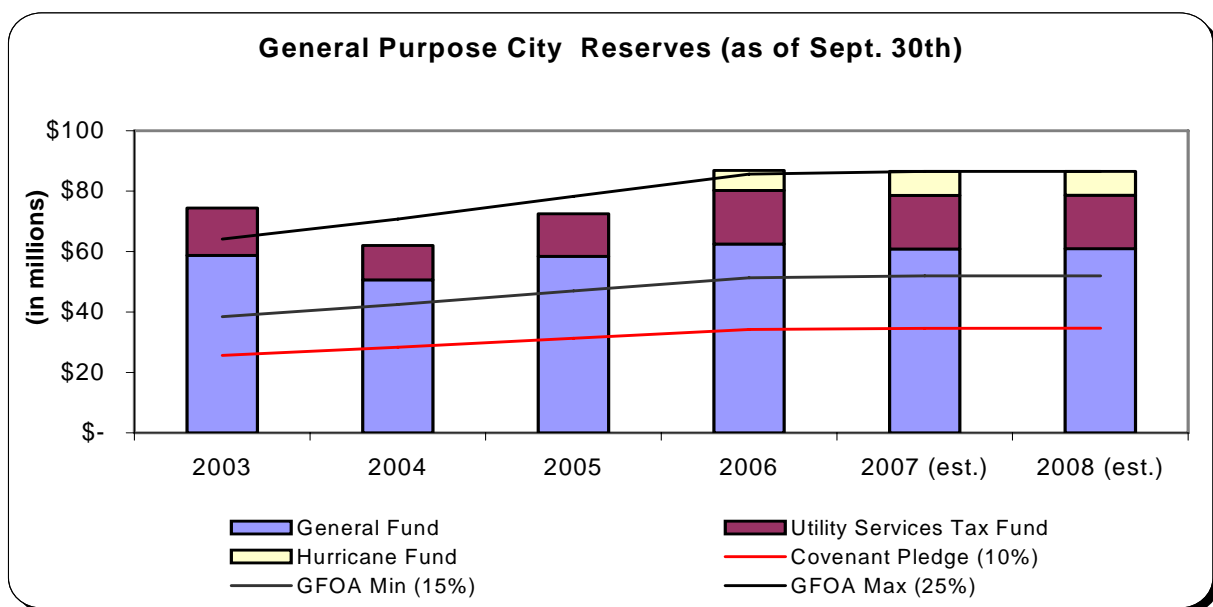
Fund Balance

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 2003 compared to the GFOA recommendation.



Revenue Detail

Fund Balance (continued)

The table on page 113 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 FY2006/2007" is the budgeted use of fund balance since this fiscal year is under audit at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

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

Revenue Detail

Fund Balance Status

Fund (1)	Fund Balance 09/30/2006	Expected Change (2) FY2006/2007	Estimated Balance 09/30/2007	Budgeted Change (3) FY2007/2008	Projected Balance 09/30/2008	Percent Change FY2007/2008
General Fund	\$ 61,912,817	\$ (3,000,000)	\$ 58,912,817	\$ -	\$ 58,912,817	-
911 Emergency Telephone System	348,425	-	348,425	-	348,425	-
Building Code Enforcement	3,000,000	-	3,000,000	-	3,000,000	-
Capital Improvement Fund	19,323,498	(1,903,677)	17,419,821	-	17,419,821	-
CEB Lien Assessment	1,756,680	(545,429)	1,211,251	(149,798)	1,061,453	(12.37%)
Cemetery Trust Fund	868,108	(214,000)	654,108	-	654,108	-
Orlando Venues Fund	(38,643)	403,613	364,970	-	364,970	-
Community Redevelopment Agency	12,164,158	-	12,164,158	-	12,164,158	-
Contraband Forfeiture Trust Funds	2,172,686	(237,791)	1,934,895	(42,994)	1,891,901	(2.22%)
CNL Garage R&R Fund	591,865	-	591,865	(300,000)	291,865	(50.69%)
Dubsdread Golf Course	50,982	-	50,982	-	50,982	-
Fleet Replacement Fund	16,523,897	(2,096,791)	14,427,106	-	14,427,106	-
Gas Tax Fund	14,578,686	-	14,578,686	-	14,578,686	-
Housing & Urban Development Grants	1,711,890	(1,711,890)	-	-	-	-
Law Enforcement Training	435,043	(37,563)	397,480	(35,233)	362,247	(8.86%)
Local Housing Assistance Trust	857,237	-	857,237	-	857,237	-
Parks Initiative Fund	1,075,863	(862,721)	213,142	-	213,142	-
Special Assessment Funds	8,191,578	(506,266)	7,685,312	(802,766)	6,882,546	(10.45%)
Street Tree Trust Fund	500,000	(125,000)	375,000	-	375,000	-
Transportation Grant	451,847	(370,000)	81,847	-	81,847	-
Transportation Impact Fee Funds	35,099,284	(8,900,058)	26,199,226	(13,888,834)	12,310,392	(53.01%)
Utility Services Tax	17,737,012	-	17,737,012	-	17,737,012	-
Parking System Revenue	16,260,287	(3,180,000)	13,080,287	(2,266,014)	10,814,273	(17.32%)
Risk Management	16,339,732	(3,000,000)	13,339,732	(3,000,000)	10,339,732	(22.49%)
Wastewater Funds	80,899,978	(16,527,142)	64,372,836	(28,990,043)	35,382,793	(45.03%)
Total All Funds	\$ 312,812,910	\$ (42,814,715)	\$ 269,998,195	\$ (49,475,682)	\$ 220,522,513	(18.32%)

Notes:

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

(2) Since FY2006/2007 is under audit at publication date, amounts shown as a draw on fund balance in FY2006/2007 represent the budgeted fund balance change. There is no expectation that final year end results will show a draw on fund balance greater than the amount contained in this schedule.

(3) Section 166.241 of Florida Statutes requires that all budget be balanced; that is, total anticipated revenues must equal total estimated expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in this column are the budgeted reserves that will be used in FY2007/2008.

Revenue Detail

Changes in Fund Balance

CEB Lien Assessment Fund (Non-Recurring)

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. In FY2006/2007 revenue was used to relocate the Code Enforcement Division staff and to acquire vehicles, computers, and equipment for seven new authorized positions for the multi-family code enforcement program. The FY2007/2008 fund balance allocation will be used to support various code enforcement activities such as legal services to enforce and research CEB actions.

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.

CNL Garage R&R Fund (Non-Recurring)

The CNL R&R Fund accounts for the contributions to the replacement and renewal fund established for the shared garage located behind City Hall. Contributions are per the agreement with CNL. The Fund serves as a reserve to pay for non-routine repairs, replacements and improvements. As part of the I-4/SR 408 Interchange construction, the City and CNL have proposed the construction of a ramp from the third floor of the garage to Anderson Street, which will be re-designed and reconstructed as a part of the I-4 Improvements, and which will provide direct access to I-4, as improved, from the Parking Garage. The City will fund 1/3 of the cost (not paid by the Florida Department of Transportation) to design, permit, and construct the ramp. CNL will fund the remaining 2/3 of said cost. The estimate of the City's funding obligation under the Agreement is between \$125,000 and \$300,000.

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.

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

Transportation Impact Fee Funds (Recurring)

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

Parking System Revenue Fund (Non-Recurring)

Fund balance has been used to cover operating expenditures of the City's parking system. As parking garages are constructed (creating debt service demands) and 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 FY2007/2008 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 75% of operating expenses).

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 three 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 FY2005/2006, the City had reserved \$36.9 million for those purposes. Even though the City has recognized a rebate in three consecutive fiscal years, this is classified as a non-recurring event since future rebates are not guaranteed.

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; installing new collector systems in annexed areas to replace septic tanks; 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 2007/2008 Wastewater Master Plan.

Revenue Detail

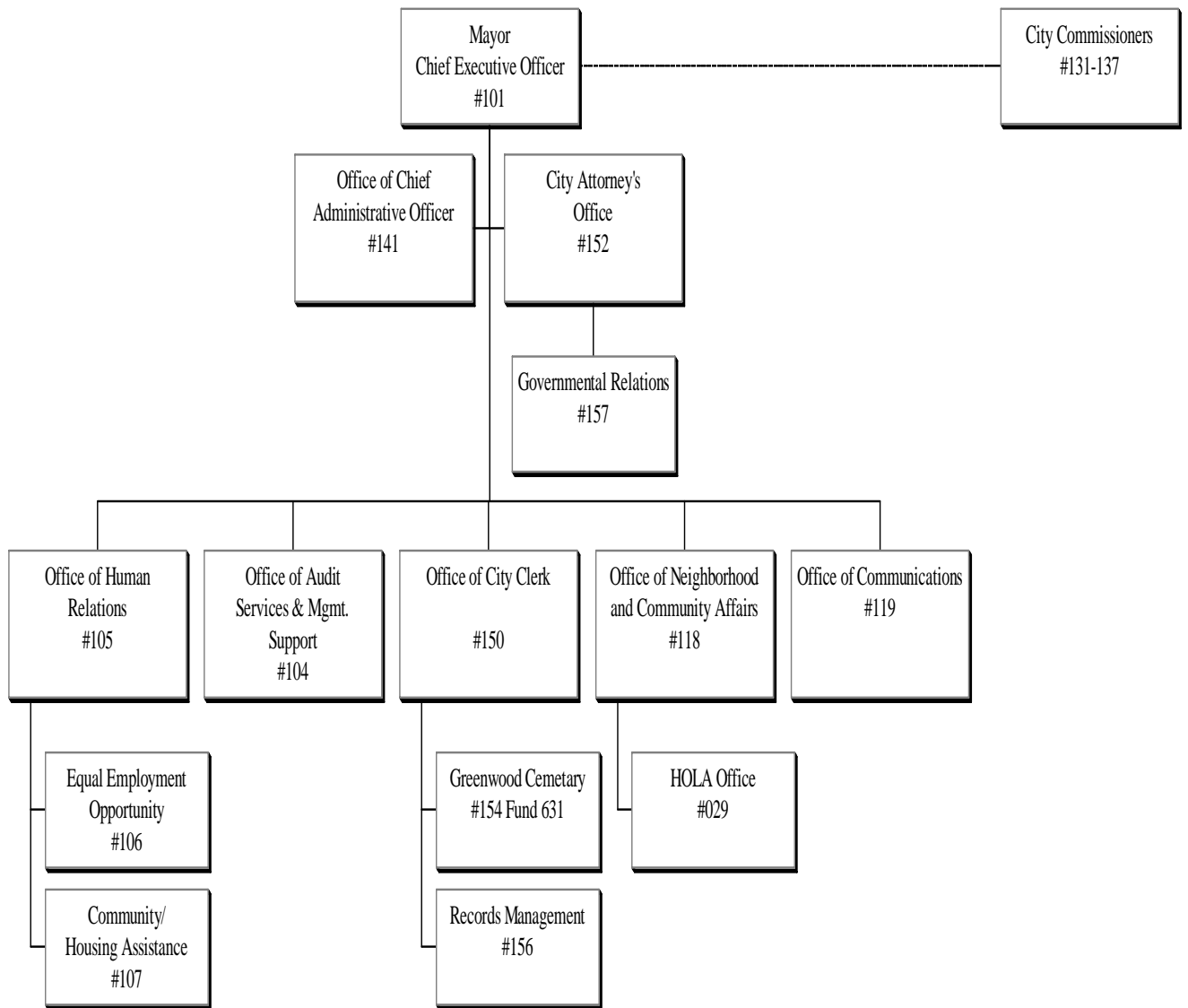
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EXECUTIVE OFFICES

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

Executive Offices

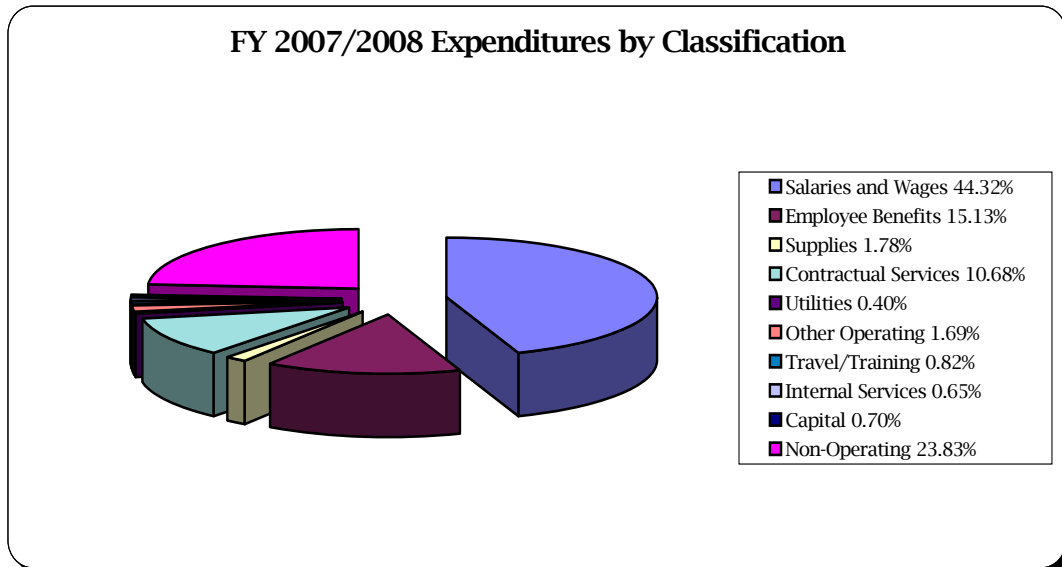
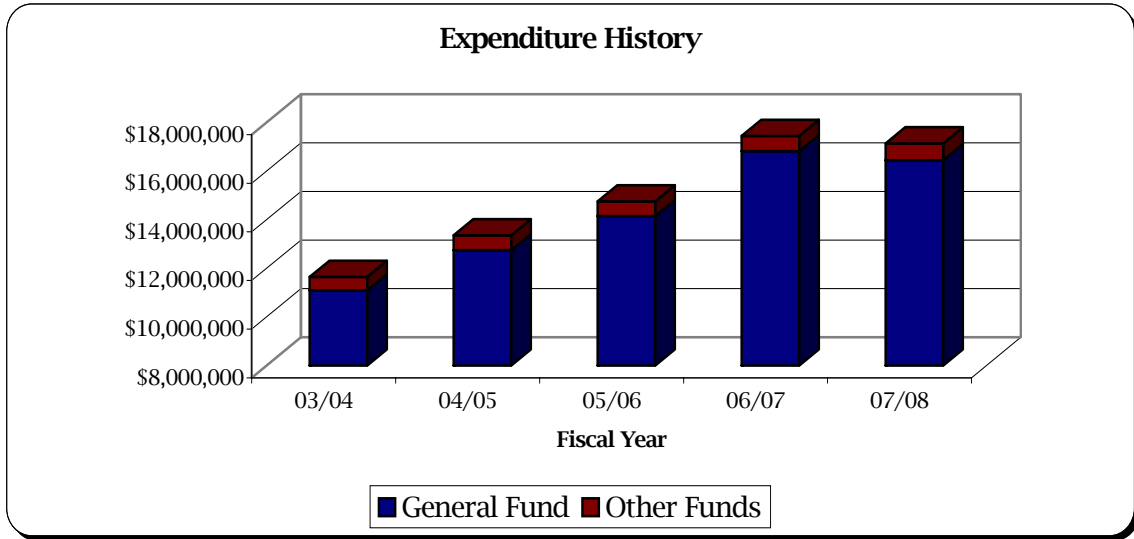


Executive Offices

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,015,136	\$ 1,060,315	\$ 1,068,223	\$ 7,908	0.75%
Office of City Commissioners					
131 City Commissioner-District 1	71,892	158,955	162,789	3,834	2.41%
132 City Commissioner-District 2	76,089	149,498	153,225	3,727	2.49%
133 City Commissioner-District 3	91,887	157,533	148,631	(8,902)	(5.65%)
134 City Commissioner-District 4	74,048	159,699	152,863	(6,836)	(4.28%)
135 City Commissioner-District 5	82,499	152,902	171,622	18,720	12.24%
136 City Commissioner-District 6	85,440	163,711	185,722	22,011	13.45%
137 City Commissioner's Administration	418,968	-	-	-	
Office of Audit Services and Management Support					
104 Office of Audit Services and Management Support	938,075	1,067,233	1,084,929	17,696	1.66%
Office of Human Relations:					
105 Human Relations	166,774	178,308	156,251	(22,057)	(12.37%)
106 Equal Employment Opportunity (EEOC)	590,150	711,235	722,030	10,795	1.52%
107 Community/Housing Assistance	16,613	23,604	26,500	2,896	12.27%
3019 Housing Study Grant	-	325,000	-	(325,000)	(100.00%)
Office of Neighborhood and Community Affairs					
118 Neighborhood & Community Affairs	760,549	1,088,182	1,051,803	(36,379)	(3.34%)
029 HOLA Office	5,038	175,455	176,251	796	N/A
996 Nondepartmental - Neighborhood Grant	179,771	183,300	183,300	-	0.00%
Office of Communications					
119 Communications	789,462	888,230	896,717	8,487	0.96%
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	574,378	994,184	884,466	(109,718)	(11.04%)
City Attorney's Office:					
152 City Attorney	3,025,769	3,786,983	3,852,301	65,318	1.72%
157 Governmental Relations	376,605	376,850	393,098	16,248	4.31%
Office of the City Clerk:					
150 City Clerk	534,360	680,016	694,599	14,583	2.14%
156 Records Management	360,667	314,281	323,364	9,083	2.89%
024 Workplace Giving	17,839	38,764	38,764	-	0.00%
997 Nondepartmental - Executive Offices Projects	3,719,512 177,783	3,927,317 59,806	3,920,440 -	(6,877) (59,806)	(0.18%) (100.00%)
TOTAL - GENERAL FUND	\$ 14,149,304	\$ 16,821,361	\$ 16,447,888	\$ (373,473)	(2.22%)
GREENWOOD CEMETERY FUND #631					
Office of the City Clerk:					
154 Greenwood Cemetery	\$ 604,159	\$ 628,746	\$ 693,025	\$ 64,279	10.22%
TOTAL - GREENWOOD CEMETERY FUND	\$ 604,159	\$ 628,746	\$ 693,025	\$ 64,279	
TOTAL - EXECUTIVE OFFICES	\$ 14,753,463	\$ 17,450,107	\$ 17,140,913	\$ (309,194)	(1.77%)
Expenditure by Classification					
Salaries and Wages	\$ 6,526,644	\$ 7,789,675	\$ 7,596,942	\$ (192,733)	(2.47%)
Employee Benefits	1,966,288	2,453,073	2,593,744	140,671	5.73%
Supplies	379,417	358,615	305,719	(52,896)	(14.75%)
Contractual Services	1,363,292	2,088,799	1,830,783	(258,016)	(12.35%)
Utilities	51,650	55,145	68,109	12,964	23.51%
Other Operating	330,587	323,314	289,885	(33,429)	(10.34%)
Travel/Training	102,443	148,620	141,199	(7,421)	(4.99%)
Internal Services	57,025	119,973	110,958	(9,015)	(7.51%)
Capital	117,420	80,460	120,500	40,040	49.76%
Non-Operating	3,858,697	4,032,433	4,083,074	50,641	1.26%
TOTAL - EXECUTIVE OFFICES	\$ 14,753,463	\$ 17,450,107	\$ 17,140,913	\$ (309,194)	(1.77%)

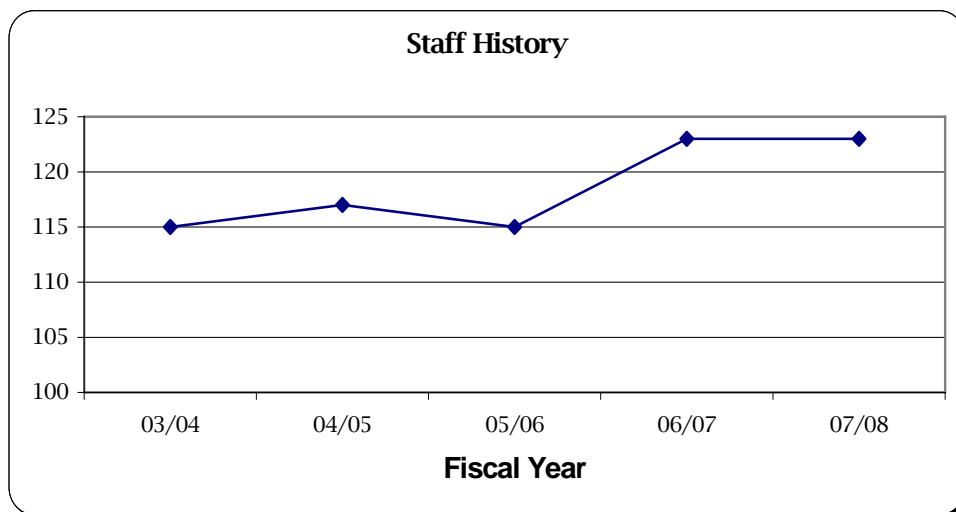
Executive Offices



Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
101 Office of the Mayor	9	10	10
Office of City Commissioners:			
131 City Commissioner-District 1	1	2	2
132 City Commissioner-District 2	1	2	2
133 City Commissioner-District 3	1	2	2
134 City Commissioner-District 4	1	2	2
135 City Commissioner-District 5	1	2	2
136 City Commissioner-District 6	1	2	2
137 City Commissioner's Administration	7	-	-
104 Office of Audit Services and Management Support	8	9	9
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	10	10	10
107 Community/Housing Assistance			
Office of Neighborhood & Community Affairs:			
118 Neighborhood & Community Affairs	11	10	10
029 HOLA Office	-	1	1
119 Office of Communications	10	11	11
141 Office of Chief Administrative Officer	4	6	6
City Attorney's Office:			
152 City Attorney	32	34	34
157 Governmental Relations	1	1	1
Office of the City Clerk:			
150 City Clerk	6	7	7
156 Records Management	5	5	5
TOTAL – GENERAL FUND	111	118	118
GREENWOOD CEMETERY FUND #631			
Office of the City Clerk:			
154 Greenwood Cemetery	4	4	4
TOTAL – GREENWOOD CEMETERY FUND	4	4	4
TOTAL – EXECUTIVE OFFICES	115	122	122



Executive Offices

Office of The Mayor



Mission Statement:

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



Program Identifier:

⇒ Mayor #101



Overview of Services/Programs

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

Major Accomplishments

- Orchestrated one of the most remarkable resurgences of a downtown anywhere in the country 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.
- Served as only municipality to fund Commuter Rail effort increasing multi-modal transit option 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.
- 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.
- 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.

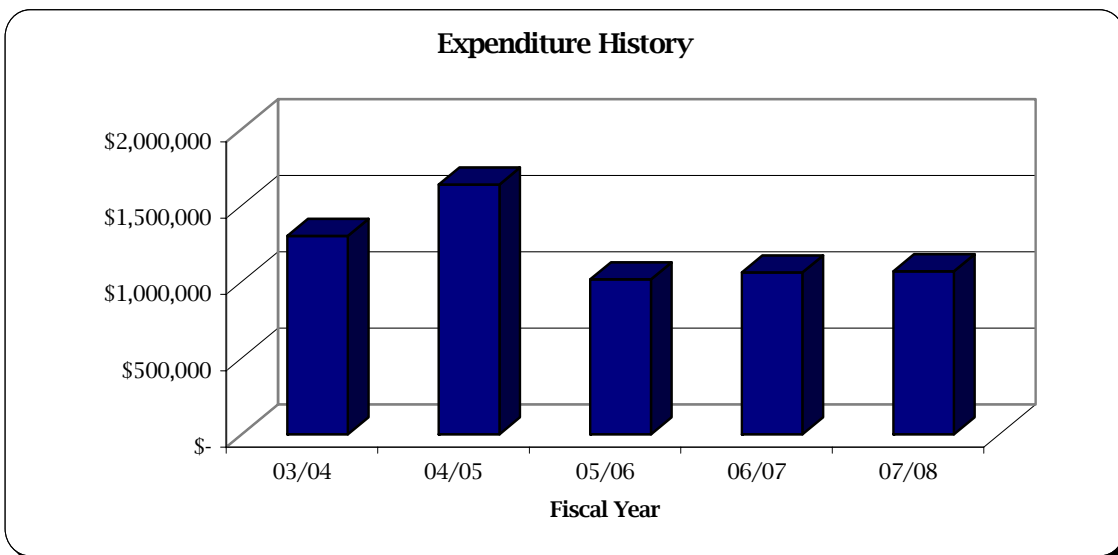
Future Outlook

- Maintain the City's financial stability and invest additional resources for neighborhood safety while faced with state-mandated budget cuts.
- Launch an environmental action agenda to transform Orlando into a leading "Florida Green City."
- Focus on the delivery of quality urban services and dedication to accessible, accountable and transparent government.
- Continue to foster economic opportunity and quality job growth throughout the City and in the downtown urban core.
- Implement 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 Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
101 Office of the Mayor	\$ 1,015,136	\$ 1,060,315	\$ 1,068,223	\$ 7,908	0.75%
TOTAL – GENERAL FUND	\$ 1,015,136	\$ 1,060,315	\$ 1,068,223	\$ 7,908	
TOTAL – OFFICE OF THE MAYOR	\$ 1,015,136	\$ 1,060,315	\$ 1,068,223	\$ 7,908	0.75%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
101 Office of the Mayor	9	10	10
TOTAL – GENERAL FUND	9	10	10
TOTAL – OFFICE OF THE MAYOR	9	10	10

Executive Offices

Office of City Commissioners



Mission Statement:

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

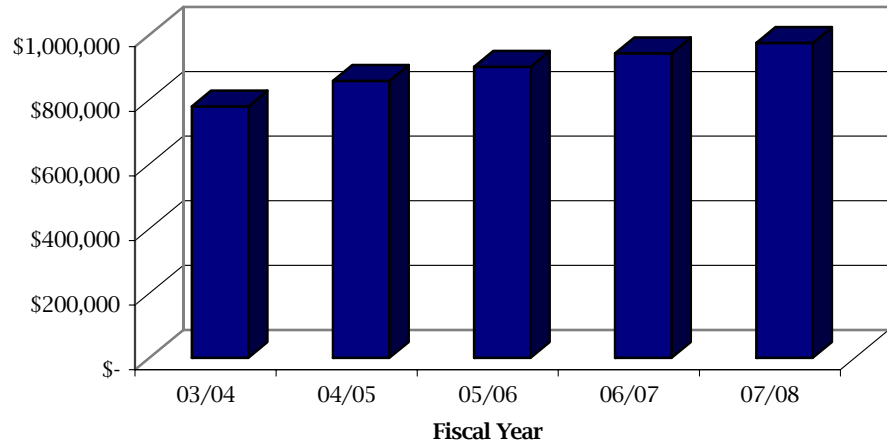
Program Identifier:

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

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 71,892	\$ 158,955	\$ 162,789	\$ 3,834	2.41%
132 City Commissioner-District 2	76,089	149,498	153,225	3,727	2.49%
133 City Commissioner-District 3	91,887	157,533	148,631	(8,902)	(5.65%)
134 City Commissioner-District 4	74,048	159,699	152,863	(6,836)	(4.28%)
135 City Commissioner-District 5	82,499	152,902	171,622	18,720	12.24%
136 City Commissioner-District 6	85,440	163,711	185,722	22,011	13.45%
137 City Commissioner's Administration	418,968	-	-	-	-
TOTAL - GENERAL FUND	\$ 900,823	\$ 942,298	\$ 974,852	\$ 32,554	3.45%
TOTAL - CITY COMMISSIONERS	\$ 900,823	\$ 942,298	\$ 974,852	\$ 32,554	3.45%

Expenditure History



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of City Commissioners			
131 City Commissioner-District 1	1	2	2
132 City Commissioner-District 2	1	2	2
133 City Commissioner-District 3	1	2	2
134 City Commissioner-District 4	1	2	2
135 City Commissioner-District 5	1	2	2
136 City Commissioner-District 6	1	2	2
137 City Commissioner's Administration	7	-	-
TOTAL - GENERAL FUND	13	12	12
TOTAL - CITY COMMISSIONERS	13	12	12

Executive Offices

Office of Audit Services and Management Support

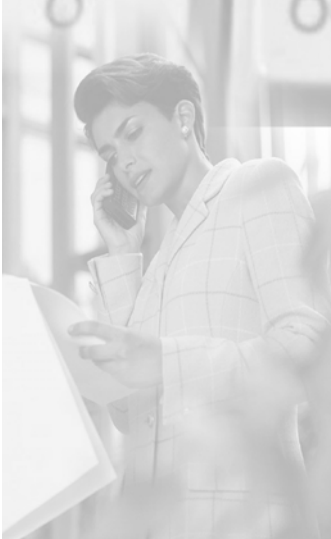


Mission Statement:

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

Program Identifier:

⇒ Audit Services and Management Support #104



Overview of Services/Programs

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

Major Accomplishments

- Collected over \$600,000 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: Purchasing Process Improvements, Facilities Management Work Assignment Practices, CLASS Application System, Procurement Card Administration and Procedures, Recreation Cash Accounts, Accounts Payable and Cash Disbursements, and Streets Maintenance and Construction.
- Made over 100 recommendations for improving City government operations.
- Completed 6 Follow-up Audits and reported 98% of recommendations as implemented, partially implemented or planned for implementation.
- Facilitated development of and issued the Strategic Plan for the City.

Future Outlook

- Provide management with practical and innovative recommendations that add value to City government.
- Continue oversight and monitoring of the Strategic Plan.
- Partner with other City departments on projects that improve employee morale and engage citizens, leading to an overall enhancement in City operations.
- Determine and report to management and the Audit Board the status of open recommendations.

Executive Offices



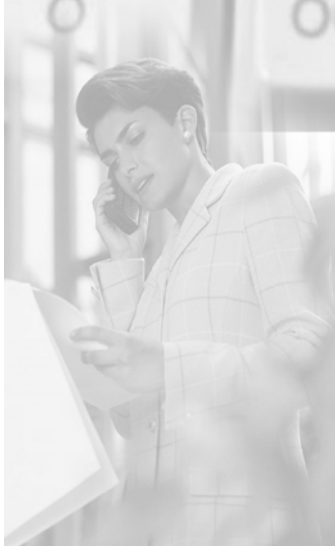
Office of Audit Services and Management Support

Mission Statement:

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

Program Identifier:

⇒ Audit Services and Management Support #104



Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Management concurrence rate with audit and other project recommendations	100%	90%	90%
Implementation rate of audit and other project recommendations	100%	85%	85%
Complete "follow ups" within 12 months	90%	70%	80%

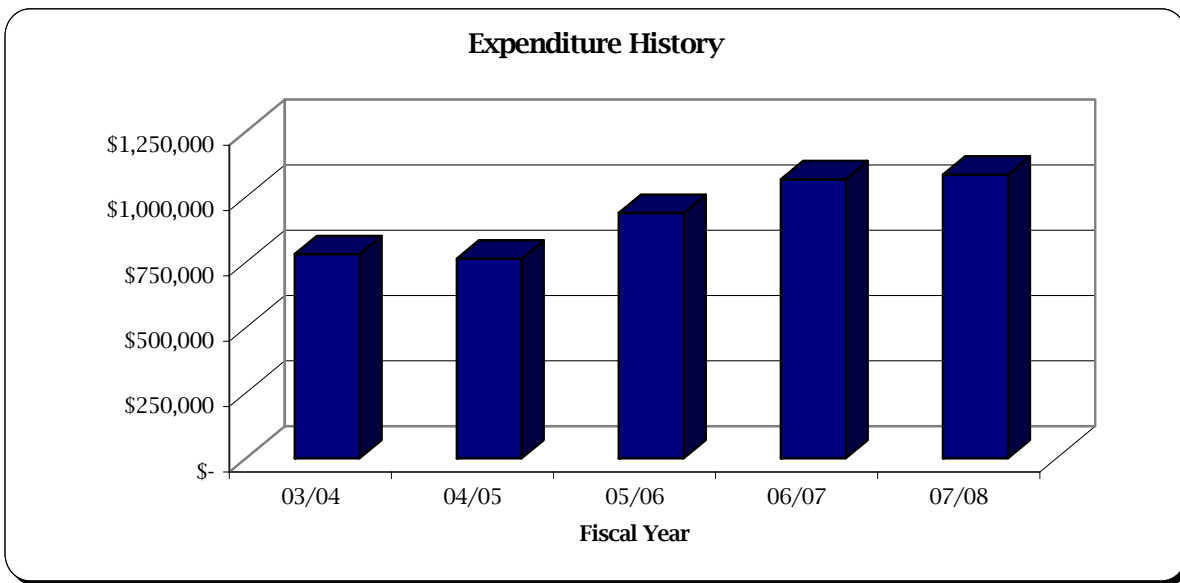
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percentage of projects completed by the estimated completion date	79%	70%	70%
Percentage of projects completed within budgeted hours	84%	70%	70%
Ratio of revenues collected to related audit costs	4:1	3:1	3:1

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of reports issued	22	28	26
Annual benefits from revenue audits (in thousands)	\$352	\$520	\$300

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
104 Office of Audit Services & Management Support	\$ 938,075	\$ 1,067,233	\$ 1,084,929	\$ 17,696	1.66%
TOTAL – GENERAL FUND	\$ 938,075	\$ 1,067,233	\$ 1,084,929	\$ 17,696	
TOTAL – OFFICE OF AUDIT SVCS. AND MGMT. SUPPORT	\$ 938,075	\$ 1,067,233	\$ 1,084,929	\$ 17,696	1.66%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
104 Office of Audit Services & Management Support	8	9	9
TOTAL – GENERAL FUND	8	9	9
TOTAL – OFFICE OF AUDIT SVCS. AND MGMT. SUPPORT	8	9	9

Executive Offices

Office of Human Relations

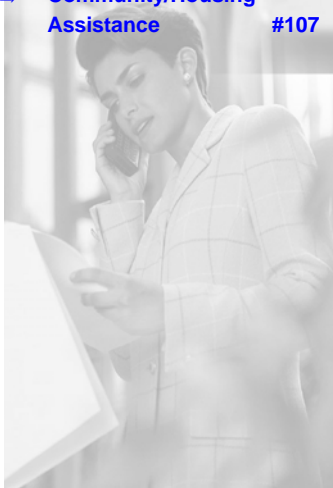


Mission Statement:

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

Program Identifier:

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



Overview of Services/Programs

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

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

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

Major Accomplishments

Discrimination

- Fiscal Year 2006/2007 - processed 362 cases which includes 71 closed cases.
- Responded to more than 781 inquiries.

Education and Outreach/Community Relations

- Conducted workshops pertaining to predatory lending.
- Presented workshop, Fair Housing in Orlando and Sexual Harassment in Housing.
- Co-sponsored a three-day Employment Law Conference.
- Staff participation in events and functions disseminating information and providing one on one discussions; Hispanic Expo, Living Hope Ministries and various Community Fairs to name a few.
- Flyers and brochures in City community center display areas.
- Staff member 2.5 days a week at the HOLA office for community outreach, discrimination complaint intake and providing resource information.

Future Outlook

- Meet 100% of the annual contractual agreement with EEOC.
- Reduce the case processing time for both employment and housing complaints in order to increase revenue to the City.
- Develop and present an increased number of educational and outreach functions, e.g., conferences, training workshops and seminars.
- Produce videos, public service announcements, news releases, etc.
- Print and disseminate written materials, e.g., posters, brochures, pamphlets, flyers, calendars, etc.
- Continue to form partnerships with businesses and organizations to further educate the public, with the goal of eliminating racial, cultural and inter-group tensions.
- Participate in various community functions to raise awareness of the OHR and its mission.

Executive Offices



Office of Human Relations

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

Program Identifier:

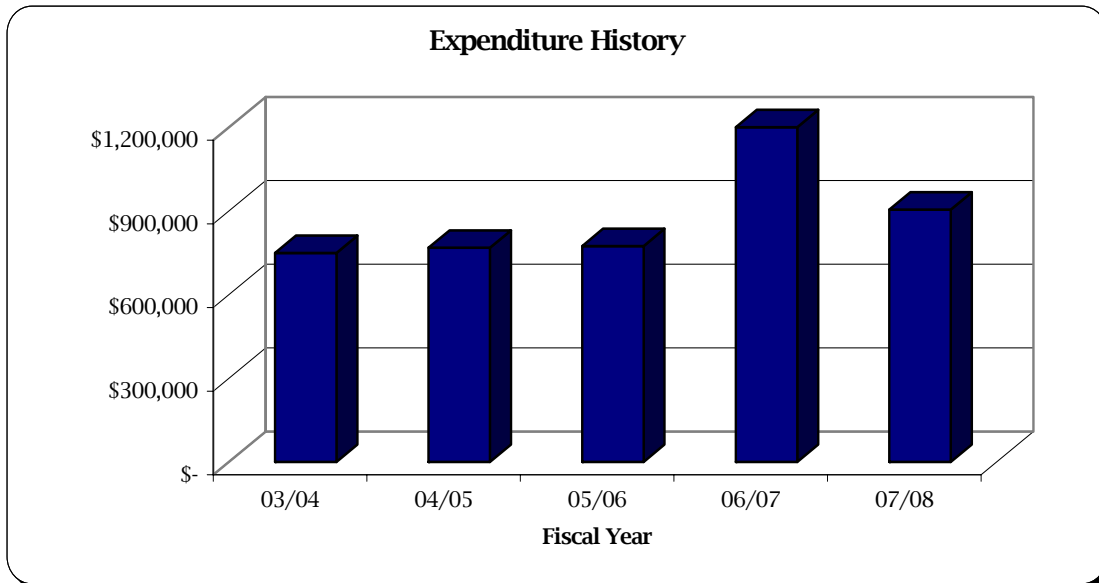
- ⇒ Human Relations #105
- ⇒ Equal Employment Opportunity #106
- ⇒ Community/Housing Assistance #107

Performance Measures Efficiency		2005/2006	2006/2007	2007/2008
		Actual	Estimated	Proposed
Average number of days to resolve EEOC case		200	180	180
Average number of days to resolve HUD case		100	100	100
Performance Measures Service Indicator		2005/2006	2006/2007	2007/2008
		Actual	Estimated	Proposed
Number of educational sessions conducted		12	8	24
Number of partnerships formed		5	6	7
Number of EEOC cases closed		107	105	110
Number of HUD cases closed		5	6	11
Number of inquiries - walk-in & telephone calls		2,600	2,600	2,700

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Human Relations:					
105 Human Relations	\$ 166,774	\$ 178,308	\$ 156,251	\$ (22,057)	(12.37%)
106 Equal Employment Opportunity (EEOC)	590,150	711,235	722,030	10,795	1.52%
107 Community/Housing Assistance	16,613	23,604	26,500	2,896	12.27%
3019 Housing Study Grant	-	325,000	-	(325,000)	(100.00%)
TOTAL – GENERAL FUND	\$ 773,537	\$ 1,238,147	\$ 904,781	\$ (333,366)	(26.92%)
TOTAL – OFFICE OF HUMAN RELATIONS	\$ 773,537	\$ 1,238,147	\$ 904,781	\$ (333,366)	(26.92%)



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of Human Relations:			
105 Human Relations	2	2	2
106 Equal Employment Opportunity (EEOC)	10	10	10
TOTAL – GENERAL FUND	12	12	12
TOTAL – OFFICE OF HUMAN RELATIONS	12	12	12

Executive Offices

Office of
Neighborhood &
Community Affairs

Overview of Services/Programs

The **Office of Neighborhood and Community Affairs (NCA)** informs, engages and connects with all sectors of the public in an effort to raise awareness, acquire resources and gain support of City priorities, programs, services and needs through partnerships and outstanding customer service. NCA assists community, arts/cultural and neighborhood groups, and individuals in using City services and other community resources to enhance the quality of life in Orlando. NCA is a team of 10 full time and one part time employees. It includes four primary programs that are focused on delivering exceptional customer service and accomplishing the listed outcomes and objectives. These programs are Community Outreach, Arts/Cultural and Community Affairs, Hispanic Office of Local Assistance (H.O.L.A.), and the Volunteer Program. The Community Outreach team plans, develops and implements external and internal outreach, including the production of informational materials resources and training. The HOLA team connects individuals and families new to the area with the information, resources and tools necessary for a successful transition to living in Orlando. The Volunteer team recruits, places, and recognizes citizen volunteers who assist in various city departments and employee volunteers who support a number of community-based organizations and special events.

Mission Statement:

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

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

Neighborhood/Community Outreach

Overview of Services/Programs

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Executive Offices

Office of
Neighborhood &
Community Affairs



Mission Statement:

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



Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Major Accomplishments

- Co-sponsored with Orange County, 12 Community Connection Workshops for neighborhood leaders and volunteers, more than 250 citizen leaders were trained.
- Maintained an association contact list consisting of 231 associations and more than 275 neighborhood contacts; and routinely communicated with the associations through personal contacts, emails and mailings.
- Hosted the 2nd annual Mayor's Neighborhood & Community Summit, consisting of 12 workshops and training more than 200 community leaders; secured Summit sponsorships totaling \$3,630, which was a cost savings for the City.
- Participated as an exhibitor at 12 community and neighborhood events held during the fiscal year.
- Assisted the Don't Borrow Trouble Task Force and the City's Housing & Community Development Department and Human Relations Office to create Don't Borrow Trouble workshop; handled the workshop logistics, marketing and on site registration and coordination for the ten (10) workshops conducted between February 27 and June 23. The purpose of these workshops was to educate Orlando's senior citizens about lending scams and predatory lending.
- Facilitated citizen engagement in the Mayor's Public Safety Initiative by hosting eight Public Safety Information Series community meetings with more than 359 citizens participating; promoting the Operation: All Hands on Deck Initiative, which included coordinating an All Hands on Deck community meeting.
- Coordinate the production and distribution of the Pathways to Parramore newsletters and one Pathways for Parramore Year in Review.
- Helped to plan and co-host the second Fourth of July Fireworks at the Fountain Mayor's reception for neighborhood leaders and City board volunteers.
- Facilitated a number of Mayor's Coffee Chats designed for small groups of City residents and business representatives to discuss issues and concerns with the Mayor.
- Worked with Orange County to engage neighborhood groups to participate in National Neighborhood Day, which is the third Sunday in September of each year (Sept. 16, 2007).
- Continued to promote City services and programs in the community and assisted other City departments in marketing their services to the community.
- Produced and distributed weekly association meetings and event calendars to City elected and appointed officials and City departments with public outreach initiatives.

Future Outlook

- Help to implement the 3rd annual Mayor Buddy Dyer's Neighborhood & Community Summit.
- Produce ten Neighborhood Tune-Up Sheets that focus on topics and best practices for sustaining neighborhood and homeowner associations.
- Co-sponsor with Orange County 12 Community Connections training workshops for neighborhood leaders and volunteers.
- Facilitate community meetings hosted by the Mayor to communicate City priorities, services and programs.
- Maintain a database of association leadership and contacts.
- Maintain routine contact and communication with association contacts in the association database.
- Participate in at least 12 community events or special meetings to showcase City services and programs.
- Co-host the 3rd Fourth of July Fireworks at the Fountain Mayor's Reception for association presidents and City advisory boards.
- Facilitate Coffee Chats with Mayor Dyer and City residents.
- Conduct individual, face to face meetings with City neighborhood association presidents to enhance communications and quality service.

Executive Offices

Office of
Neighborhood &
Community Affairs

Arts/Cultural and Community Affairs

Overview of Services/Programs

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

Major Accomplishments

- Distributed \$3,486,000 to human service and arts/cultural organizations, including managing the monitoring of organizations' compliance to ensure funding agreements are disseminated on time and quarterly reports are accurate and timely.
- Produced and monitored the contracts for services provided by 30 501(c)(3) human service, arts/cultural and community based organizations that received funding from the City of Orlando.
- Served as the City's liaison in the oversight and management of the FY 07/08 Citizen Review Panel (CRP) Advisory Committee and fund distribution in partnership with Orange County and the Heart of Florida United.
- Served as the City's representative on the United Arts of Central Florida Standards and Allocations Committee, which reviews and makes recommendations on funding of arts/cultural organizations.
- Provided funding support and promotion of five arts/cultural events enabling more than 13,750 citizens with quality cultural experiences.
- Updated and revised City's CRP Policies and Procedures.

Future Outlook

- Monitor the contracts of the 30 501 (c)(3) organizations that receive FY 07/08 funding for compliance and service outcomes.
- Solicit feedback regarding unmet community needs from other City departments and neighborhood and community organizations as a part of the FY 08/09 funding cycle.
- Manage the City's role in distributing City funding to 501 (c)(3) organizations approved by the FY 08/09 Citizen Review Panel.
- Facilitate the flat or increased funding of the community based and arts/cultural organizations for FY 08/09.
- Continue to serve as City's liaison with arts/cultural organizations.
- Continue to represent the Mayor and city on six arts/cultural boards.
- Continue to fund nonprofit arts and cultural organizations to make free arts/cultural experiences possible for City residents.

Mayor's Matching Grants Program

Overview of Services/Programs

The Mayor's Matching Grant (MMG) Program has provided resources for neighborhood associations, schools, and non-profit organizations to plan and implement projects that address neighborhood needs, improve education, and build neighborhood pride. The MMG team builds project implementation capacity within neighborhood and community groups.

Mission Statement:

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Executive Offices

Office of
Neighborhood &
Community Affairs

Mission Statement:

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Major Accomplishments

- Awarded 35 Mayor’s Matching Grants, distributing \$184,000 in funding.
- Organizations implementing 2006/2007 Mayor’s Matching Grant projects donated volunteer hours, in-kind and cash contributions totaling more than \$200,000.
- Monitor 40 recipients of Mayor’s Matching Grants programs.
- Conducted 14 technical assistance sessions.
- Fielded over 150 technical assistance telephone calls.
- Conducted 9 site visits.
- Hired and trained Community Outreach Coordinator.
- Hired and trained Intern to assist with grant reconciliation project.
- Researched community grant programs to bring MMG to the ‘next level’.
- Established grant application cycles that meet the programming needs of potential grantees and the City’s budget cycle.
- Ensure grantee compliance and accountability.
- Created new MNMG grant applications, including a new budget and instructional materials.
- Create MMG internal policies and procedures.
- Hosted seven MNMG Application Workshops.
- Developed a system for record keeping and tracking.
- Conducted five Mayor’s Neighborhood Matching Grant Orientations.
- Gathered and confirmed information for 2004-2006 Souvenir Book.
- Complete MMG Grant Review and Reconciliation Activities for 2004-2006.
- Coordinated and presented in the ‘Show Me the Money’ workshop at Neighborhood & Community Summit.
- Sustained SunTrust and Disney as major community partners for the Mayor’s Matching Grants program.

Future Outlook

- Streamlined management of Mayor’s Matching Grant programs.
- Creating new MEPG and MFBCMG grant applications, including a new budget and instructional materials.
- Host 4 MFBCMG Application Workshops and 4 MEPG Application Workshops.
- Publish 2004-2006 Souvenir Book.
- Continue to find funding for growing demand for youth-oriented matching grants.
- Expand marketing efforts to ensure quality projects and programs are being considered for funding.
- Award Mayor’s Matching Grants to address community needs, such as youth crime prevention, public safety and civic engagement.
- Conduct year-round workshops on project planning and budgeting.

Executive Offices

Office of
Neighborhood &
Community Affairs

Mission Statement:

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

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

Overview of Services/Programs

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

Major Accomplishments

- Helped staff Mayor Dyer's Neighborhood & Community Summit.
- Participated in the Café Latino Health Fair; approximately 500 persons served.
- Participated in the Centro de Cultura Bombazo Navideño at Villages of Southport; approximately 100 persons served.
- Held the Seniors First Holiday Gift Luncheon, close to 80 persons served.
- Participated in the National Latino Peace Officer Association - Three Kings Day Celebration at the Englewood Neighborhood Center - served over 700 persons.
- Collaborated with the Don't Buy Trouble Seminar - H.O.L.A. staff translated the presentation in Spanish at ENC - persons served over 60.
- Helped host the Grand Opening of the Primrose Plaza, which also included the official opening of the H.O.L.A. Office - persons served over 150.
- Participated in the Hispanic Chamber Business and Consumer Expo, at the Orange County Convention Center, where close to 30,000 persons attended searching for information and services. H.O.L.A. assisted approximately 3,000 persons visiting the booths.
- Exhibited at the Senior Expo, May 9 & 19 - approximately 200 persons assisted at the booth. H.O.L.A. had one table.
- Assisted with Emergency Preparedness Training, where 67 community leaders were trained. Held at the Dover Shores Community Center.
- Polytechnic University of Puerto Rico, June 1 - meeting with 12 delegates from the Polytechnic University of P.R. and 10 Hispanic leaders at H.O.L.A. for a study on Puerto Rican migration. Open forum included staff from H.O.L.A., OEM, La Prensa Newspaper, Family Parks and Recreation, Red Cross, Porta Coeli, and H.O.L.A. volunteers.
- Conducted Emergency Preparedness Training, June 21 - Seniors First Lunch Program at the Englewood Neighborhood Center. Ninety (90) persons attended. Speaker - Manuel Soto, sponsored by OEM and CITRUS.
- Participated in "Mission Possible a Community Prepared" event at the Amway Arena, June 23 - approximately 700 persons participated.
- Participated in the Hispanic Summit, June 28-29 - sponsored by the Orlando Regional Chamber of Commerce, and held at the Hyatt Hotel in OIA.
- Participated in Health Fair sponsored by the Orange County Health Department, June 29 - held at the Central Florida Fairgrounds; approximately 200 persons served.
- Participated in the 24th National Night Out.

Executive Offices

Office of Neighborhood & Community Affairs

- Responded to over 3,000 requests for information and referral from citizens and neighborhood leaders, via office visits, email inquiries or regular mail (from September 2007 to July 2007).
- Produced, and distributed the H.O.L.A. brochure through personal contact, e-mail, and mailings.
- Increased database adding 31 new community based/non for profit organizations representing the Hispanic community.

Future Outlook

- Produce and distribute the H.O.L.A. brochure through personal contact, e-mail, and mailings.
- Maintain and increase the community based/not for profit organization’s database.
- Participate in at least eight community events, and/or special meetings to showcase the H.O.L.A. Center services.
- Facilitate community meetings, workshops, seminars, and trainings, in collaboration with the *Community Partners*, with respect to informing, training, educating and communicating their services and programs.
- Facilitate the creation and launch of the new Hispanic Affairs Committee. Support the mission statement of the committee. Attend all meetings. Become a facilitator for meetings, events, and gatherings of the committee. Support all printing needs.

Volunteer Program

Overview of Services/Programs

The Volunteer Team recruits, places, and recognizes citizen and employee volunteers who assist with various projects and events. This team provides a number of opportunities, including volunteer events, community drives, and initiatives. The Volunteer Program has three primary focus areas: 1) **Citizen volunteers** who are recruited to work in various departments and offices throughout the City. They serve as clerical/administrative help, work throughout Leu Gardens and Mennello Museum, serve on citizen boards, work with our youth and adult athletics areas, participate in Citizen Corps activities, and many more functions; 2) **Employee volunteers**, approximately 30 city employees, representing most City departments and offices, serve on the V. O.I.C.E. Employee Volunteer Committee and coordinate over 30 Volunteer Team Events per year, involving hundreds of employee volunteers, such as SPCAs Furball and Paws in the Park,, A Gift For Teaching school supply drive and warehouse stocking, American Lung Association’s Asthma Walk, Habitat for Humanity house building, Florida Coastal Cleanup, Toys For Tots collection, and many more opportunities. Those hours are reported to and tracked by the city’s Volunteer Program. City staff is also encouraged to participate in the Apple C.O.R.E. mentoring/tutoring program. This program serves specific City schools in support of raising their FCAT scores and generally benefiting the schools and the students. There is an incentive program for staff to participate in volunteerism. They are rewarded and in some cases recognized for their volunteerism; 3) **Emergency Support Function (ESF) 15**, which is the “Volunteers and Donated Goods” support function during a City emergency or disaster. There are over 150 volunteers registered as ESF 15 volunteers. They are ready to be mobilized in the event of a local disaster or emergency. Approximately 100 of them were deployed as Emergency Information Line volunteers during the 2004 hurricane activation of the EOC.

Mission Statement:

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Executive Offices

Office of
Neighborhood &
Community Affairs

Mission Statement:

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

Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996

Major Accomplishments

- Nearly 100,000 volunteer hours were contributed to the City of Orlando by citizens and employees in 2006.
- Nearly \$2,000,000 was saved by the City of Orlando by using volunteer services in 2006.
- Nearly 13,000 volunteers (both employees and citizens) donated their time to volunteerism in 2006.
- Conducted comprehensive, advance training for Emergency Information Center volunteers.
- Recruited 20 employees to serve as volunteer tax preparers during the Earned Income Tax Credit Campaign, which included 24 hours of training and at least 24 hours of volunteer/free tax preparation for low-income families, which totals at least 960 hours of time committed to the EITC Campaign.
- Recruited and coordinated volunteers for the two Project Homeless Connect events; nearly 350 volunteers participated in the first-ever Project Homeless Connect held in December at the Downtown Orlando Recreation Center, which served more than 600 homeless people, and nearly 150 volunteers participated in the second Project Homeless Connect held in July at the Central Florida Fair Grounds, which served nearly 250 homeless people.
- Top citizen, employee, and youth volunteers received Jefferson Awards at Mayor's Annual Volunteer Appreciation Reception during National Volunteer Week.
- Two of the top citizen volunteers received recognition by WESH Channel 2. One article was written by Wendy Chioji for www.wesh.com and one news story was done and aired during the Hometown Heroes section of a newscast in late May.
- Provided critical information to 56 SeniorLinks neighborhood partners with nearly 2,000 identified homebound and/or isolated seniors; recruited and trained 130 SeniorLinks volunteers, plus 25 new volunteers recruited from the Senior Expo.
- SeniorLinks booked and participated in three "Public Safety" programs, participated in seven "Don't Borrow Trouble" seminars, and four Health Fairs.

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 for court-mandated community service workers and to streamline the process of utilizing those volunteers.
- Work with Families, Parks and Recreation to help recruit volunteers/mentors for PKZ summer mentoring.
- Develop new system of recognition for volunteers based on revision of MERITS reward system.
- Partner with 12 additional neighborhoods for SeniorLinks and identifying 250 more homebound and/or isolated seniors.
- Add 20 more SeniorLinks volunteers.
- Recruit volunteers for winter Project Homeless Connect events (approximately 200-400 volunteers per event).

Marketing

Overview of Services/Programs

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

Executive Offices

Office of
Neighborhood &
Community Affairs



Mission Statement:

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



Program Identifier:

- ⇒ Neighborhood & Community Affairs #118
- ⇒ HOLA Office #029
- ⇒ Non Departmental Neighborhood Grant #996



Major Accomplishments

- Developed marketing checklist including all communication vehicles.
- Produced/updated collateral materials, i.e. Community Resource Guide, NCA Brochure, HOLA Spanish and English Brochures, SeniorLinks Brochure and VOICE Brochure.
- Produced monthly Neighborhood Briefing that gets mailed to 250 neighborhood associations.
- Produced various flyers promoting community events, i.e. Community Briefing, NCA Services.
- Designed NCA Web pages.
- Installed and maintained City of Orlando Information displays with information from the Mayor's Office and City Departments, in 18 of the City's neighborhood and community centers; restock the displays each month.
- Distributed Citywide marketing materials monthly to 15 public libraries, public schools, and public meetings.
- Facilitated Mayor Dyer's first Mayor's City Academy along with the Office of Communications and Office of Audit Services and Management Support; NCA manages the recruitment, applicant processing and graduation.
- Designed database which includes community partners, H.O.L.A. partners, arts/cultural organizations, neighborhood associations.
- Designed and ordered promotional products for NCA.
- Handled all graphic requests for NCA.
- Provided technical assistance in producing marketing and communications plans for Mayoral special events/initiatives, i.e. State of the City, Public Safety Initiative, Gun Bounty Program, Fourth of July Mayor's Reception.
- Sent regular e-mail blasts to all NCA contact lists.
- Produced NCA calendar of events.
- Helped plan, promote and produce Mayor Dyer's 2nd Annual Neighborhood Summit.

Future Outlook

- Update collateral materials, i.e. Community Resource Guide, NCA Brochure, HOLA Spanish and English Brochures, SeniorLinks Brochure and VOICE Brochure.
- Design new Grant Brochure.
- Continue to produce monthly Neighborhood Briefing that is mailed or emailed to 250 neighborhood associations.
- Facilitate the Fall 2007 and Spring 2008 Mayor's City Academy along with the Office of Communications and Office of Audit Services and Management Support; NCA manages the recruitment, applicant processing and graduation.
- Continue to produce various flyers promoting community events.
- Enhance and expand NCA Web pages.
- Continue to distribute Citywide marketing materials to 18 community center display racks, 15 public libraries, public schools, and public meetings.
- Design database of professional associations within the City.
- Handle all graphic requests for office.
- Produce marketing plans for Mayoral special events/initiatives.
- Send regular e-mail blasts to contact lists.
- Kick off Mayor's Speakers Bureau.

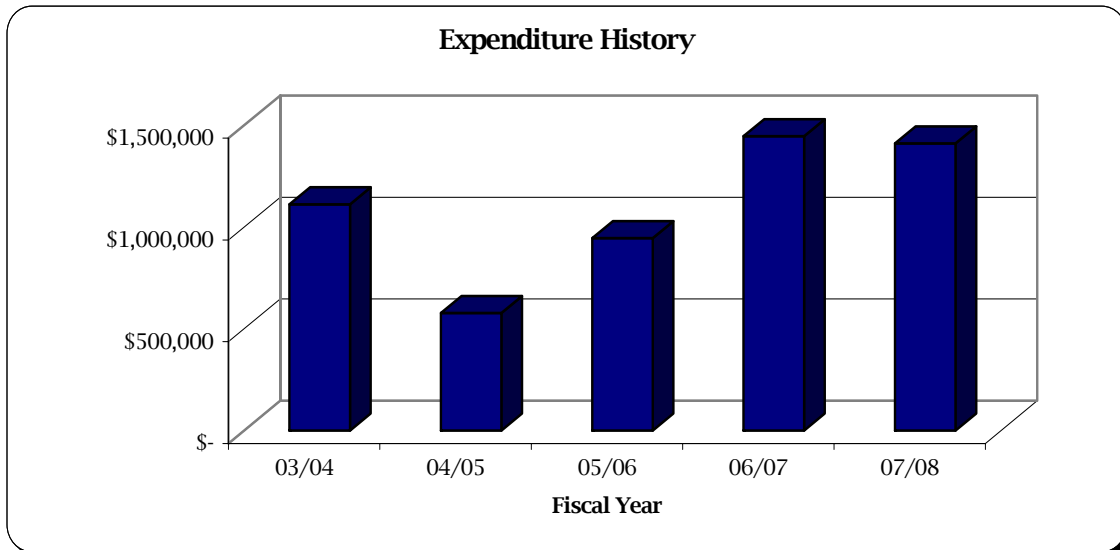
Executive Offices

Office of Neighborhood & Community Affairs		Performance Measures Effectiveness						
		2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed				
<p>Mission Statement:</p> <p>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.</p> <p>Program Identifier:</p> <ul style="list-style-type: none"> ⇒ Neighborhood & Community Affairs #118 ⇒ HOLA Office #029 ⇒ Non Departmental Neighborhood Grant #996 		Percent of available funds awarded to eligible arts and cultural organizations	N/A	100%	100%			
		Percent of available funds awarded to eligible nonprofit organizations that provide an array of coordinated human services	100%	100%	100%			
		Percent of grant funds awarded through the Mayor's Matching Grants Program	100%	100%	100%			
		Value of citizen and employee volunteer hours @ \$18 per hour (national average)	\$2,210,000	\$2,160,000	\$2,220,000			
		Cost savings to City provided by citizen volunteers	\$2,297,465	\$2,106,000	\$2,164,500			
				Performance Measures Efficiency				
				2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed		
				Annual cost per neighborhood leadership development seminar	\$350	\$250	\$300	
				Performance Measures Service Indicator				
				2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed		
		Number of direct, unduplicated contacts with neighborhood associations and community based groups	197	200	200			
		Number of community events and special meetings participation by NCA staff, excluding HOLA	12	12	12			
		Number of community events and special meetings participation by the HOLA staff	N/A	12	12			
		Number of new partners for HOLA	N/A	25	25			
		Number of unduplicated partnerships established and maintained	N/A	24	20			
		Total amount of funds awarded to eligible nonprofit organizations that provide an array of coordinated human services	\$2,060,028	\$2,167,595	\$2,167,595			
		Number of applications submitted to Mayor's Matching Grants programs	40	44	48			
		Total amount of Mayor's Matching Grant funds awarded	\$165,000	\$165,000	\$165,000			
		Number of neighborhood workshops conducted	12	12	14			
		Annual number of volunteer hours	130,000	120,000	120,000			

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Neighborhood & Comm. Affairs:					
118 Neighborhood & Comm. Affairs	\$ 760,549	\$ 1,088,182	\$ 1,051,803	\$ (36,379)	(3.34%)
029 HOLA Office	5,038	175,455	176,251	796	N/A
996 Nondept. - Neighborhood Grant	179,771	183,300	183,300	-	0.00%
TOTAL – GENERAL FUND	\$ 945,358	\$ 1,446,937	\$ 1,411,354	\$ (35,583)	
TOTAL – OFFICE OF NEIGHBORHOOD & COMMUNITY AFFAIRS	\$ 945,358	\$ 1,446,937	\$ 1,411,354	\$ (35,583)	(2.46%)



	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of Neighborhood & Comm. Affairs:			
118 Neighborhood & Comm. Affairs	11	10	10
029 HOLA Office	-	1	1
TOTAL – GENERAL FUND	11	11	11
TOTAL – OFFICE OF NEIGHBORHOOD & COMMUNITY AFFAIRS	11	11	11

Executive Offices

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

The Office of Communication's mission is to effectively communicate, increase understanding and promote participation in City services, programs and events. The City's Strategic Plan is organized into seven Strategic Focus Areas (SFA's); currently the Office of Communications is supporting three of the SFA's and will be supporting the other four this upcoming fiscal year.

Organized by teams, the Office of Communications provides support to the Office of the Mayor, Office of City Commissioners, and remaining City Departments and Offices. Teams include:

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

Mission Statement:

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

Constituent Communications**Overview of Services/Programs**

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.
- Coordinated the City main phone line and partnered with NCA in implementing a volunteer component.
- Supported Mayor's Key initiatives including: Pathways to Parramore, Public Safety, Green and Community Venues.

Program Identifier:

⇒ Communications #119

Future Outlook

- Continue to expand distribution of existing publications to increase communications with constituents and City employees.
- Create additional communication resource tools for employees to utilize.
- Research and implement a forum for employees to provide input on various topics.
- Implement a Communications Think Tank with community leaders.
- Research and implement an updated version of the Owners Manual utilizing technology.

Executive Offices

Office of
Communications

Mission Statement:

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

Program Identifier:

⇒ Communications #119

Creative Services

Overview of Services/Programs

As the source of all graphic 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 promotion 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, tickets and more. This Team also creates a wide variety of materials for the Web including banners, site design, PDF conversions and Flash animation, and provides assistance with broadcast graphics for the Multimedia Team, handling animation for shows including Decisions 2007, Inside Orlando, Orlando 360 and special documentary's and shows. 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 graphic jobs in-house resulting in a cost saving of \$100,000 annually.
- Produced several brochures/marketing materials for City services and events. These promotional materials had a direct effect on increasing awareness for citizens and event attendance.
- Produced an animated opening for the broadcast of the State of the City address.
- Redesigned several marketing pieces 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 ensures all City publications and printed materials contain the same key elements that brand the printed pieces as City of Orlando publications and information.
- Ensure City's branding guidelines are incorporated into all print and graphic design jobs.
- Continue to support the Multi-Media Team as they produce more television shows.

Multi-Media

Overview of Services/Programs

The **Multi-Media Team** creates award-winning 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. It keeps citizens and visitors informed about public safety, community events and other topics through public affairs programs that can be seen on Orange TV (channel 9 on Brighthouse Network Cable), Public Broadcast Station- WMFE and other local television stations.

The Multi-Media Team provides electronic imagery for the City website, City News and presentations for City Council meetings. Additionally, the team provides audio and video duplications services for all City departments. Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.

Executive Offices

Office of
Communications

Mission Statement:

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

Program Identifier:

⇒ Communications #119

Major Accomplishments

- Produced a documentary highlighting the 50th anniversary of the Centennial Fountain at Lake Eola. This documentary was aired on Orange TV, WMFE and WRDQ - a first for the City!
- Introduced Orlando 360- An in-depth program that takes a 360 degree look at topics that impact your life here in the City of Orlando.
- Formed a new partnership with commercial television stations that resulted in airtime and production services.
- Produced over 1,000 illustrations used by our Creative Services Team in their marketing materials.
- Created animated flyers that are broadcasted before City Council meetings.

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).
- 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 our community partnerships with local television affiliations.
- Expand our partnerships with UCF and Full Sail.

Special Events**Overview of Services/Programs**

The **Special Events Team** coordinates, plans and implements City hosted 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 and Blues BQ. In addition to the large events, the Special Events 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.

Major Accomplishments

- Coordinated the 1st annual Blues BQ with headliner Buddy Guy. An estimated 9,000 attendees enjoyed an evening of great food and music in front of City Hall.
- Attracted more than 350,000 people to City sponsored events that promote City of Orlando amenities and economic development.
- Coordinated an inaugural Mayor's City Academy class.
- Generated over \$100,000 in revenue/sponsorships to offset event production costs.
- Produced a new "Fireworks" display during our annual fireworks at the Fountain annual event. This special display included incorporating the Centennial Fountain in the fireworks show.
- Served as a resource for City Departments who were hosting special events. Results included: coordinated calendars to minimize multiple events occurring on same day, cost saving for the City, increased marketing and public awareness and better City branding efforts.
- Assisted Multi-Media Team with script writing and production of Orlando 360.

Executive Offices

Office of Communications



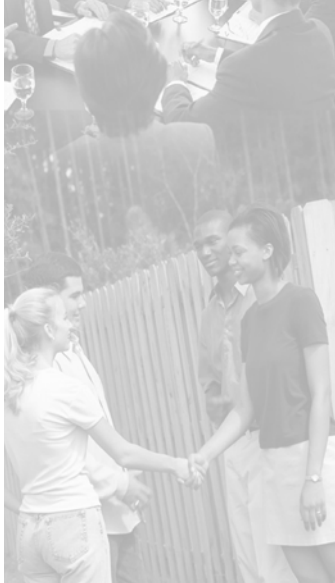
Mission Statement:

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



Program Identifier:

⇒ Communications #119



Future Outlook

- Attract more than 400,000 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 Venue milestone events.
- Continue to cultivate community partnerships/sponsorships and their involvement with special events.

Web Services

Overview of Services/Programs

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, we showcase upcoming events and initiatives. In addition, train and support 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. Other services we provide citywide are Web banners and text advertisements for programs and events, web page development, web planning and web promotion. Supports Strategic Focus Area: Civic Engagement, Caring and Pride/Safe Community.

Major Accomplishments

- Attracted more than 4,250,000 visitors to cityoforlando.net.
- Attracted more than 100,000 visits to Orlando En Espanol web site.
- Completed the redesign of the City's website.
- Expanded Web Content: created a section of website dedicated solely to public safety, Community Venues and Public Art.

Future Outlook

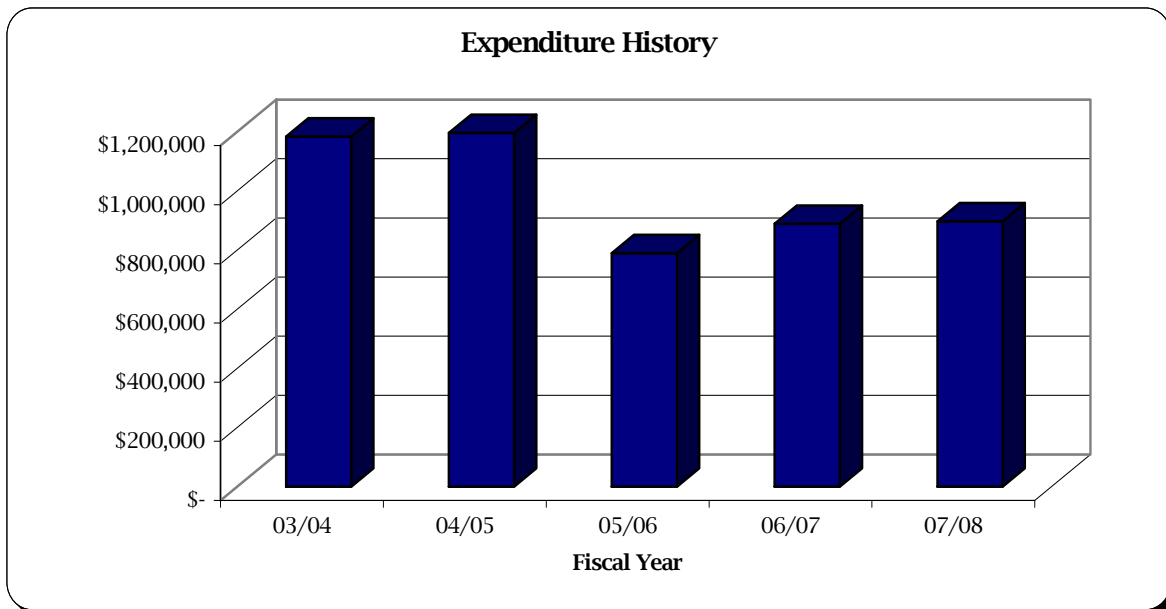
- Research and implement an updated version of the Owners Manual utilizing technology.
- Explore new technology, such as streaming video and pod casting to further promote City services and events.
- Promote online services.
- Incorporate a search engine and review regularly to determine feasibility.
- Assist other department web authors to ensure they are updating content.
- Research and implement an updated version of the Owners Manual utilizing technology.

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of web visits attracted to <i>City of Orlando.net</i>	3,250,000	4,250,000	4,250,000
Number of web visits to <i>Orlando en Espanol</i>	120,000	140,000	150,000
Number of broadcast hours	320	450	450
Annual attendance at City hosted special events	315,000	330,750	350,000
Annual cost savings to City provided by Creative Services team	\$300,000	\$325,000	\$325,000

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
119 Office of Communications	\$ 789,462	\$ 888,230	\$ 896,717	\$ 8,487	0.96%
TOTAL – GENERAL FUND	\$ 789,462	\$ 888,230	\$ 896,717	\$ 8,487	0.96%
TOTAL – OFFICE OF COMMUNICATIONS	\$ 789,462	\$ 888,230	\$ 896,717	\$ 8,487	0.96%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
119 Office of Communications	10	11	11
TOTAL – GENERAL FUND	10	11	11
TOTAL – OFFICE OF COMMUNICATIONS	10	11	11

Executive Offices

Office of Chief Administrative Officer



Mission Statement:

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

Program Identifier:

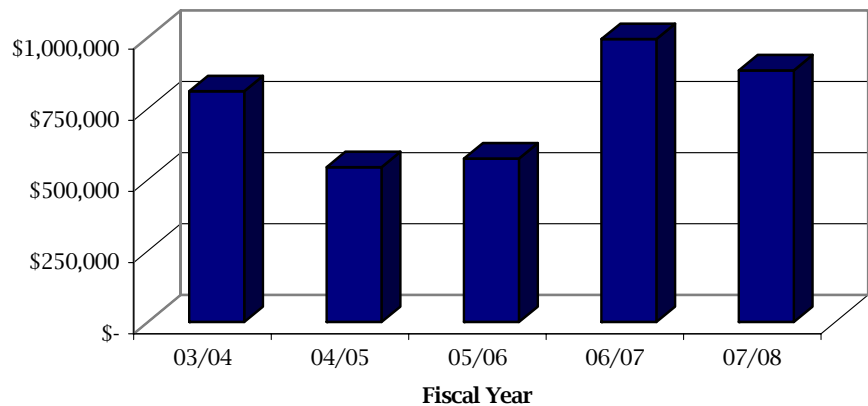
- ⇒ Chief Administrative Officer #141
- ⇒ City Emergency Management #609
- ⇒ Operations Center #026



EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Chief Administrative Officer:					
141 Chief Administrative Officer	\$ 574,378	\$ 994,184	\$ 884,466	\$ (109,718)	(11.04%)
TOTAL – GENERAL FUND	\$ 574,378	\$ 994,184	\$ 884,466	\$ (109,718)	(11.04%)
TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER					
	\$ 574,378	\$ 994,184	\$ 884,466	\$ (109,718)	(11.04%)

Expenditure History



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	4	6	6
TOTAL – GENERAL FUND	4	6	6
TOTAL – OFFICE OF CHIEF ADMINISTRATIVE OFFICER			
	4	6	6

Executive Offices


 Office of
City Clerk

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

CITY CLERK'S OFFICE

Overview of Services/Programs

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

Mission Statement:

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

Major Accomplishments

- The City Clerk's Office conducted a Special Election for Commissioner, District 6 on February 13, 2007 in cooperation with the Orange County Supervisor of Elections.
- The Clerk's Office also worked closely with the Office of Legal Affairs to revise the City Code and City Charter to allow the date of future elections to be moved to coincide with the Presidential Preference Primary in 2008 and future years to save costs and to increase voter turnout.
- The City Clerk's Office, working with the Office of Communications, created a new City Board brochure to use in recruiting more citizens to apply for city boards. The creative brochure featured photographs of current members of City boards.
- A new Citizen Advisory database was launched. This database was created by Technology Management at the urging of the City Clerk's Office and Nominating Board. Its purpose was to provide an easier and more efficient way for the Citizen Board Coordinator and Nominating Board to maintain and update data for all Citizen Boards. The database allows for easier online application by the public and for in-house creation of tables and correspondence.
- The Clerk's Office launched a series of quarterly "coffee chat" meetings between the Mayor and newly appointed and re-appointed City Board members.
- Working with the Office of Legal Affairs and the Chief Administrator's Office, the City Clerk's Office participated in implementing a major overhaul of City Code provisions concerning City Boards as recommended by the Mayor's Annual Review of City Boards Committee. This overhaul resulted in several City Code changes to improve the operation of the City Boards.
- The City Clerk's office participated in a revision of the City's Ethics Manual to make it easier to understand and in "plain English".

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.
- Other specific projects planned are:
 - Working with Website manager to place a topic list of City Council workshop titles to provide additional information for the public.
 - Creation of a better system for tracking of documents routed for signature after Council approval.

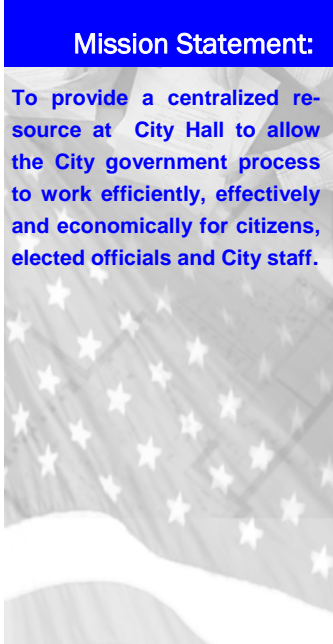
Program Identifier:

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

Executive Offices



Office of
City Clerk



Mission Statement:

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



Program Identifier:

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

RECORDS AND ARCHIVE MANAGEMENT

Overview of Services/Programs

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

Major Accomplishments

- Continued fine-tuning of Public Records process to better clarify requests, monitor and follow-up on open requests, and establishment of efficient procedure to recover the City's costs of retrieving the requested documents when possible.

Future Outlook

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

GREENWOOD CEMETERY

Overview of Services/Programs

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

Major Accomplishments

- Continued to gather community support by hosting a myriad 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.
- Purchased a caretaker house to enable the cemetery staff to properly meet the needs of our families by making staff available at "off hours".

Future Outlook

- Greenwood Cemetery will open a new 1,600 space section within 6 months. With the opening of new sections, the cemetery will continue to generate revenue to sustain its future operation and maintenance.

