

ANNUAL BUDGET

2009 / 2010



CITY OF ORLANDO, FLORIDA



ACKNOWLEDGEMENTS

COMPILED BY THE OFFICE OF BUSINESS AND FINANCIAL SERVICES STAFF

Rebecca W. Sutton, CPA, CGFO	Chief Financial Officer
Raymond Elwell, CPA	Deputy Chief Financial Officer
Michael Stieber	Budget Manager
Brian Battles	Financial Analyst
Ion Luchin	Management Analyst
Barbara E. Muzeni	Budget Analyst IV
Mark Medlar	Budget Analyst III
Robert Visser	Budget Analyst III
Benjamin Wilson	Budget Analyst I



CITY OF ORLANDO

ELECTED CITY OFFICIALS

400 SOUTH ORANGE AVENUE • ORLANDO, FLORIDA 32801



Buddy Dyer
Mayor



Phil Diamond
Commissioner District 1



Tony Ortiz
Commissioner District 2



Robert F. Stuart
Commissioner District 3



Patty Sheehan
Commissioner District 4



Daisy W. Lynum
Commissioner District 5



Samuel B. Ings
Commissioner District 6

Guide to Readers

About the Budget

The Fiscal Year 2009/2010 Budget for the City of Orlando serves four fundamental purposes:

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, 2009 through September 30, 2010. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

Financial Plan - as a financial plan, the Budget details the costs associated with providing municipal services and how the services will be funded. The Budget includes a summary and detailed description of all revenues and expenditures including the General and Non-General Funds. The Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. The sources and uses of funds for two prior and the new budget years are summarized, changes in fund balance are discussed and an explanation of capital expenditures is provided including debt obligations. In addition, the City of Orlando section discusses the City's budget process and fund structure.

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.

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, 2008

A handwritten signature in black ink, appearing to read 'Mike M'.

President

A handwritten signature in black ink, appearing to read 'Jeffrey P. Brown'.

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, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

THIS PAGE LEFT INTENTIONALLY BLANK.

TABLE OF CONTENTS

MAYOR'S TRANSMITTAL LETTER	1
CHIEF FINANCIAL OFFICER'S LETTER	3
CITY OF ORLANDO	
City of Orlando History	13
Orlando MSA/Demographics	16
Historical Annexations Map	17
Employment	18
Economic Development Milestones	20
City Organization Chart	21
Government	22
Mayor Profile	24
Commissioner Profiles	26
Map of City Commission Districts	32
City Profile	33
Budget Process Overview	34
Accounting Structure	41
Method of Budgeting and Organizational Structure and Mission	42
Fund Structure	43
BUDGET IN BRIEF	
Mayor's Budget Address	49
Fund Revenue Comparison	58
Fund Expenditure Comparison	59
Total Adopted Budget Revenue Summary by Source Graph	64
Total Adopted Budget Appropriation Summary by Object Code Graph	65
Total Adopted Budget Appropriation Summary by Department Graph	66
Adopted General Fund Summaries	67
Citywide Staffing Table	71
Position Charts	72
Community Service Organizations	79
Capital Improvements Program 2008/2009	82

TABLE OF CONTENTS

REVENUE DETAIL	
Major Funds FY 2009/2010	88
Major Funds Revenue History	89
General Fund Revenues by Department	90
Major Revenue Sources—General Fund	91
Major Revenue Sources—Non General Funds	101
Fund Balances	115
OPERATING DEPARTMENTS:	
Executive Offices	
Department Overview	123
Office of the Mayor	129
Office of Community Affairs	132
Office of Communications and Neighborhood Relations	141
Office of City Clerk	147
Office of City Commissioners	150
Office of Chief Administrative Officer	152
Minority/Women Business Enterprise	154
Human Resources Division	156
City Attorney's Office	159
Balanced Scorecard	162
Business and Financial Services	
Department Overview	167
Chief Financial Officer	173
Accounting and Control Division	175
Facilities Management Division	180
Management and Budget	182
Purchasing & Materials Management Division	184
Real Estate Management Division	188
Technology Management Division	191
Treasury Division	194
Fleet Management Division	197
Risk Management Division	199
Balanced Scorecard	201

TABLE OF CONTENTS

Economic Development	
Department Overview	207
Director's Office	212
Permitting Division	213
Code Enforcement Division	217
City Planning Division	219
Downtown Development Board	221
Community Redevelopment Agency	223
Balanced Scorecard	225
Families, Parks and Recreation	
Department Overview	229
Director's Office	234
Recreation Division	239
Parks Division	245
Dubsdread Golf Course	248
Balanced Scorecard	250
Fire	
Department Overview	253
Fire Administrative Services Bureau	257
Fire Support Services Bureau	260
Fire Rescue Operations Bureau	263
Balanced Scorecard	266
Housing And Community Development	
Department Overview	269
Balanced Scorecard	274
Orlando Venues	
Department Overview	277
Venue Operations	281
Gardens, Galleries & Museums Division	286
Balanced Scorecard	293

TABLE OF CONTENTS

Police	
Department Overview	297
Police Administration	305
Administrative Services Bureau	306
Investigative Services Bureau	307
Special Services Bureau	308
Patrol Services Bureau	310
Balanced Scorecard	312
Public Works	
Department Overview	315
Director's Office	322
Engineering Services Division	323
Streets & Stormwater Services Division	326
CIP/Infrastructure Division	330
Environmental Services/Solid Waste Management Division	332
Environmental Services/Wastewater Division	334
Balanced Scorecard	338
Transportation	
Department Overview	343
Director's Office	347
Transportation Planning Division	348
Transportation Engineering Division	351
Parking Division	354
Balanced Scorecard	358
CAPITAL IMPROVEMENTS AND DEBT	
Capital Improvement Program Procedure	363
Definition of a Capital Improvement	364
Project Description Form	365
CIP Calendar	366
Description of Funding Sources	367
Adopted Capital Budget 2008/2009	369
Technology Enhancement Projects	376
Capital Projects Operating Impacts	377
Description of Major Capital Budget Projects	383
Debt Service Overview	388
Rating Agency Analysis	389
Description of Debt Outstanding	391
Bond Issues and Loans Outstanding	399
Summary of Debt Service Requirements to Maturity	401

TABLE OF CONTENTS

SUPPLEMENTAL INFORMATION	
Appropriation by Major Object Code	406
Changes in Governmental Fund Revenue	410
Assessed Value & Estimated Actual Value of Taxable Property	411
Ad Valorem Revenue Historical Comparison	412
Direct & Overlapping Property Tax Rates	413
Property Tax Levies and Collections	414
Principal Property Tax Payers	415
Schedule of Internal Loan Fund Revenue Dilution Test	416
CRA—Downtown District Tax Increment Revenue Bond Coverage	417
CRA—Republic Drive (Universal Blvd) Tax Increment Revenue Bond Coverage	418
City of Orlando Demographic Statistics	419
School Enrollment, City of Orlando and Orange County	421
APPENDIX	
Policy Overview	425
Budget Policies	427
City Policy for Growth Management	442
City Policy for Capital Improvements	448
Debt Management Policy	472
Reserve Policy Summary	479
GLOSSARY	
Glossary	489
Acronyms	496

THIS PAGE LEFT INTENTIONALLY BLANK.



TRANSMITTAL LETTER

To the Citizens of the City of Orlando:

The Orlando City Charter charges the Mayor and City Council with the responsibility of setting guidelines for the development of a balanced budget. As is the case for the families in our community and across the country, balancing our budget was challenging because of rising costs and an overall decline in the economy that impacts our revenue sources.

At the start of the budget process the City faced a \$40 million gap between our projected revenue and the cost to continue the level of services we were providing to our citizens. In order to bridge that gap, we advocated a sensible and strategic plan composed of two major components:

Permanent Reductions to City Services

The economic downturn and property tax reform efforts will have a long and sustained impact on the City. Therefore we must embrace this fiscal reality by reducing and/or eliminating services we can no longer afford to provide.

In this budget we will be eliminating 7% of our workforce (237 positions) resulting in fewer non-public safety positions than we had a decade ago. The only operating departments that will see a budget increase from last year are Police, Fire, and Public Works. Even with those increases we were forced to reduce our uniformed personnel in early budget drafts but were able to restore those positions through grant opportunities.

Judicious Use of Reserves

During economic growth years the City made the very wise decision to allocate funding to increase its reserves. While we will be making a draw on those reserves to balance the budget, the City will still have reserves sufficient to maintain its solid financial position while at the same time ensuring we will have adequate protection in the event of a natural disaster.





TRANSMITTAL LETTER

The Orlando City Council also made the decision to keep our millage rate constant, despite a double-digit decline on property values. This decision translates into a property tax savings to the overwhelming majority of property owners in the City.

Throughout the budget development process we went to great lengths to communicate and explain the issues facing the City to our residents, business owners and City staff members. City staff conducted public budget workshops for the City Council in July, August, and September. Copies of those presentations, as well as videos of those workshops, were simultaneously posted on the internet.

To lessen the impact on employees whose positions were targeted for deletion because of our decline in revenue, the City offered a voluntary separation plan that included extended health care benefits and separation pay.

In early 2009, we launched a program entitled Strengthen Orlando, which tasked City departments and local civic and business institutions with identifying immediate, accomplishable activities to create jobs, provide economic stimulus and ensure Orlando remains on track for a prosperous future.

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

Sincerely,

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

Mayor Buddy Dyer



CHIEF FINANCIAL OFFICER LETTER



October 1, 2009

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) 2009/10, which totals \$864,029,679. This budget was prepared in the aftermath of the national economic downturn and the trickle down effects on Florida and our local economy. In addition, the lingering effects of the approval of Amendment 1 continued to play a role. The budget was a collaborative effort of City departments utilizing the guiding parameters and priorities outlined by Mayor Buddy Dyer. It was formulated within the structure outlined by State formula. The Council provided helpful insight during four budget workshops, including one following the Mayor's Budget Presentation on July 13, 2009. Our citizens took the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two formal public hearings held in September.

As the Mayor stated on July 13, "we face, perhaps, the biggest test of our public service careers". The budget that will be outlined in the following paragraphs will allow us to meet this challenge head on. The Mayor and this City Council have worked together through the years and have made many difficult, yet fiscally responsible decisions. This year is no different. Despite those decisions, we are now in difficult times due to the global economic crisis/recession and the effects of State mandated property tax reform. As the Mayor stated, difficult decisions are necessary when times get tough. He determined that raising taxes was not the solution. Each City Department was tasked with crafting a 12 percent reduction plan to cut costs and reduce the size of government. Some of the components of those plans will be outlined below. I believe that, as difficult as the decisions were, the City of Orlando has developed a well constructed fiscal plan for FY 2009/2010. The Mayor quoted Abraham Lincoln in his budget address. Lincoln said that "you cannot escape the responsibility of tomorrow by evading it today". I believe that statement is apropos in this Lincoln bicentennial year and I am confident that this budget does not evade that responsibility.

The General Fund budget for FY 2009/2010 totals \$360,372,404. This is a decrease of \$7,421,062 when compared to the revised budget for the prior fiscal year. The decrease is a result of the economic downturn. The downturn has resulted in reduced revenues due to decreases in the taxable value assessment base, sales tax and State revenue sharing. The budget reflects no change to the millage rate. It remains at 5.6500. Reserves of \$14.1 million were used to balance the budget. Although sufficient reserves are available and the City is within the benchmarks established by its' reserve policy, the goal is to minimize the actual use of reserves through the achievement of various efficiencies throughout the fiscal year.



CHIEF FINANCIAL OFFICER LETTER

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

Citywide Staffing/Salaries and Benefits

In order to help meet our budget challenges, Departments undertook a detailed analysis of their staffing requirements for the second consecutive year. A total of 257 positions Citywide are being eliminated. A total of 56 additional positions are being frozen and are not funded in the budget. These actions amount to \$10 million of salary savings in the General Fund. This is the second year of negotiated agreements with all of our bargaining groups. The budget contains funding for a two percent salary increase at the beginning of the fiscal year, plus an additional two percent salary increase six months into the fiscal year, resulting in an aggregate three percent salary increase. Non-bargaining employees, with the exception of Appointed Officials, will get the same increase. Appointed Officials will not get an increase. Although their pay rates will remain the same, these Officials are required to take a forty hour furlough, resulting in an effectual pay reduction. There is funding in the budget to continue the previously established level of medical insurance and other benefits for all employees.

Executive Offices

The Offices reporting to the Chief of Staff will undergo adjustments. The changes will still allow for the delivery of quality municipal services, while reducing the size and scope of government. The Office of Communications will become the Office of Communications and Neighborhood Relations. The Office of Neighborhood and Community Affairs will become the Office of Community Affairs. The Office of Human Relations will be co-located within the Office of Community Affairs. Overall, there will be eight positions deleted within the Executive Offices, half within the Office of Human Relations. In addition, \$1 million of operating cost reductions have been included. Chief among those reductions is \$450,000 in contributions to community service organizations.

Business and Financial Services

The majority of reductions to the budget will come in the form of position deletions. This results from the fact that the Office of Business and Financial Services (OB&FS) primarily provides services that support the operations of other City Departments and as such is heavily personnel oriented. A total of 32 positions are being deleted within the OB&FS, a 12% reduction in staffing. These organizational changes were designed to help the City achieve cost savings while at the same time helping to ensure that government is as efficient and effective as possible. Among the Department's frozen positions will be the Management and Budget Division Manager, generating savings of close to \$150,000. The budget includes a rebate of Risk Management fees amounting to \$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. It should be noted that it is projected that a similar rebate will not be possible for FY 2010/11. Therefore, that is additional funding that must be located or reduced when that fiscal year's budget is developed.



CHIEF FINANCIAL OFFICER LETTER

Economic Development

The Business Development Division will be eliminated. Due to a continuing decline in building activity, the Building Code Enforcement Fund is again budgeted at a lower level than the prior fiscal year. A total of 23 positions are being deleted within the Department, including 11 within the Building Code Fund. Although the City will continue to focus on job creation and economic diversification, a number of Programs are being frozen or scaled back. District 2 incubator funding is being reduced by \$225,000. The Business Assistance Program is being frozen for one year at a savings of \$138,000. Main Street Program funding is being reduced by \$85,000. Contributions to economic development organizations are being reduced by \$140,000. It warrants mention that, although asked for a 12% budget reduction, the Department actually submitted a 17% reduction plan.

Families, Parks, and Recreation

The Department will continue to strive to meet the need and demand for youth, senior and other programs and activities, along with providing for high quality parks and open spaces. However, budget constraints will make that a challenging task. Landscaping and mowing schedules in the Parks Division will again be reduced, generating over \$250,000 in savings. Landscape areas, irrigation and fertilization will also be reduced. The Recreation Division will reduce pool operating hours and aquatics programs. A total of 19 positions are being deleted within the Department. In addition, another 15 positions will be frozen. The deletions and freezes will result in salary savings of \$1 million. The casual labor budget has also been reduced by \$470,000. The FY 2009/2010 budget will again provide \$200,000 for the continuation of the Parramore Child Care Executive Partnership Program.

Fire

The City's focus on public safety makes any decision to achieve budgetary savings without impacting established service levels very difficult. However, due to the tight budget situation it was found necessary to reduce sworn firefighting positions by 24. Those positions were all vacant. In addition, two non-sworn civilian positions have been eliminated. A Deputy Chief position has been frozen along with one non-sworn civilian position. Fleet savings of \$495,000 have been built into the budget. These savings are to be generated by extending the lifecycle of certain apparatus, turning in vehicles and reducing the number of reserve vehicles. A total of 46 filled, sworn firefighting positions were scheduled to be eliminated. The City and the International Association of Firefighters





CHIEF FINANCIAL OFFICER LETTER

reached an accord to modify the collective bargaining agreement in order to retain the positions until February. The City has applied for a SAFER grant to fund these positions. If the grant is not received, or funds less than 46 positions, additional action will need to be taken at that time.

Housing and Community Development

Although the Department's General Fund operations are minimal, budget reductions were still realized. State Housing Initiatives Partnership funding totals only \$198,240 for FY 2009/2010. The adopted budget for the prior fiscal year was \$3.8 million. As part of the overall \$2,310,257 Community Development Block Grant budget, funding has been included for the Center for Drug Free Living Nueva Vida Program, the Seniors First HEART Program and the Coalition for the Homeless men's shelter, among other things. Federal Emergency Shelter Grant funding of \$98,806 will be passed through the City to the Beta Center and Harbor House.

Orlando Venues

The budget includes revenue and expenditures associated with various events. These events include Orlando Magic National Basketball Association games, concerts and family and community events. Two new professional sports franchises will also be calling Orlando home during FY 2009/2010. Those franchises are the Florida Tuskers of the United Football League and the Orlando Titans of the indoor National Lacrosse League. Six positions within the Orlando Venues department are being deleted, including the Deputy Director position. In addition, a total of 14 positions throughout the Department will be frozen for the fiscal year. The Venues Department also includes the operations of the Harry P. Leu Botanical Gardens and the Mennello Museum of American Art. The FY 2009/2010 budget for the Gardens is \$2,395,875 and for the Museum \$521,681.



Police

Due to the size of its budget, the Department had to be called upon to contribute toward achieving budgetary savings. Toward that end, a total of 86 positions are being deleted within the Department. That includes 29 sworn positions. A total of 52 civilian deletions result from the move to field reporting by Officers, as opposed to phoning in reports to civilian staff. The deletions are partially mitigated by the addition of five civilian positions and 15 Police Officer positions. The Officer positions will be funded by a COPS ARRA grant for a period of three years. After the three year period the City must provide the funding. The net 14 Officer position deletions are all vacant. In addition, the full time staffing of the mounted patrol will be suspended for the fiscal year. That results in one Sergeant and three Officer positions being frozen and not funded. The overtime budget for the Department has been reduced by \$2 million.



CHIEF FINANCIAL OFFICER LETTER

A total of 74 of the Department's positions are in the GOAA Police Fund. The budget for that Fund is \$8,156,698.

Public Works

The General Fund portion of the Department budget totals \$10.4 million. In response to the City's budget challenges, the Department will be deleting 13 General Fund positions. All of the positions, with one exception, will be in the Right-of-Way Management Program. The position deletions will net \$390,000 in salary savings. In addition, the Right-of-Way operating budget is being further reduced by over \$400,000 as a result of reductions in mowing and irrigation, along with turning in a number of vehicles. The Department will be converting road medians to a more environmental and budget friendly turf. The funding for this conversion has been included in the FY 2009/2010 Capital Improvement Program. It is estimated that annual maintenance savings will be \$340,000.

Transportation

The most significant expenditure within the Department General Fund budget is the cost of street lighting and traffic signals. This expenditure is budgeted at \$5.4 million for FY 2009/2010. That is a flat budget when compared to the prior fiscal year. Six General Fund positions will be deleted within the Department, resulting in salary savings of \$290,000. In addition, two positions will be frozen, resulting in another \$72,000 in savings. General Fund operating costs within the Department are being reduced by over \$200,000. The Department is also responsible for managing the relationship with the City's mass transit provider, LYNX. The contribution to LYNX totals \$4,255,000 and is paid from Gas Tax funds. This contribution is the same as the prior fiscal year and, in these tight budget times, no reduction signifies the importance the City places on mass transit as an integral community component.

Community Venues – Interlocal Agreement

Per the Orlando City Council/Orange County Commission Interlocal Agreement related to the financing of construction, expansion and renovation of the new Events Center, a Performing Arts Center and the Citrus Bowl, a total of \$3.3 million has been included in the FY 2009/2010 budget for administration/planning and to provide expert financial, legal and project management assistance. A total of \$26.3 million has been budgeted for debt service for the Events Center and Arts Center. The majority of that debt service, \$16.3 million, will be funded via the pass through of County Tourist Development Tax revenue. An additional \$2.2 million will be funded from State Sales Tax Rebate proceeds pursuant to Section 288 Florida Statutes. A total of \$4.7 million will be funded through the Downtown CRA. Budget revisions for construction and/or additional debt service will occur as necessary during the fiscal year utilizing appropriate procedure.





CHIEF FINANCIAL OFFICER LETTER

Enterprise Funds

Stormwater Utility Fees will not be increased for FY 2009/2010. A total of \$8,432,241 of Stormwater Utility funded projects are included in this year's Capital Improvement Program. The Solid Waste Fund budget of \$24,606,202 includes an automatic annual service charge fee increase of 2.5%. No positions are being eliminated in either the Stormwater Utility Fund or the Solid Waste Fund. The Wastewater Revenue Fund budget of \$61,297,799 includes a 12% commodity and capacity charge increase for FY 2009/2010. Increases for the next four fiscal years will be 10%, 8%, 5% and 5% respectively, as approved by City Council in September. Eight positions are being eliminated in the Wastewater Fund and a total of three positions will be frozen. Combined, those actions will generate \$438,000 in salary savings. The combined Parking System budget is \$17,956,979. A parking fee increase was approved by City Council in January 2009 and those rates are included in the budget. A total of 11 positions are being eliminated in the main Parking Fund.

Debt Service

The General Fund budget for debt service amounts to \$17,294,141 in FY 2009/2010. The largest components are \$3.6 million associated with the Public Safety Initiative, \$3.0 million associated with the Parks Initiative, \$2.8 million associated with the construction of City Hall and \$2.1 million associated with the FY 2003/2004 construction initiative. The City Hall debt ends in FY 2011/2012. All the others extend beyond that date. Community Venues debt service has been previously discussed. Additional debt service is budgeted for Community Redevelopment Agency loans, parking facility construction and Wastewater system improvements.

Non-Departmental/Non-Operating

The General Fund tax increment payments to the Community Redevelopment Districts will decrease by slightly under \$1 million for FY 2009/2010. The decrease is the result of the economic downturn, as outlined in the overall City discussion earlier. Taxable value within CRA I actually increased almost three percent. However, decreases in the other four CRAs made for a net overall decrease of 4.8%. The overall City taxable value decrease was 10.6%.

Other Post-Employment Benefits

The City has implemented GASB Statement No. 45/ Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB) and the FY 2009/2010 budget does include an OPEB Trust Fund. The Fund is budgeted at \$20,165,106. That amount is the Annual Required Contribution (ARC) for the fiscal year as determined by Gabriel Roder Smith & Company, our actuaries. The components of the ARC are an employer contribution, an implicit rate subsidy and a pay-as-you-go portion. Although GASB does not require OPEB contributions, the goal of the City is to fully fund the ARC each year and that has been done for the current year. Decisions on future year contributions for OPEB will be made as part of each budget cycle.



CHIEF FINANCIAL OFFICER LETTER

Capital Improvement Program

Funding for General Fund capital improvement projects remains constant at \$9.2 million. Funding has been allocated primarily to repair and renovation projects. This includes \$1 million for the Fire Equipment Replacement project and is in line with the goal of maintaining annual funding at that level. A total of \$1 million has also been allocated for pavement rehabilitation. That funding will be combined with the \$1,250,000 of Gas Tax funding budgeted for the same purpose. A total of \$800,000 is included for Parks and Recreation projects. The City has also identified the need to adopt sustainable resource management practices that result in ongoing cost savings. To generate these ongoing cost savings, the City must pursue appropriate initiatives and strategies. Staff will evaluate and recommend projects that will generate these savings. A total of \$2 million has been allocated for these “sustainability” projects.

The position deletions and freezes that have been outlined, cuts to services, adoption of new and revised business practices, along with the use of available reserves are all part of a blended approach toward meeting the General Fund budget gap. This methodology is designed to close the gap, while still endeavoring to maintain the City’s commitment to providing superior core services. We cannot escape the fact that if we maintained current service levels the budget would be in structural imbalance and will be for the near future. Costs continue to increase while revenues decrease. We must address the issues by making changes that result in continuing, long term reductions to expenditures. Increasing the tax burden on our residents is not an option, particularly at the magnitude necessary if we were to maintain the status quo.

This is the next to last fiscal year that an additional dividend payment will be received from the Orlando Utilities Commission (OUC). As all are aware, 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 represent 70% of net income for FY 2009/2010. That percentage is part of a consensus reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount of revenue to be received from both the dividend payment and franchise fees. That total amount for this fiscal year is \$74.4 million. For the final year of the agreement, FY 2010/2011, the total combined amount will be \$76.6 million.





CHIEF FINANCIAL OFFICER LETTER

A General Fund attrition allowance was included as part of the strategy utilized to balance the budget from FY 2004/2005 through FY 2008/2009. Although natural attrition will occur through retirements and resignations, no attrition allowance has been utilized in FY 2009/2010. Ideally, achievement of vacancy savings and efficiencies in all City Departments will help lessen the need to utilize reserves.

As I have noted in previous CFO letters, the City takes its financial management responsibility seriously. Debt ratings from the three rating agencies (Moody's, S&P, Fitch) continue to remain top tier and are reflective of market recognition of high quality. The City's budget and Comprehensive Annual Report annually receive Government Finance Officers Association awards. The City's use of performance measures in decision making has previously earned Certificates of Achievement from the International City Management Association and we continue to move forward with our current performance management software. The Office of Business & Financial Services is committed to undertaking best budget and fiscal management practices, in order to continue the City's historically healthy financial condition. As has been evident during his tenure, Mayor Dyer has a keen focus on budget monitoring and control. Sage financial management is absolutely critical if we are to achieve the City's mission of enhancing the quality of life in the City. In addition, we should not expect that efforts at the State level to refine the Property Tax system and/or governmental budgeting will cease. Those efforts could possibly have a significant negative impact on the City's revenue base.

As I do each year, I must again thank the Mayor, City Commissioners and Department Directors for their support, cooperation and patience during the budget development process. Considering the wide ranging challenges that have manifested themselves, it would not have been possible to formulate a realistic and achievable budget without a wholehearted and dedicated team effort. The Mayor has stated that Orlando is a city of progress, a city of opportunity, a city on the rise. I believe that this budget will allow us to continue that progress and foster that opportunity. I look forward to continuing to make Orlando a city on the rise.

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 111 square miles.

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

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

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

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

City of Orlando

Timeline:

- 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** Orlando International Airport 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.

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 240,000. In 2002 Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City's second accredited law school joining Barry University College of Law. Also, Downtown Orlando would experience a massive revitalization during this time, reinvigorating the Orlando urban core.

City of Orlando

Timeline:

- 2007** The City of Orlando approves Community Venues and Commuter Rail agreements. The City launches its first comprehensive environmental action agenda.
- 2009** The Burnham Institute for Medical Research facility opens in Lake Nona.
- 2010** The 18,500 seat Events Center will host concerts, sports and other community events in addition to being the new home of the Orlando Magic, Orlando Predators and Orlando Titans. The UCF Medical School opens in Lake Nona.

The year of 2007 secured its place in history with the decision to move forward on two landmark initiatives, and the launching of the City's first comprehensive environmental action agenda - Green Works Orlando.

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

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

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

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

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

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

City of Orlando

Orlando MSA

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

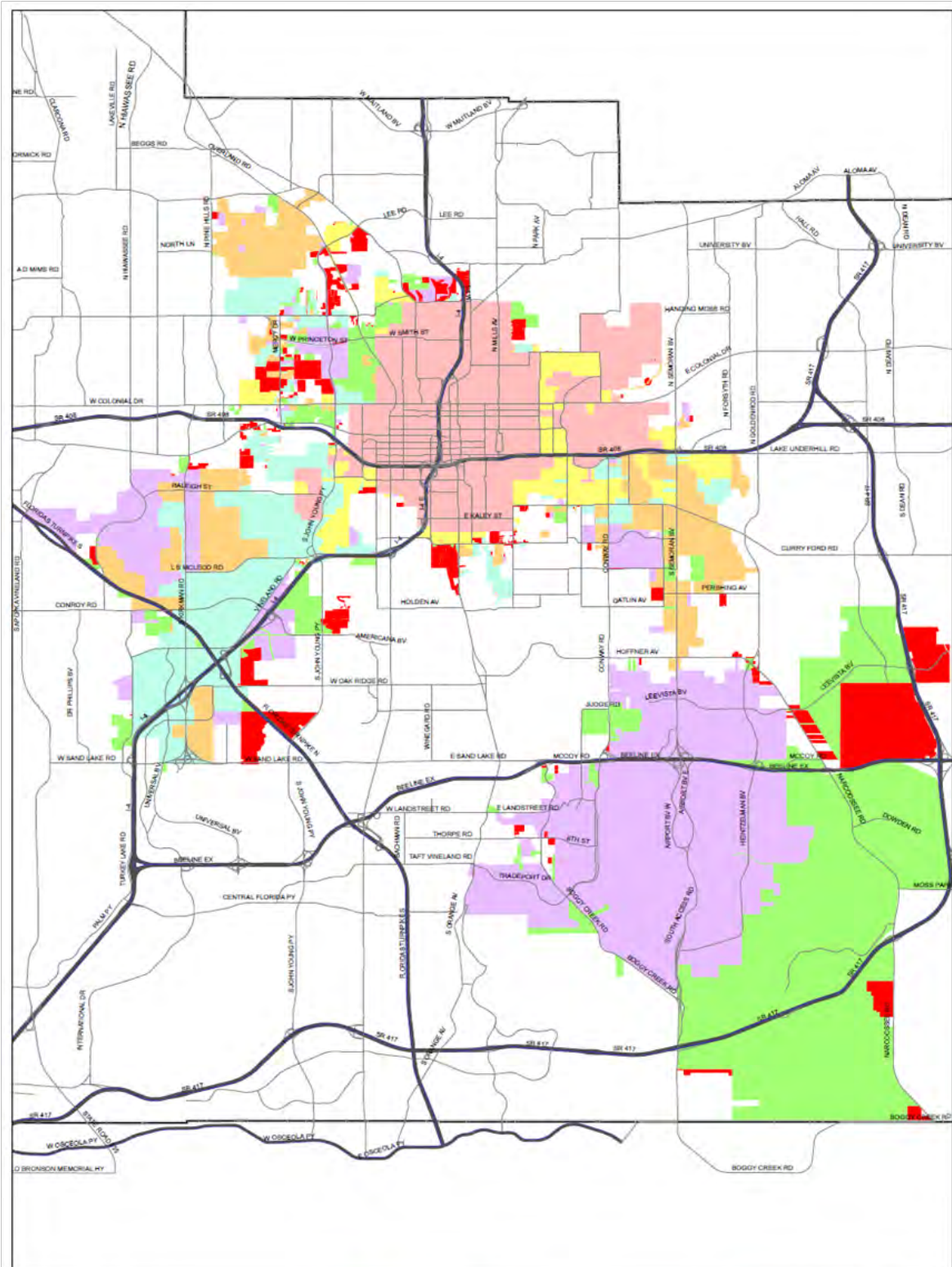
POPULATION

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	
1960	88,135	263,540	
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2009	241,288	1,081,954	2,077,969

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

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

City of Orlando





1 0.5 0 1 2
Miles



City of Orlando
**ANNEXATION
MAP**

ANNEXATION BY DECADE

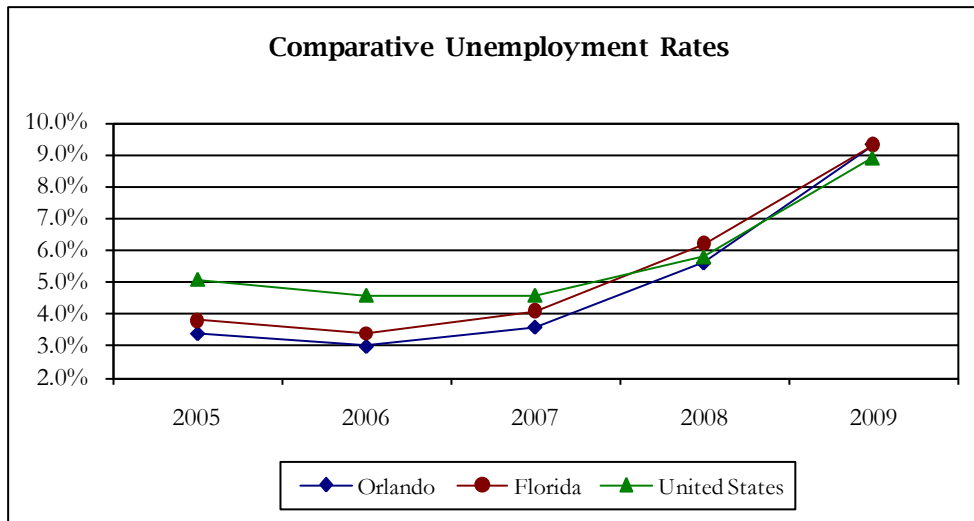
- 2001 - 2010
- 1991 - 2000
- 1981 - 1990
- 1971 - 1980
- 1951 - 1960
- City in 1950

Prepared by City of Orlando GIS -TM

Standard Map - Nov 2008

AVERAGE ANNUAL UNEMPLOYMENT RATE

	City of Orlando	Orange County	Orlando MSA	Florida	United States
2005	3.4%	3.5%	3.5%	3.8%	5.1%
2006	3.0%	3.1%	3.2%	3.4%	4.6%
2007	3.6%	3.7%	3.8%	4.1%	4.6%
2008	5.6%	5.8%	5.9%	6.2%	5.8%
2009	9.3%	9.7%	9.7%	9.3%	8.9%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2009 is as of April. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics as of April.

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	25,869
2.	Florida Hospital	General medical & surgical hospitals	16,002
3.	Universal Orlando	Motion picture & video production, entertainment and tourism	13,000
4.	Orlando Regional Healthcare	General medical & surgical hospitals	10,000
5.	Orange County Government	General government	8,080
7.	Lockheed Martin Corporation	Aerospace	7,200
6.	Central Florida Investments	Subdividers and developers	6,155
8.	Suntrust Banks of Florida Inc.	Bank holding companies	4,105
9.	City of Orlando	General government	3,441
10.	Mears Transportation Group	Local and suburban transit	2,000

Source: Metro Orlando Economic Development Commission
Employers with headquarters or substantial operations within City limits.
Released February 2008 (Most recent date 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.	Leisure & Hospitality	196,900
2.	Professional & Business Services	164,700
3.	Government	121,000
4.	Education & Health Services	119,200
5.	Retail Trade	115,500
6.	Finance and Insurance	66,000
7.	Construction	60,700
8.	Wholesale Trade	46,300
9.	Manufacturing	40,000
10.	Transportation, Warehousing, & Utilities	32,400
11.	Information	25,300
12.	Other Services	51,100

Source: Florida Agency for Workforce Innovation
Labor Market Statistics released May 2009.

City of Orlando

Economic Development Milestones

1968 University of Central Florida (UCF) opens east of City as “Florida Technological University”. Name changed to University of Central Florida in 1978. UCF enrollment topped 50,000 in academic year 2008/2009, making it the 5th largest public university in the United States.

1968 Orlando Naval Training Center (ONTC) opens within the City limits. From 1968 until being officially closed in the mid-1990’s, ONTC trained hundreds of thousands of military personnel.

1971 Walt Disney World – Magic Kingdom opens southwest of City.

1977 Wet ‘N Wild Theme Park opens within the City limits.

1980 Orlando’s Community Redevelopment Agency (CRA) established, with mission focused on providing infrastructure and resources to generate private investment in downtown Orlando.

1981 Orlando International Airport (OIA) opens new world class terminal within the City limits (former McCoy Air Force Base). Today, OIA is the 11th busiest airport in the United States, and 22nd busiest in the world. In 2008, OIA served over 34 million passengers including 2.7 million international passengers. There are more than 16,600 jobs on airport property, and the economic impact of the OIA is estimated at \$20.7 billion per year.

1982 Walt Disney World – Epcot Center opens southwest of City.

1989 Walt Disney World – MGM Studios opens southwest of City.

1989-90 NBA’s Orlando Magic inaugural season in Downtown Orlando. The Orlando Magic, the 2009 Eastern Conference Champions, generate direct economic impacts of more than \$120 million a year.

1990 Universal Studios Florida opens within 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 Health partners with **University of Texas, M.D. Anderson Cancer Center** to offer advanced, multi-disciplinary treatment.

1998 Orlando Naval Training Center (ONTC) & Annex close and the **Baldwin Park & Southport** mixed use neighborhoods are born.

1998 Walt Disney World – Animal Kingdom opens southwest of City.

1999 Universal Studios – Islands of Adventure theme park 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**.

2002 Mall at Millenia opens in southwest Orlando with more than 677,000 square feet of retail space. Spurs significant ancillary retail, office and residential development.

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 announces plans to open the **Florida Interactive Entertainment Academy** as part of their **Center for Emerging Media** in downtown Orlando.

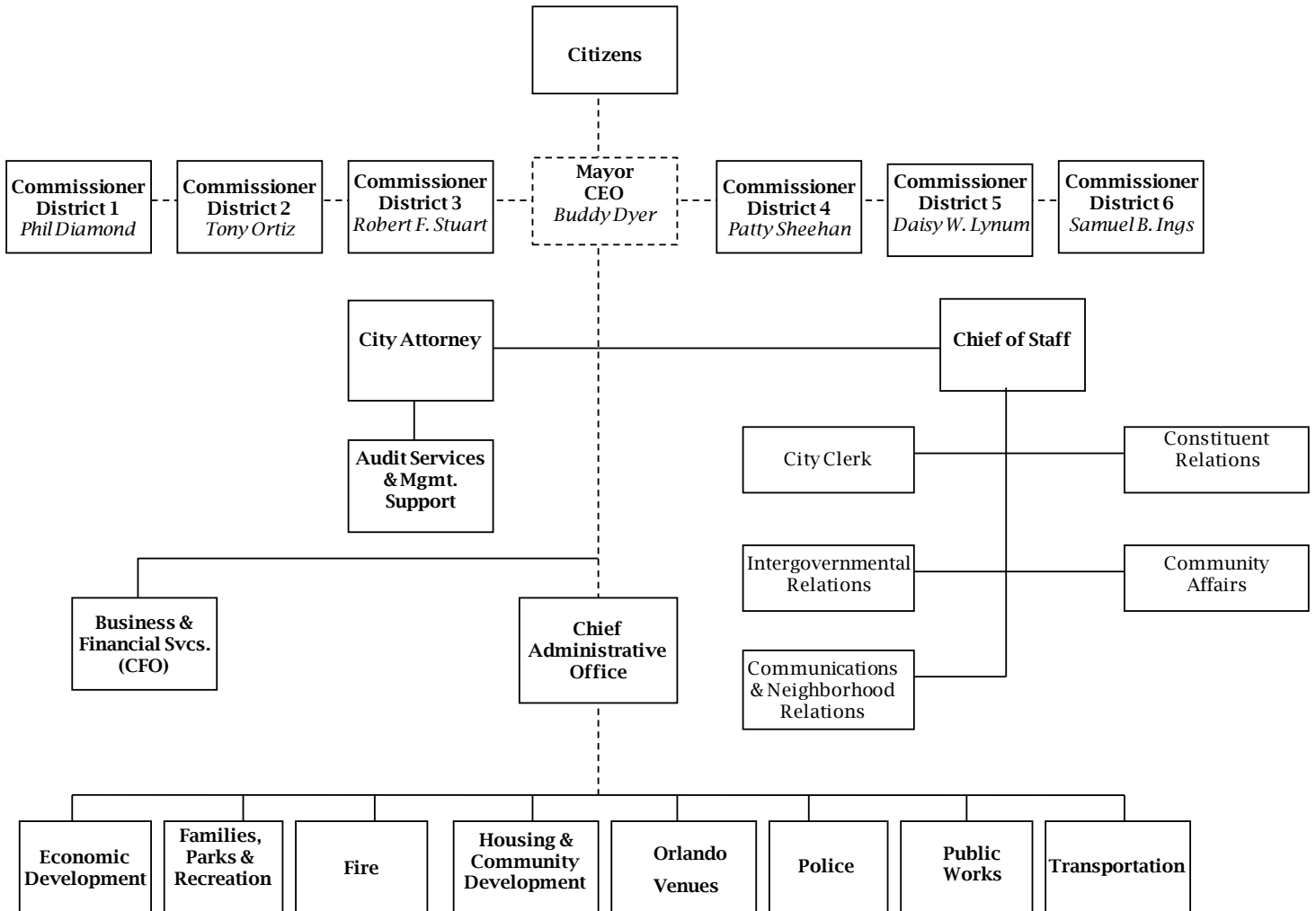
2008 Veteran’s Administration (VA) Medical Center at Lake Nona groundbreaking ceremony takes place. The new 1 million square foot VA Medical Center, part of the **Medical City** at Lake Nona, will open in 2012.

2009 Nemours Children’s Hospital groundbreaking occurs within the rapidly growing **Medical City** at Lake Nona. The first phase of the Nemours Children’s Hospital will include over 600,000 square feet of hospital space plus ancillary medical office.

2009 Burnham Institute for Medical Research opens within the Medical City at Lake Nona.

2010 UCF Medical School will open with inaugural Class of 2009 within the Medical City at Lake Nona.

Organization Chart



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 the C4 Committee and eight Department Directors. The C4 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the City Attorney and the Chief of Staff. The C4 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are five staff offices that report to the Chief of Staff. The Citywide organization chart on the previous page displays the relationships between organizational units of the City.

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

Other activities and functions in the City include:

- A **public utility** run by the Orlando Utilities Commission. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish the Orlando Utilities Commission to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- On September 27, 1976, the City entered into an agreement with the **Greater Orlando Aviation Authority (GOAA)** to use and operate the Orlando Executive Airport and Orlando International Airport (OIA) for a term of 50 years. GOAA is governed by a seven-member board: the mayor of the City of Orlando, the Chairman of the Board of County Commissioners, and five other members who are appointed by the Governor of the State of Florida, subject to confirmation by the Florida Senate. GOAA is considered a related party for financial classification purposes and their operations are not reflected in the City budget or annual financial report, except for security services provided by the Police Department.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County. The Lynx board of directors consists of representatives from each of those counties plus the Mayor of the City of Orlando and the Florida Department of Transportation District Secretary for this region. In addition to fares charged to riders, each partner provides operating support to Lynx. The City also provides funding to Lynx (through the CRA) to operate a downtown circulator route that is free of charge to riders.
- The **Central Florida Commuter Rail Transit (CFCRT)** project is a passenger rail service operating along 61.5 miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which four are within City jurisdiction. Each station will be pedestrian accessible and have convenient connections for bus and other transportation services.

City of Orlando

City of Orlando Government

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

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Clearwater	110,602	1,846	16.69
Tallahassee	177,852	2,931	16.48
Boca Raton	86,396	1,288	14.91
Fort Lauderdale	179,659	2,660	14.81
Tampa	336,264	4,660	13.86
Orlando	241,288	3,153	13.07
St. Petersburg	248,232	2,860	11.52
Gainesville	124,491	1,332	10.70
Hollywood	138,282	1,473	10.65

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of June 12, 2009.

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

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Orange	1,081,954	10,365	9.58
Lake	276,783	1,960	7.08
Osceola	278,968	1,697	6.08
Seminole	416,056	1,425	3.43

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of June 12, 2009.

City of Orlando Government

**Mayor Buddy Dyer**

Buddy Dyer is the 32nd Mayor of the City of Orlando. He has been Mayor since 2003 when he was elected in a special election to complete the last year of an existing term.

In 2004, the citizens of Orlando re-elected him to his first, full four-year term. In January 2008, Orlando residents overwhelmingly re-elected him for a second full term.

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

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

- Orchestrated one of the most remarkable resurgences of a downtown anywhere in the country with nearly \$3 billion dollars worth of development either underway or planned from residential to commercial and retail.
- Strengthened commitment to public safety by putting 50 additional police officers on the street, adding 45 new fire personnel, building two new police substations and three new fire stations.

Ensured that every new property tax dollar that has come into the City has gone to bolster public safety.

- 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.

City of Orlando

- 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 each Orlando.
- Balanced the budget and placed public safety as a top priority, making up a \$23 million budget shortfall in Mayor Dyer's first thirty days in office and has continued to do so each year thereafter.

A successful attorney in private practice, Mayor Dyer was first elected to public office in 1992. He served Orlando in the Florida Senate for ten years, being 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.

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 Tony Ortiz



Commissioner Antonio “Tony” Ortiz was born in Manati, Puerto Rico. He is the oldest son in a close knit family with two brothers and two sisters. Commissioner Ortiz’s father served and retired as a Lieutenant Colonel of the Puerto Rico Police Department and his mother worked as a librarian.

Commissioner Antonio “Tony” Ortiz has been a resident of Florida since 1984, and has lived in the City of Orlando since 1989. Commissioner Ortiz was a highly respected law enforcement officer with the passion and duty to protect and serve. He is also the proud father of an 12 year-old daughter.

His career began in public service when he enlisted in the United States Marine Corps in 1984. He served his country nine years (between active and reserve) and is a Persian Gulf War Veteran. He also worked in accounting and in banking for four years.

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

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

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

In Central Florida, he is a pioneer in the implementation of the concept of Neighborhood and Business Councils. A proactive approach to maintain the communities and merchants involved with City government and law enforcement; while maintaining the local government abreast of this communication and merchant’s problems.

He is a member of the National League of Cities—Hispanic Elected Local Officials (HELO), a member of the Florida League of Cities, a member of the Tri-Counties League of Cities, a member of the Orlando Web Foundation Board of Directors, a member of the After-School-All-Starts Board of Directors, a member of the Central Florida Marine Corps Foundations, a member of the Working Together Coalition (a City partnering organization) , a UCF Alumni, a member of Good Shepherd Catholic Church. Commissioner Tony Ortiz was also the former (for two years) President of the National Latino Peace Officer Association of Central Florida.

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 1st of that year. He serves a four-year term that will expire in 2010. District 3 is made up of some of Orlando's oldest and finest neighborhoods: Audubon Park, Baldwin Park, College Park, Dubsdread, Lake Fairview, Lake Formosa, Orwin Manor, Palomar, Park Lake Highland, Rose Isle, Rosemont, Rowena Park, Signal Hill, and Spring Lake. Besides these wonderful neighborhoods, District 3 has some of Orlando's best amenities including Dubsdread Golf Course, Loch Haven Arts and Science District, Trotter's Park/Fairview Park, Blue Jacket Park and community centers/pools in College Park and Rosemont. In addition, there are dozens of other small neighborhood parks and lakes for everyone to enjoy.

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

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

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

Commissioner Stuart continues to serve our community through his involvement with the Central Florida Fair Board, the Ardsley Manor/Radclyffe Terrace Neighborhood Association, the College Park Neighborhood Association, Florida Citrus Sports 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 33 years and has two grown children and one grandchild. 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 in 2004 and 2008 in the latter with no opposition. 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 nearly four decades, and has lived in her quaint, Colonialtown bungalow for 15 years.

Commissioner Sheehan's efforts have been recognized by many organizations. For two consecutive years, she was recognized by the State of Florida's Davis Productivity Award for measurably increasing performance and state services to Florida taxpayers. She was the District 4 Volunteer of the Year, Colonialtown Volunteer of the Year and Block Captain of the Year for District 4 Neighborhood Watch and also served as President of the Colonialtown North Neighborhood Association. She is a volunteer for Green-Up Orlando and Keep Orlando Beautiful. She has been recognized in 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 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, helmets and locks and chains to needy elementary and middle school students living in Reeves Terrace public housing. She currently serves on the East Central Florida Regional Planning Council.

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

Patty Sheehan's hobbies include gardening, photography, home improvement, painting and tooling around Orlando on her Vespa. She shares her home with her partner, Jocelynn, their Chinese Crested dog, Maxine, and Lui, their cat, as well as an assortment of tropical fish.

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. Commissioner Lynum was inducted into Gamma Phi Delta Sorority, Inc., an organization of business and professional women, in December 2008.

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 years of 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; Board of Directors for the National League of Cities; and, currently she is President of the National League of Cities National Black Caucus of Local Elected Officials; First Vice President for Women Elected to Municipal Government; Past-president of the Florida Black Caucus of Local Elected Officials; Metro Plan Orlando Transportation Board; Orange County Voter's League; Life Member NAACP, Nemours Council member; and, 2005 Onyx Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.

City of Orlando

District 6

Commissioner Samuel B. Ings



Samuel B. Ings was elected to the City Council on May 9, 2006 to serve as Commissioner of District 6 and re-elected in 2007 and 2008. Commissioner Ings was born and raised in Orlando, Florida and is a thirty-year retired veteran Captain with the Orlando Police Department. He served as Commander of the Problem Oriented Policing Division, and served two consecutive terms as the Commander of the Criminal Investigation Division. He is a graduate of the FBI National Academy (Quantico, Virginia) for Global Law Enforcement Executives, 171st Session.

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

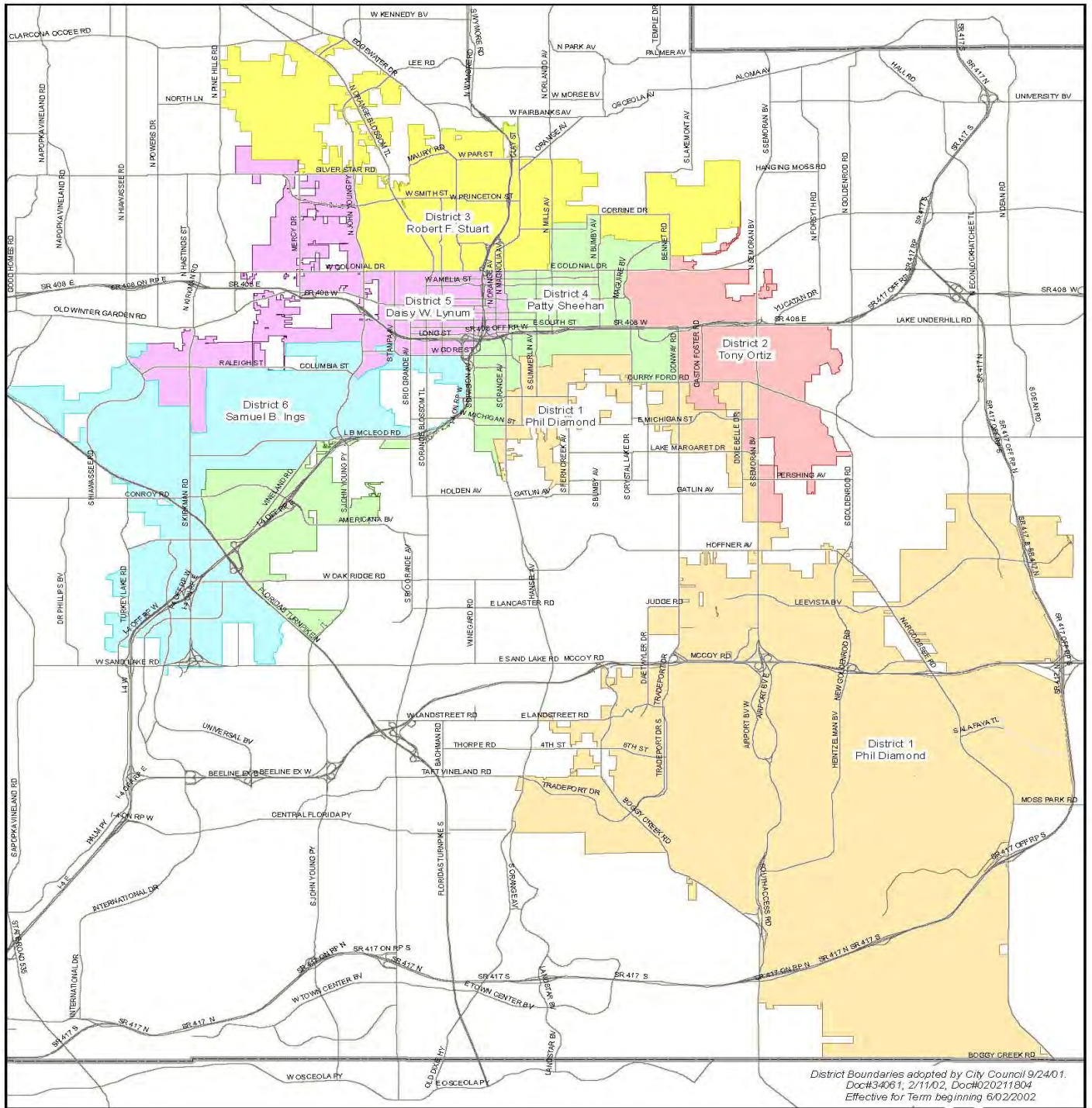
- Founder, President/Chief Executive Officer for Ark of Faith Ministries, Inc., Orlando, FL
- Former Region III Vice President of N.O.B.L.E. (National Organization of Black Law Enforcement Executives)
- Past Florida Chapter President of N.O.B.L.E., 1994/95
- Past Vice President of N.O.B.L.E., 1994
-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

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

Projects

District 6 Neighborhood Street Improvements and Traffic Calming
 EggCellent Health Fair and Easter Egg Hunt at Sylvester I. Hankins Park
 Crime Prevention and Awareness Week for the Communities of District 6
 Dr. James R. Smith Neighborhood Center's "Orlando Magic Computer Lab"
 Neighborhood and Displaced Families Christmas Toy Giveaways
 Seniors' Thanksgiving Luncheon at L. Claudia Allen Center
 Community Black History Celebration Activities at Dr. James R. Smith Community Center

City of Orlando



District Boundaries adopted by City Council 9/24/01.
 Doc#34061, 2/11/02, Doc#020211804
 Effective for Term beginning 6/02/2002

City of Orlando
COMMISSIONER DISTRICTS

COMMISSIONER DISTRICTS

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6

Prepared by City of Orlando GIS -TM

Standard Map - Dec 2008

City of Orlando

PROFILE (as of September 30, 2009)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.25 square miles
Population (projected 2009/2010)	241,288
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	629.38 miles
Streets - brick	55.39 miles
Sidewalks	601.11 miles
Off Road Bicycle Facilities	22.22 miles
On Street Bicycle Lanes	188.92 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	113
Golf Greens	2
Lakes	123
Boat Ramps	5
Playgrounds	47
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Fire Protection:	
Stations	18
Engine Companies	17
Tower Ladder Companies	7
Heavy Rescue	1
Rescue Companies	8
Urban Search & Rescue Unit	1
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	4
Air & Light Unit	1
Command Vehicles	6
Boats/Jet Skis	2
Police Protection:	
Stations, Substations and Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	491
- unmarked cars	113
- motorcycles	35
- other vehicles	215
- bicycles	74

City of Orlando

OVERVIEW OF THE BUDGET PROCESS

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

A. BUDGET GUIDES

The City Council has adopted a number of policies that are designed to guide budget preparation. The policies are contained in the Appendix, pages 427 through 441.

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor. Increment requests were not solicited this fiscal year.
- As a continuing consequence of Property Tax Reform and current economic conditions, Departments were required to submit reduction packages outlining 12% budget cuts to their General Fund operations. These packages outlined service reductions and/or eliminations, along with their resultant impact. The reductions had to consist of recurring items.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to:
 - structure budget choices and information in terms of divisions and their related program work activities;
 - provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).
 As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.

City of Orlando

- An 8.5 percent administrative service fee will be assessed by the General Fund against all Enterprise and Internal Service funds of the City. This assessment will be based on operating appropriations of the fund and will be used to reimburse the General Fund for administrative and support services provided to these funds. The fee to be charged is calculated by determining the cumulative budget of all the administrative programs within the General Fund, such as Technology Management, Payroll and other administrative functions. That total is then divided by the total budget of all City Funds, excluding the General Fund itself, the various Debt Service Funds and the CRA Trust Funds.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies. Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. This is based upon historical collection rates. Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget should 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 2009/2010 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 if they are solicited (no requests were accepted for FY 2009/2010).

Management and Budget works closely with City departments to formulate performance indicators for the upcoming fiscal year. In April 2008, via a Request for Proposal process, the City selected a firm to provide and implement an enterprise wide performance management system. The final phase of the implementation was recently completed. All users have been provided the necessary training on utilizing the software. Updating and maintaining the performance indicators is the responsibility of each Department and effectively part of the budget process. A Balanced Scorecard system is utilized. The Balanced Scorecard system is a more comprehensive methodology used in high performing organizations for evaluating organizational performance from multiple perspectives. The perspectives are customer, employee learning and growth, fiscal, internal processes and outcome and mission. Each perspective is reflected by various Performance Indicators. The Performance Indicators contained in this document are a work in progress. Since the transition is still underway, not all organizational units have developed Performance Indicators to reflect all five operational perspectives. New indicators will continue to be developed. Some areas are further along than others. Management and Budget will continue to work toward developing meaningful measures for all Departments. The City will continue to utilize the automated performance management system to collect, track and monitor Performance Indicators to help demonstrate the progress toward achieving outlined initiatives.

In March each year, basic operating budget request forms and data on prior year appropriations are distributed to the departments. Each program manager must compile a budget request for the new fiscal year and enter the program budget request and justification into the computerized budget development system.

City of Orlando

FY 2009/2010 Budget Calendar

December 2008

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

January 2009

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 2009

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 2009

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

April 2009

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

May 2009

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
8 Distribution of budget preparation overview and instructions for reorganizations

31 FY 2009 Annual Grant Plans due to Grants Development Supervisor

February
2 Reorganization requests due in Management & Budget

2 Distribution of instructions and forms for revenue budgets and Revenue Manual revisions
 CAO/Management & Budget review of Capital Improvement Project requests. Cabinet review of reorganization requests

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

16 Revenue Manual revisions due in M&B

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

2 Distribution of instructions and forms for expenditure requests

April
13 Expenditure requests due in M&B

13 Management & Budget begins analyzing requests

May
18-29 Management & Budget reviews budget recommendations with Department and Office Directors

June
1 Performance management information due to M&B

July
1 Certification of property values by Orange County Property Appraiser

13 Proposed millage rate vote

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

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

October
1 Implementation of adopted budget

June 2009

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

July 2009

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

August 2009

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

September 2009

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

October 2009

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 2009

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					

City of Orlando

C. BUDGET REVIEW

During a standard budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after core services are addressed. Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors and then with City Administration. As previously indicated, 12% budget reduction plans were required to be submitted for FY 2009/2010. Those submittals were then reviewed with the Department Directors and were evaluated by senior management including the CAO, CFO, City Attorney and Chief of Staff.

D. BUDGET ADOPTION

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

The formal adoption process proceeded with two budget workshop presentations by the Office of Business & Financial Services. That was followed with a presentation by the Mayor to City Council, along with a recap by the Office of Business & Financial Services. A final workshop was then held in August. The various presentations, along with related material, provided Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

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

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing, which must be held not less than two days or more than five days after the day the advertisement is first published. The schedule on page 39 illustrates the timetable required in the legal process of adopting and implementing the millage rate. The dates the City of Orlando completed the requirements are also indicated. As can be seen, the City met all the necessary deadlines.

E. FY2008/2009 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 “FY2008/2009 Revised Budget” is as of June 30, 2009. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City’s webpage (www.cityoforlando.net).

F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year run from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process (see discussion on page 35). The department mission statement provides general direction to division directors, managers and program managers and provides guidance in the development of performance accomplishment indicators. All divisions utilize the performance management software to provide periodic updates for their performance indicators showing the status of performance and explaining variances from established targets. Mission statements, service efforts and accomplishments and performance indicators are presented in the departmental sections of this document.

City of Orlando

2009/2010 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	July 17
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 14
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 17
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 21
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 23
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 28
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			September 30
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 5

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.

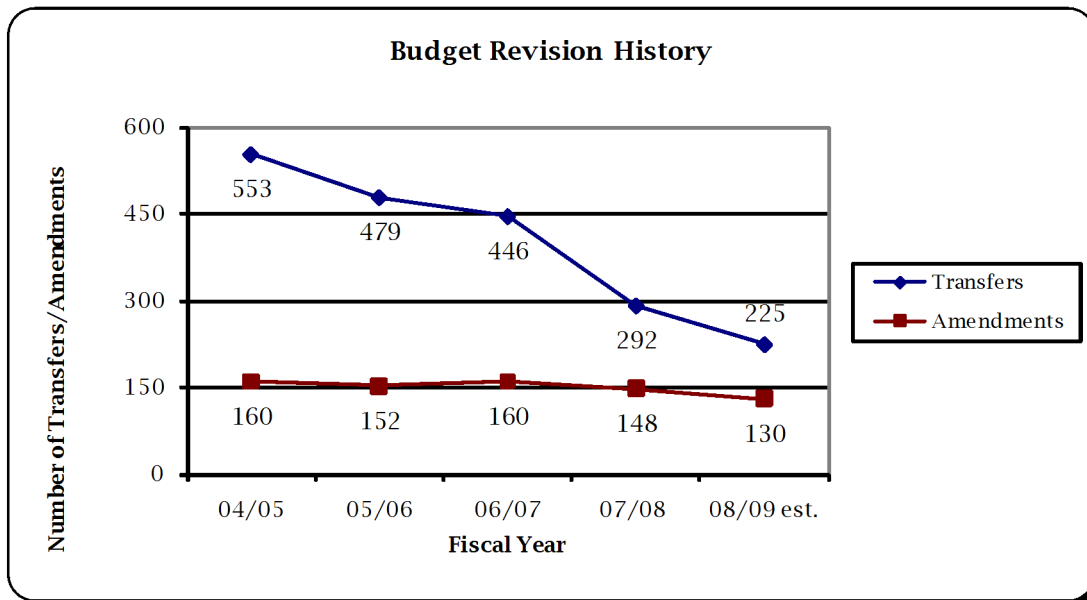
The **BUDGET REVIEW COMMITTEE** has approval of:

- 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 susceptible to accrual; i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due.

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

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

City of Orlando

METHOD OF BUDGETING

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

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

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

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

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

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDSGENERAL FUNDS

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

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

SPECIAL REVENUE FUNDS

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

Fines collected by the County Court.

The **Community Development Block Grant Fund** as well as the Neighborhood Stabilization and CDBG-R Funds represent 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 20.69 percent of the revenues collected in Orange County in FY 2009/2010.

FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDS**SPECIAL REVENUE FUNDS**

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

CAPITAL PROJECT FUNDS

The Capital Improvement Project Fund accounts for capital projects not accounted for elsewhere.	Capital grants, operating transfers from other funds, property tax.
--	---

FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDS**ENTERPRISE FUNDS**

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

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

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

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

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

Contribution from the General Fund.

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

Service charges.

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

Utility fees.

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

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

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

Contribution from the Parking System Fund.

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

Parking fees from several surface lots.

FUND STRUCTURE

Purpose

Source of Funds

PROPRIETARY FUNDS**INTERNAL SERVICE FUNDS**

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

Fees assessed to other funds.

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

Fees assessed to other funds.

The **Pension Participant Services Fund** assists current and former employees with their deferred compensation and defined contribution pension programs.

Sponsor rebate from the plan administrator.

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

Loans from the Sunshine State Governmental Financing Commission and other bond issues.

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

Fees assessed to other funds.

COMPONENT UNIT FUNDS

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

One mill tax levy collected within the established downtown area.

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

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

FIDUCIARY FUNDS**PENSION TRUST FUNDS**

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

Employer and employee contributions.

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

Employer and retiree contributions.



**B
U
D
G
E
T

I
N

B
R
I
E
F**



INTRODUCTION



For the past six years we have worked together to transform Orlando into a City of progress... a city of opportunity... a City on the rise.

Most importantly, we have worked to ensure Orlando is a safe place to live, work and raise a family.

We have made certain that *every new property tax dollar* has been spent on public safety... while we reduced the size of government everywhere else.

Despite our hard work, our City is entering uncharted territory because of the global economic crisis and the effects of state-mandated property tax reform.

We are not alone.

City, County and State governments across the nation have been pushed to the breaking point.

But, the job of making sure that Orlando endures this challenge falls uniquely to us, as responsible stewards of public money.

We weren't elected to office *just* to handle the easy stuff.

We were given the opportunity to serve so that we might make these difficult decisions and do what is necessary when times get tough.

This is the very definition of leadership.

Even though we are confronting a deficit...

Even though we must reduce the size of our City government for the long haul...

Even though we face, perhaps, the biggest test of our public service careers...

I am confident this City Council will meet this challenge head-on with vision and resolve...

Without excuses or apologies.

Abraham Lincoln said, "You cannot escape the responsibility of tomorrow by evading it today."

Our budget doesn't shy away from our responsibility.

It's a long term strategy.

This budget - combined with the action we take today in setting the millage rate - keeps Orlando on course toward a better future by accomplishing four strategic goals:



- Lower the tax burden on our residents at a time when it's desperately needed
- Lower the tax burden for our businesses... allowing our City's businesses to save jobs
- Preserve core City services while drastically reducing the size of government to meet the demands of this crisis
- Use a responsible portion of our reserves while maintaining the fiscal health of the City

Orlando's Budget Challenge: Long Term Reduction Necessary

Earlier this year it was clear the recession, combined with the effects of state-imposed revenue limitations drastically reduced the City's anticipated revenues for the next several years and left our budget in a state of "structural imbalance."

This means our City will see an increase in costs and a decrease in revenues for the foreseeable future.

In the upcoming fiscal year, that imbalance means an estimated deficit of \$40.3 million.

In years ahead we will see larger deficits... unless we make a change.

The Budget Plan: Hold the line on taxes

That change begins with the decision to give our residents tax relief.

In order to secure even the same ad valorem revenue the City received last year, it would take a dramatic increase in the property tax rate.

Increasing the tax rate would be a simple fix – rather than developing a long term strategy and implementing fundamental changes.

Again, we were not elected to do what is easiest.

We're here to do what's in the best interest of our residents.

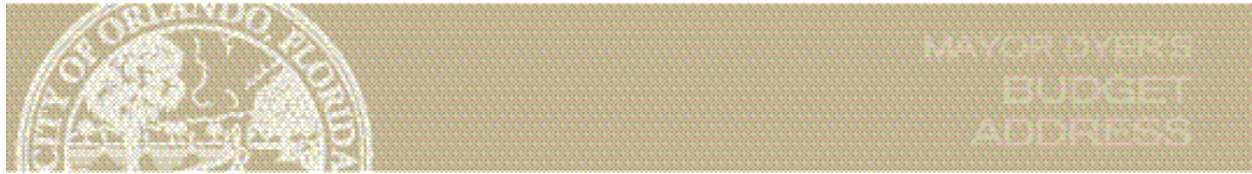
As I made clear in my State of the City Address in February, I am unwilling to raise taxes at a time when families are struggling just to get by.

So, the first part of our budget proposal is to hold the line on taxes.

By doing this, we're actually providing a needed savings to residents and businesses.

We give them a chance to reinvest that money in their families, homes and businesses.

If we hold the line on taxes... more than half of our home owners are going to pay substantially less in the upcoming year.



Another 30 percent will see an increase right around one dollar. This is the kind of tax relief our residents need to make it through this recession.

The Budget Plan: Reducing Government

If raising taxes is not the solution – then the only way to balance our budget is to cut costs and reduce the size of our government.

Much like residents who must make choices about what to spend their money on during difficult times... the best option to overcome this challenge is to decide where the City can scale back its expenses... while continuing to serve residents at the highest levels possible.

In March, our senior management team began this process by crafting 12 percent reduction plans for each City department.

Every employee was invited to be part of this process along with our union representatives.

We have worked together over the past five months to refine these budget reduction packages.

The result is the recommendation before you today.

The Budget Plan: Cost Cutting Measures

This is a balanced budget based on the factors *that we can control*.

I felt it was vital to lead the way in cutting costs.

So early in the process I announced that all appointed officials will be subject to a salary freeze and required to take a one week unpaid furlough that among other reductions will effectively reduce their salaries by almost 6 percent.

At our most recent budget work session in June, our finance staff gave you a comprehensive list of the Citywide service cuts contained in this budget.

Each department took advantage of every opportunity to reduce costs in an effort to minimize potential layoffs.

That list includes measures that make existing jobs more efficient:





- Saving money in the Police Department by having officers enter their reports themselves using new technology rather than an outdated and more costly method where they passed their reports on to data entry personnel.
- We found savings in our fleet department by reducing the number of managers and creating one, extended shift.
- We are replacing large portions of St. Augustine grass in the City with Bahia. This new grass requires substantially less mowing and watering and will save the City money.

The list of cuts also includes the elimination or reduction of many services:

- Eliminating our Downtown Ambassador program and our downtown cleaning crew
- The elimination of a full time OPD mounted patrol
- The elimination of our public arts coordinator position and city-supported museum exhibits
- A reduction in maintenance of City Hall
- An almost complete reduction of all holiday decorations
- A drastic reduction in landscaping, irrigation and mowing cycles
- Reduced pool and community center hours

The Budget Plan: Position Eliminations

These cuts will save us money – but they only take us part of the way toward overcoming our projected deficit.

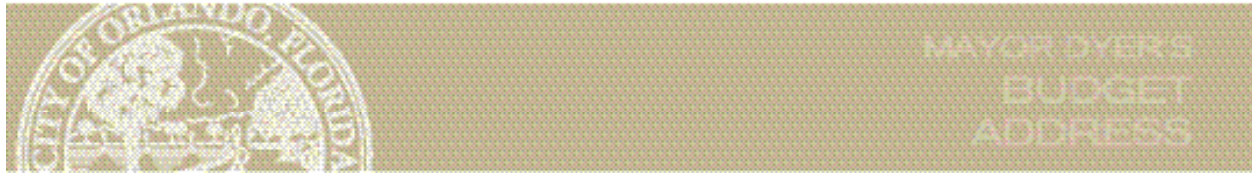
Because the vast majority of the City's budget consists of salaries and benefits, the reduction necessary to bridge the gap is simply not possible without eliminating positions.

Again, I felt it was critical to lead by example.

Last week, I announced that the Mayor's Executive offices would cut a total of 12 positions.



The current budget plan includes the elimination of a total of 313 positions, of which 212 are filled.



It includes unfortunate but necessary position cuts to our two biggest departments – Police and Fire.

From the beginning, we have worked to conduct this extremely difficult process with compassion, integrity and transparency.

Those employees whose positions have been identified for elimination were notified in May.

Those employees and all members of our City workforce have received constant communication and information about the budget process and what impacts it will have on our workforce.

This includes pension and healthcare benefits information, counseling services and information about job training workshops and other classes available to employees.

We also offered employees the opportunity to take a voluntary separation package, including those whose positions were identified for elimination.

We are currently in the final stages of determining what impact those voluntary separations will have on our budget, but we know the impact will be positive.

The Budget Plan: Responsible Use of Reserves

As stewards of public money, our most important job must be making sure our City is financially stable.

The final piece of our plan is the responsible use of our reserves enabling us to bridge the remaining portion of our budget gap while at the same time maintaining the City's financial health.

The Budget Plan: Still “A Work In Progress”

As I said before, the plan before you today is a balanced budget based on the factors that we can directly control.

We are in the midst of a nationwide economic mess... that is affecting our City differently than anything we have dealt with before.

So, we're going to have to think differently and act differently in attacking this challenge.

In recent years, I presented a complete budget proposal to you on the same day I gave my annual budget address.

But, the budget in front of you today is a “Work in progress.”

If nothing changes between now and September, this balanced budget proposal will stand.

We hope a number of factors outside of our control will make some of the cuts and position eliminations unnecessary.



We are in the process of applying for two different federal stimulus grants that would allow us to preserve many of the position cuts in the Police and Fire departments.

These are newly available, competitive federal funds that are designed specifically to aid cities like Orlando who have determined they must make cuts to those departments.

We are also seeking other resources outside the City to preserve and maintain services, chiefly from a variety of other funds through the federal stimulus program:

Everything from road repair... to stopping domestic violence... to helping our fleet become more energy efficient.

We also have been in contact with each of our bargaining units and hope that we are able to stave off some of these personnel cuts.

As I said earlier, the number of voluntary separations could also help lessen the need for layoffs.

All of these outstanding factors mean one thing – our work on the budget is going to require more refinement as we enter the end of summer and move into the fall.

The Budget Plan: Keeping Orlando on Track

Looking at the big picture, this budget emphasizes our core services.

- Our total budget is reduced by \$47 million.
- Our general fund is reduced by \$9 million.
- The only departments that will see an increase in their budgets are Police, Fire and Public Works.

This budget does not paint a rosy picture today.

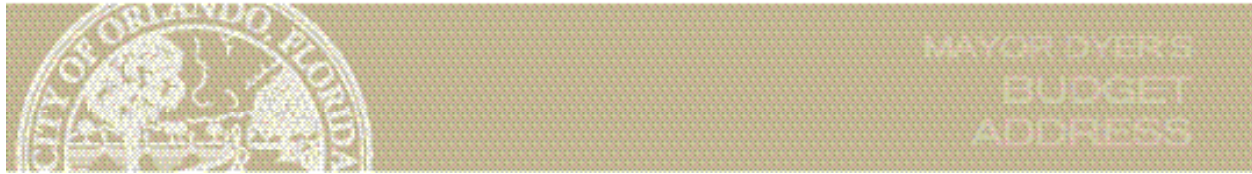
But, it's important to realize the picture is not bleak, either.

The plan we've developed balances hard realities... with hard choices.

This budget preserves many of the important projects and priorities we have set as a community.

In the coming months, downtown's new Fire Headquarters is set to open along with our new Police Training Facility.





We have made sure there is money in this budget to maintain tools and training for our police and firefighters.

This investment will help ensure the long term safety of our residents.

The Community Venues will be built – without any general fund dollars.

Right now at the Events Center site – jobs are being created and companies are staying afloat because of the project's positive economic impact.

Through our Strengthen Orlando program, we continue to leverage partnerships across our community to help residents and businesses weather the storm during these tough times.

Lessons from the Orlando Magic

Later today, during our regular City Council meeting, we will vote on the proposed millage to be sent out with the TRIM notices for fiscal year 2009/2010.

Holding this millage rate steady and putting money back into the pockets of our residents is a critical first step to the strategy I am recommending.

The other elements of the strategy are going to require some heavy lifting on our part – and the ability to think differently and use every opportunity to cut costs.

Our Orlando Magic, in their run to the NBA finals, gave us an interesting lesson in how we might approach our task.

Many times, the Magic found themselves behind by large margins... early in the game.

They didn't go into crisis mode.

They knew there was a lot of game left.

They knew they could not miraculously bridge that deficit with one shot.



The team had to make adjustments and be willing to change their game as the situation demanded.

They had to make small gains when they were given the chance.

They had to be creative.

When the entire team embraced this game plan as a unit, good things happened.

Bucket by bucket... they climbed back... and erased that deficit.



MAYOR DYER'S
BUDGET
ADDRESS

It's time for us to embrace that spirit.

We are "early in the game" when it comes to the long term effects of this global financial crisis on our City.

I firmly believe if we follow this strategy and are open to embracing change and making gains where we can we will come out ahead.

If we put money back into resident's pockets and responsibly reduce the size of government we will put our City in position to endure this hardship and surge ahead once our national economy recovers

Thank you.



Budget in Brief

THIS PAGE LEFT INTENTIONALLY BLANK.

Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2007/2008	FY 2008/2009	FY 2009/2010
	Actual	Revised	Adopted
	Revenues	Budget	Budget
General Fund	\$ 357,438,794	\$ 367,793,466	\$ 360,372,404
<u>SPECIAL REVENUE</u>			
911 Emergency Telephone System	319,802	349,871	392,280
Building Code Enforcement	8,190,048	8,432,818	7,775,737
Capital Improvement Fund	28,884,497	59,408,566	9,603,758
CEB Lien Assessment Fund	1,381,653	480,550	439,770
Cemetery Trust Fund	538,486	832,794	741,141
Community Development Block Grants	1,248,751	6,379,085	2,310,257
Community Redevelopment Agency Fund	14,241,888	32,816,528	14,119,992
Contraband Forfeiture Trust Funds	620,469	1,298,335	65,000
CRA Trust Funds	31,219,745	38,873,234	36,874,500
Dubsdread Golf Course Funds	1,247,068	1,830,188	1,892,248
Gas Tax Fund	17,974,782	38,895,016	10,085,833
GOAA Police Fund	8,167,905	9,261,606	8,156,698
Grant Fund	1,116,355	9,111,045	1,093,590
Harry P. Leu Gardens Trust Fund	2,461,382	2,631,137	2,395,875
HOME Investment Partnership Fund	1,108,977	4,802,206	1,437,825
HOPWA Grant Fund	3,121,940	5,098,552	3,533,132
HUD Homeless Grant Fund	93,963	100,727	98,806
Law Enforcement Training Fund	190,290	270,000	200,000
Local Housing Assistance Trust Funds	1,883,556	8,650,966	198,240
Mennello Museum Fund	511,133	573,931	521,681
Neighborhood Stabilization Fund	-	6,730,263	239,451
OCPS - Crossing Guard Fund	408,072	590,545	531,794
Special Assessment Funds	520,354	1,000,233	1,955,705
Street Tree Trust	296,217	700,000	300,000
Transportation Grant Fund	2,299,591	2,675,504	2,574,498
Transportation Impact Fee Funds	15,584,007	28,308,171	8,067,209
Utility Services Tax Fund	45,332,189	45,558,404	47,663,011

Continued on Page 60

Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2007/2008	FY 2008/2009	FY 2009/2010	
Actual	Revised	Adopted	
Expenses	Budget	Budget	
\$ 358,914,881	\$ 367,793,466	\$ 360,372,404	General Fund
			<u>SPECIAL REVENUE</u>
380,665	349,871	392,280	911 Emergency Telephone System
8,233,487	8,432,818	7,775,737	Building Code Enforcement
19,499,761	59,408,566	9,603,758	Capital Improvement Fund
830,439	480,550	439,770	CEB Lien Assessment Fund
611,256	832,794	741,141	Cemetery Trust Fund
2,630,045	6,379,085	2,310,257	Community Development Block Grants
10,240,915	32,816,528	14,119,992	Community Redevelopment Agency Fund
551,622	1,298,335	65,000	Contraband Forfeiture Trust Funds
31,103,011	38,873,234	36,874,500	CRA Trust Funds
1,144,334	1,830,188	1,892,248	Dubsdread Golf Course Funds
18,611,520	38,895,016	10,085,833	Gas Tax Fund
8,203,757	9,261,606	8,156,698	GOAA Police Fund
1,113,957	9,111,045	1,093,590	Grant Fund
2,446,026	2,631,137	2,395,875	Harry P. Leu Gardens Trust Fund
1,107,837	4,802,206	1,437,825	HOME Investment Partnership Fund
3,209,011	5,098,552	3,533,132	HOPWA Grant Fund
97,794	100,727	98,806	HUD Homeless Grant Fund
328,401	270,000	200,000	Law Enforcement Training Fund
1,883,164	8,650,966	198,240	Local Housing Assistance Trust Funds
517,738	573,931	521,681	Mennello Museum Fund
-	6,730,263	239,451	Neighborhood Stabilization Fund
380,089	590,545	531,794	OCPS - Crossing Guard Fund
716,016	1,000,233	1,955,705	Special Assessment Funds
289,550	700,000	300,000	Street Tree Trust
2,613,468	2,675,504	2,574,498	Transportation Grant Fund
11,560,605	28,308,171	8,067,209	Transportation Impact Fee Funds
41,627,498	45,558,404	47,663,011	Utility Services Tax Fund

Continued on Page 61

Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2007/2008	FY 2008/2009	FY 2009/2010
	Actual	Revised	Adopted
	Revenues	Budget	Budget
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	\$ 7,712,719	\$ 10,299,964	\$ 16,263,101
Capital Improvement Series 2007B	2,408,805	3,643,313	3,622,255
Citrus Bowl CP Debt	(105,542)	10,580,797	205,604
CRA Debt Service - 2009	-	-	4,672,183
CRA Debt Service - Internal Loan Fund	3,344,161	3,339,538	3,406,691
CRA Debt Service Refunding	2,666,589	2,664,386	1,784,058
CRA Debt Service - Conroy Road	2,294,106	2,262,130	2,265,333
CRA Debt Service - Republic Drive	3,335,194	3,304,944	3,304,263
CRA D/S - State Infrastructure Bank	-	-	750,000
Events Center Debt Other	11,997,956	11,826,845	1,140,746
Events Center Master and CP	182,466	31,894,450	1,424,250
Jefferson Garage Debt	949,020	1,861,232	1,863,274
PAC CP Debt	-	16,641,953	370,146
Parking Facility Revenue Bonds Fund	3,540,790	3,485,085	3,442,725
Sales Tax Rebate Debt	1,367,576	2,000,000	2,230,482
SSGFC 1986 Loan	-	-	5,158,917
Taxable Series H Debt	259,918	502,443	423,029
Wastewater Revenue Bond Funds	11,387,164	48,618,206	25,633,060
<u>ENTERPRISE</u>			
Center for Arts & Education	154,047	175,480	185,000
CNL R&R	302,759	307,646	30,000
Community Venues Construction Admin	3,257,369	5,581,752	3,267,387
Downtown Transit Fund	-	370,000	550,000
Market Garage R&R Fund	-	32,490	32,490
Orlando Venues Fund	15,533,826	16,543,222	12,525,023
Parking System Revenue Fund	14,957,848	16,984,432	14,832,481
Solid Waste Fund	24,078,820	25,489,777	24,606,222
Stormwater Utility Fund	25,944,650	35,209,008	22,480,736
Wastewater Construction Funds	54,745,981	133,708,858	2,350,000
Wastewater Impact Fee Reserve Fund	8,445,666	9,051,195	5,002,579
Wastewater R & R Fund	2,845,947	5,986,073	1,811,361
Wastewater Revenue Fund	43,915,155	46,669,641	61,297,799

Continued on Page 62

Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2007/2008 Actual Expenses	FY 2008/2009 Revised Budget	FY 2009/2010 Adopted Budget	
\$ 284,049,868	\$ 10,299,964	\$ 16,263,101	<u>DEBT SERVICE</u>
2,518,572	3,643,313	3,622,255	6th Cent TDT Debt
132,637	10,580,797	205,604	Capital Improvement Series 2007B
-	-	4,672,183	Citrus Bowl CP Debt
3,383,204	3,339,538	3,406,691	CRA Debt Service - 2009
2,621,689	2,664,386	1,784,058	CRA Debt Service - Internal Loan Fund
2,360,963	2,262,130	2,265,333	CRA Debt Service Refunding
3,376,672	3,304,944	3,304,263	CRA Debt Service - Conroy Road
-	-	750,000	CRA Debt Service - Republic Drive
173,155	11,826,845	1,140,746	CRA D/S - State Infrastructure Bank
10,274,013	31,894,450	1,424,250	Events Center Debt Other
949,020	1,861,232	1,863,274	Events Center Master and CP
2,645,295	16,641,953	370,146	Jefferson Garage Debt
3,438,210	3,485,085	3,442,725	PAC CP Debt
30,581,049	2,000,000	2,230,482	Parking Facility Revenue Bonds Fund
-	-	5,158,917	Sales Tax Rebate Debt
259,918	502,443	423,029	SSGFC 1986 Loan
9,954,058	48,618,206	25,633,060	Taxable Series H Debt
			Wastewater Revenue Bond Funds
			<u>ENTERPRISE</u>
158,039	175,480	185,000	Center for Arts & Education
120,431	307,646	30,000	CNL R&R
2,262,947	5,581,752	3,267,387	Community Venues Construction Admin
-	370,000	550,000	Downtown Transit Fund
-	32,490	32,490	Market Garage R&R Fund
25,953,391	16,543,222	12,525,023	Orlando Venues Fund
12,134,185	16,984,432	14,832,481	Parking System Revenue Fund
24,588,271	25,489,777	24,606,222	Solid Waste Fund
23,360,217	35,209,008	22,480,736	Stormwater Utility Fund
56,925,614	133,708,858	2,350,000	Wastewater Construction Funds
17,483,540	9,051,195	5,002,579	Wastewater Impact Fee Reserve Fund
5,594,065	5,986,073	1,811,361	Wastewater R & R Fund
50,049,644	46,669,641	61,297,799	Wastewater Revenue Fund

Continued on Page 63

Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2007/2008	FY 2008/2009	FY 2009/2010
	Actual	Revised	Adopted
	Revenues	Budget	Budget
<u>INTERNAL SERVICE</u>			
Construction Management Fund	\$ 2,825,291	\$ 2,997,481	\$ 3,841,533
Fleet Management Funds	33,859,665	33,290,364	26,976,308
Internal Loan Fund	8,619,551	28,001,846	33,670,609
Pension Participant Services	112,683	100,000	100,000
Risk Management Fund	18,231,717	19,732,800	20,311,043
<u>COMPONENT UNIT</u>			
Civic Facilities Authority Revenue Fund	4,950,730	4,447,993	3,510,396
Civic Facilities Authority Sinking Fund	325,599	301,600	186,075
Downtown Development Board Fund	3,006,252	5,441,545	3,981,965
<u>PENSION TRUST</u>			
City Pension Funds	(93,370,387)	539,983	715,014
OPEB Trust Fund	22,449,173	22,190,218	20,165,106
TOTAL CITY OF ORLANDO	<u>\$ 792,935,178</u>	<u>\$ 1,249,532,431</u>	<u>\$ 864,029,679</u>

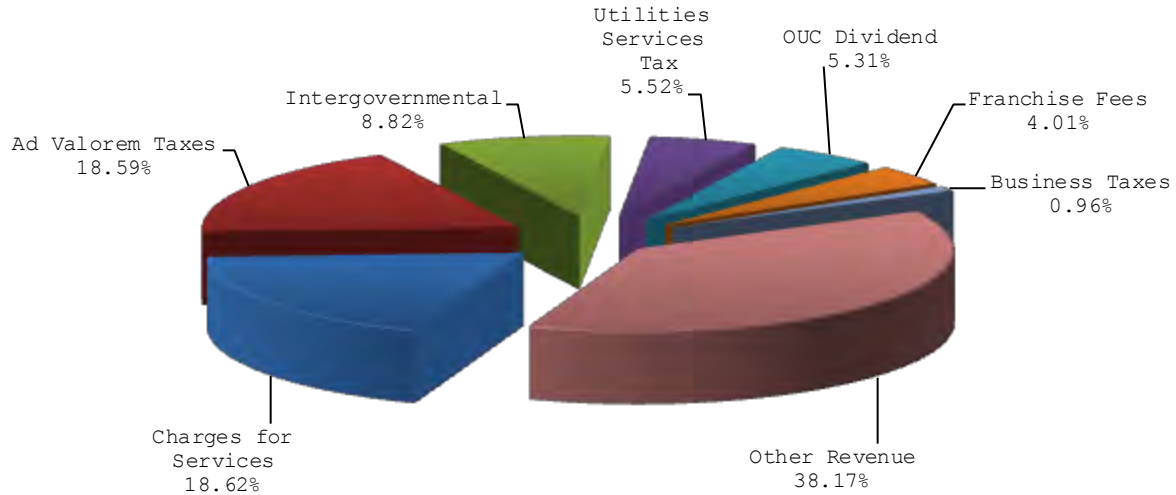
Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2007/2008 Actual Expenses	FY 2008/2009 Revised Budget	FY 2009/2010 Adopted Budget	
\$ 2,797,764	\$ 2,997,481	\$ 3,841,533	<u>INTERNAL SERVICE</u>
24,697,884	33,290,364	26,976,308	Construction Management Fund
8,619,551	28,001,846	33,670,609	Fleet Management Funds
62,995	100,000	100,000	Internal Loan Fund
16,275,497	19,732,800	20,311,043	Pension Participant Services
			Risk Management Fund
			<u>COMPONENT UNIT</u>
5,563,655	4,447,993	3,510,396	Civic Facilities Authority Revenue Fund
40,162	301,600	186,075	Civic Facilities Authority Sinking Fund
2,801,953	5,441,545	3,981,965	Downtown Development Board Fund
			<u>PENSION TRUST</u>
51,518,331	539,983	715,014	City Pension Funds
12,002,162	22,190,218	20,165,106	OPEB Trust Fund
<u>\$ 1,228,575,468</u>	<u>\$ 1,249,532,431</u>	<u>\$ 864,029,679</u>	TOTAL CITY OF ORLANDO

Budget in Brief

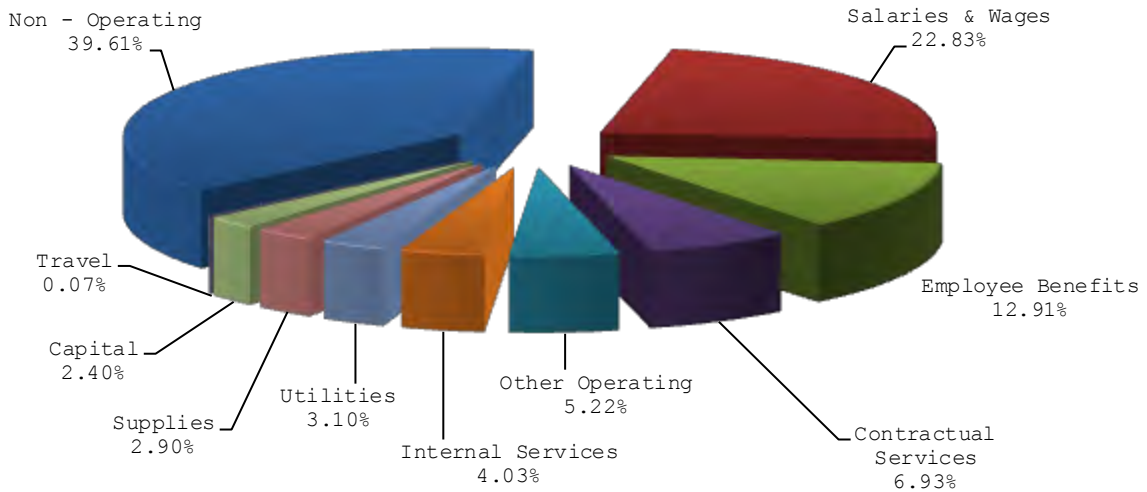
**Total Adopted Budget
Revenue Summary by Source
FY 2009/2010**



Revenue Source	Adopted Budget FY 2009/2010	% of Total
Charges for Services	\$ 160,849,481	18.62%
Ad Valorem Taxes	160,588,494	18.59%
Intergovernmental	76,224,329	8.82%
Utilities Services Tax	47,663,011	5.52%
OUC Dividend	45,900,000	5.31%
Franchise Fees	34,681,000	4.01%
Business Taxes	8,284,500	0.96%
Other Revenue	<u>329,838,864</u>	<u>38.17%</u>
Total	<u><u>\$ 864,029,679</u></u>	<u><u>100.00%</u></u>

Budget in Brief

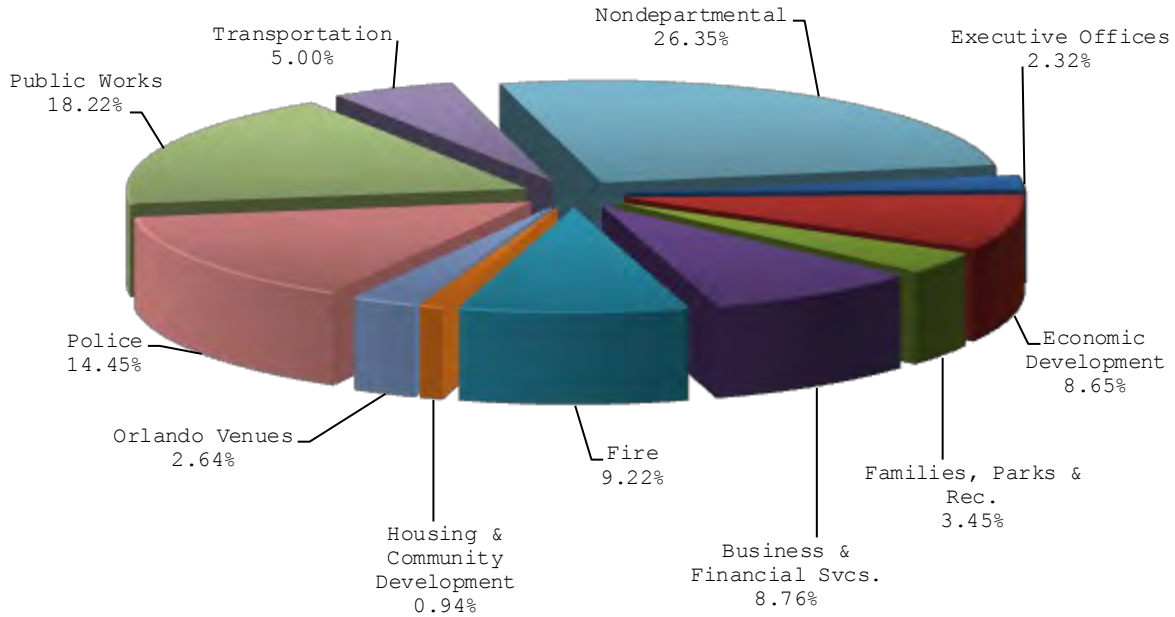
**Total Adopted Budget
Appropriation Summary by Object Code
FY 2009/2010**



Appropriation Source	Adopted Budget	
	FY 2009/2010	% of Total
Non - Operating	\$ 342,229,816	39.61%
Salaries & Wages	197,285,084	22.83%
Employee Benefits	111,505,958	12.91%
Contractual Services	59,854,797	6.93%
Other Operating	45,138,101	5.22%
Internal Services	34,801,116	4.03%
Utilities	26,822,995	3.10%
Capital	25,014,551	2.90%
Supplies	20,765,326	2.40%
Travel	611,935	0.07%
Total	\$ 864,029,679	100.00%

Budget in Brief

**Total Budget Request
Appropriation Summary by Department
FY 2009/2010**



Appropriation Source	Adopted Budget FY 2009/2010	% of Total
Nondepartmental	\$ 227,708,570	26.35%
Public Works	157,451,516	18.22%
Police	124,823,287	14.45%
Fire	79,745,776	9.22%
Business & Financial Svcs.	75,655,277	8.76%
Economic Development	74,776,525	8.65%
Transportation	43,186,244	5.00%
Families, Parks & Recreation	29,781,653	3.45%
Orlando Venues	22,776,157	2.64%
Executive Offices	20,031,107	2.32%
Housing & Community Dev.	8,093,567	0.94%
Total	\$864,029,679	100.00%

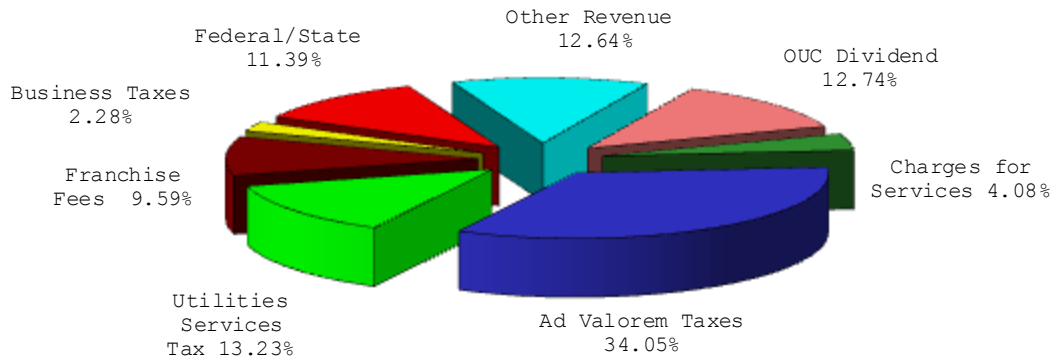
Budget in Brief

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

	ADOPTED	REVISED	ADOPTED	2009/2010	NET	%
	Fy 2008/2009	Fy 2008/2009	Fy 2009/2010	% TOTAL	CHANGE	CHANGE
REVENUES						
Ad Valorem Taxes	\$ 139,426,581	\$ 138,134,138	\$ 122,700,144	34.04%	(\$15,433,994)	(11.17%)
Utilities Services Tax	45,308,404	45,308,404	47,663,011	13.22%	2,354,607	5.20%
Charges for Services	14,418,880	14,624,411	14,693,982	4.08%	69,571	0.48%
Business Taxes	7,180,000	7,180,000	8,284,500	2.30%	1,104,500	15.38%
Franchise Fees	32,306,585	32,306,585	34,555,000	9.59%	2,248,415	6.96%
Federal/State Revenue	43,213,988	40,292,461	41,030,109	11.39%	737,648	1.83%
OUC Dividend	47,580,000	47,580,000	45,900,000	12.74%	(1,680,000)	(3.53%)
Other Revenue	41,803,731	42,367,467	45,545,658	12.64%	3,178,191	7.50%
	<u>\$ 371,238,169</u>	<u>\$ 367,793,466</u>	<u>\$ 360,372,404</u>	<u>100.00%</u>	<u>(\$7,421,062)</u>	<u>(2.02%)</u>
APPROPRIATIONS						
By Department						
Executive Offices	\$ 20,136,441	\$ 20,859,780	\$ 19,289,966	5.35%	(\$1,569,814)	(7.53%)
Business & Financial Svcs.	28,442,698	28,940,228	27,552,912	7.65%	(1,387,316)	(4.79%)
Economic Development	14,362,819	14,765,702	13,194,743	3.66%	(1,570,959)	(10.64%)
Families, Parks & Rec.	27,883,636	28,218,742	27,589,405	7.66%	(629,337)	(2.23%)
Fire	73,001,761	75,764,841	79,709,335	22.12%	3,944,494	5.21%
Housing & Community Dev.	295,004	310,380	275,856	0.08%	(34,524)	(11.12%)
Orlando Venues	419,425	421,248	369,720	0.10%	(51,528)	(12.23%)
Police	110,696,177	111,685,253	114,420,366	31.75%	2,735,113	2.45%
Public Works	10,140,876	10,332,963	10,428,226	2.89%	95,263	0.92%
Transportation	11,994,577	12,162,374	11,793,567	3.27%	(368,807)	(3.03%)
Debt Service	14,709,409	14,709,409	17,294,141	4.80%	2,584,732	17.57%
Nondepartmental	59,155,346	49,622,546	38,454,167	10.67%	(11,168,379)	(22.51%)
	<u>\$ 371,238,169</u>	<u>\$ 367,793,466</u>	<u>\$ 360,372,404</u>	<u>100.00%</u>	<u>(\$7,421,062)</u>	<u>(2.02%)</u>
By Major Category						
Salaries & Benefits	\$ 228,463,190	\$ 235,237,102	\$ 240,478,318	66.73%	\$ 5,241,216	2.23%
Operating Costs	55,241,477	55,032,835	51,330,125	14.24%	(3,702,710)	(6.73%)
Internal Services	22,840,924	22,664,694	21,867,386	6.07%	(797,308)	(3.52%)
Capital & Nonoperating	49,983,169	40,149,426	29,402,434	8.16%	(10,746,992)	(26.77%)
Debt Service	14,709,409	14,709,409	17,294,141	4.80%	2,584,732	17.57%
	<u>\$ 371,238,169</u>	<u>\$ 367,793,466</u>	<u>\$ 360,372,404</u>	<u>100.00%</u>	<u>(\$7,421,062)</u>	<u>(2.02%)</u>

Budget in Brief

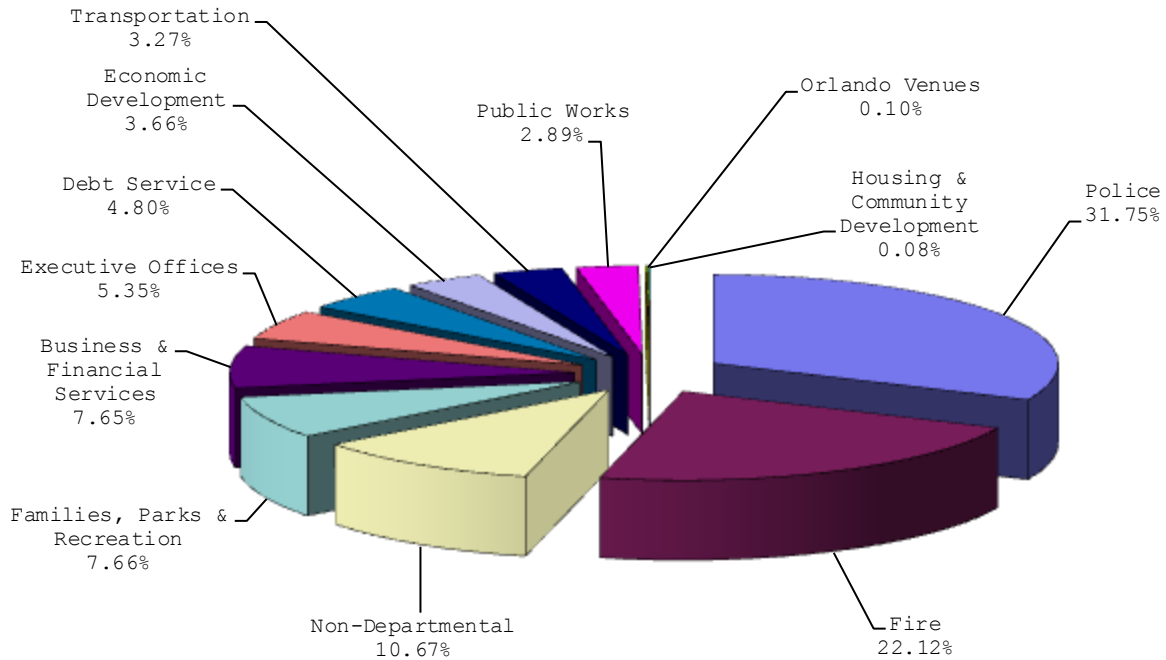
**General Fund Revenues by Source
FY 2009/2010**



Source of General Revenue	Adopted Budget	
	FY 2009/2010	% of Total
Ad Valorem Taxes	\$ 122,700,144	34.05%
Utilities Services Tax	47,663,011	13.23%
OUC Dividend	45,900,000	12.74%
Other Revenue	45,545,658	12.64%
Federal/State Revenue	41,030,109	11.39%
Franchise Fees	34,555,000	9.59%
Charges for Services	14,693,982	4.08%
Business Taxes	8,284,500	2.28%
Total	\$ 360,372,404	100.00%

Budget in Brief

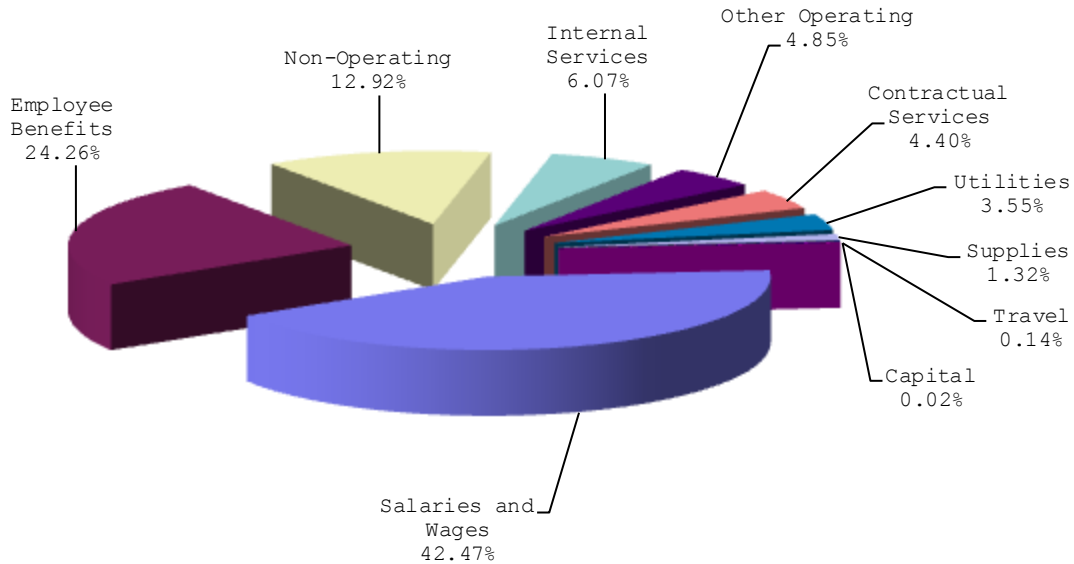
**General Fund Uses by Department
FY 2009/2010**