Executive Offices



Office of
City Clerk

Mission Statement:

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

Program Identifier:

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

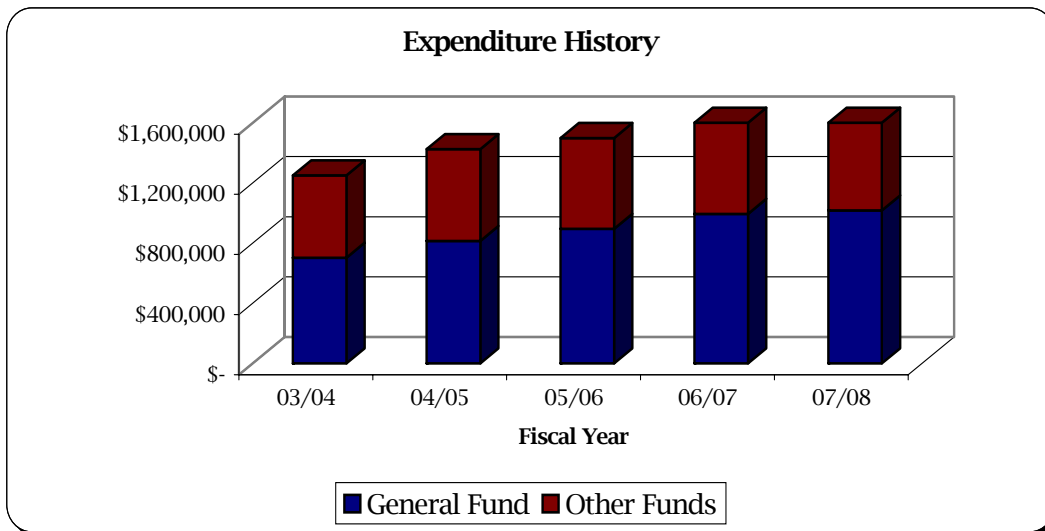


Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of Council books distributed to Commissioners within 3 business days	98%	98%	99%
Percent of Council minutes on the web within 5 business days of City Council meeting	99%	99%	99%
Percent of changes to agenda on website within 2 business days of Council meeting	10%	15%	15%
Percent of policies updated within 5 business days of Council approval	99%	99%	99%
Percent of requests for retrieval of records and/or information filled within one business day	98%	98%	98%
Percent of Sunshine meetings posted within 48 hours	98%	98%	98%
Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	95%	95%	95%
Percent of City-required election information on web within 24 hours	95%	98%	98%

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Clerk:					
150 City Clerk	\$ 534,360	\$ 680,016	\$ 694,599	\$ 14,583	2.14%
156 Records Management	360,667	314,281	323,364	9,083	2.89%
TOTAL – GENERAL FUND	\$ 895,027	\$ 994,297	\$ 1,017,963	\$ 23,666	2.38%
GREENWOOD CEMETERY FUND #631					
154 Greenwood Cemetery	\$ 604,159	\$ 628,746	\$ 693,025	\$ 64,279	10.22%
TOTAL – OFFICE OF CITY CLERK	\$ 1,499,186	\$ 1,623,043	\$ 1,710,988	\$ 87,945	5.42%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of City Clerk:			
150 City Clerk	6	7	7
156 Records Management	5	5	5
TOTAL – GENERAL FUND	11	12	12
GREENWOOD CEMETERY FUND #631			
154 Greenwood Cemetery	4	4	4
TOTAL – GREENWOOD FUND	4	4	4
TOTAL – OFFICE OF CITY CLERK	15	16	16

Executive Offices

City Attorney's Office



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, eleven full-time and four part-time Assistant City Attorneys who provide timely, efficient and cost-effective in-house legal services and representation to the government of the City of Orlando.

Major Accomplishments

- Successfully negotiated and drafted agreements for development and operation of the New Events Center, OPAC, and renovation of the Florida Citrus Bowl, and negotiated Interlocal Agreements with Orange County for venues funding.
- Drafted several significant public safety ordinances including red-light enforcement and pedi-cab regulations.
- Successfully negotiated and drafted complex documents required for completion of Burnham, the UCF medical school, and Lake Nona projects.
- Negotiated a contract to provide free wi-fi services to downtown Orlando.
- Completed negotiation on renewal of the Bright House franchise.
- Redrafted the City Ethics Policy into a "plain English" version.
- 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

- Revise and streamline the land use appeals process.
- Negotiate new chilled-water agreement with OUC, and reclaimed water reimbursement agreements with Orange County and OUC.
- Assist in issuance of major public safety and wastewater bonds.
- Acquisition of numerous parcels for venues and Narcoossee Road projects.
- Negotiate a new multi-party interlocal agreement for funding of Iron Bridge.
- 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.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City departments.

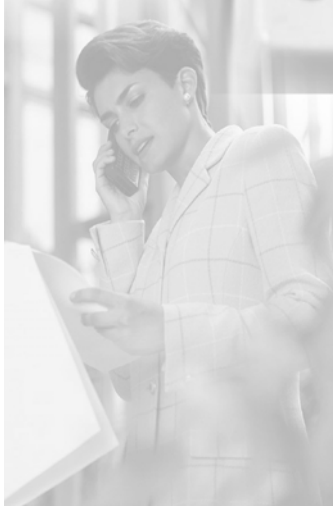
Mission Statement:

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



Program Identifier:

- ⇒ City Attorney #152
- ⇒ Governmental Relations #157



Executive Offices



City Attorney's Office

Mission Statement:

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



Program Identifier:

- ⇒ City Attorney #152
- ⇒ Governmental Relations #157

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Annual retention rate of top-quality staff	100%	100%	100%
Actual expenditures as a percent of office budget	92%	93%	100%
Percentage of Risk Management cases handled in-house	26%	26%	26%
Percentage of ordinance violations successfully prosecuted	98%	98%	98%

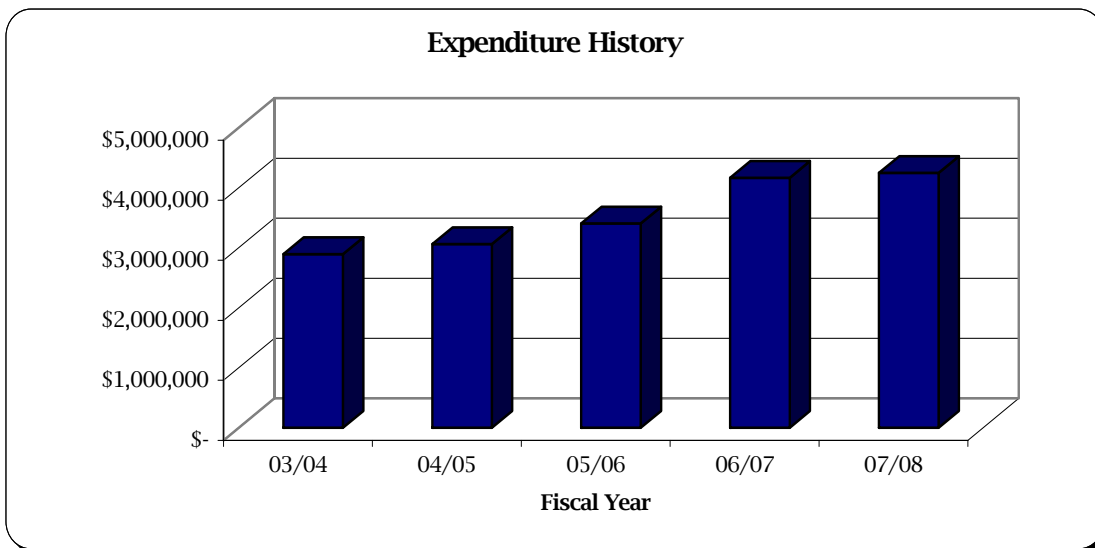
Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Annual office FTE's per 1,000 resident population	0.15	0.16	0.15

Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Number of successful challenges for ethics, public records, sunshine violations	0	0	0
Number of bids successfully challenged	0	0	0

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
City Attorney's Office:					
152 City Attorney	\$ 3,025,769	\$ 3,786,983	\$ 3,852,301	\$ 65,318	1.72%
157 Governmental Relations	376,605	376,850	393,098	16,248	4.31%
TOTAL – GENERAL FUND	\$ 3,402,374	\$ 4,163,833	\$ 4,245,399	\$ 81,566	1.96%
TOTAL – CITY ATTORNEY'S OFFICE	\$ 3,402,374	\$ 4,163,833	\$ 4,245,399	\$ 81,566	1.96%



STAFFING SUMMARY

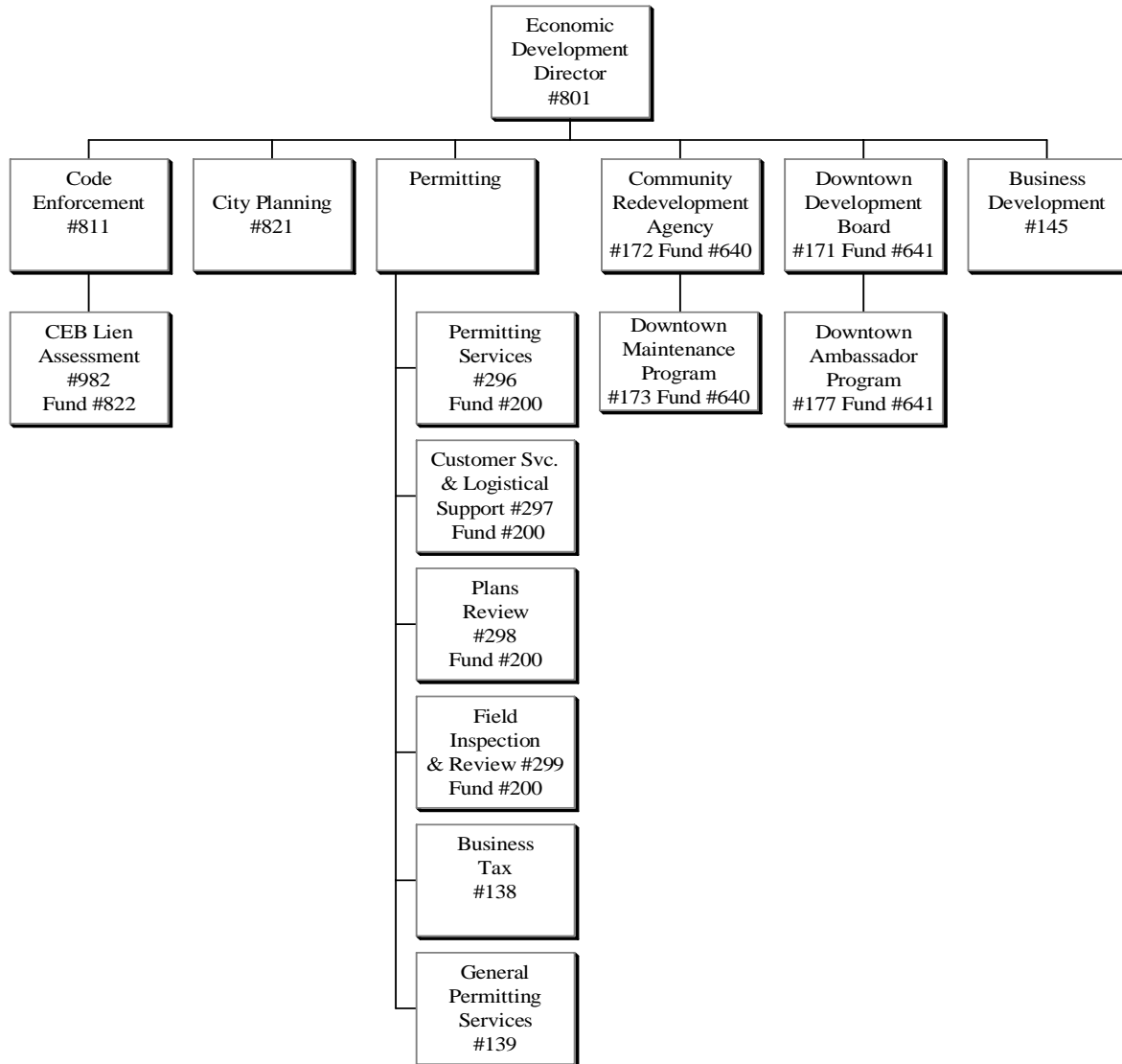
	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
City Attorney's Office:			
152 City Attorney	32	34	34
157 Governmental Relations	1	1	1
TOTAL – GENERAL FUND	33	35	35
TOTAL – CITY ATTORNEY'S OFFICE	33	35	35



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

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

Economic Development Department



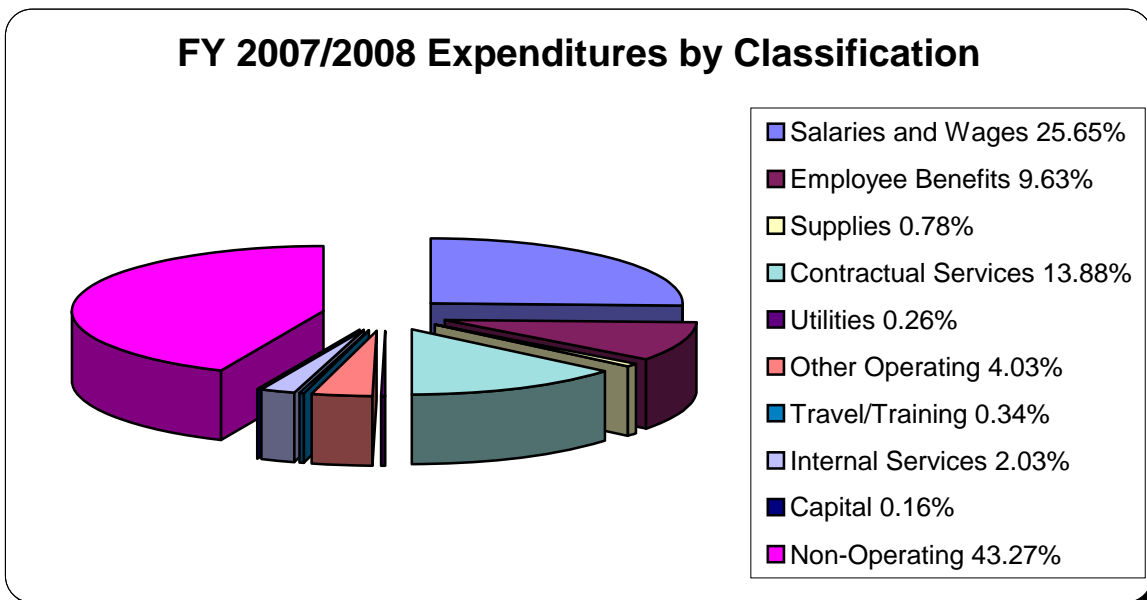
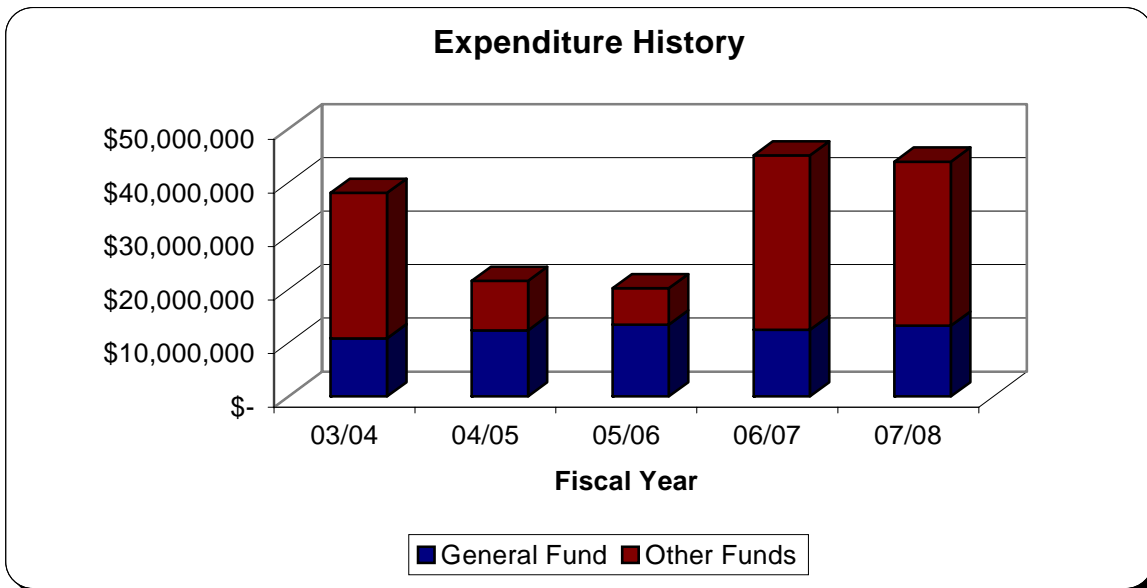
Economic Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 559,184	\$ 872,598	\$ 964,811	\$ 92,213	10.57%
Business Development Division:					
145 Business Development	265,038	380,522	417,649	37,127	9.76%
Permitting Division:					
138 Business Tax	-	231,178	247,224	16,046	6.94%
139 General Permitting Services	-	1,350,863	1,401,008	50,145	3.71%
146 Permitting Services	527,751	-	-	-	N/A
147 Customer Service & Logistical Support	1,197,448	-	-	-	N/A
148 Plans Review	1,717,328	-	-	-	N/A
149 Field Inspection and Review	3,021,071	-	-	-	N/A
Code Enforcement Division:					
811 Code Enforcement	2,471,108	3,170,781	3,205,544	34,763	1.10%
City Planning Division:					
821 City Planning	1,723,441	2,478,102	2,608,066	129,964	5.24%
984 Nondepartmental - Economic Development	1,912,253	3,776,619	4,318,813	542,194	14.36%
Projects	38,390	186,438	72,503	(113,935)	(61.11%)
TOTAL – GENERAL FUND	\$ 13,433,012	\$ 12,447,101	\$ 13,235,618	\$ 788,517	6.33%
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division:					
296 Permitting Services	\$ -	\$ 3,327,510	\$ 3,916,805	589,295	17.71%
297 Customer Service & Logistical Support	-	1,066,679	1,047,805	(18,874)	(1.77%)
298 Plans Review	-	1,401,541	1,552,644	151,103	10.78%
299 Field Inspection and Review	-	4,046,390	3,699,866	(346,524)	(8.56%)
TOTAL – BUILDING CODE ENFORCEMENT FUND	\$ -	\$ 9,842,120	\$ 10,217,120	\$ 375,000	3.81%
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 674,841	\$ 974,940	\$ 781,811	\$ (193,129)	(19.81%)
173 Downtown Maintenance Program	688,070	847,762	898,641	50,879	6.00%
960 Nondepartmental - CRA	2,447,920	7,039,526	12,419,807	5,380,281	76.43%
Projects	1,053,529	10,200,701	2,945,000	(7,255,701)	(71.13%)
TOTAL – COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 4,864,360	\$ 19,062,929	\$ 17,045,259	\$ (2,017,670)	(10.58%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 399,029	\$ 341,159	\$ 330,139	\$ (11,020)	(3.23%)
177 Downtown Ambassadors	-	143,820	346,780	202,960	141.12%
959 Nondepartmental - DDB	1,036,416	1,528,397	1,753,972	225,575	14.76%
Projects	136,016	752,998	520,000	(232,998)	(30.94%)
TOTAL – DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,571,461	\$ 2,766,374	\$ 2,950,891	\$ 184,517	6.67%
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 329,422	\$ 815,000	\$ 408,274	\$ (406,726)	(49.91%)
2472 CEB Housing Rehab	1,359	89,337	-	(89,337)	(100.00%)
TOTAL – CEB LIEN ASSESSMENT FUND	\$ 330,781	\$ 904,337	\$ 408,274	\$ (496,063)	(54.85%)
TOTAL – ECONOMIC DEVELOPMENT	\$ 20,199,614	\$ 45,022,861	\$ 43,857,162	\$ (1,165,699)	(2.59%)

Economic Development Department

Expenditure by Classification	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 8,109,646	\$ 10,720,880	\$ 11,249,457	\$ 528,577	4.93%
Employee Benefits	2,802,237	3,780,175	4,223,860	443,685	11.74%
Supplies	402,650	514,730	341,547	(173,183)	(33.65%)
Contractual Services	2,466,739	9,373,396	6,082,197	(3,291,199)	(35.11%)
Utilities	56,844	106,086	110,521	4,435	4.18%
Other Operating	1,063,480	1,591,535	1,767,055	175,520	11.03%
Travel/Training	38,842	94,604	148,839	54,235	57.33%
Internal Services	698,272	1,021,886	889,912	(131,974)	(12.91%)
Capital	157,971	4,588,354	68,040	(4,520,314)	(98.52%)
Non-Operating	4,402,933	13,231,215	18,975,734	5,744,519	43.42%
TOTAL – ECONOMIC DEVELOPMENT	\$ 20,199,614	\$ 45,022,861	\$ 43,857,162	\$ (1,165,699)	(2.59%)

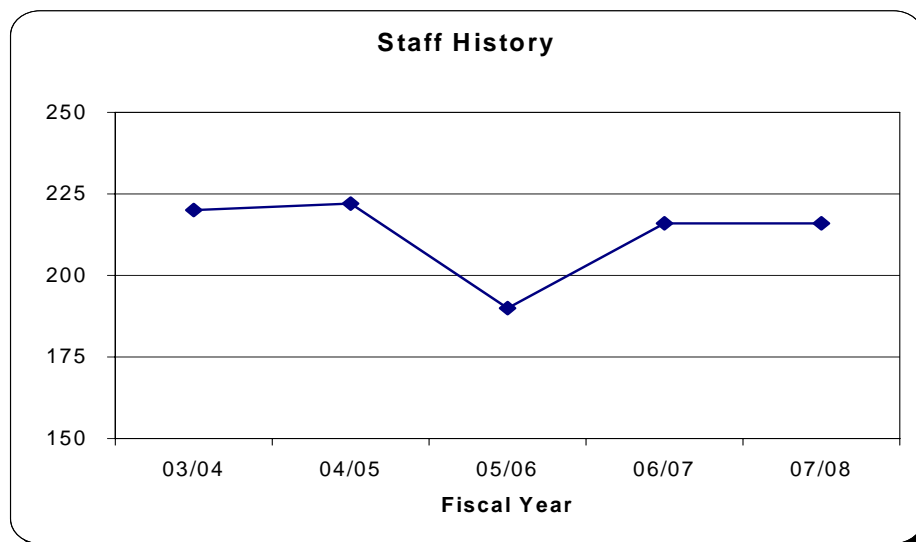


Economic Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	7	9	9
Business Development Division:			
145 Business Development	4	5	5
Permitting Division:			
138 Business Taxes	-	4	4
139 General Permitting Services	-	18	18
146 Permitting Services	7	-	-
147 Customer Service	23	-	-
148 Development Plans Review	34	-	-
149 Field Inspection Services	41	-	-
Code Enforcement Division:			
811 Code Enforcement	29	36	36
City Planning Division:			
821 City Planning	26	31	31
TOTAL GENERAL FUND	171	103	103
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
296 Permitting Services	-	9	9
297 Customer Service & Logistical Support	-	18	18
298 Plans Review	-	21	21
299 Field Inspection and Review	-	44	44
TOTAL BUILDING CODE ENFORCEMENT FUND	-	92	92
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	6	7	7
173 Downtown Maintenance Proram	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	15	16	16
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	4	3	3
177 Downtown Ambassadors	-	2	2
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	4	5	5
TOTAL -- ECONOMIC DEVELOPMENT	190	216	216

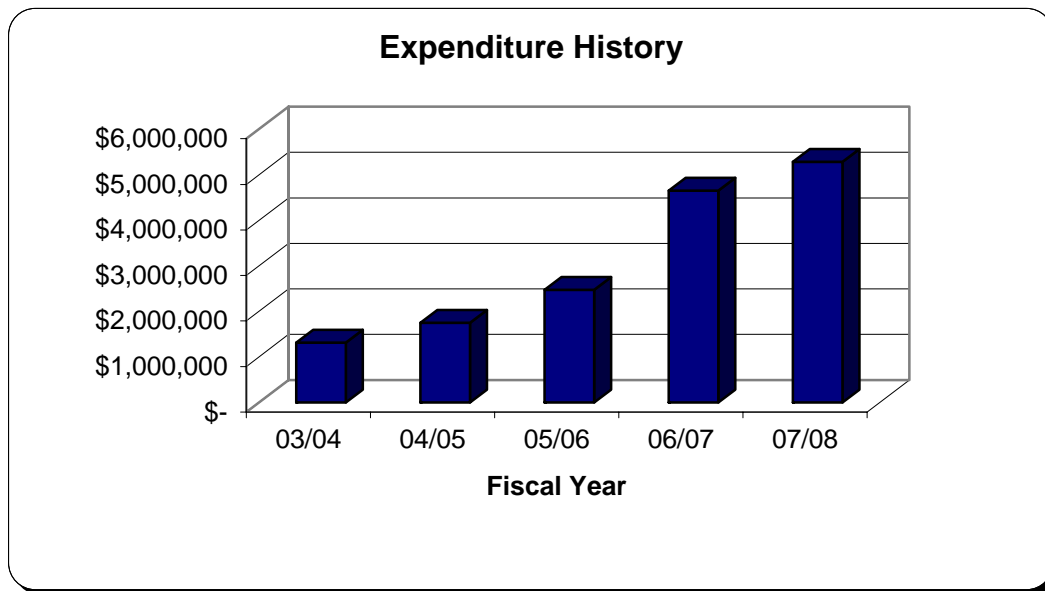
Note: Staffing levels reflect the transfer of the Real Estate Division to the Finance Department (4 positions in FY05/06 and 5 positions in FY06/07).



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 559,184	\$ 872,598	\$ 964,811	\$ 92,213	10.57%
984 Nondepartmental - Economic Development	1,912,253	3,776,619	4,318,813	542,194	14.36%
TOTAL - GENERAL FUND	\$ 2,471,437	\$ 4,649,217	\$ 5,283,624	\$ 634,407	13.65%
TOTAL - DIRECTOR	\$ 2,471,437	\$ 4,649,217	\$ 5,283,624	\$ 634,407	13.65%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
801 Director of Economic Development	7	9	9
TOTAL GENERAL FUND	7	9	9
TOTAL - DIRECTOR	7	9	9

Economic Development Department



Business Development Division

Mission Statement:

The Business Development Division is a leadership team, building strategic partnerships that nurture a unique and diverse international City marked by a strong and diversified economy.



Program Identifier:

⇒ Business Development #145



Overview of Service/Program

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

Major Accomplishments

- Assisted over 1,400 businesses through the Mayor's Business Assistance Team.
- Leveraged over \$4.7 million in state economic incentive dollars to assist companies locating or expanding in the City.
- Created Neighborhood Commercial District Revitalization Program to assist commercial property and business owners with physical building improvements.

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.

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Increase in total jobs generated/retained	530	600	600
Annual increase in businesses/organizations assisted	3%	3%	3%

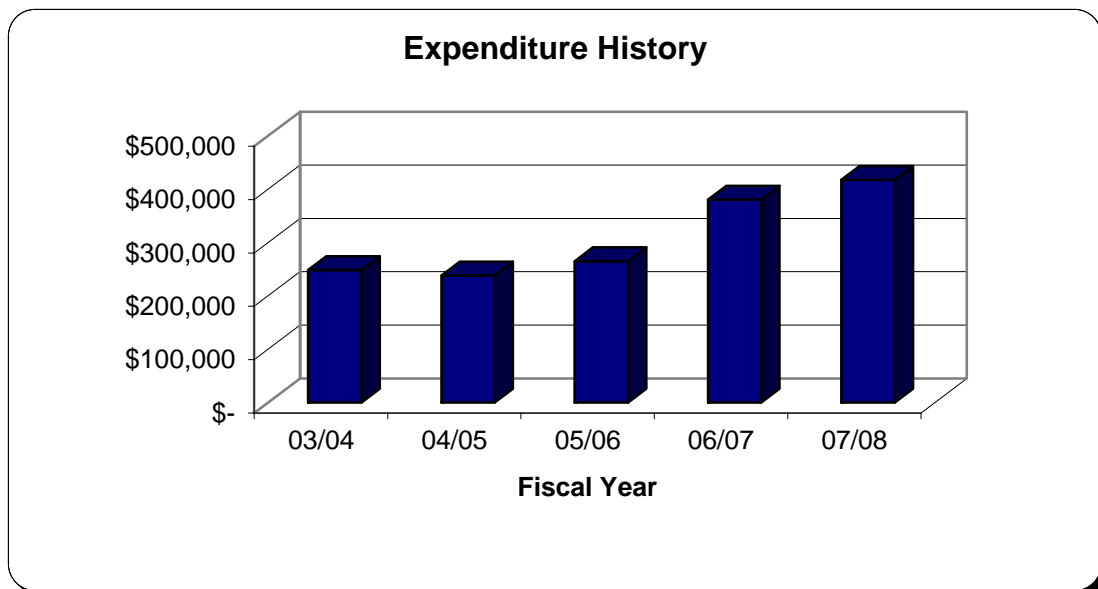
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Annual increase in City tax roll	100m	100m	100m
GF Revenues generated per dollar expended	\$2.50	\$2.50	\$2.50
Amount of State/Federal incentive dollars leveraged	\$2.9m	\$3.0m	\$3.0m

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Increase number of businesses/organizations assisted	600	650	650

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
145 Business Development	\$ 265,038	\$ 380,522	\$ 417,649	\$ 37,127	9.76%
TOTAL – GENERAL FUND	\$ 265,038	\$ 380,522	\$ 417,649	\$ 37,127	9.76%
TOTAL – BUSINESS DEVELOPMENT DIVISION	\$ 265,038	\$ 380,522	\$ 417,649	\$ 37,127	9.76%

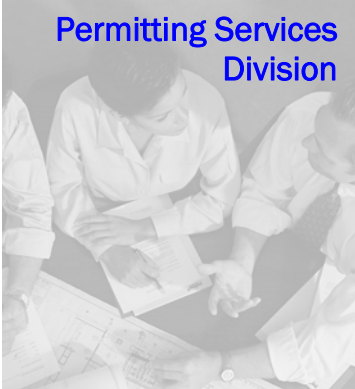


STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Business Development Division:			
145 Business Development	4	5	5
TOTAL GENERAL FUND	4	5	5
TOTAL – BUSINESS DEVELOPMENT DIVISION	4	5	5

Economic Development Department

Permitting Services Division



Mission Statement:

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



Program Identifier:

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



Overview of Service/Program

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

Major Accomplishments

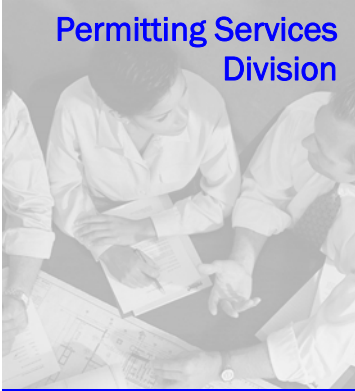
- Permitting Services launched a new Permitting Advisory Committee, which will be focused upon improving the permitting process, simplifying the process and streamlining the issuance of permits. This committee is comprised of 16 members of the community that are involved in permitting through their daily 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.
- Establishment of the Building Code Enforcement Fund in accordance with State Statutes.
- 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.

Economic Development Department

Permitting Services Division



Mission Statement:

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

Program Identifier:

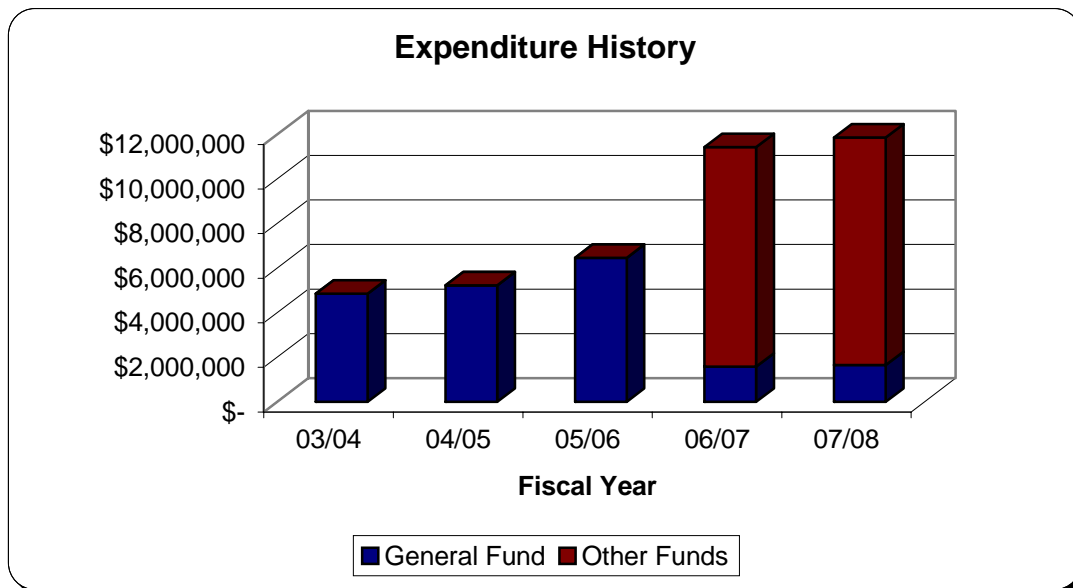
- ⇒ Business Tax #138
- ⇒ General Permitting Services #139
- ⇒ Permitting Services #296
- ⇒ Customer Service & Logistical Support #297
- ⇒ Plans Review #298
- ⇒ Field Inspection and Review #299

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
% of all ELE,MEC,PLM, and BLD RES-1 issued within 2 calendar days	80%	82%	N/A
% of all ELE,MEC,PLM, and BLD RES-1 issued within 5 calendar days	N/A	N/A	95%
Percent of all ROW, FIR, and COMM BLD plan reviews performed within 14 working days	22%	74%	85%
Percent of inspections performed by requested date	91%	90%	100%
Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Average number of days to review	9	9	10
Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Revenue collected for business tax receipts	\$6,973,709	\$7,873,983	\$6,300,000
Number of business tax receipts issued	17,866	22,000	22,000
Number of permits issued	38,985	30,696	30,000
Estimated construction cost of permits issued	\$1,835,607,549	\$1,542,782,234	\$1,500,000,000
Revenue collected for permits & fees	\$15,707,950	\$14,455,436	\$14,000,000
Number of inspections performed	95,000	105,850	100,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Permitting Division:					
138 Business Tax	\$ -	\$ 231,178	\$ 247,224	\$ 16,046	6.94%
139 General Permitting Services	-	1,350,863	1,401,008	50,145	3.71%
146 Permitting Services	527,751	-	-	-	N/A
147 Customer Service & Logistical Support	1,197,448	-	-	-	N/A
148 Plans Review	1,717,328	-	-	-	N/A
149 Field Inspection and Review	3,021,071	-	-	-	N/A
TOTAL – GENERAL FUND	\$ 6,463,598	\$ 1,582,041	\$ 1,648,232	\$ 66,191	4.18%
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division:					
296 Permitting Services	\$ -	\$ 3,327,510	\$ 3,916,805	\$ 589,295	17.71%
297 Customer Service & Logistical Support	-	1,066,679	1,047,805	(18,874)	(1.77%)
298 Plans Review	-	1,401,541	1,552,644	151,103	10.78%
299 Field Inspection and Review	-	4,046,390	3,699,866	(346,524)	(8.56%)
TOTAL – BUILDING CODE ENFORCEMENT FUND	\$ -	\$ 9,842,120	\$ 10,217,120	\$ 375,000	3.81%
TOTAL – PERMITTING DIVISION	\$ 6,463,598	\$ 11,424,161	\$ 11,865,352	\$ 441,191	3.86%

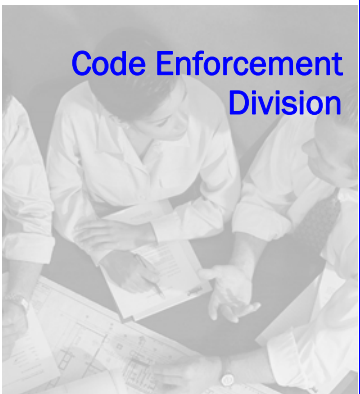


Economic Development Department

STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>GENERAL FUND #100</u>			
Permitting Division:			
138 Business Tax	-	4	4
139 General Permitting Services	-	18	18
146 Permitting Services	7	-	-
147 Customer Service	23	-	-
148 Development Plans Review	34	-	-
149 Field Inspection Services	41	-	-
TOTAL GENERAL FUND	<u>105</u>	<u>22</u>	<u>22</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Division:			
296 Permitting Services	-	9	9
297 Customer Service & Logistical Support	-	18	18
298 Plans Review	-	21	21
299 Field Inspection and Review	-	44	44
TOTAL – BUILDING CODE ENFORCEMENT FUND	<u>-</u>	<u>92</u>	<u>92</u>
TOTAL – PERMITTING DIVISION	<u>105</u>	<u>114</u>	<u>114</u>

Economic Development Department



Code Enforcement Division

Mission Statement:

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

Program Identifier:

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

Overview of Service/Program

The **Code Enforcement Division** protects City neighborhoods against hazardous, blighting and deteriorating influences or conditions in the physical environment that contribute to a diminished quality of life and property values. The 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.

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Average response time in hours for citizens complaints	25.7	24	24

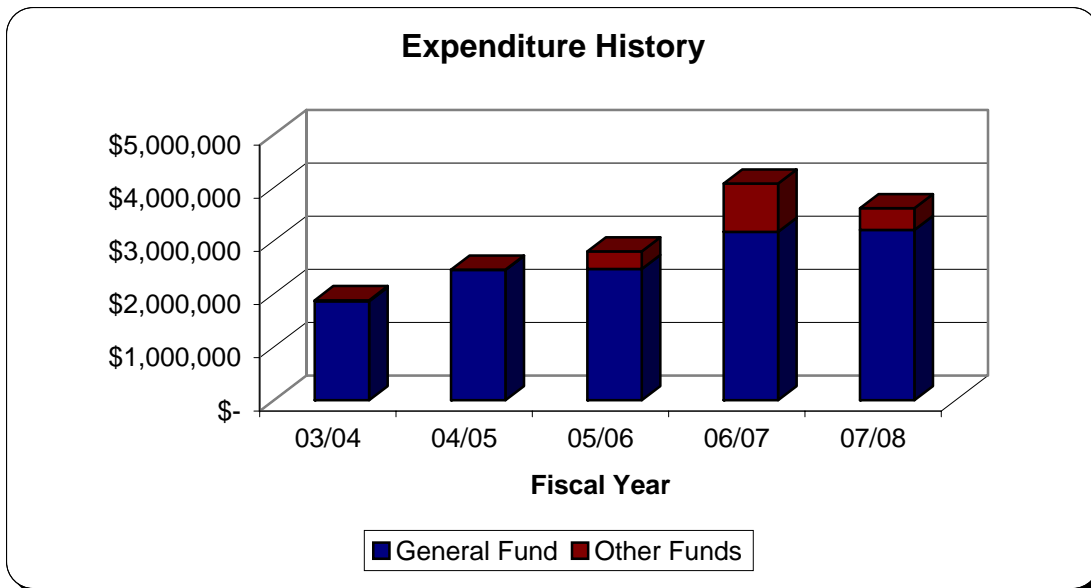
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Average number of inspections per hour per officer	1.48	1.5	1.5
Average number of days for case resolution	19	15	15

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of Board cases	687	800	800
Number of properties inspected	34,209	35,000	36,000
Number of neighborhood meeting presentations	41	70	75
Number of training classes conducted	4	10	12
Number of citizen complaint calls managed	8,216	8,300	8,000
Number of lien search inquiries	324	800	1,000
Number of times city-owned lots cleaned	1,462	850	800

Economic Development Department

EXPENDITURE SUMMARY

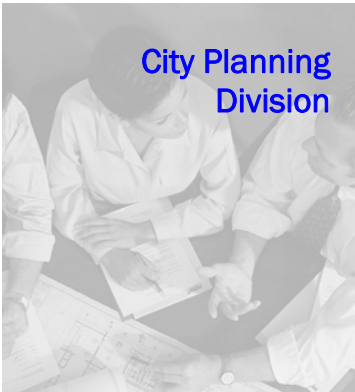
Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Code Enforcement Division:					
811 Code Enforcement	\$ 2,471,108	\$ 3,170,781	\$ 3,205,544	\$ 34,763	1.10%
TOTAL – GENERAL FUND	\$ 2,471,108	\$ 3,170,781	\$ 3,205,544	\$ 34,763	1.10%
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division:					
982 CEB Lien Assessment	\$ 329,422	\$ 815,000	\$ 408,274	\$ (406,726)	(49.91%)
2472 CEB Housing Rehab	1,359	89,337	-	(89,337)	(100.00%)
TOTAL – CEB LIEN ASSESSMENT FUND	\$ 330,781	\$ 904,337	\$ 408,274	\$ (496,063)	(54.85%)
TOTAL – CODE ENFORCEMENT DIVISION	\$ 2,801,889	\$ 4,075,118	\$ 3,613,818	\$ (461,300)	(11.32%)



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Code Enforcement Division:			
811 Code Enforcement	29	36	36
TOTAL GENERAL FUND	29	36	36
TOTAL – CODE ENFORCEMENT DIVISION	29	36	36

Economic Development Department



City Planning Division

Mission Statement:

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



Program Identifier:



⇒ City Planning #821

Overview of Service/Program

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

Major Accomplishments

- Completion of the South Eola, Conway Road and Parramore Town Center Plans.
- Successfully completed second year as a Certified Community, as designated by the Florida Department of Community Affairs; this designation allowed for a streamlined growth management amendment approval process.
- Approved significant specific parcel and neighborhood plans for Baldwin Park and the Southeast Area of the city, including Lake Nona and Randall Park; also approved significant projects including the Mills/Nebraska and SoDo mixed use developments, Tradition Towers, Downtown Plaza, IKEA, the Dolive, Princeton Village, the Blue Rose Resort and many more.

Future Outlook

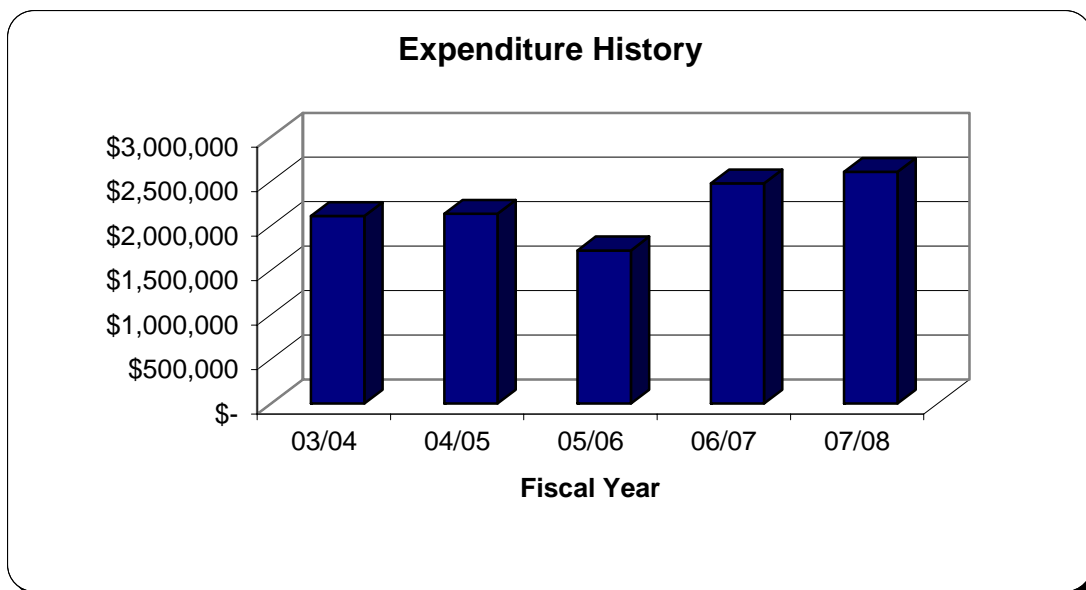
- Initiate the Southport RFQ/RFP Process
- Prepare amendments to the Land Development Code to address changing conditions and needs
- Further the Evaluation and Appraisal Report (EAR) process of the City's Growth Management Plan
- Continue the Active Living by Design project

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percentage of State Growth Management requirements found in compliance	100%	100%	100%
Percentage of certification agreement requirements found in compliance	100%	100%	100%
Percentage of recommendations accepted by advisory boards	85%	96%	85%
Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of Municipal Planning Board Cases	350	350	350
Number of Board of Zoning Adjustment Cases	90	90	90
Number of Historic Preservation Board Cases	250	250	250

Economic Development Department

EXPENDITURE SUMMARY

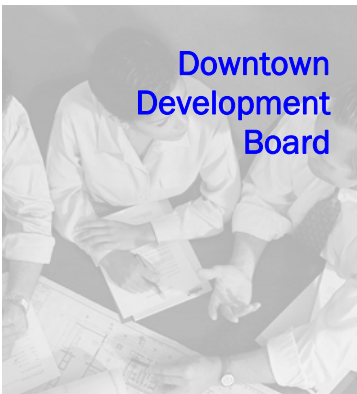
Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
City Planning Division:					
821 City Planning	\$ 1,723,441	\$ 2,478,102	\$ 2,608,066	\$ 129,964	5.24%
TOTAL – GENERAL FUND	\$ 1,723,441	\$ 2,478,102	\$ 2,608,066	\$ 129,964	5.24%
TOTAL – CITY PLANNING DIVISION	\$ 1,723,441	\$ 2,478,102	\$ 2,608,066	\$ 129,964	5.24%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
City Planning Division:			
821 City Planning	26	31	31
TOTAL GENERAL FUND	26	31	31
TOTAL – CITY PLANNING DIVISION	26	31	31

Economic Development Department



Downtown Development Board

Mission Statement:

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



Program Identifier:

- ⇒ Downtown Development Board #171
- ⇒ Downtown Ambassadors #177
- ⇒ Non-Departmental DDB #959

Overview of Service/Program

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

Major Accomplishments

- Downtown Ambassador's Program Formulated & Approved
- Coordinated and co-sponsored numerous special events
- Created Downtown Information Center
- Created/Revised Major Concert Program

Future Outlook

- Implement joint marketing, advertising, sponsorship, and partnership opportunities
- Promote Downtown awareness through Ambassador Program, Information Center & Marketing Materials.
- Enhance Sunday Eola Market by increasing number & variety of vendors
- Increase community outreach through Information Center & What's Up Downtown.

Performance Measures Effectiveness

	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Annual increase in DDB tax roll	6%	23%	23%

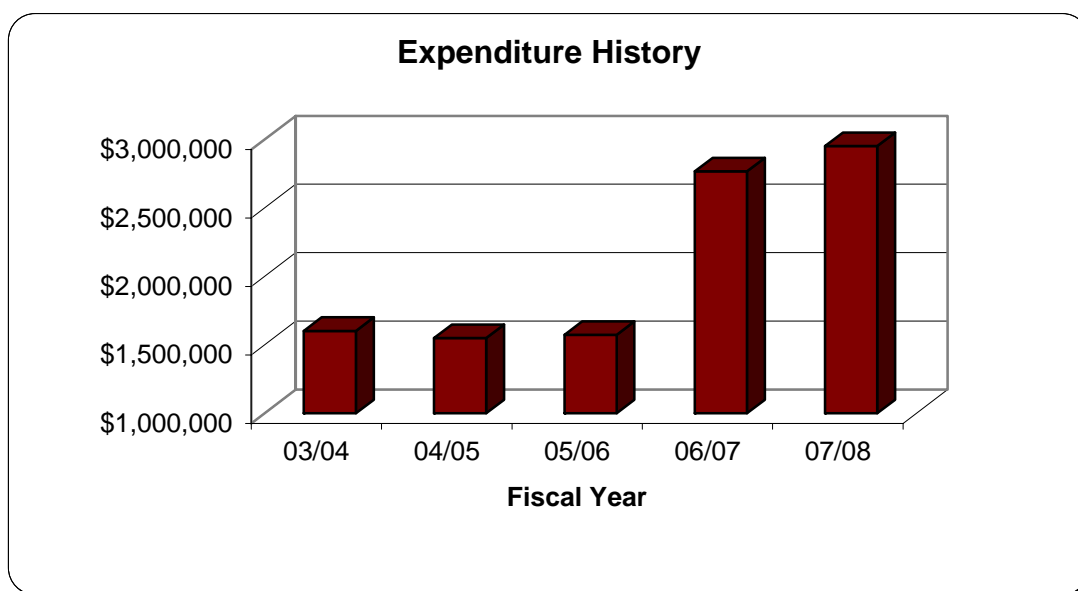
Performance Measures Service Indicator

	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of Website visits	300,000	350,000	400,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 399,029	\$ 341,159	\$ 330,139	\$ (11,020)	(3.23%)
177 Downtown Ambassadors	-	143,820	346,780	202,960	141.12%
959 Nondepartmental - DDB Projects	1,036,416 136,016	1,528,397 752,998	1,753,972 520,000	225,575 (232,998)	14.76% (30.94%)
TOTAL – DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,571,461	\$ 2,766,374	\$ 2,950,891	\$ 184,517	6.67%
TOTAL – DOWNTOWN DEVELOPMENT BOARD	\$ 1,571,461	\$ 2,766,374	\$ 2,950,891	\$ 184,517	6.67%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	4	3	3
177 Downtown Ambassadors	-	-	2
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	4	3	5
TOTAL – DOWNTOWN DEVELOPMENT BOARD	4	3	5

Economic Development Department



Community Redevelopment Agency

Mission Statement:

Aggressively pursue redevelopment and revitalization activities within the Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development.

Program Identifier:

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

Overview of Service/Program

The **Community Redevelopment Agency** was created in 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

- Approved Development Agreement and Contract for Sale for the Otey Place property.
- Initiated the design and bid process for the Division Avenue Streetscape project.
- Completed Construction of the Parramore Heritage Park.
- Installed 40 plant pots on Orange Avenue between Livingston St. and Anderson St.
- Maintained 60 blocks of Downtown streetscape.
- Approved funding for the Downtown Ambassadors Program.
- Expanded CRA boundaries to include the 21.9 acres of the Citrus Bowl area.
- Downtown Outlook-Part I related to the (3) Venues- Initiated, drafted and City Council approved this Plan Amendment.
- Minority/Women Entrepreneur Business Assistance (MEBA) Grant Program approved and encouraged Program implementation by assisting small businesses such as Sakile, Inc.
- Approved High Wage High Value Job Program.
- Installed two (7) foot wide Planter Pots at Jackson St. and Magnolia Ave.
- Painted (90) streetscape furnishings plus approximately (100) utility lid covers in the Parramore Ave. Streetscape area.

Future Outlook

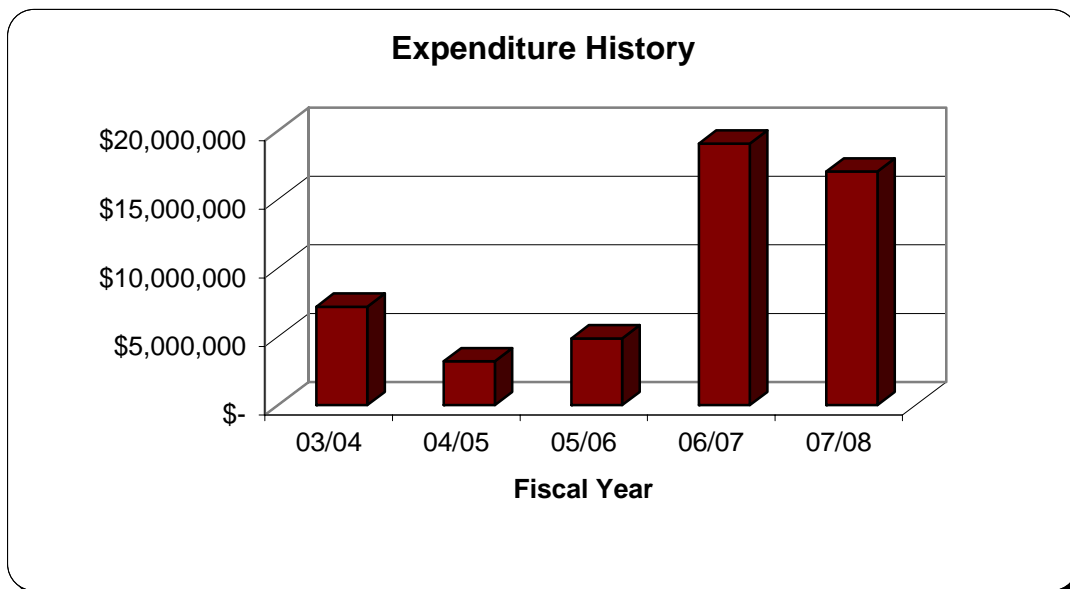
- Implement Mayor's Pathway for Parramore Plan.
- Implement Mayor's Downtown Strategic Transportation Team Plan.
- Implement Orlando's Downtown Outlook Vision Plan.
- Encourage development of housing, including workforce housing.
- Increase emphasis on retention and recruitment of jobs.
- Implement the Downtown Outlook Plan-Part II adopted June 18, 2007, related to the three (3) Venues.
- Initiate and prepare the Outlook Part III Plan Amendment.

Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Annual increase in CRA taxable value	12%	12%	4%
Annual number of additional residential units	55	475	1,489
Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Replace 102 trees destroyed by summer 2004 hurricanes	23	4	0
Number of plants, annuals and trees installed in streetscape and Plaza areas	N/A	4,000	5,000

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 674,841	\$ 974,940	\$ 781,811	\$ (193,129)	(19.81%)
173 Downtown Maintenance Program	688,070	847,762	898,641	50,879	6.00%
960 Nondepartmental - CRA	2,447,920	7,039,526	12,419,807	5,380,281	76.43%
Projects	<u>1,053,529</u>	<u>10,200,701</u>	<u>2,945,000</u>	<u>(7,255,701)</u>	<u>(71.13%)</u>
TOTAL – COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 4,864,360	\$ 19,062,929	\$ 17,045,259	\$ 5,238,031	(10.58%)
TOTAL – COMMUNITY REDEVELOPMENT AGENCY	<u>\$ 4,864,360</u>	<u>\$ 19,062,929</u>	<u>\$ 17,045,259</u>	<u>\$ 5,238,031</u>	(10.58%)



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	6	7	7
173 Downtown Maintenance Proram	<u>9</u>	<u>9</u>	<u>9</u>
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	15	16	16
TOTAL – COMMUNITY REDEVELOPMENT AGENCY	<u>15</u>	<u>16</u>	<u>16</u>

Economic Development Department

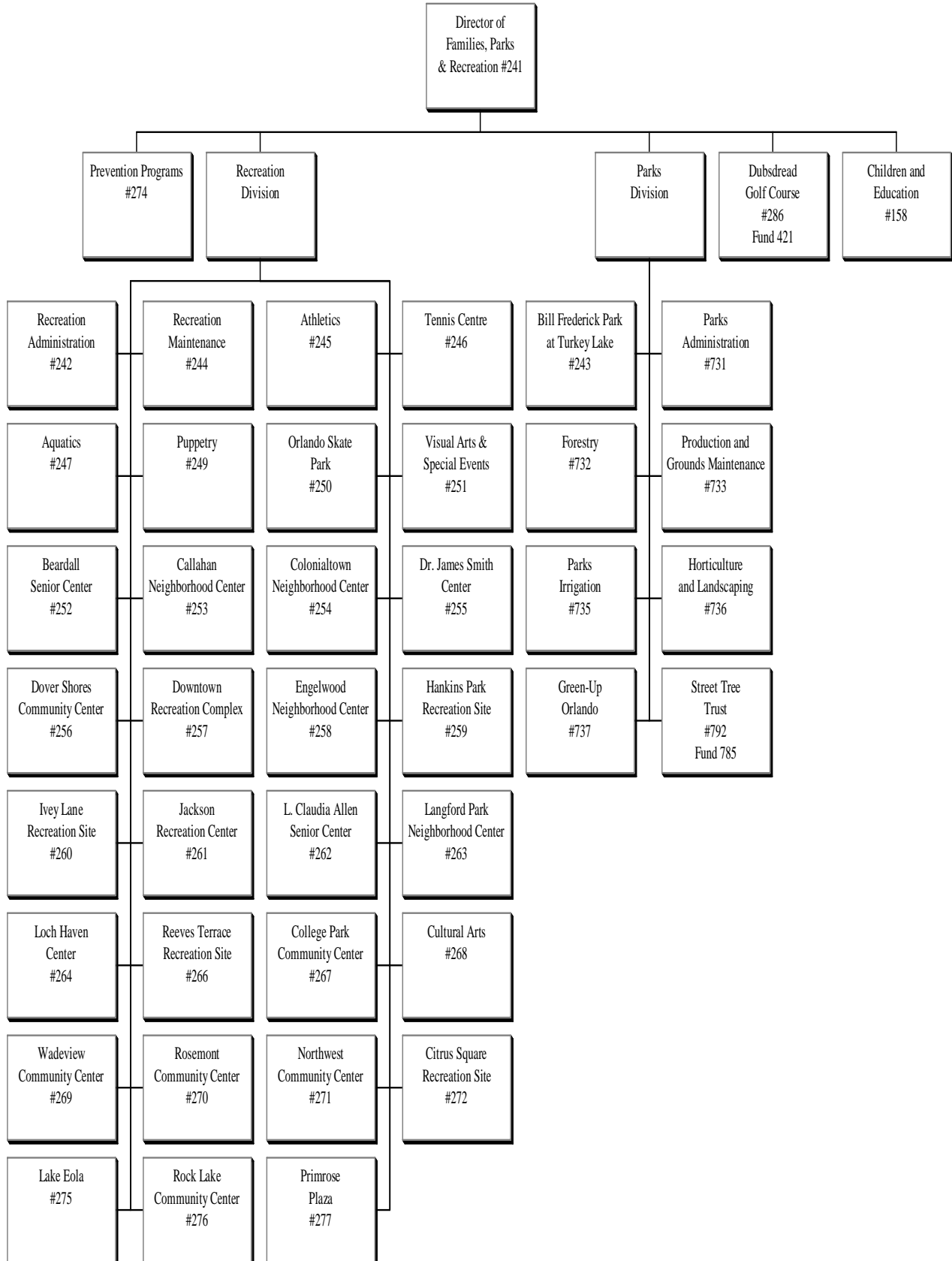
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FAMILIES
PARKS
&
RECREATION

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

Families, Parks and Recreation Department



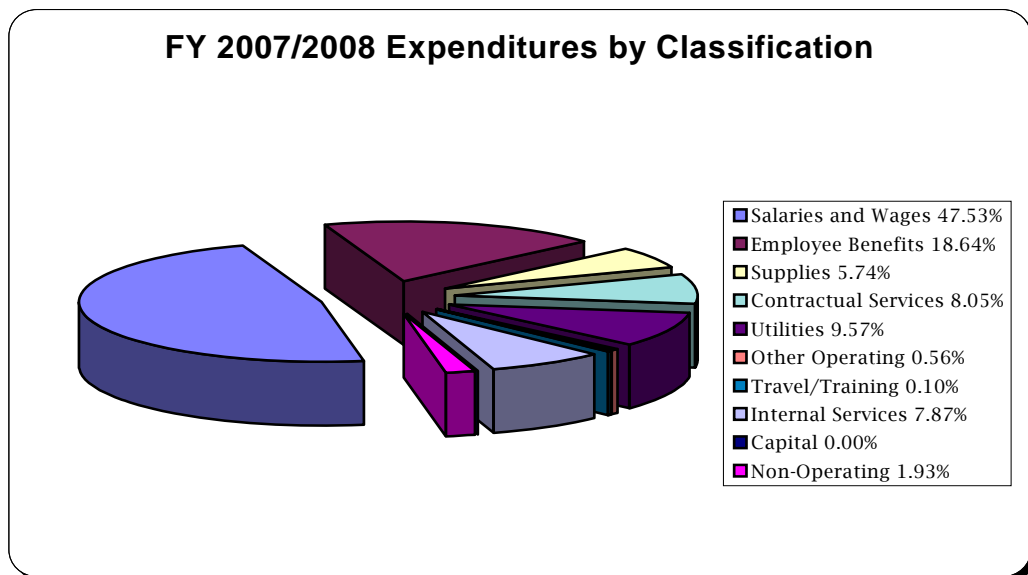
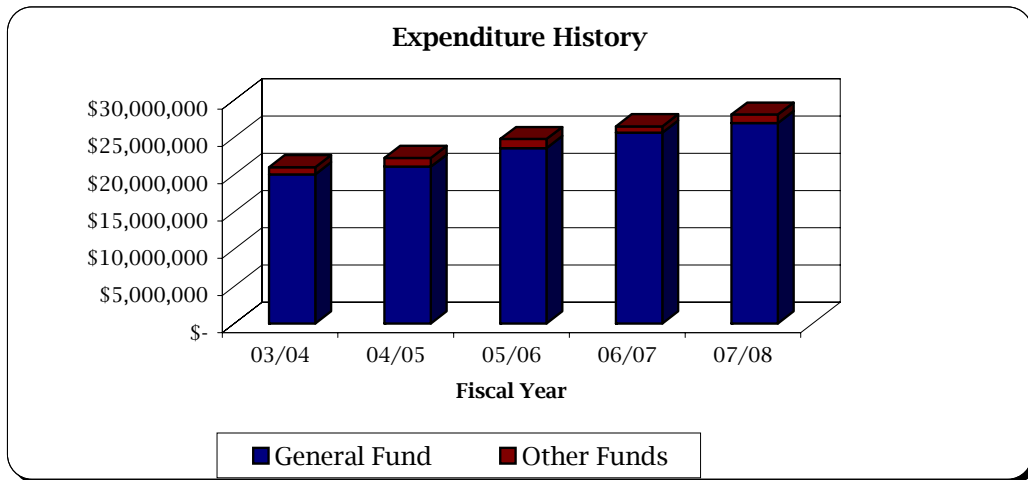
Families, Parks and Recreation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 688,082	\$ 879,860	\$ 748,217	\$ (131,643)	(14.96%)
274 Prevention Programs	760,523	955,379	1,162,281	206,902	21.66%
158 Children and Education	185,993	200,000	275,000	75,000	37.50%
Recreation Division:					
242 Recreation Administration	720,673	740,410	1,339,342	598,932	80.89%
244 Recreation Maintenance	-	-	1,696,107	1,696,107	N/A
245 Athletics	-	-	1,073,047	1,073,047	N/A
246 Tennis Centre	-	-	281,360	281,360	N/A
247 Aquatics	9,277	1,422,025	1,494,827	72,802	5.12%
249 Puppetry	-	-	99,390	99,390	N/A
250 Orlando Skate Park	-	-	9,483	9,483	N/A
251 Visual Arts & Special Events	-	-	61,144	61,144	N/A
252 Beardall Senior Center	-	-	349,861	349,861	N/A
253 Callahan Neighborhood Center	-	-	364,644	364,644	N/A
254 Colonialtown Neighborhood Center	-	-	220,145	220,145	N/A
255 Dr. James Smith Center	-	-	521,569	521,569	N/A
256 Dover Shores Community Center	-	-	475,876	475,876	N/A
257 Downtown Recreation Complex	-	-	319,858	319,858	N/A
258 Engelwood Neighborhood Center	-	-	592,205	592,205	N/A
259 Hankins Park Recreation Site	-	-	114,390	114,390	N/A
260 Ivey Lane Recreation Site	-	-	134,937	134,937	N/A
261 Jackson Recreation Center	-	-	335,199	335,199	N/A
262 L. Claudia Allen Senior Center	-	-	251,566	251,566	N/A
263 Langford Park Neighborhood Center	-	-	212,258	212,258	N/A
264 Loch Haven Center	-	-	237,159	237,159	N/A
266 Reeves Terrace Recreation Site	-	-	121,287	121,287	N/A
267 College Park Community Center	-	-	561,836	561,836	N/A
268 Cultural Arts	-	-	154,669	154,669	N/A
269 Wadeview Community Center	-	-	255,451	255,451	N/A
270 Rosemont Community Center	-	-	563,182	563,182	N/A
271 Northwest Community Center	-	-	583,047	583,047	N/A
272 Citrus Square Recreation Site	-	-	102,631	102,631	N/A
275 Lake Eola	-	-	423,987	423,987	N/A
276 Rock Lake Community Center	-	-	148,344	148,344	N/A
277 Primrose Plaza	-	-	181,279	181,279	N/A
281 FPR Area 1	1,777,628	1,519,706	-	(1,519,706)	(100.00%)
282 FPR Area 2	2,148,553	2,111,307	-	(2,111,307)	(100.00%)
283 FPR Area 3	1,882,068	2,292,556	-	(2,292,556)	(100.00%)
284 Athletics	3,081,090	3,392,945	-	(3,392,945)	(100.00%)
285 Parks and Cultural Arts	972,686	1,078,811	-	(1,078,811)	(100.00%)
Parks Division:					
731 Parks Administration	1,378,015	1,425,894	1,359,222	(66,672)	(4.68%)
243 Bill Frederick Park at Turkey Lake	809,192	853,061	853,311	250	0.03%
732 Forestry	1,254,025	1,458,296	1,465,536	7,240	0.50%
733 Production/Grounds Maintenance	4,576,173	4,085,352	4,132,443	47,091	1.15%
735 Parks Irrigation	1,085,494	1,093,654	1,130,440	36,786	3.36%
736 Horticulture and Landscaping	1,621,979	1,695,072	1,727,340	32,268	1.90%
737 Green Up Orlando	284,215	318,752	307,334	(11,418)	(3.58%)
987 Non Departmental Dubsdread	15,568	4,303	16,000	11,697	271.83%
990 Non Departmental FPR	12,366	46,349	462,435	416,086	897.72%
Projects	274,636	59,560	-	-	N/A
TOTAL -- GENERAL FUND	\$ 23,538,236	\$ 25,633,292	\$ 26,919,639	\$ 1,345,907	5.02%
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,223,301	\$ 831,831	\$ 1,123,230	\$ 291,399	35.03%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,223,301	\$ 831,831	\$ 1,123,230	\$ 291,399	35.03%
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 500,000	\$ 300,000	\$ 450,000	\$ 150,000	50.00%
TOTAL -- STREET TREE TRUST FUND	\$ 500,000	\$ 300,000	\$ 450,000	\$ 150,000	50.00%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 25,261,537	\$ 26,765,123	\$ 28,492,869	\$ 1,787,306	6.46%

Families, Parks and Recreation Department

Expenditure by Classification	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 11,783,645	\$ 13,003,821	\$ 13,543,951	\$ 540,130	4.15%
Employee Benefits	4,143,139	4,721,020	5,311,323	590,303	12.50%
Supplies	1,392,938	1,523,689	1,634,964	111,275	7.30%
Contractual Services	2,244,086	2,261,014	2,294,814	33,800	1.49%
Utilities	2,585,255	2,403,007	2,727,320	324,313	13.50%
Other Operating	134,351	136,012	158,610	22,598	16.61%
Travel/Training	24,258	26,370	29,493	3,123	11.84%
Internal Services	2,046,544	2,230,488	2,242,054	11,566	0.52%
Capital	136,806	143,550	-	(143,550)	(100.00%)
Non-Operating	770,515	316,152	550,340	234,188	74.07%
TOTAL – FAMILIES, PARKS AND RECREATION	\$ 25,261,537	\$ 26,765,123	\$ 28,492,869	\$ 1,727,746	6.46%

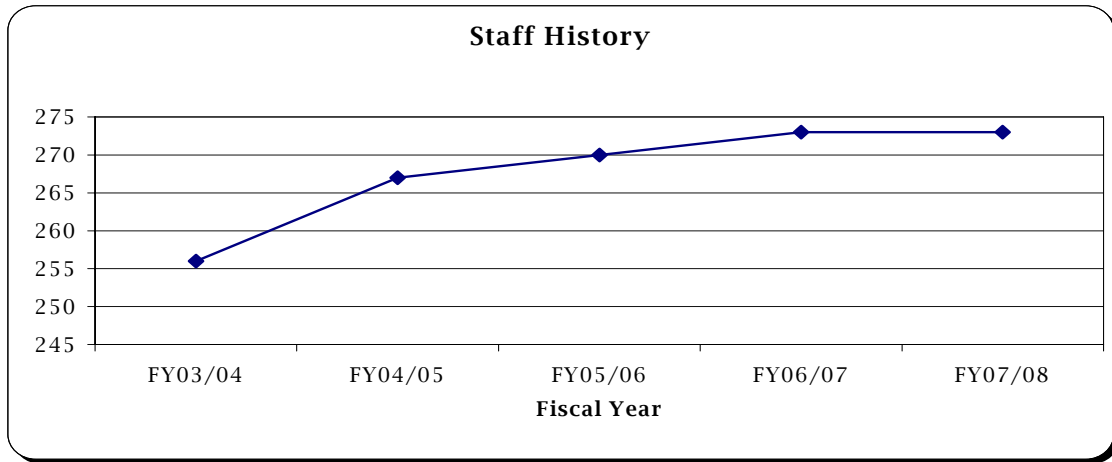


Families, Parks and Recreation Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>GENERAL FUND #100</u>			
241 Director's Office	11	10	10
274 Prevention Programs	4	4	4
Recreation Division:			
242 Recreation Administration	6	7	12
244 Recreation Maintenance	-	-	21
245 Athletics	-	-	6
246 Tennis Centre	-	-	5
247 Aquatics	-	7	7
249 Puppetry	-	-	1
252 Beardall Senior Center	-	-	5
253 Callahan Neighborhood Center	-	-	4
254 Colonialtown Neighborhood Center	-	-	3
255 Dr. James Smith Center	-	-	5
256 Dover Shores Community Center	-	-	4
257 Downtown Recreation Complex	-	-	5
258 Engelwood Neighborhood Center	-	-	5
259 Hankins Park Recreation Site	-	-	1
260 Ivey Lane Recreation Site	-	-	1
261 Jackson Recreation Center	-	-	4
262 L. Claudia Allen Senior Center	-	-	3
263 Langford Park Neighborhood Center	-	-	3
264 Loch Haven Center	-	-	2
266 Reeves Terrace Recreation Site	-	-	1
267 College Park Community Center	-	-	5
268 Cultural Arts	-	-	1
269 Wadeview Community Center	-	-	3
270 Rosemont Community Center	-	-	5
271 Northwest Community Center	-	-	5
272 Citrus Square Recreation Site	-	-	1
275 Lake Eola	-	-	6
276 Rock Lake Community Center	-	-	1
277 Primrose Plaza	-	-	3
281 FPR Area 1	22	18	-
282 FPR Area 2	20	20	-
283 FPR Area 3	20	23	-
284 Athletics	26	41	-
285 Parks and Cultural Arts	11	12	-
Parks Division:			
731 Parks Administration	6	6	6
243 Bill Frederick Park at Turkey Lake	11	11	11
732 Forestry	17	17	17
733 Production/Grounds Maintenance	72	55	55
735 Parks Irrigation	16	15	15
736 Horticulture and Landscaping	25	24	24
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	<u>270</u>	<u>273</u>	<u>273</u>
TOTAL -- FAMILIES, PARKS AND RECREATION	<u>270</u>	<u>273</u>	<u>273</u>

Families, Parks and Recreation Department



Families, Parks and Recreation Department

Director's Office



Mission Statement:

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.



Program Identifier:

- ⇒ Director's Office #241
- ⇒ Prevention Programs #274
- ⇒ Children & Education #158
- ⇒ Non-Department #990



Overview of Services/Programs

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

Major Accomplishments

- Orlando Mayor Buddy Dyer and the Orlando City Council established a special fund at the Community Foundation of Central Florida to engage public and private funders to partner with the City to improve child well-being in Orlando. The Community Foundation continues to manage the Parramore Kidz Zone's donor-advised funds.
- The following funders pledged financial support for the project: Robert Wood Johnson Foundation (\$499,000); Dr. Phillips Charities (\$225,000); Edyth Bush Charitable Foundation (\$100,000), Orlando Magic Youth Foundation (\$250,000), Kiwanis of Orlando (\$100,000), and the Orlando Magic (\$250,000).
- An Advisory Committee held six meetings and advised on distributions from the Legacy Trust for Orlando Children.
- The Legacy Trust for Orlando Children issued grants to deploy a grassroots outreach team to the neighborhood and to initiate the project evaluation.
- Over 400 Parramore youth were engaged in summer camp programs during June - August 2007, via the third annual CityTeenz summer program.
- A mentoring initiative was launched to recruit, train and support mentors, and match them to Parramore children. In its first quarter of operation, the program matched 41 mentors.
- The Teenz of Parramore (TOP) Youth Advisory Council was launched to engage Parramore teens in positive activities and programs, ensure that PKZ activities are youth relevant, and represent the voice of the young people in Parramore.
- Through a \$10,000 grant from Staples, establishment of Parramore League of Artistic Youth (PLAY), to engage aspiring youth artists in art projects in the Parramore neighborhood. Under the supervision of Orlando artist Everett Spruill, completion of murals at the Downtown Recreation Center and Dr. J. B. Callahan Neighborhood Center.
- PURPLE (Passionate Urban Really Powerful Ladies Excelling) was launched, to educate and empower girls to become productive women of tomorrow by embracing a higher echelon of self-confidence, focusing on school and positive life choices, and learning their purpose in life. Twenty-five PURPLE members attended an empowerment conference in Atlanta, Georgia, toured colleges and historical sites.
- \$200,000 was leveraged from the State of Florida's Childcare Executive Partnership Program to provide childcare subsidies to approximately 80 low income working families in Parramore.
- Implemented the "Read to Win" summer education reading program at the Orlando Housing Authority and the John H. Jackson Community Center. Over 100 children received FCAT reading instructions and reading tutorial services by three Orange County Public Schools' certified teachers.

Families, Parks and Recreation Department

Director's Office



Mission Statement:

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Program Identifier:

- ⇒ Director's Office #241
- ⇒ Prevention Programs #274
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- ⇒ Non-Department #990



- \$50,000 was granted to the Health Council of East Central Florida to evaluate the KZ project. Accomplishments include: development and implementation of a household survey to assess conditions faced by children in Parramore (100 families, representing 278 children, were surveyed from all parts of the Parramore community); implementation of the 40 Developmental Assets survey with 50 Parramore youth ages 11 - 18; and initiation of case studies of 6 families.
- Developed of three Homework Rooms in Parramore assist children with school projects, tutoring and academic assistance.
- Fifteen Parramore residents were recruited to serve as "Children's Champions" forming the framework for block-by-block engagement of community residents. The first meeting was held in July 2007. "Children's Champions" will host neighborhood meetings to obtain feedback from neighbors about project services and marketing strategies, disseminate information about child well being and project partners, plan project activities, and build neighborhood ownership of the project.

Future Outlook

- PKZ's early learning component will be continued and expanded, and strategies developed to increase the number of Parramore children, birth to age five, in high quality childcare/early learning settings.
- The CityTeenz summer initiative will take place for the fourth year in a row during summer 2008.
- Continue to recruit, train and support mentors, and match them to Parramore children who could benefit.
- Strategies will be developed in collaboration with safety net healthcare providers in and around the Parramore neighborhood to better meet the healthcare needs

Families, Parks and Recreation Department

Director's Office



Mission Statement:

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.



Program Identifier:

- ⇒ Director's Office #241
- ⇒ Prevention Programs #274
- ⇒ Children & Education #158
- ⇒ Non-Department #990



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 horseback 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.
- A daily average of 1,000 children participated in the morning and afternoon program at six Orange County Public Middle Schools in the City of Orlando.
- More than 800 children have participated in the athletic outreach programs.
- During the school year and summer weeks 3,500 children have participated in our incentive field trips.
- More than 110 citizens volunteered their time to athletics, academics programs and fundraising events.
- More than \$195,000 was provided through in-kind donations.
- More than \$167,000 was raised through sponsorships, grants, and special events.

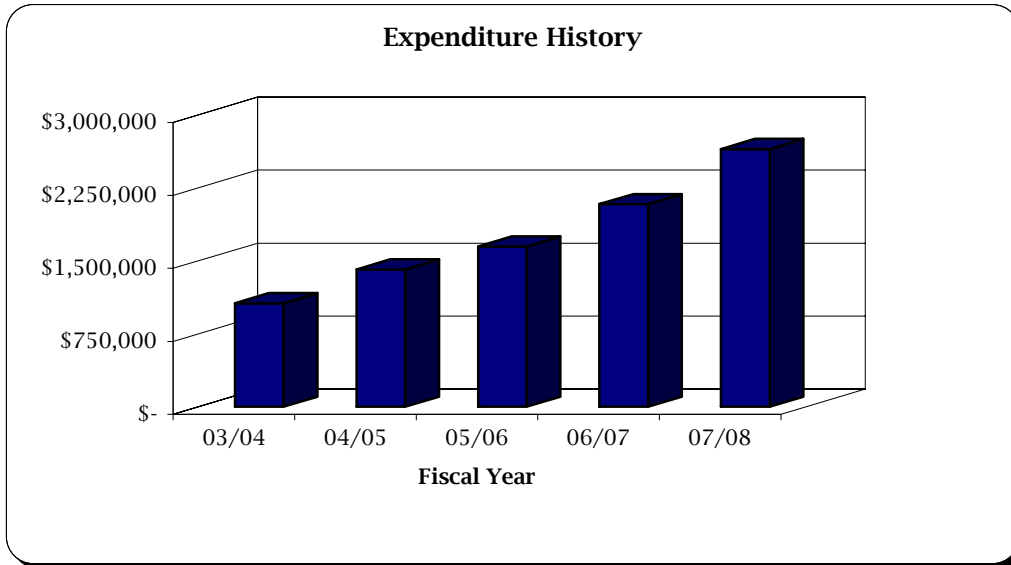
Future Outlook

- Continue to focus on the development of obesity programs (i.e. Fire-Fit Program) for overweight youth.
- Provide tutors (math, science, language arts) at all After-School sites...academic improvement is a must.
- 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 and their activities within the before and after-school programs to include summer programs.
- Continue to evaluate GPA, referral and attendance of participants in middle school program for evaluation.
- Increase the number of volunteers by 20%, especially for homework assistance.
- 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.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 688,082	\$ 879,860	\$ 748,217	\$ (131,643)	(14.96%)
274 Prevention Programs	760,523	955,379	1,162,281	206,902	21.66%
158 Children and Education	185,993	200,000	275,000	75,000	37.50%
990 Non Departmental FPR	12,366	46,349	462,435	416,086	897.72%
TOTAL – GENERAL FUND	\$ 1,646,964	\$ 2,081,588	\$ 2,647,933	\$ 566,345	27.21%
TOTAL – DIRECTOR	\$ 1,646,964	\$ 2,081,588	\$ 2,647,933	\$ 566,345	27.21%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
241 Director's Office	11	10	10
274 Prevention Programs	4	4	4
TOTAL – GENERAL FUND	15	14	14
TOTAL – DIRECTOR	15	14	14

Families, Parks and Recreation Department

Recreation Division

Mission Statement:

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

Program Identifier:

⇒ Recreation Admin.	#242
⇒ Recreation Maintenance	#244
⇒ Athletics	#245
⇒ Tennis Centre	#246
⇒ Aquatics	#247
⇒ Puppetry	#249
⇒ Orlando Skate Park	#250
⇒ Visual Arts	#251
⇒ Beardall	#252
⇒ Callahan	#253
⇒ Colonialtown	#254
⇒ Dr. James Smith	#255
⇒ Dover Shores	#256
⇒ Downtown Recreation Complex	#257
⇒ Engelwood	#258
⇒ Hankins Park	#259
⇒ Ivey Lane	#260
⇒ Jackson	#261
⇒ L. Claudia Allen	#262
⇒ Langford Park	#263
⇒ Loch Haven	#264
⇒ Reeves Terrace	#266
⇒ College Park	#267
⇒ Cultural Arts	#268
⇒ Wadeview	#269
⇒ Rosemont	#270
⇒ Northwest	#271
⇒ Citrus Square	#272
⇒ Lake Eola	#275
⇒ Rock Lake	#276
⇒ Primrose	#277

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

- The Recreation Division partners with over 103 agencies, community groups, corporations, and faith-based and non-profit organizations. These partnerships enhance recreation opportunities for Orlando's citizens.
- The Recreation Division's administrative offices were relocated to Primrose Plaza.
- Track Shack provided grant funding for a walking program at the Mayor William Beardall Senior Center to promote health and fitness for older citizens.
- Hispanic Heritage Month was celebrated at Engelwood Neighborhood Center.
- Office furniture, computer lab furniture, three flat screen computer monitors, computer lab counter tops, (\$8,000.00) were donated by Orange County Public Schools to the City of Orlando for the Mayor William Beardall Senior Center computer lab
- Through a partnership with Orange County's "The Club," children ages 5-10 in City of Orlando Recreation programs receive bus passes, free participation in Club-sponsored activities and the opportunity to obtain scholarships for City of Orlando camps and swimming pools.
- Volunteer hours totaled 34,633, which equates to \$519,974.00. Volunteers assist staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- The Division entered into an agreement with United Cerebral Palsy to offer special needs programs at Loch Haven Park Neighborhood Center.
- The CLASS Registration Module was utilized 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 CLASS Sports Scheduling Module is fully implemented and will allow teams to view game results and tournament standings online.
- Aquatics expanded services offering 4-pool parties/dive in movie events; participated in 2 away swim meets in Oviedo, and Junior Lifeguard Competition between St. Cloud, Orange County and also hosted Fun Finale Meet. The Aquatics Section offers swim lessons, public swim, adult fitness, club, recreation and high school swim teams, water aerobics and synchronized swimming to 90,090 participants annually at 11 outdoor pools.
- The Division hosted the Orlando After-School All-Stars' 1st Annual Learn to Swim Camp, a free service provided to more than 150 children.
- The City partnered Little League Baseball groups and provided facilities and support for over 2,300 youth players and hosted district and regional tournaments.
- City 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 spring and fall sessions of 2007.
- Girls Basketball Summer league played at the Orlando Downtown Recreation Center.
- The City Tennis Program served over 500 kids in 7 locations.

Families, Parks and Recreation Department

Recreation Division

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Program Identifier:

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⇒ Beardall	#252
⇒ Callahan	#253
⇒ Colonialtown	#254
⇒ Dr. James Smith	#255
⇒ Dover Shores	#256
⇒ Downtown Recreation Complex	#257
⇒ Engelwood	#258
⇒ Hankins Park	#259
⇒ Ivey Lane	#260
⇒ Jackson	#261
⇒ L. Claudia Allen	#262
⇒ Langford Park	#263
⇒ Loch Haven	#264
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⇒ Lake Eola	#275
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⇒ Primrose	#277

- Baseball fields located at Dover Shores, and both fields at Grand Avenue were completely renovated.
- Orlando Sports Campus Football field and 2 Baseball fields were completely renovated.
- Lake Fairview Park is scheduled for renovation in 2007. Upgrades include facility repairs, parking lot resurfacing, resizing the ball fields, and fence replacement.
- 8 Shade Structures were installed at Emery Hamilton Sports Complex along with 1 covered pavilion.
- Phase II at Airport Lakes Park was completed, which included a new pier and improved drainage.
- Soccer fields at Trotters Park were completely fenced.
- 18 Parks Maintenance staff were transferred from the Parks Division to the Recreation Division's Athletics Section to maintain the City's athletic fields.
- 17 Community Centers provided 161 recreational programs that produced a total of 2,397,464 contacts last year. Programs vary from instructional classes and field trips to after school activities.
- Orlando's 13-week "Camp Orlando" summer program served approximately 2,350 youth per day, ages 5-14, at 15 locations
- Dover Shores Community Center added a new golf program and instructor to its expanded 4,000 square feet facility.
- Security was enhanced at recreation complexes, including Dr. J.B. Callahan Neighborhood Center, Engelwood Neighborhood Center, John H. Jackson Community Center, Northwest Community Center, and Rosemont Community Center, through the posting of off duty officers at these sites and the installation of video cameras.
- The Orlando Magic Youth Foundation donated \$44,664.44 to the City to refurbish the computer lab at the Dr. James R. Smith Neighborhood Center.
- The Pottery Studio held three 2-3 day workshops featuring ceramic artists from around the world. They included *Joe Battiato* from San Jose, California; *Donna Polseno* from Virginia, and *Emanuel* from Nicaragua. Each of these workshops attracted participants from across the state.
- The Pottery Studio held its annual fundraiser at Lake Eola Park, which raises approximately \$2,000 each year for studio equipment.
- A pottery program at Harry P. Leu Gardens was held in February and during the month of July.
- The Pottery Studio is undergoing 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.
- Families, Parks and Recreation Advisory Board members were presented with hand-made snowmen created under the direction of Kim Miller, FPR's Cultural Arts Coordinator.
- Over 300 students from Lake Eola Charter School and Nap Ford Community School attended the Pottery Studio, Langford Park, and participated in puppetry and visual arts activities.
- Orange TV/Vision Cable airs an average of 16 City of Orlando Puppetroupe performances per month with a yearly viewership of 379,500. We completed the taping of the second episode of the puppet show-*The Mangrove Tree Hotel*. Also taped two performances of *X Marks the Spot and Expedition; Adventure*. 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.
- Over 600 children performed in this summer's Grand Finale at Bob Carr Performing Arts Center. This year's production was titled *Project Cultural Fusion*, which

Families, Parks and Recreation Department

Recreation Division

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Program Identifier:

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- ⇒ Recreation Maintenance #244
- ⇒ Athletics #245
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- ⇒ Dover Shores #256
- ⇒ Downtown Recreation Complex #257
- ⇒ Engelwood #258
- ⇒ Hankins Park #259
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- ⇒ Jackson #261
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- ⇒ College Park #267
- ⇒ Cultural Arts #268
- ⇒ Wadeview #269
- ⇒ Rosemont #270
- ⇒ Northwest #271
- ⇒ Citrus Square #272
- ⇒ Lake Eola #275
- ⇒ Rock Lake #276
- ⇒ Primrose #277

showcased the dance, singing and musical talents of the children in our “Camp Orlando” summer camps. The 45th annual Grand Finale event will air on Orange TV throughout the year.

- The 4th 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 2,850 Orange County Head Start children from August 2006 through July 2007.
- Walt Disney World refurbished the Amphitheater located at Lake Eola Park. Their \$1,000,000 donation included painting, new design motifs, new lighting and a new sound system.

Future Outlook

- Two Baseball fields at Eagles Nest Park are scheduled for renovation in 2007/08.
- All 5 Outfields at Lake Fairview Softball Complex are scheduled for improvements.
- Soccer field at Blue Jacket Park will be completely renovated.
- Safety Netting is scheduled to be installed at Trotters Park, Audubon Park, and Eagle’s Nest Park.
- 4 Tennis Courts are scheduled for resurfacing at Reeves Terrace, Orlando Sports Campus, Lorna Doone, and Hankins Park.
- The Recreation Division will continue to pursue alternative funding sources through corporate support and grants to offset programs and project expenses.

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent increase of number of programs available	10%	18%	18%
Percent of operational budget supported by user fees	15%	20%	22%
Percentage of citizens who rate their recreation experience as good to excellent	75%	75%	80%

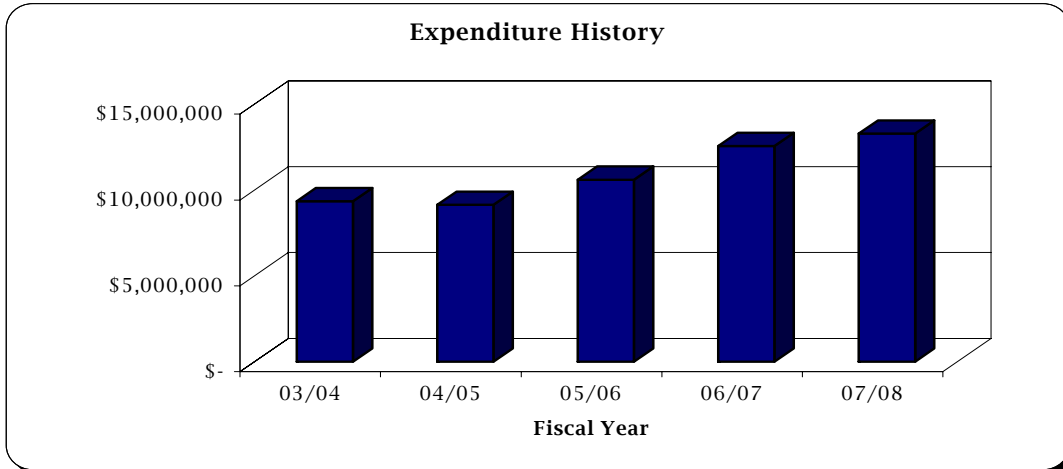
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Overall program capacity	85%	85%	85%
Percent increase in attendance at all facilities	35%	35%	35%
Annual expenditures per capita	\$40.49	\$54.28	\$58.52

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund	2005/06	2006/07	2007/08	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Recreation Division:					
242 Recreation Administration	\$ 720,673	\$ 740,410	\$ 1,339,342	\$ 598,932	80.89%
244 Recreation Maintenance	-	-	1,696,107	1,696,107	N/A
245 Athletics	-	-	1,073,047	1,073,047	N/A
246 Tennis Centre	-	-	281,360	281,360	N/A
247 Aquatics	9,277	1,422,025	1,494,827	72,802	5.12%
249 Puppetry	-	-	99,390	99,390	N/A
250 Orlando Skate Park	-	-	9,483	9,483	N/A
251 Visual Arts & Special Events	-	-	61,144	61,144	N/A
252 Beardall Senior Center	-	-	349,861	349,861	N/A
253 Callahan Neighborhood Center	-	-	364,644	364,644	N/A
254 Colonialtown Neighborhood Center	-	-	220,145	220,145	N/A
255 Dr. James Smith Center	-	-	521,569	521,569	N/A
256 Dover Shores Community Center	-	-	475,876	475,876	N/A
257 Downtown Recreation Complex	-	-	319,858	319,858	N/A
258 Engelwood Neighborhood Center	-	-	592,205	592,205	N/A
259 Hankins Park Recreation Site	-	-	114,390	114,390	N/A
260 Ivey Lane Recreation Site	-	-	134,937	134,937	N/A
261 Jackson Recreation Center	-	-	335,199	335,199	N/A
262 L. Claudia Allen Senior Center	-	-	251,566	251,566	N/A
263 Langford Park Neighborhood Center	-	-	212,258	212,258	N/A
264 Loch Haven Center	-	-	237,159	237,159	N/A
266 Reeves Terrace Recreation Site	-	-	121,287	121,287	N/A
267 College Park Community Center	-	-	561,836	561,836	N/A
268 Cultural Arts	-	-	154,669	154,669	N/A
269 Wadeview Community Center	-	-	255,451	255,451	N/A
270 Rosemont Community Center	-	-	563,182	563,182	N/A
271 Northwest Community Center	-	-	583,047	583,047	N/A
272 Citrus Square Recreation Site	-	-	102,631	102,631	N/A
275 Lake Eola	-	-	423,987	423,987	N/A
276 Rock Lake Community Center	-	-	148,344	148,344	N/A
277 Primrose Plaza	-	-	181,279	181,279	N/A
281 FPR Area 1	1,777,628	1,519,706	-	(1,519,706)	(100.00%)
282 FPR Area 2	2,148,553	2,111,307	-	(2,111,307)	(100.00%)
283 FPR Area 3	1,882,068	2,292,556	-	(2,292,556)	(100.00%)
284 Athletics	3,081,090	3,392,945	-	(3,392,945)	(100.00%)
285 Parks and Cultural Arts	972,686	1,078,811	-	(1,078,811)	(100.00%)
TOTAL – GENERAL FUND	\$10,591,975	\$ 12,557,760	\$ 13,280,080	\$ 722,320	5.75%
TOTAL – RECREATION	\$10,591,975	\$ 12,557,760	\$ 13,280,080	\$ 722,320	5.75%

Families, Parks and Recreation Department



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>GENERAL FUND #100</u>			
Recreation Division:			
242 Recreation Administration	6	7	12
244 Recreation Maintenance	-	-	21
245 Athletics	-	-	6
246 Tennis Centre	-	-	5
247 Aquatics	-	7	7
249 Puppetry	-	-	1
252 Beardall Senior Center	-	-	5
253 Callahan Neighborhood Center	-	-	4
254 Colonialtown Neighborhood Center	-	-	3
255 Dr. James Smith Center	-	-	5
256 Dover Shores Community Center	-	-	4
257 Downtown Recreation Complex	-	-	5
258 Engelwood Neighborhood Center	-	-	5
259 Hankins Park Recreation Site	-	-	1
260 Ivey Lane Recreation Site	-	-	1
261 Jackson Recreation Center	-	-	4
262 L. Claudia Allen Senior Center	-	-	3
263 Langford Park Neighborhood Center	-	-	3
264 Loch Haven Center	-	-	2
266 Reeves Terrace Recreation Site	-	-	1
267 College Park Center	-	-	5
268 Cultural Arts	-	-	1
269 Wadeview Community Center	-	-	3
270 Rosemont Community Center	-	-	5
271 Northwest Community Center	-	-	5
272 Citrus Square Recreation Site	-	-	1
275 Lake Eola	-	-	6
276 Rock Lake Center	-	-	1
277 Primrose Center	-	-	3
281 FPR Area 1	22	18	-
282 FPR Area 2	20	20	-
283 FPR Area 3	20	23	-
284 Athletics	26	41	-
285 Parks and Cultural Arts	11	12	-
TOTAL – GENERAL FUND	105	128	128
TOTAL – RECREATION	105	128	128

Families, Parks and Recreation Department

Parks Division

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 in-house; designs and oversees construction of park improvements and beautification projects; and administers the Green Up Orlando program in an effort to improve and beautify neighborhoods and public spaces through volunteer efforts.

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.

Major Accomplishments

- The Parks Division and its contractors trimmed approximately 1,260 trees in this fiscal year to date. Tree work requests were completed within 3 months.
- The Division planted 27,110 square feet of annuals 3 times during the year. 564 Street Trees were planted (30+ gallon), 183 Street Tree Trust trees were planted (65 gallon), 106 project trees were planted, and 36 Street Tree Maintenance tickets were completed.
- Landscape projects completed in-house include Rosamond Drive, Cinderlane roundabout, Dubsdread lift station, Lake Adair roundabout, Mennello Museum, Rosalind Gateway, Bryn Mawr, Don Dudley Park, Underhill median and parking lot, Lighthouse Park, Signal Hill, Rosemont and Rosemont Preserve, Smith Center, Lake Breeze roundabout, Washington Shores bus stop, Seville and Alameda median, and Primrose Plaza.
- Projects in progress include conceptual design of Z.L. Riley Park, Princeton Park Playground, and Colonialtown playground. Completed projects include Lake Eola Phase II, George Barker Park Phase II (construction), Wadeview Park, Guernsey Park, Ivanhoe Plaza Park, and Princeton medians.
- Green-Up Orlando completed 53 projects utilizing citizens, students, corporate and other outside volunteers. The program goals to beautify neighborhoods and educate citizens were accomplished with new designs, plantings, renovation of existing projects, as well as teaching the most modern maintenance techniques. Green-Up continues to work with volunteers in an effort to replant the 10,000 trees lost during the 2004 hurricanes. To date 2,583 trees have been planted within the City.
- Operation of athletic field maintenance transferred from the Parks Division back to the Recreation Division October 2006.
- Implementation of tree inventory and management system has begun. All right-of-way areas appropriately marked and recorded in database.
- The Parks Division received two Division of Forestry grants.

Program Identifier:

- ⇒ Parks Administration #731
- ⇒ Bill Frederick Park at Turkey Lake #243
- ⇒ Forestry #732
- ⇒ Production and Grounds Maintenance #733
- ⇒ Parks Irrigation #735
- ⇒ Horticulture and Landscaping #736
- ⇒ Green Up Orlando #737
- ⇒ Street Tree Trust #792

Families, Parks and Recreation Department

Parks Division



Mission Statement:

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



Program Identifier:

- ⇒ Parks Administration #731
- ⇒ Bill Frederick Park at Turkey Lake #243
- ⇒ Forestry #732
- ⇒ Production and Grounds Maintenance #733
- ⇒ Parks Irrigation #735
- ⇒ Horticulture and Landscaping #736
- ⇒ Green Up Orlando #737
- ⇒ Street Tree Trust #792

Future Outlook

- The Parks Division will continue obtaining citizen feedback on the services provided through the use of surveys.
- The Parks Division will begin utilizing the CLASS software system for park rentals.
- The City of Orlando has a successful history of receiving grants for park and right-of-way beautification projects. The Parks Division staff will continue to pursue supplemental grant funding, as well as implement new volunteer programs to provide increased services at reduced costs.
- A pond has been developed at Park of the Americas through an agreement with Expressway Authority. Design will commence in Fall of 2008 for the redesign of the park to compliment the pond.
- Redevelopment of Kittinger Park by the Expressway Authority will take place FY 2006/2007.
- 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 Tree Inventory and Tree Management Plan will be completed and the management software will be in use in the Fall of 2007.

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Average number of days to complete tree work requested	41 days	90 days	90 days
Percentage of scheduled maintenance completed	80%	95%	85%
Total Park acres per 1,000 citizens as reported by the Concurrency Office of the Planning Department	5.4	5.4	5.4
Percent of citizens rating overall satisfaction at or above target	90%	92%	90%
Receive annual "Tree City USA" award	Yes	Yes	Yes

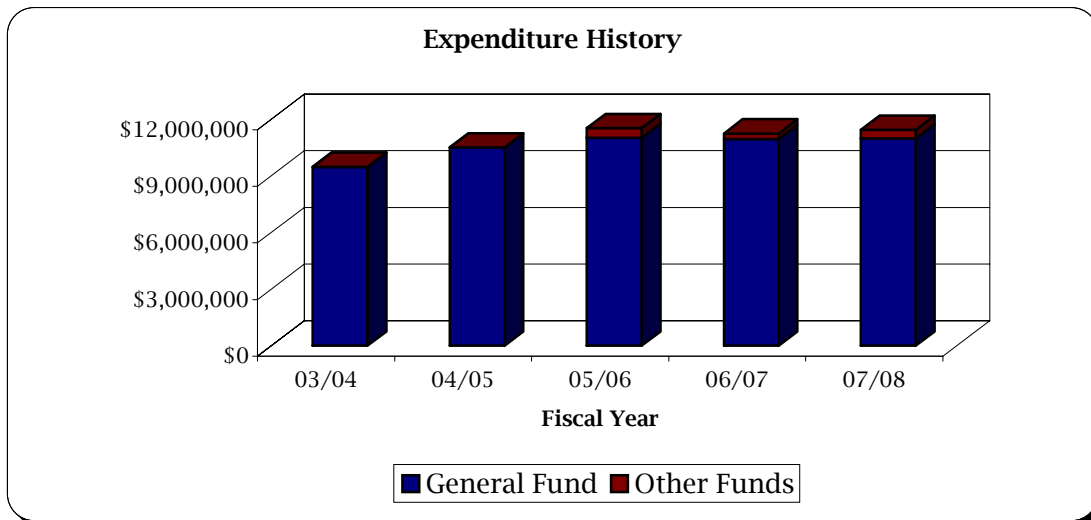
Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Total Park acres Maintained per FTE	7.14	7.5	7.0
Total annual expenditures per Park acre <i>(Parks Budget minus Forestry Budget divided by Park acres maintained)</i>	\$8,221	\$7,991	\$8,000

Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Total square feet of annual beds	26,460	27,110	25,000
Number of trees planted	N/A	2,000	2,000

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Parks Division:					
731 Parks Administration	\$ 1,378,015	\$ 1,425,894	\$ 1,359,222	\$ (66,672)	(4.68%)
243 Bill Frederick Park at Turkey Lake	809,192	853,061	853,311	250	0.03%
732 Forestry	1,254,025	1,458,296	1,465,536	7,240	0.50%
733 Production/Grounds Maintenance	4,576,173	4,085,352	4,132,443	47,091	1.15%
735 Parks Irrigation	1,085,494	1,093,654	1,130,440	36,786	3.36%
736 Horticulture and Landscaping	1,621,979	1,695,072	1,727,340	32,268	1.90%
737 Green Up Orlando	284,215	318,752	307,334	(11,418)	(3.58%)
TOTAL -- GENERAL FUND	\$ 11,009,094	\$ 10,930,081	\$ 10,975,626	\$ 45,545	0.42%
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 500,000	\$ 300,000	\$ 450,000	\$ 150,000	50.00%
TOTAL -- STREET TREE TRUST FUND	\$ 500,000	\$ 300,000	\$ 450,000	\$ 150,000	50.00%
TOTAL -- PARKS	\$ 11,509,094	\$ 11,230,081	\$ 11,425,626	\$ 195,545	1.74%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Parks Division:			
731 Parks Administration	6	6	6
243 Bill Frederick Park at Turkey Lake	11	11	11
732 Forestry	17	17	17
733 Production & Grounds Maintenance	72	55	55
735 Parks Irrigation	16	15	15
736 Horticulture and Landscaping	25	24	24
737 Green-Up Orlando	3	3	3
TOTAL -- GENERAL FUND	150	131	131
TOTAL -- PARKS	150	131	131

Families, Parks and Recreation Department

Dubsdread Golf Course



Mission Statement:

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



Program Identifier:

⇒ Dubsdread Golf Course #286

⇒ Non Departmental -

Dubsdread #987



Overview of Services/Programs

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

Major Accomplishments

- Increased YTD Rounds by 1,200 over prior year
- Increased YTD Green Fees & Cart Fees by \$27,500 over prior year
- Increased YTD Instruction Revenue by \$2,500 over prior year
- Exceeded Event Revenue (Budget) by \$19,000
- Voted #1 public course by *Orlando Magazine* readers
- *Glow Ball* events continue to be a major event. *Orlando Sentinel* featured Dubsdread Golf Course in the sports section highlighting the popularity of *Glow Ball* evening events
- Voted the best public course in Orlando by *Orlando Weekly* readers
- Raised \$7,500 for the Orlando Minority Youth Golf Association (OMYGA) during "History at the Turn" farewell event
- Little Lake Fairview/Golf Course Renovation Project began March 2007

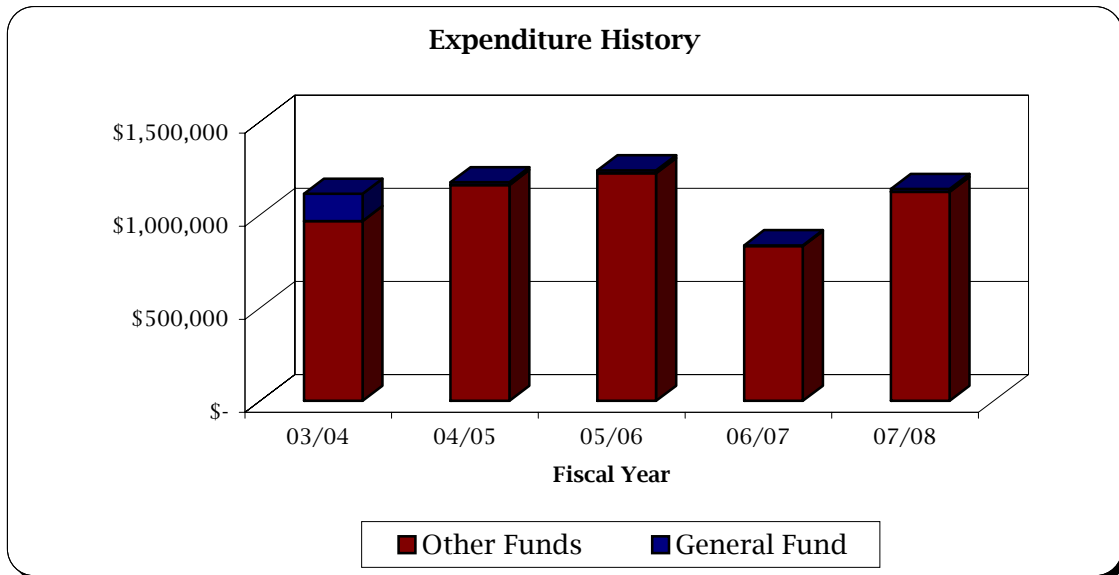
Future Outlook

- Completion of Renovation project projected for Summer of 2008 which will consist of redoing the greens, tees and fairways, installing new stormwater management system, new driving range, refurbishing existing restrooms, and Club House renovations.
- To continue to expand the game of golf to more children, beginners, women, and adults in the Orlando area through affordable Player Development programs, Group Lessons, Junior Camps, and Specialized Clinics.
- Continued growth of corporate and charity group outings through an aggressive cold calling campaign and on-sight marketing to our current customer base.
- Reach the targeted funding goals of the Legacy Partner Program as outlined by 2008 Fiscal Budget to help offset operating and startup cost.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

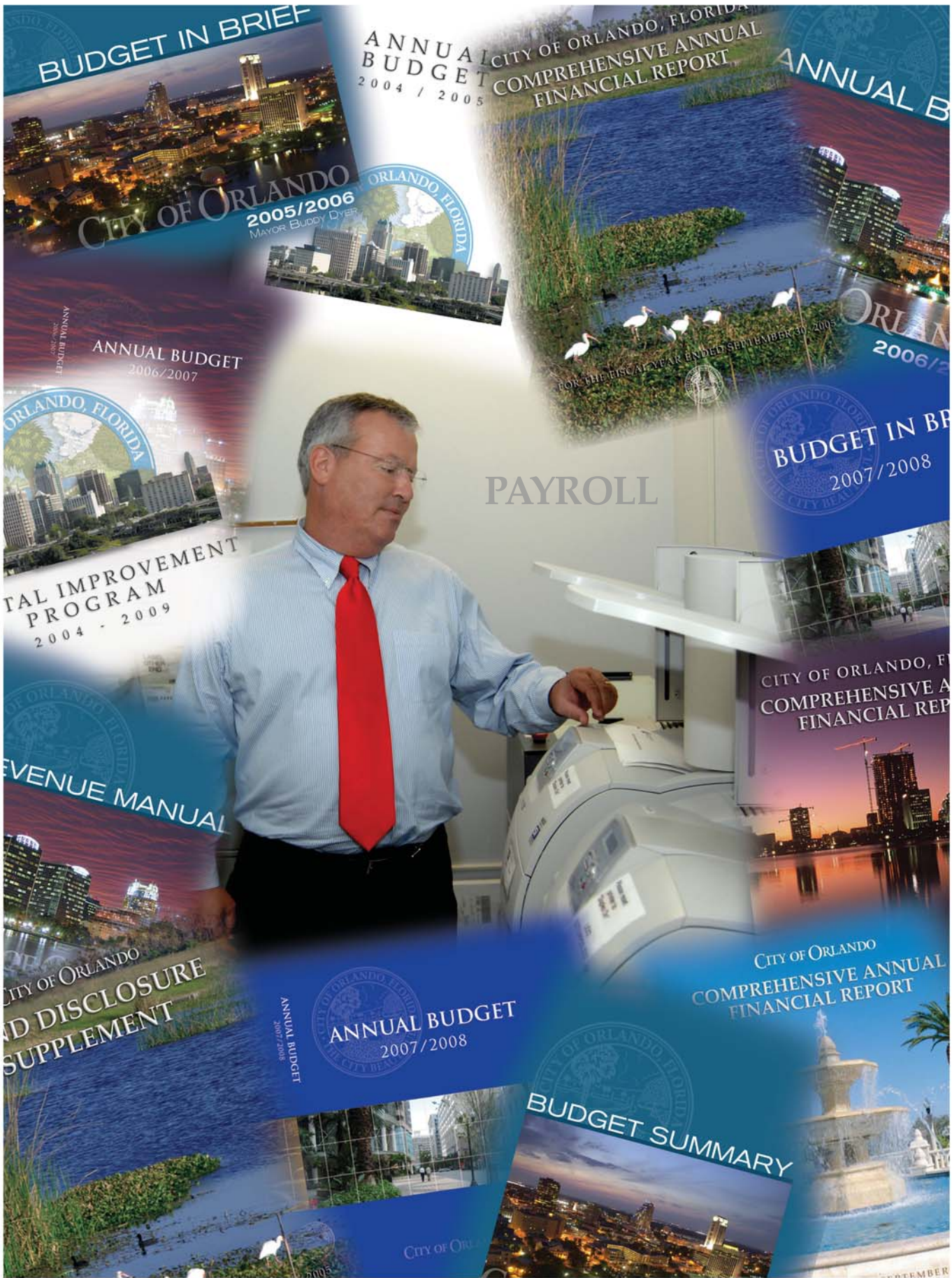
Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
987 Non Departmental Dubsdread	\$ 15,568	\$ 4,303	\$ 16,000	\$ 11,697	271.83%
TOTAL – GENERAL FUND	\$ 15,568	\$ 4,303	\$ 16,000	\$ 11,697	271.83%
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,223,301	\$ 831,831	\$1,123,230	\$ 291,399	35.03%
TOTAL – DUBSDREAD GOLF COURSE FUND	\$ 1,223,301	\$ 831,831	\$1,123,230	\$ 291,399	35.03%
TOTAL – DUBSDREAD	\$ 1,238,869	\$ 836,134	\$1,139,230	\$ 303,096	36.25%



Families, Parks and Recreation Department

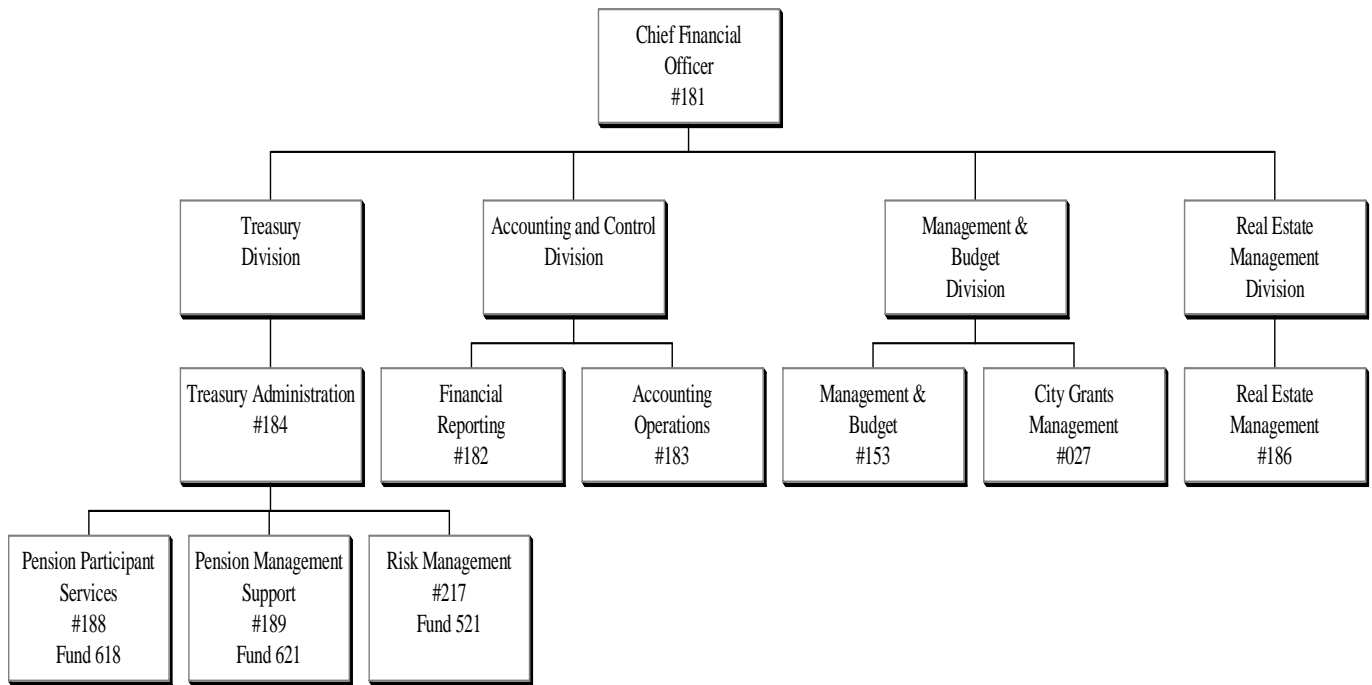
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To utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services for citizens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

Finance Department

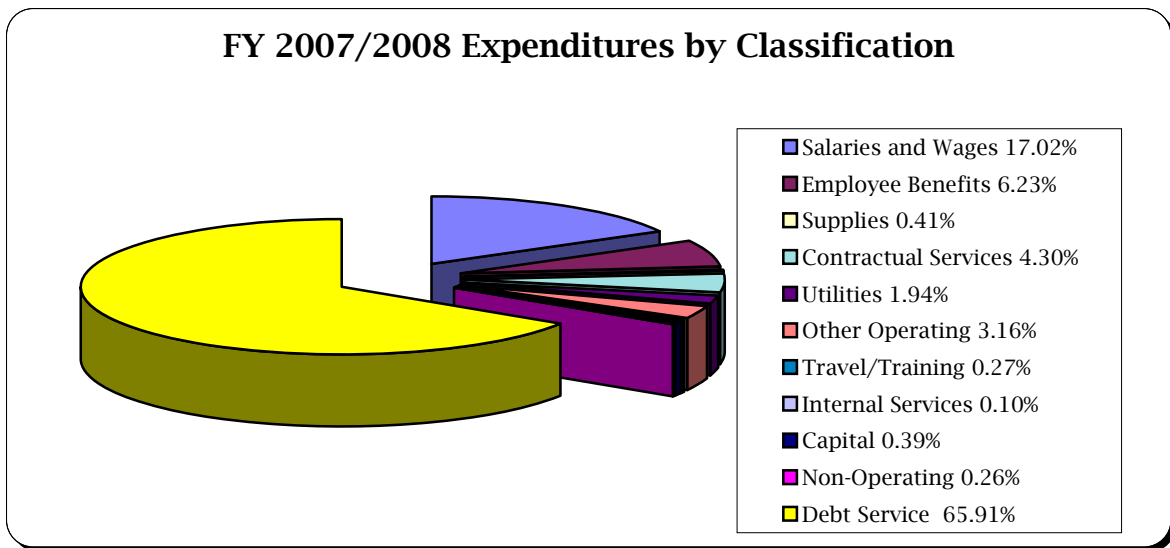
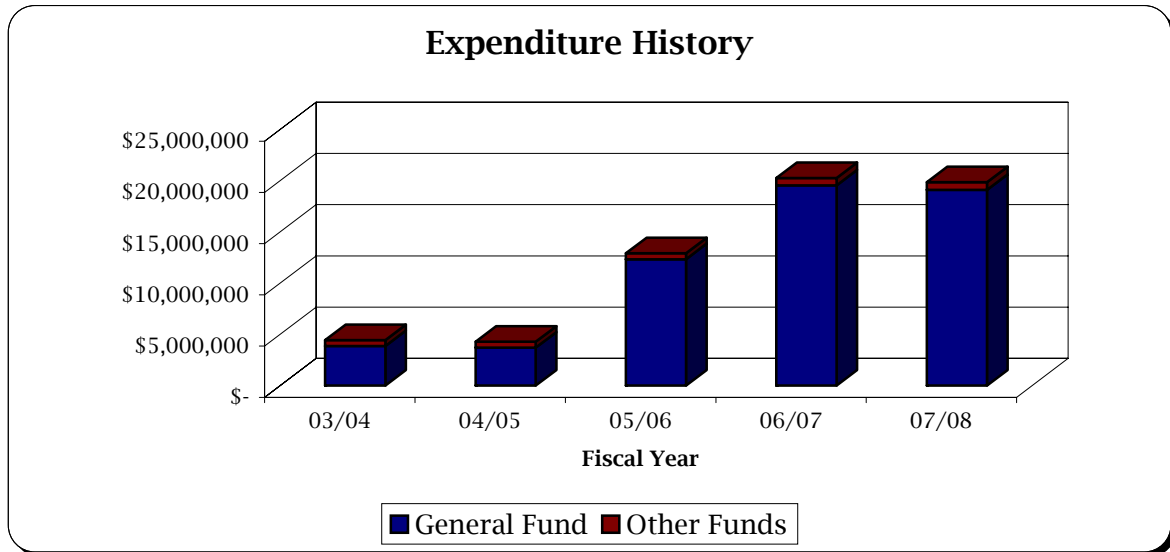


Finance Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 281,755	\$ 448,365	\$ 451,279	\$ 2,914	0.65%
994 Nondepartmental - CFO	1,382,016	1,695,384	1,381,711	(313,673)	(18.50%)
Treasury Division:					
184 Treasury Administration	269,929	729,481	636,374	(93,107)	(12.76%)
190 General Fund Debt Service	7,816,115	13,237,255	13,086,576	(150,679)	(1.14%)
Management and Budget Division:					
153 Management and Budget	327,437	634,189	667,904	33,715	5.32%
027 City Grants Management	33,279	146,230	170,641	24,411	16.69%
Accounting and Control Division:					
182 Financial Reporting	799,927	781,655	909,393	127,738	16.34%
183 Accounting Operations	1,072,184	1,197,303	1,213,841	16,538	1.38%
Real Estate Management Division:					
186 Real Estate Management	360,112	677,077	591,813	(85,264)	(12.59%)
TOTAL – GENERAL FUND	\$ 12,342,754	\$ 19,546,939	\$ 19,109,532	\$ (352,143)	(2.24%)
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 472,922	\$ 567,006	\$ 589,706	\$ 22,700	4.00%
TOTAL – RISK MANAGEMENT FUND	\$ 472,922	\$ 567,006	\$ 589,706	\$ 22,700	
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 54,293	\$ 100,000	\$ 100,000	\$ -	0.00%
TOTAL – PENSION PARTICIPANT SERVICES FUND	\$ 54,293	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 51,540	\$ 54,995	\$ 56,491	\$ 1,496	2.72%
TOTAL – FIRE PENSION FUND	\$ 51,540	\$ 54,995	\$ 56,491	\$ 1,496	
TOTAL – FINANCE	\$ 12,921,509	\$ 20,268,940	\$ 19,855,729	\$ (413,211)	(2.04%)
Expenditure by Classification					
Salaries and Wages	\$ 2,622,202	\$ 3,514,406	\$ 3,380,437	\$ (133,969)	(3.81%)
Employee Benefits	830,739	1,169,138	1,237,363	68,225	5.84%
Supplies	59,113	101,456	81,981	(19,475)	(19.20%)
Contractual Services	805,609	1,218,972	853,886	(365,086)	(29.95%)
Utilities	292,682	305,920	386,172	80,252	26.23%
Other Operating	393,702	507,304	627,490	120,186	23.69%
Travel/Training	27,029	52,390	53,895	1,505	2.87%
Internal Services	9,799	19,147	19,213	66	0.34%
Capital	61,861	87,000	78,000	(9,000)	(10.34%)
Non-Operating	2,658	55,952	50,716	(5,236)	(9.36%)
Debt Service	7,816,115	13,237,255	13,086,576	(150,679)	(1.14%)
TOTAL – FINANCE	\$ 12,921,509	\$ 20,268,940	\$ 19,855,729	\$ (413,211)	(2.04%)

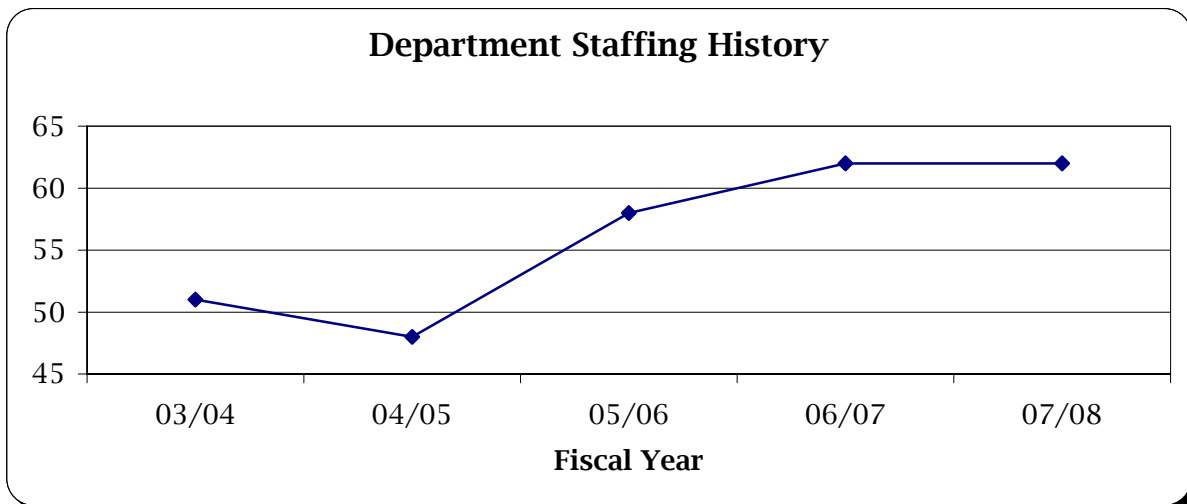
Note: Beginning in FY 2006/2007, debt service was budgeted as a non-departmental expense. The increase between 2005/2006 and 2006/2007 is due to the debt service for the Public Safety Initiative. Due to departmental reorganization, the Real Estate Management Division and the City Grants Management program were transferred into Finance effective FY 2007/2008.



Finance Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Office of Chief Financial Officer:			
181 Chief Financial Officer	2	3	3
Treasury Division:			
184 Treasury Administration	4	8	7
Management and Budget Division:			
153 Management and Budget	8	7	7
027 City Grants Management	-	1	1
Accounting and Control Division:			
182 Financial Reporting	11	9	10
183 Accounting Operations	19	19	19
Real Estate Management Division:			
186 Real Estate Management	4	5	5
TOTAL -- GENERAL FUND	48	52	52
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	8	8	8
TOTAL -- RISK MANAGEMENT FUND	8	8	8
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- FINANCE	58	62	62



Finance Department

Office of Chief Financial Officer

Mission Statement:

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

Program Identifier:

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

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.

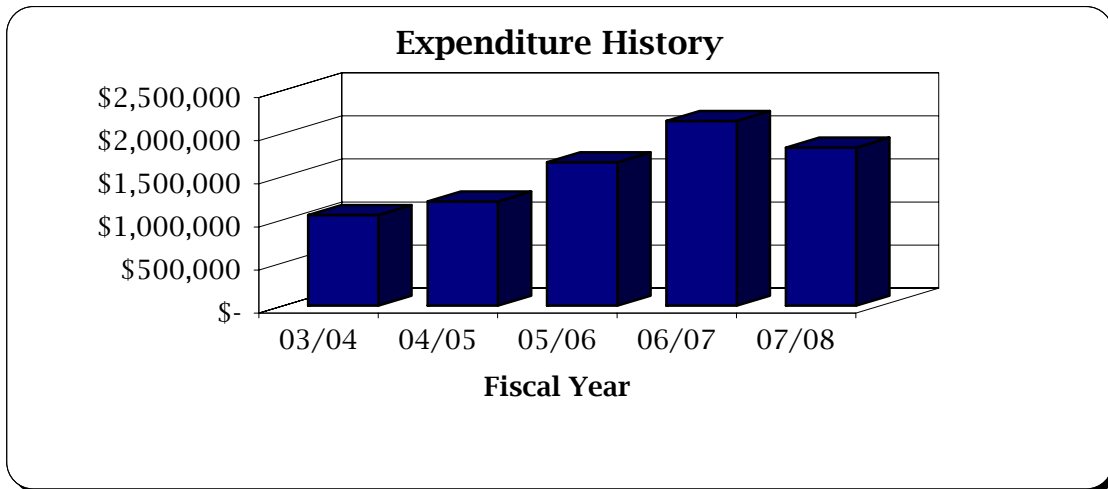
Future Outlook

- 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 Real Estate and Grants Management functions into the Finance Department.

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 281,755	\$ 448,365	\$ 451,279	\$ 2,914	0.65%
994 Nondepartmental - CFO	<u>1,382,016</u>	<u>1,695,384</u>	<u>1,381,711</u>	<u>(313,673)</u>	(18.50%)
TOTAL - GENERAL FUND	\$ 1,663,771	\$ 2,143,749	\$ 1,832,990	\$ (310,759)	(14.50%)
TOTAL - CHIEF FINANCIAL OFFICER	<u>\$ 1,663,771</u>	<u>\$ 2,143,749</u>	<u>\$ 1,832,990</u>	<u>\$ (310,759)</u>	(14.50%)



STAFFING HISTORY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
181 Chief Financial Officer	<u>2</u>	<u>3</u>	<u>3</u>
TOTAL - GENERAL FUND	2	3	3
TOTAL - CHIEF FINANCIAL OFFICER	<u>2</u>	<u>3</u>	<u>3</u>

Finance Department



Treasury

Mission Statement:

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

Program Identifier:



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

Overview of Services/Programs

The **Treasury Management** function includes: Investment Management, Debt Management, Capital Investment Management, Pension Administration, Investor Relations and Risk Management. 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. Risk Management manages the City's risk exposure through a comprehensive evaluation of the City's risk and works to mitigate future losses.

Major Accomplishments

- Refunded the 2007 maturity of the City's Series 2004 Capital Improvement Special Revenue Bonds as part of the City's medium-term note financing program.
- Issued \$50 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.
- Established an irrevocable trust fund to begin advance-funding the City's Other Post-Employment Benefit (OPEB) liability as required by GASB Statement 45.
- Implemented a municipal leasing program that allowed the City to take advantage of lower costs of issuance and attractive tax exempt borrowing rates.
- 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.
- Instituted an employee education program to educate employees about the importance of planning for their financial future. Seminars focused on retirement planning and personal financial management. Over 300 employees participated this year.
- Began implementation of an enterprise-wide risk management program to help City departments evaluate and mitigate their risk exposure.

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 prepare a 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) as 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 will continue its enterprise-wide risk management educational program to evaluate risk exposure and mitigate future losses.

Finance Department



Treasury

Mission Statement:

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



Program Identifier:

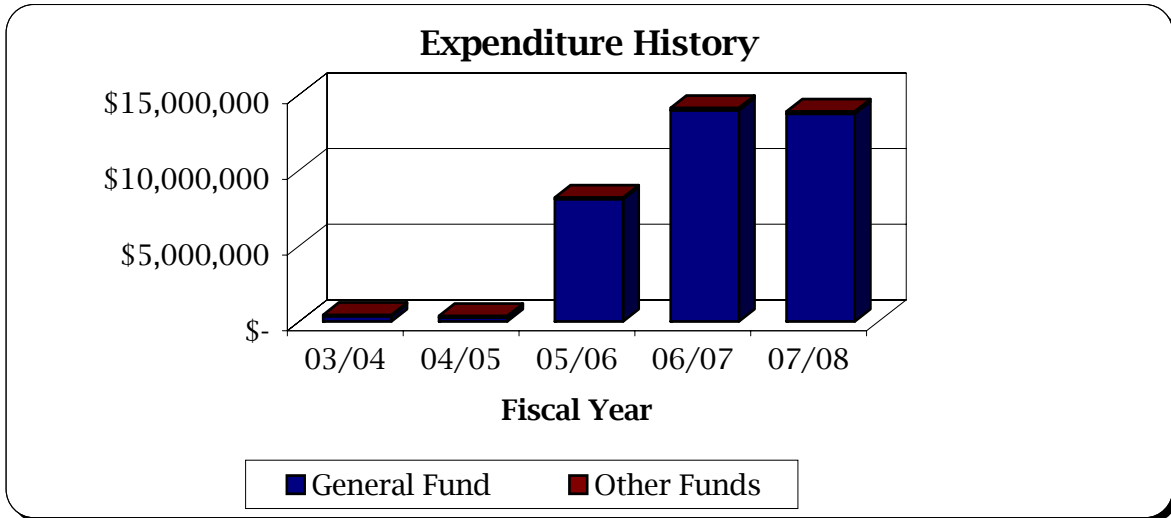
- ⇒ Treasury Administration #184
- ⇒ General Fund Debt Svc #190
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Active Portfolio investment return over the Lehman Aggregate Index (in percentage terms)	N/A	.15%	.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)	.34%	.35%	.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)	.47%	1.0%	1.75%
The percentage that the Banking Fund composite rate, over a rolling three- year period, is less than the Bond Buyer's Revenue Bond Index	1.04%	.97%	.50%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Treasury Division					
184 Treasury Administration	\$ 269,929	\$ 729,481	\$ 636,374	\$ (93,107)	(12.76%)
190 General Fund Debt Service	7,816,114	13,237,255	13,086,576	(150,679)	(1.14%)
TOTAL – GENERAL FUND	\$ 8,086,043	\$ 13,966,736	\$13,722,950	\$ (243,786)	(1.75%)
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	54,293	100,000	100,000	\$ -	0.00%
TOTAL – PENSION PARTICIPANT SERVICES FUND	\$ 54,293	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 51,540	\$ 54,995	\$ 56,491	\$ 1,496	2.72%
TOTAL – FIRE PENSION FUND	\$ 51,540	\$ 54,995	\$ 56,491	\$ 1,496	
TOTAL – TREASURY	\$ 8,191,876	\$ 14,121,731	\$13,879,441	\$ (242,290)	(1.72%)



STAFFING HISTORY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
184 Treasury Administration	4	8	7
TOTAL – GENERAL FUND	4	8	7
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL – PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL – FIRE PENSION FUND	1	1	1
TOTAL – TREASURY DIVISION	6	10	9

Finance Department

Management and Budget

Mission Statement:

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

Program Identifier:

- ⇒ Management and Budget #153
- ⇒ City Grants Management #027

Overview of Services/Programs

Management and Budget establishes budget policies and guides the management of monetary, personnel, capital and other resources to ensure their efficient and effective allocation. Prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. For FY 2006/2007 and prior years, 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 ongoing 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 fourth consecutive year.
- Developed the FY 2007/2008 budget within the framework of Property Tax reform legislation enacted by the State Legislature in June, which included a reduction in the millage rate. As a precursor to the enacted legislation, monitored the various proposals put forth, analyzed the impact of the proposals and kept the Mayor and Executive Management informed.
- As part of the Chief Financial Officer's goal of providing better financial information for decision makers, improved the monthly financial report by including an additional section on Enterprise Funds.
- Updated and created policies and procedures to guide development of the budget, ensure the long-range financial stability of the City, enhance financial planning and promote sound financial management.
- Enhanced the General Fund forecast model by expanding the time frame from five to ten years.

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 enhance the General Fund ten-year forecast model and work on and refine the appropriate models for other funds.
- In accordance with the Governance and Public Productivity strategic focus area, re-engineer the capital budget process to ensure effective and efficient financial planning and management of capital projects.
- 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.
- In coordination with the Office of Audit Services and Management Support, work to refine the City's performance measures, align them with the developing Strategic Plan and incorporate them into the FY 2008/2009 budget document.

City Grants Program

Overview of Services/Programs

The City Grants Program oversees and facilitates the City's grant seeking and management activities to build internal capacity for securing grant funding. Advice and recommendations are made to senior staff and departments on possible grant funding opportunities. This team acts as supervisor of the Grants Oversight Committee (City wide group) to engage Department/Office grant personnel through coordinating, coaching, and training on grant related topics, to insure receipt of the maximum amount of grant funding.

Finance Department

Management and Budget

Mission Statement:

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

Program Identifier:

- ⇒ Management and Budget #153
- ⇒ City Grants Management #027

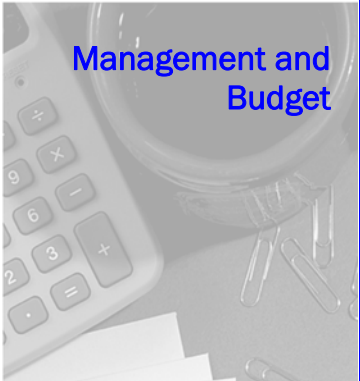
Major Accomplishments

- Conducted a Needs Assessment that identified the following five needs for the City's grant management function: policies and procedures, goal setting, reporting, best practices and knowledge sharing, and education.
- Reconvened Grants Oversight Committee, changed emphasis to focus on City of Orlando grants business, and formed five task forces to address the five needs identified in the Needs Assessment for City grants management.
- Developed drafts of City Grant Policies and Procedures.
- Responded with three audit report updates (Audit Report No. 04-24).
- Redesigned database to capture information for more accurate grant reporting and to streamline information flow across departments, while determining best reporting tool/software to ensure accurate grant reporting.
- Set performance targets for eCivis, an online research tool that identifies potential grants.
- Revised performance targets for Langton Associates, the City's grant consultants and improved monthly reporting.
- Worked with City staff on a variety of grant initiatives:
 - Assisted City staff with submitting the Solar Cities Initiative Grant.
 - Assisted City staff with award process for Hazard Mitigation Grants.
 - Staffed a selection committee for a 21st Century Grant.

Future Outlook

- Adopt Citywide grant policies and procedures to ensure consistency and successful results in the City's grants management and grant seeking process.
- Develop Citywide grants manual to accompany City of Orlando Policies and Procedures.
- Plan and implement training for City staff with grant seeking and writing responsibilities.
- Create and implement internal communications plan about grants.
- Create knowledge sharing intranet site for City staff with grant seeking and writing responsibilities.
- Utilize grant support technology and resources to full potential.
- Continue to add new users to eCivis.
- Manage the City's grant consultant's activities for maximum funding outcomes.
- Work with City departments and divisions to ensure accurate grant reporting and compliance.

Finance Department



Management and Budget

Mission Statement:

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



Program Identifier:

- ⇒ Management and Budget #153
- ⇒ City Grants Management #027



Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Total cost to formulate and monitor the City Budget	\$450,828	\$500,000	\$633,200
Budget transfer error posting rate	2.3%	2.5%	2.5%
Average transaction cost per budget transfer (will increase as number of transfers decreases)	\$11.32	\$13.50	\$17.88
Cost to prepare CIP	\$55,470	\$61,500	\$85,560

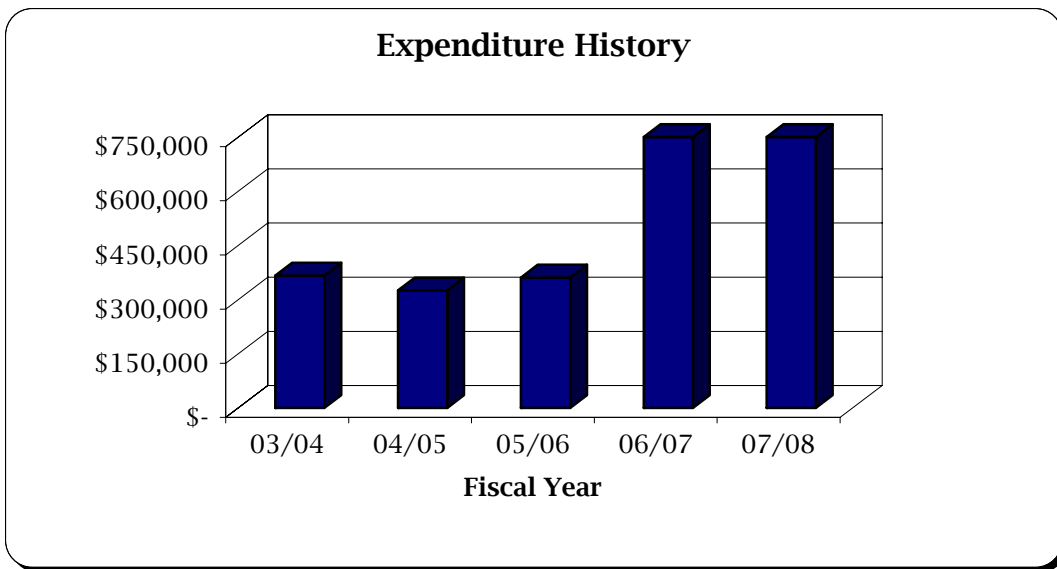
Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of Departments falling within the "normal" range as evidenced by monthly budget comparisons and quarterly reports	82%	100%	100%
Number of Budget Revision Requests processed (should decrease)	478	425	425

Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of Budget Transfers Processed within five working days	33%	40%	40%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
153 Management and Budget	\$ 327,437	\$ 634,189	\$ 667,904	\$ 33,715	5.32%
027 City Grants Management	33,279	146,230	170,641	24,411	16.69%
TOTAL – GENERAL FUND	\$ 360,716	\$ 780,419	\$ 838,545	\$ 58,126	
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 360,716	\$ 780,419	\$ 838,545	\$ 58,126	7.45%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
153 Management and Budget	8	7	7
027 City Grants Management	-	1	1
TOTAL – MANAGEMENT AND BUDGET DIVISION	8	8	8

Finance Department

Accounting and Control

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.
- Successfully implemented an upgrade to the City's electronic time and attendance system utilizing a bi-directional interface with the payroll system.
- Rewrote policy and procedures for Accounts Payable, and Entertainment.
- Finance, in conjunction with Technology Management has automated the travel request and reconciliation form.
- Finance, in conjunction with Technology Management implemented a new cashiering system for Revenue and implemented a new check writing system for Accounts Payable.
- As part of the updates to Revenue policy and procedures, guidance for compliance with the Payment Card Industry Data Security Standard has been addressed. Credit card security requirements were included as a component of the system upgrades and incorporated.
- Finance, in conjunction with Technology Management, has enabled employees to view and print their paychecks and W-2's in electronic format, therefore making the payroll process more efficient.
- Finance, in conjunction with Technology Management, has automated the Batch Rejection Form and Procurement Card Add/Change/Delete Form.
- Created an Unclaimed Property internal procedure for the City.
- Implemented additional positive pay controls on ACH bank transactions.

Mission Statement:

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

Program Identifier:

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

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.
- Finance 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 Card Purchases to enable Departments to review real time transactions to enhance compliance with policy and procedures.
- Continuing to improve policies and procedures for Procurement Card.
- Finance and Technology Management has partially implemented OFD onto the City's Electronic Timekeeping System.
- Finance along with Technology Management is creating an automated FEMA Forced Labor 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.
- 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.

Finance Department

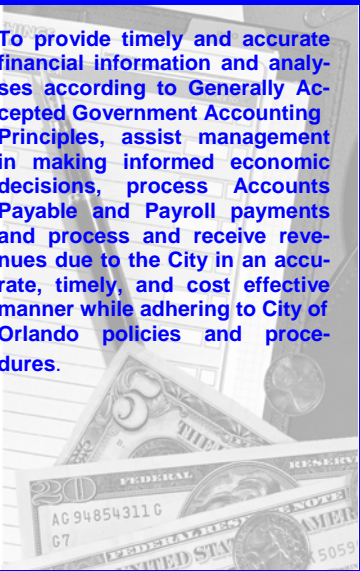


Accounting and Control

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of checks voided in Accounts Payable	1.85%	2.00%	1.50%
Percent of AP checks voided before processing	2.40%	4.50%	3.00%
Percent of violation and late letters issued to users of Pro-card	8.00%	9.50%	10.50%
Percent of AP and Payroll checks demanded	2.00%	2.00%	2.00%
Percent of payroll checks voided	.35%	.45%	.50%

Mission Statement:

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



Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Average direct & indirect labor costs to process a check in Accounts Payable	\$19.00	\$22.00	\$22.00
Average cost to process a ProCard Transaction	\$1.70	\$2.73	\$2.50
Average cost to process an Accounts Receivable Transaction	\$15.00	\$15.45	\$16.00
Average cost to process a Revenue Collection Transaction	\$2.50	\$4.12	\$4.30
Average cost to process a payroll payment	\$1.39	\$1.29	\$1.39

Program Identifier:

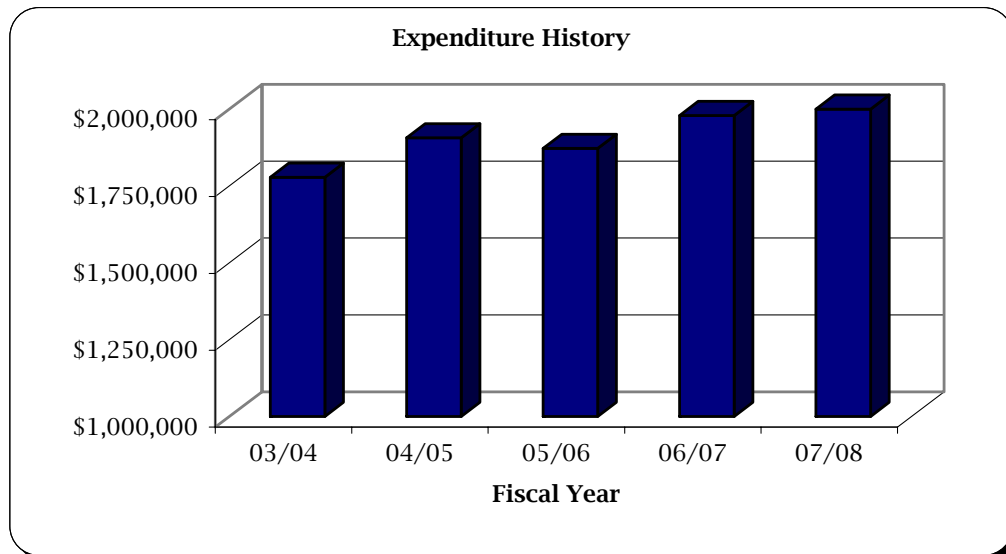
- ⇒ Financial Reporting #182
- ⇒ Accounting Operations #183



Finance Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division:					
182 Financial Reporting	\$ 799,927	\$ 781,655	\$ 909,393	\$ 127,738	16.34%
183 Accounting Operations	<u>1,072,184</u>	<u>1,197,303</u>	<u>1,213,841</u>	<u>16,538</u>	1.38%
TOTAL - GENERAL FUND	<u>\$ 1,872,111</u>	<u>\$ 1,978,958</u>	<u>\$ 2,123,234</u>	<u>\$ 144,276</u>	7.29%
TOTAL - ACCOUNTING & CONTROL DIVISION	<u><u>\$ 1,872,111</u></u>	<u><u>\$ 1,978,958</u></u>	<u><u>\$ 2,123,234</u></u>	<u><u>\$ 144,276</u></u>	7.29%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Accounting and Control Division:			
182 Financial Reporting	11	9	10
183 Accounting Operations	<u>19</u>	<u>19</u>	<u>19</u>
TOTAL - ACCOUNTING & CONTROL DIVISION	<u><u>30</u></u>	<u><u>28</u></u>	<u><u>29</u></u>

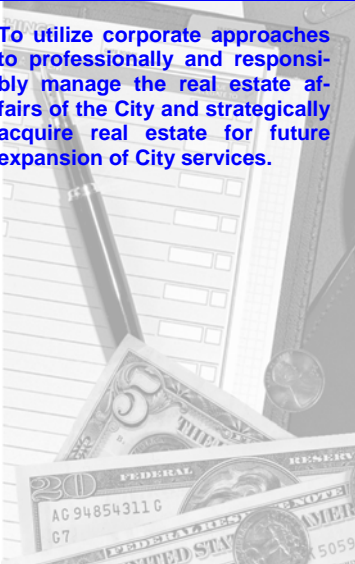
Finance Department



Real Estate Management

Mission Statement:

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



Program Identifier:



⇒ Real Estate Management #186

Overview of Services/Programs

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

Major Accomplishments

- Completed acquisition of property for the expansion of Narcoossee Road.
- Audited TRIM notices for all City-owned property.
- Acquired additional property in downtown Orlando for future parking.
- Maintained 95% occupancy of all city-owned properties available for rent.
- Leased space for the Orlando Police Department in the Southeast and Southwest areas at favorable terms and conditions.
- Completed acquisitions of 10.5 acres of land for the new Events Center in Downtown Orlando.
- Completed acquisition of easements for the expansion of reclaimed water to Baldwin Park.

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 in order to return the property to the tax rolls.
- Initiate and prepare a strategy for the redevelopment of property at the Centroplex for the future Creative Village.
- Complete the RFI/FRP process for the redevelopment of the McCoy Annex property.
- Finalize negotiations for the lease of air rights above the new relocated fire station #1.

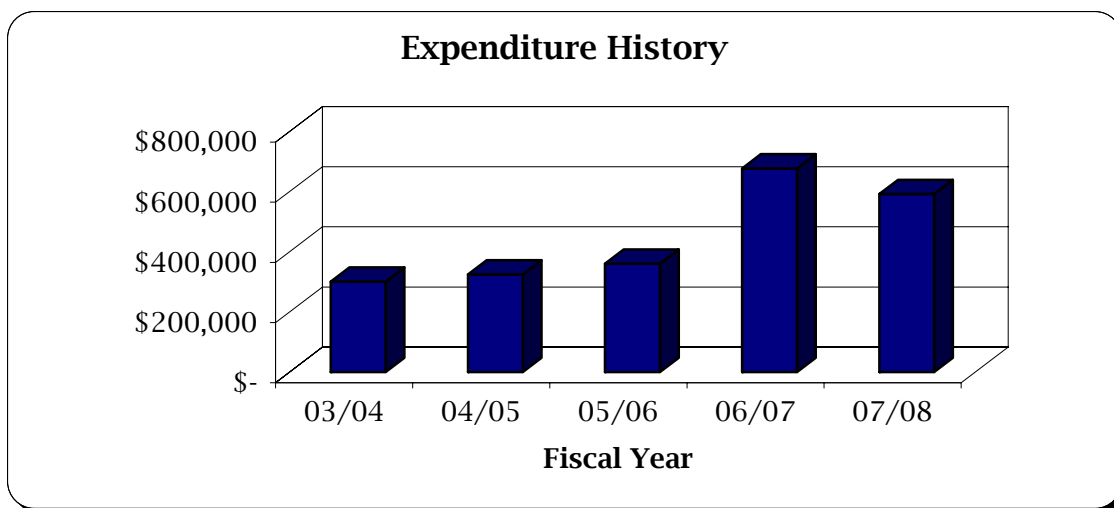
Performance Measures Effectiveness

	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Achieve an occupancy rate equal to, or better than, market rate	100%	100%	100%
Acquire property within 105% of established value as determined by appraisals and other appropriate valuation methods	90%	90%	90%
Use negotiation skills and techniques where possible, rather than condemnation	90%	90%	85%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
186 Real Estate Management	\$ 360,112	\$ 677,077	\$ 591,813	\$ (85,264)	(12.59%)
TOTAL – GENERAL FUND	\$ 360,112	\$ 677,077	\$ 591,813	\$ (85,264)	(12.59%)
TOTAL – REAL ESTATE MANAGEMENT	\$ 360,112	\$ 677,077	\$ 591,813	\$ (85,264)	(12.59%)



STAFFING HISTORY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
186 Real Estate Management	4	5	5
TOTAL – GENERAL FUND	4	5	5
TOTAL – REAL ESTATE MANAGEMENT	4	5	5

Finance Department



Risk Management

Overview of Services/Programs

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

Major Accomplishments

- Limited loss exposure by revising subrogation recovery program. This plan resulted in net recovery increase of 206% per identified claim since implementation.
- Reduced Worker's Compensation loss experience modifier 5% by timely analyzing reserves for true exposure.
- Saved \$21,000 in vendor fees by issuing an Invitation to Bid for Property Appraisal services.

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.

Future Outlook

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

Program Identifier:



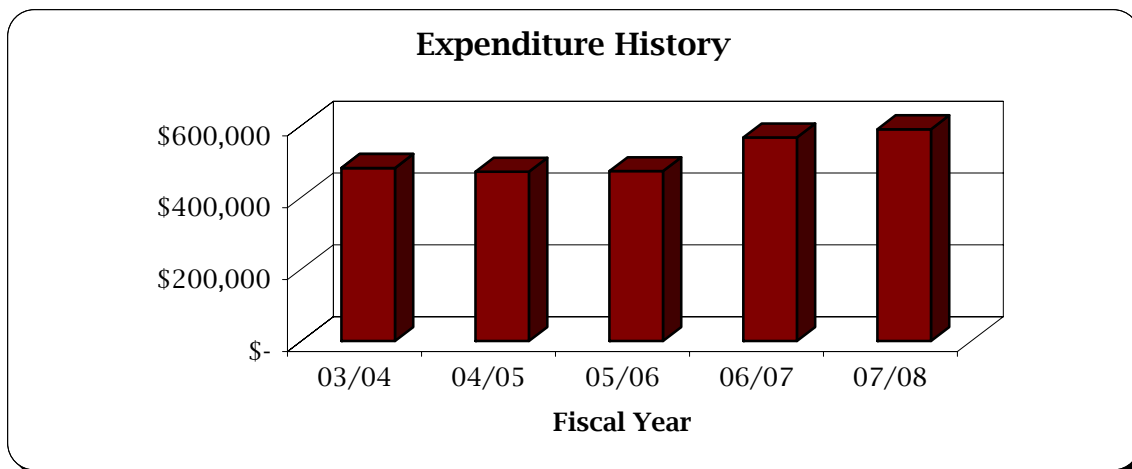
→ Risk Management #217

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

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 472,922	\$ 567,006	\$ 589,706	\$ 22,700	4.00%
TOTAL – RISK MANAGEMENT FUND	\$ 472,922	\$ 567,006	\$ 589,706	\$ 22,700	
TOTAL – RISK MANAGEMENT	\$ 472,922	\$ 567,006	\$ 589,706	\$ 22,700	4.00%



STAFFING HISTORY

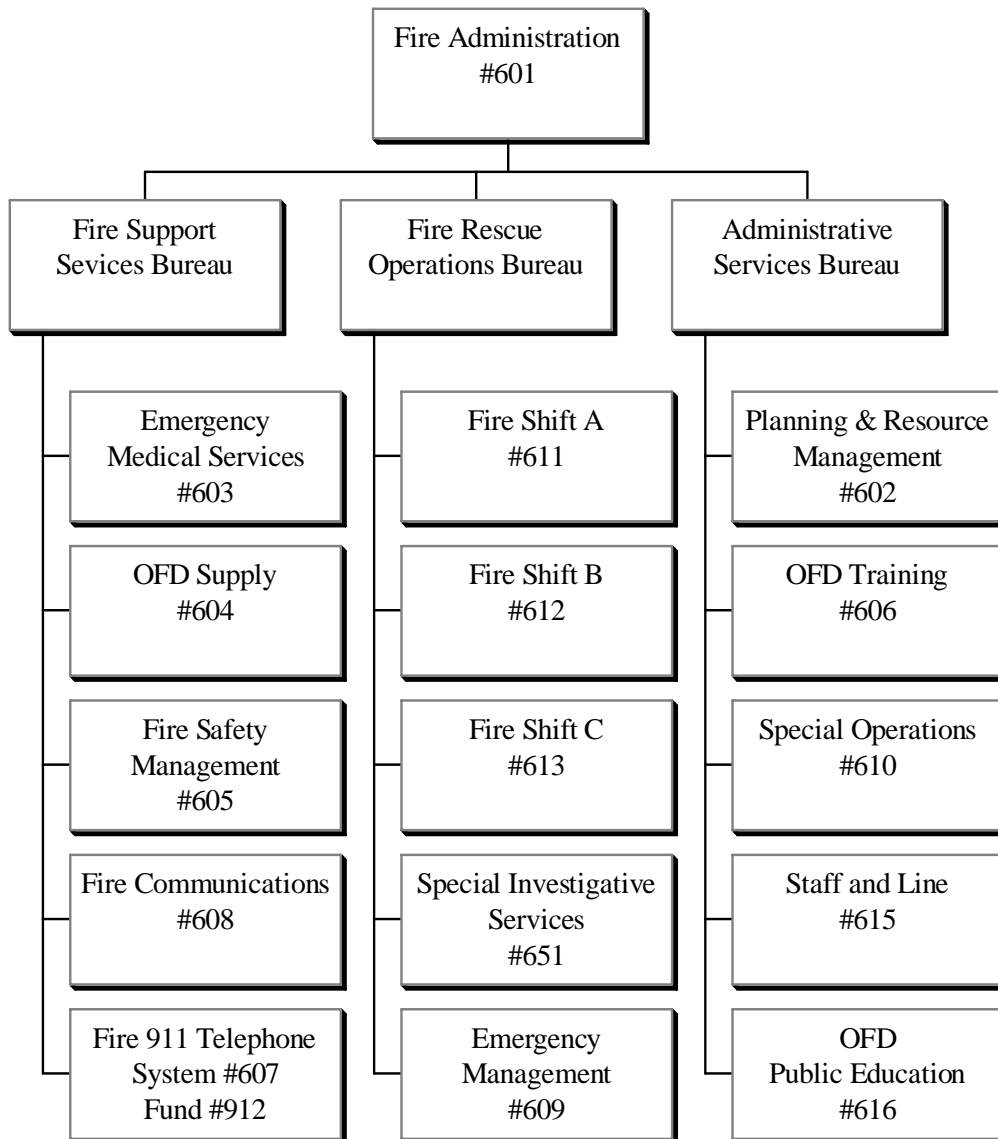
	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	8	8	8
TOTAL – RISK MANAGEMENT FUND	8	8	8
TOTAL – RISK MANAGEMENT	8	8	8

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

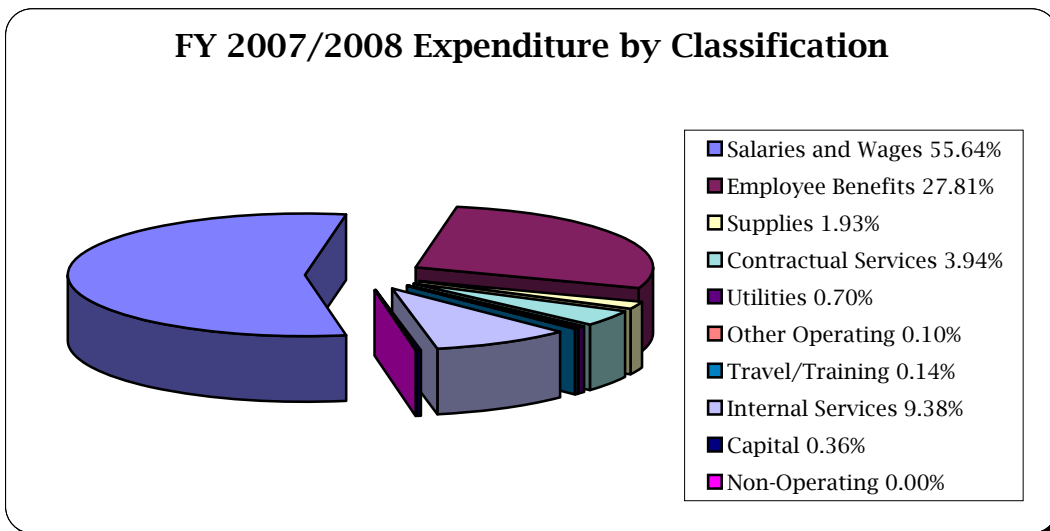
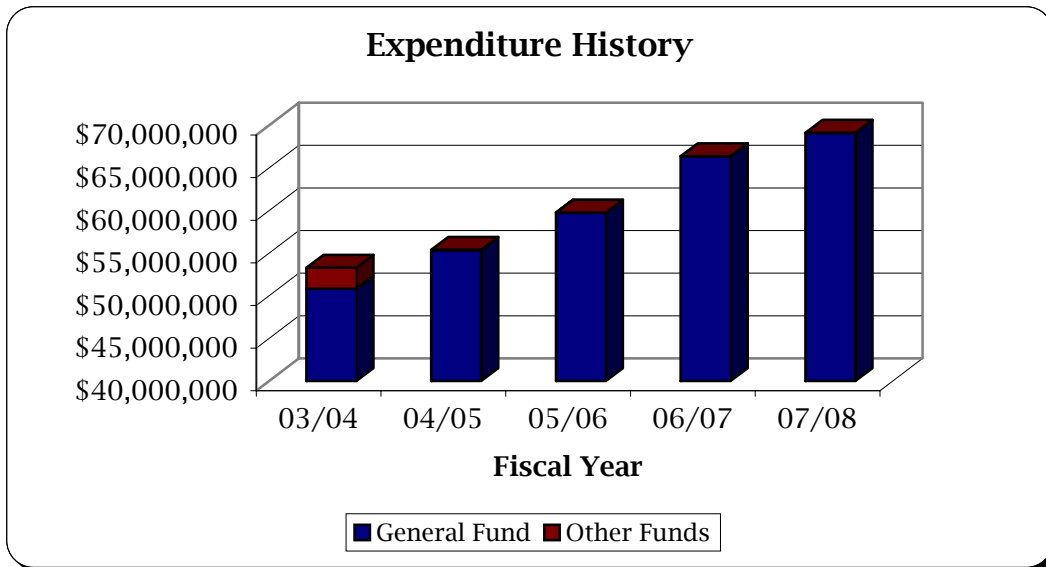


Fire Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	1,769,039	\$ 2,491,472	\$ 3,210,218	\$ 718,746	28.85%
Administrative Services Bureau:					
602 Planning & Resource Management	502,921	444,451	428,471	(15,980)	(3.60%)
606 OFD Training	931,294	1,299,846	1,395,178	95,332	7.33%
610 Fire Rescue Operations Administration	622,714	593,191	557,117	(36,074)	(6.08%)
615 Staff and Line	641,333	1,132,974	730,600	(402,374)	(35.51%)
616 OFD Public Education	218,846	374,305	326,016	(48,289)	(12.90%)
Fire-Support Services Bureau:					
603 Emergency Medical Services	1,060,869	1,003,052	1,016,383	13,331	1.33%
604 OFD Supply	440,189	580,746	572,858	(7,888)	(1.36%)
605 Fire Safety Management	630,783	937,007	898,688	(38,319)	(4.09%)
608 Fire Communications	1,750,994	2,043,915	2,097,079	53,164	2.60%
Fire-Rescue Operations Bureau:					
609 City Emergency Management	173,622	344,690	331,251	(13,439)	(3.90%)
611 Fire Shift A	17,156,419	17,430,744	19,923,493	2,492,749	14.30%
612 Fire Shift B	16,429,346	17,033,523	19,341,942	2,308,419	13.55%
613 Fire Shift C	16,211,624	16,914,060	19,050,267	2,136,207	12.63%
651 Special Investigative Services	548,434	807,313	884,883	77,570	9.61%
Projects	230,802	1,090,222	-	(1,090,222)	(100.00%)
026 Non Departmental Op Center	287,231	286,017	286,017	-	0.00%
989 Non Departmental-Fire	133,029	1,535,015	(1,954,789)	(3,489,804)	(227.35%)
TOTAL - GENERAL FUND	\$ 59,739,489	\$ 66,342,543	\$ 69,095,672	\$ 2,753,129	4.15%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 10,989	\$ 34,302	\$ 27,002	\$ (7,300)	(21.28%)
TOTAL - EMERGENCY TELEPHONE SYSTEM	\$ 10,989	\$ 34,302	\$ 27,002	\$ (7,300)	
TOTAL - FIRE DEPARTMENT	\$ 59,750,478	\$ 66,376,845	\$ 69,122,674	\$ 2,745,829	4.14%
Expenditure by Classification					
Salaries and Wages	\$ 34,629,549	\$ 36,517,490	\$ 38,458,925	\$ 1,941,435	5.32%
Employee Benefits	16,383,439	18,312,330	19,225,268	912,938	4.99%
Supplies	1,065,927	1,610,933	1,332,159	(278,774)	(17.31%)
Contractual Services	1,278,559	2,336,774	2,725,911	389,137	16.65%
Utilities	461,479	468,283	486,283	18,000	3.84%
Other Operating	53,348	83,546	66,546	(17,000)	(20.35%)
Travel/Training	81,627	192,973	96,728	(96,245)	(49.87%)
Internal Services	5,674,761	6,116,308	6,480,404	364,096	5.95%
Capital	119,777	738,208	250,450	(487,758)	(66.07%)
Non-Operating	2,012	-	-	-	N/A
TOTAL - FIRE DEPARTMENT	\$ 59,750,478	\$ 66,376,845	\$ 69,122,674	\$ 2,745,829	4.14%

Fire Department



Fire Department



Mission Statement:

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

Bureau Identifier:

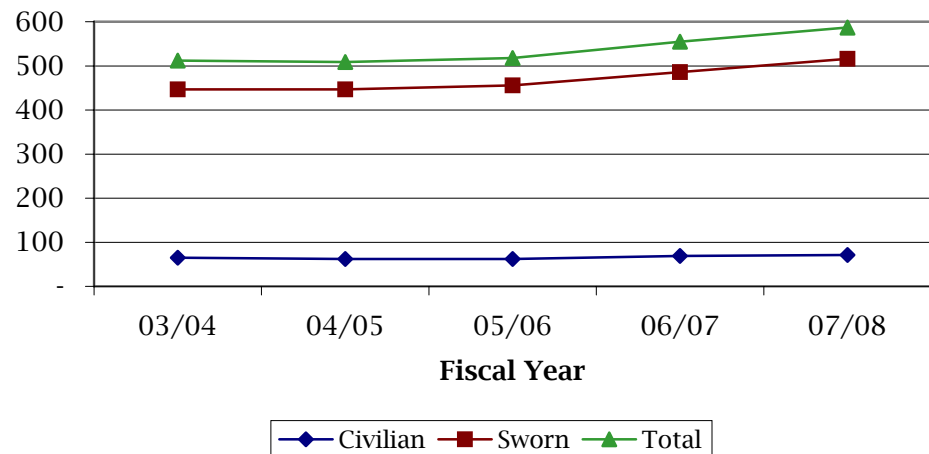
- ⇒ Administrative Services
- ⇒ Support Services
- ⇒ Rescue Operations



DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
601 Fire Administration	9	9	10
Administrative Services Bureau:			
602 Planning & Resource Management	4	4	4
606 OFD Training	9	9	9
610 Fire Rescue Operations Administration	-	-	1
615 Staff and Line	2	3	3
616 Public Education	2	2	2
Fire Support Services Bureau:			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	10	12	12
608 Fire Communications	29	32	32
Fire-Rescue Operations Bureau:			
609 City Emergency Management	4	5	5
611 Fire Shift A	147	157	167
612 Fire Shift B	146	156	166
613 Fire Shift C	144	154	164
651 Special Investigative Services	5	5	5
TOTAL – GENERAL FUND	518	555	587
TOTAL – FIRE	518	555	587

Staffing History



Fire Department



Administrative Services Bureau

Mission Statement:

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

Program Identifier:

- ⇒ Fire Administration #601
- ⇒ Planning & Resource Management #602
- ⇒ OFD Training #606
- ⇒ Special Operations #610
- ⇒ Staff and Line #615
- ⇒ OFD Public Education #616



Overview of Services/Program

The goal of the Administrative Services Bureau is to provide the resources such that the Field Operations Division can deliver reliable emergency response services and assure the incidence and severity of fire is reduced in the community. Service levels are maintained in compliance with the City of Orlando as current Public Protection Classification rating of "2."