Department	Adopted Budget FY 2009/2010	% of Total
Police	\$ 114,420,366	31.75%
Fire	79,709,335	22.12%
Non-Departmental	38,454,167	10.67%
Families, Parks & Recreation	27,589,405	7.66%
Business & Financial Svcs.	27,552,912	7.65%
Executive Offices	19,289,966	5.35%
Debt Service	17,294,141	4.80%
Economic Development	13,194,743	3.66%
Transportation	11,793,567	3.27%
Public Works	10,428,226	2.89%
Orlando Venues	369,720	0.10%
Housing & Community Dev.	275,856	0.08%
Total	\$ 360,372,404	100.00%

Budget in Brief

**General Fund Uses by Object Code
FY 2009/2010**



Object Code	Adopted Budget FY 2009/2010	% of Total
Salaries and Wages	\$ 153,050,347	42.47%
Employee Benefits	87,442,971	24.26%
Non-Operating	46,554,970	12.92%
Internal Services	21,867,386	6.07%
Other Operating	17,479,810	4.85%
Contractual Services	15,862,431	4.40%
Utilities	12,773,425	3.55%
Supplies	4,763,957	1.32%
Travel	497,867	0.14%
Capital	79,240	0.02%
Total	\$ 360,372,404	100.00%

Budget in Brief

CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2009/2010

	Actual FY2007/2008	Revised Budget FY2008/2009	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY2009/2010	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	158	152	-	(8)	-	144	4.58%
Business & Financial Services	282	277	-	(32)	-	245	7.77%
Economic Development	221	207	-	(23)	(1)	183	5.80%
Families, Parks & Recreation	274	271	-	(19)	(1)	251	7.96%
Fire	589	587	-	(26)	-	561	17.79%
Housing & Community Dev.	19	20	-	-	-	20	0.63%
Orlando Venues	98	95	-	(6)	1	90	2.85%
Police	1,066	1,064	20	(87)	-	997	31.62%
Public Works	558	543	-	(39)	1	505	16.02%
Transportation	174	174	-	(17)	-	157	4.98%
TOTAL CITY OF ORLANDO	3,439	3,390	20	(257)	-	3,153	100.00%
SUMMARY BY FUND							
General	2,520	2,496	5	(197)	(2)	2,302	72.99%
Wastewater Revenue	229	229	-	(8)	-	221	7.01%
Solid Waste	118	103	-	-	2	105	3.33%
Parking System Revenue	105	107	-	(11)	-	96	3.04%
GOAA Police	70	74	-	-	-	74	2.35%
Building Code Enforcement	91	77	-	(11)	-	66	2.09%
Stormwater Utility	55	56	-	-	-	56	1.78%
Orlando Venues	55	52	-	(2)	-	50	1.59%
Fleet Management	45	45	-	(6)	-	39	1.24%
Construction Management	27	27	-	-	-	27	0.86%
Leu Gardens Trust	25	25	-	(2)	-	23	0.73%
Community Redevelopment Agency	16	16	-	-	1	17	0.54%
Grant	-	-	15	-	1	16	0.51%
Risk Management	14	15	-	-	-	15	0.48%
Community Dev. Block Grant	12	12	-	-	-	12	0.38%
Civic Facilities Authority	9	8	-	(1)	-	7	0.22%
Community Venues Construction	5	6	-	-	1	7	0.22%
Downtown Development Board	5	5	-	-	(1)	4	0.13%
Home Investment Partnership	1	1	-	-	3	4	0.13%
Mennello Museum	3	3	-	-	-	3	0.10%
Transportation Grant	3	3	-	-	-	3	0.10%
Cemetery Trust	4	2	-	-	-	2	0.06%
Crossing Guard	2	2	-	(1)	-	1	0.03%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Neighborhood Stabilization	-	1	-	-	-	1	0.03%
Local Housing Assistance Trust	3	3	-	-	(3)	-	0.00%
Supplemental Staff (RAP Team)	20	20	-	(18)	(2)	-	0.00%
TOTAL CITY OF ORLANDO	3,439	3,390	20	(257)	-	3,153	100.00%

Budget in Brief

ADOPTED ADDITIONAL PERSONNEL
FY 2009/2010

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
POLICE DEPARTMENT				
660 Police Administration	1	Crime Analyst	S16	\$ 41,371
662 Police Support Services	1	Staff Assistant	S20	31,574
662 Police Support Services	1	Data Mgmt. Supervisor	S17	38,688
675 Criminal Investigations Division	2	Police Svcs. Specialist II	S18	72,300
TOTAL DEPARTMENT	5			\$ 183,933
TOTAL GENERAL FUND	5			\$ 183,933
GRANT FUND #600				
POLICE DEPARTMENT				
054 COPS ARRA Grant	15	Police Officer	FPO	\$ 617,325
TOTAL GRANT FUND	15			\$ 617,325
TOTAL ALL FUNDS	20			\$ 801,258

Continued on next page

Budget in Brief

ADOPTED PERSONNEL DELETIONS
FY 2009/2010

Program	#	Position Title	Pay Plan/ Level	Salary Amount
GENERAL FUND #100				
EXECUTIVE OFFICES				
105 Office of Human Relations	1	Sr. Admin. Assistant	S18	\$ 36,150
106 Equal Employment Opportunity	1	Discrimination Investigator	S13	50,710
106 Equal Employment Opportunity	1	Intake Supervisor	S13	50,710
106 Equal Employment Opportunity	1	Intake/Docketing Spec.	S13	50,710
118 Neighborhood & Comm. Affairs	1	Volunteer Prog. Manager	NB112	61,027
119 Communications	1	Comm. Prog. Specialist	S14	47,382
156 Records Management	1	Micrographics Aide	S22	27,581
205 Human Resources	1	Special Projects Manager	NB119	98,384
TOTAL DEPARTMENT	8			\$ 422,654
OFFICE OF BUSINESS & FINANCIAL SERVICES				
160 Purchasing	1	Standards/Spec Engineer	S10	\$ 63,544
164 City Mail Services	1	Mail Services Supervisor	S15	44,283
164 City Mail Services	1	Staff Assistant	S20	31,574
165 Fleet/Facility Supply/Support	1	Property Clerk	S21	29,494
165 Fleet/Facility Supply/Support	1	Parts Specialist I	S20	31,574
181 Chief Financial Officer	1	Fiscal Manager	NB113	66,810
182 Financial Reporting	1	Accountant III	S12	54,246
182 Financial Reporting	1	Accounting Specialist II	S18	36,150
183 Accounting Operations	1	Budget Fiscal Specialist	S17	38,688
183 Accounting Operations	1	Accounting Clerk	S20	31,574
184 Treasury	1	Accountant III	S12	54,246
191 Chief Information Officer	1	IS Security Officer II	NB112	61,027
193 Computer Operations	1	CSSA I - Contract	15	44,283
193 Computer Operations	1	Computer Ops Analyst	S11	58,032
194 Network Support	1	Sys/Network Administrator I	S12	54,246
194 Network Support	1	Sys/Network Administrator I	S10	63,544
195 Systems Support & Development	3	Applications Developer IV	S11	174,096
195 Systems Support & Development	1	Applications Administrator	S9	69,597
749 Facilities Management	1	Welder III	L05	39,302
749 Facilities Management	3	Painter II	L05	117,906
749 Facilities Management	2	General Maintenance Tech I	L04	71,386
TOTAL DEPARTMENT	26			\$ 1,235,602

Continued on next page

Budget in Brief

ADOPTED PERSONNEL DELETIONS
FY 2009/2010

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>ECONOMIC DEVELOPMENT DEPARTMENT</u>				
138 Business Tax	2	Permit Technician I	S20	\$ 63,148
145 Business Development	1	EDV Business Analyst	NB113	66,810
169 Permitting Satellite Office	1	Construction Inspector III	S12	54,246
801 Director	1	Economic Dev. Manager	NB114	73,174
811 Code Enforcement	2	Staff Assistant	S20	63,148
811 Code Enforcement	1	Code Enforcement Officer II	S14	47,382
811 Code Enforcement	1	Code Enforcement Supervisor	S12	54,246
821 City Planning	1	Planner I	S14	47,382
821 City Planning	2	Planner II	S12	108,492
TOTAL DEPARTMENT	12			\$ 578,028
<u>FAMILIES, PARKS & RECREATION DEPARTMENT</u>				
242 Recreation Administration	1	Rec Training Coordinator	S14	\$ 47,382
243 Bill Frederick Park	1	Service Worker - Parks	L02	28,278
245 Athletics	1	Recreation Specialist	S19	33,779
246 Tennis Center	1	Community Center Manager	NB109	48,610
246 Tennis Center	1	Recreation Assistant P/T	S22	13,791
254 Colonialtown Neighborhood Center	1	Maintenance Worker	L01	25,438
263 Langford Park Neighborhood Center	1	Maintenance Worker	L01	25,438
277 Primrose Plaza	1	Recreation Specialist	S19	33,779
277 Primrose Plaza	1	Maintenance Worker	L01	25,438
732 Forestry	1	Tree Trimmer II	L04	35,693
733 Production & Grounds Maintenance	5	Maintenance Worker	L01	127,190
733 Production & Grounds Maintenance	2	Crew Chief	L04	71,386
735 Parks Irrigation	1	Trades Supervisor	S15	44,283
736 Horticulture & Landscaping	1	Crew Chief	L04	35,693
TOTAL DEPARTMENT	19			\$ 596,178
<u>FIRE DEPARTMENT</u>				
601 Fire Administration	1	Fire Fiscal Specialist	S17	\$ 38,688
609 City Emergency Management	1	Asst. Emergency Manager	NB113	66,810
611 Fire Shift A	1	Fire Engineer	JENPX	56,026
611 Fire Shift A	4	Firefighter	JFFX	172,608
612 Fire Shift B	11	Firefighter	JFFX	474,672
613 Fire Shift C	8	Firefighter	JFFX	345,216
TOTAL DEPARTMENT	26			\$ 1,154,020
<u>ORLANDO VENUES DEPARTMENT</u>				
806 Public Art	1	Public Arts Registrar/Coor.	S15	\$ 44,283
TOTAL DEPARTMENT	1			\$ 44,283

Continued on next page

Budget in Brief

ADOPTED PERSONNEL DELETIONS
FY 2009/2010

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>POLICE DEPARTMENT</u>				
662 Police Support Services	1	Police Communications Supv.	NB110	\$ 52,000
662 Police Support Services	3	Police Comm. Shift Supv.	S17	116,064
662 Police Support Services	9	Police Comm. Specialist I	S21	265,446
662 Police Support Services	19	Police Comm. Specialist II	S20	599,906
662 Police Support Services	1	Police Services Supervisor	S17	38,688
662 Police Support Services	3	Police Svcs. Specialist II	S18	108,450
662 Police Support Services	1	Forensic Imaging Supervisor	S14	47,382
662 Police Support Services	1	Audio/Visual Technician	S15	44,283
662 Police Support Services	1	Supply Clerk	S20	31,574
662 Police Support Services	1	Polygraph Examiner - Cont.	NB109	48,610
662 Police Support Services	2	Office Assistant	S21	58,988
668 Police Recruiting	1	Background Investigator	S18	36,150
668 Police Recruiting	1	Police Officer	FPO	41,155
675 Criminal Investigations Division	1	Technical Services Manager	NB112	61,027
675 Criminal Investigations Division	1	Crime Scene Tech. Supv.	S13	50,710
675 Criminal Investigations Division	5	Crime Scene Tech. II	S16	206,855
675 Criminal Investigations Division	4	Administrative Assistant	S19	135,116
678 Crime Prevention Division	1	Neighborhood Watch Coord.	S12	54,246
678 Crime Prevention Division	6	Police Officer	FPO	246,930
681 Special Operations	6	Police Officer	FPO	246,930
681 Special Operations	1	Vehicle Permit Specialist	S19	33,779
681 Special Operations	1	Horse Groom	L03	31,678
691 North Patrol	5	Police Officer	FPO	205,775
692 East Patrol	5	Police Officer	FPO	205,775
693 West Patrol	5	Police Officer	FPO	205,775
694 Police Training	1	Police Officer	FPO	41,155
TOTAL DEPARTMENT	86			\$ 3,214,447
<u>PUBLIC WORKS DEPARTMENT</u>				
722 Engineering Survey Services	1	Survey Asst. Certified	S20	\$ 31,574
726 Right-of-Way Management	2	Equipment Operator Heavy	L04	71,386
726 Right-of-Way Management	7	Maintenance Worker	L01	178,066
726 Right-of-Way Management	3	Crew Chief	L04	107,079
TOTAL DEPARTMENT	13			\$ 388,105

Continued on next page

Budget in Brief

ADOPTED PERSONNEL DELETIONS
FY 2009/2010

Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>TRANSPORTATION DEPARTMENT</u>				
755 Traffic Studies/Neighborhood Traffic	1	Programmer Analyst III	S13	\$ 50,710
755 Traffic Studies/Neighborhood Traffic	1	Traffic Specialist Sr.	S16	41,371
755 Traffic Studies/Neighborhood Traffic	1	Traffic Specialist	S17	38,688
755 Traffic Studies/Neighborhood Traffic	1	Traffic Tech Supervisor	S13	50,710
756 Sign and Pavement Markings	1	Traffic Maintenance I	L03	31,678
815 Transportation Planning	1	Planning Manager	NB114	73,174
TOTAL DEPARTMENT	6			\$ 286,331
TOTAL GENERAL FUND	197			\$ 7,919,648
<u>BUILDING CODE ENFORCEMENT FUND #200</u>				
<u>ECONOMIC DEVELOPMENT DEPARTMENT</u>				
295 Permitting Satellite Office	1	Construction Ins. I - Cont.	14	\$ 47,382
295 Permitting Satellite Office	1	Fire Safety Examiner I	S12	54,246
297 Customer Service/Logistical Support	1	Permit Tech. I - Contract	20	31,574
299 Field Inspection and Review	1	Construction Inspector I	S14	47,382
299 Field Inspection and Review	2	Construction Ins. II- Cont.	13	101,420
299 Field Inspection and Review	1	Construction Ins. III- Cont	12	54,246
299 Field Inspection and Review	1	Construction Inspector II	S13	50,710
299 Field Inspection and Review	3	Construction Inspector III	S12	162,738
TOTAL BUILDING CODE ENFORCEMENT FUND	11			\$ 549,698
<u>SCHOOL CROSSING GUARD FUND #395</u>				
<u>POLICE DEPARTMENT</u>				
074 School Crossing Guard	1	Traffic Safety Specialist	S19	\$ 33,779
TOTAL CROSSING GUARD FUND	1			\$ 33,779
<u>PARKING FUND #401</u>				
<u>TRANSPORTATION DEPARTMENT</u>				
761 Parking System Admin	1	Planner II	S12	\$ 54,246
761 Parking System Admin	1	Mktg./Customer Svc. Supv.	S15	44,283
764 Parking Violations	1	Accounting Clerk	S20	31,574
775 Parking Operations	1	Pkg. Facilities Asst. Supv.	S17	38,688
775 Parking Operations	7	Gate Attendant P/T	L01	89,033
TOTAL PARKING FUND	11			\$ 257,824
<u>ORLANDO VENUES FUND #411</u>				
<u>ORLANDO VENUES DEPARTMENT</u>				
570 Orlando Venues Operations	1	Booking Specialist	S16	\$ 41,371
571 Performing Arts Centre	1	Sales/Booking Coordinator	S11	58,032
TOTAL ORLANDO VENUES FUND	2			\$ 99,403

Continued on next page

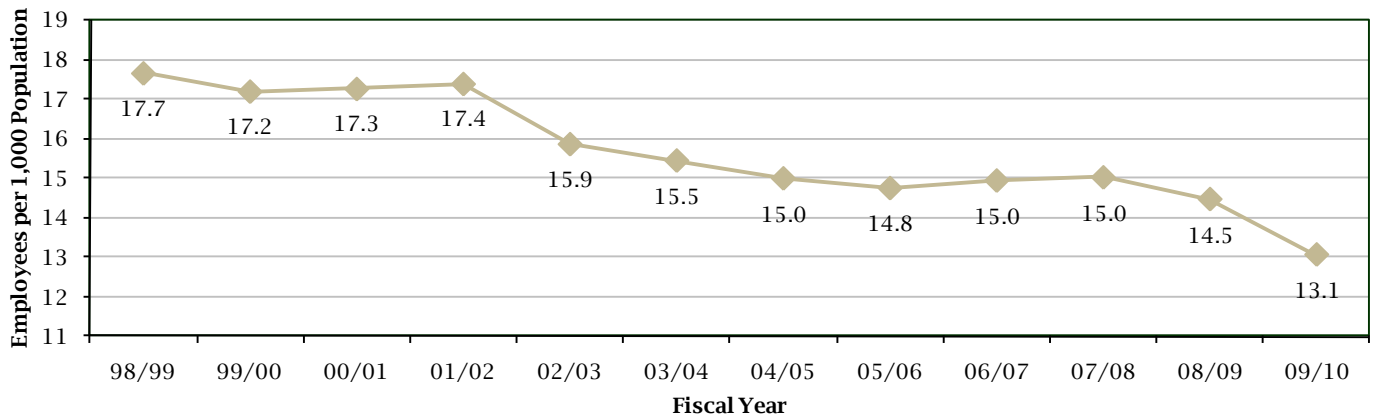
Budget in Brief

ADOPTED PERSONNEL DELETIONS
FY 2009/2010

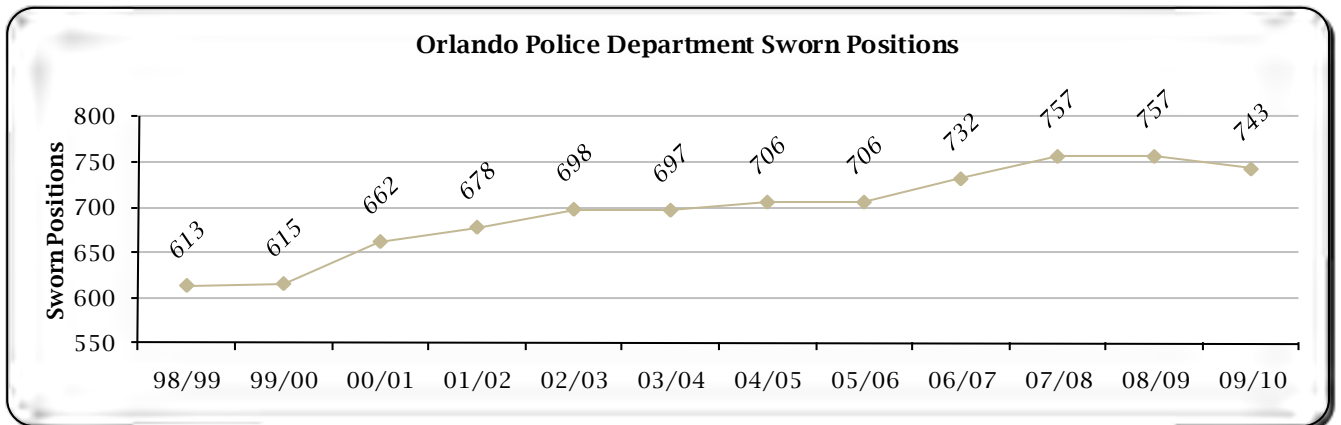
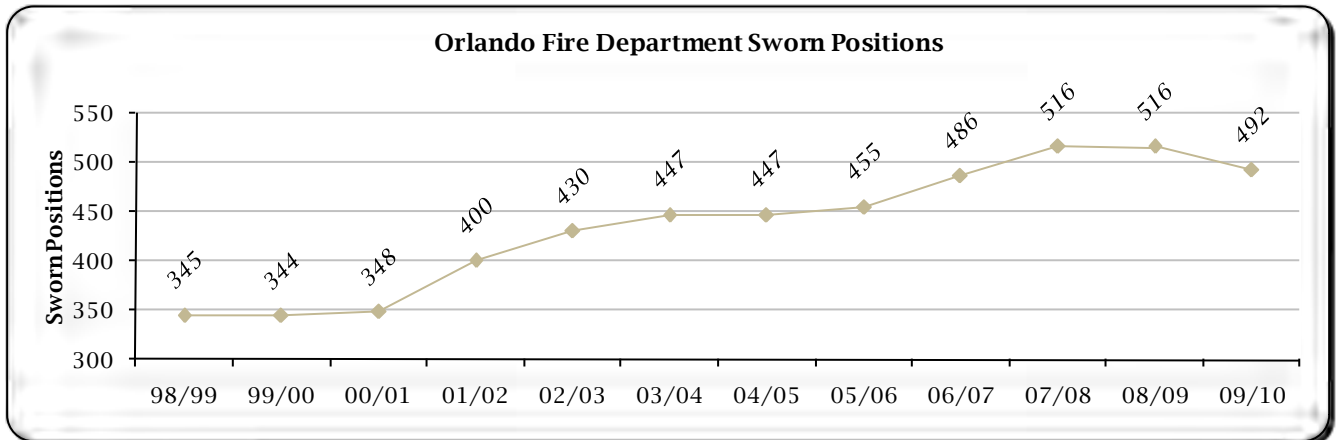
Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>WASTEWATER FUND #441</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
341 Wastewater Administration	1	Executive Assistant	NB107	\$ 42,453
341 Wastewater Administration	1	Office Assistant	S21	29,494
343 Wastewater Business Mgmt.	1	Staff Assistant	S20	31,574
351 Water Conserv I	1	Wastewater Plant Operator A	L05	39,302
351 Water Conserv I	1	Wastewater Plant Operator C	L03	31,678
351 Water Conserv I	1	WW Plant Operator Trainee	L02	28,278
351 Water Conserv I	1	WW Plant Operator Supv.	S14	47,382
358 Environmental Laboratory Services	1	Environmental Scientist	S13	50,710
TOTAL WASTEWATER FUND	8			\$ 300,871
<u>CIVIC FACILITIES AUTHORITY FUND #470</u>				
<u>ORLANDO VENUES DEPARTMENT</u>				
593 Citrus Bowl	1	Deputy Director	NB119	\$ 98,384
TOTAL CIVIC FACILITIES FUND	1			\$ 98,384
<u>FLEET MANAGEMENT FUND #511</u>				
<u>OFFICE OF BUSINESS & FINANCIAL SERVICES</u>				
744 Fleet Management Maintenance	2	Mechanic Supervisor	S14	\$ 94,764
744 Fleet Management Maintenance	2	Mechanic IV	L05	78,604
744 Fleet Management Maintenance	2	Mechanic III	L04	71,386
TOTAL FLEET MANAGEMENT FUND	6			\$ 244,754
<u>SUPPLEMENTAL STAFF FUND #555</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
715 Supplemental Staff	18	Maintenance Worker	L01	\$ 457,884
TOTAL SUPPLEMENTAL STAFF FUND	18			\$ 457,884
<u>H.P. LEU GARDENS FUND #633</u>				
<u>ORLANDO VENUES DEPARTMENT</u>				
143 H.P. Leu Gardens	1	Leu House Coordinator	S19	\$ 33,779
143 H.P. Leu Gardens	1	Irrigation Tech II	L05	39,302
TOTAL LEU GARDENS FUND	2			\$ 73,081
TOTAL ALL FUNDS	257			\$10,035,326

Budget in Brief

Employees per Thousand City Population

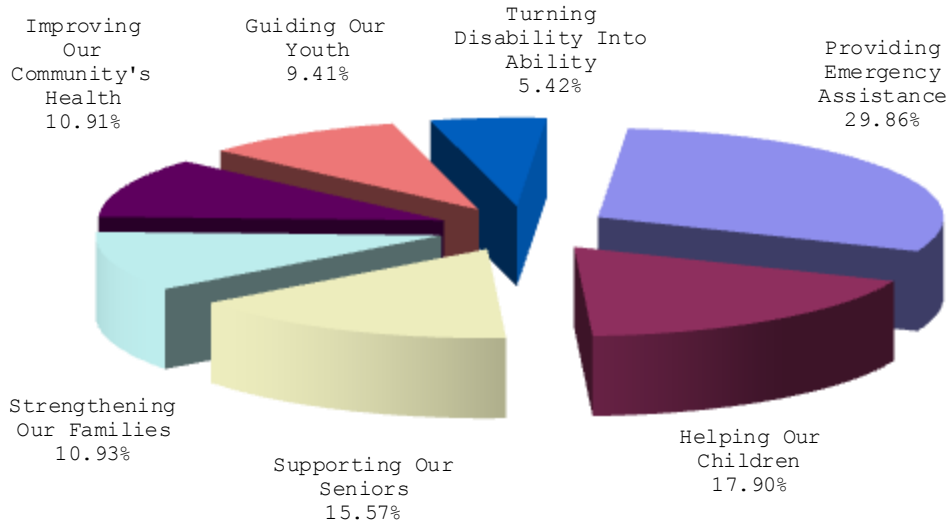


FY	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10
Employees	3,191	3,179	3,214	3,282	3,095	3,121	3,135	3,211	3,350	3,439	3,390	3,153
Population	180,462	184,639	185,951	188,494	194,913	201,851	208,900	217,567	224,055	228,765	234,130	241,288
per 1,000	17.7	17.2	17.3	17.4	15.9	15.5	15.0	14.8	15.0	15.0	14.5	13.1



Budget in Brief

**Community Service Organization Funding by Area of Focus
BUDGET FY 2009/2010**



Focus Care Area	City Funding	% of Total
Providing Emergency Assistance	\$ 565,935	29.86%
Helping Our Children	339,052	17.90%
Supporting Our Seniors	295,022	15.57%
Strengthening Our Families	207,154	10.93%
Improving Our Community's Health	206,725	10.91%
Guiding Our Youth	178,380	9.41%
Turning Disability Into Ability	102,795	5.42%
Total:	\$ 1,895,063	100.00%

Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Revised FY 2008/2009	Adopted FY 2009/2010
Boys and Girls Club of Central Florida	\$ 47,704	\$ 41,980
Center for Drug Free Living	132,522	116,619
Central Florida Police Athletic League	50,000	44,000
Children's Home Society	34,700	30,536
Christian Service Center	29,733	26,165
Coalition for the Homeless	361,450	318,076
Community Coordinated Care for Children	385,286	339,052
Orlando/Orange Compact	105,000	92,400
Consumer Credit Counseling Service	8,597	7,565
Devereux Foundation, Inc.	21,607	19,014
Guardian Care	49,877	43,892
Harbor House	174,524	153,581
Howard Phillips Center for Children & Families (ORHS)	102,394	90,107
Legal Aid Society	32,702	28,778
Lighthouse Central Florida (formerly CITE)	56,107	49,374
Metropolitan Orlando Urban League	119,020	104,738
Orlando Day Nursery Association, Inc.	18,776	16,523
Quest	60,706	53,421
Retired & Senior Volunteer Program	7,582	6,672
Salvation Army	48,429	42,618
Seniors First, Inc.	277,793	244,458
Share the Care	28,972	25,495
Subtotal - Community Service Organizations	\$ 2,153,481	\$ 1,895,063

OTHER AGENCIES

Black Business Investment Fund	\$ 142,500	\$ 125,400
Citrus Sports	82,500 (1)	50,600
Channel 24	20,000	17,600
Digital Media Alliance Florida	25,000	22,000
Disney/SBA National Entrepreneur Center	105,000 (2)	88,000
Downtown Arts District	250,000 (3)	229,000
Economic Development Commission	457,530	402,626
Heart of Florida United Way/Community Services Network	111,202	97,858
Hispanic Business Initiative Fund	79,500	69,960
Impact Fee Assistance Program	50,000	50,000
Ivanhoe Foundation, Inc.	20,000	17,600
M/WBE Alliance	75,000 (4)	-
MetroPlan	139,981	125,983
Mayor's Grants	165,000	145,000
MyRegion.org	50,000 (5)	44,000
National Center for Simulation	20,000	17,600
Orlando Area Sports Commission	96,724	85,117
Orlando Humane Society	20,000	17,600
Orlando Science Center	600,000	528,000
Parramore Child Care Executive Partnership	200,000	200,000
Regional Commission on Homelessness	100,000	88,000
UCF Technology Incubator	200,000 (6)	88,000
United Arts of Central Florida	571,912	503,283
Subtotal - Other Agencies	\$ 3,581,849	\$ 3,013,227

Funding provided by the General Fund unless otherwise noted.

(1) FY09 - \$57,500 General Fund; \$25,000 CRA. FY10 - \$50,600 General Fund.

(2) FY09 - \$100,000 General Fund; \$5,000 CRA. FY10 - \$88,000 General Fund.

(3) FY09 - \$175,000 General Fund; \$75,000 CRA. FY10 - \$154,000 General Fd.; \$75,000 CRA.

(4) Organization ceased operations.

(5) FY09 - \$25,000 General Fund; \$25,000 CRA. FY10 - \$22,000 General Fd.; \$22,000 CRA.

(6) FY09 - \$100,000 General Fund; \$100,000 CRA. FY10 - \$88,000 General Fund.

Budget in Brief

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Revised FY 2008/2009	Adopted FY 2009/2010
<u>Community Development Block Grant</u>		
Catholic Charities Facility Improvements	\$ -	\$ 100,000
Center for Drug Free Living Gore St. Facility Improvements	35,589	-
Center for Drug Free Living Nueva Vida Program	105,208	104,778
Center for Multicultural Wellness & Prevention Youth Ctr.	245,500	-
Christian Service Center Facility Improvements	-	74,478
Coalition for the Homeless Bathroom Facilities Renovation	274,197	-
Coalition for the Homeless Early Childhood Development	39,750	-
Coalition for the Homeless Men's Center Planning & Design H.A.N.D.S.	-	200,000
	125,000	-
Nap ford Community School Programming	-	50,000
Quest Vocational Facility Rehabilitation	124,898	87,250
Seniors First Community Care for the Elderly	-	34,000
Seniors First H.E.A.R.T. Program	112,293	180,842
Villages of Orlando Building Acquisition & Renovation	-	375,469
Subtotal - Community Development Block Grant	1,062,435	1,206,817
<u>Emergency Shelter Grant</u>		
Beta Center	-	49,403
Coalition for the Homeless	98,677	-
Harbor House	-	49,403
Subtotal - Emergency Shelter Grant	98,677	98,806
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	932,377	819,529
Permanent housing placement assistance	75,284	80,000
Short term rental, mortgage and utility assistance	730,000	671,000
Supportive services	562,076	926,164
Tenant based rental assistance	627,744	706,240
Subtotal - HOPWA Grant	2,927,481	3,202,933
Total Grant Funding	\$ 4,088,593	\$ 4,508,556
TOTAL - ALL FUNDING	\$ 9,823,923	\$ 9,416,846

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

Budget in Brief

Capital Improvement Projects 2009/10

2009/2010

Capital Improvement Fund

Athletic Field Shade Structures and Safety Netting	\$	100,000
Ballfield Renovation Project		250,000
Brick Street Restoration		200,000
City Building Driveways and Parking Lots Upgrades		100,000
Community Capital		420,000
Curb Ramp Construction and Curb Repair		150,000
Fire Equipment Replacement		1,000,000
Hazardous Sidewalk Repair		300,000
Miscellaneous Transportation Enhancements		25,000
Pavement Marking Maintenance		100,000
Pavement Rehabilitation		1,000,000
Playground Renovation Project		250,000
Pole and Mast Arm Painting		100,000
Pool Improvements		100,000
School Safety Sidewalk Program		400,000
Sustainability		2,000,000
Technology Enhancement Projects		2,000,000
Tennis/Basketball Court/Parking Lot Resurfacing		100,000
Traffic Signal Refurbishing Program		200,000
Unallocated/Reserved for Future Projects		425,000
Capital Improvement Fund Total	\$	9,220,000

Federal Aid

West Gore St./Fleet Management Landscape Buffer	\$	500,000
Federal Aid Total	\$	500,000

Gas Tax

Area Wide Signal System Fiber Interconnect	\$	100,000
Developer Signals-Matching Funds		150,000
Hazardous Sidewalk Repair		200,000
Intersection Safety Improvements		200,000
Lee Vista Blvd. Debt Service		540,082
LYNX Annual Contribution		4,255,000
Miscellaneous Transportation Enhancements		100,000
New Traffic Signal Locations		370,000
Pavement Marking Maintenance		100,000
Pavement Rehabilitation		1,250,000
Railroad Grade Crossing Rehabilitation		100,000
School Safety Sidewalk Program		100,000
Traffic Counts and Travel Time Studies		100,000
Traffic Signal Refurbishing Program		200,000
Gas Tax Total	\$	7,765,082

Other Funds

Citrus Bowl Improvements	\$	87,952
Other Funds Total	\$	87,952

Continued on next page

Budget in Brief

Capital Improvement Projects 2009/10

2009/2010

Service Charges

Bumby Ave. Wastewater Improvements	\$	200,000
Carver Shores Wastewater Improvements		350,000
Gas Holder Rehab Conserv II		1,000,000
GOAA Hanger Fire Pumps		2,000,000
Iron Bridge Grit Treatment System Rehab		300,000
Lift Station Rehab - Phase I		1,000,000
Lift Stations - Replace Underground Fuel Tanks		110,000
Lift Stations - Underground Rehabilitation		500,000
Rapid Response Construction		500,000
Residential Single Stream Recycling		144,000
Silver Star Road Forcemain		1,000,000
SWMD Compactor Conversions		124,000
Water Conserv II Aeration, Clarifiers, Replacement		2,500,000
Water Conserv II Land Purchase		2,297,817
Yucatan Drive Sewer Replacement		1,000,000

Service Charges Total \$ 13,025,817

Stormwater Utility Fee

Albert Shores Storm Drainage Improvements	\$	600,000
Clay/Minnesota Drainage Improvements		300,000
Drainage Well Enhancement		250,000
Drainwell Repair and Rehabilitation		350,000
Emergency Spill Cleanup		50,000
Flood Studies		150,000
Lake Angel/Conroy Basin Drainage Improvements		1,632,241
Lake Enhancement Improvements		400,000
Magnolia Storm Sewer Upgrade		500,000
Mills Avenue Retrofit		250,000
Par St. Drainage Improvements		300,000
Rapid Response Construction		300,000
Richmond St. Drainage Improvements		300,000
Sandbar Removal		200,000
Stormwater Monitoring		50,000
Stormwater System Construction		300,000
Stormwater System Evaluation		450,000
System Repair and Rehabilitation		500,000
TMDL Implementation		850,000
Underdrain Construction		200,000
Vineland Rd./Cheryl St. Drainage Improvements		500,000

Stormwater Utility Fee Total \$ 8,432,241

Continued on next page

Budget in Brief

Capital Improvement Projects 2009/10

	<u>2009/2010</u>
Transportation Impact Fees	
Crystal Lake/Maguire Blvd. Debt Service	\$ 788,090
Grand National Dr. I-4 Overpass	2,947,786
John Young Parkway Debt Service	396,699
Lee Vista/Econlockhatchee Signal	220,000
LYMMO East/West Extension	240,000
Narcoossee Rd Debt Service - SR 528 to SR 417	1,822,634
Narcoossee Rd. 6 laning: Osceola County to SR 417	500,000
Raleigh Street Intersection Improvements	800,000
Transportation Studies/Professional Services	<u>100,000</u>
Transportation Impact Fees Total	\$ 7,815,209
CIP Total	<u><u>\$ 46,846,301</u></u>

More information on capital projects can be found in the Debt/Capital Improvements section, pages 363 through 387.



**R
E
V
E
N
U
E

D
E
T
A
I
L**

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.

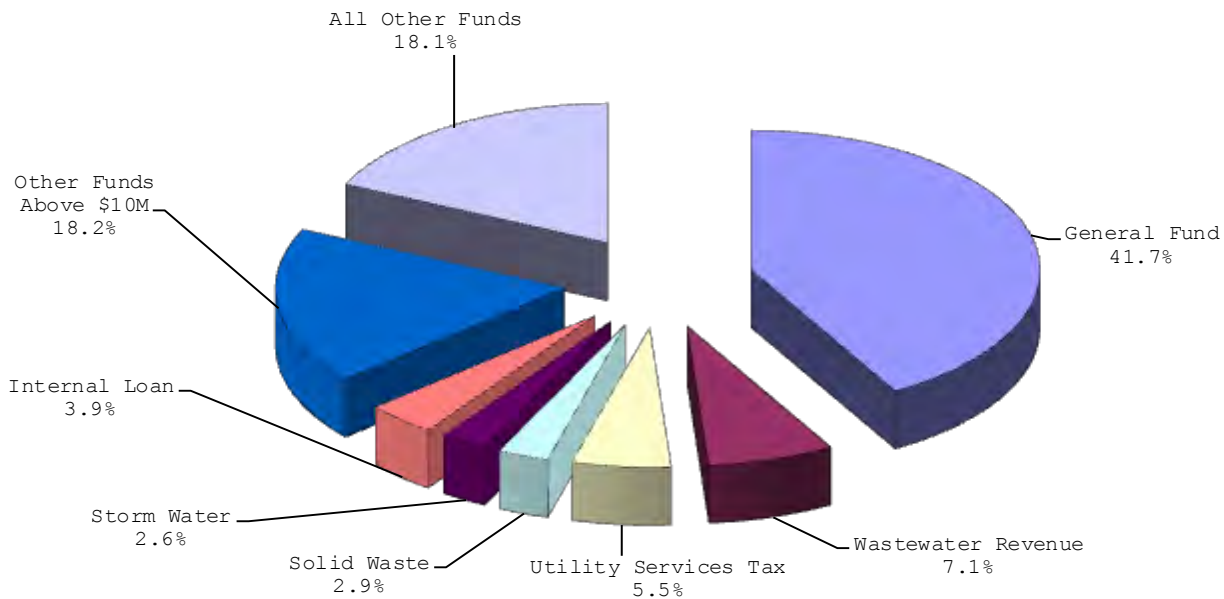
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds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

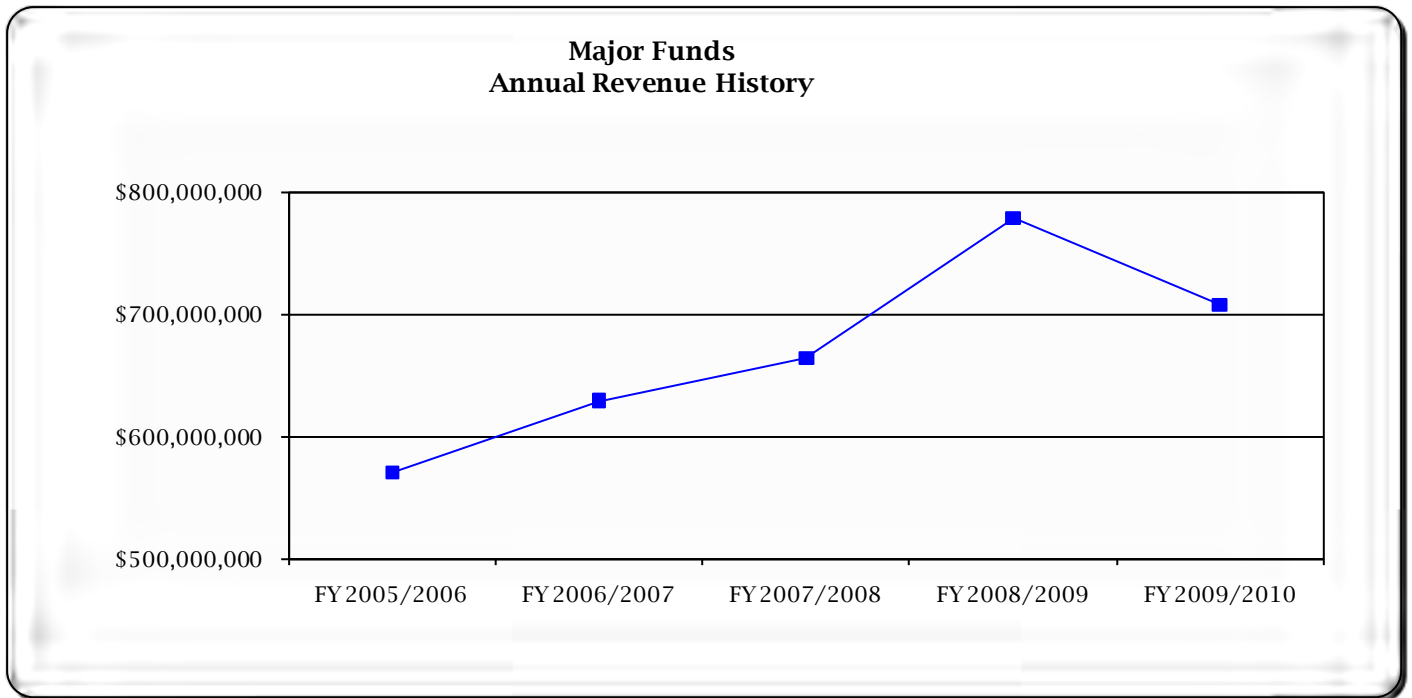
Revenue Detail

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



Rank	Major Fund (more than \$10 million)	Adopted FY 2009/2010	2009/2010 % Total	Cumulative %
1.	General Fund	\$360,372,404	41.71%	41.71%
2.	Wastewater Revenue Fund	61,297,799	7.09%	48.80%
3.	Utility Services Tax Fund	47,663,011	5.52%	54.32%
4.	Internal Loan Fund	33,670,609	3.90%	58.22%
5.	Solid Waste Fund	24,606,222	2.85%	61.06%
6.	CRA Trust Fund	24,651,386	2.85%	63.92%
7.	Stormwater Utility Fund	22,480,736	2.60%	66.52%
8.	Risk Management Fund	20,311,043	2.35%	68.87%
9.	OPEB Trust Fund	20,165,106	2.33%	71.20%
10.	Fleet Management Fund	15,365,250	1.78%	72.98%
11.	Parking System Revenue Fund	14,832,481	1.72%	74.70%
12.	Community Redevelopment Agency	14,119,992	1.63%	76.33%
13.	Wastewater SRF Loan	14,114,803	1.63%	77.97%
14.	Orlando Venues Fund	12,525,023	1.45%	79.42%
15.	Fleet Replacement Fund	11,611,058	1.34%	80.76%
16.	Gas Tax Fund	10,085,833	1.17%	81.93%
	All Other Funds	156,156,923	18.07%	100.00%
	TOTAL	\$864,029,679	100.00%	

Revenue Detail

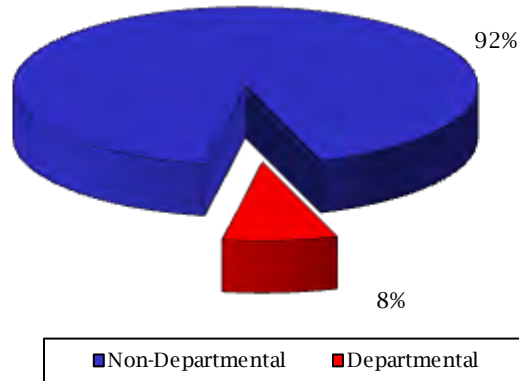


Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
General Fund	\$322,834,250	\$345,597,117	\$357,438,794	367,793,466	\$360,372,404
Wastewater Revenue Fund	44,675,368	53,363,525	43,915,156	46,669,641	61,297,799
Utility Services Tax Fund	41,512,135	43,788,235	45,332,189	45,558,404	47,663,011
Internal Loan Fund	7,835,842	7,921,811	8,619,551	22,931,846	33,670,609
CRA Trust Fund	12,847,436	17,543,982	19,357,076	25,282,771	24,651,386
Solid Waste Fund	21,077,092	22,431,229	24,078,820	25,489,777	24,606,222
Stormwater Utility Fund	22,334,432	24,372,634	25,944,650	35,209,008	22,480,736
Risk Management Fund	16,667,172	19,086,677	18,231,717	19,732,800	20,311,043
OPEB Trust Fund	-	-	22,449,173	22,190,218	20,165,106
Fleet Management Fund	14,870,833	18,490,850	20,489,178	16,703,076	15,365,250
Parking System Revenue Fund	16,001,436	12,236,785	14,957,848	16,957,848	14,832,481
Community Redevelopment Agency	8,320,628	13,529,228	14,241,888	32,816,528	14,119,992
Wastewater SRF Loan	-	972,033	2,456,375	32,032,106	14,114,803
Orlando Venues Fund	15,096,677	20,896,875	15,533,826	14,599,798	12,525,023
Fleet Replacement Fund	12,605,831	13,639,856	13,370,487	16,587,288	11,611,058
Gas Tax Fund	14,287,708	15,555,588	17,974,782	38,895,016	10,085,833
Total	\$570,966,840	\$629,426,426	\$664,391,511	\$779,449,591	\$707,872,756

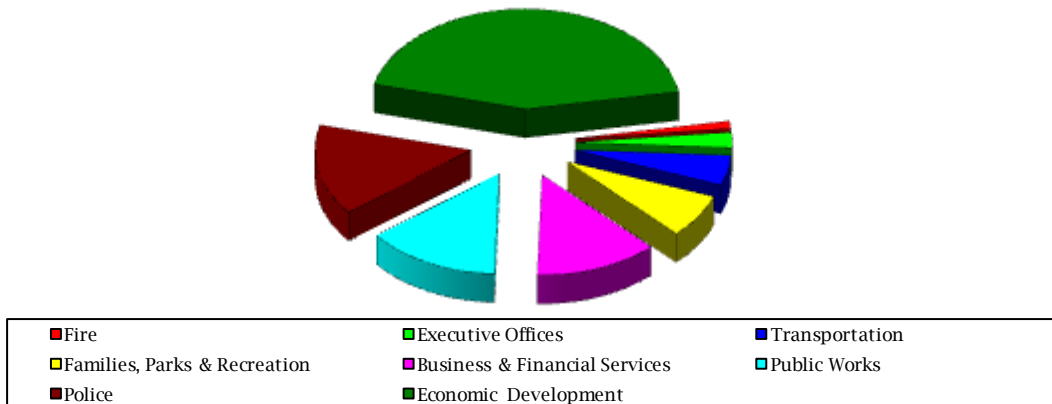
The large variation in FY 2008/2009 is the result of project funding carry forwards in the Community Redevelopment Agency, Gas Tax, Wastewater SRF Loan and Stormwater Utility Funds.

Revenue Detail

**General Fund Revenues By Department
Non-Departmental vs. Departmental
FY 2009/2010**



**General Fund Revenues By Department
FY 2009/2010**



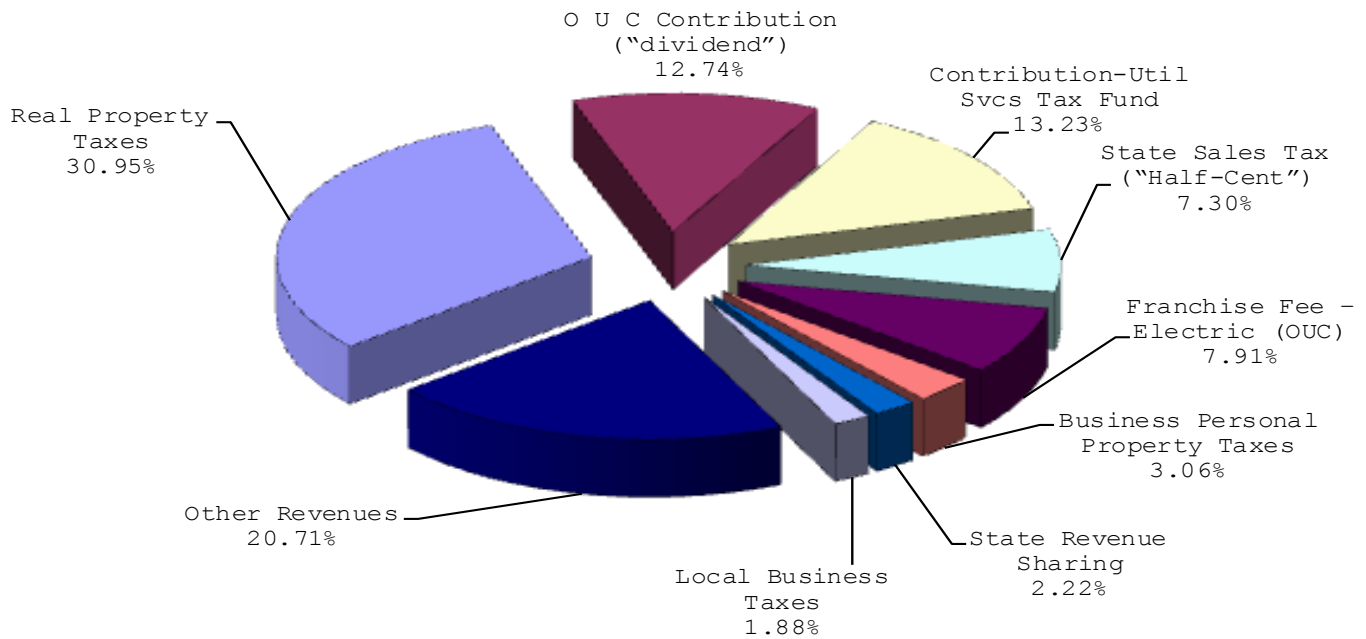
Department	Revised	Adopted	% of Total
	Budget	Budget	
	FY 2008/2009	FY 2009/2010	
Non-Departmental	\$ 338,734,939	\$ 331,581,623	92.01%
Police	3,936,420	4,225,450	1.17%
Economic Development	12,687,520	12,433,490	3.45%
Public Works	3,714,799	3,992,375	1.11%
Business & Financial Services	3,971,437	3,670,139	1.02%
Families, Parks & Recreation	2,145,071	2,034,886	0.56%
Transportation	1,497,719	1,385,525	0.38%
Executive Offices	843,346	705,346	0.20%
Fire	262,215	343,570	0.10%
Total	\$ 367,793,466	\$ 360,372,404	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 2009/2010, are shown in the table below.

Adopted Budget FY 2009/2010



Revenue Description	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Real Property Taxes	\$ 81,630,582	\$103,385,643	\$108,006,676	\$120,054,900	\$111,529,731
O U C Contribution (Dividend)	47,800,007	45,700,008	45,952,140	47,580,000	45,900,000
Contribution-Util Svcs Tax Fund	37,808,139	40,206,628	41,605,548	45,308,404	47,663,011
State Sales Tax (Half-Cent)	30,225,412	30,163,973	29,634,620	26,311,832	26,314,995
Franchise Fee - Electric (OUC)	23,657,524	24,128,018	25,147,856	25,620,000	28,500,000
Business Personal Property Taxes	11,082,155	12,207,018	11,030,060	17,939,238	11,030,413
State Revenue Sharing	9,840,775	9,763,097	9,183,993	8,288,513	8,017,904
Local Business Taxes	5,968,769	6,477,065	6,608,717	6,780,000	6,780,000
Other Revenues	74,820,888	73,565,668	80,269,184	69,910,579	74,636,350
Total	\$322,834,249	\$345,597,117	\$357,438,794	\$367,793,466	\$360,372,404

Revenue Detail

**MAJOR REVENUE SOURCES
GENERAL FUND**

Ad Valorem Property Taxes

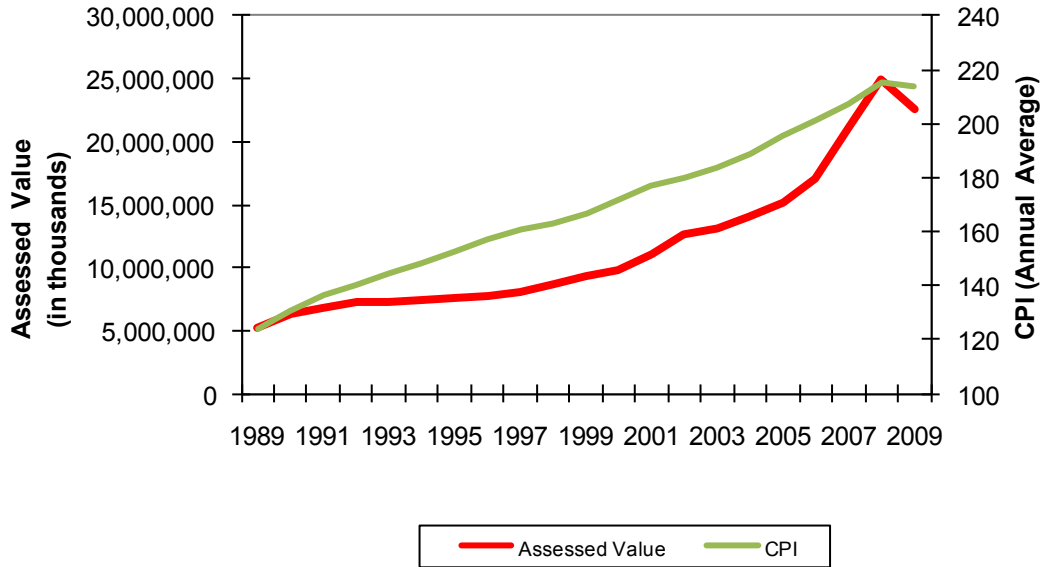
Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 5.65 mills. Ad Valorem Property taxes were originally forecasted in January as part of a ten-year forecast using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 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.

In January 2008, the voters of the State of Florida passed a Constitutional amendment pertaining to property tax reform. Please refer to page 94 for a more detailed discussion of the requirements.

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>Budget</u>	<u>Budget</u>
Real Property Taxes	\$ 84,603,470	\$107,053,794	\$111,736,939	\$125,057,188	\$116,176,803
Less: Discount for Real Taxes	(2,972,889)	(3,668,151)	(3,730,263)	(5,002,288)	(4,647,072)
Bus. Pers. Property Taxes	11,494,771	12,643,506	11,435,566	18,686,706	11,490,014
Less: Discount Bus. Pers. Taxes	(412,616)	(436,488)	(405,506)	(747,468)	(459,601)
Tax Recovery - Prior Yr Write-offs	(120,227)	155,206	-	-	-
Interest-Delinquent Taxes	140,207	363,901	350,283	140,000	140,000
TOTAL Property Tax Revenue	\$ 92,732,716	\$116,111,767	\$119,387,019	\$138,134,138	\$122,700,144

Revenue Detail

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



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
2000	12,741,622,579	3,566,868,911	3,115,000	6,492,573,550	9,819,032,940
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	28,923,944,986	4,409,811,964	799,626	10,738,659,764	22,595,896,812

Source: Orange County Property Appraiser

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

Revenue Detail

Millage Rate Property Tax Reform Guidelines

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

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

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

The millage rate in fiscal year 2008/2009 was adjusted to bridge the resulting estimated \$31 million dollar budget gap. In the face of declining revenue due to falling property values, Mayor Buddy Dyer resolved to maintain the same millage rate in 2009/2010 instead of making further adjustments affecting the residents of Orlando. The City's finance team was charged with crafting a budget to address the approximately \$41 million dollar budget gap. The gap has been closed with the use of a portion of the City's strategic reserves, and reductions to programmatic expenditures and personnel.

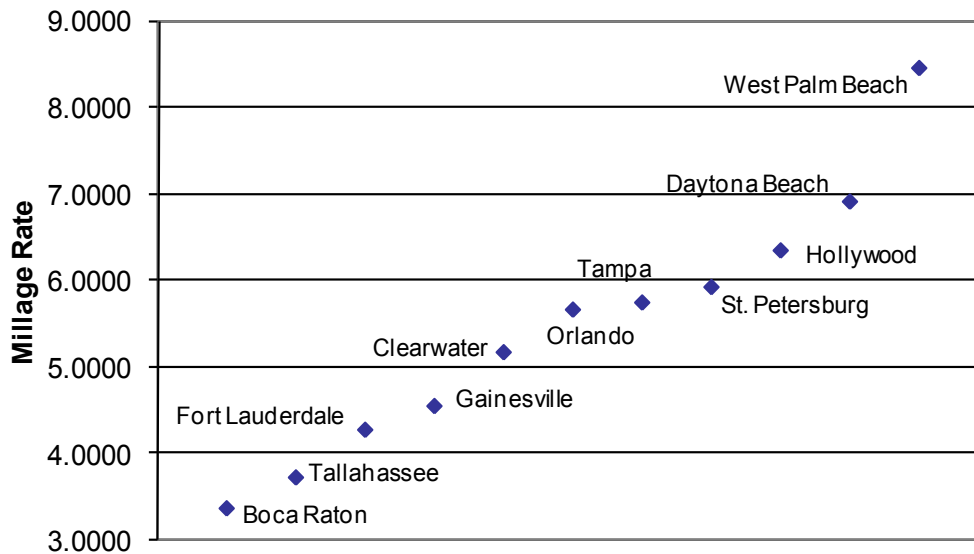
Millage Rate History
(\$1 per \$1,000 of taxable value)
City of Orlando

Fiscal Year	Operations	Debt	Total
1996	6.0666	-	6.0666
1997	6.0666	-	6.0666
1998	6.0666	-	6.0666
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916
2005	5.6916	-	5.6916
2006	5.6916	-	5.6916
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500

Revenue Detail

Municipality	Operating Millage FY 2009/2010	Debt Service Millage FY 2009/2010	Total Millage FY 2009/2010	General Fund Budget FY 2009/2010*
Boca Raton	3.0200	0.3211	3.3411	\$ 168,517,000
Tallahassee	3.7000	0.0000	3.7000	133,708,000
Fort Lauderdale	4.1193	0.1343	4.2536	327,486,000
Gainesville	4.5297	0.0000	4.5297	100,386,000
Clearwater	5.1550	0.0000	5.1550	114,667,000
Orlando	5.6500	0.0000	5.6500	360,372,000
Tampa	5.7326	0.0000	5.7326	343,800,000
St. Petersburg	5.9125	0.0000	5.9125	206,193,000
Hollywood	6.0456	0.2919	6.3375	174,888,000
Daytona Beach	6.5319	0.3735	6.9054	72,131,000
West Palm Beach	8.0739	0.3836	8.4575	183,000,000

* numbers are rounded to the nearest thousand



Revenue Detail

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2009/2010	Debt Service Millage FY 2009/2010	Total Millage FY 2009/2010	General Fund Budget FY 2009/2010*
Windermere	3.2280	0.0000	3.2280	\$ 3,227,000
Apopka	3.5168	0.0000	3.5168	27,280,000
Belle Isle	3.7432	0.0000	3.7432	6,331,000
Winter Garden	3.8546	0.0000	3.8546	26,217,000
Edgewood	3.9500	0.0000	3.9500	2,707,000
Maitland	3.8800	0.4050	4.2850	22,340,000
Winter Park	4.0923	0.3057	4.3980	44,552,000
Ocoee	5.4974	0.0000	5.4974	33,738,000
Orlando	5.6500	0.0000	5.6500	360,372,000
Oakland	6.8883	0.0000	6.8883	2,601,000

*numbers are rounded to the nearest thousand



Revenue Detail

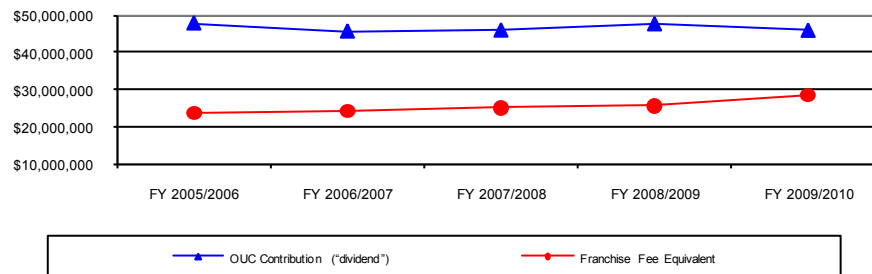
MAJOR REVENUE SOURCES
GENERAL FUND

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

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s rights of way. The OUC dividend, which by written agreement provides for an annual payment of 60% of OUC’s net income, will be 70% of net income for FY09/10. The FY 2009/2010 amount is part of a consensus reached by the City and OUC as to the total amount of revenue that will be received through FY 2010/2011. The consensus outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
OUC Contribution (“dividend”)	\$47,800,007	\$45,700,008	\$45,952,140	\$47,580,000	\$45,900,000
Percent Change	-	-4.39%	0.55%	3.54%	-3.53%
Franchise Fee Equiv. - Electric (OUC)	\$23,657,524	\$24,128,018	\$25,147,856	\$25,620,000	\$28,500,000
Percent Change	-	1.99%	4.23%	1.88%	11.24%

OUC History



Revenue Detail

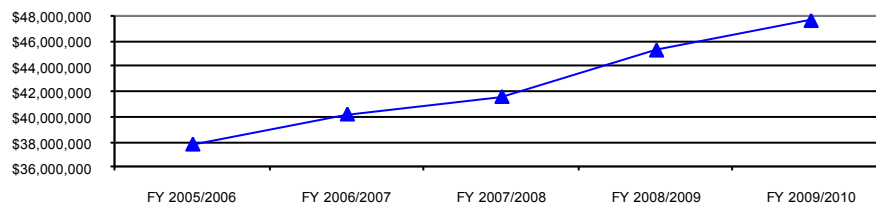
MAJOR REVENUE SOURCES
GENERAL FUND

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 98 for additional discussion. The transfers for FY 2005/2006 through FY 2009/2010 include interest earnings, which are not shown on the Utility Tax Collections chart below.

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
Contribution-Utilities Svcs. Tax Fund	\$37,808,139	\$40,206,628	\$41,605,548	\$45,308,404	\$47,663,011
Percent Change	-	6.34%	3.48%	8.90%	5.20%

Contribution - Utility Services Tax Fund



Utility Tax Collections	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
Communications svcs.	\$17,784,876	\$17,435,873	\$18,677,085	\$17,435,873	\$17,435,873
Electric/water	21,787,408	23,980,781	24,717,330	26,960,512	29,121,270
Natural gas	392,919	391,437	382,207	390,000	390,000
Propane	318,392	417,930	375,713	415,000	415,000
Fuel oil	2,531	5,313	4,128	3,000	4,000
Total	\$40,283,596	\$42,226,020	\$44,152,336	\$45,201,385	\$47,362,143

Revenue Detail

MAJOR REVENUE SOURCES
GENERAL FUND

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

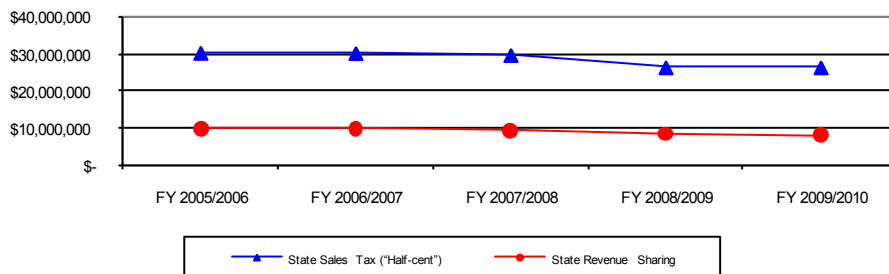
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local 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 internally in January based upon an assessment of economic conditions 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	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
State Sales Tax (“Half-cent”)	\$30,225,412	\$30,163,973	\$29,634,620	\$26,311,832	\$26,301,199
Percent Change	-	-0.20%	-1.75%	-11.21%	-0.04%
State Revenue Sharing	\$ 9,840,775	\$ 9,763,097	\$ 9,183,993	\$ 8,288,513	\$ 7,992,115
Percent Change		-0.79%	-5.93%	-9.75%	-3.58%

Intergovernmental Revenues



Revenue Detail

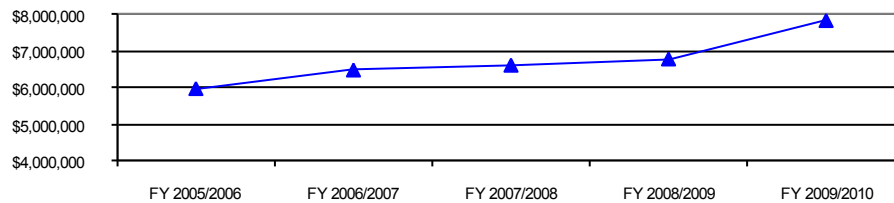
MAJOR REVENUE SOURCES
GENERAL FUND

Local Business Taxes

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

Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
Local Business Taxes	\$ 5,968,769	\$ 6,477,065	\$ 6,608,717	\$ 6,780,000	\$ 7,832,500
Percent Change		8.52%	2.03%	2.59%	15.52%

Local Business Taxes



Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
# of Local Business Tax Receipts Issued	23,032	21,009	21,576	20,500	21,000

Revenue Detail

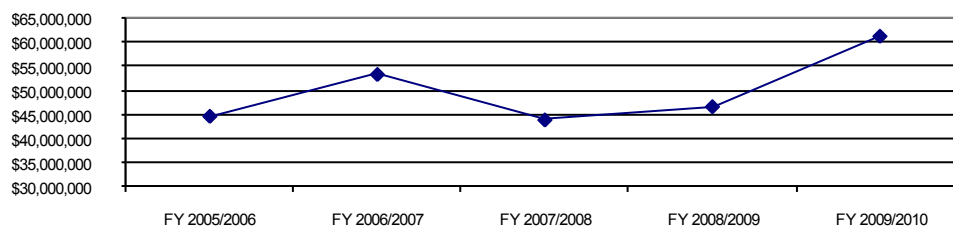
MAJOR REVENUE SOURCES
NON GENERAL FUNDS

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. A rate increase was approved for Fiscal Year 2009/2010. In addition, capacity charges previously budgeted in another fund are now budgeted here. The Wastewater Division provides budget estimates.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Revised</u> <u>Budget</u> <u>FY 2008/2009</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2009/2010</u>
Wastewater Revenue Fund	\$44,675,368	\$53,363,525	\$43,915,156	\$46,669,641	\$61,297,799
Percent Change	-	19.45%	-17.71%	6.27%	31.34%

Wastewater Revenue Fund History



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

<u>Description</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Revised</u> <u>Budget</u> <u>FY 2008/2009</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2009/2010</u>
Millions of gallons treated	15,155	13,077	13,527	15,038	13,500
# of customers	72,564	73,300	73,700	72,800	72,800
<u>Commodity Charge</u>					
Residential	\$ 16,514,078	\$ 14,625,905	\$ 12,488,016	\$ 13,100,000	\$ 13,299,967
Commercial	\$ 12,615,197	\$ 15,027,044	\$ 16,858,478	\$ 17,100,000	\$ 17,944,814

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.

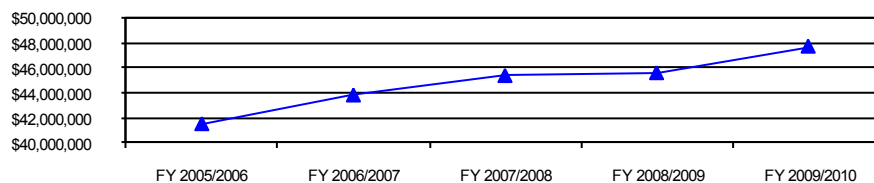
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department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

<u>Fund Description</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Utilities Services Tax Fund	\$41,512,135	\$43,788,235	\$45,332,189	\$45,558,404	\$47,663,011
Percent Change	-	5.48%	3.53%	0.50%	4.62%

Utility Services Tax Fund History



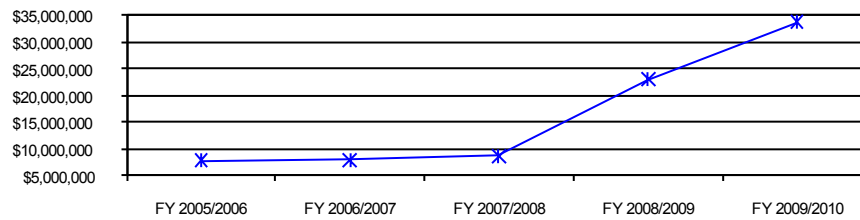
Revenue Detail

Internal Loan Fund

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Revised</u> <u>Budget</u> <u>FY 2008/2009</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2009/2010</u>
Internal Loan Fund	\$ 7,835,842	\$ 7,921,811	\$ 8,619,551	\$22,931,846	\$33,670,609
Percent Change	-	1.10%	8.81%	166.04%	46.83%

Internal Loan Fund History



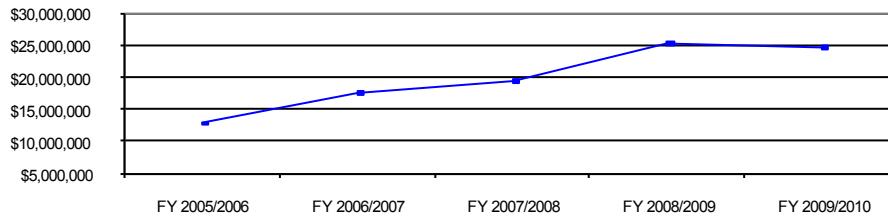
Revenue Detail

CRA Trust Fund

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

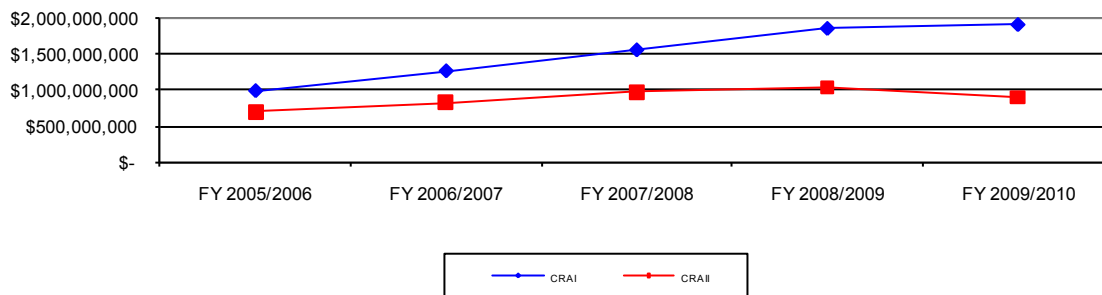
Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget FY 2008/2009	Budget FY 2009/2010
CRA I/II Trust Fund	\$12,847,436	\$17,543,982	\$19,357,076	\$25,282,771	\$24,651,386
Percent Change	-	36.56%	10.33%	30.61%	-2.50%

CRA I/II Trust Fund History



District/Assessed Value	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009	FY 2009/2010
CRA I	\$ 991,683,806	\$1,270,262,779	\$1,564,614,113	\$1,865,045,576	\$1,919,730,741
CRA II	\$ 701,390,937	\$ 829,051,502	\$ 974,859,183	\$1,038,005,788	\$ 901,726,679

CRA I/II Assessed Value



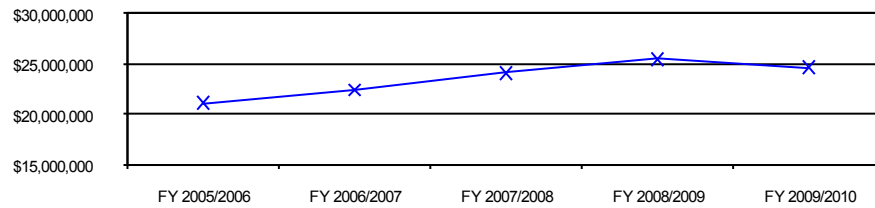
Revenue Detail

Solid Waste Management Fund

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

<u>Fund Description</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Solid Waste Fund	\$21,077,092	\$22,431,229	\$24,078,820	\$25,489,777	\$24,606,222
Percent Change	-	6.42%	7.35%	5.86%	-3.47%

Solid Waste Fund History



<u>Revenue</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Residential collections	\$ 8,409,175	\$ 8,835,735	\$ 9,721,515	\$ 10,596,089	\$ 10,345,443
Commercial collections	\$ 12,342,561	\$ 13,383,056	\$ 14,056,066	\$ 14,223,429	\$ 14,260,779

<u>Customers</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Residential	52,745	53,048	50,208	50,105	50,385
Commercial	7,845	8,998	8,476	8,169	8,270
Total	60,590	62,046	58,681	58,274	58,655

<u>Tons Collected</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Residential	69,152	85,357	66,952	67,928	68,947
Commercial	91,135	98,834	87,452	88,763	90,095
Total	160,287	184,191	154,404	156,691	159,042

<u>Collection Fee</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Residential per household	\$ 13.52	\$ 14.71	\$ 15.08	\$ 15.46	\$ 15.85
Commercial base rate per cubic yard	\$ 4.99	\$ 5.46	\$ 5.60	\$ 5.74	\$ 5.88

Source: City of Orlando Solid Waste Management Division

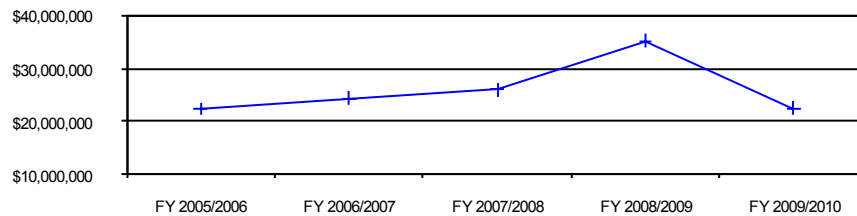
Revenue Detail

Stormwater Utility Fund

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Revised</u> <u>Budget</u> <u>FY 2008/2009</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2009/2010</u>
Stormwater Utility Fund	\$22,334,432	\$24,372,634	\$25,944,650	\$35,209,008	\$22,480,736
Percent Change	-	9.13%	6.45%	35.71%	-36.15%

Stormwater Utility Fund History



<u>Description</u>	<u>Actual</u> <u>FY 2005/2006</u>	<u>Actual</u> <u>FY 2006/2007</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Revised</u> <u>Budget</u> <u>FY 2008/2009</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2009/2010</u>
# of parcels (customers)	68,968	82,059	86,749	87,877	89,040
annual rate per ERU	\$ 99.00	\$ 99.00	\$ 108.96	\$ 119.88	\$ 119.88

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

Source: City of Orlando Streets and Stormwater Services Division

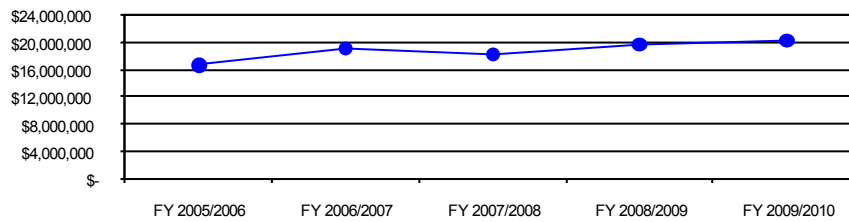
Revenue Detail

Risk Management Fund

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

<u>Fund Description</u>	<u>Actual FY 2005/2006</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Revised Budget FY 2008/2009</u>	<u>Adopted Budget FY 2009/2010</u>
Risk Management Fund	\$16,667,172	\$19,086,677	\$18,231,717	\$19,732,800	\$20,311,043
Percent Change	-	14.52%	-4.48%	8.23%	2.93%

Risk Management Fund History

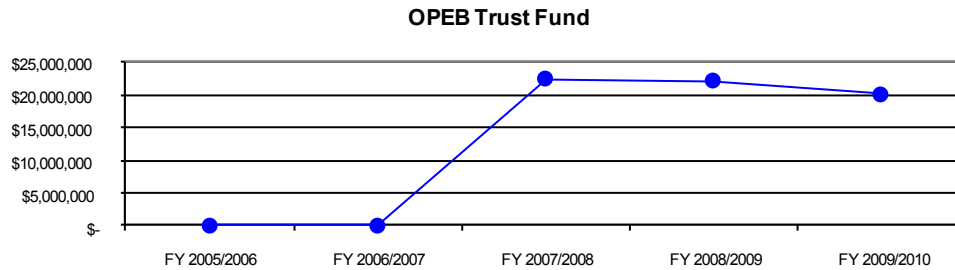


Revenue Detail

Other Post Employment Benefits (OPEB) Trust Fund

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2009/2010 represents an estimate of the City's annual required contribution (ARC), as determined by an Actuarial valuation conducted by Gabriel, Roeder, Smith and Company. The ARC is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution. Of the total Fund amount shown below, \$10,806,372 is the pay-as-you-go portion and \$9,358,734 is the employer pre-funding contribution.

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2005/2006</u>	<u>FY 2006/2007</u>	<u>FY 2007/2008</u>	<u>Budget FY 2008/2009</u>	<u>Budget FY 2009/2010</u>
OPEB Trust Fund	\$ -	\$ -	\$22,449,173	\$22,190,218	\$20,165,106
Percent Change			-	-1.15%	-9.13%



Revenue Detail

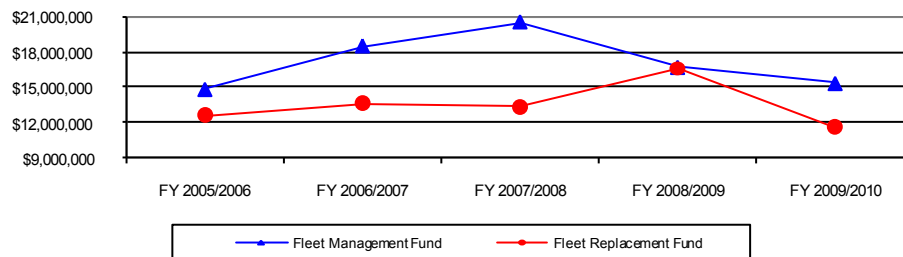
Fleet Management and Replacement Funds

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

<u>Fund Description</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Fleet Management Fund	\$14,870,833	\$18,490,850	\$20,489,178	\$16,703,076	\$15,365,250
Percent Change	-	24.34%	10.81%	-18.48%	-8.01%

<u>Fund Description</u>	Actual FY 2005/2006	Actual FY 2006/2007	Actual FY 2007/2008	Revised Budget FY 2008/2009	Adopted Budget FY 2009/2010
Fleet Replacement Fund	\$12,605,831	\$13,639,856	\$13,370,487	\$16,587,288	\$11,611,058
Percent Change	-	8.20%	-1.97%	24.06%	-30.00%

Fleet Funds History



Active Vehicles and Equipment as of 9/30/2009

Type	
Police vehicles and equipment	876
Fire vehicles and equipment	136
Public Works vehicles and equipment	532
Other vehicles and equipment	595
Total	2,139

FY 2009/2010 Fuel Usage by Department

Department	Gallons	Cost
Economic Development	52,595	\$ 120,938
Executive Offices	1,341	3,026
Families, Parks & Rec	98,781	231,679
Bus. and Financial Srvc.	64,111	146,602
Fire	165,844	402,030
Housing	1,386	3,181
Orlando Venues	3,910	9,017
Police	990,338	2,251,495
Public Works	681,464	1,615,209
Transportation	31,466	72,156
Total	2,091,236	\$ 4,855,333

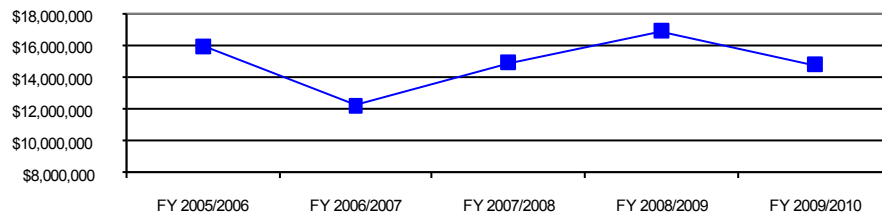
Revenue Detail

Parking System Revenue Fund

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

<u>Fund Description</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Revised Budget <u>FY 2008/2009</u>	Adopted Budget <u>FY 2009/2010</u>
Parking System Revenue	\$16,001,436	\$12,236,785	\$14,957,848	\$16,957,848	\$14,832,481
Percent Change	-	-23.53%	22.24%	13.37%	-12.53%

Parking System Revenue Fund History



<u>Description</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Revised Budget <u>FY 2008/2009</u>	Adopted Budget <u>FY 2009/2010</u>
# of garage spaces	6,262	7,267	7,267	7,647	7,647
# of surface lot/street spaces	1,719	1,893	2,084	2,106	2,106
Parking ticket revenue	\$ 1,914,658	\$ 1,665,795	\$ 1,943,522	\$ 1,900,000	\$ 1,900,000
# of parking tickets	80,710	69,662	65,758	80,000	80,000

Source: City of Orlando Parking Division

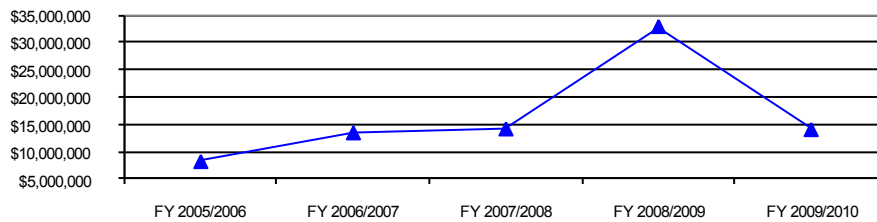
Revenue Detail

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 100.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget	Budget
CRA Operating Fund	\$ 8,320,628	\$13,529,228	\$14,241,888	\$32,816,528	\$14,119,992
Percent Change	-	62.60%	5.27%	130.42%	-56.97%

CRA Operating Fund History



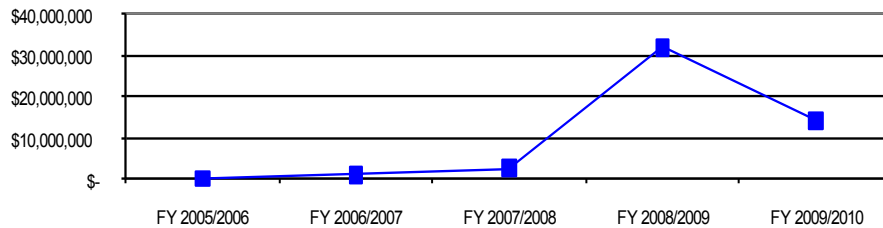
Revenue Detail

Wastewater SRF Loan Fund

The City has been the recipient of several Florida Department of Environmental Protection (FDEP) State Revolving Fund (SRF) loans to help finance the construction of wastewater improvement projects at very low interest rates. The resolution to apply for funds from the SRF Program was approved by City Council on October 25, 2004. The Wastewater Facilities Plan and Capital Financing Plan for the SRF Program was approved by City Council on June 21, 2004. Three subsequent amendments have been approved by the Orlando City Council to make adjustments to the agreement. The five State Revolving Fund loans total approximately \$70 million.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2005/2006	FY 2006/2007	FY 2007/2008	Budget	Budget
Wastewater SRF Loan	\$ -	\$ 972,033	\$ 2,456,375	\$32,032,106	\$14,114,803
Percent Change		-	152.70%	1204.04%	-55.94%

Wastewater SRF Loan



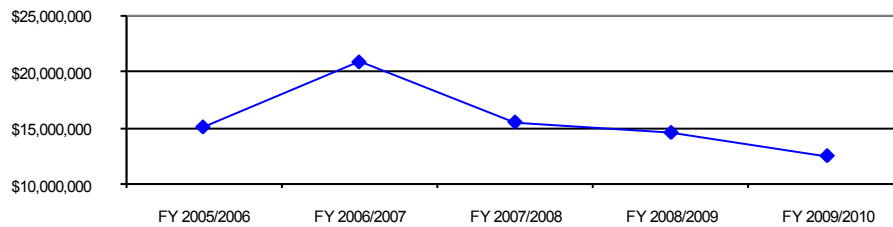
Revenue Detail

Orlando Venues Fund

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

<u>Fund Description</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Revised Budget <u>FY 2008/2009</u>	Adopted Budget <u>FY 2009/2010</u>
Orlando Venues Fund	\$15,096,677	\$20,896,875	\$15,533,826	\$14,599,798	\$12,525,023
Percent Change	-	38.42%	-25.66%	-6.01%	-14.21%

Orlando Venues Fund History



<u>Venue</u>	Actual <u>FY 2005/2006</u>	Actual <u>FY 2006/2007</u>	Actual <u>FY 2007/2008</u>	Revised Budget <u>FY 2008/2009</u>	Adopted Budget <u>FY 2009/2010</u>
<u>Amway Arena</u>					
Total events	147	155	155	149	138
Total attendance	1,117,772	1,275,655	1,226,433	1,313,061	1,150,000
<u>Bob Carr Centre</u>					
Total events	212	221	226	225	225
Total attendance	364,383	337,300	330,158	331,975	338,000

Source: City of Orlando Venues Department

Events held at the Amway Arena include concerts, family/ice shows, basketball games, arena football, hockey, indoor lacrosse 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 Titans of National Lacrosse 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.

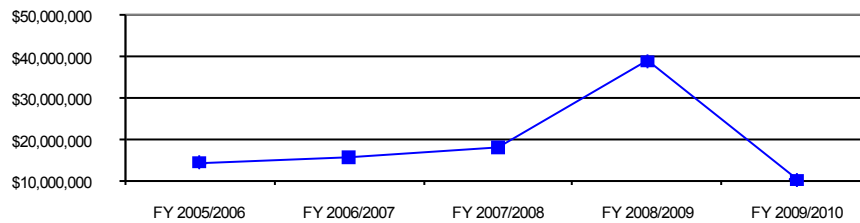
Revenue Detail

Gas Tax Fund

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

<u>Fund Description</u>	<u>Actual FY 2005/2006</u>	<u>Actual FY 2006/2007</u>	<u>Actual FY 2007/2008</u>	<u>Revised Budget FY 2008/2009</u>	<u>Adopted Budget FY 2009/2010</u>
Gas Tax Fund	\$14,287,708	\$15,555,588	\$17,974,782	\$38,895,016	\$10,085,833
Percent Change	-	8.87%	15.55%	116.39%	-74.07%

Gas Tax Fund History



FY 2009/2010 Interlocal Distribution

<u>Government</u>	<u>Percentage</u>	<u>Distribution</u>
Apopka	3.45	\$ 1,287,941
Belle Isle	0.55	\$ 205,324
Eatonville	0.24	\$ 89,596
Edgewood	0.2	\$ 74,663
Maitland	1.49	\$ 556,241
Oakland	0.18	\$ 67,197
Ocoee	2.98	\$ 1,112,482
Orange County	64.63	\$ 24,127,426
Orlando	20.75	\$ 7,746,311
Windermere	0.25	\$ 93,329
Winter Garden	2.63	\$ 981,822
Winter Park	2.65	\$ 989,288
Total	100.00	\$ 37,331,620

Source: Florida Legislative Committee on Intergovernmental Relations

Revenue Detail

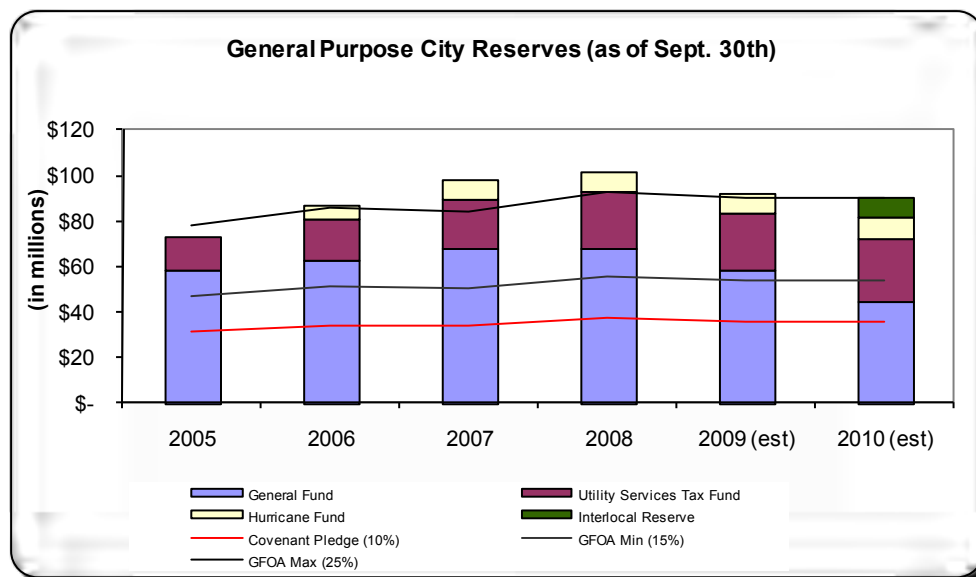
Fund Balance

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

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

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

A major indicator of the City’s fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size. Current City Council policy sets the overall General Fund reserve at twenty-five percent. This reserve is based on the combination of the General Fund, Utility Service Tax Fund and Hurricane Fund (established in response to three hurricanes in the summer of 2004 to account for FEMA and State revenues and related recovery work; since 2006 a reserve has been maintained for possible future disasters). The twenty-five percent target consists of a ten percent covenant pledge for debt plus conformity to GFOA guidance, which the City currently sets at fifteen percent. The chart below reflects reserve levels since 2005 compared to the GFOA recommendation.



Revenue Detail

Fund Balance (continued)

The table on page 117 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 FY2008/2009” 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 09/30/2008	Expected Change FY08/09 (2)	Estimated Balance 09/30/2009	Budgeted Change FY09/10 (3)	Projected Balance 09/30/2010	Percent Change FY09/10
General Fund (4)	\$ 67,849,852	\$ (9,700,000)	\$ 58,149,852	\$ (14,122,999)	\$ 44,026,853	(24.29%)
911 Emergency Telephone System	403,598	-	403,598	-	403,598	-
Building Code Enforcement	6,694,487	(1,198,848)	5,495,639	(1,120,737)	4,374,902	(20.39%)
Capital Improvement Fund	30,724,190	(900,000)	29,824,190	-	29,824,190	-
CEB Lien Assessment	2,462,283	(148,614)	2,313,669	(189,952)	2,123,717	(8.21%)
Cemetery Trust Fund	548,587	(10,650)	537,937	-	537,937	-
Community Redevelopment Agency	24,220,532	(6,341,740)	17,878,792	-	17,878,792	-
Contraband Forfeiture Trust	2,579,632	(788,000)	1,791,632	(50,000)	1,741,632	(2.79%)
CNL Garage R&R Fund	718,394	-	718,394	-	718,394	-
Fleet Management Funds	38,537,867	(2,641,938)	35,895,929	-	35,895,929	-
Gas Tax Fund	16,273,254	(538,514)	15,734,740	-	15,734,740	-
GOAA Police Fund	277,446	-	277,446	-	277,446	-
Housing & Urban Dev. Grants	257,873	(2,398,506)	(2,140,633)	-	(2,140,633)	-
Law Enforcement Training	365,197	(73,537)	291,660	(14,920)	276,740	(5.12%)
Local Housing Assistance Trust	857,628	(434,579)	423,049	-	423,049	-
Orlando Venues Fund	4,721,956	(2,777,544)	1,944,412	-	1,944,412	-
Parking System Revenues	16,722,463	(1,945,542)	14,776,921	(223,908)	14,553,013	(1.52%)
Risk Management	8,496,015	(3,000,000)	5,496,015	(3,000,000)	2,496,015	(54.59%)
Special Assessment Funds	2,113,461	864,673	2,978,134	(1,091,744)	1,886,390	(36.66%)
Street Tree Trust Fund	653,684	(350,000)	303,684	(265,000)	38,684	(87.26%)
Transportation Impact Fee	32,893,629	(14,657,890)	18,235,739	(4,940,036)	13,295,703	(27.09%)
Utility Services Tax	24,906,228	-	24,906,228	-	24,906,228	-
Venues Construction Admin	3,012,454	(557,467)	2,454,987	(712,855)	1,742,132	(29.04%)
Wastewater Funds	51,312,734	(10,432,451)	40,880,283	-	40,880,283	-
Total All Funds	\$337,603,444	\$ (58,031,147)	\$279,572,297	\$ (25,732,151)	\$253,840,146	(9.20%)

Notes:

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

(2) Since FY2008/2009 is under audit at publication date, amounts shown as a draw on fund balance in FY2008/2009 represent the budgeted fund balance change. There is no expectation that final year end results will show a draw on fund balance greater than the amount contained in this schedule.

(3) Section 166.241 of Florida Statutes requires that all budgets be balanced; that is, total anticipated revenues must equal total estimated expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in this column are the budgeted reserves that will be used in FY2009/2010.

(4) Even with budgeted draws on fund balance, the General Fund will still maintain a balance of 25% of operating expenses.

Revenue Detail

Changes in Fund Balance

General Fund (Non-Recurring)

Fund Balance will be utilized in FY 2009/2010, along with position and expenditure reductions, in order to achieve a balanced budget. Given the uncertainties in today's economy, it was determined that budgeting the use of Fund Balance was a prudent action and would allow for continuing discussions related to future recurring cost savings opportunities and strategies. Due to normal attrition factors and strict restrictions on the use of contingency funding, it is expected that the entire allocation will not need to be drawn upon. Nonetheless, the City will remain within its Reserve Policy requirements even if the full \$14.1 million is utilized.

Building Code Enforcement Fund (Non-Recurring)

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

CEB Lien Assessment Fund (Non-Recurring)

Fees and fines assessed by the Code Enforcement Board (CEB) for zoning and code enforcement violations can only be used to support ongoing code enforcement activities. The CEB Lien Assessment Fund is used to track that revenue source. The FY2009/2010 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.

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.

Parking System Revenue Funds (Non-Recurring)

A parking fee increase was approved by City Council in January 2009. This stabilized the finances of the Parking System, which had been trending toward more usage of garage spaces over on-street parking. Due to the current economic uncertainty, a minor amount of Fund Balance has been budgeted in FY 2009/2010 to account for business and personal cutbacks in garage usage. The remaining balance within the Fund will be within the guidelines of the reserve policy. An economic rebound and/or expenditure reductions will negate the need to utilize Fund Balance.

Revenue Detail

Changes in Fund Balance

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 five 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 FY2007/2008, the City had reserved \$35 million for those purposes. Even though the City has recognized a rebate in five consecutive fiscal years, this is classified as a non-recurring event since future rebates are not guaranteed and it is anticipated that there will be no rebate in FY 2010/2011.

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.

Street Tree Trust Fund (Recurring)

The City has a requirement for street trees as outlined in the City Code. A Trust Fund has been established to provide a funding source to purchase and install street trees and to properly install the correct type of tree. The City shall install the trees and the developer shall contribute the appropriate amount of funds to the Trust Fund. Payment to the Trust Fund shall be made by the developer/builder prior to issuance of a building permit. The FY2009/2010 Fund Balance allocation will be used to purchase and install trees.

Transportation Impact Fee Funds (Recurring)

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

Revenue Detail

Changes in Fund Balance

Venues Construction Administration Fund (Recurring)

On September 29, 2006, the Mayors of Orlando and Orange County unveiled a \$1.1 billion proposal to build three state of the art venues in the downtown area: a new performing arts center; a new community events center and a renovation of the existing Citrus Bowl Stadium. Community Redevelopment Agency funding is being used for project management and planning activities for these Community Venues. That funding is transferred to the Venues Construction Administration Fund, where the expenditures are incurred. A portion of the prior transfers has not been utilized and that portion is being reappropriated in FY 2009/2010.

EXECUTIVE OFFICES

summit
Thank You For Attending

"Living the Dream Together"
Martin Luther King Jr.
Holiday Commission

city boards
CITY OF ORLANDO

ORLANDO PREPARED!

ORLANDO 360°

ORLANDO INFORMATION LOOP

Inside ORLANDO

HOLIDAY LIGHTS Orlando

Buddy Dyer
Mayor

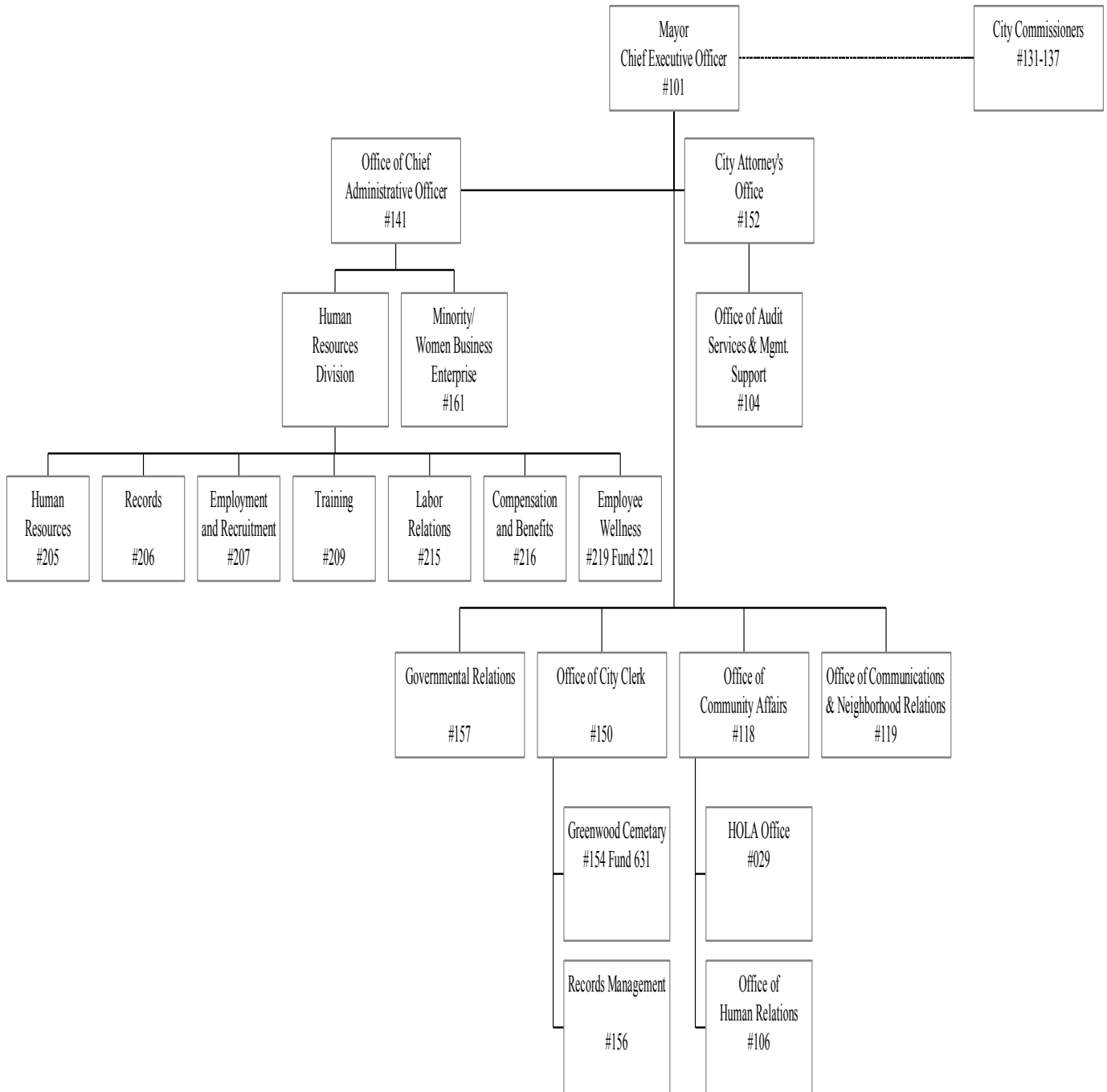
Join Mayor Buddy Dyer for the
3rd Annual FREE Blues-B-Q Concert in front of Orlando City Hall
SUNDAY, FEB 22, 2009 • 2-9PM

Join Mayor Buddy Dyer for
Fireworks at the Fountain
at Fola Park - Downtown Orlando
Saturday

CITY OF ORLANDO
VETERANS DAY PARADE
Saturday, Nov. 10, 2007
10 a.m.