The Fire Chief directly manages the Fiscal Management Section and 3 Bureaus of the Department, which are Administrative Services, Fire Support Services and Fire Rescue Operations.

Major Accomplishments

- Wellness initiative utilized to provide fitness evaluations to all OFD members.
- Completed design and construction on Fire Stations 15, 16 and 17.

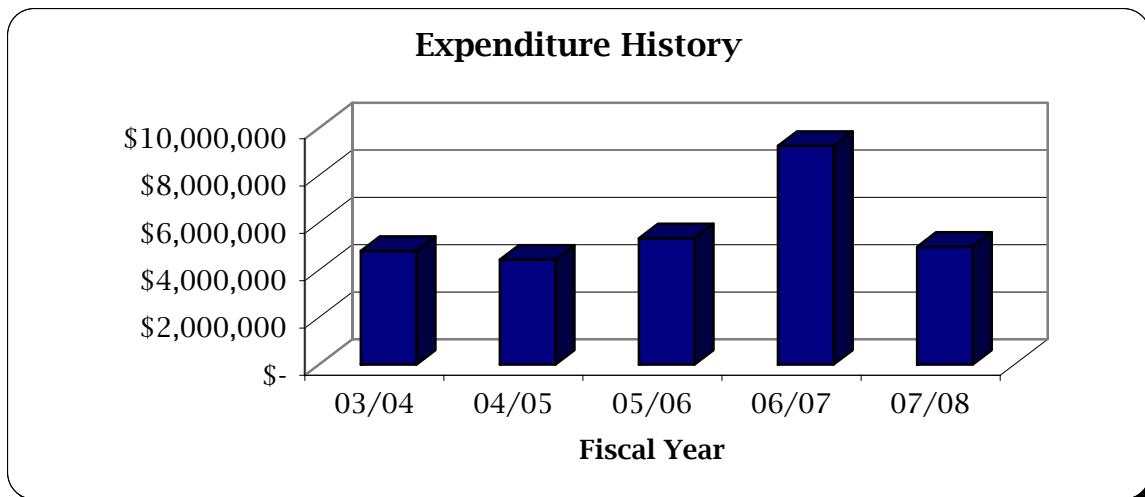
Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Maintain apparatus reliability (in-service time to 95%)	95%	95%	95%
Provide 240 hours of ISO, OSHA and other required fire training per year	94%	95%	95%
Provide 45 hours of ISO and other required department level facility fire training per year	90%	95%	95%
Provide 12 hours of Officer Development level fire training per year	80%	90%	90%
Hazmat - Provide 96 hours of standard driven competencies as outlined in NFPA 472 and State of Florida SERC competencies	N/A	90%	90%
Technical Rescue - Provide 96 hours of standard driven competencies as outlined in NFPA 1710 and State of Florida SUSAR competencies	N/A	90%	90%

Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percentage of fire department programs (15) with spending at approved budget or with savings over forecast	70%	80%	90%
Percentage of the city's built upon landmass with in a 2 mile radius of a fire station	41%	41%	42%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,769,039	\$ 2,491,472	\$ 3,210,218	\$ 718,746	28.85%
Administrative Services Bureau:					
602 Planning & Resource Management	502,921	444,451	428,471	(15,980)	(3.60%)
606 OFD Training	931,294	1,299,846	1,395,178	95,332	7.33%
610 Special Operations	622,714	593,191	557,117	(36,074)	(6.08%)
615 Staff and Line	641,333	1,132,974	730,600	(402,374)	(35.51%)
616 Public Education	218,846	374,305	326,016	(48,289)	(12.90%)
Projects	230,802	1,090,222	-	(1,090,222)	(100.00%)
026 Non Departmental-Op Center	287,231	286,017	286,017	-	0.00%
989 Non Departmental-Fire	133,029	1,535,015	(1,954,789)	(3,489,804)	(227.35%)
TOTAL - GENERAL FUND	\$ 5,337,209	\$ 9,247,493	\$ 4,978,828	\$ (4,268,665)	(46.16%)
TOTAL - FIRE ADMINISTRATION	\$ 5,337,209	\$ 9,247,493	\$ 4,978,828	\$ (4,268,665)	(46.16%)



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
601 Fire Administration	9	9	10
602 Planning & Resource Management	4	4	4
606 OFD Training	9	9	9
610 Special Operations	-	-	1
615 Staff and Line	2	3	3
616 Public Education	2	2	2
TOTAL - GENERAL FUND	26	27	29
TOTAL - FIRE ADMINISTRATION	26	27	29

Fire Department

Fire Support Services Bureau

Mission Statement:

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

Program Identifier:

- ⇒ Emergency Medical Ser. #603
- ⇒ OFD Supply #604
- ⇒ Fire Safety Mgmt. #605
- ⇒ Fire 911 Phone System #607
- ⇒ Fire Communications #608

Overview of Services/Programs

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

The **Planning and Resource Management Division** manages fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus and station construction. The Planning and Resource Management Division oversees the supply function of the department, providing station supplies, and office supplies. The supply section officer is also the department's property custodian, responsible for maintaining the department's inventory control program, specification of personnel protective equipment, self contained apparatus and firefighting equipment.

Planning and Resource Management works collaboratively with the City of Orlando Economic Development Department to analyze the impact of new development within the city limits and the impact of new annexation on the ability of the Fire Department to provide emergency service delivery to those areas. Record management, data collection and analysis and GIS mapping functions are functional areas within Planning and Resource Management. This area is responsible for monitoring the department's performance against internally and externally set performance benchmarks and for making recommendations for performance improvement, including recommendations on needed additions to existing resources and resource deployment. The Fire Department's Planning and Resource Management Division is also responsible for the public information function of the department as well as management and support of Fire Department related emergency management functions.

The **Fire Safety Management Division** manages the municipal fire inspector program. The Office of the Fire Marshall is responsible for developing and enforcing the City of Orlando Fire Code, which is applicable to new and existing structures. The Fire Inspectors are responsible for the inspection of commercial occupancies and for investigating violations to the City's Fire Code.

The **Communications Division** is the source that generates the alarms and coordinates the response assignments of field operations personnel. All emergency communications specialists and supervisors are certified by The National Academy of Emergency Dispatch and are trained to provide life-impacting instructions via telephone to assist patients until firefighters/paramedics arrive on the scene. Additionally, the Communications Division is responsible for the City's Reverse 911 notification system. Reverse 911 is a state of art communications system that provides public safety the means to communicate important messages to the public by sending pre-recorded messages to residents and/or businesses within a certain geographical location. Members of Communications represent the department on various state, local and regional committees such as Emergency Medical Dispatch (EMD), 700/800 Mhz radio and Orange County 311 planning. The Communications Division staffs three 8-hour shifts 24/7 365 days a year. Personnel assigned to communications include 21 Emergency Communications Specialists, 3 Shift Supervisors, 1 Communications Technician, 2 ASAP employees, 1 Assistant Manager, 1 Communications Manager, and 1 Division Commander.

Fire Department



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.



Program Identifier:

- ⇒ Emergency Medical Ser. #603
- ⇒ OFD Supply #604
- ⇒ Fire Safety Mgmt. #605
- ⇒ Fire 911 Phone System #607
- ⇒ Fire Communications #608



Major Accomplishments

- Re-certified 250 Paramedics in Advance Cardiac Life Support.
- Replace two station generators (Stations 3 and 6).
- Maintained a 93% readiness level for all emergency response apparatus.
- Processed 806 equipment repairs.
- Completed 1,346 apparatus work orders.
- Placed in service three Special Ops vehicles.

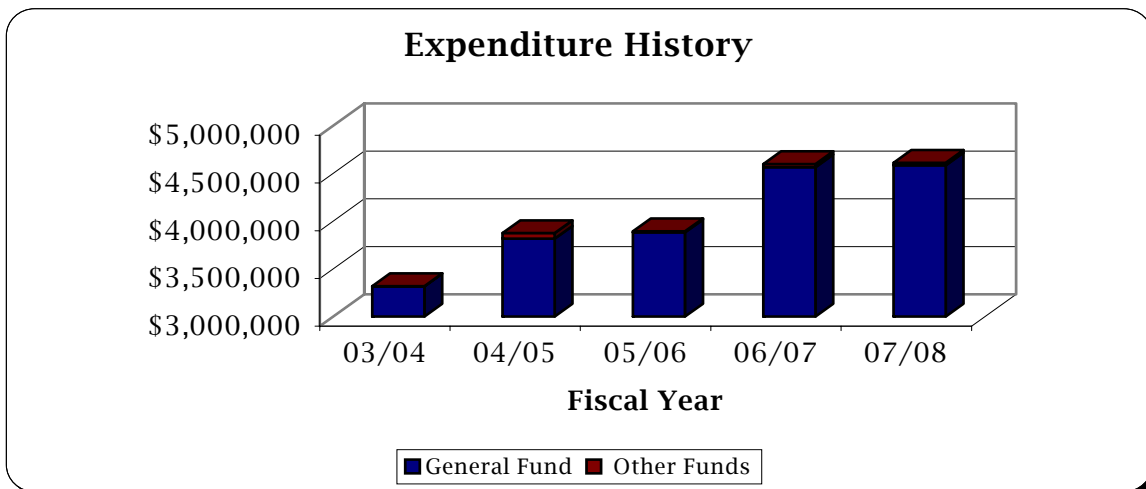
Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Limit call handling time to 60 seconds or less 90% of the time	93%	90%	90%
Inspect 100% of all occupancies required by state law to be inspected annually	98%	100%	100%

Performance Measures Service Indicators	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Clean all bunker gear twice annually	100%	100%	100%
Provide at least 16 hours of EMS re-certification training	16 hours	16 hours	16 hours

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Support Services Bureau:					
603 Emergency Medical Services	\$ 1,060,869	\$ 1,003,052	\$ 1,016,383	\$ 13,331	1.33%
604 OFD Supply	440,189	580,746	572,858	(7,888)	(1.36%)
605 Fire Safety Management	630,783	937,007	898,688	(38,319)	(4.09%)
608 Fire Communications	1,750,994	2,043,915	2,097,079	53,164	2.60%
TOTAL - GENERAL FUND	\$ 3,882,835	\$ 4,564,720	\$ 4,585,008	\$ 20,288	0.44%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau:					
607 Fire 911 Emergency Phone System	\$ 10,989	\$ 34,302	\$ 27,002	\$ (7,300)	(21.28%)
TOTAL - EMERGENCY TELEPHONE SYSTEM	\$ 10,989	\$ 34,302	\$ 27,002	\$ (7,300)	
TOTAL - FIRE SUPPORT SERVICES BUREAU	\$ 3,893,824	\$ 4,599,022	\$ 4,612,010	\$ 12,988	0.28%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Fire-Support Services Bureau:			
603 Emergency Medical Services	6	6	12
604 Fire Supply	1	1	32
605 Fire Safety Management	10	12	-
608 Fire Communications	29	32	5
TOTAL - GENERAL FUND	46	51	49
TOTAL - FIRE SUPPORT SERVICES BUREAU	46	51	49

Fire Department

Fire Rescue Operations Bureau

Mission Statement:

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

Program Identifier:

- ⇒ City Emergency Mgt #609
- ⇒ Fire Shift A #611
- ⇒ Fire Shift B #612
- ⇒ Fire Shift C #613
- ⇒ Special Invest Services #651

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 485 sworn personnel. The Fire Department operates 37 staffed frontline units including 15 fire engines, 6 tower trucks, 8 rescue trucks, 1 hazardous materials unit, 1 heavy rescue, 4 district chief vehicles and 1 shift commander. Services are provided 24/7/365.

The **Training Division** is responsible for the development and delivery of all fire suppression and special operations (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 also works collaboratively with the City of Orlando Personnel Bureau and Civil Service in the development and implementation of hiring and promotional processes.

Major Accomplishments/Service Efforts

- In the fiscal year 2005/2006 (October 1, 2005-September 30, 2006) the Orlando Fire Department responded to 48,563 emergency alarms, 32,839 of which were emergency medical alarms.
- Serviced 6,500 hydrants which includes private hydrants.
- Completed 25,648 hours of company training (includes ISO training) and managed 97,584 hours within the Educational Development Program.
- Performed 24,658 hours of fire inspections, completed 29,355 fire safety activities and identified 7,192 violations.
- Hosted 7 English and 1 Hispanic CERT classes FY 2006/2007
- Attended 727 community events providing outreach education and community service.
- Provided in excess of 8,076 hours of emergency medical continuing education training to personnel.

Future Outlook

- The upcoming year will be one of planning for future growth with the Department's strategic plan to be revised and updated January of 2008. At least two new stations must be constructed over the next two years. 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. The department also seeks to be Accredited by March of 2008 and plans on completing its ISO review by January of 2008 striving to achieve an ISO PPC rating of 1.

Fire Department



Mission Statement:

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

Program Identifier:

- ⇒ City Emergency Mgt #609
- ⇒ Fire Shift A #611
- ⇒ Fire Shift B #612
- ⇒ Fire Shift C #613
- ⇒ Special Invest Services #651

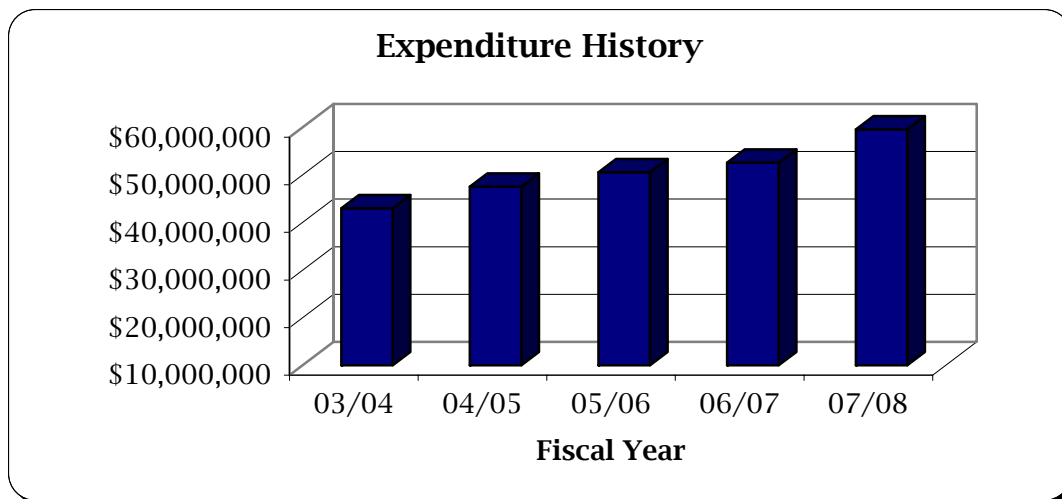


Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Maintain a total response time of 6 minutes or less 90% of the time for emergency alarms. (From time caller information verified to arrival on scene)	68%	70%	75%
The degree of compliance with the response objective (3 distinct tasks comprise objective)	62.4%	65%	70%
In building fires, save more of the building's value than the dollar value lost to the fire	95%	95%	95%
Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Complete 100% of inspections, exit checks, pre fire plans and hydrant testing activities assigned per month	99%	98%	98%
Effective firefighting force on scene of a structure fire in the City Limits in 8 minutes or less from time en route, 90% of the time	N/A	65%	70%
Arrival of Advanced life support care on the scene of a medical emergency in 8 minutes or less from en route, 90% of the time	N/A	90%	100%
The degree of compliance with the response objective (based upon the individual patient presentation)	87%	90%	90%

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau:					
609 Emergency Management	\$ 173,622	\$ 344,690	\$ 331,251	\$ (13,439)	(3.90%)
611 Fire Shift A	\$ 17,156,419	17,430,744	19,923,493	2,492,749	14.30%
612 Fire Shift B	\$ 16,429,346	17,033,523	19,341,942	2,308,419	13.55%
613 Fire Shift C	\$ 16,211,624	16,914,060	19,050,267	2,136,207	12.63%
651 Special Investigative Services	\$ 548,434	807,313	884,883	77,570	9.61%
TOTAL – GENERAL FUND	\$ 50,519,445	\$ 52,530,330	\$ 59,531,836	\$ 7,001,506	13.33%
TOTAL – FIRE RESCUE OPERATIONS BUREAU	\$ 50,519,445	\$ 52,530,330	\$ 59,531,836	\$ 7,001,506	13.33%

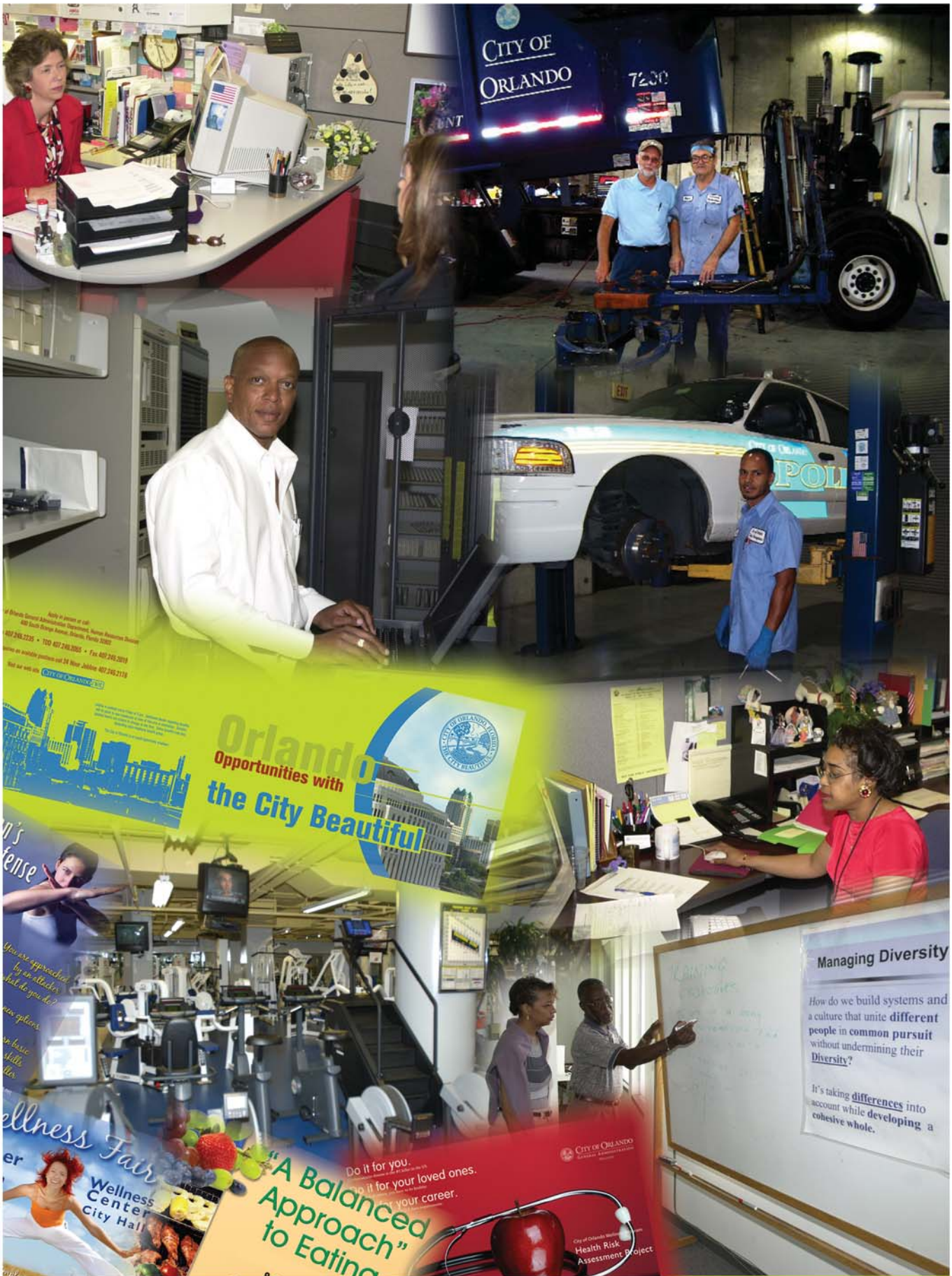


STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Fire-Rescue Operations Bureau:			
609 Emergency Management	4	5	5
611 Fire Shift A	147	157	167
612 Fire Shift B	146	156	166
613 Fire Shift C	144	154	164
651 Special Investigative Services	5	5	5
TOTAL – GENERAL FUND	446	477	507
TOTAL – FIRE RESCUE OPERATIONS BUREAU	446	477	507

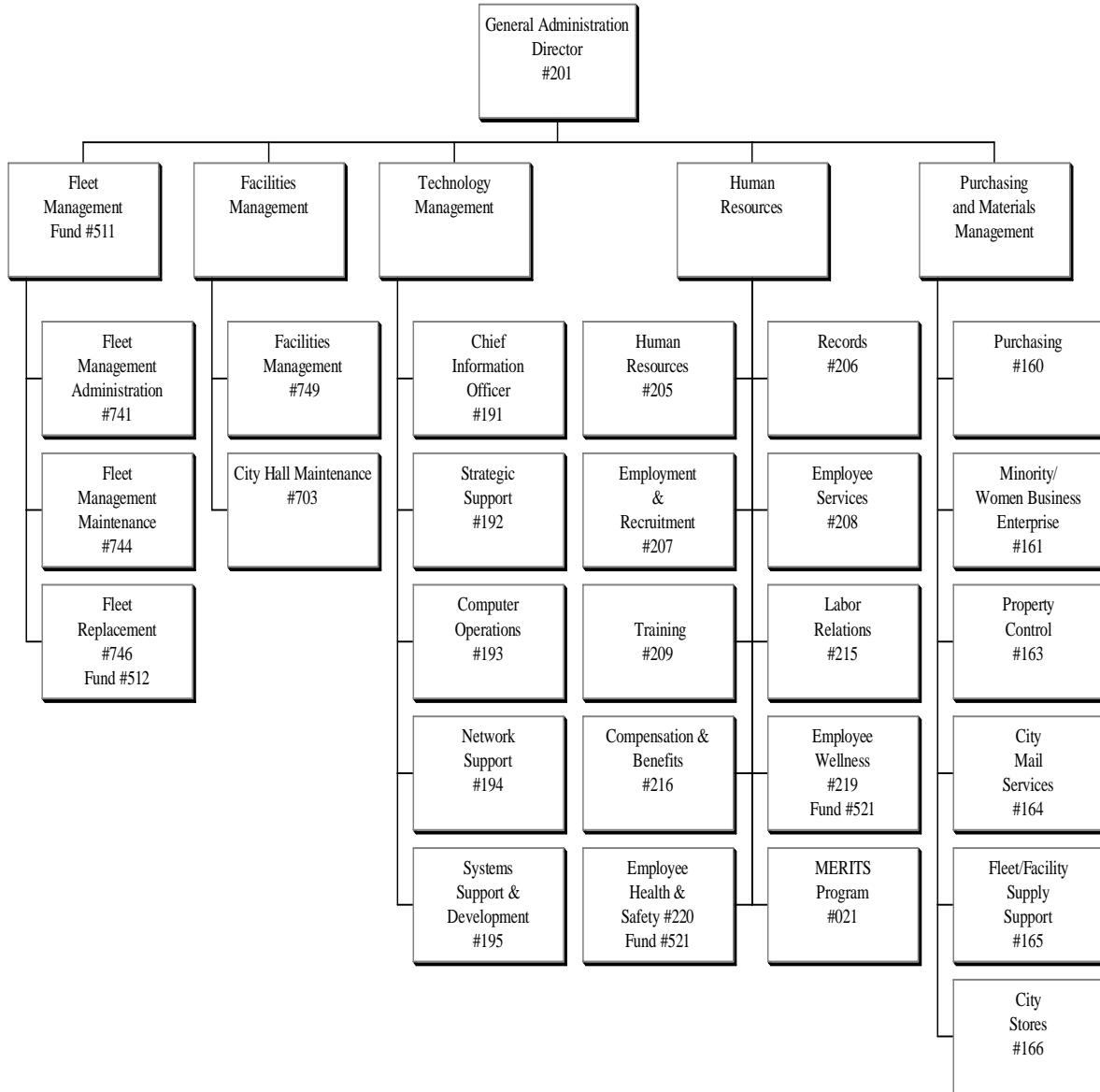
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To effectively manage the provision of administrative and internal services within the City government to allow other departments to focus on their core business.

General Administration Department



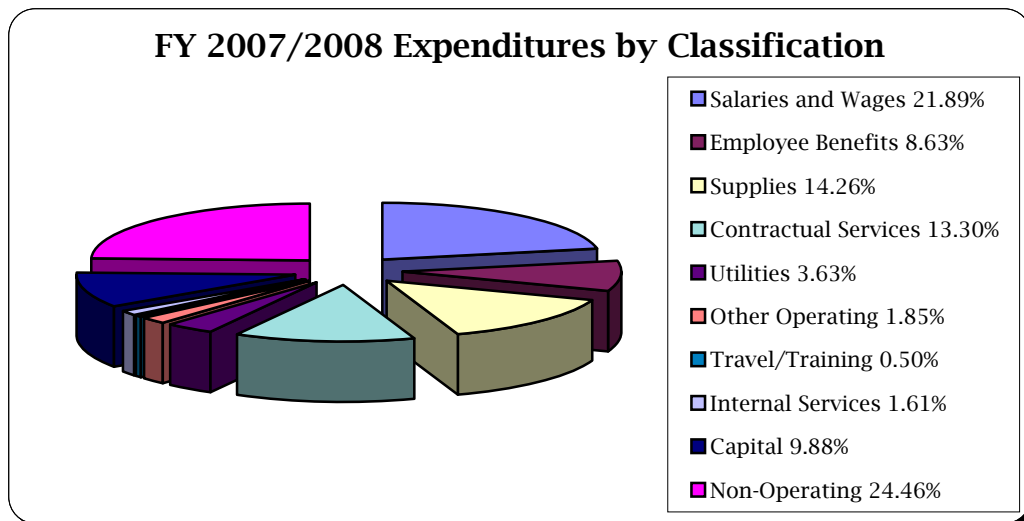
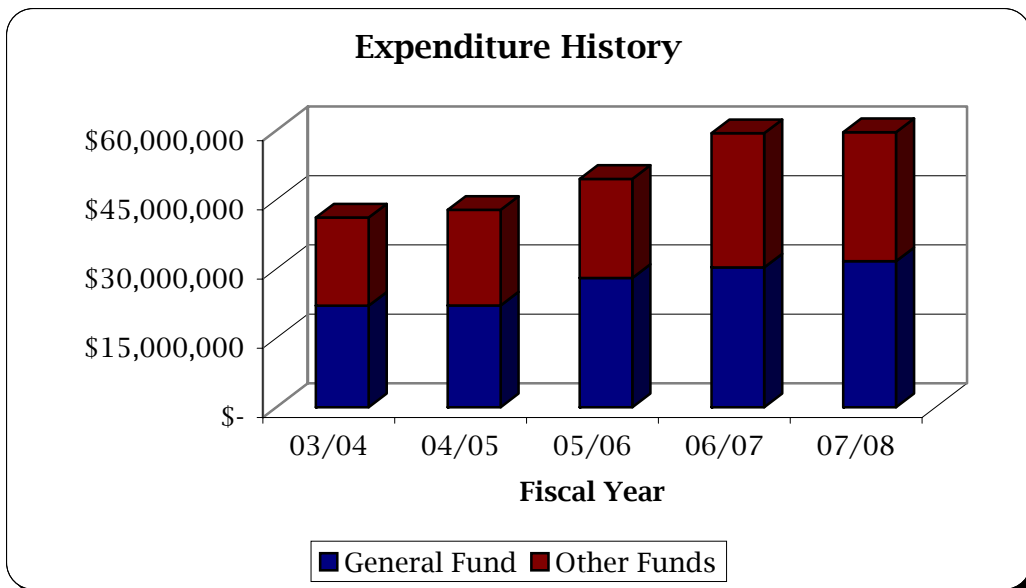
General Administration Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 347,391	\$ 461,550	\$ 497,779	\$ 36,229	7.85%
Purchasing and Materials Management Division:					
160 Purchasing	1,200,512	1,259,512	1,305,757	46,245	3.67%
161 Minority/Women Business Enterprise	232,372	293,900	313,892	19,992	6.80%
163 Property Control	166,400	167,856	183,143	15,287	9.11%
164 City Mail Service	219,617	251,129	255,001	3,872	1.54%
165 Fleet/Facility Supply/Support	467,112	524,435	539,970	15,535	2.96%
166 City Stores	184,853	211,985	216,874	4,889	2.31%
995 Non Dept.-Purchasing Auctions	46,510	64,316	51,716	(12,600)	(19.59%)
Technology Management Division:					
191 Chief Information Officer	211,619	581,461	615,528	34,067	5.86%
192 Strategic Support	1,728,787	1,358,350	1,430,420	72,070	5.31%
193 Computer Operations	1,040,405	1,174,358	1,245,969	71,611	6.10%
194 Network Support	1,576,082	1,654,329	1,702,502	48,173	2.91%
195 Systems Support and Development	2,180,513	2,374,086	2,393,102	19,016	0.80%
991 IT Service and Repair	150,754	155,908	97,840	(58,068)	(37.25%)
992 Technology Management Contracts	3,727,069	4,008,606	3,900,464	(108,142)	(2.70%)
Human Resources Division:					
021 Merits Program	76,575	89,350	110,664	21,314	23.85%
205 Human Resources	169,184	185,806	198,585	12,779	6.88%
206 Records	412,870	183,259	181,910	(1,349)	(0.74%)
207 Employment and Recruitment	603,900	774,261	739,388	(34,873)	(4.50%)
208 Employee Services	569	-	-	-	N/A
209 Training	247,650	355,760	365,164	9,404	2.64%
210 Civil Service/Testing	1,318	-	-	-	N/A
215 Labor Relations	225,151	257,273	264,504	7,231	2.81%
216 Compensation and Benefits	387,085	707,487	740,248	32,761	4.63%
Facilities Management Division:					
749 Facilities Management	5,256,025	5,264,179	5,645,954	381,775	7.25%
703 City Hall Maintenance	1,872,055	1,776,167	2,054,292	278,125	15.66%
993 Non Dept.-General Administration Projects	5,228,347 63,616	6,147,940 -	6,597,855 -	449,915 -	7.32% N/A
TOTAL – GENERAL FUND	\$ 28,024,341	\$ 30,283,263	\$ 31,648,521	\$ 1,365,258	4.51%
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet Management Admin.	\$ 729,670	\$ 671,529	\$ 656,611	\$ (14,918)	(2.22%)
744 Fleet Management Maintenance	11,659,532	12,086,083	11,714,557	(371,526)	(3.07%)
963 Non Dept.-Fleet Management	1,156,144	1,991,730	1,596,630	(395,100)	(19.84%)
TOTAL – FLEET MANAGEMENT FUND	\$ 13,545,346	\$ 14,749,342	\$ 13,967,798	\$ (781,544)	(5.30%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 6,907,799	\$ 13,369,132	\$ 12,175,896	\$ (1,193,236)	(8.93%)
TOTAL – FLEET REPLACEMENT FUND	\$ 6,907,799	\$ 13,369,132	\$ 12,175,896	\$ (1,193,236)	(8.93%)
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ 92,160	\$ 96,311	\$ 102,451	\$ 6,140	6.38%
220 Employee Health and Safety Projects	305,361 615,294	324,735 535,303	373,756 1,315,705	49,021 780,402	15.10% 145.79%
TOTAL – RISK MANAGEMENT FUND	\$ 1,012,815	\$ 956,349	\$ 1,791,912	\$ 835,563	87.37%
TOTAL- GENERAL ADMINISTRATION	\$ 49,490,301	\$ 59,358,086	\$ 59,584,127	\$ 226,041	0.38%

General Administration Department

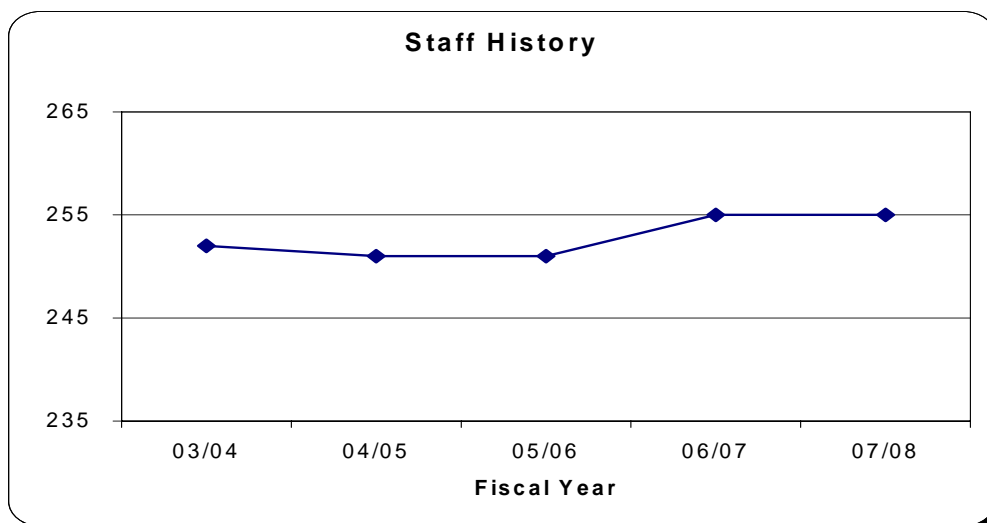
Expenditure by Classification	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 11,980,263	\$ 13,004,949	\$ 13,042,612	\$ 37,663	0.29%
Employee Benefits	4,222,338	4,765,611	5,141,168	375,557	7.88%
Supplies	8,703,847	8,783,308	8,495,360	(287,948)	(3.28%)
Contractual Services	6,244,170	6,348,868	7,925,482	1,576,614	24.83%
Utilities	2,116,279	2,096,095	2,165,606	69,511	3.32%
Other Operating	1,250,672	1,350,585	1,101,642	(248,943)	(18.43%)
Travel/Training	264,699	288,831	296,061	7,230	2.50%
Internal Services	795,305	979,453	957,898	(21,555)	(2.20%)
Capital	6,277,636	8,630,610	5,885,400	(2,745,210)	(31.81%)
Non-Operating	7,635,092	13,109,776	14,572,898	1,463,122	11.16%
TOTAL - GENERAL ADMINISTRATION	\$ 49,490,301	\$ 59,358,086	\$ 59,584,127	\$ 226,041	0.38%



General Administration Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
201 Director of General Administration	5	5	5
Purchasing and Materials Management Division:			
160 Purchasing	16	16	16
161 Minority/Women Business Enterprise	4	5	5
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
Technology Management Division:			
191 Chief Information Officer	2	6	6
192 Strategic Support	21	16	16
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	25	26	26
Human Resources Division:			
205 Human Resources	2	2	2
206 Records	7	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	6	10	10
Facilities Management Division:			
749 Facilities Management	48	49	49
TOTAL – GENERAL FUND	201	204	204
FLEET MANAGEMENT FUND #511			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
TOTAL – FLEET MANAGEMENT FUND	45	45	45
RISK MANAGEMENT FUND #521			
Human Resources Division:			
219 Wellness Program	1	1	1
220 Occupational Health and Safety	4	5	5
TOTAL - RISK MANAGEMENT FUND	5	6	6
TOTAL – GENERAL ADMINISTRATION	251	255	255



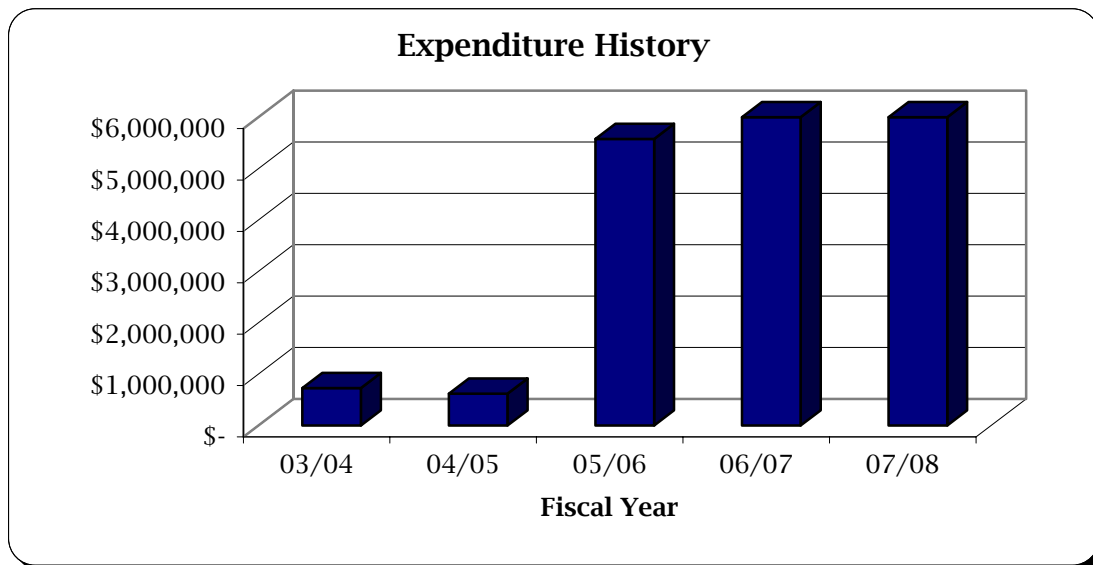
General Administration Department

Overview of Services/Programs

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

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
201 Director of General Administration	\$ 347,391	\$ 461,550	\$ 497,779	\$ 36,229	7.85%
993 Non Dept.-General Administration	5,228,347	6,147,940	6,597,855	449,915	7.32%
TOTAL – GENERAL FUND	\$ 5,575,738	\$ 6,609,490	\$ 7,095,634	\$ 486,144	7.36%
TOTAL – DIRECTOR	\$ 5,575,738	\$ 6,609,490	\$ 7,095,634	\$ 486,144	7.36%



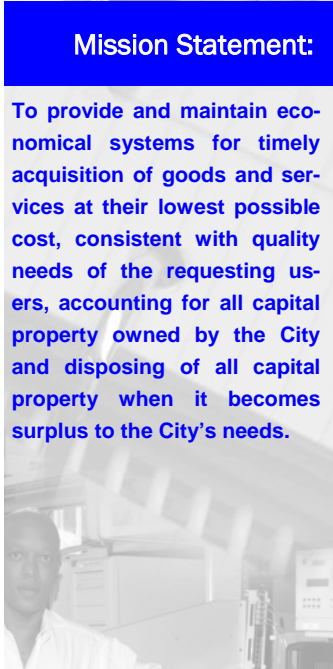
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
201 Director of General Administration	5	5	5
TOTAL – GENERAL FUND	5	5	5
TOTAL – DIRECTOR	5	5	5

General Administration Department



Purchasing & Materials Management Division



Mission Statement:

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



Program Identifier:

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

Overview of Service/Program

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

Major Accomplishments

- Received the prestigious "Achievement of Excellence in Procurement Award" from the Institute of Supply Management. Purchasing has received this award for the past six (6) years and only 50 of several thousand agencies have received this accreditation six (6) times.
- Generated over \$2,061,000 in revenue from the sale of surplus city property via on-line sales and live auctions.
- As a result of the implementation of the new automated MWBE Data tracking software, the MWBE Program's reporting features have been streamlined. This has increased staff productivity and provided for more accurate and timely reporting of MWBE data.
- M/WBE Program developed a "Blueprint" for using the Community Venues projects to create a sustainable economic impact within the M/WBE Community.
- Received The National Institute of Governmental Purchasing (NIGP) "Outstanding Agency Accreditation Award". While the NIGP membership represents over 2,600 agencies, only 93 governments have attained this distinction.
- Development and implementation of a Disadvantaged Business Enterprise (DBE) program is underway to comply with the State DOT grant requirements.
- The City's Automated Fuel Dispensing System has been upgraded with the latest state-of-the-art technology to provide accurate and timely electronic transmittal and verification of vehicle ID's and mileage at the fuel island. This eliminates reporting task demands on devices and provides management with reliable vehicle utilization data.
- As a result of working with the Community Redevelopment Agency to monitor and ensure MWBE participation on public/private construction projects in the Downtown area, the MWBE Program is directly responsible for a total 12.1% MBE participation and 7.1% WBE participation of the total construction dollars.
- An "Environmental Purchasing" policy has been developed in support of the Mayor's commitment to transform Orlando into a leading "Florida Green City".

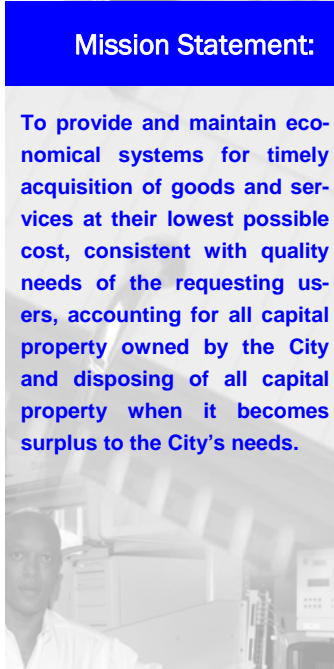
Future Outlook

- PMD is upgrading electronic applications to enable Division to successfully manage increasing and more complex workloads with the limited resources available.
- Submission of revisions to the Purchasing Code to provide increases in monetary approval authority levels for Purchasing Director and end-users. This will reduce processing time for low dollar and other purchases.
- Use of online Auction services will be expanded to advertise and sell the City's surplus property through the Internet, resulting in achieving better sale prices for the City's assets.
- A new electronic system is currently being developed to allow Property Control and all City programs to perform transfer and disposal functions in an accountable but paper-less system.

General Administration Department



Purchasing & Materials Management Division



Mission Statement:

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

Program Identifier:

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

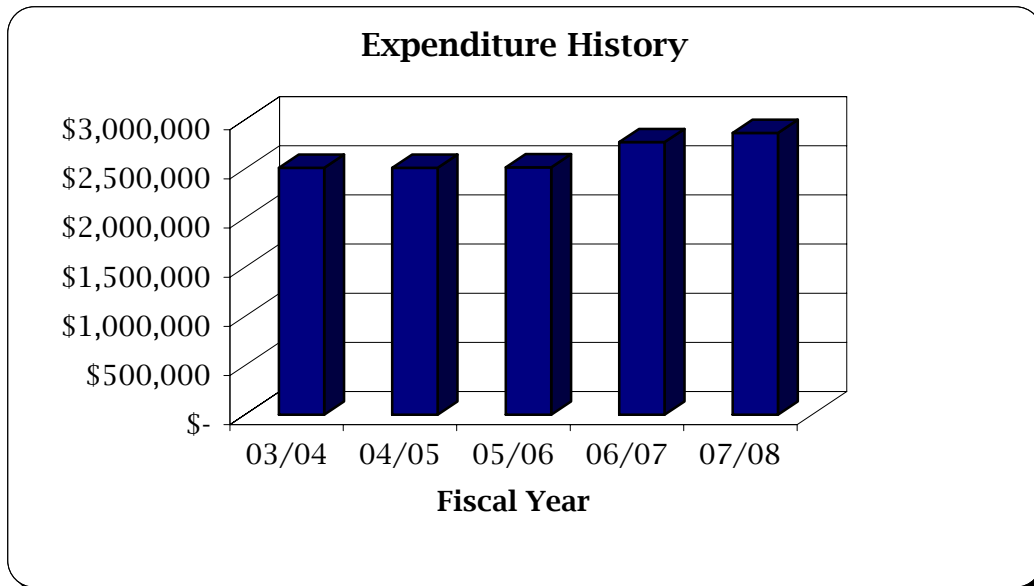


	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Performance Measures Effectiveness			
Percent of contract compliance of MBE WBE goals, in the construction/procurement contracts	100%	100%	100%
Percent of original purchase price of vehicles recovered in sale.	24%	20%	20%
Percent of stocked item requests filled within four (4) hours. (Fleet Supp)	91%	92%	95%
Inventory turn-over ratio.	1:4	1:4	1:4
Performance Measures Efficiency			
Dollar amount of purchases per Program full time employees (FTE's).	\$7,726,737	\$7,555,680	\$7,950,000
Cost to process One Commodity/Services Purchase Transaction	\$28.41	\$30.55	\$30.00
Cost to process One Contract Management Transaction	\$13.13	\$13.65	\$13.40
Cost to Certify an MBE/WBE	\$61.29	\$72.50	\$71.00
Average Cost to process Requisition/ProCard / P.O. Transaction (City Stores)	\$12.60	\$12.50	\$11.90
Average Cost to Receive, Inspect, & Deliver City Stores Materials	\$27.70	\$28.25	\$26.90
Average Cost to add a capital asset to the system	\$31.26	\$27.75	\$28.50
Average Cost to process One Piece of U.S. Mail	\$0.045	\$0.055	\$0.05
Average Cost to process PO/Req./ProCard Order Trans. (Fleet Support)	\$1.37	\$2.37	\$2.85
Average Cost to process Work Order (Fleet Sup)	\$0.61	\$0.60	\$0.58
Average Cost to process PO/ProCard/Req. Order Trans. (Facilities Support)	\$19.59	\$22.75	\$23.50
Average Cost to Expedite Orders--- Pickup & Deliver. (Fac. Support)	\$12.46	\$13.00	\$12.25
Cost to Process One Public Works Award	\$46.84	\$68.98	\$65.00

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Purchasing and Materials Management Division:					
160 Purchasing	\$ 1,200,512	\$ 1,259,512	\$ 1,305,757	\$ 46,245	3.67%
161 Minority/Women Business Enterprise	232,372	293,900	313,892	19,992	6.80%
163 Property Control	166,400	167,856	183,143	15,287	9.11%
164 City Mail Service	219,617	251,129	255,001	3,872	1.54%
165 Fleet/Facility Supply/Support	467,112	524,435	539,970	15,535	2.96%
166 City Stores	184,853	211,985	216,874	4,889	2.31%
995 Non Dept.-Purchasing Auctions	46,510	64,316	51,716	(12,600)	(19.59%)
TOTAL – GENERAL FUND	\$ 2,517,376	\$ 2,773,133	\$ 2,866,353	\$ 93,220	3.36%
TOTAL – PURCHASING & MATERIALS MGMT. DIVISION	\$ 2,517,376	\$ 2,773,133	\$ 2,866,353	\$ 93,220	3.36%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Purchasing & Materials Management Division:			
160 Purchasing	16	16	16
161 Minority/Women Business Enterprise	4	5	5
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
TOTAL -- GENERAL FUND	38	40	40
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	38	40	40

General Administration Department



Technology Management Division

Mission Statement:

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



Program Identifier:

- ⇒ Chief Information Officer #191
- ⇒ Strategic Support #192
- ⇒ Computer Operations #193
- ⇒ Network Support #194
- ⇒ Systems Support and Development #195
- ⇒ IT Service and Repair #991
- ⇒ Technology Management Contracts #992

Overview of Service/Program

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

Major Accomplishments

- Implemented the Technology plan for Re-districting of the Orlando Police Department.
- Begin the implementation of the City's phone system upgrade with newer Voice over Internet Protocol technology
- Continue the replacement/upgrade of the City's desktop and notebook personal computers
- Continue the replacement and upgrade of the City servers to prevent obsolescence and provide more computing power and capacity for city users.
- Completed EDGE to cellular broadband Rev A. migration for mobile data services, which provides public safety and other City personnel with faster access to on-line applications, creating efficiencies and enhancing the provision of services.
- Plan and continue the training of all city staff receiving the upgraded Microsoft Office 2007 application software.
- Completed the installation of the Web washer application used to monitor Internet usage and help management to track user productivity.

Future Outlook

- 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

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
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Percent of Service Level Agreements met or exceeded	98%	95%	95%
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Percent response to software support calls initiated by customers to Call Center within 24 hours	80%	85%	85%
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Percent of virus outbreaks contained/resolved in less than 2 hours	94%	95%	95%
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Percentage of service requests entered into system within 24 hours	93%	95%	95%
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Percent of GIS errors corrected within the same day that they were found or reported	100%	100%	100%
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Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
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Percent of IT security requests for account termination that are handled within 1 hour of receipt.	N/A	N/A	98%
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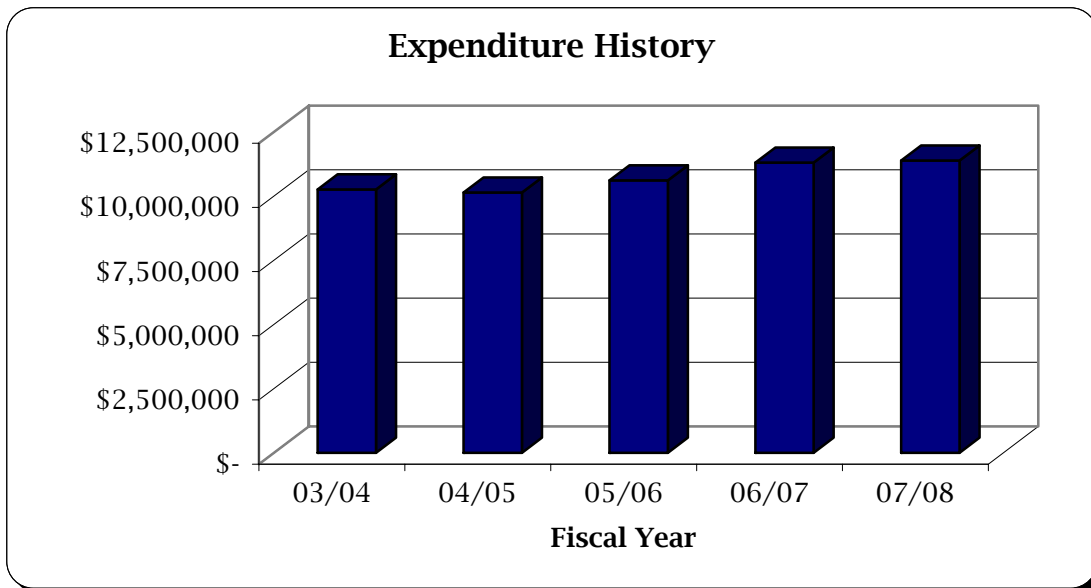
Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
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Degree of satisfaction as identified through customer surveys.	N/A	N/A	80%
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General Administration Department

EXPENDITURE SUMMARY

Fund	2005/06	2006/07	2007/08	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
Technology Management Division:					
191 Chief Information Officer	\$ 211,619	\$ 581,461	\$ 615,528	\$ 34,067	5.86%
192 Strategic Support	1,728,787	1,358,350	1,430,420	72,070	5.31%
193 Computer Operations	1,040,405	1,174,358	1,245,969	71,611	6.10%
194 Network Support	1,576,082	1,654,329	1,702,502	48,173	2.91%
195 Systems Support and Development	2,180,513	2,374,086	2,393,102	19,016	0.80%
991 IT Service and Repair	150,754	155,908	97,840	(58,068)	(37.25%)
992 Technology Management Contracts	3,727,069	4,008,606	3,900,464	(108,142)	(2.70%)
TOTAL – GENERAL FUND	\$10,615,229	\$ 11,307,098	\$ 11,385,825	\$ 78,727	0.70%
TOTAL – TECHNOLOGY MANAGEMENT DIVISION	\$10,615,229	\$ 11,307,098	\$ 11,385,825	\$ 78,727	0.70%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Technology Management Division:			
191 Chief Information Officer	2	6	6
192 Strategic Support	21	16	16
193 Computer Operations	17	17	17
194 Network Support	18	18	18
195 Systems Support and Development	25	26	26
TOTAL – GENERAL FUND	83	83	83
TOTAL – TECHNOLOGY MANAGEMENT DIVISION	83	83	83

General Administration Department



Human Resources Division

Mission Statement:

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



Program Identifier:

- ⇒ Merits Program #021
- ⇒ Human Resources #205
- ⇒ Records #206
- ⇒ Employment and Recruitment #207
- ⇒ Training #209
- ⇒ Labor Relations #215
- ⇒ Compensation & Benefits #216
- ⇒ Employee Wellness #219
- ⇒ Employee Health and Safety #220

Overview of 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

- Conducted RFP and selection process for renewal of Health Insurance coverage carrier.
- Implemented pay plan study for non-bargaining positions.
- Negotiated to closure with IAFF and FOP on issue of retiree health care for new employees.
- Facilitated seamless implementation of bargaining unit wage increases.
- Developed a Workplace Violence presentation and conducted six classes to approximately 150 employees.
- Completion and approval by City Council of a revised Health and Safety Manual/Plan.
- Five employee Wellness events held with 30% increased attendance.
- Conducted RFP and selection process for Occupational Health Services provider.
- 704 employees received safety training this fiscal year.
- Customer Service and Strategic Plan initiative launched for citywide implementation.
- Higher than normal number of civil service hiring and promotional processes were conducted.
- High number of positions posted and filled due to increased turnover, which resulted in significantly higher New Employee Orientations being conducted.

Future Outlook

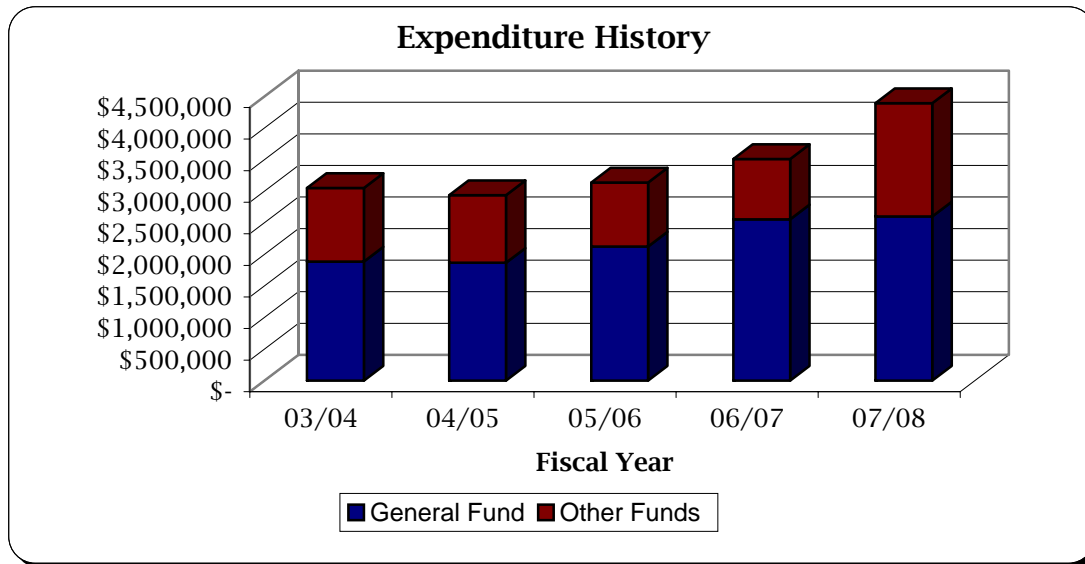
Human Resources will continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce. Labor Relations will renegotiate all Union contract bargaining agreements in Spring/Summer/Fall of 2008, which will be a significant undertaking. A Pay Plan Study will be conducted for the SEIU bargaining unit. The Division will continue to emphasize health, safety and wellness throughout the City workforce utilizing increased training, awareness and inspections. Human Resources will also work to enhance labor and management relations through cooperative communications processes and problem solving approaches to issues.

		Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
	Ranking within the "Top 100 Family Friendly Companies in Central Florida."		12	12	Place in top 100
	Total annual organizational turnover.		5%	5%	8%
	A minimum of 75% of formalized complaints are resolved to the City's satisfaction.		80%	80%	75%
	Annual Division Expenditures/ Authorized FT Employee		\$783	\$826	\$826
	Complete all targeted focus groups each fiscal year.		33%	100%	100%
		Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
	Total Authorized FT Employee per Human Resources FT Employee		93	93	93

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Human Resources Division:					
021 Merits Program	\$ 76,575	\$ 89,350	\$ 110,664	\$ 21,314	23.85%
205 Human Resources	169,184	185,806	198,585	12,779	6.88%
206 Records	412,870	183,259	181,910	(1,349)	(0.74%)
207 Employment and Recruitment	603,900	774,261	739,388	(34,873)	(4.50%)
208 Employee Services	569	-	-	-	N/A
209 Training	247,650	355,760	365,164	9,404	2.64%
210 Civil Service/Testing	1,318	-	-	-	N/A
215 Labor Relations	225,151	257,273	264,504	7,231	2.81%
216 Compensation & Benefits	387,085	707,487	740,248	32,761	4.63%
TOTAL – GENERAL FUND	\$ 2,124,302	\$ 2,553,196	\$ 2,600,463	\$ 47,267	1.85%
RISK MANAGEMENT FUND #521					
Human Resources Division:					
219 Employee Wellness	\$ 92,160	\$ 96,311	\$ 102,451	\$ 6,140	6.38%
220 Employee Health and Safety Projects	305,361	324,735	373,756	49,021	15.10%
	615,294	535,303	1,315,705	780,402	145.79%
TOTAL – RISK MANAGEMENT FUND	\$ 1,012,815	\$ 956,349	\$ 1,791,912	\$ 835,563	87.37%
TOTAL – HUMAN RESOURCES DIVISION	\$ 3,137,117	\$ 3,509,545	\$ 4,392,375	\$ 882,830	25.16%



General Administration Department

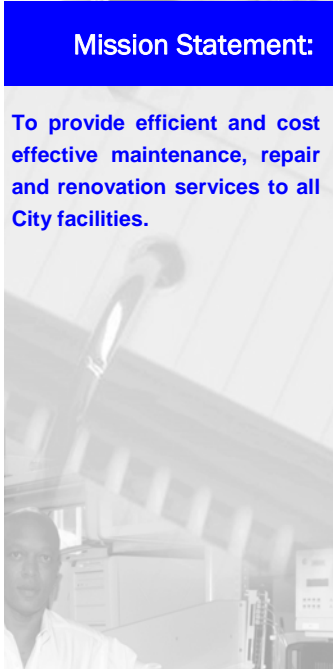
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>GENERAL FUND #100</u>			
Human Resources Division:			
205 Human Resources	2	2	2
206 Classification and Pay	7	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	6	10	10
TOTAL – GENERAL FUND	<u>27</u>	<u>27</u>	<u>27</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division:			
219 Wellness Program	1	1	1
220 Occupational Health and Safety	4	5	5
TOTAL - RISK MANAGEMENT FUND	<u>5</u>	<u>6</u>	<u>6</u>
TOTAL – HUMAN RESOURCES DIVISION	<u><u>32</u></u>	<u><u>33</u></u>	<u><u>33</u></u>

General Administration Department



Facilities Management Division



Mission Statement:

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



Program Identifier:

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

Overview of Service/Program

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

Major Accomplishments

- Completed over 9,800 work requests.
- Assumed maintenance and repair of new OPD/OFD/Recreation Center (41,000 gsf) and two (2) parks expansions. No additional funding or staffing was provided.
- Completed over 175 requested projects, totaling \$1,500,000
- Completed 6 FEMA repair projects, totaling \$398,000
- Implemented Service Level Agreement (SLA) with City programs. SLA clarified responsibility of specific facilities operating costs.
- 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 increase service effectiveness and efficiency.
- Continue efforts towards completing the facilities and green initiatives strategic plan.
- Continue efforts to obtain LEED Certification for City Hall.
- Develop building design standards, to decrease operating and maintenance costs.
- 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).

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
% of completed PM's to total # scheduled.	N/A	N/A	> 90%
Overall performance rating from Internal Assessment Survey	2.81 out of 4.00	3.25 out of 4.00	3.25 out of 4.00

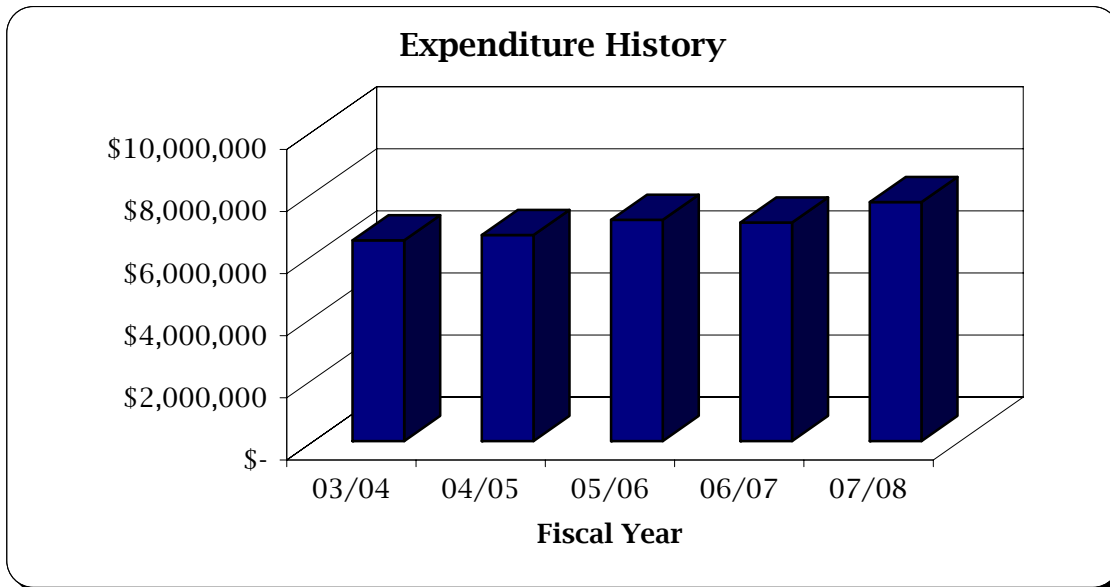
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
% of work requests completed to total work requests	83.00%	83.00%	> 85.00%

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Annual value of all billable work requests	\$1,130,460	\$1,035,767	\$812,625
Number of Trade required to meet the > 46 days back-log	N/A	N/A	< 6

General Administration Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Facilities Management Division:					
749 Facilities Management	\$ 5,256,025	\$ 5,264,179	\$ 5,645,954	\$ 381,775	7.25%
703 City Hall Maintenance	<u>1,872,055</u>	<u>1,776,167</u>	<u>2,054,292</u>	<u>278,125</u>	15.66%
TOTAL – GENERAL FUND	\$ 7,128,080	\$ 7,040,346	\$ 7,700,246	\$ 659,900	9.37%
 TOTAL – FACILITIES MANAGEMENT DIVISION	 <u>\$ 7,128,080</u>	 <u>\$ 7,040,346</u>	 <u>\$ 7,700,246</u>	 <u>\$ 659,900</u>	 9.37%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Facilities Management Division:			
749 Facilities Management	48	49	49
TOTAL – GENERAL FUND	<u>48</u>	<u>49</u>	<u>49</u>
 TOTAL – FACILITIES MANAGEMENT DIVISION	 <u>48</u>	 <u>49</u>	 <u>49</u>

General Administration Department



Fleet Management Division

Mission Statement:

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



Program Identifier:

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



Overview of Service/Program

The **Fleet Management Division** maintains and repairs of 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.
- A “Green Fleet Purchasing” policy has been developed in support of the Mayor’s commitment to transform Orlando into a leading “Florida Green City.” All new light trucks, sports utility vehicles and automobiles purchased will be Flex fuel or Hybrid and all new Heavy trucks will have the latest in engine and exhaust technology to meet all Federal EPA standards.

Future Outlook

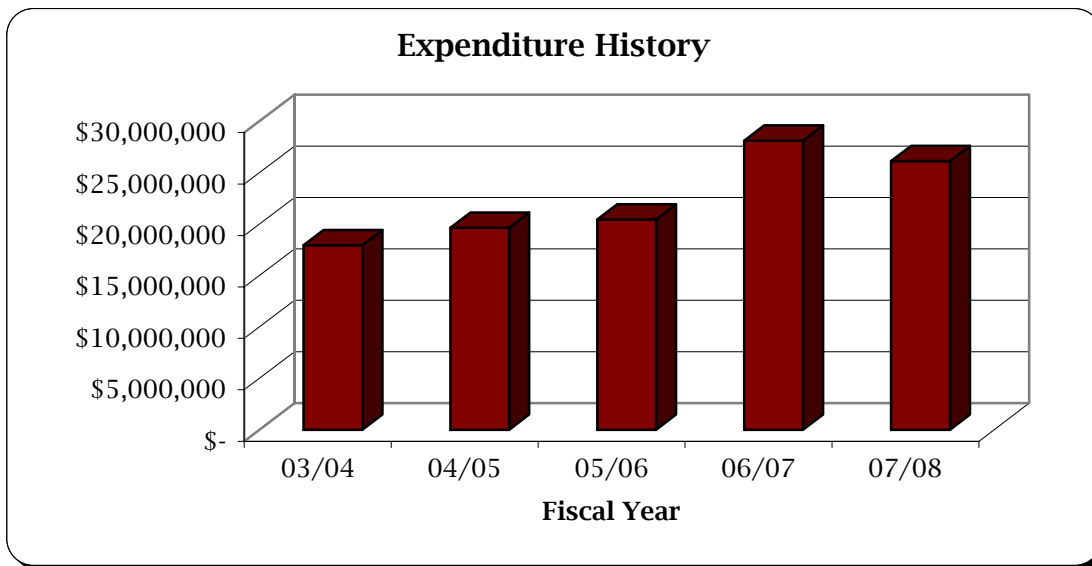
Fleet Management will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics. We will provide a 24-hour turn around time for repairs by working two shifts and increase overall customer satisfaction by maintaining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

Performance Measures Effectiveness	2005/2006	Actual	2006/2007 Estimated	2007/2008 Proposed
Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	15%		16%	16%
Percentage of outside contractor work.	46%		35%	40%
Overall Customer Satisfaction Rating from Internal Assessment Survey.	2.8 out of 4		3.0 out of 4	3.0 out of 4
Performance Measures Efficiency	2005/2006	Actual	2006/2007 Estimated	2007/2008 Proposed
Number of vehicles/FTE	52		53	52
Fleet Division expenditures/vehicle	6,500		6,000	6,000
Performance Measures Service Indicator	2005/2006	Actual	2006/2007 Estimated	2007/2008 Proposed
Rolling stock maintained.	2,130		2,100	2,100

General Administration Department

EXPENDITURE SUMMARY

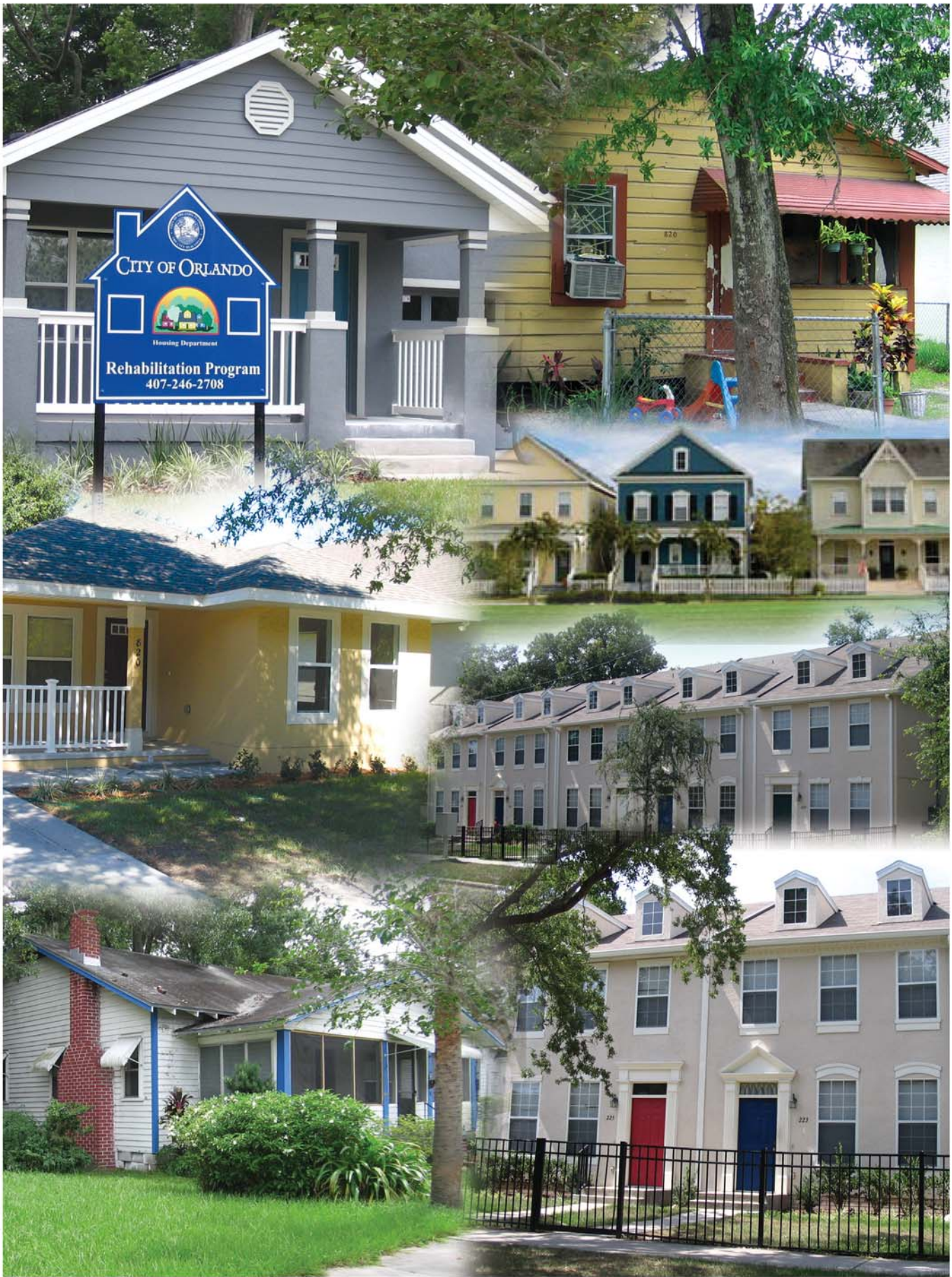
Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
FLEET MANAGEMENT FUND #511					
Fleet Management Division:					
741 Fleet/Facilities Management Admin.	\$ 729,670	\$ 671,529	\$ 656,611	\$ (14,918)	(2.22%)
744 Fleet Management Maintenance	11,659,532	12,086,083	11,714,557	(371,526)	(3.07%)
963 Non Dept.-Fleet Management	1,156,144	1,991,730	1,596,630	(395,100)	(19.84%)
TOTAL – FLEET MANAGEMENT FUND	\$ 13,545,346	\$ 14,749,342	\$13,967,798	\$ (781,544)	(5.30%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division:					
746 Fleet Replacement Program	\$ 6,907,799	\$ 13,369,132	\$12,175,896	\$ (1,193,236)	(8.93%)
TOTAL – FLEET REPLACEMENT FUND	\$ 6,907,799	\$ 13,369,132	\$12,175,896	\$ (1,193,236)	(8.93%)
TOTAL – FLEET MANAGEMENT DIVISION	\$ 20,453,145	\$ 28,118,474	\$26,143,694	\$ (1,974,780)	(7.02%)



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
FLEET MANAGEMENT FUND #511			
Fleet Management Division:			
741 Fleet Management Admin.	6	6	6
744 Fleet Management Maintenance	39	39	39
TOTAL – FLEET MANAGEMENT FUND	45	45	45
TOTAL – FLEET MANAGEMENT DIVISION	45	45	45

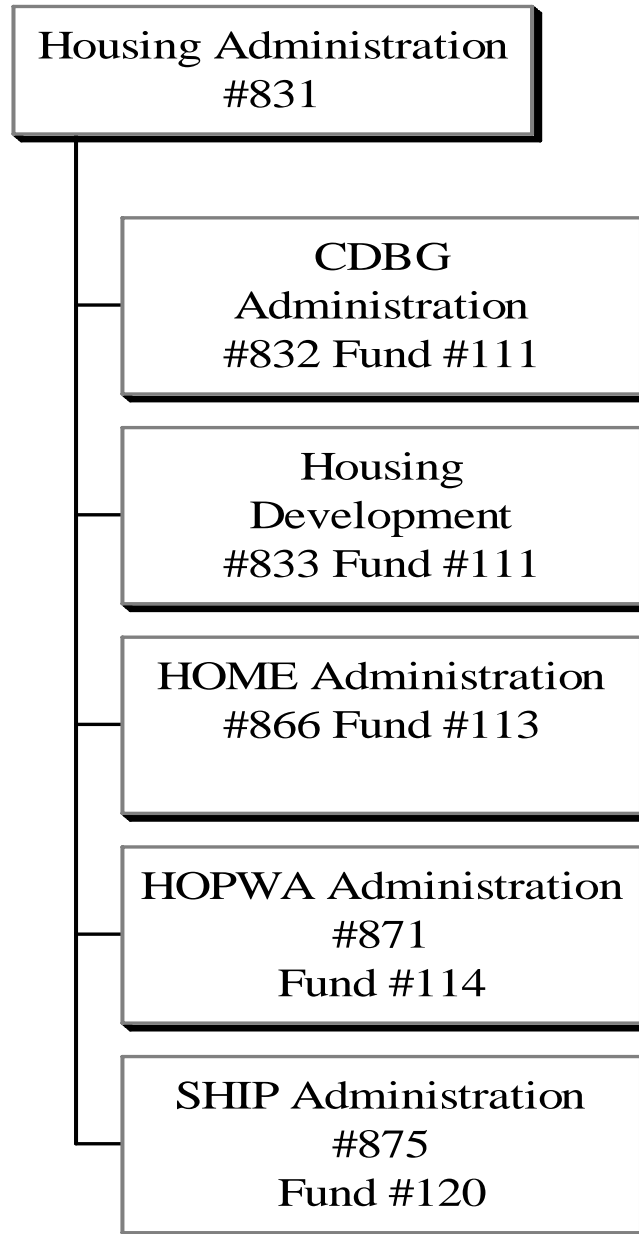
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To maintain a sustainable, livable, safe community for low and moderate income persons.

Housing and Community Development Department

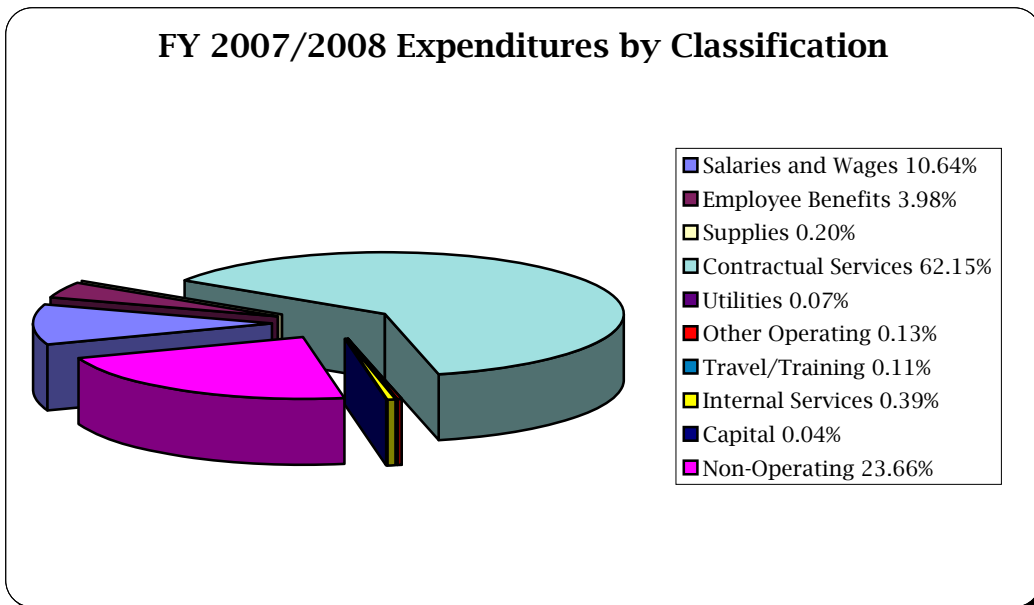
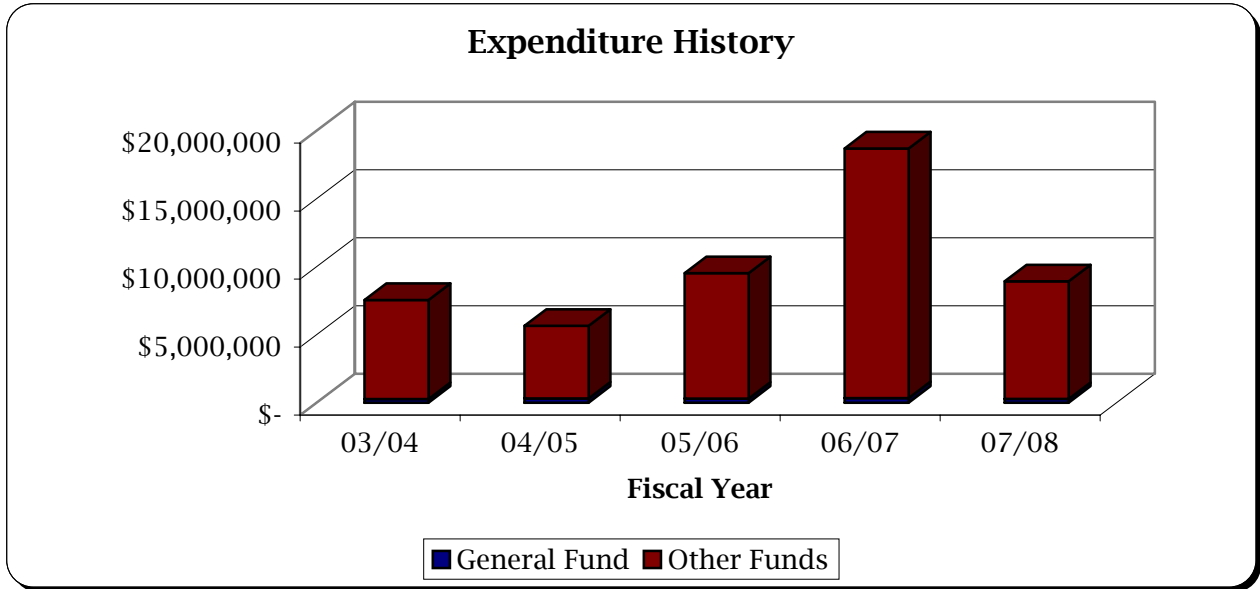


Housing and Community Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 303,244	\$ 343,467	\$ 279,115	\$ (64,352)	(18.74%)
TOTAL - GENERAL FUND	<u>\$ 303,244</u>	<u>\$ 343,467</u>	<u>\$ 279,115</u>	<u>\$ (64,352)</u>	
COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111					
Housing and Community Development Division:					
832 CDBG Administration	\$ 2,689,147	\$ 4,311,538	\$ 1,840,212	\$ (2,471,326)	(57.32%)
833 Housing Development	335,022	412,903	450,000	37,097	8.98%
TOTAL - CDBG FUND	<u>\$ 3,024,169</u>	<u>\$ 4,724,441</u>	<u>\$ 2,290,212</u>	<u>\$ (2,434,229)</u>	(51.52%)
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113					
Housing and Community Development Division:					
866 HOME	\$ 838,111	\$ 5,611,667	\$ 1,347,149	\$ (4,264,518)	(75.99%)
TOTAL - HOME FUND	<u>\$ 838,111</u>	<u>\$ 5,611,667</u>	<u>\$ 1,347,149</u>	<u>\$ (4,264,518)</u>	
HOPWA GRANT FUND #114					
Housing and Community Development Division:					
871 HOPWA	\$ 5,114,784	\$ 5,939,672	\$ 2,895,000	\$ (3,044,672)	(51.26%)
TOTAL - HOPWA GRANT FUND	<u>\$ 5,114,784</u>	<u>\$ 5,939,672</u>	<u>\$ 2,895,000</u>	<u>\$ (3,044,672)</u>	
ESG GRANT FUND #116					
Housing and Community Development Division:					
3291006 ESG 2006/07 Grant	\$ 111,298	\$ 98,855	\$ 98,443	\$ (412)	(0.42%)
TOTAL - ESG GRANT FUND	<u>\$ 111,298</u>	<u>\$ 98,855</u>	<u>\$ 98,443</u>	<u>\$ (412)</u>	
LOCAL HOUSING ASSISTANCE TRUST FUND #120					
Housing and Community Development Division:					
875 SHIP	\$ 133,618	\$ 1,976,049	\$ 2,013,407	\$ 37,358	1.89%
TOTAL - LOCAL HOUSING ASSISTANCE FUND	<u>\$ 133,618</u>	<u>\$ 1,976,049</u>	<u>\$ 2,013,407</u>	<u>\$ 37,358</u>	
TOTAL - HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	<u><u>\$ 9,525,224</u></u>	<u><u>\$ 18,694,151</u></u>	<u><u>\$ 8,923,326</u></u>	<u><u>\$ (9,770,825)</u></u>	(52.27%)
Expenditure by Classification					
Salaries and Wages	\$ 726,376	\$ 873,337	\$ 948,241	\$ 74,904	8.58%
Employee Benefits	212,860	319,257	355,239	35,982	11.27%
Supplies	29,118	22,550	17,506	(5,044)	(22.37%)
Contractual Services	8,482,180	12,716,735	5,545,556	(7,171,179)	(56.39%)
Utilities	4,695	9,996	6,500	(3,496)	(34.97%)
Other Operating	21,765	17,289	12,000	(5,289)	(30.59%)
Travel/Training	14,961	12,253	9,393	(2,860)	(23.34%)
Internal Services	26,737	40,155	34,666	(5,489)	(13.67%)
Capital	6,532	158,367	3,900.0	(154,467)	(97.54%)
Non-Operating	-	4,524,212	1,990,325	(2,533,887)	(56.01%)
TOTAL - HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	<u><u>\$ 9,525,224</u></u>	<u><u>\$ 18,694,151</u></u>	<u><u>\$ 8,923,326</u></u>	<u><u>\$ (9,770,825)</u></u>	(52.27%)

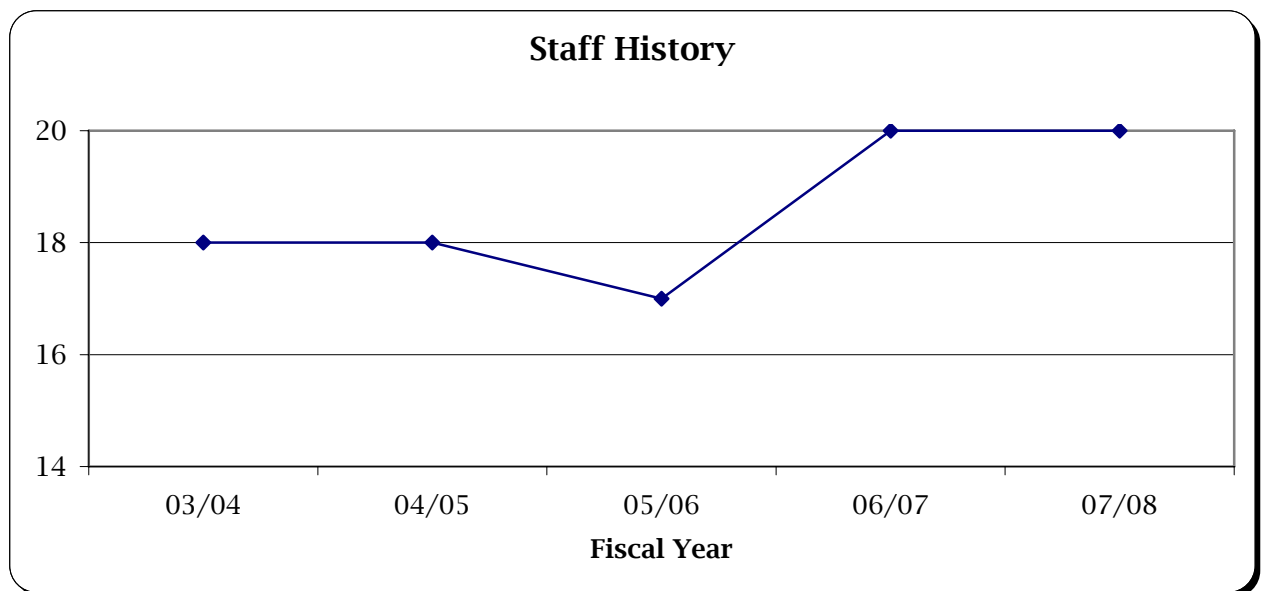
Housing and Community Development Department



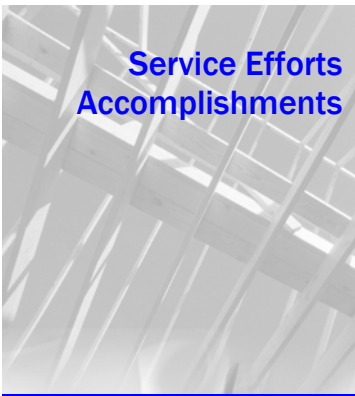
Housing and Community Development Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2005/2006</u>	Revised Budget <u>2006/2007</u>	Adopted Budget <u>2007/2008</u>
GENERAL FUND #100			
Housing and Community Development Division:			
831 Housing and Community Development	3	3	3
TOTAL – GENERAL FUND	<u>3</u>	<u>3</u>	<u>3</u>
COMMUNITY DEVELOPMENT BLOCK GRANT FUND#111			
Housing and Community Development Division:			
832 CDBG Administration	5	6	6
833 Housing Development	6	7	7
TOTAL – CDBG FUND	<u>11</u>	<u>13</u>	<u>13</u>
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113			
Housing and Community Development Division:			
866 HOME Personnel	1	1	1
TOTAL – HOME FUND	<u>1</u>	<u>1</u>	<u>1</u>
LOCAL HOUSING ASSISTANCE TRUST FUND #120			
Housing and Community Development Division:			
875 SHIP Personnel	2	3	3
TOTAL – LOCAL HOUSING ASSISTANCE FUND	<u>2</u>	<u>3</u>	<u>3</u>
TOTAL – HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	<u><u>17</u></u>	<u><u>20</u></u>	<u><u>20</u></u>



Housing and Community Development Department



Service Efforts Accomplishments

Mission Statement:

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

Division Identifier:



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.

Goal

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

Major Accomplishments

- Development of Attainable Housing Task Force recommendations into the City's Growth Management Plan policies.
- Present and receive approval of an agreement and a contract for sale for residential development on the Parramore Village site

Tactics

- Obtain City Council approval for the establishment of a Community Land Trust
- Conduct a nexus study for the creation of a Linkage Fee
- Develop an attainable housing incentive package

Actions

- 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

2005/2006 Actual 2006/2007 Estimated 2007/2008 Proposed

Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program	30	30	30
Number of very low, low and moderate income households receiving assistance through the Downpayment Assistance Program	104	75	78
Number of citizens assisted through our partnership with Community Service Organizations	10,204	20,000	15,000

Housing and Community Development Department

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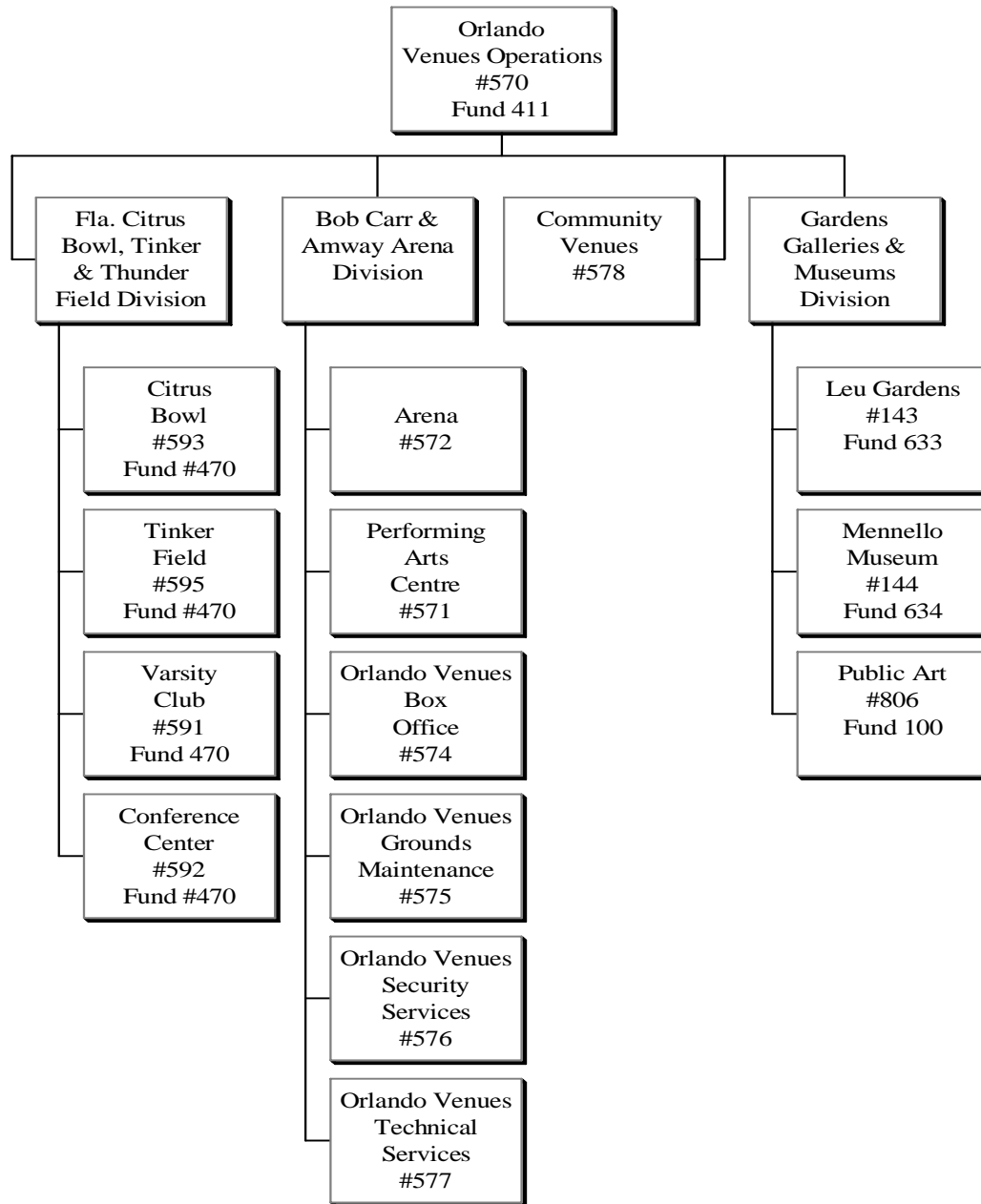


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To provide the highest quality entertainment, sports, cultural, and meeting facilities and services to the public and clients.

Orlando Venues Department

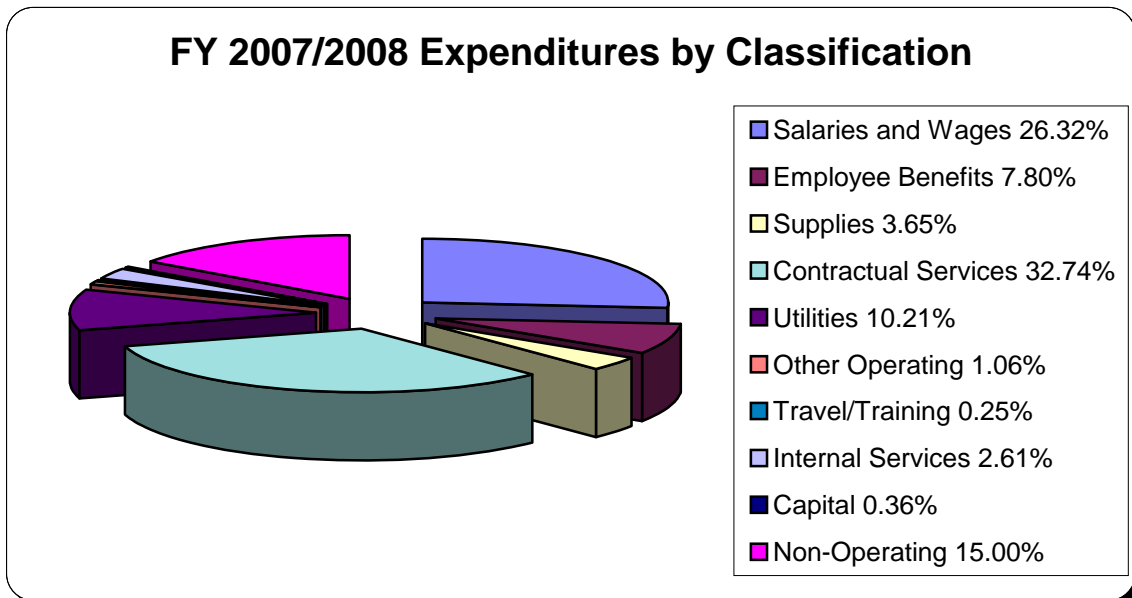
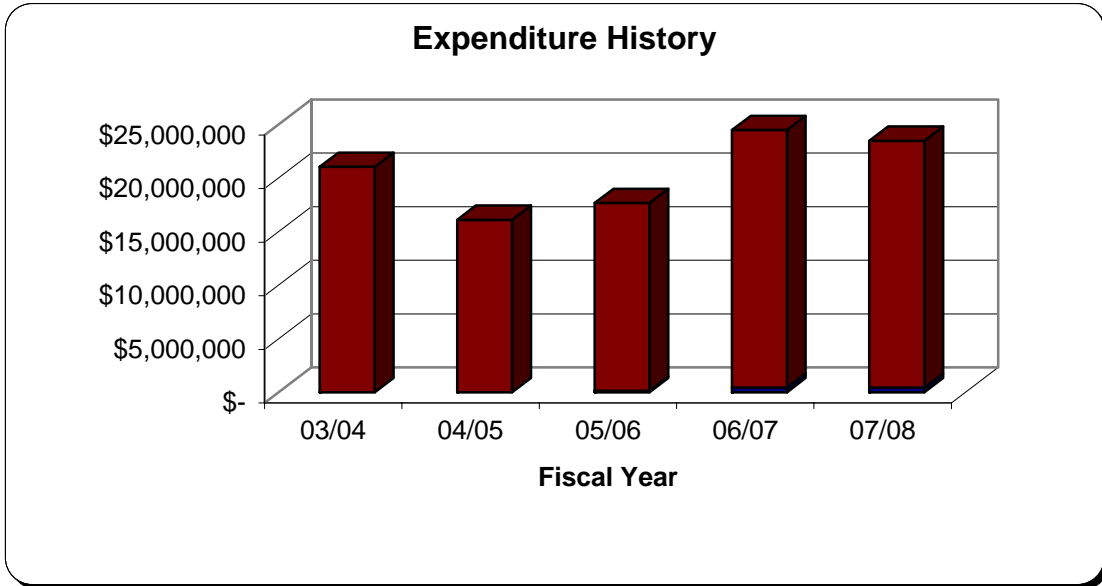


Orlando Venues Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Gardens, Galleries & Museums Division:					
806 Public Art	\$ 149,810	\$ 179,895	\$ 172,053	\$ (7,842)	(4.36%)
082 Nondepartmental Orlando Venues	-	263,077	262,500	(577)	(0.22%)
TOTAL – GENERAL FUND	\$ 149,810	\$ 442,972	\$ 434,553	\$ (8,419)	(1.90%)
ORLANDO VENUES FUND #411					
Bob Carr (PAC) & TD Waterhouse Centre Division:					
570 Orlando Venues Operations	\$ 11,347	\$ 137,356	\$ 85,500	\$ (51,856)	(37.75%)
571 Performing Arts Centre	1,350,512	1,387,398	1,605,646	218,248	15.73%
572 Arena	7,957,917	9,068,943	8,761,310	(307,633)	(3.39%)
573 Expo Centre	476,867	177,962	-	(177,962)	(100.00%)
574 Orlando Venues Box Office	(821)	(43,367)	-	43,367	(100.00%)
575 Orlando Venues Grounds Maintenance	25,000	25,000	-	(25,000)	(100.00%)
576 Orlando Venues Security Services	2,691	(42,856)	-	42,856	(100.00%)
577 Orlando Venues Technical Services	3,146	-	-	-	N/A
578 Community Venues	633,178	3,026,387	3,084,214	57,827	1.91%
985 Nondepartmental - Orlando Venues Projects	384,867 173,123	3,397,295 90,630	2,532,694 -	(864,601) (90,630)	(25.45%) (100.00%)
TOTAL – ORLANDO VENUES FUND	\$ 11,017,827	\$ 17,224,748	\$ 16,069,364	\$ (1,155,384)	(6.71%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Florida Citrus Bowl, Tinker & Thunder Field Division:					
591 Varsity Club	\$ -	\$ -	\$ 60,000	\$ 60,000	N/A
592 Conference Center	59,339	61,760	72,121	10,361	16.78%
593 Citrus Bowl	2,510,805	2,453,816	2,539,957	86,141	3.51%
595 Tinker Field	383,953	494,171	509,129	14,958	3.03%
974 Nondepartmental - CFA Projects	737,797 22,908	814,647 172,236	826,351 84,624	11,704 (87,612)	1.44% (50.87%)
TOTAL – CIVIC FACILITIES AUTHORITY FUND	\$ 3,714,802	\$ 3,996,630	\$ 4,092,182	\$ 95,552	2.39%
H.P. LEU GARDENS TRUST FUND #633					
Gardens, Galleries & Museums Division:					
143 H.P. Leu Gardens	\$ 2,074,459	\$ 2,161,855	\$ 2,256,830	\$ 94,975	4.39%
9402 H.P. Leu Gardens Sales Shop	81,947	80,000	80,000	-	0.00%
Projects	83,469	92,666	55,000	(37,666)	(40.65%)
TOTAL – H.P. LEU GARDENS TRUST FUND	\$ 2,239,875	\$ 2,334,521	\$ 2,391,830	\$ 57,309	2.45%
MENNELLO MUSEUM FUND #634					
Gardens, Galleries & Museums Division:					
144 Mennello Museum of American Art	\$ 550,443	\$ 481,266	\$ 492,971	\$ 11,705	2.43%
TOTAL – MENNELLO MUSEUM FUND	\$ 550,443	\$ 481,266	\$ 492,971	\$ 11,705	2.43%
TOTAL – ORLANDO VENUES	\$ 17,672,757	\$ 24,480,137	\$ 23,480,900	\$ (999,237)	(4.08%)
	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 5,195,633	\$ 5,727,770	\$ 6,179,335	\$ 451,565	7.88%
Employee Benefits	1,520,024	1,730,730	1,831,612	100,882	5.83%
Supplies	997,545	838,322	857,953	19,631	2.34%
Contractual Services	5,333,898	8,442,802	7,686,627	(756,175)	(8.96%)
Utilities	2,454,005	2,176,578	2,397,631	221,053	10.16%
Other Operating	225,000	275,162	249,073	(26,089)	(9.48%)
Travel/Training	24,264	53,938	57,825	3,887	7.21%
Internal Services	582,757	655,885	612,994	(42,891)	(6.54%)
Capital	212,518	197,632	86,624	(111,008)	(56.17%)
Non-Operating	1,127,113	4,381,318	3,521,226	(860,092)	(19.63%)
TOTAL – ORLANDO VENUES	\$ 17,672,757	\$ 24,480,137	\$ 23,480,900	\$ (999,237)	(4.08%)

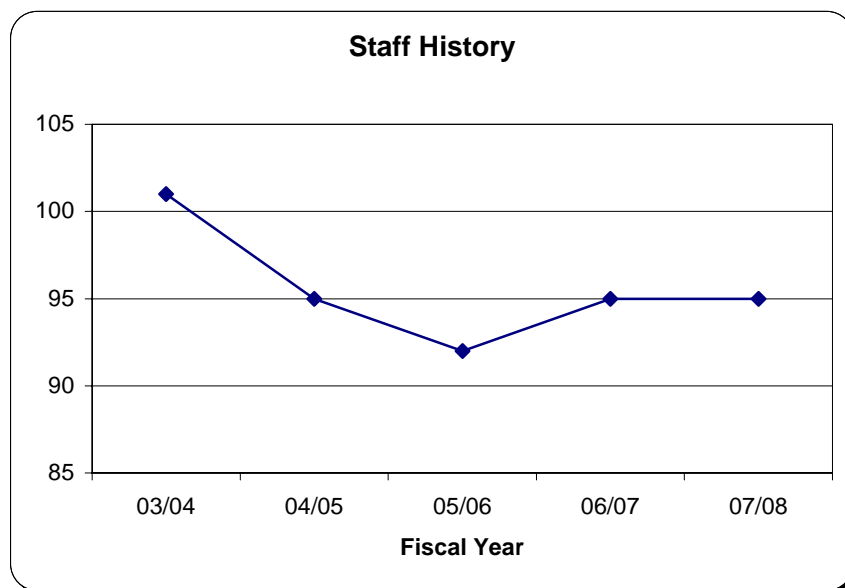
Orlando Venues Department



Orlando Venues Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<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 (PAC) & TD Waterhouse Centre Division:			
570 Orlando Venues Operations	13	13	13
571 Performing Arts Centre	4	4	5
572 Arena	13	13	12
574 Orlando Venues Box Office	10	10	10
576 Orlando Venues Security Services	9	9	8
577 Orlando Venues Technical Services	7	7	7
578 Community Venues	-	2	3
TOTAL Orlando Venues FUND	56	58	58
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Florida Citrus Bowl, Tinker & Thunder Field Division:			
593 Citrus Bowl	7	7	7
595 Tinker Field	2	2	2
TOTAL CIVIC FACILITIES AUTHORITY REVENUE FUND	9	9	9
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division:			
143 H.P. Leu Gardens	24	25	25
TOTAL -- H.P. LEU GARDENS TRUST FUND	24	25	25
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division:			
144 Mennello Museum of American Art	2	2	2
TOTAL -- MENNELLO MUSEUM FUND	2	2	2
TOTAL -- Orlando Venues	<u>92</u>	<u>95</u>	<u>95</u>



Orlando Venues Department

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

Mission Statement:

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

Program Identifier:

⇒ Venues Operations	#570
⇒ Performing Arts Centre	#571
⇒ Arena	#572
⇒ Expo Centre	#573
⇒ Venues Box Office	#574
⇒ Venues Grounds Maintenance	#575
⇒ Venues Security Services	#576
⇒ Venues Technical Services	#577
⇒ Varsity Club	#591
⇒ Conference Center	#592
⇒ Citrus Bowl	#593
⇒ Tinker Field	#595
⇒ Non-Departmental CFA	#974
⇒ Non-Departmental Orlando Venues	#985

Overview of Services/Programs

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

Major Accomplishments

Amway Arena

- Record-breaking gross ticket sales for Jimmy Buffett & the Coral Reefer Band with a total of \$1,405, 234, making it the highest grossing event in the Arena's history. This concert also set a new concession sales record with \$183,595 in sales. (February 8, 2007)
- Record-breaking gross ticket sales for Billy Joel with a total of \$1,176,936 in sales, making it the second highest grossing Arena event. (February 10, 2007)
- Recognized by event industry publication *Pollstar Magazine*, as the #3 top grossing arena in the continental United States. (2007 Mid-Year Ticket sales)
- Recognized by event industry publication *Venues Today*, as the #12 top grossing arena in the world. (2007 Mid-Year Ticket sales)

Bob Carr Performing Arts Centre

- In December 2006/January 2007, presented 46 sold out performances of *Disney's The Lion King* for a total of \$6,707,382 in gross ticket sales, making it the highest grossing extended run in the theater's history.

Florida Citrus Bowl Stadium

- Superbowl of Motorsports 2007 sold out for a total of \$828,332 in gross ticket sales. (January 27, 2007)
- Presented the annual Florida Classic, continuing the storied intra-state rivalry between Florida A&M University and Bethune-Cookman College.
- Presented the Champs Sports Bowl and the Capital One Bowl, with only a 2-day turn-around between these major college Bowl Games.

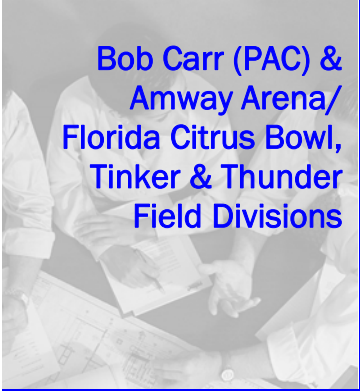
Tinker Field

- Presented sold out WJRR Earthday Birthday concert, with \$740,065 in gross ticket sales. (April 28, 2007)
- Presented sold out Vans Warped Tour concert, with \$383,001 in gross ticket sales. (July 22, 2007)

Improvements:

- The Orlando Venues are utilizing a **messaging system** that combines wireless messaging with a paging system. Handheld push button devices are distributed to Security, First Aid, Janitorial, Event and Management staff to provide fast response, should a patron or staff member require assistance. The system has proven time and time again that push button paging affords quicker response time, improved staff efficiency and ensures our patrons an enjoyable event experience. Currently, the system is operational in the Amway Arena and Bob Carr Performing Arts Centre. Future expansion plans include the Citrus Bowl and Tinker Field.

Orlando Venues Department



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

Mission Statement:

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

Program Identifier:

⇒ Venues Operations	#570
⇒ Performing Arts Centre	#571
⇒ Arena	#572
⇒ Expo Centre	#573
⇒ Venues Box Office	#574
⇒ Venues Grounds Maintenance	#575
⇒ Venues Security Services	#576
⇒ Venues Technical Services	#577
⇒ Varsity Club	#591
⇒ Conference Center	#592
⇒ Citrus Bowl	#593
⇒ Tinker Field	#595
⇒ Non-Departmental CFA	#974
⇒ Non-Departmental Orlando Venues	#985

- With the recent contract award to Ticketmaster, the Orlando Centroplex has acquired several Ticketmaster **Kiosks**. The ticketing kiosks are being installed at the Amway Arena and the Bob Carr Performing Arts Centre. Each unit will serve as an alternative to will call ticket delivery by allowing customers to print tickets at off peak hours, thereby reducing congestion during events. This will also enable the Box Office Ticket Sellers to provide a higher level of customer service.
- The Orlando Venues is updating the **marquee signs** at Amway Arena and the Bob Carr Performing Arts Centre. The signs will be upgraded to a programmable LED display allowing visual/rotating presentation for multiple upcoming events, as well as providing pertinent customer service notices about parking, door entry locations, etc. to all event attendees. In addition, the Orlando Magic will install new signage to display the Amway Arena logo just below the roofline on the north, south and east elevations of the facility.
- Amway Arena patrons enjoyed two new amenities with the opening of **Club Cambria and BLUE presented by The Ritz-Carlton Club**.
 - Open to courtside seat holders, BLUE presented by The Ritz-Carlton Club is a modern and upscale club offering premium amenities. Located across from the Magic Locker Room, BLUE puts members in the action as the team enters and exits the court.
 - A members-only establishment opened December 10, 2006, Club Cambria is a modern all-inclusive club located on the suite level that provides its members with first class service for NBA games, Concerts, Arena Football, and more.

Future Outlook

- On July 23, 2007, City Council and the CRA approved an Interlocal Agreement related to financing construction, expansion, and renovation of a **new Events Center, Performing Arts Center, and Citrus Bowl**. On July 26, 2007, Orange County approved this interlocal agreement with several amendments. The City will immediately begin moving forward with a plan to build and realize our vision of world-class community venues in the heart of downtown Orlando.

Events:

- **WWE's WrestleMania 24** will take place on Sunday, March 30, 2008, at the Florida Citrus Bowl in downtown Orlando. A crowd of more than 60,000 fans from around the world is expected to attend. WrestleMania is more than a one-night event; it will provide opportunities to meet WWE Superstars at various public appearances around town. Fans can expect up-close and personal experiences throughout the engagement.
- A new era in Central Florida Professional Sports officially kicks off on Friday, October 26, 2007 when the **Major Indoor Soccer League's (MISL) Orlando Sharks** take to the field at the Amway Arena for the first regular season game. The Sharks will host 15 regular home games, from late October 2007 to early April 2008.

Orlando Venues Department

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

- Continuing a long legacy of bringing the very best in Broadway entertainment to Central Florida, Bob Carr Performing Arts Centre will host a multi-week engagement of the smash blockbuster **“Wicked”** in April/May 2008. Consistently playing to sold-out houses, both on Broadway and on tour, “Wicked” is the most requested event in the Ticketmaster system nation-wide. The season will also include **“Monty Python’s SPAMALOT”**, winner of the 2005 Tony award for Best Musical.

Mission Statement:

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

Program Identifier:

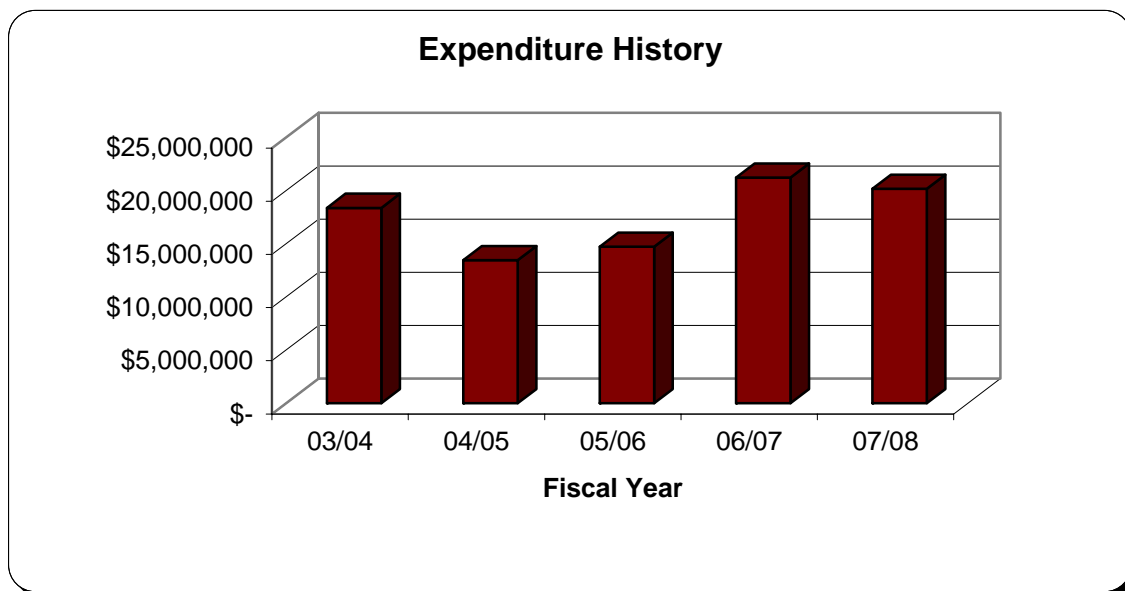
- ⇒ Venues Operations #570
- ⇒ Performing Arts Centre #571
- ⇒ Arena #572
- ⇒ Expo Centre #573
- ⇒ Venues Box Office #574
- ⇒ Venues Grounds Maintenance #575
- ⇒ Venues Security Services #576
- ⇒ Venues Technical Services #577
- ⇒ Varsity Club #591
- ⇒ Conference Center #592
- ⇒ Citrus Bowl #593
- ⇒ Tinker Field #595
- ⇒ Non-Departmental CFA #974
- ⇒ Non-Departmental Orlando Venues #985

Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Number of events held (Amway Arena)	147	120	136
Attendance	1,117,772	1,120,000	1,125,000
Gross ticket sales	\$41,936,716	\$45,000,000	\$45,000,000
Operational profit/(loss)	\$1,519,983	\$855,240	\$492,025
Number of events held (Bob Carr Performing Arts Centre)	212	202	195
Attendance	364,383	350,000	300,000
Gross ticket sales	\$13,195,211	\$12,300,000	\$8,195,000
Operational profit/(loss)	\$569,469	\$416,094	\$146,594
Number of events held (Florida Citrus Bowl) Major/minor	12/296	9/250	5/200
Attendance	519,875	450,000	300,000
Gross ticket sales	\$11,092,673	\$9,800,000	\$11,100,000
Operational profit/(loss)	(\$30,586)	(\$564,434)	(\$316,431)
Number of events held (Tinker Field) Major/minor	19/147	10/120	10/120
Attendance	89,810	75,000	75,000
Operational Profit/(Loss)	(\$151,160)	(\$314,171)	(\$318,629)

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
ORLANDO VENUES FUND #411					
Bob Carr (PAC) & TD Waterhouse Centre Division:					
570 Orlando Venues Operations	\$ 11,347	\$ 137,356	\$ 85,500	\$ (51,856)	(37.75%)
571 Performing Arts Centre	1,350,512	1,387,398	1,605,646	218,248	15.73%
572 Arena	7,957,917	9,068,943	8,761,310	(307,633)	(3.39%)
573 Expo Centre	476,867	177,962	-	(177,962)	(100.00%)
574 Orlando Venues Box Office	(821)	(43,367)	-	43,367	(100.00%)
575 Orlando Venues Grounds Maintenance	25,000	25,000	-	(25,000)	(100.00%)
576 Orlando Venues Security Services	2,691	(42,856)	-	42,856	(100.00%)
577 Orlando Venues Technical Services	3,146	-	-	-	N/A
578 Community Venues	633,178	3,026,387	3,084,214	57,827	1.91%
985 Nondepartmental - Orlando Venues	384,867	3,397,295	2,532,694	(864,601)	(25.45%)
Projects	173,123	90,630	-	(90,630)	(100.00%)
TOTAL – ORLANDO VENUES FUND	\$ 11,017,827	\$ 17,224,748	\$ 16,069,364	\$ (1,155,384)	(6.71%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Florida Citrus Bowl, Tinker & Thunder Field Division:					
591 Varsity Club	\$ -	\$ -	\$ 60,000	\$ 60,000	N/A
592 Conference Center	59,339	61,760	72,121	10,361	16.78%
593 Citrus Bowl	2,510,805	2,453,816	2,539,957	86,141	3.51%
595 Tinker Field	383,953	494,171	509,129	14,958	3.03%
974 Nondepartmental - CFA	737,797	814,647	826,351	11,704	1.44%
Projects	22,908	172,236	84,624	(87,612)	(50.87%)
TOTAL – CIVIC FACILITIES AUTHORITY FUND	\$ 3,714,802	\$ 3,996,630	\$ 4,092,182	\$ 35,552	2.39%
TOTAL – BOB CARR (PAC) & TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER & THUNDER FIELD DIVISIONS	\$ 14,732,629	\$ 21,221,378	\$ 20,161,546	\$ (1,119,832)	(4.99%)



Orlando Venues Department

STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<u>Orlando Venues FUND #411</u>			
Bob Carr (PAC) & TD Waterhouse Centre Division:			
570 Orlando Venues Operations	13	13	13
571 Performing Arts Centre	4	4	5
572 Arena	13	13	12
574 Orlando Venues Box Office	10	10	10
576 Orlando Venues Security Services	9	9	8
577 Orlando Venues Technical Services	7	7	7
578 Community Venues	-	2	3
TOTAL ORLANDO VENUES FUND	<u>56</u>	<u>58</u>	<u>58</u>
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Florida Citrus Bowl, Tinker & Thunder Field Division:			
593 Citrus Bowl	7	7	7
595 Tinker Field	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL CIVIL FACILITIES AUTHORITY REVENUE FUND	<u>9</u>	<u>9</u>	<u>9</u>
TOTAL – BOB CARR (PAC) & TD WATERHOUSE CENTRE/ FLORIDA CITRUS BOWL, TINKER & THUNDER FIELD DIVISIONS	<u>65</u>	<u>67</u>	<u>67</u>

Orlando Venues Department


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

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

Program Identifier:

⇒ Leu Gardens #143
⇒ Leu Gardens Shop #9402

GARDENS, GALLERIES & MUSEUMS**Overview of Services/Programs**

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to its mission: "to inspire people to appreciate and understand plants, the environment of Central Florida and Gardens' historic significance." The collection of plants contains more than 8,000 genera and cultivars utilized in applied evaluative research and education. The Gardens' organizational structure is composed of eight divisions including membership/volunteers, gift shop, horticulture, education, museum, special events/marketing, facility rental, and administration. A nine member Board of Trustees appointed by the Mayor operates Harry P. Leu Gardens and activities are regulated by deed restrictions of December 1961, overseen by the Harry P. Leu Foundation.

Major Accomplishments

For the first time in the Gardens' 46 year history, it is estimated that Leu Gardens will exceed the \$1 million mark in generated revenue.

- Membership in the Gardens reached 4,700 members thru June 2007. Membership income was \$110,081 thru June 2007.
- Volunteer hours totaled 7,297 thru June 2007 providing service in the Leu House Museum, the Gardens and Garden House.
- Total attendance reached 128,876 thru June 2007 and should exceed all attendance records. More than 10,963 guests enjoyed "Free Monday Mornings."
- Special Events and Marketing income reached \$139,661 with more than 24,000 guests attending thru June 2007. Leu Gardens hosted 26 events and held 12 Central Florida Folk concerts during the year. Six art exhibits were displayed in the Garden House gallery.
- More than 13,000 guests attended weddings at the Gardens and in turn produced \$115,082 in income thru June 2007.
- A total of 31,638 guests attended meetings and receptions within Garden House and produced \$135,049 in income thru June 2007.
- More than 148 horticulture and fine art classes were held and 2,399 guests attended thru June 2007. Education income reached \$37,548 thru June 2007.

Future Outlook

- The strategic goal for Booking and Facility Rental is to make Leu Gardens the rental place of choice in Central Florida by:
 - o increasing the capacity utilization of the buildings
 - o maintaining the highest level of customer service
 - o generating increased income to help support the Gardens
- Regarding communications in all departments, it is the Gardens' goal to present the Gardens as an important cultural, horticultural and education institution by:
 - o publishing the Leu Gardens Quarterly
 - o increasing additional mailing to the citizens of Orlando promoting the Gardens activities
- The goal for the education department is to become the resource for horticultural and environmental information for students and the public by:
 - o increasing the number of students reached with educational services
 - o to increase the content diversity in adult education offerings

Orlando Venues Department

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

Mission Statement:

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

Program Identifier:

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

- 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	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of visitors to Leu Gardens	138,227	142,000	145,000
Revenue from user fees	\$948,253	\$904,091	\$992,987
Number of Volunteer hours	10,491	12,000	12,000
Number of outreach visits by Leu staff	2,054	4,000	4,000

Orlando Venues Department


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

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

Program Identifier:

⇒ Mennello Museum of American Art #144

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

Major Accomplishments

- Three exhibitions of outstanding quality were shown in the 06/07 fiscal year:
 - Cassatt to Wyeth: American Masterworks from the Mitchell Museum, attended by over 11,400 visitors
 - Impressionists Paintings of Women
 - Michael Eastman: Horses/The American Landscape
- Received programming grants from Orange County, United Arts, Bighthouse Networks and Darden Restaurant Foundation totaling \$188,800.
- The 6th Annual Orlando Folk Festival was held in March 2007, over 4000 visitors attended the two day festival.
- The New York Times featured the Museum in a "36 Hours in Orlando" article for the Travel Section
- Hosted the Orlando Sentinel Children's Holiday Art Contest.
- Antiques Roadshow feature filmed in the Museum.
- The Earl Cunningham's America tour will open at the Smithsonian American Art Museum in August 2007.
- The Friends of the Mennello Museum held the 4th Annual Gala at the Ritz Carlton Grande Lakes.

Future Outlook

Five exhibitions of outstanding quality are scheduled for the 07/08 fiscal year:

- The Powerful Hand of George Bellows: Drawings from the Boston Public Library
- George Bellows: Paintings
- The World of Harriett Lake
- Donald DeLue: American Sculptor
- A Treasury of American Prints

Increased programming is planned to coincide with the exhibitions. A series of lectures will be presented and there will be several 'hands-on' projects for children. A major focus for the Bellows exhibits and the Treasure of American Prints will be an extensive outreach to the senior community and the local colleges.

The Friends of the Mennello Museum continues to raise funds and will assist with the costs of the Bellows painting exhibit.

The Friends of the Mennello Museum will provide full funding for a Development Officer and partial funding for a Museum Specialist. Both are city positions with benefits.

The 5th annual Gala hosted by the Friends of the Mennello Museum will be held on February 9, 2008.

The Earl Cunningham's America tour will be shown at the Smithsonian American Art Museum from August - November 2007. It will then be shown at the American Folk Art Museum from March - August 2008.

The Friends of the Mennello Museum will fund a feasibility study that will help to plan and manage the future growth of the museum.

The museum will celebrate its 10th Anniversary during 2008.

Orlando Venues Department



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

Mission Statement:

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

Program Identifier:

⇒ Mennello Museum of American Art #144



Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Annual cost per capita	\$2.52	\$2.01	\$2.01
Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Total revenue	\$67,247	\$61,710	\$61,710
Annual change in total revenue	4%	4%	0%
Annual Attendance	14,049	16,000	16,000
Annual change in overall attendance	6%	14%	0%
Number of General memberships	100	140	140
Annual change in number of general memberships	30%	40%	0%
Total funds raised by the Friends; includes endowments, fundraising events and Friends memberships	\$287,778	\$562,000	\$562,000
Value of grants awarded	\$65,000	\$177,000	\$177,000

Orlando Venues Department

Gardens, Galleries &
Museums Division-
Public Art

Mission Statement:

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

Program Identifier:

⇒ Public Art #806

Public Art features three gallery spaces totaling 5,000 square feet and an inventory of 744 fine art pieces worth \$5.7 million. Its mission is "designed to enhance the quality of life in the community by enriching knowledge and promoting diverse aesthetic and cultural viewpoints". A nine (9) member Public Art Advisory Board appointed by the Mayor, oversees the program. Purchase of artwork is supported by a 1% for the arts ordinance.

Major Accomplishments

- The Terrace gallery is visited by 250 people per day.
- Exhibitions of note: 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.

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 5th 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.

Orlando Venues Department



Gardens, Galleries & Museums Division- Public Art

Mission Statement:

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

Program Identifier:



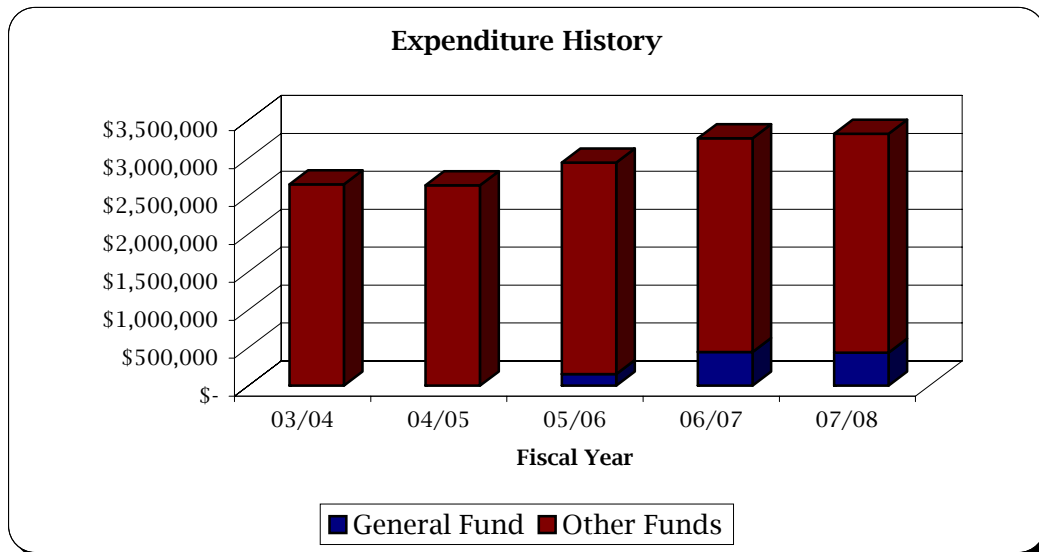
⇒ Public Art #806

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of entries in annual City Artworks program	119	119	119
Number of projects approved by board	10	10	10
Number of pieces in collection	970	972	974
Number of large outdoor pieces of art maintained or repaired.	4	4	6
Number of smaller pieces maintained or repaired	6	6	6
Percentage of collection " on view"	95%	95%	100%
Number of public Venues	3	3	3
Number of exhibitions at all venues	12	12	12
Attendance at art receptions	200	200	300
Actual expenditure for Public Art Board purchases, commissions and restoration	\$86,510	\$134,415	\$60,000
Number of pieces approved by the board	3	6	6

Orlando Venues Department

EXPENDITURE SUMMARY

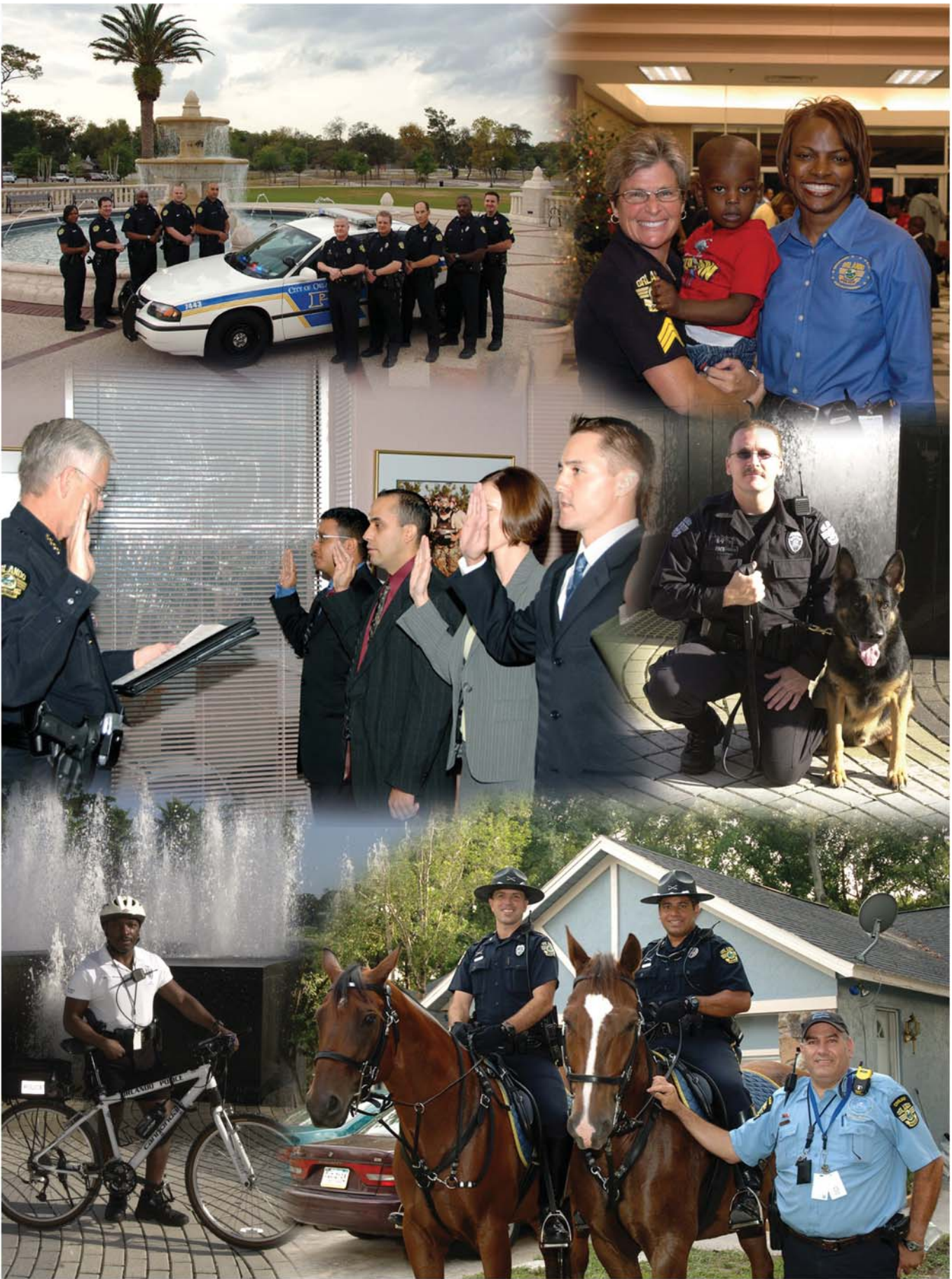
Fund Office/Division Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
806 Public Art	\$ 149,810	\$ 179,895	\$ 172,053	\$ (7,842)	(4.36%)
082 Nondepartmental Centroplex	-	263,077	262,500	(577)	(0.22%)
TOTAL – GENERAL FUND	\$ 149,810	\$ 442,972	\$ 434,553	\$ (8,419)	(1.90%)
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 2,074,459	\$ 2,161,855	\$ 2,256,830	\$ 94,975	4.39%
9402 H.P. Leu Gardens Sales Shop	81,947	80,000	80,000	-	0.00%
Projects	83,469	92,666	55,000	(37,666)	(40.65%)
TOTAL – H.P. LEU GARDENS TRUST FUND	\$ 2,239,875	\$ 2,334,521	\$ 2,391,830	\$ 57,309	2.45%
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Art	\$ 550,443	\$ 481,266	\$ 492,971	\$ 11,705	2.43%
TOTAL – MENNELLO MUSEUM FUND	\$ 550,443	\$ 481,266	\$ 492,971	\$ 11,705	2.43%
TOTAL – GARDENS, GALLERIES & MUSEUMS	\$ 2,940,128	\$ 3,258,759	\$ 3,319,354	\$ 60,595	1.86%



STAFFING SUMMARY

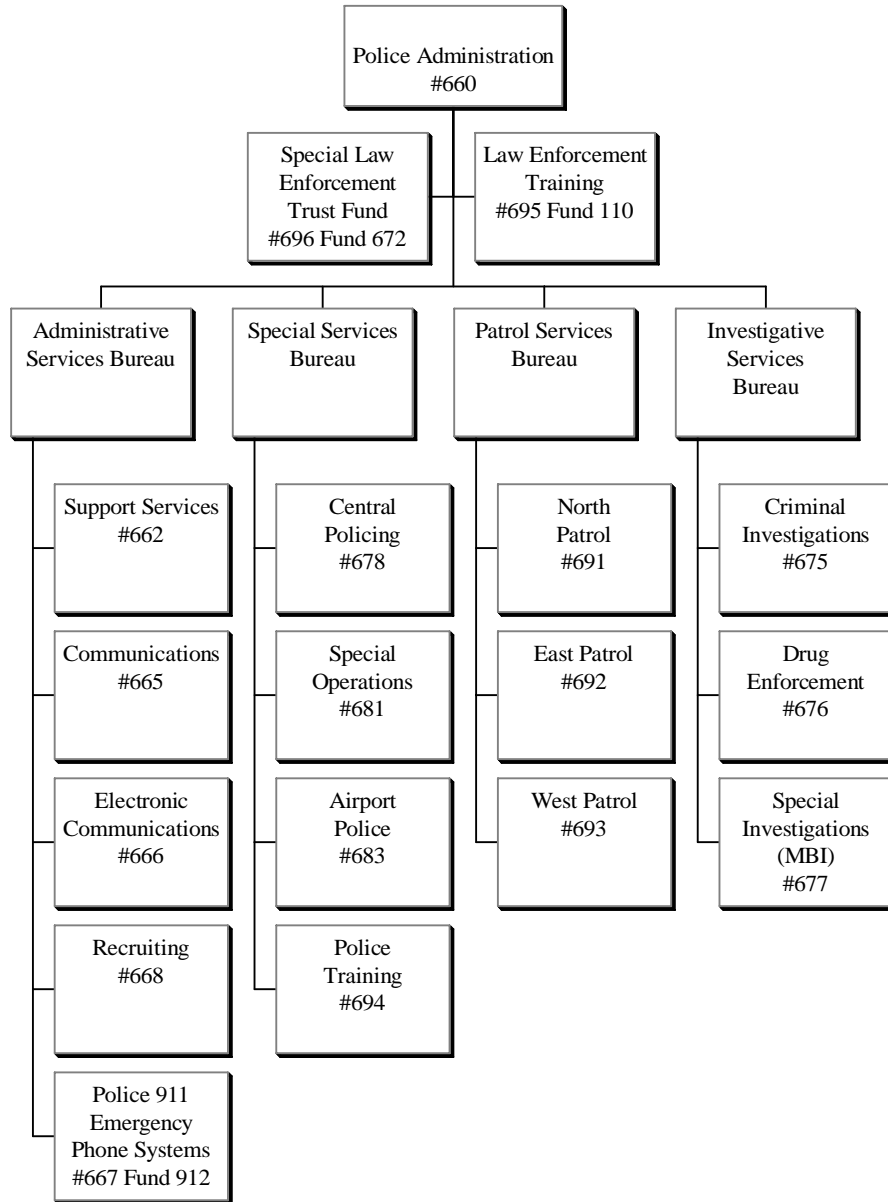
	Actual 2005/2006	Revised Budget 2005/2006	Adopted Budget 2007/2008
GENERAL FUND #100			
806 Public Art	1	1	1
TOTAL – GENERAL FUND	1	1	1
H.P. LEU GARDENS TRUST FUND #633			
143 H.P. Leu Gardens	24	25	25
TOTAL – H.P. LEU GARDENS TRUST FUND	24	25	25
MENNELLO MUSEUM FUND #634			
144 Mennello Museum of American Art	2	2	2
TOTAL – MENNELLO MUSEUM FUND	2	2	2
TOTAL – GARDENS, GALLERIES & MUSEUMS	27	28	28

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

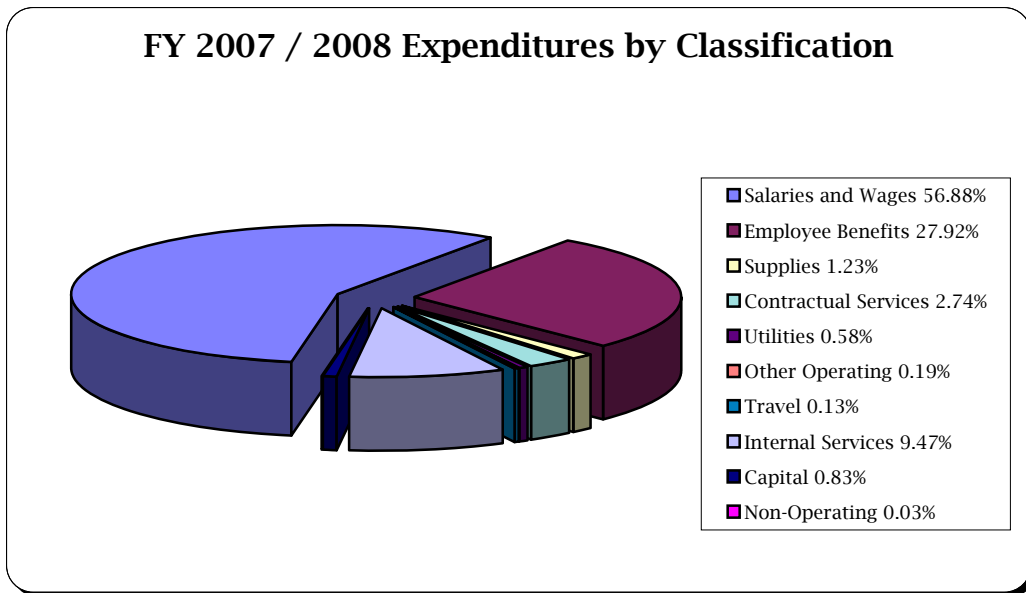
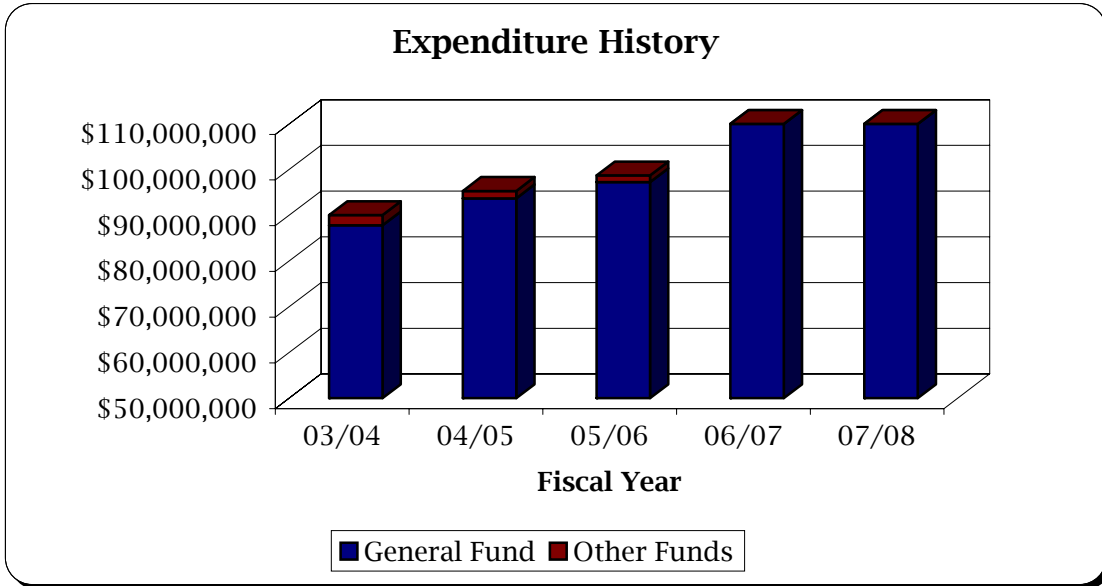
Police Department



Police Department

DEPARTMENT EXPENDITURE SUMMARY

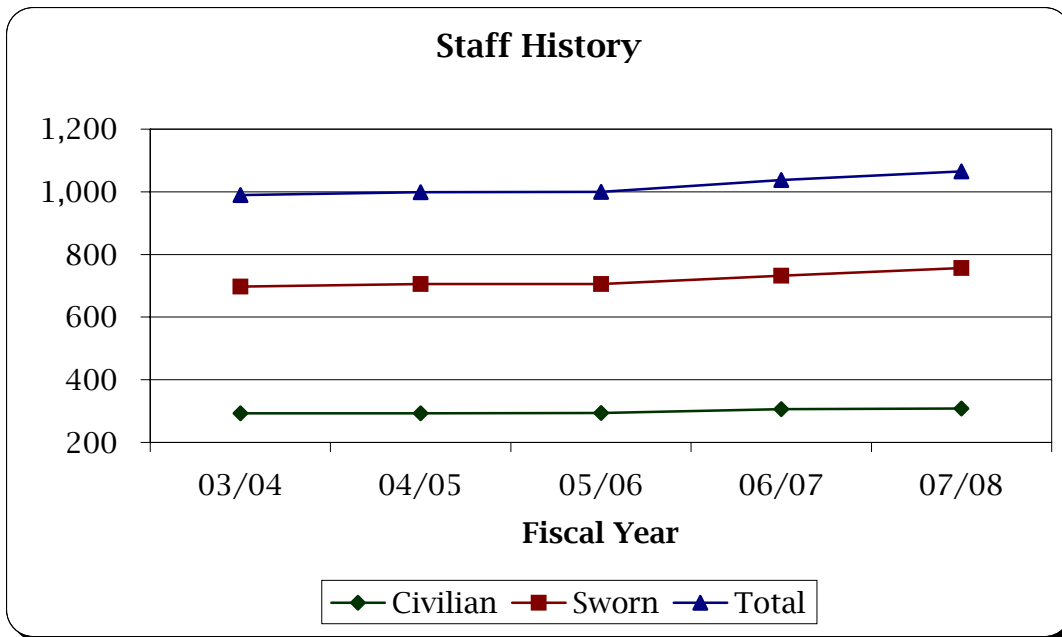
Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,662,839	\$ 4,810,516	\$ 5,128,380	\$ 317,864	6.61%
Police-Administrative Services Bureau:					
662 Police Support Services	5,880,189	6,876,435	7,191,700	315,265	4.58%
665 Communications	4,172,110	5,033,052	5,450,332	417,280	8.29%
666 Electronic Communication Systems	148,998	162,584	168,398	5,814	3.58%
668 Police Recruiting	359,062	462,402	615,939	153,537	33.20%
Police-Investigative Services Bureau					
675 Investigative Services Administration	15,790,623	15,147,197	16,132,566	985,369	6.51%
676 Drug Enforcement Division	3,823,739	3,951,441	4,173,171	221,730	5.61%
677 Special Investigations	1,674,526	1,627,235	1,734,622	107,387	6.60%
Police-Special Services Bureau:					
678 Central Policing	5,344,698	4,518,126	7,247,145	2,729,019	60.40%
681 Special Operations	6,271,044	6,841,568	7,250,274	408,706	5.97%
683 Airport Police	7,275,391	7,714,797	8,074,623	359,826	4.66%
694 Police Training	2,525,717	2,890,660	1,804,529	(1,086,131)	(37.57%)
057 COPS Universal Hiring 2002	1,138	-	-	-	N/A
Patrol Services Bureau:					
691 North Patrol	15,975,462	18,887,676	17,797,442	(1,090,234)	(5.77%)
692 East Patrol	10,629,114	12,450,720	13,121,860	671,140	5.39%
693 West Patrol	11,025,848	14,059,035	15,292,993	1,233,958	8.78%
056 COPS Universal Hiring 2003	1,275,873	-	-	-	N/A
058 COPS Universal Hiring 2001	-	-	-	-	N/A
028 Primrose Building	-	237,852	149,312	(88,540)	N/A
Projects	435,535	1,196,603	-	(1,196,603)	N/A
988 Non-Departmental Police	-	3,824,467	(162,413)	(3,986,880)	(104.25%)
TOTAL – GENERAL FUND	\$ 97,271,906	\$ 110,692,366	\$111,170,873	\$ 478,507	0.43%
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau:					
695 Law Enforcement Training	\$ 299,621	\$ 243,700	\$ 241,320	\$ (2,380)	(0.98%)
TOTAL – LAW ENFORCEMENT TRAINING FUND	\$ 299,621	\$ 243,700	\$ 241,320	\$ (2,380)	
OCPS CROSSING GUARD FUND #395					
074 School Crossing Guard	\$ 376,179	\$ 456,614	\$ 456,614	\$ -	0.00%
TOTAL – OCPS CROSSING GUARD FUND	\$ 376,179	\$ 456,614	\$ 456,614	\$ -	
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 152,097	\$ 54,000	\$ 50,000	\$ (4,000)	(7.41%)
TOTAL – CONTRABAND FORFEITURE TRUST	\$ 152,097	\$ 54,000	\$ 50,000	\$ (4,000)	
JUSTICE FORFEITURE SHARING FUND #673					
697 Justice Forfeiture Sharing	\$ 136,757	\$ 772,247	\$ -	\$ (772,247)	(100.00%)
TOTAL – JUSTICE FORFEITURE SHARING FUND	\$ 136,757	\$ 772,247	\$ -	\$ (772,247)	
TREASURY FORFEITURE SHARING FUND #674					
698 Justice Forfeiture Sharing	\$ 96,850	\$ 96,898	\$ -	\$ (96,898)	(100.00%)
TOTAL – TREASURY FORFEITURE SHARING FUND	\$ 96,850	\$ 96,898	\$ -	\$ (96,898)	
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 379,515	\$ 367,723	\$ 222,499	\$ (145,224)	(39.49%)
TOTAL – EMERGENCY TELEPHONE SYS. FUND	\$ 379,515	\$ 367,723	\$ 222,499	\$ (145,224)	
TOTAL – POLICE DEPARTMENT	\$ 98,712,925	\$ 112,683,548	\$112,141,306	\$ (542,242)	(0.48%)
Expenditure by Classification					
Salaries and Wages	\$ 57,326,961	\$ 63,181,626	\$ 63,784,595	\$ 602,969	0.95%
Employee Benefits	26,443,001	30,482,262	31,309,955	827,693	2.72%
Supplies	1,630,429	2,077,494	1,383,559	(693,935)	(33.40%)
Contractual Services	2,591,243	3,078,424	3,068,288	(10,136)	(0.33%)
Utilities	393,085	807,394	655,368	(152,026)	(18.83%)
Other Operating	223,729	206,147	213,535	7,388	3.58%
Travel	206,203	176,516	145,150	(31,366)	(17.77%)
Internal Services	9,586,219	10,676,943	10,614,781	(62,162)	(0.58%)
Capital	241,905	1,967,280	936,075	(1,031,205)	(52.42%)
Non-Operating	70,150	29,462	30,000	538	1.83%
TOTAL – POLICE DEPARTMENT	\$ 98,712,925	\$ 112,683,548	\$112,141,306	\$ (542,242)	(0.48%)



Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
660 Police Administration	37	37	37
Police-Administrative Services Bureau:			
662 Police Support Services	125	127	127
665 Communications	73	84	84
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	7
Police-Investigative Services Bureau			
675 Criminal Investigations Division	138	134	134
676 Drug Enforcement	35	35	35
677 Special Investigations	13	13	13
Police-Special Services Bureau:			
678 Central Policing	61	40	61
681 Special Operations	56	63	63
683 Airport Police	71	70	70
694 Police Training	11	13	13
057 COPS in School Grant	1	-	-
Police-Patrol Services Bureau:			
691 North Patrol	117	135	135
692 East Patrol	112	129	129
693 West Patrol	127	152	156
056 COPS Universal Hiring 2003	16	-	-
TOTAL -- GENERAL FUND	999	1,038	1,065
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	1	-	-
TOTAL -- LAW ENFORCEMENT TRUST FUND	1	-	-
TOTAL -- POLICE	1,000	1,038	1,065



Police Department



Mission Statement:

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



Bureau Identifier:

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



OPD Overview of Services/Programs FY 07/08

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 06/07, the total staffing for the Police Department consisted of 732 sworn officers, 301 civilian employees and 5 contract employees, totaling 1,038 employees.

The **Chief's Staff (Police Administration)** is comprised of a Staff Director, a Public Information Officer, the Professional Standards Division, the Criminal Justice Section, and a Law Enforcement/Community Liaison Officer assigned to the Mayor's Office. Professional Standards consists of the Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs, and Fiscal Management Sections.

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

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

The **Investigative Services Bureau** consists of the Criminal Investigations Division, Drug Enforcement Division, and the Intelligence Unit. The Criminal Investigations Division includes Youth Services (Crimes Against Children, School Resource, Super Kids), Violent Crimes (Homicide, Robbery, Assault & Battery, Sex Crimes), Property Crimes, and Tactical Operations (Homeland Security, Gangs, Crimeline). The Drug Enforcement Division includes Uniform and Undercover Drug Sections, and officers assigned to Metropolitan Bureau of Investigation (MBI), High Intensity Drug Trafficking Area (HIDTA) task force, and DEA.

The **Patrol Services Bureau** contains the East, West, and North Uniformed Patrol Divisions, the I-Drive Bike Unit, the West Neighborhood Patrol Unit, and the civilian Community Service Officer Units.

Major Accomplishments

- The Planning Section completed the Patrol Car Allocation Modeling (PCAM) to improve efficiency in response to calls for service.
- *As a result of the PCAM, redistricting was coordinated and will be implemented in October 2007.
- *Patrol TAC squads were assigned to 3 Patrol Divisions to impact specific crime issues.
- The Homeland Security Section was awarded a portion of the 2007 Urban Area Security Initiative grant awarded to the region. The region will receive about \$5 million.
- *Began providing relocation pay for new hires in May 2007.
- Increased the pay for new hires in the academy.

Police Department



Mission Statement:

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



Bureau Identifier:

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



- The Recruiting Unit hired and processed 92 new police officers to fill vacancies and new positions since October of 2006.
- As of July 26, 2007, the Drug Enforcement Division had 354 felony drug arrests, a total of 433 felony arrests and seized 49 weapons.
- The Community Involvement Section increased Citizen Observer Program to 68 volunteers, up by 14.
- The Community Involvement Section established 30 new Neighborhood Watch Programs.
- The Downtown Bike Units made 174 felony arrests and recovered 21 guns in downtown since January.
- The Special Operations Division members issued 9,957 traffic citations since January 2007.

Future Outlook

- * The Parramore Heritage Unit will be established in late 2007 or early 2008 under a new community policing initiative.
- The Airport Division is reestablishing the Airport Containment Team in order to train and prepare officers for any incident at the airport.
- * Propose to implement COPLOGIC program for citizen on-line reporting.
- Implement the Criminal Investigations Division's Vehicle Lease Program by the end of 2007.
- * Establish a permanent Police Emergency Operations Center within the Police Department.
- * Open the temporary Southwest substation.
- * Begin expansion of the Southeast substation.
- * Open the Lake Nona storefront substation.
- * Begin Implementation of the public safety digital radio system.
- * Hire approximately 200 officers within the next two fiscal years to fill vacancies and new positions.
- * The Homeland Security Unit will conduct awareness seminars throughout the City.
- * The Homeland Security Unit will continue National Incident Management (NIMS) training.
- * Continue planning for the firearms training range, completion set for December 2008.
- The Community Involvement Section will hold another Kicks for Guns event in August.