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

Executive Offices



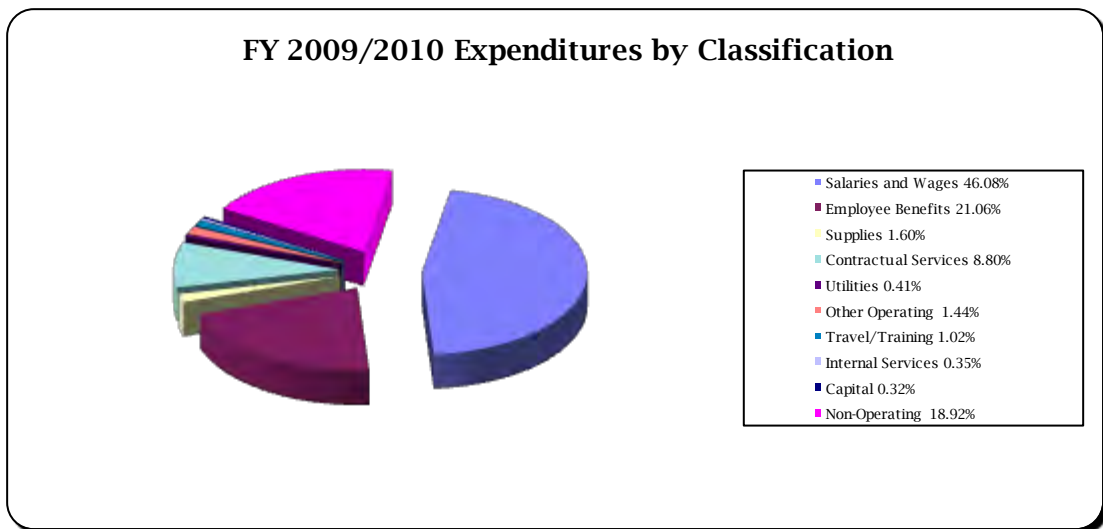
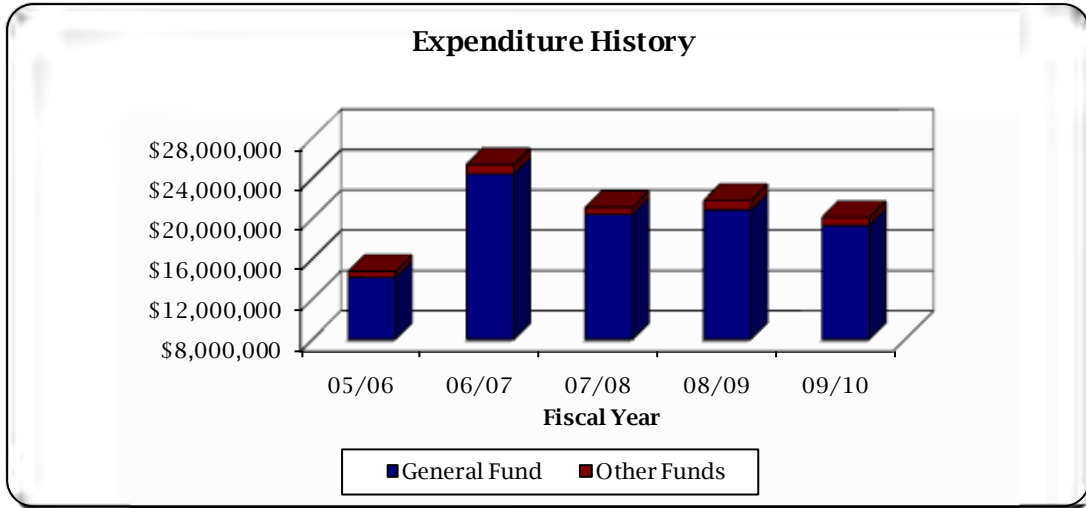
Executive Offices

Fund	2007/08	2008/09	2009/10	Change	%
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Office of the Mayor					
101 Office of the Mayor	\$ 1,106,916	\$ 1,097,599	\$ 1,046,049	\$ (51,550)	(4.70%)
157 Governmental Relations	409,023	402,816	503,085	100,269	24.89%
Office of Community Affairs					
118 Community Affairs	934,453	1,009,643	643,917	(365,726)	(36.22%)
106 Office of Human Relations	870,515	829,387	508,767	(320,620)	(38.66%)
029 HOLA Office	137,714	181,334	136,873	(44,461)	(24.52%)
996 Nondepartmental - Neighborhood Grant	81,325	232,900	160,300	(72,600)	(31.17%)
Office of Communications & Neighborhood Relations					
119 Communications & Neighborhood Relations	871,539	1,017,818	1,130,159	112,341	11.04%
Office of the City Clerk					
150 City Clerk	594,716	640,672	801,501	160,829	25.10%
156 Records Management	308,944	312,603	285,954	(26,649)	(8.52%)
024 Workplace Giving	24,720	38,764	38,764	-	0.00%
997 Nondepartmental - Executive Offices	4,530,977	4,491,663	4,314,905	(176,758)	(3.94%)
TOTAL -- MAYOR	\$9,870,842	\$10,255,199	\$ 9,570,274	\$ (684,925)	
Office of City Commissioners					
131 City Commissioner-District 1	\$ 154,910	\$ 160,574	\$ 164,500	\$ 3,926	2.44%
132 City Commissioner-District 2	158,696	156,956	158,315	1,359	0.87%
133 City Commissioner-District 3	148,861	156,486	160,448	3,962	2.53%
134 City Commissioner-District 4	154,905	156,983	160,243	3,260	2.08%
135 City Commissioner-District 5	165,382	173,575	176,447	2,872	1.65%
136 City Commissioner-District 6	212,345	198,223	202,844	4,621	2.33%
TOTAL -- COMMISSIONERS	\$ 995,099	\$ 1,002,797	\$ 1,022,797	\$ 20,000	
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 811,698	\$ 961,994	\$ 838,230	\$ (123,764)	(12.87%)
161 Minority/Women Business Enterprise	275,449	430,687	498,136	67,449	15.66%
Human Resources Division					
021 Merits Program	98,296	69,764	9,764	(60,000)	(86.00%)
205 Human Resources	199,737	388,865	300,850	(88,015)	(22.63%)
206 Records	186,284	187,571	202,786	15,215	8.11%
207 Employment and Recruitment	587,470	728,061	712,195	(15,866)	(2.18%)
209 Training	408,177	404,965	201,594	(203,371)	(50.22%)
215 Labor Relations	243,503	265,948	291,550	25,602	9.63%
216 Compensation and Benefits	697,287	871,608	930,636	59,028	6.77%
993 Non Dept.- Human Resources	1,238,270	224,362	170,362	(54,000)	(24.07%)
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 4,746,171	\$ 4,533,825	\$ 4,156,103	\$ (377,722)	
City Attorney's Office					
152 City Attorney	\$ 3,759,587	\$ 4,255,032	\$ 3,864,464	\$ (390,568)	(9.18%)
104 Office of Audit Svcs. and Mgmt. Support	964,940	812,927	676,328	(136,599)	(16.80%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,724,527	\$ 5,067,959	\$ 4,540,792	\$ (527,167)	
Projects	60,561	-	-	-	0.00%
TOTAL -- GENERAL FUND	\$20,397,200	\$20,859,780	\$19,289,966	\$ (1,569,814)	(7.53%)

Executive Offices

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
<u>RISK MANAGEMENT FUND #521</u>					
Human Resources Division					
219 Employee Wellness	\$ 86,861	\$ 104,259	\$ 108,921	\$ 4,662	4.47%
TOTAL -- RISK MANAGEMENT FUND	\$ 86,861	\$ 104,259	\$ 108,921	\$ 4,662	
<u>GREENWOOD CEMETERY FUND #631</u>					
Office of the City Clerk					
154 Greenwood Cemetery	\$ 611,256	\$ 832,794	\$ 687,813	\$ (144,981)	(17.41%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 611,256	\$ 832,794	\$ 687,813	\$ (144,981)	
TOTAL -- EXECUTIVE OFFICES	\$21,095,317	\$21,796,833	\$20,086,700	\$ (1,710,133)	(7.85%)
Expenditure by Classification					
Salaries and Wages	\$ 9,547,301	\$10,017,062	\$ 9,241,029	\$ (776,033)	(7.75%)
Employee Benefits	4,584,988	4,128,127	4,229,534	101,407	2.46%
Supplies	357,852	373,831	322,259	(51,572)	(13.80%)
Contractual Services	1,596,592	2,078,779	1,768,233	(310,546)	(14.94%)
Utilities	58,319	76,055	82,327	6,272	8.25%
Other Operating	314,321	361,485	288,892	(72,593)	(20.08%)
Travel/Training	402,239	383,767	205,549	(178,218)	(46.44%)
Internal Services	108,421	88,655	69,830	(18,825)	(21.23%)
Capital	50,984	181,150	65,000	(116,150)	(64.12%)
Non-Operating	4,074,300	4,107,922	3,814,047	(293,875)	(7.15%)
TOTAL -- EXECUTIVE OFFICES	\$21,095,317	\$21,796,833	\$20,086,700	\$ (1,710,133)	(7.85%)

Executive Offices



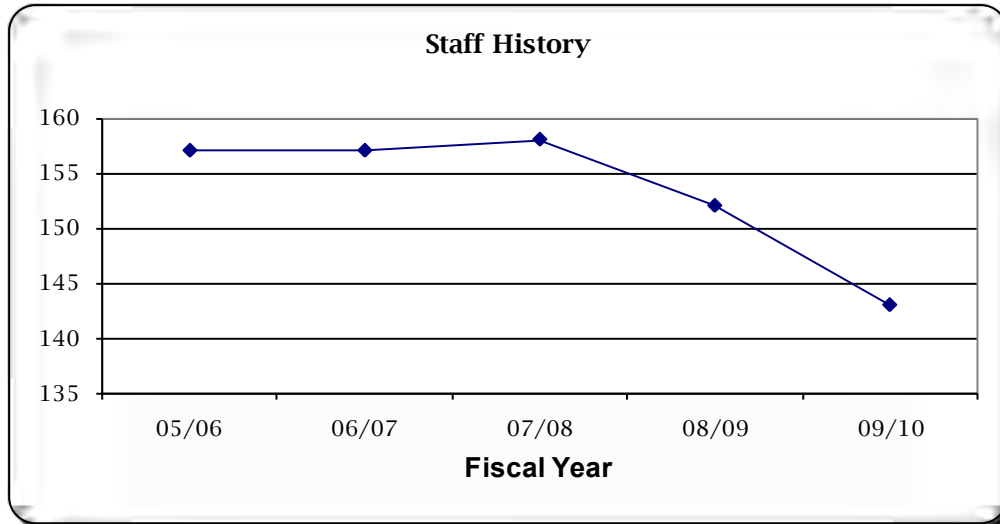
Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Office of the Mayor			
101 Office of the Mayor	9	9	9
157 Governmental Relations	1	1	2
Office of Community Affairs			
118 Community Affairs	9	9	5
106 Office of Human Relations	12	10	5
029 HOLA Office	2	2	2
Office of Communications			
119 Communications & Neighborhood Relations	13	13	15
Office of the City Clerk			
150 City Clerk	7	7	8
156 Records Management	5	5	4
TOTAL -- MAYOR	58	56	50
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- COMMISIONERS	12	12	12
Office of Chief Administrative Officer			
141 Chief Administrative Officer	6	6	5
161 Minority/Women Business Enterprise	5	6	6
Human Resources Division			
205 Human Resources	4	4	3
206 Records	3	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation and Benefits	10	11	11
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	40	42	40
City Attorney's Office			
152 City Attorney	34	34	34
104 Office of Audit Svcs. and Mgmt. Support	9	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	43	39	39
TOTAL -- GENERAL FUND	153	149	141

Executive Offices

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
<u>GREENWOOD CEMETERY FUND #631</u>			
Office of the City Clerk			
154 Greenwood Cemetery	4	2	2
TOTAL -- GREENWOOD CEMETERY FUND	4	2	2
TOTAL -- EXECUTIVE OFFICES	158	152	144



Executive Offices

Office of The Mayor

Mission Statement

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

Overview of Services/Programs

The Mayor's Executive Offices include four, separate offices or departments:

- The Office of the City Clerk
- The Office of Governmental Relations
- The Office of Communications and Neighborhood Relations
- The Office of Community Affairs

Major Accomplishments

- In the midst of a global economic crisis which resulted in a \$40 million dollar budget shortfall, balanced the budget without raising taxes.
- Successfully leveraged federal stimulus dollars for a variety of public works and infrastructure projects.
- Continued to place public safety as top priority and maintained 6-year history of investing every new dollar from property taxes into public safety.
- Launched the "Strengthen Orlando" campaign, a comprehensive plan to help Orlando's families "weather the storm" during this nationwide downturn. The Mayor has tasked City departments and local civic and business institutions with identifying immediate, accomplishable activities to create jobs, provide economic stimulus and ensure Orlando remains on track for a prosperous future.
- Under the Strengthen Orlando umbrella, implemented "Buy Local Orlando," a program to encourage local spending to boost the City's economy. The Buy Local Orlando campaign is a pro-active and practical approach for connecting the businesses of Orlando with the buying power of the local community.
- Continued effort to diversify the economy and create and protect jobs in the face of a national economic crisis so that the City of Orlando comes out of this recession stronger and remains on course to fulfill our vision as the next great American city.
- Celebrated the fourth anniversary of the "Pathways for Parramore" initiative to build new, affordable homes, 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.
- In coordination with the Orlando Police Department, created the Choose Peace campaign to focus on reducing violence among Orlando's youth.

Executive Offices

- Continued design and construction for world-class regional Community Venues including a performing arts center, an events center and renovated Citrus Bowl.
- Leveraged the construction of the venues to provide jobs and job training to the local community through the Blueprint program.
- As part of City's environmental initiative, Greenworks Orlando, launched "Greenworks LIFE," a program designed to provide residents with the tools and resources necessary to lead an environmentally-friendly lifestyle.
- Made substantial gains in the creation of a "Medical City at Lake Nona" with the groundbreaking of the Nemours Children's Health Care Campus and construction of the Burnham Institute, UCF Medical School and the VA Hospital.
- Continued to lead and advance Commuter Rail effort increasing multi-modal transit options for the City of Orlando and the entire Central Florida region.

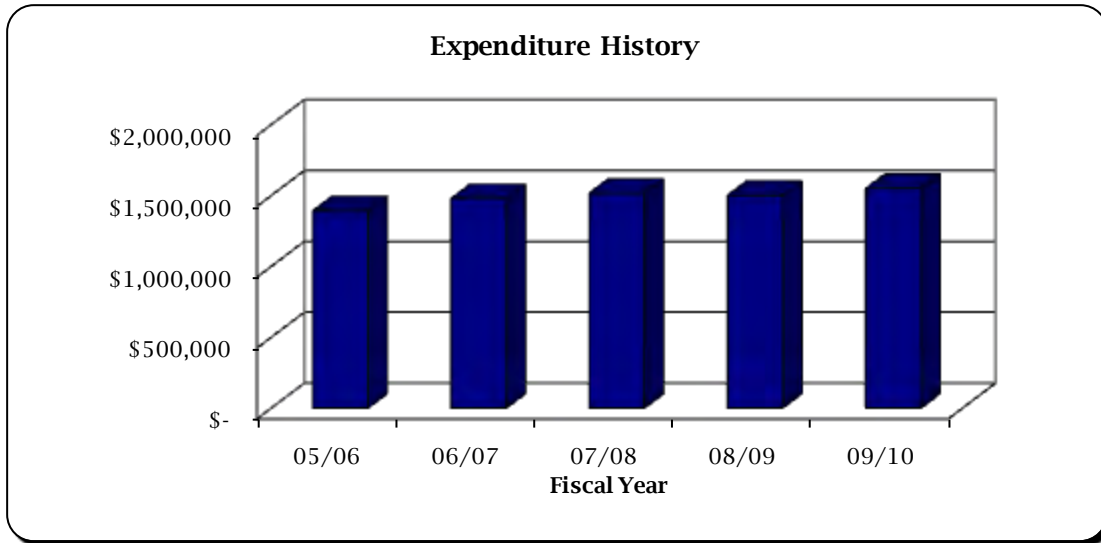
Future Outlook

- Maintain the City's financial stability and invest additional resources for neighborhood safety while faced with a national recession, state-mandated budget cuts, decreasing revenues and a significant increase in expenses and the need to reduce the size of government for the foreseeable future.
- Deliver quality urban services to residents and operate in a knowledgeable, responsive and financially responsible manner.
- Ensure Orlando's at-risk families have a safety net by continuing to provide economic opportunity, quality job growth and housing options throughout the City.
- Continue implementation of the largest single public/private partnership in Central Florida's history by overseeing construction of a new performing art center, event center and renovated Citrus Bowl.
- Continue to pursue expanded transportation options, specifically a commuter rail system (SunRail) for the greater Orlando area and a high speed rail line from Orlando to Tampa; along with partnering with Florida's other region's to help them pursue federal dollars to create or expand rail transit in their area with the eventual goal of creating a statewide rail network.
- Continue to seek and leverage federal resources to bolster a variety of functions the City performs; safety, transportation, energy, public works, etc.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
101 Office of the Mayor	\$1,106,916	\$1,097,599	\$1,046,049	\$ (51,550)	(4.70%)
157 Governmental Relations	409,023	402,816	503,085	100,269	24.89%
TOTAL -- GENERAL FUND	\$1,515,939	\$1,500,415	\$1,549,134	\$ 48,719	3.25%
TOTAL -- OFFICE OF THE MAYOR	\$1,515,939	\$1,500,415	\$1,549,134	\$ 48,719	3.25%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
	2007/2008	2008/2009	2009/2010
GENERAL FUND #100			
101 Office of the Mayor	9	9	9
157 Governmental Relations	1	1	2
TOTAL -- GENERAL FUND	10	10	11
TOTAL -- OFFICE OF THE MAYOR	10	10	11

Executive Offices

Office of Community Affairs

Mission Statement

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

Overview of Services/Programs

The Office of Community Affairs informs, engages and connects with all sectors of the public to raise awareness of City priorities, programs and services. Additionally, Community Affairs creates linkages between citizens and City government and promotes civic awareness, education and participation. Community Affairs connects community, arts/cultural and neighborhood groups with City services and other community resources to enhance the quality of life in Orlando. Community Affairs has four focus areas:

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

Major Accomplishments

- Community Affairs produced the 4th annual Mayor's Neighborhood & Community Summit, consisting of 14 workshops and training sessions for more than 200 community leaders through public-private partnerships.
- Community Affairs planned and implemented all local entertainment, two mobile workshops and volunteer recruitment/training for the National League of Cities' National Convention which took place in Orlando.

Neighborhood /Community Outreach

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

Major Accomplishments

- In partnership with Orange County, Community Affairs produced and implemented 12 *Community Connection* workshops (the 2nd Saturday of each month) for neighborhood leaders where more than 330 individuals were trained.
- Maintained an association contact database of 270 associations and more than 425 neighborhood contacts.
- Supported and/or attended more than 75 community and association meetings.
- Produced and distributed a monthly neighborhood briefing to more than 300 neighborhood leaders and property managers.

Executive Offices

- Facilitated four community meetings (hosted by the Mayor) to promote the Strengthen Orlando initiative to Orlando residents and neighborhood leaders.
- Co-produced the Mayor's City Academy and recruited 45 participants for 2009.
- Partnered with Leu Gardens, OPD and other City departments to create a community garden initiative designed to assist associations and citizens to create community gardens.

Future Outlook

- Plan, implement and expand the 5th annual Mayor's Neighborhood and Community Summit.
- Expand Community Affairs' web pages by adding links to other City departments, best practices, agenda and meeting notice templates and neighborhood organization manual, etc.
- Produce 12 *Community Connections* training workshops with Orange County.
- Develop a series of community meetings hosted by the Mayor to address key City initiatives and priorities.
- Expand email contact and communication with neighborhood organization leadership, including attending at least four association meetings a month.
- Participate in at least 50 community events/meetings and association meetings to showcase City services.
- Produce and recruit at least 45 citizens for the annual *Mayor's City Academy*.

Arts/Cultural and Community Affairs

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

Major Accomplishments

- Distributed \$3,771,595 to human service and arts/cultural organizations, including monitoring organizations' compliance and performance.
- Executed and monitored the contracts for services provided by 30, 501(c) (3) human service and arts/cultural organizations.
- Managed the FY 09/10 Citizen Review Panel (CRP) volunteer advisory committee/funding process.
- Engaged the human service agencies funded by the City in the Strengthen Orlando initiative, including five Mayor's Strengthen Orlando Responding Tour meetings.

Executive Offices

- Represented the City on the United Arts of Central Florida's Standards and Allocations Committee, which reviews and recommends distribution of \$1,694,665 in UA funding to arts/cultural organizations.
- Provided funding support and promotions to give more than 3,600 citizens access to cultural events/programs.
- Provided funding support and promotion to Orlando Philharmonic giving more than 55,331 OPCS students free access to performances.

Future Outlook

- Review community organization funding to ensure City funding and resources align with community needs.
- Manage City funding of human service and arts/cultural organizations for FY 10/11 to insure performance and compliance.
- Partner with arts and cultural organizations for free arts/cultural experiences.
- Serve as City's lead in coordinating efforts with the Downtown Arts District.
- Solicit feedback on unmet community needs from City departments for FY 10/11.
- Manage City's partnership with Heart of Florida United Way to address human service needs.

Mayor's Matching Grant Program

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

Major Accomplishments

- Awarded 28 Mayor's Matching Grants, distributing \$176,500 in funding.
- Successfully closed out 16 FY 07/08 Mayor's Matching Grants totaling \$98,000.
- 2008-2009 Mayor's Matching Grantees donated over 3,200 volunteer hours and \$150,000 in cash and in-kind contributions from community partners YTD.
- Conducted 45 technical assistance sessions, fielded over 1,100 technical assistance telephone calls and conducted 56 site visits.
- Conducted 30 MMG Application Workshops and 23 orientation sessions to new awardees of Mayor's Matching Grants.
- Filmed, produced and edited a highlight video for the 2009 Neighborhood & Community Summit to showcase the 2008 Mayor's Matching Grant recipients.

Executive Offices

- Planned, coordinated and successfully managed the Mayor's Matching Grants celebration event for the 2008 grantees at the 2009 Neighborhood & Community Summit.

Future Outlook

- Award Mayor's Matching Grants to address community needs, such as youth crime prevention, public safety, academic enrichment and neighborhood improvement.
- Host 30+ Application Workshops for the three MMG programs.
- Expand the Mayor's Faith Based and Community Matching Grants Youth Crime Prevention initiative into more City neighborhoods.
- Develop additional community and business partners for the Mayor's Matching Grants program.
- Expand marketing efforts of the MMG program to increase the number of quality projects and programs funded.
- Conduct year-round workshops for neighborhoods, nonprofit organizations and schools on project planning, budgeting and outcome measures.
- Research and secure grant funding to distribute to community organizations and schools to increase services provided to City of Orlando residents and youth.

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

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

Major Accomplishments

- Assisted 2,414 residents using H.O.L.A.'s Job Resource Center.
- Provided more than 8,000 citizens with information and referrals to City services and community based organizations.
- Partnered with more than 200 community-based organizations, adding 21 new partners in FY 08/09.
- Assisted in the coordination of the Orlando's second Hispanic Heritage Month event.
- Coordinated activities and hosted two meetings with the Mayor's H.O.L.A. Advisory Committee.
- Planned and coordinated the City's exhibit at the Hispanic Chamber of Commerce's Business Expo.
- Participated in 12 community events to promote H.O.L.A. City services.
- Recruited and trained volunteers to assist in HOLA and the Job Resource Center.

Executive Offices

- Provided assistance to the Community Venues Blueprint initiative.
- Partnered with the US Census 2010, Second Harvest Food Bank and ACCESS Florida.
- Participated in the second Orlando Prepares fair in partnership with City's Office of Emergency Management.

Future Outlook

- Provide information and referral services to a target goal of 4,000 individuals.
- Ensure H.O.L.A.'s community partners are engaged and recruit a minimum of eight new community based organizations.
- Facilitate the City's exhibit for the 2010 *Hispanic Chamber of Commerce Business & Professional Expo*.
- Collaborate with the Orlando Venues Blue Print project by providing outreach and guidance to the Hispanic community about potential participation in the program.
- Continue to advise the Mayor's office on Hispanic affairs, events and new collaborative efforts.
- Participate in at least eight community events, annual meetings, training sessions, seminars, and/or workshops and business exhibitions.
- Facilitate the Mayor's H.O.L.A. Advisory Committee's support of City priorities and initiatives.
- Assist in the coordination of the 1st *Safeguard our Seniors* workshop, in collaboration with the Florida Department of Financial Services.
- Collaborate and assist with the coordination of the *Hispanic Heritage Kick Off* sponsored by the City.
- Continue to partner with OEM to offer the *Orlando Prepares* annual emergency preparedness fair.

Volunteer Program

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

1) *Citizen volunteers* who are recruited to work in various departments and offices throughout the City;

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 more than 30 Volunteer Team Events per year. Those hours are reported to and tracked by the city's Volunteer Program. City staff and citizens are also encouraged to participate in the PKZ Mentor 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;

Executive Offices

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.

Major Accomplishments

- Over 115,000 volunteer hours were contributed to the City of Orlando by citizens and employees in 2008.
- Over \$2,100,000 was saved by the City of Orlando by using volunteer services in 2008.
- Over 14,000 volunteers (both employees and citizens) donated their time to volunteerism in 2008.
- Conducted comprehensive, advance training for Emergency Information Center volunteers.
- Top citizen, employee, and youth volunteers received Jefferson Awards at Mayor’s Annual Volunteer Appreciation Reception during National Volunteer Week.
- Provided critical information to 70 SeniorLinks neighborhood partners with nearly 2,000 identified homebound and/or isolated seniors; recruited and trained 35 SeniorLinks volunteers.
- Collected 200 used cell phones to be reconditioned as 911 phones and distributed to seniors, through SeniorLinks and domestic abuse victims, through Harbor House.
- Got two Experience Works “volunteers” to answer the city’s main phone lines 40 hours per week, one Experience Works “volunteer” at HOLA, one at Downtown Information Center, three at Beardall, one at Emergency Operation Center. Saved the city over \$240,000 so far.
- Screened, processed and placed over 530 citizen volunteers to staff City departments.
- Created and facilitated four Desserts & Discussions forums for Mayor Dyer to meet with seniors at various senior highrise buildings in the City through SeniorLinks.
- SeniorLinks created "Meal Time" in partnership with Second Harvest Food Bank to provide nearly 200 ten pound bags of food to low-income seniors each month. Approximately 10 volunteers serve as “Food Angels” to deliver the food directly to the seniors each month.
- Facilitated Communities for a Lifetime grant to partner St. Mark AME church with Community Care Teams to create a transportation program for homebound seniors in the church and the surrounding neighborhood.
- 19 Rollins students visited mainly Hispanic congregated senior meal site (Engelwood Neighborhood Center) to adopt grandparents and improve their conversational Spanish by conversing with the seniors. Over 80 seniors were involved and they met three times and wrote letters back and forth multiple times.

Executive Offices

- Facilitated blood pressure checks at four senior high-rise residences monthly by UCF nursing students.

Office of Human Relations

The remaining responsibilities of the Office of Human Relations now fall under the Office of Community Affairs. The mission of the Office of Human Relations (OHR) was to promote equality of opportunity for the citizens of Orlando by advocating policies of nondiscrimination and administering City and Federal laws that prohibit discrimination in employment, housing and public accommodation.

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

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

Major Accomplishments

Discrimination Unit

- Processed more than 450 cases which include 56 closed cases.
- Responded to more than 800 inquiries.

Education and Outreach/Community Relations Unit

- Hosted “Accessibility First” workshop in May 2008. This comprehensive HUD-approved program promotes compliance with the Fair Housing Act design and construction requirements for multi-family housing with emphasis on accessibility for disabled individuals.
- Planned and hosted “Education Days” in area schools. This event is a HUD-sponsored national education project. Its goal is to educate middle and high school aged children about “being treated differently”.

Executive Offices

Future Outlook

For Fiscal Year 2009/2010, the Office of Human Relations will be streamlined as part of a City-wide budget reduction strategy that involves identifying departments or functions that have seen a decline in demand for services.

Background

In recent years, the number of HUD and EEOC cases brought to Human Relations has declined. Federal funding from EEOC has also decreased to the point that federal reimbursement makes up only 10% of the office's total budget. Further, the Orlando Office of Human Relations is currently one of only two (2) municipal governments in Florida that has a work sharing agreement with EEOC.

As a result of these factors, Human Relations functions will be streamlined in accordance with what has become a statewide protocol for how EEOC services are administered in Florida.

Maintaining Service Levels

While the services provided by the Office of Human Relations are important and necessary, those functions will continue to be efficiently delivered to Orlando residents by the federal offices of HUD and EEOC. City staff will coordinate with HUD and EEOC to mitigate any service impacts and successfully transition these functions back to the appropriate agencies by October 1, 2009.

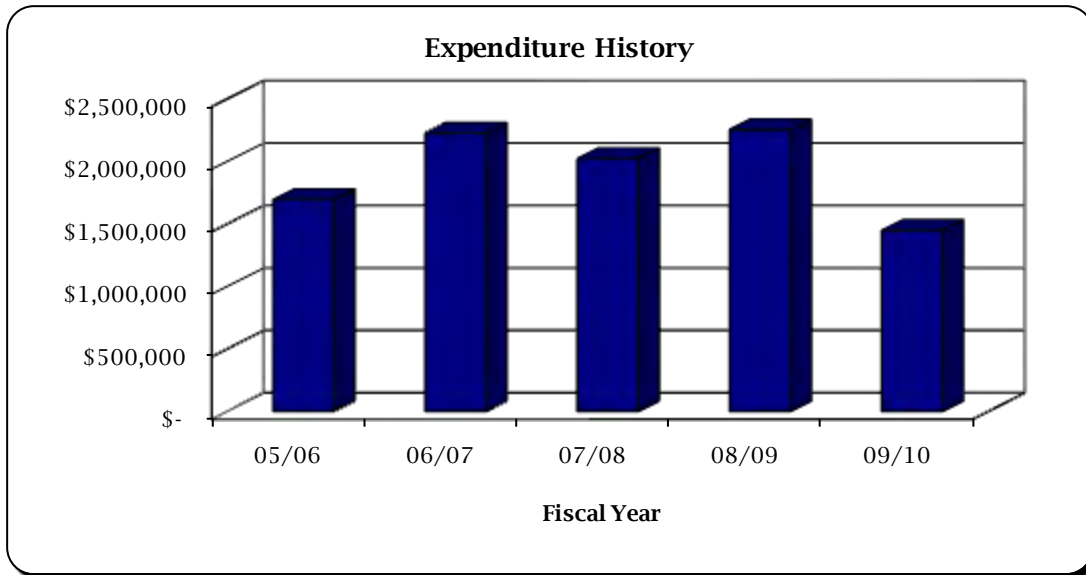
City staff will continue to manage Chapter 57 inquiries and oversee the MLK commission. These functions will be redeployed amongst the existing staff.

Additionally, the functions of the Education and Outreach/Community Relations Unit will be transitioned to the Office of Community Affairs.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<u>GENERAL FUND #100</u>					
Office of Community Affairs					
118 Community Affairs	\$ 934,453	\$1,009,643	\$ 643,917	\$ (365,726)	(36.22%)
106 Office of Human Relations	870,515	829,387	508,767	(320,620)	(38.66%)
029 HOLA Office	137,714	181,334	136,873	(44,461)	(24.52%)
996 Nondept. - Neighborhood Grant	81,325	232,900	160,300	(72,600)	(31.17%)
TOTAL -- GENERAL FUND	\$2,024,007	\$2,253,264	\$1,449,857	\$ (803,407)	(55.41%)
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$2,024,007	\$2,253,264	\$1,449,857	\$ (803,407)	(35.66%)



	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Office of Community Affairs			
118 Community Affairs	9	9	5
106 Office of Human Relations	12	10	5
029 HOLA Office	2	2	2
TOTAL -- GENERAL FUND	23	21	12
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	23	21	12

Executive Offices

Office of Communications & Neighborhood Relations

Mission Statement

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

Overview of Services/Programs

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

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

Constituent Communications

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

Major Accomplishments

- Produced *City News*, a weekly Mayor's E-Mail newsletter, which is sent to citizens, local businesses, community leaders and employees.
- Supported Mayor's key initiatives including: Pathways for Parramore, Public Safety, Green Works Orlando and Community Venues.
- Implemented a Communications "think tank" with community leaders.
- Implemented a Women in Leadership series.
- Developed strategy to incorporate social media into outreach efforts.

Future Outlook

- Continue to expand distribution of existing publications to increase communication with residents and City employees.
- Create additional communication resource tools for employees to utilize.
- Research and implement a forum for employees to provide input on a variety of city-related topics.

Executive Offices

Creative Services

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

This team also creates a wide variety of materials for the web including banners, site design and PDF conversions and provides assistance with broadcast graphics for the Multimedia Team, handling animation for shows and special documentaries. As a one-stop shop, we provide many other services including lamination, foam board mounting and plotting.

Major Accomplishments

- Produced graphics “in-house” resulting in a cost saving of \$100,000 annually.
- Provided design and marketing materials for the National League of Cities Convention, Strengthen Orlando program, GreenWorks Orlando, Mayor’s Matching Grants, Public Works, Economic Development Department, Downtown Development Board and the Mayor’s signature events.
- Produced a City style sheet to ensure consistent use of the City’s brand.
- Created a new logo for the Department of Families, Parks and Recreation and the Orlando Information Loop.

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 to ensure all City publications and printed materials contain the same key elements that identify the printed pieces as City of Orlando publications.
- Continue to support the Multi-Media team as it produces television shows.

Executive Offices

Multi-Media

The Multi-Media team provides video and photography services for the City. This team produces original television programming including *Decisions 2009* (City Council workshops and meetings), *The Orlando Information Loop*, *Inside Orlando* and *Orlando 360*. Additionally, this team provides on-location audio/visual support for City events and press conferences. The department keeps citizens and visitors informed about public safety, community events and other topics through public affairs programs that can be seen on Orange TV, The Loop, Public Broadcast Station- WMFE and other local television stations.

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

Major Accomplishments

- Expanded *THE LOOP*- the City's new digital information network to seven locations Citywide.
- Produced videos for Strengthen Orlando, State of the City and NBA finals.
- Produced six *Inside Orlando* shows and 24 *Decisions 2009* shows.
- Produced 15 informational videos that were shown at the National League of Cities conference in Orlando.
- Produced more than 150 segments for THE LOOP.
- Clipped over 6,000 hours of news and captured more than 1,000 illustrations used by the Creative Services Team in marketing materials.
- Supported more than 52 events with multimedia services.
- Replaced aging sound system in Orlando City Council Chamber.

Future Outlook

- Produce content for social media sites.
- Expand community partnerships with Full Sail and UCF.
- Provide content for Brighthouse Network's new video on demand channel.
- Expand THE LOOP to double location sites.
- Expand community partnerships with local television affiliates.

Executive Offices

Special Events/Marketing

The Special Events/Marketing Team coordinates, plans and implements City events. This team works closely with City departments/offices, businesses, media and community groups to host nationally-recognized events that attract thousands of people. The large annual events include: Fireworks at the Fountain, Veterans Day Parade, Holiday Lights Orlando at City Hall Plaza, Blues BQ, State of Downtown, State of the City, City Kidz and Neighborhood and Community Summit.

In addition to the large events, the Special Events/Marketing Team also coordinates smaller events that include grand openings, dedication ceremonies, Mayor's City Academy, Mayor's Work-alongs and media announcements.

Major Accomplishments

- Introduced a philanthropic component to all Mayor's signature events.
- Partnered with DDB to introduce Downtown Dining Deals.
- Expanded Mayor's work-alongs to incorporate a focus on resident participation.
- Attracted more than 400,000 people to City sponsored events that promote City of Orlando amenities and economic development.
- Secured more than \$100,000 in revenue/sponsorships to offset event production costs for City events.
- Served as a resource for City departments which resulted in coordinated calendars to minimize multiple events occurring on same day.
- Increased marketing and public awareness and City branding efforts.
- Coordinated with local news stations to carry Mayor's Oath of Office, Veterans Day Parade and State of Downtown live.
- Coordinated multiple events in support of the National League of Cities conference.

Future Outlook

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

Executive Offices

Web Services

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

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

Major Accomplishments

- Attracted more than five million visitors to cityoforlando.net.
- Attracted more than 150,000 visits to *Orlando En Espanol* web site.
- Expanded Web content, videos and applications including Strengthen Orlando and Buy Local Orlando sites, tax calculator.
- Implemented Google maps for Transportation.
- Redesigned Office of Business and Financial Services, Housing & Community Development and Executive Offices pages.
- Conducted training for department web authors in various City departments.
- Assumed responsibility for City's Intranet and conducted focus groups with employees to gather info for redesign of intranet.
- Assisted in implemented the Lake Alert email notification system.

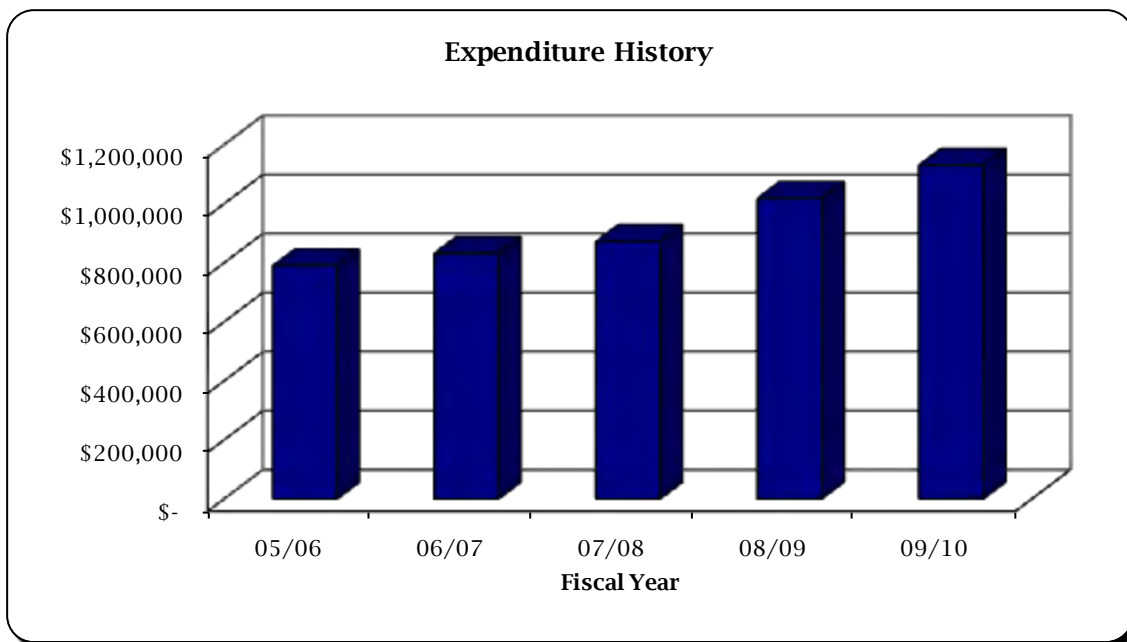
Future Outlook

- Continue to explore new technology, such as steaming video, pod casting and social media sites to further promote City services and events.
- Explore new technology for the web to increase staff efficiencies.
- Assist other department web authors to ensure they are updating content.
- Launch redesign of Intranet.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
119 Comm. & Neighborhood Relations	\$ 871,539	\$1,017,818	\$1,130,159	\$112,341	11.04%
TOTAL -- GENERAL FUND	\$ 871,539	\$1,017,818	\$1,130,159	\$112,341	11.04%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 871,539	\$1,017,818	\$1,130,159	\$112,341	11.04%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
	2007/2008	2008/2009	2009/2010
GENERAL FUND #100			
119 Comm. & Neighborhood Relations	13	13	15
TOTAL -- GENERAL FUND	13	13	15
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	13	13	15

Executive Offices

Office of City Clerk

Mission

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

City Clerks Office

Overview of Services/Programs

The Office of the City Clerk is responsible for the management of three, core functions:

1. Duties of the Office of the City Clerk
2. Records and Archive Management
3. Operation of Greenwood Cemetery

The **City Clerk's Office** is responsible for preparing City Council agendas and minutes, available both internally and on the Internet. The Office is responsible for posting notice of all meetings between the Mayor and City Commissioners as well as City Boards members and other official meetings as required by the Florida Sunshine Law. 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 Orlando City Council 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 services.

Major Accomplishments

- The City Clerk's Office, along with the Office of Communications & Neighborhood Relations, reorganized the City Clerk's webpage making it more "user-friendly" for the public by providing easier access to more information.
- Worked closely with the City Nominating Board to promote citizen participation on volunteer boards and implemented a recruitment and marketing campaign to assure the City's volunteer boards reflect the community's diversity.
- In an effort to promote the City's "Green Works" initiative, the Clerk's Office continued to work toward a totally paperless agenda and has reduced the printing of City Council books by 40% thus saving time, money and paper.

Future Outlook

- The City Clerk's Office is in the process of preparing for the March 9, 2010, election for City Commissioners District 1, 3 and 5, securing appropriate polling locations and keeping updated candidate information on its website.
- The City Clerk's Office will continue to streamline the paperless agenda program to more efficiently submit council agenda items, draft the minutes of Council meetings and make as much information as possible available to the public electronically.

Executive Offices

Records and Archive Management

Overview of Services/Programs

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

Major Accomplishments

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

Future Outlook

- Records and Archive Management will continue to provide safe and efficient production of all types of City documents in a timely manner.
- Records and Archive Management will continue to provide training to staff on the public record process and to improve response times to public record requests through the use of technology and better coordination among departments.

Greenwood Cemetery

Overview of Services/Programs

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

Major Accomplishments

- Continued to gather community support by hosting a variety of community relations projects that included: monthly history tours, community/church cleanups and tree plantings.
- Continued to open new cemetery spaces and sections to fulfill the burial needs of the community.

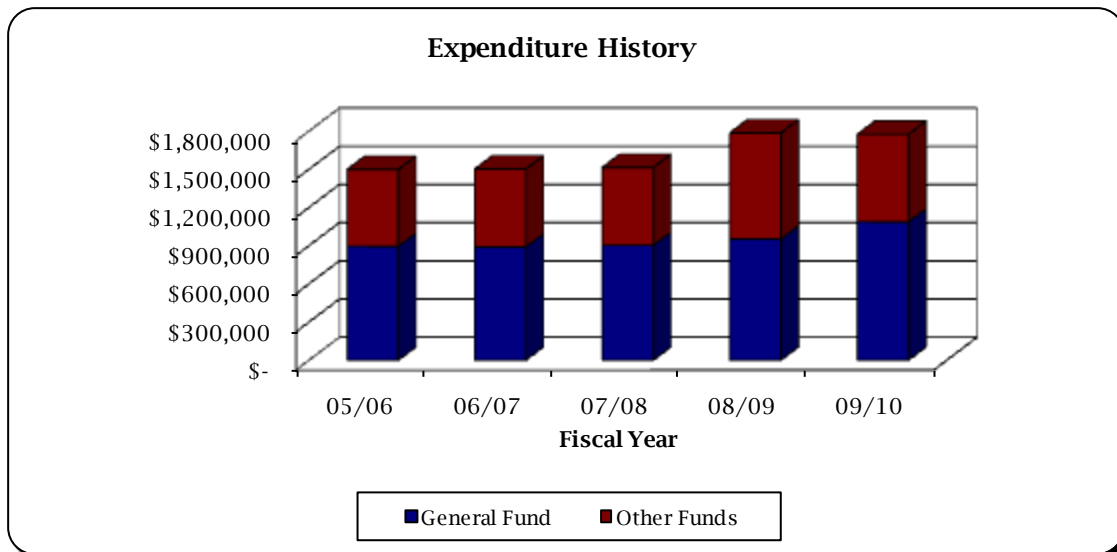
Future Outlook

- Greenwood Cemetery will implement beautification projects throughout the cemetery. This action will bring the older sections up to standards with the newer sections.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
<u>GENERAL FUND #100</u>					
Office of City Clerk					
150 City Clerk	\$ 594,716	\$ 640,672	\$ 801,501	\$ 160,829	25.10%
156 Records Management	308,944	312,603	285,954	(26,649)	(8.52%)
TOTAL -- GENERAL FUND	\$ 903,660	\$ 953,275	\$1,087,455	\$ 134,180	14.08%
<u>GREENWOOD CEMETERY FUND #631</u>					
154 Greenwood Cemetery	\$ 611,256	\$ 832,794	\$ 687,813	\$ (144,981)	(17.41%)
TOTAL -- OFFICE OF CITY CLERK	\$1,514,916	\$1,786,069	\$1,775,268	\$ (10,801)	(0.60%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Office of City Clerk			
150 City Clerk	7	7	8
156 Records Management	5	5	4
TOTAL -- GENERAL FUND	12	12	12
<u>GREENWOOD CEMETERY FUND #631</u>			
154 Greenwood Cemetery	4	2	2
TOTAL -- GREENWOOD FUND	4	2	2
TOTAL -- OFFICE OF CITY CLERK	16	14	14

Executive Offices

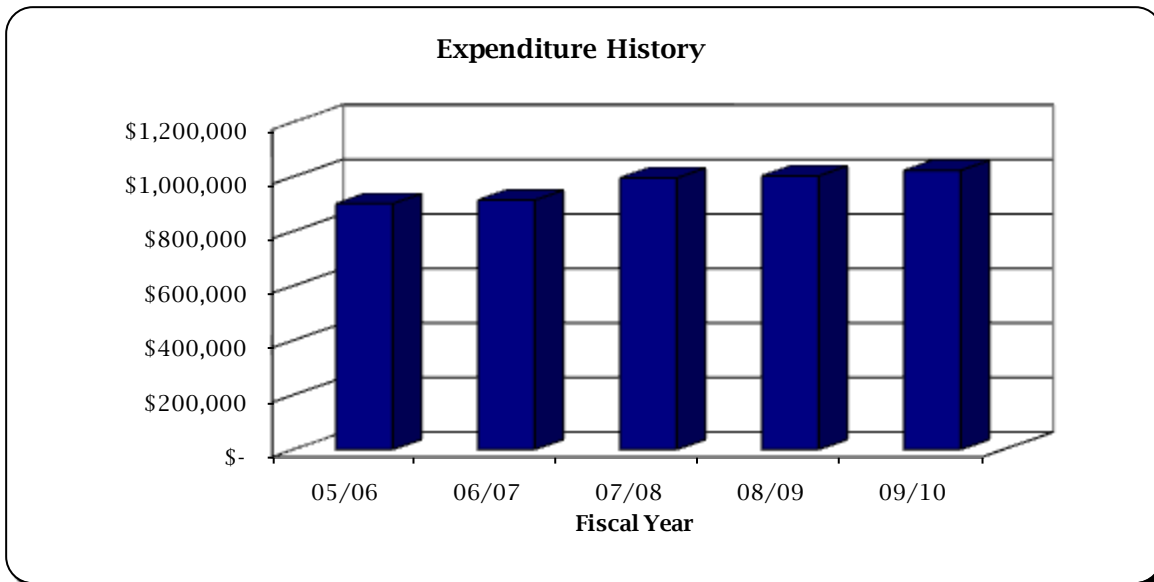
Office of City Commissioners

Mission

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

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 154,910	\$ 160,574	\$ 164,500	\$ 3,926	2.44%
132 City Commissioner-District 2	158,696	156,956	158,315	1,359	0.87%
133 City Commissioner-District 3	148,861	156,486	160,448	3,962	2.53%
134 City Commissioner-District 4	154,905	156,983	160,243	3,260	2.08%
135 City Commissioner-District 5	165,382	173,575	176,447	2,872	1.65%
136 City Commissioner-District 6	212,345	198,223	202,844	4,621	2.33%
TOTAL -- GENERAL FUND	\$ 995,099	\$1,002,797	\$1,022,797	\$ 20,000	1.99%
TOTAL -- CITY COMMISSIONERS	\$ 995,099	\$1,002,797	\$1,022,797	\$ 20,000	1.99%



Executive Offices

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- GENERAL FUND	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL -- CITY COMMISSIONERS	<u><u>12</u></u>	<u><u>12</u></u>	<u><u>12</u></u>

Executive Offices

Office of Chief Administrative Officer

Mission

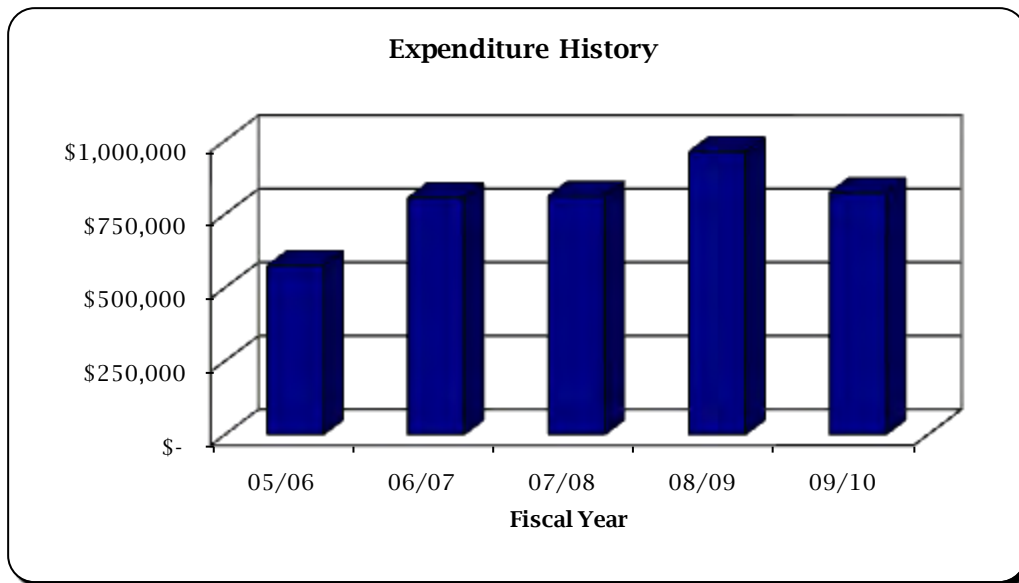
Implement the policy directives of the Mayor and Orlando City Council, while ensuring the provision of high quality and cost effective City services.

Overview of Services/Programs

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

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 811,698	\$961,994	\$838,230	\$ (123,764)	(12.87%)
TOTAL -- GENERAL FUND	\$ 811,698	\$961,994	\$838,230	\$ (123,764)	(12.87%)
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER					
	\$ 811,698	\$961,994	\$838,230	\$ (123,764)	(12.87%)



Executive Offices

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	6	6	5
TOTAL -- GENERAL FUND	6	6	5
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	<u>6</u>	<u>6</u>	<u>5</u>

Executive Offices

Minority/Women Business Enterprise

Mission

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

Overview of Services/Program

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

Major Accomplishments

- Executive reporting of the M/WBE compliance and certification data on a monthly, quarterly and fiscal year basis.
- Exceeded the City's combined goal of 24% awarded to M/WBE firms over the last two fiscal years.
- Processed approximately 35-38% increase in certification applications.
- Exceeded the DBE participation goal of 8.1%; achieved 10% participation.
- The Downtown Development projects continue to exceed the M/WBE program goals. The Plaza Movie Theater project recently achieved 27% M/WBE participation.
- Worked with a software company to develop City specifications for the first and only automated on-line M/WBE certification process in the State of Florida. This is scheduled to go live October 2009.

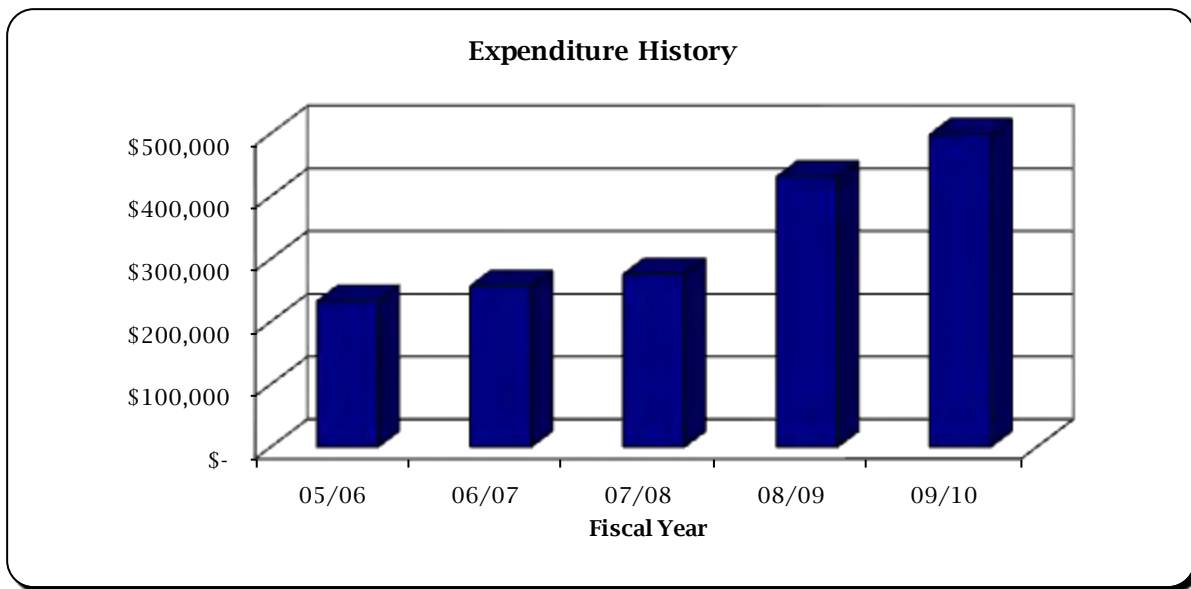
Future Outlook

- Monitor active projects to ensure M/WBE participation in support of the City of Orlando's goals.
- Maximize opportunities for minority and women owned businesses to participate in the City's procurements.
- Educate and provide resources to minority and women owned businesses.
- Continue to automate and streamline compliance reporting requirements.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
161 Minority/Women Business Enterprise	\$ 275,449	\$430,687	\$498,136	\$ 67,449	15.66%
TOTAL -- GENERAL FUND	\$ 275,449	\$430,687	\$498,136	\$ 67,449	15.66%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 275,449	\$430,687	\$498,136	\$ 67,449	15.66%



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
161 Minority/Women Business Enterprise	5	6	6
TOTAL -- GENERAL FUND	5	6	6
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	5	6	6

Executive Offices

Human Resources Division

Mission

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

Overview of Service/Program

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

Major Accomplishments

- Implemented pay plan study for SEIU bargaining unit.
- Successfully negotiated various union contracts.
- Implemented IAFF Pension Plan changes.
- Conducted an audit and took steps to ensure compliance with changing Federal Laws regarding I-9 Personnel Records.
- Provided new training programs designed to assist individuals in acquiring new skills and finding new jobs due to budget and workforce reductions.
- Created and implemented strategies such as the voluntary separations, and transferring and hiring internally to assist departments in their reduction in force.
- A new performance appraisal system was developed for appointed officials for implementation in 2008/2009. Training was held in August.
- Completion of a Health Risk Assessment for City employees and development of wellness programs to address identified health issues in the employee population.

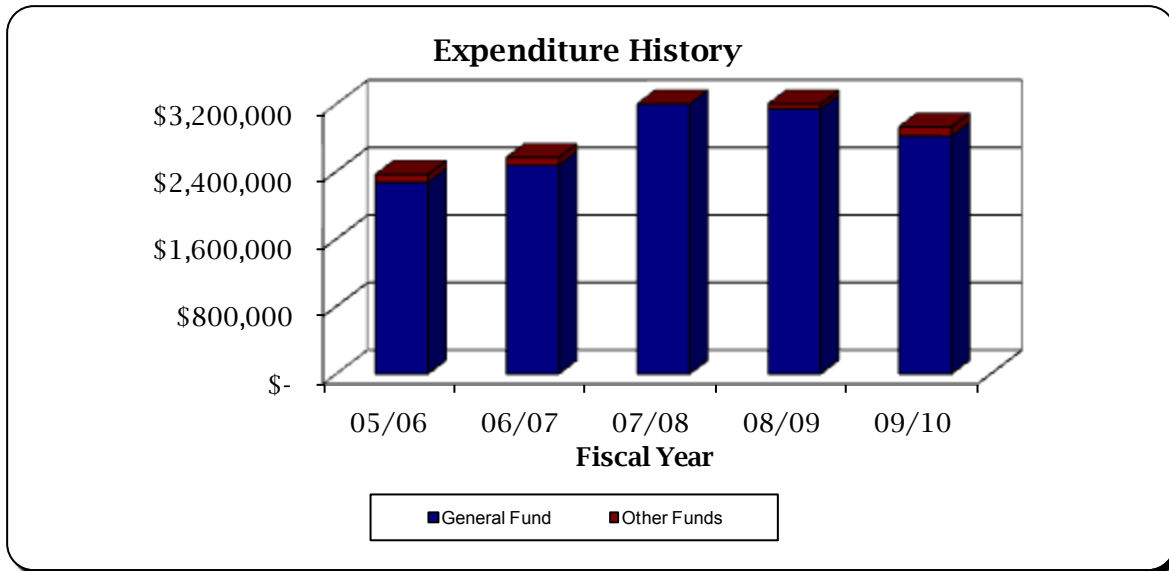
Future Outlook

- Human Resources will continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce.
- The Health and Wellness Section will continue to monitor and emphasize healthy life styles for City employees utilizing Health Risk Assessments (HRA), annual work related physicals, education programs, and on-site preventative health initiatives.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Human Resources Division					
021 Merits Program	\$ 98,296	\$ 69,764	\$ 9,764	\$ (60,000)	(86.00%)
205 Human Resources	199,737	388,865	300,850	(88,015)	(22.63%)
206 Records	186,284	187,571	202,786	15,215	8.11%
207 Employment & Recruitment	587,470	728,061	712,195	(15,866)	(2.18%)
209 Training	408,177	404,965	201,594	(203,371)	(50.22%)
215 Labor Relations	243,503	265,948	291,550	25,602	9.63%
216 Compensation & Benefits	697,287	871,608	930,636	59,028	6.77%
993 Non. Dept. - HR	1,238,270	224,362	170,362	(54,000)	(24.07%)
TOTAL -- GENERAL FUND	\$3,659,024	\$3,141,144	\$2,819,737	\$ (321,407)	(10.23%)
Risk Management Fund #521					
Human Resources Division					
219 Employee Wellness	\$ 86,861	\$ 104,259	\$ 108,921	\$ 4,662	4.47%
TOTAL -- RISK MANAGEMENT FUND	\$ 86,861	\$ 104,259	\$ 108,921	\$ 4,662	4.47%
TOTAL -- HUMAN RESOURCES DIVISION	\$3,745,885	\$3,245,403	\$2,928,658	\$ (316,745)	(9.76%)



Executive Offices

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Human Resources Division			
205 Human Resources	4	4	3
206 Classification and Pay	3	3	3
207 Employment and Recruitment	8	8	8
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	10	11	11
TOTAL -- GENERAL FUND	<u>29</u>	<u>30</u>	<u>29</u>
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- HUMAN RESOURCES DIVISION	<u><u>30</u></u>	<u><u>31</u></u>	<u><u>30</u></u>

Executive Offices

City Attorney's Office

Mission Statement

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

Overview of Service/Programs

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

Major Accomplishments

- Successfully completed legal work necessary for the new Events Center construction and Blueprint implementation.
- Developed procedures and documents needed for receipt of federal stimulus money.
- Completed negotiations with the EPA and Lake Highland School, allowing clean up and reuse of the site.
- Drafted significant revisions to the OPAC agreements.
- Drafted Land Development Code Amendments covering, inter alia, boat docks and mechanical equipment.
- Revised City noise ordinance to accommodate changes in our downtown neighborhoods.
- Completed revision to GOAA agreement governing police services.
- Increased the percentage of risk management cases handled in-house.
- Drafted transit shelter ordinance revisions and interlocal agreement with Lynx.
- Implemented office-wide case management system.
- 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

- Continue drafting major revisions to the Land Development Code.
- Complete negotiations on renewal of Florida Power/Progress Energy franchises.
- Continue to provide legal services relative to community venues construction.

Executive Offices

- Negotiate vendor agreements necessary for the new Events Center.
- Revise standard Purchasing processes and agreements.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City departments.

Audit Services and Management Support

Mission Statement

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

Major Accomplishments

- Collected in excess of \$350,000 of new revenues through identification of unpaid business taxes, enforcing collection of delinquent business taxes and audits of utility taxes and roll-off franchises.
- Provided assistance to the external auditors during the annual audit at a savings in excess of \$40,000 to the City.
- Completed eight Follow-up Audits and reported 99% of recommendations as implemented, partially implemented or planned for implementation.
- Continued to enhance the tracking and reporting of departmental performance measures prior to the responsibility being transferred to the Office of Business & Financial Services.

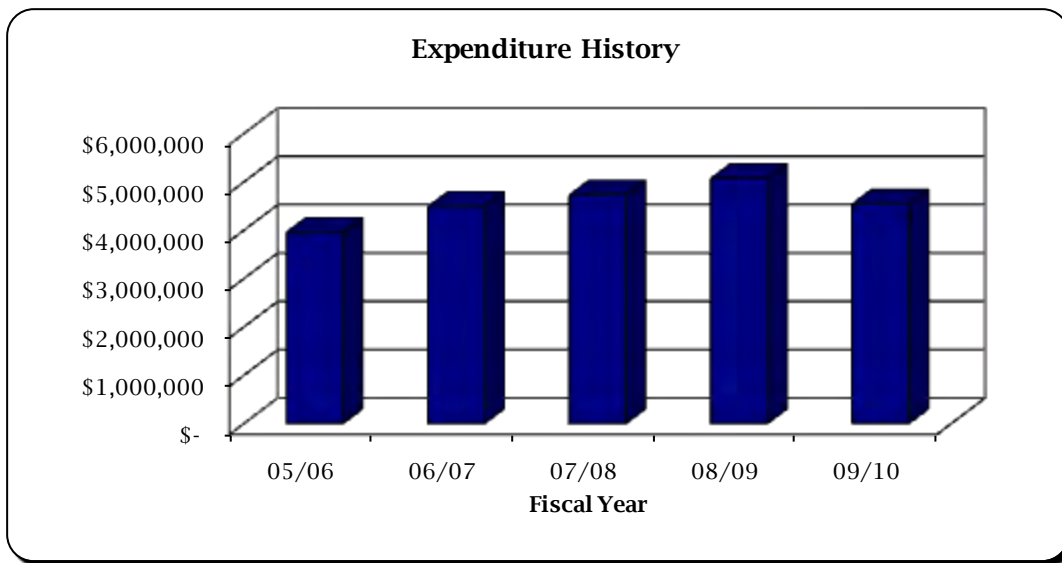
Future Outlook

- Continue to provide management with recommendations to improve contract administration, identify new revenue opportunities and enhance current revenue streams.
- Continue to generate savings to the City by providing annual audit assistance to the external auditors.
- Establish a continuous auditing program to maintain and enhance audit coverage with reduced staffing requirements.

Executive Offices

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
City Attorney's Office					
152 City Attorney	\$3,759,587	\$4,255,032	\$3,864,464	\$ (390,568)	(9.18%)
104 Audit Svcs. & Mgmt. Support	964,940	812,927	676,328	(136,599)	(16.80%)
TOTAL -- GENERAL FUND	\$4,724,527	\$5,067,959	\$4,540,792	\$ (527,167)	(10.40%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$4,724,527	\$5,067,959	\$4,540,792	\$ (527,167)	(10.40%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
City Attorney's Office			
152 City Attorney	34	34	34
104 Audit Services & Mgmt. Suppo	9	5	5
TOTAL -- GENERAL FUND	43	39	39
TOTAL -- CITY ATTORNEY'S OFFICE	43	39	39

Executive Offices

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Office of Community Affairs	Number of community events and special meetings participation by OCA staff, excluding HOLA	95	31	12
Office of Community Affairs	Number of community events and special meetings participation by the HOLA staff	28	16	12
Office of Community Affairs	Percentage of available funds awarded - cultural and arts funding	67%	100%	100%
Office of Community Affairs	Percentage of available funds awarded - human service funding	100%	100%	100%
Office of Community Affairs	Percent of grant funds awarded	60%	100%	100%
Office of Communications & Neighborhood Relations	Number of workshops conducted annually	24	31	20

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Office of Communications & Neighborhood Relations	Annual cost per neighborhood leadership development seminar	\$225.92	\$209.44	\$275.00
City Attorney's Office	Executive Offices Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	N/A	No	Yes
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$287,800	\$449,635	\$150,000

Executive Offices

Executive Offices Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Council books distributed to Commissioners within 3 business days	98%	98%	99%
Office of the City Clerk	Percent of Council minutes on the web within 5 business days of City Council meeting	99%	99%	99%
Office of the City Clerk	Percent of policies updated within 5 business days of Council approval	98%	98%	99%
Office of the City Clerk	Percent of requests for retrieval of records and/or information filled within two business days	97%	97%	98%
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	97%	98%	95%
Office of the City Clerk	Percent of City-required election information on the web within 24 hours	99%	99%	98%
Office of Audit Services and Management Support	Percentage of projects completed by the estimated completion date	65.67%	55.67%	70%
Office of Audit Services and Management Support	Percentage of projects completed within budgeted hours	100%	78%	70%

Executive Offices

Executive Offices Operational Performance

Balanced Scorecard Report

Outcome & Mission

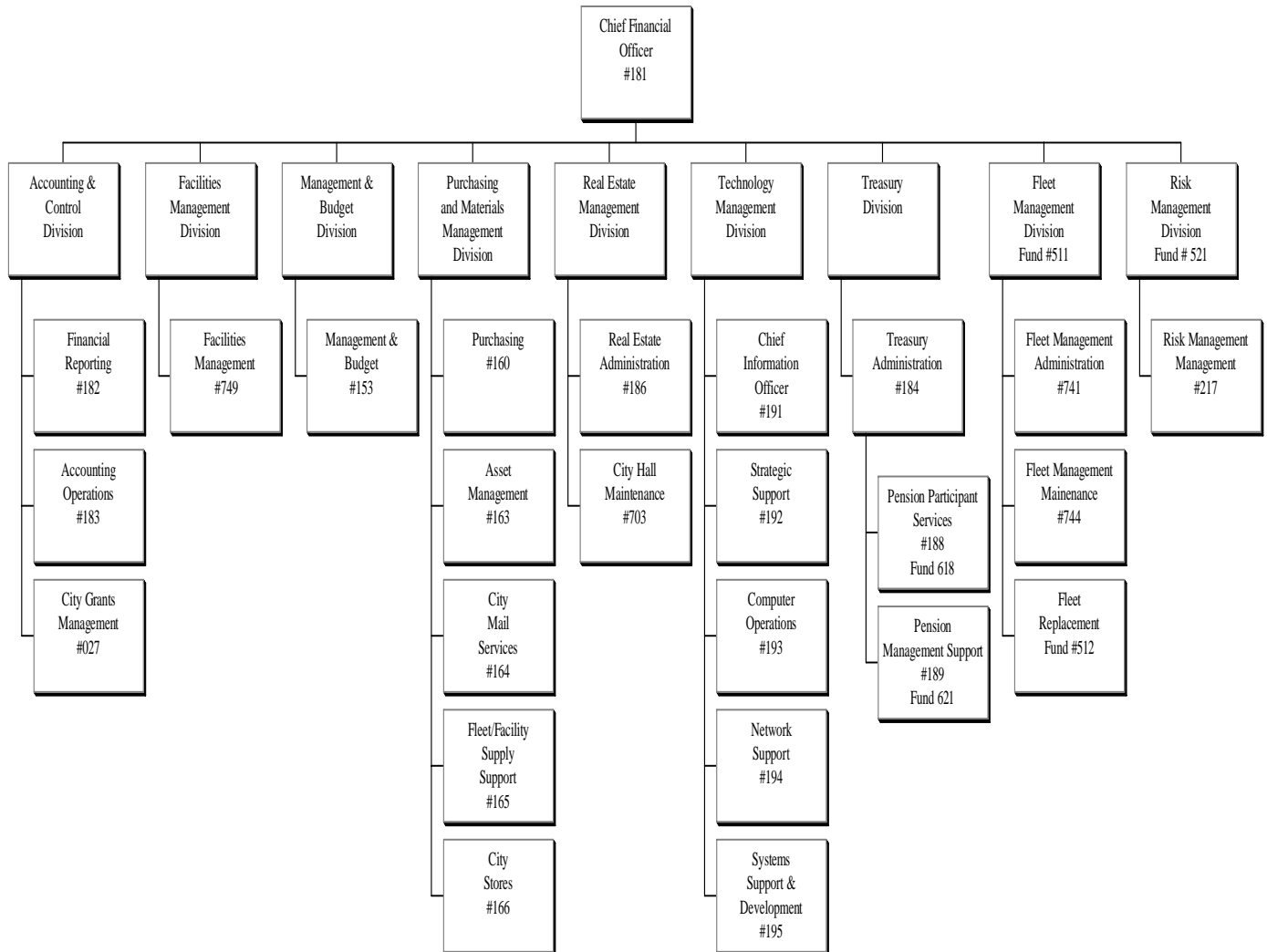
Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Office of Community Affairs	Number of direct, unduplicated contacts with neighborhood associations and community-based groups	252	284	215
Office of Community Affairs	Number of new partners for HOLA	31	27	20
Office of Community Affairs	Number of unduplicated partnerships established and maintained	24	32	20
Office of Community Affairs	Number of applications submitted to MMG programs	27	49	40
City Attorney's Office	Number of successful challenges for ethics, public records, sunshine violations	0	0	0
City Attorney's Office	Number of bids successfully challenged	0	0	0
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	98%



B
U
S
I
N
E
S
S
&
F
I
N
A
N
C
I
A
L
S
E
R
V
I
C
E
S

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

Office of Business & Financial Services



Office of Business & Financial Services

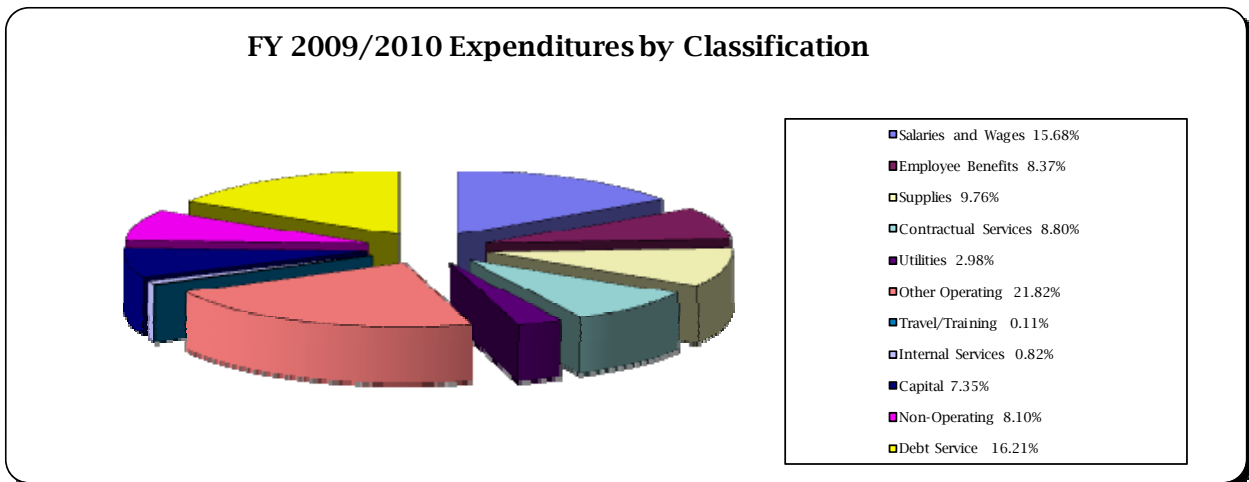
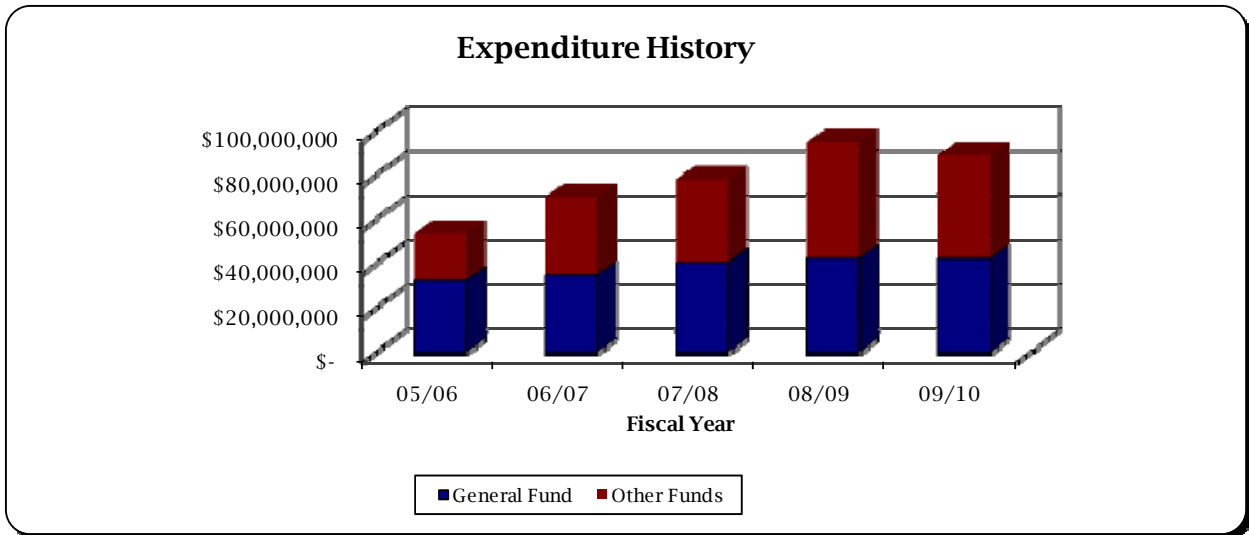
DEPARTMENT EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 941,891	\$ 654,093	\$ 670,106	\$ 16,013	2.45%
994 Nondepartmental - CFO	1,527,501	2,826,112	2,981,255	155,143	5.49%
Accounting and Control Division					
027 City Grants Management	166,036	256,421	394,101	137,680	53.69%
182 Financial Reporting	879,929	1,054,533	819,350	(235,183)	(22.30%)
183 Accounting Operations	1,162,065	1,240,939	1,186,994	(53,945)	(4.35%)
Facilities Management Division:					
749 Facilities Management	5,479,394	5,439,114	4,981,800	(457,314)	(8.41%)
Management and Budget Division					
153 Management and Budget	441,672	497,704	462,068	(35,636)	(7.16%)
Purchasing and Materials Management Division					
160 Purchasing	1,289,110	1,233,763	1,191,211	(42,552)	(3.45%)
163 Asset Management	185,630	189,173	215,268	26,095	13.79%
164 City Mail Service	274,802	273,701	343,701	70,000	25.58%
165 Fleet/Facility Supply/Support	510,294	568,136	532,841	(35,295)	(6.21%)
166 City Stores	243,736	246,290	314,819	68,529	27.82%
995 Non Dept.-Purchasing Auctions	31,787	46,966	42,000	(4,966)	(10.57%)
Real Estate Management Division:					
186 Real Estate Management	488,722	522,157	406,404	(115,753)	(22.17%)
703 City Hall Maintenance	2,096,728	2,087,645	2,042,344	(45,301)	(2.17%)
Technology Management Division					
191 Chief Information Officer	672,039	639,702	572,415	(67,287)	(10.52%)
192 Strategic Support	1,136,849	1,169,582	1,193,941	24,359	2.08%
193 Computer Operations	1,244,420	1,342,831	1,242,646	(100,185)	(7.46%)
194 Network Support	1,706,427	1,754,210	1,736,272	(17,938)	(1.02%)
195 Systems Support and Development	2,395,313	2,419,884	2,299,730	(120,154)	(4.97%)
991 IT Service and Repair	269,078	72,840	72,840		0.00%
992 Technology Management Contracts	3,492,987	3,900,464	3,381,004	(519,460)	(13.32%)
Treasury Division					
184 Treasury Administration	585,330	503,968	469,802	(34,166)	(6.78%)
190 General Fund Debt Service	13,104,528	13,127,000	14,381,787	1,254,787	9.56%
TOTAL -- GENERAL FUND	\$40,326,268	\$42,067,228	\$41,934,699	\$ (132,529)	(0.32%)
FLEET MANAGEMENT FUND #511					
Fleet Management Division					
741 Fleet Management Admin.	\$ 2,997,644	\$ 664,668	\$ 633,991	\$ (30,677)	(4.62%)
744 Fleet Management Maintenance	15,264,265	14,030,490	12,640,695	(1,389,795)	(9.91%)
963 Non Dept.-Fleet Management	1,249,228	1,607,133	1,653,843	46,710	2.91%
TOTAL -- FLEET MANAGEMENT FUND	\$19,511,137	\$16,302,291	\$14,928,529	\$ (1,373,762)	(8.43%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division					
746 Fleet Replacement Program	\$ 5,588,512	\$13,724,049	\$10,641,058	\$ (3,082,991)	(22.46%)
Projects	193,053	2,863,239	970,000	(1,893,239)	(66.12%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 5,781,565	\$16,587,288	\$11,611,058	\$ (4,976,230)	(30.00%)

Office of Business & Financial Services

DEPARTMENT EXPENDITURE SUMMARY

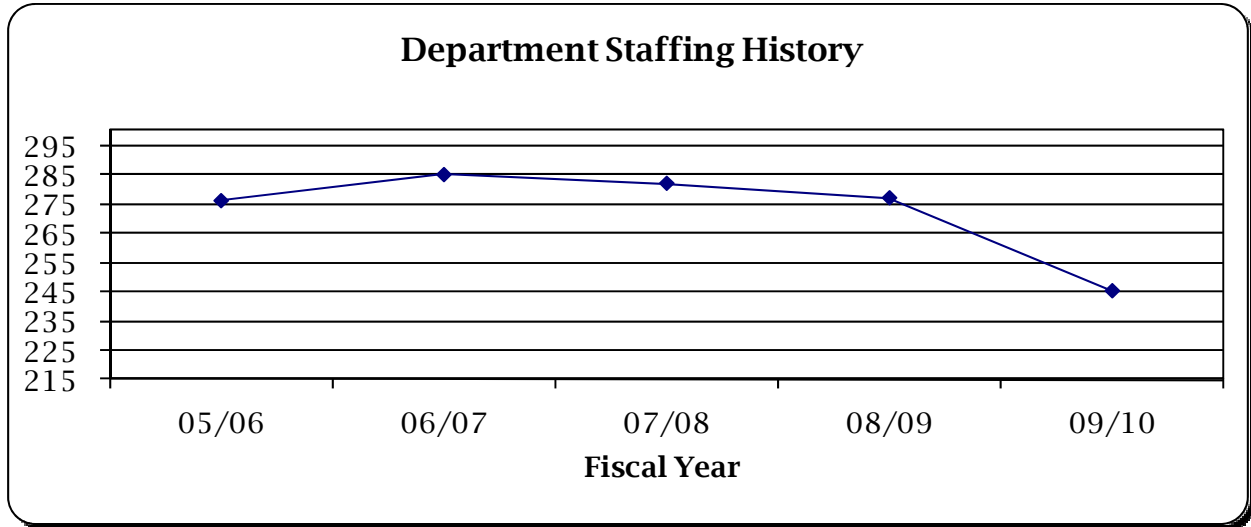
Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
RISK MANAGEMENT FUND #521					
Risk Management Division					
217 Risk Management Administration	\$ 487,036	\$ 717,419	919,645	\$ 202,226	28.19%
218 Risk Management Non-Departmental	10,225,883	17,183,016	17,966,772	783,756	4.56%
220 Employee Health and Safety	361,398	412,401	-	(412,401)	(100.00%)
Projects	765,795	1,315,705	1,208,981	(106,724)	(8.11%)
TOTAL -- RISK MANAGEMENT FUND	\$11,840,112	\$19,628,541	\$20,095,398	\$ 466,857	2.38%
PENSION PARTICIPANT SERVICES FUND #618					
Treasury Division					
188 Pension Participant Services	\$ 62,995	\$ 100,000	\$ 100,000	\$ -	0.00%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 62,995	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
Treasury Division					
189 Pension Management Support	\$ 55,286	\$ 61,403	\$ 68,397	\$ 6,994	11.39%
TOTAL -- FIRE PENSION FUND	\$ 55,286	\$ 61,403	\$ 68,397	\$ 6,994	
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$77,577,363	\$94,746,751	\$88,738,081	\$(6,008,670)	(6.34%)
Expenditure by Classification					
Salaries and Wages	\$14,645,814	\$15,109,002	\$13,916,133	\$(1,192,869)	(7.90%)
Employee Benefits	5,720,679	7,290,387	7,430,901	140,514	1.93%
Supplies	12,103,604	10,204,408	8,662,141	(1,542,267)	(15.11%)
Contractual Services	7,622,435	8,977,710	7,806,436	(1,171,274)	(13.05%)
Utilities	2,334,318	2,582,610	2,640,831	58,221	2.25%
Other Operating	10,632,782	18,016,239	19,366,621	1,350,382	7.50%
Travel/Training	77,832	115,944	100,393	(15,551)	(13.41%)
Internal Services	898,829	879,029	725,669	(153,360)	(17.45%)
Capital	233,469	11,606,767	6,518,240	(5,088,527)	(43.84%)
Non-Operating	10,203,073	6,837,655	7,188,929	351,274	5.14%
Debt Service	13,104,528	13,127,000	14,381,787	1,254,787	9.56%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 77,577,363	\$ 94,746,751	\$ 88,738,081	\$(6,008,670)	(6.34%)



Office of Business & Financial Services

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Chief Financial Officer			
181 Chief Financial Officer	5	5	4
Accounting and Control Division			
027 City Grants Management	1	1	3
182 Financial Reporting	11	11	8
183 Accounting Operations	19	19	17
Facilities Management Division			
749 Facilities Management	49	49	43
Management and Budget Division			
153 Management and Budget	7	6	6
Purchasing and Materials Management Division			
160 Purchasing	16	15	14
163 Asset Management	3	3	3
164 City Mail Service	2	2	-
165 Fleet/Facility Supply/Support	10	10	8
166 City Stores	4	4	4
Real Estate Management Division			
186 Real Estate Management	5	4	4
Technology Management Division			
191 Chief Information Officer	6	6	5
192 Strategic Support	15	14	14
193 Computer Operations	17	17	15
194 Network Support	18	18	15
195 Systems Support and Development	27	27	23
Treasury Division			
184 Treasury Administration	7	5	4
TOTAL -- GENERAL FUND	222	216	190
FLEET MANAGEMENT FUND #511			
Fleet Management Division			
741 Fleet Management Admin.	6	6	5
744 Fleet Management Maintenance	39	39	34
TOTAL -- FLEET MANAGEMENT FUND	45	45	39
RISK MANAGEMENT FUND #521			
Treasury Division			
217 Risk Management Administration	8	9	14
220 Employee Health and Safety	5	5	-
TOTAL -- RISK MANAGEMENT FUND	13	14	14
PENSION PARTICIPANT SERVICES FUND #618			
Treasury Division			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
Treasury Division			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS & FINANCIAL SERVICES	282	277	245



Office of Business & Financial Services

Chief Financial Officer

Mission Statement

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

Overview of Services/Programs

Chief Financial Officer section was created in January of 2006 with the merger of the Management, Budget and Accounting Department with the Finance Department. The Department merged with the former General Administration Department in 2008 and the CFO assumed responsibility for all internal business functions as well. 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 Business and financial operations under the control of the Chief Financial Officer.
- Provided extensive ongoing financial guidance and direction for the Community Venues project.

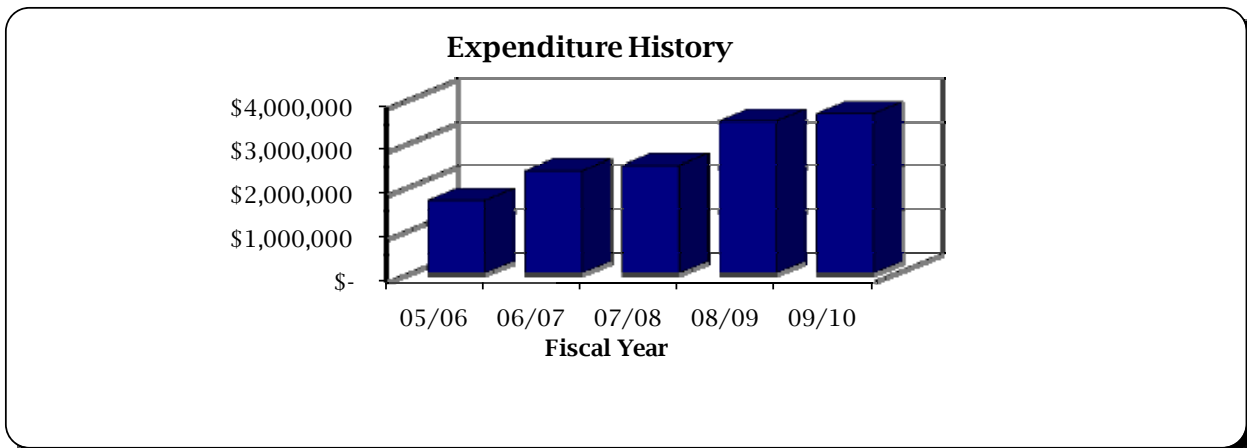
Future Outlook

- 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.
- Provide leadership for the Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Continue to Integrate business support functions into the Department, including Fleet, Facilities Management, Technology Management, Safety and Purchasing.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	% Change
Program Number and Name	Expenditures	Budget	Budget	Revised	
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 941,891	\$ 654,093	\$ 670,106	\$ 16,013	2.45%
994 Nondepartmental - CFO	1,527,501	2,826,112	2,981,255	155,143	5.49%
TOTAL -- GENERAL FUND	<u>\$ 2,469,392</u>	<u>\$ 3,480,205</u>	<u>\$ 3,651,361</u>	<u>\$ 171,156</u>	4.92%
TOTAL - CHIEF FINANCIAL OFFICER	<u>\$ 2,469,392</u>	<u>\$ 3,480,205</u>	<u>\$ 3,651,361</u>	<u>\$ 171,156</u>	4.92%



STAFFING HISTORY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
181 Chief Financial Officer	5	5	4
TOTAL -- GENERAL FUND	<u>5</u>	<u>5</u>	<u>4</u>
TOTAL - CHIEF FINANCIAL OFFICER	<u>5</u>	<u>5</u>	<u>4</u>

Office of Business & Financial Services

Accounting and Control Division

Mission Statement

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

Overview of Services/Programs

Accounting and Control is responsible for the receipt and disbursement of all City funds, payroll processing, financial reporting and grants oversight and monitoring, 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

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for preparation of our fiscal year ended 09/30/07 CAFR.
- Developed codes in the Fixed Asset system to identify those assets purchased with grant funding or contributed by third parties that used grant funding; this will assist in complying with grant guidelines whenever these assets are disposed or sold.
- Implemented quarterly Fixed Asset summary analysis and reporting, rather than waiting at year end to perform this summary for our CAFR and for external auditors.
- Implemented accounting procedures to properly account and record Venues transactions (receipts and disbursements) that are handled by the various Wells Fargo trust accounts (investments, TDT revenues).
- Established and implemented a new account structure for all grant revenues and expenditures to ensure that these transactions are properly accounted for and segregated from normal operating revenues and expenditures.
- Took over GOAA billing duties from OPD; created a monthly billing process and a complete overhaul of the entire cost accounting process as a result of negotiations with City and GOAA representatives.
- Satisfactorily implemented in our FY 9/30/08 CAFR the requirements of GASB 45, 48, and 50:
 - GASB 45 – “Accounting & Financial Reporting by Employers for Postemployment Benefits Other Than Pensions” – established the accounting treatment and account structure to comply with the provisions of GASB 45 as well as the required financial statement schedules and note disclosures.
 - GASB 48 – “Sales and Pledges of Receivables and Future Revenues” – determined that the impact of this pronouncement will be limited to a note disclosure within the City’s financial statements identifying specific revenue pledged for issued debt, the approximate amount of the pledge and the general purpose of the related debt.
 - GASB 50 – “Pension Disclosures-an amendment of GASB 25 and 27” – this statement amends the disclosure requirements of GASB 25 and 27 and requires certain information to be disclosed within the notes to the financial statements instead of as required supplemental information.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for our fiscal year ended 09/30/07 CAFRs for the Firefighters Pension Fund, the Police Pension Fund, and the General Employees’ Pension Fund.
- Worked with Bank of New York Mellon to ensure a successful transition of investments at 9/30/2008 of the City’s and Pension Funds’ investments to the Bank of New York Mellon, as the new custodian on 10/1/2008.

Office of Business & Financial Services

Accounting and Control Division

- Prepared Request for Proposal (RFP) for Full Cost Allocation Plan.
- Successfully transitioned to a new bank depository and implemented their web-based banking solution, which provides additional on-line banking capabilities and administrative controls.
- In cooperation with our new bank depository, completed a “Cash Flow Solutions” analysis to better understand the trends associated with the City’s receipts and disbursements of cash and potentially identify methods or bank products that may enhance the City’s cash management processes.
- Implemented additional positive pay (fraud) controls on all City bank accounts.
- Implemented an upgrade to the City’s electronic time and attendance system utilizing a bi-directional interface with the payroll system.
- Successfully transitioned to a new procurement card provided and implemented their web-based program for procurement and travel purchases, which enables the City to administer all cards that are issued to employees, and Departments to review real time transactions to enhance compliance with policy and procedures.
- Trained City Division’s on how to use the automated FEMA Forced Labor and Equipment report that will be used in the event of future disasters. The report automates 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. We also retrained City Division’s on properly recording time and equipment into the City’s electronic time and attendance system to ensure the quality of data uploaded to the FEMA reporting system.
- In cooperation with Technology Management, successfully implemented a new Merchant Services provider for the City.
- In cooperation with Communications & Neighborhood Relations and Technology Management, implemented a new web site and Merchant Service provider for the Mayor’s “Buy Local Orlando” initiative.
- In cooperation with Technology Management, successfully implemented a new electronic Credit Card Request form to expedite this process.
- City of Orlando Grants Management Goals and Objectives, which established the City’s Grants Management Policies and Procedures and created the foundation upon which grants are pursued and managed, were completed.
- The Grants Oversight Committee (GOC) met every other month and continued its focus on GOC capacity building, training and City of Orlando grant management topics:
 - Continued four subcommittees to address the following grant related needs: Policies and Procedures, Tracking & Reporting, Best Practices & Knowledge Sharing, and Education. An ad hoc committee was formed to develop the Grants Oversight Committee’s mission statement.
 - Hosted Several Guest Speakers to address a number of worthwhile topics:
 - The City’s Budget Manager presented a Budget Review.
 - The City’s grant writing consultants presented a Grants Forecast for 2009.
 - The City’s Records Manager presented on the City’s Records Destruction policy.
 - The City’s Grants & Contract Analyst regularly presents topics related to A-133 Audit and Schedule of Expenditures of Federal Awards and State Financial Assistance requirements.

Office of Business & Financial Services

Accounting and Control Division

- Grants training was provided on a variety of topics to City of Orlando staff, including seminars, webinars, and eCivis Research & Prospecting and Policy and Procedure Training, which were held every other month. In addition, GOC Orientations were provided to new GOC Committee members as needed.
 - The Grants Development Supervisor received federal grants training certification through Management Concepts. The Grants Management Certificate Program™, Recipient Track is a comprehensive training program designed to help candidates develop a solid foundation in federal grants management.
- A temporary, part-time grant researcher was hired in June, 2008, for thirteen (13) months to conduct grant prospect research to assist departments develop strategic grant plans in keeping with the City's overall strategic plan. The grant researcher and the Grants Development Supervisor provided technical assistance related to evaluating grant prospects to all departments.
 - The development and submission of Department grant plans became part of the City's annual budget process.
- Continued to strengthen internal controls related to grants by conducting internal financial and compliance reviews of all active State and Federal grant files and provided recommendations to each Department Director and City staff involved with grants.
- Purchased and implemented eCivis Tracking and Reporting, a web-based system to manage grant documentation and deadlines in one location for all of the City's grants.
 - Created an implementation plan and facilitated eCivis Tracking and Reporting training classes for all City staff involved in grant tracking and reporting.
- Created an American Recovery and Reinvestment Act (ARRA) Planning Checklist to review with City Departments receiving ARRA grant awards to ensure they are fully aware of all the compliance and reporting requirements associated with these federal stimulus grant awards.
 - Attended Federal compliance training for reporting required under Section 1512 of the American Recovery and Reinvestment Act of 2009 and communicated requirements of the training to other City staff.
 - Arranged for training for the Economic Stimulus Working Group from Thompson Interactive, called Managing of Recovery Act Grants and Subgrants: An Update on What You Need to Know.
- Created grant writer RFP to contract with a more diverse pool of grant consultants.

Future Outlook

Will implement new requirements of the Governmental Accounting Standards Board and will monitor new pronouncements to determine their impact on the City:

- GASB 47 - "Accounting for Termination Benefits" - while this statement has been in effect since FY 9/06, we have not encountered this situation until this year and will address the requirements in our FY 9/30/09 CAFR in the financial statements and with note disclosures.
- GASB 49 - "Accounting and Financial Reporting for Pollution Remediation Obligations" - required for implementation in our FY 9/30/09 CAFR, this statement addresses the financial obligations involved with remediation efforts, such as site assessments and cleanups, to address the current or potential detrimental effects of existing pollution.
- GASB 51 - "Accounting and Financial Reporting for Intangible Assets" - this statement will not be required for implementation until our FY 9/30/10; however, we will begin our review of the pronouncement to determine its impact on our operations at the City.
- GASB 54 - "Fund Balance Reporting & Governmental Fund Type Definitions" - this statement will not be required for implementation until our FY 9/30/11; however, we are exploring the possibility of early implementation for FY 09/30/09. This statement will improve financial reporting by providing fund balance categories and classifications that can be more easily understood by the public.

Office of Business & Financial Services

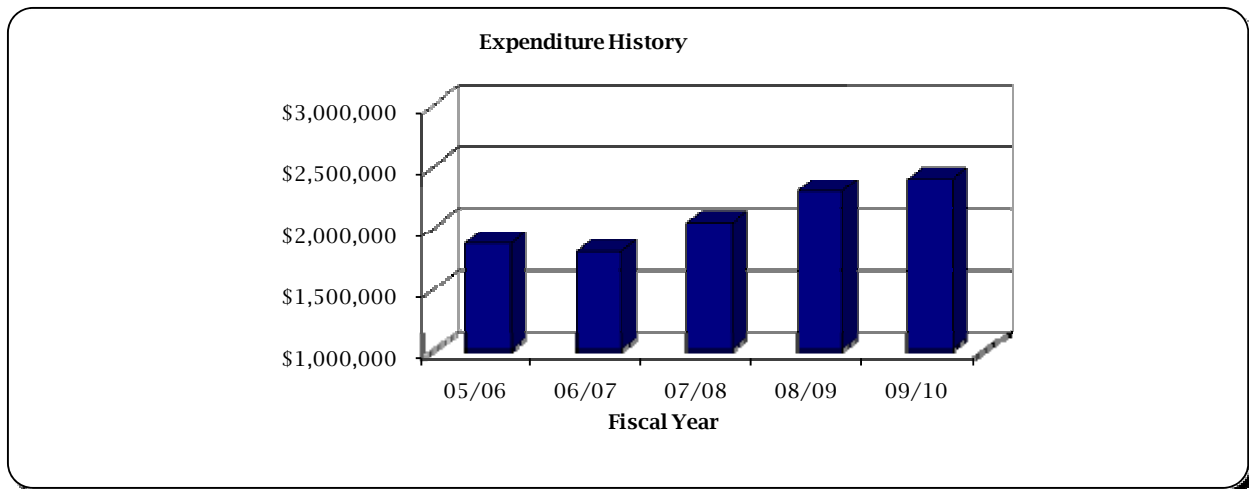
Accounting and Control Division

- Will enhance modeling tools for use in projecting the long-term financing requirements of the City and the Community Redevelopment Agency.
- In cooperation with Technology Management, will continue to evaluate upgrades and enhancements to automated support systems (i.e. revenue collection, payroll).
- In cooperation with Purchasing and Technology Management, will investigate ways to automate the creation of vendor data in the City's financial software application.
- Continue to pursue and implement an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- As participants in FEMA's newly introduced pilot program; Accounting will work with the Public Works Department in the development of a pre-event Debris Plan, so as to facilitate recovery and minimize eligibility issues for future disasters endured by the City.
- Investigate new banking programs such as Remote Deposit, Lockbox and Cash Vault Services to explore ways to improve our revenue collection process and improve transaction security and timeliness.
- Will implement an upgrade for the Revenue Collection section utilizing the latest version of iNovah software, which will allow us to proceed with taking more payments on line.
- Will continue to pursue and implement additional vendor payment options, including E-payables and ACH.
- Continue to utilize eCivis' grant support technology and resources to its full potential as we continue to improve the tracking, reporting and monitoring of grant activity within the City.
- Develop mandatory federal grants compliance training for all City staff involved in managing grants.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division					
027 City Grants Management	\$ 166,036	\$ 256,421	\$ 394,101	\$ 137,680	53.69%
182 Financial Reporting	879,929	1,054,533	819,350	(235,183)	(22.30%)
183 Accounting Operations	1,162,065	1,240,939	1,186,994	(53,945)	(4.35%)
TOTAL -- GENERAL FUND	\$ 2,041,994	\$2,295,472	\$2,400,445	\$(151,448)	4.57%
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 2,041,994	\$2,295,472	\$2,400,445	\$(151,448)	4.57%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Accounting and Control Division			
027 City Grants Management	1	1	3
182 Financial Reporting	11	11	8
183 Accounting Operations	19	19	17
TOTAL -- GENERAL FUND	31	31	28
TOTAL - ACCOUNTING & CONTROL DIVISION	31	31	28

Office of Business & Financial Services

Facilities Management Division

Mission Statement

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

Overview of Service/Program

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

Major Accomplishments

- Completed approximately 9,400 work requests.
- Provided a supporting role in Leadership in Energy and Environmental Design (LEED) Certification of Fire Stations 7, 14, and 17.
- Completed 172 Alteration and Improvement requested projects, totaling \$3,263,323.
- Implemented new program for means to handle work requests covering graffiti; approximately 90 requests as of August 2009.

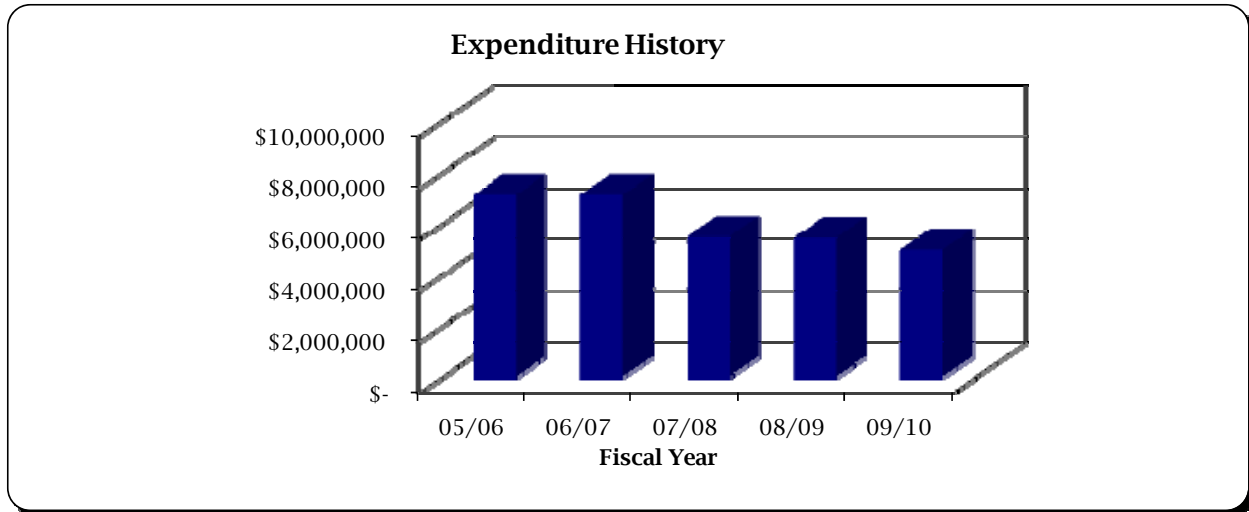
Future Outlook

- Continue efforts reviewing preventive maintenance programs to shift Division resources to meet increased service effectiveness and efficiency.
- Continue efforts towards completing the facilities green initiatives strategic plan and to obtain LEED Certification for City Hall; pending resource allocation (not yet funded).
- Complete building design standards, to decrease operating and maintenance costs; 90% complete as of August 4, 2008.
- ARCHIBUS Condition Assessment module expansion to include Recreation Center assessments.
- PDA Deployment for preventive maintenance for facilities and equipment.
- Conversion from radio to Nextel for Maintenance staff coordination.
- Continue to seek resources to diminish the deferred maintenance budget.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Total Infrastructure and Facilities Management program (TIFM).

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Facilities Management Division					
749 Facilities Management	\$ 5,479,394	\$ 5,439,114	\$4,981,800	\$ (457,314)	(8.41%)
TOTAL -- GENERAL FUND	\$ 5,479,394	\$ 5,439,114	\$4,981,800	\$ (457,314)	(8.41%)
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 5,479,394	\$ 5,439,114	\$4,981,800	\$ (457,314)	(8.41%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Facilities Management Division			
749 Facilities Management	49	49	43
TOTAL -- GENERAL FUND	49	49	43
TOTAL -- FACILITIES MANAGEMENT DIVISION	49	49	43

Office of Business & Financial Services

Management and Budget Division

Mission Statement

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

Overview of Services/Programs

Management and Budget prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. For FY 2008/2009 and prior years, coordinated, organized and prepared a five-year Capital Improvement Program and provided oversight and training in the development and implementation of the Program. Management and Budget also prepares a ten-year financial forecast for the General Fund. In addition, revenues and expenditures are compared to budget on an on-going basis. Monthly reports and graphical representations are prepared for Elected and Appointed Officials, the Audit Board and City residents. This information is also posted to the Internet.

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the sixth consecutive year.
- Developed the FY 2009/2010 budget in the aftermath of the national economic downturn and the trickle down effects on the State and local economy. The downturn resulted in reduced revenues due to decreases in the taxable value assessment base, sales tax, State revenue sharing and service fees. Increases in utility costs, the cost of employee healthcare and the actuarially required contribution for employee pensions also caused budget stress. In addition, the lingering effects of State imposed revenue reductions due to the approval of Amendment 1 continued to play a role.
- Meeting the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, continued to provide the monthly financial report, including detailed General and Enterprise Fund information. In addition, a detailed monthly General Fund salary expense status report is prepared for internal use, as salaries and benefits comprise 66% of the budget.
- Assumed responsibility for the City's performance management process. This function was formerly under the Office of Audit Services and Management Support. Implemented the use of new tracking and reporting software Citywide and provided training to all levels of employees.

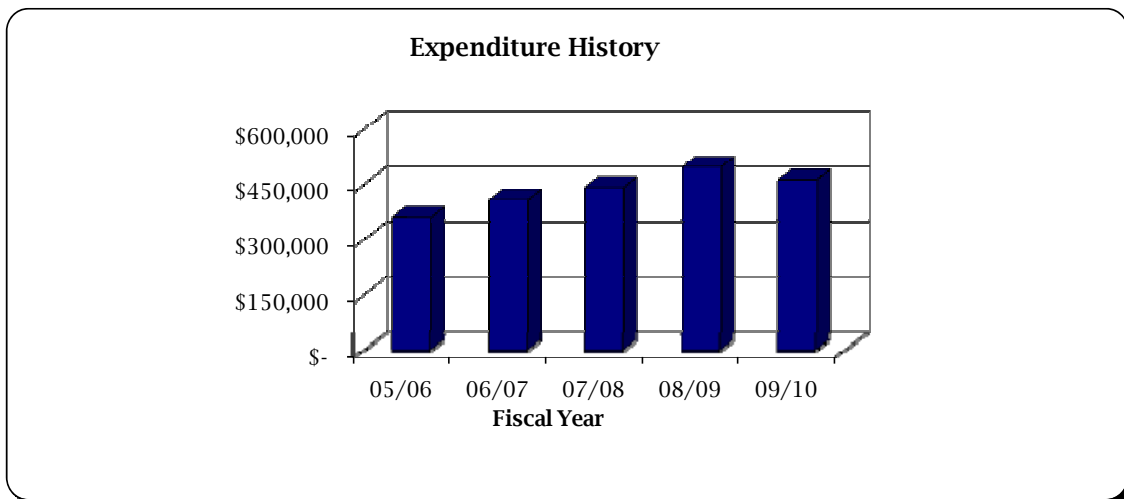
Future Outlook

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Given the prospect of continued economic malaise and revenue constraints, immediately begin work on analyzing information and developing strategies for balancing the FY 2010/11 budget.
- Continue to work with department fiscal personnel to formulate and refine appropriate monitoring and forecast models for non-General Funds.
- Enhance the capital improvement planning, budgeting and financing process, along with the Capital Improvement Program preparation process, toward the goal of improving the amount and quality of information available to decision-makers.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program and strive to improve the budget document through response to reviewer's comments and additional research. Staff will also serve as reviewers for the program in order to glean additional ideas and information.
- Continue to work on improving the performance management process, including utilization of the software as a management tool and an enhanced reporting mechanism.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Management and Budget Division					
153 Management and Budget	\$ 441,672	\$497,704	\$462,068	\$ (35,636)	(7.16%)
TOTAL -- GENERAL FUND	\$ 441,672	\$497,704	\$462,068	\$ (35,636)	
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 441,672	\$497,704	\$462,068	\$ (35,636)	(7.16%)



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Management and Budget Division			
153 Management and Budget	7	6	6
TOTAL -- GENERAL FUND	7	6	6
TOTAL -- MANAGEMENT AND BUDGET DIVISION	7	6	6

Office of Business & Financial Services

Purchasing & Materials Management Division

Mission Statement

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

Overview of Service/Program

The **Purchasing & Materials Management Division** is responsible for the acquisition of equipment, materials and services required by the City. The division transacts monetary commitments and contracts and executes procurement functions in accordance with applicable Purchasing Code; maximizes competitive procurement and awards on all contracts; ensures that products and services are procured at the best value, in a timely manner, with professionalism and integrity. The Division strives to provide excellent customer service through technological advancements, improved business processes and planned outreach programs. The Materials Management team is responsible for the control, transfer inventory, and disposal of City-wide fixed asset property, operation of City Stores in support of facilities and Vehicle Supply Parts support.