* Corresponds directly to the 2007 OPD Strategic Plan

Police Department



Mission Statement:

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



Bureau Identifier:

- ⇒ Administration
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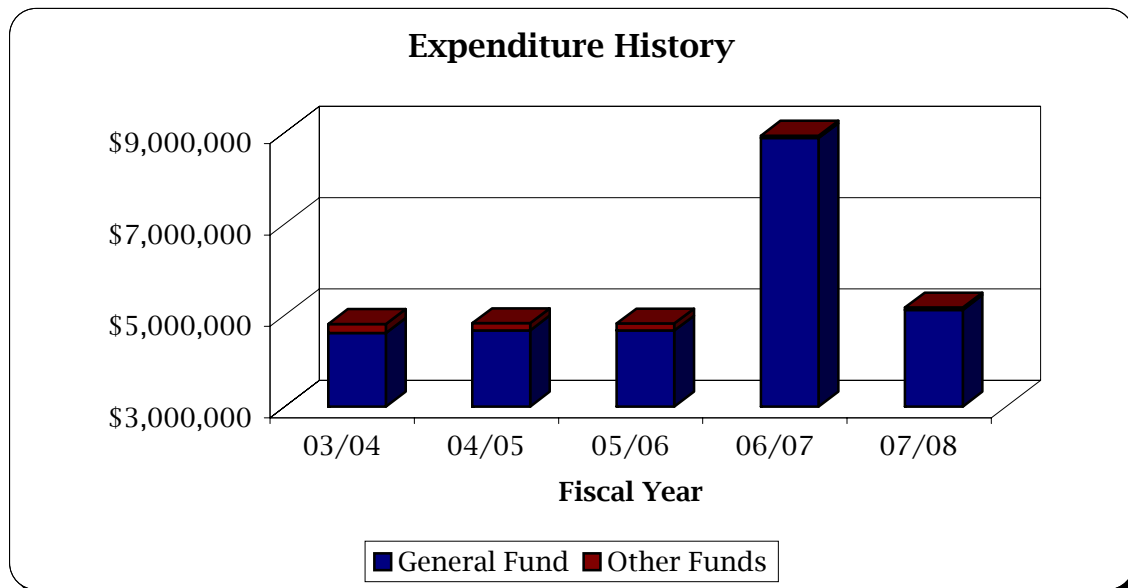


Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimate	2007/2008 Proposed
Percent of 9-1-1 calls answered within 10 seconds (excludes Airport)	94%	95%	95%
Average Code 2 call queue time in minutes (excludes airport)	3.7	3.7	3.7
Percentage of Formal Investigations completed in 90 calendar days or less	NA	80%	75%
Percentage of Part 1 cases solved (cleared by arrest or ECLOP)	86%	67%	67%
Average response time for Code 2 calls for service-excludes airport calls (Communications queue + travel in minutes)	13.3	13.5	13.5
Average response time for Code 3 calls for service-excludes airport (Communications queue + travel in minutes)	32.1	36	36
Performance Measure Service Indicators	2005/2006 Actual	2006/2007 Estimate	2007/2008 Proposed
Number of phone calls for service received (excludes airport)	991,700	993,000	995,000
Number of calls for service dispatched (excludes airport)	182,151	190,000	193,800
Number of IA Formal Complaints investigated	62	75	80
Number of Code 2 calls (excludes airport)	132,374	132,000	134,640
Number of Code 3 calls (excludes airport)	46,716	46,500	46,500
Number of Part 1 Crimes	22,502	22,500	22,000

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 4,662,839	\$ 4,810,516	\$ 5,128,380	\$ 317,864	6.61%
028 Primrose Building	-	237,852	149,312	(88,540)	(37.22%)
988 Non-Departmental Police	-	3,824,467	(162,413)	(3,986,880)	(104.25%)
TOTAL – GENERAL FUND	\$ 4,662,839	\$ 8,872,835	\$ 5,115,279	\$ (3,757,556)	(42.35%)
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 152,097	\$ 54,000	\$ 50,000	\$ (4,000)	(7.41%)
TOTAL – LAW ENFORCEMENT TRUST FUND	\$ 152,097	\$ 54,000	\$ 50,000	\$ (4,000)	(7.41%)
TOTAL – POLICE ADMINISTRATION	\$ 4,814,936	\$ 8,926,835	\$ 5,165,279	\$ (3,761,556)	(42.14%)



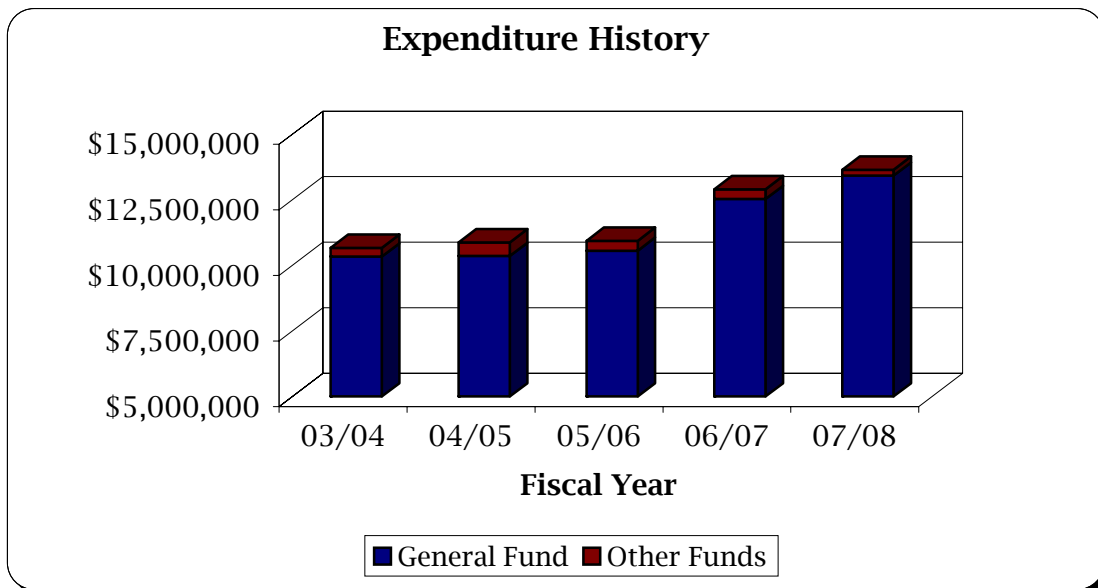
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
660 Police Administration	37	37	37
TOTAL – GENERAL FUND	37	37	37
CONTRABAND FORFEITURE TRUST FUND #672			
696 Law Enforcement Trust Fund	1	-	-
TOTAL – LAW ENFORCEMENT TRUST FUND	1	-	-
TOTAL – POLICE ADMINISTRATION	38	37	37

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau:					
662 Police Support Services	\$ 5,880,189	\$ 6,876,435	\$ 7,191,700	\$ 315,265	4.58%
665 Communications	4,172,110	5,033,052	5,450,332	417,280	8.29%
666 Electronic Communication Systems	148,998	162,584	168,398	5,814	3.58%
668 Police Recruiting	359,062	462,402	615,939	153,537	33.20%
TOTAL – GENERAL FUND	\$ 10,560,359	\$ 12,534,473	\$ 13,426,369	\$ 891,896	7.12%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 379,515	\$ 367,723	\$ 222,499	\$ (145,224)	(39.49%)
TOTAL – EMERGENCY TELEPHONE SYS. FUND	\$ 379,515	\$ 367,723	\$ 222,499	\$ (145,224)	(39.49%)
TOTAL – ADMINISTRATIVE SERVICES BUREAU	\$ 10,939,874	\$ 12,902,196	\$ 13,648,868	\$ 746,672	5.79%



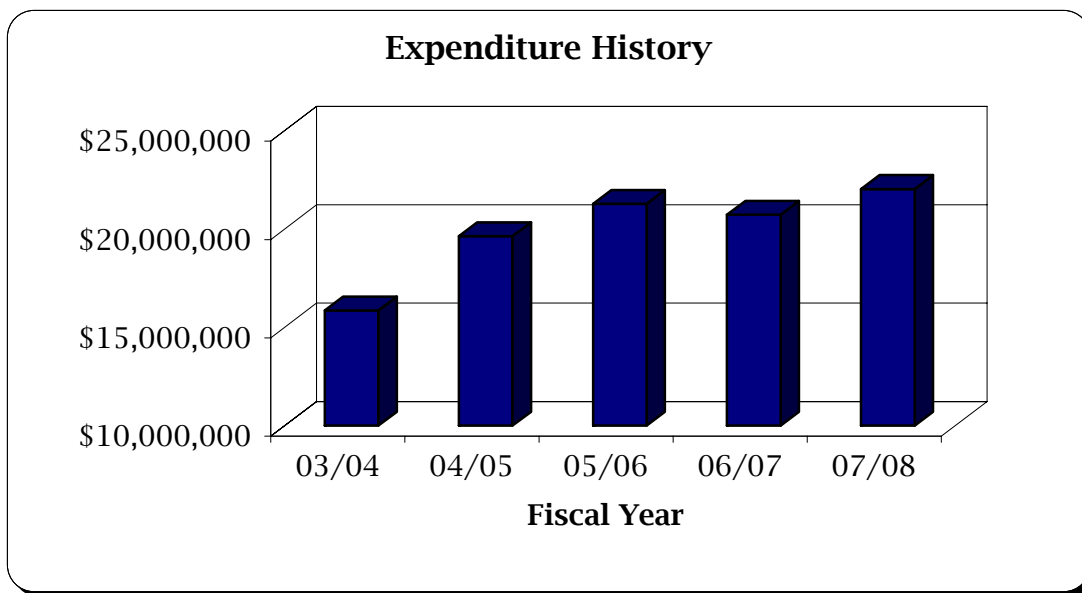
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Police-Administrative Services Bureau:			
662 Police Support Services	125	127	127
665 Communications	73	84	84
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	5	5	7
TOTAL – ADMINISTRATIVE SERVICES BUREAU	204	217	219

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Investigative Services Bureau:					
675 Criminal Investigative Services	\$ 15,790,623	\$ 15,147,197	\$ 16,132,566	\$ 985,369	6.51%
676 Drug Enforcement Division	3,823,739	3,951,441	4,173,171	221,730	5.61%
677 Special Investigations	1,674,526	1,627,235	1,734,622	107,387	6.60%
TOTAL – GENERAL FUND	\$ 21,288,888	\$ 20,725,873	\$ 22,040,359	\$ 1,314,486	6.34%
TOTAL – INVESTIGATIVE SERVICES BUREAU	\$ 21,288,888	\$ 20,725,873	\$ 22,040,359	\$ 1,314,486	6.34%



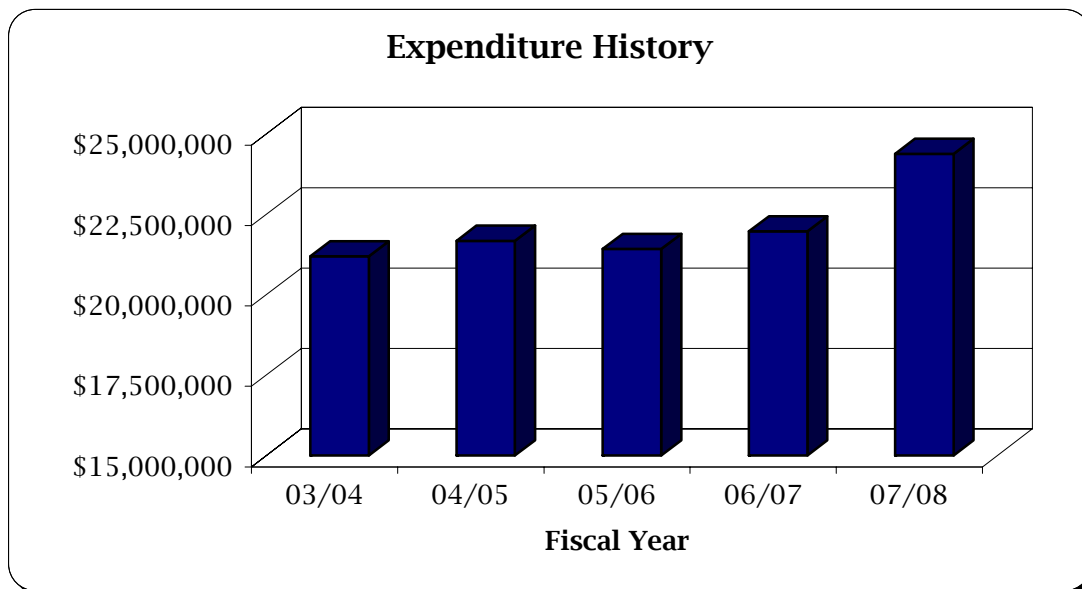
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Police-Investigative Services Bureau:			
675 Criminal Investigative Services	138	134	134
676 Drug Enforcement Division	35	35	35
677 Special Investigations	13	13	13
TOTAL – INVESTIGATIVE SERVICES BUREAU	186	182	182

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau:					
678 Central Policing	\$ 7,275,391	\$ 7,714,797	\$ 8,074,623	\$ 359,826	4.66%
681 Special Operations	5,344,698	4,518,126	7,247,145	2,729,019	60.40%
683 Airport Police	2,525,717	2,890,660	1,804,529	(1,086,131)	(37.57%)
694 Police Training	1,138	-	-	-	N/A
057 COPS in School Grant 01/02	6,271,044	6,841,568	7,250,274	408,706	5.97%
TOTAL - GENERAL FUND	<u>\$ 21,417,988</u>	<u>\$ 21,965,151</u>	<u>\$ 24,376,571</u>	<u>\$ 2,002,714</u>	10.98%
TOTAL - SPECIAL SERVICES BUREAU	<u>\$ 21,417,988</u>	<u>\$ 21,965,151</u>	<u>\$ 24,376,571</u>	<u>\$ 2,002,714</u>	10.98%



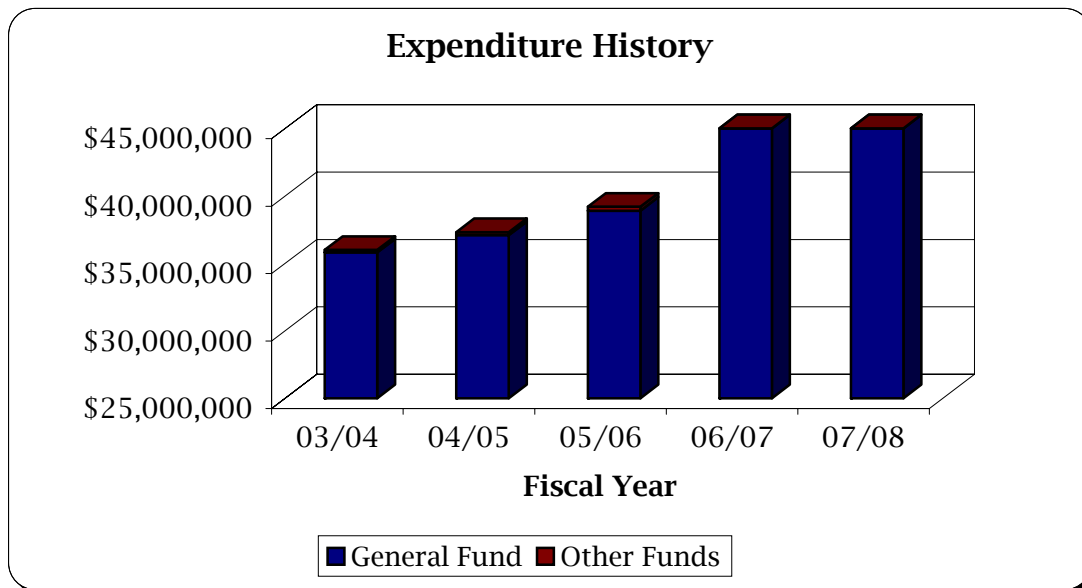
STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Police-Special Services Bureau:			
678 Central Policing	61	40	61
681 Special Operations	56	63	63
683 Airport Police	71	70	70
694 Police Training	11	13	13
057 COPS in School Grant	1	-	-
TOTAL - SPECIAL SERVICES BUREAU	<u>200</u>	<u>186</u>	<u>207</u>
TOTAL - SPECIAL SERVICES BUREAU	<u>200</u>	<u>186</u>	<u>207</u>

Police Department

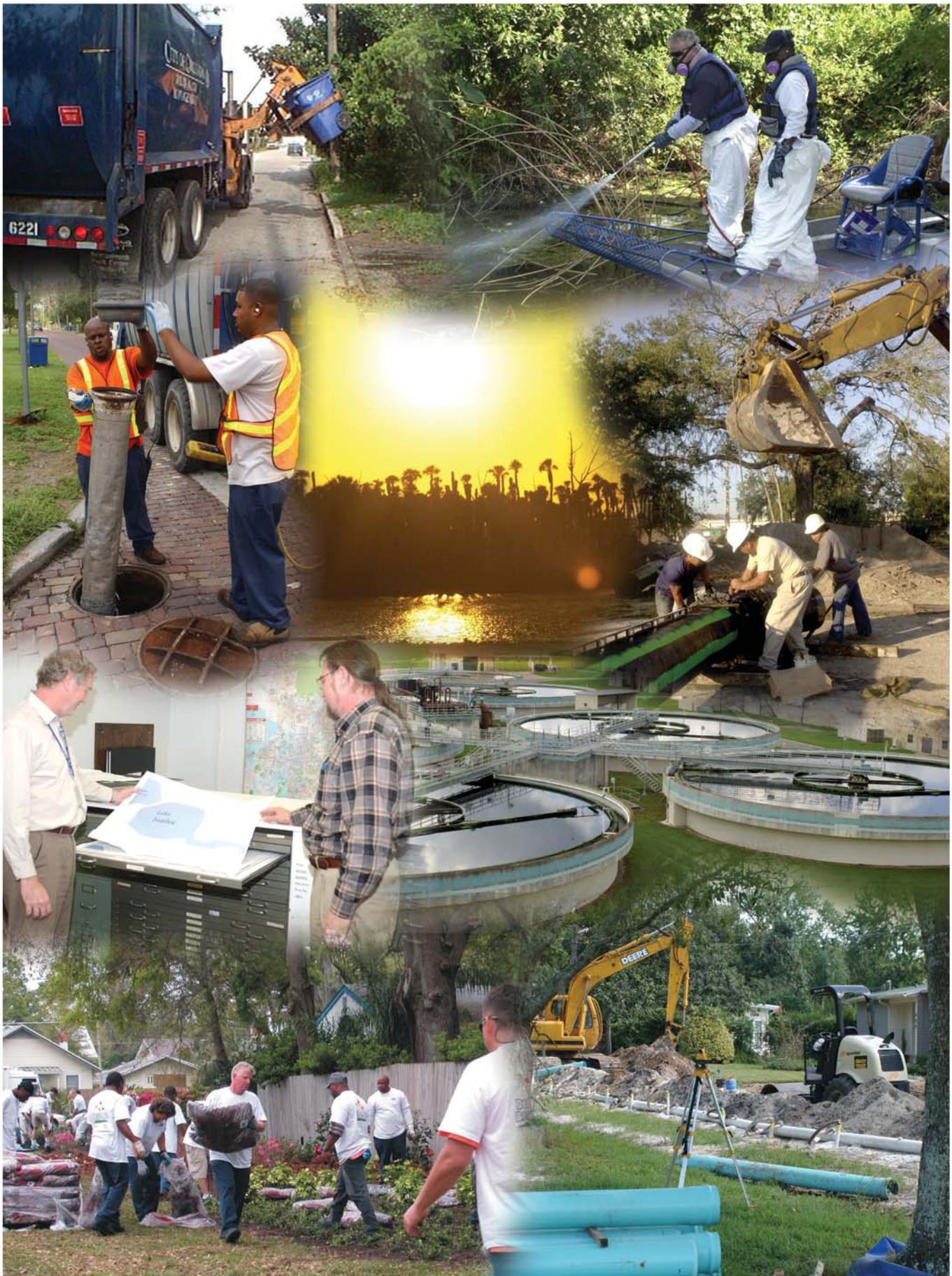
EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Patrol Services Bureau:					
691 North Patrol	\$ 15,975,462	\$ 18,887,676	\$ 17,797,442	\$ (1,090,234)	(5.77%)
692 East Patrol	10,629,114	12,450,720	13,121,860	671,140	5.39%
693 West Patrol	11,025,848	14,059,035	15,292,993	1,233,958	8.78%
056 COPS Universal Hiring 2003	1,275,873	-	-	-	N/A
058 COPS Universal Hiring 2001	-	-	-	-	N/A
TOTAL – GENERAL FUND	\$ 38,906,297	\$ 45,397,431	\$ 46,212,295	\$ 814,864	1.79%
LAW ENFORCEMENT TRAINING FUND #110					
695 Law Enforcement Training	\$ 299,621	\$ 243,700	\$ 241,320	\$ (2,380)	(0.98%)
TOTAL – LAW ENFORCEMENT TRAINING FUND	\$ 299,621	\$ 243,700	\$ 241,320	\$ (2,380)	
TOTAL – PATROL SERVICES BUREAU	\$ 39,205,918	\$ 45,641,131	\$ 46,453,615	\$ 812,484	1.78%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Police-Patrol Services Bureau:			
691 North Patrol	117	135	135
692 East Patrol	112	129	129
693 West Patrol	127	152	156
056 COPS Universal Hiring 2003	16	-	-
TOTAL – GENERAL FUND	372	416	420
TOTAL – PATROL SERVICES BUREAU	372	416	420

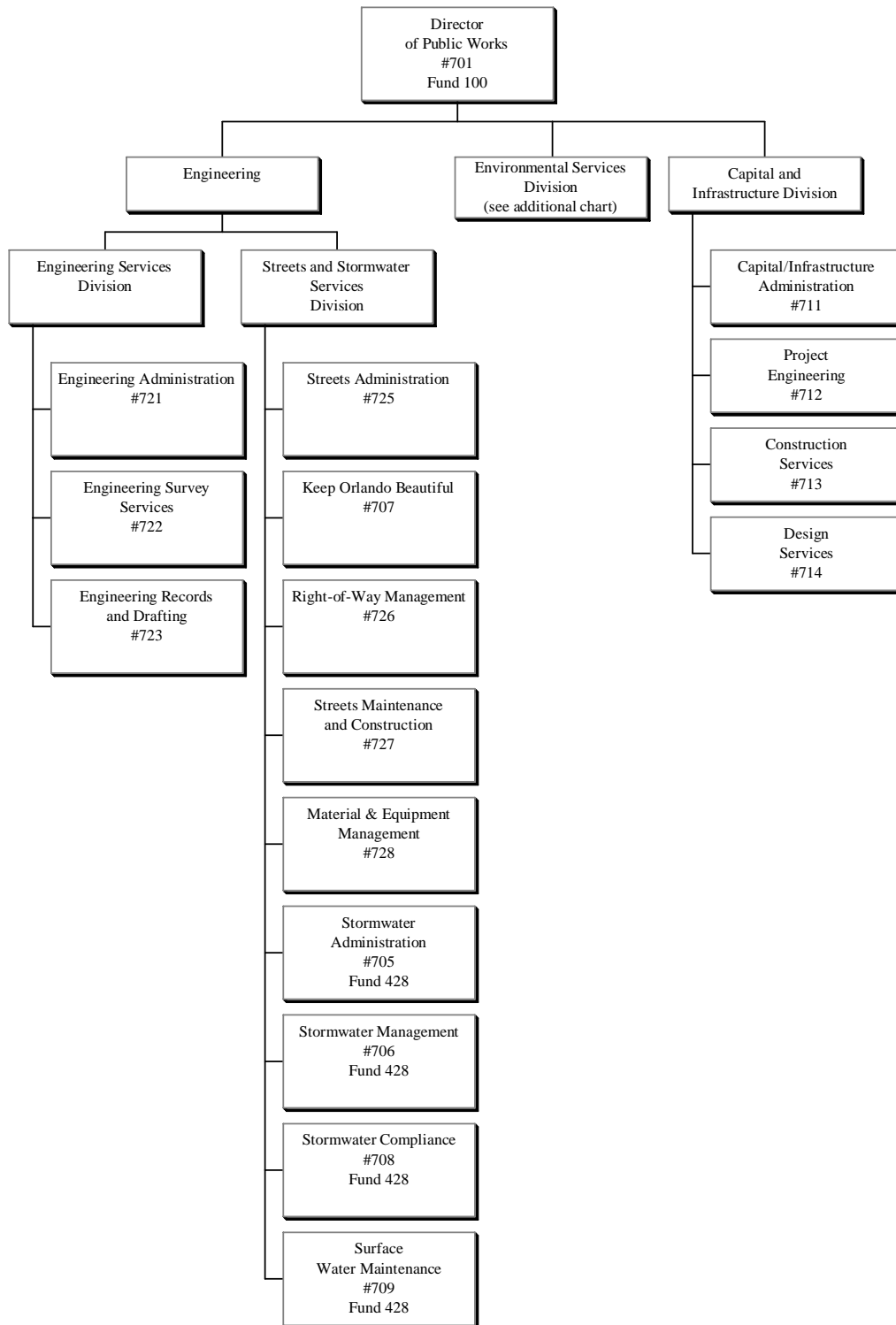


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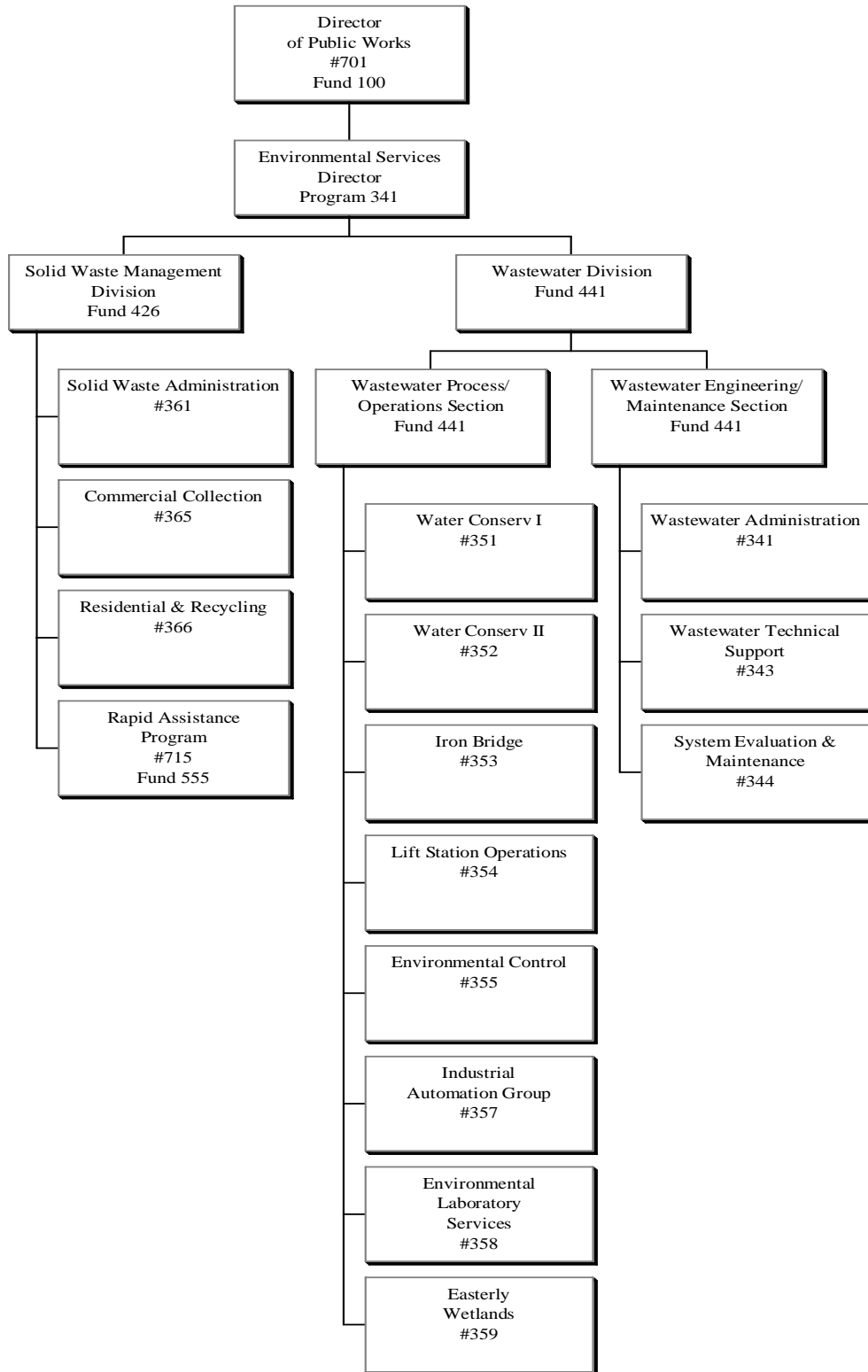
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To enhance Orlando's quality of life through the construction and operation of a safe, effective, physical environment; and to provide our visitors, our neighbors, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.

Public Works Department



Public Works Department



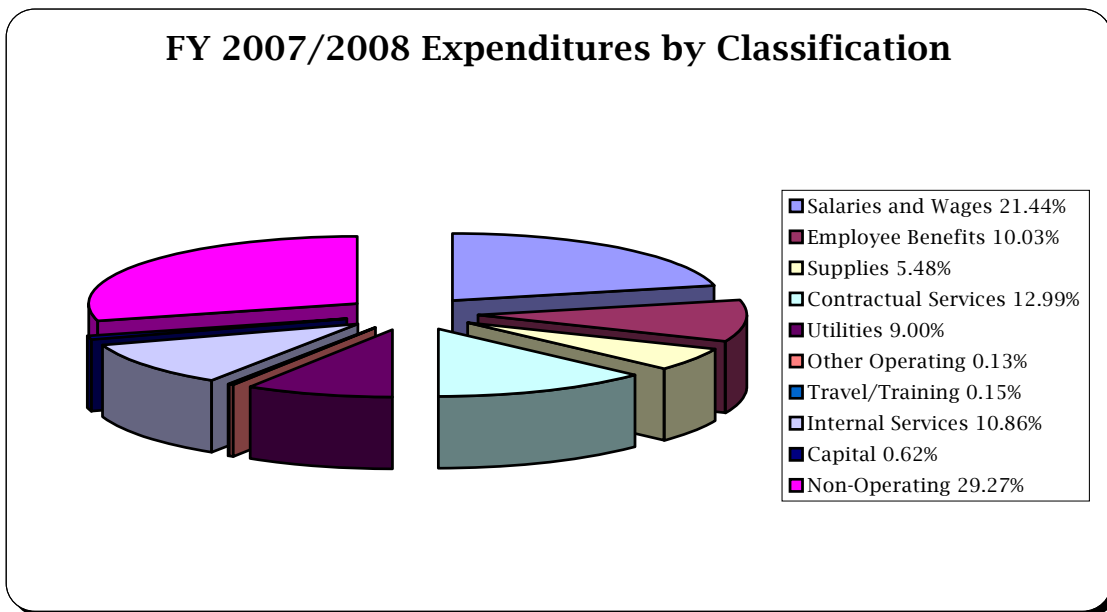
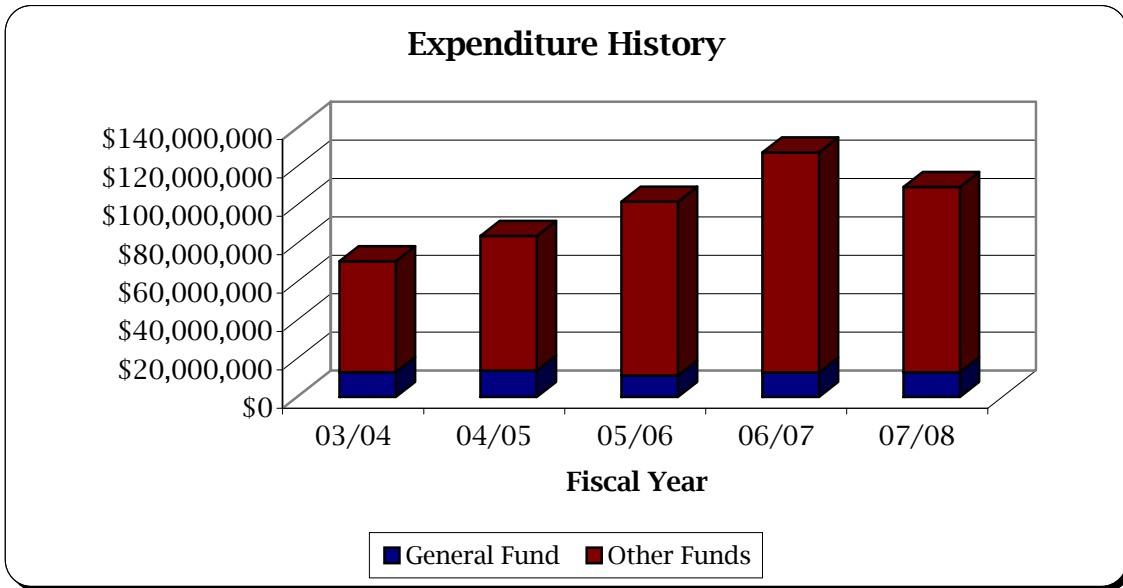
Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2005/06	2006/07	2007/08	Change	
Office/Bureau	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
701 Director of Public Works	\$ 314,214	\$ 338,710	\$ 347,733	\$ 9,023	2.66%
Engineering/Engineering Services Division:					
719 Engineering Projects and Construction	1,895	-	-	-	N/A
721 Engineering Administration	523,939	581,693	583,661	1,968	0.34%
722 Engineering Survey Services	646,819	828,889	874,772	45,883	5.54%
723 Engineering Records and Drafting	296,094	319,693	322,240	2,547	0.80%
Engineering/Streets & Stormwater Services Division:					
707 Keep Orlando Beautiful	85,356	127,098	121,808	(5,290)	(4.16%)
725 Streets Administration	355,798	415,882	376,082	(39,800)	(9.57%)
726 Right of Way Management	4,162,703	4,949,635	4,944,392	(5,243)	(0.11%)
727 Street Maintenance & Construction	1,683,326	1,747,909	1,996,251	248,342	14.21%
728 Material & Equipment Management	800,410	813,552	821,096	7,544	0.93%
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	368,240	486,255	496,644	10,389	2.14%
712 Project Engineering	656,750	678,495	684,834	6,339	0.93%
713 Construction Services	890,867	1,044,787	1,061,364	16,577	1.59%
714 Design Services	387,558	403,158	414,958	11,800	2.93%
986 Nondepartmental - Public Works	6,275	38,256	(229,320)	(267,576)	(699.44%)
TOTAL - GENERAL FUND	\$ 11,180,244	\$ 12,774,012	\$ 12,816,515	\$ 42,503	0.33%
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 936,658	\$ 957,926	\$ 992,003	\$ 34,077	3.56%
365 Commercial Collection and Transportation	7,426,857	7,518,453	7,181,361	(337,092)	(4.48%)
366 Residential & Recycling	9,774,278	9,938,195	10,969,837	1,031,642	10.38%
977 Nondepartmental - Solid Waste	3,225,853	4,020,588	3,476,309	(544,279)	(13.54%)
Projects	2,321,334	3,056,642	95,000	(2,961,642)	(96.89%)
TOTAL - SOLID WASTE FUND	\$ 23,684,980	\$ 25,491,804	\$ 22,714,510	\$ (2,777,294)	(10.89%)
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 435,008	\$ 475,160	\$ 478,842	\$ 3,682	0.77%
706 Stormwater Management	2,365,882	1,390,672	1,860,796	470,124	33.81%
708 Stormwater Compliance	485,221	621,924	627,097	5,173	0.83%
709 Surface Water Maintenance	1,457,759	2,927,662	3,587,131	659,469	22.53%
965 Nondepartmental - Stormwater	5,370,126	6,227,589	6,314,375	86,786	1.39%
Projects	7,375,013	24,591,977	7,345,416	(17,246,561)	(70.13%)
TOTAL - STORMWATER UTILITY FUND	\$ 17,489,009	\$ 36,234,984	\$ 20,213,657	\$ (16,021,327)	(44.22%)

Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2005/06	2006/07	2007/08	Change	%
Office/Bureau	Actual	Revised	Adopted	to Adopted	Change
Program Number and Name	Expenditures	Budget	Budget	Revised	
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,546,238	\$ 2,328,964	\$ 1,830,696	\$ (498,268)	(21.39%)
342 Wastewater Billing	254,938	-	-	-	N/A
343 Wastewater Technical Support	568,030	732,615	747,851	15,236	2.08%
344 System Evaluation & Maintenance	4,217,624	4,514,062	4,703,269	189,207	4.19%
347 Wastewater PM/CM Services	1,531	-	-	-	N/A
Wastewater Process/Operations Section					
351 Water Conserv I	2,705,992	2,567,711	2,571,454	3,743	0.15%
352 Water Conserv II	6,992,702	6,688,986	6,915,684	226,698	3.39%
353 Iron Bridge	9,876,485	9,680,658	9,374,934	(305,724)	(3.16%)
354 Lift Station Operations	3,197,341	3,278,236	3,327,854	49,618	1.51%
355 Environmental Control	811,729	1,119,695	1,288,954	169,259	15.12%
357 Industrial Automation Group	1,051,565	1,635,480	1,778,149	142,669	8.72%
358 Environmental Lab Services	-	-	808,562	808,562	N/A
359 Easterly Wetlands	-	-	887,635	887,635	N/A
975 Nondepartmental - Wastewater	16,466,970	14,615,329	15,068,133	452,804	3.10%
Projects	394,045	4,260,177	3,000,000	(1,260,177)	(29.58%)
TOTAL – WASTEWATER REVENUE FUND	\$ 48,085,190	\$ 51,421,913	\$ 52,303,175	\$ 881,262	1.71%
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 1,198,875	\$ 1,379,182	\$ 1,285,389	\$ (93,793)	(6.80%)
TOTAL – PUBLIC WORKS	\$ 101,638,298	\$ 127,301,895	\$ 109,333,246	\$ (17,968,649)	(14.11%)
Expenditure by Classification					
Salaries and Wages	\$ 20,519,638	\$ 23,401,888	\$ 23,467,915	\$ 66,027	0.28%
Employee Benefits	8,242,575	10,241,191	10,965,559	724,368	7.07%
Supplies	7,708,625	9,055,887	5,989,014	(3,066,873)	(33.87%)
Contractual Services	14,732,444	19,288,470	14,207,631	(5,080,839)	(26.34%)
Utilities	11,576,421	10,230,398	9,842,348	(388,050)	(3.79%)
Other Operating	137,704	184,123	144,639	(39,484)	(21.44%)
Travel/Training	72,099	156,310	163,905	7,595	4.86%
Internal Services	10,777,115	10,461,769	11,870,748	1,408,979	13.47%
Capital	6,250,523	22,398,592	675,827	(21,722,765)	(96.98%)
Non-Operating	21,621,154	21,883,267	32,005,660	10,122,393	46.26%
TOTAL – PUBLIC WORKS	\$ 101,638,298	\$ 127,301,895	\$ 109,333,246	\$ (17,968,649)	(14.11%)

Public Works Department

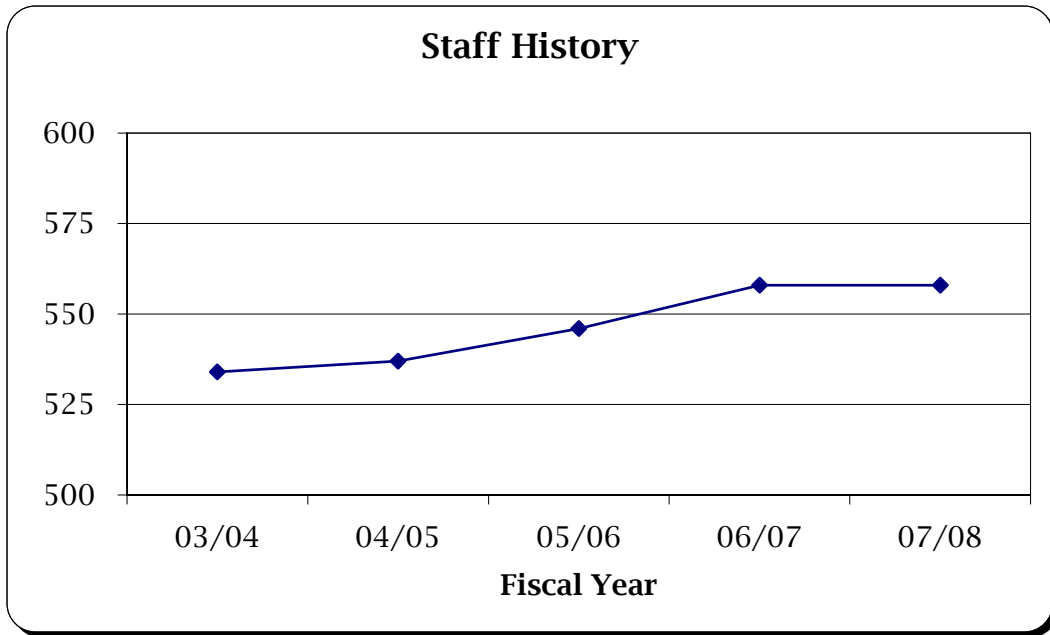


Public Works Department

DEPARTMENT STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
701 Director of Public Works	2	3	3
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	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	10	10	10
CIP/Infrastructure Division:			
711 CIP/Infrastructure Administration	5	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL – GENERAL FUND	<u>134</u>	<u>136</u>	<u>136</u>
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	14	14	15
365 Commercial Collection and Transportation	34	34	33
366 Residential & Recycling	70	70	70
TOTAL – SOLID WASTE FUND	<u>118</u>	<u>118</u>	<u>118</u>
STORMWATER UTILITY FUND #428			
Engineering/Streets and Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	29	17	16
708 Stormwater Compliance	6	6	6
709 Surface Water Maintenance	12	27	28
TOTAL – STORMWATER UTILITY FUND	<u>52</u>	<u>55</u>	<u>55</u>
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	15	17	15
342 Wastewater Billing	5	-	-
343 Wastewater Technical Support	6	9	9
344 System Evaluation & Maintenance Section	48	50	50
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	16	16	16
352 Water Conserv II	28	28	28
353 Iron Bridge	49	49	40
354 Lift Station Operations	24	24	24
355 Environmental Control	15	16	16
357 Industrial Automation Group	16	20	20
358 Environmental Lab Services	-	-	8
359 Easterly Wetlands	-	-	3
TOTAL – WASTEWATER REVENUE FUND	<u>222</u>	<u>229</u>	<u>229</u>
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 Rapid Assistance Program	20	20	20
TOTAL – SUPPLEMENTAL STAFF FUND	<u>20</u>	<u>20</u>	<u>20</u>
TOTAL – PUBLIC WORKS	<u><u>546</u></u>	<u><u>558</u></u>	<u><u>558</u></u>

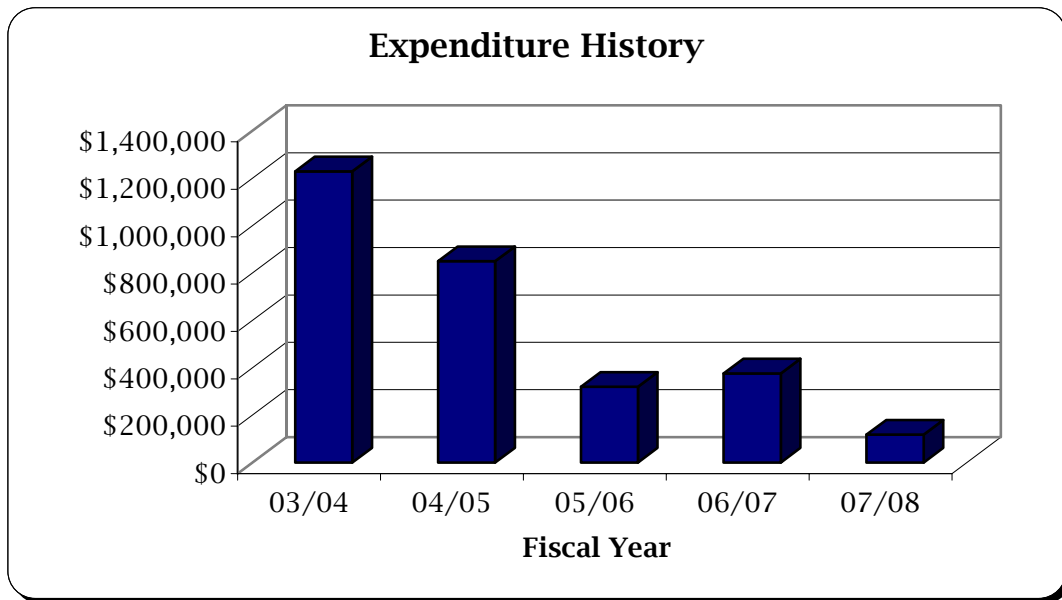
Public Works Department



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 314,214	\$ 338,710	\$ 347,733	\$ 9,023	2.66%
986 Nondepartmental - Public Works	6,275	38,256	(229,320)	(267,576)	(699.44%)
TOTAL -- GENERAL FUND	\$ 320,489	\$ 376,966	\$ 118,413	\$ (258,553)	(68.59%)
TOTAL -- DIRECTOR	\$ 320,489	\$ 376,966	\$ 118,413	\$ (258,553)	(68.59%)



STAFFING SUMMARY

	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget
GENERAL FUND #100			
701 Director of Public Works	2	3	3
TOTAL -- GENERAL FUND	2	3	3
TOTAL -- DIRECTOR	2	3	3

Public Works Department



Mission Statement:

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

Program Identifier:

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

Overview of Services/Programs

The **Engineering Services Division** ensures that City streets are properly constructed and maintained; coordinates 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. Administrates consultant surveying and mapping contracts. Administrates 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 Ardsley Manor street drainage improvement project.
- Coordinated with FEMA's contractors in their effort to update flood insurance rate maps for Orange County. The process has produced preliminary maps that are in the final phase of adoption.
- Coordinated with St Johns River Water Management District in the Little Wekiva River Basin and Howell Creek Basin Master Stormwater Management Plan Study.
- Issued 2,664 addresses in FY 2005-2006 compared to 3,107 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.
- Updated City Vertical Control Network.

Future Outlook

- Survey Services will make use of more efficient methods such as Real-time Kinematic Geographic Positioning Systems, the latest Reflectorless Total Station technology; increasing the amount and type of data available to the public through the City's Internet site; and the streamlining of the plat review process through the creation of a self-guided checklist for consultants preparing subdivision plats.
- Engineering Records will continue to check legal descriptions, review plats to ensure street names meet requirements, develop revisions to the City's Engineering Standard Details, further develop the database and retrieval system for as-built drawings, and continue development of a database of scanned drawings which document locations of underground utilities.

Public Works Department



Engineering

Engineering
Services Division

Performance Measures Effectiveness

	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of plat & survey document reviews completed within 1 week	75%	75%	75%
Percent addressing, plat & legal description reviews completed within 2 working days	98%	99%	98%

Mission Statement:

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

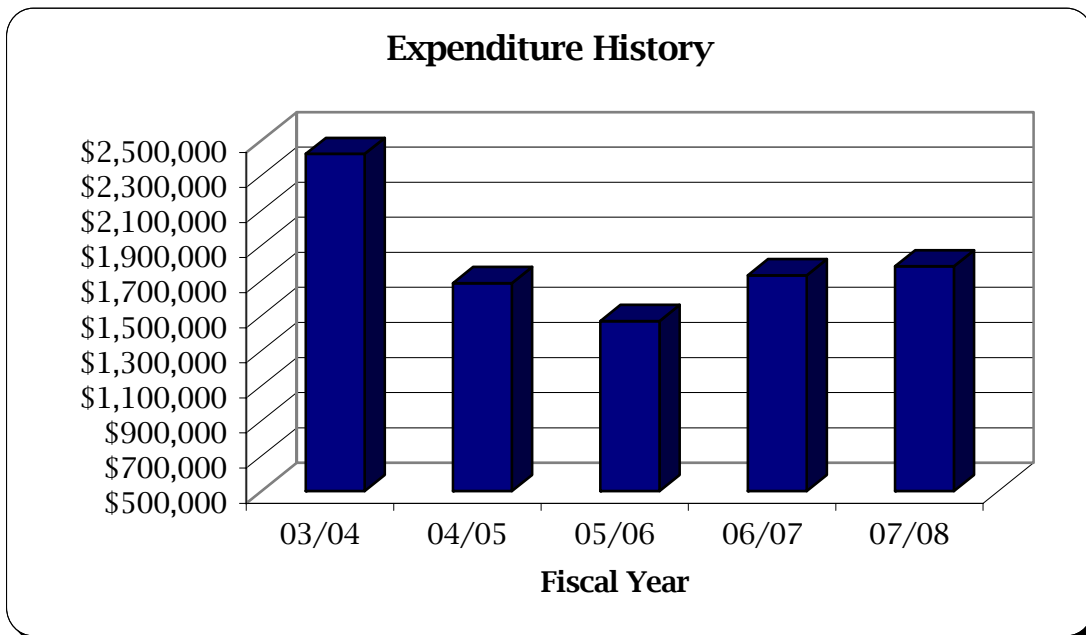
Program Identifier:

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

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Engineering Services Division:					
719 Engineering Projects and Construction	\$ 1,895	\$ -	\$ -	\$ -	N/A
721 Engineering Administration	523,939	581,693	583,661	1,968	0.34%
722 Engineering Survey Services	646,819	828,889	874,772	45,883	5.54%
723 Engineering Records and Drafting	296,094	319,693	322,240	2,547	0.80%
TOTAL – GENERAL FUND	\$ 1,468,747	\$ 1,730,275	\$ 1,780,673	\$ 50,398	2.91%
TOTAL – ENGINEERING SERVICES	\$ 1,468,747	\$ 1,730,275	\$ 1,780,673	\$ 50,398	2.91%



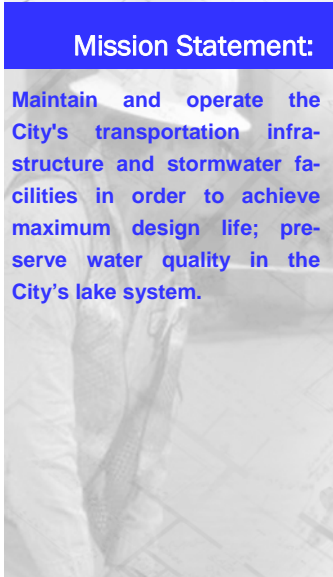
STAFFING SUMMARY

	2005/06 Actual	2006/07 Revised Budget	2007/08 Adopted Budget
GENERAL FUND #100			
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
TOTAL – GENERAL FUND	23	23	23
TOTAL – ENGINEERING SERVICES	23	23	23

Public Works Department



Engineering Streets and Stormwater Services Division



Mission Statement:

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



Program Identifier:

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

Overview of Services/Programs

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

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

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

Major Accomplishments

- Developed and implemented programs to meet the City's National Pollutant Discharge Elimination System (NPDES) and Total Maximum Daily Load (TMDL) permit requirements.
- Accepted responsibility for managing an annual \$760,000 stormwater area maintenance contract.
- 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 \$18,000,000 in revenue.
- Collected ambient lake water samples and field data from 91 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.
- Maintained 90 lakes with over 17 miles of shoreline, 93 retention ponds, and 68 miles of swales, ditches, and canals. Also treated 927 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.
- Provided educational presentations, displays, and public service announcements, as well as print and video media discussing pollution abatement and illicit discharge prevention to 126,849 citizens.
- Successfully developed and implemented the Orlando Green Business Program with the goal being to reach out to local businesses through incentives and education, ensuring pollution prevention and water quality protection of the lakes within the City of Orlando.
- Provided street sweeping and litter control services that included sweeping residential streets every fourteen working days, commercial/industrial routes every nine working days, and the Downtown Entertainment District every night of the week for a cumulative production total of over 63,000 curb miles swept.
- Removed approximately 7,600 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Recycled over 3,200 cubic yards of oak leaves by using them as landscape bed mulching, which saved over \$38,000 in landfill disposal fees and \$100,000 in landscape mulch purchases.
- Repaired or replaced over 315,000 square feet of damaged sidewalk, reducing our repair backlog wait time from over two years to less than two months.

Public Works Department

Engineering
Streets and
Stormwater
Services Division

Mission Statement:

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

Program Identifier:

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

- 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 early 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 and enforcement.
- 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 conduct a sidewalk inventory and condition assessment 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 develop a program, and implement when funded, 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



Engineering Streets and Stormwater Services Division

Mission Statement:

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

Program Identifier:

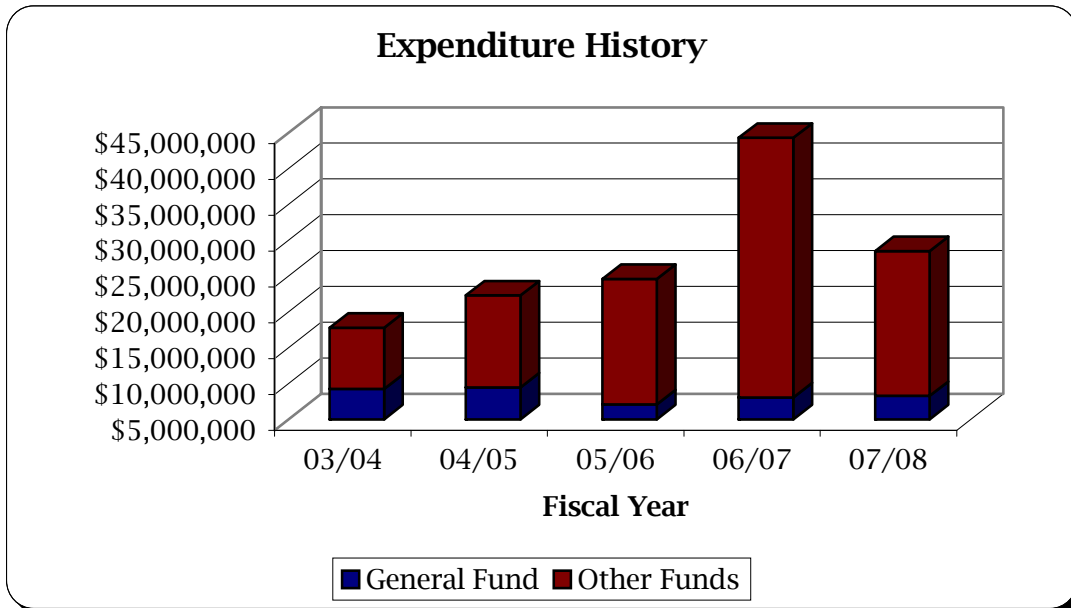
- ⇒ Keep Orlando Beautiful #707
- ⇒ Stormwater Admin. #705
- ⇒ Stormwater Mgmt. #706
- ⇒ Stormwater Compliance #708
- ⇒ Surface Water Maintenance #709
- ⇒ Non-Departmental Stormwater #965
- ⇒ Streets Administration #725
- ⇒ Right-of-Way Mgmt. #726
- ⇒ Street Maintenance and Construction #727
- ⇒ Material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

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of lakes with degrading water quality	4.4%	4.4%	< 7%
Percent of stormwater treatment system sites inspected	85%	80%	75%
Percent of inspection of worksites and barricade locations completed per shift	95%	97%	98%
Percent of hazardous street conditions (potholes) repaired within one day	95%	95%	95%
Percent of Stormwater Utility revenue allocated to capital projects	24%	31%	35%
Annual administrative cost as a percentage of revenue collected	7%	7%	7%
Percent of revenue allocated to capital projects	31%	41%	40%
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
Average annual cost per acre to maintain lake water quality	\$350	\$91	\$360
Average cycle time in working days to clean residential streets	14 days	16 days	14 days
Average cost per curb mile for street sweeping	\$31.90	\$35.99	\$34.34
Average cost of litter removal per acre	\$4.55	\$5.01	\$5.00
Average cost of concrete repair per square yard	\$81.68	\$38.75	\$53.06
Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
Number of Keep Orlando Beautiful volunteer hours	6,803	N/A	7,000
Volume (in cubic yards) of trash and debris collected from lakes and stormlines	1,014	247	1,200
Amount of stormwater revenue collected (in millions)	\$14.50	\$8.10	\$18.30

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Streets & Stormwater Services Division:					
707 Keep Orlando Beautiful	\$ 85,356	\$ 127,098	\$ 121,808	\$ (5,290)	(4.16%)
725 Streets Administration	355,798	415,882	376,082	(39,800)	(9.57%)
726 Right of Way Management	4,162,703	4,949,635	4,944,392	(5,243)	(0.11%)
727 Street Maintenance & Construction	1,683,326	1,747,909	1,996,251	248,342	14.21%
728 Material & Equipment Management	800,410	813,552	821,096	7,544	0.93%
TOTAL - GENERAL FUND	\$ 7,087,593	\$ 8,054,076	\$ 8,259,629	\$ 205,553	2.55%
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division:					
705 Stormwater Administration	\$ 435,008	\$ 475,160	\$ 478,842	\$ 3,682	0.77%
706 Stormwater Management	2,365,882	1,390,672	1,860,796	470,124	33.81%
708 Stormwater Compliance	485,221	621,924	627,097	5,173	0.83%
709 Surface Water Maintenance	1,457,759	2,927,662	3,587,131	659,469	22.53%
965 Nondepartmental - Stormwater Projects	5,370,126	6,227,589	6,314,375	86,786	1.39%
	<u>7,375,013</u>	<u>24,591,977</u>	<u>7,345,416</u>	<u>(17,246,561)</u>	<u>(70.13%)</u>
TOTAL - STORMWATER UTILITY FUND	\$ 17,489,009	\$ 36,234,984	\$ 20,213,657	\$ (16,021,327)	(44.22%)
TOTAL - STREETS & STORMWATER SERVICES	\$ 24,576,602	\$ 44,289,060	\$ 28,473,286	\$ (15,815,774)	(35.71%)



Public Works Department

STAFFING SUMMARY

	2005/06 Actual Expenditures	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	40
727 Street Maintenance & Construction	27	27	27
728 Material & Equipment Management	<u>10</u>	<u>10</u>	<u>10</u>
TOTAL -- GENERAL FUND	<u>83</u>	<u>83</u>	<u>83</u>
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division:			
705 Stormwater Administration	5	5	5
706 Stormwater Management	29	17	16
708 Stormwater Compliance	6	6	6
709 Surface Water Maintenance	<u>12</u>	<u>27</u>	<u>28</u>
TOTAL -- STORMWATER UTILITY FUND	<u>52</u>	<u>55</u>	<u>55</u>
TOTAL -- STREETS & STORMWATER SERVICES	<u><u>135</u></u>	<u><u>138</u></u>	<u><u>138</u></u>

Public Works Department

CIP/Infrastructure
Division

Mission Statement:

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

Program Identifier:

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

Overview of Services/Programs

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house Project Management / Engineering, Design, and Construction Inspection for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. In addition, the Division processes all pay applications, invoices, and change orders for the projects.

Projects include building renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are fifty-nine (59) capital projects either in the design / engineering phase or under construction that are managed by the Division.

Major Accomplishments

- The Division has implemented an Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials.
- Delivered sixteen construction projects within budget including the following facilities: Iron Bridge Road Filter Renovation, Jefferson Street Garage, Dubsdread Sewer Improvements, Paramore Heritage Park and Pond, Dover Shores Community Center, Lake Eola Park Improvements, Primrose Building Improvements, and the Windsong Estates Sanitary Sewer 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.
- The Division has develop a policy that will continue to insure greater control over project cost containment by requiring the Project Managers to approve all pay applications.

Public Works Department



CIP/Infrastructure Division

Mission Statement:

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

Performance Measures Effectiveness	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of projects completed within budget	N/A	N/A	95%
Percent of projects at substantial completion on schedule	N/A	N/A	90%
Performance Measures Efficiency	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of projects closed within 120 days	N/A	N/A	90%
Performance Measures Service Indicator	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percent of projects with management / inspection costs of less than 10% of construction cost	N/A	N/A	95%

* These are new measures with no data available for FY 05/06. Estimates for FY 06/07 were not available at the time the budget document was prepared.

Program Identifier:

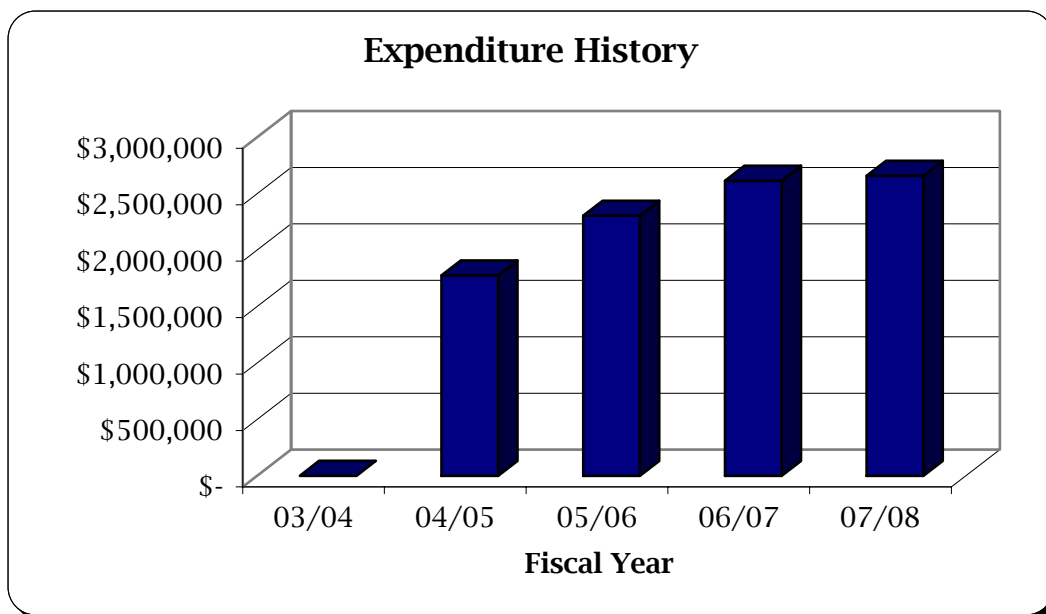
- ⇒ CIP/Infrastructure
- Admin. #711
- ⇒ Project Engineering #712
- ⇒ Construction Services #713
- ⇒ Design Services #714



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
CIP/Infrastructure Division:					
711 CIP/Infrastructure Admin.	\$ 368,240	\$ 486,255	\$ 496,644	\$ 10,389	2.14%
712 Project Engineering	656,750	678,495	684,834	6,339	0.93%
713 Construction Services	890,867	1,044,787	1,061,364	16,577	1.59%
714 Design Services	387,558	403,158	414,958	11,800	2.93%
TOTAL – GENERAL FUND	\$ 2,303,415	\$ 2,612,695	\$ 2,657,800	\$ 45,105	1.73%
TOTAL – CIP/INFRASTRUCTURE	\$ 2,303,415	\$ 2,612,695	\$ 2,657,800	\$ 45,105	1.73%



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

STAFFING SUMMARY

	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget
GENERAL FUND #100			
CIP/Infrastructure Division:			
711 CIP/Infrastructure Administration	5	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL – GENERAL FUND	26	27	27
TOTAL – CIP/INFRASTRUCTURE	26	27	27

Public Works Department



Environmental Services Solid Waste Management Division

Mission Statement:

To provide the citizens, businesses and visitors of Orlando with efficient, cost effective solid waste collection and recycling services supporting the infrastructure demands of our growing, diverse community. To deliver high quality services with an emphasis on employee safety, public health and the City Beautiful image.

Program Identifier:

- ⇒ Solid Waste Admin. #361
- ⇒ Commercial Collection #365
- ⇒ Residential & Recycling #366
- ⇒ Supplemental Staff #715

Overview of Services/Programs

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

Major Accomplishments

- Provided 52,465 residential and 6,633 commercial customers with quality collection and transportation services at a competitive price.
- Converted 80% of the City to automated garbage collection.
- Collected 89,321 tons of commercial waste, 38,959 tons of residential garbage, 9,004 tons of residential yard waste, and 3,543 tons of residential recycling in FY 06-07.
- 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.

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 cart based collection to the remaining residential customers this year. This should result in improved service while eliminating the use of retained earnings to balance the annual Solid Waste budget.
- Solid Waste will continue to investigate alternative disposal technologies to disposal in landfills. A study is underway on the feasibility of a process that would gasify the entire waste stream and generate electricity as a result.

Public Works Department



**Environmental
Services
Solid
Waste
Management
Division**

Mission Statement:

To provide the citizens, businesses and visitors of Orlando with efficient, cost effective solid waste collection and recycling services supporting the infrastructure demands of our growing, diverse community. To deliver high quality services with an emphasis on employee safety, public health and the City Beautiful image.

Program Identifier:

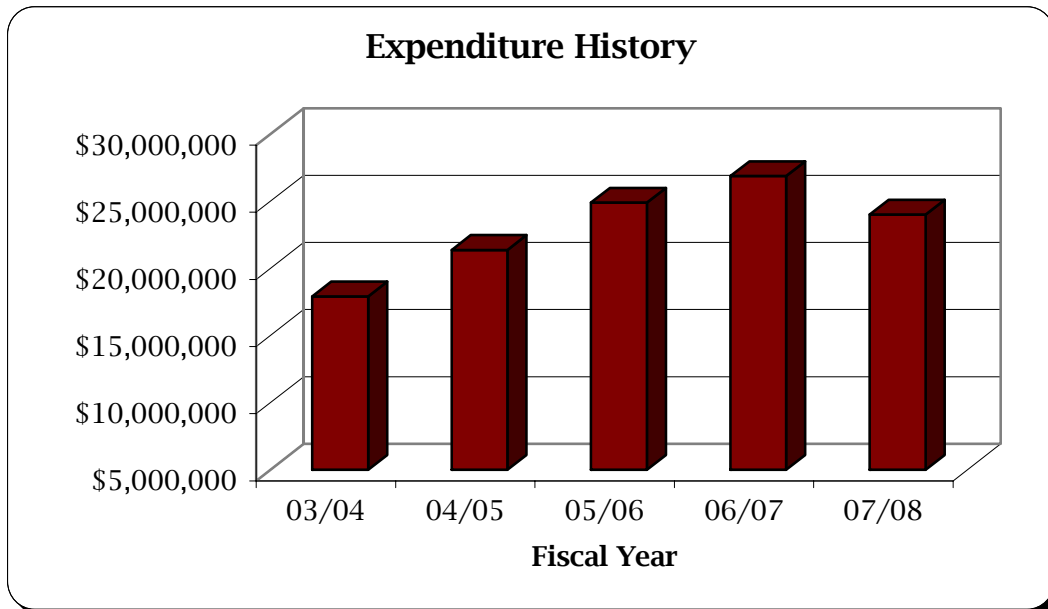
- ⇒ Solid Waste Admin. #361
- ⇒ Commercial Collection #365
- ⇒ Residential & Recycling #366
- ⇒ Supplemental Staff #715

Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$23.04	\$21.40	\$19.95
Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.82	\$15.65	\$14.90
Average Cost per Month per Household for Recycling Collection	\$6.22	\$5.75	\$5.05
Average Revenue per Month From Recycled Newsprint	\$4,625	\$4,850	\$5,125
Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$4.30	\$4.20	\$4.10
Average Revenue per Month From On-Call Claw Truck Service	\$4,250	\$4,395	\$5,275
Percent Decrease in the Average Number of Residential and Commercial Complaints received from the current 200 per Month	-9%	-25%	-20%
Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of Customers	42,103	46,422	59,546
Tons of MSW Collected	145,474	150,960	156,096
Recycled Tons Collected	4,042	3,810	4,191

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division:					
361 Solid Waste Administration	\$ 936,658	\$ 957,926	\$ 992,003	\$ 34,077	3.56%
365 Commercial Collection	7,426,857	7,518,453	7,181,361	(337,092)	(4.48%)
366 Residential & Recycling	9,774,278	9,938,195	10,969,837	1,031,642	10.38%
977 Nondepartmental - Solid Waste Projects	3,225,853	4,020,588	3,476,309	(544,279)	(13.54%)
	2,321,334	3,056,642	95,000	(2,961,642)	(96.89%)
TOTAL -- SOLID WASTE FUND	\$ 23,684,980	\$ 25,491,804	\$ 22,714,510	\$ (2,777,294)	(10.89%)
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division:					
715 City Supplemental Staff	\$ 1,198,875	\$ 1,379,182	\$ 1,285,389	\$ (93,793)	(6.80%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 24,883,855	\$ 26,870,986	\$ 23,999,899	\$ (2,871,087)	(10.68%)



STAFFING SUMMARY

	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division:			
361 Solid Waste Administration	14	14	15
365 Commercial Collection and Transportation	34	34	33
366 Residential & Recycling	70	70	70
TOTAL -- SOLID WASTE FUND	118	118	118
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division:			
715 Rapid Assistance Program	20	20	20
TOTAL -- SUPPLEMENTAL STAFF FUND	20	20	20
TOTAL -- SOLID WASTE MANAGEMENT	138	138	138

Public Works Department



Environmental
Services
Wastewater
Division

Mission Statement:

Engineering/Maintenance—to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process and reuse wastewater generated within the city's service area.

Process /Operations—to protect human health and our environment through the safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

Program Identifier:

- ⇒ Wastewater Admin. #341
- ⇒ Wastewater Technical Support #343
- ⇒ System Evaluation and Maintenance #344
- ⇒ Water Conserv I #351
- ⇒ Water Conserv II #352
- ⇒ Iron Bridge #353
- ⇒ Lift Station Operations #354
- ⇒ Environmental Control #355
- ⇒ Industrial Automation Group #357
- ⇒ Environ. Lab Services #358
- ⇒ Easterly Wetlands #359
- ⇒ Non-Departmental #975

Overview of Services/Programs

The **Wastewater Division** is divided into two main areas of responsibility, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides wastewater capital facilities planning, operation and maintenance of over 750 miles of sanitary sewers, in the wastewater collection system, and customer service related to sewer billing. The Environmental Control program regulates and monitors industrial discharges and oversees environmental studies, evaluations and remediation projects within the City's limits.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (40 mgd), the Water Conserv I Water Reclamation Facility (7.5 mgd), the Water Conserv II Water Reclamation Facility (25 mgd), the Orlando Wetlands Park and over 200 lift stations located throughout the City.

Major Accomplishments

- In preparation for major service expansion in the southeast area, the Division is proceeding with three significant projects: the re-rating and expansion of treatment capacity at the Iron Bridge facility, the development of collection system improvements to allow for the conveyance of future flow to Iron Bridge, and the implementation of a regional reclaimed water system in east Orlando to return reclaimed water from Iron Bridge to the southeast expansion areas as well as other communities. Together, these projects will enable the City to meet its wastewater and reclaimed water capacity needs beyond the year 2025.
- The Division played an integral part in the program to square off City boundaries through the annexation process. Many of the areas involved are residential and requested the extension of sewer service as a condition of annexation.
- In the area of sewer maintenance, the Division focused on ways to improve the cost and time efficiency associated with making point repairs to the collection system. The Division has implemented a system for performing internal lateral repairs using resin-impregnated materials. City crews will be able to double their productivity in repairing damaged or leaking lateral services.
- The Division's facilities conveyed, treated to high standards and reused 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



**Environmental
Services
Wastewater
Division**

Mission Statement:

Engineering/Maintenance—to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process and reuse wastewater generated within the city's service area.
Process/Operations—to protect human health and our environment through the safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

Program Identifier:

- ⇒ Wastewater Admin. #341
- ⇒ Wastewater Technical Support #343
- ⇒ System Evaluation and Maintenance #344
- ⇒ Water Conserv I #351
- ⇒ Water Conserv II #352
- ⇒ Iron Bridge #353
- ⇒ Lift Station Operations #354
- ⇒ Environmental Control #355
- ⇒ Industrial Automation Group #357
- ⇒ Environ. Lab Services #358
- ⇒ Easterly Wetlands #359
- ⇒ Non-Departmental #975

- 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



Mission Statement:

Engineering/Maintenance—to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process and reuse wastewater generated within the city's service area. Process/Operations—to protect human health and our environment through the safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

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- ⇒ Easterly Wetlands #359
- ⇒ Non-Departmental #975

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of calls responded to within one hour of notice during regular schedule work hours	98%	98%	98%
Percent of damaged lateral restored to service within 24 hours	95%	95%	95%
Percent of damaged main lines restored to service within three days	98%	98%	98%

Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Average office cost per stop sewer call in \$'s (includes call out/report/follow up)	\$29.83	\$28.41	\$54.51
Average field response cost per stop sewer call in \$'s (includes all travel & investigation time)	\$187	\$237	\$213
Average cost to repair & return a main line to service	\$3,913	\$3,028	\$3,187
Average cost to repair a force main	\$8,168	\$15,000	\$15,481
Average cost to respond to a sewer overflow	\$266	\$1,506	\$453
Average cost per foot to construct new gravity sewer lines	\$111.00	\$98.70	\$201.00
Average cost per foot to TV line	\$1.47	\$1.31	\$1.28
Average cost to test & seal one (1) sewerline joint	\$31.57	\$8.92	\$12.15
Average cost per foot to clean sewer line	\$0.58	\$0.80	\$0.76
Average cost per Sunshine Tickets	\$3.34	\$4.67	\$5.78
Average cost to locate a Sunshine line	\$42.45	\$27.92	\$31.16
Average cost per foot to smoke test sewer lines	\$2.45	\$2.75	\$2.87

Public Works Department



Environmental Services Wastewater Division

Mission Statement:

Engineering/Maintenance—to protect water quality and the health of the citizens of Orlando, and to develop infrastructure necessary to support future growth. Responsible to design, construct, inspect and maintain infrastructure to collect, convey, process and reuse wastewater generated within the city's service area.
Process/Operations—to protect human health and our environment through the safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

Program Identifier:

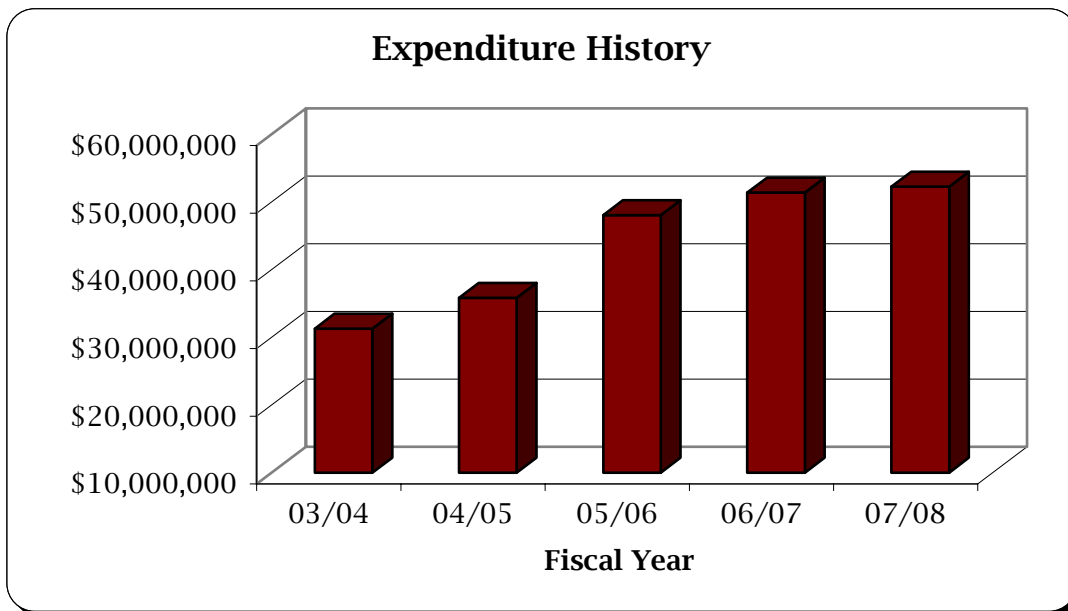
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- ⇒ Easterly Wetlands #359
- ⇒ Non-Departmental #975

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent compliance with Federal & State permit standards for wastewater process performance	99.87%	99.88%	100%
Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	92.5%	95%	95%
Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%
Percent completion of scheduled Lift Station inspections	81%	90%	90%
Percent completion of scheduled Lift Station Preventive Maintenance tasks	96%	92%	95%
Percent compliance with Federal and State permit standards regarding industrial contamination	100%	100%	100%
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Average O&M cost per 1,000 gallons of wastewater treated	\$1.01	\$1.00	\$1.00
Cost of plant O&M staff per million gallon treated	\$350	\$375	\$350
Cost of O&M staff per million gallons pumped	\$111.67	\$115.00	\$110.00
Revenue generated per dollar of staff time	\$9.41	\$9.00	\$15.00
Revenue to Budget Ratio	2.3%	2.0%	2.35%

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change to Adopted Revised	% Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,546,238	\$ 2,328,964	\$ 1,830,696	\$ (498,268)	(21.39%)
342 Wastewater Billing	254,938	-	-	-	N/A
343 Wastewater Technical Support	568,030	732,615	747,851	15,236	2.08%
344 System Evaluation & Maintenance	4,217,624	4,514,062	4,703,269	189,207	4.19%
347 Wastewater PM/CM Services	1,531	-	-	-	N/A
Wastewater Process/Operations Section					
351 Water Conserv I	2,705,992	2,567,711	2,571,454	3,743	0.15%
352 Water Conserv II	6,992,702	6,688,986	6,915,684	226,698	3.39%
353 Iron Bridge	9,876,485	9,680,658	9,374,934	(305,724)	(3.16%)
354 Lift Station Operations	3,197,341	3,278,236	3,327,854	49,618	1.51%
355 Environmental Control	811,729	1,119,695	1,288,954	169,259	15.12%
357 Industrial Automation Group	1,051,565	1,635,480	1,778,149	142,669	8.72%
358 Environmental Lab Services	-	-	808,562	808,562	N/A
359 Easterly Wetlands	-	-	887,635	887,635	N/A
975 Nondepartmental - Wastewater	16,466,970	14,615,329	15,068,133	452,804	3.10%
Projects	394,045	4,260,177	3,000,000	(1,260,177)	(29.58%)
TOTAL – WASTEWATER REVENUE FUND	\$ 48,085,190	\$ 51,421,913	\$ 52,303,175	\$ 881,262	1.71%

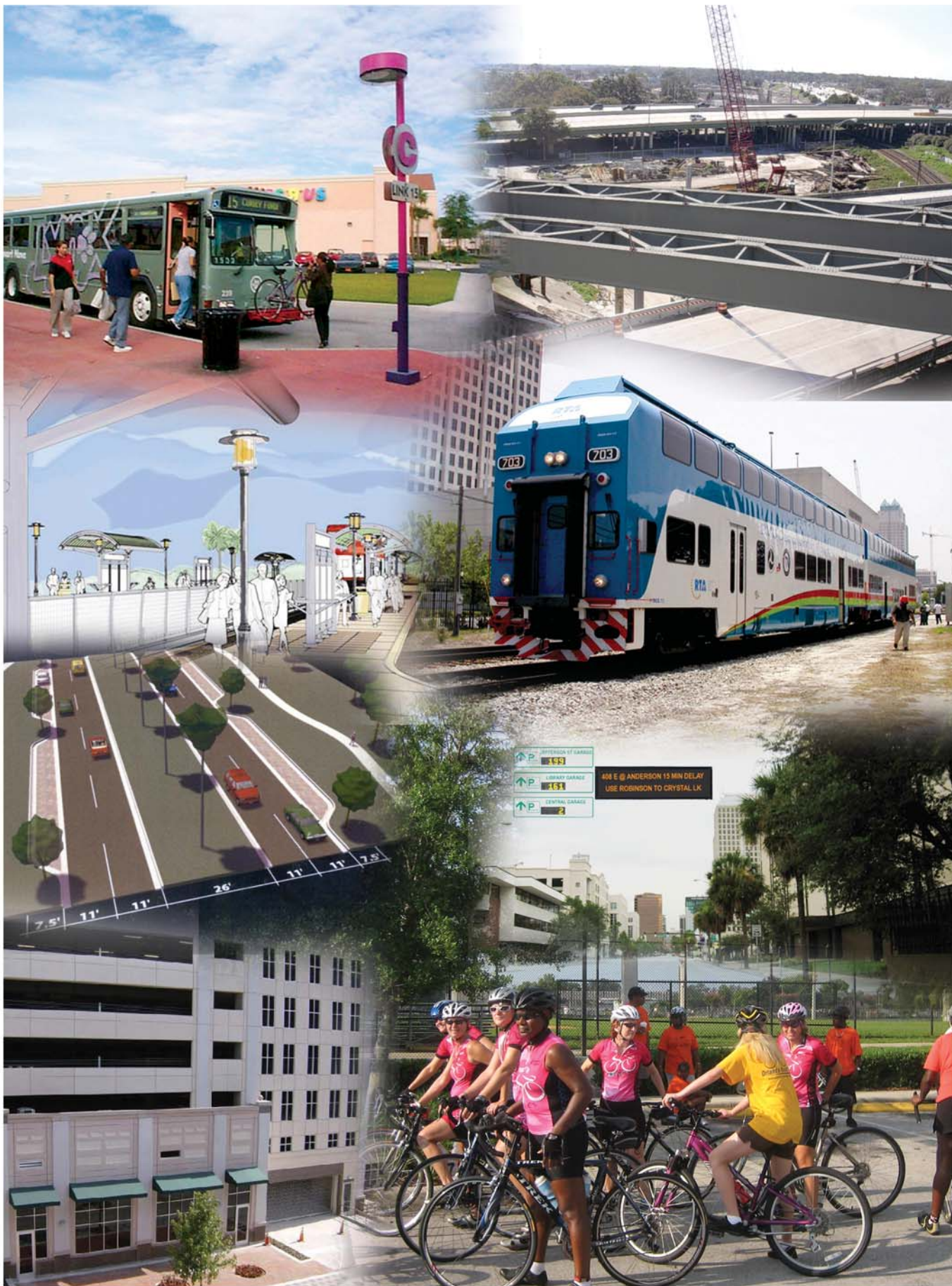


Public Works Department

STAFFING SUMMARY

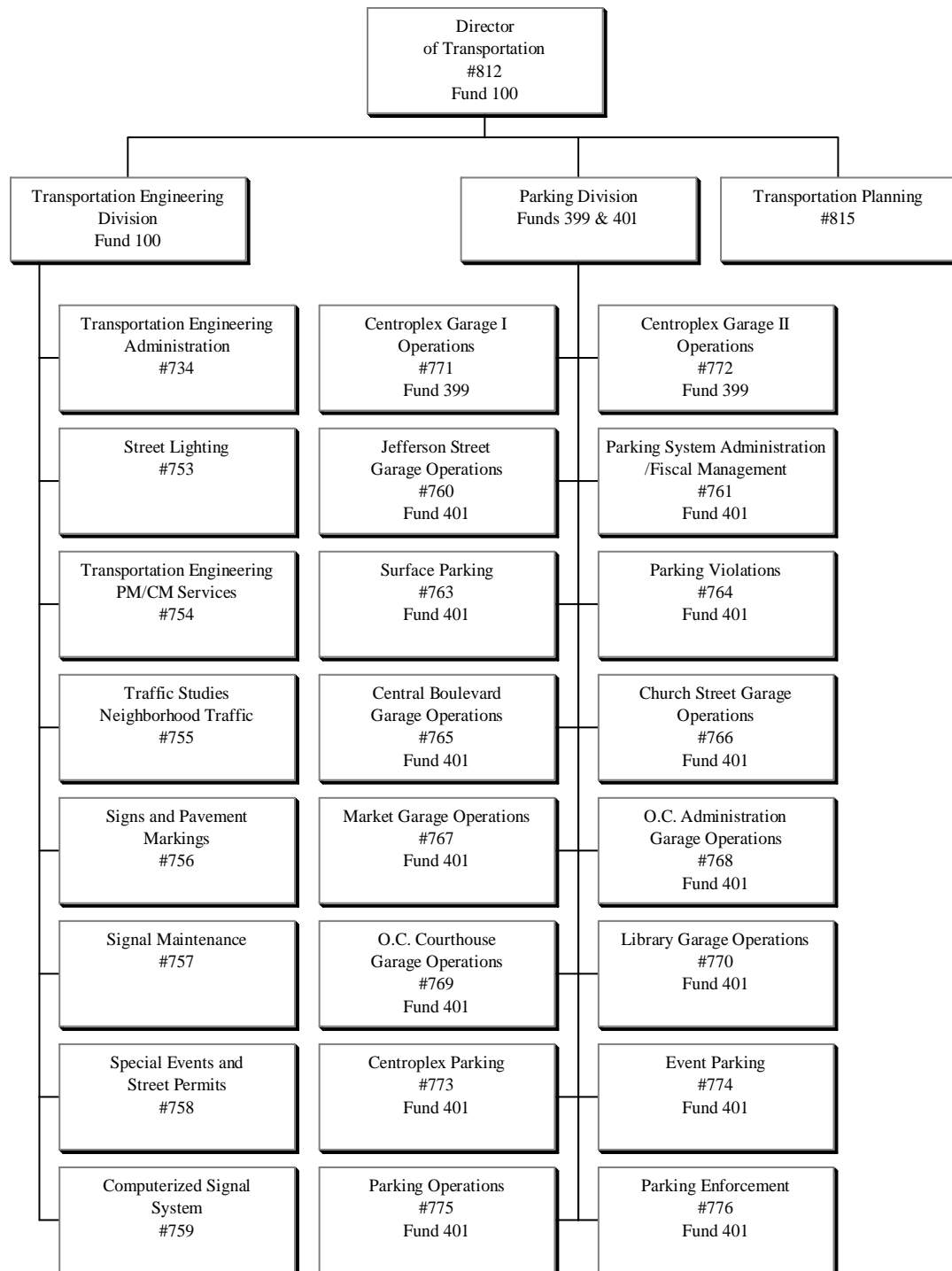
	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section:			
341 Wastewater Administration	15	17	15
342 Wastewater Billing	5	-	-
343 Wastewater Technical Support	6	9	9
344 System Evaluation & Maintenance Section	48	50	50
Environmental Services/Wastewater Division/Process/Operations Section:			
351 Water Conserv I	16	16	16
352 Water Conserv II	28	28	28
353 Iron Bridge	49	49	40
354 Lift Station Operations	24	24	24
355 Environmental Control	15	16	16
357 Industrial Automation Group	16	20	20
358 Environmental Lab Services	-	-	8
359 Easterly Wetlands	-	-	3
TOTAL – WASTEWATER REVENUE FUND	<u>222</u>	<u>229</u>	<u>229</u>

TRANSPORTATION



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

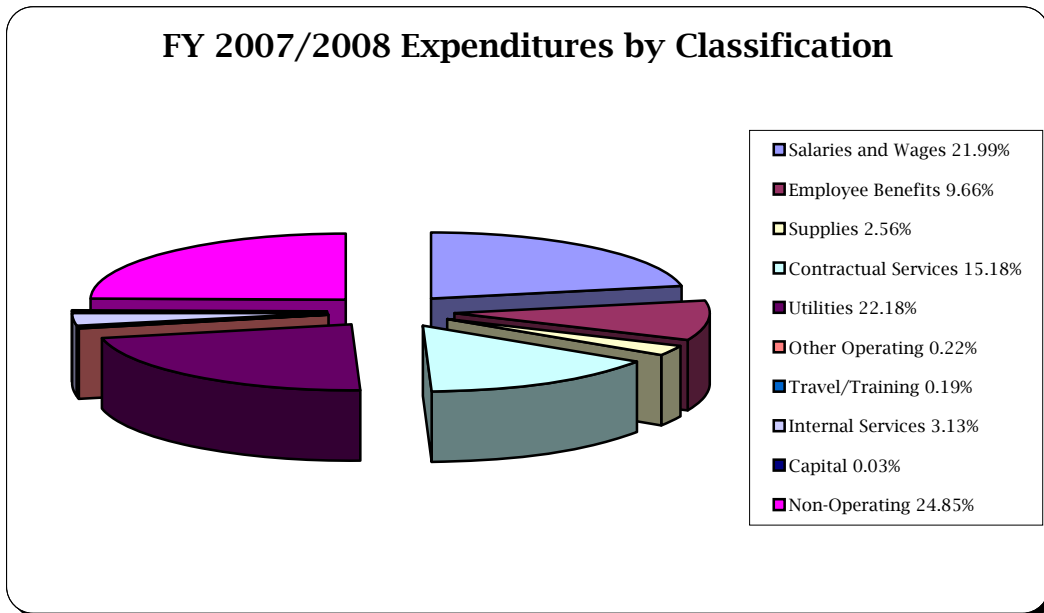
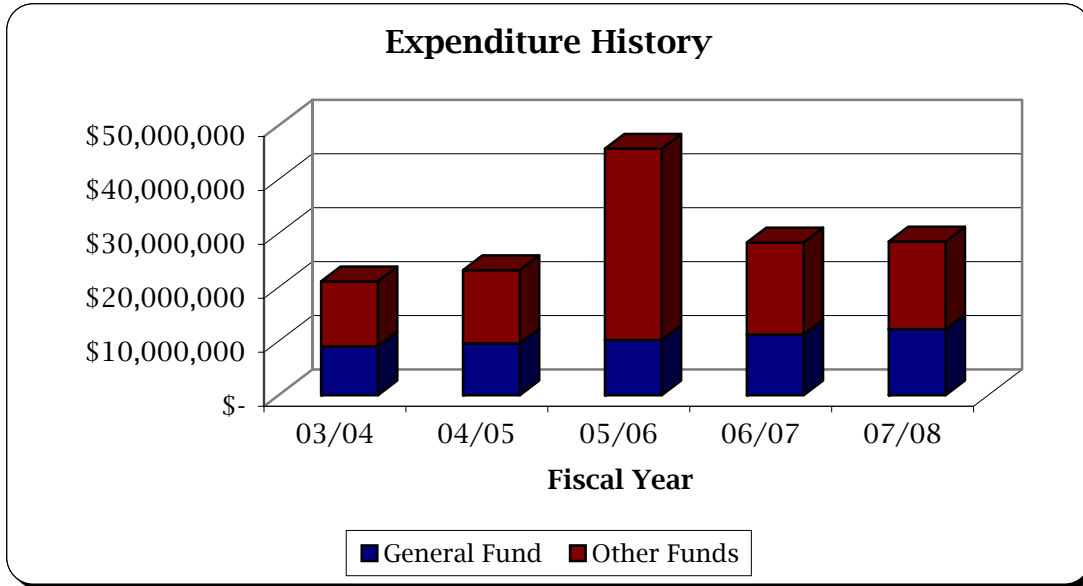


Transportation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
812 Director of Transportation	\$ 264,528	\$ 247,316	\$ 377,972	\$ 130,656	52.83%
Transportation Planning Division:					
815 Transportation Planning	431,939	862,837	921,172	58,335	6.76%
Transportation Engineering Division:					
734 Transportation Engineering Administration	405,789	344,450	390,476	46,026	13.36%
753 Street Lighting	5,300,610	5,000,000	5,750,000	750,000	15.00%
754 Transportation Engineering PM/CM Services	4	250,961	307,807	56,846	N/A
755 Traffic Studies/N'hood Traffic Management	610,116	665,569	643,940	(21,629)	(3.25%)
756 Signs and Pavement Markings	987,028	1,116,374	1,168,036	51,662	4.63%
757 Signal Maintenance	1,154,199	1,252,964	1,301,848	48,884	3.90%
758 Special Events and Street Permits	294,842	336,907	348,051	11,144	3.31%
759 Computerized Signal System	477,174	668,613	687,162	18,549	2.77%
893 Non Departmental Transportation	206,309	198,228	15,448	(182,780)	(92.21%)
025 Non Departmental City Commons Garage	86,834	286,000	320,000	34,000	11.89%
TOTAL – GENERAL FUND	\$ 10,219,372	\$ 11,230,219	\$ 12,231,912	\$ 1,001,693	8.92%
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 183,336	\$ 245,472	\$ 188,339	\$ (57,133)	(23.27%)
772 Centroplex Garage II Operations	322,363	349,180	417,260	68,080	19.50%
978 Nondepartmental - Centroplex Garages	1,567,851	2,110,793	1,833,601	(277,192)	(13.13%)
TOTAL – TRANSPORTATION GRANT FUND	\$ 2,073,550	\$ 2,705,445	\$ 2,439,200	\$ (266,245)	(9.84%)
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
760 Jefferson Street Garage	\$ -	\$ 182,911	\$ 442,122	\$ 259,211	N/A
761 Parking System Admin/Fiscal Mgmt.	702,331	901,636	954,666	53,030	5.88%
763 Surface Parking	297,464	408,756	371,724	(37,032)	(9.06%)
764 Parking Violations	400,442	409,515	420,674	11,159	2.72%
765 Central Boulevard Garage Operations	1,000,082	1,060,719	881,661	(179,058)	(16.88%)
766 Church Street Garage Operations	694,010	659,372	433,363	(226,009)	(34.28%)
767 Market Garage Operations	378	-	295,270	295,270	N/A
768 O.C. Administration Garage Operations	363,179	375,061	460,826	85,765	22.87%
769 O.C. Courthouse Garage Operations	664,320	846,270	801,732	(44,538)	(5.26%)
770 Library Garage Operations	526,613	812,465	989,769	177,304	21.82%
773 Centroplex Parking	471,819	432,650	438,225	5,575	1.29%
774 Event Parking	257,436	82,583	82,583	-	0.00%
775 Parking Operations	25,787	-	-	-	N/A
776 Parking Enforcement	303,859	395,597	447,786	52,189	13.19%
979 Nondepartmental - Parking Projects	27,454,386	6,733,056	6,797,884	64,828	0.96%
	240,305	1,095,941	-	(1,095,941)	(100.00%)
TOTAL – PARKING SYSTEM REVENUE FUND	\$ 33,402,411	\$ 14,396,532	\$ 13,818,285	\$ (578,247)	(4.02%)
TOTAL – TRANSPORTATION	\$ 45,695,333	\$ 28,332,196	\$ 28,489,397	\$ 157,201	0.55%
Expenditure by Classification					
Salaries and Wages	\$ 4,871,502	\$ 5,974,156	\$ 6,265,464	\$ 291,308	4.88%
Employee Benefits	1,968,373	2,482,696	2,753,366	270,670	10.90%
Supplies	594,122	787,373	730,390	(56,983)	(7.24%)
Contractual Services	3,912,964	4,728,670	4,323,732	(404,938)	(8.56%)
Utilities	5,834,910	5,519,999	6,320,270	800,271	14.50%
Other Operating	53,411	61,099	63,905	2,806	4.59%
Travel/Training	46,098	40,951	53,284	12,333	30.12%
Internal Services	644,009	1,361,876	890,794	(471,082)	(34.59%)
Capital	1,611,222	175,764	8,000	(167,764)	(95.45%)
Non-Operating	26,158,722	7,199,612	7,080,192	(119,420)	(1.66%)
TOTAL – TRANSPORTATION	\$ 45,695,333	\$ 28,332,196	\$ 28,489,397	\$ 157,201	0.55%

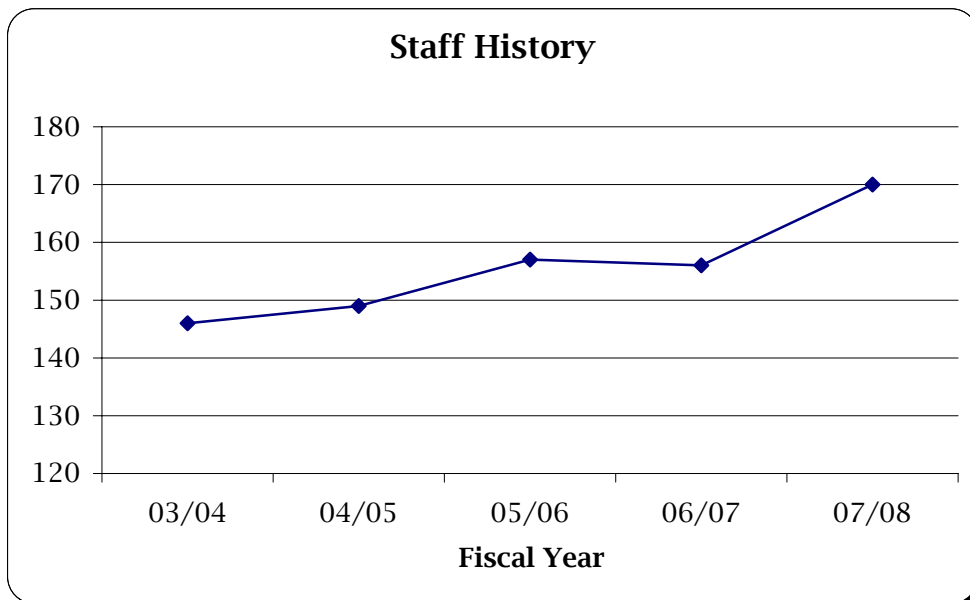
Transportation Department



Transportation Department

DEPARTMENT STAFFING SUMMARY

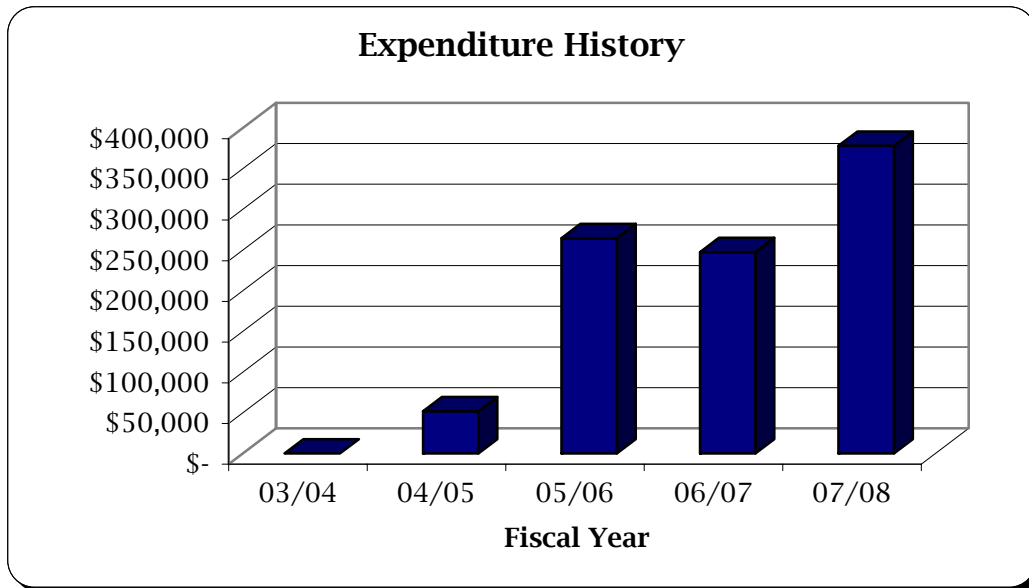
	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
812 Director of Transportation	2	3	3
Transportation Planning Division:			
815 Transportation Planning	11	11	11
Transportation Engineering Division:			
734 Transportation Engineering Administration	5	4	4
754 Transportation Engineering PM/CM Services	-	3	3
755 Traffic Studies/N'hood Traffic Management	11	9	9
756 Signs and Pavement Markings	14	13	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL – GENERAL FUND	66	66	66
TRANSPORTATION GRANT FUND #399			
Parking Division:			
772 Centroplex Garage II Operations	3	3	3
TOTAL – TRANSPORTATION GRANT FUND	3	3	3
PARKING SYSTEM REVENUE FUND #401			
Parking Division:			
761 Parking System Administration	12	12	12
763 Surface Parking	5	5	5
764 Parking Violations	6	6	6
775 Parking Operations	56	56	70
776 Parking Enforcement	9	8	8
TOTAL – PARKING SYSTEM REVENUE FUND	88	87	101
TOTAL – TRANSPORTATION	157	156	170



Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
812 Director of Transportation	\$ 264,528	\$ 247,316	\$ 377,972	\$ 130,656	52.83%
TOTAL – DIRECTOR	\$ 264,528	\$ 247,316	\$ 377,972	\$ 130,656	52.83%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
812 Director of Transportation	2	3	3
TOTAL – GENERAL FUND	2	3	3
TOTAL – DIRECTOR	2	3	3

Transportation Department

Transportation Planning Division

Mission Statement:

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

Program Identifier:

⇒ Transportation Planning

#815

Overview of Services/Programs

The **Transportation Planning Division** (TPD) develops the City's 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

- 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.
- 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 on development.
- Adopted the Downtown Transportation Plan after 18 months of study.
- Completed additional Transit Circulator Expansion Study as recommended in the Downtown Transportation Plan.

Transportation Department

Transportation Planning Division

Mission Statement:

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

Program Identifier:

⇒ Transportation
Planning #815

- 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 bike-ways 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 Concurrence 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.

Transportation Department



Transportation Planning Division

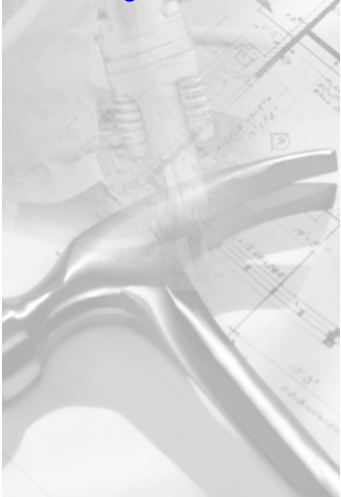
Mission Statement:

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



Program Identifier:

⇒ Transportation Planning #815



Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percentage of development projects required to complete sidewalk network	100%	100%	95%
Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Annual percent of roadways meeting Transportation Concurrency requirements	100%	100%	100%

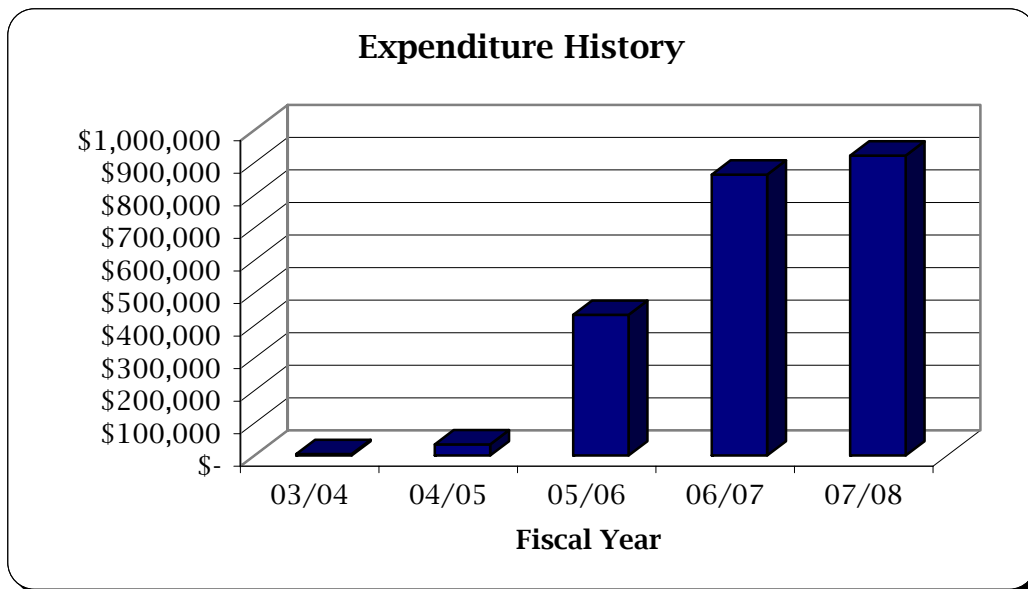
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of applications and submittals resulting in funding	50%	50%	95%
Semi-annual Capacity Availability Report completed, adopted and issued to the State DCA	1	1	2

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Number of Miles of Bike Lanes/Paths	230	241	252
Total number of lane miles for the downtown circulator system	241	250	260
Number of applications or submittals for outside funding of transportation needs	3	3	4
Percentage of Alternative Impact Fee Students, Traffic Students, and MPB Cases reviewed within the established time frame	95%	95%	95%
Number of employees serving as members of committees at Metroplan Orlando, LYNX and the ECFRPC	4	4	5

Transportation Department

EXPENDITURE SUMMARY

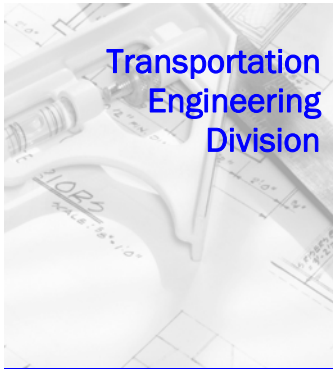
Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Planning Division: 815 Transportation Planning	\$ 431,939	\$ 862,837	\$ 921,172	\$ 58,335	6.76%
TOTAL – TRANSPORTATION PLANNING	\$ 431,939	\$ 862,837	\$ 921,172	\$ 58,335	6.76%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Transportation Planning Division: 815 Transportation Planning	11	11	11
TOTAL – GENERAL FUND	11	11	11
TOTAL – TRANSPORTATION PLANNING	11	11	11

Transportation Department



Transportation Engineering Division

Mission Statement:

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

Program Identifier:

- ⇒ Traffic Engineering Administration #734
- ⇒ Street Lighting #753
- ⇒ Transportation Engineering PM/CM Services #754
- ⇒ Traffic Studies and Neighborhood Traffic Management #755
- ⇒ Sign and Pavement Markings #756
- ⇒ Signal Maintenance #757
- ⇒ Special Events/Street Permits #758
- ⇒ Computerized Signal System #759

Overview of Services/Programs

The **Transportation Engineering Division** maintains and operates the City's Traffic System infrastructure to facilitate the safe and effective movement of traffic on City streets and provides for traffic control during street closures and special events. The Division also provides project management services associated with major transportation related capital projects.

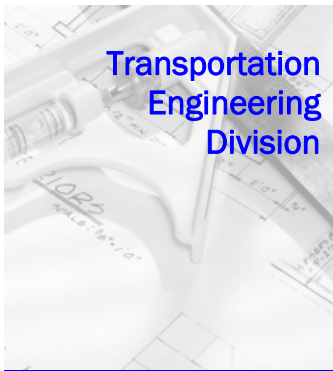
Major Accomplishments

- Investigated over 544 traffic problems.
- Processed 2,860 Work Orders for traffic signal improvements and repairs.
- Fabricated 2,957 traffic and street signs.
- Replaced and serviced 11,058 traffic signs.
- Installed 43, 441 linear feet of pavement markings.
- Initiated development of an automated inventory system for the Sign Shop
- Installed new traffic signals at 9 intersections.
- Rebuilt traffic signals at 13 intersections.
- Upgraded 3 and purchased 2 additional software suites to provide the tools for employees to perform arterial signal timing and network capacity analyses.
- Completed construction of the Crystal Lake/Maguire improvements.
- Pursued & received an additional grant for Conway Road and initiated construction.
- Completed design and initiated construction of the Shingle Creek Trail project.
- Commenced study and design for the Mission Road construction project.
- Completed design of the Summerlin Avenue Improvements project.
- Worked with the FDOT to incorporate changes to the I-4 Ultimate Plans.
- Completed study of Terry Avenue per the recommendations of the Downtown Transportation Plan.
- Completed an International Drive Area Transportation Study.
- Developed Downtown Intelligent Transportation Systems (ITS) Master Plan per the recommendations of the Downtown Transportation Plan.
- Studied designed and reviewed 36 traffic calming projects.
- Constructed 18 traffic calming projects in neighborhoods throughout the City.
- Completed 2 decorative street light upgrade projects.

Future Outlook

- Convert all traffic signals to L.E.D. displays. Continue work on automating the street, lane or sidewalk closure authorization process, which will include the ability for customers to request authorization via the Internet.
- Begin implementation of an Intelligent Transportation System (ITS) Plan to manage increasing congestion and special events in the Downtown.
- Commence deployment of the audible pedestrian signals.
- Continued 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.
- 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.

Transportation Department



Transportation Engineering Division

Mission Statement:

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

- 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.

Performance Measures Effectiveness

	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Percentage of locate requests investigated within 48 hours	99%	99%	99%
Percentage of repairs/replacement requests completed within 24 hours	N/A	75%	80%

Performance Measures Efficiency

	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Traffic Investigations completed	N/A	90%	90%
Percentage of signal systems inventory (12,000 light units) containing LED lenses	32%	35%	100%

Performance Measures Service Indicator

	2005/2006 Actual	2006/2007 Estimated	2007/2008 Proposed
Linear feet of cable replaced	23,000	5,777	9,400
Number of intersection safety studies completed	N/A	12	12
Number of traffic calming studies	N/A	18	18
Number of traffic calming studies converted into construction projects	N/A	15	15
Number of locate requests received	4,008	4,089	4,090
Number of neighborhoods completed with upgraded traffic control signs	N/A	N/A	30

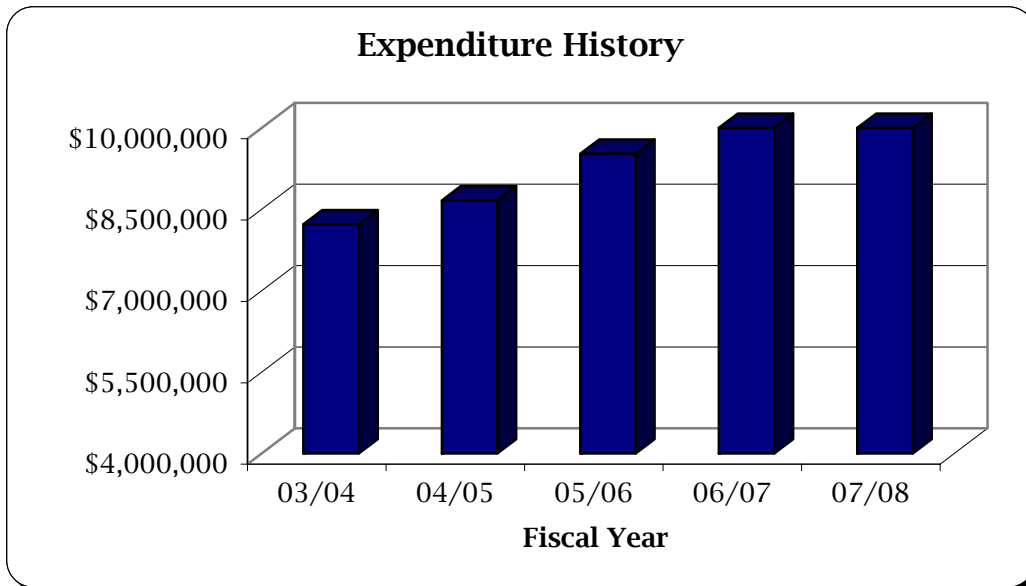
Program Identifier:

- ⇒ Traffic Engineering Administration #734
- ⇒ Street Lighting #753
- ⇒ Transportation Engineering PM/CM Services #754
- ⇒ Traffic Studies and Neighborhood Traffic Management #755
- ⇒ Sign and Pavement Markings #756
- ⇒ Signal Maintenance #757
- ⇒ Special Events/Street Permits #758
- ⇒ Computerized Signal System #759

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Engineering Division:					
734 Transportation Engineering Administration	\$ 405,789	\$ 344,450	\$ 390,476	\$ 46,026	13.36%
753 Street Lighting	5,300,610	5,000,000	5,750,000	750,000	15.00%
754 Transportation Engineering PM/CM Services	4	250,961	307,807	56,846	N/A
755 Traffic Studies/N'hood Traffic Management	610,116	665,569	643,940	(21,629)	(3.25%)
756 Signs and Pavement Markings	987,028	1,116,374	1,168,036	51,662	4.63%
757 Signal Maintenance	1,154,199	1,252,964	1,301,848	48,884	3.90%
758 Special Events and Street Permits	294,842	336,907	348,051	11,144	3.31%
759 Computerized Signal System	477,174	668,613	687,162	18,549	2.77%
893 Non Departmental Transportation	206,309	198,228	15,448	(182,780)	(92.21%)
025 Non Departmental City Commons Garage	86,834	286,000	320,000	34,000	11.89%
TOTAL – GENERAL FUND	\$ 9,522,905	\$ 10,120,066	\$10,932,768	\$ 961,482	8.03%
TOTAL – TRANSPORTATION ENGINEERING	\$ 9,522,905	\$ 10,120,066	\$10,932,768	\$ 961,482	8.03%



STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
GENERAL FUND #100			
Transportation Engineering Division:			
734 Transportation Engineering Administration	5	4	4
754 Transportation Engineering PM/CM Services	-	3	3
755 Traffic Studies/N'hood Traffic Management	11	9	9
756 Signs and Pavement Markings	14	13	13
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
TOTAL – GENERAL FUND	53	52	52
TOTAL – TRANSPORTATION ENGINEERING	53	52	52

Transportation Department



Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City; operates nine parking garages with over 7,267 parking spaces, 733 surface lot spaces, 840 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.

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.

Major Accomplishments

- Completed major repairs to the LYMMO Route Concrete Roadway.
- Completed Construction of the Jefferson Street Garage with grand opening in July 2007, adding 1,045 spaces to the Parking System.
- Completed the replacement of 1,500 parking meter mechanisms. The new mechanisms will allow the user to be able to use a debit card, smart card, US coins, and incorporate the latest integrated management information system.
- Started waterproofing project at Centroplex Garage I and Centroplex Garage II.
- Developed a new meter database to quickly identify location of meters, identify broken meters, log maintenance issues and generate usage statistics.
- 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.
- Started the lighting upgrade project at Central Blvd Garage. The new lighting fixtures will decrease electrical costs, while increasing safety and security in the garage.
- Assisted Centroplex in development and implementation of the 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.
- Assisted in developing the parking element of the Downtown Transportation Plan.

Program Identifier:

- ⇒ Jefferson St Garage #760
- ⇒ Admin/Fiscal Mgmt. #761
- ⇒ Surface Parking #763
- ⇒ Parking Violations #764
- ⇒ Garage Operations #765-772
- ⇒ Centroplex Parking #773
- ⇒ Event Parking #774
- ⇒ Parking Operations #775
- ⇒ Parking Enforcement #776
- ⇒ Non-Departmental Centroplex Garages #978
- ⇒ Non-Departmental Parking #979

Future Outlook

- Emphasize the maintenance and beautification of existing garages to meet downtown goals and objectives for increasing the number of visitors to the downtown area.
- Continue construction of the 55 West Garage with a tentative grand opening scheduled for Summer 2008.
- 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.
- 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.
- Initiate a major maintenance project for Central Blvd Garage including waterproofing, caulking, and painting of the facility.

Transportation Department



Parking Division

Mission Statement:

To operate as a self-supporting Enterprise Fund within the City structure, to assist with downtown revitalization, support Lymmo as a pedestrian circulator and provide clean, safe, affordable and accessible parking that meets the short and long-term needs of citizens and visitors patronizing events and the central business district through a variety of parking facilities, surface lots and on-street parking.

Program Identifier:

- ⇒ Jefferson St Garage #760
- ⇒ Admin/Fiscal Mgmt. #761
- ⇒ Surface Parking #763
- ⇒ Parking Violations #764
- ⇒ Garage Operations #765-772
- ⇒ Centroplex Parking #773
- ⇒ Event Parking #774
- ⇒ Parking Operations #775
- ⇒ Parking Enforcement #776
- ⇒ Non-Departmental Centroplex Garages #978
- ⇒ Non-Departmental Parking #979

- Initiate a minor maintenance projects scheduled: Courthouse elevators and stairwells painting; modernization of elevators and stairwells at Library Garage; stairwell painting at Administration Garage.
- Review and implement parking recommendations forthcoming from consultant 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.

Performance Measures Effectiveness	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Profit/Loss	\$312,438	Balanced	Balanced
Percent change in the level of vandalism per quarter	5%	150%	25%
City owned garage spaces available	3,361	4,406	4,886

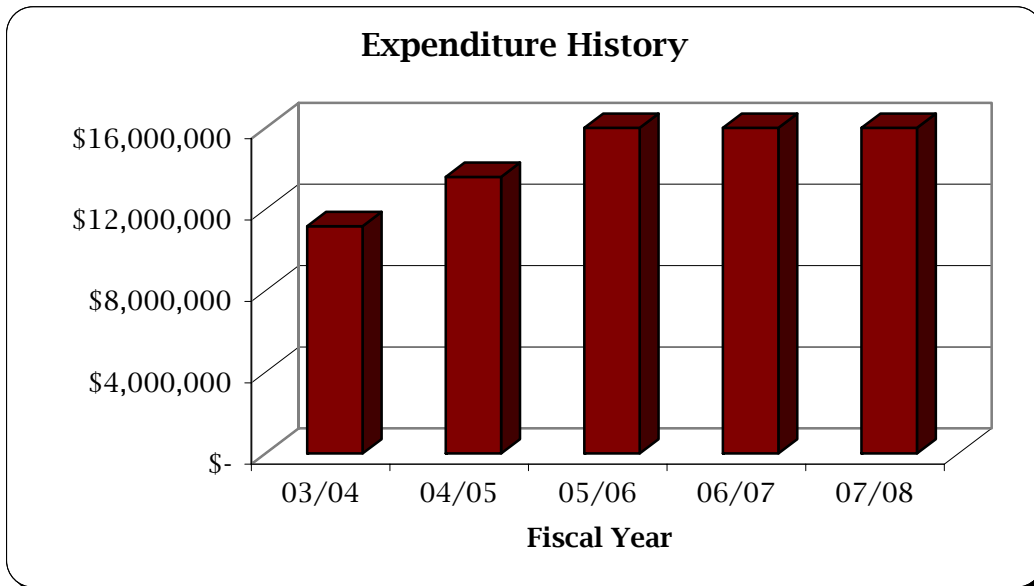
Performance Measures Efficiency	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Percent of tickets processed compared to those written	80%	78%	80%

Performance Measures Service Indicator	2005/2006	2006/2007	2007/2008
	Actual	Estimated	Proposed
Parking Utilization Rate	95%	90%	95%
Percent of Customer Indicating a Good to Excellent Satisfaction Level with Parking Facilities (Customer Survey)	90%	90%	90%
Number of inquiries received	1,000	1,000	1,000
Percent decrease in the number of complaints over previous year.	10%	5%	2%

Transportation Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2005/06 Actual Expenditures	2006/07 Revised Budget	2007/08 Adopted Budget	Change Adopted to Revised	% Change
TRANSPORTATION GRANT FUND #399					
Parking Division:					
771 Centroplex Garage I Operations	\$ 183,336	\$ 245,472	\$ 188,339	\$ (57,133)	(23.27%)
772 Centroplex Garage II Operations	322,363	349,180	417,260	68,080	19.50%
978 Nondepartmental - Centroplex Garages	<u>1,567,851</u>	<u>2,110,793</u>	<u>1,833,601</u>	<u>(277,192)</u>	(13.13%)
TOTAL – TRANSPORTATION GRANT FUND	\$ 2,073,550	\$ 2,705,445	\$ 2,439,200	\$ (266,245)	(9.84%)
PARKING SYSTEM REVENUE FUND #401					
Parking Division:					
760 Jefferson Street Garage	\$ -	\$ 182,911.00	\$ 442,122	\$ 259,211	N/A
761 Parking System Admin/Fiscal Mgmt.	702,331	901,636	954,666	53,030	5.88%
763 Surface Parking	297,464	408,756	371,724	(37,032)	(9.06%)
764 Parking Violations	400,442	409,515	420,674	11,159	2.72%
765 Central Boulevard Garage Operations	1,000,082	1,060,719	881,661	(179,058)	(16.88%)
766 Church Street Garage Operations	694,010	659,372	433,363	(226,009)	(34.28%)
767 Market Garage Operations	378	-	295,270	295,270	N/A
768 O.C. Administration Garage Operations	363,179	375,061	460,826	85,765	22.87%
769 O.C. Courthouse Garage Operations	664,320	846,270	801,732	(44,538)	(5.26%)
770 Library Garage Operations	526,613	812,465	989,769	177,304	21.82%
773 Centroplex Parking	471,819	432,650	438,225	5,575	1.29%
774 Event Parking	257,436	82,583	82,583	-	0.00%
775 Parking Operations	25,787	-	-	-	N/A
776 Parking Enforcement	303,859	395,597	447,786	52,189	13.19%
979 Nondepartmental - Parking	27,454,386	6,733,056	6,797,884	64,828	0.96%
Projects	<u>240,305</u>	<u>1,095,941</u>	<u>-</u>	<u>(1,095,941)</u>	(100.00%)
TOTAL – PARKING SYSTEM REVENUE FUND	\$ 33,402,411	\$ 14,396,532	\$13,818,285	(\$578,247)	(4.02%)
TOTAL – PARKING DIVISION	<u>\$ 35,475,961</u>	<u>\$ 17,101,977</u>	<u>\$16,257,485</u>	<u>\$ (844,492)</u>	(4.94%)



Transportation Department

STAFFING SUMMARY

	Actual 2005/2006	Revised Budget 2006/2007	Adopted Budget 2007/2008
<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	5	5
764 Parking Violations	6	6	6
775 Garage Operations	56	56	70
776 Parking Enforcement	9	8	8
TOTAL – PARKING SYSTEM REVENUE FUND	<u>88</u>	<u>87</u>	<u>101</u>
TOTAL – PARKING DIVISION	<u>91</u>	<u>90</u>	<u>104</u>



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Capital Improvements and Debt

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

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

PROCEDURE

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

After compilation of the requests, projects are reviewed by staff members from Finance and the Economic Development Department, 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

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Major pieces of equipment which have a relatively long period of usefulness.
- d. Equipment for any public facility or improvement when first erected or acquired.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc.

Normal replacement of vehicles or equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$100,000 are generally excluded from the Capital Improvement Program. One exception to this provision is the Technology Enhancement project where the City will be implementing a personal computer replacement program over multiple years.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Decorative Street Lighting, Emergency Spill Cleanup), the project contains multiple phases (i.e. Bicycle Plan Implementation, Centroplex I and II Repair and Maintenance, Citrus Bowl Repairs, Stormwater Monitoring, Rapid Response Construction), or the current year CIP project is the planning phase of a construction project (i.e. Ferguson Drive Improvements). There are also two projects (Florida Hospital Lynx Contribution, ORHS Lynx Contribution) that are dedicated funds received from the major hospitals in Orlando and are restricted for transportation improvements.

Details of the entire financing plan along with project descriptions can be found in the companion City publication entitled *2007-2012 Capital Improvement Program*.

The 2007/2008 Adopted Capital Budget by Fund schedule starting on page 350 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: Stormwater		PROJECT NUMBER: 03-721-001	PROJECT NAME: Al Coith/Euclid/Gore Drainage Improvements	FINANCIAL PROJECT #	PAGE					
DEPARTMENT: PUBLIC WORKS DEPARTMENT				2699	0					
DIVISION: ENGINEERING SERVICES		PRIORITY: Critical Deficiency								
PROBLEM IDENTIFICATION OR NEED: Severe flooding in 2002 resulted due to the lack of a sufficiently sized outfall from Al Coith Park to Lake Cherokee. Although a large area drains to Al Coith Park, its only outfall is a 15 to 24 inch storm sewer, which is in poor condition.				PROJECT RANKING Department Rating 1. 3 CIE Requirement Y						
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): As part of the Southeast Lakes Interconnection projects, a 42 inch outfall is needed from Lake-of-the-Woods to Lake Cherokee or Lake Davis by way of Gore Street. The portion of this project that will connect the park and Lake Cherokee is proposed to be constructed as the first phase of this project. Once completed, it will fully address flooding problems in the vicinity of Al Coith Park.				CONTACT: Rick Howard 3222 REMARKS						
				SERVICE AREA Lake Cherokee, Delaney Park						
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR				LOCATION						
FUND	2007/08	2008/09	2009/10	2010/11	2011/12	FIVE YR	LATER	PRIOR	Total	
SU	\$650,000	\$0	\$0	\$0	\$0	\$650,000	\$0	\$360,000	\$1,010,000	
ALL	\$650,000	\$0	\$0	\$0	\$0	\$650,000	\$0	\$360,000	\$1,010,000	
PROJECT COST BY PHASE						IMPACT ON OPERATING COST (+/-)				
Project Phasing		Estimated Time		Estimated Cost		Salaries, Wages, Benefits				
Description		From To				Operating Costs				
Construction		4/1/2008 7/1/2008		\$650,000		Other Capital Costs				
						Total Annual Operating Costs:				
						SOURCE:				
						Total Annual Income				

Capital Improvements and Debt

FY 2007/2008 Capital Budget Calendar

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

January 2007						
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28	29	30	31			

February 2007						
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18	19	20	21	22	23	24
25	26	27	28			

March 2007						
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2007						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 2007						
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13	14	15	16	17	18	19
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27	28	29	30	31		

June 2007						
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July 2007						
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22	23	24	25	26	27	28
29	30	31				

August 2007						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2007						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 2007						
S	M	T	W	T	F	S
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14	15	16	17	18	19	20
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28	29	30	31			

November 2007						
S	M	T	W	T	F	S
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December
12 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
5 Project request input complete and ready for review by the Office of the CAO and the Finance Department.

1-28 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
10 First public hearing to adopt proposed millage rate, operating budget and Capital Budget.
17 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

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 4.9307. 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 2007/08 the City Council set aside \$9.2 million of property tax revenue for CIP funding.

Six Cent Local Option Gas Tax Funds

Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando's portion of the total net revenue is equal to its percentage of the total population of Orange County. Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating, and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction, and maintenance of roads.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

Sewer Service Charges

Although other types of service charges are assessed, this discussion will only concern sewer service charges. Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. Service charges are used to pay for operating expenses, maintenance, construction, and debt service.

Sewer Capacity Charges

Sewer capacity charges are assessed to recover capital costs associated with improvements and upgrades to the system. Charges are allocated to capital projects expanding the existing wastewater system and any related debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

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 2007/2008 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2007/2008 Budget Resolution and is considered the approved capital budget.

	<u>2007/2008</u>	<u>Function</u>	<u>C/E</u>
Capital Improvement Fund			
Arena Repairs and Improvements	\$ 175,000	REC	N
Ballfield Renovation Project	250,000	REC	N
Bob Carr Repairs and Improvements	175,000	REC	N
Brick Street Restoration	200,000	TRA	N
Citrus Bowl Repairs and Improvements	375,000	REC	N
City Building Driveways and Parking Lots Upgrades	100,000	GEN	N
Community Capital	600,000	TRA	N
Contingency	270,000	GEN	N
Curb Replacement and Ramps	150,000	TRA	N
Decorative Street Lighting	25,000	TRA	N
Equipment- Fire Station #16 (Lake Nona - Mudd Lake)	500,000	PSF	N
Ferguson Drive Improvements	50,000	TRA	N
Filtration Conversion/ Pool Resurfacing Project	100,000	REC	N
Fire Equipment Replacement	825,000	PSF	N
Green Initiatives	500,000	GEN	N
Hazardous Sidewalk Repair	300,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Playground Renovation Project	500,000	REC	N
Pole and Mast Arm Painting	100,000	TRA	N
ROW Beautification & Median Improvement	125,000	REC	N
School Safety Sidewalk Program	400,000	TRA	Y
Shade Structures, Safety Netting and Lighting	100,000	REC	N
Technology Enhancement Projects (see page 357)	2,000,000	GEN	N
Tennis/Basketball Court/Parking Lot Resurfacing	100,000	REC	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Capital Improvement Fund Total	\$ 9,220,000		
Gas Tax			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Bicycle Plan Implementation	25,000	TRA	Y
Developer Signals-Matching Funds	150,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
International Drive - North Improvements	102,262	TRA	Y
Intersection Safety Improvements	200,000	TRA	N
John Young Parkway Debt Service	382,917	TRA	N
Lee Vista Blvd. Debt Service	509,136	TRA	N
LYNX Annual Contribution	4,525,000	TRA	Y
New Traffic Signal Locations	284,600	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
Raleigh St/Kirkman Rd Intersection Improvements	179,640	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Gas Tax Total	\$ 8,258,555		

Continued on next page

Capital Improvements and Debt

FY 2007/2008 Adopted Capital Budget by Fund

	2007/2008	Function	CIE
Administration Center Garage Repair/Maintenance	\$ 150,000	TRA	N
Centroplex I and II Repair and Maintenance	60,000	TRA	N
Citrus Bowl Improvements	84,624	REC	N
City Commons Garage - Ramp to Anderson St	300,000	TRA	N
Eastern Regional Reclaimed Water System	464,346	WAS	Y
Florida Hospital LYNX Contribution	25,000	TRA	N
Grand National Dr. I-4 Overpass	1,300,000	TRA	N
LYNX Annual Contribution	25,000	TRA	N
ORHS LYNX Contribution	18,000	TRA	N
Orlando Easterly Wetlands Restoration	241,700	WAS	N
Summerlin Ave - Anderson to South St	400,000	TRA	N
Other Funds Total	\$ 3,068,670		
Service Charges			
Lift Stations - Replace Underground Fuel Tanks	\$ 350,000	WAS	N
Lift Stations - Underground Rehabilitation	300,000	WAS	N
Orlando Easterly Wetlands Restoration	258,300	WAS	N
Water Conserv II Master Pump Station Improvements	711,447	WAS	Y
Water Conserv II RIB Upgrades	300,000	WAS	Y
Service Charges Total	\$ 1,919,747		
Sewer Capacity Charges			
Downtown District Sewer Implementation	\$ 2,000,000	WAS	N
Eastern Regional Reclaimed Water System	6,991,802	WAS	Y
Enhanced Telemetry for all Facilities	1,000,000	WAS	N
Lake Fairview Area Sewers	5,750,000	WAS	Y
Lift Station #69 - VFD's	462,500	WAS	N
Lift Station #85 - VFD's	300,000	WAS	N
LS 37 Improvements	636,000	WAS	N
Merritt Park Neighborhood Sewer - Sanitary Sewer	2,000,000	WAS	N
Narcoossee Road Sewers	5,000,000	WAS	Y
Remote Control Devices for all Facilities	300,000	WAS	N
Super Critical Water Oxidation (SCWO)	2,000,000	WAS	N
Video Security and Monitoring System Wastewater	250,000	WAS	N
Water Conserv I Diversion	2,700,000	WAS	Y
Water Conserv II Additional Clarifiers	550,000	WAS	N
Water Conserv II Electrical System Upgrade and R&R	1,150,000	WAS	N
Sewer Capacity Charges Total	\$ 31,090,302		
State Aid			
Central Florida Commuter Rail	\$ 5,725,000	TRA	Y
Church St. Streetscape - Terry to Tampa	1,000,000	TRA	N
Dinky Line (Orlando Urban Trail O.U.T.)	135,000	TRA	N
International Drive - North Improvements	400,000	TRA	Y
State Aid Total	\$ 7,260,000		

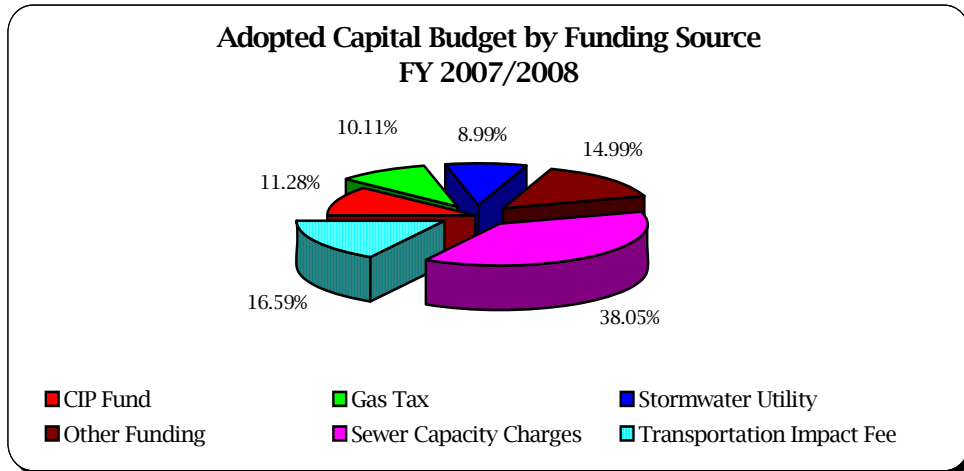
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Capital Improvements and Debt

FY 2007/2008 Adopted Capital Budget by Fund

	2007/2008	Function	CIE
Stormwater Utility Fee			
Al Coith/Euclid/Gore Drainage Improvements	\$ 650,000	STR	Y
Drainage Well Enhancement	300,000	STR	Y
Drainwell Repair and Rehabilitation	300,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Flood Studies	150,000	STR	N
Lake Angel/Conroy Basin Drainage Improvements	900,000	STR	N
Lake Enhancement Improvements	400,000	STR	Y
Langford Park Drainage Improvements	300,000	STR	N
Little Lake Fairview Stormwater Treatment System	400,000	STR	Y
Lucerne-Cherokee-Davis-Lancaster Interconnection	915,532	STR	Y
Oakley Street Drainage Improvements	500,000	STR	N
Rapid Response Construction	79,884	STR	N
Sandbar Removal	300,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	250,000	STR	N
Stormwater System Evaluation	150,000	STR	N
System Repair and Rehabilitation	350,000	STR	Y
TMDL Implementation	400,000	STR	N
Vineland Road Drainage Improvements	900,000	STR	N
Stormwater Utility Fee Total	\$ 7,345,416		
Transportation Impact Fees			
Conway Road-Hoffner Rd to Beachline Expressway	\$ 600,000	TRA	Y
Crystal Lake./Maguire Blvd. Debt Service	800,000	TRA	Y
Grand National Dr. I-4 Overpass	1,900,000	TRA	N
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	400,000	TRA	N
ITS Downtown Masterplan	200,000	TRA	N
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowest	7,900,000	TRA	Y
Narcoossee Rd Debt Service - SR 528 to SR 417	1,755,284	TRA	N
Transportation Impact Fees Total	\$13,555,284		
Total	\$ 81,717,974		

Capital Improvements and Debt



FUNDING SOURCE	FUNDING AMOUNT FY 2007/2008	% of TOTAL
Sewer Capacity Charges	\$ 31,090,302	38.05%
Transportation Impact Fee	13,555,284	16.59%
Other Funding	12,248,417	14.99%
CIP Fund	9,220,000	11.28%
Gas Tax	8,258,555	10.11%
Stormwater Utility	7,345,416	8.99%
Total	\$ 81,717,974	100.00%

Sewer Capacity Charges (SCC), are assessed to recover capital costs associated with improvements and upgrades and are charged to those requesting capacity in the City sewer system. The SCC is used primarily for debt service and expansion of the existing wastewater system. The FY 2007/08 Capital Budget includes 15 wastewater projects with SCC funding.

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 six projects and Narcoossee Road debt service in FY 2007/08.

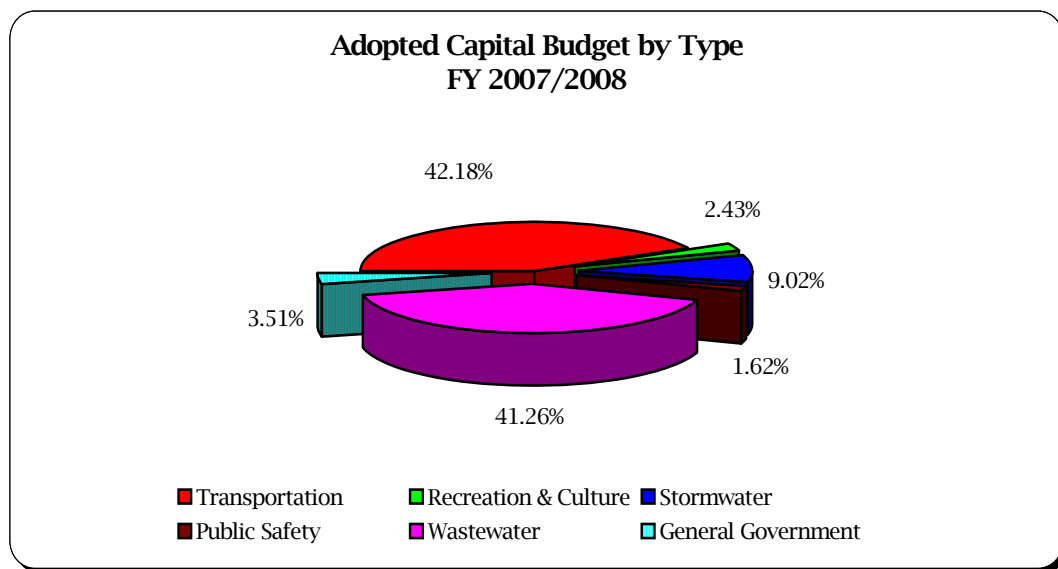
Capital Improvements and Debt

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

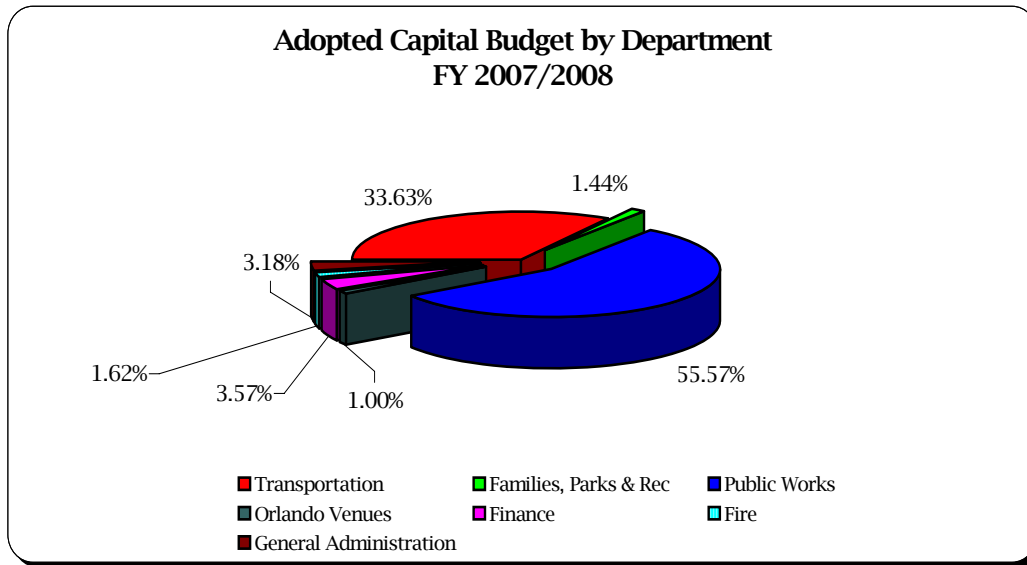
The following chart illustrates the FY 2007/08 Capital Budget by type of service.



<u>TYPE</u>	<u>FUNDING AMOUNT FY 2007/2008</u>	<u>% of TOTAL</u>
Transportation	\$ 34,476,839	42.18%
Wastewater	33,716,095	41.26%
Stormwater	7,345,416	8.99%
General Government	2,870,000	3.51%
Recreation & Culture	1,984,624	2.43%
Public Safety	1,325,000	1.62%
Total	<u>\$ 81,717,974</u>	<u>100.00%</u>

Transportation projects capture 42 percent of funding, wastewater projects account for 41 percent and stormwater nine percent of the total expenditures, for a combined total of 92 percent. Public Safety, Recreation and Culture and General Government account for the remainder. Stormwater and Wastewater 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

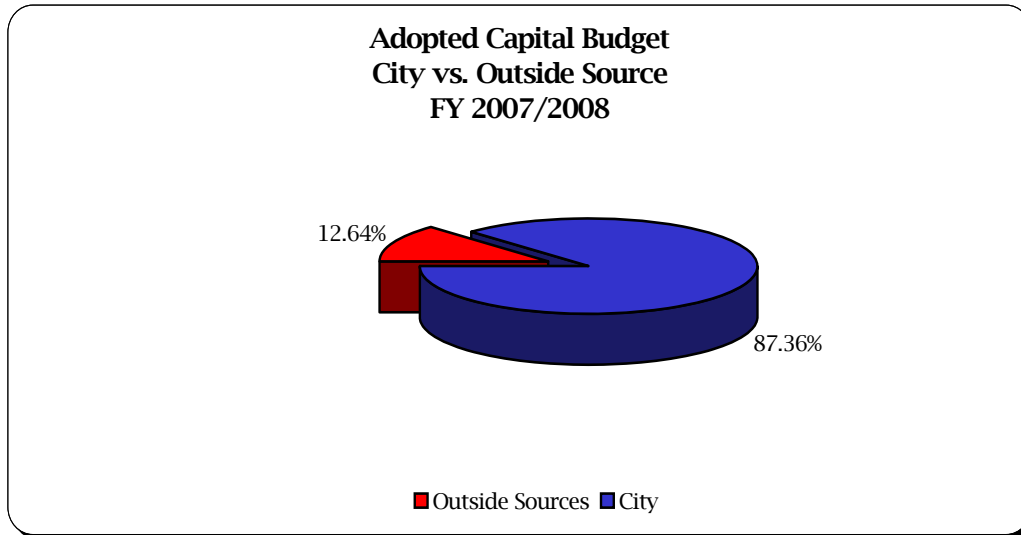


DEPARTMENT	FUNDING AMOUNT FY 2007/2008	% of TOTAL
Public Works	\$ 45,411,511	55.57%
Transportation	27,479,502	33.63%
Finance	2,917,337	3.57%
General Administration	2,600,000	3.18%
Fire	1,325,000	1.62%
Families, Parks & Recreation	1,175,000	1.44%
Orlando Venues	809,624	1.00%
Total	\$ 81,717,974	100.00%

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 FY 2007/2008</u>	<u>% of TOTAL</u>
City	\$ 71,389,304	87.36%
Outside Sources	10,328,670	12.64%
Total	<u>\$ 81,717,974</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

TECHNOLOGY ENHANCEMENT PROJECTS FY 2007/2008

<u>Project</u>	Adopted FY 2007/2008
Automation of MBE Certification & Compliance Applications	\$ 150,000
Enterprise Server Replacement, Consolidation & Warranty Extensions	372,539
Integrated Project Management Software	47,000
LAN/WAN Communication Upgrade	295,461
Personal Computer Replacement	1,135,000
	<u>\$ 2,000,000</u>

Technology Enhancement projects are evaluated annually and ranked by the Information Technology Management Committee. That ranking then becomes a component in the determination of which projects are budgeted, along with available funding, Citywide priorities and other factors. The mission of the Information Technology Management Committee is to provide oversight to organizational-wide and strategic departmental technology initiatives. The Committee's role is to promote communication, accountability and strategic coordination in the implementation of technology within the City that ultimately reduces operating cost and/or improves service to our citizens.

The Committee includes the Chief Information Officer as the non-voting chairperson, along with eleven voting members who represent a cross section of City functions.

Capital Improvements and Debt

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 368 through 378. 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.

Specific FY 2007/2008 operating impacts from capital projects are outlined below. Projects not listed have no material operating cost impact on the current budget.

CAPITAL PROJECTS OPERATING BUDGET IMPACTS

<u>Project Type /Project</u>	<u>Estimated Additional Personnel</u>	<u>Estimated Annual Personnel Cost</u>	<u>Estimated Annual Operating Cost</u>	<u>Estimated Annual Total Cost</u>
Public Safety				
Fire Station #16 - Mudd Lake, will open early in FY 2007/2008. Positions and funding for staffing of the Station are included in the budget. In addition to the ongoing operating costs outlined below, \$125,225 of one time costs will be incurred for items such as mobile radios, base station, computers, etc.				
Equipment - Fire Station #16 - Mudd Lake	15	\$ 1,303,199	\$ 299,500	\$ 1,602,699
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 over 970 miles of streets within the City, with the City responsible for maintaining over 680 miles. There are also over 580 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. There are a few projects that have identified specific costs as outlined below.				
Area Wide Signal System Fiber Interconnect	-	\$ -	\$ 94,000	\$ 94,000
New Traffic Signal Locations	-	-	44,418	44,418
Intelligent Trans. System Downtown Master Plan	-	-	48,000	48,000
Mission Road	-	-	50,000	50,000

Continued on next page

Capital Improvements and Debt

CAPITAL PROJECTS OPERATING BUDGET IMPACTS

<u>Project Type /Project</u>	<u>Estimated Additional Personnel</u>	<u>Estimated Annual Personnel Cost</u>	<u>Estimated Annual Operating Cost</u>	<u>Estimated Annual Total Cost</u>
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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. The following project did identify specific costs.

System Repair and Rehabilitation	-	\$ -	\$ 2,000	\$ 2,000
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Wastewater

Due to the enhanced automation being implemented (telemetry, remote control, etc.), a Applications Administrator position was requested to direct the planning, implementation, and execution of mission critical software systems. Due to budget constraints, this position was not approved. The position would have had an operating impact of approximately \$75,000.

Although not to be realized in this fiscal year, the following project should be noted for its potential additional revenue impact. The project will enable the City to sell reclaimed water that is expected to generate an annual profit of \$1,000,000 at build out of the service area.

Eastern Regional Reclaimed Water System	-	-	\$ (1,000,000)	\$ (1,000,000)
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A final note on Wastewater capital projects. 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.

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 2007/2008 Capital Budget are these type of projects, the impact on the FY 2007/2008 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents over 11% of the Capital Budget total.

	<u>2007/2008</u>
Administration Center Garage Repair/Maintenance	\$ 150,000
Arena Repairs and Improvements	175,000
Ballfield Renovation Project	250,000
Bob Carr Repairs and Improvements	175,000
Brick Street Restoration	200,000
Centroplex I and II Repair and Maintenance	60,000
Citrus Bowl Repairs and Improvements	375,000
City Building Driveways and Parking Lots Upgrades	100,000
Curb Replacement	75,000
Drainwell Repair and Rehabilitation	300,000
Fire Equipment Replacement	825,000
Hazardous Sidewalk Repair	500,000
Lift Stations - Replace Underground Fuel Tanks	350,000
Lift Stations - Underground Rehabilitation	300,000
Orlando Easterly Wetlands Restoration	500,000
Pavement Marking Maintenance	200,000
Pavement Rehabilitation	2,000,000
Playground Renovation Project	500,000
Pole and Mast Arm Painting	100,000
Railroad Grade Crossing Rehabilitation	100,000
System Repair and Rehabilitation	350,000
Tennis/Basketball Court/Parking Lot Resurfacing	100,000
Traffic Signal Refurbishing Program	400,000
Water Conserv II Electrical System Upgrade and R&R	1,150,000
	<u>\$ 9,235,000</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 366.

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

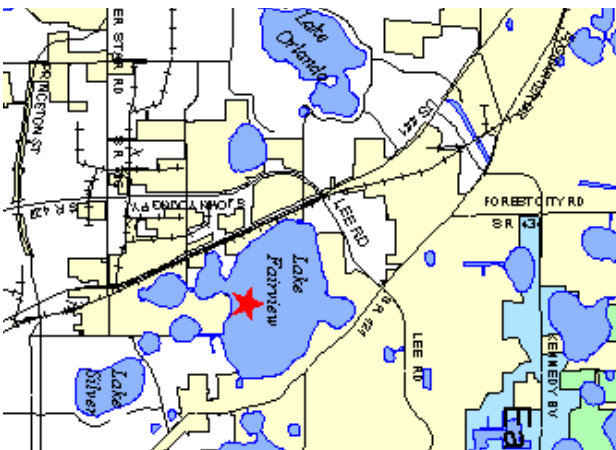
DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS

Following is a description of projects included in the FY 2007/2008 adopted capital budget that are funded at \$5 million or more. Projects are grouped by service type. These projects 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.

Project	FY 2007/08	Description
Mission Road - Conroy to Old Winter Garden/Pine Hills Rd. Service type: Transportation	\$ 9,000,000	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 initiated in FY2006/07. 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. Segment 2 - LB McLeod Rd. to Metrowest Blvd. 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. The projects impacts Districts 4, 5 and 6. Total project cost is \$20,243,250. \$6,243,250 has been previously funded, \$9 million is being funded this fiscal year and \$5 million will be funded in the future.



Project	FY 2007/08	Description
Lake Fairview Area Sewers Service type: Wastewater	\$ 5,750,000	The area around Lake Fairview is within the City's wastewater territory and is primarily served by septic tanks. The City wishes to extend sewers throughout the area to broaden the customer base and improve the water quality of the lake. This project is located in Commission District 3. Total project cost is \$11,804,650. \$1,554,650 has been previously funded, the indicated amount is being funded this fiscal year and \$4.5 million will be funded in the future.



Continued on next page

Capital Improvements and Debt

Project	FY 2007/08	Description
Narcoossee Road Sewers	\$ 5,000,000	The area of Narcoossee Road north of the Beachline Expressway has approached the City about receiving sewer service. The City has evaluated the feasibility of providing service to this area and believes that it can be provided cost effectively. This project will be performed as part of the road widening project when it is scheduled.
Service type: Wastewater		
Total project cost is \$6,315,145. \$400,000 has been previously funded, the indicated amount is being funded this fiscal year and \$915,145 will be funded in the future.		

Project	FY 2007/08	Description
Mission Road - Conroy to Old Winter Garden/Pine Hills Rd.	\$ 9,000,000	Based on the City's adopted Throughfare 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 initiated in FY2006/07. The final design and construction will occur in segments. The segments of the roadway are as follows:
Service type: Transportation		
<p>Segment 1 - Conroy Rd. to LB McLeod Rd.</p> <p>Segment 2 - LB McLeod Rd. to Metrowest Blvd.</p> <p>Segment 3 - Metrowest Blvd. Extension-Eagle Nest Park to Mission Road</p> <p>Segment 4 - Metrowest Blvd. to Raleigh</p> <p>Segment 5 - Raleigh St. to Carter St.</p> <p>Segment 6 - Carter St. to Old Winter Garden/Pine Hills Rd.</p>		
The roadway will be designed as a four lane divided arterial with a parallel multi-use path. The projects impacts Districts 4, 5 and 6.		
Total project cost is \$20,243,250. \$6,243,250 has been previously funded, \$9 million is being funded this fiscal year and \$5 million will be funded in the future.		

Continued on next page

Capital Improvements and Debt

Project	FY 2007/08	Description
Central Florida Commuter Rail Service type: Transportation	\$ 5,725,000	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:
<div style="display: flex; justify-content: space-between;"> <div data-bbox="207 386 431 695" style="width: 30%;"> <p>61-mile/17 station Commuter Rail System Map</p> <ul style="list-style-type: none"> ● Stations Ⓟ Parking Provided Ⓜ Maintenance Facility Option Ⓛ Layover Facility Option — Phase 1 Commuter Rail Alignment — Phase 2 Commuter Rail Alignment </div> <div data-bbox="240 344 813 1619" style="width: 60%;"> </div> </div> <div data-bbox="834 474 1406 684" style="width: 65%;"> <ul style="list-style-type: none"> • 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. </div> <div data-bbox="834 716 1406 894" style="width: 65%;"> <p>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.</p> </div>		

Capital Improvements and Debt

DEBT SERVICE OVERVIEW

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

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

	Target	9/30/04	9/30/05	9/30/2006
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures				
Debt Limit (within the covenant program limit)	20% max			
Goal / Target	10% max	9.1%	9.4%	17.4%
Weighted Average Maturity of Debt Program(s):				
Self Supporting	15 yr max	7.3	6.7	6.4
Non-Self Supporting	20 yr max	5.5	6.0	5.7
General Government Direct Debt per Capita	\$850 max	\$483	\$496	\$475
Net Direct Debt as a Percentage of Ad Valorem Property Values				
General Government	2.5% max	0.8%	0.7%	0.6%
Total Tax Supported	3.5% max	1.9%	1.7%	1.5%
General Fund Reserve as a Percentage of the Current Year's Operating Budget	15% to 25%	23.7%	23.9%	25.3%

While the City currently operates well within these targets, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the City's overall Debt Management Program.

The complete debt policy for the City of Orlando is included in the Appendix.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Comprehensive Annual Reports located at: www.cityoforlando.net/admin/accounting/reports.htm.

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

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

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

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

Explanation of Bond Ratings

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

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

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2006	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2005	Aa3	AA-	AA

In addition to long-term debt, the rating agencies also evaluate short-term debt issuances, such as commercial paper programs. The City uses this type of borrowing as a cash-flow mechanism until long-term debt is issued, or to fund projects when there is a short payback period on the debt. The table below compares their rating systems:

Explanation of Short-Term Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Highest Credit Quality	VMIG1	A1	F1
Good Credit Quality	VMIG2; VMIG3	A2	F2
Fair Credit Quality	VMIG4	A3	F3
Speculative	SG	B	B
High Default		C	C
Default		D	D

The City of Orlando's short-term debt has historically been rated similarly to its long-term debt as high quality.

Additional information on the debt rating process can be obtained from the each of the rating agencies at:

Moody's	www.moody's.com
Standard and Poor's	www.standardandpoors.com
Fitch	www.fitchibca.com

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2006.

PRIMARY GOVERNMENT:

Proprietary Funds:

Wastewater System Revenue Bonds

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

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

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

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

During 2003-2004, the City received authorization for up to \$55.8 million in low-interest loans through the Florida State Revolving Fund Loan program. The obligation is junior and subordinate to the issued and/or to be issued City Wastewater Bonds Program.

Parking Revenue Bonds:

Parking System Revenue Bonds

The City operates 8,246 parking spaces as either system spaces, non-system spaces or City spaces. The non-system spaces are when a third party (a business, another government, a church, etc.) has provided for the initial capital related to their spaces and pays a proportionate share of the annual operating cost. The City spaces were partially funded with federal grants and any profit derived from their operation must be used for downtown transportation purposes. The Parking System also has a junior lien obligation to provide partial subsidy for the Lymmo project.

The City pledges the net parking system revenue (after eliminating the non-system space and City space activity) and the net parking fine revenue to the parking system bonds. Additionally, the City has a limited, secondary commitment of \$1,500,000 from 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, and 2006B rolling medium-term notes were designed to target the 1-15 year segment of the yield curve which is traditionally under-utilized in the tax-exempt market place. The anticipated amortization for both the medium-term notes and variable rate debt (level primarily over the last ten years of a nominal 30-year term) adds elasticity and interest rate savings to the internal loan program. Additionally, matching 10, 15 or 20-year amortizing loans with non-amortizing bonds provides significant relending opportunities.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Variable Rate Notes/Loans

Sunshine State Governmental Financing Commission (SSGFC) Loan (Series 1986) (Variable Rate)

The 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. In November 2004 the City borrowed \$25,580,000 in tax-exempt commercial paper to finance disaster recovery expenses. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

General Long-Term Debt Bonds:

Downtown CRA District

CRA Revenue Bonds

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

Republic Drive CRA District

Republic Drive Tax Increment Financing Revenue Bonds (Series 2002)

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

Conroy Road CRA District

Conroy Road Special Assessment Bonds (Series 1998)

The \$28,010,000 and \$4,830,000 Series A & B Conroy Road Special Assessment Bonds were issued December 9, 1998. The Series B bonds provided three years of capitalized interest and were repaid from either paid or pre-paid transportation impact fees. If and/or when the tax increment revenue available within the district meets historic coverage levels of 160% for three years, the City may elect to either release the special assessment obligation portion of the pledge or refund the bonds. In either circumstance, the special assessment lien on the property would be released. While the Developer has an inherent risk of having to pay debt service (by special assessment) on the Series A bonds (after the 3 year capitalized interest period), the amount, and term of that risk are inversely related to the desire to encourage and accelerate development on the site. The Series B bonds were retired on November 1, 2003.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Component Unit:

Civic Facilities Authority (CFA): CFA Revenue Bonds (Series 1973)

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

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 3.75% for 2005-2006. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

Arena Loans

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

City Hall Loans

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

City Hall Garage Loans

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

CRA Market-Rate Housing

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

CRA Parramore Housing/Office Complex

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

CRA Plaza Cornerstone Project

The \$3,500,000 loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

Expo Centre Renovation

The \$4,200,000 loan financed the CRA's contribution to convert the Expo Centre building into a downtown site for UCF's School of Film and Digital Media and the Florida Interactive Entertainment Academy.

55 West Special Assessment

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

FY 03-04 Capital Projects

The loan was used to finance the \$26 million Capital Project Initiative.

Hotel incentive-related Special Assessment Loans

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

Lee Vista Road Extension

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

Narcoossee Road

The \$20,222,361 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 Loan

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

Parks/Open Space Initiative Loan

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Real Estate Acquisition

The \$8.5 million loan was used for the acquisition of real estate for strategic planning.

Community Venues Loan

The \$50,000,000 loan financed a portion of the cost of acquisition, construction, and/or equipping of the Community Venues projects as part of an overall plan of finance for these venues.