Major Accomplishments

Purchasing

- Training - Development and implementation of internal and external customer training programs (Purchasing 101) to keep the lines of communication open, to provide guidance and a better understanding of the Purchasing and Materials Management methods and procedures.
- Sole Source Procurement - Designed a formal process and interactive Sole Source Request Form located on the Purchasing Intranet site. This form is used to outline the process and requirements for a sole source justification. As this method of purchasing hinders open competition, this new process will ensure that sole source requests are necessary and properly justified.
- Strategic Sourcing Initiative - Perform random audits and spend analysis for purchasing transactions relative to ProCard usage. The goal is to analyze large spending trends and use this data to make sound business decisions relative to acquiring commodities and services more effectively and efficiently. Through proactive training, cardholders will become better informed of the advantages of strategic sourcing through consolidation of annual requirements to obtain quantity-based pricing.
- Tracking Vendor Performance - Development of the Vendor Performance Form to provide for a systematic method of documentation and monitoring of contractual issues or accolades of a contractor. This should help to improve the quality of service and communications between our internal customers and the contractor/vendor.
- Website Improvements - Improvements to the Purchasing internet/intranet websites to keep information current for our customers as well as the public at large which helps to build public confidence. The site provides the tools to assist vendors who desire to do business with the City, provides current solicitations, provides information relating to existing annual term contracts, and offers other relevant information.
- Development of formal PowerPoint presentations to help the internal and external customers better understand the methods and procedures for a successful Pre-Proposal Conference and for conduct Request for Proposal Committee Meeting. Presentations clarify and highlight some of the major requirements and answers many questions relating to the process.

Materials Management

- Green Initiative - City Stores is now selling (9) nine products that meet Green Seal Certification as well as (11) eleven products meeting the Eco-friendly Certification. City Stores continues to research, test and stock new products that will meet Green Seal Certifications.
- City Stores, in cooperation with Risk Management, developed a city-wide training and certification program for employees to teach the proper skills and safety techniques required for Fork Lift operators. Classes are held once every month at City Stores. In-house training has reduced program expense and risk associated with heavy equipment operations.

Office of Business & Financial Services

Purchasing & Materials Management Division

- City Stores reinitiated the barcode order picking system. This automated barcode system allows the user to pick stock using a transaction manager, record the item, and pass this data to FOCUS in real time in order to quickly generate the sales order and to charge the proper programs.
- Property Control performed inventory audits of over 16,300 capital assets valued over 303 million dollars. On-site annual audits are conducted City-wide to ensure that the City's assets are accurately reported and obsolete property is properly disposed of in compliance with applicable laws.
- Property Control processed over 2,000 new capital asset records into People Soft, ERP System for proper tagging, reporting and tracking.
- Surplus property sales generated over \$792,320 in revenue. The online auction system reaches millions of potential customers, thereby helping to increase the prices received for surplus items.
- Property Control reinstated the bar code inventory management system enabling faster response time for asset accountability and approval processes.
- Fleet Facilities Supply Support (FFSS) processed 3,812 fuel receipts totaling \$6,862,143. In addition this unit completed the installation of twenty-two fully automated fuel depots, which allows the City to track fuel dispensed to City vehicles at any of these locations. The automated fuel depots also have the capability of measuring fuel tank levels to provide accurate reorder points to avoid the potential for critical tank levels.
- FFMS has completed the installation of an environmentally friendly car wash system which uses reclaimed water. The new car wash system is more efficient, using less water and supporting a cleaner environment as (80%) eighty percent less polluted water goes back into the City's storm drains.
- Vehicle parts inventory levels are continuing to be reduced by 11% for obsolete stock. Work orders for parts have increased from 94% to 97%, including all special orders using the auto reorder process.

Future Outlook

- Design and implement a more efficient approach to solicitation notifications, vendor registration and information sharing process. An online vendor registration notification system managed by the City, rather than a third party, will allow vendors a one-stop, convenient and easy way to obtain solicitations and related information.
- Contract Management - Design and implementation of a web-based software tool for a more streamlined contract administration and management process. The software functionality will provide for multi-user monitoring, tracking milestones, and reporting to ensure contract compliance and reduction of duplication of effort.
- Development of a process through JD Edwards to track, report and provide for check and balances of orders covered by Annual (Term) Contracts to ensure that contract pricing, terms and conditions are properly utilized. Approximately 27,000 direct orders for goods and services are procured through annual term contracts each year.
- Implementation of scheduled training sessions in conjunction with the Accounting & Control Division to improve customer communications and to provide the foundation for better understanding of the solicitation, purchasing, materials management and payment business processes.
- Revision of Chapter 7 of the Purchasing Code and supporting Policies and Procedures to update policy and to incorporate best practices as outlined in the American Bar Association, Model Procurement Code.
- Improve and update solicitation documents, terms and conditions, and related forms to better manage and control the procurement of services and commodities in order to protect the City's best interest as it relates to the legal aspects of procurement.
- Development of a "How to Do Business Guide" to reach out to the community and encourage minority and local vendor participation in City contracts.

Office of Business & Financial Services

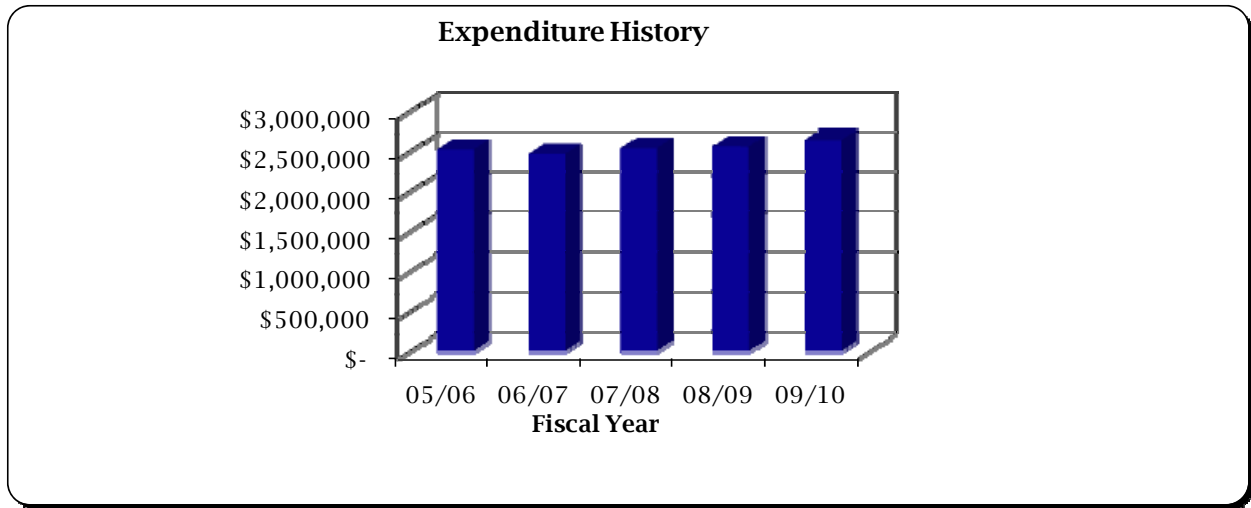
Purchasing & Materials Management Division

- Development of formal business process relating to “Owner Direct” purchase of materials for construction projects such as Events Center, which will result in a sales tax savings of over \$3 Million.
- Creation of online approval process for the transfer and disposal of Fixed Assets. A paperless system will create greater efficiency and reduce the time for final disposition of fixed assets.
- Fleet Supply Support and City Stores will be analyzing monthly service and parts expenditures in an effort to develop specifications. This will provide for greater savings through the competitive process for purchasing parts and service. The goal will be to reduce expenditures of non-contract related items and to increase competitive and negotiated Agreements.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Purchasing and Materials Management Division					
160 Purchasing	\$ 1,289,110	\$ 1,233,763	\$1,191,211	\$(42,552)	(3.45%)
163 Asset Management	185,630	189,173	215,268	26,095	13.79%
164 City Mail Service	274,802	273,701	343,701	70,000	25.58%
165 Fleet/Facility Supply/Support	510,294	568,136	532,841	(35,295)	(6.21%)
166 City Stores	243,736	246,290	314,819	68,529	27.82%
995 Non Dept.-Purchasing Auctions	31,787	46,966	42,000	(4,966)	(10.57%)
TOTAL -- GENERAL FUND	\$ 2,535,359	\$ 2,558,029	\$2,639,840	\$ 81,811	3.20%
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 2,535,359	\$ 2,558,029	\$2,639,840	\$ 81,811	3.20%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Purchasing & Materials Management Division			
160 Purchasing	16	15	14
163 Asset Management	3	3	3
164 City Mail Service	2	2	-
165 Fleet/Facility Supply/Support	10	10	8
166 City Stores	4	4	4
TOTAL -- GENERAL FUND	35	34	29
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	35	34	29

Office of Business & Financial Services

Real Estate Management Division

Mission Statement

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

Overview of Services/Programs

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

Major Accomplishments

- Amended W. Church Street merchant leases to provide for rental assistance.
- Audited TRIM notices for all City-owned property.
- Supported the Housing Department on the Neighborhood Stabilization Program, acquisition of property and reporting of foreclosure data in Orlando.
- Maintained 95% occupancy of all City-owned properties available for rent.
- Disposition of land to FDOT in support of the ultimate expansion of I-4 corridor through downtown Orlando.
- Completed assemblage of land for the future Orlando Performing Arts Center.
- Completed acquisition of land for a future surface parking lot for the new Events Center.
- Rezoned and replatted the property to be used for OUC to construct the new Chilled Water plant supporting the Events Center.
- Completed numerous lease renewals and amendments including the extension of lease for the Naval Commissary at McCoy Annex which provides services to local veterans.
- Acquired property called Area C from the United States government for a future 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 and return the property to the tax rolls.
- Initiate and prepare a strategy for the redevelopment of property at the Centroplex for the future development of the Creative Village.
- Assess the market in order to begin the RFI/FRP process for the redevelopment of the McCoy Annex property.

Office of Business & Financial Services

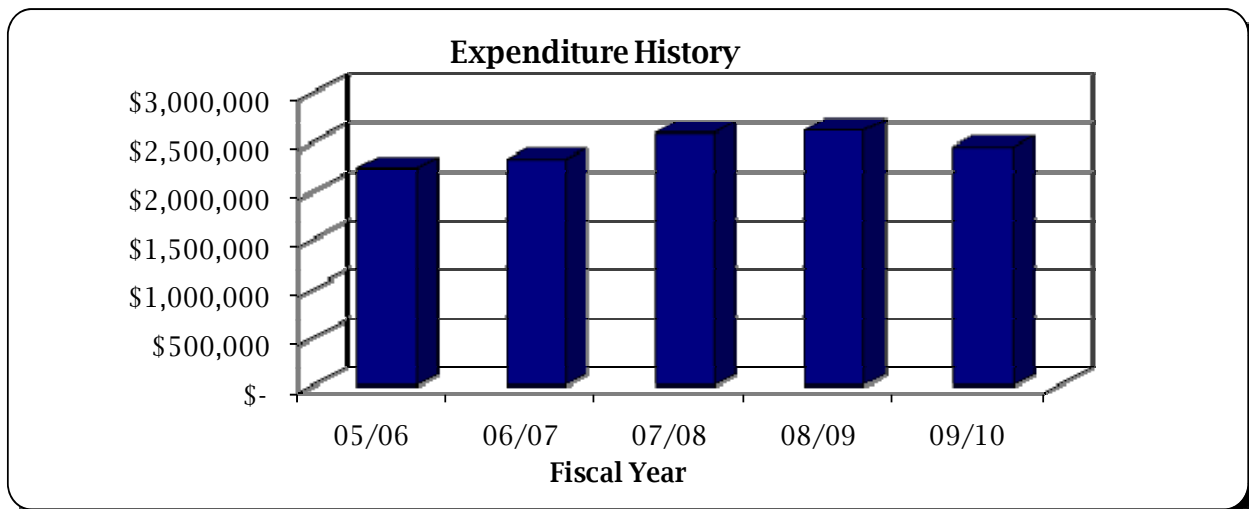
Real Estate Management Division

- Complete acquisition of property for the new Mission Road extension.
- Support Transportation, FDOT, and Orange County on efforts on I-4, commuter rail, and regional projects.
- Generate additional revenues from cell tower leases on appropriate City property.
- Acquire property for the new West Church Streetscape and S. Division Streetscape projects.
- Acquire property and easements for Public Works and Transportation projects.
- Coordinate acquisition of property with Orange County Government on the expansion of the Eastern Regional Reclaimed Water Distribution System.
- Implement the new Archibus software program to more efficiently maintain property records and leases and facilitate coordination of repairs and maintenance with Facilities Management.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
GENERAL FUND #100					
Real Estate Management Division					
186 Real Estate Management	\$ 488,722	\$ 522,157	\$ 406,404	\$(115,753)	(22.17%)
703 City Hall Maintenance	2,096,728	2,087,645	2,042,344	(45,301)	(2.17%)
TOTAL -- GENERAL FUND	\$2,585,450	\$2,609,802	\$ 2,448,748	\$(161,054)	(6.17%)
TOTAL -- REAL ESTATE MANAGEMENT	\$2,585,450	\$2,609,802	\$ 2,448,748	\$(161,054)	(6.17%)



STAFFING HISTORY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Real Estate Management Division			
186 Real Estate Management	5	4	4
TOTAL -- GENERAL FUND	5	4	4
TOTAL -- REAL ESTATE MANAGEMENT	5	4	4

Office of Business & Financial Services

Technology Management Division

Mission Statement

The mission of the Technology Management Division (TMD) is to support City operations through the application of effective and efficient data and telecommunications technology. The organization's focus is to provide the City with the best possible service and quality innovations in Technology at the least possible cost.

Service Overview

TMD provides data and telecommunications services, application software development and support, business process engineering and related training coordination to internal City clients. These services include acquiring, implementing and maintaining midrange computers, servers, workstations, personal computers, networks, telephones, fax machines, desktop publishing/graphics support and software.

Major Accomplishments

- Implemented an additional e-government solution to enhance internal efficiencies as well as enhance the end-user experience for our citizens and constituents - BUYLOCAL ORLANDO.
- Provided additional solutions to decrease the City's communications costs while providing more functionality to the users of the systems.
 - Completed the Voice over Internet Protocol (VoIP) implementation resulting in a \$20,000 monthly decrease in communications costs
 - Replaced Digital Subscriber Line (DSL) and Frame Relay circuits with cable modems and metro-ethernet service resulting in a \$3,000 monthly decrease in communications costs while providing improved connectivity speeds
- Enhanced and furthered the City's fiber optic network infrastructure to increase productivity - extended the City's fiber optic network to include the Southeast Permitting Office, Orlando Police Department (OPD) Southwest Community Office and Fire Station 12.
- Completed upgrades of Enterprise and critical department applications:
 - OPD's Computer Aided Dispatch
 - City Enterprise Time and Collection system - thereby eliminating custom code
 - City revenue collection applications to meet Bank of America requirements in regards to Payment Card Industry (PCI) compliance.
- Began work on the Mobile Computing project for OPD which includes the implementation of Mobile Messaging (completed) and continues with the implementation of Field Reporting (target completion Fall 2009).
- Completed the initial release of a new web-enabled Geographic Information System (GIS) application, which is scheduled to replace two outdated/unsupported GIS applications.
- Began the rewrite of legacy software applications, implemented in Oracle Forms and Lotus Notes, in the Microsoft .Net technology. This rewrite will make the applications more supportable (labor availability and lower maintenance cost) into the future.
- Implemented all systems changes necessary to support redistricting of OPD and redistricting for OPD at Greater Orlando Aviation Authority (GOAA).
- Continued support of the Mayor's green initiatives program -
 - deployed as standard, new Energy Star PCs, laptops and printers
 - replacing Cathode Ray Tube (CRT) monitors with more efficient flat panel displays
 - implementing virtual server technology to reduce power and cooling requirements
- Completed the implementation and testing of a server High Availability (HA) solution for OPD. This minimizes downtime and helps ensure business continuity during system maintenance, backups and failures.

Office of Business & Financial Services

Technology Management Division

- Updated the City's Virtual Private Network (VPN) - a secure solution for remote access into the City computer network using Secure Sockets Layer (SSL) technology.
- Established and began enforcement of standards for surveillance cameras and door access control.
- Implemented new and improved Information security measures: complex passwords, local-device firewalls, network end-point device security logging, password management and Enterprise vulnerability scanning for both our trusted network and Demilitarized Zone (DMZ).

Future Outlook

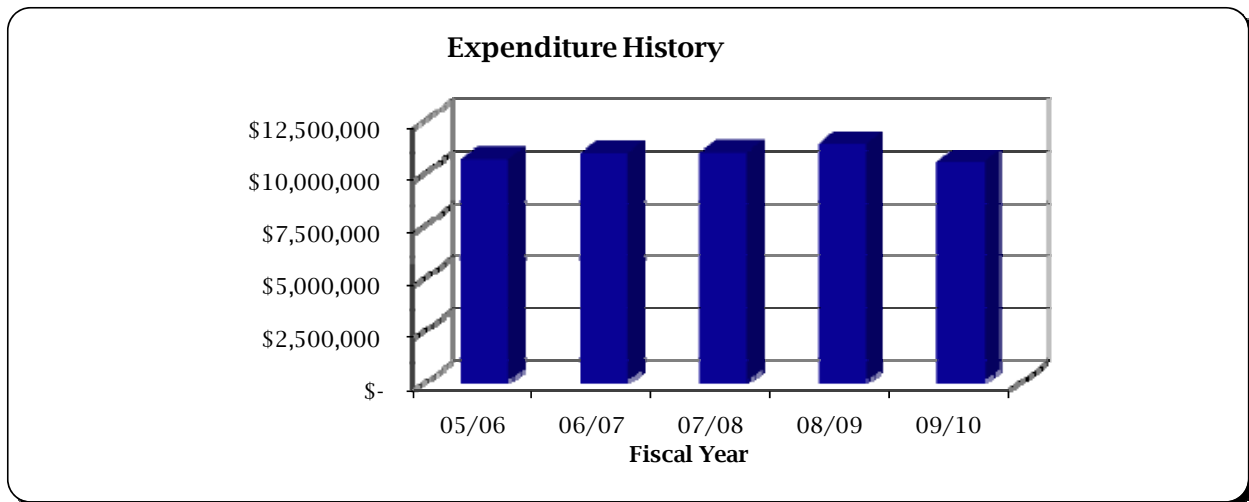
TMD will continue working to achieve the following short-term goals:

- Implement a Software as a Service (SaaS) solution for a new Enterprise e-mail and archiving system.
- Provide continuing support for the Orlando Events Center: phone system, event management system and technical consultative services.
- Implement critical system changes for compliance with Criminal Justice Information Security (CJIS) requirements: dual authentication - a methodology where two pieces of information are required to authenticate or verify the identity of a person prior to granting access to the network.
- Increase information security with the implementation of a digital certificate solution - a methodology to validate both end-points of an electronic interaction.
- Complete separation of City and OPD computer networks in compliance with CJIS and PCI requirements.
- Provide GIS application development, web hosting and technical consultative services in support of the Solar Cities project.
- Continue to rewrite legacy custom software applications (Oracle Forms, Lotus Notes) utilizing the City's standards (Microsoft .Net).

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
GENERAL FUND #100					
Technology Management Division					
191 Chief Information Officer	\$ 672,039	\$ 639,702	\$ 572,415	\$ (67,287)	(10.52%)
192 Strategic Support	1,136,849	1,169,582	1,193,941	24,359	2.08%
193 Computer Operations	1,244,420	1,342,831	1,242,646	(100,185)	(7.46%)
194 Network Support	1,706,427	1,754,210	1,736,272	(17,938)	(1.02%)
195 Systems Support and Development	2,395,313	2,419,884	2,299,730	(120,154)	(4.97%)
991 IT Service and Repair	269,078	72,840	72,840	-	0.00%
992 Technology Management Contracts	3,492,987	3,900,464	3,381,004	(519,460)	(13.32%)
TOTAL -- GENERAL FUND	\$10,917,113	\$ 11,299,513	\$10,498,848	\$ (800,665)	(7.09%)
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$10,917,113	\$ 11,299,513	\$10,498,848	\$ (800,665)	(7.09%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Technology Management Division			
191 Chief Information Officer	6	6	5
192 Strategic Support	15	14	14
193 Computer Operations	17	17	15
194 Network Support	18	18	15
195 Systems Support and Development	27	27	23
TOTAL -- GENERAL FUND	83	82	72
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	83	82	72

Office of Business & Financial Services

Treasury Division

Mission Statement

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

Overview of Services/Programs

The **Treasury Management** function includes: Investment Management, Debt Management, Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Capital Investment works with City departments to develop workable financing plans for acquisition and construction of capital project and works closely with the 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), two voluntary Deferred Compensation Plans (457) and two Retiree Health Savings Plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, as well as municipal bond analysts and municipal bond investors.

Major Accomplishments

- The City continued to fully fund the Annual Required Contribution for the new irrevocable trust fund that was established to advance-fund the City's Other Post-Employment Benefit (OPEB) liability. Developed an investment policy, asset allocation, and initial implementation plan for investment of asset of the OPEB Trust Fund.
- Negotiated an extension to the liquidity facility commitment from JPMorgan for the City's outstanding commercial paper loans from Sunshine State Governmental Financing Commission. Evaluated various refunding options to address dislocations in the variable rate municipal bond market if market conditions deteriorated further due to the subprime mortgage crisis and ensuing liquidity crisis.
- Invested considerable staff time in addressing issues related to the subprime mortgage crisis and ensuing credit crisis and their impact on the City's operating and pension portfolios. Added additional reporting and monitoring activities to stay on top of developing conditions in the investment markets.
- Worked with our Community Venues funding partners to evaluate possible alternatives to address the financing challenges presented by the global economic recession and ensuing downturn in Tourist Development Tax collections.
- Worked with our new Investment Consultant to develop modern Investment Policy Statements and Asset Allocation Studies for the City's operating portfolio, OPEB Trust Fund, and three defined benefit pension plans. Initiated investment manager searches for a privately held real estate portfolio manager, a core fixed income manager, international equity managers, and small-/mid-cap growth and value managers.
- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.
- Continued to improve and build upon the employee education program to educate employees about the importance of planning for their financial future. Seminars focused on retirement planning and personal financial management.

Future Outlook

- Investment Management will analyze opportunities to enhance the performance of our short-term investments within acceptable risk parameters.

Office of Business & Financial Services

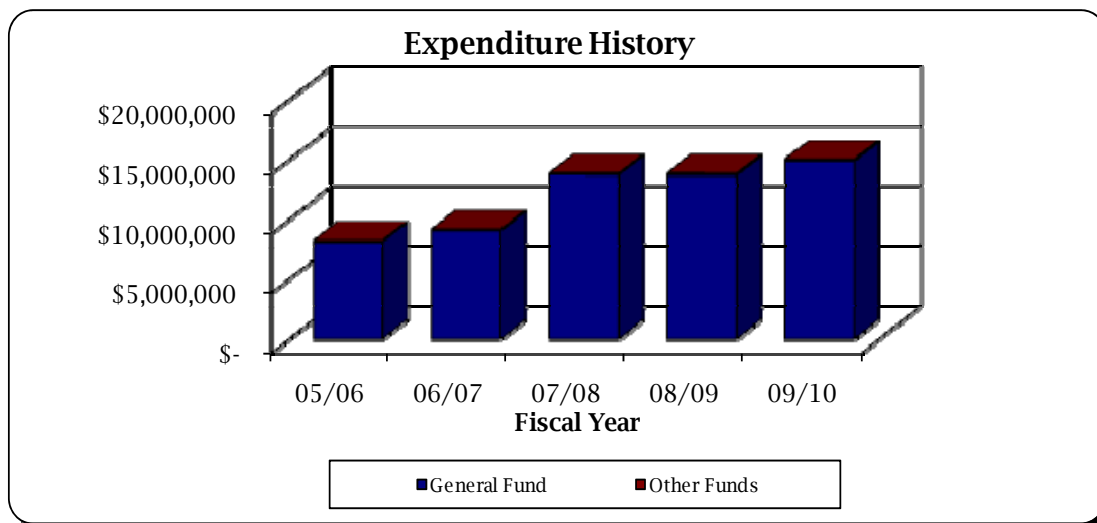
Treasury Division

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

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Treasury Division					
184 Treasury Administration	\$ 585,330	\$ 503,968	\$ 469,802	\$ (34,166)	(6.78%)
190 General Fund Debt Service	13,104,528	13,127,000	14,381,787	1,254,787	9.56%
TOTAL -- GENERAL FUND	\$13,689,858	\$13,630,968	\$14,851,589	\$ 1,220,621	8.95%
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 62,995	\$ 100,000	\$ 100,000	\$ -	0.00%
TOTAL -- PENSION PARTICIPANT SERVICES	\$ 62,995	\$ 100,000	\$ 100,000	\$ -	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 55,286	\$ 61,403	\$ 68,397	\$ 6,994	11.39%
TOTAL -- FIRE PENSION FUND	\$ 55,286	\$ 61,403	\$ 68,397	\$ 6,994	
TOTAL -- TREASURY	\$13,808,139	\$13,792,371	\$15,019,986	\$ 1,227,615	8.90%



STAFFING HISTORY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
184 Treasury Administration	7	5	4
TOTAL -- GENERAL FUND	7	5	4
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	9	7	6

Office of Business & Financial Services

Fleet Management Division

Mission Statement

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

Overview of Service/Program

The **Fleet Management Division** assists the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs over 2,000 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

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

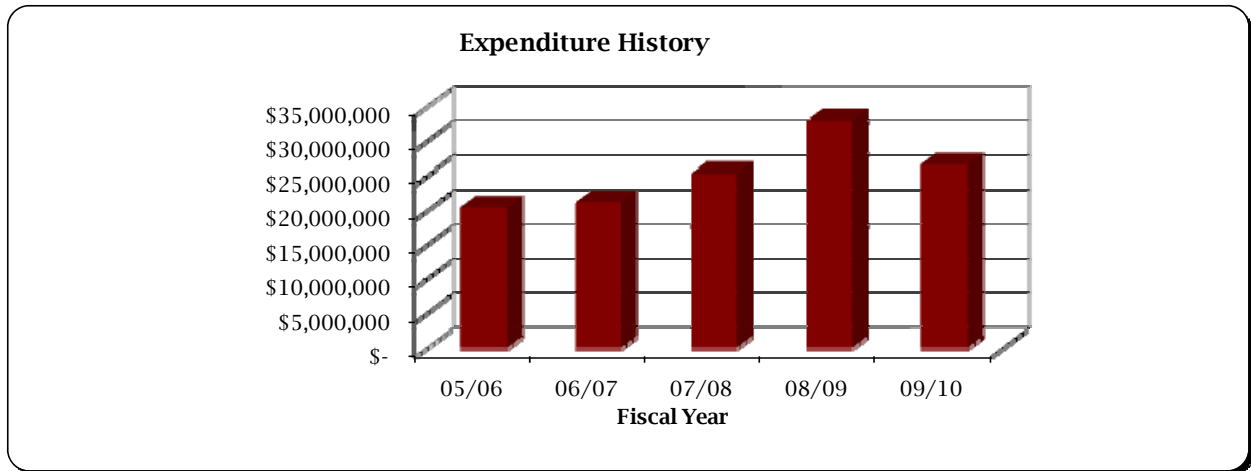
Future Outlook

Fleet Management will continue to look for alternative fuels such as CNG, Hydrogen fuel cells, and hydraulic drives. Fleet 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 and increase overall customer satisfaction by maintaining open lines of communication between Fleet and its customers to determine their needs and servicing them through an aggressive fleet maintenance program.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	% Change
FLEET MANAGEMENT FUND #511					
Fleet Management Division					
741 Fleet/Facilities Management Admin.	\$ 2,997,644	\$ 664,668	\$ 633,991	\$ (30,677)	(4.62%)
744 Fleet Management Maintenance	15,264,265	14,030,490	12,640,695	(1,389,795)	(9.91%)
963 Non Dept.-Fleet Management	1,249,228	1,607,133	1,653,843	46,710	2.91%
TOTAL -- FLEET MANAGEMENT FUND	\$19,511,137	\$ 16,302,291	\$14,928,529	\$(1,373,762)	(8.43%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division					
746 Fleet Replacement Program	\$ 5,588,512	\$ 13,724,049	\$10,641,058	\$(3,082,991)	(22.46%)
Projects	193,053	2,863,239	970,000	(1,893,239)	(66.12%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 5,781,565	\$ 16,587,288	\$11,611,058	\$(4,976,230)	(30.00%)
TOTAL -- FLEET MANAGEMENT DIVISION	\$25,292,702	\$ 32,889,579	\$26,539,587	\$(6,349,992)	(19.31%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
FLEET MANAGEMENT FUND #511			
Fleet Management Division			
741 Fleet Management Admin.	6	6	5
744 Fleet Management Maintenance	39	39	34
TOTAL -- FLEET MANAGEMENT FUND	45	45	39
TOTAL -- FLEET MANAGEMENT DIVISION	45	45	39

Office of Business & Financial Services

Risk Management Division

Mission Statement

To preserve the City's assets by identifying, evaluating and controlling loss exposures and minimize the adverse effects of unpredictable events.

Overview of Services/Programs

The **Risk Management Division** strives to insure the City's assets at the best price and terms, manage the City's Workers Compensation, General and Automobile Liability loss exposure programs and provide safety programs and inspections to avoid and reduce property damages and injury to citizens, employee's and visitors.

Major Accomplishments

- Limited loss exposure by aggressively pursuing subrogation which resulted in a net recovery of over \$1,446,000.
- Reduced the City's loss exposure by coordinating with a contracted independent property appraiser and city departments to ensure that all City owned properties and facilities were identified and properly insured.
- Upgraded Riskmaster software to a web based version that provides access to safety staff so they have a more active role in loss prevention.
- Coordinated and trained 733 employees using in-house city staff resulting in savings of over \$62,275.

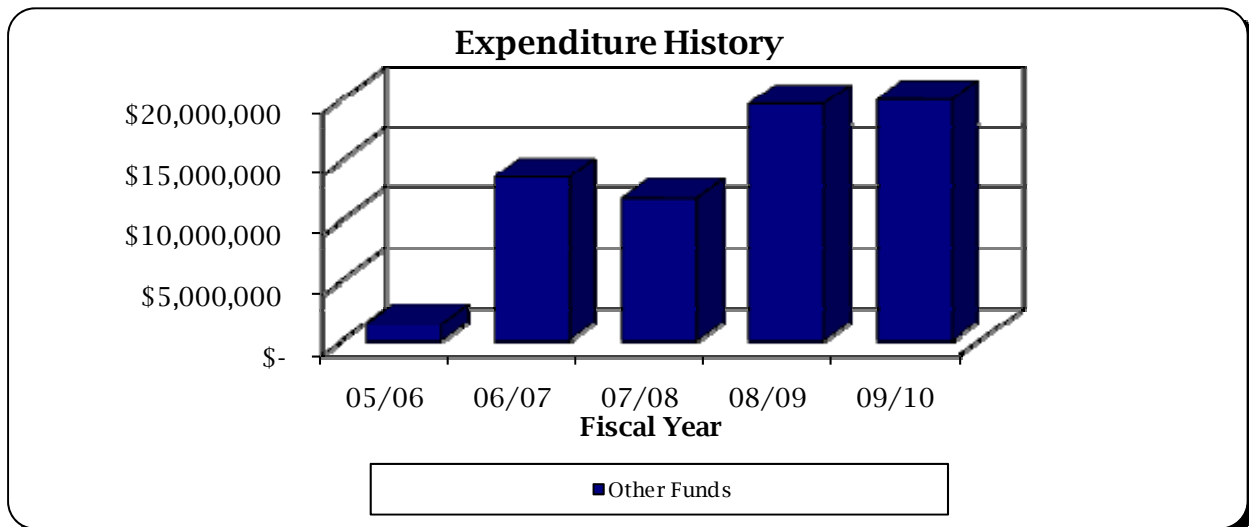
Future Outlook

- Continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Strengthen the integration of safety staff into the division in order to provide a more coordinated approach to ensuring a safe environment.
- Implement a training database to ensure compliance with the Safety Plan and identify and track employee's training that is necessary for specific job requirements.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	
Program Number and Name	Expenditures	Budget	Budget	Revised	% Change
RISK MANAGEMENT FUND #521					
Risk Management Division					
217 Risk Management Administration	\$ 487,036	\$ 717,419	\$ 919,645	\$ 202,226	28.19%
218 Risk Management Non-Departmenta	10,225,883	17,183,016	17,966,772	783,756	4.56%
220 Employee Health and Safety	361,398	412,401	-	(412,401)	(100.00%)
Projects	765,795	1,315,705	1,208,981	(106,724)	(8.11%)
TOTAL -- RISK MANAGEMENT FUND	\$11,840,112	\$19,628,541	\$20,095,398	\$ 466,857	2.38%
TOTAL -- RISK MANAGEMENT DIVISION	\$11,840,112	\$19,628,541	\$20,095,398	\$ 466,857	2.38%



STAFFING HISTORY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
RISK MANAGEMENT FUND #521			
Risk Management Division			
217 Risk Management Administration	8	9	14
220 Occupational Health and Safety	5	5	-
TOTAL -- RISK MANAGEMENT DIVISION	13	14	14
TOTAL -- RISK MANAGEMENT DIVISION	13	14	14

Office of Business & Financial Services

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	N/A	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$720.00	\$209.18	\$200.00

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Accounting & Control Division	Cost to Process one Accounts Receivable Transaction	N/A	\$16.73	\$14.25
Accounting & Control Division	Total Cost to Process one Accounts Payable Check	N/A	\$21.57	\$20.00
Accounting & Control Division	Cost to process one ProCard Transaction	N/A	\$2.68	\$2.25
Accounting & Control Division	Cost to Process one Payroll Transaction	N/A	\$1.35	\$1.50
Accounting & Control Division	Cost to Process one Revenue Collection Transaction	N/A	\$7.14	\$7.50
Business & Financial Services	Office of Business and Financial Services Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	N/A	Yes	Yes
Real Estate Management Division	Properties Acquired Within the Established Value	N/A	99.5%	90%
Treasury Division	Active Portfolio investment return over the Lehman Aggregate Index	-0.11%	0.04%	0.5%
Treasury Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.18%	-0.19%	0.1%
Treasury Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	-0.35%	1.38%	0.5%
Treasury Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index.	1.1%	1%	0.5%

Office of Business & Financial Services

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Fleet Management Division	Percentage of outside contractor work	33.25%	32%	16%
Fleet Management Division	Fleet Division expenditures /vehicle	\$7,520.08	\$5,541.74	\$6,000.00

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Accounting & Control Division	Percentage of Checks voided in AP*	N/A	N/A	N/A
Accounting & Control Division	Percentage of Checks Undone Before Processing in AP*	N/A	N/A	N/A
Accounting & Control Division	Percent of Violations Letters Issued to Users for ProCard Transactions*	N/A	N/A	N/A
Accounting & Control Division	Ratio of Direct Deposits of Total Employee Payments*	N/A	N/A	N/A
Accounting & Control Division	Average Percentage of Posting Accuracy*	N/A	98.98%	95%
Accounting & Control Division	Accuracy level of the internally processed cash reports	N/A	100	100
Accounting & Control Division	Refund processing time*	N/A	N/A	N/A
Accounting & Control Division	Notification letters mailing time*	N/A	N/A	N/A
Accounting & Control Division	Monthly ProCard audits completed by established deadline*	N/A	N/A	N/A
Facilities Management Division	Completed scheduled PMs (%)	80.18%	82.22%	90%
Facilities Management Division	Work requests completed (%)	80.62%	97.44%	85%
Facilities Management Division	Number of work orders completed per day per trade	N/A	1.09	1.5
Purchasing & Materials Management Division	Percentage of City Store stock inventory reductions*	N/A	N/A	N/A
Purchasing & Materials Management Division	Percentage of Fleet stock inventory reductions*	N/A	N/A	N/A
Purchasing & Materials Management Division	Number of fuel dispensing stations down over twenty four hours*	N/A	N/A	N/A

Office of Business & Financial Services

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Technology Management Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	88%	84.92%	97%
Technology Management Division	Percent of virus outbreaks contained/resolved in less than 2 hours	99.5%	99.25%	97%
Technology Management Division	Public safety network connectivity uptime percentage	92.5%	96%	99.5%
Technology Management Division	Percentage of GIS data updates completed per published schedule	98.5%	98.75%	97%
Technology Management Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	98.75%	99.17%	98%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	18.25%	16%	16%
Fleet Management Division	Number of vehicles/FTE	54	55	52

Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.25	3.08	3
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	98%	92.86%	90%
Risk Management Division	Per capita auto liability claims	\$6.89	\$1.43	\$1.25
Risk Management Division	Per capita general liability claims	\$7.89	\$1.43	\$1.25

*New Performance Indicator. Data collection will start in FY2009/2010.

THIS PAGE LEFT INTENTIONALLY BLANK.

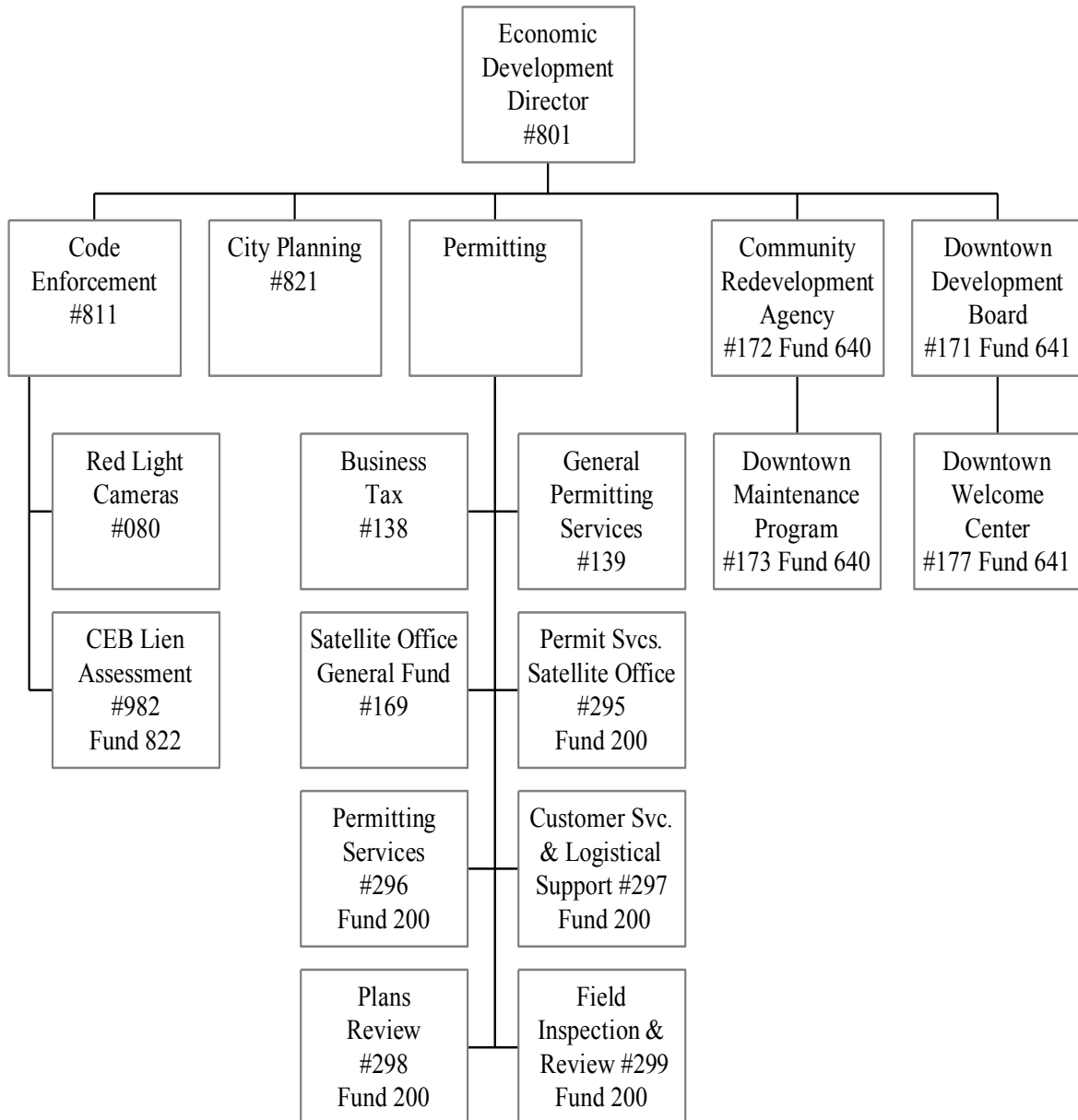


E
C
O
N
O
M
I
C

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



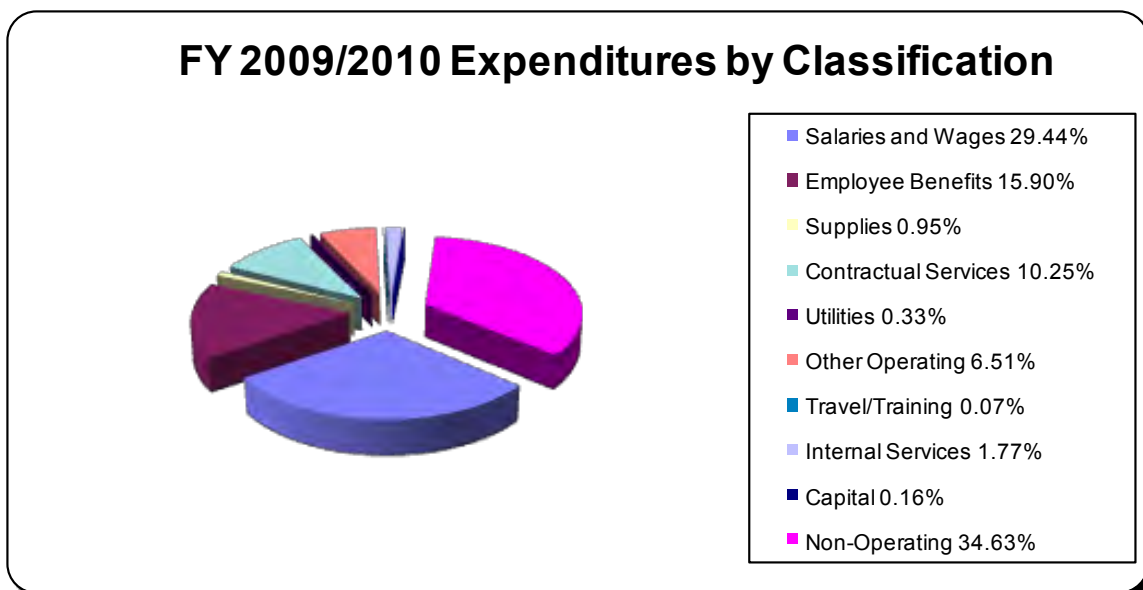
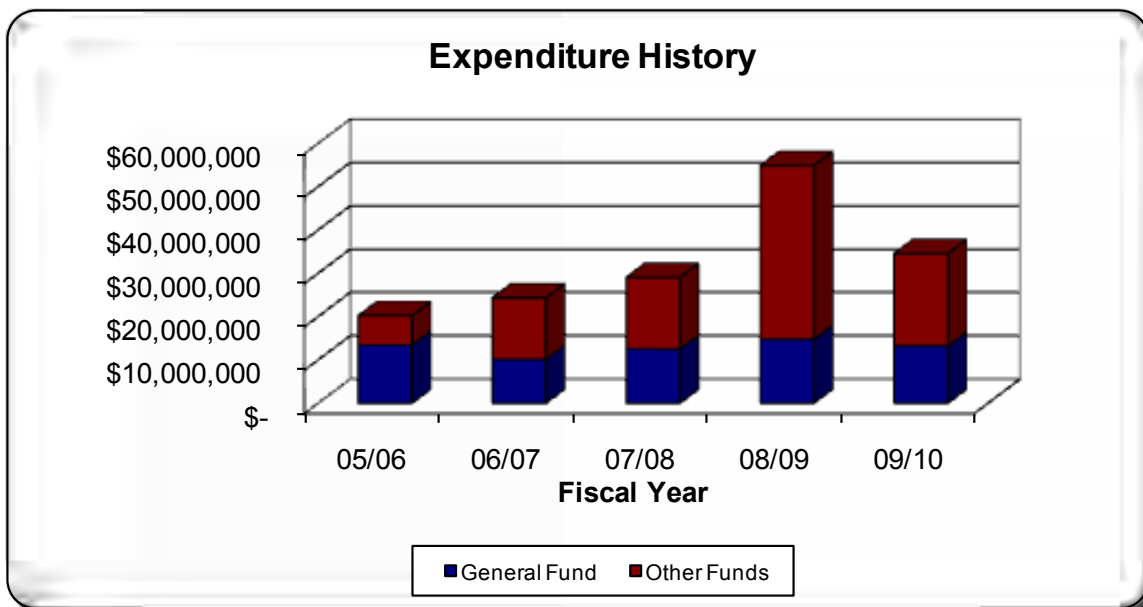
Economic Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development Business Development Division	\$ 967,837	\$ 1,105,829	\$ 1,172,523	\$ 66,694	6.03%
145 Business Development	430,708	441,054	-	(441,054)	(100.00%)
Permitting Division					
138 Business Tax	222,459	235,960	166,724	(69,236)	(29.34%)
139 General Permitting Services	1,345,479	1,288,637	1,244,288	(44,349)	(3.44%)
169 Permitting Satellite Office GF	42,059	134,173	105,358	(28,815)	(21.48%)
Code Enforcement Division					
080 Red Light Camera	93,130	1,161,498	1,081,202	(80,296)	(6.91%)
811 Code Enforcement	3,313,486	3,174,522	2,856,333	(318,189)	(10.02%)
City Planning Division					
821 City Planning	2,426,959	2,591,748	2,531,578	(60,170)	(2.32%)
984 Nondepartmental - EDV	3,696,205	4,632,281	4,036,737	(595,544)	(12.86%)
TOTAL -- GENERAL FUND	\$ 12,538,323	\$ 14,765,702	\$ 13,194,743	\$ (1,570,959)	(10.64%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division					
295 Permit Svcs-Satellite Office	\$ 446,472	\$ 1,019,688	\$ 1,009,176	\$ (10,512)	(1.03%)
296 Permitting Services	2,562,000	2,368,779	2,088,381	(280,398)	(11.84%)
297 Customer Svc. & Logistical Support	841,275	878,188	870,286	(7,902)	(0.90%)
298 Plans Review	1,102,594	1,068,864	1,182,072	113,208	10.59%
299 Field Inspection and Review	3,281,147	2,674,104	2,191,822	(482,282)	(18.04%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 8,233,487	\$ 8,009,623	\$ 7,341,737	\$ (667,886)	(8.34%)
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 671,698	\$ 801,541	\$ 778,595	\$ (22,946)	(2.86%)
173 Downtown Maintenance Program	830,164	987,728	960,701	(27,027)	(2.74%)
960 Nondepartmental - CRA	1,419,346	7,931,033	7,892,450	(38,583)	(0.49%)
Projects	2,623,162	16,840,859	390,000	(16,450,859)	(97.68%)
TOTAL -- CRA FUND	\$ 5,544,370	\$ 26,561,161	\$ 10,021,746	\$ (16,539,415)	(62.27%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 323,856	\$ 447,545	\$ 432,521	\$ (15,024)	(3.36%)
177 Downtown Welcome Center	402,646	486,679	74,645	(412,034)	(84.66%)
959 Nondepartmental - DDB	1,706,911	3,102,389	2,859,198	(243,191)	(7.84%)
Projects	278,353	1,322,153	520,000	(802,153)	(60.67%)
TOTAL -- DDB FUND	\$ 2,711,766	\$ 5,358,766	\$ 3,886,364	\$ (1,472,402)	(27.48%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 14,360	\$ 66,200	\$ 66,200	\$ -	0.00%
2472 CEB Housing Rehab	7,095	79,185	25,000	(54,185)	N/A
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 21,455	\$ 145,385	\$ 91,200	\$ (54,185)	(37.27%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 29,049,401	\$ 54,840,637	\$ 34,535,790	\$ (20,304,847)	(37.03%)

Economic Development Department

Expenditure by Classification	2007/08	2008/09	2009/10	Change	% Change
	Actual Budget	Revised Budget	Adopted Budget	Adopted to Revised	Adopted to Revised
Salaries and Wages	\$ 10,902,747	\$ 11,399,290	\$ 10,167,036	\$ (1,232,254)	(10.81%)
Employee Benefits	4,767,310	5,278,992	5,490,799	211,807	4.01%
Supplies	385,023	381,258	327,863	(53,395)	(14.00%)
Contractual Services	3,197,836	14,170,419	3,537,319	(10,633,100)	(75.04%)
Utilities	118,616	133,227	109,901	(23,326)	(17.51%)
Other Operating	1,747,362	2,381,609	2,248,811	(132,798)	(5.58%)
Travel/Training	67,371	131,841	23,965	(107,876)	(81.82%)
Internal Services	1,003,873	804,391	612,857	(191,534)	(23.81%)
Capital	2,288,018	7,485,955	56,040	(7,429,915)	(99.25%)
Non-Operating	4,571,244	12,673,655	11,961,199	(712,456)	(5.62%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 29,049,401	\$ 54,840,637	\$ 34,535,790	\$(20,304,847)	(37.03%)

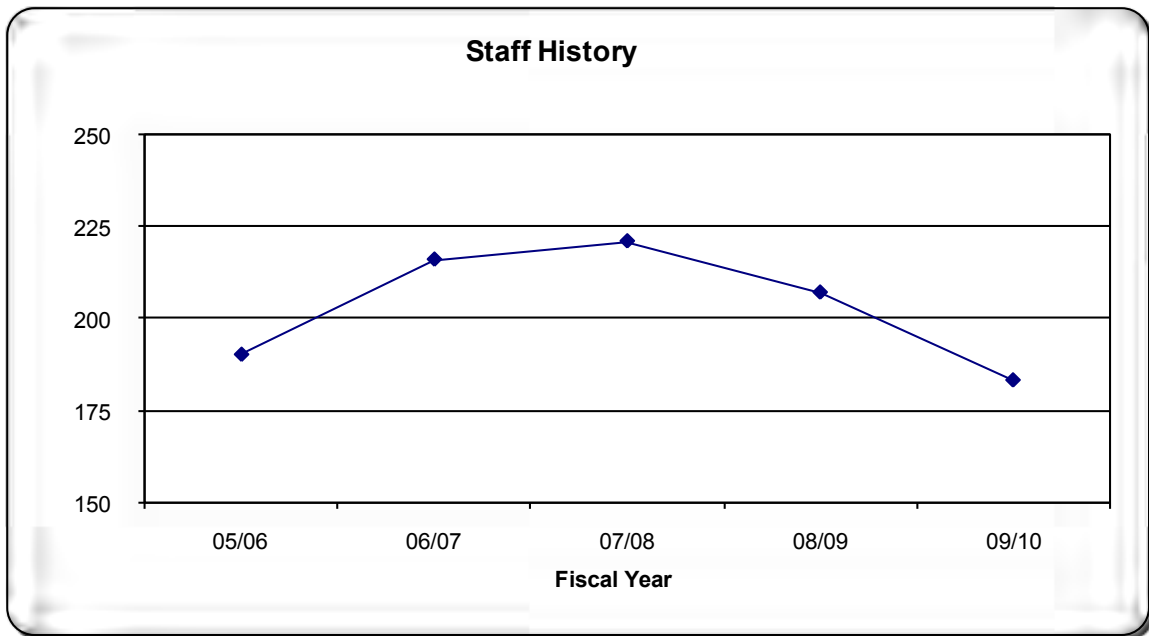


Economic Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	9	10	11
Business Development Division			
145 Business Development	5	5	-
Permitting Division			
138 Business Taxes	4	4	2
139 General Permitting Services	17	16	15
169 Permitting Satellite Office GF	2	2	1
Code Enforcement Division			
080 Red Light Camera	5	5	5
811 Code Enforcement	36	36	33
City Planning Division			
821 City Planning	31	31	29
TOTAL GENERAL FUND	109	109	96
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
295 Permit Svcs-Satellite Office	13	13	11
296 Permitting Services	9	8	8
297 Customer Service & Logistical Sup.	16	15	14
298 Plans Review	18	14	14
299 Field Inspection and Review	35	27	19
TOTAL BUILDING CODE ENFORCEMENT FUND	91	77	66
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	7	7	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	16	16	17
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	3	3	3
177 Downtown Welcome Center	2	2	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	5	4
TOTAL -- ECONOMIC DEVELOPMENT	221	207	183

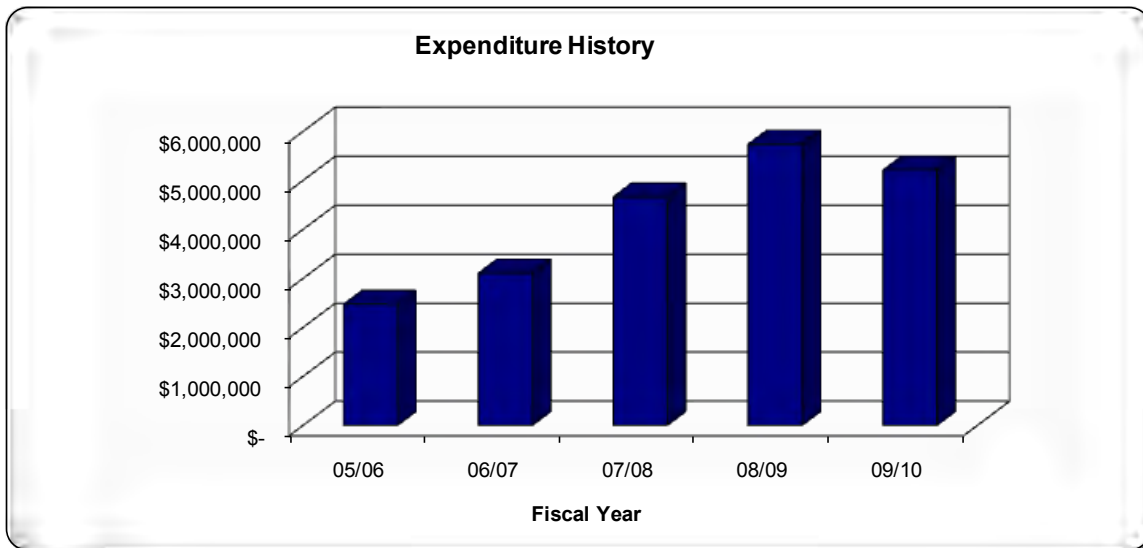
Economic Development Department



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
<u>GENERAL FUND #100</u>					
801 Director of Economic Development	\$ 967,837	\$ 1,105,829	\$ 1,172,523	\$ 66,694	6.03%
984 Nondepartmental - EDV	3,696,205	4,632,281	4,036,737	(595,544)	(12.86%)
TOTAL -- GENERAL FUND	\$ 4,664,042	\$ 5,738,110	\$ 5,209,260	\$ (528,850)	(9.22%)
TOTAL -- DIRECTOR	\$ 4,664,042	\$ 5,738,110	\$ 5,209,260	\$ (528,850)	(9.22%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	9	10	11
TOTAL GENERAL FUND	9	10	11
TOTAL -- DIRECTOR	9	10	11

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.

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 implemented a number of initiatives as a result of recommendations made by its Permitting Advisory Committee. These new initiatives focus upon improving the permitting process, simplifying the process and streamlining the issuance of permits.
- The Southeast Permitting Satellite Office was opened to facilitate the expansion of our city and to reduce the travel time for our customers as well as staff working in this area.
- 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.

In an effort to reduce plan review times, reduce project costs to developers and contractors and provide excellent customer service during tough economic times, the City of Orlando Permitting Service's Division is responding to the economy and improving the way we do business. Enhanced service the Permitting Division is implementing includes:

- Permitting Services has reduced Commercial Plan Review time from 10 business days to 5 business days.
- Commercial Plan Revision Review time has been reduced to 4 business days.
- Single Family Plan Review, Signs, Accessory Structures, Pools, Additions, Solar Panels, Windows and Doors reviews are now being completed in One day, rather than three days.
- To save the customer time and money, Sign Reviews will now be done immediately in the office while the customer waits.
- Quality Control On-Site Inspections, Courtesy Inspections, Home Renovation Reviews are just a few new services offered by the Permitting Services Division.
- Sewer Benefit Fee and Transportation Impact Fee Payment Plans are available to alleviate upfront costs to developers and help jump-start projects, allowing fees to be paid as a condition of receiving their Certificate of Occupancy (CO).

Economic Development Department

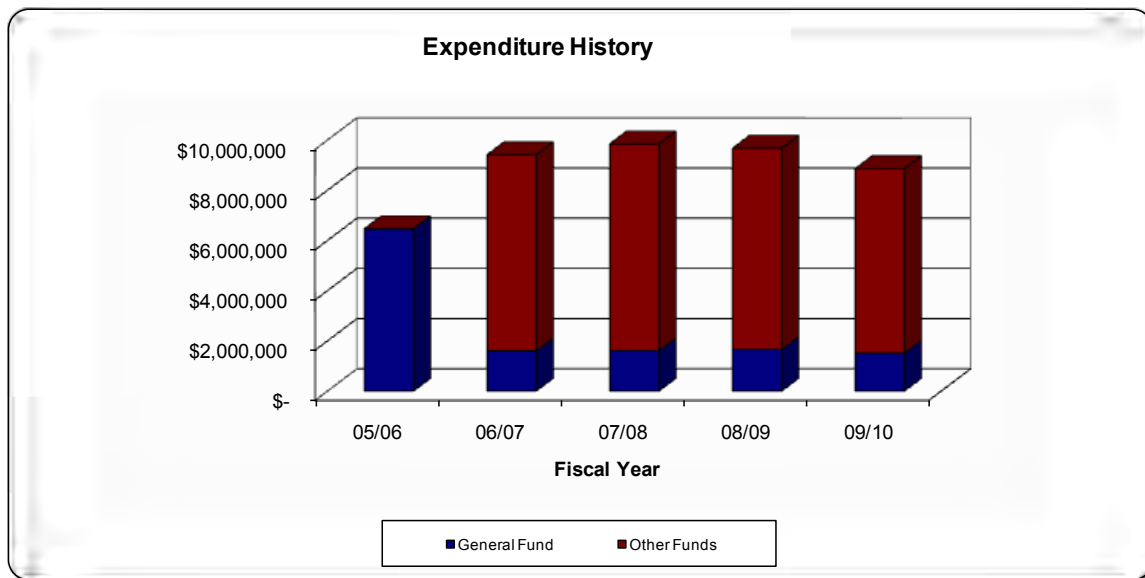
Future Outlook

- Increased Customer Service Measures to meet Industry demands.
- Establish a plan tag system to authenticate reviewed plans and permits.
- Investigate the migration to Electronic Plan review and Submittal.
- 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.

Economic Development Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
Permitting Division					
138 Business Tax	\$ 222,459	\$ 235,960	\$ 166,724	\$ (69,236)	(29.34%)
139 General Permitting Services	1,345,479	1,288,637	1,244,288	(44,349)	(3.44%)
169 Permitting Satellite Office GF	42,059	134,173	105,358	(28,815)	N/A
TOTAL -- GENERAL FUND	\$ 1,609,998	\$ 1,658,770	\$ 1,516,370	\$ (142,400)	(8.58%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Division					
295 Permit Svcs-Satellite Office	\$ 446,472	\$ 1,019,688	\$ 1,009,176	\$ (10,512)	(1.03%)
296 Permitting Services	2,562,000	2,368,779	2,088,381	(280,398)	(11.84%)
297 Customer Svc. & Logistical Support	841,275	878,188	870,286	(7,902)	(0.90%)
298 Plans Review	1,102,594	1,068,864	1,182,072	113,208	10.59%
299 Field Inspection and Review	3,281,147	2,674,104	2,191,822	(482,282)	(18.04%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 8,233,487	\$ 8,009,623	\$ 7,341,737	\$ (667,886)	(8.34%)
TOTAL -- PERMITTING DIVISION	\$ 9,843,485	\$ 9,668,393	\$ 8,858,107	\$ (810,286)	(8.38%)



Economic Development Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Permitting Division			
138 Business Tax	4	4	2
139 General Permitting Services	17	16	15
169 Permitting Satellite Office GF	2	2	1
TOTAL GENERAL FUND	<u>23</u>	<u>22</u>	<u>18</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Division			
295 Permitting Services-Satellite Ofc.	13	13	11
296 Permitting Services	9	8	8
297 Customer Service & Logistical Sup.	16	15	14
298 Plans Review	18	14	14
299 Field Inspection and Review	35	27	19
TOTAL BUILDING CODE ENFORCEMENT FUND	<u>91</u>	<u>77</u>	<u>66</u>
TOTAL -- PERMITTING DIVISION	<u><u>114</u></u>	<u><u>99</u></u>	<u><u>84</u></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.

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

- Completed inspections of 20,000 multi-family units with an assessed property value of \$1 billion. Program targeted substandard apartment and condominium properties.
- Continued focus on housing maintenance by increasing total housing inspections by 23% over previous year.
- Initiate “red light” ordinance enforcement.
- Updated Chapter 42 Noise Ordinance.

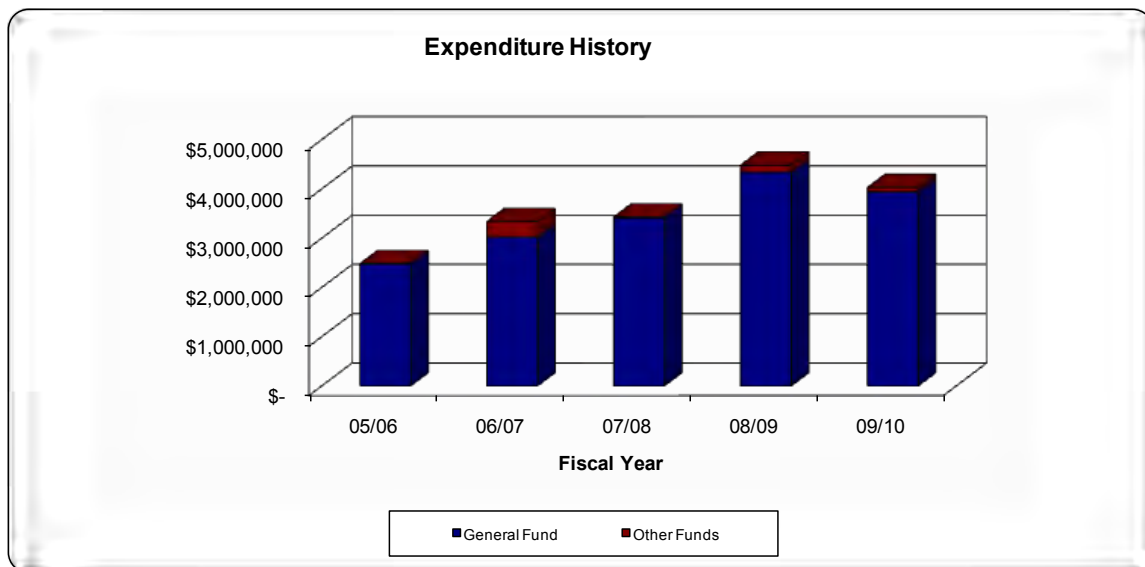
Future Outlook

- Expand red light enforcement program.
- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles.
- Continue to target habitual offenders.

Economic Development Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
Code Enforcement Division					
080 Red Light Camera	\$ 93,130	\$ 1,161,498	\$ 1,081,202	\$ (80,296)	(6.91%)
811 Code Enforcement	3,313,486	3,174,522	2,856,333	(318,189)	(10.02%)
TOTAL -- GENERAL FUND	\$ 3,406,615	\$ 4,336,020	\$ 3,937,535	\$ (398,485)	(9.19%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 14,360	\$ 66,200	\$ 66,200	\$ -	0.00%
2472 CEB Housing Rehab	7,095	79,185	25,000	(54,185)	N/A
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 21,455	\$ 145,385	\$ 91,200	\$ (54,185)	(37.27%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 3,428,070	\$ 4,481,405	\$ 4,028,735	\$ (452,670)	(10.10%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Code Enforcement Division			
080 Red Light Camera	5	5	5
811 Code Enforcement	36	36	33
TOTAL GENERAL FUND	41	41	38
TOTAL -- CODE ENFORCEMENT DIVISION	41	41	38

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.

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

Major Accomplishments

- Successfully completed fifth 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 projects in the Southeast Orlando Sector Plan area and elsewhere, including the UCF Medical School, the Nemours Children's Hospital and the Orlando Events Center.
- Completed Neighborhood Vision Plans for the South Downtown and Edgewater Drive/College Park areas, coordinating with the Main Street Program.
- Completed a Public School Facilities Element and Public School Facilities Level of Service Standards, as required by State law.
- Completed the final Growth Management Plan Evaluation and Appraisal Report (EAR), and completed the Growth Management Plan amendments recommended in the Evaluation and Appraisal Report.

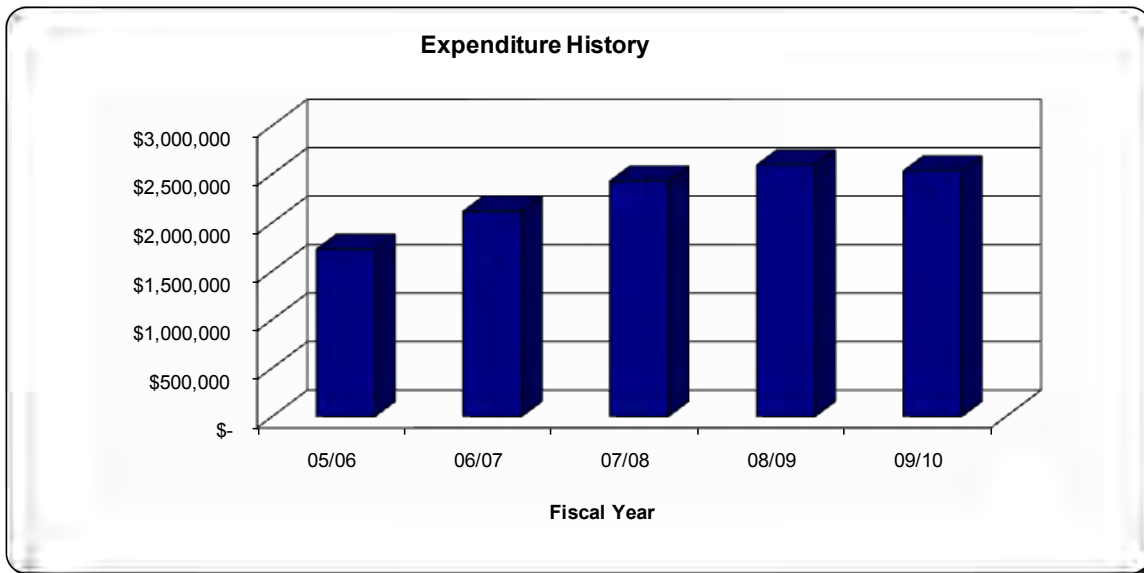
Future Outlook

- Prepare significant amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly.
- Continue the Active Living by Design project.
- Prepare neighborhood plans for the Semoran Boulevard, Washington Shores and International Drive areas.
- Review public and private development proposals for conformance with City regulations.

Economic Development Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
GENERAL FUND #100					
City Planning Division					
821 City Planning	\$ 2,426,959	\$ 2,591,748	\$ 2,531,578	\$ (60,170)	(2.32%)
TOTAL -- GENERAL FUND	\$ 2,426,959	\$ 2,591,748	\$ 2,531,578	\$ (60,170)	(2.32%)
TOTAL -- CITY PLANNING DIVISION	\$ 2,426,959	\$ 2,591,748	\$ 2,531,578	\$ (60,170)	(2.32%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
City Planning Division			
821 City Planning	31	31	29
TOTAL GENERAL FUND	31	31	29
TOTAL -- CITY PLANNING DIVISION	31	31	29

Economic Development Department

Downtown Development Board

Mission Statement

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

Overview of Service/Program

The **Downtown Development Board** (DDB) was created by a special act of the legislature in 1971. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre area.

Major Accomplishments

- Coordinated and co-sponsored numerous special events bringing over 400,000 attendees to Downtown.
- Developed Downtown Information Center launched with private sector support.
- Enhanced the Orlando Farmers Market (by increasing number & variety of vendors).
- Created/Revised Major Concert Program.
- Launched major retail and entertainment study.
- Launched re-redesign and deployment of website.

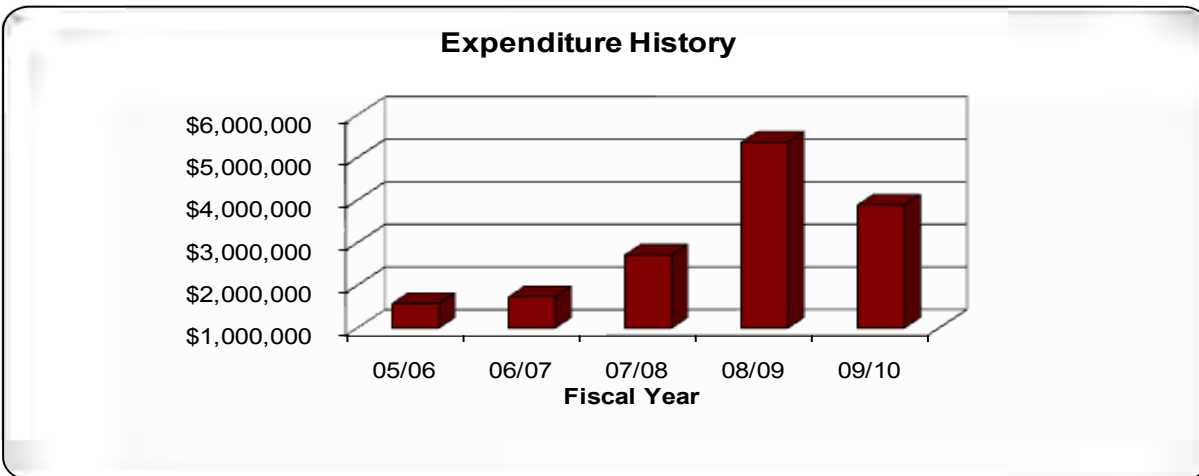
Future Outlook

- Renew commitment and focus on business recruitment (corporate and retail).
- Strengthen alliances with key professional organizations (ULI, ICSC, IDA, NAIOP, etc.)
- Establish clearinghouse for downtown research, data, and market trends.
- Implement joint marketing, advertising, sponsorship, and partnership opportunities.
- Develop and support programs that celebrate Orlando's cultural diversity and international stature.
- Promote Downtown awareness through the Information Center and marketing materials.

Economic Development Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 323,856	\$ 447,545	\$ 432,521	\$ (15,024)	(3.36%)
177 Downtown Welcome Center	402,646	486,679	74,645	(412,034)	(84.66%)
959 Nondepartmental - DDB	1,706,911	3,102,389	2,859,198	(243,191)	(7.84%)
Projects	278,353	1,322,153	520,000	(802,153)	(60.67%)
TOTAL -- DDB FUND	\$ 2,711,766	\$5,358,766	\$3,886,364	\$ (1,472,402)	(27.48%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 2,711,766	\$5,358,766	\$3,886,364	\$ (1,472,402)	(27.48%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	3	3	3
177 Downtown Ambassadors	2	2	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	5	5	4
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	5	5	4

Economic Development Department

Community Redevelopment Agency

Mission Statement

The mission of the Community Redevelopment Agency is to aggressively pursue redevelopment and revitalization activities within the Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development.

Overview of Service/Program

The **Community Redevelopment Agency** was created in 1982. A tax increment trust fund was established which serves as a revenue source for project and program activities plus maintenance of the streetscape infrastructure in the 1,641.9-acre redevelopment area located within the traditional city. The Community Redevelopment Agency aggressively pursues redevelopment and revitalization activities with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging redevelopment.

Major Accomplishments

- Leveraged approximately \$5 million dollars to generate \$175 million in private investment.
- Orchestrated the delivery of 1,359 new residential units within Downtown.
- \$2.1 million Division Avenue streetscape completed.
- Maintain 60 blocks of Downtown streetscape.
- Installed over 4,000 plants and trees in Downtown streetscape projects.
- Minority/Women Entrepreneur Business Assistance (MEBA) Grant Program operational.

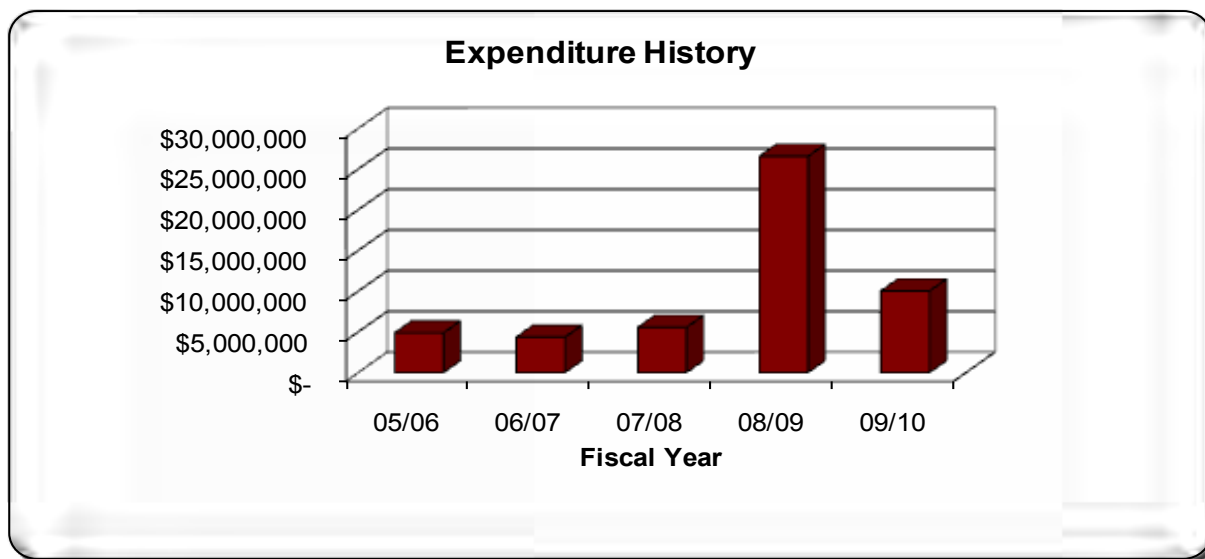
Future Outlook

- Continue to implement Mayor's Pathway for Parramore Plan.
- Implement Mayor's Downtown Strategic Transportation Team Plan with Commuter rail infrastructure improvements.
- Implement Downtown lighting plan.
- Initiate and prepare the Outlook Part III Plan Amendment. Draft completed. Projected CRA approval Fall 2009.
- Encourage development of housing, including workforce housing.
- Increase emphasis on retention and recruitment of jobs.

Economic Development Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	% Change
Office/Division	Actual	Revised	Adopted	Adopted	Adopted
Program Number and Name	Expenditures	Budget	Budget	to Revised	to Revised
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>					
172 Redevelopment Agency	\$ 671,698	\$ 801,541	\$ 778,595	\$ (22,946)	(2.86%)
173 Downtown Maintenance Program	830,164	987,728	960,701	(27,027)	(2.74%)
960 Nondepartmental - CRA	1,419,346	7,931,033	7,892,450	(38,583)	(0.49%)
Projects	2,623,162	16,840,859	390,000	(16,450,859)	(97.68%)
TOTAL -- CRA FUND	\$5,544,370	\$26,561,161	\$10,021,746	\$ (88,556)	(62.27%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$5,544,370	\$26,561,161	\$10,021,746	\$ (88,556)	(62.27%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	7	7	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	16	16	17
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	16	16	17

Economic Development Department

Economic Development Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Permitting Division	Customer satisfaction index - Permitting Division*	N/A	N/A	100
Code Enforcement Division	Number of neighborhood meeting presentations	87	87	60

Employee Learning & Growth

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	N/A	32	25

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Economic Development	Economic Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

Economic Development Department

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Permitting Division	Percentage of inspections performed by requested date	97.67%	97.5%	100%
Permitting Division	Percentage of new Single Family Plan Reviews completed in one day	N/A	98.07%	100%
Permitting Division	Percentage of Accessory Structures, Pools, Additions, Solar Panels, Windows and Door reviews completed in one day*	N/A	N/A	100%
Permitting Division	Percentage of Commercial Plan Revisions completed in four business days*	N/A	N/A	100%
Permitting Division	Percentage of New Commercial Plans review completed in 6 or more business days	N/A	3.01%	0%
Permitting Division	Percentage of Same Day Inspections completed on the same day	N/A	100%	100%
Permitting Division	Percentage of Sign Reviews completed in one day*	N/A	N/A	100%
Code Enforcement Division	Ratio of voluntary compliance (%)	N/A	88.67%	80%
Code Enforcement Division	Ratio of voluntary compliance before CEB (%)	N/A	91.33%	50%
Code Enforcement Division	Ratio of induced compliance (%)	N/A	97%	90%
Code Enforcement Division	Number of unresolved cases	N/A	N/A	500
Code Enforcement Division	Average number of inspections per hour per officer	1.51	1.53	1.5
Code Enforcement Division	Average number of days for case resolution	11.47	14.33	20
Community Redevelopment Agency Division	Number of plants, annuals & trees installed in streetscape & Plaza areas	5,491	9,789	5,000

Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
City Planning Division	Percentage of State Growth Management requirements found in compliance	100%	100%	100%
City Planning Division	Percentage of certification agreement requirements found in compliance	100%	100%	100%
City Planning Division	Number of Municipal Planning Board Cases	201	134	140
City Planning Division	Number of Board of Zoning Adjustment Cases	64	64	60
City Planning Division	Number of Historic Preservation Board Cases	98	44	150

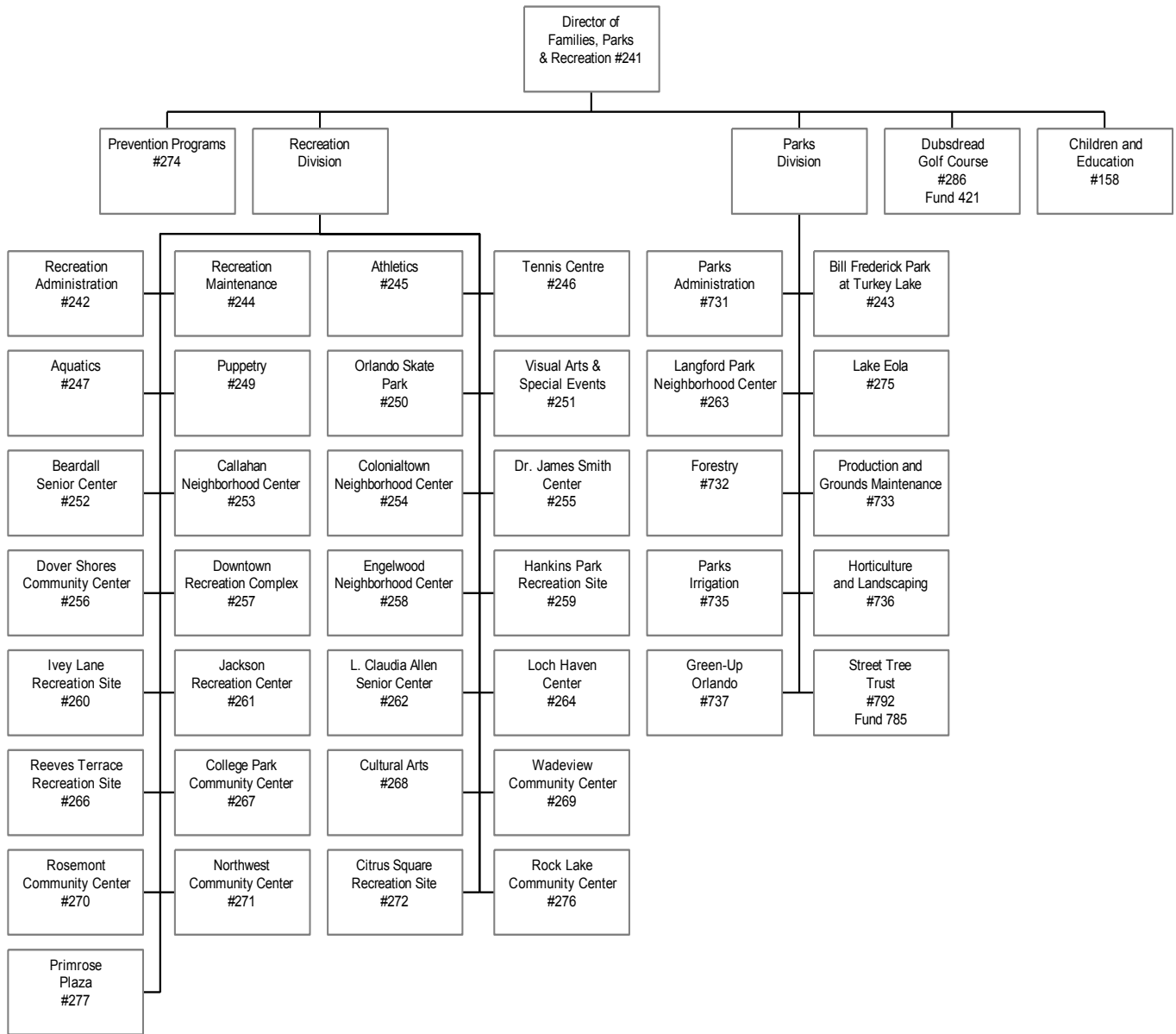
*New Performance Indicator. Data collection will start in FY2009/2010.

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



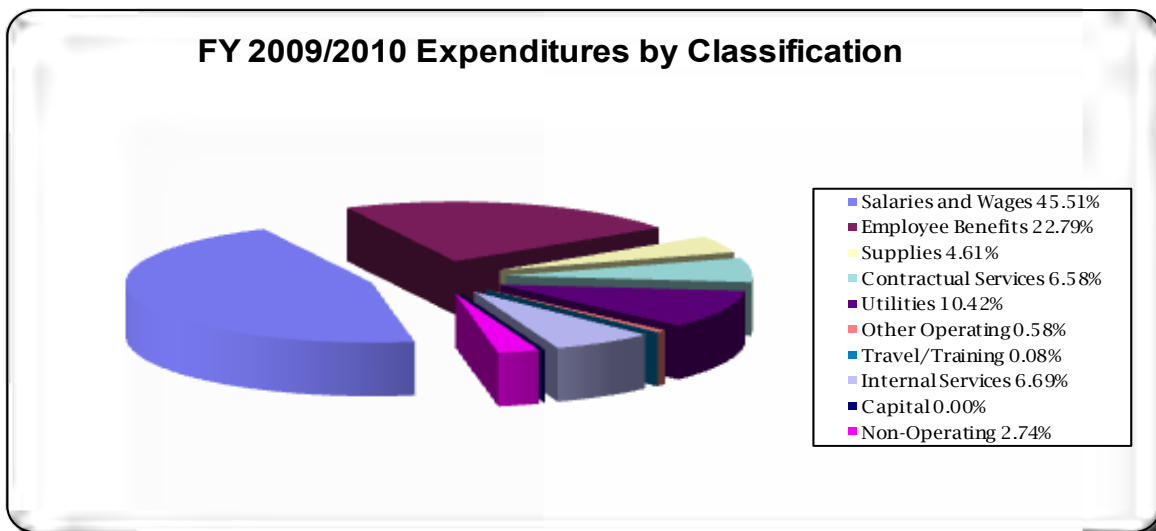
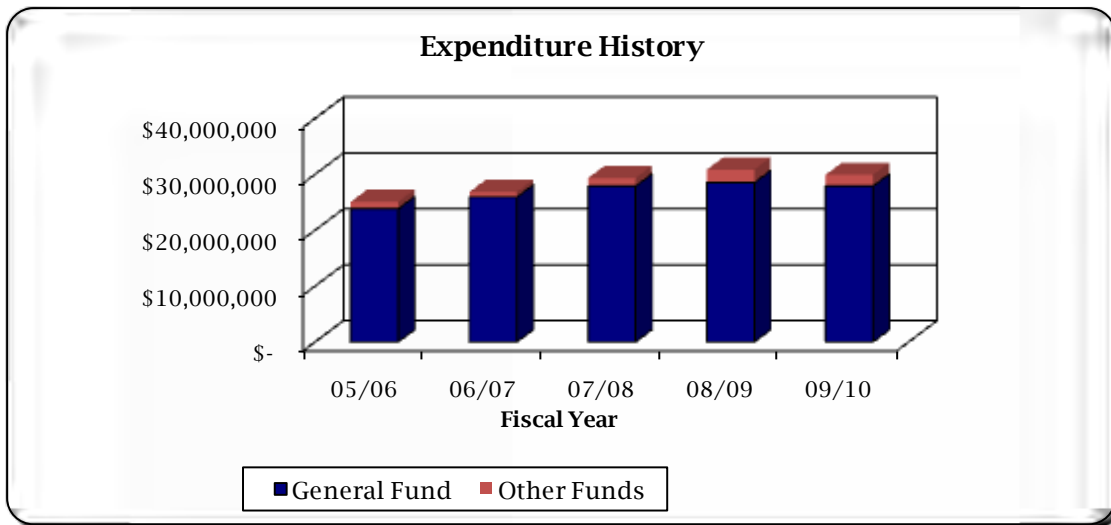
Families, Parks and Recreation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 742,116	\$ 910,537	\$ 980,314	\$ 69,777	7.66%
274 Prevention Programs	1,093,078	1,140,748	1,125,266	(15,482)	(1.36%)
158 Children and Education	200,000	275,000	275,000	-	0.00%
Recreation Division					
242 Recreation Administration	1,306,963	1,071,255	908,899	(162,356)	(15.16%)
244 Recreation Maintenance	1,678,937	1,790,661	1,898,117	107,456	6.00%
245 Athletics	1,090,564	1,185,249	951,398	(233,851)	(19.73%)
246 Tennis Centre	307,703	307,178	216,214	(90,964)	(29.61%)
247 Aquatics	1,416,730	1,418,444	1,285,668	(132,776)	(9.36%)
249 Puppetry	120,138	131,723	81,647	(50,076)	(38.02%)
250 Orlando Skate Park	72	-	-	-	N/A
251 Visual Arts & Special Events	46,039	64,367	52,740	(11,627)	(18.06%)
252 Beardall Senior Center	348,621	349,546	368,341	18,795	5.38%
253 Callahan Neighborhood Center	411,491	392,171	389,771	(2,400)	(0.61%)
254 Colonialtown Neighborhood Center	236,748	224,101	196,000	(28,101)	(12.54%)
255 Dr. James Smith Center	499,972	515,601	522,370	6,769	1.31%
256 Dover Shores Community Center	441,834	494,168	496,300	2,132	0.43%
257 Downtown Recreation Complex	371,130	296,793	311,240	14,447	4.87%
258 Engelwood Neighborhood Center	653,818	607,193	640,048	32,855	5.41%
259 Hankins Park Recreation Site	119,803	120,010	121,835	1,825	1.52%
260 Ivey Lane Recreation Site	158,093	141,606	144,626	3,020	2.13%
261 Jackson Recreation Center	321,410	333,449	354,232	20,783	6.23%
262 L. Claudia Allen Senior Center	258,069	261,654	277,120	15,466	5.91%
264 Loch Haven Center	219,321	219,192	220,622	1,430	0.65%
266 Reeves Terrace Recreation Site	123,676	123,735	124,443	708	0.57%
267 College Park Community Center	525,483	540,514	568,437	27,923	5.17%
268 Cultural Arts	171,301	168,069	159,750	(8,319)	(4.95%)
269 Wadeview Community Center	262,542	271,606	279,480	7,874	2.90%
270 Rosemont Community Center	569,811	549,016	637,689	88,673	16.15%
271 Northwest Community Center	582,263	520,360	610,204	89,844	17.27%
272 Citrus Square Recreation Site	102,623	109,103	107,484	(1,619)	(1.48%)
276 Rock Lake Community Center	162,473	164,142	170,399	6,257	3.81%
277 Primrose Plaza	154,444	168,513	73,531	(94,982)	(56.36%)
Parks Division					
731 Parks Administration	1,304,924	1,517,289	1,656,083	138,794	9.15%
243 Bill Frederick Park at Turkey Lake	833,439	893,334	907,635	14,301	1.60%
263 Langford Park Neighborhood Center	208,652	225,461	212,747	(12,714)	(5.64%)
275 Lake Eola	531,962	533,140	617,846	84,706	15.89%
732 Forestry	1,430,848	1,378,583	1,365,139	(13,444)	(0.98%)
733 Production/Grounds Maintenance	3,938,091	3,986,697	3,378,970	(607,727)	(15.24%)
735 Parks Irrigation	1,079,756	1,073,101	1,024,375	(48,726)	(4.54%)
736 Horticulture and Landscaping	1,715,482	1,739,002	1,650,169	(88,833)	(5.11%)
737 Green Up Orlando	310,327	314,256	296,527	(17,729)	(5.64%)
987 Non Departmental Dubsdread	312,390	301,137	313,706	12,569	4.17%
990 Non Departmental FPR	1,527,632	1,685,427	1,920,129	234,702	13.93%
TOTAL -- GENERAL FUND	\$27,890,769	\$28,513,131	\$27,892,511	\$ (620,620)	(2.18%)
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,144,334	\$ 1,630,188	\$ 1,692,248	\$ 62,060	3.81%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,144,334	\$ 1,630,188	\$ 1,692,248	\$ 62,060	3.81%
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 289,550	\$ 700,000	\$ 300,000	\$ (400,000)	(57.14%)
TOTAL -- STREET TREE TRUST FUND	\$ 289,550	\$ 700,000	\$ 300,000	\$ (400,000)	(57.14%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$29,324,649	\$30,843,319	\$29,884,759	\$ (958,560)	(3.11%)

Families, Parks and Recreation Department

Expenditure by Classification	2007/08	2008/09	2009/10	Change	%
	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	Change
Salaries and Wages	\$13,001,854	\$13,805,269	\$13,601,987	\$ (203,282)	(1.47%)
Employee Benefits	5,964,666	6,438,606	6,809,596	370,990	5.76%
Supplies	1,532,805	1,650,622	1,378,691	(271,931)	(16.47%)
Contractual Services	2,542,120	2,619,052	1,965,629	(653,423)	(24.95%)
Utilities	2,760,242	2,828,200	3,113,342	285,142	10.08%
Other Operating	134,585	151,977	172,282	20,305	13.36%
Travel/Training	15,109	25,350	25,350	-	0.00%
Internal Services	2,292,217	2,098,037	2,000,238	(97,799)	(4.66%)
Capital	461,893	51,609	-	(51,609)	(100.00%)
Non-Operating	619,155	1,174,597	817,644	(356,953)	(30.39%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$29,324,649	\$30,843,319	\$29,884,759	\$ (958,560)	(3.11%)

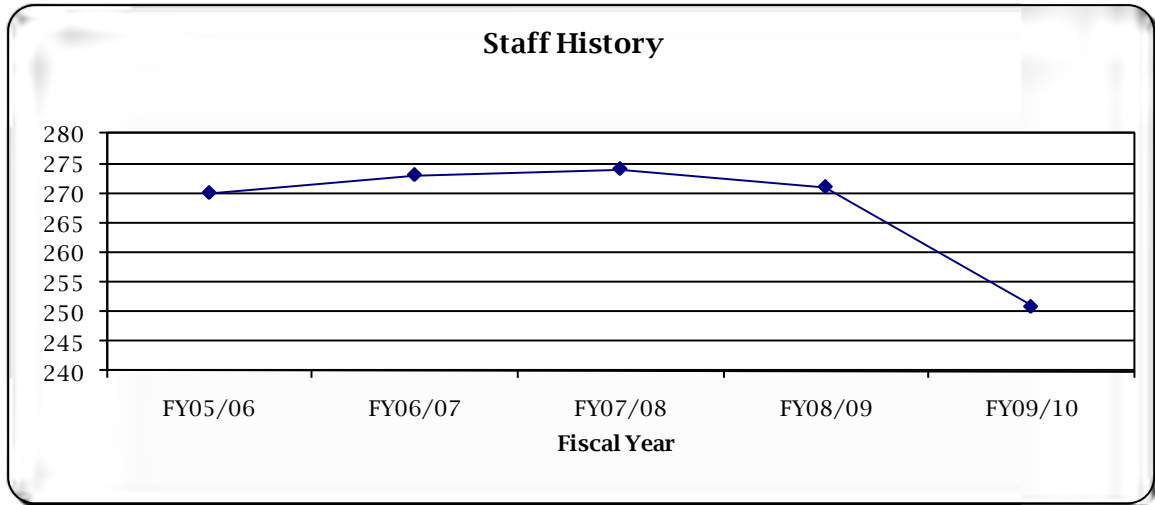


Families, Parks and Recreation Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
241 Director's Office	11	11	11
274 Prevention Programs	4	4	4
Recreation Division			
242 Recreation Administration	13	12	11
244 Recreation Maintenance	21	21	21
245 Athletics	6	6	4
246 Tennis Centre	5	5	3
247 Aquatics	7	7	7
249 Puppetry	1	1	1
250 Orlando Skate Park	-	-	-
251 Visual Arts & Special Events	-	-	-
252 Beardall Senior Center	5	5	5
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	3	3	2
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
259 Hankins Park Recreation Site	1	1	1
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	3	3	3
264 Loch Haven Center	1	1	1
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Community Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
276 Rock Lake Community Center	1	1	1
277 Primrose Plaza	3	3	1
Parks Division			
731 Parks Administration	9	9	10
243 Bill Frederick Park at Turkey Lake	11	11	10
263 Langford Park Neighborhood Center	3	3	2
275 Lake Eola	6	6	6
732 Forestry	17	17	16
733 Production/Grounds Maintenance	52	51	44
735 Parks Irrigation	14	13	12
736 Horticulture and Landscaping	25	25	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	274	271	251
TOTAL -- FAMILIES, PARKS AND RECREATION	274	271	251

Families, Parks and Recreation Department



Families, Parks and Recreation Department

Director's Office

Mission Statement

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

Overview of Services/Programs

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

Major Accomplishments

Fiscal Management

- Despite continued economic pressures during 2008-09, the Department was able to operate within budget while providing needed services to the City of Orlando. This was accomplished in part by identifying and implementing operational efficiencies including closing selected community centers during periods of low attendance; tightening up control of seasonal staff hours, reducing frequency of right-of-way maintenance; eliminating maintenance of interior plants throughout the City; reducing the number of neighborhood Green Ups; and replacing many of the City's flower beds with more permanent, less expensive landscaping. In addition, the Department succeeded in operating the Dubsdread Golf Course "in the black" for the first time in many years.

Planning

- During 2008-09, the Department completed master plans for several parks including Lake Fairview and Trotters Parks, Orlando Cultural Park, Z.L. Riley Park, and Park of the Americas. The Department also launched a strategic master planning process in February 2009, which is expected to be completed in December 2009.

Grant Writing and Fundraising

- In 2008-09, the Families, Parks and Recreation Department secured \$705,425 in grant funding to support City operations, as follows:

State of Florida Department of Elder Affairs - L. Claudia Allen Senior Center	\$ 45,000
Target Foundation - PKZ Early Learning Initiatives	\$ 4,000
Federal Summer Food Program	\$ 316,766
State of Florida, Dept. of Education, Adults with Disabilities, Beardall Center computers	\$ 12,239
Hewlett Packard Product Grant (12 computers at the NW Center)	\$ 4,500
United Arts of Central Florida, Orange County Arts & Cultural Affairs - Lake Eola Park	\$260,000
Community Development Block Grant, Afterschool Educational Programs	\$ 62,920

Families, Parks and Recreation Department

- In addition, the FPR Department operated the Orlando Community and Youth Trust, which raised \$489,316 this year in corporate, individual and philanthropic support for FPR programs, including:

National Football League	\$ 50,000
CityKidz! Buddy's Benefit for Children (includes 2007/08 receipts)	\$246,210
Edyth Bush Charitable Foundation	\$ 2,000
Recreation Division Annual Golf Tournament	\$ 18,967
10,000 Trees	\$ 3,150
Wheels for Kids	\$ 5,989
Feed the Children (foods and non-perishables)	\$ 64,000
NBA Cares (Green Basketball Court at the John H. Jackson Center)	\$ 65,000
Dwight Howard (Teen Shack at the Orlando Downtown Recreation Complex)	\$ 25,000
Track Shack Foundation - Parramore Kidz Zone	\$ 9,000

Parramore Kidz Zone (PKZ)

- PKZ celebrated the completion of its third year, having enrolled 2,022 of the neighborhood's children in a wide range of programs including tutoring, athletics, pre-school and healthcare. Accomplishments this year include:
- Parramore elementary, middle and high school students demonstrated across-the-board improvements in Florida Comprehensive Achievement Test (FCAT) Reading and FCAT Math scores between the 2006/07 school year and the 2007/08 school year.
- Arrests for Parramore youth decreased by 26 percent from the previous year and 47 percent from 2006, the year when PKZ was launched.
- The teen birth rate, rates of prematurity and low birth weight all declined in Parramore between 2006 (when PKZ was launched) and 2007.
- There were 1,223 enrollments in after-school, tutoring, and summer camp programs largely at the following sites: Dr. J.B. Callahan Neighborhood Center, John H. Jackson Community Center, Hurst Chapel AME Church, Bridge to Independence, Hi-Tech Tutoring Center, New Image Youth Center, and Page 15 at the Orlando Downtown Recreation Complex.
- There were 627 enrollments in athletics programs, with Parramore Kidz Zone covering the cost of uniforms and athletic equipment, trophies, sports physicals and transportation.
- A network of volunteer Parramore residents received training and graduated as grassroots "Children's Champions" to support and guide the City in its efforts to improve conditions for Parramore children.
- A full time Youth Intervention and Prevention Coordinator was hired and deployed to the John H. Jackson Community Center, to perform street outreach targeting neighborhood teenagers, engaging them in positive programming and connecting them to positive adult influences, with the goal of preventing juvenile crime and high school drop-out.

Families, Parks and Recreation Department

- Emergency economic assistance was provided to Parramore families in crisis, preventing dozens of evictions and electrical shut offs, repairing broken cars, filling empty refrigerators, and giving backpacks and school supplies to hundreds of children.
- In January 2009, PKZ sent 48 Parramore youth and chaperones to Washington D.C. to attend the Inauguration of President Barack Obama.

Future Outlook

- Complete the Families, Parks and Recreation Strategic Masterplan.
- Continue operating Dubsdread Golf Course as a self-sustaining financial operation.
- Raise \$500,000 in grants and philanthropic contributions, to benefit Families, Parks and Recreation Department and Parramore Kidz Zone over the coming year.
- Reach target revenue goals while controlling operating expenses to meet or exceed the Fiscal 2010 plan.

Families, Parks and Recreation Department

Overview of Services/Programs

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

Major Accomplishments

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

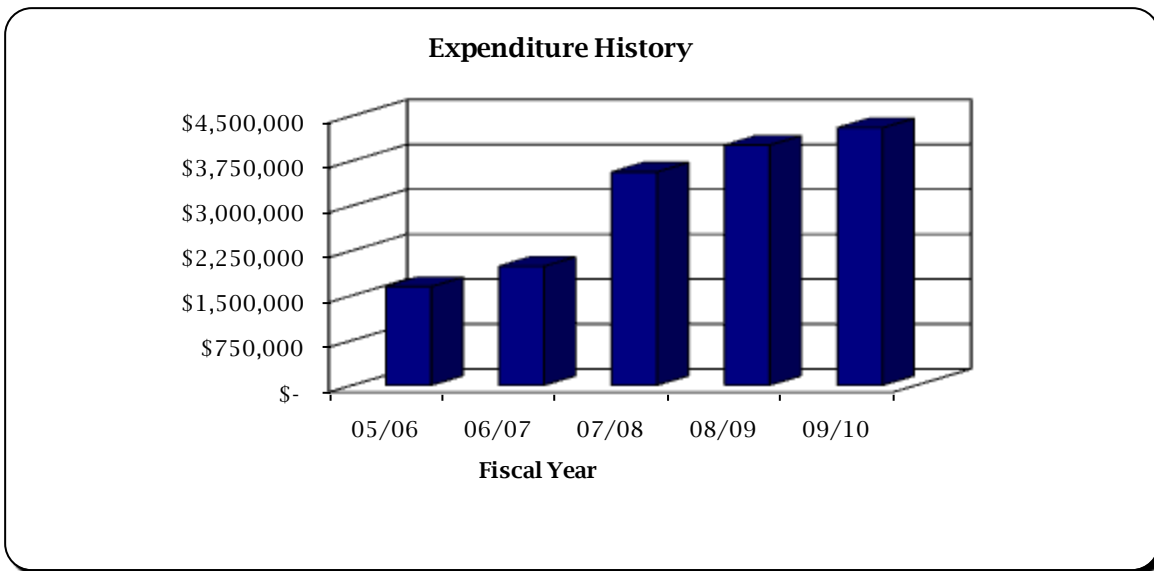
Future Outlook

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

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
241 Director's Office	\$ 742,116	\$ 910,537	\$ 980,314	\$ 69,777	7.66%
274 Prevention Programs	1,093,078	1,140,748	1,125,266	(15,482)	(1.36%)
158 Children and Education	200,000	275,000	275,000	-	0.00%
990 Non Departmental FPR	1,527,632	1,685,427	1,920,129	234,702	13.93%
TOTAL -- GENERAL FUND	\$3,562,826	\$4,011,712	\$4,300,709	\$ 288,997	7.20%
TOTAL -- DIRECTOR	\$3,562,826	\$4,011,712	\$4,300,709	\$ 288,997	7.20%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
241 Director's Office	11	11	11
274 Prevention Programs	4	4	4
TOTAL -- GENERAL FUND	15	15	15
TOTAL -- DIRECTOR	15	15	15

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.

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 partnered with over 100 agencies, community groups, corporations, the Orange County Library System, faith based and non-profit organizations enhancing recreational opportunities for Orlando's citizens citywide.
- The Recreation Division is "Where the Fun Starts!" as evidenced by our total attendance last year at all of our facilities of 2,075,110 attendees.
- Annualized volunteer hours for the year in the Recreation Division totaled 38,541. Volunteers assisted staff in accomplishing a variety of tasks, from answering phones, coaching youth sports, chaperoning field trips, and tutoring.
- Through a partnership with Orange County's "The Club," children ages 5-14 enrolled in City of Orlando programs received opportunities to participate in Club-sponsored activities. Some children received scholarships for summer camp.
- The Recreation Division organized a successful Golf Tournament that raised over \$ 19,000 to support the Division's programs and operations.

Athletics

- The City partnered with Little League Baseball, offering facilities and support for over 2,800 youth players and hosting district and regional tournaments.
- The City's contracted soccer leagues provided facilities and support for 3,000 youth soccer players.
- Softball, Baseball, Volleyball, Flag Football, Football and Sand Volleyball leagues hosted over 59,000 participants, including a Girls Basketball Summer League that played at the Englewood Community Center.
- The City's Sand volleyball courts were reconstructed with a drainage system and furnished with beach-pro equipment.
- Athletic program attendance increased by 25% over the prior year as the result of adding two new programs- men's forty and over basketball league and Ping Pong academy.

Families, Parks and Recreation Department

- \$250,000 was invested in ball field renovations throughout the year. New scoreboards were purchased for the Dover Shores Community Center and the Orlando Sports Campus, and fences were repaired at numerous sites including Emery Hamilton Sports Complex, Lake Fairview Complex, Blue Jacket Park and Trotter's Park.
- Ballfield lights were planned at Blankner Elementary School field (expected installation is September 2009), and shade structures and safety nets were installed at South Port, Metrowest and Trotters Park.
- \$100,000 was invested in resurfacing basketball and tennis courts at the Orlando Tennis Centre, Demetree Park and several community centers, including Northwest, Smith, Rosemont and Engelwood. In addition, the handball courts at Dover Shores and the volleyball courts at Festival Park were upgraded. Benches and backboards were purchased for the Smith Center basketball courts.

Aquatics

- In addition to swimming lessons, recreational swim team, junior lifeguarding and water aerobics, over 200 adults enrolled as fitness members, allowing them to swim at 3 sites on a year-round basis, and free swim lessons were offered to all City employees.
- Our Water Aerobics program was expanded to include participants from Beardall Senior Center and the Rosemont community.
- City youth participated in several swim competitions this year through the City's Aquatics Program. A Divisional Swim Meet was held at Wadeview Pool in July with swimmers from all pools competing against one another. The Fun Finale Swim Meet was held at Engelwood Pool on August 1st. In addition, the City's Junior Lifeguards competed against county teams in July, placing 2nd and 3rd place.
- City pools were used by several partnering organizations this year, including: the Orlando Fire Department, which conducted dive practice; the U.S. Army Reserves, to conduct a water skills review and training class; the Girl Scouts of Citrus Council for pool parties, the Boy Scouts, as part of their Merit badge program, and local churches, for baptisms.
- The Aquatics Section was involved with numerous trainings and certifications this year. Six members of the Aquatics staff became certified through the Exercise and Safety Association as Aquatics Fitness Leaders. Pool Supervisors conducted CPR training classes for all Center Managers. Water Safety Instructor classes were held at Wadeview Pool in conjunction with the American Red Cross and 3 members of the Aquatics staff completed the training and received certifications. Additional lifeguard classes were held by the ARC at Wadeview Pool as part of the provider agreement between the American Red Cross and the City of Orlando. Swim tests (to verify water skills) were performed by the Aquatics staff for the Orlando Police Department.

Community Centers

- As of the date of this report, 3,975 youth have been registered in after school programs at the City's 21 community centers. Activities range from sports, tutoring, homework assistance, computer lab, and assisting with Green Up Orlando program to promote a healthy and safe environment.
- Camp Orlando 2008 registered 2,022 youth for 10 weeks during the summer. In 2009, Camp Orlando registered 2,337 youth for 11 weeks, representing a 16% increase in registrations over the prior year.

Families, Parks and Recreation Department

- To date in FY 08-09, 452 seniors registered in City programs, including tai chi, bowling, field trips, ESOL classes, pottery, aerobics, water aerobics, art, bridge, computer classes and line dancing. The programs are offered at several locations, including L. Claudia Allen, Beardall, Englewood, College Park, and Rosemont.
- The Orlando Magic and NBA Cares partnered with the Recreation Division to provide new computer labs for the Northwest Community Center and the John H. Jackson Center. In addition, the Jackson Center basketball courts were refurbished with funds from the Orlando Magic and Toyota, and a new playground was built by volunteers at the Jackson Center in partnership with KaBOOM! and the Orlando Magic.
- Community events were held at City recreation centers, including Hearts in the Park, Communitree, Green Up and special programs sponsored by Neighborhood and Community Affairs and the City's Transportation Division. The College Park Community Center hosted 4 tournaments this year: one for badminton, two for fencing and one for tae kwon do, as well as the nationally acclaimed Kinderdance program for children. Each community center also offered holiday programs such as Thanksgiving luncheons and Christmas performances.

Cultural Arts

- The Recreation Division's team won first place for "Creativity with Clay" at the 6th Annual Employee Art Exhibit. Sponsored in part by the National Arts Program, this program provides monetary awards to individual and team members.
- The Creative Arts Series provided an opportunity for children in Orange County Public Schools to see a variety of puppeteers from across the country. The City's puppets were featured at a public exhibit at the Downtown Library for the entire month of June, 2009, and featured alongside a display of Jim Henson's puppets at the History Center.
- Dance outreach programs were conducted in all of the City's community centers and the After School All Stars program throughout the year. Staff produced the 47th Annual Grand Finale at the Bob Carr Performing Arts Center August 5 and 6, 2009 with guest Emcees Monica May and Miss B from Star 94.5.
- The City's art outreach program provided lessons in clay, photography, printmaking and painting at the community centers. Children's artwork was displayed in the rotunda at City Hall during the annual art show and reception in August.
- The Cultural Arts section partnered with Orange TV to broadcast cultural arts events annually to an estimated 200,000 viewers.

Future Outlook

- The Recreation Division will continue to pursue alternative funding through corporate support and grants to offset project expenses and facility improvements.
- The Recreation Division will host its Third Annual Golf Tournament to raise funds for youth programs and activities.
- Recreation Division staff will analyze their current seasonal hiring practices and restructure the hiring process to increase efficiency and stay within established fiscal guidelines.

Families, Parks and Recreation Department

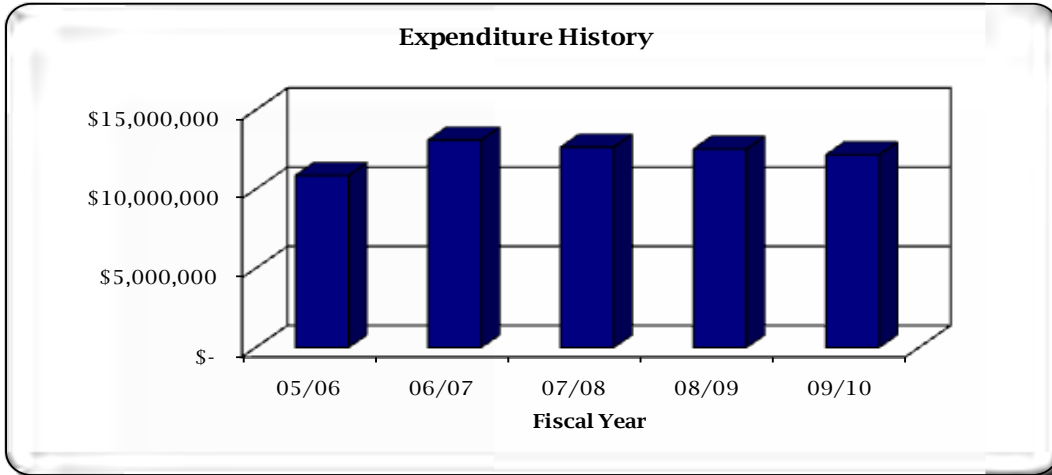
- Recreation Division staff will participate in additional training to better utilize the CLASS system. Staff will implement a new system to track purchases to ensure fiscal responsibility.
- Core services, including character and leadership development, education and career development, health and life skills, the arts, and sports and fitness will be evaluated to ensure that citizen's wants and needs are identified and goals accomplished. This will include the cultivating of new partnerships at each location, conducting program evaluations and participant surveys, and contracting with outside instructors or agencies.
- In a continuing effort to increase efficiency within the Division's structure, the Recreation Division will build up on its current reorganization and market community centers and their amenities as one unit.
- Athletics anticipates completing the following projects in the next fiscal year:
 - Improve all 5 Outfields at Lake Fairview Softball Complex.
 - Install Safety Netting at Grand Ave and Southport baseball fields.
 - Resurface 3 Outdoor Basketball Courts at Englewood, Poppy Park and Callahan.
 - Resurface tennis courts at John H. Jackson and Dover Shores.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	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	\$ 1,306,963	\$ 1,071,255	\$ 908,899	\$ (162,356)	(15.16%)
244 Recreation Maintenance	1,678,937	1,790,661	1,898,117	107,456	6.00%
245 Athletics	1,090,564	1,185,249	951,398	(233,851)	(19.73%)
246 Tennis Centre	307,703	307,178	216,214	(90,964)	(29.61%)
247 Aquatics	1,416,730	1,418,444	1,285,668	(132,776)	(9.36%)
249 Puppetry	120,138	131,723	81,647	(50,076)	(38.02%)
250 Orlando Skate Park	72	-	-	-	N/A
251 Visual Arts & Special Events	46,039	64,367	52,740	(11,627)	(18.06%)
252 Beardall Senior Center	348,621	349,546	368,341	18,795	5.38%
253 Callahan Neighborhood Center	411,491	392,171	389,771	(2,400)	(0.61%)
254 Colonialtown Neighborhood Center	236,748	224,101	196,000	(28,101)	(12.54%)
255 Dr. James Smith Center	499,972	515,601	522,370	6,769	1.31%
256 Dover Shores Community Center	441,834	494,168	496,300	2,132	0.43%
257 Downtown Recreation Complex	371,130	296,793	311,240	14,447	4.87%
258 Engelwood Neighborhood Center	653,818	607,193	640,048	32,855	5.41%
259 Hankins Park Recreation Site	119,803	120,010	121,835	1,825	1.52%
260 Ivey Lane Recreation Site	158,093	141,606	144,626	3,020	2.13%
261 Jackson Recreation Center	321,410	333,449	354,232	20,783	6.23%
262 L. Claudia Allen Senior Center	258,069	261,654	277,120	15,466	5.91%
264 Loch Haven Center	219,321	219,192	220,622	1,430	0.65%
266 Reeves Terrace Recreation Site	123,676	123,735	124,443	708	0.57%
267 College Park Community Center	525,483	540,514	568,437	27,923	5.17%
268 Cultural Arts	171,301	168,069	159,750	(8,319)	(4.95%)
269 Wadeview Community Center	262,542	271,606	279,480	7,874	2.90%
270 Rosemont Community Center	569,811	549,016	637,689	88,673	16.15%
271 Northwest Community Center	582,263	520,360	610,204	89,844	17.27%
272 Citrus Square Recreation Site	102,623	109,103	107,484	(1,619)	(1.48%)
276 Rock Lake Community Center	162,473	164,142	170,399	6,257	3.81%
277 Primrose Plaza	154,444	168,513	73,531	(94,982)	(56.36%)
TOTAL -- GENERAL FUND	\$12,662,072	\$12,539,419	\$12,168,605	\$ (370,814)	(2.96%)
TOTAL -- RECREATION	\$12,662,072	\$12,539,419	\$12,168,605	\$ (370,814)	(2.96%)

Families, Parks and Recreation Department



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Recreation Division			
242 Recreation Administration	13	12	11
244 Recreation Maintenance	21	21	21
245 Athletics	6	6	4
246 Tennis Centre	5	5	3
247 Aquatics	7	7	7
249 Puppetry	1	1	1
252 Beardall Senior Center	5	5	5
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	3	3	2
255 Dr. James Smith Center	5	5	5
256 Dover Shores Community Center	4	4	4
257 Downtown Recreation Complex	5	5	5
258 Engelwood Neighborhood Center	5	5	5
259 Hankins Park Recreation Site	1	1	1
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	3	3	3
264 Loch Haven Center	1	1	1
266 Reeves Terrace Recreation Site	1	1	1
267 College Park Center	5	5	5
268 Cultural Arts	1	1	1
269 Wadeview Community Center	3	3	3
270 Rosemont Community Center	5	5	5
271 Northwest Community Center	5	5	5
272 Citrus Square Recreation Site	1	1	1
276 Rock Lake Center	1	1	1
277 Primrose Center	3	3	1
TOTAL -- GENERAL FUND	119	118	110
TOTAL -- RECREATION	119	118	110

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.

Overview of Services/Programs

The **Parks Division** maintains parks, street tree canopy and open spaces; administers and enforces the City's Tree Protection Ordinance; removes hazardous trees on City property and rights-of-way; maintains restrooms and equipment and provides mowing, edging, trimming, trash removal, mulching, sod/seeding, weeding, parking lot cleaning, pesticide application, and fertilization; installs and maintains watering systems for landscape and turf areas; produces, maintains, and stores landscape material for planting and replacement in parks, public spaces, and rights-of-way; administers several tree planting programs; renovates existing parks and playgrounds; designs and oversees construction of park improvements and beautification projects; administers the Green Up Orlando program in an effort to improve and beautify neighborhoods and public spaces through volunteer efforts; and provides a unique natural setting at Bill Frederick Park including camping, trails, boat rentals, children's farm, horse boarding and picnicking.

Major Accomplishments

- The Parks Division reduced its annual bed plantings from 16,834 square feet to 8,760 square feet. Annuals are planted 3 times during the year. 636 Street Tree trees were planted (30 and 65 gallon), 336 project trees were planted, and 138 Green Up trees were planted. The Forestry Section (including contractor work) has trimmed approximately 1,010 trees and removed 416 trees.
- Projects completed this year include replacement of the Ivey Lane Playground, Colonialtown playground renovation, Jackson Center Playground replacement with KaBOOM! and the Orlando Magic, Smith Center Playground renovation with KaBOOM! and Overbrook Park creek bed and landscape renovation.
- Green-Up Orlando continues to utilize volunteers to augment Park's mission statement completing over 45 projects in neighborhoods, parks, schools and right of ways. New sources from corporate sponsors as well as the Orange County Corrections office have proven to be both a financial and labor source boost. Green-Up continues to work with volunteers in an effort to replant the 10,000 trees lost during the 2004 hurricanes. Since January 2005 a total of 8,593 trees have been planted by various City departments towards the 10,000 Tree Initiative.
- The Parks Division has received the Tree City USA award for the 32nd consecutive year, the Growth Award for the 18th consecutive year and the Playful City USA Award for the 2nd consecutive year.
- The Parks Division received a donation from Toro which included installation of an evapotranspiration based technology controller at Gaston Edwards Park. This system utilizes data received from a weather station to control the irrigation times and watering quantity based on the initial settings of plant types and soil conditions. The Parks Division is currently utilizing the Control Port 2 internet enabled irrigation system at Lake Eola and Lake Underhill Parks. This system allows programming to be managed from anywhere in the world via any internet enabled PC or cell

Families, Parks and Recreation Department

phone. Eventually this system will connect with the wireless weather station which will ultimately reduce watering times based on rainfall data for the geographic location.

- The STRATUM study is nearing completion. All data collection has been submitted and the USDA Forest Service is in the process of analyzing and developing a report for the Central Florida Climate Zone regarding the benefits of street trees relating to CO2 reduction, storm water control, energy conservation, air quality improvement, and property value increase. Other municipalities and organizations will be able to use the Orlando model to determine the benefits of street trees in their respective communities.

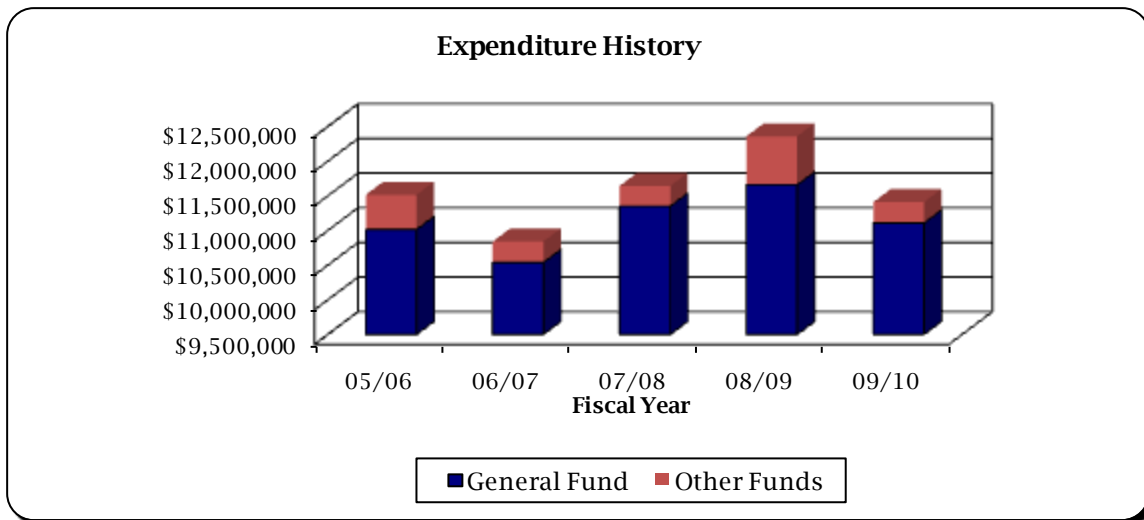
Future Outlook

- The Parks Division will continue to research, change and monitor changes in landscape and irrigation practices to be better stewards of our resources. This includes but is not limited to: using more drought tolerant plants, trees and shrubs; using best practices with respect to selection, location, maintenance, fertilization and pesticides; using technology to place irrigation where and when it is needed according to the plants requirements; and taking better care of young trees so they grow healthy, strong and resist limb or trunk failure.
- The Parks Division will continue its efforts to plant 10,000 trees by December 31, 2009 as part of the 10,000 Trees Initiative using volunteers and City staff.
- The Parks Division will continue to work with Permitting to revise land development codes and implement the UFORE study. UFORE looks at the City's entire urban forest (both public and private trees).

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Parks Division					
731 Parks Administration	\$ 1,304,924	\$ 1,517,289	\$ 1,656,083	\$ 138,794	9.15%
243 Bill Frederick Park at Turkey Lake	833,439	893,334	907,635	14,301	1.60%
263 Langford Park Neighborhood Center	208,652	225,461	212,747	(12,714)	(5.64%)
275 Lake Eola	531,962	533,140	617,846	84,706	15.89%
732 Forestry	1,430,848	1,378,583	1,365,139	(13,444)	(0.98%)
733 Production/Grounds Maintenance	3,938,091	3,986,697	3,378,970	(607,727)	(15.24%)
735 Parks Irrigation	1,079,756	1,073,101	1,024,375	(48,726)	(4.54%)
736 Horticulture and Landscaping	1,715,482	1,739,002	1,650,169	(88,833)	(5.11%)
737 Green Up Orlando	310,327	314,256	296,527	(17,729)	(5.64%)
TOTAL -- GENERAL FUND	\$11,353,481	\$11,660,863	\$11,109,491	\$ (551,372)	(4.73%)
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 289,550	\$ 700,000	\$ 300,000	\$ (400,000)	(57.14%)
TOTAL -- STREET TREE TRUST FUND	\$ 289,550	\$ 700,000	\$ 300,000	\$ (400,000)	(57.14%)
TOTAL -- PARKS	\$11,643,031	\$12,360,863	\$11,409,491	\$ (951,372)	(7.70%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Parks Division			
731 Parks Administration	9	9	10
243 Bill Frederick Park at Turkey Lake	11	11	10
263 Langford Park Neighborhood Center	3	3	2
275 Lake Eola	6	6	6
732 Forestry	17	17	16
733 Production/Grounds Maintenance	52	51	44
735 Parks Irrigation	14	13	12
736 Horticulture and Landscaping	25	25	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	140	138	126
TOTAL -- PARKS	140	138	126

Families, Parks and Recreation Department

Dubsdread Golf Course

Mission Statement

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

Overview of Services/Programs

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

Major Accomplishments

- The newly renovated Dubsdread Golf Course completed its' inaugural year positive for both operating income and cash flow. Despite a weakening economic market, the course continues to attract local and regional support.
- Dubsdread continues to host a large number of tournaments, leagues and golf outings for personal, corporate and charity organizations including Lockheed Martin, Siemens, HCPGA and Central Florida Golf Course Superintendents Association (CFGCSA). These events not only supply the club with play and revenue the day of the event, but also promote the club by bringing in golfers that may not have played Dubsdread.
- Dubsdread maintained its #1 public course rating by Orlando Magazine readers and was also voted the best public course in Orlando by Orlando Weekly readers.
- Total rounds played exceeds 57,687, which is slightly short of its budgeted rounds of 58,138. However, the course is forecasted to exceed its revenue budget by \$230,000 and is projected to exceed Operating Profit by \$96,000.

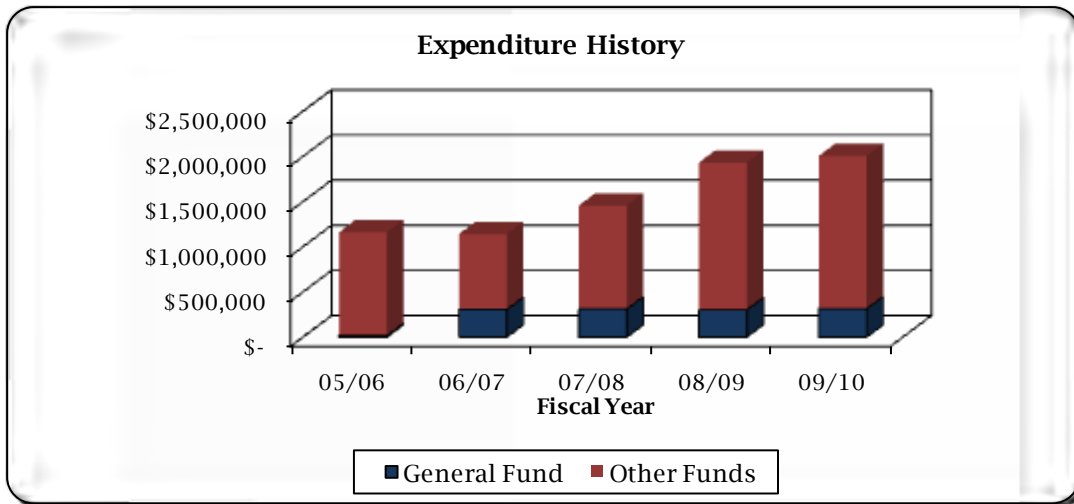
Future Outlook

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

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
987 Non Departmental Dubsdread	\$ 312,390	\$ 301,137	313,706	\$ 12,569	4.17%
TOTAL -- GENERAL FUND	\$ 312,390	\$ 301,137	\$ 313,706	\$ 12,569	4.17%
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$1,144,334	\$1,630,188	\$1,692,248	\$ 62,060	3.81%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$1,144,334	\$1,630,188	\$1,692,248	\$ 62,060	3.81%
TOTAL -- DUBSDREAD	\$1,456,724	\$1,931,325	\$2,005,954	\$ 74,629	3.86%



Families, Parks and Recreation Department

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Parks Division	Customer Satisfaction Index - Tree Program*	N/A	N/A	N/A

Employee Learning & Growth

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Parks Division	Total number of on-the-job accidents*	N/A	N/A	N/A
Parks Division	Total number of training hours*	N/A	N/A	N/A

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Families Parks and Recreation	Families Parks and Recreation Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report*	N/A	Yes	Yes
Parks Division	Total non-transient rental usage*	N/A	N/A	N/A
Parks Division	Value of water usage*	N/A	N/A	N/A
Parks Division	Electricity usage (\$)*	N/A	N/A	N/A
Parks Division	Value of fee waivers approved*	N/A	N/A	N/A
Parks Division	Number of volunteer hours*	N/A	N/A	N/A
Parks Division	Admissions revenue*	N/A	N/A	N/A
Parks Division	Total value of outside contributions*	N/A	N/A	N/A
Parks Division	Total transient rental usage*	N/A	N/A	N/A

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered	87.75	78.42	75
Parks Division	Percentage of scheduled maintenance completed*	N/A	N/A	N/A
Parks Division	Tree keeper updated*	N/A	N/A	N/A
Parks Division	Total number of removals in the inventory*	N/A	N/A	N/A
Parks Division	Total number of routine pruning in the inventory*	N/A	N/A	N/A
Parks Division	Total number of work orders older than 180 days*	N/A	N/A	N/A
Parks Division	Total number of work orders older than 90 days*	N/A	N/A	N/A
Parks Division	Ratio of repairs to inspections*	N/A	N/A	N/A
Parks Division	Total number of "green-up" events*	N/A	N/A	N/A

Outcome & Mission

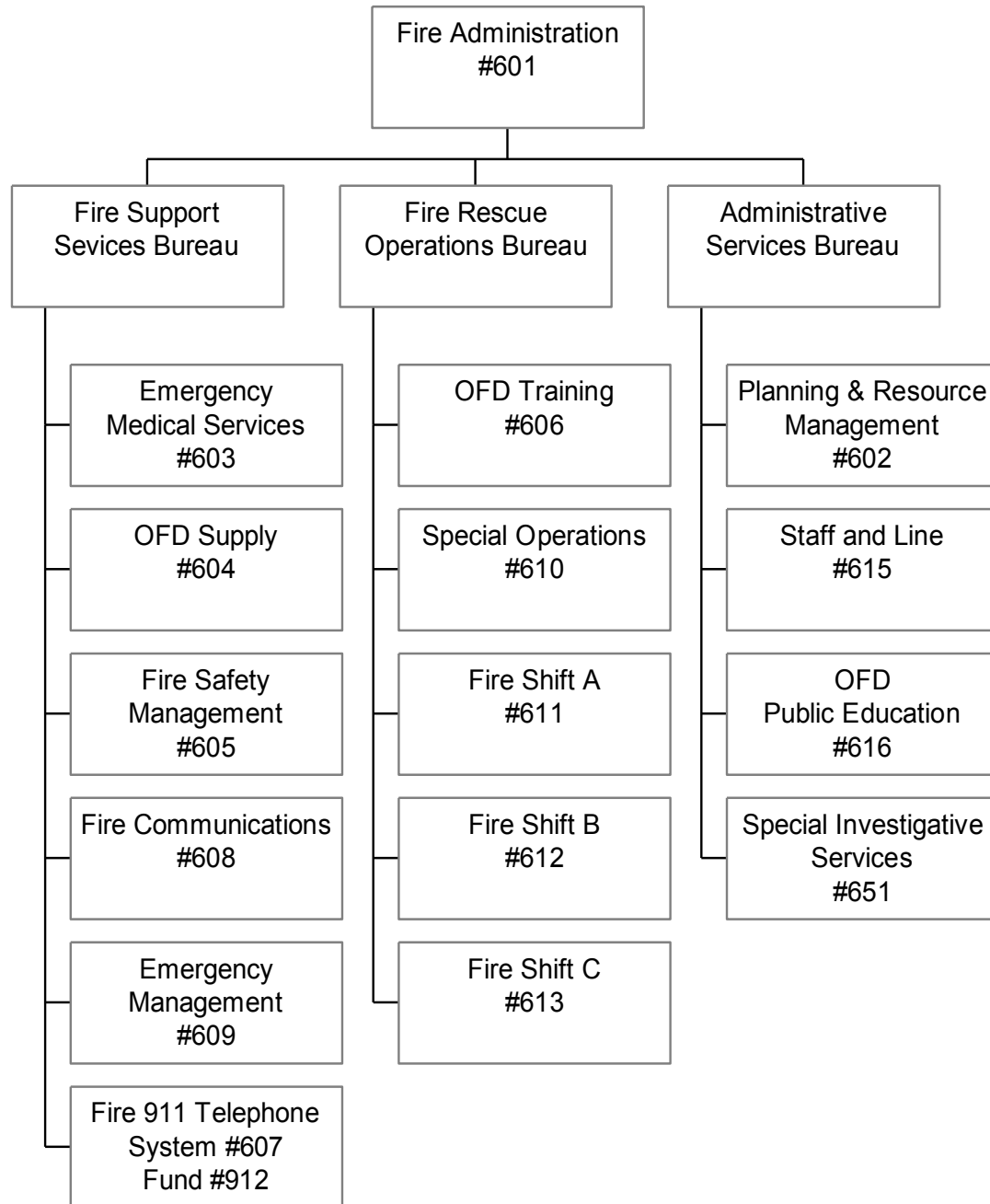
Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Recreation Division	Utilized program capacity.	52.5%	30.21%	60%

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

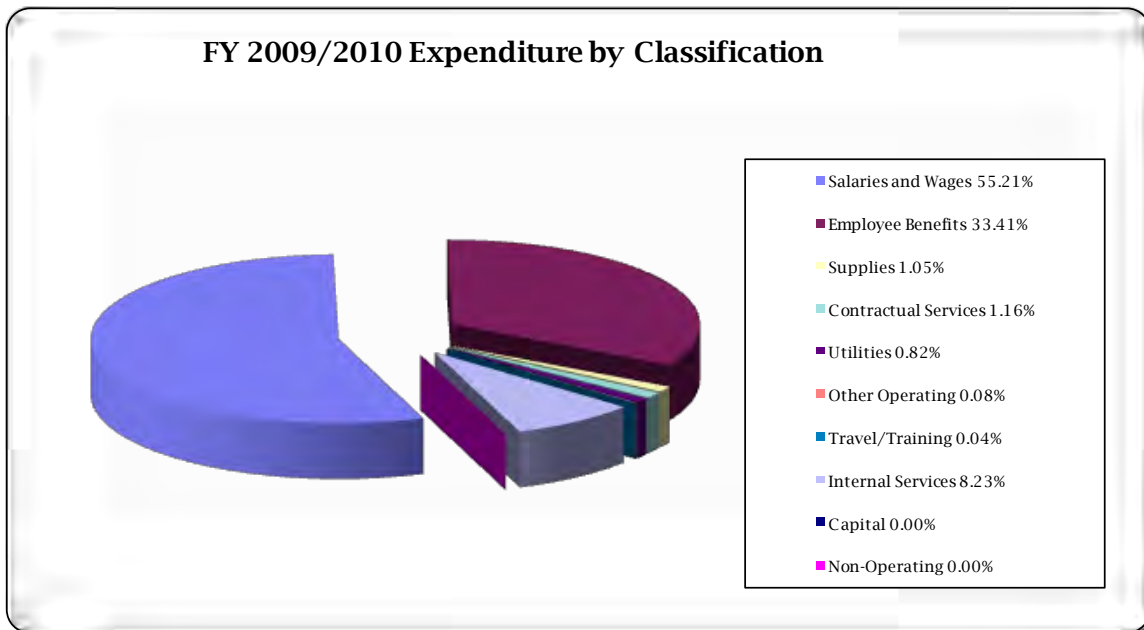
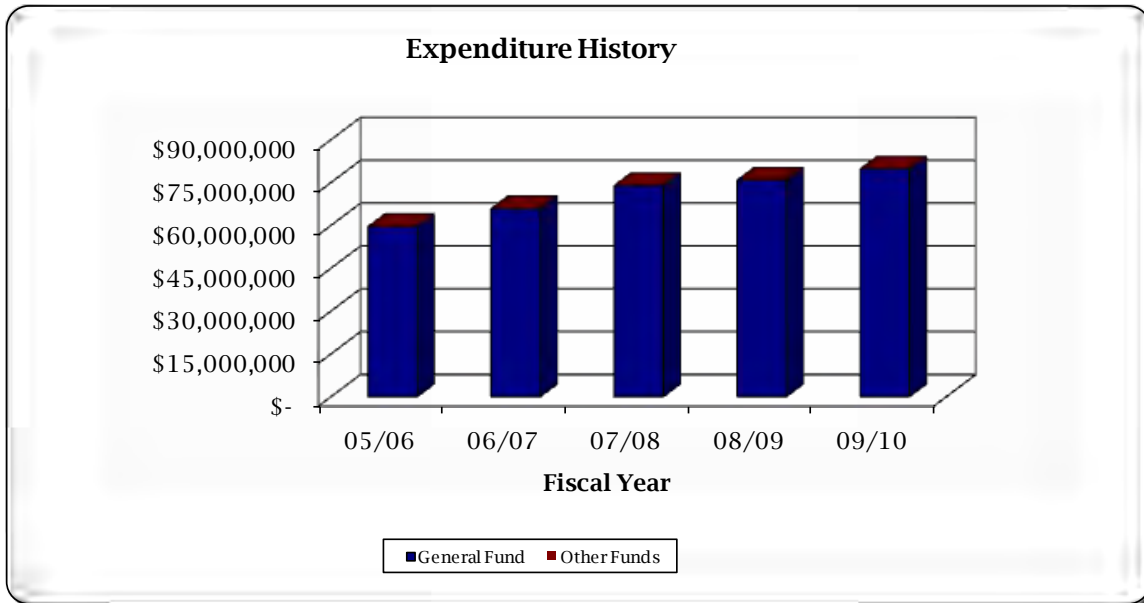


Fire Department

DEPARTMENT EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Bureau	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,452,740	\$ 1,443,848	\$ 1,565,659	\$ 121,811	8.44%
Administrative Services Bureau					
602 Planning & Resource Management	489,832	467,464	539,000	71,536	15.30%
615 Staff and Line	853,965	725,834	427,045	(298,789)	(41.16%)
616 OFD Public Education	325,296	168,651	144,217	(24,434)	(14.49%)
651 Special Investigative Services	701,109	826,773	881,156	54,383	6.58%
Fire-Support Services Bureau					
603 Emergency Medical Services	912,361	1,026,788	1,058,212	31,424	3.06%
604 OFD Supply	630,999	585,987	365,299	(220,688)	(37.66%)
605 Fire Safety Management	881,828	942,799	999,078	56,279	5.97%
608 Fire Communications	1,895,674	2,190,841	2,274,407	83,566	3.81%
609 City Emergency Management	278,031	380,344	188,258	(192,086)	(50.50%)
Fire-Rescue Operations Bureau					
606 OFD Training	1,186,119	1,325,321	1,380,173	54,852	4.14%
610 Special Operations	567,518	539,946	512,448	(27,498)	(5.09%)
611 Fire Shift A	20,360,430	21,958,958	21,877,261	(81,697)	(0.37%)
612 Fire Shift B	19,733,991	21,271,024	21,267,623	(3,401)	(0.02%)
613 Fire Shift C	19,973,179	21,228,510	21,138,997	(89,513)	(0.42%)
026 Non Departmental Op Center	282,621	286,017	243,267	(42,750)	(14.95%)
989 Non Departmental-Fire	3,352,488	395,736	4,847,235	4,451,499	1124.87%
TOTAL -- GENERAL FUND	\$73,878,182	\$75,764,841	\$79,709,335	\$ 3,944,494	5.21%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau					
607 Fire 911 Emergency Phone System	\$ 29,253	\$ 51,486	\$ 36,441	\$ (15,045)	(29.22%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 29,253	\$ 51,486	\$ 36,441	\$ (15,045)	(29.22%)
TOTAL -- FIRE DEPARTMENT	\$73,907,435	\$75,816,327	\$79,745,776	\$ 3,929,449	5.18%
Expenditure by Classification					
Salaries and Wages	\$41,906,824	\$42,101,404	\$44,028,131	\$ 1,926,727	4.58%
Employee Benefits	22,241,998	24,540,631	26,640,549	2,099,918	8.56%
Supplies	1,141,443	1,094,279	840,851	(253,428)	(23.16%)
Contractual Services	710,380	844,685	922,085	77,400	9.16%
Utilities	523,036	486,283	656,113	169,830	34.92%
Other Operating	34,909	66,075	65,675	(400)	(0.61%)
Travel/Training	87,656	37,285	28,710	(8,575)	(23.00%)
Internal Services	7,014,065	6,612,606	6,562,537	(50,069)	(0.76%)
Capital	246,933	19,670	-	(19,670)	(100.00%)
Non-Operating	191	13,409	1,125	(12,284)	(91.61%)
TOTAL -- FIRE DEPARTMENT	\$73,907,435	\$75,816,327	\$79,745,776	\$ 3,929,449	5.18%

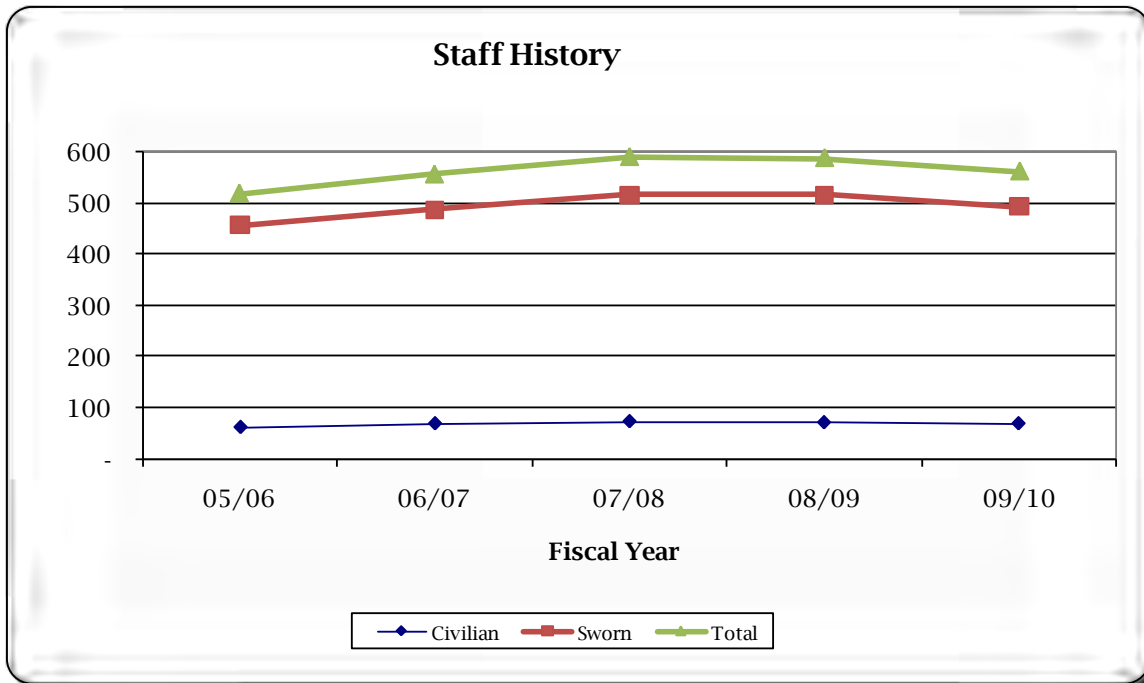
Fire Department



Fire Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2007/2008</u>	Revised Budget <u>2008/2009</u>	Adopted Budget <u>2009/2010</u>
<u>GENERAL FUND #100</u>			
601 Fire Administration	10	10	9
Administrative Services Bureau			
602 Planning & Resource Management	4	4	5
615 Staff and Line	3	3	3
616 Public Education	2	1	1
651 Special Investigative Services	5	5	5
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
609 City Emergency Management	4	3	1
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	168	168	163
612 Fire Shift B	167	167	156
613 Fire Shift C	165	165	157
TOTAL -- GENERAL FUND	589	587	561
TOTAL -- FIRE	589	587	561



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.

Overview of Services/Program

The **Planning and Resource Management Division** manages fleet and facilities operations, including specification and design, preventative maintenance, repair and oversight of new apparatus, station construction, grant writing for apparatus, equipment and fire stations; and administering the public water hydrant flow and inspection program. Planning and Resource Management works collaboratively with the City of Orlando Economic Development Department to analyze the impact of new development within the city limits and the impact of new annexation on the ability of the Fire Department to provide emergency service delivery to those areas. Additionally, the section notifies Orlando Utilities Commission (OUC) Water of any public hydrant deficiencies requiring repairs and maintenance. Coordinates all requests for maps and GIS studies with City Technology Management Department. This area is also responsible for the analysis and GIS mapping functions, 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 **Special Investigative Services Division (SIS)**, also known as the Arson/Bomb Squad, has three primary functions:

- Investigating fires to determine cause and origin.
- Investigating and rendering safe explosive devices as well as post-blast investigations.
- Internal Affairs Investigations and reporting.

Major Accomplishments

- Completed ISO review in 2007, receiving an ISO PPC rating of 1 effective March 2008.
- Completed construction of Fire Stations 7, 14, 15, 16, & 17.
- Began construction of Fire Station 1.
- Hosted 8 CERT classes.
- Hosted 1 Citizens Fire Academy.
- Facilitated 70 CPR classes.
- Facilitated 7 First Aid classes.
- Facilitated 8 Fire Extinguisher Training classes.
- Facilitated 1 First Responder class.
- Facilitated 1 Ham Radio class.
- Processed 499 equipment repairs.
- Completed 1,590 apparatus work orders.

Fire Department

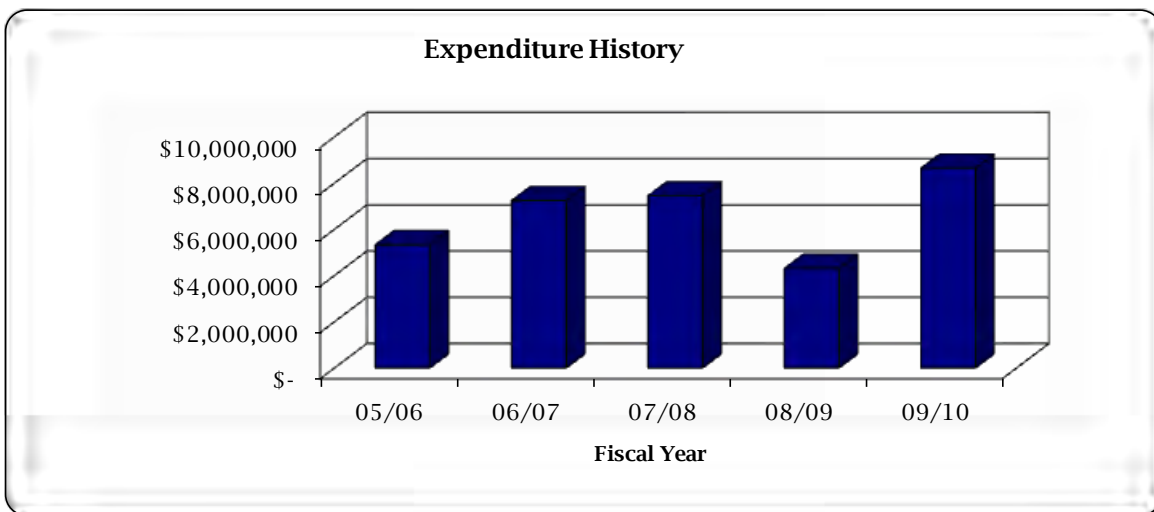
Administrative Services Bureau

- In 2008, SIS responded to 110 Bomb incidents as follows:
 - 40 Suspicious Packages
 - 29 Bomb Threats
 - 12 Render Safe Procedures
 - 3 Post Blast Investigations
 - 9 Threat Assessment Details
 - 14 VIP Protection Details
 - 3 Swat Support Details
- SIS handled 200 Internal Affairs Investigations and responded to 26 Other Alarms: EMS, MVA, etc.

Fire Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Bureau	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,452,740	\$ 1,443,848	\$ 1,565,659	\$ 121,811	8.44%
Administrative Services Bureau					
602 Planning & Resource Management	489,832	467,464	539,000	71,536	15.30%
615 Staff and Line	853,965	725,834	427,045	(298,789)	(41.16%)
616 Public Education	325,296	168,651	144,217	(24,434)	(14.49%)
651 Special Investigative Services	701,109	826,773	881,156	54,383	6.58%
026 Non Departmental-Op Center	282,621	286,017	243,267	(42,750)	(14.95%)
989 Non Departmental-Fire	3,352,488	395,736	4,847,235	4,451,499	1124.87%
TOTAL -- GENERAL FUND	\$ 7,458,052	\$ 4,314,323	\$ 8,647,579	\$ 4,333,256	100.44%
TOTAL -- FIRE ADMINISTRATION	\$ 7,458,052	\$ 4,314,323	\$ 8,647,579	\$ 4,333,256	100.44%



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
601 Fire Administration	10	10	9
Administrative Services Bureau			
602 Planning & Resource Management	4	4	5
615 Staff and Line	3	3	3
616 Public Education	2	1	1
651 Special Investigative Services	5	5	5
TOTAL -- GENERAL FUND	24	23	23
TOTAL -- FIRE ADMINISTRATION	24	23	23

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.

Overview of Services/Programs

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

The **Supply Section** oversees supply functions including providing uniform items, protective clothing (bunker gear), station and office supplies. They are also responsible for the department inventory control program and required cleaning and repairs of all protective clothing items.

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 insuring compliance. Also oversees Field Operations Bureau company survey and pre fire plan program.

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 Code Red notification system. Code Red 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) and 700/800 Mhz radio. The Communications Division staffs three 8-hour shifts 24/7, 365 days a year.

The **Emergency Management Division** protects the community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

The **Records Section** handles record management, data collection and reporting to the State Fire Marshal's Office. This section is also responsible for all OFD record retention and quality assurance at fire related reports insuring compliance with the National Incident Reporting System.

Fire Department

Fire Support Services Bureau

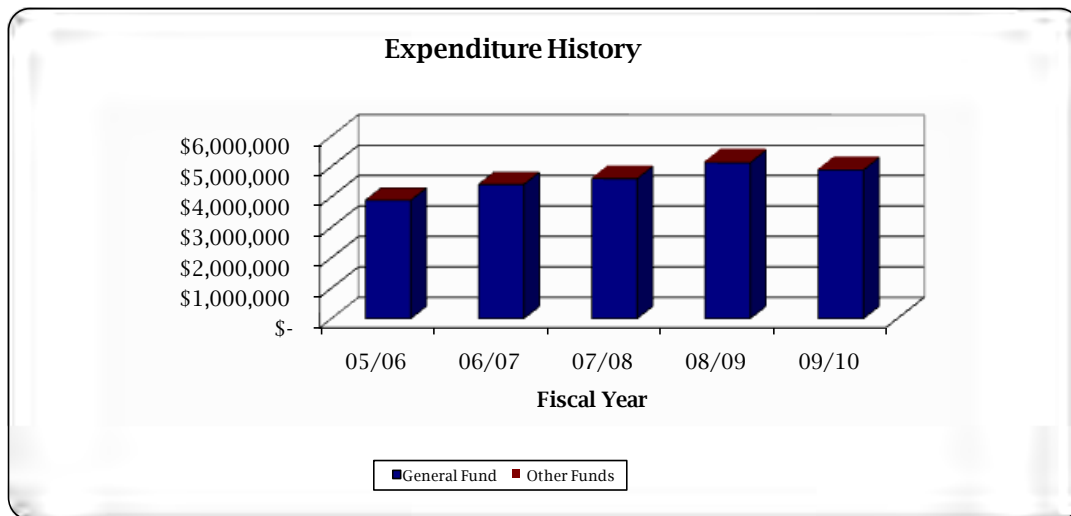
Major Accomplishments

- Performed 9,116 Company Surveys and 5,487 Full Fire Inspections.
- Certified 250 Paramedics in Pediatric Advance Life Support.
- Provided in excess of 8,076 hours of emergency medical continuing education training to personnel.
- Activated the Emergency Operations Center (EOC) for Tropical storm Fay, August, 2008.
- Upgraded EOC equipment to high level technological standards.
- Hosted 514 meetings and/or training events for 12,487 attendees.
- Participated in statewide Hurricane Exercise and conducted five hurricane scenario tabletop exercises.
- Provided 185 general disaster preparedness workshops to civic and community groups including business leaders.
- Participated in Hispanic Chamber of Commerce Business Expo and distributed 5,000 brochures.
- Hosted 12 Tri-County Volunteer Organization Active in Disaster meetings.
- Hosted several international emergency management meetings including groups from Brazil, Canada, United Kingdom, Venezuela, Colombia, Japan, Turkey, Puerto Rico, South Africa and Taiwan.

Fire Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	%
Office/Bureau	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Fire-Support Services Bureau					
603 Emergency Medical Services	\$ 912,361	\$ 1,026,788	\$ 1,058,212	\$ 31,424	3.06%
604 OFD Supply	630,999	585,987	365,299	(220,688)	(37.66%)
605 Fire Safety Management	881,828	942,799	999,078	56,279	5.97%
608 Fire Communications	1,895,674	2,190,841	2,274,407	83,566	3.81%
609 City Emergency Management	278,031	380,344	188,258	(192,086)	(50.50%)
TOTAL -- GENERAL FUND	\$ 4,598,893	\$ 5,126,759	\$ 4,885,254	\$ (241,505)	(4.71%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
607 Fire 911 Emergency Phone System	\$ 29,253	\$ 51,486	\$ 36,441	\$ (15,045)	(29.22%)
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 29,253	\$ 51,486	\$ 36,441	\$ (15,045)	(29.22%)
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 4,628,146	\$ 5,178,245	\$ 4,921,695	\$ (256,550)	(4.95%)



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Fire-Support Services Bureau			
603 Emergency Medical Services	6	6	6
604 Fire Supply	1	1	1
605 Fire Safety Management	12	12	12
608 Fire Communications	32	32	32
609 Emergency Management	4	3	1
TOTAL -- GENERAL FUND	55	54	52
TOTAL -- FIRE SUPPORT SERVICES BUREAU	55	54	52

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, firefighting activities, emergency medical interventions and special circumstance management; and to provide education and training opportunities to Fire Department personnel and the general public.

Overview of Services/Programs

The **Field Operations Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are cross-trained firefighter/emergency medical service providers that respond to fires, hazardous material releases, technical rescue incidents and emergency medical calls for assistance. In addition to emergency service delivery, field operations personnel also provide support for the department's public education section by providing fire safety, healthy living and injury prevention demonstrations, information and classes for citizens, as well as the Fire Department liaison to the Mayor's anti-terrorism task force.

The **Field Operations Division** is the department's largest division with three 24-hour shifts employing 446 sworn personnel. The Fire Department operates 42-staffed frontline units including 18 fire engines, 7 tower trucks, 8 rescue trucks, 1 hazardous materials unit, 1 heavy rescue, 5 district chief vehicles, 1 Aircraft Crash Fire Rescue and 1 shift commander vehicle. Services are provided 24/7/365.

The **Training Division/Special Operations** 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 works collaboratively with the City of Orlando Personnel Bureau and Civil Service in the development and implementation of hiring and promotional processes.

Major Accomplishments

- In the calendar year 2008 the Orlando Fire Department responded to 49,169 emergency alarms, 33,428 of which were emergency medical alarms.
- Serviced 8,683 hydrants which included private hydrants and GPS all hydrants.
- Completed 121,668 hours of company training (5 classes each month with a 4 hour assignments on each class) and managed 14,497 hours of multi-company and night drills, quarterly Engineer, Relief Driver and Officer Academy training classes.
- Attended over 500 community events providing outreach education and community service.

Fire Department

Fire Rescue Operations Bureau

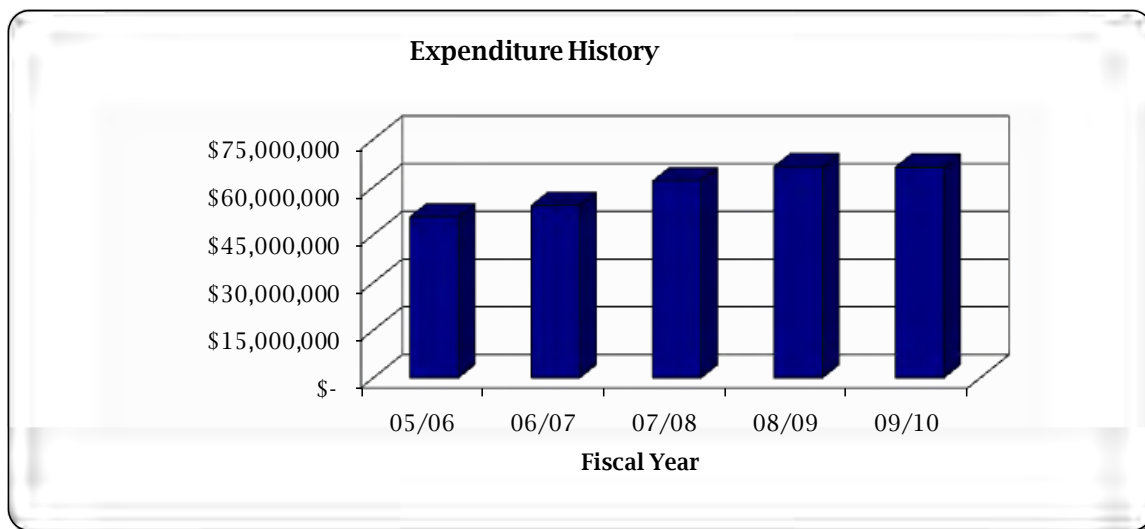
Future Outlook

- OFD will strive to retain our ISO 1 rating, improve service delivery, and plan for future growth. The Department anticipates a re-evaluation after March 2010 in accordance with current ISO policy to evaluate ISO 1 fire departments every two years. As Southeast Orlando expands and develops with the opening of the new Lake Nona High School on South Narcoossee Road, we will need to plan for growth in the area to include the eventual need for a third Lake Nona fire station. Additionally, we will continue to monitor call volume and service response in the Baldwin Park and adjacent communities in Northeast Orlando. Construction of the “Big House”, Station 1, continues on schedule and we expect to become operational at this new location in early October 2009. We hope to realize additional department operational efficiencies with the location of command and staff under the same roof.
- We remain hopeful of a positive outcome on the recent submittal for A.R.R. A. Assistance to Firefighters Fire Station Construction Grants (FEMA/U.S. Department of Homeland Security) to replace Fire Station 9 which serves the northwest subarea of Orlando.
- In support of the City initiative “Green Works Orlando,” four recently constructed fire stations (14, 15, 16, and 17) achieved LEED certification. Fire Station 7 is currently under evaluation and we expect at least LEED Silver certification. The “Big House” Station 1, has a possibility of LEED Gold certification.
- We continue to monitor and study ways to improve service delivery and revenue options for assistance in funding Fire Rescue Operations.

Fire Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	%
Office/Bureau	Actual	Revised	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau					
606 OFD Training	\$ 1,186,119	\$ 1,325,321	\$ 1,380,173	\$ 54,852	4.14%
610 Special Operations	567,518	539,946	512,448	(27,498)	(5.09%)
611 Fire Shift A	20,360,430	21,958,958	21,877,261	(81,697)	(0.37%)
612 Fire Shift B	19,733,991	21,271,024	21,267,623	(3,401)	(0.02%)
613 Fire Shift C	19,973,179	21,228,510	21,138,997	(89,513)	(0.42%)
TOTAL -- GENERAL FUND	\$61,821,237	\$66,323,759	\$66,176,502	\$ (147,257)	(0.22%)
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$61,821,237	\$66,323,759	\$66,176,502	\$ (147,257)	(0.22%)



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	168	168	163
612 Fire Shift B	167	167	156
613 Fire Shift C	165	165	157
TOTAL -- GENERAL FUND	510	510	486
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	510	510	486

Fire Department

Fire Department Operational Performance

Balanced Scorecard Report

Employee Learning & Growth

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Number of EMS recertification training hours	16	24	16
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month	97.67%	80.17%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	64	64	45
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	16	16	12

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	No	No	Yes
Fire-Administrative Services Bureau	Percentage of fire department programs with spending at approved budget or with savings over forecast	70%	92.59%	90%

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Overall Apparatus Reliability	N/A	93.62%	95%
Fire-Support Services Bureau	Percentage of 911 voice calls answered within 10 seconds	N/A	98.66%	90%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed	88.4%	46.15%	98%
Fire-Rescue Operations Bureau	Response time of 6 minutes or better	62.92%	63%	75%
Fire-Rescue Operations Bureau	Effective firefighting force on scene for structure fire	53.08%	48.85%	90%
Fire-Rescue Operations Bureau	Call response time less than 60 seconds - priority 1 calls	N/A	85.38%	90%

Outcome & Mission

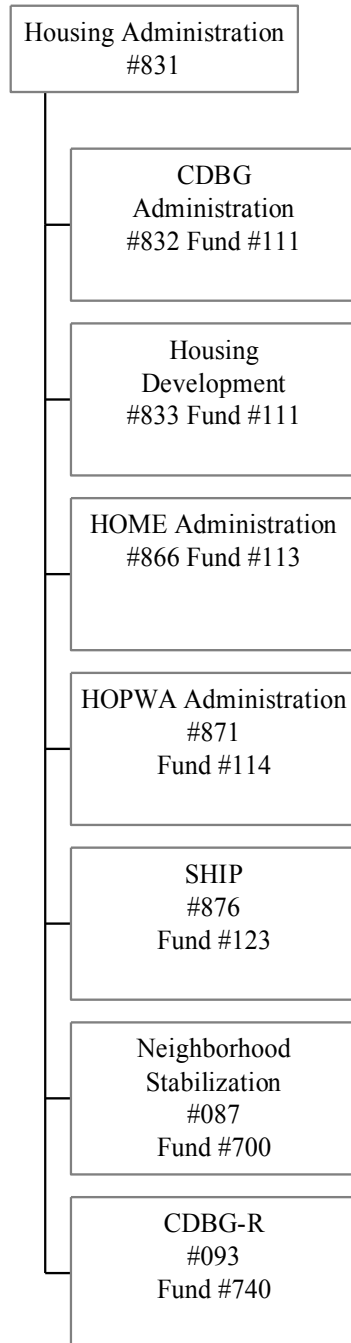
Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies	89.68%	68.28%	100%
Fire-Support Services Bureau	Total percentage of the building value saved from fire	97.08%	96.21%	90%
Fire-Support Services Bureau	Percentage of EXIT Checks completed	88.4%	76.99%	98%



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

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

Housing and Community Development Department

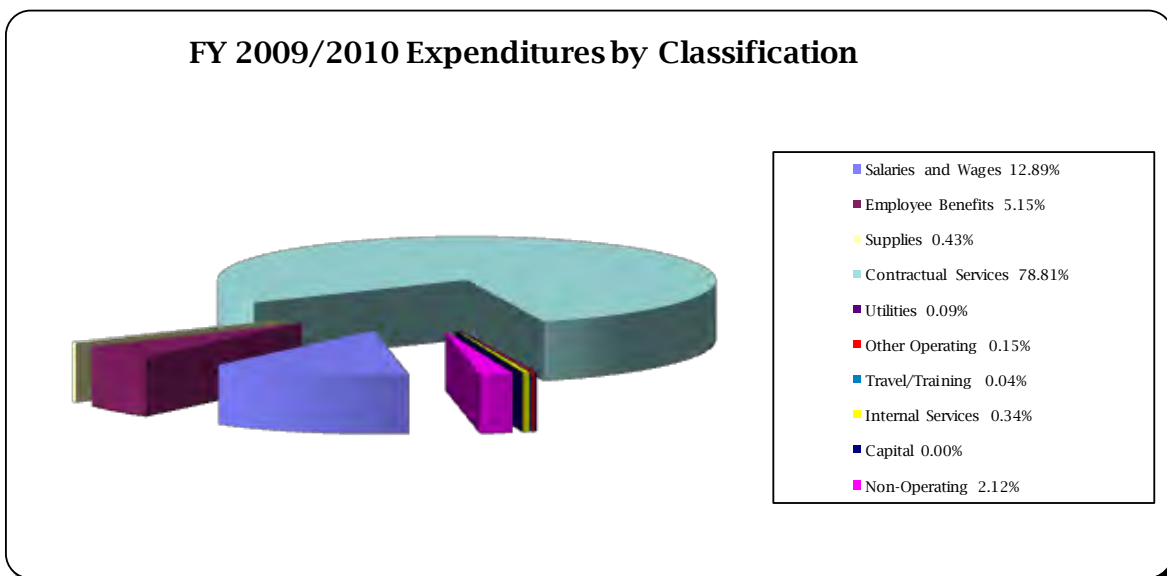
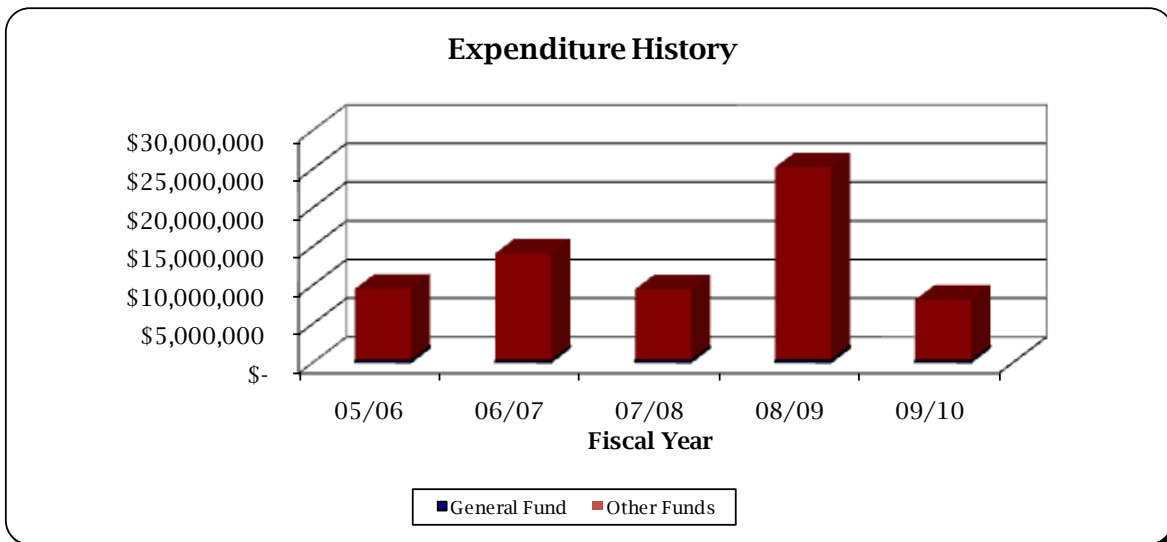


Housing and Community Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 307,918	\$ 310,380	\$ 275,856	\$ (34,524)	(11.12%)
TOTAL -- GENERAL FUND	\$ 307,918	\$ 310,380	\$ 275,856	\$ (34,524)	(11.12%)
COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111					
Housing and Community Development Division					
832 CDBG Administration	\$ 2,611,354	\$ 5,321,473	\$1,808,474	\$ (3,512,999)	(66.02%)
833 Housing Development	7,690	454,879	449,911	(4,968)	(1.09%)
TOTAL -- CDBG FUND	\$ 2,619,044	\$ 5,776,352	\$2,258,385	\$ (3,517,967)	(60.90%)
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113					
Housing and Community Development Division					
866 HOME	\$ 1,107,837	\$ 4,802,206	\$1,437,825	\$ (3,364,381)	(70.06%)
TOTAL -- HOME FUND	\$ 1,107,837	\$ 4,802,206	\$1,437,825	\$ (3,364,381)	(70.06%)
HOPWA GRANT FUND #114					
Housing and Community Development Division					
871 HOPWA	\$ 3,209,011	\$ 5,098,552	\$3,533,132	\$ (1,565,420)	(30.70%)
TOTAL -- HOPWA GRANT FUND	\$ 3,209,011	\$ 5,098,552	\$3,533,132	\$ (1,565,420)	(30.70%)
ESG GRANT FUND #116					
Housing and Community Development Division					
3291008 ESG 2009/10 Grant	\$ 97,794	\$ 98,677	\$ 98,806	\$ 129	0.13%
TOTAL -- ESG GRANT FUND	\$ 97,794	\$ 98,677	\$ 98,806	\$ 129	0.13%
LOCAL HOUSING ASSISTANCE TRUST FUND #123					
Housing and Community Development Division					
876 SHIP 2009/2010	\$ 2,117,883	\$ 2,394,790	\$ 198,240	\$ (2,196,550)	(91.72%)
TOTAL -- LOCAL HOUSING ASSISTANCE FUND	\$ 2,117,883	\$ 2,394,790	\$ 198,240	\$ (2,196,550)	(91.72%)
NEIGHBORHOOD STABILIZATION PROGRAM FUND #700					
Housing and Community Development Division					
087 NSP	\$ -	\$ 6,730,263	\$ 239,451	\$ (6,490,812)	(96.44%)
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	\$ -	\$ 6,730,263	\$ 239,451	\$ (6,490,812)	(96.44%)
COMMUNITY DEVELOPMENT BLOCK GRANT - R FUND #740					
Housing and Community Development Division					
093 CDBG- R	\$ -	\$ 602,733	\$ 51,872	\$ (550,861)	N/A
TOTAL -- COMMUNITY DEVELOPMENT BLOCK GRANT - R FUND	\$ -	\$ 602,733	\$ 51,872	\$ (550,861)	N/A
TOTAL - HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	\$ 9,459,487	\$25,813,953	\$8,093,567	\$ (10,678,713)	(68.65%)
Expenditure by Classification					
Salaries and Wages	\$ 782,722	\$ 2,275,689	\$1,042,471	\$ (1,233,218)	(54.19%)
Employee Benefits	268,631	386,716	416,716	30,000	7.76%
Supplies	4,280	34,696	34,596	(100)	(0.29%)
Contractual Services	6,911,804	13,555,864	6,378,426	(7,177,438)	(52.95%)
Utilities	-	6,985	6,989	4	0.06%
Other Operating	6,928	18,000	12,509	(5,491)	(30.51%)
Travel/Training	7,803	19,000	2,975	(16,025)	(84.34%)
Internal Services	1,670	24,225	27,155	2,930	12.09%
Capital	211,348	4,224,049	-	(4,224,049)	(100.00%)
Non-Operating	1,264,301	5,268,729	171,730	(5,096,999)	(96.74%)
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT	\$ 9,459,487	\$25,813,953	\$8,093,567	\$ (17,720,386)	(68.65%)

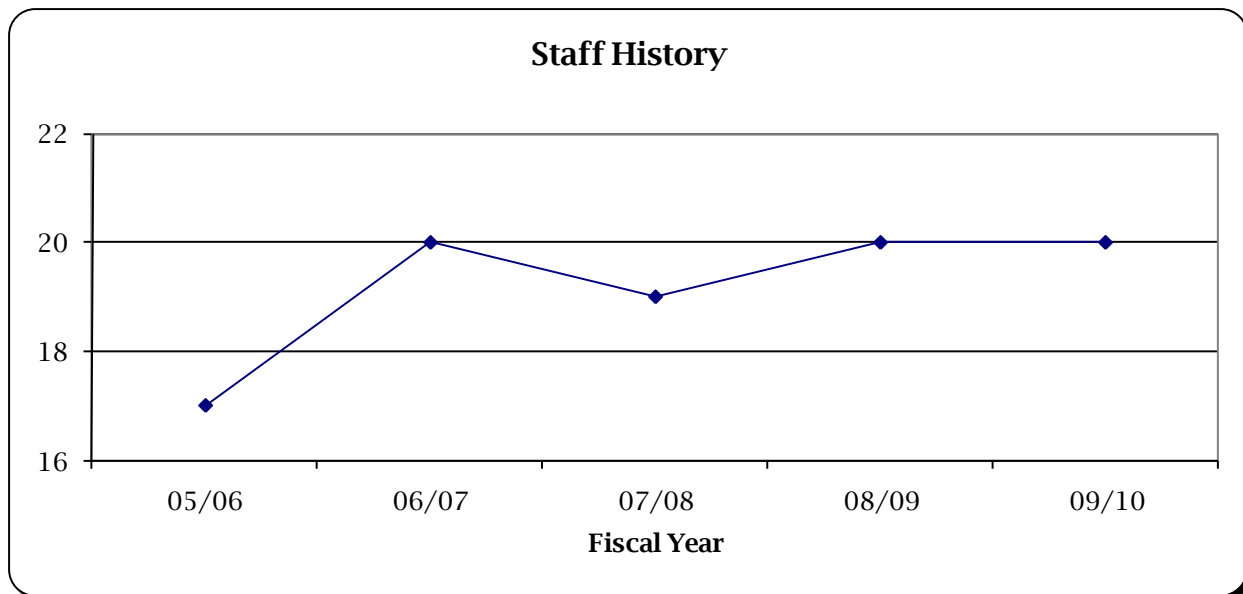
Housing and Community Development Department



Housing and Community Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Housing and Community Development Division			
831 Housing and Community Development	3	3	3
TOTAL -- GENERAL FUND	3	3	3
COMMUNITY DEVELOPMENT BLOCK GRANT FUND#111			
Housing and Community Development Division			
832 CDBG Administration	6	6	6
833 Housing Development	6	6	6
TOTAL -- CDBG FUND	12	12	12
HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113			
Housing and Community Development Division			
866 HOME Personnel	1	1	4
TOTAL -- HOME FUND	1	1	4
LOCAL HOUSING ASSISTANCE TRUST FUND #120			
Housing and Community Development Division			
875 SHIP Personnel	3	3	-
TOTAL -- LOCAL HOUSING ASSISTANCE FUND	3	3	-
NEIGHBORHOOD STABILIZATION PROGRAM FUND #700			
Housing and Community Development Division			
087 NSP	-	1	1
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	-	1	1
TOTAL -- HOUSING and COMMUNITY DEVELOPMENT DEPARTMENT	19	20	20



Housing and Community Development Department

Mission Statement:

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

Overview of Services/Program

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

Major Accomplishments

The successful awards of federal grants through The American Recovery and Reinvestment Act of 2009:

- Neighborhood Stabilization Program (NSP)
- Homelessness Prevention and Rapid Re-Housing Program (HPRP)
- Community Development Block Grants (Recovery)

Future Outlooks

- Work with nonprofit community based organizations to acquire, rehabilitate and resale foreclosed homes.
- Work with nonprofit community based organizations to assist families at risk of homelessness with rent assistance and re-housing services.
- Provide funding assistance to Public Works Department for infrastructure improvements to benefit a low and moderate income community.

Housing and Community Development Department

Housing Department Operational Performance Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	N/A	Yes	Yes

Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program. (Cumulative)	63	48	22
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down payment Assistance Program. (Cumulative)	51	20	19
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations. (Cumulative)	22,178	8,504	9,000

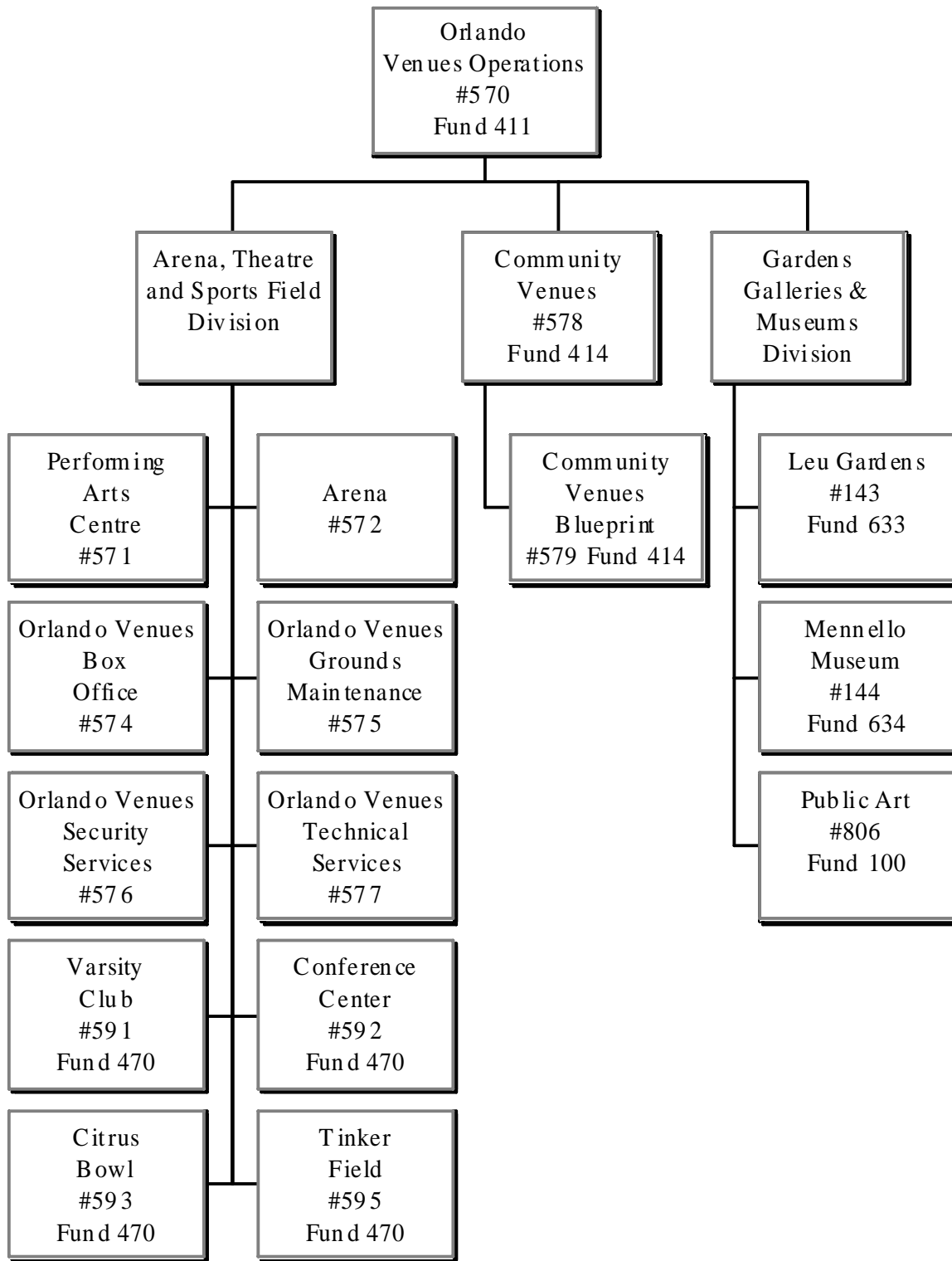


O
R
L
A
N
D
O

V
E
N
U
E
S

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

Orlando Venues Department



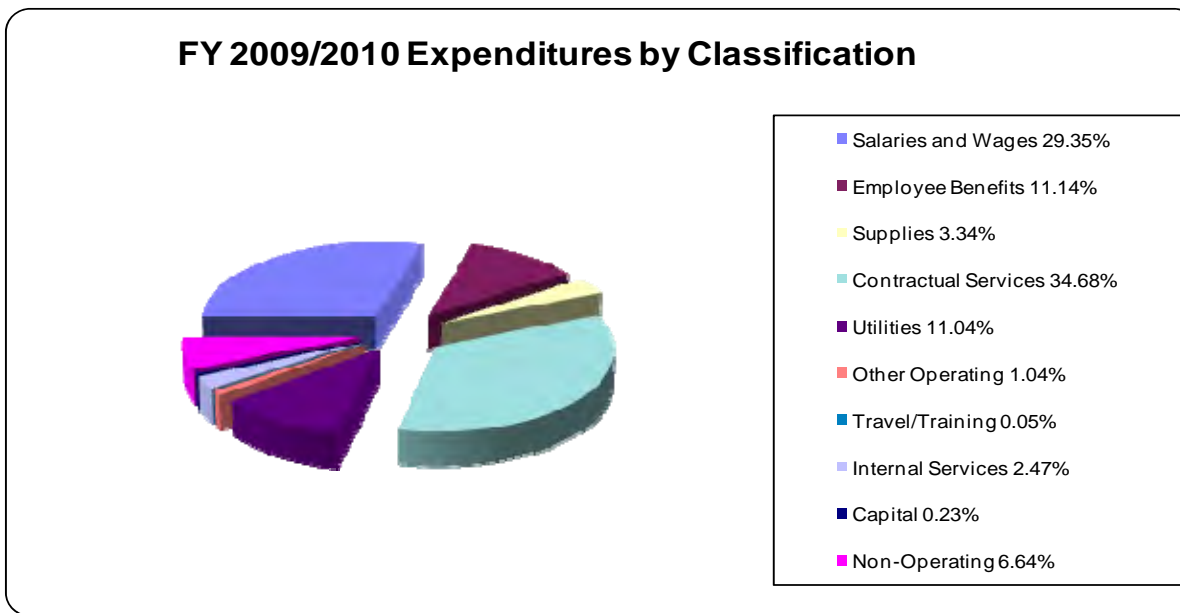
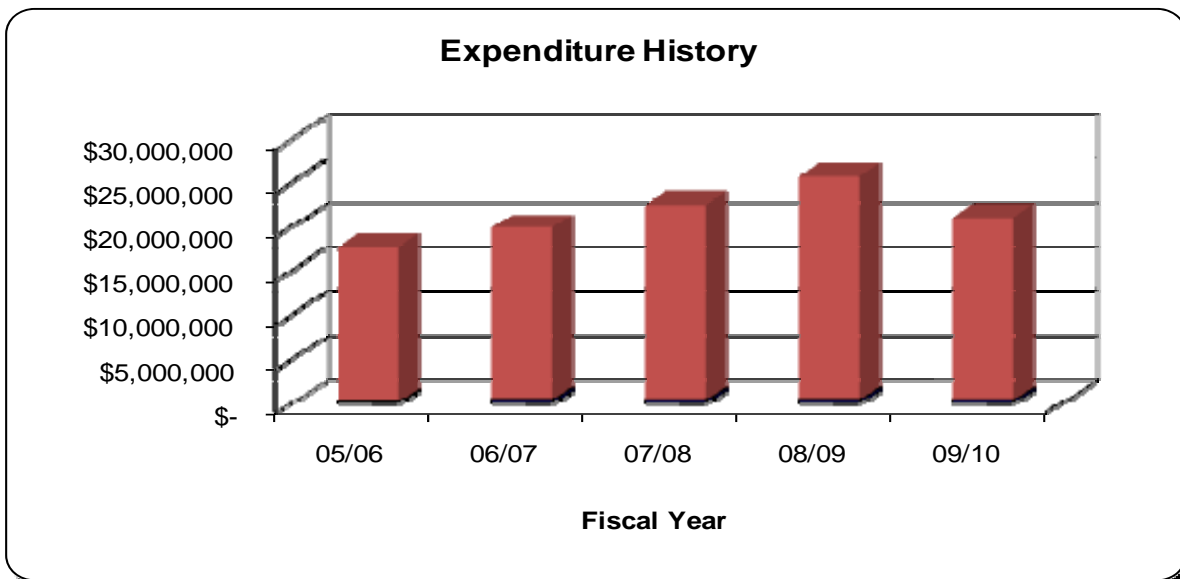
Orlando Venues Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Gardens, Galleries & Museums Division					
806 Public Art	\$ 247,870	\$ 152,853	\$ 110,970	\$ (41,883)	(27.40%)
082 Nondepartmental Orlando Venues	151,173	268,395	258,750	(9,645)	(3.59%)
TOTAL -- GENERAL FUND	\$ 399,043	\$ 421,248	\$ 369,720	\$ (51,528)	(12.23%)
ORLANDO VENUES FUND #411					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 86,792	\$ 117,192	\$ 168,280	\$ 51,088	43.59%
571 Performing Arts Centre	1,728,116	1,566,797	1,628,340	61,543	3.93%
572 Arena	9,943,806	9,530,944	8,633,497	(897,447)	(9.42%)
573 Expo Centre	-	-	-	-	N/A
574 Orlando Venues Box Office	(975)	16,503	(3,265)	(19,768)	N/A
575 Orlando Venues Grounds Maintenance	-	-	-	-	N/A
576 Orlando Venues Security Services	-	11,460	12,178	718	6.27%
577 Orlando Venues Technical Services	-	10,522	(1,785)	(12,307)	N/A
985 Nondepartmental - Orlando Venues	987,915	2,878,096	841,692	(2,036,404)	(70.76%)
TOTAL -- ORLANDO VENUES FUND	\$ 12,745,654	\$ 14,131,514	\$ 11,278,937	\$ (2,852,577)	(20.19%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414					
Bob Carr & Amway Arena Division					
578 Community Venues	\$1,962,824	\$2,990,725	\$2,261,241	(\$729,484)	(24.39%)
579 Community Venues Blueprint	300,124	743,482	742,509	(973)	(0.13%)
730 Nondepartmental - Community Venues	-	-	263,637	263,637	100.00%
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$2,262,948	\$3,734,207	\$3,267,387	(\$466,820)	(12.50%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 24,354	\$ 27,699	\$ 27,761	\$ 62	0.22%
592 Conference Center	78,156	63,600	138,130	74,530	117.19%
593 Citrus Bowl	3,105,450	2,414,748	2,224,010	(190,738)	(7.90%)
595 Tinker Field	465,922	451,910	375,861	(76,049)	(16.83%)
974 Nondepartmental - CFA	370,389	260,521	470,607	210,086	80.64%
Projects	118,582	927,915	87,952	(839,963)	(90.52%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 4,162,853	\$ 4,146,393	\$ 3,324,321	\$ (822,072)	(19.83%)
H.P. LEU GARDENS TRUST FUND #633					
Gardens, Galleries & Museums Division					
143 H.P. Leu Gardens	\$ 2,301,498	\$ 2,465,212	\$ 2,313,264	\$ (151,948)	(6.16%)
9402 H.P. Leu Gardens Sales Shop	92,630	80,000	82,611	2,611	3.26%
Projects	51,898	85,925	-	(85,925)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,446,026	\$ 2,631,137	\$ 2,395,875	\$ (235,262)	(8.94%)
MENNELLO MUSEUM FUND #634					
Gardens, Galleries & Museums Division					
144 Mennello Museum of American Art	\$ 517,738	\$ 573,931	\$ 521,681	\$ (52,250)	(9.10%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 517,738	\$ 573,931	\$ 521,681	\$ (52,250)	(9.10%)
TOTAL -- ORLANDO VENUES	\$ 22,534,262	\$ 25,638,430	\$ 21,157,921	\$ (4,480,509)	(17.48%)

Orlando Venues Department

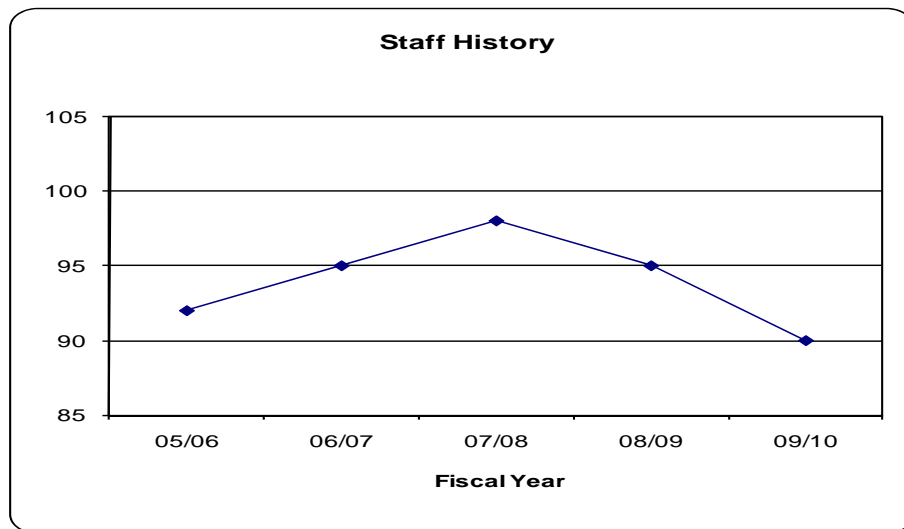
	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Expenditure by Classification					
Salaries and Wages	\$ 6,061,235	\$ 6,072,656	\$ 6,210,474	\$ 137,818	2.27%
Employee Benefits	2,034,694	2,174,677	2,357,909	183,232	8.43%
Supplies	996,539	882,913	705,639	(177,274)	(20.08%)
Contractual Services	8,807,403	9,267,827	7,337,737	(1,930,090)	(20.83%)
Utilities	2,281,258	2,293,357	2,335,754	42,397	1.85%
Other Operating	278,915	262,773	219,971	(42,802)	(16.29%)
Travel/Training	40,911	50,830	11,240	(39,590)	(77.89%)
Internal Services	708,389	624,724	523,495	(101,229)	(16.20%)
Capital	144,880	170,617	50,952	(119,665)	(70.14%)
Non-Operating	1,180,038	3,838,056	1,404,750	(2,433,306)	(63.40%)
TOTAL -- ORLANDO VENUES	\$ 22,534,262	\$ 25,638,430	\$ 21,157,921	\$ (4,480,509)	(17.48%)



Orlando Venues Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Gardens, Galleries & Museums Division			
806 Public Art	1	1	-
TOTAL -- GENERAL FUND	1	1	-
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	13	13	12
571 Performing Arts Centre	5	5	4
572 Arena	12	12	12
574 Orlando Venues Box Office	10	9	9
576 Orlando Venues Security Services	8	8	8
577 Orlando Venues Technical Services	7	5	5
TOTAL -- ORLANDO VENUES FUND	55	52	50
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	2	2	3
579 Community Venues Blueprint	3	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	5	6	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	7	6	5
595 Tinker Field	2	2	2
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	9	8	7
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division			
143 H.P. Leu Gardens	25	25	23
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	25	23
<u>MENNELLO MUSEUM FUND #634</u>			
Gardens, Galleries & Museums Division			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- Orlando Venues	98	95	90



Orlando Venues Department

Arena, Theatre and Sports Field Divisions

Mission Statement

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

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Arena, Bob Carr Performing Arts Centre, Florida Citrus Bowl and Tinker Field. 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

- Presented *Walking With Dinosaurs*, featuring 15 life-size animatronic dinosaurs (November 2008).
- Reported as #45 on *Pollstar's Top 100 Worldwide Arenas* (*Pollstar*, December 2008).
- Record-breaking gross ticket sales for The Eagles. Total of \$1,660,132 in gross tickets sales, making it the new highest grossing event in the arena's history, and beating prior year's highest grossing Hannah Montana: Best of Both Worlds record (Jan. 31, 2009).
- Presented 16 Canon Club pre-event dinners. Fourteen (14) of the event related dinners were sold out.
- Hosted nine (9) NBA Play-off games and three (3) NBA Finals (Summer 2009).
- Average attendance increased for Orlando Magic Play-off games - 16,104, versus 15,848 the previous season (Summer 2009).
- Orlando Magic NBA Finals game held on June 11 set a new food and beverage sales record for the Amway Arena with \$382,430 in total gross sales (June 2009).
- Orlando Magic NBA Playoffs generated \$3.3 million in food and beverage gross sales (Spring - Summer 2009).
- Hosted auditions for Season 9 of *American Idol* (July 7 - 9, 2009).

Bob Carr Performing Arts Centre

- Reported as fourth highest grossing performing arts centre in Florida (*Venues Today*, December 2008).
- Reported as #13 on *Venues Today* list of highest grossing performing arts centers in North America (*Venues Today*, December 2008).
- Reported as #30 on *Pollstar's Top 100 Worldwide Theatre Venues* (*Pollstar*, December 2008).
- Presented 24 performances of *Jersey Boys* for a total gross of \$3.2 million in ticket sales (May 6 - 24, 2009).

Orlando Venues Department

Florida Citrus Bowl Stadium

- Presented the 29th Annual Florida Classic, continuing the historic state rivalry between Florida A&M University and Bethune-Cookman University (November 22, 2008).
- Reported as #3 on *Venues Today* list of highest grossing stadiums in North America (*Venues Today*, December 2008).
- Reported as #58 on *Pollstar's Top 100 Worldwide Outdoor Stadiums* (*Pollstar*, December 2008).
- Reported as #13 highest grossing stadium in America (*Pollstar*, December 2008).
- Hosted FHSAA High School Football Finals (December 2008).
- Once again presented the Champs Sports Bowl and Capital One Bowl, with 3 day turn-around between games (December 27, 2008 & January 1, 2009).
- Hosted Under Armour All-Star High School Football (January 2009).
- Hosted Monster Jam 2009 which generated \$801,568 in gross ticket sales (January 24, 2009).
- Hosted Drum Corps International (July 11, 2009).
- Hosted the 2009 MEAC/SWAC Challenge, Grambling State v. South Carolina State (September 6, 2009).

Tinker Field

- Presented WJRR Earthday Birthday 16 concert, with \$480,155 in gross ticket sales (April 25, 2009).

Improvements

- Created a Lost & Found web page to assist patrons in locating their personal items at the Amway Arena, Bob Carr Performing Arts Centre, Florida Citrus Bowl and Tinker Field.
- New carpet installed in artist dressing rooms at Amway Arena.
- Amway Arena elevator floors refurbished with durable tile.
- Exterior painting and aesthetic improvements to Amway Arena.
- Bike racks installed for patrons/guests visiting Amway Arena.
- Installation of a new security gate at Citrus Bowl's Service Gate D.
- Installation of new carpet, sound system (new microphones, speakers & processor), in the Varsity Club at the Citrus Bowl.
- Irrigation upgrades to Tinker, Thunder and McCracken Fields.
- Installation of Lot U wind-screened fencing and gates at the Citrus Bowl complex to enable festivals on non athletic fields.
- Waterproofing various seating areas to eliminate leakage in press box and club suite areas at Citrus Bowl.
- Press box carpeting and tile improvements at Citrus Bowl.

Orlando Venues Department

Improvements (continued)

- Miscellaneous painting improvements at the Citrus Bowl and Tinker Field areas.
- Tinker Field drainage and grading improvements.
- Installation of security gate at Citrus Bowl main entrance.
- Citrus Bowl video production booth enlarged to improve video and scoreboard production.
- Lighting replacement maintenance at Tinker and McCracken Fields.

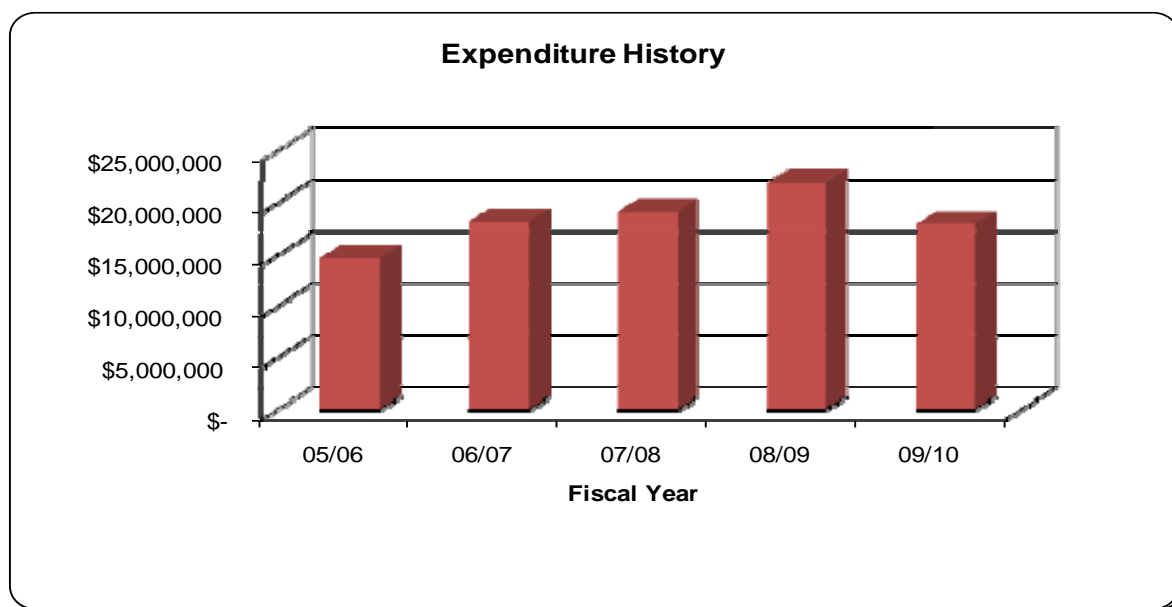
Future Outlook

- Fall 2010 marks the opening of the new Orlando Events Center and a new arts and entertainment landscape for Central Florida citizens.
- The City of Orlando, Orange County and the Central Florida Sports Commission have submitted bids for the Citrus Bowl to host the 2018 or 2022 World Cup. Orlando hosted games during the 1994 World Cup (Round of 16) for Belgium, Mexico, the Netherlands and the Republic of Ireland.
- Construction will begin for the innovative and multi-purpose Dr. Phillips Performing Arts Center, which is still scheduled to open in 2012.
- In Fall of 2009 the United Football League brings football back to Orlando with the inaugural season of the Orlando Tuskers.
- Bob Carr Performing Arts Centre will host a multi-week engagement of the hit Broadway musical *Phantom of the Opera* in early 2010.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
ORLANDO VENUES FUND #411					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 86,792	\$ 117,192	\$ 168,280	\$ 51,088	43.59%
571 Performing Arts Centre	1,728,116	1,566,797	1,628,340	61,543	3.93%
572 Arena	9,943,806	9,530,944	8,633,497	(897,447)	(9.42%)
573 Expo Centre	-	-	-	-	N/A
574 Orlando Venues Box Office	(975)	16,503	(3,265)	(19,768)	N/A
575 Orlando Venues Grounds Maintenance	-	-	-	-	N/A
576 Orlando Venues Security Services	-	11,460	12,178	718	6.27%
577 Orlando Venues Technical Services	-	10,522	(1,785)	(12,307)	N/A
985 Nondepartmental - Orlando Venues	987,915	2,878,096	841,692	(2,036,404)	(70.76%)
TOTAL -- ORLANDO VENUES FUND	\$ 12,745,654	\$ 14,131,514	\$ 11,278,937	\$ (2,852,577)	(20.19%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 1,962,824	\$ 2,990,725	\$ 2,261,241	\$ (729,484)	(24.39%)
579 Community Venues Blueprint	300,124	743,482	742,509	(973)	(0.13%)
730 Nondepartmental - Community Venues	-	-	263,637	263,637	100.00%
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 2,262,948	\$ 3,734,207	\$ 3,267,387	\$ (466,820)	(12.50%)
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 24,354	\$ 27,699	\$ 27,761	\$ 62	N/A
592 Conference Center	78,156	63,600	138,130	74,530	117.19%
593 Citrus Bowl	3,105,450	2,414,748	2,224,010	(190,738)	(7.90%)
595 Tinker Field	465,922	451,910	375,861	(76,049)	(16.83%)
974 Nondepartmental - CFA	370,389	260,521	470,607	210,086	80.64%
Projects	118,582	927,915	87,952	(839,963)	(90.52%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 4,162,853	\$ 4,146,393	\$ 3,324,321	\$ (822,072)	(19.83%)
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$ 19,171,455	\$ 22,012,114	\$ 17,870,645	\$ (4,141,469)	(18.81%)



Orlando Venues Department

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	13	13	12
571 Performing Arts Centre	5	5	4
572 Arena	12	12	12
574 Orlando Venues Box Office	10	9	9
576 Orlando Venues Security Services	8	8	8
577 Orlando Venues Technical Services	7	5	5
TOTAL -- ORLANDO VENUES FUND	55	52	50
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	2	2	3
579 Community Venues Blueprint	3	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	5	6	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	7	6	5
595 Tinker Field	2	2	2
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	9	8	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	69	66	64

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.

Overview of Services/Programs

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to its mission. The collection of plants contains more than 8,000 genera and cultivars utilized in applied evaluative research and education. The Gardens' organizational structure is composed of eight divisions including membership/volunteers, gift shop, horticulture, education, museum, special events/marketing, facility rental and administration. A nine member Board of Trustees, appointed by the Mayor, operates the Gardens. Activities are regulated by deed restrictions of December 1961 and overseen by the Harry P. Leu Foundation.

Major Accomplishments

- In association with the Orlando Police Department, Active Living by Design, and Office of Community Affairs, Leu Gardens continues to create and coordinate community vegetable gardens in each City district.
- Total visitation through June 2009 is 131,076, which is a record high.
- A total of 135 group garden tours were given to 4,633 visitors.
- Membership in the Gardens reached 4,545 members thru June 2009. Membership income was \$118,021 thru June 2009.
- Volunteer hours totaled 7,774 thru June 2009, providing service in the Leu House Museum, the Gardens and Garden House. Twenty-two new volunteers were recruited in 2009.
- A record breaking 16,890 guests enjoyed "Free Monday Mornings" and should exceed all attendance records ending the 2009 fiscal year.
- Special Events income reached \$138,859 with 29,412 guests attending 24 events, through June 2009.
- Wedding attendance was 13,797 and produced \$115,998 in income thru June 2009.
- A total of 28,301 guests attended meetings and receptions within Garden House and produced \$120,894.
- A total of 126 horticulture and fine art classes were held and 1,339 guests attended thru June 2009. Education income reached \$35,097 thru June 2009.

As part of the Mayor's "Green Works!" initiative:

- Replaced inefficient air conditioning unit at Garden House with an efficient Energy Star unit.
- Receptacles for recycled plastic and glass have been placed throughout the gardens.
- Used heat reflective paint on green house to reduce electricity and water usage.

Orlando Venues Department

As part of an innovative Public Safety Initiative established at Leu Gardens:

- Removed hazardous steps in the Gardens.
- Installed electrical outlets in areas of the Garden for safety during night time events.
- Installed concrete sleeves to hide cords under pathways.
- Fixed concrete sidewalks to remove any trip hazards.

Future Outlook

The strategic goal for Booking and Facility Rental is to make Leu Gardens the rental place of choice in Central Florida by:

- Offering more services to increase capacity utilization of the buildings.
- Maintaining the highest level of customer service.
- Generating increased income to help support the Gardens.

Regarding communications in all departments and maintaining the goal of cultural, horticultural and educational institution by:

- Publishing a quarterly newsletter and class schedule.
- Collaborate with other organizations in reaching diverse audiences.
- Monthly membership email blast.
- Creating new signage educating visitors of the various collections in the gardens.

The Education Department's goal is to become the resource for horticultural and environmental information for Central Floridians by:

- Diversifying educational classes to include horticulture, environment, art, cooking and healthy living.
- Increasing educational outreach programs.

The Horticulture Department plans to implement their goal of making the Gardens an exemplary horticultural display by:

- Evaluating new plants for Central Florida's environment.
- Maintaining the collections.

The Leu House Museum continues the importance of the historical significance by:

- Offering daily docent lead tours throughout the year, excluding July.
- Preservation of home and other historic buildings on the property.

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.

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

Two exhibitions of outstanding quality were shown in the 08/09 fiscal year:

- The World of John Sloan
- Painters of American Life: The Eight
- Donor Michael A. Mennello has gifted 5 Earl Cunningham paintings to the City of Orlando, valued at \$1.25 million dollars.
- Received programming grants from Orange County and United Arts; the grants total \$53,000.
- The 7th Annual Orlando Folk Festival was February 14 and 15; over 6,000 visitors attended the event. The Mennello Museum of American Art Board of Trustees assisted with the project.

We have expanded our educational programming with the following results

- Family day in November and December 2008 drew 351 visitors to the Museum.
- Senior tours have increased 40% over the same period last year.
- Registration on the Volunteer Match site has yielded 30 new volunteers.
- Our MySpace page has been visited by 542 people and our Facebook page has 361 visitors. Both of these sites are totally free advertising for Museum programming and strengthens our accessibility with the elusive 20-30 age range.
- We have implemented a youth outreach program partnering with the Colonialtown Community Center.
- The Earl Cunningham's America tour has continued on to the Fenimore Art Museum. Attendance reports from Cooperstown indicate that attendance was in excess of 24,000 visitors.
- The Friends of the Mennello Museum held the 6th Annual Gala at the Ritz Carlton Grande Lakes.
- The Friends of the Mennello Museum will continue to provide full funding for a Development Officer, which is a full time position with benefits.
- We developed a group ticket agreement with the other entities in Loch Haven Park, The Loch Haven Cultural Pass was unveiled on March 27, 2009. The Red Chair Project administers the project.

Orlando Venues Department

- The exhibition “Painters of American Life: The Eight” was fully funded by a grant by Orange County Arts and Cultural Affairs and the Friends of the Mennello Museum.
- Articles in the prestigious “American Art Review” have been published this year for the exhibitions “Painter of American Life: The Eight”, “Regional Dialect: American Scene Paintings from the John & Susan Horseman Collection” and “Earl Cunningham’s America.”

Future Outlook

- Exhibition of outstanding quality scheduled for the 09/10 fiscal year:
 - Regional Dialect: American Scene Paintings from the John and Susan Horseman Collection.
 - The Treasures of Ulysses Davis.
 - Auspicious Vision: Edward Wales Root and American Modernism.
- The Friends of the Mennello Museum will host the 7th Annual Gala at the Ritz Carlton Grande Lakes in the spring of 2010. The Gala will honor University of Central Florida President John Hitt.
- The Friends of the Mennello Museum will assist with the exhibition costs of the “Auspicious Vision: Edward Wales Root and the American Modernism” and “The Treasures of Ulysses Davis” exhibitions. We have also applied for grant funding from the Darden Foundation and Orange County Arts and Cultural Affairs and have received pledges from individuals for support.
- The 8th Annual Orlando Folk Festival is scheduled for February 13 and 14, 2010. The City appointed board plans on assisting with planning and implementation. We have applied for grant funding from the Target Corporation and United Arts of Central Florida.

Development and membership

- Increase attendance 20%.
- Develop a volunteer and docent program and increase outreach to schools, community and senior centers.
- Increase collaborative programming with Loch Haven Park entities.

Orlando Venues Department

Gardens, Galleries & Museums Division- Public Art

Mission Statement

The **Public Art Program** is designed to 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. The Public Art Program also seeks to increase public awareness in the visual arts by staging exhibitions in the three public venues.