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2007: (unaudited)

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
PRIMARY GOVERNMENT:			
Governmental Activities			
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 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
Total		<u>95,985,000</u>	<u>80,105,000</u>
Internal Loan Fund --			
Sunshine State Governmental Financing Commission Loans (SSGFC)	Provides Interfund Loanable Proceeds	47,371,338	40,174,204
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000
SSGFC Tax-exempt Series H	Refunding	18,510,000	18,510,000
Capital Improvement Special Revenue Bonds:			
Series 1998A	Refunding	51,780,000	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
Total		<u>273,241,338</u>	<u>206,474,204</u>
Total Governmental Activities		<u>\$ 369,226,338</u>	<u>\$ 286,579,204</u>

Capital Improvements and Debt

Summary of Debt Service Requirements to Maturity

<u>Fiscal Year</u>	<u>Community Redevelopment Agency Bonds</u>	<u>Conroy Road Special Assessment Bonds</u>	<u>Republic Drive Tax Increment Revenue Ref. Bonds</u>	<u>Capital Improvement Revenue Bonds</u>	<u>Wastewater (1) Revenue Bonds</u>
2007	\$ 2,636,514	\$ 2,284,790	\$ 3,334,244	\$ 11,643,501	\$ 15,613,697
2008	2,643,699	2,283,540	3,335,056	9,381,757	15,901,737
2009	2,632,855	2,280,090	3,331,806	9,289,015	15,870,910
2010	2,632,202	2,284,440	3,333,081	9,186,016	15,763,848
2011	2,634,418	2,281,040	3,330,444	9,097,269	15,681,705
2012	1,135,461	2,282,390	3,333,756	8,982,526	15,618,858
2013	1,127,555	2,280,550	3,335,356	8,902,181	15,738,049
2014	1,127,005	2,280,520	3,334,156	8,828,166	15,668,825
2015	1,128,393	2,282,010	3,334,344	7,273,752	15,638,811
2016	1,131,515	2,279,730	3,334,662	7,265,369	4,573,842
2017	1,126,125	2,283,680	3,334,856	10,506,684	-
2018	-	2,283,280	3,334,669	12,436,362	-
2019	-	2,283,530	3,333,844	12,435,352	-
2020	-	2,284,140	3,332,125	12,420,126	-
2021	-	2,284,820	3,334,256	12,417,923	-
2022	-	2,280,280	3,334,725	12,402,733	-
2023	-	2,280,520	3,333,625	13,289,124	-
2024	-	2,279,960	3,332,737	7,703,865	-
2025	-	2,283,310	3,335,025	9,070,742	-
2026	-	2,279,990	-	7,230,762	-
2027	-	-	-	5,245,027	-
2028	-	-	-	5,082,223	-
2029	-	-	-	4,919,418	-
2030	-	-	-	4,756,613	-
2031	-	-	-	4,593,809	-
2032	-	-	-	4,058,186	-
2033	-	-	-	1,535,482	-
	<u>\$ 19,955,742</u>	<u>\$ 45,642,610</u>	<u>\$ 63,342,767</u>	<u>\$ 229,953,983</u>	<u>\$ 146,070,282</u>

Notes:

- (1) For the Series 1997A Bonds, interest was computed at 5.244%, which is the CPI-U used for October 1, 2006 payment and assumed spread of 1.25% (2007). The Muni CPIs maturing on October 15, 2015 are assumed to be remarketed on October 1, 2007 at a spread of 1.25%. This resulted in estimated rate of 6.494%

Capital Improvements and Debt

Summary of Debt Service Requirements to Maturity

<u>Parking Revenue Bonds</u>	<u>Total Principal & Interest</u>	<u>Civic Facilities Authority Bonds (2)</u>	<u>Total Principal & Interest Reporting Entity (3)</u>	<u>Fiscal Year</u>
\$ 1,969,860	\$ 37,482,606	\$ 315,812	\$ 37,798,418	2007
1,963,335	35,509,124	313,938	35,823,062	2008
1,966,647	35,371,323	311,050	35,682,373	2009
1,963,905	35,163,492	192,150	35,355,642	2010
1,963,969	34,988,845	-	34,988,845	2011
1,953,638	33,306,629	-	33,306,629	2012
1,948,531	33,332,222	-	33,332,222	2013
-	31,238,672	-	31,238,672	2014
-	29,657,310	-	29,657,310	2015
-	18,585,118	-	18,585,118	2016
-	17,251,345	-	17,251,345	2017
-	18,054,311	-	18,054,311	2018
-	18,052,726	-	18,052,726	2019
-	18,036,391	-	18,036,391	2020
-	18,036,999	-	18,036,999	2021
-	18,017,738	-	18,017,738	2022
-	18,903,269	-	18,903,269	2023
-	13,316,562	-	13,316,562	2024
-	14,689,077	-	14,689,077	2025
-	9,510,752	-	9,510,752	2026
-	5,245,027	-	5,245,027	2027
-	5,082,223	-	5,082,223	2028
-	4,919,418	-	4,919,418	2029
-	4,756,613	-	4,756,613	2030
-	4,593,809	-	4,593,809	2031
-	4,058,186	-	4,058,186	2032
-	1,535,482	-	1,535,482	2033
<u>\$ 13,729,885</u>	<u>\$ 518,695,269</u>	<u>\$ 1,132,950</u>	<u>\$ 519,828,219</u>	

(2) Orange County Civic Facilities Authority Fund.

(3) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission Loans (SSGFC) are not included in this schedule.

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2007: (unaudited)

	<u>Purpose of Issue</u>	<u>Amount Issued</u>	<u>Amount Outstanding</u>
Business-Type Activities			
Wastewater Revenue Bonds --	Wastewater Treatment and Distribution		
Senior Debt Issues:			
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	12,508,082	26,135,248
Total		<u><u>183,733,082</u></u>	<u><u>133,010,248</u></u>
Centroplex			
SSGFC Series H	Community Venues	\$ 50,000,000	\$ 50,000,000
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	10,745,000
Total Business-Type Activities		<u><u>\$ 248,773,082</u></u>	<u><u>\$ 193,755,248</u></u>
COMPONENT UNIT:			
Civic Facilities Authority	Expansion of Florida		
CFA Revenue Bonds	Citrus Bowl		
Series 1973		<u>\$ 4,200,000</u>	<u>\$ 725,000</u>



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Supplemental Information

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Supplemental Information

**APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2007/2008**

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$151,717,355	\$70,839,325	\$6,116,131	\$18,333,053	\$12,319,589	\$14,400,023
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	234,184	-	5,817	-	-	2,000
Building Code Enforcement	4,368,543	1,762,201	94,877	146,546	48,600	13,963
Capital Improvement Fund	-	-	-	5,725,000	-	-
CEB Lien Assessment Fund	-	-	6,000	60,000	-	-
Cemetery Trust Fund	182,303	60,327	20,000	250,000	30,000	400
Community Development Block Grant	429,792	211,205	13,400	1,419,670	6,500	9,500
Community Redevelopment Agency Fund	911,708	302,840	129,200	3,376,000	22,000	9,300
Community Venues -Event Center	-	-	-	-	-	-
Contraband Forfeiture Trust Funds	-	-	10,000	10,000	-	-
CRA Trust Funds	-	-	-	-	-	-
Dubsdread Golf Course	543,508	141,306	32,450	137,850	61,870	83,126
Gas Tax Fund	-	-	-	-	-	-
Harry P. Leu Gardens Trust Fund	1,154,769	443,193	249,800	181,000	121,606	38,462
HOME Investment Partnership Fund	103,057	25,070	700	1,216,793	-	500
HOPWA Grant Fund	82,811	-	-	2,808,150	-	-
HUD Homeless Grant Fund	-	-	-	98,443	-	-
Law Enforcement Training Fund	-	-	120,000	1,320	-	-
Local Housing Assistance Trust Fund	146,576	43,997	700	-	-	-
Mennello Museum Fund	151,071	38,457	70,153	148,333	-	52,111
OCPS - Crossing Guard Fund	-	-	-	456,614	-	-
Special Assessment Funds	-	-	-	-	-	-
Street Tree Trust	20,000	-	300,000	5,000	-	-
Transportation Grant Fund	89,462	47,469	29,250	2,045,826	53,300	200
Transportation Impact Fee Funds	-	-	-	188,500	-	-
Utility Services Tax Fund	-	-	-	150,000	-	-
<u>DEBT SERVICE</u>						
CRA Debt Service - Internal Loan Fund	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service-Conroy Road	-	-	-	-	-	-
CRA Debt Service-Republic Drive	-	-	-	-	-	-
Jefferson Garage Debt	-	-	-	-	-	-
Parking Facility Revenue Bonds Fund	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-
<u>ENTERPRISE</u>						
Center for Arts & Education	-	-	-	153,603	-	-
CNL R&R	-	-	-	-	-	-
Orlando Venues Fund	4,104,883	1,189,290	384,000	6,494,784	1,700,120	138,050
Parking System Revenue Fund	2,883,216	1,342,453	202,750	1,662,586	483,560	36,500
Solid Waste Fund	4,045,525	2,406,030	976,424	762,218	4,386,985	9,050
Stormwater Utility Fund	2,236,073	1,117,766	368,017	4,546,124	90,603	21,059
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater Impact Fee Reserve Fund	-	-	-	-	-	-
Wastewater R & R Fund	-	-	10,000	-	-	-
Wastewater Revenue Fund	10,869,904	4,411,731	4,403,200	6,724,197	5,106,790	72,825
<u>INTERNAL SERVICE</u>						
Fleet Management Fund	2,000,145	868,723	7,418,617	663,540	154,000	947,500
Fleet Replacement Funds	-	-	120,000	300,000	-	-
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	36,029	16,033	500	34,826	-	1,000
Risk Management Fund	715,689	248,166	31,581	1,578,224	3,600	16,933,066
Supplemental City Staff	434,616	264,668	24,008	364,695	1,500	-
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue Fund	725,238	138,541	145,000	742,510	575,505	7,500
Civic Facilities Authority Sinking Fund	-	-	-	-	-	-
Downtown Development Board Fund	517,498	80,743	12,500	500,961	-	1,625,500
<u>PENSION TRUST</u>						
City Pension Funds	41,322	14,947	2,750	397,735	-	5,250
TOTAL CITY OF ORLANDO	\$188,745,277	\$86,014,481	\$21,297,825	\$61,684,101	\$25,166,128	\$34,406,885

Supplemental Information

APPROPRIATION SUMMARY – BY MAJOR OBJECT CODE
BUDGET FY 2007/2008

Travel	Internal Services	Capital	Non-Operating	Total	
\$780,969	\$22,679,246	\$1,277,025	\$47,665,816	\$346,128,532	General Fund
					<u>SPECIAL REVENUE</u>
7,500	-	-	-	249,501	911 Emergency Telephone System
53,345	515,450	12,000	3,201,595	10,217,120	Building Code Enforcement
-	-	-	18,163,000	23,888,000	Capital Improvement Fund
-	-	-	342,274	408,274	CEB Lien Assessment Fund
2,200	40,136	100,000	7,659	693,025	Cemetery Trust Fund
5,500	32,274	2,600	159,771	2,290,212	Community Development Block Grant
15,400	52,964	56,040	12,169,807	17,045,259	Community Redevelopment Agency Fund
-	-	-	1,875,000	1,875,000	Community Venues -Event Center
-	-	-	30,000	50,000	Contraband Forfeiture Trust Funds
-	-	-	30,910,616	30,910,616	CRA Trust Funds
-	-	-	123,120	1,123,230	Dubsdread Golf Course
-	-	-	10,751,060	10,751,060	Gas Tax Fund
3,000	200,000	-	-	2,391,830	Harry P. Leu Gardens Trust Fund
500	267	-	262	1,347,149	HOME Investment Partnership Fund
-	-	-	4,039	2,895,000	HOPWA Grant Fund
-	-	-	-	98,443	HUD Homeless Grant Fund
120,000	-	-	-	241,320	Law Enforcement Training Fund
500	708	1,300	1,819,626	2,013,407	Local Housing Assistance Trust Fund
-	32,846	-	-	492,971	Mennello Museum Fund
-	-	-	-	456,614	OCPS - Crossing Guard Fund
-	-	-	937,406	937,406	Special Assessment Funds
-	-	-	125,000	450,000	Street Tree Trust
-	42,623	-	131,070	2,439,200	Transportation Grant Fund
-	-	-	15,255,284	15,443,784	Transportation Impact Fee Funds
-	-	-	41,605,548	41,755,548	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	3,269,396	3,269,396	CRA Debt Service - Internal Loan Fund
-	-	-	2,661,324	2,661,324	CRA Debt Service Refunding
-	-	-	2,266,496	2,266,496	CRA Debt Service-Conroy Road
-	-	-	3,298,431	3,298,431	CRA Debt Service-Republic Drive
-	-	-	1,862,106	1,862,106	Jefferson Garage Debt
-	-	-	3,488,210	3,488,210	Parking Facility Revenue Bonds Fund
-	-	-	441,798	441,798	Taxable Series H Debt
-	-	-	17,761,199	17,761,199	Wastewater Revenue Bond Funds
					<u>ENTERPRISE</u>
-	-	-	-	153,603	Center for Arts & Education
-	-	-	330,000	330,000	CNL R&R
46,625	187,215	-	1,824,397	16,069,364	Orlando Venues Fund
11,240	390,096	8,000	6,797,884	13,818,285	Parking System Revenue Fund
12,000	5,736,686	289,512	4,090,080	22,714,510	Solid Waste Fund
25,390	1,637,318	164,192	10,007,115	20,213,657	Stormwater Utility Fund
-	-	-	24,939,828	24,939,828	Wastewater Construction Funds
-	-	-	35,612,104	35,612,104	Wastewater Impact Fee Reserve Fund
-	-	1,793,330	1,750,000	3,553,330	Wastewater R & R Fund
89,508	2,641,046	222,123	17,761,851	52,303,175	Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
100	344,043	50,000	1,521,130	13,967,798	Fleet Management Fund
-	-	5,835,400	5,920,496	12,175,896	Fleet Replacement Funds
-	-	-	22,357,660	22,357,660	Internal Loan Fund
1,600	196	-	9,816	100,000	Pension Participant Services
9,095	4,601	-	1,675,867	21,199,889	Risk Management Fund
-	49,288	-	146,614	1,285,389	Supplemental City Staff
					<u>COMPONENT UNIT</u>
6,200	192,735	84,624	1,474,329	4,092,182	Civic Facilities Authority Revenue Fund
-	-	-	304,994	304,994	Civic Facilities Authority Sinking Fund
9,700	1,087	-	202,902	2,950,891	Downtown Development Board Fund
					<u>PENSION TRUST</u>
30,000	222	-	37,660	529,886	City Pension Funds
<u>\$1,230,372</u>	<u>\$34,781,047</u>	<u>\$9,896,146</u>	<u>\$357,091,640</u>	<u>\$820,313,902</u>	TOTAL CITY OF ORLANDO

Supplemental Information

CITY OF ORLANDO, FLORIDA
 GOVERNMENTAL FUND REVENUES
 LAST FIVE FISCAL YEARS
(modified accrual basis of accounting)
(in thousands of dollars)

	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>	<u>2002</u>
Revenues					
Property Taxes	\$ 92,733	\$ 82,994	\$ 76,986	\$ 71,676	\$ 68,620
Intergovernmental:					
OUC Contribution	47,800	34,035	31,658	32,993	28,204
State Sales Tax	30,225	29,313	25,935	24,413	24,044
Other Intergovernmental	71,345	71,482	73,917	59,718	50,850
Business Taxes and franchises fees	37,022	32,148	28,745	28,157	27,200
Utilities services tax	40,945	39,376	38,107	37,725	39,202
Licenses, permits and fees	48,751	44,662	40,759	29,540	25,570
Fines and forfeitures	2,858	2,651	2,939	2,179	2,449
Investment earnings	11,358	5,640	4,182	8,311	9,830
Securities lending income	2,969	2,147	1,358	1,013	2,055
Special assessments	1,262	482	531	657	610
Other revenue	22,632	19,053	13,566	15,795	15,944
Total revenue	<u>\$ 409,900</u>	<u>\$ 363,983</u>	<u>\$ 338,683</u>	<u>\$ 312,177</u>	<u>\$ 294,578</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
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

(1) Includes tax exempt property.

Source: Orange County Property Appraiser (Recapitulation of the Ad Valorem Assessment Rolls, DR-403)

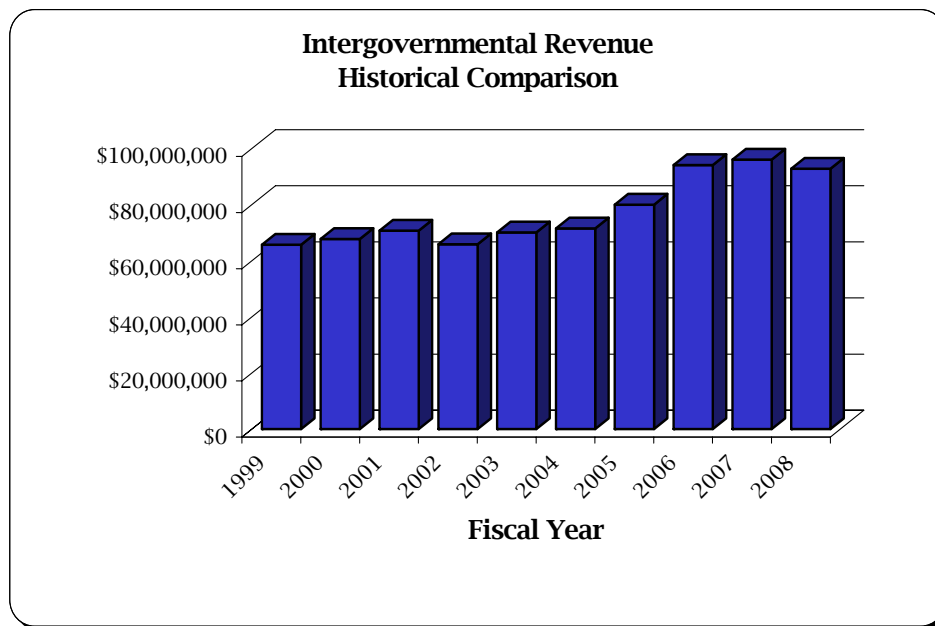
Note: Assessed values are determined as of January 1 for each fiscal year.

Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%. Estimated actual taxable value is calculated by dividing assessed value by those percentages.

Centrally assessed property consists of the railroad lines which are assessed by the State of Florida.

Tax rates are per \$1,000 of assessed value.

Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 6.0666 through FY 2001. It was reduced to the roll-back rate of 5.6916 in FY 2002. In 2007, Florida Legislature mandated property tax reform. The City was required to calculate its roll-back rate and then reduce that rate by 3%. As a result of the mandate, the City reduced its millage rate to 4.9307, which resulted in the stagnant growth of ad valorem revenues in FY 2008.

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

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 10.000 mills.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST NINE FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
1998	\$ 53,319,413	\$ 52,684,734	98.81 %	\$ 130,049	\$ 52,814,783	99.05 %
1999	56,284,025	55,542,191	98.68	465,709	56,007,900	99.51
2000	59,906,060	59,036,080	98.55	188,991	59,225,071	98.86
2001	69,355,446	68,693,549	99.05	205,408	68,898,957	99.34
2002	71,720,658	70,950,391	98.93	271,753	71,222,144	99.30
2003	74,980,894	73,648,337	98.22	295,557	73,943,894	98.62
2004	80,409,382	79,599,244	98.99	643,734	80,242,978	99.79
2005	86,045,219	85,231,122	99.05	177,437	85,408,559	99.26
2006	96,733,542	95,791,866	99.03	-	95,791,866	99.03

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	2006			1997		
		Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Universal City Fla. Partners	Entertainment	\$ 1,164,695,634	1	6.86 %	\$ 598,100,340	1	7.45 %
Highwood/Florida Holdings LP	Developer	142,120,386	2	0.84	-	-	0.00
Bell South	Communications	122,387,908	3	0.72	168,225,806	2	2.10
Forbes Taubman Orlando	Developer	120,721,345	4	0.71	-	-	0.00
ZML-Sun Center, LLP	Developer	98,935,818	5	0.58	92,562,455	4	1.15
Orlando Outlet World	Commercial	69,251,582	6	0.41	57,085,519	7	0.71
B T Orlando, LP	Commercial	67,280,352	7	0.40	-	-	0.00
Sentinel Communications	Communications	66,459,823	8	0.39	48,579,063	9	0.61
CNL Partnership, LP	Developer	58,564,174	9	0.34	-	-	0.00
U S Office Holdings LP	Commercial	55,610,292	10	0.33	-	-	0.00
MMM Lakewood, Ltd.	Developer	-	-	0.00	101,278,043	3	1.26
AT&T	Communications	-	-	0.00	65,863,954	5	0.82
Dr. Phillips	Developer	-	-	0.00	60,867,761	6	0.76
US Gaedeke Assoc.	Developer	-	-	0.00	50,261,239	8	0.63
Magnolia Associates, Ltd.	Developer	-	-	0.00	39,541,972	10	0.49
Other Taxpayers		15,016,549,722		88.42	6,740,460,425		84.02
Total		\$ 16,982,577,036		100.00 %	\$ 8,022,826,577		100.00 %

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	
1997	\$ 110,386,406	\$ 27,975,875	\$ 138,362,281	\$ 2,100,000	\$ 6,117,777	\$ 8,217,777	5.94
1998	123,551,261	29,397,561	152,948,822	2,200,000	5,038,188	7,238,188	4.73
1999	134,880,130	29,881,899	164,762,029	2,305,000	5,940,275	8,245,275	5.00
2000	135,127,826	33,478,429	168,606,255	4,035,000	6,317,357	10,352,357	6.14
2001	145,792,157	32,689,117	178,481,274	4,165,000	5,667,950	9,832,950	5.51
2002	130,714,036	40,004,796	170,718,832	4,295,000	4,757,555	9,052,555	5.30
2003	152,143,469	38,462,398	190,605,867	4,445,000	5,583,130	10,028,130	5.26
2004	152,515,648	38,305,546	190,821,194	10,505,000	5,567,538	16,072,538	8.42
2005	174,669,849	39,662,940	214,332,789	15,660,000	7,779,849	23,439,849	10.94
2006	203,424,627	41,512,136	244,936,763	31,420,000	9,256,740	40,676,740	16.61

Notes:

- (1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.
- (2) New borrowing are subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
1997	\$ 4,986,610	\$ 1,070,000	\$ 1,684,726	\$ 2,754,726	1.81
1998	6,166,797	1,130,000	1,629,171	2,759,171	2.24
1999	6,696,256	1,185,000	1,575,567	2,760,567	2.43
2000	6,969,843	1,245,000	1,503,975	2,748,975	2.54
2001	7,990,792	1,305,000	1,433,714	2,738,714	2.92
2002	8,971,158	1,375,000	1,310,012	2,685,012	3.34
2003	9,455,284	1,505,000	1,088,361	2,593,361	3.65
2004	9,890,863	1,745,000	829,794	2,574,794	3.84
2005	10,707,104	2,135,000	605,091	2,740,091	3.91
2006	12,847,436	2,060,000	561,954	2,621,954	4.90

(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 FOUR 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

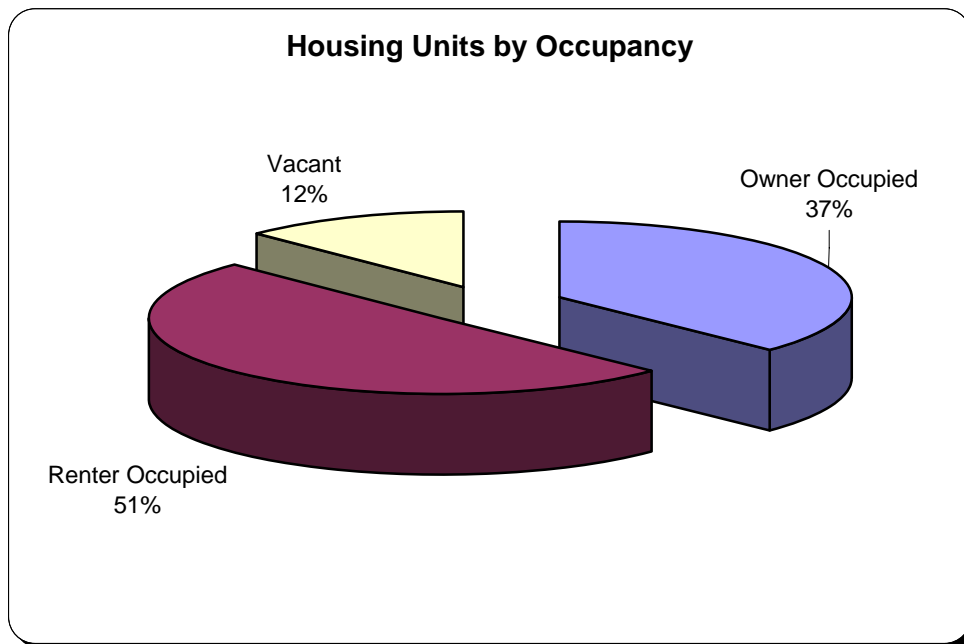
(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

(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	\$	39,972
Per Capita Income	\$	23,596
Median Age		34.5 years
Housing Units		102,174
Owner Occupied		37.3%
Renter Occupied		50.3%
Vacant		12.4%



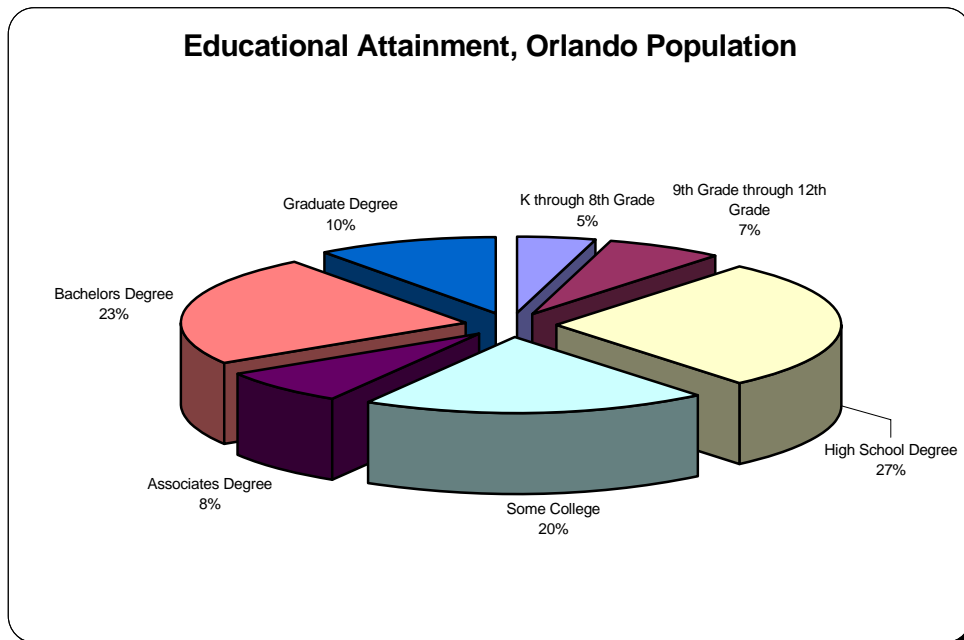
Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	4.5%
9th Grade through 12th Grade	6.6%
High School Degree	27.7%
Some College	19.8%
Associates Degree	7.6%
Bachelors Degree	23.5%
Graduate Degree	10.3%

Source for Demographic Data: Metro Orlando Economic Development Commission



Supplemental Information

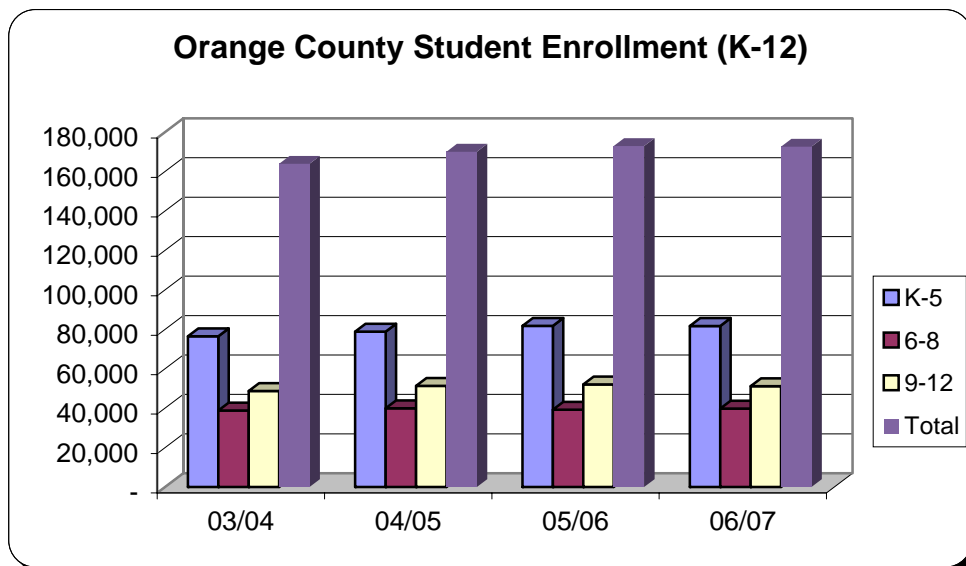
SCHOOL ENROLLMENT 2006/2007, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	120	36	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	2,524
K	13,699
1	13,811
2	13,789
3	14,016
4	13,199
5	13,201
6	13,374
7	12,733
8	13,648
9	14,672
10	13,695
11	12,711
12	10,083
Total	175,155
Orlando Only	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

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 2007/2008 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 401)
- 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 416)
- 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 423)
- 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 446)
- 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 457)

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 FY2007/2008 budget was developed.

Appendix

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 year 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. Over the next year the City will be striving to align the existing performance measurement system within the framework of the new strategic plan.

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. The use of new technologies that increase productivity and reduce costs will also be a factor.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures). As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An 8.5 percent administrative service fee will be assessed by the General Fund against all Enterprise and Internal Service funds of the City. This assessment will be based on operating appropriations of the fund and will be used to reimburse the General Fund for administrative and support services provided to these funds. The fee to be charged is calculated by determining the cumulative budget of all the administrative programs within the General Fund, such as Technology Management, Payroll and other administrative functions. That total is then divided by the total budget of all City Funds, excluding the General Fund itself, the various Debt Service Funds and the CRA Trust Funds.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies (Section 200.081 of Florida Statutes places this limitation on all Florida municipalities).
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

Appendix

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 accountability) that are in the final stages of drafting and will be in place for next year's budget.

The following is a summary of the five new adopted policies. Because of the significance of these policies, the full text version appears on subsequent pages.

450.1 Organization and Policy – Budget (Page 403)

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 405)

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 407)

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 411)

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 414)

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures laid forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.

Appendix

Department of Finance

Management and Budget Section 450.1

450.1 SUBJECT: ORGANIZATION AND POLICY - BUDGET

:1 OBJECTIVE:

To detail the role of the Chief Financial Officer in the development of the City's annual budget

:2 AUTHORITY:

This procedure amended by City Council February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's Designee.

:4 FUNCTIONS:

The Chief Financial Officer and their designee(s) shall perform the following functions to facilitate an efficient and effective budget development process.

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with schedule of workshops and budget hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.

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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

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.

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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.

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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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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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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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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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- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

D. Responsibilities

- 1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

- 2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

- 3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

Appendix

City Policy for Growth Management

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

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

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

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

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

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

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

Protecting the lakes, planting more diversified, flowering foliage and promoting high quality, diversified development have always made Orlando a truly unique place to live. This was evident in the City's first Comprehensive Plan in 1926. An understanding of Orlando's heritage, incorporated into a plan that offers a clear vision for the future of Orlando, will provide the direction for progress into the 21st century.

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

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

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

Given the volume of growth expected over the next 20 years, Metropolitan Orlando could follow the pattern of other, larger Sunbelt cities. It could easily develop into a sprawling metropolis requiring tremendous amounts of energy and financial resources just for transportation. Similar communities have sacrificed their environment to “progress” and have thus destroyed many of the qualities that made them unique and desirable.

This Plan establishes a different agenda for Orlando, one that will ensure the preservation of its natural and man made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources and nurture its human assets. However, this plan is not a radical departure from the growth management policies of the past ten years. Rather the policies and actions established through the adoption of this plan further refine and expand on the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 Orlando Growth Management Plan established the basic growth management framework necessary for Orlando to evolve into a vibrant and diversified regional center.

In 1985, the city further detailed the actions needed to achieve this regional center while also protecting neighborhoods and enhancing the quality of life. Specific actions, including development of a coordinated land development code, were evidence of the city’s commitment to accommodate the growth coming to the region while also protecting the unique character of the area.

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

ORLANDO’S AMENITY FRAMEWORK

As “The City Beautiful”, Orlando’s vision is defined by a focus on its amenities. Key elements of that vision are strong urban design; historic preservation; the availability and maintenance of parks, recreation and open space; strong cultural arts facilities; and an outstanding library system. It is largely the presence of such amenities, in combination with the unusually lovely natural landscaping and water features of Central Florida, that will dictate the future quality of life in the community.

The unique urban design of Orlando is one of the strongest and most pronounced elements that must be preserved and enhanced as growth continues. For Orlando to flourish, there must be a balance between the natural and man-made environments. The city must care for that which already exists, and provide for what will come during the next 20 years.

Orlando is blessed with vital, vibrant neighborhoods, which are characterized by their old brick streets, variety of housing styles and sizes, access to lakes and parks and mixtures of their residents’ ethnic and economic backgrounds. As new neighborhoods develop in the region, programs and regulations should not preclude their development in the same time-honored Orlando tradition. While acknowledging the advances of modern times, new neighborhoods must incorporate the best of the past and emphasize amenities, graciousness and diversity.

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

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Preservation of historic sites, buildings and neighborhoods is a proven way of protecting the tangible aspects of Orlando's history. In addition, historic preservation can assure that the old and new will be blended into a pleasing, meaningful urban fabric – one that will be enjoyed and appreciated by longtime residents and, at the same time, one that will show newcomers Orlando's history and provide them with an immediate sense of place. Such preservation, sensitively blending past and present, also makes Orlando truly unique as a venerable, high-quality urban environment for people and families of all ages.

Development regulations and incentives must be implemented that are sensitive to traditional neighborhood design practices where possible or appropriate. Flexibility for new development to proceed in ways that even better accommodate new lifestyles must also be incorporated. Similarly, architectural or other review processes are needed to ensure infill development or redevelopment is appropriate and sensitive to the traditional design of a neighborhood.

Strong urban design also includes a commitment for the City to outstanding civic architecture, which sets a standard of excellence for the private sector. Such a clear, readily visible statement of expectations should result in a much more humane and long-lasting pattern of development.

Attention to urban design will also allow the City to integrate infrastructure, such as roads and drainage facilities, into the amenity framework. Highways, for example, must do more than simply move traffic from one place to another. As in the 1920's, when snowbirds and tourists rolled happily down a grove-lined, brick-paved Orange Avenue on their return to a favorite winter paradise, the highway system must create a sense of place. This system must set the stage for the beauty of city neighborhoods and frame the direction of community development. To implement this plan, policies and regulations that deal with all segments of Orlando's infrastructure and natural features will be developed and designed.

A key element in the City's amenity framework is its water resources, including its lakes and the related amenity of landscaping. This plan encourages a more active use of city water features, of the many parks and lakes that dot the region, through a return to the old availability and appreciation of the lakes, beaches and, generally, lovely vistas they provided. This plan proposes to make the lakes more public, fronting development on them as was the custom at the turn of the century, as opposed to the more recent practice of creating private or walled lakes that can be seen only from the air.

In addition to its obvious physical amenities, Orlando will continue to be enhanced by a strong, diverse and supportive cultural, performing and visual arts community. Thanks to the City's involvement, United Arts and its approach to cultural arts funding have put in place a foundation that will nourish Orlando's major arts groups in the future, protecting yet another of Orlando's important amenities.

ORLANDO'S HOUSING FRAMEWORK

A strong and comprehensive amenities package can accomplish very little if adequate housing for a community's citizens is not available. Orlando, through its long-time protection of downtown residential communities, is particularly fortunate to have a diversity of housing types and opportunities. A comprehensive approach to make more housing available and affordable is a key component of the vision that animates this plan. Today, as in the past, a range of housing types, locations and prices, will help maintain Orlando's long-time ethnic, economic and social diversity.

To succeed in this objective, Orlando must ensure that the stock of existing homes will be preserved and reutilized – partly because it will contribute to the valuable mixture of old and new and partly because of the practical consideration that such an approach is the most cost-effective way of using services and facilities already on hand. Moreover, existing housing stock tends to be located closer to the urban center, making possible a reduction in reliance on cars as a primary mode of transportation.

At the same time, new housing can be provided in activity centers through requirements, as well as by incentives to create mixed-use urban activity centers. As has occurred spontaneously in Orlando's past, infill housing is to be encouraged and supported in order to take advantage of existing infrastructure. Diversified and stimulating new neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

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The City will also provide leadership to stimulate affordable housing demonstrations within new and existing neighborhoods throughout the City. The City will institute strong and directed housing policies and work with the Orlando Housing Authority, non-profit development corporations and the private housing sector to meet the very real and growing affordable housing needs of the community.

But simply preserving the housing that already exists and providing affordable new housing in and near the city's activity centers are not enough to solve the problems facing Orlando. The City also is aware of the fact that low-income housing will become more and more difficult to provide, and that the homeless and economically disadvantaged in our society must be re-incorporated into an economic system that has, by and large, passed them by.

ORLANDO'S ECONOMIC FRAMEWORK

Orlando is in a very good situation with regard to the potential for continued economic development. It is important that the City's economic development strategy be coordinated with that of the region as a whole, and that the strategy takes advantage of the demand for Central Florida locations. Expansions of Orlando's economic base should be selective, and targeted toward greater diversification and employment that focuses on long term, well paying job opportunities.

While tourism is certain to remain a major, if not the major, component of Metropolitan Orlando's economic base in the foreseeable future, selective recruitment of economic activities should take place to build on the city's strategic locational characteristics. Particularly crucial are regional distribution, university and research activities, and space technology. The City must fully utilize the potential of the Orlando International Airport, encouraging Orlando to become a gateway to Central and South America as well as to Europe. Such a focus would provide the greatest opportunity for diversified economic health and growth into the 21st century.

Major factors in attracting economic growth will continue to be availability of a well-educated labor pool, and the ability to offer a desirable living environment. Orlando's economic growth is therefore integrally tied to the amenity framework and to the education and well being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The vision of the close ties between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the Growth Management Plan. A clear picture of the City's land-use vision can be summarized best through its focus on high-intensity, mixed-use activity centers.

Throughout its history, downtown Orlando has functioned as a model for the sort of activity center the City now proposes to re-create. As a high-intensity, mixed-use urban center, downtown Orlando serves a clear-cut role: it supports surrounding neighborhoods, provides regionally centered offices and services and is a destination point for a mass-transit system. Downtown Orlando will continue to attract pedestrians - both those who walk to town, and those who drive and park before strolling - and its beauty, convenience and dynamism will encourage people to use the shops, businesses, recreational facilities and various amenities.

While the downtown will remain the predominant regional activity center, activity cores of various sizes are a critical component of Orlando's land use pattern. By providing opportunities for support services close to neighborhoods, they will help to reduce Central Florida's transportation needs. Even the smaller-scale, mixed-use neighborhood activity cores with housing are essential, and will be encouraged.

Nonetheless, the activity-center concept will fail unless the entire metropolitan area recognizes projected growth patterns and provides incentives and properly zoned land in amounts that are limited so as to encourage the development of such centers. Without restrictions in supply, land prices will allow the evolution of low-intensity, nonmixed-use developments, which will result in inefficiently used roadways, unnecessary infrastructure and the destruction of the natural environment.

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The City will involve itself in the review process of unnecessary, inappropriately or prematurely located development proposals in order to focus growth into Orlando's urban core and into activity centers that are suitably located within the City's boundaries, Orange County and other nearby municipalities. Proposals for development that are premature, poorly located and cause or contribute to the destruction of sensitive natural or environmental resources in the Orlando metropolitan area will not be supported.

ORLANDO'S TRANSPORTATION FRAMEWORK

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

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

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multimodal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit, as a specific objective - not the only, or even the most important objective, but an important and achievable objective.

While rail transit is not economically feasible today, to conclude that rail transit will not be feasible in the future would be a self-fulfilling prophecy. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the city in the first place. To avoid this impact, the City has included an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core, the freight services of the existing CSX rail line could be used for potential future commuters.

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Developing the international airport also is crucial for Orlando's evolution into the 21st century. Orlando's strategic location and the ability of the airport to expand enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take the lead role in implementing multi-modal transportation opportunities, and in developing a land-use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established that will contribute to a more livable environment.

ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

Environmentally sound sewer services will be located so as to enhance activity-center development and will be ecologically sound. The activity center basis of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, users fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the level of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

As Orlando grows, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the arts, parks and recreational facilities, particularly in relation to Orlando's keynote parks and clean lakes.

Opportunities must be provided for a broad range of family situations. As lifestyles change dramatically, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages, especially the economically disadvantaged, is critical if Orlando is to reach its full potential for economic development and preserve its social fabric. Developing educational opportunities is not directly within the City's prerogative, but it is a critical factor in Orlando's growth and evolution and cannot be neglected in a vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

SUMMARY

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the 1991 Growth Management Plan. Through the Plan, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic and current role as Central

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Florida's hub and focus.

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

It is within this lack of regional coordination that Orlando will establish the policies it believes are appropriate from a regional perspective. The City of Orlando challenges other local jurisdictions, the East Central Florida Regional Planning Council and the State of Florida to ensure that the proper coordination will be maintained so that Central Florida can grow in a manner that is as efficient and sensitive to the environment as possible.

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

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

The 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 policies have been approved by the City Council:

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

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

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

Policy 1.1.2 Capital improvements identified in the Growth Management Plan that have an estimated cost of \$100,000 or over with a minimum useful life of three years shall be included in the Capital Improvements Element. Capital improvements identified in the Capital Improvements Element shall fulfill one of four purposes:

1. Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services.
2. Maintain, upgrade, repair or replace existing public facilities.
3. Eliminate existing deficiencies.
4. Expand existing public facilities or construct new public facilities concurrent with new growth.

Policy 1.1.3 For the purpose of this element, public facilities shall pertain to the following: roads, public transit, wastewater, potable water, solid waste, stormwater, and recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element.

Policy 1.1.4 Recommended public facilities and services identified in the Housing, Historic Preservation, Downtown or Urban Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element

Policy 1.1.5 Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.

Policy 1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan.

This prioritization system shall be comprised of the following three components:

- a) The timing of capital improvements shall be based on the following priorities:
 1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
 2. To maintain existing public facilities through a repair and replacement program.
 3. To eliminate existing deficiencies in a timely and cost efficient manner.
 4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.

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b) The needed capital improvements shall be located to promote efficient and compact development patterns through the strategic placement of new and expanded facilities that support the activity center concept. In an effort to promote compact development patterns, capital improvements shall be given the following priority based on project location:

1. Downtown
2. Metropolitan activity centers
3. Other activity centers and mixed-use corridors
4. Fully developed areas
5. All other areas in the City

c) The fiscal impact of needed capital improvements shall be taken into consideration so that programmed capital improvements shall not overburden the operating budget in a particular year, and also to ensure that capital improvements are programmed in a cost efficient manner. Participation of other private and public entities (Florida Department of Transportation, Orange County, Water Management District) shall be taken into consideration for cost effectiveness and to avoid duplication. The following criteria shall be applied to determine the fiscal impact of capital improvements:

1. Consideration of the fiscal impact on the operating and capital budget.
2. Relationship between project costs and potential revenue.
3. Protection of a prior or potential public investment.
4. Value of project to improve City's efficiency.
5. Avoidance of inefficient duplication of public facilities and services.

Policy 1.1.7 The Capital Improvements Element shall be a five-year program that is updated annually 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::

<u>Land Use</u>	<u>Pounds Per Day</u>	<u>Unit</u>	<u>Minimum Pickup</u>
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:

<u>Facility</u>	<u>LOS Standard</u>
City Primary	Design Storm: 25 year / 24 hour Max Flood Stage: 100 yr / 3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year /6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year /6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Minor Road	Roadway Section and Inlet Design: 3 year / 6 hour storm Minimum 1" between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face to curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance Retention Ponds	400 feet to first inlet - Retain the greater of: - first 1/2 inch of runoff, or - runoff from the first 1 inch of rain; separate from detention system.
Detention Ponds	Design Storm: 25 year / 24 hour Detain the volume necessary to restrict post-development peak runoff to pre-development peak runoff.

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

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

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

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

<u>Land Use</u>	<u>LOS Without Reclaimed Water</u>	<u>LOS With Reclaimed Water</u>
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

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

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

Policy 1.2.12 Fifty-nine percent (59%) of the designated transit service corridors within the Transportation Concurrency Exception Area (TCEA) shall maintain or improve a 30-minute weighted average headway by 2005.

Policy 1.2.13 Transit corridors within the Transportation Concurrency Exception Area shall be given high priority for transit frequency increases to provide additional capacity to the transportation system.

Policy 1.2.14 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.

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Policy 1.2.15 The formula used to determine the need for capital improvements to eliminate existing deficiencies or meet the needs of future growth shall be as follows:

$$(S \times D) - I = Q:$$

S =Level Of Service Standard (e.g. 1 acre of parkland per 1,000 population)

D =Demand (e.g. population, number of trips)

I = Inventory (existing inventory of public facilities)

Q = Quantity (e.g. needed capital improvements)

Objective 1.3 The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.

Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.

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 Figure CI-3 shows the available trips through 2015 according to the Trip Allocation Program. The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of the Transportation Area. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The trip allocation program shall be applied to development in Transportation Areas outside the Transportation Concurrency Exception Area.

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Policy 2.2.6 Transportation Areas 8, 9, 10, 12, 13, and 14 as shown in Figure CI-4 shall maintain the LOS standards described in Policy 1.2.2 and 1.2.5 based on the road segment LOS standards and the Trip Allocation Program described in Policies 2.2.7 through 2.2.11.

Policy 2.2.7 Development shall not be permitted in Transportation Areas 8, 9, 10, 12, 13, and 14, where an impacted road segment would be degraded below the adopted level of service standards based on the Trip Allocation Program and the semi-annual monitoring and modeling of the City's Travel Demand Model.

Policy 2.2.8 Primary Impact Areas will be designated when the results of the semi annual Travel Demand Model show that a road segment(s) falls below the adopted LOS standards described in Policies 1.2.2 and 1.2.5. The implementation of Primary Impact Areas shall insure that road segments are not further degraded below adopted LOS standards.

Policy 2.2.9 The City shall achieve the LOS standards described in policies 1.2.2 and 1.2.5 through the application of a Trip Allocation Program which is based on the five year Capital Improvements Schedule and the growth projections found in the Future Land Use Element.

Policy 2.2.10 The City shall permit development by allocating average daily trip ends by Transportation Areas outside the Transportation Concurrency Exception Area and within City boundaries, according to the Trip Allocation Program in order to achieve and maintain LOS standards over the planning period.

Policy 2.2.11 Figure CI-3 shows the available trip ends through 2015 according to the Trip Allocation Program. The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of individual roadway segments outside the Transportation Concurrency Exception Area and within City boundaries. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The Trip Allocation Program shall be applied to Transportation Areas 8, 9, 10, 12, 13, and 14 in the following manner:

Threshold One - Less than 50% of the trip ends for the calendar year have been allocated within the Transportation Area. Development shall be found concurrent for roads that meet the following criteria:

1. There are adequate trip ends available to service the proposed development in the applicable Transportation Areas and
2. The semi-annual monitoring and modeling of the City's travel demand model indicates that 85 percent or greater of the lane miles in the Transportation Area are achieving the roadway segment LOS standards shown in Policies 1.2.2 and 1.2.3

Threshold Two - Over 50% of the trip ends for the calendar year have been allocated, not to exceed 90%, within the Transportation Area. Development shall be found concurrent for roads within Transportation Areas that meet the following criteria:

1. There are adequate trip ends available in the Traffic Analysis Zone(s) to serve the proposed development, or in the adjacent Traffic Analysis Zone(s) served by the same roadway facility; or

Threshold Three - The trip allocation for the calendar year is over 50%, not to exceed 100% of the Transportation Area, and adequate trip ends are not available in the Traffic Analysis Zone(s) or adjacent Traffic Analysis Zone(s). Development shall be found concurrent for roads within Transportation Areas that meet the following criteria:

1. The Transportation Area shall not exceed 100% of the trip allocation for the calendar year; and
2. The semi-annual monitoring and modeling of the City's Travel Demand Model indicates that 85% or greater of the lane miles in the district are maintaining the roadway segment LOS standards shown in Policies 1.2.2 and 1.2.5.
3. The necessary road improvements shall be in place when the impacts of development occur; or
4. The necessary improvements are under construction at the time a permit is issued; or

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5. The necessary improvements are guaranteed in an enforceable development agreement ensuring that the necessary improvements shall be completed within three years of issuance of the development permit.

Policy 2.2.12 Each calendar year, a new trip allocation shall be assigned for each Transportation Area based on the results from the Travel Demand Model ensuring that the City is achieving the adopted LOS standards described in policies 1.2.2 and 1.2.5. Unused capacity from the previous year shall be rolled over to subsequent years. Reserved, encumbered and vested capacity shall also be taken into account in assigning the trip allocation for the calendar year.

Policy 2.2.13 The City shall monitor level of service conditions for roads outside the Transportation Areas through semiannual updates of the city's travel demand model that will add data reflecting development permit issued and trip allocation reservations. Level of service conditions on roads inside the Transportation Concurrency Exception Area shall also be monitored through semiannual updates of the City's travel demand model.

Policy 2.2.14 The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by establishing in the Land Development Code, Monitoring Level of Service for every major thoroughfare within the TCEA.

Policy 2.2.15 The City shall validate its transportation model every two years, and more often as conditions change, based on traffic count information obtained from the City's Public Works Department, Orange County, and the Florida Department of Transportation.

Policy 2.2.16 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.

Policy 2.2.17 Amendments to the Trip Allocation Program that exceed the 100% annual trip allocation for any given year shall require a plan amendment. Monitoring and modeling shall be required and must include anticipated capital improvements, growth projections, and all vested, reserved and encumbered capacity. Development shall be found concurrent for roads within Transportation Areas when additional capacity to the impacted major thoroughfare network is provided by the developer beyond what is programmed in the Capital Improvements Element and the Growth Management Plan and that meet the following criteria:

1. The necessary road improvements shall be in place when the impacts of development occur; or
2. The necessary improvements are under construction at the time a permit is issued; or
3. The necessary improvements are guaranteed in an enforceable development agreement ensuring that the necessary improvements shall be completed within three years of issuance of the development permit.

Policy 2.2.18 The wastewater LOS standard shall be applied, through the application of the following performance standards to ensure that wastewater public facilities are in place when the impacts of development occur:

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

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Policy 2.2.19 The parks and recreation LOS standards shall be applied, through the application of the following performance standards to ensure that parks and recreation facilities are in place when the impacts of development occur:

1. Adequate park capacity exists to serve the residential development; or
2. The necessary capital improvements are guaranteed in a development agreement which provides for the actual construction to begin within one year from the issuance of a development permit; or
3. The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.

Policy 2.2.20 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure that potable water public facilities are in place when the impacts of development occur:

1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; and
2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line.
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.

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**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)	Semorán Boulevard	Goldenrod Road Extension	E
Bee Line Expressway (WB)	Goldenrod Road Extension	Semorán Boulevard	E
Bee Line Expressway (EB)	Tradeport Drive	Semorán Boulevard	E
Bee Line Expressway (WB)	Semorán 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	Semorán 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	Hiawasse 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

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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

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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

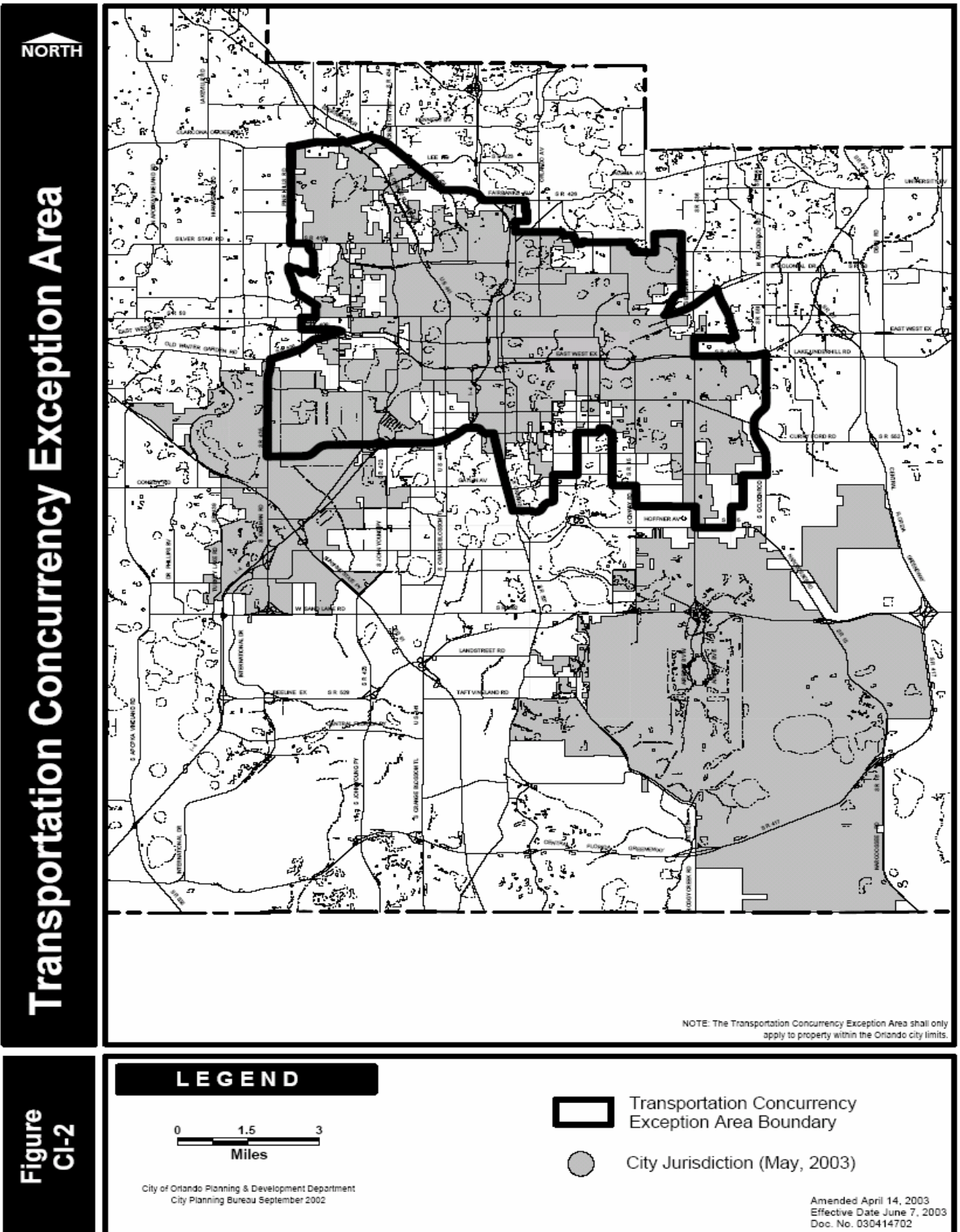


Figure
CI-2

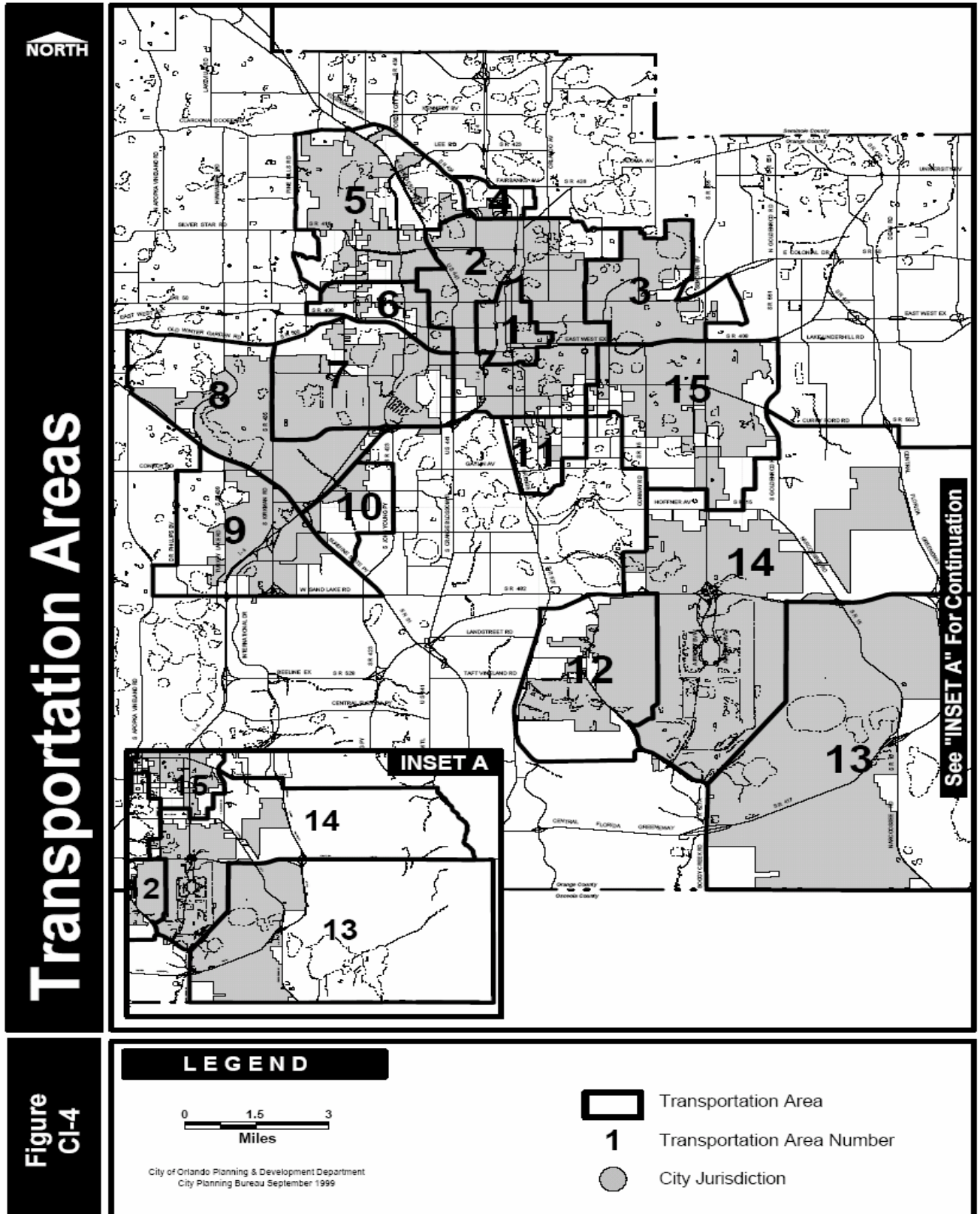
Appendix

Figure CI-3
Trip Allocation Program by Transportation Area

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

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

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



Appendix

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
Roads						
Airport-South Access Southern Connector	\$ -	\$ -	\$ 12,257,000	\$ -	\$ -	\$ 12,257,000
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	6,500,000	-	-	-	-	6,500,000
I-4 (Ultimate) - From Universal Blvd. to SR 414	23,330,000	-	-	-	-	23,330,000
I-4 Auxiliary Lanes from Kirkman Rd to Turnpike	261,000	261,000	261,000	-	-	783,000
I-4 from Ivanhoe Blvd. to Kennedy Blvd.	24,100,000	25,264,000	28,864,000	-	-	78,228,000
International Drive - North Improvements	102,262	-	-	-	-	102,262
International Drive - North Improvements	400,000	-	-	-	-	400,000
Mission Road: Conroy to OWG/Pine Hills Rd	7,900,000	-	-	-	-	7,900,000
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	10,000,000	-	-	-	-	10,000,000
Narcoossee Rd./Hoffner(SR15): Beachline to Leevista	2,500,000	-	-	-	-	2,500,000
Sand Lake Rd. - I-4 to Presidents Dr.	-	392,000	20,124,000	-	-	20,516,000
Narcoossee Rd. 6 laning: Osceola County to SR 417	-	5,700,000	-	-	-	5,700,000
US 17/92 (Mills Avenue) Congestion Management Study	2,000,000	-	-	-	-	2,000,000
TOTAL	\$ 78,593,262	\$ 32,517,000	\$ 62,406,000	\$ 900,000	\$ 900,000	\$ 175,316,262
Mass Transit						
Central Florida Commuter Rail Stations	\$ -	\$ 11,400,000	\$ -	\$ -	\$ -	\$ 11,400,000
Central Florida Commuter Rail	5,725,000	10,615,000	-	-	-	16,340,000
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
TOTAL	\$ 10,275,000	\$ 26,704,354	\$ 4,804,285	\$ 4,948,413	\$ 5,096,865	\$ 51,828,917
Bicycle and Pedestrian Facilities						
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
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
TOTAL	\$ 660,000	\$ 525,000	\$ 1,341,000	\$ 525,000	\$ 525,000	\$ 3,576,000
Parks and Open Space						
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
TOTAL	\$ -	\$ 250,000	\$ 1,750,000	\$ 13,000,000	\$ 250,000	\$ 15,250,000
Solid Waste Collection						
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
TOTAL	\$ -	\$ 1,009,000	\$ 549,000	\$ 219,000	\$ 571,000	\$ 2,348,000
Wastewater						
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
TOTAL	\$ 14,161,447	\$ 10,338,038	\$ 500,000	\$ -	\$ -	\$ 24,999,485
Reclaimed Water						
Eastern Regional Reclaimed Water System	\$ 6,991,802	\$ -	\$ -	\$ -	\$ -	\$ 6,991,802
Eastern Regional Reclaimed Water System	464,346	-	-	-	-	464,346
TOTAL	\$ 7,456,148	\$ -	\$ -	\$ -	\$ -	\$ 7,456,148
Drainage						
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
TOTAL	\$ 3,015,532	\$ 2,450,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 10,565,532
Subtotal: City Funding Sources:	\$ 38,146,043	\$ 20,161,392	\$ 10,728,285	\$ 21,292,413	\$ 9,042,865	\$ 99,370,998
Subtotal: Outside Funding Sources:	76,015,346	53,632,000	62,322,000	-	-	191,969,346
GRAND TOTAL 2007-2012 CIE	\$ 114,161,389	\$ 73,793,392	\$ 73,050,285	\$ 21,292,413	\$ 9,042,865	\$ 291,340,344

Please refer to the 2007-2012 Capital Improvements Program for detailed information on a specific project. 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.

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Appendix

DEBT MANAGEMENT POLICY

INTRODUCTION

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

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

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

GOAL STATEMENTS

BALANCE MULTIPLE OBJECTIVES

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

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

INNOVATION - To address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets.

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

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

CORPORATE IMAGE - To act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing.

DUE CARE - To pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the current and/or to be developed Debt Management Program(s).

Appendix

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

CATEGORIZE DEBT PROGRAM(S)

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

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

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

- Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- Limit with regard to self-supporting governmental revenues, the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirement on a pay-as-you-go basis.
- Annually, with regard to non self-supporting proprietary operations, set initial targets for the level of subsidy required and ultimately compare the target to actual performance as part of an on-going monitoring program of operations.
- Establish with regard to all non self-supporting debt, debt limits thereon and further to establish short-term goals/targets, within the debt limits, to ensure current and future flexibility.

MANAGE THE USE/COMMITMENT OF PLEDGABLE RESOURCES

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

BLENDING THE TRADITIONAL GOVERNMENT AND ESTABLISHED CORPORATE DEBT MANAGEMENT STYLES

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

Appendix

OBJECTIVES

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

DEFINITION OF SELF-SUPPORTING DEBT PROGRAMS

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

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

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

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

Appendix

**ANALYSIS OF DEBT OUTSTANDING
AS OF SEPTEMBER 30, 2006
(in Thousands)**

SELF-SUPPORTING:	BONDS	LOANS	TOTAL DEBT
Proprietary:			
Wastewater	\$ 117,515	\$ -	\$ 117,515
Parking	12,385	32,286	44,671
Total Proprietary	<u>\$ 129,900</u>	<u>\$ 32,286</u>	<u>\$ 162,186</u>
Governmental:			
Community Redevelopment Agency (CRA)	\$ 16,995	\$ 30,183	\$ 47,178
Republic Drive Interchange	40,755	-	40,755
Special Assessment:			
Historic District	-	545	545
Church St. Station	-	1,630	1,630
Downtown Hotels	-	3,829	3,829
Premiere Trade Plaza	-	14,000	14,000
55 West - Parking Garage	-	7,000	7,000
55 West - Public Plaza	-	2,000	2,000
Conroy Road Interchange	26,630	365	26,995
Total Governmental	<u>\$ 84,380</u>	<u>\$ 59,552</u>	<u>\$ 143,932</u>
Total Self-Supporting Debt	<u>\$ 214,280</u>	<u>\$ 91,838</u>	<u>\$ 306,118</u>
NON SELF-SUPPORTING:			
Governmental:			
City Hall	\$ -	\$ 12,280	\$ 12,280
Narcoossee Road	-	13,141	13,141
City Hall Garage	-	5,751	5,751
Lee Vista Project	-	3,934	3,934
John Young Parkway	-	2,018	2,018
Lymmo Project	-	343	343
Dubsdread	-	2,071	2,071
Parks Initiative	-	25,417	25,417
2003/04 Construction Initiative	-	24,900	24,900
Hurricane Working Capital	-	-	-
Other	-	251	251
Total Governmental	<u>\$ -</u>	<u>\$ 90,106</u>	<u>\$ 90,106</u>
Proprietary:			
Arena	\$ -	\$ 5,220	\$ 5,220
Citrus Bowl (CFA)	1,410	1,896	3,306
Total Proprietary	<u>1,410</u>	<u>7,116</u>	<u>8,526</u>
Total Non Self-Supporting Debt	<u>1,410</u>	<u>97,222</u>	<u>98,632</u>
Total City Debt	<u><u>\$ 215,690</u></u>	<u><u>\$ 189,060</u></u>	<u><u>\$ 404,750</u></u>

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

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

This distinction recognizes that self-supporting proprietary programs should be measured by comparing the user rates of comparable governmental providers, and that such programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the general government or tax-supported debt of the City.

Appendix

EXPLANATION OF EXISTING AND FUTURE DEBT PROGRAMS

The City's debt programs at 9/30/06, under which new debt is anticipated, are:

Wastewater System Debt - This program currently has \$117,515,000 in outstanding bonds and is anticipated to be a Major Program indefinitely.

Covenant (Banking Fund) Debt - This program currently has \$227,811,338 (\$55,770,000 fixed rate medium term bonds, \$90,630,000 fixed rate long-term bonds and \$81,411,338 variable rate loans) in debt outstanding with a validation for up to \$150,000,000. The Covenant Program is intended to alleviate the need for small, inefficient or untimely borrowing.

Community Redevelopment Agency (CRA) Downtown District Debt - Designed for the use of tax increment financing to address the downtown development needs (currently \$16,995,000 of bonds are outstanding). Within the operations of the CRA are separate community redevelopment areas: Downtown District, Republic Drive Interchange Redevelopment District and the Conroy Road Interchange Redevelopment District.

Republic Drive Interchange Redevelopment District - Tax Increment Revenue Refunding Bonds were issued in 2002 to refund the previously issued special assessment bonds (currently \$40,755,000 of bonds are outstanding).

Special Assessment Debt - Designed to provide interim funding of Conroy Road/I-4 Interchange for the CRA District until tax increment collections are sufficient to refund the district related CRA Debt. (Currently, 26,630,000 of Special Assessments Bonds are outstanding.)

Parking System Debt - Designed for the specific use of meeting downtown parking system needs (currently there is \$12,385,000 outstanding).

New Prospective or Alternative Programs are:

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

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

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

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

MEASURING INTERPERIOD EQUITY

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

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

MAINTAINING/IMPROVING CREDIT RATINGS

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

Appendix

If the current G.O. rating would be at least double A, the City will strive to maintain this rating and enhance the overall credit standing of not only its general credit but each of its specific programs. When addressing efforts to enhance its current (assumed double A) rating, the City will have to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required by efforts to seek a rating enhancement. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement.

The need for two ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) equally in the perspective of the City's overall programs.

EVALUATING ALTERNATIVE MATURITY STRATEGIES

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

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

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

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

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

USE OF OPTIONAL MARKETS

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

Appendix

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

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

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

Under either circumstance, when the cycle of long term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) all or a portion of the then outstanding variable rate debt to take advantage of the attractive long term fixed rates. Within the Debt Management Program, target interest rate levels should be set at which the City will be willing to fix all or a portion of its variable rate debt with the understanding that in doing so, the City expands its future ability to use the same or similar variable rate tools as either an interim measure or as part of an expanded blended cost of money program.

OBJECTIVES OF THE BANKING FUND

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. Initial objectives of this program were and are to:

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

Appendix

Since the original introduction in 1986-87, the program has been expanded to \$199,560,230.

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

An illustrative example of the potential cost advantage follows:

	% of	Estimated
	<u>Portfolio</u>	<u>Rates</u>
Long-term fixed rate	25.6%	5.00%
Medium term (1-15 years)	30.9%	4.00%
Variable rate	<u>43.5%</u>	3.25%
Total	<u>100.0%</u>	
Blended Rate		3.93%

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

RISK MANAGEMENT TECHNIQUES

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

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

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

Appendix

MEASURES OF FUTURE FLEXIBILITY

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

CRITERIA FOR EVALUATING ALTERNATIVES

Within the criteria established by the Goals and Objectives/Strategies Sections of the Debt Management Policy, the City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of elective options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating alternatives has been established:

Maturity Analysis

For self-supporting proprietary operations, it is anticipated that the basic decision alternative will be to use a long-term level debt service strategy. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative rate impacts involved.

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

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

Actions should be based upon a consideration of the following factors: (a) rates being at or near market lows versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates to be trending upwards, (c) ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of variable rate debt outstanding by program.

Banking Fund Targets

The following targets are established for the Banking Fund operations:

	<u>Targets</u>	<u>Actual 9/30/2006</u>
Fixed rate component	40-50% Minimum	64%
Unhedged variable rate:		
Goal	25-35%	36%
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.	131 b.p.

Appendix

Hedging Election

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging to the City's Variable Rate Debt exposure.

Refunding Options

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

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

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

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

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

Requirements for the Issuance of New Debt

While a framework (a delegation of authority) has been established regarding the management of the City's debt portfolio, specific City Council approval is still required prior to the issuance of any new debt. Once the City Council has approved a refunding (revenue source, structure and target benchmark), the Finance Committee may act to adjust the target benchmarks, within the goals and objectives framework, to address changing market conditions.

Debt Program Targets

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

Appendix

Programs	Maximum Net Variable Rate Debt Exposure	Actual Variable Rate Debt 9/30/06		
		Total	%	Unhedged %
Wastewater	35%	26%		25%
Parking	15%	0%		0%
CRA (Downtown District)	15%	0%		0%
Special Assessment	N/A	N/A		N/A

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

AMENDMENTS AND/OR EXCEPTIONS

The goals/policies and objectives/strategies sections of the Debt Management Policy Statement, while having been designed with some foresight, constitute a dynamic or living document and as such will be subject to periodic review and/or amendments. Additionally, from time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and will become effective only after approved by the City Council.

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

TIME-LINE FOR IMPLEMENTATION OF AMENDMENTS

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City will consider a reasonable time-line(s) to bring the then current debt program in line with amendments to the Policy statement.

Appendix

Reserve Policy Summary

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

Appendix

CRA Funds and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of Budgeted Expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the wastewater system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

Appendix

USE AND REPLENISHMENT OF RESERVES:

Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as Budgeted Expenditures increase.

Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

1. If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.
2. If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.
3. If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from 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, 2006

(\$'s in millions)

Funds	2006/2007 Budget	Reserve Policy				Actual	
		Minimum		Maximum			
General Fund						\$	62.51
Utilities Services Tax						\$	17.74
Disaster Recovery Fund						\$	6.61
Total General Fund	\$ 342.43	\$ 51.36	15%	\$ 85.61	25%	\$	86.86 25%
Enterprise Funds							
Self Supporting							
Wastewater System	\$ 40.30	\$ 4.03	10%	\$ 8.06	20%	\$	8.06 20%
Parking System	\$ 11.30	\$ 1.13	10%	\$ 2.26	20%	\$	2.26 20%
Stormwater System	\$ 18.12	\$ 1.81	10%	\$ 3.62	20%	\$	3.62 20%
Solid Waste Management	\$ 22.50	\$ 2.25	10%	\$ 4.50	20%	\$	4.50 20%
Enterprise Funds							
Non-Self Supporting							
Centroplex	\$ 14.43	\$ -	0%	\$ 1.44	10%	\$	(0.04) 0%
CFA	\$ 3.60	\$ -	0%	\$ 0.36	10%	\$	- 0%

Continued on next page

Appendix

City of Orlando
 Operating Reserve Level Status
 Presented as of September 30, 2006
 (\$'s in millions)

<u>Funds</u>	<u>2006/2007 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Capital Project Funds						
Capital Improvement Fund	\$ 9.22	\$ -	0%	\$ 0.92	10%	\$ 0.92 10%
Internal Service Funds						
Fleet Management Fund	\$ 14.75 (1)	\$ 0.74	5%	\$ 1.48	10%	\$ 1.60 11%
Risk Management Fund	\$ 36.90 (2)	\$ 3.69	10%	\$ 5.54	15%	\$ 10.76 29%

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

(2) Reflects the outstanding liability for claims as of September 30, 2006.

Appendix

City of Orlando
 Capital Reserve Level Status
 Presented as of September 30, 2006
 (\$'s in millions)

<u>Funds</u>	<u>Unrestricted</u>	<u>Restricted</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>	<u>R&R</u>	<u>Other</u>	
Enterprise Funds				
Self Supporting				
Wastewater System	\$ 58.24	\$ 2.29	\$ 5.81 ⁽³⁾	\$ 66.34
Parking System	\$ 12.24	\$ 2.22	\$ -	\$ 14.46
Stormwater System	\$ -	\$ -	\$ 0.84	\$ 0.84
Solid Waste Management	\$ -	\$ -	\$ -	\$ -
Capital Project Funds				
Capital Improvement Fund	\$ 17.38	\$ -	\$ -	\$ 17.38
Internal Service Funds				
Fleet Management Fund	\$ 22.40	\$ -	\$ - ⁽⁴⁾	\$ 22.40
Risk Management Fund	\$ -	\$ -	\$ -	\$ -

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

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

Appendix

Reserve History for General,
Utilities Services Tax and
Disaster Recovery Funds

Fiscal Year	Combined Ending Fund Balance	Subsequent Year's Budgeted Expenditures	Fund Balance as % of Expenditures
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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GLOSSARY

Glossary

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 Principals (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.

Glossary

BUDGET REVIEW COMMITTEE (BRC) - A five-member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

BUDGETARY ACCOUNTS - Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU - An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

BUSINESS PLAN - An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT - Equipment with a value in excess of \$1,000 and an expected life of more than one year such as automobiles, computers and furniture.

CAPITAL IMPROVEMENT BUDGET - A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS - Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) - That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL OUTLAY - Expenditures which result in the acquisition of, or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND - 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).

Glossary

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 by private firms, individuals, or governmental agencies.

DEBT SERVICE - Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND - One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT - The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

DESIGNATIONS - A portion of fund balance earmarked for specific appropriations.

DIVISION - An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE - Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND - A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

Glossary

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 PRINCIPALS (GAAP) - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principals" in the Independent Auditor's Report*.

GENERAL FUND - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND - Bonds for which the full faith and credit of the issuing government are pledged.

GOALS - General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities.

GRANT - Contributions of cash or other assets to be used for a specified purpose, activity or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

Glossary

GROWTH MANAGEMENT PLAN - Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

HOME - The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION - A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000.

IMPACT FEE - Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME - A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

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.

Glossary

METROPOLITAN STATISTICAL AREA (MSA) - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL - A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE - The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

OBJECT CODE - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES - Expenses which are directly related to service activities.

OPERATING REVENUES - Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES - Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

Glossary

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.

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.

Glossary

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.

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

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

CNE - Office of Communications/Neighborhood Enhancement

CNL - CNL Financial Group, Inc.

CNW - Citizens for Neighborhood Watch

COP - Community Oriented Policing

CPI - Consumer Price Index

Glossary

CRA - Community Redevelopment Agency

CSO - Community Service Officer (non-sworn)

CST - Communications Service Tax

CTX - Centroplex Department

DARE - Drug Awareness & Resistance Education

DDB - Downtown Development Board

DRC - Development Review Committee

DRI - Development of Regional Impact

EEOC - Equal Employment Opportunity Commission

ERT - Emergency Response Team

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

Glossary

GAAP - Generally Accepted Accounting Principals

GAD - General Administration Department

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 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

LTD - Long Term Disability

MADS - Maximum Annual Debt Service

M.E.R.I.T.S. - My Efforts Result in Total Service (Employee Recognition Program)

Glossary

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

Glossary

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

TIF - Tax Increment Financing

TIS - Traffic Impact Study

TM - Technology Management

TSA - Transportation Safety Administration

TRIM - Truth in millage

TRN - Transportation Department

UCF - University of Central Florida

VCC - Valencia Community College

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>.