Public Art features three gallery spaces totaling 5,000 square feet and an inventory of 744 fine art pieces worth \$5.7 million. 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: Far and Near Horizons/Plein Air Paintings, Picturing Florida: From the First Coast to the Space Coast, FAMDA Visual Arts Fellowship Exhibition, and the Sixth Annual City ArtWorks exhibition.
- Supplied art work for exhibition: Art in the Chambers at the Orange County Administration Building.
- Facilitated cleaning of outdoor sculptures Quest Eternal and the Soccer Player.
- Continued to develop a more effective website for easier public access.
- Increased public awareness of the Public Art Program by a more aggressive public relations campaign.
- The Family of Acrobats was reinstalled at the Orlando Cultural Park.
- The advisory board approved art for ZL Riley Park.
- The Sperry Fountain was restored.
- The following pieces were purchased for the Permanent Collection:
 - Gene Roberds, "Old Man River"
 - Billie Grace Lynn "Pre-Emptive Peace"
 - Riley Howard "La Condesa"

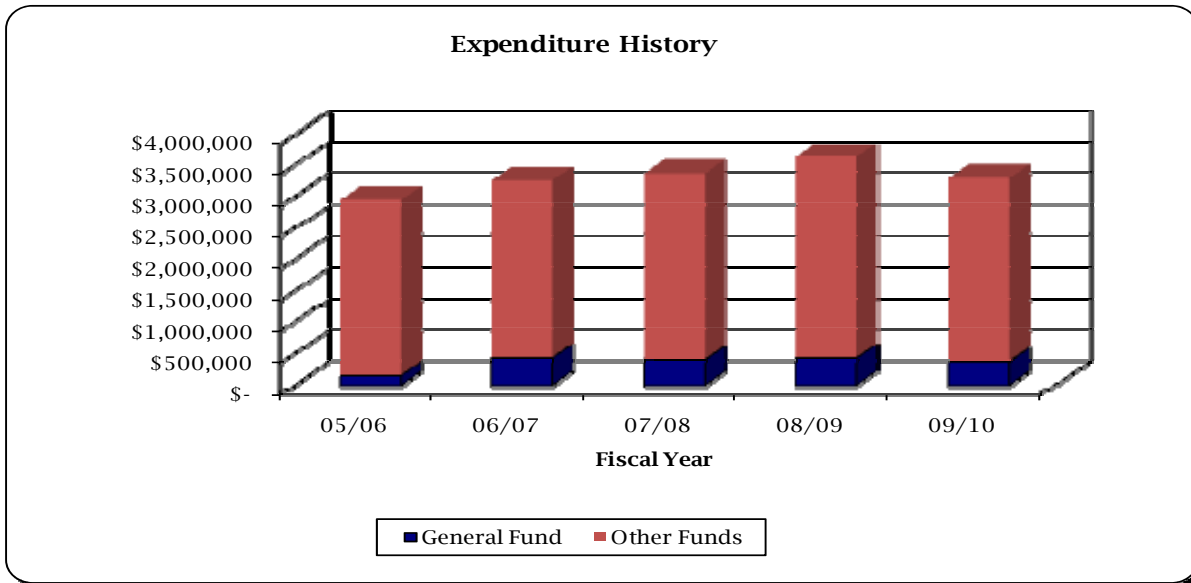
Future Outlook

The Public Art Program will continue to provide quality exhibitions in the City's three galleries. It will work with the Orlando Performing Arts Center, City Venues project and Fire Station #1 to provide art work for these projects. The program will continue to work with the Public Art Advisory Board to oversee the Public Art Program and support the City ArtWorks exhibition of city employee's art work. The City's art inventory will be updated. Public Art will also provide continuing public relations for the Program.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
806 Public Art	\$ 247,870	\$ 152,853	\$ 110,970	\$ (41,883)	(27.40%)
082 Nondepartmental - Orlando Venues	151,173	268,395	258,750	(9,645)	(3.59%)
TOTAL -- GENERAL FUND	\$ 399,043	\$ 421,248	\$ 369,720	\$ (51,528)	(12.23%)
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$2,301,498	\$2,465,212	\$2,313,264	\$ (151,948)	(6.16%)
9402 H.P. Leu Gardens Sales Shop	92,630	80,000	82,611	2,611	3.26%
Projects	51,898	85,925	-	(85,925)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$2,446,026	\$2,631,137	\$2,395,875	\$ (235,262)	(8.94%)
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Art	\$ 517,738	\$ 573,931	\$ 521,681	\$ (52,250)	(9.10%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 517,738	\$ 573,931	\$ 521,681	\$ (52,250)	(9.10%)
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$3,362,807	\$3,626,316	\$3,287,276	\$ (339,040)	(9.35%)



Orlando Venues Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
806 Public Art	1	1	-
TOTAL -- GENERAL FUND	1	1	-
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
143 H.P. Leu Gardens	25	25	23
TOTAL -- H.P. LEU GARDENS TRUST FUND	25	25	23
<u>MENNELLO MUSEUM FUND #634</u>			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	3	3	3
TOTAL -- GARDENS, GALLERIES & MUSEUMS	29	29	26

Orlando Venues Department

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008 Actual	2008/2009 Estimated	2009/2010 Proposed
Amway Arena	Total Attendance	1,226,433	1,297,556	1,150,000
Bob Carr Performing Arts Centre	Total Attendance	330,158	328,213	345,000
Florida Citrus Bowl	Total Attendance	390,562	308,069	328,000
Tinker Field	Total Attendance	62,838	49,630	40,000
Mennello Museum	Number of Website Visits	N/A	60,000	60,000
Mennello Museum	Number of General Memberships	232	172	150
Mennello Museum	Number of Friends Memberships	N/A	160	120
Mennello Museum	Number of Positive Reviews Through Fan-mail	N/A	59	50
Leu Gardens	Number of Outreach Events Participated	34	32	28
Leu Gardens	Number of Participants at Outreach Events	2,890	1,425	2,500
Public Art Program	Number of Visits to Website	54,713	70,667	50,000

Fiscal

Organizational Unit	Performance Indicator	2007/2008 Actual	2008/2009 Estimated	2009/2010 Proposed
Amway Arena	Gross Ticket Sales	\$60,017,154	\$69,336,213	\$60,536,000
Bob Carr Performing Arts Centre	Gross Ticket Sales	\$10,849,728	\$11,585,890	\$12,185,000
Florida Citrus Bowl	Gross Ticket Sales	\$19,393,555	\$10,044,451	\$10,544,451
Mennello Museum	Total Revenue	\$113,500	\$118,317	\$138,167
Mennello Museum	Annual Cost Per Capita	N/A	\$46	\$2.00
Mennello Museum	Total Funds Raised by the Friends	\$1,048,756	\$441,368	\$500,000
Mennello Museum	Value of Grants Awarded	\$334,640	\$32,666	\$177,000
Leu Gardens	Revenue from User Fees	\$1,063,965	\$1,100,000	\$1,009,165
Leu Gardens	Number of Volunteer Hours	9,709	10,353	9,800
Leu Gardens	Spending Level	N/A	92.55%	100%
Leu Gardens	Revenue Level	N/A	112.09%	100%
Orlando Venues Department	Orlando Venues Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	N/A	No	Yes

Orlando Venues Department

Internal Processes

Organizational Unit	Performance Indicator	2007/2008 Actual	2008/2009 Estimated	2009/2010 Proposed
Public Art Program	Number Pieces in Collection	957	963	963
Public Art Program	Number of Large Outdoor Pieces of Art Maintained or Repaired	1	2	3
Public Art Program	Number of Smaller Pieces Maintained or Repaired	0	6	12

Outcome & Mission

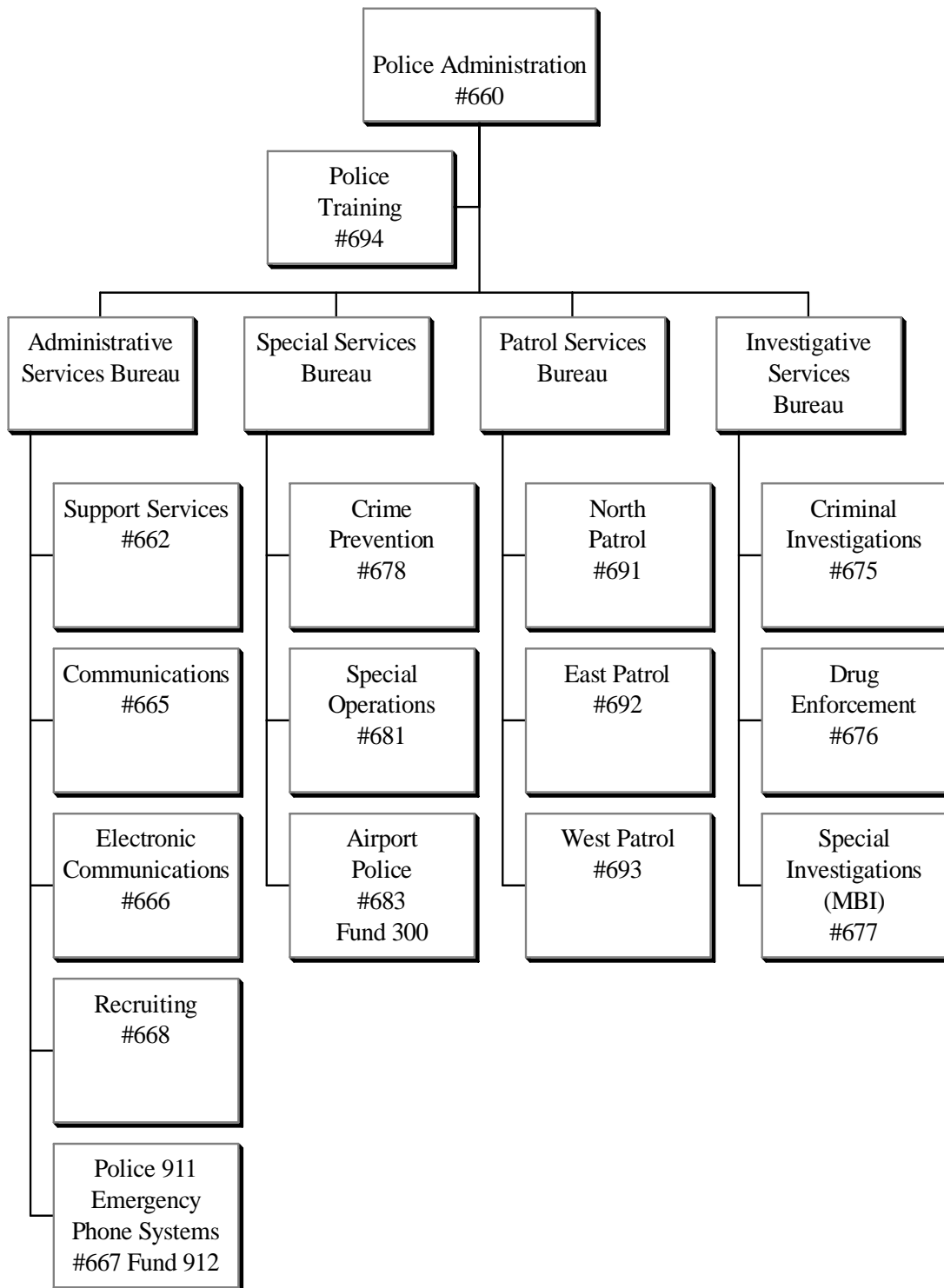
Organizational Unit	Performance Indicator	2007/2008 Actual	2008/2009 Estimated	2009/2010 Proposed
Amway Arena	Total Annual Events	155	150	129
Bob Carr Performing Arts Centre	Total Annual Events	226	215	221
Florida Citrus Bowl	Total Annual Events	257	121	118
Tinker Field	Total Annual Events	223	228	217
Mennello Museum	Annual Attendance	8,569	22,922	15,240
Leu Gardens	Number of Visitors	150,087	174,768	152,000
Public Art Program	Percentage of Collection "On View"	95%	97.67%	98%
Public Art Program	Attendance at Art Receptions	275	175	200

P
O
L
I
C
E



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

Police Department



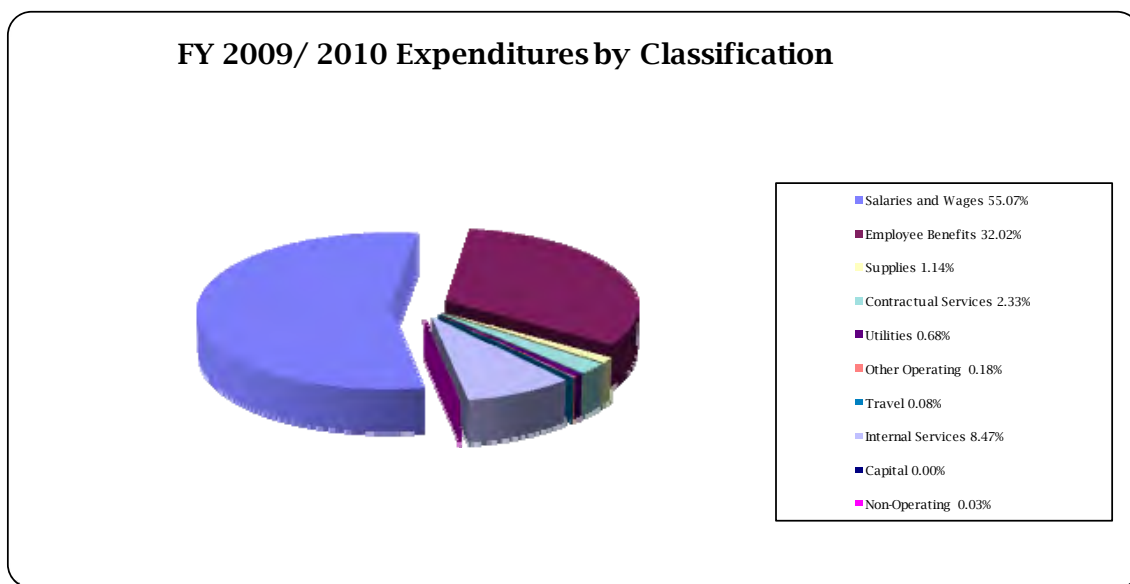
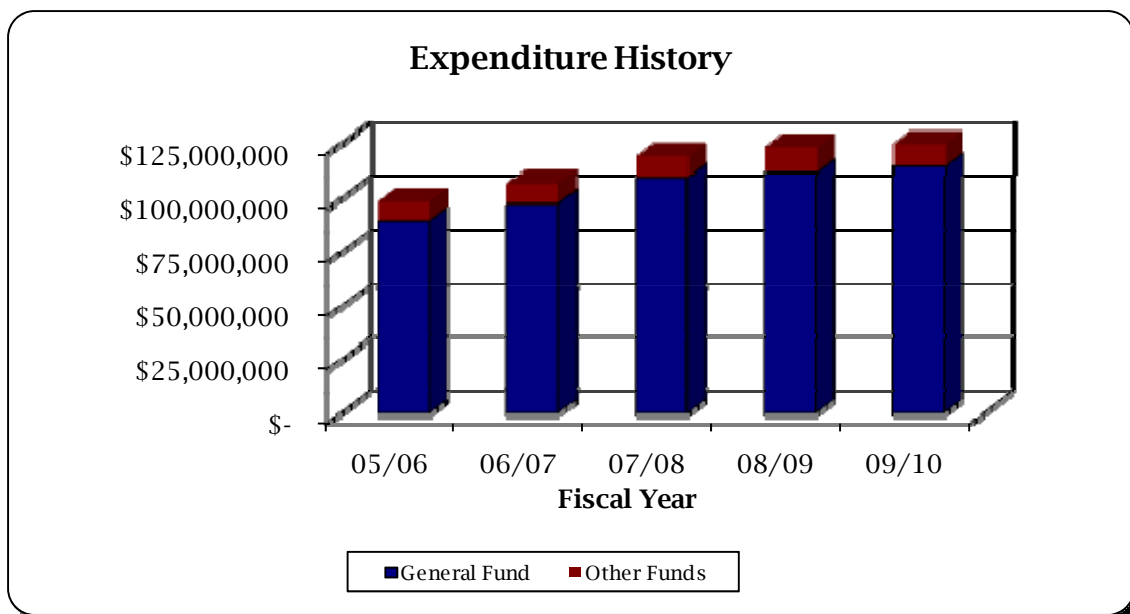
Police Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 5,462,550	\$ 5,406,392	\$ 5,506,299	\$ 99,907	1.85%
694 Police Training	3,979,788	1,758,965	1,904,244	145,279	8.26%
Police-Administrative Services Bureau					
662 Police Support Services	6,645,963	5,555,049	4,056,957	(1,498,092)	(26.97%)
665 Communications	4,885,852	5,482,791	6,084,720	601,929	10.98%
666 Electronic Communication Systems	152,674	173,647	168,668	(4,979)	(2.87%)
668 Police Recruiting	503,209	545,500	441,165	(104,335)	(19.13%)
Police-Investigative Services Bureau					
675 Criminal Investigations Division	16,532,509	16,787,947	16,445,225	(342,722)	(2.04%)
676 Drug Enforcement Division	3,258,654	3,060,036	3,144,282	84,246	2.75%
677 Special Investigations	1,948,332	1,775,440	1,732,155	(43,285)	(2.44%)
Police-Special Services Bureau					
678 Crime Prevention	6,053,122	6,349,378	6,238,693	(110,685)	(1.74%)
681 Special Operations	7,388,089	7,104,036	6,445,321	(658,715)	(9.27%)
684 Airport Police-General Fund	-	-	792,445	792,445	N/A
Police-Patrol Services Bureau					
691 North Patrol	18,994,122	20,867,328	19,963,762	(903,566)	(4.33%)
692 East Patrol	14,627,591	14,914,900	14,968,400	53,500	0.36%
693 West Patrol	13,874,668	16,370,021	16,888,673	518,652	3.17%
028 Primrose Building	134,013	148,712	146,032	(2,680)	(1.80%)
988 Non-Departmental Police	5,190,257	5,385,111	9,493,325	4,108,214	76.29%
TOTAL -- GENERAL FUND	\$109,631,393	\$111,685,253	\$114,420,366	\$ 2,735,113	2.45%
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau					
695 Law Enforcement Training	\$ 328,401	\$ 270,000	\$ 200,000	\$ (70,000)	(25.93%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 328,401	\$ 270,000	\$ 200,000	\$ (70,000)	(25.93%)
GOAA POLICE FUND #300					
Police-Special Services Bureau					
683 Airport Police	\$ 8,203,757	\$ 9,261,606	\$ 8,156,698	\$ (1,104,908)	(11.93%)
TOTAL -- GOAA POLICE FUND	\$ 8,203,757	\$ 9,261,606	\$ 8,156,698	\$ (1,104,908)	(11.93%)
OCPS CROSSING GUARD FUND #395					
Police-Special Services Bureau					
074 School Crossing Guard	\$ 380,089	\$ 590,545	\$ 531,794	\$ (58,751)	(9.95%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 380,089	\$ 590,545	\$ 531,794	\$ (58,751)	(9.95%)
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ -	\$ -	\$ 999,300	\$ 999,300	N/A
055 STOP Violence Grant	-	-	94,290	94,290	N/A
TOTAL -- GRANT FUND	\$ -	\$ -	\$ 1,093,590	\$ 1,093,590	N/A
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 90,685	\$ 65,000	\$ 65,000	\$ -	0.00%
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 90,685	\$ 65,000	\$ 65,000	\$ -	0.00%
JUSTICE FORFEITURE SHARING FUND #673					
697 Justice Forfeiture Sharing	\$ 392,449	\$ 487,205	\$ -	\$ (487,205)	(100.00%)
TOTAL -- JUSTICE FORFEITURE SHARING FUND	\$ 392,449	\$ 487,205	\$ -	\$ (487,205)	(100.00%)
TREASURY FORFEITURE SHARING FUND #674					
698 Justice Forfeiture Sharing	\$ 68,487	\$ 746,130	\$ -	\$ (746,130)	(100.00%)
TOTAL -- TREASURY FORFEITURE SHARING FUND	\$ 68,487	\$ 746,130	\$ -	\$ (746,130)	(100.00%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Police-Administrative Services Bureau					
667 Police 911 Emergency Phone System	\$ 222,499	\$ 298,385	\$ 355,839	\$ 57,454	19.25%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 222,499	\$ 298,385	\$ 355,839	\$ 57,454	19.25%
TOTAL -- POLICE DEPARTMENT	\$119,317,762	\$123,404,124	\$124,823,287	\$ 1,419,163	1.15%

Police Department

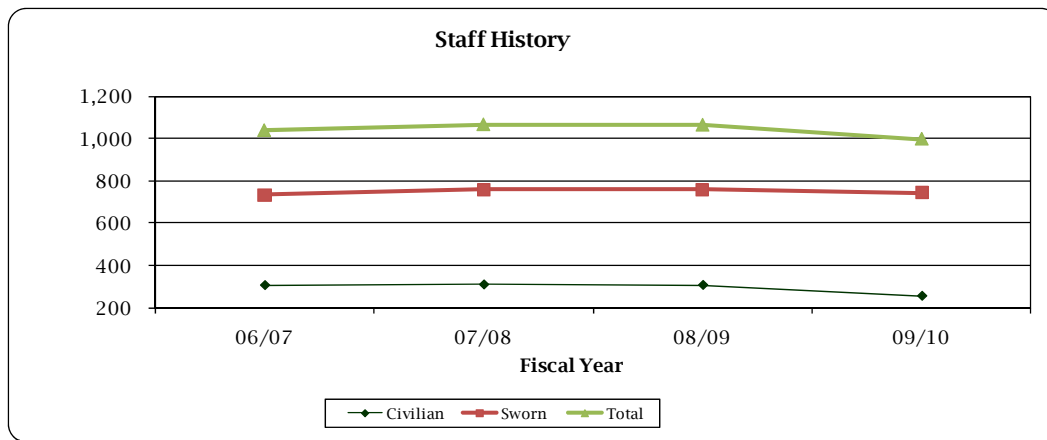
Expenditure by Classification	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 66,907,173	\$ 67,294,393	\$ 68,741,983	\$ 1,447,590	2.15%
Employee Benefits	34,559,145	38,441,675	39,974,120	1,532,445	3.99%
Supplies	2,037,885	2,229,401	1,428,579	(800,822)	(35.92%)
Contractual Services	2,750,196	2,936,453	2,903,070	(33,383)	(1.14%)
Utilities	605,527	753,684	849,902	96,218	12.77%
Other Operating	322,435	219,850	219,570	(280)	(0.13%)
Travel	189,649	162,130	103,333	(58,797)	(36.27%)
Internal Services	11,337,925	11,087,582	10,570,193	(517,389)	(4.67%)
Capital	543,482	230,645	-	(230,645)	(100.00%)
Non-Operating	64,346	48,311	32,537	(15,774)	(32.65%)
TOTAL -- POLICE DEPARTMENT	\$119,317,762	\$123,404,124	\$124,823,287	\$ 1,419,163	1.15%



Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
660 Police Administration	37	37	40
694 Police Training	11	11	10
Police-Administrative Services Bureau			
662 Police Support Services	126	95	58
665 Communications	85	95	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	7	6	4
Police-Investigative Services Bureau			
675 Criminal Investigations Division	134	149	138
676 Drug Enforcement	22	22	22
677 Special Investigations	13	13	13
Police-Special Services Bureau			
678 Crime Prevention	61	62	55
681 Special Operations	64	64	56
Police-Patrol Services Bureau			
691 North Patrol	128	128	122
692 East Patrol	138	138	133
693 West Patrol	167	167	160
TOTAL -- GENERAL FUND	994	988	906
<u>GOAA POLICE FUND #300</u>			
Police-Special Services Bureau			
683 Airport Police	70	74	74
TOTAL -- GOAA POLICE FUND	70	74	74
<u>OCPS CROSSING GUARD FUND #395</u>			
Police-Special Services Bureau			
074 School Crossing Guard	2	2	1
TOTAL -- OCPS CROSSING GUARD FUND	2	2	1
<u>GRANT FUND #600</u>			
054 COPS ARRA Grant 09/10	-	-	15
055 STOP Violence Grant	-	-	1
TOTAL -- GRANT FUND	-	-	16
TOTAL -- POLICE	1,066	1,064	997



Police Department

Mission Statement

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

OPD Overview of Services/Programs FY 09/10

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 09/10, the total staffing for the Police Department consists of 743 authorized sworn positions and 254 civilian employees totaling 997 employees.

The **Chief's Staff (Police Administration)** is comprised of a Staff Director, a Public Information Officer, Police Chaplains, the Professional Standards Division, the Criminal Justice Section, and the Violent Crimes Initiative Lieutenant. Professional Standards consists of Training/Accreditation and Inspections, Strategic Planning/Crime Analysis, Internal Affairs, and Fiscal Management Sections.

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Technology Management, and the Recruiting Unit. The Support Services Division is composed of Records Management, Property and Evidence, and Supply. The Communications Division consists of the Operations, Technical Support, and Administration Sections.

The **Special Services Bureau** includes the International Airport Division, Crime Prevention Division, Police Volunteer Coordinator, and Special Operations Division. The Airport Division consists of the Administrative, Investigations, and Patrol Sections. The Crime Prevention Division includes the Community Policing Section (Downtown Bikes, Parramore Heritage Bikes, Community Involvement, and Citizens for Neighborhood Watch Units). The Special Operations Division includes the Traffic Enforcement Section (Motors and School Crossing Guard Unit) and the Special Patrol Section (Mounted Patrol, K-9, Reserve, Auxiliary, Aviation Spectator and Vehicles for Hire 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 Section (Crimes Against Children, School Resource, Super Kids, and Gangs Units), the Violent Crimes Section (Homicide, Robbery, Assault & Battery, Sex Crimes, and the Fugitive Investigative Units), Property Crimes Section, Crimeline, and the Crime Scene Investigation Section. The Drug Enforcement Division includes the Uniform Drug Section, and officers assigned to Metropolitan Bureau of Investigation (MBI). The Intelligence Unit includes FBI task force personnel and the Homeland Security Section.

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

Police Department

Major Accomplishments

- The Patrol Services Bureau initiated “Operation Free Palms” after several homicides occurred at the Palms Apartment Complex. This operation has been successful, resulting in the reduction of robberies (75% decrease) and aggravated assaults (60% decrease).
- The Patrol Services Bureau has initiated “Operation Duration” to aggressively target crime in the Polk and Benson area, resulting in the overall crime rate being reduced by 43%.
- The Patrol Services Bureau has worked (2) joint operations with the Orange County Sheriff’s Office to combat crime in the Pine Hills area (Operation New Sheriff in Town), and “Operation Spring Cleaning” targeting crime in the Ivey Lane, Raleigh Street Corridor, Carver Shores and Richmond Heights areas.
- In order to better serve the community, the Patrol Services Bureau redesigned the patrol districts. The redistricting provides better area coverage and allows for quicker response times to calls for service.
- The Patrol Services Bureau, Patrol TAC squads made over 3,050 arrests, of which 565 were felony arrests. They also seized \$61,321 in cash, 1,917.7 grams of cocaine and 219 firearms.
- The Patrol Services Bureau completed renovations to the Southeast Community Police Office, which increased overall square footage by 1,000 sq. ft. and provided a new conference room.
- The Professional Standards Division fully implemented the IRIS camera project. Currently OPD has more than 30 cameras operational throughout the City.
- The Orlando Police Department received Re-Accreditation.
- Construction of the new OPD Training Facility/Gun Range is complete. The grand opening of the facility occurred on August 13, 2009.
- The Property and Evidence Unit in cooperation with the Center for Drug Free Living, Parramore Kid Zone and the City of Orlando Transportation Department donated over 50 unclaimed bicycles to those in need.
- The Polygraph Unit has increased the number of criminal tests administered by over 20% from preceding years.
- Over 1,500 Police incident reports have been generated via the OPD On-line Reporting System. The cost savings realized for not having to dispatch a Police Officer or Community Service Officer to take these reports is in excess of \$60,000.
- The Communications Division processed 231,529 911 emergency calls and 447,730 non-emergency calls with an answering rate of 95%, meeting Department and State goals.
- The Communications Division upgraded the 7.1 Digital Encrypted Radio System that provides safe and secure radio communications capabilities to the 7.5 Platform at no cost to the City.
- The Communications Division installed the new Positron VIPER Public Safety System with enhanced 911, VoIP, Mapping, TDD/TTY, GIS and recording capabilities.
- The Drug Enforcement Division made 707 arrests, 370 of which were felony drug arrests.

Police Department

- The Drug Enforcement Division seized 76 crime related guns, investigated 360 CRACKLINE complaints, and executed 30 search warrants.
- The Investigative Services Bureau, Crimeline received 195 drug tips in the Orange County Area and seized 98 firearms through the Gun Bounty Program.
- The Investigative Services Bureau, Criminal Investigations Division reviewed 24,190 cases, investigated 5,643 cases and solved 4,812 cases for a clearance rate of 85% for cases investigated.
- The Investigative Services Bureau, School Resource Unit, instructed 1,905 middle and 1,809 elementary students and 375 summer camp youth in the Gang Resistance Education and Training (GREAT) curriculum.
- The Investigative Services Bureau, NBIN National Ballistics project was implemented in January 2009. This project is a collaborative effort with FDLE/ATF that traces and tracks all firearms and crime casings.
- The Airport Division has increased homeland security efforts by providing active shooter training to OPD personnel as well as the Federal Air Marshalls and Customs Border Patrol Officers assigned to the Orlando area. In addition a re-configured traffic plan was developed in the event of a Condition Red Threat Level from DHS.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, gave numerous safety presentations to local businesses and schools, participated in numerous community events and participated in National Night Out.
- The Special Services Bureau, Crime Prevention Division, organized and participated in the 2009 Kicks for Guns event. OPD and six other local agencies partnered with 4 local radio stations on August 14, 2009. Kicks for Guns trades new tennis shoes and gift cards for guns in an effort to remove firearms off the streets. OPD recovered 108 firearms.

Police Department

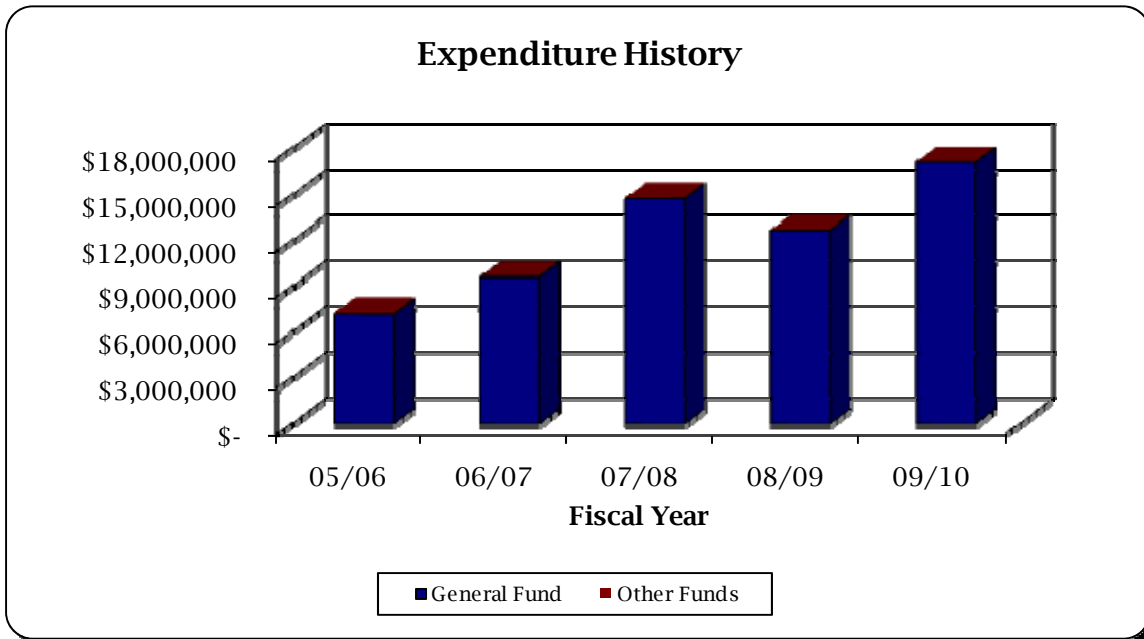
Future Outlook

- The Patrol Services Bureau has identified the location of the permanent Southwest Substation at Mission Rd. and Old Winter Garden Road, construction to begin at the end of 2009 or beginning of 2010.
- The Patrol Services Bureau will begin training in September 2009 in our new Field Reporting Program. This new reporting system will allow for patrol officers to complete their incident reports in the field using their mobile computers.
- The Professional Standards Division will work further with its partners to expand the IRIS camera project to areas of the City that are not currently being monitored through the project.
- The Investigative Services Bureau, School Resource Officer Unit, will continue the Gang Resistance, Education, and Training (GREAT) in school programs due to the awarding of the 2008 GREAT Grant.
- The Investigative Services Bureau is currently exploring two phases of electronic monitoring: electronic monitoring of stalking and domestic violence cases and JUMP (Juveniles under monitoring program).
- The Investigative Services Bureau, monitoring will continue regarding the quality of life issues raised by the tenants in the Palms Apartments. A total of 45 students confirmed attendance in a General Education Diploma program scheduled to begin August 25, 2009.
- The Investigative Services Bureau will continue their liaison with the Harbor House of Central Florida through the INVEST program (Intimate Violence Enhanced Services Project). A domestic violence advocate is assigned to OPD to provide intensive prevention and protection services to domestic abuse victims identified as high risk for fatal attacks. In addition the 2009 INVEST grant will allow for a full time domestic violence detective to investigate domestic violence cases full time.
- The Investigative Services Bureau will continue development of the SPOT program to provide for an in-house database on sexual predators and offenders.
- The Administrative Services Bureau: In October of 2009, the **PACE** function will be eliminated as OPD personnel will no longer be dictating reports but will be generating Police reports from their individual Mobile Computers. This Field Reporting application is directly linked to the newly activated Mobile Messaging system that allows for Officers to have direct electronic communication with one another, conduct teletype checks, monitor each other's activity and generate incident reports. The implementation of Field Reporting will significantly reduce personnel costs and eliminate "down time" as officers will no longer have to wait for a PACE operator to become available in order to dictate their report.
- The Special Services Bureau, Crime Prevention Division, Community Relations Unit, will hold a Citizens Police Academy, Hispanic Police Academy, and a Teen Police Academy later this year.

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 5,462,550	\$ 5,406,392	\$ 5,506,299	\$ 99,907	1.85%
694 Police Training	3,979,788	1,758,965	1,904,244	145,279	8.26%
028 Primrose Building	134,013	148,712	146,032	(2,680)	(1.80%)
988 Non-Departmental Police	5,190,257	5,385,111	9,493,325	4,108,214	76.29%
TOTAL -- GENERAL FUND	\$14,766,607	\$12,699,180	\$17,049,900	\$ 4,350,720	34.26%
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 90,685	\$ 65,000	\$ 65,000	\$ -	0.00%
TOTAL -- LAW ENFORCEMENT TRUST FUND	\$ 90,685	\$ 65,000	\$ 65,000	\$ -	0.00%
TOTAL -- POLICE ADMINISTRATION	\$14,857,292	\$12,764,180	\$17,114,900	\$ 4,350,720	34.09%



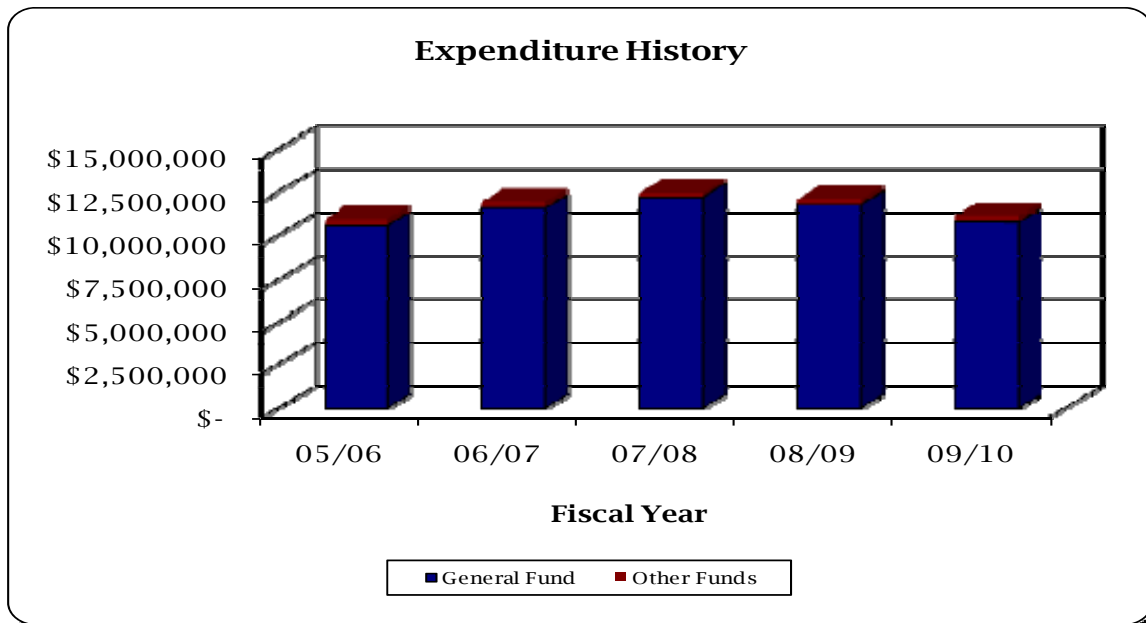
STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
660 Police Administration	37	37	40
694 Police Training	11	11	10
TOTAL -- GENERAL FUND	48	48	50
TOTAL -- POLICE ADMINISTRATION	48	48	50

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau					
662 Police Support Services	\$ 6,645,963	\$ 5,555,049	\$ 4,056,957	\$(1,498,092)	(26.97%)
665 Communications	4,885,852	5,482,791	6,084,720	601,929	10.98%
666 Electronic Communication Systems	152,674	173,647	168,668	(4,979)	(2.87%)
668 Police Recruiting	503,209	545,500	441,165	(104,335)	(19.13%)
TOTAL -- GENERAL FUND	\$12,187,699	\$11,756,987	\$10,751,510	\$(1,005,477)	(8.55%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 222,499	\$ 298,385	\$ 355,839	\$ 57,454	19.25%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 222,499	\$ 298,385	\$ 355,839	\$ 57,454	19.25%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$12,410,198	\$12,055,372	\$11,107,349	\$ (948,023)	(7.86%)



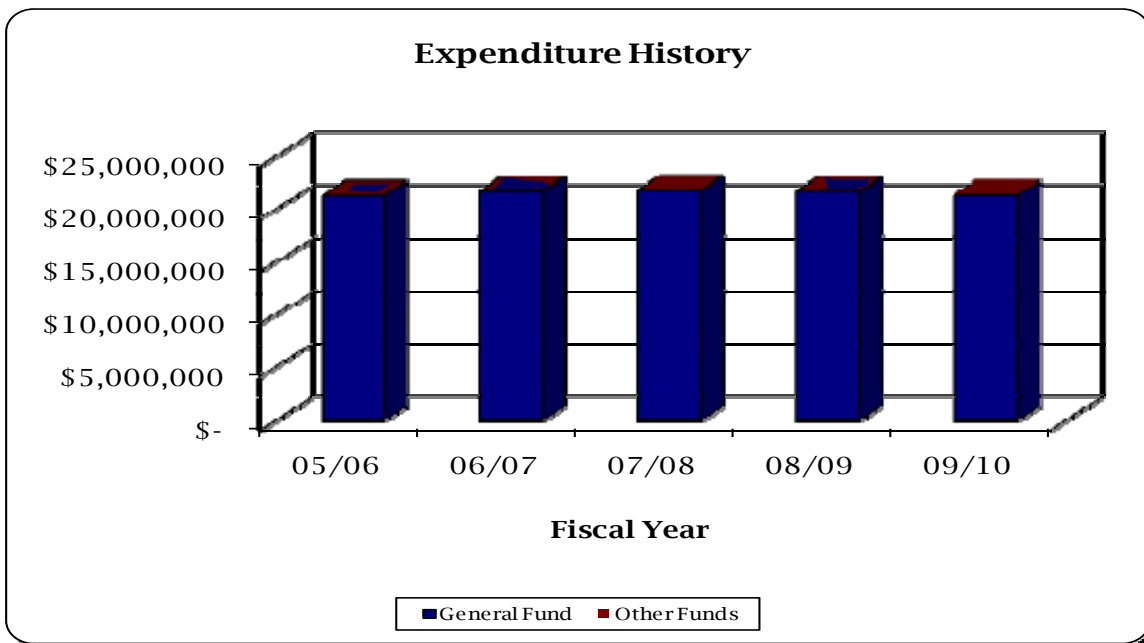
STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Police-Administrative Services Bureau			
662 Police Support Services	126	95	58
665 Communications	85	95	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	7	6	4
TOTAL -- GENERAL FUND	219	197	157
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	219	197	157

Police Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Bureau	Actual	Revised	Adopted	Adopted	%
Program Number and Name	Expenditures	Budget	Budget	to Revised	Change
GENERAL FUND #100					
Police-Investigative Services Bureau					
675 Criminal Investigative Services	\$16,532,509	\$16,787,947	\$16,445,225	\$ (342,722)	(2.04%)
676 Drug Enforcement Division	3,258,654	3,060,036	3,144,282	84,246	2.75%
677 Special Investigations	1,948,332	1,775,440	1,732,155	(43,285)	(2.44%)
TOTAL -- GENERAL FUND	\$21,739,495	\$21,623,423	\$21,321,662	\$ (301,761)	(1.40%)
GRANT FUND #600					
055 STOP Violence Grant	\$ -	\$ -	\$ 94,290	\$ 94,290	N/A
TOTAL -- GRANT FUND	\$ -	\$ -	\$ 94,290	\$ 94,290	N/A
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$21,739,495	\$21,623,423	\$21,415,952	\$ (207,471)	(0.96%)



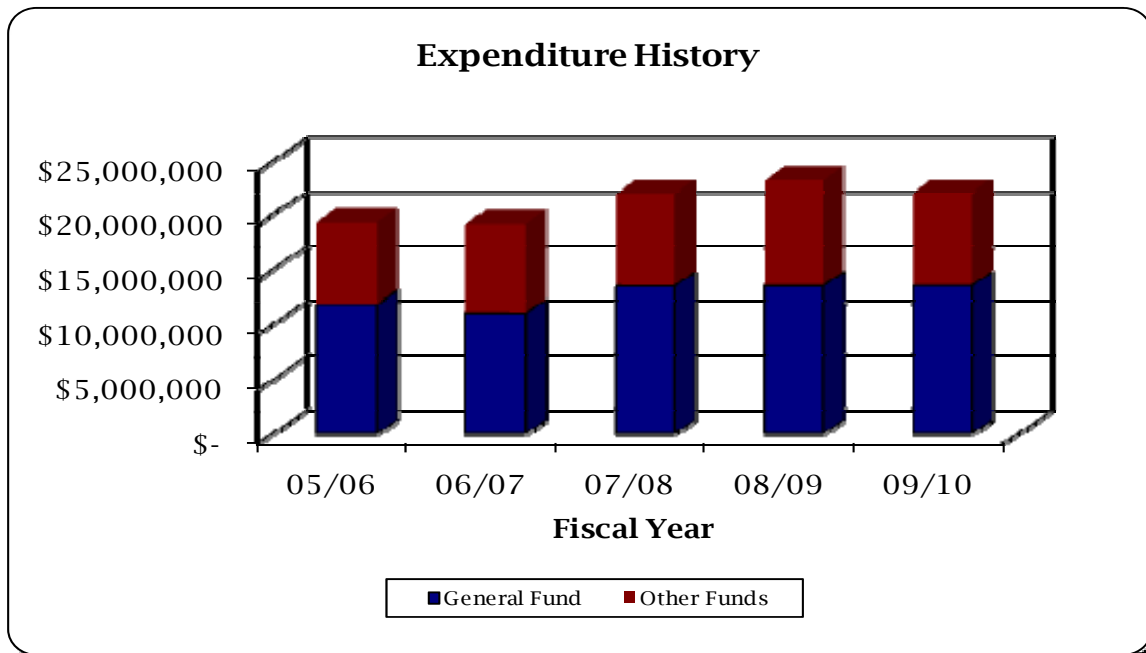
STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
	2007/2008	2008/2009	2009/2010
GENERAL FUND #100			
Police-Investigative Services Bureau			
675 Criminal Investigative Services	134	149	138
676 Drug Enforcement Division	22	22	22
677 Special Investigations	13	13	13
TOTAL -- GENERAL FUND	169	184	173
GRANT FUND #600			
055 STOP Violence Grant	-	-	1
TOTAL -- GRANT FUND	-	-	1
TOTAL -- INVESTIGATIVE SERVICES BUREAU	169	184	174

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau					
678 Crime Prevention	\$ 6,053,122	\$ 6,349,378	\$ 6,238,693	\$ (110,685)	(1.74%)
681 Special Operations	7,388,089	7,104,036	6,445,321	(658,715)	(9.27%)
684 Airport Police-General Fund	-	-	792,445	792,445	N/A
TOTAL -- GENERAL FUND	\$13,441,211	\$13,453,414	\$13,476,459	\$ 23,045	0.17%
GOAA POLICE FUND #300					
683 Airport Police	\$ 8,203,757	\$ 9,261,606	\$ 8,156,698	\$ (1,104,908)	(11.93%)
TOTAL -- GOAA POLICE FUND	\$ 8,203,757	\$ 9,261,606	\$ 8,156,698	\$ (1,104,908)	(11.93%)
OCPS CROSSING GUARD FUND #395					
074 School Crossing Guard	\$ 380,089	\$ 590,545	\$ 531,794	\$ (58,751)	(9.95%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 380,089	\$ 590,545	\$ 531,794	\$ (58,751)	(9.95%)
TOTAL -- SPECIAL SERVICES BUREAU	\$22,025,057	\$23,305,565	\$22,164,951	\$ (1,140,614)	(4.89%)



Police Department

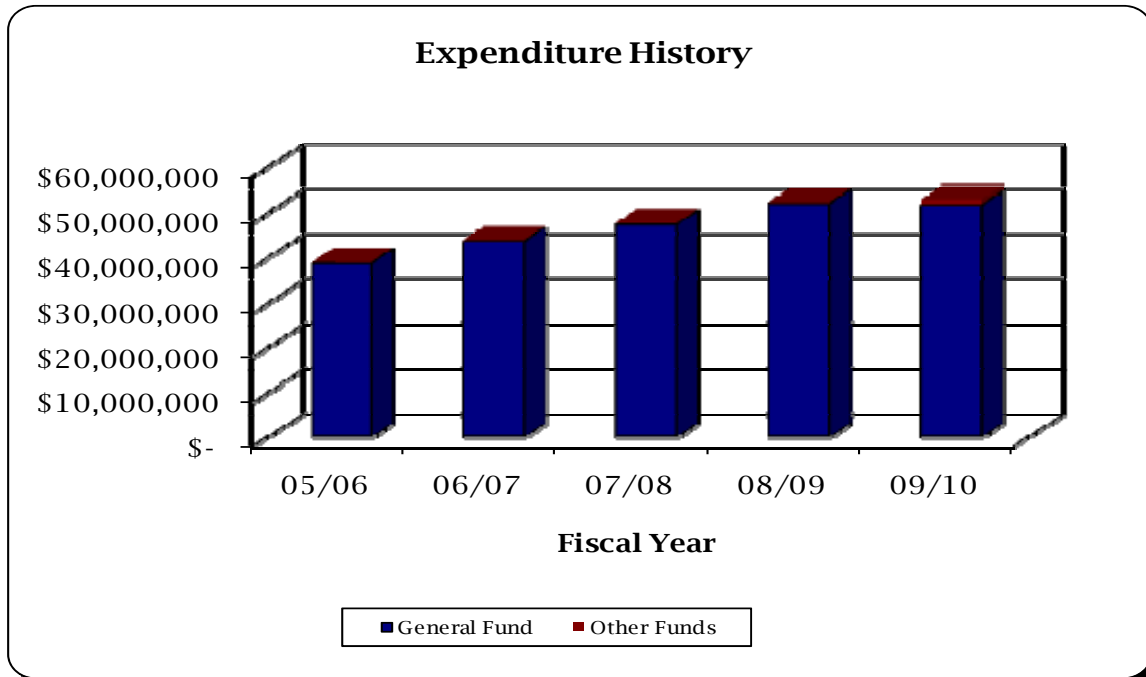
STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Police-Special Services Bureau			
678 Crime Prevention	61	62	55
681 Special Operations	64	64	56
TOTAL -- GENERAL FUND	125	126	111
<u>GOAA POLICE FUND #300</u>			
683 Airport Police	70	74	74
TOTAL -- GOAA POLICE FUND	70	74	74
<u>OCPS CROSSING GUARD FUND #395</u>			
074 School Crossing Guard	2	2	1
TOTAL -- OCPS CROSSING GUARD FUND	2	2	1
TOTAL -- SPECIAL SERVICES BUREAU	70	202	186

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2007/08 Actual Expenditures	2008/09 Revised Budget	2009/10 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Patrol Services Bureau					
691 North Patrol	\$18,994,122	\$20,867,328	\$19,963,762	\$ (903,566)	(4.33%)
692 East Patrol	14,627,591	14,914,900	14,968,400	53,500	0.36%
693 West Patrol	13,874,668	16,370,021	16,888,673	518,652	3.17%
TOTAL -- GENERAL FUND	\$47,496,381	\$52,152,249	\$51,820,835	\$ (331,414)	(0.64%)
LAW ENFORCEMENT TRAINING FUND #110					
695 Law Enforcement Training	\$ 328,401	\$ 270,000	\$ 200,000	\$ (70,000)	(25.93%)
TOTAL -- LAW ENF. TRAINING FUND	\$ 328,401	\$ 270,000	\$ 200,000	\$ (70,000)	(25.93%)
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ -	\$ -	\$ 999,300	\$ 999,300	N/A
TOTAL -- GRANT FUND	\$ -	\$ -	\$ 999,300	\$ 999,300	N/A
TOTAL -- PATROL SERVICES BUREAU	\$47,824,782	\$52,422,249	\$53,020,135	\$ 597,886	1.14%



Police Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
Police-Patrol Services Bureau			
691 North Patrol	128	128	122
692 East Patrol	138	138	133
693 West Patrol	167	167	160
TOTAL -- GENERAL FUND	<u>433</u>	<u>433</u>	<u>415</u>
<u>GRANT FUND #600</u>			
054 COPS ARRA Grant 09/10	-	-	15
TOTAL -- GRANT FUND	<u>-</u>	<u>-</u>	<u>15</u>
TOTAL -- PATROL SERVICES BUREAU	<u>433</u>	<u>433</u>	<u>430</u>

Police Department

Police Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Police Department	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport)	95.8%	95.43%	90%
Police Department	Number of Crimeline tips received for the City*	N/A	N/A	N/A
Police Department	Number of Neighborhood Watch Meetings attended by supervisors*	N/A	N/A	N/A

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	No	Yes	Yes

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 90 calendar days or less (reported YTD)	70.5%	83.33%	80%
Police Department	Average Code 2 call queue time in minutes (excludes Airport)	3.58	3.37	3.5
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes)	13.22	12.73	13.2
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes)	37.78	28	35.4
Police Department	Percentage of cases cleared	74.92%	86%	80%
Police Department	Number of Crimeline tips resolved with an arrest*	N/A	N/A	N/A

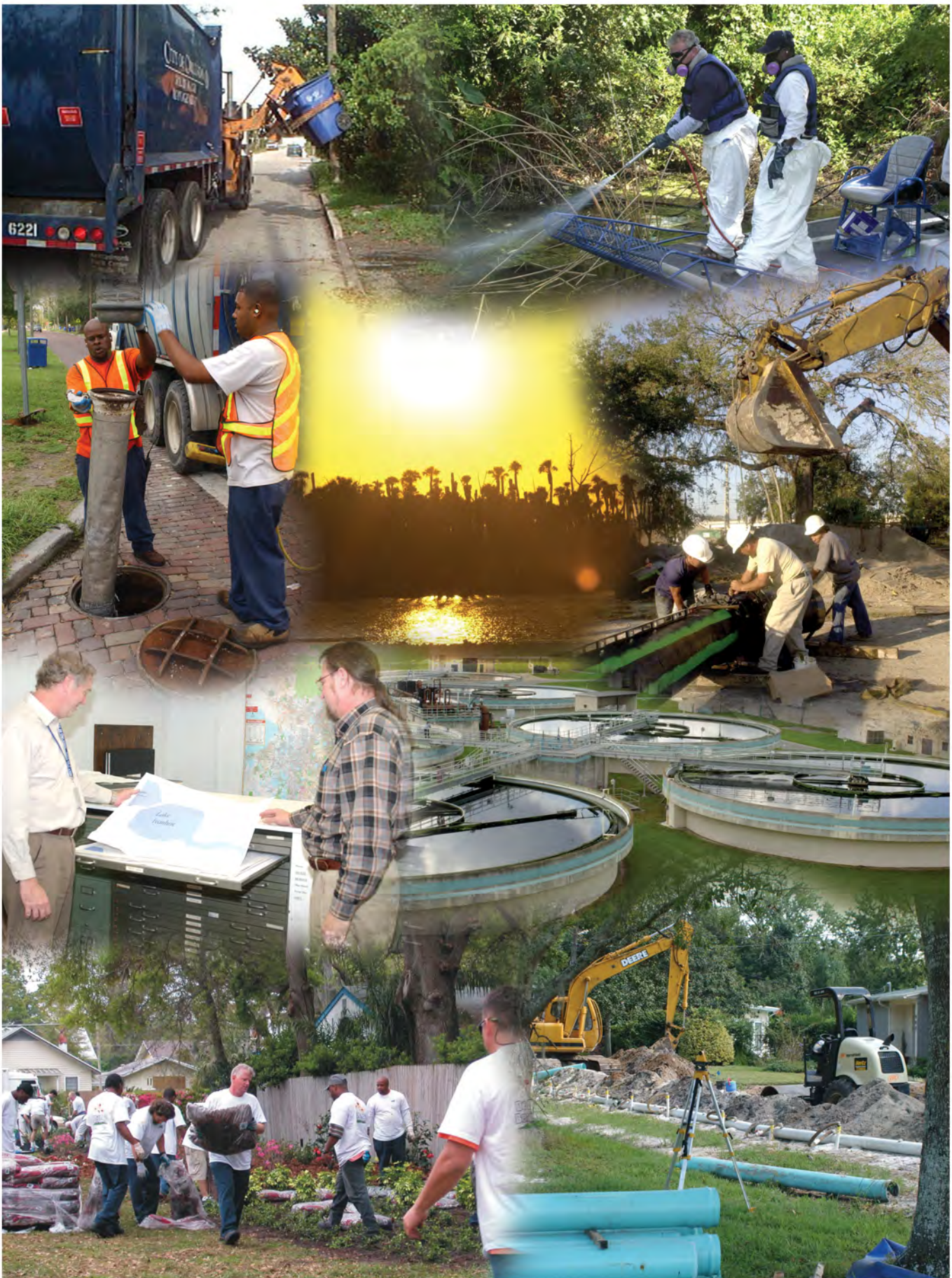
Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Police Department	Percent change of Part 1 Crimes	N/A	-28.93%	0%
Police Department	Percent Change of the Total Number of Violent Crimes	N/A	-23.8%	0%
Police Department	Percentage change in the number of property crimes	N/A	-41%	0%

*New Performance Indicator. Data collection will start in FY2009/2010.

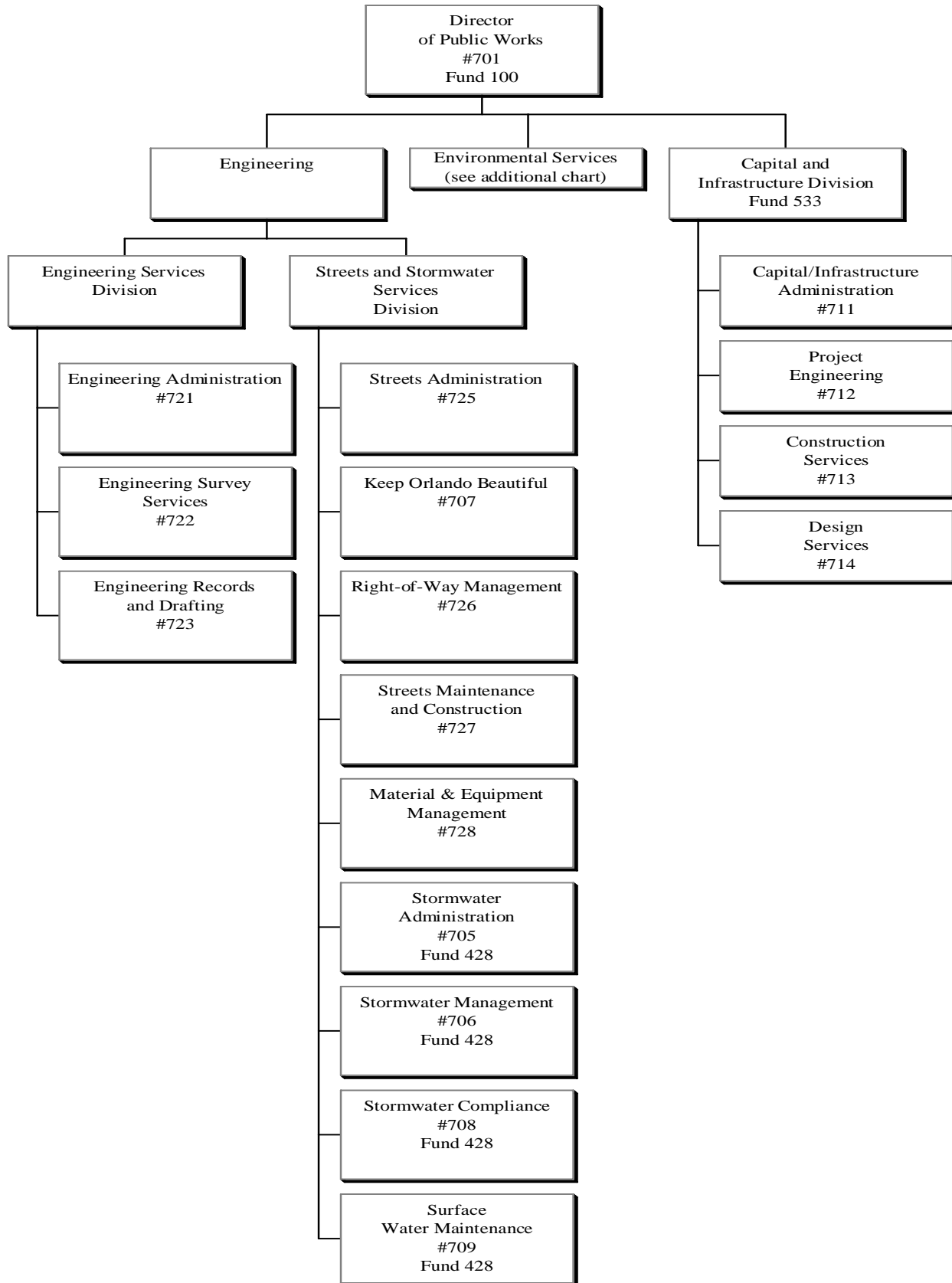
P
U
B
L
I
C

W
O
R
K
S

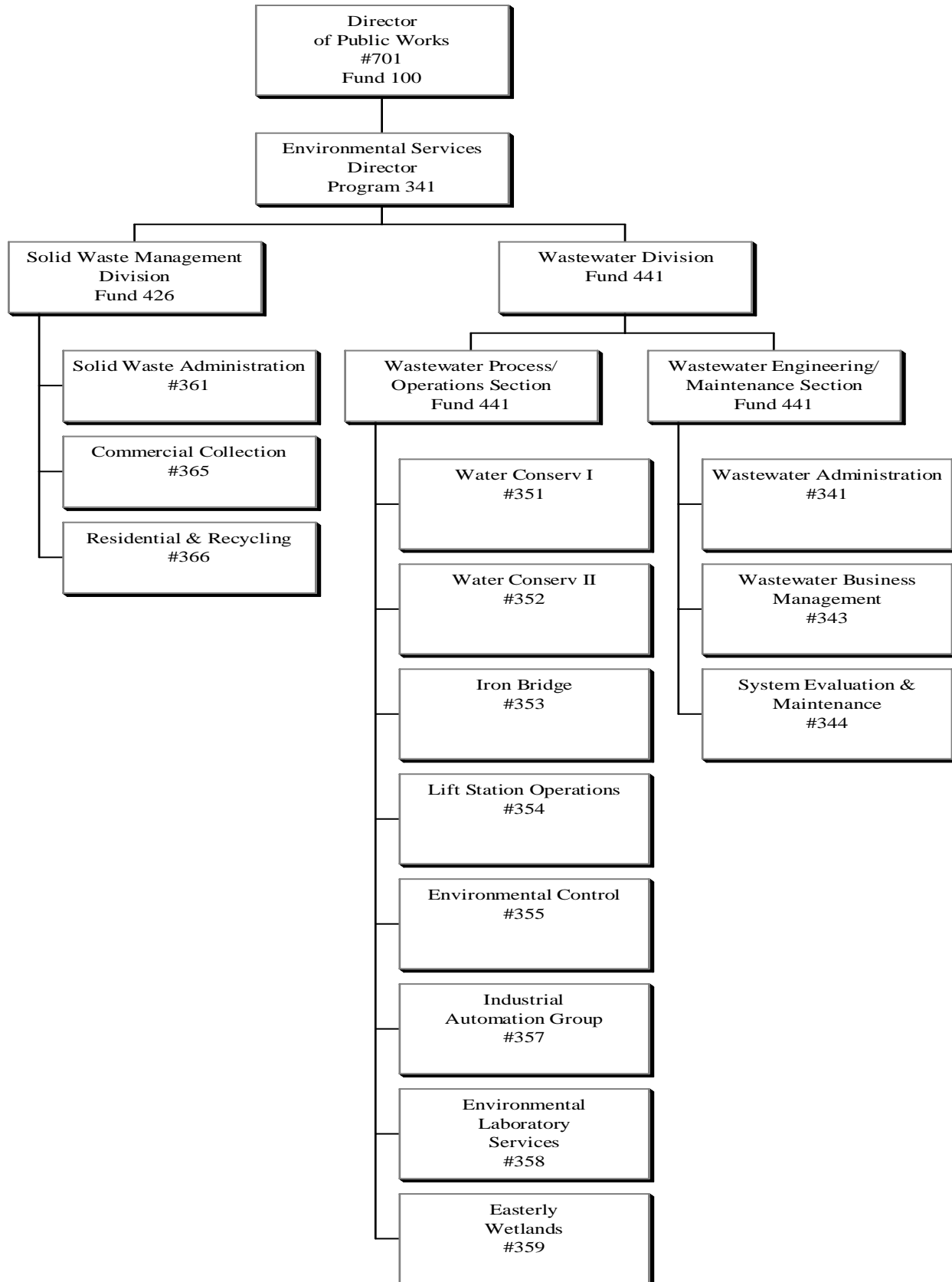


To enhance Orlando's quality of life through the construction and operation of a safe, effective, physical environment; and to provide our visitors, our neighbors, and our businesses the efficient and timely services necessary to support the infrastructure demands of our growing, diverse community.

Public Works Department



Public Works Department



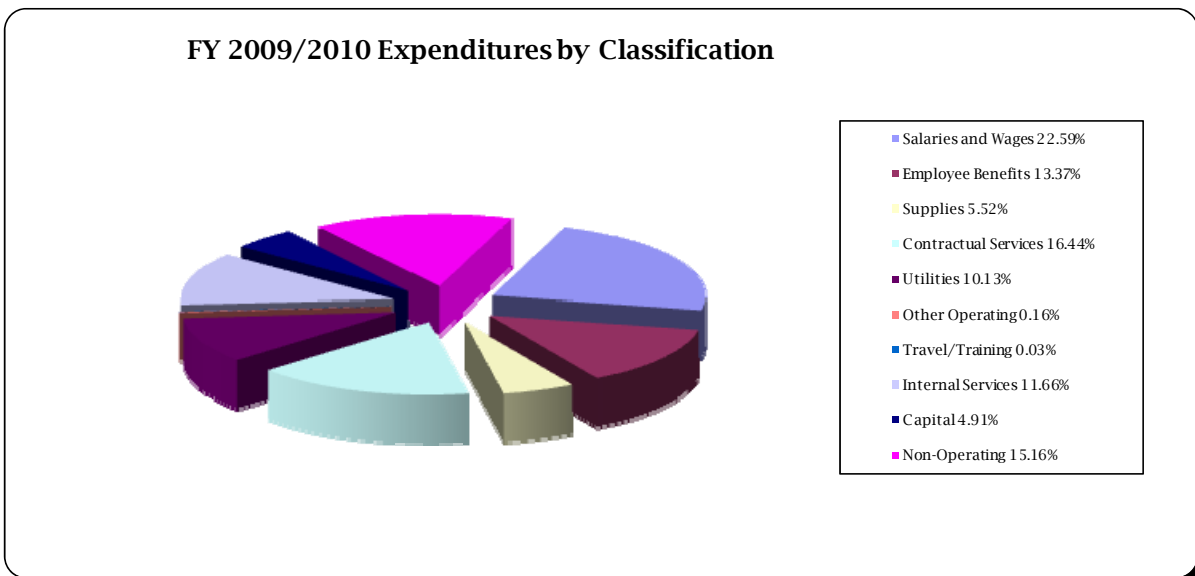
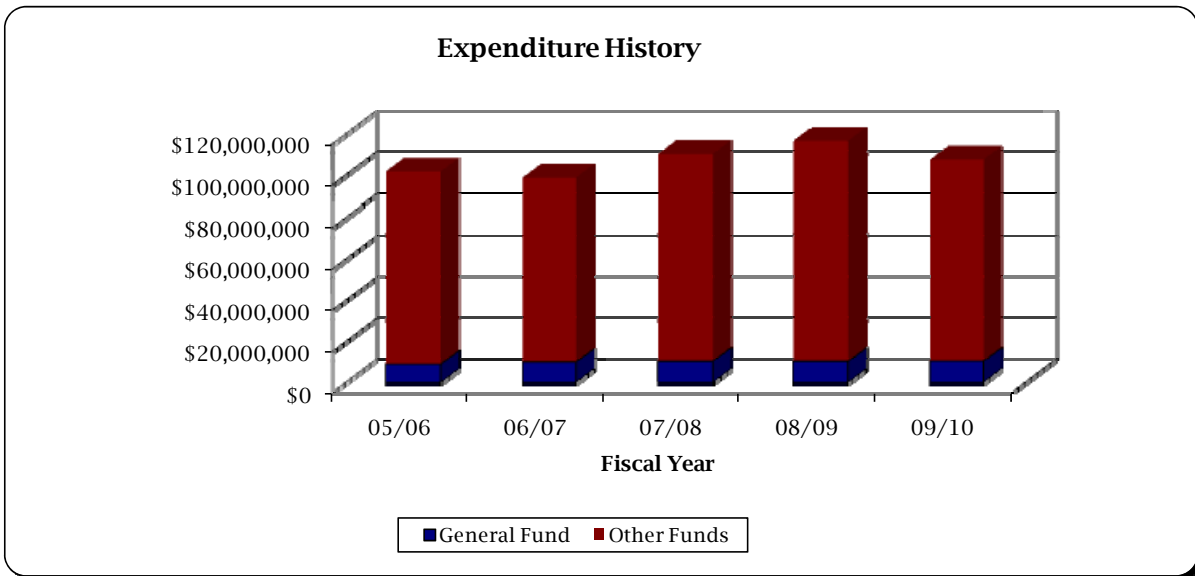
Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
701 Director of Public Works	\$ 361,870	\$ 424,448	\$ 426,643	\$ 2,195	0.52%
Engineering/Engineering Services Division					
721 Engineering Administration	585,361	605,409	634,890	29,481	4.87%
722 Engineering Survey Services	754,742	907,247	839,175	(68,072)	(7.50%)
723 Engineering Records and Drafting	297,285	332,369	349,640	17,271	5.20%
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	102,500	109,457	128,125	18,668	17.06%
725 Streets Administration	387,910	381,072	403,366	22,294	5.85%
726 Right of Way Management	4,597,412	4,038,112	3,812,574	(225,538)	(5.59%)
727 Street Maintenance & Construction	1,949,102	2,018,252	2,265,444	247,192	12.25%
728 Material & Equipment Management	835,126	815,995	876,360	60,365	7.40%
986 Nondepartmental - Public Works	514,850	700,602	692,009	(8,593)	(1.23%)
TOTAL -- GENERAL FUND	\$ 10,386,158	\$ 10,332,963	\$ 10,428,226	\$ 95,263	0.92%
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,067,827	\$ 1,157,589	\$ 1,157,319	\$ (270)	(0.02%)
365 Commercial Collection and Transportation	7,492,525	7,204,138	7,100,084	(104,054)	(1.44%)
366 Residential & Recycling	10,522,328	11,383,688	10,998,101	(385,587)	(3.39%)
977 Nondepartmental - Solid Waste	3,883,566	4,510,677	5,048,528	537,851	11.92%
Projects	1,622,026	1,172,704	268,000	(904,704)	(77.15%)
TOTAL -- SOLID WASTE FUND	\$ 24,588,272	\$ 25,428,796	\$ 24,572,032	\$ (856,764)	(3.37%)
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 469,966	\$ 503,971	\$ 520,876	\$ 16,905	3.35%
706 Stormwater Management	1,620,066	1,951,677	1,853,686	(97,991)	(5.02%)
708 Stormwater Compliance	538,794	675,145	741,469	66,324	9.82%
709 Surface Water Maintenance	2,918,540	2,892,362	3,344,833	452,471	15.64%
965 Nondepartmental - Stormwater	6,138,846	7,552,042	7,542,659	(9,383)	(0.12%)
Projects	11,674,006	18,670,698	8,432,241	(10,238,457)	(54.84%)
TOTAL -- STORMWATER UTILITY FUND	\$ 23,360,218	\$ 32,245,895	\$ 22,435,764	\$ (9,810,131)	(30.42%)

Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,657,181	\$ 1,692,981	\$ 2,994,464	\$ 1,301,483	76.88%
343 Wastewater Business Management	739,812	781,131	559,865	(221,266)	(28.33%)
344 System Evaluation & Maintenance	4,900,925	5,056,910	5,280,216	223,306	4.42%
Wastewater Process/Operations Section					
351 Water Conserv I	2,798,164	2,809,937	2,833,556	23,619	0.84%
352 Water Conserv II	6,950,254	7,096,434	7,916,993	820,559	11.56%
353 Iron Bridge	9,025,333	9,496,050	9,688,996	192,946	2.03%
354 Lift Station Operations	3,486,631	3,383,618	3,695,143	311,525	9.21%
355 Environmental Control	1,277,745	1,298,553	1,284,956	(13,597)	(1.05%)
357 Industrial Automation Group	1,562,828	1,667,725	1,785,897	118,172	7.09%
358 Environmental Lab Services	757,913	836,008	793,284	(42,724)	(5.11%)
359 Easterly Wetlands	831,766	790,667	400,921	(389,746)	(49.29%)
975 Nondepartmental - Wastewater	9,108,250	8,184,988	9,120,488	935,500	11.43%
Projects	4,969,512	1,550,098	-	(1,550,098)	(100.00%)
TOTAL -- WASTEWATER REVENUE FUND	\$ 48,066,314	\$ 44,645,100	\$ 46,354,779	\$ 1,709,679	3.83%
CONSTRUCTION MANAGEMENT FUND #533					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 492,692	\$ 499,044	\$ 508,832	\$ 9,788	1.96%
712 Project Engineering	656,096	638,798	704,421	65,623	10.27%
713 Construction Services	1,101,858	1,035,936	1,692,784	656,848	63.41%
714 Design Services	403,830	412,725	462,051	49,326	11.95%
964 NonDept.-Proj./Const.Mgmt.	143,289	369,030	428,473	59,443	16.11%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 2,797,765	\$ 2,955,533	\$ 3,796,561	\$ 841,028	28.46%
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division					
715 City Supplemental Staff	\$ 1,124,996	\$ 1,117,194	\$ -	\$ (1,117,194)	(100.00%)
TOTAL -- PUBLIC WORKS	\$110,323,723	\$116,725,481	\$107,587,362	\$ (9,138,119)	(7.83%)
Expenditure by Classification					
Salaries and Wages	\$ 23,134,806	\$ 23,273,178	\$ 24,329,188	\$ 1,056,010	4.54%
Employee Benefits	12,160,735	13,781,013	14,386,549	605,536	4.39%
Supplies	7,614,123	7,439,196	5,943,275	(1,495,921)	(20.11%)
Contractual Services	18,076,668	16,655,284	17,682,888	1,027,604	6.17%
Utilities	10,891,335	9,854,657	10,903,926	1,049,269	10.65%
Other Operating	124,080	182,110	168,078	(14,032)	(7.71%)
Travel/Training	64,356	158,548	36,651	(121,897)	(76.88%)
Internal Services	13,431,920	13,128,620	12,546,240	(582,380)	(4.44%)
Capital	11,015,697	13,958,667	5,282,445	(8,676,222)	(62.16%)
Non-Operating	13,810,003	18,294,208	16,308,122	(1,986,086)	(10.86%)
TOTAL -- PUBLIC WORKS	\$110,323,723	\$116,725,481	\$107,587,362	\$ (9,138,119)	(7.83%)

Public Works Department



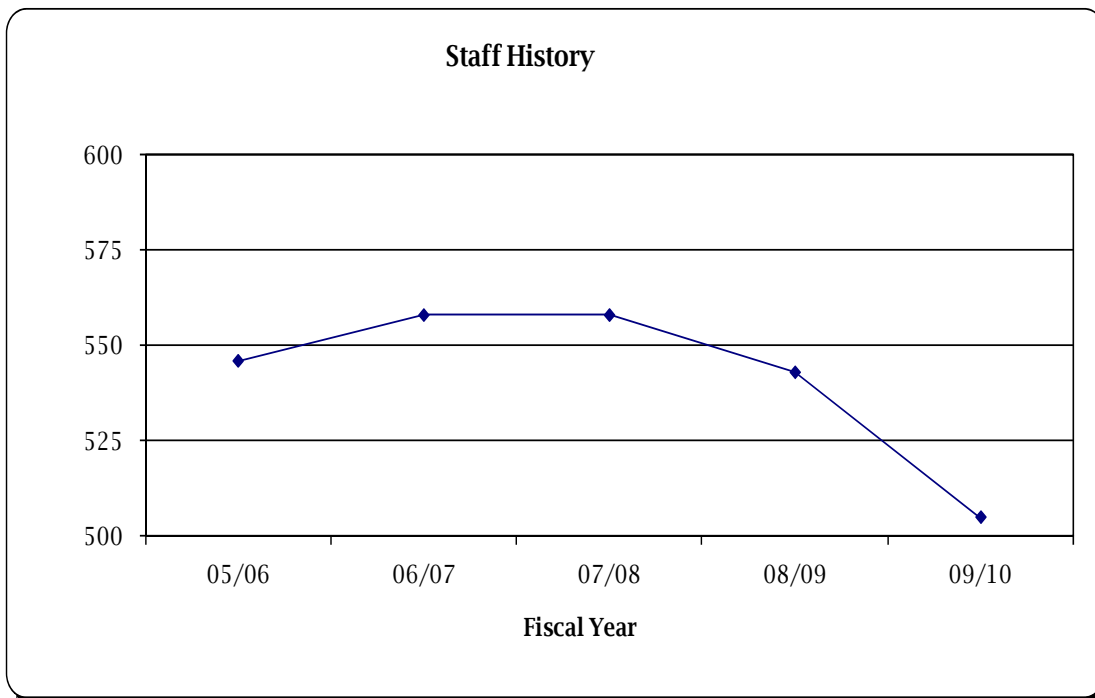
Public Works Department

DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
701 Director of Public Works	3	4	4
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	12	12	11
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	33	22
727 Street Maintenance & Construction	27	32	32
728 Material & Equipment Management	10	10	10
729 Stormwater Management	-	-	-
TOTAL -- GENERAL FUND	109	108	96
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	34	33	33
366 Residential & Recycling	70	56	58
TOTAL -- SOLID WASTE FUND	118	103	105
STORMWATER UTILITY FUND #428			
Engineering/Streets and Stormwater Services Division			
705 Stormwater Administration	5	5	5
706 Stormwater Management	16	16	16
708 Stormwater Compliance	6	7	7
709 Surface Water Maintenance	28	28	28
TOTAL -- STORMWATER UTILITY FUND	55	56	56
WASTEWATER REVENUE FUND #441			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	14	15
343 Wastewater Business Management	12	12	8
344 System Evaluation & Maintenance Section	50	50	50
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	16	12
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	16	16
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	8	8	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	229	229	221

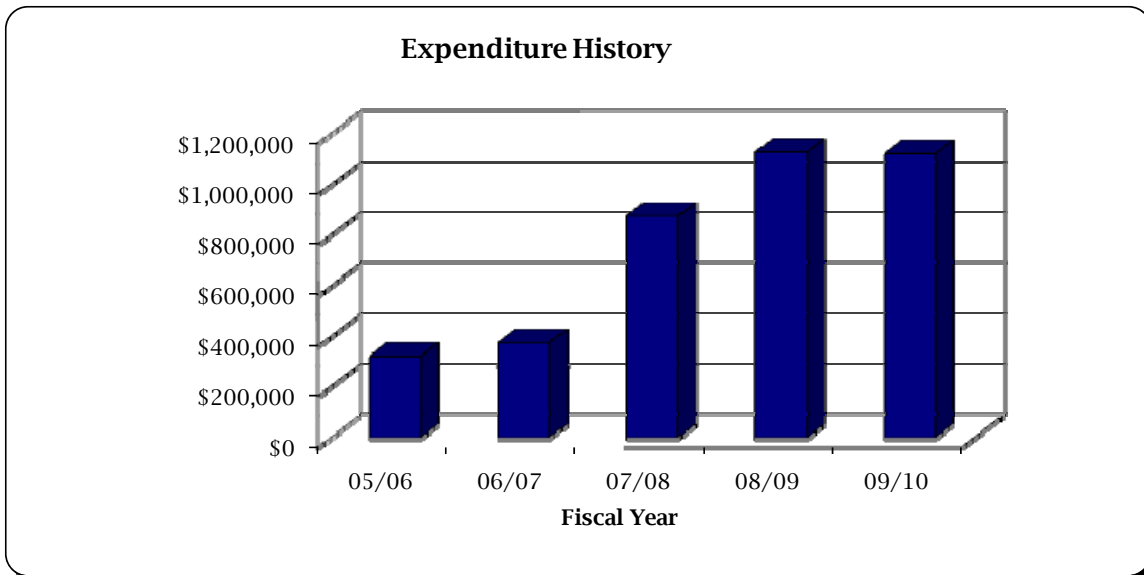
Public Works Department

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	27	27	27
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division			
715 Rapid Assistance Program	20	20	-
TOTAL -- SUPPLEMENTAL STAFF FUND	20	20	-
TOTAL -- PUBLIC WORKS	558	543	505



Public Works Department

EXPENDITURE SUMMARY						
Fund	2007/08	2008/09	2009/10	Change		
Office/Division	Actual	Revised	Adopted	to Adopted	% Change	
Program Number and Name	Expenditures	Budget	Budget	Revised		
<u>GENERAL FUND #100</u>						
701 Director of Public Works	\$ 361,870	\$ 424,448	\$ 426,643	\$ 2,195	0.52%	
986 Nondepartmental - Public Works	514,850	700,602	692,009	(8,593)	(1.23%)	
TOTAL -- GENERAL FUND	\$ 876,720	\$ 1,125,050	\$ 1,118,652	\$ (6,398)	(0.57%)	
TOTAL -- DIRECTOR	\$ 876,720	\$ 1,125,050	\$ 1,118,652	\$ (6,398)	(0.57%)	



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
701 Director of Public Works	3	4	4
TOTAL -- GENERAL FUND	3	4	4
TOTAL -- DIRECTOR	3	4	4

Public Works Department

Engineering Services Division

Mission Statement

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

Overview of Services/Programs

The **Engineering Services Division** ensures that City streets are properly constructed and maintained; coordinates street pavement surface rehabilitation, sidewalk construction and re-bricking programs; manages stormwater control and conveyance and associated infrastructure; and develops strategies to improve water quality in the City's lakes, canals and outfalls. Survey Services provides surveying and mapping services for City users. This division administers consultant surveying and mapping contracts, as well as contractor re-paving and pavement rehabilitation contracts. Review and approve all new subdivision plats. Maintains & provides horizontal & vertical control networks for publication and use by private consultants The Engineering Records section develops and maintains records related to the collection, storage, retrieval and distribution of engineering-related documents.

Major Accomplishments

- Managed the street pavement surface rehabilitation for over 25 miles of City streets.
- Coordinated study, design and construction projects co-funded by South Florida Water Management District, St. Johns River Water Management District, and Florida Department of Environmental Protection.
- Designed and constructed Grant Street drainage improvement project.
- Designed and constructed Dubsdread drainage improvement project.
- Completed the asphalt removal projects of the underlying brick street on Summerlin Avenue between Harwood and Amelia, on E Kaley St between Pine Bluff and Hackney, and on N Thornton Avenue between Marks and Park Lake.
- Improved the City's overall flood risk rating by two classifications resulting in significant flood insurance premium reductions for our citizens.
- Coordinated with St Johns River Water Management District in the Little Wekiva River Basin and Howell Creek Basin Master Stormwater Management Plan Study.
- Issued 1,278 addresses in FY 2008-2009 compared to 1,654 addresses in FY 2007-2008, 2,200 addresses in FY 2006-2007, 2,664 in FY 2005-2006 addresses in FY 2004-2005, 3004 in FY 2003-2004, 1,876 in FY 2002-2003, 1,398 in 2001-2002 and 743 in 2000-2001.
- Added over 160 as-built drawing sets containing over 1300 sheets to the Engineering Records electronic library.
- Distributed more than 520 sets of bid documents for 11 Public Works Department construction projects.
- Reviewed and approved many large single-family subdivision plats.
- Re-established a large portion of the City's Vertical Control Network that was lost previously through growth and construction.
- Increased the percentage of CST certified employees in the Survey Department from 70% to 80% resulting in higher qualified workforce.
- Increased efficiency and response time of the Survey Department through a re-organization.
- Completed the sidewalk inventory and condition assessment project.
- Initiated a stormwater inventory project.
- Maintain the Real-time Kinematic Geographic Positioning Systems that was added into our survey services deliverables increasing the amount and type of data provided to the public.

Public Works Department

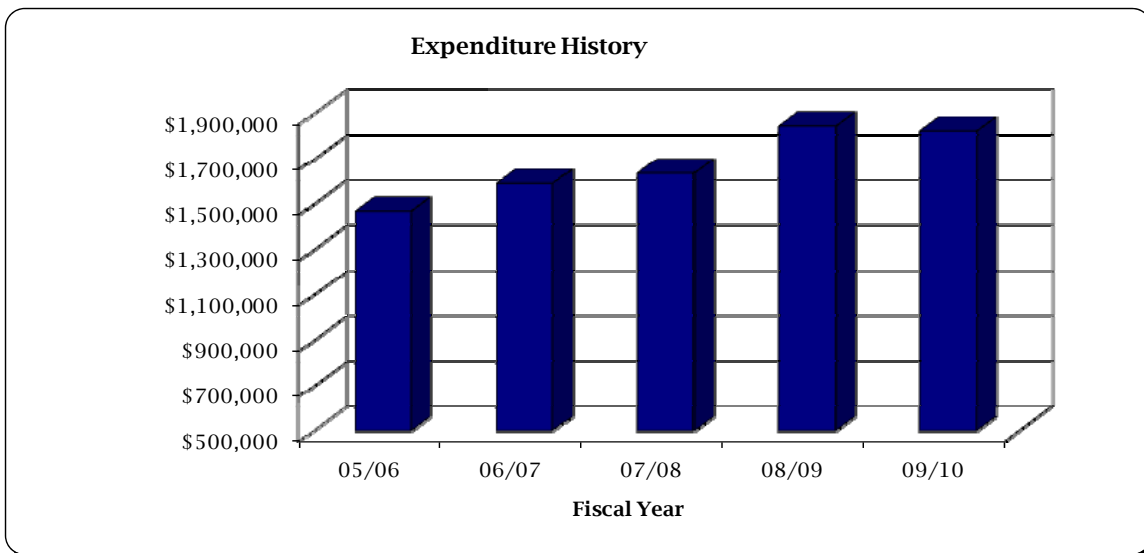
Future Outlook

- Survey Services will continue providing survey services throughout the City as needed while maintaining vertical and horizontal control networks for the use of the organization and surveying community; continue to provide contract administration and review for all outsourced surveying and mapping services; 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, maintain an electronic inventory of City sidewalks, and continue development of a database of scanned drawings which document locations of underground utilities.
- Engineering Services will implement and import the new digital Flood Insurance Rate Map into the City's GIS system, manage the grants from the Federal Environmental Protection Agency and Florida State Department of Environmental Protection, and coordinate with other local governments to solve regional storm water drainage problems.

Public Works Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Engineering/Engineering Services Division					
721 Engineering Administration	\$ 585,361	\$ 605,409	\$ 634,890	\$ 29,481	4.87%
722 Engineering Survey Services	754,742	907,247	839,175	(68,072)	(7.50%)
723 Engineering Records and Drafting	297,285	332,369	349,640	17,271	5.20%
TOTAL -- GENERAL FUND	\$ 1,637,388	\$ 1,845,025	\$ 1,823,705	\$ (21,320)	(1.16%)
TOTAL -- ENGINEERING SERVICES	\$ 1,637,388	\$ 1,845,025	\$ 1,823,705	\$ (21,320)	(1.16%)



STAFFING SUMMARY

	Actual	Revised	Adopted
	2007/2008	Budget	Budget
	2007/2008	2008/2009	2009/2010
GENERAL FUND #100			
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	12	12	11
723 Engineering Records and Drafting	5	5	5
TOTAL -- GENERAL FUND	23	23	22
TOTAL -- ENGINEERING SERVICES	23	23	22

Public Works Department

Streets and Stormwater Services Division

Mission Statement

To produce accurate and cost effective engineering survey and design; to provide project management services; to provide efficient access to engineering documents; to maintain and operate the City of Orlando's transportation infrastructure and stormwater facilities in order to achieve maximum design life; and to preserve water quality in the City's lake system.

Overview of Services/Programs

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

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

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

Major Accomplishments

- Developed and implemented programs to meet the City's National Pollutant Discharge Elimination System (NPDES) and Total Maximum Daily Load (TMDL) permit requirements.
- Managing an annual \$760,000 stormwater area maintenance contract.
- Applied for \$2,000,000 of grant money to construct stormwater pollution abatement projects needed to meet regulatory mandates.
- Managed three major watershed studies to identify projects to meet TMDL regulations.
- Implemented a service charge rate study to ensure funding will be available for the stormwater management needs of the City. City Council approved planned increases through FY 2008/2009.
- Managed Stormwater Utility Fee billing program that is currently generating \$22,000,000 in revenue.
- Collected ambient lake water samples and field data from 93 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.
- Maintained 90 lakes with over 19 miles of shoreline, 95 retention ponds, and 70 miles of swales, ditches, and canals. Also treated 1100 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.
- Provided educational presentations, displays, and public service announcements, as well as print and video media discussing pollution abatement and illicit discharge prevention to 161,164 citizens.
- Successfully developed and implemented the Orlando Green Business Program with the goal being to reach out to local businesses through incentives and education, ensuring pollution prevention and water quality protection of the lakes within the City of Orlando.
- Provided street sweeping and litter control services that included sweeping residential streets every thirteen working days, commercial/industrial routes every nine working days, and the Downtown Entertainment District every night of the week for a cumulative production total of over 63,902 curb miles swept.
- Removed approximately 11,000 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Repaired or replaced over 155,553 square feet of damaged sidewalk, reducing our repair backlog wait time from over two months or less.
- Added remote lake level sensing for fifty lakes to our rainfall data collection system, which improves our ability to have advance warning of flooding and aids in evaluation of the performance of our drainage infrastructure.
- Through the Keep Orlando Beautiful program (KOB), 6,988 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. This saved the City of Orlando \$148,495; the national volunteer rate is \$21.25/hour towards community preservation.

Public Works Department

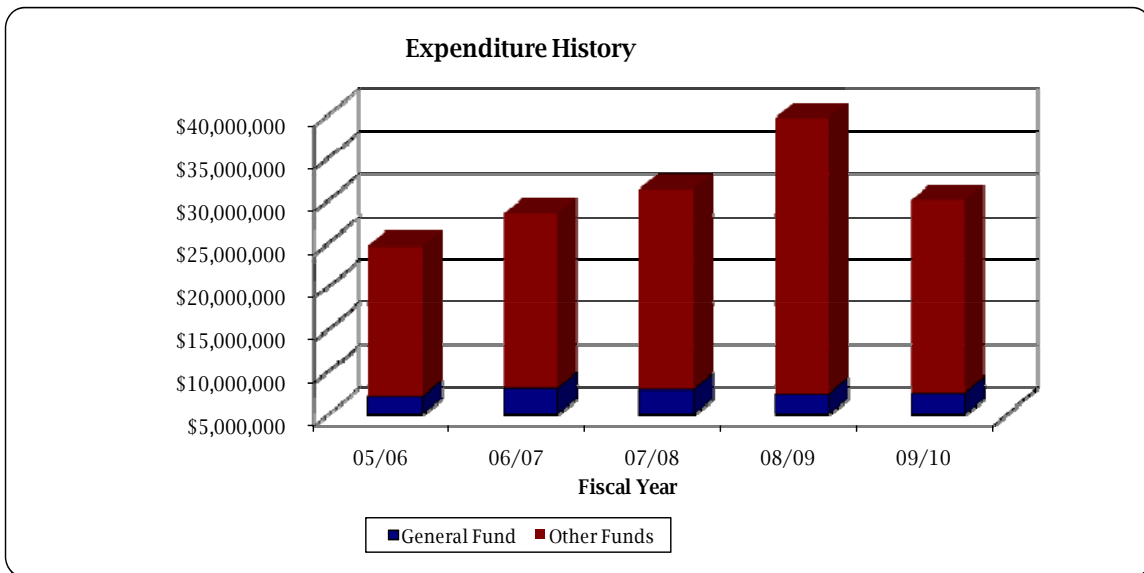
Future Outlook

- 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 2009.
- The Division will continue with its quarterly ambient lake water quality monitoring within 93 City lakes, as well as monitoring sediments from the major drainage basins at locations where these basins drain away from the City, to determine water quality trends (improving water quality or degrading water quality).
- The Division will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system through inspections, ordinances, and enforcement.
- The Division will continue to implement a program to reduce the discharge of pollutants from construction sites (erosion and sediment controls), through better inspection, enforcement and education.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors. The Division will also actively participate in the development of Basin Management Action Plans (BMAPs) for impaired water bodies within our jurisdiction.
- The Division will become increasingly involved in the management of various stormwater projects.
- The Division will continue to develop new and different techniques to further educate the local community on how to reduce pollutant loads to our City's lakes.
- The Division will finish a sidewalk inventory and condition assessment started in FY 2007/2008 to determine future sidewalk repairs, replacement workload and budget requirements.
- The Division continues to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.
- The Division will complete a plan to convert existing irrigated roadside landscaping and St. Augustine turf - which are expensive to maintain and require a tremendous amount of water and chemicals to survive in Florida - to a more environmentally friendly streetscape, using Bahia turf, and Florida-native trees and shrubs.
- The Division will develop a plan to reduce the brick street repair backlog, if funded, by forming a repair crew dedicated exclusively to this task. Funds saved by reducing the cost and frequency of landscape maintenance can be used to address the needs of the brick street inventory, which represents over 8% of the City's total street mileage.
- The Division will initiate an inventory and condition assessment of the City's stormwater management system, which will be used to determine capacity and repair deficiencies in the system.
- Through the Keep Orlando Beautiful program, volunteers will continue to be utilized in removing litter debris, and graffiti, aid in waste reduction and recycling, and assist with beautification efforts. With next year's budget cuts and loss of litter crews, KOB will be able to utilize volunteers through the Adopt a Street program, coordinated cleanups, and through a partnership with Orange County Corrections to utilize court ordered community service workers. KOB will continue to engage Orlando citizens to take responsibility for their community environment through volunteerism and education.

Public Works Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	\$ 102,500	\$ 109,457	\$ 128,125	\$ 18,668	17.06%
725 Streets Administration	387,910	381,072	403,366	22,294	5.85%
726 Right-of-Way Management	4,597,412	4,038,112	3,812,574	(225,538)	(5.59%)
727 Street Maintenance & Construction	1,949,102	2,018,252	2,265,444	247,192	12.25%
728 Material & Equipment Management	835,126	815,995	876,360	60,365	7.40%
TOTAL -- GENERAL FUND	\$ 7,872,050	\$ 7,362,888	\$ 7,485,869	\$ 122,981	1.67%
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 469,966	\$ 503,971	\$ 520,876	\$ 16,905	3.35%
706 Stormwater Management	1,620,066	1,951,677	1,853,686	(97,991)	(5.02%)
708 Stormwater Compliance	538,794	675,145	741,469	66,324	9.82%
709 Surface Water Maintenance	2,918,540	2,892,362	3,344,833	452,471	15.64%
965 Nondepartmental - Stormwater	6,138,846	7,552,042	7,542,659	(9,383)	(0.12%)
Projects	11,674,006	18,670,698	8,432,241	(10,238,457)	(54.84%)
TOTAL -- STORMWATER UTILITY FUND	\$ 23,360,218	\$ 32,245,895	\$ 22,435,764	\$ (9,810,131)	(30.42%)
TOTAL -- STREETS & STORMWATER SERVICES	\$31,232,268	\$39,608,783	\$29,921,633	\$ (9,687,150)	(24.46%)



Public Works Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<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	33	22
727 Street Maintenance & Construction	27	32	32
728 Material & Equipment Management	10	10	10
TOTAL -- GENERAL FUND	83	81	70
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division			
705 Stormwater Administration	5	5	5
706 Stormwater Management	16	16	16
708 Stormwater Compliance	6	7	7
709 Surface Water Maintenance	28	28	28
TOTAL -- STORMWATER UTILITY FUND	55	56	56
TOTAL -- STREETS & STORMWATER SERVICES	138	137	126

Public Works Department

CIP/Infrastructure Division

Mission Statement

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

Overview of Services/Programs

The Capital Improvement/Infrastructure Division was established in February of 2005. Capital Improvement/Infrastructure Division is an Internal Services function comprised of four programs: 711 CIP/Infrastructure Administration, 712 Project Engineering, 713 Construction Services, and 714 Design Services. The Division provides in-house Project Management/Engineering, Design, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects. All engineering, design, consultant and construction contracts are initiated by the Division. The Division also processes all pay applications, invoices, and change orders for the projects and monitors the fiscal status of the Public Works Department and its major enterprise funds.

Projects include building construction and renovations, structures, site infrastructures, wastewater treatment facilities and other public works projects. Currently there are twenty-eight capital projects either in the design/ engineering phase or under construction that are managed by the Division. The combined multi-year budgets for these projects amount to about \$180 million.

Major Accomplishments

- The Division has implemented an Owner Direct Purchasing Program (ODP) to save the City of Orlando substantial tax savings on current and future projects. Under regulations adopted by the Florida Department of Revenue related to public works contracts, the City is exempt from paying sales and use taxes on certain materials. In FY08/09 ODP tax savings on the Police Training Facility and Fire Station 1 amounted to \$338 thousand.
- Delivered twenty-five construction projects totaling over \$100 million within budget, including the following: Fire Station 7; the Police Training Facility; various Events Center streetscape and infrastructure projects; several projects in support of the Eastern Regional Reclaimed Water Distribution System; a major portion of the Conserv I Flow Diversion project; the Parramore Heritage Stormwater System; and various drainage projects including ones in the Al Coith and the College Park areas.
- Assisted Economic Development in construction and fiscal management of various Downtown Developments.
- Favorably negotiated numerous design-build and professional services contracts saving the City well over \$1 million.
- Enforced punitive damages of more than \$300 thousand on contractors for delayed completion of two City projects.

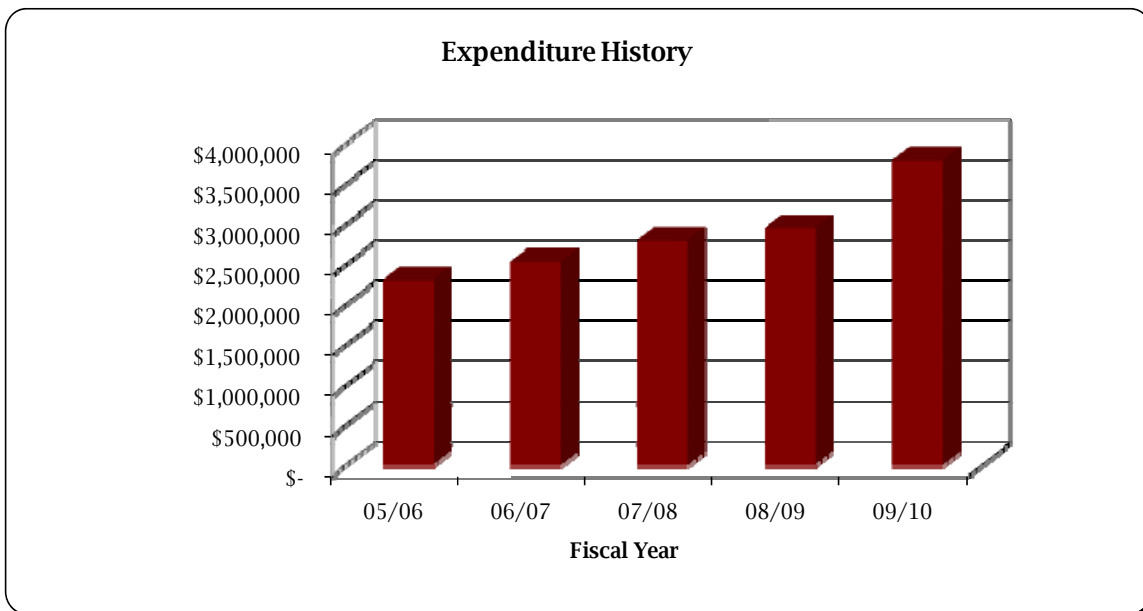
Future Outlook

- The Division will continue to emphasize the cost effective delivery of Capital Improvement Projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- The Division continues to improve its strategy of bidding projects and insuring verifiable construction costs through "open book" project deliveries.
- Implement a Project Management Software system to improve the efficiency and effectiveness of project management and tracking.
- Continue to provide project management support to Community Venues projects.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain LEED certification on all new or relocated Fire Stations.

Public Works Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
CONSTRUCTION MANAGEMENT FUND #533					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 492,692	\$ 499,044	\$ 508,832	\$ 9,788	1.96%
712 Project Engineering	656,096	638,798	704,421	65,623	10.27%
713 Construction Services	1,101,858	1,035,936	1,692,784	656,848	63.41%
714 Design Services	403,830	412,725	462,051	49,326	11.95%
964 NonDept.-Proj./Const.Mgmt.	143,289	369,030	428,473	59,443	16.11%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 2,797,765	\$ 2,955,533	\$ 3,796,561	\$ 841,028	28.46%
TOTAL -- CIP/INFRASTRUCTURE	\$ 2,797,765	\$ 2,955,533	\$ 3,796,561	\$ 841,028	28.46%



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
CONSTRUCTION MANAGEMENT FUND #533			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	6	6
712 Project Engineering	6	6	6
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	27	27	27
TOTAL -- CIP/INFRASTRUCTURE	27	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, environmental sustainability, public health, and the City Beautiful image.

Overview of Services/Programs

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

Major Accomplishments

- Provided 52,265 residential and 6,433 commercial customers with quality collection and transportation services at a competitive price.
- Provided 95% of the City with automated garbage collection.
- Collected 87,452 tons of commercial waste, 47,769 tons of residential garbage, 9,601 tons of residential yard waste, and 3,184 tons of residential recycling in FY 07-08.
- Renewed contracts for emergency debris management with four (4) national companies to provide emergency services to the City in the event of any natural disasters.
- Conducted training exercises on hurricane recovery procedures with disaster contractors.
- Installed a GPS Tracking and Electronic Vehicle Inspection System on all Solid Waste Division vehicles.

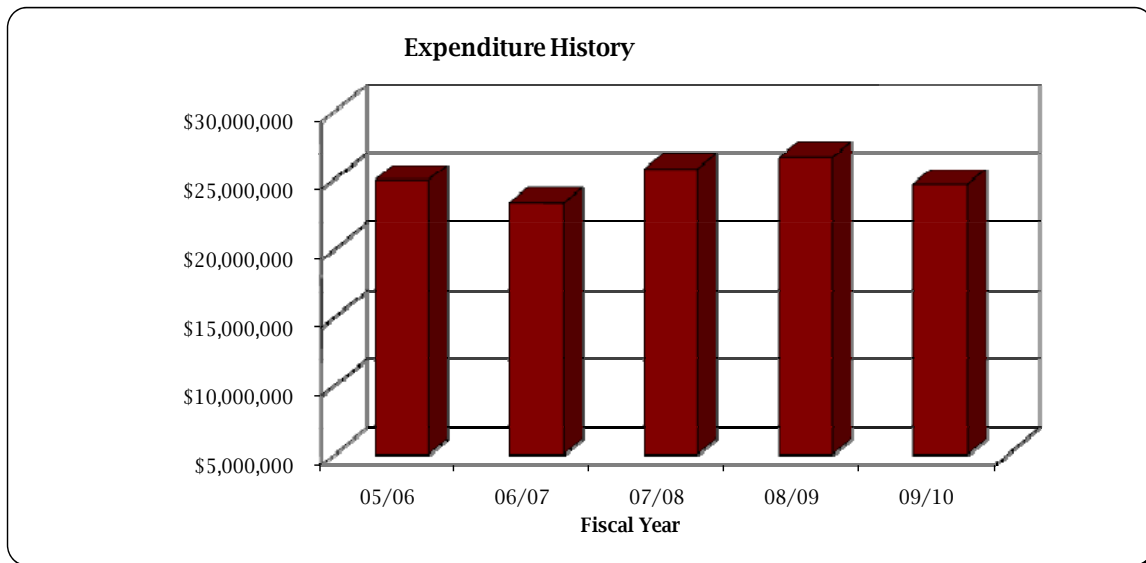
Future Outlook

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program.
- The Division will pursue additional opportunities to improve collection service and reduce operating expenses by implementing automated single cart recycling collection Citywide to residential customers this year. This should result in increased diversion of waste from the landfill and reduce the cost of disposal of waste for these homes.
- Solid Waste will continue to investigate alternative sustainable technologies to disposal in landfills. A demonstration scale waste gasification project will be developed to determine the viability of gasification of the entire waste stream and generating electricity and possibly fuel as a result.
- Plan and prepare initiatives to meet the State mandated 75% recycling diversion rate goal.

Public Works Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
SOLID WASTE FUND #426					
Environmental Services/Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,067,827	\$ 1,157,589	\$ 1,157,319	\$ (270)	(0.02%)
365 Commercial Collection	7,492,525	7,204,138	7,100,084	(104,054)	(1.44%)
366 Residential & Recycling	10,522,328	11,383,688	10,998,101	(385,587)	(3.39%)
977 Nondepartmental - Solid Waste	3,883,566	4,510,677	5,048,528	537,851	11.92%
Projects	1,622,026	1,172,704	268,000	(904,704)	(77.15%)
TOTAL -- SOLID WASTE FUND	\$24,588,272	\$25,428,796	\$24,572,032	\$ (856,764)	(3.37%)
SUPPLEMENTAL STAFF FUND #555					
Environmental Services/Solid Waste Management Division					
715 City Supplemental Staff	\$ 1,124,996	\$ 1,117,194	\$ -	\$ (1,117,194)	(100.00%)
TOTAL -- SOLID WASTE MANAGEMENT	\$25,713,268	\$26,545,990	\$24,572,032	\$ (1,973,958)	(7.44%)



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
SOLID WASTE FUND #426			
Environmental Services/Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	34	33	33
366 Residential & Recycling	70	56	58
TOTAL -- SOLID WASTE FUND	118	103	105
SUPPLEMENTAL STAFF FUND #555			
Environmental Services/Solid Waste Management Division			
715 Rapid Assistance Program	20	20	-
TOTAL -- SUPPLEMENTAL STAFF FUND	20	20	-
TOTAL -- SOLID WASTE MANAGEMENT	138	123	105

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 safe, effective, cost efficient conveyance and reclamation and reuse of wastewater.

Overview of Services/Programs

The **Wastewater Division** is divided into two main areas of responsibility, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides wastewater capital facilities planning, operation and maintenance of over 750 miles of sanitary sewers, in the wastewater collection system, and customer service related to sewer billing. The Environmental Control program regulates and monitors industrial discharges and oversees environmental studies, evaluations and remediation projects within the City's limits.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (40 mgd), the Water Conserv I Water Reclamation Facility (7.5 mgd), the Water Conserv II Water Reclamation Facility (25 mgd), the Orlando Wetlands Park and over 200 lift stations located throughout the City.

Major Accomplishments

- In preparation for major service expansion in the southeast area, the Division is proceeding with three significant projects: the re-rating and expansion of treatment capacity at the Iron Bridge facility, the development of collection system improvements to allow for the conveyance of future flow to Iron Bridge, and the implementation of a regional reclaimed water system in east Orlando to return reclaimed water from Iron Bridge to the southeast expansion areas as well as other communities. Together, these projects will enable the City to meet its wastewater and reclaimed water capacity needs beyond the year 2025.
- The Division played an integral part in the program to square off City boundaries through the annexation process. Many of the areas involved are residential and requested the extension of sewer service as a condition of annexation.
- In the area of sewer maintenance, the Division focused on ways to improve the cost and time efficiency associated with making point repairs to the collection system. The Division has implemented a system for performing internal lateral repairs using resin-impregnated materials. City crews will be able to double their productivity in repairing damaged or leaking lateral services.
- The Division's facilities conveyed, treated to high standards and reused over 14 billion gallons of wastewater.
- Completed Improvements at the Iron Bridge facility has increased 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 Improvements at the Water Conserv II facility, 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

- The Division has implemented the operation of the Water Conserv I facility with an unattended midnight and evening shift which has resulted in a \$500,000 a year savings. 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.

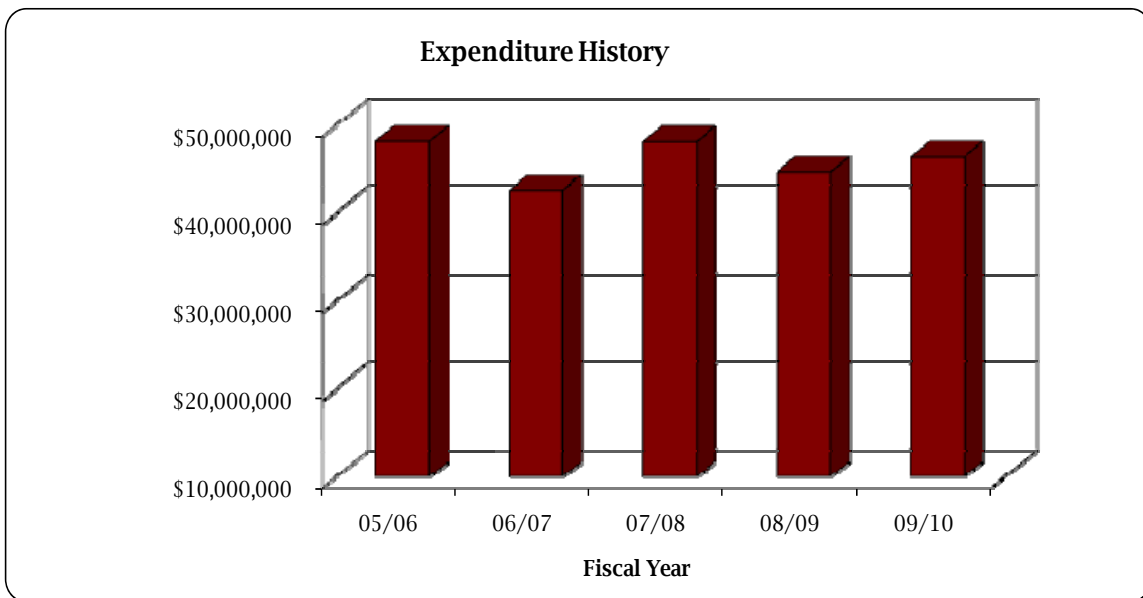
Process/Operations

- 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 14%. 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

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
WASTEWATER REVENUE FUND #441					
Environmental Services/Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 1,657,181	\$ 1,692,981	\$ 2,994,464	\$ 1,301,483	76.88%
343 Wastewater Business Management	739,812	781,131	559,865	(221,266)	(28.33%)
344 System Evaluation & Maintenance	4,900,925	5,056,910	5,280,216	223,306	4.42%
Wastewater Process/Operations Section					
351 Water Conserv I	2,798,164	2,809,937	2,833,556	23,619	0.84%
352 Water Conserv II	6,950,254	7,096,434	7,916,993	820,559	11.56%
353 Iron Bridge	9,025,333	9,496,050	9,688,996	192,946	2.03%
354 Lift Station Operations	3,486,631	3,383,618	3,695,143	311,525	9.21%
355 Environmental Control	1,277,745	1,298,553	1,284,956	(13,597)	(1.05%)
357 Industrial Automation Group	1,562,828	1,667,725	1,785,897	118,172	7.09%
358 Environmental Lab Services	757,913	836,008	793,284	(42,724)	(5.11%)
359 Easterly Wetlands	831,766	790,667	400,921	(389,746)	(49.29%)
975 Nondepartmental - Wastewater Projects	9,108,250	8,184,988	9,120,488	935,500	11.43%
	4,969,512	1,550,098	-	(1,550,098)	(100.00%)
TOTAL -- WASTEWATER REVENUE FUND	\$48,066,314	\$44,645,100	\$46,354,779	\$ 1,709,679	3.83%



Public Works Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>WASTEWATER REVENUE FUND #441</u>			
Environmental Services/Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	14	14	15
343 Wastewater Business Management	12	12	8
344 System Evaluation & Maintenance Sect	50	50	50
Environmental Services/Wastewater Division/Process/Operations Section			
351 Water Conserv I	16	16	12
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	16	16	16
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	8	8	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	<u>229</u>	<u>229</u>	<u>221</u>

Public Works Department

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Number of Residential and Commercial Complaints received	N/A	1,960	1,200

Fiscal

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Public Works Department	Public Works Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Engineering Services Division	Average field response cost per stop sewer call	\$132.51	\$1,085.25	\$860
Engineering Services Division	Average cost to repair & return a main line to service-lateral	\$5,266.50	\$5,828.08	\$3,388
Streets & Stormwater Services Division	Average cost per curb mile for street sweeping	\$24.56	\$5.95	\$35.99
Streets & Stormwater Services Division	Average cost of litter removal per acre	\$4.58	\$2.86	\$5.01
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$42.62	\$48.87	\$38.75
Streets & Stormwater Services Division	Average annual cost per acre to maintain lake water quality.	\$100.50	\$128.11	\$160.00
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected (in million \$)	\$19,650,000	\$28,128,000	\$22,700,000
Streets & Stormwater Services Division	Annual administrative cost as a percentage of revenue collected.	39.5%	23.89%	7%
Streets & Stormwater Services Division	Number of volunteer hours	4,025.5	7,869	7,000
Solid Waste Management Division	Revenues from the commercial collection	N/A	\$13,814,929	\$10,345,433
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$4.27	\$4.45	\$4.42
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$5,301.50	\$5,233.61	\$1,800
Solid Waste Management Division	Revenues from the residential collection	N/A	\$8,223,179	\$10,345,433
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$20.96	\$23.10	\$22.17
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.14	\$16.44	\$16.72
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$4.77	\$5.44	\$5.88
Solid Waste Management Division	Average Revenue per Month From Recycled Newsprint	\$5,714.50	\$4,817.94	\$1,000
Wastewater Division	Average O&M cost per 1,000 gallons of wastewater treated	\$1.08	\$1.01	\$1.00

Public Works Department

Internal Processes

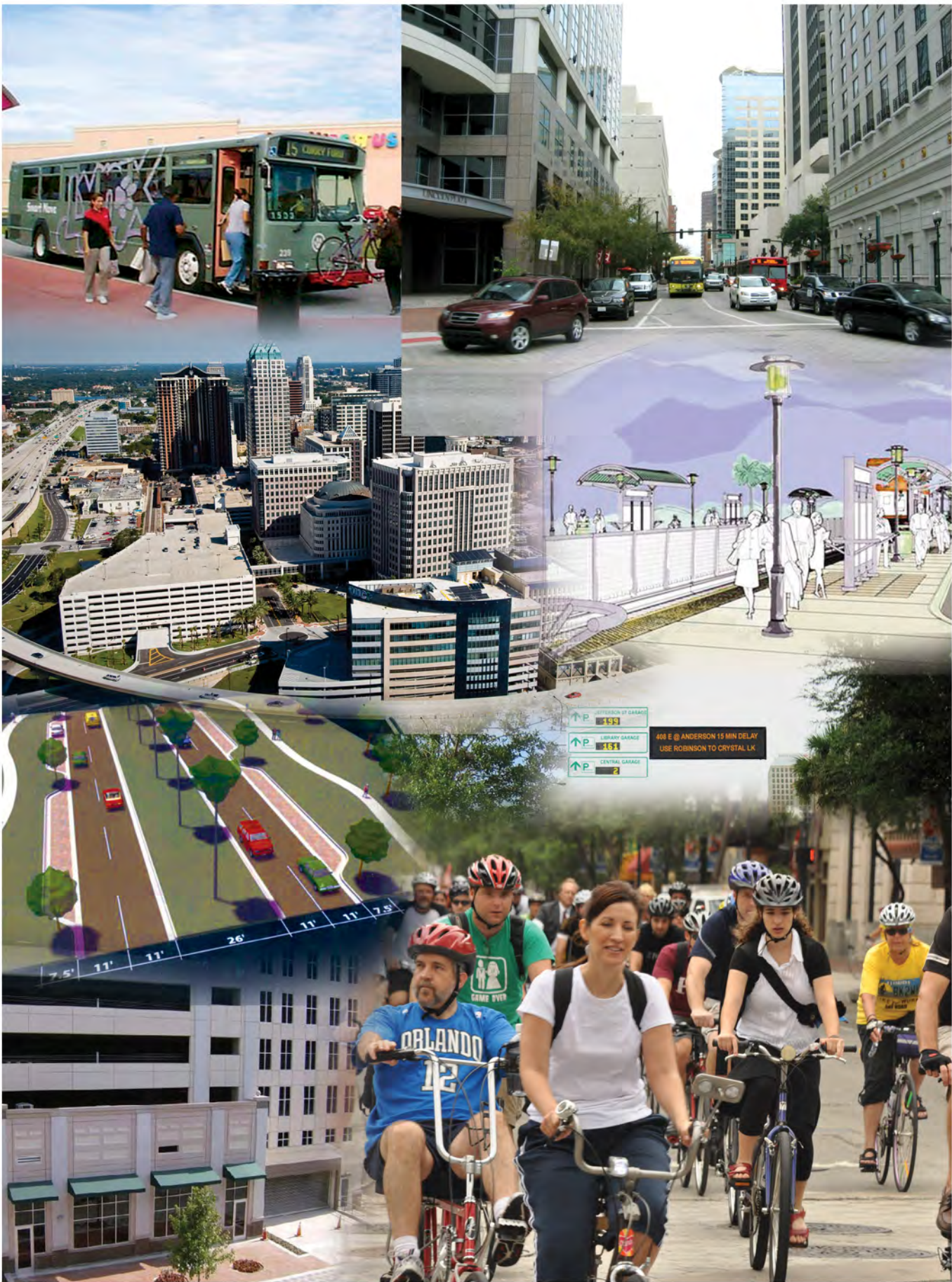
Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Public Works Department	Percent of Plat & Survey Document Reviews Completed Within 1 Week	67.5%	62.89%	75%
Public Works Department	Percent Addressing, Plat & Legal Description Reviews Completed Within 2 Working Days	94.75%	92.5%	96%
Engineering Services Division	Percent of calls responded to within one hour of notice during regular schedule work hours	99%	100%	100%
Engineering Services Division	Percent of damaged lateral restored to service within 24 hours	97.5%	100%	100%
Engineering Services Division	Percent of damaged main lines restored to service within three days	99%	100%	100%
Engineering Services Division	Percent of dropped force main restored to service within 24 hours	100%	100%	100%
Engineering Services Division	Average footage of cleaned sewer lines	1,490,909	1,713,808	1,624,644
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	96%	95.54%	97%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	15.5	7.11	16
Streets & Stormwater Services Division	Percent of hazardous street conditions (potholes) repaired within one day	100%	100%	95%
Streets & Stormwater Services Division	Volume (in cubic yards) of trash and debris collected from lakes and stormlines	1,200	419	247
Solid Waste Management Division	Tons of recycled materials	3,917	7,451	4,442
Solid Waste Management Division	Tons of Commercial MSW collection	142,336	98,072	92,957
Solid Waste Management Division	Tons of Residential MSW collection	N/A	66,231	67,559
Wastewater Division	Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	84.67%	90.76%	95%
Wastewater Division	Percent completion of scheduled Lift Station inspections	95.33%	77.67%	90%
Wastewater Division	Percent completion of scheduled Lift Station Preventive Maintenance tasks	88%	90.76%	95%

Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality.	3.75%	4.0%	4.4%
Wastewater Division	Percent compliance with Federal & State permit standards for wastewater process performance	99.96%	99.99%	100%
Wastewater Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

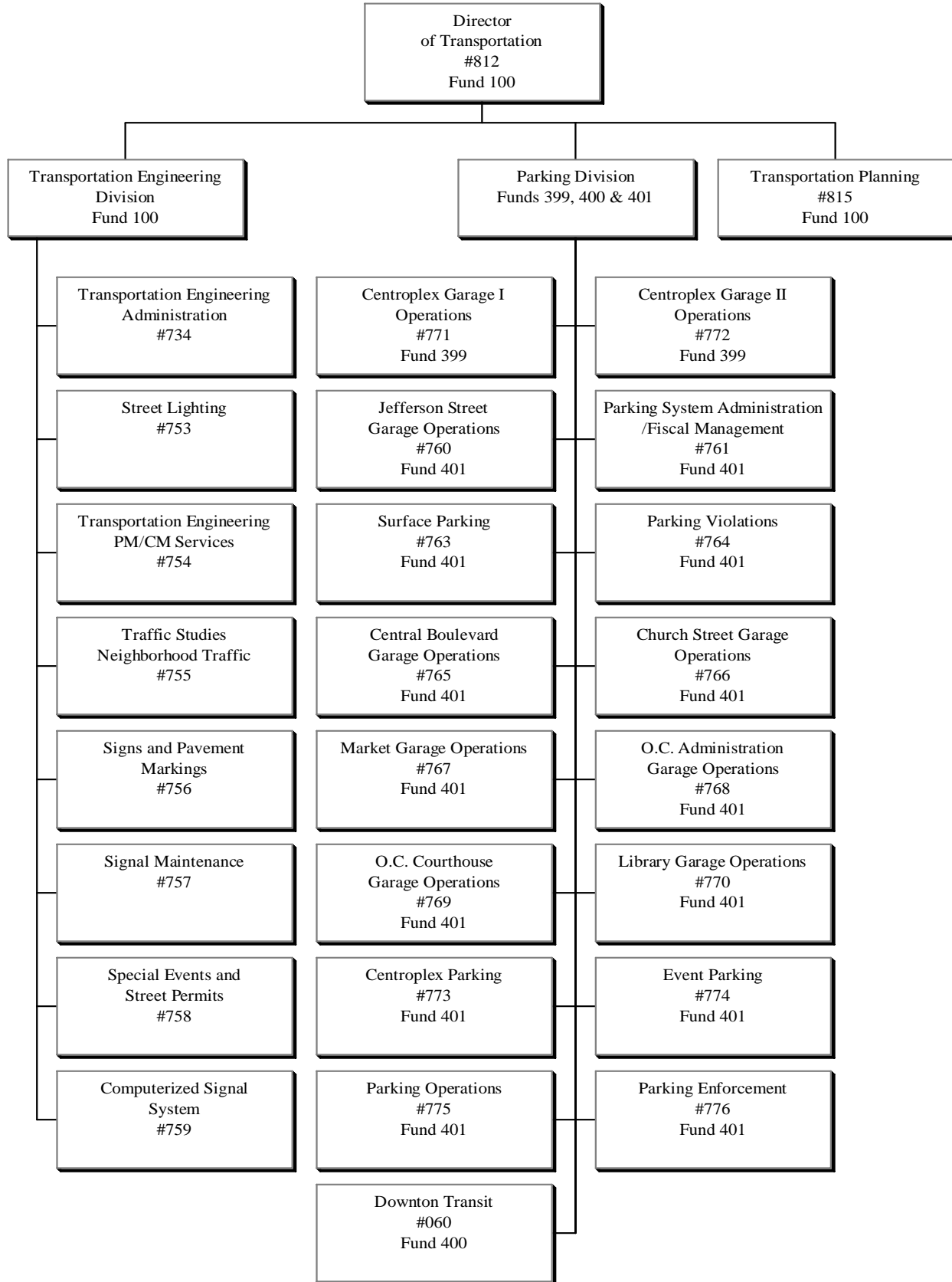
THIS PAGE LEFT INTENTIONALLY BLANK

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

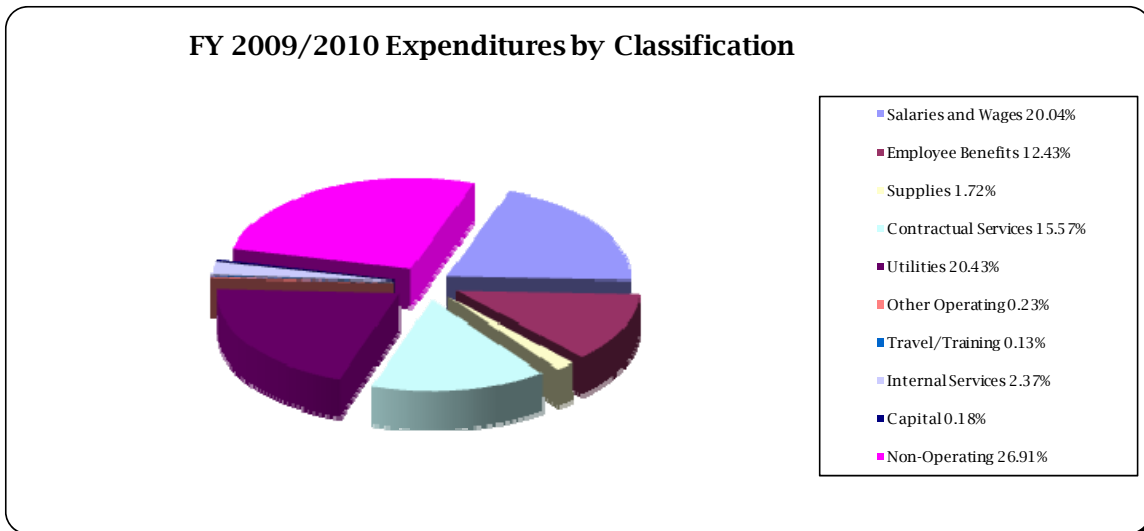
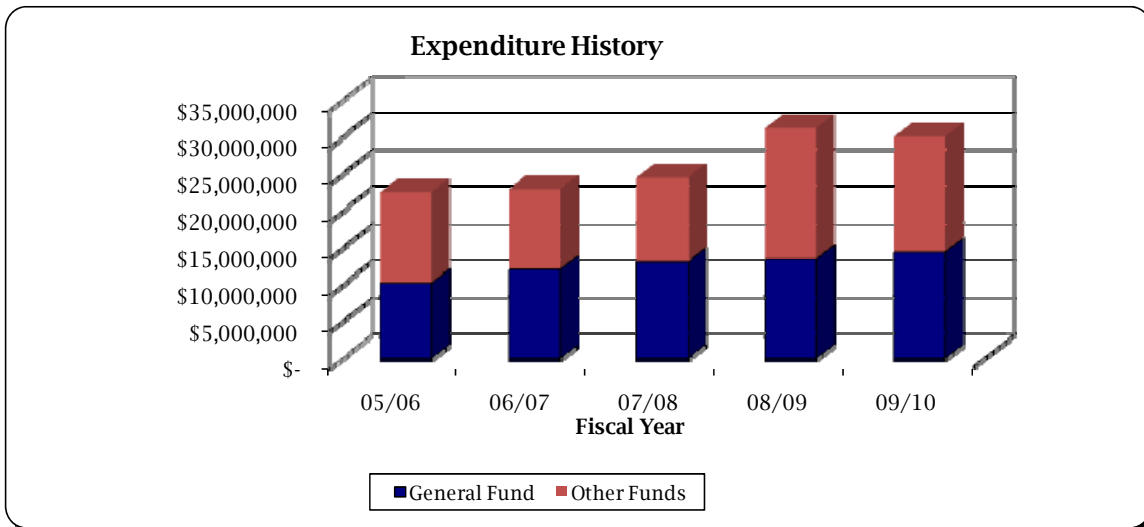


Transportation Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
812 Director of Transportation	\$ 381,386	\$ 396,601	\$ 396,044	\$ (557)	(0.14%)
Transportation Planning Division					
815 Transportation Planning	886,714	887,570	888,958	1,388	0.16%
Transportation Engineering Division					
734 Transportation Engineering Administration	314,264	292,482	194,815	(97,667)	(33.39%)
753 Street Lighting	5,742,240	5,750,000	5,750,000	-	0.00%
754 Transportation Engineering PM/CM Services	269,374	397,531	424,967	27,436	6.90%
755 Traffic Studies/N'hood Traffic Management	502,715	541,019	500,964	(40,055)	(7.40%)
756 Signs and Pavement Markings	1,039,671	1,079,749	1,020,102	(59,647)	(5.52%)
757 Signal Maintenance	1,327,621	1,224,520	1,085,670	(138,850)	(11.34%)
758 Special Events and Street Permits	342,178	352,655	353,229	574	0.16%
759 Computerized Signal System	587,837	691,627	708,248	16,621	2.40%
893 Non Departmental Transportation	522,261	560,820	1,822,904	1,262,084	225.04%
025 Non Departmental City Commons Garage	1,124,025	1,275,816	1,256,914	(18,902)	(1.48%)
TOTAL -- GENERAL FUND	\$13,040,286	\$13,450,390	\$14,402,815	\$ 952,425	7.08%
TRANSPORTATION GRANT FUND #399					
Parking Division					
771 Centroplex Garage I Operations	\$ 205,497	\$ 205,343	\$ 197,701	\$ (7,642)	(3.72%)
772 Centroplex Garage II Operations	465,427	397,724	396,191	(1,533)	(0.39%)
978 Nondepartmental - Centroplex Garages	1,565,849	1,952,437	1,866,672	(85,765)	(4.39%)
Projects	-	120,000	-	(120,000)	(100.00%)
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,236,773	\$ 2,675,504	\$ 2,460,564	\$ (214,940)	(8.03%)
DOWNTOWN TRANSIT FUND #400					
Parking Division					
060 Downtown Transit	\$ -	\$ 90,698	\$ 265,000	\$ 174,302	192.18%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ -	\$ 90,698	\$ 265,000	\$ 174,302	192.18%
PARKING SYSTEM REVENUE FUND #401					
Parking Division					
760 Jefferson Street Garage	\$ 412,501	\$ 409,284	\$ 254,353	\$ (154,931)	(37.85%)
761 Parking System Admin/Fiscal Mgmt.	848,786	1,015,338	871,855	(143,483)	(14.13%)
763 Surface Parking	557,503	464,003	354,366	(109,637)	(23.63%)
764 Parking Violations	355,176	444,470	422,524	(21,946)	(4.94%)
765 Central Boulevard Garage Operations	926,499	1,062,756	930,967	(131,789)	(12.40%)
766 Church Street Garage Operations	439,558	540,844	559,624	18,780	3.47%
767 Market Garage Operations	12,341	744,007	654,070	(89,937)	(12.09%)
768 O.C. Administration Garage Operations	382,333	363,833	422,335	58,502	16.08%
769 O.C. Courthouse Garage Operations	797,710	772,521	754,336	(18,185)	(2.35%)
770 Library Garage Operations	912,327	990,939	768,774	(222,165)	(22.42%)
773 Centroplex Parking	658,279	512,541	710,958	198,417	38.71%
774 Event Parking	428,768	520,900	320,935	(199,965)	(38.39%)
775 Parking Operations	43,741	-	-	-	N/A
776 Parking Enforcement	293,327	513,526	460,549	(52,977)	(10.32%)
979 Nondepartmental - Parking	2,075,823	5,189,299	5,357,066	167,767	3.23%
Projects	53,750	1,408,042	-	(1,408,042)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,198,422	\$14,952,303	\$12,842,712	\$ (2,109,591)	(14.11%)
TOTAL -- TRANSPORTATION	\$24,475,481	\$31,168,895	\$29,971,091	\$ (1,197,804)	(3.84%)

Transportation Department

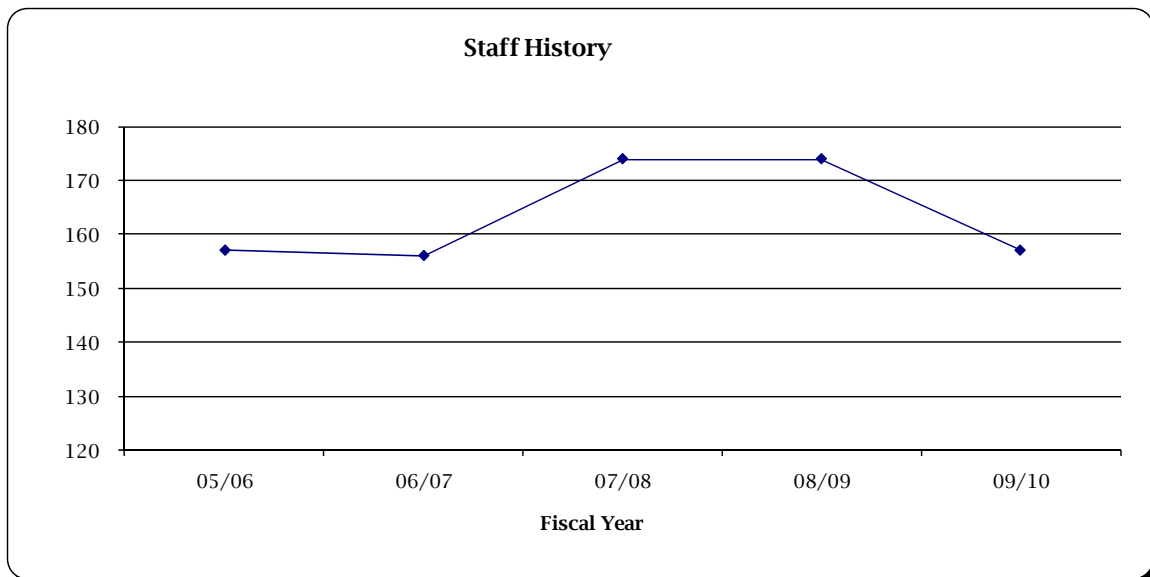
Expenditure by Classification	2007/08	2008/09	2009/10	Change	%
	Actual Expenditures	Revised Budget	Adopted Budget	Adopted to Revised	Change
Salaries and Wages	\$ 5,846,606	\$ 6,497,599	\$ 6,006,652	\$ (490,947)	(7.56%)
Employee Benefits	3,061,461	3,547,263	3,725,285	178,022	5.02%
Supplies	573,494	664,394	514,113	(150,281)	(22.62%)
Contractual Services	4,458,832	5,874,310	4,665,555	(1,208,755)	(20.58%)
Utilities	5,929,689	6,134,718	6,123,910	(10,808)	(0.18%)
Other Operating	61,721	69,003	68,203	(800)	(1.16%)
Travel/Training	34,942	50,526	39,269	(11,257)	(22.28%)
Internal Services	1,044,025	933,428	708,902	(224,526)	(24.05%)
Capital	342,736	152,038	54,240	(97,798)	(64.32%)
Non-Operating	3,121,975	7,245,616	8,064,962	819,346	11.31%
TOTAL -- TRANSPORTATION	\$24,475,481	\$31,168,895	\$29,971,091	\$ (1,197,804)	(3.84%)



Transportation Department

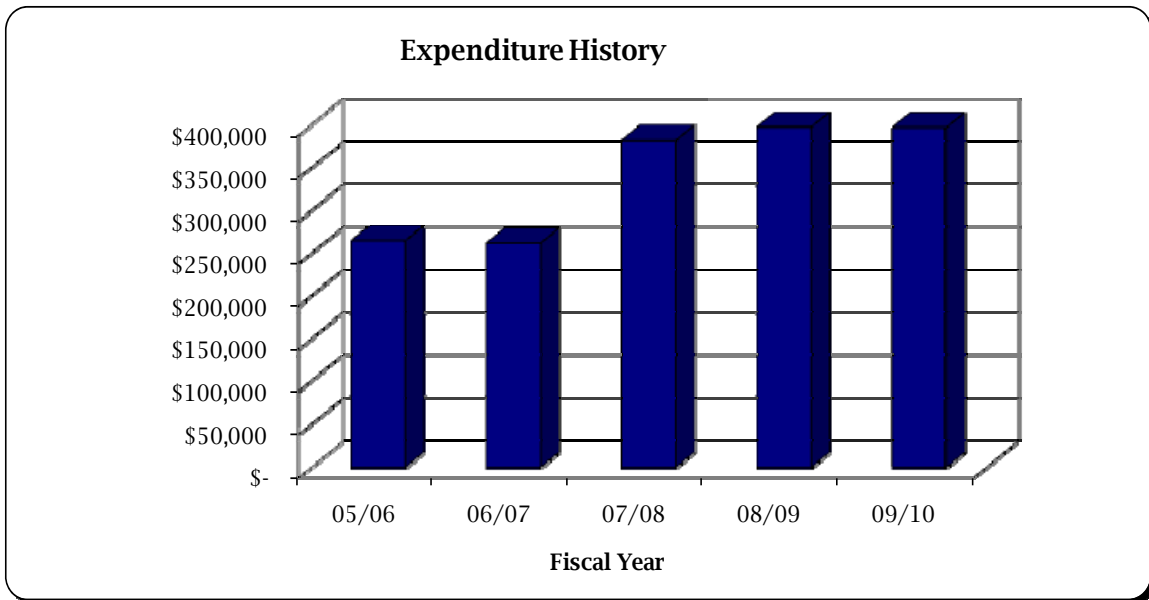
DEPARTMENT STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<u>GENERAL FUND #100</u>			
812 Director of Transportation	3	3	3
Transportation Planning Division			
815 Transportation Planning	11	10	9
Transportation Engineering Division			
734 Transportation Engineering Administration	4	3	2
754 Transportation Engineering PM/CM Services	3	4	4
755 Traffic Studies/N'hood Traffic Management	8	8	5
756 Signs and Pavement Markings	14	13	12
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	<u>66</u>	<u>64</u>	<u>58</u>
<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	10
763 Surface Parking	4	4	4
764 Parking Violations	6	6	5
775 Parking Operations	75	75	67
776 Parking Enforcement	8	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	<u>105</u>	<u>107</u>	<u>96</u>
TOTAL -- TRANSPORTATION	<u>174</u>	<u>174</u>	<u>157</u>



Transportation Department

EXPENDITURE SUMMARY					
Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
812 Director of Transportation	\$ 381,386	\$ 396,601	\$ 396,044	\$ (557)	(0.14%)
TOTAL -- DIRECTOR	\$ 381,386	\$ 396,601	\$ 396,044	\$ (557)	(0.14%)



STAFFING SUMMARY			
	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
812 Director of Transportation	3	3	3
TOTAL -- GENERAL FUND	3	3	3
TOTAL -- DIRECTOR	3	3	3

Transportation Department

Transportation Planning Division

Mission Statement

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

Overview of Services/Programs

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

Major Accomplishments

- Secured funding for Downtown Bus Rapid Transit Alternative Analysis, negotiated and executed interlocal agreement with LYNX to undertake the project (\$1.5M project to begin fall 2009).
- Negotiated with property owners to secure funding and ROW dedication pursuant to prior agreements for Narcoossee Road 6-lane project between the Greenway and Osceola County line. Project is under construction.
- Coordinated Design and Bid Document development for SunRail stations between FDOT and stakeholders. Documents are at 90% completion.
- Partnered with development community to secure \$1.14M in signal and transit improvements since 2007.
- Prioritized trail funding and wayfinding signage for bikeways at MetroPlan Orlando.
- Reviewed recommendations within the City's Downtown Transportation Plan and evaluated implementation progress.
- Secured financing for the City's portion of the Central Florida Commuter Rail system.
- 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 additional proportionate fair share funding for the Grand National Drive Overpass.
- Evaluated I-4 Special Use Lane Improvements for impacts on Downtown operations resulting in positive changes in the design benefiting the City.
- 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.
- 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.
- Initiated Land Development Code changes for enhancing walkability of the Downtown street network, designating primary and secondary corridors for future development.
- Completed revisions to the City's Streetscape Design Guidelines in conjunction with the City Planning Division.
- Completed updates to the Bicycle Parking Code for new development.

Transportation Department

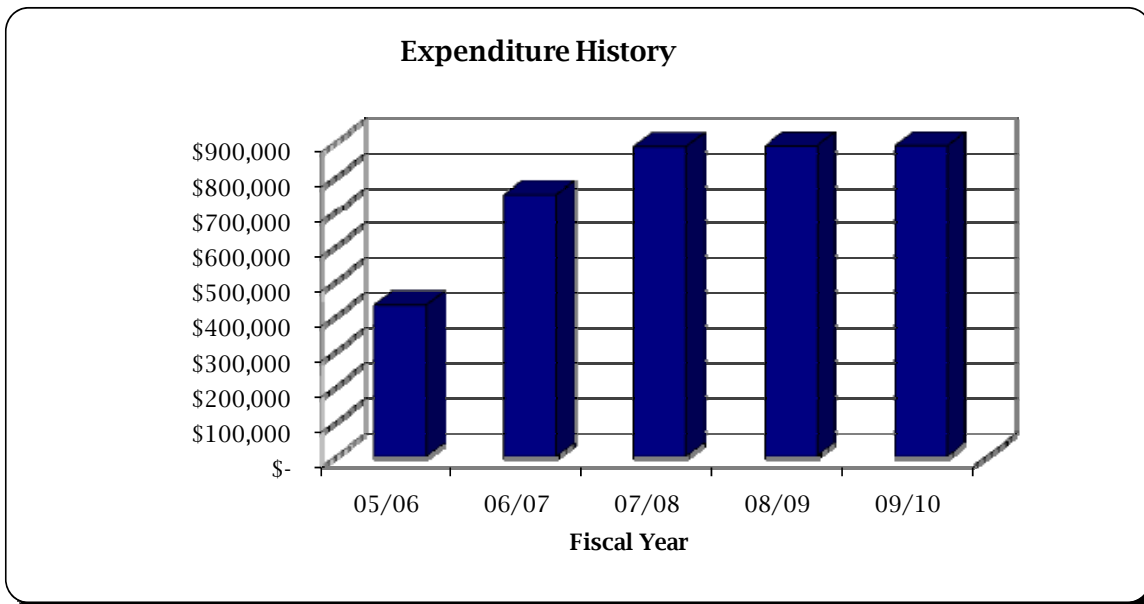
- Drafted Ordinance amendment and secured City Council approval of the Transit Shelter Agreement with LYNX for advertising on shelters.
- Added bike racks to the downtown core to significantly increase bicycle parking availability.
- Worked with Orange County, the Turnpike Authority, the Trust for Public Land, CSX, FDOT and various developers to refine and finalize the Shingle Creek and Orlando Urban Trail corridors.
- Installed bike racks throughout the downtown purchased for the City by the Florida Planning and Zoning Association.
- Coordinated the refurbishment and donation of bicycles recovered from the Orlando Police Department and LYNX to adults and children.
- Completed additional miles of bike lanes and trails for total miles of bikeways within the City Limits.
- Negotiated escrow agreement with southeast developer to fund \$8M of the Narcoossee Road between Lee Vista and the Beachline Expressway. The segment will be widened from 2-lanes to 4-lanes.
- Negotiated developer reimbursement for advanced traffic signal construction at Lee Vista and Econlockhatchee (\$212K).
- Drafted and presented implementation ordinance for approval by the Orlando City Council as part of the Mayor's Strengthen Orlando initiative.
- Concluded the final monthly meeting of the Mayor's Transportation Advisory Committee and issued the Committee's Compendium Report.
- Drafted revisions to the Land Development Code, Chapter 61, Parts 3 & 4 (Parking Code) for implementation in the fall of 2009.
- Obtained City Council approval to implement indexing provisions to the City Transportation Impact Fee Ordinance (Changes effective January 1, 2009).
- Researched and developed a comprehensive list of outstanding impact fee credits Citywide. Developed an access database to track the credits which exceed \$40M.
- Organized a development review checklist to assist planners and technicians in the more efficient and thorough in the review of development projects.
- Rewrote all transportation conditions within Tidemark. The revised conditions will assist planners and technicians to be more efficient and thorough in the review of development projects.
- Conducted four 'Got Bikes' events aimed at teaching safety and the benefits of bicycle utilization.

Future Outlook

- Continue to develop a transportation network to support Downtown growth (Downtown Transportation Plan), including expanded transit circulator.
- Continue to work with FDOT to advance the level of I-4 aesthetic treatments throughout the City's section.
- Continue to work towards implementation of Central Florida's first commuter rail project. A major component of this project is working with regional agencies to reach an interlocal funding agreement.
- Seize funding opportunities and develop a proportionate fair share and a Transportation Concurrency Exception Area (TCEA) Strategy consistent with SB 360 the State's most recent Growth Management Bill.
- Remain as the City of Orlando's point of contact on State High Speed Rail activities.
- Continue involvement in the regional decision-making process regarding transportation solutions and financial capabilities of proposed projects.
- In keeping with our goal of building a transportation system that promotes a livable community, the TPD will ensure that local, county and state transportation improvements develop in a manner that accommodates and fosters all modes of travel.
- Review and recommend changes to the Transportation Element of the City's Growth Management Plan to comply with the Evaluation and Appraisal Process as required by the State of Florida's Department of Community Affairs.
- Coordinate with FDOT and Orange County on the implementation of the six lane widening project on Narcoossee Road from SR 417 to the Osceola County Line.

Transportation Department

EXPENDITURE SUMMARY					
Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Transportation Planning Division					
815 Transportation Planning	\$ 886,714	\$ 887,570	\$ 888,958	\$ 1,388	0.16%
TOTAL -- TRANSPORTATION PLANNING	\$ 886,714	\$ 887,570	\$ 888,958	\$ 1,388	0.16%



STAFFING SUMMARY			
	Actual	Revised	Adopted
	2007/2008	Budget	Budget
		2008/2009	2009/2010
GENERAL FUND #100			
Transportation Planning Division			
815 Transportation Planning	11	10	9
TOTAL -- GENERAL FUND	11	10	9
TOTAL -- TRANSPORTATION PLANNING	11	10	9

Transportation Department

Transportation Engineering Division

Mission Statement

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

Overview of Services/Programs

The **Transportation Engineering Division** mission is applied to new and existing infrastructure, such as roadways, traffic signals and signs, as well as to special events and construction zones.

Major Accomplishments

- Installed decorative street lights on Reading Drive, Gore and Osceola streets, and selected Downtown streets.
- Completed the design of Mission Road Phase 1 and prepared the construction documents for bidding.
- Partnered in completing construction of improvements to the interchange of SR528 with Narcoossee Road.
- Started the construction of Narcoossee Road between SR528 and Leevista Boulevard.
- Completed the Conroy Road improvements at Millenia Mall prior to holiday shopping.
- Completed the Kirkman Road / International Drive Intersection Improvements.
- Established Transportation Engineering Grants Files in accordance with City Grant guidelines.
- Completed eighteen (18) neighborhood traffic projects including the SODO Traffic Calming project, Lake Ivanhoe area parking near Orange Avenue, Lake Highland improvements, Baldwin Park Traffic Issues, Michigan Street Speed Reduction, Summerlin Speed Reduction, Lake Sunset Traffic Calming, and Pine Street Pedestrian Corridor (Rosalind to Eola).
- Obtained pavement marking machines (both paint and thermoplastic) to allow in-house staff to quickly perform high priority marking work orders.
- Replaced end-of-service-life sign fabrication equipment using revenue from reimbursable sign projects.
- Developed material specifications and fabrication techniques to allow sign shop to fabricate destination blades for upcoming downtown wayfinding project (part of event center project). This will reduce project costs and ensure signs can be maintained by in-house staff.
- Completed sign reflectivity survey.
- Replaced all incandescent signal lamps (except 8 inch and programmable heads) with LEDs. Reducing electric bill by approximately \$30,000 per month and has eliminated overtime for emergency replacement of burnt out bulbs.
- Upgraded all pedestrian signals with LED countdown heads to improve safety and reduce operating costs.
- Supported Event Center project by rerouting existing fiber optic lines to allow construction to move forward.
- Implemented a successful Traffic Management Plan for the NBA Playoff games and Finals.
- Coordinated and implemented the various Traffic Control Plans associated with the construction of the new Amway Center.
- Assisted FDOT in the installation of the Drilled Shafts for the future I-4 Bridge Widening by closing Hughey Avenue between Church Street and South Street.
- Completed extensive 3 year coordination effort related to the I-4/SR 408 Interchange Project.
- Successfully coordinated and implemented several Traffic Control Plans for various events including the Citrus Parade, Citrus Bowl Game, Veterans Day Parade, Christmas Parade.
- Worked with METROPLAN Orlando to perform multi-jurisdictional retiming to improve travel times along arterials.
- Managed development of Downtown ITS Master Plan Phase 1 design criteria package to be included in the design-build stimulus project.

Transportation Department

- In the Traffic Management Center, developed cost saving technique to replace video wall bulbs rather than entire bulb-frame assembly.
- Acquired Federal Funds from MetroPlan Orlando to purchase rail line rights of way for the Orlando Urban Trail (Dinky Line).
- Added new traffic signals at the intersections of Conway Road/Cove Drive, Dowden Road/Narcoossee Road, Narcoossee Road/Lake Nona Club Drive and Nonacrest Drive, Narcoossee Road at the entry to Vista Palms Center, and Millenia Boulevard/Millenia Lakes Boulevard.
- Deployed 25 driver feedback signs to various locations in the City as part of a strategy to reduce speeding on City streets.

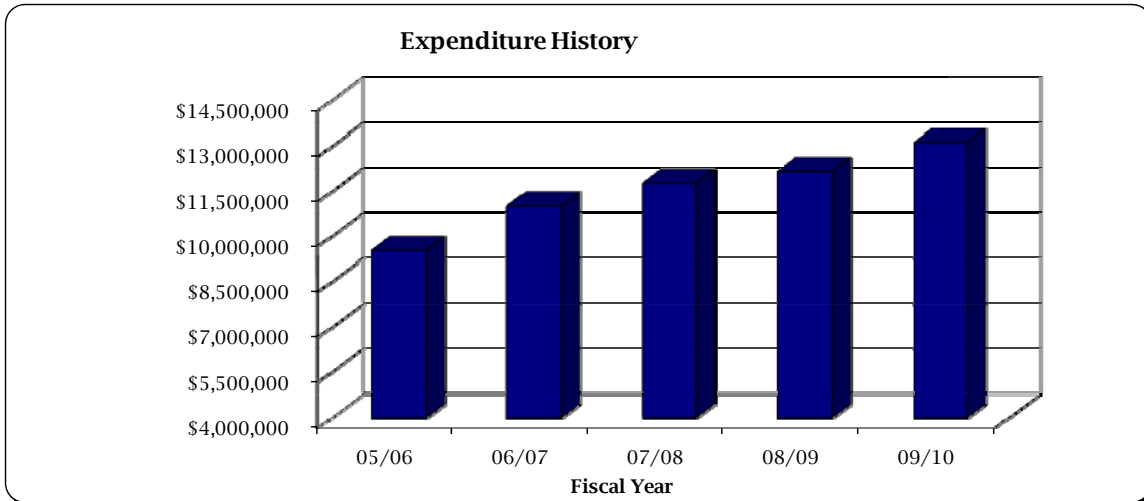
Future Outlook

- Implementing \$1.9 Million project for Traffic Signal Pre-emption System to improve response times for Orlando Fire Department.
- Pursue sources for additional revenue to cover increasing demands for service:
 - Increase charges for Block Party Permits from \$10.00 to at least \$25.00. The current \$10.00 charge does not cover the actual cost of providing the service.
 - Require a 150.00 deposit to cover the cost of barricades, signs, or lights that are lost or stolen. At this time, there is no means for covering this cost. Another option is to not provide the devices, but still require a permit. The permittee would be responsible for renting the devices from a local barricade company.
 - Charge event promoters for overtime worked by City Staff during an event. Currently, if a promoter has an event downtown such as Festival Calle Orange, or Celebration of Running, City staff works to oversee the Maintenance of Traffic (MOT), without reimbursement from the promoter. Promoters should be responsible for appropriate costs as they are for OPD and other City Services.
 - Charge developers a Street usage fee for street or lane closures associated with the MOT for their projects.
- Continue work on automating the street, lane, and sidewalk closure authorization process, which will include the ability for customers to request authorization via the Internet.
- Continue development of an automated inventory system for the Sign and Signal Shops.
- Increase the number of employees capable of performing “in-house” arterial signal timing and network capacity analyses.
- Design and construct traffic signals at 6 intersections.
- Begin implementation of an Intelligent Transportation System (ITS) Plan to manage increasing congestion and special events in the Downtown.
- Complete construction of the four lane-widening project on Conway Road from Hoffner Avenue to SR 528.
- Initiate the study and design of International Drive Congestion Management Improvements including Transit Only Lanes.
- Develop design/build documents for the design and construction of the Grand National Drive Overpass.
- Initiate construction of Phase 1 Boone Avenue extension.
- Improve the traffic signal preventative maintenance program.
- Obtain equipment to enable cross-training of two technicians in the performance of preventative maintenance tests simultaneously.
- Develop program to repair and maintain traffic surveillance cameras.
- Improve processes for repairing and expanding fiber optic communications network.
- Improve deployment of maintenance and incident detection devices at or near signalized intersections.
- Improve turn-around for submitting reimbursement requests to FDOT.
- Implement Project Management Institute best practices on all projects.

Transportation Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
GENERAL FUND #100					
Transportation Engineering Division					
734 Transportation Engineering Administration	\$ 314,264	\$ 292,482	\$ 194,815	\$ (97,667)	(33.39%)
753 Street Lighting	5,742,240	5,750,000	5,750,000	-	0.00%
754 Transportation Engineering PM/CM Services	269,374	397,531	424,967	27,436	6.90%
755 Traffic Studies/N'hood Traffic Management	502,715	541,019	500,964	(40,055)	(7.40%)
756 Signs and Pavement Markings	1,039,671	1,079,749	1,020,102	(59,647)	(5.52%)
757 Signal Maintenance	1,327,621	1,224,520	1,085,670	(138,850)	(11.34%)
758 Special Events and Street Permits	342,178	352,655	353,229	574	0.16%
759 Computerized Signal System	587,837	691,627	708,248	16,621	2.40%
893 Non Departmental Transportation	522,261	560,820	1,822,904	1,262,084	225.04%
025 Non Departmental City Commons Garage	1,124,025	1,275,816	1,256,914	(18,902)	(1.48%)
TOTAL -- GENERAL FUND	\$ 11,772,186	\$ 12,166,219	\$ 13,117,813	\$ (291,588)	7.82%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 11,772,186	\$ 12,166,219	\$ 13,117,813	\$ (291,588)	7.82%



STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
GENERAL FUND #100			
Transportation Engineering Division			
734 Transportation Engineering Administration	4	3	2
754 Transportation Engineering PM/CM Services	3	4	4
755 Traffic Studies/N'hood Traffic Management	8	8	5
756 Signs and Pavement Markings	14	13	12
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	52	51	46
TOTAL -- TRANSPORTATION ENGINEERING	52	51	46

Transportation Department

Parking Division

Mission Statement

To operate as a self-supporting enterprise fund within the City structure; to assist with downtown revitalization; to provide safe, affordable, and accessible parking that meets the short and long-term needs of citizens and visitors to downtown Orlando.

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City; operates ten parking garages with over 7,647 parking spaces, 1,017 surface lot spaces, 1,089 metered spaces, and over 8,000 event parking spaces. The Division enforces Chapter 39 of the City's Municipal Code, issues parking citations and immobilizes vehicles. The Division also processes all revenues received for garages, events, meters and violations. Surface Parking personnel perform maintenance, repair and collection of meters. The Division provides administration, financial, and maintenance support to the LYMMO downtown transit circulator.

Major Accomplishments

- Completed replacement of 1,500 reflective pavement markers and concrete repairs on the LYMMO Route.
- Completed a lighting modernization project at Administration Center Garage by replacing 294 metal halide fixtures with T5 fluorescent fixtures. The new lighting fixtures will decrease electrical costs substantially and are less expensive to maintain while improving lighting.
- Completed the lighting modernization upgrade at Centroplex I Garage at a cost of \$37,000 with an energy savings of \$20,000 annually.
- Completed the installation of ten new Pay & Display master meters for Garland Lot, Lot 9 and Lot 10.
- Completed the painting of the exterior and caulking of all joints at the Central/Washington Garages.
- Replaced the expansion joints and sealing of the top deck of the Washington Garage and caulked and painted the interior walls and joints.
- Implemented new software database for master meters to remotely monitor and generate audit, transaction and maintenance reports.
- Expanded the PARKSMART marketing program, including website redesign that included additional printable forms, flyers and maps reducing reprographics expenses.
- Developed an on-line customer service survey to provide users of the parking system a venue to provide feedback.
- Opened the new 55 West garage immediately adding 380 additional spaces to the Parking System inventory.
- Completed provision and coordination of parking services for over 250 events at Orlando and Downtown venues.
- Reorganized parking operation procedures at the Orlando Venues resulting in significant improvements with facility controls, tickets, and revenue control.
- Developed and implemented new payment procedures on entry resulting in improved ticket, cash and inventory control in the downtown garages.
- Established credit card capability and method of integration into existing revenue control system at Central Garage with a plan to sequentially incorporate this capability for all facilities.
- Successfully implemented a new rate structure for the Parking System.
- Assisted in the development of the Parking Downtown Master Plan Phase I.
- Assisted in the review of the engineering structural study of the parking facilities.

Transportation Department

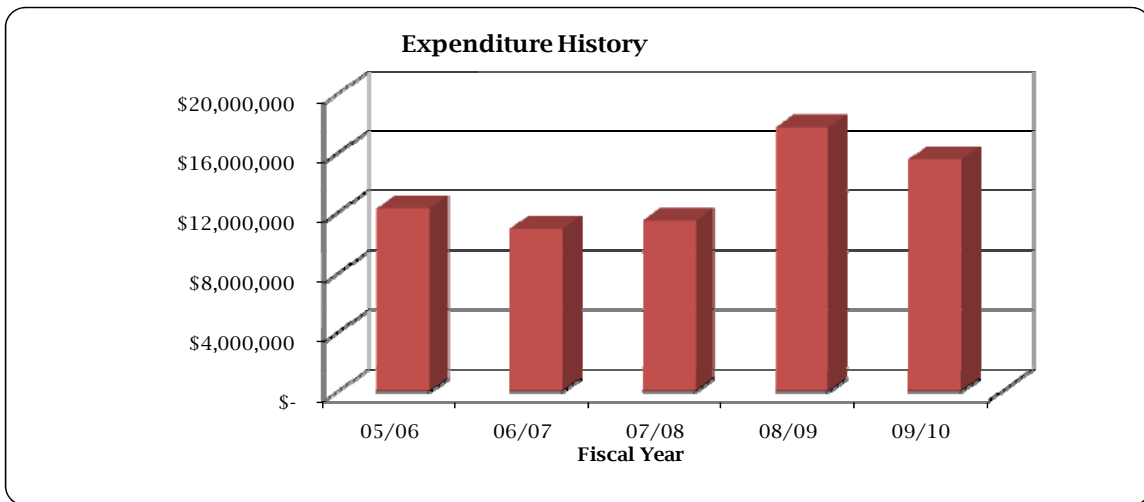
Future Outlook

- Emphasize the maintenance and beautification of existing garages to meet downtown goals and objectives for increasing the number of visitors to the downtown area.
- Continue to evaluate and redesign the Internet web site to provide citizens more information and better payment options.
- Continue to work with Orlando Venues 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.
- Utilize LEED Green Standards to reduce existing facilities operations and maintenance in compliance with the City's goal of maximizing efficiency while minimizing environmental impacts.
- Continue to evaluate the new LED fluorescent lighting technology to reduce electrical costs at the Courthouse Garage.
- Evaluate the best determining factors for complete modernization of Church Street Garage hydraulic elevators that will improve the system's performance and reliability with generic controllers.
- 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 municipalities and private providers.
- Review and implement parking recommendations forthcoming from consultant report.
- Develop a mid-range parking strategic plan and long range parking plan including future demands, site acquisition needs, financing and scheduling.
- Continue to evaluate and explore new web-based revenue control systems.
- Explore and evaluate automated operational methods and alternatives in facilities not requiring human interaction.
- Work with Traffic Engineering on a way-finding signage or signal system integrated with parking availability to calm traffic flow and reduce congestion to and from the new Orlando Venues.
- Continue to explore and evaluate improvements in security to include a web based system.

Transportation Department

EXPENDITURE SUMMARY

Fund	2007/08	2008/09	2009/10	Change	
Office/Division	Actual	Revised	Adopted	Adopted to	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
TRANSPORTATION GRANT FUND #399					
Parking Division					
771 Centroplex Garage I Operations	\$ 205,497	\$ 205,343	\$ 197,701	\$ (7,642)	(3.72%)
772 Centroplex Garage II Operations	465,427	397,724	396,191	(1,533)	(0.39%)
978 Nondepartmental - Centroplex Garages	1,565,849	1,952,437	1,866,672	(85,765)	(4.39%)
Projects	-	120,000	-	(120,000)	(100.00%)
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,236,773	\$ 2,675,504	\$ 2,460,564	\$ (214,940)	(8.03%)
DOWNTOWN TRANSIT FUND #400					
Parking Division					
060 Downtown Transit	\$ -	\$ 90,698	\$ 265,000	\$ 174,302	192.18%
TOTAL -- DOWNTOWN TRANSIT FUND	\$ -	\$ 90,698	\$ 265,000	\$ 174,302	192.18%
PARKING SYSTEM REVENUE FUND #401					
Parking Division					
760 Jefferson Street Garage	\$412,501.00	\$409,284.00	\$ 254,353	\$ (154,931)	(37.85%)
761 Parking System Admin/Fiscal Mgmt.	848,786	1,015,338	871,855	(143,483)	(14.13%)
763 Surface Parking	557,503	464,003	354,366	(109,637)	(23.63%)
764 Parking Violations	355,176	444,470	422,524	(21,946)	(4.94%)
765 Central Boulevard Garage Operations	926,499	1,062,756	930,967	(131,789)	(12.40%)
766 Church Street Garage Operations	439,558	540,844	559,624	18,780	3.47%
767 Market Garage Operations	12,341	744,007	654,070	(89,937)	(12.09%)
768 O.C. Administration Garage Operations	382,333	363,833	422,335	58,502	16.08%
769 O.C. Courthouse Garage Operations	797,710	772,521	754,336	(18,185)	(2.35%)
770 Library Garage Operations	912,327	990,939	768,774	(222,165)	(22.42%)
773 Centroplex Parking	658,279	512,541	710,958	198,417	38.71%
774 Event Parking	428,768	520,900	320,935	(199,965)	(38.39%)
775 Parking Operations	43,741	-	-	-	N/A
776 Parking Enforcement	293,327	513,526	460,549	(52,977)	(10.32%)
979 Nondepartmental - Parking	2,075,823	5,189,299	5,357,066	167,767	3.23%
Projects	53,750	1,408,042	-	(1,408,042)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 9,198,422	\$ 14,952,303	\$ 12,842,712	(\$2,109,591)	(14.11%)
TOTAL -- PARKING DIVISION	\$ 11,435,195	\$ 17,718,505	\$ 15,568,276	(\$2,150,229)	(12.14%)



Transportation Department

STAFFING SUMMARY

	Actual 2007/2008	Revised Budget 2008/2009	Adopted Budget 2009/2010
<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	10
763 Surface Parking	4	4	4
764 Parking Violations	6	6	5
775 Garage Operations	75	75	67
776 Parking Enforcement	8	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	<u>105</u>	<u>107</u>	<u>96</u>
TOTAL -- PARKING DIVISION	<u><u>108</u></u>	<u><u>110</u></u>	<u><u>99</u></u>

Transportation Department

Transportation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Parking Division	Customer Satisfaction Index*	N/A	N/A	80
Parking Division	Percent of tickets contested	N/A	0%	1%

Fiscal/Finance

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Transportation Department	Transportation Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	N/A	Yes	Yes
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%

Internal Processes

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Transportation Planning Division	Percentage of MPB Cases reviewed within the established time frame	N/A	77.64%	95%
Transportation Engineering Division	Linear feet of cable replaced	19,442	21,200	98,000
Transportation Engineering Division	Percentage of locate requests investigated within 48 hours	99%	99%	99%
Transportation Engineering Division	Percentage of repairs/replacement requests completed within 24 hours	100%	100%	99%
Transportation Engineering Division	Number of MILES of pavement marking material installed or replaced	7.80	16.25	52,800**
Transportation Engineering Division	Number of intersections analyzed out of 442 (2008)	143	88	149

*New Performance Indicator. Data collection will start in FY2009/2010.

**Tracking for this indicator will be performed in Linear Feet units starting FY2009/2010.

Transportation Department

Outcome & Mission

Organizational Unit	Performance Indicator	2007/2008	2008/2009	2009/2010
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike Lanes/Paths	252	241	259
Transportation Planning Division	Annual percentage of Transportation Element Amendments and ordinance changes found in compliance	100%	100%	100%
Transportation Planning Division	Annual percent of roadways meeting Transportation Concurrency requirements	95%	100%	90%
Transportation Planning Division	Number of employees serving as members of committees at Metroplan Orlando, LYNX and the ECFRPC	5	5	5
Transportation Planning Division	Total number of ridership	1,170,237	1,102,965	1,000,000
Transportation Planning Division	Number of Chapter Ordinance Updates found in compliance with State regulations as they pertain to Impact Fees, Concurrency Mgmt and Roadway Design and Access Mgmt	3	3	2

THIS PAGE LEFT INTENTIONALLY BLANK.



**C
A
P
I
T
A
L

I
M
P
R
O
V
E
M
E
N
T
S

&

D
E
B
T**

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 Office of Business and Financial Services.

After compilation of the requests, projects are reviewed by staff members from the Office of Business and Financial Services 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 the Office of Business and Financial Services. 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, but are exempt from the twice-per-year limitation on amendments and must be adopted by December 1 each year. The City may not adopt future land use map amendments after December 1st of 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 an 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 recently implemented a personal computer replacement program over multiple years and will now be undertaking a similar program for network printer replacement.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Miscellaneous Transportation Enhancements, Emergency Spill Cleanup), the project contains multiple phases (i.e. Citrus Bowl Improvements, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project.

Details of the entire financing plan along with project descriptions can be found in the companion City publication entitled ***2009-2014 Capital Improvement Program***.

The 2009/2010 Adopted Capital Budget by Fund schedule starting on **page 369** indicates if the project is part of the CIE and indicates what function the project serves. The functions/types of projects are abbreviated as follows:

ECD	Economic Development
GEN	General Government
PSF	Public Safety
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Wastewater

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

Capital Improvements and Debt

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go on-line and access existing projects and create new projects. Departments can add to, modify and view the projects that were included in the previous years Program. Management and Budget is notified of any projects that can be deleted. Departments have access to this database during the project input timeframe, which generally runs from early December to the end of January.

Project information is stored in this database in an electronic format. Having this information in a database allows for the printing of reports and description forms in an easy to read format. Reports can be created by various factors such as funding source, function or division/department. The database can be modified, if necessary, to accommodate specific requests or needs.

The database is used to print the Capital Improvement Program document. Information is also often exported into a spreadsheet format. An example of a project description form as it would appear in the Capital Improvement Program document is shown below.

TYPE OF SERVICE: Transportation		PROJECT NUMBER: 81-755-004		PROJECT NAME: Area Wide Signal System Fiber Interconnect		FINANCIAL PROJECT #		PAGE																																																				
DEPARTMENT: TRANSPORTATION DEPT.		PRIORITY: Repair / Replacement				4978																																																						
DIVISION: TRANS. ENGINEERING																																																												
PROBLEM IDENTIFICATION OR NEED: The majority of the signalized intersections in the City operate in a coordinated system. A connected system provides coordination with other adjacent or area signals to allow for traffic flow continuity on arterials or grid-type road networks and for monitoring of signals. Since 2002, the multi-pair copper cable network has begun to fail frequently and needs to be replaced with a new Communications system. Optical Fiber Interconnect allows for the replacement of the older communications cable and for true connection of un-connected signals.						PROJECT RANKING Department Rating 1 - 36 CIE Requirement N																																																						
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): This on-going project ensures the continuous maintenance and replacement of existing signal communications, and the connection of remote devices.						CONTACT: Charles Ramdalt 246-3186 REMARKS Implementation to replace obsolete equipment and software. This will reduce maintenance costs and resolve operational deficiencies. Later funding required for ongoing upgrading and cable replacement as well as traffic signal re-timing and optimization of signal operations. This will include the operations and maintenance of the fiber optic communication equipment, traffic signal control software, and video wall hardware and software.																																																						
						SERVICE AREA																																																						
						CITYWIDE																																																						
						LOCATION																																																						
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR																																																												
FUND	2009/10	2010/11	2011/12	2012/13	2013/14	FIVE YR	LATER	PRIOR	Total																																																			
GAS	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$2,300,140	\$3,600,140																																																			
SA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																			
ALL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$2,300,140	\$3,600,140																																																			
<table border="1" style="width: 100%;"> <tr> <th colspan="3">PROJECT COST BY PHASE</th> <th colspan="2">IMPACT ON OPERATING COST (+/-)</th> </tr> <tr> <th rowspan="2">Project Phasing Description</th> <th colspan="2">Estimated Time</th> <th rowspan="2">Estimated Cost</th> <th colspan="2"></th> </tr> <tr> <th>From</th> <th>To</th> <th></th> <th></th> </tr> <tr> <td></td> <td></td> <td></td> <td>Salaries, Wages, Benefits</td> <td></td> <td>\$397,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Operating Costs</td> <td></td> <td>\$94,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Other Capital Costs</td> <td></td> <td>\$7,200</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Total Annual Operating Costs:</td> <td></td> <td>\$498,200</td> </tr> <tr> <td colspan="3"></td> <td>SOURCE:</td> <td colspan="2"></td> </tr> <tr> <td></td> <td></td> <td></td> <td>Total Annual Income</td> <td></td> <td>\$0</td> </tr> </table>										PROJECT COST BY PHASE			IMPACT ON OPERATING COST (+/-)		Project Phasing Description	Estimated Time		Estimated Cost			From	To						Salaries, Wages, Benefits		\$397,000				Operating Costs		\$94,000				Other Capital Costs		\$7,200				Total Annual Operating Costs:		\$498,200				SOURCE:						Total Annual Income		\$0
PROJECT COST BY PHASE			IMPACT ON OPERATING COST (+/-)																																																									
Project Phasing Description	Estimated Time		Estimated Cost																																																									
	From	To																																																										
			Salaries, Wages, Benefits		\$397,000																																																							
			Operating Costs		\$94,000																																																							
			Other Capital Costs		\$7,200																																																							
			Total Annual Operating Costs:		\$498,200																																																							
			SOURCE:																																																									
			Total Annual Income		\$0																																																							



Capital Improvements and Debt

FY 2009/2010 Capital Budget Calendar

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

January 2009						
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 2009						
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 2009						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2009						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2009						
S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

December
8 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
2 Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.

1-28 Project request review with Departments, the Office of the CAO and the Office of Business and Financial Services.

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
14 First public hearing to adopt proposed millage rate, operating budget and Capital Budget.

21 Second public hearing to adopt proposed millage rate, operating budget and Capital Budget.

October
1 Implementation of adopted budget

November-December
CIP document published.

June 2009						
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			

July 2009						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August 2009						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September 2009						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2009						
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 2009						
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					

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 5.6500. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. A specified portion of property tax revenue may be set aside each year for capital improvements. For FY 2009/10 the City Council set aside \$9.2 million of property tax revenue for CIP funding.

Federal Aid - Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

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. No projects are anticipated to be funded from Sewer Capacity Charges in FY 2009/2010.

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.

Capital Improvements and Debt

DESCRIPTION OF FUNDING SOURCES

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds. No projects are anticipated to be funded from Tax Increment Financing in FY 2009/2010.

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 2009/2010 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2009/2010 Budget Resolution and is considered the approved capital budget.

	<u>2009/10</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement Fund			
Athletic Field Shade Structures and Safety Netting	\$ 100,000	REC	N
Ballfield Renovation Project	250,000	REC	N
Brick Street Restoration	200,000	TRA	N
City Building Driveways and Parking Lots Upgrades	100,000	GEN	N
Community Capital	420,000	GEN	N
Curb Ramp Construction and Curb Repair	150,000	TRA	N
Fire Equipment Replacement	1,000,000	PSF	N
Hazardous Sidewalk Repair	300,000	TRA	N
Miscellaneous Transportation Enhancements	25,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
Playground Renovation Project	250,000	REC	N
Pole and Mast Arm Painting	100,000	TRA	N
Pool Improvements	100,000	REC	N
School Safety Sidewalk Program	400,000	TRA	Y
Sustainability	2,000,000	GEN	N
Technology Enhancement Projects	2,000,000	GEN	N
Tennis/Basketball Court/Parking Lot Resurfacing	100,000	REC	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Unallocated/Reserved for Future Projects	425,000	GEN	N
Capital Improvement Fund Total	\$ 9,220,000		
Federal Aid			
West Gore St./Fleet Management Landscape Buffer	\$ 500,000	TRA	N
Federal Aid Total	\$ 500,000		
Gas Tax			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	N
Developer Signals-Matching Funds	150,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
Intersection Safety Improvements	200,000	TRA	N
Lee Vista Blvd. Debt Service	540,082	TRA	N
LYNX Annual Contribution	4,255,000	TRA	Y
Miscellaneous Transportation Enhancements	100,000	TRA	N
New Traffic Signal Locations	370,000	TRA	N
Pavement Marking Maintenance	100,000	TRA	N
Pavement Rehabilitation	1,250,000	TRA	N
Railroad Grade Crossing Rehabilitation	100,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	100,000	TRA	N
Traffic Signal Refurbishing Program	200,000	TRA	N
Gas Tax Total	\$ 7,765,082		

Continued on next page

Capital Improvements and Debt

FY 2009/2010 Adopted Capital Budget by Fund

	<u>2009/10</u>	<u>Function</u>	<u>CIE</u>
Other Funds			
Citrus Bowl Improvements	\$ 87,952	REC	N
Other Funds Total	\$ 87,952		
Service Charges			
Bumby Ave. Wastewater Improvements	\$ 200,000	WAS	N
Carver Shores Wastewater Improvements	350,000	WAS	N
Gas Holder Rehab Conserv II	1,000,000	WAS	N
GOAA Hanger Fire Pumps	2,000,000	WAS	N
Iron Bridge Grit Treatment System Rehab	300,000	WAS	N
Lift Station Rehab - Phase I	1,000,000	WAS	N
Lift Stations - Replace Underground Fuel Tanks	110,000	WAS	N
Lift Stations - Underground Rehabilitation	500,000	WAS	N
Rapid Response Construction	500,000	WAS	N
Residential Single Stream Recycling	144,000	SOL	N
Silver Star Road Forcemain	1,000,000	WAS	N
SWMD Compactor Conversions	124,000	SOL	N
Water Conserv II Aeration, Clarifiers, Replacement	2,500,000	WAS	N
Water Conserv II Land Purchase	2,297,817	WAS	Y
Yucatan Drive Sewer Replacement	1,000,000	WAS	N
Service Charges Total	\$ 13,025,817		
Stormwater Utility Fee			
Albert Shores Storm Drainage Improvements	\$ 600,000	STR	Y
Clay/Minnesota Drainage Improvements	300,000	STR	N
Drainage Well Enhancement	250,000	STR	Y
Drainwell Repair and Rehabilitation	350,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Flood Studies	150,000	STR	N
Lake Angel/Conroy Basin Drainage Improvements	1,632,241	STR	N
Lake Enhancement Improvements	400,000	STR	Y
Magnolia Storm Sewer Upgrade	500,000	STR	N
Mills Avenue Retrofit	250,000	STR	N
Par St. Drainage Improvements	300,000	STR	N
Rapid Response Construction	300,000	STR	N
Richmond St. Drainage Improvements	300,000	STR	N
Sandbar Removal	200,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	300,000	STR	N
Stormwater System Evaluation	450,000	STR	N
System Repair and Rehabilitation	500,000	STR	Y
TMDL Implementation	850,000	STR	N
Underdrain Construction	200,000	STR	N
Vineland Rd./Cheryl St. Drainage Improvements	500,000	STR	N
Stormwater Utility Fee Total	\$ 8,432,241		

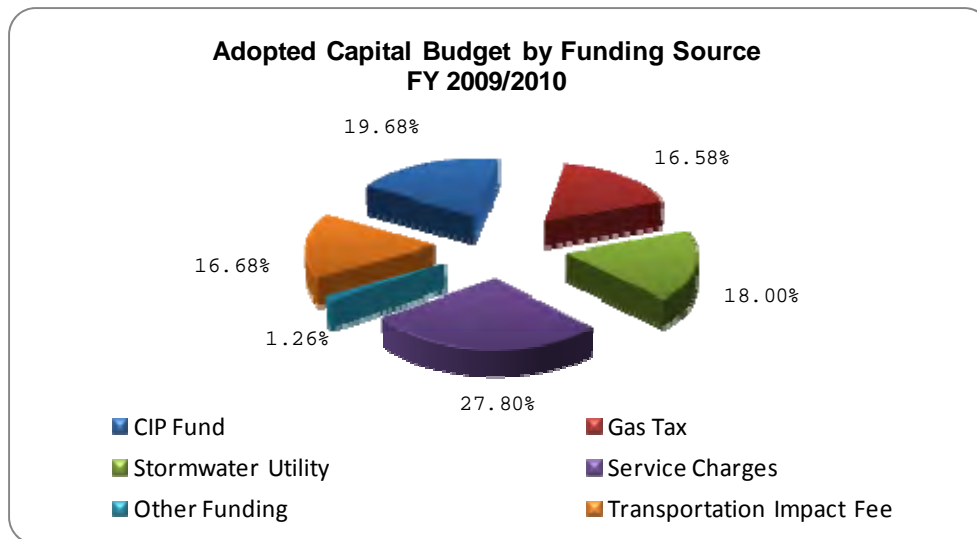
Continued on next page

Capital Improvements and Debt

FY 2009/2010 Adopted Capital Budget by Fund

	<u>2009/10</u>	<u>Function</u>	<u>CIE</u>
Transportation Impact Fees			
Crystal Lake/Maguire Blvd. Debt Service	\$ 788,090	TRA	N
Grand National Dr. I-4 Overpass	2,947,786	TRA	Y
John Young Parkway Debt Service	396,699	TRA	N
Lee Vista/Econlockhatchee Signal	220,000	TRA	N
LYMMO East/West Extension	240,000	TRA	N
Narcoossee Rd Debt Service - SR 528 to SR 417	1,822,634	TRA	N
Narcoossee Rd. 6 laning: Osceola County to SR 417	500,000	TRA	Y
Raleigh Street Intersection Improvements	800,000	TRA	N
Transportation Studies/Professional Services	100,000	TRA	N
Transportation Impact Fees Total	\$ 7,815,209		
CIP Total	\$ 46,846,301		

Capital Improvements and Debt



FUNDING SOURCE	FUNDING AMOUNT	
	FY 2009/2010	% of TOTAL
Service Charges	\$ 13,025,817	27.80%
CIP Fund	9,220,000	19.68%
Stormwater Utility	8,432,241	18.00%
Transportation Impact Fees	7,815,209	16.68%
Gas Tax	7,765,082	16.58%
Other Funding	587,952	1.26%
Total	\$ 46,846,301	100.00%

Sewer Service Charges make up the majority of the total indicated. Monthly service charges are assessed for the use of services and facilities of the City’s sanitary sewer system. This source will fund 13 projects in FY 2009/2010 totaling \$12,757,817. The remaining \$268,000 is for two projects funded from Solid Waste Service Charges.

The CIP Fund is financed by a transfer of funding from the General Fund. Seventeen repair and replacement projects totaling \$4,795,000 will be funded in FY 2009/10. A total of \$2 million will be allocated toward both sustainability and technology enhancement projects. The remaining \$425,000 is set aside as a reserve.

The Stormwater Utility Fee is expected to generate \$22.1 million in FY 2009/2010. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2009/2010 will include 21 projects at a cost of \$8.4 million.

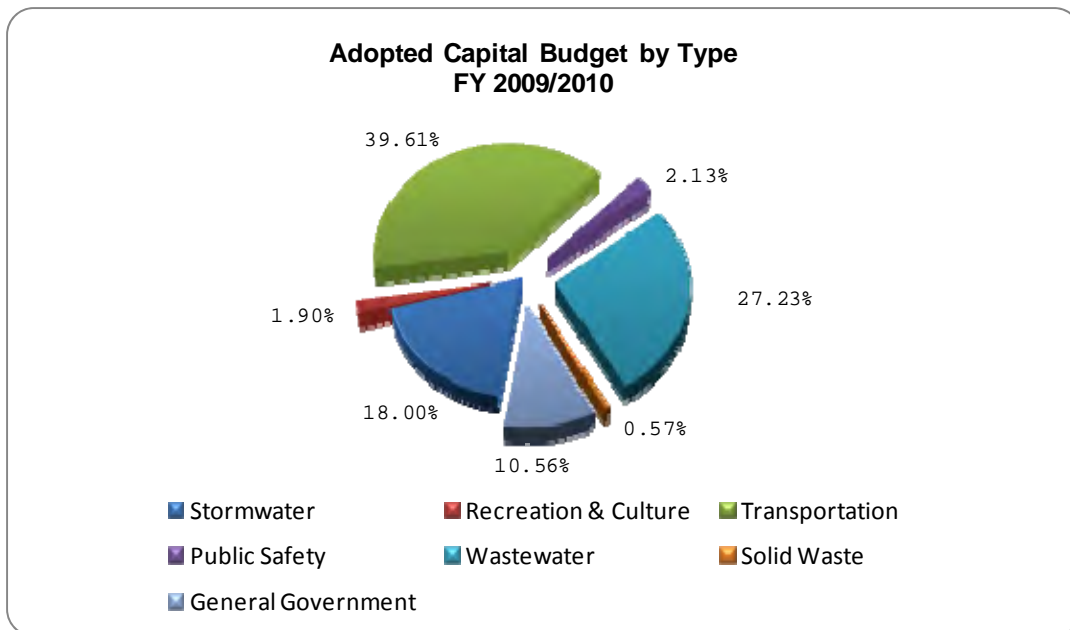
The City collects Transportation Impact Fees from new development to ensure that the new development pays its fair share of the cost of new and/or expanded transportation facilities necessary to accommodate the development. The City has three benefit areas and impact fees are earmarked so that money 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 debt service on three completed projects in FY 2009/10.

Capital Improvements and Debt

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

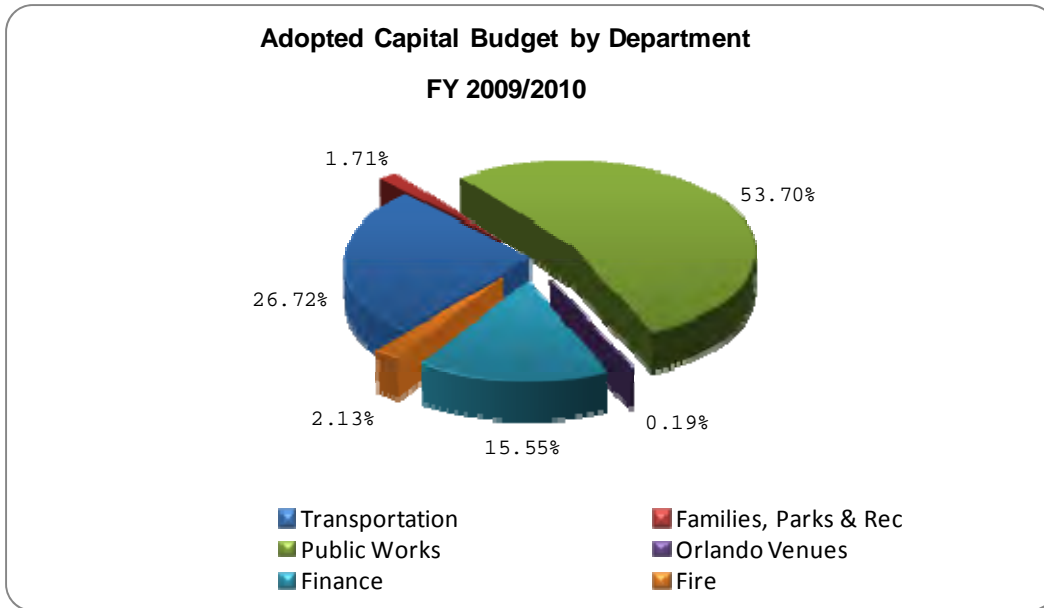
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



TYPE	FUNDING AMOUNT	
	FY 2009/2010	% of TOTAL
Transportation	\$ 18,555,291	39.61%
Wastewater	12,757,817	27.23%
Stormwater	8,432,241	18.00%
General Government	4,945,000	10.56%
Public Safety	1,000,000	2.13%
Recreation & Culture	887,952	1.90%
Solid Waste	268,000	0.57%
Total	\$ 46,846,301	100.00%

Transportation projects capture 40 percent of funding, wastewater projects account for 27 percent and stormwater 18 percent of the total expenditures, for a combined total of 85 percent. Public Safety, Recreation and Culture, Solid Waste and General Government account for the remainder. Stormwater, Wastewater and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

Capital Improvements and Debt

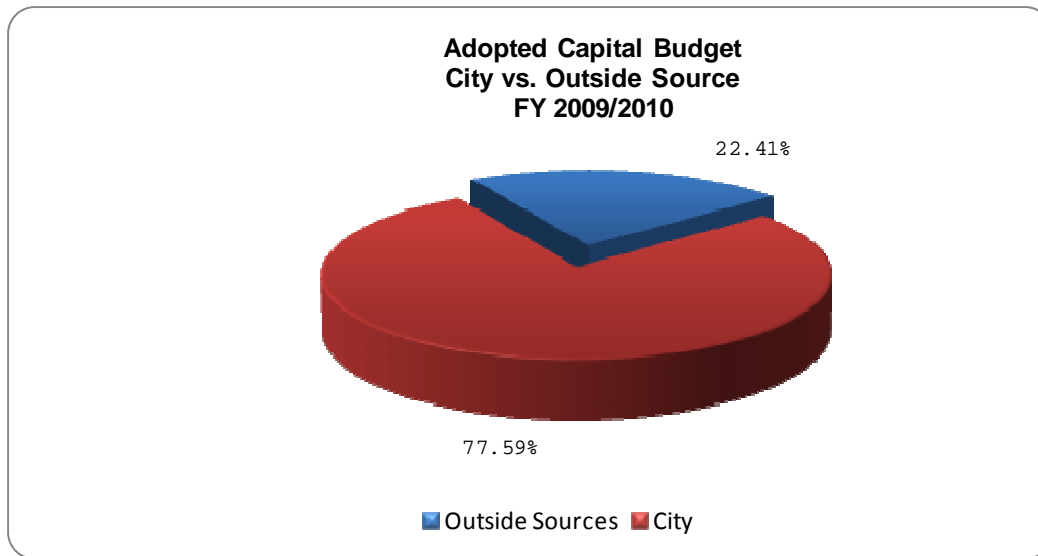


<u>DEPARTMENT</u>	<u>FUNDING AMOUNT</u> <u>FY 2009/2010</u>	<u>% of TOTAL</u>
Public Works	\$ 25,158,058	53.70%
Transportation	12,515,876	26.72%
Business & Financial Svcs.	7,284,415	15.55%
Fire	1,000,000	2.13%
Families, Parks & Recreation	800,000	1.71%
Orlando Venues	87,952	0.19%
Total	\$ 46,846,301	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 2009/2010</u>	<u>% of TOTAL</u>
City	\$ 36,346,301	77.59%
Outside Sources	10,500,000	22.41%
Total	<u>\$ 46,846,301</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 and Federal aid. State aid primarily consists of funding for transportation improvements. Recreation and other projects may also be recipients of State aid.

For purposes of this chart, the following projects listed under Service Charges are considered State Aid: GOAA Hanger Fire Pumps; Lift Station Rehab Phase I; Lift Stations-Replace Underground Fuel Tanks; Silver Star Road Forcemain; Water Conserv II Aeration, Clarifiers Replacement; Water Conserv II Gas Holder Rehab and Water Conserv II Land Purchase. The dollar amounts shown for FY 2009/10 are anticipated to be funded by the State Revolving Loan Fund (SRF). Sewer Service Charges would then provide funding for the resulting debt service.

Capital Improvements and Debt

TECHNOLOGY ENHANCEMENT PROJECTS FY 2009/2010

<u>Project</u>	Adopted <u>FY 2009/2010</u>
Call Center and Voice Mail Redundancy	\$ 45,035
Citizen Relationship Management	280,200
Dual Authentication Requirement	108,037
E-mail Archive System	82,955
Enterprise Server/Storage Replacement/Consolidation	326,729
External GIS Services	69,400
Lotus Notes Conversion to .Net	125,000
Miscellaneous Tools and Services	196,688
Network Printer Replacement	455,335
Open Enrollment Software	124,160
Qualysguard License	39,356
Secure Perfect Upgrade	32,500
Security Information Manager	82,805
SQL Monitoring Tools	31,800
	<u>\$ 2,000,000</u>

Technology Enhancement projects are evaluated annually and ranked by the Technology Management Division. That ranking then becomes a component in the determination of which projects are budgeted, along with available funding, Citywide priorities and other factors. The Chief Financial Officer provides oversight to organizational-wide and strategic departmental technology initiatives. The purpose of this oversight is to promote communication, accountability and strategic coordination in the implementation of technology within the City and ultimately reduce operating costs and/or improve service to our citizens.

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 391 through 402. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and wastewater infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City and other required standards. There are 986 miles of streets within the City, with the City responsible for maintaining over 684 miles. There are also almost 600 miles of sidewalk that need to be maintained. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

Stormwater—new stormwater infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility Fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff or equipment is being added this fiscal year.

Wastewater—many of the City's wastewater Lift Stations, along with some of its other infrastructure, are over 20 years old and are deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown.

Operating impacts from capital projects are outlined on the following pages.

Continued on next page

Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
Capital Improvement Fund				
Athletic Field Shade Structures and Safety Netting	-	\$ -	\$ -	\$ -
Ballfield Renovation Project	-	-	-	-
Brick Street Restoration	-	-	-	-
City Building Driveways and Parking Lots Upgrades	-	-	-	-
Community Capital	-	-	11,000	11,000
Curb Ramp Construction and Curb Repair	-	-	-	-
Fire Equipment Replacement	-	-	-	-
Hazardous Sidewalk Repair	-	-	-	-
Miscellaneous Transportation Enhancements	-	-	-	-
Pavement Marking Maintenance	-	-	-	-
Pavement Rehabilitation	-	-	-	-
Playground Renovation Project	-	-	-	-
Pole and Mast Arm Painting	-	-	-	-
Pool Improvements	-	-	-	-
School Safety Sidewalk Program	-	-	-	-
Sustainability	-	-	-	-
Technology Enhancement Projects	-	-	81,608	81,608
Tennis/Basketball Court/Parking Lot Resurfacing	-	-	-	-
Traffic Signal Refurbishing Program	-	-	-	-
Unallocated/Reserved for Future Projects	-	-	-	-
Capital Improvement Fund Total	-	\$ -	\$ 92,608	\$ 92,608
Federal Aid				
West Gore St./Fleet Management Landscape Buffer	-	\$ -	\$ -	\$ -
Federal Aid Total	-	\$ -	\$ -	\$ -
Gas Tax				
Area Wide Signal System Fiber Interconnect	-	\$ -	\$ 101,200	\$ 101,200
Developer Signals-Matching Funds	-	-	-	-
Hazardous Sidewalk Repair	-	-	-	-
Intersection Safety Improvements	-	-	-	-
Lee Vista Blvd. Debt Service	-	-	-	-
LYNX Annual Contribution	-	-	-	-
Miscellaneous Transportation Enhancements	-	-	-	-
New Traffic Signal Locations	-	-	44,418	44,418
Pavement Marking Maintenance	-	-	-	-
Pavement Rehabilitation	-	-	-	-
Railroad Grade Crossing Rehabilitation	-	-	-	-
School Safety Sidewalk Program	-	-	-	-
Traffic Counts and Travel Time Studies	-	-	-	-
Traffic Signal Refurbishing Program	-	-	-	-
Gas Tax Total	-	\$ -	\$ 145,618	\$ 145,618

Continued on next page

Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
Other Funds				
Citrus Bowl Improvements	-	\$ -	\$ -	\$ -
Other Funds Total	-	\$ -	\$ -	\$ -
Service Charges				
Carver Shores Wastewater Improvements	-	\$ -	\$ -	\$ -
Chelsea St. Wastewater Improvements	-	-	-	-
Gas Holder Rehab Conserv II	-	-	-	-
GOAA Hanger Fire Pumps	-	-	-	-
Iron Bridge Grit Treatment System Rehab	-	-	-	-
Lift Station Rehab - Phase I	-	-	-	-
Lift Stations - Replace Underground Fuel Tanks	-	-	-	-
Lift Stations - Underground Rehabilitation	-	-	-	-
Rapid Response Construction	-	-	-	-
Residential Single Stream Recycling	-	-	320,000	320,000
Silver Star Road Forcemain	-	-	-	-
SWMD Compactor Conversions	-	-	10,000	10,000
Water Conserv II Aeration, Clarifiers, Replacement	-	-	-	-
Water Conserv II Land Purchase	-	-	-	-
Yucatan Drive Sewer Replacement	-	-	-	-
Service Charges Total	-	\$ -	\$ 330,000	\$ 330,000
Stormwater Utility Fee				
Albert Shores Storm Drainage Improvements	-	\$ -	\$ -	\$ -
Clay/Minnesota Drainage Improvements	-	-	-	-
Drainage Well Enhancement	-	-	-	-
Drainwell Repair and Rehabilitation	-	-	-	-
Emergency Spill Cleanup	-	-	-	-
Flood Studies	-	-	-	-
Lake Angel/Conroy Basin Drainage Improvements	-	-	-	-
Lake Enhancement Improvements	-	-	3,000	3,000
Magnolia Storm Sewer Upgrade	-	-	-	-
Mills Avenue Retrofit	-	-	-	-
Par St. Drainage Improvements	-	-	-	-
Rapid Response Construction	-	-	-	-
Richmond St. Drainage Improvements	-	-	-	-
Sandbar Removal	-	-	-	-
Stormwater Monitoring	-	-	-	-
Stormwater System Construction	-	-	-	-
Stormwater System Evaluation	-	-	-	-
System Repair and Rehabilitation	-	-	2,000	2,000
TMDL Implementation	-	-	-	-
Underdrain Construction	-	-	-	-
Vineland Rd./Cheryl St. Drainage Improvements	-	-	-	-
Stormwater Utility Fee Total	-	\$ -	\$ 5,000	\$ 5,000

Continued on next page

Capital Improvements and Debt

	Estimated Additional Personnel	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost
Transportation Impact Fees				
Crystal Lake/Maguire Blvd. Debt Service	-	\$ -	\$ -	\$ -
Grand National Dr. I-4 Overpass	-	-	-	-
John Young Parkway Debt Service	-	-	-	-
Lee Vista/Econlockhatchee Signal	-	-	-	-
LYMMO East/West Extension	-	-	-	-
Narcoossee Rd Debt Service - SR 528 to SR 417	-	-	-	-
Narcoossee Rd. 6 laning: Osceola County to SR 417	-	-	-	-
Raleigh Street Intersection Improvements	-	-	-	-
Transportation Studies/Professional Services	-	-	-	-
Transportation Impact Fees Total	-	\$ -	\$ -	\$ -
Operating Cost Impact Total	-	\$ -	\$ 573,226	\$ 573,226

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 2009/2010 Capital Budget are these type of projects, the impact on the FY 2009/2010 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents almost 28% of the Capital Budget total.

	<u>2009/10</u>
Ballfield Renovation Project	\$ 250,000
Brick Street Restoration	200,000
City Building Driveways and Parking Lots Upgrades	100,000
Curb Ramp Construction and Curb Repair	150,000
Drainwell Repair and Rehabilitation	350,000
Fire Equipment Replacement	1,000,000
Gas Holder Rehab Conserv II	1,000,000
Hazardous Sidewalk Repair	500,000
Iron Bridge Grit Treatment System Rehab	300,000
Lift Station Rehab - Phase I	1,000,000
Lift Stations - Replace Underground Fuel Tanks	110,000
Lift Stations - Underground Rehabilitation	500,000
Pavement Marking Maintenance	200,000
Pavement Rehabilitation	2,250,000
Playground Renovation Project	250,000
Pole and Mast Arm Painting	100,000
Railroad Grade Crossing Rehabilitation	100,000
System Repair and Rehabilitation	500,000
Tennis/Basketball Court/Parking Lot Resurfacing	100,000
Traffic Signal Refurbishing Program	400,000
Water Conserv II Aeration, Clarifiers, Replacement	2,500,000
Yucatan Drive Sewer Replacement	1,000,000
	<u>\$ 12,860,000</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 order to take advantage of low interest rates, the City has entered into agreements with the State of Florida to participate in the State Revolving Loan Program. The proceeds from the loan program will be used to finance wastewater capital projects. Currently the City has five loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State at the date of closing. The liability due to the State is the original loan amount plus accrued capitalized interest plus service fee charges. The net revenues of the wastewater funds will be used to make the debt service payments.

The first loan authorized in FY 2006 was originally for \$19,201,291 and was later amended to \$32,871,784. It carries an interest rate of 2.5% and provides for semi-annual principal and interest payments of \$1,098,665 that began in June 2007.

The second loan authorized in FY 2006 was for \$1,467,889, carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$51,144 that began in February 2009.

The third loan authorized in FY 2006 was for \$1,468,043, carries an interest rate of 2.66% and provides for semi-annual principal and interest payments of \$49,700 beginning in September 2010.

The fourth loan authorized in FY 2006 was originally for \$6,330,000 and was later amended to \$9,030,360. It carries an interest rate of 2.5% and provides for semi-annual principal and interest payments of \$313,501 beginning in September 2010.

The fifth loan authorized in FY 2008 was for \$22,300,000, carries an interest rate of 2.49% and provides for semi-annual principal and interest payments of \$725,992 that began in February 2009.

The \$10 million in FY 2009/2010 for the projects discussed on page 375 is anticipated to be funded from this source once the requisite materials are approved by the State. Adding this additional loan amount will increase semi-annual principal and interest payments by approximately \$340,000 based upon a 2.5% interest rate.

**Debt Service Requirements to Maturity
Principal and Interest Requirements
Wastewater State Revolving Fund**

Fiscal <u>Year</u>	
2009	\$ 1,946,832
2010	2,018,017
2011	2,060,754
2012	2,060,754
2013	2,060,754
2014-2018	10,303,770
2019-2023	10,303,770
2024-2028	7,565,403
2029-2033	128,211
	\$ 38,448,265

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

The following is a listing and description of projects included in the FY 2009/2010 adopted capital budget that are funded at \$1 million or more. These projects account for 61% of the Capital Budget and may incorporate a mix of funding sources. Further information on these and the other projects shown on the preceding schedules can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	2009/10
LYNX Annual Contribution	\$ 4,255,000
Grand National Dr. I-4 Overpass	2,947,786
Water Conserv II Aeration, Clarifiers, Replacement	2,500,000
Water Conserv II Land Purchase	2,297,817
Pavement Rehabilitation	2,250,000
GOAA Hanger Fire Pumps	2,000,000
Sustainability	2,000,000
Technology Enhancement Projects	2,000,000
Narcoossee Road Debt Service - SR 528 to SR 417	1,822,634
Lake Angel/Conroy Basin Drainage Improvements	1,632,241
Fire Equipment Replacement	1,000,000
Gas Holder Rehab Conserv II	1,000,000
Lift Station Rehab - Phase I	1,000,000
Silver Star Road Forcemain	1,000,000
Yucatan Drive Sewer Replacement	1,000,000
	<u>\$ 28,705,478</u>

Continued on next page

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Lynx Annual Contribution—the Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and paratransit requirements. Annually allocate a portion of the City's Gas Tax revenue to contribute to the mass transit provider.

Grand National Drive I-4 Overpass—Interstate 4 (I-4) serves as a barrier in the City's tourist oriented activity center. It separates the International Drive corridor from the Major Boulevard area and Universal Studios Resort. Trips interacting between the different areas have few connectors to make use of. The lack of a grid network of roadways across I-4 also limits the number of access points to the tourist area and congestion occurs at the International Drive & Kirkman Road Intersection. An additional four lane connection across I-4 will be completed by extending Grand National Drive from Oak Ridge Road to the east half of Caravan Court near Major Boulevard.

Water Conserv II Aeration, Clarifiers Replacement—Several of the treatment systems at the Water Conserv II Water Reclamation Facility, including the aeration and clarification equipment, are over 20 years old. As these systems age, their efficiency and reliability decrease and maintenance requirements increase. The aeration blowers and diffusers, clarifier drives, return activated sludge pumps and related control equipment at the Facility will be replaced to increase process efficiency and reliability.

Water Conserv II Land Purchase—As reclaimed water flows to the Water Conserv II Distribution Center increase to accommodate demands, additional rapid infiltration basin (RIB) capacity is required to handle flows during wet weather periods. It will be necessary to purchase additional land for the construction of RIBs to accommodate increased reclaimed water flows during wet weather.

Pavement Rehabilitation—A continuing program of pavement rehabilitation is required to maintain pavement within the City of Orlando. Pavement surfaces have a life expectancy of approximately 15 years depending upon traffic loading, environment and drainage conditions. Deferring maintenance costs will result in a significant backlog of needs. Specific locations and strategies are identified annually based on condition assessments. A mix of pavement rehabilitation techniques are used to maximize pavement conditions and extend usable life.

GOAA Hangar Fire Pumps—the Water Conserv I wastewater facility currently provides fire protection water to two Greater Orlando Aviation Authority hangars. The City desires to remove the hangars from the reclaimed water system and connect them to the Orlando Utilities Commission (OUC) potable water system to provide continued fire protection. This will improve the operation of the City's reclaimed water distribution system. The connection to the OUC water system will require the installation of an in-line booster pump station at each hangar to ensure that the water is delivered at the required pressure to accommodate the fire protection systems in the hangars.

Sustainability—The City has identified the need to adopt sustainable resource management practices that result in ongoing cost savings. Utility, maintenance and other costs will continue to increase, while the City is working within constrained revenue sources. To generate ongoing cost savings, the City must pursue appropriate initiatives and strategies. Staff will evaluate and recommend projects that will generate ongoing cost savings. Projects may include, but not be limited to, items such as green initiatives, solar energy, drought tolerant plantings and energy usage monitoring systems.

Continued on next page

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Technology Enhancement Projects—funding to provide for organization-wide and strategic departmental technology initiatives. Implement technology within the City that ultimately reduces operating costs and/or improves service to citizens. For a project listing and additional information see page 376.

Narcoossee Road Debt Service—the Narcoossee Road-Beeline to the GreeneWay project was necessary due to the southeast annexation and the terms of the joint planning agreement between the City and Orange County. Insufficient funding was available for this project among the traditional transportation sources. This necessitated that alternative funding be found. A total of \$22,650,000 was borrowed to finance this project. Funds must be set aside to meet the debt service requirements.

Lake Angel/Conroy Basin Drainage Improvements—Lake Angel and the Conroy Basin are manmade water bodies, each served by a single drainage well. There is insufficient storage to enable the wells to perform without serious structural flooding. A combination of basin diversions, reservoir enlargement, enlarged storm sewers and possibly additional drainwells, will be employed to solve flooding in this area and provide water quality enhancements.

Fire Equipment Replacement—fire hose has to carry water at high pressure and has a usable life of 10 years plus. EMS defibrillators require regular replacement. Extrication equipment must be replaced on an ongoing basis. Self contained breathing apparatus has a useful life, after which it must be replaced. Regular replacement of Structural Firefighting Gear is necessary. Funding is necessary for replacement of Opticom Systems at intersections and to upgrade the current system Citywide. Provide an annual source of funding to accomplish these replacements. Items to be replaced each year within budgeted allotment to be determined by the Fire Chief.

Gas Holder Rehab Water Conserv II—the existing floating cover of the gas holding tank has deteriorated to the point of being unsafe to walk on. Several methane leaks have also been identified. The floating cover will be replaced.

Lift Station Rehab Phase I—many of the City's wastewater lift stations are over 20 years old and are deteriorating and declining in reliability and efficiency. The lift stations are essential to the transportation of wastewater to treatment facilities. They must be periodically upgraded to replace deteriorating equipment and structures or to accommodate increased wastewater flows. In most cases, the rehabilitation involves the replacement of pumps, motors and controls, but in some cases new wet wells or other structures are required. The first phase of the lift station rehabilitation program will address lift station #'s 1, 2, 3, 7, 30, 83, 181, 182, 183, 184, and 185.

Silver Star Road Forcemain—Lift Station 37 is being expanded and the forcemain is not large enough to accommodate the increased flow. Construct a new forcemain to serve Lift Station 37.

Yucatan Drive Sewer Replacement—the gravity sewer collection system on Yucatan Drive, upstream of Lift Station #12, is undersized and currently experiences surcharged conditions during periods of high flows. Future wastewater flow increases could cause the 10-inch diameter sewer line to surcharge and possibly overflow. Future flow projections indicate that the capacity of the sewer line could be exceeded within the next five to ten years. The 10-inch diameter sewer line will be replaced with larger diameter pipe to accommodate the expected future wastewater flows, and present overflows, that could result in fines from the Department of Environmental Protection.

Capital Improvements and Debt

ADDITIONAL MAJOR CAPITAL PROJECTS

On September 29, 2006, the Mayors of Orange County and the City of Orlando unveiled a \$1.1 billion proposal to build three state-of-the-art venues in the downtown area: a new performing arts center; a new community events center; and a renovation of the existing Florida Citrus Bowl Stadium (collectively called the Community Venues).

In July 2007, the Orlando City Council and Orange County Commission approved an interlocal agreement related to financing of the construction, expansion and renovation of the Community Venues. Funding will be provided by a combination of public funds from the State of Florida, Orange County, the City and the CRA, as well as private contributions.

A brief description of each project follows:

Performing Arts Center—the proposed state of the art \$425 million facility will contain three concert halls, education space and an outdoor theater that will host free public concerts.

Events Center—the proposed \$480 million facility will be home to the NBA's Orlando Magic and will also host a variety of concerts, other entertainment productions and civic, political, community and not-for-profit events. Completion of the Events Center is expected in 2010 prior to the start of the Orlando Magic season.

Florida Citrus Bowl—the proposed \$175 million renovation will upgrade the existing facility in order to attract future events as well as retain existing events, including two college football bowl games and the Florida Classic football game.

Capital Improvements and Debt

COMMUNITY VENUES FINANCING PLANS

<u>Funding Source</u>	<u>Amount in Millions</u>		
	<u>Performing Arts Center</u>	<u>Events Center</u>	<u>Citrus Bowl</u>
City issued Tourist Development Tax (TDT) Revenue Bonds secured by TDT revenues to be received from Orange County per the interlocal agreement.	\$ 130	\$ 270	\$ 140
CRA issued Tax Increment Bonds, secured by tax increment revenues.	129	-	21
Private contributions.	81	-	-
Orlando Magic contribution.	-	50	-
City contributed land.	27	-	-
City proceeds from sale of existing Centroplex site.	18	62	10
State Grant.	15	-	-
City issued covenant bonds, secured by non-ad valorem revenues in the General Fund.	14	49	-
City issued State Sales Tax Revenue Bonds, secured by sales tax payments received from the State of Florida.	-	31	-
Investment earnings.	11	18	4
	<u>\$ 425</u>	<u>\$ 480</u>	<u>\$ 175</u>

Capital Improvements and Debt

DEBT SERVICE OVERVIEW

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

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

	<u>Target</u>	<u>9/30/06</u>	<u>9/30/07</u>	<u>9/30/08</u>
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures				
Debt Limit (within the covenant program limitation)	20% max	17.4%	14.4%	7.00%
Goal / Target	10% max			
Weighted Average Maturity of Debt Program(s):				
Self Supporting	15 yr max	6.7	6	15.4
Non-Self Supporting	20 yr max	5.7	10	13.8
General Government Direct Debt per Capita	\$850 max	\$475	\$707	\$1,158
Net Direct Debt as a Percentage of Ad Valorem Property Values				
General Government	2.5% max	0.60%	0.8%	1.1%
Total Tax Supported	3.5% max	1.50%	1.3%	1.5%
General Fund Reserve as a %age of the Current Year's Operating Budget	15% to 25%	25.30%	28.10%	25.90%

While the City currently operates well within these targets, net of interim financing for the Community Venues Projects, 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: <http://www.cityoforlando.net/admin/accounting/reports.htm>.

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

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

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

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

Explanation of Bond Ratings

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

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

Capital Improvements and Debt

RATING AGENCY ANALYSIS

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

City of Orlando Debt Ratings

		<u>Standard</u>	
	<u>Moody's</u>	<u>and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2008B	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2008A	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2007B	Aa3	AA-	AA
Capital Improvement Special Revenue Bonds, Series 2007A	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 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, 2008.

PRIMARY GOVERNMENT:

Proprietary Funds:

Wastewater System Revenue Bonds

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

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

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

The parity test requires a 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 Wastewater Bonds Program.

Parking System Revenue Bonds:

The City operates 10,227 parking spaces as either system spaces, non-system spaces or City spaces. The non-system spaces are when a third party (a business, another government, a church, etc.) has provided for the initial capital related to their spaces and pays a proportionate share of the annual operating cost. The City spaces were partially funded with federal grants and any profit derived from their operation must be used for downtown transportation purposes. The Parking System also has a junior lien obligation to provide a partial subsidy for the Lymmo system.

The City pledges the net parking system revenue (after eliminating the non-system space and City space activity) and the net parking fine revenue to the parking system bonds. Additionally, the City has a limited, secondary commitment of \$1,500,000 from local business tax revenue.

The Parking bond covenants require that two separate debt service coverage tests be met. While the second coverage test was met (inclusive of the secondary revenue), the first coverage test fell short (revenues from operations). Any non-compliance on the first coverage test requires that a parking rate study be conducted, which the City performed via use of a consultant. The rate study recommended a rate increase that was approved by City Council in December 2008.

Orlando Venues Revenue Bonds:

In March 2008, the City issued Senior, Second Lien, and Third Lien Tourist Development Tax (TDT) Revenue Bonds, 6th Cent Contract Payments, Series 2008, in the amount of \$310,885,000 for the purpose of acquiring, constructing, and equipping a new community events center designed to accommodate amateur and professional sports events, family shows, political conventions, and other not-for-profit and community events.

Principal payments are not due until May 2010. For the fiscal year ended September 30, 2008, the total interest paid was \$8.9 million, which was funded from a portion of the bond proceeds. Total principal and interest remaining on bonds as September 30, 2008 is \$694 million, with annual requirements ranging from \$16.3 million in FY 2009, to \$104.9 million in FY 2039, the final year.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute 6th Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. The first monthly 6th Cent TDT pledged revenue installment payment totaling \$1,252,400 was remitted to the City in December 2008, for the May and November 2009 debt service payments.

In March 2008, the City issued State Sales Tax Payments Revenue Bonds, Series 2008, in the amount of \$31,820,000. The proceeds from these bonds will be used to finance a portion of the cost of the acquisition, construction, and equipping of the new community events center.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

For the fiscal year ended September 30, 2008, the total principal and interest paid was \$1,244,593, and State sales tax revenue distributions received totaled \$1,333,336. Total principal and interest remaining on the bonds as of September 30, 2008 is \$60 million, with annual requirements of approximately \$2.0 million through FY 2038.

The City began receiving distributions from the State of Florida, derived from State sales tax revenues, in February 2008, in the amount of \$166,667 monthly, pursuant to Section 288.1162, Florida Statutes, and will continue to receive these distributions for 30 years, until January 2038. These distributions are pledged to pay the debt service on the bonds. As a condition before receiving these sales tax revenue payments, the State must certify the events center on November 30, 2007.

Internal Loan Fund

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

Capital Improvement Special Revenue Bonds (Fixed Rate)

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

Medium-Term Notes

The 2002, 2004, 2005B, 2006B, 2007A, and 2008A 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)

The outstanding tax-exempt loans totaling \$41,271,338 provide for amortizations of ten years (starting in 2007) for the \$35,271,338 loans and four years (starting in 2012) for the \$6,000,000 loan.

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, AMT (Alternative Minimum Tax), and taxable uses. In September 2004 the City borrowed \$21,630,000 in taxable commercial paper to finance economic development-related Special Assessment loans of which \$14,400,000 was repaid on December 6, 2006. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the planned Events Center. In FY 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of the three Community Venues.

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 were retired on November 1, 2003. If and/or when the tax increment revenue available within the district meets historic coverage levels of 160% for three years, the City may elect to either release the special assessment obligation portion of the pledge or refund the Series A bonds with tax increment revenue bonds. In either circumstance, the special assessment lien on the property would be released. As of September 30, 2008 the coverage is at 144%.

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 3.79% for 2006-2007. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

Arena Loans

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

City Hall Loans

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

City Hall Garage Loans

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

CRA Market-Rate Housing

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

CRA Parramore Housing/Office Complex

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

CRA Plaza Cornerstone Project

The \$3,500,000 loan provides a major cornerstone project incentive for the simultaneous construction of the office towers and residential tower.

CRA Expo Centre Renovation

The \$4,200,000 loan financed the CRA's contribution to convert the Expo Centre building into a downtown site for UCF's School of Film and Digital Media and the Florida Interactive Entertainment Academy.

55 West Special Assessment

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

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project Initiative.

Jefferson St. Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

Lee Vista Road Extension

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

Narcoossee Road

The \$20,222,361 loan providing funding for a 4.5-mile, 4-lane urban section was part of the Southeast Area annexation agreement (10,204 acres). The repayment plan uses related transportation impact fees (derived from the annexed property), if available, and gas tax as a backup pledge.

Parking System Loans

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

Parks/Open Space Initiative Loan

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Public Safety Projects

In October 2007, the City issued \$58,905,000 covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2008:

	Purpose of Issue	Amount Issued	Amount Outstanding
PRIMARY GOVERNMENT:			
Governmental Activities			
State Infrastructure Bank (SIB) Loan	Commuter Rail	\$ 772,000	\$ 772,000
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	45,620,000	37,865,000
Conroy Road, Series 1998A	Conroy Rd. Interchange	28,010,000	25,090,000
Downtown District, Series 2002	Refunding	12,500,000	8,400,000
Downtown District, Series 2004	Refunding	9,855,000	4,335,000
Total		<u>96,757,000</u>	<u>76,462,000</u>
Internal Loan Fund --			
Sunshine State Governmental Financing Commission Loans (SSGFC)	Provides Interfund Loanable Proceeds	47,371,338	41,271,338
SSGFC Taxable Series H	Sp. Assessment Loans	21,630,000	7,230,000
SSGFC Tax-exempt Series H	Refunding	18,510,000	18,510,000
Capital Improvement Special Revenue Bonds:			
Series 1998A	Refunding	51,780,000	39,470,000
Series 2002	Parks, etc. construction	33,690,000	13,690,000
Series 2004	Parks, etc. construction	15,070,000	5,000,000
Series 2005A	Capital Prjs., Expo Centre	23,335,000	21,430,000
Series 2005B	Refunding	4,920,000	2,460,000
Series 2006A	Jefferson St. Garage	24,495,000	23,575,000
Series 2006B	Refunding	5,010,000	2,500,000
Series 2007A	Refunding	4,780,000	4,780,000
Series 2007B	Public Safety Projects	58,905,000	58,905,000
Series 2008B	Refunding	14,510,000	14,510,000
Series 2008A	Refunding	9,175,000	9,175,000
Total		<u>333,181,338</u>	<u>262,506,338</u>
Total Governmental Activities		<u>\$ 429,938,338</u>	<u>\$ 338,968,338</u>

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2008:

	Purpose of Issue	Amount Issued	Amount Outstanding
Business-Type Activities			
Wastewater Revenue Bonds --	Wastewater Treatment		
Senior Debt Issues:	and Distribution		
1997C		\$ 40,135,000	\$ 2,685,000
2002A		46,970,000	33,505,000
2003A		26,450,000	13,940,000
2006A		18,240,000	18,240,000
Total Wastewater Senior Debt Issues		<u>131,795,000</u>	<u>68,370,000</u>
Wastewater State Revolving Fund	Wastewater projects	30,312,275	30,312,275
Total		<u>162,107,275</u>	<u>98,682,275</u>
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	9,070,000
Orlando Venues -- SSGFC Venue Loan	Events Center projects	110,000,000	110,000,000
State Sales Tax Revenue Bonds	Events Center projects	31,820,000	31,420,000
Senior Tourist Development Tx. Bonds	Events Center projects	310,885,000	310,885,000
Total Business-Type Activities		<u>\$ 629,852,275</u>	<u>\$ 560,057,275</u>
COMPONENT UNIT:			
Civic Facilities Authority	Expansion of Florida		
CFA Revenue Bonds	Citrus Bowl		
Series 1973		\$ 4,200,000	\$ 460,000

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2009-2039

Governmental Activities

Fiscal Year	Community	Conroy Road	Republic Drive	Capital Improvement
	Redevelopment Agency Bonds	Special Assessment Bonds	Tax Increment Revenue Ref. Bonds	Revenue Bonds
2009	\$ 2,632,855	\$ 2,280,090	\$ 3,331,806	\$ 13,211,422
2010	2,632,202	2,284,440	3,333,081	12,950,249
2011	2,634,418	2,281,040	3,330,444	12,920,895
2012	1,135,461	2,282,390	3,333,756	12,779,795
2013	1,127,555	2,280,550	3,335,356	12,714,898
2014	1,127,005	2,280,520	3,334,156	12,641,542
2015	1,128,393	2,282,010	3,334,344	11,080,290
2016	1,131,515	2,279,730	3,334,662	11,079,938
2017	1,126,125	2,283,680	3,334,856	14,346,469
2018	-	2,283,280	3,334,669	16,199,624
2019	-	2,283,530	3,333,844	16,203,383
2020	-	2,284,140	3,332,125	16,187,176
2021	-	2,284,820	3,334,256	16,186,124
2022	-	2,280,280	3,334,725	16,169,108
2023	-	2,280,520	3,333,625	17,088,499
2024	-	2,279,960	3,332,737	15,663,772
2025	-	2,283,310	3,335,025	8,398,346
2026	-	2,279,990	-	10,936,383
2027	-	-	-	8,923,517
2028	-	-	-	8,741,875
2029	-	-	-	8,555,733
2030	-	-	-	8,365,091
2031	-	-	-	8,179,724
2032	-	-	-	7,654,295
2033	-	-	-	5,093,401
2034	-	-	-	3,536,200
2035	-	-	-	3,533,225
2036	-	-	-	3,529,288
2037	-	-	-	3,524,162
2038	-	-	-	3,522,513
2039	-	-	-	-
	<u>\$ 14,675,529</u>	<u>\$ 41,074,280</u>	<u>\$ 56,673,467</u>	<u>\$ 319,916,937</u>

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2009-2039

Business-type Activities			Component Unit			
Wastewater Revenue Bonds	Orlando Venues Bonds	Parking Revenue Bonds	Total	Civic	Total	Fiscal Year
			Principal & Interest Primary Government	Facilities Authority Bonds (1)	Principal & Interest Reporting Entity (2)	
\$ 11,584,969	\$ 18,254,769	\$ 1,966,647	\$ 53,262,558	\$ 311,050	\$ 53,573,608	2009
11,447,433	18,253,570	1,963,905	52,864,880	192,150	53,057,030	2010
11,328,779	20,710,145	1,963,969	55,169,690	-	55,169,690	2011
11,229,519	20,857,376	1,953,638	53,571,935	-	53,571,935	2012
11,308,531	21,310,995	1,948,531	54,026,416	-	54,026,416	2013
11,196,663	21,594,795	-	52,174,681	-	52,174,681	2014
11,118,000	21,855,233	-	50,798,270	-	50,798,270	2015
-	22,248,982	-	40,074,827	-	40,074,827	2016
-	22,288,179	-	43,379,309	-	43,379,309	2017
-	22,282,373	-	44,099,946	-	44,099,946	2018
-	22,250,476	-	44,071,233	-	44,071,233	2019
-	21,042,015	-	42,845,456	-	42,845,456	2020
-	21,167,261	-	42,972,461	-	42,972,461	2021
-	21,499,567	-	43,283,680	-	43,283,680	2022
-	21,817,878	-	44,520,522	-	44,520,522	2023
-	22,071,432	-	43,347,901	-	43,347,901	2024
-	22,211,141	-	36,227,822	-	36,227,822	2025
-	22,195,913	-	35,412,286	-	35,412,286	2026
-	22,183,872	-	31,107,389	-	31,107,389	2027
-	22,182,899	-	30,924,774	-	30,924,774	2028
-	22,163,644	-	30,719,377	-	30,719,377	2029
-	22,151,445	-	30,516,536	-	30,516,536	2030
-	22,135,838	-	30,315,562	-	30,315,562	2031
-	22,120,256	-	29,774,551	-	29,774,551	2032
-	22,107,988	-	27,201,389	-	27,201,389	2033
-	22,092,451	-	25,628,651	-	25,628,651	2034
-	22,076,813	-	25,610,038	-	25,610,038	2035
-	22,059,218	-	25,588,506	-	25,588,506	2036
-	22,042,823	-	25,566,985	-	25,566,985	2036
-	22,025,536	-	25,548,049	-	25,548,049	2037
-	104,865,062	-	104,865,062	-	104,865,062	2039
<u>\$ 79,213,894</u>	<u>\$ 754,119,945</u>	<u>\$ 9,796,690</u>	<u>\$ 1,275,470,742</u>	<u>\$ 503,200</u>	<u>\$ 1,275,973,942</u>	

Notes:

- (1) Orange County Civic Facilities Authority Fund.
- (2) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) and the Wastewater State Revolving Fund loans are not included in this schedule. See Page 382. For information regarding the SSGFC and the State Revolving Fund loans, see the Comprehensive Annual Financial Report.



S
U
P
P
L
E
M
E
N
T
A
L

I
N
F
O
R
M
A
T
I
O
N

Supplemental Information

THIS PAGE LEFT INTENTIONALLY BLANK.

Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2009/2010

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$153,035,347	\$87,442,971	\$4,763,957	\$15,862,431	\$12,773,425	\$17,479,810
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	372,524	2,799	12,589	-	-	2,000
Building Code Enforcement	3,562,422	2,067,533	67,141	194,323	67,140	16,161
Capital Improvement Fund	-	-	305,284	384,648	-	-
CEB Lien Assessment Fund	-	-	6,200	85,000	-	-
Cemetery Trust Fund	118,586	45,319	15,000	315,000	39,000	400
Community Development Block Grants	560,225	215,614	30,000	1,301,516	6,989	9,009
Community Redevelopment Agency Fund	979,544	411,565	129,200	571,000	23,018	9,300
Contraband Forfeiture Trust Funds	-	-	20,000	15,000	-	-
CRA Trust Funds	-	-	-	-	-	6,653,518
Dubsdread Golf Course Funds	678,231	188,934	33,005	430,931	72,328	75,031
Gas Tax Fund	-	-	-	-	-	-
GOAA Police Fund	4,636,364	2,968,460	98,045	164,182	30,820	2,660
Grant Fund	696,013	365,028	600	-	974	-
Harry P. Leu Gardens Trust Fund	1,048,052	590,139	226,846	170,000	143,700	16,462
HOME Investment Partnership Fund	36,522	83,425	500	1,305,097	-	1,500
HOPWA Grant Fund	59,115	-	250	3,472,767	-	1,000
HUD Homeless Grant Fund	-	-	-	98,806	-	-
Law Enforcement Training Fund	-	-	140,000	-	-	60,000
Local Housing Assistance Trust Funds	-	-	-	198,240	-	-
Mennello Museum Fund	225,111	79,609	29,560	102,233	-	52,163
Neighborhood Stabilization Fund	222,485	16,797	-	-	-	-
OCPS - Crossing Guard Fund	410,394	90,099	11,000	-	-	-
Special Assessment Funds	-	-	-	-	-	-
Street Tree Trust	50,000	-	249,880	-	-	-
Transportation Grant Fund	89,560	61,005	29,150	2,040,743	53,400	400
Transportation Impact Fee Funds	-	-	-	1,600,090	-	-
Utility Services Tax Fund	-	-	-	-	-	-
<u>DEBT SERVICE</u>						
6th Cent TDT Debt	-	-	-	-	-	-
Capital Improvement Series 2007B	-	-	-	-	-	-
Citrus Bowl CP Debt	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Events Center Master and CP	-	-	-	-	-	-
Jefferson Garage Debt	-	-	-	-	-	-
PAC CP Debt	-	-	-	-	-	-
Parking Facility Revenue Bonds Fund	-	-	-	-	-	-
Sales Tax Rebate Debt	-	-	-	-	-	-
SSGFC 1986 Loan	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2009/2010

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 450,502	\$21,867,386	\$ 79,240	\$46,617,335	\$360,372,404	General Fund
					<u>SPECIAL REVENUE</u>
-	1,243	-	1,125	392,280	911 Emergency Telephone System
17,830	350,937	-	1,432,250	7,775,737	Building Code Enforcement
-	-	871,620	8,042,206	9,603,758	Capital Improvement Fund
-	-	-	348,570	439,770	CEB Lien Assessment Fund
-	8,890	45,000	153,946	741,141	Cemetery Trust Fund
-	25,174	-	161,730	2,310,257	Community Development Block Grants
-	41,316	56,040	11,899,009	14,119,992	Community Redevelopment Agency Fund
-	-	-	30,000	65,000	Contraband Forfeiture Trust Funds
-	-	-	30,220,982	36,874,500	CRA Trust Funds
-	-	-	413,788	1,892,248	Dubsdread Golf Course Funds
-	-	-	10,085,833	10,085,833	Gas Tax Fund
16,080	240,087	-	-	8,156,698	GOAA Police Fund
1,203	29,772	-	-	1,093,590	Grant Fund
-	199,676	-	1,000	2,395,875	Harry P. Leu Gardens Trust Fund
-	781	-	10,000	1,437,825	HOME Investment Partnership Fund
-	-	-	-	3,533,132	HOPWA Grant Fund
-	-	-	-	98,806	HUD Homeless Grant Fund
-	-	-	-	200,000	Law Enforcement Training Fund
-	-	-	-	198,240	Local Housing Assist. Trust Funds
-	32,888	-	117	521,681	Mennello Museum Fund
-	169	-	-	239,451	Neighborhood Stabilization Fund
-	17,764	-	2,537	531,794	OCPS - Crossing Guard Fund
-	-	-	1,955,705	1,955,705	Special Assessment Funds
-	120	-	-	300,000	Street Tree Trust
-	22,384	-	277,856	2,574,498	Transportation Grant Fund
-	-	500,000	5,967,119	8,067,209	Transportation Impact Fee Funds
-	-	-	47,663,011	47,663,011	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	16,263,101	16,263,101	6th Cent TDT Debt
-	-	-	3,622,255	3,622,255	Capital Improvement Series 2007B
-	-	-	205,604	205,604	Citrus Bowl CP Debt
-	-	-	4,672,183	4,672,183	CRA Debt Service - 2009
-	-	-	3,406,691	3,406,691	CRA Debt Service - Internal Loan
-	-	-	1,784,058	1,784,058	CRA Debt Service Refunding
-	-	-	2,265,333	2,265,333	CRA Debt Service - Conroy Road
-	-	-	3,304,263	3,304,263	CRA Debt Service - Republic Drive
-	-	-	750,000	750,000	CRA D/S - State Infrastructure Bank
-	-	-	1,140,746	1,140,746	Events Center Debt Other
-	-	-	1,424,250	1,424,250	Events Center Master and CP
-	-	-	1,863,274	1,863,274	Jefferson Garage Debt
-	-	-	370,146	370,146	PAC CP Debt
-	-	-	3,442,725	3,442,725	Parking Facility Revenue Bonds Fund
-	-	-	2,230,482	2,230,482	Sales Tax Rebate Debt
-	-	-	5,158,917	5,158,917	SSGFC 1986 Loan
-	-	-	423,029	423,029	Taxable Series H Debt
-	-	-	25,633,060	25,633,060	Wastewater Revenue Bond Funds

Supplemental Information

APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2009/2010

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
<u>ENTERPRISE</u>						
Center for Arts & Education	\$ -	\$ -	\$ -	\$ 185,000	\$ -	\$ -
CNL R&R	-	-	-	-	-	-
Community Venues Construction Admin	742,350	233,776	40,000	1,965,822	16,037	19,787
Downtown Transit Fund	-	-	-	-	-	-
Market Garage R&R Fund	-	-	-	-	-	-
Orlando Venues Fund	3,538,476	1,269,740	283,800	4,230,057	1,639,091	118,349
Parking System Revenue Fund	2,650,220	1,971,070	211,025	2,159,347	613,700	38,000
Solid Waste Fund	4,429,850	2,999,278	546,210	447,588	4,820,132	20,175
Stormwater Utility Fund	2,485,257	1,506,141	1,059,240	7,643,925	116,159	38,139
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater Impact Fee Reserve Fund	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	10,795,867	6,131,714	4,151,500	8,596,167	5,690,172	75,174
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,316,256	1,047,811	17,850	3,700	17,644	5,700
Fleet Management Funds	1,808,696	1,166,497	7,771,154	1,020,000	156,240	1,693,500
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	38,084	23,263	500	33,244	-	1,000
Risk Management Fund	718,444	332,263	31,481	1,600,863	3,600	16,480,066
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue	656,085	156,337	119,000	768,700	536,526	8,285
Civic Facilities Authority Sinking	-	-	-	-	-	-
Downtown Development Board Fund	237,716	117,325	7,500	602,720	2,900	1,935,122
<u>PENSION TRUST</u>						
City Pension Funds	45,605	22,622	4,100	560,000	-	4,500
OPEB Trust Fund	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	\$197,243,401	\$ 111,607,134	\$ 20,411,567	\$ 58,129,140	\$ 26,822,995	\$ 44,817,211

Supplemental Information

**APPROPRIATION SUMMARY -- BY MAJOR OBJECT CODE
BUDGET FY 2009/2010**

Travel	Internal Services	Capital	Non- Operating	Total	
					<u>ENTERPRISE</u>
\$ -	\$ -	\$ -	\$ -	185,000	Center for Arts & Education
-	-	-	30,000	30,000	CNL R&R
-	2,228	-	247,387	3,267,387	Community Venues Construction Admin
-	-	-	550,000	550,000	Downtown Transit Fund
-	-	-	32,490	32,490	Market Garage R&R Fund
-	155,579	-	1,289,931	12,525,023	Orlando Venues Fund
-	298,541	-	6,890,578	14,832,481	Parking System Revenue Fund
-	6,040,902	316,204	4,985,883	24,606,222	Solid Waste Fund
-	1,517,983	4,811,241	3,302,651	22,480,736	Stormwater Utility Fund
-	-	-	2,350,000	2,350,000	Wastewater Construction Funds
-	-	-	5,002,579	5,002,579	Wastewater Impact Fee Reserve Fund
-	-	1,311,361	500,000	1,811,361	Wastewater R & R Fund
11,320	2,970,702	125,000	22,750,183	61,297,799	Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
7,900	115,687	-	308,985	3,841,533	Construction Management Fund
-	258,220	6,513,240	6,588,761	26,976,308	Fleet Management Funds
-	-	-	33,670,609	33,670,609	Internal Loan Fund
1,360	144	-	2,405	100,000	Pension Participant Services
-	3,347	-	1,140,979	20,311,043	Risk Management Fund
					<u>COMPONENT UNIT</u>
-	132,945	50,952	1,081,566	3,510,396	Civic Facilities Authority Revenue
-	-	-	186,075	186,075	Civic Facilities Authority Sinking
-	2,081	-	1,076,601	3,981,965	Downtown Development Board Fund
					<u>PENSION TRUST</u>
34,500	170	-	43,517	715,014	City Pension Funds
-	-	-	20,165,106	20,165,106	OPEB Trust Fund
<u>\$ 540,695</u>	<u>\$ 34,337,116</u>	<u>\$ 14,679,898</u>	<u>\$ 355,440,522</u>	<u>\$ 864,029,679</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)

	2008	2007	2006	2005	2004
Revenues					
Property Taxes	\$ 119,387	\$ 116,112	\$ 92,733	\$ 82,994	\$ 76,986
Intergovernmental:					
OUC Contribution	45,952	45,700	47,800	34,035	31,658
State Sales Tax	29,635	30,164	30,225	29,313	25,935
Other Intergovernmental	81,792	74,316	71,345	71,482	73,917
Business Taxes and franchises fees	39,805	38,303	37,022	32,148	28,745
Utilities services tax	45,015	42,899	40,945	39,376	38,107
Licenses, permits and fees	43,388	50,319	48,751	44,662	40,759
Fines and forfeitures	3,494	3,809	2,858	2,651	2,939
Investment earnings	8,544	15,074	11,358	5,640	4,182
Securities lending income	5,423	6,771	2,969	2,147	1,358
Special assessments	408	20,088	1,262	482	531
Other revenue	40,814	26,338	22,632	19,053	13,566
Total revenue	<u>\$ 463,657</u>	<u>\$ 469,893</u>	<u>\$ 409,900</u>	<u>\$ 363,983</u>	<u>\$ 338,683</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
2000	12,741,622,579	3,566,868,911	3,115,000	6,492,573,550	9,819,032,940
2001	13,945,684,873	4,009,158,383	3,047,968	6,951,988,039	11,005,903,185
2002	15,571,851,869	4,262,655,794	2,748,837	7,253,801,149	12,583,455,351
2003	16,497,346,302	4,153,940,783	2,931,078	7,494,201,297	13,160,016,866
2004	17,826,867,977	3,785,686,483	4,441,630	7,502,161,956	14,114,834,134
2005	18,839,304,727	3,954,869,583	4,972,831	7,692,703,648	15,106,443,493
2006	21,718,727,226	3,993,538,522	3,105,583	8,732,794,295	16,982,577,036
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	28,923,944,986	4,409,811,964	799,626	10,738,659,764	22,595,896,812

Source: Orange County Property Appraiser (Recapitulation of the Ad Valorem Assessment Rolls, DR-403)

Note:

Assessed values are determined as of January 1 for each fiscal year.

Real Property is assessed at 85% of estimated market value and Personal Property assessments at 55%.

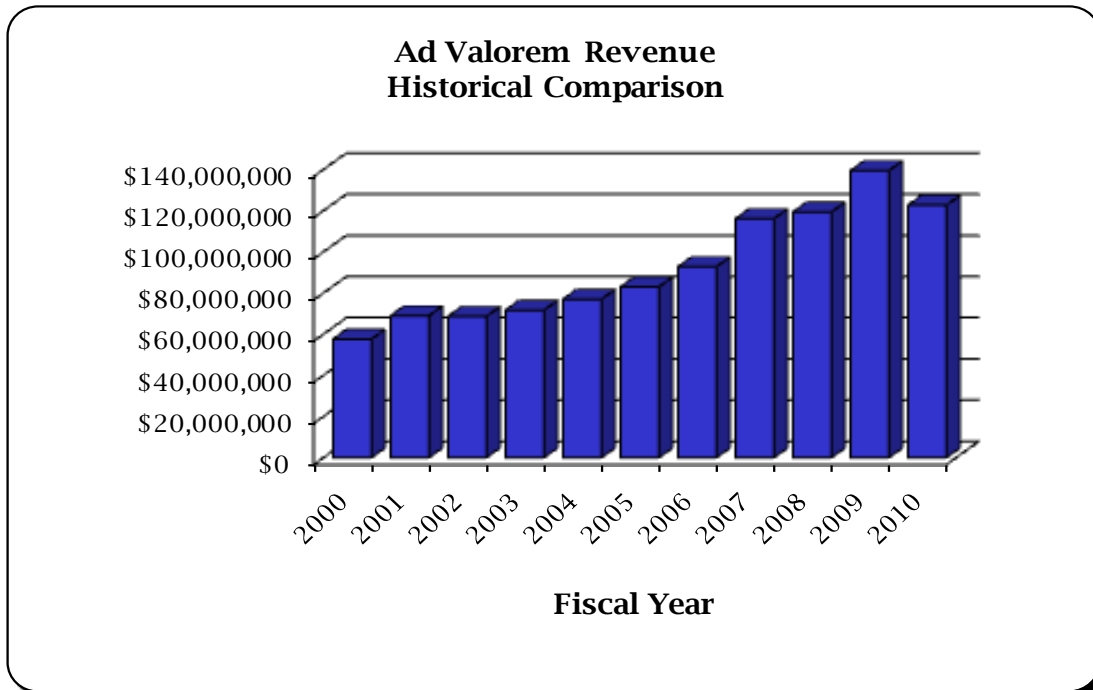
Estimated actual taxable value is calculated by dividing assessed value by those percentages.

Centrally assessed property consists of the railroad lines which are assessed by the State of Florida.

Centrally assessed property value went to litigation in 2008.

Tax rates are per \$1,000 of assessed value.

Supplemental Information



Ad Valorem revenues reflect the growth that the City has experienced during this period. The millage rate was 6.0666 through FY 2001/02. It was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remains 5.6500 for FY 2009/2010 amid the 2008/09 economic recession, which contributes to the first decrease in ad valorem revenue since 2002.

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)	
1999	6.0666	5.2889	9.0420	1.0000	0.4412	0.4820	22.3207
2000	6.0666	5.2264	8.6120	1.0000	0.4412	0.4820	21.8282
2001	6.0666	5.1639	8.5770	1.0000	0.4412	0.4720	21.7207
2002	5.6916	5.1639	8.4320	1.0000	0.4383	0.4620	21.1878
2003	5.6916	5.1639	7.8780	1.0000	0.4371	0.4620	20.6326
2004	5.6916	5.1639	7.8880	1.0000	0.4365	0.4620	20.6420
2005	5.6916	5.1639	7.5400	1.0000	0.4352	0.4620	20.2927
2006	5.6916	5.1639	7.7610	1.0000	0.4325	0.4620	20.5110
2007	5.6916	5.1639	7.1690	1.0000	0.4325	0.4620	19.9190
2008	4.9307	4.4347	7.1210	1.0000	0.3748	0.4158	18.2770

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB's geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

Supplemental Information

CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the			Total Collections to Date	
		Fiscal Year of the Levy	(1) Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
1999	56,284,025	55,542,191	98.68	465,709	56,007,900	99.51
2000	59,906,060	59,036,080	98.55	188,991	59,225,071	98.86
2001	69,355,446	68,693,549	99.05	205,408	68,898,957	99.34
2002	71,720,658	70,950,391	98.93	271,753	71,222,144	99.30
2003	74,980,894	73,648,337	98.22	295,557	73,943,894	98.62
2004	80,409,382	79,599,244	98.99	643,734	80,242,978	99.79
2005	86,045,219	85,231,122	99.05	177,437	85,408,559	99.26
2006	96,733,542	95,791,866	99.03	463,227	96,255,093	99.51
2007	121,040,740	119,631,421	98.84	388,912	120,020,333	99.16
2008	123,718,200	122,548,139	99.05	-	122,548,139	99.05

Source: Orange County Tax Collector and City of Orlando Finance Department.

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 4% to 1%).

Supplemental Information

CITY OF ORLANDO, FLORIDA
 PRINCIPAL PROPERTY TAX PAYERS
 CURRENT YEAR AND NINE YEARS AGO

Taxpayer	Type of Business	2008			1999		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Fla. Partners	Entertainment	\$ 1,149,825,896	1	4.60 %	\$ 778,254,727	1	7.89 %
HIW-KC Orlando LLC	Developer	179,660,221	2	0.72	-	-	0.00
Forbes Taubman Orlando	Developer	126,458,078	3	0.51	-	-	0.00
ZML-Sun Center, LLP	Developer	125,344,343	4	0.50	98,614,538	4	1.00
MMM Lakewood, Ltd.	Developer	89,145,537	5	0.36	103,830,705	3	1.05
ACP/UTAH Orange Ave, LLC	Developer	78,068,373	6	0.31	-	-	0.00
B T Orlando, LP	Commercial	74,235,264	7	0.30	-	-	0.00
OCC Owner LLC	Commercial	60,763,220	8	0.24	-	-	0.00
Beach Hill Dev. Bristol LLC	Developer	59,623,534	9	0.24	-	-	0.00
DRA CRT Orlando Central FL LLC	Developer	57,562,052	10	0.23	-	-	0.00
Southern Bell Telephone	Communications	-	-	0.00	173,457,068	2	1.76
AT&T Communications	Communications	-	-	0.00	75,592,033	5	0.77
Sentinel Communications	Communications	-	-	0.00	72,102,738	6	0.73
Highwood/Florida Holdings LP	Developer	-	-	0.00	64,112,422	7	0.65
Orlando Outlet World	Commercial	-	-	0.00	59,377,392	8	0.60
US Gaedeke Associates LP	Developer	-	-	0.00	56,262,752	9	0.57
Dr. Phillips	Developer	-	-	0.00	45,560,765	10	0.46
Other Taxpayers		22,988,329,869		91.99	8,333,500,035		84.51
Total		\$ 24,989,016,387		100.00 %	\$ 9,860,665,175		100.00 %

Source: Orange County Tax Collector's Office

Supplemental Information

CITY OF ORLANDO, FLORIDA
SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST
LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
1999	134,880,130	29,881,899	164,762,029	2,305,000	5,940,275	8,245,275	5.00
2000	135,127,826	33,478,429	168,606,255	4,035,000	6,317,357	10,352,357	6.14
2001	145,792,157	32,689,117	178,481,274	4,165,000	5,667,950	9,832,950	5.51
2002	130,714,036	40,004,796	170,718,832	4,295,000	4,757,555	9,052,555	5.30
2003	152,143,469	38,462,398	190,605,867	4,445,000	5,583,130	10,028,130	5.26
2004	152,515,648	38,305,546	190,821,194	10,505,000	5,567,538	16,072,538	8.42
2005	174,669,849	39,662,940	214,332,789	15,660,000	7,779,849	23,439,849	10.94
2006	203,424,627	41,512,136	244,936,763	31,420,000	9,256,740	40,676,740	16.61
2007	192,593,506 (3)	43,788,235	236,381,741	25,270,000	9,760,743	35,030,743	14.82
2008	197,532,020	45,220,301	242,752,321	27,920,000	13,119,092	41,039,092	16.91

- (1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.
- (2) New borrowing are subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.
- (3) In FY 2007, two separate funds were created apart from the General Fund; one to report Police Fee revenues and the other to report Building Code fees for inspections and permits. In years prior to 2007, these revenues were reported within the General Fund.

Supplemental Information

CITY OF ORLANDO, FLORIDA
 COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
 TAX INCREMENT REVENUE BONDS COVERAGE
 LAST TEN FISCAL YEARS

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
1999	6,696,256	1,185,000	1,575,567	2,760,567	2.43
2000	6,969,843	1,245,000	1,503,975	2,748,975	2.54
2001	7,990,792	1,305,000	1,433,714	2,738,714	2.92
2002	8,971,158	1,375,000	1,310,012	2,685,012	3.34
2003	9,455,284	1,505,000	1,088,361	2,593,361	3.65
2004	9,890,863	1,745,000	829,794	2,574,794	3.84
2005	10,707,104	2,135,000	605,091	2,740,091	3.91
2006	12,847,436	2,060,000	561,954	2,621,954	4.90
2007	17,543,982	2,100,000	511,074	2,611,074	6.72
2008	19,357,076	2,160,000	456,324	2,616,324	7.40

(1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando, Orange County, and the Downtown Development Board applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

Supplemental Information

CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST FIVE FISCAL YEARS (1)

Fiscal Year	Tax Increment Revenue (2)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2003	\$ 6,984,001	\$ 780,000	\$ 2,202,354	\$2,982,354	2.34
2004	7,273,945	1,335,000	1,986,244	3,321,244	2.19
2005	6,971,238	1,360,000	1,958,444	3,318,444	2.10
2006	6,926,829	1,390,000	1,926,619	3,316,619	2.09
2007	7,654,533	1,425,000	1,889,366	3,314,366	2.31
2008	8,255,798	1,465,000	1,833,431	3,298,431	2.50

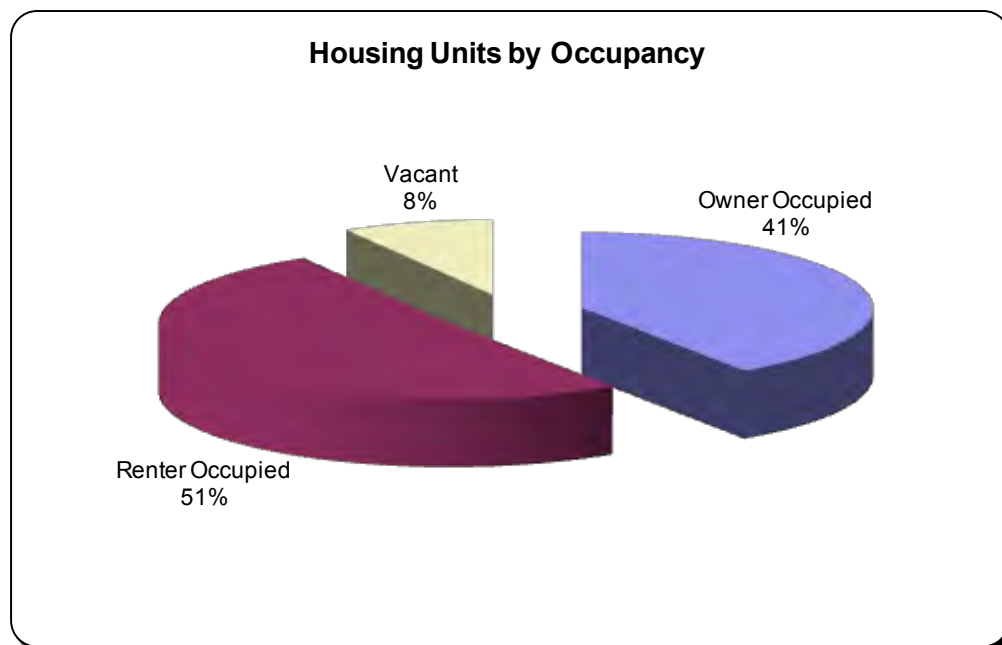
(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

(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	\$ 44,154
Per Capita Income	\$ 25,572
Median Age	36.9
Housing Units	94,028
Owner Occupied	40.6%
Renter Occupied	51.0%
Vacant	8.4%



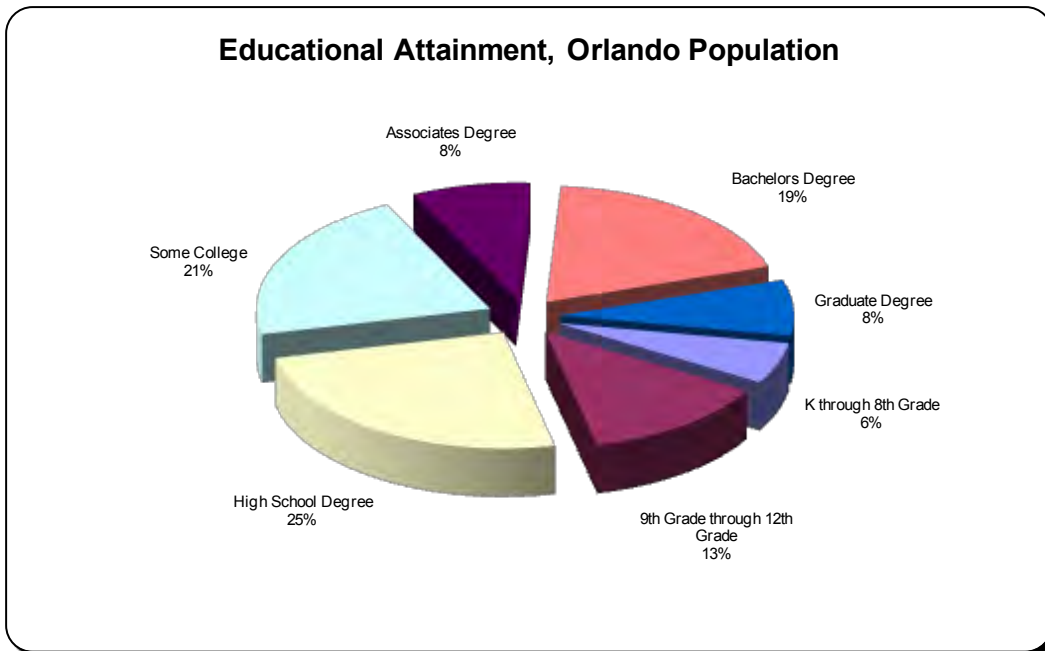
Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	5.7%
9th Grade through 12th Grade	13.0%
High School Degree	25.0%
Some College	21.3%
Associates Degree	8.3%
Bachelors Degree	19.1%
Graduate Degree	7.8%

Source for Demographic Data: Metro Orlando Economic Development Commission



Supplemental Information

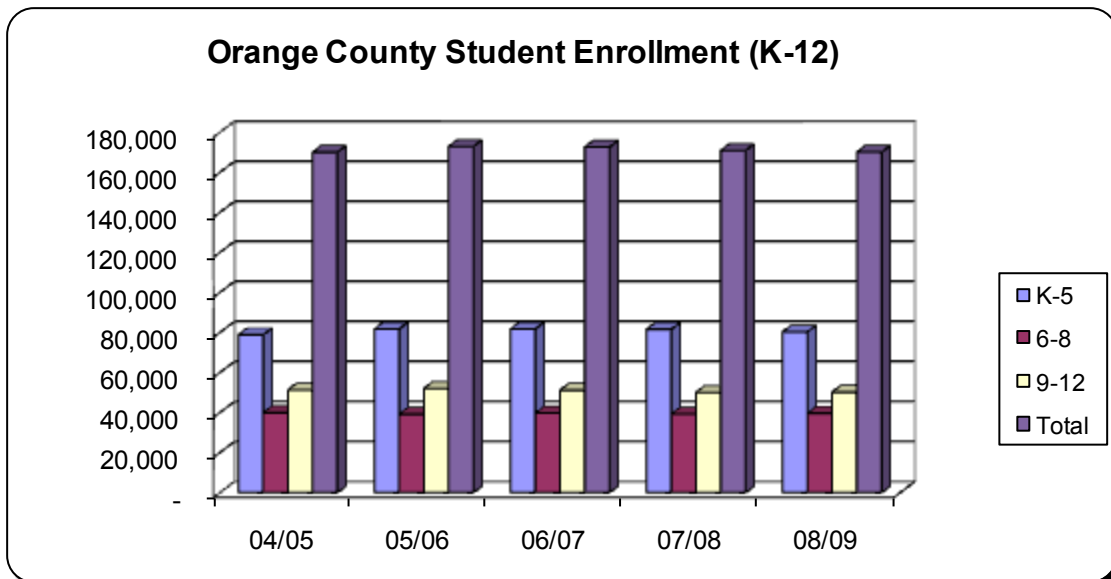
SCHOOL ENROLLMENT 2008/2009, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	122	33	18
City of Orlando	25	7	5

*Includes those listed as "regular" schools by the Orange Co. School Board.

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	3,173
K	12,980
1	13,377
2	13,801
3	14,035
4	13,289
5	12,830
6	13,312
7	13,048
8	13,256
9	13,676
10	13,586
11	11,807
12	11,113
Total	173,283
Orlando	30,989



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

THIS PAGE LEFT INTENTIONALLY BLANK.



**A
P
P
E
N
D
I
X**

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 2009/2010 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 427)
- 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 442)
- 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 448)
- 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 472)
- 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 479)

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 FY2009/2010 budget was developed.

Strategic Management

In 2008 the Mayor executed a city-wide reorganization to ensure our city government functions in the most entrepreneurial and cost-effective manner. As a result of that restructuring, the performance management function was transferred from the Office of Audit Services and Management Support to the Management & Budget Division. The Division has re-launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

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

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive financial framework. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

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. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).
- 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. Realizing the importance of the financial policies that guide the City's financial integrity and posture, the Office of Business and Financial Services will continue to review and evaluate these policies for improvements.

The following is a summary of the five adopted policies. Because of the significance of these policies, the full text version appears on subsequent pages.

450.1 Organization and Policy – Budget (Page 429)

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 431)

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 433)

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 437)

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 440)

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.

Appendix

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.

Appendix

Department of Finance

Management and Budget Section 450.2

- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

Appendix

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.

Appendix

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

Appendix

Department of Finance

Management and Budget Section 450.3

3. The impact of normal cost increases and expenditure growth on the fee to be charged in the future
 4. The impact of users opting not to use the service because of the fee
 5. The cost of administering the user fee
 6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received
 7. Other policy considerations specific to the proposed fee
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service
 2. Indirect costs, or support costs, which are general in nature but are necessary for the delivery of the service
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service
 - a. Proprietary services shall be self-supporting
 - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide
 2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee)
 3. The level of demand for the service
 4. Ease of collection
- e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

Appendix

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.

Appendix

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.

Appendix

Department of Finance

Management and Budget Section 450.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

C. Policies

1) Appropriation and Control

- a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

- b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

- c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

- d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

The following actions shall not be used to balance the budget when an operating deficit is identified:

Appendix

Department of Finance

Management and Budget Section 450.4

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater efficiency or effectiveness can be achieved.
- c. The City will develop and use technology and productivity enhancements to avoid increases in personnel costs.

6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

Appendix

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

Appendix

Department of Finance

Management and Budget Section 450.5

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

D. Responsibilities

1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

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

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

The GMP was updated in 1998 and again in 2009 through a comprehensive planning process. Between major updates, the City amends 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.

A VISION FOR THE CITY BEAUTIFUL ORLANDO'S GROWTH MANAGEMENT PLAN

As we look to the future, our past achievements provide inspiration for even greater things to come. Orlando is fortunate to have a rich heritage, grounded by a 100-year history of community planning that dates back to the City Beautiful movement. The City has long sought to protect the natural beauty and man-made amenities that attracted settlers in the first place, from the days when Orlando was primarily an agricultural town and the crossroads for the citrus industry, through the late 1960's and the advent of the Disney explosion, through the boom-time 1980's, and now as we near the end of the first decade of the twenty-first century.

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

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

Appendix

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make “The City Beautiful” an even better place to live in the year 2030. This requires an understanding not only of Orlando’s historical role, but also the City’s role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2030, the population of the Orlando MSA will increase from its current 2,083,923 (April 1, 2007) to 3,283,776, with the City of Orlando proper growing from 228,765 to 332,982 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

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

This Growth Management Plan (GMP) 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 established in the early 1980’s. Rather the policies and actions established in this plan further refine and expand on the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 GMP 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. With the adoption of this GMP in 1991, Orlando clearly defined its vision for the future, a vision based on community consensus and shared values. That consensus was further refined through the Evaluation and Appraisal Report (EAR) processes conducted in 1998 and 2007.

Orlando’s vision, embodied in this GMP, 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 well 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 following elements outline the physical, economic and social framework within which the Orlando area will grow over the next twenty or so years leading to an enhanced quality of life for present and future residents.

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 physical homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes by clustering people with similar socio-economic backgrounds. 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 Orlando’s intent, through the GMP, to preserve neighborhoods, particularly the neighborhoods that form an encircling “emerald necklace” around the downtown business district. This unique, beautiful setting helps make the heart of downtown the focus for the entire metropolitan area. Further, this plan encourages diversified infill development and redevelopment that is sensitive in character and compatible in scale with traditional neighborhood design.

Appendix

This approach will enable all Orlando residents to access the housing and support systems they need in order to be productive citizens of the local economy.

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, 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 and 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 attainable 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 and environmentally sustainable 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 pedestrian friendly mixed-use 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. Diversification within neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

Appendix

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's economy is increasing in range and diversity. 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 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, high technology, bio-tech and medical arts facilities, and digital media and information-based companies. 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.

New economic opportunities such as advances in bio-tech and medical arts, a growing number of small businesses, and the rise of the "creative class" have created challenges for city planning. 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 to attract and keep the best people in the community. Orlando's economic growth is integrally tied to the amenity framework and to the education and well-being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The relationship between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the GMP. 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 in other suitable locations, albeit at differing levels of intensity. 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, cultural and recreational facilities and various amenities.

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

It is interesting to note that the activity center concept was emphasized in the recent myregion.org planning process known as "How Shall We Grow", and that the City's approach to land use planning fully supports and complements the preferred alternatives identified in that effort. The City will involve itself in the review process of regional 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, appropriately designated areas of 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.

Appendix

ORLANDO'S TRANSPORTATION FRAMEWORK

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

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

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit as a specific objective. 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 not 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 developed 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 and adjoining medical districts, the City advocates using the CSX rail corridor to support commuter rail.

Developing the Orlando International Airport is also crucial for Orlando's evolution as we continue into the 21st century. Orlando's strategic location and the ability of the airport to expand are two factors that 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 a leadership 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 and maintained 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.

Appendix

Environmentally sound water, sewer and energy services will be located so as to enhance activity center development and will be ecologically sound. Water resources will be carefully analyzed in the development review process, and the reclaimed water system will be used as efficiently as possible. The activity center foundation 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. And finally, the City has committed to working closely with the Orange County School Board and Orange County government to ensure that schools continue to form the cornerstone of our neighborhoods. Schools are central to the growth and development of the City.

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 levels of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

Orlando's population is more diverse today than ever before in its history. Residents come from many economic, social and cultural backgrounds. Recognizing diversity and incorporating it into the physical environment includes considerations for universal design and access by people with disabilities, multi-lingual or universal signage, variety in housing to accommodate diverse family types, and variety in transportation choices.

As Orlando grows and changes demographically, 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 cultural arts, parks and recreational facilities, particularly in relation to Orlando's signature parks and lakes.

Opportunities must be provided for a broad range of family situations, keeping in mind the importance of cultural diversity. As lifestyles change, 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 and backgrounds, especially the economically disadvantaged, are critical if Orlando is to reach its full potential for economic development and preserve its social fabric. While developing educational opportunities is not directly within the City's prerogative, it is a critical factor in Orlando's growth and evolution and must be included in its 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.

The City's vision will be implemented not only by government employees and elected officials. Citizens are the key. Orlando's vision will be implemented in great part by many non-profit and community-based organizations. Their successes have grown as their capacity increases. Local partnerships and creative projects are critically important to providing innovative choices in housing, social services, the arts, and environmental awareness. The City will continue to look for ways to foster positive community development.

CLOSING THOUGHTS

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 GMP. Through the GMP, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic, current and future role as the Central Florida regions' employment and cultural core.

This plan acknowledges that competition among the region's various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. The City is dedicated to advocating for a more rational and sustainable urban form, and will work closely with its regional partners through such organizations as myregion.org to ensure that we provide future generations with a high quality of life. 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.

Appendix

CITY POLICY FOR CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and polices have been approved by the City Council.

GOAL 1

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

- Objective 1.1** Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.
- Policy 1.1.1 The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five years of capital needs, shall be financially feasible, and shall be reviewed and updated annually. The five year capital improvements schedule, referred to as Figure CI-14, 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, schools, 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:

Appendix

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.
- 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 Improvement Program. Years 2 through 5 of the Capital Improvements Fund Schedule shall be included in the Capital Improvements Program, with committed funding sources identified for years 2 and 3.

Appendix

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

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit</u>
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.

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

Combined Community/ Neighborhood Parks	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 City shall have trucks available to collect solid waste at the following Level of Service Standards at the time of building permit issuance:

Residential	8.29 lb/unit/d
Commercial	3.96 lb/1,000 sqft/d

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

Policy 1.2.9 The City shall apply all criteria contained within the Engineering Standards Manual (ESM) and associated documents as the post-1984 LOS standard including:

Appendix

Facility	LOS Standard
City Primary	Design Storm: 25 year / 24 hour Max Flood Stage: 100 yr / 3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year / 6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year / 6 hour Max. HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year /6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Minor Road	Roadway Section and Inlet Design: 3 year / 6 hour storm Minimum 1' between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face of curb to centerline outermost travel lane; clearance between design water surface and top of curb - 1".
Max. Run Distance	400 feet to first inlet
Retention Ponds	Per Water Management District criteria
Detention Ponds	Per Water Management District criteria
Detention Ponds (landlocked basins)	Per Water Management District criteria

Policy 1.2.10

The City shall continue to accept existing conditions as the pre-1984 LOS standard and the City shall comply with requirements of the National Pollution Discharge Elimination System (NPDES) permit to outline deficiencies, to schedule needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 60-40 F.A.C., as applied by FDEP and the Water Management Districts.

Appendix

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	200 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d
Minimum Line Pressure		Demand Condition
50 psi		Average Day
40 psi		Peak Day
25 psi		Peak Day + Fire Flow

These LOS shall be based on the average day demand.

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 through the planning period.

Policy 1.2.13 Transit corridors within the Transportation Concurrency Exception Area shall be given high priority for transit frequency increases to provide additional capacity to the transportation system.

Policy 1.2.14 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.

Policy 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)

Appendix

Policy 1.2.16 The following school LOS standards, except for backlogged facilities as provided in Policy 2.2.34 of this Element, shall be applied to new development consistent with Public School Facilities Element Policy 1.1.1:

<u>School Type</u>	<u>Standard*</u>	<u>Concurrency Service Area (CSA)</u>
Elementary	110%	Modified Middle School Attendance Zones
K Through 8	110%	K Through 8 School Attendance Zones
Middle	100%	Middle School Attendance Zones
High	100%	High School Attendance Zones

** Permanent FISH + "In-Slot" school, not to exceed Core Capacity for Elementary, K Through 8, and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.*

A development shall be deemed to meet school concurrency if there is sufficient capacity in the CSA where the development is located or where sufficient capacity exists in one or more contiguous CSAs, so long as the LOS in the adjacent zone does not exceed 95% of the LOS and the School District does not exceed 100% of capacity on a district-wide basis for the school type. The evaluation of capacity in the adjacent CSAs will also take into account transportation costs and court-ordered desegregation plans. CSA boundaries are depicted in the support document of the Public School Facilities Element.

Objective 1.3 The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.

Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.

Objective 1.4 The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.

Policy 1.4.1 The 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 (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.

Appendix

- Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.
- Policy 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 Funds</u>	<u>Subsidized Proprietary Funds</u>
Wastewater System	Orlando Venues (Arena, Performing
Stormwater System	Arts Center)
Solid Waste Management	Civic Facilities Authority
Parking System	(Football & Baseball Stadium)
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

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

**With regard to debt service, interperiod equity assumes that each fiscal 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 which 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.

Appendix

- 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 Pledgeable revenue sources for debt obligation are limited. Use shall be treated as an allocation of a scarce resource and will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources should be thoughtfully addressed, used strategically, and, wherever possible, be limited to specific dollar amounts and subject to recapture.
- 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 pledgeable 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 pledgeable revenue source for subsequent redeployment when the primary revenue pledge demonstrates sufficient strength on its own.
- Policy 1.4.12 The City shall employ an active debt management strategy to minimize the impact on tax or rate payers related to outstanding debt obligations.
- Policy 1.4.13 The City shall integrate short, intermediate and long-term debt to minimize aggregate debt service costs.
- Policy 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 government revenues. (Subsidized proprietary or other government funds)
- Policy 1.4.17 The City shall develop an internal banking system which allows for an internal and revolving source of capital financing without needing to access the public markets for small projects.
- 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, 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 designated for debt service repayment purposes.

Appendix

- Policy 1.4.22 The City shall set aside a portion 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 non-proprietary component of the Capital Improvements Element, shall have all or a portion of certain revenues targeted for capital projects on either a “pay as you go” or debt service basis.
- Policy 1.4.26 The City shall participate in funding a capital improvement program that will add capacity to the transportation system over the planning periods consistent with the Transportation Element.
- Policy 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 which improve ridership, accessibility and travel time.

Appendix

- Policy 1.4.37 Internal public transit, bikeway and pedestrian systems in metropolitan activity centers shall be funded primarily by fees, taxes, and other revenue sources derived from the property and uses internal to the metropolitan activity centers. Funding may be considered and recommended by a board of directors comprised of affected members (developers and/or property owners).
- Policy 1.4.38 Funding for the Bicycle Plan shall be allocated based on the implementation phasing.
- Policy 1.4.39 The City shall pursue supplemental funding sources including federal and state grants and private contributions to enhance the Bicycle Plan implementation.
- Policy 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 1.5.1 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.

Appendix

GOAL 2: CONCURRENCY MANAGEMENT

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

- Objective 2.1** Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.
- Policy 2.1.1 The City's Concurrency Management System shall include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for roads, schools public transit, potable water, wastewater, solid waste, stormwater, and recreation and open space shall not be lowered by development below adopted LOS standards and that needed public facilities to serve the development shall be provided concurrent with development.
- Policy 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 exiting 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, schools, 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.

Appendix

- Policy 2.2.2 The City shall permit development outside the Transportation Concurrency Exception Areas by allocating average daily trip ends annually by traffic zone, according to the Trip Allocation Program, in order to achieve and maintain Level of Service Standards over the planning periods.
- Policy 2.2.3 The City shall require developers of projects outside the Transportation Concurrency Exception Area to comply with the concurrency management system to assess trip availability within the traffic zone.
- Policy 2.2.4 The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system.
- Policy 2.2.5 The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of the Transportation Area. Trips shall be allocated annually by ordinance. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The trip allocation program shall be applied to development in Transportation Areas outside the Transportation Concurrency Exception Area.
- Policy 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 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 annual Travel Demand Model show that a road segment(s) falls below the adopted LOS standards described in Policies 1.2.2 and 1.2.5. The implementation of Primary Impact Areas shall insure that road segments are not further degraded below adopted LOS standards.
- Policy 2.2.9 The City shall achieve the LOS standards described in policies 1.2.2 and 1.2.5 through the application of a Trip Allocation Program which is based on the five year Capital Improvements Schedule and the growth projections found in the Future Land Use Element.
- Policy 2.2.10 The City shall permit development by allocating average daily trip ends by Transportation Areas outside the Transportation Concurrency Exception Area and within City boundaries, according to the Trip Allocation Program in order to achieve and maintain LOS standards over the planning period.
- Policy 2.2.11 The Trip Allocation Program shall meter trip ends on an annual basis based on the performance of individual roadway segments outside the Transportation Concurrency Exception Area and within City boundaries. When the annual allocation of trip ends for the Transportation Area has been allocated, development shall be deferred in each respective Transportation Area. The Trip Allocation Program shall be applied to Transportation Areas 8, 9, 10, 12, 13, and 14 in the following manner:
- Threshold One - Less than 50% of the trip ends for the calendar year have been allocated within the Transportation Area. Development shall be found concurrent for roads that meet the following criteria:
1. There are adequate trip ends available to service the proposed development in the applicable Transportation Areas and
 2. The 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

Appendix

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

Appendix

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

Appendix

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:
	<ol style="list-style-type: none"> 4. The necessary improvements are in place at the time a development permit is issued; or 5. 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 annual evaluations of transit route headways, based on standards established under Policy 1.2.12.
Policy 2.2.24	School LOS standards and school concurrency shall be implemented through the application of the goals, objectives, policies and figures of this Element, the Intergovernmental Coordination Element, and the Public School Facilities Element.
Policy 2.2.25	Prior to June 1 st of each year, OCPS shall coordinate with the City to develop a financially feasible ten (10) year DCOP for review and approval by the OCPS Board and adoption into Orlando's Capital Improvements Element.
Policy 2.2.26	The City shall review the updated ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and Concurrency Service Area (CSA) within the City's jurisdiction is consistent with its growth projections.
Policy 2.2.27	The City shall review and update OCPS' adopted CSAs, adopted LOS and enrollment projections in the annual update of the CIE to ensure that the CIE continues to be financially feasible and that the LOS will be achieved..
Policy 2.2.28	The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City.
Policy 2.2.29	The City shall include the ten (10) year DCOP in the annual update of the CIE.
Policy 2.2.30	The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2008-2009, adopted by the Orange County School Board on September 9, 2008, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
Policy 2.2.31	The City may cooperate with the School Board to ensure that future needs are addressed consistent with the adopted LOS standards for public schools.
Policy 2.2.32	The LOS standards, except for backlogged facilities as provided in CIE Policy 2.2.34, to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:

Appendix

- a. Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
- b. K through 8: 110% of Adjusted FISH Capacity using K through 8 School Attendance Zones as CSAs
- c. Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- d. High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted FISH for High Schools does not include in-slots.)

Policy 2.2.33 In accordance with F.S. 163.3180 (9)(a), the City hereby adopts a long-term school concurrency management system with the ten (10) year planning period of 2007/2008 - 2017/2018 for areas where significant backlogs exist.

Policy 2.2.34 Consistent with Section 13 of the Interlocal Agreement, the LOS standards shall be applied consistently by all of the local governments within Orange County and by the School Board to all schools of the same type. However, within backlogged CSAs, the ratio of student enrollment to school capacity may not increase beyond its interim level of service of April 1, 2008. During the period covered by the 10-year schedule of capital improvements the backlogged CSAs will be improved to the adopted LOS standard. The LOS standards are initially set as follows:

School Type	Adopted LOS
Elementary & K through 8	<p>110% of Adjusted FISH Capacity by 2011</p> <p>The interim LOS for backlogged facilities is shown in Figure 13 of the Data, Inventory and Analysis.</p> <p>The following elementary school CSAs are designated as backlogged facilities: A, DD, U, and Arbor Ridge.</p> <p>The utilization of these CSAs may not increase beyond its level of April 1, 2008, as designated in Figure 6 of the Data, Inventory and Analysis, and must achieve a LOS of 110% by 2017.</p>
Middle	<p>100% of Adjusted FISH Capacity by 2011.</p> <p>The interim LOS for backlogged facilities is shown in Figure 14 of the Data, Inventory and Analysis.</p> <p>The following middle school CSAs are designated as backlogged facilities: Apopka MS, Chain of Lakes MS, Gotha MS, Meadow Woods MS and Walker MS.</p> <p>The utilization of these CSAs may not increase beyond its level of April 1, 2008, as designated in Figure 8 of the Data, Inventory and Analysis, and must achieve a LOS of 100% by 2017.</p>
High	<p>100% of Adjusted FISH Capacity by 2011.</p> <p>The interim LOS for backlogged facilities is shown in Figure 15 of the Data, Inventory and Analysis.</p> <p>The following high school CSAs are designated as backlogged facilities: Freedom HS and University HS.</p> <p>The utilization of these CSAs may not increase beyond their level of April 1, 2008 as designated in Figure 10 of the Data, Inventory and Analysis, and must achieve a LOS of 100% by 2017.</p>

Policy 2.2.35 The City shall annually review compliance and appropriateness of the adopted LOS standard.

Appendix

**Figure CI-1
Capital Improvements Element
Level of Service Standards for Roadways**

Roadway Segment	From	To	LOS Standard
Americana Boulevard	Tropical Trail	Conroy Road	E
Americana Boulevard	Conroy Road	Moonglow Boulevard	E
Augusta National Drive	T.G. Lee Boulevard	Hazeltine National Drive	E
Augusta National Drive	Hazeltine National Drive	Hoffner Avenue	E
Bee Line Expressway (EB)	Goldenrod Road Extension	Narcoossee Road	E
Bee Line Expressway (WB)	Narcoossee Road	Goldenrod Road Extension	E
Bee Line Expressway (EB)	Semoran Boulevard	Goldenrod Road Extension	E
Bee Line Expressway (WB)	Goldenrod Road Extension	Semoran Boulevard	E
Bee Line Expressway (EB)	Tradeport Drive	Semoran Boulevard	E
Bee Line Expressway (WB)	Semoran Boulevard	Tradeport Drive	E
Bee Line Expressway (EB)	Boggy Creek Road	Tradeport Drive	E
Bee Line Expressway (WB)	Tradeport Drive	Boggy Creek Road	E
Bent Pine Drive	Semoran Boulevard	Corporate Centre Boulevard	E
Boggy Creek Road	Jetport Drive	Fourth Street	E
Boggy Creek Road	Fourth Street	Tradeport Drive	E
Boggy Creek Road	Tradeport Drive	Wetherbee Road	E
Boggy Creek Road	Wetherbee Road	Airport Southern Extension	E
Boggy Creek Road	Airport Southern Extension	Greenway Expressway	E
Bumby Avenue	Grant Avenue	Michigan Street	E
Clarcona - Ocoee Road	Pine Hills Road	Lee Ann Drive	E
Commander Drive	Hoffner Avenue	Turnbull Drive	E
Commander Drive	Turnbull Drive	Pershing Avenue	E
Conroy Road	Turkey Lake Road	Kirkman Road	E
Conroy Road	Kirkman Road	Mission Road	E
Conroy Road	Mission Road	Orlando-Vineland Road	E
Conroy Road	Orlando-Vineland Road	I-4 Interchange	E
Conway Road	Hoffner Avenue	Judge Road	F (1,619.3 vplph)
Conway Road	Judge Road	Beeline Expressway	F (1,293.2 vplph)
E-W Expressway (EB)	Semoran Boulevard	Goldenrod Road	E
E-W Expressway (WB)	Goldenrod Road	Semoran Boulevard	E
Edgewater Drive	Clarcona-Ocoee Road	Forest City Road	F (1,083.3 vplph)
Florida's Turnpike (NB)	Interstate 4	E-W Expressway	E
Florida's Turnpike (SB)	E-W Expressway	Interstate 4	E
Florida's Turnpike (NB)	Orange Blossom Trail	Interstate 4	E
Florida's Turnpike (SB)	Interstate 4	Orange Blossom Trail	E
Frontage Road	Forbes Place	Semoran Boulevard	F (1,173.6 vplph)
Goldenrod Road Extension	Hoffner Avenue	Lee Vista Boulevard	E
Goldenrod Road Extension	Lee Vista Boulevard	Beeline Expressway	E
Grand National Drive	Oak Ridge Road	International Drive	E
Greenway Expressway (NB)	Boggy Creek Road	Narcoossee Road	E
Greenway Expressway (SB)	Narcoossee Road	Boggy Creek Road	E
Greenway Expressway (NB)	Narcoossee Road	Moss Park Road	E
Greenway Expressway (SB)	Moss Park Road	Narcoossee Road	E
Greenway Expressway (NB)	Moss Park Road	Beeline Expressway	E
Greenway Expressway (SB)	Beeline Expressway	Moss Park Road	E
Hazeltine National Drive	Shadowridge Drive	Semoran Boulevard	E
Hazeltine National Drive	Semoran Boulevard	Goldenrod Road Extension	E
Hiawassee Road	Old Winter Garden Road	Raleigh Street	E
Hiawassee Road	Raleigh Street	Metrowest Boulevard	F (1,123.8 vplph)
Hiawassee Road	Metrowest Boulevard	Westpointe Boulevard	E
Hiawassee Road	Westpointe Boulevard	Florida's Turnpike Bridge	E
Hoffner Avenue	Commander Drive	Semoran Boulevard	E
Hoffner Avenue	Semoran Boulevard	Commander Drive	F (1,038.1 vplph)
Hollywood Way	Turkey Lake Road	Universal Boulevard	E

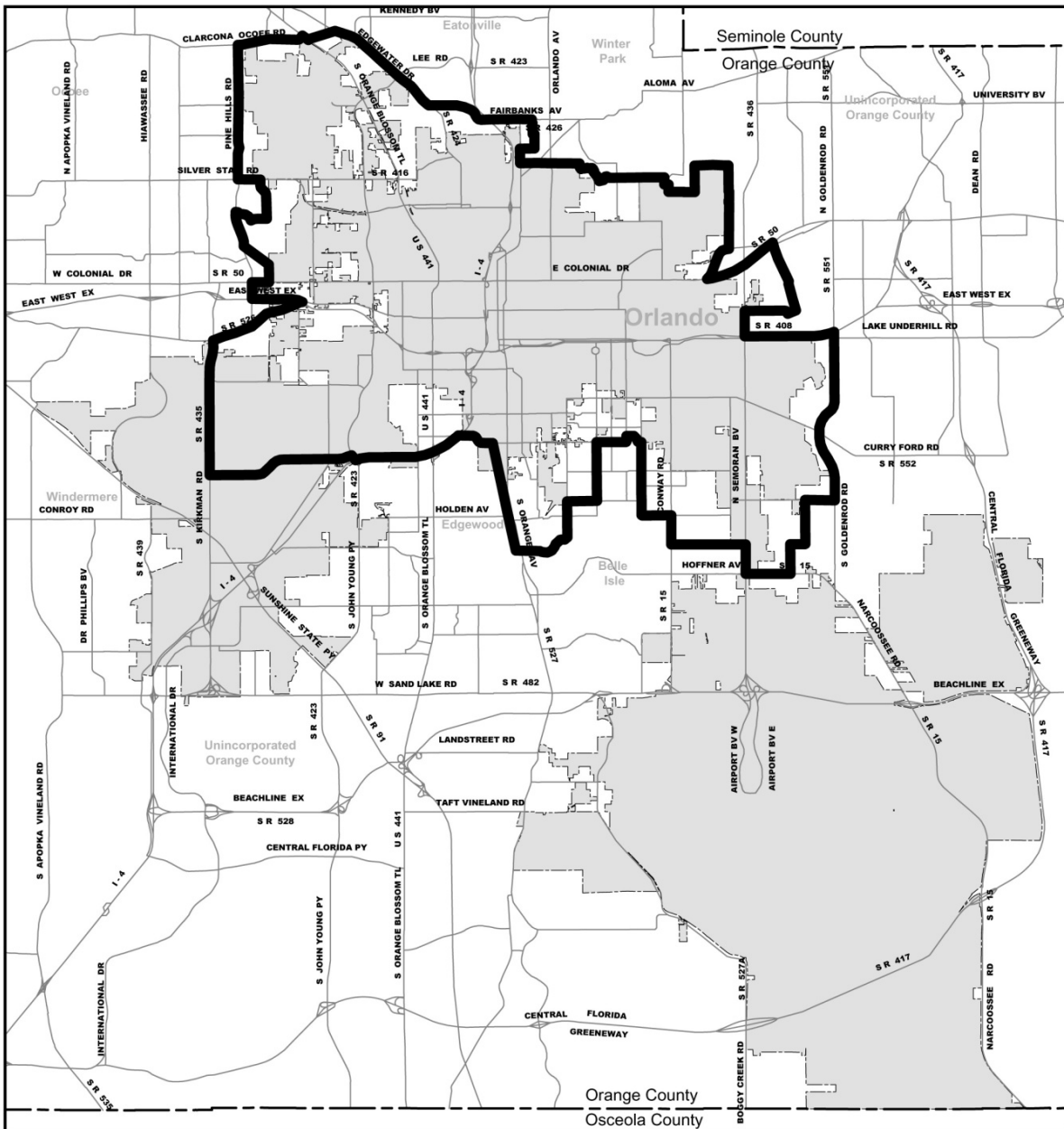
Appendix

Roadway Segment	From	To	LOS Standard
International Drive	Oakridge Road	Grand National Drive	E
International Drive	Grand National Drive	Kirkman Road	E
International Drive	Kirkman Road	Universal Boulevard	F (956.6 vplph)
International Drive	Universal Boulevard	Carrier Drive	E
Interstate 4 (EB)	Sand Lake Road	Kirkman Road	E
Interstate 4 (WB)	Kirkman Road	Sand Lake Road	E
Interstate 4 (EB)	Kirkman Road	Florida's Turnpike	F (2,062.8 vplph)
Interstate 4 (WB)	Florida's Turnpike	Kirkman Road	F (2,177.4 vplph)
Interstate 4 (EB)	Florida's Turnpike	Conroy Road Interchange	E
Interstate 4 (WB)	Conroy Road Interchange	Florida's Turnpike	E
Interstate 4 (EB)	Conroy Road Interchange	John Young Parkway	E
Interstate 4 (WB)	John Young Parkway	Conroy Road Interchange	E
Interstate 4 (EB/HOV)	Florida's Turnpike	John Young Parkway	E
Interstate 4 (WB/HOV)	John Young Parkway	Florida's Turnpike	E
Interstate 4 (EB/HOV)	Kirkman Road	Florida's Turnpike	E
Interstate 4 (WB/HOV)	Florida's Turnpike	Kirkman Road	E
Interstate 4 (EB/HOV)	International Drive	Kirkman Road	E
Interstate 4 (WB/HOV)	Kirkman Road	Sand Lake Road	E
Kirkman Road	Old Winter Garden Road	Raleigh Street	F (1,007.8 vplph)
Kirkman Road	Raleigh Street	Metrowest Boulevard	E
Kirkman Road	Metrowest Boulevard	L.B. Mcleod Road	F (1,295.0 vplph)
Kirkman Road	L.B. Mcleod Road	Conroy Road	F (1,270.0 vplph)
Kirkman Road	Conroy Road	Orlando-Vineland Road	F (1,279.9 vplph)
Kirkman Road	Orlando-Vineland Road	Major Boulevard	F (1,167.4 vplph)
Kirkman Road	Major Boulevard	Interstate 4	F (1,259.0 vplph)
Kirkman Road	Interstate 4	International Drive	F (1,162.9 vplph)
Kirkman Road	International Drive	Sand Lake Road	E
L.B. Mcleod Road	Kirkman Road	Mission Road	E
L.B. Mcleod Road	Mission Road	Bruton Boulevard	E
L.B. Mcleod Road	Bruton Boulevard	John Young Parkway	F (930.6 vplph)
L.B. Mcleod Road	John Young Parkway	Rio Grande Avenue	F (1,124.1 vplph)
Landstreet Road	Orange Avenue (CR 527)	Boggy Creek Road	E
Lee Vista Boulevard	Conway Road	Shadowridge Drive	F (997.4 vplph)
Lee Vista Boulevard	Shadowridge Drive	Semoran Boulevard	E
Lee Vista Boulevard	Semoran Boulevard	TPC Drive/Patch Road	E
Lee Vista Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
Lee Vista Boulevard	Goldenrod Road Extension	Narcoossee Road	E
Lee Vista Boulevard	Narcoossee Road	Econlockhatchee Trail	E
Lee Vista Boulevard	Econlockhatchee Trail	Greenway Expressway	E
Major Boulevard	Orlando-Vineland Road	Kirkman Road	F (1,436.2 vplph)
Metrowest Boulevard	Hiwassee Road	Kirkman Road	F (1,038.7 vplph)
Mission Road (Pine Hills Extension)	L.B. Mcleod Road	Conroy Road	E
Narcoossee Road	Goldenrod Road	Lee Vista Boulevard	F (1,051.4 vplph)
Narcoossee Road	Lee Vista Boulevard	Beeline Expressway	E
Narcoossee Road	Beeline Expressway	Moss Park Road	E
Narcoossee Road	Moss Park Road	Greenway Expressway	E
Oakridge Road	Grand National Drive	International Drive	E
Oakridge Road	International Drive	Radebaugh Road	E
Oakridge Road	Radebaugh Road	Susie Way	E
Orange Avenue (CR 527)	Tradeport Drive	South Avenue	E
Orange Blossom Trail	29th Street	35th Street	F (1,813.1 vplph)
Orlando-Vineland Road	L.B. Mcleod Road	Conroy Road	F (864.4 vplph)
Orlando-Vineland Road	Conroy Road	Tropical Trail	E
Orlando-Vineland Road	Tropical Trail	Major Boulevard	E
Orlando-Vineland Road	Major Boulevard	Kirkman Road	E
Orlando-Vineland Road	Kirkman Road	Turkey Lake Road	E
Pershing Avenue	Dixie Belle Drive	Semoran Boulevard	E
Pershing Avenue	Semoran Boulevard	Hector Court	E

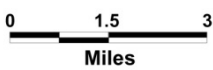
Appendix



Roadway Segment	From	To	LOS Standard
Pine Hills Road	Liming Avenue	Fir Drive	E
Radebaugh Road	Tropical Trail	Oak Ridge Road	E
Raleigh Street	Hiawasse Road	Kirkman Road	E
Sand Lake Road	Canada Avenue	Kirkman Road	F (951.4 vplph)
Sand Lake Road	Kirkman Road	Mandarin Drive	E
Semoran Boulevard	Pershing Avenue	Hoffner Avenue	F (1,100.7 vplph)
Semoran Boulevard	Hoffner Avenue	Lee Vista Boulevard	F (1,387.1 vplph)
Semoran Boulevard	Lee Vista Boulevard	T.G. Lee Boulevard	F (1,247.4 vplph)
Semoran Boulevard	T.G. Lee Boulevard	Beeline Expressway	F (1,008.2 vplph)
Semoran Boulevard (HOV)	Michigan Street/Lake Margaret Dr.	Hoffner Avenue/Lee Vista Blvd.	E
Semoran Boulevard (HOV)	Hoffner Avenue/Lee Vista Boulevard	Beeline Expressway	E
Shadowridge Drive	Hoffner Avenue	Lee Vista Boulevard	E
Shadowridge Drive	Lee Vista Boulevard	Frontage Road	E
T.G. Lee Boulevard	Semoran Boulevard	Augusta National Drive	E
T.G. Lee Boulevard	Augusta National Drive	Tpc/Patch Road	E
T.G. Lee Boulevard	TPC Drive/Patch Road	Goldenrod Road Extension	E
TPC Drive/Patch Road	Hoffner Avenue	T.G. Lee Boulevard	E
Tradeport Drive	Beeline Expressway	Jetport Drive	F (1,097.6 vplph)
Tradeport Drive	Boggy Creek Road	Orange Avenue (CR 527)	E
Tropical Trail	Orlando-Vineland Road	Americana Boulevard	E
Turkey Lake Road	Conroy Road	Orlando-Vineland Road	F (800.4 vplph)
Turkey Lake Road	Orlando-Vineland Road	Hollywood Way	E
Turkey Lake Road	Hollywood Way	Wallace Road	E
Universal Boulevard	Kirkman Road	Hollywood Way	F (946.2 vplph)
Universal Boulevard	Hollywood Way	International Drive	F (1,183.4 vplph)
Universal Boulevard	International Drive	Sand Lake Road	E
Wetherbee Road Extension	Airport South Exit Road	Narcoossee Road	E

Figure CI-2 Transportation Concurrency Exception Area



LEGEND

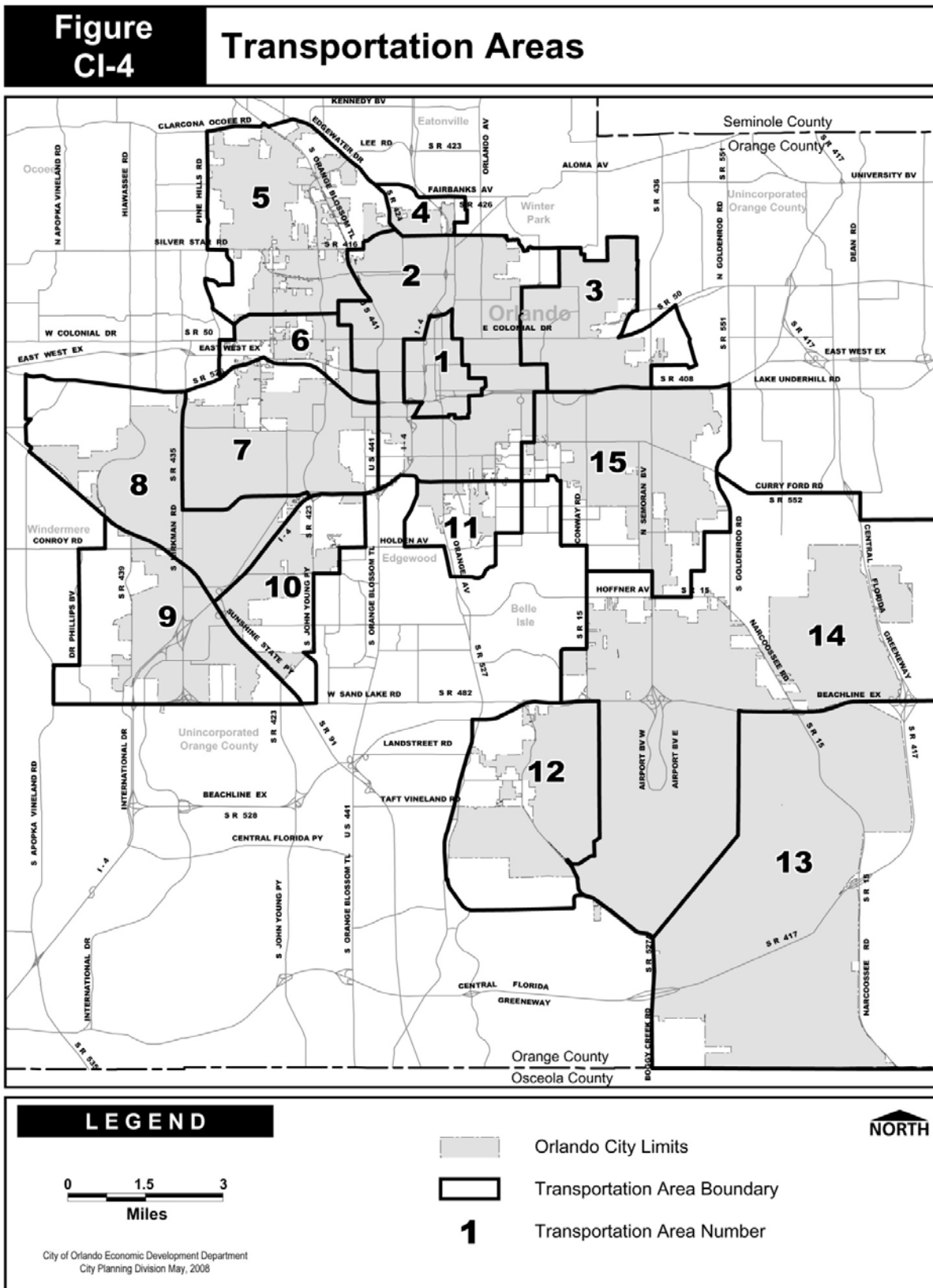


-  Transportation Concurrency Exception Area Boundary
-  City Jurisdiction (May, 2008)



City of Orlando Economic Development Department
City Planning Division May, 2008

Amended April 14, 2003
Effective Date June 7, 2003
Doc. No. 030414702



Appendix

**FIGURE CI-14
CITY OF ORLANDO 2009-2014 CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE**

	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
School Safety Sidewalk Program	400,000	400,000	400,000	400,000	400,000	2,000,000
Parks and Open Space						
Service Area 10 - Neighborhood Park (Metrowest)	-	-	-	-	2,125,000	2,125,000
Capital Improvement Fund Total	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,525,000	\$ 4,125,000
Gas Tax						
Mass Transit						
LYNX Annual Contribution	4,255,000	4,255,000	4,255,000	4,255,000	4,255,000	21,275,000
Bicycle and Pedestrian Facilities						
School Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Total	\$ 4,355,000	\$ 4,355,000	\$ 4,355,000	\$ 4,355,000	\$ 4,355,000	\$ 21,775,000
Other Funds						
Roadways						
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	-	3,000,000	3,000,000
Other Funds Total	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
Service Charges						
Solid Waste Collection						
Commercial Collection Vehicles	-	225,000	-	-	225,000	450,000
Residential/Recycling Collection Vehicles	-	214,000	214,000	-	214,000	642,000
Wastewater						
Water Conserv II Land Purchase	2,297,817	702,183	-	-	-	3,000,000
West Lake Fairview Sanitary Sewer	-	-	-	-	3,000,000	3,000,000
Service Charges Total	\$ 2,297,817	\$ 1,141,183	\$ 214,000	\$ -	\$ 3,439,000	\$ 7,092,000
State Aid						
Bicycle and Pedestrian Facilities						
Dinky Line (Orlando Urban Trail O.U.T.)	-	2,000,000	816,000	-	-	2,816,000
Roadways						
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	-	3,000,000	3,000,000
State Aid Total	\$ -	\$ 2,000,000	\$ 816,000	\$ -	\$ 3,000,000	\$ 5,816,000
Stormwater Utility Fee						
Stormwater						
Albert Shores Storm Drainage Improvements	600,000	-	-	-	-	600,000
Drainage Well Enhancement	250,000	250,000	400,000	400,000	300,000	1,600,000
Lake Enhancement Improvements	400,000	350,000	400,000	400,000	400,000	1,950,000
System Repair and Rehabilitation	500,000	450,000	500,000	500,000	500,000	2,450,000
Stormwater Utility Fee Total	\$ 1,750,000	\$ 1,050,000	\$ 1,300,000	\$ 1,300,000	\$ 1,200,000	\$ 6,600,000
Transportation Impact Fees						
Roadways						
Grand National Dr. I-4 Overpass	2,947,786	-	-	-	-	2,947,786
Mission Rd: Conroy to OWG/Pine Hills Rd & Metrowes	-	5,000,000	-	-	-	5,000,000
Narcoossee Rd. 6 laning: Osceola County to SR 417	500,000	-	-	-	-	500,000
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	-	-	6,000,000	6,000,000
Transportation Impact Fees Total	\$ 3,447,786	\$ 5,000,000	\$ -	\$ -	\$ 6,000,000	\$ 14,447,786
Total	\$ 12,250,603	\$ 13,946,183	\$ 7,085,000	\$ 6,055,000	\$ 23,519,000	\$ 62,855,786

THIS PAGE LEFT INTENTIONALLY BLANK

CITY OF ORLANDO

DEBT MANAGEMENT POLICY

I. Introduction

This Debt Management Policy is intended to (a) set forth guidelines under which the City's debt management program shall be administered, (b) set appropriate targets and boundaries for the City's current debt program, and (c) ensure that future generations of elected officials have reasonable latitude to address the financial circumstances of their tenure. This Debt Management Policy, as amended and adopted by City Council annually, sets forth the goals and objectives of the program and authorizes the City's Finance Committee to further define targets and benchmarks within these parameters. The City's original Debt Management policy was adopted by City Council on October 4, 1994 and was amended by vote of the City Council on October 26, 2005.

II. Scope

This Debt Management Policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers and taxpayers of the City of Orlando.

III. Objectives

The objectives of this Debt Management Policy are as follows:

- A. Balance multiple financial management objectives, including:
1. Creativity: examine new or different means to achieve established objectives at the lowest possible cost;
 2. Innovation: address, consider or conceive new financing options which are either developed in the City's traditional municipal markets or adaptable from other existing financial markets;
 3. Flexibility: retain the City's current and future options to meet the financing challenges of the City;
 4. Responsibility: be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden or costs of government;
 5. Corporate Image: act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
 6. Due Care: pay timely attention to and comply with each and all of the agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- D. Address the purpose, use and advantages of the City's Internal Loan Fund program, as it is appropriately integrated into the City's overall debt management program.
- E. Evaluate each of the following in anticipation of new borrowing initiatives:
1. Appropriate final maturity (1 to 30 years);
 2. Principal Amortization pattern (e.g., level principal, level debt service, etc.);
 3. Use of long-term fixed, intermediate term fixed or variable rate debt pricing options, and
 4. Use of risk management techniques (caps, swaps, floors, collars, etc.) to manage the City's variable rate risk exposure consistent with the City's Interest Rate Risk Management Products Policy.

Appendix

- F. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials;
- G. Provide for changes in targets and amendments to this Policy which can be approved by the Finance Committee and City Council, and an appropriate time frame to implement such changes.
- H. Provide a framework within which the City's corporate styled Debt Management Program can effectively operate.
- I. Provide for the publication of a Bond Disclosure Supplement that reports on the status of the City's debt management programs.

IV. Categorize Debt Program(s)

The City shall periodically establish standards for and classify each of the City's debt programs into one of the following:

- A. Self-Supporting Debt:
 - 1. Proprietary operations
 - i) Wastewater
 - ii) Parking
 - 2. Other Governmental (Non-General Fund revenues)
 - i) Community Redevelopment Agency (CRA)
 - ii) Special Assessment and Tax-Increment
 - iii) State Sales Tax Payments Revenues Bonds
 - iv) Contract Tourist Development Tax Payments Revenue Bonds
- B. Non Self-supporting Debt:
 - 1. Proprietary operations
 - i) Arena
 - ii) Citrus Bowl (CFA)
 - 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

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

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

V. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:

Appendix

1. Limited to specific dollar amounts, and
2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

VI. Measuring Interperiod Equity

When measuring its commitment to its infrastructure and related service delivery potential, the City shall address both its capital and operating and maintenance requirements. For purposes of this policy, the City shall focus on its capital portion. When measuring interperiod equity, the City must consider the need to allocate the burden between generations and, more specifically, fiscal periods. The City will seek to measure the impact of proposed capital finding sources (debt and Pay-As-You-Go) for both a single year and longer-term forward forecasts. This future capacity analysis shall consider debt service maturities and payment patterns as well as the City's commitment to a Pay-As-You-Go budgetary capital allocation.

VII. Maintaining/Improving Credit Ratings

The City shall strive to maintain its Ratings and enhance the overall credit standing of not only its general credit, but also, each of its specific debt programs. When addressing efforts to enhance its current ratings, the City will seek to balance its current flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions which may be required to enhance a bond rating. In light of the then current market conditions, the City will have to judge the enhanced market advantage of a projected rating by program against the potential loss of flexibility which may be necessary to achieve the rating enhancement. The City's current ratings are regularly published by the Rating Agencies and are summarized annually in the City's Bond Disclosure Supplement.

The need for three ratings and merit of various rating services' ratings may be judged (a) at the time and in the circumstances of the contemplated issue and (b) in the perspective of the City's overall programs.

VIII. The Internal Loan Fund

In 1986-87, the City created its Internal Loan (banking) Fund as a conduit device to distribute the debt proceeds which it initially received from the Sunshine State Governmental Financing Commission (SSGFC) into loans to various operating funds of the City. In 1991, the City established its current Covenant Program, which is used as the primary funding source for the Internal Loan Fund and incorporated the pledge associated with the SSGFC.

The goal of the Internal Loan Fund is to provide funding for various projects around the City, with flexibility of loan terms and a low, blended interest rate. The blended loan rate is achieved through a mix of variable, medium-term, and long-term Covenant backed debt instruments. In general, loan repayment schedules are established that are shorter than bond repayment provisions, in order to provide the City an internal and revolving source of capital financing without needing to access the public markets for small projects.

Loans are provided to both proprietary and non-proprietary operations. Loan repayments from proprietary operations are subordinate to revenue bond debt issued for and secured by proprietary funds.

IX. Criteria for Evaluating Debt Options

The City Council has authorized the Finance Committee to establish specific target benchmarks for potential exercise of debt options. Further, within the framework established by the goals, objectives and established target benchmarks, City Council authorizes the Chief Financial Officer to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Orlando. With regard to this delegation of authority, both to the Finance Committee and ultimately to the Chief Financial Officer, the following criteria for evaluating debt options has been established:

A. Maturity Analysis

For self-supporting proprietary operations, the primary strategy is to use a long-term level debt service maturity structure. To the extent that shorter maturities or alternative amortization strategies are utilized in an effort to reduce the effective borrowing costs, a comparative advantage must be considered in relationship to the potential negative impacts on user rates and charges.

For all other categories of debt, the City may consider opportunities to either shorten maturities or alter amortization structures. A level principal structure may be considered versus level debt service generally as long as the structure does not increase the maximum annual debt service by more than 25%. Additionally, the City should consider a level principal maturity structure compared to shorter maturity level debt service structure when maximum annual debt service is similar.

B. Market Options

Appendix

(i). **Election to Issue Fixed Rate Debt**

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and Medium Term Notes. Fixed Rate Debt is the traditional way municipalities have issued debt-- debt is offered to investors with a fixed maturity schedule at rates fixed in a single offering. Long-term Fixed Rate Debt issuance should be based upon a consideration of the following factors: (a) the level of long-term rates at the time of issuance versus the last 3 to 10 years, (b) a short to intermediate range forecast for long term rates to be trending upwards, (c) the ratio of short-term (or variable rate) debt to current program debt outstanding and/or (d) the amount of Variable Rate Debt outstanding by program.

The City issued its first series of Medium Term Notes in 2002. This issue of Medium Term Notes was sold to investors with an initial amortization schedule of 2 to 12 years. As the individual principal amounts come due, the City re-offers the debt on a 1 to 15 year maturity basis until the designated final maturity. The benefit of the Medium Term Note structure is that the City prices its debt in the lower interest rate portion of the yield curve. The risk to the City of this structure is primarily the risk that interest rates will rise in successive re-offerings at a level sufficient to offset the initial interest savings. Including Medium Term Notes in the City's overall debt profile is part of the goal to achieve a balanced portfolio, and the City should consider issuing Medium Term Notes under circumstances where the structure is expected to provide the City with a lower cost of capital compared to long-term fixed rate debt using a breakeven rate analysis. The City should limit the amount of Medium Term Note issuance consistent with rating agency and bond insurer guidelines. The City currently limits the amount of Medium Term Note total maturities in any one year to (a) an amount not greater than 200% of the liquidity portion of the City's investment portfolio as of April 1st, and (b) not to exceed \$12 million. In addition, this limit may be raise up to \$20 million if a liquidity facility is provided for 50% of the amount of total maturities in any single year.

(ii). **Election to Issue Variable Rate**

Issuing Variable Rate Debt permits the City access rates on the very short end of the yield curve. The difference in short versus long-term rates varies with the shape of the yield curve and has typically ranged from 100-350 basis points (or 1.0% to 3.5%). By issuing Variable Rate Debt, the issuer is subject to interest rate risk. However, Variable Rate Debt has historically been at lower interest rate levels than recognized fixed rate indices, and is generally able to create a natural hedge against changes in the City's Short-Term Investment portfolio.

Variable Rate Debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2), subject to limitations, as an integral portion of a long-term strategy to lower the City's effective cost of capital. The City's interim variable rate program allows the City to avoid the inefficiency of borrowing for small projects and allows for an aggregation of small projects and, thus, a more cost effective debt management program. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to fixing (converting to a fixed rate to maturity alternative) a portion of the then outstanding Variable Rate Debt to take advantage of the attractive long-term fixed rates.

(iii). **Hedging Election**

The City's Interest Rate Risk Management Products Policy provides guidelines for any hedging the City's Variable Rate Debt exposure.

(iv). **Debt Program Targets**

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest. In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

Overall City and CRA Debt

Overall City and CRA	Targets
<ul style="list-style-type: none"> · Fixed Rate · Goal 	50-60%
<ul style="list-style-type: none"> · Unhedged or Net Variable Rate: · Goal · Maximum 	25-35% 40%

Appendix

Covenant Program

The following targets are established for the Covenant Program:

Covenant Program	Targets
· Fixed Rate	
· Goal	40-50%
· Unhedged or Net Variable Rate:	
· Goal	25-35%
· Maximum	50%
· Composite rate advantage when compared to Bond Buyer's Revenue Bond Index (measured as an average of available rates over the last three years) of at least:	50-75 b.p.

Other Debt Program Targets

In addition to the aforementioned targets for the overall City and CRA debt, and the Covenant Program, specific targets regarding the limits on unhedged or Net Variable Rate Debt exposure for the senior debt of each separate borrowing program are set forth below:

Other Debt Programs	Target Maximum Net Variable Rate Debt (1) Exposure
Wastewater	35%
Parking	15%
CRA (Downtown District)	15%
Special Assessment	N/A
State Sales Tax Payments	N/A
Contract TDT Payments	N/A
New Debt Programs:	TBD.

- (1) The maximum Net Variable Rate Debt exposure limits have been established in recognition of each program's variable rate exposure associated with the Internal Loan Fund exposure. The City's Wastewater program does not currently have Internal Loan Fund exposure and therefore, a higher maximum is more appropriate compared to the Parking and the CRA (Downtown District) Programs which have Internal Loan Fund (subordinate lien) variable rate exposure.

(v). Refunding Options

Targets for a Fixed Rate Debt to Fixed Rate Debt refunding should include the following criteria:

1. Maximum true interest cost
2. Minimum economic present value of at least 5% of refunded bonds,
3. Minimum annual average debt service savings of at least \$100,000.

Lower net present value cost savings and annual average debt service savings criteria may be appropriate for shorter term or smaller fixed rate refunding issues.

Refunding Variable Rate Debt to Fixed Rate Debt cannot provide for the similar measurable benchmarks and should be based on the aforementioned Election to Issue Fixed Rate Debt criteria.

Refunding of Variable Rate Debt to Variable Rate Debt should be based primarily on the economic or structured advantages of the new program.

Criteria and savings targets associated with Synthetic Refundings that are consistent with the provisions of the City's Interest Rate Risk Management Policy, should be established on a case-by-case basis and should generally be higher (more restrictive) than the criteria for Fixed Rate Debt refundings.

Appendix

While a framework (a delegation of authority) has been established regarding the management of the City's debt portfolio, specific City Council approval is still required prior to the issuance of any new debt. Once the City Council has approved a refunding (revenue source, structure and target benchmark), the Finance Committee may act to adjust the target benchmarks, within the goals and objectives framework, to address changing market conditions.

X. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must both be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have G.O. debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

Description	Targets
General Government Debt Service as a percentage of non-ad valorem General Fund expenditures:	
• Debt Limit (within the covenant program limitation)	20% max.
• Goal/Target	10% max.
Weighted Average Maturity of Debt Program(s):	
• Self-supporting Proprietary Operations	15 year max.
• Self-supporting Other Governmental	25 year max.
• Non self-supporting	20 year max.
Weighted Average Maturity of Internal Loan Program	12 year max.
General Government Direct Debt per capita	\$850 max.
Net Direct Tax Supported Debt as a percentage of ad valorem property values:	
• General Government	2.5% max.
• Total Tax Supported	3.5% max.
Debt Service requirement as a percentage of a new governmental revenue stream that is dedicated for capital and operations	50% max.
General Fund reserve, (as a percentage of the current year's operating budget)(a)	15% to 25%

(a) Includes City's Utility Services Tax reserves.

While the City currently operates well within these targets/goals, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the overall City's Debt Management Program.

XI. Monitoring, Reporting, Amendments and/or Exceptions

The Chief Financial Officer shall monitor the actual results against the targets presented in this policy and shall publish a comparison of the targets against the fiscal year end numbers in the City's Bond Disclosure Supplement. The report will include the following information, to the extent applicable:

- A. Debt Program Targets, and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted through the Finance Committee to the City Council and shall become effective only after approved by the City Council.

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

XII. Debt Management Policy Review and Modification

The City's Debt Management Policy will be submitted by the Finance Committee for annual ratification by the City Council by May 1st of each year. The authority to effect any change, modification or amendment of this Debt Management Policy shall rest solely with the City Council. The Finance Committee and staff recommendations for policy changes may be submitted in conjunction with the annual ratification or more often as deemed necessary. Policy changes initiated by City Council may be made as deemed appropriate. Policy changes will become effective on the date stipulated by City Council.

Appendix

XIII. Time-Line for Implementation of Amendments

Considering the then current position of the interest rate curve, recent movements and indication of possible short term direction, the City shall consider a reasonable time-line(s) to bring the then current debt program in line with amendments to this Debt Management Policy.

XIV. Effective Date

The City's Debt Management Policy was ratified and approved by the City Council on the 23rd day of March, 2009.

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.

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, 2008
(\$'s in millions)

<u>Funds</u>	<u>2008/2009 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>	
		<u>Minimum</u>		<u>Maximum</u>			
General Fund						\$ 70.8	
Utilities Services Tax						\$ 24.9	
Disaster Recovery Fund						\$ 9.2	
Total General Fund	\$ 371.2	\$ 55.7	15%	\$ 92.8	25%	\$ 104.9	28%
Enterprise Funds							
Self Supporting							
Wastewater System	\$ 45.1	\$ 4.5	10%	\$ 9.0	20%	\$ (0.1)	0%
Parking System	\$ 16.3	\$ 1.6	10%	\$ 3.3	20%	\$ 3.3	20%
Stormwater System	\$ 23.2	\$ 2.3	10%	\$ 4.6	20%	\$ 4.6	20%
Solid Waste Management	\$ 24.9	\$ 2.5	10%	\$ 5.0	20%	\$ 0.6	2%
Enterprise Funds							
Non-Self Supporting							
Centroplex	\$ 18.4	\$ -	0%	\$ 1.8	10%	\$ 4.7	26%
CFA	\$ 3.6	\$ -	0%	\$ 0.4	10%	\$ -	0%

Continued on next page

Appendix

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2008
(\$'s in millions)

<u>Funds</u>	<u>2008/2009 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Capital Project Funds						
Capital Improvement Fund	\$ 25.1	\$ -	0%	\$ 2.5	10%	\$ 2.5 10%
Internal Service Funds						
Fleet Management Fund	\$ 16.3 (1)	\$ 0.8	5%	\$ 1.6	10%	\$ 3.1 19%
Risk Management Fund	\$ 34.7 (2)	\$ 3.5	10%	\$ 5.2	15%	\$ 8.5 24%

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

(2) Reflects the outstanding liability for claims as of September 30, 2008.

Appendix

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2008
(\$'s in millions)

Funds	Unrestricted		Restricted		Total
	Capital Projects Reserve		R&R	Other	
Enterprise Funds					
Self Supporting					
Wastewater System	\$	40.7	2.3	-	43.0
Parking System	\$	11.0	2.4	-	13.4
Stormwater System	\$	8.2	-	-	8.2
Solid Waste Management	\$	-	-	-	-
Capital Project Funds					
Capital Improvement Fund	\$	25.4	-	-	25.4
Internal Service Funds					
Fleet Management Fund	\$	-	-	35.4 (3)	35.4
Risk Management Fund	\$	-	-	-	-

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

Reserve History for General, Utilities Services Tax and Disaster Recovery Funds

<u>Fiscal Year</u>	<u>Combined Ending Fund Balance</u>	<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2008	\$ 104,969,381	\$ 371,238,169	28.28%
2007	\$ 101,293,088	\$ 346,128,532	29.26%
2006	\$ 86,862,356	\$ 342,427,021	25.37%
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%

THIS PAGE LEFT INTENTIONALLY BLANK



G L O S S A R Y

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 Council action.

APPROPRIATION - An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

AS-BUILTS - Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

ASSESSED VALUE - A valuation set upon real estate or other property by the County Property Appraiser as a basis for levying taxes.

ATTRITION ALLOWANCE - Salaries and benefits budgeted at a fraction of the projected personnel cost.

BALANCED BUDGET - A budget in which estimated revenues equal estimated appropriations.

BASE BUDGET - Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS - Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles (GAAP).

BOND - A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

BOND REFINANCING - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET - A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets -- the "Operating" budget and the "Capital Improvement" budget.

BUDGET AMENDMENT - Per City policy, any budgetary transaction that causes an increase or decrease in a fund's total.

BUDGET REVIEW COMMITTEE (BRC) - A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

BUDGETARY ACCOUNTS - Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

Glossary

BUREAU - An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

CAPITAL EQUIPMENT - Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

CAPITAL IMPROVEMENT BUDGET - A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS - Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) - That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL OUTLAY - Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND - A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

CASH BASIS - A basis of accounting that recognizes transactions only when cash is increased or decreased.

CASH-CARRY FORWARDS - Fund balance, which is transferred to the next fiscal year.

CASH FLOW - The net cash balance at any given point and how that cash balance changes.

CHART OF ACCOUNTS - A systematic structure for classifying similar financial transactions of the City.

CHARGE(S) FOR SERVICES - Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service. See Also User Charges.

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT - A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs (CDBG).

COMMUNITY REDEVELOPMENT AGENCY - A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT - A legally separate organization for which the elected officials of the primary government are financially accountable.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) - A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSUMER PRICE INDEX (CPI) - Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

CONTINGENCY - Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM - A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

Glossary

CONTRACTUAL SERVICES - Services rendered to a government by private firms, individuals, or other governmental agencies.

DEBT SERVICE - Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND - One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT - The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION - A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

DESIGNATIONS - A portion of fund balance earmarked for specific appropriations.

DIVISION - An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE - Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND - A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

ENTITLEMENTS - A government program that guarantees and provides benefits to a particular group.

EXPENDITURES - Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES - Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND - A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY) - Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS - Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

FRANCHISE FEE - A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

FRINGE BENEFITS - Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD & D, and long term disability.

FULL FAITH AND CREDIT - A pledge of the general taxing power for the payment of debt obligations.

FUND - An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING - A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE - The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

Glossary

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report.*

GENERAL FUND - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND - Bonds for which the full faith and credit of the issuing government are pledged.

GOALS - General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities.

GRANT - A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

GROWTH MANAGEMENT PLAN - Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

HOME - The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION - A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

IMPACT FEE - Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME - A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

INCREMENTAL BUDGETING - A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

INDIRECT COST - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER - Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE - Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INVESTMENTS - Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

INTERNAL SERVICE FUND - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

LINE ITEM - A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

Glossary

LOCAL OPTION - Voted by local referendum, e.g., Local Option Sales Tax.

MANDATE - A requirement from a higher level of government that a lower level of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS - A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

METROPOLITAN STATISTICAL AREA (MSA) - A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management & Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL - A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE - The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT - This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE - The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE - The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

OBJECT CODE - A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE - Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES - Expenses which are directly related to service activities.

OPERATING REVENUES - Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES - Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES - Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

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 performance management software.

PERFORMANCE INDICATOR - 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 indicators).

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.

REQUIREMENT - A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

RESERVES - An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

RESOLUTION - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE - Funds received by the City from external sources; income.

REVENUE BOND - A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

REVISED APPROPRIATION - The approved budget plus or minus any budget amendments or internal transfers.

REVISED BUDGET - See amended budget.

ROLL-BACK MILLAGE RATE - The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES - State Constitutional Amendment that limits annual growth in homestead exempted property value for tax relief purposes.

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.

Glossary

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, 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
- ARRA** - American Recovery and Reinvestment Act
- BRC** - Budget Review Committee
- BZA** - Board of Zoning Adjustment
- CAFR** - Comprehensive Annual Financial Report
- CAD** - Computer Aided Dispatch
- CAO** - Chief Administrative Officer
- CDBG** - Community Development Block Grant
- CDD** - Community Development District
- CEB** - Code Enforcement Board
- CERT** - Citizen's Emergency Response Team
- CFA** - Civic Facilities Authority
- CFCRT** - Central Florida Commuter Rail Transit
- CFFA** - Central Florida Fire Academy
- CFO** - Chief Financial Officer
- CIE** - Capital Improvements Element (of the Growth Management Plan)
- CIP** - Capital Improvement Program
- CMS** - Concurrency Management System
- CNL** - CNL Financial Group, Inc.
- CNW** - Citizens for Neighborhood Watch
- COP** - Community Oriented Policing
- CPI** - Consumer Price Index
- CRA** - Community Redevelopment Agency
- CSO** - Community Service Officer (non-sworn)
- CST** - Communications Service Tax
- CTX** - Orlando Venues Department
- DARE** - Drug Awareness & Resistance Education
- DDB** - Downtown Development Board
- DRC** - Development Review Committee
- DRI** - Development of Regional Impact
- EDV** - Economic Development Department
- EEOC** - Equal Employment Opportunity Commission

Glossary

- 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
- FM** - Facilities Management
- FMLA** - Family Medical Leave Act
- FPR** - Families, Parks, and Recreation Department
- FTE** - Full Time Equivalent
- GAAP** - Generally Accepted Accounting Principles
- GASB** - Governmental Accounting Standards Board
- GFOA** - Government Finance Officers Association
- GIS** - Geographic Information System
- GMP** - Growth Management Plan
- GOAA** - Greater Orlando Aviation Authority
- GPR** - Grantee Performance Report
- GREAT** - Gang Resistance Education & Training
- HOME** - Home Investment Partnership Act
- HOPWA** - Housing Opportunities for Persons with Aids
- HSG** - Housing and Community Development Department
- HUD** - Housing and Urban Development, a federal agency
- ICMA** - International City/County Management Association and ICMA Retirement Corp.
- ISO** - Insurance Services Office (Nationally recognized fire service rating)
- JPA** - Joint Planning Area
- LCIR** - Legislative Committee on Intergovernmental Relations
- LDC** - Land Development Code
- LOS** - Level of Service
- 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
- OBFS** - Office of Business and Financial Services
- OCPS** - Orange County Public Schools
- OEM** - Office of Emergency Management
- OFD** - Orlando Fire Department
- OIA** - Orlando International Airport
- OMB** - (Office of) Management and Budget
- OPEB** - Other Post Employment Benefits
- OPD** - Orlando Police Department
- OPH** - Orlando Police Headquarters Building
- OUC** - Orlando Utilities Commission
- OUSWMM** - Orlando Urban Stormwater Management Manual
- PACE** - Paperless Automated Call Entry
- PMD** - Purchasing and Materials Management Division
- PWK** - Public Works Department
- R & R** - Repair and Replacement
- RFQ/RFP** - Request for Qualifications/Request for Proposal
- R-O-W** - Right-of-way
- SBA** - State Board of Administration
- 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
- TMDL** - Total Maximum Daily Load (A Stormwater Contaminants Measure)

Glossary

TSA - Transportation Safety Administration

TRIM - Truth in Millage

TRN - Transportation Department

UCF - University of Central Florida

VCC - Valencia Community College

WPA - Works Progress 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>.
